

2700 W. ASH STREET, COLUMBIA MO 65203

Laura Cravens, Executive Director

573-874-1995 TEL | 573-554-3049 FAX

WWW.BCFR.ORG

# BOONE COUNTY Family RESOURCES

## REQUEST FOR BID 20250611 STRATEGIC PLANNING

Kayla Grindstaff, Accountant  
Boone County Family Resources  
Email: [bids@bcfr.org](mailto:bids@bcfr.org)

Date Issued: June 11, 2025  
DUE DATE: July 23, 2025

**This Bid is a Time-Sensitive Project with a Goal of Project Completion on or Before January 1, 2026**  
**BCFR Welcomes All Bidders and Requests that All Bidders Specify within Bid Response**  
**Bidder's Ability to Meet Completion Deadline of January 1, 2026**

### **Mandatory Pre-Bid Virtual Conference**

Day/Date: **Thursday, June 26, 2025**

Time: **2:00 P.M. (Central Standard Time)**

Pre-bid conference will occur via Teams and participants may access pre-bid conference at:

Join Teams

[https://teams.microsoft.com/l/meetup-](https://teams.microsoft.com/l/meetup-join/19%3ameeting_MGQ4OTFmMmEtMTc1Ni00NDUwLWEyNWMTNmIzM2U0ZGI2NDJh%40thread.v2/0?context=%7b%22Tid%22%3a%22372f2699-e748-40a3-8afa-ccc6adc69f07%22%2c%22Oid%22%3a%225dd97c26-b2eb-48c1-b82a-ed3788e2b550%22%7d)

[join/19%3ameeting\\_MGQ4OTFmMmEtMTc1Ni00NDUwLWEyNWMTNmIzM2U0ZGI2NDJh%40thread.v2/0?context=%7b%22Tid%22%3a%22372f2699-e748-40a3-8afa-ccc6adc69f07%22%2c%22Oid%22%3a%225dd97c26-b2eb-48c1-b82a-ed3788e2b550%22%7d](https://teams.microsoft.com/l/meetup-join/19%3ameeting_MGQ4OTFmMmEtMTc1Ni00NDUwLWEyNWMTNmIzM2U0ZGI2NDJh%40thread.v2/0?context=%7b%22Tid%22%3a%22372f2699-e748-40a3-8afa-ccc6adc69f07%22%2c%22Oid%22%3a%225dd97c26-b2eb-48c1-b82a-ed3788e2b550%22%7d)

Meeting ID: 267 166 171 961 3

Password: Pj2Qe6Fx

### **Written Questions & Clarifications Deadline**

Day/Date: **Tuesday, July 8, 2025**

Time: **4:00 P.M. (Central Standard Time)**

Submit Written Questions/Clarifications To: [bids@bcfr.org](mailto:bids@bcfr.org)

Responses to Questions/Clarifications will be placed on Agency's website: [www.bcfr.org](http://www.bcfr.org)

### **Bid Submission Address and Deadline**

Day/Date: **Wednesday, July 23, 2025**

Time: **4:00 P.M. (Central Standard Time)**

Please Submit Bid Responses Electronically To: [bids@bcfr.org](mailto:bids@bcfr.org)

**Agency May Choose to Conduct Post-Submission Interviews in August**

### **Virtual Bid Opening**

Day/Date: **Thursday, July 24, 2025**

Time: **2:00 P.M. (Central Standard Time)**

Location: Boone County Family Resources

Address: 2700 W Ash Street, Columbia, MO 65203

Join Teams

[https://teams.microsoft.com/l/meetup-](https://teams.microsoft.com/l/meetup-join/19%3ameeting_MGJiMTVjMzUtNDQ3Ni00ZjdkLWlxODEyYVVKYWMzZDYxYT5%40thread.v2/0?context=%7b%22Tid%22%3a%22372f2699-e748-40a3-8afa-ccc6adc69f07%22%2c%22Oid%22%3a%225dd97c26-b2eb-48c1-b82a-ed3788e2b550%22%7d)

[join/19%3ameeting\\_MGJiMTVjMzUtNDQ3Ni00ZjdkLWlxODEyYVVKYWMzZDYxYT5%40thread.v2/0?context=%7b%22Tid%22%3a%22372f2699-e748-40a3-8afa-ccc6adc69f07%22%2c%22Oid%22%3a%225dd97c26-b2eb-48c1-b82a-ed3788e2b550%22%7d](https://teams.microsoft.com/l/meetup-join/19%3ameeting_MGJiMTVjMzUtNDQ3Ni00ZjdkLWlxODEyYVVKYWMzZDYxYT5%40thread.v2/0?context=%7b%22Tid%22%3a%22372f2699-e748-40a3-8afa-ccc6adc69f07%22%2c%22Oid%22%3a%225dd97c26-b2eb-48c1-b82a-ed3788e2b550%22%7d)

