



Request for Proposal

RFP-5883-26-KF

Classification and Compensation Study

Proposal Deadline

April 13, 2026, before 12:00 p.m. Mountain Daylight Time

Electronic Submission Only

Proposals Must Be Submitted Exclusively Through
BidNet Direct® – Rocky Mountain E-Purchasing System (RMEPS)

<https://www.bidnetdirect.com/colorado/city-of-grand-junction>

Important Notice

The City of Grand Junction does not control or administer vendor access to the BidNet® Direct system. Proposers are solely responsible for ensuring a successful submission. Technical assistance must be requested directly from BidNet at (800) 835-4603.

Virtual Solicitation Opening

All City solicitation openings will be conducted virtually.
For meeting access and participation details, refer to Section 1.8.

Purchasing Agent Contact

Kathleen Franklin
kathleenf@gjcity.org
970-244-1513

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Event and Details	Date
Solicitation Issued/Posted Published via BidNet® Direct – RMEPS	March 16, 2026
Inquiry deadline All questions regarding this solicitation must be submitted no later than 5:00 p.m. MDT on this date.	March 26, 2026
Final Addendum Issued (if applicable)	March 30, 2026
Proposal Submission Deadline Electronic submission via BidNet® Direct only	April 13, 2026, before 12:00 p.m. (noon) MDT (America/Denver)
Evaluation of Proposals Internal review by City-appointed committee	April 13 – 20, 2026
Interviews (if required) Virtual or in-person, by City invitation only	Tentative Interview Time Blocks: <ul style="list-style-type: none"> • April 28, 2026 1:00 p.m. – 4:00 p.m. • April 29, 2026 2:00 p.m. – 4:00 p.m.
Notice of Intent to Award (tentative) Subject to final evaluations and interview outcomes	May 1, 2026
City Council Approval (<i>if required</i>) Only if the final contract value exceeds the Council approval threshold	May 20, 2026
Contract Execution	May 22, 2026, or sooner

Subject to completion of negotiations and any required approvals	
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Online Documents:

- <https://www.gjcity.org/331/Human-Resources>
- [Current Job Descriptions](#)

Section 1.0. Administrative Information & Conditions for Submittal

- 1.1. **Americans with Disability Act (ADA) Compliance Mandate:** Following HB21-1110, all documents produced and submitted in response to this solicitation must adhere to the provisions outlined in §§24-85-101, C.R.S., and subsequent sections, as well as the Accessibility Standards for Individuals with a Disability, as established by the Office of Information Technology under section §24-85-103 (2.5), C.R.S. Additionally, all documents must align with the State of Colorado's technology standards related to accessibility, including Level A.A. conformity with the latest iteration of the Web Content Accessibility Guidelines (WCAG) as integrated within the State of Colorado's technology standards.
- 1.2. **Required Review:** The Proposer is responsible for thoroughly reviewing all solicitation documentation to gain a comprehensive understanding of the scope, specifications, project requirements, and all associated rules, regulations, laws, conditions, instructions, and procurement policies related to the solicitation process and the Project or Work outlined in this Request for Proposal (RFP).
- 1.3. **Issuing Office:** This solicitation is issued by the City of Grand Junction, Colorado ("City"). The Purchasing Agent responsible for this procurement is:

Kathleen Franklin

kathleenf@gjcity.org

Except for pre-proposal or site visit meeting(s), all inquiries, concerns, clarifications, or communications regarding this solicitation—including those about the process, specifications, or project scope—must be submitted in writing to the Purchasing Agent. Any communication directed to other City personnel may result in the disqualification of the Proposer's submission.

- 1.4. **Purpose:** The City of Grand Junction, Colorado, is soliciting competitive proposals from qualified consultants to conduct a comprehensive Classification and Compensation Study for approximately 900 employees across more than 250 job classifications, including Police and Fire personnel. The selected Consultant shall evaluate the City's current classification structure, job documentation, market competitiveness, compensation philosophy, and pay administration practices, including the City's existing ten-step pay plan with three percent (3%) progression steps.

The Consultant shall apply professional expertise and industry best practices to analyze the City's classification architecture and compensation framework and provide recommendations that improve internal alignment, external competitiveness, transparency, and long-term sustainability. The resulting work shall include data-driven analysis, supporting documentation, and implementation considerations that enable the City to effectively administer and maintain its classification and compensation program over time. Section 4.0 of this solicitation describes the detailed project objectives, required services, and deliverables associated with this study (Scope of Services). All services shall be performed in accordance with the

terms and conditions set forth in this solicitation and incorporated into any resulting contract.

- 1.5. The City:** The City will act by and through its authorized representative(s).
- 1.6. Compliance:** By submitting a proposal, the Proposer acknowledges and agrees to comply with all terms, conditions, requirements, and instructions contained in this solicitation, including any addenda issued by the City. Proposer is responsible for carefully reviewing the solicitation and all associated Contract Documents.

If a Proposer identifies any ambiguity, omission, conflict, or other discrepancy within the solicitation that might affect its understanding of the requirements, the Proposer shall request written clarification from the Purchasing Agent prior to the inquiry deadline. Failure to request clarification shall not relieve the Proposer of its obligation to comply fully with the requirements of the Contract.

- 1.7. Controlling Authority:** The 2024 version of the City [Procurement Policy](#) is controlling.
- 1.8. Submission:** Proposers shall prepare and submit proposals following the requirements outlined in **Section 5.0, Preparation and Submittal of Proposals**. All proposals must adhere to the formatting, content, and submission guidelines specified in that section.

To participate in the public **proposal opening**, please refer to the following virtual meeting information:

Solicitation Opening: RFP-5883-26-KF

Classification and Compensation Study

Date/Time: April 13, 2026, 12:00 p.m. MDT (America/Denver)

Please join the meeting from a computer, tablet, or smartphone:

<https://meet.goto.com/824468885>

Or join the meeting by phone.

Access Code: 824-468-885

United States: [+1 \(408\) 650-3123](tel:+14086503123)

To join from a video-conferencing room or system:

Meeting ID: 824-468-885

Dial in or type: 67.217.95.2 or inroomlink.goto.com

Or dial directly: 824468885@67.217.95.2 or 67.217.95.2##824468885

Get the app now and be ready when the meeting starts:

<https://meet.goto.com/install>

- 1.9. Public Disclosure Notice:** Pursuant to the Colorado Open Records Act (CORA), all materials submitted in response to this solicitation shall be considered public records and may be subject to public disclosure, except for information specifically designated

as confidential, proprietary, or trade secret by the Proposer, and only to the extent permitted by law.

Upon award and execution of a contract, the solicitation file—including all responsive proposals—shall be available for public inspection in accordance with CORA and upon receipt of an [Open Records Request](#). This includes proposals submitted by the non-awarded Proposer(s).

Public disclosure is also subject to the applicable provisions of CORA in the event the solicitation or resulting project is canceled.

- 1.10. Public Disclosure Record:** If the Proposer knows its employee(s) or subcontractors have an immediate family relationship with a City employee or elected official, the Proposer must provide the Purchasing Agent with the name(s) of that/those individual(s). The individual(s) must file a “Public Disclosure Record” and/or a statement of financial interest before conducting business with the City.
- 1.11. Collusion Clause:** By submitting a proposal, each Proposer certifies that it is not involved in any collusive action(s) or activity(ies) that may violate applicable federal or state antitrust laws, rules, and/or regulations. Any proposal(s) found to have evidence or a reasonable belief of collusion among the Proposers will be rejected. At its discretion, the City reserves the right to accept future proposals for the same service(s) or work from participants identified in such collusion.
- 1.12. Gratuities and Kickbacks:** The Proposer(s) certifies that no gratuities, kickbacks, or contingent fees have been or will be offered, solicited, or paid in connection with this Proposal or any resulting Contract. This includes, but is not limited to, the offering or payment of commissions, gifts, or other considerations contingent upon a Contract's award. If the Consultant breaches this certification, the City reserves the right to terminate the Contract immediately without liability and may pursue all available legal remedies.
- 1.13. Ethics:** Proposers shall not offer, give, solicit, or accept gifts, favors, or anything of value to or from any employee, official, or agent of the City that could influence, or appear to influence, the procurement process. Additionally, the Proposer(s) shall not enter into any business arrangement or financial relationship with any such individuals that may create a conflict of interest or undermine public trust. Any violation of this provision may result in disqualification from consideration, termination of the contract, and potential legal consequences.
- 1.14. Alteration or Withdrawal of the Proposal:** Any modification, revision, or withdrawal of a proposal must be initiated by the Proposer and received by the City through the designated electronic submission platform prior to the proposal due date and time stated in the solicitation. After the designated deadline, no modifications, amendments, or withdrawals will be accepted. All proposals shall be considered final, complete, and binding upon the Proposer as of the submission deadline.

Submitted proposals shall remain firm, valid, and binding for **ninety (90)** calendar days following the proposal's due date and may only be withdrawn prior to the execution of a contract.

