



REQUEST FOR PROPOSALS

Compensation Market Analysis and Benchmarking Study

Date Released: January 21, 2026

City/County Association of Governments of San Mateo County
555 County Center, 5th Floor, Redwood City, CA 94063

Deadline for Requests for Clarifications: January 30, 2026 at 5 p.m. PST

Proposals are due prior to Monday, February 23, 2026 at 5 p.m. PST.

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I. INTRODUCTION

The City/County Association of Governments of San Mateo County (C/CAG), a Joint Powers Agency composed of the County of San Mateo and all twenty cities located within San Mateo County, invites qualified consultants to submit proposals to conduct a Compensation Market Analysis and Benchmarking Study. To be considered for this work, proposers must submit a proposal in accordance with the requirements, specifications, and scope of work provided in this Request for Proposals (RFP).

The purpose of this RFP is to retain a consultant with demonstrated public-sector compensation expertise to evaluate C/CAG's current salary ranges and total compensation structure against comparable public agencies. The results of this study will support internal planning related to recruitment, retention, workforce sustainability, and succession planning.

This RFP briefly describes the C/CAG organization, its programs, the minimum information needed to respond to the RFP, and the consultant selection process.

This RFP is not a commitment or contract of any kind. C/CAG reserves the right to pursue any and/or all ideas generated by this request. Costs for developing the proposals are entirely the responsibility of the proposer and will not be reimbursed. C/CAG reserves the right to reject any and all proposals, waive minor irregularities, request additional information, or revisions to offers, negotiate with any or all proposers, and waive any requirements of this RFP when it determines that waiving a requirement is in the best interest of C/CAG.

Attachments to this RFP include: Scope of Work (Appendix A), Cost Proposal Template (Appendix B), and Sample Template Agreement (Appendix C).

The anticipated contract term will be eight months. RFP documents for this project are available for download on the C/CAG website at <https://ccag.ca.gov/opportunities/rfprsrfqs/>. Proposers are responsible for checking the website for any addenda to this RFP. Responses should be submitted in accordance with the instructions set forth in the RFP.

Proposals must be received by C/CAG no later than **5p.m. PST on Monday, February 23rd, 2026**, in accordance with the instructions contained in the RFP. Proposals should be emailed with the subject line "RFP – Compensation Market Analysis and Benchmarking Study" to: Kaki Cheung, Deputy Director.

Proposals received after the time and date specified above may be considered nonresponsive. C/CAG is not responsible for submissions delayed for any reason.

Tentative Schedule

Date	Description
Wednesday, January 21, 2026	Release RFP
Friday, January 30, 2026 at 5p.m. PST	Question and Answer Deadline
Monday, February 23, 2026 at 5p.m. PST	RFP Proposals Due
Week of March 16, 2026	Consultant Interviews
Week of March 16, 2026	Consultant Selection
April 2026 Board Meeting	C/CAG Board approval
April 2026	Notice to Proceed and Project Kick-off

Anticipated Term and Budget

C/CAG expects the work to commence in April of 2026 and to be completed no later than December 31, 2026.

C/CAG anticipates a not to exceed budget of approximately \$40,000 for this effort. Proposers shall submit a cost proposal that can reasonably accomplish the Scope of Work within this budget. Subject to future budget availability and approval by the C/CAG Board of Directors, additional funding may be considered in subsequent fiscal years for optional tasks or expanded services, if warranted.

Any contract entered into as a result of this RFP will be funded with local funds. The successful consultant will be required to follow all federal, State, and local laws and regulations.

II. PROJECT DESCRIPTION AND BACKGROUND

C/CAG is seeking professional services to conduct a comprehensive Compensation Market Analysis and Benchmarking Study. The study will assess how the agency's current salary ranges and overall compensation structure compare to peer public agencies within the region and relevant labor markets.

The consultant will analyze market competitiveness, identify potential salary compression or misalignment issues, and provide data-driven findings to inform future policy and budget discussions by C/CAG leadership, the Finance Committee, and the Board of Directors. The study is intended to support strategic, policy-level decision-making and will not involve individual employee salary placement determinations.

