OTCC responses to questions received regarding
OTCC-RFP-FY2027-1 – Strategic Planning Consultant
Every question sent through the appropriate channel by the question deadline is included in these responses, including redundant questions which were asked in multiple inquiries.

1. What insurance types and minimum limits do OTCC's standard contract terms require (for example, professional liability or commercial general liability), and should the certificate submitted with the proposal reflect current coverage, with required coverage bound before contract execution?
    a. At a minimum the consultant should have professional liability insurance coverage.
    b. Submit current coverage with the expectation to bind professional liability insurance coverage before contract execution.
2. Will the Executive Committee planning meetings be noticed as public meetings with observers present? Does OTCC have guidance on individual pre-meeting interviews with Executive Committee members under its open-meetings requirements?
    a. The planning meetings will meet open meeting law requirements. Members of the public may or may not attend, but they are allowed to attend.
    b. OTCC does not have guidance on individual pre-meeting interviews with EC members other than those meetings can only consist of one EC member at a time.
3. The draft plan is due February 21, 2027, and Planning Meeting 2 may fall in late February. May proposers sequence Meeting 2 earlier in February so the draft can reflect its outcomes?
    a. Yes – proposers should sequence Meeting 2 in early to mid February so the draft plan reflects Meeting 2 outcomes.
    b. There is a typo in the RFP where the timeline should reflect "early – mid February" for proposers to conduct "Planning Meeting 2," not "early – late February."
4. Can OTCC share its standard contract terms before the proposal deadline?
    a. The OTCC will share its standard contract terms with the consultant selected for the project but not before the proposal deadline.
5. Does OTCC have an existing strategic plan, organizational assessment, stakeholder feedback, or other planning materials that the selected consultant can use rather than conducting extensive new research?
    a. No – none of these resources exist for the OTCC. Conducting this research is a necessary part of the strategic planning process.
6. Approximately how many individual stakeholder interviews does the Commission anticipate? Would a combination of a brief electronic survey and a limited number of targeted interviews be acceptable?
    a. Consultants should expect to conduct no more than ten individual interviews. Those to be interviewed include the Executive Committee membership (9 members) and the Executive Director.
    b. Consultants may utilize a brief electronic survey sent to Executive Committee membership and the Executive Director; however all ten participants should receive an invitation/opportunity for an individual interview with the consultant.
7. What is the anticipated duration of the two facilitated planning meetings? Would two virtual sessions of approximately 90–120 minutes each satisfy the requirement?
    a. Consultants should plan to facilitate two planning meetings that are at least 120-150 minutes each with breaks built into that time.

8. Would a focused review of existing organizational documents, relevant regulatory developments, and stakeholder input meet the Commission's expectations, rather than a comprehensive external research study?
    a. A comprehensive, qualitative research study where Executive Committee members and the Executive Director are interviewed is a necessary part of the strategic planning environmental scan. The consultant is expected to compile the research results into a cohesive strategic plan based on the qualitative feedback and review of organizational documents. It is appropriate for the consultant to reference organizational documents and review external compacts' strategic plans (as available) to generate ideas that may align with the qualitative findings and also meet the OTCC's needs.
9. Is OTCC seeking a practical implementation matrix identifying priorities, responsible parties, timelines, and success measures, or a more detailed operational implementation plan?
    a. The OTCC seeks a strategic plan that is both practical and implementable. Please reference bullets 4.4 Plan Development and 4.6 Transition and Follow-Up for expectations.
10. Would brief written weekly status updates satisfy the reporting requirement, without additional standing progress meetings?
    a. Yes – Section 5 "Deliverables" number 10 in the RFP states "Brief written or verbal updates to the OTCC Executive Director" on a weekly basis.
