



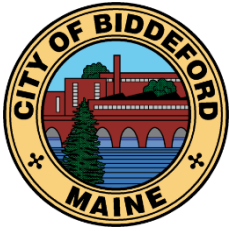
City of Biddeford
Personnel Committee
January 20, 2026 at 4:00 PM
City Hall Council Chambers & Zoom

[Click to join zoom meeting online](#)

Or call in by phone: +1 312 626 6799

Meeting ID: 844 643 4658

1. Call to Order
2. Approval of Minutes
 - 2.a Approval of Minutes from 10-28-25
3. Discussion
 - 3.a Compensation and Classification Study
 - 3.b Vacancies- City Attorney and Economic Development and Planning Director
 - 3.c Time/Days of Personnel Committee Meeting
4. Other Business
5. Adjourn



PERSONNEL COMMITTEE MEETING

October 28, 2025

4pm

Meeting Minutes

ITEM 1 Call to Order

Committee Chair and Councilor William Emheiser called the meeting to order at 4:18 PM with Councilors Scott Whiting and Norman Belanger present. Also present were Truc Dever (City Manager), Diana DePaolo (Director of Human Resources), Daniel Hammond (Safety & Training Coordinator), Sarah Hulbert (Administrative Assistant), Lynn Abbott (Human Resource Specialist), and Gerry Matherne (Director of Finance). Several other employees were also present.

ITEM 2 Approval of Minutes

Councilor Emheiser made a motion to approve the minutes from September 16, 2025. Councilor Whiting seconded the motion. The motion was approved unanimously.

ITEM 3 Discussion

Minute-taking Councilor Emheiser wanted it noted that he thought Shelly Gibson's minutes were exemplary and very helpful.

3.a Aging the Non-Union Pay Scale Brief

Diana DePaolo spoke to the committee, advising them that the aging of the pay scale was a way to keep up with inflation. If this is approved by the Committee, it would mean that all the non-union wages would be increased by 4%.

Councilor Belanger made a motion to approve aging the non-union pay scale. Councilor Whiting seconded the motion. The motion was approved unanimously.

3.b Staff Accountant Brief

Staff Accountant - Job Posting

Finance Director Gerry Matherne was invited to address the committee regarding the hiring of a staff accountant for the Finance Department. Director Matherne pointed out that the City has grown quite a bit since she was last employed here. She has been working in the Finance Department as the Director for 9 months now and has made the following observations:

1. The recent audit done in the department showed a lot of deficiencies;
2. She has been trying to catch-up with the outstanding work and has been involved in trying to organize 4 fiscal years;
3. There are things the Director should be working on but has been unable to get done because she has been working on 'catching-up';
4. An additional employee would give her the opportunity to do the work she is meant to be doing and keep the other work up-to-date.

Councilor Whiting thought it made perfect sense to have another staff member in the Finance department given Gerry's observations. His only question was to find out if money had been included in the budget for the position. Director Matherne responded that money for this position had not been allocated to the budget.

City Manager Dever advised the Committee that this position would be outside the budget. However, in the September audit, they had identified additional funds that might be used to cover the position for the remaining months of this fiscal year.

Councilor Emheiser inquired as to whom the new employee would report? Director Matherne told the Committee that this new position would report to the Deputy Director of Finance.

Councilor Belanger said that Gerry had done a great job getting the Finance Department back up and running productively and supported additional help in this regard.

Councilor Emheiser said he supported the hiring of an additional employee and would put this on the agenda for the next full Council meeting. He recommended that Gerry be able to articulate how the position will be funded for the remaining time this year because the new Council will be running the meeting and they will be making the decision.

Councilor Belanger made a motion to recommend funding the new position for the Finance Department. Councilor Whiting seconded the motion. The motion was approved unanimously.

3.c

Referral Bonus Brief

Referral Bonus Program Statistics

Referral Bonus Program Polic

Director DePaolo reminded the Committee that there had been a lot of recruiting and retention conversations in 2023, which had led to the Referral Bonus program, as a way to get and keep staff. She reported that employees seem to like the Referral program. Director DePaolo met with City Manager Dever earlier in the day and discussed recruitment and retention strategies including: where the City posts advertisements for open positions, how those responses are tracked, and the use of specific websites for each position. Also, when a new employee comes on board, we ask them how they heard about the position.

Regarding the Referral Bonus program, it seems to create good morale with employees. Broken down by department, the 2 departments that seem to have utilized this program the most are Public Works and the Police Department, together boasting 17 referrals. This program has been very beneficial to these departments, and they are also the ones the City is trying to staff at this time.

Councilor Belanger: This is a program that costs a small amount of money and has a big result. He supports approval for removing the sunset restriction (the program is due to stop in July 2026).

Councilor Emheiser stated that this does not need to go through the full Council but to make sure that the budget reflects this cost as incrementally increasing given the number of referrals will increase.

Director DePaolo said that the money currently comes out of the personnel line of the budget but is not specifically broken out in personnel budget line.

Councilor Emheiser suggested entering a lump sum as a line entry specifically allocated to the Referral Program so that the City has enough to cover it going forward, and he also suggested making the program permanent.

Councilor Whiting agreed that this is a good return on our investment.

Councilor Whiting made a motion to remove the sunset portion of the Referral Program. Council Belanger seconded the motion. The motion was approved unanimously.

ITEM 4

Other Business

Economic Development Director Position

Councilor Emheiser inquired as to where the City is regarding this position. City Manager Dever said that the City is reposting the position and plans to have the first review of new applications in mid-November.

Employee Survey

Councilor Emheiser wanted to know what is happening with the Employee survey. City Manager Dever shared that because the Council wanted the committee to come back with recommendations on City hours, she put this on the agenda for the next full Council meeting (this only impacts City Hall public hours and staff will make any adjustments in-house).

Councilor Belanger agreed that City Hall hours are not really a Personnel Committee issue.

ITEM 5

Adjourn

Councilor Emheiser adjourned the meeting at 4:39 PM.

Personnel Committee Members:

Councilor William Emhiser, Chair

Councilor Norman Belanger

Councilor Stephen St. Cyr

Councilor Scott Whiting

October 28, 2025, minutes taken by: S. Hulbert, Administrative Assistant, HR Dept.



Personnel Committee

Meeting Date: January 20, 2026
Meeting Time: 4:00 PM
Agenda Item No: 3.a
Item Description: Compensation and Classification Study
Submitted By: Diana DePaolo, Director of Human Resources

Key Terms:

Executive Summary:

Pursuant to Personnel Committee authorization in October, the City issued a Request for Proposals for a City-wide Classification and Compensation Study for non-union positions. Seven proposals were received and evaluated by the Human Resources Director and City Manager.

Following proposal review and interviews, AutoSolve, Inc., Paypoint HR, and Evergreen Solutions were identified as the most qualified firms. While all three demonstrated technical capability, AutoSolve stood out for its balanced, data-driven methodology, collaborative and employee-focused approach, strong software tools, and extensive post-study implementation support.

Based on these factors, staff recommends awarding the Classification and Compensation Study contract to AutoSolve, Inc., as the firm best positioned to deliver a defensible, transparent, and sustainable compensation framework that supports the City's recruitment, retention, and long-term workforce planning goals.

Detailed Review:

Pursuant to Personnel Committee approval at its October meeting, the City issued a Request for Proposals for a City-wide Classification and Compensation Study for non-union positions. Seven proposals were received and evaluated by the Human Resources Director and City Manager.

Based on an initial review, three firms- AutoSolve, Inc., Paypoint HR, and Evergreen Solutions-

were identified as the most qualified and invited to interviews.

All three finalists demonstrated technical capability; however, meaningful distinctions emerged during proposal review and interviews:

- MRI and Archer were not advanced due to less data-driven methodologies, extended timelines, and (in Archer's case) additional costs beyond the base proposal.
- Evergreen Solutions presented a solid proposal but was not well-prepared for the interview and did not clearly articulate how their approach would translate into effective implementation for Biddeford.
- Paypoint HR demonstrated a highly quantitative methodology, but concerns were raised regarding how their approach and delivery style would be received by employees during engagement and implementation phases.

AutoSolve is recommended as the preferred vendor based on the following strengths:

- Balanced, defensible methodology combining strong quantitative analysis with meaningful employee engagement and internal equity review
- Down-to-earth, collaborative approach that supports employee understanding and acceptance of study outcomes
- Robust proprietary software tools to support data collection, pay plan modeling, reporting, and future maintenance
- Extensive post-study support, including system training and ongoing compensation system management
- Demonstrated experience with public-sector organizations of similar size and complexity
- Clear timeline with study completion anticipated within approximately four months

AutoSolve's approach best aligns with the City's goals of producing a technically sound study while also supporting transparency, employee trust, and long-term sustainability of the compensation system.

Funding Source:

Total project cost to include one in person visit for Autosolve is \$33,750. 21108-60105 will have a balance of \$10,000 available due to a vacancy. Additionally, 21109-60101 currently has

a balance of \$111,000 due to the Economic Development and Planning Director vacancy.

Staff Recommendation:

Staff recommends awarding the Classification and Compensation Study to AutoSolve, Inc. in the amount of \$33,750, as the firm offers a strong, data-driven methodology paired with a collaborative approach, effective employee-facing tools, and extensive post-study implementation support.

Next Steps:

Attachments:

1. RFP Analysis
2. AutoSolve, Inc.
3. Evergreen Solutions, LLC.
4. Paypoint HR

Vendor	Total Cost	Included vs. Extra Costs	Realistic Timeline (Starting December)	Original Timeline Promised
<i>Archer</i>	\$19,500	Includes expenses; additional work billed hourly	Approx. 4 months - Late April/Early May	~4 months
<i>MRI</i>	\$28,000	All-inclusive lump sum	~6 months - Late May/June	6 months
<i>PayPoint HR</i>	\$30,000	Firm fixed price	16-20 weeks - April/May	16-20 weeks
<i>Evergreen Solutions</i>	\$31,500	All inclusive (travel, two site visits)	4 months - April/Early May	4 months
<i>AutoSolve</i>	\$33,750	Travel extra except 1 visit; 6 months support free	14 working weeks - Late March/Early April	14 weeks
<i>Bolton</i>	\$39,100	All-inclusive	12-16 weeks - April	12-16 weeks
<i>A Davis Consulting</i>	\$41,000	Professional fees only; travel may be extra	Dec-June - Misses budget season	June 1 completion

Data-Driven Methodology	Employee Involvement	Municipal Experience	Strengths	Concerns
Moderate – job evaluation + market study, but more traditional	Moderate – questionnaires/interviews	High – large municipal systems	Lowest cost; credible; straightforward deliverables	Timeline tight; less modern tools; dated feel
Moderate – review + market survey, less quantitative	Moderate – interviews/job review	Strong New England focus	Experienced with municipalities	Timeline misses budget season; softer methodology
High – factor scoring, job architecture, structured benchmarking	High – PDQs, review cycles	Strong public-sector portfolio	Very strong classification science	Deliverables more technical; borderline timing
High – large databases, structured analysis	High – surveys, audits, interviews	Extensive municipal nationwide, incl. NE	Polished, credible, excellent communication	Predictable template style; depends on peer data
Very high – pay compression, ERI data, benefits survey	High – org survey, PDQs, focus groups	Strong municipal clients	Balanced approach; includes pay-plan software	Higher price mid-range; slightly corporate tone
Very high – benchmarking, job leveling, pay equity	Moderate-High – focused job documentation	Extensive national public-sector experience	Strong analytics, polished reports	Higher cost; more corporate/less municipal-feel
High – comprehensive audits, O*NET data	High – interviews, job audits	Medium – often partners with Evergreen	Strong individual expertise	Timeline too long; highest cost; small firm capacity



Request For Proposal:

Classification and Compensation Study - Non-Union Positions
City of Biddeford
205 Main Street
Biddeford, ME 04005

Due: 10/30/2025 at 12pm.

Submitted By:

AutoSolve, Inc
46 Thatcham Drive
Saint Augustine, Florida 32092



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Cover Letter

October 24, 2025

Diana DePaolo, Director of Human Resources
City of Biddeford
205 Main Street
Biddeford, ME 04005
Phone: 207-286-0593 Email: diana.depaolo@biddefordmaine.org

Re: Classification and Compensation Study - Non-Union Positions

Dear Diana,

Thank you for the opportunity to submit a proposal to develop a Classification and Compensation Study - Non-Union Positions for the City of Biddeford. The proposed study will provide the City of Biddeford with an equitable and competitive classification and compensation system for approximately 75 employees and 60 classifications. Based on the information provided, AutoSolve will complete the study within 4 months of the start date and the target completion date is 3/13/2026.

AutoSolve, Inc. (AutoSolve) is a Human Resources Consulting firm providing services to private and public agencies for more than 30 years. We pride ourselves and attribute our successes to our team's ability to listen, collaborate, and communicate effectively with clients. We will work effectively with your team to develop a custom pay plan that is both internally equitable and externally competitive.

All work will be performed by AutoSolve employees, and we look forward to partnering with the City of Biddeford. This proposal is valid for ninety (90) days from the date of submission.

Thank you for your time and consideration,



Jeff Turner, President
AutoSolve, Inc.
Authorized representative
321-945-8762 | jeff@autosolveinc.com

Background

AutoSolve, Inc. (AutoSolve) is a strategic Human Resources consulting firm headquartered in Saint Augustine, Florida. The firm specializes in business strategy for human resource management, classification and compensation studies, organizational design, business process re-engineering, and strategic planning.

1,000 Clients + 30 Years Experience
Municipalities – County Governments – Higher Education Institutions – K-12 School

Classification and Compensation Experts with Public Sector Focus

For over 30 years, AutoSolve has been providing value through dedication, entrepreneurial spirit, and professionalism to over 1,000 public and private sector clients. AutoSolve provides tailored made solutions to meet the ever-changing needs of our clients. AutoSolve has been serving local governments and other public sector organizations since its inception.

AutoSolve understands that state and local government organizations operate in a complex environment shaped by fiscal, regulatory, and operational hurdles not commonly found in other industries. AutoSolve provides expertise in organizational design and compensation structure that addresses our client's individual needs. AutoSolve's methodology, proprietary technologies, and expertise allows for a precise and targeted approach to compensation and classification analysis, review and recommendations.

Core Values

We work hard to be a trusted business partner with all clients.

Our core values guide the way AutoSolve makes decisions and conducts business. Employees exemplify core values in their work with clients and in their personal lives. The values illustrated below drive the way we live and work.



PASSION

Drive to achieve our goals.



INTEGRITY

Do the right thing.



PROFESSIONALISM

Bring value, quality, skill, credibility, and customer service.



RESPECT

Treating others how you want to be treated.

Sample of Recent Relevant Projects

The following is a sample list of recent relevant classification and compensation projects.

Sample of Classification and Compensation Projects	State	Employees	Classification / Job Titles
City of North Miami Beach	FL	294	60
Leon County Clerks of the Circuit Court	FL	124	57
Orange County	FL	2,841	260
Athens-Clarke County (Fire Dept)	GA	174	9
City of Americus	GA	153	77
City of Fayetteville	GA	180	85
City of Rincon	GA	117	53
Madison County	GA	459	98
Fayette County Public Schools	KY	3,504	230
City of Hagerstown	MD	125	48
City of New Prague	MN	57	38
Kansas City Public Schools	MO	2,500	359
Liberty Public Schools	MO	993	127
Raytown C-2 School District	MO	637	130
Town of Rolesville	NC	120	44
City of Boulder City	NV	1,520	160
Carbon County	PA	386	198
Florence School District 3	SC	495	89
Lex-Rich District 5	SC	964	137
Rock Hill Schools	SC	2,400	254
Bedford County	VA	169	81
Brunswick County	VA	229	80
Charlottesville City School District	VA	1,000	182
Dinwiddie County	VA	470	162
Goochland County	VA	296	163
Harrisonburg City Public Schools	VA	960	226
School District of Beloit	WI	758	218

Contact Information Project Leadership

Company – Florida S Corporation: AutoSolve, Inc.
 Date of Incorporation: 11/4/1993
 FEIN: 59-3212545
 Primary Contact: Jeff Turner
 Phone: 321-945-8762 Email: jeff@autosolveinc.com
 Address: 46 Thatcham Drive, Saint Augustine, Florida 32092
 Website: <https://autosolveinc.com/>
 Contract Relationships: All work will be performed by AutoSolve employees.
 E-Verify #: 2613061

AutoSolve is a Florida Corporation providing services for over 30 years. AutoSolve is in good standing, financially stable, and has no past or pending litigation.

AutoSolve is insured with Hartford Insurance company

Workers' Compensation:	Statutory Limits
Commercial General Liability:	\$2,000,000 per occurrence
Professional Liability (Errors & Omissions):	\$1,000,000 per occurrence
Automobile Insurance:	\$2,000,000 per occurrence
General Aggregate:	\$4,000,000

Project Leadership



Jeff Turner, PMP, BS Computer Science – Project Manager

Jeff Turner, PMP founded AutoSolve, Inc in 1993. Jeff is a strategy leader who has worked in the management consulting field for the past 30 years, delivering value driven results to over 1,000 public and private sector clients. Jeff provides sound strategic insight to AutoSolve's consulting practices. He has developed highly successful management solutions and methodologies targeted at executive leaders and public sector organizations to build value with a focus in human resource management, classification and compensation studies organizational design, business process reengineering, policy design, strategic planning, and succession planning.

Jeff specializes in developing and delivering Human Resource solutions and will serve as the main contact and Project Manager for the classification and compensations study.

Jeff holds a Bachelor of Science in Computer Science from the University of Southern Maine.

Jeff earned his Project Management Professional (PMP) Certification from the Project Management Institute in 2002. Jeff earned his Agile Project Management SAFe RTE Certification from Scaled Agile Inc. Jeff is a Society for HR Management Professional (SHRM).



Project Team

Alex Turner, MS Finance – Senior Compensation Consultant



Alex Turner has 6 years of experience in studying public sector labor markets, and micro and macroeconomic events. Through his experience Alex has provided classification and compensation studies, market research summaries, staffing studies, performance reviews and gender and race audits to over 70 different local governments, K-12 public school districts, and higher education institutions across the country. He has extensive experience in analyzing, developing, and updating compensation and classification plans, and policies for organizations. Alex's expertise includes data analytics, financial modeling and forecasting, strategic planning, and management reviews.

Alex will provide quantitative analysis on the classification and compensation study. Alex has been instrumental in improving the overall delivery of the classification and compensation study processes. He has updated the survey data collecting techniques, classification compensation data model, implementation options model and the pay plan recommendation strategy.

Alex holds a Master of Science in Finance along with a Bachelor of Science in Finance and Minor in Economics from Florida State University.

Sidney Turner, MS English – Senior Consultant



Sidney Turner has over 7 years' experience in conducting research, organizational design, and education. Sidney has developed and implemented multi-faceted long-term strategies designed to achieve organizational goals for high education institutions. Sidney's expertise includes research and evaluation, efficiency reviews, survey and polling, survey analysis, risk analysis, and technical communication. Sidney has created frameworks for briefing sessions, focus groups and surveys to gain employee acceptance through effective communication. Sidney is our employee engagement expert.

Sidney will provide the qualitative analysis on the classification and compensation study. Sidney has improved the effectiveness of survey execution process to elicit a higher response rate from employees. Her approach to survey analysis allows for a clear understanding of the organization culture and the resulting summary recommendations provide actionable feedback.

Sidney holds a Master's in Rhetoric and Composition, and a Bachelor of Science in Political Science and Literature from Florida State University. Sidney is a PhD. Candidate at Syracuse University.



Chris Young, BS Information Technology - Systems Analyst

Chris Young has 7 years of systems analyst experience. Chris maintains AutoSolve's secure cloud survey platform providing a quality customer centric experience for the organization survey and the individual employee survey. Chris expertise includes data analysis and management, survey and polling, and survey analysis.

Chris is AutoSolve's full stack software engineer who has improved the survey process by developing the AutoSolve survey secure cloud platform. The survey platform has provided AutoSolve with the ability to customize the survey to each of our clients' specific needs allowing for quality data collection.

Chris holds a Bachelor of Science in Information Technology and Minor in English from Florida State University.

Executive Summary

At its core, the aim of a classification and compensation study is to align your people strategy with your business strategy. The AutoSolve team recognizes the importance of optimizing your workforce for today while proactively planning for future resource needs. To achieve this, AutoSolve approaches classification and compensation studies as a two-pronged process.

First, we perform an in-depth analysis of your organization's current classification and compensation structure, focusing on the pay relationships and hierarchy between each classification. Our analysis of your organization's current and future planned classifications allows us to organize and recommend appropriate updates to your classification system. This phase of the study is an opportunity to define pathways for employee growth, eliminate unnecessary classifications, and ensure alignment with business needs. AutoSolve is committed to delivering a streamlined and effective classification system that will serve your organization for years. Classification job descriptions will be updated and reviewed to ensure they are legally compliant following the Fair Labor Standards Act (FLSA) and the Americans with Disabilities Act (ADA) requirements. We will also ensure the job descriptions are internally aligned, accurately illustrating the classification's current responsibilities, duties, and qualifications

Employee engagement is a key focus of this study. The organizational survey functions as a tool to collect qualitative data and insights about the organization, management, culture and work environment. The primary objective of the survey is to gather feedback directly from employees to share with the management team. This feedback reflects employee sentiment, including both praise and suggestions for improving the workplace environment. AutoSolve delivers a report outlining the core takeaways from the survey analysis, organized into 3 categories: "Workplace Culture," "Infrastructure," and "Relationships with Leadership." Informed by employee responses, we also include "Opportunities for Improvement," which highlight specific material changes and goals that could positively impact the organization's culture and employee experiences.

Second, we perform market research to collect relevant comparable salary data from your regional operating market to accurately assess your external pay competitiveness. The selection of peer agencies is a critical step in the study process. We collaborate with you to identify appropriate peers and will receive approval before proceeding with the compensation survey.

Deliverables

We will create a well-organized pay plan system that fits your organization's objectives and budget while being viewed internally equitable and externally competitive.

Our commitment to you

Throughout the study, AutoSolve emphasizes transparency and provides the necessary level of detail to inspire confidence in the accuracy of the evaluation and its outcomes. Our proposed timeline includes weekly project team status update meetings, with the flexibility to schedule additional meetings as needed. These meetings serve as a space to ensure transparency throughout the duration of the study. Furthermore, they are crucial to AutoSolve's collaborative and interactive approach, which enhances the study results and your organization's experience.

The AutoSolve team understands that every organization is different and has their own unique goals and concerns. As such, we strive to provide a tailored made pay plan system addressing your organization's individual wants and needs. The following objectives and methodology outlined in this document serve as a road map of the classification and compensation study.

Communication and Interaction

AutoSolve schedules weekly status meetings for the duration of the study. AutoSolve also provides a detailed work plan that is updated weekly, keeping all stakeholders informed on where we are during each phase of the study. These steps ensure that the study results are accepted and trusted by all levels within the organization. Our collaborative approach ensures a greater understanding of the organization's current needs leading to exceptional study experience with results that are impartial and fair.

Stakeholder Engagement

- Initial study kickoff meeting to review the process and tasks to be performed by the study.
- Weekly touchpoint meetings to discuss the project and review the work plan.
- Jointly agree on comparable agencies to be surveyed.
- Schedule as needed meetings with management and department heads to discuss additional project details.
- Review each section results as they are completed throughout the study.
- Classification review.
- Pay plan review.
- Stakeholder input on compensation philosophy.
- Implementation review.

Study Goals, Objectives, Scope

The goal of the study is to address changes in operations and staffing over the past several years, which may have affected the type, scope, and level of work being performed.

The study will address and resolve recruitment, retention, and compression issues.

- Recruitment becomes difficult when compensation is not competitive or equitable and it is challenging to attract and retain qualified candidates.
- Compression arises when hiring new employees at the same or higher salary than existing employees, creating wage compression. Compression can also occur when equitable pay increase is not provided across the organization.
- Employee Engagement improves when employees are compensated fairly, they will engage and be committed to their job and organization.

Objective

- Attract and retain qualified employees.
- Ensure positions performing similar work with essentially the same level of complexity, responsibility, knowledge, skills, and abilities are classified together.
- Provide salaries commensurate with assigned duties.
- Clearly outline promotional opportunities and provide recognizable compensation growth.
- Provide justifiable pay differential between classes.
- Maintain a competitive position with comparable government entities.

Scope of Work

- Conduct a classification and compensation study for approximately 75 employees, and approximately 60 classifications / job titles.

Project Planning & Engagement

- Meet with City leadership to establish project goals, timelines, and communication expectations.
- Develop a work plan including stakeholder engagement strategy.

Comparator Communities Analysis

- Identify and justify a set of appropriate peer communities and/or organizations for comparison.
- Consider factors such as size, population, geography, services provided, and organizational structure.

Job Analysis & Classification Review

- Review existing job descriptions for all non-union positions.
- Conduct job analysis (through questionnaires, interviews, or focus groups as appropriate).
- Recommend updates or revisions to ensure job descriptions are accurate, comprehensive, and reflective of actual responsibilities.

Compensation Study

- Collect and analyze wage and salary data from identified comparator communities.
- Evaluate internal equity across City positions.
- Compare external competitiveness by position and classification.

System Design & Recommendations

- Recommend a compensation system appropriate to the City's size, structure, and budget.
- Provide guidance on implementation strategies, including potential fiscal impacts.
- Recommend ongoing maintenance practices.

Deliverables

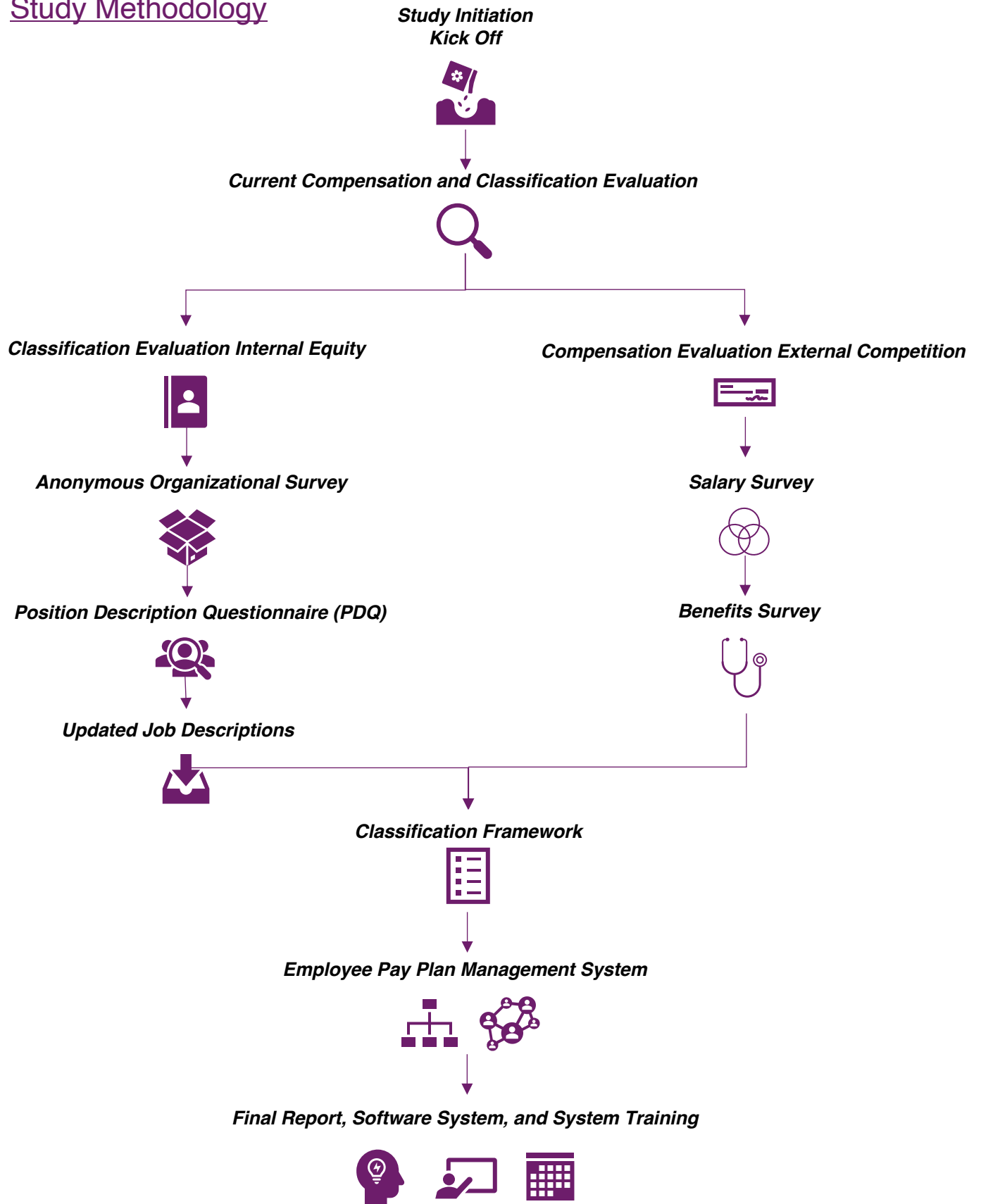
- Provide interim updates as requested.
- Provide a final written report with methodology, findings, and recommendations.
- Present study results to City Council and/or other stakeholders as required.

Peers for the City of Biddeford

AutoSolve is very familiar with the local government agencies in this region. The following is a sample list of potential peers for this compensation and classification study. We will collaboratively determine the peer list, consisting of 10 to 20 comparable organizations for surveying.

Sample of Relevant Peers	State	Population	Distance (Miles)
City of Biddeford	ME	22,552	0.0
City of Portland	ME	68,531	17.0
City of Sanford	ME	22,497	17.9
City of South Portland	ME	26,139	17.2
City of Westbrook	ME	21,386	15.9
Cumberland County	ME	313,809	27.7
Town of Cape Elizabeth	ME	9,620	17.1
Town of Falmouth	ME	12,631	23.9
Town of Gorham	ME	18,192	16.2
Town of Kennebunk	ME	11,703	9.0
Town of Old Orchard Beach	ME	9,501	4.8
Town of Scarborough	ME	22,135	9.6
Town of Waterboro	ME	7,936	16.3
Town of Wells	ME	11,314	13.8
Town of Windham	ME	18,434	24.9
Town of York	ME	14,368	28.6
York County	ME	220,143	14.5

Study Methodology



Study Methodology Breakdown


The following breaks down each step of AutoSolve’s methodology in performing a compensation and classification study.

Study Initiation / Kick Off

Planning Discussion

The study kickoff meeting sends the signal to all stakeholders that the project has started. We will take this opportunity to provide team introductions, align on key objectives and establish working relationships.

Tasks

- 
- Meet with organization’s project team (human resources, associations, unions, and/or key leadership staff) to validate and finalize scope of service, methodology, timetable, and other key deliverables.
 - Review work plan methodology for the study.
 - Collect current pay plan data including but not limited to employee classifications, employee compensations, employee tenure details; job descriptions; organizational charts; collective bargaining agreements; policy handbook, benefit offerings; etc.
 - Review and validate communication plan.
 - If needed, additional orientation and briefing sessions will be scheduled to present the project objectives and to address questions/concerns.


Deliverable: Work plan detailing tasks and timeline.

Current Compensation and Classification Evaluation

Current Compensation Review – Pay Compression Analysis

A key foundational step to this study is AutoSolve’s review of the organization’s current classification and compensation system. This review allows AutoSolve to make observations and provide best practice recommendations that lead to a clear and concise pay plan.

Tasks

- 
- Analyze the organization’s work force based on classification, tenure, pay grade, and current annual/hourly salary.
 - Analyze the number of classifications utilized.
 - Analyze how an employee fits within their current pay grade. Quartile analysis based on employee’s current salary with respect to their assigned salary range and relative to their tenure within the organization.
 - Analyze pay compression relative to an employee’s current salary and their calculated hire year salary.
 - Analyze pay compression relative to an employee’s salary and their supervisor’s salary.
 - Meet with the organization’s project team to discuss the pay plan/philosophy.
 - Identify current issues affecting the compensation system that will be corrected by AutoSolve.
 - Provide recommendations to better align client pay plan system to current best practices.

Deliverable: Report outlining and illustrating the current workforce classification system and pay plan. The report will also provide recommendations to align the organization’s pay plan system with current best practices.

Classification Evaluation - Employee Engagement - Internal Equity

Employee Engagement – Survey - Position Description Questionnaire - Updated Job Descriptions

We foster employee engagement by conducting an organizational survey and position description questionnaire (PDQ) to gather employee feedback. We provide employees an electronic version of our survey and PDQ via a survey link.

The **anonymous organizational survey** helps us to understand the employee sentiment within the organization putting forth questions that will provide insight on an organization's culture.

The **position description questionnaire (PDQ)** identifies current job responsibilities, duties, education level, required certification, etc. for each classification involved within the study. The PDQ is the basis for performing job audits, correct compression, conducting our internal hierarchical framework, and updating job descriptions.

Both survey and PDQ are conducted in our secure cloud survey software platform providing a quality customer centric experience. We will conduct employee focus group and department head interviews as needed.

Tasks



- Meet with the organization's project team to review and schedule the organizational survey and position descriptions questionnaire (PDQ).
- Provide survey and PDQ link to all employees in the study.
- Employees complete online organization survey and PDQ.
- Summarize results from organization survey and analyze the PDQ data.
- Meet with the management team to determine classifications with retention, hiring, and/or compression issues.
- Ensure position descriptions are in full compliance with all applicable federal, state, local statutes, and regulations, including the FLSA and Americans with Disabilities Act (ADA).
- Update job descriptions utilizing the findings from the PDQ survey and recommendations from the organization's project team.
- Review updated job descriptions with the organization's project team and make revisions. Provide final job descriptions in word format after the completing revisions.

Deliverable: Report summarizing the organizational survey results. Updated job descriptions.

Compensation Evaluation – Salary Survey - External Equity

Data Collection – Market Research Compensation

Collecting relevant market data in your organization’s operating market is key to creating an externally competitive compensation system. All data collected is adjusted for cost of living provided by the Council for Community and Economic Research database, ensuring an “apples to apples” comparison.

Along with market data collected from 10-20 peer organizations, AutoSolve will utilize data from the Economic Research Institute (ERI) private sector salary databases. This database provides access to private sector and public sector pay ranges for over 46,000 classifications across 10,000 plus locations globally. This database allows us to compare your organization’s classifications and pay ranges against identical classifications and pay ranges found in the private sector and public sector to ensure accuracy of solicited market data.

Tasks

- Meet with the organization’s project team to identify and reach a consensus on a list of 10-20 relevant peer organizations to be used in the external salary survey. The factors for selecting peers are market area, similar size, population, geography, services provided, and organizational structure. These criteria help ensure a meaningful comparison by grouping organizations that operate in similar conditions and have comparable characteristics.
- Meet with the organization’s project team to strategically create a list of positions to survey with appropriate descriptions for peer organizations to provide the correct comparative salary ranges.
- Conduct external salary survey by collecting agreed upon peers’ salary range data on strategically selected positions.
- Aggregate and analyze external market survey findings to assess the organization’s current compensation system competitiveness within its peer market.
- Utilize The Council of Community and Economic Research’s database to adjust for cost of living.
- Utilize private sector salary data from the Economic Research Institute (ERI).
- Present market data aggregate findings to the organization’s project team.

Deliverable: Report summary of market survey findings, comparing the organization’s current salary ranges to the surveyed market peers, and highlighting the relative market competitiveness of each surveyed classifications’ minimum, midpoint, and maximum salary range point.

Benefits Survey - External Competition

Data Collection – Market Research Benefits

We will conduct an external custom benefits survey based on the agreed upon peer group collecting health insurance, retirement, paid time off and other supplemental benefits data. The benefit survey will provide us with an understanding of the external competitive markets for fringe benefit offerings.

Tasks

- Utilize the same relevant peers from the salary survey.
- Conduct external benefits survey by collecting agreed upon market peers’ benefit data.

Deliverable: Report summarizing benefits survey findings.

Classification Framework

Job Classification Categorization

We utilize data from the position description questionnaire (PDQ), and external salary survey to create a corrected classification hierarchy based on updated classification data. AutoSolve's point factor job evaluation methodology provides a means to establish the classification / job title hierarchy. The classification hierarchy list is utilized in creating the proposed pay plan aligning pay with hierarchy eliminating pay compression.

Tasks

- Analyze findings and recommendations classification review and the compensation reviews.
- Provide recommendations to update classification placement, addition and deletion.
- Meet with organization's project team to present initial classification grading to receive feedback and make revisions.

Deliverable: Report containing a list of all classifications and agreed upon grade / placement within the organization.

Employee Pay Plan Management System

External Market Analysis – Pay Structures – Implementation Analysis

Based on findings and observations from the study and the organization's pay plan philosophy, AutoSolve will propose a compensation and classification system that meets the organization's goals and needs. We will ensure the pay plan aligns with current industry best practices and your budget constraints. AutoSolve will recommend and discuss multiple pay plan options to determine the most effective range within the organization's operating market. AutoSolve will recommend and discuss multiple implementation options to determine salary increases for the organization's current employees. The system will ensure usability of the recommended pay plan system for the next two years.

Tasks

- Analyze salary survey data to develop externally competitive salary range and pay plan recommendations for each job classification.
- Provide recommendations for multiple salary structures to accommodate specialized labor markets.
- Prepare a recommended pay plan and salary range assignment separating employees by department and job function.
- Develop recommended strategies for setting hiring rates for new and promoted employees.
- Provide seven or more implementation cost options for the new recommended pay plan system.
- Meet with the organization's project team to present initial system and receive feedback on revising the newly recommended pay scales.
- Review all implementation options and select the option or options that best fit the needs of the organization.
- Provide a custom employee pay plan software management system. The employee pay plan management system will be a workable excel file that incorporates the organizations selected implementation option and the multiple recommended pay plans. The new system outlines the estimated cost to move all employees based upon the chosen implementation option, and the client's ability to add new hires and/or move employees up/down in their pay plan.

Deliverable: New pay plan management system.



Final Report, Summary Report, Software System, System Training, Present Findings

Study Deliverables



We will prepare a final report to include all aspects of the classification and compensation study. This report will be accompanied by a summary report that pulls key highlights, findings, and the results from the study. We will also provide a propriety custom employee pay plan software management system. This system represents the proposed compensation and classification system derived from the conducted study. The pay plan management system outlines the estimated cost to move all employees into the proposed compensation system based upon the chosen implementation option and pay plan competitiveness. The management system allows the organization to add and remove employees, adjust classification assigned grades and to estimate employee increases after the implementation is complete. The system is designed for continual pay plan management.

Tasks



- Prepare a final report illustrating project findings and recommendations.
- Prepare summary report consisting of key findings and recommendations.
- Provide a custom employee pay plan software management system.
- Prepare an in-depth manual and training materials for maintenance of the recommended classification and compensation pay plan management system.
- Present findings and recommendations at a public meeting of the organization's stakeholders at an agreed upon date either in person or virtually.

Deliverable: Final report, Summary Report, Pay Plan Management System, Maintenance/Training materials.

Compensation System Post Study Support

Ongoing Classification and Job Description Support

AutoSolve is committed to providing the highest-quality product and service. At the completion of each study, we provide a complimentary six (6) months of consultation and support. We also offer paid support packages.

Year One (1) – Support Package / Optional Maintenance

- **First six months support offered at no charge.**
- **Optional second six months prepaid support.**
- New classifications and placing them in the proper grade relative to the operating market and internal hierarchy.
- Re-grading current classifications on an as needed basis.
- Writing job or updating job descriptions on an as needed basis.
- Ad hoc labor market research in client's operating market on a as needed basis.

Year Two (2) – Support Package / Optional Maintenance

- New classifications and placing them in the proper grade relative to the operating market and internal hierarchy.
- Re-grading current classifications on an as needed basis.
- Writing job or updating job descriptions on an as needed basis.
- Ad hoc labor market research in client's operating market on a as needed basis.
- Market survey to analyze how the new salary ranges fall competitively within the client's operating market after one year of implementation.
-

Study Availability and Timeline

Firm Availability

AutoSolve maintains the following hours of operation:

- Monday through Friday: 8:00 a.m. to 5:00 p.m. Eastern Daylight Time.
- Our assigned personnel will be available throughout the term of the contract.
- Workplace location is virtual.
- Communications will be conducted through virtual meetings, phone calls, and email.
- AutoSolve will support Eastern Daylight Time standard business hours.

Assumptions

- Client will provide requested data in a timely manner.
- Client employees will perform internal survey and PDQ in a timely manner.
- Peers will provide requested market data in a timely manner.

Timeline

Timeline estimated at 14 working weeks for the study.

- Study timeline
City of Biddeford, ME 11/17/2025 to 3/13/2026
- Our timeline is flexible and will adjust deliverable dates, taking into consideration national holidays and vacation schedules.
- AutoSolve is prepared to start the compensation study within 2 weeks after official notice of award.

City of Biddeford, ME 11/17/2025 to 3/13/2026

Timeline & Milestones	November	December	January	February	March
Study Initiation					
Kick Off					
Project Management (14 weeks)					
Current Pay Plan Evaluation (3 weeks)					
Classification Evaluation (8 weeks)					
Compensation Evaluation (8 weeks)					
Classification Framework / Compensation Management System with Implementation Options (3 weeks)					
Final Report, System Training (3 weeks)					
Complimentary Support - (6 months)					

Green - Kick Off
Purple - Working Weeks
Black - Holiday Week

Cost of Service

Study Size

Classification and compensation study for approximately 75 employees, and approximately 60 classifications / job titles.

Total Proposed Fixed Fee

Fixed Fee Not to Exceed: \$33,750.00

Fixed Fee Payment Schedule

Preferred payment type: ACH/EFT. Four (4) evenly distributed monthly payments.

Preferred payment terms: Due upon receipt. The first invoice will be sent after the project kick off meeting.

City of Biddeford, ME Detailed Cost Summary

Tasks	Hours	Cost
Project Initiation Kick Off Meeting	2	\$375.00
Project Management (14 weeks)	28	\$5,250.00
Current Pay Plan Evaluation (3 weeks)	15	\$2,812.50
Classification Evaluation (8 weeks)	53	\$9,937.50
Compensation and Benefit Evaluation (8 weeks)	49	\$9,187.50
Classification Framework / Compensation Management System with Implementation Options (3 weeks)	18	\$3,375.00
Final Report, System Training (3 weeks)	15	\$2,812.50
Complimentary Support - (6 months)	0	\$0.00
Total	180	\$33,750.00

Post Project Support Package / Optional Maintenance (Yearly)

Year One (1) Support Package

- First six (6) months included for no charge.
- Additional six (6) months prepaid maintenance \$6,000.00.

Year Two (2) Support Package

- Twelve (12) Months Prepaid Maintenance \$12,000.00.

Travel Expense

Anticipated Travel:

- One in person meeting to discuss recommendations, findings, and final report.
- Additional in person meetings will require reimbursement of travel expenses.
- All other meetings will be performed virtually.

Other Expenses

Other reasonable business expenses may be encountered.

If expenses are encountered, approval will be obtained prior to incurring cost.

Expenses will be billed at actual cost accompanied by a receipt of the transaction.

Additional Work

If additional work is authorized, hourly rate \$187.50

References

REF 1: City of Americus, Georgia – Classification and Compensation Study

Contact: Ola Terrell-Jordan, Human Resources Director

Email: oterrell-jordan@americusga.gov Phone: (229) 924-4411 ext. 248

Services Provided: 2024 – Council Approved / Implementation Completed

- Completed a comprehensive classification and compensation study for the City of Americus, Georgia, consisting of 153 employees and 77 classifications.