III. MINIMUM QUALIFICATIONS

Proposals must demonstrate that the firm or team submitting the proposal ("proposer") meets the following Minimum Qualifications to be eligible for consideration for this project.

1. Proposer must demonstrate to C/CAG's satisfaction that the firm, a subcontractor, or a key staff member from either the firm submitting a proposal or a subcontractor who shall

be assigned to this project have successfully competed at least three (3) public-sector compensation or classification/compensation studies within the past ten (10) years.

2. Proposer must demonstrate experience working with public agencies, joint powers authorities, or similar governmental entities.
3. Proposer must demonstrate expertise in public-sector compensation benchmarking, salary structure analysis, and internal equity assessment.

IV. PROPOSAL REQUIREMENTS

These guidelines are provided to standardize the preparation and submission of proposals by all consultants. The intent of these guidelines is to assist consultants in preparation of their proposals, to simplify the review process, and to help assure consistency in format and content.

General Conditions:

- Neither submission of a proposal nor C/CAG's receipt of proposal materials confers any right to the proposer nor any obligation on C/CAG. This RFP does not commit C/CAG to award a contract or to pay any costs incurred in the preparation of a proposal in response to this RFP.
- Only one proposal will be accepted from any one person, partnership, corporation, or other entity; however, several alternatives may be included in one response.
- C/CAG reserves the right to accept or reject all proposals submitted, waive minor irregularities, request additional information, negotiate with any qualified consultant, or modify or cancel in part or in its entirety the RFP if it is in the best interests of C/CAG to do so.
- Any contract resulting from this RFP will be awarded to the responsible proposer whose proposal is most advantageous to C/CAG, with price and other factors considered.
- Should this RFP result in recommendation for award of a contract, the contract will not have any force or effect until it is approved and fully executed by C/CAG.
- If the selected proposer fails to enter into a contract with C/CAG in a timely manner as determined by C/CAG, C/CAG reserves the right to reject the proposal and enter into a contract with the next highest scoring proposer.
- The work performed pursuant to any resulting contract shall comply with the requirements of all federal, State, and local laws without limitation, and shall apply to this RFP and are incorporated into this RFP and any subsequent contract by this reference.

Note regarding the Public Records Act:

Government Code Section 7920.000 *et seq.*, the California Public Records Act, defines a public record as any writing containing information relating to the conduct of the public business. The Public Records Act provides that public records shall be disclosed upon written request and that

any citizen has a right to inspect any public record unless the document is exempted from disclosure.

Be advised that any contract that eventually arises from this RFP is a public record in its entirety. Also, all information submitted in response to this RFP is itself a public record **without exception**. Submission of any materials in response to this RFP constitutes a waiver by the submitting party of any claim that the information is protected from disclosure. By submitting materials, (1) you consent to release of such materials by C/CAG if requested under the Public Records Act without further notice to you, and (2) you agree to indemnify and hold harmless C/CAG for release of such information.

Submittal Requirements:

Consultants must submit one (1) electronic copy of the proposal. Each page shall be 8.5” x 11” or 11” x 17”. Each page shall be sequentially numbered, and a table of contents shall be provided. Each submittal shall be no more than 20 pages, excluding cover letter, title page, table of contents, resumes of key staff members, relevant experience, and references.

Any proposals received prior to the time and date specified above may be withdrawn or modified by written request of the consultant. To be considered for the project, however, a modified proposal must be received prior to Monday, February 23rd, 2026 at 5 p.m. PST.

Unsigned proposals or proposals signed by an individual not authorized to bind the prospective consultant will be considered nonresponsive and rejected.

