

**Iowa Department of Cultural Affairs**  
**Strategic Planning Consultant**  
**Request for Proposals (RFP)**

## **I. Introduction**

The Iowa Department of Cultural Affairs (IDCA) seeks a qualified and experienced consultant to assist with the development of its next strategic plan.

The IDCA is updating its strategic plan to formulate a long-range vision and goals that reflect the current priorities of Iowans who work, learn and participate in the arts, history, culture, film and media, humanities and creative industries. The new strategic plan will guide the work of the IDCA across its three divisions: the Iowa Arts Council; the State Historical Society of Iowa and State Historic Preservation Office; and Produce Iowa, the state office of film and media production.

The department's strategic plan will be developed with significant input from Iowans and must represent the views and interests of various stakeholders, including: arts and cultural organizations, artists, educators, historians, filmmakers, creative businesses, historic preservationists, humanists, and others.

The process of seeking public input and developing the plan, in coordination with IDCA leadership, is expected to begin in April 2021 and to conclude by the end of the calendar year.

The process of gathering public input for the strategic plan will complement a separate, statewide survey of the Iowa humanities community, for which a qualified consultant is also sought. As such, qualified consultants are encouraged to apply for both opportunities.

## **II. Background Information**

The Iowa Department of Cultural Affairs empowers Iowans to build and sustain culturally vibrant communities by connecting to the people, places and points of pride that define our state. Through its divisions — the Iowa Arts Council; the State Historical Society of Iowa and State Historic Preservation Office; and Produce Iowa, the state office of film and media production — the department helps Iowans use art, history, film and culture to boost the creative economy and make Iowa an attractive place to visit, live, work and play.

The IDCA's current strategic plan, initially adopted in 2016-18 and built upon in 2019-2021, addresses [five themes](#): connectivity, awareness, sustainability, education and a need for a cultural center for all Iowans. The community engagement process connected to the plan reached more than 1,500 individuals through community conversations; interviews with community leaders and Iowa legislators; and online participation.

The IDCA is a state agency and works to advance Governor Kim Reynolds' comprehensive [Vision for Iowa](#).

### III. Scope of Work

The IDCA's strategic planning process is guided by Iowa Code 303.1.2.d, which states that the department shall "design a comprehensive, statewide, long-range plan with the assistance of the Iowa arts council to develop the arts in Iowa." This mandate will be applied across the department's divisions, including the State Historical Society of Iowa and Produce Iowa, to also include history, film and humanities in the plan.

The IDCA seeks broad-based, public participation in formulating its next strategic plan. It is expected that most public participation will be collected through virtual meetings; online surveys; and phone interviews, though other input methods may be considered.

A strategic plan is meant to be a living, usable document that is reflective of the priorities of those it serves; guides the allocation of internal resources; and is supported by realistic and measurable goals, combined with actionable plans, strategies and timelines.

Additionally, the IDCA is guided by the American Alliance of Museums' (AAM) [recommendations](#) on institutional strategic planning. Following AAM's guidelines, the IDCA's plan shall:

- Reflect the current and a multi-year timeframe
- Align with current mission
- Include a summary of the planning process, including a brief description of how the public participated
- Articulate a strategic vision and goals as well as actions steps to achieve them
- Cover all relevant areas of departmental operations
- Identify the human and financial resources required to carry out the plan
- Assign responsibility for completion of action steps
- Include information about how success will be measured and evaluated
- Bear a date approved by the governing authority
- Be developed in such a way as to encourage statewide public and professional involvement
- Contain a summary assessment of current important issues facing the arts, culture, history and film/media
- Include citations of any research or support documents used in preparing the plan.

### Period of Performance

The performance period for this project is estimated to take place between April 1, 2021 and December 31, 2021. A list of list key milestones and deadlines is included. This period of performance, along with key project milestones, are subject to adjustment by the department.

## Services and Deliverables

Tasks connected to the development of the plan that will require the consultant's time and services include:

- Background preparation through the review of project requirements, previous strategic plans, and drawing on best practices related to strategic planning
- Provide a detailed timeline for approval by the Agency to ensure the deadline is reached
- Meet, as necessary, in person or virtually with the Agency as established in the timeline
- Provide regular updates on progress via email or conference calls as established in the timeline to the Agency
- Inform online survey structure and questions for general public input; once finalized, manage the survey and analyze survey data for trends and themes
- Inform design of the Agency's strategic planning process by assisting with determination of number of sessions, format of sessions, participants, locations, etc.
- Develop agendas, discussion guides, and presentations (including PowerPoint presentations) for meetings in partnership with the Agency
- Advise on the design of the public input process and inform on the development of facilitation questions for public input sessions
- Facilitate public meetings, in partnership with the Agency, and record comments and input; travel, if necessary, to public input sessions
- Synthesize raw feedback from strategic planning sessions, public input sessions and survey to organize information into themes that advise the Agency on necessary adjustments and updates to existing strategic plan
- Draft goals, action steps and strategies, in partnership with the Agency and key stakeholders at multiple stages of the plan's development

Note: While it is a goal to have some meetings in person, due to COVID-19 and the need to socially distance, the department is currently planning to host public meetings virtually (online). Any legitimate travel expenses incurred by the Contractor in the course of performing the work will be covered under the terms of a Not to Exceed estimate, in accordance with the Contractor's proposal and fees.

