C/CAG

CITY/COUNTY ASSOCIATION OF GOVERNMENTS
OF SAN MATEO COUNTY

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February 2, 2026

Request for Proposals for
Compensation Market Analysis and Benchmarking Study

RESPONSES TO REQUESTS FOR CLARIFICATIONS

Question 1: How many classifications and employees are expected to be included in the study? Will an allocation report be provided?

Answer 1: The study is expected to include all C/CAG classifications. At the time of release, C/CAG has a relatively small organizational structure with 14 employees and eight classifications. A current job classification table for the San Mateo County C/CAG employees is available through the County's data portal by searching for C/CAG, the link is at http://data.smcgov.org/Government/Job-Classification-Table-JCT-/i4fw-626v.

Of the 14 employees, 12 are contracted through the San Mateo County while two positions, the Executive Director and Board Secretary, are direct employees of C/CAG. The Board Secretary salary is tied to the Redwood City's Administrative Assistant's salary, as documented in the C/CAG Board Agenda Item 5.2 from November 14, 2019. The Redwood City Salary Plan is publicly available for reference at:
https://www.redwoodcity.org/home/showpublisheddocument/30785/639034745716930000.

The most recent amendment to the Executive Director's employment contract is reflected in the C/CAG Board Agenda 4.2 from the November 14, 2025 meeting.

An allocation report identifying how each classification is placed within the recommended compensation structure should be included as part of the findings in the draft technical report, consistent with Section 3.1 of the RFP.

Question 2: Are you comfortable with the study being conducted virtually?

Answer 2: Yes. C/CAG is comfortable with the study being conducted virtually through web meetings, teleconferences, and secure electronic data sharing. No on-site visits are required.

Question 3: Are any of the classifications covered by labor unions or employee associations? If so, how many bargaining units?

Answer 3: Yes. Some classifications are represented by a labor union. Those employees are covered under SEIU representation. There is a single bargaining unit for represented employees.

Question 4: Will the consultant be required to participate in meet-and-confer or labor negotiations?

Answer 4: No. The consultant will not be required to participate in meet-and-confer or labor negotiations as part of this RFP. The scope of work is limited to analytical, benchmarking, and advisory services.

Question 5: How many benchmark classifications are expected to be included in the market study?

Answer 5: C/CAG expects the consultant to propose a reasonable set of benchmark classifications sufficient to represent the agency's workforce and salary structure. While the final benchmark list will be developed collaboratively, C/CAG anticipates that all the current classifications will be included due to the small size of the organization.

Question 6: How many comparator (labor market) agencies should be used?

Answer 6: C/CAG expects the consultant to use approximately four to five (4–5) comparable public agencies in the study. The consultant will propose a list of agencies for staff review and approval during Task 1.

Question 7: How many pay grades and steps are in the current salary structure?

Answer 7: C/CAG's salary structure includes multiple pay grades, with approximately six (6) steps per pay range.

Question 8: Has C/CAG conducted a compensation study previously?

Answer 8: C/CAG itself has not conducted an agency-wide compensation study of the type described in this RFP. However, a compensation study for San Mateo County management staff and attorneys was completed in November 2024.

Question 9: What survey agencies have been used in the past, and is there a target number?

Answer 9: C/CAG has not previously conducted its own agency-wide compensation benchmarking study. As part of this project, the consultant will recommend comparator agencies based on agreed-upon criteria, subject to staff approval. C/CAG anticipates a market group of approximately 4–5 agencies.

Question 10: Will C/CAG provide salary schedules and job information?

Answer 10: Yes. The selected consultant will receive current C/CAG salary schedules, classification descriptions, and related compensation data following contract award and Notice to Proceed.

Question 11: Is C/CAG looking to have the hired consultant conduct a job analysis to determine the hierarchy of jobs?

Answer 11: No, the consultant is not responsible for determining the job hierarchy.

Question 12: Please confirm whether C/CAG is requesting that the consultant recommend the agencies to be surveyed for this study, based on the specific criteria outlined in the RFP.

Answer 12: Yes, please see task 1. Project Initiation and Data Collection for more details.

Question 13: Is there a group of agencies that C/CAG has historically used for compensation surveys?

Answer 13: C/CAG has not previously conducted a compensation survey, therefore, the Agency is unable to provide a list of agencies used for prior studies.

Question 14: We typically identify benchmark classifications for surveying the market (i.e., not every classification is usually surveyed). Is C/CAG comfortable with this approach?

Answer 14: As this will be C/CAG's first compensation study, the Agency is seeking a comprehensive review and therefore requests that all classifications be included in the market survey.