



LAND OF SKY REGIONAL COUNCIL

Request for Proposals Pay & Classification Analysis

Date of Issue: October 23, 2026

**Submission Deadline:
Wednesday, November 18, 2026
at 5:00 PM EDT**

**Direct all inquiries concerning this RFP
to:**

Christina Giles, HR & Administration Manager,
christina@landofsky.org

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1.0 PURPOSE AND BACKGROUND

The purpose of the Request for Proposals (RFP) is to solicit proposals for a compensation and classification study for the Land of Sky workforce. Land of Sky has the following objectives for the study which directly shape the scope of work:

- Ensure the organization's compensation structure and total compensation approach (pay plan and benefits plan) are aligned to organizational needs and informed by the external market.
- Address any identified inequities or salary compression within the current workforce.
- Review job families and adjust career pathways to support internal advancement opportunities within the organization.
- Provide actionable implementation guidance and compensation policy recommendations to support informed decision-making and long-term administration of the system.

Land of Sky seeks a partner with expertise in assessing and supporting organizations in implementing equitable and market competitive compensation and classification systems. Land of Sky completed its last study in 2017 and is due for an update.

Land of Sky currently has 76 positions in its classification system, of which 73 positions are occupied. Land of Sky's current workforce which is subject to this study has the following characteristics:

Total Employees	76
Of these Full Time	68
Of these Part Time	8
Of these Non-Exempt	67
Of these Exempt	9

Organization Background & Information

Land of Sky Regional Council is a public organization that was established to serve the needs of the greater Asheville region, including Buncombe, Henderson, Madison and Transylvania counties. Our mission is to strengthen regional collaboration and improve quality of life, which we accomplish in three distinct ways. We identify regional opportunities and spark action by facilitating area-wide planning, collaboration and problem-solving. We support local governments by giving them the technical support, training and expertise they need to serve their communities. Finally, we provide direct health, aging and workforce services to individuals. Through these three levels of engagement and impact, we seek to unite our region by a common vision for a thriving and prosperous place to live, work and play.

We are one of 16 regional councils in North Carolina established by the General Assembly to meet the region's needs on a wide range of governance issues. Regional councils exist in some fashion across the country although naming conventions can differ. In North Carolina, each council is also designated by a letter – we are known as Region B. More information available at www.ncregions.org/.

Our Core Values

The Land of Sky team is wholeheartedly dedicated to serving our communities and making a meaningful difference in our region. To do this we LEAD in the way we ACT with each other and our customers:

Listen and speak with care
Embrace boldness and flexibility
Accelerate collaboration
Deliver expertise with respect

Act with integrity and empathy
Commit to our communities
Take care of ourselves and each other

2.0 GENERAL INFORMATION

2.1 REQUEST FOR PROPOSALS (RFP) DOCUMENT

The RFP is comprised of the base RFP document, any attachments, and any addenda released before contract award. All attachments and addenda released for this RFP in advance of any contract award are incorporated herein by reference.

2.2 RFP SCHEDULE

The table below shows the intended schedule for this RFP. The Contract Lead will make every effort to adhere to this schedule.

Action	Responsibility	Date and Time
Issue RFP	Land of Sky	Friday, October 23, 2026 – 10:00am
Submit Written Questions	Respondents	Friday, October 30, 2026 – 5:00pm
Provide Responses to Questions on Land of Sky Website: https://landofsky.org/rfp.html on RFP page	Land of Sky	Wednesday, November 4, 2026 – 5:00pm
Submit Proposals	Respondents	Wednesday, November 18, 2026
Finalists Notified	Land of Sky	Wednesday, December 2, 2026 – 5:00pm
Virtual Finalists Interviews (If needed)	Finalists & Land of Sky	Friday, December 11, 2026
Selection	Land of Sky	Wednesday, December 16, 2026
Contract Negotiations & Award	Land of Sky & Selected Vendor	Until Completed.

2.3 RFP QUESTIONS

Upon review of the RFP documents, Respondents may have questions to clarify or interpret the RFP in order to submit the best proposal possible. To accommodate the proposal questions process, Respondents shall submit any such questions by the above due date.

