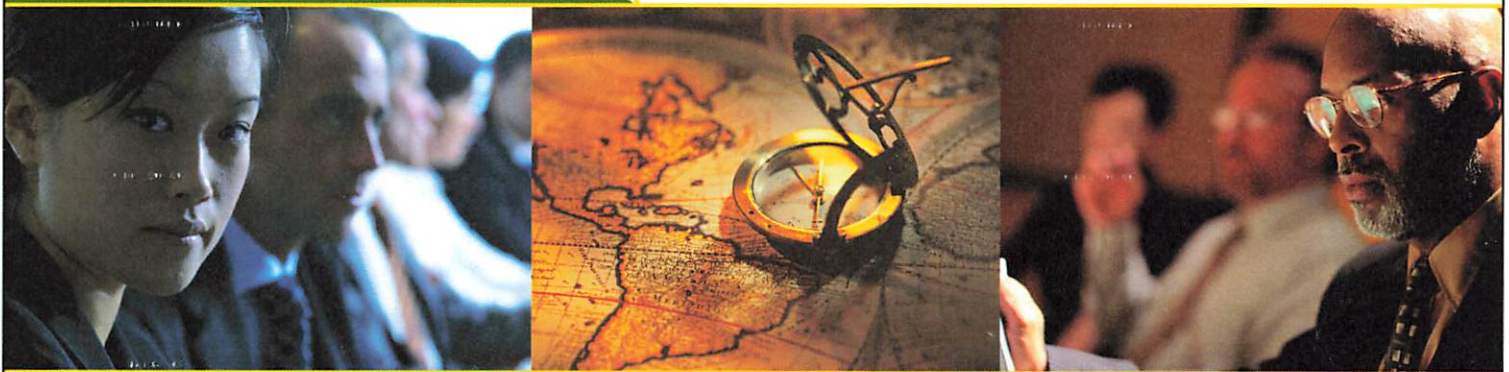


# A Proposal to Conduct a Classification and Compensation Study for the City of Beaumont, CA

## ORIGINAL



Evergreen Solutions, LLC

February 7, 2025





## Evergreen Solutions, LLC

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

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February 4, 2025

Raveena Chara, Procurement Contract Specialist  
City of Beaumont  
550 E. 6<sup>th</sup> Street  
Beaumont, California 92223

Dear Ms. Chara:

Evergreen Solutions, LLC is pleased to submit a proposal to conduct a Classification and Compensation Study as well as an Organizational and Operational Review for the City of Beaumont. Our response is based on our review of your Request for Proposals, our experience in working with hundreds of local governments and other public sector organizations throughout the country, our understanding of the California labor market, and our knowledge of best practices in local government human resources management. **Evergreen is well qualified to provide the services being requested by the City of Beaumont as we have conducted more than 1,400 similar studies for 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. Evergreen is licensed to transact business in the State of California (#175722830).

As a national firm, Evergreen Solutions continues to grow and our territory now includes clients in 47 states. In the State of California, Evergreen has been on contract or is currently on contract to work with the following public sector organizations in providing work similar in scope to the work being requested: City of Fresno; City of Thousand Oaks; City of West Hollywood; City of Moorpark; City of Santa Ana; City of Sacramento; City of Crescent City; City of Camarillo; City of Sangar; City of Yucaipa; City of Long Beach - Long Beach Management Association; City of Bell Gardens; Mariposa County; Calaveras County; Inyo County; Pleasant Valley Recreation and Park District; Cosumnes Community Services District; Victor Valley Transit Authority; Superior Court of California, County of Imperial; Superior Court of California, County of Monterey; West Basin Municipal Water District; Calaveras County Water District; Hayward Unified School District; Pleasanton Unified School District; and the Los Angeles Unified School District.

In other states, Evergreen has worked with, or is currently on contract to work with, the following local governments in providing work similar in scope to the services being requested: City of Boulder City, NV; Ogden City Corporation, UT; 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; City of Santa Fe, NM; City of Carlsbad, NM; City of Albuquerque, NM; City of Flagstaff, AZ; City of Prescott, AZ; City of Page, AZ; Town of Sahuarita, AZ; Yavapai County, AZ; City of Manitou Springs, CO; City of Fountain, CO; Grand County; Garfield County, CO; Town of Addison, TX; City of Portland, TX; City of Del Rio, TX; City of Lakeway, 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 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 Harlingen, TX; City of Kingsville, TX; City of Texas City, TX; City of Fredericksburg, TX; Fort Bend County, TX; Matagorda County, TX; Taylor County, TX; Denton County, TX; Aransas County, TX; 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; City of Morristown, TN; City of Murfreesboro, TN; City of Clarksville, TN; City of White House, TN; 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; Town of Colchester, VT; Genesee County, NY; City of Baltimore, MD; City of Hyattsville, 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

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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; 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; and many others. A detailed description of the services provided to some of these clients can be found in **Section 3** of our proposal.

The Evergreen Team is able to fully comprehend the challenges and goals of the City of Beaumont 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 4** of our proposal.

Some of the human resource services Evergreen has focused on include: classification and compensation studies; salary and benefits surveys; staffing studies; workload analyses; 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.

Evergreen's approach to conducting a classification and compensation study 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 2** 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 successfully work within your requirements. Attached are the required signed acknowledgements of **Addendums 1 & 2**. 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](mailto:jeff@consultevergreen.com).

Sincerely,

Jeffrey Ling, PhD, President  
Evergreen Solutions, LLC





**BEAUMONT**  
550 E. 6th Street  
Phone (951) 572-3236  
**BeaumontCa.gov**

# City of Beaumont

*Attachment #1*

## **RFP: CLASSIFICATION AND COMPENSATION STUDY**

### *Questions & Answers*

1. Would you please confirm that the budget for this work is not to exceed \$43,500?
  - This is not the proposed budget for this work, we are relying on vendor's proposals to determine final budget.
2. The RFP indicates that the term of the agreement is for one year, yet the deliverable is due at six months. Would you please clarify the term length?
  - Six months is the target for deliverables. The additional six months would be reserved for any follow up, clarifications or concerns that come from the labor negotiations.
3. To reduce expense and paper consumption, would the City accept a proposal submitted electronically?
  - One hard copy can suffice
4. Is it required that our firm be in the state of California?
  - No.
5. Does the City have any existing job-level guides or classification guides?
  - Only the job descriptions and succession plans at this time.
6. Does the City have a career ladder framework now? What is your expectation for this deliverable?
  - No, not a formal framework. We would like assistance identifying potential career ladders for staff.
7. Item (11) references an appropriate employee review and appeal process. What information is the employee reviewing that might prompt an appeal? For example, a memo, an analysis with a report, a list, etc.
  - A proposed change to a title or job description may prompt a review and/or appeal.
8. Does the City have an existing appeals process related to job classification? Does the City have other appeals processes, and if so, for what actions?
  - Union positions are allowed a grievance process per our MOU.
9. The RFP referenced position specific job descriptions and classification specification documents. Does the City utilize both job descriptions and class specs?

