

CITY OF HENDERSONVILLE



REQUEST FOR PROPOSAL # 271002001
FOR
Classification and Compensation Study 2026

Issue Date: Friday, August 7th 2026
Due Date: Friday, August 28th 2026

1. INTRODUCTION

The City of Hendersonville ("City") is soliciting proposals from qualified and experienced compensation consulting firms to conduct a comprehensive Classification and Compensation Study focused on evaluating the City's current pay plan, salary structure, and internal and external pay relationships.

The primary objective of this project is to evaluate the City's existing pay classifications and salary structure against a defined group of comparable public-sector organizations selected by the City to ensure the City remains competitive in recruiting and retaining a highly qualified workforce while maintaining fiscally responsible compensation practices.

The City has identified the comparison agencies to be used for this study. The successful consultant shall utilize these agencies as the primary source for external market comparisons. Any recommendation to add or substitute comparison agencies must receive prior written approval from the City.

This study is intended to provide the City with objective market data and recommendations regarding the competitiveness and internal alignment of its compensation structure. The consultant shall evaluate existing salary ranges, pay grades, benchmark positions, and compensation practices utilizing recognized public-sector compensation methodologies and industry best practices.

The City anticipates using the results of this study to assist with future budget planning, salary administration, workforce planning, recruitment initiatives, employee retention strategies, pay equity analysis, and long-term compensation planning.

The Consultant shall conduct an external market salary analysis utilizing comparable public-sector organizations provided by the City. The Consultant will use the data to provide recommendations regarding appropriate pay grade placement, salary range adjustments, and overall pay structure modifications based upon market competitiveness, internal equity, and compensation best practices.

A significant component of this study shall include evaluating the City's existing pay classifications for internal equity and consistency. The consultant shall assess whether positions are appropriately aligned within the City's compensation structure based on market data and relative organizational relationships, while recognizing that the City is not requesting a comprehensive review of job duties or organizational design.

This project is intended to evaluate the City's compensation structure and pay classifications and is not a comprehensive classification study. Unless specifically requested by the City during the course of the project, the consultant shall not perform job audits, conduct position interviews for classification purposes, recommend changes to existing job titles or organizational structure, or prepare new or revised job descriptions.

The consultant shall identify compensation trends, market gaps, pay compression concerns, salary inversion issues, recruitment and retention challenges related to compensation, internal equity concerns across pay grades based on job duties and descriptions, career ladder opportunities or revisions, and opportunities to improve the City's overall compensation strategy.

The successful consultant shall demonstrate extensive experience conducting municipal classification and compensation studies with a strong emphasis on compensation plan design, salary structure analysis, and internal equity evaluations for municipalities or other public-sector organizations and possess a thorough understanding of federal and North Carolina employment laws affecting public-sector compensation systems.

2. BACKGROUND

The City of Hendersonville operates under the Council-Manager form of government. Under this structure, the City Council establishes policy direction, and the City Manager is responsible for the administration of municipal operations.

Located in Henderson County in the mountains of Western North Carolina, the City provides a full range of municipal services including police, fire, public works, water and sewer utilities, engineering, planning, fleet and facility maintenance, information technology, finance, and administrative services.

The City currently employs approximately **350 full-time benefited employees** representing approximately **240 established job classifications**, although not every classification is currently filled. The City also employs approximately **42 part-time employees**, primarily within the Fire and Police Departments.

The City's most recent comprehensive compensation study was completed in 2022 and implemented over a two-year period.

The City's compensation program currently includes:

- Base Salary
- Longevity Pay
- Standby Pay
- On-Call Pay
- Overtime Compensation
- Compensatory Time

Salary adjustments are considered annually and may include:

- Merit Increases
- Cost-of-Living Adjustments (COLA)
- Market Adjustments
- Career Ladder Promotions
- Equity Adjustments, subject to budgetary approval by the City Council

Each position is assigned to a salary grade within the City's Pay Plan.

Each salary grade contains:

- Hiring Rate
- Minimum Rate
- Maximum Rate

Employees hired at the minimum of the salary range may receive a salary adjustment upon successful completion of the probationary period, provided performance expectations have been satisfactorily met.

Employees hired above the minimum of the salary range will be evaluated on an individual basis. Starting salary determinations will consider factors including the candidate's qualifications, relevant experience, internal equity, recruitment needs, and available funding.

The City seeks recommendations that preserve internal consistency while improving external market competitiveness and maintaining a compensation system that is transparent, equitable, legally defensible, and sustainable.

