



STRATEGIC PLAN FACILITATION REQUEST FOR INFORMATION

Release Date: Monday, December 8, 2025

Due Date: Friday, January 9, 2026

**ADAMH BOARD OF FRANKLIN COUNTY
STRATEGIC PLAN FACILITATION
REQUEST FOR INFORMATION**

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The Alcohol, Drug and Mental Health Board of Franklin County (ADAMH) is seeking qualified vendors to lead the development of our next five-year strategic plan. Services will include the design and implementation of a scan of the agency’s internal and external environment, gathering input from ADAMH staff, board members, and other stakeholders, and development of plan, including priorities, goals, key indicators of success, strategies and associated metrics.

Attached please find a copy of the request for information (RFI) for this project. To receive full consideration, qualified vendors should provide a cover letter and a succinct response before our target deadline of January 9, 2026. The cover letter should include all relevant contact information for the vendor’s main point of contact. All responses should incorporate the specifications stated in the RFI.

Selected vendor will be required to enter into an ADAMH contract with the approved plan included as a summary scope of work.

The expected project timeline is as follows:

Vendor Selection

RFI posted	Monday, December 8, 2025
Responses due	Noon, Friday, January 9, 2026
Interviews with selected applicants	Week of Monday, January 26, 2026
Vendor identified	Friday, January 30, 2026
Budget negotiated for inclusion in board request	By Wednesday, February 4, 2026
Draft action shared with ADAMH coordinating committee.....	Monday, February 10, 2026
Recommendation made to ADAMH board of trustees	Tuesday, February 24, 2026
Contract executed.....	Wednesday, February 25, 2026

Key Due Dates

Work begins	Monday, March 2, 2026
Project plan approved.....	Friday, March 6, 2026
Kickoff meeting with stakeholders	By Friday, March 27, 2026
Plan approved by ADAMH board of trustees	Tuesday, August 25, 2026
Final deliverables due	By Wednesday, September 30, 2026

All questions and final documentation should be emailed to RFIsubmission@adamhfranklin.org.

Sincerely,

Erika Clark Jones
CEO

A. EXECUTIVE SUMMARY

PURPOSE: The ADAMH Board of Franklin County ([ADAMH](#)) is preparing to embark on the development of its next five-year strategic plan (2027-2031). The strategic plan is integral to our agency, as it provides a clear roadmap for achieving long-term goals by defining our vision, aligning efforts, and allocating resources effectively. To that end, ADAMH is requesting a vendor to provide contracted services that will result in an environmental scan and subsequent priority, goal, key indicator of success, strategy and associated metric development, including applicable baselines and targets, that will provide ADAMH with guidance on the organization's direction and resource allocation over the next planning cycle.

ORGANIZATION BACKGROUND AND OVERVIEW: ADAMH, in accordance with the Ohio Revised Code, is responsible for planning, funding, and evaluating services that address mental health and substance use issues within Franklin County. ADAMH is a local, levy-funded agency that plans, funds, and evaluates behavioral healthcare services in our community. In this role, ADAMH is responsible for coordinating the ongoing assessment of needs of all Franklin County residents for services and supports across Franklin County's continuum of care. ADAMH does not provide direct services, but instead contracts with more than 30 non-profit organizations to provide them.

NON-DISCRIMINATION: It is the policy of ADAMH to follow the laws and executive orders relevant to equal employment opportunity. Therefore, no qualified person will be discriminated against in recruitment, appointment, promotion, retention, or any other aspect of personnel administration, based on race, color, religion, age, gender, disability, military status, national origin, sexual orientation, or genetic information.

The vendor will take affirmative action to ensure that employees are treated without regard to race, color, religion, age, gender, disability, military status, national origin, sexual orientation, or genetic information. Such action shall include, but not be limited to, employment, upgrading, promotion, demotion, termination, rates of pay, or other forms of compensation, and selection for training. The vendor agrees to post in conspicuous places, available to employees and applicants for employment, notices summarizing the provisions of this equal opportunity clause. The vendor, in all solicitations or advertisements for employees placed by, or on behalf of the vendor, state that they are an equal opportunity employer.

GOALS AND OBJECTIVES OF THIS REQUEST: The goal of this project is to develop a comprehensive five-year strategic plan for ADAMH. The plan will refresh mission and vision and outline clear priorities, goals, key indicators of success, strategies, and associated metrics, including applicable baselines and targets, to guide the organization's direction and resource allocation over the next planning cycle.

B. SCOPE OF WORK

The ADAMH Board of Franklin County is requesting responses from interested vendors for the development of a five-year strategic plan for 2027-2031. Services will include conducting a scan of ADAMH's internal and external environment, collaboratively working with appropriate stakeholders, as defined by ADAMH, reviewing and revising the agency mission and vision statements, as needed, guiding ADAMH through a process to select priorities, develop goals, key indicators of success, and strategies, associated metrics, and applicable baselines and targets.