REF 2: City of New Prague, Minnesota- Classification and Compensation Study

Contact: Robin Pikal, Finance Director

Email: rpikal@ci.new-prague.mn.us Phone: (952) 758-4401

Services Provided: 2025 – Council Pending / Implementation Pending – January 2026

- Completed comprehensive classification and compensation study for City of New Prague, Minnesota, consisting of 57 employees and 38 classifications.

REF 3: Athens-Clarke County, Georgia – Fire Department Classification and Compensation Study

Contact: Sara Ivy, Assistant Human Resources Director

Email: sara.ivy@accgov.com Phone: (706) 400-6368

Services Provided: 2025 – Council Pending / Implementation Pending – January 2026

- Completed a fire department comprehensive classification and compensation study for Athens-Clarke County, Georgia, consisting of 174 employees and 9 classifications.

REF 4: City of Rincon, Georgia – Classification and Compensation Study

Contact: Tiffany Herbert, Human Resources

Email: therbert@rinconga.gov Phone: (912) 826-5745 ext. 102

Services Provided: 2024 - Council Approved / Implementation Completed

- Completed a comprehensive classification and compensation study for the City of Rincon, Georgia, consisting of 117 employees and 53 classifications.

REF 5: Town of Rolesville, North Carolina – Classification and Compensation Study

Contact: Lisa Alston, Human Resources Director

Email: lisa.alston@rockymountnc.gov Phone: (252) 972-1190

Services Provided: 2024 – Council Approved / Implementation Completed

- Completed a comprehensive classification and compensation study for Town of Rolesville, North Carolina, consisting of 120 employees and 44 classifications.

REF 6: Brunswick County, Virginia – Classification and Compensation Study

Contact: Leslie Weddington, County Administrator

Email: lweddington@brunswickco.com Phone: (434) 848-3107

Services Provided: 2025 – Board Pending / Implementation Pending – January 2026

- Completed comprehensive classification and compensation study for Brunswick County, Virginia, consisting of 229 employees and 80 classifications.

Exhibit A – Reference Letter – City of Americus



City of Americus

101 W. Lamar Street Americus, Georgia 31709
Phone: 229-924-4411 / www.americusga.gov

“A Shining City on a Hill”

Mayor
Lee Kinnamon

City Council
Nelson Brown, District 2
Daryl R. Dowdell, I, District 6
Charles J. Christmas, District 4
Kelvin W. Pless, District 5
Nicole Smith, District 3
Terence J. Clemons, District 1

August 12, 2024

To Whom It May Concern,

It is with great pleasure that I write this letter of recommendation for AutoSolve, who recently completed a comprehensive Compensation and Classification study for the City of Americus. From the outset, Jeff Turner and his team demonstrated the highest level of professionalism, expertise, and dedication to delivering outstanding results.

AutoSolve's approach to the study was meticulous, taking into account the unique needs and goals of our city. The team exhibited a deep understanding of compensation and classification principles, coupled with a strong ability to communicate complex data in a way that was both accessible and actionable. Their analysis was thorough, insightful, and has already begun to positively impact our organization.

The collaboration with Jeff Turner and his team was seamless. They were consistently responsive, adaptable, and proactive in addressing any challenges that arose during the project. Their commitment to excellence was evident in every aspect of their work, from the initial planning stages through to the final presentation of their findings.

Thanks to AutoSolve's efforts, the City of Americus is now better positioned to manage our compensation and classification structures effectively. The study has provided us with a clear, data-driven path forward, ensuring that our compensation practices remain competitive and equitable.

We are more than pleased with the work performed by AutoSolve and are confident in recommending their services to other organizations. Their expertise, professionalism, and dedication to client success are truly exceptional.

Should you require further information, please do not hesitate to contact me at oterrell-jordan@americusga.gov or 229-924-4411 ext. 248.

Sincerely,



Ola Terrell-Jordan, MPA
Director of Human Resources
Oterrell-jordan@americusga.gov
229-924-4411 ext. 248

Exhibit B – Reference Letter – Town of Rolesville



April 30, 2025

RE: Reference for AutoSolve, Inc.

To Whom It May Concern:

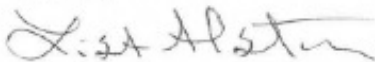
It was a pleasure working with AutoSolve during our most recent classification and compensation study. Our Human Resources staff found their staff to be thorough, professional, and very accommodating. Jeff and Alex kept us well informed throughout the entire project. We had weekly meetings to ensure we remained on schedule because we gave them a very tight timeline within which to complete the project. Not only did they make sure we received the necessary data, they also made sure we understood their methodology, their findings, and our next steps.

Customer satisfaction is paramount for Jeff. He exhibited a high level of patience and understanding when he was faced with questions from other members of the management team who did not completely understand the purpose of the study and the process. He ensured that he addressed their questions prior to moving to the next step. Additionally, if he did not hear from us for an extended period of time, he checked in to make sure we had everything we needed.

Both Jeff and Alex are knowledgeable and very personable. There was never a point during the project that the Human Resources staff did not feel supported and well informed. I highly recommend AutoSolve as a partner for organizations who are striving for excellence.

Feel free to contact me if you need any additional information. I can be reached at 919-556-4642 or jalston@rolesvillenc.gov.

Sincerely,



Lisa Alston
Human Resources Director

Town of Rolesville

PO Box 250 / Rolesville, North Carolina 27571 / RolesvilleNC.gov / 919.556.3506

Exhibit C – Reference Letter – City of Rincon

Jesse Blackwell, Jr., Council
Ramona Underwood, Council
Brandy Riley, Council
Michelle Taylor, Council



Kevin Exley, Mayor
Levi Scott, Jr., Council
Jonathan Lynn, City Manager
Dulcia King, City Clerk
Ben Perkins, Interim City Attorney

CITY OF RINCON
302 South Columbia Ave. • P.O. Box 232
Rincon, GA 31326
Phone: (912) 826-5745

August 27, 2024

Jeff Turner
AutoSolve Inc.

Re: Letter of Recommendation

We are pleased to provide our professional recommendation for AutoSolve, Inc. Our organization had the pleasure of working with Jeff Turner and his associates on the needs of our organization regarding compensation. From beginning to end Jeff and his team has been amazing. They are open, honest, transparent, and efficient! The timelines and weekly meetings to track progress were most helpful as well as the attentiveness to our needs if it was something we wanted to add or take away during this process. Being that this compensation study was my first one that I have been affiliated with, Jeff really took the time to explain everything thoroughly to me to ensure that I understood, as well as provided me with adequate feedback when I raised a question.

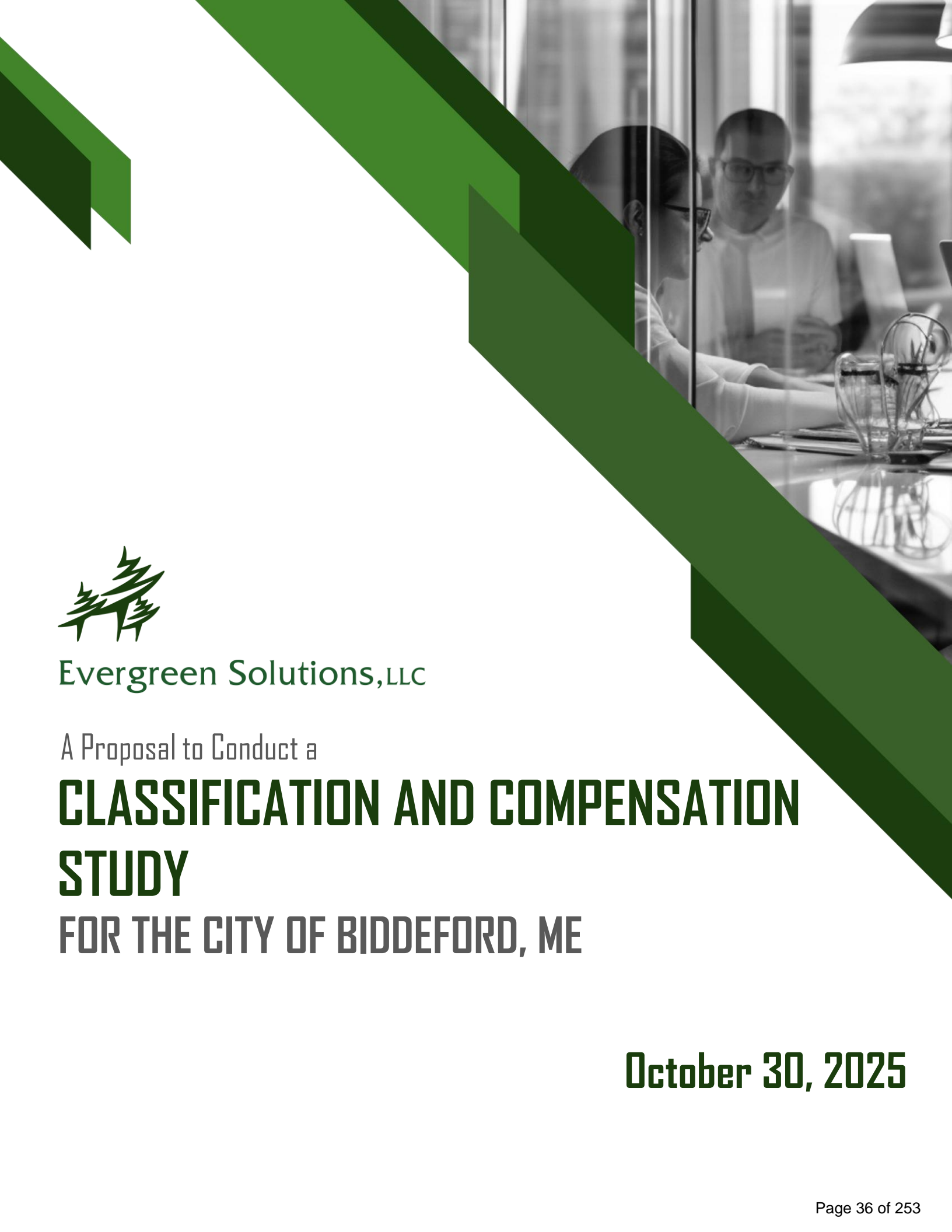
Our organization wanted someone to come in who was knowledgeable, a compensation expert, someone who was not afraid to get the job done and could deliver a plan that would benefit everyone. We were able to connect with AutoSolve and we got all those things and more. They provided our organization with a plan that we can use for years to come! If I had to choose all over again who we would work with on this project, I wouldn't choose no other company!

Thank you,

Tiffany Herbert
Human Resources Administrator



Fax: (912) 826-2083



Evergreen Solutions, LLC

A Proposal to Conduct a

CLASSIFICATION AND COMPENSATION STUDY

FOR THE CITY OF BIDDEFORD, ME

October 30, 2025



Evergreen Solutions, LLC

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

October 29, 2025

Diana DePaolo
Director of Human Resources
City of Biddeford
Human Resources Department

Dear Ms. DePaolo:

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

Evergreen Solutions was formed in 2004 in Florida to provide an alternative to traditional consulting firms. We provide an innovative and effective option by focusing on clients needing partners and not simply another service provider.

As a national firm, Evergreen Solutions continues to grow and our territory now includes clients in 47 states. In the State of Maine, Evergreen Solutions is currently working with the City of Portland to conduct a Classification and Compensation Study and previously conducted a similar study for Portland Public Schools.

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 Manchester, NH; City of Portsmouth, NH; Town of Wethersfield, CT; Town of Plainville, CT; Town of Bridgewater; City of Cambridge; Genesee County, NY; Livingston County, NY; City of Seaford, DE; City of Milford, DE; City of Laurel, MD; City of Hyattsville, MD; City of Baltimore, MD; City of Takoma Park, MD; City of Annapolis, MD; City of Westminster, MD; Town of Ocean City, MD; Harford County, MD; Frederick County, MD; Talbot County, MD; Allegany County, MD; City of Pittsburgh, PA; County of Montgomery, PA; Mahoning County, OH; Blount County, TN; Madison County, TN; Jefferson County, TN; City of White House, TN; City of Murfreesboro, TN; City of Clarksville, TN; City of Cleveland, TN; City of Winchester, KY; City of Bloomington, IN; City of Urbana, IL; City of Moline, IL; McLean County, IL; Genesee County, MI; City of Rochester, MN; City of Minneapolis, MN; City of Newport News, VA; City of Norfolk, VA; City of Petersburg, VA; City of Fredericksburg, VA; City of Falls Church, VA; City of Hopewell, VA; City of Williamsburg, VA; County of Culpeper, VA; County of York, VA; Gloucester County, VA; Chesterfield County, VA; Essex County, VA; Surry County, VA; Isle of Wight County, VA; Shenandoah County, VA; Prince George County, VA; Loudoun County, VA; Spotsylvania County, VA; King George County, VA; Alleghany County, VA; Union County, NC; Gaston County, NC; New Hanover County, NC; Guilford County, NC; Harnett County, NC; Town of Chapel Hill, NC; Franklin County, NC; Onslow County, NC; Buncombe County, NC; City of Burlington, NC; City of Raleigh, NC; City of Goldsboro, NC; City of High Point, NC; City of Fayetteville, NC; City of Bennettsville, SC; City of Clemson, SC; City of Folly Beach, SC; City of Columbia, SC; City of Lancaster, SC; City of Greenwood, SC; City of Mauldin, SC; City of Pickens, SC; City of Isle of Palms, SC; Pickens County, SC; Berkeley County, SC; Charleston County, SC; Dorchester County, SC; Dillon County, SC; Spartanburg County, SC; Laurens County, SC; Oconee County, SC; Beaufort County, SC; Town of Mount Pleasant, SC; Town of Hilton Head Island, SC; City of Douglasville, GA; City of Atlanta, GA; City of Alpharetta, GA; City of Riverdale, GA; City of Garden City, GA; City of Cedartown, GA; City of Union City, GA; City of Stockbridge, GA; City of Fayetteville, GA; City of Norcross, GA; City of Dunwoody, GA; City of Clarkston, GA; City of Roswell, GA; City of Milton, GA; City of Sandersville, GA; City of Tybee Island, GA; City of Chamblee, GA; City of Savannah, GA; Lumpkin County, GA; Douglas County, GA; DeKalb County, GA; Cherokee County, GA; Spalding County, GA; City of Sarasota, FL; City of Jacksonville Beach, FL; City of New Smyrna Beach, FL; City of Orlando, FL; City of Palm Beach Gardens, FL; City of Panama City, FL; City of Hollywood, FL; City of Ft. Myers, FL; Miami-Dade County, FL; Palm Beach County, FL; Alachua County, FL; Manatee County, FL; Pinellas County, FL; Orange County, FL; Sarasota County, FL; City of Mobile, AL; City of Opelika, AL; City of Foley, AL; City of Auburn, AL; Baldwin County, AL; Chambers County, AL; Lee County, AL; City of Hot Springs, AR; City of Broken Arrow, OK; City of Lee's Summit, MO; City of St. Peters, MO; City of St. Louis, MO; City of Branson, MO; City of Dardenne Prairie, MO; City of Columbia, MO; City of Troy, MO; Jasper County, MO; Jefferson County, MO; Jackson County, MO; St. Charles County, MO; Sedwick County, KS; Shawnee County, KS; City of Leawood, KS; City of Salina, KS; City of Shawnee, KS; Ft.

Bend County, TX; Hood County, TX; Aransas County, TX; Jefferson County, TX; Brazoria County, TX; Kaufman County, TX; Matagorda County, TX; Denton County, TX; Travis County, TX; Town of Little Elm, TX; City of Kingsville, TX; City of Denton, TX; City of Odessa, TX; City of Cleburne, TX; City of Austin, TX; City of Coppell, TX; City of Fate, TX; City of Seguin, TX; City of Wharton, TX; City of Fair Oaks Ranch, TX; City of Three Rivers, TX; City of Portland, TX; City of Port Arthur, TX; City of Big Spring, TX; City of Pflugerville, TX; City of Buda, TX; City of Montgomery, TX; City of Farmers Branch, TX; City of Alpine, TX; City of Fredericksburg, TX; City of Gonzalez, TX; City of Haskell, TX; City of La Porte, TX; City of Del Rio, TX; City of Conroe, TX; City of Amarillo, TX; City of Mont Belvieu, TX; City of Duncanville, TX; City of Sunset Valley, TX; The Woodlands Township, TX; Town of Prosper, TX; City of Fountain, CO; City of Manitou Springs, CO; Garfield County, CO; Grand County, CO; City of Boulder City, NV; Ogden City Corporation, UT; City of Page, AZ; City of Prescott, AZ; City of Flagstaff, AZ; Yavapai County, AZ; Town of Prescott Valley, AZ; City of Carlsbad, NM; City of Albuquerque, NM; City of Santa Fe, NM; City of Fresno, CA; City of Thousand Oaks, CA; City of Crescent City, CA; City of Camarillo, CA; City of West Hollywood, CA; City of Bell Gardens, CA; City of Moorpark, CA; City of Sacramento, CA; City of Beaumont, CA; City of Yucaipa, CA; City of Sanger, CA; City of Santa Ana, CA; Inyo County, CA; Calaveras County, CA; Mariposa County, CA; City of Bend, OR; City of Portland, OR; City of Albany, OR; Columbia County, OR; Spokane County, WA; City of Ridgefield, WA; City of Bellingham, WA; City of Washougal, WA; and many others. Information regarding the services provided to some of these clients as they relate to the services being requested can be found in **Section 4** of our proposal.

The Evergreen Team is able to fully comprehend the challenges and goals of the City of Biddeford because of our vast understanding of local government human resources and the fact that we possess the necessary experience and expertise. Our team has significant expertise in conducting classification and compensation studies for local governments and other public sector organizations throughout the country as can be seen in **Section 2** of our proposal.

Some of the human resource services Evergreen has focused on include: classification and compensation studies; salary and benefits surveys; pay equity studies; staffing studies; workload analyses; performance evaluation and appraisal system design; HR department reviews; recruitment, hiring, and retention studies; strategic and workforce planning; and labor pool availability. Through our experiences in conducting this wide range of projects, we have gained knowledge of all operations in local government human resources management. As a result, our team knows how critical an effective classification and compensation system is to the overall operation of a proficient and progressive municipality. Moreover, we have developed helpful methods and tools that assist our clients in implementing and maintaining our study recommendations.

Evergreen's approach to conducting a classification and compensation study draws not only from extensive human resources work with local government clients, but also from direct feedback from our past clients. In essence, we offer you tools that are innovative as well as those that have been proven to work in real places with real people. Some of the key facets of our approach as identified in **Section 3** of our proposal includes:

- 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 select employees 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 appreciate this opportunity and commit to you our best effort if selected for this engagement. If you have any questions, please feel free to contact me at (850) 383-0111 or via email at jeff@consultevergreen.com.

Sincerely,



Jeffrey Ling, PhD, President
Evergreen Solutions, LLC



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Section 1.0
Firm Qualifications



1.0 Firm Qualifications

Evergreen Solutions, LLC is well qualified to conduct a Classification and Compensation Study for the City of Biddeford due to our experience in conducting more than 1,500 similar studies for local governments and other public sector organizations across the country. In this section, we provide you with our firm's profile and history; and our qualifications.

1.1 Firm's Profile and History

Evergreen Solutions, LLC is a national, multidisciplinary, public sector management consulting firm, which specializes in working with public sector organizations, including hundreds of local governments, across the nation. We provide a unique approach, rather than the "consulting as usual" approach, by partnering with our clients to find innovative, real-world solutions to public management.

Evergreen Solutions was formed in 2004 as a limited liability company to provide a modern, practical alternative to the typical consulting options. The firm is made up of management and human resource professionals as well as strategic partners who came together to form an innovative alternative that places clients and their needs before any individual, model, or corporate goal.

Evergreen's philosophy is based on an understanding that there is not a "one size that fits all" solution to compensation management. Our approach is built on working collaboratively with all parties to make sound, implementation-focused recommendations.

Evergreen employs 23 full-time and three part-time employees who work on one of five consultant teams providing a variety of human resource management consulting.

Our main focus is on people, management, and technology. This focus allows our team to provide a broad variety of services, including, but not limited to: classification and compensation studies; salary and benefit studies; staffing studies; workload analyses; performance appraisal reviews; disparity studies; training assessments; and strategic planning.

We invite you to browse our Web site at www.ConsultEvergreen.com or visit us on Facebook at www.facebook.com or LinkedIn at www.linkedin.com for more information about our services, staff, and past experience.



1.2 Qualifications

Evergreen Solutions assists public sector professionals in exercising control over the inter-related elements that determine success or failure. We do that by applying a situation-responsive discipline that emphasizes:

- full visibility into the entire organization through research and discovery;
- a spirit of partnership with staff and leadership;
- sound recommendations based on best practices and proven methods; and
- a practical go-forward plan that leads to results.

Collectively, the members of the Evergreen Solutions Team have:

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



Exhibit 1-1: Sample List of Local Government Clients

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



Section 2.0
Project Team



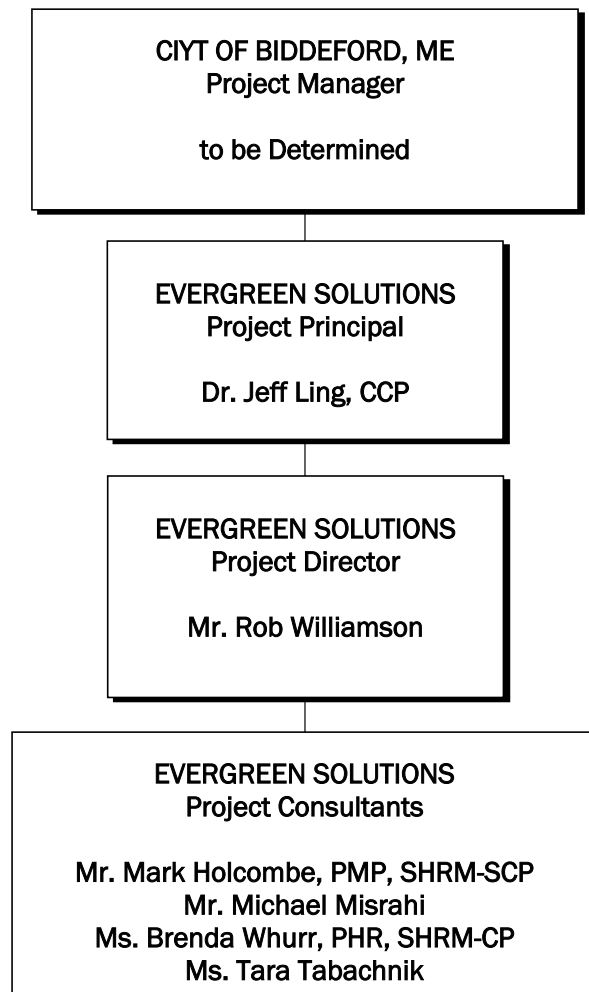
2.0 Project Team

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

2.1 Proposed Project Team

Exhibit 2-1
Proposed Project Management Organization and Personnel Assignments

Exhibit 2-1 reflects our proposed project management and personnel assignments. The structure has been designed to clearly define the roles and responsibilities of each part of the Classification and Compensation Study so that there will be no confusion as to who is responsible for any aspect of this engagement with the City of Biddeford.



City of Biddeford Project Manager. With each project engagement, we work with the client to identify one specific point of contact to serve as a Project Manager. The City's Project Manager (CPM) will be our reference point throughout the engagement. We will take project direction, leadership, and guidance from the CPM and all project deliverables will be filtered through the CPM throughout the duration of the project.



Evergreen Solutions' Project Principal. Our Project Principal will have ultimate accountability for the success of this project. Evergreen Solutions' Project Principal is always a senior leader in our firm, typically the President. The Project Principal will have contractual authority over the contract and will be our top level of project responsibility.

Evergreen Solutions' Project Director. Evergreen Solutions designates a Project Director for each HR consulting project. The Project Director will work with the Project Principal regarding the scheduling of the project with the Town's Project Manager. The Project Director will have the most frequent contact with the Town and will assign project activities to the Project Consultants and will ensure that deliverables are met within specified timelines.

Evergreen Solutions' Project Consultants. Our Project Consultants are a team of consultants who have worked together on numerous projects, and who will provide consulting and analytical work on all project activities. The Project Consultants will review pay plans, conduct orientation sessions and focus groups, administer the Job Assessment Tool (JAT) and Management Issues Tool (MIT), conduct a salary survey, review and revise job descriptions, and prepare draft and final reports.

Consultant Team Members must be thoroughly knowledgeable in the portion of the project they are responsible for, as well as have expertise in the issues that are unique to each individual client. Our firm is proposing an exceptional team of consultants who have worked together on many similar projects. We always make sure each project is sufficiently staffed to handle any additional tasks or unforeseen issues that may arise during the course of the study. The combination of our individual knowledge and skills form a superior team who will be able to competently perform all of the pieces of Classification and Compensation Study for the City of Biddeford.

2.2 Key Personnel

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

Project Principal Dr. Jeff Ling, CCP

Dr. Jeff Ling is the President of Evergreen Solutions who has been with the firm since its inception in 2004. He is a Certified Compensation Professional (CCP) who has more than 25 years consulting experience in the following areas: human resources; performance improvement; process analysis; strategic planning; statistical analysis; research methodology; data management; surveys and polling; technology analysis; change management; and risk analysis.

Dr. Ling has planned, organized, and managed studies on human resources assessment, survey analysis, government efficiency, technology planning, information utilization, public opinion, market expansion, and privatization. Each of these studies dealt with summarizing major alternatives for decision makers and providing viable recommendations. He has consulting experience in public sector Evaluation, research management, efficiency analysis, survey analysis, statistical modeling, and technology planning.

Dr. Ling has worked with a multitude of clients in the capacity of Project Principal. He has worked on hundreds of engagements across the nation



and includes work in state and local governments, school districts, institutions of higher education, quasi-governmental agencies, and private industry.

Dr. Ling has been instrumental in creating, reviewing, and evaluating the methodology employed by Evergreen Solutions on all human resource engagements. His background and skill set make him uniquely qualified for assessing organizational critical needs and strategy. He is also an expert in policy development and long-term planning.

A sample of the types of studies Dr. Ling has been involved with includes:

- **Compensation/Classification** – He developed the methodology and techniques for organizations to employ for successful data collection and implementation based on internal and external equity needs. He has been the Project Principal for numerous projects related to classification and/or compensation. **Note: He has served as the Project Principal or Project Director for more than 1,500 public sector projects related to Classification and/or Compensation.**
- **Performance Evaluation** – He has provided the framework for many organizations transitioning into goal-based performance evaluation systems or fully functional merit-based pay structures. He understands the importance of a well stratified, objective based review process and has been instrumental in assisting a number of large organizations transition from traditional systems into merit-based pay structures with minimal transitional costs and interruption.
- **Market Research** – He provided the basis for which market research was collected, analyzed, and review. He ensured that data collection procedures and methods were statistically reliable using his knowledge of statistics and overall market research.
- **Policy Development** – He has a thorough and firm understanding of policy development and has assisted many clients with implementing tailored policies and practices that reflect best practices.

Dr. Ling holds a Doctorate's Degree from Florida State University in Political Science and has taught courses addressing research methodology, statistical analysis, technological innovations, and political economy at various universities.

**Project Director
Mr. Rob Williamson**

Mr. Rob Williamson is a Project Manager with Evergreen. He brings more than 20 years of proven leadership experience serving both private and public sector clients. His diverse leadership includes time as a business owner, County Commissioner, CEO of a mid-sized water and wastewater treatment utility, Executive Director of a three-member regional water utility provider, and most recently, Manager of the Florida Association of Counties' 23-county insurance trust.



During his career, Mr. Williamson has served on boards of directors for more than two dozen public, private, civic and charitable organizations. This includes time as Chairman of the Santa Rosa County Board of County Commissioners, RESTORE Council, Tourist Development Council, Florida/Alabama Transportation Planning Organization and as a member of the Florida Gulf Consortium, Florida Association of Counties Executive Board, Leadership Santa Rosa, and the Institute for County Government to name a few. He is also a member of the Florida Rural Water Association. He was a Keynote speaker for the Florida American Water Works Association for its Fall Conference Opening General Session in 2023.

Mr. Williamson helps organizations create new strategic pathways to solve complex problems. His areas of focus include policy development, strategic planning, change management, government services, transportation planning, master planning, tourism, RESTORE Act implementation and leadership development.

A sample of some of the public sector projects that Mr. Williamson has directed or been involved with include: a Classification and Compensation Study for the City of Portland, ME; a Compensation and Classification Review for the City of Cambridge, MA; a Classification and Total Compensation Review for the City of Manchester, NH; a Compensation Study for the City of Portsmouth, NH; a Classification and Total Compensation Study for the Town of Plainville, CT; a Job Classification and Compensation Study for the Town of Wethersfield, CT; an Employee Compensation Study for Livingston County, NY; an HR Market Study for Botetourt County, VA; a Classification and Compensation Study for Culpeper County, VA; a Classification and Compensation Study for Ashe County, NC; a Classification and Compensation Study for Dare County, NC; a Classification and Compensation Study for Onslow County, NC; a Classification and Compensation Study for Perquimans County, NC; a Classification and Compensation Study for the City of Burlington, NC; a Classification and Compensation Study for the City of High Point, NC; a Classification and Compensation Study for the City of Southport, NC; a Compensation Study and Pay Equity and Representative Analysis for the Town of Chapel Hill, NC; a Classification and Compensation Study for the Town of Huntersville, NC; a Compensation and Classification Study for the Town of Wendell, NC; a Classification and Compensation Study and Analysis for Darlington County, SC; Classification and Compensation Study Services for Dillon County, SC; a Compensation and Classification Study for Greenwood County, SC; an Employee Compensation and Classification Study for the City of Greenwood, SC; a Compensation Study for the City of Pickens, SC; a Compensation Study for the Town of Central, SC; a Compensation Study for North Charleston Sewer District, SC; a Compensation Study for the City of Orangeburg, Department of Public Utilities, SC; a Classification and Compensation Study for Powdersville Water, SC; a Comprehensive Classification, Compensation, and Benefits Study for Irmo Chapin Recreation Commission, SC; a Classification and Compensation Study for Barrow County, GA; a Classification Study for Cherokee County, GA; a Classification and Compensation Study and Analysis for Columbus Consolidated Government, GA; a Compensation Study for Cherokee County, GA; a Compensation Study for Spalding County, GA; a Classification and Compensation Study for the City of Calhoun, GA; a Compensation Study for the City of Cedartown, GA; a Classification Study for the City of Clarkston, GA; a Classification and



Compensation Study for the City of Dalton, GA; a Compensation Study for the City of Duluth, GA; a Salary Survey for the City of Garden City, GA; a Classification and Compensation Study for the City of Hampton, GA; a Classification and Compensation Study for the City of Jackson, GA; a Classification and Compensation Study for the City of Jackson, GA; a Classification and Compensation Study for the City of Johns Creek, GA; a Classification and Compensation Study and Analysis for the City of Lawrenceville, GA; a Classification and Compensation Study and Analysis for the City of Riverdale, GA; a Compensation Study for the City of Sandersville, GA; a Classification and Compensation Study for the City of Sylvester, GA; a Classification and Compensation Study for the City of Vienna, GA; a Compensation Study for Clayton County Water Authority; a Classification and Compensation Study and Analysis for Clayton County Water Authority, GA; a Salary Survey for Clayton County Water Authority, GA; a Compensation Study for Cobb County-Marietta Water Authority, GA; a Compensation and Benefits Study for Douglasville-Douglas County Water and Sewer Authority, GA; a Compensation Study for Douglasville-Douglas County Water and Sewer Authority, GA; a Market Salary Survey for Douglasville-Douglas County Water and Sewer Authority, GA; a Classification and Compensation Study for the Henry County Water Authority, GA; a Compensation and Benefits Study for Newton County and Sewerage Authority, GA; a Comprehensive Classification and Compensation Study for Citrus County, FL; a Classification and Compensation Study for DeSoto County, FL; a Classification and Compensation Study Analysis for Suwannee County, FL; a Compensation Study for Washington County, FL; a Classification and Compensation Study for the City of Apalachicola, FL; a Classification and Compensation Study for the City of Boynton Beach, FL; a Compensation Study for the City of Bradenton, FL; a Classification and Compensation Study for the City of Brooksville, FL; a Compensation Study for the City of Holmes Beach, FL; a Classification and Compensation Study for the City of Kissimmee, FL; a Compensation Study for the City of Miami Springs, FL; a Staffing Study for the City of Naples, FL; a Compensation Study for the City of Naples, FL; a Compensation Study for the City of New Port Richey, FL; a Compensation Study for the City of Okeechobee, FL; a Classification and Compensation Study for the City of Oldsmar, FL; a Classification and Compensation Study for the City of Palm Beach Gardens, FL; a Compensation Study for the City of Palmetto, FL; a Classification and Pay Plan Study for the City of Panama City Beach, FL; a Compensation Study for the City of Panama City Beach, FL; a Compensation Study for the City of Plantation, FL; a Classification and Compensation Study for the City of South Miami, FL; a Classification and Compensation Study for the City of Wildwood, FL; ; a Compensation Study for the Town of Cutler Bay, FL; a Classification and Compensation Study for the Town of Lake Hamilton, FL; a Compensation Study for the Town of Oakland, FL; a Human Resources Compensation Study for the Florida Municipal Power Agency, FL; a Comprehensive Compensation Study for Keys Energy Services, FL; an Employee Classification and Compensation Survey for the Okeechobee Utility Authority, FL; a Compensation Study for the Lake Apopka Natural Gas District, FL; a Compensation Study for Lake Apopka Natural Gas District, FL; a Compensation and Benefits Study for Loxahatchee River District, FL; a Classification and Pay Plan Study for Peace River Manasota River Water Supply Authority, FL; a Fire Services Study for Washington County, FL; a Classification and Compensation Study for the Manatee County Sheriff's Office, FL; a Compensation Study for the Charlotte County Property Appraiser Office, FL; a Compensation Study for the Indian



River County Property Appraiser's Office, FL; a Compensation Study for the Marion County Property Appraiser, FL; a Compensation Study for the Miami Shores Village, FL; a Compensation Study for the Florida Bar, FL; a Classification and Compensation Study for the City of Auburn, AL; a Compensation Study for Auburn- Opelika Tourism, AL; a Compensation Study for the City of Daphne, AL; a Classification and Compensation Study for the City of Madison, AL; a Compensation and Benefits Study for the City of Mobile, AL; a Compensation Study for the City of Opelika, AL; a Classification and Compensation Study for Riviera Utilities, AL; a Classification and Compensation Study for Blanco County, TX; a Compensation Study for the City of Aransas Pass, TX; a Classification and Compensation Study for the City of Del Rio, TX; a Compensation and Benefits Study for the City of Fair Oaks Ranch, TX; a Compensation/Salary Survey for the City of Freeport, TX; a Comprehensive Classification and Compensation Study for the City of Port Arthur, TX; a Classification and Compensation Study for the Town of Addison, TX; a Job Market Survey for New Braunfels Utilities, TX; a Classification, Total Compensation, and Benefits Study for the Brushy Creek Municipal Utility District, TX; a Compensation, Benefits, Pay-Practices, and Classification Study and Analysis for Upper Trinity Water District, TX; a Compensation Study for the Woodlands Water, TX; a Comprehensive Classification and Compensation Study for the South Texas Water Authority; a Salary Analysis for Fort Worth Housing Solutions, TX; a Compensation and Classification Study for the City of Minneapolis Department of Public Works, MN; a Total Compensation Study for Genesee County, MI; a Compensation Study and Analysis for McLean County, IL; a Classification and Compensation Study for the City of Moline, IL; a Job Classification Study and Analysis for Jefferson County, TN; a Compensation Study for the City of Morristown, TN; a Compensation Study for the City of White House, TN; a Compensation and Benefits Study for the Middle Rio Grande Conservancy District, NM; a Compensation Study for the Colorado River Water Conservation District, CO; a Total Compensation and Benefits Study for Calaveras County Water District, CA; and a Classification and Compensation Study for the West Basin Municipal Water District, CA.

Mr. Williamson has certifications from the Cambridge Leadership Institute and the Kenan-Flagler Business School Leadership Institute and possesses a Bachelor of Science Degree in Sociology from Florida State University.

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

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



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

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

A sample of some of the public sector projects that Mr. Holcombe has been involved with include: a Compensation and Classification Review for the City of Cambridge, MA; a Compensation Study for the Architect of the Capitol, DC; a Compensation Consultation Services for Genesee County, NY; an Employee Compensation Study for Livingston County, NY; an Employee a Compensation Study for the County of Montgomery, PA; a Job Classification Study and Analysis for Jefferson County, TN; a Classification and Compensation Study for Madison County, TN; Classification and Compensation Consulting Services to the City of Clarksville, TN; a Classification and Compensation Study for the City of Cleveland, TN; a Review of the Classification and Compensation System for the City of Rochester, MN; a Compensation Study for the City of Seaford, DE; a Classification and Compensation Study for the City of Milford, DE; a Compensation Study for Allegany County, MD; a Classification and Compensation Study for Frederick County, MD; a Classification and Compensation Study for Harford County, MD; a Classification Study for Talbot County, MD; a Performance Management Study for Talbot County, MD; a Compensation Study for the City of Baltimore, MD; an Employee Compensation and Classification Study for the City of Takoma Park, MD; a Compensation and Classification Study for Bedford County, VA; a Compensation Consulting Services for Chesterfield County, VA; a Market Salary Survey for Chesterfield County, VA; a Classification and Compensation Study for Loudoun County, VA; a Compensation and Classification Study for Mecklenburg County, VA; a Classification and Compensation Study for the City of Falls Church, VA; a Classification and Compensation Study for the City of Hopewell, VA; Consulting Services for a Compensation Program Transition for the City of Newport News, VA; a Classification and Compensation Study for the City of Norfolk, VA; a Classification and Compensation Plan for the City of Petersburg, VA; a Classification System and Pay Plan Development Study for Franklin County, NC; a Comprehensive Classification and Compensation Study for the City of



Fayetteville, NC; a Pay Equity Analytics Model for Fire and Police Staff for the City of Raleigh, NC; a Pay and Classification Study for Dorchester County, SC; a Compensation Study for Laurens County, SC; an Organizational Assessment of the HR Department for York County, SC; a Classification and Compensation Study for the City of Mauldin, SC; a Wage Study for the Town of Mount Pleasant, SC; a Classification and Compensation Study for Barrow County, GA; a Compensation Study for the City of Commerce, GA; a Compensation Pay Study for the City of Douglasville, 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 Staffing Study for the City of Fayetteville, GA; a Comprehensive Position Classification and Compensation-Benefits Study and Analysis for the City of Kennesaw, GA; a Classification and Compensation Study for the City of Milton, GA; a Classification and Compensation Study for the City of Rome, GA; a Classification and Compensation Study for the City of South Fulton, GA; a Classification and Compensation Study for the City of Thomasville, GA; a Classification and Compensation Study for the City of Union City, GA; a Classification and Compensation Study for the City of Auburn, AL; a Compensation Study for the Alabama Port Authority, AL; a Compensation Study for Brevard County, FL; a Classification and Compensation Study for DeSoto County, FL; a Compensation Study for Highlands County, FL; a Pay and Classification Study for Jefferson County, FL; a Classification Study for Manatee County, FL; a Compensation Study for Manatee County, FL; a Compensation Study for Monroe County, FL; a Classification and Compensation Study for Okaloosa County, FL; a Classification and Compensation Study for Palm Beach County, FL; a Classification and Compensation Study for Pinellas County, FL; a Classification and Compensation Study Analysis for Suwannee County, FL; a Classification and Compensation Study for the City of Apalachicola, FL; a Compensation Study for the City of Boca Raton, FL; a Compensation Study for the City of Fort Myers, FL; a Compensation Study for the City of Key West, FL; a Compensation and Benefits Study for the City of New Smyrna Beach, FL; a Compensation Study for the City of North Miami, FL; a Classification and Compensation Study for the City of North Miami Beach, FL; a Compensation Study for the City of Miami Springs, FL; a Compensation Study for the City of New Port Richey, FL; a Compensation Study for the City of Zephyrhills, FL; a Compensation and Classification Study for the Town of Davie, FL; a Classification and Compensation Study for the Town of Hilliard, FL; a Classification and Compensation Study for Jasper County, MO; a Compensation Study for the City of Dardenne Prairie, MO; a Compensation Study for the City of Fulton, MO; a Compensation Study for the City of Jefferson, MO; an Employee Classification and Compensation Study for the City of St. Louis, MO; a Classification and Benefits Study for the City of St. Peters, MO; a Compensation Study for Sedgwick County, KS; a Comprehensive Compensation Study for Shawnee County, KS; a Classification and Compensation Study for the City of Leawood, KS; a Salary Study for the City of Leawood, KS; a Classification and Compensation and Race/Gender Equity Study for the City of Salina, KS; a Compensation Study for the City of Shawnee, KS; a Classification and Compensation Study for the North Dakota Court System, ND; a Compensation and Classification Study for Garfield County, CO; a Compensation Study for Grand County, CO; a Classification, Compensation, and Benefits Study for Yavapai County, AZ; A Compensation Study for the City of Flagstaff, AZ; a Classification and Compensation Study for the City of Prescott, AZ; a PTO Survey for the City of Prescott, AZ; a Compression Analysis and Pay Equity Study for the Town of



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

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



**Project Consultant
Mr. Michael Misrahi**

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

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

A sample of some of Mr. Misrahi's public sector projects include: a Compensation Study for the County of Montgomery, PA;

a Classification and Compensation Study for Madison County, TN; a Compensation Salary Study Review for Davidson Transit Organization, TN; an Employee Classification and Compensation Study for the City of St. Louis, MO; a Review of the Classification and Compensation System for the City of Rochester, MN; a Comprehensive Compensation Study for Shawnee County, KS; a Compensation Study for the City of Shawnee, KS; a Classification, Compensation, and Benefits Survey for Kent County Levy Court, DE; a Classification and Compensation Study for Frederick County, MD; a Classification and Compensation Study for Howard County, MD; an Employee Compensation and Classification Study for the City of Takoma Park, MD; a Job Classification and Compensation Study for the City of Baltimore, MD; a Compensation Study for the County of York, VA; a Classification and Compensation Study for Loudoun County, VA; 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 Salary Survey for the State Employees Association of North Carolina (SEANC); a Pay Equity Analytics Model for Fire and Police Staff for the City of Raleigh, NC; a Simple Comparison and Blended Market Comparison/Competency Market Analysis for the North Carolina League of Municipalities; a Simple Comparison and Blended Market Comparison/Competency Market Analysis for the North Carolina League of Municipalities; Organizational Assessment of the HR Department for York County, SC; Compensation Study for Laurens County, SC; a Classification, Compensation and Benefits Study for the Town of Kiawah Island, SC; a Classification and Compensation Study for the City of Douglasville, GA; a Classification and Compensation Study for the City of Atlanta, GA; a Staffing Study for the City of Fayetteville, GA; a Compensation Study for Osceola County, FL; a Compensation Study for Santa Rosa County, FL; a Pay and Classification Study for Bay County, FL; a Compensation and ERP Study for Miami-Dade County, FL; a Pay and Classification Study for Gulf County, FL; a Compensation Study for the Tax Collector's Office of Indian River County, FL; 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 Classification and Compensation Study for



Franklin 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; 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 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 the City of Key West, FL; a Compensation and Classification Study for the City of Sarasota, FL; Compensation Consultant Services for the City of Coral Springs, FL; an Employee Engagement Survey for the City of Daytona Beach, FL; a Compensation and Classification Study for the Town of Davie, FL; a Review of Compensation for the Fire Department for Sarasota County, FL; a Classification and Compensation Study for Monroe County and the Monroe County Sheriff's Office, FL; a Staffing Study for the Fort Myers Police Department, FL; a Staffing Study for the Leon County Sheriff's Office, FL; a Classification and Compensation Study for the Leon County Sheriff's Office, FL; a Classification and Compensation Study for the Broward County Sheriff's Office, FL; a Pay, Compensation, and Classification Study for Community Action Stops Abuse, FL; a Compensation and Classification Plan Update for the Florida League of Cities; an Organizational Study for the Florida Clerks of Court Operations Corporation (FCCOC); an Employee Compensation and Classification Study for the Florida Court Clerks and Comptrollers (FCCC); a Classification and Compensation Study for the Wakulla County Board of County Commissioners, FL; a Classification and Compensation Study for the Hillsborough County Clerk of Court and Comptroller, FL; a Compensation Study for Naples Airport Authority, FL; 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; Classification and Compensation Consulting Services to the City of Albuquerque, NM; a Wage and Compensation Study for Jefferson County, TX; a Salary Survey for the City of Port of Bay City, TX; a Classification and Compensation Study for the City of Cleburne, TX; a Pay for Performance and a Salary Survey for City of Mont Belvieu, TX; a Compensation and Classification Study for the City of Pearland, TX; a Comprehensive Compensation and Benefits Study for the City of Sachse, TX; a Classification and Compensation Study for the City of Pflugerville, TX; a Staffing 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 Compensation and Classification Study for the Brazos River Authority, TX; a Compensation Study for Brazos River Authority, TX; a Compensation and Classification Study and Organizational Review of the RSMU Department for Brazos River Authority, TX; Compensation Consultant Services to Dallas Area Rapid Transit, TX; a Salary Analysis for Fort Worth Housing Solutions, TX; a Compensation and Classification Study Update for Denton County Fresh Water Supply District No. 6 and Denton County Fresh Water Supply District No. 7, TX; a Classification and Compensation Study for the City of Prescott, AZ; a Compensation Study for Town of Sahuarita, AZ; a



Compression Analysis and Pay Equity Study for the Town of Prescott Valley, AZ; a Wage Compensation Study Services for Northern Arizona Intergovernmental Public Transportation Authority; a Classification and Compensation Study/Organizational and Operational Review for the City of Beaumont, CA; a Competency Model, Classification Analysis, & Compensation Study for the City of West Hollywood, CA; and a Classification and Compensation/Benefits Study for San Luis Obispo Regional Transit Authority, CA.

