



**REQUEST FOR PROPOSAL
STRATEGIC PLANNING SERVICES**

Community & Children's Resource Board of St. Charles County
2440 Executive Drive, Suite 214
St. Charles, MO 63303

Released: April 8, 2026

Proposals Due: May 8, 2026 by 5:00 p.m. CST

Contents

About the Organization	3
Project Overview	4
RFP Timeline	4
Planning Priorities	4
Project Scope	5
Proposal Requirements	6
Selection Criteria.....	7
Other Considerations	8
Minimum Eligibility Requirements	8
Insurance	8
Indemnification	8
Subcontracts	9
Ownership and Confidentiality	9
Conflict of Interest	9
Terms and Conditions.....	9
Competitive Negotiation of Proposals	9
Questions.....	10
Proposal Submission	10

About the Organization

Using a voter-approved 1/8 cent sales tax approved by St. Charles County voters in 2004, the Community and Children's Resource Board (CCRB) funds local nonprofits to provide essential mental health and substance use treatment services for children 19 years of age or younger in St. Charles County. CCRB's mission is to build and sustain a comprehensive system of services for children and families in need, preparing them for a brighter future. CCRB is an independent political subdivision of St. Charles County.

CCRB-funded programs and services aim to:

- Improve child emotional and mental wellbeing
- Strengthen and stabilize children and families
- Respond to the shifting mental health needs of youth

Pursuant to R.S.Mo 210.861, CCRB funds may be invested to address the following needs in St. Charles County:

- Crisis intervention
- Home and community-based intervention
- Individual, group, and family counseling
- Outpatient psychiatric
- Outpatient substance use treatment
- Prevention services
- Respite care
- Services to teen parents
- Temporary shelter (up to 30 days)
- Transitional living

Over the past two decades, key indicators of youth and family health in St. Charles County have shown positive changes. CCRB is committed to continuing its investment in effective mental and behavioral health services and helping to foster a community where every child and family can thrive.

CCRB is overseen by a Board of Directors comprised of nine (9) volunteers selected by the County Executive and approved by the County Council. The CCRB currently has a staff of five (5) employees.

CCRB is sales tax exempt and eligible for government and/or non-profit pricing. The administrative offices are located at 2440 Executive Drive, Suite 214, St. Charles, Missouri, 63303.

For more information on CCRB, visit www.stcharlescountykids.org.

Project Overview

CCRB seeks a qualified and experienced strategic planning consultant to guide the organization through a comprehensive strategic planning process. This initiative aims to ensure the organization continues to fulfill its mission effectively and remains responsive to the changing needs of the community. The final deliverable will be a three (3)-year strategic plan that aligns CCRB’s resources, initiatives, and goals with its long-term vision.

CCRB wishes to select a single organization to provide strategic planning services.

The consultant must be able to work in an environment where meetings are public when a quorum of the Board is present.

RFP Timeline

RFP Release Date	April 8, 2026
End of Q&A Period	April 20, 2026
Proposal Submission Deadline	May 8, 2026 by 5:00 p.m. CST
Interviews with Finalists	Week of June 1, 2026
Board Approval of Vendor	June 22, 2026
Notification of Award Contract	June 22, 2026
Anticipated Launch	August 2026

Planning Priorities

CCRB’s Board of Directors has launched a strategic planning process to guide its efforts over the next three (3) years. Of keen interest to the Board is a robust process that:

- Explores and affirms the unique identity of the CCRB as a tax-based funder of children’s mental health and substance use services in St. Charles County.
- Evaluates CCRB’s mission, vision, and values statements to ensure they reflect the organization’s values and aspirations.
- Engages CCRB’s Partner Agencies and other key community stakeholders.
- Determines the change and impact CCRB is best positioned to affect in the community.
- Examines the most advantageous ways to utilize St. Charles County tax revenue to leverage additional investments.
- Explores the roles CCRB can play in best achieving its vision and mission and determines which options best serve the organization as well as the community.
- Develops an evaluation framework to measure the impact and collect stories of CCRB and its Partner Agencies.
- Establishes a framework and timeline to implement action items identified through the strategic planning process.

Project Scope

The consultant will bring added capacity and leadership to facilitate the development of the strategic plan for CCRB which will be used to guide CCRB's future work and funding framework. The strategic planning process will begin late summer 2026 and likely conclude in spring 2027.