Meeting ID: 238 119 742 304 3

Password: xw9Ni6gR

## **Contents**

About Boone County Family Resources

Project Background

Project Goals

Your Proposal

Mandatory Pre-Bid Conference and Question & Answer Process

Selection Process

Terms & Conditions

Submission Timeline

Attachment A-SAMPLE Response Form

Attachment B- Anti-Collusion Statement

## About Boone County Family Resources (BCFR)

Boone County Family Resources (BCFR) is seeking comprehensive Strategic Planning Services that integrates strategic workforce planning, sustainable growth in service provision, and efficient utilization of available financial resources and technologies in furtherance of Agency goals. Contractor will create a five-year strategic plan, to be implemented July 1, 2026, addressing the above-referenced topical areas relating to workforce, service growth and efficient resource utilization to meet Agency defined outcomes. The BCFR leadership team will utilize this document to create and implement a related annual plan to track progress on action steps to achieve identified outcomes.

BCFR serves approximately 2,400 individuals of all ages and income levels with a diagnosed developmental disability who reside in Boone County, Missouri. Established by a passage of a special tax levy in 1976, BCFR's mission is to help people with developmental disabilities to thrive in the community, connect with others, and achieve their personal goals. A nine-member Board of Directors chosen by the Boone County Commission establishes Agency policy and oversight of the Executive Director's administration of day-to-day program operations.

Three program divisions highlight and facilitate BCFR's mission in our community: Family & Community Living Support, Life & Work Connections, and Supported Living. Each of these three program areas enables BCFR to provide many opportunities for people with developmental disabilities to identify the individualized combination of services and supports they want or need to reach their goals and live healthier, more active lives.

## Project Goals of the Five-Year Strategic Plan

1. Review and analysis of service provision data including, but not limited to, growth in client base within Family & Community Living Support and Life & Work Connections, stabilization and intentional, tailored growth goals within Supported living, increases in case services funding and associated required workforce needs.
2. Review and analysis of past revenue patterns and current Agency revenues, including the variable regulatory nature and associated constraints of such funding for deliberate strategic cost planning purposes and to identify opportunities to expand available revenue sources.
3. Review FY22 Strategic Plan available at <https://www.bcfr.org/about/reports/> and recent SWOT analysis, to be provided to Contractor, and establish a methodology for dynamic, ongoing review and evaluation to occur within Agency departments to efficiently identify achievements or progress toward service provision goals within the parameters of the Agency's cost management of available revenues and workforce capabilities.
4. Complete scenario planning with BCFR to review revenues and cost planning within each department to address current and anticipated future challenges, such as:
  1. Significant and continued client growth
  2. Financial stability and sustainability'
  3. Increased use of technology
  4. Workforce needs
5. Utilization of succinct strategic planning tools to facilitate the development of strategic focus areas and related outcomes with the BCFR Management Team.

## Your Proposal

BCFR is aware there are a variety of approaches available to facilitate strategic planning discussions, therefore Bidders are asked to identify which models and/or tools they will use to

facilitate planning sessions and the models and tools they propose for the development of the resultant five-year strategic plan. BCFR is flexible as to the formatting of the Request for Bid Proposal/Response; Attachment A is included for consideration as a sample response form relating to background of the Bidder's firm or entity as well as information requested in the Proposal. If Attachment A is not utilized for a Bidder's proposal, BCFR requests that the information is provided in a similar format to assist BCFR in evaluating responses received. Any and all Bid Responses and Proposals shall be submitted directly to [bids@bcfr.org](mailto:bids@bcfr.org) prior to the submission deadline.

Please provide us with background on your firm and its structure, as well as bios of the team members with whom we would be working throughout the project, and that team's structure as it relates to this project. Please disclose any third-party partners with whom you plan to work. We request that you walk us through a few recent projects that are structurally similar to this one and provide three current customer references, including the following information for each client: company name; contact name, title, email and phone; and brief description of history with this client as well as services provided to the client.

