

County of Ashe



Request for Proposals
RFP #2025-01

*Classification, Total Compensation, and
Workforce Study for Emergency Medical
Services (EMS) Employees*

Issue Date: 10/29/2025

Due Date: 12/3/2025 (3:00 pm EST)

INTRODUCTION

Ashe County is soliciting proposals for a Classification, Total Compensation, and Workforce Study focused on the transition of Emergency Medical Services (EMS) operations and personnel from a private provider to a county-operated system. The purpose of this study is to design an equitable and competitive classification and compensation structure for EMS employees as Ashe County prepares to assume direct operation of EMS services, assess internal and external pay competitiveness, and analyze staffing levels and workforce structure to ensure the County is competitive in attracting, retaining, and effectively utilizing EMS personnel. The selected consultant will provide a recommendation on total compensation of the EMS department and provide a recommendation on the organizational structure of the EMS relative to existing departments.

The County provides a full range of employee benefit programs including health, dental, life insurance, 401(k) contributions, paid leave, retirement, and longevity incentives. Optional insurance programs and flexible benefit accounts are available through third party brokers. Benefits management has focused heavily on program design and offering the highest level and maximum benefits to all employees.

Currently, Ashe Medics is the only EMS provider in Ashe County. The County is going to be taking over EMS service by the year 2030. Ashe Medics provides basic and advanced life support, emergency response, and transport services to residents and visitors. Ashe Medics currently employs approximately 24 full time personnel and 25 part time personnel, including positions such as EMT-Basic, Paramedic, Shift Supervisor, and Director.

The County seeks to ensure that job classifications accurately reflect assigned duties and responsibilities, that pay levels are competitive with comparable jurisdictions and private EMS providers while providing projections on expectations over the next five years, and that staffing and scheduling structures effectively meet service delivery demands in preparation of the transition from Ashe Medics to Ashe County EMS.

PROJECT OVERVIEW

The purpose of the Classification, Total Compensation, and Workforce Study for EMS employees is to design an equitable and competitive classification and compensation structure for EMS employees as Ashe County prepares to assume direct operation of EMS services, assess internal and external pay competitiveness, and analyze staffing levels and workforce structure to ensure the County is competitive in attracting, retaining, and effectively utilizing EMS personnel over the next five to ten years.

Ashe County invites qualified consultants to submit proposals to:

1. Evaluate the current classification and compensation system for the current private EMS staff and create a classification and compensation system for a County-operated EMS service.
2. Assess internal equity, external competitiveness, and compliance with applicable regulations.
3. Analyze staffing levels, schedules, and deployment models in relation to service demand.

- Identify how these items may change due to a transition from a 24/48 schedule to a 24/72 schedule.
- 4. Provide recommendations for classification revisions, pay structures, career ladders that fit in line with established County policies, and workforce planning strategies.
- 5. Develop implementation strategies that are financially sustainable.
- 6. Provide a recommendation on organizational structure in relation to the Emergency Medical Services department and any other applicable departments.

PROPOSED SCHEDULE

Advertisement of Request for Proposal	10/29/2025
Deadline for Submission of Questions	11/10/2025 by 5:00 pm EST
Answers Provided to Questions	11/14/2025 by 5:00 pm EST
Deadline for Submission of Proposals	12/03/2025 by 3:00pm EST
Award of Contract	12/15/2025
Completion of Work	3/31/2026 (tentative)

SCOPE OF WORK

Ashe County has established the following objectives for this project. Any changes to the specifications or Scope of Work will be made in the form of an Addendum to this Request for Proposal and will be supplied to all prospective contractors and posted on the Ashe County website. Ashe County may negotiate and refine the final Scope of Work with the selected contractor. Ashe County reserves the right to negotiate additional services with the selected contractor at any time after the initial contract award.

The successful contractor will be expected to perform the following tasks:

A. Classification Review

1. Review current job descriptions, organizational charts, and reporting relationships.
2. Conduct job analysis through employee questionnaires, interviews, and/or focus groups.
3. Recommend updates to job titles, descriptions, and classification levels as needed.
4. Ensure all recommendations support internal equity and compliance with FLSA, ADA, and other applicable laws.

B. Total Compensation Study

1. Conduct a salary and benefits survey of comparable EMS organizations (public and private sector).
2. Analyze base pay, incentive pay, benefits, and total compensation competitiveness.

3. Develop recommendations for pay ranges, progression systems in line with County policies, and pay administration policies.
4. Provide total annual cost analysis for proposed adjustments.

C. Workforce and Staffing Analysis

1. Review current workforce structure, staffing levels, and scheduling models.
 - A. Identify how these would change from modifying the schedule from a 24/48 to a 24/ 72 schedule.
2. Assess workload, response times, and service demands.
3. Identify opportunities to improve staffing efficiency and coverage.
4. Provide recommendations for workforce planning, recruitment, and retention strategies.
5. Provide recommendations for organizational structure in relation to the Emergency Medical Services Department and other applicable County departments.

D. Final Report and Presentation(s)

1. Prepare a comprehensive written report detailing findings, analysis, and recommendations.
2. Present findings to County leadership and the Board of Commissioners.
3. Provide supporting data, implementation guidance, and any necessary policy or procedural recommendations for immediate change and projections over a five-year period.
4. Attend meetings, throughout the process with employees, the County Manager and/or designated staff, and the Board of Commissioners to explain the methodology, survey results, and recommendations.

