



**Request for Proposal (RFP)**  
**Compensation, Benefits, and Organizational Design**  
**Advisory Services**

Issued by: The New Hanover Community Endowment

Date: June 16, 2025

The New Hanover Community Endowment (The Endowment) is seeking proposals from qualified firms to (1) conduct a study of relevant benchmark employee compensation and benefits to assist our organization to comply with Internal Revenue Code Section 4958, and to recruit and retain talent, and (2) conduct an organization structure study to assist our organization in right-sizing our employee headcount and structure in view of our fund size, mission, peer organizations, geographic coverage area, county population, and other relevant factors. We may engage different firms for each proposal or consider joint proposals in partnership by qualified firms.

The purpose of the project is to review The Endowment's existing compensation and benefits plans as well as an organizational growth plan and conduct a comprehensive benchmark market study to ensure that The Endowment's plans and practices are internally equitable and externally competitive. The studies, as detailed in the Scope section, will include recommendations for the following: defining the relevant market and identifying comparable peer companies; a salary and benefits comparison in the relevant market with comparable public, non-profit, and private sector entities for low (25<sup>th</sup> percentile), mid (50<sup>th</sup> percentile), and high (75<sup>th</sup> percentile) ranges; job mapping and descriptions for all roles with findings; recommended compensation philosophy; position-specific market rates; detailed competitive assessment of current pay to market ranges; position-specific pay ranges for The Endowment; summary of prevalent practices for bonuses and other compensation offerings; pay administration guidelines; assessment of market benefit practices and prevalence; and recommended organizational structure.

To submit a proposal, please email Christine Tobias at [ctobias@theendowment.org](mailto:ctobias@theendowment.org) with the subject line "Proposal for Benchmarking Study". Proposals must be received no later than June 30<sup>th</sup> at noon Eastern.

Preference will be given to proposals from qualified companies with a physical presence in North Carolina.

## **The Endowment Background**

The Endowment was established with the sale of the New Hanover County-owned New Hanover Regional Medical Center to Novant Health in 2020. From its sale, the New Hanover County Commissioners invested nearly \$1.3 billion to form The Endowment as a perpetual philanthropy to improve the quality of life for residents of New Hanover County and region. These investments will provide the resources to be distributed to the local New Hanover County community through the organization's grant process. The mission of The Endowment is *"to improve the health, education, safety, and economic opportunity of every*

*person in our community.”* The organization seeks to identify and address the root challenges in these areas, promote innovative collaborations among service providers, and provide funding that will yield long-lasting and deeply impactful results.

The Board of Directors, established in 2021, is composed of 13 members with demonstrated leadership in the community. Six members are appointed by Novant Health Regional Coastal Board, five members are appointed by the New Hanover County Commissioners, and two are selected at large by The Endowment board.

The first staff member was hired in March 2022 – the former CEO. At the end of 2022, there were a total of 5 staff members. At the end of 2023, there were 10 staff members. In 2024 there was a significant amount of turnover after the CEO left the company, and our current CEO was hired in October 2024. At the end of 2024, there were 9 staff members. Currently, there are 17 staff members.

While there are numerous health-conversion foundations across the country, few can match The Endowment’s potential per-capita impact. New Hanover, North Carolina’s second smallest county geographically, lies in southeastern North Carolina where for decades non-profits have provided human services despite their scarce resources. The funds from the sale of the hospital offer a source of great hope and expectation for residents of the county.

## **Scope and Deliverables**

### **1) Review of current organizational structure and job descriptions**

The consultant will be provided with a current org chart and all job descriptions for the organization. A number of positions not currently filled will also be provided as appropriate career path opportunities in the organization. Based on this information and other sizing information (geographic reach and asset size), the consultant will determine appropriate private, non-profit, and public sector benchmark comparisons. The consultant will recommend the appropriate organizational size and structure based on that peer group.

