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CITY OF Grand Junction COLORADO
PURCHASING DIVISION

CITY OF GRAND JUNCTION, COLORADO

****

CONTRACT

The CONTRACT is made and entered into this 20th day of May, 2026, by and between the **City of Grand Junction**, Colorado, a home rule municipality located in Mesa County, Colorado ("City"), and **Public Sector Personnel Consultants, Inc.**, (the "Consultant").

WITNESSETH:

WHEREAS the City issued **RFP-5883-26-KF** for **Classification and Compensation Study** (the "Services"); and

WHEREAS, following the solicitation and evaluation process, the City selected the Consultant to perform the Services, and the Consultant is ready, willing, and able to perform the Services in accordance with the Contract Documents.

NOW, THEREFORE, in consideration of the mutual covenants and agreements contained herein, and the compensation to be paid to the Consultant, the Parties agree as follows:

ARTICLE 1

Contract Documents

The following instruments and documents, whether attached hereto or incorporated herein by reference, collectively constitute the "Contract Documents" or the "Contract." Taken together, these documents form the entire agreement between the Parties and are as fully binding as if set forth herein in full.

In the event of a conflict between Contract Documents, the order of precedence shall be as follows:

a. Amendments
b. The body of this Contract Agreement
c. Solicitation Documents, including all Addenda: Classification and Compensation Study, RFP-5883-26-KF
d. Consultant's Response to the Solicitation
e. Service Change Requests
f. Field Orders

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ARTICLE 2

Definitions

Unless otherwise defined herein, the definitions set forth in the Solicitation Documents shall apply to this Contract and all Contract Documents.

ARTICLE 3

Contract Services/Work

The Consultant agrees to furnish all professional services, labor, administration, meetings, travel, reports, technology, data collection, tools, supplies, equipment, materials, and all other services and items necessary to perform and complete the Services described in the Contract Documents. The Consultant shall perform the Services in accordance with the Contract Documents.

ARTICLE 4

Contract Time

Time is of the essence in the performance of the Contract. The Consultant shall commence the Services upon full execution of the Contract and shall diligently and continuously perform the Services in accordance with the project schedule, milestone dates, and deliverable timelines established in the Contract Documents, unless otherwise modified by written amendment or Change Order approved by the City.

The Consultant acknowledges that timely completion of the Services is intended to support executive review, employee engagement activities, compensation implementation planning, budget development, and related organizational initiatives. The Consultant shall maintain adequate staffing and coordination throughout the Project to ensure adherence to the agreed-upon schedule and timely completion of all required deliverables, meetings, presentations, and implementation support activities.

ARTICLE 5

Contract Price and Payment Procedures

The Consultant shall accept as full compensation for the performance and completion of the Services described in the Contract Documents a not-to-exceed amount of **One Hundred Fifty-Seven Thousand and 00/100 Dollars ($157,000.00)** (the "Contract Price").

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Funds for the Contract Price have been appropriated by the Grand Junction City Council for the use and benefit of this Project. The Contract Price shall not be modified except by written Amendment, Change Order, or another written directive by the City.

The City shall not issue a Change Order or other written directive requiring additional Services that would cause the aggregate amount payable under this Contract to exceed the amount appropriated for the Project unless and until the City provides written assurance that sufficient lawful appropriations have been made to cover the additional costs.

Payment shall be made in accordance with the invoice, milestone, and payment provisions set forth in the Contract Documents.

ARTICLE 6

Contract Binding

The City and the Consultant each bind itself, its partners, successors, assigns, and legal representatives, to the other party hereto in respect of all covenants, agreements, and obligations contained in the Contract Documents. The Contract Documents constitute the entire agreement between the City and the Consultant and may be altered, amended, or repealed only by a duly executed written instrument. Neither the City nor the Consultant shall, without the prior written consent of the other, assign or sublet as a whole or in part its interest under any of the Contract Documents. Specifically, the Consultant shall not assign any monies due or to become due without the prior written consent of the City.

ARTICLE 7

Severability

If any part, portion, or provision of the Contract shall be found or declared null, void, or unenforceable for any reason whatsoever by any court of competent jurisdiction or any governmental agency having the authority thereover, only such part, portion, or provision shall be affected thereby and all other parts, portions, and provisions of the Contract shall remain in full force and effect.

IN WITNESS WHEREOF, City of Grand Junction, Colorado, has caused this Contract to be subscribed, sealed, and attested on its behalf; and the Contractor has signed this Contract on the day, and the year first mentioned herein.

The Contract is executed in two counterparts.

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CITY OF GRAND JUNCTION, COLORADO

DocuSigned by:
By: Duane Hoff Jr. 5/20/2026

Duane Hoff Jr., Date
Contract Administrator

Public Sector Personnel Consultants, Inc.

Signed by:
By: Matthew Weatherly 5/20/2026

Matthew Weatherly Date
President

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CITY OF Grand Junction COLORADO
PURCHASING DIVISION

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: • **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 (*if required*) Only if the final contract value exceeds the Council approval threshold	May 20, 2026
Contract Execution	May 22, 2026, or sooner

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https://www.gjcity.org/331/Human-Resources

Current Job Descriptions

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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

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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

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

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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.

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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-junction. 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

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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

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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:

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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

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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

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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

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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*

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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.

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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

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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.

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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.

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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.

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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

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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

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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.

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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.

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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

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- 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

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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.

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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**.

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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.

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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: • **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

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City Council Approval (*if required*) 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

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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

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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.

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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.

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- **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

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- 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:

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- 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

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		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:

(Lowest Proposed Fee ÷ Proposer's Fee) × Maximum Pricing Points = 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

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- 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

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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.

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- 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.

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- 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: _____

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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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CITY OF Grand Junction COLORADO
PURCHASING DIVISION

ADDENDUM NO. 1

Date: March 30, 2026
From: City of Grand Junction Purchasing Division
To: All Proposers
RE: Classification and Compensation Study, RFP-5883-26-KF

Proposers responding to the above-referenced solicitation are hereby advised that certain requirements have been **clarified, modified, or supplemented** as of the date of this Addendum, as outlined below.

Please take note of the following:

1. **Question:** Do you expect every employee to be involved in the job analysis interview process, or a represented subset?

   Answer: The City does not expect interviews/desk audits with every employee. The selected Consultant shall propose a right-sized, tiered approach (e.g., broad coverage via questionnaires and targeted interviews/desk audits and job analysis sessions for higher-impact, higher-change, or disputed classifications).

2. **Question:** What are your expectations for in-person meetings, and how many do you think will need to be conducted?

   Answer: The City is open to virtual, on-site, or hybrid delivery methods. Proposers shall recommend an approach based on best practices and clearly identify which components are proposed to be in person versus virtual and the assumptions reflected in the fee.

3. **Question:** Since you have represented positions, would we be expected to engage with the unions as part of this project?

   Answer: The City does not have bargaining units/union-represented employee groups for this project. Union engagement is not anticipated.

4. **Question:** Can you provide a high-level estimation for how many different job families you have?

   Answer: The City currently organizes classifications into 29 job families. The job family structure may be refined as part of this study based on the Consultant's recommendations and City review/approval.

5. **Question:** Do you use the term job classifications and job descriptions interchangeably? If not, how many job descriptions are included in the study?

   Answer: The City generally maintains one job description/class specification for each job classification. Therefore, the number of job descriptions included in the study is expected

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to align closely with the number of classifications (approximately 250). The City has established compensation practices and guiding principles. The City is open to either refining the existing approach or developing a new compensation philosophy and is seeking the consultant's assistance to document the philosophy and translate it into operational guidance that can be applied consistently.

6. **Question:** Do you have an existing compensation philosophy? If so, are you looking for updates to the current approach or the development of a new philosophy?

   Answer: The City has established compensation practices and guiding principles. The City is open to either refining the existing approach or developing a new compensation philosophy and is seeking the consultant's assistance to document the philosophy and translate it into operational guidance that can be applied consistently.

7. **Question:** Do you anticipate comparable research as part of market study? If so, how many organizations do you expect to be included in the study? (We typically recommend 8 -10 comparable orgs.)

   Answer: Yes. The consultant shall recommend a defensible comparator/peer group and market approach as part of the market strategy. The City anticipates a reasonable peer set consistent with best practices; the final list will be confirmed during the project.

8. **Question:** Do you have existing market survey data that you would like to include as part of the study?

   Answer: The City may have existing market-related information that can be provided to the selected consultant for consideration. The consultant remains responsible for recommending and applying a defensible market approach.

9. **Question:** Do you expect us to facilitate virtual communications for all staff, or will that be managed by Grand Junction's project team?

   Answer: The consultant is expected to develop/support key communication content related to the study (e.g., presentations, talking points, FAQs). The City will generally manage distribution using internal communication channels.

10. **Question:** What is your proposed timeline for completing the Classification and Compensation Study?

    Answer: Proposers shall recommend a realistic timeline and workplan. The City does not anticipate completion in time for the July 2026 budget cycle and expects proposers to account for sequencing and decision points.

11. **Question:** Can you please provide the current classification plan with job families and career levels?

    Answer: The City can provide its current classification list and current job family structure. Career levels/ladders may be developed or refined as part of the study.

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12. **Question:** When was the last time the compensation plans were updated?

    Answer: The City last completed a comprehensive classification and compensation study in 2008 (including updates to job descriptions, job families, and related structure). Since then, the City has conducted periodic market studies to inform pay range updates.

13. **Question:** When was the last market assessment completed?

    Answer: The City has conducted market studies approximately every two years since 2008. The most recent market study was completed in 2023. Available market study materials will be provided to the selected consultant for consideration as part of this engagement.

14. **Question:** How many job descriptions will need to be updated?

    Answer: The number of job descriptions requiring updates will depend on the consultant's findings and recommendations (including any approved consolidation, re-leveling, or restructuring). The City does not anticipate full rewrites for all classifications. The consultant shall propose a tiered approach, with more substantial updates targeted to classifications requiring change and validation/minor updates for stable classifications.

15. **Question:** What are the expectations for consolidating job titles? How many job titles are anticipated after the consolidation?

    Answer: Consolidation is not a predetermined outcome. The consultant shall evaluate opportunities for simplification/streamlining and provide recommendations with rationale. The City has not established a target number of classifications/titles after consolidation.

16. **Question:** What compensation survey sources do you currently use?

    Answer: The City has used a combination of market sources, including the Colorado Municipal League (CML), Employers Council resources, and pay plan/salary schedule information from comparable individual organizations/jurisdictions. These are examples and are not intended to be an exhaustive list. The selected consultant will be provided available City market study materials (including the most recent study) and shall recommend a defensible market strategy and sources consistent with the RFP.

17. **Question:** What is the current HRIS system?

    Answer: Oracle HCM.

18. **Question:** What is meant by "tiered strategy for classification review intensity" in the Scope of Services section?

    Answer: It means the consultant should scale effort based on need (e.g., questionnaires for broad coverage and targeted interviews/desk audits and job analysis sessions for higher-impact, higher-change, or disputed classifications), rather than applying the same level of review to every classification.

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19. **Question:** Can the City provide a roster of all classifications and incumbents by department, including vacancy rates and FTE vs. part-time/seasonal status?

    Answer: Yes. The City anticipates providing a roster and related workforce data to the selected consultant early in the project, subject to standard data handling and confidentiality practices.

20. **Question:** Are there known problem areas driving the need for this study (e.g., compression, outdated classification series, recruitment/retention challenges, grievances)?

    Answer: Yes. Key drivers include modernization since the last comprehensive study, ensuring internal alignment, addressing compression/compaction concerns, improving classification structure sustainability, and reviewing market competitiveness and pay plan design. The City has also received employee feedback expressing dissatisfaction with the current step plan and progression approach, and the City is seeking evaluation of pay structure alternatives consistent with the RFP scope.

21. **Question:** Is all work to be completed virtually? If on-site presence is required, for which portions is it needed (e.g., kickoff, workshops, presentations)?

    Answer: The Proposer shall recommend an approach based on its expertise and the industry's best practices. The City is open to virtual, on-site, or hybrid delivery methods. Proposers should clearly describe its proposed strategy and implementation plan, including which project components (e.g., kickoff, stakeholder engagement, workshops, presentations) are recommended to be conducted in person versus virtually, and the rationale for that approach.

    Proposers shall ensure that its Price Proposal clearly reflects the level of effort, tasks, and delivery methods proposed, including any assumptions related to travel or on-site engagement. This level of detail is required to allow the City to evaluate proposals effectively and to support potential adjustments during negotiations with the preferred Proposer.

