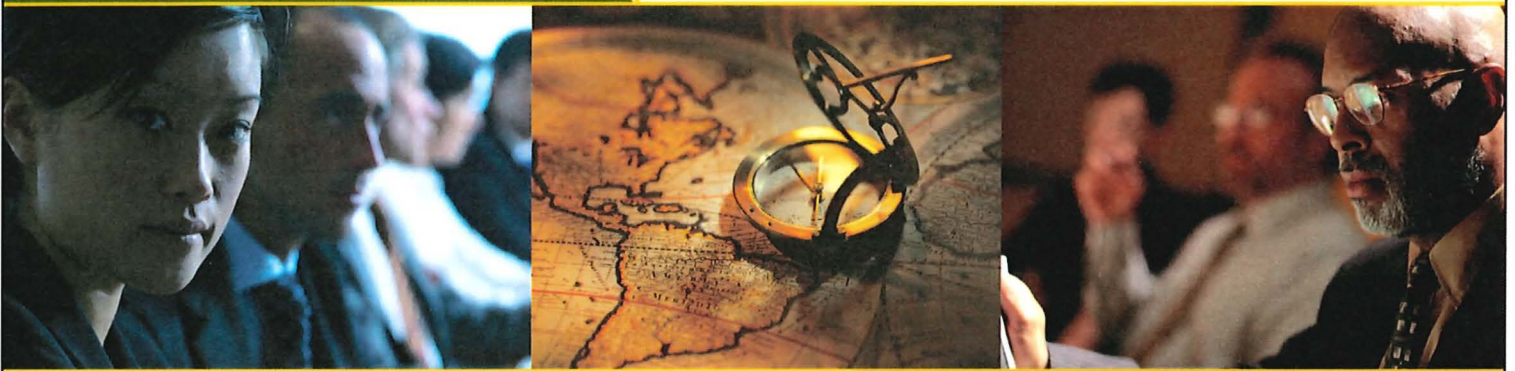


A Proposal to Conduct a Compensation and Pay Classification Plan Study for the City of Foley, AL



Evergreen Solutions, LLC

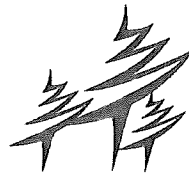
November 10, 2022

A Proposal to Conduct a Compensation and Pay Classification Plan Study for the City of Foley, AL

Submitted to:

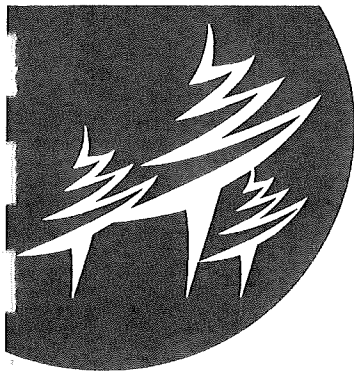
Logan Eberly, Purchasing Agent
City of Foley
Foley City Hall
407 East Laurel Avenue
Foley, Alabama 36535

Submitted by:



Evergreen Solutions, LLC
2878 Remington Green Circle
Tallahassee, Florida 32308
(850) 383-0111 (ph) / (850) 383-1511 (fax)

November 10, 2022



Evergreen Solutions, LLC

2878 Remington Green Circle - Tallahassee, Florida 32308
850.383.0111 - fax 850.383.1511

November 8, 2022

Mr. Logan Eberly, Purchasing Agent
City of Foley
Foley City Hall
407 East Laurel Avenue
Foley, Alabama 36535

Dear Mr. Eberly:

Evergreen Solutions, LLC is pleased to submit a proposal to conduct a Compensation and Pay Classification Plan Study for the City of Foley. Our response is based on our review of your Request for Proposals, our experience working with hundreds of local governments throughout the country, our understanding of the Alabama labor market, and our knowledge of best practices in local government human resources management. **Evergreen is well qualified to provide the services being requested by the City of Foley as we have conducted more than 1,000 similar studies throughout the country.**

Evergreen Solutions was formed in 2004 to provide an alternative to traditional consulting firms. We provide an innovative and effective option by focusing on clients needing partners and not simply another service provider. As a national firm, Evergreen Solutions continues to grow and our territory now includes clients in 46 states. In the State of Alabama, Evergreen has worked with, or is currently on contract to work with, the following public sector organizations in providing work similar in scope to the services being requested: **City of Foley**; City of Auburn; City of Mobile; City of Daphne; City of Hartselle; City of Northport; Baldwin County; Chambers County; Lee County, AL; Shelby County; Marshall County Personnel Board; Town of Loxley; Riviera Utilities; Daphne Utilities; Auburn-Opelika Tourism; Alabama League of Cities; Tuscaloosa City Schools, Dothan City Schools; and Mobile County Public Schools.

In other states, Evergreen has worked with, or is currently on contract to work with, the following local governments in providing work similar in scope to the services being requested: City of Douglasville, GA; City of Alpharetta, GA; City of Brookhaven, GA; City of Statesboro, GA; City of Garden City, GA; City of Stockbridge, GA; City of Fayetteville, GA; City of Dublin, GA; City of Dunwoody, GA; City of Roswell, GA; City of Tybee Island, GA; City of Chamblee, GA; City of Savannah, GA; City of Kingsland, GA; City of Powder Springs, GA; Forsyth County, GA; Lumpkin County, GA; Douglas County, GA; Cherokee County, GA; City of Sarasota, FL; City of Orlando, FL; City of Palm Beach Gardens, FL; City of Panama City, FL; City of Hollywood, FL; City of Ft. Myers, FL; Miami-Dade County, FL; Palm Beach County, FL; Alachua County, FL; Manatee County, FL; Seminole County, FL; Monroe County, FL; Sarasota County, FL; City of Murfreesboro, OH; City of Clarksville, OH; Blount County, OH; Mahoning County, OH; City of Bloomington, IN; City of Urbana, IL; McLean County, IL; City of Moline, IL; City of Pittsburgh, PA; County of Montgomery, PA; Town of Bridgewater, MA; City of Milford, DE; City of Hyattsville, MD; City of Baltimore, MD; City of Annapolis, MD; City of Westminster, MD; Howard County, MD; Allegany County, MD; Washington County, MD; Kent County Levy Court, DE; City of Newport News, VA; City of Norfolk, VA; City of Suffolk, VA; City of Fredericksburg, VA; City of Falls Church, VA; City of Covington, VA; City of Williamsburg, VA; County of Culpeper, VA; County of York, VA; Gloucester County, VA; Essex County, VA; Surry County, VA; Isle of Wight County, VA; Shenandoah County, VA; Prince George County, VA; James City County, VA; Louisa County, VA; Loudoun County, VA; Spotsylvania County, VA; King George County, VA; Alleghany County, VA; Union County, NC; Gaston County, NC; New Hanover County, NC; Guilford County, NC; Harnett County, NC; Transylvania County, NC; Franklin County, NC; Haywood County, NC; Buncombe County, NC; City of Raleigh, NC; City of Rocky Mount, NC; City of Goldsboro, NC; City of Fayetteville, NC; City of Columbia, SC; City of Lancaster, SC; City of Spartanburg, SC; City of Chester, SC; City of Rock Hill, SC; City of Conway, SC; City of Mauldin, SC; City of Goose Creek, SC; City of Isle of Palms, SC; Berkeley County, SC; Charleston County, SC; Dorchester County, SC; Spartanburg County, SC; Laurens County, SC; Beaufort County, SC; Spartanburg County, SC; Darlington County, SC; Town of Mount Pleasant, SC; Town of Hilton Head Island, SC; Town of Moncks Corner, SC; Town of Bluffton, SC; Town of Cheraw, SC; City of Lee's Summit, MO; City of Branson, MO; City of Fulton, MO; City of Dardenne Prairie, MO; City of Jefferson, MO; City of Columbia, MO; City of Troy, MO;

Jefferson County, MO; Jackson County, MO; St. Charles County, MO; Jackson County, MO; City of Salina, KS; Sedgwick County, KS; Shawnee County, KS; City of Broken Arrow, OK; City of Manitou Springs, CO; City of Fountain, CO; Ouray County, CO; and Grand County, CO; Ft. Bend County, TX; Hood County, TX; Jefferson County, TX; Brazoria County, TX; Kaufman County, TX; Denton County, TX; San Patricio, TX; Travis County, TX; Town of Little Elm, TX; City of Austin, TX; City of Coppell, TX; City of Fate, TX; City of Pearland, TX; City of Seguin, TX; City of Rowlett, TX; City of Sachse, TX; City of Pflugerville, TX; City of Buda, TX; City of Odessa, TX; City of Missouri City, TX; City of Desoto, TX; City of Farmers Branch, TX; City of Fredericksburg, TX; City of Gonzalez, TX; City of Conroe, TX; City of Seabrook, TX; City of Galveston, TX; City of Amarillo, TX; City of Mont Belvieu, TX; City of Duncanville, TX; City of Sunset Valley, TX; City of Carlsbad, NM; City of Santa Fe, NM; City of Page, AZ; City of Prescott, AZ; City of Flagstaff, AZ; Yavapai County, AZ; Town of Sahuarita, AZ; City of Camarillo, CA; Ogden City Corporation, UT; City of Boulder City, NV; City of Albany, OR; Columbia County, OR; Spokane County, WA; City of Ridgefield, WA; and many others. Information regarding the services provided to some of these local governments as they relate to the services being requested can be found in **Section 1** of our proposal.

The Evergreen Team is able to fully comprehend the challenges and goals of the City of Foley because of our vast understanding of local government human resources and the fact that we possess the necessary experience and expertise. Our team has significant expertise in conducting compensation and pay classification plan studies for local governments and other public sector organizations as can be seen in **Section 2**.

Some of the human resource services Evergreen has focused on include: compensation and classification plan studies; salary and benefits surveys; staffing studies; workload analyses; performance evaluation and appraisal system design; HR department reviews; recruitment, hiring, and retention studies; strategic and workforce planning; and labor pool availability.

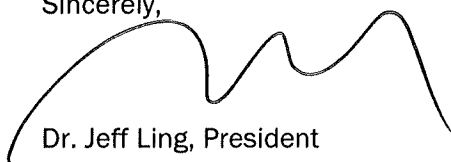
Through our experiences in conducting this wide range of projects, we have gained knowledge of all operations in local government human resources management. As a result, our team knows how critical an effective classification and compensation system is to the overall operation of a proficient and progressive municipality. Moreover, we have developed helpful methods and tools that assist our clients in implementing and maintaining our study recommendations and results.

Evergreen's approach to conducting a compensation and pay classification plan study draws not only from extensive human resources work with local government clients, but also from direct feedback of our past clients. In essence, we offer you tools that are innovative as well as those that have been proven to work in real places with real people. Some of the key facets of our approach as identified in **Section 3** of our response includes:

- We emphasize communication as the key to successful study completion as well as implementation. Our team understands that compensation by its very nature creates anxiety in staff and managers alike. In order to ensure a successful study process and "buy-in" at implementation, administrators, department heads, and employees need to be involved in each step of the process. This is a critical component of our communication plan. Continuous communication is ensured through the use of meetings/conference calls and the submission of written progress reports.
- Our methodology utilizes the latest in technology. In order to reduce the cost to our client partners and enhance wider participation, we offer all of our tools in an electronic format. In essence, every step of the process can be done on the Web. Further, our web-based **JobForce Manager** tool allows our client partners to facilitate implementation and eases the ongoing maintenance of the compensation system.
- We understand that one size does not fit all. Some consultants provide the same overall solution to every client; however, we provide a variety of alternatives that allow our client partners to select the solution that best meets their business and human capital needs.

As President of Evergreen Solutions, I am authorized to commit our firm contractually to this engagement. We appreciate this opportunity and commit to you our best effort if selected for this engagement. If you have any questions, please feel free to contact me at (850) 383-0111 or via email at jeff@consultevergreen.com.

Sincerely,



Dr. Jeff Ling, President

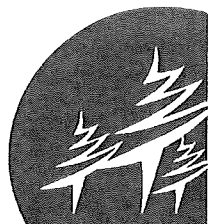


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APPENDIX: SAMPLE FINAL REPORT



Section 1.0

Profile of Proposer



1.0 Profile of Proposer

Evergreen Solutions, LLC is well qualified to conduct a Compensation and Pay Classification Plan Study for the City of Foley due to our experience in conducting more than 1,000 similar studies for local governments and other public sector organizations across the country. In this section we provide you with our firm's profile and history and our qualifications to perform the requested work and a list of similar studies we have conducted or are currently under contract to conduct. **Note:** Evergreen has not been involved in any litigation in the last five years.

1.1 Firm's Profile and History

Evergreen Solutions, LLC is a national, multidisciplinary, public sector management consulting firm, which specializes in working with public sector organizations, including hundreds of local governments, across the nation. We provide a unique approach, rather than the "consulting as usual" approach, by partnering with our clients to find innovative, real-world solutions to public management.

Evergreen Solutions was formed in 2004 as a limited liability company to provide a modern, practical alternative to the typical consulting options. The firm is made up of management and human resource professionals as well as strategic partners who came together to form an innovative alternative that places clients and their needs before any individual, model, or corporate goal.

Evergreen's philosophy is based on an understanding that there is not a "one size that fits all" solution to compensation management. Our approach is built on working collaboratively with all parties to make sound, implementation-focused recommendations.

Evergreen employs 26 full-time and two part-time employees who provide a variety of human resource management consulting.

Our main focus is on people, management, and technology. This focus allows our team to provide a broad variety of services, including, but not limited to: classification and compensation studies; salary and benefits studies; performance appraisal reviews; workload analyses; staffing studies; disparity studies; training assessments; and strategic planning.

We invite you to browse our Web site at www.ConsultEvergreen.com or visit us on Facebook at www.facebook.com or LinkedIn at www.linkedin.com for more information about our services, staff, and past experience.



LinkedIn



Evergreen Solutions assists public sector professionals in exercising control over the inter-related elements that determine success or failure. We do that by applying a situation-responsive discipline that emphasizes:

- full visibility into the entire organization through research and discovery;
- a spirit of partnership with staff and leadership;
- sound recommendations based on best practices and proven methods; and
- a practical go-forward plan that leads to quantifiable results.

Collectively, the members of the Evergreen Solutions Team have:

- extensive experience in conducting compensation and pay classification plan studies for local governments and other public sector organizations throughout the country, including Alabama;
- comprehensive experience in all components vital to the successful completion of this engagement;
- knowledge of relevant Alabama statutes and regulations as well as federal regulations;
- objectivity and flexibility due to the fact that we have no vested interests; and
- specialized analytical tools that we bring to the project.

Clients nationwide have been successfully implementing recommendations from our team of professional consultants for decades. Evergreen has contracted with public sector, quasi-governmental, and non-profit organizations in 46 states throughout the country.

Exhibit 1-1 includes a sample list of local government clients that Evergreen has worked with, or is currently on contract to work with, in providing work similar in scope to the services being requested. **Note:** Evergreen has also worked with the following additional public sector clients in the State of Alabama: Marshall County Personnel Board; Riviera Utilities; Daphne Utilities; Auburn-Opelika Tourism; Alabama League of Cities; Tuscaloosa City Schools, Dothan City Schools; and Mobile County Public Schools.



Exhibit 1-1: Sample List of Local Government Clients

Spokane County, WA	City of Branson, MO	City of Fort Myers, FL	Gaston County, NC
City of Ridgefield, WA	City of Lee's Summit, MO	City of Gainesville, FL	Guilford County, NC
City of Washougal, WA	City of Columbia, MO	City of Jacksonville, FL	Harnett County, NC
City of Albany, OR	City of Dardenne Prairie, MO	City of Key West, FL	Haywood County, NC
Columbia County, OR	City of Jefferson, MO	City of Pensacola, FL	Jackson County, NC
City of Camarillo, CA	City of Troy, MO	City of Orlando, FL	Lee County, NC
City of Boulder City, NV	City of Fulton, MO	City of Sarasota, FL	New Hanover County, NC
Ogden City Corporation, UT	Jackson County, MO	City of Palm Beach Gardens, FL	Transylvania County, NC
City of Flagstaff, AZ	St. Charles County, MO	City of Plantation, FL	Union County, NC
City of Page, AZ	City of Bloomington, IN	City of North Miami Beach, FL	Town of Carolina Beach, NC
City of Prescott, AZ	Blount County, TN	Alachua County	City of Falls Church, VA
Town of Sahuarita, AZ	City of Murfreesboro, TN	Brevard County, FL	City of Fredericksburg, VA
Yavapai County, AZ	City of Clarksville, TN	Charlotte County, FL	City of Newport News, VA
City of Carlsbad, NM	Knoxville Co Sheriff's Office, TN	Flagler County, FL	City of Suffolk, VA
City of Santa Fe, NM	City of Urbana, IL	Hernando County, FL	City of Williamsburg, VA
Ouray County, CO	City of Moline, IL	Leon County, FL	City of Norfolk, VA
Grand County, CO	McLean County, IL	Manatee County, FL	Chesterfield County, VA
City of Fountain, CO	Mahoning County, OH	Martin County, FL	County of Culpeper, VA
City of Manitou Springs, CO	City of Auburn, AL	Miami-Dade County, FL	County of Northampton, VA
City of Amarillo, TX	City of Foley, AL	Monroe County, FL	County of York, VA
City of Austin, TX	City of Hartselle, AL	Palm Beach County, FL	Essex County, VA
City of Buda, TX	City of Daphne, AL	Pinellas County, FL	Gloucester County, VA
City of Conroe, TX	City of Mobile, AL	Sarasota County, FL	Isle of Wight County, VA
City of Duncanville, TX	City of Northport, AL	Seminole County, FL	James City County, VA
City of Farmers Branch, TX	Baldwin County, AL	City of Beaufort, SC	King George County, VA
City of Fate, TX	Lee County, AL	City of Spartanburg, SC	Loudoun County, VA
City of Fredericksburg, TX	Chambers County, AL	City of Chester, SC	Louisa County, VA
City of Lakeway, TX	Shelby County, AL	City of Columbia, SC	Montgomery County, VA
City of Lockhart, TX	Town of Loxley, AL	City of Isle of Palms, SC	Prince George County, VA
City of Mont Belvieu, TX	City of Alpharetta, GA	City of Conway, SC	Prince William County, VA
City of Odessa, TX	City of Atlanta, GA	City of Goose Creek, SC	Shenandoah County, VA
City of Pearland, TX	City of Brookhaven, GA	City of Lancaster, SC	Spotsylvania County, VA
City of Pflugerville, TX	City of Chamblee, GA	City of Mauldin, SC	Surry County, VA
City of Rowlett, TX	City of Dahlgonega, GA	Town of Cheraw, SC	Northumberland County, VA
City of Sachse, TX	City of Douglasville, GA	Town of Hilton Head Island, SC	City of Baltimore, MD
City of Seguin, TX	City of Dunwoody, GA	Town of Moncks Corner, SC	City of Annapolis, MD
City of Sunset Valley, TX	City of Fayetteville, GA	Town of Mount Pleasant, SC	City of Hagerstown, MD
City of Portland, TX	City of Forest Park, GA	Beaufort County, SC	City of Hyattsville, MD
City of Seabrook, TX	City of Garden City, GA	Berkeley County, SC	City of Westminster, MD
City of Texas City, TX	City of Marietta, GA	Charleston County, SC	Allegany County, MD
Town of Little Elm, TX	City of Norcross, GA	Dorchester County, SC	Charles County, MD
Brazoria County, TX	City of Roswell, GA	Laurens County, SC	Washington County, MD
Denton County, TX	City of Sandy Springs, GA	Spartanburg County, SC	City of Milford, DE
Fort Bend County, TX	City of Savannah, GA	York County, SC	Kent County Levy Court, DE
Hood County, TX	City of Statesboro, GA	City of Goldsboro, NC	City of Kalamazoo, MI
Jefferson County, TX	City of Tybee Island, GA	City of Fayetteville, NC	Carbon County, PA
Kaufman County, TX	Cherokee County, GA	City of Raleigh, NC	Cumberland County, PA
Randall County, TX	Douglas County, GA	City of Hendersonville, NC	City of Pittsburgh, PA
City of Broken Arrow, OK	Forsyth County, GA	City of Fayetteville, NC	County of Allegheny, PA
City of Salina, KS	Cobb County, GA	Buncombe County, NC	County of Montgomery, PA
Sedgwick County, KS	Columbus Consolidated Gov't, GA	Dare County, NC	Town of Colchester, VT
Shawnee County, KS	Effingham County, GA	Franklin County, NC	Town of Bridgewater, MA



1.2 Select Relevant Experience

Because Evergreen has conducted more than 1,000 projects that are similar in scope to the services being requested by the City of Foley, we have included in this section only a sample of some of our similar local government work. **Note:** We have included a sample final report for a similar study in the **Appendix**.

Compensation and Pay Classification Plan Study City of Foley, Alabama

Evergreen Solutions was retained by the City of Foley to conduct a Compensation and Pay Classification Plan Study. The objectives of the study were to conduct and implement a total compensation plan (including benefits) structure for the City's workforce which would provide both internal and external equity, establish a classification system that accurately describes the duties, knowledge, skills, abilities and minimum qualifications required for each job class, determine and implement a program of accurate job descriptions based on job analysis, and develop a maintenance program for job descriptions and classification recommendations.

Evergreen conducted a wage and benefit survey among competing jurisdictions as well as public and private organizations to determine competitive wages in the appropriate labor market(s). Using the survey results, Evergreen assigned each job to a pay grade with a view toward achieving proper internal relationships among classes and making salary ranges competitive with relevant markets with due consideration of the financial condition of the City. Evergreen provided estimates of the cost to install and implement the new pay plan and recommended a methodology for implementation.



Classification and Compensation Study City of Auburn, Alabama

Evergreen Solutions is retained by the City of Auburn to conduct a Classification and Compensation Study. Evergreen will conduct a job analysis to determine internal equity and will conduct a salary survey to determine whether the City's salaries are competitive in the market. Evergreen will also review and update job descriptions as needed. **Note:** This project is nearing completion.



Compensation and Benefits Study City of Mobile, Alabama

Evergreen Solutions is retained by the City of Mobile to conduct a Compensation and Benefits Study. Evergreen's consultants will survey the market to determine the City's market position and competitiveness with its peers as it relates to compensation and benefits.



Classification and Compensation Study City of Northport, Alabama

Evergreen Solutions was retained by the City of Northport to conduct a Classification and Compensation Study. Evergreen conducted a job analysis to determine internal equity and conducted a salary and benefits survey to determine whether the City's salaries were competitive in the market. Evergreen also reviewed and updated job descriptions as needed.



Classification and Compensation Study Baldwin County, Alabama

Evergreen Solutions was retained by Baldwin County to conduct a Comprehensive Classification and Compensation Study. Evergreen consultants conducted a job analysis, evaluated and revised job descriptions, conducted a market salary and benefits survey, developed a new pay plan based on the market results and job analysis, and prepared and presented a final report that recommended a new classification and compensation structure for the County.



Compensation, Pay and Benefits Study Lee County Commission, Alabama

Evergreen Solutions was retained by the Lee County Commission to conduct a Classification, Pay and Benefits Study for approximately 436 employees. To begin this study, Evergreen Solutions conducted a comprehensive, preliminary evaluation of the County's current pay scale and existing classification plan. Evergreen used its unique Job Assessment Tool© (JAT) to identify classifications of positions and perform job analyses, including an evaluation of supervisory comments. Follow-up interviews were conducted, as needed, and classification changes recommended.

Benchmarks and targets were identified for a market salary and benefits survey. Survey data and internal equity (with proper consideration of the financial condition of the jurisdiction), was used to determine proper pay scale, identify highly competitive positions within the County, and to make strategic positioning recommendations. Evergreen Solutions completed the study by conducting a solution analysis, developing and administering an employee appeals process, developing and submitting final reports, and recommendations for compensation administration to ensure that staff could conduct audits/adjustments consistent with study methods until the next formal study is conducted.



Compensation Study Shelby County, Alabama

Evergreen Solutions was engaged with Shelby County to conduct a Classification and Compensation Study. Evergreen's consultants conducted a job analysis to determine the hierarchy of jobs within the County for internal equity as well as a market salary survey with comparable local and private sector employers to determine external equity. Evergreen further reviewed and updated job descriptions.



Compensation Study Town of Loxley, Alabama

Evergreen Solutions was engaged with the Town of Loxley to conduct a Compensation Study. Evergreen conducted a market salary survey to determine the Town's market position and provide recommendations to revise the Town's pay plan.



Compensation and Benefits Study Forsyth County, Georgia

Evergreen Solutions was engaged with Forsyth County to conduct a Compensation and Benefits Survey for the various departments/offices of the County. The objective of the survey was to provide Forsyth County Government a competitive position with other comparable government entities and private employers within the same geographic area to attract and retain qualified employees. Evergreen's consultants reviewed the current compensation plan and salary grade levels to understand the current challenges facing the County in recruiting and retaining employees. Evergreen surveyed comparable labor markets competing with the County for labor in the greater metro Atlanta labor market and comparable public organizations. The survey was designed to capture not only base salary information but comprehensive benefits information (inclusive of: deferred compensation; leave plans; employer paid medical, dental, vision, disability insurance, life insurance) to ensure that the County was competitive with other public organizations in the greater metro Atlanta labor market in its total compensation package.

In the end, Evergreen prepared a final report of findings with written recommendations regarding specific classifications, salary market adjustments, and preferred benefit package and recommended any necessary salary range changes for the County's job classifications.



Classification and Compensation Study and Analysis Douglas County, Georgia

Evergreen Solutions was engaged with Douglas County to conduct a Classification and Compensation Study and Analysis. Evergreen evaluated the County's present salary structure as compared to the relevant job market for comparable positions in both the private and public sectors. Evergreen performed the following tasks:

- reviewed all current job descriptions and analyze same for knowledge, skills, abilities, education and experience relevance and internal consistency, job definitions & summaries, distinguishing characteristics, supervision received and exercised, conformity with the ADA relative to essential job functions (including physical demands); special requirements including licensing and certifications;
- reviewed the County's current Position Classification and Wage Administration Plans and provided recommendations for enhancement and specific guidelines for requests pertaining to the following: creating new positions, salary adjustments and reclassifications, retroactive pay, compensation for additional duties (temporary and permanent assignments) and internal equity adjustments;
- analyzed all existing job family classifications, pay grades and salary ranges and recommend modifications as necessary;
- analyzed all existing FLSA classifications and recommended modifications as necessary;
- established appropriate benchmarking standards and conducted salary surveys as needed for similar positions with comparable Georgia counties as required;
- identified potential pay compression issues and provided alternative solutions; and
- develop applicable classification/reclassification questionnaire.



Classification and Compensation Study Lumpkin County, Georgia

Evergreen Solutions was engaged with Lumpkin County to conduct a comprehensive classification and compensation study of its workforce which assisted the County in updating its current classification plan, revising salary administration guidelines, and developing a strategy to increase employees' pay to a competitive level that would align with the results of the study.



Evergreen provided recommendations to the overall classification, compensation, and performance plan that provided internal equity and would be competitive in the marketplace to attract and retain qualified employees. Evergreen provided options on ways to keep the pay structure current in future years in order to avoid compression and provided the necessary training for the implementation of the new salary schedules and plans. Evergreen provided the County with multiple pay scales for both part- and fulltime employees, including pay scales for employees of the Sheriff's Office and Emergency Services.



