

REQUEST FOR PROPOSAL

INTERNATIONAL CITY/COUNTY
MANAGEMENT ASSOCIATION
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Washington, DC 20002-4201
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icma.org

Original Date Issued: October 9, 2017

Closing Date: November 9, 2017

Reference: Research Project Abstracts

Subject: **Request for Proposal No. ICMAHO/Research Project Abstracts/2017**

The International County Management Association (ICMA) is seeking proposals from eligible Respondents for professional services for ICMA in Washington, D.C. ICMA anticipates awarding multiple awards a result of this solicitation. ICMA reserves the right to award more or fewer awards than anticipated above.

Technical questions concerning this solicitation should be directed to the ICMA Director, Research and Policy at workwithus@icma.org. All contractual questions relating to this solicitation must be submitted to Representative, Grants and Contracts Administration at workwithus@icma.org.

All communications must include the solicitation title, ICMAHO/Research Project Abstracts/2017, 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 look forward to a mutually beneficial business relationship.

Sincerely,

Tad McGalliard
Director, Research and Policy
Team Leader, Strategic Development

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PURPOSE

ICMA seeks qualified researchers to submit brief proposals for the following five priority research projects:

1. Underrepresented populations in city and county management;
2. The impacts of globalization on local government management;
3. Recruitment and retention of underrepresented populations as city and county managers;
4. Leadership and professional local government managers: before, during and after a crisis;
5. The return on investment of performance measurement, management, and analytics.

ABOUT ICMA

ICMA is the leading association of local government professionals dedicated to creating and sustaining thriving communities throughout the world. Our mission is to advance professional local government through leadership, management, innovation, and ethics.

ICMA provides member support; publications; data and information; peer and results-oriented assistance; and training and professional development to more than 10,000 ICMA members, local government 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 information 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. 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.

ICMA is the only national organization that focuses on the needs of appointed local government managers. For more information regarding ICMA's programs and services, please go to www.icma.org.

ICMA's Dun and Bradstreet number is 072631831.

TIMELINE

- ICMA will announce successful bidders by December 1, 2017.
- Selected researcher(s) shall submit first drafts for each research project no later than April 30, 2018.
- Final drafts incorporating all ICMA edits and feedback shall be submitted no later than May 31, 2018.
- ICMA anticipates final publication design to be completed by June 30, 2018, which will be followed by a marketing and outreach campaign in the weeks and months that follow.

SUBMISSION REQUIREMENTS

To submit a proposal for one or more of the proposed projects, please follow the directions below.

- Researchers may bid on one or more of the projects.
- Abstracts for each project should be no longer than three pages (longer proposals will not be considered) and should include:
 - Full contact information
 - Brief biographical statement and qualifications for conducting the research
 - Summary of relevant prior research and writing
 - Description of your proposed approach to each research project, including reference to the proposal requirements provided in each project abstract
 - Firm fixed price cost proposal that is inclusive of all expenses (labor, travel, communication, etc.).
- Please prepare each abstract as a stand-alone document. Abstracts for each project will be reviewed by separate review teams. You may submit more than one proposal for different projects, but ensure that each one is a separate document.
- The expected grant for each research project will be between \$10,000 and \$15,000.
- Proposal must be submitted electronically to Representative, Grants and Contracts Administration at workwithus@icma.org. Place “ICMAHO/Research Projects Abstracts/2017” in the subject line. No phone calls, please.
- Applications received after the closing date stated on the top of page 1 will be rejected.

SCOPE OF WORK

Research Project 1: Underrepresented Populations in City and County Management

As part of a larger equity and inclusion strategy, ICMA is conducting a qualitative research project about women, African Americans and other underrepresented populations who are currently professional local government managers. The core methodology for this research project will be a series of interviews with 25 or more ICMA members who are current city and county managers. The goals of the research are to (a) highlight the experiences of underrepresented populations who have become chief appointed executives in local government and (b) provide insight (deduced from the interviews) to others who might aspire to local government leadership positions. Among other topics, ICMA would like to know what challenges underrepresented populations have faced throughout their career, and their responses to those challenges; what they find most rewarding about being a public servant; and what they would say to the next generation about their career in local government and their decision-making challenges.

Proposal Requirements. As part of their submission, researchers are asked to prepare a sample set of questions that will be asked of each interviewed ICMA member. ICMA will work with researchers to identify prospective interviewees. ICMA also will provide some staff support to help coordinate interviews, provide copy editing, and produce a final publication.

Deliverable. The preferred output is a brief report (approximately 8,000-12,000 words) that highlights common findings from the interviews in an easy-to-read, compelling narrative that also offers insights and guideposts to underrepresented minorities in local government who are not currently city or county managers.

Research Project 2: The Impacts of Globalization on Local Governance

When Thomas Friedman declared the world flat, his intent was to show that events and developments in places far from your community's main street can have profound impacts close to home. The world is constantly knocking on a community's doorstep, from mass migrations of refugees to the integration of immigrant populations. From threats of international terrorism to the promise of international investment in local jobs and economic opportunity. Friedman's work urged decision makers, leaders, managers, and impacted stakeholders to keep an eye on the horizon and stay informed about possible challenges and opportunities that can slowly or suddenly appear.

