



Strategic Capacity and
Connection: St. Louis Aging
Services Delivery Network
Request for Letters of Interest

Issued
April 23, 2025

Letters of Interest Due
May 5, 2025

Strategic Capacity and Connection: St. Louis Aging Services Delivery Network

The City of St. Louis Senior Citizens' Services Fund, dba St. Louis City Senior Fund (hereafter "Senior Fund"), a political corporation of the State of Missouri, invites qualified organizations to submit proposals for providing services as described herein. It is desired to select a firm to coordinate and facilitate meetings among peer organizations and revise a model of service delivery for older adults in the City of St. Louis. Work on the service delivery system will focus on meeting basic needs for older adults (60+). See sidebar for basic needs descriptions.

Letters of Interest (LOIs) will be received until **5:00 P.M. on May 5, 2025**, c/o Ms. Nicole Brueggeman via email at info@stlseniorfund.org.

1. BACKGROUND

On November 8, 2016, the voters of the City of St. Louis approved the levy of a \$.05 per \$100 assessed valuation property tax to fund the Senior Fund. This tax is authorized by Sections 67.990 – 67.995 R.S. Mo. and was placed on the ballot as provided by law by Ordinance 70314.

Senior Fund is governed by a seven-person Board of Directors appointed by the Mayor of the City of St. Louis and approved by the Board of Aldermen. Senior Fund has three full-time employees. Since its inception, Senior Fund has supported older adult programs and services in the City of St. Louis through distribution of over \$13 million in grants to directly support services for older adults.

2. PROJECT OVERVIEW

Senior Fund seeks a skilled and visionary consultant or facilitation team to lead a time-sensitive, multi-agency planning process aimed at reimagining and redesigning the aging services delivery system in the City of St. Louis. Recent and anticipated reductions in federal and state funding, along with federal structural shifts in the aging services infrastructure, require a bold and collaborative revision of how services are delivered and coordinated across the city.

WHAT ARE BASIC SERVICES IN AN AGE FRIENDLY ST. LOUIS?

I. Safety and Stability

Access to food/nutrition

Healthy and accessible meals (congregate, home-delivered, shelf-stable – food pantries.)

Safe, stable housing

Eviction prevention, home repairs/ modifications, utility assistance.

Access to healthcare and medication

Transportation to appointments, telehealth access, medication delivery, health services for uninsured and underinsured

II. Connection & Navigation

Information referral and system navigation

Centralized systems, case management, and resource navigation that helps people understand and access available supports

With approximately 62,000 adults aged 60 and older living in the city, the need for a coordinated and sustainable system of support has never been more critical. Aging service providers and community-based organizations have long been doing the hard, on-the-ground work to meet the evolving needs of older adults—often with limited resources and under increasing pressure.

This planning effort will bring together a diverse coalition of stakeholders—aging services providers, city leadership, and cross-sector partners—to explore the current landscape, identify system gaps and opportunities, and co-create a more integrated, responsive, and future-ready model to deliver **basic services** to older adults throughout the City of St. Louis.

The selected consultant will design and facilitate a series of structured and outcomes-driven sessions that honor past and present work while guiding a vision for a strong future for service delivery. Emphasis will be placed on efficiently and effectively meeting the evolving basic needs of older adults through a service delivery model, improving access to information and strengthening network communication.

This effort will help inform the Senior Fund as it strategically identifies opportunities to help older adults in the City of St. Louis interact with an age-friendly delivery system.

3. PROJECT GOALS

- Engage organizational leaders, city officials, and cross-sector partners to ensure a comprehensive understanding of service delivery across the network(s).
- Examine the historical design of aging services within the City of St. Louis.
- Facilitate the development of a revised delivery system model that is responsive to current community needs and funding constraints.
- Identify opportunities for resource sharing, collaboration, and increased efficiency across the local aging services network.
- Develop a model that supports the creation of an Age-Friendly St. Louis, aligned with national best practices and local assets.

4. SCOPE OF WORK

The selected consultant will:

1. Design and facilitate approximately 4–6 working sessions (in-person and/or hybrid) in the City of St. Louis, using interactive methodologies.
2. Guide participants through a review of the historical service landscape, followed by visioning and design of a reimagined system of care.
3. Prioritize basic service needs in overall model design, a mix-use of deployment tools and infrastructure paths should be identified.
4. Coordinate closely with planning committee to ensure alignment of goals, timelines, and stakeholder engagement, and cost/benefit analysis strategies.