Compensation and Benefits Study and Analysis City of Dahlonega, Georgia

Evergreen Solutions was engaged with the City of Dahlonega to conduct a comprehensive classification, compensation, and benefit study and analysis of its workforce. Evergreen's consultants evaluated the City's present salary and benefit structure as compared to the relevant job market for comparable positions in both the private and public sectors. Evergreen reviewed all current job descriptions and analyzed the same for knowledge, skills, abilities, education and experience relevance and internal consistency, job definitions and summaries, distinguishing characteristics, supervision received and exercised, conformity with the ADA relative to essential job functions and special requirements, including licensing and certifications. Evergreen also analyzed all existing job family classifications, pay grades and salary ranges, and recommended modifications as necessary as well as analyzed all existing FLSA classifications and recommended modifications, as necessary.



Classification and Compensation Study City of Douglasville, Georgia

Evergreen Solutions was retained by the City of Douglasville to conduct a Classification and Compensation Study and Analysis of its workforce consisting of 225 full-time employees in approximately 96 job titles.

Evergreen performed the following tasks:

- Evaluated the City's present salary structure as compared to the relevant job market for comparable positions in both the private and public sectors.
- Reviewed all current job descriptions and analyzed same for knowledge, skills, abilities, education and experience relevance and internal consistency, job definitions and summaries, distinguishing characteristics, supervision received and exercised, conformity with



the ADA relative to essential job functions (including physical demands); and special requirements including licensing and certifications.

- Reviewed the City's current Position Classification and Wage Administration Plans and provided recommendations for enhancement and specific guidelines for requests pertaining to the following: creating new positions, salary adjustments and reclassifications, retroactive pay, compensation for additional duties (temporary and permanent assignments) and internal equity adjustments.
- Analyzed all existing job family classifications, pay grades and salary ranges and recommended modifications as necessary.
- Analyzed all existing FLSA classifications and recommended modifications as necessary.
- Identified potential pay compression issues and provided alternative solutions.

Note: Evergreen was again hired in the latter part of 2021 to conduct a Classification and Compensation Plan Update.



Compensation Analysis City of Alpharetta, Georgia

Evergreen Solutions was engaged with the City of Alpharetta to conduct a competitive compensation analysis. The purpose and intent of the study was to compare and contrast the City's current wage and benefit structure and levels with those of key competing employers— both public and private. The analysis was based upon job descriptions and/or duties performed rather than upon job titles in order to ensure accurate comparisons and to consider all aspects of the City's compensation package. At the time of the study, the City of Alpharetta employed 414 full-time and five part-time positions, excluding senior management and elected officials, defined across 132 position descriptions. The base salary ranges for these positions were divided among eight pay grades.

The primary goals of this project were to: determine the City's competitive position within the marketplace in terms of its overall compensation package; determine the relative value and competitive positioning of each compensation/benefit area; and identify any weaknesses within the components of the City's existing compensation package that may negatively impact the organization's ability to attract and retain talented employees.



Employee Classification and Compensation Study City of Savannah, Georgia

Evergreen was engaged with the City of Savannah to conduct an Employee Classification and Compensation Study for its workforce of 2,500 employees. Evergreen developed a comprehensive job classification system that accommodated the City's need for a flexible, internally and externally equitable, defensible, market sensitive and easily administered system for all current and future jobs within the City. Evergreen established career paths for occupations, provide clear distinctions in different job levels, established performance standards/job qualifications for all newly created job classifications, produced job descriptions that were legally defensible and are in accordance with ADA and FLSA, assigned classifications to pay ranges designed by the City that were labor market appropriate, and trained Human Resource staff so that they could maintain, enhance, and use the classification system to identify and consistently apply the system to modify an existing position or classification or create a new position or classification scheme.

Evergreen further assisted the City in formulating a formal compensation philosophy and developing a compensation system for all job classifications based upon the adopted compensation philosophy. Evergreen identified comparable benchmark employers to guide the City's future employee salary and benefit decisions in order to facilitate the retention and attraction of high performing staff members, while being financially sustainable.



Comprehensive Classification and Compensation Study City of Garden City, Georgia

Evergreen Solutions was retained by the City of Garden City to conduct a Comprehensive Classification and Compensation Study for its workforce. The primary objectives of the Classification and Compensation Study were to: attract and retain qualified workers who would be paid equitable salaries; provide fair salaries for all workers of the City; and provide a salary structure that enabled the City to maintain a competitive position with other cities and companies within the same geographic area. To accomplish this, Evergreen: worked with the City's management staff to identify a market position for the City; developed a comprehensive labor market salary survey for the Chatham County area and surrounding municipalities that reflected both cities and private industry; analyzed existing internal hierarchy based on job relationships, identified problem areas within the internal hierarch system, and proposed implementation methods to correct identified problems; reviewed current classification grade methodology, and proposed recommended strategies for the City of Garden City; and developed a pay plan identifying specific parameters (i.e., percent spreads between ranges and within ranges). In the end, Evergreen prepared a cost analysis for positions that fell below the proposed minimum salaries following reclassification and developed recommendations and an instrument for the ongoing internal administration and maintenance of the proposed classification/compensation plan.



Comprehensive Classification and Compensation Study City of Tybee Island, Georgia

Evergreen Solutions was retained by the City of Tybee Island to conduct a Comprehensive Compensation and Classification Study. Evergreen's consultants reviewed the City's current compensation plan (salary grade levels and steps) to understand the current challenges of recruiting and retaining employees and identified and recommended a consistent and competitive market position that the City could strive to maintain based on a salary survey of both private and public sector peer organizations. In the end, Evergreen recommended an appropriate salary range for each position in the City based on a review and analysis of the classification plan, the compensation survey results, internal relationships, and external and internal equity.

Evergreen prepared a new salary structure based on results of the salary survey and best practices and developed guidelines to assist the City staff with determining the starting pay for new employees based on knowledge and experience above minimum requirements of the position, how difficult the position is to fill, and market competitiveness. Evergreen further provided recommendations for the ongoing internal administration and maintenance of the proposed compensation and classification plan.



Salary and Benefits Survey City of Roswell, Georgia

Evergreen Solutions was retained by the City of Roswell to conduct a Salary and Benefits Survey. Evergreen examined wages and benefits of the City's employees as compared to public and private sector entities in Georgia and surrounding areas to determine whether the City's wages and benefits were competitive in the market.



Compensation Study City of Statesboro, Georgia

Evergreen Solutions was engaged with the City of Statesboro to review and update the City's Classification and Compensation Plan for its 300 employees. The primary goals of this project was to: ensure job descriptions accurately reflect work performed; identify career ladders/promotional opportunities for each classification; determine the City's competitive position within the marketplace; and identify any weaknesses within the components of the City's existing compensation plan that may negatively impact the organization's ability to attract and retain talented employees. Evergreen recommended appropriate salary ranges for existing or proposed positions based on the classification study and the compensation survey results.



Classification and Compensation Plan Development City of Brookhaven, Georgia

Evergreen Solutions was engaged with the City of Brookhaven to develop a Classification and Compensation Plan. The primary goals of this project was to: ensure job descriptions accurately reflect work performed; identify career ladders/promotional opportunities for each classification; determine the City's competitive position within the marketplace; determine the relative value and competitive positioning of each compensation area; and identify any weaknesses within the components of the City's existing compensation plan that may negatively impact the organization's ability to attract and retain talented employees. Evergreen recommended appropriate salary ranges for existing or proposed positions based on the classification study and the compensation survey results. Evergreen also recommended a performance management and evaluation program, including a comprehensive evaluation form and rating system for fiscal year 2016 implementation. The evaluation plan included a performance-based component.



Compensation, Classification, and Performance Management Study Manatee County, Florida

Evergreen Solutions was hired by Manatee County to assist with a county-wide Compensation and Classification Study. At the time of the study, Manatee County was a growing county with a population of over 300,000 located on the southwestern coast of FL between Pinellas and Sarasota Counties. An appointed County Administrator oversaw 16 departments, with approximately 2,900 employees within approximately 600 classifications and 58 pay ranges/grades.

The study included all employees that serve in capacities for the Board of County Commissioners. As part of the review, orientation sessions, focus groups, and interviews were conducted in throughout the county. All employees were asked to complete the Job Assessment Tool (JAT) and job analysis was conducted with the results in order to create a classification plan. A salary survey was issued to local and regional employers to assess competitiveness. Based on the classification and compensation findings, a new pay plan as well as policies and procedures were recommended to the County. Evergreen Solutions helped the County attain their goal of maintaining a sound process providing a classification and pay structure that is fair, equitable, and systematic with a compensation plan comparable with other governmental jurisdictions and the private sector. In addition, Evergreen reviewed the performance management system in place within the County, and provided recommendations for improvement.



Compensation and Classification Study Services Monroe County, Florida

Evergreen was retained by Monroe County to conduct a Compensation and Classification Study for 265 non-union employees in 178 classifications as well as 124 union employees in 46 classifications who are represented by the Teamsters bargaining unit. Employees participated in focus groups, interviews, and a job analysis to determine the best classifications for the work performed. Evergreen's consultants compared the County's positions to other similar positions within other County departments to determine the relative value of each position to every other position in the County. Comparisons were made with regard to the actual work being performed and based on the current job description. In addition, positions were compared to other similar positions in other private and public sector organizations throughout the Florida Keys and South Florida. Characteristics such as size of the organization, geographic proximity, economic and budget characteristics, and other appropriate demographic data were taken into consideration when making comparisons. Evergreen's consultants also analyzed pay ranges in the public and private sector to determine the appropriate pay and benefit levels for all included jobs.

Recommendations were provided to improve fairness and equity of all jobs within the County. Select County staff were provided the necessary training and materials so that an understanding of the methodology and how to implement, administer, and maintain the recommended total classification and compensation system could be accomplished.

Note: Evergreen was again retained in 2018 to conduct an update of the County's Classification and Compensation Plan to include fire and rescue.



Classification and Compensation Study Alachua County, Florida

Evergreen Solutions was engaged with Alachua County to conduct a Compensation and Classification Study of jobs under the Board of County Commissioners, the Sheriff, Tax Collector, Property Appraiser, Supervisor of Elections, and the Library District. Specifically, the County desired the following services to be performed by Evergreen:

- develop and administer a job analysis questionnaire for the purpose of having employees state their job duties and qualifications including education, experience, licenses and certificates; working conditions (physical and environmental) and all other pertinent information;
- prepare and present to the Board of County Commissioners a report documenting the results of the job analysis by classification and recommendations concerning a classification structure and pay adjustments;



- allocate each employee with regard to the new classification structure;
- identify benchmark classifications to be used to determine appropriate markets for salary survey purposes, as well as to determine the position of the county with regard to salaries for comparable jobs in appropriate markets;
- administer a salary survey for the purpose of recommending appropriate salaries based on external (market) and internal (equity) considerations;
- recommend a salary structure, including the number of pay grades, and pay ranges;
- recommend salaries for each classification, as well as recommended salaries for each employee;
- provide a classification maintenance plan;
- provide guidelines and procedures for administering the resulting classification plan to include the following: Initial placement in the salary range and means for movement through the range; and
- train HR and departmental staff on the methodology and maintenance of the recommended classification and pay plan.



Classification and Compensation Study Palm Beach County, Florida

Evergreen Solutions was retained by Palm Beach County to conduct a Classification and Compensation Study in order to update the County's current classification and compensation structure. Evergreen performed the following tasks:

- conducted a job analysis across the County to ensure job descriptions matched the duties performed by the employee;
- provided an analysis of all positions— assigning an appropriate salary grade to ensure fairness and equity—and included recommendations for all positions that were found to be above or below the assigned salary grade; and
- conducted a market compensation analysis of salaries and wages of like or similar jobs of comparable Florida public organizations with similar position and organizational characteristics.



Classification and Compensation Study Pinellas County, Florida

Evergreen Solutions was retained by Pinellas County to conduct a comprehensive classification and compensation study that included recommendations and suggestions for an implementation and maintenance process that effectively provided the County with the resources and expertise to further enhance its classification and compensation program. A comprehensive job classification and pay study hadn't been conducted since 2004 so the County believed it was important to invest in a study that would look at both internal and external equity.

The objective of the study was to have a credible classification and compensation plan that: allowed positions performing similar work with similar levels of complexity, responsibility, and knowledge, skills and abilities to be classified appropriately; identified salaries for assigned duties; outlined promotional opportunities and possible compensation growth; identified pay differential between individual classifications; and identified relevant labor markets.



Human Resource Consulting Services (Compensation Study) City of Orlando, Florida

Evergreen was retained by the City of Orlando to provide human resources consulting services by conducting a compensation study. Evergreen reviewed the City's compensation system, selected targets and benchmarks for market comparison, conducted a market survey, and developed strategic positioning recommendations to keep the City's compensation plan competitive.



Classification and Compensation Study City of Winter Park, Florida

Evergreen Solutions assisted the City of Winter Park's Human Resources Department with conducting a comprehensive classification and compensation study for all full-time employees. The project centered on providing the City with a revised system that was characterized by internal and external equity. To ensure internal equity, Evergreen utilized its Job Assessment Tool (JAT) and Management Issues Tool (MIT) to properly classify work performed and highlight issues to be addressed by management. Employees at all levels were also provided a forum to voice concerns with the current system through focus groups. Evergreen also selected benchmarks and peer organizations to survey for wages in comparison to the market. This information was combined with the job analysis to provide a comprehensive solution. The recommended solutions were costed out and presented to the City for review.



Compensation Study City of Hollywood, Florida

The City Hollywood retained Evergreen to conduct a compensation study of all non-represented employees (Executive; Managerial; Legal; Technical; and Confidential Administrative Support). A job-task analysis/job audit was conducted to determine whether classifications were correctly placed in the organizational hierarchy and whether individual job positions were classified correctly. Evergreen reviewed job descriptions using the Job Assessment Tool job valuation methodology and conducted a statistical assessment of current conditions to ensure compliance with federal and state laws including proper designation of classifications as "exempt" vs. "non-exempt".

Evergreen conducted a comprehensive survey to ensure that the City of Hollywood's compensation plan was equitable and competitive in its total compensation package relative to internal factors and external markets (The City's goal was to be in the top 25% in salary). Evergreen's consultants reviewed existing salaries to determine proper placement within proposed classifications, and recommend appropriate "equity adjustments" as needed, based upon the results of the salary survey and the recommended pay plan. Evergreen concluded the study with recommendations designed to alleviate any strains on the current compensation and classification system. Evergreen further recommended procedures, policies, and methods to maintain an on-going Classification & Compensations Plan that was performance based, fair and competitive. In addition, Evergreen's consultants developed policies and procedures for developing and maintaining a career track/progression/retention program and reviewed existing performance appraisal system in order to make recommendations to integrate the performance appraisal system with new Classification & Compensation Plan. **Note:** At the conclusion of the study Evergreen was hired again to conduct a compensation study of all AFSCME employees (i.e., Professional and Supervisory employees).



Compensation Study City of North Miami Beach, Florida

Evergreen Solutions was retained by the City of North Miami Beach to conduct a compensation study to include a review of benefits against peer organizations. Evergreen consultants reviewed pay ranges in the public and private sector to determine the appropriate pay levels for all included jobs (up to 60 benchmarks). Recommendations were provided to improve the fairness and equity within the City. Evergreen provided City staff with the necessary training and materials so that an understanding of the methodology—and how to implement, administer, and maintain the recommended compensation system—was accomplished.



Employee Classification and Compensation Study Blount County, Tennessee

Evergreen Solutions was retained by Blount County to conduct an Employee Classification and Compensation Study for its workforce. Evergreen conducted focus groups and interviews with employees and employees completed a Job Assessment Tool (JAT) that identified work performed. Evergreen presented to the Human Resources Director and Mayor any resultant classifications recommended in the classification study and provided for the maintenance of the new structure, including periodic review, reclassification review procedure and promotion guidelines.

For the compensation study, Evergreen identified survey labor market and benchmark classes to use for a market analysis; conducted a comprehensive compensation search utilizing other similar public sector employers; completed internal salary relationship analysis, including the development of appropriate internal relationship guidelines; developed externally competitive and internally equitable salary recommendations for each class included within the study in order to maintain appropriate competitive position in relation to other employers within the region; and assigned a salary range to each classification which reflected the results of the market survey and the analysis of internal relationships. Evergreen presented survey results to management to make a decision on overall pay philosophy. In the end, Evergreen recommended appropriate premium pay options to supplement the compensation plan. Examples included options for pay for certifications, professional licenses, special skills, temporary "acting" assignment at higher level duties, "on-call" and "callout" pay, pay alternatives for exempt level workers not normally eligible for overtime, and similar pay practices.



Compensation Plan Update Blount County, Tennessee

Evergreen Solutions was again retained by Blount County in late 2017 to conduct a Compensation Plan Update. Evergreen assessed the current conditions of the current pay plan; used County approved targets and benchmarks to conduct a salary survey; provided recommendations for updates/changes to the pay plan to compete with the labor market at a more competitive position (~ 70th percentile); provided recommendations for implementing the new pay structure; provided recommendations for revisions to pay practices as appropriate; provided recommendations for merit pay practice to differentiate salary increases based on employee performance; and prepared and delivered a draft and final report.



Compensation and Classification Consulting Services City of Clarksville, Tennessee

Evergreen Solutions is engaged with the City of Clarksville to provide Compensation and Classification Consulting Services. Evergreen will review the City's current compensation plan, gather necessary salary data from comparable organizations within a 200-mile radius. Evergreen will further



evaluate the City's current classification positions, gather necessary employee information using a combination of job analysis questionnaires as well as supervisor and employee interviews to determine whether individuals are appropriately classified. Evergreen will further update job descriptions and make FLSA determinations. **Note:** This project is nearing completion.



Classification and Compensation Study Services City of Murfreesboro, Tennessee

Evergreen Solutions was engaged with the City of Murfreesboro to provide Classification and Compensation Study Services. Evergreen conducted a compensation survey by identifying comparable organizations and competitive labor markets for selected position classifications and evaluated the pay structure relative to current labor market conditions to assure the City remains competitive for hiring at various grade levels of employment, including compensation analysis and reporting based on similarly situated employees, similar skills, qualifications, responsibilities, and pay, using job family groupings and EEO job categories that comport with EEOC guidelines for government employers.



Employee Compensation and Classification Study Mahoning County, Ohio

Evergreen Solutions was retained by Mahoning County to conduct an Employee Compensation and Classification Study for all the County's 1,746 employees. Employees participated in focus groups, interviews, and a job analysis was conducted to determine the best classifications for the work performed. Pay ranges were further analyzed in the public and private sector to determine the appropriate pay levels for all included jobs. Evergreen consultants also reviewed and updated existing job descriptions and determined FLSA designations for each job title/classification. Evergreen designed an implementation strategy for the compensation system with the lowest financial impact on the County's operating budget and with the greatest gain to positions that fell outside of a designated range. In the end, recommendations were made to improve the fairness and equity in the current system.



Classification and Compensation Study Services City of Urbana, Illinois

Evergreen Solutions was engaged with the City of Urbana to provide Classification and Compensation Study Services. The City of Urbana had sought to achieve the following goals: 1. Maintain a high level of employee satisfaction by providing a classification and compensation system that is both fair and competitive. 2. Demonstrate fiscal responsibility to the community by providing a classification and compensation system that



makes the best of The City's financial resources. 3. Ensure a close alignment between pay and performance by providing a classification and compensation system that rewards merit.



Compensation Study and Analysis McLean County, Illinois

Evergreen Solutions is engaged with McLean County to conduct a Compensation Study and Analysis. Evergreen's consultants will perform a comprehensive, valid and reliable job analysis/evaluation of each job class within the County to determine if the current pay grade levels for all classified and appointed positions are still appropriate and will conduct a comprehensive wage and benefits survey(s) for the purpose of ensuring that the County pay plans/pay structures and benefits possess external equity and labor market competitiveness. In the end, Evergreen will develop a maintenance program to address the need for new job analysis/evaluation (including pay grade recommendation), creation of new job description(s), and the continued maintenance of the Pay Classification Plans. **Note:** This project is nearing completion.



Classification and Compensation Study City of Moline, Illinois

Evergreen Solutions is retained by the City of Moline to conduct a Classification and Compensation Study. The objectives of the study are to: develop a new classification plan to provide consistency in the administration of the personnel system; ensure job descriptions accurately reflect the duties and responsibilities of the positions; review exempt status as defined by the Fair Labor Standards Act (FLSA) for certain positions; provide a compensation plan that assures proper internal relationships among classes; and provide recommendations concerning salary levels reasonably comparable to the Quad Cities area pay levels of major public employers.



Salary and Benefits Study City of Bloomington, Indiana

Evergreen Solutions was retained by the City of Bloomington to conduct a Salary and Benefits Study. Evergreen examined the wages and benefits of the City's employees (including transit) as compared to public and private sector entities in Indiana and surrounding areas to determine whether the City's wages and benefits were competitive in the market.



Compensation Study County of Montgomery, Pennsylvania

Evergreen Solutions was retained by the County of Montgomery to conduct a Compensation Study. The study included an examination of the County's compensation plan in order to provide recommendations for compensation policies, procedures and practices that provided internal equity and allowed the County to be competitive in the marketplace for attracting and retaining qualified employees

Evergreen recommended and identified a market position for Montgomery County by administering a comprehensive labor market salary survey to select public and private sector peers. Evergreen also conducted a comparative analysis of benefits provided in the market that included PTO, health, dental, vision and prescription, including percentage of contribution between employee and employer, long term disability (LTD), life insurance and pension benefits. Evergreen then recommended appropriate salary ranges (i.e., min, mid, and max) for all non-represented classifications. Evergreen prepared a cost analysis for the recommended salary ranges.



Comprehensive Total Compensation Study Cumberland County, Pennsylvania

Evergreen Solutions is engaged with Cumberland County to conduct a Comprehensive Total Compensation Study. The primary focus for this study is to review internal equity and correct salary compression where it exists, as well as to conduct an external market analysis. **Note:** This project is nearing completion.



Classification and Compensation Study and Analysis Town of Bridgewater, Massachusetts

Evergreen Solutions was retained by the Town of Bridgewater to conduct a Classification and Compensation Study and Analysis. The purpose of study was to address changes in Town operations and staffing over the past several years, which might have affected the type, scope, and level of work being performed and to also address Police and Fire compensation that took into account the various benefits.

The objectives of the study were to:

- attract and retain qualified employees;
- ensure positions performing similar work with essentially the same level of complexity, responsibility, authority, and knowledge, skills, and abilities are classified together;



- provide salaries commensurate with assigned duties;
- clearly outline promotional opportunities and provide recognizable compensation growth;
- provide justifiable pay differential between individual classes; and
- maintain a competitive position with other comparable government entities and private employers within the same general geographic areas.



Compensation Study Allegany County, Maryland

Allegany County contracted with Evergreen Solutions to conduct a Comprehensive Compensation Study and analysis for the Office of the Sheriff. The Office of the Sheriff included the primary functional areas of Road Patrol and Correction Deputies at the county correctional facility. Evergreen understood that the Office of the Sheriff faced competitive pressure from other area law enforcement agencies. To alleviate this pressure, Evergreen designed a salary survey instrument and distributed it to an approved list of local peers. The survey took into account total compensation, including supplemental pay, insurance benefits, retirement, leave, and other tangible benefits. The results of the survey and the subsequently prepared report provided the County with recommendations to improve their competitive position and ability to recruit the best and brightest available persons for these key areas.



Wages and Salary Scale Study Washington County, Maryland

Evergreen Solutions was retained by Washington County to conduct a comprehensive study of the County's wages as they related to neighboring jurisdiction's wages and salaries—the purpose of which was to assure adequacy of pay and employee wages when compared to area private and public employees. Evergreen met with each Division Director to gather information regarding pay issues that were unique to their departments. Evergreen conducted a brief review of the method of classifying positions to ensure its adequacy in today's pay and classification environment. Using the current or revised classification system, Evergreen evaluated all positions and placed them in an appropriate "grade". Evergreen recommended a system the County could use in the years to come to evaluate job positions.



Classification and Compensation Study Services City of Westminster, Maryland

Evergreen Solutions was retained by the City of Westminster to provide Classification and Compensation Study Services. The scope of work included the review and updating of the City's current job descriptions as well as providing technical assistance in the development of a comprehensive performance evaluation system to integrate with the new classification system. The primary study objectives for this study was to:

- develop a formal compensation philosophy for adoption by the Mayor and Common Council;
- identify comparable benchmark employers to guide the City's future employee salary and benefit decisions to facilitate the attraction and retention of high-performance staff members, while being financially sustainable;
- establish a comprehensive job classification system using the approved job evaluation system that accommodates the City's needs for an internally and externally equitable, defensible, market sensitive, and easily administered system for all current and future positions within the City;
- train Human Resources staff to apply the adopted compensation philosophy to maintain the adopted classification and compensation system; and
- provide legally defensible classification specifications (ADA, FLSA, and any other applicable federal and state laws).

Note: Evergreen was again hired in early 2021 to conduct a Compensation Plan update.



Salary and Benefits Review, and Analysis City of Hyattsville, Maryland

Evergreen Solutions was hired by the City of Hyattsville to conduct a Salary and Benefits Review and Analysis of all classifications. The process included a comprehensive review of market compensation averages using a detailed duties-based salary survey approach as well as a comprehensive benefits survey. Market position was determined, a compensation philosophy was developed and strategic positioning recommendations were made with the goal of providing the City a more equitable compensation model. **Note:** Evergreen was again hired in 2016 to conduct a Compensation System Analysis for the City. Evergreen is currently conducting a Compensation Plan Update for the City.



Classification and Compensation Plan Review City of Annapolis, Maryland

Evergreen Solutions was engaged with the City of Annapolis to conduct a Classification and Compensation Plan Review. The primary objectives of the study were to: review and revise the current classification system; review and revise job descriptions; determine relevant competitive markets by conducting a salary survey of selected peer organizations; propose guidelines for an improved or new compensation program; and provide recommendations to keep the current pay structure competitive.



Classification, Compensation, and Benefits Survey Kent County Levy Court, Delaware

Evergreen Solutions was hired by Kent County Levy Court (KCLC) in Dover, Delaware to conduct a Classification, Compensation, and Benefits Study. Evergreen's consultants reviewed all current classification specifications and analyzed, documented, and validated the same for distinguishing characteristics, position definition and purpose, knowledge, skills, abilities, essential job functions, minimum qualifications, education and experience relevance and hierarchal consistency, conformity with ADA language relative to essential job functions (including physical and intellectual requirements), working/environmental conditions, supervision received and exercised, standby/call back responsibilities, and special requirements including licensing, regulatory, and certification requirements.

Evergreen conducted on-site interviews with employees, as well as appropriate supervisor and management personnel, to verify/clarify information received in the questionnaires and to ensure information regarding organizational structure, supervision, essential job duties, and working environment was accurately captured and reflected in the descriptions that were developed. Evergreen recommended updates proposed a new system utilizing a standardized rating system that analyzed each position against multiple evaluation criteria.