## **Mandatory Pre-Bid Virtual Conference & Question-Answer process**

A Mandatory Pre-Bid Virtual Conference will be held on Thursday, June 26, 2025 at 2:00 P.M. CST.

[https://teams.microsoft.com/l/meetup-join/19%3ameeting\\_MGQ4OTFmMmEtMTc1Ni00NDUwLWEyNWMTNmIzM2U0ZGI2NDJh%40thread.v2/0?context=%7b%22Tid%22%3a%22372f2699-e748-40a3-8afa-ccc6adc69f07%22%2c%22Oid%22%3a%225dd97c26-b2eb-48c1-b82a-ed3788e2b550%22%7d](https://teams.microsoft.com/l/meetup-join/19%3ameeting_MGQ4OTFmMmEtMTc1Ni00NDUwLWEyNWMTNmIzM2U0ZGI2NDJh%40thread.v2/0?context=%7b%22Tid%22%3a%22372f2699-e748-40a3-8afa-ccc6adc69f07%22%2c%22Oid%22%3a%225dd97c26-b2eb-48c1-b82a-ed3788e2b550%22%7d)  
Meeting ID: 232 234 125 496 2  
Password: Pj2Qe6Fx

Following the Mandatory Pre-Bid Virtual Conference, any and all questions and requests for clarification must be directed to [bids@bcfr.org](mailto:bids@bcfr.org) and will be accepted until the **Question & Clarifications Deadline of Tuesday, July 8, 2025 at 4:00 P.M.** FAQs and answers to questions will be posted online at [www.bcfr.org](http://www.bcfr.org) without identifying the questioner (select "Bid Solicitations" under the "About" section). Due to the volume of questions asked, we regret that we might not be able to answer each one. We strongly recommend clear and succinct questions, and we suggest submitting as early as possible. ***Written requirements in the Bid or its Amendments are binding, but any oral communications between Agency and Bidder are not binding upon the Agency.***

## **Selection Process**

The BCFR selection committee will comparatively evaluate Bid Responses/Proposals to identify the firm or individual that best meets the needs of BCFR based not only upon cost and qualifications, but also based on the following criteria:

- The team is diverse in skills and experience and includes members with extensive and strong backgrounds in strategic analysis, cost planning and evaluation of varied revenue opportunities. The project team is energized, consistently staffed, creative, and available for consultation as necessary by the Agency.
- The examples of past work provided are relevant to this project and highlight the skills of a team that will be assigned to this project. The template or example approach outlined by Bidder results in a comprehensive analysis for the completed Project and resonates strongly with our vision and goals for our Agency.

- The proposed approach and timeline is thoughtful and realistic. It is based on the strengths of your organization and ours, as well as acknowledging limitations of the Agency and it lays out a clear path to a successful completion of analysis by January 1, 2026.
- The Bidder exemplifies understanding of BCFR's Project Goals as outlined in this Request for Bid and has communicated a thorough proposed strategic plan to meet or exceed the minimum requirements for the analysis that is compliant with state and federal laws and promotes the Agency's mission.

After the initial evaluation process, BCFR may choose to conduct brief interviews during the month of August to assist the Agency in identifying the Bidder that best meets the Agency's needs, following the submission of the Bid Responses and Proposals. Agency may request one or more Bidders to provide a more detailed proposal/response if needed. Agency shall not be liable for any costs incurred by the Bidder in connection with such interviews/presentations and such interviews/presentations would be scheduled virtually, if Agency chooses to conduct interviews/presentations. Agency reserves the right to conduct personal interviews or to waive this option to interview prior to selection. Agency reserves the right, at its discretion, to reject any or all proposals/responses or parts thereof. Agency reserves the right to accept the proposal/response deemed to be in its best interest. The Agency reserves the right to negotiate modifications to proposals/responses that it deems acceptable, reject any and all proposals, and to waive minor irregularities in the procedures.

## Terms & Conditions

BCFR will negotiate contract terms upon selection, and a project will be awarded upon signing of an agreement or contract, which outlines terms, scope, budget and other necessary items. This Bid and the Bid Response/Proposal of the selected Bidder will be made part of the resultant contractual agreement as set forth, verbatim. Contract terms between BCFR and selected Bidder shall at a minimum include the following terms:

The selected Bidder ("Contractor") will agree to indemnify and hold BCFR harmless from any third party claims for damage or alleged harm resulting from any negligent act or omission or willful misconduct on the part of the Contractor or on the part of any subcontractor or other persons employed by or under the supervision of the Contractor.