Proposal Format:

1. Introductory Letter

A brief statement (no longer than one page) of the consultant’s understanding of and interest in the project, including a brief description of the roles of the consultant and subcontractors, if any, that will be utilized for the requested services. Include a statement as to the consultant’s ability to complete the proposed tasks in the referenced timeframes and ability to commence work immediately upon issuance of a Notice to Proceed. The person authorized to negotiate a contract with C/CAG shall sign the cover letter. Address the transmittal letter and the proposal as follows:

Re: Compensation Market Analysis and Benchmarking Study
Attn: Kaki Cheung, Deputy Director
City/County Association of Governments of San Mateo County
555 County Center, 5th Floor
Redwood City, CA 94063

The letter shall be on consultant letterhead and include the name, title, address, phone number, and email address of the individual to whom correspondence and other contacts should be directed during the selection process. Indicate whether there are any conflicts of interest, actual or apparent, that would limit the proposer’s ability to provide the requested

services and describe the plan for mitigating such conflicts. Acknowledge the receipt of this RFP and any addendum to the RFP. Indicate that the proposal is a firm offer to enter into a contract to perform work related to this RFP for a period of 120 days from the due date for proposals.

2. Title Page

Proposals must include a title page that includes the RFP subject, the name of the proposer's firm, local address, telephone number, name of contact person, contact person's email address, and the date.

3. Table of Contents

Proposals must include a table of contents that includes a clear identification of the material by section and page number.

4. Executive Summary and Project Approach

Provide a brief summary (no more than two pages) of the qualifications and benefits of selecting the proposer to perform requested services. This section should clearly convey the proposer's understanding of the project scope, the general approach to be taken, and identify any specific considerations regarding how the work will be completed.

5. Work Plan

Prepare a detailed work plan addressing the tasks described in the Scope of Work (Appendix A). The proposed work plan should:

- a) Discuss how the proposer will conduct the identified task, identify deliverables, and propose a schedule. The proposal should discuss the tasks in sufficient detail to demonstrate a clear understanding of the project and component tasks. The proposal may include additional tasks or sub-tasks the proposer believes necessary to accomplish the project goals. The schedule should show the expected sequence of tasks, subtasks, and milestones.
- b) Provide a staffing plan for each task. Provide an organizational chart that shows roles and responsibilities of key personnel and reporting structure, including reporting and communication relationships between C/CAG, consultant staff, and subcontractors, if any. Designate a project manager who will provide a single point of contact for the management and coordination of all aspects of the work. The project manager will be responsible for coordinating and tracking all deliverables, communicating with the C/CAG Project Manager, and reporting results and recommendations. Identify the task leads and backup individuals. Clearly identify all staff with defined roles and proposed work location during the project.

- c) Describe approach to managing resources and maintaining quality results. Include a description of the role of any subcontractors, their specific responsibilities, and how their work will be supervised to maintain quality results.
- d) Identify and explain any problem areas and/or potential obstacles (such as maintaining schedule, budget overruns, feasibility, etc.) to successful completion of the Scope of Work. Discuss methods, formal and informal, to track and resolve these problems/obstacles during the project.

6. Schedule of Work

Provide a detailed schedule for all phases of the project, including time for reviews and approvals. The proposed schedule should align with the anticipated project timeline. The anticipated agreement term is eight months from the date of Notice to Proceed. While the contract term allows sufficient time to accommodate coordination, review, and potential schedule adjustments, C/CAG expects that the core work and deliverables described in the Scope of Work can be completed in a shorter timeframe.

Proposers shall include a realistic and achievable project schedule identifying key milestones and deliverables, and may propose a total project duration that is less than the full contract term, provided it is supported by the proposed approach and staffing plan.

7. Cost Proposal

Provide a detailed cost proposal for the project using the Cost Proposal Template (Appendix B). The cost estimate shall include personnel names, classifications, hourly rates, and any other cost items necessary to perform each of the tasks listed in the Scope of Work. A total cost shall be summarized and presented. Rates shall include all qualifying direct and indirect costs; fully loaded hourly rate means an hourly rate that includes all applicable surcharges such as taxes, insurance and fringe benefits as well as indirect costs, overhead and profit allowance, and ordinary materials and supplies. Rates indicated shall be firm for the initial contract term and any annual rate escalation shall not exceed 3%. C/CAG reserves the right to negotiate with or to decline to enter into a contract with a proposer whose rates are unreasonable at C/CAG's sole discretion.

8. Supplemental Materials

As an appendix, include the following as documentation of relevant consultant information, qualifications, and experience:

- Qualifications
Identify the qualifications of staff assigned to perform the work, with expertise or experience addresses each of the specified needs. Include subcontractor personnel.