Written questions shall be emailed to christina@landofsky.org by the date and time specified above. Respondents will enter "Pay & Classification Study Proposal Questions" as the subject for the email. Questions submittals must include a reference to the applicable RFP section.

Questions received prior to the submission deadline date, Land of Sky's response and any additional terms deemed necessary by Land of Sky will be posted in the form of an addendum on Land of Sky's website: <https://landofsky.org/rfp.html> - filter by RFP - and shall become an Addendum to this RFP. No information, instruction or advice provided orally or informally by any Land of Sky personnel, whether made in response to a question or otherwise in connection with this RFP, shall be considered authoritative or binding. Respondents shall be entitled to rely *only* on written material contained in an Addendum to this RFP.

Land of Sky shall not be bound by informal explanations, instructions or information given at any time by anyone on behalf of Land of Sky during the competitive process or after award. Land of Sky is bound only by information provided in this RFP and in formal Addenda.

2.4 INSTRUCTIONS

Land of Sky encourages all potential respondents to read the full RFP document, including all attachments, prior to preparing a response. In addition, Respondents shall note the following:

- **COST FOR PROPOSAL PREPARATION:** Any costs incurred by Respondent in preparing, submitting proposals or participating in finalist interviews are the Respondent's sole responsibility; Land of Sky will not reimburse any Respondent for any costs incurred prior to award.
- **CONFIDENTIAL INFORMATION:** To the extent permitted by applicable statutes and rules, Land of Sky will maintain confidential trade secrets that the Respondent does not wish disclosed. As a condition to confidential treatment, each page containing trade secret information shall be identified in boldface at the top and bottom as "CONFIDENTIAL" by the Respondent, with specific trade secret information enclosed in boxes or similar indication. Cost information shall not be deemed confidential under any circumstances. Regardless of what a Respondent may label as a trade secret, the determination whether it is or is not entitled to protection will be determined in accordance with G.S. 132-1.2. Any material labeled as confidential constitutes a representation by the Respondent that it has made a reasonable effort in good faith to determine that such material is, in fact, a trade secret under G.S. 132-1.2. Respondents are urged and cautioned to limit the marking of information as a trade secret or as confidential so far as is possible.

2.5 DEFINITIONS, ACRONYMS AND ABBREVIATIONS

- **LAND OF SKY:** Land of Sky Regional Council.
- **CONTRACT:** A contract generally intended to cover all normal requirements for the scope of services for a specified period of time based on an agreed upon price.
- **CONTRACT LEAD:** Representative of Land of Sky who corresponds with potential Respondents in order to identify and contract with that Respondent providing the greatest benefit to Land of Sky and who will administer the contract for Land of Sky.
- **RFP:** Request for Proposals.
- **PROPOSAL:** A submission in response to this RFP by a responsible Respondent.
- **QUALIFIED PROPOSAL:** A proposal submitted by a responsible Respondent that is responsive to

the requirements of the RFP as outlined in this document.

- **RESPONDENT:** Supplier, proposer, company, firm, corporation, partnership, individual or other entity submitting a response to this RFP.
- **SCOPE OF WORK:** The scope of services to be completed under the contract, which includes a specific set of project tasks, deliverables with associated timelines, due dates and other requirements.
- **SELECTED VENDOR:** The firm selected through this RFP process to perform the scope of work and enter into a contract with Land of Sky.

2.6 NOTICE TO RESPONDENTS REGARDING TERMS AND CONDITIONS

It shall be the Respondent's responsibility to read the Instructions, Land of Sky's terms and conditions, all relevant exhibits and attachments, and any other components made a part of this RFP and comply with all requirements and specifications herein. Respondents also are responsible for obtaining and complying with all Addenda and other changes that may be issued in connection with this RFP. A copy of Land of Sky's standard contract with terms and conditions may be requested.

