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Strategic Plan and Leadership Development Consulting RFP 2027-01

1. Please confirm the correct RFP number that should appear on the proposal package. The RFP is identified as RFP 2027-01, but the submission instructions state that proposals must be marked RFP 2027-07 Strategic Plan/Leadership Development. Which number should vendors use? [The correct RFP number is 2027-01.](#)
2. What is the anticipated contract term for this engagement? The RFP references a three-year strategic plan and an annual budget, but it does not clearly state whether the vendor contract will be one year, three years, or renewable annually. [The current anticipated contract term is two years.](#)
3. Is there an anticipated budget range, funding ceiling, or not-to-exceed amount for this project? [The current anticipated budget is \\$160,000 per year for two years. However, vendors should submit their recommended budget in their RFP response.](#)
4. Is ADMH seeking a new three-year strategic plan, an update to an existing strategic plan, or both? [The vendor should make this recommendation in its RFP submission. The awarded vendor will develop/update/implement as directed by the Commissioner.](#)
5. What existing documents, data, reports, prior strategic plans, workforce information, stakeholder feedback, or performance measures will be made available to the selected vendor? [ADMH will work with the awarded vendor to provide the context and information both ADMH and the vendor believe are needed to implement the work.](#)
6. What are the expected final deliverables for this engagement? For example, should vendors include a strategic plan document, implementation roadmap, scorecard, dashboard, communication plan, progress report template, leadership development plan, or project governance structure? [The vendor should make this recommendation in its RFP submission.](#)
7. What does ADMH expect from the vendor regarding “high-level oversight of the implementation process”? Should the vendor serve as an advisor, project manager, facilitator, implementation partner, reporting support, or accountability partner? [The vendor should make this recommendation in its RFP submission.](#)
8. How many leaders, staff members, or teams should vendors plan to support through leadership development, individual coaching, leadership advisement, and team development activities? [The](#)



vendor should make this recommendation in its RFP submission, with a particular focus on the leadership team and leadership cohort consisting of approximately 20 people.

9. How many on-site, in-person planning sessions should vendors budget for, and are all in-person sessions expected to take place in Montgomery, Alabama? [The vendor should make this recommendation in its RFP submission. The location of the overwhelming majority of staff involved in this project are located in Montgomery, Alabama.](#)
10. What types and volume of “special project planning and implementation” should vendors anticipate, and will special projects be separately scoped and approved after contract award? [The vendor should make this recommendation in its RFP submission. Special projects are included in the scope and budget for this RFP and will occur under the direction of the Commissioner.](#)
11. RFP Identification: The solicitation appears to reference RFP 2027-01 Strategic Plan/Leadership Development; however, the proposal submission instructions state that proposals must be clearly marked “RFP 2027-07 Strategic Plan/Leadership Development.” Can ADMH please confirm the correct RFP number and exact labeling language to use on the proposal submission package? [The correct RFP number is 2027-01.](#)
12. Appendix II Sample Strategic Plan Product: The RFP requests a “sample strategic plan product that summarizes planning, processes, and outcomes” as Appendix II. Will ADMH accept a redacted or anonymized strategic implementation roadmap, planning product, or representative deliverable that demonstrates how organizational priorities were translated into action steps, timelines, accountability structures, and measurable outcomes? [Yes](#)
13. Existing Strategic Plan and Prior Planning Documents: Does ADMH currently have an existing strategic plan, implementation plan, or related long-term planning documents that the selected vendor will be expected to review, update, or build upon? If so, will those documents be provided to the selected vendor? [The ADMH currently has a strategic plan. ADMH will work with the awarded vendor to provide the context and information both ADMH and the vendor believe are needed to implement the work.](#)
14. Scope of Strategic Planning Work: Is ADMH seeking the development of a completely new three-year strategic plan, an update to an existing strategic plan, or a process that combines strategic plan development with implementation planning and tracking? [The vendor should make this recommendation in its RFP submission. The awarded vendor will need to make recommendations and develop/update/implement as directed by the Commissioner.](#)
15. Scope of Implementation Support: The RFP references assistance with high-level oversight of the implementation process. Can ADMH clarify the expected level of implementation support after the strategic plan is developed, including anticipated meeting cadence, reporting expectations, and duration of implementation support? [The vendor should make this recommendation in its RFP submission.](#)
16. Contract Term: What is the anticipated contract period for this engagement? Will the contract begin on October 1, 2026, and if so, what is the expected end date? Are renewal periods or extensions anticipated? [The anticipated contract period is October 1, 2026 – September 30, 2028.](#)

