



TOWN OF ERWIN, N.C.

REQUEST FOR PROPOSAL FOR PAY AND CLASSIFICATION STUDY

ISSUED: JULY 30th, 2024

DUE DATE: SEPTEMBER 12, 2024 at 4PM

- I. INTRODUCTION The Town of Erwin is soliciting proposals for a Pay and Classification Study to assist with maintaining a competitive and equitable pay and classification system for all positions when considered in relation to each other (internally) and when compared to the external labor market.
- II. BACKGROUND The Town of Erwin operates under a Council-Manager form of government. The Town's governing body is composed of a Mayor and a six-member Board of Commissioners. The Board appoints a Town Manager who acts as the Chief Administrator of the Town. In this capacity, the Town Manager directs and supervises the administration of all departments, offices, and agencies of the Town under the general direction of the Board.

Located in the eastern part of Harnett County, Erwin is part of the greater Raleigh-Durham-Cary, NC combined Statistical Area which includes Raleigh, Durham, and Chapel Hill. This area is regularly cited as one of the best places to raise a family, get an education, do business, and retire.

The Town employs approximately 26 full-time employees and 18 part-time permanent employees. There are 22 full-time job descriptions. The Town had a similar study conducted in 2018, and the current pay and classification plan was implemented in 2013 and updated annually through budget adoption. There are 19 job classifications in the current plan and 35 salary grades that include a minimum, midpoint, and maximum for each salary grade. Within each salary grade, there is a total spread of about 50% from each minimum salary to the maximum salary. There are no predefined salary steps in the salary grades. The current pay and classification system and job descriptions are available upon request to the Human Resources Director, Lauren Evans, who can be contacted at levans@erwin-nc.org or 910-591-4202.

- III. SCOPE OF WORK Review the existing Town of Erwin Job Classification and Pay Plan for appropriateness, internal equity, and external competitiveness. The following describes the various tasks that are expected to be completed to meet the requirements of this Request for Proposal:
 - a. Begin the task prior to November 1, 2024;
 - b. Provide a synopsis, prepared for management's review, covering the salient features of the proposal including overall costs and terms of work.
 - c. Provide a brief introduction, limited to no more than four (4) typewritten pages describing the firm's organization and services. A list identifying the project manager and/or staff who would be assigned to this project as well as their professional experiences, qualifications, responsibilities, functions, and work of similar size and scope. Promotional literature and other public relations documents should NOT be included.
 - d. Conduct a comprehensive pay study to determine if the Town's salaries are competitive within the appropriate job market. The current market survey data or survey to be conducted will include the collection and summary of salary data from an agreed-upon

set of participants, both public and private, or other survey sources. A detailed breakdown and description of the specific steps, services, and study products that will be provided as a result of the Scope of Work previously listed in this Request for Proposal.

- e. Evaluate position designations of exempt and non-exempt to ensure compliance with the Fair Labor Standards Act (FLSA).
- f. Review the salary structure and pay plan to ensure the Town can support recruitment and retention of employees more effectively.
- g. Review the accuracy of position titles and descriptions regarding unique characteristics of the position, essential job functions, minimum qualifications, working conditions, licensing requirements, on-call requirements, and supervisory requirements.
- h. Attend meetings, if requested, throughout the process with employees, the Town Manager and/or designated staff, and the Board of Commissioners to explain the methodology, survey results, and recommendations.
- i. Make recommendations to Town staff about any changes to the pay plan, strategies, policies, best practices, and other compensation related items in order to maintain a competitive place in the labor market.
- j. Develop and present final recommendations and implementation plan, including impact of implementing the recommended adjustments to current salaries both immediately and in the future.
- k. Recommend effective recruitment strategies for hard-to-fill, high turnover positions.
- l. Recommend a classification/compensation and position evaluation system that adheres to the following basic elements and characteristics:
 - i. Must meet all legal requirements, be totally non-discriminatory, and provide for compliance with all pertinent federal, state, and local requirements;
 - ii. Must be easy for management to administer, maintain, and legally defend;
 - iii. Must easily accommodate organizational change and growth or conversion;
 - iv. Must address pay compression;
 - v. Must be based upon sound compensation principles in which both internal and external equity are considered within the pay structure as well as the concepts of equal pay for equal work, equal pay for similar work, and equal pay for comparable work;
 - vi. Must provide for new positions to be incorporated into the compensation plan as well as appropriate adjustments to maintain the compensation plan's effectiveness;
 - vii. Provide implementation support and training as needed.