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

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

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

A sample of some of the public sector projects that Ms. Whurr has been involved with include: a Classification and Compensation Study for the City of Portland, ME; a Classification and Compensation Review for the City of Cambridge, MA; a Job Classification and Compensation Study for the Town of Wethersfield, CT; a Classification and Total Compensation Study for the Town of Plainville, CT; a Classification and Total Compensation Review for the City of Manchester, NH; a Compensation Study for the City of Portsmouth, NH; a Classification and Compensation Study for Culpeper County, VA; a Classification and Compensation Study for Ashe County, NC; a Classification and Compensation Study for the Town of Huntersville, NC; a Classification and Compensation Study for the City of Burlington, NC; a Classification and Compensation Study for the City of Southport, NC; a Classification and Compensation Study for Onslow County, NC; a Compensation and Classification Study for the Town of Wendell, NC; an Employee Compensation and Classification Study for the City of Greenwood, SC; Classification and Compensation Study Services for Dillon County, SC; a Compensation and Classification Study for Greenwood County, SC; a Wage and Compensation Study for Folly Beach, SC; a Classification and Compensation Study and Analysis for Darlington County, SC; a Classification Study for Cherokee County, GA; a Compensation Study for Spalding County, GA; a Classification and Compensation Study and Analysis for the City of Riverdale, GA; a Classification and Compensation Study for the City of Atlanta, GA; a Classification and Compensation Study for the City of Jackson, GA; a Compensation Study for the City of Duluth, GA; a Compensation Study for Cherokee County, GA; a Classification and Compensation Study for the City of Johns Creek, GA; a Classification and Compensation Study for the City of Jackson, GA; a Classification and Compensation Study and Analysis for the City of Lawrenceville, GA; a Classification and Compensation Study for



the City of Hampton, GA; a Classification and Compensation Study for the City of Vienna, GA; a Classification and Compensation Study for the City of Madison, AL; a Compensation and Benefits Study for the City of Mobile, AL; a Compensation Study for the City of Holmes Beach, FL; a Classification and Compensation Study for the City of Wildwood, FL; a Classification and Compensation Study for the City of South Miami, FL; a Classification and Compensation Study for the City of Palm Beach Gardens, FL; Classification and Compensation Study for the City of Boynton Beach, FL; a Compensation Study for the City of Naples, FL; a Classification and Compensation Study for DeSoto County, FL; a Classification and Compensation Study for the City of Brooksville, FL; a Comprehensive Classification and Compensation Study for Citrus County, FL; a Compensation Study for the City of New Port Richey, FL; a Classification and Pay Plan Study for the City of Panama City Beach, FL; a Classification and Compensation Study for the City of Oldsmar, FL; a Classification and Compensation Study for the City of Kissimmee, FL; a Compensation and Classification Study for the City of Minneapolis Department of Public Works, MN; a Total Compensation Study for Genesee County, MI; a Classification and Compensation Study for the City of Moline, IL; a Compensation Study for the City of White House, TN; a Compensation Study for the City of Morristown, TN; a Compensation Study for the City of Aransas Pass, TX; a Comprehensive Classification and Compensation Study for the City of Port Arthur, TX; a Classification and Compensation Study for the City of Del Rio, TX; a Classification and Compensation Study for Blanco County, TX; a Classification and Compensation Study for the Town of Addison, TX; a Total Compensation and Benefits Study for Calaveras County Water District, CA; and a Classification and Compensation Study for the West Basin Municipal Water District, CA.

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

**Project Consultant
Ms. Tara Tabachnik**

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

A sample of some of the more recent public sector projects that Ms. Tabachnik has been involved with include: a Classification and Compensation Study for the City of Portland, ME; an Employee Compensation Study for Livingston County, NY; a Compensation Consultation Services for Genesee County, NY; a Compensation Study for the City of Seaford, DE; a Classification and Compensation Study for the City of Milford, DE; an Employee Compensation and Classification Study for the City of Takoma Park, MD; a Compensation Study for the City of Baltimore, MD; a Classification and Compensation Study for Prince George's County, MD; a Classification and Compensation Study for the City of Norfolk, VA; a



Classification and Compensation Study for the City of Falls Church, VA; Consulting Services for a Compensation Program Transition for the City of Newport News, VA; a Market Salary Survey for the City of Rocky Mount, NC; a Classification and Compensation Study for the City of Atlanta, GA; a Classification and Compensation Study for the City of Thomasville, GA; a Classification and Compensation Study for the Broward County Sheriff's Office, FL; a Classification and Compensation Study for DeSoto County, FL; a Compensation Study for the City of Fort Myers, FL; a Classification and Compensation Study for Randall County, TX; a Classification and Compensation Study for the Town of Addison, TX; a Comprehensive Classification and Compensation Study for the City of Odessa, TX; a Classification and Compensation Study for the Town of Prosper, TX; a Compensation and Classification for the City of Denton, TX; a Compensation Benchmarking and Structure Analysis for the City of Seguin, TX; a Review of the Classification and Compensation Study for the City of Rochester, MN; an Employee Classification and Compensation Study for the City of St. Louis, MO; a Compensation Study for the City of Jefferson, MO; a Classification and Compensation Study for Jasper County, MO; a Classification and Compensation and Race/Gender Equity Study for the City of Salina, KS; a Classification and Compensation Study for the City of Leawood, KS; a Compensation Study for Sedgwick County, KS; a Classification and Benefits Study for the City of St. Peters, MO; a Compensation and Classification Study for Garfield County, CO; a Classification and Compensation Study for the City of Albuquerque, NM; a Classification and Compensation Study/ Gender Pay Equity Analysis for the City of Santa Fe, NM; a Classification and Compensation Study for the Superior Court of California, County of Monterey, CA; a Classification and Compensation Study for the City of Fresno, CA; a Classification and Compensation Study for the City of Thousand Oaks, CA; a Classification and Compensation Study for Inyo County, CA; a Professional Technical and Expert Services for the City of Portland, OR; and a Classification and Compensation Study for the City of Ridgefield, WA; and a Job Classification Market Study for the City of Bellingham, WA.

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



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



Section 3.0
Work Plan and Timeline



3.0 *Work Plan and Timeline*

In this section, we provide our approach and methodology for conducting the Classification and Compensation Study for the City of Biddeford; a detailed work plan— identifying the tasks, activities, and milestones necessary to accomplish the deliverables in the scope of work of the Request for Proposals; and our proposed timeline.

3.1 Approach and Methodology

Evergreen Solutions is uniquely qualified to conduct the Classification and Compensation Study for the City of Biddeford as our team includes recognized experts in local government human resources management and understands that there is not a “one size fits all” solution to compensation management. Our approach is built on working collaboratively with all parties to make sound, implementation-focused recommendations. Specifically, we have developed a methodology that:

- focuses on market competitiveness;
- is based on the organization’s compensation philosophy;
- recognizes that compensation is comprised of more than just base pay levels;
- reflects changes in recent compensation strategies;
- designs custom solutions that take into account the diversity of needs present in the organization and allows you to select the components and options that best meet your overall needs; and
- produces a structure that improves the organization’s ability to recruit, reward, motivate, and retain talent in a competitive environment that includes both public and private sector employers.

We will work closely with the City’s designated Project Manager, and the Human Resources staff throughout the process to ensure constant communication of issues, concerns, and potential outcomes. We work closely with your staff to gain a solid understanding of your current operational realities, challenges, and desired outcomes. Moreover, Evergreen will work with you to balance your need to meet your performance goals while carefully managing your resources.

Compensation management has undergone significant transformation in the private sector and over time public sector organizations have mirrored these changes. While compensation once centered on the separate administration of base pay and core benefits, a shift has occurred that has transformed compensation management.

Progressive organizations now recognize that to effectively recruit, reward, motivate, and retain employees, compensation management requires strategic thinking and planning. Compensation management must support



an organization's overall strategic direction. To accomplish this, effective organizations design a compensation philosophy that details where an organization wants to be in relation to the market in key areas. These key areas include cash compensation, benefits, and work/life balance. Compensation is thus a reflection of the organization's philosophy.

Evergreen realizes that we will need to tailor our approach to fit the operating, fiscal, and competitive needs of the organization. Recommendations must always reflect competitive needs while supporting the organization's overall mission.

Listed below is an overview of the typically recommended approach that Evergreen takes when conducting a study of this nature.

Kick Off Meeting

Evergreen begins each engagement by meeting with our client's leadership team. Frequently, this initial meeting will accomplish several goals, including:

- finalizing the project work plan;
- identifying milestone and deliverable dates;
- gaining insight into the management structure and approach;
- collecting classification and compensation data;
- identifying additional data needs; and
- developing preliminary schedules for subsequent tasks.

At this time, we will also request a copy of the employee database that reflects current classification and compensation data.

Communication Plan

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 meet first with key project staff to fully understand the nature and scope of the project. The results of these meetings are then communicated to employees during the project outreach through employee orientation sessions, focus groups, and interviews. Regular updates are provided to the client's Project Manager and can be posted on the client's intranet site, if available and desired. Additionally, the communication plan for the distribution of the end product, particularly how the results will be distributed to employees, is also critical.

Employee Orientation and Focus Groups

Based on client feedback and a review of best practices, we have designed an orientation curriculum that provides employees insight into the process as well as provides a forum for answering questions and soliciting participation. Following the orientation sessions, we begin the focus group process. Focus groups are used to gain detailed insight into employee perceptions, concerns, and issues. The protocol for the sessions is provided to your project team in advance and refined to meet your needs.

We have found that employee orientation sessions and focus groups are critical venues for building employee participation and buy-in. Since they take place at the outset of the project, they are a critical introduction to the



Department Head Interviews

project and the question-and-answer formats allow employees to become engaged in the process. During these sessions, Evergreen’s consultants can also help to manage expectations since some employees may have unrealistic expectations based on anecdotal information.

Evergreen staff conduct one-on-one interviews with department heads (in addition to any other employees the client determines is necessary) to identify challenges for consideration. These interviews will allow our staff to add details to our understanding of the organization and its needs. They also allow our consultants the opportunity to better understand the organizational structure of each department as well as the unique recruiting and retention issues that may be present in each department. Frequently, department heads and senior management serve as invaluable resources in explaining how internal equity relationships have evolved over time and explaining the nuances between the differences in jobs.

Job Assessment Tool and Management Issue Tool

Another important activity undertaken at this time is the distribution of Evergreen’s Job Assessment Tool© (JAT). These questionnaires are central components of the job evaluation process. The JAT asks a series of questions regarding an employee’s job that captures the nature of the job and how it interacts with work within the organization.

The JAT contains questions that ask about each of the following areas:

- scope of duties;
- complexity of work;
- supervision received and exercised;
- physical requirements;
- financial responsibilities;
- analytical/mental requirements;
- knowledge and skills required for the job; and
- level of responsibility/reporting relationships.

Evergreen will contact the client’s Project Manager should there be a need to clarify question responses or issues with information collected from the JAT. Due to budgetary constraints faced by many of our clients, we have designed the JAT as a web-based tool so that data can be collected electronically. If requested, we can also provide a paper-based version of the tool.

Exhibit 3-1 below depicts a screenshot of the JAT home screen showing the levels of access for a Supervisor. Supervisors have access to their own surveys in addition to the ability to review and approve the surveys of their direct reports. The supervisor review process ensures validation of the JAT data collected from employees and prevents comments made by employees from being taken out of context.



Exhibit 3-1 Supervisor's JAT Home Screen

JOB ASSESSMENT TOOL JAT » Questionnaire

Project Name: Sample City Comp & Class 2024

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

[Employee JAT](#)

[Supervisor I Review](#)

[Management Issues Tool](#)

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

Source: Evergreen Solutions, 2025

Exhibit 3-2 illustrates how Evergreen uses the JAT to collect functional details of employee's jobs. Seeking to understand how employees summarize their responsibilities in their own words allows our analysis to expand beyond what may be conveyed in a traditional job description. An informal survey of municipal employees revealed that 90 percent felt that the job descriptions held on file with their employers were inaccurate or incomplete representations of their duties. Understanding this, Evergreen designed the JAT to fill in those gaps to ensure that the entirety of an employee's job is analyzed within the context of the study.



Exhibit 3-2 Job Description and Responsibilities

Basic Information

Job Introduction

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

Supervisory Responsibilities

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

Directly

Indirectly

Type of Work

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

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

Education and Experience

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

Recommended Minimum Education for a New Hire

Choose One

Recommended Minimum Experience for a New Hire

Choose One

Licenses and Certifications

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

Required

Preferred

Submit

Source: Evergreen Solutions, 2025



Exhibit 3-3 shows a similar page in which employees are asked to list the Essential Functions of their job using their current job description as a starting point (if available). These are the tasks and activities that define the classification and make it unique. Gathering information such as this allows Evergreen to assess the validity of the present classification structure and identify classifications or individuals within classifications that need to be restructured or reclassified.

**Exhibit 3-3
Job Functions**

View Job Description

Task	Description
<div style="border: 1px solid #ccc; padding: 5px;"> <p>Choose One ▼</p> <ul style="list-style-type: none"> Choose One <li style="background-color: #0070c0; color: white; padding: 2px;">Add task to Job Description Remove task from Job Description Edit task in Job Description </div>	<div style="border: 1px solid #ccc; height: 30px; width: 100%;"></div>

Source: Evergreen Solutions, 2025

In addition to the JAT, Evergreen will also distribute our Management Issues Tool (MIT). The MIT is distributed to supervisors and managers and is used to collect specific information from supervisors and managers related to such issues as recruitment and retention problems, classification issues, pay equity issues, problems with titles, and other related issues. Each MIT will be logged and a specific response will be provided. The MIT process is designed to allow supervisors and managers to give direct input into the process and they serve as “red flags” to Evergreen staff during the analysis portion of the project.

Preliminary Assessment

As a starting point for analysis, Evergreen’s project consultants review the client’s database in comparison to the pay plan and information collected from the JATs to produce a preliminary assessment. The preliminary assessment summarizes the strengths and weaknesses of your human resource management system. The compensation analysis focuses on the number of pay grades, range widths, percentage differences between grades, step plans versus open range plans, and the expected time to reach full job competency. The overall analysis focuses on structure, movement, and equity (internal) as well as specific concerns such as turnover, longevity, compression, and range anomalies. The issues we identify in the assessment become core considerations in creating the potential solutions later in the process.

Job Evaluation

The next step in the process is to review responses to the JATs and identify any possible misclassifications. Once the review of the JATs has been completed, Evergreen’s consultants will evaluate all jobs on each of the



	<p>compensatory factors, score each position, and determine if there is any need for further investigation of specific positions. If serious discrepancies exist, Evergreen’s consultants will work directly with the Client Project Manager to resolve any issues. Once work has been properly classified, changes in the current classification system rankings can be recommended. Our goal is to produce a classification system that reflects the internal equity relationships suggested by the JAT scoring conducted earlier.</p>
<p>Compensation</p>	<p>Our approach to compensation analysis is based on the belief that compensation should be organization-specific, fair, equitable, and directly tied to strategic goals. To ensure that all these criteria are met, we will conduct an extensive analysis on the relevant labor market, the internal structure and inter-relatedness of jobs within the organization, and the relative worth of jobs within the organization vis-à-vis the compensation philosophy.</p>
	<p>The most traditional component of a total compensation program is base pay (fixed pay). However, inclusion of benefits in total compensation strategy is not a new concept. Provision of benefits was originally a recruitment tool, though over time the provision of core benefits has become an expectation. Research shows that public sector organizations commonly use superior benefits packages as a way to offset structural disadvantages in base pay. The purpose of the survey is to collect information for comparison to current offerings, and making recommendations for change consistent with the parameters of the organization’s compensation philosophy.</p>
<p>Market Salary Survey</p>	<p>A key component of assessing compensation is to consider market position, which is sometimes referred to as external equity or competitiveness. Evergreen’s consultants wait until well into the classification analysis to design the market survey to ensure that jobs are understood, anomalies in classification characteristics are documented, and sufficient input has been received. The market survey will obtain standard range information related to minimum, midpoint, and maximum salaries. Data collection will focus on the public sector, but will include information from the private sector where applicable. Further, we will look to include any employers to whom the organization has recently lost employees.</p>
<p>Benchmarks</p>	<p>One of the most important components of the external assessment is in the selection and utilization of benchmark positions for the labor market survey. We will work with the client to identify the appropriate number of benchmark positions to best suit the client’s needs in the labor market survey. Based on our experience, we have found that it is simply not practical to survey all positions within the organization—the resulting surveys become too cumbersome for labor market peers to complete, and the response rate on the whole suffers. We ensure, through multiple checks and balances, that the benchmark positions chosen will represent a broad spectrum of positions across the organization, from all job families, pay levels, and functional areas.</p>



Targets | To conduct an external labor market assessment, we work with the client to identify the most appropriate targets to survey. Evergreen selects peer organizations based on the local labor competition, regional markets, and class-specific markets. Peer organizations should be those organizations that compete with the client for labor in at least one job family. An appropriate mix of peers in the public and private sectors will be included in the survey, and if necessary, augmented with published secondary data sources.

Typically, Evergreen waits until the outreach process has been completed to identify the complete list of market peers. This is because we often will uncover specific information during the focus group and interview sessions that identifies potentially critical survey targets. Ideally, we would like to work with the client after the outreach has been concluded to identify the final list of potential market peers.

An important factor of our methodology is that the client has the final approval of all aspects of the study. We will not proceed with the analysis unless the client is completely comfortable with the survey targets chosen. Often, there are different factors impacting an organization, such as proximity to a major metropolitan area, technology corridor, or specific market (i.e., military base), that have a direct effect on its ability to recruit and retain employees in specific positions. These factors have to be taken into account when selecting survey targets. Once the targets are selected and approved, the survey instrument is developed and sent to the client for final approval. Subsequent to client approval, the survey is then distributed to the targets in both paper and electronic formats.

Evergreen uses a four-fold method of communicating with respondents. Our staff notifies the target group that the survey is being sent or made available, confirms receipt, and encourages participation. Once the data are received, they are cleaned, validated, and summarized. A separate report is issued that shows the results of the salary survey.

Unifying the Solution | After determining the appropriate division of work and market position, the compensation structure can be created. There is not a single, perfect solution for every client partner. The nuances and unique characteristics of each client necessitate a customized solution to best meet the organization's needs.

The Evergreen Team has considerable experience in developing multiple solutions and working with client partners to determine the one that best meets their needs. Our analytical team uses a variety of tools to produce various potential solutions: regression analysis, market thresholds, and other human resource models. Several major options are presented to the client's team before the implementation plan is created.

It is at this stage in the process that we typically meet with the client to identify the direction of the final solution. We will present to the client a draft report for review and comment. We typically ask the client to examine the draft solution objectively and provide insights and recommendations on



**Compensation
Administration
Guidelines**

the direction of the report. When this process is completed, Evergreen's consultants will proceed with the final solution. The solution also contains information regarding fiscal impact and implementation.

In order for clients to maintain the recommended compensation system, Evergreen develops compensation administration guidelines for use by the client after completion of the study. The guidelines will include recommendations on installation and continuing administration of the system. The team first conducts a review of current practices and procedures then assesses their effectiveness, compliance with legal guidelines, and applicability to the recommended system.

Once this review and assessment are complete, revisions to the current practices and/or new guidelines can be recommended, as needed. At a minimum, the recommendations will address areas such as:

- how employees will move through the pay structure/system as a result of transfers, promotions, or demotions;
- how to pay employees whose base pay has reached the maximum of their pay range or value of their position;
- the proper mix of pay;
- how often to adjust pay scales and survey the market;
- timing of implementation; and
- how to keep the system fair and competitive over time.

**System
Maintenance**

Our goal is to produce recommendations that are effective and that can be maintained by our clients. We are strongly committed to providing transparent and replicable solutions. In essence, when we complete our core assignment, our goal is that our client's staff can maintain and update the system on their own. We are readily available to provide assistance, but our goal is to give our clients all the tools and training that are needed. Towards this end we will provide the Human Resources staff with all necessary tools and training to maintain the system over time.

Based on client needs and industry best practices, Evergreen has developed a classification and compensation maintenance tool to assist our clients with implementing, managing, and updating the solutions: **JobForce Manager**. This tool allows our clients to estimate future pay plan changes, update market information, make determinations on reclassifications, and create new jobs. By automating these tasks, **JobForce Manager** allows our clients to not only streamline, but also increase the fairness and transparency of regular classification and compensation tasks after solution implementation.

Exhibit 3-4 displays the interface from **JobForce Manager** for determining a positions pay grade; additional features include a job scoring tabulation sheet, market survey results database and summary report, pay plan report, and employee salary calculators for modeling fiscal impacts of compensation changes at the employee level. All data and reports are downloadable and printable, so they can be provided to key decision makers.



**Exhibit 3-4
JobForce Manager Tool**

Department	Class Title ▲	JAT Score	JAT Projected Grade Min	JAT Projected Grade	JAT Projected Grade Max	Market Midpoint	Market Projected Grade	Pay Plan (Select)	Grade (Select)	Assigned Min	Assigned Mid	Assigned Max
Finance	Accounting Manager	525.0	E06	E07	E08	\$93,351.97	E09	Exempt	E10	\$75,599.66	\$96,389.57	\$117,179.48
Finance	Accounts Payable Clerk	300.0	NE05	NE06	NE08			Non-Exempt	NE07	\$29,169.65	\$34,214.08	\$39,258.50
Finance	Accounts Payable Supervisor	443.8	NE15	NE17	NE18	\$72,318.33	NE22	Non-Exempt	NE18	\$49,889.99	\$58,517.68	\$67,145.36
Parks & Recreation	Adaptive Recreation Specialist	400.0	NE12	NE13	NE15			Non-Exempt	NE16	\$45,251.70	\$53,077.26	\$60,902.83
Community Development	Addressing Coordinator	337.5	NE08	NE09	NE10			Non-Exempt	NE18	\$49,889.99	\$58,517.68	\$67,145.36
City Manager's Office	Administrative Assistant	268.8	NE03	NE04	NE05	\$45,432.78	NE13	Non-Exempt	NE12	\$37,228.69	\$43,666.79	\$50,104.90
Community Development	Administrative Assistant	268.8	NE03	NE04	NE05	\$45,432.78	NE13	Non-Exempt	NE12	\$37,228.69	\$43,666.79	\$50,104.90
Engineering	Administrative Assistant	268.8	NE03	NE04	NE05	\$45,432.78	NE13	Non-Exempt	NE12	\$37,228.69	\$43,666.79	\$50,104.90
Legal	Administrative Assistant	268.8	NE03	NE04	NE05	\$45,432.78	NE13	Non-Exempt	NE12	\$37,228.69	\$43,666.79	\$50,104.90
Police	Administrative Assistant	268.8	NE03	NE04	NE05	\$45,432.78	NE13	Non-Exempt	NE12	\$37,228.69	\$43,666.79	\$50,104.90
Public Works	Administrative Assistant	268.8	NE03	NE04	NE05	\$45,432.78	NE13	Non-Exempt	NE12	\$37,228.69	\$43,666.79	\$50,104.90
Public Works	Administrative Assistant	268.8	NE03	NE04	NE05	\$45,432.78	NE13	Non-Exempt	NE12	\$37,228.69	\$43,666.79	\$50,104.90
Legal	Administrative Assistant-Pt	275.0	NE03	NE05	NE06			Non-Exempt	NE12	\$37,228.69	\$43,666.79	\$50,104.90
Police	Animal Control	387.5	NE11	NE13	NE14	\$43,228.82	NE12	Non-	NE14	\$41,044.63	\$48,142.64	\$55,240.65

Source: Evergreen Solutions, 2025

3.2 Detailed Work Plan

The detailed work plan that Evergreen proposes to use to conduct the Classification and Compensation Study for the City of Biddeford is provided in this section. Evergreen understands that the City has approximately 70 non-union employees that will be included in the study.

Our work plan consists of the following 11 work tasks:

- Task 1: Project Initiation
- Task 2: Evaluate the Current System
- Task 3: Collect and Review Current Environment Data
- Task 4: Evaluate and Build Projected Classification Plan and Make FLSA Determinations



Task 1.0
Project Initiation

- Task 5: Identify List of Market Benchmarks and Approved List of Targets
- Task 6: Conduct Market Salary Survey and Provide External Assessment Summary
- Task 7: Develop Strategic Positioning Recommendations
- Task 8: Conduct Solution Analysis
- Task 9: Develop and Submit Draft and Final Reports
- Task 10: Develop Recommendations for Compensation Administration
- Task 11: Provide Revised Class Descriptions

TASK GOALS

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

TASK ACTIVITIES

- 1.1 Discuss with the City's Project Manager (CPM) and any other key personnel (i.e., City leadership) the following objectives:
- the classification and pay plan study process;
 - understand mission and current compensation philosophy;
 - review our proposed methodology, approach, and project work plan to identify any necessary revisions;
 - reach agreement on a schedule for the project including all assignments and project milestones/deliverables; and
 - establish an agreeable communication schedule.
- 1.2 Identify potential challenges and opportunities for the study. Discuss the strategic direction of the City and some of the short- and long-term priorities. This activity serves as the basis for assessing where the City is going and what type of pay plan will reinforce current and future goals.
- 1.3 Obtain relevant materials from the City, including:
- any previous projects, research, evaluations, or other studies that may be relevant to this project;



**Task 2.0
Evaluate the Current
System**

- organizational charts for the departments and divisions, along with related responsibility descriptions;
- current position and classification descriptions, salary schedule(s), and classification systems

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

1.5 Provide status updates to the CPM throughout the study.

KEY PROJECT MILESTONES

- Comprehensive project management plan
- Comprehensive database of non-union staff

TASK GOAL

- Conduct a comprehensive preliminary evaluation of the existing compensation plan(s) for the City.

TASK ACTIVITIES

2.1 Obtain the existing pay structure and compensation philosophy (if any). Review the existing pay structure and look for potential problems and issues to be resolved.

2.2 Identify the strengths and weaknesses of the current pay plan(s) for the City. Identify any pay compression issues and discuss solutions with the CPM.

2.3 Complete an assessment of current conditions that details the pros and cons of the current system, taking into consideration compensation, as well as highlights areas for potential improvement in the final adopted solution.

KEY PROJECT MILESTONES

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

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

TASK GOALS

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



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

TASK ACTIVITIES

- 3.1 Schedule and conduct employee orientation sessions to describe the scope of work and methodology.
- 3.2 Interview department heads to obtain relevant information and statistical data on specific compensation issues and policies. Obtain insight into perceived current compensation system strengths and weaknesses.
- 3.3 Hold focus groups with a sample of employees to obtain additional relevant information and statistical data on specific compensation issues and policies.
- 3.4 Work with the CPM and the Human Resources staff to administer the JATs and MITs to employees. Our staff utilizes a web-based tool for data collection, but we can provide paper copies as well as those for classifications without computers or Internet access. We will seek approval from the CPM before distribution of the JAT/MIT questionnaire.
- 3.5 Review any data provided by the City that may provide additional relevant insight.

KEY PROJECT MILESTONES

- Department head interviews
- Employee focus groups and orientation sessions
- JAT/MIT distribution

TASK GOALS

- Identify the classification of existing positions utilizing the approved method for job evaluation.
- Characterize internal equity relationships within the City.

TASK ACTIVITIES

- 4.1 Ensure that draft class specifications 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.



**Task 5.0
Identify List of
Market Surveys
Benchmarks and
Approved List of
Targets**

- 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 Review recommendations with the CPM.

KEY PROJECT MILESTONES

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

TASK GOALS

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

TASK ACTIVITIES

- 5.1 Identify the classifications that will be used as benchmarks for the market salary survey. **Note:** Evergreen will work with the CPM to identify non-union classifications to use as benchmarks for the market salary survey.
- 5.2 Finalize the list of positions with the CPM.
- 5.3 Develop a preliminary list of organizations for the external labor market salary survey, placing a comparative emphasis on characteristics such as:
 - size of the organization;
 - geographic proximity to the Biddeford area;
 - economic and budget characteristics; and
 - other demographic data.



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

- 5.4 Review and finalize with the CPM up to 20 peer organizations that will be included in the market salary survey.
- 5.5 Develop a system for use of secondary data including potential sources and weighting of secondary data, if necessary.
- 5.6 Review survey methodology with the CPM and refine survey methodology prior to distribution of the survey.
- 5.7 After approval of survey methodology, develop contact list of peer organizations and notify peers of impending survey.

KEY PROJECT MILESTONES

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

TASK GOALS

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

TASK ACTIVITIES

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

KEY PROJECT MILESTONES

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



**Task 7.0
Develop Strategic
Positioning
Recommendations**

TASK GOALS

- Determine the City's compensation philosophy.
- Develop a plan for non-union 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 pay structure (i.e., step system, merit-based, hybrid, etc.) for the City's non-union positions.
- 7.3 Produce a revised or new pay structure that best meets the needs of the City from an internal and external equity standpoint.

KEY PROJECT MILESTONES

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

**Task 8.0
Conduct Solution
Analysis**

TASK GOALS

- Conduct analysis comparing job evaluation values.
- Survey results for the benchmark positions.
- Produce several possible solutions for implementation.

TASK ACTIVITIES

- 8.1 Conduct regression analysis or other appropriate techniques to properly slot each classification into the proposed pay plan for the City.
- 8.2 Place all classifications into pay grades based on **Task Activity 8.1**. Sort alphabetically by job class title, in descending order by range, and by old class title and new class specifications.
- 8.3 Create implementation solutions for consideration that take into account the current position of the City as well as the findings from the classification and compensation analysis. Identify and prepare a range of compensation policy alternatives.



**Task 9.0
Develop and Submit
Draft and Final
Reports**

- 8.4 Meet with the CPM to discuss the potential solutions.
- 8.5 Determine the best solution to meet the needs of the City in the short-term and long-term.
- 8.6 Document the accepted solution.

KEY PROJECT MILESTONES

- Initial regression analysis
- Potential solutions
- Documented final solution

TASK GOALS

- Develop and submit a draft and Final Report of the Classification and Compensation Study to the City of Biddeford.
- 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 necessary copies of the Final Report to the CPM.
- 9.3 Present the Final Report to the City Council and/or other stakeholders, as required.
- 9.4 Develop a communication plan for sharing study results with non-union employees.
- 9.5 Develop a plan for maintaining recommendations over time.

KEY PROJECT MILESTONES

- Draft and final reports
- Final presentation
- Communication plan
- Implementation and maintenance database



**Task 10.0
Develop
Recommendations
for Compensation
Administration**

TASK GOALS

- Develop recommendations for continued administration by City staff to sustain the recommended system.
- Conduct training.

TASK ACTIVITIES

- 10.1 Develop recommendations and guidelines for continued administration and maintenance of the job classification study for 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;
 - how often to adjust pay grades and survey the market;
 - the timing of implementation; and
 - how to keep the review fair and competitive over time.
- 10.2 Finalize recommendations.
- 10.3 Provide training and instructional tools to the Human Resources staff to ensure that staff can conduct individual salary audits/adjustments consistent with study methods until the next formal study is conducted using Evergreen's **JobForce Manager** tool that will enable the 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 classification and compensation tasks after solution implementation.

KEY PROJECT MILESTONES

- Recommendations for compensation administration
- Training on Evergreen's **JobForce Manager** tool

**Task 11.0
Provide Revised
Class Descriptions**

TASK GOALS

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



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- Provide final version of all class descriptions/specifications in electronic format (i.e., MS Word).

TASK ACTIVITIES

- 11.1 Assess current class descriptions for form, content, validity, and ADA, FLSA, EEO compliance, etc.
- 11.2 Discuss any necessary changes to the class description format with the CPM.
- 11.3 Update classification descriptions based on data gathered from the job evaluation process.
- 11.4 Create new class descriptions only for those classifications recommended by Evergreen as a result of the job evaluation process.
- 11.5 Recommend a systematic, regular process for reviewing class descriptions.

KEY PROJECT MILESTONES

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

3.3 Proposed Timeline

Evergreen possesses the ability, staff, skills, and tools to conduct a Classification and Compensation Study for the City of Biddeford in approximately four months of the project start date and execution of a contract. Our proposed timeline is based on a tentative start date of November 15, 2025, and a completion date of March 15, 2026.

Our proposed timeline, as identified in **Exhibit 3-5**, can be modified in any way to best meet the needs of the City of Biddeford.



**Exhibit 3-5
Proposed Timeline**

PROJECT TASKS	2025		2026		
	NOV	DEC	JAN	FEB	MAR
1.0 - Project Initiation	█				
2.0 - Evaluate the Current System		█			
3.0 - Collect and Review Current Environment Data		█			
4.0 - Evaluate and Build Projected Classification Plan		█	█		
5.0 - Identify List of Market Survey Benchmarks and Approved List of Targets			█		
6.0 - Conduct Market Salary and Provide External Assessment Summary			█	█	
7.0 - Develop Strategic Positioning Recommendations				█	
8.0 - Conduct Solution Analysis				█	
9.0 - Develop and Submit Draft and Final Reports					█
10.0 - Develop Recommendations for Compensation Administration					█
11.0 - Provide Revised Class Descriptions				█	█



Section 4.0
Comparable Projects



4.0 *Comparable Projects*

In this section, we provide you with a list of similar studies we have conducted or are currently under contract to conduct.

Select Relevant Experience

Because Evergreen has conducted more than 1,500 projects that are similar in scope to the services being requested by the City of Biddeford we have included in this section only a sample of some of our similar more recent local government work. **Evergreen also conducted a Classification and Compensation Study for Portland Public Schools, ME.**

Classification and Pay Study City of Portland, Maine

Evergreen was hired by the City of Portland to conduct a Classification and Pay Study in two phases. Phase One will focus on engaging stakeholders in defining a refined compensation philosophy and guiding the City in establishing a new pay philosophy; creating a pay plan(s) that balances internal equity and external competitiveness; enabling salary progression over an employee's career to support retention; and ensuring compensation for non-union employees is thoughtful, competitive, and equitable. Phase Two will involve developing a comprehensive performance evaluation program for non-union staff, tied to a merit bonus incentive system.



Classification and Compensation Study and Analysis Town of Bridgewater, Massachusetts

Evergreen Solutions was retained by the Town of Bridgewater to conduct a Classification and Compensation Study and Analysis. The purpose of study was to address changes in Town operations and staffing over the past several years, which might have affected the type, scope, and level of work being performed and to also address Police and Fire compensation that took into account the various benefits. The objectives of the study were to: attract and retain qualified employees; ensure positions performing similar work with essentially the same level of complexity, responsibility, authority, and knowledge, skills, and abilities are classified together; provide salaries commensurate with assigned duties; clearly outline promotional opportunities and provide recognizable compensation growth; provide justifiable pay differential between individual classes; and maintain a competitive position with other comparable government entities and private employers within the same general geographic areas.



**Compensation and Classification Review
City of Cambridge, Massachusetts**

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



**Compensation Study
City of Portsmouth, New Hampshire**

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



**Classification and Total Compensation Review
City of Manchester, New Hampshire**

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



**Job Classification and Compensation Study
Town of Wethersfield, Connecticut**

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



**Classification and Total Compensation Study
Town of Plainville, Connecticut**

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



**Compensation Consultation Services
Genesee County, New York**

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



**Employee Compensation Study
Livingston County, New York**

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



**Compensation Study
City of Seaford, Delaware**

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



**Classification and Compensation Study
City of Milford, Delaware**

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



**Classification and Compensation Study
City of Laurel, Maryland**

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



Classification and Compensation Study Services City of Westminster, Maryland

Evergreen Solutions was retained by the City of Westminster to provide Classification and Compensation Study Services. The scope of work included the review and updating of the City's current job descriptions as well as providing technical assistance in the development of a comprehensive performance evaluation system to integrate with the new classification system. The primary objectives for this study was to:

- develop a formal compensation philosophy for adoption by the Mayor and Common Council;
- identify comparable benchmark employers to guide the City's future employee salary and benefit decisions to facilitate the attraction and retention of high-performance staff members, while being financially sustainable;
- establish a comprehensive job classification system using the approved job evaluation system that accommodates the City's needs for an internally and externally equitable, defensible, market sensitive, and easily administered system for all current and future positions within the City;
- train Human Resources staff to apply the adopted compensation philosophy to maintain the adopted classification and compensation system; and
- provide legally defensible classification specifications (ADA, FLSA, and any other applicable federal and state laws).

Note: Evergreen was again hired in early 2021 to conduct a Compensation Plan update.



Classification and Compensation Plan Review City of Annapolis, Maryland

Evergreen Solutions was engaged with the City of Annapolis to conduct a Classification and Compensation Plan Review. The primary objectives of the study were to: review and revise the current classification system; review and revise job descriptions; determine relevant competitive markets by conducting a salary survey of selected peer organizations; propose guidelines for an improved or new compensation program; and provide recommendations to keep the current pay structure competitive.



**Salary and Benefits Review, and Analysis
City of Hyattsville, Maryland**

Evergreen Solutions was hired by the City of Hyattsville to conduct a Salary and Benefits Review and Analysis of all classifications. The process included a comprehensive review of market compensation averages using a detailed duties-based salary survey approach as well as a comprehensive benefits survey. Market position was determined, a compensation philosophy was developed and strategic positioning recommendations were made with the goal of providing the City a more equitable compensation model. **Note:** Evergreen was again hired in 2016 to conduct a Compensation System Analysis for the City. Evergreen also conducted a Compensation Plan Update for the City in 2023.



**Compensation Study
City of Hagerstown, Maryland**

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



**Job Classification and Compensation Study
City of Baltimore, Maryland**

Evergreen Solutions was engaged with the City of Baltimore to conduct a Job Classification and Compensation Study. Evergreen conducted a total compensation survey using both private and public companies, using not only job titles, but duties and responsibilities based upon classification specifications for the seven existing classifications (i.e., Engineers, Nurses, Public Health Representative, Forensic Scientist, Safety Enforcement Officers) from the City. Based on the results, Evergreen determined the most appropriate market pay for each position in consideration of the City's compensation practices/philosophy. Evergreen further completed an internal base salary relationship analysis, including the development of appropriate internal relationship and equity guidelines, developed external competitive and internal equitable salary recommendations for each classification included within the study, and prepared and recommend a salary range to each classification which reflected the results of the market survey and the analysis of the internal relationships to include impact analysis. **Note:** Evergreen was again hired in both 2022 and 2023 to conduct a Compensation Study.



**Employee Compensation and Classification Study
City of Takoma Park, Maryland**

Evergreen was hired by the City of Takoma Park to conduct an Employee Compensation and Classification Study. Evergreen performed the following tasks: analyzed internal equity and provided potential solutions to address any inequities identified; defined and identified relevant labor markets and survey sources; recommended adjustments to ensure salaries remain competitive in the marketplace; and analyzed pay of comparable public employers in the region and provided recommended benchmarking. At the end of the study, Evergreen developed a final report and present the findings to the City Manager, Mayor, City Council and City Unions.



**Classification and Compensation Study and Time Use Study
Harford County, Maryland**

Evergreen was hired by Harford County to conduct a Classification and Compensation Study for the County's 1,200 full-time employees. The purpose of this study is to address changes in the County's operations and staffing. The objectives of this study are to: attract and retain qualified employees; ensure positions performing similar work with essentially the same level of complexity, responsibility, and knowledge, skills, and abilities are classified together; provide salaries matching with assigned duties; clearly outline promotional opportunities and provide recognizable compensation growth; provide justifiable pay differential between individual classes; and maintain a competitive position with other comparable government entities and private employers within the same geographic area proposed by the consultant with consideration from the County; and implement strategies to improve efficiency, streamline processes, optimize productivity.



**Wages and Salary Scale Study
Washington County, Maryland**

Evergreen Solutions was retained by Washington County to conduct a comprehensive study of the County's wages as they related to neighboring jurisdiction's wages and salaries, the purpose of which was to assure adequacy of pay and employee wages when compared to area private and public employees. Evergreen met with each Division Director to gather information regarding pay issues that were unique to their departments. Evergreen conducted a brief review of the method of classifying positions to ensure its adequacy in today's pay and classification environment. Using the current or revised classification system, Evergreen evaluated all positions and placed them in an appropriate "grade". Evergreen recommended a system the County could use in the years to come to evaluate job positions.



**Compensation Study
Allegany County, Maryland**

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



**Classification and Compensation Study
Frederick County, Maryland**

Frederick County retained Evergreen Solutions to conduct a Classification and Compensation Study for the County's 2,950 employees. Evergreen conducted a job analysis to determine internal equity within the County and updated job descriptions based on findings from the analysis. Evergreen also conducted a salary survey by comparing the County's positions to the market in order to provide recommendations to the County to make their salaries more competitive for recruitment and retention purposes.



**Classification and Compensation Study
Prince George's County, Maryland**

Evergreen Solutions was retained by Prince George's County to conduct a Classification and Compensation Study for approximately 7,000 employees. Evergreen performed the following tasks: conducted a job analysis to establish and/or redefine grades, classifications groups, and job relationships; identified benchmark jobs from each grade/classification to survey in the market; determined a relevant job market; conducted a customized market salary survey; performed survey data analysis and recommended appropriate pay structures; provided a cost analysis of all recommendations; and presented a final report to the County. Evergreen also provided recommendations for the ongoing internal administration and maintenance of the proposed compensation and classification plan. **Note:** Evergreen was again hired in 2025 to assist the County in developing classification and compensation guidelines and to provide support for implementation strategies.



