



**CITY OF ST. LOUIS DEPARTMENT OF HEALTH
OFFICE OF ADMINISTRATION**

Contract Period: January 2, 2027 through Dec 29, 2027

REQUEST FOR PROPOSALS

FOR

**DEVELOPMENT OF A STRATEGIC PLAN
FOR THE DEPARTMENT OF HEALTH**

**RFP OPENING DATE: 9/29/2026
RFP CLOSING DATE: 10/20/2026**

City St. Louis Department of Health
1520 Market Street, Room 4027
St. Louis, MO 63103
(314) 657-1491

Note: If this RFP was downloaded from the City of St. Louis RFP Website each applicant must provide contact information to the RFP contact person in order to be notified of any changes in this RFP document.

NOTICE

DEVELOPMENT OF A STRATEGIC PLAN FOR THE DEPARTMENT OF HEALTH

REQUEST FOR PROPOSALS

BIDDER'S PRE-APPLICATION QUESTIONS

If bidders have questions or concerns about information contained in this Request for Proposals, please submit written questions, referring to the applicable section/page number in question. All questions should be submitted to the contact below.

DATE OF BIDDER'S PRE-APPLICATION QUESTIONS:

DUE:

Wednesday October 14, 2026 4:00 PM

CONTACT:

Rhonda Bartow, QI Manager/Planner
City of St. Louis Department of Health
1520 Market Street, Room 4051
St. Louis, MO 63103
Bartowr@stlouis-mo.gov
(314) 657-1406

ESTIMATED SCHEDULE:

Date	Activity/Time
Tuesday Sept. 29, 2026	Request for Proposal Released
Monday October 12, 2026	Deadline for Bidder's Pre-Application Questions 4:00 PM (CDT)
Tuesday Oct. 20, 2026	Due Date of Application- NO EXCEPTIONS 3:00 PM (CDT)
Monday November 2, 2026	Selection by Professional Services Agreement Committee
Tuesday November 3, 2026	Notification of Award
Monday January 4, 2027	Contract Start Date (note contract process time needed)
Tuesday December 28, 2027	Project Completion Date

DEVELOPMENT OF A STRATEGIC PLAN FOR THE DEPARTMENT OF HEALTH

REQUEST FOR PROPOSALS

APPLICATION FOR FUNDING

The City of St. Louis Department of Health (DOH) is soliciting proposals for technical assistance with **developing a Strategic Plans that meets PHAB (Public Health Accreditation Board) standards and with the St. Louis Regional Community Health Improvement Plan.** (<https://phaboard.org>)

I. APPLICATION FORMATTING REQUIREMENTS

The Request for Proposals (RFPs) may be obtained beginning Tuesday September 29, 2026 from Rhonda Bartow in the following ways:

- 1) at the City of St. Louis Department of Health, 1520 Market Street, Room 4051, St. Louis, MO 63103,
- 2) downloaded from the City of St. Louis website at <https://www.stlouis-mo.gov/government/procurement.cfm>, or
- 3) by contacting Rhonda Bartow at Bartowr@stlouis-mo.gov or (314) 657-1406.

All questions must be submitted via email no later than 4:00 pm (CDT) Monday October 12, 2026 to Rhonda Bartow at Bartowr@stlouis-mo.gov.

Please submit your proposal via email to Bartowr@stlouis-mo.gov electronically timestamped no later than 3:00 pm (CDT) on Tuesday October 20, 2026 and only in standard (8x11 letter sized) PDF format. **Late or incomplete proposals will not be accepted.**

Applicants must adhere to the following:

- Applications must be in English
- Must contain a Table of Contents and documents listed within section III. Scope and Qualification Requirements
- Use 12-point font with text spacing of 1.15-1.5, unless otherwise stated in this RFP

Do not assume that the reader knows your organization or program. Issuing an RFP does not obligate the City of St. Louis Department of Health to award a contract to any provider, nor is the City of St. Louis Department of Health liable for any costs incurred by the organizations in the preparation of proposals.

The City of St. Louis Department of Health retains the right to award parts of the contract to several bidders, not to select any bidders, and/or to re-solicit proposals.

II. AWARD CEILING

The award ceiling is up to \$175,000. **Please note:** This is an estimated value for the award. Final funding levels have not been established.

III. SCOPE

The City of St. Louis Department of Health seeks a qualified strategic planning consultant or consulting firm to facilitate the development of a comprehensive data-informed, actionable Strategic Plan. The Strategic Plan shall establish clear organizational priorities, goals, measurable objectives, strategies, performance measures, and implementation actions that support the Department's mission and improve the health of the City of St. Louis residents.

The Strategic Planning Process shall incorporate relevant community health data, identified health disparities, the Community Health Improvement Plan (CHIP), organizational and workforce capacity, fiscal sustainability, performance management and quality improvement, stakeholder input, and applicable Public Health Accreditation Board (PHAB) Standards and Measures. (<https://phaboard.org>)

The Strategic planning process shall incorporate and consider, as appropriate:

- Community health data, trends, and identified health disparities, with particular focus on populations experiencing severe health inequities
- Existing focus group and community engagement reports
- The Community Health Assessment and Community Health Improvement Plan (CHIP);
- Social determinants of health and demographic and socioeconomic trends;
- In-depth organizational assessment and operational process review, evaluating current administrative processes, workflows, operational bottlenecks, and service delivery mechanisms to recommend best-practice methodologies for improving departmental public health services;
- Workforce capacity and organizational development, including recruitment, retention, succession planning, staff training and leadership development;
- Existing programs, initiatives, partnerships, grants, strategic commitments, and mandated requirements;
- Multi-tiered internal staff retreats and leadership sessions, ensuring broad staff engagement and consensus-building across all levels of the organization
- Performance management and quality improvement, linking strategic objectives directly to performance metrics, Key Performance Indicators (KPI's) and continuous quality improvement;
- Stakeholder, staff, leadership, partner, and community input;
- Fiscal sustainability and resource requirements, distinguishing between actions achievable with existing resources and those requiring additional investment;
- Emerging public health issues and relevant policy, regulatory, and funding environments;
- Relevant national, state, regional, and local public health priorities;
- Foundational Areas and Foundational Capabilities of the Foundational Public Health Services Model (FPHS) and the program infrastructure needed to carry out the Ten Essential Public Health Services; and
- Applicable Public Health Accreditation Board (PHAB) Standards and measures.

The strategic planning process shall be completed within approximately eight (8) to eleven (11) months.

The selected Consultant shall use a structured and inclusive strategic planning methodology that translates community health needs, identified disparities, organizational priorities, stakeholder input, available resources, and organizational capacity into measurable strategic priorities and actions.

The resulting Strategic Plan must provide the Department with a practical framework for implementation, performance monitoring, accountability, and continuous improvement.

IV. QUALIFICATIONS AND EXPERIENCE

The successful Consultant shall provide sufficient detail to demonstrate extensive, direct, and practical experience working with or consulting for local or state governmental public health agencies, or evidence of operational knowledge regarding public health department administration, service delivery, and accreditation. Purely academic, theoretical, or research-based experience is insufficient for this engagement. Additional knowledge and experience with nationally recognized governmental public health frameworks, including the Foundational Areas and Foundational Capabilities of the Foundational Public Health Services (FPHS) model and the organizational and program infrastructure necessary to carry out the 10 Essential Public Health Services is desired. The firm shall demonstrate the organizational capacity, professional qualifications, and relevant experience to successfully perform the services required under this RFP. Key personnel assigned to day-to-day execution must be seasoned professionals with significant senior-level experience in public health practice. The Department will not accept proposals relying primarily on junior staff or graduate students.