Evergreen also conducted a market salary and benefits survey of public sector organizations comparable to the County in size, population, economic climate, proximity to major cities, etc. The market survey included the hours worked per week by employees in each position in those comparable communities—in an effort to consider both internal and external equity—and was used to compare base annual salary for each position included in the study by minimum, midpoint, and maximum.

Utilizing the market survey results, comparable job descriptions, and other data collected, Evergreen prepared a recommended compensation plan design and salary schedule to correspond to the classification plan and customized to reflect the County's pay progression policy and compensation philosophy. Evergreen recommended the vertical salary relationship and/or differentials between classes in each class series. In the end, Evergreen provided KCLC with a final report that included specific, itemized recommendations, including a discussion of the methods, techniques, and



data used to develop the classification and compensation plan and benefits program.



**Classification and Compensation Study
County of Culpeper, Virginia**

Culpeper County retained Evergreen Solutions to assist with a comprehensive classification and compensation study of all its employees. The study involved conducting a job analysis through desk audits, interviews, and focus groups. A more detailed analysis was performed on clerical and law enforcement staff. A salary and benefits survey was also issued to peers to assess the County's current market position. Recommendations were made for all employees to address job and compensation changes.



**Classification and Compensation Study
Gloucester County, Virginia**

Evergreen Solutions was retained by Gloucester County to conduct a detailed compensation and classification analysis of its non-faculty employees. Employees participated in focus groups, interviews, and job analysis to determine the best classifications for the work performed. Pay ranges and benefits offerings were analyzed in the public and private sector to determine the appropriate pay levels for all included jobs. Recommendations were provided to improve the fairness and equity.



**Compensation Study
Louisa County, Virginia**

Evergreen Solutions was retained by the Louisa County to conduct a Compensation Study. Evergreen's consultants reviewed the effectiveness of the County's current pay plan as it related to the market competitiveness for attracting and retaining quality employees. Pay ranges as well as benefits were analyzed in the public and private sector to determine the appropriate pay levels for all included jobs. Recommendations were provided to improve the fairness and equity in the current compensation system.



Classification and Compensation Study Essex County, Virginia

Evergreen Solutions was hired by Essex County to conduct a Classification and Compensation Study that will allow the County to be competitive in the marketplace in attracting and retaining qualified employees. Evergreen's consultants will perform the following: survey each unique job class to determine a definition of the job class, essential functions, education requirements, experience, knowledge, skills, and abilities, and review and update existing job descriptions, as needed; review the County's current pay practices including overtime pay, awarding compensatory time, half-time pay for emergency services, and all other pay for public safety; prepare a cost analysis for employees in positions that fall below the proposed minimum salaries following reclassification; and recommend appropriate salary range for each existing or proposed position based on the classification plan, the compensation survey results, and internal relationships and equity.



Classification and Compensation Study (Phase I) Loudoun County, Virginia

Evergreen Solutions was engaged with Loudoun County to conduct a Classification and Compensation Study. Evergreen conducted a comprehensive review and evaluation of the County's compensation philosophy and competitive market and made recommendations to retain, modify and/or change the compensation philosophy and/or competitive market. Evergreen also conducted a comprehensive review and evaluation of policies governing the County's total compensation program (pay and benefits offerings) and classification system; benchmarked the elements of the County's total compensation and classification program against its current competitive market and other potential competitor jurisdictions; and made recommendations to retain, modify and/or change elements of the total compensation and classification program.

Evergreen further conducted a comprehensive review and an evaluation of the County's performance plan system; benchmarked the County's system against the job description systems of its competitive market and other potential competitor jurisdictions; and made recommendations to retain, modify, or change the current system. In the end, Evergreen provided comprehensive recommendations for modifying classification and compensation policies and procedures.



Classification and Compensation Study (Phase II) Loudoun County, Virginia

Evergreen Solutions was again hired by Loudoun County to conduct a Classification and Compensation Study (Phase II). Evergreen accomplished the objectives of the Phase II of the study by performing the following tasks:

- developed recommendations on a strategy to implement and administer a compensation philosophy range of 95 percent to 105 percent of the comparator market.
- conducted a comprehensive benchmark market analysis of all County jobs.
- developed a new market competitive pay plan to include an open range pay plan for the general workforce and a “grade and step” pay plan for Public Safety positions.
- provided recommendations for any additional pay incentives and supplements that assisted in maintaining competitive pay as described in Loudoun’s compensation philosophy.
- reached out to peers for information relating to pay grades, pay policies, and benefits information.
- developed a new comprehensive classification system that allows for more levels and specificity within and across each job group, to include the development of standardized job descriptions.
- obtained an analysis of pay compression within the County and recommendations for addressing pay compression once a new pay plan was implemented; and
- developed recommendations for revisions to the Board approved classification and compensation policies found in Chapter 5 of the Human Resources Handbook.



Classification and Compensation Study Chesterfield County, Virginia

Evergreen Solutions was on contract with Chesterfield County to conduct a Classification and Compensation Study and Pay Plan Development for Public Safety. The study included an examination of the County’s classification and compensation system in order to make recommendations for compensation policies, practices, and procedures; and develop a Public Safety Pay Plan. Evergreen worked with the County to develop a comprehensive plan for County employees based upon an objective analysis and thorough evaluation



of job content and internal equity. Evergreen reviewed current job descriptions, salary relationships, classifications, and grade methodology. Based on this review and a compression analysis, Evergreen recommended pay and classification strategies for the County. Evergreen also identified and recommended pay incentives and supplements for employees and policies and procedures to administer the new Public Safety Pay Plan.

Note: Evergreen was again hired in 2021 by Chesterfield County and Chesterfield County Public Schools to conduct a Compensation Study.



Salary Plan Review City of Suffolk, Virginia

Evergreen Solutions was retained in 2015 by the City of Suffolk to review the Compensation and Classification Study Final Report completed in 2009 by another firm. The goal of this review was to assess the applicability of recommendations since the study's completion, with an emphasis on reviewing: Phase 3 recommendations and applicability given time since completion of study; salaries of employees included in the 2009 study and those not included in the 2009 study (~300 employees hired after study completion) to assess internal equity; title changes recommended; and the City's Compensation Philosophy. In the end, Evergreen provided a final report that included: a comparison of current market compensation data (obtained primarily from TechNet database) to City compensation data; recommendation for placement of all employee salaries for both employees included and not included in the 2009 study; a recommended pay plan/salary schedule; and a recommendation to address compression caused by Phase in approach across all employee groups, including police and fire.

Note: Evergreen Solutions was previously hired by the City of Suffolk to conduct a Compensation and Classification Study. Evergreen consultants assessed both internal and external equity of the City's compensation and classification plan, and provided recommendations for a new plan to cover the City's approximate 1,000 employees.



Pay and Classification Study City of Williamsburg, Virginia

Evergreen Solutions was retained by the City of Williamsburg to conduct a Pay and Classification Study. Employees participated in focus groups, interviews, and a job analysis was conducted to determine the best classifications for the work performed. In addition, pay ranges were analyzed in the marketplace to determine the appropriate pay levels for all jobs. Recommendations were provided to improve the fairness and equity in the current classification and compensation system.



Classification and Compensation Study City of Fredericksburg, Virginia

Evergreen Solutions was engaged with the City of Fredericksburg to conduct a Classification and Compensation Study. Evergreen conducted a full job analysis of City positions and revised, if necessary, existing job descriptions based upon the findings of the job analysis. Evergreen also surveyed the local labor market to ensure that the City's overall package of compensation and benefits was competitive and evaluated whether the City's current human resources policies were affecting the City's ability to compete in the labor marketplace.

Evergreen assisted the City in updating its current classification and compensation plan and developing a strategy to increase employees' pay to a competitive level that aligned with the results of the study. Evergreen provided recommendations to the overall classification and compensation plan that provided internal equity and that was competitive in the marketplace to attract and retain qualified employees.



Pay and Classification Study Buncombe County, North Carolina

Evergreen Solutions was retained by Buncombe County to conduct a Pay and Classification Study. Evergreen Solutions conducted a classification analysis using Evergreen Solutions' Job Assessment Tool job evaluation methodology in addition to a statistical assessment of current conditions. Evergreen Solutions also analyzed local market and benefits data taken from peer organizations to determine the appropriate compensation levels for benchmark positions. Recommendations for adjustments to the compensation and classifications plan were made and procedures for the continued maintenance of the plans were provided. This study included



Comprehensive Position Classification and Compensation Study Gaston County, North Carolina

Evergreen Solutions was engaged with Gaston County to conduct a Comprehensive Position Classification and Compensation Study for its employees (1,410 full-time, 46 part-time, and 143 temporary). The primary objective of the study was to implement a fair, consistent, competitive, equitable, and legally defensible classification and compensation system that allowed the County to attract, reward and retain qualified individuals. To accomplish this, Evergreen Solutions' consultants performed a comprehensive review of the County's classification and compensation system which included conducting an internal equity analysis of employee salaries.



Evergreen conducted a market analysis in which the County's salary ranges and benefit offerings were compared to the salary ranges and benefit offerings at peer organizations. Evergreen Solutions provided recommendations to create a system that not only aligned with the State of North Carolina's substantially equivalency requirement, but allowed for flexibility so as not to inhibit those departments that were not required to have this alignment.



Classification and Compensation Study and Benefits Survey New Hanover County, North Carolina

Evergreen Solutions was retained by New Hanover County and the New Hanover Alcohol Beverage Control Board to conduct a Classification and Compensation Study for its employees. Evergreen Solutions' consultants conducted an employee classification and compensation study of public and private employers who were providing equitable services and, based on that study and determined if individualized position/job descriptions were needed, and if so, assisted in the development of those descriptions. Evergreen Solutions prepared a comprehensive analysis that identified New Hanover County's competitive position in the labor market and provided a recommendation for total salaries and benefits, including the total compensation package of insurance and other benefits (including paid leave), and prepared recommendations for compensation policies, including variable incentive pay options, to maintain competitiveness, reward employees, and ensure equity.

Select County and ABC Board members were provided the necessary training and materials so that an understanding of the methodology and how to implement, administer, and maintain the recommended total classification and compensation system could be accomplished.

Note: Evergreen was again hired in 2022 to conduct an update of the County's Classification and Compensation plans.



Compensation, Classification, and Benefits Study Haywood County, North Carolina

Evergreen Solutions was retained by Haywood County to conduct a Compensation, Classification and Benefits Study. Evergreen's consultants reviewed the County's current pay grades and classification information; conducted salary and benefits surveys of the County's peers; made recommendations to update or restructure the County's pay grades and classification system; and provided revised job descriptions for the updated/restructured classification system.



Classification System and Pay Plan Development Franklin County, North Carolina

Evergreen Solutions was retained by Franklin County to conduct a Classification System and Pay Plan Development Study. The Evergreen Team worked with the County to obtain the current classification system and pay plans. After an initial assessment, Evergreen consultants collected data using the Job Assessment Tool® and conducted market salary and benefits surveys to develop recommendations strategic positioning, a new job classification, and compensation and position evaluation system based on analyses of the data gathered.



Compensation and Classification Study Transylvania County, North Carolina

Evergreen was retained by the Transylvania County to conduct a Compensation and Classification Study. Evergreen evaluated the current compensation and classification plan and identified classification of existing positions. Evergreen identified appropriate benchmarking standards and conducted a total compensation survey with comparable municipalities and private sector employers, when applicable. Survey data was provided to the County in a usable electronic format for analysis for each position. Evergreen conducted a solution analysis and developed strategic positioning recommendations. Evergreen reviewed the total compensation system, identified potential pay compression and/or inequities (both internally and to the market), and provided recommendations.



Salary Parity Study / Structural and Compensation Systems Study Charleston County, South Carolina

In 2005-06, Charleston County conducted a Classification and Compensation Review using another consulting firm. Then in 2007, Evergreen Solutions was hired by the County to review the results and verify the recommendations that accompanied the study. The primary issue examined by Evergreen was the internal equity relationships present within the County's pay plan. The Evergreen Team administered a job analysis tool to County employees that helped determine job worth and verify internal equity relationships as they relate to compensation. Although the study's primary emphasis was ensuring that internal equity relationships were proper, the study also ensured that employees were paid consistently with the market. Evergreen provided detailed recommendations for adjusting the County's pay and classification structure and developed an implementation plan complete with costing information.

Note: Evergreen was again hired in 2012 to conduct a Structural and Compensation Systems Study. The Evergreen Team worked with elected



official and employee committee throughout the process. Our phases included employee outreach, best practice research, and consensus building to recommend a 21st Century approach to compensation and classification management.



Comprehensive Market Analysis Charleston County, South Carolina

Evergreen Solutions was again retained in 2016 to assist Charleston County with conducting comprehensive market analysis using selected benchmarks. A market survey was conducted to determine the external equity of the County against its peers.



Classification and Compensation Study Berkeley County, South Carolina

Evergreen Solutions was retained by Berkeley County to conduct a Classification and Compensation Study. Evergreen's consultants reviewed the County's current classification and compensation plan and recommended a consistent and competitive market position that the County could maintain based on a salary and benefits survey results from peer organizations. Evergreen recommended an appropriate salary range for each position in the County based on a review and analysis of the classification plan, the compensation survey results, internal relationships, and external and internal equity. Evergreen provided recommendations for the ongoing internal administration and maintenance of the proposed compensation and classification plan.



Pay and Classification Study Dorchester County, South Carolina

Evergreen Solutions was retained by Dorchester County Government to conduct a Pay and Classification Study and make recommendations for implementation of a revised pay plan. The study included all employees and classifications in the County. As part of the study, Evergreen conducted focus groups and interviews with employees, and employees completed a Job Assessment Tool (JAT). Evergreen conducted a comprehensive salary survey of local and regional employers to assess the market competitiveness of the County. Finally, a detailed plan was developed to provide the County with specific steps to implement an equitable and competitive compensation and classification plan. **Note:** Evergreen was again hired in 2020 to conduct a Compensation Plan Update.



Classification and Compensation Study/Wage and Benefits Study Town of Mount Pleasant, South Carolina

Evergreen Solutions was hired in 2011 to assist the Town of Mount Pleasant to assist with a Compensation and Classification Study. The Evergreen Team conducted employee orientation sessions, focus groups, job analysis, market assessment, and provided recommendations. Evergreen was again hired in the later part of 2015 to conduct a Wage and Compensation Study and Benefits Survey. The purpose of the study was to evaluate the Town's present wage and compensation plan, as well as its benefit package against those of comparable municipalities and competitive businesses, analyze and amend job descriptions, and develop a recommendation for improving the Town's current performance evaluation process and the forms used in this process. Attention was paid to private employers that competed for similar, qualified employees in the labor markets comparable to the Town. Evergreen is providing ongoing support with regard to salary classification and creation of job descriptions for new positions as they occur, and reclassification of current positions when requested.



Classification and Compensation Study Town of Hilton Head Island, South Carolina

Evergreen Solutions was engaged with the Town of Hilton Head Island to conduct a Classification and Compensation Study for all its employees. The study included the following primary objectives: to conduct a thorough, complete and accurate class specifications/job descriptions for all positions; appropriate valuation of each position relative to other Town positions; and to develop a competitive total rewards package (salary and benefits) relative to similar positions in the market.

Evergreen provided written guidelines for maintaining class specifications/job descriptions, for evaluating/re-evaluating job class specifications/job descriptions and for maintaining model compensation structure (s). Evergreen further recommended pay administration policies to include, but not be limited to, policies regarding movement through ranges, adjustments within pay grades, adjustments for assumption of additional duties (temporary or permanent), reclassifications, promotions, transfers, demotions, career ladders, etc. and recommended reliable external market data sources for salary structure adjustments and determination of merit budget

Upon recommendation to the Town for the implementation of a new classification and compensation program, Evergreen's consultants reviewed current performance management system documentation and provided recommendations to strengthen link between pay and performance as appropriate. In addition, Evergreen recommended future merit allocation approaches, considering changes to classification and compensation program and limited budgets.



**Pay and Classification Study
Town of Moncks Corner, South Carolina**

Evergreen Solutions was engaged with the Town of Moncks Corner to conduct a Pay and Classification Study for its employees. As part of the study, Evergreen conducted orientation sessions, focus groups, and interviews. Employees completed a Job Assessment Tool (JAT) in order to analyze job duties and revise the current classification structure. A market salary survey was issued to local and regional employers to assess market competitiveness. Based on the findings from the classification and compensation review, a new pay plan as well as policies and procedures were recommended.



**Classification and Compensation Study
City of Lancaster, South Carolina**

Evergreen Solutions was retained by City of Lancaster to conduct a detailed compensation and classification analysis of its employees. Employees participated in focus groups, interviews, and job analysis to determine the best classifications for the work performed. In addition, pay ranges were analyzed in the public and private sector to determine the appropriate pay levels for all included jobs. Recommendations were provided to improve the fairness and equity.



**Classification and Compensation Study
City of Chester, South Carolina**

Evergreen Solutions was engaged by the City of Chester to conduct a comprehensive compensation and classification study for all City employees. The Evergreen Team conducted orientations and focus groups with general employees. Employees completed Job Assessment Tools, and supervisors completed Management Issues Tools, as needed. The data gathered through this process resulted in JAT scores for each job title, placement of each job into an internal hierarchy, and potential recommendations for revision to the current classification structure. Evergreen Solutions also conducted a comprehensive salary survey. The results will be combined with the internal hierarchy to help generate recommendations for a comprehensive compensation and classification structure. The Evergreen Team provided detailed recommendations for implementation of the new structure and related employee salary adjustments.



Comprehensive Classification, Compensation, Performance Management and Benefits Study City of Columbia, South Carolina

Evergreen Solutions was retained by the City of Columbia to conduct a comprehensive evaluation of the City's current compensation and classification structure for its 2,352 employees. The primary objective of the study was to determine whether the City's current pay structure, policies, and practices were effective as compared to peer organizations or whether future adjustments were needed. Evergreen's consultants conducted a job-task analysis/job audit of all employee positions to verify and validate information from existing job descriptions. Based on the data collected, Evergreen defined the essential functions of the job class, including, required education, experience, knowledge, skills, and abilities, to ensure compliance with ADA regulations; identified discrepancies between existing and proposed classifications; reported areas that were understaffed or under-utilized; identified management, supervisory, professional, technical and general employees, including each employee's FLSA status (exempt/non-exempt); evaluated and recommended other programs that could be implemented by the City to attract candidates for hard-to-recruit positions; and developed a tool that the City could utilize to evaluate and process future reclassifications.

To ensure external equity, Evergreen consultants compared the City to what other local jurisdictions were doing as it related to salary ranges, steps within ranges, and range spread, and listed options and made recommendations that could improve the City's position in the market and its ability to recruit and retain qualified employees. Evergreen reviewed policies and procedures to determine consistency with prevalent practices among City governments and other local jurisdictions related to setting salaries for new hires, and handling transfers, promotions, additional duty pay and retroactive adjustments.

Evergreen also developed and recommended a new and revised performance appraisal instrument(s) that would support the City's mission and strategic objectives and the City's compensation philosophy, and would work in concert with the classification and pay system that was established. Evergreen consultants worked with the Human Resources Department and other City officials to link the proposed performance evaluation system to the pay structure, and identified any real or perceived internal equity and salary compression issues within the City's various departments/offices, and listed options to address such questions as to how these issues were addressed by other municipalities.

In the end, Evergreen provided recommendations to the classification and compensation structure along with associated costs or savings of implementing those recommendations. Evergreen also provided training/education presentations to managers and senior management staff to ensure that there was an understanding and commitment to the new classification and compensation system. **Note:** Evergreen Solutions was again hired in 2022 to conduct a Compensation Study.



Compensation and Classification Study City of Mauldin, South Carolina

The City of Mauldin retained Evergreen Solutions to provide oversight into the data collection process regarding compensation and classification as well as provide recommendations following the collection of the data for the City to transition into a purely merit-based pay system. The purpose of the study was to review the current structure that had not been updated in the last few years utilizing the position rating manual and position analysis questionnaire; review the salary survey methods and results collected from local municipalities and national IMCA data; verify overall grade placement and internal equity for the organization as a whole; ensure external equity with the marketplace; and provide oversight on transition to performance management, merit-pay system. As part of the study, Evergreen reviewed the materials provided by the City and gave feedback on best practices and market trends; analyzed internal equity data collected by City and gave feedback to address internal equity; reviewed salary survey data collected by the City for accuracy and provided insight regarding findings; developed the strategic position for the City utilizing collected data and desired intentions of the City; and assisted the City with developing transition plan. **Note:** Evergreen was again hired in 2022 by the City to conduct a Classification and Compensation Plan Update.



Classification and Compensation Study City of Goose Creek, South Carolina

Evergreen Solutions was retained by the City of Goose Creek to conduct a Classification and Compensation Study. Evergreen reviewed the current classification system by including a job analysis, assessed job descriptions and made recommendations for changes; provided the tools necessary to maintain the classification system for future positions if a new classification system was recommended; and revised the current Compensation Plan based on the labor market. In the end, Evergreen provided recommendations for the ongoing internal administration and maintenance of the proposed compensation and classification plan.



Comprehensive Classification and Compensation Study City of Branson, Missouri

The City of Branson hired Evergreen Solutions to conduct a Comprehensive Compensation and Classification Study to determine whether the City possessed a compensation and classification system that was both equitable as compared to the external competitive employment market as well as equitable internally. The study included a complete classification analysis using the Job Assessment Tool job valuation methodology as well as a statistical assessment of internal conditions and an assessment of external



equity including a salary survey of competing organizations. The report culminated with a series of findings and recommendations that were designed to alleviate any strains on the system and, if necessary, redesign or augment the existing system in place at the City of Branson.



Compensation Study City of Lee's Summit, Missouri

The City of Lee's Summit retained Evergreen Solutions to conduct a Compensation Study to determine whether the City possessed a compensation and classification system that was equitable as compared to both the external competitive employment market as well as being internally equitable. The study included a complete classification analysis using the Job Assessment Tool and Management Issues Tool job valuation methodology as well as a statistical assessment of internal conditions and an assessment of external equity including both benefits and salary surveys of competing organizations.

The report culminated with a series of findings and recommendations that were designed to alleviate any strains on the system and, if necessary, redesign or augment the existing systems in place at the City of Lee's Summit. Also included in this study was an evaluation of the City's performance evaluation system to include recommendations for improvement, revision of evaluation instruments and development of a brief training manual for the program.



Compensation and Benefits Study City of Dardenne Prairie, Missouri

Evergreen Solutions was retained by the City of Dardenne Prairie to conduct a Compensation and Benefits Study. Evergreen reviewed the City's existing compensation and benefit plan, gathered necessary survey data from comparable municipalities in the St. Louis Metropolitan Area using a customized survey and recommended appropriate pay ranges for all positions (i.e., appropriate spread between minimum and maximum pay ranges and distance between steps, where appropriate). Evergreen further reviewed current job descriptions and titles and rewrote job descriptions to coincide with current responsibilities for each employee. Lastly, Evergreen provided the City with an Administration Manual with plan maintenance procedures.



Comprehensive Compensation Study City of Troy, Missouri

Evergreen Solutions was engaged with the City of Troy to conduct a Comprehensive Compensation Study. Evergreen performed the following tasks:

- identified criteria that was used in selecting comparable entities. For example, entities with similar population, similar geography, a similar mix of residential and commercial properties, and similar work force;
- identified the process to normalize the data to adjust for differences in city population, size, or other differences from Troy;
- developed pay/productivity ratios for each City department that demonstrated how much salary was paid on average by each city for certain levels of service;
- performed a job analysis for each position and conducted interviews with employees;
- reviewed all job descriptions and created updated descriptions as needed;
- performed an organization-wide operational efficiency study and identified staffing levels that deviated significantly from that of comparable entities.
- performed a market salary survey to determine competitive salary levels for all positions;
- performed survey of market to compare the type of fringe benefits provided to comparable entity employees that included, but were not limited to, health insurance, dental, vision, life, vacation, sick leave, annual holidays, education reimbursement, training and work hours;
- updated the present salary schedule; and
- recommended compensation policy regarding salary caps.



Compensation Study and Staff Review City of Fulton, Missouri

Evergreen Solutions is retained by the City of Fulton to conduct a Compensation Study and Staff Review that also includes a comparison of benefit offerings in the market. Evergreen will evaluate employee compensation and right-size staffing in terms of comparability and competitiveness, both from an internal equity and market perspective for similar municipalities and positions in the region. Evergreen will also conduct a gender/race equal-pay analysis and provide recommended pay structures.



**Classification and Compensation Study (Included Benefits Survey)
Ouray County, Colorado**

Evergreen Solutions was engaged with Ouray County to conduct a Classification and Compensation study, including wages and benefits, for full-time and part-time employees of Ouray County. A job analysis was conducted using existing job descriptions to determine the best classifications for the work performed. Evergreen recommended the deletion of outdated or unnecessary jobs descriptions as well as the revision to current positions, if needed. In addition, a salary survey was conducted to ensure external market equity by comparing Ouray County to other county governments, local municipalities and local businesses as appropriate. Recommendations were provided to improve the fairness and equity in the current classification and compensation system.

**Compensation Study
Grand County, Colorado**

Evergreen Solutions was retained by Grand County to conduct a compensation study. Evergreen performed the following tasks: reviewed current personnel practices and policies that impacted pay and performance; reviewed legal provisions and requirements, including statutory requirements that could impact the study; conferred with the County Manager, Elected Officials, Department Heads and Human Resources Director in order to review input regarding their views of compensation problems and needs, and identified specific areas of concern; reviewed County jobs in order to prepare an appropriate pay survey and fringe benefit questionnaire; prepared a survey tool that sought entry level, mid-point and maximum pay for each key class included; performed analysis of pay and benefit data provided by peer organizations; prepared recommended pay grade and range schedules and assignments to pay grades for each class of work; determined appropriate internal relationships of the classes based upon classification factors; and developed a salary schedule or schedules that met the needs of the County's compensation program and related to the County's labor market.

A handwritten signature in black ink, appearing to be 'J. [unclear]', located below the text for Grand County.

**Employee Compensation Consulting Services
Fort Bend County, Texas**

Evergreen was retained by Fort Bend County to provide employee compensation consulting services. Evergreen conducted the following tasks:

- reviewed current compensation plan including policy groups and salary structures;



- conducted Fair Labor Standards Act (FLSA) exempt/non-exempt status review of all positions;
- analyzed internal equity and possible compression issues;
- completed salary survey of City and County governments in the State of Texas as designated by the County;
- designed and executed a salary survey, analyzed results and made recommendations; and
- evaluated and determined each employee's proper step placement on the newly approved salary grade structure.



Compensation and Classification Study Brazoria County, Texas

Evergreen was retained by the Brazoria County to conduct a Compensation and Classification Study. Evergreen developed a compensation program for the County, evaluated current pay grades, and developed a classification system to facilitate the ongoing compensation analysis. Evergreen assessed position titles and identified appropriate employee status in accordance with FLSA. Evergreen then developed multiple alternative recommendations and a communication plan. Finally, Evergreen reviewed and developed different policies procedures and proposed different recommendations.