**Classification Study
Talbot County, Maryland**

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



**Classification and Compensation Study
Garrett County, Maryland**

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



**Compensation and Classification Study
Charles County, Maryland**

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



**Compensation Study
Town of Ocean City, Maryland**

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



**Compensation Study
Montgomery County, Pennsylvania**

Evergreen Solutions was retained by Montgomery County to conduct a Compensation Study. The study included an examination of the County's compensation plan in order to provide recommendations for compensation policies, procedures and practices which covered 3,100 full-time employees. and allowed the County to be competitive in the marketplace for attracting and retaining qualified employees.

Evergreen recommended and identified a market position for the County by administering a comprehensive labor market salary survey to select public and private sector peers. Evergreen also conducted a comparative analysis of benefits provided in the market that included PTO, health, dental, vision and prescription, including percentage of contribution between employee and employer, long term disability (LTD), life insurance and pension benefits. Evergreen then recommended appropriate salary ranges (i.e., min, mid, and max) for all non-represented classifications. Evergreen prepared a cost analysis for the recommended salary ranges



**Gender Disparity Study
City of Pittsburg, Pennsylvania**

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



**Classification and Compensation Study
City of Falls Church, Virginia**

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



**Pay and Classification Study
City of Williamsburg, Virginia**

Evergreen Solutions was retained by the City of Williamsburg to conduct a Pay and Classification Study. Employees participated in focus groups, interviews, and a job analysis was conducted to determine the best classifications for the work performed. In addition, pay ranges were analyzed in the marketplace to determine the appropriate pay levels for all jobs. Recommendations were provided to improve the fairness and equity in the current classification and compensation system.



**Classification and Compensation Study
City of Fredericksburg, Virginia**

Evergreen Solutions was engaged with the City of Fredericksburg to conduct a Classification and Compensation Study. Evergreen conducted a full job analysis of City positions and revised, if necessary, existing job descriptions based upon the findings of the job analysis. Evergreen also surveyed the local labor market to ensure that the City's overall package of compensation and benefits was competitive and evaluated whether the City's current human resources policies were affecting the City's ability to compete in the labor marketplace. Evergreen assisted the City in updating its current classification and compensation plan and developing a strategy to increase employees' pay to a competitive level that aligned with the results of the study. Evergreen provided recommendations to the overall classification and compensation plan that provided internal equity and that was competitive in the marketplace to attract and retain qualified employees.



**Classification and Compensation Study
City of Norfolk, Virginia**

Evergreen Solutions was hired in 2024 by the City Norfolk to conduct a Compensation and Classification Study in two phases. In Phase I, Evergreen reviewed existing compensation plans to understand the current challenges facing the County in recruiting and retaining employees; provided the City with a review of benchmark cities and compensation policies; proposed a comprehensive plan; recommended the appropriate placement of each existing position on the proposed step plan; completed a compression analysis; and recommended implementation strategies for the updated pay plans. For Phase II, Evergreen will review internal equity, make FLSA determinations, and update job descriptions. **Note:** The City of Norfolk had 5,000 employees at the time of the study. **Note:** Evergreen was previously hired in 2022 to conduct a Classification and Compensation Study.



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

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



**Classification and Compensation Study
City of Hopewell, Virginia**

Evergreen was hired by the City of Hopewell to conduct a Classification and Compensation Study. Evergreen performed the following tasks: conducted a compression analysis; reviewed current classification grade methodology and proposed recommended strategies for the City; updated and/or created ADA compliant job descriptions; compared position description questionnaires to existing job descriptions; analyzed existing internal hierarchy based on job relationships, identifying problem areas within the current internal hierarch system, and proposed implementation methods to correct identified problems; recommended appropriate salary range for each existing or proposed position; and recommended implementation strategies.



**HR Market Study
Botetourt County, Virginia**

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



Classification and Compensation Study County of Culpeper, Virginia

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



Classification and Compensation Study (Phase I) Loudoun County, Virginia

Evergreen Solutions was engaged with Loudoun County to conduct a Classification and Compensation Study. Evergreen conducted a comprehensive review and evaluation of the County's compensation philosophy and competitive market and made recommendations to retain, modify and/or change the compensation philosophy and/or competitive market. Evergreen also conducted a comprehensive review and evaluation of policies governing the County's total compensation program (pay and benefits offerings) and classification system; benchmarked the elements of the County's total compensation and classification program against its current competitive market and other potential competitor jurisdictions; and made recommendations to retain, modify and/or change elements of the total compensation and classification program.

Evergreen further conducted a comprehensive review and an evaluation of the County's performance plan system; benchmarked the County's system against the job description systems of its competitive market and other potential competitor jurisdictions; and made recommendations to retain, modify, or change the current system. In the end, Evergreen provided comprehensive recommendations for modifying classification and compensation policies and procedures.



**Classification and Compensation Study (Phase II)
Loudoun County, Virginia**

Evergreen Solutions was again hired by Loudoun County to conduct a Classification and Compensation Study (Phase II) for more than 3,500 employees. Evergreen accomplished the objectives of the Phase II of the study by performing the following tasks:

- developed recommendations on a strategy to implement and administer a compensation philosophy range of 95 percent to 105 percent of the comparator market.
- conducted a comprehensive benchmark market analysis of all County jobs.
- developed a new market competitive pay plan to include an open range pay plan for the general workforce and a “grade and step” pay plan for Public Safety positions.
- provided recommendations for any additional pay incentives and supplements that assisted in maintaining competitive pay as described in Loudoun’s compensation philosophy.
- reached out to peers for information relating to pay grades, pay policies, and benefits information.
- developed a new comprehensive classification system that allows for more levels and specificity within and across each job group, to include the development of standardized job descriptions.
- obtained an analysis of pay compression within the County and recommendations for addressing pay compression once a new pay plan was implemented; and
- developed recommendations for revisions to the Board approved classification and compensation policies found in Chapter 5 of the Human Resources Handbook.



**Job Analysis
Prince William County, Virginia**

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



Classification and Compensation Study Chesterfield County, Virginia

Evergreen Solutions was on contract with Chesterfield County to conduct a Classification and Compensation Study and Pay Plan Development for Public Safety. The study included an examination of the County's classification and compensation system in order to make recommendations for compensation policies, practices, and procedures; and develop a Public Safety Pay Plan. Evergreen worked with the County to develop a comprehensive plan for County employees based upon an objective analysis and thorough evaluation of job content and internal equity. Evergreen reviewed current job descriptions, salary relationships, classifications, and grade methodology. Based on this review and a compression analysis, Evergreen recommended pay and classification strategies for the County. Evergreen also identified and recommended pay incentives and supplements for employees and policies and procedures to administer the new Public Safety Pay Plan. **Note:** Evergreen was again hired in 2021 by Chesterfield County and Chesterfield County Public Schools to conduct a Compensation Study. Chesterfield County had 3,600 employees at the time that were included in the study.



Comprehensive Classification and Compensation Study Isle of Wight County, Virginia

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

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



**Classification and Compensation Study
Mecklenburg County, Virginia**

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



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

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



**Classification and Compensation Study
City of Rocky Mount, North Carolina**

Evergreen Solutions was retained by the City of Rocky Mount to conduct a Classification and Compensation Study for its 1,365 employees. Evergreen's consultants conducted a comprehensive salary study of appropriate public and private sector organizations as well as non-profits and utilities to determine whether the City's salaries, benefits and wages were competitive within the appropriate job market and reviewed the effectiveness of the City's overall compensation system. Evergreen further reviewed the City's salary structure and pay plan to ensure the City



can support recruitment and retention of employees more effectively and reviewed the accuracy of position titles and descriptions regarding unique characteristics of the position, essential job functions, minimum qualifications, working conditions, licensing requirements, on-call requirements, and supervisory requirements, etc. Evergreen also provided an analysis of the existing internal hierarchy and internal career ladders where appropriate and assisted the city with efforts to more fully develop and clearly outline job progression opportunities and provide recognizable compensation growth. In the end, Evergreen developed and presented final recommendations with an implementation plan that included the impact of implementing recommended adjustments to current salaries both immediately and in the future. **Note:** Evergreen was again hired in 2024 to conduct a compensation plan update for the City.



**Compensation and Classification Study
City of Goldsboro, North Carolina**

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



**Classification and Compensation Study
City of Hendersonville, North Carolina**

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



**Classification and Compensation Study
City of Southport, North Carolina**

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



**Classification and Compensation Study
City of High Point, North Carolina**

Evergreen Solutions was hired by the City of High Point to conduct a Classification and Compensation Study for its more than 1,365 workforce. The aim of this study was to ensure equitable and competitive salaries for all City employees while also establishing a clear and consistent job classification structure. Evergreen assisted the City in attracting and retaining top talent, enhancing employee satisfaction, and improving the overall effectiveness of the City by determining whether the City was competitive in the market and whether its salaries are internally equitable.



**Pay and Classification Study
Buncombe County, North Carolina**

Evergreen Solutions was retained by Buncombe County to conduct a Pay and Classification Study. Evergreen Solutions conducted a classification analysis using Evergreen Solutions' Job Assessment Tool job evaluation methodology in addition to a statistical assessment of current conditions. Evergreen Solutions also analyzed local market and benefits data taken from peer organizations to determine the appropriate compensation levels for benchmark positions. Recommendations for adjustments to the compensation and classifications plan were made and procedures for the continued maintenance of the plans were provided. **Note:** Evergreen was again hired in 2023 to conduct a Compensation Study.



**Position Analysis and Revision Project
Harnett County, North Carolina**

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



Comprehensive Position Classification and Compensation Study Gaston County, North Carolina

Evergreen Solutions was engaged with Gaston County to conduct a Comprehensive Position Classification and Compensation Study for its 1,592 employees. The primary objective of the study was to implement a fair, consistent, competitive, equitable, and legally defensible classification and compensation system that allowed the County to attract, reward and retain qualified individuals. To accomplish this, Evergreen Solutions' consultants performed a comprehensive review of the County's classification and compensation system which included conducting an internal equity analysis of employee salaries.

Evergreen conducted a market analysis in which the County's salary ranges and benefit offerings were compared to the salary ranges and benefit offerings at peer organizations. Evergreen Solutions provided recommendations to create a system that not only aligned with the State of North Carolina's substantially equivalency requirement, but allowed for flexibility so as not to inhibit those departments that were not required to have this alignment. **Note:** Evergreen was again hired in 2021 to conduct a similar study for the County.



Classification and Compensation Study and Benefits Survey New Hanover County, North Carolina

Evergreen Solutions was retained by New Hanover County and the New Hanover Alcohol Beverage Control Board to conduct a Classification and Compensation Study for its employees. Evergreen Solutions' consultants conducted an employee classification and compensation study of public and private employers who were providing equitable services and, based on that study and determined if individualized position/job descriptions were needed, and if so, assisted in the development of those descriptions. Evergreen Solutions prepared a comprehensive analysis that identified New Hanover County's competitive position in the labor market and provided a recommendation for total salaries and benefits, including the total compensation package of insurance and other benefits (including paid leave), and prepared recommendations for compensation policies, including variable incentive pay options, to maintain competitiveness, reward employees, and ensure equity.

Select County and ABC Board members were provided the necessary training and materials so that an understanding of the methodology and how to implement, administer, and maintain the recommended total classification and compensation system could be accomplished.

Note: Evergreen was again hired in 2022 to conduct an update of the County's Classification and Compensation plans.



Compensation and Classification Study Transylvania County, North Carolina

Evergreen was retained by Transylvania County to conduct a Compensation and Classification Study. Evergreen evaluated the current compensation and classification plan and identified classification of existing positions. Evergreen identified appropriate benchmarking standards and conducted a total compensation survey with comparable municipalities and private sector employers, when applicable. Survey data was provided to the County in a usable electronic format for analysis for each position. Evergreen conducted a solution analysis and developed strategic positioning recommendations. Evergreen reviewed the total compensation system, identified potential pay compression and/or inequities (both internally and to the market), and provided recommendations. **Note:** Evergreen was again hired in 2022 to conduct a Compensation and Benefits Study.



Compensation and Classification Study Union County, North Carolina

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

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



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- provided a procedure manual and training for Human Resources employees that enable them to maintain the recommended classification and compensation plan.



Compensation, Classification, and Benefits Study Haywood County, North Carolina

Evergreen Solutions was retained by Haywood County to conduct a Compensation, Classification and Benefits Study. Evergreen's consultants reviewed the County's current pay grades and classification information; conducted salary and benefits surveys of the County's peers; made recommendations to update or restructure the County's pay grades and classification system; and provided revised job descriptions for the updated/restructured classification system.



Salary Equity Study Guilford County, North Carolina

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



Classification System and Pay Plan Development Study Franklin County, North Carolina

Evergreen Solutions was retained by Franklin County to conduct a Classification System and Pay Plan Development Study. The Evergreen Team worked with the County to obtain the current classification system and pay plans. After an initial assessment, Evergreen consultants collected data using the Job Assessment Tool© and conducted market salary and benefits surveys to develop recommendations regarding strategic positioning, a new job classification, and compensation and position evaluation system based on analyses of the data gathered. **Note:** Evergreen was also hired to conduct a Performance Evaluation Study.



**Classification and Compensation Study
Dare County, North Carolina**

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



**Classification and Total Compensation Study
Ashe County, North Carolina**

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



**Classification and Compensation Study
Onslow County, North Carolina**

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



**Compensation Study and Pay Equity and Representative Analysis
Town of Chapel Hill, North Carolina**

Evergreen was hired by the Town of Chapel Hill to conduct a Compensation and Pay Equity and Representative Analysis. Evergreen conducted the following tasks: performed a review of the existing classification plan; simplified and reduced the number of job descriptions and aligned all jobs into job families with similar roles and functions; built career progression ladders; prepared pay progression ladders and progression opportunities; performed a market salary range study; and drafted a compensation philosophy and reviewed and revised pay policies.



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

Evergreen Solutions was engaged with the Town of Clayton to conduct a Compensation Strategy Review and Classification Study. The focus for this project was internal equity and correcting salary compression where it existed, as well as an external market benchmarking/analysis. Recommendations included a review of the current classification system taking into account changes in Federal and State laws in order to provide for legally defensible classification specifications (essential job functions, FLSA, especially exempt/non-exempt status). Evergreen's consultants identified and recommended career pathing, as well as established recommended titling guidelines based on rules incorporating organizational hierarchy. **Note:** Evergreen was again retained in 2022 to conduct an Organizational/ Staffing Study for the Town. Evergreen was also hired in 2024 to conduct a Compensation Plan Update.



**Classification and Compensation Study
Town of Huntersville, North Carolina**

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

- conducted a comprehensive evaluation of every job classification to include job surveys, individual employee interviews or interviews within similar work groups;
- analyzed data and follow-up with employees and/or supervisors to clarify any concerns;
- made initial recommendation to HR Director, Town Management and Department Directors for any changes to existing positions and overall classification plan;



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



**Employee Compensation Study
City of Beaufort, South Carolina**

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



**Wage and Compensation Study
City of Folly Beach, South Carolina**

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



**Employee Compensation and Classification Study
City of Greenwood, South Carolina**

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



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

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

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



**Classification and Compensation Study
City of Mauldin, South Carolina**

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



**Compensation Study
City of Pickens, South Carolina**

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



**Classification and Compensation Study
City of Lancaster, South Carolina**

Evergreen Solutions was retained by the City of Lancaster to conduct a detailed compensation and classification analysis of its employees. Employees participated in focus groups, interviews, and job analysis to determine the best classifications for the work performed. In addition, pay ranges were analyzed in the public and private sector to determine the appropriate pay levels for all included jobs. Recommendations were provided to improve the fairness and equity. **Note:** Evergreen previously conducted a similar study for the City.



**Comprehensive Classification, Compensation, Performance Management
and Benefits Study
City of Columbia, South Carolina**

Evergreen Solutions was retained by the City of Columbia to conduct a comprehensive evaluation of the City's current compensation and classification structure for its 2,352 employees. The primary objective of the study was to determine whether the City's current pay structure, policies, and practices were effective as compared to peer organizations or whether future adjustments were needed. Evergreen's consultants conducted a job-task analysis/job audit of all employee positions to verify and validate information from existing job descriptions. Based on the data collected, Evergreen defined the essential functions of the job class, including, required education, experience, knowledge, skills, and abilities, to ensure compliance with ADA regulations; identified discrepancies between existing and proposed classifications; reported areas that were understaffed or under-utilized; identified management, supervisory, professional, technical and general employees, including each employee's FLSA status (exempt/non-exempt); evaluated and recommended other programs that could be implemented by the City to attract candidates for hard-to-recruit positions; and developed a tool that the City could utilize to evaluate and process future reclassifications.

To ensure external equity, Evergreen consultants compared the City to what other local jurisdictions were doing as it related to salary ranges, steps within ranges, and range spread, and listed options and made recommendations that could improve the City's position in the market and its ability to recruit and retain qualified employees. Evergreen reviewed policies and procedures to determine consistency with prevalent practices among City governments and other local jurisdictions related to setting salaries for new hires, and handling transfers, promotions, additional duty pay and retroactive adjustments.

Evergreen also developed and recommended a new and revised performance appraisal instrument(s) that would support the City's mission and strategic objectives and the City's compensation philosophy, and would work in concert with the classification and pay system that was established. Evergreen consultants worked with the Human Resources Department and other City officials to link the proposed performance evaluation system to the pay structure, and identified any real or perceived internal equity and salary compression issues within the City's various departments/offices, and listed options to address such questions as to how these issues were addressed by other municipalities.

In the end, Evergreen provided recommendations to the classification and compensation structure along with associated costs or savings of implementing those recommendations. Evergreen also provided training/education presentations to managers and senior management staff to ensure that there was an understanding and commitment to the new classification and compensation system. **Note:** Evergreen Solutions was again hired in 2022 to conduct a Compensation Study.



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

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



**Classification and Compensation Study Services
Beaufort County, South Carolina**

Evergreen Solutions was engaged with Beaufort County to provide Classification and Compensation Study Services. The purpose of the study was to address changes in county operations and staffing over the past decades, which may have affected the type, scope, and level of work being performed. The objectives of the study were to: attract and retain qualified employees; ensure positions performing similar work with essentially the same level of complexity, responsibility, and knowledge, skills, and abilities are classified together; provide salaries commensurate with assigned duties; clearly outline promotional opportunities and provide recognizable compensation growth; provide justifiable pay differentials between individual classes; and maintain a competitive position with other comparable governmental entities and private employers within the same geographic area.



**Classification and Compensation Study Services
Dillon County, South Carolina**

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



**Compensation and Classification Study
Greenwood County, South Carolina**

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



**Salary Parity Study / Structural and Compensation Systems Study
Charleston County, South Carolina**

In 2005-06, Charleston County conducted a Classification and Compensation Review using another consulting firm. Then in 2007, Evergreen Solutions was hired by the County to review the results and verify the recommendations that accompanied the study. The primary issue examined by Evergreen was the internal equity relationships present within the County's pay plan. The Evergreen Team administered a job analysis tool to County employees that helped determine job worth and verify internal equity relationships as they relate to compensation. Although the study's primary emphasis was ensuring that internal equity relationships were proper, the study also ensured that employees were



paid consistently with the market. Evergreen provided detailed recommendations for adjusting the County's pay and classification structure and developed an implementation plan complete with costing information.

Note: Evergreen was again hired in 2012 to conduct a Structural and Compensation Systems Study. The Evergreen Team worked with elected official and employee committee throughout the process. Our phases included employee outreach, best practice research, and consensus building to recommend a 21st Century approach to compensation and classification management.

Note: Evergreen Solutions was again retained in 2016 to assist Charleston County with conducting comprehensive market analysis using selected benchmarks. A market survey was conducted to determine the external equity of the County against its peers.

Note: Most recently, Evergreen was hired in 2021 by Charleston County to conduct a Compensation Study. A market survey was conducted to determine the external equity of the County against its peers.



Classification and Compensation Study Berkeley County, South Carolina

Evergreen Solutions was retained by Berkeley County to conduct a Classification and Compensation Study for 1,153 employees. Evergreen's consultants reviewed the County's current classification and compensation plan and recommended a consistent and competitive market position that the County could maintain based on a salary survey results from peer organizations. Evergreen recommended an appropriate salary range for each position in the County based on a review and analysis of the classification plan, the compensation survey results, internal relationships, and external and internal equity. Evergreen provided recommendations for the ongoing internal administration and maintenance of the proposed compensation and classification plan.



Pay and Classification Study Dorchester County, South Carolina

Evergreen Solutions was retained by Dorchester County Government to conduct a Pay and Classification Study and make recommendations for implementation of a revised pay plan. The study included all employees and classifications in the County. As part of the study, Evergreen conducted focus groups and interviews with employees, and employees completed a Job Assessment Tool (JAT). Evergreen conducted a comprehensive salary survey of local and regional employers to assess the market competitiveness of the County. Finally, a detailed plan was developed to provide the County with specific steps to implement an equitable and competitive compensation and classification plan.

Note: Evergreen was again hired in 2020 to conduct a Compensation Plan Update.



**Classification and Compensation Study
Town of Hilton Head Island, South Carolina**

Evergreen Solutions was engaged with the Town of Hilton Head Island to conduct a Classification and Compensation Study for all its employees. The study included the following primary objectives: to conduct a thorough, complete and accurate class specifications/job descriptions for all positions; appropriate valuation of each position relative to other Town positions; and to develop a competitive total rewards package (salary and benefits) relative to similar positions in the market.

Evergreen provided written guidelines for maintaining class specifications/job descriptions, for evaluating/re-evaluating job class specifications/job descriptions and for maintaining model compensation structure (s). Evergreen further recommended pay administration policies to include, but not be limited to, policies regarding movement through ranges, adjustments within pay grades, adjustments for assumption of additional duties (temporary or permanent), reclassifications, promotions, transfers, demotions, career ladders, etc. and recommended reliable external market data sources for salary structure adjustments and determination of merit budget.

Upon recommendation to the Town for the implementation of a new classification and compensation program, Evergreen's consultants reviewed current performance management system documentation and provided recommendations to strengthen link between pay and performance as appropriate. In addition, Evergreen recommended future merit allocation approaches, considering changes to classification and compensation program and limited budgets. **Note:** Evergreen was again hired in 2020 to conduct a similar study.



**Pay and Classification Study
Town of Moncks Corner, South Carolina**

Evergreen Solutions was engaged with the Town of Moncks Corner to conduct a Pay and Classification Study for its employees. As part of the study, Evergreen conducted orientation sessions, focus groups, and interviews. Employees completed a Job Assessment Tool (JAT) in order to analyze job duties and revise the current classification structure. A market salary survey was issued to local and regional employers to assess market competitiveness. Based on the findings from the classification and compensation review, a new pay plan as well as policies and procedures were recommended.



**Compensation Study
Town of Central, South Carolina**

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



**Classification and Compensation Study
City of Atlanta, Georgia**

Evergreen Solutions was retained by the City of Atlanta to conduct a Classification and Compensation Study for its more than 8,000 employees. The primary objectives of the study were to: ensure positions performing similar work with essentially the same level of complexity, responsibility, and knowledge, skills, and abilities are classified together; provide salaries commensurate with assigned duties; outline promotional opportunities and provide recognizable compensation growth; provide justifiable pay differential between individual classes; and maintain a competitive position with other comparable government entities and private employers within similar geographic areas who are providing comparable and equivalent services.



**Classification and Compensation Study
City of Douglasville, Georgia**

Evergreen Solutions was retained by the City of Douglasville to conduct a Classification and Compensation Study and Analysis of its workforce consisting of 225 full-time employees in approximately 96 job titles. Evergreen performed the following tasks:

- Evaluated the City's present salary structure as compared to the relevant job market for comparable positions in both the private and public sectors.
- Reviewed all current job descriptions and analyzed same for knowledge, skills, abilities, education and experience relevance and internal consistency, job definitions and summaries, distinguishing characteristics, supervision received and exercised, conformity with the ADA relative to essential job functions (including physical demands); and special requirements including licensing and certifications.
- Reviewed the City's current Position Classification and Wage Administration Plans and provided recommendations for enhancement and specific guidelines for requests pertaining to the following: creating new positions, salary adjustments and reclassifications, retroactive pay, compensation for additional duties (temporary and permanent assignments) and internal equity adjustments.



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- Analyzed all existing job family classifications, pay grades and salary ranges and recommended modifications as necessary.
 - Analyzed all existing FLSA classifications and recommended modifications as necessary.
 - Identified potential pay compression issues and provided alternative solutions.

Note: Evergreen was again hired in the latter part of 2021 and early in 2025 to conduct a Classification and Compensation Plan Update.



Compensation Analysis City of Alpharetta, Georgia

Evergreen Solutions was engaged with the City of Alpharetta to conduct a competitive compensation analysis. The purpose and intent of the study was to compare and contrast the City's current wage and benefit structure and levels with those of key competing employers' both public and private. The analysis was based upon job descriptions and/or duties performed rather than upon job titles in order to ensure accurate comparisons and to consider all aspects of the City's compensation package. At the time of the study, the City of Alpharetta employed 414 full-time and five part-time positions, excluding senior management and elected officials, defined across 132 position descriptions. The base salary ranges for these positions were divided among eight pay grades. The primary goals of this project were to: determine the City's competitive position within the marketplace in terms of its overall compensation package; determine the relative value and competitive positioning of each compensation/benefit area; and identify any weaknesses within the components of the City's existing compensation package that may negatively impact the organization's ability to attract and retain talented employees. **Note:** Evergreen was again hired by the City on 2019 to conduct a Comprehensive Pay and Classification Study.



Employee Classification and Compensation Study City of Savannah, Georgia

Evergreen was engaged with the City of Savannah to conduct an Employee Classification and Compensation Study for its workforce of 2,500 employees. Evergreen developed a comprehensive job classification system that accommodated the City's need for a flexible, internally and externally equitable, defensible, market sensitive and easily administered system for all current and future jobs within the City. Evergreen established career paths for occupations, provide clear distinctions in different job levels, established performance standards/job qualifications for all newly created job classifications, produced job descriptions that were legally defensible and are in accordance with ADA and FLSA, assigned classifications to pay ranges designed by the City that were labor market appropriate, and trained Human Resource staff so that



they could maintain, enhance, and use the classification system to identify and consistently apply the system to modify an existing position or classification or create a new position or classification scheme.

Evergreen further assisted the City in formulating a formal compensation philosophy and developing a compensation system for all job classifications based upon the adopted compensation philosophy. Evergreen identified comparable benchmark employers to guide the City's future employee salary and benefit decisions in order to facilitate the retention and attraction of high performing staff members, while being financially sustainable.



Comprehensive Classification and Compensation Study City of Garden City, Georgia

Evergreen Solutions was retained by the City of Garden City to conduct a Comprehensive Classification and Compensation Study for its workforce. The primary objectives of the Classification and Compensation Study were to: attract and retain qualified workers who would be paid equitable salaries; provide fair salaries for all workers of the City; and provide a salary structure that enabled the City to maintain a competitive position with other cities and companies within the same geographic area. To accomplish this, Evergreen: worked with the City's management staff to identify a market position for the City; developed a comprehensive labor market salary survey for the Chatham County area and surrounding municipalities that reflected both cities and private industry; analyzed existing internal hierarchy based on job relationships, identified problem areas within the internal hierarch system, and proposed implementation methods to correct identified problems; reviewed current classification grade methodology, and proposed recommended strategies for the City of Garden City; and developed a pay plan identifying specific parameters (i.e., percent spreads between ranges and within ranges). In the end, Evergreen prepared a cost analysis for positions that fell below the proposed minimum salaries following reclassification and developed recommendations and an instrument for the ongoing internal administration and maintenance of the proposed classification/compensation plan.

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



Classification and Compensation Study City of South Fulton, Georgia

Evergreen was retained by the City of South Fulton to conduct a Classification and Compensation Study. Evergreen performed the following tasks: provided a comprehensive evaluation of every job within the City to determine relative worth within the City for internal equity and for the establishment of pay ranges and step progressions within the ranges;



evaluated the feasibility of having a twenty (\$20) dollar an hour minimum wage; reviewed all current job classifications, confirmed and recommended changes to the hierarchal order of jobs using the proposed evaluation system; established appropriate benchmarking standards and conducted salary surveys as needed for similar positions with comparable Georgia municipalities as required; identified potential pay compression issues and provided potential solutions; analyzed and recommended changes to the current compensation structure to meet market analysis; and evaluated and recommended appropriate compensation (salary and fringe benefits) for elected officials.



Comprehensive Classification and Compensation Study City of Tybee Island, Georgia

Evergreen Solutions was retained by the City of Tybee Island to conduct a Comprehensive Compensation and Classification Study. Evergreen's consultants reviewed the City's current compensation plan (salary grade levels and steps) to understand the current challenges of recruiting and retaining employees and identified and recommended a consistent and competitive market position that the City could strive to maintain based on a salary survey of both private and public sector peer organizations. In the end, Evergreen recommended an appropriate salary range for each position in the City based on a review and analysis of the classification plan, the compensation survey results, internal relationships, and external and internal equity.

Evergreen prepared a new salary structure based on results of the salary survey and best practices and developed guidelines to assist the City staff with determining the starting pay for new employees based on knowledge and experience above minimum requirements of the position, how difficult the position is to fill, and market competitiveness. Evergreen further provided recommendations for the ongoing internal administration and maintenance of the proposed compensation and classification plan. **Note:** In 2022, Evergreen was again hired by the City to conduct a Compensation Study.



Pay and Classification Study City of Roswell, Georgia

Evergreen Solutions was retained by the City of Roswell to conduct a Pay and Classification Study for approximately 1,000 employees. Evergreen's consultants evaluated the City's present compensation and classification structure, as compared to the relevant job market, for comparable positions in both the public and private sectors to ensure job market competitiveness, internal equity, and fiscal responsibility. Geographic applicability, specific job comparability, and departmental structure was considered to identify peers, and a market salary survey was conducted. A report of findings and recommendations, including cost estimate to



adjust employee pay for new paygrades, was presented to the City Leadership Team, and Elected Officials. **Note:** Evergreen was previously hired by the City to conduct a Salary and Benefits Survey.



Classification and Compensation Plan Development City of Brookhaven, Georgia

Evergreen Solutions was engaged with the City of Brookhaven to develop a Classification and Compensation Plan. The primary goals of this project was to: ensure job descriptions accurately reflect work performed; identify career ladders/promotional opportunities for each classification; determine the City's competitive position within the marketplace; determine the relative value and competitive positioning of each compensation area; and identify any weaknesses within the components of the City's existing compensation plan that may negatively impact the organization's ability to attract and retain talented employees. Evergreen recommended appropriate salary ranges for existing or proposed positions based on the classification study and the compensation survey results. Evergreen also recommended a performance management and evaluation program, including a comprehensive evaluation form and rating system for fiscal year 2016 implementation. The evaluation plan included a performance-based component. **Note:** Evergreen was again hired by the City in 2019 to conduct a Salary Review.



Compensation Study City of Dalton, Georgia

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



Classification and Compensation Study and Analysis City of Riverdale, Georgia

Evergreen was hired by the City of Riverdale to conduct a Classification and Compensation Study and Analysis. Evergreen performed the following: provided a comprehensive evaluation of every job within the city to determine relative worth within the organization for internal equity; reviewed all current job classifications and recommended changes to the hierarchical order of jobs; established appropriate benchmarking standards and conducted a market salary survey; identified potential pay compression issues and provided potential solutions; analyzed and recommended changes to the present compensation structure; and developed guidelines to assist City staff with determining the starting pay for new employees.



Compensation Salary Study and Survey Forsyth County, Georgia

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

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



**Classification Study
Cherokee County, Georgia**

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



**Classification and Compensation Study and Analysis
Douglas County, Georgia**

Evergreen Solutions was engaged with Douglas County to conduct a Classification and Compensation Study and Analysis. Evergreen evaluated the County's present salary structure as compared to the relevant job market for comparable positions in both the private and public sectors. Evergreen performed the following tasks: reviewed all current job descriptions and analyze same for knowledge, skills, abilities, education and experience relevance and internal consistency, job definitions & summaries, distinguishing characteristics, supervision received and exercised, conformity with the ADA relative to essential job functions (including physical demands); special requirements including licensing and certifications; reviewed the County's current Position Classification and Wage Administration Plans and provided recommendations for enhancement and specific guidelines for requests pertaining to the following: creating new positions, salary adjustments and reclassifications, retroactive pay, compensation for additional duties (temporary and permanent assignments) and internal equity adjustments; analyzed all existing job family classifications, pay grades and salary ranges and recommend modifications as necessary; analyzed all existing FLSA classifications and recommended modifications as necessary; established appropriate benchmarking standards and conducted salary surveys as needed for similar positions with comparable Georgia counties as required; identified potential pay compression issues and provided alternative solutions; and developed applicable classification and reclassification questionnaire.



**Classification and Compensation Study and Analysis
Columbus Consolidated Government, Georgia**

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

Evergreen conducted an external market analysis to determine whether the City was competitive with its peers. Evergreen worked with Human Resources and City leadership to review its classification and



compensation structure and recommended comparable public and private survey markets. Evergreen considered the compensation and benefits package received by employees with the City as it related to both the external and internal markets. The City's objectives for this study were to: attract and retain qualified employees; ensure positions performing similar work with essentially the same level of complexity, responsibility, and knowledge, skills, and abilities are classified together; provide salaries commensurate with assigned duties; outline promotional opportunities and provide recognizable compensation growth; provide justifiable pay differential between individual classes; and maintain a competitive position with other comparable government entities and private employers within the same geographic areas.



Classification and Compensation Study City of Miami Beach, Florida

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



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

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



**Classification and Compensation Study
City of Fort Myers, Florida**

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



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

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



**Classification and Compensation Study
City of Clearwater, Florida**

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



**Classification and Compensation Study
City of Orlando, Florida**

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



**Compensation Study
City of Boca Raton, Florida**

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



**Compensation, Classification, and Performance Management Study
Manatee County, Florida**

Evergreen Solutions was hired by Manatee County to assist with a county-wide Compensation and Classification Study. At the time of the study, Manatee County was a growing county with a population of over 300,000 located on the southwestern coast of FL between Pinellas and Sarasota Counties. An appointed County Administrator oversaw 16 departments, with approximately 2,900 employees within approximately 600 classifications and 58 pay ranges/grades.

The study included all employees that serve in capacities for the Board of County Commissioners. As part of the review, orientation sessions, focus groups, and interviews were conducted in throughout the county. All employees were asked to complete the Job Assessment Tool (JAT) and job analysis was conducted with the results in order to create a classification plan. A salary survey was issued to local and regional employers to



assess competitiveness. Based on the classification and compensation findings, a new pay plan as well as policies and procedures were recommended to the County. Evergreen Solutions helped the County attain their goal of maintaining a sound process providing a classification and pay structure that is fair, equitable, and systematic with a compensation plan comparable with other governmental jurisdictions and the private sector. In addition, Evergreen reviewed the performance management system in place within the County, and provided recommendations for improvement.



Compensation and Classification Study Services Monroe County, Florida

Evergreen was retained by Monroe County to conduct a Compensation and Classification Study for 265 non-union employees in 178 classifications as well as 124 union employees in 46 classifications who are represented by the Teamsters bargaining unit. Employees participated in focus groups, interviews, and a job analysis to determine the best classifications for the work performed. Evergreen's consultants compared the County's positions to other similar positions within other County departments to determine the relative value of each position to every other position in the County. Comparisons were made with regard to the actual work being performed and based on the current job description. In addition, positions were compared to other similar positions in other private and public sector organizations throughout the Florida Keys and South Florida. Characteristics such as size of the organization, geographic proximity, economic and budget characteristics, and other appropriate demographic data were taken into consideration when making comparisons. Evergreen's consultants also analyzed pay ranges in the public and private sector to determine the appropriate pay and benefit levels for all included jobs.

Recommendations were provided to improve fairness and equity of all jobs within the County. Select County staff were provided the necessary training and materials so that an understanding of the methodology and how to implement, administer, and maintain the recommended total classification and compensation system could be accomplished. **Note:** Evergreen was again retained in 2018 to conduct an update of the County's Classification and Compensation Plan to include fire and rescue. Most recently, Evergreen was retained in 2022 to conduct a Compensation Study. Evergreen was again hired in 2025 to conduct a Compensation Study.



**Compensation Study
Orange County, Florida**

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



**Classification and Compensation Study
Palm Beach County, Florida**

Evergreen Solutions was retained by Palm Beach County to conduct a Classification and Compensation Study, for more than 7,000 employees, in order to update the County's current classification and compensation structure. Evergreen performed the following tasks: conducted a job analysis across the County to ensure job descriptions matched the duties performed by the employee; provided an analysis of all positions' assigning an appropriate salary grade to ensure fairness and equity and included recommendations for all positions that were found to be above or below the assigned salary grade; and conducted a market compensation analysis of salaries and wages of like or similar jobs of comparable Florida public organizations with similar position and organizational characteristics.



**Classification and Compensation Study
Pinellas County, Florida**

Evergreen Solutions was retained by Pinellas County to conduct a comprehensive classification and compensation study for 3,100 employees that included recommendations and suggestions for an implementation and maintenance process that effectively provided the County with the resources and expertise to further enhance its classification and compensation program. A comprehensive job classification and pay study hadn't been conducted since 2004 so the County believed it was important to invest in a study that would look at both internal and external equity.

The objective of the study was to have a credible classification and compensation plan that: allowed positions performing similar work with similar levels of complexity, responsibility, and knowledge, skills and abilities to be classified appropriately; identified salaries for assigned duties; outlined promotional opportunities and possible compensation growth; identified pay differential between individual classifications; and identified relevant labor markets.



Classification and Compensation Study Analysis Suwannee County, Florida

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



Compensation and Pay Classification Plan Study City of Foley, Alabama

Evergreen Solutions was retained by the City of Foley to conduct a Compensation and Pay Classification Plan Study. The objectives of the study were to conduct and implement a total compensation plan (including benefits) structure for the City's workforce which would provide both internal and external equity, establish a classification system that accurately describes the duties, knowledge, skills, abilities and minimum qualifications required for each job class, determine and implement a program of accurate job descriptions based on job analysis, and develop a maintenance program for job descriptions and classification recommendations.

Evergreen conducted a wage and benefit survey among competing jurisdictions as well as public and private organizations to determine competitive wages in the appropriate labor market(s). Using the survey results, Evergreen assigned each job to a pay grade with a view toward achieving proper internal relationships among classes and making salary ranges competitive with relevant markets with due consideration of the financial condition of the City. Evergreen provided estimates of the cost to install and implement the new pay plan and recommended a methodology for implementation. **Note:** Evergreen was again hired in 2022 to conduct a similar study for the City.



Classification and Compensation Study City of Auburn, Alabama

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



**Compensation and Benefits Study
City of Mobile, Alabama**

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



**Classification and Compensation Study
Baldwin County, Alabama**

Evergreen Solutions was retained by Baldwin County to conduct a Comprehensive Classification and Compensation Study. Evergreen consultants conducted a job analysis, evaluated and revised job descriptions, conducted a market salary and benefits survey, developed a new pay plan based on the market results and job analysis, and prepared and presented a final report that recommended a new classification and compensation structure for the County.



**Compensation, Pay and Benefits Study
Lee County Commission, Alabama**

Evergreen Solutions was retained by the Lee County Commission to conduct a Classification, Pay and Benefits Study for approximately 436 employees. To begin this study, Evergreen Solutions conducted a comprehensive, preliminary evaluation of the County's current pay scale and existing classification plan. Evergreen used its unique Job Assessment Tool© (JAT) to identify classifications of positions and perform job analyses, including an evaluation of supervisory comments. Follow-up interviews were conducted, as needed, and classification changes recommended.

Benchmarks and targets were identified for a market salary and benefits survey. Survey data and internal equity (with proper consideration of the financial condition of the jurisdiction), was used to determine proper pay scale, identify highly competitive positions within the County, and to make strategic positioning recommendations. Evergreen Solutions completed the study by conducting a solution analysis, developing and administering an employee appeals process, developing and submitting final reports, and recommendations for compensation administration to ensure that staff could conduct audits/adjustments consistent with study methods until the next formal study is conducted.



**Compensation Study
Shelby County, Alabama**

Evergreen Solutions was engaged with Shelby County to conduct a Classification and Compensation Study. Evergreen's consultants conducted a job analysis to determine the hierarchy of jobs within the County for internal equity as well as a market salary survey with comparable local and private sector employers to determine external equity. Evergreen further reviewed and updated job descriptions.



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

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



**Employee Classification and Compensation Study
City of Hot Springs, Arkansas**

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

- updated job descriptions to match distinguishing characteristics, essential job functions, minimum qualifications (knowledge, education, experience, skills, and abilities), working conditions (physical demands, work environment, other relevant circumstances.), and certifications and licenses.
- ensured the updated job descriptions were internally equitable and externally competitive;



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- created new job descriptions where needed that were accurate and consistent with Fair Labor Standards Act (FLSA), Equal Employment Opportunity (EEO), and American with Disabilities Act (ADA) considerations;
 - reviewed the wage, grade pay plan, provided feedback, and suggestions on modifications that were in line with the objectives outlined above;
 - conducted a comprehensive base salary and benefits survey. The survey included benchmarking local market public sector jobs within the same essential duties and functions;
 - provided a spreadsheet of all comparable cities based on a combination of factors including, resident population, geographic size, budget, and scope of city services;
 - recommended an appropriate salary range for each position based on the classification plan, internal relationships, and equity; and
 - identified potential pay compression issues and provided possible solutions.



Comprehensive Pay Plan/Compensation Review City of Salina, Kansas

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



Classification and Compensation Study City of Leawood, Kansas

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



Classification and Compensation Study Sedgwick County, Kansas

Evergreen Solutions was retained by Sedgwick County to conduct classification and compensation study for approximately 2,766 employees. Employees participated in focus groups, interviews, and job analysis to determine the best classifications for the work performed. Classifications were reviewed, as needed, and FLSA determinations were made. Evergreen consultants reviewed pay policies and practices and pay ranges in the public and private sector were analyzed to determine the appropriate pay levels for all included jobs. Recommendations were provided to improve the fairness and equity within the County and a plan was provided to address maintenance of implemented changes to the County's classification and compensation system. In addition, Evergreen provided County staff with the necessary training and materials so that an understanding of the methodology and how to implement, administer, and maintain the recommended total classification and compensation system would be accomplished. **Note:** Evergreen was again retained in 2022 to conduct a Classification and Compensation Plan Update.



Comprehensive Compensation Study Shawnee County, Kansas

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



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

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



Comprehensive Classification and Compensation Study City of Branson, Missouri

The City of Branson hired Evergreen Solutions to conduct a Comprehensive Compensation and Classification Study to determine whether the City possessed a compensation and classification system that was both equitable as compared to the external competitive employment market as well as equitable internally. The study included a complete classification analysis using the Job Assessment Tool job valuation methodology as well as a statistical assessment of internal conditions and an assessment of external equity including a salary survey of competing organizations. The report culminated with a series of findings and recommendations that were designed to alleviate any strains on the system and, if necessary, redesign or augment the existing system in place at the City of Branson.



Compensation Study City of Lee's Summit, Missouri

The City of Lee's Summit retained Evergreen Solutions to conduct a Compensation Study to determine whether the City possessed a compensation and classification system that was equitable as compared to both the external competitive employment market as well as being internally equitable. The study included a complete classification analysis using the Job Assessment Tool and Management Issues Tool job valuation methodology as well as a statistical assessment of internal conditions and an assessment of external equity including both benefits and salary surveys of competing organizations.

The report culminated with a series of findings and recommendations that were designed to alleviate any strains on the system and, if necessary, redesign or augment the existing systems in place at the City of Lee's Summit. Also included in this study was an evaluation of the City's performance evaluation system to include recommendations for improvement, revision of evaluation instruments and development of a brief training manual for the program.