Existing Compensation Philosophy

The City strives to maintain a compensation system that:

- Supports recruitment and retention of highly qualified employees;
- Recognizes experience, education, certifications, and specialized skills where appropriate;
- Maintains internal equity among positions performing substantially similar work;
- Provides market-competitive salary opportunities within available fiscal resources;
- Leads their market peers at the 75th percentile of the current market;
- Supports employee career progression and organizational succession planning;
- Complies with applicable federal and North Carolina employment laws governing compensation practices.

Applicable Laws and Standards

The consultant shall conduct the Classification and Compensation Study utilizing recognized compensation principles and shall consider the City's obligations under applicable federal and North Carolina laws, including, but not limited to:

- Fair Labor Standards Act (FLSA)
- Equal Pay Act of 1963

- Title VII of the Civil Rights Act of 1964
- Americans with Disabilities Act (ADA), as amended
- Pregnant Workers Fairness Act (PWFA)
- Age Discrimination in Employment Act (ADEA)
- Uniformed Services Employment and Reemployment Rights Act (USERRA)
- Genetic Information Nondiscrimination Act (GINA)
- North Carolina Wage and Hour Act

Nothing contained within this Request for Proposals shall be construed as requiring the consultant to provide legal advice. Any recommendations regarding legal compliance shall be advisory in nature and shall not replace review by the City's legal counsel.

3. PROJECT OBJECTIVES

The purpose of this Classification and Compensation Study is to provide the City with an objective evaluation of its current pay classification system, salary structure, internal pay relationships, and external market competitiveness. The City seeks a practical, data-driven compensation strategy that supports employee recruitment, retention, internal equity, fiscal sustainability, and long-term administration by Human Resources staff.

The successful consultant shall provide recommendations that are transparent, defensible, and consistent with accepted public-sector compensation practices. Recommendations should be practical, fiscally responsible, and capable of being implemented over multiple budget cycles, if necessary.

The objectives of this project include, but are not limited to, the following:

A. External Market Analysis

Evaluate the City's salary structure by comparing positions against comparable public-sector employers approved by the City.

The consultant shall:

- Evaluate the City's salary ranges in relation to the external labor market
- Compare minimum, midpoint and maximum salary ranges to identified benchmark organizations
- Identify market gaps, salary deficiencies, and positions that exceed or fall below the City's target market position
- Provide recommendations regarding an appropriate market position (50th percentile, 65th percentile, 75th percentile, etc.) based upon the City's compensation philosophy
- Utilize the comparison agencies provided by the City as the primary basis for all market analyses. Any recommendation to modify the comparison group must receive prior approval from the City

B. Compensation Structure Evaluation

The consultant shall evaluate the effectiveness of the City's current compensation structure with a primary emphasis on internal equity and the consistency of pay classification assignments.

The consultant shall evaluate:

- Salary grade structure
- Salary range spreads
- The appropriateness of existing pay grade assignments based on external market data and internal organizational relationships
- Market progression opportunities
- Career ladder development opportunities
- Compression and salary inversion concerns
- Consistency in pay relationships among comparable positions across departments
- Whether positions performing similar levels of work are appropriately aligned within the City's pay plan

This evaluation shall be based on the City's existing job classifications and position descriptions. The City is not requesting a comprehensive review of job duties, position audits, or revisions to job descriptions unless specifically authorized during the course of the project.

Recommendations shall focus on maintaining an equitable, competitive, and administratively sustainable compensation system.

C. Recruitment and Retention

The consultant shall identify compensation-related challenges affecting recruitment and retention, including:

- Hard-to-fill pay classifications
- High-turnover positions
- Positions experiencing significant market movement
- Occupations experiencing regional or statewide labor shortages
- Compensation-related factors that may contribute to recruitment or retention challenges

The consultant shall provide recommendations to improve the City's ability to recruit and retain qualified employees.

D. Salary Administration

The consultant shall evaluate current salary administration practices and provide recommendations regarding:

- Salary range design and pay grade alignment
- Appropriate placement of positions within the City's pay structure

- Promotional increases
- Lateral transfers
- Demotions
- Market adjustments
- Equity adjustments
- Certification or specialty pay programs
- Potential modifications to salary ranges to improve both market competitiveness and internal equity
- Strategies for addressing identified compression or salary inversion issues
- Recommendations for maintaining the compensation structure over time using periodic market updates

This project is not intended to evaluate or recommend changes to the City's personnel policies governing promotional increases, lateral transfers, demotions, hiring rates, or specialty pay programs unless specifically requested by the City.