The Proposed Project Manager/Lead Consultant AND any key project team members should demonstrate relevant experience and technical expertise in the following areas:

- Local governmental public health and public health systems;
- Strategic planning for public health, governmental, nonprofit, healthcare or similarly complex organizations;
- Public Health Accreditation Board (PHAB) Standards and Measures and development of strategic plans that support accreditation requirements;
- Alignment of organizational strategic priorities with Community Health Assessments, Community Health Improvement Plans, and other applicable public health plans, standards, and requirements;
- Development of strategic plans containing measurable goals, objectives strategies, performance measures, Key Performance Indicators (KPIs), and accountability structures;
- Development of implementation plans that translate strategic priorities, goals, and objectives into specific actions, responsibilities, timelines, milestones, and measurable outcomes;
- Use of public health data, evidence-based or evidence-informed public health strategies, best practices, and data-driven decision-making;
- Organizational assessment, environmental scanning, workforce capacity assessment, and fiscal/resource planning;
- Facilitation of strategic planning meetings, workshops, retreats, stakeholder engagement sessions, and consensus-building processes;
- Meaningful engagement of diverse stakeholders and communities, including populations

experiencing health disparities;

- Performance management, quality improvement, monitoring, and evaluation; and
- Preparation of professional reports, executive presentations, data visualizations, graphics, dashboards, infographics, and other materials appropriate for leadership staff, policymakers, community partners, funders, and the public.

The proposal shall clearly identify the Project Manager/Lead Consultant and key personnel who will perform the work and describe each individual's role, responsibilities, anticipated level of effort, qualifications, and relevant experience. Relevant experience should reflect the personnel proposed for this engagement and not solely the general experience of the firm.

The Consultant shall provide relevant work samples demonstrating experience with comparable strategic planning engagements, including, where available, public health or governmental strategic plans, implementation plans, performance-management tools, executive or stakeholder presentations, data visualizations, professionally designed reports. Work samples should identify the role performed by the proposing firm and when applicable, the proposed project team members.

The proposal shall also include a detailed, itemized budget tied to the proposed scope of work project phases, tasks, and deliverables. The budget shall identify personnel and anticipated level of effort, professional fees and applicable rates, travel or meeting expenses, technology or data-analysis expenses, graphic design or production expenses, subcontractor costs, and any optional services or costs not included in the base proposal.

V. REQUIRED SERVICES

The selected Consultant shall provide all professional services necessary to develop and deliver the Department's Strategic Plan. At a minimum, Required Services shall include the following:

1. Project Initiation, Document Review, and Work Plan

The Consultant shall initiate the engagement in coordination with the Department's Quality Improvement (QI) Manager/Planner and designated Strategic Planning Team.

The Consultant shall:

- Review the CHIP, relevant community health assessment and data, existing Department plans and reports, applicable PHAB requirements, and other documents necessary to understand the Department's strategic environment;
- Obtain input from Department leadership and management regarding key strategic themes, priorities, challenges, opportunities, and expectations for the strategic planning process;
- Develop a detailed project timeline and Gantt chart by week covering the entire strategic planning process. The schedule shall identify major project phases, key meetings and engagement activities, data-analysis activities, drafting and review periods, milestones, decision points, dependencies, and delivery dates for draft and final products.
- The Consultant shall work with the QI Manager/Planner to finalize the project schedule and shall identify information, decisions, approvals, and other dependencies required from the Department to maintain the approved schedule.

2. Project Management and Coordination

The Consultant shall work closely and maintain regular communication with the Department's QI Manager/Planner, who will serve as the primary point of contact throughout the strategic planning process.

The consultant shall:

- Coordinate regularly with the QI Manager/Planner regarding project status, timelines, deliverables, emerging issues, and next steps.
- Work collaboratively with the QI Manager/Planner to coordinate meeting and engagement logistics, including scheduling, participants, meeting formats, materials, and other logistical needs.
- Submit proposed agendas, facilitation plans, presentation materials, surveys Engagement tools, and other materials to the QI Manager/Planner for review and approval sufficiently in advance of their intended use.
- Incorporate feedback and requested revisions from the QI Manager/Planner and Leadership into project activities and deliverables.
- Promptly communicate any anticipated delays, barriers, changes in scope, or other issues that may affect the approved project schedule or deliverables.
- Provide regular progress updates and maintain clear documentation of key decisions, action items, responsibilities, and agreed-upon next steps.
- Coordinate with the QI Manager/Planner to ensure that stakeholder and staff engagement activities are appropriately sequenced, communicated, and aligned with the overall strategic planning process.
- Maintain sufficient flexibility throughout the engagement to respond to Department needs and make reasonable adjustments to meeting schedules, engagement activities, and project deliverables in consultation with the QI Manager/Planner.
- Provide draft materials and deliverables to the Department for review and feedback and shall incorporate approved revisions throughout the planning process.

3. Environmental Scan and Organizational Assessment

The consultant shall conduct an Environmental Scan and organizational assessment of the Department's organizational and programmatic capacity using the Foundational Public Health Services (FPHS) model, including its Foundational Areas and Foundational Capabilities, and evaluate the infrastructure needed to effectively carry out the 10 Essential Public Health Services. The assessment shall identify internal and external factors that may affect the Department's strategic direction. The Assessment shall identify relevant strengths, gaps, and opportunities for strengthening capacity and shall inform the development of strategic priorities, goals, and recommendations.

The assessment shall consider, as appropriate:

- Population and community health trends;
- Health disparities and social determinants of health;
- Demographic and socioeconomic trends;
- Emerging public health issues;
- Policy, regulatory, and funding environments;
- Organizational strengths, challenges, opportunities and capacity;
- Workforce capacity and workforce development needs;
- Fiscal sustainability and resource requirements;

- Existing programs, initiatives, partnerships, and strategic commitments;
- Relevant national, state, regional, and local public health priorities; and
- Opportunities for improved coordination, collaboration, innovation, and resource alignment.

The Consultant shall identify and utilize appropriate data sources, document review, analytical methods, and stakeholder input and shall translate relevant findings into information that supports strategic decision-making and prioritization,

4. Stakeholder and Community Engagement Approach

The Consultant shall develop and implement a formal, interactive stakeholder engagement process that provides meaningful opportunities for leadership, staff, community partners, stakeholders, and other appropriate participants to inform the strategic Plan.

The Consultant shall:

- Work with the QI Manager/Planner to identify the stakeholder groups proposed for the purpose of understanding the quality of services and needs of stakeholders;
- Utilize appropriate engagement methods, which may include interviews, focus groups, surveys, facilitated meetings, workshops, retreats, virtual engagement platforms, or other methods;
- Facilitate discussions of organizational and community strengths, weaknesses, opportunities, threats, priorities, and emerging needs;
- Using existing community engagement findings and available information where appropriate to minimize unnecessary duplication of previous engagement efforts; and
- Collect, analyze, synthesize, and document stakeholder input and demonstrate how that input informs strategic priorities, goals, objectives, and recommendations,
- Incorporated existing findings from focus groups, community surveys, and relevant assessments/plans to minimize unnecessary duplication of engagement efforts.

