



TOWN OF SUNAPEE

23 Edgemont Road
Sunapee, New Hampshire 03782
Phone: (603) 763-2212

Request for Qualifications and Proposal Classification and Compensation Study

(Released Thursday, February 29, 2024)

(Responses due by 12:00 P.M. EST on Monday, April 01, 2024)

General:

The Town of Sunapee, NH (hereafter referred to as the “TOWN”) invites qualified firms to submit proposals for consulting services to conduct a Townwide Employee Classification and Compensation Study as described herein (hereafter referred to as the “CONTRACTOR”).

Sunapee is a Town located in Sullivan County, New Hampshire. Bordering Mount Sunapee and Lake Sunapee, our quaint small town takes advantage of all four New England seasons. Sunapee Harbor and the Sugar River have played a significant role in the town's history and development. Known mostly for the sixth largest lake in the State, Lake Sunapee; the Town of Sunapee has a four season draw. Visitors come not only for lake activities in the summer, but also foliage in the fall, skiing at Mt. Sunapee in the winter and hiking and biking in the spring. The TOWN has a population of 3,348 according to the 2020 U.S. Census with a daytime population of 2,841, which represents the effect of persons residing in, coming into, or leaving a community for work, entertainment, shopping, etc. during the typical workday creating greater demand on the community services which directly impacts operational costs.

The TOWN is a full-service Town, with a five member Select Board operating under the SB 2 Select Board/Manager form of government.

Town departments include:

- Police – full and part-time
- Fire - Paid on call
- Department - Highway, Buildings & Grounds, Water and Sewer
- Land use - Planning and Zoning
- Administration - Town Manager, Town Clerk, Finance, Payroll/HR, Recreation

Overall, the TOWN has approximately forty full-time employees, two regular part-time employees, thirty-two fire department employees, seventy temporary, seasonal employees that make up fifty-seven job classifications that will be included in the study.

Instructions:

Proposals must be submitted in a sealed envelope or electronically via email to the contact information below no later than **12:00 P.M. EST on Monday, April 01, 2024**. Submissions must be clearly marked “CLASSIFICATION AND COMPENSATION STUDY-COST

OFFICE HOURS: Mon., Tues., Thurs., Fri. – 8:00 A.M. to 5:00 P.M. • Wed. – 8:00 A.M. to 1:00 P.M.

ESTIMATE” and “CLASSIFICATION AND COMPENSATION STUDY – TECHNICAL INFORMATION.” Physical and email submissions will be opened publicly following the expiration of the submission deadline on April 04, 2024. **Proposals delivered after the deadline stated above will not be accepted.**

Submit proposals to:

Shannon Martinez
Town Manager
23 Edgemont Road
Sunapee NH 03782

Electronic (email) submissions may be sent to manager@town.sunapee.nh.us with the subject line Classification and Compensation Study Proposal.

Questions may be submitted to the contact above until March 15, 2024. All questions submitted by Offerors and the Town’s responses will be posted to the Town’s website so that they are publicly available to all Offerors.

Proposal information is available on the Town’s web site at:

<https://www.town.sunapee.nh.us/town-manager/pages/request-proposals>

Scope of Work:

Objectives

The purpose of the study is to provide the Town with information and labor market data that will strengthen its ability to attract and retain qualified employees. To that end, the Town’s goal is to formulate comprehensive compensation plans that reflect best practices in public sector compensation and that are responsive to the local labor market. The objectives are to:

1. Maintain a competitive position with other comparable government entities and private employers within the same labor market catchment areas.
2. Create a compensation plan that:
3. Clearly outlines promotional opportunities and provides recognizable compensation growth.
4. Provides salaries commensurate with assigned duties that ensures positions performing similar work with essentially the same level of complexity, responsibility, and knowledge, skills, and abilities are classified together.
 - a. Provides justifiable pay differential between individual classes.
5. Compares leave time and other benefits with other comparable government entities and private employers within the same geographic areas.

All work will be done with the regular involvement of the Town Manager, Human Resources Director, and Finance Team. Department Heads and other key personnel will be involved, as necessary. At completion of the project a presentation to the Department Heads and Select Board is expected.

Scope of Services

1. Provide a comprehensive evaluation of every job within the TOWN to determine relative worth within the organization for internal equity and for the establishment of pay ranges and step progressions within the ranges.
2. Review all current job classifications, confirm, and recommend changes to hierarchical order of jobs.

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3. Establish appropriate benchmarking standards, gather, analyze, and present publicly available labor market data, and where necessary conduct targeted salary surveys for similar positions in comparable municipalities and private sector employers.
4. Identify potential pay compression issues and recommend potential solutions.
5. Compare leave and other benefits with other comparable government entities and private employers within the same labor market catchment area.
6. Create a long-term compensation structure to meet market analysis.

All work will be done with the regular involvement of the Town Manager, Human Resources Director, and Finance Team. Department Heads and other key personnel will be involved, as necessary. At completion of the project a presentation to the Department Heads and Select Board is expected.