Renewal periods are possible, but ADMH does not know whether to anticipate a renewal period at this time.

17. Anticipated Budget: Is there an anticipated budget range, maximum budget, or funding ceiling for this project? The current anticipated budget is \$160,000 per year for two years. Vendors should submit their recommended budget in their RFP response.
18. In-Person Planning Sessions: The RFP requires the ability to design and facilitate on-site, in-person planning sessions with the Commissioner and leadership team. Can ADMH provide an estimated number of in-person sessions, anticipated session length, expected location or locations, and approximate number of participants? The vendor should make this recommendation in its RFP submission. See answers above regarding anticipated numbers of people and locations.
19. Virtual or Hybrid Work: In addition to required on-site sessions, may portions of the work be conducted virtually, such as project planning meetings, individual coaching, leadership advisement, document review, progress updates, or implementation support? The vendor should make this recommendation in its RFP submission.
20. Leadership Development Scope: Can ADMH clarify the anticipated scope of leadership development services, including the expected number of participants, whether individual coaching is expected for all participants or selected leaders, and whether ADMH has a preferred format or cadence for leadership development programming? The vendor should make this recommendation in its RFP submission. See answers above.
21. Stakeholder Engagement: Should the proposal include stakeholder engagement activities with department staff, providers, peer and family representatives, community partners, or other external stakeholders? If so, can ADMH clarify the expected breadth and scale of stakeholder engagement? The vendor should make this recommendation in its RFP submission.
22. Organizational Assessment: The RFP references organizational assessment processes. Is ADMH expecting a formal organizational assessment using survey tools, interviews, focus groups, document review, facilitated sessions, or another preferred method? The vendor should make this recommendation in its RFP submission.
23. Progress Reports and Deliverables: Can ADMH clarify the expected deliverables for this engagement, including whether the department anticipates written meeting summaries, monthly progress reports, implementation dashboards, final strategic plan documents, leadership development materials, or final recommendations? The vendor should make this recommendation in its RFP submission.
24. Budget Format: The RFP requests a detailed line-item annual budget and narrative budget justification. Should vendors provide one annual budget only, or should the budget be broken out by contract year if the engagement is expected to span multiple years? The vendor should provide an annual budget for FY 2027 and an annual budget for FY 2028.
25. Travel Costs: Should travel expenses for in-person planning sessions be included as part of the proposed budget, billed separately, or included within fixed pricing? The vendor should make this recommendation in its RFP submission.

