



Request for Proposal for a Comprehensive Compensation Study

Questions Received & ICMA's Responses:

- 1. How many classifications/positions are included in the study?**
 - a. Approximately 50 general staff classifications and 8 leadership classifications will be included in the compensation study.

- 2. Does ICMA have a preferred timeline for completing the study?**
 - a. ICMA expects this scope of work to be completed by early October 2026. Final delivery dates will be negotiated upon award.

- 3. Does ICMA currently have a documented compensation philosophy?**
 - a. Yes, ICMA does have a compensation philosophy; however, this compensation philosophy was created in tandem with the previous compensation study. An updated compensation philosophy will be one of the expected outcomes from the selected respondent.

- 4. Are compensation policies currently documented?**
 - a. We have several compensation policies and practices that are currently documented.

- 5. How has executive compensation been benchmarked in prior compensation studies? Was peer data utilized?**
 - a. The CEO/Executive Director's compensation is not included in this study. The 8 leadership team members are included, and peer organization data has previously been used to benchmark compensation.

- 6. How up to date are your existing job descriptions?**
 - a. Most job descriptions were updated in mid-2022, apart from newer positions.

- 7. Has the salary structure been updated since 2023?**
 - a. The salary structure was increased by 2% in late 2025.

- 8. Describe ICMA's current performance evaluation process.**
 - a. ICMA's annual performance evaluation period begins on July 1 and ends on June 30. The evaluations typically open mid-July, and employees have until the end of August to complete their reviews. Merit increases take effect on the first pay period in January.

Employees hired or promoted mid-cycle are subject to a 6-month and 1-year performance review. After the 1 year post-hire or post-promotion period, employees whose performance meets expectations are eligible for a merit increase and join the regular annual performance review cycle.

9. Are annual salary increases differentiated by performance rating?

- a. Yes, performance ratings are considered when implementing annual salary increases.

10. How many unique job titles are covered in this study?

- a. See response to question #1.

11. Is ICMA looking to conduct a benefits prevalence analysis or a full actuarial valuation analysis?

- a. ICMA expects currently offered benefits (including employee costs) to be analyzed and compared to the selected peer market. Based on the results of the analysis, recommendations for adjustments or additional benefits should also be provided, along with the cost estimates.

12. Will ICMA require an intermediate sanctions review?

- a. No, ICMA will not require an intermediate sanctions review.

13. When is the project expected to kick-off?

- a. The project is expected to kick off in July, immediately following completion of the RFP selection process.

14. We understand that ICMA has approximately 85 employees. How many unique positions/jobs would be included in the study?

- a. See the response to question #1.

15. Please confirm that the study scope includes the Executive Director, as well as the eight senior-level executives.

- a. The scope of the compensation study will include the eight senior-level executives. The compensation review for the Executive Director is handled separately.

16. For executive benchmarking, has ICMA historically utilized peer groups developed from Form 990 data, published executive compensation surveys, or a combination of both?

The CEO/Executive Director's compensation is not included in this study.

17. Our typical approach includes collecting existing job descriptions and organizational charts to support survey matching and market benchmarking. We can also provide a job

description template and/or job questionnaire to assist with collecting consistent job content information. Does this align with ICMA's expectations for the engagement?

- a. Yes, the approach aligns with our expectations.

18. Does ICMA currently have an established compensation philosophy or market positioning strategy?

- a. See the response to question #3.

19. Can ICMA share information regarding compensation surveys, market data sources, and/or peer groups used in prior compensation reviews, including any data sources that may be made available to the selected consultant?

- a. The selected consultant will receive available information regarding data sources and peer groups from prior compensation reviews.

20. Can you confirm whether all 85 employees are in scope for the study?

- a. Yes, see the response to question #1.

21. Is ICMA targeting implementation of changes in 2026, or for a future compensation cycle?

- a. Details regarding implementation will be based on the outcome of the study. Implementation will be in a future compensation cycle.

22. Is there an estimated budget range for this project that respondents should consider when structuring their proposal?

- a. The budget range will be determined based on the services offered by respondents. ICMA encourages all respondents to submit their best and final pricing with their proposal; cost will be considered as part of the proposal evaluation process.

23. Is there an existing formal compensation philosophy that should be used as a starting point, or will this be developed as part of the engagement?

- a. See the response to question #3.

24. Are current job descriptions available for all roles, and how recently have they been updated?

- a. See the response to question #6.

25. Can you confirm if your intent is to develop updated job descriptions or provide a standard job description template?

- a. The intent is to develop updated job descriptions, and if deemed necessary, a revised template to utilize moving forward.

26. Does ICMA currently have a formal job evaluation or job leveling methodology in place?

- a. Yes, however, the methodology could potentially benefit from enhancement.

27. For the market review of benefits and leave programs, does ICMA have a preferred comparator group (e.g., nonprofit associations, membership organizations, or DC-based employers), or does ICMA typically benchmark benefits and leave using industry and geography cuts of standard survey benchmarks?

- a. ICMA's preference is for the benefit and leave programs to be compared to non-profits, membership associations, and Washington, DC-based employers to ensure benefit offerings remain competitive.