The consultant will be expected to, at the minimum:

1. **Facilitate Stakeholder Engagement** – Engage key stakeholders, including staff (5 people), Board of Directors (9 people), Partner Agencies (aka grantees, approximately 35), public school districts (5), governmental leaders (County and City level), parents of consumers, and other community partners to gather honest and authentic input and insights. It is expected that line-level staff from schools and agencies that serve children will be directly engaged during this process. From this qualitative research, the consultant will describe how they will synthesize this feedback into actionable insights.
2. **Environmental Scan** – Conduct an analysis and/or identify existing data sources of internal and external factors and community needs/trends impacting CCRB, and review current CCRB operations. Items to consider in this portion of the Scope of Work include, but are not limited to:
 - a. A detailed description of the children's mental health system in St. Charles County, with estimates of need, current volumes, and current capacity in system components such as:
 - Crisis intervention
 - Home and community-based intervention
 - Individual, group, and family counseling
 - Outpatient psychiatric
 - Outpatient substance use treatment
 - Prevention services
 - Respite care
 - Temporary shelter
 - Transitional living
 - b. Use Cases and Process Mapping of how children enter and process through the behavioral health system in St. Charles County.
 - c. An analysis of how CCRB funds strategically fit in within the current funding model for behavioral health service providers, and within the service array previously enumerated.
 - d. A Gap Analysis describing:
 - i. Whether the current mix of services funded by CCRB is appropriate to address current needs.
 - ii. How CCRB funding may most effectively be leveraged to address needs in St. Charles County over the next five-to-ten years.
3. **Assessment of Trends in Funding of Behavioral Health Services** both local and national, and insights on the best ways a tax-funded entity can support children's behavioral health and substance use services locally. Items to consider in this portion of the Scope of Work include, but are not limited to:

- a. Innovative trends in value-based purchasing of behavioral health services, and how these models may be applied by CCRB.
 - b. Analyses of CCRB-funded services reimbursable by Missouri Medicaid, insurance, and other payers.
 - c. Means to leverage St. Charles County tax funds as match for additional revenue.
 - d. An analysis of allowable funding models under current Missouri statutory requirements, and a comparison of models of funding of other Children’s Services Funds in Missouri.
 - e. An analysis of the synergies/overlap of CCRB funding with the St. Charles County Developmental Disability Resource Board.
4. **Strategic Framework Development** – Guide CCRB in defining/refining:
- a. Vision, mission, and values
 - b. Strategic priorities and objectives
 - c. CCRB roles, strategy(s)/priorities, and funding model(s)
 - d. Measurable outcomes and key performance indicators (KPIs)
5. **Facilitate Strategic Planning Sessions** – Design and facilitate interactive planning sessions with staff and Board members to:
- a. Develop consensus around CCRB roles, strategy(s)/priorities, and funding model(s).
 - b. Identify opportunities for growth, collaboration, and innovation.
6. **Deliver Final Strategic Plan** – Prepare a comprehensive, actionable strategic plan document that includes:
- a. Summary of stakeholder input and findings
 - b. Clearly defined strategic goals
 - c. Implementation plan with timelines, measurable benchmarks, responsibilities, and resource requirements
 - d. Metrics to monitor progress toward goals and success

Proposal Requirements

Interested Bidders are invited to submit a proposal that includes the following:

1. **Cover Letter** – A brief introduction summarizing the Bidder’s qualifications and interest in the project.
2. **Consultant Profile** – Description of the Bidder’s background, expertise, and relevant experience, including examples of similar projects in the past three (3) years with philanthropic foundations and/or government organizations.
 - a. Include a summary of qualifications of staff who would likely be involved in the project.
3. **Proposed Approach and Methodology** – An outline of the strategic planning process, including detailed descriptions of the processes for stakeholder engagement, environmental scan, and plan development as described above.
4. **Work Plan and Timeline** – A detailed timeline and key milestones for the project.
5. **Budget and Fee Structure** – An itemized budget, including estimates for any additional costs (i.e., travel, materials, etc.).

- a. The budget must include a guaranteed not-to-exceed total price for the entire project unless CCRB approves, in writing, changes to the scope of the project.
- 6. **Subcontractors** – Identification of any subcontractors to be used during the course of the project, if appropriate. Include names, primary staff, and role.
- 7. **References** – Contact information for at least three (3) clients from the past three (3) years, preferably philanthropic funders or government entities for whom the Bidder conducted similar work.

Selection Criteria

Proposals will be reviewed and evaluated based on the following criteria:

Evaluation Criteria	Percentage
Qualifications <ul style="list-style-type: none"> • Bidder and project staff have the qualifications necessary to successfully complete the scope of work. • Bidder and project staff have prior experience working on similar projects. • Bidder and staff have prior experience (in past 3 years) working with funders or government organizations. 	25%
Scope of Proposal <ul style="list-style-type: none"> • The proposal demonstrates an understanding of the project objectives and desired results. • The proposal illustrates an approach to the scope of work that will likely lead to the successful development of an actionable strategic plan. • The proposal illustrates the vendor’s ability to successfully execute the proposed approach. • The proposal includes an appropriate process to interact with CCRB and community stakeholders. 	20%
Work Plan <ul style="list-style-type: none"> • The proposal adequately details project activities and milestones or deliverables associated with each stage of the scope of work. • The proposal includes a detailed timeline for each stage. • The work can be completed within the project timeline. 	25%
Budget <ul style="list-style-type: none"> • The proposal includes a detailed budget for each stage of the scope of work. • Proposed costs are reflective of the scope of work. 	25%

