



**IRMO CHAPIN RECREATION COMMISSION**  
**COMPREHENSIVE COMPENSATION, CLASSIFICATION & BENEFIT STUDY**  
**REQUEST FOR PROPOSAL**

**February 12, 2025**



## **INTRODUCTION**

The Irmo Chapin Recreation Commission (ICRC) is a special purpose district formed in 1969 to serve community members living in the Lexington County portion of School District Five. Five Commissioners appointed by the Governor of the State of South Carolina are responsible for policy making decisions and setting goals for the future development of the agency. ICRC currently operates five parks, Crooked Creek Park, Melvin Park, Michael J. and Mary Meech Mungo Park, Saluda Shoals Park and Seven Oaks Park, which provide an array of recreation opportunities for youth, teens, adults, seniors and persons with special needs. In addition, daily after-school and summer camp programs provide quality recreational programming to more than one thousand elementary and middle school children in the district.

## **BACKGROUND**

Irmo Chapin Recreation Commission currently has a salary scale that was adopted, in its current form, for the 2024 - 2025 fiscal year. ICRC currently has 72 full-time staff. The scale for full-time positions is comprised of 15 grades with an average of 8% intervals between each grade. There is a 50% spread between minimum and maximum. Several positions have been reclassified since the inception of the scale and a part-time scale was adopted in the 2024-2025 fiscal year. The part-time scale is comprised of 28 positions with a 50% spread between minimum and maximum for a majority of the positions and there are currently 207 part-time employees. The last full classification, compensation, and benefit study was done in 2006. There have been annual increases to the ranges and individual studies for new positions since 2006. The annual increases to the ranges were based on current CPI for all urban consumers and EPI for all civilian consumers from the U.S. Bureau of Labor Statistics.

## **PURPOSE**

Irmo Chapin Recreation Commission is seeking a qualified consultant to conduct a comprehensive compensation study. The purpose of the study is to ensure our compensation structure is competitive, equitable, and aligned with industry standards for full-time and part-time positions.

## **OBJECTIVES**

The intent of this Request for Proposal (RFP) is to solicit proposals to analyze, review and present recommended adjustments to the agency's current compensation policies and practices, classification, compensation, and benefit programs.

In order to receive consideration, a proposal must be submitted and meet the requirement for the Agency as described herein:

1. Internal Pay Equity Analysis:

- a. Review current salary data to identify internal pay disparities.
- b. Review job descriptions for accuracy of position responsibilities and appropriate grade and compensation alignment as well ensure ADA and FLSA (exempt or non-exempt) provisions are met.
- c. Assess job classifications and corresponding pay to ensure internal equity across all employee groups.

2. External Market Comparison:

- a. Benchmark Irmo Chapin Recreation employee salaries against other comparable parks and recreation agencies, special purpose districts, municipalities, similar-sized cities, local governments, school districts and similar industries in the region.
- b. Provide market comparisons for each job classification to evaluate competitiveness in the labor market.

3. Benefits and Incentive Review

- a. Assess current benefit offerings (e.g., health insurance, retirement plans, paid time off, etc.).
- b. Review incentive programs (e.g., performance merit increases, cost of living, other employee incentive programs, etc.).
- c. Provide recommendations for improving or enhancing benefits and incentives to be competitive in the market.

4. Salary Structure and Job Classification Systems:

- a. Review the agency's salary structure, including salary grades and ranges.
- b. Review agency's job classification structure and make recommendations of any revisions, if necessary, to ensure the agency aligns with the compensation strategy and employee roles.

5. Comprehensive Compensation Report:

- a. Prepare a detailed report on internal pay equity and external market comparisons.
- b. Include analysis and recommendation of each job classification, grading, and proposed salary ranges based on market data.

- c. Provide specific recommendations for salary structure adjustments that align with market conditions and internal equity.
  - i. A recommendation should include the cost a full agency wide salary structure alignment with market conditions and internal equity.
  - ii. A recommendation should also include a phased approach to a salary structure alignment with market conditions and internal equity.
- 6. Employee Training for Compensation Strategies:
  - a. Conduct training for key agency personnel (e.g., HR staff, managers and administrators) on how to implement and communicate compensation strategies and practices.
  - b. Provide guidance on how to maintain equitable pay structures and make adjustments based on future market trends.

## **DELIVERABLES**

The consultant will be required to deliver the following:

1. A **draft report** with comprehensive details of the findings, analysis, and recommendations of the compensation study to ICRC executive leadership and human resources:
  - a. Internal pay equity and external market comparisons for each job classification.
  - b. Adjusted salary ranges or pay structures.
  - c. Recommendations for benefits and incentive enhancements.
  - d. Recommendation for full and phased approach to compensation and benefit changes.
2. A **presentation** to ICRC executive leadership and human resources of the findings and recommendations for adjustments to the compensation structure and benefit programs.
3. A **final report** with comprehensive details of the findings, analysis, and recommendations of the compensation study to ICRC executive leadership and human resources.
4. A **presentation** to the Irmo Chapin Recreation Commission summarizing findings and recommendations.
5. Trainings, documentation/materials, and sessions for designated leadership, focusing on compensation strategies and best practices for implementing and managing salary structures and pay.

