REQUEST FOR PROPOSALS

Strategic Planning Consultant Services

For

Alliance of Community Assistance Ministries, Inc. (ACAM)

2028-2032 Strategic Plan

RFP No. ACAM–GHOYC SP 2026-27

RFP Release Date: Wednesday, October 28, 2026 (10/28/2026)

Proposal Due Date: Friday, November 20, 2026 (11/18/2026)

Anticipated Contract Start Date: Monday, January 11, 2027 (1/11/2027)

RFP TIMELINE

Official Release Date: Wednesday, October 28, 2026 (10/28/2026)
Full RFP posted at: https://acamweb.org/funding-vendor-opportunities/
Optional RFP Conference: Thursday, November 5, 2026, (11/4/2026), 11am CST Registration Link: https://us02web.zoom.us/meeting/register/2QfqJAqgRTiw2xZ7Im-4kg
RFP Questions Due by Monday, November 9, 2026 (11/6/2026), 12 pm CST
Please submit questions in writing to ACAM Grants & Contracts Manager at admin@acamweb.org
Release Date of ACAM answers to written questions received: Tuesday, November 10, 2026 (11/10/2026)
Proposals Due: Friday, November 20, 2026 (11/18/2026), 12 pm CST
Preliminary/Conditional Award Announcements: Monday, December 7, 2026 (12/7/2026)
Internet website where addenda and answers to questions will be posted at https://acamweb.org/funding-vendor-opportunities/

Responses to this request for proposals should be emailed to:
ACAM Grants & Contracts Manager
Anuja (Ann) Deshpande
admin@acamweb.org
The proposal cover sheet must be signed and dated by an authorized representative of the proposing organization
Late proposals will NOT be accepted. Proposals must be received by the due date and time.
If all or any portion of a response submitted is received late or is otherwise non-responsive due to equipment failure or operator error, the response or the applicable portion of the response will not be considered. In addition, ACAM is not liable for equipment failure or operator error.

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PART 1- GENERAL INFORMATION

1. Summary

Alliance of Community Assistance Ministries, Inc. ("ACAM") is seeking proposals from qualified consultants or consulting firms ("Consultant" or "Contractor") to design and facilitate a comprehensive strategic planning process and develop ACAM's Strategic Plan for 2028-2032 ("Strategic Plan"). The selected consultant will build upon current 2024–2027 Strategic Plans of ACAM and its program partner Greater Houston Opportunity Youth Collaborative (GHOYC), assess organizational performance and changing external conditions, engage key stakeholders, and facilitate strategic decision-making. The consultant will work concurrently with ACAM and GHOYC to develop their respective strategic priorities, ensuring that GHOYC's strategic plan is fully integrated into ACAM's comprehensive, actionable five-year Strategic Plan for 2028–2032, which will guide ACAM's Board, leadership, staff, and network.

ACAM seeks a planning process that is inclusive, strengths-based, evidence-informed, and focused on decisions. The process should create meaningful engagement among ACAM's Board, leadership and staff, ACAM Network partner executive leaders, and selected external stakeholders while helping participants move beyond broad aspirations to a limited set of priorities, desired results, and measurable indicators of success.

The selected consultant will serve as an independent strategic thought partner and facilitator. The consultant must be able to synthesize diverse perspectives, encourage forward-looking and "out-of-the-box" thinking, surface important choices and tradeoffs, and translate agreed direction into a practical 2028-2032 Strategic Plan, implementation roadmap, and performance framework that ACAM can actively use and monitor.

2. Organizational Background

Alliance of Community Assistance Ministries, Inc. (ACAM) is a nonprofit organization with the mission to advance collaboration to create community-wide solutions for thriving nonprofits, neighborhoods, and families. ACAM works with community-based organizations, public partners, funders, and service providers to strengthen nonprofit capacity, foster collaboration, and support coordinated responses to community needs.

ACAM functions as a network intermediary, convener, capacity-building partner, and collaborator across Greater Houston. Its work requires balancing the needs and perspectives of nonprofit partners with the expectations of funders and other stakeholders for measurable results, effective collaboration, and sustainable community impact. The strategic planning process should therefore consider both ACAM's organizational direction and its role in strengthening and supporting the broader ACAM Network.

