

**Columbus Consolidated Government
Council Meeting Agenda Item**

TO:	Mayor and Councilors
AGENDA SUBJECT:	Classification and Compensation Study and Analysis – RFP No. 22-0013
INITIATED BY:	Finance Department

It is requested that Council authorize the execution of a contract with Evergreen Solutions, LLC (Tallahassee, FL) for a classification and compensation study and analysis. The recommended vendor's proposed cost is within budget for the initial project. Authorization is also requested for maintenance and other related costs which will be budgeted in subsequent fiscal years.

The City's current classification and compensation plan was adopted in Fiscal Year 2007 beginning July 1, 2006 and ending June 30, 2007. Many of the positions evaluated at that time have been reviewed and updated when necessary. Some new positions have been developed and have been incorporated into the plan. Other positions have been eliminated. Since the plan was adopted, inequities and compression have developed, and the criteria and weighting of various factors of the system need to be updated.

The City's objectives are to:

1. Attract and retain qualified employees.
2. Ensure positions performing similar work with essentially the same level of complexity, responsibility, and knowledge, skills, and abilities are classified together.
3. Provide salaries commensurate with assigned duties.
4. Clearly outline promotional opportunities and provide recognizable compensation growth.
5. Provide justifiable pay differential between individual classes; and
6. Maintain a competitive position with other comparable government entities and private employers within the same geographic areas.

Evergreen Solutions, LLC will perform the following tasks:

1. Provide for a comprehensive evaluation of every job within the city government to determine relative worth within the organization for internal equity and for the establishment of pay ranges and step progressions within the ranges.
2. Review all current job classifications, confirm, and recommend changes to hierarchical order of jobs using your evaluation system.

3. Establish appropriate benchmarking standards and conduct salary surveys as needed for similar positions with comparable Georgia municipalities and the southern region as required.
4. Identify potential pay compression issues and provide potential solutions.
5. Analyze and recommend changes to the present compensation structure to meet market analysis. This recommendation may include recommendations for individual positions as well.
6. Consider the national climate to adjust the minimum hourly wage of CCG employees.
7. Develop and conduct a comprehensive total compensation and benefits analysis of the City of Columbus as compared to private and public sector external labor markets, based on industry specific compensation studies/standards to make recommendations for changes to the current job classification and compensation system.
8. Make recommendations for combining comparable jobs.
9. Include benefits comparison in external equity survey.
10. Perform cost analysis/financial impact analysis of implementing the proposed changes.
11. Prepare a written plan and deliver a final presentation to the City leadership team and Columbus Council.
12. Utilize a classification and compensation system that adheres to all legal requirements, is totally nondiscriminatory and provides for compliance with all pertinent federal, state, and local requirements (e.g., ADA, FLSA, EEO, etc.).
13. Conduct information meetings and updates.
14. At the conclusion of the study, provide a written report of recommendations, provide instructional information to allow City staff to conduct individual salary audits and adjustments consistent with study methods until the next formal study is conducted, and provide prepare a cost analysis of the financial impact for implementation of the new classification and compensation plan.

RFP Advertisement and Receipt of Proposals:

RFP specifications were posted on the web page of the Purchasing Division, the Georgia Procurement Registry and DemandStar on September 17, 2021. This RFP has been advertised, opened, and evaluated. Four proposals were received on October 20, 2021, from the following:

- Evergreen Solutions, LLC (Tallahassee, FL)**
- Management Advisory Group International, LLC (Spartanburg, SC)
- The Segal Company (Atlanta, GA)
- Visionaire Academy, LLC (Atlanta, GA)

The following events took place after receipt of the proposal.

RFP MEETINGS/EVENTS		
Description	Date	Agenda/Action
Pre-Evaluation Meeting	11/16/21	The Purchasing Manager advised Evaluation Committee members of the RFP rules and process, and the using department representative provided an overview and expectations. Proposals were emailed to each committee member to review.

1 st Evaluation Meeting	12/06/21	The Evaluation Committee discussed all proposals and determined clarifications were required from all of the firms.
Clarification Requested / Evaluation Forms Sent	12/08/21	Clarification was requested from the firms and in the essence of time, the evaluation forms were forwarded to the voters.
Clarification Received	12/09/21	The clarification responses were forwarded to the Evaluation Committee. The committee did not require further clarification.
Evaluation Forms Returned / 2 nd Evaluation Meeting	12/14/21	The last set of evaluation forms were returned to the Purchasing Division, and the committee met to discuss the results. The committee unanimously recommended shortlisting the two highest scoring firms, and to invite the shortlisted firms to provide presentations and demonstrations.
Presentations/Demonstrations	12/20/21	The two shortlisted firms provided presentations; however, one of the vendors did not provide a demonstration of their software system. The Evaluation Committee elected to request a demonstration from said firm in order to make a final decision.
Demonstration / Final Evaluation Ballots	01/05/22	The other shortlisted firm provided a demonstration of their proposed system. Immediately after the demonstration concluded, the final evaluation ballots were forwarded to the voters.
Recommendation of Committee	01/06/22	The voting committee members unanimously recommended award to Evergreen Solutions, LLC.