Compensation and Benefits Study City of Dardenne Prairie, Missouri

Evergreen Solutions was retained by the City of Dardenne Prairie to conduct a Compensation and Benefits Study. Evergreen reviewed the City's existing compensation and benefit plan, gathered necessary survey data from comparable municipalities in the St. Louis Metropolitan Area using a customized survey and recommended appropriate pay ranges for all positions (i.e., appropriate spread between minimum and maximum pay ranges and distance between steps, where appropriate). Evergreen further reviewed current job descriptions and titles and rewrote job descriptions to coincide with current responsibilities for each employee. Lastly, Evergreen provided the City with an Administration Manual with plan maintenance procedures. **Note:** Evergreen was again hired in 2025 to conduct a Compensation Study for the City.



Comprehensive Compensation Study City of Troy, Missouri

Evergreen Solutions was engaged with the City of Troy to conduct a Comprehensive Compensation Study. Evergreen performed the following tasks:

- identified criteria that was used in selecting comparable entities. For example, entities with similar population, similar geography, a similar mix of residential and commercial properties, and similar work force;
- identified the process to normalize the data to adjust for differences in city population, size, or other differences from Troy;
- developed pay/productivity ratios for each City department that demonstrated how much salary was paid on average by each city for certain levels of service;
- performed a job analysis for each position and conducted interviews with employees;
- reviewed all job descriptions and created updated descriptions as needed;
- performed an organization-wide operational efficiency study and identified staffing levels that deviated significantly from that of comparable entities.
- performed a market salary survey to determine competitive salary levels for all positions;
- performed survey of market to compare the type of fringe benefits provided to comparable entity employees that included, but were not limited to, health insurance, dental, vision, life, vacation, sick leave, annual holidays, education reimbursement, training and work hours;
- updated the present salary schedule; and
- recommended compensation policy regarding salary caps.



Compensation Study and Pay Equity Analysis City of Fulton, Missouri

Evergreen Solutions was retained by the City of Fulton to conduct a Compensation Study and Staff Review that also included a comparison of benefit offerings in the market. Evergreen evaluated employee compensation and right-size staffing in terms of comparability and competitiveness, both from an internal equity and market perspective for similar municipalities and positions in the region. Evergreen also conducted a gender/race equal-pay analysis and provided recommended pay structures.



**Compensation Study
City of Jefferson, Missouri**

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



**Comprehensive Compensation and Classification Study
Jefferson County, Missouri**

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



**Classification and Compensation Study
St. Charles County, Missouri**

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



Classification and Compensation Study Jackson County, Missouri

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



Classification and Compensation Study Jasper County, Missouri

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

- conducted a review and update of the County's compensation (including benefits) of appropriate and comparable employers within the relevant "benchmark" data;
- identified inconsistencies and deficiencies within the current compensation and classification, provided written recommendations for their resolution, and developed a plan for the implementation of the recommendations which included the cost of implementation and the effect on employees;
- identified survey labor market and benchmark county/classes and established appropriate "benchmarking" standards and conducted a salary survey;
- recommended changes to existing salary range structures, including the establishment and/or modification of salary range tables and benefits;
- recommended and set forth a transition plan for the implementation of the compensation and classification plan;
- reviewed and analyzed internal position structures, made up of incumbent classifications and re-classifications and verified the accuracy of existing job descriptions to the duties, tasks, responsibilities and qualification requirements for each position, including the development of appropriate internal relationship guidelines;
- ensured all descriptions include contents met current legal requirements or recommendations; and
- provided a plan for maintenance and updating of the compensation plan.



**Compensation and Classification Study
City of Minneapolis, Minnesota**

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



**Review of Classification and Compensation System
City of Rochester, Minnesota**

Evergreen was recently hired to conduct a review of the City Classification and Compensation system. Evergreen's consultants will review the current compensation philosophy, policy and system; review the City's current challenges in recruiting and retaining employees, and determine a consistent and competitive market position that the City can strive to maintain; recommend a new job evaluation system; conduct a pay compression analysis; conduct a wage/labor market survey and analyze market survey data for the establishment of pay grades, pay ranges, and step progressions within the ranges of the pay structure (step system) to meet the established compensation goals; and perform system testing to assure Minnesota Pay Equity Compliance by providing assistance to the City with the first State Pay Equity report following compensation review to assure compliance with applicable laws.



**Total Compensation Study
Genesee County, Michigan**

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



**Classification and Compensation Study
City of Moline, Illinois**

Evergreen Solutions was retained by the City of Moline to conduct a Classification and Compensation Study. The objectives of the study were to: develop a new classification plan to provide consistency in the administration of the personnel system; ensure job descriptions accurately reflect the duties and responsibilities of the positions; review exempt status as defined by the Fair Labor Standards Act (FLSA) for certain positions; provide a compensation plan that assures proper internal relationships among classes; and provide recommendations concerning salary levels reasonably comparable to the Quad Cities area pay levels of major public employers.



**Classification and Compensation Study Services
City of Urbana, Illinois**

Evergreen Solutions was engaged with the City of Urbana to provide Classification and Compensation Study Services. The City of Urbana had sought to achieve the following goals: maintain a high level of employee satisfaction by providing a classification and compensation system that is both fair and competitive; demonstrate fiscal responsibility to the community by providing a classification and compensation system that makes the best of The City's financial resources; and ensure a close alignment between pay and performance by providing a classification and compensation system that rewards merit.



**Compensation Study and Analysis
McLean County, Illinois**

Evergreen Solutions was engaged with McLean County to conduct a Compensation Study and Analysis. Evergreen's consultants performed a comprehensive, valid and reliable job analysis/evaluation of each job class within the County to determine if the current pay grade levels for all classified and appointed positions were still appropriate and conducted a comprehensive wage and benefits survey(s) for the purpose of ensuring that the County pay plans/pay structures and benefits possess external equity and labor market competitiveness. In the end, Evergreen developed a maintenance program to address the need for new job analysis/evaluation (including pay grade recommendation), creation of new job description(s), and the continued maintenance of the Pay Classification Plans.



**Salary and Benefits Study
City of Bloomington, Indiana**

Evergreen Solutions was retained by the City of Bloomington to conduct a Salary and Benefits Study. Evergreen examined the wages and benefits of the City's employees (including transit) as compared to public and private sector entities in Indiana and surrounding areas to determine whether the City's wages and benefits were competitive in the market.



**Compensation Study
City of Winchester, Kentucky**

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



**Compensation and Classification Consulting Services
City of Clarksville, Tennessee**

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



**Classification and Compensation Study Services
City of Murfreesboro, Tennessee**

Evergreen Solutions was engaged with the City of Murfreesboro to provide Classification and Compensation Study Services. Evergreen conducted a compensation survey by identifying comparable organizations and competitive labor markets for selected position classifications and evaluated the pay structure relative to current labor market conditions to assure the City remains competitive for hiring at various grade levels of employment, including compensation analysis and reporting based on similarly situated employees, similar skills, qualifications, responsibilities, and pay, using job family groupings and EEO job categories that comport with EEOC guidelines for government employers.



**Compensation Study
City of White House, Tennessee**

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



**Compensation Study
City of Morristown, Tennessee**

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



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

Evergreen was hired by the City of Cleveland to conduct a Classification and Compensation Study. The goals of the study are to: attract and retain qualified employees; ensure positions performing similar work with essentially the same level of complexity, responsibility, and knowledge, skills, and abilities are classified together; provide salaries commensurate with assigned duties; outline promotional opportunities and provide recognizable compensation growth; provide justifiable pay differential between individual classes; and maintain a competitive position with other comparable government entities and private employers within the same geographic areas.



Employee Classification and Compensation Study Blount County, Tennessee

Evergreen Solutions was retained by Blount County to conduct an Employee Classification and Compensation Study for its workforce. Evergreen conducted focus groups and interviews with employees and employees completed a Job Assessment Tool (JAT) that identified work performed. Evergreen presented to the Human Resources Director and Mayor any resultant classifications recommended in the classification study and provided for the maintenance of the new structure, including periodic review, reclassification review procedure and promotion guidelines.

For the compensation study, Evergreen identified survey labor market and benchmark classes to use for a market analysis; conducted a comprehensive compensation search utilizing other similar public sector employers; completed internal salary relationship analysis, including the development of appropriate internal relationship guidelines; developed externally competitive and internally equitable salary recommendations for each class included within the study in order to maintain appropriate competitive position in relation to other employers within the region; and assigned a salary range to each classification which reflected the results of the market survey and the analysis of internal relationships. Evergreen presented survey results to management to make a decision on overall pay philosophy. In the end, Evergreen recommended appropriate premium pay options to supplement the compensation plan. Examples included options for pay for certifications, professional licenses, special skills, temporary “acting” assignment at higher level duties, “on-call” and “callout” pay, pay alternatives for exempt level workers not normally eligible for overtime, and similar pay practices. **Note:** Evergreen Solutions was again retained by the County to conduct a Compensation Plan Update.



Classification and Compensation Study Madison County, Tennessee

Evergreen was hired by Madison County to conduct a Classification and Compensation Study. Evergreen will perform a market analysis of similarly sized cities and prepare a recommended compensation plan and salary schedule. Evergreen will also review and update job descriptions to uniformly reflect the distinguishing characteristics, essential job functions, and minimum qualifications. Evergreen will determine placement and classifications of current employees and review and recommend the proper classification of the County’s current classifications. At the end of the study, Evergreen will recommend a schedule for conducting future compensation and classification studies to ensure the plan stays current and equitable in the future.



Employee Compensation and Classification Study Mahoning County, Ohio

Evergreen Solutions was retained by Mahoning County to conduct an Employee Compensation and Classification Study for all the County's 1,746 employees. Employees participated in focus groups, interviews, and a job analysis was conducted to determine the best classifications for the work performed. Pay ranges were further analyzed in the public and private sector to determine the appropriate pay levels for all included jobs. Evergreen's consultants also reviewed and updated existing job descriptions and determined FLSA designations for each job title/classification. Evergreen designed an implementation strategy for the compensation system with the lowest financial impact on the County's operating budget and with the greatest gain to positions that fell outside of a designated range. In the end, recommendations were made to improve the fairness and equity in the current system.



Classification and Compensation Study City of Seguin, Texas

Evergreen Solutions was hired to assist the City of Seguin in designing and implementing a comprehensive classification and compensation plan for its workforce of 330 full-time employees. The scope of the project included two major components: (1) Working with a City management team to revise the existing pay plan and structures; and (2) Evaluating current salary structure and compensation levels for all regular, classified positions and recommending appropriate adjustments.

Specifically, Evergreen's consultants reviewed the City's current classification/compensation plan; surveyed management and identified problem areas regarding the classification and compensation system; conducted a salary survey to ensure external equity; reviewed current policies and procedures; reviewed salary structure to determine appropriateness; and provided technical assistance and training to City staff to facilitate the implementation and the maintenance of the recommended system and procedures. **Note:** Evergreen Solutions was again retained by the City of Seguin in 2023 to conduct a Compensation Benchmarking and Structure Analysis. Evergreen examined the City's salaries against the market and provided recommendations to allow the City to be more competitive in recruiting and retaining talented employees.



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

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

- conducted a comprehensive evaluation of every job class within the City to establish appropriate classification and pay grade assignments as well as pay ranges and step progressions within the ranges;
- conducted a compensation survey of the market including comparable Texas municipalities, and, appropriate private sector competitive employers;
- prepared a new salary structure based on the results of the survey and best practice research;
- analyzed and recommended changes to the present compensation structure to meet market analysis;
- reviewed current compensation plan (salary grade levels and steps) to better understand current challenges in recruiting and retaining employees;
- recommended and identified a consistent and competitive market position that the City could strive to maintain;
- recommended appropriate salary range for each position based on the proposed classification plan, the compensation survey results, internal equity and external parity;
- reviewed staffing levels and make recommendations;
- prepared a new salary structure based on the results of the survey and best practices;
- recommended implementation strategies including calculating the cost of implementing the plan;
- identified any extreme current individual or group compensation inequities and provided a recommended corrective action plan and process to remedy these situations;
- recommended and provided implementation strategies related to other key compensation practices, based on market demands; and
- presented findings and recommendations to City Administration as well as the Harlingen City Commission at a regularly scheduled commission meeting.



**Classification and Compensation Study
City of Farmers Branch, Texas**

Evergreen Solutions was engaged with the City of Farmers Branch to conduct a Comprehensive Compensation and Classification Study. The primary objectives of the study were to: review and revise current classification system; determine relevant competitive markets; develop a custom compensation survey to distribute to peer organizations; propose guidelines for an improved or new compensation program and step/grade plan; and provide recommendations to keep the current pay structure competitive. In addition to the salary survey, Evergreen Solutions conducted a benefits survey of market peers in order to compare the City's current benefits to those of its peers.



**Classification and Compensation Study
City of Pflugerville, Texas**

Evergreen Solutions was hired by the City of Pflugerville to conduct a Classification and Compensation Study for its workforce of over 300 full- and part-time employees. Evergreen analyzed each position within the City by conducting interviews and job audits; evaluated employee position descriptions and duties; interviewed department heads and managers; and assessed classifications within positions (I, II, III, or Lead, Foreman).

Evergreen reviewed current job descriptions, focusing on the purpose, job scope, essential duties and responsibilities, education/training requirements, physical job requirements, and working conditions, determined FLSA status (exempt/non-exempt) for positions under federal regulations, and recommended which positions were essential positions in the event the City had a temporary closure. Based on this review, Evergreen presented a proposed classification structure to City management and incorporated input into the final classification document, including a cost analysis for positions that would require adjustments.

Evergreen surveyed the cities of Georgetown, Round Rock, Hutto, Cedar Park, Leander, San Marcos, and College Station to compare compensation and benefit structures in addition to minimum and maximum rates of pay for select positions and will soon make recommendations toward appropriate ranges for rates of pay for each position identified. This included a minimum, mid-point, and maximum, with 1st and 3rd quartile designations. A Salary Grade Chart was prepared based on these recommendations and was presented to management for final approval.



Comprehensive Compensation and Benefits Study City of Rowlett, Texas

Evergreen Solutions was engaged with the City of Rowlett to conduct a comprehensive compensation and benefits study. The primary goal of the study was to ensure that the City was recognized as an employer of choice that provides a viable, cost effective and competitive pay structure. The study measured and provided a compensation analysis on (a) base salary, (b) pay/step plans, (c) employer-provided medical benefits packages and (d) any other incentive-based compensation options, to include “on call” pay. Evergreen’s consultants identified any weaknesses within the components of the City’s existing compensation package that would negatively impact the organization’s ability to attract and retain talented employees.



Job Classification, Salary Survey, Compensation Plan Study Services City of Duncanville, Texas

Evergreen Solutions was engaged with the City of Duncanville to provide professional Job Classification, Salary Survey, and Compensation Pay Plan Study Services that allowed the creation of a comprehensive job classification and compensation system and pay plans for employees within the City. Evergreen’s consultants reviewed and analyzed the City’s current structure and practices of job classifications and job descriptions including: conducting orientation sessions; providing questionnaires; conducting management and employee interviews; reviewing questionnaire responses with supervisory and management staff; performing a job analysis; and developing and/or revising job descriptions.

Evergreen prepared a customized market survey of salaries of the local and area municipalities that included all of the competitive markets where the city recruited employees. Evergreen established a system for an ongoing and easily understood maintenance of the new, or updated, pay plan that was easy for employees to understand and for managers to administer. The recommended pay plan effectively balanced market and internal equity, supported the classification system, and promoted an employee’s perception of organizational fairness and equity in the City.

Note: Evergreen was again retained in 2022 to conduct a Compensation Study for the City.



A Classification and Compensation Pay Plan City of Amarillo, Texas

Evergreen Solutions was engaged with the City of Amarillo to develop a Classification and Compensation Pay Plan for 2,835 employees. Evergreen's consultants: reviewed the City's existing classification/compensation system; worked with the City's Human Resources Director and staff to identify a market position for the City; gathered necessary information through the use of questionnaires, job audits, some personal interviews; discussed and determined the appropriate labor market for the compensation survey; analyzed existing internal hierarchy based on job relationships and proposed implementation methods to correct any identified specific problems; developed a pay plan identifying specific parameters; and reviewed and assigned all positions to an appropriate pay grade. In the end, Evergreen recommended implementation strategies including calculating the cost of implementing the study and provided the Human Resources staff with training to maintain and revise the system, as needed.



Human Resources Department Assessment (Classification and Compensation Services) City of Buda, Texas

Evergreen was engaged with the City of Buda to conduct a Human Resources Department Assessment. Evergreen's consultants provided a job analysis questionnaire and procedures for future updating and new position creation and developed and fully defined a systematic procedure for evaluating positions using the "point factor method". A worksheet was developed for departments to request a job evaluation for upgrades within a position or for a new position for submission to Human Resources to ensure that job titles were consistently used on job descriptions and the pay plan.

Evergreen further created a new cost effective, affordable compensation structure and management plan that was systematically and equitably acknowledge and rewarded an employee's performance and skills. Evergreen designed a compensation program that included a description and justification of the pay philosophy, a completed pay structure, and rules for moving employees through the pay structure based on their increasing contributions in support of the City. Evergreen consultant's gathered actual salary data from market surveys, local governmental agencies, benchmarked cities, and other appropriate data, as deemed necessary.

The recommended compensation structure included a proposed training/career progression plan, including documentation as appropriate, and a plan that rewards employee performance fairly and equitably, with measures that can be documented. **Note:** Evergreen was again hired in 2020 to conduct a Market Salary Update. Evergreen was also hired in 2023 to conduct a Compensation Study.



Classification and Compensation Study City of Lockhart, Texas

Evergreen Solutions was retained by the City of Lockhart to conduct a classification and compensation study of its workforce. Employees participated in focus groups, interviews, and a job analysis was conducted to determine the best classifications for the work performed. In addition, pay ranges were analyzed as well as benefits in the public and private sector to determine the appropriate pay levels for all included jobs. Recommendations were provided to improve the fairness and equity in the current system.



Compensation and Classification Study City of Denton, Texas

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

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



Classification, Compensation, and Benefits Study City of Portland, Texas

Evergreen Solutions was engaged with the City of Portland (City) to conduct a Classification, Compensation and Benefits Study. Evergreen's consultants evaluated jobs within the City and the current pay and benefits structure. A market survey of salary and benefits was conducted among peers approved by the City. Based on the survey results, Evergreen made recommendations for changes to the current classification and compensation system, as well as provided a maintenance tool that the Human Resources Department to use to keep the system current and equitable. Training on this maintenance tool was also provided. **Note:** Evergreen was again hired in 2024 to conduct a Compensation Plan Update.



**Compensation and Classification Study
City of Beaumont, Texas**

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



**Classification and Compensation Study
City of Kingsville, Texas**

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



**Compensation and Classification Study
City of Coppel, Texas**

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



Comprehensive Compensation and Benefits Study City of Odessa, Texas

Evergreen Solutions was engaged with the City of Rowlett to conduct a comprehensive compensation and benefits study for 1,140 employees. The primary goal of the study was to ensure that the City was recognized as an employer of choice that provides a viable, cost effective and competitive pay structure. The study measured and provided a compensation analysis on (a) base salary, (b) pay/step plans, (c) employer-provided medical benefits packages and (d) any other incentive-based compensation options, to include “on call” pay. Evergreen’s consultants identified any weaknesses within the components of the City’s existing compensation package that would negatively impact the organization’s ability to attract and retain talented employees.



Employee Compensation Consulting Services Fort Bend County, Texas

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

- reviewed current compensation plan including policy groups and salary structures;
- conducted Fair Labor Standards Act (FLSA) exempt/non-exempt status review of all positions;
- analyzed internal equity and possible compression issues;
- completed salary survey of City and County governments in the State of Texas as designated by the County;
- designed and executed a salary survey, analyzed results and made recommendations; and
- evaluated and determined each employee’s proper step placement on the newly approved salary grade structure.

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



**Compensation and Classification Study
Brazoria County, Texas**

Evergreen was retained by the Brazoria County to conduct a Compensation and Classification Study. Evergreen developed a compensation program for the County, evaluated current pay grades, and developed a classification system to facilitate the ongoing compensation analysis. Evergreen assessed position titles and identified appropriate employee status in accordance with FLSA. Evergreen then developed multiple alternative recommendations and a communication plan. Finally, Evergreen reviewed and developed different policies procedures and proposed different recommendations. **Note:** Evergreen was again hired by the County in 2025 to conduct a similar study.



**Classification and Compensation Study
Burnet County, Texas**

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



**Salary Compensation Study
Hood County, Texas**

Evergreen Solutions was engaged with Hood County to provide an update of their classification and compensation system. Evergreen evaluated the current system, collected and reviewed current environment data, and evaluated and built the projected classification plan. Evergreen identified a list of market survey benchmarks and conducted a market survey. Evergreen's consultants provided the County with the external assessment summary, developed strategic positioning recommendations, and developed and submitted draft and final reports and recommendations for compensation administration. Additionally, Evergreen updated and rewrote job descriptions, as necessary, based on our recommendations.



**Classification and Compensation Study
Blanco County, Texas**

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



**Classification and Compensation Study
Town of Prosper, Texas**

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



**Compensation Study
Grand County, Colorado**

Evergreen Solutions was retained by Grand County to conduct a compensation study. Evergreen performed the following tasks: reviewed current personnel practices and policies that impacted pay and performance; reviewed legal provisions and requirements, including statutory requirements that could impact the study; conferred with the County Manager, Elected Officials, Department Heads and Human Resources Director in order to review input regarding their views of compensation problems and needs, and identified specific areas of concern; reviewed County jobs in order to prepare an appropriate pay survey and fringe benefit questionnaire; prepared a survey tool that sought entry level, mid-point and maximum pay for each key class included; performed analysis of pay and benefit data provided by peer organizations; prepared recommended pay grade and range schedules and assignments to pay grades for each class of work; determined appropriate internal relationships of the classes based upon classification factors; and developed a salary schedule or schedules that met the needs of the County's compensation program and related to the County's labor market.



**Compensation and Classification Study
Garfield County, Colorado**

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



**Classification and Compensation Study (Included Benefits Survey)
Ouray County, Colorado**

Evergreen Solutions was engaged with Ouray County to conduct a Classification and Compensation study, including wages and benefits, for full-time and part-time employees of Ouray County. A job analysis was conducted using existing job descriptions to determine the best classifications for the work performed. Evergreen recommended the deletion of outdated or unnecessary jobs descriptions as well as the revision to current positions, if needed. In addition, a salary survey was conducted to ensure external market equity by comparing Ouray County to other county governments, local municipalities and local businesses as appropriate. Recommendations were provided to improve the fairness and equity in the current classification and compensation system.



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

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



Comprehensive Compensation and Classification Study City of Santa Fe, New Mexico

Evergreen Solutions was engaged by the City of Santa Fe to conduct a comprehensive compensation and classification study for all City 1,326 employees, including non-bargaining employees and those covered by collective bargaining agreements. Evergreen conducted orientations and focus groups with general employees, and interviewed department directors and other executive managers. Employees completed Job Assessment Tools, and supervisors completed Management Issues Tools, as needed. The data gathered through this process resulted in JAT scores for each job title, placement of each job into an internal hierarchy, and recommendations as needed for revisions to the current classification structure.

Evergreen also worked with City Human Resources staff to conduct a comprehensive salary survey. The results were combined with the internal hierarchy analysis to generate recommendations for a comprehensive compensation and classification structure. Evergreen provided detailed recommendations for the implementation of a new structure and related employee salary adjustments. Evergreen also assisted the City with implementation of a revised performance assessment system which include training with supervisors and staff, and creating and distributing performance appraisal factor weighting forms. **Note:** Evergreen was again hired in 2023 to conduct a similar study for the City.



Classification and Compensation Consulting Services City of Albuquerque, New Mexico

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

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



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

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



Salary and Benefits Survey City of Carlsbad, New Mexico

Evergreen Solutions was retained by the City of Carlsbad to conduct a Salary and Benefits Survey. The study included the evaluation of 50 union positions as benchmarks against the private and public labor market in the State of New Mexico, and making recommendations to improve competitiveness in alignment with the City's strategic goals. Evergreen used private sector data from ERI for data that was unavailable from selected targets using a custom salary and benefits survey. In addition, Evergreen collected average actual salary data for the benchmarked positions. Evergreen's recommendations improved the competitiveness of the City and helped prepare the City for future recruitment challenges.



Classification, Compensation, and Benefits Study Ogden City Corporation, Utah

Evergreen Solutions was engaged with Ogden City Corporation to conduct a Classification, Compensation and Benefits Study for its 1,250 employees. The goals of this study were to ensure that job descriptions accurately reflect actual duties and maintain compensation levels that are both internally and externally equitable.

Evergreen Solutions worked with Ogden City Corporation throughout four project phases that involved:

- conducting a job analysis, including building a classification plan;
- documenting a compensation philosophy;



-
- reviewing and analyzing the City's total compensation plan, including a market salary and benefits survey; and
 - providing a comprehensive report containing recommendations, an implementation approach, and guidelines for maintaining classification and compensation policy updates and changes.



Classification Study and Compensation Survey City of Page, Arizona

Evergreen Solutions was engaged with the City of Page to conduct a Classification Study and a Compensation Survey for all employees. As part of the study, Evergreen conducted orientation sessions, focus groups, and interviews. Employees completed a Job Assessment Tool (JAT) in order to analyze job duties and revise the current classification structure. A salary and benefits survey was issued to local and regional employers to assess market competitiveness. Based on the findings from the classification and compensation review, a new pay plan as well as policies and procedures were recommended to the City.



Classification and Compensation Study (Included a Gender Equity Analysis) City of Prescott, Arizona

The City of Prescott retained Evergreen Solutions to conduct a Classification and Compensation Study, including the development of a compensation philosophy, to design and implement a comprehensive total compensation plan and to classify all positions appropriately within the plan structure. The study included a complete classification analysis using the Job Assessment Tool job valuation methodology as well as a statistical assessment of internal conditions and an assessment of external equity including salary and benefits surveys of competing organizations. The final report culminated in a series of findings and recommendations that were designed to alleviate any strains on the system and, if necessary, redesign or augment the existing system in place at the City of Prescott. **Note:** Evergreen also ensured that the solution that was recommended was equitable from a gender standpoint by doing an analysis of the data collected.



**Compensation Study
City of Flagstaff, Arizona**

City of Flagstaff was hired Evergreen Solutions to conduct a Compensation Study for more than 1,000 employees. Evergreen's consultants performed the following tasks: evaluated the current broadband pay plan structure; evaluated the current skill-based pay plan, public safety, and general 2080 pay plan structures; conducted a market salary survey of at least five other local government and private sector peer organizations; developed a plan for the City's strategic improvement, including the identification of highly competitive positions within the City; and developed recommendations and guidelines for the continued administration and maintenance of the compensation system.



**Classification, Compensation, and Benefits Study
Yavapai County, Arizona**

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



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

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



**Classification and Compensation Study
City of Boulder City, Nevada**

Evergreen Solutions was engaged with the City of Boulder City to conduct a Classification and Compensation Study. Evergreen's consultants conducted a job evaluation, classification review, and developed a compensation system for all positions and job classifications in order to make recommendations regarding the appropriateness, internal equity, and external competitiveness of the City's classification and compensation plans. Evergreen developed an updated and well-structured classification system as well as classification descriptions for all positions that is legally compliant (including Fair Labor Standards Act (FLSA) and Americans with Disabilities Act (ADA) requirements), internally aligned, reflective of contemporary standards, and accurately reflected current roles, responsibilities, duties, and qualifications. The study also reviewed the City's compensation structure by conducting a market salary survey using comparator agencies. The compensation study contained specific recommendations regarding the integration of all classifications into a clear compensation structure, with the goal of developing a clearly designed, internally equitable format that is flexible for career opportunity and future growth.



**Compensation Study
City of Long Beach, California**

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



**Comprehensive Classification and Compensation Study
City of Camarillo, California**

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



**Classification and Compensation Study
City of Fresno, California**

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



**Classification and Compensation Study
City of Yucaipa, California**

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



**Classification and Compensation Study
City of Thousand Oaks, California**

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



**Comprehensive Compensation Study
City of Crescent City, California**

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



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

Evergreen Solutions was hired by the City of Sanger to provide Consultant Services for a Study of the City's Compensation Plan and Benefits. Evergreen will perform the following tasks: review current compensation practices and related issues; review current listing of comparable cities and recommendation of appropriate changes as necessary; meet with Department Directors; hold orientation and briefing sessions with employees; recommend salary survey benchmarks; conduct an internal salary relationship analysis; provide recommendations for updating the City's classification and compensation plans; and train City staff in the methodology used.



**Classification and Compensation Study Services
City of Santa Ana, California**

Evergreen was hired by the City of Santa Ana to conduct a Classification and Compensation Study for its more than 1,675 employees. Evergreen will provide recommendations for updating the City's job architecture; develop compensation strategies to withstand minimum wage increases while maintaining appropriate pay differentials; create recommendations for appropriate labor markets; and prepare a plan for the ongoing internal administration and maintenance for the compensation plan. **Note:** This project is nearing completion.



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

Evergreen was hired by the City of West Hollywood to conduct a Competency Model, Classification Analysis and a Compensation Study. Evergreen drafted a competency bank and provided the City with a report and analysis of findings of the completed competency bank. Evergreen also conducted a comprehensive salary, benefits and total compensation survey of similar jobs with comparable public agencies in the City's labor market, reviewed the City's classification structure, and provided recommendations to the City's Human Resources staff on how to maintain the classification and compensation system moving forward.



**Total Compensation Study
City of Moorpark, California**

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



**Classification and Compensation Study Services
City of Bell Gardens, California**

Evergreen was hired by the City of Bell Gardens to perform Classification and Compensation Study Services. Evergreen will evaluate the present salary structure as compared to the specific job market for comparable positions in the public sectors, review current job classifications, confirm, and recommend changes to hierarchical order of jobs. Evergreen will also identify potential pay compression issues and provide potential solutions and analyze and make recommendations for changes to the present compensation structure to remain competitive in the job market. **Note:** This project is nearing completion.



Classification and Compensation Study Inyo County, California

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



Classification and Compensation Study Calaveras County, California

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



Compensation Review Mariposa County, California

Evergreen was retained by Mariposa County to conduct a Compensation Study. Evergreen performed the following tasks: met with labor unions and Human Resources to identify benchmarks and targets for the salary survey; evaluated existing job families and establish new job families as needed to ensure consistency; evaluated the comparable market (i.e., salary and benefits); conducted routine progress meetings with Human Resources and the County Administrative Officer; evaluated internal equity relationships, with a specific focus on compaction, and suggested salary adjustments as appropriate; determined whether the Deputy Clerk of the Board II should be aligned for salary purposes with the Executive Assistant; evaluated whether the HHS Program Assistant should be



aligned for salary purposes with the HSA Eligibility Specialist; produced and delivered a final report detailing all classifications and families and their place in the comparable market, specifically highlighting ones that were not aligned with the job market.



Classification and Compensation and Equal Pay Study City of Albany, Oregon

Evergreen Solutions was retained by the City of Albany to conduct a Classification and Compensation and Equal Pay Study. Evergreen's consultants reviewed current job descriptions and compensation structures to determine the need for modifications to assure external competitiveness and internal equity by performing the following tasks:

- reviewed current job descriptions to analyze knowledge, ability, education, experience, relevance, and hierarchical consistency;
- developed, distributed, and analyzed job specific questionnaires, as needed, and conducted in-person interviews of select staff to complete analysis;
- proposed, where appropriate, broad-banding of classifications, or combining classifications into a series, if beneficial to achieve alignment of similar positions;
- recommended additions, deletions, or modifications to existing classifications and made FLSA determinations (exempt or non-exempt status) for positions;
- surveyed comparator jurisdictions for both wages and total compensation;
- analyzed results and developed appropriate pay structures for City taking into account compression and internal equity;
- conducted equal pay analyses of recommended pay structures that complied with House Bill (HB) 2005 and its implementing administrative rules; and
- trained City HR staff on the methodology used to assess job classifications in order to maintain internal equity when adding, deleting, or modifying jobs in the future.



**Compensation Study
City of Bend, Oregon**

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



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

Evergreen was retained by the City of Portland to provide Professional Technical and Expert Services for its more than 3,000 employees. Evergreen reviewed positions and classifications represented by a collective bargaining agreement, as well as newly represented and non-represented classifications. Evergreen developed recommendations for the most effective classification structure, revised existing classifications and/or the creation of new ones, as well as made recommendations to align individual incumbents to the most appropriate classification.



**Compensation and Classification Study
Columbia County, Oregon**

Evergreen Solutions was retained by Columbia County to conduct a Compensation and Classification Study. Evergreen's consultants worked with the Compensation Study Committee (CoSC) to develop a compensation system for the County, evaluated current pay grades, conducted an equal pay analysis in compliance with the Oregon Equal Pay Law, and developed a classification system to facilitate the continued administration of the compensation analysis. Evergreen's consultants also assessed position titles and identified appropriate employee status in accordance with FLSA. Evergreen then developed multiple alternative recommendations and a communication plan as well as reviewed and developed different policies procedures and proposed different recommendations.



**Classification and Compensation Study
City of Ridgefield, Washington**

Evergreen Solutions was engaged with the City of Ridgefield to conduct a Classification and Compensation Study. The City had desired to maintain an internally and externally equitable, yet market competitive, classification and compensation plan. The City had strived to competitively recruit and retain employees who would provide the best service to the community. The City had not conducted an in-depth review of the classification and compensation structure since 2015-16 and since that time had grown from 37 to 52 FTE's, including seven (7) new classifications. In the end, Evergreen provided recommendations to update the City's classification and compensation structure in order to better retain and recruit qualified employees. **Note:** Evergreen was again hired in 2024 to conduct a Classification and Compensation Plan Update.



**Job Classification Market Study
City of Bellingham, Washington**

Evergreen was hired by the City of Bellingham to conduct a Job Classification Market Study. Evergreen performed the following tasks: conducted a market pay evaluation; collected salary and benefits data from peer organization for benchmarked positions; performed a job analysis of all bargaining unit classifications; conducted a job analysis and updated job descriptions; analyzed the internal pay relationship between positions; produced recommendations on strategy options for more effective management of compression issues; and developed tools and guidelines and provided necessary instruction to the City.



**Total Compensation Study
Spokane County, Washington**

Evergreen Solutions was retained by Spokane County to conduct a Total Compensation Study for more than its more than 2,000 employees. Evergreen reviewed total Compensation (compensation and benefits) for 225 regular, full-time positions and recommended possible wage adjustments that align with the County's compensation philosophy. Additionally, Evergreen compared the County's benefits package with those offered in the same local market identified in the pay analysis. **Note:** Evergreen was hired again in April of 2020 to conduct a Classification Study for the County.



Section 5.0
References



5.0 References

In this section, 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 Biddeford. We invite you to contact our client references as to the quality and timeliness of our consulting projects. Additional references are available upon request.

Job Classification and Compensation Study

Town of Wethersfield, Connecticut

Contact Information: Fred Presley, City Manager, 505 Silas Deane Highway Wethersfield, Connecticut 06109, (860) 721-2801, fred.presley@wethersfieldct.gov



Classification and Total Compensation Review

City of Manchester, New Hampshire

Contact Information: Sharon Wickens, Finance Director, One City Hall Plaza Manchester, New Hampshire 03101, (603) 624-6543, ldrabik@manchesternh.gov



Compensation Study

City of Portsmouth, New Hampshire

Contact Information: Kelly Harper, Human Resources Director, 1 Junkins Avenue Portsmouth, New Hampshire 03801, (603) 610-4478, kaharper@cityofportsmouth.com



Section 6.0
Cost Proposal



6.0 *Cost Proposal*

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

Our total, not-to-exceed, fixed cost to complete all tasks in our detailed work plan in **Section 3** of our proposal is **\$31,500**. 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 being requested.

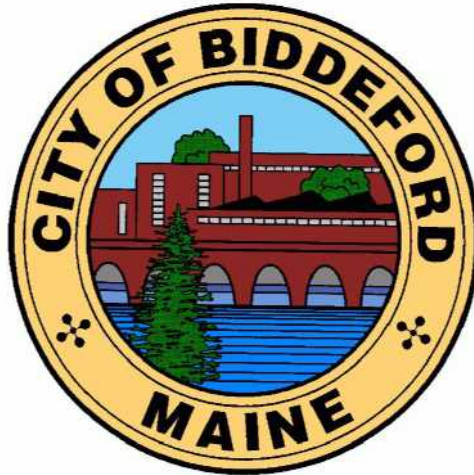
Our preferred payment schedule for all tasks in our work plan is as follows:

- 25% - upon completion of Tasks 1 – 2
- 25% - upon completion of Task 3
- 25% - upon completion of Tasks 4 – 6
- 15% - upon completion of Tasks 7 – 8
- 10% - upon completion of Tasks 9 – 11

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 price of the basic tasks, or any other options that the City of Biddeford wishes to identify.





Classification and Compensation Study
Non-Union Positions
City of Biddeford, Maine

Paypoint HR, LLC
695 Santa Maria Lane
Davidsonville, MD 21035
(443) 336-4272

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Management Synopsis

Paypoint HR, LLC is submitting a proposal in response to the City of Biddeford's request for a comprehensive Classification and Compensation Study aimed at positioning the City as an employer of choice. Our study will objectively assess job roles, organizational hierarchy, and external market pay ranges for approximately 70 non-union employees, providing data-driven recommendations for adjustments. The study will be completed within 16-20 weeks at a firm fixed-price of \$30,000 and will incorporate quantitative evaluations to support informed decision-making on compensation and benefits.

Our methodology emphasizes collaboration with clients and employees to develop practical, actionable recommendations and ensure their successful implementation. Paypoint HR recognizes that employees are the City's most valuable asset, and by including their input, we help foster a workplace culture where they feel valued and engaged in public service.

We rigorously test our recommendations to ensure they align with sound business practices and provide a structured framework for recruitment, retention, and compensation management. Our goal is to equip the City with a sustainable and competitive compensation strategy that supports long-term success in attracting and retaining top talent. Specifically, we have developed an approach and methodology that incorporates the following:

- Market competitiveness.
- Recognition that compensation is comprised of more than just base pay levels.
- Consideration of changes in recent compensation trends and strategies.
- Customization of solutions that consider the diversity of needs present within the Client's organization and allows the Client to select the components and options that best meet their overall needs.

Once the recommendations are made for updates to classifications and pay structures, the city will be given our custom designed tools for implementation and ongoing administration. We will create a custom Compensation Factor Scoring (CFS) system using information gathered during the study and providing the city with access to the system to help place positions in the future.

Consultant Information

Paypoint HR is a cost-effective, innovative firm specializing in classification and compensation solutions for the public sector. Founded in Maryland, our main office is located in Davidsonville, with an additional office in Manteo, North Carolina. As an independent Woman-Owned Small Business (WOSB), we have been helping public organizations develop internally equitable and externally competitive pay plans since 2015.

Our unique approach integrates expertise from diverse fields, including organizational design, compliance, research analytics, business strategy, and human resources. By leveraging this multidisciplinary expertise, we collaborate with clients to develop strategic, customized classification and compensation plans that enhance their ability to recruit and retain top talent. We believe our firm stands apart by uniting specialists from multiple disciplines to provide tailored solutions that give our clients a competitive edge in their labor markets.

Paypoint HR's team consists of recognized experts in human resource management who understand that compensation management is not a "one-size-fits-all" approach. While we adhere to established standards, our analysis is more thorough than our competitors, incorporating both standard pay calculations and customized reports tailored to client needs. We develop compliant job descriptions and pay plans based on the latest regulations, reducing grievances and enhancing equity. Our recommendations also consider the business and operational needs of organizations.

With decades of experience providing total compensation solutions to the public sector, Paypoint HR has the executive staff and resources ready to deliver exceptional service. Our response to the Statement of Work details our business history, personnel, and processes, demonstrating our ability to meet the city's needs.

We are active members of WorldatWork and the Society for Human Resource Management, continuously staying updated on emerging trends and best practices. Our personnel have presented at industry associations, financial organizations, and universities and serve on various boards. We conduct custom external market surveys and leverage industry data, including recent survey reports, regulatory updates, and labor market trends. We welcome client input on preferred survey sources and believe our expertise, proprietary software, and extensive data resources set us apart from other contractors, ensuring the successful achievement of project goals.

Our current workload allows us to commit the necessary staff members to the successful completion of the project. We welcome the active participation of the project team throughout the entire study but understand that they will be engaged with other priorities as well. Paypoint HR expects support from the client in communication with key staff, setting up meetings, providing meeting resources, as well as establishing reporting relationships, milestones, and timelines.

Karin Campbell and Dr. Rick Campbell are legally authorized to represent Paypoint HR and will serve as the main contacts for the project.

Project Manager – Primary Contact

Karin Campbell, SPHR, SHRM-SCP
695 Santa Maria Lane
Davidsonville, MD 21035
Karin@PaypointHR.com
(443) 336-4272

Technical Director – Secondary Contact

Dr. Rick Campbell, CCP
695 Santa Maria Lane
Davidsonville, MD 21035
Rick@PaypointHR.com
(540) 815-7837

Principals



Karin Campbell, CEO & Project Manager

Master of Business Administration, University of Texas
Bachelor of Science in Business Marketing, University of Maryland
SPHR, SHRM-SCP, IPMA-SCP

PROFILE

Strategic and accomplished Human Resources executive with over two decades of experience in leading classification and compensation studies, organizational consulting, and HR operations for public sector and nonprofit institutions. Demonstrated expertise in project management, stakeholder engagement, labor market research, compensation strategy, and HR compliance. Proven ability to lead large-scale initiatives that improve organizational performance, ensure legal defensibility, and support equity and retention.

CORE COMPETENCIES

- Public Sector HR Consulting
- Classification & Compensation Studies
- Market Pay Analysis & Survey Design
- Strategic Planning & Implementation
- Labor Relations & Workforce Analysis
- Employee Communications & Change Management
- Total Rewards & Benefits Analysis
- Executive Reporting & Presentation
- Team Leadership & Development
- Quality Assurance & Risk Mitigation



Dr. Rick Campbell, President & Director of Research

Ph.D. in Engineering Science and Mechanics, Penn State University
Bachelor of Science in Applied Mathematics, University of Virginia
Certified Compensation Professional (CCP), WorldatWork

PROFILE

Experienced executive and classification & compensation strategist with a Ph.D. in Engineering Science and over 25 years of experience across aerospace, energy, and public sector HR consulting. Founder of Paypoint HR, specializing in classification and compensation studies for municipalities, sales compensation for businesses, and the development of advanced SaaS tools. Skilled in quantitative analysis, leadership communication, stakeholder engagement, and systems implementation.

CORE COMPETENCIES

- Classification & Compensation Studies
- Executive Communication & Public Engagement
- Project Management & Implementation
- Research Design & Statistical Analysis
- Technical Writing & Presentation
- SaaS Development & Application
- Public Sector Consulting
- Team Leadership & Training
- Quality Assurance & Risk Mitigation
- Salary Survey & Market Analysis
- Fair Labor Standards Act Analysis

Additional Project Personnel



LTC (Ret) Narrie Magturo, Director of Quality

Master of Science in Environmental Management, Webster University
Master of Science in Environmental Science, Purdue University
Bachelor of Arts in Biology, Capital University
American Red Cross Disaster Response Team.

PROFILE

Results-driven Director of Quality Assurance with more than 15 years of experience in compliance auditing, risk mitigation, and quality control across military and HR consulting environments. Retired U.S. Army officer with over 22 years of distinguished service, now applying military-grade QA/QC methodologies to public sector classification and compensation projects. Skilled in developing, implementing, and evaluating quality assurance processes that support equity, legal compliance, and strategic HR outcomes.