11. Would two consolidated rounds of revisions, followed by a virtual presentation of the final plan, satisfy the Commission's expectations for revisions and adoption support?
    a. Bullet 4.4 Plan Development states, "Incorporate Executive Committee feedback through at least two (2) rounds of revisions." Bullet 4.5 states, "Present the draft plan to the Executive Committee" and "Assist with revisions needed to support adoption by the Executive Committee on behalf of the OTCC." This question does not have a definitive answer; the expectation is that two rounds of revisions will be conducted (4.4) with the possibility for more revisions once presented to the Executive Committee (4.5). If the Executive Committee determines that no more revisions are needed after two rounds, then this deliverable is satisfied. If the Executive Committee determines that more revisions are needed beyond two rounds, then revisions should be conducted until the Executive Committee is satisfied; the Executive Committee will be reasonable with the expectations for this deliverable.
12. Are firms based outside the United States eligible, and if so, may an eligible foreign firm provide the applicable W-8 form instead?
    a. Yes – eligible foreign firms may submit a proposal, including the W-8 form.
13. Would the Commission be open to considering an alternative, streamlined methodology that accomplishes the core strategic planning objectives while reducing the time required for research, stakeholder engagement, and plan development?
    a. With flexibility, the OTCC welcomes any proposal that aims to meet the deliverables and to achieve the overall goal of a presenting a comprehensive strategic plan. Please note Section 9 - Evaluation Criteria in the RFP.
14. Is there a particular need or deadline driving the goal of adopting the final plan by March 8?
    a. Yes – The deadline is motivated by the March 2027 Executive Committee meeting date and the spring full OT Compact Commission meeting which usually occurs in April or May each year.
15. Has the Commission already gathered stakeholder input, conducted assessments, or identified preliminary priorities that the consultant would build upon?
    a. No – none of these resources exist for the OTCC. Conducting this research is a necessary part of the strategic planning process.
16. What breadth and depth of stakeholder participation do you anticipate?
    a. The consultant can expect to engage no more than 10 individuals. They are the Executive Committee members (9) and the Executive Director.
17. What availability do you anticipate from Executive Committee members for planning discussions and feedback, particularly within the window for two rounds of revisions?

    a. The OTCC Executive Committee members are eager to begin and committed to engaging in the strategic planning process. The consultant can expect the Executive Committee and the Executive Director to be available for engagement throughout this process with few to no exceptions.

18. Would the Commission consider an alternative timeline if the proposer explains how it would better support the intended scope and outcomes?
    a. The deadline to deliver a final plan by March 8, 2027 is non-negotiable. However, the deadline for project deliverables may be negotiated within and for good reason.
19. May a proposer provide the certificate of insurance upon notice of award rather than with the proposal? If it is required at submission, does the OTCC require particular coverage types or minimum limits?
    a. It is appropriate to submit current coverage with the expectation to bind professional liability insurance coverage before contract execution.
    b. At a minimum, the consultant should have professional liability insurance coverage.
20. Could you confirm whether a UK-based firm may bid, and whether appropriate non-US tax documentation can be supplied in place of the W-9 listed in Section 8.8?
    a. Yes – eligible foreign firms may submit a proposal, including the required documentation equivalent to a W-9.
21. Approximately how many individual stakeholder interviews, focus groups, or similar consultation sessions does the Commission anticipate? Is the consultant expected to interview all nine Executive Committee members individually, or may the proposer recommend a more streamlined consultation model?
    a. The OTCC expects the consultant to interview no more than 10 participants. The opportunity for interviews should extend to the 9 Executive Committee members and the Executive Director.
    b. A streamlined consultation model is welcome; however, the Executive Committee members and the Executive Director should be given an opportunity to provide individual/independent feedback to the proposer.
22. Approximately how many commissioners and external stakeholders does the Commission anticipate including in the survey or other stakeholder-input activities?
    a. No more than 10 people will participate in the survey or stakeholder input activities – 9 Executive Committee members and the Executive Director
23. The RFP states that the required strategic-planning meetings will be virtual but notes that the consultant may be asked to present the final plan at the spring 2027 OTCC meeting. Is that meeting expected to be virtual or in person? If in person, what location and approximate date are anticipated, and would approved travel expenses be reimbursed separately from the $7,000 project ceiling?
    a. The OTCC meeting is virtual.
