REQUEST FOR PROPOSALS

PAY AND CLASSIFICATION AUDIT – CONSULTATION SERVICES
GRAFTON COUNTY

You are hereby invited to submit proposals for Pay and Classification Audit - Consultation Services, as specified in attachments of this Request for Proposal.

The information necessary to complete the proposal is listed in Attachments of this invitation for proposals.

Questions should be directed to Karen Clough via phone at (603) 787-2034 or kclough@graftoncountynh.gov

Proposal Instructions:

Two (2) copies of the proposal should be submitted in a **sealed envelope** marked **Pay and Classification Audit- Consultation Services RFP** to the Grafton County Board of Commissioners, Grafton County Commissioners' Office, 3855 Dartmouth College Highway, Box 1, North Haverhill, NH 03774. Proposals must be submitted in person or received by the above address **no later than November 13, 2026** to be eligible for consideration.

Other forms of submission (fax or email) will be rejected. Proposals received after the deadline will be rejected.

Proposal Openings:

Proposals will be opened publicly at a regular scheduled Meeting of the Board of Commissioners at Grafton County Commissioners' Office on Tuesday, November 17, 2026. Proposals will be taken under advisement at that time and will be awarded as soon as a complete review and comparison of the proposals received has been made by the Board of Commissioners.

Negotiations

The Board of Commissioners or their designee will conduct negotiations with the providers.

Proposal Award
The proposal(s) will be formally awarded and announced publicly at a regular scheduled Meeting of the Board of the Grafton County Commissioners. Formal notification of proposal award to all proposers will occur immediately thereafter.

RFP Prices:

RFP prices are to remain in effect for a period of sixty (60) days from opening date of the proposal and are to remain firm once proposal is awarded to the successful proposer(s).

Performance Clause:

In the event that the successful awarded proposer/Grafton County should default in the observance of the stipulations set forth in this Request for Proposal and any attachments thereto and such default is not corrected within thirty days of written notice from either party, the successful awarded proposer/Grafton County shall have the option of canceling the bid.

The successful awarded proposer shall provide to the Board of Grafton County Commissioners a Certificate of Insurance, per the attached schedule, prior to commencement of any work.

Insurance

The provider shall maintain at all times during the life of this contract the following insurance coverage. The provider must also require its subcontractors to maintain such coverage.

> **Workers Compensation Insurance:** The provider shall carry workers compensation insurance as required by the State of New Hampshire.
>
> **Comprehensive General Liability Insurance:** The provider shall maintain a broad form comprehensive general liability insurance policy in an amount of no less than $500,000 combined single limit per occurrence.

Provider shall provide an insurance certificate confirming the above insurance coverage and such endorsement. The insurance certificate and the underlying insurance coverage shall be issued by the carrier authorized to do business in the State of New Hampshire and having A.M. Best Company rating of "A" or better.

The provider shall have professional insurance/errors and omissions insurance with limits of not less than $1,000,000 each occurrence, where applicable.

A 30-day notice is required for cancellation and /or material change of coverage, sent directly to the Grafton County Commissioners Office.

NOTE:

The Board of Grafton County Commissioners reserves the right to accept or reject any and all proposals or parts thereof, to accept the proposal(s) which it deems to be in the best interest of Grafton County, to determine what constitutes a conforming RFP, and to waive any proposal formality or irregularity that it considers not material to the RFP.

Sincerely,

Karen Clough

Karen Clough,
Director of Human Resources

Enclosed: Attachment I

ATTACHMENT A

I. General Requirements for Proposing and Instructions for Providers

A. Introduction and Background

Grafton County is located in the northwestern area of the State of New Hampshire and is a public entity comprised of administrative offices, Sheriff's Department, County Attorney's Office, Alternative Sentencing Department, Registry of Deeds, Nursing Home, Correctional Facility and a dairy farm. The County currently adheres to a classification and compensation structure that was last updated in 2021. The County has approximately 450 employees.

