



## REQUEST FOR PROPOSALS

### RFP 26-1: Strategic Planning and Advisory Services

Village Communities of Texarkana, Texas  
Executive Summary Notice

REQUEST FOR PROPOSALS (RFP)

Solicitation No: 26-1

1. The Village Communities of Texarkana, Texas (VCTT) is now doing business as Village Communities of Texarkana, Texas (VCTT) and seeks a qualified firm to develop a three-year strategic plan that strengthens organizational alignment, clarifies priorities, and builds on the current execution across operations, real estate, finance, and communications. The firm will provide strategy development and limited early implementation support. Work will include a mix of on-site and remote activity, with quarterly site visits.
2. Offers in response to this solicitation will be evaluated using VCTT's technical proposal evaluation process. Offers must be submitted in accordance with the instructions provided in the RFP. Failure to furnish a complete offer at the time and date due shall result in elimination from award consideration.
3. Formal communication such as requests for clarification and/or information concerning this solicitation shall be submitted in writing to the Procurement Officer. All requests should be received in the Contracting Office by no later than 4:00pm **Thursday, February 12, 2026**, to [tduson@vcofft.org](mailto:tduson@vcofft.org).
4. The VCTT reserves the right to reject any or all offers.
5. Please be advised that award without discussion may be used if the quality of the initial proposals received is such that no purpose would be served by conducting negotiations.

Thank you for your interest in this project. We look forward to receiving your proposal.

Antonio D. Williams  
Contracting Officer

NOTICE INVITING PROPOSALS  
for  
**RFP 26-1: Strategic Planning and Advisory Services**

***Please Complete and Return This Form With Your Proposal***

Issue Date: Thursday, February 5, 2026

Title: RFP 26-1: **Strategic Planning and Advisory Services**

Due Date: Tuesday, February 24, 2026  
4:00 PM, CST

Proposal Submission: Submit proposals electronically (single PDF) to the Point of Contact listed below with the subject line: "RFP 26-1: Strategic Planning and Advisory Services – [Your Company]".

Village Communities of Texarkana, Texas  
1611 N. Robison Rd.  
Texarkana, Texas 75501  
Attention: Ms. Tarisha Duson  
[tduson@vcofft.org](mailto:tduson@vcofft.org)

IN COMPLIANCE WITH THIS REQUEST FOR PROPOSALS AND TO ALL THE CONDITIONS IMPOSED HEREIN, THE UNDERSIGNED OFFERS AND AGREES TO FURNISH THE SERVICES IN ACCORDANCE WITH THE SIGNED PROPOSAL, OR AS MUTUALLY AGREED UPON THROUGH SUBSEQUENT NEGOTIATION, THE UNDERSIGNED FURTHER CERTIFIES THAT HE/SHE IS AUTHORIZED TO SIGN THIS DOCUMENT ON BEHALF OF THE SUBMITTING FIRM.

Name of Firm: \_\_\_\_\_

Address: \_\_\_\_\_

City, State, Zip: \_\_\_\_\_

Telephone Number: \_\_\_\_\_ FAX Number: \_\_\_\_\_

Signature of Person  
Submitting Proposal: \_\_\_\_\_

Printed or Typed  
Name: \_\_\_\_\_

Title: \_\_\_\_\_

NOTE: Changes to this RFP may be issued in the form of addenda at any time prior to the due date and time for submitting proposals. All persons who request a copy of this RFP will be given a copy of all addenda promptly after all addenda are issued.

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## II. INFORMATION FURNISHED BY REQUESTER

### A. Submission of Proposals

#### 1. Requester of Proposals and Recipient Organization

Village Communities of Texarkana, Texas  
1611 N. Robison Rd.  
Texarkana, Texas 75501

#### 2. Procurement Officer

Ms. Tarisha Duson  
Director of Administrative Services/Procurement Officer  
Village Communities of Texarkana, Texas  
1611 N. Robison Rd.  
Texarkana, Texas 75501  
(903) 838-8548 ext. 106  
[tduson@vcofft.org](mailto:tduson@vcofft.org)

#### Contracting Officer Technical Representative

Antonio D. Williams  
Chief Executive Officer  
Village Communities of Texarkana, Texas  
1611 N. Robison Rd.  
Texarkana, Texas 75501  
(903) 838-8548 ext. 102  
[awilliams@vcofft.org](mailto:awilliams@vcofft.org)

#### 3. Proposal Submission

Submit proposals electronically (single PDF) to [tduson@vcofft.org](mailto:tduson@vcofft.org) with the subject line: "RFP 26-1: Strategic Planning and Advisory Services – [Your Company]" by **4:00 P.M. on Tuesday, February 24, 2026.**

***Late proposals will not be considered.***

Comments on specification or other provisions in this Request for Proposals must be submitted via e-mail to [tduson@vcofft.org](mailto:tduson@vcofft.org) by **4:00 PM on Thursday, February 12, 2026.** Addendums and/or clarifications will be e-mailed or faxed to all prospective offerors by the close of business on **Wednesday, February 18, 2026.**

## **B. Introduction**

### **1. Introduction and Purpose**

Village Communities of Texarkana, Texas (“VCTT”) seeks a qualified firm to develop a three-year strategic plan that strengthens organizational alignment, clarifies priorities, and builds on the current execution across operations, real estate, finance, and communications. The firm will provide strategy development and limited early implementation support. Work will include a mix of on-site and remote activity, with quarterly site visits.

