

---

## **City of Delaware, Ohio, USA**

*Request for Proposal (RFP) for*

### **Compensation Study**

---

Issue Date:	January 5, 2026
Issued By:	City of Delaware Director of Administrative Services 1 S. Sandusky Street Delaware, OH 43015
Inquires:	POC-Jessica Feller Human Resources Director <a href="mailto:jfeller@delawareohio.net">jfeller@delawareohio.net</a> 740-203-1028
RFP Deadline Dates:	Questions Due Date: January 19 <sup>th</sup> , 2026 Close Date: January 30 <sup>th</sup> , 2026

## **Background Information**

The City of Delaware is the county seat of Delaware County. Delaware was founded in 1808 and was incorporated in 1816. Delaware has evolved from its agricultural roots into a thriving suburban community from its early settlement. With a population of roughly 42,000, the City of Delaware continues to grow, adding new residents, businesses and guests to the community. In September 2019, the American Planning Association (APA) announced it had recognized downtown Delaware as one of four “Great Neighborhoods” on its 2019 “Great Places in America” list ([See Article](#)).

The City has a long and valued history of thoughtful planning and offers a well-established Human Resources Department committed to attracting and retaining talented employees dedicated to serving the Delaware community. HR staff work tirelessly to ensure that all aspects of the City’s human resources function are delivered with the highest level of professionalism.

## **Purpose**

The purpose of this Request for Proposals (RFP) is to solicit proposals from qualified consulting firms to conduct a comprehensive Classification and Compensation Study, including the revision and development of job descriptions for the City’s non-bargaining unit positions. The objective of this study is to ensure the City’s compensation structure is competitive, equitable and aligned with current market trends and best practices. The selected consultant will work closely with the City’s Human Resources Department and other key stakeholders to analyze, evaluate, and recommend improvements to our current classification and compensation system to support the attraction, retention and motivation of high-performing personnel. Key components of this study include internal and external data collection, job analysis and evaluation, market benchmarking, compensation system development and internal equity analysis.

## **Contact with City Employees/Written Questions**

To ensure a fair and objective evaluation of all proposals, all inquiries are required to be submitted in writing to the POC. Written inquiries (e-mail preferred) should be directed to Jessica Feller at [jfeller@delawareohio.net](mailto:jfeller@delawareohio.net).

## Submission Instructions

Written proposals may be submitted in person at City Hall, 1 S. Sandusky Street, Delaware, Ohio, 8 am to 5 pm, Monday through Friday. Electronic submissions are preferred and may be directed to Jessica Feller ([jfeller@delawareohio.net](mailto:jfeller@delawareohio.net)) and submitted via a Dropbox (or similar) file sharing service. Completed proposals are due: **January 30th, 2026** (Close of Business/5:00 pm EST)

## Overview

The City conducted a comprehensive compensation study for non-bargaining unit positions in 2021, with the resulting recommendations implemented in 2022. This study was completed in collaboration with an external consulting firm, and the City was satisfied with both the process and the outcomes. As part of the 2022 implementation, the City committed to conducting follow-up studies every three to five years to ensure continued alignment with market conditions. In 2023, the City engaged the same consultant to perform a compensation review, which led to an overall market-based adjustment to the pay structure for 2024, accounting for inflation and other economic factors. Since the initial study, the City has also conducted ongoing analyses of new positions and regraded existing roles, consistently applying the adopted methodology and utilizing updated market data provided by the same firm.

The City has approximately 80 classifications to be reviewed. The scope of work is divided into the following sections:

1. Classification Review – Consultant will review and analysis of all current job classifications. This may include interviews and/or surveys/questionnaires with employees and supervisors to collect information on job duties, responsibilities and qualifications. The consultant will evaluate and recommend changes to existing classification structure, including the creation, modification, or elimination of job classifications as necessary. The consultant will also recommend changes to the City's current classification system that groups positions with similar duties, responsibilities and qualifications. Additionally, where needed, recommended revisions to job descriptions will be made.
2. Compensation Study – Consultant will conduct a comprehensive market salary survey for all job classifications, utilizing appropriate public and private sector comparables (dependent upon the position). Consultant will analyze data collected, review existing pay ranges for each job classification and make recommendations based on market data and internal equity considerations. Such recommendations will be accompanied by cost projections for implementation. Further, Consultant will recommend strategies for implementing changes to the existing classification system and for addressing any pay compression or inversion issues that exist.
3. Implementation Support – Consultant will develop a communication plan to inform employees about the study process, goals and outcomes. Training for HR staff will be provided to assist in managing classification and compensation system changes. Further,

Consultant will assist in the development of policies and procedures for ongoing classification and compensation system maintenance.

4. **Deliverables** – Consultant will provide a comprehensive report of findings and recommendations for the classification and compensation study to include proposed changes to the classification structure, implementation plan and cost projections. Consultant will also be responsible for presenting study results and recommendations to City leadership and/or City Council. Updated job descriptions, training materials, documentation and templates will be provided for HR staff and management.
5. **Project Timeline** – The City desires to begin this work with the selected Consultant by March 2026. A timeline to ensure work completion by September 2026 will be provided by the Consultant to meet City required deadline.

## Submittal Requirements

Interested firms shall submit electronically a Statement of Qualifications that contains the following:

1. **Transmittal Letter**-Provide an introductory letter that supplies the following information (should not exceed two electronic pages):
  - a. Full name and address of company
  - b. Number of years the company has been providing compensation-related services
  - c. The name, telephone number and email address of the contact person for the submission
  - d. Demonstration of understanding of the project and benefits of accepting the proposal, explaining value that the company would provide to the City
2. **Detailed Scope of Services**-including proposed approach, ideas and methodology for meeting the City's needs and objectives. Must include resource allocation, project management, communication methods, internal control audit (for proper handling of the City's information and employee information), and any additional value-added services specific to this RFP.
3. **Project Timeline** (including deliverables and milestones)
4. **Pricing Breakdown**-including cost proposal for all phases, services and deliverables with a lump sum not to exceed fee for the entire project.
5. **References**: Minimum of three (3) relevant references for compensation work done for similar size municipalities or other government entities.

## Evaluation and Selection Process

Proposals will be evaluated by City staff members selected to be part of the evaluation team. City staff will evaluate respondents based on the written response to this RFP, references and any other information requested by the City. The selection is based on the following criteria:

<b>Criteria</b>
<b>Experience and expertise in conducting similar work for similarly situated public entities</b>
<b>Project alignment and customization (ability to tailor to meet our specific needs and compliance and ethical standards)</b>
<b>Project management, timeline and approach (including methodology, technology, data sources and tools)</b>
<b>Project deliverables and reporting measures</b>
<b>Total cost of services</b>
<b>References</b>

City of Delaware staff shall review the proposals and may decide to interview a select and limited number of Contractors in order to make a final determination. The City intends to enter a contract for a lump sum amount and then, as a first step in the plan process, refine the scope of services into a final form acceptable to the City. In the unlikely event terms of the scope cannot be reached, the City reserves the right to cancel the contract and withhold any and all payments.

No guarantee of award is made with this solicitation. The City reserves the right to award the work herein based upon the available funds and other criteria as determined in the City's sole discretion. The City reserves the right to withdraw or cancel this RFP; to modify or amend, with the consent of the respondent, any proposal prior to acceptance; to reject any or all proposals or waive any informality and otherwise to affect any agreement that the City of Delaware in its sole judgement, deems to be in its best interest. The successful respondent will be expected to enter into a standard professional services agreement.

## Procurement Schedule

Listed below is the estimated RFP schedule; the City of Delaware reserves the right to adjust based on operational needs. Changes to the schedule will be published via the city website.

Request for Proposals Issued January 5<sup>th</sup>, 2026

Questions Due Date January 19<sup>th</sup>, 2026

Proposals Due	January 30 <sup>th</sup> , 2026 (EOD 5 pm EST)
Contractor Interviews and Selection	February 2026
Contract Execution	March 2026
Estimated Project Start	March 2026

## Public Records

In entering into a contract with the City (or responding to a City solicitation), all consultants are hereby notified that all bids, proposals, quotations, RFI responses, agreements, invoices, correspondence and any other documents submitted to the City become public property and subject to Ohio’s Public Records Act and may be subject to disclosure in accordance with the Ohio Public Records Act. All such records shall be maintained in accordance with the City’s Records Retention Schedule and made available upon request.

Ownership of all data, materials and documentation originated and prepared for the City pursuant to this RFP shall belong exclusively to the City and be subject to disclosure in accordance with Ohio Public Records Act.

## Indemnification/Insurance

To the extent authorized by law, the contract shall indemnify and hold harmless the City, its officers, elected officials, agents, employees and representatives from and against all claims, damages, losses and expenses including attorney’s fees arising out of or resulting from the contractor’s performance, provided that any such claims, damage, loss or expense is attributable to bodily injury, sickness, disease or death, or to injury to or destruction of tangible property, including the loss of use resulting there from; and is caused in whole or in part by any negligent or willful act or omission of the contractor, subcontractor, anyone directly or indirectly employed by any of them or anyone for whose acts any of them may be liable. If the contractor is required to go on City property to perform work or services, the contractor shall assume full responsibility and expense to obtain all necessary insurance as required by the City.

## Relationship of Parties

The relationship between the parties to a contract resulting from this solicitation shall be that of “independent contractors” as defined by the IRS ([link](#)). Nothing contained herein shall be interpreted or construed as establishing an agency or employer/employee relationship between the parties or between either party and the employees or representatives of the other party. The

contractor is responsible for all Social Security taxes and Bureau of Workers Compensation contributions for itself and any of its employees.

### **Tax Exemption**

The city is exempt from Federal and Ohio State sales tax. A tax exemption certificate will be made available at the successful offeror's request.

### **Expense of Preparing Responses to This RFP**

The City accepts no responsibility for any expenses incurred by the responders to this RFP; including costs associated with RFP responses and presentations. Such expenses are to be borne exclusively by the responders.

### **Income Tax**

When performing work within the City, the contractor will be required to withhold all City income taxes due or payable under the provisions of the Delaware Income Tax Ordinance ([link](#)), for wages, salaries, and commissions paid to employees and further agree that any subcontractors shall be required to agree to withhold any such City income taxes due under said chapter for services performed.

### **Compliance**

The vendor shall observe and comply with all applicable laws, ordinances, and the rules and regulations of all authorities having jurisdiction over the vendor and within the City. The vendor shall comply, when applicable, with the U. S. Department of Labor, Safety and Health Regulations identified as Chapter XVII of Title 29, Code of Federal Regulations (CFR) Parts 1910 and 1926 and subsequent amendments. The vendor agrees that in the hiring of employees for the performance of work under the City's towing agreement, no contractor, subcontractor, or any person acting on his behalf shall, by reason or race, creed, sex, handicap, or color, discriminate against any citizen of the State in the employment of labor or workers who are qualified and available to perform the work to which the employment relates, nor shall any contractor, subcontractor, or any person acting on his behalf, in any manner, discriminate against or intimidate any employee hired for the performance of work under the City's agreement on account of race, creed, sex, handicap, or color.

### **Termination**

The City reserves the right to terminate any contract resulting from this solicitation.

## **APPENDIX**

### Required Forms

1. Cover Page for Proposal Document
2. Company Information
3. References
4. Delinquent Property Taxes Affidavit
5. Non-Collusion Affidavit of Prime Proposer
6. Campaign Contributions Affidavit
7. Civil Rights Compliance
8. Non-Terrorist Certification

**Cover Page for Proposal Document**

The Proposer, \_\_\_\_\_, having carefully inspected the instructions to proposers provided in the City of Delaware’s Request for Proposal for a Compensation Study, does hereby provide to the City of Delaware, Ohio, the following proposal to provide said service for the City of Delaware at an amount not to exceed the price as indicated and in accordance with the instructions as contained in the City of Delaware’s Request for Proposals for Compensation Study.

The following documents are included with this proposal:

- 1. Company Information
- 2. References
- 3. Delinquent Property Taxes Affidavit
- 4. Non-Collusion Affidavit of Prime Proposer
- 5. Campaign Contributions Affidavit
- 6. Civil Rights Compliance

Name: \_\_\_\_\_

Company: \_\_\_\_\_

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

## Company Information

The Contractor will supplement the proposal by supplying the following information for use in the preparation of a contract.

Name of Company/Corporation: \_\_\_\_\_

Name of President: \_\_\_\_\_

Corporation is Organized under Laws

of: \_\_\_\_\_

Corporation

Address: \_\_\_\_\_

\_\_\_\_\_

Corporation Phone Number: \_\_\_\_\_

Federal Tax I.D. # \_\_\_\_\_

## Execution of Proposal

This Proposal submitted by:

Name of Proposer: \_\_\_\_\_

Signature of Proposer or Authorized

Representative: \_\_\_\_\_

Date: \_\_\_\_\_

## References

Please list three (3) companies or governmental agencies (preferably municipalities) where similar products or services have been provided. Include complete samples with your response.

Company Name			
Contact Person		Title	
Address	City	State	Zip
Phone #		Fax #	
Company Name			
Contact Person		Title	
Address	City	State	Zip
Phone #		Fax #	
Company Name			
Contact Person		Title	
Address	City	State	Zip
Phone #		Fax #	

Please list two (2) companies or governmental agencies that terminated services with your company during the past two years:

Company Name			
Contact Person		Title	
Address	City	State	Zip
Phone #		Fax #	
Company Name			
Contact Person		Title	
Address	City	State	Zip
Phone #		Fax #	

**Delinquent Property Taxes Affidavit**

Affidavit in Compliance with Section 5719.042 of the Ohio Revised Code

STATE OF OHIO: \_\_\_\_\_)

) SS:

COUNTY OF: \_\_\_\_\_)

(Name of Firm) \_\_\_\_\_ personally appeared before me the undersigned, a proposer for a **Compensation Study** contract to be let by the City of Delaware, Ohio who, being duly cautioned and sworn makes the following statement with respect to the personal property taxes on the general tax list of personal property of City of Delaware, Delaware County, Ohio:

- I. That the undersigned at the time of making this proposal on the aforementioned contract was not charged with any delinquent personal property taxes on the general tax list of personal property of the City of Delaware, Delaware County.
- II. That this statement is made in compliance with Section 5719.042 to be incorporated into the contract between the parties as provided in that Section of the Ohio Revised Code.

Signature: \_\_\_\_\_

Title: \_\_\_\_\_

Subscribed and sworn before me this \_\_\_\_\_ day of \_\_\_\_\_, 2024

Notary Public: \_\_\_\_\_

My commission expires: \_\_\_\_\_

**Non-Collusion Affidavit of Prime Bidder**

STATE OF OHIO: \_\_\_\_\_)

) SS:

COUNTY OF: \_\_\_\_\_)

\_\_\_\_\_, being first duly sworn, deposes and says that:

1) He/She is \_\_\_\_\_ (owner, partner, officer, representative, agent) of \_\_\_\_\_ (contractor name) the Proposer that has submitted and attached a proposal for **Compensation Study**.

2) He/She is fully informed respecting the preparation and contents of the attached proposal and of all pertinent circumstances respecting such proposal.

3) Such proposal is genuine and is not a collusive or sham proposal.

4) Neither the said Proposer nor any of its officers, partners, owners, agents representatives, employees or parties of interest, including this Affidavit, has in any way colluded, conspired, connived or agreed, directly or indirectly with any other Proposer, firm or person to submit a collusive or sham proposal in connection with Contract for which the attached proposal has been submitted or to refrain from bidding in connection with such Contract or has in any manner directly or indirectly, sought by agreement or collusion or communication or conference with any other Proposer, firm or person to fix the price or prices in the attached proposal or any other Proposer or to fix any overhead, profit, or cost element of the proposal price or proposal price of any other Proposer, or to secure through any collusion, conspiracy, connivance or unlawful agreement any advantage against the City Council of the City of Delaware, Delaware County, Ohio or any person interested in the proposed Contract.

5) The price or prices quoted in the attached proposal are fair and not tainted by any collusion, conspiracy, connivance or unlawful agreement on the part of the Proposer or any of its agents, representatives, owners, employees or parties in interest, including this Affidavit.

Signature: \_\_\_\_\_

Title: \_\_\_\_\_

Subscribed and sworn before me this \_\_\_\_\_ day of \_\_\_\_\_, 2024

Notary Public: \_\_\_\_\_

My commission expires: \_\_\_\_\_

**Campaign Contributions Affidavit**

Affidavit in Compliance with Section 3517.13 of Ohio Revised Code

STATE OF OHIO: \_\_\_\_\_)

) SS:

COUNTY OF: \_\_\_\_\_)

\_\_\_\_\_(Name of firm),  
personally appeared before me the undersigned, a proposer for a  
Compensation Study contract to be let by the City of Delaware,  
Delaware, Ohio who, being duly cautioned and sworn, makes the  
following statement with respect to prohibited activities constituting a  
conflict of interest under Section 3517.13 O.R.C.

1. That no person or persons, whom are owners of at least twenty percent of the above named business or corporation nor any spouse of such person, has made, as an individual, within the two previous calendar years, one or more contributions totals in excess of one thousand dollars to a candidate for or the holder of a public office having ultimate responsibility for the award of this contract, or to his/her campaign committee, nor have they aggregately given contributions totaling more than one thousand dollars.
2. That no person or persons employed by the above named firm, nor are their spouses in violation of any provision of Ohio Revised Code Section 3517.13.

Signature: \_\_\_\_\_  
\_\_\_\_\_

Title: \_\_\_\_\_  
\_\_\_\_\_

Subscribed and sworn before me this \_\_\_\_\_ day of \_\_\_\_\_, 2024

Notary

Public: \_\_\_\_\_

My commission  
expires: \_\_\_\_\_

## Anti-Discrimination Compliance

Contractor agrees that in the performance of the agreement to provide professional services for the City of Delaware, there shall be no discrimination against an employee because of race, color, sex, religion, national origin, military status, disability, age, ancestry, familial status or any other factor specified in the Civil Rights Act of 1964 and subsequent amendments, Ohio Revised Code Chapter 4112, or the Delaware Codified Ordinances.

Name of Company: \_\_\_\_\_

Signature of Representative of

Proposer: \_\_\_\_\_

Date: \_\_\_\_\_