B. Intent and Purpose of this RFP

Grafton County endeavors to provide a competitive compensation package for all employees. The objective is to have independently derived compensation information from which to make wage and salary decisions that improve the County's competitiveness in employee recruitment and retention, thereby increasing employee satisfaction and lowering the cost of County services.

The County currently operates with four pay plans. With this survey the County intends to obtain salary survey information for the 118 hourly and salaried non-union and nursing home union positions and audit the current salary ranges and grade levels. The County also intends to obtain salary survey information for (7) elected official positions (Register of Deeds, Sheriff, County Attorney, Treasurer, two Commissioners and one Chairman of Commissioners). Evaluation of any position whose duties may have changed or any new proposed position since the original study is included, as well as an ongoing review of positions as they relate to the FLSA overtime exemption laws as they pertain to the County and a review of general economic trends prevailing at the time of the review.

C. Scope of Services:

It is expected that the audit will outline the necessary adjustments to the County's compensation guidelines, policies, and salary/wage structure to ensure appropriate compensation, rectify compression/inequity issues if any, and account for key benchmark data in the following areas: job performance, tenure in position, benefits and special achievements. The audit should recommend what action should be taken, if any, to retain qualified staff and improve recruitment initiatives while competitively compensating our current employees.

1) Conduct an employee/elected official compensation and classification survey of public and private employers within the County's demographic location who provides services comparable to the job positions on the current pay plan and the Elected Officials who are not on the current pay plan, but salaries are set biennially by the County convention per RSA 23:7. Organizations chosen for comparative data and analysis should be selected using rationale proposed by the vendor and with concurrence from the Director of Human Resources.
2) Prepare a comparative analysis that identifies the County's competitive position in the labor market.

3) Analyze the County's current pay practices, pay guidelines, policies, benefits and compensation structure.
4) Recommend wage and salary rates and ranges to include percent spreads between job classifications.
5) Identify internal equity and compression issues and make recommendations of any identified problems
6) Shift and weekend differential analysis where for positons that this applies (Nursing, Dietary, Housekeeping, Activities, Corrections, Dispatch, etc.)
7) Provide recommendations for ongoing annual cost of living adjustments to the pay plan to ensure integrity and relevance is maintained.

The Consultant is expected to complete a review as outlined above that shall include the following deliverables; anticipated due dates will be further discussed and defined with the selected vendor:

The Consultant will meet with the Director of Human Resources and/or Board of Commissioners to clarify expectations and outcomes of the process to include roles, tasks, responsibilities, evaluation methods, etc. **Anticipated Due Date: December 9, 2026**

The consultant shall deliver a draft report of salary survey information for all positions and any corresponding proposed new salary ranges and grade levels for all positions. **Anticipated Due Date: January 29, 2027**

The HR Director will review draft report and receive input from all necessary department heads/elected officials, provide feedback to the Consultant and the Consultant shall issue a final draft report to the Director of Human Resources for presentation to the Board of Commissioners. **Anticipated Due Date: February 19, 2027**

The Consultant shall plan to meet with the Board of Commissioner at any other time as deemed necessary by the Board. The Consultant shall plan to meet with the Director of Human Resources as necessary during the course of the project to ensure effective completion. **Ongoing**

After reviewing all input from department heads/elected officials obtained by the Director of Human Resources, The Consultant shall issue a final draft report to the Director of Human Resources for presentation to the Board of Commissioners. **Anticipated Due Date: March 10, 2027**

The Consultant may be required to meet with the Board of Commissioners and Director of Human Resources at project completion to provide the final report and explain the methodology, techniques and data users, survey results, and recommendations.

D. Notice

Information provided in these specifications is to be used only for the purposes of preparing a proposal cost to be provided to Grafton County. It is expected that each vendor will read these specifications with care. Failure to meet certain conditions may invalidate proposals.

