SUBJECT: Request for Proposals (RFP) for Strategic Succession Planning Services **RFP 2027-013**, Scheduled to Open**: November 16, 2026**; Date of Issue: **October 20, 2026**

FROM: Adam Velez
Sr. Director, Compliance and Systems Support

DATE: November 3, 2026

THIS NOTICE SHALL SERVE AS ADDENDUM NO. I - TO THE ABOVE REFERENCED REQUEST FOR PROPOSALS

CHANGE: RFP 2027-013 is hereby amended to read: "Revised: 11/3/2026".

RFP 2027-013, Section 004 – Scope of Services, 1. Purpose is hereby amended to read: "The Center for Health Care Services ("CENTER", "CHCS") seeks a consultant to facilitate strategic planning and identify competencies for executive succession planning. The consultant will ensure that a defined expectation for leadership and a validated, future-focused competency profile is received."

RFP 2027-013, Section 004 – Scope of Services, 4. Key Deliverables is hereby amended to read: "c. Provide Chief Executive Officer competency profile."

QUESTIONS SUBMITTED IN ACCORDANCE WITH RFP SECTION 010 – RESTRICTIONS ON COMMUNICATION

1. Has the Center established an anticipated budget or investment range for this engagement?

   Response: The anticipated budget has not yet been established. Costs will be evaluated based on the scope of services, organizational needs, and available funding.

2. Does the Center have preferred meetings or milestones for in-person participation? SCS anticipates a hybrid approach, with major board and leadership sessions conducted in person and research, preparation, and ongoing coordination conducted virtually.

   Response: The evaluation committee will review and evaluate all proposals submitted in accordance with the requirements and evaluation criteria outlined in the solicitation. Respondents are encouraged to provide information that best demonstrates their qualifications, experience, and approach to meeting the requested services.

3. For a professional-services firm proposing this hybrid approach, may the workers' compensation and automobile-liability requirements be waived or modified where appropriate to the firm's staffing structure and scope of services?

Response: Please refer to RFP Section 014 – Insurance Requirements.

4. What prompted CHCS to initiate this engagement at this time?

   Response: The solicitation was initiated to support the organization's executive leadership continuity efforts and facilitate Board engagement in defining the executive leader competencies and qualifications in alignment with organizational priorities.

5. What are the organizational or environmental challenges that have the greatest impact to the organization?

   Response: The Center has experienced a variety of changes including shifts in funding, changes in Board composition, and the evolving health care and behavioral health landscape.

6. Currently, has CHCS identified competencies or is the consultant expected to develop these from the ground up?

   Response: The awarded vendor will be responsible for developing the competency profile per RFP Section 004 - Scope of Services.

7. From a stakeholder perspective, who is expected to participate, any sponsors, for instance, Board members, executives?

   Response: Board of Trustees and Executive Senior Leadership.

8. Are there any existing strategies or plans that the consultant will have access to?

   Response: The Center's point of contact will provide information to awarded vendor, if needed.

9. From a planning perspective, are there any schedule or budget constraints, especially considering the holidays?

   Response: No. For schedule/milestones information, please refer to schedule provided within the RFP document.

10. Does the organization have a philosophy on build versus buy, for instance consideration of external versus internal?

    Response: No.

11. What are the business challenges? If succession planning is completed annually, what is driving the need for this?

    Response: Please refer to the response to question No. 5.

12. Regarding succession planning, what has worked well and what has not worked well?

Response: The Center point of contact will provide information to awarded vendor, if needed.

13. Regarding succession planning and meetings is there a preference or requirement for in person or virtual?

    Response: The evaluation committee will review and evaluate all proposals submitted in accordance with the requirements and evaluation criteria outlined in the solicitation. Respondents are encouraged to provide information that best demonstrates their qualifications, experience, and approach to meeting the requested services.

14. Existing strategic plan: When was CHCS's most recent strategic plan developed? Can it be made available for review as part of the RFP process?

    Response: The Center's point of contact will provide information to awarded vendor, if needed.

15. If there was a refresh and succession planning revisited annually, what should be the focus?

    Response: Please refer to RFP Section 004 – Scope of Services.