E. Long-Term Sustainability

The consultant shall recommend a compensation structure that:

- Can be maintained internally by the Human Resources Department
- Provides flexibility for organizational growth
- Supports future budget planning
- Allows for periodic market updates without requiring a complete compensation study
- Includes recommendations for maintaining internal equity as new positions are added or existing positions evolve

F. Compliance

Although this project is not a legal compliance audit, the consultant shall consider accepted compensation practices and identify observations related to applicable federal and North Carolina employment laws affecting compensation administration.

The consultant shall not provide legal opinions. Any observations regarding legal compliance shall be advisory in nature and subject to review by the City's legal counsel.

G. Implementation Strategy

The consultant shall provide a prioritized implementation plan that:

- Identifies recommended salary adjustments by priority

- Provides estimated financial impacts for implementing the recommendations
- Includes options for phased implementation over multiple fiscal years
- Identifies recommendations that can be implemented administratively versus those requiring City Council approval

4. SCOPE OF WORK

The consultant shall perform all services necessary to complete the Classification and Compensation Study in accordance with the objectives outlined in this Request for Proposals.

The consultant shall provide all labor, supervision, materials, equipment, software, travel, and other resources necessary to successfully complete the project.

A. Project Kickoff

The consultant shall conduct an initial project meeting with the City's Project Team to:

- Review project objectives and expectations
- Confirm project schedule and milestones
- Identify required data and supporting documentation
- Establish communication protocols
- Review the proposed methodology

B. Comparison Agency Selection and Data Collection

The City has identified the public-sector organizations that will serve as the primary comparison agencies for this study. These agencies are listed in Appendix A – Approved Comparison Agencies. The successful consultant shall utilize these organizations as the primary comparison group for all market analyses.

The consultant may recommend additional comparison agencies if, in its professional judgment, additional data is necessary to strengthen the analysis. However, no additional agencies shall be contacted or included without the prior written approval of the City.

The consultant shall:

- Collect compensation and related market data from the City-approved comparison agencies
- Coordinate directly with the identified agencies to obtain accurate and complete compensation information
- Review and validate collected compensation information for completeness and consistency
- Normalize compensation information where appropriate to ensure meaningful comparisons
- Document the methodology used to collect and validate market data
- Recommend additional comparison agencies only when necessary to improve the validity of the analysis

- As part of the data collection process, identify which positions each comparison agency designates as safety-sensitive and document the criteria or methodology used, if available
- The consultant shall summarize similarities and differences among the comparison agencies and identify any trends or best practices that may assist the City in evaluating its own safety-sensitive position designations

Comparison agencies have been selected based on factors such as:

- Geographic location
- Population served
- Operating budget
- Number of employees
- Municipal services provided
- Utility operations
- Labor market competition
- Organizational complexity

C. Market Validation

The consultant shall:

- Review and validate all submitted compensation data
- Identify incomplete or inconsistent survey responses
- Normalize compensation information where appropriate
- Document all assumptions used during the analysis
- Provide the City with copies of the collected survey data and supporting documentation upon completion of the project

D. Position Benchmarking and Pay Classification Review

The consultant shall review approximately **240 job classifications** and identify appropriate benchmark matches.

This review is intended to evaluate the competitiveness of the City's pay classifications and salary structure and is not a comprehensive review of job duties or organizational design.

Benchmark matching shall consider:

- Primary duties
- Level of responsibility
- Minimum qualifications
- Supervisory responsibilities
- Required certifications
- Scope of authority

The consultant shall utilize the City's existing job descriptions and classification information for benchmark matching. Unless specifically authorized by the City, the consultant shall not conduct job audits, incumbent interviews, or prepare revised job descriptions.

The consultant shall document every benchmark match and explain any significant deviations from the City's existing pay classifications.

E. Elected Official Compensation Review

As part of the Classification and Compensation Study, the Consultant shall evaluate the compensation provided to elected officials, including the Mayor and City Council members.

The Consultant shall:

- Review the City's current compensation for elected officials, including salaries, stipends, and any other compensation or allowances.
- Benchmark elected official compensation against comparable North Carolina municipalities approved by the City.
- Evaluate compensation based on relevant factors including population, operating budget, form of government, service delivery responsibilities, meeting frequency, and regional market conditions.
- Identify current trends and best practices in elected official compensation among comparable municipalities.
- Determine whether the City's elected official compensation is appropriate based on market data.
- Provide recommendations for compensation adjustments, if warranted, supported by objective market analysis.