In an appendix, provide resumes and references for all key team members. Resumes shall

show relevant experience for the project Scope of Work, as well as the length of employment with the consultant. Key members, especially the project manager, shall have significant demonstrated experience with this type of project, and ideally should be committed to stay with the project for its duration. Any change in key personnel on the project team is subject to prior written approval of C/CAG. Removal of any key personnel identified in the responses to the RFP without prior written consent of C/CAG may be considered a material breach of contract.

- Project Examples

Demonstrate successful completion of comparable projects. These projects must illustrate the quality, type, and past performance of the project team. Include a detailed description of a minimum of three projects within the past five years, with the following information:

- Contracting agency
- Contracting agency Project Manager
- Contracting agency contact information
- Contract amount
- Funding source
- Date of contract
- Date of completion
- Consultant Project Manager and contact information
- Project Objective
- Project Description
- Project Outcome

- Work Samples

Provide at least one sample of a written technical report or memo and one sample of material developed for a similar study effort. The samples must have been prepared by key members of the proposer's team and should identify the authors. The samples will be considered in evaluating firm and staff expertise and experience, and written presentation effectiveness.

- References

Provide three references (no more than five including references for subcontractors) and their contact information. References should be for work completed within ten years of the date of the issuance of this RFP, and the contact person must be currently accessible via the contact information provided to be considered. Performance on any C/CAG contract within the past three years may be considered as reference information or when past performance is included as an evaluation factor.

9. Additional Proposal Requirements

As an appendix, include the following documentation (no more than ten pages) related to the following items:

- a) Conflict of Interest Requirements

Include a Conflict of Interest Statement disclosing any financial, business or other relationship with C/CAG that may have an impact upon the outcome of the contract. List current clients who may have a financial interest in the outcome of this contract. Identify possible mitigation efforts, if any, to eliminate or avoid any actual or perceived conflicts of interest.

If a consultant discovers a conflict during the execution of an assigned task, the consultant must immediately notify the C/CAG Project Manager regarding the conflict(s) of interest. The C/CAG Project Manager may terminate the contract involving the conflict of interest and C/CAG may obtain the conflicted services in any way allowed by law. Failure by the consultant to notify C/CAG Project Manager may be grounds for termination of the contract for cause pursuant to Section 4, Termination, of the Contract Agreement Template, provided as Appendix C to this RFP.

b) Levine Act Disclosure

The Levine Act (California Government Code Section 84308) imposes certain requirements on parties contracting with C/CAG related to campaign contributions to C/CAG Board members. Complete the form available at: <https://ccag.ca.gov/wp-content/uploads/2023/07/Appendix-3-CA-Levine-Act-Statement.pdf> and include it in your submission.

b) Litigation

Indicate if the proposing consultant is or was involved with any litigation in connection with prior projects. If yes, briefly describe the nature of the litigation and the result.

c) Agreement

Indicate if the proposing consultant requests any exceptions from the standard agreement included as Appendix C, Sample Agreement Template.

Provide a brief statement affirming that the proposal terms shall remain in effect for one-hundred twenty (120) days following the date proposal submittals are due.

d) Insurance Provisions

Submit a signed acknowledgement, for proposer only, that the proposer agrees to provide the required certificates of insurance providing verification of the minimum insurance requirements listed in Appendix C, Sample Agreement Template (see Section 11), within ten days of C/CAG's notice to firm that it is the successful Proposer.

e) Taxpayer Identification Number and Certification

Submit a W-9, Request for Taxpayer Identification Number and Certification for the proposer only (containing original signature), available at <http://www.irs.gov/pub/irs-pdf/fw9.pdf>.

V. PROPOSAL EVALUATION

A. Evaluation Process

All proposals will be evaluated by a Selection Committee (Committee) comprised of C/CAG staff and other parties with relevant subject matter expertise. An initial assessment will be made to ensure that the submittal complies with the RFP requirements. An incomplete submittal will be deemed non-responsive and disqualified at C/CAG staff's discretion. The Committee will then assess the quality of each submittal based on the evaluation criteria below, and will rank the proposals. All communication during the evaluation phase shall be through the C/CAG Contract Administrator/Project Manager only. Proposers shall neither contact nor lobby evaluators during the evaluation process. Attempts by proposer to contact members of the Committee may jeopardize the integrity of the evaluation and selection process and risk possible disqualification of proposer.

