



**IOWA CITY COMMUNITY
SCHOOL DISTRICT**
All In for All Kids

Educational Services Center

2255 N Dubuque Rd · Iowa City, IA 52245
(319) 688-1000 · www.iowacityschools.org

Iowa City Community School District **REQUEST FOR PROPOSALS**

Organizational Review and Operational Effectiveness Study

Proposals Due July 14th, 2026

Matt Degner – Superintendent of Schools

It is the policy of the Iowa City Community School District not to discriminate on the basis of race, color, national origin, sex, disability, religion, creed, age, marital status, sexual orientation, gender identity and socioeconomic status in its educational programs, activities, or employment practices. There is a grievance procedure for processing complaints of discrimination. If you have questions or a grievance related to this policy, please contact Laura Cottrell for programming at cottrell.laura@iowacityschools.org or Chace Ramey for employment at proud.nick@iowacityschools.org, 2255 N. Dubuque Rd, Iowa City, IA 52245, (319) 688-1000. If you are unsure how to proceed or would like assistance in discussing your options, you may also contact Janet Abejo-Parker at ombuds@iowacityschools.org or (319) 688-1312.



REQUEST FOR PROPOSAL

Organizational Review and Operational Effectiveness Study

Iowa City Community School District

REQUEST FOR PROPOSAL

The Iowa City Community School District ("ICCSA") is inviting proposals from qualified organizational consulting firms to conduct a comprehensive organizational review and operational effectiveness study.

The purpose of this study is to assess how effectively the District's organizational structure, staffing, operational systems, and support functions align with the District's mission, strategic priorities, and service expectations.

The review will assess how well Iowa City Community School District's current structure supports strategic priorities, operational effectiveness, role clarity, accountability, staffing adequacy, and service delivery to schools, students, staff, families, and the community.

The review will identify organizational strengths, gaps, redundancies, unclear ownership, span of control concerns, workflow inefficiencies, communication breakdowns, and opportunities to improve alignment between district strategy and day-to-day operations. The review will also include a financial and performance trend review and a comparative review of selected non-instructional departments to provide context for organizational, staffing, and operational recommendations.

Responses to this Request for Proposal (RFP) will be accepted at the Educational Services Center of the Iowa City Community School District, 2255 N. Dubuque Road, Iowa City, Iowa 52245, until 4:00 PM on July 14th, 2026.

The Iowa City Community School District is not liable for any costs incurred by any person or firm responding to this RFP.

Questions prior to the submittal of the RFP are to be directed to:

Curt Pratt

Chief Operating Officer

pratt.curt@iowacityschools.org

Matt Degner - Superintendent of Schools

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GENERAL INFORMATION, TERMS AND CONDITIONS

INTRODUCTION

The Iowa City Community School District seeks proposals from qualified organizational development, management consulting, educational leadership, and operational effectiveness firms to conduct a comprehensive organizational review.

The District intends to use the completed review to:

- Assess organizational effectiveness and alignment with strategic priorities;
- Evaluate operational structures, staffing models, and accountability systems;
- Identify opportunities to improve service delivery and organizational efficiency;
- Strengthen communication, collaboration, and decision-making processes;
- Promote long-term organizational and fiscal sustainability; and
- Establish a framework for future organizational improvement and continuous performance monitoring.

Applicants will be evaluated based on the selection criteria stated in Article IV, including responsiveness to this request. Final disposition, including authorization to enter into a contract, is reserved for the Iowa City Community School District Board of Directors.

BACKGROUND AND INTENT

The Iowa City Community School District serves approximately 14,500 students and employs approximately 2,600 employees across multiple bargaining units and employee groups.

The District seeks an objective review of its organizational structure, staffing allocation, operational effectiveness, and support systems. The review should evaluate current organizational relationships, reporting structures, functional responsibilities, decision-making processes, communication systems, and resource allocation practices.

The resulting recommendations should support the District's ability to efficiently and effectively serve students, families, staff, and the community while maintaining fiscal responsibility and organizational accountability.

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SCOPE OF SERVICES

The consultant shall provide all services necessary to conduct a comprehensive organizational review.

1. Organizational Assessment

- a. Conduct a review of the District's current organizational structure.
- b. Review organizational charts, reporting relationships, departmental responsibilities, and governance structures.
- c. Assess alignment between organizational structure and District strategic priorities.
- d. Evaluate role clarity, accountability systems, and ownership of key functions.
- e. Identify organizational strengths, challenges, gaps, redundancies, and opportunities for improvement.

2. Market Analysis

- a. Identify appropriate comparison markets for central office structures.
- b. Conduct benchmarking against comparable Iowa school districts and other relevant public-sector and educational employers.
- c. Document all benchmarking methodologies and market data sources utilized.

3. Operational Effectiveness Review

- a. Evaluate operational processes and workflows across selected departments and functions.
- b. Assess organizational efficiency, decision-making structures, and service delivery practices.
- c. Identify workflow inefficiencies, bottlenecks, duplicative processes, and operational barriers.
- d. Assess communication systems and collaboration practices among departments.
- e. Document operational strengths and opportunities for improvement.

