A Proposal to Conduct a Compensation Study for the City of Hollywood, FL

ORIGINAL

Evergreen Solutions, LLC

January 28, 2013

A Proposal to Conduct a Compensation Study for the City of Hollywood, FL

Submitted to:

City of Hollywood
Office of the City Clerk, Room 221
2600 Hollywood Boulevard
Hollywood, Florida 33020

Submitted by:

Evergreen Solutions, LLC
2852 Remington Green Circle, Suite 101
Tallahassee, Florida 32308
Phone: (850) 383-0111

January 28, 2013

RFP CHECKLIST

Please check each line item after the completion of the appropriate item.

✓   I verify that the signature on page number one (1) is the signature of the person authorized to bind the agreement. (Preferably in blue ink)

✓   I acknowledge reading and signing the Hold Harmless Statement.

✓   I have included all information, certificates, licenses and additional documentation as required by the City in this RFP document.

✓   I have checked for any addendums to this RFP, and will continue to check for any addendums up to the due date and time of this RFP.

✓   I have submitted one (1) original and twelve (12) copies and one (1) electronic copy (CD) of the entire proposal with addendums.

✓   I have verified that the outside address label of my RFP package is clearly marked to include my company's name, address, RFP number and date of RFP opening.

✓   I have read and completed (if applicable) the "Disclosure of Conflict of Interest".

✓   I am aware that a Notice of Intent to award this bid shall be posted on the City's website at www.hollywoodfl.org and on the Procurement Services bulletin board in room 303 at City Hall, and that it is my responsibility to check for this posting. Also, I have provided my email address, as the City, at its discretion, may provide me information by such means regarding this procurement process.

✓   I have submitted all supporting documentation for local preference eligibility, which must be received with the bid package prior to the bid opening date and time (if applicable).

NAME OF COMPANY: _Evergreen Solutions, LLC_

PROPOSER'S NAME: _Dr. Linda Recio, President_

PROPOSER'S AUTHORIZED SIGNATURE: _____

DATE: _1/23/13_

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January 24, 2013

City of Hollywood
Office of the City Clerk, Room 221
2600 Hollywood Boulevard
Hollywood, Florida 33020

To whom it may concern:

Evergreen Solutions, LLC is pleased to submit this proposal to conduct a Compensation Study for the City of Hollywood. Our response is based on our review of your Request for Proposal (RFP), our understanding of the Florida labor market, our experience in working with hundreds of local governments and other public sector organizations, and our knowledge of best practices in human resources management.

Evergreen Solutions was formed 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 41, the majority of which have been located in the State of Florida. Evergreen Solutions is a female-owned business, certified as an M/WBE in 12 states and municipalities across the country, including Florida.

Evergreen has conducted compensation studies and similar consulting work for hundreds of local governments including, but not limited to the following in the State of Florida: City of Palm Beach Gardens; City of Oakland Park; City of Delray Beach; City of Doral; City of Tamarac; City of Orlando; City of Longwood; City of Bartow; City of Winter Park; City of Bushnell; City of Bunnell; City of Ocala; City of Lake City; City of Kissimmee; City of Haines City; City of Cape Coral; City of St. Cloud; City of Punta Gorda; City of Deltona; City of Largo; City of Venice; Seminole County; Sumter County; Charlotte County; Citrus County; Osceola County; Manatee County; Bay County; Village of Pinecrest; Village of Islamorada; Town of Ponce Inlet; Town of Juno Beach; and Town of Palm Beach. A description of the services provided to these clients as well as others as they relate to the services being requested can be found in **Chapter 1** of our proposal.

The Evergreen Team is able to fully comprehend the challenges and goals of the City of Hollywood because of our vast understanding of human resources and local governments, and the fact that we possess the necessary experience and expertise. Our team has significant expertise in conducting compensation studies and similar human resources work for local governments, as evidenced in **Chapter 2** of our proposal. Detailed resumes for each of our consultants are included in **Appendix B**.

Some of the human resource services Evergreen has focused on include:

- compensation studies;
- classification studies;
- salary and benefits surveys;

- performance evaluation and appraisal system design;
- staffing studies;
- 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 every aspect of the management and operations involved in human resources for local governments. As a result, our team knows how critical a classification and compensation system is in the overall operation of a proficient and progressive City. We have developed helpful methods and tools that assist our clients in implementing and maintaining our study recommendations and results.

Evergreen's approach to conducting a compensation study draws not only from extensive human resources work with local government clients, but also from direct feedback of 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 Evergreen's approach include:

- We emphasize communication as the key to successful study completion as well as implementation. Our team understands that compensation by its very nature creates anxiety in staff and managers alike. In order to ensure a successful study process and "buy-in" at implementation, City officials, managers, and employees need to be involved in each step of the process. This is a critical component of our communication plan.

- 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* 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. We take great pride in providing a variety of alternatives that allow our client partners to select the solution that best meets their business and human capital needs.

As Executive Vice-President of Evergreen Solutions, LLC, I am authorized to commit our firm contractually to this assignment. We have reviewed your terms and conditions, and we acknowledge that we would be able to work within your requirements. Attached is a certificate of insurance identifying the City of Hollywood as the certificate holder as well as the required forms included in the RFP.

We appreciate this opportunity and commit to you our best effort to provide accurate and timely results. If we can answer any questions that you might have, please feel free to contact me at (850) 383-0111 or via email at jeff@consultevergreen.com.

Sincerely,

Dr. Jeff Ling
Executive Vice-President
Evergreen Solutions, LLC

EVERG-5   OP ID: CS

ACORD CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
01/21/2013

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER	CONTACT NAME:	
Rogers, Gunter, Vaughn Insurance, Inc. 1117 Thomasville Rd. Tallahassee, FL 32303 James D. Duncan, CPCU	Phone: 850-386-1111 Fax: 850-385-9827	PHONE (A/C, No, Ext):	FAX (A/C, No):

	E-MAIL ADDRESS:	
	INSURER(S) AFFORDING COVERAGE	NAIC #

INSURED	INSURER A : Zurich US	19305
Evergreen Solutions LLC Dr Linda Recio 2852 Remington Green Cir #101 Tallahassee, FL 32308	INSURER B : Maryland Casualty	
	INSURER C : The Hartford	22357
	INSURER D :	
	INSURER E :	
	INSURER F :	

COVERAGES   CERTIFICATE NUMBER: REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSR	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
B	GENERAL LIABILITY X COMMERCIAL GENERAL LIABILITY CLAIMS-MADE X OCCUR			PAS002559336	08/17/2012	08/17/2013	EACH OCCURRENCE	$ 1,000,000
							DAMAGE TO RENTED PREMISES (Ea occurrence)	$ 1,000,000
							MED EXP (Any one person)	$ 10,000
							PERSONAL & ADV INJURY	$ Excluded
	GEN'L AGGREGATE LIMIT APPLIES PER: POLICY PRO-JECT LOC						GENERAL AGGREGATE	$ 2,000,000
							PRODUCTS - COMP/OP AGG	$ 2,000,000
								$
B	AUTOMOBILE LIABILITY ANY AUTO ALL OWNED AUTOS SCHEDULED AUTOS X HIRED AUTOS X NON-OWNED AUTOS			PAS002559336	08/17/2012	08/17/2013	COMBINED SINGLE LIMIT (Ea accident)	$ 1,000,000
							BODILY INJURY (Per person)	$
							BODILY INJURY (Per accident)	$
							PROPERTY DAMAGE (Per accident)	$
								$
B	X UMBRELLA LIAB X OCCUR EXCESS LIAB CLAIMS-MADE DED X RETENTION $ 10,000			PAS002559336	08/17/2012	08/17/2013	EACH OCCURRENCE	$ 1,000,000
							AGGREGATE	$ 1,000,000
								$
A	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY Y/N ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below		N/A	WC002675207	10/24/2012	10/24/2013	X WC STATU-TORY LIMITS OTH-ER	
							E.L. EACH ACCIDENT	$ 500,000
							E.L. DISEASE - EA EMPLOYEE	$ 500,000
							E.L. DISEASE - POLICY LIMIT	$ 500,000
C	Errors & Ommissions			00PG0258846	08/17/2012	08/17/2013	Ea Claim Aggregate	1,000,000 1,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach ACORD 101, Additional Remarks Schedule, if more space is required)

CERTIFICATE HOLDER	CANCELLATION
CITYHOL City of Hollywood 2600 Hollywood Blvd Hollywood, FL 33022-9045	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE *Christi L Billington*

ACORD 25 (2010/05)   The ACORD name and logo are registered marks of ACORD

Submit Proposals To:
City of Hollywood
2600 Hollywood Boulevard
Hollywood, Florida 33020
Office of City Clerk, Room 221

CITY OF HOLLYWOOD, FLORIDA

REQUEST FOR PROPOSALS

PROPOSER ACKNOWLEDGMENT

RFP Title: Compensation Study **RFP No.: RFP-4356-13-IS** **Service Required:** **A Cone of Silence is in effect with respect to this RFP. The Cone of Silence prohibits certain communications between potential vendors and the City. For further information, please refer to Section 30.15(F) of the City's Code of Ordinances.**	Proposals must be received prior to 3:00 P.M., January 28, 2013 and may not be withdrawn within 90 calendar days after such date and time. Proposals received by the date and time specified will be opened in Room 303. All Proposals received after the specified date and time will be returned unopened. Procurement Services Contacts: Ian Superville, or Linda Silvey, or Joel Wasserman, or his designee Telephone No.: (954) 921-3552 or (954) 921-3200 or (954) 921-3290

PROPOSER ACKNOWLEDGMENT

THIS FORM MUST BE COMPLETED AND SUBMITTED ALONG WITH THE COMPLETE PROPOSAL PRIOR TO THE DATE AND THE TIME OF PROPOSAL OPENING. THE PROPOSAL SUMMARY SHEET PAGES ON WHICH THE PROPOSER ACTUALLY SUBMITS A PROPOSAL AND ANY PAGES UPON WHICH INFORMATION IS REQUIRED MUST BE COMPLETED AND ATTACHED WITH ALL PAGES OF THE PROPOSAL DOCUMENT.

Proposer's Name: Evergreen Solutions	**Fed. ID No. or SS Number** 20-1833438
Complete Mailing Address: 2852 Remington Green Cir. Ste 101, Tallahassee, Fl 32308	**Telephone No.:** (850) 383-0111 **Fax No.:** (850) 383-1511
Do You Have a Permanent Office Located in the City of Hollywood? Yes ☐ No ☑	**E-Mail Address:** p consult@evergreen.com
Indicate type of organization below: Corporation ☐ Partnership ☑ Individual ☐ Other	**Is the Proposer a City of Hollywood Qualified Local MBE or SBE?** Yes ☐ No ☑ **Certifying Agency:**

ATTENTION: FAILURE TO SIGN (PREFERABLY IN BLUE INK) OR COMPLETE ALL RFP SUBMITTAL FORMS AND FAILURE TO SUBMIT ALL PAGES OF THE RFP DOCUMENT AND ANY ADDENDUMS ISSUED MAY RENDER YOUR RFP NON-RESPONSIVE.

THE PROPOSER CERTIFIES THAT THIS PROPOSAL IS BASED UPON ALL CONDITIONS AS LISTED IN THE PROPOSAL DOCUMENTS AND THAT HE HAS MADE NO CHANGES IN THE PROPOSAL DOCUMENT AS RECEIVED. HE FURTHER PROPOSES AND AGREES, IF HIS PROPOSAL IS ACCEPTED, HE/SHE WILL EXECUTE AN APPROPRIATE AGREEMENT FOR THE PURPOSE OF ESTABLISHING A FORMAL CONTRACTUAL RELATIONSHIP BETWEEN HIM AND THE CITY OF HOLLYWOOD, FLORIDA, FOR THE PERFORMANCE OF ALL REQUIREMENTS TO WHICH THIS PROPOSAL PERTAINS. FURTHER, BY CHECKING THE AGREE BOX LISTED BELOW AND BY SIGNING BELOW IN BLUE INK (IF SUBMITTING RFP VIA MAIL) ALL RFP PAGES ARE ACKNOWLEDGED AND ACCEPTED AS WELL AS ANY SPECIAL INSTRUCTION SHEET(S) IF APPLICABLE. I AM AUTHORIZED TO BIND PERFORMANCE OF THIS RFP FOR THE ABOVE PROPOSER.

(signature)	President	1/23/13
Authorized Name and Signature	Title	Date

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HOLD HARMLESS AND INDEMNITY CLAUSE:

Evergreen Solutions, Dr. Linda Recco, _____

(Company Name and Authorized Signature, Print Name),
the contractor shall indemnify, defend and hold harmless the City of Hollywood, its elected and appointed officials, employees and agents for any and all suits, actions, legal or administrative proceedings, claims, damage, liabilities, interest, attorney's fees, costs of any kind whether arising prior to the start of activities or following the completion or acceptance and in any manner directly or indirectly caused, occasioned or contributed to in whole or in part by reason of any act, error or omission, fault or negligence whether active or passive by the contractor, or anyone acting under its direction, control, or on its behalf in connection with or incident to its performance of the contract.

Evergreen Solutions Dr. Linda Recco _____

(Company Name and Authorized Signature, Print Name),
further certifies that it will meet all insurance requirements of the City of Hollywood and agrees to produce valid, timely certificates of coverage.

C.   GENERAL INFORMATION AND SCHEDULE

For information concerning procedure for responding to this Request for Proposal (RFP), contact the Procurement Services Division, Ian Superville, Procurement Contracts Officer at (954) 921-3552, or Linda Silvey, Budget and Procurement Technician at (954) 921-3200 or Joel Wasserman, Director, Procurement Services at (954) 921-3290, or his designee Such contact is to be for clarification purposes only. Material changes, if any, to the scope of services, or Proposal procedures will only be transmitted by written addendum.

It is preferred that all questions be submitted in writing. Questions should be directed to the City of Hollywood, P.O. Box 229045, Hollywood, Florida 33022-9045, Attention: Ian Superville, Procurement Contracts Officer, Procurement Services Division, or to facilitate prompt receipt of questions, they may be sent via fax at (954) 921-3086, or via e-mail to isuperville@hollywoodfl.org or lsilvey@hollywoodfl.org or contact the Director of Procurement Services or his designee. **Questions must be received no later than January 11, 2013.**

RFP Schedule

REQUEST FOR PROPOSALS ISSUED   December 28, 2012

QUESTIONS DUE DATE   January 11, 2013

PROPOSAL DUE DATE-PRIOR TO 3:00P.M.   January 28, 2013

City of Hollywood, Florida

PROCUREMENT SERVICES RM. 303
P. O. Box 229045 ZIP 33022-9045

NOTICE TO PROPOSERS

NOTICE IS HEREBY GIVEN, that the City Commission of the City of Hollywood, Florida is advertising for Sealed Request for Proposals, which will be received by the City Clerk of the City of Hollywood, Florida at City Hall, 2600 Hollywood Blvd., Room 221, Hollywood, Florida 33020 until **3:00 P.M., January 28, 2013**, at which time they will be opened and publicly read in the Procurement Services Division, Room 303, City Hall, 2600 Hollywood Boulevard, Hollywood, Florida. **FOR: Compensation Study**

RFP NO. 4356-13-IS
ADDENDUM NO. 1

Please make the following changes (additions, deletions or corrections) in the above named RFP.

Questions submitted in regards to the above RFP and corresponding answers:

Q1. In Scope of Work #5, it sounds like the City is seeking a total compensation market assessment. Can you tell bidders what types and levels of information you would like the consultant to collect regarding non-cash compensation (e.g., paid leave, health benefits, retirement benefits etc.) For example, do you want the study to include details regarding accrual for all types of paid leave (sick, vacation, holidays); cost and cost sharing for medical plans, dental and vision plans; disability and life insurance plans; retirement plan contributions; retiree medical prevalence and cost sharing, etc.? Also, are you seeking total compensation calculations for each benchmark title and each comparable employer?

A1. **We are requesting this study include salary comparisons only for each job title and comparable employers.**

Q2: Does the City currently have a formal or informal job evaluation (internal equity) approach? If so, can you tell us about how it is structured and used? For example, is it a point factor system or something else? What are the compensable factors used in the system? If it is an informal approach, how does it work? Are you asking the consultant to develop a formal job evaluation system for any of the represented or non-represented groups?

A2: **We use an informal approach which starts with a study request by the department and includes an analysis of other current incumbents (if any) and a comparable of local or state-wide municipalities who have the comparable job title with similar job responsibility and are of similar size. We are requesting recommendations for developing a formal process what we could use for both non-represented and represented groups.**

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Q3: The 90-day time frame to complete to study seems rather aggressive. Is there any flexibility in this schedule?

A3: We expect the study and recommendations for change, if any, for the non-represented group to be completed within 90 days. We are soliciting quotes to review other groups but the City will determine at a later date which other groups, if any, it wishes to exercise its option to proceed.

All other specifications, terms & conditions remain the same.

MAILED RFP'S
If you have already submitted your printed Request for Proposals, it will be retained in the City Clerk's Office until the Proposal opening time and date. If you wish to pick up your RFP that has already been submitted, you can do so by showing proper identification, in the Office of the City Clerk, 2600 Hollywood Blvd, Room 221, Hollywood, Florida 33020.

Please sign and return with your RFP.

COMPANY NAME: *Evergreen Solutions*

PROPOSER'S SIGNATURE *[signature]*

Dated this 17th day of January 2013

Table of Contents

Chapter 1
Profile of Proposer

1.0 Profile of Proposer

Evergreen is well qualified to conduct a Compensation Study for the City of Hollywood as our consultants have conducted hundreds of similar studies for public sector organizations throughout the country, including many municipalities within the State of Florida. In this section we provide you with our firm's experience, a list of municipal projects conducted within the past two years that are similar in scope to the services being requested, information on litigation, references, and the firm's availability to complete the requested services.

1.1 Evergreen's Qualifications

Evergreen Solutions, LLC is a national, multidisciplinary, public sector management consulting firm, which specializes in working with 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 to provide a modern, practical alternative to the typical consulting options. The firm is made up of eight full-time management and information technology 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 is certified as a W/MBE in 12 states and municipalities throughout the country, including Florida.

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: compensation studies; classification studies; salary and benefits surveys; performance appraisal system design; recruitment, hiring, and retention studies; strategic and workforce planning; staffing and efficiency studies; and labor pool availability.

We invite you to browse our Web site at **www.ConsultEvergreen.com** to get more information on our services and past experience.

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

- full visibility into the entire organization through research and discovery;

- a spirit of partnership with municipal staff and leadership;

- sound recommendations based on best practices and proven methods; and

- a practical go-forward plan that leads to quantifiable results.

Collectively, the members of the Evergreen Solutions Team have:

- extensive experience in conducting compensation studies for municipalities and other public sector organizations throughout the country;

- comprehensive experience in all components vital to the successful completion of this project;

- knowledge of relevant Florida statutes and state 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. In just over eight years, Evergreen Solutions has contracted with hundreds of public sector, quasi-governmental, and non-profit organizations in 41 states throughout the country in providing a variety of human resources consulting. **Exhibit 1-1** includes a list of some of the local government clients our consultant team has worked with, or are currently on contract to work with, that involved similar services to those being requested.

In **Section 1.2**, we include a detailed description of the municipal clients Evergreen has worked with in the past two years that involved services similar in scope to the services being requested by the City of Hollywood.

Exhibit 1-1
Local Government Clients

• City of Palm Beach Gardens, FL	• City of St. Marys, GA
• City of Bartow, FL	• Rockdale County, GA
• City of Longwood, FL	• City of Fairhope, AL
• City of Haines City, FL	• Allegany County, MD
• City of Maitland, FL	• Tri-County Council for Southern Maryland
• City of Delray Beach, FL	• City of Gaithersburg, MD
• City of Winter Park, FL	• City of Hyattsville, MD
• City of Haines City, FL	• City of Suffolk, VA
• City of Oakland Park, FL	• City of Newport News, VA
• City of Cape Coral, FL	• Montgomery County, VA
• City of Bushnell, FL	• Gloucester County, VA
• City of Doral, FL	• County of Culpeper, VA
• City of Ocala, FL	• Brunswick County, NC
• City of Venice, FL	• City of Lancaster, SC
• City of Tamarac, FL	• City of Chester, SC
• City of Kissimmee, FL	• City of Mauldin, SC
• City of St. Cloud, FL	• Charleston County, SC
• City of Punta Gorda, FL	• Orangeburg County, SC
• City of Deltona, FL	• Town of Mount Pleasant, SC
• City of Largo, FL	• Municipal Association of South Carolina
• City of Lake City, FL	• City of Austin, TX
• Bay County, FL	• City of Sunset Valley, TX
• Manatee County, FL	• City of Pearland, TX
• Osceola County, FL	• Travis County, TX
• Charlotte County, FL	• Denton County, TX
• Seminole County, FL	• Williamson County, TX
• Citrus County, FL	• City of Santa Fe, NM
• Gadsden County, FL	• City of Branson, MO
• Sumter County, FL	• City of Columbia, MO
• Village of Pinecrest, FL	• City of Lee's Summit, MO
• Village of Islamorada, FL	• Jefferson County, MO
• Village of North Palm Beach, FL	• City of Pittsburgh, PA
• Town of Ponce Inlet, FL	• County of Allegheny, PA
• Town of Juno Beach, FL	• City of Kalamazoo, MI
• Town of Palm Beach, FL	• City of Evanston, IL
• City of Kingsland, GA	• Town of Colchester, VT

As a result of our experience in professional roles, as well as work on past projects, the Evergreen Solutions Team has considerable experience in conducting compensation studies and related consulting work. Full case studies or reports from any of our studies are available upon request.

1.2
Select Relevant Experience

The following is a detailed list of the municipal clients Evergreen has worked with in the past two years that involved services similar in scope to those services being requested by the City of Hollywood.

Compensation, Classification, and Benefits Study
City of Palm Beach Gardens, Florida

The City of Palm Beach Gardens, located in south Florida, just north of West Palm Beach, entered into a contract with Evergreen Solutions to conduct a comprehensive Compensation and Classification Study to assess the city's internal and external equity. The City had established track record of regular studies of this nature and seeks up-to-date competitive salary and benefits information from both the private and public sector. A salary survey of peer organizations in the local and regional market, to include benefits and total compensation, was conducted to ascertain the City's relative market position. The City maintained the objective of being among the compensation leaders in Palm Beach County, and regular evaluation of this kind was essential in achieving this progressive goal. The study included a complete classification analysis using Evergreen Solutions' Job Assessment Tool job valuation methodology in addition to a statistical assessment of current conditions. The study concluded with a series of findings and recommendations in a written report that was designed to identify and recommend resolution of any inequities in the system and, if necessary, update the existing classification structure. The City had gone through a considerable reduction in force, which had caused many responsibilities to be shuffled.

Contact Information: Sheryl Stewart, HR Administrator, (561) 799-4132 (p), (561) 799-4170 (f), sstewart@pbgfl.com

Comprehensive Compensation and Benefit Analysis
City of Bartow, Florida

Evergreen Solutions was recently hired by the City of Bartow to conduct a comprehensive compensation and benefits analysis of the surrounding local market for the purpose of determining the City's overall competitive position. A salary survey will be conducted of a subset of benchmark positions for the City and per-employee cost data will be collected for a standardized list of employee benefits. Summary analysis will be conducted and the findings and recommendations will be presented to the City in a written report. **Note:** Evergreen is currently working with the City on an additional study (i.e., Classification Analysis and Organizational Review). This project is nearing completion.

Contact Information: George Long, City Manager, (863) 534-0100, glong@cityofbartow.net

Classification and Compensation Study
City of Winter Park, Florida

Evergreen Solutions assisted the City of Winter Park's Human Resources Department with conducting a comprehensive classification and compensation study for all full-time employees. The project centered on providing the City with a revised system that was characterized by internal and external equity. To ensure internal equity, Evergreen utilized its Job Assessment Tool (JAT) and Management Issues Tool (MIT) to properly classify work performed and highlight issues to be addressed by management. Employees at all levels were also provided a forum to voice concerns with the current system through focus groups. Evergreen also selected benchmarks and peer organizations to survey for wages in comparison to the market. This information was combined with the job analysis to provide a comprehensive solution. The recommended solutions were costed out and presented to the City for review.

Contact Information: Rene Brogan, Manager, Human Resources, (407) 599-3590 (p), (407) 691-6439 (f), rbrogan@cityofwinterpark.org

Compensation and Classification Study
City of Haines City, Florida

The City of Haines City, located in central Florida, southwest of Orlando, hired Evergreen Solutions to conduct a Compensation and Classification Study to assess the city's internal and external equity. A salary survey of peer organizations in the local and regional market, to include the private sector, was conducted to ascertain the City's relative market position. The study included a complete classification analysis using Evergreen Solutions' Job Assessment Tool job valuation methodology in addition to a statistical assessment of current conditions. The study concluded with a series of findings and recommendations in a written report that was designed to identify and recommend resolution of any inequities in the system and, if necessary, redesign the existing system in place.

Contact Information: Francy Arboines, Human Resources Supervisor, (863) 421-9926 (p), (863) 421-9953 (f), farbonies@ci.haines-city.fl.us

Classification, Compensation and Other Related Services Study
City of Maitland, Florida

Evergreen Solutions was retained by the City of Maitland to conduct a comprehensive evaluation of their compensation and classification plans and practices. Employees participated in the project by attending focus groups, participating in interviews, and completing Job Assessment Tool surveys to determine the accuracy and equity of the classification plan. In addition, pay ranges were analyzed in the public and private sector to

determine the competitiveness of the City's pay plan for all included jobs. Recommendations were provided to improve the accuracy, fairness and equity of the overall plan.

Contact Information: Theresa Walker, Personnel Manager, (407) 539-6218 (p), (407) 539-6282 (f), twalker@itsmymaitland.com

Job Analysis and Description Development
Town of Palm Beach, Florida

Evergreen Solutions was retained by the Town of Palm Beach to conduct an evaluation and update of their classificatoin plan. Employees participated by participating in orientation and focus group meetings, completing Job Assessment Tool (JAT) surveys. Analysis was conducted of these surveys and recommendations were made to improve internal equity and accuracy of the job classification descriptions. After analysis was completed, information from the JAT process was used to update and revise class descriptions appropriately. **Note:** Evergreen is in the final stages of completing this project and providing recommendations to the Town of Palm Beach.

Contact Information: Danielle Olson, Director of Human Resources, (561) 838-5450 (p), (561) 838-5451 (f), DOlson@TownofPalmBeach.com

Compensation and Classification Analysis
Village of Pinecrest, Florida

Evergreen Solutions, LLC was hired by the Village of Pinecrest to conduct Classification Reviews and compensation market analysis utilizing Job Assessment Tool responses and salary survey processes. Evergreen Solutions consultants conducted on-site orientation sessions and focus group meetings where employees were informed of the content of the JAT and coordinated with Village representatives to conduct the JAT in a timely manor. The Village also contributed to a list of benchmark classifications and targeted peer organizations for the external market analysis. At the conclusion of the study the Village was presented with revised and formatted Job Descriptions which reflect up-to-date job tasks and requirements as well as recommendations and implementation strategies for addressing internal and external equity. Each classification was also reviewed for FLSA compliance.

Contact Information: Mayra Sauleda, Human Resources Manager, (305) 234-2121 (p), (305) 234-2131 (f), Sauleda@pinecrest.fl.gov

Classification and Compensation Study
City of Lancaster, South Carolina

Evergreen Solutions was retained by 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 of positions within the City.

Contact Information: Lisa Driggers, Human Resources Director, (803) 289-1456 (p), (803) 286-6109 (f), ldriggers@lancastercity.com

Wage and Compensation Study
Town of Mount Pleasant, South Carolina

Evergreen Solutions assisted the Town of Mount Pleasant with a comprehensive wage and compensation study. The Evergreen Team conducted employee orientation sessions, focus groups, job analysis, market assessment, and provided recommendations.

Contact Information: Meghan Kelly, Personnel Officer, (843) 884-8517 (p), (843) 856-2513, mkelly@townofmountpleasant.com

Comprehensive Non-Union Pay and Classification Study
City of Evanston, Illinois

The City of Evanston retained 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. This study applied only to those employees who are not members of collective bargaining units.

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 final report, which is in the final stages of preparation will result in a series of findings and recommendations that will be designed to alleviate any strains on the system and, if necessary, redesign or augment the existing system in place at the City of Evanston.

Contact Information: Cheryl Chukwu, Human Resources Division Manager, (847) 448-8241 (p), (847) 448-8109 (f), cchukwu@cityofevanston.org

Compensation and Performance Evaluation 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.

Contact Information: Barbara Moberg, Director of Human Resources, (816) 969-1040 (p), (816) 969-1050 (f), Barbara.Moberg@cityofls.net

Compensation and Classification Study
City of Fairhope, Alabama

Evergreen Solutions was hired by the City of Fairhope to provide a comprehensive analysis of its compensation and classification systems including an evaluation of market competitiveness and compensation structure, as well as internal equity and classification accuracy applicable to all City employees.

This study included a review of current compensation practices and the development of a compensation philosophy, defining the appropriate labor market to which the City of Fairhope should be compared, evaluating the FLSA status of each position, making salary recommendations for various jobs based on market data collected, completing an assessment of total compensation, and the provision of recommendations to assist with implementation. Employees were given the opportunity to attend orientation sessions, employee focus groups and participate in the Job Assessment Tool process for classification valuation as a component of these analyses.

Contact Information: Lisa Hanks, City Clerk, (251) 928-2136 (p), (615) 862-4126 (f), lisa.hanks@cofairhope.com

1.3
Litigation

Evergreen Solutions has not been involved in any litigation in the past five years, nor is there any pending litigation regarding the firm's performance.

1.4
References

As required in the Request for Proposal, we have provided references that we feel demonstrate the breadth and quality of the work our consultant team has performed as it relates to the services being requested. We chose these references because they are of similar size to that of the City of Hollywood. We invite you to contact our client references as to the quality and timeliness of our consulting projects. Additional references are available upon request.

As required, we have attached a sample report from one of our similar studies (i.e., Compensation and Classification Study for the City of Palm Beach Gardens) in **Appendix A.**

Compensation, Classification, and Performance Management Study
Manatee County, Florida
Project Contact: Dale Garcia, Human Resources Director, (941) 748-4501 Ext. 3813, dale.garcia@mymanatee.org

Note: Evergreen performed an update to the original study in 2012.

Classification and Compensation Study
City of Palm Beach Gardens, Florida
Project Contact: Sheryl L. Stewart, Human Resources Administrator, (561) 799-4132, sstewart@pbgfl.com

Compensation and Classification Study
City of Winter Park, Florida
Project Contact: Rene S. Brogan, Manager, Human Resources, (407) 599-3590, rbrogan@cityofwinterpark.org

Compensation and Benefits Study
Seminole County, Florida
Project Contact: Marie Fox, Compensation and HR Systems Coordinator, (407) 665-7944, mfox@seminolecountyfl.gov

1.5
Firm's
Availability

Evergreen Solutions possesses the ability, staff, skills, and tools to conduct the Compensation Study for the City of Hollywood in 90 days of the project start date and following the signing of the contract, as recommended in the RFP. This is based on a tentative start date of March 1, 2013, and a completion date of May 31, 2013.