No.





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## City of Beaumont

20. How flexible is the September 4 results deadline? Six months may be challenging for this entire body of work.

➤ We would understand +/- 30 days.

21. Will the City accept multiple bidders for parts of the work, or is the City interested in only one consultant for the entire project? Would the City consider breaking up any part of the project (ie organizational/functional review) into separate phases

➤ Preferably one, however it may be considered depending on circumstance.

### Acknowledgement of Addendum #1 (To be included with proposal)

Signature

Date

Print Name

Jeffrey Ling, PhD, President

1/24/2025



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# City of Beaumont

## Addendum #2

### Request for Proposal: Classification and Compensation Study

Please note that the RFP due date has now been extended to 2/07/25 12:00 pm.

**Acknowledgement of Addendum #2** (To be included with proposal)

Signature

Date

Print Name

1/24/2025

Jeffrey Ling, President



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# Response to Request for Proposals

Evergreen Solutions is well qualified to conduct a Classification and Compensation Study for the City of Beaumont due to our experience in conducting more than 1,400 similar studies for local governments and other public sector organizations across the country. As required in the Request for Proposals (RFP), we have included the following sections: 1) Introduction/Information; 2) Approach; 3) Firm Profile; 4) Proposed Team; 5) References; 6) Scope of Services; 7) Project Schedule; and 8) Additional Information. As required, we have limited our response to no more than 25 pages. **Note:** The Cost Proposal is under separate cover.

## **1. Introduction/Information**

In this section, we provide our understanding of the types of services being requested by the City. **Note:** Evergreen is located at 2528 Barrington Circle, Unit 201, Tallahassee Florida and can be contacted at (850) 383-0111 and [jeff@consultevergreen.com](mailto:jeff@consultevergreen.com). Evergreen will not use any sub-consultants.

Evergreen understands that the primary objectives of the study are to: have a credible Classification & Compensation Plan that recognizes these changes and challenges; 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; and provide justifiable pay differential between individual job classes.

## **2. Approach**

In this section, we provide our approach and methodology for conducting the Classification and Compensation Study for the City of Beaumont, and our communication plan for communicating effectively with City staff and officials.

### **2.1 Approach and Methodology**

Evergreen Solutions is uniquely qualified to conduct the Classification and Compensation Study for the City of Beaumont 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.





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We will work closely with the City's designated Project 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.

## **2.2 Communication Plan**

Evergreen believes that communication is a critical component of 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 will first meet with the City's designated Project Manager as well as key stakeholders to fully understand the nature and scope of the project. Regular updates will be provided to the City's Project Manager (CPM) and can be posted on the City's intranet site, if requested. Additionally, the communication plan for the distribution of the end product, particularly how the results will be distributed to employees, is also critical. We will develop this plan with the City of Beaumont at the conclusion of the project. Evergreen will also provide updates throughout the study to the CPM to keep the City abreast of the progress of the study.

## **3. Firm Profile**

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.



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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 29 full-time and nine part-time employees who work on one of five consultant teams providing a variety of human resource management consulting. Evergreen is licensed to transact business in the State of California (#175722830).

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; staffing studies; workload analyses; salary and benefits studies; performance appraisal reviews; disparity studies; training assessments; and strategic planning.

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, including many in the State of California; comprehensive experience in all components vital to the successful completion of this engagement; knowledge of relevant California 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 1** includes a list of some of our local government clients that included work similar in scope to the services being requested.

Evergreen has also worked with the following additional public sector clients in the State of California in providing work similar in scope to the services being requested: Pleasant Valley Recreation and Park District; Cosumnes Community Services District; Victor Valley Transit Authority; Superior Court of California, County of Imperial; Superior Court of California, County of Monterey; West Basin Municipal Water District; Calaveras County Water District; Hayward Unified School District; Pleasanton Unified School District; and the Los Angeles Unified School District.