24. Does the Commission have required insurance types or minimum coverage limits that proposers should account for before submitting a proposal?
    a. At a minimum the consultant should have professional liability insurance coverage. The OTCC has no minimum coverage limit requirements.
25. Does the $7,000 maximum budget apply solely to the required scope and deliverables, with additional meetings or optional services priced separately, or must all optional services and possible travel fit within that ceiling?
    a. The $7,000.00 budget applies to the required scope and deliverables. The completed strategic plan is expected to be delivered within this budget amount. Travel is not required.
26. Are the January and February virtual planning meetings expected to occur during existing Executive Committee meeting times, or will dates be scheduled with the selected consultant? If dates have already been identified, would you please share them?
    a. The dates will be scheduled with the selected consultant and may or may not occur during existing Executive Committee meetings.
27. Does the Commission have an estimated overall level of effort or approximate number of consulting hours in mind for the engagement?
    a. No. The deliverables outlined in the RFP and the completed strategic plan are the overall goals.

28. Could you kindly confirm whether consultants based outside the United States are eligible to apply and undertake the assignment remotely? I also noticed the requirement for a W-9 form and insurance documentation. Would you accept the applicable alternative tax documentation from an international consultant?
    a. Yes – eligible foreign firms may submit a proposal, including the required alternative tax documentation equivalent to a W-9.
29. For tax: My KRA PIN Certificate / KRA tax compliance document, as the alternative to a W-9?
    a. If the foreign tax document is the equivalent to a W-9, then it is acceptable.
30. For insurance: My Kenyan insurance cover or do you require US-based / specific cover for this engagement?
    a. The insurance company needs to have a pay-out policy that allows payment to U.S. based organizations. At a minimum the consultant should have the equivalent to U.S. professional liability insurance coverage.
31. How many Executive Committee members and other commissioners do you expect to take part in the planning sessions?
    a. No more than 10 participants will engage for this project – 9 Executive Committee members and the Executive Director.
32. Approximately how many individual stakeholder interviews does the Commission anticipate? Would a survey of Commissioners and other identified stakeholders be an acceptable primary method for gathering input across the 37 member states?
    a. The consultant can expect to engage no more than 10 stakeholders – 9 Executive Committee members and the Executive Director.
    b. A survey can be used as a resource; however, each Executive Committee member and the Executive Director should be given the opportunity to be interviewed individually by the consultant.
33. What is the anticipated duration of each of the two required virtual Executive Committee strategic planning meetings? Will participation be limited to the nine Executive Committee members, or are additional Commissioners or stakeholders expected to participate?
    a. Consultants should plan to facilitate two planning meetings that are at least 120-150 minutes each with breaks built into that time.
    b. The nine Executive Committee members and the Executive Director will participate; the meetings will be open to the public, and it is unknown who might attend. Those attending who are not Executive Committee members will be given time to speak during the public comment portion of the meetings; however, they will not participate directly in the strategic planning discussions unless requested and approved by the Chair, which is standard for government entity open meetings laws.
34. Does the Commission have existing strategic planning documents, financial sustainability assessments, operational reports, stakeholder surveys, or environmental scans that the selected consultant can use to inform the planning process?
    a. No – none of these resources exist for the OTCC. Conducting this research is a necessary part of the strategic planning process.
35. Is the Commission envisioning a concise, implementation-focused strategic plan with measurable priorities, objectives, and an accompanying action matrix, or a more comprehensive, publication-ready document with extensive narrative and supporting analysis?
    a. The OTCC expects a concise, implementation-focused strategic plan with priorities and objectives.
36. Would the Commission be receptive to a streamlined engagement approach that fulfills all required deliverables while leveraging existing organizational documents, targeted stakeholder interviews, and electronic surveys to maximize efficiency?
    a. With flexibility, the OTCC welcomes any proposal that aims to meet the deliverables and to achieve the overall goal of a presenting a comprehensive strategic plan. Please note Section 9 - Evaluation Criteria in the RFP.