Any resultant agreement and/or services therewith does not constitute, nor reflect an intent by BCFR to waive or forego any of BCFR's rights or defenses with respect to sovereign immunity, governmental immunity, official immunity, or any other protections afforded or available to BCFR and its employees by virtue of its status as a political subdivision of the State of Missouri, whether based upon statute(s), common law or otherwise. Any resultant agreement and/or services therewith would be in compliance and provided pursuant to all local, state and federal laws and regulations applicable to such services and to such agreement between Contractor and BCFR.

**Prices quoted within any Bid Responses/Proposals should be inclusive. If a Bidder's price excludes certain fees or charges, Bidder must provide a detailed list of excluded fees with a complete explanation of the nature of those fees. Similarly, if a Bidder's response excludes services, software, applications, or other aspects that may reasonably be deemed necessary for the completion of BCFR's scope of services and goals as further defined below, Bidder must provide a detailed list of services or otherwise requirements and their associated costs anticipated for the completion of the Project.** Bidders are expected to be thoroughly familiar with all specifications and requirements of this Bid, to perform the required services. BCFR is not

responsible for any expenses which Bidders may incur in preparing and submitting Bids called for in this Request for Bid. By submitting a Bid Response, Bidder hereby agrees to concur with all terms, conditions, and specifications of this Bid. Bid Responses/Proposals may be withdrawn on written request from the Bidder by emailing [bids@bcfr.org](mailto:bids@bcfr.org) prior to deadline. Negligence on the part of the Bidder in preparing confers no right of withdrawal after the time fixed for the acceptance of the Bid Responses.

Bidder shall provide any additional information to afford complete understanding of Bidder's capacity to perform these services in a timely manner and must address all mandatory and desired services. Bidders may check the Agency's website for addenda at [www.bcfr.org](http://www.bcfr.org), (select "Bid solicitations" under the "About" section at the bottom left corner of the screen). Bidders agree that Bid Responses/Proposals submitted including but not limited to the terms and costs associated with such Bid Responses, shall remain firm for a period of ninety (90) calendar days after the date specified for the return of the Bid Response.

In accordance with Public Records Law, and except as may be provided by other applicable State and Federal law, all Bidders should be aware that Requests for Bids and the Responses submitted by Bidders thereto are in the public domain. However, the Bidders are requested to identify specifically any information contained in their Proposals/Responses which they consider confidential and/or proprietary and which they believe to be exempt from disclosure, citing specifically the applicable exempting law. All Proposals/ Responses to this Request for Bid will become the property of BCFR and will not be returned to the Bidders.

Within the content of this Request for Bid, the term "Bidder" refers to any entity or individual submitting a response to this Bid. "BCFR" or the "Agency" refers to Boone County Family Resources. The "Bid" shall be defined as this entire document, including attachments and a Bid "Response" or "Proposal" refers to the written, sealed document submitted according to the Bid instructions. The Bid Response/Proposal must contain the signature of a duly authorized officer or representative agent of the company submitting the proposal. If a Bidder is selected by the Agency and the resulting contract exceeds monetary amounts as designated by the State of Missouri, the Bidder will be required to complete documentation as to the Bidder's participation in a federal work authorization program as required by the State of Missouri in §285.530 RSMo.

## **Submission Timeline**

This RFB is dated June 11, 2025. This is an open and competitive process. It is the intent and purpose of BCFR that the Request for Bid permits free and open competition. However, it shall be the Bidder's responsibility to advise BCFR if any language, requirements, or any combination thereof, inadvertently restricts or limits the requirement to a single source or otherwise prohibits the submission of a proposal or bid. The notification should be sent to [bids@bcfr.org](mailto:bids@bcfr.org) at least three days prior the Request for Bid submission deadline.

Submission deadlines will be strictly followed. **Proposals are due to [bids@bcfr.org](mailto:bids@bcfr.org) no later than Wednesday, July 23, 2025 at 4:00 P.M.** Proposals will be evaluated the day thereafter. BCFR may, but is not required, to conduct interviews to determine the Bid Response/Proposal that best meets the needs of the Agency. If interviews or follow-up questions with multiple Bidders is required following submission of the Bids, Agency may contact identified Bidders.

The completion and delivery dates of the project and its' phases will be mutually agreed upon by BCFR and Contractor prior to signing a contract.

