



# Evergreen Solutions, LLC

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

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March 31, 2022

Ms. Tracey DuBois-Vasquez  
Human Resources Manager  
City of Manor  
105 E. Eggleston Street  
Manor, Texas 78653

SUBMITTED VIA EMAIL: [tvasquez@cityofmanor.org](mailto:tvasquez@cityofmanor.org)

Dear Ms. DuBois-Vasquez:

We appreciate the opportunity to submit a letter proposal to conduct a Compensation Study for the City of Manor. I have prepared a work plan outlining the tasks, activities, and milestones necessary to accomplish this study as well as a proposed timeline and cost. Evergreen understands the City has approximately 80 employees.

### Detailed Work Plan

**Task 1.0**  
**Project Initiation**

**TASK GOALS**

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

**TASK ACTIVITIES**

- 1.1 Discuss with the City’s Project Manager (CPM) and any other key staff the following objectives:
- review our proposed methodology, approach, and project work plan to identify any necessary revisions;
  - reach agreement on a schedule for the project including all assignments and project milestones/deliverables;
  - establish an agreeable communication schedule.
- 1.2 Identify potential challenges and opportunities for the study. Discuss the strategic direction of the City and some of the short- and long-term priorities. This activity serves as the basis for assessing where the City is going and what type of pay plan will reinforce current and future goals.

**Task 2.0  
Evaluate the  
Current System**

- 1.3 Obtain relevant materials from the City, including:
- any previous projects, research, evaluations, or other studies that may be relevant to this project;
  - organizational charts for the departments and divisions, along with related responsibility descriptions; and
  - current position and classification descriptions, and salary schedule(s).
- 1.4 Review and edit the project work plan and submit a schedule for the completion of each project task.

**KEY PROJECT MILESTONES**

- Comprehensive project management plan
- Comprehensive database of City 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 Discuss the strengths and weaknesses of the current pay plan(s) for the City.
- 2.3 Discuss any pay compression issues that may exist and possible solutions.
- 2.4 Complete an assessment of current conditions that details the pros and cons of the current system for the City as well as highlights areas for potential improvement in the final adopted solution.

**KEY PROJECT MILESTONES**

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



**Task 3.0  
Identify Approved  
List of Benchmarks  
and Survey Targets**

**TASK GOALS**

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

**TASK ACTIVITIES**

- 3.1 Identify and review with the CPM the classifications that will be used as benchmarks for the market salary survey. **Note:** Evergreen will work with the CPM to select 60 classifications to use as benchmarks for the market salary survey.
- 3.2 Finalize the list of benchmark positions.
- 3.3 Review with the CPM up to 20 peer organizations that should be included in the market salary survey.
- 3.4 Develop a preliminary list of organizations for the external labor market survey, placing a comparative emphasis on characteristics such as:
  - size of the organization;
  - geographic proximity to the Manor area;
  - economic and budget characteristics; and
  - other demographic data.
- 3.5 Develop a list of survey targets by employee group. Develop a system for use of secondary data, including potential sources and weighting of secondary data, if necessary.
- 3.6 Review survey methodology with the CPM and refine survey methodology prior to distribution of survey.
- 3.7 After approval of survey methodology, develop contact list of peer organizations and notify peers of impending survey.

**KEY PROJECT MILESTONES**

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

**Task 4.0  
Conduct Market  
Survey and Provide  
External  
Assessment  
Summary**

**TASK GOALS**

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



**Task 5.0  
Develop Strategic  
Positioning  
Recommendations**

**TASK ACTIVITIES**

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

**KEY PROJECT MILESTONES**

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

**TASK GOALS**

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

**TASK ACTIVITIES**

- 5.1 Identify the accepted compensation philosophy and accompanying thresholds.
- 5.2 Using the market salary survey data collected in **Task 4.0**, and compensation data reviewed in **Task 2.0**, determine the proper pay scale including number of grades and ranges.
- 5.3 Identify highly competitive positions within the City and customize recommendations for compensation where required.
- 5.4 Produce a revised or new pay scale(s) that best meets the needs of the City from an external equity standpoint.



**Task 6.0  
Conduct Solution  
Analysis**

**KEY PROJECT MILESTONES**

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

**TASK GOALS**

- Slot classifications into the revised or new pay scale based on survey results.
- Propose several possible options for implementation.

**TASK ACTIVITIES**

- 6.1 Use a market based approach, or other appropriate techniques, to properly slot each classification into the revised or new pay scale.
- 6.2 Place all classifications into pay grades based on **Task Activity 6.1**. Sort alphabetically by job class title, in descending order by range, and by old class title and new class specifications.
- 6.3 Create implementation solutions for consideration that take into account the current compensation philosophy and financial impact, as well as the findings from the compensation analysis. Recommend alternative compensation policy changes.
- 6.4 Determine the best solution to meet the needs of the City in the short- and long-term.
- 6.5 Document the accepted solution.

**KEY PROJECT MILESTONES**

- Revised or new pay scale(s)
- Classification assignments by pay grade
- Implementation plan(s)
- Documented final solution

**Task 7.0  
Develop Draft and  
Final Reports**

**TASK GOALS**

- Develop and submit a draft and final report of the Compensation Study to the City of Manor.
- Present final report, if requested.



- how to keep the system fair and competitive over time.

8.2 Recommend recruitment/retention strategies, where appropriate.

8.3 Finalize and present recommendations to the CPM for review.

#### KEY PROJECT MILESTONES

- Recommendations for compensation administration
- Recommendations for recruitment/retention policies

#### Proposed Cost and Timeline

Our total, not-to-exceed, fixed cost to complete all tasks in our work plan is **\$23,500**. Our cost is all inclusive, and includes travel costs (meals and lodging), transportation, fringe benefits, indirect cost (overhead), clerical support, and all other out-of-pocket expenses. Evergreen can conduct this study in approximately three months from the execution of a contract. Our cost doesn't include any onsite visits as all of the work can be conducted virtually.

Our preferred method of invoicing is as follows:

- 33% - upon completion of Tasks 1 – 2
- 33% - upon completion of Tasks 3 – 4
- 34% - upon completion of Tasks 5 – 8

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

Sincerely,



Dr. Jeffrey Ling, President  
Evergreen Solutions, LLC