- 1.15. Multiple Offers:** If a Proposer(s) submits more than one proposal, THE ALTERNATE PROPOSAL must be marked "ALTERNATE PROPOSAL." The City reserves the right to make the award in the City's best interest.
- 1.16. Exclusions:** The City shall not consider any proposal submitted orally, by telephone, email, or facsimile. Only proposals submitted under the requirements outlined in this Solicitation shall be accepted for evaluation.
- 1.17. Contract Documents:** The Contract Documents include this solicitation, the Proposer's submitted proposal and supporting documents, and any negotiations that are formally accepted by the City and memorialized in a written agreement. These documents collectively constitute a binding and enforceable Agreement ("Contract") between the City and the Proposer upon acceptance. The Contract represents the entire and integrated agreement between the City and the Proposer ("Parties") and supersedes all prior negotiations, representations, or agreements, whether written or oral. Any modifications or amendments to this Contract must be made through a duly executed Change Order or Contract amendment.
- 1.18. Questions Regarding Specifications or Scope of Work:** All requests for clarification or interpretation of the Specifications or Scope of Services/Work must be submitted in writing via email to the Purchasing Agent no later than the inquiry deadline specified in the solicitation. The City is under no obligation to respond to inquiries received after the deadline. Any responses provided after the deadline shall be at the sole discretion of the City and, if issued, may be distributed by written addendum.
- 1.19. Acceptance of Proposal Content:** The Proposal selected by the City, if any, shall be incorporated into and become part of the final Contract Documents. The successful Proposer's failure to accept or fulfill the obligations outlined in the Contract may result in the cancellation of the award, and such Proposer may be disqualified from future solicitations.

Upon execution of the Contract between the Proposer and the City, the Proposer may be referred to as the "Agency," "Consultant," "Contractor," or "Firm" as applicable.

- 1.20. Addendum:** Official response to questions, clarifications, interpretations, corrections, modifications, or extensions to the proposal submission deadline shall be issued exclusively by the Purchasing Agent through a written addendum. The authority to issue the addenda is vested solely in the Purchasing Division.

All addenda will be distributed electronically through the BidNet Direct Rocky Mountain E-Purchasing System at <https://www.bidnetdirect.com/colorado/city-of-grand-jeff>. The Proposer(s) are responsible for monitoring this platform for issued addenda.

The Proposer(s) must acknowledge receipt of all addenda on the completed Solicitation Response Form located in Section 7.0, which must be submitted with the proposal.

- 1.21. Exceptions and Substitutions:** All proposals meeting the intent of this solicitation will be considered for award. A Proposer that takes exception to the stated

specifications does so at the Proposer's risk. The City reserves the sole right to accept or reject any proposed exception(s), substitution(s), or alternative(s).

If the Proposer(s) wish to propose a substitution or alternative, it must:

- 1.21.1. Clearly state each exception in a designated section of its proposal, specifying the affected requirement.
- 1.21.2. Demonstrate how the proposed substitution or alternative meets or exceeds the stated intent and performance criteria of the original specification(s).

Failure to explicitly state exceptions shall be deemed an acknowledgment of full compliance with this solicitation and all its requirements. If awarded a Contract, the Proposer(s) shall be fully responsible for strict adherence to and performance following all terms, conditions, and specifications outlined in the Contract Documents.

- 1.22. **Open Records and Confidential Material:** All materials submitted in response to this solicitation shall become public records and, upon contract award, shall be subject to public inspection under the Colorado Open Records Act (CORA).

For the purposes of this provision, "**Proprietary or Confidential Information**" refers to information that is not generally known to competitors and provides a competitive advantage. The unrestricted disclosure of such information places it in the public domain, thereby eliminating any claim of confidentiality.

Proposer(s) seeking to designate specific information as confidential or proprietary must:

- 1.22.1. Clearly mark each page or section of the submission containing such information with the words "**Confidential Disclosure**."
- 1.22.2. Upload confidential information as a separate document; and
- 1.22.3. Provide a written explanation justifying the claim of confidentiality, specifying how disclosure would cause substantial harm to the Proposer's competitive position, consistent with CORA.

The City shall review all confidentiality requests. The final determination of whether materials qualify for confidential treatment rests solely with the City. If a confidentiality request is denied, the Proposer(s) can withdraw its proposal or remove the contested confidential or proprietary information before the proposal is made publicly available.

Notwithstanding the foregoing, the following materials shall not be considered confidential or proprietary under any circumstances:

- Cost or pricing information.
- The entirety of a proposal submission.

Failure to comply with these requirements may result in the information being deemed public and subject to disclosure under CORA. The City assumes no responsibility for protecting information not properly designated and submitted under this section.

- 1.23. **Response Material City Ownership:** All proposals submitted in response to this solicitation shall become the City's sole property upon receipt and will not be returned

to the Proposer(s) except at the City's sole discretion. The City's rights are not affected by the selection, rejection, or disqualification of any proposal.

The City reserves the unrestricted right to use any concepts, ideas, or adaptations in any proposal received in response to this solicitation. This right extends to all proposals, regardless of the selection status, except where such use is expressly limited by properly designated and approved "Confidential Material" under Section 1.22.

Disqualification or non-selection of a proposal shall not limit or negate the City's rights under this provision.

1.24. Minimal Standards for Responsible Proposer(s): To be considered for an award, the Proposer(s) must affirmatively demonstrate its responsibility, qualifications, and capability to perform the work described in this solicitation. At a minimum, the Proposer must:

1.24.1. Demonstrate the ability to meet project schedules and contractual deadlines for services of similar scope and complexity. Proposers should submit documentation of comparable projects completed within the last two years, including:

1.24.1.1. A comparison of original schedules to actual completion dates

1.24.1.2. A brief explanation of methods used to manage timelines and mitigate delays

1.24.2. Provide evidence of a satisfactory performance record on projects of similar size, complexity, and scope.

1.24.3. Maintain a satisfactory track record of integrity, ethical practices, and regulatory compliance.

1.24.4. Be fully qualified and otherwise eligible to receive an award and enter a legally binding Contract with the City.

1.24.5. Ensure full compliance with the requirements outlined in Section 5.0. – **Preparation and Submittal of Proposals.**

1.25. Disqualification of a Proposer: A Proposal will not be accepted from, nor shall a Contract be awarded to, any person, firm, consultant, corporation, or entity that is in arrears to the City on any debt or Contract or that has defaulted—as surety or otherwise—on any obligation to the City, or that is otherwise deemed to be irresponsible or unreliable.

Proposers may be required to submit satisfactory evidence demonstrating the Proposer's responsibility, practical knowledge of the Project, and possession of the necessary financial and other resources to complete the proposed Services.

A Proposer and its Proposal may be disqualified for any of the following reasons, including but not limited to:

- 1.25.1. Submission of more than one Proposal for the same Service/Work by an individual, firm, consultant, contractor, corporation, or entity, whether under the same or different name; and
- 1.25.2. Evidence of collusion among Proposers. Any participant found to be engaged in collusion shall be disqualified from consideration for future service or work with the City until reinstated as a qualified Proposer.
- 1.26. **Taxes:** The City is exempt from State, County, and Municipal Taxes and Federal Excise Taxes; therefore, all fees shall not include taxes.
- 1.27. **Sales and Use Taxes:** The Consultant and all subcontractors must obtain sales and use tax exemption certificates from the Colorado Department of Revenue. Proposals shall reflect the removal of Sales and Use Tax on materials, fixtures, and equipment.
- 1.28. **Federal Taxpayer Identification Certificate:** Successful Proposer(s) new to conducting business with the City must furnish a completed standard “Federal Taxpayer Identification Certificate (W-9)” before the Contract is executed. Additionally, the City reserves the right to request a current W-9 from established business relationships as necessary.
- 1.29. **Public Opening (Proposal Receipt Acknowledgement):** The City will conduct a virtual proposal receipt acknowledgement immediately following the proposal submission deadline. Proposers, authorized representatives, and other interested parties may attend.

To ensure transparency and procedural integrity, all proposals received through BidNet® by the submission deadline will be formally acknowledged during the session. In accordance with the nature of a Request for Proposals, only the names of the entities submitting proposals will be announced. No proposal content, scoring information, or pricing details will be disclosed at this stage of the process.

Section 2.0. General Contract Terms and Conditions

- 2.1. **Acceptance of Terms:** Submission of a proposal in response to this solicitation constitutes a binding offer by the Proposer, which shall be acknowledged in the Letter of Interest or Cover Letter. The individual signing the Letter must be legally authorized to bind the Proposer to contractual obligations. By submitting a proposal, the Proposer agrees to all requirements outlined in this solicitation, including compensation terms and compliance with all contractual, legal, and ethical obligations set forth herein.

If the Proposer’s submission deviates in any way from the City’s stated requirements, such variations must be clearly and thoroughly identified in the proposal. Failure to do so may be deemed a waiver of the right to request modifications to the terms of performance, except as explicitly specified within this solicitation.

- 2.2. **Execution, Correlation, Intent, and Interpretations:** The Contract Documents shall be executed by duly authorized representatives of both the City and the Consultant. By executing the Contract, the Consultant represents that it has thoroughly reviewed and familiarized itself with the conditions, requirements, and constraints under which

the Services will be performed, and that it has correlated its observations, technical understanding, and professional expertise with the requirements of the Contract Documents.

The Contract Documents are complementary, and what is required by anyone shall be as binding as if required by all. The intent of the Contract Documents is to include all labor, materials, equipment, services, and incidental items necessary for the proper execution and completion of the Scope of Services, including items not specifically described.

- 2.3. Permits, Fees, and Regulatory Compliance:** The Consultant shall comply with all applicable federal, state, and local laws, statutes, regulations, and ordinances governing the performance of the Services under the Contract. This includes, but is not limited to, applicable employment, labor, and compensation-related laws and regulatory requirements that may affect the classification and compensation analysis performed as part of the Project.

