



REQUEST FOR PROPOSAL (RFP)

Project:	2025 Strategic Plan
RFP Open Date:	Tuesday, September 16, 2025
RFP Questions Due Date:	Friday, October 3, 2025
RFP Close Date:	Friday, October 10, 2025
Contact Information:	Erin Shane, Executive Director Board of Supervisors Office eshane@johnsoncountyiowa.gov 319-356-6000
Project Description:	The Board of Supervisors has initiated a Request for Proposal (RFP) process to identify a qualified consultant to facilitate and create the county's next strategic plan.

1. PURPOSE

The Johnson County Board of Supervisors has initiated a Request for Proposal (RFP) process to identify a qualified consultant to facilitate and create the county's next strategic plan. The Board seeks a consultant who has demonstrated experience in successfully developing consensus-based strategic plans, has strong facilitation skills, and has proven experience with local government strategic planning.

The purpose of this project is to develop a strategic plan that reflects the priorities of our employees, Board of Supervisors, and community. The plan is expected to guide Johnson County operations and decision making for the next three to five years.

2. REQUEST FOR PROPOSAL (RFP) TIMELINE

The timeline for this RFP is shown below.

RFP PROCESS - MILESTONE	DATE *
RFP Issued	Tuesday, September 16, 2025
RFP Questions Deadline	Friday, October 3, 2025
Response to RFP Questions Posted	Tuesday, October 7, 2025
RFP Submittal Deadline	Friday, October 10, 2025
RFP Review, Scoring, and Interviews	October 2025
Board of Supervisor Consultant Selection and Contract Approval	November 2025
<i>* Dates subject to change at the county's discretion</i>	

3. SUBMITTAL INSTRUCTIONS

RFP Location

This Request for Proposals will be available starting Tuesday, September 16, 2025 on the Johnson County Bids and Proposals page at: <https://www.johnsoncountyiowa.gov/bids-and-proposals>.

General Instructions

The consultant's response should provide a concise description of their capability to satisfy the requirements of this RFP. Specific response instructions are in Section 8 - Required RFP Submittals.

RFP Point of Contact

Erin Shane, Executive Director

Board of Supervisors Office

Phone: 319-356-6000

Email: eshane@johnsoncountyiowa.gov

Question and Answer Period

RFP questions can be submitted to the RFP Point of Contact through Friday, October 3, 2025. Questions received after this time may not be answered. Questions and answers will be posted as an addendum at the RFP location listed in this section by Tuesday, October 7, 2025.

RFP Due Date and Time

Proposals must be submitted electronically to the RFP Point of Contact email address listed above. Proposals must be received no later than 4:00 p.m. (CST) on Friday, October 10, 2025. Proposals received after this deadline will not be considered.

Open Records and Proprietary Information

All information received for RFP submissions is considered an open record and will be disclosed to those involved in the selection process, and as part of any open records request as required per Iowa Code Chapter 22 – Examination of Public Records (Open Records).

RFP Preparation and Presentation Costs

The County shall not be responsible for any costs incurred by the consultant to prepare, submit, or present for their RFP, including interview costs.

Right to Reject:

Johnson County reserves the right to waive any technicality or irregularity and select the responding entity that best meets the needs and interests of the County. The County also reserves the right to reject any or all submittals, portions, or parts thereof, abandon this RFP process, and/or to obtain services through other means.

4. SELECTION PROCESS

The Board of Supervisors appointed an 11-member Strategic Plan Committee comprised of elected officials, department directors, and county staff to facilitate this RFP process and subsequent plan development. Evaluation criteria listed in this RFP will be used as a guide by the Committee to review the proposals. The Committee will identify applicants to provide oral presentations, will receive the presentations, and will develop a recommendation to the Board of Supervisors for final candidate selection.

Respondents requested to make presentations to the Committee as part of the evaluation process must be able to discuss their credentials, special skills, and particular approaches to various elements of the project. Presentations will be limited to 30 minutes and may be delivered in person or virtually. Reasonable advance notice will be provided to selected respondents. Not all RFP respondents will be asked to participate in presentations.

The Board of Supervisors shall make the final candidate selection. Johnson County expects to enter into an agreement with the respondent whose proposal is most advantageous to the county, taking into consideration the evaluation factors outlined in the RFP. Ultimate selection is subject to negotiation and approval of a definitive project agreement satisfactory to Johnson County. The final selected candidate is expected to provide a draft agreement to the County no later than two weeks after receiving the notice of award for this RFP. Final decision notification to all RFP respondents will be made after the Board of Supervisors approves the chosen candidate.

5. COUNTY BACKGROUND

Johnson County is the fourth largest county in the State of Iowa with a 2022 population of 156,420 residents. Johnson County is home to 11 cities, towns, and areas including Iowa City, Coralville, Lone Tree, Tiffin, Oxford, North Liberty, Shueyville, University Heights, Hills, Swisher, Solon, and a subdivision of West Branch.

Johnson County is governed by a five (5) member Board of Supervisors. Other elected officials include the County Auditor, Attorney, Recorder, Sheriff, and Treasurer. Johnson County's adopted FY26 operational budget is \$166.4 million. The county has 22 departments with a workforce of approximately 600 employees, delivering a wide variety of services.

Johnson County is home to a wide variety of businesses including farming, retail, manufacturing, and academics. Johnson County is home to the University of Iowa, Iowa Healthcare, and the Veterans Affairs (VA) Iowa County Healthcare System. Residents of Johnson County enjoy close proximity to world class entertainment venues, restaurants, art, and culture.

Johnson County has historically maintained a county-wide strategic plan. The last plan expired in June 2022. Links to prior strategic plans are listed in the Relevant Documents section.

