



Supporting equitable and quality mental health care in Jackson County

Public Notice: November 3, 2025
Request for Proposals: Board Development Consultation and Training

The Community Mental Health Fund requests qualifications, descriptions of approach, capacity, and cost from consulting firms experienced in delivering effective governance training for a tax-based, grant-making board. Background, requested scope of work, instructions for responding, submitting questions, selection, and conditions are provided below. Proposals are due electronically by **December 1, 2025**, at: finance@jacksoncountycare.org

Background

Organization. The Community Mental Health Fund (CMHF) is a Missouri taxing authority that grants funds for mental health care for uninsured and underinsured residents of Jackson County, Missouri. Recipients of funding are thirty nonprofit agencies (agency network). Over 20,000 people are served annually. More information about CMHF, the agency network, and major initiatives is available at jacksoncountycare.org

People. The CMHF board of trustees (board) is appointed by the county executive. Trustees are not compensated. Any Jackson County tax-paying resident may apply for trusteeship on the county web site. The board consists of experienced and new trustees who are responsible for overseeing and fulfilling the mission, governance, collaboration with professional staff, and fiduciary oversight of a \$25m portfolio of behavioral health care contracts. Currently there are eleven (11) members on the Board who serve three (3) year terms without term limits. The Board can have up to fifteen (15) members and currently employs a staff of less than 10.

Status. In October 2024, CMHF completed a two-year strategic planning process which included an initial climate assessment and brief governance advice. A recommendation to the board was to contract with a consultant for ongoing board development consultation and training.

Schedule. We anticipate board meeting dates will be the main venue for board development training (before and after meetings), with sessions of about 30 minutes in duration, scheduled for alternating months. Additional training and consultation may occur in committee meetings and other small group sessions.

Scope of Work

Tasks. CMHF wishes to retain a board development consultant for a maximum one-year engagement. The consultant is needed for five principal tasks.

- Assessment with the Board: Assess information and proficiency with the board regarding governance-related functions, strategic roles, and board coordination with professional staff.
- Iterative Process: Design and implement training, coaching, and other support that is responsive to the initial assessment, and to input/observations gained over the course of the contract. To consist of:
 - Approximately five, 30-minute training sessions during 2026.
 - Follow-up to the training, consisting of information, individual and small group coaching.
 - Approximately 3 hours of engagement during the board's annual summer retreat.
- Observation: Participate in approximately 2-3 meetings during the year as an observer.
- Staff consultation: strategic planning implementation and board support.
- Other tasks that may be identified/recommended by the consultant.

Potential areas of focus. Based on needs and opportunities identified in previous work, we have identified potential areas for board development. The consultant should assess, prioritize and modify these topics. These may change or be updated over the course of the engagement based on observation, and consultation.

- Board Assessment: Subtopics may include competencies, mission, operating information, time commitment, relationships, leadership, decorum, managing disagreement.
- Governance: Accountabilities, succession, leadership development, recruitment, and committee structure.
- Board roles: Identification and understanding of governance strategy, policy and measurable goals.
- Leadership: Facilitation skill development; participatory decision-making, interpersonal climate.
- Legal and ethical: (our attorney has agreed to serve as presenter): Fiduciary role, bylaws, duties, authority, and Missouri open meetings requirements.
- Staff: Board and staff roles and responsibilities: content expertise, organizing and operations, management.
- Other topics from assessment survey results or as recommended by the consultant.

How to Respond to This Request for Proposals

The Community Mental Health Fund requests qualifications, descriptions of approach, capacity, and cost from consultants/firms experienced in effective governance training and support to boards of public grant-making organizations. Please respond to the items below. Responses will be accepted electronically in .doc. or .pdf formats. **To be considered, proposals must be received by December 1, 2025. Send to:**

Finance@jacksoncountycare.org

Contact Information:

Name of the principal consultant, other members of the consulting team, name of the organization, physical address, direct telephone, email, website, and Federal employer identification number.

Description of Approach:

Please *briefly* describe your approach to the tasks and areas of focus described in the Scope of Work, above. What indicators do you use to measure the effectiveness of your training and intervention? Please describe your firm's ability to gather and apply input and learning to successive tasks using an iterative process.

Capacity and Experience:

Please describe your experience providing board development training and consultation with appointed boards and public entities.

Were outcomes or impact measured? If so, please describe.

Please provide at least two references, including contact information, with a brief description of the work performed.

Schedule:

When are you available to begin this project?

Are you available to attend board meetings in-person and facilitate, at the meeting schedule described in the background section above?

Work Samples:

Please attach one or more examples of training curricula or relevant work products.

Budget:

The contract range budgeted for this project is \$35,000 to \$50,000.

Please provide a budget inclusive of all expenses for this engagement.

Describe your invoice process and the information included on an invoice.

Questions?

We welcome information/clarification questions in writing. Interested firms can submit questions by 5PM CDT November 7th, 2025. Send questions to Finance@jacksoncountycare.org

To maintain a fair and open process, all questions, with our responses, will be posted by 5PM CDT on November 12, 2025, on our website under: the Public Information, Public Meetings and Notices.

Review and Selection

Responses will be reviewed for:

- Approach to the tasks in the Scope of Work.
- Relevant experience in board development for appointed boards and public entities.
- Past performance in the opinions of references, as applicable.
- Training approach/material geared toward an adult learning environment.
- Proposed content and features versus proposed cost.
- Alignment of the proposed approach with our desired areas of focus.
- Availability in 2025 and capacity to respond timely.
- Capacity to integrate information and learning into work tasks as the project progresses.
- Overall responsiveness to this RFQ, timeline, and supporting information.

Based on these criteria we may:

- a) Interview selected respondents and contact their references.
- b) Carry out other due diligence and request clarifying information as needed from responding firms.
- c) Select 1-2 organizations to request a Best and Final Proposal consisting of any amendments to the Scope of Work, details on products, capabilities, work schedule, budget, and references.
- d) Award one or more contracts, or
- e) Decline all offers and release a revised Request for Qualifications or Proposals.

Terms and Conditions

Acceptance of a Proposal will lead to a contractual arrangement with the selected firm. The contract will provide for: description of deliverables, schedule of delivery, payment terms and invoicing; term and termination, including the right of CMHF to renew or terminate based on performance, communication, and expenditures; compliance with applicable CMHF policies; ownership by CMHF of deliverables; required insurance; confidentiality and privacy obligations; and indemnification of CMHF. The contract may include a service level agreement. The executive director of the CMHF will serve as contract signatory and will oversee the selected contractor in partnership with the Board Chair and in collaboration with CMHF's outside legal counsel. Unless otherwise determined, training and work products are subject to the Missouri open meetings and open records laws. Time is of the essence. Material delays, or a pattern of delays, will serve as cause for contractual remedies. This offering is a stand-alone project. Extensions of time or activities are neither expressed nor implied. In submitting its response to this request for qualifications the respondent affirms that it is in compliance with all applicable laws and regulations, and that it is not suspended or debarred from doing business with any unit of government. The respondent warrants the accuracy of descriptive information about the capabilities, products, and services conveyed in this request.



Community Mental Health Fund
1627 Main Street, Suite 500
Kansas City, Missouri 64108
www.jacksoncountycare.org
finance@jacksoncountycare.org

□