F. Market Analysis

The consultant shall perform a comprehensive compensation analysis that includes:

- Comparison of minimum salary ranges
- Comparison of midpoint salaries
- Comparison of maximum salary ranges
- Market percentile analysis
- Salary range spread analysis
- Identification of positions significantly above or below market
- Evaluation of the competitiveness of current pay grade assignments

G. Compression and Equity Analysis

The consultant shall evaluate:

- Salary compression
- Salary inversion

- Market inequities
- Career progression opportunities
- Consistency of pay grade assignments across the organization
- Alignment between internal equity and external market competitiveness
- Positions whose current pay classifications appear inconsistent with comparable positions within the City's compensation structure

The consultant shall provide practical recommendations for improving internal equity while maintaining fiscal responsibility and market competitiveness.

H. Compensation Recommendations

Based upon the completed analysis, the consultant shall recommend:

- Updated salary ranges
- Recommended market position
- Appropriate salary range spreads
- Recommended pay grade assignments where supported by market data and internal equity considerations
- Implementation priorities
- Recruitment and retention strategies related to compensation
- Recommendations for maintaining the compensation plan through future market updates

Unless specifically requested by the City, recommendations shall not include revisions to job descriptions, organizational structure, or job titles.

I. Financial Impact Analysis

The consultant shall prepare cost estimates showing the financial impact of implementing recommendations under multiple scenarios, including:

- Immediate implementation
- Two-year phased implementation
- Three-year phased implementation
- Budget-constrained implementation options

The consultant shall identify estimated costs associated with recommended pay grade adjustments and salary range modifications.

J. Deliverables

At a minimum, the consultant shall provide:

- Draft Classification and Compensation Study Report

- Final Classification and Compensation Study Report
- Executive Summary
- Salary comparison matrices
- Internal equity analysis by pay grade
- Pay grade recommendation matrix identifying recommended changes, if any
- Salary recommendation workbook (Microsoft Excel)
- Implementation cost model
- Presentation for the City Manager and Executive Staff
- Presentation for City Council, if requested
- Methodology documentation and assumptions used in the analysis
- Recommendations for future salary administration

K. Project Meetings

The consultant shall attend meetings as requested throughout the project, including:

- Project kickoff meeting
- Progress meetings
- Review of preliminary findings
- Executive leadership presentation
- City Council presentation (if requested)
- Final project closeout meeting

Meetings may be conducted in person or virtually, as approved by the City.

L. Training

Upon completion of the project, the consultant shall provide training to Human Resources staff regarding:

- Interpretation of market data
- Administration of the recommended salary structure
- Future market updates
- Use of project deliverables and supporting documentation
- Recommended processes for maintaining internal equity and evaluating future pay grade assignments using the study methodology

5. PROPOSAL REQUIREMENTS AND CONSULTANT QUALIFICATIONS

The City seeks proposals from qualified consulting firms with demonstrated expertise in public sector compensation consulting. The successful consultant shall possess the experience, resources,

and technical capabilities necessary to complete the Classification and Compensation Study in accordance with the requirements of this Request for Proposals.

To facilitate an equitable evaluation of all proposals, respondents shall organize their proposals using the format outlined below.

A. Cover Letter

Each proposal shall include a cover letter signed by an individual authorized to legally bind the firm.

The cover letter shall include:

- Firm name
- Business address
- Primary contact person
- Telephone number
- Email address
- Statement acknowledging receipt of all addenda issued by the City.
- Certification that the proposal shall remain valid for a minimum of ninety (90) calendar days following the proposal submission deadline
- Statement affirming the firm's ability to perform the work within the proposed schedule

B. Firm Profile

Provide a description of the consulting firm, including:

- Year established
- Headquarters location
- Number of full-time employees
- Areas of specialization
- Organizational structure
- Description of experience providing compensation consulting services to local governments
- Description of the firm's experience working with municipalities comparable in size and complexity to the City of Hendersonville

C. Project Team Qualifications

Identify all personnel who will be assigned to this project.

Include:

- Name
- Title
- Years of experience

- Professional certifications
- Education
- Specific project responsibilities

The City requires assignment of the same personnel identified in the proposal throughout the duration of the project. Replacement of key personnel shall require prior written approval by the City.

D. Project Manager

Identify the individual who will serve as Project Manager.

