



Evergreen Solutions, LLC

A Proposal to Conduct a
**CLASSIFICATION AND
COMPENSATION STUDY
FOR THE CITY OF INDEPENDENCE, IA**

ORIGINAL

November 20, 2025

A Proposal to Conduct a Classification and Compensation Study for the City of Independence, IA

Submitted to:

Matthew R. Schmitz, City Manager
City of Independence
331 1st Street East
Independence, Iowa 50644

Submitted by:



Evergreen Solutions, LLC
2528 Barrington Circle, Unit 201
Tallahassee, Florida 32308
(850) 383-0111 (ph) / (850) 383-1511 (fax)

November 20, 2025

Table of Contents

A.	Letter of Transmittal	
B.	Firm Experience and Qualifications	B-1
B.1	Firm's Background and History	B-1
B.2	Select Relevant Experience	B-4
B.3	Proposed Project Team.....	B-79
C.	Project Approach and Work Plan	C-1
C.1	Understanding of the Project's Objectives	C-1
C.2	Approach and Methodology.....	C-1
C.3	Detailed Work Plan.....	C-11
C.4	Proposed Timeline.....	C-21
D.	References.....	D-1
E.	Sealed Cost Proposal (UNDER SEPARATE COVER)	

APPENDIX: SAMPLE FINAL REPORT



Section A
Letter of Transmittal



Evergreen Solutions, LLC



Evergreen Solutions, LLC

2528 Barrington Circle • Unit #201 • Tallahassee, Florida 32308
850.383.0111 • fax 850.383.1511

Section A – Letter of Transmittal

November 17, 2025

Matthew R. Schmitz
City Manager
City of Independence
331 1st Street East
Independence, Iowa 50644

Dear Mr. Schmitz:

Evergreen Solutions, LLC is pleased to submit a proposal to conduct Classification and Compensation Study for the City of Independence. Our response is based on our review of your Request for Proposal, our experience in working with hundreds of local governments and other public sector organizations throughout the country, 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 Independence as we have provided similar services to more than 1,500 local governments and other public sector organizations throughout the country.**

Evergreen 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 47 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 Lee's Summit, MO; City of Fulton, MO; City of Branson, MO; City of Columbia, MO; City of Troy, MO; City of St. Louis, MO; City of Jefferson, MO; City of Dardenne Prairie, MO; Jefferson County, MO; Jackson County, MO; St. Charles County, MO; Jasper County, MO; City of Broken Arrow, OK; City of Hot Springs, AR; City of Salina, KS; City of Leawood, KS; Sedgwick County, KS; Shawnee County, KS; Mahoning County, OH; Blount County, TN; Madison County, TN; City of Morristown, TN; City of Cleveland, TN; City of Murfreesboro, TN; City of Clarksville, TN; City of White House, TN; Town of Addison, TX; City of Portland, TX; City of Del Rio, TX; City of Lakeway, TX; City of Fair Oaks Ranch, TX; City of Austin, TX; City of Montgomery, TX; City of Aransas Pass, TX; City of Coppell, TX; City of Deer Park, TX; City of Alpine, TX; City of La Porte, TX; City of Port Arthur, TX; City of Seguin, TX; City of Buda, TX; City of Missouri City, TX; City of Amarillo, TX; City of Beaumont, TX; City of Denton, TX; City of Odessa, TX; City of Cleburne, TX; City of Harlingen, TX; City of Kingsville, TX; City of Texas City, TX; City of Fredericksburg, TX; City of Wharton, TX; Fort Bend County, TX; Matagorda County, TX; Taylor County, TX; Denton County, TX; Aransas County, TX; Town of Prosper, TX; City of Winchester, KY; City of Urbana, IL; City of Moline, IL; McLean County, IL; Genesee County, MI; City of Kalamazoo, MI; City of Minneapolis, MN; City of Pittsburgh, PA; County of Montgomery, PA; Town of Bridgewater, MA; City of Cambridge, MA; Town of Colchester, VT; Genesee County, NY; City of Baltimore, MD; City of Hyattsville, MD; City of Takoma Park, MD; City of Annapolis, MD; Frederick County, MD; Prince George's County, MD; Talbot County, MD; Allegany County, MD; Washington County, MD; Town of Plainville, CT; City of Milford, DE; City of Seaford, DE; City of Newport News, VA; City of Fredericksburg, VA; City of Norfolk, VA; City of Covington, VA; City of Hopewell, VA; City of Williamsburg, VA; City of Falls Church, VA; County of Culpeper, VA; County of York, VA; Gloucester County, VA; Isle of Wight County, VA; Prince George County, VA; James City County, VA; Louisa County, VA; Loudoun County, VA; Spotsylvania County, VA; Northumberland County, VA; Bedford County, VA; Shenandoah County, VA; Chesterfield County, VA; King George County, VA; Alleghany County, VA; Union County, NC; Gaston County, NC; Dare County, NC; Jackson County, NC; Franklin County, NC; Vance County, NC; Harnett County, NC; Haywood County, NC; Buncombe County, NC; City of Raleigh, NC; Town of Chapel Hill, NC; City of Fayetteville, NC; City of High Point, NC; City of Rocky Mount, NC; City of Goldsboro, NC; City of Hendersonville, NC; Town of Clayton, NC; City of Columbia, SC; City of Greenwood, SC; City of Lancaster, SC; City of Conway, SC; City of Myrtle Beach, SC; City of Pickens, SC; City of Mauldin, SC; Dillon County, SC; Charleston County, SC; Dorchester County, SC; Spartanburg County, SC; Town of Hilton Head Island, SC; Town of Kiawah Island, SC; City of Atlanta, GA; City of Alpharetta, GA; City of Brookhaven, GA; City of Statesboro, GA; City of Norcross, GA; City of Garden City, GA; City of Sandersville, GA; City of Stockbridge, GA; City of East Point, GA; City of Riverdale, GA; City of Clarkston, GA; City of Dublin, GA; City of Dunwoody, GA; City of Roswell, GA; City of Dalton, GA; City of Chamblee, GA; City of Savannah, GA; City of Cedartown, GA; City of Kingsland, GA; Forsyth County, GA; Lumpkin County, GA; Douglas County, GA; Columbus Consolidated Government, GA; DeKalb County, GA; Worth County, GA; Cherokee County, GA; City of Daphne, AL; City of Opelika, AL; City of Hartselle, AL; City of Auburn, AL; City of Foley, AL; Baldwin County, AL;

Chambers County, AL; City of Sarasota, FL; City of Winter Park, FL; City of Orlando, FL; City of Sunrise, FL; City of Hollywood, FL; City of Boca Raton, FL; City of Melbourne, FL; City of Ft. Myers, FL; Miami-Dade County, FL; Palm Beach County, FL; Suwannee County, FL; Manatee County, FL; Monroe County, FL; City of Boulder City, NV; Ogden City Corporation, UT; City of Manitou Springs, CO; City of Fountain, CO; Grand County, CO; Garfield County, CO; City of Camarillo, CA; City of Long Beach, CA; City of Bell Gardens, CA; City of Sanger, CA; City of Yucaipa, CA; City of Thousand Oaks, CA; City of Fresno, CA; City of Beaumont, CA; City of Moorpark, CA; City of Santa Ana, CA; City of West Hollywood, CA; Calaveras County, CA; Inyo County, CA; City of Flagstaff, AZ; City of Prescott, AZ; City of Page, AZ; Town of Sahuarita, AZ; Town of Prescott Valley, AZ; Yavapai County, AZ; City of Santa Fe, NM; City of Carlsbad, NM; City of Albuquerque, NM; City of Albany, OR; City of Bend, OR; City of Portland, OR; Columbia County, OR; Spokane County, WA; City of Bellingham, WA; City of Ridgefield, WA; and many others. A detailed description of the services provided to some of these clients as they relate to the services being requested can be found in **Section B** of our proposal.

The Evergreen Team is able to fully comprehend the challenges and goals of the City of Independence based on our vast understanding of local government human resources, and the fact that we possess the necessary experience and knowledge. Our team has significant expertise in conducting classification and compensation studies for local governments and other public sector organizations, as evidenced in **Section B** of our proposal.

Some of the human resource services Evergreen has focused on include: classification and compensation studies; salary and benefits surveys; workload analyses; staffing studies; performance management studies; 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 understands how critical a classification and compensation system is to the overall operation of a proficient and progressive municipality. We have developed helpful methods and tools that assist clients in implementing and maintaining our study recommendations.

Evergreen's approach to conducting a classification and compensation study draws not only from extensive human resources work with local government clients, but also from direct feedback from 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 identified in **Section C** of our proposal include:

- 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, leadership, department heads, and staff need to be involved in every 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 have read your terms and conditions and believe we can work successfully within your requirements. We acknowledge receipts of addendums #1 and #2. All required forms are attached except the reference form which is attached to **Section D** of our proposal.

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,

Jeffrey Ling, PhD, President
Evergreen Solutions, LLC



Appendix C: Proposal Submittal Form

Instructions: This form should be completed and submitted with your proposal package. Its purpose is to ensure all required components are included and to provide key information in a standardized format.

Section 1: Proposing Firm Information

Official Firm Name:	Evergreen Solutions, LLC
Mailing Address:	2528 Barrington Circle, Unit 201 Tallahassee, FL, 32308
Website:	www.consultevergreen.com
Year Firm Established:	2004
Office Location Performing the Work:	2528 Barrington Circle, Unit 201 Tallahassee, FL, 32308
Primary Contact Person:	Jeffrey Ling, PhD
Title:	President
Phone:	(850) 383-0111
Email:	jeff@consultevergreen.com

Section 2: Proposal Submission Checklist

Use this checklist to verify that all required elements are included in your proposal submission.

- One (1) unbound original, five (5) bound copies, and one (1) electronic copy (USB flash drive) of the technical proposal.
- One (1) sealed envelope containing the Cost Proposal , clearly marked on

the exterior with: **"SEALED COST PROPOSAL – SALARY STUDY"**.

Technical Proposal Contents:

- **Part A: Transmittal Letter:** A signed cover letter introducing your firm and affirming the proposal's validity for at least 90 days.
- **Part B: Firm Experience and Qualifications:**
 - Firm history, size, and ownership structure.
 - Detailed experience with public sector classification and compensation studies.
 - A list of at least five (5) similar projects for municipal clients within the last three (3) years.
 - Complete resumes for the proposed Project Manager and all key personnel assigned to the project.
- **Part C: Project Approach and Work Plan:**
 - A detailed narrative describing your firm's understanding of the project and proposed methodology for each task in the Scope of Services.
 - A detailed project work plan with a clear timeline, tasks, and milestones.
 - A sample of a final report from a previous, similar municipal project.
 - A sample of a job description from a previous, similar municipal project.
- **Part D: References:**
 - At least three (3) references from public sector clients (use Section 3 of this form).
- **Part F: Acknowledgement Form (Section 4 of this form):** Signed and included in the proposal.

Sealed Cost Proposal Contents:

- All-inclusive, "not-to-exceed" total project cost.
- Detailed cost breakdown by task/phase, including professional fees, estimated hours, and billing rates for each team member.
- Schedule of hourly rates for any additional work requested outside the original Scope of Services.

Section 3: Client References

Provide at least three (3) references from public sector clients for whom similar work was completed within the last five years.

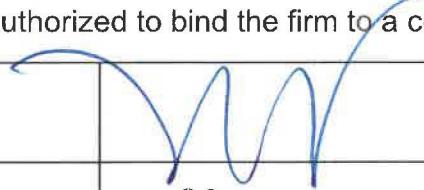
Section 4: Acknowledgement of Addenda and RFP Terms

By signing below, the undersigned, an authorized representative of the firm, acknowledges the following:

1. Receipt of all addenda issued for RFP SALARY STUDYList Addenda Numbers received:

Evergreen acknowledges receipt of Addendum # 1 and Addendum # 2.

2. The firm has read, understands, and agrees to all terms, conditions, and requirements set forth in the RFP document.
3. The proposal submitted is valid for a minimum of 90 days from the submission deadline.
4. The individual signing below is authorized to bind the firm to a contract.

Signature:	
Printed Name:	Jeffrey Ling, PhD
Title:	President
Date:	11/17/2025

Section B
Firm Experience and Qualifications



Evergreen Solutions, LLC

B. Firm Experience and Qualifications

Evergreen Solutions, LLC is well qualified to conduct a Classification and Compensation Study for the City of Independence due to our experience in conducting more than 1,500 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; a list of similar studies we have conducted or are currently under contract to conduct; and the qualifications of our proposed project team.

B.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 23 full-time and three part-time employees who work on one of five consultant teams providing 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; staffing studies; workload analyses; salary and benefits studies; performance appraisal reviews; 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.



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 results.

Collectively, the members of the Evergreen Solutions Team have:

- extensive experience in conducting classification and compensation studies for local governments and other public sector organizations throughout the country;
- comprehensive experience in all components vital to the successful completion of this engagement;
- knowledge of relevant 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 47 states throughout the country. **Exhibit B-1** includes a sample list of the local government clients we have worked with, or are currently under contract to work with, in providing work similar in scope to the services being requested.



Exhibit B-1: Sample List of Local Government Clients

Spokane County, WA	City of Hot Springs, AR	Harford County, MD	Pickens County, SC
City of Ridgefield, WA	City of Leawood, KS	City of Falls Church, VA	York County, SC
City of Washougal, WA	City of Salina, KS	City of Fredericksburg, VA	City of Auburn, AL
City of Bellingham, WA	Sedgwick County, KS	City of Newport News, VA	City of Mobile, AL
City of Albany, OR	Shawnee County, KS	City of Williamsburg, VA	City of Foley, AL
City of Bend, OR	City of St. Louis, MO	City of Norfolk, VA	City of Daphne, AL
City of Portland, OR	City of Lee's Summit, MO	Chesterfield County, VA	City of Madison, AL
Columbia County, OR	City of Columbia, MO	County of Culpeper, VA	City of Northport, AL
City of Palm Springs, CA	City of Dardenne Prairie, MO	County of Northhampton, VA	Baldwin County, AL
City of Riverbank, CA	City of Jefferson, MO	County of York, VA	Lee County, AL
City of Fresno, CA	City of Troy, MO	Gloucester County, VA	Chambers County, AL
City of Camarillo, CA	Jackson County, MO	Isle of Wight County, VA	Shelby County, AL
City of Yucaipa, CA	St. Charles County, MO	James City County, VA	City of Alpharetta, GA
City of Long Beach, CA	Jasper County, MO	King George County, VA	City of Atlanta, GA
City of Sacramento, CA	City of Rochester, MN	Loudoun County, VA	City of Brookhaven, GA
City of Thousand Oaks, CA	City of Minneapolis, MN	Montgomery County, VA	City of Chamblee, GA
City of Crescent City, CA	Genesee County, MI	Northumberland County, VA	City of Dalton, GA
City of West Hollywood, CA	City of Urbana, IL	Town of Dumfries, VA	City of Douglasville, GA
City of Santa Ana, CA	City of Moline, IL	Town of Chapel Hill, NC	City of Dunwoody, GA
City of Sacramento, CA	McLean County, IL	City of High Point, NC	City of Fayetteville, GA
Calaveras County, CA	City of Bloomington, IN	City of Goldsboro, NC	City of Garden City, GA
Inyo County, CA	City of Winchester, KY	City of Burlington, NC	City of Jackson, GA
City of Boulder City, NV	Blount County, TN	City of Raleigh, NC	City of Marietta, GA
Ogden City Corporation, UT	Madison County, TN	City of Hendersonville, NC	City of Norcross, GA
City of Flagstaff, AZ	Jefferson County, TN	City of Rocky Mount, NC	City of Roswell, GA
City of Page, AZ	City of Murfreesboro, TN	City of Southport, NC	City of Sandy Springs, GA
City of Prescott, AZ	City of Clarksville, TN	Buncombe County, NC	City of Savannah, GA
Yavapai County, AZ	City of Morristown, TN	Dare County, NC	City of Statesboro, GA
City of Carlsbad, NM	City of White House, TN	Franklin County, NC	City of Stockbridge, GA
City of Santa Fe, NM	City of Cleveland, TN	Ashe County, NC	City of South Fulton, GA
City of Albuquerque, NM	City of Pittsburgh, PA	Guilford County, NC	City of Suwanee, GA
Grand County, CO	County of Montgomery, PA	Onslow County, NC	City of Tybee Island, GA
Garfield County, CO	Genesee County, NY	Jackson County, NC	Cherokee County, GA
City of Fountain, CO	Livingston County, NY	Lee County NC	Columbus Consolidated Gov't, GA
City of Manitou Springs, CO	City of Portsmouth, NH	New Hanover County, NC	DeKalb County, GA
City of Amarillo, TX	City of Manchester, NH	Onslow County, NC	Douglas County, GA
City of Austin, TX	City of Norwalk, CT	Transylvania County, NC	Forsyth County, GA
City of Buda, TX	Town of Wethersfield, CT	Union County, NC	City of Miami Beach, FL
City of Denton, TX	Town of Plainville, CT	City of Beaufort, SC	City of Orlando, FL
City of Farmers Branch, TX	Town of Colchester, VT	City of Spartanburg, SC	City of Pensacola, FL
City of Fredericksburg, TX	Town of Bridgewater, MA	City of Chester, SC	City of Tallahassee, FL
City of Lockhart, TX	City of Cambridge, MA	City of Clemson, SC	City of Panama City Beach, FL
City of Pflugerville, TX	City of Milford, DE	City of Columbia, SC	City of Jacksonville Beach, FL
City of Rowlett, TX	City of Seaford, DE	City of Isle of Palms, SC	City of St. Petersburg, FL
City of Sachse, TX	City of Takoma Park, MD	City of Conway, SC	City of Palm Beach Gardens, FL
City of Seguin, TX	City of Baltimore, MD	City of Goose Creek, SC	City of Sarasota, FL
City of Portland, TX	City of Annapolis, MD	City of Lancaster, SC	City of Naples, FL
City of Del Rio, TX	City of Hagerstown, MD	City of Mauldin, SC	Town of Jupiter, FL
Brazoria County, TX	City of Hyattsville, MD	City of Folly Beach, SC	Indian River County FL
Denton County, TX	City of Westminster, MD	Town of Hilton Head Island, SC	Palm Beach County, FL
Fort Bend County, TX	City of Laurel, MD	Dillon County, SC	Miami-Dade County, FL
Hood County, TX	Prince Georges County, MD	Beaufort County, SC	Monroe County, FL
Kaufman County, TX	Allegany County, MD	Berkeley County, SC	Hillsborough County, FL
Randall County, TX	Talbot County, MD	Charleston County, SC	Orange County, FL
Matagorda County, TX	Washington County, MD	Dorchester County, SC	Monroe County, FL
City of Broken Arrow, OK	Frederick County, MD	Laurens County, SC	



B.2
Select Relevant
Experience

Comprehensive Pay Plan/Compensation Review
City of Salina, Kansas

Evergreen Solutions was engaged with the City of Salina to conduct a Comprehensive Pay Plan/Compensation Review. Evergreen performed an extensive compensation review that compared the City of Salina's positions with comparable positions of other local government entities, including other Kansas cities of comparable size; and, where applicable, comparable public and private sector positions in the competitive market area. A review of internal equity was also conducted and job descriptions were updated, as needed. Evergreen also conducted a gender/race equity study and provided recommendations on to the City on how to make the compensation structure more equitable.