### Exhibit 1: Sample List of Local Government Clients

Spokane County, WA	Sedgwick County, KS	Douglas County, GA	Buncombe County, NC
City of Ridgefield, WA	Shawnee County, KS	Forsyth County, GA	Dare County, NC
City of Albany, OR	City of St. Louis, MO	Columbus Consolidated Gov't, GA	Franklin County, NC
City of Bend, OR	City of Lee's Summit, MO	City of Clearwater, FL	Ashe County, NC
City of Portland, OR	City of Columbia, MO	City of Fort Myers, FL	Guilford County, NC
Columbia County, OR	City of Dardenne Prairie, MO	City of Gainesville, FL	Haywood County, NC
<b>City of West Hollywood, CA</b>	City of Jefferson, MO	City of Jacksonville, FL	Jackson County, NC
<b>City of Fresno, CA</b>	City of Troy, MO	City of Key West, FL	Lee County, NC
<b>City of Camarillo, CA</b>	City of St. Peters, MO	City of Pensacola, FL	New Hanover County, NC
<b>City of Yucaipa, CA</b>	Jackson County, MO	City of Orlando, FL	Onslow County, NC
<b>City of Long Beach, CA</b>	St. Charles County, MO	City of Sarasota, FL	Transylvania County, NC
<b>City of Sacramento, CA</b>	Jasper County, MO	City of Palm Beach Gardens, FL	Union County, NC
<b>City of Thousand Oaks, CA</b>	City of Bloomington, IN	City of North Miami Beach, FL	City of Falls Church, VA
<b>City of Crescent City, CA</b>	Blount County, TN	Alachua County, FL	City of Fredericksburg, VA
<b>City of Sangar, CA</b>	Carter County, TN	Brevard County, FL	City of Newport News, VA
<b>City of Santa Ana, CA</b>	City of Murfreesboro, TN	Charlotte County, FL	City of Williamsburg, VA
<b>City of Moorpark, CA</b>	City of Clarksville, TN	Flagler County, FL	City of Norfolk, VA
<b>Calaveras County, CA</b>	City of Morristown, TN	Hernando County, FL	Chesterfield County, VA
<b>Mariposa County, CA</b>	City of White House, TN	Manatee County, FL	County of Culpeper, VA
<b>Inyo County, CA</b>	City of Winchester, KY	Martin County, FL	County of Northampton, VA
City of Boulder City, NV	City of Urbana, IL	Miami-Dade County, FL	County of York, VA
Ogden City Corporation, UT	City of Moline, IL	Monroe County, FL	Essex County, VA
City of Flagstaff, AZ	McLean County, IL	Palm Beach County, FL	Gloucester County, VA
City of Page, AZ	Mahoning County, OH	Orange County, FL	Isle of Wight County, VA
City of Prescott, AZ	City of Auburn, AL	Pinellas County, FL	James City County, VA
Yavapai County, AZ	City of Mobile, AL	Sarasota County, FL	King George County, VA
City of Carlsbad, NM	City of Foley, AL	Seminole County, FL	Loudoun County, VA
City of Santa Fe, NM	City of Daphne, AL	City of Beaufort, SC	Montgomery County, VA
City of Albuquerque, NM	City of Madison, AL	City of Spartanburg, SC	Shenandoah County, VA
Grand County, CO	City of Northport, AL	City of Chester, SC	Spotsylvania County, VA
Garfield County, CO	Baldwin County, AL	City of Clemson, SC	Northumberland County, VA
City of Fountain, CO	Lee County, AL	City of Columbia, SC	Town of Dumfries, VA
City of Manitou Springs, CO	Chambers County, AL	City of Isle of Palms, SC	City of Baltimore, MD
City of Amarillo, TX	Shelby County, AL	City of Conway, SC	City of Annapolis, MD
City of Austin, TX	Town of Loxley, AL	City of Goose Creek, SC	City of Hagerstown, MD
City of Buda, TX	City of Alpharetta, GA	City of Lancaster, SC	City of Hyattsville, MD
City of Denton, TX	City of Atlanta, GA	City of Mauldin, SC	City of Westminster, MD
City of Duncanville, TX	City of Brookhaven, GA	City of Folly Beach, SC	City of Laurel, MD
City of Farmers Branch, TX	City of Chamblee, GA	Town of Hilton Head Island, SC	Prince Georges County, MD
City of Fredericksburg, TX	City of Dahlgren, GA	Dillon County, SC	Allegany County, MD
City of Lockhart, TX	City of Douglasville, GA	Beaufort County, SC	Talbot County, MD
City of Rowlett, TX	City of Dunwoody, GA	Berkeley County, SC	Washington County, MD
City of Seguin, TX	City of Fayetteville, GA	Charleston County, SC	Frederick County, MD
City of Sunset Valley, TX	City of Garden City, GA	Dorchester County, SC	City of Milford, DE
City of Portland, TX	City of Jackson, GA	Laurens County, SC	City of Minneapolis, MN
City of Del Rio, TX	City of Marietta, GA	Pickens County, SC	City of Kalamazoo, MI
Brazoria County, TX	City of Norcross, GA	Spartanburg County, SC	Genesee County, MI
Denton County, TX	City of Roswell, GA	York County, SC	City of Pittsburgh, PA
Fort Bend County, TX	City of Sandy Springs, GA	City of High Point, NC	County of Montgomery, PA
Hood County, TX	City of Savannah, GA	City of Goldsboro, NC	Genesee County, NY
Kaufman County, TX	City of Statesboro, GA	City of Burlington, NC	City of Portsmouth, NH
Randall County, TX	City of Stockbridge, GA	City of Raleigh, NC	City of Manchester, NH
Matagorda County, TX	City of South Fulton, GA	City of Hendersonville, NC	City of Norwalk, CT
City of Hot Springs, AR	City of Suwanee, GA	City of Rocky Mount, NC	Town of Wethersfield, CT
City of Salina, KS	City of Tybee Island, GA	City of Southport, NC	Town of Colchester, VT
City of Leawood, KS	Cherokee County, GA	Rowan County, NC	Town of Bridgewater, MA





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#### 4. Proposed Team

In this section, we provide you with the qualifications of our proposed project team through summary resumes. Detailed resumes are available upon request.

**Project Principal – Dr. Jeff Ling, CCP (He will have contractual authority over the project).**

Dr. 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. He 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 1,400 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.





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- **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. Mark Holcombe, SHRM-SCP, PMP (He will have the most frequent contact with the City and will assign all project activities to the Project Consultants).**

Mr. 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 seven 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 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 the City of Yucaipa, CA; a Comprehensive Compensation Study for the City of Crescent City, CA; Consultant Services for a Study of the Compensation Plan and Benefits for the City of Sangar, CA; A Classification and Compensation Study for the City of Sacramento, CA; a Classification and Compensation Study Services for the City of Santa Ana, CA; a Classification and Compensation Study for the City of West Hollywood, CA; a Job Classification and Total Compensation Study Services for the Cosumnes Community Services District, CA; a Classification and Compensation Study for the City of Thousand Oaks, CA;