22. **Question:** Does the City have a target completion date for the study?

    Answer: See response to Question 10. The City requests that proposers recommend a realistic schedule and does not anticipate completion in time for the July 2026 budget cycle.

23. **Question:** Are there any periods (e.g., budget cycles, labor negotiations) that may impact project scheduling or limit City staff availability?

    Answer: Yes. The City's annual budget cycle and other operational peak periods may affect availability. Proposers shall recommend a schedule with practical sequencing and decision points.

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24. **Question:** How many presentations to City leadership and/or the governing body are anticipated, and what level of support materials (e.g., manager talking points, FAQs, communication tools) is expected?

Answer: The consultant should assume multiple touchpoints, including leadership briefings and governing body support as needed. Communication tools such as FAQs and manager talking points are included in the deliverables; proposers should describe the recommended approach and level of effort.

25. **Question:** When was the last classification and compensation study conducted for the City, and which firm performed that study?

Answer: The City last completed a comprehensive classification and compensation study in 2008. The study was performed by Fox Lawson and Associates.

26. **Question:** When were the last classification study and compensation study conducted?

Answer: Please refer to the response to Question 25.

27. **Question:** What is the City's budget or maximum contract amount for this study?

Answer: Proposers shall refer to **Section 4.5.2 – Budget** of the solicitation.

28. **Question:** Of the approximately 900 employees and 250+ classifications, how many are Police (sworn vs. civilian) and Fire (suppression vs. support)?

Answer: Based on the City's current class/comp schedule (effective March 1, 2026), Police includes approximately 132 sworn and 111 civilian employees. Fire includes approximately 156 suppression employees and 27 support/administrative employees. These figures are estimates for proposal purposes; final counts will be confirmed in the roster provided after award.

29. **Question:** Are Police and Fire classifications expected to be included in both classification and compensation analysis, or compensation only?

Answer: Police and Fire classifications are included in both the classification and compensation components of the study.

30. **Question:** How many classifications are single-incumbent positions?

Answer: Based on the City's current class/comp schedule (effective March 1, 2026), approximately 131 classifications have a single incumbent/position. This is an estimate for proposal purposes; final roster details will be provided after award.

31. **Question:** How many supervisors and managers are included in the approximately 900 employees covered by this study?

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Answer: The City estimates approximately 201 employees in supervisory, management, and executive roles. This figure is provided for proposal purposes; final counts will be confirmed in the roster provided to the selected consultant after award.

32. **Question:** What proportion of classifications does the City anticipate needing substantial updates versus minor revisions? How many new classifications are anticipated from the analysis?

Answer: The City has not set a predetermined proportion or number. The consultant shall assess and propose a tiered approach and provide recommendations based on findings.

33. **Question:** Are the current class specifications up to date and standardized, and are full rewrites expected for all 250+ classifications or only those impacted by changes?

Answer: The City does not anticipate full rewrites for all classifications. The consultant shall recommend and apply a tiered approach; substantial updates should be targeted to classifications requiring change, with validation/minor updates where appropriate.

34. **Question:** Does the City have an existing classification specification template that must be used, or is it open to the vendor proposing a standardized format?

Answer: The City is open to the consultant proposing a standardized format.

35. **Question:** Please confirm whether the classification study is expected to include allocation recommendations at the individual position level, physical requirements analysis, and/or appeals support. If appeals are included, please indicate the anticipated volume and whether the City has an established process.

Answer: The study is focused on classification-level review, job documentation, and program recommendations. Individual position allocation determinations and formal appeals support are not specifically required unless proposed as an optional service and accepted by the City through contract negotiations. Physical requirements should be addressed only to the extent necessary within job documentation updates.

36. **Question:** Approximately how many classifications are anticipated to require FLSA exemption review? Is the review expected for all classifications or only those impacted by job documentation changes?

Answer: FLSA exemption review is expected for classifications impacted by job documentation changes and any classifications where exemption status is unclear. The City has not set a fixed number; proposers should describe their recommended approach.

37. **Question:** Does the City have an existing classification philosophy or policy document it can share?

Answer: The City may have existing policies/guidance related to classification and compensation administration. Any available documents will be shared with the selected consultant; part of this engagement includes clarifying and documenting governance and maintenance practices.

Docusign Envelope ID: D6529FC4-2423-8A81-809D-76D3DBE2EBD4

38. **Question:** What level of employee participation and response rate is expected for position questionnaires?

    Answer: The City expects broad participation and will support communications encouraging completion. Proposers should describe their approach to maximizing participation and managing follow-up in a practical manner.

39. **Question:** The scope references listening sessions and job analysis sessions. How many listening sessions are anticipated? Does the City have a standard script or set of questions, or should the vendor develop them? What is the expected duration for each session, and how does the City envision listening sessions differing from job analysis sessions and/or job evaluation interviews?

    Answer: Proposers shall recommend an engagement plan, including the number and format of sessions, consistent with best practices and the City's size/complexity. The consultant should propose scripts/questions and session structure for City review. Listening sessions focus on employee experience and program feedback; job analysis sessions focus on documenting work performed for classification validation (including consolidation/leveling considerations).

40. **Question:** What level of labor union participation is expected in engagement activities?

    Answer: Not applicable. The City does not anticipate labor union participation as part of this project.

41. **Question:** How many bargaining units exist, and which employee groups do they represent?

    Answer: The City does not have bargaining units applicable to this project.

42. **Question:** Are there active MOUs that define pay structures or limit classification and compensation changes?

    Answer: The City does not have MOUs associated with bargaining units for this project.

43. **Question:** Will separate presentations or communications be required for labor groups?

    Answer: Not applicable. The City does not anticipate separate labor-group communications as part of this project.

44. **Question:** Are there any ongoing negotiations, grievances, or disputes relevant to this study?

    Answer: The City does not have union negotiations/bargaining associated with this project. The City is not identifying any active issues that would prevent completing the work as scoped. The consultant should anticipate standard employee engagement considerations and will coordinate through the City's project governance process.

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45. **Question:** Will this study include base salary analysis only or total compensation (salary and benefits)? If total compensation, which benefit elements does the City wish to include?

Answer: The primary focus is base salary and pay structure. Proposers may describe if and how they would incorporate high-level total compensation context (e.g., core benefits) for competitiveness understanding; however, the City is not seeking a full benefits redesign as part of this scope unless proposed as an optional service.

46. **Question:** Does the City have a preferred list of labor market comparator agencies? If not, how many comparable agencies does it wish to include in the study?

Answer: The City requests that the consultant recommend a defensible comparator list/market definition as part of the proposed market strategy. The final comparator list will be confirmed during the project.

47. **Question:** How many benchmark classifications does the City anticipate including in the market pricing analysis?

Answer: The benchmark list will be developed early in the project as part of the market strategy and job matching rules. Proposers should describe their recommended approach for a City of this size and complexity.

48. **Question:** How many pay grades are in the City's current salary structure?

Answer: The City's salary schedules include approximately 221 separate pay grades/ranges across its pay plans. Most pay grades/ranges are administered using a ten (10) step structure with 3% step progression. The full salary schedule will be provided to the selected consultant after award.

49. **Question:** Does the City have an existing compensation philosophy or policy document it can share?

Answer: Please refer to the response to Question 6.

50. **Question:** Is the City open to moving away from the current step-based pay plan, or should the alternatives remain within a step framework?

Answer: The City is open to evaluating alternatives, including modernized step-plan options as well as range-based or hybrid approaches, consistent with the RFP scope.

51. **Question:** Are there constraints (legal, MOU, or system-related) on modifying steps or range structures?

Answer: The City is not identifying bargaining-unit MOUs that would constrain this project. Proposers should assume compliance with applicable laws and practical system administration considerations. Any system-related constraints will be addressed during the project as part of implementation planning.

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52. **Question:** Please clarify what is intended by "certification or skill recognition assessment and recommendations" and whether this analysis should be based on self-reported information from employees and supervisors or if there are existing City policies, programs, or data sources to be incorporated?

Answer: The intent is to evaluate whether and where certifications/skills should be recognized (including distinguishing job-required versus job-enhancing certifications) and to recommend options and governance controls. The consultant should use job documentation and available City records/data sources where available; any self-reported information should be validated through job analysis and City review.

53. **Question:** Is an individual-level pay equity analysis (e.g., examining pay gaps by demographic characteristics) part of the scope of this study, or is the internal equity analysis limited to the classification level?

Answer: The study's internal equity analysis is focused on classification structure/internal alignment and compensation program design. An individual-level demographic pay equity study is not specifically included unless proposed as an optional service.

54. **Question:** Is the development of a wage progression tool (beyond the pay structure alternatives and step plan analysis) part of this study?

Answer: The study includes evaluation of pay structure alternatives and pay administration guidance (including recommended progression rules). A separate standalone wage progression calculator/tool (e.g., a pay progression matrix or automated worksheet) is not specifically required unless proposed as an optional service and accepted by the City.

55. **Question:** Is the City requesting classification and compensation maintenance training sessions at the conclusion of the study, or is the knowledge transfer expectation satisfied by the governance documentation and editable deliverables described in the scope?

Answer: Knowledge transfer is expected through governance documentation and editable deliverables. Proposers may include optional training sessions if recommended.

56. **Question:** Could you please share what factors are driving the decision to conduct this study at this time?

Answer: See response to Question 20.

57. **Question:** Are there specific issues or challenges the City seeks to address through this study?

Answer: See response to Question 20.

58. **Question:** Could the City please share the City's current compensation philosophy, if there is an established philosophy?

Answer: See response to Question 6.

Docusign Envelope ID: D6529FC4-2423-8A81-809D-76D3DBE2EBD4

59. **Question:** Does the City wish for the consultant to review, refine, or validate the existing philosophy as part of this engagement or develop a new philosophy?

Answer: The City is open to either refining the existing approach or developing a new compensation philosophy, and is seeking the consultant's assistance to document the philosophy and translate it into operational guidance that can be applied consistently.

60. **Question:** Has the City established an internal budget for this project? If so, will that information be shared with proposers?

Answer: Proposers shall refer to **Section 4.5.2 – Budget** of the solicitation.

61. **Question:** How soon after the expected contract execution does the City anticipated beginning the study?

Answer: The City anticipates beginning promptly after contract execution. The kickoff meeting is expected within ten (10) business days of Notice to Proceed.

62. **Question:** Approximately how many job descriptions does the City anticipate need updating?

Answer: Please refer to the response to Question 14.

63. **Question:** Does the City currently utilize a job evaluation system (e.g., point-factor method) to maintain internal equity? If not, is the City interested in implementing one?

Answer: The City is not requiring any single proprietary job evaluation system. Proposers should recommend a transparent, scalable, and explainable approach appropriate for the City. The City is not seeking a one-size-fits-all mandatory point-factor approach.

64. **Question:** Does the City anticipate the use of a custom compensation survey, or should the consultant rely on existing published and publicly available sources (e.g., Mountain States Compensation Survey)?

Answer: Proposers should recommend an appropriate approach. The City is open to use of reputable published sources and peer jurisdiction data; any custom survey approach should be clearly described, justified, and reflected in the proposed fee and schedule.

65. **Question:** Should the market analysis include both public and private sector organizations? If private sector data is needed, would the City be comfortable with using reputable published survey sources, given that private employers rarely participate in custom surveys?

Answer: Proposers should recommend the appropriate market approach by job family. The City anticipates a primarily public-sector comparison for most roles but is open to reputable published survey sources (including private sector data) where appropriate for specialized job families, provided the approach is documented and defensible.

Docusign Envelope ID: D6529FC4-2423-8A81-809D-76D3DBE2EBD4

66. **Question:** Would the City like the consultant to focus solely on base salary, or should the analysis also include total compensation elements such as benefits, paid leave, health insurance, and retirement programs? If benefits are included, should the consultant provide recommendations for potential adjustments based on the findings?

    Answer: See response to Question 45.

67. **Question:** Does the City want the consultant to recommend adjustments to the current pay structure as a result of the study?

    Answer: Yes. The scope includes evaluation of the current pay structure and development of alternatives and recommendations.

68. **Question:** Would the City like the consultant to provide recommendations related to compensation and pay administration policies?

    Answer: Yes. The scope includes development/refinement of compensation philosophy and operational pay administration guidance.

No further questions will be accepted.

This addendum amends the original solicitation for the referenced project as outlined above. All other terms and conditions of the solicitation remain unchanged.

Proposers must acknowledge receipt of this addendum by completing the acknowledgment section on the **Solicitation Response Form** (Section 7.0).