5. Meetings, Workshops, and Strategic Planning Sessions

The consultant shall plan, organize, facilitate, and document all strategic planning meetings, workshops, retreats, interviews, focus groups, and other facilitated sessions necessary to complete the engagement.

The Consultant shall be responsible for developing appropriate agendas, presentations, PowerPoint materials, interactive planning exercises and tools, facilitation materials, and documentation of key findings, decisions, and action items. Meeting materials and documentation shall be professionally prepared and branded in accordance with Department requirements. Required documentation shall be provided to the QI Manager/Planner in accordance with the approved project schedule and applicable invoicing requirements.

6. Strategic Planning, Methodology, and Prioritization

The Consultant shall use an established strategic planning framework and appropriate decision-making and prioritization tools to guide the development of the Strategic plan.

The Consultant shall work with the Department's Strategic Planning Team, leadership, staff, and other designated stakeholders to:

- Review and, as appropriate, refine the Department's mission, vision, and organization values or

guiding principles;

- Identify, develop and prioritize strategic priorities and goals;
- Develop measurable objectives and strategies;
- Establish appropriate measures of success and KPIs;
- Stimulate innovative and forward-looking thinking while translating ideas into practical and achievable strategic actions; and
- Build sufficient consensus around the Department's strategic direction and priorities

Prioritization shall consider factors such as community health impact, health disparities, feasibility, organizational capacity, available resources, fiscal sustainability, alignment with the community priorities, ability to measure results and demonstrate progress, alignment with applicable Public Health Accreditation Board (PHAB) accreditation standards and measures, and the infrastructure and capacity needed to support the Foundational Areas and Foundational Capabilities of the Foundational Public Health Services (FPHS) model and effectively carry out the 10 Essential Public Health Service .

7. Workforce Capacity and Fiscal Sustainability

The Consultant shall assess the organizational capacity and resources necessary to successfully implement the Strategic Plan, including:

- Current and future workforce capacity;
- Workforce competencies and development needs;
- Organizational infrastructure and operational capacity;
- Recruitment, retention, succession planning and leadership development, as applicable;
- Organizational infrastructure and operational capacity;
- Fiscal sustainability and resource requirements;
- Opportunities to align or leverage existing resources, partnerships, grants, and other funding sources; and
- Capacity or resource gaps that may affect implementation.

The Strategic Plan and associated implementation materials shall distinguish, where practicable, between priorities that can be advanced using existing resources and those that may require additional staffing, funding partnerships, or other investments.

8. Implementation Matrix and Action Plans

The Consultant shall work with the Department leadership and staff to develop a time-framed Implementation Matrix and associated Action Plans that translate the Strategic Plan into specific and actionable implementation activities.

At a minimum, the Implementation Matrix shall address:

- Strategic priorities and goals;
- Measurable objectives;
- Specific strategies and action steps;
- Responsible department, division, team, and/or lead;
- Key internal and external partners;
- Performance measure and KPIs;
- Baseline measures and targets, where data are available;
- Required resources and/or anticipated resource gaps;
- Target completion dates and milestones;
- Dependencies and implementation risks; and
- Methods and frequency for monitoring, reporting, and updating progress.

Leadership and staff shall participate in developing and validating the Implementation Matrix to ensure that responsibilities, timelines, resource assumptions, and performance expectations are realistic and actionable for a 5-year strategic plan.

9. Performance Monitoring and Evaluation

The Consultant shall work with the QI Manager/Planner to develop a process for monitoring implementation of the Strategic Plan and evaluating progress towards strategic goals and objectives.

The monitoring and evaluation framework shall identify, as applicable:

- Performance measures and KPI's;
- Baseline measures;
- Measurable and time-framed targets;
- Responsible parties;
- Target dates and milestones;
- Methods for assessing progress;
- Procedures for identifying and addressing implementation barriers or future revisions; and
- Processes for reviewing and updating the Strategic Plan and associated Action Plans.

The monitoring process shall be linked, as appropriate, with the Department's Performance Management, Quality Improvement, and Innovation Plan.

10. PHAB Accreditation Alignment

The strategic planning process and resulting Strategic Plan shall be developed in alignment with applicable Public Health Accreditation Board (PHAB) Standards and Measures

At a minimum, the Strategic Plan shall address applicable PHAB requirements concerning:

- The Department's mission, vision, and guiding principles or values;
- Strategic priorities;
- Objectives with measurable and time-framed targets;
- Strategies or actions to address objectives;
- Workforce Development
- Methods for monitoring implementation and progress toward objectives and strategies;
- Linkage with the Community Health Improvement Plan (CHIP); and
- Linkage with performance management and quality improvement, as applicable.

The Consultant shall document the strategic planning process in the strategic plan to sufficiently demonstrate how the Strategic Plan was developed and how applicable PHAB requirements were addressed.

11. Final Strategic Plan

The Consultant shall prepare a professionally written, well-organized, visually engaging, and accessible final Strategic Plan suitable for use by the Department Leadership and staff and for communication with City leadership, community partners, policy makers, funders, stakeholders, and the public.

The final Strategic Plan shall include, at minimum:

- High quality professionally designed and attractive cover page;
- Table of Contents;
- Letter from the Director;
- Executive Summary: describing the department's approach to developing a comprehensive, actionable, and data-informed strategic plan for the City of St. Louis, strategy for identifying,

prioritizing, and strategically addressing the health disparities and improving health outcomes within the City of St. Louis. This should demonstrate how the proposed strategic planning process will translate identified community health needs, disparities, organizational priorities, and available resources into measurable strategic priorities and actions.

- High-level table of organization structure;
- Mission, vision and organizational values or guiding principles;
- One-page summary of Strategic priorities, Goals, and key objectives
- Relevant findings from the Environmental Scan and organizational assessment;
- Description of the strategic planning and stakeholder engagement process;
- Strategic priorities and goals
- SMART or otherwise measurable and time-framed objectives;
- Strategies or Milestones
- Performance measures and KPI's
- Linkages to the CHIP and other relevant Department priorities;
- Workforce, organizational capacity, and resource considerations;
- Addendums to the Strategic Plan will include:
 - Implementation and accountability framework and detailed action plans
 - Process for monitoring, evaluating, reporting, and updating progress

The Consultant shall provide draft versions for the Department review and shall incorporate approved revisions before preparation of the final product

12. Required Final Deliverables

At the conclusion of the engagement, the Consultant shall provide, at minimum:

- Final Environmental Scan and summary of key findings;
- Summary of stakeholders and community engagement activities, methods, participants, and findings;
- Strategic planning meeting, workshop, and retreat materials, including agendas, presentations, exercises, and documentation of key findings and decisions;
- Final Strategic Plan containing all items identified in number 11 above.
- Implementation Matrix and associated Action Plans identifying responsibilities, actions, timelines, resources, milestones, and measures of success;
- Performance monitoring and evaluation framework;
- Executive Letter suitable for distributing the Strategic Plan to City Leadership and external stakeholders;
- Professionally designed final presentation decks summarizing the strategic planning process, key findings, strategic priorities, and implementation approach;
- Presentation of the final Strategic Plan to designated City leadership and/or stakeholders; and
- Final editable electronic versions of all reports, presentations, matrices, graphics, and other project deliverables, together with publication-ready PDF versions
- Final Strategic Plan must be provided in at least 50 colored professionally printed copies on gloss paper (book style) and spiral bound at approximately 8½" x 11" size by the end of the contract. (A test sample should be provided for approval prior to final printing)

All final deliverables shall be professionally designed, accessible, and branded in accordance with Department requirements. All final deliverables must be completed 30 days prior to the end of the contract.