Classification and Compensation Study
City of Leawood, Kansas

Evergreen Solutions was retained by the City of Leawood to conduct a Classification and Compensation Study. Evergreen performed a review of the existing classification plan and related job descriptions and conducted a salary study to include public and private employers who provide comparable services. In the end, Evergreen prepared recommendations for compensation policies, including but not limited to: cost of living and merit pay increases, career ladders and variable incentive pay options to maintain competitiveness, reward employees, and to ensure internal pay equity. Note: Evergreen was again hired in 2025 to conduct a salary study.



Comprehensive Compensation Study
Shawnee County, Kansas

Evergreen Solutions was engaged with Shawnee County to conduct a Comprehensive Compensation Study. Evergreen conducted an external competitive market study for all current County positions to measure County pay versus market rates for each position. Evergreen further prepared cost proposals and alternatives for establishing market pay rates for each position within three years following completion of the study and provided training to Department Heads and Human Resource Director in plan implementation and maintenance as needed.



Classification and Compensation Study Sedgwick County, Kansas

Evergreen Solutions was retained by Sedgwick County to conduct classification and compensation study for approximately 2,766 employees. Employees participated 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 reviewed pay policies and practices and pay ranges in the public and private sector were analyzed to determine the appropriate pay levels for all included jobs. Recommendations were provided to improve the fairness and equity within the County and a plan was provided to address maintenance of implemented changes to the County's classification and compensation system. In addition, Evergreen provided County staff with 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 would be accomplished. **Note:** Evergreen was again retained in 2022 to conduct a Classification and Compensation Plan Update.



Classification and Compensation Study and Analysis City of Broken Arrow, Oklahoma

Evergreen Solutions was retained by the City of Broken Arrow to conduct a Classification and Compensation Study and Analysis to evaluate the present salary structure as compared to the specific job market for comparable positions in the public sectors. Evergreen performed the following: reviewed all current job classifications, confirmed and recommended changes to hierarchical order of jobs using The City's evaluation system; established appropriate benchmarking standards and conducted salary surveys as needed for similar positions as required (prefer to assess duplicate benchmarks – both municipalities as well as local employers); identified potential pay compression issues and provided potential solutions; analyzed and recommended changes to the present compensation matrix and/or structure to meet the market analysis; and assessed potential impact of pending DOL changes.



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. **Note:** Evergreen was again hired in 2025 to conduct a Classification and Compensation Plan update.



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 Pay Equity Analysis City of Fulton, Missouri

Evergreen Solutions was retained by the City of Fulton to conduct a Compensation Study and Staff Review that also included a comparison of benefit offerings in the market. Evergreen evaluated 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 also conducted a gender/race equal-pay analysis and provided recommended pay structures.



Compensation Study
City of Jefferson, Missouri

Evergreen Solutions was engaged with the City of Jefferson to conduct a Compensation Study. The primary focus area for this project to correct salary compression where it existed and external market benchmarking/analysis in order to update the City's compensation plan to make it more competitive. Evergreen's consultants analyzed the effectiveness of the existing salary structure and recommend changes, if needed, based on best practices for municipal organizations within the market.



Employee Classification and Compensation Study
City of St. Louis, Missouri

Evergreen was hired by the City of St. Louis to conduct an Employee Classification and Compensation Study. Evergreen conducted a comprehensive evaluation and analysis of all 6,700 jobs within the City to determine relative value within the organization; evaluated all current job classifications; conducted internal salary relationship analysis and make appropriate recommendations; identified and recommended a relevant salary survey benchmark; identified potential pay compression issues and solutions; and provided a maintenance strategy to maintain.



Comprehensive Compensation and Classification Study
Jefferson County, Missouri

Jefferson County retained Evergreen Solutions to conduct a Comprehensive Compensation and Classification Study to analyze the County's market competitiveness and internal equity. Located just 40 miles southwest of the City of St. Louis, the County possessed a unique set of challenges being on the border of more rural, suburban, and even metropolitan markets. Maintaining market competitive compensation and classification plans in these environments required special effort. With this in mind, this study included a comprehensive classification analysis using the Job Assessment Tool job valuation methodology in addition to a statistical assessment of current conditions. An assessment of external equity including a salary survey of competing organizations was conducted. The project concluded with a series of findings and recommendations that were designed to alleviate any strains on the system and, if necessary, redesign the existing system in place for the County.



Classification and Compensation Study St. Charles County, Missouri

Evergreen Solutions was engaged with the St. Charles County Government to conduct a Classification and Compensation Study for its 1,650 employees. The primary purpose of the study was to assist the County in the evaluation of its overall employee compensation and pay structure as compared to the market; to perform a job audit and analysis for each full-time position to determine appropriate classification; and to update/develop job descriptions in a standardized format that is ADA and FLSA compliant. At the conclusion of the study, Evergreen provided a recommended job evaluation plan that will allow the County to evaluate positions every two years as well as provided an administration manual with plan maintenance procedures and a summary document that could be used to communicate the compensation system change to current and future employees.



Classification and Compensation Study Jackson County, Missouri

Evergreen was retained by Jackson County to conduct a Classification and Compensation Study for more than 1,800 employees. Evergreen performed a job and analysis to ensure employee's duties and responsibilities were accurate. Evergreen updated job descriptions, reviewed the County's compensation structure, and provided recommendations to optimize the attraction and retention of employees. In the end, Evergreen prepared a report with findings and recommendations to improve the current classification and compensation system.



Classification and Compensation Study Jasper County, Missouri

Evergreen Solutions was retained by Jasper County to conduct a Classification and Compensation Study. Evergreen performed the following tasks:

- conducted a review and update of the County's compensation (including benefits) of appropriate and comparable employers within the relevant "benchmark" data;
- identified inconsistencies and deficiencies within the current compensation and classification, provided written recommendations for their resolution, and developed a plan for the implementation of the recommendations which included the cost of implementation and the effect on employees;
- identified survey labor market and benchmark county/classes and established appropriate "benchmarking" standards and conducted a salary survey;



- recommended changes to existing salary range structures, including the establishment and/or modification of salary range tables and benefits;
- recommended and set forth a transition plan for the implementation of the compensation and classification plan;
- reviewed and analyzed internal position structures, made up of incumbent classifications and re-classifications and verified the accuracy of existing job descriptions to the duties, tasks, responsibilities and qualification requirements for each position, including the development of appropriate internal relationship guidelines;
- ensured all descriptions include contents met current legal requirements or recommendations;
- provided a plan for maintenance and updating of the compensation plan.



Compensation and Classification Study City of Minneapolis, Minnesota

Evergreen was retained by the City of Minneapolis - Public Works Department to conduct a Compensation and Classification Study for Engineering Titles. Evergreen's analysis addressed the following: effectiveness of the current classification titles and salary structure; pay equity for comparable classification titles located both individually and organizationally across multiple Public Works divisions specifically analyzing each position's job description, title, and pay; competitiveness of current salary ranges to other comparable public and private employers in the region; identification of essential job functions; FLSA designations; and mapping career growth based on vertical, lateral and cross-functional roles.



Review of Classification and Compensation System City of Rochester, Minnesota

Evergreen was hired by the City of Rochester to review the City's Classification and Compensation System. The scope of work will consist of reviewing the current compensation philosophy, policy and system, recommending a new job evaluation system, reviewing exempt and non-exempt position designations under FLSA guidelines, performing a compression analysis to identify individual or group pay compression issues and providing potential solutions, performing system testing to assure MN Pay Equity Compliance, and presenting options and recommendations for a classification and compensation plan.



Total Compensation Study Genesee County, Michigan

Evergreen Solutions was retained by Genesee County to conduct a Total Compensation Study. Evergreen performed the following tasks: established appropriate benchmarking standards and conducted salary surveys for similar positions with comparable municipalities and private employers within the same geographic area as required; developed and conducted a comprehensive compensation and benefits survey; analyzed and recommended any changes to the current fringe benefits, wages, and salary structures in order to become or remain competitive with comparable municipalities and private employers within the same geographic area; and provided an estimate of future adjustments, in the next 1-3 years, to maintain a competitive position with other comparable municipalities and private employers within the same geographic area.



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.



Classification and Compensation Study City of Moline, Illinois

Evergreen Solutions was retained by the City of Moline to conduct a Classification and Compensation Study. The objectives of the study were 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.



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:

- maintain a high level of employee satisfaction by providing a classification and compensation system that is both fair and competitive;
- demonstrate fiscal responsibility to the community by providing a classification and compensation system that makes the best of The City's financial resources; and
- 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 was engaged with McLean County to conduct a Compensation Study and Analysis. Evergreen's consultants performed 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 were still appropriate and conducted 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 developed 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.



Compensation Study City of Winchester, Kentucky

Evergreen Solutions was retained by the City of Winchester to conduct a Compensation Study. Evergreen conducted a market analysis of the City positions with comparable and surrounding jurisdictions to determine the City's overall market position.



Compensation and Classification Consulting Services
City of Clarksville, Tennessee

Evergreen Solutions was engaged with the City of Clarksville to provide Compensation and Classification Consulting Services for more than 1,450 employees. Evergreen reviewed the City's current compensation plan, gathered necessary salary data from comparable organizations within a 200-mile radius. Evergreen also evaluated the City's current classification positions, gathered necessary employee information using a combination of job analysis questionnaires as well as supervisor and employee interviews to determine whether individuals were appropriately classified. Evergreen further updated job descriptions and made FLSA determinations.



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.



Compensation Study
City of White House, Tennessee

Evergreen Solutions was retained by the City of White House to conduct a Compensation Study. Evergreen reviewed Total Compensation (compensation and benefits) for City employees and provided recommendations of possible wage adjustments that would align with the City's compensation philosophy. Evergreen provided a valid analysis of where the City of White House stood relative to peer municipalities regarding compensation of employees in both base pay and total compensation packages.



**Compensation Study
City of Morristown, Tennessee**

Evergreen Solutions was retained by the City of Morristown to conduct a Compensation Study. Evergreen's consultants examined employee wages and benefits to assess the competitiveness of the existing compensation and benefits system and to consider the functionality of the current system. Evergreen worked with the administration to establish and prescribe any necessary adjustments to the classification and compensation pay plan and provided related strategies for implementation.



**Classification and Compensation Study
City of Cleveland, Tennessee**

Evergreen was hired by the City of Cleveland to conduct a Classification and Compensation Study. The goals of the study are to: attract and retain qualified employees; ensure positions performing similar work with essentially the same level of complexity, responsibility, and knowledge, skills, and abilities are classified together; provide salaries commensurate with assigned duties; 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 geographic areas.



**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. **Note:** Evergreen Solutions was again retained by the County to conduct a Compensation Plan Update.



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's 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.



Compensation Study Montgomery County, Pennsylvania

Evergreen Solutions was retained by Montgomery County 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 which covered 3,100 full-time employees. and allowed the County to be competitive in the marketplace for attracting and retaining qualified employees.

Evergreen recommended and identified a market position for the 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



Gender Disparity Study City of Pittsburgh, Pennsylvania

Evergreen Solutions was on contract with the City of Pittsburgh to conduct a Gender Disparity Study to evaluate the relative fairness and internal equity of the classification and compensation system for its more than 3,400 employees. The study included a review of the current system specifically focusing on an: analysis of the existing position/job analysis tools; analysis of the classification process and issues of internal pay equity; and analysis the reliability of the current job classification rating system in producing equitable classification and pay relationships among all employees regardless of gender or other bias.



Compensation and Classification Review City of Cambridge, Massachusetts

Evergreen was hired by the City of Cambridge to conduct a Compensation and Classification Review for its 3,000 employees. The goals of this study are to: identify and mitigate pay equity disparities; attract and retain highly qualified employees; ensure salaries are commensurate with the responsibilities assigned; facilitate recognizable growth; establish justifiable pay differentials between individual roles; and maintain a competitive standing to the City's competitors and surrounding areas. Evergreen will analyze the city's compensation plan to identify recruitment and retention challenges; recommend a competitive market position for the city; prepare recommendation and impact analysis for positions above the maximum salary grade and step following reclassification; and provide staff training to maintain and revise the system as needed.



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 City of Portsmouth, New Hampshire

Evergreen Solutions was retained by the City of Portsmouth to conduct a Compensation Study. Evergreen evaluated employee compensation in terms of comparability and competitiveness from a market perspective with similar municipalities and positions in the region and provided recommendations to assist the City in recruiting and retaining a quality workforce.



Classification and Total Compensation Review City of Manchester, New Hampshire

Evergreen Solutions was retained by the City of Manchester to conduct a Classification and Total Compensation Review of 1,200 employees. Evergreen performed the following tasks in order to achieve the City's goals: conducted a job analysis, updated, and evaluated comprehensive wage, benefits, and PTO market survey and comparisons; developed a compensation philosophy and communication plan; revised performance assessment and evaluation system; provided tools and training; and provided recommendations and reports.



Job Classification and Compensation Study Town of Wethersfield, Connecticut

Evergreen Solutions was retained by the Town of Wethersfield to conduct a Job Classification and Compensation Study. The objectives of the study were to conduct a total compensation plan structure which will provide both internal and external equity, to establish a classification system that accurately describes the duties, knowledge, skills, abilities and minimum qualifications required for each job class, to determine and implement a program of accurate job descriptions based on job analysis, and to develop a maintenance program for job descriptions and classification recommendations.



Classification and Total Compensation Study Town of Plainville, Connecticut

Evergreen was hired by the Town of Plainville to conduct a Classification and Total Compensation Study. Evergreen reviewed the current classification grade methodology and proposed recommended strategies for addressing issues with the Town; conducted a compression analysis; identified career ladders and promotional opportunities; recommended a classification structure based on findings from the job evaluation process; recommended an appropriate salary range for each position based on findings from a market salary survey; identified any extreme current individual or group inequalities and provided a recommended corrective action plan and process to remedy those; and provided implementation strategies.



Compensation Consultation Services Genesee County, New York

Evergreen was retained by Genesee County to provide Compensation Consultation Services for all full-time positions in the public sector. Evergreen provided recommendations to address any anomalies within current pay structures. Evergreen also performed the following tasks: conducted a survey of salaries; conducted interviews and/or job audits with employees; provided recommended salary ranges for each position; provided a recommended strategy for implementing any changes to the pay plan; and provided training for County HR staff to enable them to effectively use and maintain the market competitiveness.



Employee Compensation Study Livingston County, New York

Evergreen was hired by Livingston County to conduct an Employee Compensation Study. The scope of work will consist of reviewing the County's job specifications and organizational structure; performing a market salary survey of private and public-sector benchmarks; identifying a set of comparable municipal organizations and gathering relevant compensation and benefit data; identifying critical obstacles to public-sector recruitment strategies; including any specific challenges for the County; providing a compensation plan and salary schedule based on the market survey results; reviewing existing staff compensation to determine inequities in pay and making recommendations; completing an internal salary-relationship analysis, including the development of appropriate internal equity; reviewing the County's benefits offerings and advising on additional recruitment and retention barriers; preparing an analysis of the financial impact of implementing any recommendations; and presenting the final report to the public and the County Board of Supervisors.



Compensation Study City of Seaford, Delaware

Evergreen was hired by the City of Seaford to conduct a Compensation Study. The primary objectives of the study were to: attract and retain qualified workers; provide market rate salaries to all workers; enable the City to maintain a competitive position with other comparable municipalities and private companies within the same geographical area; and establish practices and policies to continue to meet the objectives in future years. In the end, Evergreen updated the City's current classification titles, job titles, and compensation plan for the City.



Classification and Compensation Study City of Milford, Delaware

Evergreen was hired by the City of Milford to conduct a Classification and Compensation Study. Evergreen conducted a job analysis as well as an market salary to ensure internal and external equity. **Note:** Evergreen was previously hired by the City in 2021 to conduct a Job Classification and Compensation Study.



