



## REQUEST FOR PROPOSAL

Original Date Issued: April 30, 2026

Deadline for Questions: May 15, 2026

Closing Date: May 29, 2026

Anticipated Award Date: June 30, 2026

Reference: Comprehensive Compensation Study

Subject: **Request for Proposal for a Comprehensive Compensation Study/2026**

The International City/County Management Association (ICMA) seeks proposals from qualified compensation consulting firms to conduct a comprehensive compensation study. This review shall include but is not limited to job data collection and analysis, external market benchmarking, and evaluation and redesign of the compensation structure as warranted. The review shall also encompass compensation philosophy and policy development, job description review and updates, performance management process evaluation, benefits and leave program assessment, and the establishment of a sustainable process for maintaining ongoing market competitiveness. ICMA anticipates awarding one award as a result of this solicitation. ICMA reserves the right to award more or fewer awards than anticipated above.

All questions concerning this solicitation should be directed to Maria Solano, Deputy Executive Director, [msolano@icma.org](mailto:msolano@icma.org), as well as [workwithus@icma.org](mailto:workwithus@icma.org). Questions must be received by May 15, 2026.

All communications must include the solicitation title, **ICMA/Comprehensive Compensation Study/2026** 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 looks forward to a mutually beneficial business relationship.

Sincerely,

Maria Solano, Deputy Executive Director

## **PURPOSE**

The International City/County Management Association (ICMA) seeks proposals from qualified compensation consulting firms to conduct a comprehensive compensation study of ICMA's current compensation structure, policies, and practices to ensure they are competitive, equitable, and aligned with the organization's strategic goals, and to provide recommendations where necessary.

The selected firm will assess market competitiveness through benchmarking; review internal pay equity; evaluate job classifications and descriptions; and provide recommendations for a compensation philosophy and structure. This review will also include an assessment of performance management practices, and benefits and leave programs.

## **ABOUT ICMA**

ICMA is a 501(c)(3) nonprofit organization founded in 1914. Its mission is to advance professional local government worldwide through leadership, management, innovation, and ethics. ICMA achieves its mission by identifying leading practices to address the needs of local governments and professionals serving communities globally. Our more than 14,000 members commit to the ICMA Code of Ethics which has stood for integrity and transparency in public service for more than 100 years.

In addition to advocating for the council-manager form of government and professional management in communities, ICMA provides member support, publications, data and information, peer and results-oriented assistance, and training and professional development to thousands of city, town, and county leaders and other individuals and organizations throughout the world.

For more information regarding ICMA's programs and services, please go to [www.icma.org](http://www.icma.org).

## **SCOPE OF WORK**

### **I. BACKGROUND**

ICMA has approximately 85 employees, with about 50% residing in the Washington, D.C. metropolitan area, and the remainder located throughout the United States. ICMA is a virtual-first employer, with a fully operational office in Washington, D.C., and encourages a hybrid work environment to support in-person collaboration and team engagement. ICMA operates on a 37.5-hour workweek, Monday through Friday, from 8:30 AM – 5:00 PM ET.

Within ICMA, there are eight teams:

- Executive Directors' Office
- Member Services
- Innovation and Research

- Outreach
- Conferences, Events and Sponsorships
- Finance and Contracts Administration
- People, Culture, and Capabilities
- Technology, Engineering, and Data

ICMA's Leadership Team consists of a CEO/Executive Director and eight senior-level executives.

All positions are exempt, with the exception of one administrative support role.

The most recent compensation review was conducted in 2021 and implemented in early 2023.

Our current compensation structure consists of two pay plans: General Staff and Leadership Team. The General Staff pay plan has sixteen (16) grades, with a specialized grade for part-time Regional Directors who support state associations and members in their respective regions. The Leadership Team pay plan has six grades.

## II. VENDOR QUALIFICATIONS

The firm selected shall demonstrate the following qualifications:

- Extensive knowledge of the nonprofit and association compensation market at both the national level and within the Washington, D.C. metropolitan area.
- Proven experience conducting comprehensive compensations reviews and delivering actionable, implementation-ready recommendations.
- Demonstrated ability to manage projects and adhere to established timelines; develop clear, professional presentation materials; communicate effectively with Leadership and key staff; facilitate organization-wide informational sessions.

## III. EXPECTED DELIVERABLES

- Collect and analyze current job data using a Job Description Questionnaire (JDQ) or a comparable tool.
- Conduct a market analysis of benchmark positions to determine ICMA's relative position in the market.
- Evaluate the existing compensation structure against the external market and assess internal balance and equity. Provide recommendations to address any internal pay disparities or inequities, including issues such as pay compression.