If Respondents have questions, issues or exceptions regarding any term, condition, instruction or other component within this RFP, those shall be submitted as questions in accordance with the instructions in Section 2.3 Proposal Questions. If Land of Sky determines that any changes will be made as a result of the questions asked, then such decisions will be communicated in the form of an RFP addendum. Land of Sky may also elect to leave open the possibility for later negotiation and amendment of specific provisions of the Contract that have been addressed during the question and answer period. Other than through this process, Land of Sky rejects and will not be required to evaluate or consider any additional or modified terms and conditions or Instructions to Respondents submitted with Respondent's proposal document. This applies to any language appearing in or attached to the document as part of the Respondent's proposal that purports to vary any terms and conditions or Respondents' instructions herein or to render the proposal non-binding or subject to further negotiation. **By execution and delivery of a proposal in response to this Request for Proposals, Respondent agrees that any additional or modified terms and conditions, including Instructions to Respondents, whether submitted purposely or inadvertently, or any purported condition to the offer shall have no force or effect, and will be disregarded. Noncompliance with, or any attempt to alter or delete, this paragraph shall constitute sufficient grounds to reject Respondent's proposal as nonresponsive.**

If a Respondent desires modification of the terms and conditions of this solicitation, it is urged and cautioned to inquire during the question period, in accordance with the instructions in Section 2.3, about whether specific language proposed as a modification is acceptable to or will be considered by Land of Sky. Identification of objections or exceptions to Land of Sky's terms and conditions in the proposal itself shall not be allowed and shall be disregarded or the proposal rejected. By executing and submitting its proposal in response to this RFP, the Respondent understands and agrees that Land of Sky may exercise its discretion not to consider any and all proposed modifications a Respondent may request and may accept the Respondent's proposal under the terms and conditions in this RFP.

3.0 METHOD OF AWARD AND PROPOSAL EVALUATION PROCESS

3.1 METHOD OF AWARD

All Qualified Proposals submitted by the due date and time will be evaluated. Land of Sky will select award or awards based on the evaluation criteria outlined in Section 3.4: Evaluation Criteria. While the intent of this RFP is to award a Contract to single Respondent for all line items, Land of Sky reserves the right to make separate awards to different Respondents for one or more line items, to not award one or

more line items or to cancel this RFP in its entirety without awarding a contract, if it is considered to be most advantageous to Land of Sky to do so. Land of Sky reserves the right to waive any minor informality or technicality in proposals received.

3.2 CONFIDENTIALITY AND PROHIBITED COMMUNICATIONS DURING EVALUATION

During the evaluation period—from the date proposals are submitted through the date the contract is awarded—each Respondent submitting a proposal (including its representatives, sub-contractors and/or suppliers) is prohibited from having any communications with any person inside or outside the using agency, issuing agency, other government agency office, or body (including the purchaser named above, department secretary, agency head), or private entity, if the communication refers to the content of Respondent's proposal or qualifications, the contents of another Respondent's proposal, another Respondent's qualifications or ability to perform the contract, and/or the transmittal of any other communication of information that could be reasonably considered to have the effect of directly or indirectly influencing the evaluation of proposals and/or the award of the contract. A Respondent not in compliance with this provision shall be disqualified from contract award, unless it is determined in Land of Sky's discretion that the communication was harmless, that it was made without intent to influence and that the best interest of Land of Sky would not be served by the disqualification. A Respondent's proposal may be disqualified if its sub-contractor and supplier engage in any of the foregoing communications during the time that the procurement is active (i.e., the issuance date of the procurement to the date of contract award). Only those discussions, communications or transmittals of information authorized or initiated by the issuing agency for this RFP or general inquiries directed to the purchaser regarding requirements of the RFP (prior to proposal submission) or the status of the contract award (after submission) are excepted from this provision.

3.3 PROPOSAL EVALUATION PROCESS

Land of Sky shall review all Proposals to this RFP to confirm that they meet the specifications and requirements of the RFP. Only those deemed as Qualified Proposals will be sent for evaluation by the selection committee.