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 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 also conducted a Compensation Plan Update for the City in 2023.



Classification and Compensation Study City of Laurel, Maryland

Evergreen was retained by the City of Laurel to conduct a Classification and Compensation Study. The scope of work included: defining a process for updating job description content; updating and/or creating new job descriptions for each classification ensuring that they meet all required legal standards, especially Equal Employment Opportunity and Americans with Disabilities Act (identification of essential job duties); determining the exempt or non-exempt status of each position, pursuant to the Federal Labor Standards Act; conducting a full market analysis of the classification and compensation structure for all City positions; recommending improvements to the current classification and compensation system or proposing a new system based on results from the market analysis that meet the requirements of the law, assures internal equity and external competitiveness, has the ability to be coordinated with current labor agreements, incorporates market conditions identified in the study, and standardizes and reduces the number of classifications in the City, if necessary or appropriate; reviewing the City's current merit program and providing a detailed assessment and any recommended adjustments; developing an implementation plan that includes senior staff management, employee, and union representation communication regarding results of the study and individual position classification and compensation assignments; and providing training on the use and maintenance of the system.



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.



Job Classification and Compensation Study City of Baltimore, Maryland

Evergreen Solutions was engaged with the City of Baltimore to conduct a Job Classification and Compensation Study. Evergreen conducted a total compensation survey using both private and public companies, using not only job titles, but duties and responsibilities based upon classification specifications for the seven existing classifications (i.e., Engineers, Nurses, Public Health Representative, Forensic Scientist, Safety Enforcement Officers) from the City. Based on the results, Evergreen determined the most appropriate market pay for each position in consideration of the City's compensation practices/philosophy. Evergreen further completed an internal base salary relationship analysis, including the development of appropriate internal relationship and equity guidelines, developed external competitive and internal equitable salary recommendations for each classification included within the study, and prepared and recommend a salary range to each classification which reflected the results of the market survey and the analysis of the internal relationships to include impact analysis.

Note: Evergreen was again hired in both 2022 and 2023 to conduct a Compensation Study.



Compensation Study City of Hagerstown, Maryland

Evergreen Solutions was retained by the City of Hagerstown to conduct a Compensation Study. Evergreen's consultants worked with the City to evaluate what type of pay plan would reinforce current and future goals. Evergreen identified external targets for surveying select positions. After conducting the market salary survey, Evergreen produced a pay plan for employees that best met the needs of the City and included the number of grade, steps, and ranges as well as recommendations for continued administration of the compensation system.



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.



Compensation Study Allegany County, Maryland

Evergreen Solutions was engaged with Allegany County to conduct a Compensation and Classification Study. The County was looking for an overall review and recommendations on its current compensation and classifications. To accomplish this, Evergreen conducted: a market and compression analysis; a classification structure review; and a performance evaluation study. Evergreen then provided merit system recommendations. **Note:** Evergreen previously worked with the County to conduct a Comprehensive Compensation Study and analysis for the Office of the Sheriff.



Classification and Compensation Study Frederick County, Maryland

Frederick County has retained Evergreen Solutions to conduct a Classification and Compensation Study for the County's 2,950 employees. Evergreen will conduct a job analysis to determine internal equity within the County and update job descriptions based on findings from the analysis. Evergreen will also conduct a salary survey by comparing the County's positions to the market in order to provide recommendations to the County to make salaries more competitive for recruitment and retention purposes. **Note:** This project is nearing completion.



Classification and Compensation Study Prince George's County, Maryland

Evergreen Solutions was retained by Prince George's County to conduct a Classification and Compensation Study for approximately 7,000 employees. Evergreen performed the following tasks: conducted a job analysis to establish and/or redefine grades, classifications groups, and job relationships; identified benchmark jobs from each grade/classification to survey in the market; determined a relevant job market; conducted a customized market salary survey; performed survey data analysis and recommended appropriate pay structures; provided a cost analysis of all recommendations; and presented a final report to the County. Evergreen also provided recommendations for the ongoing internal administration and maintenance of the proposed compensation and classification plan.



Classification Study Talbot County, Maryland

Evergreen was retained by Talbot County to conduct a Classification Study. Evergreen conducted a job analysis to determine the appropriate hierarchy of jobs within the County and updated job descriptions as needed. **Note:** Evergreen was again hired in 2024 to provide Job Performance Tracker and Competency Building to the County.



Classification and Compensation Study Garrett County, Maryland

Evergreen was retained by Garrett County to conduct a Classification and Compensation Study. Evergreen conducted a preliminary assessment of the County's existing compensation plan as well as collected and reviewed current environmental data within the County. Evergreen then evaluated and built a projected classification plan, followed by collecting market salary survey data. Strategic positioning recommendations were made prior to formulations of the solution analysis. A final report was presented to the County with recommendations to update the compensation and classification plans along with implementation strategies.



Compensation and Classification Study Charles County, Maryland

Evergreen Solutions was engaged with Charles County Government, Maryland to conduct a Compensation and Classification Study. The purpose of the study was to review the classification and compensation system; conduct a compression analysis and prepare a compensation philosophy; conduct a market analysis; prepare a new pay plan; and provide recommendations for pay incentives, supplements, and policies.



Compensation Study Town of Ocean City, Maryland

Evergreen Solutions was engaged with the Town of Ocean City to conduct a Compensation Study. Evergreen conducted an analysis of pay against the market and prepared a summary report of the survey results in order to make recommendations for updating the Town's pay plan.



Classification and Compensation Study City of Falls Church, Virginia

Evergreen Solutions was engaged with the City of Falls Church to conduct a Classification and Compensation Study. Evergreen's consultants evaluated the City's present classification system and compensation structure as it compared to the local and regional job market for comparable public sector employers, municipalities and local market competitors. In addition, Evergreen evaluated all positions to determine the relative worth in the City for internal equity and establish pay ranges and progression within the ranges. Evergreen further conducted an analysis of gender pay equity and provided recommendations to the City.



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.

Evergreen Solutions was engaged with the City of Norfolk to conduct a Classification and Compensation Study. Evergreen conducted a job analysis to determine internal equity as well as an external labor market analysis to determine whether the City was competitive with its peers.



Classification and Compensation Study City of Norfolk, Virginia

Evergreen Solutions was hired by the City of Norfolk to conduct a Compensation Study. Evergreen will review existing compensation plans and understand current challenges in recruiting and retaining employees; provide the City with a review of benchmark cities' compensation policies; propose a comprehensive plan; recommend appropriate placement of each existing position on the proposed step plan; complete a compression analysis and provide recommendations; and recommend implementation strategies. The City of Norfolk had 5,000 employees at the time of the study. **Note:** Evergreen was previously hired in 2022 to provide Consulting Services for Compensation Program Transition.



Consulting Services for Compensation Program Transition City of Newport News, Virginia

Evergreen Solutions is retained by the City of Newport News to provide Consulting Services for Compensation Program Transition. Evergreen will carry out a feasibility study, entailing an assessment/evaluation of the City's current compensation program/pay structure (traditional salary ranges) and the viability/practicability of the City's transition from its current pay structure to a broadband pay structure, or multiple structures for specific work groups. **Note:** Evergreen previously conducted a job comparability study for the City and the Newport News Sheriff's Office.



Classification and Compensation Study City of Hopewell, Virginia

Evergreen was hired by the City of Hopewell to conduct a Classification and Compensation Study. Evergreen will perform the following tasks: review current classification grade methodology and propose recommended strategies for the City; update and/or create ADA compliant job descriptions; compare position description questionnaires to existing job descriptions; analyze existing internal hierarchy based on job relationships, identify problem areas within the internal hierarchy system, and propose implementation methods to correct identified problems; recommend appropriate salary range for each existing or proposed position; recommend implementation strategies; and conduct a compression analysis.



Comprehensive Classification and Compensation Study Isle of Wight County, Virginia

Evergreen Solutions was again engaged with Isle of Wight County to conduct a Comprehensive Classification and Compensation Study which assisted the County in updating its classification plan, revising salary administration guidelines, and developing a compensation philosophy within the competitive labor market. The study also evaluated the County's internal equity (compression) as well as the current classification and salary structures as compared to the job market for comparable positions in other municipalities, and in the private sector when appropriate.

The County's objectives for the study were to: attract and retain highly qualified employees; ensure positions performing similar work with essentially the same level of complexity, responsibility, and required knowledge, skills, and abilities are classified together; provide salaries commensurate with assigned duties; outline promotional opportunities and provide recognizable compensation growth (e.g., Career Development Program for non-sworn employees); provide justifiable pay differential between job classifications; maintain a competitive market position with other comparable government entities and private employers (as applicable) within the same geographic areas; address pay compression and equity issues; and recommend additional pay incentives and supplements that can be considered to remain competitive in the market. **Note:** Evergreen previously conducted a similar study for the County.



HR Market Study Botetourt County, Virginia

Evergreen Solutions was retained by Botetourt County to conduct an HR Market Study. Evergreen determined the salary range of profiled entities compared to the County for each covered position's minimum, midpoint and maximum; examined the existing employee average salary of profiled entities compared to each County's positions; determined the County's market position for each position individually and overall; and reviewed EEO category and exempt status for all 25 positions; and provided a recommendation for needed revisions to the County's pay plan



Job Analysis Prince William County, Virginia

Evergreen Solutions was retained by Prince William County to conduct a Job Analysis of one position. Evergreen used a Job Assessment Tool to analyze the position and determine the proper placement with the current pay plan.



Classification and Compensation Study County of Culpeper, Virginia

Evergreen was retained by Culpeper County to conduct a Classification and Compensation Study. The objectives of the study included the following: attract and retain qualified employees; ensure that positions performing similar work with essentially the same level of complexity and responsibility are classified together; ensure that salaries are commensurate with assigned duties; provide options for compensation growth; provide equitable salaries for all employees of the County; and, provide the County with a salary structure that enables the County to maintain a competitive position with other Counties within the same geographic area. **Note:** Evergreen previously conducted a similar study for the County.



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) for more than 3,500 employees. 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. Chesterfield County had 3,600 employees at the time that were included in the study.



Classification and Compensation Study Mecklenburg County, Virginia

Evergreen Solutions was engaged with Mecklenburg County to conduct a Compensation and Classification Study. Evergreen evaluated current positions, inclusive of current County, Constitutional Officers, and Social Services positions, and surveyed participants/comparable organizations from a pre-determined list of entities and developed and implemented a compensation study that included wages as well as local government-controlled benefits, such as employer and employee healthcare contribution percentages, Flexible and Health Savings Account matches, and leave accruals; and analyzed the results (Local government-controlled benefits does not include contributions to the Virginia Retirement System). Evergreen further reviewed the position descriptions for individuals and developed a classification plan to include all County Departments, Constitutional Officers, and Social Services(Directors and employees); document and develop, as necessary, the requirements of each position including, education, experience, certification and other related information; assigned each job description to a classification system that reflected equitable placement between the various job responsibilities; and provided suggestions for retitling any current positions, as necessary, to remain competitive, based on the compensation study as well as general market knowledge.



Classification and Compensation Plan Review and Guidance City of Raleigh, North Carolina

Evergreen was hired in the latter part of 2020 to provide Compensation and Classification Plan Review and Guidance to the City for its workforce of more than 4,500 employees to ensure that the City was competitive with the regional market. **Note:** Evergreen was hired in 2019 to analyze compression for the City's fire and police pay plans and recommend conversion options for open range pay plans. In addition, Evergreen was hired in 2020 to review the organizational structure of the Transportation Planning Service Unit.



Classification and Compensation Study City of Rocky Mount, North Carolina

Evergreen Solutions was retained by the City of Rocky Mount to conduct a Classification and Compensation Study for its 1,365 employees. Evergreen's consultants conducted a comprehensive salary study of appropriate public and private sector organizations as well as non-profits and utilities to determine whether the City's salaries, benefits and wages were competitive within the appropriate job market and reviewed the effectiveness of the City's overall compensation system. Evergreen further reviewed the City's salary structure and pay plan to ensure the City can support recruitment and retention of employees more effectively and reviewed 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, etc. Evergreen also provided an analysis of the existing internal hierarchy and internal career ladders where appropriate and assisted the city with efforts to more fully develop and clearly outline job progression opportunities and provide recognizable compensation growth. In the end, Evergreen developed and presented final recommendations with an implementation plan that included the impact of implementing recommended adjustments to current salaries both immediately and in the future. **Note:** Evergreen was again hired in 2024 to conduct a compensation plan update for the City.



Compensation and Classification Study City of Goldsboro, North Carolina

Evergreen Solutions was engaged with the City of Goldsboro to conduct a Compensation and Classification Study. Evergreen's consultants evaluated the current compensation and classification systems for the City; conducted a market survey of comparable peer organizations; developed a final report that outlined the methodology used to conduct the compensation and classification study, documented the results of the study, including all market research; and developed recommendations for the administration of the updated compensation and classification systems.



Classification and Compensation Study City of Hendersonville, North Carolina

Evergreen Solutions was retained by the City of Hendersonville to conduct a Classification and Compensation Study. The study included the review of the existing classification plan, position descriptions and methods of reclassification, the performance of a salary study and the preparation of pay plan schedules, job descriptions.



Classification and Compensation Study City of Southport, North Carolina

Evergreen was retained by the City of Southport to conduct a Classification and Compensation Study. Evergreen reviewed the current City's environment data; evaluated and built a projected classification plan; conducted a market salary survey; developed strategic positioning recommendations and recommendations for compensation administration; and provided revised class descriptions and FLSA determinations.



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. **Note:** Evergreen was again hired in 2023 to conduct a Compensation Study.



Position Analysis and Revision Project Harnett County, North Carolina

Evergreen Solutions was retained by Harnett County to conduct a Position Analysis and Revision Project. Evergreen's consultants conducted an analysis of current County positions to determine the plan of action, whether to completely recreate the descriptions or to possibly update those that were more current, resulting in a consistent format for all descriptions. Evergreen then made recommendations regarding the process; provide implement options; provided recommendations and training for best practices to maintain up-to-date descriptions going forward; advised the County regarding FLSA Exempt/Nonexempt status for all updated job descriptions; and assessed the County positions to determine any opportunities for consolidation of existing positions and job descriptions.



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 1,592 employees. 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. **Note:** Evergreen was again hired in 2021 to conduct a similar study for the County.



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 and Classification Study Transylvania County, North Carolina

Evergreen was retained by 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. **Note:** Evergreen was again hired in 2022 to conduct a Compensation and Benefits Study.



Compensation and Classification Study Union County, North Carolina

Evergreen Solutions was retained by Union County to conduct a Compensation and Classification Study. Evergreen Solutions performed the following tasks:

- conducted a comprehensive evaluation of every classification within the County to determine relative worth within the organization (internal equity), placement in the organizational pay plan and for the establishment of pay bands;
- established appropriate benchmarking standards and included should be a comparison and analysis of salaries and wages of like or similar jobs (external equity) in comparable government and private employers in North Carolina, South Carolina and Virginia for which the County competed for a labor supply;
- created class/position descriptions that included required knowledge, skills and abilities (KSA) for each position class in a standardized format. The analysis produced a sampling that produced statistical reliability and valid results;
- recommended needed changes to the existing compensation & classification plan to alleviate salary compression issues;
- provided a multi-year implementation plan to adjust compensation as identified in analysis;
- provided a synopsis prepared for management review, covering the salient features of the proposal including overall costs and term of work; and
- provided a procedure manual and training for Human Resources employees that enable them to maintain the recommended classification and compensation plan.



Salary Equity Study Guilford County, North Carolina

Evergreen Solutions was retained by Guilford County to assess pay equity based on race and gender for all County employees. Evergreen's consultants performed a review of approximately 1,500 plus positions for internal salary equity. This was accomplished by reviewing the incumbent's related education and experience prior to County employment and related experience gained with the County. Evergreen's consultants also reviewed job descriptions, in conjunction with County Staff, to ensure that content and titles were current, accurate and were consistent with FLSA, EEO and ADA considerations. At the conclusion of the study, Evergreen made recommendations by individual position/employee for internal salary equity pay adjustments and provided an analysis that included a statistical treatment of pay placement and progression.



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 Study 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 regarding strategic positioning, a new job classification, and compensation and position evaluation system based on analyses of the data gathered. **Note:** Evergreen was also hired to conduct a Performance Evaluation Study.



Classification and Compensation Study Dare County, North Carolina

Evergreen Solutions was engaged with Dare County to conduct a Classification and Compensation Study. Evergreen's consultants conducted a comprehensive evaluation of every job to determine relative worth within the County (internal equity), placement in the organizational structure, and to establish appropriate pay ranges. Evergreen further established appropriate benchmarking standards to include a comparison and analysis of salaries and benefits of like or similar jobs (external equity) of comparable local governments and private employers in various markets for which the County competed for labor supply.



Classification and Total Compensation Study Ashe County, North Carolina

Evergreen Solutions was retained by Ashe County to conduct a Classification and Total Compensation Study. Evergreen performed the following tasks: reviewed the existing classification plan and related job descriptions; conducted a salary study that included public and private employers who were providing comparable services; prepared recommendations for compensation policies, including cost of living increases, career ladders, certification incentives, to ensure internal pay equity; and examined and compared benefits in relation to other local governments.



Classification and Compensation Study Onslow County, North Carolina

Evergreen was retained by Onslow County to conduct a Classification and Compensation Study. Evergreen provided an updated market study of comparable entities, evaluated the current compensation and classification, performed a pay compression analysis of all County positions, and developed policy recommendations for the administration and maintenance of the classification and compensation system.