CORE COMPETENCIES

- Quality Assurance & Control (QA/QC)
- HR Compliance Audits & Standards
- Public Sector Risk Management
- ISO 9001 & Regulatory Compliance
- Environmental, Health & Safety Oversight
- Stakeholder Engagement & Communication
- Emergency Response Planning (NIMS/FEMA)
- Program & Project Management
- Training & Technical Documentation
- Vulnerability & Infrastructure Assessment



Jenna Hurdle, Project Associate

Bachelor of Arts in Criminal Justice, High Point University

PROFILE

Experienced Project Associate with over 15 years in the legal field and more than 2 years supporting classification and compensation projects at Paypoint HR. Brings expertise in legal compliance, document review, data quality, and administrative support. Strong background in criminal justice, real estate, and insurance. Recognized for meticulous research, regulatory compliance, and efficient coordination of project tasks and data preparation.

CORE COMPETENCIES

- Project Coordination & Administrative Support
- Benefit Analysis
- Legal & Regulatory Compliance
- Document Review & Management
- Preliminary Data Analysis
- Research & Quality Control
- Classification & Compensation Project Support
- Client Communications & Service
- Legal Procedures & Filing Systems
- Cross-Industry Experience
- Confidential Records Management



Jennifer Holcomb, Quality Specialist

Bachelor of Science in Health Sciences, San Diego State University
Associate Degree in Nursing, Mira Costa College

PROFILE

Detail-oriented Quality Assurance Specialist with over 7 years of experience supporting classification and compensation projects for public sector clients. Brings a background in health sciences and nursing to her analytical and structured approach. Highly experienced in job evaluation, market survey coordination, and documentation review. Known for precision, follow-through, and effective collaboration in multidisciplinary project teams.

CORE COMPETENCIES

- Job Evaluation & Classification Support
- External Market Survey Coordination
- Job Description Analysis
- Quality Assurance & Audit Review
- Report Design & Documentation
- Project Coordination & Milestone Tracking
- Data Verification & Benchmarking
- Public Sector HR Consulting
- Communication of Technical Concepts
- Cross-Functional Team Collaboration



Erin Martell, Technical Writer

Master of Science in Criminal Justice, , Northeastern University
Bachelor of Arts in Liberal Arts, St. John's College

PROFILE

Experienced technical writer and project team collaborator with 17 years of experience supporting public sector and nonprofit initiatives. Brings over eight years of experience working with Paypoint HR on classification and compensation projects, where she contributes precise technical documentation and quality assurance deliverables. Proven success in developing systems to ensure contract and grant compliance, analyzing data for program effectiveness, and improving project communications and deliverables.

CORE COMPETENCIES

- Technical Writing & Editing
- Public Sector Contract Compliance
- Grants Management & Reporting

- Survey Development & Analysis
- Project Documentation & Quality Control
- Communication Systems Development
- Operations Management
- Stakeholder Reporting & Deliverables

Recent Studies

Organization	Project Title and Service Dates
Accomack County, Virginia	Classification & Compensation Study 2023
City of Alton, Illinois	Compensation Study 2025
City of Bath, Maine	Compensation Study 2021 - 2022
Town of Berlin, Maryland	Wage Compensation and Classification Study 2022 - 2023
City of Bellaire, Texas	Classification Study and Total Compensation Study 2023 - 2024
Belknap County, New Hampshire	Pay and Classification Audit - Consultation Services 2021 - 2022
City of Brentwood, Missouri	Employee Compensation (Wage and Benefits) and Classification Consulting Services 2024
City of Broken Arrow, Oklahoma	Classification Study 2024 - 2025
City of Brooklyn Center, Minnesota	Peer Market Survey and Job Salary Analysis 2024 - 2025
Town of Centreville, Maryland	Classification and Compensation Study 2024 - 2025
City of College Park, Maryland	Job Classification and Compensation Study 2023 - 2024
City of Columbia, Missouri	Classification and Compensation Data Consultation Services 2018 - 2022

City of Concord, New Hampshire	Classification and Compensation Study 2024 - 2025
City of Cottage Grove, Minnesota	Position Classification and Compensation System 2020 - 2025
City of Delray Beach, Florida	Compensation and Classification Study 2024
Town of Derry, New Hampshire	Consulting Services for Classification and Compensation 2023 - 2024
City of Des Peres, Missouri	Comprehensive Compensation Study 2024
Town of Elizabeth, Colorado	Compensation Study and Pay Equity Analysis 2025
Elko County, Nevada	Compensation and Classification Study 2019 - 2021
Town of Enfield, New Hampshire	Classification and Compensation Study 2023
Eureka County, Nevada	Compensation and Classification Study 2023 - 2025
City of Farmington, Missouri	Comprehensive Compensation Study 2025
City of Fort Morgan, Colorado	Compensation Study & Analysis 2022 - 2023
Town of Frederick, Colorado	Classification and Compensation Study 2023 - 2024
Town of Front Royal, Virginia	Compensation and Classification Study 2016 - 2018, 2022, 2023
Town of Goffstown, New Hampshire	Classification and Compensation Study 2023
Gratiot County, Michigan	Classification and Compensation Study 2022 - 2023
City of Green Cove Springs, Florida	Comprehensive Classification and Compensation Study 2024
City of Hagerstown, Maryland	Compensation and Classification Analysis 2023 - 2024

Town of Highland Park, Texas	Compensation/Benefit Study 2025
Village of Indiantown, Florida	Compensation and Classification Study 2025
Islamorada, Village of Islands, Florida	Compensation Classification and Job Study 2025
City of Jacksonville, Texas	Compensation and Classification Study 2021 - 2022
Jefferson County, Missouri	Salary and Classification Study 2025
Kent County, Delaware	Compensation & Classification Study 2022 - 2023
Knox County, Illinois	Classification & Compensation Study 2019 - 2025
Town of La Plata, Maryland	Organizational Design Study 2021 Classification and Compensation Study 2022
City of Lake City, Florida	Classification and Compensation Study 2022
City of Largo, Florida	Compensation & Classification Study 2019 - 2020, 2022, 2023 - 2024
City of Leander, Texas	Citywide Compensation Study 2022
City of Melbourne, Florida	Compensation and Class Study 2025
Merrimack County, New Hampshire	Pay and Classification Study - Consulting Services 2023
Miami-Dade County, Florida	Position and Compensation Study 2024 - 2025
Millard County, Utah	Salary Survey and Compensation Analysis Services 2021 - 2022
City of Muscatine, Iowa	Compensation Study 2023
City of Newberry, Florida	Employee Classification & Compensation Study 2023

Town of North Beach, Maryland	Wage Compensation and Classification Study 2023 - 2024
Town of North East, Maryland	Comprehensive Compensation Study and Classification Plan Development 2025
Nye County, Nevada	Classification & Compensation Study and Analysis 2025
City of Odessa, Missouri	Job Analysis and Compensation Study 2025
City of Portland, Tennessee	Compensation Study 2024
City of Raytown, Missouri	Compensation and Classification Plan 2021 - 2023
Rockingham County, New Hampshire	Pay and Classification Audit 2021
Village of Scarsdale, New York	Compensation and Classification Study 2023 - 2024
City of Seabrook, Texas	Job Analysis & Evaluation 2023
City of South Portland, Maine	Compensation Plan Study 2019 - 2020; 2024
Southampton County, Virginia	Compensation and Classification Study 2025 - 2026
City of St Pete Beach, Florida	Compensation Study 2023 - 2024
City of Stuart, Florida	Classification and Compensation Study 2019, 2024
Town of Sunapee, New Hampshire	Classification and Compensation Study 2024
City of Tomball, Texas	Classification and Compensation Study 2023
Town of Tonopah, Nevada	Compensation and Benefit Study 2025
City of Villa Rica, Georgia	Compensation Study 2023

Scope of Work

Assessment of Needs

Paypoint HR has done a preliminary review of possible hurdles specific to the City of Biddeford's ability to attract, motivate, and retain employees. Furthermore, our project history has familiarized us with projects similar in size, scope, and services. You can feel confident our approach is time tested.

Our understanding of the project is that Biddeford is a full-service city that provides both its residents and tourists with a full range of municipal services including but not limited to police, fire, public works, and recreation. The city desires to update their current compensation plan to keep up with current compensation practices. The purpose is to attract and retain a high performing and engaged workforce that will continue providing excellent service to those who live in the city.

Possible Challenges

Paypoint HR found the following issues as possible sources of challenges:

- Increase in community demands and expectations for service offerings paired with limited resources to quickly adapt,
- Difficulty recruiting qualified individuals for certain positions,
- Job roles have changed due to changing technology, increased regulations, etc.,
- Increasing cost of employee benefits,
- Pay compression, external inequity, and perception of internal inequities, and
- A highly competitive labor market with other public and private employers in the region competing for the same labor force.

These obstacles are independently problematic and collectively require a change from a tactical management style to a strategic management philosophy. We believe developing a long-term strategy for recruiting and retaining employees is the true intent of this RFP. Paypoint HR understands we will be working with an appointed team leader, key leadership staff, and stakeholders (Project Team) to validate the scope of services, methodology, timelines, and other deliverables. We anticipate several virtual meetings, but we remain flexible to meet your needs. We are planning that meetings will be used to kick-off the project, employee briefing sessions, and presentation of the findings of the study.

Methodology

Our methodology is comprehensive and encompasses all of the requirements specified in the RFP. Phase 1 focuses on the Classification/Internal Components. Phase 2 focuses on the Compensation/External Component. The standard methodology we will use to conduct both phases of the study is laid out in the flowchart and delineated below.

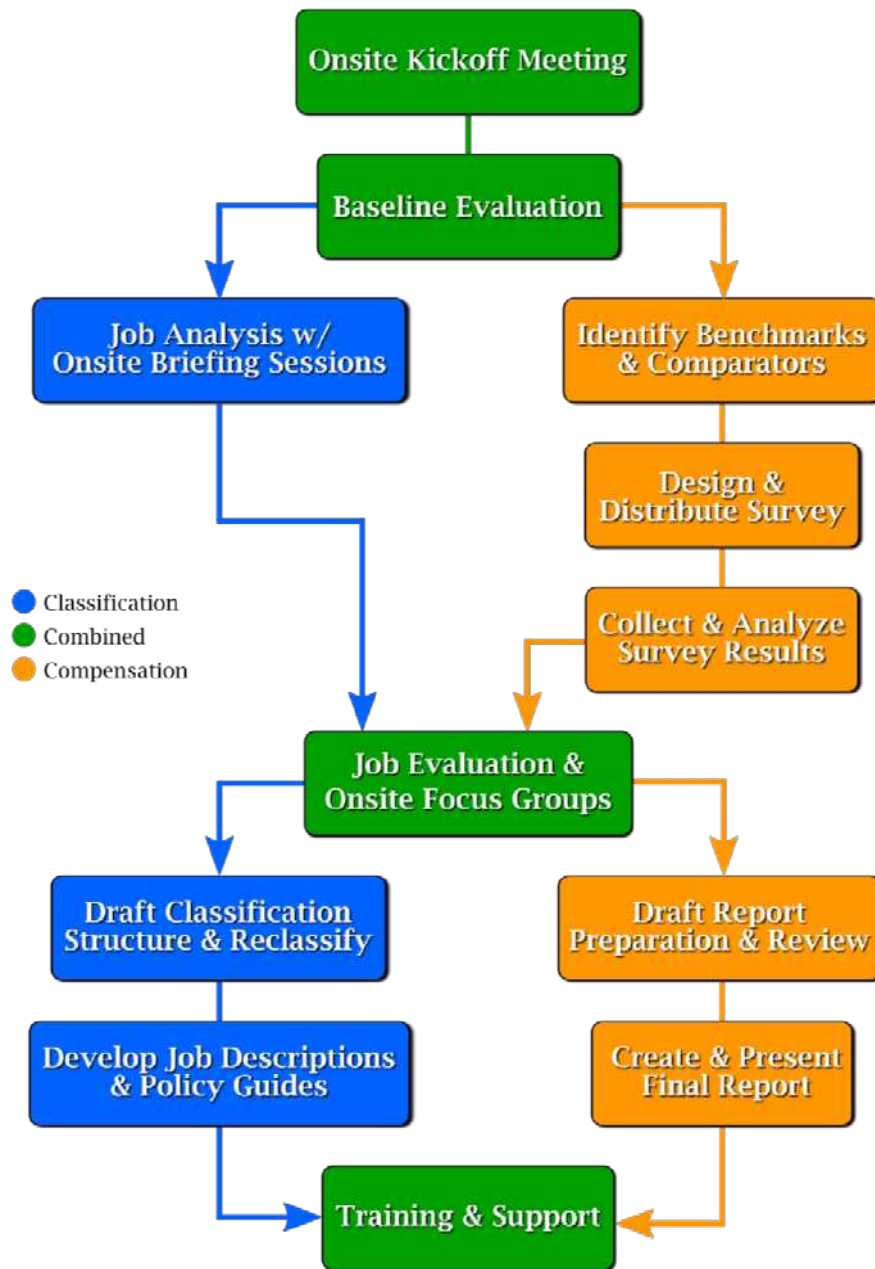


Figure 1 - Process Flow Chart

Paypoint HR plans to conduct the internal equity portion of the study prior to the external portion of the study though some activities will be conducted simultaneously. The reasons for this include:

- Job titles and job descriptions are, in the minds of the employees and their supervisors, inextricably associated with the “worth of the work” or pay. Compensation is often a highly emotional issue. By separating the two phases of the study, even though elements of the phases may be conducted concurrently, it gives us two separate yardsticks of measure.
- The compensation review will be completed when there is a full understanding of the scope of work, thereby ensuring that the data developed from the labor market and client’s classifications are correct.

Paypoint HR uses an expectation of excellence philosophy when approaching our projects. Based on the size and scope of each project, we determine the most effective utilization of resources and build our project team. We use secure, effective communication tools to safely and transparently share information. This approach tends to take a people-centric perspective, implementing short phases or steps that rely on ongoing feedback. This continuously reshapes and refines the project path. The methodology has proven successful over time and frees teams from using a cookie cutter approach to designing a custom work product. Consequently, we offer a faster turnaround and a dynamic ability to quickly adapt to changes.

Phase 1 – Classification/Competencies Component

- A. Project Start and Initial Meetings
- B. Baseline Data Collection and Initial Analysis
- C. Job Analysis Collection and Completion
- D. Job Evaluation and Classification Development
- E. Draft Job Descriptions and Policy Guides
- F. Develop Guide for Implementation of Changes and Draft Interim Report

Phase 2 – Compensation Component

- A. Identify Benchmark Positions and External Survey Comparator List
- B. Design and Distribute Survey
- C. Collect and Analyze Survey Data
- D. Internal Relationship Analysis and Alignment
- E. Preparation of Draft Report
- F. Deliver Final Report and Deliverables for Implementation

We will look at both qualitative data and quantitative data throughout both the classification and compensation portions study. Statistical data allows us to capture a snapshot of the existing plan and create baselines on the existing plan. This gives us a starting point to uncover areas of possible review and revision recommendations.

Phase 1 Classification/Competencies Component

This phase of the assignment will result in the study of all classes that includes the comparison of classes within series and to other occupational levels within the organization. Study tasks include project initiation and orientation, employee orientations, creation of custom surveys for employees and managers, completion of Position Vantage Point by employees, desk audits by managers and/or Human Resources, and interviews with employees. The cumulative information gathered will culminate in the preparation of revised or new class specifications, and a review process for all employees included in the scope of the study.

Task 1A - Project Start

The project initiation phase encompasses all the steps required to initiate the project. This task includes the following activities:

Kick-Off Activities

- Request pertinent materials prior to the project initiation meeting so that Paypoint HR understands the scope of the study, an understanding of the client's current classifications, and is prepared to seek further relevant information during the initial meetings.
- Obtain relevant information and statistical/anecdotal data on specific compensation issues and policies. Obtain insight into perceived current compensation system strengths and weaknesses. Identify current incumbents and gather any other documentation to gain better understanding of the client's operations.
- Meet Human Resources Director to discuss project context and methodology, determine reporting relationships, and clarify project understanding and Milestones to create the Communication Plan.
- Reach an agreement on a schedule for the project including all assignments and project milestones/deliverables and deadlines for completion of the assignment.
- Establish an agreeable communication schedule while identifying potential challenges and opportunities for the study.
- Schedule employee Kick-Off briefing sessions.
- Create an Executive Announcement Letter for distribution to staff.
- Initial review of relevant materials, including: (a) any previous projects, research, evaluations, or other studies that may be helpful to this project; (b) organizational charts for departments and divisions along with related job descriptions; (c) current position and classification descriptions, salary schedules, salary ranges, pay scales, payroll reports, and classification systems; (d) strategic business plans and budgets; (e) personnel policies and procedures; and (f) evaluation criteria.
- Discuss the Client's strategic direction and the short-term and long-term priorities.
- Review any data provided by the Client that may provide additional relevant insight.
- Review internal career ladders to identify needs, make recommendations, and keep positions competitive in the market.
- Maintain open lines of communication.

- Conduct a thorough review of all background materials related to the client’s classification system. Review information from the department head as well as incumbents. Conduct interviews as appropriate.
- Document accepted compensation and classification philosophy and budgets based on input from the Study Project Leaders and other key staff.
- Gain understanding of employee recruiting and retention processes to uncover challenges in the local labor market and provide guidance on market positioning strategies.
- Once a baseline is determined, establish the client’s current position as compared to the local market using sources of data preferred by the client as well as Paypoint HR’s resource library for consideration.
- Look at goals for recruiting and retention with regards to sustainable budget amounts that will support recommendations on market position strategy.
- Consider both current and anticipated information technology programs, software and staffing levels to support, implement, administer, and maintain the recommendations given to the client by Paypoint HR.

Current Grade	Staff #	# near Min	% near Min	# near Max	% near Max
110	19	3	15.8%	1	5.3%
111	43	10	23.3%	5	11.6%
112	16	2	12.5%	1	6.3%
113	35	5	14.3%	6	17.1%
114	17	2	11.8%	2	11.8%
115	13	0	0.0%	0	0.0%
116	31	1	3.2%	2	6.5%
117	2	0	0.0%	0	0.0%
118	26	1	3.8%	4	15.4%

Figure 3 – Sample Baseline Evaluation

Task 1C – Job Analysis Collection and Completion

The job analysis portion of the study includes employee outreach. We find that by having employee involvement, your staff will feel more valued. By gaining insight from employees about their position and the overall pay structure, in their own words, the study deliverables will be more relevant and as a result, employees will be more inclined to accept recommendations.

During this stage in the process, the following milestones will be met:

- Conduct employee briefing sessions to review the role of employees, the role of supervisors, the scope of work to be covered by the study and to explain how to complete the job analysis questionnaire (Position Vantage Point, or PVP.) It is communicated to employees that this process is not a performance review, but rather an identification of what should be required for new employees.
- Employees will be given a period to complete the PVP, usually 10 - 14 days. Employees are encouraged to retain a copy of their responses for their records.
- Completed surveys are given to department heads for their review and input. Front line supervisors often work in collaboration with department heads during this process. Typically, this process takes 7 - 10 days.
- Department heads turn in the reviewed PVPs to Human Resources for any further input with the final product then provided to Paypoint HR for analysis.

Task 1D - Job Evaluation and Classification Development

Task 1D of the project acknowledges the job analysis information and supporting material. The city may have Paypoint HR utilize an existing classification method or choose to utilize Paypoint HR's Compensable Factor System (CFS). Once the job analysis PVP is distributed, Paypoint HR will:

- Facilitate collection of job descriptions, desk audits, and supporting materials from the Study Project Leaders or designated Human Resource department contact. The job descriptions, audits, and supporting reports will be reviewed and analyzed in detail along with other documentation to obtain an understanding of the duties and responsibilities assigned to each position.
- Identify the classification of existing positions utilizing the existing job evaluation system, review jobs, and characterize the internal equity relationships within the organization.
- Review all class specifications with the Study Project Leaders. Review each classification and score the classification using a point factor system or the system that the client has in place. Include an evaluation of results.
- Develop preliminary recommendations for the classification structure. The classification system designed at this point will be based solely on internal equity relationships and will be guided by scores for each classification. Essentially, a structure of classifications will be reviewed and classifications with similar scoring would be grouped into pay grades. The final decision on the minimums and maximums of the pay grades will be determined after the market data has been collected.

Evaluation Factors

- Education / Experience / Certifications
- Duties
- Complexity
- Independence
- Impact and Accountability
- Supervision and Authority
- Interaction
- Environment

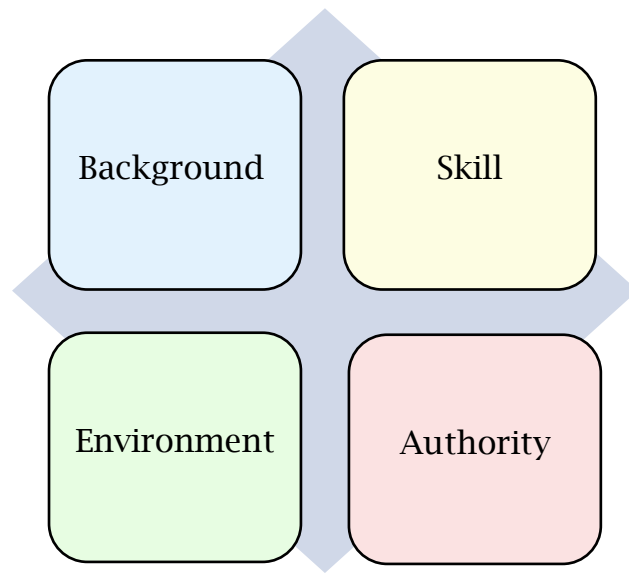


Figure 4 - Position Evaluation Factors (Example)

Prior to developing detailed class descriptions, our job evaluation will result in a classification plan concept and employee allocation discussion with the Project Team. We recognize the city will have its own factors to determine hierarchy. We will compare changes in business needs and operations, as well as any reorganization, with the established classification system and job families, as well as review internal relationships between classifications.

Our job evaluation method involves a quantitative approach. The whole position classification methodology examines your current evaluation criteria and augments it with other factors as needed. Our analysis will include our assessment methodology. We will list broad class concepts and highlight where significant changes may be recommended, such as, expanding or collapsing class series in the same functional area and/or separating or combining classifications assigned to different functional areas. We will review and analyze current classification series, the number of classifications and classification levels, and job families. We will also review, and update established titling guidelines for the studied classifications for appropriate and consistent titling.

A detailed, incumbent-specific allocation list for each position included in the study will be prepared, specifying current and proposed classification title and the impact of our recommendations (reclassification upgrade or downgrade, title change, or no change). After we have completed this process, a meeting will be arranged to review any recommended changes to the classification plan with the Study Project Leaders.

After preliminary approval of the class concepts and allocation lists, recommendations for new and/or updated class descriptions will be developed for each proposed classification following the format approved by the client.

From the review of the PVPs, desk audit reports and any interviews, we will update duties, responsibilities, and minimum qualifications of each class specification, as necessary, or develop new class specifications if duties, responsibilities, and minimum qualifications have changed significantly. We will recommend new classification/class levels and/or operational changes, business needs, and any reorganizations that require new classifications. Analysis of FLSA, EEO, and ADA requirements will also be analyzed for compliance.

Index of Current to Recommend Job Classes

Current Job Class	New Job Class	Trans Code
Superintendent of Printing	Printing Supervisor	T
Support Services Project Manager	Delete	D
Survey Party Chief	Survey Party Chief	N
Surveyor I	Surveyor	M,D
Surveyor II	Surveyor	S,N
	Utility Locator	J
Switchboard Operator	Clerical Assistant	M,D
Systems Analyst	Systems Analyst	N

Transaction Codes

- | | |
|----------------------------|------------------------------------|
| M - Merge into Other Class | S - Split into Two or More Classes |
| T - Title Modification | N - No Change |
| D - Delete Class Title | J - New Job Class |

Figure 5 - Sample Index of Current to Recommended Classes

The Index of Current to Recommended Job Classes is an alphabetical listing of all job classes currently used by the client and the recommended disposition of each of those job classes and titles. Current data is from the payroll, class specifications, and/or job descriptions, classification plan, and PVPs. New data includes job class title and transaction codes.

Task 1E – Draft of Job Descriptions and Policy Guides

Task E of the project will draft a job class classification and allow for review by the city. This task includes the following activities, principally for new job titles and those that have substantially changed, namely:

- A draft copy of the revised/new class description with an allocation recommendation will be submitted to the Project Leaders.
- Department Heads and managers will receive a copy of their employees' draft job descriptions and will be asked to review their comments and feedback to verify and concur with the information provided.
- Subsequently each manager, supervisor, and employee will be given an opportunity to provide comments and concerns regarding any modifications to the classification structure and specifications.
- Our experience has been that this is one of the most critical phases of the project (but also one of the most time-consuming).
- Our proactive and effective communication process at this crossroad has always avoided formal appeals, adversarial meetings, or major conflicts after the study.
- Paypoint HR will provide a format for the client to show each employee whose position was studied, and how their position is being affected.
- The form will have two options for the employee's signature: one line is reserved for employees who have read and agree with their draft job description; the other line is reserved for employees who have read the draft class description and disagree with certain parts, want to make changes, want to add or delete information, or have general questions about the description and/or the process.

Task 1F – Develop Guide for Implementation of Changes and Draft Interim Report

A Draft Interim Report of the Classification Study will be completed and submitted to the client for review and comment. The report will contain:

- A recommended classification plan.
- A classification implementation and maintenance manual, including documentation regarding study goals and objectives, classification methodology, approach, and process, as well as analysis and resulting recommendations.
- The recommended allocation list, and classification title changes.
- Classification concepts and guidelines, as well as distinguishing characteristics and other pertinent information for implementation and continued maintenance of the pay plan.

Once we have received the city's comments regarding the Draft Interim Report and have made any necessary changes, a Final Classification Report will be developed that is compliant with State and Federal Regulations.

Phase 2 Compensation Component

This Section of the study will result in the development of labor market survey parameters and the collection and evaluation of labor market survey data. The findings from the compensation component will be reviewed and analyzed to look for areas of possible improvement. Paypoint HR will create a pay structure that meets the city's objectives. We will give the city perspective on the economic impact adoption of the recommendations will have on the city. This will make the factors for implementation clear and help anticipate needed steps to meet the overall goals.

Task 2A - Identify Benchmark Positions and External Survey Comparator List

Task 2A of the compensation portion of the study will include identifying benchmark job positions and identifying a mutually agreed upon list of external comparators to be included in the external survey. To complete this, the following steps will be taken:

- Involving the Study Project Leaders and stakeholders as appropriate, in the decision-making process.
- Agreement on which agencies are included *PRIOR* to beginning the study. Our experience has shown that this is the most advantageous approach.
- Conducting a thorough review of all materials to date including employee database, classification listing, interviews, compensation review, and meetings with the Project Management Team. This will be closely followed by an exploration of the Project Team's overall strategic compensation vision.
- Thoroughly reviewing the various components of existing compensation plans and policies as well as the regulatory environment surrounding compensation.
- Identifying highly competitive positions within the organization and customizing the survey where appropriate.
- Reviewing and discussing how a compensation program might be designed to support the organization's business strategy and organizational objectives.
- Confirming and discussing the Project Team's preferred percentile placement within the marketplace.
- Acknowledging the organization's policy with respect to internal pay equity and employee perceptions of fairness.
- Addressing the Project Team's philosophy with respect to employee retention including the role compensation plays in retention issues.
- Reviewing the Project Team's philosophy with respect to fiscal sensitivity and flexibility.

"Benchmark classes" are normally chosen to reflect a broad spectrum of class levels. The positions that are selected normally include classes that are most likely to be found in other similar agencies and will therefore provide a sufficient and valid sample for analysis.

Benchmark positions should encompass the entire range of positions from the beginning of the pay ranges to the end. There should be a number of positions equally interspersed among the pay scale. Positions that have been difficult to attract and retain excellent

employees should be included. Paypoint HR will offer information and examples for the Project Leaders to consider, which will provide a measurable, rational, fact-based methodology to determine the relative job worth within the organization (as required by the EEOC).

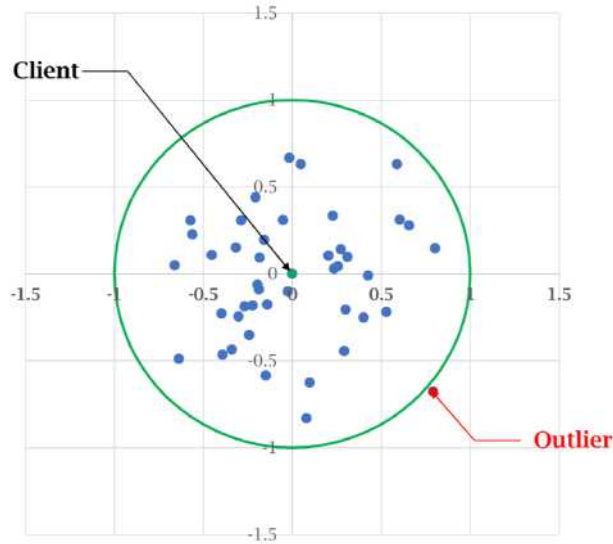


Figure 6 - Illustration of Economic Variance Using the Client as the Baseline

Paypoint HR will conduct an economic analysis of regional organizations to identify a preliminary unbiased list of appropriate comparators. The purpose of this step is to ensure the worthiness and legitimacy of using these organizations to develop recommendations. This adds validity to the findings and yields defensible results. We will keep in mind the Project Team’s criteria on such factors as degree of competition for obtaining and retaining candidates for high quality staff, their location in the city’s traditional recruitment areas, and their level of service. Paypoint HR uses objective parameters to determine the legitimacy of findings. Below is a list of possible criteria to consider when selecting organizations to be sampled:

Sample List of Selection Criteria

- | | |
|---------------------------|--------------------------------|
| Median Housing Price | Unemployment Rate |
| Median Household Income | Labor Force Participation Rate |
| Cost of Living Adjustment | Proximity |
| Population | |

Each organization considered is given a variance score related to data points and an aggregate variance score is created. This will help identify the organizations whose results will provide validity to the study. Upon identifying benchmark positions and the selected comparators, Paypoint HR will then create the document for surveying the selected organizations and conduct the external survey.

Task 2B – Design and Distribute Survey

In Task 2B of the study, it is anticipated that the creation and distribution of the external survey will take place. This analysis will include a detailed concise presentation of data to be collected. The survey will include job titles along with a summary of each position. This approach allows respondents to compare job description to job description and not just job titles, therefore ensuring true "matches" from the survey respondents.

Paypoint HR will send the survey to all comparators and if necessary, complete Freedom of Information Act (FOIA) requests. We conduct all of the survey distribution, data collection, and analysis ourselves to ensure validity of the data and to enforce quality control. While there is an industry standard of 5-15% response rate for surveys, Paypoint HR typically receives 25-40% response rates. While the surveys are out for distribution, Paypoint HR will further examine the existing compensation environment to establish a baseline and keep in contact with the Project Team.

Task 2C – Collect and Analyze Survey Data

Job Title	Job Summary	Hours	Min	Max
City Clerk's Office				
Administrative Assistant	This work involves complex and responsible clerical support and staff assistance activity. Perform research and retrieval of records, reports, forms, memoranda, letters, etc. HS_GED, + 2 yrs experience.	2080	23.18	37.1
City Clerk	This position is responsible for administrative and supervisory work managing the various functions and responsibilities of the City Clerk's Office. Bachelor's Degree, + 5 yrs experience.	2080	39.66	63.45
Deputy City Clerk	This position is responsible for administrative and supervisory work in planning, organizing, and coordinating administrative activities of the City Clerk's Office. Performs customer service functions including information and assistance related to records research, responds to routine questions, complaints, or requests for service. Associate's Degree, + 3 yrs experience.	2080	26.84	42.95
Development Services				
Building Inspector	This is technical work conducting building inspections to ensure buildings and structures are constructed and tested in compliance with existing City codes, ordinances and statutes. Record and document all building inspections and prepare inspection reports. HS_GED, State of Florida Standard Inspector Certification, + 5 yrs experience.	2080	25.56	40.9
Planner	The work of a Planner is either in the category of current planning, focusing on landscape and development project review, or in long-range planning, focusing on land use, zoning, and land development regulation amendments. Bachelor's Degree, + 2 yrs experience.	2080	24.35	38.96

Figure 7 – Sample of Job Summaries in External Survey

Following the distribution of the surveys, Paypoint HR will collect the data and conduct an in-depth review of the survey results with the Study Project Leaders, as appropriate. The purpose of this review is to identify any additional information needed or areas that require further analysis. Paypoint HR will examine salary spread for all grades, ladders between grades, and identify the possibility of positions being compensated differently than intended from the existing plan. We will examine the distribution of employee salaries to highlight challenges and conduct an analysis of wage compression using Paypoint HR's proprietary statistical processes, if requested. Positions that contribute to compression are specifically identified for adjustment.

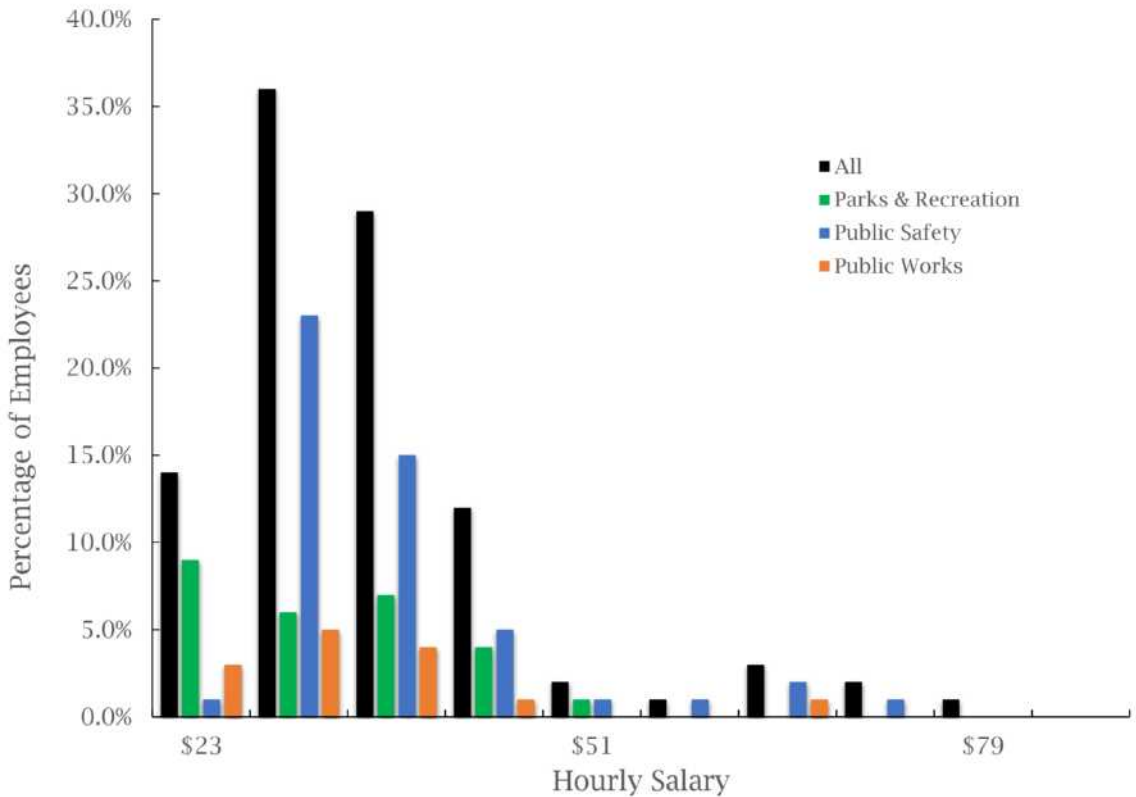


Figure 8 - Baseline Analysis of Client's Workforce

[Task 2D - Internal Relationship Analysis and Alignment](#)

To determine recommendations for internal equity, considerable attention will be given to this phase of the project. It is necessary to develop an internal position hierarchy based on the organizational value of each classification. By reviewing those factors, we will make recommendations regarding vertical salary differentials between classes in a class series (if recommended), as well as across departments.

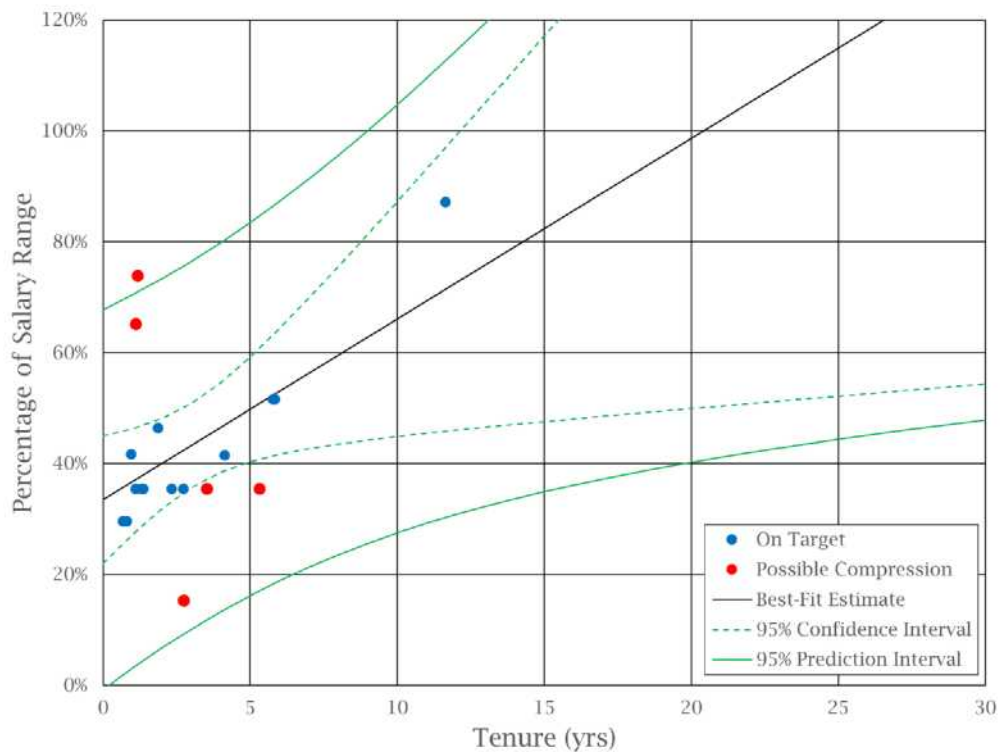


Figure 9 - Sample Internal Compression Analysis

Position Classification	CFS Score
Assistant City Manager	787.8
Police Chief	517.1
Fire Chief	445.8
Utilities Director	374.4
Chief Financial Officer	353.5
Public Works Director	329.4
Development Services Director	229.5
Human Resources Director	215.3
Neighborhood & Community Services Director	212.4
Parks & Recreation Director	210.2

Figure 10 - Sample of Compensable Factor Score Results

Paypoint HR analytically develops an internal hierarchy based upon the job analysis responses. The goal of this critical step of the process is to address any internal equity issues and concerns with the current compensation system. We look for compression and inconsistencies. Our quantitative tool, Compensable Factor Score (CFS) system, allows us to objectively compare between certain classifications.

We will create a sound and logical compensation structure for the various levels within each class series, so that career ladders are not only reflected in the classification system but also in the compensation system. The recommendations will contain pay differentials between levels that allow employees to progress on a clear path for career growth and development. Career ladders will be looked at both vertically and horizontally to mirror the classification structure that was developed during the classification section of the study. Paypoint HR's Compensable Factor Score (CFS) formulation provides a framework to construct an unbiased internal hierarchy of positions.

Category	Score	Grade	Min	Max
Education	11.16	1	0.0	7.0
Experience	4.65	2	7.0	7.5
		3	7.5	8.0
Complexity	7.60	4	8.0	8.6
Independence	3.30	5	8.6	9.2
		6	9.2	9.9
Supervision Received	1.34	7	10.0	10.8
Supervision Responsibilities	1.21	8	10.8	11.7
		9	11.7	12.8
Impact	7.84	10	12.8	14.0
Physical	0.47	11	14.0	15.4
		12	15.5	17.1
Working Condition	0.31	13	17.1	19.0
Interaction	9.30	14	19.0	21.3
		15	21.3	24.0
Financial	1.05	16	24.0	27.1
		17	27.1	30.9
Total Score	48.22	18	30.9	35.4
		19	35.4	40.9
		20	40.9	47.5
		21	47.5	55.6

Figure 11 - Compensable Factor Score Example

The internal hierarchy is correlated with the findings of the external market, external equity, by using Paypoint HR's non-linear statistical algorithm. A 90% or greater correlation is typical, lending to confidence that both the internal and external equity are sound and appropriate.

Paypoint HR may choose to supplement the survey data with information from our own internal library. This helps to identify outliers and get a pulse on how the study results compare to the market.

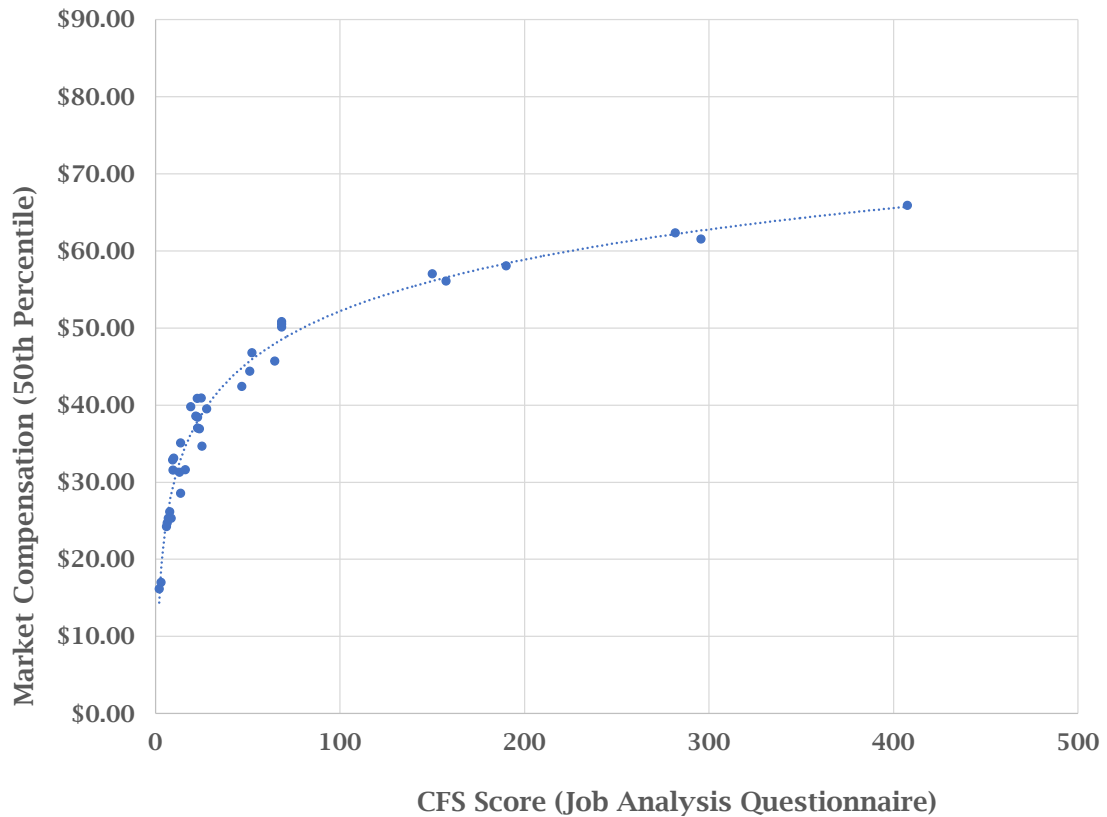


Figure 12 - Sample Comparison of Internal / External Hierarchy

Task 2E - Preparation of Draft Report

Depending on the data developed from the internal analysis, we will review and make recommendations regarding internal alignment of your salary structures including combining or expanding groups or salary scales. We will develop recommendations for pay grades and salary ranges for all classifications based typically on median salaries from the comparable agencies based on the organization's overall compensation philosophy and policy. We will also analyze any pay compression issues to ensure internal equity, if requested.