STUDY CONCLUSION & DELIVERABLES

- A. Prepare a written final report of recommendations, including a discussion of methods, techniques, and data used to develop the results.
- B. Prepare a report of the total compensation system and timesheet/pay cycle, including pay, benefits, holiday, overtime/compensatory time recommendation, leave, etc. that compares the County and its relation to the market and includes a comparison over a five year period.
- C. Prepare job descriptions and an updated EMS classification structure.
- D. Prepare a market analysis and compensation comparison report.
- E. Prepare a workforce and staffing analysis report. Identify how workforce will be affected by changing from a 24/28 schedule to a 24/72 schedule.
- F. Prepare presentation materials.
- G. Provide implementation support and training, as needed.

SELECTION PROCESS AND AWARD

Process

The consultant will be selected following a review, ranking, and recommendation by a board consisting of the Human Resources Coordinator, designated Personnel Committee members,

Finance Officer, Community Development Director/Assistant County Manager and County Manager. The Review Board may require an interview of the top proposers to be held in Ashe County. A virtual meeting option may be available.

Award Criteria

Ashe County reserves the right to award a contract, based on initial proposals received from contractors, without discussion and without conducting further negotiations. Ashe County may also, in its sole discretion, initiate further discussions with contractors that it deems to fall within a competitive range.

Award shall be based on the best overall proposal taking into consideration the following factors:

1. Demonstration of the firm's ability to successfully complete all requirements as specified in the Scope of Work
2. Cost of Services
3. Experience in similar consulting services
4. Qualification of project staff, including internal staff and/or staff that may be involved in duties being outsourced
5. Performance History (References)
6. Demonstration of the firm's ability to utilize existing information in order to reduce initial and future costs of service

PROPOSAL REQUIREMENTS

Proposals are to be organized to facilitate evaluation by the County according to the following outline:

1. A statement of your understanding of the work, descriptions of the approach, illustrations of the procedures to be employed, project schedule including an estimated start date.
2. A synopsis, prepared for management review, covering the salient features of the proposal including overall costs and scope of work.
3. 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 RFP. Firms may elect to include in this section any innovative methods or concepts that might be beneficial to the County as long as the minimum assistance requirements from Ashe County as set out in this RFP are met.
4. All study costs should be included in a not-to-exceed amount for each phase of the study and shall be inclusive of professional services, supplies, travel cost (mileage, lodging, if applicable) etc., proposed contract terms and conditions are to be submitted. Do not include cost of "Additional Services" outside the scope of work with response to this item.
5. The proposed implementation schedule to include specific milestones to meet a completion date of March 31st, 2026.
6. Additional Services (Optional) – any other related and recommended products or services not

specified in this RFP which may be considered essential or beneficial by the firm. These services should be priced separately from item 4 above and shown here.

7. A brief introduction, limited to no more than four (4), 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, and functions; any proposed outsourcing resources with a description of professional experience, qualifications, responsibilities, and functions. Promotional literature and other public relation services should NOT be included.

8. Client References – a list of clients the firm has provided compensation/classification services in the past 5 years, including the organization, contact person, email, address, telephone number, and a brief description of the compensation/classification services provided.

9. Interviews – the proposer agrees to be available for an interview with pertinent staff, if the firm is a finalist in the selection process.

10. A statement that the proposer agrees to:

- a. deliver at least seven (7) copies of the final report to the Human Resources Coordinator; provide the final report, tables, schedules, job descriptions, charts, spreadsheets, procedures manual, salary surveys, benefits survey and other materials necessary for the implementation and maintenance of the compensation/classification system in an electronic medium (USB) in Microsoft Office 365 format;
- b. appear at a scheduled Board of County Commissioners meeting to discuss the recommendations and final report.

GENERAL INFORMATION

All inquiries concerning this RFP shall be directed in writing to:

Ashe County Administration Office

ATTN: Kelsey Wagoner

150 Government Cir, Suite 2500

Jefferson, NC 28640

Email: kelseywagoner@ashecountygov.com

The deadline for questions is November 10th, 2025, at 5:00 pm. Answers to questions will be provided in the form of an Addendum on November 14th, 2025.

INSTRUCTIONS FOR SUBMITTING PROPOSALS

Emailed/Sealed proposals must be received by Ashe County Human Resources Department no later than 3:00 pm EST on December 3rd, 2025.

Hard copy proposals may be mailed or hand-delivered to:

Ashe County Human Resources

ATTN: Kelsey Wagoner

150 Government Cir, Suite 2500

Jefferson, NC 28640

Label "RFP # 2025-001: Classification, Total Compensation, and Workforce Study for Emergency Medical Services (EMS) Employees "

It is the bidder's responsibility to ensure the bid is received prior to the bid acceptance time. Late bids will not be accepted. The County reserves the right to accept or reject all or any part of any proposal, waive informalities and award the contract to best serve the interest of the County.

LIMITATIONS This Request for Proposal does not commit Ashe County to award a contract, pay any costs incurred in preparation, or travel to Ashe County, NC to present a proposal to this request, or to procure or contract for services. All proposals submitted in response to this Request for Proposal become the property of the Ashe County Government. Ashe County reserves the right to accept or reject any or all proposals received or to cancel this Request for Proposal in part or in its entirety. After proposals are reviewed, the County will select the proposal in the best interest of the County.