Compensation Strategy Review and Classification Study Town of Clayton, North Carolina

Evergreen Solutions was engaged with the Town of Clayton to conduct a Compensation Strategy Review and Classification Study. The focus for this project was internal equity and correcting salary compression where it existed, as well as an external market benchmarking/analysis. Recommendations included a review of the current classification system taking into account changes in Federal and State laws in order to provide for legally defensible classification specifications (essential job functions, FLSA, especially exempt/non-exempt status). Evergreen's consultants identified and recommended career pathing, as well as established recommended titling guidelines based on rules incorporating organizational hierarchy.

Note: Evergreen was again retained in 2022 to conduct an Organizational/



Staffing Study for the Town. Evergreen was also hired in 2024 to conduct a Compensation Plan Update.



Classification and Compensation Study Town of Huntersville, North Carolina

Evergreen Solutions was retained by the Town of Huntersville to conduct a Classification and Compensation Study. Evergreen performed the following tasks:

- conducted a comprehensive evaluation of every job classification to include job surveys, individual employee interviews or interviews within similar work groups;
- analyzed data and follow-up with employees and/or supervisors to clarify any concerns;
- made initial recommendation to HR Director, Town Management and Department Directors for any changes to existing positions and overall classification plan;
- based on initial recommendations and feedback, conducted any follow-up meetings and drafted a classification plan and specifications;
- reviewed and updated job descriptions to ensure that content and titles were current, accurate and consistent with job analysis and all relevant federal and state statutes;
- identified the benchmark positions and any specialized positions from each classification to survey;
- determined a relevant job market with town management to include surrounding and comparable municipalities and private sector as appropriate;
- conducted salary survey that include salary ranges, pay incentives, and benefits;
- analyzed survey data analysis and recommend pay structures (grades/classification groups and pay ranges);
- reviewed the impact on current employees for pay adjustments based on the recommended structure and existing/resulting compression adjustments;
- developed adjustment strategies and cost scenarios which included a short and long term strategy; and
- provided recommendations to HR Director and Town Management for pay structures and related pay adjustments.



Employee Compensation Study City of Beaufort, South Carolina

Evergreen Solutions was engaged with the City of Beaufort to conduct an Employee Compensation Study. Evergreen's consultants: provided a comprehensive evaluation of every job within the City to determine relative worth within the organization for internal equity; established appropriate benchmarking standards and conducted salary analysis as needed for similar positions with comparable South Carolina municipalities; recommended salary range for each position based on the compensation survey results and established step progressions within the ranges; prepared a new salary structure based on the results of the survey and best practices; identified potential or existing pay compression issues and provided solutions; identified any extreme individual or group compensation inequities and provided a recommended corrective action plan and process to remedy deviations; analyzed and recommend changes to the present compensation structure to meet market analysis; and recommended implementation strategies for compensation practices, based on market demands, including pay for performance, skill pay, certification/education compensation, special assignment compensation, bilingual pay, promotional pay, and acting assignment pay.



Wage and Compensation Study City of Folly Beach, South Carolina

Evergreen Solutions was retained by the City of Folly Beach to conduct a Wage and Compensation Study. The primary objectives of the study were to: ensure fair and equitable compensation relationships within the City; provide competitiveness with the external market; provide clear guidance on progression within identified ranges; and provided implementation strategies and priorities moving forward.



Employee Compensation and Classification Study City of Greenwood, South Carolina

Evergreen Solutions was retained by the City of Greenwood to conduct an Employee Compensation and Classification Study. Evergreen's consultants evaluated the City's current market position by comparing the City to other organizations, and provided recommendations on a phased implementation approach for recommendations. Evergreen's consultants further assisted the City in determining creative strategies to attract and retain a qualified workforce.



Classification, Compensation and Benefits Study (Included a Staffing Study) City of Clemson, South Carolina

Evergreen Solutions was retained by the City of Clemson to conduct a Classification and Compensation Study and Staffing Study. Evergreen reviewed the existing classification and compensation plan to ensure that all positions within the City were internally equitable and externally competitive. The objectives of the study were to: have a creditable Classification and Compensation Plan that ensured positions performing similar work with essentially the same level of complexity, responsibility, and knowledge, skills and abilities were classified together; provide salaries commensurate with assigned duties and provides recognizable compensational growth; and provide justifiable pay differential between individual classes and maintains currency with relevant labor markets. The end product of the study included recommendations for a classification schedule, job descriptions, a wage comparison with comparable cities/towns and a compensation plan.

The Staffing Study documented and reviewed existing operations of the City through a collection of Key Performance Indicators (KPIs) and other outcome-related data. Evergreen developed and collected the staffing and outcome survey and analyzed peer data to determine the relevant staffing range for each department/function, service, and level. Evergreen reviewed the results collected and developed recommendations that identified all gaps between the current and desired staffing by level and functional area of the City.



Classification and Compensation Study City of Mauldin, South Carolina

Evergreen Solutions was retained in 2023 by the City of Mauldin to conduct a Classification and Compensation Study. Evergreen recommended the assignment of each position within the classification structure using a standardized rating system that analyzed each position against multiple evaluation criteria and conducted a comprehensive benchmark market analysis of all City positions with comparable and surrounding (regional) jurisdictions, institutions of higher education, and applicable private/public sector competitors. **Note:** Evergreen previously conducted a similar study for the City.



Compensation Study City of Pickens, South Carolina

Evergreen was hired by the City of Pickens to conduct a Compensation Study. Evergreen conducted a comprehensive preliminary evaluation of the existing compensation plan(s) for the City; identified positions to benchmark; identified a comprehensive list of targets; conducted a market salary assessment; developed a plan for all employees, providing issue areas and preliminary recommendations for strategic improvement; slotted classifications into the revised or new pay scale; and developed recommendations for a maintenance program.



Classification and Compensation Study City of Lancaster, South Carolina

Evergreen Solutions was retained by the 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. **Note:** Evergreen previously conducted a similar study for the City.



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.



Classification, Compensation, and Time Use Study Oconee County, South Carolina

Evergreen was retained by the Oconee County to conduct a Classification, Compensation, and Time Use Study. Evergreen performed the following services: provided for a comprehensive evaluation of every job within the County to determine relative worth within the organization for internal equity and for the establishment of pay ranges and progressions within the ranges; reviewed all current job classifications, confirm, and recommended changes to hierarchical order of jobs using proposed evaluation system; recommended revision of policies and procedures related to compensation; established appropriate benchmarking standards and conducted a salary survey for similar positions with comparable municipalities as required; identified potential pay compression issues and provided potential solutions; analyzed and recommended changes to the present compensation structure to meet market analysis. This included recommendations for individual positions; evaluated how employees allocated their time during working hours and identified where time may be wasted or where productivity could be enhanced; provided recommendations for guidelines, vehicles and tools for classification and compensation structure. Evergreen further designed guidelines for progression within job classifications; outlined transition strategy and develop strategies for maintaining internal equity and market competitiveness over time; and assisted the County in assessing financial impacts to achieve market parity and potential inequities.



Classification and Compensation Study Services Beaufort County, South Carolina

Evergreen Solutions was engaged with Beaufort County to provide Classification and Compensation Study Services. The purpose of the study was to address changes in county operations and staffing over the past decades, which may have affected the type, scope, and level of work being performed. 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, 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 differentials between individual classes; and maintain a competitive position with other comparable governmental entities and private employers within the same geographic area.



Classification and Compensation Study Services Dillon County, South Carolina

Evergreen Solutions was retained by Dillon County to provide Classification and Compensation Study Services. Evergreen performed the following tasks: provided for a comprehensive evaluation of every job to determine relative worth within the County for internal equity and for the establishment of pay ranges and step progressions within the ranges; reviewed all current job classifications, confirmed, and recommended changes to hierarchical order of jobs using Evergreen's evaluation system; established appropriate benchmarking standards and conducted a salary survey for similar positions with comparable South Carolina jurisdictions; identified potential pay compression issues and provided potential solutions; and analyzed and recommended changes to the present compensation structure to meet market analysis.



Compensation and Classification Study Greenwood County, South Carolina

Evergreen Solutions was retained by Greenwood County to conduct a Compensation and Classification Study. Evergreen performed the following tasks: reviewed and evaluated each pay grade for accuracy and recommended necessary updates; provided a comprehensive evaluation of each job within the County, based on the current job description, to determine relative worth within the organization for internal equity and the establishment of pay grades; reviewed all current job descriptions, confirmed, and recommended changes to the hierarchical order of jobs using Evergreen's evaluation system; established proper benchmarking standards and conducted salary surveys for similar positions within the State of South Carolina; identified potential pay compression issues and provide potential solutions; and analyzed and recommended changes to the present compensation structure to meet market analysis.



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.

Note: 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.

Note: Most recently, Evergreen was hired in 2021 by Charleston County to conduct a Compensation Study. 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 for 1,153 employees. 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 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 Pickens County, South Carolina

Evergreen was retained by Pickens County to conduct a Classification and Compensation Study for 800 employees. Evergreen performed the following tasks: provided a comprehensive evaluation of every job within the County to determine relative worth within the organization for internal equity and to establish of pay ranges and progressions within the ranges; reviewed all current job classifications and recommended changes to hierarchical order of jobs using Evergreen's evaluation system; established appropriate benchmarking standards and conducted a salary survey with comparable local governments and private employers as required; identified potential pay compression issues and provided solutions; and analyzed and recommended changes to the County's compensation structure to meet market analysis.



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. **Note:** Evergreen was again hired in 2020 to conduct a similar study.



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.



Compensation Study
Town of Central, South Carolina

Evergreen was hired by the Town of Central to conduct a Compensation Study. Evergreens consultants conducted an analysis of pay against the market and prepared a summary report of the survey results in order to make recommendations for updating the Town's pay plan.



Classification and Compensation Study
City of Atlanta, Georgia

Evergreen Solutions was retained by the City of Atlanta to conduct a Classification and Compensation Study for its more than 8,000 employees. The primary objectives of the study were to: ensure positions performing similar work with essentially the same level of complexity, responsibility, and knowledge, skills, and abilities are classified together; provide salaries commensurate with assigned duties; 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 similar geographic areas who are providing comparable and equivalent services.



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. **Note:** Evergreen was again hired by the City on 2019 to conduct a Comprehensive Pay and Classification Study.



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 hierarchy 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.



Note: In 2019 Evergreen was hired to conduct a Compensation Plan Update. More recently, Evergreen was retained in 2021 to conduct another Compensation Plan Update.



Classification and Compensation Study City of South Fulton, Georgia

Evergreen was retained by the City of South Fulton to conduct a Classification and Compensation Study. Evergreen performed the following tasks: provided a comprehensive evaluation of every job within the City to determine relative worth within the City for internal equity and for the establishment of pay ranges and step progressions within the ranges; evaluated the feasibility of having a twenty (\$20) dollar an hour minimum wage; reviewed all current job classifications, confirmed and recommended changes to the hierachal order of jobs using the proposed evaluation system; established appropriate benchmarking standards and conducted salary surveys as needed for similar positions with comparable Georgia municipalities as required; identified potential pay compression issues and provided potential solutions; analyzed and recommended changes to the current compensation structure to meet market analysis; and evaluated and recommended appropriate compensation (salary and fringe benefits) for elected officials.



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. **Note:** In 2022, Evergreen was again hired by the City to conduct a Compensation Study.



Pay and Classification Study City of Roswell, Georgia

Evergreen Solutions was retained by the City of Roswell to conduct a Pay and Classification Study for approximately 1,000 employees. Evergreen's consultants evaluated the City's present compensation and classification structure, as compared to the relevant job market, for comparable positions in both the public and private sectors to ensure job market competitiveness, internal equity, and fiscal responsibility. Geographic applicability, specific job comparability, and departmental structure was considered to identify peers, and a market salary survey was conducted. A report of findings and recommendations, including cost estimate to adjust employee pay for new paygrades, was presented to the City Leadership Team, and Elected Officials. **Note:** Evergreen was previously hired by the City to conduct a Salary and Benefits Survey.



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. **Note:** Evergreen was again hired by the City in 2019 to conduct a Salary Review.



Compensation Study City of Dalton, Georgia

Evergreen was hired by the City of Dalton to conduct a Compensation Study. Evergreen conducted a salary survey to determine the City's competitiveness in the market. Based on the results of the survey, Evergreen updated to City's pay plans. **Note:** Evergreen previously conducted a Classification and Compensation Study for the City. In 2024, The City again hired Evergreen to conduct a Classification and Compensation Study.



Classification and Compensation Study and Analysis City of Riverdale, Georgia

Evergreen was hired by the City of Riverdale to conduct a Classification and Compensation Study and Analysis. Evergreen will perform the following: provide a comprehensive evaluation of every job within the city to determine relative worth within the organization for internal equity; review all current job classifications and recommend changes to the hierarchical order of jobs; establish appropriate benchmarking standards and conduct a market salary survey; identify potential pay compression issues and provide potential solutions; analyze and recommend changes to the present compensation structure; and develop guidelines to assist City staff with determining the starting pay for new employees.



Compensation Salary Study and Survey Forsyth County, Georgia

Evergreen Solutions was retained by Forsyth County to conduct a Compensation Salary Study and Survey. Evergreen reviewed current wage and salary plans as well as salary grade levels to understand the County's challenges in recruiting and retaining employees. Evergreen conducted salary and benefits surveys of comparable labor markets by creating and utilizing survey documents developed and designed specifically for Forsyth County Government. The surveys were designed to capture actual salary, base salary, benefits, and classification salary range information to ensure that the County's salaries and classification salary ranges were competitive with other public organizations in the greater metro Atlanta labor market based upon 2019 cost of living projections and market influences. Evergreen worked with the Executive Team to identify the comparable labor markets, including both public sector, utility agency, and private sector employers, for the compensation survey.

Evergreen prepared a detailed report of findings, written recommendations, and associated implementation costs for the following: specific benchmark classifications, any classification salary range adjustments, and other salary components, which impact the County's competitive position. All findings included 2018 findings/costs and projected 2019 market influences, cost of living, and any other relevant impacting factors deemed important. **Note:** Evergreen previously conducted a Compensation and Benefits Study for the County.



Classification and Compensation Study DeKalb County, Georgia

Evergreen was hired by DeKalb County to conduct a Classification and Compensation Study. The primary objectives of the study are to: develop and implement a modern, equitable, legally defensible, and competitive compensation system to increase employee value proposition; develop a streamlined and consistent classification system that promotes equity and clarity across all departments; establish a competitive salary structure that reflects current market conditions and supports the County's ability to attract and retain a highly skilled workforce; enhance opportunities for employee growth by defining clear career pathways and promotional opportunities; address pay compression and other disparities to foster a fair and productive work environment; ensure compliance with all relevant federal, state, and local regulations to maintain a legally defensible compensation framework; design a compensation structure that balances competitiveness with fiscal responsibility and sustainability to support long-term organizational objectives; conduct a thorough analysis of the County's current job classifications and compensation structures to identify areas for improvement; develop a comprehensive job evaluation system that considers factors such as job complexity, required skills, and responsibilities; provide recommendations for a transparent and adaptable compensation system that aligns with industry best practices; and establish mechanisms for ongoing evaluation and updates to the classification and compensation systems to ensure continued relevance and competitiveness.



Classification Study Cherokee County, Georgia

Evergreen Solutions was retained Cherokee County to conduct a Classification Study. Evergreen conducted a job analysis by collecting a Job Assessment Tool from employees to determine the appropriate hierarchy of jobs to ensure internal equity within the County and reviewed and revised job descriptions as needed. **Note:** Evergreen previously conducted a compensation study in 2022 and a compensation and benefits study in 2018.



Classification and Compensation Study and Analysis Columbus Consolidated Government, Georgia

Evergreen Solutions was engaged with Columbus Consolidated Government to conduct a Classification and Compensation Study and Analysis for its more than 3,000 employees. Columbus is Georgia's first consolidated city/county government, the second largest city in Georgia and is a recognized leader among its peer cities, and takes pride in its operational efficiency and the excellent quality of life it fosters.



Evergreen conducted an external market analysis to determine whether the City was competitive with its peers. Evergreen worked with Human Resources and City leadership to review its classification and compensation structure and recommended comparable public and private survey markets. Evergreen considered the compensation and benefits package received by employees with the City as it related to both the external and internal markets. The City's objectives for this study were to: attract and retain qualified employees; ensure positions performing similar work with essentially the same level of complexity, responsibility, and knowledge, skills, and abilities are classified together; provide salaries commensurate with assigned duties; 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 geographic areas.



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. **Note:** Evergreen was again hired in 2022 to conduct a similar study for the City.



Classification and Compensation Study City of Auburn, Alabama

Evergreen Solutions was retained by the City of Auburn to conduct a Classification and Compensation Study for its 1,200 employees. Evergreen conducted a job analysis to determine internal equity and conducted a salary survey to determine whether the City's salaries were competitive in the market. Evergreen also reviewed and updated job descriptions, as needed.



Compensation and Benefits Study City of Mobile, Alabama

Evergreen Solutions was retained by the City of Mobile to conduct a Compensation and Benefits Study for its 1,100 employees. Evergreen's consultants surveyed the market to determine the City's market position and competitiveness with its peers as it related to compensation and benefits.



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.



