

July 29, 2022  
Strategic Planning Consultant

**RFP Contact:**  
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## REQUEST FOR PROPOSALS

### STRATEGIC PLANNING CONSULTANT FOR MULTI-DISCIPLINARY TEAM (MDT) ENHANCEMENT INITIATIVE

Missouri KidsFirst, the state chapter for Missouri child advocacy centers (CACs), is embarking on a multi-year initiative to improve the functioning of multi-disciplinary (MDT) child abuse investigation teams across the state which will increase access to services for children impacted by abuse.

Missouri KidsFirst is requesting proposals from qualified contractors to develop a strategic plan for our Multi-Disciplinary Team (MDT) Enhancement Initiative. Working in partnership with Missouri KidsFirst, our membership and key stakeholders who will inform the process, the strategic planning will be largely conducted from November 2022 to January 2023, beginning with a series of in-person and/or virtual planning sessions in November and ending with a completed plan ready for implementation. Note: The contract may extend to up to six months to allow ample time to satisfactorily conclude the work.

### ABOUT THE MDT ENHANCEMENT INITIATIVE

The MDT Enhancement initiative seeks to improve the investigation of child abuse by working with MDT members (including, but not limited to, Missouri Children's Division case workers, law enforcement, prosecutors, juvenile officers, medical providers, mental health providers and CAC staff including interviewers and victim advocates) and stakeholders to implement structures, activities and processes that facilitate effective team functioning statewide.

*Previous steps toward MDT Enhancement:* In 2011, the Missouri General Assembly created the Task Force on the Prevention of Sexual Abuse of Children to make recommendations for reducing child sexual abuse in Missouri. In its final report, the Task Force included recommendations that outlined the need for training and technical assistance for multidisciplinary team members. Specifically, it was recommended that Missouri, "Establish discipline-specific best practices or standards for multi-disciplinary teams, law enforcement, prosecutors and medical providers". Since the report, the Missouri Multidisciplinary Team (MDT) Best Practice Workgroup was established, publishing Recommendations for Continuous Improvement, which detailed ways to improve team functioning, and releasing a team assessment tool. Despite this coordination and support for the MDT model, there is a continued need for training and professional development to implement best practices, avoid staff burnout and increase the effectiveness of MDTs.

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### ABOUT THE MDT ENHANCEMENT INITIATIVE (CONT.)

In a statewide report released in 2019, the Task Force on Child Safety identified MDT health as a key priority, noting that “Child abuse and neglect investigations are a collaborative effort that involve many partners. Those partners must communicate, share information, have role clarity and collaborate to ensure successful investigations.”

Since 2014, three other states have embarked on MDT Enhancement Initiatives. These initiatives have increased the number of cases referred to an MDT. In addition, MDTs in these states report that cases are completed in a timelier manner, and fewer cases are falling through the cracks with teams working together more cohesively throughout the life of a case. This, in turn, ensures services are provided to the child and family member(s) as recommended by the MDT. Missouri is poised to benefit from a similar MDT Enhancement Initiative. Every county in Missouri has access to a CAC and an MDT because of the hard work of the Task Force and advocates for the MDT model across the state. A focused initiative to enhance the functioning of these teams has the potential to increase their effectiveness and ensure every child in Missouri gets equal access to safety, healing, and justice.

**For more information:**

Overview of the Child Advocacy Center/Multi-Disciplinary Team Model:

<https://www.nationalchildrensalliance.org/cac-model/>

Final Report from the Missouri Task Force on the Prevention of Sexual Abuse of Children (2012):

<https://www.missourikidsfirst.org/wp-content/uploads/Task-Force-CSA-Report.pdf>

Task Force on Child Safety (2019): <https://dss.mo.gov/cd/keeping-kids-safe/files/task-force-report.pdf>

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### SCOPE OF WORK AND TIMELINE

Missouri KidsFirst seeks a strategic planning consultant who can partner with Missouri KidsFirst and selected stakeholders to develop a strategic plan that the field can unite around and effectively implement over the first three years of the project, beginning in the spring of 2023. This plan should outline the Initiative's priority areas and include measurable, achievable goals and action steps.