Salary Compensation Study Hood County, Texas

Evergreen Solutions was engaged with Hood County to provide an update of their classification and compensation system. Evergreen evaluated the current system, collected and reviewed current environment data, and evaluated and built the projected classification plan. Evergreen identified a list of market survey benchmarks and conducted a market survey. Evergreen's consultants provided the County with the external assessment summary, developed strategic positioning recommendations, and developed and submitted draft and final reports and recommendations for compensation administration. Additionally, Evergreen updated and rewrote job descriptions, as necessary, based on our recommendations.



Classification and Compensation Study City of Seguin, Texas

Evergreen Solutions was hired to assist the City of Seguin in designing and implementing a comprehensive classification and compensation plan for its workforce of 330 full-time employees. The scope of the project included two major components: (1) Working with a City management team to revise the existing pay plan and structures; and (2) Evaluating current salary structure and compensation levels for all regular, classified positions and recommending appropriate adjustments.

Specifically, Evergreen's consultants reviewed the City's current classification/compensation plan; surveyed management and identified problem areas regarding the classification and compensation system; conducted a salary survey to ensure external equity; reviewed current policies and procedures; reviewed salary structure to determine appropriateness; and provided technical assistance and training to City staff to facilitate the implementation and the maintenance of the recommended system and procedures.



Classification and Compensation Study City of Farmers Branch, Texas

Evergreen Solutions was engaged with the City of Farmers Branch to conduct a Comprehensive Compensation and Classification Study. The primary objectives of the study were to: review and revise current classification system; determine relevant competitive markets; develop a custom compensation survey to distribute to peer organizations; propose guidelines for an improved or new compensation program and step/grade plan; and provide recommendations to keep the current pay structure competitive. In addition to the salary survey, Evergreen Solutions conducted a benefits survey of market peers in order to compare the City's current benefits to those of its peers.



Comprehensive Compensation and Benefits Study City of Sachse, Texas

Evergreen Solutions was hired by the City of Sachse to conduct a Comprehensive Compensation and Benefits Study. The study measured and provided an analysis on base salary, pay/step plans, employer-provided medical benefits packages and any other incentive-based compensation options, including "on call" pay. To ensure the project's validity and applicability, Evergreen conducted a compensation analysis using similar-sized local municipalities for comparison and recommended comparator cities for consideration.



The following study components were compared:

- pay ranges with comparator cities performing the same or similar functions;
- actual employee pay with comparator cities performing the same or similar functions;
- pay/step plans/special assignment pay with comparator cities performing the same or similar functions; and
- city-provided comprehensive employee benefits packages with comparator cities performing the same or similar functions.

Evergreen recommended pay structure features that provided opportunities for advancement while minimizing salary overlap between levels of responsibility.



Classification and Compensation Study City of Pflugerville, Texas

Evergreen Solutions was hired by the City of Pflugerville to conduct a Classification and Compensation Study for its workforce of over 300 full- and part-time employees. Evergreen analyzed each position within the City by conducting interviews and job audits; evaluated employee position descriptions and duties; interviewed department heads and managers; and assessed classifications within positions (I, II, III, or Lead, Foreman). Evergreen reviewed current job descriptions, focusing on the purpose, job scope, essential duties and responsibilities, education/training requirements, physical job requirements, and working conditions, determined FLSA status (exempt/non-exempt) for positions under federal regulations, and recommended which positions were essential positions in the event the City had a temporary closure. Based on this review, Evergreen presented a proposed classification structure to City management and incorporated input into the final classification document, including a cost analysis for positions that would require adjustments.

Evergreen surveyed the cities of Georgetown, Round Rock, Hutto, Cedar Park, Leander, San Marcos, and College Station to compare compensation and benefit structures in addition to minimum and maximum rates of pay for select positions and will soon make recommendations toward appropriate ranges for rates of pay for each position identified. This included a minimum, mid-point, and maximum, with 1st and 3rd quartile designations. A Salary Grade Chart was prepared based on these recommendations and was presented to management for final approval.



Comprehensive Compensation and Benefits Study City of Rowlett, Texas

Evergreen Solutions was engaged with the City of Rowlett to conduct a comprehensive compensation and benefits study. The primary goal of the study was to ensure that the City was recognized as an employer of choice that provides a viable, cost effective and competitive pay structure. The study measured and provided a compensation analysis on (a) base salary, (b) pay/step plans, (c) employer-provided medical benefits packages and (d) any other incentive-based compensation options, to include "on call" pay. Evergreen's consultants identified any weaknesses within the components of the City's existing compensation package that would negatively impact the organization's ability to attract and retain talented employees.



Pay Structure Study City of Fate, Texas

Evergreen was hired to develop a new pay plan for the City of Fate. Evergreen performed the following tasks: reviewed the City's salary data; created a new pay plan for the City; slotted current jobs into the new pay plan; and verified the internal equity of the new pay plan.



Job Classification, Salary Survey, Compensation Plan Study Services City of Duncanville, Texas

Evergreen Solutions was engaged with the City of Duncanville to provide professional Job Classification, Salary Survey, and Compensation Pay Plan Study Services that allowed the creation of a comprehensive job classification and compensation system and pay plans for employees within the City. Evergreen's consultants reviewed and analyzed the City's current structure and practices of job classifications and job descriptions including: conducting orientation sessions; providing questionnaires; conducting management and employee interviews; reviewing questionnaire responses with supervisory and management staff; performing a job analysis; and developing and/or revising job descriptions.

Evergreen prepared a customized market survey of salaries of the local and area municipalities that included all of the competitive markets where the city recruited employees. Evergreen established a system for an ongoing and easily understood maintenance of the new, or updated, pay plan that was easy for employees to understand and for managers to administer. The recommended pay plan effectively balanced market and internal equity, supported the classification system, and promoted an employee's perception of organizational fairness and equity in the City.



A Classification and Compensation Pay Plan City of Amarillo, Texas

Evergreen Solutions was engaged with the City of Amarillo to develop a Classification and Compensation Pay Plan. Evergreen's consultants: reviewed the City's existing classification/compensation system; worked with the City's Human Resources Director and staff to identify a market position for the City; gathered necessary information through the use of questionnaires, job audits, some personal interviews; discussed and determined the appropriate labor market for the compensation survey; analyzed existing internal hierarchy based on job relationships and proposed implementation methods to correct any identified specific problems; developed a pay plan identifying specific parameters; and reviewed and assigned all positions to an appropriate pay grade.

In the end, Evergreen recommended implementation strategies including calculating the cost of implementing the study and provided the Human Resources staff with training to maintain and revise the system, as needed.



Classification and Compensation Study City of Gonzales, Texas

Evergreen Solutions was retained by the City of Gonzales to conduct classification and compensation study for all employees. Employees participate in focus groups, interviews, and job analysis to determine the best classifications for the work performed. Classifications were reviewed, as needed, and FLSA determinations were made. Evergreen consultants conducted a market salary survey to identify pay ranges in the public and private sector in order to determine the appropriate pay levels for all included jobs in the City. Recommendations were provided to improve the fairness and equity within the City and a plan was provided to address maintenance of implemented changes to the City's classification and compensation system.



Human Resources Department Assessment (Classification and Compensation Services) City of Buda, Texas

Evergreen was engaged with the City of Buda to conduct a Human Resources Department Assessment. Evergreen's consultants provided a job analysis questionnaire and procedures for future updating and new position creation and developed and fully defined a systematic procedure for evaluating positions using the "point factor method". A worksheet was developed for departments to request a job evaluation for upgrades within a position or for a new position for submission to Human Resources to ensure that job titles were consistently used on job descriptions and the pay plan.



Evergreen further created a new cost effective, affordable compensation structure and management plan that was systematically and equitably acknowledge and rewarded an employee's performance and skills. Evergreen designed a compensation program that included a description and justification of the pay philosophy, a completed pay structure, and rules for moving employees through the pay structure based on their increasing contributions in support of the City. Evergreen consultant's gathered actual salary data from market surveys, local governmental agencies, benchmarked cities, and other appropriate data, as deemed necessary. The recommended compensation structure included a proposed training/career progression plan, including documentation as appropriate, and a plan that rewards employee performance fairly and equitably, with measures that can be documented.



Classification and Compensation Study City of Lockhart, Texas

Evergreen Solutions was retained by the City of Lockhart to conduct a classification and compensation study of its workforce. Employees participated in focus groups, interviews, and a job analysis was conducted to determine the best classifications for the work performed. In addition, pay ranges were analyzed as well as benefits in the public and private sector to determine the appropriate pay levels for all included jobs. Recommendations were provided to improve the fairness and equity in the current system.



Comprehensive Compensation Plan City of Padre Island, Texas

Evergreen Solutions was retained by the City of South Padre Island to design and implement a comprehensive compensation plan for the City of South Padre Island that included a pay for performance component. The scope of this project included: working with an assigned committee to determine specific needs related to the City in regards to compensation; working with the committee to review and establish benchmark cities to be used in determining the City's "competitive market"; conducting a job analysis to establish pay grades/classification groups for all City positions; reviewing current compensation philosophy, policies and plan and work with assigned committee to determine City's compensation philosophy; conducting a customized market salary and benefit analysis for all full-time positions that included additional pay types (i.e. assignment pay, certification pay, education pay, etc.); recommending and identifying a competitive position within the market (i.e. percentile of market); recommending pay structures (grades/classification groups and pay ranges; developing a complete, market-sustainable compensation plan that included a pay for performance structure that rewards those employees with high performance; coordinating



with the City to illustrate initial (single) and/or multi-year implementation cost scenarios; meeting with the assigned committee and preparing and presenting to City Council, as required; creating and providing administrative policies related detailing the complete compensation plan for insertion into the Employee Handbook; and providing comprehensive training for key City staff members for implementation and ongoing maintenance of the approved compensation plan.



Classification, Compensation, and Benefits Study City of Portland, Texas

Evergreen Solutions was engaged with the City of Portland (City) to conduct a Classification, Compensation and Benefits Study. Evergreen's consultants evaluated jobs within the City and the current pay and benefits structure. A market survey of salary and benefits was conducted among peers approved by the City. Based on the survey results, Evergreen made recommendations for changes to the current classification and compensation system, as well as provided a maintenance tool that the Human Resources Department to use to keep the system current and equitable. Training on this maintenance tool was also provided.



Salary Survey and Pay for Performance Study City of Mont Belvieu, Texas

Evergreen Solutions was retained by the City of Mont Belvieu to conduct a pay for performance study and a salary study. The study identified classifications that were below market and that need to be adjusted in order for the City to remain competitive among its market peers. In addition, Evergreen made recommendations regarding enhancements needed to the City's current performance evaluation system and provided the City with a performance evaluation tool.



Classification and Compensation Study City of Mont Belvieu, Texas

Evergreen Solutions was again retained by the City of Mont Belvieu to conduct a Compensation and Classification Study. Evergreen performed a comprehensive analysis of the City's current classification and compensation plan by performing the following tasks: placing positions in the current pay plan to ensure positions performing similar work with essentially the same level of complexity, responsibility, and knowledge, skills, and abilities are



classified together; determining the accuracy of Federal Labor Standards Act ("FLSA") exemption status of all positions; determining the accuracy of position titles and descriptions regarding unique characteristics of the position, essential job functions, minimum qualifications, working conditions, licensing requirements, "on call" requirements and supervisory requirements; must accommodate the unique nature of certain functions and responsibilities characteristic of City government; identifying potential pay compression issues and providing potential solutions; and analyzing existing internal hierarchy and internal career ladders where appropriate and clearly outlining job progression opportunities and providing recognizable compensation growth.



Salary and Benefits Survey City of Carlsbad, New Mexico

Evergreen Solutions was retained by the City of Carlsbad to conduct a Salary and Benefits Survey. The study included the evaluation of 50 union positions as benchmarks against the private and public labor market in the State of New Mexico, and making recommendations to improve competitiveness in alignment with the City's strategic goals. Evergreen used private sector data from ERI for data that was unavailable from selected targets using a custom salary and benefits survey. In addition, Evergreen collected average actual salary data for the benchmarked positions. Evergreen's recommendations improved the competitiveness of the City and helped prepare the City for future recruitment challenges.



Comprehensive Compensation and Classification Study City of Santa Fe, New Mexico

Evergreen Solutions was engaged by the City of Santa Fe to conduct a comprehensive compensation and classification study for all City 1,326 employees, including non-bargaining employees and those covered by collective bargaining agreements. Evergreen conducted orientations and focus groups with general employees, and interviewed department directors and other executive managers. Employees completed Job Assessment Tools, and supervisors completed Management Issues Tools, as needed. The data gathered through this process resulted in JAT scores for each job title, placement of each job into an internal hierarchy, and recommendations as needed for revisions to the current classification structure.

Evergreen also worked with City Human Resources staff to conduct a comprehensive salary survey. The results were combined with the internal hierarchy analysis to generate recommendations for a comprehensive compensation and classification structure. Evergreen provided detailed recommendations for the implementation of a new structure and related



employee salary adjustments. Evergreen also assisted the City with implementation of a revised performance assessment system which include training with supervisors and staff, and creating and distributing performance appraisal factor weighting forms.



**Compensation Study
Town of Sahuarita, Arizona**

Evergreen Solutions was hired by the Town of Sahuarita to conduct a Compensation Study that is in alignment with the Town's Strategic Management Plan. Evergreen assisted the Town in developing a highly competitive pay philosophy to recruit and retain quality professional staff and surveyed the market to identify proper pay ranges in the public and private sector for similar classifications.



**Classification Study and Compensation Survey
City of Page, Arizona**

Evergreen Solutions was engaged with the City of Page to conduct a Classification Study and a Compensation Survey for all employees. As part of the study, Evergreen conducted orientation sessions, focus groups, and interviews. Employees completed a Job Assessment Tool (JAT) in order to analyze job duties and revise the current classification structure. A salary and benefits survey was issued to local and regional employers to assess market competitiveness. Based on the findings from the classification and compensation review, a new pay plan as well as policies and procedures were recommended to the City.



**Classification and Compensation Study (Included a Gender Equity Analysis
City of Prescott, Arizona**

The City of Prescott retained Evergreen Solutions to conduct a Classification and Compensation Study, including the development of a compensation philosophy, to design and implement a comprehensive total compensation plan and to classify all positions appropriately within the plan structure. The study included a complete classification analysis using the Job Assessment Tool job valuation methodology as well as a statistical assessment of internal conditions and an assessment of external equity including salary and benefits surveys of competing organizations. The final report culminated in a series of findings and recommendations that were designed to alleviate any strains on the system and, if necessary, redesign or augment the existing system in place at the City of Prescott. **Note:** Evergreen also ensured that the solution that was recommended was equitable from a gender standpoint by doing an analysis of the data collected.



Compensation Study City of Flagstaff, Arizona

City of Flagstaff was hired Evergreen Solutions to conduct a Compensation Study. Evergreen's consultants performed the following tasks:

- evaluated the current broadband pay plan structure;
- evaluated the current skill-based pay plan, public safety, and general 2080 pay plan structures;
- conducted a market salary survey of at least five other local government and private sector peer organizations;
- developed a plan for the City's strategic improvement, including the identification of highly competitive positions within the City; and
- developed recommendations and guidelines for the continued administration and maintenance of the compensation system.



Classification, Compensation, and Benefits Study Yavapai County, Arizona

Evergreen Solutions is engaged with Yavapai County to conduct a Classification, Compensation, and Benefits Study. The purpose of the study is to develop a clear, equitable, consistent and competitive classification and compensation structure that fosters the retention and recruitment of qualified individuals while providing opportunities for growth and development within the County. Evergreen will work with the County to develop a compensation structure that is fair, equitable, and competitive with other local governments in the surrounding geographic market area from which the County recruits. Evergreen will further work with the County to develop a classification system that facilitates ongoing compensation analysis and reporting based on similarly-situated employees, similar skills, qualifications, responsibilities, and pay, using job family grouping and EEO job categories and will provide the County with a tool that the HR department can use to continue that job evaluation process. **Note:** This project is nearing completion.



Classification and Compensation Study City of Boulder City, Nevada

Evergreen Solutions was engaged with the City of Boulder City to conduct a Classification and Compensation Study. Evergreen's consultants conducted a job evaluation, classification review, and developed a compensation system for all positions and job classifications in order to make recommendations regarding the appropriateness, internal equity, and external competitiveness of the City's classification and compensation plans. Evergreen developed an



updated and well-structured classification system as well as classification descriptions for all positions that is legally compliant (including Fair Labor Standards Act (FLSA) and Americans with Disabilities Act (ADA) requirements), internally aligned, reflective of contemporary standards, and accurately reflected current roles, responsibilities, duties, and qualifications. The study also reviewed the City's compensation structure by conducting a market salary survey using comparator agencies. The compensation study contained specific recommendations regarding the integration of all classifications into a clear compensation structure, with the goal of developing a clearly designed, internally equitable format that is flexible for career opportunity and future growth.



Classification, Compensation, and Benefits Study Ogden City Corporation, Utah

Evergreen Solutions was engaged with Ogden City Corporation to conduct a Classification, Compensation and Benefits Study. The goals of this study were to ensure that job descriptions accurately reflect actual duties and maintain compensation levels that are both internally and externally equitable.

Evergreen Solutions worked with Ogden City Corporation throughout four project phases that involved:

- conducting a job analysis, including building a classification plan;
- documenting a compensation philosophy;
- reviewing and analyzing the City's total compensation plan, including a market salary and benefits survey; and
- providing a comprehensive report containing recommendations, an implementation approach, and guidelines for maintaining classification and compensation policy updates and changes.



Compensation and Classification Study Columbia County, Oregon

Evergreen Solutions was retained by Columbia County to conduct a Compensation and Classification Study. Evergreen's consultants worked with the Compensation Study Committee (CoSC) to develop a compensation system for the County, evaluated current pay grades, conducted an equal pay analysis in compliance with the Oregon Equal Pay Law, and developed a classification system to facilitate the continued administration of the compensation analysis. Evergreen's consultants also assessed position titles and identified appropriate employee status in accordance with FLSA. Evergreen then developed multiple alternative recommendations and a



communication plan as well as reviewed and developed different policies procedures and proposed different recommendations.



Classification and Compensation and Equal Pay Study City of Albany, Oregon

Evergreen Solutions was retained by the City of Albany to conduct a Classification and Compensation and Equal Pay Study. Evergreen's consultants reviewed current job descriptions and compensation structures to determine the need for modifications to assure external competitiveness and internal equity by performing the following tasks:

- reviewed current job descriptions to analyze knowledge, ability, education, experience, relevance, and hierarchical consistency;
- developed, distributed, and analyzed job specific questionnaires, as needed, and conducted in-person interviews of select staff to complete analysis;
- proposed, where appropriate, broad-banding of classifications, or combining classifications into a series, if beneficial to achieve alignment of similar positions;
- recommended additions, deletions, or modifications to existing classifications and made FLSA determinations (exempt or non-exempt status) for positions;
- surveyed comparator jurisdictions for both wages and total compensation;
- analyzed results and developed appropriate pay structures for City taking into account compression and internal equity;
- conducted equal pay analyses of recommended pay structures that complied with House Bill (HB) 2005 and its implementing administrative rules; and
- trained City HR staff on the methodology used to assess job classifications in order to maintain internal equity when adding, deleting, or modifying jobs in the future.



Total Compensation Study Spokane County, Washington

Evergreen Solutions was retained by Spokane County to conduct a Total Compensation Study. Evergreen reviewed total Compensation (compensation and benefits) for 225 regular, full-time positions and recommended possible wage adjustments that align with the County's compensation philosophy. Additionally, Evergreen compared the County's benefits package with those offered in the same local market identified in the pay analysis.

Note: Evergreen was hired again in April of 2020 to conduct a Classification Study for the County.



Classification and Compensation Study City of Ridgefield, Washington

Evergreen Solutions was engaged with the City of Ridgefield to conduct a Classification and Compensation Study. The City had desired to maintain an internally and externally equitable, yet market competitive, classification and compensation plan. The City had strived to competitively recruit and retain employees who would provide the best service to the community. The City had not conducted an in-depth review of the classification and compensation structure since 2015-16 and since that time had grown from 37 to 52 FTE's, including seven (7) new classifications. In the end, Evergreen provided recommendations to update the City's classification and compensation structure in order to better retain and recruit qualified employees.



Section 2.0

Summary of Proposer's Qualifications



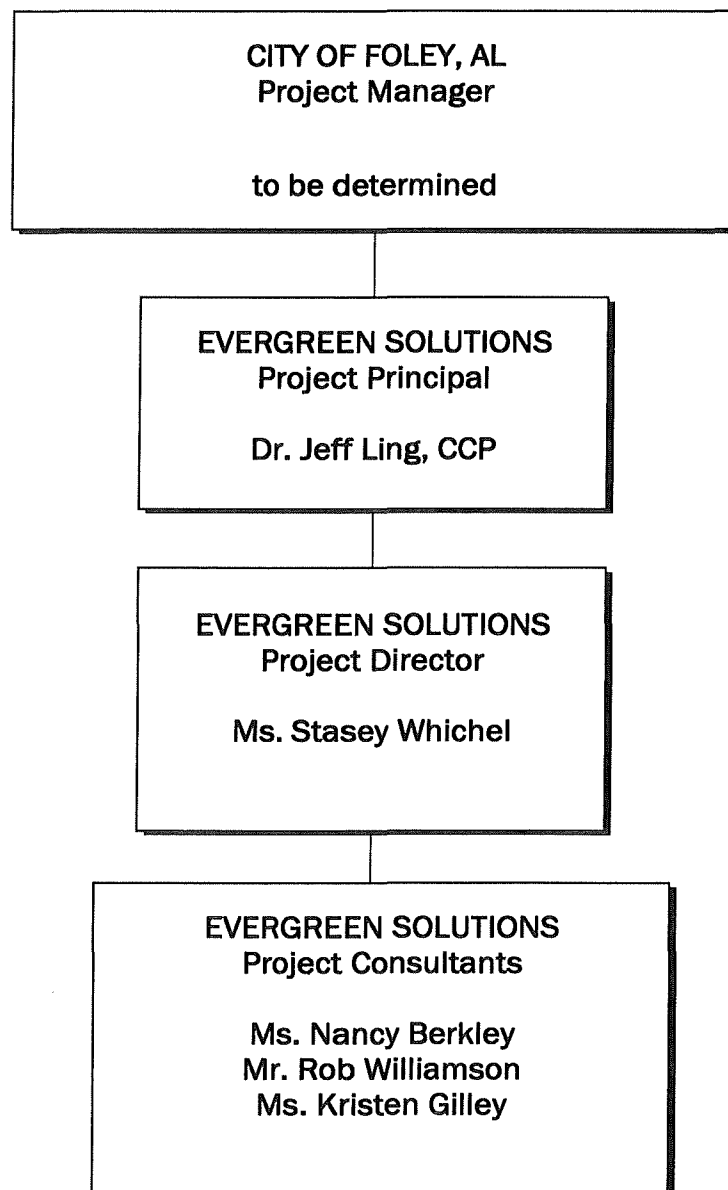
2.0 *Summary of Proposer's Qualifications*

In this section we provide you with the qualifications of our proposed project team through summary resumes and the City's staff support that will be needed.

2.1 Proposed Project Team

Exhibit 2-1
Proposed Project
Management
Organization and
Personnel
Assignments

Exhibit 2-1 reflects our proposed project management and personnel assignments. The structure has been designed to clearly define the roles and responsibilities of each part of the Compensation and Pay Classification Plan Study so that there will be no confusion as to who is responsible for any aspect of this engagement with the City of Foley.



2.2 Key Personnel

Project Principal Dr. Jeff Ling, CCP

City of Foley Project Manager. With each project engagement, we work with the client to identify one specific point of contact to serve as a Project Manager. The City's Project Manager (CPM) will be our reference point throughout the engagement. We will take project direction, leadership, and guidance from the CPM and all project deliverables will be filtered through the CPM throughout the duration of the project.

Evergreen Solutions' Project Principal. Our Project Principal will have ultimate accountability for the success of this project. Evergreen Solutions' Project Principal is always a senior leader in our firm, typically the President. The Project Principal will have contractual authority over the contract, and will be our top level of project responsibility.

Evergreen Solutions' Project Director. Evergreen Solutions designates a Project Director for each HR consulting project. The Project Director will work with the Project Principal regarding the scheduling of the project with the County. The Project Director will have the most frequent contact with the County and will assign project activities to the Project Consultants, and will ensure that deliverables are met within specified timelines.

Evergreen Solutions' Project Consultants. Our Project Consultants are a team of consultants who have worked together on numerous projects, and who will provide consulting and analytical work on all project activities. The Project Consultants will review pay plans, conduct orientation sessions and focus groups, administer the Job Assessment Tool (JAT) and Management Issues Tool (MIT), conduct a salary and benefits survey, review and revise job descriptions, and prepare draft and final reports.

Consultant Team Members must be thoroughly knowledgeable in the portion of the project they are responsible for, as well as have expertise in the issues that are unique to each individual client. Our firm is proposing an exceptional team of consultants who have worked together on many similar projects. We always make sure each project is sufficiently staffed to handle any additional tasks or unforeseen issues that may arise during the course of the study. The combination of our individual knowledge and skills form a superior team who will be able to competently perform all of the pieces of the Compensation and Pay Classification Plan Study for the City of Foley.

The following paragraphs provide summaries of each team member's qualifications and experience related to his/her role in this engagement. Detailed resumes are available upon request.

Dr. Jeff Ling is the President of Evergreen Solutions who has been with the firm since its inception in 2004. He is a Certified Compensation Professional (CCP) who has more than 25 years consulting experience in the following areas: human resources; performance improvement; process analysis; strategic planning; statistical analysis; research methodology; data management; surveys and polling; technology analysis; change management; and risk analysis.



Dr. Ling has planned, organized, and managed studies on human resources assessment, survey analysis, government efficiency, technology planning, information utilization, public opinion, market expansion, and privatization. Each of these studies dealt with summarizing major alternatives for decision makers and providing viable recommendations. He has consulting experience in public sector Evaluation, research management, efficiency analysis, survey analysis, statistical modeling, and technology planning.

Dr. Ling has worked with a multitude of clients in the capacity of Project Principal. He has worked on hundreds of engagements across the nation and includes work in state and local governments, school districts, institutions of higher education, quasi-governmental agencies, and private industry.

Dr. Ling has been instrumental in creating, reviewing, and evaluating the methodology employed by Evergreen Solutions on all human resource engagements. His background and skill set make him uniquely qualified for assessing organizational critical needs and strategy. He is also an expert in policy development and long-term planning.

A sample of the types of studies Dr. Ling has been involved with includes:

- **Compensation/Classification** – He developed the methodology and techniques for organizations to employ for successful data collection and implementation based on internal and external equity needs. He has been the Project Principal for numerous projects related to classification and/or compensation. **Note: He has served as the Project Principal or Project Director for more than 1,000 public sector projects related to Classification and/or Compensation.**
- **Performance Evaluation** – He has provided the framework for many organizations transitioning into goal-based performance evaluation systems or fully functional merit-based pay structures. He understands the importance of a well stratified, objective based review process and has been instrumental in assisting a number of large organizations transition from traditional systems into merit-based pay structures with minimal transitional costs and interruption.
- **Market Research** – He provided the basis for which market research was collected, analyzed, and review. He ensured that data collection procedures and methods were statistically reliable using his knowledge of statistics and overall market research.
- **Policy Development** – He has a thorough and firm understanding of policy development and has assisted many clients with implementing tailored policies and practices that reflect best practices.