We have included a detailed project schedule in **Chapter 5** of our proposal.

Chapter 2
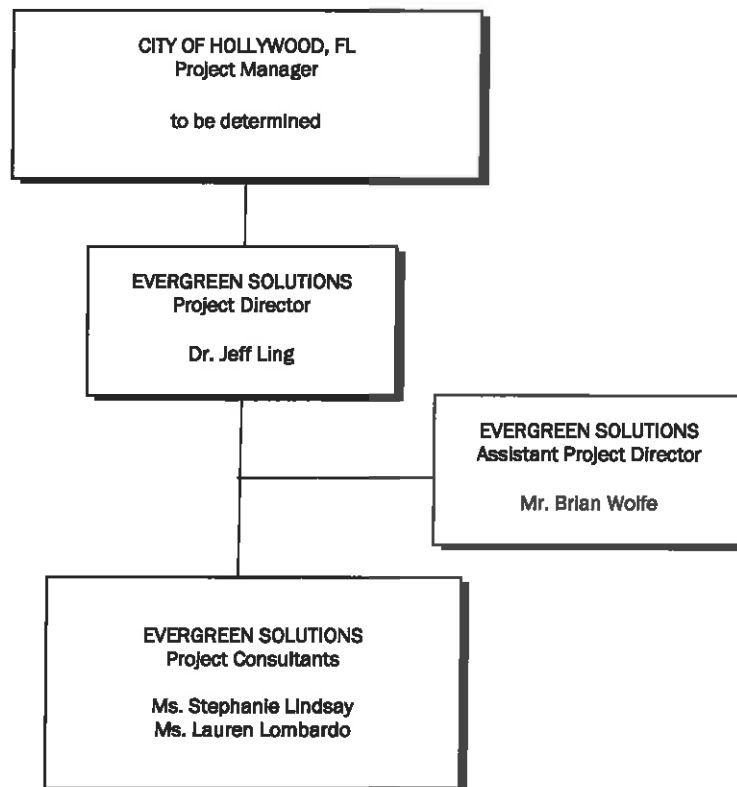# Summary of Proposer's Qualifications

2.0 Summary of Proposer's Qualifications

In this chapter we provide you with the qualifications of our proposed project staff who will be assigned to conduct the compensation study for the City of Hollywood, as well as the assistance we will need from City staff in order to successfully conduct the study. We believe this project must be conducted by senior staff who have considerable experience in providing the work being requested.

2.1 Proposed Project Team

Exhibit 2-1 shows our proposed project management organization and proposed personnel assignments. The structure has been designed to clearly define the roles and responsibilities of each part of the compensation study so that there will be no confusion as to who is responsible for any aspect of this engagement.

Exhibit 2-1 Proposed Project Management Organization and Personnel Assignments

```
                CITY OF HOLLYWOOD, FL
                    Project Manager

                   to be determined
                           |
                           |
              EVERGREEN SOLUTIONS
                 Project Director

                   Dr. Jeff Ling
                           |
                           |------------------ EVERGREEN SOLUTIONS
                           |                  Assistant Project Director
                           |
                           |                      Mr. Brian Wolfe
                           |
              EVERGREEN SOLUTIONS
                Project Consultants

               Ms. Stephanie Lindsay
               Ms. Lauren Lombardo
```

City of Hollywood 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 will be our reference point throughout the engagement. We will take project direction, leadership, and guidance from the City's Project Manager and all project deliverables will be filtered through the City's Project Manager throughout the duration of the project.

Evergreen Solutions Project Director. Our Project Director will have ultimate accountability for the success of this project. Evergreen Solutions' Project Director is always a senior leader in our firm, most often a Vice President or higher. The Project Director will have contractual authority over the contract, and will be our top level of project responsibility. Our Project Director has 20 years of experience in conducting compensation studies and similar consulting work.

Evergreen Assistant Project Director. Evergreen designates an Assistant Project Director for most HR consulting projects. The Assistant Project Director will work with the Project Director regarding the scheduling of the project with the City's Project Manager. The Assistant Project Director 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 conduct orientation and focus group sessions, distribute and collect JATs and MITs, collect the data for the market salary survey, review performance evaluations tools/forms, and develop draft materials for the Project Director and Assistant Project Director to review and approve.

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. Evergreen is proposing an exceptional team of consultants who have worked together on many similar projects. Evergreen Solutions always makes sure each project is sufficiently staffed to handle any additional tasks or unforeseen issues that may arise during the course of the study. The combination of our individual knowledge and skills form a superior team who will be able to competently perform all of the pieces of the compensation study.

2.2 Key Staff

The following paragraphs provide summaries of each team member's qualifications and experience related to his/her role in the compensation study. Detailed resumes for each member of our project team are included in **Appendix B**.

**Project Director
Dr. Jeff Ling**

Dr. Ling is Executive Vice-President of Evergreen Solutions and has been with the firm since its inception. He has 20 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 Director. 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 include:

- Classification/Compensation– He developed the methodology and techniques for organizations to employee for successful data collection and implementation based on internal and external equity needs. He has been the Project Director for numerous projects related to compensation and classification. Some of the local governments in Florida that he has worked with, or is currently on contract to work with, include: City of Palm Beach Gardens; City of Oakland Park; City of Haines City; City of Longwood; City of Winter Park; City of Orlando; City of Bartow; City of Cape Coral; City of Delray; City of Ocala; City of Kissimmee; City of Tamarac; City of Lake City; City of Punta Gorda; City of St. Cloud; City of Bushnell; City of Bunnell; City of Oakland Park; City of Bushnell; Town of Palm Beach; Town of Juno Beach; Town of Ponce Inlet; Village of North Palm Beach; Village of Islamorada; Village of Pinecrest; Seminole County; Charlotte County; Manatee County; Osceola County, Sumter County; Citrus County; and many others.

- 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. Some of the public organizations he has provided these services to include, but are not limited to, the following: Heath Care District of Palm Beach County, FL; City of Lee's Summit, MO; City of Cape Coral, FL; and the City of Riverdale, GA.

- 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.

Assistant Project Director Mr. Brian Wolfe

Mr. Wolfe is a Manager with Evergreen Solutions and has a Bachelor's Degree in Economics. A sample of the various types of human resource consulting work he has been involved with include: a Compensation and Classification Study for the City of Palm Beach Gardens, FL; a Compensation and Benefit Analysis for City of Bartow, FL; a Human Resource Audit for the City of Cape Coral, FL; a Salary Study for the Davidson Transit Authority, TN; a Compensation and Classification Study for the City of Suffolk, VA; a Compensation and Classification Study for City of Branson, MO; a Performance Management System Evaluation and Design Study for the City of Riverdale, GA; a Comprehensive Management Review for the Human Resources Department at Martinsville City Schools, VA; and an Employee Satisfaction Study for the City of Columbia, MO. In addition, he has served on the Evergreen Team for numerous local government compensation related studies in the State of Florida.

Mr. Wolfe has worked with Evergreen Solutions since 2005 and has participated in the human resources practice at all levels ranging from data collection and analysis to project management. Prior to joining Evergreen, he worked in the private sector dealing with risk management and employee benefits. In his current role as a Manager with the firm, he oversees the implementation of project work plans, deliverables and client relations. His long history of developing and maintaining strong client relationships blends well with his work with human resources functions.

As an Assistant Project Director and/or Project Consultant of well over 80 projects, Mr. Wolfe has personally conducted every level of statistical analysis dealing with assessing client's compensation and classification systems. The differences between clients and their unique situations allow him to express his creativity in problem solving and his commitment to generating positive results. He specializes in making sure that both internal and external equity are adequately assessed and that a balanced approach is followed to ensure that his clients find themselves in a markedly better position post-engagement than they were when they began their respective study.

Performance management system assessment and development is another area of expertise for Mr. Wolfe. He has participated in the development of many comprehensive solutions including evaluation form and policy creation and pay for performance system development. He has assisted clients in the selection and implementation process for automating these processes as he did in Seminole County, Florida in the

agency's implementation of such a system. He finds the recent cultural changes taking place in government to provide ample opportunities for the public sector to adopt approaches to compensation and performance that have historically been the primary domain of the private sector.

In addition to working in specific functional areas of human resources consulting, Mr. Wolfe has a depth of experience of evaluating the overall effectiveness of entire human resource departments. His past work with cities and counties in this capacity has led him to have a complete understanding of practical operations, legal compliance, and human resources best practices in assessing the effectiveness of these departments.

Overall, Mr. Wolfe enjoys bringing his unique perspective and creative thinking to each consulting engagement he participates in and values the personal relationships he builds with Evergreen's clients.

Project Consultant Ms. Stephanie Lindsay

Ms. Lindsay's experience consists of both qualitative and quantitative research in the academic field and public sector. She has conducted a market analysis to assess a target market's preferences, lead individual depth interviews, and developed and launched multiple online quantitative surveys. The experience gained from earning her degree from the University of Alabama in Marketing and Psychology enables her to examine human resources research both from the company and individual employee's perspectives. She also has experience conducting business case analyses, which makes her uniquely qualified to conduct research comparing public sector organizations with competitors.

Ms. Lindsay's research experience at Evergreen has focused on human resource studies such as job description reviews and compensation studies. Her recent research experience pertains to market analyses for various public sector organizations, including housing authorities. She has gained valuable experience collecting and analyzing multitudes of data to develop discernible survey results for clients.

Recent engagements in which Ms. Lindsay has been involved include:

- Compensation Studies in which organizations were assessed to ensure their compensation system is both equitable as compared to the external competitive employment market as well as equitable internally.

- Job Classification Description Appraisals in which organization's job descriptions were reviewed and adjusted to more accurately represent the duties of positions within the organization. Ms. Lindsay has revised hundreds of job descriptions to ensure current employees' duties are accurately represented.

Ms. Lindsay's recent local government projects include: a Classification, Compensation, and Benefits Study for the City of Palm Beach Gardens, FL; a Compensation Study for the City of Winter Park, FL; a Classification and Compensation Study for the City of Haines City, FL; a Compensation Study

for Osceola County, FL; a Market Salary Survey for Charlotte County, FL; a Compensation and Benefits Study for Seminole County, FL; a Compensation Study for the Village of North Palm Beach, FL; a Job Analysis and Description Development for the Town of Palm Beach, FL; a Compensation and Classification Study for the City of St. Marys, GA; a Classification and Compensation Study for City of Fairhope, AL; a Classification and Compensation Study for the County of Culpeper, VA; a Classification and Compensation Study for Gloucester County, VA; a Classification and Compensation Study for the City of Gaithersburg, MD; a Compensation Study for the City of Chester, SC; a Structural and Compensation Systems Study for Charleston County, SC; and a Classification and Compensation Study for Williamson, TX.

Project Consultant Ms. Lauren Lombardo

Ms. Lombardo is a Research Analyst at Evergreen Solutions. She has a strong background in marketing and communications, which qualifies her to provide in-depth analysis, and research on a variety of public sector management studies. Her research skills and data interpretation skills at Evergreen have been focused on human resources initiates such as job description reviews and market analyses. She is proficient with the tools and processes that exist to aid in these studies and contributes a firm understanding of quantitative and qualitative analysis to the Evergreen Team. In addition, she is fluent in Spanish.

Recent engagements in which Ms. Lombardo has been involved include:

- Market Salary Surveys in which market data is collected and analyzed to determine the value of certain jobs within an organization as compared to its peers who compete for the same labor.

- Job Classification Description Appraisals in which organization's job descriptions were reviewed and adjusted to more accurately represent the duties of positions within the organization. Ms. Lombardo has revised numerous job descriptions to ensure current employees' duties are accurately represented within the organization.

Recent local government projects in which Ms. Lombardo has been involved include: a Job Analysis and Description Development for the Town of Palm Beach, FL; a Compensation Study for the Village of North Palm Beach, FL; a Comprehensive Compensation and Benefits Study for the City of Bartow, FL; a Classification and Compensation Study for the City of St. Marys, GA; a Compensation and Classification Study for Rockdale County, GA; a Classification, Compensation, Benefits, and Performance Evaluation Study for the County of Brunswick, NC; a Classification and Compensation Study for Williamson, TX.

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

2.3 Assistance Needed from City Staff

We will look to the City's staff for assistance throughout the duration of the project; however, we suspect most of the time that we will need staff involvement will occur near the initial commencement of work and will be fairly minimal. Evergreen will request that a Project Manager be designated at the City who would be our central point of contact. This will require more frequent interaction with Evergreen's consultant team.

Some of the functions we anticipate needing assistance from City staff will include:

- providing requested data and documents;

- meeting in-person with our consulting team when they are on-site in the City of Hollywood;

- assisting with logistics and arranging space for interviews and meetings;

- facilitating components of the project communication plan—such as employee email lists, contact information, and other relevant data;

- reviewing interim deliverables and providing feedback; and

- resolving outstanding project issues with identifying supplemental information.

While the data collection and outreach coordination will represent the majority of the staff time that would be requested by Evergreen Solutions, we anticipate that overall staff time dedicated to the project will be minor— approximately three percent or less of total project hours.

In addition, Evergreen Solutions values feedback and will look to the City's Project Manager and other decision makers (i.e., City Manager) for guidance at different milestones throughout the project.

Based on our experience conducting this type of study, we will request the following types of data and documents to assist our consultant team with the study:

- policies and administrative procedures;
- organizational charts;
- program and compliance reports;
- current pay and classification plan;
- current job descriptions;
- schedule of current salary ranges;
- current pay grade and annual salaries;
- performance evaluation tools; and
- other documentation that will assist in completing this study.

Evergreen Solutions consultants will bring our own computers and cell phones, and we will not require technical expertise from City staff.

Chapter 3
Project Understanding, Proposed Approach, and Methodology

3.0 Project Understanding, Proposed Approach, and Methodology

In this chapter we provide our understanding of the project, our proposed approach for completing this study, and a detailed work plan, identifying the tasks, activities, and milestones necessary to accomplish all required deliverables included in the purpose and scope of services of the Request for Proposal (RFP).

3.1 Project Understanding

Evergreen understands that the City of Hollywood is seeking the services of a qualified firm to conduct a comprehensive study of the City of Hollywood's job classifications and compensation.

According to the purpose and scope of services of the RFP, the City desires the following tasks to be conducted:

1. *Meet with City management to assure an understanding of the objectives of the City. During the course of the project, the Consultant will make informal presentations of findings as necessary with City management and possibly one formal meeting with City Commission as determined by the City Manager.*

2. *Conduct a job-task analysis/job audit of all employee positions to verify and validate information from existing job descriptions. Conduct personal interviews with employees, supervisors, and directors, as needed.*

3. *Determine if classifications are correctly placed in organizational hierarchy and review if individual positions classified correctly. Review job descriptions to ensure compliance with federal and state laws including proper designation of classifications as "exempt" vs. "non-exempt". Review gender equity.*

4. *Conduct a comprehensive survey of job classifications to include salary ranges and actual salaries to ensure the City of Hollywood's compensation is equitable and competitive in its total compensation package relative to internal factors and external markets (City goal is to be in the top 25% in salary). Approved Cities and Counties for comparisons include: Pembroke Pines, Ft. Lauderdale, Hallandale Beach, Miramar, West Palm Beach, Coral Springs, Broward County, Miami, Miami Beach, Miami-Dade County and Palm Beach County.*

5. *Review internal relationships between positions and classifications, recommend a revised Classification & Compensation Plan, based upon results of the survey.*

6. *Review existing salaries to determine proper placement within proposed classifications, and recommend appropriate "equity adjustments" as needed, based upon the recommended pay plan.*

7. *Prepare written report of recommendations, including discussion of methods, techniques and data used to develop the Classification & Compensation Plan. Provide an estimate of the fiscal impact of the recommended changes.*

8. *Review existing performance appraisal system and make recommendations to integrate performance appraisal system with new Classification & Compensation Plan. The new plan should support a performance based merit system.*

9. *Recommend procedures, policies, and methods to maintain an on-going Classification & Compensations Plan that is performance based, fair and competitive.*

10. *Recommend policies and procedures for developing and maintaining a career track/progression/retention program.*

11. *Review current job descriptions and revise/update if necessary.*

3.2 Approach and Methodology

Evergreen Solutions is uniquely qualified to conduct a Compensation Study for the City of Hollywood (City) as our team includes recognized experts in local government and human resources management and understands 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.

Specifically, we have developed a methodology that:

- focuses on market competitiveness;

- 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 City management throughout the process to ensure constant communication of issues, concerns, and potential outcomes. In addition, we will work closely with your staff to gain a solid understanding of your current operational realities, challenges, and desired outcomes. Moreover, Evergreen Solutions will work with you to balance your need to meet your performance goals while carefully managing the organization's 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 Solutions realizes that we will need to tailor our approach to fit the operating, fiscal, and competitive needs of the client. Recommendations must always reflect competitive needs while supporting the client'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 Solutions begins each engagement by meeting with the 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 compensation, classification, and performance evaluation 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, compensation, and performance appraisal data.

Communication Plan

Communication is a critical component of any 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.

Developing the Compensation Philosophy

An organization's compensation philosophy is designed to support the overall business strategy. It can take many forms, but ultimately the compensation philosophy selected will guide the structure of the overall compensation system. Evergreen will meet with the client's leadership team to ascertain the client's overall business strategy and document the various alternatives that are available to support that strategy. Based on the client's needs, Evergreen Solutions will provide the client with a comprehensive compensation philosophy to guide subsequent decisions. Typically, a consultant can facilitate the process and make recommendations for the compensation philosophy, but the decision will ultimately rest with the organization itself. It is imperative for the client to agree upon a compensation philosophy prior to establishing the remaining components of the compensation system.

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

Department Head Interviews

Evergreen's staff conduct one-on-one interviews with department heads and senior management (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 client and its needs. They also allow our consultants the opportunity to better understand the organizational structure of each department as well as the unique recruiting and retention issues that may be present in each department. Frequently, department directors, senior management, and officials 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 Solutions' 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 Solutions 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 public sector 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

Welcome to JOB Force!

Welcome Evergreen Solutions.
If you are not Evergreen Solutions please log out and confirm your login information | Logout

Complete your employee information survey.

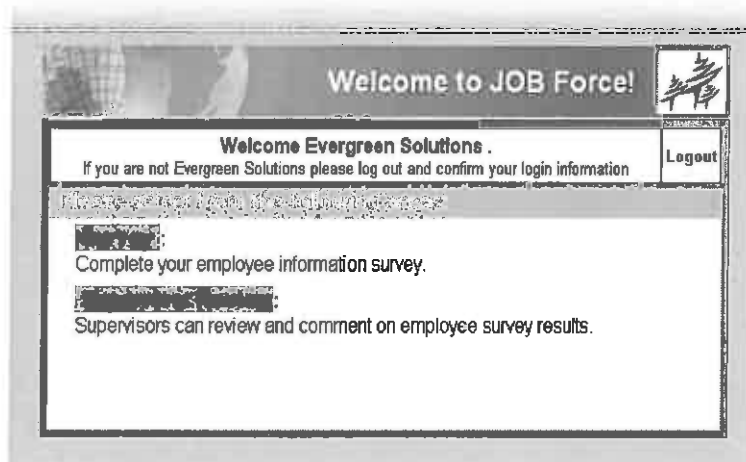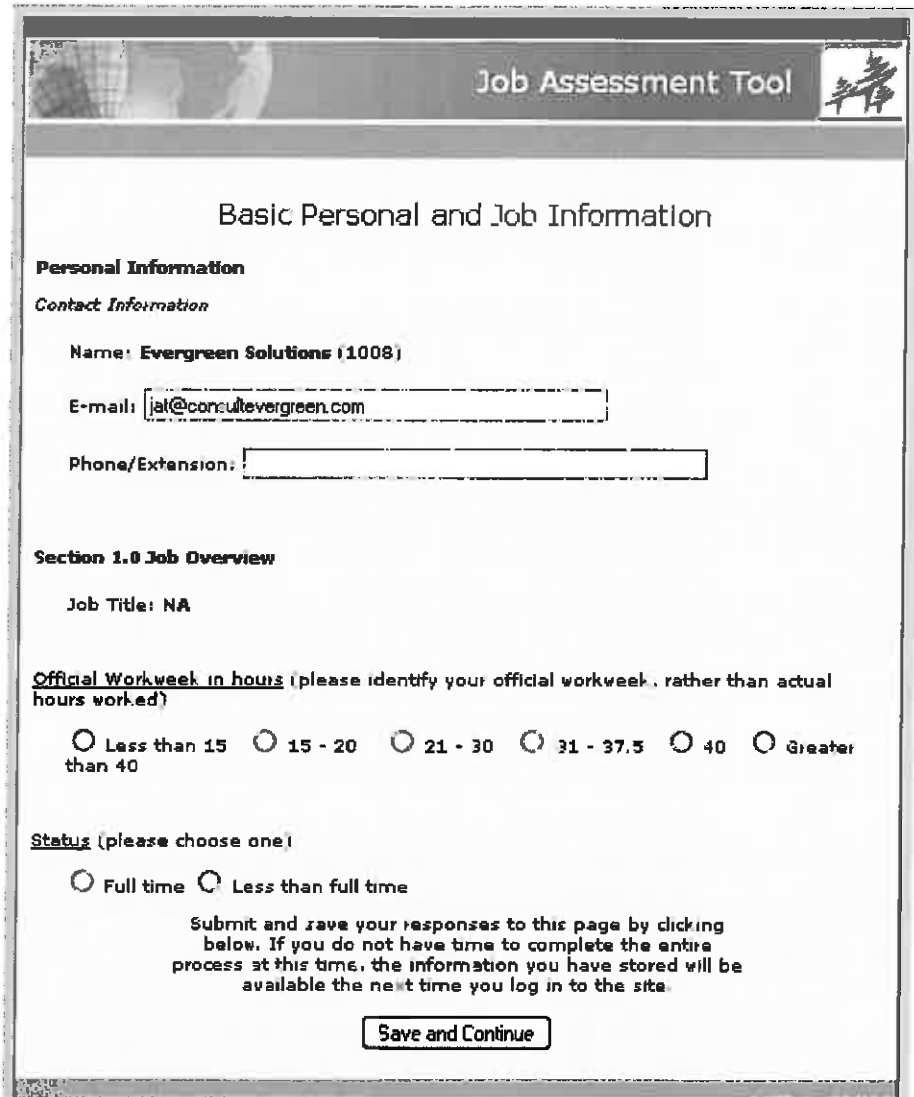Supervisors can review and comment on employee survey results.

Exhibit 3-2 shows an example of the basic employee demographic information validation that takes place within the JAT. In addition to employee email, Evergreen Solutions collects employee phone information to facilitate contact after the JAT is complete. It is also important for us to have a complete understanding of their work schedule.

Exhibit 3-2
Personal and Job Information

Job Assessment Tool

Basic Personal and Job Information

Personal Information

Contact Information

Name: **Evergreen Solutions** (1008)

E-mail: jat@consultevergreen.com

Phone/Extension:

Section 1.0 Job Overview

Job Title: **NA**

Official Workweek in hours (please identify your official workweek, rather than actual hours worked)

○ Less than 15   ○ 15 - 20   ○ 21 - 30   ○ 31 - 37.5   ○ 40   ○ Greater than 40

Status (please choose one)

○ Full time   ○ Less than full time

Submit and save your responses to this page by clicking below. If you do not have time to complete the entire process at this time, the information you have stored will be available the next time you log in to the site.

[Save and Continue]

Source: Evergreen Solutions, 2010

Exhibit 3-3 illustrates how Evergreen Solutions 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 Solutions 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 3-3
Job Description and Responsibilities

Job Assessment Tool

Job Description and Responsibilities

Section 2.0 Job Description

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.

Please indicate below the number of people you supervise directly and/or indirectly.

Supervise Directly*
Full-time: _____   part-time, reduced hours, and temporary _____

Supervise Indirectly**
Full-time: _____   part-time, reduced hours, and temporary _____

* Direct supervision is the management or supervision of employees who report work to you and who you evaluate without assistance. *Please do not include subcontractors.*

** 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.*

Submit and save your responses to this page by clicking below. If you do not have time to complete the entire process at this time, the information you have stored will be available the next time you log in to the site.

[Save and Continue]

Source: Evergreen Solutions, 2010

Exhibit 3-4 shows a similar page in which employees are asked to list the Essential Functions of their job. These are the tasks and activities that define the classification and make it unique. Gathering information such as this allows Evergreen Solutions to assess the validity of the present classification structure and identify classifications or individuals within classifications that need to be restructured or reclassified.

Exhibit 3-4
Job Functions

Job Assessment Tool

Job Description and Responsibilities

Section 3.0 Job Functions

In the table provided, please include all essential job functions you perform. For every function you list, please note how often you perform the function – Daily, Weekly, Monthly, A Few Times Per Year, or Annually. Then, estimate the total percent of your time spent on each function on an annual basis. Lastly, please check off the five most important functions you perform.

	Job Function	Most Important Function (Choose five)	Frequency	% Time Spent on Task
1.		☐ Yes	Choose One ▾	
2.		☐ Yes	Choose One ▾	
3.		☐ Yes	Choose One ▾	
4.		☐ Yes	Choose One ▾	
5.		☐ Yes	Choose One ▾	
6.		☐ Yes	Choose One ▾	
7.		☐ Yes	Choose One ▾	
8.		☐ Yes	Choose One ▾	
9.		☐ Yes	Choose One ▾	
10.		☐ Yes	Choose One ▾	
11.		☐ Yes	Choose One ▾	
12.		☐ Yes	Choose One ▾	
13.		☐ Yes	Choose One ▾	
14.		☐ Yes	Choose One ▾	
15.		☐ Yes	Choose One ▾	

Submit and save your responses to this page by clicking below. If you do not have time to complete the entire process at this time, the information you have stored will be available the next time you log in to the site.
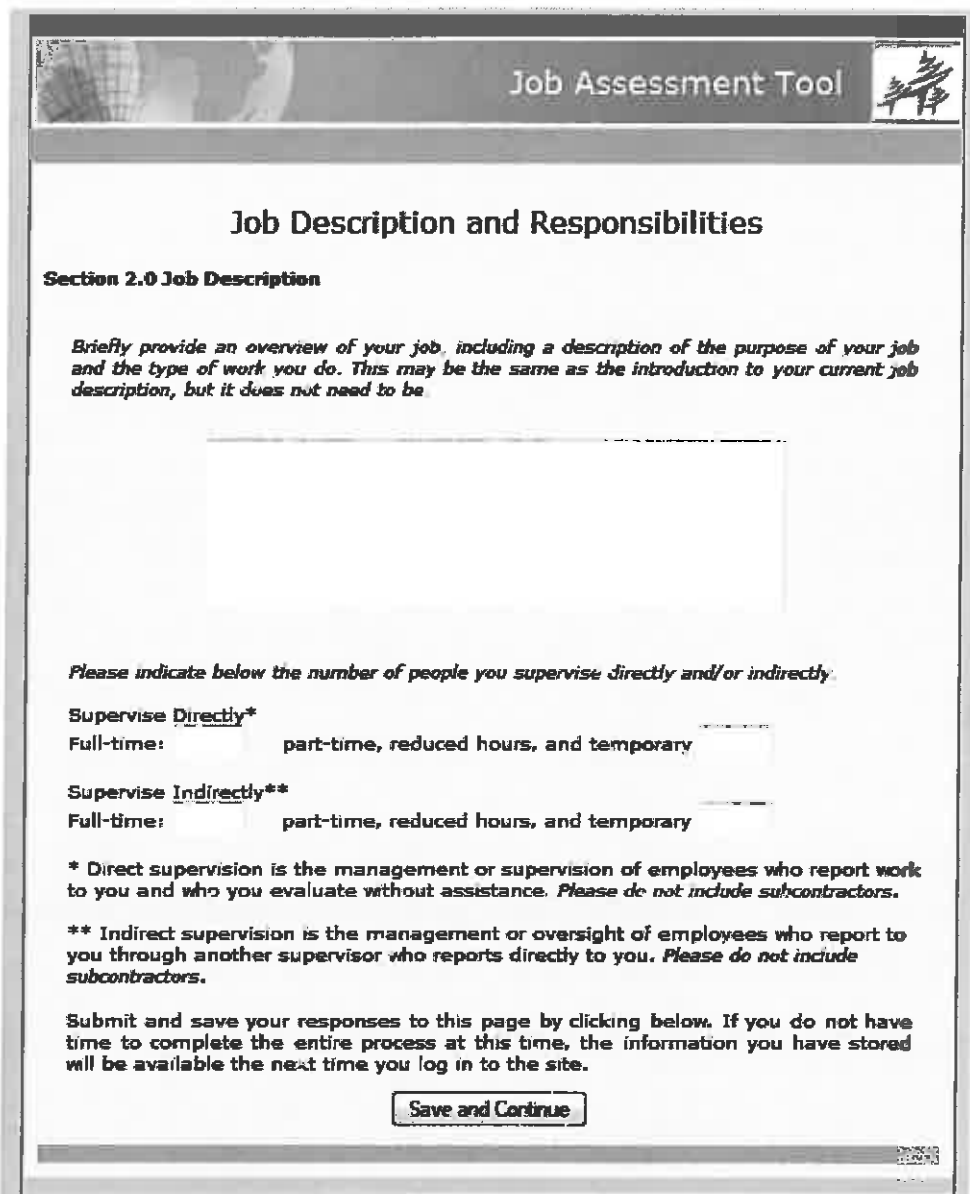
[Save and Continue]

Source: Evergreen Solutions, 2010

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 Solutions staff during the analysis portion of the project.

Preliminary Assessment

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

Job Evaluation

The next step in the process is to review responses to the JATs and identify any possible misclassifications. Once the review of the JATs has been completed, Evergreen's consultants will evaluate all jobs on each of the compensatory factors, score each position, and determine if there is any 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.

Compensation

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.

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 make recommendations for change consistent with the parameters of the compensation philosophy.

Market Survey

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 client has recently lost employees.

Benchmarks

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 fit 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.

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 the client's approval, the survey is then distributed to the targets in both paper and electronic formats.

Evergreen Solutions 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 meet the client'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 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.

Compensation Administration Guidelines

In order for the client 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 performance will be linked to pay structure;

- how to pay employees whose base pay has reached the maximum of their pay range or value of their position;

- the proper mix of pay and benefits;

- how often to adjust pay scales and survey the market;

- timing of implementation; and

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

Performance Appraisal System

Over time, the public sector has shown an increased awareness of the necessity of conducting regular performance evaluations and linking those evaluations to compensation management. The Evergreen Solutions team has worked with numerous public sector clients in developing and implementing performance appraisal systems as well as alternative reward strategies that incorporate the unique environment and circumstances of our client partners.

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 that are needed.

3.3 Detailed Work Plan

The detailed work plan that Evergreen Solutions proposes to use to conduct a Compensation Study for the City of Hollywood (City) is provided in this section. **Note:** Evergreen understands that the study will initially include all non-represented positions (i.e., 118 employees in 70 job classifications). These positions include: Executive; Managerial; Legal; Technical; and Confidential Administrative Support. Upon completion of the study, Evergreen understands that the City may request the hired consultant to review the remaining jobs in the following bargaining units within the City: American federation of State, County and Municipal Employees (AFSCME) - Professional Supervisory and General Units; International Association of Firefighters (IAFF); and Police Benevolent Association (PBA). These positions make up 1251 employees in approximately 195 classifications.