26. Administrative Overhead: The RFP states that the budget should include minimum administrative overhead. Does ADMH have a preferred definition, percentage cap, or expectation regarding administrative overhead? [The vendor should make this recommendation in its RFP submission.](#)
27. Vendor Registration Requirements: The RFP states that vendors must meet State of Alabama vendor requirements, including registration to do business in Alabama, STAARS registration, and E-Verify participation if contracted. Must all registrations be fully complete at the time of proposal submission, or may some be completed prior to contract execution if the vendor is selected? [The SOS registration is a State of Alabama requirement to do business in the state; it is not contingent on a contract award. E-Verify and STAARS may be completed prior to contract execution.](#)
28. Incumbent Vendor: Is there an incumbent or current vendor providing strategic planning, leadership development, organizational development, or related implementation support to ADMH? [There is a current vendor.](#)
29. Evaluation Services Reference: The budget review criteria state that “The budget reflects realistic and justifiable cost for the provision of Evaluation services.” Can ADMH confirm whether this language applies to this RFP, or whether it was carried over from another solicitation? [This should say “The budget reflects realistic and justifiable cost for the provision of services.”](#)
30. Appendices and Page Limits: Can ADMH confirm that appendices, including references, sample product, resumes, and budget, are excluded from the stated page limits for Sections A through D? [Yes, the appendices are excluded from the stated page limits.](#)
31. Literature Citations: The RFP requires complete citations for any literature referenced in the proposal and also states that internet website links will not be accepted as a means to supply requirements. Are website links permitted within literature citations, provided the proposal itself includes all required substantive content? [Yes.](#)
32. Award Structure: Does ADMH anticipate making a single award for this RFP, or is ADMH considering multiple awards? [ADMH anticipates making a single award for this RFP.](#)
33. Could you please provide further details on the expected working hours or time commitment required for this project? Additionally, if there are any guidelines or expectations regarding the pricing or budget for the services outlined in the RFP, I would greatly appreciate your guidance. [The vendor should make this recommendation in its RFP submission. See answers above.](#)
34. Can ADMH provide the current strategic plan, strategic framework, or other planning documents that will serve as the foundation for this engagement? [ADMH can currently provide what is available in the RFP and its website.](#)
35. To what extent is the selected vendor expected to develop a new strategic plan versus updating and implementing an existing strategic plan? [The vendor should make this recommendation in its RFP submission. See answers above.](#)

36. Can ADMH provide an estimate of the anticipated number of on-site planning sessions, leadership development sessions, and coaching engagements expected annually under this contract? [The vendor should make this recommendation in its RFP submission. See answers above.](#)
37. Is there an incumbent contractor currently providing any portion of the strategic planning, leadership development, executive coaching, organizational development, or related services described in this RFP? [Yes.](#)
38. What is the anticipated annual budget range for this engagement? [The vendor should make this recommendation in its RFP submission. See answers above.](#)
39. Approximately how many leaders and employees are expected to participate in leadership development programming under this contract? [The vendor should make this recommendation in its RFP submission. See answers above.](#)
40. What deliverables or outcomes from prior strategic planning efforts would ADMH most like to preserve, expand, or improve through this engagement? [The vendor should make this recommendation in its RFP submission. See answers above.](#)
41. What percentage of the anticipated work is expected to be strategic planning and implementation support versus leadership development, coaching, and organizational development services? [The vendor should make this recommendation in its RFP submission. See answers above.](#)
42. This is a request for a vendor to support ADMH to provide strategic planning and leadership development. ADMH currently has a 2025-2028 strategic plan referenced on their website. Please provide information about the relationship between the existing strategic plan and the one to be developed through this RFP. Please provide information about any contractors/vendors the State worked with to develop their current strategic plan. [The vendor should make this recommendation in its RFP submission. The awarded vendor will develop/update/implement as directed by the Commissioner.](#)
43. It is understood that all US Postal mail is processed through the State mail facility, potentially leading to delays in the Department receiving proposals. Please clarify whether FedEx is processed in the same manner, or if FedEx is delivered directly to the address provided (i.e., Department). [Overnight couriers deliver to the street address.](#)
44. Please confirm that vendors are not required to enroll and actively participate in E-Verify before an award is made. [E-Verify may be completed prior to contract execution.](#)
45. Section 17, Exceptions to Terms and Conditions: This section indicates, "Suppliers may place any qualifications, exceptions, conditions, reservations, limitations, or substitutions in their bid or proposal concerning the contract terms and conditions." How should vendors submit these qualifications, exceptions, etc.? Will these count towards the listed page limits? [Include them in your](#)

RFP response. These will count toward the listed page limits.

