RFP No. ACAM-GHOYC SP 2026-27

1. Why are you doing strategic planning now?
   ACAM's current Strategic Plan covers 2024–2027. Starting the process for the 2028-2032 strategic plan before the current plan concludes gives the Alliance of Community Assistance Ministries (ACAM) time to evaluate progress and involve the Board, staff, and partners in setting a clear direction for 2028–2032. This timeline will ensure the new plan is approved and ready to launch on January 1, 2028.

2. What would success look like for the project?
   A successful project will produce one overarching plan comprised of two separate but aligned, actionable 2028–2032 strategic plans for ACAM and the Greater Houston Opportunity Youth Collaborative (GHOYC), with GHOYC's priorities integrated into ACAM's organization-wide plan. Each plan should establish clear strategic priorities, measurable goals, major initiatives, and indicators of success, supported by practical implementation and performance-tracking tools. The process should produce meaningful stakeholder participation and clear strategic decisions.

3. What deliverables are you seeking?
   Please refer to the RFP Part 2 - Scope of Services (page 4). The deliverables shall include but are not limited to:
   - A current-state assessment and focused environmental scan addressing ACAM and GHOYC.
   - A synthesis of stakeholder input and strategic issues.
   - A GHOYC stakeholder survey and findings.
   - Planning-session agendas, materials, and documentation of decisions and unresolved issues.
   - Two separate but aligned 2028–2032 strategic plans, with GHOYC's plan integrated into ACAM's overarching plan.
   - Separate editable implementation roadmaps and performance-tracking frameworks.
   - A final presentation to ACAM's Board or designated governance body and a staff walkthrough.
   - Fully formatted, print-ready Word plans and an Excel tracking document detailing goals, objectives, tasks, timelines, owners, and progress.
   - Final editable presentation materials, research summaries, stakeholder synthesis, and agreed planning tools.

   The scope and requirements for each deliverable will be finalized during contract negotiations.

4. What is the budget or budget range for the project?
   ACAM has not established a budget for this project. As a nonprofit organization, ACAM will consider cost reasonableness alongside the proposed approach, qualifications, and deliverables. Selection will be based on the best overall value to ACAM.

5. What is the anticipated number of participants for the in-person strategic planning retreats for ACAM and GHOYC?
   Approximately 15–20 participants are anticipated for each in-person retreat, subject to change. The consultant is expected to facilitate a minimum of one retreat for ACAM and facilitate at least one in-person session or retreat for selected GHOYC leaders and key stakeholders. ACAM and GHOYC anticipate more in-person sessions apart from the minimum requirements.

6. Are there any specific internal ACAM Board or GHOYC stakeholder meeting dates that the consultant should be aware of when developing the project schedule, particularly for the final Board review and approval of the plan?
   ACAM board meetings are held once every quarter and GHOYC stakeholder meetings are held approximately once every two months. The dates will be shared with the consultants during contract negotiations.

7. Beyond the required in-person strategic planning retreats in the Greater Houston area, does ACAM anticipate or prefer additional in-person meetings for other project activities (e.g., initial kickoff, stakeholder synthesis, draft reviews), or are virtual engagements generally acceptable?
   Additional in-person meetings are anticipated, with their need and timing coordinated with the selected consultant. Some sessions may be conducted virtually.

8. Beyond the required in-person planning sessions, may stakeholder interviews, working sessions, and project coordination be conducted virtually?
   Yes, some of the sessions may be conducted virtually.

9. Approximately how many ACAM Network partner organizations, Board members, staff, and GHOYC stakeholders should the consultant anticipate engaging?
   The consultant should engage 13-15 ACAM Network partners, approximately 10 Board members, 6–8 staff members, 40-70 organizations through the GHOYC survey, and wider stakeholder engagement during the planning process. These numbers are subject to change.

10. Are there expected minimum participation levels or numbers of interviews, focus groups, or facilitated sessions?
    There are no expectations for participation numbers beyond those described above. However, the consultant should propose sufficient interviews, focus groups, and facilitated sessions apart from minimum requirement to inform a comprehensive, actionable strategic plan to fulfill all required deliverables.

11. Will ACAM provide existing strategic plans, performance reports, organizational data, stakeholder contact lists, and relevant community or workforce research at the beginning of the engagement?

ACAM will provide existing strategic plans, performance reports, organizational data, stakeholder contact lists, and relevant research at the beginning of engagement, after the contract signing. Some of this information is publicly available on our website: www.acamweb.org.

