



# Evergreen Solutions, LLC

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Haliyma Jones, MPA, SHRM-CP  
Human Resources Generalist  
City of Dalton, Georgia  
P.O. Box 1205  
Dalton, Georgia 30722

**SUBMITTED VIA EMAIL:** [hjones@daltonga.gov](mailto:hjones@daltonga.gov)

Dear Ms. Jones:

We appreciate the opportunity to submit a letter proposal to conduct a Classification and Compensation Study for the City of Dalton. I have prepared a work plan outlining the tasks, activities, and milestones necessary to accomplish this study as well as a proposed timeline and cost. Evergreen understands that approximately 100 full-time positions will be included in the study.

## Detailed Work Plan

### 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 timeline for all project milestones and deliverables.

#### TASK ACTIVITIES

- 1.1 Discuss with the City's Project Manager (CPM) and any other key personnel the following objectives:
  - 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;
  - establish an agreeable communication schedule.
- 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.

**Task 2.0  
Evaluate the  
Current System**

- 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; and
  - current position and classification descriptions, and salary schedule(s).
- 1.4 Review and edit the project work plan and submit a schedule for the completion of each project task.

**KEY PROJECT MILESTONES**

- Comprehensive project management plan
- Comprehensive database of City full-time staff

**TASK GOAL**

- Conduct a comprehensive preliminary evaluation of the existing compensation and classification system.

**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 Identify the strengths and weaknesses of the current pay plan(s) for the City.
- 2.3 Identify any pay compression issues that may exist.
- 2.4 Complete an assessment of current conditions that details the nature of the current system for the City as well as highlights areas for potential improvement in the final adopted solution.

**KEY PROJECT MILESTONES**

- Review of existing compensation plan(s)
- Assessment of current conditions

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

**TASK GOALS**

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



**Task 4.0  
Evaluate and Build  
Projected  
Classification Plan  
and Make FLSA  
Determinations**

**TASK ACTIVITIES**

- 3.1 Schedule and conduct orientation sessions for full-time employees to describe the scope of work and methodology.
- 3.2 Interview department heads to obtain relevant information on specific compensation issues and policies. Obtain insight into perceived current compensation and classification system strengths and weaknesses.
- 3.3 Hold focus groups with a sample of full-time employees to obtain additional relevant information on specific compensation issues and policies.
- 3.4 Work with the CPM and Human Resources staff to administer the JATs 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**

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

**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 Ensure that all full-time class specifications have been provided to Evergreen by the CPM.
- 4.2 Review the work performed by each classification and score based on job evaluation, including 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.



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

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 Develop recommendations of FLSA (exemption) status and minimum qualifications based on results of the job evaluation (JAT) review and federal requirements.
- 4.7 Review recommendations with the CPM.

**KEY PROJECT MILESTONES**

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

**TASK GOALS**

- Identify positions to benchmark for the market salary survey.
- Identify and develop a comprehensive list of targets for conducting a successful external labor market salary assessment.

**TASK ACTIVITIES**

- 5.1 Identify and review with the CPM the classifications that will be used as benchmarks for the market salary survey. **Note:** Evergreen will work with the CPM to select up to 80 full-time classifications to use as benchmarks for the market salary survey.
- 5.2 Finalize the list of benchmark positions.
- 5.3 Develop a preliminary list of organizations for the external labor market survey, placing a comparative emphasis on characteristics such as:
  - size of the organization;
  - geographic proximity to the Dalton area;
  - economic and budget characteristics; and
  - other demographic data.
- 5.4 Review and finalize with the CPM up to 20 peer organizations that should be included in the market salary survey.
- 5.5 Develop a system for using 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 survey.



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

- 5.7 After approval of survey methodology, develop contact list of peer organizations and notify peers of impending survey.

**KEY PROJECT MILESTONES**

- Initial list of survey peers
- Survey methodology
- Final list of survey organizations and contacts

**TASK GOALS**

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

**TASK ACTIVITIES**

- 6.1 Prepare a customized external labor market salary survey. Discuss the questions to include in the market salary survey.
- 6.2 Contact the targets for electronic completion of the survey. Provide paper copies by fax, if requested.
- 6.3 Conduct necessary follow-up through e-mails, faxes, and phone calls.
- 6.4 Collect and enter survey results into Evergreen's electronic data analysis tools.
- 6.5 Validate all data submitted.
- 6.6 Develop summary report of external labor market salary survey assessment results.
- 6.7 Submit summary report of external labor market salary survey assessment results to the CPM.