Task 1.0 Project Kick Off

TASK GOALS

- Finalize the project plan with The City of Hollywood (City).

- Gather all pertinent data.

- Finalize any remaining contractual negotiations;

- Establish an agreeable final time line for all project milestones and deliverables.

TASK ACTIVITIES

1.1 Meet with the City's Project Manager (CPM) and City management and possible the City Commission to discuss the following objectives:

- understand the City's mission and current compensation philosophy (if any);

- 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 organization is going and what type of pay plan will reinforce current and future goals.

1.3 Obtain relevant materials, including:

- any previous projects, research, evaluations, or other studies that may be relevant to this project;

- organizational charts for the departments and divisions, along with related responsibility descriptions;

- current position and classification descriptions, salary schedule(s), and classification system;

- strategic business plans, budgets, and performance evaluation forms; and

- personnel policies and procedures, and the step placement policies.

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

KEY PROJECT MILESTONES

- Comprehensive project management plan

- Comprehensive database of City employees

**Task 2.0
Collect and Review
Current Environment
Data**

TASK GOAL

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

TASK ACTIVITIES

2.1   Schedule and conduct employee orientation sessions.

2.2   Meet with department heads (management) to obtain relevant information and statistical/anecdotal data on specific compensation issues and policies. Obtain insight into perceived current compensation system strengths and weaknesses.

2.3   Hold focus groups with a sample of employees to obtain additional relevant information and statistical/anecdotal data on specific compensation issues and policies.

2.4   Work with the CPM to administer the JATs and MITs. Our staff utilizes a web-based tool for data collection, but we can provide paper copies as well as those for classifications without computers or Internet access. We will seek approval from the CPM before distribution of the JAT/MIT questionnaire.

2.5   Review any data provided by the City that may provide additional relevant insight.

2.6   Review internal career ladders and make recommendations to keep positions competitive.

KEY PROJECT MILESTONES

- JAT and MIT distribution

- Department head and senior management interviews

- Employee focus groups and orientation sessions

**Task 3.0
Evaluate the Current
System**

TASK GOAL

- Conduct a comprehensive preliminary evaluation of the City's existing compensation plan.

TASK ACTIVITIES

3.1   Obtain the existing pay structure and compensation philosophy. Review the existing pay structure and look for potential problems to be resolved.

3.2   Determine the strengths and weaknesses of the current pay plan(s).

3.3 Complete an assessment of current conditions that details the pros and cons of the current system 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 4.0 Develop Compensation Philosophy

TASK GOAL

- Facilitate the development of the City's compensation philosophy.

TASK ACTIVITIES

4.1 Conduct a thorough review of all background materials related to the City's compensation system.

4.2 Review information from department head and senior management, interviews.

4.3 Review results of previous steps with the CPM and present various options for compensation philosophy components. Coordinate this meeting with the CPM.

4.4 Make recommendation for compensation philosophy based on input from previous steps.

4.5 Document accepted compensation philosophy.

KEY PROJECT MILESTONE

- Compensation philosophy

Task 5.0 Evaluate and Build Projected Classification Plan

TASK GOALS

- Identify the classification of existing positions utilizing Evergreen Solutions' job evaluation system.

- Review JAT responses.

- Characterize internal equity relationships within the City of Hollywood.

TASK ACTIVITIES

5.1   Review all draft class specifications with the CPM.

5.2   Review the work performed by each classification and score. Review includes evaluation of supervisory comments.

5.3   Review JAT scores and identify the classification of positions.

5.4   Schedule and conduct additional follow up with employees for jobs where uncertainty exists over data obtained from the JATs.

5.5   Develop preliminary recommendations for the classification structure. The classification system designed at this point would be based solely on internal equity relationships and would be guided by the JAT scores for each classification. Essentially, a structure of classifications would be established, and classifications with similar scoring would be grouped into pay grades. Spacing between jobs would be determined, and each classification would be assigned to a pay grade. Final decision on the minimums and maximums of the pay grades would be determined after the market data has been collected.

5.6   Review gender equity.

5.7   Review recommendations with the CPM.

5.8   Discuss questions and categories for the market survey.

KEY PROJECT MILESTONES

- JAT scores by class

- Recommended classification changes

- Preliminary job structure based on internal equity

Task 6.0 Identify List of Market Survey Benchmarks

TASK GOAL

- Identify the proper benchmark positions for the external labor market assessment to reach an appropriate number.

TASK ACTIVITIES

6.1   Conduct a thorough review of all materials to date, including employee database, classification listing, interviews, compensation review, and meetings with CPM.

6.2   Identify, from the initial review, a list of classifications (benchmarks) to include in the labor market survey.

6.3 Submit the proposed list of positions to the CPM for review.

6.4 Based on CPM review, make revisions to the benchmark list and finalize consistent with Evergreen Solutions analysis.

KEY PROJECT MILESTONES

- Preliminary list of benchmark classifications

- Final list of benchmark positions for the external labor market assessment

**Task 7.0
Identify Approved
List of Survey
Targets**

TASK GOAL

- Identify the list of targets for conducting a successful external labor market assessment. **Note:** According to the RFP, the following Cities and Counties will be used: Pembroke Pines; Ft. Lauderdale; Hallandale Beach; Miramar; West Palm Beach; Coral Springs; Broward County; Miami; Miami Beach; Miami-Dade County and Palm Beach County.

TASK ACTIVITIES

7.1 Develop a list of survey targets by employee group. Develop a system for use of secondary data including potential sources and weighting of secondary data, if necessary.

7.2 Review survey methodology with CPM and refine survey methodology prior to distribution of survey.

7.3 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 8.0
Conduct Market
Survey and Provide
External Assessment
Summary**

TASK GOALS

- Conduct the external labor market salary survey. **Note:** According to the RFP, it is the goal of the City to be in the top 25% in salary.

- Provide a summary of the survey results to the CPM for review.

TASK ACTIVITIES

8.1 Prepare a customized external labor market salary survey for the CPM's approval.

8.2 Contact the targets for electronic completion of the survey. Provide paper copies by fax, if requested.

8.3 Conduct necessary follow-up through e-mails, faxes, and phone calls.

8.4 Collect and enter survey results into Evergreen Solutions electronic data analysis tools.

8.5 Validate all data submitted.

8.6 Develop summary report of external labor market assessment results.

8.7 Submit summary report of external labor market assessment results to CPM.

KEY PROJECT MILESTONES

- Market survey instrument

- Summary report of external labor market assessment results

Task 9.0 Develop Strategic Positioning Recommendations

TASK GOAL

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

TASK ACTIVITIES

9.1 Identify the compensation philosophy and accompanying thresholds.

9.2 Using the market data collected in **Task 8.0** and the classification data reviewed in **Task 5.0**, determine the proper pay plan including number of grades, steps, and ranges.

9.3 Identify highly competitive positions within the City and customize recommendations for compensation where required.

9.4 Produce a pay plan(s) that best meets the needs of the City from an internal equity 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 10.0
Conduct Solution
Analysis**

TASK GOALS

- Conduct analysis comparing JAT values and survey results for the benchmark positions.

- Produce several possible solutions for implementation.

TASK ACTIVITIES

10.1   Conduct regression analysis or other appropriate techniques to properly slot each classification into the proposed pay plan.

10.2   Place all classifications into pay grades based on **Task Activity 10.1.** Sort alphabetically by job class title, in descending order by range, and by old class title and new class specifications.

10.3   Create implementation solutions for consideration that take into account the current position of the organization as well as the findings from the classification and compensation analysis. Identify and prepare a range of compensation policy alternatives.

10.4   Meet with the CPM to discuss the potential solutions.

10.5   Determine the best solution to meet the City's needs in the short-term and long-term.

10.6   Document the accepted solution.

KEY PROJECT MILESTONES

- Initial regression analysis

- Potential solutions

- Documented final solution

**Task 11.0
Develop and Submit
Draft and Final
Reports and Deliver
a Presentation**

TASK GOALS

- Develop and submit a draft and final report of the Compensation Study for the City of Hollywood.

- Present final report to the City Commission.

TASK ACTIVITIES

11.1 Produce a comprehensive draft report that captures the results of each previous step. The report will include any detailed costs associated with the implementation of any recommended changes resulting from this study as well as the methods, techniques, and data used to develop the recommended Classification and Compensation Plan.

11.2 Submit the comprehensive draft report to the CPM for review.

11.3 Make edits and submit necessary copies of the final report which will describe the classification and pay plan and will recommend implementation procedures.

11.4 Deliver a presentation of the final report to the City Commission.

11.5 Develop a communicating plan for sharing study results with employees.

11.6 Develop implementation database to communicate the process and progress of this project to the CPM and any other employee or groups designated by the CPM.

11.7 Develop a plan for maintaining recommendations over time.

KEY PROJECT MILESTONES

- Draft and final reports

- Final presentation

- Implementation and Maintenance database

Task 12.0 Develop Recommendations for Compensation Administration

TASK GOAL

- Develop recommendations for the continued administration by the City's staff to sustain the recommended compensation and classification structure.

TASK ACTIVITIES

12.1 Develop recommendations and guidelines for the continued administration and maintenance of the classification and compensation structure, including recommendations and guidelines related to:

- how employees will move through the pay structure/system as a result of transfers, promotions, or demotions;

- how to pay employees whose base pay has reached the maximum of their pay range or value of their position;

- the proper mix of pay and benefits;

- how often to adjust pay scales and survey the market;

- the timing of implementation; and

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

12.2   Recommend recruitment/retention strategies, where appropriate.

12.3   Recommend policies and procedures for developing and maintaining a career track/progression/retention program.

12.4   Present recommendations to the CPM for review.

KEY PROJECT MILESTONES

- Recommendations for compensation administration

- Recommendations for recruitment/retention policies

Task 13.0 Provide Revised Class Descriptions and FLSA Determinations

TASK GOALS

- Update existing class descriptions.

- Create new class descriptions as needed, ensuring FLSA, EEO/ADA requirement satisfaction.

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

TASK ACTIVITIES

13.1   Assess current class descriptions for form, content, validity, and ADA compliance.

13.2   Revise classification descriptions based on data gathered from the JAT process.

13.3   Create new class descriptions for new classifications, as needed. Provide complete listing of the allocation of job classes to salary range assignments.

13.4   Make FLSA determinations based on work performed and federal requirements.

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

KEY PROJECT MILESTONES

- Updated class descriptions

- New class descriptions as needed

Task 14.0 Review Existing Performance Appraisal System and Make Recommendations

TASK GOALS

- Review existing performance appraisal documents, tools, and procedures.

- Determine appropriateness of content and methodology and make recommendations for any necessary modifications to the system.

- Integrate performance appraisal system with the new Classification and Compensation Plan.

TASK ACTIVITIES

14.1   Review any current performance appraisal documents, tools, and procedures for appropriateness.

14.2   Make recommendations to integrate performance appraisal system with the new Classification and Compensation Plan.

14.3   Discuss recommended changes with City staff and revise as necessary.

14.4   Develop performance evaluation tool and short training manual.

KEY PROJECT MILESTONE

- Detailed recommendations for changes to performance appraisal standards

Chapter 4
Summary of Proposer's Fee Statement

4.0 Summary of Proposer's Fee Statement

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

Our total, not-to-exceed, fixed fee to complete all tasks identified in our detailed work plan in **Chapter 3** of our proposal is **$18,000. Note: This fee includes only the initial study (i.e., non-represented positions) that is to be completed in 90 days.** This cost is all inclusive, and includes travel costs (meals and lodging), transportation, fringe benefits, indirect cost (overhead), clerical support, and all other out-of-pocket expenses.

As required, we have attached Section D of the Request for Proposal which provides a breakdown of our fee by various components which includes the additional work that may be requested following the completion of the initial compensation study.

If additional work is required beyond the scope of services, Evergreen would charge a blended hourly rate of $150.

We are willing to negotiate the time, scope, and cost of the basic tasks, or any other options that the City of Hollywood wishes to identify. Evergreen Solutions federal employer identification number is 20-1833438.

Any additional recommendations and services or options may be included as additions to the project on an optional basis. These optional items shall be priced separately from this RFP.

A comprehensive final report is required at the conclusion of the Study. The vendor may be required to present final results to the City Commission or the City Management.

C.   RECORDS AUDIT

Contractor shall maintain records sufficient to document their completion of the scope of services established by this Contract. These records shall be subject at all reasonable time to review, inspect, copy and audit by persons duly authorized by the City. These records shall be kept for a minimum of three (3) years after completion of the Contract. Records which relate to any litigation, appeals or settlements of claims arising from performance under this Order shall be made available until a final disposition has been made of such litigation, appeals, or claims.

D.   PRICE PROPOSAL

Components	Quote
Conduct a salary study and recommend salary ranges for classifications in the **Non-represented Executive, Managerial, Legal, Technical and Confidential Administrative support** (with recommendations for adjustments to actual salaries and how to handle employees whose current salaries are outside the **recommended** ranges). *118 employees in 70 different job classifications*	$18,000
Conduct a salary study and recommend salary ranges for classifications in the Represented **jobs: AFSCME – Professional& Supervisory** (with recommendations for adjustments to actual salaries and how to handle employees whose current salaries are outside the **recommended ranges).** *66 employees in 38 different job classifications*	$9,000
Conduct a salary study and recommend salary ranges for classifications in the **Represented jobs: AFSCME - General** (with recommendations for adjustments to actual salaries and how to handle employees whose current salaries are outside the **recommended ranges).** *688 employees in 148 different job classifications*	$28,000
Conduct a salary study and recommend salary ranges for classifications in the Represented **jobs: IAFF - FIRE** (with recommendations for adjustments to actual salaries and how to	

handle employees whose current salaries are outside the **recommended** ranges). *205 employees in 6 different job classifications*	$12,000
Conduct a salary study and recommend salary ranges for classifications in the **Represented jobs: PBA - POLICE** (with recommendations for adjustments to actual salaries and how to handle employees whose current salaries are outside the **recommended ranges**). *292 employees in 3 different job classifications*	$12,000
Recommend job description amendments within each unit	
Optional Services and/or Optional Fees:	$150.00 per hr.
Complete Package Quote:	$79,000

Assignment

The Contractor shall not assign, transfer or sub-contract any work either in whole or in part, without prior written approval of the City of Hollywood.

Termination

The City of Hollywood reserves the right to cancel this agreement with or without cause.

Chapter 5
Project Time Schedule

5.0 Project Time Schedule

Evergreen Solutions possesses the ability, staff, skills, and tools to conduct the Compensation Study for the City of Hollywood in 90 days of the project start date and following the signing of the contract, as recommended in the Request for Proposal. This is based on a tentative start date of March 1, 2013, and a completion date of May 31, 2013, as shown below in **Exhibit 5-1**.

This schedule can be modified in any way to best meet the needs of the City of Hollywood.

Exhibit 5-1
Proposed Time Schedule

PROJECT TASKS	2013		
	March	April	May
1.0 - Project Kick Off	■		
2.0 - Collect and Review Current Environment Data	■		
3.0 - Evaluate the Current System	■		
4.0 - Develop Compensation Philosophy	■		
5.0 - Evaluate and Build Projected Classification Plan		■	
6.0 - Identify List of Market Survey Benchmarks		■	
7.0 - Identify Approved List of Survey Targets		■	
8.0 - Conduct Market Survey and Provide External Assessment Summary		■	
9.0 - Develop Strategic Positioning Recommendations			■
10.0 - Conduct Solution Analysis			■
11.0 - Develop and Submit Draft and Final Reports and Deliver Presentation			■
12.0 - Develop Recommendations for Compensation Administration			■
13.0 - Provide Revised Class Descriptions and FLSA Determinations			■
14.0 - Review Existing Performance Appraisal System and Make Recommendation			■

Appendix A:
Sample Final Report

Compensation and Classification Study for the City of Palm Beach Gardens

FINAL REPORT

Evergreen Solutions, LLC

August 2012

Chapter 1 – Introduction

INTRODUCTION

In November 2011, Evergreen Solutions was retained by the City of Palm Beach Gardens (City) to conduct a Compensation and Classification Study of approximately 81 classifications in the organization. A compensation and classification study is primarily designed to focus on internal and external equity of both the structure by which employees are compensated as well as the way positions relate and compare to one another across the organization. Internal equity relates to the fairness of an organization's compensation practices among its current employees. Specifically, by reviewing the skills, capabilities, and duties of each position, it can be determined whether similar positions are being compensated in a similar manner within the organization. The Classification component of this study is aimed at resolving any inconsistencies related to job requirements and providing some clarity to the plan in place.

External equity deals with the differences between what an organization's classifications are valued and what compensation is available in the market place for the same skills, capabilities, and duties. As part of the study, Evergreen Solutions, LLC was tasked with:

- Collecting and reviewing current environmental data present at the City;

- Conducting a market salary and benefits survey and providing feedback to the City regarding current market competitiveness;

- Conducting a classification analysis to assess internal equity and the efficiency of the current classification plan;

- Developing strategic positioning recommendations using market data and best practices;

- Developing a compensation structure and implementation cost plan for the City; and

- Developing and submitting draft and final reports summarizing findings and recommendations.

1.1   STUDY METHODOLOGY

Evergreen Solutions combines qualitative as well as quantitative data analysis to produce an equitable solution in order to maximize the fairness and competitiveness of an organization's compensation structure and practices. Project activities included:

- conducting a project kick-off meeting;
- conducting orientation sessions with employees;
- facilitating employee focus group sessions;
- conducting a salary survey;
- conducting a benefits survey;
- developing recommendations for compensation management;
- developing detailed implementation plans; and
- creating draft and final reports.

Kickoff Meeting

The kickoff meeting provides an opportunity to discuss the history of the organization, finalize the work plan, and begin the data collection process. Data collection of relevant background material (including existing pay plans, organization charts, policies, procedures, training materials, job descriptions, and other pertinent material) is part of this process.

Orientation Sessions

The orientation sessions are designed to brief employees and supervisors on the purpose and major processes of the study. This process is intended to address any questions and resolve any misconceptions about the study and relevant tasks. In addition, employees are asked about their experience with the City and to identify any concerns they have about compensation. This information provides some basic perceptional background as well as a starting point for the research process.

Salary and Benefits Survey

The external market is defined as identified peers that have similar characteristics, demographics, and service offerings as the target organization and benchmark positions are identified from each area and level of the organization and typically include a large cross-section of positions at the City. Once the target and benchmark information is finalized, a survey tool is created to solicit salary and benefits information from each of the peer organizations. When the results are received, the data are analyzed, cleaned, and entered to provide aggregate findings.

Solution Creation - Pay Schedule and Transition Costing

Solution creation follows agreement on the structure of the compensation system. During this phase, desired range spreads (distance from minimum to maximum) and midpoint progressions (distance from the midpoint of one pay grade to the next) are established. Once the structure is created, jobs can be slotted into the proposed pay grade structure using market data and Client Project Manager (CPM) feedback.

As part of the study, the organization identifies its desired market position. Subsequently, the pay plan and job slotting within the system can be adjusted to account for this desired position in the market.

The final step in the creation of the solution is to identify the costs associated with each step of the analysis. The data from the job slotting are applied to the individual incumbents in the organization. This allows the City to view the total costs associated with the structural changes. Information is then provided to the City on various ways to implement the proposed structure and possible adjustments that can **be** made to address any remaining issues.

1.2   REPORT ORGANIZATION

This report includes the following chapters:

- Chapter 2 - Methodology and Employee Outreach
- Chapter 3 - Assessment of Current Conditions
- Chapter 4 - Market and Benefits Survey Summary
- Chapter 5 - Solution and Implementation

Chapter 2 – Methodology

The methodology used by Evergreen Solutions was consistent with best practices in classification and compensation analysis and focused on the specific needs and issues of the City. This chapter highlights the approach used and the theoretical underpinnings behind the approach.

Project Kickoff and Orientation

At the onset of the project, Evergreen Solutions staff met with key stakeholders and discussed the project background, goals, methodology and potential outcomes. These discussions were critical in mapping out expectations, clarifying the processes used and understanding the fiscal environment in which any solutions would be developed.

After the project kickoff meetings were held, Evergreen Solutions Project staff conducted orientation sessions with employees. These sessions allowed Evergreen Solutions staff to explain how the classification and compensation process works and the employees' role in the process. Particular emphasis was placed on the primary data collection instrument, the Job Assessment Tool (JAT). Employees received instruction on how to fill out the instrument and the key role the JAT plays in the overall process. During the sessions, employees were able to ask questions about how the process works.

Review of Current System

Prior to examining the City's classification and compensation system, it was necessary for Evergreen Solutions to review the existing structure. Examination of the existing structure included a review of the following items:

- Pay scales
- Classification descriptions
- Classification policies and procedures
- Compensation policies and procedures

The purpose of the review was to obtain a solid understanding of the City's current classification and compensation system. Understanding the current system is a necessary first step in providing recommendations during the course of the study.

Qualitative Review

A key component in the Evergreen Solutions methodology is the use of qualitative tools to uncover perceptions and issues that are held by management and rank and file employees. Evergreen Solutions gathered information directly from employees during employee focus groups.

Employee Focus Groups

The Evergreen Solutions team conducted a series of employee focus groups and interviews over the course of one week in November 2011. Questions were designed to solicit input on a number of topics related to the compensation and classification study. Findings from focus groups and interviews are separated by category below.

General Feedback

Employees commonly regard the City as a positive place to work and feel that it provides a rewarding work environment. Many employees lauded the City's reputation as a reason for choosing to work with the City. Other observations offered by employees include:

- Several employees praised the organizational culture at the City and said they felt the City genuinely cares about its employees.

- Many of the employees said they were satisfied with the benefits offered by the City and indicate these benefits were a reason they chose to work there.

- All of the employees who were familiar with this process were generally encouraged that the City was seeking objective third-party analysis of its compensation and classification system.

Benefits Observations

Many employees were pleased with the benefits package offered by the City to its employees. In fact, several employees stated that it was one of the main reasons for coming to work and staying employed with the City. When asked what aspects of working with the City that employees did not want Evergreen Solutions to recommend changing, most employees cited benefits, expressing a very strong desire that the current benefits offering remain unchanged.

Market Peers

Focus group and interview participants were asked to name those organizations that they considered to be market peers. These are organizations that the focus group and interview participants felt are the biggest competitors to the City in terms of compensation, benefits, and other intrinsic qualities such as working conditions. Their responses are listed below:

- Town of Jupiter
- City of Boca Raton
- Village of Wellington
- City of Boynton Beach
- City of Delray Beach
- City of West Palm Beach
- Palm Beach County
- Town of Palm Beach
- Palm Beach County Fire Rescue
- Palm Beach County Sheriff's Office
- Private golf clubs
- Major construction companies
- Other private sector entities

Focus Group Feedback for Determining Benchmark Positions

We solicited input from employees as to which positions at the City present the greatest challenges with regard to recruitment and retention. Not all of these classifications are necessarily difficult to fill, but can be difficult to retain individuals. The positions mentioned by focus group and interview participants were planner, skilled trade and building positions.

SUMMARY

In addition to the typical employee concerns that exist in most organizations, employees felt that the City is overall a positive place to work, and many employees cited the organizational commitment to excellence and quality of co-workers as reasons they remain with the City. The information received from employees aided Evergreen Solutions in the development of recommendations and provided an excellent foundation for the remainder of this study.

Chapter 3 – Assessment of Current Conditions

The purpose of this statistical evaluation is to provide an overall assessment of the structure of the compensation plan in place within the City of Palm Beach Gardens, FL (City) and a brief analysis of the employee demographics within the organization. Data included here reflect the demographics in place at present and should be considered a snapshot in time. Since the City has maintained a consistent pay plan and its structural integrity, this analysis will provide a more consistent and reliable picture of the present environment than if the City had allowed their pay plan to fall out of alignment with the market. The data contained within this analysis provided foundational information for recommendations through the course of this study, but will not be sufficient cause for recommendations on its own. By reviewing information about the organization's compensation structure, philosophies, and employee demographics, Evergreen Solutions can gain a better understanding of the structures and methods in place that will help identify issues for both further review and potential revision.

Pay Plan Analysis

The City currently has four pay structures which place employees into pay grades by classification. This analysis focuses only on non-bargaining employees and the associated pay plan. The pay plan for non-bargaining employees is organized in an open-range configuration where there is an established minimum and maximum salary whereby employees have historically progressed through the ranges based on merit increases through the course of a career. The pay plan for City employees consists of 28 grades which are regularly numbered from 35 to 62 and have varying range spreads between 48.5 to 56.2 percent. This represents a modern pay plan which has the structural foundation to serve the City well. An organized pay structure is useful because it gives employees something to work towards and also helps clear confusion about future salary increases or equity among different pay grades.

An established pay structure like Palm Beach Gardens' plan, which considers the external market as well as the need for internal equity among classifications, benefits the organization in a number of ways. A competitive pay structure will allow the City to be an effective recruiter in the marketplace, contribute to low employee turnover, provide comparable base salaries for positions, and give employees ample room for upward growth and motivation for professional development; all of which the present compensation plan does.

Exhibit 3A illustrates the City's present pay plan.

Exhibit 3A
General Employee Pay Plan (November 2011)

Grade	Minimum	Midpoint	Maximum	Range Spread	Positions
35	$ 26,941.71	$ 33,483.24	$ 40,024.77	48.56%	0
36	$ 28,272.47	$ 35,145.66	$ 42,018.85	48.62%	0
37	$ 29,713.44	$ 36,919.84	$ 44,126.23	48.51%	0
38	$ 31,154.41	$ 38,749.12	$ 46,343.82	48.76%	1
39	$ 32,706.62	$ 41,077.43	$ 49,448.24	51.19%	8
40	$ 34,370.07	$ 43,183.78	$ 51,997.49	51.29%	6
41	$ 36,033.52	$ 45,290.65	$ 54,547.77	51.38%	5
42	$ 37,917.39	$ 47,618.45	$ 57,319.50	51.17%	7
43	$ 39,802.29	$ 50,002.38	$ 60,202.47	51.25%	6
44	$ 41,798.43	$ 52,996.08	$ 64,193.72	53.58%	3
45	$ 43,903.75	$ 55,656.57	$ 67,409.38	53.54%	2
46	$ 46,011.13	$ 58,373.19	$ 70,735.25	53.74%	5
47	$ 48,338.93	$ 61,310.75	$ 74,282.57	53.67%	8
48	$ 50,779.00	$ 64,692.76	$ 78,606.51	54.80%	4
49	$ 53,328.25	$ 67,963.52	$ 82,598.79	54.89%	3
50	$ 55,989.77	$ 71,345.01	$ 86,700.25	54.85%	5
51	$ 58,761.50	$ 74,892.85	$ 91,024.19	54.90%	1
52	$ 61,754.68	$ 79,049.93	$ 96,345.17	56.01%	1
53	$ 64,859.10	$ 82,986.07	$101,113.04	55.90%	4
54	$ 68,072.70	$ 87,198.26	$106,323.81	56.19%	0
55	$ 71,400.63	$ 91,467.61	$111,534.58	56.21%	3
56	$ 75,059.19	$ 96,068.62	$117,078.04	55.98%	8
57	$ 78,717.75	$100,835.97	$122,954.19	56.20%	1
58	$ 82,709.00	$105,880.91	$129,052.82	56.03%	4
59	$ 86,810.46	$111,201.89	$135,593.32	56.19%	1
60	$ 91,134.40	$116,745.86	$142,357.33	56.21%	3
61	$ 95,792.06	$122,622.53	$149,453.00	56.02%	2
62	$101,071.84	$129,075.99	$157,080.15	55.41%	1
	$ 56,185.87	$ 71,494.10	$ 86,802.33	54%	

Source: Evergreen Solutions, January 2012

Grade Placement Analysis

In assessing the overall effectiveness of a City's pay plan and policies, it is often helpful to analyze a snapshot in time of where employee salaries stand in comparison to the range they are placed in. A plan, for example, which limits the methods by which employees are able to progress through the ranges, would be expected to reveal a large clustering of employees at or near the minimum of their pay grades.

Grade midpoint is often considered the most accepted market average value for comparative purposes. Therefore, it is important to examine the percentages of employees at the City who fall above and below the calculated midpoint of their respective pay grade. In an effort to refine the results, only pay grades with existing incumbent positions have been included in this analysis. Since part-time employees at the City are not placed in pay grades, they are excluded from this analysis. The following exhibits detail this information for each pay grade.

Exhibit 3B shows that across all employees in the pay plan, 22 employees (or 23.9 percent) are at the minimum of their respective pay grade, while one employee (or 1.1 percent) is at the maximum of their respective pay grade. Being at grade minimum is typically a sign of a newer employee who has not had the opportunity or experience necessary to progress from that entry level of compensation, or that an employee has just been promoted into a new pay grade. However, this is not necessarily the case with the City since employees at or near the minimum may have been there for several years due a pay freeze in response to the state of the economy. On the other hand, being at grade maximum can be typically a sign of longer tenured or more experienced employee who has had the opportunity to progress to the top of their pay grade. These data are significant because they indicate two things. First, over six percent of employees appear to have achieved relative success in progressing through their pay grades and achieving maximum compensation. Next, the low percentage of employees at their respective pay grade minimum indicates that employees advance relatively quickly through the pay ranges for their job classifications at the City, or that there is little employee turnover; this is supported by the average tenure of 8.3 years in the City (see **Exhibit 3E**). Seven years is the average employee tenure for most municipalities, according to the latest figures from the Bureau of Labor Statistics. Finally, over 80 percent of employees fall somewhere between their respective pay grade's minimum and maximum, indicating some amount of advancement when it comes to compensation.

Exhibit 3B
Benchmarked Employees at Minimum and Maximum by Pay Grade
City Employee Pay Plan (November 2011)

Grade	Emps	# at Min	% at Min	# at Max	% at Max
38	1	0	0.00%	0	0.00%
39	8	4	50.00%	0	0.00%
40	6	1	16.67%	0	0.00%
41	5	2	40.00%	0	0.00%
42	7	3	42.86%	1	14.29%
43	6	2	33.33%	0	0.00%
44	3	2	66.67%	0	0.00%
45	2	0	0.00%	0	0.00%
46	5	1	20.00%	0	0.00%
47	8	1	12.50%	0	0.00%
48	4	0	0.00%	0	0.00%
49	3	1	33.33%	0	0.00%
50	5	0	0.00%	0	0.00%
51	1	1	100.00%	0	0.00%
52	1	1	100.00%	0	0.00%
53	4	1	25.00%	0	0.00%
55	3	0	0.00%	0	0.00%
56	8	1	12.50%	0	0.00%
57	1	0	0.00%	0	0.00%
58	4	1	25.00%	0	0.00%
59	1	0	0.00%	0	0.00%
60	3	0	0.00%	0	0.00%
61	2	0	0.00%	0	0.00%
62	1	0	0.00%	0	0.00%
Total	92	22	23.9%	1	1.1%

Source: Evergreen Solutions, January 2012

Exhibit 3C on the following page provides the breakdown of employees above and below midpoint by pay grade. The exhibit shows that 24 employees (26.1 percent) are above the midpoint of their respective pay grades, while 68 individuals (73.9 percent) lie below the midpoint of their respective pay grade. The data show there is a higher number of employees below the respective midpoint of their pay grades. While this is not a sole determiner for concluding that compression issues exist, the data indicate that compression may be present in specific pockets of classifications throughout the City's pay structure. To determine true compression, a number of additional factors should be considered including employee tenure and operational policies of the City.