16. Project budget: Can you confirm whether a budget or budget range has been established for this project?

    Response: Please refer to the response to question No.1.

17. Strategic plan update process: Could you briefly describe CHCS's current strategic plan update and/ or priority-setting process? For example, does CHCS periodically identify annual strategic priorities, refresh workplans annually?

    Response: The Center point of contact will provide information to awarded vendor, if needed.

18. Relative emphasis of the engagement: Do you anticipate an equal emphasis on strategic planning and succession planning, or is this engagement weighted more heavily in one direction (e.g., strategic planning only as necessary to inform succession planning)?

    Response: The evaluation committee will review and evaluate all proposals submitted in accordance with the requirements and evaluation criteria outlined in the solicitation. Respondents are encouraged to provide information that best demonstrates their qualifications, experience, and approach to meeting the requested services. Please refer to Section 004 – Scope of Services.

19. Is there an anticipated budget range?

    Response: Please refer to the response to question No. 1.

20. Was attendance at the October 28 conference required for eligibility?

Response: No.

21. What portion of the meetings may be delivered remotely?

    Response: The evaluation committee will review and evaluate all proposals submitted in accordance with the requirements and evaluation criteria outlined in the solicitation. Respondents are encouraged to provide information that best demonstrates their qualifications, experience, and approach to meeting the requested services.

22. For the reference requirement, may related organizational leadership and planning engagements qualify, or must all three specifically involve executive succession planning?

    Response: Please refer to RFP Section 015 – RFP Attachment A, Part One, References.

23. How will the 15 Price Schedule points be calculated (for example, lowest proposed price divided by the respondent's proposed price, multiplied by 15)?

    Response: The calculation used to allocate the fifteen (15) points is the lowest proposed price divided by the Respondent’s proposed price multiplied by fifteen (15).

24. At the Pre-Submittal Conference, staff indicated that no budget amount has been set and that proposals must fit within available funds. Please confirm in writing whether the Center has a funding range or not-to-exceed amount that respondents should plan within.

    Response: Please refer to the response to question No. 1.

25. Please confirm the Board meeting dates the consultant should plan for: the meeting before the strategic planning session, the meeting after it, and the April 2027 presentation of the final work product (for example, the April 13, 2027 regular Board meeting or another April date).

    Response: Confirmation of meeting dates will be shared with awarded vendor.

26. At the Pre-Submittal Conference, staff indicated that the Board and senior leadership prefer an in-person session with the facilitator present, possibly a Saturday offsite, with follow-up meetings by Zoom or Teams. Please confirm the preferred date window, day of the week, and location, and whether the Center will provide the venue.

    Response: Please refer to RFP Section 004 – Scope of Services.

27. At the Pre-Submittal Conference, staff described a succession process that covers all leadership levels, including directors. Should the competency profile address the President/Chief Executive Officer role only, or senior leadership roles more broadly?

    Response: Please refer to RFP Section 004 – Scope of Services, revised on 11/3/2026.

28. Will the Center's annual succession-planning information, employee-engagement survey results, and prior leadership-assessment results described at the Pre-Submittal Conference be available to the consultant at kick-off?

    Response: The Center point of contact will provide information to awarded vendor, if needed.

29. Will the Center confirm the date of its most recent comprehensive strategic plan and make that plan, or its current focus areas, available at kick-off?

    Response: The Center point of contact will provide information to awarded vendor, if needed.

30. If a respondent's most closely related services were completed more than three years before the proposal due date, may its references describe those services, or services that its proposed key personnel performed within the past three years?

    Response: The evaluation committee will review and evaluate all proposals submitted in accordance with the requirements and evaluation criteria outlined in the solicitation. Respondents are encouraged to provide information that best demonstrates their qualifications, experience, and approach to meeting the requested services.

31. Is an illustrative sample competency profile acceptable where a prior client's work product cannot be released, even in redacted form?

    Response: The evaluation committee will review and evaluate all proposals submitted in accordance with the requirements and evaluation criteria outlined in the solicitation. Respondents are encouraged to provide information that best demonstrates their qualifications, experience, and approach to meeting the requested services.