Dr. Ling holds a Doctorate's Degree from Florida State University in Political Science and has taught courses addressing research methodology, statistical analysis, technological innovations, and political economy at various universities.



**Project Director
Ms. Stasey Whichel**

Ms. Stasey Whichel is a Project Manager with over 25 years of experience in education and government. As a former public sector Deputy Director, she demonstrated experience in policy development, strategic planning, human resource management, budgeting, and risk evaluation.

Early in her career, Ms. Whichel worked as a high school math teacher and served as the Secondary Faculty Director and Curriculum Coordinator. She also developed a strategic approach to increasing course offerings, realigned staff resources, and designed survey tools to evaluate current and future needs.

Ms. Whichel acquired public sector experience in project management, conducted programmatic audits and reviews to ensure compliance with state and federal rules and regulations, developed programmatic operating procedures, drafted internal management policies, and identified areas for efficiencies and improvements. She has also conducted reviews of relevant state and federal legislation and drafted bill analysis and agency comments. She led a team through an organizational realignment to better fit contemporary management needs, leveraged outside funding sources, and trained staff members on state and federal programs. As a member of agency leadership, she collaborated on HR policy reviews, conducted salary compensation studies, and developed recommendations for legislative budget issues. She also participated in the development of multi-faceted, long-term strategies designed to achieve agency and division goals, established metrics, and evaluated programmatic performance. She developed survey tools to measure employee satisfaction and identify staff needs and used findings to inform management decisions and created opportunities to improve staff morale. Her HR experience also includes the development of documents related to job advertisements, position descriptions, objective performance expectations, and performance reviews. She is experienced in applicant selection, on-boarding, identifying training requirements, and mentoring staff.

Ms. Whichel possesses expertise in the following areas: conducting organizational studies, evaluating risk, and reviewing operational procedures; providing guidance for change management; developing workflow and process design; identifying specific training needs; on-boarding new staff; conducting classification, compensation, and salary comparison studies; preparing employee surveys and valuations of employee satisfaction; working with leadership to develop or update agency policies, programs, and guidelines; developing Job descriptions and performance management tools; fostering employee communications; and administering contracts, accounting and auditing principles.

Some of the public sector projects that Ms. Whichel has been involved with include: a Classification and Compensation Study for the City of Northport, AL; a Compensation Study for Shelby County, AL; a Compensation Study for Daphne Utilities, AL; a Classification and Compensation Study for Hardee County, FL; a Compensation Study for Seminole County, FL; a Compensation Study for the City of North Port, FL; Examining Job Descriptions for new Jobs to update Pay Ranges for the Town of Lake Park, FL; a Compensation Study for the City of Bunnell, FL; a Classification and Compensation Study for the Town of Lake Park, FL; a Classification and Compensation Study for the City of Punta Gorda, FL; a Compensation Study for the City of Homestead, FL; a Classification and Compensation Study for the Barefoot Bay Recreation District, FL; a Compensation Study for the Solid Waste Authority of Palm Beach County, FL; a Compensation Study for the North Collier Fire Control and Rescue District, FL; a Classification and Compensation Study for the Monroe County Property Appraiser, FL; a Compensation Study for the Marion County Hospital District, FL; a District-wide Compensation Study for the School Board



of Sarasota County, FL; a Classification and Compensation Study for the City of Palm Bay, FL; a Classification and Compensation Study for Charlotte County, FL; a Compensation Study for Orange County, FL; a Salary Survey/Compensation Review for the Children's Trust of Miami Dade County, FL; a Classification and Compensation Study for Service Management Solutions for Children (SMS) and Partnership for Strong Families (PSF); a Compensation Study and Gender Analysis for the Town of Medley, FL; a Classification and Compensation Study for the Early Learning Coalition of Pinellas County, FL; a Classification and Compensation Study for the City of West Melbourne, FL; a Compensation Study for the City of Griffin, GA; a Classification and Compensation Study for Henry County, GA; a Classification and Compensation Study for Habersham County, GA; a Wage Study for Madison County, GA; a Compensation Study for East Orange School District, NJ; a Compensation Study for the Town of Ocean City, MD; a Classification and Compensation Study for Franklin County Public Schools, VA; a Compensation Study for Harrisonburg City Public Schools, VA; a Comprehensive Classification and Compensation Study for Henry County, Henry County Sheriff's Office, Henry County Public Service Authority, and Henry County Public Schools, VA; Comprehensive Classification and Compensation Plan for Dinwiddie County Public Schools, VA; an Updated Solution File for Danville Public Schools, VA; a Classification and Compensation Study for Culpeper County Public Schools, VA; a Classification and Compensation Study for Isle of Wight County, VA; a Classification and Compensation Study for Goochland County, VA; a Compensation Study for New Horizon Regional Education Centers, VA; a Classification and Compensation Study for the Town of Smithfield, VA; a Classification and Compensation Study for Charlottesville City Schools, VA; Compensation Strategy Review and Classification Study for the Town of Clayton, NC; an Organizational/Staffing Study for the Town of Clayton, NC; a Compensation Study for Lincoln County Schools, NC; a Compensation Study for Cabarrus County Schools, NC; a Compensation and Benefits Study for Transylvania County, NC; a Compensation and Benefits Study for the City of Rock Hill, SC; an Employee Compensation and Pay Classification Study for the City of Rock Hill, SC; a Classification and Compensation Study for School District 5 of Lexington and Richland Counties, SC; a Compensation Study for the City of Columbia, SC; a Comprehensive Compensation Study for Fayette County Public Schools, KY; a Compensation Study for the Rutherford County School Board, TN; Classification, Compensation, and Total Staff Rewards Consulting for the School District of Beloit, WI; a Compensation Study for Saint Paul Public Schools, MN; an Operations Review/Efficiency Study for the City of Norwalk and Norwalk Public Schools, CT; a Compensation and Pay Classification Plan Study Raytown C-2 School District, MO; a Compensation and Classification Study for the Liberty Public School District #53, MO; a Compensation Study for Kansas City Public Schools, MO; a Classification and Compensation Study for the Blaine County School District No. 61, ID; a Classification and Compensation Study and Staffing Analysis for the City of Harlingen, TX; a Compensation Study for Texas Wesleyan University; and a Classification and Compensation Study for the City of Boulder City, NV.

Ms. Whichel possesses a Bachelor of Science degree in Biology from The Florida State University.

**Project Consultant
Ms. Nancy Berkley**

Ms. Nancy Berkley is the Vice President of Evergreen Solutions who has been with the firm for more than nine years. She has over 30 years human resources experience as an HR Director and Consultant demonstrating a thorough knowledge of multiple HR disciplines including, recruiting and staffing, workforce planning and retention, on-boarding, compensation and benefits, employee and labor relations, employee leave administration,



voluntary and in-voluntary employee separations, performance management, employee surveys, organizational design and development, organization effectiveness, employee learning, training, and development, employee records administration and retention, and awards and recognition programs. She has consistently enhanced organizational capability by integrating HR with strategic business planning, development and assessment. She has provided individualized executive coaching and led HR team development and high-performance teams. She has led corporate change initiatives and built talent-rich organizations by strengthening people and integrating processes and has directed human resources in high-volume, transactional service organizations and high-level, consulting organizations. She has excellent conflict resolution, negotiation, and influencing skills.

Ms. Berkley possesses expertise in the following HR areas:

- Designing and implementing a shared service, centralized virtual staffing organization, increasing efficiency of staffing function for hiring managers.
- Analyzing and responding to employee relation trends—positively influenced work environments reducing employee complaints by ~90 percent.
- Consulting with senior leaders and successfully leading project teams to develop new policies, programs and tools—including total revision and communication of a company's HR policies and practices to be in accordance with state and federal laws;
- Creating HR metrics reviews utilizing business goals and human resources information systems data—set improvement goals and developed action plans for unique business requirements.
- Conceptualizing and implementing complex workforce reduction plans—then redeployed ~50 percent of the affected employees.
- Representing companies in state and federal agency reviews, e.g. Office of Federal Contract Compliance Program (OFCCP) reviews—Equal Employment Opportunity Commission (EEOC) charges, workers compensation charges, and unemployment compensation claims.

A sample of some of the public sector projects that Ms. Berkley has directed or served on the Evergreen Team includes: a Classification, Compensation, and Benefits Study for the Chambers County Commission, AL; a Classification and Compensation Study for the City of Hartselle, AL; a Classification and Compensation Study for the City of Daphne, AL; Classification and Compensation/Benefits Study for the City of Jacksonville Beach, FL; a Salary Survey for the City of Dania Beach, FL; a Classification, Compensation, and Benefits Study for the Town of Jupiter, FL; a Classification and Compensation Study for the Town of Cutler Bay, FL; a Comprehensive Compensation and Classification Study for the City of Panama City, FL; a Comprehensive



Compensation and Classification Study for the City of Panama City Beach, FL; a Classification and Compensation Study for the City of Destin, FL; a Compensation and Classification Study for Alachua County, FL; Job Audits for the City of Gainesville, FL; a Pay and Classification Study for the City of Fort Walton Beach, FL; a Compensation and Classification Study for the City of North Port, FL; a Compensation Study for the Village of North Palm Beach, FL; a Compensation Study for the City of Hollywood, FL; a Compensation Study for Lake County, FL; a Pay and Classification Study for Martin County, FL; Compensation and Classification Study Services for Monroe County, FL; a Compensation and Classification Study for Miami Shores Village, FL; a Classification and Compensation Study for the City of New Smyrna Beach, FL; a Job Classification and Compensation Study for the Utilities Commission, City of New Smyrna Beach, FL; a Compensation Study for the a Compensation and Benefits Study and Analysis for the City of Dahlgonega, GA; a Comprehensive Position Classification and Compensation/Benefits Study and Analysis for the City of Woodstock, GA; a Compensation Analysis for the City of Alpharetta, GA; Employee Classification and Compensation Study for the City of Savannah, GA; Comprehensive Classification and Compensation Study for the City of Garden City, GA; a Compensation and Classification Study for the City of Brookhaven, GA; a Comprehensive Compensation and Classification Study for the City of Tybee Island, GA; a Pay and Classification Study for the City of Chamblee, GA; a Compensation Study for the City of Dalton, GA; a Pay and Classification Study for the City of Fayetteville, GA; a Wages and Salaries Compensation Study the City of Stockbridge, GA; a Compensation and Classification Study and Analysis for the City of Dublin, GA; a Classification and Compensation Study and Analysis for the City of Douglasville, GA; a Salary Survey for the City of Dunwoody, GA; a Classification and Compensation and Staffing Study for the City of Powder Springs, GA; a Compensation Study for the City of Statesboro; a Salary and Benefits Survey for the City of Roswell, GA; a Classification and Compensation Study for the City of Commerce, GA; a Compensation and Benefits Survey for Forsyth County, GA; a Compensation Market Study and Survey for Forsyth County, GA; a Pay and Classification Study for Worth County, GA; a Classification and Compensation Study and Analysis for Douglas County, GA; a Job Description/Classification Study and Analysis for Douglasville-Douglas County Water and Sewer Authority, GA; a Classification and Compensation Study for Lumpkin County, GA; a Classification and Compensation Study for Blount County, TN; a Compensation Update for the Central Ohio Transit Authority; Classification and Compensation Study Services for the City of Urbana, IL; a Classification and Compensation Study for Jefferson County, MO; a Compensation and Benefits Study for the City of Dardenne Prairie, MO; a Comprehensive Compensation Study for the City of Troy, MO; a Classification and Compensation Study for Sedgwick County, KS; a Classification and Compensation Study and Analysis for the Town of Bridgewater, MA; a Job Classification and Compensation Study for the City of Milford, DE; Classification and Compensation Plan Review for the City of Annapolis, MD; a Wages and Salary Scale Study for Washington County, MD; Personnel Manual Review and Revision Services for Calvert County, MD; a Classification and Compensation Study for Gloucester County, VA; a Compensation Study for King George County, VA; a Pay and Classification Study for the Isle of Wight County, VA; a Classification and Compensation Study for Essex County, VA; a



Compensation and Classification Study for Montgomery County, VA; a Classification and Compensation Study for Alleghany County and the City of Covington, VA; a Pay and Classification Study for the City of Williamsburg, VA; a Salary Market Study and Personnel Systems Study for Virginia's Region 2000 Local Government Council; a Classification and Compensation Study for Transylvania County, NC; a Salary Equity Study for Guilford County, NC; a Position Classification and Compensation Study for Gaston County, NC; a Pay and Classification Study for Buncombe County, NC; a Classification and Compensation Study and Benefits Survey for New Hanover County and New Hanover ABC Board, NC; a Classification and Compensation Study for the City of Hendersonville, NC; a Classification System and Pay Plan Development Study for Franklin County, NC; a Compensation and Classification Study for the City of Goldsboro, NC; a Classification and Compensation Study for Berkeley County, SC; Classification and Compensation Study Services for Beaufort County, SC; a Comprehensive Classification, Compensation, Performance Management, and Benefits Study for the City of Columbia, SC; a Pay and Classification Study for the Town of Moncks Corner, SC; a Classification and Compensation Study for the Town of Bluffton, SC; a Classification and Compensation Study for the Town of Hilton Head Island, SC; a Wage and Compensation Study for the City of Isle of Palms, SC; a Classification and Compensation Study for the City of Goose Creek, SC; a Classification and Compensation Study for the Town of Little Elm, TX; a Human Resources Department Assessment for the City of Buda, TX; a Market Salary Update for the City of Buda, TX; a Classification and Compensation Study for the City of Pflugerville, TX; a Classification and Compensation Study for the City of Conroe, TX; a Comprehensive Compensation and Classification Study for the City of Farmers Branch, TX; a Classification and Compensation Study for the City of Portland, TX; a Comprehensive Compensation and Benefits Study for the City of Rowlett, TX; a Compensation Plan Study for the City of South Padre Island, TX; a Classification and Compensation Study for the City of Lockhart, TX; Comprehensive Compensation Plan for the City of Padre Island, TX; a Salary Compensation Study for Hood County, TX; and a Compensation and Classification Study for Brazoria County, TX; a Classification and Compensation Study for Kaufman County, TX; a Classification Study and a Compensation Survey for the City of Page, AZ; and a Compensation and Classification Study for Columbia County, OR.

Ms. Berkley has a Bachelor's Degree in Psychology from Florida State University.

**Project Consultant
Mr. Rob Williamson**

Mr. Rob Williamson is a Project Manager with Evergreen. He brings more than 20 years of proven leadership experience serving both private and public sector clients. His diverse leadership includes time as a business owner, County Commissioner, CEO of a mid-sized water and wastewater treatment utility, Executive Director of a three-member regional water utility provider, and most recently, Manager of the Florida Association of Counties' 23-county insurance trust.

During his career, Mr. Williamson has served on boards of directors for more than two dozen public, private, civic and charitable organizations. This



includes time as Chairman of the Santa Rosa County Board of County Commissioners, RESTORE Council, Tourist Development Council, Florida/Alabama Transportation Planning Organization and as a member of the Florida Gulf Consortium, Florida Association of Counties Executive Board, Leadership Santa Rosa, and the Institute for County Government to name a few. He is also a member of the Florida Rural Water Association.

Mr. Williamson helps organizations create new strategic pathways to solve complex problems. His areas of focus include policy development, strategic planning, change management, government services, transportation planning, master planning, tourism, RESTORE Act implementation and leadership development.

Some of the recent projects that Mr. Williamson has directed or been involved with include: a Compensation Study for the Metropolitan St. Louis Water District, MO; a Compensation Study and Analysis for McLean County, IL; a Classification and Compensation Study for the City of Moline, IL; a Comprehensive Total Compensation Study for Cumberland County, PA; a Classification and Compensation Study for Barrow County, GA; a Classification and Compensation Study and Analysis for Columbus Consolidated Government, GA; a Classification and Compensation Study for the City of Jackson, GA; a Compensation Study for Cherokee County, GA; a Classification and Compensation Study for the City of Johns Creek, GA; a Classification and Compensation Study for the City of Jackson, GA; a Classification and Compensation Study for the City of Calhoun, GA; a Classification and Compensation Study for the City of Hampton, GA; a Classification and Compensation Study for the City of Sylvester, GA; a Compensation Study for Cobb County-Marietta Water Authority, GA; a Classification and Compensation Study and Analysis for Clayton County Water Authority, GA; a Compensation Study for Douglasville-Douglas County Water and Sewer Authority, GA; a Classification and Compensation Study for the City of Vienna, GA; a Classification and Compensation Study for the City of Auburn, AL; a Compensation and Benefits Study for the City of Mobile, AL; a Classification and Compensation Study for Riviera Utilities, AL; a Classification and Compensation Study for DeSoto County, FL; a Compensation Study for the Lake Apopka Natural Gas District, FL; a Comprehensive Classification and Compensation Study for Citrus County, FL; a Classification and Compensation Study for the City of Apalachicola, FL; a Compensation Study for the City of New Port Richey, FL; a Classification and Compensation Study for the City of Oldsmar, FL; a Compensation Study for the City of Bradenton, FL; a Classification and Compensation Study for the City of Cooper City, FL; a Classification and Compensation Study for the City of Kissimmee, FL; a Classification and Compensation Study for the Manatee County Sheriff's Office, FL; a Compensation Study for the Marion County Property Appraiser, FL; a Classification and Compensation Study for Culpeper County, VA; an HR Market Study for Botetourt County, VA; a Classification and Compensation Study for Dare County, NC; a Compensation Study for North Charleston Sewer District, SC; a Compensation Study for the Town of Central, SC; a Classification and Compensation Study and Analysis for Darlington County, SC; a Compensation Study for the City of Orangeburg, Department of Public Utilities, SC; a Job Market Survey for New Braunfels Utilities, TX; a



**Project Consultant
Ms. Kristen Gilley**

Compensation Study for the City of Aransas Pass, TX; and a Classification and Compensation Study for Blanco County, TX.

Mr. Williamson has certifications from the Cambridge Leadership Institute and the Kenan-Flagler Business School Leadership Institute and possesses a Bachelor of Science Degree in Sociology from Florida State University.

Ms. Kristen Gilley, CCM, is a Senior Consultant with Evergreen who has more than 14 years' experience in adult learning and K-12 education. She was a Language Arts Teacher in Leon County Schools where she received a District rating of Highly Effective and was recognized as a High Impact Teacher by the Florida Department of Education. As a teacher, she supervised interns and practicum university students, developed, implemented, and sponsored multiple extra-curricular activities for students, including the National Junior Honor Society, school spelling bee, and orientation camp for incoming students, and was a business manager for athletic teams.

Ms. Gilley was a Program Specialist for the Florida Department of Education where she oversaw educator retention and development programs, including revisions, marketing, and rule developments for the following: Clinical Education Program Developer Academy, Professional Education Competency Program, and the Title II, Part A: State-Level Equitable Services Program for Non-Profit Private Schools. As a Program Specialist, she managed approximately \$9 million in professional development and recruitment grants and contracts for the Bureau, participated in Professional Development Protocol site visits in order to assist school districts in developing strategic plans for professional learning, and was a member of the Florida Teacher of the Year internal evaluation committee. She was also a volunteer mentor for a middle school in Leon County Schools for two years.

Ms. Gilley's recent projects that she has been involved with include: a Classification and Compensation Study for the City of Northport, AL; a Compensation and Benefits Study for Daphne Utilities, AL; a Compensation Study for the City of North Port, FL; a Classification and Compensation Study for Hardee County, FL; a Classification and Compensation Study for the Town of Lake Park, FL; a Classification and Compensation Study for the City of Palm Bay, FL; a Compensation Study for Seminole County, FL; a Compensation Study for the City of Bunnell, FL; a Classification and Compensation Study for the City of Punta Gorda, FL; a Classification and Compensation Study for the City of Coral Gables, FL; a Classification and Compensation Study for the Barefoot Bay Recreation District, FL; a Salary Survey/Compensation Review for the Children's Trust of Miami Dade County, FL; a Compensation Study for a District-wide Compensation Study for the School Board of Sarasota County, FL; a Classification and Compensation Study for Service Management Solutions for Children (SMS) and Partnership for Strong Families (PSF), FL; Classification and Compensation Study for the Early Learning Coalition of Pinellas County, FL; a Classification and Compensation Study for Henry County, GA; a Classification and Compensation Study for the City of Fairburn, GA; a Wage Study for Madison County, GA; a Compensation Study for the Town of Ocean City, MD; a Classification and Compensation Study for Charlottesville City Schools, VA; a Classification and Compensation Study for Goochland County, VA; a Classification and Compensation Study for Franklin



County Public Schools, VA; a Comprehensive Classification and Compensation Study for Henry County, Henry County Sheriff's Office, Henry County Public Service Authority, and Henry County Public Schools, VA; a Classification and Compensation Study for Culpeper County Public Schools, VA; a Classification and Compensation Study for Isle of Wight County, VA; a Compensation Study for New Horizon Regional Education Centers, VA; a Classification and Compensation Study for the Town of Smithfield, VA; Compensation Strategy Review and Classification Study for the Town of Clayton, NC; a Compensation and Benefits Study for Transylvania County, NC; an Organizational/Staffing Study for the Town of Clayton, NC; a Compensation Study for Lincoln County Schools, NC; an Employee Compensation and Pay Classification Study for the City of Rock Hill, SC; a Classification and Compensation Study for School District 5 of Lexington and Richland Counties, SC; a Compensation Study for the City of Columbia, SC; a Comprehensive Compensation Study for Fayette County Public Schools, KY; a Compensation Study for the Rutherford County School Board, TN; a Compensation Study for Saint Paul Public Schools, MN; a Compensation and Classification Study for the Liberty Public School District #53, MO; and a Compensation Study for Kansas City Public Schools, MO; and a Classification and Compensation Study and Staffing Analysis for the City of Harlingen, TX.

Ms. Gilley has a Master's of Science in Public Administration and Bachelor's Degree in Public Relations from the University of West Florida. In her Master's program, she specialized in leadership in public service and non-profit administration. She received her teaching credentials from the Educator Preparation Institute, Gulf Coast State College, Florida in 2011. She is a Florida Certified Contract Manager (CCM).



Note: A team of experienced analytical and clerical support staff will contribute to this study, as needed.

2.3 Assistance Needed from City Staff

Evergreen will look to the City's staff for assistance throughout the duration of the project; however, we have found that the most time that we will need staff involvement will occur near the initial commencement of work and will be fairly minimal. Evergreen will request that a Project Manager be designated by the City to serve as our central point of contact. The City's Project Manager will have the most frequent interaction and involvement with Evergreen's consultant team.

Some of the functions we anticipate needing assistance from City staff include:

- providing requested data and documents;
- meeting in-person with our consulting team when they are on-site in Foley;



-
- facilitating components of the project communication plan—such as notifying employees about the study, updates of study progress and final study recommendations;
 - reviewing interim deliverables and providing feedback; and
 - assisting in the resolution of any study issues.

While the initial data collection will represent the majority of the staff time that would be requested by Evergreen Solutions, we anticipate that overall staff time dedicated to the project will be minor—approximately three percent or less of total project hours.

In addition, Evergreen Solutions values feedback and will look to the City's Project Manager and other decision makers for guidance at different milestones throughout the project. These milestones will be clearly communicated and agreed upon by Evergreen's Project Director and the City's Project Manager.

Based on our experience conducting this type of study, we will request the following types of data and documents to assist our consultant team:

- policies and administrative procedures;
- organizational charts;
- program and compliance reports;
- current pay and classification plan;
- current job descriptions;
- schedule of current salary ranges and pay grades;
- benefits information; and
- other documentation that will assist in completing this study.

Evergreen consultants will bring their own computers and cell phones, and we will not require technical expertise from City staff.



Section 3.0

Project Understanding, Proposed Approach, and Methodology



3.0 *Project Understanding, Proposed Approach, and Methodology*

In this section we include our understanding of the project; our approach and methodology for conducting the Compensation and Pay Classification Plan Study for the City of Foley; and a detailed work plan—identifying the tasks, activities, and milestones necessary to accomplish the deliverables required in the scope of services of the Request for Proposals.

3.1 Project Understanding

Evergreen understands that according to the scope of services of the RFP, the City desires the following activities performed:

- *meet with City administrative officials to assure an understanding of the City's objectives in the project including timeframes for completion of project;*
- *review related background documents including current job descriptions and current pay classification plan;*
- *submit an Action Plan to the City, satisfying to both parties, for accomplishing tasks associated with the compensation and classification study for the City (This plan should delineate the tasks necessary to complete the project along with a reasonable time table for completion);*
- *meet with City employees in several orientation sessions to describe scope of work and methodology;*
- *perform job analysis/evaluation for each full-time and part-time permanent job in the City, utilizing, but not limited to, questionnaires, interviews, and on-site observations;*
- *prepare written job descriptions for each job classification in the City (Microsoft Word format) using the job analysis/evaluation data (Job descriptions to include, but not limited to; job-code, FLSA designation, pay grade, job title, department/division, general statement of job, essential and non-essential duties, safety/non-safety sensitive, minimum training/experience, and minimum physical requirements);*
- *group jobs based upon duties performed and the knowledge, skills, abilities, and minimum qualifications required for job performance;*
- *conduct a wage and benefit survey among competing jurisdictions as well as public and private organizations to determine competitive wages in the appropriate labor market(s);*



- *design or utilize a valid and reliable evaluation system and evaluate jobs to determine proper internal class relationships;*
- *assign each job to a pay grade with a view toward achieving proper internal relationships among classes and making salary ranges competitive with relevant markets, as evidenced by the results of the wage survey, with due consideration of the financial condition of the City;*
- *estimate accurately the cost of installing the pay plan and recommend a methodology for implementation;*
- *develop and recommend a procedure for employee classification appeals;*
- *hear employee classification appeals during initial implementation and recommend appropriate action;*
- *develop and recommend appropriate compensation policies and procedures with consideration for short- and long-term goals;*
- *provide copies of a preliminary draft report showing the findings of the study for review by management prior to the issuance of the final report(s);*
- *train appropriate Human Resources staff in the job evaluation system and the administration of the pay structure; and*
- *make oral presentation of final report including findings, recommendations, to the Mayor and City Council.*

3.2 Approach and Methodology

Evergreen Solutions is uniquely qualified to conduct a Compensation and Pay Classification Plan Study for the City of Foley as our team includes recognized experts in local government human resources management and understands that there is not a “one size fits all” solution to compensation management. Our approach is built on working collaboratively with all parties to make sound, implementation-focused recommendations. Specifically, we have developed a methodology that:

- focuses on market competitiveness;
- is based on the organization's compensation philosophy;
- recognizes that compensation is comprised of more than just base pay levels;
- reflects changes in recent compensation strategies;



- designs custom solutions that take into account the diversity of needs present in the organization and allows you to select the components and options that best meet your overall needs; and
- produces a structure that improves the organization's ability to recruit, reward, motivate, and retain talent in a competitive environment that includes both public and private sector employers.