12. Does ACAM anticipate separate in-person strategic planning retreats for ACAM and GHOYC, or could these sessions be coordinated during a single visit to the Greater Houston area?
13. The consultant is expected to facilitate a minimum of one retreat for ACAM and facilitate at least one in-person session or retreat for selected GHOYC leaders and key stakeholders. ACAM and GHOYC anticipate more in-person sessions apart from the minimum requirements.

14. For the GHOYC stakeholder survey, approximately how many individuals are expected to receive the survey?
    Approximately 40-70 organizations are expected to receive the survey.

15. Will ACAM coordinate distribution, reminders, and stakeholder communications?
    The consultant will be responsible for coordinating survey distribution, reminders, and all related stakeholder communications. ACAM and GHOYC will provide stakeholder contact information and outreach support.

16. Are there specific expectations regarding direct engagement with opportunity youth and young adults, beyond the identified GHOYC leadership and stakeholder groups?
    The selected consultant will not engage directly with opportunity youth. All direct engagement regarding their participation will be coordinated through GHOYC staff.

17. Will ACAM and GHOYC have separate review and approval processes for their respective strategic plans, or will ACAM coordinate consolidated feedback and approvals? How many review cycles should proposers anticipate?
    The ACAM and GHOYC plans will undergo separate review processes. The consultant will communicate and coordinate directly with the designated ACAM and GHOYC contacts to manage feedback and revisions. ACAM will conduct the final review of the overarching strategic plan that integrates both plans. A minimum of two consolidated review cycles are required. The consultant must incorporate feedback and address outstanding data gaps to ensure the final plans meet the required scope and deliverables. Any additional review cycles and their implications for the schedule or fees will be agreed upon with ACAM in writing.

18. For the implementation and performance frameworks, is the expectation to develop strategic-level roadmaps and tracking tools, or should consultants anticipate more detailed annual operating plans and resource allocations?
    The expectation is to develop practical implementation roadmaps and performance-tracking tools for both ACAM and GHOYC that support implementation and annual work planning. Roadmaps should identify priority actions, task owners, sequencing, dependencies, milestones, and resource considerations, without becoming day-to-day project-management plans. Performance frameworks should include meaningful indicators, suggested data sources, reporting frequency, and accountability. Detailed

annual operating plans and resource allocations are not required. Final deliverables must include, but are not limited to, editable roadmaps and a tracking tool/document detailing goals, objectives, tasks, timelines, owners, and progress.

19. Is demonstrated experience within the Greater Houston region a preferred qualification, or will comparable experience with nonprofit networks, coalitions, and collaborative organizations in other regions be evaluated equally?
    Any experience with nonprofit networks, coalitions, and collaborative organizations within the United States will be evaluated equally.

20. Are independent consultants based outside Texas eligible to submit proposals, provided they meet applicable requirements to perform services in Texas?
    Yes. Consultants based outside Texas but within the United States are eligible to apply.

21. Can documented experience leading organizational planning and improvement initiatives in management positions satisfy the three-year strategic planning qualification, or must that experience come from formal consulting engagements?
    All qualified consultants with relevant experience are welcome to apply.

22. Must all three comparable references be from completed strategic planning contracts, or may relevant organizational leadership and planning projects be considered?
    All references provided in the application must be able to verify the consultant's work, including the scope of services performed and the dates of the engagement.

23. Does ACAM anticipate one consulting firm leading both strategic planning processes, or may a lead consultant engage specialized subcontractors?
    The lead consultant may engage subcontractors that must identify all proposed subcontractors and their roles in Attachment 3. The lead consultant remains responsible for all work performed under the contract.

24. Does ACAM provide any direct services to the community through any of its programs?
    Yes. ACAM provides direct services to the community.

25. What kind of data reporting, impact analysis and funding support does ACAM provide to the CAMs?
    ACAM supports participating Network partners through grants and contracts, engaging external consulting expertise, program-specific data collection and reporting, outcome tracking, and continuous quality improvement. ACAM reviews financial and programmatic reports, monitors progress toward grant requirements and shared outcomes and uses findings to inform program improvements and demonstrate collective impact. The scope of support varies by program, funding source, and level of partner engagement.

26. What is the total number of employees between the two organizations?
    GHOYC is a collaborative initiative led by ACAM and operates as a program of ACAM. There are a total of 12 employees as of November 2026.