Unless otherwise specified in the Contract Documents, the Consultant shall be responsible for obtaining and maintaining any professional licenses, certifications, or approvals required to perform the Services. The Consultant shall promptly notify the City in writing upon identifying any inconsistency or conflict between the Contract Documents and applicable legal or regulatory requirements. The City shall determine the appropriate course of action to address such matters in the City's best interest.

- 2.4. Responsibility for those Performing the Services:** The Consultant is fully responsible for the actions and omissions of its/his/her employee(s), subcontractors, and any other individual(s) performing any of the Services under the Contract.

- 2.5. Payment & Completion:** As stated in the Contract, the Contract Sum represents the total amount payable by the City to the Consultant for performing the Services or Work under the Contract. Upon completion of the required deliverables, the Consultant shall submit a written notice confirming readiness for final inspection and a detailed invoice for payment. The City's Project Manager will promptly conduct an inspection, and when the Service(s) are found in compliance with the Contract and satisfactorily completed, payment shall be processed as outlined in the Contract Documents.

Partial payments may be issued based on the Contractor's progress and completion of work, as documented in a detailed invoice. The invoice must accurately reflect the extent and cost of the Services performed under the Contract.

All Services provided by the Consultant shall adhere to generally accepted professional practices and maintain a level of competency consistent with industry standards for similar Services. Additionally, all Services must fully comply with applicable laws, ordinances, and regulations.

- 2.6. Protection of Persons and Property:** The Consultant shall comply with all applicable federal, state, and local laws, ordinances, regulations, and orders relating to the safety and protection of persons and property in the performance of the Services. When performing Services on City property or at other authorized locations, the Consultant shall exercise reasonable care and take appropriate precautions to

protect City employees, members of the public, and property from injury, damage, or loss resulting from the Consultant's operations or activities.

The Consultant shall be responsible for any damage to public or private property, or injury to persons, caused by the negligent acts, errors, or omissions of the Consultant, its employees, agents, or subcontractors in the performance of the Services. The Consultant shall promptly notify the City of any such incident and shall, at its own expense and in a manner acceptable to the City, repair or restore any damaged property or otherwise remedy the resulting condition. If the Consultant fails to promptly address such damage or injury, the City may take corrective action and recover the reasonable costs incurred from the Consultant.

- 2.7. Changes in the Services:** The City may request changes within the general scope of the Services, including additions, deletions, or other modifications. Such changes shall not invalidate the Contract but may result in an equitable adjustment to the Contract Sum or Contract Time.

No change to the Services shall be binding unless authorized through a written Change Order or Contract Amendment executed by duly authorized representatives of both Parties. The Consultant shall not proceed with any change to the Services until such written authorization has been issued. Any adjustment to the Contract Sum or Contract Time shall be made only as provided in the Contract Documents. The Consultant shall not be entitled to additional compensation or time extensions unless authorized by an approved written Change Order or Amendment.

- 2.8. Minor Changes in the Services:** The City may authorize minor changes to the Services that do not materially affect the Contract Sum, extend the Contract Time, or alter the overall intent of the Contract Documents. Such changes may be authorized by the City's Project Manager or other designated representative and shall be documented in writing for the project record.

- 2.9. Correction of Services:** The Consultant shall perform all Services and prepare all deliverables in accordance with generally accepted professional standards, exercising the degree of skill, care, and diligence ordinarily exercised by qualified professionals performing similar services under similar circumstances.

If any Services or deliverables fail to conform to the requirements of the Contract, the Consultant shall, at no additional cost to the City, promptly correct such deficiencies to the City's satisfaction. If the Consultant fails to correct the nonconforming Services or deliverables within a reasonable time after written notice from the City, the City may take appropriate corrective action and recover from the Consultant the reasonable costs incurred as a direct result of such failure, subject to the rights and remedies provided in the Contract.

- 2.10. Acceptance Not Waiver:** The City's review, approval, or acceptance of any Services or deliverables, or payment for any Services or deliverables, shall not relieve the Consultant of its obligation to perform the Services in accordance with the Contract or to meet the applicable professional standards of care. No review, approval, acceptance, or payment by the City shall be deemed a waiver of any rights or

remedies available to the City under the Contract, nor shall it constitute a waiver of any claims arising out of or related to the performance of the Services.

2.11. Change Orders and Amendments: No oral statement or representation by any individual shall modify, change, or affect the terms, conditions, or specifications of the Contract. All amendments or change orders to the Contract must be executed in writing by the City's Contract Administrator. Such executed modifications are the sole method for altering the Contract and must comply with the City's established procedures.

2.12. Assignment: The Consultant shall not sell, assign, transfer, or convey the Contract resulting from this Solicitation, in whole or in part, without the prior written approval of the City.

2.13. Compliance with Laws: The Consultant shall comply with all applicable federal, state, county, and municipal laws, codes, regulations, ordinances, and requirements, as well as ethical standards, governing the Services performed under the Contract.

The Consultant warrants that it is fully qualified to perform the required Services and possesses all necessary corporate authority, skills, credentials, experience, and professional licenses, which shall remain in good standing as required by law throughout the duration of the Contract.

2.14. Debarment/Suspension: The Consultant hereby certifies that it is not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from providing Services.

2.15. Confidentiality: The Consultant shall maintain the confidentiality of all non-public information disclosed by the City or obtained in connection with the performance of the Services. Such information shall not be disclosed, published, or used for any purpose outside the scope of the Contract without the prior written consent of the City, unless disclosure is required by law.

The Consultant shall take reasonable measures to protect such information from unauthorized access, disclosure, or use and shall ensure that its employees, agents, and subcontractors who have access to such information are informed of and comply with these confidentiality obligations. The Consultant's confidentiality obligations shall survive the completion, expiration, or termination of the Contract.

2.16. Conflict of Interest: No public official or employee of the City shall have any financial or personal interest, direct or indirect, in the Contract resulting from this solicitation. Any potential conflicts must be disclosed and addressed in accordance with applicable laws and the City's policies.

2.17. Cancellation of Solicitation: The City reserves the right to cancel this solicitation at any time or to reject any or all proposals, as a whole or in part, when deemed in the City's best interest.

2.18. Contract Termination: The Contract shall remain in effect until any of the following occurs: (1) Contract expires; (2) completion of Services; (3) final acceptance of Services; or (4) for convenience terminated by either party with a written *Notice of*

Cancellation stating therein the reasons for such cancellation and the effective date of cancellation at least thirty days past notification.

2.19. Employment Discrimination: During the performance of any Services, the Consultant agrees to:

2.19.1. The Consultant shall not discriminate against any employee or applicant for employment because of race, religion, color, sex, age, disability, citizenship status, marital status, veteran status, sexual orientation, national origin, or any legally protected status except when such condition is a legitimate occupational qualification reasonably necessary for the normal operations. The Consultant agrees to post notices in conspicuous places, visible to employees and job applicants, that state the provisions of this nondiscrimination clause.

2.19.2. All solicitations or advertisements for employees placed by or on behalf of the Consultant shall state that the Consultant is an Equal Opportunity Employer.

2.19.3. Notices, advertisements, and solicitations placed following federal law, rules, or regulations shall be deemed sufficient for meeting the requirements of this section.

2.20. Immigration Compliance: The Consultant certifies that it fully complies with the **Immigration Reform and Control Act of 1986** and all applicable federal, state, and local immigration laws. The Consultant shall not employ or subcontract with any individuals who are unauthorized to work in the United States during the performance of the Contract. Any violation of this requirement may result in the termination of the Contract and potential legal consequences.

2.21. Failure to Perform: If the Consultant fails to perform the Services in accordance with the requirements of the Contract, including failure to meet required schedules, quality standards, coordination obligations, or reporting requirements, the City may provide written notice identifying the deficiency and requiring corrective action within a reasonable timeframe.

If the Consultant fails to cure the deficiency within the time specified, the City may take appropriate action to protect its interests, including procuring substitute services from other sources. The Consultant shall be responsible for any reasonable additional costs incurred by the City as a direct result of the Consultant's failure to perform.

Notwithstanding the foregoing, if the Consultant's failure materially affects the Project, compromises regulatory compliance, or otherwise impairs the continuity or integrity of the Services, the City reserves the right to take immediate action, including suspension or termination of the Contract, in accordance with the Contract Documents.

2.22. Failure to Enforce: The City's failure at any time to enforce any provision of the Contract shall not be deemed a waiver of that provision or of any other rights under the Contract. Such failure shall not affect the validity of the Contract or any part thereof, nor shall it preclude the City from subsequently enforcing any provision in accordance with the terms of the Contract.

2.23. Force Majeure: The Consultant shall not be held liable for failure to perform its contractual obligations due to events beyond its reasonable control, including but not limited to acts of God, natural disasters, governmental actions, or other events beyond the reasonable control of the Consultant. This exemption shall not apply if the Contract specifies otherwise. The Consultant must provide the City with prompt written notice of any event that prevents performance and shall make all reasonable efforts to mitigate delays or disruptions caused by the force majeure event.

2.24. Indemnification: The Consultant shall defend, indemnify, and hold harmless the City, along with its officers, employees, insurers, and self-insurance pool, from and against any and all liabilities, suits, actions, claims, demands, damages, losses, or expenses of any kind, including attorney's fees, arising out of or related to any injuries, damages, or losses to persons or property caused by the negligent act, error, omission, or fault of the Contractor, its agents, employees, subcontractors, or suppliers in the execution or performance of the Contract.