The selection process may include oral interviews. If oral interviews are necessary, the consultant will be notified of the time and place of oral interviews and whether any additional information may be required to be submitted. The evaluation criteria for the oral interviews, should they occur, are included below.

B. Evaluation Criteria

Proposals will be evaluated according to each evaluation criterion and scored on a zero-to-five-point rating scale. The scores for all the evaluation criteria will then be multiplied according to their assigned weight to arrive at a weighted score for each proposal. A proposal with a high weighted total will be deemed of higher quality than a proposal with a lesser-weighted total. The final maximum score for any proposal is five hundred (500) points.

		Rating Scale
0	Not Acceptable	Non-responsive, fails to meet RFP specifications. The approach has no probability of success. For mandatory requirement this score will result in disqualification of proposal.
1	Poor	Below average, falls short of expectations, is substandard to that which is the average or expected norm, has a low probability of success in achieving project objectives per RFP.
2	Fair	Has a reasonable probability of success, however, some objectives may not be met.
3	Average	Acceptable, achieves all objectives in a reasonable fashion per RFP specification.
4	Above Average/Good	Very good probability of success, better than that which is average or expected as the norm. Achieves all objectives per RFP requirements and expectations.
5	Excellent/Exceptional	Exceeds expectations, very innovative, clearly superior to that which is average or expected as the norm. Excellent probability of success and in achieving all objectives and meeting RFP specification.

The evaluation criteria summary and their respective weights are as follows:

No.	Written Evaluation Criteria	Weight
1	Organization of Proposal	5
2	Staff and Firm Qualifications	20
3	Understanding of Project Scope of Work	20
4	Proposed Project Approach	20
5	Cost Effectiveness	10
6	References	5
7	Conflict of Interest Statement	Pass/Fail
	Subtotal:	80

No.	Interview Evaluation Criteria	Weight
8	Presentation by team	10
9	Q&A Response to panel questions	10
	Subtotal:	20
	Total:	100

1. Organization of Proposal (5 points)

- Responses that do not include the proposal content requirements identified within this RFP and subsequent addenda and do not address each of the items listed below will be considered incomplete, be rated a Fail in the Evaluation Criteria and will receive no further consideration.

2. Staff and Firm Qualifications (20 points)

- Relevant experience, specific qualifications, and technical expertise of the firm and sub-consultants to conduct services on public sector projects, including work for Joint Powers Authorities or similar agencies.
- Describes familiarity of project and demonstrates understanding of work completed to date and project objectives moving forward
- Roles and Organization of Proposed Team
 - Proposes adequate and appropriate disciplines of project team.
 - Some or all of team members have previously worked together on similar project(s).
 - Overall organization of the team is relevant to C/CAG's needs.
- Roles of Key Individuals on the Team
 - Proposed team members, as demonstrated by enclosed resumes, have relevant experience for their role in the project.
 - Key positions required to execute the project team's responsibilities are appropriately staffed.
- Working Relationship with C/CAG

- Team and its leaders have experience working in the public sector and knowledge of public sector procurement process.
- Team leadership understands the nature of public sector work and its decision-making process.

3. Understanding of Project Scope of Work (20 points)

- Detailed Scope of Services to be Provided
 - Proposed scope of services is appropriate for all phases of the work.
 - Scope addresses all known project needs and appears achievable in the timeframes set forth in the project schedule.
 - The proposal includes a detailed work plan.
- Project Deliverables
 - Understanding of the Project scope and ability to meet program objectives.

4. Proposed Project Approach (20 points)

- Project and Management Approach
 - Team is managed by an individual with appropriate experience in similar projects. This person's time is appropriately committed to the project.
 - Project team and management approach responds to project issues. Team structure provides adequate capability to perform both volume and quality of needed work within project schedule milestones.
- Schedule of Work
 - Schedule shows completion of the work within or preferably prior to the C/CAG overall time limits as specified in this RFP. The schedule serves as a project timeline, stating all major milestones and required submittals for project management and applicable regulatory compliance.
 - The schedule addresses all knowable phases of the project, in accordance with the general requirements of this RFP.
- Presentation of written proposals and sample reports.