ACAM serves as the lead coordinating agency for the Greater Houston Opportunity Youth Collaborative (GHOYC). Formally established in 2021, GHOYC is a cross-sector collaborative with the mission of bringing together stakeholders across sectors, industries, and systems to create positive outcomes for Opportunity Youth and Young Adults (OYYA): 16- to 24-year-olds who are not in school or working. GHOYC's aim is to create education and career pathways and scale them to the point that all opportunity youth in the Texas Gulf Coast region can access the education, training, and support needed to reach their goals and thrive.

3. Purpose of The RFP

The purpose of this RFP is to solicit proposals from qualified strategic planning consultants to guide ACAM through development of its 2028-2032 Strategic Plan. ACAM's current Strategic Plan covers 2024-2027 and includes priorities related to Visibility and Engagement, Transformative Programming, Regional Resilience, Organizational and Network Optimization, Resource & Venture Development, and Visionary Governance.

The selected consultant will assess progress and identify insights from implementation of the current plan, evaluate changing internal and external conditions, obtain meaningful input from key stakeholders, facilitate priority-setting and strategic choices, and develop a concise five-year plan supported by measurable goals, implementation responsibilities, indicators of success, and a practical method for monitoring progress. The consultant should identify what should continue, change, conclude, or be newly prioritized for 2028-2032 rather than assume that the existing framework must be retained or replaced in full.

4. Start Date And Contract Term

The Alliance of Community Assistance Ministries, Inc. (ACAM) hereby requests proposals from offerors to perform the services described in this RFP. The engagement is anticipated to begin on Monday, January 11, 2027 (1/11/2027) and continue through completion and ACAM acceptance of all final deliverables, currently anticipated by October, 15, 2027 (10/15/2027). The final 2028-2032 Strategic Plan should be ready for Board review and approval within the

contract period. The final term and milestone schedule will be negotiated with the selected contractor. Payments will be made on a fee-for-service or milestone basis as established in the final agreement. ACAM reserves the right to negotiate the final scope, schedule, and payment terms.

5. Minimum Qualifications

Respondents must meet the following minimum qualifications to be considered:

- At least three years of direct professional experience leading strategic planning, organizational strategy, or comparable planning engagements for nonprofit, philanthropic, public-sector, network, coalition, intermediary, management support, or other mission-driven organizations.
- Demonstrated experience facilitating organizational leaders, Boards of Directors, staff members, partner/member organizations, and other stakeholders toward clear strategic decisions and priorities.
- Demonstrated ability to use stakeholder interviews, surveys, focus groups, environmental research, organizational data, and other qualitative and quantitative information to identify strategic themes, opportunities, risks, and choices.
- Demonstrated experience translating strategic priorities into measurable objectives, indicators of success, implementation roadmaps, accountability structures, or comparable strategy-management tools.
- Excellent facilitation, analytical, interpersonal, verbal and written communication, project management, and executive communication skills; experience with appreciative inquiry, SOAR, or another strengths-based strategic planning approach is preferred.
- Capacity to conduct substantive stakeholder sessions and at least one in-person strategic planning retreat or equivalent facilitated session in the Greater Houston area, and to provide all final customized deliverables in fully editable formats.
- Ability to provide at least two references for comparable strategic planning engagements and relevant work samples demonstrating strategic plans and/or implementation tools developed for similar clients.

6. Reservation of Rights

ACAM reserves the right to reject any or all proposals, waive informalities or irregularities, request clarification or additional information, negotiate with one or more respondents, modify the RFP timeline, cancel this solicitation, or award a contract in the best interest of the organization.

Issuance of this RFP does not obligate ACAM to award a contract or pay any costs incurred by respondents in preparing or submitting a proposal.

PART 2 - SCOPE OF SERVICES

The selected consultant shall provide strategic planning, facilitation, analysis, and plan-development services for ACAM's 2028-2032 Strategic Plan. The consultant may recommend refinements to the process, but the proposal must clearly address each of the six scope areas below, identify key assumptions and stakeholder participation needs, and describe any proposed alternatives or services that would require additional fees. Please use the Scope of Services Checklist to respond to this section.