- IV. FINAL REPORT Upon completion of the study, the contractor will:
- a. Prepare a written final report of recommendations, including a discussion of methods, techniques, and data used to develop the pay and classification plan;
 - b. Provide all survey results;
 - c. Prepare a report on the compensation system that compares the Town and its relation to the market;

- d. Prepare an analysis of the financial impact for various implementation dates of the new pay and classification plan and define funding issues;
- e. Provide a procedure manual and training for Human Resources staff, enabling them to maintain the recommended classification and compensation plan;
- f. Provide implementation support and training as needed;
- g. Address questions/issues that may arise after implementation.

V. PROPOSAL DEADLINE AND SUBMISSION REQUIREMENTS

- a. All proposals must be received by the Town of Erwin by 4:00 p.m. EST on Friday, September 12, 2024
- b. All proposals must include the following:
 - i. The proposal title, due date, and time;
 - ii. A cover letter/letter of intent on the contractor's letterhead, signed by an authorized representative of the contractor, expressly agreeing to the Town of Erwin's terms and conditions contained in this Request for Proposal;
 - iii. The contractor's name or company name, address and telephone number;
 - iv. The name, address, and telephone number of company representatives with the authority to answer questions or provide clarification regarding the proposal's contents;
 - v. A list of key personnel to be assigned to perform the services and each person's qualifications. Personnel should possess relevant and diverse knowledge and expertise in their respective fields;
 - vi. The names of any and all subcontractors expected to perform services in connection with the project and their qualifications. Include the estimated percentage of work that each subcontractor is expected to perform. The Town of Erwin reserves the right to accept or reject any proposed subcontractor;
 - vii. A breakdown of the firm's rates, fees, and charges for services, by phase and for the total project and a proposed payment schedule. All costs proposed are to be inclusive of labor, materials, equipment, incidentals, etc. necessary to provide the scope of services outlined in this RFP. Rates proposed are also to include all expenses, including general overhead, equipment, field overhead, profit, travel per diem, all necessary food, water, restroom, and lodging facilities needed to provide these services;
 - viii. A full description of services and processes/methodology that will be implemented and ongoing to complete the project in the most efficient, timely, and comprehensive manner. The description should include a detailed implementation plan and project schedule outlining the primary tasks, estimated hours, responsibility, major deliverables and timing as well as a statement of capacity to complete the project, including an estimated start date;
 - ix. Any assistance requirements from the Town of Erwin;
 - x. A detailed company description and history, including the areas of expertise related to the project;

- xi. A reference list of at least three (3) current projects. If not currently working on projects, we request a list of at least three (3) projects of similar size and scope completed within the past twenty-four (24) months, including the name and telephone number of a contact person for each reference listed.

Proposals must be received no later than 4:00 p.m. EST on Friday, September 20, 2024. Proposals should be mailed, hand-delivered, or emailed to the following:

Mail: Town of Erwin
ATTN: Lauren Evans, Town Clerk/HR Director
P.O. Box 459 Erwin, NC 28339
Erwin, NC 28339

Hand Delivery: Town of Erwin
ATTN: Lauren Evans, Town Clerk/HR Director
100 West F Street
Erwin, NC 28339

Email: levans@erwin-nc.org

The Town of Erwin will not be responsible for the failure of any mail or delivery service to deliver a proposal prior to the stated date and time. Regardless of the manner of submission, any proposal received after the stated date and time will not be considered. Incomplete proposals or proposals inconsistent with the required format may be disqualified from consideration.

- VI. EXPENSES The Town of Erwin will not be responsible for any costs or expenses incurred by the contractor in submitting a proposal or for any other activities associated with this procurement.
- VII. RIGHT TO SUBMITTED PROPOSALS AND SUPPORTING DOCUMENTS All written correspondence, proposals, and supporting documents received by the Town in connection with this Request for Proposal will become the property of the Town of Erwin. The Town reserves the right to use any ideas in a proposal or supporting documents regardless of whether the proposal is selected.
- VIII. QUESTIONS/ADDENDA Questions or requests for further information regarding this Request for Proposal shall be submitted in writing to the attention of Lauren Evans, Human Resources Director, at P.O. Box 459, Erwin, NC 28339 or via email at levans@erwin-nc.org no later than 2:00 p.m. EST on Friday, September 2, 2024. A copy of all questions, further clarifications, and answers will be made in the form of an Addendum to this Request for Proposal and will be provided to all contractors and posted on the Town's website. Contractors are expressly prohibited from contacting any Town of Erwin official or employee regarding this Request for Proposal, except in the manner noted in this section. A violation of this provision is grounds for the immediate disqualification of the contractor.
- IX. FORM OF AGREEMENT In addition to the terms and conditions contained in this Request for Proposal, by submitting a proposal, the contractor, if selected, agrees to enter into and be bound by the provisions of a Services Agreement in substantially the form attached hereto

and incorporated herein by reference. To the extent that any of the terms of this Request for Proposal and the terms of the Services Agreement conflict, the terms of the Services Agreement shall prevail. No work shall commence until an agreement has been fully executed by the parties. Unless otherwise approved by The Town of Erwin, the contractor must begin performing services within thirty (30) days after an agreement is signed.

