

Request for Proposals for Organizational Development Consultant

Release Date: Thursday, November 3, 2022

Due Date: Monday, November 28, 2022

Event Date: Tuesday, December 20 from 8 a.m. to 12 p.m. (Firm)

Johnson County Board of Supervisors seeks to engage an Organizational Development professional to assist Board Office Elected Officials and staff in building a more collaborative and effective work culture centered on transparency, accountability, and integrity. The consultant will develop and facilitate a retreat to identify current opportunities and share best practices in process improvement, public service delivery, and team leadership that are appropriate for a public entity and unit of local government, with an emphasis on respectful work environment, collegiality, and communication.

Organizational Development is the structured, intentional process of moving an organization from its current state to where it wants to be, or its future state. The focus of development is on the organization's culture, processes, and structures and making targeted change to better equip the organization to meet its strategic goals.

This RFP outlines the expectations and timeline for the scope of work. The selected consultant will possess capacity and competencies on a full range of services, including knowledge of Organizational Development initiatives and strategies, mediation and facilitation techniques, strategic goal setting, and change management.

Background:

The Board of Supervisors is comprised of five members elected at large. Each Supervisor serves a four-year term. The Board is the legislative body of the County and is empowered to enter into contracts in the name of the County, approve budget proposals of County departments and offices, manage County buildings and grounds, and implement policy.

The Board Office Staff is comprised of 15 staff members with various county-wide responsibilities, including communications, grants, special projects, local foods, and diversity, equity, and inclusion.

It is the mission of the Board to enhance the quality of life for the people of Johnson County by providing exceptional public services in a collaborative, responsive, and fiscally accountable manner. Johnson County has more than 20 departments that provide a variety of services including public land conservation, law enforcement, keeping records and vital statistics, elections, building and maintaining roads and bridges, providing a human services safety net, and overseeing many additional public programs and projects.

Scope of Work:

The selected consultant will:

- Develop and facilitate a workshop-style retreat to explore current operational challenges, identify opportunities for quality improvement, and share best practices in organizational development.
- Conduct interviews or distribute an input gathering resource (worksheet or survey) prior to the event to format the facilitation, keep the conversation on track, enable the participation of all members, clarify decisions, solidify action plans, and address unresolved challenges and conflicts.

- Review roles and responsibilities within the Board of Supervisors Office, current standard operating procedures, and inventory process documentation needs to make informed recommendations to improve resiliency and continuity of operations during transitions inherent in elected offices.
- Provide a post-retreat report or summary that outlines current operational challenges and action items to improve processes and public service administration.
- Provide a professional recommendation regarding additional steps or phases to advance organizational development with additional cost estimates and scope.

Preferred Qualifications:

- Experience helping government organizations cultivate and improve internal culture;
- Management training expertise;
- Expertise in assessing and implementing project management, team-building, and goal-setting best practices appropriate for the public service sector;
- Knowledge of organizational decision making systems and governance structures that foster inclusivity and/or shared leadership;
- Skilled in collaborative facilitation and mediation, especially for sensitive topics.

RFP Submission Requirements

Proposals should be no more than 7 pages, including references, and cover the following:

1. Organization Description: Brief history and summary of you/your organization and expertise.
2. Approach to Organizational Change: Please tell us about the process and methodology you would go through to help the Johnson County Board of Supervisors and staff improve our organizational culture. Detail how you will accomplish the above scope of work, including a clear delineation of what we should expect you to be responsible for and what you expect from Johnson County Supervisors and staff. Include how you plan to engage and include staff and other stakeholders as part of this process.
3. Deliverables: How will we measure success throughout the process?
4. Proposed timeline: Estimate the start and end dates for the process.
5. Budget: Proposed cost along with narrative description of what is included in this cost. All costs from conception to completion should be included.
6. Experience and Unique Qualifications: Describe your experience for similar requirements and the value that you brought to those assignments. This should include an overview of prior similar engagements, your work with public sector entities, average length of engagement, and what makes you a unique partner for Johnson County.
7. References: Provide three references.

Proposals must be sent electronically in a single PDF file to: mhensch@johnsoncountyiowa.gov, Subject Line: Organizational Development RFP, by Monday, November 28 at 4 p.m. CST. By submitting a proposal, you authorize Johnson County to contact references to evaluate your qualifications for this project. Johnson County will be available to answer questions during the proposal writing process by email and/or phone.

Evaluation Criteria

All proposals will be evaluated on the following criteria:

- Performance capability—the extent to which the proposal demonstrates the consultant’s ability to provide the depth and breadth of experience, skills, knowledge, and creativity generally required by this project.
- Completeness and quality of response, including clear deliverables, strong format and facilitation, and reasonable approach.
- Availability to develop a workshop-style retreat, conduct necessary outreach prior to the event date, and facilitate the event on Tuesday, December 20, 2022.
- Proposed cost and timeline.
- References.

The selected consultant will work with the Executive Director of the Board of Supervisors to refine the scope of work for the project and shall negotiate final conditions, compensation, and performance schedule for the subsequent contract to be executed.