**KEY PROJECT MILESTONES**

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

**Task 7.0  
Develop Strategic  
Positioning  
Recommendations**

**TASK GOALS**

- Determine the City's compensation philosophy.
- Develop a plan for all full-time employees, providing issue areas and preliminary recommendations for strategic improvement.



**Task 8.0  
Conduct Solution  
Analysis**

**TASK ACTIVITIES**

- 5.1 Identify the accepted compensation philosophy and accompanying thresholds.
- 5.2 Using the market salary survey data collected in **Task 6.0**, and classification data reviewed in **Task 4.0**, determine the proper pay scale, including number of grades and ranges.
- 5.3 Produce a revised or new pay scale(s) that best meets the needs of the City 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.
- 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**

- Potential solutions
- Documented final solution



**Task 9.0  
Develop Draft and  
Final Reports**

**TASK GOALS**

- Develop and submit a draft and final report of the Classification and Compensation Study to the City of Dalton.
- Present final report.

**TASK ACTIVITIES**

- 9.1 Produce a comprehensive draft report that captures the results of each previous step, including a complete listing of the allocation of job classes to salary range requirements. Provide the report to the CPM for review that will include the costs associated with all recommendations as well as implementation strategies.
- 9.2 Make edits and submit necessary copies of the final report to the CPM.
- 9.3 Present the final report.
- 9.4 Develop a communication plan for sharing study results with full-time employees.
- 9.5 Develop a plan for maintaining recommendations over time.

**KEY PROJECT MILESTONES**

- Draft and final reports
- Final presentation
- Communication plan

**Task 10.0  
Develop  
Recommendations  
for Compensation  
Administration**

**TASK GOALS**

- Develop recommendations for a maintenance program so administration by City staff may sustain the recommended compensation system/structure.
- Conduct training.

**TASK ACTIVITIES**

- 10.1 Develop recommendations and guidelines for continued administration and maintenance of the compensation system, 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;
- the proper mix of pay;
- 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 Finalize and present recommendations to the CPM for review.

10.3 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
- Training on Evergreen's **JobForce Manager** tool

#### Task 11.0 Provide Revised Class Descriptions

#### TASK GOALS

- Update existing class descriptions.
- Create new class descriptions only for those full-time classifications recommended by Evergreen as a result of the job evaluation process.
- 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 only for those full-time classifications recommended by Evergreen as a result of the job evaluation process.





11.5 Recommend a systematic, regular process for reviewing job descriptions.

**KEY PROJECT MILESTONES**

- Updated class descriptions
- New class descriptions, as needed
- Recommendations for regular review of class descriptions

**Proposed Cost and Timeline**

Our total, not-to-exceed, fixed cost to complete all tasks in our work plan is **\$54,500**. Our cost is all inclusive, and includes travel costs (meals and lodging), transportation, fringe benefits, indirect cost (overhead), clerical support, and all other out-of-pocket expenses. Evergreen can conduct this study in approximately four months from the execution of a contract. Our cost includes two onsite visits to the City as most of the work can be conducted virtually. Our cost should the City reduce the number of positions included in the study to only 80 would be **\$51,500**.

Our cost to conduct only a compensation study (i.e., Tasks, 1, 2, 5, 6, 7, 8, 9, and 10) would be **\$33,000**. Our cost includes one onsite visit to the City and our timeline would consist of three months. This cost would be for 80 positions included in the study. Our cost should the City increase the number of positions included in the study to 100 would be **\$35,000**

Our preferred method of invoicing is as follows:

- 25% - upon completion of Tasks 1 – 2
- 25% - upon completion of Tasks 3 – 4
- 40% - upon completion of Tasks 5 – 8
- 10% - upon completion of Tasks 9 - 11

We would love the opportunity to again work with the City of Dalton. If you need any additional information, please feel free to contact me at (850) 383-0111 or via email at [jeff@consultevergreen.com](mailto:jeff@consultevergreen.com).

Sincerely,



Dr. Jeffrey Ling, President  
Evergreen Solutions, LLC