- a) Proposals are requested for the scope of services as specified. Land of Sky reserves the right to reject any proposal on the basis of fit, form and function as well as cost. All information furnished on this proposal may be used as a factor in determining the award of this contract.
- b) Land of Sky will review and assess Qualified Proposals according to the evaluation criteria listed in Section 3.4: Evaluation Criteria.
- c) Land of Sky will rank all Qualified Proposals and may select a finalist group of Respondents to take part in a short interview with Land of Sky leadership; alternatively, Land of Sky may make a final selection without the need for a finalist interview. If a finalist group is needed, Land of Sky may request additional formal responses or submissions from any or all Finalists for the purpose of clarification or to amplify the materials presented in any part of the proposal. Finalists are cautioned, however, that Land of Sky is not required to request clarification, and often does not. Therefore, all proposals should be complete and reflect the most favorable terms available from the Respondent. Prices proposal cannot be altered or modified as part of a clarification.
- d) Upon completion of the evaluation process, Land of Sky will make award(s) based on the evaluation and notify Respondents via email of the award(s). Award of a Contract to one Respondent does not mean that the other proposals lacked merit, but that, all factors considered, the selected proposal was deemed most advantageous and represented the best value to Land of Sky. All Respondents will be notified regarding the status of their Qualified Proposal by the date of the proposed contract award in the schedule above.

3.4 PROPOSAL EVALUATION CRITERIA

Land of Sky Contract Lead will first evaluate all submissions for completeness and adherence to RFP requirements. Any Respondent determined to be technically unqualified, or whose submittal is deemed unresponsive, will not be considered. Qualified proposals will be reviewed by an Evaluation Panel in context of the Respondent's overall capabilities, experience and the information provided in each response. Qualified proposals will be evaluated on the following criteria:

40%	Firm Response to Project Goals and Scope
10%	Proposed Project Implementation Plan
30%	Firm Qualifications and Key Personnel Experience
20%	Fee Proposal

3.5 INTERPRETATION OF TERMS AND PHRASES

This Request for Proposals serves two functions: (1) to advise potential Respondents of the parameters of the solution being sought by the agency; and (2) to provide (together with other specified documents) the terms of the Contract resulting from this procurement. As such, all terms in the Request for Proposals shall be enforceable as contract terms in accordance with the General Contract Terms and Conditions. The use of phrases such as "shall," "must," and "requirements" are intended to create enforceable contract conditions. In determining whether proposals should be evaluated or rejected, the Department will take into consideration the degree to which Respondents have proposed or failed to propose solutions that will satisfy the Department's needs as described in the Request for Proposals. Except as specifically stated in the Request for Proposals, no one requirement shall automatically disqualify a Respondent from consideration. However, failure to comply with any single requirement may result in Land of Sky exercising its discretion to reject a proposal in its entirety.

4.0 PROPOSAL REQUIREMENTS & SUBMITTAL

This Section lists the requirements related to this RFP and the procedure for submitting Proposals in response to this RFP. By submitting a Proposal, the Respondent agrees to meet all stated requirements in this Section as well as any other specifications, requirements and terms and conditions stated in this RFP. If a Respondent is unclear about a requirement or specification or believes a change to a requirement would allow for Land of Sky to receive a better proposal, the Respondent is urged and cautioned to submit these items in the form of a question during the question and answer period in accordance with Section 2.3.

4.1 PROPOSAL PREPARATION & SUBMITTAL

Respondents shall note the following requirements for Proposal format and submittal instructions:

- **FORMAT:** Respondents shall deliver one **(1) signed, original proposal in Portable Document Format (PDF) digital format**. Proposals are limited to 20 pages maximum, with an additional two (2) pages maximum for the cover letter and five (5) pages maximum for any appendix.
- **ORGANIZATION:** All Proposals shall be arranged in the order outlined in Section 4.2; see this section for the full details and expectations for content requirements.
- **SUBMITTAL INSTRUCTIONS:**
 - **Digital of the proposal and all attachments shall be emailed to christina@landofsky.org by Wednesday, November 18, 2026 at 5:00pm.** Respondents to enter "Pay & Classification Study Proposal" as the subject for the email.
 - If the Contract Lead cannot open a proposal file, or if a file (once opened) is found to be unreadable, the Respondent will be contacted and permitted to re-send the file within a specified time.
- **IMPORTANT NOTE: It is the responsibility of the Respondent to have the proposal submitted electronically by the specified time and date listed above. This is an absolute requirement.** Land of Sky will not be held responsible for the failure to deliver a proposal response prior to the stated proposal due date and time. It is solely the Respondent's responsibility to:

- (1) ascertain that they have all required and necessary information, documents and addenda, prior to submitting a response; (2) ensure that the response is received at the correct location and time.
- **ADDENDA:** Critical updated information may be included in Addenda to this RFP. It is important that all Respondents proposing on this RFP periodically check Land of Sky's website at <https://landofsky.org/rfp.html> for any Addenda that may be issued prior to the proposal deadline date. All Respondents shall be deemed to have read and understood all information in this RFP and all Addenda thereto.
- **WITHDRAWAL OF PROPOSAL:** A proposal may be withdrawn only in writing and only by the office issuing the RFP prior to the time for the opening of proposals identified on the cover page of this RFP (or such later date included in an Addendum to the RFP). A withdrawal request shall be on Respondent's letterhead and signed by an official of the Respondent authorized to make such request. Any withdrawal request made after the opening of proposals shall be allowed only for good cause shown and in the sole discretion of Land of Sky.

4.2 PROPOSAL CONTENTS

Respondents' proposal shall include the required elements outlined below, including populating all attachments of this RFP that require information and include an authorized signature where requested. Additional details required for each Proposal section are included below.

Section 1: Response to Project Goals and Scope

Respondents should address their approach to meeting the Proposal goals and producing the requested deliverables outlined in Section 5.0. Respondents may provide suggestions to this scope that would improve the end product.

Section 2: Proposed Implementation Plan

Respondents should provide a phased implementation plan to meet Section 5 Scope of Work requirements, including: (1) proposed project phases, timeline and staffing plan; (2) proposed approach to project governance and decision-making, including technical and policy decision points.

Land of Sky anticipates the project to commence at a mutually agreeable date following contract execution; Land of Sky desires that the project kick off no later than January 2027 to ensure the presentation of the final report and recommendations at the May 26, 2027 Executive Board meeting. The initial Contract term shall extend through the end of fiscal year 2027, or June 30, 2027. Land of Sky expects all work to be completed by the end of the contract, but it may be extended up to 90 days in 30-day-or-less increments.

For the purposes of the RFP response, Respondents shall utilize the following regularly scheduled meetings and notable milestones to prepare a detailed schedule.

- May 14, 2027: Latest possible date to provide the required implementation cost scenarios to support FY28 budget development.
- May 26, 2027: Regular Executive Board Meeting. Target date for Board presentation on report and recommendations.
- June 23, 2027: Regular Executive Board Meeting; Annual approval of the FY28 compensation recommendation and benefits modification, which will include any initial implementation of the Pay & Class Study.
- July 1, 2027: Beginning of the fiscal year and effective date of FY28 salary and benefit changes.

Section 3: Firm Information and Qualifications

If multiple firms are responding as a team, this information shall be listed for each company.

3.1 Organization Information

- a) Firm name, address, phone and website. Also include primary contact name, title and contact information.
- b) Specify the history of the firm and the state in which the firm was organized or incorporated, number of full-time employees and type of ownership.

- c) Specify the office location(s) (City, State) and Country from which key individuals on this team will operate.
- d) Land of Sky invites and encourages participation by businesses owned by minorities, women, disabled, disabled business enterprises and small businesses. Describe how your firm or team responds to this statement.

3.2 Firm Qualifications and Key Personnel Experience

Please describe recent experience relevant to this project as outlined in the three areas below.

a) **Comparable Projects:** Experience with completing pay and classification studies for regional councils of government, regional councils or similar organizations that include any combination of the following business units: Area Agencies on Aging, Workforce Development, Regional Planning, Economic Development, Local Government Administration, Finance and Administration. If the firm does not have experience with regional organizations, then provide experience with completing pay and classification studies for county or municipal governments with a similar composition of business units.

