

## **REQUEST FOR PROPOSALS**

Original Date Issued: June 24, 2020

Deadline for Questions: July 7, 2020

Closing Date: July 24, 2020, 11:59 PM ET

Reference: **ICMAHO/ICMA Membership Dues Structure**

The International City/County Management Association (ICMA) seeks proposals from qualified consultants interested in supporting ICMA to evaluate its current member dues structure and to provide workable and financially sustainable recommendations that will enable ICMA to achieve its goal of growing a diverse membership.

ICMA anticipates awarding one (1) single Firm Fixed Price award as a result of this solicitation. ICMA reserves the right to award more or fewer awards than anticipated.

All questions concerning this solicitation should be directed to [workwithus@icma.org](mailto:workwithus@icma.org) with "Questions on ICMA Membership Dues Structure RFP" in the subject line. All responses to questions will be provided via an Amendment to the RFP and will be posted at <https://icma.org/requests-for-proposals> not later than July 14, 2020.

It is the Offeror's responsibility to ensure that it has downloaded and received the RFP in its entirety, including all subsequent Amendments, in any. ICMA bears no responsibility for data errors resulting from download, transmission, or conversion processes.

No communication intended to influence this procurement is permitted except as outlined above. Contacting anyone (either directly by the Offeror or indirectly through a lobbyist or other person acting on the Offeror's behalf) in an attempt to influence this procurement: (1) may result in a Offeror being deemed a non-responsive Offeror, and (2) may result in the Offeror 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 appreciates your responsiveness and looks forward to a mutually beneficial business relationship.

## **PURPOSE**

ICMA seeks support from a consultant to evaluate ICMA's current member dues structure and to provide workable and financially sustainable recommendations that will enable ICMA to achieve its goal of growing a diverse membership.

## **ABOUT ICMA**

ICMA's mission is to advance professional local government worldwide 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 more than 12,000 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. It is the only international membership organization of appointed local government managers and executives. The organization is a thought leader in local government issues, a recognized publisher of information resources ranging from textbooks and survey data to topical newsletters and e-publications, and a provider of leadership and professional development for local government professionals. ICMA provides technical assistance to local governments worldwide helping them to develop professional practices and ethical, transparent governments.

For more information regarding ICMA's programs and services, please go to <https://icma.org/>. ICMA's Dun and Bradstreet number is 072631831.

## **SCOPE OF WORK**

ICMA's dues structure establishes 12 rates for membership categories using both a salary-based formula and fixed fees (See [ATTACHEMENT A](#)). The predominant source of dues revenue is the salary-based formula for our primary membership segment, city/county/town managers and assistants. This segment of the membership generates 96% of ICMA's dues revenue. The salary-based model has been in place for decades. Incremental changes have been made over time to the dues structure with a focus on offering affordable flat rate dues designed to encourage early career professionals and department directors to join.

The successful consultant is expected to assist in a comprehensive review of the dues structure, and design and deliver a robust engagement process with members and non-members. The consultant's proposal should include but not be limited to the following:

- Conduct comprehensive validated research with members and non-members on the value proposition of ICMA membership including the perceived value of benefits, satisfaction with membership, and pricing. The proposal should outline the member and non-member engagement strategies.
- Design and deliver a robust engagement process to obtain feedback from members and non-members including but not limited to surveys, in-person and online focus groups,

etc.

- Identify and present best practice standards for professional membership association dues strategies and related structures.
- Develop and present options for revising the current dues structure or designing a new model to achieve the goal of increasing membership.
- Develop and present revenue analysis outlining the impact of proposed revisions to the current dues structure or a new model.
- Conduct market testing of proposed dues revision structures.
- Provide advice on implementation strategies for dues modifications.

### **ADDITIONAL SCOPE OF WORK**

This work presents the opportunity to promote the value of belonging to ICMA to both members and non-members. As an option in the scope of work, Offerors should prepare and present a proposal, with a separate fee, describing how they would leverage this work to that end.

### **SUBMISSION REQUIREMENTS**

In order to be considered for this opportunity, Offerors are required to submit the following information.

<b>Cover Letter</b>	Signed by the Offeror's authorized signatory.
<b>Approach</b>	Describe a proposed approach for accomplishing the scope of work.
<b>Prior Performance</b>	Describe any similar projects that the Offeror has conducted (2 pages maximum).
<b>Expertise</b>	Provide biographical statements and any relevant expertise of the key staff proposed for work on this project. (2 pages maximum).
<b>Pricing</b>	For each deliverable, provide pricing as required in the Pricing Proposal form ( <a href="#">ATTACHMENT B</a> ).
<b>Required Forms</b>	Completed W-9 and New Vendor Application available at <a href="https://icma.org/requests-for-proposals">https://icma.org/requests-for-proposals</a>

All proposals must be submitted by the date and time indicated on the cover of this RFP to [workwithus@icma.org](mailto:workwithus@icma.org) and include "Proposal for ICMA Membership Dues Structure" in the subject line. Late submissions may not be evaluated.