1. Current-State and Environmental Assessment

The consultant shall review ACAM's and GHOYC's current 2024-2027 Strategic Plan and relevant organizational materials to understand progress, major accomplishments, incomplete or continuing priorities, challenges, organizational strengths and constraints, and insights that should inform the next planning period. Materials may include strategic-plan progress information, program and initiative summaries, organizational and network data, Board materials, financial and resource-development information, staffing and capacity information, prior assessments, and other relevant documents provided by ACAM.

The consultant shall also conduct a focused environmental scan using credible existing data and targeted research to identify external conditions that may materially affect ACAM and GHOYC during 2028-2032. The scan should consider relevant community needs, demographic and economic conditions, public-policy and funding trends, nonprofit-sector conditions, workforce and service-delivery trends, partnership opportunities, and other significant risks or opportunities. The resulting assessment should highlight the strategic questions and assumptions ACAM and GHOYC should consider in setting future priorities.

2. Stakeholder Engagement and Strategic Issues

The consultant shall design and conduct a meaningful stakeholder-engagement process in collaboration with ACAM. At minimum, the process should engage ACAM Board members, executive leadership and staff, ACAM Network partner executive leaders/CEOs, and a representative sample of funders and/or other external partners identified by ACAM. Engagement methods may include interviews, focus groups, surveys, facilitated discussions, or a combination of methods appropriate to the project.

The consultant shall synthesize stakeholder input with the current-state and environmental assessment to identify ACAM's desired impact, major strategic issues, choices, tradeoffs, opportunities, and areas requiring leadership direction. A SOAR, appreciative inquiry, or comparable strengths-based method may be used where useful. The consultant shall help ACAM determine which elements of the current strategic framework should continue, be refined, conclude, or be newly prioritized for 2028-2032.

3. Collaborative Plan Integration

The consultant shall work concurrently with ACAM and its program partner, GHOYC, to develop two separate but aligned strategic plans for 2028–2032. This shall include engaging GHOYC's leadership, staff, and key stakeholders to assess current performance, identify strategic priorities, and establish goals, objectives, and key initiatives specific to GHOYC.

Both plans shall be developed as standalone documents, with GHOYC's plan structured to allow its strategic priorities, goals, and initiatives to be integrated into ACAM's overarching Strategic Plan. The consultant shall ensure alignment between the two plans while preserving GHOYC's distinct programmatic priorities and operational needs.

4. Strategic Planning Facilitation and Framework Development

The consultant shall design and facilitate structured strategic planning sessions with designated ACAM stakeholders, including at least one substantive in-person retreat or equivalent planning session in the Greater Houston area. These sessions shall guide participants from discussion and analysis toward clear decisions on ACAM's desired impact, strategic priorities, goals, major strategies, and the organizational capabilities, partnerships, and resources needed to support them.

For GHOYC, the consultant shall design and administer a survey of all GHOYC stakeholders to identify network-wide needs and areas of interest. Survey findings, along with relevant research and existing program priorities, shall inform the design and facilitation of GHOYC's strategic planning sessions. These shall include at least one broad planning and feedback session during a GHOYC stakeholder meeting and at least one substantive in-person retreat or equivalent planning session with designated key GHOYC stakeholders. The sessions with key stakeholders shall facilitate clear decisions on GHOYC's desired impact, strategic priorities, goals, major strategies, and the capabilities, partnerships, and resources needed to support them.

As part of the planning process for both ACAM and GHOYC, the consultant shall review their respective existing missions, visions, values, strategic frameworks, and organizational positioning, facilitating revisions only where necessary to improve clarity, relevance, or alignment. The consultant shall prepare session agendas and materials, facilitate meaningful participation and informed decision-making, and document key decisions and any unresolved matters requiring follow-up.

5. 2028-2032 Strategic Plan Development

The consultant shall synthesize the assessment, research, stakeholder input, and facilitated planning decisions into two separate but aligned concise, professionally written, Board-ready 2028-2032 Strategic Plans. At minimum, each plan should clearly communicate ACAM/GHOYC's desired impact and strategic direction, confirmed or refined mission and vision as applicable, a limited number of strategic priorities, measurable goals or intended results, major strategies or initiatives, and meaningful indicators of success.