For each project include: the organization and location; workforce size; business units; description of the work performed; key firm staff that worked on the project(s); how you measured the results or effectiveness of the project; description of why this is a relevant project for Land of Sky's scope of work.

b) **Advisory Experience & Approach:** Experience in advising regional or local government clients on: (1) compensation structure and total compensation strategy; (2) position classification structures that support career pathways. For this response, please focus on examples of advisory approach, client engagement and outcomes that mirror the requirements outlined in Land of Sky's scope of work.

c) **Key Personnel:** Identify the key individuals to be assigned to Land of Sky's project. At a minimum include highlights: their education, experience and credentials and projected hourly rates. Experience summaries of these key individuals shall be provided, with emphasis on previous experience on similar projects.

Section 4: Pricing Proposal

Price shall constitute the total cost to Land of Sky to perform all services requested, including all materials, supplies and travel. Note that Land of Sky is unable to accept unlimited reimbursable expenses. Any proposed reimbursable expenses must be capped in the price proposal. The format of the price proposal is at the discretion Respondent but must reference the specific tasks and deliverables outlined in Section 5, include hourly rates for all personnel assigned to the project and a total not to exceed for any reimbursable expenses.

Attachment A: References

Respondents shall provide at least three (3) references on which your company has provided services of substantially the same size and scope to those solicited herein. Respondents shall provide the required reference information on Attachment A. Land of Sky may contact these users to determine the services provided are substantially similar to those proposal herein and Respondent's performance has been satisfactory. Such information will be considered in the evaluation of the proposal.

Attachment B: Location of Workers Utilized by Respondent

Respondents shall complete and return Attachment B.

Attachment C: Certification of Financial Condition

Each Respondent shall certify it is financially stable by completing the scope of work outlined in this RFP. Land of Sky is requiring this certification to minimize potential performance issues from contracting with a Respondent that is financially unstable. From the date of the Certification to the expiration of the Contract, the Respondent shall notify Land of Sky within thirty (30) days of any occurrence or condition that materially alters the truth of any statement made in this Certification.

Attachment D: Certificate of Insurance

Respondents should attach proof of insurance for the type of work solicited in this RFP, including, but not limited to Workers Compensation and Commercial General Liability coverage.

4.3 ADDITIONAL REQUIREMENTS

Respondents shall note the following requirements of Respondents to this RFP and fully review the standard Land of Sky contract for services provided in Attachment E.

- IRAN DIVESTMENT ACT: As provided in G.S. 147-86.59, any person identified as engaging in investment activities in Iran, determined by appearing on the Final Divestment List created by the State Treasurer pursuant to G.S. 147-86.58, is ineligible to contract with Land of Sky.

5.0 SCOPE OF WORK EXPECTATIONS

This section describes Land of Sky's expected scope of work for the study. It is intended to help respondents understand the services, deliverables and decision points anticipated for this engagement. *Items identified as required for the RFP response should be addressed in the respondent's proposal, primarily in Proposal Section 1 unless otherwise noted below.* Required scope elements are mandatory components of the study. Optional scope elements identify value-added services that respondents may include if they strengthen the proposed approach. Respondents are encouraged to recommend refinements that would improve the quality, usability or long-term sustainability of the final product.

TASK SUMMARY

1. **PROJECT INITIATION, WORK PLAN AND GOVERNANCE:** Develop a detailed project work plan and schedule that identifies key milestones, engagement activities, deliverable review cycles, and governance processes, including decision points requiring leadership or Board direction.
 - a. The RFP response should describe **(provide in Proposal Section 2):**
 - i. Proposed project phases, timeline and staffing plan.
 - ii. Proposed approach to project governance and decision-making, including technical and policy decision points.
 - b. Required scope elements include:
 - i. Kickoff meeting with leadership and designated staff.
 - ii. Ongoing project communication, coordination and status reporting.
 - iii. Presentations to the Land of Sky leadership team (director level and above) and the Executive Board at key points in the process.
 - iv. Identification of decision points and approvals required from Land of Sky.
2. **CLASSIFICATION PLAN REVIEW AND JOB EVALUATION METHODOLOGY:** Review the existing classification plan and recommend any changes needed to support internal equity, consistency and long-term maintainability using a documented, transparent and legally defensible job evaluation methodology. Land of Sky currently has 76 positions across seven departments: Administration and Finance; Client Services; Aging; Workforce Development; Transportation and Community & Economic Development. The last comprehensive pay and classification study was completed in 2017. Land of Sky does not anticipate major changes to its job descriptions or classification structure, but is including a focused review and assessment as part of this scope of work.
 - a. The RFP response should describe:
 - i. The methodology to be used, including roles/responsibilities of management and staff, compensable factors, leveling criteria or similar evaluation framework.
 - ii. Proposed data collection instruments and quality control approach.
 - b. Required scope elements include:
 - i. Review all positions and job families to confirm appropriate classification placement.
 - ii. Analysis of existing internal hierarchy and career ladders within job families.
 - iii. Recommend job progression opportunities and meaningful compensation growth within positions or job families, if needed.