Thank you for your attention to this matter.

Respectfully,

K Nelsen

Kassy Nelson
Buyer
On behalf of Kathleen Franklin
Purchasing Agent
City of Grand Junction

PROPOSAL TO CONDUCT A CLASSIFICATION AND COMPENSATION STUDY

FOR THE

CITY OF GRAND JUNCTION

APRIL 2026

PREPARED BY

Matthew Weatherly, President



PROPOSAL TO CONDUCT A CLASSIFICATION AND COMPENSATION STUDY FOR THE CITY OF GRAND JUNCTION

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PSPC BROCHURES – COMMUNICATING THE PROJECT; EZ COMP™ APPLICATION

Please visit www.pspc.us for work samples and additional resources

PUBLIC SECTOR PERSONNEL CONSULTANTS

PROPOSAL TO CONDUCT A CLASSIFICATION AND COMPENSATION STUDY FOR THE CITY OF GRAND JUNCTION

LETTER OF TRANSMITTAL

PUBLIC SECTOR PERSONNEL CONSULTANTS

PUBLIC SECTOR PERSONNEL CONSULTANTS

April 6, 2026

Ms. Kathleen Franklin
Senior Buyer
City of Grand Junction
910 Main Street
Grand Junction, CO 81501

Dear Selection Team,

Pursuant to your request, we are pleased to provide you with a proposal and qualifications to assist the City with a classification and compensation study. We specialize in these services and have implemented classification and compensation plans for more than 1,400 public employers nationwide, including more than 450 municipal employers.

We believe our firm is uniquely qualified for this study. We will utilize only full-time, certified Human Resources professionals for the study, with combined greater than 100 years of experience in the fields of human resources, compensation, and labor relations. We have been providing customized classification and consulting services to the public sector since 1991.

Our proposed approach will be customized to meet the City's needs. We are confident that our extensive public employers classification and compensation experience, knowledge of public employers in Colorado, large specialized and highly qualified full-time staff, proven methods, unique ***EZ COMP™*** application to ensure your self-sufficiency, and one year of implementation support and assistance at no cost, will achieve all of the City's objectives for an important project of this nature.

Thank you for your interest in our firm's services. If we can provide any additional information, such as samples of recent similar studies, or if you would like to visit further or in person about the City's project needs, please contact me at any time.

Sincerely,

Matthew Weatherly

Matthew Weatherly, President
(888) 522-7772
matt@pspc.us

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:** $ 157,000.00

Total Not-to-Exceed Cost Written:

One hundred fifty seven thousand **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 0 percent (%) of the net invoice amount

  will be offered to the City if the invoice is paid within 30 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:** 1

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: Public Sector Personnel Consultants, Inc

Authorized Agent Name & Title: Matthew Westerby, President

Authorized Agent Signature: Matt Westerby

Telephone Number: 888.502.7772

Email Address of Agent: matt@pspc.us

Business Address: 2824 N. Power Rd #113-486

City, State, ZIP Code: Mesa, AZ 85215

Date: April 6, 2026

The remainder of this page has been intentionally left blank.

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)
NONE		

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

The remainder of this page has been intentionally left blank.

PROPOSAL TO CONDUCT A CLASSIFICATION AND COMPENSATION STUDY FOR THE CITY OF GRAND JUNCTION

EXERIENCE OF OUR FIRM AND STAFF

HISTORY AND FACTS ABOUT OUR FIRM
RECENT MUNICIPAL EMPLOYERS SERVED
PROJECT TEAM ORGANIZATION CHART
RESUMES OF PROJECT TEAM MEMBERS

PUBLIC SECTOR PERSONNEL CONSULTANTS

HISTORY AND FACTS ABOUT OUR FIRM

- ***HISTORY OF OUR FIRM***

  Public Sector Personnel Consultants (PSPC) originated in 1972 with the Public Sector Group of the international human resources consulting firm of Hay Associates. *PSPC* was established as an independent firm in 1982. We are a single-owner, debt-free subchapter-S corporation.

- ***REGIONAL STAFF***

  We have regional offices or affiliates in Los Angeles, CA, Sacramento, CA, Austin, TX, Dallas, TX, Chicago, IL, St. Paul, MN, and Phoenix (Mesa), AZ.

- ***SPECIALIZED IN COMPENSATION SERVICES***

  We are "super-specialists" in compensation, providing services in job analysis, position classification, job content evaluation, compensation, and directly related services. ***Over 98% of our classification and compensation studies have been successfully implemented by our clients.***

- ***SPECIALIZED IN PUBLIC SECTOR CLIENTS***

  We provide services exclusively to public sector employers including municipalities, counties, utility districts, library districts, special districts, state governments, housing and redevelopment agencies, airport authorities, school districts, higher education, and tribal governments.

- ***SPECIALIZED COMPENSATION STAFF***

  Our staff is comprised of eight (8) full-time and an additional five (5) part-time senior human resources professionals with very extensive experience as compensation managers and consultants for public employers. Our staff has more than 100 years of combined experience working for and consulting to public sector employers.

- ***OVER 1,400 PUBLIC EMPLOYERS SERVED***

  Our staff members have provided compensation, human resources, training and related consulting services to more than 1,400 public and 200 private employers throughout the U.S.

- ***AMERICAN COMPENSATION ASSOCIATION PARTICIPATION (ACA) (NOW WORLDATWORK)***

  Our consultants are active members of ACA, including serving as instructors for the ACA certification courses.

- ***SPECIALIZED COMPENSATION AND RELATED RESOURCES***

  We utilize our ***EZ COMP™*** salary survey and plan program, [redacted]

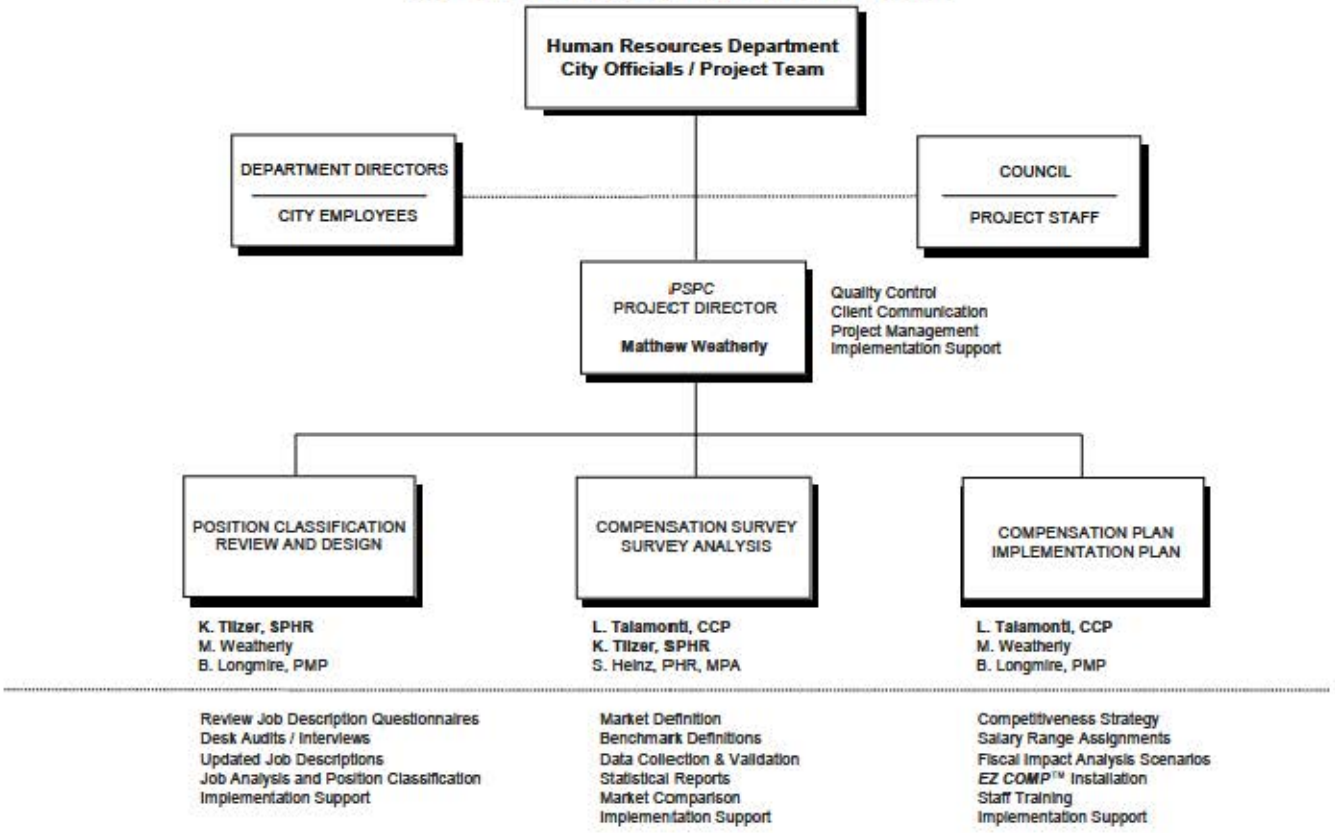
- ***FIRST YEAR IMPLEMENTATION WARRANTY***

  We provide our clients with extensive implementation support during the first year, and we will analyze, evaluate, classify, and provide a salary range recommendation for any new or changed position or entire job class, at no additional cost.

RECENT EMPLOYERS SERVED BY MEMBERS OF OUR STAFF

Addison, Town of, TX
Aliso Viejo, City of, CA
Allen, City of, TX
Apple Valley, Town of, CA
Azusa, City of, CA
Banning, City of, CA
Bell Gardens, City of, CA
Benbrook, City of, TX
Bothell, City of, WA
Bozeman, City of, MT
Capitol Area Development, CA
Casa Grande, City of, AZ
Cedar Park, City of, TX
Centralia, City of, WA
Colton, City of, CA, CA
Commerce, City of, CA
Cripple Creek, City of, CO
Culver City, City of, CA
Dallas, City of, TX
Denton, City of, TX
Edmonds, City of, WA
El Paso County, CO
Fairview, Town of, TX
Fort Worth, City of, TX
Frisco, City of, TX
Georgetown, City of, TX
Grand Forks, City of, ND
Grapevine, City of, TX
Haltom City, City of, TX
Highland Park, Town of, TX
High Plains Library, CO
Irving, City of, TX
Killeen, City of, TX
Lamar, City of, CO
Las Cruces, City of, NM
Lewisville, City of, TX
Maricopa, City of, AZ
Minot, City of, ND
Monterey, City of, CA
Monterey/Salinas Transit, CA
Mountain Village, Town of, CO
Oak Brook, Village of, IL
Odessa, City of, TX
Pitkin County, CO
Plano, City of, TX
Prosper, Town of, TX
Rio Rancho, City of, NM
Riverside, City of, CA
Rockwall, City of, TX
Roswell, City of, NM
Rowlett, City of, TX
Sacramento Housing, CA
Salinas, City of, CA
San Bernardino, City of, CA
San Clemente, City of, CA
San Juan Capistrano, City of, CA
Santa Ana, City of, CA (SEIU)
Santa Cruz Port District
Scottsdale, City of, AZ
South Gate, City of, CA
Tomball, City of, TX
Tukwila, City of, WA
University Park, City of, TX
Upland, City of, CA
Vernon, City of, CA
Victorville, City of, CA
Westlake Village, City of, CA
Winslow, City of, AZ
Woodlands Township, TX

CITY OF GRAND JUNCTION
CLASSIFICATION AND COMPENSATION SERVICES
PROJECT TEAM ORGANIZATION CHART



MATTHEW E. WEATHERLY, PRESIDENT, PROJECT LEADER

Overall Project Communication, Compensation Survey QC and Review; Presentations

Mr. Weatherly has over 20 years of experience as a human resources management professional and consultant, specializing in position classification, compensation, recruitment and selection. He has served as a Human Resources Manager with Employee Solutions, Inc. and Staffing Consultant with Initial Staffing Services.

He has completed projects in staff development, recruitment, selection, job descriptions, salary survey, and salary plan development. Among his current and recently completed consulting projects are those for:

Banning, City of, CA	*Monterey, City of, CA*	*Salinas, City of, CA*
Big Bear Lake, City of, CA	*North County Fire, CA*	*San Clemente, City of, CA*
Cripple Creek, City of, CO	*Redwood City, City of CA*	*Scottsdale, City of, AZ*
El Paso County, CO	*Rialto, City of, CA*	*Westlake Village, City of, CA*

Mr. Weatherly holds a BS degree in Human Resources Management from Arizona State University's WP Carey School of Business. He has been a featured speaker at City Manager and HR meetings throughout the US.