The planned engagement under the resulting contract associated with this request for information is Monday, March 2, 2026, through Wednesday, September 30, 2026.

The selected vendor will be responsible for achieving the following objectives:

1. Mission and Vision Review

- Review ADAMH's current mission and vision statements.
- Facilitate discussion and provide recommendations for revisions, as needed, to ensure alignment with current community needs, stakeholder expectations, and the behavioral health landscape.

2. Environmental Scan and Analysis

- Conduct a comprehensive environmental scan to inform the development of the strategic plan. This will include review and synthesis of:
 - Recommendations in the Franklin County Human Services Levy Review Committee report (2025)
 - ADAMH community needs assessment (2025)
 - ADAMH employee engagement survey results (2025)
 - ADAMH fiscal data
 - ADAMH operational information, as identified by ADAMH
 - Relevant community health outcomes related to mental health and substance use, as identified by ADAMH.
 - Other contextual factors that may impact ADAMH's role, priorities, and partnerships.

3. Strategic Plan Development

The vendor will facilitate a collaborative, inclusive process involving stakeholders at appropriate levels of participation. Stakeholder groups include ADAMH staff, leadership, board members, services providers, and community partners.

- Develop a strategic plan that includes:
 - Reviewed and updated, if needed, mission and vision statements
 - Agency priorities
 - Priority goals and key indicators of success, with targets
 - Strategies to achieve goals and applicable metrics, with baselines and targets
 - Input from staff, leadership, trustees, and community partners

- Preliminary implementation planning to assure efficient implementation of strategies
- Support ADAMH staff and trustees in reviewing, editing, and approving the final plan.

4. Stakeholder Presentations

- Provide presentations to ADAMH staff and board members on the overview of the process to develop the plan and the selected priorities, goals, key indicators of success, and associated targets that were approved for the plan.

C. EXPECTED DELIVERABLES AND PROJECT TIMELINE

The following deliverables are expected:

1. A Project Plan

The vendor will develop a project plan, including a kickoff meeting with ADAMH staff and board members to confirm scope, process, and communication plan within the first month of the contract and a timeline for all phases of strategic planning, including the process for conducting the environmental scan and analysis and plan development.

2. An Environmental Scan and Analysis

Review environmental scan inputs, including those listed here, and develop an analysis of findings and key themes:

- A. ADAMH community needs assessment
- B. ADAMH employee engagement survey results
- C. ADAMH fiscal data
- D. ADAMH operational information, as defined by ADAMH
- E. Facilitated engagement sessions with identified stakeholder groups
- F. Recommendations in the Human Services Levy Review Committee (HSLRC) report
- G. Relevant community health outcomes related to mental health and substance use, as defined by ADAMH
- H. Other contextual factors that may impact ADAMH's role, priorities, and partnerships

3. A Five-Year Strategic Plan for 2027-2031

Develop the strategic plan, including:

- A. The review and potential revision of *mission and vision statements*
- B. A *process to develop priorities, goals, key indicators of success, strategies and associated metrics, and applicable targets*
- C. A *draft strategic plan* for review and feedback from stakeholders
- D. A *revised draft* that incorporates stakeholder feedback
- E. A *final strategic plan* approved by the governing and ready for public release, including an executive summary and a web-friendly community-focused overview

4. Presentations to ADAMH Staff and Board Members

The project timeline, which is subject to change, is:

Work begins.....	Monday, March 2, 2026
Final project plan approved	Friday, March 6, 2026
Kickoff meeting with stakeholders	By Friday, March 27, 2026
Presentation at governing board retreat	April TBD
Draft plan submitted to the governing board	June TBD
Deep-dive presentation to the governing board.....	August TBD
Plan approved by the governing board	Tuesday, August 25, 2026
Final deliverables due.....	By Wednesday, September 30, 2026

D. SUBMISSION REQUIREMENTS

To receive full consideration, an applicant's submission must include all the information as written in this section.

- 1. Cover Letter:** Identify a main point of contact with all relevant contact information, including name, title, phone number, and email address.
- 2. Information:** Provide a succinct response that addresses the topics listed below. A table of contents that identifies the corresponding section and page numbers should be included.

Section 1: Expertise

- a) Demonstrate your **ability to perform the work identified above in the scope of work.**
- b) Identify a designated **project manager** and provide the following for that person: professional references regarding the performance of the project manager; a resume including the educational background and related experience for the project manager that demonstrate the expertise and experience to perform the kind(s) of work identified above in the scope of work.
- c) Provide the roles, names, and relevant background and experience for each **project team** member (including any proposed subcontractors) to document their collective knowledge and experience to perform the kind(s) of work identified above in the scope of work.
- d) Provide names and contact information to two entities at/for which they have performed similar kinds of work identified above in the scope of work in the past five years. These **references** should be able to corroborate applicant's claim of having the expertise necessary to successfully perform the kind(s) of work identified above in the scope of work.