The information contained herein is believed to be accurate but should not be considered as warranted in any way. Questions or requests for additional information should be directed to:

Karen Clough, Director
Grafton County Human Resources Department
3855 Dartmouth College Hwy., Box 3
North Haverhill, NH 03774
kclough@graftoncountynh.gov
603-787-2034
603-787-2014 (fax)

E. Preparation of Proposals

Following the review and screening of all proposals, vendors may be invited to participate in the final selection process, which may include the submission of additional information regarding cost or other issues, as requested by Grafton County.

F. Delivery of Proposals

Your written proposal must be received by Grafton County no later than **4:00 P.M. November 13, 2026** addressed to the attention of:

Board of Grafton County Commissioners
3855 Dartmouth College Hwy., Box 1
North Haverhill, NH 03774

Mark envelope:
"RFP – PAY AND CLASSIFICATION AUDIT – CONSULTATION SERVICES"

Submissions shall be limited to a maximum of fifteen (15) pages, including cover letter and schedule.

G. Opening, Award and Completion Time Frame

Proposals will be opened publicly at a regularly scheduled meeting of the Board of Grafton County Commissioners on Tuesday, November 17, 2026 at 9:30 A.M. in the Commissioners' Conference Room at the Grafton County Administration Building. The County is prepared to award the contract for the project immediately after the evaluation of the proposals. The Consultant shall be prepared to agree to begin work 15 days after the award of the contract. Any deviation from this expected schedule must be clearly indicated in the Consultant's proposal.

H. Additional Terms and Conditions

1) Grafton County may award the contract to multiple providers
2) Any changes to the above specifications shall meet with the approval of the Director of Human Resources
3) Should you have any variations (discounts and/or penalty clauses) that may affect the price, please specify same in your proposal. Upon satisfactory completion of the above noted work and upon receipt of invoice, payment is subject to the County's standard accounts payable process.

II. Proposal Contents and Evaluation

A. Technical and Cost Proposal

The proposal must include, at a minimum, the information required to describe the execution of the Scope of Services, given above, including a description of the proposed methodology.

The proposal shall also include:

1) A letter of Introduction.
2) Identity of offeror, central address, and telephone number.
3) Narrative of the history of the firm, including date of inception, experience with New Hampshire public sector and compensation surveying experience.
4) Qualifications and resumes of the Consultant and team members proposed to work with the County for the audit.
5) A list of a least four (4) current references (particularly government) for whom similar work has been performed. This list shall include firm name, person to contact, address and telephone number.
6) List of any pending, settled, tried, or other litigation the Consultant has been involved in for the past five (5) years, with a brief description of the case(s) and their current status.
7) State whether the firm has ever been disqualified or terminated by any public agency or private organization. If so, please explain under what circumstances this disqualification or termination occurred.
8) A statement that if awarded this contract, the Contractor will obtain professional liability insurance in the amount of at least $1,000,000.00 coverage and that prior to commencement of the work, the Consultant will provide the County with a certificate of said insurance.
9) A certificate of Workers' Compensation Insurance for all employees while on County premises.
10) A statement that the proposal is effective for 60 days from proposal due date.
11) A statement that the offeror will comply with all terms and conditions as stated in this RFP, or identify any exceptions taken to any of the requirements.
12) The vendor should provide detailed pricing information for services requested in the scope of work. All travel and related expenses associated with the project shall be included in the lump sum price proposal. The vendor should provide payment terms including the resolution process for billing discrepancies.

B. Evaluation of Proposals

The proposals will be reviewed by the Board of Commissioners and the Human Resources Department.

C. Clarification of Offer

The County may, in the evaluation of offers, request clarification from offerors regarding their offers, obtain additional material or literature, and pursue other

avenues of research as necessary to ensure that a thorough evaluation is conducted.

D. Modifications to Offer

Offers may be modified or withdrawn by written notice provided such notice is received prior to the hour and date specified for receipt of offers.

E. Proposal Preparation Expenses

Offerors shall prepare and develop proposals at the sole cost and expense of the offeror.