- We will conduct a competitive pay analysis using the market data gathered to assist in the determination of external pay equity and the recommendation of a new base compensation level for each classification studied.
- We will conduct a comparative analysis to illustrate the relationship between current pay practices and the newly determined market conditions. We will also develop

solutions to address pay equity issues. Our analysis includes information regarding the financial impact of addressing pay equity issues for the city. The result is intended to create a market adjustment and implementation strategy supporting your goals, objectives, and budget considerations.

Positions will be categorized in a compensation ratio or “Compa-ratio” relating actual pay rates to market rates to determine if they are in-line with the external market. Positions will be classified by their Compa-ratio and determined to be either below, at, or above the market rate. We use these findings to make corrections to pay for each position which allows for fiscal impact analysis of recommendations.

	Engineering Technician II	Engineering Technician III	Engineering Technician IV	Foreman
Market Percentiles				
20%	\$32.31	\$36.30	\$39.16	\$39.56
25%	\$32.96	\$37.10	\$40.05	\$40.47
30%	\$33.67	\$37.90	\$40.93	\$41.35
...
70%	\$38.82	\$43.74	\$47.25	\$47.75
75%	\$39.45	\$44.47	\$48.06	\$48.56
80%	\$40.27	\$45.42	\$49.10	\$49.62
Mean	\$36.36	\$40.95	\$44.23	\$44.69
Compa-Ratio	-5.0%	-6.9%	-2.4%	-8.1%

Figure 13 - Sample Compa-Ratio Results by Job Title

The Draft Final Report will be completed and submitted to the Study Project Leaders for review and comment. The report will provide detailed compensation findings, documentation, and recommendations. The report will include the following information:

- A proposed Salary Range/Plan document.
- Any alternative compensation plans identified.
- Reports addressing employees whose base pay either is below or exceeds the market rate.
- The option to implement the recommended plan in phases.

After an initial round of feedback from the Study Project Leaders, we will make edits and resubmit the draft to the Project Team for review and approval. Final meetings with the Project Team and stakeholders will be conducted and any final adjustments are made prior to delivery of the final report to the appropriate stakeholders. Once all questions and concerns are addressed, a Final Report will be created and submitted in a bound format and electronic format.

Full-Time Positions Substantially Below Market (Compa-Ratio % Diff < -10%)

Accreditation Manager	Human Resources Manager
Assistant Fire Chief	IPP Administrator
Benefits Manager	Lead Code Enforcement Officer
Communications Manager	Structural Plan Reviewer
Executive Assistant	System Administrator

Full-Time Positions Below Market (-10% < Compa-Ratio % Diff < -5%)

Accounting Manager	Code Enforcement Officer
Agenda Coordinator	Communications Supervisor
Assistant City Attorney II	Crime Scene Investigation Supervisor
Building Maintenance Superintendent	Cross Connect Control Specialist I
Chief Parking Facilities Administrator	Data Analyst Accreditation Manager
City Manager	Deputy City Clerk

Figure 14 - Sample External Market Results Summary

[Task 2F - Deliver Final Report and Deliverables for Implementation](#)

Paypoint HR typically works on tight schedules that demand extensive communication. We first listen to our clients to understand their specific needs and then create recommendations that fulfill the purpose of the study. Our final report reviews the city's background as related to the study and conveys complex concepts clearly and concisely. We feel this is one of our strongest attributes. An area of communication where we particularly excel is in the ability to communicate with employees at all levels of education and background. The concepts covered during employee outreach are reflected in the final report, as appropriate. This improves morale as the employees feel valued by knowing they have been heard. We are a liaison and have discovered opportunities and issues that would not have otherwise been utilized or addressed.

The final report includes an Executive Summary that summarizes the study methodology and gives recommendations for consideration by the city. The report highlights specific areas where an opportunity exists to improve the city's Classification and Compensation programs. The strategic position of the existing plan is reviewed in relation to the findings and shows comparisons. Recommendations that affect the city's budget are reviewed and their financial impacts are projected to ensure the city is able to support them. The Final Report is developed in a way that is relevant to the current market as well as allowing the city to make a long-term strategic plan for attracting and retaining staff. The work product includes steps for implementation, training, and ongoing administration.

Our recommendations have been well received by our audiences. We have developed valued relationships and are considered by our clients and their employees as a trusted advisor. We welcome the opportunity to work with the city to prove ourselves as an excellent service-oriented firm.

Recommendations

The fiscal impact of the recommendations below is approximate cost for salary adjustments only. It does not factor in associated costs for employee-related benefits.

50th Percentile of Market

1. Raise the salary of 24 positions that are below grade minimum market, first, at a cost of \$24,169.
2. Raise the salary of 20 positions that are *substantially* below market, second, at a cost of \$248,318.
3. Raise the salary of 125 positions that are below market, third, at a cost of \$550,160.

Total: 169 positions, \$822,647

4. Raise the salary of 12 positions that are experiencing compression, fourth, at a cost of \$17,246.
5. Consider reclassifying the following titles, fifth, according to the city's personnel policy manual.
 - Community Services Division Manager
 - Community Support Specialist

Figure 15 - Sample of Study Recommendations

Summary of List of Standard Deliverables

- Kick-off meeting with Project Team and collaborative development of the Project Communication Plan.
- Project planning and methodology.
- Briefing Sessions with All Employees to go over the scope of the project, their role, and to give directions on how to complete the job analysis.
- Job Evaluation report completed using scores from job analysis responses.
- Comparator Analysis reports to identify localities that compete for labor with the city.
- Development of agreed benchmark positions.
- External Market Survey for comparators with benchmark job titles and short job summaries.
- Update of Job Descriptions, where applicable, to include FSLA, EEO, and ADA compliance (sample provided upon request).
- Creation of Recommendations for Reclassifications report, including job title simplification.
- Development of a Compensable Factor Scoring System tailored to the city for use and maintenance of job evaluations and internal equity.
- Development of training for ongoing administration and implementation along with supporting materials and manual.
- Development of a salary structure based on the survey findings and job evaluations.
- Survey finding reports showing options for strategic position as compared to current position.
- Fiscal Impact report showing costs associated with the selected strategic market position.
- Cumulative Final Report for presentation which shows methodology, procedures, development of findings, work product deliverables, and the financial impact of recommendations.

Implementation

Communication with the Project Team and key stakeholders are described at each step in the process of our project methodology. We consider our audience for implementation to be the Project Team, managers, and employees. We have tailored our process to involve each at the appropriate times. We incorporate meetings, frequently asked questions, questionnaires, informal appeals, reviews and feedback sessions. Various media is used during the project to convey changes. We include online access to information, written communication, forms, face-to-face meetings, electronic communication, as well as virtual meetings.

Weekly progress reports will be provided to the Project Team. Paypoint HR will also provide the Project Team status reports every two weeks and as requested. We keep our clients fully abreast of all activities that Paypoint HR undertakes during our projects to ensure timely completion and to short-circuit any issues that may arise.

- Paypoint HR provides forms for discussions with personnel regarding how the changes affect them individually.
- We create Job Discussion Request (JDR) and Job Discussion Guide (JDG) forms for employees and their supervisors to complete and submit to the Human Resources department. While employees may not always agree with our recommendations, they have a "second chance" to ensure that they have been heard and to continue the educational process regarding why specific recommendations were made.
- A manual of instructions and training materials regarding the administration of the proposed compensation system.
- A list of implementation issues, schedules, fiscal impact statements, cost projections, and communications surrounding our recommendations.
- A guide for rules, policies, and procedures for you in implementing, managing, and maintaining the compensation system.
- Train the trainer sessions.
- Customized software, unique for each client based on the results of the study, and support plan options.

Tentative Timeline

Our professional experience is that comprehensive studies of this scope and for this size organization take no more than 16 weeks to complete, allowing for adequate position vantage point completion, interview time, classification description development, compensation data collection and analysis, review of steps by the client, the development of final reports, and any appeals.

The project will be delivered in two phases — Phase 1: Classification and Phase 2: Compensation — totaling approximately 240 professional hours. Key activities include project kickoff, job analysis, classification development, salary survey and market benchmarking, internal equity review, and preparation of final deliverables. A customized project schedule will be finalized with the City at kickoff to reflect internal availability, review windows, and key decision points, ensuring that the process is both rigorous and responsive to City needs.

Throughout the project, Paypoint HR will provide timely written progress reports and schedule interim updates to the Project Team to ensure transparency and alignment. We believe that consistent communication is critical to keeping the project on schedule and addressing any emerging issues quickly and collaboratively.

Figure 16 - Tentative Project Timeline

Month	Phase	Tasks & Milestones	Estimated Hours
November December 2025	Phase 1 Tasks A-B	<ul style="list-style-type: none"> - Project kickoff and stakeholder meetings - Review existing documentation and organizational data - Initiate job analysis process 	29 hrs
December 2025	Phase 1 Tasks C-E	<ul style="list-style-type: none"> - Complete job analysis collection from staff - Evaluate and classify positions - Begin drafting job descriptions and policy documents 	57 hrs
January February 2026	Phase 1 Task F Phase 2 Tasks A-C	<ul style="list-style-type: none"> - Finalize classification plan and interim report - Identify benchmark positions and survey comparators - Distribute and collect compensation surveys - Begin market and internal pay analysis 	87 hrs
February March 2026	Phase 2 Tasks D-F	<ul style="list-style-type: none"> - Complete compensation analysis - Draft and finalize reports - Deliver presentations and implementation materials 	67 hrs

Executive Summary

External Competitiveness Takeaway

Overall, job titles at the City of Bath are compensated 1.0% above market in the region. Compensation is not lagging the market across most departments, as shown below, but especially in Administration where compensation is substantially below market.

Department	Market Position
Administration	-14.3% below market
Assessing	0.0% at market
Clerk	-4.7% below market
Facilities/Transportation	-3.3% below market
Finance	+0.8% above market
Fire	+2.8% above market
Parks and Recreation Department	+1.3% above market
Planning and Development	+5.0% above market
Police	+3.2% above market
Public Works	+3.5% above market
Overall	1.0% above market

Recommendations for holistic compensation adjustments for all job titles at the City is delineated in the report. No wage reductions are recommended.

Recommendations

The fiscal impact of the recommendations listed below are approximate costs for salary adjustments for non-represented positions. The fiscal impact does not factor in associated costs for employee related benefits. The fiscal impact of collective bargaining adjustments are not considered.

1. Raise the salary of 4 positions that are below the new grade minimum, first, at a cost of \$15,576.
 - 1 Administrative Assistant - Cemetery (\$1,495),
 - 1 Deputy City Clerk (\$2,174),
 - 1 Deputy Finance Director (\$4,579) and
 - 1 Deputy Recreation Director (\$7,327).
2. Raise the salary of 5 positions that are *substantially* below market, second, at a cost of \$59,583.
 - 1 Custodian - Facilities (\$2,650),
 - 1 Executive Assistant to City Manager/Human Resource Director (\$18,292),
 - 1 General Assistance Coordinator (\$1,460),
 - 1 IT Coordinator (\$19,747), and
 - 1 WW Superintendent (\$17,434).
3. Raise the salary of 2 positions that are below market, third, at a cost of \$11,647.
 - 1 City Clerk (\$4,665), and
 - 1 Director of Planning and Development (\$6,982).
4. Adjust the salaries of positions that are near market with normal base-salary and tenure adjustments.
5. Discontinue making base-salary adjustments to the salaries of positions that are above or *substantially* above market until compensation is near market.

Table 3 - Economic Data of Bath and Potential Comparators

Community	Population	MHP	MHI	COLA	U Rate	LFP Rate
Bath	8,319	\$175,700	\$48,252	99.0	5.4%	64.0%
Maine						
Androscoggin County	107,602	\$158,200	\$53,509	96.0	5.8%	65.5%
Auburn	23,187	\$165,200	\$49,719	97.0	5.7%	66.7%
Augusta	18,605	\$144,800	\$43,796	95.0	4.9%	58.5%
Bangor	32,095	\$157,000	\$46,625	97.0	5.4%	59.7%
Belfast	6,688	\$190,500	\$62,857	100.0	5.3%	57.9%
Biddeford	21,462	\$245,900	\$53,120	104.0	5.4%	67.3%
Brewer	9,090	\$162,100	\$52,174	98.0	4.7%	65.3%
Cumberland County	292,307	\$278,100	\$73,072	110.0	4.5%	69.1%
Ellsworth	7,991	\$178,400	\$53,324	98.0	4.4%	68.1%
Franklin County	29,982	\$139,800	\$51,422	94.0	5.7%	60.8%
Hancock County	54,601	\$212,700	\$57,178	102.0	4.5%	61.6%
Kennebec County	121,753	\$159,400	\$55,365	96.0	4.9%	61.6%
Knox County	39,759	\$213,400	\$57,751	102.0	4.3%	61.7%
Lewiston	36,095	\$140,600	\$44,523	95.0	7.2%	62.2%
Lincoln County	34,201	\$215,400	\$57,720	103.0	4.3%	58.6%
Old Town	7,474	\$135,700	\$42,679	94.0	4.4%	64.7%
Oxford County	57,550	\$144,100	\$49,204	94.0	5.9%	57.3%
Portland	66,595	\$289,000	\$60,467	109.0	5.2%	71.9%
Rockland	7,178	\$172,800	\$44,156	97.0	5.1%	64.1%
Saco	19,497	\$258,900	\$70,517	109.0	5.1%	72.6%
Sagadahoc County	35,452	\$213,400	\$63,694	103.0	4.3%	65.0%
Sanford	21,015	\$171,200	\$49,642	99.3	5.0%	64.0%
South Portland	25,548	\$257,200	\$69,290	110.0	4.5%	71.6%
Waldo County	39,539	\$163,000	\$51,931	97.0	5.1%	60.7%
Waterville	16,577	\$125,000	\$38,862	93.0	6.0%	53.5%
Westbrook	18,633	\$232,900	\$59,460	105.0	5.4%	69.3%
York County	204,316	\$252,300	\$67,830	107.0	4.5%	66.3%



Overall Salary Distribution

The salary distribution for all employees is shown in Figure 1. The label "Percentage of Employees" on the ordinate y-axis reflects the total number of employees. The three largest departments, Fire, Police, and Public Works are highlighted.

A clear bimodal pattern does not exist which would demonstrate a two-tier compensation structure for any department of overall. It is preferable if there is a clear broad-banded bimodal distribution, that is, two bell curves, demonstrating both separation between supervisory and non-supervisory compensation and career progression within these two groups.

The concentration of employees in the upper end, top 20%, of the salary range (3 of 102, 3%) in comparison to the lower end is not excessive, meaning that the organization is not top-heavy with respect to compensation.

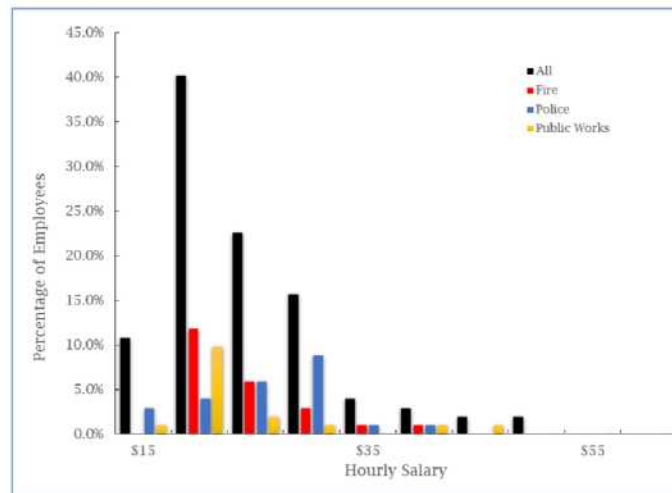


Figure 1 - Salary Distribution

Compensable Factor Score from Position Vantage Point

To assist in determining the internal hierarchy of positions in the County, the employees and managers participated in the Position Vantage Point Job Survey. Questions asked in the PVP are divided into four areas: Background, Authority, Skill, and Environment. In these four areas, the following compensable factors were examined:

Education	Complexity
Certifications	Independence
Work Duties	Impact
Work Experience	Physical
Financial Authority	Working Conditions
Supervision	Interaction

Job descriptions were consulted to update both the minimum education level and minimum experience level required for each position. The responses were then evaluated, producing the Compensable Factor Score (CFS) as shown below. For positions, where there was insufficient data from the employee/manager survey, job descriptions were consulted to fill out the survey.

Table 23 – Compensable Factor Score

Position Classification	CFS Score
Finance Director/Assistant City Manager	829.4
Director of Cemetery, Parks and Recreation	457.6
Director of Public Works	378.5
Chief of Police	330.4
Fire Chief	316.0
Deputy Director of Public Works	314.5
WW Superintendent	203.7
Deputy Chief of Police	157.0
Deputy Fire Chief	149.3
Assessor	125.7

External Market Comparison

A summary of the findings of the external market analysis is presented in Table 24 through Table 28. In Table 29 through Table 33, the external market findings for all position classifications is presented. The minimum, midpoint, and maximum hourly salary for each position classification is presented first. The market average (mean) and the various market quantiles are then presented. Lastly the Compa-Ratio, the ratio of the grade's midpoint divided by the 50th percentile from the external market, which measures the extent of the deviation of the current salary range in comparison to the market median, is presented.

Table 24 – Full-Time Positions Substantially Below Market (Compa-Ratio % Diff < -10%)

Arborist	General Assistance Coordinator
Custodian – Facilities	IT Coordinator
Director of Community & Economic Development	WW Superintendent
Executive Assistant to City Manager/Human Resource Director	

Table 25 – Full-Time Positions Below Market (-10% < Compa-Ratio % Diff < -5%)

City Clerk	Director of Planning and Development
Detective	

Table 26 – Full-Time Positions Near Market (-5% < Compa-Ratio % Diff < +5%)

Administrative Assistant - Cemetery	Crossing Guard
Administrative Assistant - Fire	Custodian - Recreation
Administrative Assistant - Recreation	Data Entry/Analyst
Animal Control Officer	Deputy Chief of Police
Assessor	Deputy City Clerk
Assistant Assessor	Deputy Director of Public Works
Bus Driver	Deputy Finance Director
Chief of Police	Deputy Fire Chief
Code Enforcement Officer	Deputy Recreation Director

Table 29 – External Market Comparison – Non-Represented

	Admin Assistant Cemetery	Admin Assistant Fire	Admin Assistant Police	Admin Assistant PW	Admin Assistant Recreation
Current Scale					
Minimum	\$19.21	\$19.21		\$19.21	\$19.21
Midpoint	\$22.29	\$22.29	\$31.25	\$22.29	\$22.29
Maximum	\$25.37	\$25.37		\$25.37	\$25.37
Market Percentiles					
20%	\$19.46	\$19.24	\$20.08	\$18.96	\$19.44
25%	\$19.94	\$19.45	\$20.16	\$19.00	\$19.88
30%	\$20.15	\$19.53	\$20.88	\$19.08	\$20.15
35%	\$21.61	\$19.58	\$21.45	\$19.32	\$21.07
40%	\$22.12	\$20.18	\$21.47	\$19.60	\$21.74
45%	\$22.40	\$20.52	\$21.92	\$19.67	\$22.04
50%	\$22.60	\$21.57	\$22.39	\$20.54	\$22.06
55%	\$23.43	\$22.09	\$23.06	\$21.15	\$22.13
60%	\$24.52	\$22.38	\$23.56	\$21.55	\$22.38
65%	\$24.91	\$22.44	\$24.97	\$21.59	\$22.64
70%	\$25.33	\$22.44	\$25.34	\$21.82	\$23.18
75%	\$25.64	\$22.66	\$26.99	\$22.18	\$23.87
80%	\$26.64	\$23.05	\$29.62	\$22.70	\$24.62
Mean	\$23.56	\$21.37	\$24.04	\$20.90	\$22.21
Compa-Ratio	-1.3%	+3.4%	+39.6%	+8.5%	+1.0%



Proposed Salary Schedules

A recommended salary scale for all Non-Represented employees is shown in Table 34. The spread between the minimum and maximum salary was set to 30% as the average spread adopted by comparable communities from the external survey was 28.5%. The number of pay grades was set to 16 to accommodate the range of CFS Scores. The Ladders, i.e., the distance between grades, was set to be 7.5%. Larger Ladders were included to increase the incentive for employees to seek positions of greater responsibility and to make it financially beneficial.

It is recommended that in subsequent years after the adoption of the recommended pay plan, the City should adjust the entire salary scale by the CPI annually as budget permits.

Table 34 – Proposed Salary Schedule – Non-Represented

Grade	Min	Mid	Max
B01	\$15.00	\$17.25	\$19.50
B02	\$16.13	\$18.54	\$20.96
B03	\$17.33	\$19.93	\$22.53
B04	\$18.63	\$21.43	\$24.22
B05	\$20.03	\$23.04	\$26.04
B06	\$21.53	\$24.76	\$27.99
B07	\$23.15	\$26.62	\$30.09
B08	\$24.89	\$28.62	\$32.35
B09	\$26.75	\$30.76	\$34.78
B10	\$28.76	\$33.07	\$37.39
B11	\$30.92	\$35.55	\$40.19
B12	\$33.23	\$38.22	\$43.20
B13	\$35.73	\$41.09	\$46.44
B14	\$38.41	\$44.17	\$49.93
B15	\$41.29	\$47.48	\$53.67
B16	\$44.38	\$51.04	\$57.70

Proposed Internal Equity

In Table 40, the resulting proposed internal equity for the City is presented for non-represented job titles.

Table 40 – Proposed Internal Equity

Grade	Title
B16	Finance Director/Assistant City Manager
B15	-
B14	Chief of Police Director of Cemetery, Parks and Recreation Director of Public Works Fire Chief
B13	Deputy Director of Public Works
B12	Deputy Chief of Police Deputy Fire Chief WW Superintendent
B11	Assessor City Clerk Code Enforcement Officer Deputy Finance Director Director of Community and Economic Development Director of Planning and Development Director of Sustainability and Environment Facilities Director
B10	Executive Assistant to City Manager/Human Resource Director IT Coordinator
B09	Deputy Recreation Director Foreman - Cemetery PW Foreman
B08	Arborist Work Leader - Recreation
B07	Payroll Supervisor
B06	Assistant Assessor Deputy City Clerk Treasurer Clerk/Deputy Tax Collector

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Recommended Salary Adjustments

A regression analysis of the CFS Score and the salary survey results indicate that market median salary for all positions is predicted very well by the CFS Score. The coefficient of determination is **94.4%**, in other words, the knowledge, skills, and abilities identified in the employee/manager Position Vantage Point job description survey correlate very well with the external markets' valuation of the non-represented job positions at Bath.

In Table 41, salary recommendation for employees based on the external market findings is presented.

Table 41 -Salary Adjustments - Non-Represented

Title	Current Rate	New Grade	New Rate
Administration			
Executive Assistant to City Manager/Human Resource Director	\$28.59	B10	\$37.39
IT Coordinator	\$23.62	B10	\$33.11
Marketing and Communication Specialist	\$22.29	B05	\$22.29
Digital Media and IT Specialist	\$19.93	B04	\$19.93
Assessing			
Assessor	\$37.03	B11	\$37.03
Assistant Assessor	\$24.46	B06	\$24.46
Cemetery, Parks and Recreation			
Administrative Assistant - Cemetery	\$19.21	B05	\$20.03
Administrative Assistant - Recreation	\$25.37	B05	\$25.37
Custodian - Recreation	\$16.69	B02	\$16.69
Deputy Recreation Director	\$23.23	B09	\$26.75
Director of Cemetery, Parks and Recreation	\$45.82	B14	\$45.82
Laborer - Recreation	\$24.39	B04	\$24.39
Work Leader - Recreation	\$29.37	B08	\$29.37

References

Contact Name	Contact Info	Project Title and Service Dates
Jennifer Johnston HR Director City of Concord	37 Green Street Concord, NH 03301 (603) 230-3722 JJohnston@ConcordNH.gov	Classification and Compensation Study 2024 - 2025

The City of Concord employs 475 full-time employees engaged across 236 position classifications. The scope of work included the following areas of work:

- A. Comparative Market Survey - The consultant shall conduct a comprehensive salary, benefits and paid time off survey of comparable public sector jurisdictions and appropriate private sector positions subject to the following stipulations:
 1. The survey must reflect salary, benefits and a total compensation approach to market comparisons (i.e. salary, incentives, stipends, benefits)
 2. The survey instrument and methodologies used must conform to generally accepted survey research methods and must be presented to the City prior to initiation of the survey.
 3. Benchmark classifications as outlined in the evaluation process must be used. A minimum of 25 positions will be surveyed. We currently have 236 active classifications.
 4. The criteria for selection of comparable jurisdictions and other organizations must conform to generally accepted methods and must be justifiable. The Consultant shall evaluate the value and impact of alternative criteria proposed by the City. The City Manager shall have final determination of the comparable jurisdictions and other organizations to be surveyed.
 5. A minimum of 8 organizations shall be surveyed for each benchmark position.
 6. Survey findings must be presented in a suitable format to display rankings of minimum salary, maximum salary, and average actual salary as well as the other steps in the range. The report should include calculated mean, median, quartiles and Concord's percentile ranking for each benchmark.
 7. Survey must identify incentives, stipends, longevity pay and other forms of compensation used by comparable communities.
 8. Surveys must include comprehensive analysis of the respondents' benefits packages. Consultant must include specifics on their approach to quantifying respondents' benefits packages that includes a method to compare the relative value of these packages' vis a vis the City of Concord.
 9. The Consultant shall recommend a Compensation Plan that covers all exempt and non-exempt positions in the City.
 10. The Consultant shall recommend improvements to the City's Classification and Compensation Plan and related Policies and Procedures as the consultant deems appropriate.

B. The Classification Evaluation System - The Consultant shall develop and provide the City with an evaluation system which will meet the following requirements:

1. The system must meet the organizational values and meet the study objectives as described in the background section.
2. It must consist of one system that can be used to evaluate all positions
3. It must be functional using information /data gathering questionnaires that assist the City in complying with EEO requirements by delineating the essential functions of the positions.
4. The system must provide for employee involvement in the position evaluation process.
5. The Consultant must support all position classifications challenged or appealed by employees.
6. The Consultant shall review & recommend updates to all current class specifications as appropriate.
7. The Consultant shall provide updated labor grade assignments and compensation ranges by labor group.
8. The system must be able to be easily maintained by the City after implementation to allow for periodic update and evaluation of jobs and organizational structure.

Contact Name	Contact Info	Project Title and Service Dates
Amanda Scoggins HR Director City of Alton	101 East Third Street Alton, IL 62002 (618) 463-3500 x293 AScoggins@CityofAltonIL.gov	Compensation Study 2025

The City of Alton employs 206 benefit-eligible full-time employees. The scope of work included the following areas of work:

1. Provide a comprehensive evaluation of every job within the City to determine relative worth within the organization for internal equity and for the establishment of pay ranges and step progressions within the ranges.
2. Review all current job classifications, confirm, and recommend changes to the hierarchical order of jobs using your evaluation system.
3. Establish appropriate benchmarking standards and conduct salary surveys as needed for similar positions with comparable municipalities as required.
4. Identify potential pay compression issues and provide potential solutions.

5. Analyze and recommend changes to the present compensation structure to meet market analysis. This recommendation may include recommendations for individual positions as well.

Contact Name	Contact Info	Project Title and Service Dates
Kathleen Beebe HR Coordinator City of Des Peres	12325 Manchester Road Des Peres, MO 63131 (314) 835-6107 KBeebe@DesPeresMO.org	Comprehensive Compensation Study 2024

The City of Des Peres employs 100 employees in 62 unique job titles. The scope of work included the following areas of work:

1. Assist in the development of a process to determine when long-term or returning part-time employees receive pay increases. Our pay matrix has grades for part-time employees. Some of the part-time positions are permanent, with the same person holding the position for a number of years. Other part-time positions are more seasonal, but the same person may return for multiple seasons.
2. Develop a standard format for job descriptions for all full-time employees that are both ADA and FLSA compliant. Review all current job descriptions and propose revisions to reflect actual job duties. The review may include use of employee and supervisor questionnaires and individual interviews. Information gathered shall be used to analyze the duties and responsibilities of each position to determine if it has been appropriately classified.
3. Conduct a Fair Labor Standards audit of each full-time position for classification and state an opinion as to whether each position is to be classified “Exempt” or “Non-Exempt”.
4. The city will identify ten (10) comparable public entities in the metropolitan area for salary survey purposes. Vendor should evaluate selections and make recommendations on changes. Vendor shall identify specific positions for which they believe comparisons to the private sector are appropriate.
5. Identify the process to be used in collecting data on salary and major benefits from comparison cities and any process or technique to normalize the data between comparison cities of differing sizes or service levels.
6. Identify the process to be used in collecting data on major fringe benefits including but not limited to pension, health insurance, dental insurance, vision insurance, life insurance, vacation benefits, sick leave and other leave policies.
7. Develop a pay grade and range for jobs (current pay plan attached) providing starting, mid-point and top pay ranges including any intermediate ranges recommended.
8. Identify the cost savings or additional costs associated with implementing the recommended pay plan including any recommended transitional plans from the current pay plan.

9. Provide an administration manual including plan maintenance procedures.
10. Conduct an employee survey to assess current job duties and update job descriptions accordingly.
11. Provide sample documents to be used to communicate the compensation system change to current employees, and a summary document to communicate the full compensation system to current and future employees, both to be provided in reproducible hardcopy and electronic copies
12. The successful vendor will have a minimum of two presentations at a joint meeting of the Audit & Finance Committee and Board of Aldermen including one to review process and comparable city criteria and one to present findings and recommendations.

Contact Name	Contact Info	Project Title and Service Dates
Dee Jones Human Resources Director City of Green Cove Springs	321 Walnut Street Green Cove Springs, FL 32043 (904) 297-7500 x3313 DJones@GreenCoveSprings.com	Classification and Compensation Study 2024

The City of Green Cove Springs employs 134 employees in 91 unique job titles. The scope of work included the following areas of work:

Classification Study

1. Consultant to review current classification grade methodology and propose recommended strategies for the City.
2. Employees to complete Position Descriptions Questionnaires (PDQ's).
3. Consultant to conduct interviews and/or job audits as appropriate. Interviews and/or job audits may be conducted individually or in groups based upon classification.
4. Consultant to compare PDQ's and interviews and job audit results to existing job descriptions.
5. Consultant to update job descriptions to uniformly reflect the distinguishing characteristics, essential job functions, minimum qualifications (education/experience and knowledge/skills/abilities), working conditions (physical demands, work environment, and travel requirements), and certifications/licenses/registrations required for classifications as needed.
6. Consultant to identify Officials & Administrators, Professionals, Technicians, Paraprofessionals, Administrative Support, Skilled Craft Workers, and Service employees, including Fair Labor Standards Act (FLSA) status (exempt/non-exempt).
7. Consultant to present proposed recommendations to the HR Director and City Manager for review prior to making any final classification determinations.

8. Consultant to finalize class specifications and recommend appropriate classification for each employee, including correction of identified discrepancies between existing and proposed classifications.
9. Consultant to identify career ladders/promotional opportunities as deemed appropriate.
10. Consultant to submit recommendations for appropriate implementation measures that the Human Resources staff will need to take.
11. Consultant to provide a straightforward, easily understood, maintenance system that the Human Resources Department will use to keep the classification system current and equitable. The classification system should be provided in an electronic medium. Maintenance should include annual activities, as well as the process we would use in the review of the classification of individual jobs, as needed.
12. Consultant to conduct a comprehensive training program for Human Resources staff to ensure that the staff can explain and administer the new system in the future. The training program should be clearly spelled out in the proposal.

Compensation Study

1. Consultant to review current compensation plan (salary grade levels and steps) and understand current challenges in recruiting and retaining employees.
2. Consultant to recommend and identify a consistent and competitive market position that the City can strive to maintain.
3. Consultant to recommend comparable labor markets, including both private and public-sector employers, for compensation survey.
4. Consultant to develop and conduct a comprehensive compensation and benefits survey.
5. Consultant to recommend appropriate salary range for each position based on the classification plan, the compensation survey results, and internal relationships and equity. Prepare a new salary structure based on the results of the survey and best practices.
6. Consultant to develop guidelines to assist City staff with determining the starting pay for new employees based on knowledge and experience above the minimum requirements of the position, how difficult the position is to fill, and market competitiveness.
7. Consultant to recommend implementation strategies including calculating the cost of implementing the plan.
8. Consultant to identify any extreme current individual or group compensation inequities and to provide a recommended corrective action plan and process to remedy these situations.
9. Consultant to make recommendations and provide implementation strategies related to other key compensation practices, based on market demands, including pay for performance, skill pay, special assignment pay, certification pay, bilingual pay, promotional pay, and acting assignment pay.
10. Consultant to provide system documentation and computer formats/software to administer compensation plan.

11. Consultant to provide recommendations for the ongoing internal administration and maintenance of the proposed compensation plan. Maintenance should include annual activities such as a market survey.
12. Consultant to conduct a compression analysis to include recommendations for implementation.
13. Consultant to conduct a comprehensive training program for Human Resources staff to ensure that the staff can explain and administer the new system in the future. The training program should be clearly spelled out in the proposal.

Contact Name	Contact Info	Project Title and Service Dates
Hazel Johnson Director of Human Resources City of Portland	100 South Russell Street Portland, TN 37148 (615) 325-6776 x232 HJohnson@CityofPortlandTN.gov	Compensation Study 2024

The City of Portland employs 175 employees in 130 unique job titles. The scope of work included the following areas of work:

- All positions and job descriptions on the proposed city authorization list are to be studied, and employee interviews are to be conducted as necessary.
- Local governments within both Sumner and Robertson County are to be used for comparison. The key is not simply comparing communities our size, but a comparison should be based on the communities to which we lose employees. The study should review wage and benefit information for local industry as provided by the City’s Economic and Community Development Department.
- Give a recommendation for a phased implementation of the study, and how that may apply to exempt and non-exempt employees if the plan cannot be implemented in one budget cycle.
- Comparison of benefits and their value to wages will also be important. Example: Compare employee “A” with a \$37,440 yearly salary and employer paid health insurance, to employee “B” with a \$43,680 yearly salary and a 50% employer paid health insurance.
- Recommend best practice for maintaining pay ranges. Such as updating the ranges yearly or every 3 years according to cost of living.
- Evaluate the current police and fire step plans and offer recommendations to compress or alter the current plan.
- Create a new step plan for all other positions along with recommendations on how to transition from current ranges.
- Provide methodology for developing steps and adding new positions to the plan.
- Present industry standards on how and when to progress within a step plan as it applies to yearly evaluations, employees with recent disciplinary action, or sub-par performance.

- All information completed within the contracted study shall become the property of the City. Any proprietary software data must be converted to excel spreadsheets to be used and edited according to the needs of the City.

Contact Name	Contact Info	Project Title and Service Dates
Duane D'Andrea Human Resources Director City of Delray Beach	100 NW 1 st Avenue Delray Beach, FL 33444 (561) 243-7125 DandreaD@MyDelrayBeach.com	Compensation and Classification Study 2024

The City of Delray Beach employs approximately 387 employees in 239 unique job classifications. The scope of services for the project entailed conducting a survey of comparable governmental agencies and private employers if applicable within South Florida (Palm Beach, Broward and Miami-Dade Counties Only) to assess the external competitiveness of the following:

- Review current compensation plans for all employee groups (salary, grade levels and steps) of approximately 240 positions.
- Prepare a summary and make recommendations for revising the job classification and salary plan that details the following: ensures fairness and competitiveness to attract and retain qualified employees.; enables compensation decision making that is based on valid data and is consistent and defensible across the organization; and is flexible and responsive to changes in the City's objectives or structure and is simple to understand and can be clearly communicated to employees.
- Determine comparable labor markets, including both private and public sector employers for compensation survey. Establish appropriate benchmarking standards.
- Consolidate the survey result in a clear, objective summary detailing the following: agencies surveyed; position titles surveyed; and position titles that match City position titles in level of responsibility, minimum requirements, and essential job functions.
- Conduct a comprehensive salary survey of job classifications in comparable organizations to include salary ranges and actual salaries.
- Based upon results of the survey, and review of internal relationships between positions and classifications, recommend a revised Classification & Compensation Plan.
- Recommend appropriate salary range for each position based on the classification plan, the compensation survey results, and the internal relationships and equality. Prepare a new salary structure based on the results of the survey and best practices.
- Based upon the recommended pay plan, review existing salaries to determine proper placement within proposed classifications, and recommend appropriate "equity adjustments" as needed.

- i. Identify any extreme current individual or group compensation inequities and provide a recommended corrective action plan and process to remedy these situations.

Contact Name	Contact Info	Project Title and Service Dates
Melanie Glaze Director of Human Resources City of Bellaire	7008 South Rice Avenue Bellaire, TX 77401 (713) 662-8271 MGlaze@BellaireTX.gov	Classification Study and Total Compensation Study 2024

The City of Bellaire employs 188 Full-time equivalent employees across 160 classifications.

The Scope of Work to be provided includes conducting a comprehensive evaluation of every job within the City to determine relative worth within the organization for internal equity and for the establishment of pay ranges and step progressions within the ranges. The Consultant will be required to review all current job classifications, confirm, and recommend changes to hierarchical order of jobs using an approved evaluation system. Additionally, the Consultant will be required to complete the following:

Classification Study

- i. Review relevant background materials, including but not limited to organizational charts, budgets, personnel rules, and job descriptions.
- ii. Conduct a comprehensive evaluation of existing job descriptions for City employees.
- iii. Establish appropriate benchmarking standards and conduct classification/salary surveys as needed for similar positions with comparable Texas municipalities and relevant private employers.
- iv. Review current classification grade methodology and proposed recommended strategies for the City.
- v. Meet with staff to discuss study and agree on methodology and Position Description Questionnaire (PDQ) to be used.
- vi. Develop and distribute a PDQ to each employee.
- vii. Review and analyze completed PDQs for all employees covered by the study.
- viii. Conduct interviews and/or job audits as appropriate. Interviews and/or job audits may be conducted individually or in groups based upon the classification.
- ix. Draft updated job descriptions to uniformly reflect the distinguishing characteristics, essential job functions, supervisory responsibility and level of authority, minimum qualifications (education/experience and knowledge/skills/abilities), working conditions (physical demands, working environment, and travel requirements) certification/licenses/registrations requirements, and accurate ADA compliant language for classifications as needed.
- x. Recommend deletion of outdated or unnecessary duties or classes.
- xi. Develop new classes as appropriate.

- xii. Develop and identify viable career progressions within the classification plan.
- xiii. Review various job series in terms of appropriateness.
- xiv. Confirm and recommend changes to the hierarchal order of jobs according to the established methodology.
- xv. Identify EEO classes, including but not limited to Officials & Administrators, Professionals, Technicians, Paraprofessionals, Administrative Support, Skilled Craft Workers, and Service employees.
- xvi. Qualify the FLSA status (exempt/non-exempt) of each classification.
- xvii. Allocate all employees to an appropriate job class.
- xviii. Submit proposed recommendations to the City Manager and designated Human Resources staff for review prior to making any final classification determinations.
- xix. Provide straightforward, easily understood, maintenance system that the Human Resources Department will use to keep the classification system current and equitable. This should be provided in an electronic format. Maintenance should include annual activities, as well as the process to be used to review the classification of individual jobs, as needed; and

Total Compensation Study

- i. Review current compensation plan and understand current challenges in recruiting and retaining employees.
- ii. Recommend and identify a consistent and competitive market position that the City can strive to maintain.
- iii. Recommend comparable labor markets, including both private and public sector employers for total compensation (compensation and benefits) study. (For comparator Cities, recommendations should demonstrate similarities between Bellaire and cities of like size and area. This should include comparing factors such as population, staff and budget size, growth rate, Ad Valorem Taxable Value, tax rate, median household value, etc.).
- iv. Develop and conduct a comprehensive compensation and benefits survey.
- v. Analyze benefits data to provide a comparison of total compensation for Bellaire and comparators. Analysis should include:
 - 1. Medical, dental, life, short-term disability, long-term disability, long-term care, vision, and paid time off such as holidays, vacation, and sick leave.
 - 2. Employer matches to employee retirement and/or deferred compensation contributions.
 - 3. Availability of and employer matches to Health Savings Accounts.
 - 4. Pay incentives such as longevity, tuition reimbursement, and any other innovative benefits/pay.
- vi. Recommend an appropriate salary range for each position based on the classification plan, the compensation survey results, and the internal relationships and equality. Prepare a new salary structure based on the results of the survey and best practices.

- viii. Recommend and develop guidelines to assist City staff with determining starting pay for new employees based on knowledge and experience above the minimum requirements of the position, difficulty to fill and market competitiveness.
- ix. Recommend and develop salary administration procedures regarding promotions, demotions, and other position movements which may affect salary.
- x. Recommend implementation strategies, including calculating the cost of implementing the plan.
- xi. Identify any extreme current individual or group compensation inequities and provide a recommended corrective action plan and process to remedy.
- xii. Make recommendations and provide implementation strategies related to other key compensation practices, based on market demands, including pay for performance, skill pay, special assignment pay, certification pay, bilingual pay, shift pay, on call pay, and acting assignment pay.
- xiii. Provide system documentation and computer formats/software to administer compensation plan.
- xiv. Provide recommendations for the ongoing internal administration and maintenance of the proposed compensation plan. Maintenance should include annual activities such as market survey.
- xv. Conduct a compression analysis to include any recommendations for implementation; and
- xvi. Provide documentation of methodologies, techniques, and data used to make recommendations.

Contact Name	Contact Info	Project Title and Service Dates
Teresa Way-Pezzuti Director of Human Resources City of College Park	7401 Baltimore Avenue College Park, MD 20740 (240) 487-3536 Tway@CollegeParkMD.gov	Job Classification and Compensation Study 2024

The City of College Park employs 118 employees across 80 classifications. The scope of work for the Job Classification and Compensation Study included:

- Review existing job descriptions and conduct comprehensive interviews where necessary to update and/or create new job descriptions and ensure that they accurately reflect duties performed by position incumbents and comply with relevant federal, state, and county regulations. Job descriptions shall reflect essential responsibilities and duties, minimum and preferred qualifications, and working conditions and physical requirements. Provide electronic, editable copies to City. Confirm the exempt or non-exempt status of each position, per Fair Labor Standards Act requirements.
- Conduct market-based wage, salary, and benefits survey for all positions, to include without limitation the identified peer group, to determine the competitiveness of the

City’s total compensation package. Also, look at whether the City is paying a living wage for our positions living here in the DC Metro area.

- Revise or develop wage and salary grades and ranges. Place each position into the appropriate wage range or grade according to the market, the compensation philosophy, and internal equity.
- Write a policy and process that enables the City to maintain the wage and salary structure that is developed (or revised); including issues such as transfer, promotion, demotion, red-circling, reclassification, new hire salaries, etc.
- Recommend an implementation plan for the new system. Include calculations for the approximate cost of implementing the recommendations and a workable timetable for implementation.