Each strategic plan should clearly articulate ACAM/GHOYC's strengths and regional role, identify strategic partnerships or approaches that can help ACAM and GHOYC capitalize on future opportunities, and be suitable for both organizational use and external communication. Plans should avoid excessive narrative, duplicative operational detail, or generic language that cannot be translated into action or monitored over time. The GHOYC strategic plan shall be developed with sufficient flexibility to allow for its alignment and integration into ACAM's strategic plan, resulting in one cohesive, organization-wide strategic plan.

6. Implementation and Performance Framework

The consultant shall develop unique editable implementation roadmaps that translate each 2028-2032 Strategic Plan into manageable action. The roadmaps should identify, as appropriate, priority actions or initiatives, accountable owner(s), sequencing or phases, major dependencies, key milestones, and resource considerations. The level of detail should support implementation and annual work planning without becoming a day-to-day project-management plan.

The consultant shall also develop a practical performance-tracking framework for each Strategic Plan identifying a limited set of meaningful indicators of progress, suggested data sources, reporting cadence, and accountability where feasible. The framework should support management review, budgeting, Board or leadership oversight, and periodic course correction throughout the five-year planning period.

7. Review, Finalization and Board Presentation

The consultant shall provide ACAM with a substantially complete draft Strategic Plan and implementation/performance framework, facilitate structured review by designated ACAM stakeholders, address substantive questions, and incorporate agreed revisions. The proposal should state the number of consolidated review cycles included in the proposed fee and describe how comments, decisions, and approvals will be managed.

The consultant shall present the final organization-wide 2028-2032 Strategic Plan and implementation framework to ACAM's Board or designated governance body and provide a final walkthrough for staff responsible for implementation and monitoring. The consultant shall transfer all final editable files, presentation materials, research summaries, stakeholder synthesis, and agreed planning tools necessary for ACAM to maintain and use the plan after the engagement.

Consultant/Contractor shall provide final plan in fully formatted in word, print ready and a plan tracking document in excel format to track goals, objectives, tasks, timelines, owners, and progress.

PART 3 - PROPOSAL PREPARATION & SUBMISSION

1. Response Requirements

Proposals must follow the order below and include enough detail for ACAM to evaluate the respondent's qualifications, understanding of ACAM, strategic planning and facilitation approach, proposed work plan, stakeholder-engagement process, pricing, and overall fit. Responses must be provided according to the instructions in this RFP using single space, 12-point font with clearly labeled attachments, as applicable. Brevity and clarity are appreciated. If attachments are used to fulfill a response requirement, the proposal must identify which requirement each attachment addresses.

a. Cover Sheet: The proposal must include a cover sheet signed by an authorized representative of the respondent. The respondent must use the cover sheet attached at the end of this RFP.

b. Table of Contents: Clearly identify the material included in the proposal by section and page number.

c. Consultant/Firm Qualifications: Describe the respondent's organization or consulting practice and relevant experience serving nonprofit, philanthropic, public-sector, network, coalition, intermediary, management support, or comparable organizations. Describe strategic planning, facilitation, organizational strategy, stakeholder engagement, implementation planning, and performance-management experience relevant to this engagement. Identify the proposed project team, roles, relevant qualifications, and availability. (Limit – 1 page)

d. Scope of Services Response: Respondents must include response to all the areas under Scope of Services section of this RFP, clearly addressing the requirements. The response should explain the proposed methodology, stakeholder-engagement and facilitation approach, planning sequence, key assumptions, expected ACAM participation, and any recommended modifications or exceptions to the requested scope. (Limit – 8 pages)

e. Work Plan, Project Management and Communication: Provide a proposed project schedule from contract start through final Board-ready deliverables, identifying major activities, stakeholder touchpoints, decision points, draft/final deliverables, dependencies, and ACAM responsibilities. Describe the primary contact, meeting cadence, communication process, decision-tracking method, quality-review process, and approach to maintaining momentum and resolving outstanding issues. (Limit – 2 pages)