Exhibit 3C – City of Palm Beach Gardens
Benchmarked Employees Above and Below Midpoint by Pay Grade (November 2011)

Grade	Emps	# < Mid	% < Mid	# > Mid	% > Mid
38	1	0	0.00%	1	100.00%
39	8	7	87.50%	1	12.50%
40	6	6	100.00%	0	0.00%
41	5	5	100.00%	0	0.00%
42	7	6	85.71%	1	14.29%
43	6	5	83.33%	1	16.67%
44	3	3	100.00%	0	0.00%
45	2	2	100.00%	0	0.00%
46	5	3	60.00%	2	40.00%
47	8	6	75.00%	2	25.00%
48	4	3	75.00%	1	25.00%
49	3	3	100.00%	0	0.00%
50	5	3	60.00%	2	40.00%
51	1	1	100.00%	0	0.00%
52	1	1	100.00%	0	0.00%
53	4	3	75.00%	1	25.00%
55	3	1	33.33%	2	66.67%
56	8	5	62.50%	3	37.50%
57	1	0	0.00%	1	100.00%
58	4	2	50.00%	2	50.00%
59	1	1	100.00%	0	0.00%
60	3	1	33.33%	2	66.67%
61	2	0	0.00%	2	100.00%
62	1	1	100.00%	0	0.00%
Total	**92**	**68**	**73.9%**	**24**	**26.1%**

Source: Evergreen Solutions, January 2012

Employee Demographics

As of March 2012, the City employed 548 individuals. The following analyses are intended to provide basic information as to how the employees are distributed among departments, as well as data on tenure with the organization.

The City's employees are spread among 12 departments and 20 divisions. **Exhibit 3D** depicts the number of employees present in each department along with the overall percentage of total employees by department.   As **Exhibit 3D** illustrates, the largest department in the City is the Community Services Department with 230 employees, representing 42.0 percent of the City's total workforce. The second largest is the Police Department which consists of 154 employees, or 28.2 percent of the total. The smallest departments in the City are the Legal and Purchasing Departments which consist of one employee each (0.2 percent of the total workforce).

Exhibit 3D - City of Palm Beach Gardens, FL
Employees by Department (February, 2012)

Department	Employees	% of total
Administration	2	0.4%
Legal	1	0.2%
City Council	5	0.9%
City Clerk	4	0.7%
Purchasing	1	0.2%
Information Technology	7	1.3%
Human Resources	4	0.7%
Finance	9	1.6%
Fire Rescue (3 divisions) Total	118	21.6%
Police (3 divisions) Total	154	28.2%
Planning & Zoning (4 divisions) Total	13	2.4%
Community Service (10 divisions) Total	230	42.0%
Total	**548**	**100%**

Source: Evergreen Solutions, March 2012

Evaluating average employee tenure is another valuable tool by which the workforce can be demographically analyzed. Many things can be learned by assessing the tenure of employees in an organization. Understanding the relative age and experience of the workforce can help in making many key decisions about succession planning, and compression countermeasures. Additionally, a tenure analysis can put certain situations, such as apparent compression, into clearer context.

Exhibit 3E on the page that follows shows average employee tenure by pay grade. This data shows that average tenure across the organization is over eight years, with average employee tenure by pay grade ranging from a low of 3.1 years in pay grade 59 (a single incumbent in the pay grade) to a high of 19.6 years in pay grade 61. This is significant because as previously mentioned, average municipal tenure across the nation is approximately 7 years. By this measure, the City has higher tenure than their peers across the nation. This is a major strength for the City; however, this can present additional challenges as well. With the predicted retirement date approaching quicker for an older and more tenured workforce, the City must take proactive steps to prepare for this natural turnover. Succession planning is a common tool which allows organizations to inventory the skills of their employees, identify pockets of untapped potential for leadership, and prepare a next round of senior managers for the roles they can naturally grow into.

Some pay grades with the most significant average tenure include grades 48, 56, and 61 where average tenure is 12.5, 14.1, and 19.6 years in each grade, respectively. The employees in these classifications undoubtedly possess a wealth of institutional knowledge which if lost without preparation, could leave the City with knowledge gaps that could significantly affect the quality of services provided in the future. This fact is also, however, evidence that these classifications are motivated by a combination of factors to remain employees of the City longer than average.

Lower than average tenure is also important to evaluate because it can identify positions with significant turnover or retention issues. Excluding the seven pay grades which do not currently have incumbents, the pay grades with the lowest tenure are 59, 49, and 51 with an average tenure of 3.1, 4.3, and 5.3 years, respectively.

Exhibit 3E – City of Palm Beach Gardens
Benchmarked Employee Tenure by Pay Grade (November, 2011)

Grade	Count	Avg Tenure
38	1	9.96
39	8	5.49
40	6	6.55
41	5	4.99
42	7	5.49
43	6	5.30
44	3	6.33
45	2	9.58
46	5	5.45
47	8	9.34
48	4	12.47
49	3	4.31
50	5	9.59
51	1	5.26
52	1	9.66
53	4	7.74
55	3	8.68
56	8	14.11
57	1	9.99
58	4	11.53
59	1	3.08
60	3	10.20
61	2	19.60
62	1	10.53
	92	8.3

Source: Evergreen Solutions, January 2012

Quartile Analysis

To determine where employee salaries fall within the pay structure, each pay grade was divided into four equal quartiles, and employees were assigned a quartile based on where their salary fell. Exhibit 3F illustrates the percentage of employees in each pay grade that fall into each of the 4 respective quartiles. In grade 38 for example, the only employee in that grade is in the fourth quartile, thus the entire bar is dark red, signifying "4th Quartile" in the legend.

This analytical tool is helpful in determining whether employee salaries are adequately disbursed throughout the pay range and also helps to identify cases in which pay grade incumbents dominate the upper ranges of the grade. The latter could indicate that pay

ranges are too low to hire employees at or near the minimum, that employees are moving too quickly through the pay range, or that the pay grade includes a large number of employees with significant tenure.

Similar to the analysis of salaries above and below midpoint, 73.9 percent of employees fall in either the first or second quartile of their respective ranges. This may indicate shorter tenure of employees, or that the City's pay ranges are competitive so employees have been hired near the minimum or potentially the midpoint.

Pay grades 40, 41, 44, 45, 49, and 51, specifically, are significant because in these grades, nearly all employees are in either the first or second quartile of their respective pay grade. A pay grade with this distribution of salaries includes employees with shorter tenure in their grade. Shorter tenure in lower pay grades is common, since positions in these grades often are stepping stones to higher-level positions in the organization. However, as discussed earlier, in the City's current condition there is no statistically significant correlation between compensation and tenure. Historically, HR best practices predict that an employee will progress to midpoint over the course of 6-10 years. By this measure, employees would typically be in the top end of the second quartile or into the third quartile by this point in their career.

Excluding pay grades with single incumbents, pay grades 55, 60, and 61 are significant because the majority of employees in these pay grades fall in the third and fourth quartiles of their respective pay grade. In some cases, such as pay grade 38, the only incumbent in the pay grade falls in the third or fourth quartile. This may indicate that employees with longer tenure are approaching the maximum salary of their pay grade and may feel there is little room left for growth in their current classification. Higher average tenure in these pay grades (see Exhibit 3E) strengthens this conclusion. However, it should be noted that there may be other variables affecting this situation, such as collective bargaining agreements.

Overall, the City of Palm Beach Gardens has a structurally sound compensation plan, and is well-equipped to continue to be a competitive employer in the labor market.

Exhibit 3F – City of Palm Beach Gardens
Quartile Analysis (Benchmark Employees Per Pay Grade) November, 2011
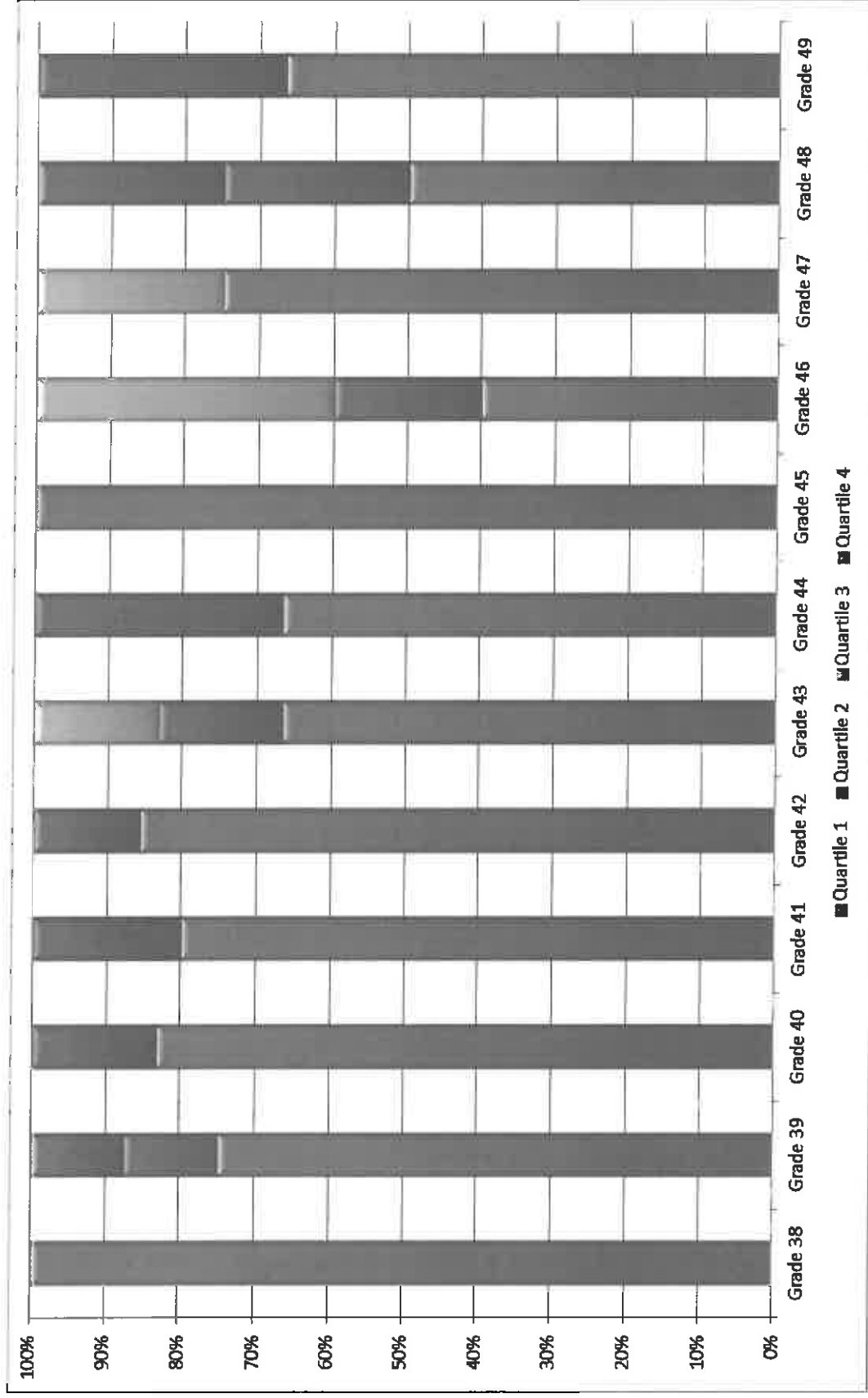
Legend: ■ Quartile 1 ■ Quartile 2 ■ Quartile 3 ■ Quartile 4

X-axis: Grade 38, Grade 39, Grade 40, Grade 41, Grade 42, Grade 43, Grade 44, Grade 45, Grade 46, Grade 47, Grade 48, Grade 49

Y-axis: 0%, 10%, 20%, 30%, 40%, 50%, 60%, 70%, 80%, 90%, 100%

Source: Evergreen Solutions, November 2011

Exhibit 3F – City of Palm Beach Gardens (continued)
Quartile Analysis (Benchmark Employees Per Pay Grade) November, 2011
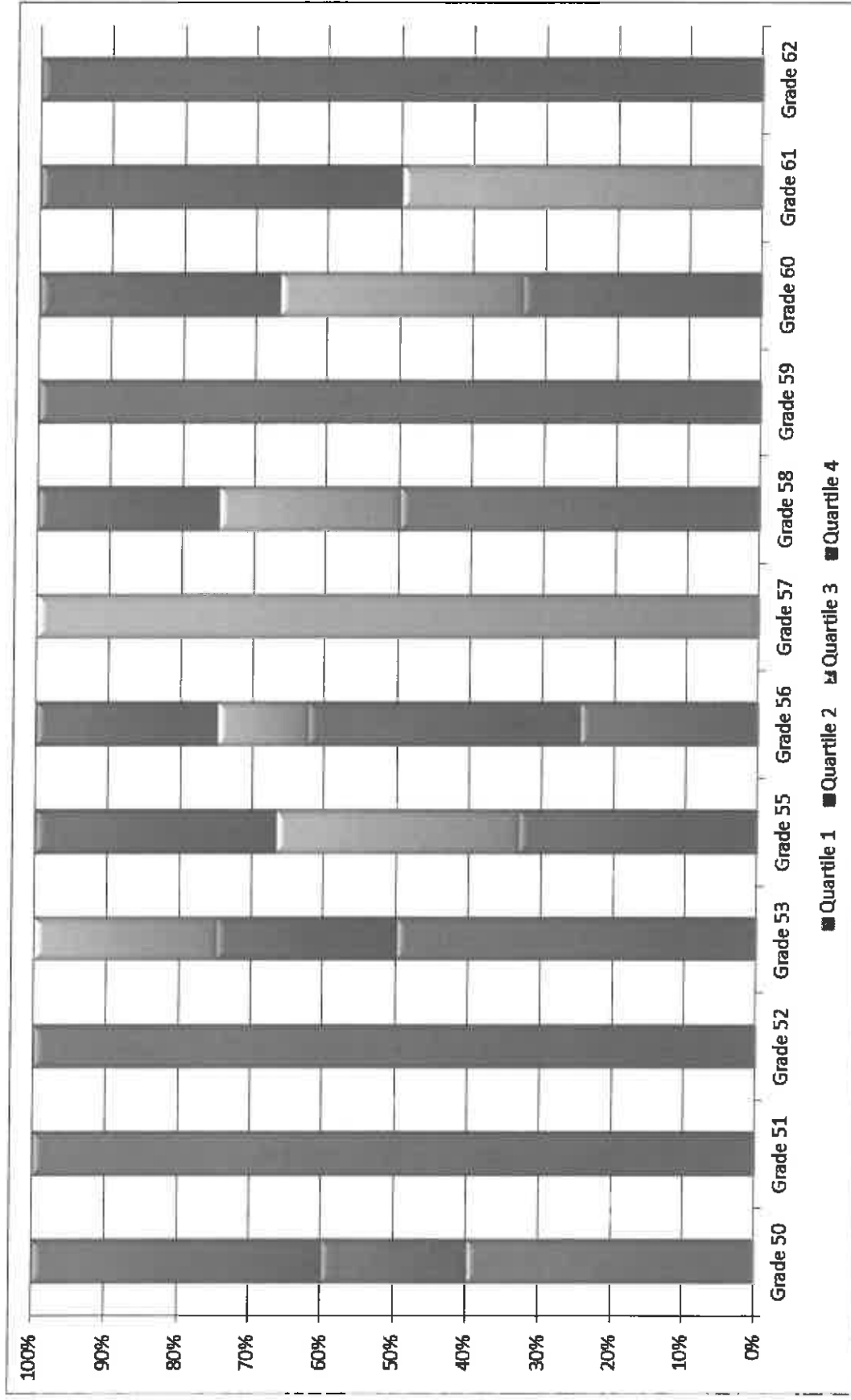
Source: Evergreen Solutions, November 2011

MARKET ANALYSIS

External market comparisons provide the best and most direct method of determining the relative position of an organization in the market place. Specifically, market comparisons focus on the average of the market and range characteristics. As a result, market data can be used to evaluate overall structure, such as ranges; summarize overall market competitiveness; and capture the current highs and lows of the pay plan at a fixed point in time. Market data as it is gathered under this methodology is not an ideal tool for comparing individual salaries. Rather, its intent is to provide analysis of overall market competiveness of an organization's salary structure.

Given the sampling approach and market characteristics, a market comparison typically is not the sole determiner of recommended pay levels by classification nor does it allow for specific, quantifiable salary recommendations for individuals. Market analysis does not translate well at the individual employee level because individual pay is determined through a multitude of factors, including geographical job market, performance, prior experience, education, and, in some cases, an individual's negotiation skills during the hiring process. Individual pay may also be affected by the demand for a specific skill set.

Prior to presenting the analysis, it should be noted that market analysis is best thought of as a snapshot of current market conditions. In other words, market conditions change, and in some cases change quickly. So while market surveys are useful for making updates to a salary structure, they must be done at regular intervals if the organization wishes to stay current with the marketplace. Market data are most useful in making adjustments to overall pay plans and making job classification placements within the overall pay structure.

Evergreen Solutions conducted a comprehensive market salary survey for the City of Palm Beach Gardens (City) beginning in December 2011. A representative cross-sectional group of 82 job classifications was selected for the survey and approved by the City; market data was available for 79 of these positions. A total of 50 market peers were selected from both the private and public sectors in order to account for the governmental nature of the City. Of the 50 market peers chosen, data was received from 18 peers, equating to a 36.0 percent response rate. This is an adequate level of response and strengthens the conclusions drawn by this survey. When seeking to compare the City to its peers, a number of factors were taken into account, such as geographic location and relative population size. The targets included:

Academy of North Palm Beach	City of Ft. Pierce	City of Stuart	Lost Tree Golf Course Maintenance	Shorewood Holding Corporation
Ahrens Co.	City of Greenacres	City of Sunrise	Martin County	South Florida Water Management District
Broward County	City of Hobe Sound	City of Tamarac	Martin County Sheriff's Office	St. Lucie County
Citibank	City of Lake Worth	City of West Palm Beach	Miami-Dade County	Town of Juno Beach
City of Bell Glade	City of Oakland Park	City of Weston	Okeechobee County	Town of Jupiter
City of Boca Raton	City of Palm City	Duffy's Corporate Office	Palm Beach County	Town of Lake Park
City of Boynton Beach	City of Plantation	Glades County	Palm Beach County Fire Rescue	Town of Palm Beach
City of Coral Springs	City of Pompano Beach	Hendry County	Palm Beach County School District	Village of Wellington
City of Delray Beach	City of Port St. Lucie	Huntington Private Financial Group	Palm Beach County Sherriff's Office	Village of North Palm Beach
City of Ft. Lauderdale	Village of Royal Palm Beach	Indian River County	Seacoast Utility Authority	Village of Tequesta

Although there was an attempt to gather primary private sector data, the majority of the private peers either elected to decline participation or failed to submit the requested information. This occurs frequently as private sector entities view their compensation information as proprietary, and take the stance that divulging this information could potentially put them at risk when competing with other firms for talent.

To ensure a sufficient amount of private sector data were gathered, secondary market data for the City were used. These data were collected from the Economic Research Institute (http://www.erieri.com/), a third party provider of up-to-date private sector market data used by national level corporations and academic institutions to gauge market characteristics related to compensation. In the event a nationwide organization was contacted directly, salary information was requested for the City of Palm Beach Gardens, FL area location only. To account for both the private and public sectors, survey results from each sector will be discussed separately for the remainder of this chapter. This chapter is broken down into four sections, including:

4.1   Public Sector Analysis
4.2   Public Sector Analysis – Cost of Living Adjusted
4.3   Fire Rescue and Police Department Analysis
4.4   Private Sector Analysis
4.5   Summary of Market Analyses
4.6   Benefits Analysis

4.1   PUBLIC SECTOR ANALYSIS

This section and corresponding analysis individually compares the salary structure at the City of Palm Beach Gardens to collected public sector market data. **Exhibit 4A** displays a comparison of the City of Palm Beach Gardens salary ranges to public sector market salary ranges for similar classifications.

As can be seen from **Exhibit 4A**, the following conclusions can be reached:

- The City is approximately 2.8 percent above the market average minimum across all benchmark titles when compared to public sector data.

- The City, overall, is 2.9 percent above the midpoint average across all titles included in the survey.

- At the maximum of the range surveyed, the City's classifications are on average 2.9 percent above the market.

- The average market range spread for surveyed classifications was 55 percent, versus the City's average range spread of 54.09 percent.

Exhibit 4A
City Of Palm Beach Gardens
Salary Survey Market Averages And Differentials – Public Sector

ID	Classification	Survey Minimum		Survey Midpoint		Survey Maximum		Survey Avg
		Average	% Diff	Average	% Diff	Average	% Diff	Range Spread
1	Accounting Manager	$ 56,649.16	12.66%	$ 73,555.32	11.36%	$ 90,461.48	10.53%	59.69%
2	Admin Aide to Chief of Police	$ 44,564.35	12.24%	$ 56,342.09	12.91%	$ 68,119.83	13.34%	52.86%
3	Administrative Specialist II	$ 31,816.23	2.72%	$ 40,670.69	0.99%	$ 49,525.16	-0.16%	55.66%
4	Administrative Specialist III	$ 35,553.63	1.33%	$ 45,422.99	-0.29%	$ 55,292.35	-1.37%	55.52%
5	Assistant to the City Manager	$ 58,346.10	10.04%	$ 74,600.71	10.10%	$ 90,855.32	10.14%	55.72%
6	Building Inspector III	$ 48,946.12	3.61%	$ 61,269.82	5.29%	$ 73,593.52	6.38%	50.36%
7	Building Official	$ 72,923.52	11.83%	$ 93,101.64	12.07%	$ 113,279.75	12.22%	55.34%
8	Business Services Coordinator	$ 42,715.95	-2.20%	$ 54,056.69	-2.00%	$ 65,397.43	-1.88%	53.10%
9	Cashier	$ 26,306.62	15.56%	$ 32,775.56	15.42%	$ 39,244.49	15.32%	49.18%
10	Chemical Spray Tech	$ 30,224.94	10.04%	$ 38,641.25	12.81%	$ 47,057.56	14.51%	55.69%
11	Chief Lead Maintenance Tech V	$ 37,467.29	-1.57%	$ 47,574.71	2.23%	$ 57,682.13	4.55%	53.95%
12	Chief of Police	$ 98,993.99	-3.34%	$ 127,014.82	-3.58%	$ 155,035.66	-3.74%	56.61%
13	City Clerk	$ 70,182.64	15.15%	$ 88,954.69	15.99%	$ 107,726.75	16.53%	53.49%
14	Code Compliance Officer	$ 38,310.96	-1.04%	$ 49,457.13	-3.86%	$ 60,603.31	-5.73%	58.19%
15	Code Compliance Officer - Fire	$ 39,211.67	5.31%	$ 50,411.75	3.10%	$ 61,611.84	1.63%	57.13%
16	Code Compliance Supervisor	$ 49,854.82	-3.14%	$ 63,475.13	-3.53%	$ 77,095.45	-3.79%	54.64%
17	Crime Analyst	$ 40,136.78	12.77%	$ 51,391.62	11.96%	$ 62,646.46	11.44%	56.08%
18	Crime Analyst and Records Supervisor	$ 44,357.47	3.59%	$ 55,397.91	5.10%	$ 66,438.35	6.07%	49.78%
19	Customer Service Specialist	$ 30,498.58	6.75%	$ 38,578.56	6.08%	$ 46,658.53	5.64%	52.99%
20	Deputy City Clerk	$ 46,130.30	9.15%	$ 58,200.81	10.04%	$ 70,271.33	10.60%	52.33%
21	Deputy City Manager	$ 110,552.94	-9.38%	$ 143,911.58	-11.49%	$ 177,270.23	-12.85%	60.35%
22	Deputy Finance Administrator	$ 76,753.95	2.49%	$ 98,700.36	2.12%	$ 120,646.77	1.88%	57.19%
23	Deputy Fire Chief - Admin	$ 89,899.29	-8.69%	$ 116,342.68	-9.88%	$ 142,786.07	-10.64%	58.83%
24	Development Compliance Manager	$ 57,988.78	18.78%	$ 73,938.43	19.16%	$ 89,888.07	19.41%	55.01%
25	Director of Parks & Public Facilities	$ 85,103.20	-13.38%	$ 110,677.38	-15.21%	$ 136,251.57	-16.38%	60.10%
26	Director of Planning & Zoning	$ 84,984.39	2.10%	$ 108,976.00	2.00%	$ 132,967.62	1.94%	56.46%
27	Division Chief - Administration	$ 78,053.01	-3.99%	$ 104,068.14	-8.33%	$ 130,083.28	-11.11%	66.66%
28	Early Child Development Coordinator	$ 49,569.73	-2.55%	$ 62,702.83	-2.27%	$ 75,835.93	-2.09%	52.99%
29	Engineering Associate	$ 54,189.58	-1.62%	$ 68,728.68	-1.13%	$ 83,267.79	-0.81%	53.66%
30	Executive Legal Assistant	$ 38,857.90	15.55%	$ 49,445.85	15.29%	$ 60,033.81	15.13%	54.50%
31	Finance Administrator	$ 86,103.89	5.52%	$ 110,536.33	5.32%	$ 134,968.77	5.19%	56.75%
32	Fire Chief	$ 90,604.83	5.42%	$ 115,433.21	5.86%	$ 140,261.58	6.15%	54.81%
33	Fleet Supervisor	$ 52,110.70	-2.62%	$ 66,143.64	-2.24%	$ 80,176.59	-2.00%	53.86%
34	Golf Operations Director	$ 64,692.82	9.39%	$ 84,987.76	7.08%	$ 105,282.70	5.61%	62.74%
35	Golf Supervisor	$ 46,450.75	-22.51%	$ 59,878.07	-25.75%	$ 73,305.39	-27.89%	57.81%
36	Grounds Superintendent	$ 46,248.32	17.40%	$ 57,497.12	19.41%	$ 68,745.92	20.71%	48.65%
37	HRIS Analyst	$ 46,853.18	3.07%	$ 60,152.56	1.89%	$ 73,451.94	1.12%	56.77%
38	Human Resources Administrator	$ 82,411.79	9.57%	$ 105,375.90	9.74%	$ 128,340.01	9.85%	55.73%
39	Human Resources Generalist	$ 44,668.39	16.24%	$ 56,361.94	17.07%	$ 68,055.49	17.61%	52.36%
40	HVAC Technician	$ 38,025.07	-3.08%	$ 49,147.41	-1.00%	$ 60,269.75	0.27%	58.50%
41	Information Systems Administrator	$ 77,515.98	14.94%	$ 99,812.20	14.50%	$ 122,108.42	14.22%	57.53%
42	Irrigation Technician	$ 30,050.45	10.56%	$ 38,197.70	13.81%	$ 46,344.94	15.80%	54.22%
43	IT Operations Manager	$ 62,393.47	3.80%	$ 80,386.06	3.13%	$ 98,378.65	2.70%	57.67%
44	Lead Lifeguard	$ 30,933.33	14.15%	$ 39,317.47	13.19%	$ 47,701.62	12.55%	54.21%
45	Lead Maintenance Tech IV	$ 35,353.43	-0.63%	$ 45,818.11	1.14%	$ 55,441.87	3.67%	56.82%

Source: Evergreen Solutions, January 2012

Exhibit 4A (CONTINUED)
City Of Palm Beach Gardens
Salary Survey Market Averages And Differentials – Public Sector

ID	Classification	Survey Minimum		Survey Midpoint		Survey Maximum		Survey Avg
		Average	% Diff	Average	% Diff	Average	% Diff	Range Spread
46	Maintenance Tech I	$ 27,534.24	0.15%	$ 35,051.10	-0.06%	$ 42,567.97	-0.21%	54.60%
47	Maintenance Tech II	$ 29,834.30	-2.89%	$ 37,995.12	0.60%	$ 46,155.95	2.73%	54.71%
48	Maintenance Tech III	$ 32,502.71	-1.36%	$ 41,376.94	2.18%	$ 50,251.16	4.34%	54.61%
49	Mechanic III	$ 36,608.24	-4.20%	$ 45,818.52	1.14%	$ 55,028.80	4.39%	50.32%
50	Municipal Services Coordinator	$ 53,185.72	-27.24%	$ 67,671.30	-27.69%	$ 82,156.89	-27.98%	54.47%
51	Network Manager	$ 59,056.00	8.95%	$ 75,617.72	8.88%	$ 92,179.45	8.84%	56.09%
52	Network Specialist	$ 45,106.30	6.69%	$ 57,161.60	6.77%	$ 69,216.91	6.82%	53.45%
53	Operations Director	$ 71,900.41	-0.70%	$ 95,092.13	-3.96%	$ 118,283.85	-6.05%	64.51%
54	Operations Manager	$ 59,267.88	-5.85%	$ 76,987.46	-7.91%	$ 94,707.04	-9.24%	59.79%
55	Planner	$ 46,215.57	4.39%	$ 59,269.94	3.33%	$ 72,324.31	2.64%	56.49%
56	Plans Examiner	$ 49,692.82	-8.00%	$ 62,894.58	-7.75%	$ 76,096.34	-7.58%	53.13%
57	Plumber	$ 38,181.47	-3.51%	$ 49,352.33	-1.42%	$ 60,523.18	-0.15%	58.51%
58	Police Services Specialist	$ 30,537.23	6.63%	$ 39,047.45	4.94%	$ 47,557.66	3.82%	55.74%
59	Principal Planner	$ 55,840.92	13.90%	$ 71,287.83	14.10%	$ 86,734.73	14.22%	55.32%
60	Quartermaster	$ 50,439.00	-33.02%	$ 64,762.63	-36.00%	$ 79,086.25	-37.97%	56.80%
61	Recreation Director	$ 75,957.73	-1.20%	$ 97,471.03	-1.46%	$ 118,984.32	-1.63%	56.65%
62	Recreation Tennis Supervisor	$ 32,370.82	14.63%	$ 41,153.83	13.58%	$ 49,936.85	12.88%	54.27%
63	Recreation Youth Enrichment Instructor	$ 28,829.87	16.12%	$ 36,792.38	14.80%	$ 44,754.89	13.93%	55.24%
64	Resource Manager	$ 68,500.00	-41.71%	$ 85,700.00	-39.78%	$ 102,900.00	-38.53%	50.22%
65	Senior Code Compliance Officer	$ 44,394.90	-6.21%	$ 57,010.00	-7.57%	$ 69,625.09	-8.46%	56.83%
66	Senior Software Systems Specialist	$ 48,192.34	17.99%	$ 61,078.85	18.45%	$ 73,965.36	18.74%	53.48%
67	Server Manager	$ 60,904.40	1.38%	$ 77,931.69	1.41%	$ 94,958.99	1.44%	55.91%
68	Service Technician	$ 31,945.77	4.92%	$ 40,609.37	8.37%	$ 49,272.96	10.48%	54.24%
69	Special Projects Coordinator	$ 43,186.72	10.66%	$ 55,560.63	9.38%	$ 67,934.53	8.55%	57.30%
70	Sports Director	-	-	-	-	-	-	-
71	Staff Accountant	$ 47,691.55	36.46%	$ 60,372.64	37.16%	$ 73,053.74	37.60%	53.18%
72	Teacher's Assistant	$ 23,700.30	-9.88%	$ 29,060.07	-28.29%	$ 34,419.84	-45.03%	45.23%
73	Traffic Technician	$ 31,072.92	7.52%	$ 40,218.73	9.25%	$ 49,364.53	10.31%	58.87%
74	Unified Services Director	$ 74,585.67	0.63%	$ 93,635.33	2.53%	$ 112,685.00	3.75%	51.08%
			2.82%		2.91%		2.86%	55.02%

Source: Evergreen Solutions, January 2012

4.2   PUBLIC SECTOR ANALYSIS – COST OF LIVING ADJUSTED

Similar to the analysis performed above, this section also compares the salary structure at the City with collected public sector market data. However, this analysis takes into account the economic differences in the cost of living among market peers that were chosen for this survey. This analysis was done to ensure that salary range data from peer organizations is truly comparable to salary data from the City. **Exhibit 4B** displays a comparison of the City's salary ranges to adjusted public sector market salary ranges for similar classifications.