The Consultant shall be responsible for satisfying any judgment, settlement, or associated costs incurred by or awarded against the City due to such claims. This indemnification obligation shall survive the termination or expiration of the Contract.

2.25. Independent Consultant: The Consultant is and shall remain an independent consultant in all respects under the Contract. Neither the Consultant nor its employees, agents, or subcontractors shall be considered employees, representatives, or agents of the City for any purpose.

The City assumes no liability for any negligence, misconduct, or other wrongful acts committed by the Contractor, its employees, agents, or subcontractors. The Consultant is solely responsible for all applicable taxes, including federal and state income taxes, unemployment taxes, Social Security contributions, and any other required withholdings.

Additionally, the Consultant is not entitled to any benefits the City provides to its employees, including but not limited to health insurance, retirement benefits, or Workers' Compensation coverage.

2.26. Services, Work Product and City Ownership: All documents, reports, analyses, data, models, presentations, specifications, concepts, designs, and other materials or deliverables created, developed, or prepared by the Consultant in connection with the performance of the Services under this Contract (collectively, "Work Product") shall become the sole and exclusive property of the City upon creation. To the extent permitted by law, the Consultant hereby assigns to the City all rights, title, and interest in such Work Product, including any applicable intellectual property rights.

All information, data, documents, and other materials provided by the City to the Consultant shall remain the property of the City and shall be used solely for purposes of performing the Services under this Contract. The Consultant shall not use, disclose, reproduce, or distribute such materials for any purpose outside the scope of this Contract without the City's prior written consent.

2.27. Patents and Copyrights: The Consultant shall indemnify, defend, and hold harmless the City from and against any and all claims, demands, losses, liabilities, costs, and

expenses, including attorneys' fees, arising out of or related to any actual or alleged infringement of any patent(s), copyright(s), trademark(s), or other intellectual property right resulting from the performance of the Services or the use of the Work Product.

The City shall have no liability to the Consultant for any costs, expenses, or obligations arising from such intellectual property infringement claims. The Consultant shall promptly assume the defense of any such claim and shall resolve the claim in a manner acceptable to the City.

This obligation includes, but is not limited to, claims arising from the creation, use, or incorporation of derivative works or materials based on the intellectual property rights of others.

2.28. Governing Law: The Contract and/or any agreement(s) resulting from responding to this solicitation shall be deemed to have been made in, and shall be construed and interpreted by, the laws of the City of Grand Junction, Mesa County, Colorado. Any action arising under or related to the Contract shall be brought in the District Court, 21st Judicial District, Mesa County, Colorado. In the event of a conflict between the body of the Contract and any incorporated or referenced document, the provisions of this Contract shall govern and control.

2.29. Expenses: All costs incurred by the Consultant in preparing, submitting, and presenting a proposal in response to this solicitation shall be the Contractor's sole responsibility and shall not be reimbursed or charged to the City.

2.30. Sovereign Immunity: The City expressly reserves and asserts all rights, privileges, and defenses available under Colorado's Governmental Immunity Act, C.R.S. § 24-10-101 *et seq.*, as well as all applicable case law interpreting and construing the same. Nothing in this solicitation or any resulting contract award shall be construed as a waiver of the City's sovereign immunity.

2.31. Public Funds and Non-Appropriation of Funds: Payment for services under this Contract is contingent upon funds appropriated by the City's approved budget for the applicable fiscal year. Under Colorado law, public funds cannot be obligated or expended beyond the fiscal year for which a budget has been approved.

Accordingly, any contractual commitments extending beyond the fiscal year are subject to future budget approvals. This Contract shall include a non-appropriation-of-funds clause to ensure compliance with Colorado law. If funds are not appropriated for subsequent fiscal years, the City reserves the right to terminate the Contract without penalty or liability.

2.32. Performance of the Contract: In the event of a breach or default, the City reserves the right to enforce the terms of the Contract through any legal or equitable means deemed in the City's best interest. The City may pursue all available remedies as prescribed by law to ensure compliance with the contractual obligations.

2.33. Default: The City reserves the right to terminate the Contract if the Consultant materially breaches any of its obligations, including failure to perform services in a timely, competent, or professional manner; failure to comply with project requirements, administrative procedures, or reporting obligations; or violation of applicable laws, regulations, or contract terms.

Prior to termination, the City will provide written notice of the default and allow the Consultant a reasonable opportunity to cure the issue, unless the breach presents an immediate risk to public health, safety, or the City's operations.

If the Consultant fails to cure the default within the time specified in the notice, the City may take appropriate corrective action, including procuring substitute services from another provider, and may hold the Consultant responsible for any resulting costs, damages, or losses.

This remedy is in addition to, and does not limit, any other rights or remedies available to the City under this Contract, at law, or in equity.

2.34. Piggyback: Where permitted and appropriate, the City may allow cooperative use of this Contract. Contracts resulting from this solicitation are intended primarily for the use by the City. However, upon mutual written agreement between the awarded Consultant and one or more governmental entities, the Contract may be extended for use by such entities, subject to the same specifications, terms, conditions, and pricing established in the original agreement.

Each participating governmental entity shall execute its own contract with the Contractor, issue its own purchase orders, be invoiced directly, make its own payments, and provide any applicable tax-exemption documentation.

It is expressly understood that the City is not a party to, nor responsible for, any contract formed between the Consultant and any other governmental entity pursuant to this provision. The City assumes no liability for any obligations, costs, or damages incurred by any other entity utilizing this Contract.

2.35. Definitions: Unless otherwise stated, the following definitions shall apply throughout this solicitation and any resulting Contract. Additional terms may be defined within specific sections or added as necessary to clarify intent and ensure consistency in interpretation.

2.35.1. "Agency," "Consultant," "Contractor," or "Firm" refers to the individual, organization, business entity, or other legal entity identified in the proposal and throughout the Contract. This term includes the Contractor's authorized representatives, employees, subcontractors, and agents who are responsible for fulfilling the obligations under the Contract.

2.35.2. "City" means and refers to the City of Grand Junction, Colorado, including its departments, officials, employees, and authorized representatives.

2.35.3. The "Contract Sum" refers to the total amount payable by the City to the Consultant for the full and satisfactory completion of the required Services. This sum includes all materials, labor, equipment, services, and any other obligations specified in the Contract Documents.

The Contract Sum may be structured as a Fixed Lump Sum, Guaranteed Maximum Price (GMP), or a Not-to-Exceed amount, as defined in the Contract Documents. Any modifications to the Contract Sum shall be made in accordance with the Contract and must be duly authorized by both Parties.

- 2.35.4.** “Contract Time” means the period during which the Consultant is obligated to perform the Services under this Contract, beginning on the effective date specified in the Notice to Proceed or other written authorization issued by the City, and continuing through the date of completion, expiration, or termination as set forth in the Contract Documents. Contract Time may be extended or reduced only by a duly executed written amendment or change order.
- 2.35.5.** A “Deliverable” refers to any tangible or intangible work product, report, document, presentation, or other output the Consultant is required to produce as part of the Services. Deliverables must fully comply with all applicable accessibility laws and standards, including:
- The Americans with Disabilities Act (ADA)
 - HB21-1110, requiring compliance with §§24-85-101, C.R.S., and subsequent sections
 - The Accessibility Standards for Individuals with a Disability, established by the Colorado Office of Information Technology under §24-85-103(2.5), C.R.S.
 - The State of Colorado's technology standards, including Level AA conformity with the latest iteration of the Web Content Accessibility Guidelines (WCAG)

All deliverables must adhere to these legal and technical requirements to ensure accessibility for individuals with disabilities.

- 2.35.6.** “Key Personnel” refers to the designated individual(s) from the Consultant, Contractor, or Firm who are identified as essential to the successful execution and completion of the Services. These individuals possess specialized skills, knowledge, or experience critical to fulfilling the scope of services/work under the Contract. Any reassignment or replacement of key Personnel shall require prior written approval of the City, as provided in the Contract Documents.
- 2.35.7.** “Proposer” refers to the individual or entity legally authorized by the Consultant, Contractor, or Firm to submit a proposal in response to this solicitation. This includes submitting pricing or fee proposals and making formal offers on behalf of the proposing entity.
- 2.35.8.** “Project” or “Work” refers to the endeavor outlined in this solicitation that encompasses the required product, service, or deliverable specified in the Contract Documents.
- 2.35.9.** “Services” include all labor, materials, equipment, and professional expertise necessary to complete the Work and fulfill the requirements outlined in the Contract Documents.
- 2.35.10.** “Subcontractor” refers to any individual, entity, or organization with a direct contractual agreement to perform a portion of the Services under the Contract. The term “Subcontractor” includes the subcontractor’s authorized representatives.

Section 3.0: Insurance Requirements

At its own expense, the successful Consultant shall procure and maintain insurance with insurers authorized to do business in the State of Colorado and rated A- or better by A.M. Best. The insurance coverage shall be maintained for the duration of the Contract and shall be sufficient to cover all liabilities, claims, damages, losses, and expenses arising out of or related to the Consultant's performance of the Services.

Failure of the Consultant to maintain the required insurance coverage shall not relieve the Consultant of any obligations or liabilities assumed under the Contract. The Consultant shall ensure that all subcontractors maintain insurance coverage consistent with the requirements set forth in this section.

Unless otherwise specified, the minimum insurance requirements shall be as follows:

(a) **Commercial General Liability**

Commercial General Liability insurance covering bodily injury, personal injury, and property damage arising out of the Consultant's operations.