ICMA is interested in a research paper that will describe the impacts of globalization on local governance. There are many topics of potential discussion, including among others:

- Immigration integration
- Public health issues
- Public safety issues
- Sustainability and environmental challenges
- Economic disruptions and opportunities
- Educational, housing, and social services.

Proposal Requirements. Researchers are asked to describe a proposed methodology for this project. ICMA is very interested in a report that

- highlights the current, and potentially future, global issue areas that are impacting local governance in the United States and international locations with ICMA members
- includes case study examples (up to 6) from communities that are dealing with one or more issues in their community that you have identified in your research
- recommends strategies and ideas for local government leaders to consider.

ICMA encourages the researcher to be creative in suggesting an approach for how best to showcase the impacts of globalization on local governance as well as the kinds of initiatives local government leaders can put in place to capture the opportunities of globalization and minimize associated risks or problems. ICMA will provide some staff support to help coordinate interviews, provide copy editing, and produce the final publication.

Deliverable. The preferred output is a compelling and well-organized final report (approximately 8,000-12,000 words) that demonstrates explicitly how globalization is relevant and important to local governments regardless of their size.

Research Project 3: Recruitment and Retention of Underrepresented Minorities as City and County Managers

Women, African Americans and other underrepresented populations represent a small fraction of the overall city and county manager population. Growing their numbers in the profession is a long-term ICMA priority. The purpose of this research is to identify leading practice strategies and approaches for

1. Encouraging more interest by underrepresented populations in local government career paths that may one day lead to city and county manager positions.
2. Retaining and preparing those professionals for higher level leadership and management careers
3. Showcasing 3-6 case study communities that have “beyond compliance” policies and programs for recruiting and retaining local government professionals from underrepresented populations.

Proposal Requirements. Researchers are asked to propose a potential methodology for conducting the research project. Researchers should also propose a common case study framework for showcasing leading practice communities. ICMA will work with researchers to identify prospective interviewees. ICMA also will provide some staff support to help conduct background research, provide copy editing, and produce the final publication.

Deliverable. The preferred deliverable is a brief report (approximately 8,000-12,000 words) that discusses findings from the research and showcases case study profiles of up to 6 communities that are using successful and innovative strategies to recruit and retain underrepresented minorities in the local government workplace.

Research Project 4: Leadership and Professional Local Government Managers Before, During, and After a Crisis

When disaster strikes or a crisis emerges, the leadership and management skills of professional local government managers are put to the test. Natural disasters such as hurricanes, tornados, flooding, wildfires, and earthquakes can cause severe disruptions and present significant, unexpected challenges for local government managers. Similarly, other crises such as mass shootings and mass casualty events, protests that turn violent, industrial accidents, and international terrorism, present complicated situations both during an ongoing event and in the immediate and long-term aftermath of the crisis. The purpose of this research project is to understand the common and effective leadership and management skills and techniques that city and county managers deploy when a crisis strikes in their community or region. ICMA wishes to understand the lessons learned and best practice approaches that can be shared by managers who have been through a traumatic event in their community. The expected core methodology for this research project will be a series of interviews with 25 or more current city and county managers who have experienced a natural or human-caused disaster or crisis.

Proposal Requirements. As part of their submission, researchers are asked to prepare a sample set of questions that will be asked of each interviewed ICMA member. ICMA will work with researchers to identify prospective interviewees. ICMA also will provide some staff support to coordinate interviews, provide copy editing, and produce the final publication.

Deliverable. The preferred output is a brief report (approximately 8,000-12,000 words) that highlights common findings, insights and recommendations, and lessons learned in a compelling and well-organized narrative.

Research Project 5: The Return on Investment of Performance Measurement, Management, and Analytics

For years, ICMA and other organizations have touted the use of data to improve performance, service delivery, and quality of life in the community. ICMA seeks a research project to assess the return on investment of performance management initiatives, whether through benchmarking, internal analytics, or vendor-supported technology. The goal of the project is to make the data-driven case that performance measurement/management and analytics enable local governments to connect improvements in local government performance and in the community to specific strategies and tactics. It is expected that this research project will develop findings and recommendations about the ROI of performance measurement, management, analytics, and benchmarking in local government management.

Proposal Requirements. Researchers are asked to propose a potential methodology for conducting the research project. Researchers should also propose a common case study framework for showcasing leading practice communities. ICMA will work with researchers to identify prospective interviewees. ICMA also will provide some staff support to help with background research, help coordinate interviews, provide copy editing, and produce the final publication.

Deliverable. The preferred output is a brief report (approximately 8,000-12,000 words) written for a local government practitioner audience.

TYPE OF CONTRACT TO BE AWARDED

TBD

CONTRACT TERM AND DELIVERY DATES

ICMA expects the Period of Performance to be from the date of award until June 30, 2018.

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.

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.

Proprietary Information - Careful consideration should be given before confidential information is submitted to ICMA as part of your proposal. Review should include whether it is critical for evaluating a proposal, and whether general, non-confidential information, may be adequate for review purposes. Information submitted to ICMA that the Respondent wishes to have treated as proprietary and confidential trade secret information should be identified and labeled "Confidential" or "Proprietary" on each page at the time of disclosure. This information should include a written request to except it from disclosure, including a written statement of the reasons why the information should be excepted. However, ICMA cannot guarantee the confidentiality of any information submitted.

Contract Award - ICMA anticipates making multiple awards 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.