- iv. Recommend consolidation, differentiation, re-titling or creation of new classifications, if needed.
 - v. Updates or creation of new position descriptions and classification specifications, if needed.
 - vi. Provide documentation of the methodology and rationale for job placement sufficient to support Land of Sky's future internal administration.
- 3. **FLSA STATUS REVIEW:** Evaluate position designations of exempt and non-exempt positions to ensure compliance with the Fair Labor Standards Act (FLSA).
 - a. The RFP response should outline:
 - i. The proposed approach and information needed from Land of Sky.
 - b. Required scope elements include:
 - i. FLSA exemption review and recommendations for any changes.
- 4. **MARKET BENCHMARKING:** Establish Land of Sky's competitive market position using compensation and benefits data from comparable councils of government, North Carolina local governments, and other relevant organizations.
 - a. The RFP response should outline:
 - i. Recommended number and type of benchmark organizations, including selection criteria and how regional labor market conditions will inform benchmark selection.
 - ii. Commentary on the Respondent's access to benchmark data, data availability and impact on the project timeline.
 - iii. Approach to job matching and use of benchmark job summaries.
 - b. Required scope elements include:
 - i. Market pricing for benchmark roles and reconciliation of market data with internal job evaluation results.
 - ii. Summary comparison of benefits offered by benchmarks and identification of any competitiveness gaps.
 - iii. Documentation of all data sources and adjustment assumptions.
 - iv. Clear explanation of job matching decisions for benchmark positions.
 - c. Optional scope elements may include:
 - i. Benefits benchmarking using a total rewards approach.
- 5. **COMPENSATION STRUCTURE AND ADMINISTRATION REVIEW:** Review Land of Sky's current compensation structure and pay administration practices to develop recommendations or policy changes that support fair, competitive and sustainable compensation.
 - a. The RFP response should outline:
 - i. Proposed approach to review and enhance total compensation structure and administration policies, including evaluation metrics or best practices approaches to be used.
 - b. Required scope elements include:
 - i. Proposed changes to position pay ranges, grade progression and range spreads based on market benchmarking.
 - ii. Internal equity and compression analysis of the current workforce, including identification of specific compression and market competitiveness issues.
 - iii. If needed, recommendations to enhance benefits offered in order to strengthen Land of Sky's total compensation approach.
 - iv. Review pay administration policies in Land of Sky's personnel manual, including starting pay, promotions, equity adjustments, merit increases, across-the-board adjustments, and range placement guidance.
 - v. Recommendations for policy and procedure change to support organizational goals of fair, competitive and sustainable compensation.
 - c. Optional scope elements may include:
 - i. Comparison of performance and incentive pay approaches in benchmarks with Land of Sky.
- 6. **IMPLEMENTATION PLAN:** Develop an implementation plan and financial impact analysis for up to three implementation scenarios based on recommendations from the tasks above.
 - a. The RFP response should outline:
 - i. Approach to cost estimation and supporting client implementation, including roles and responsibilities of the Respondent and client.