6. PROJECT OBJECTIVES

The purpose of the strategic plan is to serve as a roadmap for achieving Johnson County government's long-term vision and goals by defining priorities, allocating resources, and guiding operations toward a desired future state for the next three to five years.

The Johnson County strategic planning process and plan should:

- a. Establish and/or update the county's vision, mission and values.
- b. Re-affirm and prioritize the role of Johnson County government in the community.
- c. Engage internal and external stakeholders to gather meaningful input.
- d. Identify key issues and set realistic, actionable steps to address them.
- e. Define and document shared goals and priorities for the County government for the plan timeline.
- f. Establish measurable milestones to track progress toward goals.
- g. Establish a method for evaluating plan progress and reporting on outcomes.

Johnson County is setting basic parameters for this RFP to allow the consultant flexibility to rely on best practice and experience from comparable projects to form a response and proposed approach.

7. SCOPE OF WORK

The selected consultant will be responsible for providing the following as part of this project:

- a. Project Initiation and Planning
Meet with County leadership to confirm goals, expectations, and timeline. Review existing plans, policies, budgets, and performance data. Finalize project schedule and communication

protocols. Target completion date is June 2026, or as mutually agreed between the consultant and the county.

b. Stakeholder & Community Engagement

Create an engagement plan with participation from all County elected officials, all County department heads, County employees, key community stakeholders, and residents. The county is open to a combination of in-person and virtual engagement meetings but assumes most engagement activities will be in-person. Summarize key themes, challenges, and opportunities.

c. Vision, Mission, and Values Development

Facilitate development of draft vision, mission, and values statements. Refine and finalize statements based on input from County leadership and community engagement.

d. Strategic Priorities and Goal Setting

Identify strategic priority areas that reflect needs and the County's capacity to realize them. Develop measurable goals and objectives for each priority area. Ensure alignment with available resources and future budget planning.

e. Implementation Framework

Develop recommended strategies, action steps, timelines, and responsible parties for each strategic priority. Propose a performance measurement system, including key performance indicators (KPIs) and reporting mechanisms. Provide tools to support accountability and progress tracking.

f. Draft and Final Strategic Plan Development

Prepare a draft strategic plan for review by County leadership and stakeholders. Revise the draft plan based on feedback and produce a final strategic plan document. Provide a public-facing version that is accessible, visually engaging, and suitable for broad distribution. The final strategic plan deliverable should include eight printed and bound hard copies, full size PDF for future printing, and a reduced size PDF to post on the county website.

8. REQUIRED RFP SUBMITTALS

Submittals are limited to no more than fifteen (15) pages in length, excluding a cover sheet, cover letter, and/or appendices. 11 x 17 pages can be used for maps, exhibits, and/or schedule and will count as a single page. Submittals should include responses for each category listed in this section. Appendices are expected to contain pre-prepared marketing materials, full resumes, and/or other supporting documents.

At a minimum, submitted proposals shall include the following elements:

- a. Approach and Methodology: A description of the proposed project approach and methodology to be utilized that demonstrates the consultant's clear understanding of the nature of the project.
- b. Engagement Plan: Provide an overall approach to stakeholder involvement, as well as specific involvement activities and strategies.

- c. Work Plan / Schedule: Outline of a work plan and/or schedule identifying the major tasks to be accomplished.
- d. Project Team: Identify a list of key personnel who will be assigned to the project and their area of responsibility, work experience, qualifications, and availability to perform the proposed work. Include a description of the team's background and experience working together on similar studies. Identify one point person for this RFP.
- e. Examples of Similar Work / References: Provide at least three examples of similar strategic plan projects with local governments, including a point of contact for each project.
- f. Proposal Summary: The consultant shall summarize the key elements of the proposal and provide a discussion as to why their firm should be selected for this project.
- g. Project Cost: All costs must be categorized using the following standard budget categories.
NOTE: Proposals that fail to categorize costs according to the format below may be deemed non-responsive.

Cost Category	Definition
Personnel	Labor costs for consultants, facilitators, project managers, analysts, etc. Include hourly rates and estimated hours.
Travel & Lodging	Transportation, mileage, hotel, and per diem for staff travel related to this project.
Materials & Supplies	Project-specific materials, printing, workshop tools, etc.
Technology & Tools	Survey tools, virtual platforms, data tools, software, or other technology directly tied to the scope.
Community Engagement	Stipends, honoraria, or costs associated with engaging residents, stakeholders, or community partners
Translation/Accessibility	Interpretation, translation, or accommodations to ensure inclusive engagement.
Subconsultants/Partners	Any third-party vendors or partners.
Overhead/Indirect Costs	Administrative or indirect costs. Must be clearly justified.
Contingency/Miscellaneous	Optional. Limited to percentage of total costs and must be clearly justified.

- h. Conflict of Interest Statement
Disclosure of real or perceived conflicts of interest with the consultant team related to working with Johnson County.
- i. Challenges: Address potential challenges that you identify in this RFP and/or with this project. Indicate how these challenges can be managed and who would be involved in addressing these challenges.

9. EVALUATION CRITERIA

To be considered for an award, consultants must submit a complete response and have experience successfully performing similar work. Submittals will be evaluated on the following criteria:

#	METRIC
1	Qualifications, Experience and References
2	Cost
3	Methodology
4	Engagement Approach
5	Compliance with RFP

10. RELEVANT DOCUMENTS

- a. [Jan 2020 – June 2022 Strategic Plan](#)
- b. [Jan 2017 – Dec 2018 Strategic Plan](#)
- c. County website: <https://www.johnsoncountyiowa.gov/>