ELIZABETH J. LOCURTO, CCP, VICE PRESIDENT

Position Classification; Compensation Survey QC and Review

Ms. LoCurto has over 30 years of experience as a compensation manager and consultant for public and private employers, specializing in job analysis, salary surveys, and salary plan development. She has served as Compensation Research Associate for Hayes/Hill, Inc., Senior Compensation Analyst for AON Corporation, Compensation Manager for Loyola University, and Project Manager for the American Compensation Association.

She has conducted projects in job audits, job descriptions, salary surveys, compensation database management, compensation plan development, compensation training course development, and compensation trend research. Among her consulting projects are:

Apple Valley, Town of, CA	*Highland, City of, CA*	*Sacramento, City of, CA*
California Family Health Council	*Midland, City of, TX*	*Seaside, City of, CA*
El Paso, City of, TX	*Oakland, City of, CA*	*State Bar of Texas*
Fresno, City of, CA	*Pomona, City of, CA*	*Stockton, City of, CA*

Ms. LoCurto holds a BS degree in Business Administration from Arizona State University. She holds the Certified Compensation Professional (CCP) designation from the American Compensation Association.

KATHERINE TILZER, SPHR, VICE PRESIDENT

Position Classification; Job Description Writing Supervision; Career Ladders and Job Families

Ms. Tilzer has more than 25 years of experience as a human resources manager and consultant, specializing in employee relations, compensation, and recruitment. She has served as Personnel Manager for Laboratory Corporation of America, Director of Human Resources for Plaza Healthcare, Inc., and Director of Human Resources for American Baptist Homes.

Agoura Hills, City of, CA	*Indian Wells, City of, CA*	*Sacramento City Schools, CA*
Azusa, City of, CA	*Lake Havasu City, AZ*	*Thousand Oaks, City of, CA*
Castro Valley Sanitary Dist., CA	*Monterey Transit Dist., CA*	*Victorville, City of, CA*
Culver City, City of, CA	*Pacific Grove, City of*	*Water Facilities Authority, CA*

She holds a BS degree in Management from the University of Phoenix, and certification as Senior Professional in Human Resources from the Society for Human Resources Management.

BOB LONGMIRE, PMP, PROJECT LEADER

Total Compensation Survey; Data Integrity; Project Communication

Mr. Longmire has more than 15 years of project management experience and consulting for public employers, specializing in employee development, classification, and compensation. He has served as National Sales Director for Connexion Technologies and Brand Marketing Manager for Plink.

He has completed projects in job analysis, position classification, compensation surveys and plan development. Among his consulting projects are those for:

Bell Gardens, City of, CA	*Montebello, City of, CA*	*Pitkin County, CO*
Colton, City of, CA	*Salinas, City of CA*	*Riverside, City of, CA*
La Verne, City of, CA	*Greater Orlando Airport, FL*	*San Bernardino, City of, CA*
Monterey, City of, CA	*King County Library Systems, WA*	*Santa Ana, City of, CA*

Mr. Longmire holds a BS degree in Administration from Colorado Christian University and designation as Project Management Professional from the Project Management Institute.

SAMUEL HEINZ, MPA, PHR

Position Classification; Job Description Writing Supervision; Career Ladders and Job Families

Mr. Heinz has conducted projects in job analysis, position classification, job evaluation, compensation surveys, and compensation plan development. Among his recent client projects are those for:

Addison, Town of, TX	*DeSoto, City of, TX*	*Prosper, Town of, TX*
Apache Junction, City of, AZ	*Galveston, City of, TX*	*Teton County, WY*
Bismarck, City of, ND	*Midland, City of, TX*	*The Colony, City of, TX*
Cedar Park, City of, TX	*Odessa, City of, TX*	*Williston, City of, ND*

Mr. Heinz holds a MA degree in Public Administration from Texas Tech.

PUBLIC SECTOR PERSONNEL CONSULTANTS proposes to utilize only full-time members of our firm to complete all of the project tasks and objectives. In order to maintain complete control of the project tasks and deadlines, we will not utilize subcontractors for the completion of the project.

PROPOSAL TO CONDUCT A CLASSIFICATION AND COMPENSATION STUDY FOR THE CITY OF GRAND JUNCTION

REFERENCES

PUBLIC SECTOR PERSONNEL CONSULTANTS

REPRESENTATIVE PROJECT REFERENCES

Following is a listing of agencies which are representative of more than 1,400 employers, for whom members of our firm have services similar to those requested by the City.

LONGVIEW, CITY OF, TX
Ms. MaryAnn Hagenbucher, ACM
(903) 237-1021
mhagenbucher@longviewtexas.gov
450 job classifications, 900 employees

FY 2027 Compensation Study
FY 2023 Compensation Study
Multiple Studies 2005-Present
400 job classifications, 900 employees

CRIPPLE CREEK, CITY OF, CO
Ms. Carol Stotts, HR Director
(719) 689-3469
cstotts@cripple-creek.co.us

Various Class and Comp Studies 2012-Present
~100 job classifications, 100 employees

ADDISON, CITY OF, TX
Ms. Passion Hayes, Assistant City Manager
(972) 450-2819
phayes@addisontx.gov

FY 2021 Compensation Study
FY 2018 Class and Comp Study
FY 2015 Survey and Compensation Plan
~100 job classifications, 300 employees

FONTANA, CITY OF, CA
Ms. Rakesha Voss, HR Director
(909) 350-7648
rvoss@fontanaca.gov

FY 2024 Classification and Compensation Study
350 job classifications, 550 employees

SCOTTSDALE, CITY OF, AZ
Ms. Monica Boyd, HR Director
(480) 312-2615
MBoyd@Scottsdaleaz.gov

FY 2024 Class and Comp Study
FY 2018, 2022 Compensation Study Update
~ 600 job classifications, 2800 employees

LAS CRUCES, CITY OF, NM
Ms. Jo Richards, HR Director
(575) 528-3090
jrichards@las-cruces.org

Various Class and Comp Studies 2006-Present
700+ job classifications, 1600 employees

PROPOSAL TO CONDUCT A CLASSIFICATION AND COMPENSATION STUDY FOR THE CITY OF GRAND JUNCTION

EXECUTIVE SUMMARY AND WORK PLAN

SUMMARY OF SERVICES AND APPROACH

PUBLIC SECTOR PERSONNEL CONSULTANTS

EXECUTIVE SUMMARY OF SERVICES FOR THE CITY OF GRAND JUNCTION

PUBLIC SECTOR PERSONNEL CONSULTANTS (PSPC) proposes the following program of consulting services and implementation support to conduct a classification and compensation study.

Project Planning and Communication

1. Project planning and scheduling meetings with the City's Human Resources Staff, project designee(s)
2. Policy input and project direction meeting and briefing with Council, Human Resources and designee(s)
3. Project briefing presentation for all employees, Council, City officials, City's project leaders
4. Management and employee communication, progress reports throughout all project phases
5. Assistance with development and communication with a committee of employee representatives

Classification Project Tasks

6. Occupational familiarization by review of City's current class specifications and compensation plans
7. Organizational familiarization by review of City organization charts, budgets, and annual reports
8. Position Analysis Questionnaire (PAQ) customized for gathering City employee occupation data
9. Meetings to distribute and explain the PAQ and the project for all City officials and employees
10. In person / on-site desk audit interviews with representatives of each class (250 included)
11. Recommended title modifications and reclassifications for consideration by department heads
12. Review of position classification recommendations with City's project staff and respective departments
13. Facilitation of employee participation and feedback process on any proposed classification changes
14. Preparation of updated or "track changes" class specifications for each included job classification

Compensation Surveys

15. Confirmation of survey cities to include in external total compensation comparisons
16. Identification of City occupations to utilize as survey benchmark job classifications
17. Solicitation of comparator employers and agencies for participation in external compensation surveys
18. Extraction of data from public employer compensation plans, questionnaires, reliable published surveys
19. Compensation and as-desired benefits survey for external competitiveness comparisons
20. Consolidation of data from all sources and calculation of prevailing rates for benchmark jobs
21. Computation of extent City's compensation offerings vary from external prevailing rates and practices
22. Review of competitiveness analysis with Human Resources, City Officials and City's project designees

Compensation Plan Development

23. Construction of optional salary range structures for review and selection by City's project leaders
24. Assignment of job classes to salary ranges by internal equity and external competitiveness
25. Assistance with City Council identification of desired, affordable salary competitiveness policy
26. Fiscal impact estimates at various levels of external prevailing rates competitiveness policies
27. Review and critique of draft salary and implementation plans with Human Resources, project leaders

Communication of Results and Implementation Strategies

28. Preparation and presentation of final project reports for the City Council, staff, and City Officials
29. Development of a plan for the implementation of City's updated classification and compensation plan
30. Uploading of ***EZ COMP™*** program files on a Human Resources Department computer, staff training
31. Development and provision of process for ongoing plan maintenance and subsequent plan updates
32. Assistance with communicating the City's updated plans for all City officials and employees

PROJECT APPROACH AND METHODOLOGY

Following is our overall work plan and approach to achieving the City's objectives for the conduct of a classification and compensation study.

A. *OBJECTIVES OF THE PROJECT*

The recommended plans, programs, systems and administrative procedures will meet these ten most important criteria.

- Internally equitable
- Externally competitive
- Readily understood
- Easily updated & maintained
- Legally compliant & defensible
- Financially responsible
- Efficiently administered
- Inclusive of employee input
- Reflective of City's values
- Reflective of prevailing "best practices"

B. *SCOPE OF THE PROJECT*

The project could include: a management and employee communication plan; partnership with the City's Human Resources Director and staff, City Manager, Council, and project designee(s); occupational, organizational, and operational familiarization; Position Analysis Questionnaire (PAQ) and job analysis for all classifications; worksite job information interviews; position classification and job title recommendations for all employees and classifications; FLSA interpretations; updated classification specifications; ***EZ COMP™***; external competitiveness evaluation; total compensation survey and competitiveness analysis; salary range recommendations; fiscal impact estimates and multiple implementation scenarios; updated classification and compensation plan and classification and compensation plan implementation support for all included employees in all job classifications.

C. *PROJECT METHODOLOGY*

1. ***Quality Assurance***

To ensure a high-quality project, we have built in several layers of procedural and statistical controls, in addition to those already in ***EZ COMP™***. Internally, we follow a prescribed series of steps in each project phase, which are reviewed by our Project Director. We request that the Human Resources and City's Project Manager(s) review our work to minimize the chance of errors and to ensure that it reflects the City's organizational values.

2. ***Project Planning Meetings and Communication Plan Development***

We will consult with the Human Resources Team and City Officials or representatives on a communication strategy, plan, and materials, beginning prior to the project and extending to the post-project information meetings. We plan to conduct group pre-project meetings for all City officials and employees where we will discuss the project's scope, answer questions, and distribute and explain the Position Analysis Questionnaire.

D. POSITION CLASSIFICATION ANALYSIS

1. Review of Essential Tasks – Position Analysis Questionnaire

All employees would be invited to complete a job questionnaire. We will review and analyze the current essential tasks, duties and responsibilities, and minimum qualifications of each included position through the Position Analysis Questionnaire (PAQ) to be completed by each employee (or group of employees with identical jobs) in print or electronic format. If the information on the PAQ does not clearly delineate the position's scope of responsibilities, we may return the PAQ to the position's incumbent for additional information or focus on the data gap during a worksite job information interview.

2. Employee Worksite Job Information Interviews (250 Included, Flexible)

We can conduct a worksite job information interview with a representative incumbent of every requested job classification or for those we propose to change. The purpose of these interviews is to verify the data on the PAQ, obtain additional insight into the scope and complexity of the job duties, observe technical processes and working conditions, and to provide employees with an additional method of participation in the project. This process also ensures that we make all internal and external comparisons on the basis of actual job content and not merely job title.

3. FLSA Status Interpretation

We will review the essential tasks and minimum qualifications of each of the City's job classifications and subject them to the Fair Labor Standards Act tests to determine their exempt or non-exempt status.