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a Comprehensive Classification and Compensation Study for the City of Camarillo, CA; a Classification and Compensation Study for the Pleasant Valley Recreation and Park District, CA; a Classification and Compensation Study for the City of Fresno, CA; a Total Compensation Study for the City of Moorpark, CA; a Compensation Study for the Long Beach Management Association, CA; a Compensation Review for Mariposa County, CA; a Classification and Compensation Study for Inyo County, CA; a Classification and Compensation Study for the Superior Court of California, County of Monterey, CA; a Classification and Compensation Study for the Superior Court of California, County of Imperial, CA; a Compensation and Benefits Study for the Victor Valley Transit Authority, CA; a Compensation Study for the City of Bend, OR; a Professional Technical and Expert Services for the City of Portland, OR; a Classification and Compensation Study for the City of Ridgefield, WA; a Job Classification Market Study for the City of Bellingham, WA; a Compensation Study for Grand County, CO; a Compensation and Classification Study for Garfield County, CO; a Classification and Compensation Study for the City of Prescott, AZ; A Compensation Study for the City of Flagstaff, AZ; a Classification, Compensation, and Benefits Study for Yavapai County, AZ; 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 Compensation Study for the City of Buda, TX; a Classification and Compensation Study for the City of Montgomery, TX; a Classification and Compensation Study and Analysis for Taylor County, TX; a Classification and Compensation Study for the City of Alpine, TX; a Compensation Study and FSLA Review for the City of La Porte, TX; a Compensation and Benefits Study for the City of Portland, TX; a Compensation Benchmarking and Structure Analysis for the City of Seguin, TX; a Compensation and Classification Study for the Woodlands Township, TX; a Classification and Compensation Study for the Town of Prosper, TX; a Classification and Compensation Study for the City of Mont Belvieu, TX; a Compensation and Classification for the City of Denton, TX; a Classification and Compensation Study for the City of Beaumont, TX; a Compensation and Benefits Survey and Analysis for the City of Deer Park, TX; a Compensation Study for the City of Duncanville, TX; a Compensation Study for the Montgomery County Emergency Communications District, TX; a Compensation Study for the City of Big Spring, TX; a Comprehensive Classification and Compensation Study for the City of Odessa, TX; a Compensation Study for the City of Brownsville, TX; a Compensation and Classification Study for the City of League City, TX; a Wage and Compensation Study for Jefferson County, TX; a Compensation Study for Aransas County, TX; a Classification and Compensation Study and Analysis for Waller County, TX; a Classification and Compensation Study for the City of Kingsville, TX; a Classification and Compensation Study and Analysis for Matagorda County, TX; a Classification and Compensation Study for the City of Leawood, KS; a Comprehensive Compensation Study for Shawnee County, KS; a Classification and Compensation and Race/Gender Equity Study for the City of Salina, KS; a Compensation Study for Sedgwick County, KS; a Classification and Compensation Study for Jasper County, MO; a Compensation Study for the City of Jefferson, MO; an Employee Classification and Compensation Study for the City of St. Louis, MO; a Compensation Study for the City of Fulton, MO; a Classification and Compensation Study for Frederick County, MD; a Compensation Study for the City of Baltimore, MD; a Classification Study for Talbot County, MD; a Performance Management Study for Talbot County, MD; a Compensation Study for Allegany County, MD; a Compensation Study for the Charles County Correctional Officers Association, MD; a Compensation Study for the City of Seaford, DE; a Classification and Compensation Study for the City of Milford, DE; a Compensation Consultation Services for Genesee County, NY; an Employee a Compensation Study for the County of Montgomery, PA; Classification and Compensation Consulting Services to the City of Clarksville,





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TN; a Classification and Compensation Plan for the City of Petersburg, VA; Consulting Services for a Compensation Program Transition for the City of Newport News, VA; a Classification and Compensation Study for the City of Hopewell, VA; a Classification and Compensation Study for Loudoun County, VA; a Compensation and Classification Study for Mecklenburg County, VA; a Compensation Consulting Services for Chesterfield County, VA; a Classification and Compensation Study for the City of Norfolk, VA; a Classification and Compensation Study for the City of Falls Church, VA; a Compensation and Classification Study for Bedford County, VA; a Comprehensive Classification and Compensation Study for the City of Fayetteville, NC; a Market Salary Survey for the City of Rocky Mount, NC; a Classification System and Pay Plan Development Study for Franklin County, NC; a Pay and Classification Study for Dorchester County, SC; a Classification and Compensation Study for the City of Mauldin, SC; a Compensation Study for Laurens County, SC; a Classification and Compensation Study for the City of Rome, GA; a Classification and Compensation Study for the City of Milton, GA; a Classification and Compensation Study for the City of South Fulton, GA; a Staffing Study for the City of Fayetteville, GA; a Compensation Study for the City of Commerce, GA; a Classification and Compensation Study for the City of Thomasville, GA; a Comprehensive Position Classification and Compensation-Benefits Study and Analysis for the City of Kennesaw, GA; a Classification and Compensation Study for Barrow County, GA; a Classification and Compensation Study for the City of East Point, GA; a Classification, Compensation and Benefits Study for the City of East Point, 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 the City of North Miami, FL; a Compensation Study for Manatee County, FL; a Classification and Compensation Study for DeSoto County, FL; a Classification and Compensation Study for the City of North Miami Beach, FL; a Compensation Study for the City of New Port Richey, FL; a Compensation and Classification Study for the Town of Davie, FL; a Compensation Study for the City of Key West, FL; a Classification and Compensation Study for Okaloosa County, FL; and a Compensation Study for the City of Fort Myers, 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. Misrahi is a Project Manager who has been with the firm for more than seven 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: 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 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 Pay for





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Performance and a Salary Survey for City of Mont Belvieu, 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; an Employee Classification and Compensation Study for the City of St. Louis, MO; a Comprehensive Compensation Study for Shawnee County, KS; 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; and a Classification and Compensation Study for Frederick County, MD; a Compensation Study for the County of York, VA; a Classification and Compensation Study for the City of Norfolk, 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 Pay Equity Analytics Model for Fire and Police Staff for the City of Raleigh, NC; 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 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 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; 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 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 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 Compensation and Classification Study for the Town of Davie, FL; a Classification and Compensation Study for Franklin County, FL; a Classification and Compensation Study for the Hillsborough County Clerk of Court and Comptroller, FL; a Classification and Compensation Study for the City of Douglasville, GA; and a Classification and Compensation Study for the City of Atlanta, GA.

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

**Project Consultant – Mr. Karl Fuchs.** Mr. Fuchs serves as a Senior Consultant at Evergreen Solutions. He has over 25 years of distinguished experience, specializing in public sector human resources, organizational design, and performance management. He excels in collaborating with clients to deliver targeted and impactful solutions utilizing his extensive knowledge of human resources best practices, employment law, and regulatory compliance.