## **PROPOSED REQUIREMENTS**

Proposals should include the following:

1. An overview of the consultant's qualifications and experience conducting compensation studies, particularly in public sector settings.
2. Approach and methodology proposed for the study, including how well it meets the agency's needs.
3. A detailed plan for conducting the compensation study.
4. A timeline for completing the study.
5. A detailed budget and clarity of all fees and expenses in performing the compensation study.
6. Three references and prior performance on similar projects.

## **EVALUATION CRITERIA**

Proposals will be evaluated based on the following criteria:

1. Relevant experience and qualifications of the consultant.
2. Quality and feasibility of the proposed plan.
3. Cost-effectiveness of the proposal.
4. References and past performance.

## **SUBMISSION INSTRUCTIONS**

Proposals must be submitted by February 26, 2025, 2:00pm to Eve Mittendorf, Associate Executive Director at 5605 Bush River Road, Columbia, SC 29212. Late submissions will not be considered.

Eve Mittendorf  
Associate Executive Director  
5605 Bush River Road  
Columbia, SC 29212  
[emittendorf@icrc.net](mailto:emittendorf@icrc.net)

## **QUESTIONS AND CLARIFICATIONS**

Any questions regarding this RFP should be directed to Eve Mittendorf, Associate Executive Director at [emittendorf@icrc.net](mailto:emittendorf@icrc.net). All questions must be submitted by Noon on Friday, February 21, 2025, and all questions and responses will be provided to all interested firms via email.



**Bid Title:** **Comprehensive, Classification and Benefit Study**  
**RFP Posting Date:** Wednesday, February 12, 2025  
**RFP Questions will be Received Until:** Noon on Friday, February 21, 2025  
**RFPs will be Received Until:** 2:00pm on Wednesday, February 26, 2025

**Direct Inquires To:**  
 Eve Mittendorf  
 Associate Executive Director  
 803.213.2003

**RFPs Should be Mailed To:**  
 Eve Mittendorf  
 Irmo Chapin Recreation Commission  
 5605 Bush River Road  
 Columbia, SC 29212

**Or Hand Carried To:**  
 Administrative Office  
 Irmo Chapin Recreation Commission  
 5605 Bush River Road  
 Columbia, SC 29212

**SUBMITTER INFORMATION**

Vendor Name: \_\_\_\_\_

Street Address/PO Box: \_\_\_\_\_

City, State, Zip Code: \_\_\_\_\_

Federal I.D./SSN: \_\_\_\_\_

Contact Person: \_\_\_\_\_

E-mail Address: \_\_\_\_\_

Telephone Number: \_\_\_\_\_

Facsimile Number: \_\_\_\_\_

**MUST BE SIGNED TO BE VALID**

I understand that Irmo Chapin Recreation Commission (ICRC) reserves the right to reject any and all proposals, the right in its sole discretion to accept the proposal it considers more favorable to ICRC's interest, and the right to waive minor irregularities in the procedures. ICRC further reserves the right to reject all proposals and seek new proposals when such procedure is reasonably in the best interest of ICRC. ICRC also reserves the right to award portions of this bid to separate vendors. I also certify that this proposal is made in all respects fair and without collusion or fraud. I agree to abide by all conditions of this proposal and certify that I am authorized to sign this proposal.

Authorized Signature: \_\_\_\_\_

Name (typed or printed): \_\_\_\_\_

Title: \_\_\_\_\_



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## **SUBMISSION REQUIREMENTS**

1. TWO COPIES OF A PROPOSAL MUST BE RECEIVED AT THE ABOVE MAILING ADDRESS NO LATER THAN 2:00PM ON FEBRUARY 26, 2025. ATTENTIONED TO EVE MITTENDORF (as stated above).
2. SUBMITTER INFORMATION AND SIGNATURE PAGE (Pg 5)
3. INCLUDE ALL OBJECTIVES AND PROPOSED REQUIREMENTS AS LISTED ABOVE.
4. QUALIFICATIONS AND APPROACH

To be considered, a vendor must be a full-service human resource consulting firm with expertise in compensation, job classification, and benefit studies in the area of governmental and public service.

- a. The consultant should include a concise delineation of the firm's capability, experience and approach to the task outlined in this request. The consultant should be able to demonstrate that its job evaluation and compensation approach has been successfully implemented in at least three similar sized organizations.
5. COST
    - a. A detailed budget and clarity of all fees and expenses in performing the compensation study should be included.
  6. OTHER INFORMATION AS DEEMED APPROPRIATE