Classification and Compensation Study City of Miami Beach, Florida

Evergreen Solutions was retained by the City of Miami Beach to conduct a Compensation and Classification Study for its 3,165 employees. Evergreen worked with the City to identify comparable cities and public sector organizations in South Florida to review the effectiveness of the City's current salary plan as it related to market competitiveness for attracting and retaining quality employees. The study was conducted in two phases. Phase 1 consisted of 300 positions (i.e., classifications) and Phase 2 also consisted of 300 positions. Therefore, only those employees that were covered by the 300 positions were included in each phase of the study.



Classification and Compensation Study Services City of North Miami Beach, Florida

Evergreen Solutions was retained by the City of North Miami Beach to provide Classification and Compensation Study Services to the Water Department. Evergreen worked with the City to: determine the classifications to include in the job analysis; reviewed the proposed organizational chart; linked proposed classifications to any current classifications; interviewed current water department leadership; documented specific classification challenges; selected peers class specifications to position creation; developed draft class specifications; assembled secondary data on classification plan ranges; determined the average actual compensation for classifications; slotted all classifications into the relevant pay plan; and estimated the cost to hire. **Note:** In 2021, Evergreen was hired to conduct a Classification and Compensation Study. Most recently, Evergreen was hired in 2023 to assess the cost of vacancies in the City.



Classification and Compensation Study City of Fort Myers, Florida

Evergreen Solutions was hired the City of Ft. Myers to conduct a Classification and Compensation Study for all employee groups (i.e., Police Union – Sworn only; Fire Union and General Union and Non-bargaining) consisting of 1,082 employees. The study will include comprehensive classification analysis using Evergreen Solutions' Job Assessment Tool job valuation methodology in addition to a statistical assessment of current conditions. An evaluation of external equity including a salary survey of competing organizations will also be conducted. The project will conclude with a series of findings and recommendations designed to identify and recommend resolution of any inequities in the system and, if necessary, redesign the existing system in place for the City. **Note:** Evergreen was again hired in 2020 to conduct a Compensation Study for the City as well as a Staffing Study of the Police Department.



Classification and Compensation Study and Staffing Study City of Pensacola, Florida

Evergreen Solutions was retained by the City of Pensacola to conduct a Classification and Compensation Study as well as a Staffing Study. For the staffing study Evergreen's consultants surveyed key staff and stakeholders to validate strategic needs and service areas, clarified duties and responsibilities, documented current functional areas, summarized major programs, answered specific questions regarding departmental organization and operations of the City to assure a valid understanding of the City; assigned functional areas and major programs to the specific strategic needs and service areas and weighted the allocated resources. Evergreen further identified jobs by level that fell outside of the estimated staffing thresholds; developed staffing model based on current strategic needs and peer thresholds; prepared summary of findings to the HR team; and identified areas needing improvement. **Note:** In 2019, Evergreen conducted a Compensation Study for the City.



Classification and Compensation Study City of Clearwater, Florida

Evergreen Solutions was retained by the City of Clearwater to conduct a Classification and Compensation Study for 1,882 employees. Evergreen's consultants reviewed and evaluated existing classification/compensation system and benefits structures; developed a new methodology for pay structures and guidelines to address internal equity and external competitiveness (a salary survey or market study of benchmark jobs against comparable positions in other governments and relevant industries); and prepared updated pay plan schedules.



Classification and Compensation Study City of Orlando, Florida

Evergreen was hired in 2024 by the City of Orlando to conduct a Classification and Compensation Study of its more than 4,500 employees. Evergreen will examine internal equity to ensure that all positions are classification properly and that employees doing similar work are on the proper pay scale and will examine external equity to determine whether the City's salaries are competitive. Based on the results of the job analysis, Evergreen will update all job descriptions and the City's pay plans. **Note:** Evergreen previously worked with the City on more than five occasions providing a variety of human resource consulting, including compensation studies for various employee groups.



Compensation Study City of Boca Raton, Florida

Evergreen was hired by City of Boca Raton to conduct a Compensation Study. Evergreen will conduct a comprehensive market-based survey and analysis of the City's current salary ranges and employee compensation for its 1,550 employees. Evergreen will also produce a pay plan for the City, develop strategic positioning recommendations and opportunities, and provide options to address salary progression and compression considering internal and external equity, and ensuring competitiveness within the market. Evergreen will prepare an implementation strategy and cost analysis for the pay plan and compensation recommendations.



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. Most recently, Evergreen was retained in 2022 to conduct a Compensation Study.



Compensation Study Orange County, Florida

Evergreen Solutions was retained by Orange County to conduct a Compensation Study for non-represented staff. Evergreen's consultants conducted a salary survey to determine the County's market position and prepared a final report with cost analysis for implementation of all recommendations.



Classification and Compensation Study Palm Beach County, Florida

Evergreen Solutions was retained by Palm Beach County to conduct a Classification and Compensation Study, for more than 7,000 employees, 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 for 3,100 employees 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.



Classification and Compensation Study Analysis Suwannee County, Florida

Evergreen was hired by Suwannee County to conduct a Classification and Compensation Study Analysis. Evergreen will perform the following tasks: provide a comprehensive evaluation of every job in the County; establish appropriate benchmarking standard and conduct salary surveys; analyze and recommend changes to the present compensation structure to meet market analysis; update job descriptions; recommend and identify a consistent and competitive market position; conduct a compression analysis to include any recommendations for implementation; and conduct a training program for the Human Resources staff.



Employee Classification and Compensation Study

City of Hot Springs, Arkansas

Evergreen Solutions was retained by the City of Hot Springs to conduct an Employee Classification and Compensation Study. Evergreen performed the following services:

- updated job descriptions to match distinguishing characteristics, essential job functions, minimum qualifications (knowledge, education, experience, skills, and abilities), working conditions (physical demands, work environment, other relevant circumstances.), and certifications and licenses.
- ensured the updated job descriptions were internally equitable and externally competitive;
- created new job descriptions where needed that were accurate and consistent with Fair Labor Standards Act (FLSA), Equal Employment Opportunity (EEO), and American with Disabilities Act (ADA) considerations;
- reviewed the wage, grade pay plan, provided feedback, and suggestions on modifications that were in line with the objectives outlined above;
- conducted a comprehensive base salary and benefits survey. The survey included benchmarking local market public sector jobs within the same essential duties and functions;
- provided a spreadsheet of all comparable cities based on a combination of factors including, resident population, geographic size, budget, and scope of city services;
- recommended an appropriate salary range for each position based on the classification plan, internal relationships, and equity; and
- identified potential pay compression issues and provided possible solutions.



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. **Note:** Evergreen Solutions was again retained by the City of Seguin in 2023 to conduct a Compensation Benchmarking and Structure Analysis. Evergreen examined the City's salaries against the market and provided recommendations to allow the City to be more competitive in recruiting and retaining talented employees.



Classification and Compensation Study and Staffing Analysis City of Harlingen, Texas

Evergreen Solutions was retained by the City of Harlingen to conduct a Classification and Compensation Study and a Staffing Analysis. Evergreen's consultants performed the following tasks:

- conducted a comprehensive evaluation of every job class within the City to establish appropriate classification and pay grade assignments as well as pay ranges and step progressions within the ranges;
- conducted a compensation survey of the market including comparable Texas municipalities, and, appropriate private sector competitive employers;
- prepared a new salary structure based on the results of the survey and best practice research;
- analyzed and recommended changes to the present compensation structure to meet market analysis;
- reviewed current compensation plan (salary grade levels and steps) to better understand current challenges in recruiting and retaining employees;
- recommended and identified a consistent and competitive market position that the City could strive to maintain;
- recommended appropriate salary range for each position based on the proposed classification plan, the compensation survey results, internal equity and external parity;
- reviewed staffing levels and make recommendations;



- prepared a new salary structure based on the results of the survey and best practices;
- recommended implementation strategies including calculating the cost of implementing the plan;
- identified any extreme current individual or group compensation inequities and provided a recommended corrective action plan and process to remedy these situations;
- recommended and provided implementation strategies related to other key compensation practices, based on market demands; and
- presented findings and recommendations to City Administration as well as the Harlingen City Commission at a regularly scheduled commission meeting.



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.



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.



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. **Note:** Evergreen was again retained in 2022 to conduct a Compensation Study for 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 for 2,835 employees. 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.



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. **Note:** Evergreen was again hired in 2020 to conduct a Market Salary Update. Most recently, Evergreen was hired in 2023 to conduct a Compensation Study.



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.



Compensation and Classification Study City of Denton, Texas

Evergreen Solutions was retained by the City of Denton to conduct a Compensation and Classification Study for its 1,542 employees. Evergreen worked with the City to develop a communication strategy and plan that allowed the City to be informed and be as transparent as possible and met and solicited feedback and input from different levels of the City including employees, department directors/managers, and executive management.

Evergreen conducted a comprehensive market compensation study and provided recommendations to ensure that the City's compensation system supports the City's mission, strategic objectives, and compensation philosophy. Evergreen further conducted a job analysis for up to 50 positions of concern to ensure appropriate pay grade classification and address internal equity concerns and will evaluate current pay grades, e.g. number of pay grades, including additions, deletions, and/or consolidations; appropriate spread between minimum and maximum of pay ranges, and recommend a strategy for improvements. Evergreen reviewed and recommended solutions for a pay for performance system/process.



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. **Note:** Evergreen was again hired in 2024 to conduct a Compensation Plan Update.



Compensation and Classification Study City of Beaumont, Texas

Evergreen Solutions was retained by the City of Beaumont to conduct a Compensation and Classification Study for its 1,295 employees. Evergreen examined internal equity to determine whether positions were properly classified as well as external equity to determine whether the City was competitive in the market.



Classification and Compensation Study City of Kingsville, Texas

Evergreen Solutions was retained by the City of Kingsville to conduct a Classification and Compensation Study for 1,172 employees. Evergreen conducted a market salary survey and job analysis to determine internal and external equity and updated the City's personnel manual.



Compensation and Classification Study City of Coppell, Texas

Evergreen Solutions was engaged with the City of Coppell to conduct a Compensation and Classification Study. Evergreen reviewed existing job functions by position as they pertained to the current and recommended structure; examined current market position using peer comparisons; developed a comprehensive labor market salary survey for the North Texas region that included other local municipalities; analyzed existing internal hierarchy based on job relationships and essential functions, identified problem areas within the internal hierarchy system and proposed implementation methods to correct identified problems; developed a pay plan; reviewed and recommended assignments of all positions to an appropriate pay grade, as well as made recommendation(s) for corresponding education and experience requirements by classification; reviewed and revised job descriptions; and recommended implementation strategies including calculating the cost of implementing the study results.



Comprehensive Compensation and Benefits Study City of Odessa, Texas

Evergreen Solutions was engaged with the City of Rowlett to conduct a comprehensive compensation and benefits study for 1,140 employees. 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.



Employee Compensation Consulting Services Fort Bend County, Texas

Evergreen was retained by Fort Bend County to provide employee compensation consulting services for its 2,800 employees. 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.

Note: Evergreen was previously hired to conduct a similar study for the County.



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. Note: Evergreen was again hired in 2025 to provide Salary Survey Consultant Services.



Classification and Compensation Study Burnet County, Texas

Evergreen Solutions was retained by Burnet County to conduct a Classification and Compensation Study. Evergreen's consultants conducted a job analysis to determine the appropriate classification structure for the County and conducted an external salary survey to determine the County's competitiveness with peer organizations in the labor market.



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 Blanco County, Texas

Evergreen Solutions was retained by Blanco County to conduct a Classification and Compensation Study. Evergreen's consultant conducted a job analysis to determine the proper hierarchy of jobs within the County; conducted a salary survey and analysis to determine competitive market rates; updated job descriptions; and prepared a final report with cost analysis for implementation of all recommendations.



Classification and Compensation Study Town of Prosper, Texas

Evergreen was hired by the Town of Prosper to conduct a Classification and Compensation Study. Evergreen will perform the following tasks: review existing job classifications, and related background information, and propose recommended strategies for the Town; classify benchmark jobs and slot remaining jobs in appropriate classifications; review the current compensation plan; develop and conduct a comprehensive compensation and benefits survey; recommend implementation strategies to the Town; conduct a compression analysis to include any recommendations for implementation; and conduct a comprehensive training program for Human Resources staff to ensure that the staff can explain and administer the new system in the future.



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. **Note:** Evergreen was again hired in 2023 to conduct a similar study for the City.



Classification and Compensation Consulting Services City of Albuquerque, New Mexico

Evergreen Solutions was retained by the City of Albuquerque to provide Classification and Compensation Consulting Services for 6,500 employees. Evergreen's consultants performed the following tasks:

- developed new classification and compensation structure (job families, pay plans, grades, steps as applicable) including recommendations for movement within structure;
- conducted a benchmarking analysis for placement of jobs within the new structure;
- assessed and provided recommendations associated with Premium Pay programs including but not limited to hiring incentives, seniority-based pay (longevity pay), shift differential, etc.;
- recommended resources needed to manage compensation program into future (i.e., technology and human capital);



- reviewed and updated job descriptions to accurately reflect essential functions, minimum qualifications for education and experience, required knowledge, skills and abilities, special requirements, and physical and environmental conditions;
- ensured position descriptions were in full compliance with all applicable federal, state, local statutes and regulations, including the Fair labor Standards Act (FLSA) exemption status and Americans with Disabilities Act (ADA); and
- ensured position descriptions were assigned within the classification system, reflecting equitable placement between various position responsibilities.

Note: Evergreen also conducted a workforce study to determine the proper staffing of various departments. In addition, Evergreen previously conducted a classification and compensation study.



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.



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. Evergreen was again hired in 2025 to conduct a PTO Survey.



Compensation Study City of Flagstaff, Arizona

City of Flagstaff was hired Evergreen Solutions to conduct a Compensation Study for more than 1,000 employees. 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 was engaged with Yavapai County to conduct a Classification, Compensation, and Benefits Study for its 1,750 employees. The purpose of the study was 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 worked with the County to develop a compensation structure that was fair, equitable, and competitive with other local governments in the surrounding geographic market area from which the County recruits. Evergreen further worked with the County to develop a classification system that will facilitate ongoing compensation analysis and reporting based on similarly-situated employees, similar skills, qualifications, responsibilities, and pay, using job family grouping and EEO job categories. Evergreen provided the County with a tool that the HR department could use to continue that job evaluation process.



Compression Analysis and Pay Equity Study Town of Prescott Valley, Arizona

Evergreen was hired by the Town of Prescott Valley to conduct a Compression Analysis and Pay Equity Study. Evergreen reviewed the strengths and weaknesses of the current pay plan(s) and pay practices for the Town and discussed any pay compression issues that may exist and possible solutions. Evergreen conducted an internal pay equity analysis by race and gender to ensure fairness and compliance with relevant regulations and provided findings and recommendations to the Town to correct any inequities that might exist as well as strategies for promoting fairness and equity in the Town's compensation practices.



Pay for Performance Study and Salary Survey City of Manitou Springs, Colorado

Evergreen Solutions was retained by the City of Manitou Springs to develop a performance-based pay structure and conduct a salary survey. Evergreen made recommendations regarding enhancements needed to the City's current performance evaluation system and provided the City with a performance evaluation tool.



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.



Compensation and Classification Study Garfield County, Colorado

Evergreen was retained by Garfield County to conduct a Compensation and Classification Study for the County Administration's and Elected Officials' and 356 full time employees. Evergreen gave specific recommendations to Garfield County in relation to the County's market position and an implementation plan; created and administered a custom survey to provide a comprehensive review of the external labor market for identified benchmark jobs; integrated relevant survey data; provided an analysis of actual pay to the external labor market and identified the County's overall market position; revised and updated salary grade structures based on total compensation philosophy; prepared implementation options and guidance on the implementation of findings and recommendations; developed and implemented a job evaluation and classification system; provided a comprehensive review of job descriptions and an analysis of the compensable factors of the job(s); identified key job families; recommended job title consolidation; identified potential pay compression issues and provided recommendations for solutions; and prepared implementation options and guidelines on the implementation of findings and recommendations.



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 City of Long Beach, California

Evergreen Solutions was retained by the City of Long Beach - Long Beach Management Association to conduct a Compensation Study. Evergreen conducted a salary survey to determine whether the union positions within the City's Fleet Services Bureau were competitive in the market.



Comprehensive Classification and Compensation Study City of Camarillo, California

Evergreen Solutions was retained by the City of Camarillo to conduct a Comprehensive Classification and Compensation Study. The study assessed the current classification schedule and pinpointed needed changes in job duties, titles, salaries, and benefits. The study also addressed the internal relationships within the organization to help determine proper equity in the classification and compensation study and also to help determine whether the existing salary and compensation schedule was competitive and consistent with comparable employers. In the end, Evergreen provided a defensible and technically sound basis for compensating employees within the City. Evergreen also evaluated the City's current pay for performance plan and provided alternative compensation recommendations, including Cost of Living Arrangement structures. Up to 10 single job audits was also conducted.



Classification and Compensation Study City of Fresno, California

Evergreen was retained by the City of Fresno to conduct a Classification and Compensation Study. Evergreen reviewed and evaluated the City's existing classification system and compensation structure for more than 1,000 employees, surveyed fifteen agencies mutually agreed-upon between Local 39 and the City, reviewed classification specifications, salaries and other benefits, distributed and reviewed position description questionnaires and interviewed employees and management personnel, drafted and/or modified classification specifications, made recommendations on salaries, and provided overall subject matter expertise and recommendations on a classification and compensation structure that meets the City's prime objective of attracting and retaining qualified talent to classifications within this bargaining unit.



