



INTERNATIONAL CITY/COUNTY MANAGEMENT ASSOCIATION
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Washington, DC 20001-7416 | 202.962.3680 | icma.org

REQUEST FOR PROPOSAL

Date Issued: October 5, 2026

Deadline for Questions: October 19, 2026

Closing Date: November 2, 2026

Anticipated Award Date: January 8, 2027

Subject: **Request for Proposal No. ICMA/Technology Assessment/FY2027**

The International City/County Management Association (ICMA) seeks proposals from eligible Respondents for professional services described in this solicitation. All questions concerning this solicitation should be directed to Sabina Agarunova at sagarunova@icma.org, as well as workwithus@icma.org.

All communications must include the solicitation title, ICMA/Technology Assessment/FY2027, in the subject line. No communication intended to influence this procurement is permitted except by contacting the designated contacts above.

Respondents may be invited to provide presentations of their proposals to the evaluation panel. The presentations may be virtual or in-person, at ICMA's discretion. ICMA will not compensate or reimburse any selected firms for their labor or other expenses related to the presentations.

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,

Signed by:

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Sabina Agarunova, CFO

PURPOSE

The International City/County Management Association (ICMA) is seeking proposals from qualified firms with demonstrated experience in the association management industry to serve as a strategic technology partner. The selected firm will help ICMA assess its current technology environment, develop an integrated information technology strategy, prepare specifications and bid documents for future system procurements, and provide owner-side project management and vendor oversight support for selected technology initiatives.

This solicitation is intentionally needs-based and problem-based. ICMA is not asking respondents to prescribe a specific product or platform at this stage. Instead, ICMA seeks a firm that can help the organization define the right future-state technology architecture, integration approach, governance model, procurement path, and implementation roadmap.

ICMA is seeking project management, advisory, and vendor oversight capabilities on its behalf. ICMA is not seeking a software implementor through this RFP, and this engagement is not intended to result in the selected firm configuring, customizing, or implementing a specific software platform. Rather, the selected firm should help ICMA define needs, manage planning and procurement activities, oversee vendor-led implementations, and protect ICMA's interests throughout selected technology initiatives.

ICMA is seeking a partner (or more than one partner) that brings not only technical knowledge, but also association-sector experience, disciplined project management, strong discovery and requirements-gathering skills, and the ability to translate business needs into achievable technology plans.

ABOUT ICMA

ICMA is an international professional association serving more than 14,000 members around the world. ICMA supports local government professionals through membership services, professional development, education, publications, conferences, events, and related programs. ICMA is a 501(c)(3) nonprofit organization founded in 1914 and headquartered in Washington, DC.

For more information regarding ICMA's programs and services, please refer to www.icma.org.

PROBLEM STATEMENT

ICMA's technology environment has evolved over time, but its systems do not yet function as a cohesive enterprise ecosystem. Member data, customer learning activity, website content, e-commerce activity, internal files, and operational workflows are spread across multiple platforms. This fragmentation creates inefficiencies, affects customer experience, limits visibility into member and customer engagement, complicates reporting and decision-making, and increases the risk that

technology investments are made in isolation rather than as part of a coherent strategy.

ICMA also needs to strengthen data quality, data governance, and data security across its technology environment. Inconsistent, incomplete, or duplicated data can undermine reporting, member and customer experience, integration planning, AI readiness, and future technology procurements. ICMA is seeking guidance on practical steps to improve data reliability and security, clarify governance practices, and ensure future technology decisions are supported by accurate, secure, and well-managed data.

ICMA also needs stronger capacity to manage complex technology projects. Internal staff provide important day-to-day operational support, but the organization is not staffed with sufficient capacity to manage complex technology implementations, coordinate cross-functional decisions, maintain project discipline, or provide independent oversight of external technology vendors on ICMA's behalf.

In addition, ICMA is beginning to use artificial intelligence tools across the organization. Microsoft Copilot is integrated into ICMA's Microsoft Office environment, while some employees also use tools such as ChatGPT and Claude. ICMA needs a thoughtful approach to AI governance, information security, intellectual property protection, responsible use, and the ability to safely leverage internal knowledge and data.

