

## REQUEST FOR PROPOSAL

Original Date Issued: April 29, 2024

Deadline for Questions: May 10, 2024

Closing Date: May 17, 2024

Anticipated Award Date: TBD

Subject: **Request for Proposal No. ICMAHO/ICMA Internal  
Operating Design Model/2024**

The International City/County Management Association (ICMA) seeks proposals from eligible Respondents to review the organization's current state and aspirations, advise on appropriate internal operating models, and work with key stakeholder groups in the organization to design an operating model that supports ICMA's goal, strategy, and mission. ICMA anticipates the awarding of one (1) single award as a result of this solicitation. ICMA reserves the right to award more or fewer awards than anticipated above. Questions concerning this solicitation should be directed to [workwithus@icma.org](mailto:workwithus@icma.org) (cc: [pwilson@icma.org](mailto:pwilson@icma.org))

All communications must include the solicitation title, **ICMAHO/ICMA Internal Operating Design Model/2024**.

No communication intended to influence this procurement is permitted except by contacting the designated contact above. Contacting anyone other than the designated contact (either directly by the Respondent or indirectly through a lobbyist or other person acting on the respondent's behalf) in an attempt to influence this procurement: (1) may result in a Respondent being deemed a non-responsive Respondent, and (2) may result in the Respondent not being awarded a contract.

This solicitation in no way obligates ICMA to award a contract nor does it commit ICMA to pay any cost incurred in the preparation and submission of a proposal. ICMA bears no responsibility for data errors resulting from transmission or conversion processes.

ICMA appreciates your responsiveness and looks forward to a mutually beneficial business relationship.

Sincerely,

*Priscilla S. Wilson*

Priscilla S. Wilson

Chief People Officer

## **PURPOSE**

According to a Harvard Business Review article, written by Deborah Rowland, Michael Thorley, and Nicole Brauckmann, *The Most Successful Approaches to Leading Organizational Change* when tasked with implementing large-scale organizational change, leaders often give too much attention to the *what* of change — such as a new organization strategy, operating model, or acquisition integration — not the *how* — the particular way they will approach such changes. Such inattention to the how comes with the major risk that old routines will be used to get to new places. Any unquestioned, “default” approach to change may lead to a lot of busy action, but not genuine system transformation.

ICMA is preparing for an organizational transformation to support its newly established global operating model. ICMA realizes that structural changes are often necessary to ensure alignment with a global vision, to navigate the complexities of global markets, to manage diverse workforces, and to guide the organization through successful change and transition. As the global operating model is evolving and unfolding, ICMA wishes to ensure its organizational leadership and management structures are aligned to best support the envisioned outcome of the global operating model.

ICMA is issuing this Request for Proposal (RFP) to select and hire a qualified, professional organizational change management consulting firm to review the organization’s current state and aspirations, advise on appropriate internal operating models, and work with key stakeholder groups in the organization to design an operating model that supports ICMA’s goal, strategy, and mission.

## **ABOUT ICMA**

ICMA advances professional local government worldwide. Our mission is to advance the profession through leadership, management, innovation, and ethics. ICMA provides member support, data and information, peer and results-oriented technical assistance, and training and professional development to approximately 13,000 ICMA members, city, town, and county experts, and other individuals and organizations throughout the world. The management decisions made by ICMA's members affect millions of individuals living in thousands of communities, from small villages and towns to large metropolitan areas.

ICMA is a 501(c)(3) nonprofit organization founded in 1914 that offers a wide range of services to its members and the local government community. The organization is an internationally recognized publisher of resources ranging from textbooks and survey data to topical newsletters and e-publications. ICMA provides technical assistance to local governments in developing and decentralizing countries, helping them to develop professional practices and ethical, transparent governments.

<sup>1</sup>Harvard Business Review, Change Management; *The Most Successful Approaches to Leading Organizational Change* by [Deborah Rowland](#), [Michael Thorley](#), and [Nicole Brauckmann](#), April 20, 2023

The organization performs a wide range of mission-driven grant and contract-funded work both in the U.S. and internationally, which is supported by federal government agencies, foundations, and corporations.

For more information regarding ICMA's programs and services, please go to . [www.icma.org](http://www.icma.org)

## **BACKGROUND**

ICMA has been an international organization since 1924. Since then, ICMA members have been committed to the "I" in ICMA through exchanges with counterparts around the globe and participation in funded grants and contracts programs. ICMA's current strategic plan, created and ratified by the membership in 2017, identifies globalization as a key driver for local governments and since then ICMA has been deliberate in setting a course toward realizing a more global ICMA. Through the collective efforts of the Executive Board, ICMA members, business partners, international affiliates, staff, and other stakeholders, ICMA developed a [global engagement strategy](#) that was adopted by the ICMA Executive Board in June 2022. The strategy encompasses 4 goals and 17 objectives that guide ICMA's efforts to realize its vision globally, ultimately advancing professional local government on a global scale.