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Before joining Evergreen, Mr. Fuchs held the position of Human Resources Director for a local government. In that role, he implemented innovative recruiting strategies that effectively reduced time to hire, enhanced employee retention through targeted incentives and streamlined legacy processes which expedited personnel actions. He also effectively engaged in labor relations with collective bargaining units. As a retired veteran of the Marine Corps, he has an extensive background in leading diverse teams and is a recognized authority in assessing organizational climate. His prior experience with the military as a Manpower, Plans, and Operations Analyst is marked by his ability to conduct thorough staffing analyses and operationalize organizational design.

A sample of some of the public sector projects that Mr. Fuchs has been involved with include: a Classification and Compensation Study for the City of Yucaipa, CA; a Classification and Compensation Study for the City of Fresno, CA; a Comprehensive Classification and Compensation Study for the City of Camarillo, CA; a Classification and Compensation Study for the Pleasant Valley Recreation and Park District, CA; a Compensation and Benefits Study for the Long Beach Management Association, CA; a Compensation Review for Mariposa County, CA; a Classification and Compensation Study for the West Basin Municipal Water District, CA; a Classification and Compensation Study for Inyo County, CA; a Professional Technical and Expert Services for the City of Portland, OR; 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 and Analysis for Taylor County, TX; a Classification and Compensation Study for Burnet County, TX; a Classification and Compensation Study and Analysis for Matagorda County, TX; a Comprehensive Classification, Compensation, and Staffing Analysis Study for the City of Odessa, TX; a Classification and Compensation Study for the City of Del Rio, TX; a Compensation and Classification Study for the City of Denton, TX; a Compensation Study for the City of Fulton, MO; a Compensation Study for Sedgwick County, KS; a Total Compensation Study for Genesee County, MI; a Compensation Study for the City of Baltimore, MD; a Classification and Compensation Study for Garrett County, MD; 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 Classification and Compensation Plan for the City of Petersburg, VA; a Classification and Compensation Study for Jackson County, NC; a Classification and Compensation Study for Onslow County, NC; a Classification and Compensation Study for the Town of Huntersville, NC; a Classification and Compensation Study for the City of Mauldin, SC; a Classification and Compensation Study for Richland County, SC; a Compensation Study for the City of Isle Palms, SC; a Compensation and Classification Study for Greenwood County, SC; a Classification and Compensation Study for the City of South Fulton, GA; a Salary Survey for the City of Garden City, GA; a Comprehensive Position Classification and Compensation-Benefits Study and Analysis for the City of Kennesaw, GA; a Classification and Compensation Study for City of Atlanta, GA; a Classification and Compensation Study for the City of East Point, GA; a Classification and Compensation Study for the City of Thomasville, GA; a Classification and Compensation Study and Analysis for the City of Lawrenceville, GA; a Classification and Compensation Study for the Town of Ft Myers Beach, FL; a Classification and Compensation Study for the City of South Miami, FL; a Classification and Compensation Study for DeSoto County, FL; a Compensation Study for the City of Okeechobee, FL; a Compensation Study for the City of Palmetto, FL; a Compensation Study for the City of Naples, FL; a Compensation Study for Manatee County, FL; a Classification and Compensation Study for Okaloosa County, FL; Compensation Consulting Services for Pasco County, FL; a Compensation and Classification Study





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for Jefferson County, FL; a Classification and Compensation Study for Franklin County, FL; a Compensation Study for Sarasota County, FL; a Compensation and Classification Study for the City of Clearwater, FL; a Compensation Study for the City of Okeechobee, FL; a Compensation Study for the City of New Port Richey, FL; a Classification Study for the City of Orlando, FL; a Compensation Study for the City of Doral, FL; a Compensation Study for the Town of Oakland, FL; a Compensation Study for South Walton Fire District, FL; and a Classification and Compensation Study for the Broward County Sheriff's Office, FL.

Mr. Fuchs holds a Juris Master in Employment Law and HR Risk Management from Florida State University, College of Law, and a Bachelor of Arts in Business Administration, Management from Saint Leo University. He is currently expanding his expertise by completing a Master of Public Administration at the University of North Carolina at Chapel Hill, School of Government.

**Project Consultant – Mr. Peter Backhaus.** Mr. Backhaus is a Senior Consultant with Evergreen who specializes in salary benchmarking, pay plan design, and public safety markets. He focuses on delivering strategic compensation solutions tailored to meet the unique needs of each client. He has also assisted clients in developing innovative strategies and implementing best practices in classification and compensation. He has worked with a diverse range of clients across various areas of the public sector, including public utilities, public safety units, specialized service districts, transportation authorities, and general local governments.

Mr. Backhaus began his career working in sales through various markets. He quickly transitioned into a role with Verizon's most prominent partner as an account manager, focusing on business relationships and growth. Most prominently in his sales path, he joined a startup as the sales manager to lead a team through client growth and retention, while also developing outbound strategy for adopting new verticals for the company. With the startup, projected targets were exceeded, and several notable clients were guided to successful business paths. He strongly values the relationships developed with his clients and communication through all modes of life.

A sample of some of the public sector projects that Mr. Backhaus has been involved with include: a Job Classification and Total Compensation Study Services for the Cosumnes Community Services District, CA; a Classification and Compensation Study for the City of Fresno, CA; a Classification and Compensation Study Services for the City of Santa Ana, 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 Inyo County, CA; a Compensation and Benefits Study for the Victor Valley Transit Authority, CA; a Compensation Study for the City of Bend, OR; a Professional Technical and Expert Services for the City of Portland, OR; a Classification and Compensation Study for the City of Albuquerque, NM; a Compensation Study for City of Aransas Pass, TX; a Compensation Study for the City of Brownsville, TX; a Classification and Compensation Study for Blanco County, TX; a Classification and Compensation Study for the City of Beaumont, TX; a Compensation Study for the City of Buda, TX; a Compensation and Benefits Study for the City of Portland, TX; a Classification and Compensation Study for Waller County, TX; a Classification and Compensation Study for the City of Kingsville, TX; Compensation Benchmarking and Structure Analysis for the City of Seguin, TX; a Classification and Compensation Study for the Town of Prosper, TX; a Classification and Compensation Study for the City of Montgomery, TX; a Compensation and Classification Study for the City of Denton, TX; a Compensation Study for the City of Jefferson, MO; an Employee Classification and Compensation Study for the City of St.