## Attachment A

### Sample-Proposal Response Form

Please utilize this document as an outline for your responses to the requested background information and format your Response/Proposal in the manner that best represents your responses to the information below. Bidders are not expected to provide responses within this document; however, responses shall be organized to provide the information below in a corresponding manner for ease in BCFR's review and identification of Bidder's provision of information. Bidder's Response/Proposal shall contain the following information in addition to any supplemental information or documentation that Bidders believe would be of assistance to BCFR in evaluating their Bid Response.

**1. Please provide background on your company or entity and its structure (please feel free to attach any documents that would be helpful for BCFR to review).**

A. Please provide information/bios of the team members with whom BCFR would be working with throughout the project: \_\_\_\_\_

\_\_\_\_\_

B. Please provide your team structure as it relates to this project: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

C. Please provide your team's experience working with similar entities of size and industry: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**2. Proposal for Project/Costs & Fees for Project:**

A. Expected timeline of project start date and completion, including breakdown of any project phases, if applicable: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

B. Cost for completion of project, including discussion of any unknown potential costs

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

C. Please provide an overview of any personnel support and relevant documentation that BCFR should be prepared to provide or organize in advance to allow a complete a thorough and accurate compensation structure analysis in the time frame discussed: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**3. Please provide three (3) recent projects that you or your company completed that are similar to the strategic plan development described in this RFP (if possible, please provide entities similar in size and nature of business entity (detailed request for references will be made in paragraph 4):** \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**4. Please provide three (3) current customer references with the following information for each reference:**

- A. Company Name
- B. Contact Name
- C. Title
- D. E-mail and phone contacts
- E. Brief description of history with this client.
- F. Services provided by Company

**Reference 1: Company Name:** \_\_\_\_\_

Contact Name: \_\_\_\_\_ Title of Contact: \_\_\_\_\_

Contact E-Mail: \_\_\_\_\_ Contact Phone: \_\_\_\_\_

Description of History/Services Provided to Company: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**Reference 2: Company Name:** \_\_\_\_\_

Contact Name: \_\_\_\_\_ Title of Contact: \_\_\_\_\_

Contact E-Mail: \_\_\_\_\_ Contact Phone: \_\_\_\_\_

Description of History/Services Provided to Company: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**Reference 3: Company Name:** \_\_\_\_\_

Contact Name: \_\_\_\_\_ Title of Contact: \_\_\_\_\_

Contact E-Mail: \_\_\_\_\_ Contact Phone: \_\_\_\_\_

Description of History/Services Provided to Company: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**5. What data and information, both internal and external to BCFR, would your entity utilize to evaluate BCFR's current progress toward goals and the development of the five-year strategic plan for attainment of future goals:**

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**6. Do you have access to data or have other resources available that would provide insight into deliberate strategic cost planning based upon similarly organized entities or entities with similar positions and/or services that would provide unique or enhanced strategic planning analysis to BCFR (If yes, please describe):**

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**7. Do you offer any retention and/or recruitment consultation, strategies or methodology as it relates to strategic workforce development and retention? (If yes, please specify)**

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**8. Following the development and completion of a five-year strategic planning document what, if any, services do you have available or otherwise offer to effectuate strategic planning goals**

**that could assist the Agency in identifying next steps towards attainment of such goals?**

---

---

---

---

- 9. Please provide a template or example of the strategic planning approach and proposed formatting that would be contained within a finalized, completed strategic planning document that you would propose to BCFR.**

**Attachment B**  
**Anti-Collusion Statement**

STATE OF \_\_\_\_\_ )  
COUNTY OF \_\_\_\_\_ )

\_\_\_\_\_ being first  
duly sworn, deposes and says that he is \_\_\_\_\_  
(title of person signing)

of \_\_\_\_\_  
\_\_\_\_\_  
(Name of Bidder)

that all statements made and facts set out in the proposal for the attached bid are true and correct; and that the bidder (The person, firm, association, or corporation making said bid) has not, either directly or indirectly, entered into any agreement, participated in any collusion, or otherwise taken any action in restraint of free competitive bidding in connection with such bid of any contract which result from its acceptance. Affiant further certifies that bidder is not financially interested in, or financially affiliated with, any other bidder for the attached bid .

(BY) \_\_\_\_\_  
(BY) \_\_\_\_\_

Sworn to before me this \_\_\_\_\_ day of \_\_\_\_\_, 20 \_\_\_\_\_

\_\_\_\_\_  
Notary Public

My Commission expires:

\_\_\_\_\_  
\_\_\_\_\_