5. Cost Effectiveness (10 points)

- Cost Control and Budgeting Methodology
 - Proposer has a system or process for managing cost and budget.
 - Evidence of successful budget management for a similar project.
- Proposal clearly defines cost in spreadsheet format.
- Reasonableness of hourly rates.
- Allocation of resources for tasks and activities.

6. Conflict of Interest Statement (Pass/Fail)

- Discloses any financial, business, or other relationship with C/CAG that may have an impact upon the outcome of the contract.
- Lists current clients who may have a financial interest in the outcome of this contract.

7. References (5 points)

- Provide as reference the names of at least three agencies you currently or have previously consulted for in the past three years.

8. Presentation by Team (10 points) (if oral interviews are necessary)

- Team presentation conveying project understanding, communication skills, innovative ideas, critical issues and solutions.

9. Q&A Response to Panel Questions (10 points) (if oral interviews are necessary)

- Proposer provides responses to various interview panel questions.

Weighted scores for each proposal will be assigned utilizing the table below:

No.	Evaluation Criteria	Rating (0-5)	Weight	Score (Rating * Weight)
1	Organization of Proposal		5	
2	Staff and Firm Qualifications		20	
3	Understanding of Project Scope of Work		20	
4	Proposed Project Approach		20	
5	Cost Effectiveness		10	
6	References		5	
7	Conflict of Interest Statement	N/A	Pass/Fail	Pass/Fail
8	Presentation by Team		10	
9	Q&A Response to Panel Questions		10	
	Total:		100	/500

D. Recommendation for Contract Award

C/CAG reserves the right to not convene oral interviews or discussions, and to make an award on the basis of initial proposals. Accordingly, each initial proposal should be submitted on the most favorable terms from a price and a technical viewpoint. C/CAG reserves the right to negotiate and/or include a best and final offer stage to the process.

References may be contacted at any point in the evaluation process. C/CAG reserves the right to consider consultant performance based on comments from submitted references. Experience and ability to perform work is a significant consideration.

The Committee will recommend the selected proposer to the C/CAG Board of Directors for approval, based on the Committee's evaluation of the written proposals and oral interviews (if held).

E. Selection Disputes

A proposer may object to a provision of the RFP on the grounds that it is arbitrary, biased, or unduly restrictive, or to the selection of a particular proposer on the grounds that C/CAG procedures, the provisions of the RFP or applicable provisions of federal, State, or local law have been violated or inaccurately or inappropriately applied by submitting a written protest to the C/CAG Project Manager in accordance with the following deadlines:

1. No later than 5:00 p.m. on the third business day prior to the date Responses to RFP are due, for objections to RFP provisions.
2. No later than 5:00 p.m. on the third business day after the date the proposer is notified that it did not meet the minimum qualifications or was found to be non-responsive.
3. No later than 5:00 p.m. on the third business day after the date on which the proposer is notified that it was not selected, or, if applicable, the date the Committee recommends award, whichever is later, for objections to the recommended award.

Protests must clearly and specifically describe the basis for the protest and state the proposed relief or remedy in sufficient detail for C/CAG staff to recommend a resolution to the C/CAG Executive Director. The C/CAG Executive Director will respond to the protest in writing, based on the recommendation of staff.

APPENDIX A - SCOPE OF WORK

The purpose of this project is to conduct a comprehensive agency-wide desktop compensation study to evaluate how the agency's current salary ranges and total compensation compare to comparable public agencies in the region. The study will inform internal planning efforts related to recruitment, retention, workforce sustainability, and succession planning.

The consultant shall:

1. Assess the agency's current salary ranges and overall compensation structures against the market.
2. Identify any salary compression, misalignment, or competitiveness issues across classifications.
3. Compare salary and benefit offerings with peer agencies for both individual positions and overall structure.
4. Provide data-driven findings that support future policy and budget discussions by the Finance Committee and Board.