f. Pricing Proposal: Provide all-inclusive hourly rate, In-Kind services, and total fixed "to completion, not to exceed" fee for the full scope, together with the proposed pricing by phase/deliverable. Also, provide a deliverable based fee schedule that states both the total cost and the hours. Pricing must identify all assumptions, exclusions, travel or reimbursable expenses, optional services, and proposed payment milestones. Clearly state the number of stakeholder sessions, facilitated planning sessions, and consolidated review cycles included in the proposed fee. Any proposed donated, discounted, or in-kind professional services should be identified separately. (Limit – 1 page, excluding Attachment 2)

g. Data Security and Confidentiality: Describe how ACAM's organizational, financial, stakeholder, program, and strategic information will be protected. If any project information will be stored or processed in external systems, identify the systems, access controls, retention practices, and any use of artificial-intelligence, automated transcription, survey, or other third-party tools that may process ACAM information. (Limit- 1 page)

h. Attachments: Response to this RFP must include the following documents and certifications:

- Cover Sheet (Attached at the end of this RFP)
- Pricing Reply: A representative authorized to contractually bind the Proposer must complete, sign, and submit this attachment. (Attachment 2)
- List of Subcontractor(s): Attach a list of subcontractors who will perform work on this engagement under your organization's direction and supervision. (Attachment 3)
- W-9 Form: Complete and submit a current W-9 for your organization.
- References: Provide at least three references for comparable strategic planning engagements, with preference for nonprofit, network, intermediary, collaborative, coalition, or management support organizations. Include organization name, contact person, title, email, phone, approximate project period, and services provided.
- Work Samples: Provide up to three relevant work samples or excerpts demonstrating strategic planning, facilitation, stakeholder engagement, implementation planning, and/or performance tracking. At least one sample should demonstrate a completed strategic plan and, where available, one should demonstrate an implementation roadmap, scorecard, dashboard, or comparable tracking tool. Confidential information may be redacted.

2. Proposal Submission Instructions

Questions or queries about the RFP are due by Monday, November 9, 2026 (11/6/2026), 12 pm CST via email to admin@acamweb.org. The email subject line should read "Questions for RFP No. ACAM-GHOYC SP 2026-27: Vendor Name."

Proposals must be submitted electronically in PDF format by **Friday, November 20, 2026 (11/18/2026)**, **12 pm** CST to:

Anuja (Ann) Deshpande

ACAM Grants & Contracts Manager
Alliance of Community Assistance Ministries, Inc. (ACAM)
admin@acamweb.org

The email subject line should read: **Proposal for RFP No. ACAM-GHOYC SP 2026-27: Vendor Name**.

Late proposals or proposals submitted by mail will not be considered. ACAM is not responsible for technical difficulties, transmission delays, or incomplete submissions.

3. Confidentiality

All materials submitted in response to this RFP may become part of ACAM's procurement records. Respondents should clearly identify any information they consider confidential or proprietary. ACAM will make reasonable efforts to protect confidential information but cannot guarantee confidentiality where disclosure is required by law, funder requirements, audit requirements, or organizational governance obligations.

PART 4 – COMPLIANCE

1. Required Disclosures

Respondents must disclose any actual, potential, or perceived conflicts of interest related to this solicitation or the provision of services to ACAM.

Respondents must disclose any litigation, regulatory action, bankruptcy, debarment, suspension, professional sanction, data breach, material complaint, or government investigation within the past five years that may be relevant to ACAM's evaluation of the respondent's qualifications or reliability.

Respondents must disclose whether any substantive services will be provided by subcontractors, affiliates, research partners, technology vendors, or other third parties. (Attachment 3)

2. Compliance With Laws And Policies

The selected consultant shall comply with all applicable federal, state, and local laws and requirements related to the services provided, including applicable privacy, confidentiality, intellectual property, nondiscrimination, and data-security requirements. Upon request, the respondent should be able to provide evidence of insurance coverage appropriate to the engagement, including general liability, professional liability/errors and omissions, and cyber liability where applicable.

3. Intellectual Property, Copyright, and Data Considerations

Ownership of the customized work product is a material requirement of this procurement. All original deliverables and customized materials created specifically for ACAM under the resulting agreement will be considered work made for hire to the fullest extent permitted by law and will become the property of ACAM upon payment.