4. Position Classification

Each of the City's positions will be analyzed and evaluated to determine their primary characteristics, including:

- Is there a current City occupational job group comprised of job classes with essential functions similar to the subject position; if so:
- To which of the group's job classes, and at what level, are the subject position's essential functions similar to the subject position, and if so:
- Are they sufficiently comparable (+/- 20% guideline) to be allocated to that job class, utilize the same job title, require the same minimum qualifications, and be assigned to the same salary range.
- If the City does not currently have a sufficiently comparable job class, what should be the subject position's occupational job class and title, and:
- What should the recommended occupational classification action be, No Change (N), Title Change (T), Merge With Other Job Class (M), New Job Class (J).
- We may find that a job class is overly broad and encompasses several job activities which are regarded with significant salary difference in the marketplace. In such an instance, we will recommend "splitting" the job class into the current job class and a new job class which encompasses the different job activities.

5. *Updated Class Specifications*

We can prepare an updated classification specification in the City's standard or other selected format for each occupational job class. Focus will be on the Essential Functions and Minimum Qualifications. The specifications or descriptions may include (not limited to) the following components:

Job Title – Definition	Education, Training and Experience	Physical Requirements
Distinguishing Characteristics	Licenses and Certifications	Non-Essential Functions
Essential Functions	FLSA Exempt/Non-Exempt Status	Mental Requirements
Desired Knowledge and Skills	Supervision Exercise/Received	Working Conditions

6. *Draft Classification Plan Review with Human Resources and Department Heads*

We will conduct a review of our initial position classification recommendations and draft job descriptions with the City's Project Team and respective department heads to identify possible errors, obtain feedback, and solicit suggestions for clarification.

E. *COMPENSATION SURVEY AND ANALYSIS*

1. *City Involvement in Compensation Plan Development*

We will obtain policy direction from the City Council, Human Resources staff, and/or City Officials on the following key components of the salary plan development process:

- Comparator Employer Selection
- Benchmark Job Class Selection
- Compensation Competitiveness Policy
- Salary Structure Selection
- Job Evaluation Method-Salary Plan Linkage
- Draft Compensation Plan Review / Critique
- Total Compensation Points for Analysis
- Project Implementation Plan

2. *Comprehensive Compensation Survey*

We will collect the complete pay plans from each of the City's comparators and build a custom survey database to ensure accuracy and completeness, unique to the City's job classifications.

a. ***Data Collection Protocol*** will be developed in consultation with the City's project leaders to determine which salary data elements to include, such as:

Total Compensation Information (to be finalized with City Project Team / for approval)

- Salary grade/step or open range salary plan structure
- Salary range structure Minimum, Midpoint, and Maximum
- City-supported benefits such as health insurance premiums and pension contributions
- Paid time off, add pay, certification pay, longevity, flexible work, telework

b. ***Benchmark Job Selection*** will be made by identifying City job classes common to its employment-competitive public and private employers in the immediate area and throughout the region or State, clearly identifiable, and representative of standard occupational job groups.

c. ***Comparator Employers Identification or Confirmation*** will be made in partnership with City staff, or per agreed upon lists from bargaining, and/or by research and input from PSPC.

d. Compensation Data Collection will be made by one or more of the following methods.

- Pre-survey contact with the selected comparator employers to solicit participation in the City's compensation survey(s)
- Extraction from the pay plans of designated public employers.
- Customized salary and total compensation and benefits survey requests for local governments and other public employers, distributed by mail, fax, and e-mail.
- As desired, additional data extraction from established salary surveys and commercial survey sources such as Watson Wyatt, ERI, etc.

e. Data Quality Control includes editing data for accuracy and proper matching to the City's survey benchmark jobs, and phone/fax/E-mail follow-ups for data clarification and to obtain comparators' benchmark job descriptions.

3. Prevailing Rates Calculation

We will consolidate the compensation data from all sources, enter the information into the ***EZ COMP™*** program, and compute the prevailing rates, inclusive of cost-of-living differentials, as the statistical mean of the survey data for each benchmark job class. Data will be projected forward from the date of collection to a common date relating to the City's salary plan year by the annual Prevailing Rate Increase Factor (PRI) applicable at that time.

4. Compensation Competitiveness Comparison

We will provide the City with charts comparing its current salary structures to those of the selected public and private comparator employers. We will calculate the extent that the City's offerings vary from the prevailing rates and practices of other relevant employers.

F. PAY PLAN DEVELOPMENT

1. Compensation Competitiveness Policy

We will assist the City to select a compensation competitiveness policy which best fits its compensation strategy and financial resources, by providing fiscal impact estimates at various percentage relationships to the prevailing rates.

2. Salary Plan Structure Development

We will review the City's current wage plans and ***1)*** utilize the City's current wage plan structures to identify internally equitable and externally competitive salary ranges for each City job class or ***2)*** prepare alternative salary range structures and schedules for the City to select the best fit for its competitiveness strategy, with these optional criteria:

- Method of administration, i.e.: measured job performance, longevity, or skill
- Width of the salary ranges, grades, or broad bands, from Minimum to Maximum
- Varying salary range widths for FLSA non-exempt or exempt positions
- Open salary ranges for pay-for-performance or variable compensation plan
- If steps within the salary ranges, number of steps, percentage separation
- Number of salary ranges, grades, or broad bands in the salary schedule
- Percentage of separation between salary ranges, grades or broad bands
- Recognition for longevity, unique assignments, and special skill requirements

3. ***Salary Range Assignment Development***

We will assign each job classification to a salary range in the City's current or selected new salary structure on the basis of a combination of factors, including:

- the prevailing rates for the benchmark job classes
- its current relationship to similar or occupationally related job classes
- the 15% guideline for salary range separation between sequential job classes
- the 25% guideline for salary separation of a department head job class

4. ***Implementation Plan Development***

We will consult with the Human Resources and Project Team on a plan for transition to the recommended plan, including a timetable for the principal activities, employee communication, impact on budget processes, and estimates of required financial resources.

G. *ENSURING THE CITY'S SELF-SUFFICIENCY*

The City will be self-sufficient in all aspects of maintenance of the updated position classification and compensation plan through these services.

1. ***Procedure Manuals***

- *PSPC Position Classification Procedure Guide*
- *PSPC Salary Administration Procedure Guide*
- *City of Grand Junction **EZ COMP**™ Procedure Guide*

2. ***Training Workshop*** – for City staff in position classification, job evaluation, compensation surveys, and compensation plan design and administration.

3. ***Electronic Class Specification Library*** – we can provide the City with all updated classification specifications in hard copy and electronic library format for internal maintenance.

4. ***EZ COMP***™ – program and project files on one of the City's computers, a custom user's manual, and system training for key City and Human Resources staff.

5. ***Initial Year's Implementation Warranty Support*** – we will analyze, evaluate, classify, and provide a salary range recommendation for any new or changed position or entire job classification, ***at no cost to the City*** for one year.

H. *EXTENSIVE EMPLOYEE INCLUSION AND COMMUNICATION*

Very important factors for successful implementation of new or updated classification and compensation plans are ***1)*** extensive employee inclusion, and ***2)*** extensive employee communication. City officials and employees will participate in one or more of the following activities:

- Attending pre-project briefings and question and answer sessions
- Completing a Position Analysis Questionnaire (PAQ) describing their position
- Elaborating on their jobs in individual or group job information interviews

I. *MINIMAL CITY SUPPORT REQUIRED*

We are completely self-sufficient in projects of this nature and do not require any substantive staff support from the City other than payroll data, and arrangements for group and individual meetings and interviews. We appreciate, but do not require, any office space, telephone, clerical assistance, computers, or office equipment. We will provide all data entry, data processing, duplicating, and report preparation functions.

J. REPORTS AND PRESENTATIONS

1. Draft and Final Report Preparation

We will provide the City's project leader(s) with a draft of our report for review and critique, including the classification plan, compensation market data, salary comparison tables, fiscal estimates, salary range listings, and implementation procedures. We will incorporate their critique into the development of a final report summarizing the project's findings, recommendations, and detailed description of the City's updated position classification and compensation plans.

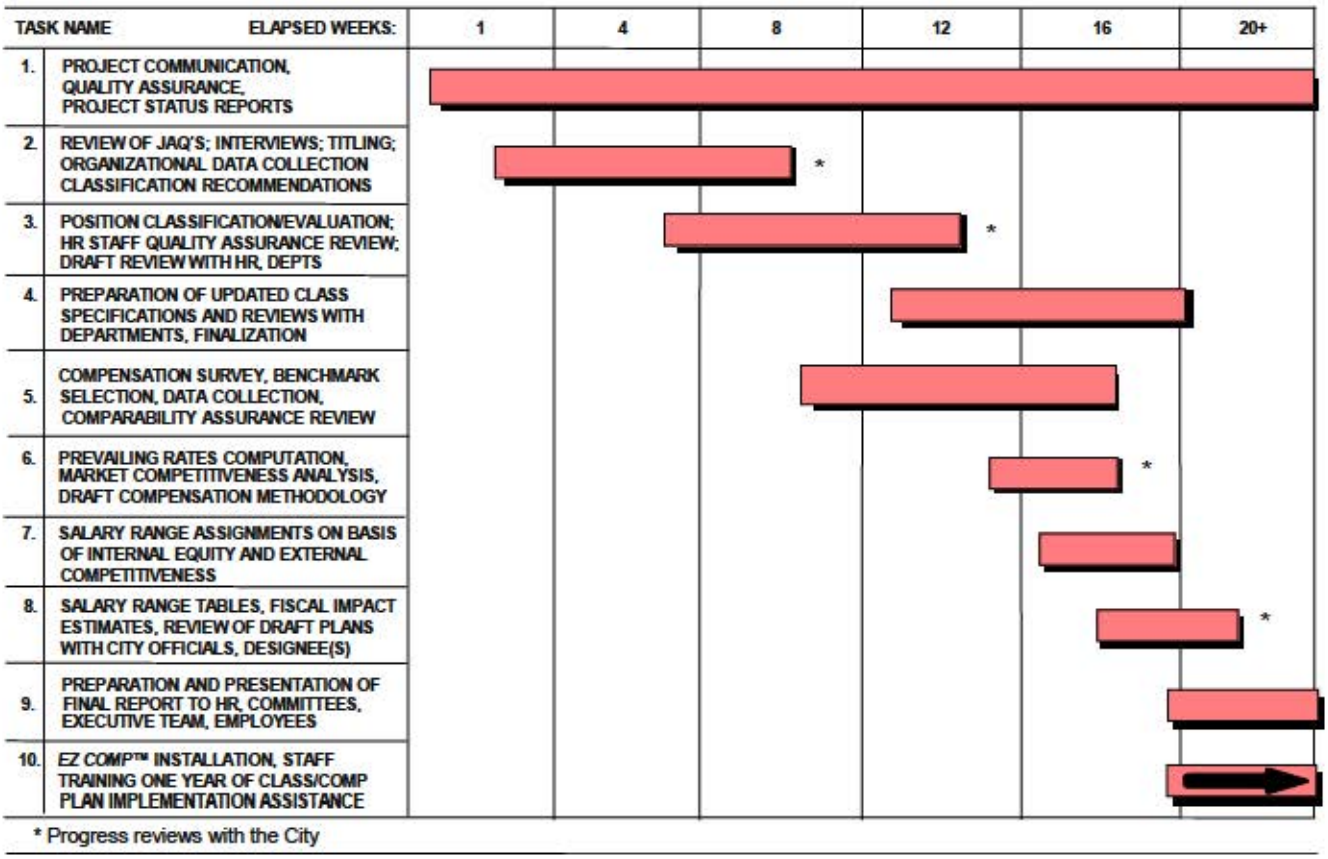
2. Final Report Presentations

We will conduct a workshop or formal presentation of our final report and recommendations to the Human Resources staff, City Officials, and employees.

3. Implementation Warranty

To ensure effective implementation of the new plan, we will analyze, evaluate, and provide a salary range recommendation for any new or changed job class, ***at no cost to the City*** for one year.

ESTIMATED PROJECT ELAPSED TIME CHART



Job descriptions likely require additional 120-180 days

We estimate that we could start project activities in May 2026

PROPOSAL TO CONDUCT A CLASSIFICATION AND COMPENSATION STUDY FOR THE CITY OF GRAND JUNCTION

ADDITIONAL PRICING DETAILS

PUBLIC SECTOR PERSONNEL CONSULTANTS

PROJECT RATES BY MAJOR TASK

A. *PROJECT COST ESTIMATE*

We estimate that the project's total cost, including all fees for professional services and reimbursement for out-of-pocket expenses, ***will not exceed*** the indicated amounts.

Major Project Components

- Project Planning, Stakeholder Meetings, Project Briefing Meetings for Employees	***$ 7,000***
- Desk Audit Interviews (250)	***$ 30,000***
- Position Classification, Titling, Career Ladders, Job Families	***$ 15,000***
- Updated Classification Specifications (250)	***$ 25,000***
- Compensation Survey – Up to 15 Comparators	***$ 50,000***
- Reserve – Employee Communication, Stakeholder Meetings, Presentations	***$ 10,000***
- From Surveys, Compensation Plan, Draft Reviews, Final Presentations	***$ 20,000***
Base Cost:	***$ 157,000***

Standard Hourly Rate all Staff $150

B. *FLEXIBLE WORK PLAN, NEGOTIABLE TOTAL COST, TERMS*

Our work plan is flexible and total project cost negotiable, and we will discuss, modify, add or delete, any work task to increase the project's responsiveness to the City's needs and financial resources. We will provide the City with monthly invoices for the professional services provided and out-of-pocket expenses incurred during the month. We request that the City pay the invoices within thirty (30) days of their receipt.

PROPOSAL TO CONDUCT A CLASSIFICATION AND COMPENSATION STUDY FOR THE CITY OF GRAND JUNCTION

ADDITIONAL INFORMATION

COMMUNICATING THE PROJECT TO EMPLOYEES
EZCOMP™ FILES

PUBLIC SECTOR PERSONNEL CONSULTANTS



COMMUNICATING THE PROJECT TO THE EMPLOYEES

PUBLIC SECTOR
PERSONNEL CONSULTANTS

CLASSIFICATION AND COMPENSATION PROJECT PROCEDURE GUIDE SERIES

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COMMUNICATING THE PROJECT TO THE EMPLOYEES

The factor that is most important in the development and effective implementation of a new or updated position classification and/or compensation plan is not the technical process, or even the amount of salary increases. It is the extent to which employees understand the process by which the plan was developed, and their acceptance that it was a logical and fair process.

To assist you in determining and implementing the best systematic approach to the effective communication of the compensation plan for your organization, we have provided this booklet, parts of which are adaptations from the booklet: 'COMMUNICATING COMPENSATION PROGRAMS- An Approach to Providing Information to Employees' from the American Compensation Association.

We have divided this section of the Guide into Pre-Project, Mid-Project and Post-Project segments.

A. PRE-PROJECT EMPLOYEE COMMUNICATION

The maximum amount of information concerning the reasons for the project should be provided at the earliest possible date. There will already be a number of rumors floating around since some employees will have heard about the RFP preparation, consultant selection process, and project approval by the Council/Board.

Following are several pre-project communication activities which are essential to the successful conduct of a classification and/or compensation project.

1. Letter/Memo From the Chief Executive Officer

We suggest that every employee receive a letter or memo from the chief executive officer announcing the project (Figure 1), indicating the reasons for the project, its scope and process, the extent of employee participation, and a guarantee that no one's salary amount will be reduced as a consequence of the project.

2. Project Briefings by Our Consultants

We will conduct a briefing for every employee to explain the scope of the project, summarize the process we will utilize, explain their roles in the project, and respond to questions. A listing of the most frequently asked questions and our responses follows on page 5. At the completion of the Q and A period we will distribute the Position Description Questionnaire (PDQ) and provide an item-by-item explanation.

The briefings last 30 to 45 minutes, and can be scheduled at one-hour intervals. To ensure that attendance does not exceed the facility's capacity, and that the departments can send their employees in shifts, we suggest the following:

- *Schedule a minimum of two sessions, and more depending upon the number of employees to be briefed and the facility's capacity.*
- *Control attendance by scheduling alphabetically by employees' last names such as A-E 9:00am-10:00am; F-J 10:00am-11:00am, etc.*

3. Employee Opinion Survey on Salary Administration (OPTIONAL)

If you have requested it as a part of the total project, we will conduct our standard Confidential Employee Opinion Survey on Salary Administration which will provide the employees the opportunity to communicate to you their primary concerns and opinions regarding the current classification and/or compensation plan. Participation is voluntary.

The survey is a multiple-choice questionnaire with space for comments. To maintain confidentiality, we administer the questionnaire immediately after the PDQ explanation and receive the completed questionnaires directly from the employees. We will give you extra questionnaires and self-addressed return envelopes to our office for employees who want to participate but could not attend the briefings.

CITY OF _____
Office of the City Manager

Memorandum

TO: All City Employees, Supervisors, and Department Heads

FROM: _____, City Manager **DATE:** 4/10/00

SUBJECT: Position Classification and Compensation Study

I am very pleased to inform you that the City has contracted with a highly qualified outside consultant firm, Public Sector Personnel Consultants *(PSPC)*, to update our position classification and pay system to ensure that your position's classification reflects its duties and responsibilities, and that its salary range assignment is internally equitable and competitive within our employment markets.

PSPC consultants will conduct briefings on the project for all employees, supervisors and department heads on Monday, April 14. Attendance is mandatory, and you will be informed of the location and time for your briefings. The consultants will also distribute and explain a questionnaire to permit you to describe your duties and responsibilities in your own words. You will have one week to complete the questionnaire and return it to your supervisor.

PSPC consultants will be on-site during the later part of May to conduct individual job information interviews with representative incumbents of every job classification at their worksite, to provide you with an additional opportunity to explain the scope and complexity of your position. *PSPC* will provide recommendations as to the correct occupational job classification and title for every position, and update our job descriptions from the information you have provided on your questionnaire and during the worksite interview. ***REMINDER:*** It is the position that is being studied and classified, not the employee.

PSPC will also conduct a salary survey of the public and private employers in the local, regional, and national employment markets where we compete to obtain and retain high quality staff, and recommend a salary plan that is competitive with salaries paid for similar occupations in those employment markets. We cannot promise any salary increases, ***however, no salary will be reduced as a consequence of this project.***

We anticipate that the project will be completed within approximately 120 days, and you will be notified of any actions affecting your position's classification and salary range as soon as the City Council has reviewed the recommendations and adopted the updated plans.

I am very pleased that the City Council has authorized this study to update the internal equity an external competitiveness of our position classification and salary plan. Please see the Human Resources staff if you have any questions.

(Figure 1) *Memorandum from the chief executive officer announcing the project*

Several important considerations if you have selected this service.

- *Extend the scheduling of the briefing sessions intervals from one hour to 1 ½ hours.*
- *Provide a facility that is set up in classroom style with tables, or chairs with writing arms, so that the employees can complete the questionnaires.*
- *Remind the employees to bring pencils or pens to the meeting, and provide these items for the employees who forget.*

An essential component of an employee opinion survey process is feedback of the survey results, to maintain positive employee relations. Since it is the nature of this type of survey to solicit negative comments, you should carefully consider whether your organization's culture is such that you can provide negative survey results feedback to the employees and the elected or appointed officials and Council/Board members.

We will provide a report summarizing the statistical and narrative results, including all of the employee comments verbatim. We will modify the written comments to maintain the confidentiality of the respondents and their departments, delete references to named individuals or their jobs titles, and remove offensive language.

The method and extent of distribution and dissemination of the opinion survey report will be up to you.

4. Employee Communication Task Force

You can leverage pre-project and progress communication through a committee or task force of employees representing the various departments, occupational groups, and/or employee associations. We can provide more intensive and detailed briefings for these individuals, whose role it will be to disseminate this information to their respective departments and employee groups.

This task force can also be utilized for suggestions regarding procedural aspects of the project, such as determination of the employers to be included in the external compensation survey, and serving as the job evaluation task force if a point-factor method is to be developed and/or used to establish the internal job worth ranking of your various job classifications.

B. MID-PROJECT EMPLOYEE COMMUNICATION

We suggest a minimum of a monthly communication to the employees on the status of the project. There will be a normal level of anxiety among the employees which is to be expected when outsiders are making recommendations regarding job titles and pay ranges. Mid-project communications will reinforce each employee's importance to the organization, emphasize the positive nature of the project, and lessen unwarranted anxieties and concerns.

Following are several mid-project communication activities that will contribute to the successful conduct and implementation of the classification and/or compensation project.

1. Employee Newsletter Articles

If you have an established printed or video employee newsletter, we will provide you with information for articles that indicate the project activities completed to date, and the anticipated activities for the following month.

2. Project Information Bulletins

As an alternative to or supplement for newsletter articles, we suggest a special monthly or occasional bulletin to inform the employees of project activities completed to date, and the anticipated activities for the following month. Such a bulletin should be distributed to all employees, perhaps as a payroll stuffer, posted on bulletin boards, and disseminated by internal e-mail.

3. Employee Communication Task Force

This group should receive a monthly briefing on the project status, and be given the opportunity to ask questions about project issues that concern them or the employees. This dialogue will provide the employees with the latest and correct information, and provide important feedback to the project consultants which may be useful in increasing the project's quality and acceptance of the results.

4. Progress Reports for the Council/Board

We recommend that you provide a monthly summary of the project's progress to the Council or Board, so that they remain informed and committed, and to assure them that they will make final decisions regarding compensation policy and financial expenditures.

5. Project Inquiry "Hot-Line"

There may be occasions where this technique will be helpful in providing information, dispelling rumors, and obtaining additional information on employee concerns about the project. These "hot lines" take the form of a specific dedicated phone number, or an e-mail address, for the duration of the project, which may be answered by a Human Resources representative during working hours and an answering machine during other times, or an answering machine or e-mail address which is periodically checked for messages and responses provided to the callers.

C. POST-PROJECT EMPLOYEE COMMUNICATION

Once the recommended position classification and/or compensation plan has been adopted by the Council/Board, you will be able to provide a large amount of information to the employees, in a variety of formats. Not all of the following activities will be appropriate, or affordable, for all circumstances. They are provided for you to select, or develop, the communication activities which are best suited to your organization.

1.Copies or Extracts From the Final Report

We suggest that you prepare for employee perusal a number of copies of our final report on the recommended classification and/or compensation plan, after its adoption by the Council/Board. They could be made available for review in the Human Resources and/or line departments' offices. You will probably receive a request for a copy of the report from the media.

The report's table with the employee names and their actual salary amounts should be removed. Some of the material is technical and could be misinterpreted, such as market comparisons, and salary grade/range allocations by multiple salary policy formulae if you utilize a point-factor job evaluation method, and you may want to consider publishing only the new salary grade/range-per job class listings.

2. Workshop for Supervisors

We recommend that you conduct a workshop for supervisors on all aspects of the new position classification and/or compensation plan, for the purpose of preparing them to explain the new plan and respond to questions will be a major factor in the employees' positive attitude towards the new plans. Supervisors should then conduct employee meetings to explain the new plan and answer questions concerning its scope and effect.

This workshop is especially important if the new plan contains a new salary schedule, with or without in-grade steps, and/or the method of salary administration is to be changed from longevity to pay-for-performance. The approach selected for the initial year's implementation must be thoroughly explained and understood. The extent to which the supervisors understand and support the new plan will be the essential factor to its successful implementation.

3. Classification and Compensation Plan Pamphlet

We recommend that you prepare an distribute to all employees, supervisors and managers, a pamphlet explaining the new position classification and/or compensation plan. The employees will obtain a greater depth of understanding, and retain the information for a longer period, from such written material.

The pamphlet can be used in a the supervisory workshops, post-project employee briefings, and new employee orientation sessions. If a new performance evaluation system was a component of your project, a description of that system's linkage to the pay plan should be included in the pamphlet. A separate pamphlet should be prepared explaining the scope and process of the new performance evaluation plan.

4. Employee Briefings

Briefings for all employees, conducted by the Human Resources staff, is one of the best methods to ensure that everyone obtains accurate information about the new plans, and obtains answers to questions from an expert source. We recommend a series of small group meetings to establish the best atmosphere for communication and understanding.

These meetings provide an excellent opportunity to distribute materials describing the new plans, such as a classification and compensation pamphlet, updated employee handbook, and updated personnel policy manual pages. If a video describing the new plans has been produced, that would be the introductory part of these briefings.

5. Salary Administration Video

A professionally produced video is not always necessary or affordable for very organization. It is however a very powerful tool for communicating the scope and components of the new plan in modern media which ascribes a high degree of state-of-the-art quality to the new plan. It is also included in new employee orientations. We have provided you with a sample copy of such a video.

The salary administration video is best suited for organizations with employees at many locations and on varying shifts, who can be shown the video at times that are convenient to their work hours. This video need not be costly if your organization has an internal video production capability or access to an educational institution or television station who might produce video as a public service.

6. Update Employee Handbook and Personnel Policy Manual

We recommend that you update the sections of your Employee Handbook and Personnel Policy Manual that describe the position classification and compensation plan to reflect any changes required by the new plan. Those updated pages are excellent handouts at the supervisory workshop and employee briefings.

7. Individual Salary Plan Implementation Statements

The employees need to be informed of the impact of the new plan on t heir base salary amount and salary opportunity. We recommend that each employee be provided with a personalized statement including the following information.

- *Effective date of the new plan, and date of salary change if different*
- *Job class title of their position*
- *Salary grade/range number to which their position's job class is allocated*
- *Minimum, Midpoint, and Maximum amounts of the salary grade/range.*
- *Salary amount prior to the effective date of the new plan*
- *Amount of increase to Minimum of the new grade/range, if applicable*
- *New salary amount according to the initial implementation protocol*
- *Relationship of new salary to the Midpoint of the grade/range (comparatio)*
- *Merit increase opportunity at various levels of future job performance*
- *Amount of supplemental pay, such as for longevity, assignments, certifications*
- *FLSA status and hourly rate for overtime*

THE QUESTIONS MOST COMMONLY ASKED BY EMPLOYEES

Following are the questions that employees most frequently ask us during the employee project briefing meetings, and our responses.

Q: *1. Who are we going to be compared to for salaries?*

A: If the client has made this determination prior to the briefing meetings, we provide the names and locations of the employers to the employees. We also indicate that not all jobs will be surveyed at all of the comparator employers, and that

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some may be compared only to local employers, while other jobs may be compared on a regional or national basis.

If the client has not yet determined who the comparator employers will be, we tell the employees that the process of identifying the employers to be surveyed depends to a great extent on where the client is currently obtaining the majority of its employees and for which occupations. A second factor is the identification of employers to whom the client regularly loses current employees.

Q: *2. What will the Council/Board do with your report?*

A: We uniformly respond that we do not know what the client's Council/Board will do with our report. We tell the employees that in the over 1,000 times that we have provided compensation services that we have experienced 98% implementation, and we have no indication that this project will be an exception.

We credit our 98% implementation record to the fact that, in our experience, employers do not plan projects, retain consultants, raise employee expectations, and expend funds, with the intention of doing nothing. The only modification we are sometimes requested to make to our original recommendations is the option for a multi-year implementation plan if the cost to where the client wishes to place it's salary policy exceeds the available funds.

Q: *3. Will we get to see a copy of the report, and when?*

A: Yes. We recommend that when the final report has been adopted by the Council/Board that it be made public and that extra copies be made available for perusal by the employees and department heads. The reports may not contain the tables with specific salary amounts recommended for each employee, as that is confidential, but it will include the tables indicating the salary range dollars recommended for each job classification.

Q: *4. When will the study be completed?*

A: We provide this information in general terms, such as: "within ninety days."

Q: *5. Will you make recommendations regarding (longevity, cost-of-living, benefits, etc.)*

A: We tell employees if a benefits analysis and which salary administration items are included in the scope of the project.

Q: *6. How much are you being paid for this study, and wouldn't it be better if that money was given to the employees?*

A: We anticipate this question by dividing the total project cost by the number of employees and providing the employees with a per-employee amount.

For example, if a project costs $45,000 for 450 employees, the per employee cost would be $100. We tell the employees that if the client distributed the project cost to them, each employee would receive a one-time payment of $100, minus taxes, instead of a possible raise from the study, which might be more substantial, and which would be paid every year.

Q: *7. What will happen if the survey shows that a job classification is priced over the market rate?*

A: The job classification will be allocated to the salary range that most closely matches the prevailing rate at the salary competitiveness policy selected by the employer, which may be lower (or the same, or higher) than the current salary range/grade. This will not impact the salary amount paid to an incumbent if that amount is within or above the new salary range for his/her position's job class.

Q: *8. What will happen if an employee's salary amount exceeds the Maximum of the new salary range/grade for their position's job class?*

A: No one's salary will be reduced as a direct consequence of this project. There may be a few employees whose current base salary exceeds the Maximum of the new salary range/grade recommended for their position's job classification. In such instances, the employee's base salary amount will be not be reduced, but the amount will be frozen until such time as their position's job class is re-allocated to a higher salary range/grade whose Maximum exceeds their current base salary amount.

Q: *9. Will salaries be increased?*

A: That is a determination to be made by the Council/Board on the basis of their compensation philosophy, competitiveness policy, and the organization's financial resources. We merely make recommendations. The final decisions are 100% within the authority of the Council/Board. There is no guarantee that any salaries will be increased.

Depending upon the Council/Board's final policy determination, a new salary plan may result in uneven increases during the initial implementation year, resulting from the need to bring the salaries of all individuals to the Minimum of the salary range/grade, take into account each individual's current position in the new salary range and possibly their varying length of service.

Q: *10. Who will be selected for the job information interviews, and how is the selection made?*

A: Unless every employee is to receive a job information interview at their work site, the minimum number of interviews is one representative incumbent of each occupational job classification. We

will make the interview selection at random. If an employee is the only incumbent of a job class, that person will be scheduled for an interview.

Q: *11. What if my supervisor does not agree with what I wrote on the Position Description Questionnaire (PDQ)?*

A: Supervisors are not permitted to change anything that an employee has written on their PDQ. The purpose of the supervisory review of the PDQ is to ensure that its content accurately reflects the duties and responsibilities performed by the incumbent, to the extent that the consultants can readily determine its occupational classification. If the supervisors do not agree with any part of the PDQ content, they may comment and indicate their opinions.

In virtually all of the instances where we see supervisory comments (approx. 2% - 5% of the PDQs) they indicate that the employee has forgotten to mention an important item, or they may differ on the percentages of the position the employee has allocated to its major functions. No one is an expert in completing a PDQ about their position, and it is quite common to forget an essential item.

We will communicate with both the employee and supervisor in the rare instances of significant difference of opinion regarding a position's job content, and form an independent opinion.

Q: *12. Will there be changes in job titles and classifications?*

A: That is a distinct possibility. Our task is to make sure that each position's job classification and the job class titles reflect current duties and responsibilities. It is possible that some positions may be re-allocated to a different job classification if their duties and responsibilities are now more commensurate with another than their current job class.

We may recommend that some job class titles be changed to more accurately reflect their occupations, to account for more or less job classes within a sequential group, or to recognize new occupational assignments.

Q: *13. What if I do not agree with your classification of my position?*

A: Our response will depend on whether the client's rules and/or the scope of the project permit employee appeals to their position's recommended classification. If they do not, we will indicate that every position's classification will be reviewed with the respective department head for errors and that changes may be made in our initial recommendations.

If appeals are permitted, we inform the employees that they will be notified by their employer of our initial occupational job classification recommendation for their position, after the quality control reviews with the department heads. If they feel that we have made an error and that significant job content information has been overlooked, they may complete a form and request that we conduct a second review and notify the client of our final recommendation for each appealed position.

NOTE: We stress to the employees that the appeal process relates only to the occupational job classification and titles of positions, not salary range/grade assignments.



EZ COMP™ PROGRAM DESCRIPTION

PUBLIC SECTOR

PERSONNEL CONSULTANTS

$32,486 $72,674 $51,750
$64,893 $42,045
$128,803

CLASSIFICATION AND COMPENSATION PROJECT PROCEDURE GUIDE SERIES

EZ COMP™ PROGRAM DESCRIPTION

As the name implies, EZ COMP™ Is an easy method of developing and maintaining the databases which comprise a new or updated base salary plan. This booklet describes the principal files that are interrelated during a salary plan project.

EZ COMP™ is an interactive series of files and tables, which are described in this booklet. We do not charge for our software which we update periodically for our clients at no cost.

The trademark name EZ COMP™ describes both the PSPC consultants' process of compiling the data files and the product which is installed on the client's computer upon the project's completion.

EZ COMP™ TABLES AND CHARTS

The program includes the following standard files, tables, and charts.

Primary Client Data File
1-Schematic of Occupational Job Classes
2-Index of Current to New Job Titles
3-Position Allocation Register
4-External Prevailing Rates Comparison
A-Sources of External Data Table
$-Permanent Salary Range Schedule
B-Job Content Evaluation Profiles*
C-Internal Equity Analysis Scattergram*
D-Current Salary Practice Lines of Central Tendency (LCT)*
E-External Prevailing Rates LCTs*
F-LCTs Comparison Chart*
5-Per-Job Class Salary Range Assignment Table-Class Order
6-Per-Job Class Salary Range Assignment Table-Range Order
7-Non-Benchmark Linkage Table
8-Per-Position Compa-Ratio Table
9-Fiscal Impact Estimate Table
10-Implementation Cost Analysis
Optional Additional Tables

**for salary plans utilizing point-factor job evaluation*

PRIMARY CLIENT DATA FILE

Primary Client Data File consists of all the combined per-position and per-employee data accumulated and created during the project. It is initially established from data provided by the client, such as:

Employee Name	Current Job Class Title	Base Salary Amount
Department	Job Class Code	Salary Range Number
Initial Hire Date	EEO Designation	$ Range Midpoint
Performance Score	FLSA Designation	$ Range Min/Max

Additional per-position information added or superimposed on the current data by the PSPC consultants during the project may include:

New Job Class Title	New Job Class Code	Salary Range Number
$ Range Minimum	$ Range Midpoint	$ Range Maximum
Job Evaluation Points	Benchmark Status	$ Policy Group
Amount to Minimum	Implementation Amount	New Salary Amount
Above Maximum	Certification Pay Code	Assignment Pay Code
Compa-ratio	Amount to Midpoint	Supervisory Differential

TABLE 1 - SCHEMATIC OF OCCUPATIONAL JOB CLASSES

Schematic of Occupational Job Classes is a file established at the completion of the job analysis and position classification phase of the project, with all of the organization's job classes, designating:

Job Class Series	Job Class Groups
Job Class Titles	Job Class Codes
FLSA Designation	EEO Designation

This file will be "stripped" of job titles and class codes for other *EZ COMP*™ files.

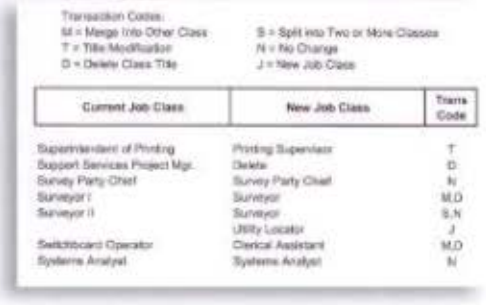


Class Code	Occupational Job Families and Job Classes
1400	Public Works Series
	Facilities Maintenance and Craft Group
1431	Maintenance Supervisor
1432	Parks Supervisor
1433	Senior Skilled Craft Specialist
1434	Skilled Craft Specialist
1435	Maintenance Technician
1436	Maintenance Technician Assistant
1437	Parks Maintenance Specialist

TABLE 2 - INDEX OF CURRENT TO RECOMMENDED JOB CLASSES

Index of Current to Recommended Job Classes is an alphabetical listing of all job classes currently used by the client and the recommended disposition of each of those job classes and titles. Current data is from the payroll, class specifications and/or job descriptions, classification plan and PDQs. New data includes job class title and transaction codes.

D = Deleted J = New Job Class
M = Merged with other Job Class
N = No Change T = Title Modification
S = Split into Several Classes



Transaction Codes:
M = Merge Into Other Class
T = Title Modification
D = Delete Class Title
S = Split into Two or More Classes
N = No Change
J = New Job Class

Current Job Class	New Job Class	Trans Code
Superintendent of Printing	Printing Supervisor	T
Support Services Project Mgr.	Delete	D
Survey Party Chief	Survey Party Chief	N
Surveyor I	Surveyor	M,D
Surveyor II	Surveyor	S,N
	Utility Locator	J
Switchboard Operator	Clerical Assistant	M,D
Systems Analyst	Systems Analyst	N

TABLE 3 - POSITION ALLOCATION REGISTER

Position Allocation Register strips the following per-position information for the Primary Client Data File:

Current Job Class Title
Name of Incumbent
Department

and adds the following information from Table 1, based on the PSPC consultants' determinations as to which job class the position is allocated:

Recommended Job Class Title
Transaction Code: N = No Change

Job Class Code
R = Reclassification;

T = Title Modification



Transaction Codes: N = No Change
R = Reclassification T = Title Modification

Incumbent	Current Job Class	New Job Class	Trans Code
Moss, R	Accountant	Accountant	N
Warner, K	Accountant	Programmer	R
Plummer, J	Accountant	Accountant	N
Fiore, S	Senior Accountant	Senior Accountant	N
Dilka, M	Senior Accountant	Senior Accountant	N
Raud, E	Accounting Clerk III	Accounting Clerk	T
Dryden, H	Accounting Clerk III	Accounting Clerk	T

TABLE 4 - EXTERNAL PREVAILING RATES COMPARISON

External Prevailing Rates Comparison compares The client's current salary structure Midpoint for each of its salary survey benchmark job classes from the Primary Data File to the external prevailing rate indicating the dollar and percentage variance of the client's rates to the prevailing rates.



Benchmark Job Class	Current Midpoint	Aged Survey Midpoint	Variance $	Variance %
Public Works Director	$49,699	$77,203	-$27,543	-35.70%
Police Chief	$49,699	$77,102	-$27,415	-35.56%
Human Resource Director/City Clerk	$37,050	$57,092	-$19,992	-35.02%
Police Lieutenant	$36,310	$42,344	-$7,934	-18.61%
Building Inspector	$33,028	$35,439	-$1,470	-4.22%
Human Resource Specialist	$23,838	$24,961	-$1,883	-4.25%
Laborer	$21,678	$20,721	$957	4.62%
Comptroller	$37,050	$32,455	$4,610	14.22%

TABLE A - SOURCES OF EXTERNAL SALARY DATA

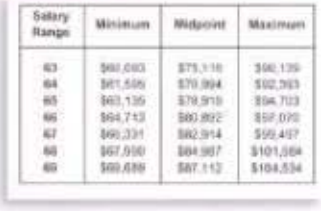
Sources of External Salary Data identifies the source of each rate comprising the external prevailing rate for the client's salary survey benchmark job classes. This table may be updated annually to compute the new prevailing rate for each benchmark job class.

If the external data was obtained through a special salary survey questionnaire, this table will indicate, for each benchmark job class, the name of every employer who reports a comparable job to the benchmark, their job class title, and current salary data.

If the external data was extracted from an existing salary survey report which identifies the employers and their data, this table will indicate the same information as in the previous paragraph. If the report provided only merged data for each of their benchmarks matched to the client's benchmark, this table will only indicate the name of the survey, the survey benchmark job title, and the salary data.

TABLE 5 - PERMANENT SALARY RANGE SCHEDULE

Permanent Salary Range Schedule indicates the Salary Range Number, Minimum, Midpoint and Maximum amounts for each salary range in the client's base salary plan. If the client utilizes a grade/step system, this table indicates the Salary Grade Number and the number and amount of each step within every salary grade.



Salary Range	Minimum	Midpoint	Maximum
63	$60,060	$75,116	$90,135
64	$61,505	$76,994	$92,393
65	$63,135	$78,910	$94,703
66	$64,713	$80,892	$97,070
67	$66,331	$82,914	$99,497
68	$67,990	$84,987	$101,984
69	$69,689	$87,112	$104,534

TABLE B - JOB CONTENT EVALUATION PROFILES *

Job Content Evaluation Profiles lists all of the job class titles and codes from Table 1, the evaluated job levels and points for each of the compensable factors, and the total points for every job class.

CHART C – INTERNAL EQUITY ANALYSES SCATTERGRAM *

Internal Equity Analyses Scattergram consists of a scatter diagram for each primary group of job classes (i.e.: Clerical/Office, Labor/Trades, Professional/Technical, Management/Executive), cone dispersion analyses, and current salary practice lines of central tendency (LCT) and formulae, by combining the Salary Range Midpoint amounts from the Primary Client Data File and the total job points from Table B through the graphical statistical capability of standard PC software.

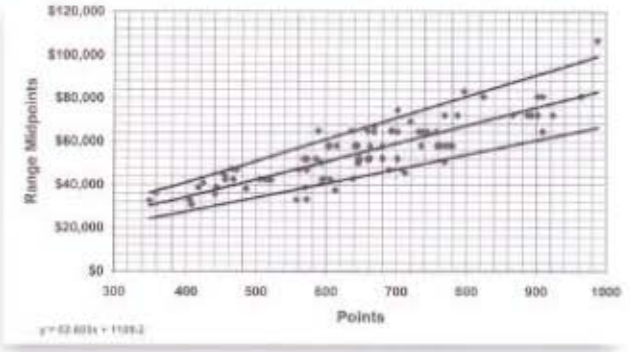


CHART D – CURRENT SALARY PRACTICE LINES OF CENTRAL TENDENCY (LCTs)*

Current Salary Practice Lines of Central Tendency (LCTs) translates the combination of the client's current salary Midpoint practice dollars for various job classes from the Primary Client Data File with their respective job evaluation points from Table B into a mathematical per-job point formula which, when plotted on a $/Points graph, constitutes a definitive graphic line. This table may contain more than one LCT to represent a number of the client's major occupational job groups.

CHART E – EXTERNAL PREVAILING RATES LCTs*

External Prevailing Rates LCTs depicts one or more LCTs representing the external prevailing rates, which are constructed by combining the client's job content points from Table B with the external prevailing rate from Table 4 in the same manner as for Chart D.

CHART F – LCTs COMPARISON CHART*

LCTs Comparison Chart consists of the graphic comparison of the lines of central tendency and formulae of the client's current salary practice for its primary job groups from Table D to those of the external prevailing rates. The prevailing rate LCTs and formulae are constructed and computed by combining the client's job content points from Table B with the external prevailing rate amounts from Table 4.

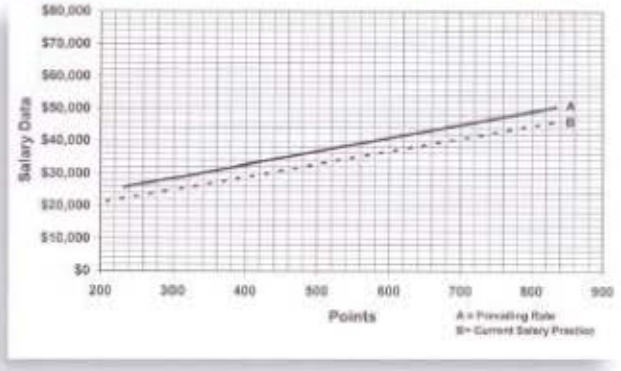


TABLE 5 – PER JOB CLASS SALARY RANGE ASSIGNMENT TABLE (CLASS ORDER)

Per Job Class Salary Range Assignment Table (Class Order) assigns each job class to a salary range within the Permanent Salary Range Schedule (Table $). The process is different for salary plans based on direct market pricing than for those based on quantitative evaluated job content.

Class Code	Occupational Job Families and Job Classes	– Recommended – Salary Range	Minimum	Midpoint	Maximum
1400	Public Works Series				
	Facilities Maintenance and Craft Group				
1431	* Maintenance Supervisor	39	$54,441	$68,051	$81,662
1432	* Parks Supervisor	39	$54,441	$68,051	$81,662
1433	Senior Skilled Craft Specialist	35	$30,089	$37,624	$45,149
1434	Skilled Craft Specialist	29	$25,954	$32,443	$38,932
1435	* Maintenance Technician	30	$26,603	$33,254	$39,905
1436	Maintenance Technician Assistant	26	$24,121	$30,127	$36,152
1437	Parks Maintenance Specialist	25	$23,513	$29,392	$35,270

* Salary Survey Benchmark

For plans based on direct market pricing, this table is initially created by assigning each benchmark job class to the salary range on Table $ whose Midpoint amount most closely matches the external prevailing rate from Table 4. Non-benchmark job classes are assigned to their salary ranges by reference to the Non-Benchmark Linkage Table (Table 7). Flexibility for subsequent internal equity adjustments to Table 5 is provided on the basis of professional judgment.

For plans based on quantitative job evaluation, this table is created by multiplying the job points for each job class from Table B by the client's salary competitiveness policy formula for each primary job group from Table F. The process then looks up Table $ for the Midpoint amount on the Permanent Salary Schedule closest to the product of the calculation, which designates the proper salary range.

TABLE 6 provides the same information in low to high salary range order.

Class Code	Occupational Job Classes	– Recommended – Salary Range	Minimum	Midpoint	Maximum
1714	Director of Planning, Zoning, and Building	65	$60,610	$75,762	$90,915
1133	* Internal Auditor	65	$60,610	$75,762	$90,915
1112	Assistant City Administrator	64	$59,131	$73,914	$88,697
1620	* Director of Recreation	63	$57,689	$72,111	$86,534
1279	* Fire Chief	63	$57,689	$72,111	$86,534
		62	$56,282	$70,353	$84,423
1243	* Assistant Chief of Police	61	$54,909	$68,637	$82,364

* Salary Survey Benchmark

TABLE 7 – NON-BENCHMARK LINKAGE TABLE

Non-Benchmark Linkage Table for non-quantitative plans, indicates the class titles of the job classes which are not salary survey benchmarks, the class title of the benchmark or reference job classes to which they are linked. The process automatically adjusts the salary range for the non-benchmark class by the current salary range differential when the salary of its linked benchmark or reference job class is adjusted on Tables 5 and 6.

This table is to be utilized as a guide during annual salary plan updates, permitting non-benchmark job classes to be adjusted by the same number of salary ranges as the salary survey benchmark job class to which they have been linked.

Non-Benchmark Job Title	Benchmark Job Title
Accounting Manager	Accountant
Adult & Info Services Manager	Librarian
Building Monitor	Office Assistant
Building Maintenance Supervisor	Building Maintenance Worker
Building Permit Specialist	Executive Secretary
Bus Driver	Light Equipment Operator
Business Manager	Accountant

TABLE 8 – PER-POSITION COMPA-RATIO TABLE

Employee Name	Dept Code	New Job Class	Current Salary	– Recommended – Salary Range	Minimum	Midpoint	Maximum	Compa-Ratio	$-Min	$-Mid	$-Max
Simon, N	A	Administrative Assistant	$21,330	26	$24,101	$30,127	$36,152	70.80%	$2,771	$8,797	$0
Taylor, J	A	Director of Real Property	$85,685	67	$69,331	$82,914	$96,497	103.34%	$0	$0	$0
Garcia, J	A	Chief Deputy of Operations	$90,815	46	$39,455	$49,356	$59,259	115.09%	$0	$0	$0
Crow, S	A	Program Manager	$51,355	44	$37,590	$46,987	$56,385	109.30%	$0	$0	$0
lark, A	M	Medical Investigator	$69,716	70	$71,432	$89,289	$107,147	78.08%	$1,716	$19,573	$0
Riddle, J	M	Forensic Technician Specialist	$77,123	55	$49,321	$61,651	$73,982	125.10%	$0	$0	$3,141
Young, N	M	Principal Secretary	$24,264	26	$24,101	$30,127	$36,152	80.84%	$0	$5,773	$0

Per-Position Compa-Ratio Table provides the following information, which is added to the Primary Client Data File, from Table 3, $, and 5.

Job Class Title	Incumbent's Name	Incumbent's Current $
Job Class Code	Salary Range Number	Amount Below Minimum
Department	Salary Range Midpoint	Amount Below Midpoint
Compa-Ratio	Salary Range Min/Max	Amount Above Maximum

The Compa-Ratio (short for Comparative Ratio) is a calculation which expresses the percentage relationship of the incumbent's current base salary amount to the Midpoint of the salary range for their position's job class.

TABLE 9 – FISCAL IMPACT ESTIMATE TABLE

Fiscal Impact Estimate Table provides, on a department or cost center basis, the estimated annualized cost to bring the salaries of all employees to the Minimum of the salary range for their position's job class. The table combines the department designations from the Primary Client Data File with the total amounts of current salaries and salaries below the Minimum from Table 8, for alternative salary competitiveness policies.

Number of Employees	287
Total Payroll	$10,884,333
Number of Employees Below Minimum	77
As % of total employees	26.83%
Total $ below Minimum	$121,099
As % of total payroll	1.13%
Average amount below Minimum	$1,573

OPTIONAL TABLES

EZ COMP™ can be expanded to include and actively integrate any number of custom-developed tables, or tables constructed from various combinations of the standard tables, such as the following:

- Initial Implementation Protocol Guide
- Initial Implementation Compression Tempering Guide
- Merit or Longevity Salary Increase Guide
- Performance Reviews Due/Overdue Report
- Departmental, Job Class, or Longevity Compa-Ratio Report
- Supplemental Pay Table for Special Assignments, Certification, License or Language Proficiency
- Longevity Recognition Supplement
- Supervisory Differential
- Trainee on In-Training Rates
- Out-of-Class or Acting Capacity Differentials
- Individual or Group Incentives

NOTE: Not all of the preceding tables will be present in the EZ COMP™ for every salary plan.