VI. Detailed Project Budget

Provide a detailed, itemized project budget tied directly to the proposed scope of work tasks, and deliverables.

At a minimum, the budget shall identify:

- Costs by major tasks, phase, and/or deliverable;
- Personnel assigned and anticipated hours or level of effort;
- Professional fees and applicable hourly rates;
- Travel and meeting-related expenses, if applicable;
- Survey, technology, data analysis, graphic design, printing, or other direct expenses;
- Cost related to engagement activities, logistics and other related costs; and
- Any optional services or additional costs not included in the base proposal.

The timeline shall identify responsibilities of both the Consultant and City staff and clearly identify any information, decisions, approvals, or other dependencies required from the City to maintain the proposed schedule.

VII. SELECTION PROCESS AND EVALUATION CRITERIA (SCORING)

A. Evaluation Criteria (Scoring):

Proposals will be evaluated, scored, and selected based on the responses received to the Project Abstract and Program Narrative sections set forth in Section VI. CONTENTS OF PROPOSAL of this RFP. The top numerical score available for each section of the Program Narrative is listed and underlined in the Program Narrative section of this RFP and summarized below. Only proposals found to be responsive (that is, complying with all instructions and requirements described in this RFP) will be reviewed, evaluated, and scored. Proposals that fail to comply with all instructions will be rejected without further consideration. Even if additional financial documents, business document and other required responses are not scored, they are still required to be included in the Proposal in order to be considered.

Proposals must incorporate how the organization will comply with the requirements set forth in all sections of this RFP.

Capacity to perform the Scope of Services in Section III	20 Points
Qualifications & Experience as described in Section IV	25 Points
Proposed Methodology & Alignment Required Services in Section V	30 Points
Budget in Section VI: Cost & Value	10 Points
<u>Quality of Prior Work samples submitted with RFP</u>	<u>15 Points</u>
Total	100 Points

B. Selection Process:

All proposals will undergo the following evaluation process. An initial assessment of proposals will be conducted by program staff from the City of St. Louis Department of Health based on the technical merit of the proposal to determine if instructions were followed and eligibility requirements were fully met.

A secondary assessment by an independent review panel will evaluate the proposal using the above point scores to provide recommendations to the DOH Professional Service Agreement Committee (PSA), established under City of St. Louis Ordinance 64102. The total points possible are 100. Interviews of proposed finalists may occur at the discretion of the PSA Committee. The Committee reserves the right to interview one or more organizations submitting proposals, request additional information as DOH may deem necessary, and/or reject any or all proposals with or without cause. The PSA Committee will evaluate and make selection(s) based on the responses received. Award selection notification is anticipated on or about November 3, 2026.

Applications will be evaluated by the PSA Committee based upon, at minimum, the following factors: specialized experience, qualifications and technical competence of the organization, its principals, project manager and key staff; ability of the organization to provide innovative solutions; approach to the project(s) and any unusual problems anticipated; the capacity and capability of the organization to perform the work within the time and funding limitations; past record and performance of the organization with respect to schedule compliance, cost control, and quality of work; proximity of the organization to the City; availability of financial and operating resources as required to complete the work; and staff evaluation and recommendation based on the scoring criteria developed by the Department of Health, above.

The City of St. Louis reserves the right to reject any and all proposals submitted; to select one or more respondents; to void this RFP and the review process and/or terminate negotiations at any time; to select separate respondents for various components of the scope of services; to select final team members from among the proposals received in response to this RFP.

Additionally, any and all RFP projects elements, requirements and schedules are subject to change and modification. The City of St. Louis also reserves the unqualified right to modify, suspend, or terminate at its sole discretionary and all aspect of their RFP process, to obtain further information from any and all respondents, and to waive any defects as to form or content of the RFP or any responses by any organization/business. Applicants may be asked to make one or more presentations and participate in interviews.

C. Proposals Are Public and Become City Property:

All submitted materials will become the property of the City of St. Louis and will not be returned. At the discretion of the City, any submitted documents may become open public records at any time during the selection process. Any such documents shall become open public records at the conclusion of the selection process. Proposals and communications exchanged in response to this RFP should be assumed to be subject to public disclosure.

D. Notice on Non-Obligation:

This RFP does not commit the Department of Health or City of St. Louis to award a contract or to pay for costs incurred in the preparation of a proposal, or to procure or contract for service in connection therewith. The Department of Health reserves the right to accept or reject any or all proposals received as a result of this RFP, or cancel in part or in its entirety this Request for Proposals. The City reserves the right to waive any and/or all non-material irregularities pertaining to the submission of the proposal.

Nothing in this RFP nor in any proposal in response to this RFP is intended to be, nor should anything be construed, as an offer of engagement. Nor shall a selection of a Successful Applicant be construed as an offer of engagement unless and until a contract is fully negotiated and fully executed by all parties. By submitting a response to this RFP, each Respondent acknowledges having read this RFP in its entirety and agrees to all terms and conditions set out in this RFP.

DOH is seeking to enter into a one-year contract Starting January 2, 2027 and ending December 29, 2027. DOH reserves the right to modify specific terms and conditions in this RFP prior to execution of any contract. Successful Applicant(s) shall pay all applicable taxes to the City of St. Louis, and shall, by the date of execution of any contract and for its duration, procure and carry in full force and effect at all times, during the entire term of any contract, at its own expense, insurance coverage as set forth in this RFP at Section VII.A. Insurance. It is understood and agreed that any contract is subject to appropriation and availability of funds.

VIII. CONTENTS OF PROPOSAL

A. Application Checklist

Complete and attach the Application Checklist, page 15 of this RFP.

B. Application Cover Sheet

Complete and attach the Application Cover Sheet, page 14 of this RFP.

C. Project Abstract: Maximum two [2] single-spaced pages

The proposal must include a project abstract. The abstract can be a maximum of two (2) single-spaced pages and should be an overview of the proposal. The abstract must include:

- a. Name and brief description of the applicant organization(s).
- b. A brief description of your organization's existing programs and services, work history and experience relevant to provision of services required in the scope of this RFP.

- c. A summary of the proposed services, implementation timeline, and general barriers the applicant might incur, and what is the plan to overcome those barriers.
- d. The budget listed for services listed in this RFP.

D. Project Proposal: (Maximum of fifty (50) pages, 1.15-1.5 spaced)

The Project Proposal should be a maximum of fifty (50), 1.5-2.0 spaced typewritten pages. All pages should be consecutively. Applicants must respond to each of the required narrative proposal components. The order of the responses must follow exactly the order provided below. The applicant's primary response should be included in the body or text of the submitted proposal. The responses to may not consist solely of references to attached materials or to linked materials. Links and attachments to demonstrate capacity and quality of prior projects, should be included in section (iii). Reviewers are not required to go beyond the maximum 50 pages of text response in the Program Narrative & Budget to review, evaluate, and score a proposal.

(i) Capacity to Perform the Scope of Services in Section III:

20

Describe the organization's strengths, capabilities and experience in strategic planning, project management, facilitating meetings, team building, resource building, writing strategic goal and action plans, marketing and communications, stakeholder engagement, developing graphics, and familiarity with PHAB accreditation standards.