DESIRED OUTCOMES

Through this engagement, ICMA seeks to achieve the following outcomes:

1. A clear, organization-wide technology strategy that aligns systems, data, customer experience, staff workflows, security, and long-term organizational priorities.
2. A practical roadmap for improving integration among various systems, including ICMA's association management system (AMS), learning management system (LMS), website, e-commerce tools, fundraising tools, Microsoft 365 environment, and other relevant systems.
3. A disciplined approach to future technology procurements, including needs assessment, requirements definition, bid specifications, vendor evaluation, and contract support.
4. Improved governance for technology decision-making, including roles, responsibilities, prioritization, risk management, and change management.
5. A responsible and secure approach to AI use that protects ICMA's intellectual property, supports staff productivity, and enables appropriate use of internal data and files.
6. Project management support that improves the likelihood that major technology initiatives are completed on time, within scope, and in alignment with business needs.

SCOPE OF SERVICES

ICMA anticipates selection of a firm (or more than one firm) that will provide some or all of the

following services. Respondents should describe their recommended approach and may propose a phased or Task Order-based engagement.

1. Discovery and Current-State Assessment

- a. Conduct discovery sessions with executive leadership, IT staff, and other business teams to understand current state and existing pain points.
- b. Review and assess ICMA's current systems, integrations, data flows, workflows, and known project risks.
- c. Identify business processes that should be clarified, improved, or redesigned before future technology investments are made.

2. Technology Strategy and Roadmap

- a. Develop a recommended future-state technology architecture and integration strategy in alignment with ICMA's strategic goals and objectives.
- b. Identify short-term, medium-term, and long-term technology priorities.
- c. Recommend sequencing for major initiatives, including website redevelopment, AMS optimization, e-commerce solution, data quality improvement, and data governance and security.
- d. Provide a practical implementation roadmap with estimated timing, dependencies, risks, costs, staffing implications, and decision points.

3. Requirements Definition and Procurement Support

- a. Translate ICMA's business needs into clear functional, technical, integration, security, reporting, and service requirements.
- b. Prepare or support the preparation of bid specifications, RFPs, vendor questions, scoring tools, and evaluation frameworks for selected future technology procurements.
- c. Assist ICMA in evaluating vendor responses, demonstrations, implementation plans, and pricing models.
- d. Support contract review from a project scope, deliverables, service-level, and implementation risk perspective.

4. Project Management and Vendor Oversight

- a. Provide owner-side project management services for selected technology initiatives, including project planning, timeline management, issue tracking, risk management, stakeholder communication, status reporting, and coordination among ICMA staff, selected vendors, and other third parties. The selected firm will be expected to manage the process on ICMA's behalf and provide disciplined oversight, not to serve as the software implementor responsible for configuring, customizing, or deploying a specific platform.

- b. Serve as an objective advisor to ICMA and owner's representative during vendor-led implementations, helping ICMA evaluate project plans, monitor progress, identify risks, facilitate decisions, and hold implementation vendors and ICMA staff accountable for agreed scope, schedule, budget, and deliverables.
 - c. Help define acceptance criteria, testing plans, training needs, go-live readiness, and post-launch stabilization plans.
 - d. Support change management and adoption planning for staff and other parties, as appropriate.
5. AI Governance, Data Quality, Security, and Data Readiness
- a. Assess current AI tool usage and related risks, including the quality, sensitivity, and security of data that may be used with AI-enabled tools.
 - b. Recommend practical policies, guardrails, and governance practices for secure and responsible AI use, including data quality expectations, appropriate data use, and protection of confidential information.
 - c. Advise on approaches for protecting intellectual property and confidential information.
 - d. Assess ICMA's readiness to use internal data, documents, and knowledge repositories in secure AI-enabled tools, including any practical data quality, access, and governance considerations that should be addressed first.
 - e. Recommend training, access controls, and adoption practices that support secure, reliable, and appropriate staff use of AI tools.

ANTICIPATED DELIVERABLES

ICMA anticipates that deliverables may include, but are not limited to:

- 1. Current-state technology assessment.
- 2. Systems inventory and integration map.
- 3. Business process and pain-point summary.
- 4. Future-state technology strategy and architecture recommendations.
- 5. Technology roadmap with priorities, dependencies, estimated timing, data and security considerations, risks, and resource implications.
- 6. AI governance, data readiness, data quality, security, and responsible-use recommendations.
- 7. Requirements documents and bid specifications for future procurements.
- 8. Vendor evaluation tools and scoring criteria.

