



INTERNATIONAL CITY/COUNTY MANAGEMENT ASSOCIATION  
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## REQUEST FOR PROPOSAL

Original Date Issued: April 20, 2026

**Extended** Deadline for Questions: June 2, 2026

**Extended** Closing Date: June 12, 2026

**Final Decision Date: July 1, 2026**

Reference: Management of Online ICMA Branded Merchandise and Promotional Product Store

**Subject: Request for Proposal for Full-Cycle Management of ICMA's Online Branded Merchandise and Promotional Product Store**

The International City/County Management Association (ICMA) is seeking a qualified vendor to provide full-cycle management of branded merchandise and promotional products.

ICMA seeks a vendor with demonstrated experience providing branded merchandise programs, including online storefront management, print-on-demand production, in-person conference management, and order fulfillment. Experience supporting nonprofit organizations, professional associations, or membership-based organizations is preferred.

All questions concerning this solicitation should be directed to Maria Solano, Deputy Executive Director ([msolano@icma.org](mailto:msolano@icma.org)) as well as [workwithus@icma.org](mailto:workwithus@icma.org). **Questions must be received by June 2, 2026.**

All communications must include the solicitation title, **Management of Online ICMA Branded Merchandise and Promotional Product Store** in the subject line.

No communication intended to influence this procurement is permitted except by contacting the designated contacts above. Contacting anyone other than the designated contacts (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,

Maria Solano  
Deputy Executive Director

## **ABOUT ICMA**

ICMA is a 501(c)(3) nonprofit organization founded in 1914. Its mission is to advance professional local government worldwide through leadership, management, innovation, and ethics. ICMA achieves its mission by identifying leading practices to address the needs of local governments and professionals serving communities globally. Our more than 13,000 members commit to the ICMA Code of Ethics which has stood for integrity and transparency in public service for more than 100 years.

In addition to advocating for the council-manager form of government and professional management in communities, ICMA provides member support, publications, data and information, peer and results-oriented assistance, and training and professional development to thousands of city, town, and county leaders and other individuals and organizations throughout the world.

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

## **BACKGROUND:**

ICMA's members, staff, and stakeholders frequently express interest in ICMA-branded merchandise to show their connection ICMA and to the local government management profession. Demand for branded items spans conference attendance, professional development events, new board member onboarding, staff recognition, and general member engagement.

ICMA currently does not have a centralized, scalable solution to manage and fulfill this demand. The organization seeks to establish a vendor-managed, print-on-demand branded merchandise program that eliminates the need for ICMA to hold inventory, manage fulfillment logistics, or

warehouse goods, while enabling ICMA to offer a high-quality, on-brand selection of products to both its members and staff.

## **PURPOSE:**

Through this RFP, ICMA seeks a qualified vendor to design, launch, market, and manage a branded merchandise print-on-demand solution. The selected vendor will provide:

- One or more customizable, ICMA-branded online storefronts serving distinct audiences (e.g., members, staff, event attendees, donors, sponsors)
- A revenue-sharing model that allows ICMA to earn a margin or royalty from purchases made through the online and in-person conferences storefront(s)
- A non-inventory, print-on-demand fulfillment model in which the vendor manages all production, warehousing, and direct-to-customer shipping
- Opportunity/ability to be on-site at ICMA Conferences to sell/manage product sales
- A curated selection of quality branded items including, but not limited to, apparel (sweatshirts/hoodies, cardigans, jackets, vests, pullovers, activewear, t-shirts, polo and dress shirts), accessories (socks, hats, visors, bags, etc.), drinkware (cups, mugs, tumblers), and other items as may be appropriate. Apparel offerings should include a variety of styles, fits, and inclusive sizing options to accommodate diverse preferences
- Administrative tools enabling ICMA staff to manage product offerings, pricing, store configurations, and access sales analytics and reporting

## **SCOPE OF WORK:**

The selected vendor will be responsible for the following:

### **1. Store Design & Launch**

- Design and launch one or more ICMA-branded online storefronts that align with ICMA's visual identity, brand guidelines, and target audiences
- Support the creation of separate storefront experiences for members and staff, with the ability to add additional customized storefronts as needed (e.g., event-specific or program-specific storefronts)
- Work collaboratively with ICMA staff to select and configure an initial product catalog
- Provide setup and onboarding support to ensure a smooth launch

### **2. Product Catalog & Branding**

- Offer a broad catalog of customizable branded merchandise including, but not limited to:

- Apparel: sweatshirts/hoodies, pullovers, t-shirts, polos and dress shirts, quarter-zips, vests, activewear, cardigans, jackets. Apparel offerings should include a variety of styles, fits, and inclusive sizing options to accommodate diverse preferences.
- Accessories: socks, hats, visors, bags, tote bags
- Drinkware: cups, mugs, tumblers, water bottles
- Promotional items: pens, notebooks, lanyards, stickers
- Apply ICMA logo and design elements to products in accordance with ICMA's brand guidelines and approval process
- Offer merchandise at multiple price points to appeal to a broad range of members and audiences
- Provide in-house or managed design services for artwork setup and product mockups
- All ICMA logos, trademarks, and brand assets remain the property of ICMA and may be used by the selected vendor only for purposes directly related to fulfilling this agreement

### 3. Print-on-Demand Fulfillment

- Operate on a fully print-on-demand model; ICMA will hold no inventory
- Handle all printing, production, quality control, packing, and direct shipping to end customers
- Provide standard fulfillment with a target lead time of 7–10 business days
- Offer an expedited/rush fulfillment option for time-sensitive needs
- Manage returns, exchanges, and customer service related to product quality and fulfillment issues
- Manage sales tax collection, remittances, and reporting.

*\*Respondents may also describe their ability to support bulk merchandise orders for ICMA programs, conferences, or internal organizational needs.*

### 4. Revenue & Pricing Model

- Offer a revenue share model that provides ICMA the opportunity to generate revenue from all purchases made
- Clearly outline the per-item cost to ICMA, the suggested retail price, and ICMA's margin or royalty per transaction
- Provide flexible pricing controls that allow ICMA administrators to set or adjust retail pricing within the vendor's established pricing structure

## 5. Platform Administration & Analytics

- Provide ICMA staff with an administrative dashboard to manage products, pricing, store configurations, and promotional campaigns
- Include sales analytics and reporting capabilities (units sold, revenue, popular products, order history) and allow ICMA administrators to access and export relevant sales and order data
- Support automated order confirmation, shipping notifications, and tracking for customers
- Ensure the platform is mobile-friendly and accessible
- Allow ICMA administrators to easily add or remove products and update storefront messaging as needed.
- Platform Specific Requirements include:
  - Mandatory SSO via Microsoft Entra ID (OIDC/SAML 2.0 with MFA enforcement)
  - **Role-based access control** with granular permissions for ICMA staff based on Entra group memberships.
  - Encryption standards: **AES-256 at rest, TLS 1.2+ in transit.**
  - Data residency options for US, EU, and other regions where you operate.
  - Compliance with **GDPR, CCPA, PCI DSS** (if payments are processed), and **SOC 2 Type II.**
  - Immutable logs for admin actions, order changes, and user access.
  - Exportable logs for compliance reviews and incident investigations.
  - Clear data retention, deletion, and export policies.
  - PCI-compliant payment gateways (PayPal, etc.).
  - Tokenization of payment data – vendor must never store card numbers.
  - Fraud detection and order-screening capabilities.
  - Multi-currency, multi-language storefronts.
  - State-specific and Region-specific tax handling (VAT, US sales tax).
- Optional (nice to have) platform features:
  - Rest API's for order data, inventory, user management, and reporting.
  - Webhooks for real-time events (order placed, shipment, low inventory).
  - Ability to integrate with CRM systems and membership databases.

## 6. Ongoing Support

- Assign a dedicated account manager or customer service contact for ICMA
- Provide timely support for platform issues, product changes, and order inquiries
- Keep product catalog current with trending items and offer periodic catalog refresh recommendations

## 7. On-Site Support for Conferences and Events (Highly Desired)

- Provide end-to-end management of on-site merchandise operations, retail setup/point of sale systems.
- Coordinate pre-event inventory planning and on-site stock management with ICMA' staff
- Provide seamless integrations between online and on-site sales
- Manage onsite customer service and post-event reconciliation.

*\*\*ICMA's 2026 Annual Conference will be held October 17-21, 2026 in Long Beach, California.*

<https://conference.icma.org/about-the-show/future-past-icma-conferences/>

### **SUBMISSION REQUIREMENTS:**

Respondents must submit a proposal organized according to the following sections. Proposals that do not follow the prescribed format may be deemed non-responsive.