X. PROPOSAL CONDITIONS

- a. Submission of a proposal indicates explicit acceptance by the contractor of the terms and conditions contained in this Request for Proposal and any attachments hereto. The Town of Erwin reserves the right to reject, without prejudice or explanation, any or all proposals. The Town reserves the right to waive informalities or to amend the specifications of this Request for Proposal and request new proposals at any time prior to the award of a contract. All decisions of the Town of Erwin shall be final and binding.
- b. The contractor shall supply the following:
 - i. A single point of contact through proposal acceptance. The Town of Erwin will communicate solely through this contact regarding all issues relating to the proposal through acceptance.
 - ii. A single Project Manager, after acceptance, dedicated and available for the entire duration of the project. The Project Manager may only be replaced upon approval by, or at the request of the Town of Erwin. At a minimum, the contractor's Project Manager shall be responsible for oversight and management of the Scope of Work as outlined above.

XI. CONSIDERATION OF WITHDRAWAL AND/OR REJECTION OF PROPOSAL

- a. Withdrawal After submission, no proposal may be withdrawn by the contractor for a period of ninety (90) days following the opening date. Until that time, the proposal will remain firm and irrevocable and any required bond will be forfeited.
- b. Rejection A proposal may be rejected if the contractor fails to:
 - i. Submit the proposal in the format specified;
 - ii. Supply the minimum information requested;
 - iii. Submit all addenda, addenda responses, and templates;
 - iv. Submit the proposal by the date and time required;
 - v. Submit a cost proposal with unbundled, detailed, and itemized pricing;
 - vi. Provide truthful and accurate information in the proposal.

XII. AWARD The Town of Erwin reserves the right to award a contract, based on initial proposals received from contractors, without discussion and without conducting further negotiations. The Town of Erwin may also, at its sole discretion, initiate further discussions with contractors that it deems to fall within a competitive range. The award shall be based on the best overall proposal taking into consideration the following factors:

- a. Demonstration of the contractor's ability to successfully complete all requirements as specified in the Scope of Work;
- b. The cost of services;
- c. Experience in similar consulting services and performance history (references);
- d. Qualification of project staff, including internal staff and/or staff that may be involved in duties being outsourced;

- e. Demonstration of the firm's ability to utilize existing information in order to reduce initial and future costs of services.

The Town of Erwin shall not be deemed to have finally selected a contractor until a contract has been successfully negotiated and signed by both parties.

- XIII. **NON-DISCLOSURE OF INFORMATION** The contractor and its agents shall treat all data and information associated with this Request for Proposal, including, without limitation, the Request for Proposal, all reports, recommendations, specifications and other data as confidential. Contractor and its agents shall not disclose or communicate any information to a third party or use such information in advertising, propaganda and/or in another job or jobs, unless prior written consent is obtained from the Town of Erwin.
- XIV. **NORTH CAROLINA PUBLIC RECORDS** All proposals received by the Town of Erwin shall be considered public information subject to lawful disclosure under North Carolina Public Records Law. Any proposal material deemed by the contractor to constitute either proprietary or trade secret material shall be designated as such, and each page or section of a page containing such material shall be so marked by the contractor. In addition, it shall be the sole responsibility of the contractor to demonstrate to a court of competent jurisdiction that their designation is proper. The Town of Erwin shall not make public any material determined by a court of competent jurisdiction to be proprietary or trade secret. Contractor hereby agrees to indemnify and hold the Town of Erwin harmless from any and all claims, suits, damages, penalties or expenses arising out of contractor's proprietary or trade secret designation.
- XV. **CERTIFICATION** The contractor hereby certifies that it has carefully examined this Request for Proposal and all attachments hereto, that it understands and accepts all terms and conditions and the Scope of Work, and that it has knowledge and expertise to complete the project. By submitting a proposal, contractor certifies that its proposal is in all respects fair and without collusion or fraud