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Louis, MO; a Compensation Study for the City of Seaford, DE; a Classification and Compensation Study for the City of Milford, DE; a Compensation Study and Analysis for McLean County, IL; a Classification and Compensation Study for the City of Moline, IL; a Classification and Compensation Study for Dare County, NC; a Classification and Compensation Study for Culpeper County, VA; a Classification and Compensation Study for the City of Hopewell, VA; an HR Market Study for Botetourt County, VA; a Compensation and Classification Study for Mecklenburg County, VA; a Compensation Study for the Town of Central, SC; an Employee Compensation and Classification Study for the City of Greenwood, SC; a Classification and Compensation Study and Analysis for Darlington County, SC; a Classification and Compensation Study for Barrow County, GA; a Classification and Compensation Study for the City of Jackson, GA; a Classification and Compensation Study for the City of Calhoun, GA; a Classification and Compensation Study for the City of South Fulton, GA; a Classification and Compensation Study for the City of Hampton, GA; a Compensation Study for Cherokee County, GA; a Classification and Compensation Study for the City of Jackson, GA; a Classification and Compensation Study for the City of Sylvester, GA; a Classification and Compensation Study for the City of Rome, GA; a Classification and Compensation Study for the City of Eastpoint, 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 Vienna, GA; a Compensation Study for the City of Duluth, GA; a Classification and Compensation Study for the City of Johns Creek, GA; a Classification and Compensation Study for the City of Auburn, AL; a Compensation and Benefits Study for the City of Mobile, AL; a Classification and Compensation Study for DeSoto County, FL; a Compensation Study for the City of Bradenton, FL; a Classification and Compensation Study for Boynton Beach, FL; a Comprehensive Classification and Compensation Study for Citrus County, FL; a Compensation Study for the City of New Port Richey, FL; a Compensation Study for the City of Zephyrhills, FL; and a Classification and Compensation Study for Okaloosa County, FL.

Mr. Backhaus has a Bachelor's of Science in Economics with Minors in Sociology and Communication.

**Project Consultant – Ms. Tara Tabachnik.** Ms. 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 surveying 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, 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 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; 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 Compensation and Classification Study for Garfield County, CO; a Compensation Study for the City of Brownsville, 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





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City of Denton, TX; a Compensation Benchmarking and Structure Analysis for the City of Seguin, TX; 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; 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; Compensation Study for the City of Seaford, DE; a Classification and Compensation Study for the City of Milford, DE; a Compensation Consultation Services for Genesee County, NY; 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 and Analysis for Columbus Consolidated Government, GA; 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.

## **5. 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 Beaumont. We invite you to contact our client references as to the quality and timeliness of our consulting projects. Additional references are available upon request.

### **Classification and Compensation Study**

#### **City of Thousand Oaks, California**

**Contact Information:** Sharon Chen, Deputy Human Resources Director, 2100 Thousand Oaks Boulevard, Thousand Oaks, California 91362, (805) 449-2144, [SChen@toaks.org](mailto:SChen@toaks.org)

### **Comprehensive Classification and Compensation Study**

#### **City of Camarillo, California**

**Contact Information:** Carmen Nichols, Assistant City Manager, 601 Carmen Drive, Camarillo, California 93010, (805) 383-5679, [cvnichols@cityofcamarillo.org](mailto:cvnichols@cityofcamarillo.org)

### **Classification and Compensation Study**

#### **City of Yucaipa, California**

**Contact Information:** Cortney McRae, Human Resources Manager; 34272 Yucaipa Blvd Yucaipa, California 92399; (909) 797-2489 ext.219, [cmcrae@yucaipa.org](mailto:cmcrae@yucaipa.org)





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## **6. Scope of Services**

In this section, we provide a detailed work plan— identifying the tasks, activities, and milestones necessary to accomplish the deliverables in the scope of work of the RFP; and the structure and content of the work product. **Note:** Evergreen has the required insurance requirements.

### **6.1 Detailed Work Plan**

The detailed work plan that Evergreen proposes to use to conduct the Classification and Compensation Study for the City of Beaumont is listed below. Evergreen has also included in this section, a detailed work plan for the Organizational and Operations Review. Evergreen understands the City currently has approximately 217 full-time employees in 98 classifications that will be included in the study.

#### **Task 1.0: Project Initiation**

**TASK GOALS:** Finalize the project plan with the City; gather all pertinent data; finalize any remaining contractual negotiations; and establish an agreeable final timeline for all project milestones and deliverables.

#### **TASK ACTIVITIES**

- 1.1 Discuss with the City's Project Manager (CPM), and any other key personnel (i.e., City Executive Team) 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; 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
- 1.4 Review and edit the project work plan and submit a timeline for the completion of each project task.
- 1.5 Provide monthly reports to the CPM throughout the study.

**KEY PROJECT MILESTONES:** Comprehensive project management plan; and comprehensive database of staff



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## **Task 2.0: Evaluate the Current System**

**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 career ladders/promotional opportunities for each classification.
- 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); and assessment of current conditions

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

**TASK GOALS:** Conduct statistical and anecdotal research into the current environment within the City; and guide subsequent analytical tasks.

### **TASK ACTIVITIES**

- 3.1 Schedule and conduct up to three employee orientation sessions to describe the scope of work and methodology.
- 3.2 Interview management 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 up focus groups with a sample of employees 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 and MITs to employees in the department. Our staff utilizes a web-based tool for data collection, but we can provide paper copies as well as those for classifications without computers or Internet access. We will seek approval from the CPM before distribution of the JAT/MIT questionnaire.
- 3.5 Review any data provided by the City that may provide additional relevant insight.

**KEY PROJECT MILESTONES:** Department head interviews; employee focus groups and orientation sessions; and JAT/MIT distribution





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#### **Task 4.0: Evaluate and Build Project Classification Plan and Make FLSA Determinations**

**TASK GOALS:** Identify the classification of existing positions utilizing the approved method for job evaluation; and characterize internal equity relationships within the City's staff.