27. Does GHOYC currently have a separate budget and strategic plan or will this cycle be the first formal integration but separation of the two plans?
    GHOYC is a collaborative initiative led by ACAM and operates as a program of ACAM. The GHOYC budget is outlined as a department budget within the ACAM budget. GHOYC has strategic priorities that were set in 2022 and loosely algin with ACAM priorities. This will be the first formal integration of the two plans.

28. What level of financial analysis is ACAM expecting as part of the strategic planning process?
    The financial analysis should inform strategic priorities by reviewing relevant financial and resource-development information, assessing resource capacity and constraints, and identifying the resources needed to support implementation of the ACAM and GHOYC plans.

29. What level of historical financial information will be available to us?
    ACAM anticipates providing the selected consultant with financial statements for the three most recently completed fiscal years, the current operating budget, and available year-to-date financial reports. Relevant program-level information, including GHOYC financial information, will also be provided as available to support the strategic assessment. Specific data needs will be confirmed during contract negotiations.

30. Is the financial assessment expected to cover ACAM and GHOYC independently and a consolidated view?
    Yes, the financial assessment expected to cover ACAM and GHOYC independently and a consolidated view.

31. Does ACAM expect a multiyear financial forecast? If so, what level of detail? By program, staffing, etc.?
    A multi-year financial forecast is not expected. The consultant should identify resource considerations associated with the proposed strategic priorities, including staffing, partnerships, and other resources needed for implementation. Detailed financial projections by program or staffing category are not specified in the scope.

32. Part 2 asks respondents to "use the Scope of Services Checklist," but no checklist appears in the RFP. Can ACAM share it?
    Proposals should clearly address each of the six scope areas and describe the services that will be provided. There is no separate checklist for the response to this section.

33. What role will the GHOYC Steering Committee play in approving GHOYC's plan, relative to ACAM's board?
    The GHOYC Steering Committee will review GHOYC’s proposed strategic direction and provide feedback on its plan. The consultant will coordinate this review and incorporate agreed revisions. ACAM’s Board will retain final approval authority for the overarching, organization-wide strategic plan that integrates the ACAM and GHOYC plans.

34. Will a summary of the discussion be made available to organizations that are unable to attend?

The answers to all questions submitted during the optional conference or by email will be posted on ACAM's website (www.acamweb.org) on November 10, 2026.

35. Can experience gained by proposed team members, including subcontractors, through prior employers or independent consulting count toward the three-year minimum? May we also use references and work samples from those engagements, with permission where required?
    Yes. Relevant experience through prior employers or independent consulting may count toward the three-year minimum, including experience of proposed subcontractors. References and work samples may be used with permission where required. Clearly identify each team member's role and dates of involvement.

36. What administrative support will ACAM and GHOYC provide for scheduling, participant recruitment, survey distribution, and meeting logistics?
    ACAM and GHOYC staff will assist with stakeholder contacts, participant outreach, and meeting logistics. The consultant will coordinate these activities with the designated contacts and remain responsible for designing and conducting the engagement process. Specific responsibilities will be agreed upon during contract negotiations.

37. Would ACAM consider a solo consultant who demonstrates the experience and capacity to complete the engagement, or is a consulting team preferred?
    The consultant should demonstrate the capacity to complete deliverables in time, in addition to meeting other qualifying requirements in the RFP.

38. Collaborative planning and decision-making: Given the expectation for two distinct but aligned strategic plans, how are decisions currently made between ACAM and GHOYC? Is there an existing governance or leadership structure that will help navigate areas where priorities, resource needs, or strategic directions may differ?
    ACAM serves as GHOYC's coordinating agency. The consultant will work with ACAM leadership and the GHOYC team through their respective planning and review processes. Differences in priorities, resource needs, or strategic direction should be brought to ACAM leadership for resolution and alignment. ACAM's Board will provide final approval of the integrated, organization-wide strategic plan.

39. Existing strategy and performance: Beyond the current strategic plans, has either organization completed a formal assessment of progress or organizational effectiveness? Are there particular strategic questions or challenges that have emerged through implementation that leadership hopes this process will help resolve.
    Available strategic plan progress information and relevant organizational materials will be shared with the selected consultant. The process should assess accomplishments, unfinished priorities, organizational strengths and constraints, and lessons from implementation to determine which priorities should continue, change, conclude, or be newly established for 2028–2032. Specific strategic questions will be explored with ACAM leadership and GHOYC stakeholders during the assessment and engagement process.