## **EVALUATION OF PROPOSALS**

ICMA will evaluate qualifying proposals based on the following criteria:

<b>CRITERIA</b>	<b>MAXIMUM POINTS</b>
Approach	25
Prior Performance	25
Pricing	25
Oral Presentations	25
<b>TOTAL POINTS</b>	<b>100</b>

## **ATTACHMENT A ICMA CURRENT MEMBERSHIP DUES STRUCTURE**

### **What are ICMA's membership categories?**

**Full** membership is designated for chief administrative officers (CAOs) whose scope of responsibility meets these six criteria: appointment, policy formulation, budget, appointing authority, organizational relationships, and qualifications; assistant/deputy chief administrative officers; and other senior-level staff in local government who have significant administrative duties and report to a CAO whose position meets the six aforementioned criteria.

**Affiliate** membership is for any person who does not meet the qualifications for the above full membership category, including entry- to mid-level local government employees, local government department heads, and full-time interns.

**Academic** membership is for full-time professors and full-time students not working for a local government.

#### **Other/Non-Local**

**Government** membership is for private and nonprofit sector employees, federal/state government employees, honorary members, and Life members. ICMA membership is for individuals and is not transferrable.

Honorary membership is conferred by the ICMA Executive Board and recognizes individuals outside the local government profession who have contributed to the improvement of local government. Individuals can not join under this category.

### **Membership Dues**

- New memberships will not be established without dues payment in full.
- All payments must be made in U.S. currency (VISA, MC, AMEX accepted).
- Purchase orders are not considered payment. However, if your local government requires a purchase order prior to payment, please contact our Finance Department.
- Membership may not be transferred from one person to another. ICMA is a professional association and membership belongs to the individual, not the employer.
- ICMA will not refund dues if a member leaves current employment; membership travels with the individual to his or her next position.

### **How are annual dues calculated?**

#### **United States**

- Local Government Professionals
  - Chief administrative officers (CAOs), assistant/deputy CAOs, and other senior-level staff in local government: annual salary × 0.008, up to \$1,400.
  - [Entry-level to mid-management staff in local government](#): \$150 the first year, \$175 the second year, \$200 for years three and beyond.
  - [Department heads in local government](#): \$200.
  - Full-time interns or fellows in local government: \$25.
- [Academics](#)
  - Full-time students (whose primary occupation is going to school) and who do not work full time for a local government, nonprofit, or private sector: \$25 (or join for free through a participating [student chapter](#)).
  - Full-time college or university professors: \$165.
- Others
  - Private sector, nonprofit, federal, and state employees: \$200.
  - Retired: \$50.
  - Life (may not join at this level): Complimentary membership, with the option of paying a \$25 annual service charge to receive the printed version of [Public Management magazine](#).

category:

- **Canada**
  - CAMA Member: US\$135.
  - Non-CAMA Member: US Fees.
- **United Kingdom**
  - [SOLACE](#) Member: US\$105.
  - Non-SOLACE Member: US\$135.
- High-income Countries: US\$135.
- Low- and middle-income Countries: US\$70.
- Full-time students/local government interns: US\$25.
- Retired: US\$50.
- Life (may not join at this level).

## Outside the United States (International Membership)

Dues below apply regardless of member

**ATTACHMENT B  
PRICING PROPOSAL**

<b>SCOPE OF WORK DELIVERABLES</b>	<b>PRICING</b>
Conduct comprehensive validated research with members and non-members on the value proposition of ICMA membership including the perceived value of benefits, satisfaction with membership, and pricing. The proposal should outline the member and non-member engagement strategies.	
Design and deliver a robust engagement process to obtain feedback from members and non-members including but not limited to surveys, in-person and online focus groups, etc.	
Identify and present best practice standards for professional membership association dues strategies and related structures.	
Develop and present options for revising the current dues structure or designing a new model to achieve the goal of increasing membership.	
Develop and present revenue analysis outlining the impact of proposed revisions to the current dues structure or a new model.	
Conduct market testing of proposed dues revision structures.	
Provide advice on implementation strategies for dues modifications.	
<b>TOTAL</b>	

<b>ADDITIONAL SCOPE OF WORK DELIVERABLES</b>	<b>PRICING</b>
This work presents the opportunity to promote the value of belonging to ICMA to both members and non-members. As an option in the scope of work, Offerors should prepare and present a proposal, with a separate fee, describing how they would leverage this work to that end.	
<b>TOTAL</b>	