II. Current Positions

See attached wage charts for full listing of County positions
Elected positions not listed on wage charts include:
County Attorney
Register of Deeds
Sheriff
Board of Commissioners
Treasurer

Grafton County
Department of Corrections
Correctional Officer Wage Scale
Effective June 14, 2026

POSITIONS	Grade	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12
Captain DOC	6	$39.62	$40.86	$42.10	$43.33	$44.58	$45.83	$47.07	$48.31	$49.57	$50.79	$52.04	$53.29
Community Corrections lieutentant DOC Security lieutenant	5	$33.55	$34.57	$35.60	$36.62	$37.65	$38.67	$39.69	$40.71	$41.74	$42.76	$43.79	$44.81
Sergeant/DOC	4	$30.93	$31.87	$32.78	$33.72	$34.64	$35.58	$36.50	$37.43	$38.36	$39.28	$40.21	$41.14
Corporal	3	$29.72	$30.60	$31.49	$32.37	$33.26	$34.13	$35.02	$35.91	$36.78	$37.67	$38.55	$39.44
Field Training Officer	2	$28.57	$29.40	$30.24	$31.09	$31.93	$32.77	$33.61	$34.45	$35.30	$36.14	$36.98	$37.81
Corrections Officer	1	$27.46	$28.26	$29.06	$29.86	$30.66	$31.47	$32.27	$33.06	$33.87	$34.66	$35.48	$36.28

Grafton County
Wage Scale
Effective June 14, 2026

POSITIONS	Grade	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12
	30	$57.87	$59.88	$61.91	$63.94	$65.97	$68.00	$70.02	$72.05	$74.07	$76.09	$78.12	$80.14
County Administrator													
	29	$55.20	$57.14	$59.08	$60.99	$62.93	$64.86	$66.77	$68.71	$70.65	$72.58	$74.50	$76.43
Nursing Home Administrator													
	28	$52.69	$54.53	$56.37	$58.20	$60.05	$61.87	$63.71	$65.55	$67.38	$69.22	$71.06	$72.89
Corrections Superintendent													
	27	$50.29	$52.03	$53.78	$55.52	$57.27	$59.04	$60.78	$62.53	$64.29	$66.02	$67.77	$69.52
APRN													
	26	$47.99	$49.66	$51.33	$52.99	$54.65	$56.33	$57.99	$59.65	$61.31	$62.98	$64.65	$66.32
Assistant County Administrator													
	25	$45.81	$47.40	$48.99	$50.58	$52.16	$53.74	$55.34	$56.92	$58.51	$60.10	$61.67	$63.27
IT Director													
Human Resources Director													
	24	$44.27	$45.25	$46.76	$48.26	$49.77	$51.29	$52.80	$54.32	$55.82	$57.34	$58.84	$60.35
Deputy County Attorney													
	23	$41.76	$43.20	$44.63	$46.06	$47.51	$48.95	$50.38	$51.82	$53.27	$54.71	$56.14	$57.58
Maintenance Superintendent													
Lead County Attorney													
	22	$39.86	$41.24	$42.60	$43.97	$45.35	$46.72	$48.09	$49.46	$50.84	$52.21	$53.58	$54.95
No positions in this grade													

Grafton County
Wage Scale
Effective June 14, 2026

POSITIONS	Grade	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12
	21	$38.08	$39.38	$40.69	$41.98	$43.29	$44.60	$45.91	$47.21	$48.52	$49.82	$51.13	$52.43
Assistant County Attorney													
	20	$36.37	$37.62	$38.84	$40.09	$41.34	$42.57	$43.83	$45.07	$46.32	$47.55	$48.80	$50.04
Alternative Sentencing Director													
Captain Sheriff's Dept.													
Director of Communications													
Director of Health Information													
	19	$34.74	$35.93	$37.10	$38.28	$39.48	$40.66	$41.84	$43.03	$44.21	$45.40	$46.57	$47.76
No positions in this grade													
	18	$33.19	$34.31	$35.44	$36.58	$37.70	$38.82	$39.94	$41.08	$42.20	$43.33	$44.47	$45.59
Nursing Home Finance Director/Business Office Manager													
Corrections Substance Abuse Program Director													
	17	$31.71	$32.78	$33.86	$34.93	$36.00	$37.08	$38.15	$39.22	$40.30	$41.38	$42.45	$43.52
County Attorney's Director of Office Administration													
Victim Witness Coordinator													
Sr. Human Resources Generalist													
Executive Assistant to Register/Sr. Deputy Register													
Social Service Director													
Deputy Director of Communications													
	16	$30.30	$31.32	$32.35	$33.37	$34.40	$35.42	$36.44	$37.46	$38.49	$39.51	$40.54	$41.55
No positions in this grade													
	15	$28.97	$29.93	$30.91	$31.89	$32.86	$33.84	$34.81	$35.79	$36.75	$37.73	$38.71	$39.68
Assistant Maintenance Superintendent													
Activities Director													
Director of Dietary Services (Nursing Home)													