Classification and Compensation Study City of Yucaipa, California

Evergreen Solutions was retained by the City of Yucaipa to conduct a Classification and Compensation Study. Evergreen reviewed current class specifications to ensure they were in line with current changes and requirements in the law and identified class specifications that needed to be updated to reflect current job duties and requirements of the position, including physical requirements and essential job functions that comply with the Americans with Disabilities Act (ADA). In addition, Evergreen reviewed the City's current organizational structure and provided recommendations to ensure it is efficient and effective.



Classification and Compensation Study City of Thousand Oaks, California

Evergreen was hired to conduct a Classification and Compensation Study for the City of Thousand Oaks. The purpose of the study was to conduct a comprehensive evaluation and analysis of the City's current compensation structure and practices as the City desired a competitive, equitable, sustainable structure that would be aligned with the labor market to support the City in providing the highest levels of service to our community by attracting, retaining, and motivating a talented and dedicated workforce. Evergreen presented a Comprehensive Classification and Compensation Study Report, updated job descriptions and classifications, made salary structure adjustment recommendations and created an implementation plan outlining next steps and timelines for the City.



Comprehensive Compensation Study City of Crescent City, California

Evergreen Solutions was hired by the City of Crescent City to conduct a Comprehensive Compensation Study. Evergreen performed a comprehensive review of the City's current compensation and classification system which included: reviewing job descriptions; identifying and making recommendations for directly comparable and competitive agencies; completing an internal salary relationship analysis; developing externally competitive and internally equitable salary recommendations for each class; and developing an implementation plan for the study results.



Consultant Services for a Study of the City's Compensation Plan and Benefits City of Sanger, California

Evergreen Solutions was hired by the City of Sanger to provide Consultant Services for a Study of the City's Compensation Plan and Benefits. Evergreen performed the following tasks: reviewed current compensation practices and related issues; reviewed current listing of comparable cities and recommended appropriate changes as necessary; met with Department Directors; held orientation and briefing sessions with employees; recommended salary survey benchmarks; conducted an internal salary relationship analysis; provided recommendations for updating the City's classification and compensation plans; and trained City staff in the methodology used.



Classification and Compensation Study Services City of Santa Ana, California

Evergreen was hired by the City of Santa Ana to conduct a Classification and Compensation Study for its more than 1,675 employees. Evergreen provided recommendations for updating the City's job architecture; developed compensation strategies to withstand minimum wage increases while maintaining appropriate pay differentials; created recommendations for appropriate labor markets; and prepared a plan for the ongoing internal administration and maintenance for the compensation plan.



Competency Model, Classification Analysis, & Compensation Study
City of West Hollywood, California

Evergreen was hired by the City of West Hollywood to conduct a Competency Model, Classification Analysis and a Compensation Study. Evergreen drafted a competency bank and provided the City a report and analysis of findings of the completed competency bank. Evergreen also conducted a comprehensive salary, benefits and total compensation survey of similar jobs with comparable public agencies in our labor market, reviewed the City's classification structure, surveyed comparable government agencies and provided a comparison of salary, benefits and total compensation. At the end of the study, Evergreen provided recommendations to the City's Human Resources staff and presented results.



Total Compensation Study
City of Moorpark, California

Evergreen was hired by the City of Moorpark to conduct a Total Compensation Study. The goal of this study is to ensure that employee compensation remains competitive and that recent organizational changes as well as the effects of changes in retirement and health insurance costs are taken into consideration. Evergreen will ensure that positions performing similar work with the same level of complexity, responsibility and knowledge, skills and abilities are classified together. Evergreen will also provide salaries commensurate with assigned duties, clearly outline promotional opportunities, and provide recommendations on staff alignment, reporting relationships, and organizational structure.



Classification and Compensation Study
Inyo County, California

Evergreen was retained by Inyo County to conduct a Classification and Compensation Study. Evergreen performed the following tasks: ensured the County remains competitive in the job market when compared to similar organizations throughout California; assessed classifications relative to the requirements of "Exempt" and "Non-Exempt" status pursuant to the criteria of the Fair Labor Standards Act; recommended revisions to internal total compensation relationships that were consistent, uniform, and sustainable for the County in consideration of its budget constraints; identified positions in the County for which there were no genuine comparable positions elsewhere within comparable agencies and made recommendations to determine fair compensation; provided modern job descriptions for certain positions; ensured equitable pay relative to other County positions; and provided total compensation recommendations to the County based upon internal and external total compensation relationships.



Classification and Compensation Study Calaveras County, California

Evergreen Solutions was retained by Calaveras County to conduct a Classification and Compensation Study. Evergreen completed the following tasks: reviewed and compared current salaries of identified benchmark classifications; compared current salaries on the identified benchmark classifications; reviewed and compared the County's current benefit packages; recommended where the County salary structure should be to maintain a competitive presence, including surrounding counties, not comparable in sizes, but located in surrounded areas; and reviewed the County's internal relationships among benchmark classes and related classifications. **Note:** Evergreen previously conducted an organizational structure and staffing analysis of the Health and Human Services Agency and is currently conducting a compensation review for elected officials.



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 for its 1,250 employees. 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.



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.



**Compensation Study
City of Bend, Oregon**

Evergreen Solutions was retained by the City of Bend to conduct a Compensation Study. The objectives of the study were to assist the City in conducting a compensation study for all COBEA represented classification descriptions as prescribed by guidelines; and assisted the City with conducting a compensation study for all non-represented classification descriptions.



**Professional Technical and Expert Services
City of Portland, Oregon**

Evergreen is retained by the City of Portland to provide Professional Technical and Expert Services for its more than 3,000 employees. Evergreen will review positions and classifications represented by a collective bargaining agreement, as well as newly represented and non-represented classifications. Evergreen will develop recommendations for the most effective classification structure, revise existing classifications and/or the creation of new ones, as well as make recommendations to align individual incumbents to the most appropriate classification. **Note:** This project is nearing completion.



**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 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. **Note:** Evergreen was again hired in 2024 to conduct a Classification and Compensation Plan Update.



Job Classification Market Study City of Bellingham, Washington

Evergreen was hired by the City of Bellingham to conduct a Job Classification Market Study. Evergreen will perform the following tasks: perform a market pay evaluation; collect salary and benefit data for a total compensation analysis and review job descriptions for all benchmark positions; perform a job analysis of all bargaining unit classifications; conduct job analysis interviews; analyze the internal pay relationship between positions; produce recommendations on strategy options for more effective management of compression issues; and develop tools and guidelines and provide necessary instruction to the City. **Note:** This project is nearing completion.



Job Analysis City of Washougal, Washington

Evergreen Solutions was engaged with the City of Washougal to conduct a job analysis of select positions (seven) to include in the City's revised pay plan. **Note:** Evergreen continues to provide job analyses to the City on an as needed basis.



Total Compensation Study Spokane County, Washington

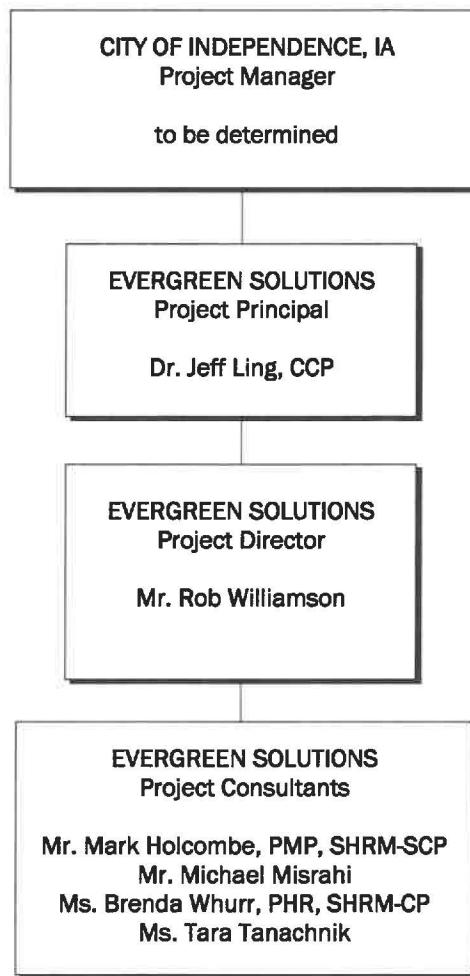
Evergreen Solutions was retained by Spokane County to conduct a Total Compensation Study for more than its more than 2,000 employees. Evergreen reviewed total Compensation (compensation and benefits) for 225 regular, full-time positions and recommended possible wage adjustments that align with the County's 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.



B.3 Proposed Project Team

Exhibit B-2 Proposed Project Management Organization and Personnel Assignments

Exhibit B-2 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 Classification and Compensation Study so that there will be no confusion as to who is responsible for any aspect of this engagement with the City of Independence.



City of Independence 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 CPM. The Project Director will have the most frequent contact with the City 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 Classification and Compensation Study for the City of Independence.

Key Personnel

Project Principal Dr. Jeff Ling, CCP

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

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 1,500 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
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. He was a Keynote speaker for the Florida American Water Works Association for its Fall Conference Opening General Session in 2023.

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.

A sample of some of the public sector projects that Mr. Williamson has directed or been involved with include: a Compensation Study and Analysis for McLean County, IL; a Classification and Compensation Study for the City of Moline, IL; a Compensation and Classification Study for the City of Minneapolis Department of Public Works, MN; a Total Compensation Study for Genesee County, MI; a Job Classification Study and Analysis for Jefferson County, TN; a Compensation Study for the City of Morristown, TN; a Compensation Study for the City of White House, TN; a Classification and Total Compensation Study for the Town of Plainville, CT; a Job Classification and Compensation Study for the Town of Wethersfield, CT; a Classification, Compensation, and Benefits Study for the Town of Hanover, NH; a Classification and Total Compensation Review for the City of Manchester, NH; a Compensation Study for the City of Portsmouth, NH; a Compensation and Classification Review for the City of Cambridge, MA; an Employee Compensation Study for Livingston County, NY; a Classification and Pay Study for the City of Portland, ME; an HR Market Study for Botetourt County, VA; a Classification and Compensation Study for Culpeper County, VA; a Classification and Compensation Study for Ashe County, NC; a Classification and Compensation Study for Dare County, NC; a Classification and Compensation Study for Onslow County, NC; a Classification and Compensation Study for Perquimans County, NC; a Classification and Compensation Study for the City of Burlington, NC; a Classification and Compensation Study for the City of High Point, NC; a Classification and Compensation Study for the City of Southport, NC; a Compensation Study and Pay Equity and Representative Analysis for the Town of Chapel Hill, NC; a Classification and Compensation Study for the Town of Huntersville, NC; a Compensation and Classification Study for the Town of Wendell, NC; a Classification and Compensation Study and Analysis for Darlington County, SC; Classification and Compensation Study Services for Dillon County, SC; a Compensation and Classification Study for Greenwood County, SC; an Employee Compensation and Classification Study for the City of Greenwood, SC; a Compensation Study for the City of Pickens, SC; a Compensation Study for the Town of Central, SC; a Classification and Compensation Study for Barrow County, GA; a Classification Study for Cherokee County, GA; a Classification and Compensation Study and Analysis for Columbus Consolidated Government, GA; a Compensation Study for Cherokee County, GA; a Compensation Study for Spalding County, GA; a Classification and Compensation Study for the City of Calhoun, GA; a Compensation Study for the City of Cedartown, GA; a Classification Study for the City of Clarkston, GA; a Classification and Compensation Study for the City of Dalton, GA; a Compensation Study for the City of Duluth, GA; a Salary Survey for the City of Garden City, GA; a Classification and Compensation Study for the City of Hampton, GA; a Classification and Compensation Study for the City of Jackson, GA; a Classification and Compensation Study for the City of Johns Creek, GA; a Classification and Compensation Study and Analysis for the City



of Lawrenceville, GA; a Classification and Compensation Study and Analysis for the City of Riverdale, GA; a Compensation Study for the City of Sandersville, GA; a Classification and Compensation Study for the City of Sylvester, GA; a Classification and Compensation Study for the City of Vienna, GA; a Comprehensive Classification and Compensation Study for Citrus County, FL; a Classification and Compensation Study for DeSoto County, FL; a Classification and Compensation Study Analysis for Suwannee County, FL; a Compensation Study for Washington County, FL; a Classification and Compensation Study for the City of Apalachicola, FL; a Classification and Compensation Study for the City of Boynton Beach, FL; a Compensation Study for the City of Bradenton, FL; a Classification and Compensation Study for the City of Brooksville, FL; a Compensation Study for the City of Holmes Beach, FL; a Classification and Compensation Study for the City of Kissimmee, FL; a Compensation Study for the City of Miami Springs, FL; a Staffing Study for the City of Naples, FL; a Compensation Study for the City of Naples, FL; a Compensation Study for the City of New Port Richey, FL; a Compensation Study for the City of Okeechobee, FL; a Classification and Compensation Study for the City of Oldsmar, FL; a Classification and Compensation Study for the City of Palm Beach Gardens, FL; a Compensation Study for the City of Palmetto, FL; a Classification and Pay Plan Study for the City of Panama City Beach, FL; a Compensation Study for the City of Panama City Beach, FL; a Compensation Study for the City of Plantation, FL; a Classification and Compensation Study for the City of South Miami, FL; a Classification and Compensation Study for the City of Wildwood, FL; a Compensation Study for the Town of Cutler Bay, FL; a Classification and Compensation Study for the Town of Lake Hamilton, FL; a Compensation Study for the Town of Oakland, FL; a Fire Services Study for Washington County, FL; a Classification and Compensation Study for the Manatee County Sheriff's Office, FL; a Classification and Compensation Study for the City of Auburn, AL; a Compensation Study for the City of Daphne, AL; a Classification and Compensation Study for the City of Madison, AL; a Compensation and Benefits Study for the City of Mobile, AL; a Compensation Study for the City of Opelika, AL; a Classification and Compensation Study for Riviera Utilities, AL; a Classification and Compensation Study for Blanco County, TX; a Compensation Study for the City of Aransas Pass, TX; a Classification and Compensation Study for the City of Del Rio, TX; a Compensation and Benefits Study for the City of Fair Oaks Ranch, TX; a Compensation/Salary Survey for the City of Freeport, TX; a Comprehensive Classification and Compensation Study for the City of Port Arthur, TX; a Classification and Compensation Study for the Town of Addison, TX; a Job Market Survey for New Braunfels Utilities, TX; a Classification, Total Compensation, and Benefits Study for the Brushy Creek Municipal Utility District, TX; a Compensation, Benefits, Pay-Practices, and Classification Study and Analysis for Upper Trinity Water District, TX; a Compensation Study for the Woodlands Water, TX; a Comprehensive Classification and Compensation Study for the South Texas Water Authority; a Salary Analysis for Fort Worth Housing Solutions, TX; a Compensation and Benefits Study for the Middle Rio Grande Conservancy District, NM; a Compensation Study for the Colorado River Water Conservation District, CO; a Total Compensation and Benefits Study for Calaveras County Water District, CA; a Classification and Compensation Study for the West Basin Municipal Water District, CA;

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.



Project Consultant
Mr. Mark Holcombe,
SHRM-SCP, PMP

Mr. Mark Holcombe has more than ten years of management and consulting experience and is recognized as a certified Project Management Professional (PMP) and a SHRM Senior Certified Professional (SHRM-SCP). He has been at Evergreen Solutions more than eight years, during which time he has been promoted through the organization and has led Evergreen's largest local government practice for the past two years. His academic foundation in micro and macroeconomics, combined with his experience leading a business before joining Evergreen, has given him significant experience in leading teams, modeling and controlling costs, and working to provide a product that meets the needs of all stakeholders. This experience has been instrumental in ensuring that his team is able to translate complex and comprehensive data into actionable insights for his clients.

At Evergreen, Mr. Holcombe's emphasis has been in compensation and classification studies of varying size and scope. He has led projects with cities and counties, colleges and universities, K-12 school districts, transportation organizations, and statewide government organizations. Some of his principal areas of expertise are:

- Refining client compensation and classification systems, ensuring alignment with HR best practices and meeting specific client needs.
- Leading initiatives focusing on market competitiveness for large and complex public sector clients.
- Constructing reports and visuals to share complex findings in an approachable way.
- Crafting complex cost models to facilitate accurate budgetary projections for clients.
- Assessing market data, synthesizing information from a variety of sources to provide comprehensive compensation insights.
- Redesigning classification systems to modernize and streamline titling conventions for entire organizations or within job families.
- Conducting staffing analyses to determine efficiency.
- Conducting reviews centered around gender and racial equity in compensation systems, ensuring their adherence to local, state, and federal laws and regulations.