We will work closely with the City's designated Project Manager, City administrative officials and the Human Resources Department throughout the process to ensure constant communication of issues, concerns, and potential outcomes. We work closely with your staff to gain a solid understanding of your current operational realities, challenges, and desired outcomes. Moreover, Evergreen will work with you to balance your need to meet your performance goals while carefully managing your resources.

Compensation management has undergone significant transformation in the private sector and over time public sector organizations have mirrored these changes. While compensation once centered on the separate administration of base pay and core benefits, a shift has occurred that has transformed compensation management.

Progressive organizations now recognize that to effectively recruit, reward, motivate, and retain employees, compensation management requires strategic thinking and planning. Compensation management must support an organization's overall strategic direction. To accomplish this, effective organizations design a compensation philosophy that details where an organization wants to be in relation to the market in key areas. These key areas include cash compensation, benefits, and work/life balance. Compensation is thus a reflection of the organization's philosophy.

Evergreen realizes that we will need to tailor our approach to fit the operating, fiscal, and competitive needs of the organization. Recommendations must always reflect competitive needs while supporting the organization's overall mission.

Listed below is an overview of the typically recommended approach that Evergreen takes when conducting a study of this nature.

Kick Off Meeting

Evergreen begins each engagement by meeting with our client's leadership team. Frequently, this initial meeting will accomplish several goals, including:

- finalizing the project work plan;
- identifying milestone and deliverable dates;
- gaining insight into the management structure and approach;
- collecting classification, compensation, and benefits data;
- identifying additional data needs; and
- developing preliminary schedules for subsequent tasks.



	At this time, we will also request a copy of the employee database that reflects current classification and compensation data.
Communication Plan	Communication is a critical component of any Compensation and Pay Classification Plan Study. Communicating with employees directly and early in the process builds support for the process and the accompanying outcomes. As part of our communication plan, we meet first with key project staff to fully understand the nature and scope of the project. The results of these meetings are then communicated to employees during the project outreach through employee orientation sessions, focus groups, and interviews. Regular updates are provided to the client's Project Manager and can be posted on the client's intranet site, if available and desired. Additionally, the communication plan for the distribution of the end product, particularly how the results will be distributed to employees, is also critical.
Employee Orientation and Focus Groups	Based on client feedback and a review of best practices, we have designed an orientation curriculum that provides employees insight into the process as well as provides a forum for answering questions and soliciting participation. Following the orientation sessions, we begin the focus group process. Focus groups are used to gain detailed insight into employee perceptions, concerns, and issues. The protocol for the sessions is provided to your project team in advance and refined to meet your needs. We have found that employee orientation sessions and focus groups are critical venues for building employee participation and buy-in. Since they take place at the outset of the project, they are a critical introduction to the project and the question-and-answer formats allow employees to become engaged in the process. During these sessions, Evergreen's consultants can also help to manage expectations since some employees may have unrealistic expectations based on anecdotal information.
Department Head Interviews	Evergreen staff conduct one-on-one interviews with department heads and/or senior management (in addition to any other employees the client determines is necessary) to identify challenges for consideration. These interviews will allow our staff to add details to our understanding of the organization and its needs. They also allow our consultants the opportunity to better understand the organizational structure of each department as well as the unique recruiting and retention issues that may be present in each department. Frequently, department directors and senior management serve as invaluable resources in explaining how internal equity relationships have evolved over time and explaining the nuances between the differences in jobs.
Job Assessment Tool and Management Issue Tool	Another important activity undertaken at this time is the distribution of Evergreen's Job Assessment Tool® (JAT). These questionnaires are central components of the job evaluation process. The JAT asks a series of questions regarding an employee's job that captures the nature of the job and how it interacts with work within the organization. The JAT contains questions that ask about each of the following areas: • scope of duties;

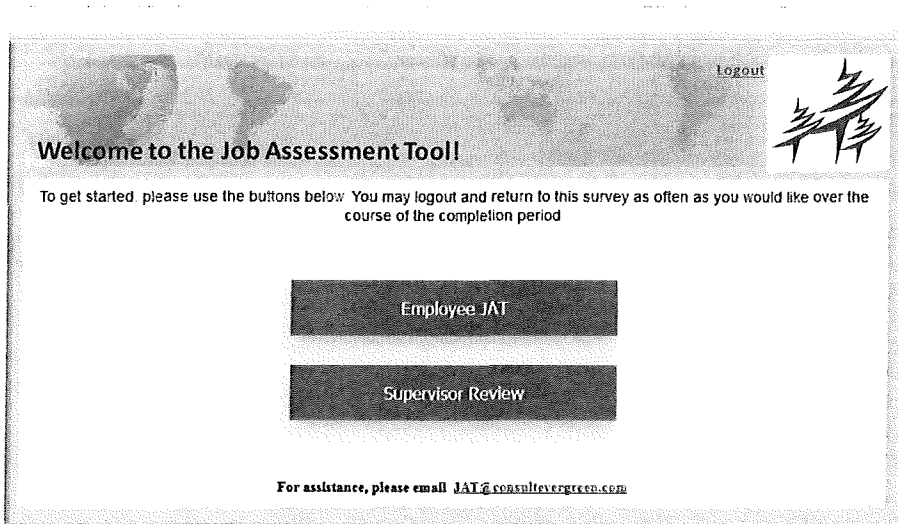


- complexity of work;
- supervision received and exercised;
- physical requirements;
- financial responsibilities;
- analytical/mental requirements;
- knowledge and skills required for the job; and
- level of responsibility/reporting relationships.

Evergreen will contact the client's Project Manager should there be a need to clarify question responses or issues with information collected from the JAT. Due to budgetary constraints faced by many of our clients, we have designed the JAT as a web-based tool so that data can be collected electronically. If requested, we can also provide a paper-based version of the tool.

Exhibit 3-1 below depicts a screenshot of the JAT home screen showing the levels of access for a Supervisor. Supervisors have access to their own surveys in addition to the ability to review and approve the surveys of their direct reports. The supervisor review process ensures validation of the JAT data collected from employees and prevents comments made by employees from being taken out of context.

**Exhibit 3-1
Supervisor's JAT Home Screen**



Source: Evergreen Solutions, 2022



Exhibit 3-3 shows a similar page in which employees are asked to list the Essential Functions of their job. These are the tasks and activities that define the classification and make it unique. Gathering information such as this allows Evergreen to assess the validity of the present classification structure and identify classifications or individuals within classifications that need to be restructured or reclassified.

Exhibit 3-3 Job Functions

Logout

Essential Job Functions

On the lines provided, please include all essential job functions you perform. For every function you list, estimate the total percent of your time spent on each function on an annual basis and check off which tasks are a priority. A priority task is one that is core to your position.

Task	Percent	Priority
Task 1	100	☐
Task 2	80	☐
Task 3	60	☐
Task 4	40	☐
Task 5	20	☐
Task 6	10	☐
Task 7	10	☐
Task 8	10	☐
Task 9	10	☐
Task 10	10	☐

Source: Evergreen Solutions, 2022

In addition to the JAT, Evergreen will also distribute our Management Issues Tool (MIT). The MIT is distributed to supervisors and managers and is used to collect specific information from supervisors and managers related to such issues as recruitment and retention problems, classification issues, pay equity issues, problems with titles, and other related issues. Each MIT will be logged and a specific response will be provided. The MIT process is designed to allow supervisors and managers to give direct input into the process and they serve as “red flags” to Evergreen staff during the analysis portion of the project.



Preliminary Assessment

As a starting point for analysis, Evergreen's project consultants review the client's database in comparison to the pay plan and information collected from the JATs to produce a preliminary assessment. The preliminary assessment summarizes the strengths and weaknesses of your human resource management system. The compensation analysis focuses on the number of pay grades, range widths, percentage differences between grades, step plans versus open range plans, and the expected time to reach full job competency. The overall analysis focuses on structure, movement, and equity (internal) as well as specific concerns such as turnover, longevity, compression, and range anomalies. The issues we identify in the assessment become core considerations in creating the potential solutions later in the process.

Job Evaluation

The next step in the process is to review responses to the JATs and identify any possible misclassifications. Once the review of the JATs has been completed, Evergreen's consultants will evaluate all jobs on each of the compensatory factors, score each position, and determine if there is any need for further investigation of specific positions. If serious discrepancies exist, Evergreen's consultants will work directly with the Client Project Manager to resolve any issues.

Once work has been properly classified, changes in the current classification system rankings can be recommended. Our goal is to produce a classification system that reflects the internal equity relationships suggested by the JAT scoring conducted earlier.

Compensation

Our approach to compensation analysis is based on the belief that compensation should be organization-specific, fair, equitable, and directly tied to strategic goals. To ensure that all these criteria are met, we will conduct an extensive analysis on the relevant labor market, the internal structure and inter-relatedness of jobs within the organization, and the relative worth of jobs within the organization vis-à-vis the compensation philosophy.

The most traditional component of a total compensation program is base pay (fixed pay). However, inclusion of benefits in total compensation strategy is not a new concept. Provision of benefits was originally a recruitment tool, though over time the provision of core benefits has become an expectation. Research shows that public sector organizations commonly use superior benefits packages as a way to offset structural disadvantages in base pay. The purpose of the survey is to collect information for comparison to current offerings, and making recommendations for change consistent with the parameters of the organization's compensation philosophy.

Market and Benefits Surveys

A key component of assessing compensation is to consider market position, which is sometimes referred to as external equity or competitiveness. Evergreen's consultants wait until well into the classification analysis to design the market survey to ensure that jobs are understood, anomalies in classification characteristics are documented, and sufficient input has been received. The market survey will obtain standard range information related to minimum, midpoint, and maximum salaries. Data collection will focus on



Benchmarks

the public sector, but will include information from the private sector where applicable. Further, we will look to include any employers to whom the organization has recently lost employees.

In addition, a benefits survey will also be administered in tandem with the market survey. Special consideration can be given to select highly competitive, market-driven positions if necessary.

One of the most important components of the external assessment is in the selection and utilization of benchmark positions for the labor market survey. We will work with the client to identify the appropriate number of benchmark positions to best suit the client's needs in the labor market survey. Based on our experience, we have found that it is simply not practical to survey all positions within the organization—the resulting surveys become too cumbersome for labor market peers to complete, and the response rate on the whole suffers. We ensure, through multiple checks and balances, that the benchmark positions chosen will represent a broad spectrum of positions across the organization, from all job families, pay levels, and functional areas.

Targets

To conduct an external labor market assessment, we work with the client to identify the most appropriate targets to survey. Evergreen selects peer organizations based on the local labor competition, regional markets, and class-specific markets. Peer organizations should be those organizations that compete with the client for labor in at least one job family. An appropriate mix of peers in the public and private sectors will be included in the survey, and if necessary, augmented with published secondary data sources.

Typically, Evergreen waits until the outreach process has been completed to identify the complete list of market peers. This is because we often will uncover specific information during the focus group and interview sessions that identifies potentially critical survey targets. Ideally, we would like to work with the client after the outreach has been concluded to identify the final list of potential market peers.

An important factor of our methodology is that the client has the final approval of all aspects of the study. We will not proceed with the analysis unless the client is completely comfortable with the survey targets chosen. Often, there are different factors impacting an organization, such as proximity to a major metropolitan area, technology corridor, or specific market (i.e., military base), that have a direct effect on its ability to recruit and retain employees in specific positions. These factors have to be taken into account when selecting survey targets. Once the targets are selected and approved, the survey instrument is developed and sent to the client for final approval. Subsequent to client approval, the survey is then distributed to the targets in both paper and electronic formats.

Evergreen uses a four-fold method of communicating with respondents. Our staff notifies the target group that the survey is being sent or made available, confirms receipt, and encourages participation. Once the data are received, they are cleaned, validated, and summarized. A separate report is issued that shows the results of the salary survey.



Unifying the Solution

After determining the appropriate division of work and market position, the compensation structure can be created. There is not a single, perfect solution for every client partner. The nuances and unique characteristics of each client necessitate a customized solution to best meet the organization's needs.

The Evergreen Team has considerable experience in developing multiple solutions and working with client partners to determine the one that best meets their needs. Our analytical team uses a variety of tools to produce various potential solutions: regression analysis, market thresholds, and other human resource models. Several major options are presented to the client's team before the implementation plan is created.

It is at this stage in the process that we typically meet with the client to identify the direction of the final solution. We will present to the client a draft report for review and comment. We typically ask the client to examine the draft solution objectively and provide insights and recommendations on the direction of the report. When this process is completed, Evergreen's consultants will proceed with the final solution. The solution also contains information regarding fiscal impact and implementation.

Compensation Administration Guidelines

In order for clients to maintain the recommended compensation system, Evergreen develops compensation administration guidelines for use by the client after completion of the study. The guidelines will include recommendations on installation and continuing administration of the system. The team first conducts a review of current practices and procedures then assesses their effectiveness, compliance with legal guidelines, and applicability to the recommended system.

Once this review and assessment are complete, revisions to the current practices and/or new guidelines can be recommended, as needed. At a minimum, the recommendations will address areas such as:

- how employees will move through the pay structure/system as a result of transfers, promotions, or demotions;
- how to pay employees whose base pay has reached the maximum of their pay range or value of their position;
- the proper mix of pay and benefits;
- how often to adjust pay scales and survey the market;
- timing of implementation; and
- how to keep the system fair and competitive over time.

System Maintenance

Our goal is to produce recommendations that are effective and that can be maintained by our clients. We are strongly committed to providing transparent and replicable solutions. In essence, when we complete our core assignment, our goal is that our client's staff can maintain and update the system on their own. We are readily available to provide assistance, but our goal is to give our clients all the tools and training that are needed. Towards this end we will provide the Human Resources Department with all necessary tools and training to maintain the system over time.



Based on client needs and industry best practices, Evergreen has developed a compensation and classification maintenance tool to assist our clients with implementing, managing, and updating the solutions: **JobForce Manager**. This tool allows our clients to estimate future pay plan changes, update market information, make determinations on reclassifications, and create new jobs. By automating these tasks, **JobForce Manager** allows our clients to not only streamline, but also increase the fairness and transparency of regular compensation and classifications tasks after solution implementation.

Exhibit 3-4 displays the interface from **JobForce Manager** for determining a positions pay grade; additional features include a job scoring tabulation sheet, market survey results database and summary report, pay plan report, and employee salary calculators for modeling fiscal impacts of compensation changes at the employee level. All data and reports are downloadable and printable, so they can be provided to key decision makers.

Exhibit 3-4
JobForce Manager Tool

Pay Plans	Scoring/Slotting	Compensation	Market	Account						
 Download Data  Grid  Grid Edit										
CURRENT TITLE ▲	PAY PLAN	JAT SCORE	REGRESSION MIDPOINT	MARKET MIDPOINT	POSITION MIDPOINT (SELECT)	GRADE	MINIMUM	MIDPOINT	MAXIMUM	
Accounting Specialist II	ESP	212.5	\$30,100.27	\$31,220.80	\$31,508.69	105	\$22,702.21	\$31,508.69	\$40,315.17	
Accounting Specialist III	ESP	281.3	\$39,058.27	\$34,879.43	\$40,213.96	110	\$28,974.42	\$40,213.96	\$51,453.51	
Accounting Specialist IV	ESP	306.3	\$42,315.73	\$40,166.80	\$44,335.90	112	\$31,944.29	\$44,335.90	\$56,727.50	
Accounting Supervisor	ESP	500.0	\$67,561.02	\$69,350.91	\$65,779.53	121	\$49,556.08	\$68,778.53	\$88,002.87	
Acquist on Specialist	ESP	306.3	\$42,315.73	\$41,595.60	\$44,335.90	112	\$31,944.29	\$44,335.90	\$56,727.50	
Administrative Aide	ESP	312.5	\$43,130.09	\$36,624.74	\$44,335.90	112	\$31,944.29	\$44,335.90	\$56,727.50	
Administrative Recording Secretary	Professional	381.3	\$52,065.10	\$40,554.30	\$58,245.16	212	\$46,566.13	\$58,245.16	\$69,854.19	
Administrative School Secretary I	ESP	206.3	\$29,255.91	\$31,619.17	\$33,084.13	106	\$23,837.32	\$33,084.13	\$42,330.93	
Administrative School Secretary II	ESP	231.3	\$32,543.36	\$35,996.59	\$34,738.33	107	\$25,029.19	\$34,738.33	\$44,447.48	
Administrative School Secretary III	ESP	256.3	\$35,800.82	\$37,701.60	\$38,299.01	109	\$27,594.68	\$38,299.01	\$49,003.35	
Administrative Secretary I	ESP	231.3	\$32,543.36	\$32,190.02	\$33,084.13	106	\$23,837.32	\$33,084.13	\$42,330.93	
Administrative Secretary I	ESP	206.3	\$29,255.91	\$32,190.02	\$33,084.13	106	\$23,837.32	\$33,084.13	\$42,330.93	
Administrative Secretary II	ESP	231.3	\$32,543.36	\$33,919.04	\$34,738.33	107	\$25,029.19	\$34,738.33	\$44,447.48	
Administrative Secretary II	ESP	231.3	\$32,543.36	\$33,919.04	\$34,738.33	107	\$25,029.19	\$34,738.33	\$44,447.48	
Administrative Secretary III	ESP	256.3	\$35,800.82	\$35,971.01	\$38,299.01	109	\$27,594.68	\$38,299.01	\$49,003.35	
Administrative Specialist	Professional	231.3	\$32,543.36	\$43,762.63	\$39,422.62	204	\$31,538.09	\$39,422.62	\$47,307.14	
Administrative Specialist-School Food Services	Professional	275.0	\$38,243.91	\$42,861.05	\$45,638.61	207	\$35,509.29	\$45,638.61	\$54,763.93	

Source: Evergreen Solutions, 2022



3.3 Detailed Work Plan

The detailed work plan that Evergreen proposes to use to conduct a Compensation and Pay Classification Plan Study for the City of Foley is provided in this section. Evergreen understands the City has approximately 358 full- and 18 part-time employees in 201 unique classifications that will be included in the study.

Our work plan consists of the following 11 work tasks:

- Task 1: Project Initiation
- Task 2: Evaluate the Current System
- Task 3: Collect and Review Current Environment Data
- Task 4: Evaluate and Build Projected Classification Plan
- Task 5: Identify List of Market Survey Benchmarks and Approved List of Targets
- Task 6: Conduct Market Salary and Benefits Survey and Provide External Assessment Summary
- Task 7: Develop Strategic Positioning Recommendations
- Task 8: Conduct Solution Analysis
- Task 9: Develop and Submit Draft and Final Reports
- Task 10: Develop Recommendations for Compensation Administration
- Task 11: Provide Revised Class Descriptions and FLSA Determinations

Task 1.0 Project Initiation

TASK GOALS

- Finalize the project plan with the City.
- Gather all pertinent data.
- Finalize any remaining contractual negotiations.
- Establish an agreeable final time line for all project milestones and deliverables.

TASK ACTIVITIES

- 1.1 Discuss with the City's Project Manager (CPM), City administrative officials, and any other key personnel the following objectives:
- the classification and pay plan study process;
 - understand mission and current compensation philosophy;
 - review our proposed methodology, approach, and project work plan to identify any necessary revisions;
 - reach agreement on a schedule for the project including all assignments and project milestones/deliverables; and
 - establish an agreeable communication schedule.



**Task 2.0
Evaluate the
Current System**

- 1.2 Identify potential challenges and opportunities for the study. Discuss the strategic direction of the City and some of the short- and long-term priorities. This activity serves as the basis for assessing where the City is going and what type of pay plan will reinforce current and future goals.
- 1.3 Obtain relevant materials from the City, including:
 - any previous projects, research, evaluations, or other studies that may be relevant to this project;
 - organizational charts for the departments and divisions, along with related responsibility descriptions;
 - current position and classification descriptions, salary schedule(s), and classification system; benefits information; and
 - personnel policies and procedures, including step placement policies.
- 1.4 Review and edit the project work plan and submit a timeline for the completion of each project task.
- 1.5 Provide the CPM with status reports throughout the study.

KEY PROJECT MILESTONES

- Comprehensive project management plan
- Comprehensive database of City staff

TASK GOAL

- Conduct a comprehensive preliminary evaluation of the existing compensation plan(s) for the City.

TASK ACTIVITIES

- 2.1 Obtain the existing pay structure and compensation philosophy (if any). Review the existing pay structure and look for potential problems and issues to be resolved.
- 2.2 Determine the strengths and weaknesses of the current pay plan(s) and structure for the City. Address any pay compression issues that may exist and discuss possible solutions.
- 2.3 Complete an assessment of current conditions that details the pros and cons of the current system, taking into account the current benefit package as part of total compensation, as well as highlights areas for potential improvement in the final adopted solution.



**Task 3.0
Collect and Review
Current
Environment Data**

KEY PROJECT MILESTONES

- Review of existing compensation plan(s)
- Pay compression issues and solutions
- Assessment of current conditions

TASK GOALS

- Conduct statistical and anecdotal research into the current environment within the City.
- Guide subsequent analytical tasks.

TASK ACTIVITIES

- 3.1 Schedule and conduct several employee orientation sessions to describe the scope of work and methodology.
- 3.2 Interview department directors to obtain relevant information and statistical/anecdotal data on specific compensation issues and policies. Obtain insight into perceived current compensation system strengths and weaknesses.
- 3.3 Hold focus groups with a sample of employees to obtain additional relevant information and statistical/anecdotal data on specific compensation issues and policies.
- 3.4 Work with the CPM and Human Resources staff to administer the JATs (i.e., position description questionnaires) and MITs. Our staff utilizes a web-based tool for data collection, but we can provide paper copies as well as those for classifications without computers or Internet access. We will seek approval from the CPM before distribution of the JAT/MIT questionnaire.
- 3.5 Review any data provided by the City that may provide additional relevant insight.

KEY PROJECT MILESTONES

- Job assessment tool distribution
- Department director interviews
- Employee focus groups and orientation sessions



Task 4.0
Evaluate and Build
Projected
Classification Plan

TASK GOALS

- Identify the classification of existing positions utilizing the approved method for job evaluation.
- Characterize internal equity relationships within the City.

TASK ACTIVITIES

- 4.1 Review all draft class specifications with the CPM.
- 4.2 Review the work performed by each classification and score based on job evaluation. Include an evaluation of supervisory comments.
- 4.3 Review job evaluation scores and identify the classification of positions.
- 4.4 Schedule and conduct additional follow up with employees for jobs where uncertainty exists over data obtained from job evaluation.
- 4.5 Develop preliminary recommendations for the classification structure and discuss with the CPM. The classification system designed at this point would be based solely on internal equity relationships and would be guided by the job evaluation scores for each classification. Essentially, a structure of classifications would be established, and classifications with similar scoring would be grouped and spacing between jobs would be determined.
- 4.6 Review recommendations with the CPM.

KEY PROJECT MILESTONES

- Job evaluation scores by class
- Recommended classification changes
- Preliminary job structure based on internal equity

Task 5.0
Identify List of
Market Survey
Benchmarks and
Approved List of
Targets

TASK GOALS

- Reach an appropriate number and identify the proper benchmark positions for the external labor market assessment of salary and benefits.
- Identify and develop a comprehensive list of targets for conducting a successful external labor market assessment of salary and benefits.

TASK ACTIVITIES

- 5.1 Identify, from the initial review, a list of classifications (benchmarks) to include in the labor market survey. **Note:** Evergreen will work with the CPM to select up to 80 classifications to use as benchmarks for the salary and benefits survey.



**Task 6.0
Conduct Market
Salary and
Benefits Survey
and Provide
External
Assessment
Summary**

- 5.2 Finalize the list of positions with the CPM.
- 5.3 For each employee group review with the CPM peer organizations to use as targets for the salary and benefits survey. **Note:** Evergreen will work with the CPM to select up to 20 targets for the salary and benefits survey.
- 5.4 Develop a preliminary list of organizations for the external labor market survey of salary, placing a comparative emphasis on characteristics such as:
 - size of the organization;
 - geographic proximity to the Foley area;
 - economic and budget characteristics; and
 - other demographic data.
- 5.5 Develop a list of survey targets by employee group. Develop a system for use of secondary data including potential sources and weighting of secondary data, if necessary.
- 5.6 Review survey methodology with the CPM and refine survey methodology prior to distribution of surveys.
- 5.7 After approval of survey methodology, develop contact list of peer organizations and notify peers of impending surveys.

KEY PROJECT MILESTONES

- Final list of benchmark positions for the external labor market assessment salary survey
- Initial list of survey peers
- Survey methodology
- Final list of survey organizations and contacts

TASK GOALS

- Conduct the external labor market salary survey.
- Conduct benefits survey.
- Provide a summary of the market salary and benefits survey results to the CPM.

TASK ACTIVITIES

- 6.1 Prepare a customized external labor market salary survey for the CPM's approval. Discuss questions and categories for the market survey.



**Task 7.0
Develop Strategic
Positioning
Recommendations**

- 6.2 Develop a listing of the current benefits provided by the City for comparisons with peer organizations.
- 6.3 Using the list of City provided benefits and major benefits offerings not provided by the City develop a list of benefits to include in the external labor market survey.
- 6.4 Prepare benefits survey to be included with salary survey developed in **Task 6.1**.
- 6.5 Contact the targets for electronic completion of the survey. Provide paper copies by fax, if requested.
- 6.6 Conduct necessary follow-up through e-mails, faxes, and phone calls.
- 6.7 Collect and enter survey results into Evergreen's electronic data analysis tools.
- 6.8 Validate all data submitted.
- 6.9 Develop summary report of external labor market salary and benefits assessment results.
- 6.10 Submit summary report of external labor market salary and benefits assessment results to the CPM.

KEY PROJECT MILESTONES

- Market survey instrument
- Benefits survey instrument
- Summary report of external labor market salary and benefits assessment results

TASK GOALS

- Assess the appropriateness of the current compensation philosophy for the City.
- Develop a plan for all employees, providing issue areas and preliminary recommendations for strategic improvement.

TASK ACTIVITIES

- 7.1 Identify the compensation philosophy and accompanying thresholds.
- 7.2 Using the market salary and benefits survey data collected in **Task 6.0**, and the classification data reviewed in **Task 4.0**, recommend the appropriate pay plan(s) for the City.



**Task 8.0
Conduct Solution
Analysis**

- 7.3 Identify highly competitive positions within the City and customize recommendations for compensation where required.
- 7.4 Produce a pay plan for the City that meets its needs from an internal and external equity standpoint.

KEY PROJECT MILESTONES

- Proposed compensation strategic direction, taking into account internal and external equity
- Plan for addressing unique, highly competitive positions

TASK GOALS

- Conduct analysis comparing job evaluation values.
- Survey results for the benchmark positions.
- Produce several possible solutions for implementation.

TASK ACTIVITIES

- 8.1 Conduct regression analysis or other appropriate techniques to properly slot each classification into the proposed pay plan for the City.
- 8.2 Place all classifications into pay grades based on **Task Activity 8.1**. Sort alphabetically by job class title, in descending order by range, and by old class title and new class specifications.
- 8.3 Create implementation solutions for consideration that take into account the current position of the City as well as the findings from the classification and compensation analysis. Identify and prepare a range of compensation policy alternatives.
- 8.4 Meet with the CPM to discuss the potential solutions.
- 8.5 Determine the best solution to meet the needs of the City in the short-term and long-term.
- 8.6 Document the accepted solution.