- Develop recommendations for adjustments to the existing salary structure or develop a new compensation structure, as appropriate.
- Provide clear implementation strategies including cost modeling scenarios for full implementation and phased implementation. Provide prioritization guidance, as appropriate.
- Recommend a sustainable process to evaluate the compensation structure and maintain competitiveness on an ongoing basis.
- Advise on compensation philosophy and related policies.
- Develop updated job descriptions and/or provide a standard job description template.
- Provide guidance on the appropriate timeline for annual performance review and the alignment of the merit increase effective date.
- Conduct a market review of ICMA's current benefits and leave programs.
- Present a final written report to Senior leadership summarizing all findings, collateral compensation recommendations, and any other insights gained during the review process.

## **SUBMISSION REQUIREMENTS**

Respondents must submit a proposal organized according to the following sections. Proposals that do not follow the prescribed format may be deemed non-responsive.

<b>Section 1. Company profile</b>	<p>Please limit to no more than two pages. CV's or resumes will not count toward the page limit.</p> <ul style="list-style-type: none"> <li>• Provide a description of your business, including the year established in the current business for the services requested in this RFP, company size, number of employees and annual revenue.</li> <li>• CV's or resumes of key personnel- in a leading paragraph, please indicate how much time each person(s) will devote to this contract.</li> </ul>
<b>Section 2. References</b>	<p>Provide a description of the types and sizes of client organizations served, as well as a sample client list indicating the type of services rendered. Respondents should provide references as follows:</p> <ul style="list-style-type: none"> <li>• At least three (3) examples of relevant work, including the dates the work was performed and completed. Experience with nonprofits, associations, or membership organizations of comparable size is preferred.</li> <li>• The contact information should include the contact's name, phone number, e-mail address, and website. References will be contacted as part of the evaluation process.</li> </ul>

<b>Section 3. Approach</b>	<ul style="list-style-type: none"> <li>• Describe your approach to implementing ICMA’s scope of work, including a sample Job Description Questionnaire (JDQ) or other instruments used to capture current job data from staff, as well as the methodologies used to determine ICMA’s position in the market.</li> <li>• Explain how you will engage and collaborate with project team members, leadership, and staff, and how you will provide ongoing communication throughout the compensation review process.</li> <li>• Provide a proposed project timeline, including key milestones and deliverables, as well as recommendations for implementation in sequential order.</li> <li>• Share examples of providing similar services provided to nonprofits, associations, or membership organizations, including scope and outcomes.</li> </ul>
<b>Section 4. Pricing</b>	<p>ICMA will consider a proposal that is either fixed-fee, per-deliverable fee, or level of effort rate subject to a maximum not to exceed fee or other arrangement fair and favorable to ICMA.</p> <p>If proposing a per-deliverable fee, provide your proposed fee for each of the deliverable types anticipated under this scope of work.</p> <p>For fixed fee or level of effort rate, describe your pricing method and why this would be advantageous to ICMA.</p> <p>Please be advised that ICMA is cost-conscious about procuring outside services.</p>

**TYPE OF CONTRACT TO BE AWARDED**

To be determined

**CONTRACT TERM AND DELIVERY DATES**

ICMA expects this scope of work to be completed by early October 2026. Final delivery dates will be negotiated upon award.

**EVALUATION AND AWARD PROCESS**

Proposals will be evaluated based upon the following criteria:

Evaluation Criterion	Weight
Company Profile an experience	30%
Proposed Services and methodology	30%
References	20%
Pricing	20%

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.

All proposals will be reviewed for completeness of the submission requirements. Proposals that have not followed the submission requirements, do not meet minimum content and quality standards, or are nonresponsive to all or some of the requirements of this RFP may be eliminated from further consideration.

ICMA reserves the right in its sole discretion to reject any or all proposals, in whole or in part, without incurring any cost or liability whatsoever.

### **RFP PRESENTATIONS**

ICMA may select Respondents to provide presentations and/or demonstrations of their proposal. The presentations and/or demonstrations will be completed via web conference, or in-person meetings, at ICMA's discretion. ICMA will not compensate and /or reimburse any selected firms for their labor and/or expenses related to the presentation and/or demonstrations.

### **INSTRUCTIONS TO THE RESPONDENTS**

Respondents interested in providing the services described above should submit a proposal following the prescribed format in the Submission Requirements section of this RFP.

Adherence to the proposal format by all respondents will ensure a fair evaluation with regard to the needs of ICMA. 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. A signed transmission letter from an officer authorized to bind the respondent.
2. A proposal package not to exceed 30 pages, excluding CV's or resumes and required forms
3. Completed and signed required forms

Packages must be submitted electronically to Maria Solano, Deputy Executive Director [msolano@icma.org](mailto:msolano@icma.org) as well as [workwithus@icma.org](mailto:workwithus@icma.org) with a subject line noting the RFP title and number found on page one of this solicitation. No phone calls please.

Applications received after the closing date stated on the top of page 1 will be rejected.

### **REQUIRED FORMS**

[ICMA Vendor/Supplier Form](#)

[ICMA Vendor Application](#)

## 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.

**Contract Award** - ICMA anticipates making one award 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.