(ii) Qualifications and Experience

25

Describe the organization experience providing technical assistance in community/stakeholder engagement and strategic planning. Describe how your organization's experience makes you uniquely qualified to contribute to the implementation of the program goals. Your answer should be comprehensive, detailed and provide the reviewer with a clear picture of how these services are implemented. Describe the existing/proposed staff experience and any training necessary for accomplishing the requested services of this RFP. State the job titles and provide job descriptions for each position. Provide information about the individual staff members who will be implementing, evaluating, or monitoring the activities and services set forth in this RFP. Include a copy of the resume/biographical sketch and credentials needed in order to implement the services in this RFP.

(ii) Required Services & Methodology

30

Describe how the organization equipped to provide and complete the requested required services of this RFP as listed in Section V Required Services. Detail the schedule/plan to meet the established time parameters and deadlines. Describe the organization's proposed project design, methods/models and tools that will be used to engage stakeholders/staff and facilitate meetings. Describe the process that will be used for the strategic planning. Describe what communications and marketing techniques will be used and for what purposes. Describe the types of technical assistance that will be provided. Applicant must identify how the project will be monitored and evaluated, how quantitative and qualitative information will be used/shared, and how input will be analyzed and prioritized. Provide detailed, time-specific, measurable objectives to be achieved.

(iii) Quality of Work

15

Describe the work that you have done previously in the area of developing strategic plans and assessment and planning tools, in writing Strategic Plans, in linking strategic plans with Community Health Improvement Plans and Performance Management, and in developing graphic. Provide examples of your work in these areas. This can be provided in written documents such as a copy of a report,

brochures, survey tools, etc. or it can be provided electronically jump drive or via a link. Select your best examples and limit it to no more than 20 examples. (Pages of example documents will not be counted towards your page limit.)

(iv) Project Narrative & Budget

10

The costs associated with the proposed project should directly reflect the action steps necessary to implement the proposed objectives listed in Section IV. The costs should not reflect any intended activity *not* specifically indicated in the proposed work plan. Any In-Kind Services and their association with the proposed project should be listed and justified. Does the budget justification provide a basis for the level of service proposed? A budget proposed for the services in this RFP must include explanations for the following line items (if applicable)

- a. All personnel whose salaries will be paid in whole or in part with this RFP funding opportunity, including fringe benefits (% and dollars)
- b. Meeting & logistic costs
- c. Projected costs of events or activities that will support the services in this RFP
- d. Costs for supplies, incentives
- e. Marketing- if budget will be allocated for marketing purposes, provide Marketing plan and expenses
- f. Purchases over \$500.00 to support the implementation, monitoring and evaluation of the program, including equipment.
- g. Travel and trainings cost directly associated with, and to benefit the work supported by, this RFP funding opportunity.
- h. Indirect costs (attach any negotiated indirect cost rates approved by a cognizant agency), otherwise there is an indirect cost limit of 10% of eligible direct costs)

E. Other Required Document Attachments

1. Financial Documents (not counted for page limits):

In addition to your budget proposal, the following organizational fiscal information must be provided as part of your Proposal.

- a. A copy of your organization's budget for the most recent fiscal year.
- b. A summary of your current 2027 contracts, including funding source(s)
- c. A list of outside funds applied for and/or awarded to support goals related to the services listed in this RFP.
- d. Listing of governing body members and officers, as applicable.
- e. Include all of the following as evidence of 501(c)3 status (Bylaws, Articles of Incorporation, IRS Tax Letter)

NOTE: successful bidders must obtain and maintain a current City of St. Louis business license and pay all applicable taxes to the City of St. Louis.

2. Business Documents (not counted for page limits):

- a. Resume's and job descriptions of key staff (include for all staff positions that will be financially supported by this RFP funding opportunity if awarded)

- b. Copy of City of St. Louis business license
- c. Proof of non-delinquency on tax payments. Applicants are hereby advised that every contract for services executed on behalf of the City shall require certification from the Collector of Revenue dated not more than thirty (30) working days prior to the execution of the contract stating that the contractor has paid all City earnings taxes due as of the date of the certification and has filed all returns of earnings tax and payroll expense tax required to be filed as of the date of the certification and from the License Collector that the contractor has a current business license, if applicable. Any contract for services executed without such certifications shall be void and of no force or effect. Every contract for services executed on behalf of the City shall reflect a deduction of the earnings tax at the rate of one per cent on the amount of each payment, subject to subsequent adjustment or refund when the subject earnings tax return is filed.
- d. Applicant's organizational chart(s)
- e. Living Wage Requirements: Applicants are hereby advised that the St. Louis Living Wage Ordinance #65597 and associated Regulations apply to the service for which proposals are being sought herein. This Ordinance requires that, unless specific exemptions apply, all individuals who perform work pursuant to a contract executed between the successful Applicant and the DOH must be paid a minimum of the applicable Living Wage rates set forth in the attached Living Wage Bulletin (Appendixes B, C, D) and, if the rates are adjusted during the term of the contract pursuant to the Ordinance, applicable rates after such adjustment is made. A successful Applicant's failure to comply with contract provisions related to the Living Wage Ordinance may result in termination of the contract and the imposition of additional penalties as set forth in the Ordinance and Regulations.

Copies of the Ordinance and Regulations are available upon request from DOH, or can be accessed through the City of St. Louis website. The current copy of the Living Wage Bulletin (Appendix C) is attached.

F. No Unauthorized Alien Employees Affidavit (Appendix D)

Complete and attach the No Unauthorized Alien Employees Affidavit (Appendix D of this RFP).

G. Anti-Discrimination Against Israel (Appendix E)

Applicant is hereby advised that, as a condition of any Agreement stemming from this RFP, Applicant, shall, pursuant to the provisions of 34.600 of the Revised Statutes of Missouri, by sworn affidavit affirm that it is not currently engaged in and shall not, for the duration of the contract, engage in a boycott of goods or services from the State of Israel; companies doing business in or with Israel or authorized by, licensed by, or organized under the laws of the State of Israel; or persons or entities doing business in the State of Israel.

Complete and attach the Anti-Discrimination Against Israel Affidavit (Appendix E of this RFP).

H. Optional Attachments

While additional documentation is not required, it is encouraged as it relates to the Abstract, Project Narrative, financial and other business documentation. Examples of such documentation may include, but are not limited to:

- a. Letters of Commitment/Support
- b. Memoranda of Agreement/Understanding (MOA/MOU)
- c. Promotional/ marketing materials

IX. CONTRACT REQUIREMENTS

Applicants are advised that the following or substantially similar provisions will be required in any contract awarded pursuant to this RFP. Supplementary Terms and Conditions may be required if any contract awarded pursuant to this RFP is funded, wholly or in part, with State or Federal grant funds.

A. Insurance Requirements

Upon any award of a contract, the Successful Applicant shall procure and maintain, at the Successful Applicant's expense, the following insurance coverage for the entire period of the contract. Certificates of Insurance (ACORD Form) evidencing the policy dates and policy coverages of such insurance must be provided to the DOH prior to the execution of the contract. The costs of such insurance will be paid by Successful Applicant or its sub recipient(s) (second-tier entity/entities). Successful Applicant may furnish separate certificates of insurance and policy endorsements for each second-tier entity as evidence of compliance with these insurance requirements. Successful Applicant is responsible for ensuring compliance with all the insurance requirements.