KEY PROJECT MILESTONES

- Initial regression analysis
- Potential solutions
- Documented final solution



**Task 9.0
Develop and
Submit Draft and
Final Reports**

TASK GOALS

- Develop and submit a draft and Final Report of the Compensation Study to the City of Morristown.
- Present the Final Report.

TASK ACTIVITIES

- 9.1 Produce a comprehensive draft report that captures the results of each previous step. Provide the CPM and City administrative officials a draft final report for review that will include all costs associated with all recommendations as well as implementation strategies.
- 9.2 Make edits and submit necessary hard copies of the Final Report to the CPM.
- 9.3 Present the Final Report to the Mayor and City Council.
- 9.4 Develop a communication plan for sharing study results with employees of the City.
- 9.5 Develop a plan for maintaining recommendations over time.

KEY PROJECT MILESTONES

- Draft and final reports
- Final presentation
- Communication plan
- Implementation and maintenance database

**Task 10.0
Develop
Recommendations
for Compensation
Administration**

TASK GOALS

- Develop recommendations for continued administration by City staff to sustain the recommended compensation and classification system.
- Conduct training.

TASK ACTIVITIES

- 10.1 Develop recommendations and guidelines for continued administration and maintenance of the classification and compensation system by City staff, including recommendations and guidelines related to:
- how employees will move through the pay structure/system as a result of transfers, promotions, or demotions;
 - how to pay employees whose base pay has reached the maximum of their pay range or value of their position;



**Task 11.0
Provide Revised
Class Descriptions
and FLSA
Determinations**

- the proper mix of pay and benefits;
- how often to adjust pay scales and survey the market;
- the timing of implementation; and
- how to keep the system fair and competitive over time.

10.2 Recommend recruitment/retention strategies, where appropriate.

10.3 Present recommendations to the CPM for review.

10.4 Finalize recommendations.

10.5 Provide training and tools to Human Resources Department staff to ensure that staff can conduct audits/adjustments consistent with study methods until the next formal study is conducted using Evergreen's **JobForce Manager** tool that will enable Human Resources staff to estimate future pay plan changes, update market information, make determinations on reclassifications, and create new jobs – allowing for streamlining, and an increase in fairness and transparency of regular compensation and classification tasks after solution implementation.

KEY PROJECT MILESTONES

- Recommendations for compensation administration
- Recommendations for recruitment/retention policies
- Training on Evergreen's **JobForce Manager** tool

TASK GOALS

- Update existing class descriptions.
- Create new class descriptions as needed, ensuring ADA, FLSA, EEO, etc. requirement satisfaction.
- Provide final version of all class descriptions/specifications in electronic format (i.e., MS Word).

TASK ACTIVITIES

- 11.1 Assess current class descriptions for form, content, validity, and ADA, FLSA, EEO compliance, etc.
- 11.2 Discuss any necessary changes to the class description format with the CPM.
- 11.3 Update classification descriptions based on data gathered from the job evaluation process.



-
- 11.4 Create new class descriptions based on the proposed classification structure by leveraging data from the job evaluation process, as needed. Provide complete listing of the allocation of job classes to salary range assignments.
 - 11.5 Make FLSA determinations based on work performed and federal requirements.
 - 11.6 Recommend a systematic, regular process for reviewing job descriptions.
 - 11.7 Develop and recommend a procedure for employee classification appeals.
 - 11.8 Hear employee classification appeals virtually and recommend appropriate action for up to 30 days following study results.

KEY PROJECT MILESTONES

- Updated class descriptions
- New class descriptions, as needed
- FLSA Determinations
- Appeals procedure



Section 4.0

Summary of Proposer's Fee Statement



4.0 *Summary of the Proposer's Fee Statement*

Evergreen Solutions, LLC is pleased to present our proposed fee to conduct a Compensation and Pay Classification Plan Study for the City of Foley. We are committed to providing the highest quality consulting services to our client partners for a reasonable price. Our firm is fortunate that our overhead is minimal and our expenses are reasonable so we can pass that cost savings on to our clients.

Our total, not-to-exceed, fixed fee to complete all tasks identified in our detailed work plan in **Section 3** of our proposal is **\$52,500**. Our fee is all inclusive, and includes travel costs (meals and lodging), transportation, fringe benefits, indirect costs (overhead), clerical support, and all other out-of-pocket expenses. Our fee includes up to four onsite visits, if needed, as most of the work can be conducted virtually. **Note:** Any additional onsite visits would cost \$1,000 each.

Our preferred payment schedule is as follows:

- 25% - upon completion of Tasks 1 – 2
- 25% - upon completion of Tasks 3 – 4
- 25% - upon completion of Tasks 5 – 6
- 25% - upon completion of Tasks 7 – 11

We are willing to negotiate the time, scope, and cost of the basic tasks, or any other options that the City of Foley wishes to identify. Evergreen Solutions federal employer identification number is 20-1833438.



Section 5.0

Project Time Schedule



5.0 Project Time Schedule

Evergreen possesses the ability, staff, skills, and tools to conduct the Compensation and Pay Classification Plan Study for the City of Foley in 4.5 months of the project start date and following the signing of the contract. This is based on a tentative start date of December 15, 2022, and a completion date of April 30, 2023.

This proposed time schedule, as identified in **Exhibit 5-1**, can be modified in any way to best meet the needs of the City of Foley.

Exhibit 5-1
Proposed Time Schedule

PROJECT TASKS	2022	2023			
	DEC	JAN	FEB	MAR	APR
1.0 - Project Initiation	■				
2.0 - Evaluate the Current System		■			
3.0 - Collect and Review Current Environment Data		■			
4.0 - Evaluate and Build Projected Classification Plan		■	■		
5.0 - Identify List of Market Survey Benchmarks and Approved List of Targets			■		
6.0 - Conduct Market Salary and Benefits Survey and Provide External Assessment Summary			■	■	
7.0 - Develop Strategic Positioning Recommendations				■	■
8.0 - Conduct Solution Analysis					■
9.0 - Develop and Submit Draft and Final Reports					■
10.0 - Develop Recommendations for Compensation Administration					■
11.0 - Provide Revised Class Descriptions and FLSA Determinations					■

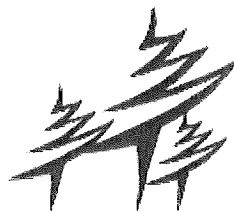
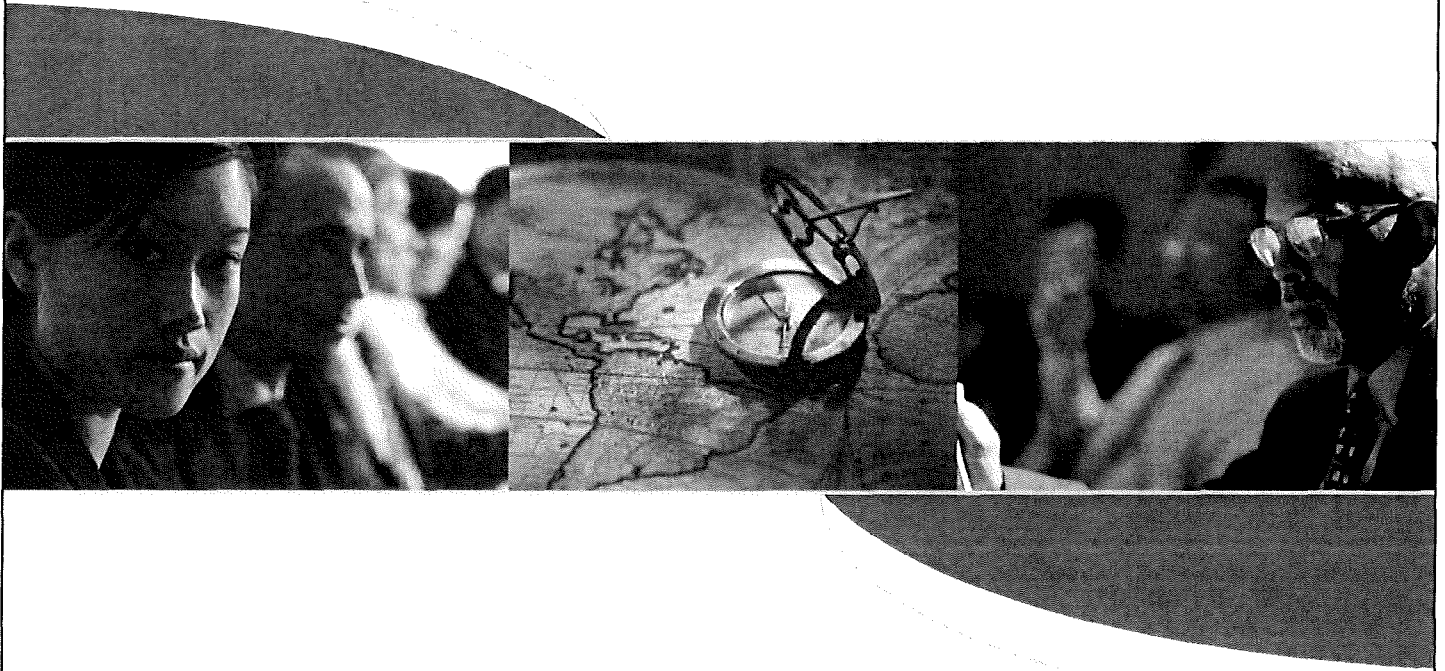


Appendix Sample Final Report



Classification, Compensation, and Benefits Study for Chambers County Commission, AL

FINAL REPORT



Evergreen Solutions, LLC

July 21, 2021

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Chapter 1 - Introduction

Evergreen Solutions, LLC (Evergreen) conducted a Classification, Compensation, and Benefits study beginning in January 2021. The purpose of the study was to analyze its classification and compensation (pay and benefits) system, and make recommendations to improve the County's competitive position in the labor market. The study activities involved analyzing the internal and external equity of the County's system and making recommendations in response to those findings.

Study tasks involved:

- holding a study kick-off meeting;
- analyzing the County's current salary structure (pay plan) to determine its strengths and weaknesses;
- conducting employee outreach by inviting employees to respond to focus group questions via SurveyMonkey;
- facilitating discussions with the County's project team to develop an understanding of its compensation philosophy;
- collecting classification information through the Job Assessment Tool (JAT) process to analyze the internal equity of the County's classification system;
- developing recommendations for improvements to classification titles as appropriate;
- conducting a market survey to assess the external equity (market competitiveness) of the County's current pay system;
- developing a new competitive pay structure (pay plans and slotting classifications into each while ensuring internal and external equity;
- developing the most appropriate method for transitioning employees' salaries into the new pay structure (plan);
- providing the County with information and strategies regarding compensation and classification administration;
- preparing and submitting draft and final reports that summarize the study findings and recommendations; and



- updating job descriptions to reflect recommended classification changes and employee responses to the JAT, and Fair Labor Standards Act (FLSA) status recommendations.

1.1 STUDY METHODOLOGY

Evergreen used a combination of quantitative and qualitative methods to develop recommendations to improve the County's competitive position for its compensation system. Study activities included:

Kick-off Meeting

The kick-off meeting allowed members of the study team from the County and Evergreen to discuss different aspects of the study. During the meeting, information about the County's compensation (pay plans), classification structure and current pay philosophy was shared and the work plan for the study was finalized. The meeting also provided an opportunity for Evergreen to explain the types of data needed to begin the study.

Assessment of Current Conditions

This analysis provided an overall assessment of the County's current pay structure (plans) and related employee data at the time of the study. The current pay plans and the progression of employees' salaries through the pay ranges were examined during this process. The findings of this analysis are summarized in Chapter 2 of this report.

Employee Outreach

Employee outreach was conducted virtually. The orientation sessions were facilitated through voiceover PowerPoint slides to help employees learn about the purpose of the study and receive specific information related to their participation in the study process. Evergreen consultants also responded to questions on SurveyMonkey to identify practices that were working well and to suggest areas of opportunities for improvement regarding the compensation system and classification system. The feedback received is summarized in Chapter 3 of this report.

Compensation Philosophy

Evergreen conducted meetings with the County's project team to develop an understanding of its position with regard to employee compensation. Several key factors were examined and provided the framework for the recommended compensation system and related pay practices.



Classification Review - Internal Equity Analysis

To assess the internal equity of the County's classification system, all employees were asked during employee outreach to complete a JAT to describe the work they performed in their own words. Supervisors were then asked to review their employees' JATs and provide additional information as needed about the position. The information provided in the completed JAT's was utilized in the classification analysis in two ways. First, the work described was reviewed to ensure that classification titles were appropriate. Second, the JAT's were evaluated to quantify, by a scoring method, each classification's relative value within the organization. Each classification's score was based on employee and supervisor responses to the JAT, and the scores allowed for a comparison of classifications across the County.

Salary and Benefits Survey – External Equity Analysis

For the market survey, peers were identified that compete with the County for human resources and provide similar services. Classifications representing a cross-section of the departments and levels of work were selected as benchmarks for the salary survey. After the selection of peers and benchmarks, a survey tool was developed for the collection of salary range data for each benchmark. Included was a survey to collect data about the core and fringe benefits offered by peer organizations. The salary and benefits data collected during this survey were analyzed, and a summary provided which can be found in **Chapter 4** of this report.

Recommendations

During the review of the compensation philosophy, the County identified its desire to be competitive with the labor market. Understanding this, and utilizing the findings of the analysis of both internal and external equity, a revised classification and compensation system were developed. Recommendations were also provided on how to maintain the compensation system going forward. A summary of all study findings and recommendations can be found in **Chapter 5** of this report.

1.2 REPORT ORGANIZATION

This report includes the following additional chapters:

- Chapter 2 – Assessment of Current Conditions
- Chapter 3 – Summary of Employee Outreach
- Chapter 4 – Market Summary
- Chapter 5 – Recommendations



Chapter 2 – Assessment of Current Conditions

The purpose of this chapter is to provide an overall assessment of the compensation system in place within the County, as well as a brief analysis of current employee demographics. Data included here reflect the demographics and compensation system in place and the review should be considered as a snapshot in time. By reviewing this information, Evergreen gained an understanding of the systems in place which helped identify issues for further review and future recommendations.

PAY PLAN ANALYSIS

The County currently has a pay method in which employees' salaries are determined on a case-by-case basis by each department. A single, organization-wide pay structure does not exist. Employees' salaries at the County may be, or were, competitive with the market, however, regular salary and pay range reviews, and most often adjustments, are needed to remain competitive with a constantly changing market. To remain competitive, it is important to establish an organization-wide pay structure which provides a salary range for each position, and opportunities for salary growth within these ranges. A competitive pay structure will benefit the County by offering comparable base salaries for positions and giving employees ample room for salary growth.

EMPLOYEE DEMOGRAPHICS

As of February 2021, the County employed 119 full-time and 22 regular part-time employees; all of whom were included in this chapter of the study. The Judge of Probate, Revenue Commissioner, and Sheriff positions were excluded from this study as elected officials, and therefore this analysis. The following is intended to provide basic information as to how the employees are distributed among departments.

The County's employees are assigned among 16 departments. Exhibit 2A depicts the number of classifications present in each department, along with the number and percentage of total employees by department. As the exhibit illustrates, among the largest departments in the County include the Detention Facility, Highway Department, and Sheriff's Office with each having about between 33-38 employees. There are 12 departments with only four or less employees, which comprise 17.7 percent of the total workforce.



**EXHIBIT 2A
EMPLOYEES BY DEPARTMENT**

Department	Employees	Classes	% of Total
Appraisal	3	3	2.1%
Appraisal/Assessment	1	1	0.7%
Appraisal/Mapping	2	2	1.4%
Assessment	1	1	0.7%
Collections	3	1	2.1%
Commission	2	2	1.4%
Community Corrections	1	1	0.7%
Compliance	1	1	0.7%
Computer Room/Information Technology	1	1	0.7%
County Office Building	4	3	2.8%
Detention Facility	38	13	27.0%
Highway	33	19	23.4%
Mapping	2	2	1.4%
Probate	12	9	8.5%
Services for the Elderly	4	2	2.8%
Sheriff's Office	33	18	23.4%
Total	141	79	100.0%

Source: Created by Evergreen Solutions from data provided by the County as of February 2021.

In addition to the data shown in Exhibit 2A, Evergreen also found that the average tenure among the 141 employees in the analysis was 6.3 years, with the highest being 40.2 years. The department with the lowest average tenure with at least three employees was found to be Commission with an average tenure of 0.8 years. The department with the highest average tenure with at least three employees was found to be Collections with an average tenure of 18.1 years. Overall, the County should be commended for creating and fostering an environment that encourages employees to remain with the County for an extended period of time. The institutional knowledge that these employees possess is certainly very important to the County.

SUMMARY

Typically, a review of an organization's pay system is performed periodically to determine if or what pay design or structure adjustments may be needed. As the County did not have a clear, organized pay system (plan) in place, such an analysis could not be performed. Establishing and reviewing a defined pay structure with salary ranges for classifications and opportunities for employee salary growth within the ranges was a goal of the County's and this study. Evergreen's recommendation for a clear, organized structure are provided later in this report.



Chapter 3 – Summary of Employee Outreach

Evergreen consultants facilitated a process in February 2021 to obtain input from the County's employees regarding several topic areas related to the study. Solicited feedback included areas for improvement with regard to compensation (e.g., compression and competitiveness of salaries) and classification (e.g., title revision).

Employees had the opportunity to respond a set of questions to obtain their input on compensation and classification issues via SurveyMonkey. Feedback provided the Evergreen team with valuable information regarding perceptions of the current compensation and classification system. Summarized below are their comments and perceptions.

3.1 GENERAL FEEDBACK

Although the purpose of outreach was to solicit feedback regarding the compensation and classification systems, the first two questions pertained to reasons employees came to work for and remain employed with the County. While this section provides feedback that is not directly related to compensation and classification, it is nonetheless important in framing the context of the study.

Important factors frequently shared by employees as reasons for coming to work for and/or remaining with the County included:

- **Employee Benefits Package** – Praise was given regarding the employee benefits package and was consistently cited as one of the most significant reasons why employees want to work for the County. Particular appreciation was expressed for the health care coverage and retirement package.
- **Proximity** – Many respondents stated proximity to their homes as a leading reason for their decision to work with the County. They, especially, appreciated the short commute.
- **Serving the Community**– Many employees expressed that they enjoy their field of work, and find it rewarding to serve their community.
- **Stability** – Many employees appreciated the job security that comes with working in the public sector. Some respondents pointed to the potentially volatile nature of private sector employment, and took comfort in knowing that their careers in local government were considerably more stable.

3.2 COMPENSATION

As already shown, respondents pointed to several aspects of their employment which they appreciate. There were, however some critiques that were expressed about compensation practices (both pay and benefits), policies, and procedures, including the following:

- **Salary Progression**– Several participants expressed a desire for higher pay, especially with respect to hazardous working conditions some employees may experience and overall experience employees bring to the job. Furthermore, employees with more seniority felt they should be compensated more, given their years of service and knowledge of the County.
- **Competitive Compensation** – Some employees cited dissatisfaction with lower pay offered by the County compared with surrounding entities. Many employees also cited that salaries were not keeping up with the cost of living in the area.
- **Benefits Package**—Many respondents expressed gratitude for the benefits package, but felt that medical deductibles and out-of-pocket costs (e.g. co-pays) could be lower.
- **Insurance Premiums** – Some employees expressed that the premiums for dependent medical coverage were high, and salaries were not keeping up with the rising cost of premiums.

3.3 CLASSIFICATION

General comments provided by employees related to classification included the following:

- **Clearer Job Titles**—Some employees stated they wear “multiple hats” and perform multiple roles that are not reflected in their current job descriptions. There was also the sentiment that inaccurate job titles had some impact on compensation.
- **Job Descriptions** – Several employees expressed concerns that additional duties have been added to classifications over the years that are not represented in the job title or job descriptions. Furthermore, the job descriptions do not adequately explain the differences between position.

3.4 RECRUITMENT AND RETENTION

Employees stated that the County has noticeable recruitment and retention issues in the following areas/positions (in alphabetical order):

- Correction Officers;
- Driver’s License Clerks;



- Equipment Operators;
- Investigators;
- Patrol Deputies; and
- Tag Clerks.

Employees believed some of the biggest competitors for quality candidates are (in alphabetical order):

- City of Auburn, AL
- City of Valley, AL.
- Lee County, AL; and
- Troup County, GA.

3.5 SUMMARY

Many of the concerns that are reported above are common issues that exist in many organizations today, with some being unique to the County. As with any organization, employees' perceptions of weaknesses in certain areas related to the current compensation and classification system could provide insight for areas of improvement, but are by no means the only source of assessing the County's system. Certainly, with the County's engagement of Evergreen to conduct this study, and this employee outreach, its commitment to understanding and seeking improvement in these areas is commendable.

Chapter 4 – Market Summary

This chapter provides a market assessment of salary ranges of peer organizations as well as a comparison of the County's benefits to those of peers. The data from the targeted market peers were used to evaluate the overall compensation and benefits at the County at the time of this study. It is important to note that the market comparisons contained herein do not translate at the individual level and are instead used to provide an overall analysis. The utilized methodology is not intended to evaluate salaries paid to individuals. An employee's total compensation (salary and benefits) is determined through a combination of factors, which could include: the market conditions for a job, geographic location of the organization, the candidate's prior education and experience, and/or an individual's negotiation skills during the hiring process. It should be noted that market comparisons are best thought of as a snapshot of current market conditions.

4.1 SALARY SURVEY RESULTS

Evergreen collected pay range information from target organizations utilizing a salary survey tool. All of the County's classifications were included in the survey. The job title, a description of assigned duties, and the education and experience requirements for each classification were provided in the survey tool so that peers could determine if the position existed within their organization.

Evergreen received concurrence from the County's project team regarding the targets to which the survey was provided. Several factors were utilized when developing this peer list, including geographic proximity to the County, similar service offerings, organization size, relative population being served by the organization organizations to which the County is losing employees, and senior leader recommendations. Data were analyzed with adjustments for cost of living. Exhibit 4A provides the list of 12 peer organizations from which data was collected for 30 classifications from which salary range data were collected.



**EXHIBIT 4A
MARKET PEERS**

Market Peers
Carroll County, GA
Covington County, AL
Dallas County, AL
Elmore County, AL*
Escambia County, AL
Etowah County, AL
Franklin County, AL
Harris County, GA*
Heard County, GA
Lawrence County, AL
Lee County, AL
Muscogee County, GA
Pike County, AL
Russell County, AL
Troup County, GA
City of Auburn, AL
City of LaGrange, GA
City of Lanett, AL
City of Opelika, AL
City of Phenix City, AL
City of Valley, AL
City of West Point, GA
East Alabama Water Sewer & Fire Protection District
State of Alabama ALDOT
State of Alabama ALEA

Bold indicates data obtained from peer

***Peer only had minimum salaries; not included in Exhibit 4B,
but considered when developing proposed salary ranges**

The County expressed a desire to be competitive (at the average) with the market. Evergreen collected and aggregated salary ranges for the surveyed classifications from market peers. It is important to note that the averages in the subsequent exhibits reflect an average of the salary ranges reported by each peer for a given classification. The market range data presented in this chapter were not the sole criteria for the proposed pay ranges. Some classifications' grade assignments varied from their associated market range due to the other factors, such as the results of our internal hierarchy assessment. More detail on this analysis is provided in Chapter 5.



Exhibits 4B contains the following information:

- The market salary range information for each classification. This indicates the average of the minimum, midpoint, and maximum of the peer survey data for each benchmarked classification.
- The survey average range width. This provides the average range width for each classification surveyed determined by the average minimum and average maximum salaries of the respondents, relative to the minimum. The average range width for all the classifications is provided in the final row.
- The number of survey responses for each classification is provided in the final column. The average number of responses for all the classifications is provided in the final row of the exhibit.

EXHIBIT 4B
SALARY SURVEY SUMMARY–AVERAGE

Classification	Survey Minimum Average	Survey Midpoint Average	Survey Maximum Average	Survey Avg Range	# of Data Points
Accounting Clerk	\$34,554.93	\$42,073.30	\$49,591.68	43.5%	5
Accounts Payable Specialist	\$35,025.60	\$42,138.37	\$49,251.14	40.7%	4
Administrative Assistant	\$31,063.57	\$39,667.79	\$48,272.00	55.4%	8
Bus Driver	\$26,659.13	\$32,059.00	\$37,458.87	40.7%	4
Chief Appraiser	\$65,922.80	\$83,751.30	\$101,579.80	54.1%	3
Chief Clerk	\$47,066.35	\$59,738.52	\$72,410.69	53.8%	3
Chief Deputy	\$71,634.57	\$90,598.74	\$109,562.91	53.0%	5
Civil Clerk	\$29,554.38	\$37,511.21	\$45,468.04	53.8%	3
Construction Foreman	\$39,858.41	\$48,767.00	\$57,675.58	44.9%	3
Correction Officer	\$32,909.28	\$40,522.26	\$48,135.23	46.3%	5
Correction Officer/Captain	\$60,850.00	\$71,771.68	\$82,693.37	35.9%	3
Correction Officer/Lieutenant	\$48,609.92	\$59,551.93	\$70,493.94	45.0%	4
County Manager	\$128,216.44	\$163,282.30	\$198,348.16	54.7%	4
Custodian	\$23,014.84	\$28,403.94	\$33,793.05	46.9%	6
Equipment Operator I	\$28,282.21	\$35,206.03	\$42,129.85	49.0%	8
Equipment Operator II	\$28,681.06	\$36,074.18	\$43,467.30	51.6%	7
Equipment Operator III	\$31,397.53	\$37,752.47	\$44,107.40	40.5%	5
Human Resources Specialist	\$37,670.88	\$47,739.93	\$57,808.99	53.4%	4
Information Technology Director	\$90,582.95	\$105,530.03	\$120,477.10	33.0%	5
Investigations Deputy	\$43,918.60	\$55,466.04	\$67,013.47	52.5%	4
Maintenance Technician	\$29,359.52	\$36,021.51	\$42,683.51	45.5%	8
Major - Patrol Commander	\$51,877.44	\$66,593.03	\$81,308.62	56.9%	3
Mechanic	\$32,842.98	\$42,717.59	\$52,592.20	60.1%	7
Office Manager	\$42,002.47	\$50,871.28	\$59,740.09	42.2%	6
Patrol Deputy	\$39,671.22	\$49,084.67	\$58,498.13	47.5%	6
Patrol Sergeant	\$44,604.23	\$56,670.12	\$68,736.01	54.1%	6
Recording Clerk	\$24,704.18	\$32,223.48	\$39,742.77	61.1%	3
Shop Supervisor	\$37,873.82	\$48,670.71	\$59,467.59	57.1%	5
Tag Clerk	\$28,150.13	\$35,713.23	\$43,276.32	53.7%	4
Overall Average				49.2%	4.9



4.2 SALARY SURVEY SUMMARY

It should be noted the County did not have a formal pay structure at the time of the study. However, this data was still used in conjunction with the internal equity analysis (i.e. the classification analysis) to develop a uniform and competitive compensation structure (pay plan) for its employees (classifications). Developing a pay structure will help with competitiveness of pay within the market as well as equity of pay within the organization. Discussion of this structure, as well as recommendations for the implementation of the structure, can be found in Chapter 5 of this report.

