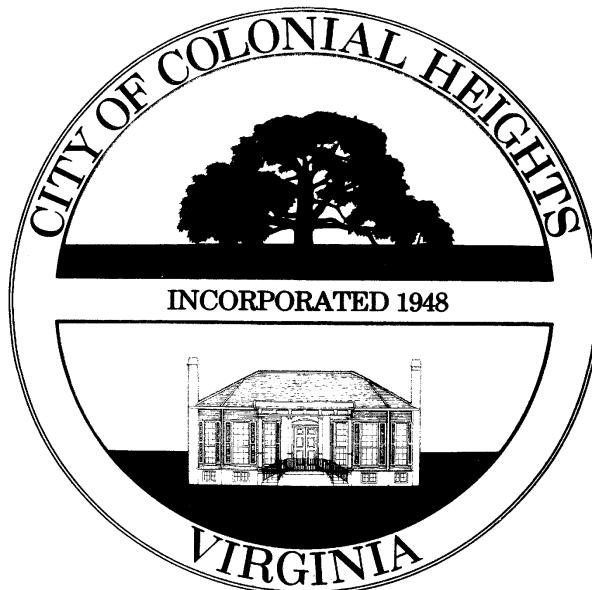


CITY OF COLONIAL HEIGHTS, VIRGINIA



PROPOSAL # 25-120802-7157

CLASSIFICATION & COMPENSATION STUDY

REQUEST FOR PROPOSAL

PROPOSAL DUE: 2:00 PM, DECEMBER 8, 2025

City of Colonial Heights VA

Contact: Ms. Jennifer Carpenter, Director of Human Resources
Office: 804-524-8749, email: carpenterj@colonialheightsva.gov

City of Colonial Heights
Purchasing Department
201 James Avenue – P.O. Box 3401
Colonial Heights, VA 23834-9001
Larry H. Melvin, Purchasing Agent
(804) 520-9333 melvinL@colonialheightsva.gov

November 5, 2025

25-120802-7157

Sealed Proposals, subject to the specifications and conditions contained herein and attached hereto, will be received at the above office until, but no later than **2:00 PM, December 8, 2025**, for a classification & compensation study, for the City of Colonial Heights VA

Your proposal to be considered must be submitted in the format requested herein. If for any reason you deviate from this Request for Proposal, indicate the reason in detail. Other than minor deviations, no alternative proposal will be considered. **Five (5) copies of your proposal must be submitted in a sealed envelope.** All firms shall sign their proposal and return by the specified time. Failure to comply with these requirements may be cause for rejection of proposal.

Time is of the essence, and any proposal received after the announced time and date for submittal, whether by mail or otherwise, will be rejected. It is the sole responsibility of the offeror for ensuring that their proposals are stamped by Purchasing Department personnel or designated personnel before the deadline outlined above.

Nothing herein is intended to exclude any responsible firm or in any way restrain or restrict competition. On the contrary, all responsible firms are encouraged to submit proposals. The City of Colonial Heights encourages all businesses, including minority and women-owned businesses to respond to all invitations to Bid and Request for Proposals.

The City may, if deemed necessary, ask for interviews/video calls with all or several of the firms submitting proposals. It is not the City's intent to provide interviews prior to receipt and evaluation of written proposals.

The right is reserved to reject any or all proposals submitted and also, to make award where it appears it will be to the best interest of the City.

Any proposal submitted MUST be signed by an individual authorized to bind the offeror. All proposals submitted without such signature will be deemed non-responsive and will not be accepted.

Questions relating to this Request for Proposal should be directed to Mr. Larry Melvin, Purchasing Agent, Office (804) 520 – 9333, email: melvinL@colonialheightsva.gov. Questions relating to the Nature of Services and/or additional information should be directed to Ms. Jennifer Carpenter, Director of Human Resources Office: 804-524-8749, carpenterj@colonialheightsva.gov

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Proprietary Information

Section 2.2-4342(F) of the Code of Virginia provides that trade secrets or proprietary information submitted by a bidder, offeror, or contractor in connection with a procurement transaction shall not be subject to public disclosure under the Virginia Freedom of Information Act; however, the bidder, offeror, or contractor must invoke the protections of this section prior to or upon submission of the data or other materials, and must identify the data or other materials to be protected and state the reasons why protection is necessary.

Minority Bidders

The City of Colonial Heights Purchasing Department encourages all businesses, including minority and women-owned business to respond to all invitations to Bid and Requests for Proposals.