ONE MILLION DOLLARS (\$1,000,000) per occurrence

TWO MILLION DOLLARS (\$2,000,000) general aggregate.

(b) **Professional Liability Errors and Omissions**

Professional Liability insurance covering negligent acts, errors, or omissions arising out of the Consultant's professional services.

ONE MILLION DOLLARS (\$1,000,000) per claim

TWO MILLION DOLLARS (\$2,000,000) aggregate

If coverage is written on a claims-made basis, the Consultant shall maintain continuous coverage or provide an extended reporting period for **at least five (5) years** following completion of the Services.

(c) **Automobile Liability**

Automobile Liability insurance covering bodily injury and property damage arising out of the ownership, maintenance, or use of any owned, hired, or non-owned vehicles used in the performance of the Services.

ONE MILLION DOLLARS (\$1,000,000) combined single limit per accident

(d) **Workers' Compensation and Employers' Liability**

The Consultant shall comply with all applicable State of Colorado laws and regulations concerning Workers' Compensation insurance and shall maintain such coverage for all employees engaged in performing the Services. Employers' Liability coverage shall be maintained as required by law.

3.1. Additional Insured Endorsement

The City of Grand Junction, its elected and appointed Officials, employees, and volunteers shall be named as Additional Insureds on the **Commercial General Liability** and **Automobile Liability** policies.

Such insurance shall be **primary and non-contributory**, and any insurance maintained by the City shall be excess of the Consultant's coverage. The Consultant shall be solely responsible for any deductible or self-insured retention associated with the required insurance policies.

3.2. Certificates of Insurance

Prior to commencing any Services, the Consultant shall provide the City with Certificates of Insurance (ACORD form) evidencing the required coverage and endorsements. Certificates shall:

- Reference the Solicitation title and number
- Identify all policy limits, carrier information, and effective dates
- Include all required endorsements

The Consultant shall maintain current certificates throughout the term of the Contract and shall provide updated certificates upon renewal, replacement, or modification of any required insurance coverage.

Services shall not begin until the City has received and approved of the required proof of insurance.

Section 4.0: Scope of Services and Project Requirements

- 4.1. **General:** The Consultant shall conduct a comprehensive Citywide Classification and Compensation Study for approximately 900 employees across 250-plus job classifications, including Police and Fire. The Consultant shall evaluate the City's classification structure, market data strategy, compensation philosophy, pay plan design, and pay administration practices (including the City's current ten-step pay plan with 3% steps), and shall provide recommendations that are transparent, scalable, understandable to employees and leadership, and sustainable for ongoing City administration. The City does not anticipate completion in time for the July 2026 budget cycle; the Consultant's work plan shall reflect realistic sequencing and decision points.
- 4.2. **Project Overview:** The study shall include a comprehensive review of the City's classification architecture, job documentation practices, market data strategy, compensation philosophy, and pay administration framework. The Consultant shall conduct stakeholder engagement, job analysis, market pricing analysis, evaluate the current pay structure, and develop recommendations and implementation strategies to support long-term program sustainability and administrative effectiveness.
- 4.3. **Scope of Services:** The Consultant shall perform the following services as part of the Classification and Compensation Study.

4.3.1. Project Initiation, Management, and Stakeholder Engagement

The Consultant shall conduct a kickoff meeting within ten (10) business days of Notice to Proceed and confirm project objectives, roles, responsibilities, decision-making process, and communication cadence.

The Consultant shall submit a detailed project workplan including milestones, decision points, review and approval cycles, data requirements, stakeholder engagement approach, and a tiered strategy for classification review intensity across 250 plus classifications.

The Consultant shall provide regular project status updates (at a minimum, monthly or as requested by the City), including progress against milestones, upcoming activities, decisions required, and risks/issues. The Consultant shall maintain an issue/risk log and recommend mitigation strategies.

The Consultant shall conduct structured employee and supervisor engagement, including listening sessions and job analysis sessions as appropriate, designed to support trust, understanding, and quality input. Listening sessions shall focus on employee experience and program feedback, while job analysis sessions shall focus on documenting work performed for classification validation, including potential consolidation or leveling. The Consultant shall clearly communicate the purpose and expectations for each session.

The Consultant shall provide non-attributed “what we heard” theme summaries and document how input informed recommendations or why it did not. The Consultant shall also provide communication tools, including FAQs and manager talking points, and support presentations to City leadership and the governing body as requested.

4.3.2. Methodology and Documentation Requirements

The Consultant shall use a methodology that is transparent, scalable, and explainable in plain language. The Consultant shall provide sufficient documentation of methods, data sources, assumptions, decision criteria, and job match rationale to allow the City to understand, communicate, defend, and maintain the classification and compensation program over time.

For market pricing, the Consultant shall provide documentation of benchmark matches, survey sources, data aging and adjustment methodology, and the approach used to price non-benchmark classifications.

The Consultant shall provide written rationale and supporting analysis for all recommendations and shall deliver all work products, datasets, tables, and models as City-owned deliverables in editable formats (e.g., Word, Excel, PowerPoint) with supporting documentation sufficient for City reuse and maintenance.

4.3.3. Classification Review and Analysis

The Consultant shall review the City's current classification plan for structure, consistency, duplication, appropriate leveling, and internal alignment across job families and departments. The Consultant shall evaluate whether the classification plan has grown unnecessarily complex and recommend structural improvements to support sustainability, including job families, leveling frameworks, consolidation of redundant classifications, clearer career ladders, and consistent titling conventions.

The Consultant shall review existing class specifications and job descriptions for completeness and consistency and recommend a standardized format that supports clear classification distinctions and pay administration.

The Consultant shall validate and update class specifications and job descriptions using a tiered approach that may include position questionnaires for incumbents and supervisors, targeted desk audits and interviews for higher-impact classifications, and supervisor or department validation for stable classifications.

The Consultant shall conduct job analysis focus groups or workshops to document work performed, validate common duties, and identify distinctions that support leveling, consolidation, or career ladder development. Job documentation must clearly reflect essential functions, scope, complexity, decision-making authority, supervision exercised and received, minimum qualifications, and practical skills or competencies required.

The Consultant shall also review and provide recommendations regarding FLSA exemption status for classifications impacted by job documentation changes or where exemption status is unclear, and identify items requiring City legal review.

The Consultant shall develop or refine job families and career progression guidance to improve internal equity and transparency, and shall provide recommendations to address internal alignment issues, including compression or compaction drivers related to classification structure and leveling.

The Consultant shall provide a documented set of classification recommendations, including title changes, re-leveling, consolidation, creation of new classifications, and retirement of outdated classifications, along with written rationale and implementation considerations.

The Consultant shall provide recommended ongoing governance and maintenance processes to support the long-term sustainability of the classification system.

4.3.4. Compensation Analysis and Pay Structure Review

The Consultant shall facilitate development or refinement of the City's compensation philosophy and guiding principles, including internal equity, external competitiveness, sustainability, pay transparency, communication, and governance.

The Consultant shall evaluate the City's market data strategy and recommend an approach to market data collection and use, including market definition by job family and the development of a benchmark job list and defensible job matching rules.

The Consultant shall conduct market pricing for benchmark classifications and develop a linkage methodology for non-benchmark classifications. Market results shall include all City job families, including Police and Fire classifications, and shall be provided in a transparent and reviewable format.

The Consultant shall evaluate the City's current pay structure, including the ten-step pay plan with 3% steps, and assess impacts to internal equity, competitiveness, compression or compaction, employee progression, employee understanding, and administrative sustainability.

The Consultant shall develop at least three (3) viable pay structure alternatives and provide analysis of pros and cons, employee impact considerations, and administrative requirements, along with a recommended option.

The Consultant shall identify transition considerations and strategies for addressing compression and alignment across job families.

The Consultant shall evaluate certification or skill recognition practices and develop options for City consideration, including whether certifications should be incorporated into classification design, base pay, progression criteria, or other recognition approaches.

The Consultant shall develop cost models for recommended options and provide at least two implementation scenarios (immediate versus phased). The Consultant shall also provide implementation sequencing, transition rules, and a long-term maintenance plan for the compensation program.

4.3.5. Deliverables

The Consultant shall provide all work products in editable formats (e.g., Microsoft Word, Excel, PowerPoint) and final PDF as requested. All supporting datasets, benchmark-matching documentation, assumptions, and models used to produce the findings shall be provided to the City as part of project closeout.

Deliverables shall include, at a minimum:

- Project charter and detailed workplan
- Regular project status reports
- Stakeholder engagement summaries and communication tools
- Documentation of methodologies, assumptions, and analytical approaches
- Recommended classification architecture and updated class specifications
- Classification recommendations log
- FLSA review recommendations
- Classification governance and maintenance guidance

- Compensation philosophy and pay administration framework
 - Market strategy and benchmarking documentation
 - Market pricing analysis and summary views
 - Pay structure alternatives and step plan analysis
 - Certification or skill recognition assessment and recommendations
 - Cost models and implementation planning documentation
 - Draft and final report packages
 - Executive presentations and presentation materials
 - Final project closeout documentation and data handoff package
-

4.3.6. Acceptance and Review Process

The Consultant shall use an iterative review and acceptance process for all major deliverables. Draft deliverables shall be submitted to the City for review and comment, and the Consultant shall revise and resubmit the deliverables incorporating the City's feedback prior to finalization. Deliverables shall be considered accepted upon the City's written confirmation of acceptance.