4.3 BENEFITS SURVEY RESULTS

In addition to the salary survey, Evergreen conducted a benefit survey to compare the County's current employee benefits to those of its peers. The information provided in this section is a result of the analysis of the current benefits at the County and at each peer organization, which are subject to change. Benefit plans have intricacies that are not represented in this chapter; therefore, the data provided should not be used independently as a line-by-line comparison of benefits. It should also be noted that benefits are usually negotiated and acquired through third parties, so one-to-one comparisons can be difficult. The analysis below highlights the results of the benefits survey. Data were requested from the same peers contacted for the salary survey and subsequently collected from the seven peer organizations identified in Exhibit 4C.

EXHIBIT 4C
MARKET PEERS

Market Peers
Carroll County, GA
Harris County, GA
Muscogee County, GA
Troup County, GA
City of Valley, AL
City of West Point, GA
East Alabama Water Sewer & Fire Protection District

Employee Health Plans

Exhibit 4D shows the number of health plans provided to current employees by the responding peers and the County. The average number of health plans provided (any combination of PPO, HMO, or HDHP) was 1.6 based on the market data. The County offered one PPO (Preferred Provider Organization) plan. Subsequent comparisons will be based on peers' PPO plans.



EXHIBIT 4D NUMBER OF HEALTH PLANS

Number of Plans	Peer Average	Chambers County, AL
Number of health plans offered	1.6	1

Premiums and Deductibles

Exhibit 4E displays information regarding the PPO health plans of peers compared to the County's plan. Compared to their peers, the County's employees paid less for employee only coverage, but paid higher premiums for employee plus child, employee plus spouse, and employee plus family coverage. The in network and out of network deductibles for the County's medical plan were much lower compared to peers.

EXHIBIT 4E PPO HEALTH PLAN PREMIUMS AND DEDUCTIBLES

Premium Paid by Employee for:	Peer PPO Average	Chambers County, AL
Percentage of peers offering each plan	57.1%	Yes
Employee coverage	\$140.41	\$10.00
Employee + Child	\$359.06	\$676.00
Employee + Spouse	\$388.38	\$676.00
Employee + Family	\$521.94	\$676.00

Premium Paid by Employer for:	Peer PPO Average	Chambers County, AL
Employee coverage	\$531.18	\$478.00
Employee + Child	\$1,033.71	\$528.00
Employee + Spouse	\$744.94	\$528.00
Employee + Family	\$1,454.17	\$528.00



EXHIBIT 4E (CONTINUED)
PPO HEALTH PLAN
PREMIUMS AND DEDUCTIBLES

Deductibles	Peer PPO Average	Chambers County, AL
Individual Maximum In Network	\$2,028.57	\$200.00
Individual Maximum Out of Network	\$2,500.00	\$200.00
Employee + Child Maximum In Network	\$5,566.67	\$400.00
Employee + Child Maximum Out of Network	\$7,350.00	\$400.00
Employee + Spouse Maximum In Network	\$5,566.67	\$400.00
Employee + Spouse Maximum Out of Network	\$7,350.00	\$400.00
Employee + Family Maximum In Network	\$8,233.33	\$600.00
Employee + Family Maximum Out of Network Network	\$9,350.00	\$600.00

Other Insurance Plans

Exhibit 4F displays information from the responding peers regarding the cost to the employee for dental plans. Overall, the County's employee-paid dental premiums were lower for employee only and family coverage, but slightly higher for employee plus child and employee plus spouse coverage.



**EXHIBIT 4F
DENTAL PLANS**

Dental Premiums	Peer Average	Chambers County, AL
Offered?	85.7%	Yes
Average number of plans offered	1.7	1
Employer cost employee only	\$2.87	\$22.65
Employee cost employee only	\$21.60	\$0.00
Employer cost employee plus child	\$3.39	\$22.65
Employee cost employee plus child	\$27.93	\$33.96
Employer cost employee plus spouse	\$3.17	\$22.65
Employee cost employee plus spouse	\$25.01	\$33.96
Employer cost employee plus family	\$5.31	\$22.65
Employee cost employee plus family	\$58.28	\$33.96

*One peer included dental coverage in medical premiums.

Exhibit 4G displays information from the responding peers regarding the cost to the employee for vision plans. The premiums for the County's vision plan were, on average, a little higher than the vision premiums at peer organizations.

**EXHIBIT 4G
VISION PLANS**

Vision Premiums	Peer Average	Chambers County, AL
Offered?	85.7%	Yes
Average number of plans offered	1.2	1
Employer cost employee only	\$0.00	\$0.00
Employee cost employee only	\$8.05	\$6.18
Employer cost employee plus child	\$0.00	\$0.00
Employee cost employee plus child	\$8.34	\$13.99
Employer cost employee plus spouse	\$0.00	\$0.00
Employee cost employee plus spouse	\$7.55	\$12.36
Employer cost employee plus family	\$0.00	\$0.00
Employee cost employee plus family	\$17.17	\$21.65

*One peer included dental coverage in vision premiums.



Exhibit 4H displays the percentage of responding peers who provided short- and long-term disability insurance. Unlike the County, 14.3 percent of peers offered employer paid long-term disability, with a benefit of 60 percent of the employee's salary. Neither the peers nor the County offered employer paid short-term disability. Similar to the County, 57.1 percent of peers offered employee paid long-term disability. Also similar to the County, 85.7 percent of peers offered employee paid short-term disability. The amount of long-term and short-term disability a County employee may have varies by individual selection.

**EXHIBIT 4H
DISABILITY INSURANCE**

Disability Insurance		Peer Percentage Offered	Percent of salary employee receives
Short-Term Disability	Employer Paid	0.0%	n/a
	Chambers County, AL	No	n/a
	Employee Paid	85.7%	58.3%
	Chambers County, AL	Yes	varies
Long-Term Disability	Employer Paid	14.3%	60.0%
	Chambers County, AL	No	n/a
	Employee Paid	57.1%	57.5%
	Chambers County, AL	Yes	varies

Life Insurance

Employer-paid life insurance was provided by all peers, as well as the County. All of the peers, as well as the County, offered additional employee paid life insurance and accidental death insurance. The death benefit offered by peers varied based on age and salary. The County offered a death benefit of \$20,000 to its employees (Exhibit 4I).

**EXHIBIT 4I
DISABILITY INSURANCE**

Life Insurance	Peer Average	Chambers County, AL
Employer-paid life insurance offered?	100.0%	Yes
Dollar amount of death benefit	varies	\$20,000.00
Optional dependent coverage offered?	85.7%	Yes
Can the employee purchase (additional) life insurance if desired?	100.0%	Yes
Accidental death insurance provided?	100.0%	No



Employee Leave and Holidays

Exhibit 4J provides the average accrual rates for sick, annual/vacation, and personal leave for employees for peers and the County. Like the County, all peers provided sick leave. The County provided an average monthly accrual rate for sick leave of 8.0 hours, which was slightly higher than the peers' average accrual rate of 6.2 to 7.9 hours. Also like the County, all of the peers provided annual leave/vacation time. Peers provided a minimum monthly accrual rate of 5.1 hours and a maximum monthly accrual rate of 11.8 hours, compared to the County's 8.0 hours minimum and 14.0 hours maximum monthly accrual rates.

Additionally, peers offered, on average, 10.4 holidays to its employees. The County offered 11-14 holidays to its employees, depending on when Christmas and Christmas Eve fall on the calendar week.

**EXHIBIT 4J
LEAVE TIME ACCRUAL**

Leave Accrual	Organization	Offered?	Minimum Accrual Rate In Hours (Monthly)	Years of service to accrue the minimum rate	Maximum Accrual Rate In Hours (Monthly)	Years of service to accrue the maximum rate	Absolute Maximum Accrual in Hours for a Year
Sick Leave	Peer Average Offered	100.0%	6.2	0.5	7.9	0.5	760.0
	Chambers County, AL	Yes	8.0	0.0	8.0	0.0	1040.0
Annual/Vacation Leave	Peer Average Offered	100.0%	5.1	0.5	11.8	15.8	160.0
	Chambers County, AL	Yes	8.0	0.0	14.0	21.0	168.0
Personal Leave	Peer Average Offered	14.3%					16.0
	Chambers County, AL	No	n/a	n/a	n/a	n/a	n/a

Retirement Plan Benefits

The County, and its peers in the state of Alabama, offered the state pension retirement plan to its employees. 28.6 percent of peers also offered a combination of 457 and 401(a) retirement plans to its employees.

Retiree Benefits

Exhibit 4K displays a comparison of retiree benefits offerings. The County, and 28.6 percent of its peers, offered health and dental insurance to their retirees. Unlike the County, 42.9 percent of peers also offered life insurance to their retirees.



**EXHIBIT 4K
RETIREE BENEFITS**

Plan Type	Organization	Percentage Offered
Retiree Health	Peer Average	28.6%
	Chambers County, AL	Yes
Retiree Dental	Peer Average	28.6%
	Chambers County, AL	Yes
Retiree Life	Peer Average	42.9%
	Chambers County, AL	No

4.4 BENEFITS SURVEY SUMMARY

The peer benefit data summarized in this chapter indicate that the County's benefits offerings were, overall, competitive with its peers. For instance, the medical deductibles were very competitive with its peers. Dental and vision premiums, the state retirement plan, and annual/vacation leave accrual rates were also competitive with the peers. Medical premiums for dependent and family coverage were potential areas of improvement.

4.5 MARKET SUMMARY

It should again be noted that a market competitive pay range is not a definitive assessment of an individual employee's salary being equally above or below market. A pay range does, however, speak to the County's general ability to recruit and retain talent over time. The salary ranges collected from the external assessment were useful in developing recommendations discussed in Chapter 5. When comparing employee benefits, the County was found to be generally competitive with its benefits offerings, with the exception of dependent medical premiums. All study findings and subsequent recommendations can be found in the next chapter of this report.



Chapter 5 - Recommendations

The analysis of the County's classification and compensation system revealed areas of opportunity for improvement. Evergreen focused on establishing a competitive pay structure for its employees, and reviewing and making recommendations to the classification structure. These related study recommendations, as well as the findings that led to each, are discussed in this chapter.

5.1 CLASSIFICATION SYSTEM

An organization's classification system establishes how its human resources are employed to perform its core services. The classification system consists of the titles and descriptions of the different classifications, or positions, which define how work is organized and assigned. It is essential that the titles and descriptions of an organization's classifications accurately depict the work being performed by employees in the classifications to ensure equity within the organization and to enable comparisons with positions at peer organizations. The purpose of a classification analysis is to identify such issues as incorrect titles and inconsistent titles across departments.

In the analysis of the County's classification system, Evergreen collected classification data through the Job Assessment Tool (JAT) and Management Issues Tool (MIT) processes. The JATs, which were completed by employees and reviewed by their supervisors, provided information about the type and level of work being performed for each of the County's classifications. In addition, the MIT process provided supervisors an opportunity to provide specific recommendations regarding the pay or classification of positions in their areas. Evergreen reviewed and utilized the data provided in the JATs and MITs as a basis for the classification recommendations below.

FINDING

Overall, the classification system utilized by the County was sound. However, there were a few instances of titles for positions that could be modified to better reflect the tasks assigned to the position.

RECOMMENDATION 1: Revise the titles of some classifications to better reflect job duties.

Exhibit 5A provides a list of the recommended changes to the classification system. Not listed are minor changes (e.g., spelling out abbreviated words) or classifications that are not recommended to be changed. The foundation for these recommendations was the work performed by employees as described in their JATs, best practice in the Human Resources field, or unique needs which required a specific titling method.

EXHIBIT 5A
PROPOSED CLASSIFICATION CHANGES

Current Classification Title	Proposed Classification Title
Administrator	Jail Administrator
Appraisal Assistant II	Appraisal Assistant
Assistant Mapper	Assistant Mapper
Captain - Code Enforcement	Captain
College Student (Part-time)	Engineering Intern
Community Corrections Director	Community Corrections Manager
Correction Officer	Correction Officer I
Correction Officer	Correction Officer II
Correction Officer/Captain	Correction Captain
Correction Officer/Lieutenant	Correction Lieutenant
Correction Officer/Sergeant	Correction Sergeant
Crew Supervisor I	Crew Leader
Crew Supervisor II	Crew Supervisor
Driver's Lic. Clerk/Admin. Asst.	Driver's License Clerk
Information Technology	IT Technician
Investigator	Investigator/Firearms Instructor
Maintenance	Maintenance Technician
Mapper Trainee	GIS Technician
Mapping Assistant Trainee	Mapping Clerk
Personal Property Appraisal Trainee	Business Property Appraisal Technician
Real Property Appraisal Trainee	Real Property Appraisal Technician
Secretary - Solid Waste	Executive Assistant
Tag Clerk/Lead Clerk at Annex	Lead Tag Clerk

FINDING

When comparing the County's current job descriptions to the work described by employees in the JATs, Evergreen noted some tasks that were missing from the current job descriptions. This can happen over a period of time if the descriptions are not reviewed and updated on a regular basis. As such, these changes make it necessary that the County continues to update its job descriptions annually to ensure each job description accurately reflects the work performed.

RECOMMENDATION 2: Revise all job descriptions to include updated classification information provided in the JAT, and review job descriptions annually for accuracy.

The process of reviewing and updating the County's job descriptions, as well as comments received from employees and supervisors during outreach, revealed that the descriptions did

not, in some cases, accurately reflect current work performed. To minimize this becoming a concern again in the future, Evergreen recommends a regular review of these descriptions, including FLSA status determinations.

A review of the employee's assigned job classification (description) should occur at least annually. Review of the FLSA determination for exempt or non-exempt status as well as other aspects of the job, (such as physical requirements required to perform essential functions) will also ensure consistent, continuous compliance with the Americans with Disabilities Act (ADA) protection. At the time of this report, Evergreen was in the process of revising the job descriptions for all classifications. The descriptions will be provided to the County under separate cover.

5.2 COMPENSATION SYSTEM

The compensation system analysis consisted of two parts: an external market assessment and an internal equity assessment. During the external market assessment, salary ranges for each classification were collected. Details regarding the external market assessment were provided in Chapter 4 of this report.

During the internal equity assessment, consideration of the relationships between positions and the type of work being performed by the County employees were reviewed and analyzed. Specifically, a composite score was assigned to each of the classifications that quantified the classification's level of five separate compensatory factors (leadership, working conditions, complexity, decision-making, and relationships). The level for each factor was determined based on responses to the JAT. The results of both analyses were utilized when developing the recommendations below.

FINDING

The County's salary ranges were overall found to be behind the market at the minimum, midpoint, and maximum. Implementing a revised competitive pay structure (pay plans) would provide the County with an improved ability to attract, hire and retain employees.

RECOMMENDATION 3: Established an open-range pay plan for all employees; slot all classifications into the plan based on external and internal equity; and implement the new system by transitioning employees' salaries into the plan.

Exhibit 5B shows the new established open-range pay plan for all employees. This plan has 25 pay grades, with uniform range spreads of 60 percent for pay grades 110-129. Pay grades 130-CM have range spreads of 65 percent.



EXHIBIT 5B
PROPOSED PAY PLAN

Grade	Minimum	Midpoint	Maximum	Range Spread
110	\$23,250.00	\$30,225.00	\$37,200.00	60.0%
111	\$24,412.50	\$31,736.25	\$39,060.00	60.0%
112	\$25,633.13	\$33,323.06	\$41,013.00	60.0%
113	\$26,914.78	\$34,989.22	\$43,063.65	60.0%
114	\$28,260.52	\$36,738.68	\$45,216.83	60.0%
115	\$29,673.55	\$38,575.61	\$47,477.67	60.0%
116	\$31,157.22	\$40,504.39	\$49,851.56	60.0%
117	\$32,715.08	\$42,529.61	\$52,344.14	60.0%
118	\$34,350.84	\$44,656.09	\$54,961.34	60.0%
119	\$36,068.38	\$46,888.90	\$57,709.41	60.0%
120	\$37,871.80	\$49,233.34	\$60,594.88	60.0%
121	\$39,765.39	\$51,695.01	\$63,624.62	60.0%
122	\$41,753.66	\$54,279.76	\$66,805.86	60.0%
123	\$43,841.34	\$56,993.75	\$70,146.15	60.0%
124	\$46,033.41	\$59,843.43	\$73,653.46	60.0%
125	\$48,335.08	\$62,835.60	\$77,336.13	60.0%
126	\$50,751.83	\$65,977.38	\$81,202.93	60.0%
127	\$53,289.43	\$69,276.25	\$85,263.08	60.0%
128	\$55,953.90	\$72,740.07	\$89,526.24	60.0%
129	\$58,751.59	\$76,377.07	\$94,002.55	60.0%
130	\$61,689.17	\$81,738.15	\$101,787.13	65.0%
131	\$64,773.63	\$85,825.06	\$106,876.49	65.0%
132	\$68,012.31	\$90,116.31	\$112,220.31	65.0%
133	\$71,412.93	\$94,622.13	\$117,831.33	65.0%
CM	\$115,000.00	\$152,375.00	\$189,750.00	65.0%

Evergreen slotted each proposed classification into the appropriate pay range in each pay plan. Both internal and external equity were analyzed when slotting the classifications. Assigning pay grades to classifications requires a balance of internal equity, desired market position, and recruitment and retention concerns. Thus, market range data shown in Chapter 4 were not the sole criteria for the proposed pay ranges. Some classifications' grade assignments varied from their associated market range due to the other factors mentioned above. Exhibit 5C shows the proposed pay grades for all classifications.

EXHIBIT 5C
PROPOSED PAY GRADES

Proposed Classification Title	Proposed Pay Grade	Proposed Minimum	Proposed Midpoint	Proposed Maximum
Custodian	110	\$ 23,250.00	\$ 30,225.00	\$ 37,200.00
Civil Process Server				
Head Custodian	111	\$ 24,412.50	\$ 31,736.25	\$ 39,060.00
Kitchen Assistant				
Bus Driver				
Collection Clerk	112	\$ 25,633.13	\$ 33,323.06	\$ 41,013.00
General Laborer				
Mapping Clerk				
Driver's License Clerk				
Engineering Intern	113	\$ 26,914.78	\$ 34,989.22	\$ 43,063.65
Equipment Operator I				
Administrative Assistant				
Assessment Clerk				
Courthouse Security Officer	114	\$ 28,260.52	\$ 36,738.68	\$ 45,216.83
Kitchen Manager				
Tag Clerk				
Appraisal Assistant				
Assistant Mapper				
Business Property Appraisal Technician				
Civil Clerk				
Compliance/Bookkeeper	115	\$ 29,673.55	\$ 38,575.61	\$ 47,477.67
Correction Officer I				
Lead Tag Clerk				
Real Property Appraisal Technician				
Transportation Coordinator				
Warrants Clerk				
Accounting Clerk				
Accounts Payable Specialist				
Engineering Administrative Assistant				
Engineering Assistant I	116	\$ 31,157.22	\$ 40,504.39	\$ 49,851.56
Equipment Operator II				
Executive Assistant				
Mechanic				
Patrol Deputy (Recruit)				
Correction Officer II				
Human Resources Generalist	117	\$ 32,715.08	\$ 42,529.61	\$ 52,344.14
IT Technician				
Recording Clerk				



EXHIBIT 5C (CONTINUED)
PROPOSED PAY GRADES

Proposed Classification Title	Proposed Pay Grade	Proposed Minimum	Proposed Midpoint	Proposed Maximum
Crew Leader	118	\$ 34,350.84	\$ 44,656.09	\$ 54,961.34
Patrol Deputy				
School Liaison Officer				
Transport Officer				
Correction Sergeant				
Engineering Assistant II	119	\$ 36,068.38	\$ 46,888.90	\$ 57,709.41
Equipment Operator III				
Investigations Deputy				
Investigator/Firearms Instructor				
Narcotics Investigator				
Office Manager	120	\$ 37,871.80	\$ 49,233.34	\$ 60,594.88
Shop Supervisor				
Traffic Sign/Herbicide Technician				
Community Corrections Manager				
Crew Supervisor				
Maintenance Technician	121	\$ 39,765.39	\$ 51,695.01	\$ 63,624.62
Patrol Sergeant				
Sergeant/School Resource Officer				
Tag Supervisor				
Chief Clerk				
Correction Lieutenant	122	\$ 41,753.66	\$ 54,279.76	\$ 66,805.86
GIS Technician				
Investigations Sergeant				
Security Supervisor				
Correction Captain				
Investigations Lieutenant	123	\$ 43,841.34	\$ 56,993.75	\$ 70,146.15
Assistant Operations Superintendent				
Captain				
Major-Patrol Commander				
Bridge/Project Engineer				
Chief Appraiser	126	\$ 50,751.83	\$ 65,977.38	\$ 81,202.93
Assistant Jail Administrator				
Drug Task Force Project Director				
Operations Superintendent				
Jail Administrator				
Chief Deputy	130	\$ 61,689.17	\$ 81,738.15	\$ 101,787.13
County Manager	CM	\$ 115,000.00	\$ 152,375.00	\$ 189,750.00



IMPLEMENTATION OPTIONS

After assigning pay grades to classifications, the next step was to develop appropriate methods (options) for transitioning employees' salaries into the proposed plans. This was done utilizing equitable methods (options) for calculating salaries in the plans and determining whether adjustments were necessary to individual salaries to bring them to their calculated salary. Evergreen calculated and provided optional transition methods for implementing the new plans, which the County was considering at the time of the study.

Bring to New Minimums

First, employees' salaries were compared to the minimums of their classification's proposed pay ranges for all plans. If an employee's salary was below his or her classification's pay range minimum, an adjustment was proposed to raise the individual's salary to the minimum. A benefit to this preliminary adjustment is that it provides a basis for all other adjustment calculations. Additionally, best practice within Human Resources is to have all employees' salaries fall within the pay range of their classification.

Utilizing this approach, adjustments were then recommended for 90 employees with a total approximate annualized (salary only) cost of **\$211,097**.

Move Toward Midpoint (3-Tier): Compa-Ratio and Years in Classification OR Years of Tenure with the County

After employees' salaries were moved to the proposed pay grade minimum, employees' salaries were moved closer toward the midpoint of the proposed pay grade range based on a combination of time in classification, or years of tenure with the County, and an employee's salary Compa-ratio. The Compa-ratio for each employee was calculated by taking the salary (after bringing to the proposed minimum if needed) and dividing by the proposed midpoint.

Employees with at least one year and less than three years in classification were moved closer toward the midpoint (market point) of the proposed pay grade range. Employees with between three and seven years in classification were moved even closer toward the midpoint, and employees with more than seven years in classification were moved yet even closer toward the midpoint of the pay range. Adjustment percentage increments were designed to give larger adjustments (in percentage terms) to those with salaries furthest from the midpoint (using Compa-ratio) and to provide greater adjustments to those employees with more time in classification. These calculations were also performed using years of tenure with the County.

Utilizing this approach, and years in classification, adjustments were then recommended for 125 employees with an approximate total annualized cost of **\$374,596**. When using years of tenure in the calculation, adjustments were recommended for 128 employees with an approximate total annualized cost of **\$398,232**.



Move Toward Midpoint (2-Tier): Compa-Ratio and Years in Classification OR Years of Tenure with the County

This option applies a similar methodology to the Move Toward Midpoint (3-Tier) option, however places employees into one of two tiers based on Compa-Ration and years in classification or years of tenure with the County.

Employees with at least one year and less than ten years in classification were moved closer toward the midpoint (market point) of the proposed pay grade range. Employees with more than ten years in classification were moved even closer toward the midpoint. Adjustment percentage increments were designed to give larger adjustments (in percentage terms) to those with salaries furthest from the midpoint (using Compa-ratio) and to provide greater adjustments to those employees with more time in classification. These calculations were also performed using years of tenure with the County.

Utilizing this approach, and years in classification, adjustments were then recommended for 125 employees with an approximate total annualized cost of **\$261,463**. When using tenure years in the calculation, adjustments were recommended for 128 employees with an approximate total annualized cost of **\$299,810**.

5.3 SYSTEM ADMINISTRATION

The County's compensation system will continue to require periodic maintenance. The recommendations provided to improve the competitiveness of the plan were developed based on conditions at the time the data were collected. Without proper upkeep, the potential for recruitment and retention issues may increase as the compensation system becomes dated and less competitive.

RECOMMENDATION 4: Conduct small-scale salary surveys as needed to assess the market competitiveness of hard-to-fill classifications and/or classifications with retention issues, and make changes to pay grade assignments if necessary.

While it is unlikely that the pay structure (plans) in total will need to be adjusted for several years, a small number of classifications' pay grades may need to be reassigned more frequently. If the County is experiencing difficulty high turnover or challenges with recruiting one or more classifications, the County should collect salary range data from peer organizations to determine whether an adjustment is needed for the pay grade of the classification(s).

RECOMMENDATION 5: Conduct a comprehensive classification and compensation study every three to five years, subject to budget constraints and as market conditions are warranted.

Small-scale salary surveys can improve the market position of specific classifications, but it is recommended that a full classification and compensation study be conducted every three to five years to preserve both internal and external equity. Changes to classification and compensation do occur, and while the increments of change may seem minor, they can



compound over time. A failure to react to these changes quickly has the potential to place the County in less than desirable position for recruiting and retaining quality employees.

RECOMMENDATION 6: Review and revise, as appropriate, existing pay practice guidelines including those for determining salaries of newly hired employees and progressing employee salaries through the pay plan.

The method of moving salaries through the pay plan and setting new salaries for new hires, promotions, and transfers depends largely on an organization's compensation philosophy. It is important for the County to have established guidelines for each of these situations, and to ensure that they are followed consistently for all employees. Common practices for progressing and establishing employee salaries are outlined below.

New Hire Salaries

Typically, an employee holding the minimum education and experience requirements for an existing classification is hired at or near the classification's pay grade minimum. Sometimes, for recruiting purposes an organization might need to consider the ability to offer salaries to new employees that consider prior related experience. It is recommended that the County continue its current practices of establishing new hire salaries while preserving the internal equity of employees' salaries within each classification to the extent possible. Current employees' salaries should be improved, to some degree with implementation of the new plans and the proposed potential adjustments to employees' salaries.

Salary Progression

There are several common methods for salary progression including cost of living adjustments (COLA)/across the board and performance-based. The County can consult the Consumer Price Index with the U.S. Bureau of Labor Statistics to assess if a cost-of-living adjustment would be needed for a given year. It is recommended that the County continuously evaluate its practices to progress employees' salaries and if necessary, make improvements to preserve equitable pay practices, particularly in the administration of the employee performance evaluation process.

5.4 SUMMARY

The recommendations in this chapter provide an update to the compensation and classification system for the County employees. Upon implementation, the County's competitiveness in the labor market will be improved and have a responsive compensation system for several years to come. While the upkeep of this will require work, the County will find that having a more competitive compensation system that enhances strong recruitment and employee retention is well worth this commitment.