1. General Liability Coverage insuring property damage and injury to persons of at least \$1,000,000 each occurrence/\$3,500,000 general aggregate
2. Personal Injury Liability Insurance covering the risks of dog bites or assaults and acts of the Successful Applicant's employees while acting within the scope of their duties in the stated amount of \$1,000,000 per person and \$1,000,000 per occurrence.
3. Automobile Public Liability and Property Damage Insurance for all owned, leased or non-owned automobiles provided the vehicle is being used in the business of the Agreement in the stated amount of \$1,000,000 per person and \$1,000,000 per accident and \$1,000,000 aggregate for property damage.
4. Worker's Compensation and Employer's Liability as required by state law

For Commercial General Liability and Auto Liability, Successful Applicants shall include the "City of St. Louis", its elected and appointed officials, employees, and volunteers as Additional Insured, and all policies coverage shall be primary and non-contributory. Said insurance must provide for the immediate notice in writing to the City of St. Louis Department of Health of any changes in coverage or named insured occurring during the term of the contract.

Failure by Successful Applicant, its agents, employees, officers, and/or sub recipient(s) (second-tier entity/entities) to comply with the insurance requirements will constitute a material breach of the Contract.

The Contactor's insurance provider shall be authorized to transact business in the State of Missouri, and registered with the Missouri Department of Insurance - Financial Institutions & Professional Registration. In addition, the insurance company must have a financial strength rating of "A-" or better and a financial class size IV or greater as indicated in A.M. Best's Key Rating Guide

<http://222.ambest.com/home/default.aspx>

Such liability insurance coverage must also extend to damage, destruction and injury to City owned or leased property and City personnel, and caused by or resulting from work, acts, operations, or omissions of Applicant, its officers, agents, employees, contractors, subcontractors, licensees, invitees, representatives, and independent contractors and, contractual liability insurance sufficient to cover Applicant's indemnity obligations hereunder. The City will have no liability for any premiums charged for such coverage, and the inclusion of the City as an Additional Insured is not intended to, and does not make the City a partner or joint-venture with Consultant in its operations hereunder. Each such insurance policy must, by endorsement, provide primary coverage to the City when any policy issued to the City provides duplicate or similar coverage and, in such circumstances, the City's policy will be excess over Applicant's policy.

B. Indemnification

The Successful Applicant must agree to the following:

1. The Contractor is, and at all times hereunder, shall be and remain an independent contractor and nothing herein shall be interpreted to mean that the Contractor or any of its employees or agents is an employee or agent of the City of St. Louis.
2. The Contractor will protect, defend, and hold the City, and its Board of Alderman, and its officers, employees, and agents completely harmless from and against all liabilities, losses, suits, claims, judgments, and fines or demands arising by reason of injury or death of any person or damage to any property, including all reasonable costs for investigation and defense thereof (including but not limited to attorneys' fees, court costs, and expert fees), of any nature whatsoever arising out of or incident to this Agreement and the use or occupancy of the City's premises and the acts or omissions of Contractor's officers, agents, employees, consultants, subcontractors, licensees, invitees, or independent consultants regardless of where the injury, death, or damage may occur, unless and to the extent such injury, death or damage is caused by the negligence of the City. The Contractor will also use counsel reasonably acceptable to the City Counselor of the City, or his/her designee, in carrying out its obligations hereunder. No alderman, director, commissioner, board member, officer, employee or other agent of the City of St. Louis shall be personally liable under or in connection with this Agreement. The Provisions of this section survive the expiration or early termination of this Agreement.

C. Limitations on Liability

The City will not accept any contract awarded following this RFP that includes a limitation of liability clause. Limitations of liability clauses include, but shall not be limited to:

- A. Monetary caps on the amount a vendor or contractor will pay to the City under any circumstances.
- B. Limits on categories of risks or liabilities for which a vendor or contractor will compensate the City.
- C. Limits on or disclaimers of certain damages.
- D. Limits on when the City can bring a breach of contract or breach of warranty claim.
- E. Limits on when the City can bring a tort claim.

D. Public Records Law

Any Applicant awarded this contract acknowledges that the City is a "public governmental body" under and subject to the State of Missouri's Sunshine Law (the "Act"), Revised Statute of Missouri § 610.010 et seq. The City will not give prior notice of receipt of a request under the Act for any record that has been provided to it by Contractor, nor of any record disclosed pursuant to the Act. Nothing in any awarded contract shall supersede, modify, or diminish in any respect whatsoever any of the City's rights, obligations, and exceptions under the Act, nor will the City be held liable for any disclosure of records, including information that City determines in its sole discretion is a public record subject to disclosure under the Act.

E. Recordkeeping and Audit Requirements

Contractor shall provide City monthly written programmatic updates in the manner prescribed by the Director of Health, or his or her designee. Contractor shall maintain adequate records to establish that the funds provided herein are expended on eligible costs. All records and documentation shall be made available to City and/or authorized agents to the extent necessary to adequately permit evaluation and verification of Contractor's full compliance with contract documents. In those situations where Contractor's records have been generated from computerized data or records, in addition to hard copy (reports), Contractor shall provide such information on disk or in a suitable alternative electronic format. Financial records, supporting documentation, statistical records, and all other records pertinent to this contract's activities shall be retained by Contractor for a period of at least five (5) years from the date of final payment under this contract and for any longer period, if any, required by local, state or federal agencies. Contractor shall maintain such records and accounts, including property, personnel and financial records, as are deemed necessary to assure a proper accounting of all contract funds. Upon request by City, Contractor shall allow City to monitor the services provided by Contractor through site visits during normal business hours. Contractor shall make all records available for inspection by representatives of City during normal business hours.

City reserves the right to audit Contractor's accounts relating to the contract at any time. Any questioned costs that may arise as a result of any audit can only be resolved in one of the following ways:

- A. Introduction of the appropriate documentation.
- B. Resolution of the questioned cost by Contractor in a manner that is satisfactory to City.

C. Repayment of questioned costs to the City.

F. Termination

Any contract awarded may be terminated by the City for convenience and without cause upon thirty (30) calendar days written notice delivered to Contractor, in which event Contractor shall be paid for all work performed up until the date of termination. Any contract awarded may be terminated by either party for cause upon ten (10) calendar days written notice delivered to the other should the other party fail substantially to perform in accordance with the Agreement's material terms. The non-performing party may use this ten (10) day notice period as an opportunity to cure any failure to substantially perform. If the Contractor abandons this contract, it shall indemnify the City against any loss caused by said abandonment.

G. Non-Appropriation of Funds

The City reserves the right to not appropriate funds in any fiscal period to make the payments required under any agreement or contract. In the event funds are not appropriated in any fiscal period for the purposes of making payments as required, any agreement or contract for which the payments are not appropriated shall terminate without penalty or expense to the City whatsoever.

X. ADDITIONAL REQUIREMENTS

A. City Data Offshore Use and Storage

A. Each Applicant submitting a bid to the City shall be required to provide certification of the location where City data will be used and, if applicable, the location of the server or servers on which City data will be stored, and whether the vendor contemplates a necessary use or storage of City data offshore.