46. Page 9, Acknowledgement: The last paragraph on this page requires vendors to confirm that they “...will comply with all terms and conditions contained within this solicitation.” However, Section 17 on the previous page allows vendors to submit qualifications, exceptions, conditions, etc. Please confirm that the vendors can comply with this requirement by stating they will comply with all terms and conditions within this section, “as modified during contract negotiations.” Or provide additional clarification on how vendors should meet both expectations. [If you cannot confirm that you will comply with all terms and conditions in the RFP document, then state that.](#)
47. Page 10, Introduction: At the top of the page, it is stated that ADMH is seeking services to include a three-year strategic plan. Within I. INTRODUCTION section, there is further reference to the vendor assisting the Commissioner with high-level oversight of the implementation process. Is it the expectation of the Department that the selected vendor will provide implementation support throughout the 3-year strategic plan period? If not, please clarify. [The awarded vendor will provide implementation support throughout the contract period.](#)
48. Page 13, Statement of Work (B.i.): Under “Examples of prior leadership development, there is reference to a vendor co-developing “... planning processes with ADMH Commissioner to guide the strategic direction of the agency/business.” Please confirm that vendors who have not yet worked directly with the ADMH Commissioner are eligible for a contract award stemming from this opportunity, and that the request is for experience working with similar executive state positions. [See vendor qualifications in the RFP document. Prior experience with ADMH is not required.](#)
49. The document header and schedule consistently use RFP 2027-01, but submission marking instruction says “RFP 2027-07” creating a conflict; confirm correct RFP number for labeling and packaging. [See question #1 and 11.](#)
50. The review Criteria references “submission requirements specified in item ‘IX’ below,” but section labeling shows “VI. REVIEW CRITERIA”; please clarify the authoritative section index to avoid mis-citation in response. [The correct reference is Section VII.](#)
51. What is the population in scope for leader assessment and development, what are their levels and functions and how many teams are in scope? [Population in scope will be at the discretion of the Commissioner.](#)
52. Does ADMH expect a net-new three-year strategic plan, or an update and extension of an existing plan already in progress? [The vendor should make this recommendation in its RFP submission. See answers above.](#)

53. Is there a budgeted range or not-to-exceed amount ADMH is working within for this engagement? If so, please share. [The vendor should make this recommendation in its RFP submission. See answers above.](#)
54. What is the defined contract term — one year, or a multi-year term aligned to the three-year strategic plan horizon? Is renewal an option? [See answers above.](#)
55. What level of stakeholder engagement is expected in the strategic planning process (frontline staff, community providers, external stakeholders), and will ADMH facilitate access? [The vendor should make this recommendation in its RFP submission. See answers above.](#)
56. Can ADMH provide examples of anticipated special projects so vendors can demonstrate relevant experience and plan resourcing appropriately? [Special projects are at the discretion of the Commissioner. Special projects typically focus on new and evolving situations or challenges.](#)
57. Does ADMH expect individual coaching to be delivered directly by the vendor or are they open to the vendor sourcing and managing? [The vendor should make this recommendation in its RFP submission.](#)
58. What is the anticipated frequency and minimum expectation for in-person presence in Montgomery versus virtual delivery? [The vendor should make this recommendation in its RFP submission. See answers above.](#)
59. Approximately how many in-person planning sessions with the Commissioner and leadership team are anticipated over the contract period? [The vendor should make this recommendation in its RFP submission. See answers above.](#)
60. Does ADMH have existing leadership competency frameworks or assessment data the vendor should build upon, or will this be designed from scratch? [ADMH has used an existing framework for leaders to better communicate with each other and their teams, as well as self awareness.](#)
61. Will the vendor have direct access to the Commissioner throughout the engagement, or will there be a designated ADMH liaison? [The vendor will work closely with the Commissioner and designated staff.](#)
62. Is ADMH open to a vendor team that includes a lead firm and specialized subcontractors, or is a single-entity preferred? [The vendor should make this recommendation in its RFP submission.](#)
63. As part of this RFP, would you like to see our organizational assessment approach as part of a defined deliverable in this current scope, or will organizational assessment be scoped on an as-

needed basis? [The vendor should make this recommendation in its RFP submission.](#)