Provide:

- Resume
- Relevant municipal experience
- Number of compensation studies completed
- Years serving as project manager
- Availability throughout the project
- Estimated percentage of project involvement

E. Relevant Experience

Describe the firm's experience performing classification and compensation studies for:

- Municipal governments
- Counties
- Public utilities
- Special districts
- Other governmental entities

For each project include:

- Client name
- State
- Number of employees
- Brief Project description
- Completion date
- Services performed
- Whether the project included market salary analysis only or a full classification and compensation study

F. References

Provide at least three (3) references for projects completed within the past five (5) years.

References should include:

- Organization
- Contact name
- Title
- Telephone number
- Email address
- Project completion date
- Description of services

Preference will be given to firms demonstrating successful completion of comparable projects for North Carolina municipalities.

G. Project Understanding

Describe the firm's understanding of the City's objectives.

Include discussion of:

- Market competitiveness
- Recruitment challenges
- Employee retention
- Compensation strategy
- Market positioning
- Potential challenges anticipated during the project
- Recommended strategies for ensuring project success

H. Project Methodology

Provide a detailed explanation of the proposed methodology.

At a minimum, describe: Market Survey Methodology

- Selection of benchmark positions
- Matching methodology
- Salary survey validation procedures
- Treatment of missing or inconsistent data
- Market percentile calculations

I. Data Analysis

Explain how the consultant will evaluate:

- Market competitiveness
- Salary ranges

- Salary compression
- Internal equity
- Market trends
- Recruitment and retention issues

J. Recommendations

Describe how recommendations will be developed, including:

- Salary range adjustments
- Pay structure recommendations
- Compensation policy recommendations
- Implementation priorities

I. Project Schedule

Provide a detailed project schedule including:

- Project kickoff
- Data collection
- Data validation
- Preliminary findings
- Draft report
- City review period
- Final report
- Presentations
- Project completion

The schedule shall identify major milestones and estimated completion dates.

K. Project Communications

Describe the firm's communication process.

Include:

- Primary contact person
- Frequency of progress meetings
- Status reporting procedures
- Response time expectations
- Issue escalation procedures

L. Use of Subcontractors

The selected consultants shall not subcontract any portion of this study without the written agreement of the City.

M. Cost Proposal

Submit a Cost Proposal including:

- Total not-to-exceed project cost
- Hourly billing rates
- Travel costs
- Meeting expenses
- Optional services
- Additional consulting rates

The City requires a fixed price, not to exceed; proposal that includes all labor, travel, meetings, materials, software, and incidental expenses necessary to complete the project.

N. Required Certifications

The proposal shall include certifications acknowledging compliance with:

- North Carolina E-Verify requirements (N.C. Gen. Stat. § 143-133.3)
- Iran Divestment Act Certification (N.C. Gen. Stat. § 147-86.55 et seq.)
- North Carolina Public Records Law (Chapter 132)
- Conflict of Interest Disclosure

O. Professional Qualifications

The successful consultant should demonstrate:

- A minimum of five (5) years of experience conducting public-sector compensation studies
- Extensive experience with municipal compensation systems
- Knowledge of North Carolina local government operations
- Experience conducting market salary analyses for organizations of comparable size and complexity
- Expertise in salary survey methodology and statistical analysis
- Knowledge of compensation practices affecting recruitment, retention, pay equity, salary compression, and market competitiveness
- Familiarity with applicable federal and North Carolina employment laws impacting compensation administration

6. Timeline & Submission Instructions

- RFP Issue Date: August 7th, 2026
- Question Submission Deadline: August 18th, 2026
- Proposal Submission Deadline: August 28th, 2026
- Estimated Contract Award: September

Interested firms shall submit proposals in a PDF format with letter sized pages by email to Logan Hickey at lhickey@hvlnc.gov .

All proposals must be received no later than 2:00 PM EST on August 28, 2026. The City will not be responsible for the failure of any email delivery system to submit a proposal before the stated date and time. Regardless of the method of submission, any proposal received after the deadline will not be considered.

Incomplete proposals or proposals inconsistent with the required format may be disqualified from consideration. Only proposals from responsible contractors will be considered. A responsible contractor is one whose demonstrated knowledge, skills, competencies and experience are equal to or exceed the performance of the work as described in this proposal. A contractor's prior performance as reported to the City by a reference may be used to determine the responsibility of a contractor.