The Consultant shall complete the following deliverable and provide project management oversight for all the tasks below.

Task 1 – Project Initiation and Data Collection

The consultant shall:

- Meet with C/CAG leadership to confirm study methodology, benchmark classifications, and comparator agencies.
- Develop criteria for selecting comparable agencies, including considerations for geographic location, agency size and staffing levels, organizational purpose and complexity, and budget and program scope.
- Prepare a list of comparable public agencies to be approved by staff prior to data collection.
- Collect and analyze publicly available salary data, including salary ranges and total compensation components when available.
- Document matches, assumptions, and methodological differences.
- Review current C/CAG classification, salary data and benefit offerings
- Identify any required supplemental data

Deliverables:

1. Memo documenting study methodology
2. Excel workbook with salary data

Task 2 – Benchmarking and Market Analysis

For each agency classification, the consultant shall conduct a comprehensive market comparison using established public-sector human resources standards and practices. This effort will include matching each C/CAG classification to equivalent or closely comparable classifications at selected peer agencies, with clear documentation of the rationale and methodology used for each

match. The consultant shall analyze and compare key compensation components for each classification, including minimum, midpoint, and maximum salary ranges, step or tier structures (if applicable), overall range spreads, and executive compensation structures where relevant. As part of this analysis, the consultant shall identify and highlight patterns and outliers, including:

- Classifications that are significantly below the current market range
- Classifications that are significantly above the market range
- Areas where salary compression exists between classifications or levels
- Potential internal equity concerns across similar or related positions

This analysis will provide a data-driven foundation to help the agency evaluate its current market position, understand structural alignment or misalignment across classifications, and inform future policy discussions related to recruitment, retention, and long-term workforce sustainability.

Deliverables:

1. Excel workbook containing:
 - a. All comparator data
 - b. Salary comparisons by classification

Task 3 – Findings and Recommendations

Building on the completed market analysis, the consultant shall prepare a clear, decision-focused summary of key findings and strategic considerations for agency leadership, the Finance Committee, and the Board. This section of the study will synthesize the data into understandable trends, risks, and implications rather than restating detailed matches or raw data.

The consultant shall summarize and present the agency’s overall market position, highlighting broad themes and patterns observed across classifications. This will include an identification of organizational areas that may present heightened recruitment or retention risk, functions where salary compression or structural imbalance may be occurring, and classifications that emerge as significant outliers or priority areas for additional consideration. In addition, the consultant shall outline practical, data-informed options for consideration by the Finance Committee and Board.

These options may include, but are not limited to:

- Potential adjustments to salary ranges to better align with the external market
- Phased or incremental implementation approaches to mitigate near-term fiscal impacts
- Structural or policy-based strategies to improve internal alignment and equity
- A monitoring-only approach if current compensation practices are reasonably competitive

The intent of this section is to present a range of strategic pathways rather than dictate a single course of action. All recommendations shall remain advisory in nature. The consultant shall not propose or determine specific salary placements for individual employees, but rather provide the

information and context needed to support informed, policy-level decision-making in future budget and workforce planning discussions.

The consultant shall present these findings in both a written report and a concise, board-ready presentation format suitable for discussion at the Finance Committee and/or Board level.

Deliverables:

1. Draft technical report
2. Final report incorporating staff feedback
3. PowerPoint presentation for Finance Committee and Board

Task 4 – Optional Task

At the request of C/CAG staff, the Consultant may be asked to perform the following tasks. Optional tasks are subject to future funding availability and separate authorization.

1. Review of job descriptions for clarity/consistency
2. Recommendations for future classification study
3. Future market update model
4. Ongoing HR advisory support on an as-needed basis

APPENDIX B – COST PROPOSAL TEMPLATE

The cost proposal template is available for download and review on the C/CAG website at <https://ccag.ca.gov/opportunities/rfpsrfqs/>.

APPENDIX C – SAMPLE AGREEMENT TEMPLATE

The sample agreement template is available for download and review on the C/CAG website at <https://ccag.ca.gov/opportunities/rfpsrfqs/>.