### **2) Market Survey**

The consultant shall perform a market salary survey of private, non-profit, and public sector benchmark comparisons similar in size, population, economic climate, city size, etc. to The Endowment which are selected by the consultant in consultation with The Endowment. Such market survey should include the hours worked by employees in the various positions in comparable organizations an effort to consider both internal and external equity. Secondarily, a peer group of

organizations specifically in New Hanover County and the surrounding area should be conducted for operational roles that are more common across all companies and not specific to the Program and Grant function.

3) Develop Position Specific Market Ranges and Recommendations

Based on the Market Survey data and agreed to peer group in comparable positions, the consultant shall identify 25<sup>th</sup>, 50<sup>th</sup> and 75<sup>th</sup> percentile ranges and recommend position specific market ranges. Compare all employees' salaries to internal and external markets. Determine if there are compression, inequity or pay-range outlier problems and make recommendations for improvements.

4) Incentive Compensation Plan / Bonus Plan

The consultant shall make recommendations regarding the adoption and structure of an incentive compensation plan inclusive of a bonus. Based on the prevalence of incentive-based compensation components in other peer group organizations, and considering the size and scope of The Endowment, the consultant will recommend compensation components that will reward performance in support of organizational goals.

5) Pay Administration Guidelines

The consultant shall develop basic pay administration guidelines for ongoing salary administration, including pay range placement guidelines, periodic pay review, cost of living adjustments, and methods for managing incumbent pay in the future.

6) Market Benefits and Prevalence Practices

The consultant shall conduct a review of staff benefits and perquisite offerings to evaluate competitiveness with prevalent offerings in comparable organizations to evaluate competitiveness. Benefits assessed will include health benefits, vacation / PTO days, sick days, paid holidays, short-term disability, long-term disability, retirement (including employer matching), hybrid remote and work from home policies and any other relevant employee perquisites where market data are available.

7) President / CEO Compensation

All President / CEO compensation benchmarking and analysis will be reported separately and directly to the Personnel Committee of the board. All other positions below the CEO level will be reported to the CEO, CPO, and Personnel Committee of the board.

The due date for the completed project scope and final deliverables is Monday, August 25, 2025.

## Requirements

### Proposal Process

- Please carefully review the RFP and any supplemental information provided. If clarifications are required or questions arise, please email Christine Tobias at [ctobias@theendowment.org](mailto:ctobias@theendowment.org) . All questions will be answered within 24 hours by writing via email. If deemed appropriate, those same answers may be shared with other companies submitting proposals.
- All written proposals are due to Christine Tobias at [ctobias@theendowment.org](mailto:ctobias@theendowment.org) by noon ET on June 30, 2025 with the subject line “Proposal for Benchmarking Study”.

### Proposal Format

The following format should be followed to provide The Endowment with a working basis on which to compare one proposal with another. Each of the elements within this outline is expected to be addressed in any submitted proposal; however, additions may be made where necessary for purposes of clarification. Please limit proposals to no more than 10 pages.

#### A. Executive Summary

- General background and qualifications of consulting company - including history, number of employees, relevant past clients (generic description if needed for client confidentiality) including description of projects and their size.
- Listing of (3) clients for reference use for whom consultant has performed similar services as those described by this RFP. Please include the name, email address and telephone number of the contact person at each reference.

#### B. Requirements

- Describe the overall approach, plans and qualifications for accomplishing the specific services described above. The Endowment is seeking proposals from companies with established expertise in the following areas:  
Assessment of organizational structure, job mapping, compensation & incentive plans, benefit prevalence and the ability to determine and analyze appropriate benchmarks.
- Provide the names of the employees in your company who would be assigned to this project, give a description of each person’s experience and qualifications, and indicate probable areas of responsibility.

- Provide the timeline and project plan to meet the expected completion date of August 25, 2025.

C. Cost of Services

- Please provide your proposed costs for the completion of this project in its entirety. Cost estimates will be considered as “not to exceed” quotations, except to the extent that the assumed scope is changed by mutual agreement in writing.
- If the consulting company has discounted rates for non-profit entities such as The Endowment, then please specify that as well.
- The Endowment reserves the right to award this project to one or more qualified firms in its complete discretion or to make no award at all.