ICMA's achievements since June 2022 include the *adoption of a global operating model* to enable ICMA to continue to grow and improve as an organization, both in the US and internationally. This model will help ICMA achieve efficiencies and enhance the experience of members by providing new access to global networking, knowledge sharing, and professional development resources while continuing to provide the same quality programs and services that members are accustomed to receiving.

ICMA is also reimagining its relationships around the world. For over 35 years, ICMA has cultivated relationships with like-minded organizations around the world that are focused on improving local governance. ICMA is seeking to strengthen those relationships and expand our global network so that local government leaders around the world can exchange practices and tools and contribute to continuous knowledge exchange and learning. Additionally, a Governance Task Force has been selected and charged with providing the Board with recommendations regarding the best governance structure to achieve ICMA's goal of being an effective, diverse, inclusive, and global organization.

To ensure continued adoption of the global operating model, ICMA will review the organization's current structure to determine if changes are needed to support and execute its global strategic vision.

## **SCOPE OF WORK/DELIVERABLES**

It is expected that the selected firm will perform the following:

- (1) Assess organizational structures, processes, and capacity to determine the readiness of the ICMA organization to execute the global strategic vision;
- (2) Define ICMA’s target leadership and management structure required to execute the new business operating model, including the identification of appropriate roles/capabilities needed to deliver the future state;
- (3) Propose an organizational change management plan and subsequent training that outlines steps ICMA should undertake to prepare the organization for change and ensure staff stay engaged and committed to the change;
- (4) Provide a communication plan that aligns with ICMA’s global strategy to ensure transparency with staff, the Executive Board, and members;
- (5) Execute, monitor, and adjust the change management plan, training program, and communication plan as needed to assist ICMA in creating an organizational structure that supports the new global operating model.

### **SUBMISSION REQUIREMENTS**

<p>Section 1. Company profile: (25%)</p>	<p>Please limit to no more than four pages. CV’s or resumes will not count toward the page limit.</p> <ul style="list-style-type: none"> <li>• Provide a description of your business, including the firm’s year of establishment and work qualifications.</li> <li>• Provide the firm’s approach and strategy to the Scope of Work.</li> <li>• CV’s or resumes of key personnel assigned to the project - in a leading paragraph, please indicate how much time each person(s) will devote to this contract and what other projects this person (s) undertakes at the same time.</li> </ul>
<p>Section 2: References: (20%)</p>	<p>A description of the types and sizes of client organizations served, as well as a sample client list indicating the type of services rendered. Respondent must have worked with other clients on projects with a similar scope. Client references should validate the Respondent’s claim of prior experience.</p> <p>To qualify for consideration, Respondents should provide references as follows:</p> <ol style="list-style-type: none"> <li>a. At least three (3) examples of relevant work</li> <li>b. The contact information should include the contact’s name, phone number, e-mail address, and website address</li> </ol> <p>References will be contacted as part of the evaluation process</p>
<p>Section 3. Work Plan: 30%</p>	<p>Respondent should provide a detailed timeline that outlines key activities and deliverables with responsibilities of the firm and of ICMA clearly defined. This timeline should include initial planning meetings with ICMA Leadership and a clear plan for collaboration that illustrates approximate deliverables completion schedule.</p>
<p>Section 4. Pricing: 25%</p>	<p>Please include a budget and/or pricing schedule, along with an accompanying narrative or notes, aligning with the Scope of Work.</p>

## **ANTICIPATED TYPE OF CONTRACT TO BE AWARDED**

Fixed-Price.

## **CONTRACT TERM AND DELIVERY DATES**

ICMA expects this scope of work to be completed in a timely manner. Final delivery dates will be negotiated upon award, subject to FY 2025 budget appropriation. The FY 2025 budget (July 1, 2024, through June 30, 2025) is expected to be approved in June 2024.

## **EVALUATION AND AWARD PROCESS**

Offers will be evaluated based on ability to match the qualifications set forth in this solicitation:

- a. Company Profile, Proposed Personnel, Approach, Strategy - (25%)
- b. References - (20%)
- c. Work Plan - (30%)
- d. Pricing - (25%)

ICMA reserves the right to award under this solicitation without further negotiations. The respondents are encouraged to offer their best terms and prices with the original submission.