32. For a team proposal, does "provide the same information for each member of the team" apply in full to subcontractors with limited specialist roles?

    Response: Please refer to RFP Section 008 – Proposal Requirements.

33. Will finalists be asked to present to the selection committee or the Board of Trustees, and if so, in what time frame?

    Response: At this time, presentations will not be requested.

34. Will the strategic planning session and the related Board meetings be posted under the Texas Open Meetings Act, and will Center counsel advise on their format?

Response: If required or otherwise appropriate, the strategic planning session and related Board meetings will be posted in accordance with the Texas Open Meetings Act and applicable law. General Counsel will advise on the proper meeting format and posting requirements to ensure legal compliance.

35. Will the Center post the list of firms that attended the Pre-Submittal Conference?

    Response: Please see sign-in sheet for Pre-Submittal Conference held on October 28, 2026, posted as a separate attachment.

36. If a respondent proposes as a team, may the three required references include services that a proposed subcontractor performed within the past three years, provided each such reference is clearly identified as the subcontractor's?

    Response: The evaluation committee will review and evaluate all proposals submitted in accordance with the requirements and evaluation criteria outlined in the solicitation. Respondents are encouraged to provide information that best demonstrates their qualifications, experience, and approach to meeting the requested services.

37. The Board Executive Committee's October 7, 2026 agenda included a recommended contract for the Board's CEO Transition Planning Process. Are executive search, candidate sourcing, applicant screening, or finalist assessment within the scope of this RFP, or will they be performed under that separate engagement? Where the two engagements intersect, which contractor owns the executive profile, competency model, candidate-evaluation criteria, and interview process, and who accepts them?

    Response: The Center did not award a contract for CEO Transition Planning Process.

38. The Board's FY 2027 meeting calendar shows no regular Board meeting in March 2027. Should respondents plan the post-session Board review for the March 25, 2027 Planning and Operations Committee meeting, a special called Board meeting, or another date?

    Response: Confirmation of meeting dates will be shared with awarded vendor.

39. Beyond the validated competency profile, should the April 2027 final work product also include (a) a recommended update to the President/Chief Executive Officer position description, (b) a recommended chief executive succession policy, and (c) an emergency (acting) leadership plan for Board consideration? If any of these will be prepared under the separate CEO Transition Planning engagement, please say which.

    Response: Please refer to RFP Section 004 – Scope of Services, revised on 11/3/2026.

40. Will the consultant need to receive any protected health information or substance use disorder records (42 CFR Part 2) to complete this work? If so, will the Center require a HIPAA business associate agreement or a data-use agreement, and should respondents include any related requirements in their proposals?

Response: No, however, if access to such information is determined to become necessary, the awarded vendor will be required to comply with all applicable federal and state privacy and confidentiality laws and regulations.

41. Does the Center have a policy on consultants' use of artificial intelligence tools (for example, for transcription or summarizing interview and session notes), and should respondents describe their AI use and safeguards in their proposals?

    Response: Respondents should describe any proposed use of AI tools in performing the services described in this RFP. The evaluation committee will review and evaluate all proposals submitted in accordance with the requirements and evaluation criteria outlined in the solicitation. Respondents are encouraged to provide information that best demonstrates their qualifications, experience, and approach to meeting the requested services.

42. Are the 5 Veteran-Owned Small Business points available only when the respondent itself is owned and operated by veterans and certified as a VetHUB vendor by the Texas Comptroller, or may a respondent earn some or all of those points through a VetHUB-certified subcontractor?

    Response: Please refer to RFP Section 011 – Evaluation of Criteria.

43. In scoring experience, will the Center consider relevant executive human resources, leadership development, and succession-planning work that key personnel performed as employees of other organizations, in addition to work performed under consulting contracts?

    Response: The evaluation committee will review and evaluate all proposals submitted in accordance with the requirements and evaluation criteria outlined in the solicitation. Respondents are encouraged to provide information that best demonstrates their qualifications, experience, and approach to meeting the requested services.

44. Does the Center currently maintain a formal leadership competency model, an executive succession-planning framework, or a leadership development program, such as the CHCS Leadership Academy? If so, will the selected consultant have access to these materials to assess their effectiveness and their alignment with the Center's future strategic priorities? At the Pre-Submittal Conference, staff indicated that the consultant will develop the leadership competencies from scratch; please confirm whether the expectation is a new competency profile built from the ground up.