Contact Name	Contact Info	Project Title and Service Dates
Stephanie Romagnoli Human Resources Manager City of Muscatine	215 Sycamore Street Muscatine, Iowa 52761 (563) 264-1550 SRomagnoli@MuscatineIowa.gov	Compensation Study 2023

The City of Muscatine employs 144 employees across 86 classifications. The scope of work for the Compensation Study included:

Review

- Review the current compensation and pay ranges for all positions not covered under a collective bargaining agreement.
- Evaluate pay plan for appropriate internal equity.
- Positions will be evaluated in comparison to local economic market conditions for entry level, professional, and management personnel. In order to accomplish the external market review of positions, ten or more comparable organizations (e.g. cities or counties) and a minimum of five major private and/or public sector market competitors will be surveyed as determined in agreement with the city.
- Identify factors and appropriate weights which accurately reflect the value of the different types of work.

Survey -

- Develop and conduct an external assessment or compensation survey evaluating all current non-union and selected union job classifications by comparing actual job content and duties of the classification to comparable job classification in other comparable organizations.
- Provide a report between survey data and estimates of fiscal impact at various percentage relationships to prevailing market rates.

- Provide an alternate or additional cost proposal for surveying insurance plans, leave policies, and retirement benefits.

Contact Name	Contact Info	Project Title and Service Dates
Donna Jentink HR Compensation Supervisor City of Largo	201 Highland Avenue Largo, Florida 33770 (727) 586-7349 DJentink@Largo.com	Compensation & Classification Study 2019 - 2020, 2022, 2023 - 2024

The City of Largo employs 232 non-represented employees across 168 job titles. The scope of work for the Compensation & Classification Study included

- Conduct a comprehensive salary survey for the City’s Non-Represented positions to determine and identify quality job matches for each job title.
- Conduct a compensation and classification study of the City’s job titles in the Non-Represented Pay Groups: City Manager, Executive Management, Operational Management, Professional/Technical, Temporary, and Variable.
- Review job titles and make recommendations for pay group, grade, range placement of current and proposed positions based on the classification study and salary survey.
- Review job families and career ladders and identify problem/concerns within the internal hierarchy system and propose methods to correct.
- Prepare a framework for a new and improved compensation structure to include definitions for each pay group identified, recommended pay ranges per group, and the list of the job titles to be classified to each unique pay group and pay range.
- Determine if the Professional/Technical group should be further defined and separated. Determine if the Operational Management group should be further defined and separated (ex. a business track vs. technical career track).
- Perform a comprehensive compensation analysis to address internal equity and compression issues considering employee compensation history, annual compensation in relationship to pay range spread, midpoint, anniversary, education, directly related years of experience and related factors to include state and federal regulations.
- Conduct an analysis of the City’s administrative support classifications for the purpose of recommending job descriptions that more effectively capture the department’s administrative needs city-wide.
- Recommend specific job evaluation methodologies and approaches to ensure the establishment and maintenance of a job evaluation and pay system based on internal equity and competitiveness with the public sector and private sector (similar sized organizations).
- Review and determine best practices and improved narratives to enhance the process in which the City administers the following personnel actions and handling of the transaction for the City’s consideration in updating the Personnel Rules and

Regulations, Section VI: Pay and Classification Plan. Personnel Action Types: Starting Pay, Rehire, Reclassification and Types, Delete/Add, Demotion, Promotion, Transfer, Standby Time, and Call Back Time.

Contact Name	Contact Info	Project Title and Service Dates
Kathy Carmody Chief Human Resources Officer Accomack County	23296 Courthouse Avenue Accomac, VA 23301 (757) 789-3115 KCarmody@CO.Accomack.VA.US	Classification & Compensation Study 2023

Accomack County employs approximately 335 employees in 150 unique job classifications. The scope of services for the project included

1. Provide for a comprehensive evaluation of every position within the County structure to determine relative worth within the organization (internal equity) and for the establishment of pay ranges. Included should be a comparison and analysis of salaries and wages of like or similar jobs (external equity) in comparable government entities and private employers in Virginia and the general region for which the County competes for a labor supply, as well as recommendations for appropriate market pay for each position, with particular emphasis on positions that have been identified as difficult to fill either through cost of competing, or technical skills.
2. Provide for a job analysis of targeted, difficult to fill or compete positions within the County for the purpose of determining specific duties, responsibilities, job requirements and the creation of new job descriptions, if necessary for job families and consistency across departments and constitutional offices. This process may include interviews with employees and supervisors where necessary to confirm job content as well as “desk audits” when appropriate.
3. Meetings are to be held with County officials to gather information regarding the County’s current compensation and classification plan, and to discuss any specific concerns of the County with respect to the development of a new pay plan. Later meetings are to be held with County officials to present and discuss the firm’s intended strategy for completing the analysis, discuss methodology, review the overall scope of work for the project, and schedule for completion of all activities.
4. Meetings are to be held with department heads, supervisors and employees to provide an overview of the compensation study, explain specific procedures to be undertaken to collect job information, and provide an overview of the project schedule. The County desires an approach that will involve employees, their supervisors and department heads in upgrading the classification and compensation system.

5. Perform an analysis of both the wage and salary survey information to determine an equitable and appropriate compensation and classification plan for the County.
6. Hold meetings with County officials to present findings and develop a transition plan and implementation strategy for moving from the County's current pay system to the recommended plan. Additional meetings will also be held to discuss and explain the recommended compensation and classification system and resulting financial impact to the County's Board of Supervisors' personnel committee so that they can be the conduit to the board as a whole during budget deliberations. The implementation plan should contain the total cost for implementation as well as a plan to phase-in over a three-year period.
7. Conduct training/informational sessions with all department heads and supervisors with regard to the changes to the classification/compensation systems. Training will be provided to the County staff in the use, maintenance, and administration of the new systems.

Contact Name	Contact Info	Project Title and Service Dates
Wendy Heath Human Resources Director Merrimack County	333 Daniel Webster Highway Boscawen, New Hampshire 03303 (603) 796-6873 wheath@merrimackcounty.net	Pay and Classification Study 2023

Merrimack County employs approximately 600 employees in 164 unique job classifications. The scope of services for the project included

- Conduct an employee compensation and classification survey of public and private employers within the County's demographic location who provide services comparable to the County's job positions. Organizations chosen for comparative data and analysis should be selected using rationale proposed by the Contractor and with concurrence from the Merrimack County Human Resources Department.
- Prepare a comparative analysis that identifies the County's competitive position in the labor market.
- Analyze the County's current pay practices, pay guidelines, policies, and compensation structure.
- Provide recommendations for adjustments to salaries and hourly rates, compensation guidelines, and policies that will promote retention, increase competitiveness, reward employees, and assure equity in the County's compensation structure, including but not limited to;
 - a. Wage and salary rates and ranges to include percent spreads between job classifications.

- b. Identifying internal equity and compression issues.
- c. Shift and weekend differential analysis.
- d. Annual cost of living adjustments.
- e. Per Diem/On Call positions rate of pay methodology and potential wage adjustments.

- Meet with County representatives, as required, to perform the services.
- Deliver a detailed report inclusive of work performed, findings, and recommendations.
- Be available for a presentation of report to the Merrimack County Board of Commissioners.

Contact Name	Contact Info	Project Title and Service Dates
Kristie Lewis, Esq. Director of Human Resources City of Tomball	401 Market Street Tomball, TX 77375 (281) 351-5484 kewis@tomballtx.gov	Classification and Compensation Study 2023

The City of Tomball employs approximately 202 employees in 120 unique job classifications. The scope of services for the project included

1. Classification Study

- a. Review current classification grade methodology and propose recommended strategies for the city.
- b. Conduct interviews and/or job audits as appropriate. Interviews and/or job audits may be conducted individually or in groups based upon classification.
- c. Update job descriptions to uniformly reflect the distinguishing characteristics, essential job functions, minimum qualifications (education/experience and knowledge/skills/abilities), working conditions (physical demands, work environment, and travel requirements), and certification/licenses/registrations requirements for classification as needed.
- d. Qualify the FLSA status for each job classification.
- e. Finalize class specifications and recommend appropriate classification for each employee, including correction of identified discrepancies between existing and proposed classifications.
- f. Identify career ladders or promotional opportunities as deemed appropriate.
- g. Provide a straightforward, easily understood, maintenance system that the City and Human Resources Department will use to keep the classification system current and equitable. Maintenance should include annual activities, as well as the process required to review classifications of individual jobs, as needed.

2. Compensation Study

- a. Review current compensation plan and pay practices (range adjustments, compression, years of service, etc.) to understand current challenges in recruiting and retaining employees.
- b. Recommend and identify a consistent and competitive market position that the city can strive to maintain.
- c. Recommend comparable labor markets, including both private and public sector employers for compensation survey.
- d. Develop and conduct a comprehensive compensation and benefits survey, to include determination of total compensation.
- e. Recommend appropriate salary range for each position based on the classification plan, the compensation survey results, and the internal relationships and equality. Prepare a new salary structure based on the results of the survey and best practices.
- f. Recommend implementation strategies including calculating the cost of implementing the plan.
- g. Identify any extreme current individual or group compensation inequities and provide a recommended corrective action plan and process to remedy these situations.
- h. Make recommendations and provide implementation strategies related to other key compensation practices, based on market demands, including pay for performance, skill pay, special assignment pay, certification pay, bilingual pay, promotional pay, and acting assignment pay.
- i. Provide recommendations for the ongoing internal administration and maintenance of the proposed compensation plan. Maintenance should include annual activities such as market survey.
- j. Conduct a compression analysis to include any recommendations for implementation.

Contact Name	Contact Info	Project Title and Service Dates
Debbie Duncan HR Manager City of Raytown	10000 E 59 Street Raytown, MO 64133 (816) 737-6006 DebraD@Raytown.MO.US	Compensation & Classification Plan 2021 - 2023

The City of Raytown employs approximately 109 employees in 68 unique job classifications. The scope of services for the project included

Meet with the HR Manager and City Administrator at the initiation of each phase of the study and to make oral presentations to the Selection Committee at the conclusion of each phase. Ongoing and open communications between designated City representatives and the consultant over the course of the study. All products and recommendations to comply with applicable State and Federal laws and enhance the City's ability to obtain and retain

qualified personnel. The consultant to review the current job descriptions and Compensation and Classification Plan and determine the need for a new compensation system, which would assure internal equity and external competitiveness.

Conduct a comprehensive compensation survey of external regional labor market for designated positions and make recommendations for changes to the current classification system or adoption of a newly designed compensation system, which assures internal equity and external competitiveness. The method in which to perform this analysis is to be determined by the consultant, and comparison cities to be included in the study will be approved by the City of Raytown. The consultant to provide city staff with copies of the final compensation study and proposed salary structure - the final number to be determined. Design an implementation strategy for the updated compensation system recognizing the financial impact on city operating process and greatest gain to positions that fall outside of a designated range.

Upon implementation of the compensation system, the consultant required to provide training to the HR Manager on the utilization and maintenance of the system. Additionally, the consultant to provide necessary documentation and other materials so the City will be able to maintain the system independently of the consultant following the implementation of the job evaluation/compensation plan. The consultant to provide City staff with training materials and policies and procedures for maintenance of the system.

Contact Name	Contact Info	Project Title and Service Dates
Laura McIntosh Director of Human Resources & Risk Management Town of Front Royal	109 E. Main Street Front Royal, VA 22630 (540) 635-3929 LMcIntosh@FrontRoyalVA.com	Compensation Study & Update Employee Handbook 2022 - 2023

The Town of Front Royal employs approximately 185 employees. The scope of services for the project included

Market Analysis. The Town of Front Royal would like a market analysis performed for the Town’s classifications and compensations. To this end, the Offeror should conduct a comprehensive benchmark analysis of all Town positions with comparators to include surrounding counties, towns, and cities that compete with the Town’s employment market. The comparators shall be determined by the consultant after consultation with the Town and the Offeror shall prepare and deliver a detailed report and analysis of the benchmark survey results for all positions compared to the market and how this analysis informs the Town’s pay plans.

Development of a Recommended Pay Scale. The Successful Offeror shall develop a compensation plan, the appropriate classification of all positions in the proposed plan, options for implementing the proposed compensation plan in phases, and a pay

compression analysis of all Town positions. The phasing would need to take into consideration the need for wage adjustments, with the most critical positions being addressed first, and the budget impact of each phase. The Town is interested in developing policies and pay scales that align with the current “market” rate and are informed by the comprehensive benchmark market analysis. Pay recommendations should be externally competitive and internally equitable.

Contact Name	Contact Info	Project Title and Service Dates
Roz Johnson Human Resources Director City of Stuart	121 SW Flagler Avenue Stuart, FL 34994 (772) 288-5322 RJohnson@CI.Stuart.FL.US	Classification and Compensation Study 2019, 2024

The City of Stuart has a total of 251 full-time budgeted positions with 79 in one of two collective bargaining units and 40-45 part-time employees across 121 different classifications.

Classification

- Conduct a job audit of selected benchmark positions, including general task analysis by department. This review may include interviews with Department Directors, division managers and other key personnel and/or employees to determine the essential functions of each position. Benchmark positions to be determined by the project team, input from Department Directors and guidance from the consultant.
- If deemed the appropriate method, prepare/provide a job analysis questionnaire for City management approval. The City would facilitate its distribution and completion.
- Assign all jobs to salary grades based on an objective evaluation of compensable factors related to the duties and responsibilities of the individual job.
- Refine job classifications/titles to accurately represent job duties and responsibilities as necessary. Review supervisor/management titles and recommend titling structure which defines consistent levels of responsibility across the organization.
- Review a sampling of existing job descriptions and recommend updates, as needed, including requirements of education, experience, knowledge, skills, and abilities.
- Map career ladders/promotional opportunities for selected classifications.
- Provide methodology for evaluating the classification of positions/jobs on an ongoing basis. Train Human Resources personnel in the administration of the proposed new/modified classification system.
- Assess FLSA designation for select positions.

Compensation

- Review the current pay grade and salary ranges of City positions, including recommending appropriate salary ranges based on compensation survey and study results and appropriate salary range for each position.
- Evaluate current pay plan structure (i.e. number of pay grades, including additions, deletions, and/or consolidations, appropriateness of pay range spread from salary minimum to maximum).
- Conduct interviews, as necessary, with City Manager, Human Resources personnel, and Department Directors for the purpose of clarifying and determining project scope, selection of entities to be surveyed, and identification of benchmark positions. Listing of the benchmark agencies to be utilized in the study shall be subject to review and approval by the project and/or executive team prior to the initiation of the work.
- Determine the appropriate labor markets for the study (non-bargaining, PBA, and IAFF) and determine existence of relevant salary survey data.
- Develop and conduct an external compensation survey comparing benchmark positions with other local government and private sector entities in order to identify the City’s competitive position in the regional labor market. This compensation survey shall include the actual salaries and tenure in position of employees in said benchmark positions, with anomalies identified.

Contact Name	Contact Info	Project Title and Service Dates
Robin Davis County Treasurer Knox County	200 South Cherry Street Galesburg, IL 61401 (309) 343-7002 RDavis@CO.Knox.IL.US	Classification & Compensation Study 2019 - 2024

Knox County employs approximately 349 full-time employees and 70 part-time employees across eighteen departments with many positions covered by collective bargaining agreements. The scope of work for the Classification & Compensation Study included

- Review and assess the County’s current compensation and benefit plan; conduct a comprehensive compensation benefits comparability study; and recommend revisions to the plan.
- Ensure the County’s compensation and benefit plan revision recommendations reflect internal equity and external equity as compared with compensation for similar work in comparable counties and in the private sector.
- Provide alternative recommendations demonstrating the methodology the County should use to implement any new classification and compensation system, including the placement of all employees within the classification and compensation system, and the advantages, disadvantages, and financial impact of each alternative.

Contact Name	Contact Info	Project Title and Service Dates
Joe Fischbach Human Resources Manager City of Cottage Grove	12800 Ravine Parkway S. Cottage Grove, MN 55016 (654) 458-2883 JFischbach@ CottageGroveMN.gov	Position Classification and Compensation System 2020 - 2024

Cottage Grove employs 145 full-time and 12 part-time employees as well as 47 paid on call Fire and 200 seasonal staff. Of this, 82 employees are organized into one of the following unions: Cottage Grove Police Officers Federation, Inc., Law Enforcement Labor Services, Cottage Grove Professional Firefighters Association, and International Union of Operating Engineers. The scope of work for the Classification & Compensation Study included

Provide professional services with integrative support services to evaluate and analyze needs, design, develop, and implement updates to the position evaluation and compensation system that includes the following milestones:

- Evaluation and analysis of City needs and philosophy.
- Evaluation of existing job descriptions and the recommendations of revisions to assure compliance with ADA and other State and Federal requirements.
- Thorough evaluation of changed positions to determine a job value, by assigning points to the position based on standard factors, and a spot review of the current position evaluations with recommendations for necessary revisions.
- Objective classification ranking and banding of each position and the provision of internal pay equity.
- Provide a wage/labor market survey and the analysis of supporting data for the development of the pay structure while assuring internal and external equity and compliance with State Pay Equity Compensation Standards.

Provide recommendations and options for updating the evaluation and compensation system.

- Provide system testing to assure compliance.
- Provide recommendations on a system for determining the validity for requests for reclassification and/or compensation changes.
- Determine exempt and non-exempt status for each position.
- Provide implementation support and maintenance training on the system.
- Post contract services involving review of new job descriptions and determination of points and salary for the new position as well as assistance with the first State Pay Equity report following compensation review to assure compliance.

Cost Proposal

PHASE 1 Classification Component

Task		Hours
A	Project Start and Initial Meetings	10
B	Baseline Data Collections & Initial Analysis	19
C	Job Analysis Collection/Completion	12
D	Job Evaluation and Classification Development	19
E	Draft Job Descriptions and Policy Guides	26
F	Develop Guide for Implementation of Changes and Draft Interim Report	10
	Subtotal Professional Hours	96

PHASE 2 Compensation Component

Task		Hours
A	Identify Benchmark Positions and External Survey Comparator List	10
B	Design and Distribution of Survey	19
C	Collect and Analyze Survey Data	48
D	Internal Relationship Analysis and Internal Alignment	32
E	Preparation of Draft Report	16
F	Deliver Final Report and Work Products for Implementation	19
	Subtotal Professional Hours	144

Total Estimated Hours of Phase 1 & Phase 2		240
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The standard consulting rate for the senior personnel listed, consistent with the Federal GSA schedule, is \$125 per hour of service. The total, firm-fixed price fee would be \$30,000. Travel for a final presentation is included in the quote. Regular invoices, including a thorough delineation of services rendered, would be on a net 30-day basis. Paypoint expects support from the client in communication with key staff, setting up meetings, and providing meeting resources, as well as establishing reporting relationships, milestones, and timelines.

Provisions to Other Agencies: Paypoint HR agrees to make available to other Government agencies, departments, and municipalities the prices submitted in accordance with said terms and conditions therein, should any said governmental entity desire to buy under the terms of the proposal.

Appendix - Sample PVP Job Description Survey

Position Vantage Point



First Name

Last Name

Job Location

Department

Job Title

Full-time / Part-time

Job Summary

Please provide a summary for the purpose of the position in one or two sentences.

Where Position Fits

Complete the structure using job titles to show where your job fits. Use official classification titles only, not working titles.

Supervisor's Title

Job Titles of Peers / Co-workers (Reporting directly to same supervisor)

Jobs Reporting Direct to Position (if applicable)

Position Vantage Point



Education and Experience

Minimum Education Level that Should be Required for Job Title

- | | |
|--|---|
| <input type="checkbox"/> No Degree | <input type="checkbox"/> Master Degree in a Related Field (MA/MS/MBA) |
| <input type="checkbox"/> High School Diploma / GED | <input type="checkbox"/> Master Degree Not in a Related Field (MA/MS/MBA) |
| <input type="checkbox"/> Trade School Certificate | <input type="checkbox"/> Specialist Degree in a Related Field |
| <input type="checkbox"/> Associate Degree in a Related Field | <input type="checkbox"/> Specialist Degree Not in a Related Field |
| <input type="checkbox"/> Associate Degree Not in a Related Field | <input type="checkbox"/> Doctorate Degree in a Related Field (PhD/JD/EdD) |
| <input type="checkbox"/> Bachelor Degree in a Related Field | <input type="checkbox"/> Doctorate Degree Not in a Related Field (PhD/JD/EdD) |
| <input type="checkbox"/> Bachelor Degree Not in a Related Field | <input type="checkbox"/> Other |

Degree Field Required for Job Title (e.g., Finance, Business Administration, Civil Engineering)

Required Certifications, Training, and Licensing for Job Title (e.g., Driver's License, CDL, CPR)

Upon entering position: the minimum number years of prior experience in profession required.
(e.g., For Police Lieutenant: 8 years as a certified sworn officer, all ranks including Officer and Sergeant)

- | | | | | | | | |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 0 | 1 | 2 | 3 | 4 to 5 | 6 to 7 | 8 to 10 | More than 10 |

Upon entering position: the minimum number of years in preceding job in job series required
(e.g., For W/WWTP Operator III: 3 years as a W/WWTP Operator II)

- | | | | | | | | |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 0 | 1 | 2 | 3 | 4 to 5 | 6 to 7 | 8 to 10 | More than 10 |

Position Vantage Point



Equipment/Tools (e.g., GIS, Microsoft Office, Backhoe, Narcan)

Visual Acuity (check all that apply)

- Clarity of vision at 20 feet or more
- Clarity of vision at 20 inches or less
- Three-dimensional vision - ability to judge distance and space relationships
- Precise hand-eye coordination
- Ability to identify and distinguish colors

Regulatory (Enter number associated with category)

EEO Category Number (if known)

- 1 - Officials / Administrators
- 2 - Professionals
- 3 - Technicians
- 4 - Protective Service Workers
- 5 - Paraprofessionals
- 6 - Office / Clerical
- 7 - Skilled Craft Workers
- 8 - Service / Maintenance

FLSA Status and Exemption (if known)

- 1 - Non-exempt
- 2 - Exempt - Executive
- 3 - Exempt - Administrative
- 4 - Exempt - Computer
- 5 - Exempt - Professional Learned or Creative

Position Vantage Point



Duties and Responsibilities (to identify major duties and responsibilities)

EXAMPLE

Percent of time spent

40%

Priority
(Select one)

Essential

Very important

Important

Somewhat important

Marginal

Result Expected of the Work

Payroll administration for the maintenance department

Tasks Required to Achieve Result

Collecting payroll information from department employees on a weekly basis; reviewing the collected information to make sure that it is complete; forwarding all appropriate documentation (timecards, requests for time off, etc.) to the business office for processing.

Task 1

Percent of time spent

Priority
(Select one)

Essential

Very important

Important

Somewhat important

Marginal

Result Expected of the Work

Tasks Required to Achieve Result

Task 2

Percent of time spent

Priority
(Select one)

Essential

Very important

Important

Somewhat important

Marginal

Result Expected of the Work

Tasks Required to Achieve Result

Position Vantage Point



Duties and Responsibilities (to identify major duties and responsibilities)

Task 3

Percent of time spent

Priority
(Select one)

Essential

Very important

Important

Somewhat important

Marginal

Result Expected of the Work

Tasks Required to Achieve Result

Task 4

Percent of time spent

Priority
(Select one)

Essential

Very important

Important

Somewhat important

Marginal

Result Expected of the Work

Tasks Required to Achieve Result

Task 5

Percent of time spent

Priority
(Select one)

Essential

Very important

Important

Somewhat important

Marginal

Result Expected of the Work

Tasks Required to Achieve Result

Position Vantage Point



Work Environment (Check all that apply)

	Never (0%)	Rarely (1% - 15%)	Occasionally (16% - 40%)	Frequently (41% - 70%)	Regularly (over 70%)	Specific Examples
EXAMPLE: Standing	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<u>Speaking at public events</u>
Sitting	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
Talking	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
Hearing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
Standing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
Walking	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
Driving	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
Grasping, pulling, pushing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
Stooping, kneeling, crouching, crawling	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
Climbing or balancing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
Repetitive wrist, hand and/or finger movement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
Work in high, dangerous places	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
Work in confined spaces	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
Operate mechanical equipment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
Biohazard or bloodborne pathogens	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
Required to wear respirator	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
Fumes or airborne particles	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____
Risk of electrical shock	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	_____

Position Vantage Point



Note: Answer each question independent of any preceding questions. For example: a position that often involves complex and diversified tasks may also involve routine or repetitive tasks. Enter 1 to 5, 1 - Strongly Disagree with the statement to 5 - Strongly Agree.

Strongly Disagree	Somewhat Disagree	Neither Agree Nor Disagree	Somewhat Agree	Strongly Agree
1	2	3	4	5

Complexity (Answer all questions)

- Question 1:** This position involves *routine or repetitive* tasks, processes, or operations requiring the application of well-defined rules, procedures, policies, guidelines, and/or instructions.
- Question 2:** This position involves generally *standardized* tasks processes, or operations requiring the *choice of action* within well-defined rules, procedures, policies, guidelines, and/or instructions.
- Question 3:** This position involves generally *diversified* tasks, processes, or operations requiring the *choice of action* within well-defined rules, procedures, policies, guidelines, and/or instructions.
- Question 4:** This position involves *occasional (16% - 40%) complex and diversified* tasks, processes, or operations requiring the *development* of rules, procedures, policies, guidelines, and/or instructions..
- Question 5:** This position involves *frequent (41% - 70%) complex and diversified* tasks, processes, or operations requiring the *development* of rules, procedures, policies, guidelines, and/or instructions.

Independence (Answer all questions)

- Question 1:** My position primarily involves *detailed* work instructions with *close* supervisory review.
- Question 2:** My position primarily involves *detailed* work instructions with *regular* supervisory review.
- Question 3:** My position primarily involves *general* work instructions with *regular* supervisory review.
- Question 4:** My position primarily involves *broad latitude* on work tasks with *regular* supervisory review.
- Question 5:** My position primarily involves *broad latitude* on work tasks with *minimal* supervisory review.

Position Vantage Point



Note: Answer each question independent of any preceding questions. For example: a position that involves employee training may also schedule tasks. Enter 1 to 5, 1 - Strongly Disagree with the statement to 5 - Strongly Agree.

Strongly Disagree	Somewhat Disagree	Neither Agree Nor Disagree	Somewhat Agree	Strongly Agree
1	2	3	4	5

Supervision Received (Answer all questions)

- Question 1:** My position frequently (41% - 70%) is provided established policy and procedures.
- Question 2:** My position frequently (41% - 70%) is provided specific direction and task/project information needed is generally available.
- Question 3:** My position frequently (41% - 70%) is provided general direction and task/project information needed is generally available.
- Question 4:** My position frequently (41% - 70%) is provided general direction and task/project information is usually not readily available and must be sought.
- Question 5:** My position frequently (41% - 70%) is provided minimal direction and task/project information is regularly vague.

Supervision Responsibilities (Answer all questions)

- Question 1:** My position involves the training and guidance of other employees and provides input to supervisors with respect to employee performance.
- Question 2:** My position involves the assignment and scheduling of tasks of others.
- Question 3:** My position is directly responsible for the performance of others.
- Question 4:** My position directs employee performance evaluation including hiring, promotion, discipline, and termination.
- Question 5:** My position has absolute authority to hire, discipline, and terminate employees with the involvement of human resources.
- Question 6:** Total number of people who report to your position in the organization. (E.g., For a department head, all employees in the department would be included.)

Position Vantage Point



Note: Answer each question independent of any preceding questions. For example: a position that is occasionally somewhat strenuous may also be occasionally very strenuous. Enter 1 to 5, 1 - Strongly Disagree with the statement to 5 - Strongly Agree.

Strongly Disagree	Somewhat Disagree	Neither Agree Nor Disagree	Somewhat Agree	Strongly Agree
1	2	3	4	5

Impact [\(Answer all questions\)](#)

- Question 1:** Mistakes made in my position typically lead to only minor costs, waste, or inconvenience.
- Question 2:** Mistakes made in my position may lead to some costs, waste, or inconvenience.
- Question 3:** Mistakes made in my position may lead to significant costs, waste, or inconvenience.
- Question 4:** Mistakes made in my position may lead to major costs, waste, or inconvenience and short-term impact to the direction, goals, and reputation of the organization.
- Question 5:** Mistakes made in my position may lead to major costs, waste, or inconvenience and long-term impact to the direction, goals, and reputation of the organization.

Physical [\(Answer all questions\)](#)

- Question 1:** On occasion (16% - 40%), my position is slightly strenuous often requiring minimal physical exertion and/or lifting of minimal weight (< 5 pounds).
- Question 2:** On occasion (16% - 40%), my position is somewhat strenuous often requiring light physical exertion and/or lifting of light weight (< 20 pounds).
- Question 3:** On occasion (16% - 40%), my position is strenuous often requiring some physical exertion and/or lifting of moderate weight (< 40 pounds).
- Question 4:** On occasion (16% - 40%), my position is very strenuous often requiring physical exertion and/or lifting of heavy weight (< 60 pounds).
- Question 5:** On occasion (16% - 40%), my position is extremely strenuous often requiring substantial physical exertion and/or lifting of especially heavy weight (> 60 pounds).

Position Vantage Point



Note: Answer each question independent of any preceding questions. For example: a position that involves interaction with vendors may also involve interaction with senior managers. Enter 1 to 5, 1 - Strongly Disagree with the statement to 5 - Strongly Agree.

Strongly Disagree	Somewhat Disagree	Neither Agree Nor Disagree	Somewhat Agree	Strongly Agree
1	2	3	4	5

Working Condition (Answer all questions)

- Question 1:** My position rarely (1% - 15%) or never (0%) involves exposure to uncomfortable temperature, noise, chemicals/gases, contagious diseases, airborne pathogens, and/or physical trauma.
- Question 2:** My position often involves occasional (16% - 40%) exposure to uncomfortable temperature, noise, chemicals/gases, contagious diseases, airborne pathogens, and/or physical trauma.
- Question 3:** My position often involves frequent (41% - 70%) exposure to uncomfortable temperature, noise, chemicals/gases, contagious diseases, airborne pathogens, and/or physical trauma.
- Question 4:** My position often involves regular (over 70%) exposure to uncomfortable temperature, noise, chemicals/gases, contagious diseases, airborne pathogens, and/or physical trauma.
- Question 5:** My position often involves potentially life-threatening exposure temperature, noise, chemical/gases, contagious diseases, airborne pathogens, and/or physical trauma.

Interaction (Answer all questions)

- Question 1:** My position requires frequent (41% - 70%) interaction with employees or supervisors within my work area.
- Question 2:** My position requires frequent (41% - 70%) interaction with employees and supervisors of other departments.
- Question 3:** My position requires frequent (41% - 70%) interaction with administrative and technical staff including those outside the organization, i.e., vendors.
- Question 4:** My position requires frequent (41% - 70%) interaction with executive level employees, senior managers, and directors.
- Question 5:** My position requires frequent (41% - 70%) interaction with individuals outside the organization including community leaders, citizens, and the media.

Position Vantage Point



Note: Answer each question independent of any preceding questions. For example: position that involves petty cash purchases may also manage the department budget. Enter 1 to 5, 1 - Strongly Disagree with the statement to 5 - Strongly Agree.

Strongly Disagree	Somewhat Disagree	Neither Agree Nor Disagree	Somewhat Agree	Strongly Agree
1	2	3	4	5

Financial (Answer all questions)

- Question 1:** My position is responsible for minor/petty cash purchases.
- Question 2:** My position is involved with financial/budgetary matters including purchase orders, payments, grant funds, employee benefits, and the like.
- Question 3:** My position manages the budget for the department / work unit.
- Question 4:** My position allocates funds for the various departments / work units.

Question 5: The greatest value that my position has purchasing authority without approval by another individual or external authority. **(Select only one)**

- None
- Less than \$5,000
- Less than \$50,000
- Less than \$1,000
- Less than \$10,000
- More than \$50,000
- Less than \$2,500
- Less than \$25,000

Additional Information



Personnel Committee

Meeting Date: January 20, 2026

Meeting Time: 4:00 PM

Agenda Item No: 3.b

Item Description: Vacancies- City Attorney and Economic Development and Planning Director

Submitted By: Diana DePaolo, Human Resources Director

Key Terms:

Executive Summary:

There are currently two vacant positions that warrant additional discussion and direction from Council. The first is the potential creation of an in-house City Attorney position, which has been introduced at the Council level for consideration. At Council's request, additional information has been prepared to outline the full cost of the position beyond base salary.

The second is the Economic Development and Planning Director position, which has remained vacant since August despite a second full recruitment. Staff is seeking Council guidance regarding the future structure of this role, including potential alignment with the newly posted Deputy City Manager position and alternative funding options.

Detailed Review:

In-House City Attorney – Full Compensation Analysis

To support Council discussion, the following outlines the estimated total annual cost of a \$120,000 City Attorney position, inclusive of employer payroll taxes and benefits.

Low-End Cost Scenario

(No pension, 457 plan only, single health insurance)

- Payroll taxes: \$9,180
- 457 plan contributions (3% base + 3% match): \$7,200

- Health insurance (single coverage – City share): \$12,081
- Fixed benefits (retirement HSA; life and AD&D insurance): \$1,508

Estimated Total Annual Cost: \$149,969

High-End Cost Scenario

(Pension participation, family health insurance)

- Payroll taxes: \$9,180
- Pension contribution (10.2%): \$12,240
- Health insurance (family coverage – City share): \$27,109
- Fixed benefits (retirement HSA; life and AD&D insurance): \$1,508

Estimated Total Annual Cost: \$170,037

This range reflects the potential variation in cost based on benefit elections rather than differences in salary.

Economic Development and Planning Director

The Economic Development and Planning Director position has remained vacant since August. After an initial recruitment did not yield a satisfactory candidate, the City conducted a second full recruitment. Several viable candidates emerged from the second round and have completed initial screenings. Candidates have been informed that the City is currently reassessing the position and will provide an update.

Since that time, the Deputy City Manager position has been posted and includes elements of economic development. This role could potentially provide supervisory oversight for economic development staff currently outside of the Planning Department. Staff is seeking Council input on whether to continue recruitment as currently structured, consider adjustments to the role, or explore alternative organizational alignments.

The position was approved and budgeted in the FY26 budget. In addition, there may be opportunities for creative funding, including partial or full use of Tax Increment Financing (TIF) funds; however, this would require further analysis.

Funding Source:

Staff Recommendation:

Next Steps:

Attachments:

1. City Attorney JD 12.2025
2. Director of Economic Development and Planning final

City of Biddeford

City Attorney Position Description

Job Summary

The City Attorney advises all elected and appointed officials, City employees, and Boards and Commissions in all legal matters pertaining to the business of the City. The incumbent provides and oversees the City's general municipal legal services and manages contracts for outside legal and investigative services. The City Attorney also serves as a member of the City's Executive Team under the direction of the City Manager.

Principal Accountabilities

- Provide and oversee the City's general legal services and manage contracts for outside legal services.
- Advise the City Manager on legal and policy matters as part of the Executive Team.
- Serves as chief legal advisor to the City Council.
- Ensures the City's legal goals and objectives are achieved, and City policies are implemented.
- Makes timely responses to community member requests, concerns, and/or complaints.
- Commence and prosecute any suit for a breach of the bylaws or ordinances of the City.
- Commence and prosecute suits by order of the Mayor, in writing, or by direction of the Council on account of any of the estates, rights, privileges, claims or demands of the City.
- Defend all actions and suits brought against the City or any officer thereof wherein any of the estates, rights, privileges, ordinances, orders or acts of the City or any branch thereof may be brought in question before any court in this state.
- Draft all bonds, deeds, proposed legislative enactments and other legal instruments of whatever nature which may be required of them by any ordinance or by order of the Mayor or Council of the City.
- Render professional advice to any officers of the City government or any members of any board or commission of the City who may require legal opinion on any subject touching on the duties of their respective offices.
- Performs other functions as requested by the City Manager.

Essential Functions: *Essential functions, as defined under the American with Disabilities Act, may include any of the following representative duties, knowledge, and skills. This is not a comprehensive listing of all functions and duties performed by incumbents of this class; employees may be assigned duties which are not listed below; reasonable accommodations will be made as required. The job description does not constitute an employment agreement and is subject to change at any time by the employer Essential duties and responsibilities may include, but are not limited to, the following:*

1. Legal Counsel

- Provides legal counsel to City officials and employees on all municipal law matters with the objective of protecting the City's interest and avoiding litigation when possible. Preferred areas of legal expertise include land use, contracts, and/or employment law. Attends all City Council meetings and meetings of other City bodies, as needed. Serves a parliamentarian and advisor on Council meetings and procedures during Council meetings. Prepares and approves City ordinances and resolutions as to form.
- Advises the City staff and City Council on legal issues related to public records and open public meetings.
- Reviews and researches federal, state, and local laws; ordinances and court decisions; and prepares interpretations and legal opinions for City departments and officials.
- Retains specialized outside legal services as needed to supplement City staff expertise or resources.
- Reviews liability risk situations to manage and reduce City exposure to adverse claims.
- Encourages education and best practices for conduct of City business that balances reasonable risk with protection of City assets.
- Performs duties having broad discretion on matters of law and operates within organizational guidelines without close, daily supervision.
- Reviews proposed and enacted local, state, and federal legislation for impact to the City.

2. Policy Development

- Reviews and prepares legal documents including ordinances, resolutions, code provisions, contracts, interlocal agreements, joint development agreements and a variety of other legal instruments. Approves as to form and content all City

legal documents prior to execution by the Mayor, City Manager, or other approving authority.

- Oversees the preparation and updating of the City's municipal and zoning codes and related documents.
- Develops, recommends, and oversees the administration of City policies and guidelines.
- Tracks legal and policy issues of importance to the City and utilizes networks to establish contacts and sources of information relevant to the City.

3. Litigation

- Ensures the City is appropriately represented in a lawsuit. When the City Attorney is lead counsel or associated counsel, coordinates claims between trial counsel and City officials as to litigation strategy or appropriate settlement negotiations.
- Represents the City in civil actions by or against the City and/or coordinates with outside counsel retained to defend the City in civil actions.
- Responsible for the filing of court cases or other court documents by the City, when necessary.

4. Personnel Management

- Provides advice, legal memoranda, and policy drafts related to employee discipline and termination matters, state and federal regulations affecting employment issues, personnel policy issues, and all aspects of collective bargaining.
- Ensures compliance with Citywide and department policies and local, state, and federal laws and regulations.

Knowledge, Skills, and Abilities

- Operate in an ethical, professional, and respectful manner, remain objective when providing services given competing demands/points of view of elected and appointed officials and the public.
- Establish and maintain cooperative and effective working relationships with elected officials and staff, law enforcement, legal and court officials, and stakeholders.
- Thorough knowledge of Maine municipal law and understanding of legal issues for a municipal government.
- Skilled at complex negotiations involving multiple stakeholders.
- Strong communication skills both verbal and written.

- Skilled in preparing briefs and other legal documents.
- Ability to work with elected officials on complex legal and policy issues in a setting where different objectives and/or adversarial viewpoints may exist.
- Well-developed problem-solving skills.
- Ability to communicate complex legal issues orally and in writing to a variety of audiences in a clear, comprehensive, effective, and professional manner.
- Ability to establish and maintain cooperative, effective working relationships within the organization and with external customers and contacts.
- Ability to use discretion in handling very high-level confidential information ranging from personnel issues, litigation strategy, negotiations, and strategic planning for projects.
- Proficiency with personal computer and ability to use technology applications pertinent to the City's operations.
- Preferred areas of expertise: Land use, contracts, and/or employment law.

Qualifications

Minimum Qualifications

- Education: Juris doctorate or equivalent degree
- Experience: 10 years legal experience, including 3 years representing a municipal or other governmental agency.
- Or: In place of the above requirements, the incumbent may possess any combination of relevant education and experience which would demonstrate the individual's knowledge, skill, and ability to proficiently perform the essential duties and responsibilities listed above.

Licenses and Other Requirements:

- Licensed to practice law in the State of Maine and a counsellor-at-law of the supreme judicial court of the State of Maine.
- Member in good standing of the Maine State Bar Association
- Must have a valid Maine State Driver's license and the ability to remain insurable under the City's insurance to operate motor vehicles.

Other

Physical Demands and Working Environment

Work is performed in a typical office environment. Requires occasional work off-site or outside of regular office hours. Requires sitting for extended periods of time performing keyboard operations.

Director of Economic Development & Planning

Department: Economic Development & Planning

FLSA Status: Exempt

Union Status: Non-Union

Reports To: City Manager

Work Location: City Hall and project sites

Work Schedule: Full-time; standard business hours with flexibility for meetings and project needs

Position Summary

The Director of Economic Development & Planning provides executive-level leadership and oversight of the City's economic development and planning functions, with a primary focus on strategy, policy development, and coordination rather than day-to-day development review. This position oversees professional staff, including a Deputy Director responsible for operational planning functions, and ensures alignment between economic development initiatives, land use policy, and the City's long-term goals.

The Director serves as the City's lead on business attraction and retention, redevelopment initiatives, grant and incentive programs, and long-range planning policy, including ownership of the City's Comprehensive Plan. The position works closely with the City Manager, department leadership, elected officials, and external partners to guide growth, investment, and redevelopment in a manner consistent with adopted plans and policies.

Essential Functions

Department Leadership and Strategic Oversight

- Provides leadership, direction, and supervision to Economic Development and Planning staff, including oversight of the Deputy Director responsible for planning operations.
- Establishes departmental goals, work plans, and performance measures aligned with City priorities.
- Oversees departmental policies, procedures, and workflows to ensure effective coordination with Engineering, Public Works, and Code Enforcement.

Economic Development and Redevelopment Strategy

- Develops and implements strategies to attract, retain, and expand businesses and investment within the City.
- Serves as the City's primary point of contact for developers, property owners, and business stakeholders pursuing redevelopment or major investment projects.
- Evaluates and negotiates economic development proposals, redevelopment

agreements, and incentive packages in coordination with the City Manager and legal counsel.

Planning Policy and Comprehensive Plan Oversight

- Provides executive oversight of long-range planning activities and land use policy development.
- Maintains ownership of the City's Comprehensive Plan, including updates, amendments, and implementation strategies.
- Ensures planning policies and regulations align with economic development goals, infrastructure capacity, and community priorities.

Grants, Incentives, and Program Administration

- Oversees economic development-related grant programs, incentive programs, and redevelopment tools.
- Identifies funding opportunities and provides strategic oversight of grant applications, compliance, and reporting.
- Ensures effective and compliant use of financial and regulatory tools to support economic development initiatives.

Interdepartmental, Board, and Public Coordination

- Serves as a senior advisor to the City Manager on economic development, planning policy, and redevelopment matters.
- Provides professional guidance and recommendations to the Planning Board, City Council, and other boards and committees as assigned.
- Represents the City at public meetings, regional forums, and intergovernmental discussions as needed.

Other Duties

- Performs related work as required to support City operations and strategic initiatives.

Required Knowledge, Skills, and Abilities

- Strong knowledge of economic development principles, municipal planning policy, and redevelopment tools.
- Ability to lead at a strategic level without direct involvement in daily casework or plan review.
- Experience negotiating development agreements, incentives, or public-private partnerships.
- Understanding of comprehensive planning, zoning policy, and municipal governance structures.
- Ability to advise elected officials and senior leadership on complex policy issues.
- Strong written and verbal communication skills, including public presentation experience.

Minimum Qualifications

- Bachelor's degree in Economic Development, Public Administration, Urban Planning, or a related field.
- Five (5) or more years of progressively responsible experience in economic development, planning, municipal administration, or a related field, including leadership responsibility.

Preferred Qualifications

- Master's degree in Public Administration, Urban Planning, Economic Development, or a related field.
- Experience in a municipal or public-sector environment.
- Familiarity with Maine land use law, economic development programs, and redevelopment tools.

Physical Demands and Working Conditions

- Work is performed primarily in an office environment with attendance at meetings, public hearings, and site visits.
- Requires occasional evening meetings.

Salary

\$103,176 – \$136,155 annually