B. Applicants must store City data on servers in the United States. Storage of City data or use thereof outside of the United States is not permitted, unless the City shall first have determined in writing that extraordinary circumstances require the shift of the City data's use or storage or that a failure to shift the City data's use or storage would result in economic hardship to the City.

C. If during the term of the contract or RFP process, City data is received or modified by the Applicant's/Contractor's or subcontractor's offshore workers or servers, such offshore receipt or modification of City data will be deemed a breach of contract or in violation of this RFP.

D. The City will not award a contract to a vendor who contemplates using or storing City data (or having a subcontractor use or store City data) pursuant to the contract at a site outside the United States, or does not provide disclosures as required above, unless one of the following conditions is met:

- i. The vendor or its subcontractor provides a unique good or service; the particular good or service is deemed mandatory for the purposes of the purchasing agency; and no comparable domestically-provided good or service can adequately duplicate the unique features of the good or service provided by the vendor or its subcontractor; or
- ii. A significant and substantial economic cost factor exists that outweighs the economic impact of ensuring use or storage of City data within the United States, such that a failure to use the vendor or subcontractor's services would result in economic hardship to the City; or
- iii. The vendor or its subcontractor maintains a significant business presence in the United States and only performs a trivial portion of work under the contract outside of the United States.

B. Prohibition of Clickwraps and End User License Agreements

The City shall not be bound by any digitally-mediated clickwrap or end user license agreement (EULA) that relates directly or indirectly to the work or transaction contemplated by this RFP or any contract awarded following this RFP. Any such EULA accepted by any City employee that relates directly or indirectly to the work or transaction contemplated by this RFP shall be non-binding on the parties to any contract awarded following this RFP. Proposed contract provisions shall be negotiated between the City and the Contractor prior to their acceptance, and if accepted, included in a contract awarded following this RFP. EULAs include, but shall not be limited to: Software license agreements separate from this Agreement; Terms of service separate from this Agreement; Privacy policies separate from this Agreement; Copyright policies separate from this Agreement; Data ownership policies separate from this Agreement; Security policies regarding storage of and access to client (City) data, separate from this Agreement.

DEVELOPMENT OF A STRATEGIC PLAN FOR THE DEPARTMENT OF HEALTH

REQUEST FOR PROPOSALS APPLICATION COVER SHEET

APPLICANT INFORMATION

1) LEGAL
NAME:

2) MAILING Address Information (include mailing address, street, city, county, state and zip code): Check if address ☐
change

3) PAYEE Mailing Address (if different from above): Check if address ☐
change

4) Federal Tax ID No.:

5) TYPE OF ENTITY (check all that apply):

- | | | |
|--|--|--|
| ☐ City | ☐ Nonprofit Organization* | ☐ Individual |
| ☐ County | ☐ For Profit Organization* | ☐ FQHC |
| ☐ Other Political Subdivision | ☐ Community-Based Organization | ☐ State Controlled Institution of Higher Learning |
| ☐ State Agency | ☐ Minority Organization (optional, for data collection purposes only) | ☐ Hospital |
| ☐ Indian Tribe | | ☐ Private |
| | | ☐ Other (specify): _____ |

**If incorporated, provide 10-digit charter number assigned by Secretary of State:*

6) PROPOSED BUDGET PERIOD: Start Date: End Date:

7) COUNTIES SERVED BY PROJECT:

8) AMOUNT OF FUNDING
REQUESTED:

9) PROJECTED EXPENDITURES

Does applicant's projected state or federal expenditures exceed \$500,000 for applicant's current fiscal year (excluding amount requested in line 8 above)? **

Yes ☐ No ☐

***Projected expenditures should include funding for all activities including "pass through" federal funds from all state agencies and non-project related DSHS funds.*

10) PROJECT CONTACT PERSON

Name:
Phone:
Fax:
E-mail:

11) FINANCIAL OFFICER

Name:
Phone:
Fax:
E-mail:

The facts affirmed by me in this proposal are truthful and I understand that the truthfulness of the facts affirmed herein are conditions precedent to the award of a contract. This document has been duly authorized by the governing body of the applicant and I (the person signing below) am authorized to represent the applicant.

12) AUTHORIZED
REPRESENTATIVE

Check if change ☐

Name:
Title:
Phone:
Fax:
E-mail:

13) SIGNATURE OF AUTHORIZED
REPRESENTATIVE

14) DATE

DEVELOPMENT OF A STRATEGIC PLAN FOR THE DEPARTMENT OF HEALTH

REQUEST FOR PROPOSALS

APPLICATION CHECK LIST

Please review and enclose this checklist to ensure that your application is complete. Applications that **do not contain a copy of each of the items below will be considered incomplete and will not be reviewed.**

- I. Application Cover Sheet _____
- II. Project Abstract _____
- III. Capacity to Perform the Scope of Services _____
- IV. Qualifications and Experience _____
- V. Required Services & Methodology _____
- VI. Quality of Prior Work _____
- VII. Budget _____
- VIII. Other Requirements
 - A. Other Financial Documents
 - 1. A copy of your organization's budget for the most recent fiscal year. _____
 - 2. A summary of your current 2027 contracts, including funding source(s) _____
 - 3. A list of outside funds applied for and/or awarded to support goals related to the services listed in this RFP. _____
 - 4. Listing of governing body members and officers, as applicable. _____
 - 5. Include all of the following as evidence of 501 (c) 3 status (Bylaws, Articles of Incorporation, IRS Tax Letter) _____
 - B. Business Documents
 - 1. Resume's and job descriptions of key staff (include for all staff positions that will be financially supported by this RFP funding opportunity if awarded) _____
 - 2. Copy of City of St. Louis business license _____
 - 3. Proof of non-delinquency on tax payments _____
 - 4. Applicant's organizational chart(s) _____
 - 5. No Unauthorized Alien Employees Affidavit (Appendix D) _____
 - 6. Anti-Discrimination Against Israel (Appendix E) _____
 - C. Optional Attachments _____

APPENDIX A

QUALIFICATIONS

IF CONTRACTS ARE ISSUED

1) Material and Reports and Additional Requirements:

- a. DOH reserves the right to approve and/or disapprove the education curricula, brochures, and media messages used associated with this proposal.
- b. All printed material and PowerPoint presentations must be submitted to DOH prior to their use. DOH reserves the right to approve and/or disapprove all printed materials and presentations.
- c. DOH reserves the right to approve and/or disapprove, or make changes to all documents resulting from this contract, including the Strategic Plan.
- d. All documents associated with this contract may have the developing agency's logo, but **MUST** also include the logo of the City of St. Louis Department of Health. All documents must be dated.
- e. All scheduled meeting must be conducted as scheduled, unless there is an unforeseen emergency such as a natural disaster.
- f. All meeting must have agenda's and summary of outcomes.
- g. All assessments must have thorough documentation and analysis.
- h. DOH reserves the right to approve and/or disapprove all meeting locations and adjust the schedules with ample notice.