As can be seen from **Exhibit 4B**, the following conclusions can be reached:

- The City is approximately 2.1 percent above market at the minimum across all benchmark titles when compared to the public sector.

- The City is 0.16 percent above market at the midpoint across all benchmark classifications.

- At the maximum of the range surveyed, City's classifications are on average 0.02 percent below the market.

Exhibit 4B
City of Palm Beach Gardens
Salary Survey Market Differentials – Public Sector – Cost of Living Adjusted

ID	Classification	Survey Minimum Average	% Diff	Survey Midpoint Average	% Diff	Survey Maximum Average	% Diff	Survey Avg Range Spread
1	Accounting Manager	$ 57,977.09	10.61%	$ 76,868.83	7.37%	$ 95,760.57	5.29%	59.69%
2	Admin Aide to Chief of Police	$ 43,359.43	14.61%	$ 56,453.41	12.74%	$ 69,547.38	11.52%	52.86%
3	Administrative Specialist II	$ 32,353.74	1.08%	$ 42,626.68	-3.77%	$ 52,899.63	-6.98%	55.66%
4	Administrative Specialist III	$ 36,085.97	-0.15%	$ 45,620.15	-0.73%	$ 57,563.25	-5.53%	55.52%
5	Assistant to the City Manager	$ 55,148.61	14.97%	$ 71,922.70	13.33%	$ 88,696.78	12.28%	55.72%
6	Building Inspector III	$ 47,290.06	6.87%	$ 59,902.20	7.41%	$ 72,514.34	7.75%	50.36%
7	Building Official	$ 70,716.10	14.50%	$ 90,408.48	14.61%	$ 110,100.87	14.69%	55.34%
8	Business Services Coordinator	$ 42,711.56	-2.18%	$ 57,348.08	-8.21%	$ 71,984.60	-12.14%	53.10%
9	Cashier	$ 24,932.50	19.97%	$ 32,058.28	17.27%	$ 39,184.05	15.45%	49.18%
10	Chemical Spray Tech	$ 30,834.49	8.23%	$ 40,218.29	9.25%	$ 49,602.09	9.88%	55.69%
11	Chief Lead Maintenance Tech V	$ 37,617.88	-1.98%	$ 48,554.67	0.22%	$ 59,491.45	1.56%	53.95%
12	Chief of Police	$ 97,473.89	-1.76%	$ 125,067.16	-1.99%	$ 152,660.42	-2.15%	56.61%
13	City Clerk	$ 67,090.27	18.88%	$ 85,042.21	19.68%	$ 102,994.16	20.19%	53.49%
14	Code Compliance Officer	$ 38,328.55	-1.08%	$ 50,348.09	-5.73%	$ 62,367.63	-8.81%	58.19%
15	Code Compliance Officer - Fire	$ 39,660.24	4.23%	$ 51,786.05	0.45%	$ 63,911.85	-2.04%	57.13%
16	Code Compliance Supervisor	$ 52,714.96	-9.05%	$ 67,691.16	-10.41%	$ 83,651.58	-12.61%	54.64%
17	Crime Analyst	$ 39,520.50	14.11%	$ 51,285.98	12.14%	$ 63,051.46	10.86%	56.08%
18	Crime Analyst and Records Supervisor	$ 44,676.12	2.90%	$ 56,514.76	3.18%	$ 68,353.40	3.37%	49.78%
19	Customer Service Specialist	$ 30,339.76	7.24%	$ 39,072.04	4.88%	$ 47,804.31	3.32%	52.99%
20	Deputy City Clerk	$ 43,760.16	13.82%	$ 55,248.08	14.60%	$ 66,736.00	15.10%	52.33%
21	Deputy City Manager	$ 110,912.44	-9.74%	$ 145,018.37	-12.35%	$ 179,124.30	-14.03%	60.35%
22	Deputy Finance Administrator	$ 85,117.40	-8.13%	$ 109,286.45	-8.38%	$ 135,806.08	-10.45%	57.19%
23	Deputy Fire Chief - Admin	$ 89,984.67	-8.80%	$ 116,747.91	-10.26%	$ 143,511.15	-11.20%	58.83%
24	Development Compliance Manager	$ 61,270.85	14.19%	$ 80,676.15	11.80%	$ 100,081.45	10.27%	55.01%
25	Director of Parks & Public Facilities	$ 84,827.87	-13.01%	$ 110,579.16	-15.10%	$ 136,330.44	-16.44%	60.10%
26	Director of Planning & Zoning	$ 86,330.58	0.55%	$ 109,428.03	1.60%	$ 135,134.70	0.34%	56.46%
27	Division Chief - Administration	$ 85,318.12	-13.67%	$ 113,022.56	-17.65%	$ 140,727.00	-20.20%	66.66%
28	Early Child Development Coordinator	$ 47,661.29	1.40%	$ 61,744.54	-0.71%	$ 75,827.80	-2.08%	52.99%
29	Engineering Associate	$ 53,828.83	-0.94%	$ 69,457.91	-2.20%	$ 86,291.47	-4.47%	53.66%
30	Executive Legal Assistant	$ 37,923.87	17.58%	$ 49,213.60	15.69%	$ 61,496.75	13.06%	54.50%
31	Finance Administrator	$ 90,032.76	1.21%	$ 115,416.04	1.14%	$ 142,712.75	-0.25%	56.75%
32	Fire Chief	$ 91,076.65	4.92%	$ 116,028.50	5.38%	$ 140,980.35	5.67%	54.81%
33	Fleet Supervisor	$ 51,159.20	-0.75%	$ 65,820.76	-1.74%	$ 82,152.87	-4.51%	53.86%
34	Golf Operations Director	$ 66,463.03	6.92%	$ 90,792.70	0.74%	$ 115,122.38	-3.22%	62.74%
35	Golf Supervisor	$ 50,706.82	-33.73%	$ 65,326.02	-37.19%	$ 79,945.23	-39.47%	57.81%
36	Grounds Superintendent	$ 47,615.51	14.96%	$ 63,209.30	11.40%	$ 78,803.10	9.11%	48.65%
37	HRIS Analyst	$ 47,224.16	2.31%	$ 61,998.50	-1.12%	$ 78,629.01	-5.85%	56.77%
38	Human Resources Administrator	$ 83,827.61	8.02%	$ 107,486.59	7.93%	$ 133,195.66	6.44%	55.73%
39	Human Resources Generalist	$ 43,907.20	17.67%	$ 55,665.87	18.09%	$ 68,943.22	16.53%	52.36%
40	HVAC Technician	$ 40,326.42	-9.32%	$ 52,094.64	-7.06%	$ 64,074.89	-6.03%	58.50%
41	Information Systems Administrator	$ 79,889.79	12.34%	$ 102,600.49	12.12%	$ 127,702.97	10.29%	57.53%
42	Irrigation Technician	$ 29,118.73	13.33%	$ 36,758.47	17.06%	$ 44,398.22	19.34%	54.22%
43	IT Operations Manager	$ 63,378.98	2.28%	$ 83,303.77	-0.38%	$ 105,614.32	-4.45%	57.67%
44	Lead Lifeguard	$ 30,652.10	14.93%	$ 38,870.74	14.17%	$ 47,089.38	13.67%	54.21%
45	Lead Maintenance Tech IV	$ 35,742.58	-1.74%	$ 46,620.25	-0.59%	$ 57,605.10	-0.08%	56.82%

Source: Evergreen Solutions, January 2012

Exhibit 4B (Continued)
City of Palm Beach Gardens
Salary Survey Market Differentials – Public Sector – Cost of Living Adjusted

ID	Classification	Survey Minimum		Survey Midpoint		Survey Maximum		Survey Avg
		Average	% Diff	Average	% Diff	Average	% Diff	Range Spread
46	Maintenance Tech I	$ 27,762.45	-0.68%	$ 35,326.99	-0.85%	$ 43,478.55	-2.35%	54.60%
47	Maintenance Tech II	$ 29,857.50	-2.97%	$ 38,180.37	0.12%	$ 46,503.24	2.00%	54.71%
48	Maintenance Tech III	$ 32,529.43	-1.45%	$ 41,414.76	2.09%	$ 50,300.10	4.24%	54.61%
49	Mechanic III	$ 35,595.10	-1.32%	$ 45,304.52	2.24%	$ 55,013.94	4.42%	50.32%
50	Municipal Services Coordinator	$ 57,904.06	-38.53%	$ 73,723.68	-39.11%	$ 89,543.31	-39.49%	54.47%
51	Network Manager	$ 59,797.81	7.80%	$ 77,166.45	7.01%	$ 95,765.37	5.29%	56.09%
52	Network Specialist	$ 44,863.40	7.19%	$ 57,573.06	6.10%	$ 71,178.34	4.18%	53.45%
53	Operations Director	$ 91,750.07	-28.50%	$ 123,075.38	-34.56%	$ 154,400.69	-38.43%	64.51%
54	Operations Manager	$ 61,041.82	-9.02%	$ 79,961.83	-12.08%	$ 101,566.01	-17.15%	39.79%
55	Planner	$ 46,057.65	4.72%	$ 60,234.60	1.76%	$ 74,411.55	-0.17%	56.49%
56	Plans Examiner	$ 49,164.23	-6.85%	$ 62,845.47	-7.66%	$ 77,868.84	-10.08%	53.13%
57	Plumber	$ 38,418.53	-4.15%	$ 50,642.82	-4.07%	$ 62,867.12	-4.03%	58.51%
58	Police Services Specialist	$ 30,642.53	6.31%	$ 39,184.74	4.61%	$ 47,726.94	3.48%	55.74%
59	Principal Planner	$ 56,447.13	12.97%	$ 73,205.73	11.79%	$ 89,964.34	11.03%	55.32%
60	Quartermaster	$ 44,991.59	-18.66%	$ 96,975.73	-103.65%	$ 70,544.94	-23.07%	56.80%
61	Recreation Director	$ 75,474.10	-0.55%	$ 96,975.73	-0.94%	$ 118,477.36	-1.20%	56.65%
62	Recreation Tennis Supervisor	$ 31,549.03	16.80%	$ 40,621.04	14.69%	$ 49,693.06	13.31%	54.27%
63	Recreation Youth Enrichment Instructor	$ 28,783.39	16.25%	$ 37,364.70	13.48%	$ 45,946.01	11.64%	55.24%
64	Resource Manager	$ 68,979.50	-42.70%	$ 86,299.90	-40.76%	$ 103,620.30	-39.49%	50.22%
65	Senior Code Compliance Officer	$ 44,637.34	-6.79%	$ 57,388.74	-8.29%	$ 70,140.15	-9.26%	56.83%
66	Senior Software Systems Specialist	$ 48,695.16	17.13%	$ 62,951.80	15.94%	$ 77,208.45	15.18%	53.48%
67	Server Manager	$ 58,433.27	5.38%	$ 74,829.08	5.34%	$ 91,224.90	5.31%	55.91%
68	Service Technician	$ 32,708.49	2.65%	$ 42,122.38	4.96%	$ 52,431.90	4.74%	54.24%
69	Special Projects Coordinator	$ 43,465.42	10.08%	$ 56,851.69	7.27%	$ 70,237.96	5.44%	57.30%
70	Sports Director	-	-	-	-	-	-	-
71	Staff Accountant	$ 46,347.70	38.25%	$ 58,744.17	38.85%	$ 71,140.63	39.24%	53.18%
72	Teacher's Assistant	$ 22,215.97	-3.00%	$ 28,367.83	-25.24%	$ 34,519.69	-45.45%	45.23%
73	Traffic Technician	$ 31,796.74	5.36%	$ 42,456.53	4.20%	$ 53,116.33	3.50%	58.87%
74	Unified Services Director	$ 75,538.46	-0.64%	$ 95,161.01	0.94%	$ 114,783.57	1.96%	51.08%
			2.14%		0.16%		-0.02%	55.02%

Source: Evergreen Solutions, January 2012

In summary, the analysis of the City's market position when data is adjusted for cost of living reveals that a competitive average market position is maintained. This is likely the result of the City's desire to be among the leaders in public sector compensation in Palm Beach County.

4.3   FIRE-RESCUE AND POLICE DEPARTMENT ANALYSIS

In addition to the market analysis of benchmark positions, additional market analyses focusing on classifications from the City's Fire Rescue and Police Department were performed. These analyses focused on the City's market competitiveness in the Palm Beach County area.   Exhibit 4C and 4D, sorted by midpoint, display results from the initial public sector – COL adjusted analysis of Fire Rescue and Police Department classifications which were already included in the list of benchmarks. Specifically listing where the City ranks among its County peers is helpful in that it displays exact salary ranges for comparison among several organizations. Midpoint of any respective range is considered to be fair market value and is the most effective method for determining market competitiveness. Overall, these exhibits show that the City's Police and Fire Rescue benchmarks are in line with market across the ranges.

Organizations included in this analysis were as follows:

- City of Boca Raton
- City of Boynton Beach
- City of Delray Beach
- City of West Palm Beach
- Palm Beach County Fire-Rescue
- Palm Beach County Sheriff's Office
- Town of Jupiter
- Town of Palm Beach
- Village of North Palm Beach

Exhibit 4C
Public Sector – COL Adjusted Police
Benchmark Market Differentials

POLICE OFFICER				
Peer	Current Pay Range Data			Range Spread
	Minimum	Midpoint	Maximum	
Palm Beach County Sheriff's Office	$ 47,220.00	$ 67,410.00	$ 87,600.00	86%
Town of Palm Beach	$ 52,448.00	$ 66,411.50	$ 80,375.00	53%
City of Boca Raton	$ 52,445.54	$ 66,279.62	$ 80,113.70	53%
CITY OF PALM BEACH GARDENS	$46,149.15	$65,619.69	$ 85,090.23	84%
City of Delray Beach	$ 44,310.00	$ 62,235.00	$ 80,160.00	81%
City of West Palm Beach	$ 47,590.00	$ 60,699.00	$ 73,808.00	55%
City of Boynton Beach	$ 48,241.00	$ 60,086.00	$ 71,931.00	49%
Town of Jupiter	$ 44,169.00	$ 57,948.00	$ 71,727.00	62%
Village of North Palm Beach	$ 42,367.00	$ 53,490.00	$ 64,612.00	53%
AVERAGE	$ 47,068.38	$ 61,811.83	$ 76,555.13	63%
POLICE SERGEANT				
Peer	Current Pay Range Data			Range Spread
	Minimum	Midpoint	Maximum	
City of Boca Raton	$ 82,516.93	$ 88,775.13	$ 95,033.33	15%
Palm Beach County Sheriff's Office	$ 73,440.00	$ 84,558.00	$ 95,676.00	30%
Town of Palm Beach	$ 74,492.00	$ 84,374.00	$ 94,256.00	27%
City of Boynton Beach	$ 70,224.00	$ 80,837.00	$ 91,450.00	30%
CITY OF PALM BEACH GARDENS	$53,338.00	$78,426.51	$103,515.02	94%
City of Delray Beach	$ 58,039.00	$ 76,270.00	$ 94,500.00	63%
City of West Palm Beach	$ 68,251.41	$ 73,630.48	$ 79,009.54	16%
Town of Jupiter	$ 54,971.88	$ 71,736.60	$ 88,501.32	61%
Village of North Palm Beach	$ 58,577.00	$ 69,245.00	$ 79,912.00	38%
AVERAGE	$ 63,916.66	$ 77,384.70	$ 90,852.49	45%
EMERGENCY COMMUNICATIONS OPERATOR				
Peer	Current Pay Range Data			Range Spread
	Minimum	Midpoint	Maximum	
CITY OF PALM BEACH GARDENS	$42,185.00	$52,367.83	$ 62,550.81	48%
Palm Beach County Sheriff's Office	$ 40,812.00	$ 52,128.00	$ 63,444.00	55%
City of Boca Raton	$ 37,115.31	$ 48,867.63	$ 60,619.94	63%
Town of Palm Beach	$ 38,191.00	$ 48,359.00	$ 58,527.00	53%
City of Delray Beach	$ 37,460.80	$ 47,756.80	$ 58,052.80	55%
City of West Palm Beach	$ 33,509.60	$ 41,887.00	$ 50,264.40	50%
Town of Jupiter				
Village of North Palm Beach				
City of Boynton Beach				
AVERAGE	$ 34,900.88	$ 44,694.02	$ 54,487.16	56%
EMERGENCY COMMUNICATIONS SUPERVISOR				
Peer	Current Pay Range Data			Range Spread
	Minimum	Midpoint	Maximum	
Palm Beach County Sheriff's Office	$ 58,896.00	$ 73,248.00	$ 87,600.00	49%
Town of Palm Beach	$ 51,913.00	$ 65,734.30	$ 79,555.60	53%
CITY OF PALM BEACH GARDENS	$43,089.90	$56,722.77	$ 71,039.61	65%
City of Boca Raton	$ 43,028.00	$ 56,673.00	$ 70,318.00	63%
City of Delray Beach	$ 43,888.00	$ 55,952.00	$ 68,016.00	55%
City of West Palm Beach	$ 42,895.12	$ 53,618.90	$ 64,342.68	50%
City of Boynton Beach	$ 41,506.00	$ 51,882.00	$ 62,258.00	50%
Town of Jupiter				
Village of North Palm Beach				
AVERAGE	$ 43,970.15	$ 56,334.52	$ 68,796.59	57%

Source: *Evergreen Solutions, March 2012*

Exhibit 4D
Public Sector – COL Adjusted Fire Rescue
Benchmark Market Differentials

DRIVER ENGINEER

Peer	Current Pay Range Data			Range Spread
	Minimum	Midpoint	Maximum	
Palm Beach County Fire-Rescue	$ 63,436.00	$ 76,913.50	$ 90,391.00	42%
Town of Palm Beach	$ 59,548.00	$ 73,847.00	$ 88,146.00	48%
CITY OF PALM BEACH GARDENS	$ 56,769.42	$ 67,230.12	$ 77,690.82	37%
City of Boca Raton	$ 47,641.00	$ 60,208.50	$ 72,776.00	53%
City of Delray Beach	$ 44,536.00	$ 57,991.00	$ 71,446.00	60%
City of Boynton Beach	$ 44,708.00	$ 57,032.00	$ 69,356.00	55%
Village of North Palm Beach				
Respondent Average	$ 51,973.80	$ 65,198.40	$ 78,423.00	51%

FIRE CAPTAIN

Peer	Current Pay Range Data			Range Spread
	Minimum	Midpoint	Maximum	
Palm Beach County Fire-Rescue	$ 91,606.00	$ 111,866.00	$ 132,126.00	44%
CITY OF PALM BEACH GARDENS	$ 73,683.33	$ 88,651.96	$ 103,720.59	41%
Village of North Palm Beach	$ 74,975.00	$ 83,740.50	$ 92,506.00	23%
City of Boynton Beach	$ 54,756.33	$ 74,204.12	$ 93,651.91	71%
City of Delray Beach	$ 55,653.00	$ 72,467.00	$ 89,281.00	60%
City of Boca Raton	$ 55,979.00	$ 70,745.00	$ 85,511.00	53%
Town of Palm Beach				
Respondent Average	$ 66,593.96	$ 82,604.64	$ 98,615.32	46%

FIRE LIEUTENANT

Peer	Current Pay Range Data			Range Spread
	Minimum	Midpoint	Maximum	
Palm Beach County Fire-Rescue	$ 71,563.00	$ 90,485.00	$ 109,407.00	53%
Town of Palm Beach	$ 66,973.00	$ 83,054.50	$ 99,136.00	48%
CITY OF PALM BEACH GARDENS	$ 66,594.59	$ 80,593.02	$ 94,291.45	41%
City of Boynton Beach	$ 52,148.89	$ 70,670.59	$ 89,192.29	71%
Village of North Palm Beach	$ 58,205.02	$ 69,050.88	$ 79,896.73	37%
City of Boca Raton	$ 52,179.30	$ 65,943.39	$ 79,707.47	53%
City of Delray Beach				
Respondent Average	$ 60,213.84	$ 75,840.87	$ 91,467.90	52%

FIREFIGHTER

Peer	Current Pay Range Data			Range Spread
	Minimum	Midpoint	Maximum	
Palm Beach County Fire-Rescue	$ 57,538.00	$ 72,339.00	$ 87,140.00	51%
City of Boynton Beach	$ 43,643.27	$ 62,046.78	$ 80,450.29	84%
CITY OF PALM BEACH GARDENS	$ 49,040.29	$ 61,515.21	$ 73,990.13	51%
City of Boca Raton	$ 45,373.33	$ 57,342.07	$ 69,310.80	53%
City of Delray Beach	$ 42,308.00	$ 55,090.00	$ 67,872.00	60%
Village of North Palm Beach				
Town of Palm Beach				
Respondent Average	$ 47,215.65	$ 61,704.46	$ 76,193.27	61%

FIRE MEDIC

Peer	Current Pay Range Data			Range Spread
	Minimum	Midpoint	Maximum	
Palm Beach County Fire-Rescue	$ 64,908.00	$ 83,947.50	$ 102,987.00	58.7%
CITY OF PALM BEACH GARDENS	$ 56,540.79	$ 69,015.71	$ 81,490.13	44.1%
Town of Palm Beach	$ 55,425.00	$ 68,734.00	$ 82,043.00	48.0%
City of Boca Raton	$ 52,576.16	$ 66,444.98	$ 80,313.79	52.8%
City of Boynton Beach	$ 53,003.27	$ 65,034.16	$ 77,065.04	45.4%
City of Delray Beach	$ 49,491.00	$ 64,443.00	$ 79,395.00	60.4%
Village of North Palm Beach	$ 46,723.62	$ 59,603.34	$ 72,483.06	55.1%
Respondent Average	$ 53,687.84	$ 68,034.50	$ 82,381.15	53.4%

Source: Evergreen Solutions, March 2012

4.4   PRIVATE SECTOR ANALYSIS

Private sector market ranges were established using data from the Economic Research Institute (ERI). ERI specializes in collecting private sector market data from numerous private sector organizations which can be pulled for specific cities, states, or regional locations. Evergreen used ERI data collected specifically for the Palm Beach Gardens, Florida area in this analysis. Unlike organizations in the public sector that are generally required to share compensation information, private sector firms often refuse to share this information as it is a key component of their ability to stay competitive in the global environment. Therefore, it is typical for studies of this nature to utilize third party data such as ERI for comparison to the private sector. Of the 79 benchmark positions surveyed, private sector data was available for 57 classifications. That is, Evergreen was able to match 57 of the classifications with classifications found in ERI's extensive database.

The following results were yielded from this analysis:

- The City is approximately 4.7 percent above the market average minimum across all benchmark titles when compared to private sector data.

- The City is approximately 11.5 percent below market at the midpoint average across all benchmark classifications for which ERI data was available.

- At the maximum of the range surveyed, the City's classifications are on average 22.1 percent below market.

- Seventeen classifications (21.5 percent of all benchmark classifications) were found to be below market at the minimum of the salary range. Of these, 12 classifications (15.2 percent) were more than ten percent below market.

- Thirty-five positions (44.3 percent of all classifications) were found to be below the market average at the midpoint with 12 (15.2 percent) of these classifications being more than twenty-five percent behind.

- Forty-one positions (51.9 percent) were found to be below the market at the maximum with 26 (32.9 percent) of these positions being more than 25 percent below market.

- The average private sector market range spread is 98.43 percent. This is significantly larger than the average public sector range spread of approximately 55.0 percent and almost double the City's average range spread of 54.09 percent. This means that any public sector entity can expect to be less competitive at their range maximum than their range minimum. The nature of pay practices in the private sector lends themselves to more flexibility in top-end pay.

4.5   SUMMARY OF MARKET ANALYSES

Exhibit 4E provides an overview of three larger-scale analyses discussed in the sections 4.1, 4.2, and 4.4.

Exhibit 4E
Overview of Analyses

| Market Analysis | % Difference | | | Survey Average Range Spread |
	Survey Minimum	Survey Midpoint	Survey Maximum	
Public	2.84%	3.16%	3.33%	55.02%
COL Adjusted	2.07%	0.33%	0.42%	55.02%
Private	4.73%	-11.53%	-22.05%	98.43%

Source: Evergreen Solutions, January 2012.

From the analysis of the data gathered in the market assessment, the following major conclusions can be reached:

- The City is approximately 2.1 percent above the market average minimum across benchmark titles after adjusting for cost of living variations the survey region.

- The City overall is 0.3 percent above the market midpoint average across benchmark titles included in the survey after adjusting for cost of living variations in the survey region.

- At the maximum of the range, surveyed City jobs are on average 0.4 percent above market average after adjusting for cost of living variations in the survey region.

These analyses indicate that the City's pay ranges are just slightly more competitive at the minimum but gradually become less competitive as the range progresses to the maximum. It should be noted that the standing of a classifications pay range compared to the market is not a definitive assessment of an individual employee's salary being equally above or below market. It does, however, speak to the City's ability to recruit and retain talent over time. Since the City's pay plan falls just above the public sector market average, the City is fairly competitive with the market when vying for new employees, but may encounter some issues when trying to retain more skilled or higher tenured employees who could potentially earn a higher salary in the private sector. The City should pay close attention to market trends to ensure the City's pay plan remains competitive over time. Depending on the City's compensation philosophy and goals compared to public and private sector salary levels, changes to the structure may or may not be warranted.

When attempting to make comparisons between classifications at the City of Palm Beach Gardens and market peers, it is sometimes difficult to match each classification duty for duty. Those classifications displaying dramatic market differentials may warrant classification analysis of these jobs to ensure that the duties represented in the descriptions for these jobs accurately reflect those being performed by incumbents.

4.6   BENEFITS ANALYSIS

As part of this study, Evergreen Solutions, LLC conducted a benefits market analysis in addition to a salary market analysis. A benefits market analysis is a snapshot in time of what other organizations are offering and can give the City of Palm Beach Gardens an idea where they stand in relation to the market. It is important to realize that there are intricacies involved with benefits programs that are not captured by a market survey. The survey was designed so that those organizations offering more than one benefits package could provide details on each package offered. This information should be used as a broad overview and not a line by line comparison. Fifty-one targets were identified as peers. Benefits information was collected from eleven of these targets which include:

Broward County   City of Ft. Lauderdale
Indian River County   City of Plantation
Palm Beach County   City of Sunrise
St. Lucie County   City of West Palm Beach
City of Boynton Beach   Southwest Florida Water Management District
City of Coral Springs

General Benefits

The City offers a competitive benefits package within the range of benefit offerings provided by the market and represents approximately 30 percent of total compensation, compared to a market average of 30 to 35 percent.

Type of Health Coverage Offered

As seen in **Exhibit 4F**, all of the respondents offer at least one type of health coverage. The most popular types of plans offered were HMOs and PPOs. The distribution of the total number of plans offered (including those organizations that offer more than one plan) is also shown in **Exhibit 4F.**   Currently, the City offers an HMO, PPO, and Health Savings Account, which is comparable to the market average number of plans offered. For comparative purposes, subsequent analysis of health plans offered by peers will focus only on plans which are also offered with the City.

Exhibit 4F
Number of Insurance Plans Offered By Survey Respondents

	3. Type of Health Plan (HMO, PPO, Health Reimbursment Account, Other)					
	HMO	PPO	HRA	CDH	POS	OAP
Average	3	3	2	1	1	1
% of Total Survey Respondents	60%	60%	40%	20%	20%	20%

Source: Evergreen Solutions, March 2012

Individual Health Insurance

Exhibit 4G shows the average percentage paid by the employer as well as the employee for individual coverage. For HMO plans, results show that the average cost to the organization for individual premiums is 98.24 percent, while the employee pays 1.76 percent. On average, respondents indicated the cost to the organization for the PPO premiums as 93.42 percent, while the employee pays 6.58 percent. Two respondents indicated the cost to the organization for the individual Health Savings Account premiums as 100 percent of the premium.

Exhibit 4G
Survey Respondents Average Individual Health Insurance Monthly Premiums

HMO - Individual Health Insurance Premium (Monthly)		Percentage	Dollar Amount	
A5	Percentage paid by employer	98.24%		
A6	Dollar amount paid by employer		$	707.35
A7	Percentage paid by employee	1.76%		
A8	Dollar amount paid by employee		$	12.05
PPO - Individual Health Insurance Premium (Monthly)		Percentage	Dollar Amount	
A5	Percentage paid by employer	93.42%		
A6	Dollar amount paid by employer		$	562.20
A7	Percentage paid by employee	6.58%		
A8	Dollar amount paid by employee		$	71.51
HSA - Individual Health Insurance Premium (Monthly)		Percentage	Dollar Amount	
A5	Percentage paid by employer	100.00%		
A6	Dollar amount paid by employer		$	750.00
A7	Percentage paid by employee	0.00%		
A8	Dollar amount paid by employee		$	-

Source: Evergreen Solutions, March 2012

In comparison, **Exhibit 4H** shows the average percentage paid by the City. The City's medical plans are self-insured, consisting of fixed expenses (administrative costs) and the claims expenses; therefore making it very difficult to compare plan costs. The HMO plan costs the organization $604.15 per month, the PPO plan $800.73 per month, and the HSA plan $526.50 per month. The City contributes 100 percent to individual coverage for the HMO, PPO and Health Savings Account.