To the extent any customized deliverable does not qualify as a work made for hire, the selected consultant will assign to ACAM all right, title, and interest in that deliverable, including applicable copyright interests. ACAM will have the right to reproduce, revise, publish, distribute, adapt, and create derivative works from the final strategic plan, implementation framework, presentation materials, stakeholder synthesis, tools, and other customized materials developed under the engagement.

Respondents must identify in the proposal any pre-existing proprietary methodology, template, licensed content, third-party material, or other intellectual property proposed for incorporation. No such material may be included in a manner that materially restricts ACAM's intended use, revision, reproduction, or distribution of the strategic plan or related customized deliverables without ACAM's prior written approval.

The selected consultant may not publish, sell, distribute, or represent ACAM-specific strategic planning content or customized deliverables as the consultant's own product without ACAM's prior written authorization.

PART 5 - EVALUATION, NEGOTIATION, AND SELECTION

1. Evaluation

A designated committee will evaluate each responsive proposal in confidence using the criteria below. ACAM will evaluate best overall value and will not select solely on the basis of lowest cost. The maximum available score is 100 points:

- Technical approach, understanding of ACAM's vision and planning needs, and proposed methodology/work plan.
- Relevant strategic planning, nonprofit/network/intermediary experience, and qualifications of the consultant/firm.
- Stakeholder engagement and facilitation approach, including ability to engage Boards, partner executive leaders, staff, funders, and other stakeholders and support clear strategic decisions.
- Quality and practicality of the proposed 2028-2032 Strategic Plan deliverables, implementation roadmap, indicators of success, and performance-tracking framework.
- Qualifications, availability, and defined roles of the proposed project team.
- Project management, schedule, communication, quality-control process, work samples, and references.
- Cost reasonableness, pricing transparency, completeness of proposed fee, and overall value.
- ACAM may use interviews, presentations, reference checks, clarifications, and/or best-and-final offers to validate information and support final selection.
- TOTAL POSSIBLE SCORE: 100 points.

2. Negotiation

ACAM may enter into negotiations with one or more offerors to clarify proposals, address terms and conditions, and obtain best and final offers. All negotiations and related decisions will be appropriately documented.

An invitation to participate in negotiations does not constitute a commitment or guarantee of contract award and should not be interpreted as such. ACAM reserves the right to conclude negotiations without making an award.

3. Selection

Contracts shall be awarded to responsible organizations or consultants whose proposals are determined to be most advantageous to ACAM based on the published evaluation criteria, due diligence, and successful negotiation. Selection will not necessarily be based on the lowest proposed cost. All respondents will be notified of ACAM's selection in writing. Anticipated conditional award notification date for this RFP is Monday, December 7, 2026 (12/7/2026).

PART 6 – GRIEVANCE PROCEDURE FOR RESPONDENT

1. Purpose

The purpose of the grievance procedure is to settle any grievance between a Respondent Organization and Alliance of Community Assistance Ministries, Inc. (ACAM), as quickly as possible to assure an efficient and fair procurement.

2. Eligibility

A grievance may be filed by any respondent organization that claims it has been adversely affected by:

- The score assigned by the Proposal Review Team.
- Improper application of Alliance of Community Assistance Ministries, Inc. business rules, regulations, and procedures.

3. Procedure for Filing Respondent Organization Grievances

The following steps must be followed in the order given. Time limits shall begin on the first working day after the applicable occurrence, filing, appeal, response, or recommendation. Working days shall not include weekends or national holidays.

Step 1

To be considered, a grievance must be filed in writing with ACAM within 24 hours of contract award announcement. This written grievance should be sent to admin@acamweb.org. ACAM has forty-eight (48) hours from receipt of the grievance form to respond to and resolve the grievance.

Step 2

If the respondent organization is not satisfied with the proposed resolution, the respondent organization has twenty-four (24) hours to file an appeal with the ACAM Grievance Committee. The Grievance Committee has forty-eight (48) hours to investigate, talk with the grievant, and respond in writing using the official form.

4. General Provisions

- The Grievance Forms provided by ACAM should be used in pursuing a resolution of the grievance.
- The respondent's organization may represent itself or be represented by a chosen representative when presenting the organization's grievance.