Availability of Funds

It is understood and agreed between the parties that the City of Colonial Heights shall be bound here under only to the extent of the funds available or which may hereafter become available for the purpose of this agreement.

Choice of Law and Venue

Any disputes under a resulting contract, that cannot be resolved between the City of Colonial Heights and the contractor, must be resolved in the Circuit Court of the City of Colonial Heights. Any resulting contract shall be governed by the laws of the Commonwealth of Virginia. The contractor shall comply with all applicable federal, state and local laws and regulations now in effect or hereafter adopted.

Termination of Contract

It shall be the sole right of the City to terminate any contract upon written thirty (30) day notification to the contractor.

Nondiscrimination Clause

In accordance with Section 2.2-4311 of the *Code of Virginia*, every contract for goods or services over \$10,000 shall include the following provisions:

1. The contractor will not discriminate against any employee or applicant for employment because of disability, race, religion, color, age, sex or national origin, or other basis prohibited by state law relating to discrimination in employment, except where there is a bona fide occupational qualification reasonably necessary to the normal operation of the contractor. The contractor agrees to post in conspicuous places, available to employees and applicants for employment, notices setting forth the provisions of this nondiscrimination clause.

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2. The contractor, in all solicitations or advertisements for employees placed by or on behalf of the contractor, will state that such contractor is an equal opportunity employer.
3. Notices, advertisements and solicitations placed in accordance with federal law, rule or regulation shall be deemed sufficient for the purpose of meeting the requirements of this section.

The contractor shall include the provisions of the foregoing paragraphs 1, 2 and 3 in every subcontract or purchase order over \$10,000 so that the provision will be binding upon each subcontractor or vendor.

Ethics in Public Contracting

By submitting their proposal, all offerors certify that their proposal is made without collusion or fraud and that they have not offered or received any kickbacks or inducements from any other offer, supplier, manufacturer or sub-contractor in connection with their proposal, and that they have not conferred on any public employee having official responsibility for this procurement transaction any payment, loan, subscription, advance, deposit of money, services or anything of more than nominal value, present or promised unless consideration of substantially equal or great value was exchanged.

Drug Free Workplace

In accordance with Section 2.2-4312 of the Code of Virginia, during the performance of this contract, the contractor agrees to:

1. Provide a drug-free workplace for the contractor's employees.
2. Post in conspicuous places, available to employees and applicants for employment, a statement notifying employees that the unlawful manufacture, sale, distribution, dispensation, possession, or use of a controlled substance or marijuana is prohibited in the contractor's workplace and specifying the actions that will be taken against employees for violations of such prohibition.
3. State in all solicitations or advertisements for employees placed by or on behalf of the contractor that the contractor maintains a drug-free workplace.
4. Include the provisions of the foregoing clauses in every subcontract or purchase order over \$10,000, so that the provisions will be biding upon each subcontractor or vendor.

For the purpose of this section, "drug free workplace" means a site for the performance of work done in connection with a specific contract awarded to a contractor.

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Faith-Based Organizations

In accordance with Code of Virginia, Section 2.2-4343.1, the City of Colonial Heights does not discriminate against faith-based organizations.

Insurance

The chosen Contractor, shall be required to indemnify and hold harmless the City of Colonial Heights. The Contractor shall purchase and maintain in force, at his own expense, such insurance as will protect him, the City from claims which may arise out of or result from the Contractor's execution of the work, whether such execution be by himself, his employees, agents, subcontractors, or by anyone whose acts any of them may be liable. The insurance coverage shall be such as to fully protect the Owner, the Engineer (if applicable) and the general public from any and all claims for injury and damage resulting by any actions on the part of the contractor or his forces as enumerated above. The contractor shall furnish a copy of an original Certificate of Insurance, naming the City of Colonial Heights as additional insured. Should any of the polices be canceled before the expiration date, the issuing company will mail 30 days written notice to the certificate holder. The contractor shall furnish insurance in satisfactory limits on forms and of companies which are acceptable to the Owner's Attorney and or Risk Management and shall require and show evidence of insurance coverage on behalf of any sub-contractors (if applicable), before entering into any agreement to sublet any part of the work to be done under this contract.

The contractor will provide a minimum of liability insurance as follows:

- Workmen's Compensation – Statutory Limits
- Contractors' liability covering all operations performed by the contractor or any subcontractor with limits of not less than \$1,000,000 combined single limit. Sub-contractors are subject to the same limits and must submit certificates of insurance to this office. All certificates of insurance must name the City of Colonial Heights as additionally insured.
- Automobile liability insurance-all owned, non-owned and hired automobiles with same limits as above.