4.4. Project Schedule: The Proposer shall provide a project schedule that identifies key milestones, deliverables, decision points, and the sequencing necessary to complete the study.

4.5. Special Conditions and Provisions:

4.5.1. Questions Regarding the Solicitation Process or the Scope of Services: All questions regarding this solicitation shall be submitted in writing by email only to:

Kathleen Franklin, Purchasing Agent
City of Grand Junction
kathleenf@gjcity.org

4.5.2. Budget: The City has not established a publicly disclosed budget for this solicitation. Proposers shall submit pricing based on the Scope of Services and the Proposer's professional judgment regarding the level of effort required to successfully complete the Classification and Compensation Study.

Proposals should reflect competitive and cost-effective pricing consistent with the requirements of this solicitation. The City reserves the right to reject any proposal that exceeds available funding or is otherwise determined to be unreasonable.

4.5.3. City Personnel Time and Deliverable Review Standards: The City expects all deliverables, analyses, reports, datasets, and other work products to be complete, accurate, and professionally prepared prior to submission for City review. Deliverables shall be provided in a format suitable for review and decision-making and shall reflect the Consultant's appropriate internal quality control.

Reliance on City staff for extensive editing, formatting corrections, data reconciliation, or repeated review of incomplete or substandard deliverables may be considered noncompliant performance under the Contract.

If the City determines that an unreasonable amount of City staff time is being expended reviewing, correcting, or clarifying the Consultant's deliverables, the City reserves the right to:

- Require revisions or corrections at no additional cost to the City;
- Withhold payment until acceptable deliverables are submitted and approved; or
- Require the Consultant to address deficiencies and resubmit deliverables in accordance with the Contract requirements.

4.5.4. Key Staff Reassignment: Key Personnel identified in the Proposal shall be assigned to the Project and shall not be reassigned, removed, or replaced without the prior written approval of the City. If replacement of Key Personnel becomes necessary, the Consultant shall notify the City in writing and propose substitute personnel with qualifications and experience equal to or greater than those of the individual originally proposed.

No reassignment or replacement of Key Personnel shall occur without the City's prior written approval.

4.5.5. Price Proposal Requirements: Proposers shall submit a complete Fee Proposal for the performance of the Services described in this solicitation. Pricing shall be all-inclusive, submitted as a **total not-to-exceed project cost**, supported by a breakdown of fees by major task, phase, or project component consistent with the Scope of Services.

The Fee Proposal shall include, at a minimum:

- Professional service fees by task, phase, or milestone
- Identification of any anticipated reimbursable expenses (e.g., travel, data acquisition, or specialized survey access), if applicable
- A total proposed project cost for completion of the full Scope of Services

All pricing shall be comprehensive and inclusive of all labor, professional services, project management, meetings, stakeholder engagement, data collection, analysis, reporting, presentations, and administrative support required to complete the Project.

Proposers shall clearly identify any assumptions associated with the proposed pricing. Unless otherwise specified in the Contract, the City shall not be responsible for any additional costs beyond the agreed pricing, including, but not limited to, taxes, shipping charges, insurance, interest, penalties, termination payments, attorney fees, or liquidated damages.

Proposers shall submit pricing using the designated form provided in **Section 7.0, Solicitation Response Form**.

All fees and pricing submitted in response to this solicitation may be subject to negotiation at the City's sole discretion prior to contract award.

- 4.5.6. Not-to-Exceed Compensation Limit:** Compensation under the Contract shall not exceed the total not-to-exceed (NTE) amount authorized in the Contract Documents. The Consultant shall be responsible for managing its work and resources to complete the Scope of Services within the approved NTE amount.

The City shall not be responsible for work performed or costs incurred beyond the authorized NTE amount unless such increase is approved in advance and incorporated through a written Contract Amendment or Change Order executed by authorized representatives of both parties.

The Consultant acknowledges that the NTE amount is based on completion of the Scope of Services and required deliverables. Underestimation of effort or labor hours shall not constitute grounds for additional compensation.

- 4.5.7. Contract:** A binding Contract shall consist of the following components: (1) This RFP, including all Exhibits, Attachments, and any Addendum(s) thereto; (2) The Proposer's response (Proposal); (3) Any written clarifications, if applicable, and (4) the City Purchasing Division's acceptance of the proposal, as evidenced by a formal "Notice of Award."

- 4.5.7.1.** The Contract represents the entire agreement between the parties. Performance shall be governed exclusively by the terms, specifications, and requirements set forth in the Contract, as well as all applicable federal, state, and local laws. No other agreements, representations, or understandings shall be valid or binding unless expressly incorporated into the Contract.

The City's terms and conditions shall take precedence in the event of a conflict between documents.

- 4.5.7.2.** Any change to the Contract, whether by modification or supplementation, must be accomplished by a formal Contract Amendment in writing and executed by a duly authorized representative of the Consultant and the City Contract Administrator or by a modified Purchase Order/Contract before the effective date of such modification. The Proposer expressly and explicitly acknowledges and agrees that no verbal agreement, informal communication, or other unauthorized document shall constitute a valid amendment to the Contract.

- 4.5.8. Project Manager:** The City shall designate a Project Manager following contract award. The Project Manager, or designee, shall serve as the City's primary point of contact for administration of the Contract and shall be responsible for coordinating communications, reviews, and acceptance of deliverables in accordance with the Contract.

During the performance of the Contract, all notices, submittals, reports, and other communications directed to the City shall be delivered to the City's designated Project Manager unless otherwise directed in writing by the City.

The City will provide the Consultant with the name and contact information of the designated Project Manager upon contract award.

4.5.9. Contract Administrator: The Contract Administrator shall be responsible for all matters related to the administration of the Contract, including the issuance of amendments, modifications, or change orders, and the interpretation of the Contract Documents. All contractual inquiries shall be directed to:

Duane Hoff, Jr., CPPB
 Contract Administrator
 City of Grand Junction — Purchasing Division
 Email: duaneh@gjcity.org
 Phone: (970) 244-1545

The Contract Administrator serves as the City’s primary point of contact for procurement and contract administration matters. This role does not include technical direction, project oversight, or acceptance of Services or deliverables, which shall remain under the authority of the City’s designated Project Manager.

Tentative Calendar of Events:

Event and Details	Date
Solicitation Issued/Posted Published via BidNet® Direct – RMEPS	March 16, 2026
Inquiry deadline All questions regarding this solicitation must be submitted no later than 5:00 p.m. MDT on this date.	March 26, 2026
Final Addendum Issued (if applicable)	March 30, 2026
Proposal Submission Deadline Electronic submission via BidNet® Direct only	April 13, 2026, before 12:00 p.m. (noon) MDT (America/Denver)
Evaluation of Proposals Internal review by City-appointed committee	April 13 – 20, 2026
Interviews (if required) Virtual or in-person, by City invitation only	Tentative Interview Time Blocks: <ul style="list-style-type: none"> • April 28, 2026 1:00 p.m. – 4:00 p.m. • April 29, 2026 2:00 p.m. – 4:00 p.m.
Notice of Intent to Award (tentative) Subject to final evaluations and interview outcomes	May 1, 2026

City Council Approval <i>(if required)</i> Only if the final contract value exceeds the Council approval threshold	May 20, 2026
Contract Execution Subject to completion of negotiations and any required approvals	May 22, 2026, or sooner

Note: All dates listed above are tentative and subject to change at the City's sole discretion. Any updates or changes will be communicated via a written addendum posted to BidNet® Direct.

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Section 5.0: Preparation and Submittal of Proposals

5.1. Submission Requirements

Proposals must be submitted electronically via BidNet® Direct Rocky Mountain E-Purchasing System:

<https://www.bidnetdirect.com/colorado/city-of-grand-junction>

- The platform offers both free basic registration and paid subscription options. Free registration may require up to twenty-four (24) hours for activation; Proposers are encouraged to register and upload proposals well in advance of the submission deadline.
 - For registration instructions, refer to the [BidNet Electronic Vendor Registration](#) page on the BidNet® Direct website.
 - The City does not control or administer the vendor's access to BidNet Direct. Proposers are solely responsible for ensuring a successful electronic submission.
 - Technical assistance must be requested directly from BidNet® at (800) 835-4603 before the proposal deadline.
 - Late submissions will not be accepted under any circumstances.
-

5.2. Proposal Format and Submission Requirements

Proposals shall be submitted as **one (1) complete, searchable PDF document**. The proposal shall not exceed **thirty (30) pages**.

For purposes of this limitation:

- One (1) page equals one (1) single-sided page.
- If double-sided pages are submitted, each side shall count as one (1) page.
- Pages shall be no larger than standard letter size (8.5" × 11").
- The page limit includes cover letter, executive summaries, graphics, charts, tables, and appendices within the proposal narrative.

The following documents are excluded from the page limit:

- **The completed Solicitation Response Form (Section 7.0).**

Pages exceeding the thirty (30) page limit will not be reviewed or considered in the evaluation.

5.3. Cover Letter

Proposers shall submit a cover letter summarizing the Proposer's interest in the project, relevant qualifications, and understanding of the City's objectives and the Scope of Services. The cover letter shall include:

- A summary of the Proposer's experience and capacity to perform the Services
- The name and contact information of the primary point of contact
- Identification of the individual(s) authorized to bind the Proposer
- The signature, printed name, and title of a duly authorized representative

Submission of a proposal constitutes certification that the Proposer agrees to comply with all requirements and conditions of this solicitation.