Grafton County
Wage Scale
Effective June 14, 2026

POSITIONS	Grade	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12
	14	**$27.68**	**$28.62**	**$29.54**	**$30.47**	**$31.39**	**$32.33**	**$33.26**	**$34.18**	**$35.11**	**$36.03**	**$36.97**	**$37.89**
Alternative Sentencing Program Coordinator													
Alternative Sentencing LADC													
County Attorney's Grant Coordinator													
Environmental Services Director													
Payroll Coordinator													
Conservation District Office Administrator													
County Attorney's Office Investigator													
Deputy Register													
Farm/Community Work Project Supervisor													
Financial Coordinator													
Licensed Maintenance Assistance (Commerical HVAC Certified/Licensed Gas Fitter)													
County Attorney's Litigation Specialist													
Licensed Maintenance Asst. (Master Electrician)													
	13	**$26.48**	**$27.34**	**$28.24**	**$29.13**	**$30.01**	**$30.89**	**$31.77**	**$32.66**	**$33.54**	**$34.42**	**$35.31**	**$36.19**
Licensed Maintenance Asst. (Master Plumber)													
Part-Time Deputy													
	12	**$25.32**	**$26.16**	**$26.99**	**$27.84**	**$28.68**	**$29.53**	**$30.36**	**$31.21**	**$32.04**	**$32.90**	**$33.73**	**$34.57**
Corrections Dietary Manager													
Human Resources Generalist													
Farm Manager													

Grafton County
Wage Scale
Effective June 14, 2026

POSITIONS	Grade	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12
	11	$24.20	$25.02	$25.82	$26.61	$27.42	$28.22	$29.02	$29.82	$30.62	$31.41	$32.24	$33.03
Resident Financial Resource Coordinator													
	10	$23.16	$23.93	$24.69	$25.46	$26.21	$26.98	$27.74	$28.51	$29.26	$30.04	$30.80	$31.56
Maintenance Skilled Assistant													
Assistant to Farm Manager													
Alternative Sentencing Case Manager													
Central Supply Coordinator													
DOC Counselor/HISET Instructor													
Corrections Finance/Admin Asst.													
County Attorney's Asst. Office Administrator													
Social Service Assistant													
Part-Time Dispatcher													
Assistant Deputy Register													
Certified Recovery Support Worker													
	9	$22.17	$22.89	$23.61	$24.35	$25.07	$25.81	$26.53	$27.25	$27.98	$28.70	$29.43	$30.17
Accounting Tech/Payroll Asst.													
Admin/4-H Program Asst.													
Admin/Extension Financial Asst.													
Alternative Sentencing Admin Asst.													
Commissioners' Office Admin Asst.													
DOC Admin. Asst.													
Corrections Assistant Dietary Manager													
Nursing Home Admin Asst.													
Nursing Home Administrative/Billing Specialist													
County Attorney's Office Case Intake Coordinator													
County Attorney's Office Legal Assistant													
Victim Witness Asst. Circuit Court													
Deeds Records Clerk/Admin. Asst.													
Assistant Dietary Supervisor													
DOC Assistant Dietary Manager													
Environmental Services Asst. Director													
Activities Asst. Director													