4. Staffing and Organizational Capacity Analysis

- a. Review staffing levels, supervisory structures, and organizational capacity.
- b. Evaluate span of control and reporting relationships.
- c. Assess workload distribution and resource allocation.
- d. Identify areas of staffing redundancy, insufficient capacity, or organizational imbalance.
- e. Recommend methodologies for aligning staffing resources with organizational priorities.

5. Financial and Comparative Review

- a. Review financial and operational trends relevant to organizational effectiveness.
- b. Analyze staffing and expenditure trends over time.
- c. Conduct a comparative review of instructional and non-instructional departments and functions.
- d. Benchmark organizational structures and staffing practices against comparable school districts and public-sector organizations.
- e. Document methodologies, assumptions, and comparative data sources utilized.

6. Organizational Recommendations

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- a. Recommend organizational structures, staffing models, reporting relationships, and operational improvements as appropriate.
- b. Provide recommendations to improve accountability, efficiency, communication, and service delivery.
- c. Identify implementation options, including phased approaches if warranted.
- d. Provide estimated financial and operational impacts associated with recommended changes.
- e. Consider fiscal sustainability and organizational capacity in all recommendations.
- f. Identify implementation considerations related to collective bargaining agreements, employment contracts, board policies, or other organizational constraints.

7. Deliverables

- a. A written report summarizing findings, methodology, analyses, and recommendations.
- b. Organizational assessment findings and supporting analyses.
- c. Recommended organizational structures and implementation options.
- d. Financial and operational impact analyses.
- e. Comparative review findings and benchmarking results.
- f. Executive summary suitable for presentation to District leadership and the Board of Directors.
- g. Electronic copies of all final reports, supporting documentation, and data summaries.

8. Meetings and Presentations

- a. Participate in project kickoff meetings.
- b. Conduct stakeholder interviews, focus groups, surveys, and engagement activities as mutually agreed upon.
- c. Provide periodic progress updates to District administration.
- d. Present preliminary findings to District leadership.
- e. Present final recommendations to the Board of Directors and/or designated Board committee.

DISTRICT INFORMATION AND SUPPORT

The District will provide available information necessary to complete the review, including but not limited to:

- Organizational charts;
- Staffing data;
- Department budgets;
- Job descriptions;
- Strategic plans;
- Board policies;
- Operational and performance reports;
- Applicable employment agreements;
- Collective bargaining agreements; and
- Other information reasonably necessary to complete the scope of work.

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RFP REQUIREMENTS

Proposals shall include the following, in the order listed:

- 1. Letter of Introduction and Interest**
- 2. Firm Qualifications**
 - a. History of the firm;
 - b. Areas of specialization;
 - c. Relevant experience conducting organizational reviews in K-12 public education;
 - d. Experience conducting operational effectiveness reviews for public-sector organizations.
- 3. Similar Projects** - Provide a minimum of five comparable projects completed within the last five years, including:
 - a. Client name;
 - b. Scope of services;
 - c. Project outcomes;
 - d. Reference contact information.
- 4. Project Team** - Identify all personnel assigned to the project and provide:
 - a. Qualifications;
 - b. Relevant experience;
 - c. Roles and responsibilities.
- 5. Proposed Methodology** - Provide a detailed description of the proposed approach, including:
 - a. Data collection methods;
 - b. Organizational assessment methodology;
 - c. Stakeholder engagement approach;
 - d. Comparative review methodology;
 - e. Timeline and project schedule;
 - f. Deliverables.
- 6. Cost Proposal** - Provide a complete fee proposal that includes:
 - a. Professional fees;
 - b. Travel expenses;
 - c. Any additional expenses.
 - d. The proposal should identify all costs associated with the engagement.
- 7. References** - Provide at least three professional references for similar projects.

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EVALUATION CRITERIA

Proposals will be evaluated based primarily on:

1. Experience conducting organizational reviews for K-12 school districts or public-sector organizations.
2. Qualifications and experience of the proposed project team.
3. Demonstrated understanding of organizational effectiveness, governance, staffing models, and operational improvement.
4. Quality and feasibility of the proposed methodology.
5. Ability to complete the project within the proposed timeline.
6. References and documented past performance.
7. Cost effectiveness and overall value of the proposal.
8. Responsiveness to the requirements of this RFP.

Emphasis will be placed on the consultant's understanding of public education organizational systems, analytical rigor, quality of recommendations, stakeholder engagement practices, and ability to provide practical implementation guidance.

Responses to this request will be accepted at the Education Service Center of the Iowa City Community School District, 2255 N. Dubuque Rd, Iowa City, IA 52245 until 4:00 PM on July 14th, 2026. Proposals may be submitted electronically to Dr. Ramey at the e-mail noted above.

Include only the requested information in the proposal. Additional material may be provided as appendices but will not be included in the consultant selection scoring process. Firms are requested to clearly indicate the contact person's phone number and email address in order to assure timely receipt of information about the selection process.

The School District reserves the right to supplement this announcement and may specify additional terms and conditions for providing the services. Any questions regarding this RFP and selection process should be directed to:

Curt Pratt
Chief Operating Officer
pratt.curt@iowacityschools.org

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