The priority areas outlined in the plan may include, but are not limited to, cultivating the role of the MDT Facilitator at CACs, providing professional support to MDTs, creating intentional messaging on MDTs with the CAC network and with partner agencies, and providing the necessary training and technical support to increase the capacity and effectiveness of MDTs across Missouri.

In preparation for strategic planning, Missouri KidsFirst staff are completing outreach meetings to onboard key stakeholders and agencies to the initiative and focus groups/listening sessions to generate ideas and identify needs for a strategic plan for the initiative. This information will be presented to the consultant along with relevant research and background documentation.

The contractor will be expected to facilitate dialogue to ensure shared understanding, alignment and cohesion by:

- Working with the MKF to incorporate feedback received during listening sessions and past MDT enhancement research findings and tools into planning efforts
- Partnering with MKF, CACs and MDT leaders to develop an approach that is aligned with the interest and needs of the field
- Utilizing facilitation and data-collection approaches to gather feedback

At minimum, Missouri KidsFirst requests the following key activities/deliverables:

- Facilitation of two in-person and one virtual strategic planning sessions
- Additional data-collection efforts and small group discussions, as needed
- Planning meetings with the Missouri KidsFirst team, as needed
- Comprehensive three-year Initiative strategic plan (2023-25)

However, we are open to the best approach as recommended by the consultant. After the plan is completed, Missouri KidsFirst intends to hire a Program Specialist in January 2023 to oversee implementation and to select three pilot MDT jurisdictions to participate in planned activities.

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### GENERAL REQUIREMENTS

Missouri KidsFirst seeks the following qualifications in the selected consultant:

- Knowledge and expertise with strategic planning at both an organizational and systems-level change
- Knowledge and expertise with coalition and/or network building efforts
- Project management experience
- Facilitation style that is interactive, responsive and inclusive:
  - Experience in creating a neutral environment for obtaining input
  - Experience in gathering and utilizing data to drive the strategic process
  - Ability to constructively challenge key stakeholders
  - Experience with both in-person and virtual facilitation
  - Experience with convening participants statewide

*Other considerations*

- Knowledge and experience with the field of child welfare
- Knowledge and experience with CACs and MDTs

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### PROPOSAL REQUIREMENTS

Please submit a narrative addressing each of the areas below. Narrative should not exceed four pages, not including attachments and/or supplemental materials.

- **Name and contact information**
- **Experience and qualifications:** Provide a summary of experience and qualifications including work activities, knowledge and expertise. Include resume and/or CV (length will not be included in narrative maximum).
- **Approach to services:** Provide a brief description of the approach to strategic planning that addresses each of the following:
  - Approach to strategic planning for an Initiative that involves multiple organizations and agencies at a statewide level. Please provide specific examples and highlight how your approach differs from the traditional organizational-level strategic planning process.
  - Knowledge and experience working with network and coalition development and/or field-building efforts
  - Approach to facilitating large, diverse groups (virtual and in-person)
  - Experience and approach to collaborative design and decision-making
- **Work Plan and Timeline:** Provide a work plan and timeline that identifies activities to be conducted by the consultant and deliverables aligned with the Scope of Work above.
- **Cost proposal:** The maximum request for this work is \$10,000. Consultant will be paid at a rate no more than the maximum federal contract rate of \$81.25/hour. Respondents should submit a cost proposal that aligns with the scope of work of the project and supports required deliverables and outlines costs and justification for: professional services (hourly rate and number of hours), travel specifically related to the project, subcontract fees (if applicable), and other direct costs related specifically to the project.
- **Additional required information:** The names and contact information of 2-3 individuals or organizations that Missouri KidsFirst can contact to verify past work.
- **Additional preferred information:** A sample of work product which may include a previously completed strategic plan and the outlined planning process used to develop the plan. Portions may be redacted to protect private information as needed.

### PROPOSAL SUBMISSION INSTRUCTIONS

Proposals must be submitted to Meg Boyko, Missouri KidsFirst Training & Education Manager, at [megboyko@missourikidsfirst.org](mailto:megboyko@missourikidsfirst.org) by **September 16, 2022**.

We are grateful for the support of the Missouri Children's Justice Act for the initial phase of this initiative.