##### **TASK ACTIVITIES**

- 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 Identify career ladders/promotional opportunities for each classification.
- 4.8 Review recommendations with the CPM.

**KEY PROJECT MILESTONES:** Job evaluation scores by class; recommended classification changes; FLSA determinations; and preliminary job structure based on internal equity

#### **Task 5.0: Identify List of Market Survey Benchmarks and Approved List of Targets**

**TASK GOALS:** Identify positions to benchmark for the market salary and benefits survey; and identify and develop a comprehensive list of targets for conducting a successful external labor market salary and benefits assessment.

##### **TASK ACTIVITIES**

- 5.1 Identify and review with the CPM the classifications that will be used as benchmarks for the market salary survey. **Note:** Evergreen will work with the CPM to identify all of the City's 98 classifications to use 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 Beaumont area; economic and budget characteristics; and other demographic data.



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- 5.4 Review and finalize with the CPM up to 20 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 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; and 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; and 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 (e.g., longevity, certificate, educational incentive, premium, special assignment, bilingual pay; allowances/stipends/reimbursements (i.e., auto, technology/cell phone, uniform/boots, equipment/tools, etc.); pension/retirement contributions, including city contributions to deferred compensation plans; health benefits for active employees and future retirees (i.e., medical, dental, vision, ancillary); life and disability insurance; leave benefits including accrual and pay-out/conversion (i.e., vacation, sick, holiday, personal, bereavement, jury duty, etc.); cash in lieu of benefits; any additional benefits such as EAP, flexible spending accounts etc, hiring incentives; and provide the monetary value of the benefits in comparison to the comparator cities) by the City for comparisons with peer organizations, and any additional benefits.
- 6.3 Using the list of City provided benefits and major benefits offerings not provided by the City develop a list of benefits to include in the external labor market survey.
- 6.4 Prepare benefits survey to be included with salary survey developed in **Task 6.1**.
- 6.5 Contact the targets for electronic completion of the survey. Provide paper copies by fax, if requested.
- 6.6 Conduct necessary follow-up through e-mails, faxes, and phone calls.
- 6.7 Collect and enter survey results into Evergreen's electronic data analysis tools.
- 6.8 Validate all data submitted.





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- 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; and develop a plan for all employees, 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 survey data collected in **Task 6.0**, and the classification data reviewed in **Task 4.0**, recommend the appropriate salary structure/ranges (s) for the City's positions.
- 7.3 Produce a revised or new pay scale(s) that best meets the needs of the City from an internal and external equity standpoint.

**KEY PROJECT MILESTONES:** Proposed compensation strategic direction, taking into account internal and external equity; and 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; and 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.





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**KEY PROJECT MILESTONES:** Initial regression analysis; potential solutions; and 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 for the City of Beaumont; and 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 final report for review that will include all costs associated with recommendations as well as implementation strategies.
- 9.2 Make edits and submit an electronic and hard copy of the Final Report to the CPM.
- 9.3 Present the Final Report to the City executive team and supervisors.
- 9.4 Develop a communication plan for sharing study results with employees of the City.
- 9.5 Develop a plan for maintaining recommendations over time.

**KEY PROJECT MILESTONES:** Draft and final reports; final presentation; communication plan; implementation and maintenance database

**Task 10.0: Develop Recommendations for Compensation Administration**

**TASK GOALS:** Develop recommendations for continued administration by City staff to sustain the recommended compensation and classification system; and conduct training.

**TASK ACTIVITIES**

- 10.1 Develop recommendations and guidelines for continued administration and maintenance of the classification and compensation system by City staff, including recommendations and guidelines related to: how employees will move through the pay structure/system as a result of transfers, promotions, or demotions; how to pay employees whose base pay has reached the maximum of their pay range or value of their position; 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 Present recommendations to the CPM for review.
- 10.3 Finalize recommendations.
- 10.4 Provide training and tools to the Human Resources Department staff and Management Team 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.





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**KEY PROJECT MILESTONES:** Recommendations for compensation administration; and 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; and 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.
- 11.6 Establish and facilitate an appropriate employee review and appeal process.

**KEY PROJECT MILESTONES:** Updated class descriptions; new class descriptions, as needed; and recommendations for regular review of class descriptions

Our work plan for the **Organizational and Operational Review** consists of the following five work tasks:

**Task 1.0: Project Initiation and Planning**

**TASK GOALS:** Finalize the project scope, objectives and timeline with the CPM; and develop a data collection plan.

**TASK ACTIVITIES:**

- 1.1 Conduct a meeting with CPM to clarify project scope, objectives, timelines, communication protocols, and reporting requirements.
- 1.2 Finalize the work plan, including specific activities sub-activities, responsibilities, timelines, and deliverables. This plan will be reviewed and approved by the City.
- 1.3 Define communication channels, frequency of updates, and reporting formats for project progress.
- 1.4 Define communication channels, frequency of updates, and reporting formats for project progress.
- 1.5 Develop a comprehensive data collection plan, including methods for gathering information on organizational structure, operations, staffing, financials, technology, and community feedback. This will include surveys, interviews, document review, and on-site observations.





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**KEY PROJECT MILESTONES:** Detailed work plan; communication plan, and data collection plan

### **Task 2.0: Organizational Structure and Function Analysis**

**TASK GOALS:** Analyze current staffing levels; develop and provide recommendations for staffing levels and a new organizational structure; and analyze current supervisory ratios.

#### **TASK ACTIVITIES:**

- 2.1 Document and analyze the existing organizational structure, including departments, reporting relationships, roles, responsibilities and span of control.
- 2.2 Identify gaps in the current organizational structure, including redundancies, inefficiencies, and areas where responsibilities are unclear or lacking.
- 2.3 Analyze current staffing levels for each department, comparing them to industry benchmarks and workload demands.
- 2.4 Develop multiple options for a new organizational structure, considering different models and their potential impact on efficiency and effectiveness.
- 2.5 Provide recommendations for staffing levels for each proposed organizational structure, considering workload, span of control, and industry best practices.
- 2.6 Analyze current supervisory ratios and develop recommendations for appropriate ratios based on industry best practices and organizational needs.
- 2.7 Assessment administrative functions, including financial management, staff supervision and development, risk management, and technology utilization.