All proposals shall be reviewed to verify the bidder has met the RFP submission requirements. Proposals that have not followed the rules, do not meet minimum content/requirements and quality standards, or are nonresponsive to the required responses in this RFP will be eliminated from further consideration.

ICMA reserves the right in its sole discretion to reject any or all proposals, in whole or in part, without incurring any cost or liability whatsoever. All proposals will be reviewed for completeness of the submission requirements. The proposal may be rejected if it fails to meet a material requirement of the RFP or if it is incomplete or contains irregularities.

## **RFP PRESENTATIONS**

ICMA may select Respondents to provide presentations and/or demonstrations of their proposals to ICMA. The presentations and/or demonstrations will be completed via web conference, at ICMA's discretion. ICMA will not compensate and/or reimburse any selected firms for their labor and/or expenses related to the presentations and/or demonstrations.

## **INSTRUCTIONS TO THE RESPONDENTS**

Respondents interested in providing the services described above should submit a proposal following the prescribed format in the Submission Requirements section of this RFP.

Adherence to the proposal format by all respondents will ensure a fair evaluation regarding the needs of ICMA. Respondents who do not follow the prescribed format may be deemed non-responsive. A letter transmitting the proposal must be signed by an officer of the firm authorized to bind the respondent as required by this solicitation.

1. Transmission letter
2. Package no more than **20 pages**, excluding CV's or resumes and required forms
3. Completed and signed required forms

Packages must be submitted electronically to [workwithus@icma.org](mailto:workwithus@icma.org) (cc: [pwilson@icma.org](mailto:pwilson@icma.org)) with a subject line noting the RFP title and number found on page one of this solicitation. No phone calls please.

Applications received after the closing date stated on the top of page 1 will be rejected.

### **GENERAL CONDITIONS**

**Proposal Submission** - Late proposals and proposals lacking the appropriate completed forms will be returned. Faxed proposals will not be accepted. Proposals will not be accepted at any other ICMA location other than the email address above. If changes are made to this solicitation, notifications will be sent to the primary contact provided to ICMA from each Respondent. ICMA takes no responsibility for effective delivery of the electronic document. The vendor offer will be rejected if the vendor modifies or alters the electronic solicitation documents.

**Contract Award** - ICMA anticipates making one award under this solicitation. It may award a contract based on initial applications without discussion or following limited discussion or negotiations. Each offer should be submitted using the most favorable cost and technical terms. ICMA may request additional data or material to support applications. ICMA expects to notify Respondents in approximately one month from the proposal due date whether your proposal has been selected to receive an award.

**Limitation** - This solicitation does not commit ICMA to award a contract, pay any costs incurred in preparing a proposal, or to procure or contract for services or supplies. ICMA reserves the right to accept or reject any or all proposals received, to negotiate with all qualified sources, or to cancel in part or in its entirety the solicitation when it is in ICMA's best interest.

**Disclosure Requirement** - The Respondent shall disclose any indictment for any alleged felony, or any conviction for a felony within the past five years, under the laws of the United States or any state or territory of the United States and shall describe circumstances for each.

When a Respondent is an association, partnership, corporation, or other organization, this disclosure requirement includes the organization and its officers, partners, and directors or members of any similarly governing body. If an indictment or conviction should come to the attention of ICMA after the award of a contract, ICMA may exercise its stop-work right pending further investigation or terminate the agreement.

**No Gifts** - It is ICMA's Policy that no gifts of any kind and of any value be exchanged between respondents and ICMA personnel. Discovery of the same will be grounds for disqualification of the Respondent from participation in any ICMA's procurements and may result in disciplinary actions against ICMA personnel involved in such discovered transactions.

Equal Opportunity - In connection with the procurement of the specified services, the firm warrants that it shall not discriminate because of race, color, religion, sex, national origin, political affiliation, non-disabling physical and mental disability, political status, matriculation, sexual orientation, gender identity or expression, genetic information, status as a veteran, physical handicap, age, marital status or any other characteristic protected by law.

Small and Disadvantaged Businesses - ICMA shall use good faith efforts to provide contracting and procurement opportunities for SBD's. SDB categories include minority business enterprises (MBE), woman-owned business enterprises (WBE), small veteran and disabled veteran-owned businesses, Historically Black Colleges and Universities (HBCUs), predominantly Hispanic Universities (HACUs), small businesses in Historically Under-utilized Zones (HUBZones) and private voluntary organizations (PVOs) principally operated and managed by economically disadvantaged individuals.

**REQUIRED RESPONDENT FORMS:**

[W-9](#)

[ICMA New Vendor Form](#)

**END OF REQUEST FOR PROPOSAL**