A sample of some of the public sector projects that Mr. Holcombe has been involved with include: a Classification and Compensation Study for Jasper County, MO; a Compensation Study for the City of Dardenne Prairie, MO; a Compensation Study for the City of Fulton, MO; a Compensation Study for the City of Jefferson, MO; an Employee Classification and Compensation Study for the City of St. Louis, MO; a Classification and Benefits Study for the City of St. Peters, MO; a Compensation Study for Sedgwick County, KS; a Comprehensive Compensation Study for Shawnee County, KS; a Classification and Compensation Study for the City of Leawood, KS; a Salary Study for the City of Leawood, KS; a Classification and Compensation and Race/Gender Equity Study for the City of Salina, KS; a Compensation Study for the City of Shawnee, KS; a Classification and Compensation Study for the North Dakota Court System, ND; a Compensation and Classification Study for Garfield County, CO; a Compensation Study for Grand County, CO; a Classification, Compensation, and Benefits Study for Yavapai County, AZ; A Compensation Study for the City of Flagstaff, AZ; a Classification and Compensation Study for the City of Prescott, AZ; a PTO Survey for the City of



Prescott, AZ; a Compression Analysis and Pay Equity Study for the Town of Prescott Valley, AZ; a Classification and Compensation Study/Gender Pay Equity Analysis for the City of Santa Fe, NM; a Classification and Compensation Study for the City of Albuquerque, NM; a Compensation Study for Aransas County, TX; Salary Survey Consulting Services for Brazoria County, TX; a Wage and Compensation Study for Jefferson County, TX; a Classification and Compensation Study and Analysis for Matagorda County, TX; a Classification and Compensation Study for Randall County, TX; a Classification and Compensation Study and Analysis for Taylor County, TX; a Classification and Compensation Study and Analysis for Waller County, TX; a Classification and Compensation Study for the City of Alpine, TX; a Compensation Study for the City of Big Spring, TX; a Compensation Study for the City of Brownsville, TX; a Compensation Study for the City of Buda, TX; a Classification and Compensation Study for the City of Cleburne, TX; a Compensation and Benefits Survey and Analysis for the City of Deer Park, TX; a Compensation and Classification for the City of Denton, TX; a Compensation Study for the City of Duncanville, TX; a Compensation and Benefits Study for the City of Fair Oaks Ranch, TX; a Compensation/Salary Survey for the City of Freeport, TX; a Compensation Study for the City of Galveston, TX; a Classification and Compensation Study for the City of Kingsville, TX; a Compensation Study and FSLA Review for the City of La Porte, TX; a Compensation and Classification Study for the City of League City, TX; a Comprehensive Market Salary and Benefits Study for the City of Missouri City, TX; a Classification and Compensation Study for the City of Mont Belvieu, TX; a Classification and Compensation Study for the City of Montgomery, TX; a Compensation Study for the City of Wharton, TX; a Comprehensive Classification and Compensation Study for the City of Odessa, TX; a Staffing Study for the City of Pflugerville, TX; a Compensation and Benefits Study for the City of Portland, TX; a Compensation Benchmarking and Structure Analysis for the City of Seguin, TX; an Equity and Compensation Study for the City of Three Rivers, TX; a Classification and Compensation Study for the Town of Prosper, TX; a Compensation and Classification Study for the Woodlands Township, TX; a Classification and Compensation Study for Inyo County, CA; a Compensation Review for Mariposa County, CA; a Classification and Compensation Study Services for the City of Bell Gardens, CA; a Comprehensive Classification and Compensation Study for the City of Camarillo, CA; a Comprehensive Compensation Study for the City of Crescent City, CA; a Classification and Compensation Study/Organizational and Operational Review for the City of Beaumont, CA; a Classification and Compensation Study for the City of Fresno, CA; a Total Compensation Study for the City of Moorpark, CA; a Comprehensive Classification and Compensation Study for the City of Riverbank, CA; a Consultant Services for a Study of the City's Compensation Plan and Benefits for the City of Sanger, CA; a Classification and Compensation Study for the City of Thousand Oaks, CA; a Classification and Compensation Study for the City of West Hollywood, CA; a Classification and Compensation Study Services for the City of Santa Ana, CA; a Classification and Compensation Study for the City of Yucaipa, CA; a Compensation Study for the Long Beach Management Association, CA; a Compensation Study for the City of Bend, OR; a Professional Technical and Expert Services for the City of Portland, OR; a Job Classification Market Study for the City of



Bellingham, WA; a Classification and Compensation Study for the City of Ridgefield, WA; a Comprehensive Classification and Compensation Study for the Kentucky League of Cities; a Job Classification Study and Analysis for Jefferson County, TN; a Classification and Compensation Study for Madison County, TN; Classification and Compensation Consulting Services to the City of Clarksville, TN; a Classification and Compensation Study for the City of Cleveland, TN; a Compensation Study for the Knox County Sheriff's Office, TN; a Review of the Classification and Compensation System for the City of Rochester, MN; a Compensation and Classification Review for the City of Cambridge, MA; a Compensation Consultation Services for Genesee County, NY; an Employee Compensation Study for Livingston County, NY; an Employee Compensation Study for the County of Montgomery, PA; a Compensation Study for the City of Seaford, DE; a Classification and Compensation Study for the City of Milford, DE; a Compensation Study for Allegany County, MD; a Classification and Compensation Study for Frederick County, MD; a Classification and Compensation Study for Harford County, MD; a Classification Study for Talbot County, MD; a Compensation Study for the City of Baltimore, MD; an Employee Compensation and Classification Study for the City of Takoma Park, MD; a Compensation and Classification Study for Bedford County, VA; a Compensation Consulting Services for Chesterfield County, VA; a Market Salary Survey for Chesterfield County, VA; a Classification and Compensation Study for Loudoun County, VA; a Compensation and Classification Study for Mecklenburg County, VA; a Classification and Compensation Study for the City of Falls Church, VA; a Classification and Compensation Study for the City of Hopewell, VA; Consulting Services for a Compensation Program Transition for the City of Newport News, VA; a Classification and Compensation Study for the City of Norfolk, VA; a Classification and Compensation Plan for the City of Petersburg, VA; a Comprehensive Compensation Study for Chesterfield County and Chesterfield County Public Schools, VA; a Classification System and Pay Plan Development Study for Franklin County, NC; a Comprehensive Classification and Compensation Study for the City of Fayetteville, NC; a Pay Equity Analytics Model for Fire and Police Staff for the City of Raleigh, NC; a Market Salary Survey for the City of Rocky Mount, NC; a Pay and Classification Study for Dorchester County, SC; a Compensation Study for Laurens County, SC; an Organizational Assessment of the HR Department for York County, SC; a Classification and Compensation Study for the City of Mauldin, SC; a Wage Study for the Town of Mount Pleasant, SC; a Classification and Compensation Study for Barrow County, GA; a Compensation Study for the City of Douglasville, GA; a Classification and Compensation Study for the City of East Point, GA; a Comprehensive Position Classification and Compensation-Benefits Study and Analysis for the City of Kennesaw, GA; a Classification and Compensation Study for the City of Milton, GA; a Classification and Compensation Study for the City of Rome, GA; a Classification and Compensation Study for the City of South Fulton, GA; a Classification and Compensation Study for the City of Thomasville, GA; a Classification and Compensation Study for the City of Union City, GA; a Classification and Compensation Study and Analysis for Columbus Consolidated Government, GA; a Classification and Compensation Study for the City of Auburn, AL; a Compensation Study for Brevard County, FL; a Classification and



Compensation Study for DeSoto County, FL; a Classification and Compensation Study for Franklin County, FL; Miscellaneous Compensation Work for Franklin County, FL; a Compensation Study for Highlands County, FL; a Classification Study for Manatee County, FL; a Compensation Study for Manatee County, FL; a Compensation Study for Monroe County, FL; a Classification and Compensation Study for Okaloosa County, FL; a Classification and Compensation Study for Palm Beach County, FL; a Classification and Compensation Study for Pinellas County, FL; a Classification and Compensation Study Analysis for Suwannee County, FL; a Compensation Study for the City of Boca Raton, FL; a Compensation Study for the City of Fort Myers, FL; a Compensation Study for the City of Key West, FL; a Compensation and Benefits Study for the City of New Smyrna Beach, FL; a Compensation Study for the City of North Miami, FL; a Classification and Compensation Study for the City of North Miami Beach, FL; a Compensation Study for the City of Miami Springs, FL; a Compensation Study for the City of New Port Richey, FL; a Compensation Study for the City of Zephyrhills, FL; a Compensation Study for the Town of Cutler Bay, FL; and a Compensation and Classification Study for the Town of Davie, FL.

Mr. Holcombe holds a Bachelor's Degree with a dual major in Economics and Criminology from Florida State University. He is a certified Project Management Professional (PMP) and holds a SHRM-SCP certification.

Project Consultant
Mr. Michael Misrahi

Mr. Michael Misrahi is a Project Manager who has been with the firm for more than eight years. During that time, he has served as a Consultant or Project Lead on more than 100 HR consulting projects. He has extensive experience in the development and modification of compensation and classification plans, policies, and practices for organizations varying in size from a few dozen employees to several thousand.

Mr. Misrahi also served as the Compensation Manager at the University of Central Florida, where he oversaw a team of compensation analysts, and was responsible for administering the University's compensation structure for over 10,000 employees.

A sample of some of Mr. Misrahi's public sector projects include: an Employee Classification and Compensation Study for the City of St. Louis, MO; a Comprehensive Compensation Study for Shawnee County, KS; a Compensation and Classification Study for the Brazos River Authority, TX; a Pay for Performance and a Salary Survey for City of Mont Belvieu, TX; a Compensation and Classification Study for the City of Pearland, TX; a Comprehensive Compensation and Benefits Study for the City of Sachse, TX; a Classification and Compensation Study for the City of Pflugerville, TX; a Pay and Classification Study for the City of Fredericksburg, TX; a Classification and Compensation Study for the City of Seguin, TX; a Comprehensive Compensation and Benefits Study for City of Rowlett, TX; a Wage and Compensation Study for Jefferson County, TX; a Compensation and Classification Study and Organizational Review of the RSMU Department for Brazos River Authority, TX; a Compensation and Classification Study Update for Denton County Fresh Water Supply District No. 6 and Denton County Fresh Water Supply District No. 7, TX; a Compensation



Study for Town of Sahuarita, AZ; a Classification and Compensation Study for the City of Prescott, AZ; Classification and Compensation Consulting Services to the City of Albuquerque, NM; a Classification and Compensation Study for Ouray County, CO; a Compensation Study for Grand County, CO; a Compensation and Classification Study for Garfield County, CO; a Compensation Salary Study Review for Davidson Transit Organization, TN; a Compensation Study for the Knox County Sheriff's Office, TN; a Comprehensive Classification and Compensation Study for the Kentucky League of Cities; a Classification, Compensation, and Benefits Survey for Kent County Levy Court, DE; a Compensation Study for the County of Montgomery, PA; a Job Classification and Compensation Study for the City of Baltimore, MD; a Classification and Compensation Study for Frederick County, MD; a Classification and Compensation Study for Howard County, MD; a Classification and Compensation Study for Frederick County, MD; a Compensation Study for the County of York, VA; a Classification and Compensation Plan for the City of Petersburg, VA; a Classification and Compensation Study for Loudoun County, VA; Consulting Services for a Compensation Program Transition for the City of Newport News, VA; a Salary Survey for the State Employees Association of North Carolina (SEANC); a Pay Equity Analytics Model for Fire and Police Staff for the City of Raleigh, NC; a Simple Comparison and Blended Market Comparison/Competency Market Analysis for the North Carolina League of Municipalities; a Classification, Compensation and Benefits Study for the Town of Kiawah Island, SC; Organizational Assessment of the HR Department for York County, SC; a Compensation Study for Laurens County, SC; a Classification and Compensation Study for the City of Douglasville, GA; a Classification and Compensation Study for the City of Atlanta, GA; a Staffing Study for the City of Fayetteville, GA; a Compensation and Benefits Study for the City of St. Cloud, FL; a Classification and Compensation Study for the City of Sebring, FL; a Compensation Study for Santa Rosa County, FL; a Compensation Study for the City of Key West, FL; a Compensation and Classification Study for the City of Sarasota, FL; a Review of Compensation for the Fire Department for Sarasota County, FL; a Compensation Study for Osceola County, FL; Classification and Compensation Services for the City of Dunedin, FL; a Compensation Study for the City of North Miami Beach, FL; a Pay and Classification Study for the City of Doral, FL; a Classification and Compensation Study for the City of Lake City, FL; a Classification and Benefits Study for the City of Key West, FL; a Pay and Classification Study for Bay County, FL; a Compensation and ERP Study for Miami-Dade County, FL; a Pay and Classification Study for Gulf County, FL; a Compensation Study for the Tax Collector's Office of Indian River County, FL; Compensation Consultant Services for the City of Coral Springs, FL; a Salary Study for Highlands County, FL; a Compensation Study for Brevard County, FL; a Classification and Compensation Study for Monroe County and the Monroe County Sheriff's Office, FL; a Compensation Study for Sarasota County, FL; a Salary and Benefits Review for Hernando County, FL; a Classification and Compensation Study for Pinellas County, FL; a Classification and Compensation Study for Palm Beach County, FL; a Pay and Classification Study for Martin County, FL; a Pay, Compensation, and Classification Study for Community Action Stops Abuse, FL; a Compensation Study for the City of Kissimmee, FL; a Classification and Compensation Study for the City of Zephyrhills, FL; a Compensation Study for the City of Fort Myers, FL; a Staffing Study for the Fort Myers Police Department, FL; a Staffing Study for the Leon County Sheriff's Office, FL; a Compensation and Classification



Study for the Town of Davie, FL; an Employee Engagement Survey for the City of Daytona Beach, FL; a Compensation and Classification Plan Update for the Florida League of Cities; a Classification and Compensation Study for the Leon County Sheriff's Office, FL; a Classification and Compensation Study for the Wakulla County Board of County Commissioners, FL; a Classification and Compensation Study for Franklin County, FL; a Classification and Compensation Study for the Broward County Sheriff's Office, FL; and a Classification and Compensation Study for the Hillsborough County Clerk of Court and Comptroller, FL.

Mr. Misrahi has an MBA and a Bachelor's degree in History from Florida State University.

Project Consultant
Ms. Brenda Whurr,
PHR, SHRM-CP

Ms. Brenda Whurr, PHR, SHRM-CP, is a Senior Consultant with Evergreen who has more than 15 years of human resource management experience. As a former HR Director in both Florida and North Carolina, she led an HR team with onboarding, payroll processing and day-to-day employee issues; administered leave and workers' compensation; worked with leadership on recruiting strategies and employee relations issues; coordinated open enrollment and other benefits programs; implemented policies and procedures to assist in the transformation of a small company approach to a larger, multi-location company; transitioned the HR Department into a paperless document storage system; developed and implemented a recruiting program; and led initiatives for a Wellness Program and Family Fun Day to increase employee engagement.

A sample of some of the public sector projects that Ms. Whurr has been involved with include; a Compensation and Classification Study for the City of Minneapolis Department of Public Works, MN; a Total Compensation Study for Genesee County, MI; a Classification and Compensation Study for the City of Moline, IL; a Compensation Study for the City of Morristown, TN; a Compensation Study for the City of Aransas Pass, TX; a Comprehensive Classification and Compensation Study for the City of Port Arthur, TX; a Classification and Compensation Study for the City of Del Rio, TX; a Classification and Compensation Study for Blanco County, TX; a Classification and Compensation Study for the Town of Addison, TX; a Total Compensation and Benefits Study for Calaveras County Water District, CA; a Classification and Compensation Study for the West Basin Municipal Water District, CA; a Compensation Study for the City of White House, TN; a Classification and Total Compensation Review for the City of Manchester, NH; a Compensation Study for the City of Portsmouth, NH; a Classification and Compensation Review for the City of Cambridge, MA; a Job Classification and Compensation Study for the Town of Wethersfield, CT; a Classification and Total Compensation Study for the Town of Plainville, CT; a Classification and Compensation Study for Culpeper County, VA; a Classification and Compensation Study for Ashe County, NC; a Classification and Compensation Study for the Town of Huntersville, NC; a Classification and Compensation Study for the City of Burlington, NC; a Classification and Compensation Study for the City of Southport, NC; a Classification and Compensation Study for Onslow County, NC; a Compensation and Classification Study for the Town of Wendell, NC; an Employee Compensation and Classification Study for the City of Greenwood, SC; Classification and Compensation Study Services for Dillon County, SC; a



Compensation and Classification Study for Greenwood County, SC; a Wage and Compensation Study for Folly Beach, SC; a Classification and Compensation Study and Analysis for Darlington County, SC; a Classification Study for Cherokee County, GA; a Compensation Study for Spalding County, GA; a Classification and Compensation Study and Analysis for the City of Riverdale, GA; a Classification and Compensation Study for the City of Atlanta, GA; a Classification and Compensation Study for the City of Jackson, GA; a Compensation Study for the City of Duluth, 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 and Analysis for the City of Lawrenceville, GA; a Classification and Compensation Study for the City of Hampton, GA; a Classification and Compensation Study for the City of Vienna, GA; a Classification and Compensation Study for the City of Madison, AL; a Compensation and Benefits Study for the City of Mobile, AL; a Compensation Study for the City of Holmes Beach, FL; a Classification and Compensation Study for the City of Wildwood, FL; a Classification and Compensation Study for the City of South Miami, FL; a Classification and Compensation Study for the City of Palm Beach Gardens, FL; Classification and Compensation Study for the City of Boynton Beach, FL; a Compensation Study for the City of Naples, FL; a Classification and Compensation Study for DeSoto County, FL; a Classification and Compensation Study for the City of Brooksville, FL; a Comprehensive Classification and Compensation Study for Citrus County, FL; a Compensation Study for the City of New Port Richey, FL; a Classification and Pay Plan Study for the City of Panama City Beach, FL; a Classification and Compensation Study for the City of Oldsmar, FL; and a Classification and Compensation Study for the City of Kissimmee, FL.

Ms. Whurr has a Bachelor's of Science in Management Information Systems and possesses a Professional Human Resources certification (PHR) as well as a certification as a professional with SHRM.

Project Consultant
Ms. Tara Tabachnik

Ms. Tara Tabachnik is a Consultant with Evergreen Solutions. She began her career at Evergreen as a Junior Analyst and has since developed exceptional skills and knowledge in Human Resources consulting that she applies in her current role as a Consultant. Since joining Evergreen, she has mastered the art of conducting market surveys and market research and has been a great resource to the project teams. She has taken on a lead role with Evergreen's market survey efforts through the creation of Evergreen's internal data team. She works closely with all project teams by conducting salary surveys, benefits surveys, staffing surveys, analyzing staffing needs; and market research for various types of clients.