37. Section 4.6 references the possibility of presenting the final strategic plan at the Commission's spring 2027 meeting. Should proposers include this potential presentation within the $7,000 maximum budget, or would it be considered an optional service subject to separate authorization and compensation?
    a. The OTCC meeting is virtual, so proposers should include this presentation within the allotted budget. Travel is not necessary and will not be authorized.
38. For Section 8.6, may the two comparable references and strategic-plan/work-product sample relate to projects personally led by the proposed consultant in prior executive or independent advisory roles, rather than only contracts issued to the current LLC, provided the work and contacts are verifiable? May a suitably redacted executive work product be submitted as the sample?
    a. Yes – the proposed consultant may submit his/her references from work prior to their current role.
    b. Yes – a redacted work product may be submitted.
39. The RFP outlines two virtual strategic planning meetings, along with a final presentation and implementation handoff. Would you envision those latter activities taking place within the Commission's existing Executive Committee meeting schedule, or should we plan for separate virtual sessions?
    a. The dates of the strategic planning meetings may or may not align with the existing Executive Committee meetings. This question does not have a confirmed answer at this time.
40. May the two comparable-engagement references cover completed program-planning work personally delivered during prior employment, with the employer, dates, individual contribution and scope clearly identified?
    a. Yes, as long as the demonstrated work is that of the consultant who will work with the OTCC for the strategic planning project.
41. Would a redacted program implementation plan or territory-management workbook be acceptable as the comparable work product, or must the sample be an adopted organization-wide strategic plan?
    a. The consultant has the liberty to choose the examples s/he wants to submit as long as the samples demonstrate the work of the consultant who will work with the OTCC and not the work primarily done by other individuals.
42. What insurance types and coverage limits are required, and when must the certificate be provided?
    a. At a minimum the consultant should have professional liability insurance coverage.
    b. Submit current coverage with the expectation to bind professional liability insurance coverage before contract execution.
43. What duration should proposers assume for each Executive Committee planning session, and what approximate interview or stakeholder-input volume should be included?
    a. Consultants should expect to facilitate two strategic planning sessions lasting approximately 120-150 minutes with breaks built into that time.
    b. Consultants should expect to engage no more than 10 participant – 9 Executive Committee members and the Executive Director.
44. Is the possible spring 2027 Commission presentation separate from the final presentation and handoff, and would it be virtual?
    a. The spring OTCC meeting will be virtual.
45. For the financial-sustainability component, is a strategic-level resource assessment using OTCC-provided budgets and financial information sufficient, or is specialist accounting or financial modeling expected?
    a. The consultant will determine the Executive Committee's desires on this topic during the landscape assessment of the strategic planning participants.
46. Are remote consultants based in Ukraine eligible to submit a proposal, and are there any US-only contracting requirements we should know before applying?
    a. Yes, foreign consultants are eligible to submit a proposal as long as they meet the requirements of the RFP and submit the appropriate documentation as outlined in the RFP.
47. Is there an official way to connect with firms preparing a proposal?
    a. The OTCC does not have a pathway to connect individuals with firms preparing a proposal.

48. Could that work be done entirely remotely from Virgina, including any required meetings or spring presentation? If live meetings would be required for that role, could you share the expected meeting windows?
    a. Yes, the work can be done remotely from Virginia or anywhere.
    b. Live (in person) meetings are not required.
49. Section 4.6 states that the Executive Committee may request a presentation of the final plan at the spring 2027 OTCC meeting, with the format and location unstated. Could you confirm where and how that meeting is held, and whether a requested presentation would be virtual or in person?
    a. The spring 2027 OTCC meeting will be virtually via Zoom on a date TBD.
50. May a Florida-based consulting LLC contract with the OTCC and invoice for this work, with its principal serving as lead facilitator?
    a. The Florida-based LLC can invoice for the work. The sample work that is submitted with the proposal should be the work of the individual principal consultant.
51. Can the entire engagement be delivered remotely, including the handoff and any spring 2027 presentation? If attendance in person is required, are travel, accommodation and per diem reimbursed separately from the $7,000 budget?
    a. Yes – the entire scope of the project will be virtual. Travel is not necessary and will not be reimbursed.