QUESTIONS/ADDENDA

Questions or requests for additional information regarding this Request for Proposal shall be submitted in writing to Meredith Troughton, Assistant Human Resources Director, by email at mtroughton@hvlnc.gov , no later than 2:00 PM EST on August 18th, 2026. All questions, clarifications, and responses will be issued as an addendum on this RFP's bid page.

Contractors are expressly prohibited from contacting any City of Hendersonville official or employee regarding this Request for Proposal except as provided in this section. A violation of this provision may result in immediate disqualification of the contractor.

7. RFP Terms & Conditions Clause

Submission of a proposal constitutes the contractor's acceptance of the terms and conditions contained in this Request for Proposal and any attachments. The City of Hendersonville reserves the right to reject any or all proposals, with or without cause; to waive informalities; to amend the specifications of this Request for Proposal; and to request new proposals at any time prior to contract award. All decisions of the City of Hendersonville shall be final and binding.

Price quotations and other information contained in proposals shall be valid for a minimum of ninety (90) days from the RFP closing date. The City expects the successful consultant to begin work within two weeks after execution of a contract.

8. AWARD

The City of Hendersonville reserves the right to award a contract based on the initial proposals received, without discussion or further negotiation. The City may also, in its sole discretion, initiate further discussions with contractors deemed to be within a competitive range. Award shall be based on the best overall proposal, taking into consideration the items listed in Item 5. Proposal Requirements. Determination of the best overall proposal will not be determined solely on the price proposed. The City reserves the right to negotiate with the firm that the City determines to have submitted the best overall proposal. The successful firm will be required to enter into the City's standard professional services contract.

- The City shall not be deemed to have finally selected a contractor until a contract has been successfully negotiated and signed by both parties.

9. NON-DISCLOSURE OF INFORMATION

Contractors and their agents shall treat all data and information associated with this Request for Proposal, including, without limitation, the Request for Proposal, all reports, recommendations, specifications and other data as confidential. Contractor and its agents shall not disclose or communicate any information to a third party or use such information in advertising, propaganda and/or in another job or jobs, unless prior written consent is obtained from the City.

10. RIGHT TO SUBMITTED PROPOSALS AND SUPPORTING DOCUMENTS

All written correspondence, proposals and supporting documents received by the City in connection with this Request for Proposal will become the property of the City. The City reserves the right to use any ideas in a proposal or supporting documents regardless of whether the proposal is selected.

11. NORTH CAROLINA PUBLIC RECORDS

All proposals received by the City of Hendersonville shall be considered public information subject to lawful disclosure under North Carolina Public Records Law from and after the deadline for submission. Any proposal of material deemed by the contractor to constitute either proprietary or trade secret material shall be designated as such, and each page or section of a page containing such material shall be so marked by the contractor. In addition, it shall be the sole responsibility of the contractor to demonstrate to a court of competent jurisdiction that their designation is proper. The City shall not make public any material determined by a court of competent jurisdiction to be proprietary or trade secret. Contractor hereby agrees to indemnify and hold the City harmless from any and all claims, suits, damages, penalties or expenses arising out of contractor's proprietary or trade secret designation.

12. CERTIFICATION

By submitting a proposal, the contractor certifies that it has carefully reviewed this Request for Proposal, understands and accepts all terms, conditions, and Scope of Work requirements, and possesses the knowledge and expertise necessary to complete the project. The contractor further certifies that its proposal is submitted in good faith and is free from collusion or fraud.

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Appendix A

The City selected the following comparison agencies based on factors including population, municipal services provided, utility operations, organizational complexity, labor market competition, geographic considerations, and overall comparability to the City of Hendersonville. The consultant shall use these agencies as the foundation of the market analysis. If comparable data cannot be obtained for a specific benchmark position, the consultant shall notify the City and recommend an alternative approach for approval prior to expanding the comparison group.

Approved Comparison Agencies

Municipalities	
City of Asheville	
City of Greenville, SC	
City of Hickory	
City of Morganton	
City of Shelby	
City of Spartanburg, SC	
City of Statesville	
Town of Carrboro	
Town of Fletcher	
Town of Wake Forest	
Town of Waynesville	
City of Brevard	
City of Kannapolis	
Town of Black Mountain	
Counties	
Buncombe County	
Henderson County	
Transylvania County	
Utilities	
City of Burlington	
City of Hickory	
City of Kannapolis	
Johnston County	
Orange County (OWASA)	
Salisbury-Rowan Utilities	
Two Rivers (Gastonia)	
Onslow County (ONWASA)	
ReWa (Renewable Water Resources)	
Asheville/MSD	
Town of Morrisville	