Certification of above insurance requirements will be required before the issuance of an award. Also required to be submitted with the insurance certificate is the complete address, phone number and contact person for the insurance company. The authorized agent signing on behalf of the Insurance Company must submit certification that they are a licensed agent to do business for the Company within the State of Virginia.

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Hold Harmless

The successful offer shall indemnify and save harmless the City and its employees, offices, and all of its departments, division, and authorities from all claims, loss, damage, injury liability, costs and expense of whatsoever kind or nature (including attorney's fees) caused by or resulting from the Offeror's negligent performance of any of the services furnished under this agreement.

City of Colonial Heights VA

The City has an area of land of 8.14 square miles and is located in southeastern Virginia.

Colonial Heights is strategically located on Interstate 95 near its intersection with Interstate 85, thus giving the City direct access to the East Coast's major markets. The City is less than 20 miles south of Virginia's state capital, Richmond, and 120 miles south of the nation's capital, Washington, D.C. Richmond's deep-water terminal is approximately 15 miles north, and the Port of Hampton Roads is 80 miles to the southeast.

The population of the City is estimated at 18,170 (2020) as reported by the U.S. Census Bureau. The City is part of the Richmond Tri-Cities Metropolitan Statistical Area and has immediate access to the area's dynamic business complex. Richmond is the center for a diverse group of business sectors such as the Commonwealth of Virginia's State offices, Federal offices, eight Fortune 500 companies, twelve Fortune 1000 companies, manufacturing, distribution and international trade. Other economic drivers include several major universities, research hospitals, and the Federal Reserve Bank.

In the immediate Tri-Cities area (Petersburg, Colonial Heights and Hopewell), and the nearby counties of Prince George, Dinwiddie, and Chesterfield, government continues to be a major employer. Government/public facilities in the region include Central State Hospital, which is scheduled for construction of a new \$400 million complex to be completed in 2026, Richard Bland College, Virginia State University, and Fort Lee. In conjunction with Virginia Commonwealth University and Virginia Bio-tech, three major pharmaceutical companies have located in the Tri-Cities area.

The City of Colonial Heights is organized under the council-manager form of government. The City council is the governing body that makes all policies for the administration of the City. The seven-member council is elected at large by the voters to staggered four-year terms and a portion of the council is elected every two years. The City Council is charged with providing for the organization, conduct and operation of all departments, boards, commissions, offices and agencies of the City through the effective development and communication of desired City policy.

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The Colonial Heights City Manager serves as the chief executive officer for the city and is responsible to the mayor and City Council for the proper administration of all city operations. The City Manager is the duly authorized representative of the governing body directing the day-to-day operations of city government.

The City Manager is appointed by the Mayor and City Council and serves an indefinite term at their exclusive discretion.

SCOPE OF WORK

The purpose of this Request for Proposal is to establish a contract with a qualified consultant, to conduct a classification and compensation study for the City of Colonial Heights, Virginia.

General

The City of Colonial Heights is interested in receiving proposals from qualified Offerors, to conduct a comprehensive classification and compensation study

The City's goal is to have a thorough classification and compensation study utilizing accepted practices in the management and design of compensation systems.

The City's objectives are:

- To attract and retain qualified workers who will be paid equitable salaries.
- To provide equitable salaries for all workers of the City; and
- To provide the City with a salary structure that enables the City to maintain a competitive position with other governmental entities within a regional geographic area.

It is expected that the study will recommend adjustments to the City's pay plan rules, policies, and salary structure, to allow for appropriate compensation, rectify compression/equity issues along with a total compensation comparison.

City Offices and Departments

At the present time, the City employees approximately 275 full-time employees, and approximately 90 part-time employees. Part-time employees increase during the summer months. The City does have job descriptions for all full-time and part-time positions (with the exception of some unclassified positions). The City also has position classifications for each full-time and part-time position (with the exception of some unclassified positions).

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The departments and offices in the City include:

- City Manager's Office
- Assistant City Manager/Economic Development
- City Attorney's Office
- City Clerk's Office
- Circuit Court Clerk's Office
- Commissioner of Revenue Office
- Commonwealth's Attorney Office
- Registrar's Office
- Sheriff's Office
- Treasurer's Office
- Human Resources
- Finance
- Police
- Fire & EMS
- Planning & Community Development
- Public Works
- Recreation & Parks
- Library
- Information Technology

Organizational Charts are included as attachments to this Request for Proposal.