52. What meeting duration, number of stakeholder interviews and level of survey support should proposers assume?
    a. The consultant should expect to perform no more than 10 individual interviews for the landscape assessment – 9 Executive Committee members and the Executive Director. A survey can be utilized as a tool to collect information; however, all 10 participants should have an opportunity to speak with the consultant on an individual basis. After the landscape assessment is complete, the consultant will perform no fewer than two planning meetings that are 120-150 minutes with breaks built into that time.
53. Will the OTCC handle invitations, scheduling and survey distribution?
    a. The consultant will set the agenda and coordinate with and invite the 10 participants to individual meetings, using the consultant's virtual meeting platform.
    b. The consultant will set the agenda for the planning meetings, and the OTCC Executive Director will send the invitations for those group planning meetings.
    c. The consultant will send any surveys to the group, sharing the aggregate results with the Executive Director.
54. What insurance types and minimum limits are required?
    a. At a minimum, the consultant should have professional liability insurance coverage effective no later than the date of execution of an agreement with the OTCC. The OTCC does not specify a limit.
55. Must a certificate and W-9 accompany the initial proposal, or may they be supplied by the selected firm before contract execution through a secure channel?
    a. A W-9 (or a foreign equivalent) must be submitted with the proposal.
56. Could you provide the standard consultant agreement and confirm where any amendments and answers to questions will be posted?
    a. The standard consultant agreement will be shared with the chosen consultant at the time the decision is made and the consultant is informed.
    b. RFP Amendments and answers to questions will be posted on www.otcompact.gov.
57. I would like to confirm which types of coverage are required, and at what limits. I would also like to confirm whether the certificate must accompany the proposal, or whether it is only required on award.
    a. At a minimum, the consultant should have professional liability insurance coverage effective no later than the date of execution of an agreement with the OTCC. The OTCC does not specify a limit.
58. Does the $7,000 maximum cover only the core scope, with optional services (additional meetings, the spring 2027 OTCC meeting presentation) priced separately? Or must all proposed work fit within $7,000?

    a. All proposed work must fit in the $7,000.00 budget. The spring OTCC meeting will be held virtually on a date TBD; however, the consultant may or may not be asked to present the plan to the full OTCC. The consultant should plan to present to the OTCC in sprig 2027 with the caveat that they may not need to – either way, that should be included in the overall budget.

59. What types of insurance and minimum coverage limits does the OTCC require, and is the certificate needed at submission or at contract execution?
    a. At a minimum, the consultant should have professional liability insurance coverage effective no later than the date of execution of an agreement with the OTCC. The OTCC does not specify a limit.
60. Will the spring 2027 OTCC meeting be virtual or in person? If in person, where and when, and would travel be reimbursed separately?
    a. The spring 2027 OTCC meeting will be virtual via Zoom; travel is not necessary and will not be reimbursed.
61. Will the strategic planning meetings be open to the public or recorded? Will the OTCC provide the virtual meeting platform and handle public notice?
    a. The planning meetings will be open to the public and will not be recorded. The OTCC will provide the virtual meeting platform and handle the public meeting notice as well as the invitations to those meetings.
    b. The consultant will provide the meeting invitations and meeting platform link for the individual landscape assessment meetings that occur ahead of the planning meetings.
62. About how many stakeholder interviews does the OTCC expect beyond the Executive Committee? Will the OTCC provide contact lists and send the survey invitation to Commissioners?
    a. Beyond the Executive Committee and the Executive Director (10 total participants) there is no expectation for the consultant to engage with other commissioners.
    b. The OTCC will provide the contact list for the 10 participants; the consultant will send the survey to the participants.
63. Does the OTCC have a prior strategic plan, or is this its first?
    a. This is the OTCC's first strategic plan.
64. Will the OTCC consider language in the contract that keeps the consultant's pre-existing tools and methods with the consultant, while the OTCC owns all deliverables created for this project?
    a. Please refer to section 10 "Terms and Conditions" of the RFP, specifically the bullets labeled "contract" and "public records and confidentiality." The OTCC will consider but may or may not accept proposed language in the contract during the contract negotiation process.