9. Project plans, status reports, risk logs, decision logs, and implementation oversight materials for selected projects.
10. Executive-level presentation suitable for senior leadership and, if needed, board discussion.

REQUIRED QUALIFICATIONS

Respondents should demonstrate the following qualifications:

1. Substantial experience advising associations, professional societies, nonprofit membership organizations, or association management organizations on technology related matters.
2. Demonstrated understanding of association business models, including membership, education, credentialing, professional development, events, publications, sponsorships, and member engagement.
3. Experience with association management systems, learning management systems, content management systems, e-commerce platforms, data integration, reporting, and member-facing digital experiences.
4. Experience in assisting organizations with preparing technology RFPs, bid specifications, system selection documents, and vendor evaluation tools.
5. Demonstrated ability to provide owner-side project management for complex, cross-functional technology projects, including the ability to coordinate stakeholders, manage scope and schedule, identify and escalate risks, and hold software vendors, implementation partners, and staff accountable for agreed deliverables.
6. Knowledge of information security, data governance, privacy, data quality, access controls, secure integrations, and responsible AI practices.
7. Ability to communicate clearly with both technical and non-technical stakeholders.

PROPOSAL REQUIREMENTS

Proposals should include the following information:

1. Firm overview, including size, ownership, location, years in business, and core service areas.
2. Description of relevant association industry experience.
3. Proposed project team, including roles, biographies or resumes, relevant certifications, and expected level of involvement.
4. Proposed methodology, including discovery, assessment, roadmap development, requirements definition, procurement support, and owner-side project management and vendor oversight approach.

5. Recommended phasing of the engagement, including optional or alternative approaches.
6. Examples of similar engagements and outcomes achieved, including examples or samples of relevant deliverables from other consultancies (may be appropriately redacted for anonymity).
7. Approach to managing at-risk or failed technology projects, scope control, vendor accountability, stakeholder alignment, and owner-side escalation or decision-making processes used to protect the client's interests during vendor-led implementations.
8. Approach to AI governance, information security, data protection, data quality, data governance, privacy, access controls, secure integrations, and responsible use.
9. Proposed deliverables.
10. Estimated timeline and availability.
11. Fee structure, including hourly rates, fixed-fee options, retainer options, reimbursable expenses, and assumptions.
12. At least three client references from associations or similar membership organizations for relevant work.

EVALUATION CRITERIA

1. Company profile and relevant experience (30 points)
2. Proposed approach (30 points)
3. Timeline for activities, milestones, and deliverables proposed in the approach (15 points)
4. Pricing (20 points)
5. References (5 points)

INSTRUCTIONS TO THE RESPONDENTS

Respondents interested in providing the services described above should submit a proposal addressing each section of the Proposal Requirements section of this RFP.

Adherence to the proposal format by all respondents will ensure a fair evaluation. 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. Proposal package
3. Completed and signed required forms

Packages must be submitted electronically to sagarunova@icma.org and workwithus@icma.org, with a subject line noting the RFP title and number listed on page one of this solicitation. No phone calls, please. The total response should be no more than eight single-spaced pages, excluding the transmittal letter, executive summary, and team biographies or resumes.

APPENDICES (REQUIRED ONLINE VENDOR FORMS)

ICMA
Vendor/Supplier
Form



Mobile QR
Code

ICMA Vendor
Application



Mobile QR
Code

ICMA Direct
Deposit Form



Mobile QR
Code

GENERAL CONDITIONS

Late proposals and proposals lacking the appropriate completed forms or other required information will not be considered. 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 communications. The proposal will be rejected if the Respondent modifies or alters the electronic solicitation documents.

ICMA reserves the right to reject any or all proposals, request additional information, negotiate scope or fees, amend the schedule, cancel this RFP, or select the proposal(s) that ICMA determines is in the best interest of the organization. Issuance of this RFP does not obligate ICMA to award a contract or pay any costs incurred in preparing a response.

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.