- ii. Outline of key considerations for successful implementation, including how the Respondent would approach the development of a maintenance “toolkit”.
- b. Required scope elements include:
 - i. Detailed implementation plan and costing for up to three scenarios.
 - ii. Development of a compensation maintenance “toolkit” to support ongoing implementation of the plan and market competitiveness. Toolkit could include additional policy development, creating new positions, HR training and study refresh cadence.
- 7. **FINAL REPORT DELIVERABLES:** Land of Sky expects the following deliverables and project closeout activities as part of a successful engagement.
 - a. Required scope elements include:
 - i. Presentation to the Land of Sky Executive Board on the final report and recommendations.
 - ii. All-staff briefing on study findings to support implementation.
 - iii. Draft and final report including the full analysis and recommendations from all scope elements, and final benchmark data file. Land of Sky should have at least 5 business day to review and provide comment on a draft report.

Attachments to this RFP begin on the next page.

Respondent: _____

ATTACHMENT A: REFERENCES

Respondent **must** provide a minimum of three (3) references for whom you have performed similar services as described herein. **Note:** E-mail addresses must be valid. Failure to provide a valid email may subject the Respondent's proposal to rejection.

Reference 1:

Client Name	
Type of Service / Scope of Work	
Performance Dates	
Contact Name	
Phone	
Email	

Reference 2:

Client Name	
Type of Service / Scope of Work	
Performance Dates	
Contact Name	
Phone	
Email	

Reference 3:

Client Name	
Type of Service / Scope of Work	
Performance Dates	
Contact Name	
Phone	
Email	

Respondent: _____

ATTACHMENT B: LOCATION OF WORKERS UTILIZED BY RESPONDENT

In accordance with NC General Statute 143-59.4, the Respondent shall detail the location(s) at which performance will occur, as well as the manner in which it intends to utilize resources or workers outside of the United States in the performance of this Contract. Land of Sky will evaluate the additional risks, costs, and other factors associated with such utilization prior to making an award. Please complete items a, b, and c below.

Will any work under this Contract be performed outside the United States?

☐ YES	☐ NO
------------------------------	-----------------------------

If the Respondent answered "YES" above, Respondent shall complete items 1 and 2 below:

1. List the location(s) outside the United States where work under this Contract will be performed by the Respondent, any sub-Contractors, employees, or other persons performing work under the Contract:

2. Describe the corporate structure and location of corporate employees and activities of the Respondent, its affiliates or any other sub-Contractors that will perform work outside the U.S.:

The Respondent agrees to provide notice, in writing to Land of Sky, of the relocation of the Respondent, employees of the Respondent, sub-Contractors of the Respondent, or other persons performing services under the Contract outside of the United States

☐ YES	☐ NO
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Identify all U.S. locations at which performance will occur:

Respondent: _____

ATTACHMENT C: CERTIFICATION OF FINANCIAL CONDITION

Name of Respondent: _____

The undersigned hereby certifies that: [check all applicable boxes]

- ☐ The Respondent is in sound financial condition and, if applicable, has received an unqualified audit opinion for the latest audit of its financial statements.

Date of latest audit: _____

- ☐ The Respondent has no outstanding liabilities, including tax and judgment liens, to the Internal Revenue Service or any other government entity.
- ☐ The Respondent is current in all amounts due for payments of federal and state taxes and required employment- related contributions and withholdings.
- ☐ The Respondent is not the subject of any current litigation or findings of noncompliance under federal or state law.
- ☐ The Respondent has not been the subject of any past or current litigation, findings in any past litigation, or findings of noncompliance under federal or state law that may impact in any way its ability to fulfill the requirements of this Contract.
- ☐ He or she is authorized to make the foregoing statements on behalf of the Respondent.

Note: This shall constitute a continuing certification and Respondent shall notify the Contract Lead within 15 days of any material change to any of the representations made herein.

If any one or more of the foregoing boxes is NOT checked, Respondent shall explain the reason in the space below:

Signature Date

Printed Name Title

[This Certification must be signed by an individual authorized to speak for the Respondent]

Respondent: _____

ATTACHMENT D: CERTIFICATION OF INSURANCE

Respondents should attach proof of insurance for the type of work solicited in this RFP, including, but not limited to Workers Compensation and Commercial General Liability coverage.

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