64. What typical training exists (topic, forum, frequency), for what purpose, and for what audience?

[ADMH has participated in a lot of leadership training for its key leaders and staff who are leading key initiatives, as well as others as designated by the Commissioner. Frequency has typically depended on need and is at the discretion of the Commissioner.](#)

65. Is there a timeframe for when the Strategic Plan needs to be completed? [The vendor should make this recommendation in its RFP submission.](#)

66. Could ADMH please provide their anticipated budget for this project? [The vendor should make this recommendation in its RFP submission. See answers above.](#)

67. Is registration on the Alabama Secretary of State and E-Verify websites, and/or Alabama Accounting and Resource System (STAARS) required **prior** to proposal submission or only upon notice of contract award? [See answers above.](#)

68. Please confirm that the strategic planning scope of work is intended to result in measurable outcomes, prioritized objectives, and action steps that support achievement of the Department's current strategic priorities and foundational principles of:

- a. System of Care Transformation
- b. Child and Family Services
- c. Workforce Health and Wellness
- d. Resources
- e. Awareness and Knowledge
- f. Partnerships
- g. Peer and Family Engagement
- h. Trauma-Responsive Care

[The vendor should make this recommendation in its RFP submission. These are the Department's current strategic priorities and foundational principles.](#)

69. What is the period of performance for completing the strategic plan? [The vendor should make this recommendation in its RFP submission. See answers above.](#)

70. What is the period of performance for assisting the Commissioner with high-level oversight of the implementation process, and what types of implementation support and services are envisioned? For example, would this comprise periodic check in and coaching calls or more in-depth services? [The vendor should make this recommendation in its RFP submission. See answers above.](#)

71. Does the Department have a predetermined number of in-person leadership planning sessions that is expected or desired? [The vendor should make this recommendation in its RFP submission. See answers above.](#)

72. How many participants are anticipated in leadership development activities? [See answers above.](#)
73. In addition to in-person session, are there also opportunities for remote planning and development using collaboration tools? [The vendor should make this recommendation in its RFP submission. See answers above.](#)
74. In addition to the organizational assessment, does the Department desire the vendor to conduct surveys, focus groups, and/or key informant interviews with Department staff and/or partners and stakeholders? If yes, approximately how many:
- Assessment activities should be budgeted for, by activity type?
 - Stakeholders (employees, teams, leadership) should vendors assume for interviews, focus groups, surveys or workshops?
[The vendor should make this recommendation in its RFP submission. See answers above.](#)
75. Please provide examples of types of activities involved in the following: “Special project planning and implementation as designated by the Commissioner”. [See answers above.](#)
76. What is the not-to-exceed budget for the scope of work? [The vendor should make this recommendation in its RFP submission. See answers above.](#)
77. Do you have a certain format needed for the pricing or will an excel or word work with fully loaded bill rates? [Any format requirements are in the RFP document. Please use Word.](#)
78. What does success look like for this project at the end of the engagement period? [See RFP document.](#)
79. Does this strategic planning and leadership development effort represent a continuation of a past or current initiative, or is this a new effort? If a similar process has been used in the past, what parts does ADMH wish to retain, and which parts should be improved or discarded? [The vendor should make this recommendation in its RFP submission. See answers above.](#)
80. Does ADMH have an incumbent vendor providing similar strategic planning or leadership development services? If so, what advantage, if any, would that vendor have in competing for this project, and what was most and least useful about that experience? [There is currently a vendor providing strategic planning/leadership development services. All applicants will be scored based on what is in the RFP document. Details requested about working with the current vendor will not be disclosed in order to make the RFP process as fair as possible.](#)
81. What is the most important change—at the individual, team, or organizational level—that ADMH hopes to see because of this strategic planning and leadership development work? [This will be discussed with the awarded vendor.](#)
82. Does ADMH have a not-to-exceed budget or budget range for this project, or can you share what has been spent on similar work in the past? [The vendor should make this recommendation in its RFP submission. See answers above.](#)