A sample of some of the more recent public sector projects that Ms. Tabachnik has been involved with include: a Review of the Classification and Compensation Study for the City of Rochester, MN; an Employee Classification and Compensation Study for the City of St. Louis, MO; a Compensation Study for the City of Jefferson, MO; a Classification and Compensation Study for Jasper County, MO; a Classification and Benefits Study for the City of St. Peters, MO; a Classification and Compensation and Race/Gender Equity Study for the City of Salina, KS; a Classification and Compensation Study for the City of Leawood, KS; a Compensation Study for



Sedgwick County, KS; a Classification and Compensation Study for Randall County, TX; a Classification and Compensation Study for the Town of Addison, TX; a Comprehensive Classification and Compensation Study for the City of Odessa, TX; a Classification and Compensation Study for the Town of Prosper, TX; a Compensation and Classification for the City of Denton, TX; a Compensation Benchmarking and Structure Analysis for the City of Seguin, TX; a Compensation and Classification Study for Garfield County, CO; a Classification and Compensation Study for the City of Albuquerque, NM; a Classification and Compensation Study/ Gender Pay Equity Analysis for the City of Santa Fe, NM; a Classification and Compensation Study for the Superior Court of California, County of Monterey, CA; a Classification and Compensation Study for the City of Fresno, CA; a Classification and Compensation Study for the City of Thousand Oaks, CA; a Classification and Compensation Study for Inyo County, CA; a Professional Technical and Expert Services for the City of Portland, OR; and a Classification and Compensation Study for the City of Ridgefield, WA; a Job Classification Market Study for the City of Bellingham, WA; an Employee Compensation Study for Livingston County, NY; a Compensation Consultation Services for Genesee County, NY; a Compensation Study for the City of Seaford, DE; a Classification and Compensation Study for the City of Milford, DE; a Classification and Compensation Study for Prince George's County, MD; an Employee Compensation and Classification Study for the City of Takoma Park, MD; a Compensation Study for the City of Baltimore, MD; a Classification and Compensation Study for the City of Norfolk, VA; a Classification and Compensation Study for the City of Falls Church, VA; Consulting Services for a Compensation Program Transition for the City of Newport News, VA; a Market Salary Survey for the City of Rocky Mount, NC; a Classification and Compensation Study for the City of Atlanta, GA; a Classification and Compensation Study for the City of Thomasville, GA; a Classification and Compensation Study for the Broward County Sheriff's Office, FL; a Classification and Compensation Study for DeSoto County, FL; and a Compensation Study for the City of Fort Myers, FL.

Ms. Tabachnik has an MBA and a Bachelor's Degree in Finance from Florida State University.



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



Section C

Project Approach and Work Plan



C. Project Approach and Work Plan

In this section, we provide our understanding of the project's objectives; our approach and methodology for conducting a Classification and Compensation Study for the City of Independence; a detailed work plan—identifying the tasks, activities, and milestones necessary to accomplish the deliverables in the scope of services of the Request for Proposal; and our proposed timeline. We have included a sample final report from a similar project we conducted in the Appendix.

C.1 Understanding of the Project's Objectives

Evergreen understands that the primary objectives for conducting the Classification and Compensation Study according to the Request for Proposal are to:

- *attract and retain a highly qualified, diverse, and motivated workforce capable of meeting the current and future needs of the community;*
- *ensure internal equity by grouping positions with comparable levels of responsibility, complexity, required skills, and working conditions into a logical classification structure;*
- *achieve external competitiveness by providing salaries and a total compensation package (wages and benefits) that are competitive and market driven, based on a methodology sound survey of comparable public and private sector employers;*
- *establish a clear, consistent, and defensible rationale for the City's pay structure that is transparent and easy for both employees and management to understand and administer;*
- *clearly define career progression opportunities and provide for recognizable and meaningful compensation growth for employees;*
- *ensure that the entire classification and compensation system is fully compliant with all pertinent federal and state laws and regulations, including the Fair Labor Standards Act (FLSA), the Equal Pay Act, and the Americans with Disabilities Act (ADA); and*
- *receive a fiscally responsible, multi-year implementation plan and a comprehensive maintenance program that equips City staff to administer the new system effectively on an ongoing basis.*

C.2 Approach and Methodology

Evergreen Solutions is uniquely qualified to conduct a Classification and Compensation Study for the City of Independence 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 (i.e., City Manager), 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:



	<ul style="list-style-type: none"> 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. <p>At this time, we will also request a copy of the employee database that reflects current classification and compensation data.</p>
Communication Plan	<p>Communication is a critical component of conducting any Classification and Compensation 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.</p>
Employee Orientation and Focus Groups	<p>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.</p> <p>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.</p>
Department Head Interviews	<p>Evergreen staff conduct one-on-one interviews with department heads (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.</p>



**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 C-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 C-1 Supervisor's JAT Home Screen

JOB ASSESSMENT TOOL

JAT Questionnaire

Project Name: Sample City Comp & Class 2024

To get started, please use the buttons below. You may logout and return to this survey as often as you would like over the course of the completion period.

Employee JAT

Supervisor I Review

Management Issues Tool

To download or print a copy of your JAT [Click Here](#).
For assistance, please email jat3@consultevergreen.com

Source: Evergreen Solutions, 2025

Exhibit C-2 illustrates how Evergreen uses the JAT to collect functional details of employee's jobs. Seeking to understand how employees summarize their responsibilities in their own words allows our analysis to expand beyond what may be conveyed in a traditional job description. An informal survey of municipal employees revealed that 90 percent felt that the job descriptions held on file with their employers were inaccurate or incomplete representations of their duties. Understanding this, Evergreen designed the JAT to fill in those gaps to ensure that the entirety of an employee's job is analyzed within the context of the study.



Exhibit C-2

Job Description and Responsibilities

Basic Information

Job Introduction

Briefly provide an overview of your job, including a description of the purpose of your job and the type of work you do. This may be the same as the introduction to your current job description, but it does not need to be.

Supervisory Responsibilities

Please indicate below the number of people you supervise directly and/or indirectly. Direct supervision is the management or supervision of employees who report work to you and who you evaluate without assistance. Indirect supervision is the management or oversight of employees who report to you through another supervisor who reports directly to you. Please do not include subcontractors.

Directly

Indirectly

Type of Work

Please select the level that best describes the type of work you perform.

- Clerical/Manual - Perform a variety of office and administrative support duties OR unskilled, labor-intensive tasks.
- Laborer/Trade-Based Occupations - Performs work necessitating repetitive operations with their hands, physical skill and energy.
- Technical/Paraprofessional - Performs tasks requiring a solid understanding of basic algebra and statistics OR use of heavy equipment
- Administrator - Performs tasks directly related to the management or general business operations. Exercises discretion and judgment with matters of significance.
- Managerial/Professional - Performs tasks requiring advanced knowledge, which is predominantly intellectual in nature, OR tasks related to the control or administration of part of the organization
- Executive/Advanced Professional - Performs tasks related to managing the organization, or managing a department OR perform work requiring highly advanced knowledge.

Education and Experience

Please select the level that best describes how much education and experience a new-hire should be required to have for your position.

Recommended Minimum Education for a New Hire

Choose One

Recommended Minimum Experience for a New Hire

Choose One

Licenses and Certifications

Please list any licenses, certifications, or professional designations you believe should be required or preferred for your position.

Required

Preferred

Source: Evergreen Solutions, 2025



Exhibit C-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 C-3 Job Functions

[View Job Description](#)

Task	Description
Choose One	
Choose One	
Add task to Job Description	
Remove task from Job Description	
Edit task in Job Description	

Source: Evergreen Solutions, 2025

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



	<p>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.</p> <p>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.</p>
Compensation	<p>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.</p> <p>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.</p>
Market Salary and Benefits Survey	<p>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 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.</p> <p>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.</p>
Benchmarks	<p>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.</p>



Targets	<p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p>
Unifying the Solution	<p>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.</p> <p>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.</p> <p>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</p>



Compensation Administration Guidelines

consultants will proceed with the final solution. The solution also contains information regarding fiscal impact and implementation.

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 C-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 C-4
JobForce Manager Tool

Department	Class Title ▲	JAT Score	JAT Projected Grade Min	JAT Projected Grade	JAT Projected Grade Max	Market Midpoint	Market Projected Grade	Pay Plan (Select)	Grade (Select)	Assigned Min	Assigned Mid	Assigned Max
Finance	Accounting Manager	525.0	E06	E07	E08	\$93,351.97	E09	Exempt	E10	\$75,599.66	\$96,389.57	\$117,179.48
Finance	Accounts Payable Clerk	300.0	NE05	NE06	NE08			Non-Exempt	NE07	\$29,169.65	\$34,214.08	\$39,258.50
Finance	Accounts Payable Supervisor	443.8	NE15	NE17	NE18	\$72,318.33	NE22	Non-Exempt	NE18	\$49,889.99	\$58,517.68	\$67,145.36
Parks & Recreation	Adaptive Recreation Specialist	400.0	NE12	NE13	NE15			Non-Exempt	NE16	\$45,251.70	\$53,077.26	\$60,902.83
Community Development	Addressing Coordinator	337.5	NE08	NE09	NE10			Non-Exempt	NE18	\$49,889.99	\$58,517.68	\$67,145.36
City Manager's Office	Administrative Assistant	268.8	NE03	NE04	NE05	\$45,432.78	NE13	Non-Exempt	NE12	\$37,228.69	\$43,666.79	\$50,104.90
Community Development	Administrative Assistant	268.8	NE03	NE04	NE05	\$45,432.78	NE13	Non-Exempt	NE12	\$37,228.69	\$43,666.79	\$50,104.90
Engineering	Administrative Assistant	268.8	NE03	NE04	NE05	\$45,432.78	NE13	Non-Exempt	NE12	\$37,228.69	\$43,666.79	\$50,104.90
Legal	Administrative Assistant	268.8	NE03	NE04	NE05	\$45,432.78	NE13	Non-Exempt	NE12	\$37,228.69	\$43,666.79	\$50,104.90
Police	Administrative Assistant	268.8	NE03	NE04	NE05	\$45,432.78	NE13	Non-Exempt	NE12	\$37,228.69	\$43,666.79	\$50,104.90

Source: Evergreen Solutions, 2025

C.3 Detailed Work Plan

The detailed work plan that Evergreen proposes to use to conduct the Classification and Compensation Study for the City of Independence is provided in this section. Evergreen understands that the City currently has approximately 114 employees in 55 classifications included in this 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 and Make FLSA Determinations
- Task 5: Identify List of Market 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

**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 (i.e., City Manager), 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.
- 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;



**Task 2.0
Evaluate the Current
System**

- organizational charts for the departments and divisions, along with related responsibility descriptions;
- current position and classification descriptions, salary schedule(s), benefits plans, and classification system; and
- union contract(s), the City's personnel policy manual, and recent budget documents.

1.4 Review and edit the project work plan and submit a timeline for the completion of each project task.

1.5 Provide frequent updates to the City's Project Manager (CPM) 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 Identify the strengths and weaknesses of the current pay plan(s) for the City.

2.3 Identify any pay compression issues and provide potential solutions to the CPM.

2.4 Complete an assessment of current conditions that details the pros and cons of the current system, taking into consideration compensation and benefits, 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	<p>TASK GOALS</p> <ul style="list-style-type: none"> Conduct statistical and anecdotal research into the current environment within the City. Guide subsequent analytical tasks. <p>TASK ACTIVITIES</p> <ol style="list-style-type: none"> 3.1 Schedule and conduct employee orientation sessions to describe the scope of work and methodology. 3.2 Interview department heads/supervisors to obtain relevant information and statistical 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/representative groups to obtain additional relevant information and statistical data on specific compensation issues and policies. 3.4 Work with the CPM and Human Resources staff to administer the JATs (i.e., Position Analysis Questionnaire), and MITs to employees. 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 CPM that may provide additional relevant insight. <p>KEY PROJECT MILESTONES</p> <ul style="list-style-type: none"> Department head/supervisor interviews Employee focus groups and orientation sessions JAT/MIT distribution <p>TASK GOALS</p> <ul style="list-style-type: none"> Identify the classification of existing positions utilizing the approved method for job evaluation. Characterize internal equity relationships within the City.
---	---



Task 5.0 Identify List of Market Surveys Benchmarks and Approved List of Targets	<h3>TASK ACTIVITIES</h3> <ol style="list-style-type: none"> 4.1 Ensure that all draft class specifications for the City are provided to Evergreen by 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 Develop recommendations of FLSA (exemption) status based on results of the job evaluation (JAT) review and federal requirements. 4.7 Define career progression opportunities and provide for recognizable and meaningful compensation growth for employees. 4.8 Review recommendations with the CPM. <h3>KEY PROJECT MILESTONES</h3> <ul style="list-style-type: none"> • Job evaluation scores by class • Recommended classification changes • FLSA determinations • Preliminary job structure based on internal equity
	<h3>TASK GOALS</h3> <ul style="list-style-type: none"> • Identify positions to benchmark for the market salary and benefits survey. • Identify and develop a comprehensive list of targets for conducting a successful external labor market salary and benefits assessment. <h3>TASK ACTIVITIES</h3> <ol style="list-style-type: none"> 5.1 Identify the classifications that will be used as benchmarks for the market salary survey. Note: Evergreen will work with the CPM to identify the City's 55 classifications that will be used as benchmarks for the market salary and benefits survey.



5.2 Finalize the list of positions with the CPM.

5.3 Develop a preliminary list of organizations for the external labor market survey of salary and benefits, placing a comparative emphasis on characteristics such as:

- size of the organization;
- geographic proximity to the Independence area;
- economic and budget characteristics; and
- other demographic data.

5.4 Review and finalize with the CPM up to 12 peer organizations that will be included in the market salary and benefits survey.

5.5 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 the surveys.

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

KEY PROJECT MILESTONES

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

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

TASK GOALS

- Conduct the external labor market salary survey.
- Conduct a 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.

6.2 Develop a listing of the current benefits provided by the City for comparisons with peer organizations.



6.3 Using the list of benefits provided by the City (i.e., retirement plans, paid time off policies, health, dental, and vision insurance) 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 7.0 Develop Strategic Positioning Recommendations

TASK GOALS

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

TASK ACTIVITIES

7.1 Identify the accepted 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 salary structure/ranges/grades (minimum, midpoint, maximum) for all City positions.



7.3 Recommend clear and consistent policies for administering the new pay plan, including guidelines for setting starting pay for new hires, handling promotional pay increases, and managing employee movement through their assigned salary range.

7.4 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 8.0 Conduct Solution Analysis

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 Discuss with the CPM 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 Classification and Compensation Study to the City of Independence.
- Present the 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 CPM with a draft report for review and approval that will include all costs associated with recommendations as well as implementation strategies. **Note:** Evergreen will include at least two distinct costing options or scenarios for the City to consider.
- 9.2 Make any necessary edits and submit necessary copies of the Final Report to the CPM.
- 9.3 Present the Final Report to the City Council and City's management team.
- 9.4 Develop a process for communicating results of the study to employees.
- 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 a written policy and procedure manual of 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;
- 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 Finalize recommendations.

10.3 Provide training and instructional tools (manual) to the Human Resources Staff, City Manager, Assistant City Manager/City Clerk/Treasurer, Deputy City Clerk, and other designated staff to ensure that staff can conduct individual salary 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 for only those 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 classifications recommended by Evergreen as a result of the job evaluation process.
- 11.5 Recommend a systematic, regular process for reviewing class descriptions.

KEY PROJECT MILESTONES

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

C.4 Proposed Timeline

Evergreen possesses the ability, staff, skills, and tools to conduct the Classification and Compensation Study for the City of Independence in approximately four months of the project start date and execution of a contract. Our proposed timeline is based on a tentative start date of January 19, 2026, and a completion date of May 19, 2026.

Our proposed timeline, as identified in **Exhibit C-5**, can be modified in any way to best meet the needs of the City of Independence.



Exhibit C-5
Proposed Timeline

PROJECT TASKS	2026				
	JAN	FEB	MAR	APR	MAY
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 and Make FLSA Determinations					
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					



Section D

References



Evergreen Solutions, LLC

D. References

We have provided you with the following three references that we feel demonstrate the breadth and quality of the work our team has performed as it relates to the services being requested by the City of Independence on the attached form. We invite you to contact our client references as to the quality and timeliness of our consulting projects. Additional references are available upon request.



Reference 1:

Client Name:	City of Moline, Illinois
Contact Person & Title:	Leah Miller, Human Resources Director
Phone:	(309) 524-2069
Email:	lmiller@moline.il.us
Brief Description of Project:	Classification and Compensation Study

Reference 2:

Client Name:	City of Leawood, Kansas
Contact Person & Title:	Nicholas Sanders, Director of Human Resources
Phone:	(913) 663-9105
Email:	nics@leawood.org
Brief Description of Project:	Classification and Compensation Study (included a benefits survey)

Reference 3:

Evergreen was rehired to conduct a salary survey in 2025.

Client Name:	City of Dardenne Prairie, Missouri
Contact Person & Title:	Cathy Pratt, City Administrator
Phone:	(636) 755-5311
Email:	cityadministrator@dardenneprairie.org
Brief Description of Project:	Classification and Compensation Study

Evergreen was previously hired to conduct a Compensation and Benefits study in 2021.

Appendix:
Sample Final Report



Evergreen Solutions, LLC