Evaluation Committee:

The proposals were reviewed by voting members of the Evaluation Committee, which consisted of one voting member from the Finance Department, one voting member from the City Manager’s Office and one voting member from the Human Resources Department.

A representative from the Police Department and an additional representative from the City Manager’s Office served as alternate voters.

Two additional representatives from the Human Resources Department, a representative from the Columbus Fire and EMS Department, a representative from the City Attorney’s Office, and three members of the Chamber of Commerce served as a non-voting advisors.

Award Recommendation:

Based on the final evaluation ballots results, the voting committee members unanimously recommended award to the highest-scoring firm of Evergreen Solutions, LLC.

Vendor Qualifications/Experience:

- Evergreen Solutions, LLC was formed in 2004 and is a national, multidisciplinary consulting firm that specializes in working with public sector organizations.

- The firm has contracted with public sector, quasigovernmental, and nonprofit organizations in 46 states throughout the country.
- The firm’s list of 44 past and current Georgia clients includes Atlanta, GA; Fayetteville, GA; Savannah, GA; Norcross, GA; Sandy Springs, GA; Forsyth County, GA; Effingham, County, GA; and Cobb County, GA.
- The firm’s president is a certified compensation professional (CCP) with over 25 years of consulting experience in human resources, performance improvement, process analysis, strategic planning, statistical analysis, research methodology, data management, surveys and polling, technology analysis, change management, and risk analysis.
- Below are the *last five* public entities for which the firm has provided same or similar services:

City of Douglasville, GA December 2017 – September 2018
 Personal classification and compensation study and analysis. Evergreen Solutions, LLC was contracted again in May 2021 to conduct a new study.

City of Powder Springs, GA March 2021 - present
 Conducting both a classification and compensation study and a staffing study.

City of Dunwoody, GA December 2019 – May 2020
 Salary survey.

City of Roswell, GA February 2018 – August 2018
 Conducted a pay and classification study. Evergreen Solutions, LLC previously conducted a salary survey for the City.

City of Foley, AL February 2018 – August 2018
 Compensation and Pay Classification Plan Study.

The City’s Procurement Ordinance, Article 3-110 (Competitive Sealed Proposals (Negotiations), governs the RFP Process. During the RFP process, there is no formal opening due to the possibility of negotiated components of the proposal. In the event City Council does not approve the recommended offeror, no proposal responses or any negotiated components are made public until after the award of the contract. Therefore, the evaluation results and cost information has been submitted to the City Manager in a separate memo for informational purposes.

Funds are budgeted in the FY22 Budget: General Fund – Human Resources – Consulting; 0101-220-1000-HRDR-6315. Software maintenance and other related costs will be budgeted in subsequent fiscal years.

A RESOLUTION

NO. _____

A RESOLUTION AUTHORIZING THE EXECUTION OF A CONTRACT WITH EVERGREEN SOLUTIONS, LLC (TALLAHASSEE, FL) FOR A CLASSIFICATION AND COMPENSATION STUDY AND ANALYSIS; AND AUTHORIZING MAINTENANCE AND OTHER RELATED COSTS WHICH WILL BE BUDGETED IN FUTURE FISCAL YEARS. THE RECOMMENDED VENDOR’S COST PROPOSAL IS WITHIN BUDGET FOR THE INITIAL PROJECT.

WHEREAS, an RFP was administered (RFP No. 22-0013) and four proposals were received; and,

WHEREAS, the proposal submitted by Evergreen Solutions, LLC (Tallahassee, FL) met all proposal requirements and was evaluated most responsive to the RFP.

NOW, THEREFORE, THE COUNCIL OF COLUMBUS, GEORGIA, HEREBY RESOLVES AS FOLLOWS:

That the City Manager is hereby authorized to execute a contract with Evergreen Solutions, LLC (Tallahassee, FL) for a classification and compensation study and analysis. The recommended vendor’s proposed cost is within budget for the initial project. Funds are budgeted in the FY22 Budget: General Fund – Human Resources – Consulting; 0101-220-1000-HRDR-6315. Maintenance and other related costs will be budgeted in subsequent fiscal years.

Introduced at a regular meeting of the Council of Columbus, Georgia, held the _____ day of _____, 2022 and adopted at said meeting by the affirmative vote of _____ members of said Council.

- Councilor Allen voting _____.
- Councilor Barnes voting _____.
- Councilor Crabb voting _____.
- Councilor Davis voting _____.
- Councilor Garrett voting _____.
- Councilor House voting _____.
- Councilor Huff voting _____.
- Councilor Thomas voting _____.
- Councilor Tucker voting _____.
- Councilor Woodson voting _____.

Sandra T. Davis, Clerk of Council

B.H. "Skip" Henderson III, Mayor