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5. Provide pre-session planning and post-session synthesis, including stakeholder summaries and actionable recommendations.
6. Connect model to the emerging Missouri Master Plan on Aging Needs Assessment at <https://health.mo.gov/seniors/masterplanaging/>
7. Establish a regular cadence of meetings with Senior Fund staff (for lifecycle of the project).
8. Deliver a final report and strategic framework that outlines a cohesive model for coordinated service delivery, shared resources, and sustainable infrastructure.
9. Present recommendations through online or in-person meeting format.

5. PREFERRED QUALIFICATIONS

To be considered, a firm must be:

- Located within Missouri, or Illinois, preferably St. Louis metropolitan region.
- Understanding of service delivery, supply chain principles, and direct service orientation.
- Experience with quasi- or independent governmental agency.
- Demonstrate experience working with diverse coalitions and embedded systems of service delivery.
- Knowledge of Change Management Principles.
- Expertise in systems thinking, system dynamics model building, prototyping, futurist thinking, collaborative innovation, and cross-sector facilitation.
- Demonstrate experience facilitating complex, time-sensitive, multi-stakeholder processes.
- Familiarity with the City of St. Louis landscape is strongly preferred.
- Able to meet the needs of the Senior Fund in a timely manner or according to timeline.

6. LETTER OF INTEREST SPECIFICATIONS

To meet our evaluation criteria, please provide the following information in your Letter of Interest. Since we will be comparing letters from several organizations, please provide the information requested in this section in the order requested. The **Letter of Interest should be no more than three pages** (feel free to insert hyperlinks to webpages, work samples, etc.).

- **Firm Description:** Provide a description of your firm (staff size, number of professionals, industries served, etc.) – Include who will be the lead contact person for the project, their title, and their preferred contact information.
- **Scope of Services:** Include your understanding of the scope of the services to be provided and the reports and documents required.
- **Team Approach:** Outline your/your team's approach to facilitation, stakeholder engagement, and large-project management.

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- **Experience:** Describe at least two examples of working with a diverse set of stakeholders and the strengths you employ to facilitate decision making in a group setting.
- **Approach to Deadline:** Illustrate how your organization will meet an **August 31, 2025** deadline for engaging stakeholders, synthesizing information, model building, and information presentation.
- **Budget:** Please provide a budget for the Scope of Work presented above. Budget should not exceed \$40K.
- **Conflicts of Interest:** Describe any existing or potential relationships between your firm and our organization and any employee or officer of Senior Fund Board of Directors that could affect your independence and objectivity because of an actual or perceived conflict of interest.

7. TIMELINE FOR PROCUREMENT PROCESS

Letters of Interest should be submitted no later than **5:00pm on Monday, May 5, 2025** addressed to:

Ms. Nicole Brueggeman
Executive Director – St. Louis City Senior Fund
info@stlseniorfund.org

The Senior Fund team will review Letters of Interest and select organizations that will move forward to an online interview. Interviews will be scheduled for **May 7 and May 8, 2025**.

The Senior Fund team will present a final recommendation to the Board of Directors on Thursday, **May 15, 2025**.

It is Senior Fund's intention to enter into an agreement on/before June 1, 2025 with the selected contractor.

If there are questions relating to Senior Fund or specific to the project, questions may be posed to Ms. Nicole Brueggeman at info@stlseniorfund.org until the deadline. Ms. Brueggeman will promptly post the response and will copy any other proposer who requests to be copied on email correspondence. To request being copied please send your request to Nicole Brueggeman at the email address above.

8. SELECTION CRITERIA

Senior Fund reserves the right to select an organization for this project that will support the time-sensitive and complex needs of the service delivery network. Considerations will include but not be limited to:

1. Approach to the work outlined in the Scope of Work Section and Goals in this Request.

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2. Ability to demonstrate working across coalitions and engaging diverse stakeholder perspectives.
3. Sensitivity to the overall project timeline and related changes and challenges in the federal and state landscapes.
4. Staff experience.
5. Budget range.

9. RIGHT TO REJECT PROPOSALS

Senior Fund reserves the right to reject proposals submitted, to request additional information or clarification from any or all applicants, and/or negotiate changes with applicants at any time before, during, or after the procurement process. A respondent's submission of a proposal in no way guarantees procurement; No entitlement to funding for any individual or organization at any level is expressed or implied.