65. For the "design-ready, shareable format," does the OTCC have brand guidelines, or is a professionally formatted PDF enough?
    a. The OTCC has brand guidelines and will publish the sharable document with the OTCC's logo and branding colors. The "sharable format" should be easily editable by the OTCC, preferably in a Word document.
66. Does the 15-page limit include the cover letter? Can resumes and the sample plan go in appendices?
    a. Please review section 8 for "Proposal Requirements." The cover letter is required/included in the 15 pages. "Resumes" and "Sample plan" are not addressed in the RFP; if by "sample plan" the reference is to "work samples," (bullet 8.6) that information is included in the 15 pages, not as appendices. If by "resume" the reference is to "qualifications and experience" (bullet 8.5), that information is included in the 15 pages, not as appendices.
    b. The items listed in Section 8.8, "Required Attachments" should be submitted as appendices.
67. Could you confirm the budget is $7,000?
    a. Yes, the budget is confirmed at $7,000.00.

68. You noted that professional liability coverage must be effective by agreement execution, while Section 8.8 of the RFP lists a certificate of insurance with the proposal. May[a contractor] submit its proposal without a current certificate and, if selected, provide it before signing the agreement?
    a. Yes, a contractor may submit a proposal without a certificate of insurance and provide the documentation before signing an agreement if selected.
69. What types of insurance coverage are required (for example, commercial general liability, professional liability/errors and omissions, workers' compensation or cyber liability), and what are the minimum limits for each?
    a. At a minimum, the consultant should have professional liability insurance coverage effective no later than the date of execution of an agreement with the OTCC. The OTCC does not specify a limit.
70. Can the certificate of insurance required be delivered by contract execution?
    a. Yes
71. Section 5 lists the Environmental Scan Report as due "within 2 weeks of contract execution," while the action items place it before Planning Meeting 1. With contract execution by December 28 and kickoff on January 4, may the report be delivered the week before Planning Meeting 1 (approximately January 20)?
    a. The OTCC may extend flexibility for this requirement.
72. Is presenting the final plan at the spring 2027 OTCC meeting included in the $7,000 maximum, or should it be priced as an optional service? Will that meeting be virtual or in person, and if in person, where?
    a. All proposed work must fit in the $7,000.00 budget. The spring OTCC meeting will be held virtually on a date TBD; however, the consultant may or may not be asked to present the plan to the full OTCC. The consultant should plan to present to the OTCC in sprig 2027 with the caveat that they may not need to – either way, that should be included in the overall budget.
    b. The spring 2027 OTCC meeting will be virtual; travel is not required and will not be reimbursed.
73. Section 8.8 lists a certificate of insurance as a required attachment. Must the certificate be submitted with the proposal, or may it be provided before contract execution? What coverage types and minimum limits will the OTCC's agreement require (for example, general and professional liability)?
    a. At a minimum, the consultant should have professional liability insurance coverage effective no later than the date of execution of an agreement with the OTCC. The OTCC does not specify a limit.
74. Section 8.6 asks for at least two references from comparable engagements completed in the past five years. For a newer firm, may references address comparable strategic planning and facilitation work performed by the proposed lead facilitator in prior roles, provided the relationship is clearly disclosed?
    a. Yes
75. Is the $7,000 maximum inclusive of all expenses (for example, survey tools and virtual meeting platforms), and does the OTCC have flexibility on the February 2027 dates for Planning Meeting 2 and the draft plan if the overall March adoption date is preserved?
    a. The $7,000 budget is inclusive of all expenses. The consultant is expected to use his/her survey tools and meeting platform for the landscape assessment meetings. The planning session meetings will be held using the OTCC's Zoom meeting platform.
    b. Planning meeting 2 should occur in early to mid February as opposed to "early – late" February; the RFP timeline will be updated to reflect the change from "late" to "mid" February. There is no flexibility in the February dates related to the draft plan.