



# PIEDMONT TRIAD REGIONAL COUNCIL

1398 CARROLLTON CROSSING DRIVE  
KERNERSVILLE, NC 27284

(336) 904-0300

MATTHEW L. DOLGE • EXECUTIVE DIRECTOR

December 3, 2025

Ashe County Human Resources  
ATTN: Kelsey Wagoner  
150 Government Cir, Suite 2500  
Jefferson, NC 28640

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

Dear Ms. Wagoner,

We are pleased to submit our proposal in response to your Request for Proposal for the Classification, Total Compensation, and Workforce Study for Emergency Medical Services (EMS) Employees. At Piedmont Triad Regional Council (PTRC), we are committed to serving local government entities with solid, reliable, project deliverables that are supported by relevant current data.

Our team brings many years of proven expertise in local government human resources administration, a track record of successful projects with measurable outcomes, and a collaborative approach that ensures transparency and efficiency throughout the process. We have carefully reviewed the RFP requirements and are confident that our proposal addresses your needs with a reasonable approach and good value for the taxpayers.

Enclosed, you will find our complete proposal, including detailed methodology, timelines, and pricing. We welcome the opportunity to discuss our submission further and demonstrate how PTRC can be a trusted partner in assisting you with planning for this important EMS transition project.

Thank you for considering our proposal. We look forward to the possibility of working together.

Sincerely,

*Terri Stamey Rivers*

Terri Stamey Rivers  
Management Analyst  
Piedmont Triad Regional Council



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## **PROFESSIONAL SERVICES OFFERED TO ASHE COUNTY FOR A CLASSIFICATION, TOTAL COMPENSATION, AND WORKFORCE STUDY FOR EMERGENCY MEDICAL SERVICES (EMS) EMPLOYEES**

This is a proposal and agreement by the Piedmont Triad Regional Council (PTRC) to provide services to Ashe County, North Carolina (hereinafter “the County”) to conduct a classification, total compensation, and workforce study for approximately 24 full-time and 25 part-time emergency medical services (EMS) personnel currently serving in position classifications such as EMT-Basic, Paramedic, Shift Supervisor, and Director within a private sector company, Ashe Medics. This study is being conducted in preparation for a transition of service from Ashe Medics to Ashe County by the year 2030 for the provision of basic and advanced life support, emergency response, and transport services to residents and visitors.

### **I. Work Elements for the Study**

As part of the Study, PTRC agrees to review Ashe Medics existing pay plan, benefits plan, and deployment strategy and Ashe County’s existing pay and benefits plans to result in recommendations for incorporating EMS services into the County’s portfolio of services. These reviews and plans will check for appropriateness, internal equity, and external competitiveness and will be conducted in accordance with the following Scope of Work and the following work elements:

- A. Review the current organizational structure and analyze staffing levels, schedules, and deployment models in relation to service demand and in relation to other applicable departments.
- B. Evaluate the external competitiveness of the salary and wages as compared to the agreed upon market including private sector comparisons where available.
- C. Evaluate the internal comparison of positions and make recommendations to update the current classification system and salary ranges to ensure competitiveness in the market and to maintain appropriate internal equity.
- D. Prepare recommendations for career ladders and schedule changes (deployment models) where appropriate according to established County policies.

- E. Develop workforce planning strategies and study implementation recommendations that are designed to ensure the County is competitive in attracting, retaining, and effectively utilizing EMS personnel in a way that is financially sustainable over the next five to ten years.
- F. Attend a post-award meeting with County management and representatives of Ashe Medics before commencement of the study to discuss the following issues: expectations of the study, confirmation of labor market and benefit comparisons, the understanding of the compensation and classification process, and implementation principles.
- G. Collect salary, classification, and benefits data from the identified and agreed upon market employers. The County will have input regarding from whom data is collected and generally what weight data is given. A comparative analysis of each classification will be performed to include collected data to determine minimum, mid-point and maximum, average salary and benchmark position identification.
- H. Provide agreed upon timely progress reports indicating the data collected and status.
- I. Assign each classification to a salary grade based on an assessment of the classification, market data collected, and internal relationships.
- J. Assign each employee to a position and classification. Implementation strategies will be developed and implementation costs for any recommended changes will be calculated and shall include, but not be limited to, salary compression. A printout will be provided to management which will include name, current title and proposed title, current grade and proposed grade, current salary and proposed salary, dollar increase on an annual basis, and percent increase. These implementation costs will be summarized by department based on the way the information is provided by the County and/or Ashe Medics.
- K. Attend meetings, as requested, throughout the process with the County Manager and others identified by the County Manager to define the methodology, survey results and recommendations.
- L. Meet with management prior to finalizing the recommendations to discuss findings and receive input. Provide various implementation options to management with attention to budget and operational needs.
- M. Present to management a comprehensive report of the process, findings, and recommendations.