5.4. Solicitation Response Form

Proposers shall complete and submit the Solicitation Response Form provided in Section 7.0 as part of the Proposer's proposal. Only the completed form shall be returned. The remainder of the solicitation document shall not be resubmitted in its entirety.

If a Proposer wishes to propose exceptions, modifications, or revisions to the City's terms and conditions, such changes shall be clearly identified immediately following the completed Solicitation Response Form and may include redlined versions of only the specific sections to which the exception applies. Submission of a fully redlined solicitation document will not be accepted.

Exceptions or proposed revisions not clearly identified in the Proposer's submission will not be considered.

5.5. Price Proposal

Proposers shall describe the proposed pricing structure, level of effort, and underlying assumptions in the proposal narrative, consistent with Section 4.0 – Scope of Services. The narrative shall include a breakdown of fees by major task, phase, or deliverable, and identify any anticipated reimbursable expenses.

Detailed pricing, including the **total not-to-exceed (NTE) amount**, shall be submitted using the **Solicitation Response Form provided in Section 7.0**.

The pricing information provided in the narrative shall support and correspond with the total pricing submitted in the Solicitation Response Form.

5.6. Capacity, Credentials, Experience, and References

The Proposer shall demonstrate its capacity, qualifications, and experience to successfully perform the Classification and Compensation Study described in this solicitation. At a minimum, the Proposer shall address the following:

- **Relevant Experience:** Experience conducting classification and compensation studies similar in scope and complexity to the Services described in this solicitation, including projects involving large and diverse workforces, multiple job families, and public safety classifications (e.g., Police and Fire). Experience performing similar studies for municipal governments or other public-sector organizations is strongly preferred.
- **Key Personnel:** Identification of key personnel proposed for the project, including the Project Manager and any lead analysts responsible for classification review, job analysis, and compensation modeling. Include everyone's role, qualifications, relevant experience, certifications (if applicable), and anticipated level of involvement in the project.
- **Project Organization and Approach:** Description of the proposed project team structure, roles and responsibilities, internal coordination practices, and communication methods with City staff. Identify any proposed subconsultants and describe their roles and qualifications.
- **Relevant Project Experience and References:** A minimum of three (3) references for projects completed within the past five (5) years that are similar in scope and complexity to the Services described in this solicitation.

For each referenced project, provide:

- Client name and organization
 - Reference contact name, title, phone number, and email address
 - Project description and scope of services performed
 - Key personnel involved
 - Number of employees and classifications included in the study (if available)
 - Description of the classification review and compensation analysis performed
 - Project duration and completion date
- **Methodology Experience:** Description of the Proposer's experience applying classification and compensation methodologies, including job analysis techniques, market benchmarking, job evaluation methods, and compensation structure design. The Proposer should demonstrate its ability to conduct transparent, defensible analyses that support long-term administration by the client organization.
 - **Stakeholder Engagement and Communication:** Description of the Proposer's experience facilitating employee engagement activities, such as listening sessions, job analysis workshops, and presentations to leadership or governing bodies, including methods used to communicate complex compensation concepts in clear and understandable terms.

The City will use the information provided in this section to evaluate the Proposer's qualifications, experience, reliability, and demonstrated ability to successfully perform the Services required under this solicitation.

5.7. Strategy and Implementation Plan

Proposers shall provide a comprehensive strategy describing how the Proposer will conduct the Citywide Classification and Compensation Study in accordance with the Scope of Services described in Section 4.0. The strategy shall demonstrate the Proposer's understanding of the City's objectives and present a clear, structured methodology for completing all required services and deliverables.

The strategy may be presented in narrative form or another suitable format and shall address, at a minimum, the following:

- **Project Approach and Methodology** – Describe the proposed methodology for conducting the classification and compensation study, including the approach to job analysis, classification review, market benchmarking, compensation analysis, and pay structure development.
- **Classification Review Strategy** – Describe the approach for reviewing and validating job classifications, including methods for collecting job information (e.g., questionnaires, interviews, job analysis sessions, desk audits), evaluating classification structure, and identifying opportunities for consolidation, leveling, or restructuring.
- **Compensation Analysis and Market Benchmarking** – Describe the proposed approach for identifying benchmark positions, selecting appropriate labor markets and survey sources, conducting market pricing analysis, and evaluating internal alignment and pay structure design.
- **Stakeholder Engagement and Communication** – Describe the approach for engaging City leadership, Human Resources staff, supervisors, and employees throughout the project. Include methods for conducting listening sessions, facilitating job analysis discussions, and communicating findings and recommendations clearly and transparently.
- **Project Management and Coordination** – Describe how the project will be managed, including coordination with City staff, internal team roles and responsibilities, quality control procedures, and methods for tracking project progress and resolving issues.
- **Implementation Planning and Transition Support** – Describe how the Proposer will assist the City in transitioning from the current classification and compensation structure to the recommended framework, including cost modeling, implementation options, and guidance for ongoing administration and maintenance of the system.

- **Project Schedule and Milestones** – Provide a proposed project schedule that identifies key phases, milestones, deliverables, review points, and anticipated timelines for completion of the study.

The strategy and implementation plan should clearly demonstrate the Proposer’s ability to deliver a transparent, defensible, and sustainable classification and compensation program that meets the City’s operational and administrative needs.

5.8. Legal Proceedings/Litigation

Proposers must disclose any legal proceedings, lawsuits, or regulatory actions involving the Proposer, its employees, or any subcontractors who may be involved in performing services/work under this Contract. This includes:

- All pending or current litigation, including the status of each case
- Any matter filed, settled, or adjudicated within the past five (5) years

For each case, provide:

- A brief description of the underlying issue
- The status or outcome

Failure to disclose relevant legal proceedings may impact the evaluation process.

5.9. Additional Data

Proposers may provide any additional information relevant to their qualifications, capabilities, or unique approach to conducting a classification and compensation study. This section may be used to highlight distinguishing factors that are not otherwise addressed in the required proposal sections.

Examples may include, but are not limited to:

- Specialized expertise in classification and compensation studies for public-sector organizations
- Proprietary methodologies or analytical tools used for job evaluation, market benchmarking, or compensation modeling
- Experience conducting studies involving large workforces or complex classification structures
- Approaches for facilitating employee engagement, job analysis sessions, or stakeholder communication
- Tools, templates, or training resources provided to support the City’s long-term maintenance of the classification and compensation program

- Other information that demonstrates the Proposer's ability to successfully perform the Services described in this solicitation

This section is optional; however, Proposers are encouraged to include any information that demonstrates added value or unique capabilities relevant to the City's objectives.

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Section 6.0. Evaluation Criteria and Factors

6.1. Overview

An evaluation committee appointed by the City will review and evaluate all proposals received in response to the solicitation. Proposals will be evaluated based on the Proposer's demonstrated qualifications, relevant experience conducting classification and compensation studies, technical approach and methodology, proposed project team, and overall ability to successfully perform the Services described in this RFP.

In addition, proposals will be evaluated on responsiveness to the solicitation requirements, clarity and feasibility of the proposed work plan, and the overall value offered to the City.

The purpose of the evaluation process is to identify the proposal that best meets the City's objectives and provides a transparent, defensible, and sustainable classification and compensation program consistent with the Scope of Services outlined in this RFP.

6.2. Evaluation Summary

Proposals will be evaluated and ranked according to the evaluation criteria categories and respective weightings identified in this Section. In conducting its evaluation, the City reserves the right to:

- Accept or reject any proposal, or any portion thereof.
- Waive informalities or minor irregularities in proposals.
- Consider the Proposer's past performance on similar projects, including work performed for the City or other public agencies.
- Request clarification or additional information from one or more Proposers; and
- Make an award, if any, in the best interest of the City.

Where applicable, the City may evaluate proposed pricing, fee structures, or cost methodologies independently or in combination with other evaluation factors to determine overall value. The City's determination of best value and any resulting award shall be made at the City's sole discretion.

6.3. Scoring Criteria

The City will evaluate proposals using the evaluation criteria categories and relative weights identified in this Section. Each Evaluation Committee member will independently evaluate and score qualitative criteria using a numeric scale of one (1) to ten (10), where:

- 1 represents an unsatisfactory response that fails to meet the requirements of the RFP; and
- 10 represents an exceptional response that fully meets or exceeds the requirements of the RFP

Raw scores for each qualitative criterion will be multiplied by its respective weights to determine weighted category scores. The sum of all weighted qualitative category scores will constitute each Proposer’s total qualitative score.

To promote fairness and consistency across evaluations, the City may apply a **score normalization method**. Under this method, the highest total qualitative score establishes the benchmark and earns the maximum available qualitative points. All other Proposers’ total qualitative scores may be proportionally adjusted relative to that benchmark prior to calculation of final composite scores.

6.3.1. Evaluation Criteria and Weighted Values (Qualitative – 90%)

Evaluation Category	Weight	Description
Responsiveness to RFP Requirements	5%	Completeness, organization, clarity, and compliance with all solicitation instructions, submission requirements, and required formats.
Understanding of the Project and City Objectives	20%	Demonstrated understanding of the City’s workforce structure, classification, and compensation needs, and desired outcomes of the study. Includes awareness of project complexity, stakeholder considerations, and implementation objectives.
Qualifications, Experience, References, and Capacity	25%	Relevant experience conducting classification and compensation studies of similar size, scope, and complexity, particularly for municipal or public-sector organizations. Includes qualifications of key personnel, project team expertise, organizational capacity, and quality of references.
Strategy & Implementation Plan	25%	Feasibility, clarity, and effectiveness of the proposed methodology for completing the study. Includes the approach to job analysis, classification review, market benchmarking, compensation modeling, stakeholder engagement, and development

		of recommended pay structures and implementation strategies.
Value to the City	15%	Overall value of the proposed services to the City, including usefulness of deliverables, quality of analytical tools or methodologies, knowledge transfer to City staff, and the ability to provide a sustainable classification and compensation framework.