Section 2: ADAMH Project Plan

- a) Explain your **engagement strategy for all stakeholders.**
- b) List the types of **activities** that you recommend to engage the ADAMH governing board at its planning retreat.
- c) Explain your process for completing the **environmental scan** including the identification and usage community indicators in plan development.
- d) Explain your **process for developing priorities, goals, and strategies.**

- e) Explain your **method for identifying key indicators and strategy metrics**, including how baselines and targets are set.
- f) Using the timeline provided by ADAMH and the steps defined here, develop and submit a **project plan** that covers the expected work from March 2, 2026, through September 30, 2026.

3. Cost Estimates: Applicants are asked to provide detailed *cost estimates* for the entire scope of work and each deliverable. A final budget will be negotiated with the vendor deemed qualified and with whom ADAMH is interested in working and presented to the ADAMH board of trustees on Tuesday, February 24, 2026.

4. Attachments

Work Products or Deliverables: Applicant must provide two relevant sample work products or deliverables as attachments to this response.

Small and Emerging Business Enterprise Information and Affidavit: ADAMH and Franklin County is seeking, for statistical purposes, information on the size and demographic type of vendors responding to its contracting opportunities. This information will not be used as part of the evaluation process and will not be given any consideration with regard to an award.

E. VENDOR SELECTION TIMELINE AND CRITERIA

This timeline is subject to change in the best interest of ADAMH. If ADAMH changes the schedule before the due date listed in this RFI, an update will be posted to the ADAMH website.

TIMELINE

RFI posted	Monday, December 8, 2025
Responses due	Noon, Friday, January 9, 2026
Interviews with selected applicants	Week of Monday, January 26, 2026
Vendor identified.....	Friday, January 30, 2026
Budget negotiated for board action approval.....	By Wednesday, February 4, 2026
Recommendation made to the ADAMH board.....	Tuesday, February 24, 2026
Contract executed.....	Wednesday, February 25, 2026

CRITERIA: Responses will be scored by a team of ADAMH staff and board members, using the following criteria:

EXPERIENCE	25%	Overall impression of experience
PROJECT PLAN	50%	Approach to stakeholder engagement (community and partners) Recommendations for board engagement activities Approach to using community indicators Process for developing priorities, goals, and strategies Method for identifying key indicator and strategy metrics selection, including the development of baselines and targets Approach to stakeholder engagement (community and partners)
WORK PRODUCTS	25%	Overall impression of two work products

LINKS TO DOCUMENTS TO REVIEW FOR APPLICATION: The following documents will inform the 2027-2031 strategic plan:

ADAMH [community assessment and plan](#) for the Ohio Department of Behavioral Health

ADAMH [community needs assessment](#)

ADAMH [strategic plan](#) 2022-2026

Human Services Levy Review Committee (HSLRC) [report](#)

F. DIRECTIONS

INQUIRY PERIOD: Potential vendors may ask clarifying questions regarding this request during the inquiry period, which will begin upon release of this RFI and conclude at noon on Friday, January 2, 2026. ADAMH will not respond to any questions received after that time.

Potential vendors must submit questions to RFIsubmission@adamhfranklin.org. A response will be provided within one business day. Questions should be limited to those that seek clarification of this request. Questions must reference the relevant portion of the RFI, including the section number and part letter, and must identify the originator of the question. ADAMH may disregard any questions that do not appropriately reference the RFI, that do not include identification of the originator of that question, or that do not ask a clarifying question.

SUBMISSION: A cover letter, the requested information, cost estimates, work products, and SEBE form and affidavit, if applicable, should be submitted to RFIsubmission@adamhfranklin.org as separate files. Use “ADAMH Strategic Plan Information.Your Organization Name” in the subject field. An individual email must not be larger than 10MB or it may not reach the intended inbox. Multiple emails can be submitted and should include that detail in the subject line: “(1 of 2)” or “(2 of 2)”, etc.

To receive full consideration, applicants must submit their materials by 12 noon on Friday, January 9, 2026. Responses received after this deadline will not be reviewed. Email your application and supporting documents to RFIsubmission@adamhfranklin.org.

Responses will only be reviewed if the applicant has provided a cover letter, the requested information, cost estimates, and evidence of their expertise. ADAMH, at its discretion, may request additional information from potential vendors submitting documents or may request a meeting to discuss some aspect of the submitted materials.