CURRENT PAY PLANS

The City currently has a Public Safety Step Plan that includes most full-time Police, Fire & EMS, Communications, and Animal Control. Other full-time employees are part of the General Employees pay plan (Open ranges with Minimum/Maximum). The City also has a pay-scale listing for part-time employees.

SCOPE OF SERVICES

This study shall include an examination of the City's classification and compensation system and shall make recommendations for compensation policies, procedures and practices. The development of a comprehensive classification/compensation plan for City employees shall be based upon an objective analysis and evaluation of job content. The study shall be conducted in accordance with generally accepted compensation methods, and applicable federal and state laws. The study is limited to gathering information on pay data and not benefits information.

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The overall classification and compensation plan must provide internal equity and yet be competitive in the marketplace in attracting and retaining qualified employees.

The study shall include but is not limited to the following:

Classification Study

1. Review current classification grade methodology and propose recommended strategies for the City of Colonial Heights.
2. Write American Disabilities Act (“ADA”) compliant job descriptions for each full-time position (other than unclassified positions) to uniformly reflect the distinguishing characteristics, essential job functions, minimum qualifications, working conditions, license requirements, and standby responsibilities, for all classified positions. Write job descriptions for each part-time position according to a format approved by the City.
3. Identify management, supervisory, professional, technical, and general employees, including Fair Labor Standards Act (“FLSA”) status (exempt/non-exempt).
4. Analyze existing internal hierarchy based on job relationships, identify problem areas within the internal hierarch system, and propose implementation methods to correct identified problems.
5. Identify career ladders for classifications as deemed appropriate.
6. Present proposed recommendations to Human Resources for review prior to making any final classification determinations.

Compensation Study

1. Schedule an initial meeting with the City to discuss the process and tasks to be performed.
2. Provide weekly progress reports to include data collected.
3. Recommend and identify a market position for the City of Colonial Heights
4. Develop a comprehensive labor market salary survey for the Tri-Cities area that reflects the public sector to include the following localities: City of Petersburg, City of Colonial Heights, City of Richmond, City of Hopewell, Prince George County, Chesterfield County, New Kent County, Dinwiddie County, Henrico County and Hanover County. The Offeror and/or the City may also identify other appropriately comparable public entities for review.
5. The market salary survey will include the following:

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- a. Market salary survey comparison to City of Colonial Heights for each benchmark position by minimum and maximum.
- b. The Market comparison will include responses from other localities for each benchmark position and average comparison to the City of Colonial Heights.
6. Recommend appropriate salary ranges for each existing or proposed position based on the classification plan, the compensation survey results, and internal relationships and equity. Prepare new salary structure recommendations based on the results of the survey and best practices to include:
 - a. Recommendation for modification to or replacement of the current Public Safety Step Plan.
 - b. Recommendations for modification to or replacement of the current General Employees Pay Plan to include two options: (1.) General Employees Pay Plan Option with Open Ranges, and (2.) General Employees Pay Plan Option as a Step Plan.
 - c. Recommendations for the modification to or replacement of a part-time pay plan.
7. Prepare cost analysis for employees in positions that fall below the proposed minimum salaries following reclassification and for any proposed adjustments for placing employees in new pay ranges.
8. Conduct a compression analysis to include any recommendations for implementation.
9. Recommend implementation strategies including calculating the cost of implementing the study with a phased approach that would be implemented over three (3) years.
10. Provide system documentation and computer formats as approved by the City of Colonial Heights Human Resource Department.
11. Conduct analysis of pay policies and practices and develop recommendations for the ongoing internal administration and maintenance of the proposed classification and compensation plan.

Conclusion

Prepare a written report of recommendations, including discussion of methods, techniques, and data used to develop the Classification and Compensation Plan.

Attend meetings, as requested, throughout the process with employees, the City Manager, and/or City Council to explain the methodology, survey results, and recommendations. The Offeror should budget for two (2) on-site Council Meetings, and at least three (3) on-site meetings with employees.