To clarify, tasks that are the responsibility of the IDCA staff include:

- Identification and invitation of key stakeholders to public input sessions and/or survey
- Creation of survey content, in collaboration with consultant
- Gathering of data related to the IDCA's existing programs, grants and activities
- Public relations and any promotional activities connected to the plans, sessions and/or survey
- Meeting logistics and scheduling
- Photographs for final plan
- Formatting, graphic design, and layout of the final plan

**Key Milestones and Deadlines**

Subject to adjustment:

RFP posted	4/2/2021
RFP questions due to DCA	4/16/2021
RFP answers posted by DCA	4/16/2021 - 4/19/2021
All RFP submissions due	4/23/2021
RFP awarded to contractor	4/30/2021
Meeting with DCA Leadership	May 2021
Public Meetings	May, June, July
Review draft themes and findings from Public Meetings with Departmental Leadership/Planning Team to inform Public Survey questions	July
Public Survey	August 1 - September 1
Draft goals and strategies	September
Review draft goals and strategies with Departmental Leadership/Planning Team	By September 30
Further plan development / public comment period Advisory Committee Meeting #1	October, November, December
DCA presentation to relevant Boards and Commissions	December 2021

**IV. Required Proposal Elements**

Respondents shall be required to provide the following information:

1. Contact Information
  - 1.1. Name, address, telephone number, fax number and e-mail address of the Respondent including all d/b/a's or assumed names or other operating names of the Respondent and any local addresses and phone numbers.

- 1.2. Type of business entity
  - 1.3. State of incorporation, state of formation, or state of organization.
  - 1.4. The location(s) including address and telephone numbers of the offices and other facilities that relate to the Respondent's performance under the terms of this RFP.
  - 1.5. Number of employees.
  - 1.6. Name, address and telephone number of the Respondent's representative to contact regarding all contractual and technical matters concerning the Proposal.
  - 1.7. Name, address and telephone number of the Respondent's representative to contact regarding scheduling and other arrangements.
  - 1.8. Name, contact information and qualifications of any subcontractors who will be involved with this project the Respondent proposes to use and the nature of the goods and/or services the subcontractor would perform.
  - 1.9. The successful Respondent will be required to register to do business in Iowa before payments can be made. For vendor registration documents, go to:  
<https://das.iowa.gov/procurement/vendors/how-do-business>
2. Experience
- 2.1. Number of years of experience with providing the types of goods and/or services sought by the RFP.
  - 2.2. The level of technical experience in providing the types of goods and/or services sought by the RFP.
  - 2.3. A list of all goods and/or services similar to those sought by this RFP that the Respondent has provided to other businesses or governmental entities.
  - 2.4. Letters of reference from three (3) previous customers or clients knowledgeable of the Respondent's performance in providing goods and/or services similar to the goods and/or services described in this RFP and a contact person and telephone number for each reference.
3. Key Project Personnel
- 3.1. Full name
  - 3.2. Education
  - 3.3. Years of experience and employment history particularly as it relates to the specifications of the RFP. The Respondent must provide resumes for all key personnel who will be involved in providing the goods and/or services contemplated by this RFP. The following information must be included in the resumes:
4. Acceptance of Terms and Conditions
- By submitting a Proposal, Respondent acknowledges its acceptance of the terms and conditions of the RFP and the General Terms and Conditions without change except as otherwise expressly stated in its Proposal. If the Respondent takes exception to a provision, it must identify it by page and section number, state the reason for the exception, and set forth in its Proposal the specific RFP or General Terms and Conditions language it proposes to include in place of the provision. If Respondent's exceptions or responses materially alter the RFP, or if the Respondent submits its own

terms and conditions or otherwise fails to follow the process described herein, the Agency may reject the Proposal, in its sole discretion.

5. Certification Letter

5.1. The Respondent shall sign and submit with the Proposal, the document included as Attachment #1 (Certification Letter) in which the Respondent shall make the certifications included in Attachment #1.

6. Authorization to Release Information

6.1. The Respondent shall sign and submit with the Proposal the document included as Attachment #2 (Authorization to Release Information Letter) in which the Respondent authorizes the release of information to the Agency.

7. Firm Proposal Terms

7.1. The Respondent shall guarantee in writing the goods and/or services offered in the Proposal are currently available and that all Proposal terms, including the fee amount, will remain firm for the number days indicated on the RFP cover sheet following the deadline for submitting Proposals.

8. Fee Amount

8.1. Based on an understanding of the deliverables, the Respondent must provide a fee amount with their Proposal. The Proposal may include information related to how the fee amount was determined, including a fee schedule or typical hourly rate, but must specify an exact fee amount.

## **V. Payment Methods and Terms**

The method of payment will be at the sole determination of the State of Iowa. Payment will generally be made through EFT/ACH, if the required form is completed by the Contractor, or State Warrant. Per Iowa Code 8A.514 the State of Iowa is allowed sixty (60) days to pay an invoice submitted by a Contractor.

## **VII. Selection Criteria**

Proposals shall be evaluated on:

- Qualifications and work experience in the field
- Education and training
- Previous strategic planning experience and work
- References
- Fee Amount
- Ability to complete project within timeline