<b>Section 1. Company Profile</b>	<p>Please limit to no more than two (2) pages. CVs or résumés do not count toward the page limit.</p> <ul style="list-style-type: none"><li>• Provide a description of your business, year established, company size, number of employees, and annual revenue.</li><li>• Describe your experience serving nonprofit organizations and/or membership associations.</li><li>• List the company's full scope of services related to branded merchandise and print-on-demand.</li><li>• Describe which components of the proposed solution, if any, are fulfilled by a third-party provider.</li><li>• Describe what distinguishes your company from competitors in the print-on-demand merchandise space.</li></ul>
<b>Section 2. Experience &amp; References</b>	<ul style="list-style-type: none"><li>• Provide at least three (3) examples of relevant work, preferably with nonprofit, association, or membership organizations of comparable size.</li><li>• For each reference, include the organization name, contact name, phone number, email address, and website. Briefly describe the scope of the engagement and the services provided for each one listed. References will be contacted as part of the evaluation process.</li></ul>

**Section 3.  
Product Offerings  
& Design**

- Provide a detailed overview of the product catalog available, including product categories, brands carried, and customization options.
- Describe your in-house design capabilities, artwork setup process, and any associated fees.
- Describe your quality control standards for printed and embroidered merchandise.
- Provide samples or mockups of ICMA-branded items, if available, or examples of comparable branded merchandise produced for other clients.

**Section 4.  
Storefront &  
Platform  
Capabilities**

- Describe your platform's capabilities for creating multiple, independently customized storefronts (e.g., a member store and a staff store).
- Describe how each storefront can be branded and configured to serve distinct audiences.
- Do you own and host your own technology platform, or use a third-party provider?
- Describe administrative tools available to ICMA staff for managing products, pricing, and store settings.
- Describe inventory and reporting capabilities, including sales analytics and order history.
- Does your platform support automated order confirmation, shipping notifications, and tracking?
- Provide a sample walkthrough of a typical customer order transaction from browsing through order fulfillment and delivery.
- Provide links to one or more active online storefronts that demonstrate your platform capabilities

**Section 5.  
Fulfillment &  
Shipping**

- Describe your print-on-demand model and confirm that ICMA will not be required to hold any inventory.
- Outline your standard lead times and describe your expedited/rush order options.
- Describe your shipping and handling approach, including domestic and international shipping capabilities.
- Describe your process for managing returns, exchanges, and customer service issues.

<b>Section 6. Revenue Model &amp; Pricing</b>	<ul style="list-style-type: none"> <li>• Provide a detailed pricing structure, including per-item base cost, suggested retail price, and ICMA’s anticipated margin or revenue per transaction.</li> <li>• Describe any platform fees, setup fees, monthly/annual fees, or other costs ICMA should anticipate.</li> <li>• Describe the flexibility ICMA will have to set and adjust product pricing.</li> <li>• Describe how and when ICMA would receive proceeds from sales (e.g., monthly payment, threshold payout).</li> </ul>
<b>Section 7. Customer Service &amp; Account Management</b>	<ul style="list-style-type: none"> <li>• Describe your customer service approach and support mechanisms for both ICMA administrators and end customers.</li> <li>• Describe the team structure that would support ICMA’s account.</li> <li>• Provide a sample or blank invoice representative of billing for this type of engagement.</li> <li>• Demonstrate reporting capabilities.</li> </ul>

**CONTRACT TERM AND DELIVERY DATES:**

ICMA expects the selected vendor to work collaboratively with ICMA staff to design, configure, select products, and launch the storefront(s) in a timely manner, with an anticipated launch within approximately 60-90 days of contract award. Final delivery and go-live dates will be negotiated upon award.

ICMA anticipates entering into a multi-year agreement with the selected vendor, subject to satisfactory performance.

**EVALUATION AND AWARD PROCESS:**

Proposals will be evaluated based on the following criteria:

Evaluation Criterion	Weight
Company Profile, Experience & References	20%

Product Quality, Variety & Design Capabilities	20%
Storefront & Platform Capabilities (including multiple storefronts)	25%
Pricing and Revenue-Sharing Model	20%
Fulfillment Process & Lead Times	10%
Customer Service & Account Management	5%

ICMA reserves the right to award under this solicitation without further negotiations. 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 prescribed format, do not meet minimum content/requirements and quality standards, or are non-responsive to required questions may 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.

### **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 with regard to 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. A signed transmission letter from an officer authorized to bind the respondent
2. A proposal package not to exceed 30 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) with a copy to [msolano@icma.org](mailto:msolano@icma.org). Place "Full-Cycle Management of ICMA Branded Merchandise and Promotional Products" in the subject line. 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 their 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.