**KEY PROJECT MILESTONES:** Current organizational structure analysis report; gap analysis report; proposed organizational structure options report; staffing level recommendations report; supervisory ratio analysis & recommendations report; and administrative strengths assessment report

### **Task 3.0: Operational Function and Workflow Analysis**

**TASK GOALS:** Conduct a comprehensive assessment of the workplace culture; identify potential opportunities; and conduct an assessment of the City's customer service.

#### **TASK ACTIVITIES:**

- 3.1 Review the operational functions and workflow processes for each department, documenting current practices and identifying areas for improvement.
- 3.2 Conduct a comprehensive assessment of the workplace culture, including employee surveys, focus groups, and interviews to gather feedback on employee satisfaction, communication, and work environment.
- 3.3 Identify potential opportunities for intergovernmental cooperation, including shared services, joint ventures, and other collaborative initiatives.



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- 3.4 Analyze current employee tenure and review the existing succession process. Develop recommendations for strengthening succession planning and leadership development.
  - 3.5 Conduct an assessment of the City's customer service, including surveys, focus groups, and interviews with community partners to gather feedback on service quality and identify areas for improvement.

**KEY PROJECT MILESTONES:** Operational function and workflow analysis report; workplace culture assessment report; intergovernmental cooperation opportunities report; succession planning review and recommendations; and customer service assessment report.

#### **Task 4.0: Report Development and Presentation**

**TASK GOALS:** Create a draft report; finalize the final report; and present results to the City.

##### **TASK ACTIVITIES:**

- 4.1 Consolidate the findings from all Tasks into a comprehensive draft report, including recommendations for organizational structure, staffing, operational improvements, and other key areas.
- 4.2 Circulate the draft report for review and feedback from the CPM and City Executive Team.
- 4.3 Incorporate feedback from stakeholders and finalize the report, including an executive summary and implementation plan
- 4.4 Present the final report and recommendations (i.e., this would be done concurrently with the Classification and Compensation Study).

**KEY PROJECT MILESTONES:** Draft report; final report; and presentation

#### **Task 5.0: Project Completion**

**TASK GOALS:** Finalize the project.

##### **TASK ACTIVITIES:**

- 5.1 Ensure all project documentation is complete and organized.
- 5.2 Conduct a final project review meeting with the CPM to discuss lessons learned and next steps.

**KEY PROJECT MILESTONES:** Finalized project documentation; and project review meeting minutes.

## **6.2 Structure and Content of Work Product**

At the conclusion of the study, Evergreen will deliver a draft and final report that will include the following six chapters for the Classification and Compensation Study.

- **Chapter 1: Introduction** - This chapter provides an introduction into the study and describes the necessary steps that will take place. The major deliverables include a revised project plan, timeline, outreach protocols, document questions, and weekly update reports.





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- **Chapter 2: Summary of Outreach** - This chapter provides a summary of any employee meetings and department head interviews. The major deliverables include a summary of outreach results and potential issues for further investigation.
  - **Chapter 3: Assessment of Current Conditions** - This chapter provides an overall assessment of the structure of the compensation plan in place and a brief analysis of the employee demographics. The major deliverables include career path analysis, range and rank compression analysis, strengths and weaknesses of the current system, and initial findings.
  - **Chapter 4: Market Survey Summary** - This chapter provides results of the market salary survey that was distributed to peer organizations. The major deliverables include a summary of market peers, proposed benchmark jobs, peer survey, extrapolation file for benchmarks to other jobs, and market results by classification.
  - **Chapter 5: Benefits Survey Summary** - This chapter provides results of the market benefits survey that was distributed to peer organizations.
  - **Chapter 6: Solution** - This chapter summarizes the proposed recommendations based on the findings from the previous chapters. The recommendations generally include four different categories: *Classification*, *Overall Structure*, *Compensation*, and *Administration*. The major deliverables include report, policy recommendations, and implementation plans.

In addition to the final report, Evergreen will provide a solution file that will include a cost breakdown and implementation strategy for all recommended options for the City in updating its classification and compensation structure for the City. Evergreen will also provide updated and/or new job descriptions in electronic format.

Evergreen will also provide training using its own **JobForce Manager** software that will allow the City to facilitate the implementation and ongoing maintenance of the recommended changes to its classification and compensation system for the City. The City will have access to this software free of charge at the conclusion of the study.

## **7. Project Schedule**

Evergreen possesses the ability, staff, skills, and tools to conduct a Classification and Compensation Study and the Organizational and Operational Review for the City of Beaumont in approximately six months of the project start date and execution of a contract. Our project schedule is based on a tentative start date of March 4, 2025, as stated in the RFP, and a completion date of September 4, 2025, as required in the RFP. Our project schedule can be modified in any way to best meet of the needs of the City of Beaumont.

**Note:** The Classification and Compensation Study and Organization and Operational Review will run concurrently with each other.



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## 8. Additional Information

Evergreen Solutions will provide the City's Human Resources Department staff with the necessary training and materials so that an understanding of the methodology and how to implement, administer, and maintain the recommended classification and compensation system is accomplished. In addition, Evergreen will provide the City up to one-year technical assistance by phone at no cost to assist with any implementation concerns and/or to answer any questions regarding the maintenance of the new system.





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# Cost Proposal

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

Our total, not-to-exceed, fixed cost to complete all tasks for the Classification and Compensation Study as identified in our detailed work plan in **Section 6** of our proposal is **\$43,500**. Our cost to conduct the Organizational and Operational Review is **\$108,500**. Our cost is all inclusive, and includes travel cost (meals and lodging), transportation, fringe benefits, indirect cost (overhead), clerical support, and all other out-of-pocket fees. Our cost includes two onsite visits to the City to perform the requested work as most of the work can be conducted virtually. **Note:** Any work outside of the scope of work would be billed at \$150 per hour or would be negotiated depending on the type of work.

Our preferred payment schedule for the Classification and Compensation Study is as follows:

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

Our preferred payment schedule for the Organizational and Operational Review is as follows:

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

**Note:** All invoices are due within 30 days of receipt or the project may be delayed in moving to the next deliverable identified in the detailed work plan for the project.

**We are willing to negotiate the time, scope, and cost of the basic tasks, or any other options that the City of Beaumont wishes to identify.**