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PROPOSAL SUBMITTAL REQUIREMENTS

Include all information requested, organized in tabbed sections clearly identified in a table of contents as described in the paragraphs that follow. Any other information thought to be relevant, but not applicable to the enumerated categories, may be provided as a separately bound appendix to the proposal. The following information/documents should be included in the proposal package to be considered responsive to the Request for Proposals:

A. Agents and Address: Identify who will be the project Agent and key staff assigned if awarded. Provide resumes summarizing the qualifications and experience of the individuals who will be conducting the study. Include specific information on the staff's experience with public sector compensation including public safety. Describe successful outcomes.

B. Statement of Methods and Procedures: Provide a statement describing the scope of work as you understand it. Describe the approach, means, methods, and procedures to be used to gather the data, analyze findings and develop recommendations as requested. Provide a sample of reports and/or other correspondence.

C. Structure and Content of Work Product: Describe how the final work product will be structured and presented upon completion. Include any automated computer or software compatibility information.

D. Work Schedule (Deliverables): Provide a timeline indicating tasks required and the start and completion dates for each.

E. References: Include the name, address, telephone number, and email address for contact people at five (5) other public jurisdictions for which comparable services have recently been rendered. Although public references are desired, private references may also be submitted.

F. Cost of Services: Provide a total cost estimate and not to exceed amount for the work described in scope of work; a rate schedule for computing any extra work not specified in the contracted scope of work; and amount to be deducted from total cost estimate because Offeror is conducting (or has conducted in the past six (6) months) salary surveys of comparable jurisdictions/positions, the data from which can be shared rather than independently gathered.

GENERAL REQUIREMENTS

Ownership of all data, materials and documentation originated and prepared for the RFP shall belong exclusively to the City of Colonial Height and shall be subject to public inspection in accordance with the Virginia Freedom of Information Act. Trade secrets or proprietary information submitted by an Offeror shall not be subject to public disclosure under the Virginia Freedom of Information Act; however, the Offeror must invoke those protections, in writing, either before or at the time the data or other material is submitted. The written notice must specifically identify the data or materials protected and state the reasons why protection is necessary. The proprietary or trade secret material should be submitted in a separate sealed envelope and

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marked proprietary. The classification of an entire proposal document, line-item prices and/or total proposal prices as proprietary or trade secrets is not acceptable and will result in rejection of the proposal.

EVALUATION CRITERIA

These criteria are to be utilized in the evaluation of qualifications for development of the shortlist of those Offerors to be considered for negotiations. The respondents will be evaluated on the following criteria with the possibility of an overall cumulative score of 100 points:

Selection Criteria Point Value

- Demonstrated qualifications and capacity of the Offeror. This will include: Years in business, service capabilities and experience of the firm in providing compensation and classification studies for public governmental entities. Verification of positive references with other clients will be considered in the evaluation process. **(30 Points)**
- Demonstrated understanding, approach and explanation of the services offered, as it relates to the desired outcomes as outlined in the scope of services and the experience to perform. **(30 Points)**
- Demonstrated capabilities of the Offeror. This will include proactive business practices and philosophies of contractors to ensure the Offeror has the ability to perform, and that the Offeror can complete the tasks within the stated timeframe **(25 Points)**
- Reasonable fee/costs/and/or rates associated with the services offered. **(15 Point)**

EVALUATION PROCESS

The City of Colonial Height shall appoint a Selection Committee to review and evaluate all proposals submitted by Offerors responding to this Request for Proposal.

The proposals will be evaluated and ranked based on the Evaluation Criteria listed above.

The City of Colonial Heights may ask top ranked Offerors to attend a presentation discussion as part of the evaluation process.

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Award

Award shall be made to the responsible offer whose proposal is determined in writing to be the most advantageous to the City taking into consideration price and the evaluation factors set forth in this Request for Proposals contingent upon approval (including budget approval) by City Council.

The award shall be based on the evaluation of all information as the City may request. The City reserves the right to accept or reject any or all proposals in whole or in part and to waive any informality in the RFP. Further, the City reserves the right to enter into a contract deemed to be in its best interest.

Returning Your Proposal

If you send your proposal by UPS or Federal Express:

City of Colonial Heights VA
City Hall - 201 James Avenue – 2nd Floor
Colonial Heights VA, 23834-9001
Attn: Larry H Melvin – Purchasing Agent

Please list on the sealed envelope containing your proposal:

Classification & Compensation Study Proposal.
Proposal # 25-120802-7157
Bid Opening Date: December 8, 2025, at 2:00 PM EDT.

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Name of Firm _____

Address _____

Signature _____ Title _____

Name (type or print) _____

Office Phone Number _____

Cell Phone Number _____

Email Address _____