The City may consider optional or value-added elements proposed by a Proposer as part of this evaluation. The inclusion or exclusion of such elements shall not, by itself, render a proposal non-responsive unless explicitly required by this RFP.

6.3.2. Score Normalization Method

Following completion of individual evaluations, the City will aggregate the weighted qualitative scores from all Evaluation Committee members to determine each Proposer’s total qualitative score.

The highest total qualitative score will establish the benchmark and be assigned the maximum available qualitative score of ninety percent (90%). All other Proposers’ qualitative scores may be proportionally adjusted relative to that benchmark using the same ratio.

The resulting normalized qualitative scores will be used to calculate final composite scores.

6.3.3. Pricing (10%) – Formula-Based Scoring

The Pricing Proposal will account for ten percent (**10%**) of the total evaluation score. Pricing will be evaluated using a formula-based method as follows:

$$(\text{Lowest Proposed Fee} \div \text{Proposer's Fee}) \times \text{Maximum Pricing Points} = \text{Pricing Score}$$

The Proposer submitting the lowest not-to-exceed (NTE) price will receive the maximum available points for this criterion. All other proposals will receive fewer points proportionally, based on the formula above.

To receive full consideration, pricing must be:

- Complete, itemized, and consistent with the Scope of Services.
- Reasonable, balanced, and reflective of the proposed methodology and level of effort; and

- Submitted in the format and manner required by this RFP.

Failure to follow the required pricing instructions or formats may result in a reduction in scoring or in the rejection of the Fee or Pricing Proposal.

6.4. Shortlisting Proposers

The City may use the process outlined in this Section to identify a shortlist of Proposers for further consideration. The City reserves the right to modify, waive, or discontinue any step in this process if determined to be in the City's best interest.

Compliance Review

All proposals will undergo an initial review to confirm compliance with the mandatory requirements of this solicitation.

The City's Purchasing Agent may request written clarifications from Proposers to resolve minor ambiguities, confirm understanding of the proposal, or verify compliance with submission requirements.

Evaluation and Scoring

Proposals will be evaluated and scored by the City's Evaluation Committee in accordance with the criteria and weighting outlined in Section 6.3. Individual evaluator scores will be compiled into a consolidated Evaluation Matrix to assist the Committee in establishing rankings and identifying the most qualified Proposers.

6.5. Experience and Reference Checks

The City reserves the right to conduct reference checks for one or more of the highest-ranked Proposers to verify qualifications, past performance, and reliability. Reference checks may include, but are not limited to, inquiries regarding:

- Performance on projects of similar size, scope, and complexity.
- Adherence to schedules, budgets, and contractual requirements; and
- Responsiveness, professionalism, and quality of work.

The City may contact references provided by the Proposer and/or other sources known to be familiar with the Proposer's performance. The City may also request additional supporting materials or work samples, and, if applicable, conduct site visits, for the purpose of verifying information contained in the proposal and further evaluating the Proposer's qualifications and capabilities.

6.6. Interviews or Presentations (if requested)

At the City's discretion, one or more Proposers determined to be the most responsive and competitive may be invited to participate in interviews or presentations. Interviews may be

conducted in person or virtually and are intended to further evaluate the Proposer's qualifications, proposed approach, and ability to successfully perform the Work.

The City reserves the right to determine the number of Proposers invited to interview and to adjust interview thresholds based on the quality of proposals and the level of competition. Shortlisted Proposers will be notified in writing. Interview dates and times will generally align with the Tentative Calendar of Events and may be modified as needed.

If conducted, interviews or presentations may be used to further assess or clarify the Proposer's:

- Understanding of the City's needs and objectives.
- Proposed approach, methodology, and work plan.
- Key personnel and organizational capacity; and
- Overall value to the City.

Participation in an interview or presentation does not guarantee an award.

6.7. Negotiations

The City reserves the right to conduct negotiations with the highest-ranked Proposer following completion of the evaluation process. Negotiations with lower-ranked Proposers may occur only if negotiations with higher-ranked Proposers are unsuccessful and formally concluded.

As part of negotiations, the City may request revisions to the Proposer's submission, which may include:

- Clarifications, refinements, or revisions to the proposed scope, approach, or deliverables
- Adjustments to pricing, fees, or cost assumptions, including requests for Best and Final Offers (BAFOs); and
- Other modifications necessary to align the proposal with the City's objectives

All negotiations will be conducted at the City's sole discretion and in a manner determined to be most advantageous to the City.

6.8. Award

The City reserves the right to exercise full discretion in the evaluation and award process, and may take the following actions, at its sole discretion and in accordance with applicable law:

- Award the Contract in whole or in part or make multiple awards if deemed in the City's best interest, including designating primary and secondary Contractor.

- Reject any or all proposals and waive any informalities, technicalities, or irregularities.
- Accept, reject, or negotiate portions of one or more proposals.
- Consider a Proposer's past performance with the City or other public agencies; or
- Decline to make any award if, in the City's judgment, no proposal offers sufficient value to justify a contract.

Any award recommendation is subject to final approval by the appropriate City authority.

6.9. Contract Execution

The selected Proposer shall be required to execute the contract within the timeframe specified after the award notice. Failure to timely execute the Contract may result in the withdrawal of the award and the selection of the next-highest-ranked proposer, or cancellation of the solicitation.

Any award is contingent upon funding availability, completion of all required approvals, and successful negotiation of final contract terms.

6.10. Notice of Intent to Award & Protest Procedures

The City may issue a Notice of Intent to Award prior to final contract execution.

Any formal protest must be submitted in writing within a specified timeframe following the Notice of Intent to Award, following the City's [Procurement Policy](#).

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Section 7.0. Solicitation Response Form

RFP-5883-26-KF “Classification and Compensation Study”

The proposer must submit the completed, dated, and signed form.

1) **Total Cost for Services as Described, Not-to-Exceed:** \$ _____

Total Not-to-Exceed Cost Written:

_____ **dollars**

The City reserves the right to accept any portion of the services to be performed at its discretion.

The undersigned has thoroughly examined the entire Solicitation and submitted the proposal and schedule of fees and services attached hereto.

This Proposal is firm and irrevocable for ninety (90) days after the time and date set for receipt of proposals.

The undersigned Proposer hereby acknowledges and agrees to the terms and conditions outlined in this solicitation. By submitting this Proposal, the Proposer certifies that it is fully prepared, willing, and able to perform and provide the services/work described herein, should the City accept and award the Contract.

The undersigned Proposer acknowledges the City’s sole discretion to reject any Proposal, waive informalities or irregularities, and take any action deemed in the City’s best interest.

By submitting this Proposal, the Proposer certifies— and, in the case of a joint Proposal, each participating party certifies independently— that the Proposal has been developed and submitted without collusion, consultation, communication, or agreement with any other Proposer or competitor regarding any aspect of the Proposal, including pricing, terms, or strategy.

By submitting this Proposal, the **Proposer** certifies that:

- The prices in the Proposal have not been knowingly disclosed to any other Proposer and will not be disclosed before the award.
- No attempt has been made, nor will be made, to induce any other person or entity to submit or refrain from submitting a Proposal in a manner that restricts competition.

- The individual signing the Proposal is a duly authorized agent of the Proposer and has the legal authority to bind the Proposer to all representations, supporting documentation, and fees/prices provided in the Proposal.
- Direct purchases by the City of Grand Junction are tax-exempt from Colorado Sales or Use Tax. The City's tax-exempt identification number is **98-903544**. The undersigned certifies that no Federal, State, County, or Municipal tax will be added to the above-quoted prices
- The City of Grand Junction's payment terms are Net 30 calendar days from receipt of a complete and approved invoice.
- A prompt payment discount of _____ percent (%) of the net invoice amount will be offered to the City if the invoice is paid within _____ calendar days following receipt of a complete and compliant invoice. The City may consider such a discount in determining the award, provided the discount period is at least ten (10) calendar days (Net 10).

RECEIPT OF ADDENDA

The undersigned Proposer acknowledges receipt of all Addenda issued for this Solicitation, including modifications to the Specifications and Contract Documents.

- **Total number of Addenda received:** _____

The Proposer is solely responsible for ensuring that all Addenda have been received, reviewed, and acknowledged as part of the Proposal submission.

Additionally, the Proposer must submit:

- A letter signed by the entity's Owner or a Statement of Authority delegating authorization to act on behalf of the Proposer.
- A completed and current IRS Form W-9 before contract execution.

Proposer Information and Authorization

Entity Name: _____

Authorized Agent Name & Title: _____

Authorized Agent Signature: _____

Telephone Number: _____

Email Address of Agent: _____

Business Address: _____

City, State, ZIP Code: _____

Date: _____

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Subcontractor Disclosure

The undersigned Proposer intends to subcontract the following portion(s) of Services/Work:

Name, address, city, and state of Subcontractor	Description of Service(s) to be performed	Est. Value & % of Service(s)
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

The **Proposer** certifies that all listed subcontractors are qualified to perform the specified services and will comply with all applicable contract requirements.

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