Exhibit 4H
The City's Individual Health Insurance Monthly Premiums

HMO - Individual Health Insurance Premium (Monthly)		Percentage	Dollar Amount	
A5	Percentage paid by employer	100.00%		
A6	Dollar amount paid by employer		$	604.15
A7	Percentage paid by employee	0.00%		
A8	Dollar amount paid by employee		$	-
PPO - Individual Health Insurance Premium (Monthly)		Percentage	Dollar Amount	
A5	Percentage paid by employer	100.00%		
A6	Dollar amount paid by employer		$	800.73
A7	Percentage paid by employee	0.00%		
A8	Dollar amount paid by employee		$	-
HSA - Individual Health Insurance Premium (Monthly)		Percentage	Dollar Amount	
A5	Percentage paid by employer	100.00%		
A6	Dollar amount paid by employer		$	526.50
A7	Percentage paid by employee	0.00%		
A8	Dollar amount paid by employee		$	-

Source: Evergreen Solutions, March 2012

Dependent Health Insurance

Exhibit 4I shows the average percentage paid by the employer and employee for family coverage. For HMO plans, respondents indicated the cost to the organization as 89.60 percent of the premium, while the employee pays 10.40 percent. For PPO plans, on average, respondents indicated the cost to the organization as 78.33 percent of the premium, while the employee pays 21.67 percent. Respondents who offer HSA plans for employees did not provide data for dependent health insurance plans.

Exhibit 4I
Survey Respondents Average Dependent Health Insurance Monthly Premiums

HMO - Dependent Health Insurance Premium (Monthly)		Percentage	Dollar Amount	
A5	Percentage paid by employer	89.60%		
A6	Dollar amount paid by employer		$	707.35
A7	Percentage paid by employee	10.40%		
A8	Dollar amount paid by employee		$	85.14
PPO - Dependent Health Insurance Premium (Monthly)		Percentage	Dollar Amount	
A5	Percentage paid by employer	78.33%		
A6	Dollar amount paid by employer		$	842.97
A7	Percentage paid by employee	21.67%		
A8	Dollar amount paid by employee		$	324.53
HSA - Dependent Health Insurance Premium (Monthly)		Percentage	Dollar Amount	
A5	Percentage paid by employer	-		
A6	Dollar amount paid by employer			-
A7	Percentage paid by employee	-		
A8	Dollar amount paid by employee			-

Source: Evergreen Solutions, March 2012

Exhibit 4J shows the average percentage paid by the City. As stated above, the City's medical plans are self-insured, consisting of fixed expenses (administrative costs) and the claims expenses, therefore making it very difficult to compare plan costs. The HMO plan costs the City $1,452.71 per month, or 93 percent, while the employee contributes $116.00 per month, or the remaining 7 percent. The City's contributions average 82 percent or $1,578.58 per month for the PPO plan, averaging 82 percent of the premium, while the employee contributes $220.00 per month, or the remaining 18 percent. The HSA contributions made by the City average 94 percent or $1,291.93 per month, while the employee contributes the remaining 6 percent, or $60.00 per month. Comparatively, the City's plan pays a higher percentage of individual health insurance premiums, continuing the trend of higher competitiveness in comparison to the market.

Exhibit 4J
The City's Dependent Health Insurance Monthly Premiums

HMO - Dependent Health Insurance Premium (Monthly)		Percentage	Dollar Amount
A5	Percentage paid by employer	93.00%	
A6	Dollar amount paid by employer		$ 1,452.71
A7	Percentage paid by employee	7.00%	
A8	Dollar amount paid by employee		$ 116.00
PPO - Dependent Health Insurance Premium (Monthly)		Percentage	Dollar Amount
A5	Percentage paid by employer	82.00%	
A6	Dollar amount paid by employer		$ 1,578.58
A7	Percentage paid by employee	18.00%	
A8	Dollar amount paid by employee		$ 220.00
HSA - Dependent Health Insurance Premium (Monthly)		Percentage	Dollar Amount
A5	Percentage paid by employer	94.00%	
A6	Dollar amount paid by employer		$ 1,291.93
A7	Percentage paid by employee	6.00%	
A8	Dollar amount paid by employee		$ 60.00

Source: Evergreen Solutions, March 2012

Dental Coverage

Exhibit 4K shows the percentage of respondents that offered paid dental coverage. Of the survey respondents, 78 percent offered at least one type of employer paid dental coverage. Keeping in line with the market, the City also offers dental coverage at the monthly cost of $7.15 (self-insured.)

Exhibit 4K
Dental Coverage Comparison

	11. Does your organization provide employer-paid dental insurance? (Y or N)	B. Cost (monthly) to the employer for individual coverage?	C. Cost (monthly) to the employer for family coverage?	D. Cost (monthly) to the employee for individual coverage?	E. Cost (monthly) to the employee for family coverage?
Yes %	77.8%	$ 15.95	$ 59.30	$ 6.52	$ 35.25
No %	22.2%				

Source: Evergreen Solutions, March 2012

Disability Insurance

Exhibit 4L shows the percentage of respondents that offered long-term disability insurance, as well as the average percentage of salary received. Of the eight respondents, 87.5 percent indicated that they offered a long-term disability plan. On average, they offered 60 percent of the employee's salary as compensation. **Exhibit 4M** shows the percentage of respondents that offered short-term disability insurance, as well as the average percentage of salary received. Of the seven respondents, 42.9 percent indicated that they offered a short-term disability plan. None of the respondents indicated a percentage of the employee's salary as compensation, so a market comparison cannot be done. The City offers both long-term and short-term disability insurance. Both types of insurance offer the employee 60 percent of their salary.

Exhibit 4L
Long-term Disability Insurance

	12. Does your organization provide long-term disability insurance? (Y or N)	B. What % of salary does the employee receive?
Yes %	87.5%	60.0%
No %	12.5%	

Source: Evergreen Solutions, March 2012

Exhibit 4M
Short-term Disability Insurance

	13. Does your organization provide short-term disability insurance? (Y or N)	B. What % of employee salary does the employee receive?
Yes %	42.9%	-
No %	57.1%	

Source: Evergreen Solutions, March 2012

Additional Benefits Options

Exhibit 4N indicates that vision coverage is offered by 63.6 percent of the market, while Employee Assistance Plans are offered by 83.3 percent. The City offers both a Vision Plan and an Employee Assistance Program.

Exhibit 4N
Percentage of Additional Benefits Options Offered by Peer Respondents

	14. Does your organization provide any of the following?			
	Vision Plan		EAP - Employee Asst Program	
	Provided?	Cost	Provided?	# of visits/YR
Yes %	63.6%	$ 13.9	83.3%	6.0
No %	36.4%		16.7%	

Source: Evergreen Solutions, March 2012

Retirement

Regarding retirement programs, 60 percent of the total respondents participated in the Florida Retirement System (FRS) as shown in **Exhibit 4O**. Of the cities that responded, 20 percent participated in the FRS, and all of the counties that responded participated. The City also participates in the FRS.

Exhibit 4O
Survey Respondents Who Participate In the State Retirement System

15. Does your organization participate in the State Retirment System?			
	Aggregate	City	County
Yes %	60.0%	20.0%	100.0%
No %	40.0%	80.0%	0.0%

Source: Evergreen Solutions, March 2012

Exhibit 4P shows the percentage of respondents who offer additional retirement options. One-hundred percent offer at least one other avenue for retirement participation. Of that 100.00 percent, 90.91 percent offer 401K, 401a, 403(b) or 457, as does the City. The most popular were the 457 deferred-compensation plans.

Exhibit 4P
Survey Respondents – Additional Retirement Options

Additional Retirement Options		Yes	No	D.R.O.P	401k, 401a, 403(b), or 457	Social Security	Other
A19	Do you provide additional retirement options?	100.0%	0.0%				
	Additional retirement programs available			36.36%	90.91%	18.18%	9.09%

Source: Evergreen Solutions, March 2012

Leave

Organizations that responded to the survey have varying levels of leave and leave combinations. **Exhibit 4Q** displays the average amount of hours respondents provide in each category as well as the number of maximum hours an employee can accrue. All respondents reported offering paid sick leave in addition to annual or vacation leave. On average, these organizations reported sick leave accruals ranging from a minimum of 86 hours per year to a maximum of 104 hours. On average, organizations allow sick leave accrual maximums of 480 hours; however, 80 percent of respondents indicated no maximum of sick leave hours. The average accrual rate of annual/vacation leave for respondents is 80 hours at the minimum and 166.3 hours at the maximum, with an average maximum of 308.72 hours. The City offers one lump sum of leave that can be used for personal time off, illness, or vacation time. The annual accrual rate, as well as the maximum retention, is based on years of service. On average, employees accrue leave at a rate of 260 hours per year, with an average possible retention of 473.33 hours. In light of the fact that the City has consolidated leave to one pool of personal time off for sick and annual/vacation while most of the market has not done so, comparison to peers is complicated without a review of each organization's specific policies and procedures. City accrual rates range from 192 hours annually for years 0 through 4 to 336 hours annually for 20 or more years of service. Maximum retention rates range from 300 hours for years 0 through 4, to 640 hours for 20 or more years of service.

Exhibit 4Q
Survey Respondents – Leave Types (hours)

Respondent's Leave		Average Minimum Accrual Rate	Maximum Hours
A18	Personal	0.00	0.00
	Sick Leave	96.56	480.00
	Annual/Vacation Leave	128.51	308.72

Source: Evergreen Solutions, March 2012

* More than one of the respondents indicated "Unlimited" as their maximum amount of hours that could be accrued for both sick leave and annual/vacation leave; because of this, all numeric values were averaged, and "Unlimited" responses have been excluded.

Exhibit 4R shows the amount of leave payout the organizations authorize when an individual separates employment, and Exhibit 4S shows the City's figures. All respondents reported paying out unused sick leave and vacation leave when employees separate. On average, respondents indicated that the maximum payable hours were 566.67 for sick leave and 618.00 hours for annual/vacation leave. The City pays out all personal leave upon separation (after probation is met), but does not pay out unused sick (acute illness) leave.

Exhibit 4R
Survey Respondents –Leave Payout

	19. Is unused sick leave paid out upon separation? (Y or N)	Max Hrs	Upon termination?	Max Hrs
Average		566.67		566.67
% Yes	100.00%		100.00%	
% No	0.00%		0.00%	

	20. Is unused annual/vacation leave paid out upon separation? (Y or N)	Max Hrs	Upon termination?	Max Hrs
Average		618.00		618.00
% Yes	100.00%		100.00%	
% No	0.00%		0.00%	

Source: Evergreen Solutions, March 2012

Exhibit 4S
The City of Palm Beach Gardens –Leave Payout

	19. Is unused sick leave paid out upon separation? (Y or N)	Max Hrs	Upon termination?	Max Hrs
Average		-		-
% Yes	-		-	
% No	x		x	

	20. Is unused annual/vacation leave paid out upon separation? (Y or N)	Max Hrs	Upon termination?	Max Hrs
Average		640.00		640.00
% Yes	100.00%		100.00%	
% No	0.00%		0.00%	

Source: Evergreen Solutions, March 2012

Exhibit 4T illustrates the average number of holidays provided by respondent organizations as well as which holidays the City provides. The average number provided by respondents per year is over eleven days (11.45 days), and the City provides twelve holidays. The City is in line with the market average number of holidays offered annually.

Exhibit 4T
Survey Respondents - Holiday

	Holidays	Peer Responses	Palm Beach Gardens Holidays
A24	New Year's Day	100.00%	X
	New Year's Eve	0.00%	
	Martin Luther King, Jr. Day	90.91%	X
	Lincoln's Birthday	0.00%	
	Washington's Birthday	18.18%	X
	Memorial Day	100.00%	X
	Independence Day	100.00%	X
	Labor Day	100.00%	X
	Veteran's Day	100.00%	X
	Thanksgiving Day	100.00%	X
	Day after Thanksgiving	100.00%	X
	Christmas Eve	45.45%	
	Christmas Day	100.00%	X
	Personal Holiday	18.18%	X
	Other	90.91%	X
	Other	45.45%	
	Average Number of Holidays	11.45	12

Source: Evergreen Solutions, March 2012

Other Benefits

Organizations offer a variety of additional benefits including additional pay and resources. Exhibit 4U shows respondent and City data on additional benefits offered.

Nearly three-quarters of respondents (71.4 percent) offer a wellness incentive, as does the City. Only 20 percent of the respondents offer additional compensation for employees who are "on-call" status and 40 percent offer addition compensation for employees performing shift work. The City offers additional compensation for both employees with on-call status and employees performing shift work. Also, the City may provide additional compensation for employees with certifications in accordance with City or departmental policy and procedure, if funding is approved and available.

Exhibit 4U
Survey Respondents – Additional Benefits

	22. Does your organization provide a wellness incentive? (Y or N)	23. Do you provide additional compensation for employees who are on on-call status? (Y or N)	24. Do you provide additional compensation for employees performing shift work? (Y or N)
Yes %	71.4%	20.0%	40.0%
No %	28.6%	80.0%	60.0%
City	Y	Y	Y

Source: Evergreen Solutions, March 2012

BENEFITS SURVEY CONCLUSION

As previously stated, most benefits are provided as packages so individual comparisons in each category can be difficult. This data provides anecdotal information for future benefits considerations for the City as well as provides information into the relative competitiveness of the City's total compensation. Overall, the City should be proud of its ability to remain competitive in regards to its employee benefits as a whole. Coupled with the salary survey market data, the City has all of the resources it needs to remain a forward thinking and market competitive organization and employer.

Chapter 5 – Recommendations

INTRODUCTION

The analysis of the City of Palm Beach Gardens (City) human resources management systems revealed a number of commendable strengths and opportunities for change that are common in the public sector. The main strengths of the organization are its forward thinking vision and flexibility with which the organization operates. This leads to a work environment in which creativity and productivity are encouraged and rewarded, and where the highest levels of service are provided to citizens and City employees alike.

The primary strengths of the current compensation and classification systems are their sound design elements and consistency of implementation; overall the system is sophisticated and well developed. The City has been diligent over time in assuring the system is consistently and fairly implemented while keeping pace with changes in the market. The system has a few classifications which are slightly below market and minor revisions will improve the overall effectiveness of the systems; however in general, the plan in place for the City is strong.

The recommendations in this chapter seek to build on the documented strengths of the plan. In addition, internal factors influenced the recommendations such as the future direction for the City, their organizational culture, and availability of resources. Each recommendation has also been developed to address a specific need based on the collected information while taking into account the external environment.

Arriving at the overall recommended solution for the City is a detailed process involving all components of the research conducted. Research includes:

- *Outreach* - Evergreen consultants collected anecdotal data from the City staff and management throughout the outreach component of the study.

- *Current Environment Review* - Internal structure (i.e., compensation structure, practices, etc.) was analyzed on a very broad basis versus best practices. Market trends and a statistical assessment of current conditions were completed. This step included an assessment of the organizations' internal and external alignment.

- *Classification Analysis* – Employees of the City participated in the data collection process by completing Job Assessment Tool (JAT) and Management Issues Tool (MIT) surveys. These forms provide insight into organizational relationships, job complexity, leadership, working conditions and decision making impact of each job in the City.

- *Market Analysis* - External equity was analyzed based on market compensation data collected from peer organizations including overall benefits offerings. This analysis included a review of the City's benefits vis-à-vis those available among market peers.

The proposed pay plan and salary structure were designed based on the strong plan already in place and reflect best practices and desired market position for the City in seeking to strengthen its compensation structure. Each job was slotted into the proposed structure based on market equity data, internal equity relationships, and Client Project Manager (CPM) feedback in order to provide incumbent-level recommendations and costing. Using this methodology, the Evergreen Solutions team developed a solution that ensures the City remains in a competitive position relative to its market peers for total compensation while seeking to preserve internal equity.

The remainder of this chapter presents the recommendations by the following categories:

5.1 Classification
5.2 Compensation
5.3 Administration
5.4 Summary

5.1   CLASSIFICATION

Classification is an important aspect of human resources management. A strong classification system is fair, transparent, simple, and comprehensive. An organization should possess a system that realistically captures what work is being performed and by which employees. Palm Beach Gardens should be commended for maintaining a system which largely accomplishes these goals. Some of the more common challenges to maintaining an organization's classification system relate to changes in assigned job responsibilities, mandated regulatory requirements, common expectations for the job in the marketplace, and internal operational needs that occur in most organizations over time.

Through the Job Assessment Tool (JAT) and Management Issues Tool (MIT) analysis of the City's job classifications, some jobs require consideration for reclassification or title alteration. The recommendations are the result of observed significant changes in job functions performed, or requests by managers and supervisors and vetted by Evergreen Solutions through the MIT process.   As a best practice, an organization needs structural flexibility in order to adapt to workforce changes that occur and remain a competitive employer. The proposed changes reflect current or new job requirements, streamline and consolidate certain functional areas of the department in which they reside.

JAT responses were helpful in presenting first hand (subject matter expert) data which clarified the understanding of many jobs and also provided point factoring data for developing a classification hierarchy. The City's classifications were assessed on their relative levels of Leadership, Working Conditions, Complexity, Decision Making and Relationships. Each of these five compensable factors came together to generate a numerical score which allowed Evergreen Solutions to determine appropriate values for each classification vis-à-vis its peers in the market as well as within the City.

Exhibit 5C on page 5-12 shows the recommended adjustments to the City's Classifications and the fiscal impact.

5.2   COMPENSATION

Compensation analysis involves assessing and improving external equity. Specifically, external equity deals with how well an organization compensates similar work in comparison to its market peers. Based on Evergreen Solutions' analysis, the compensation structure was consistently just above market at the minimum, midpoint and maximums of the respective pay ranges. As a result, Evergreen Solutions is recommending minimal structural changes to better address the City's needs. The changes maintain the overall design themes of the plan while updating it slightly to match market conditions and improve consistency.

Currently shown in Exhibit 5A, Palm Beach Gardens has a pay plan for its non-bargaining workforce that consists of 28 pay grades numbered between 35 and 62. Midpoint progression, or the distance between pay grades, ranges from 4.9 to 6.0 percent. If midpoint progression is left too wide, it can lead to a system that does not permit proper placement of classifications into the structure. If the distance is too narrow, the system can create compression between various levels in the organization. The current plan utilizes a progressive range spread approach where the lower grades are narrower and they generally get wider as the grades progress toward the top. The narrowest ranges at the bottom are approximately 48 percent wide and the widest ranges at the top are approximately 56 percent wide. This is a fundamentally sound approach and should be continued; however, over time the market's ranges have grown slightly wider in comparison to the City's and the City should consider amending its ranges to keep pace with the relevant labor market.

Exhibit 5A
Current Pay Plan

Grade	Minimum	Midpoint	Maximum	Range Spread
35	$ 26,941.71	$ 33,483.24	$ 40,024.77	48.56%
36	$ 28,272.47	$ 35,145.66	$ 42,018.85	48.62%
37	$ 29,713.44	$ 36,919.84	$ 44,126.23	48.51%
38	$ 31,154.41	$ 38,749.12	$ 46,343.82	48.76%
39	$ 32,706.62	$ 41,077.43	$ 49,448.24	51.19%
40	$ 34,370.07	$ 43,183.78	$ 51,997.49	51.29%
41	$ 36,033.52	$ 45,290.65	$ 54,547.77	51.38%
42	$ 37,917.39	$ 47,618.45	$ 57,319.50	51.17%
43	$ 39,802.29	$ 50,002.38	$ 60,202.47	51.25%
44	$ 41,798.43	$ 52,996.08	$ 64,193.72	53.58%
45	$ 43,903.75	$ 55,656.57	$ 67,409.38	53.54%
46	$ 46,011.13	$ 58,373.19	$ 70,735.25	53.74%
47	$ 48,338.93	$ 61,310.75	$ 74,282.57	53.67%
48	$ 50,779.00	$ 64,692.76	$ 78,606.51	54.80%
49	$ 53,328.25	$ 67,963.52	$ 82,598.79	54.89%
50	$ 55,989.77	$ 71,345.01	$ 86,700.25	54.85%
51	$ 58,761.50	$ 74,892.85	$ 91,024.19	54.90%
52	$ 61,754.68	$ 79,049.93	$ 96,345.17	56.01%
53	$ 64,859.10	$ 82,986.07	$ 101,113.04	55.90%
54	$ 68,072.70	$ 87,198.26	$ 106,323.81	56.19%
55	$ 71,400.63	$ 91,467.61	$ 111,534.58	56.21%
56	$ 75,059.19	$ 96,068.62	$ 117,078.04	55.98%
57	$ 78,717.75	$ 100,835.97	$ 122,954.19	56.20%
58	$ 82,709.00	$ 105,880.91	$ 129,052.82	56.03%
59	$ 86,810.46	$ 111,201.89	$ 135,593.32	56.19%
60	$ 91,134.40	$ 116,745.86	$ 142,357.33	56.21%
61	$ 95,792.06	$ 122,622.53	$ 149,453.00	56.02%
62	$ 101,071.84	$ 129,075.99	$ 157,080.15	55.41%

Source: Evergreen Solutions October 2011

As a result of these observations, Evergreen Solutions is recommending increasing the minimum range spread at the bottom of the grades to 52 percent, and progressing them up to 55 percent in the central grades and 60 percent at the top end. Using the existing minimum values for each grade as the foundation, the pay plan was adjusted for cost of living by 0.9 percent which represents the annual increase for 2011 in the Employment Cost Index (ECI) in the government market sector. These data are gathered based on the cost of labor for employers in the American economy. The ECI is maintained and prepared by the Bureau of Labor Statistics (http://bls.gov). Former chairman of the Federal Reserve, Alan Greenspan said, of the ECI; "The Employment Cost Index is indispensable to understanding America's economy. It ensures the accuracy of the statistics on employers' compensation costs that we rely on for economic policy making and for successful business planning."

It can be anecdotally observed that the public sector labor market has treated employee raises very conservatively for the past 3-5 years. Many organizations have frozen pay or

reduced the factors by which salaries are raised annually in order to preserve budget dollars and avoid deficit spending levels. Moving forward, organizations in the public domain will be well served to adjust pay plans and salaries based on calculable economic indicators such as the Employment Cost Index (ECI) or the Consumer Price Index (CPI) as previously discussed. Organizations are typically cautioned against adjusting the value of their pay plan and employee salaries by the same factor. If, for example a pay grade is increased 1.5 percent for cost of living based on the CPI and an employee's salary in that grade is also raised by 1.5 percent, they will remain in the same relative position in that grade over time. Should the City wish to consider an across the board increase for cost of living, one sound approach recently observed is to utilize a three-year average of CPI. In the current year, this number is comprised of the annual change from 2008-2009, 2009-2010, and 2010-2011.

- From 2008-2009 CPI for the Southern US Region decreased by 0.4 percent

- From 2009-2010 CPI for the Southern US Region increased by 1.7 percent

- From 2010-2011 CPI for the Southern US Region increased by 3.4 percent

The three year average of these numbers is a 1.6 percent increase. Data currently available for 2012 is inconclusive as CPI is known to fluctuate from month to month.

RECOMMENDATION: Revise non-bargaining salary structure to reflect current market conditions by implementing pay plan shown in Exhibit 5B.

Based on the findings and best practices, minimal revisions to the structure of the existing plan are recommended. What is already in place is fundamentally sound and should be updated to reflect the time that has passed since it was originally implemented. **Exhibit 5B** shows the proposed pay plan, updated as described herein.

Exhibit 5B
Proposed Pay Plan

Grade	Minimum	Midpoint	Maximum	Range Spread
35	$ 27,184.19	$ 33,483.24	$ 41,319.96	52.00%
36	$ 28,526.92	$ 35,145.66	$ 43,360.92	52.00%
37	$ 29,980.86	$ 36,919.84	$ 45,570.91	52.00%
38	$ 31,434.80	$ 38,749.12	$ 47,780.90	52.00%
39	$ 33,000.98	$ 41,077.43	$ 50,161.49	52.00%
40	$ 34,679.40	$ 43,183.78	$ 52,712.69	52.00%
41	$ 36,357.82	$ 45,290.65	$ 55,263.89	52.00%
42	$ 38,258.65	$ 47,618.45	$ 58,153.14	52.00%
43	$ 40,160.51	$ 50,002.38	$ 61,043.98	52.00%
44	$ 42,174.62	$ 52,996.08	$ 65,370.65	55.00%
45	$ 44,298.88	$ 55,656.57	$ 68,663.27	55.00%
46	$ 46,425.23	$ 58,373.19	$ 71,959.11	55.00%
47	$ 48,773.98	$ 61,310.75	$ 75,599.67	55.00%
48	$ 51,236.01	$ 64,692.76	$ 79,415.82	55.00%
49	$ 53,808.20	$ 67,963.52	$ 83,402.72	55.00%
50	$ 56,493.68	$ 71,345.01	$ 87,565.20	55.00%
51	$ 59,290.35	$ 74,892.85	$ 91,900.05	55.00%
52	$ 62,310.47	$ 79,049.93	$ 96,581.23	55.00%
53	$ 65,442.83	$ 82,986.07	$101,436.39	55.00%
54	$ 68,685.35	$ 87,198.26	$109,896.57	60.00%
55	$ 72,043.24	$ 91,467.61	$115,269.18	60.00%
56	$ 75,734.72	$ 96,068.62	$121,175.56	60.00%
57	$ 79,426.21	$100,835.97	$127,081.94	60.00%
58	$ 83,453.38	$105,880.91	$133,525.41	60.00%
59	$ 87,591.75	$111,201.89	$140,146.81	60.00%
60	$ 91,954.61	$116,745.86	$147,127.38	60.00%
61	$ 96,654.19	$122,622.53	$154,646.70	60.00%
62	$101,981.49	$129,075.99	$163,170.38	60.00%

Source: Evergreen Solutions April 2012

Another important factor of a compensation system is the manner in which employees move through the pay plan. There are predominately three approaches adopted by most public organizations:

- Step
- Cost of living
- Merit

In the past, most public organizations utilized a step approach which incorporated predetermined, percentage-based pay steps in each pay grade. In this approach, all employees at the same step in the same pay grade received the same compensation and an employee moved through the steps based on years of service until a maximum step was reached. Step plans also assume continual fiscal growth with the cost of payroll increasing each year a step is awarded which, as recent years prove, cannot always be counted on.

Most public organizations have now moved away from the step plan approach and adopted a "cost of living" centered approach. The "cost of living" centered approach draws on a preselected metric that captures the percentage change in the cost of living based on a combination of goods during a fixed period of time. Pay grades are established based on market rates and employees are adjusted or moved through the pay grades based on the percentage change in the cost of living during the period.

Merit-based approaches arose in response to concerns with differentiating the performance of public employees and the desire to emulate the reward approaches of the private sector. However, once adopted, it is common for the merit-based approaches to function more like the cost of living approach since most employees receive the same score during the evaluation process (based on budget constraints) and thus there is little differentiation in the increases given.

At times when compression is an issue or concern, compression adjustments may be recommended as well. Compression adjustments are typically given to restore the pay spread between employees that have been moved as a result of an adjustment to minimum and those that were not affected. Compression is normally an issue in larger organizations in which each classification has multiple incumbents and multiple levels of positions.

RECOMMENDATION: Place classifications in the proposed pay plan utilizing the grade order list in Exhibit 5C (Page 5-12), and bring all employees up to the minimum salary of the proposed pay grade. The process described below could also be phased-in as an alternative implementation strategy, and reclassifications further evaluated for potential salary adjustments according to City policy and procedure (and noted on Page 5-10).

Step 1 of the process is to slot individual classifications into the proposed pay plan based on external equity and JAT analysis of internal equity. The result of this is a revised grade order list as displayed in Exhibit 5C. Following the initial slotting, job series changes are analyzed and evaluated to ensure that proper alignment is maintained between different levels of jobs (i.e., Certification Levels I, II and III, professional licenses, or supervisory relationships).

Step 2 of the plan is to slot individual incumbents into the updated compensation structure. In this phase, 42 of the 195 individuals fell below the proposed pay grade minimum. The associated cost to raise these individual salaries is approximately $29,671.94, excluding benefits and related FICA expenses. Exhibit 5C shows the proposed changes to the class title and pay grade of each position, as well as the cost impact described above.

Step 3 of the plan is to consider whether compression may exist among the workforce and to recommend salary adjustments to help remedy it. Employees often expect to progress through the pay scale at a rate commensurate with their tenure and experience. Evergreen Solutions conducted an analysis of employees' progress through the pay ranges as compared to tenure in their current jobs. The pay scales were divided into their respective quartiles and employees were arranged according to their time in classification and quartile. Assuming a career tenure of 28 years (as determined by observing the longest tenure in a single class by one employee), the 28-year period was divided into four quarters of 7 year time frames. Under this approach, for illustrative purposes, the following salary adjustments could be considered as an example:

- Any employee with 7-14 years of tenure would be raised to the value of the first quartile of the proposed pay range.

- Any employee with 14-21 years of tenure would be raised to the value of the second quartile of the proposed pay range.

- Any employee with 21-28 years of tenure would be raised to the value of the third quartile of the proposed pay range.

- Any employee with 28 or more years of tenure would be raised to the value of the fourth quartile.

Based upon the career compensation analysis, our findings conclude that the City does not have systemic compression or significantly lag the market. The City's workforce is progressing through their ranges at a normal rate, considering current economic conditions.

As the byproduct of most compensation and classification changes, there are usually a number of individuals paid above the maximum of their proposed salary range. However, there were no incumbents found to be above that maximum salary as a result of the

compensation structure changes. The City has an established policy which deals with red-circled employees which states that salaries of these individuals are to be frozen until a time at which the grade is sufficiently increased to accommodate higher pay. It is also noteworthy that the City has an established policy of freezing pay of individuals who have salaries above their respective pay range maximum.

5.3   ADMINISTRATION

A strong compensation system meets an organization's needs by having strong administrative support. With proper maintenance, the compensation structure will maintain its effectiveness and market competitiveness over a period of three to five years.

RECOMMENDATION: Continue to select a small sample of classifications, targeting those with potential recruitment or retention concerns, and conduct a mini-survey of market values and benefit changes on an annual basis, to determine market competitiveness and make appropriate adjustments.

The City should continue its efforts to keep pace with public sector growth in terms of employee salaries in order to maintain competitive with the local labor market by contacting peers directly as well as accessing available secondary salary survey data resources.

Through the Human Resources department (HR), the City should also continue administrative practices to maintain competitive and equitable compensation as well as classification over time. Annual surveys will ensure that external equity is maintained. Any changes made to classifications should be separate from employee salary adjustments, unless changes in work performed move the employee outside of the proposed salary range.

Local salary survey peers provide a valid sample for comparison and adjustment purposes, coupled with data from the region's annual Public Employers Personnel Information Exchange (PEPIE) survey. To maintain market competitiveness between compensation and classification studies, HR should continue to monitor its pay plan on an ongoing basis, finding out what peer organizations in their relevant labor market are doing, and depending on internal and external factors, potentially consider adjustments to preserve desired market position.

RECOMMENDATION: Review the pay plan each year and adjust if necessary based on the results of the average movement of relevant local peer pay levels.

Human Resources has reevaluated this list of peer organizations on an ongoing basis, to ensure that it contains the most relevant competitors while making any necessary adjustments. This is a commendable, best practice and should be continued. HR should continue to contact the identified peers and request information regarding the amount each peer's pay plan is being increased including any changes to benefits. By determining the average percent change of peer pay plans and benefit offerings, the City can adjust its pay plan and other factors at the same relative speed as its peers.

Compensation is subject to changes in the external market and other trends for human resources management. Given this understanding, the City should ensure that its structure is up-to-date and reflective of best practices.

RECOMMENDATION: <u>Conduct a comprehensive classification and compensation study every five years.</u>

While annual surveys of identified classifications can provide a general idea of the City's market competitiveness, Human Resources should complete a comprehensive compensation and classification study every five years to maintain internal and external equity.