APPENDIX B

ST. LOUIS LIVING WAGE ORDINANCE

LIVING WAGE COMPLIANCE PROVISIONS: This contract [agreement] is subject to the St. Louis Living Wage Ordinance 65597 and the Regulations associated therewith, copies of which are attached hereto and incorporated herein by this reference. The Ordinance and Regulations require the following compliance measures, and Contractor hereby agrees to comply with these measures:

1. **Minimum Compensation:** Contractor hereby agrees to pay an initial hourly wage to each employee performing services related to this contract [agreement] in an amount no less than the amount stated on the attached Living Wage Bulletin. The initial rate shall be adjusted each year no later than April 1, and Contractor hereby agrees to adjust the initial hourly rate to the adjusted rate specified in the Bulletin at the time the Bulletin is issued.
2. **Notification:** Contractor shall provide the Living Wage Bulletin to all employees, together with a “Notice of Coverage”, in English, Spanish, and other languages spoken by a significant number of the Contractor’s employees within thirty (30) days of contract execution for existing employees and within thirty (30) days of employment for new employees.
3. **Posting:** Contractor shall post the Living Wage Bulletin, together with a “Notice of Coverage”, in English, Spanish, and other languages spoken by a significant number of the Contractor’s employees, in a prominent place in a communal area of each worksite covered by the Contract.
4. **Subcontractors—Service Contracts:** Contractor hereby agrees to require Subcontractors, as defined in the Regulations, to comply with the requirements of the Living Wage Regulations, and hereby agrees to be responsible for the compliance of such Subcontractors. Contractor shall include these Living Wage Compliance Provisions in any contract with such Subcontractors.]
5. **Term of Compliance—Service Contracts:** Contractor hereby agrees to comply with these Living Wage Compliance Provisions and with the Regulations for as long as work related to this contract is being performed by Contractor’s employees, and to submit the reports required by the Regulations for each calendar year or portion thereof during which such work is performed.]
6. **Reporting:** Contractor shall provide the Annual Reports and attachments required by the Ordinance and Regulations.
7. **Penalties:** Contractor acknowledges and agrees that failure to comply with any provision of the Ordinance and/or Regulations and/or providing false information may result in the imposition of penalties specified in the Ordinance and/or Regulations, which penalties, as provided in the Ordinance and Regulations, may include, without limitation, per order of the City Compliance Official, the following:
 - Suspension and/or termination of the contract, subcontract, lease, concession agreement or financial assistance agreement by the City.
 - Forfeiture and repayment of any or all of the financial assistance awarded by the City of St. Louis.
 - Barring the Contractor or CFAR from eligibility for future City contracts and/or financial assistance until all ordered relief has been made or paid in full.
 - Liquidated damages payable to the City of St. Louis in the amount of \$500 for each week, or part thereof, that an employee has not been provided wages and benefits in accordance with the Living Wage Ordinance. Each weekly violation shall constitute a separate violation of the Ordinance and must be demonstrated separately.

APPENDIX C

ST. LOUIS LIVING WAGE ORDINANCE LIVING WAGE ADJUSTMENT BULLETIN

NOTICE OF ST. LOUIS LIVING WAGE RATES EFFECTIVE APRIL 1, 2026

In accordance with Ordinance No. 65597, the St. Louis Living Wage Ordinance (“Ordinance”) and the Regulations associated therewith, the City Compliance Official for the City of St. Louis has determined that the following living wage rates are now in effect for employees of covered contracts:

- 1) Where health benefits as defined in the Ordinance are provided to the employee, the living wage rate is **\$17.08** per hour (130% of the federal poverty level income guideline for a family of three); and
- 2) Where health benefits as defined in the Ordinance are not provided to the employee, the living wage rate is **\$22.63** per hour (130% of the federal poverty level income guideline for a family of three, plus fringe benefit rates as defined in the Ordinance).
- 3) The prevailing fringe benefits rate, as required under the Ordinance and defined by section 6.20.010 of the Revised Code of the City of St. Louis, is **\$5.55** per hour.

These rates are based upon federal poverty level income guidelines as defined in the Ordinance and these rates are effective as of APRIL 1, 2026. These rates will be further adjusted periodically when the federal poverty level income

guideline is adjusted by the U.S. Department of Health and Human Services or pursuant to Chapter 6.20 of the Revised Code of the City of St. Louis.

The Ordinance applies to employers who are covered by the Ordinance as defined in the Ordinance, where the contract or grant is entered into or renewed after the effective date of the Ordinance, which is November 3, 2002. A copy of the Ordinance may be viewed online at [Ordinance 65597 | City of St. Louis Ordinances \(stlouis-mo.gov\)](#) or obtained from:

City Compliance Official
c/o St. Louis Airport Authority
St. Louis, Missouri
(314) 426-8111



CITY OF ST. LOUIS LIVING WAGE ORDINANCE

NOTICE TO EMPLOYEES

St. Louis Living Wage Rates Effective April 1, 2026

This employer is a contractor with the City of St. Louis. This contract is subject to the Living Wage Ordinance (LWO) Number 65597 established by the Board of Aldermen. If you are an employee performing any service under this contract, you must be paid a "Living Wage."

THESE ARE YOUR RIGHTS...

Living Wage

If you are an employee performing services under a City contract, you must be paid not less than the living wage rate of **\$17.08** per hour plus at least **\$5.55** per hour in health benefits, or **\$22.63** per hour if health benefits are not offered.

Retaliation

You cannot be transferred, demoted or terminated for reporting violations of the Living Wage Ordinance. All acts of retaliation can be reported to the Living Wage Program Compliance Officer by calling the Living Wage Hotline.

You may Report Living Wage Violations to:

LIVING WAGE HOTLINE: (314) 890-1809

ST. LOUIS CITY LIVING WAGE COMPLIANCE: (314) 426-8111

APPENDIX D

STATE OF _____)
)ss.
COUNTY OF _____)

AFFIDAVIT OF UNAUTHORIZED ALIEN EMPLOYEES

Before me, the undersigned Notary Public, personally appeared _____ (Name)
who, by me being duly sworn, deposed as follows:

My name is _____ (Name), I am of sound mind, capable of making
this Affidavit, and personally acquainted with the facts herein state:

I am the _____ (Position/Title) of _____ (Contractor),
and I have the legal authority to make the following assertions:

1. _____ (Contractor) does not knowingly employ any person who is an
unauthorized alien in connection with this Contract.
2. _____ (Contractor) is currently enrolled in and actively participates in a
federal work authorization program with respect to the employees working in connection
with this Contract, as required pursuant to Sections 285.525 through 285.555 of the
Revised Statutes of Missouri 2000, as amended.

Affiant

IN WITNESS WHEREOF, I have hereunto subscribed my name and affixed my official seal this
_____ day of _____, 20____.

Notary Public

My Commission Expires:

APPENDIX E

STATE OF _____)
)SS.
COUNTY OF _____)

AFFIDAVIT OF COMPLIANCE WITH ANTI-DISCRIMINATION AGAINST ISRAEL ACT

Before me, the undersigned Notary Public, personally appeared _____ (**Name**), who, by me being duly sworn, deposed as follows:

My name is _____ (**Name**). I am of sound mind, capable of making this Affidavit, and personally acquainted with the facts herein stated:

I am the _____ (**Position/Title**) of _____ (**Company/Entity**).

I have the legal authority to make the following assertion and certification and do hereby certify that:

Pursuant to RSMO. Section 34.600, _____ (**Company/Entity**) is not currently engaged in and shall not, for the duration of the contract, engage in a boycott of goods or services from the State of Israel; companies doing business in or with Israel or authorized by, licensed by, or organized under the laws of the state of Israel; or persons or entities doing business in the state of Israel.

Affiant

IN WITNESS WHEREOF, I have hereunto subscribed my name and affixed my official seal this ____ day of _____, 20__.

Notary Public

My Commission Expires: