



MEMORANDUM

To: Interested Parties
From: Jessica Feller, Human Resources Director
Date: January 20, 2026
Re: **City of Delaware Compensation Study RFP Questions & Answers**

1. **Is it acceptable to simply email our proposal to the POC?** Yes. If the file is too large, please send via Dropbox (or similar) file sharing service link.
2. **Could you please share the name of the firm that completed the previous study?** Clemans Nelson & Associates.
3. **Can you advise on the anticipated start date of the project?** March, 2026
4. **Please confirm that the scope of this study includes 80 distinct job titles.** This information is included in the Overview – we say “approximately.” The City has 95 active and unique classifications in non-bargaining unit positions. The City may not choose to look at all of these classifications if we are confident that they are placed appropriately due to more recent data inquiries.
5. **How many employees are represented by those 80 classifications/How many employees will be included in the scope of the study?** Currently, 131, but that fluctuates with separations/new hires and new positions authorized for the new year.
6. **Does the City anticipate that the consultant would need to travel to Delaware for any work, meetings, or presentations, or is virtual acceptable?** At the very least, the City would want the consultant present in person for the presentation to staff and Council.
 - a. Refer to Overview #4 – Deliverables. *Consultant will also be responsible for presenting study results and recommendations to City leadership and/or City Council.*
7. **Do job descriptions exist for all non-union classifications, and does the City anticipate full rewrites, targeted updates, or limited revisions/Were the City’s non-union job descriptions reviewed and updated during either of the previous two studies mentioned in the RFP/Is this a complete, thorough**

review of all position descriptions? Updated job descriptions are in place for the majority of non-union positions, as this work was last done in 2021, and job descriptions have continued to be updated and new job descriptions developed since that time. However, some limited updates/revisions may still be necessary. Additionally, review of job descriptions may be needed to ensure compatibility of comparable market data for certain positions – this review may warrant updates to these job descriptions.

8. **Does the City of Delaware want the consultant to update salary ranges/structures?** Yes.
9. **Does the City of Delaware want updated job descriptions and FLSA assignments/Is the consultant expected to review and/or recommend changes to FLSA exemption status, or will current FLSA classifications be used for informational purposes only?** As necessary, the City will require updated job descriptions and FLSA assignments.
10. **Should the market analysis include benefits benchmarking, or is the compensation study limited to salary and wage data only/Is the Compensation Study section to focus exclusively on salary and wages, or is it to include an assessment of total compensation, such as bonuses, medical, dental, and retirement benefits?** Salary and wage data only.
11. **On page 8 of the RFP, a required form is listed as “Non-Terrorist Certification,” however the form is not included in the RFP. Is it possible that the form was not included in the RFP on accident, or is that form just not required anymore?** The form is not required.
12. **How many department heads does the city have?** 13
13. **Does the City have a list of comparator municipalities/organizations that are to be used for the market salary survey? Has the City had success with this approach in the past?** Yes and yes; however, depending upon the uniqueness of a position, the City’s traditional comparables may not be sufficient. In these instances, the City has used a different set of comparables or additional comparables to the traditional list.
14. **Would the City consider using employer-verified market salary databases in conjunction with or in lieu of a market salary study?** If this information is current, accurate, for comparable municipal entities, and can be supplemented by actual job descriptions to determine true position comparability, the City may consider this approach.

15. **When do you need to have your results for the study/Is the expectation that the study be completed by September 1, 2026, or by the end of September 2026?** Within the month of September 2026.
16. **Would the City consider using the consultant’s proprietary Job Analysis Questionnaire (JAQ) in lieu of employee interviews?** The City would consider this in addition to employee interviews, as needed and at the City’s discretion.
17. **Does the City have an estimated budgetary or acceptable cost range for the compensation study/Can the City share the anticipated budget range allocated for this project? If so, what are the amounts?**
The City does not have a range for this work.
18. **For the Delinquent Personal Property Tax Affidavit, is this form required for proposers that are not based in Ohio and not subject to Ohio state or local taxes? If required, should the form be submitted marked “Not Applicable,” or completed in another manner?** It is acceptable that this form can be labeled as “Not Applicable” for out-of-state vendors.