40. Organizational and network capacity: To what extent should the planning process assess ACAM's capacity to serve as a network intermediary, including the structures,

responsibilities, and resources needed to support both its organizational priorities and GHOYC's work?
The planning process should include, but not be limited to, assessing ACAM's capacity to fulfill its role as a network intermediary and support both its organizational priorities and GHOYC's work. This assessment should review staffing, responsibilities, partnerships, available resources, and organizational constraints to identify the capacity needed to implement the proposed strategic priorities. Findings should inform both plans and their implementation roadmaps.

41. Is the organization open to convening a committee(s) to oversee the process?
Yes. ACAM is open to convening a committee to oversee the planning process. The feasibility, structure, membership, and responsibilities will be discussed with the selected consultant during contract negotiations.

42. What role do you envision the ACAM Board playing in the strategic planning process?
ACAM's Board is expected to provide strategic direction, participate in planning discussions, review proposed priorities and goals, and provide feedback on the draft plan. The Board will also review and approve the final organization-wide Strategic Plan.

43. Are there any particular questions or areas of analysis ACAM hopes are reflected in the environmental scan?
The environmental scan should examine community needs, demographic and economic conditions, public-policy and funding trends, nonprofit-sector conditions, workforce and service-delivery trends, and partnership opportunities relevant to ACAM and GHOYC.

44. Before contacting any consultant, could you confirm whether ACAM and its funders allow a disclosed referral fee paid by the successful consultant for documented sourcing work, payable only after the consultant receives your payment? If permitted, where should it be disclosed in the proposal?
Proposers may submit a proposal regardless of how they learned about the RFP, provided they meet the eligibility requirements and submit all required materials by the stated deadline. Any referral arrangement between a proposer and a third party is their responsibility and does not constitute approval or endorsement by ACAM.

45. Is there an established budget or anticipated funding range for the full ACAM and Greater Houston Opportunity Youth Collaborative (GHOYC) strategic planning engagement, including travel and related expenses?
ACAM has not established a budget for the engagement. Selection will consider cost reasonableness, approach, qualifications, and deliverables. 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.

46. Beyond the required in-person planning sessions, may stakeholder interviews, working sessions, and project coordination be conducted virtually?
Yes. Some stakeholder interviews, working sessions, and project coordination activities may be conducted virtually. ACAM also anticipates additional in-person meetings beyond the required retreat. Their need and timing will be coordinated with the selected

consultant based on project milestones.

47. Are there any Texas-specific registration or contracting requirements that an Alabama-based consulting firm must satisfy before submitting a proposal?
    Consultants based outside Texas but within the United States are eligible to apply. However, the consultant should be able to travel to Greater Houston Area to facilitate activities identified in the Scope of Services Section of the RFP.

48. What board meeting date - or date range - is ACAM targeting for plan approval?
    ACAM Board meetings are held quarterly. Specific meeting dates will be shared with the selected consultant during contract negotiations.

49. ACAM's website lists 13 network organizations. Should stakeholder engagement include all of them? About how many GHOYC stakeholders would receive the GHOYC survey?
    The consultant should engage 13–15 ACAM Network partners throughout the planning process, subject to change. Approximately 40-70 GHOYC organizations are expected to receive the survey. Numbers are subject to change.

50. Beyond the required retreats/planning sessions, are there additional in-person meetings or stakeholder engagement activities that the consultant is expected to facilitate?
    Yes. ACAM anticipates additional in-person meetings beyond the required retreat. Their need and timing will depend on project milestones and will be coordinated with the selected consultant.

51. Does ACAM have an estimated number of stakeholders it anticipates engaging across ACAM and GHOYC?
    The consultant should anticipate engaging 13–15 ACAM Network partners, approximately 10 Board members, 6–8 staff members, and 40-70 GHOYC organizations through surveys during the planning process. These numbers are subject to change.

52. Is there an estimated number of GHOYC stakeholders who will be invited to participate in the survey?
    An estimated 40-70 GHOYC organizations will be invited to participate in the survey.

53. Can the ACAM and GHOYC retreats be scheduled as separate sessions during the same Houston trip? Are there other meetings, such as the final Board presentation, that ACAM expects to be held in person?
    ACAM anticipates separate in-person planning sessions for ACAM and GHOYC. Additional in-person meetings are anticipated and will be coordinated with the selected consultant based on project milestones. A final Board presentation and a staff walkthrough may be facilitated virtually, subject to change.