83. What is your estimate of the number of leadership development sessions or trainings that will be held, and for which levels of leadership (Commissioner's leadership team, mid-level managers, front-line supervisors)? [The vendor should make this recommendation in its RFP submission. See answers above.](#)
84. What is the anticipated contract term/duration beyond the initial three-year strategic plan period, and is renewal anticipated? [See answers above.](#)
85. What is your preferred modality for planning sessions and leadership development meetings (in-person, virtual, hybrid)? Will all engagements be conducted using the same modality, or is a mix expected? [The vendor should make this recommendation in its RFP submission. See answers above.](#)
86. The RFP requires the ability to design and facilitate on-site, in-person planning sessions — can you clarify the anticipated frequency and location(s) of these sessions (e.g., Montgomery only, or across ADMH facilities/regions)? [The vendor should make this recommendation in its RFP submission. See answers above.](#)
87. Do you have a preference for local (Alabama-based) consultants, or any other preferences regarding vendor team composition? [See RFP document. All vendor requirements are listed in the RFP document.](#)
88. Why is ADMH choosing to outsource this project rather than staffing it internally? [It is more efficient and effective to provide these services on a contract basis through a third party.](#)
89. What are ADMH's key business/operational initiatives currently underway that the strategic plan should account for or align with? [ADMH can share what is currently on its website. Further detail will be discussed with the awarded vendor.](#)
90. Can you clarify what is meant by "Special project planning and implementation as designated by the Commissioner" (Scope item 11) — is this expected to be a defined scope at contract start, or an open-ended allocation of vendor time/budget over the contract term? [See answers above.](#)
91. Regarding Appendix II (Sample strategic plan product): is there a preference for samples from state government/public sector engagements specifically, or are private-sector samples acceptable? [See RFP document.](#)
92. Will answers to questions submitted by all potential vendors be shared among all bidders? [Yes.](#)
93. Will bidders be able to learn the identity of other vendors submitting proposals? [Not at this time.](#)

94. In our proposal, may we include references and hyperlinks to electronic resources (e.g., web pages, video samples of facilitation work)? [See answers above.](#)
95. Can the budget narrative (Section D) include estimated travel costs for on-site sessions, or should ADMH be assumed to cover logistics/venue costs for in-person sessions? [The vendor should make this recommendation in its RFP submission. See answers above.](#)
96. Please clarify the anticipated contract period, including confirmation of the expected start date of October 1, 2026, and the anticipated contract end date. [See answers above.](#)
97. Can you expand on the scope of services anticipated as part of “Provide leadership development services, including facilitating a leadership development program, individual coaching, and leadership advisement”.
- Are there formal programs in place today that need to be assessed and updated or is the Department looking for a novel program?
 - Is this limited to just Department leadership or is the intent a leadership development program for multiple layers of staff?
 - What is anticipated under the “individual coaching” services requested?
[See answers above.](#)
98. Is there a strategic plan currently in use by the Department and can this be shared? [See answers above.](#)
99. Do you envision the consultant primarily as a facilitative partner co-creating the strategy with your stakeholders, or as a subject-matter authority delivering a recommended path? This will help us shape our engagement approach accordingly. [See RFP document.](#)
100. What degree of engagement with Departments/Agencies outside of ADMH is anticipated/required? [There may be special projects that require partnerships with other agencies, and that is at the discretion of the Commissioner.](#)
101. Does ADMH have a budget cap in mind for this work? [The vendor should make this recommendation in its RFP submission. See answers above.](#)
102. Regarding the requirement that a vendor be registered with the Alabama Secretary of State Office, is it acceptable for a registration to be in progress at the time of RFP Response submission? [See question #27.](#)