#### **Progress Report: Operational and Financial Performance Review**

##### **Purpose of the Report**

The firm will prepare a ten-year Progress Report that documents VCTT’s operational, financial, and real estate accomplishments. The report will summarize significant gains, the challenges overcome, and measurable improvements in property management, compliance, redevelopment, capital investment, rental collections, governance, and resident-focused programs. This report will anchor the strategic plan in VCTT’s demonstrated progress and create a factual foundation for future direction.

##### **Scope of Work**

##### ***The Progress Report will include:***

- A review of unit production and redevelopment activity, including new construction, rehabilitation, repositioning efforts, and major capital investments.
- A summary of financial improvements, including operating performance, reserve management, revenue stability, subsidy utilization, and steps taken to strengthen long-term financial health.
- A review of operational performance, including inspection outcomes, licensing and compliance, rent collection, and maintenance responsiveness.
- A recap of administrative reforms, including governance improvements, staffing changes, policy modernization, workflow adjustments, and reporting upgrades.
- A summary of external partnerships with local government, service providers, lenders, and community organizations.
- A review of resident-focused programming and measured outcomes in education, workforce pathways, household stability, or other services.
- A narrative describing how VCTT has strengthened execution capacity and improved credibility with partners.

##### **Deliverable**

The firm will produce a finished Progress Report that includes research, writing, design, charts, and visuals. The report will be delivered as a stand-alone PDF and incorporated by reference into the final strategic plan.

##### **Strategic Purpose**

The Progress Report will establish VCTT’s accomplishments as the foundation for the strategic plan. It will show that VCTT’s next phase builds from real progress already made.

### **2. Discovery and Assessment**

The firm will conduct a detailed review of VCTT’s current operations, programs, and organizational structure. Work will include:

- Interviews with board members, senior staff, property management leadership, and key municipal partners.
- Review of core documents, policies, budgets, audits, performance data, staffing structure, and prior plans.
- A baseline assessment of service delivery, decision pathways, and operational strengths and gaps.
- A review of external factors that influence the agency's performance, including local government practices, market conditions, and regulatory requirements.
- A review of regional and cross-jurisdictional dynamics that influence VCTT's operations, partnerships, and long-term planning.

Quarterly site visits will be used for meetings, tours of selected properties, and direct observation of workflows.

### **3. Organizational Strategy**

The firm will prepare an organizational strategy that outlines the actions needed to strengthen alignment, accountability, and internal capacity. Deliverables include:

- Clarified mission, operating priorities, and near- and long-term goals.
- Recommendations on structure, workflows, decision-making practices, and internal reporting.
- A framework for improving coordination across departments.
- Practicable steps VCTT can take in the first year to advance execution.

### **4. Real Estate and Portfolio Review**

The firm will complete a portfolio-level assessment of VCTT's real estate assets and redevelopment commitments. Work will include:

- A review of each asset's condition, positioning, financial status, and long-term viability.
- Identification of operational issues that limit performance.
- Strategic recommendations at the portfolio level to guide planning, resource allocation, and redevelopment decisions.

This task does not include transaction design, financial modeling, or deal preparation.

### **5. Financial and Capital Analysis**

The firm will analyze VCTT's financial position and capital needs to support long-term planning. Work will include:

- Review of operating budgets, reserves, subsidies, and capital needs forecasts.
- Identification of financial pressures and opportunities.
- Recommendations on practices that strengthen stability and support future development.
- High-level guidance on funding approaches VCTT may consider.

### **6. Communications and Stakeholder Engagement**

The firm will complete a communications and engagement assessment and prepare a framework for VCTT to guide messaging and partnerships. Deliverables include:

- An audit of current communications practices, materials, and channels.
- A messaging framework that reflects VCTT's goals, challenges, and priorities.
- A stakeholder map identifying key partners, audiences, and communication needs.
- A draft communications plan outlining recommended actions for the first year.

This component does not include execution beyond early guidance.

## **7. Strategic Plan Development**

Using the findings from the Progress Report and all assessment work, the firm will prepare a consolidated strategic plan that:

- Summarizes VCTT's current state.
  - Identifies short- and long-term priorities.
  - Establishes directional goals for operations, real estate, finance, and communications.
  - Outlines steps and sequences for the next twelve months.
- Provides a simple reporting structure for tracking progress.

Where relevant, the strategic plan will reflect VCTT's work within a broader regional context, including coordination across jurisdictions.