Grafton County
Wage Scale
Effective June 14, 2026

POSITIONS	Grade	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12
	8	$21.21	$21.90	$22.59	$23.30	$23.99	$24.68	$25.38	$26.07	$26.76	$27.45	$28.13	$28.82
Health Info Support Tech Herdsman Cook (Nursing Home and DOC) Custodian Supervisor Staffing Coordinator													
	7	$20.31	$20.96	$21.63	$22.29	$22.94	$23.60	$24.27	$24.92	$25.57	$26.23	$26.90	$27.56
Farm Assistant Maintenance Assistant Deeds Records Clerk													
	6	$19.43	$20.07	$20.70	$21.32	$21.95	$22.57	$23.21	$23.83	$24.46	$25.09	$25.72	$26.34
Certified Activity Aide													
	5	$18.62	$19.23	$19.81	$20.41	$21.01	$21.62	$22.21	$22.81	$23.40	$24.01	$24.60	$25.19
None													
	4	$17.83	$18.40	$18.98	$19.56	$20.12	$20.69	$21.26	$21.82	$22.39	$22.97	$23.53	$24.10
Dietary Aide Housekeeper Unit Secretary County Attorney's File Clerk Unit Aide Custodian Laundry Machine Operator													
	3	$17.09	$17.63	$18.17	$18.71	$19.27	$19.80	$20.35	$20.88	$21.43	$21.97	$22.51	$23.05
Seamstress Nightwatchman Laundry Aide													
	2	$16.39	$16.90	$17.42	$17.94	$18.43	$18.96	$19.47	$20.00	$20.50	$21.03	$21.54	$22.07
PT Student positions (Dietary Aide/Unit Aide)													
	1	$15.70	$16.19	$16.69	$17.18	$17.67	$18.16	$18.66	$19.14	$19.65	$20.13	$20.64	$21.12
None													

Grafton County
Licensed Nursing Staff
Wage Scale
Effective June 14, 2026

POSITIONS	Grade	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12
	9	$50.13	$51.73	$53.32	$54.90	$56.49	$58.07	$59.66	$61.25	$62.84	$64.42	$66.00	$67.60
Director of Nursing													
Medical Coordinator - DOC													
	8	$44.20	$45.57	$46.94	$48.30	$49.68	$51.06	$52.42	$53.79	$55.16	$56.53	$57.91	$59.27
None													
	7	$40.70	$41.94	$43.18	$44.42	$45.66	$46.91	$48.16	$49.39	$50.65	$51.88	$53.13	$54.37
Staff Development Director/Infection Preventionist													
RN House Supervisor													
Restorative Rehab Nurse Manager													
MDS Coordinator													
Coordinator of Quality Improvement													
	6	$39.07	$40.25	$41.43	$42.60	$43.81	$44.98	$46.17	$47.36	$48.54	$49.72	$50.90	$52.10
RN- DOC													
RN - Nursing Home													
	5	$36.04	$37.11	$38.18	$39.25	$40.33	$41.41	$42.48	$43.55	$44.62	$45.70	$46.78	$47.85
Asst. MDS Coordinator													
	4	$32.01	$32.95	$33.87	$34.80	$35.72	$36.66	$37.59	$38.51	$39.44	$40.36	$41.29	$42.22
LPN - DOC													
LPN- Nursing Home													
Admissions LPN													
Evening Clinical Assistant													
	3	$27.50	$28.26	$29.02	$29.79	$30.55	$31.31	$32.06	$32.84	$33.59	$34.37	$35.12	$35.90
MNA													
	2	$25.54	$26.23	$26.93	$27.62	$28.31	$29.01	$29.70	$30.39	$31.09	$31.77	$32.45	$33.14
LNA II													
Driver/LNAII													
Restorative Aide/LNA II													
	1	$24.63	$25.29	$25.95	$26.61	$27.27	$27.94	$28.60	$29.25	$29.90	$30.57	$31.23	$31.89
LNA I													
Driver/LNA													
Restorative Aide/LNA I													