    Response: The Center’s point of contact will provide information to awarded vendor, if needed.

45. Section 009 requires an 11-digit Texas Comptroller taxpayer number, while Attachment A says “if applicable.” May an Arizona LLC submit without that number? If Texas registration or a taxpayer number is required, must it be completed before proposal submission, award, or work begins?

    Response: Respondents are responsible for determining and ensuring compliance with all applicable Texas business registration, licensing, and authorization requirements based on the scope of their proposed activities.

46. For the three related-service references, may a newer firm provide references for relevant work performed by its proposed principal during prior employment, clearly identified as the principal's experience rather than the firm's client engagements?

    Response: Please refer to RFP Section 015 – RFP Attachment A, Part One, References.

47. RFP 2027-013, Section 014: May a subcontractor with no employees, providing facilitation and consulting services only, be exempt from the Workers' Compensation, Employer's Liability, and Business Automobile Liability requirements, or carry reduced limits, as permitted by the Sr. Director of Compliance & Systems Support?

    Response: Please refer to the response to question No. 3.

48. RFP 2027-013, Section 011: Will the 5 Veteran-Owned Small Business evaluation points be awarded when a certified VetHUB vendor serves as a subcontractor to the prime Respondent?

    Response: Please refer to RFP Section 011 – Evaluation of Criteria.

49. Where do we find the responses to all questions from all contractors who are interested in this RFP and by when?

    Response: Responses to all questions will be found online at chcsbc.org/contracting-opportunities under the Request for Proposals section.

50. References, firm versus attributed experience: May references reflect strategic planning, leadership, and workforce services performed by QTR Foundry's principals at prior organizations within the past three years, or must references be contracts held by QTR Foundry as a legal entity?

    Response: Please refer to RFP Section 015 – RFP Attachment A, Part One, References.

51. Work-product sample (Part Three, Question 14): May the sample be a redacted competency profile developed by our principals at prior engagements, with source engagements clearly identified, or must the sample originate from an engagement performed by QTR Foundry as an entity?

    Response: The evaluation committee will review and evaluate all proposals submitted in accordance with the requirements and evaluation criteria outlined in the solicitation. Respondents are encouraged to provide information that best demonstrates their qualifications, experience, and approach to meeting the requested services.

52. Insurance documentation: Should the proposal submitted November 16 include (a) a current certificate of insurance demonstrating insurability at the stated limits, with full certificates and endorsements due only upon award prior to commencement, or (b) the complete insurance package at submission? If insurer-direct mailing

is required per Section 014, is a certificate naming additional insured status effective at contract execution, with endorsements to follow, acceptable?

Response: Please refer to RFP Section 008 – Proposal Requirements, Section 012 – Award of Contract and Reservation of Rights, and Section 014 – Insurance Requirements.

53. Onsite and session logistics: How many in-person engagements are anticipated, what duration is expected for the planning session, is a hybrid format acceptable, and is the December 9 coordination date fixed?

    Response: The evaluation committee will review and evaluate all proposals submitted in accordance with the requirements and evaluation criteria outlined in the solicitation. Respondents are encouraged to provide information that best demonstrates their qualifications, experience, and approach to meeting the requested services. Notification of Results will be emailed to all vendors participating in the solicitation process on December 9th.

54. Validation standard: Does CHCS have a defined validation standard for the competency profile, such as content validity review versus a formal psychometric study?

    Response: No. The evaluation committee will review and evaluate all proposals submitted in accordance with the requirements and evaluation criteria outlined in the solicitation. Respondents are encouraged to provide information that best demonstrates their qualifications, experience, and approach to meeting the requested services.

55. Preference points: Please confirm the Bexar County (5 points) and VetHUB (5 points) preferences are applied strictly as published, with no substitute categories.

    Response: Please refer to RFP Section 011 – Evaluation of Criteria.

All other RFP conditions remain unchanged.
RFP documents may be downloaded from http://www.chcsbc.org/contracting-opportunities/