## **8. Early Implementation Support**

Over the course of the year, the firm will provide limited early support to help VCTT begin executing the plan. Activities may include:

- Advising on project sequencing and work management.
- Supporting initial internal alignment sessions.
- Preparing or reviewing early materials needed to begin implementation.
- Participating in briefings with municipal or community partners when requested.

This support will not include long-term operational management or ongoing program delivery.

## **9. Meetings and Reporting**

The firm will:

- Hold a kick-off meeting to confirm approach, schedule, and points of contact.
- Conduct quarterly site visits for discovery, review, and alignment.
- Provide monthly progress updates.
- Present draft findings and refine based on feedback.
- Deliver a final strategic plan with a recommended path for the next twelve months.

### **Deliverables**

- Progress Report
- Discovery summary and baseline assessment
- Organizational strategy report
- Portfolio assessment
- Financial and capital review
- Communications audit and framework
- Draft strategic plan
- Final strategic plan
- Progress updates as requested

### **RFP Response Structure**

All response pages must be consecutively numbered. Respondents are cautioned that if their response exceeds the page limit, VCTT will evaluate only up to the permitted number of pages. Information contained on pages beyond that limit will not be considered. Brevity concerning responses is strongly encouraged.

## **Evaluation Factors**

Responses will be evaluated based on the following Evaluation Factors.

**1. Cover Page - Please limit the Introductory Letter to three (3) pages maximum.**

- A. Company name, address, main telephone number, and website (if applicable)
- B. Name and title of a primary contact person with their direct contact information
- C. Identify key staff who will complete the primary tasks of this project.
- D. Identify project availability during the work and any potential conflicts based upon other work or project commitments. Provide a clear statement indicating the current workload and demonstrate the ability to take on additional work.

**2. Project Team (30 Points) – Maximum five pages**

- Résumés of key staff and contact information who will work with VCTT (Résumés ARE NOT included in page count for this factor.)
- Description of your capacity to perform the work
- Relevant experience (years of experience) in Strategic Planning and Advisory Services

**3. Approach to Scope of Work (30 Points) – Maximum five pages**

Describe the methodology to be used and anticipated deliverables.

**4. Project Approach Workflow (25 Points) – Maximum five pages**

Project workflow from contract award through project completion, with key project milestones and deliverables

**5. Proposal Form (15 Points)**

All offers must be submitted on the Proposal Form provided by VCTT (see Exhibit \_\_\_\_).

**Maximum Total Possible Points.....100 Points**

## **Contract Period**

The initial contract term will be one (1) year from the contract execution date with an option to renew for one (1) additional one-year term as exercised by VCTT, in its discretion.



### III. INFORMATION TO BE FURNISHED BY OFFEROR

#### A. Required Certifications, Assurances as listed, if applicable:

- Instructions to Offerors Non-Construction. HUD Form 5369-B
- Certifications and Representations of OFFERORS – Non-Construction Contract. HUD Form 5369-C
- Certification for a Drug-Free Workplace. HUD Form 50070
- Certification of Payments to Influence Federal Transactions. HUD Form 50071
- Non-Collusive Affidavit
- **Insurance** – Provision of General Liability insurance in the amount of \$ 1,000,000

*\*These forms may be retrieved by visiting <https://www.texarkanaha.org/forms-resources>*

### IV. ADDITIONAL INFORMATION TO OFFERORS

1. Submit a statement (certification) that the offeror is not currently nor has previously been debarred, suspended, or otherwise prohibited from practicing IPA services by any federal, state, or local government or agency.
2. Any questions regarding this RFP must be submitted in writing and should refer to the specific paragraph in question. No questions will be accepted by VCTT after Thursday, February 12, 2026. All replies to questions will be sent via email to all parties regardless of inquiry.
3. Any submissions received after the scheduled opening date and time will be immediately disqualified, rejected, and returned unopened to the sending party without any consideration. RFP. Unfilled or unsigned cover sheets will cause the entire RFP to be rejected as non-responsive.
4. In accordance with Federal Regulations and the VCTT Procurement Policy, the VCTT will conduct negotiations with the highest scoring OFFEROR submitting qualifications that appear to be eligible for award pursuant to the selection criteria as set forth in the RFP. If the VCTT does not come to agreement with the highest scoring OFFEROR, VCTT will negotiate with the next highest scoring OFFEROR(S) until an agreement can be reached. In conducting negotiations, there will be no disclosures of any information derived from qualifications by competing OFFERORS.

A committee will rank the responses in numerical order. An award will be made to the responsive and responsible OFFEROR whose qualifications are determined by the VCTT Board of Commissioners to be the most advantageous to the VCTT, taking into consideration the evaluation process. However, VCTT reserves the right to reject any and all RFP's received.

In all cases, the VCTT will be the sole judge as to whether an OFFEROR's qualifications have or have not satisfactorily met the requirements of the RFP, as governed by the Federal Regulations and VCTT Procurement Policy.

5. The successful OFFEROR will note and certify that all personnel of the OFFEROR described are able to do the work and shall be considered at all times, the sole employees of the OFFEROR under its sole direction, and not employees or agents of the VCTT.