N. Deliver to the County a final compilation of the study that will contain:

- A written final report of recommendations, including a discussion of methods, techniques, and data used to develop the results.
- 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.
- Job descriptions and an updated EMS classification structure.
- A market analysis and compensation comparison report.
- A workforce and staffing analysis report including a description of how the workforce will be affected by changing from a 24/28 schedule to a 24/72 schedule.
- Presentation materials.
- Plans for implementation support and training, as needed.

O. Present findings and recommendations to the Board of County Commissioners, as may be requested.

## **II. Responsibilities of the County**

To facilitate relevant and useful study results the County agrees to provide to PTRC the following:

- A. Input identifying from whom data is collected and generally what weight data is given. Because this element is so important in determining recommended salary ranges, it is suggested this be discussed and resolved before the data is collected to obtain consensus about data collection and what emphasis should be placed on the larger employers in the market.
- B. Copies of existing class specifications (Job Descriptions). Electronic copies will be provided if available,
- C. Information on the benefits currently provided to County employees.
- D. Information on the benefits currently provided by Ashe Medics to their employees.

- E. Access to a computer or digital database of current payroll and salary administration information. This database should include the employee's name, current title, current grade, current salary, and any other relevant information related to classification or study implementation decisions. PTRC will summarize the study reports based on the way the information is provided by the County.
- F. Access to appropriate management staff, as determined by the County Manager, to meet with PTRC's representatives to gather information, discuss recommendations and receive input.
- G. A contact person for all business related to the project including necessary meeting space, information referral to the County Manager and any other items necessary for the completion of this project.

Until otherwise directed the designated contact and address is –

Ashe County Administration Office  
ATTN: Kelsey Wagoner  
150 Government Cir, Suite 2500  
Jefferson, NC 28640  
Email: [kelseywagoner@ashecountygov.com](mailto:kelseywagoner@ashecountygov.com)

### **III. Proposed Timeline for Project Completion**

#### *December 2025 - January 2026*

- Meet with management and discuss the expectations of the study, confirmation of labor market comparisons, collect employee classification and compensation data.
- Collect benefits plan data.
- Collect staff schedule/deployment model data.
- Collect and analyze labor market position classification and salary data.
- Conduct comparative analysis of County employee current pay and classification data to that collected from market study group.

#### *February – March 2026*

- Meet with management to discuss preliminary findings and receive input.
- Final presentation will be made to management summarizing the study and recommendations.
- Deliver final compilation of the study to the County.

#### *Date(s) To Be Determined*

- As may be requested, meet with, and make informal and/or formal presentation(s) to the Board of County Commissioners.

#### **IV. Method of Classification**

Of the four main types of position classification, PTRC utilizes the factor comparison method of job evaluation. The duties and responsibilities of individual positions are evaluated to determine their relative level of difficulty and responsibility. The factors used are generally accepted principles in Human Resources comparative analytical studies. The following are among the classification factors used in determining the level of each position:

1. Working conditions.
2. Nature and significance of public contacts.
3. Variety and complexity of work.
4. Decision making.
5. Consequence of error.
6. Supervision given.
7. Supervision received.
8. Knowledge, skills, and abilities.

These factors are identified and analyzed through review of current job descriptions as well as discussions with County management.

#### **V. Staff**

The staff who will be working on the County's scope-of-work elements are very experienced in human resources and pay and classification work with each having 30 or more years of North Carolina state or local government experience.

Terri Rivers will be project manager and supported in the work by Ronda Tatum as the primary analyst. Matt Reece will also provide assistance and support to the project. David Hill is available for consultation and project quality review. Depending on the schedule of Ashe County any of the staff are extremely experienced and capable of making the presentations to management and the Board of County Commissioners.