54. Has ACAM established an anticipated budget range for this engagement? Should travel expenses be included in the proposed fee or itemized separately?
    ACAM has not established a budget for this engagement. All expenses should be included in the proposed “to completion, not to exceed” fee. ACAM will not reimburse any additional expenses.

55. Approximately how many stakeholder interviews, focus groups, surveys, and facilitated meetings are anticipated across ACAM and GHOYC?
No minimum number of interviews or focus groups is prescribed. The consultant should propose sufficient engagement to inform comprehensive, actionable strategic plans and fulfill the required deliverables. The consultant is expected to facilitate a minimum of one retreat for ACAM and facilitate at least one in-person session or retreat for selected GHOYC leaders and key stakeholders. ACAM and GHOYC anticipate more in-person sessions apart from the minimum requirements.

56. How many in-person retreats or planning sessions are expected for each organization? Could these sessions be coordinated within the same Houston visit?
ACAM anticipates separate in-person planning sessions for ACAM and GHOYC The consultant is expected to facilitate a minimum of one retreat for ACAM and facilitate at least one in-person session or retreat for selected GHOYC leaders and key stakeholders. ACAM and GHOYC anticipate more in-person sessions apart from the minimum requirements.

57. What existing data, assessments, strategic plan progress reports, and stakeholder feedback will be available? Is new primary data collection expected beyond the proposed stakeholder engagement?
ACAM will provide existing strategic plans, performance reports, organizational data, stakeholder contact lists, and relevant research at the beginning of the engagement. Available strategic plan progress information and relevant organizational materials will also be shared. New primary data collection may be expected beyond the proposed stakeholder engagement based on contract negotiations.

58. Could you clarify the expected level of detail and distinction between the two strategic plans and their implementation and performance-tracking tools?
The expected outcome is two separate but aligned, actionable 2028–2032 strategic plans. Each should identify strategic priorities, measurable goals, major initiatives, and indicators of success. Separate editable implementation roadmaps should identify priority actions, task owners, sequencing, dependencies, milestones, and resource considerations without becoming day-to-day project-management plans. Performance frameworks should identify meaningful indicators, suggested data sources, reporting frequency, and accountability. Final deliverables include print-ready plans and a tracking tool/excel document covering goals, objectives, tasks, timelines, owners, and progress. Detailed annual operating plans and resource allocations are not required.

59. How many draft review rounds and final presentations should consultants include in their proposed fees?
A minimum of two consolidated review cycles and minimum of one consolidated presentation is anticipated. ACAM and GHOYC will have separate review processes, coordinated by the consultant, and ACAM will conduct the final review of the overarching plan. Any additional review cycles and their schedule or fee implications will be agreed upon with ACAM. Other deliverables include a final presentation to ACAM's Board or designated governance body and a staff walkthrough.

60. Budget and logistics: Has an anticipated budget range been established for the full engagement? Also, beyond the required in-person planning sessions for ACAM and GHOYC, are there additional activities you anticipate should take place on-site?
ACAM has not established a budget for this project. Selection will consider cost reasonableness alongside the proposed approach, qualifications, and deliverables. ACAM anticipates additional in-person meetings beyond the required planning retreats; their need and timing will be coordinated with the selected consultant based on project milestones and circumstances.

61. Could you clarify the expected number of required in-person Houston facilitation sessions or stakeholder meetings, and whether hybrid participation is acceptable for any interviews or planning activities?
ACAM anticipates separate in-person planning sessions for ACAM and GHOYC, with approximately 15–20 participants at ACAM's session, subject to change. The consultant is expected to facilitate a minimum of one retreat for ACAM and facilitate at least one in-person session or retreat for selected GHOYC leaders and key stakeholders. ACAM and GHOYC anticipate more in-person sessions apart from the minimum requirements. Some sessions may be conducted virtually.

62. What would make you look back a year from now and say this was a particularly valuable strategic planning process?
A valuable process would produce two separate but aligned, actionable 2028–2032 strategic plans for ACAM and GHOYC, with GHOYC's priorities integrated into ACAM's organization-wide plan. Each plan should establish clear priorities, measurable goals, major initiatives, and indicators of success, supported by practical implementation roadmaps and performance-tracking tools. Meaningful stakeholder participation and clear strategic decisions are also expected outcomes.

63. Are there preferred targets for interviews, focus groups, and facilitated sessions beyond the stated minimum requirements?
No minimum number of interviews, focus groups, or facilitated sessions is prescribed. The consultant should propose sufficient engagement to inform comprehensive, actionable strategic plans and fulfill all required deliverables.