As the organization traverses these difficult economic times where employee raises may not be occurring, it is important to remain aware and proactive on issues that impact recruitment, retention, starting pay and compression prevention. A review of the City's compensation and classification plan policies and procedures revealed several key findings described below.

The current policy on minimum pay allows for starting pay higher than the grade minimum of the position in question if special circumstances necessitate it. The policy allows the City flexibility in hiring rates of pay that takes into account higher degrees of education or professional experience. Depending on the availability of funds and resources, the City should continue to administer this policy. Each case should be reviewed on its own merits to determine if additional compensation above the grade minimum is necessary to attract the best candidate.

An additional area where the effects of a constrained economy and limited budgets can be felt is in the area of reclassifications. The City should continue to maintain a policy for reclassification that limits them to positions or individuals who have exhibited a significant change in job responsibilities or work complexity.

According to HR best practice, a job's duties must change by more than 25 percent for it to be considered for reclassification; otherwise reclassification is likely unnecessary. Quantifying the percentage change in duties is difficult without proper classification analysis data as that which is collected through the JAT process. A comprehensive job assessment instrument, such as the JAT, should be used to assess the validity of such requests to ensure they are truly necessary and warranted.

In the event that a reclassification is necessary, the City may consider having a compensation policy which provides a specific range of percentage adjustments for reclassifications. During times of salary freezes, there is a significant chance that the situation may arise where a newly hired employee will enter the City workforce at a salary level near that of an existing employee with more years of service. At a time when the City is able to consider the possibility of future salary adjustments, consideration should first be given to those who have experienced the pay freeze for the longest period of time.

5.4   SUMMARY

The City should be proud of its dedication to high-quality professional public service, continuous improvement, and demonstrated due diligence with respect to employee compensation and benefits. Evergreen Solutions found that employees at all levels were committed to their jobs and to the City, and also committed to maintaining the positive working atmosphere they enjoy at the City. Evergreen Solutions' recommendations are intended to build upon the strengths of the current classification and compensation system identified by employees, management, and the consulting team, and to provide insight for future consideration.

Compensation and Classification Study for the City of Palm Beach Gardens

Exhibit 5C
Palm Beach Gardens Benchmarked Proposed Classification and Compensation Changes

Current Position Title	Proposed Position Title	Home Department	Current Grade	Proposed Grade	Fiscal Impact
CASHIER		Comm Svcs - Construction Services (Building)	38		$0.00
CUSTOMER SERVICE SPECIALIST		Comm Svcs - Recreation General Programs	39		$294.36
CUSTOMER SERVICE SPECIALIST		Comm Svcs - Recreation General Programs	39		$294.36
CUSTOMER SERVICE SPECIALIST		Comm Svcs - Recreation Youth Enrichment	39		$294.36
ADMINISTRATIVE SPECIALIST II		Police - Administration	39		$294.36
POLICE SERVICES SPECIALIST		Police - Administration	39		$0.00
POLICE SERVICES SPECIALIST		Police - Administration	39		$0.00
POLICE SERVICES SPECIALIST		Police - Administration	39		$0.00
ADMINISTRATIVE SPECIALIST II		City Clerk	39		$0.00
PERMITS TECHNICIAN		Comm Svcs - Construction Services (Building)	39		$0.00
RECREATN YOUTH ENRICH INSTRCTR		Comm Svcs - Recreation Youth Enrichment	40		$309.40
RECREATN YOUTH ENRICH INSTRCTR		Comm Svcs - Recreation Youth Enrichment	40		$0.00
RECREATN YOUTH ENRICH INSTRCTR		Comm Svcs - Recreation Youth Enrichment	40		$0.00
RECREATN YOUTH ENRICH INSTRCTR		Comm Svcs - Recreation Youth Enrichment	40		$0.00
RECREATN YOUTH ENRICH INSTRCTR		Comm Svcs - Recreation Youth Enrichment	40		$0.00
RECREATN YOUTH ENRICH INSTRCTR		Comm Svcs - Recreation Youth Enrichment	40		$0.00
EVIDENCE CUSTODIAN		Police - Administration	40		$0.00
LEAD LIFEGUARD		Comm Svcs - Recreation Aquatics	41		$324.30
ADMINISTRATIVE SPECIALIST III		Comm Svcs - Neighborhood Services (Code)	41		$0.00
ADMINISTRATIVE SPECIALIST III		Police - Administration	41		$0.00
ADMINISTRATIVE SPECIALIST III		Police - Field Operations	41		$0.00
GOLF SUPERVISOR		Comm Svcs - Golf	42		$341.26
RECREATION TENNIS SUPERVISOR		Comm Svcs - Recreation Tennis	42		$341.26
FORESTRY TECHNICIAN		Planning & Zoning - Develop Comp & Zoning	42		$0.00
CODE COMPLIANCE OFFICER		Comm Svcs - Neighborhood Services (Code)	42		$0.00
CODE COMPLIANCE OFFICER		Comm Svcs - Neighborhood Services (Code)	42		$0.00
QUARTERMASTER		Fire - Emergency Services	42		$0.00
QUARTERMASTER		Police - Administration	42		$0.00
RECREATION SUPERVISOR		Comm Svcs - Recreation General Programs	43		$358.51
RECREATION SUPERVISOR		Comm Svcs - Recreation Administration	43		$358.22
SPORTS SUPERVISOR		Comm Svcs - Recreation Athletics	43		$358.22
DEVELOPMENT COMPLIANCE TECH		Planning & Zoning - Develop Comp & Zoning	43		$358.22
RECREATION SUPERVISOR		Comm Svcs - Recreation Aquatics	43		$0.00
RECREATION SUPERVISOR		Comm Svcs - Recreation Administration	43		$0.00
RECREATION SUPERVISOR		Comm Svcs - Recreation General Programs	43		$0.00
CRIME SCENE INVESTIGATOR		Police - Administration	43		$0.00
RECREATION SUPERVISOR		Comm Svcs - Recreation General Programs	43		$0.00

Source: Evergreen Solutions April 2012

Exhibit 5C (Continued)

Palm Beach Gardens Benchmarked Proposed Classification and Compensation Changes

Current Position Title	Proposed Position Title	Home Department	Current Grade	Proposed Grade	Fiscal Impact
MUNICIPAL SERVICES COORDINATOR		City Clerk	44		$376.19
CODE COMPLIANCE OFFICER III		Comm Svcs - Neighborhood Services (Code)	44		$376.19
MIS TECHNICIAN		Information Technology	44		$376.19
GIS TECHNICIAN		Planning & Zoning - GIS	44		$0.00
FISCAL COORDINATOR		Finance	44		$0.00
RISK MANAGEMENT COORDINATOR		Finance	44		$0.00
BUSINESS SERVICES COORDINATOR		Comm Svcs - Neighborhood Services (Code)	44		$0.00
FISCAL COORDINATOR		Police - Administration	44		$0.00
TELECOMMUNICATIONS TECHNICIAN		Police - Administration	44		$0.00
PAYROLL COORDINATOR		Finance	44		$0.00
EVIDENCE & FORENSICS TECH		Police - Administration	44		$0.00
BUILDING INSPECTOR I		Comm Svcs - Construction Services (Building)	45		$0.00
STAFF ACCOUNTANT	ACCOUNTANT II	Finance	45	47	$1,743.15
STAFF ACCOUNTANT	ACCOUNTANT II	Finance	45	47	$813.06
BUILDING INSPECTOR I		Comm Svcs - Construction Services (Building)	45		$0.00
BUILDING INSPECTOR I		Comm Svcs - Construction Services (Building)	45		$0.00
BUILDING INSPECTOR I		Comm Svcs - Construction Services (Building)	45		$0.00
ADMINISTRATIVE ASSISTANT		Planning & Zoning - Administration	45		$0.00
CRIME ANALYST		Police - Administration	46		$414.10
PLANS EXAMINER		Comm Svcs - Construction Services (Building)	46		$0.00
PLANS EXAMINER		Comm Svcs - Construction Services (Building)	46		$0.00
CRIME ANALYST & RECORDS SUPERVISOR	RECORDS MANAGER	Police - Administration	46		$0.00
EXECUTIVE LEGAL ASSISTANT		Legal	46		$0.00
NETWORK SPECIALIST		Information Technology	47		$435.05
PLANNER		Planning & Zoning - Planning	47		$435.05
OPERATIONS COORDINATOR		Comm Svcs - Recreation Tennis	47		$434.98
HRIS ANALYST	HUMAN RESOURCES GENERALIST	Human Resources	47	49	$5,469.20
CODE COMPLIANCE SUPERVISOR		Comm Svcs - Neighborhood Services (Code)	47		$0.00
PLANNER		Planning & Zoning - Planning	47		$0.00
POLICE ACCREDITATION MANAGER		Police - Administration	47		$0.00
PLANNER		Planning & Zoning - Develop Comp & Zoning	47		$0.00
EARLY CHILD DEVLP COORDINATOR		Comm Svcs - Recreation Youth Enrichment	47		$0.00
OPERATIONS COORDINATOR		Comm Svcs - Recreation General Programs	47		$0.00
RESOURCE MANAGER		Comm Svcs - Recreation Administration	47		$0.00
SPECIAL PROJECTS COORDINATOR		Fire - Administration	47		$0.00
BUILDING INSPECTOR II		Comm Svcs - Construction Services (Building)	47		$0.00
BUILDING INSPECTOR III		Comm Svcs - Construction Services (Building)	48		$0.00

Source: Evergreen Solutions April 2012

Exhibit 5C (Continued)

Palm Beach Gardens Benchmarked Proposed Classification and Compensation Changes

Current Position Title	Proposed Position Title	Home Department	Current Grade	Proposed Grade	Fiscal Impact
DEPUTY CITY CLERK		City Clerk	48		$0.00
FLEET SUPERVISOR		Comm Svcs - Public Works Fleet Maintenance	48		$0.00
CITY FORESTER		Planning & Zoning - Develop Comp & Zoning	48		$0.00
ADMIN AIDE TO CHIEF OF POLICE		Police - Administration	48		$0.00
SENIOR PLANNER		Planning & Zoning - Planning	49		$0.00
HUMAN RESOURCES GENERALIST	SR HUMAN RESOURCES GENERALIST	Human Resources	49	50	$0.00
HUMAN RESOURCES GENERALIST		Human Resources	49		$0.00
CHIEF BUILDING INSPECTOR		Comm Svcs - Construction Services (Building)	49		$0.00
ASST EMERG COMMUNICATIONS MGR		Police - Emergency Communications	49		$0.00
GIS MANAGER		Planning & Zoning - GIS	50		$0.00
OPERATIONS MANAGER		Comm Svcs - Recreation Aquatics	50		$0.00
OPERATIONS MANAGER		Comm Svcs - Construction Services (Building)	50		$0.00
SENIOR ACCOUNTANT		Finance	50		$0.00
OPERATIONS MANAGER		Comm Svcs - Parks & Grounds	50		$0.00
OPERATIONS MANAGER		Comm Svcs - Administration	50		$0.00
GROUNDS SUPERINTENDENT		Comm Svcs - Golf	50		$0.00
SR SOFTWARE SYSTEMS SPECIALIST		Information Technology	51		$528.85
SERVER MANAGER		Information Technology	52		$555.79
ASST TO THE CITY MANAGER		Administration	53		$0.00
PRINCIPAL PLANNER		Planning & Zoning - Planning	53		$583.73
NETWORK MANAGER		Information Technology	53		$583.73
ACCOUNTING MANAGER		Finance	53		$0.00
IT OPERATIONS MANAGER		Information Technology	53		$0.00
EMERG COMMUNICATIONS MANAGER		Police - Emergency Communications	53		$0.00
GOLF OPERATIONS DIRECTOR		Comm Svcs - Golf	55		$0.00
DEVELOPMENT COMPLIANCE MANAGER		Planning & Zoning - Develop Comp & Zoning	55		$0.00
OPERATIONS DIRECTOR		Comm Svcs - Public Works Fleet Maintenance	55		$0.00
UNIFIED SERVICES DIRECTOR		Comm Svcs - Construction Services (Building)	55		$0.00
SPORTS DIRECTOR		Comm Svcs - Recreation Athletics	56		$0.00
RECREATION DIRECTOR		Comm Svcs - Recreation Administration	56		$0.00
DIVISION CHIEF - ADMIN SVCS		Fire - Administration	56		$0.00
DIRECTOR OF PARKS & PUB FACIL		Comm Svcs - Administration	56		$0.00
DIVISION CHIEF - EMS		Fire - Administration	56		$0.00
DIVISION CHIEF - TRAIN & PROF		Fire - Emergency Services	56		$0.00
DEPUTY FINANCE ADMINISTRATOR		Finance	57		$0.00
POLICE COMMANDER		Police - Administration	57		$0.00
POLICE COMMANDER		Police - Administration	57		$0.00

Source: Evergreen Solutions April 2012

Exhibit 5C (Continued)

Palm Beach Gardens Benchmarked Proposed Classification and Compensation Changes

Current Position Title	Proposed Position Title	Home Department	Current Grade	Proposed Grade	Fiscal Impact
POLICE COMMANDER		Police - Field Operations	57		$0.00
BUILDING OFFICIAL		Comm Svcs - Construction Services (Building)	58		$744.38
PURCHASING/CONTRACTS DIRECTOR		Purchasing	58		$744.38
CITY CLERK		City Clerk	58		$0.00
DEPUTY FIRE CHIEF - EMS		Fire - Administration	58		$0.00
DEPUTY FIRE CHIEF - ADMIN		Fire - Administration	58		$0.00
DIRECTOR OF PLANNING & ZONING		Planning & Zoning - Administration	59		$0.00
ASSISTANT POLICE CHIEF		Police - Field Operations	59		$0.00
ASSISTANT POLICE CHIEF		Police - Administration	59		$0.00
POLICE COLONEL		Police - Administration	59		$0.00
INFO TECHNOLOGY ADMINISTRATOR		Information Technology	60		$0.00
CITY ENGINEER		Comm Svcs - Engineering	60		$0.00
HUMAN RESOURCES ADMINISTRATOR		Human Resources	60		$0.00
FINANCE ADMINISTRATOR		Finance	60		$0.00
FIRE CHIEF		Fire - Administration	61		$0.00
CHIEF OF POLICE		Police - Administration	61		$0.00
DEPUTY CITY MANAGER		Comm Svcs - Administration	62		$0.00
MAINTENANCE TECH I	GENERAL MAINTENANCE TECH	Comm Svcs - Parks & Grounds	seiu 08	seiu 10	$1,682.38
MAINTENANCE TECH I	GENERAL MAINTENANCE TECH	Comm Svcs - Public Works Facilities	seiu 08	seiu 10	$1,682.38
MAINTENANCE TECH I	GENERAL MAINTENANCE TECH	Comm Svcs - Golf	seiu 08	seiu 10	$1,682.38
MAINTENANCE TECH I	GENERAL MAINTENANCE TECH	Comm Svcs - Golf	seiu 08	seiu 10	$879.19
MAINTENANCE TECH I	GENERAL MAINTENANCE TECH	Comm Svcs - Public Works Streets & Stormwtr	seiu 08	seiu 10	$277.11
MAINTENANCE TECH I	GENERAL MAINTENANCE TECH	Comm Svcs - Recreation Tennis	seiu 08	seiu 10	$277.11
MAINTENANCE TECH I	GENERAL MAINTENANCE TECH	Comm Svcs - Public Works Fleet Maintenance	seiu 08	seiu 10	$277.11
MAINTENANCE TECH I	GENERAL MAINTENANCE TECH	Comm Svcs - Public Works Streets & Stormwtr	seiu 08	seiu 10	$0.00
MAINTENANCE TECH I	SERVICE TECHNICIAN	Comm Svcs - Parks & Grounds	seiu 08	seiu 13	$3,567.18
MAINTENANCE TECH I	GENERAL MAINTENANCE TECH	Comm Svcs - Parks & Grounds	seiu 08	seiu 10	$0.00
MAINTENANCE TECH I	GENERAL MAINTENANCE TECH	Comm Svcs - Golf	seiu 08	seiu 10	$0.00
MAINTENANCE TECH I	GENERAL MAINTENANCE TECH	Comm Svcs - Parks & Grounds	seiu 08	seiu 10	$0.00
MAINTENANCE TECH I	GENERAL MAINTENANCE TECH	Comm Svcs - Parks & Grounds	seiu 08	seiu 10	$0.00
MAINTENANCE TECH I	GENERAL MAINTENANCE TECH	Comm Svcs - Golf	seiu 08	seiu 10	$0.00
MAINTENANCE TECH II	GENERAL MAINTENANCE TECH	Comm Svcs - Parks & Grounds	seiu 10	seiu 10	$0.00
MAINTENANCE TECH II	GENERAL MAINTENANCE TECH	Comm Svcs - Public Works Facilities	seiu 10	seiu 10	$0.00
MAINTENANCE TECH II	GENERAL MAINTENANCE TECH	Comm Svcs - Public Works Facilities	seiu 10		$0.00
MAINTENANCE TECH II	GENERAL MAINTENANCE TECH	Comm Svcs - Public Works Streets & Stormwtr	seiu 10		$0.00
MAINTENANCE TECH II	GENERAL MAINTENANCE TECH	Comm Svcs - Parks & Grounds	seiu 10		$0.00
MAINTENANCE TECH II	IRRIGATION TECHNICIAN	Comm Svcs - Parks & Grounds	seiu 10	seiu 13	$0.00

Source: Evergreen Solutions April 2012

Compensation and Classification Study for the City of Palm Beach Gardens

Exhibit 5C (Continued)

Palm Beach Gardens Benchmarked Proposed Classification and Compensation Changes

Current Position Title	Proposed Position Title	Home Department	Current Grade	Proposed Grade	Fiscal Impact
MAINTENANCE TECH II	GENERAL MAINTENANCE TECH	Comm Svcs - Public Works Facilities	seiu 10		$0.00
MAINTENANCE TECH II	GENERAL MAINTENANCE TECH	Comm Svcs - Public Works Facilities	seiu 10		$0.00
MAINTENANCE TECH II	GENERAL MAINTENANCE TECH	Comm Svcs - Parks & Grounds	seiu 10		$0.00
LIGHT EQUIPMENT OPERATOR		Comm Svcs - Public Works Streets & Stormwtr	seiu 10		$0.00
MAINTENANCE TECH II	GENERAL MAINTENANCE TECH	Comm Svcs - Public Works Facilities	seiu 10		$0.00
HEAVY EQUIPMENT OPERATOR		Comm Svcs - Public Works Streets & Stormwtr	seiu 12		$0.00
MAINTENANCE TECH III	MAINTENANCE TECH	Comm Svcs - Parks & Grounds	seiu 12	seiu 13	$201.47
MECHANIC II		Comm Svcs - Public Works Fleet Maintenance	seiu 12		$0.00
HEAVY EQUIPMENT OPERATOR		Comm Svcs - Public Works Streets & Stormwtr	seiu 12		$0.00
MAINTENANCE TECH III	MAINTENANCE TECH	Comm Svcs - Recreation Tennis	seiu 12	seiu 13	$0.00
MAINTENANCE TECH III	MAINTENANCE TECH	Comm Svcs - Public Works Facilities	seiu 12	seiu 13	$0.00
MAINTENANCE TECH III	MAINTENANCE TECH	Comm Svcs - Public Works Streets & Stormwtr	seiu 12	seiu 13	$0.00
MAINTENANCE TECH III	MAINTENANCE TECH	Comm Svcs - Parks & Grounds	seiu 12	seiu 13	$0.00
CHEMICAL SPRAY TECH		Comm Svcs - Golf	seiu 13		$302.39
SERVICE TECHNICIAN		Comm Svcs - Parks & Grounds	seiu 13		$302.39
CHEMICAL SPRAY TECH		Comm Svcs - Parks & Grounds	seiu 13		$0.00
IRRIGATION TECHNICIAN		Comm Svcs - Parks & Grounds	seiu 13		$0.00
TRAFFIC TECHNICIAN		Comm Svcs - Public Works Streets & Stormwtr	seiu 13		$0.00
IRRIGATION TECHNICIAN		Comm Svcs - Parks & Grounds	seiu 13		$0.00
TRAFFIC TECHNICIAN		Comm Svcs - Public Works Streets & Stormwtr	seiu 13		$0.00
MECHANIC III		Comm Svcs - Public Works Fleet Maintenance	seiu 14		$0.00
LEAD MAINTENANCE TECH IV	LEAD MAINTENANCE TECH	Comm Svcs - Golf	seiu 14		$0.00
MECHANIC III		Comm Svcs - Golf	seiu 14		$0.00
MECHANIC III		Comm Svcs - Public Works Fleet Maintenance	seiu 14		$0.00
MECHANIC III		Comm Svcs - Public Works Fleet Maintenance	seiu 14		$0.00
LEAD MAINTENANCE TECH IV	LEAD MAINTENANCE TECH	Comm Svcs - Parks & Grounds	seiu 14		$0.00
LEAD MAINTENANCE TECH IV	LEAD MAINTENANCE TECH	Comm Svcs - Public Works Facilities	seiu 14		$0.00
MECHANIC III		Comm Svcs - Public Works Fleet Maintenance	seiu 14		$0.00
LEAD MAINTENANCE TECH IV	SR LEAD MAINTENANCE TECH	Comm Svcs - Public Works Facilities	seiu 14	seiu 15	$0.00
MECHANIC III		Comm Svcs - Public Works Fleet Maintenance	seiu 14		$0.00
LEAD MAINTENANCE TECH IV	LEAD MAINTENANCE TECH	Comm Svcs - Parks & Grounds	seiu 14		$0.00
LEAD MAINTENANCE TECH IV	LEAD MAINTENANCE TECH	Comm Svcs - Parks & Grounds	seiu 14		$0.00
LEAD MAINTENANCE TECH IV	LEAD MAINTENANCE TECH	Comm Svcs - Parks & Grounds	seiu 14		$0.00
MECHANIC III		Comm Svcs - Parks & Grounds	seiu 14		$0.00
LEAD MAINTENANCE TECH IV	LEAD MAINTENANCE TECH	Comm Svcs - Public Works Fleet Maintenance	seiu 14		$0.00
LEAD MAINTENANCE TECH IV	LEAD MAINTENANCE TECH	Comm Svcs - Public Works Streets & Stormwtr	seiu 14		$0.00
CHIEF LEAD MAINTENANCE TECH V	SR LEAD MAINTENANCE TECH	Comm Svcs - Public Works Fleet Maintenance	seiu 15		$0.00

Source: Evergreen Solutions April 2012

Exhibit 5C (Continued)
Palm Beach Gardens Benchmarked Proposed Classification and Compensation Changes

Current Position Title	Proposed Position Title	Home Department	Current Grade	Proposed Grade	Fiscal Impact
POOL EQUIPMENT MECHANIC		Comm Svcs - Public Works Facilities	seiu 15		$0.00
ELECTRICIAN		Comm Svcs - Public Works Facilities	seiu 15		$0.00
PLUMBER		Comm Svcs - Public Works Facilities	seiu 15		$0.00
CHIEF LEAD MAINTENANCE TECH V	SR LEAD MAINTENANCE TECH	Comm Svcs - Public Works Facilities	seiu 15		$0.00
CHIEF LEAD MAINTENANCE TECH V	SR LEAD MAINTENANCE TECH	Comm Svcs - Parks & Grounds	seiu 15		$0.00
HVAC TECHNICIAN		Comm Svcs - Public Works Facilities	seiu 15		$0.00
CHIEF LEAD MAINTENANCE TECH V	SR LEAD MAINTENANCE TECH	Comm Svcs - Parks & Grounds	seiu 15		$0.00
CHIEF LEAD MAINTENANCE TECH V	SR LEAD MAINTENANCE TECH	Comm Svcs - Parks & Grounds	seiu 15		$0.00
CHIEF LEAD MAINTENANCE TECH V	SR LEAD MAINTENANCE TECH	Comm Svcs - Public Works Streets & Stormwtr	seiu 15		$0.00
CHIEF LEAD MAINTENANCE TECH V	SR LEAD MAINTENANCE TECH	Comm Svcs - Public Works Facilities	seiu 15		$0.00
				FISCAL IMPACT	$29,671.94

** Fiscal Impact includes adjustments to the new proposed minimums only as discussed in Chapter 5 Recommendations

Source: Evergreen Solutions April 2012

Appendix B:
Detailed Resumes

Dr. Jeffrey Ling
Project Director
Evergreen Solutions, LLC

Dr. Ling's experience includes human resources, strategic planning, research methodology, and change management. Dr. Ling has taught courses addressing human resources, research methodology, statistical analysis, and political economy at various universities. Similarly, he has planned, organized, and managed studies on human resources assessment, and government efficiency. Each of these studies dealt with summarizing major alternatives for decision makers and providing viable recommendations.

Education	Ph.D., Political Science, Florida State University, 1996
	M.S., Political Science, Florida State University, 1993
	B.A., Political Science, University of Tampa, 1990

Professional and Business History

Evergreen Solutions, LLC, Executive Vice President, August 2005 – present

MGT of America, Inc., Partner, May 2004–July 2005; Principal, September 2000–April 2004; Senior Associate, November 1999– September 2000; Senior Consultant, April 1999–November 1999; Consultant, 1998–1999; Senior Analyst, May 1998–November 1998

The College of Wooster, Assistant Professor, 1997–1998

Iowa State University, Visiting Scholar, 1995–1997

Florida State University, Research Assistant, 1992–1995

Stinger Systems, Market Analyst, 1990–1992

Selected Relevant Project Experience

Non-Profit and Public Sector Experience

Project Principal of a Compensation, Classification, and Value Engineering Analysis for City of Doral, Florida

Project Principal of a Police Force Compensation and Benefits Study for the City of Doral, Florida

Project Principal of a Classification and Compensation Study for the Health Care District of Palm Beach County, Florida

Project Principal of an Organizational Review for the Health Care District of Palm Beach County, Florida

Project Principal of a Strategic Planning Study for the Health Care District of Palm Beach County, Florida

Project Principal of a Merit Based Performance Management System for the Health Care District of Palm Beach County, Florida

Project Principal of an Employee Engagement Study for the Health Care District of Palm Beach County, Florida

Project Principal of a Classification and Compensation Study for the Tampa Housing Authority, Florida

Project Director of a Compensation Trends and Benefits Study for Tampa Bay Water, Florida

Project Principal of a Compensation and Classification Study for Haven Hospice, Florida

Project Principal of a Compensation Study for the Hillsborough Area Transit Authority, Florida

Project Principal of a Performance Competency Project for Haven Hospice, Florida

Project Director of a Markey Salary Study Update for Manatee County, Florida

Project Principal of a Compensation, Classification and Performance Management Study for Manatee County, Florida

Project Principal of a Compensation Study and Pay for Performance System for Clay County Sheriff's Office, Florida

Project Principal of a Compensation and Classification Study for the Alachua County Sheriff's Office, Florida

Project Principal of a Compensation and Classification Study for the Martin County Sheriff's Office, Florida

Project Principal of a Compensation Study for the Nassau County Sheriff's Office, Florida

Project Principal of a Human Resource Audit for the Okaloosa County Sheriff's Office, Florida

Project Principal of a Compensation Study for the Manatee County Sheriff's Office, Florida

Project Director of a Comprehensive Employee Study for the Ft. Pierce Housing Authority, Florida

Project Director of Compensation Study for the City of Winter Park, Florida

Project Director of a Total Compensation Study for the City of Oakland Park, Florida

Project Director of a Compensation and Classification Analysis for the City of Pinecrest, Florida

Project Principal of an Executive Compensation Study for the Health Care District of Palm Beach County, Florida

Project Principal of a Classification and Compensation Study and Merit Pay System Development for Keys Energy Services, Florida

Project Principal of a Performance Management Study for the Palm Beach County Clerk and Comptroller's Office, Florida

Project Principal of a Salary, Benefit and Position Reclassification Study for the City of Kissimmee, Florida

Project Principal of a Salary and Benefits Study for the City of Ocala, Florida

Project Principal of a Classification and Compensation Study for the City of Haines City, Florida

Project Principal of a Salary, Benefit and Position Reclassification Study for the City of St. Cloud, Florida

Project Principal of a Compensation and Classification Study for the City of Bunnell, Florida

Project Principal of a Compensation Study for the City of Bushnell, Florida

Project Director of a Job Analysis and Description Development for the Town of Palm Beach, Florida

Project Principal of an Executive Compensation Study for the Palm Beach County Health Care District, Florida

Project Principal of a Human Resources Performance Review for the City of Cape Coral, Florida

Project Principal of a Compensation and Classification Study for the City of Deltona, Florida

Project Principal of a Performance Improvement Training and Study for the City of Destin, Florida

Project Principal of a Classification, Compensation, and Staffing Study for the City of Lake City, Florida

Project Director of a Comprehensive Compensation and Benefits Analysis for the City of Bartow, Florida

Project Principal of a Compensation Survey for the City of Tamarac, Florida

Project Principal of a Compensation and Classification Study for the City of Punta Gorda, Florida

Project Principal of a Compensation and Classification Study for the City of Delray Beach, Florida

Project Principal of a Compensation and Classification Study for the City of Longwood, Florida

Project Principal of a Compensation Study for the Town of Juno Beach, Florida

Project Director of a Job Analysis and Description Development for the Town of Palm Beach, Florida

Project Director of a Classification, Compensation, and Benefits Study for the City of Palm Beach Gardens, Florida

Project Principal of a Staffing, Compensation and Classification Study for the Town of Ponce Inlet, Florida

Project Principal of a Classification and Compensation Study for the Village of Islamorada, Florida

Project Principal of a Compensation Study for Glades General Hospital, Florida

Project Principal of a Compensation Market Analysis for the St. Johns River Water Management District, Florida

Project Principal of a Total Compensation Study for the Southwest Florida Water Management District

Project Principal of a Salary, Benefit and Position Reclassification Study for the Toho Water Authority, Florida

Project Principal of a Compensation and Classification Study for Tampa Bay Water, Florida

Project Principal of a Software Training Services for Seminole County, Florida

Project Principal of a Compensation and Classification Study for Seminole County, Florida

Project Principal of a Compensation and Benefits Study for Seminole County, Florida

Project Principal of a Performance Management Study for Seminole County, Florida

Project Principal of a Compensation and Classification Study for Gadsden County, Florida

Project Principal of a Market Salary Survey for Charlotte County, Florida

Project Principal of a Comprehensive Classification and Compensation Study for Bay County, Florida

Project Principal of a Classification and Performance Management System Review for Citrus County, Florida

Project Director of Management Consulting Services for Osceola County, Florida

Project Principal of an Employee Total Compensation Study for the Loxahatchee River District, Florida

Project Principal of a Compensation and Classification Study for the Orlando-Orange County Expressway Authority, Florida

Project Director of a Classification and Compensation Assessment for the Sarasota-Manatee Airport Authority, Florida

Project Director of Human Resources Consulting Services for the Orange County Library System, Florida

Project Principal of an Emergency Management Operations Survey for the City of Orlando, Florida

Project Principal of a Compensation and Classification Study for WorkNet Pinellas, Florida