Terri Rivers has 40 years of Public Administration experience. In fact, an early career internship was with the PTCOG the forerunner organization of the PTRC. She worked in various capacities in the Reidsville city manager's office, where she headed many projects for five city managers. Terri served as assistant city manager – while overseeing the human resources department as director. Terri is experienced in employee relations, recruitment and selection, employee benefits and compensation, and budgeting. She is a lifelong learner and served as president of the North Carolina Chapter of the International Personnel Management Association in 2000-2001. Terri has a Bachelor of Science from Appalachian State University and Master of Public Affairs from North Carolina State University.

Ronda Tatum has over 30 years of Public Administration experience. Ronda served 26 years in Forsyth County in various capacities including Deputy County Manager, Assistant County Manager, Budget & Management Director, Internal Auditor, and Budget & Management Analyst. Ronda has additional work experience with the City of Winston-Salem, the City of Decatur, Georgia, and Catawba County, NC. Ronda has a Bachelor of Arts from Winston-Salem State University, a Bachelor of Science from High Point University and a Master of Public Administration from the University of North Carolina at Chapel Hill.

David Hill retired after 23 years as Caldwell County's Human Resources Director and brings both a private and public sector perspective having worked within a unionized private sector establishment as well as state and local government within North Carolina. David received a bachelor's degree in economics from UNC Asheville and has over 40 years of experience in human resources management. David is a graduate of the School of Government's Municipal and County Administration program, is a former member of IPMA and SHRM. David served for six years as a Trustee for the NC Association of County Commissioner's Health, Workers' Comp, and Property & Liability Insurance Pools and is a past member of the Board of Directors for the Foothills Area Mental Health Authority as well as a past member of Blue Cross Blue Shields Employer Advisory Committee. David's specialties include employee benefits development, labor contract negotiations, development of policies and procedures, federal contract compliance, employee and management training, compensation and classification analysis, conflict resolution, Affirmative Action and EEO compliance. David is a veteran of the U.S. Army.

Matt Reece serves as PTRC's Assistant Director and directs the management services program of the PTRC. He has extensive experience providing technical assistance to local governments throughout the state. He regularly conducts a variety of management studies including group facilitation, executive searches, policy analysis, and personnel classification and compensation analysis. As a past-president of regional and statewide professional organizations, Matt has directed and organized research and discussion on a variety compensation and HR management topics. Matt has also served as adjunct faculty in the Master of Human Resources Management program for Webster University at their Fort Bragg facility. He is a member of ICMA, recognized with 30 years of public service, and upholds the code of ethics. Matt has a Bachelor of Arts in Political Science and a Master of Public Affairs, both from the University of North Carolina at Greensboro.





## **VI. References**

Since 1986 PTRC has conducted and participated in human resources consulting and service delivery. A specific list, with contact information, will gladly be presented for those local governments for whom we have recently conducted market comparison pay studies. In the past five years PTRC has worked with over 140 local governments across North Carolina from Black Mountain to Beaufort.

## **VII. Fees for Service**

PTRC proposes to complete the market pay study for a fee of \$13,750. This fee will be billed at the conclusion of the above-described scope of work.

**VIII. Acceptance of Proposal and Agreement**

If you are in agreement with the terms of this proposal, please indicate by signing below and returning a signed original to the offices of the PTRC. PTRC staff will begin work as soon as we are notified of your acceptance. This confirms your intention to accept the scope of work as indicated in the proposal presented by the PTRC, provide assistance and otherwise meet the responsibilities outlined, and you are confirming the encumbrance of funds sufficient to pay the fees for services rendered.

Please return acceptance to:  
Matt Reece, Assistant Director  
Piedmont Triad Regional Council  
1398 Carrollton Crossing Drive  
Kernersville, NC 27284

For your information:  
Office - 336-904-0300 / [mreece@ptrc.org](mailto:mreece@ptrc.org) / [www.ptrc.org](http://www.ptrc.org)

Ashe County, North Carolina

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Title

\_\_\_\_\_  
Date

This instrument has been pre-audited in the manner required by the Local Government Budget and Fiscal Control Act.

\_\_\_\_\_  
(Signature of Finance Officer).

\_\_\_\_\_  
Date