28. For the benefits market review, can you confirm which of the following programs are in scope: retirement, medical, dental, vision, life, disability? Are there any other benefit programs that should be included in scope?

- a. All of the benefits listed above are within scope. Additionally, paid leave (sick, vacation and paid family leave) as well as other ancillary benefits should be included.

29. Can you confirm if ICMA offers a pension or post-retirement medical plan and if that is in scope?

- a. No, ICMA does not offer a pension or post-retirement medical plan.

30. Is the selected vendor expected to provide change management and communication support as part of this study?

- a. Yes, the selected vendor is expected to provide communication support and recommendations for managing changes that result from the compensation study.

31. Budget milestones: What budget-cycle dates must we align to (review windows, hearings, adoption)?

- a. ICMA's fiscal year is July 1 – June 30. The selected vendor is expected to provide clear implementation strategies including cost modeling for full implementation and phased implementation, along with prioritization guidance as appropriate.

32. What are the top three outcomes you need (e.g., market competitiveness, internal equity, compression relief, budget-ready structure)?

- a. Our top three outcomes are:
 - Evaluate our positions externally for market competitiveness.

- Provide recommendations to address any internal pay disparities or inequities; develop recommendations for adjustments to existing salary structure or develop a new compensation structure.
- Establish a strong compensation philosophy with sound policies to support it.

33. Which departments/roles are in scope, and which should be prioritized or excluded? How many jobs are in scope that the 85 employees encompass?

- a. All business teams are included in the scope of the study. See the response to question #1.

34. Custom survey: Do you want a custom survey of peer organizations? If yes, will you provide the peer list, or should we?

- a. ICMA is open to either a custom or standard survey, based on what the selected respondent has available.

35. Legal/policy constraints: Are there any specific legal, policy, or ordinance requirements that affect pay design?

- a. ICMA is not aware of any legal, policy or ordinance requirements that would impact the pay design.

36. Job descriptions/org charts: Will you provide current JDs and org charts? What percentage requires refresh vs. creation from scratch, if any?

- a. Yes, current job descriptions and org charts are available and will be provided to the selected respondent. Due to recent changes, all job descriptions need to be reviewed for potential updates.

37. Workweek alignment: Should market data be adjusted for your 37.5-hour week vs. 40-hour norms?

- a. At this time, we do not believe it is necessary to adjust our data due to the 37.5-hour workweek. Please note: with the exception of one, all our positions are exempt positions. However, we are interested in seeing how other organizations have addressed this in their compensation studies.

38. What approach is currently used to benchmark executive pay levels and design?

- a. See the response to question #5.

39. Please could you describe existing incentive and benefits programs?

- a. Currently, ICMA offers medical, dental, vision, and life and disability (short and long-term) insurance plans. ICMA contributes \$300 - \$600 to HSA accounts for employees who enroll in the high-deductible health plan. Employees also receive accrued paid annual leave starting at 15 days off per year, accrued sick leave at 12

days per year, and 2 floating personal days annually (increases with tenure after 10 years). ICMA also provides all staff with access to an EAP service and a student loan navigation program. Full descriptions of the benefits offered will be provided to the selected respondent.

40. Has turnover been an issue to date?

- a. Turnover has been an issue in the past; however, it has slowed over the past 18 months.

41. Does ICMA currently have a compensation philosophy and, if so, please could you describe it?

- a. See the response to question #3 above.

42. How many unique jobs are there? For example, Accountant I and Accountant II are two unique jobs.

- a. See the response to question #1.

43. How many job descriptions need to be updated?

- a. See the response to question #1.

44. Will the consulting partner be able to speak with the incumbents in these roles to discuss questions they have about their duties and responsibilities?

- a. Yes, the selected respondent will be allowed and encouraged to speak with the incumbents if there are questions regarding their duties and responsibilities.

45. Who from ICMA will be reviewing the updated job descriptions?

- a. ICMA's HR Team and the respective supervisors/team leaders will review the updated job descriptions.

46. What survey sources have been used in the past for external market benchmarking of general staff roles?

- a. ICMA has used several sources for external market benchmarking, including DC SHRM compensation surveys, ASAE, and the Bureau of Labor Statistics. Additional examples and sources may be shared with the selected respondent.

47. What is ICMA's philosophy on compensating remote employees. Meaning, all employees regardless of location are compensated as if they live in Washington, D.C., or employees are paid based on where they are located so that an employee living in a lower cost of labor location than Washington, D.C., is paid less than their counterparts.

- a. Currently, all ICMA employees are included in the same pay structure, which is comparable to the Washington DC market. There is no geographic pay differentiation.

48. What job classification system does ICMA currently use? For example, point factor, broad level descriptions, etc.

- a. ICMA uses a general job classification practice. An internally designed Job Description Questionnaire is utilized to capture the knowledge, skills, and requirements of the position.

49. How many jobs need to be reviewed and re-classified?

- a. See the response to question #1.

50. How has ICMA determined how jobs are mapped into the grade structure?

- a. Roles are mapped to the grade structure by using various factors included in our internal job description questionnaire, such as position dimensions, supervisory responsibility, and duties and responsibilities.

51. Of the 85 employees mentioned in the RFP – are all unique titles? If not -how many are?

- a. See the response to question #1.