*Note: Grievance Forms are attached to the back of this RFP.

Respondent/Proposer Organization Grievance Form

Respondent Organization: _____

Respondent Representative: _____

Job Title: _____

Organization's Address: _____

Organization's Phone Number: _____

We have discussed this complaint with the ACAM Grants & Contracts Manager and received his/her verbal answer on (date) _____. Because this answer is unacceptable to us, we wish to file a formal complaint.

Nature of grievance. Explain how your organization was unfairly treated including names and dates. (Use additional pages if needed.)

_____

_____

_____

_____

_____

_____

A just and fair solution of our grievance is:

_____

_____

_____

We understand that if we wish to further appeal our complaint, we have twenty-four (24) hours from response to submit a grievance form to the next level of appeal. Grievances not appealed timely are considered settled at the previous level.

Date: _____ Signature: _____

Grievance Form Response from ACAM's Grievance Committee

Respondent Organization: _____

Respondent Representative: _____

ACAM's Grievance Committee Response to Respondent Organization's Complaint:

_____
_____
_____
_____
_____
_____
_____
_____
_____
_____
_____
_____

Grievances not appealed timely are considered settled at the previous level.

Date: _____ Signature: _____

CURRENT STRATEGIC PLAN OVERVIEW

ACAM's current Strategic Plan covers 2024-2027 and is organized around six strategic initiative areas: Visibility and Engagement; Transformative Programming; Regional Resilience; Organizational and Network Optimization; Resource & Venture Development; and Visionary Governance. The selected consultant will receive the full current plan and relevant implementation/progress information. The 2028-2032 planning process should evaluate progress against the current framework, identify lessons and unfinished work, and determine which priorities should continue, change, conclude, or be newly established. The consultant should use the current plan as an important starting point rather than a predetermined structure for the new plan.

ATTACHMENTS

ACAM RFP No: ACAM-GHOYC SP 2026-27 Application Cover Sheet

Organization (Offeror) Name and Address	**Contact Person Name**
Phone Number	RFP No. ACAM-GHOYC SP 2026-27
Contact Email Address	**EIN OR TAX ID Number**

The undersigned, as Proposer, certifies that the Proposer has not, either directly or indirectly entered into any agreement, participated in any collusion, or otherwise taken any action in restraint of free competition in connection with this contract. The Proposer certifies they have not and will not participate improperly in the development, review, and/or selection process. The proposer further certifies that no officer, director, employee, or agent has an undisclosed conflict of interest with ACAM.

Proposer hereby certifies that all information stated herein, as well as any information provided in the accompaniment herewith, is true and accurate to the best of their knowledge.

Note: "Proposer" means the individual who is authorized to submit proposals for the agency. You may identify a different contact person.

Name: _____

Title: _____

Proposer Signature:_____ Date:_____

Attachment (2): Pricing Reply for RFP No: ACAM-GHOYC SP 2026-27 Application Cover Sheet

The respondent must provide a fixed "to completion, not to exceed" fee and complete, transparent pricing for the proposed engagement. Use the table below or provide an equivalent schedule that clearly identifies the total cost, pricing basis, estimated hours where applicable, assumptions, exclusions, reimbursable expenses, optional services, and proposed payment milestones.

Phase / Deliverable	Pricing Basis (Fixed/Hourly)	Estimated Hours (if applicable)	Proposed Fee
			$
			$
			$
			$
			$
			$
			$
			$
			$
TOTAL PROPOSED FEE			$

Pricing assumptions, exclusions, optional services, travel/reimbursable expenses, number of stakeholder engagement activities and facilitated planning sessions, number of consolidated review cycles, and proposed payment milestones should be described below or in an attached cost narrative.

_____
_____
_____
_____
_____
_____
_____
_____

Authorized Representative Name & Title:

_____

Signature: _____ Date: _____

Attachment (3): List Of Subcontractors

List all subcontractors, affiliates, research partners, facilitators, technology providers, or other third parties that will perform substantive work under this engagement. If none, write "None." The prime respondent remains responsible for all work performed under the contract.

Name / Organization	Role / Services	Approx. % of Work	Location

Authorized Representative Name & Title:

_____

Signature: _____ Date: _____