Contract Deliverables

1. Collect and present labor market data on salaries, benefits for comparable public and private sector positions in the Sunapee catchment area that may be used to prepare a comprehensive compensation plan.
2. Design a comprehensive compensation plan appropriate to a public organization of the Town's size, complexity, and resources that:
 - a. Sets out the structure and supervisory hierarchy of positions, including position classifications, grades, and steps for each existing or proposed position in each department. The compensation plan should include proposed policies governing promotions/demotions from one grade to another (e.g.: promotion ladders), and step progression. The plan should provide clear guidance and criteria that articulate opportunities for compensation growth through both promotions and step increases.
 - b. Recommend salary ranges for grades and steps commensurate with assigned duties that ensure positions performing similar work with essentially the same level of complexity, responsibility, and knowledge, skills, and abilities are compensated at comparable levels.
 - c. Provide clear justification, based on prevailing practice and objective labor market data, which explains pay differentials between the classification of positions and their grades.
 - d. Compares leave time and other benefits (including employee contributions) with other comparable government entities and private employers within the same geographic areas.
4. Reports and Presentations
 - a. Workplan - the contractor will present its proposed workplan at a kick-off meeting to be convened not later than 2 weeks of the award of the contract.
 - b. No later than June 30, 2024, the contractor will provide an interim progress report.
 - c. Draft compensation plan with all supporting materials shall be provided not later than August 30, 2024.
 - d. Final report incorporating client feedback with all supporting materials shall be submitted not later than September 30, 2024
 - e. The Town may request three presentations to the Town administration and employees and/or the Budget Committee and Board of Selectmen during the course of the assignment.
 - f. A final formal presentation to the Board of Selectmen shall be made no later than November 30, 2024.

Proposed Project Timeline

The assignment with all supporting materials shall be completed by November 30, 2024. The final report and compensation plan will be used to guide compensation for the 2025 budget.

Proposal Content:

All proposals must include the following information:

- Introduction of the company.
- Company capability statement
- Point of contact with contact information.
- List of proposed key personnel along with their related qualifications (CVs) of those who will be part of the study.
- Similar projects completed including contact information for reference purposes.
- Examples of previously built compensation plans.
- Proposed project timeline and workplan.
- Cost Estimate submitted separately.

Guidelines:

All Proposals become the property of the TOWN and will therefore be considered a public document which will be open to public viewing, after the bid opening. The accepted proposal will become a legally binding addendum to the eventual contractual agreement with the TOWN. This request for proposal in no way commits the TOWN to make an award or reimburse any Offeror for any expense incurred in responding to this request.

The successful offeror must provide proof of insurance issued by a carrier that is duly licensed to do business in the State of New Hampshire to the TOWN upon signing a contract.

Evaluation Criteria:

All proposals received in response to this RFP will be evaluated to determine if they are complete and meet the requirements specified in this RFP. The vendor will be chosen based on which Offeror will provide the “best value” to the Town taking into consideration the most beneficial combination of qualifications, technical approach, costs, and responsiveness to the requirements of this RFP. Only proposals judged to be responsive to the submission requirements set forth in this RFP will be evaluated.

Proposals will be scored based on their:

- Organization and presentation of materials
- Experience, qualifications, and skill level of the project team.
- Experience conducting similar work.
- Ability to complete the project in a timely manner and within budget.
- Past performance
- Total proposed cost

The TOWN reserves the right:

- to accept or reject any or all non-responsive bids in whole or in part.
- to accept other than the lowest price proposal.
- to amend, modify, or withdraw this Request for Proposal

- to require supplemental statements or information from an Offeror
- to extend the deadline for responses to this Request for Proposal
- to request an Offeror to correct irregularities or omissions in proposals received.

The TOWN may award a contract based upon the proposals received without discussion of such proposals with Offerors. Each proposal should therefore be submitted with the most favorable terms the Offeror can make to the TOWN.

The Request for Proposal documents and Notice of Award shall be the agreement between the TOWN and successful Offeror with respect to the matters dealt with herein, and as such, shall supersede all other oral and written proposals, representations, understandings, and agreements previously made or existing with respect to any such matter.

Each Offeror must be prepared to present satisfactory proof of their capacity and ability to successfully complete the requirements of this solicitation within the specified timeframe.

The TOWN reserves the right to make whatever investigations or inquiries necessary to determine the competency and ability of any Offeror to complete the requirements of this solicitation. A review may include, but not be limited to, inspection of the Offeror's facilities and equipment, references, and previous contract performance.

Questions/Inquiries:

Any questions or inquiries must be submitted in writing and received by 12:00 P.M. on Friday, March 15, 2024. Answers to all questions or information given to an Offeror in response to a formal request of a substantive nature will be posted on the TOWN's RFP page on the Town of Sunapee, NH website (<https://www.town.sunapee.nh.us/town-manager/pages/request-proposals>) no later than five (5) days prior to the due date.

Amendments to this RFP will be considered as being binding on the TOWN only when issued by the TOWN Verbal explanations or instructions given by a TOWN employee to an Offeror in regard to this solicitation shall not be binding on the TOWN and shall be considered informal unless confirmed in writing by the TOWN. Offerors should note that all clarifications and exceptions, including those relating to the terms and conditions of the contract, are to be resolved prior to the submission of a proposal.

Contract:

The final contract will be negotiated with the chosen Offeror.

The TOWN is exempt of all taxes.

All Offerors must comply with all applicable Equal Employment Opportunity laws and regulations.

THE TOWN OF SUNAPEE IS AN EQUAL OPPORTUNITY PROVIDER AND EMPLOYER