<p>References</p> <ul style="list-style-type: none"> • The quality of services provided to other clients demonstrated technical capability, value-add to the project, and ability to meet deadlines. • References include at least one funder or government entity from the past three (3) years. 	<p>5%</p>
---	-----------

Other Considerations

Minimum Eligibility Requirements

Bidders must, at a minimum, meet the following criteria to be eligible for consideration:

- Be in good standing with the state of Missouri.
- Refrain from discrimination on the basis of race, religion, sex, gender, national origin, age, disability, marital status, veteran’s status, or political affiliation and comply with all applicable provisions of Federal and State laws which prohibit discrimination in employment and the delivery.

In performing all services under the resulting contract, the Bidder shall comply with all local, state, and federal laws as well as comply with all parts of the Indemnification section of this RFP.

Insurance

Without limiting any of the other obligations or liabilities of the selected Bidder, the selected Bidder will secure and maintain at its own cost and expense throughout the duration of the contract insurance of such types and in such amounts as may be necessary to protect it and the interests of CCRB against all hazards or risks of loss, as specified. The selected Bidder will secure and maintain for the duration of the contract general liability insurance, including a blanket fidelity bond, of at least one million dollars (\$1,000,000.00) per occurrence/two million dollars (\$2,000,000.00) aggregate, with CCRB named as an additional insured party.

The selected Bidder agrees to purchase all appropriate insurance to cover any accidents, malpractice by their staff members, or other issues. Cancellation or non-renewal of insurance will constitute grounds for termination of the contract.

The selected Bidder will maintain a valid Certificate of Insurance with CCRB.

Indemnification

The selected Bidder will agree to hold harmless, defend and indemnify CCRB, CCRB Board of Directors, and CCRB staff for any and all liability for personal injury and or property damage

stemming from any acts, negligence, misfeasance, or omissions arising out of the selected Bidder's performance of the contract.

Subcontracts

The selected Bidder may enter into subcontracts for components of services provided as the Bidder deems necessary to comply with the terms of the contract. All such subcontractors require the prior written approval of CCRB and must comply with all requirements under the Other Considerations section of this RFP.

Ownership and Confidentiality

All intellectual property will become the property of CCRB. All data remains the sole property of CCRB. The Bidder shall further agree to keep information related to any and all information regarding CCRB in strict confidence.

Conflict of Interest

The bidder must disclose, in an exhibit to the proposal, any possible conflicts of interest that may result from the award of the Contract or the services provided under the Contract. Except as otherwise disclosed in proposal, the Bidder affirms that to the best of its knowledge there exists no actual or potential conflict between the Bidder, the Bidder's staff, or its family's business or financial interests and the services provided under the Contract.

Terms and Conditions

CCRB reserves the right to:

- Reject any or all proposals received.
- Request additional information or clarification from Bidders.
- Negotiate terms and conditions with the selected Bidder.

Competitive Negotiation of Proposals

The Bidder is advised that under the provisions of this RFP, CCRB reserves the right to conduct negotiations of the proposals received or to award a contract without negotiations. If such negotiations are conducted, the following conditions shall apply:

- Negotiations may be conducted in person, in writing, by video conference, or by telephone.
- Negotiations will only be conducted with potentially acceptable proposals.
- Terms, conditions, prices, methodology, or other features of the Bidder's proposal may be subject to negotiation and subsequent revision. As part of the negotiations, the Bidder may be required to submit supporting financial, pricing, and other data in order

to allow a detailed evaluation of the feasibility, reasonableness, and acceptability of the proposal.

- The mandatory requirements of the RFP shall not be negotiable and shall remain unchanged unless CCRB determines that a change in such requirements is in the best interest of the entities.
- CCRB may request presentations or interviews by Bidders and carry out negotiations for the purpose of obtaining best and final offers. Attendance cost for presentations/interviews at a CCRB-designated location shall be at the Bidder's expense.
- CCRB reserves the right to contact any references to obtain without limitation, information regarding the Bidder's performance on previous projects.

Questions

Firms/consultants interested in responding to this RFP have until April 20, 2026, to ask clarifying questions. If interested in scheduling a time for questions, please contact Melinda McAliney, Executive Director, CCRB, at mmcaliney@scckids.org with the subject line: Strategic Planning Consultant Questions.

Proposal Submission

All proposals must be submitted electronically in a PDF format to:

Melinda McAliney, Executive Director, CCRB
mmcaliney@scckids.org

Include in the subject line: Strategic Planning Consultant Proposal.

Proposals must be submitted no later than 5:00 p.m. CST on May 8, 2026.

Late, hand-delivered, or mail submissions will not be accepted.