Project Principal of a Human Resources Audit for the Association for Institutional Research

Project Principal of an IT Strategic Plan for the Florida Association of Counties

Project Principal of a Compensation Study for the Florida Association of Counties

Project Principal of a Rate Competitiveness Assessment Study for the Florida Association of Court Clerks (FACC)

Project Principal of a Human Resources Consulting Services Study for the FACC Services Group, Florida

Project Principal of a Business Model Assessment for the Florida Institute of Certified Public Accountants, Florida

Project Principal of a Compensation and Classification Study for the Florida League of Cities

Project Principal of a Compensation Study for the Florida League of Cities

Project Principal of an Organizational Review for Florida Prepaid College Fund

Project Principal of a Compensation Study for the Florida Association of Counties

Project Principal of a Compensation and Classification Study for Community Action Stops Abuse (CASA), a non-profit organization dealing with domestic violence issues

Project Principal of a Compensation and Classification Study for the City of Fairhope, Alabama

Project Principal of Pay for Performance Appraisal Consultant Services Project for the City of Riverdale, Georgia

Project Director of a Classification and Compensation Study for the City of St. Marys, Georgia

Project Principal of a Classification and Compensation Study for the City of Kingsland, Georgia

Project Principal of Compensation and Classification Study for Rockdale County, Georgia

Project Director of the Development and Monitoring of an Affirmative Action Plan for the District of Columbia Affirmative Action Plan

Project Principal of a Classification Desk Audit for the Tri-County Council for Southern Maryland

Project Director of a Classification and Compensation Study for the City of Gaithersburg, Maryland

Project Director of a Salary and Benefits Review and Analysis for the City of Hyattsville, Maryland

Project Principal of a Comprehensive Compensation Study for Allegany County, Maryland

Project Director of a Classification and Compensation Study for Gloucester County, Virginia

Project Principal of a Compensation Study and Pay Plan Development for the Norfolk Redevelopment and Housing Authority, Virginia

Project Principal of a Classification and Compensation Study for the City of Suffolk, Virginia

Project Principal of a Compensation and Pay Plan Review, as well as a Job Description Update and Career Path Analysis, for the Town of Herndon, Virginia

Project Principal of a Job Analysis and Salary Evaluation of Sheriff's Office Positions for the City of Newport News, Virginia

Project Director of a Classification and Compensation Study for the County of Culpeper, Virginia

Assistant Project Director of a Performance Audit for the County of Davie, North Carolina

Project Principal of a Compensation and Classification Study for the City of Wilmington Housing Authority, North Carolina

Project Principal of a Salary Comparability Study and Assessment of Pay-for-Performance Systems for the Housing Authority of the City of Winston-Salem, North Carolina

Project Director of an Operational Review for the Duplin County Board of County Commissioners, North Carolina

Project Director of a Classification, Compensation, Benefits, and Performance Evaluation Study for the County of Brunswick, North Carolina

Project Principal of a Salary Comparability Study and Assessment of Pay-for-Performance Systems for the Housing Authority of the City of Winston-Salem, North Carolina

Project Consultant of a Performance Audit of Lee County Government, North Carolina

Project Principal of a Compensation, Classification, and Performance Appraisal Study for the Spartanburg Housing Authority, South Carolina

Project Director of a Compensation Study for the City of Chester, South Carolina

Project Director of a Classification and Compensation Study for the City of Lancaster, South Carolina

Project Principal of a Wage and Compensation Study for the Town of Mount Pleasant, South Carolina

Project Principal of a Parity Study for Charleston County, South Carolina

Project Director of a Structural and Compensation Systems Study for Charleston County, South Carolina

Project Principal of Classification and Compensation Study and Benefit Survey for Cape Fear Public Utility Authority, South Carolina

Project Principal of a Compensation and Classification Study for Charleston County Park and Recreation Commission, South Carolina

Project Principal of a Compensation and Classification Study for City of Mauldin, South Carolina

Project Principal of a Wage and Compensation Study for the Town of Mount Pleasant, South Carolina

Project Principal of a Compensation and Classification Study for Charleston County Park and Recreation Commission, South Carolina

Project Director of a Classification and Compensation Study for the Berkeley-Charleston-Dorchester Council of Governments, South Carolina

Project Director of a Classification and Compensation Study for the Municipal Association of South Carolina

Project Principal of a Salary Study and Position Descriptions for the Mississippi Regional Housing Authority, No. VII

Project Principal of a Departmental Job Analysis, Classification, and Efficiency Study for Town of Colchester, Vermont

Project Principal of a Compensation Study for the Chittenden County Regional Planning Commission, Vermont

Project Director for Community Visioning and Strategic Planning for the Town of Colchester, Vermont

Project Principal of a Classification and Compensation Study for Rhode Island Housing

Project Principal of a Comprehensive Study of Positions within Pittsburgh City Government for the City of Pittsburgh, Pennsylvania

Project Principal of a Gender and Race Equity Audit for the County of Allegheny, Pennsylvania

Project Principal of a Compensation and Classification Study for Jefferson County, Missouri

Project Principal of a Compensation Study for the City of Lee's Summit, Missouri

Project Principal of a Compensation and Classification Study for the City of Branson, Missouri

Project Principal of an Employee Satisfaction Survey for the City of Columbia, Missouri

Project Principal of a Performance Appraisal System for the City of Columbia, Missouri

Project Principal of a Job Analysis Study of Public Safety Positions for the City of Kalamazoo, Michigan

Project Principal of a Salary Comparability Study for the Springfield Housing Authority, Illinois

Project Director of a Comprehensive Non-Union Pay and Classification Study for the City of Evanston, Illinois

Project Director of a Wage, Salary, and Comparability Study for the Peoria Housing Authority, Illinois

Project Principal of an Employee Classification and Compensation Study, Job Description Appraisals, and Update of Compensation Plan for the Lorain Metropolitan Housing Authority, Ohio

Project Principal of a Salary Study for Davidson Metropolitan Transit Authority, Tennessee

Project Principal of a Consulting Services for a Job Evaluation/Wage Survey Analysis for the Fort Wayne-Allen Count Airport Authority, Indiana

Project Principal of a Compensation, Classification, and Benefits Study for Denton County, Texas

Project Principal of a Compensation and Classification Study for the Denton County Fresh Water Supply District, Texas

Project Principal of a Law Enforcement Compensation Study for Travis County, Texas

Project Principal of a Study to Assess and Improve the Information Technology Career Ladder for Travis County, Texas

Project Principal of a Compensation Market Review and Classification Study for the City of Austin, Texas

Project Principal of a Human Resources Management Study for the City of Sunset Valley, Texas

Project Director of a Classification and Compensation Study for Williamson, Texas

Project Principal of a Staffing and Efficiency Study for the Brazos River Authority, Texas

Project Principal of a Compensation and Classification Study for the Brazos River Authority, Texas

Project Principal of a Salary and Benefits Survey for Bexar Metropolitan Water District, Texas

Project Principal of a Classification and Compensation Study and Performance Evaluation System for the City of Santa Fe, New Mexico

Project Principal of a Comprehensive Management Review for the City of Fountain, Colorado

Project Principal of a Strategic Planning Study for the City of Fountain, Colorado

Team Leader of a Disparity Study for Pima County and the City of Tucson, Arizona

Project Principal of an Employee Satisfaction Survey for the Town of Gilbert, Arizona

Education Experience

Project Principal of a Compensation and Classification Study for Edison State College, Florida

Project Director of Compensation Consulting Services for the State College of Florida, Sarasota - Manatee

Project Principal of a Compensation and Classification Study for Gulf Coast Community College, Florida

Project Principal of a Compensation and Classification Study for Palm Beach Community College, Florida

Project Principal of a Performance Management Study for Seminole County Community College, Florida

Project Principal of a Compensation and Classification Study for Pensacola State College, Florida

Team Leader of Information Technology Supplemental Staffing Services for Hillsborough County Public Schools, Florida

Project Principal of a Compensation and Classification Study for Brevard County Schools, Florida

Project Principal of a Position Classification Study of St. Lucie County Schools, Florida

Team Leader for the Human Resources Review of an Administrative Study of the Monroe County School District, Florida

Project Principal for a Compensation and Classification Study for Douglas County School System, Georgia

Project Principal of a Compensation and Classification Study for Atlanta Public Schools, Georgia

Project Principal of a Superintendent Salary Review for Atlanta Public Schools, Georgia

Project Principal of a Salary Study for Atlanta Metropolitan College, Georgia

Project Principal of a Compensation and Classification Study for Sumter County Schools, Georgia

Project Principal of a Classification and Compensation Study for Williamsburg-James City County Public Schools, Virginia

Project Principal of an Employee Classification and Compensation Analysis of Manassas City Public Schools, Virginia

Project Principal of a Pay Plan Study for Salem City Schools, Virginia

Project Principal of a Classification and Compensation Study for Lutheran Family Services of Virginia, Inc

Project Director of a School Efficiency Review for the City of Martinsville Schools, Virginia

Project Principal of a Compensation and Classification Study for Suffolk Public Schools, Virginia

Project Director of a Salary Scale Study for Loudoun County Public Schools, Virginia

Team Leader for Human Resources on School Efficiency Reviews for Covington City and Alleghany County Public School Divisions, Virginia

Assistant Project Director of a Financial Review of Davie County Public Schools, North Carolina

Project Consultant of a Financial Review of Lee County Public Schools, North Carolina

Project Principal of a Compensation and Staffing Study for Pickens County School District, South Carolina

Project Principal of a Classification and Compensation Study for Richland County School District One, South Carolina

Project Consultant of a School District Operations and Staffing Study for Needham Public Schools, Massachusetts

Project Consultant of an Organizational, Effectiveness, and Efficiency Study for Manchester Public Schools, Connecticut

Project Principal of a Position Description Review and Salary Comparison Analysis for Purchase College, State University of New York

Project Principal of a Market Salary Survey for Missouri Western State University, Missouri

Project Principal of a Classification and Compensation Plan for Non-Faculty Positions and Non-Exempt Positions for Missouri Southern State University, Missouri

Project Director of an Employee Classification and Compensation Study for McHenry County College, Illinois

Project Director of a Performance Management Study for Morehead State University, Kentucky

Project Principal of a Salary Study for Sul Ross State University, Texas

Project Principal of a Compensation and Classification Study for the Tarrant County College District, Texas

Project Director of a Classification and Compensation Study for the Lone Star College System, Texas

Project Director of Compensation and Classification Advisory Services for Maricopa County Community College District, Arizona

Project Director of Non-Faculty Job Analysis and Compensation Study for Cochise County Community College District, Arizona

Project Director of a Compensation Review for Clark College, Washington

Project Principal of a Job Audit Services Study for Gadsden Independent School District, New Mexico

Project Principal of a Human Resources Pay and Classification Study for Albuquerque Public Schools, New Mexico

Team Leader for Technology in a Management Curriculum Audit of the Guam Public School System

Team Leader for an Organizational and Operational Review of Philadelphia Public Schools, Pennsylvania

Team Leader for the Human Resources component of a Comprehensive Management Study and a Strategic Planning Study for the Los Angeles Unified School District, California

State Government Experience

Project Principal of a Comprehensive Human Resources Operations and Process Review Summary for the Nebraska Department of Health and Human Services

Team Leader of an Evaluation of the Implementation of the Race to the Top Grant for the Florida Department of Education.

Project Principal of a Business Case Analysis for the Florida Department of Veteran Affairs

Project Principal of a Child Care Inspection Assessment for the Florida Department of Children and Families

Project Principal of an Affirmative Action Planning Project for the Department of Management Services, Florida

Project Principal of an Information Technology Change Management Study for the Florida Department of Business and Professional Regulation

Project Principal of a Compensation and Classification Study for the Florida State Board of Administration, Florida

Project Principal of a Human Resources Best Practices Study for the Florida Department of Management Services

Project Principal of a Statewide Human Resources Strategic Plan project for the Florida Department of Management Services

Team Leader of a Disparity Study for the State of Alaska

Team Leader of a Disparity Study for the State of Montana

Team Leader of a Disparity Study for the State of Colorado

Other Experience

Employee Training to the City of Tallahassee, Florida for *Doing More with Less*, *Emotional Intelligence*, and *Goal Setting*

Employee Training for the City of Destin, Florida for *How to Conduct an Environmental Scan* and *Strategic Planning Facilitation*

Presentations   American Political Science Association
International Personnel Management Association
Florida State Personnel Association
Florida Professional Association for Human Resources
Florida Public Personnel Association
National Association of State Personnel Executives
Florida Government Technology Conference
Florida Government Information Services Association
Georgia Board of Health Conference
National Association of Workforce Boards
Kansas Public Personnel Conference
Texas County Leadership Institute
Workforce Planning for the 21st Century

Brian R. Wolfe
Assistant Project Director
Evergreen Solutions, LLC

Mr. Wolfe has a wide range of experience in local government and educational analysis projects. His professional background in risk management and years of experience working in the arena of professional liability and employee benefits make him uniquely qualified to apply this knowledge on a variety of consulting projects. He has served on a large array of consulting engagements involving survey design, client research, collection and analysis of qualitative and quantitative data, report writing and presenting, and the analysis of marketing research information.

Education	B.S., Economics–Sociology, Florida State University, 2001

Professional and Business History

Evergreen Solutions, LLC, Manager, January 2006 – present

Rogers, Gunter, Vaughn Insurance, Inc., Professional Risk Manager, August 2001–December 2005

American Express, Personal Financial Advisor, February 2001 – August 2001

Relevant Project Experience

Local Government and Public Sector Experience

Project Consultant of a Classification, Compensation, and Benefits Study for the City of Palm Beach Gardens, Florida

Project Consultant of a Job Analysis and Description Development for the Town of Palm Beach, Florida

Project Consultant of a Human Resources Department Audit for the Okaloosa County Sheriff's Office, Florida

Project Consultant of a Compensation Trends and Benefits Study for Tampa Bay Water, Florida

Project Consultant of a Classification and Compensation Study for the Tampa Housing Authority, Florida

Project Director of a Compensation and Classification Study for the Orlando-Orange County Expressway Authority, Florida

Project Consultant of a Compensation and Classification Study for the Hillsborough Area Regional Transit Authority, Florida

Project Consultant of a Compensation and Classification Study for Haven Hospice, Florida

Project Director of a Compensation and Classification Study for the Alachua County Sheriff's Office, Florida

Project Consultant of a Compensation Study for the Osceola County Board of County Commissioners, Florida

Project Consultant of Management Consulting Services for Osceola County, Florida

Project Director of a Compensation and Classification Study for the Village of Islamorada, Florida

Project Consultant of a Total Compensation Study for the Southwest Florida Water Management District

Project Consultant of a Comprehensive Employee Study for the Ft. Pierce Housing Authority, Florida

Project Consultant of Compensation Study for the City of Winter Park, Florida

Project Consultant of a Total Compensation Study for the City of Oakland Park, Florida

Project Director of a Staffing, Compensation and Classification Study for the Town of Ponce Inlet, Florida

Project Director of a Classification and Performance Management System Review for Citrus County, Florida

Project Consultant of a Market Salary Survey for Charlotte County, Florida

Project Director of a Compensation and Classification Study for the City of Delray Beach, Florida

Project Director of a Compensation and Classification Study for the City of Bunnell, Florida

Project Consultant of a Comprehensive Compensation and Benefits Analysis for the City of Bartow, Florida

Project Director of a Compensation Study for the City of Bushnell, Florida

Project Principal of a Classification and Compensation Study for the City of Haines City, Florida

Project Consultant of a Compensation Study and Pay for Performance System for Clay County Sheriff's Office, Florida

Project Consultant of a Pay and Classification Study for the Martin County Sheriff's Office, Florida

Project Director of a Classification, Compensation, and Staffing Study for the City of Lake City, Florida

Project Consultant of an Organizational Review for the Health Care District of Palm Beach County, Florida

Project Consultant of a Classification and Compensation Study for the Health Care District of Palm Beach County, Florida

Project Director of a Compensation Study for the Health Care District of Palm Beach County, Florida

Project Principal of a Classification and Compensation Study for WorkNet Pinellas, Florida

Project Consultant of a Performance Management Study for Seminole County, Florida

Project Consultant of a Compensation and Classification Analysis for the City of Pinecrest, Florida

Project Consultant of a Salary and Benefits Study for the City of Ocala, Florida

Project Consultant of a Police Force Compensation and Benefits Study for the City of Doral, Florida

Project Consultant of a Salary, Benefit and Position Reclassification Study for the City of Kissimmee, Florida

Project Consultant of a Salary, Benefit and Position Reclassification Study for the Toho Water Authority, Florida

Project Consultant of an HR Audit of the City of Cape Coral, Florida

Project Consultant of a Compensation and Classification Study for the City of Punta Gorda, Florida

Project Consultant of a Compensation and Classification Study for the City of Longwood, Florida

Project Consultant of a Classification and Compensation Study for Seminole County, Florida

Project Director of an Executive Classification and Compensation Study, Development of a Merit Pay System, and a Market Study of Union Positions for Keys Energy Services, Florida

Project Consultant of a Compensation, Classification and Performance Management Study for Manatee County, Florida

Project Consultant of a Compensation and Classification Study for the Southwest Florida Water Management District, Florida

Project Director of a Compensation and Classification Study for the St. John's River Water Management District, Florida

Project Consultant of a Business Model Assessment for the Florida Institute of Certified Public Accountants

Project Consultant of a Compensation Study for the Florida League of Cities

Project Director of a Compensation and Classification Study for Community Action Stops Abuse (CASA), a non-profit organization dealing with domestic violence issues

Project Director of Pay for Performance Appraisal Consultant Services Project for the City of Riverdale, Georgia

Project Consultant of a Classification and Compensation Study for the City of St. Marys, Georgia

Project Director of a Compensation and Classification Study for the City of Kingsland, Georgia

Project Consultant of Compensation and Classification Study for Rockdale County, Georgia

Project Consultant of a Compensation and Classification Study for the City of Fairhope, Alabama

Project Consultant of a Salary Study and Job Descriptions for the Mississippi Regional Housing Authority, No. VII

Assistant Project Director of a Classification Desk Audit for the Tri-County Council for Southern Maryland

Project Consultant of a Classification and Compensation Study for the City of Gaithersburg, Maryland

Assistant Project Director of a Salary and Benefits Review and Analysis for the City of Hyattsville, Maryland

Assistant Project Director of a Classification and Compensation Study for Gloucester County, Virginia

Project Director of a Compensation Study and Pay Plan Development for the Norfolk Redevelopment and Housing Authority, Virginia

Project Consultant of a Job Analysis and Salary Evaluation of the Sheriff's Office for the City of Newport News, Virginia

Project Consultant of a Classification and Compensation Study for the City of Suffolk, Virginia

Project Consultant of a Classification and Compensation Study for the County of Culpeper, Virginia

Assistant Project Director of a Classification, Compensation, Benefits, and Performance Evaluation Study for the County of Brunswick, North Carolina

Project Consultant of a Performance Audit of Davie County Government, North Carolina

Project Consultant of a Performance Audit of the Duplin County Government, North Carolina

Project Consultant of a Performance Audit of Lee County Government, North Carolina

Project Co-Director of a Salary Parity Study for Charleston County, South Carolina

Project Consultant of a Structural and Compensation Systems Study for Charleston County, South Carolina

Project Consultant of Classification and Compensation Study and Benefit Survey for Cape Fear Public Utility Authority, South Carolina

Project Consultant of a Compensation and Classification Study for the Charleston County Park and Recreation Commission, South Carolina

Project Consultant of a Compensation, Classification, and Performance Appraisal Study for the Spartanburg Housing Authority, South Carolina

Project Consultant of a Compensation and Classification Study for Orangeburg County, South Carolina

Project Consultant of a Compensation and Classification Study for the Town of Mount Pleasant, South Carolina

Project Consultant of a Compensation Study for the City of Chester, South Carolina

Project Consultant of a Classification and Compensation Study for the City of Lancaster, South Carolina

Project Consultant of a Classification and Compensation Study for the Berkeley-Charleston-Dorchester Council of Governments, South Carolina

Project Consultant of a Departmental Staffing and Efficiency Study for the Town of Colchester, Vermont

Project Consultant of a Classification and Compensation Study for Rhode Island Housing

Project Director of a Performance Appraisal System Design engagement for the City of Columbia, Missouri

Project Consultant of an Employee Satisfaction Survey of the City of Columbia, Missouri

Project Director of a Compensation and Classification Study for Jefferson County, Missouri

Project Director of a Compensation and Classification Study for the City of Branson, Missouri

Project Director of a Compensation Study for the City of Lee's Summit, Missouri

Project Consultant of a Salary Study for Davidson Metropolitan Transit Authority, Tennessee

Project Consultant of a Consulting Services for a Job Evaluation/Wage Survey Analysis for the Fort Wayne-Allen County Airport Authority, Indiana

Project Consultant of a Comprehensive Non-Union Pay and Classification Study for the City of Evanston, Illinois

Project Consultant of a Wage, Salary, and Comparability Study for the Peoria Housing Authority, Illinois

Project Consultant of a Compensation and Classification Study for the Brazos River Authority, Texas

Project Consultant of a Law Enforcement Compensation Study for Travis County, Texas

Project Consultant of a Compensation and Classification Study for Denton County, Texas

Assistant Project Director of a Classification and Compensation Study for Williamson, Texas

Project Director of a Compensation and Classification Study for Denton County Fresh Water Supply District, Texas

Project Director of a Classification and Compensation Study and Performance Evaluation System for the City of Santa Fe, New Mexico

Education Experience

Assistant Project Director of Compensation Consulting Services for the State College of Florida, Sarasota - Manatee

Project Consultant of a Performance Management Study for the Seminole County Community College, Florida

Project Consultant of a Classification and Compensation Study for the Pensacola State College, Florida

Project Consultant of an External Review on Compensation for Palm Beach Community College, Florida

Project Consultant of a Compensation and Classification Study for Gulf Coast Community College, Florida

Project Consultant of a Compensation and Classification Study for Edison State College, Florida

Project Consultant of a project to review and evaluate the information technology positions currently serving customers within Palm Beach Community College, Florida

Project Consultant of a Compensation and Classification Study for Brevard Public Schools, Florida

Project Consultant of a Salary Study for Atlanta Metropolitan College, Georgia

Project Consultant of a Salary Equity Study for Douglas County School System, Georgia

Project Consultant of a Classification and Compensation Study for Sumter County Schools, Georgia

Project Consultant of a Compensation and Classification Study for Atlanta Public Schools, Georgia

Project Consultant of a Performance Management Study for Morehead State University, Kentucky

Project Consultant of a Compensation Review for Clark College, Washington

Project Consultant of a Human Resources Review (including Staffing Study) for Needham Public Schools, Massachusetts

Project Consultant of an Operational Audit of the Hamilton-Wenham Regional School District, Massachusetts

Project Consultant of a Financial Review of Davie County Public Schools, North Carolina

Project Consultant of a Classification and Compensation Plan for Non-Faculty Positions and Non-Exempt Positions for Missouri Southern State University, Missouri

Team Leader of a Human Resources Review for Dayton Public Schools, Ohio

Project Consultant of an Employee Classification and Compensation Study for McHenry County College, Illinois

Project Consultant of School Efficiency Reviews for Martinsville City, Covington City, and Alleghany County Public School Divisions, Virginia

Project Consultant of a Classification and Compensation Study for Williamsburg-James City County Public Schools, Virginia

Project Consultant of an Employee Classification and Compensation Analysis of Manassas City Public Schools, Virginia

Project Consultant of a Salary Scale Study for Loudoun County Public Schools, Virginia

Project Consultant of a Facilities Review and Finance Assessment of the Wayne County School District, North Carolina

Project Consultant of a Staffing Audit and Compensation Review for Richland County School District One, South Carolina

Project Consultant of a Performance Audit for Richland County School District Two, South Carolina

Project Consultant of a Staffing and Compensation Study for the Pickens County Schools District, South Carolina

Project Consultant of a Compensation and Classification Study for Tarrant County College District, Texas

Assistant Project Director of a Classification and Compensation Study for the Lone Star College System, Texas

Project Consultant of a Human Resources Pay and Classification Study for Albuquerque Public Schools, New Mexico

Project Director of a Compensation and Classification Study for Gadsden Independent School District, New Mexico

Assistant Project Director of Classification and Compensation Advisory Services for Maricopa County Community College District, Arizona

Assistant Project Director of Non-Faculty Job Analysis and Compensation Study for Cochise County Community College District, Arizona

State Government Experience

Project Consultant of a Statewide Human Resources Strategic Plan project for the Florida Department of Management Services

Project Consultant of an Affirmative Action Planning Project for the Department of Management Services, Florida

Project Consultant of a Staff Augmentation Project (Business Process Analyst) for the Florida Department of Education

Project Consultant of an Evaluation of the Implementation of the Race to the Top Grant for the Florida Department of Education.

Stephanie J. Lindsay
Project Consultant
Evergreen Solutions, LLC

Ms. Lindsay's experience consists of both qualitative and quantitative research in the academic field and public sector. She has conducted a market analysis to assess a target market's preferences, lead individual depth interviews, and developed and launched multiple online quantitative surveys. She is familiar with industry analysis tools, including SWOT and Porter's Five Forces. She is also familiar with SPSS, has strong skills in oral and written communication, and is proficient in Microsoft Word, Excel, and PowerPoint.

Education

B.S., Cum Laude, Marketing & Psychology with Minor in Blount Undergraduate Initiative, The University of Alabama, May 2011

Professional and Business History

Evergreen Solutions, LLC, Research Associate, June 2012 – present; Research Assistant, June 2011 – June 2012

Relevant Project Experience

Project Consultant of a Compensation Study for the City of Winter Park, Florida

Project Consultant of a Classification and Compensation Study for the City of Haines City, Florida

Project Consultant of a Classification, Compensation, and Benefits Study for the City of Palm Beach Gardens, Florida

Project Consultant of a Compensation Study for Osceola County, Florida

Project Consultant of a Compensation Trends and Benefits Study for Tampa Bay Water, Florida

Project Consultant of an Employee Engagement Survey for Palm Beach Health Care District, Florida

Project Consultant of a Market Salary Survey for Charlotte County, Florida

Project Consultant of a Compensation and Benefits Study for Seminole County, Florida

Project Consultant of a Job Analysis and Description Development for the Town of Palm Beach, Florida

Project Consultant of a Comprehensive Compensation and Benefits Analysis for the City of Bartow, Florida

Project Consultant of a Compensation Study for Hillsborough Area Transit Authority, Florida

Project Consultant of a Human Resource Audit for Okaloosa County Sherriff's Office, Florida

Project Consultant of a Personnel Consulting Study for WorkNet Pinellas, Florida

Project Consultant of a Compensation Study for Florida League of Cities

Project Consultant of a Total Compensation Review for the Southwest Florida Water Management District, Florida

Project Consultant of a Classification and Compensation Study for the Tampa Housing Authority, Florida

Project Consultant of a Classification and Compensation Assessment for the Sarasota-Manatee Airport Authority, Florida

Project Consultant of a Classification and Compensation Study for Pensacola State College, Florida

Project Consultant of a Business Case Analysis of State Veterans' Nursing Homes for the Florida Department of Veterans' Affairs

Project Consultant of Compensation and Classification Study for Rockdale County, Georgia

Project Consultant of a Classification and Compensation Study for the City of St. Marys, Georgia

Project Consultant of a Compensation and Classification Study for the City of Fairhope, Alabama

Project Consultant of a Classification and Compensation Study for the City of Gaithersburg, Maryland

Project Consultant of a Salary and Benefits Review and Analysis for the City of Hyattsville, Maryland

Project Consultant of a Classification and Compensation Study for Gloucester County, Virginia

Project Consultant of a Classification and Compensation Study for the County of Culpeper, Virginia

Project Consultant of a Classification and Compensation Study for Montgomery County, Virginia

Project Consultant of an Employee Classification and Compensation Analysis of Manassas City Public Schools, Virginia

Project Consultant of a Salary Scale Study for Loudoun County Public Schools, Virginia

Project Consultant of a Classification, Compensation, Benefits, and Performance Evaluation Study for the County of Brunswick, North Carolina

Project Consultant of a Classification and Compensation Study and Benefits Survey for Cape Fear Public Utility Authority, North Carolina

Project Consultant of a Comprehensive Classification and Compensation Study & Performance Appraisal System for Spartanburg Housing Authority, South Carolina

Project Consultant of a Classification and Compensation Study for the City of Lancaster, South Carolina

Project Consultant of a Compensation Study for the City of Chester, South Carolina

Project Consultant of a Structural and Compensation Systems Study for Charleston County, South Carolina

Project Consultant of a Classification and Compensation Study for the Berkeley-Charleston-Dorchester Council of Governments, South Carolina

Project Consultant of a Classification and Compensation Study for the Municipal Association of South Carolina

Project Consultant of a Performance Management Study for Morehead State University, Kentucky

Project Consultant of a Comprehensive Non-Union Pay and Classification Study for the City of Evanston, Illinois

Project Consultant of a Wage, Salary, and Comparability Study for the Peoria Housing Authority, Illinois

Project Consultant of an Employee Classification and Compensation Study for McHenry County College, Illinois

Project Consultant of Compensation Consulting Services for the State College of Florida, Sarasota - Manatee

Project Consultant of a Compensation Review for Clark College, Washington

Project Consultant of a Classification and Compensation Study for Williamson, Texas

Project Consultant of a Classification and Compensation Study for the Lone Star College System, Texas

Project Consultant of Classification and Compensation Advisory Services for Maricopa County Community College District, Arizona

Project Consultant of a Non-Faculty Job Analysis and Compensation Study for Cochise County Community College District, Arizona

Project Consultant of a Community Partner Facilitation for the US Department of the Interior, National Park Service, Montana

Awards

Graduated Cum Laude
President's List – 4 semesters, December 2009 – May 2011
Dean's List – 2 semesters, May 2008/2009

Activities

Vice President – Blount Student Organization, April 2010 – May 2011; Senior Representative – April 2009 – April 2010

Member: Honors College, April 2010 – May 2011

Captain: Intramural Co-Ed Volleyball Team, August 2008 – December 2010

Representative: Blount Resident Housing Association, August 2008 – May 2009

Lauren A. Lombardo
Project Consultant
Evergreen Solutions, LLC

Education

Bachelor's Degree in Marketing and Spanish, Florida State University - Tallahassee, FL, August 2007 – April 2011

Master's Degree in Integrated Marketing Communications, Florida State University – Tallahassee, FL, August 2011 – December 2012

Professional and Business History

Evergreen Solutions, Research Analyst, Tallahassee, FL – October 2012 – Present

The Mayfield Group, Public Relations Intern, Tallahassee, FL – May 2012 – August 2012

Florida State University, School of Communications Graduate Assistant, Tallahassee, FL – August 2011 – August 2012

Florida State University Graduate School: Office of the Dean, Administrative Assistant, Tallahassee, FL – August 2011- May 2012

ADERANT, Marketing Intern, Tallahassee, FL – May 2011 – August 2011

Relevant Project Experience

Project Consultant of a Job Analysis and Description Development for the Town of Palm Beach, Florida

Project Consultant of a Comprehensive Compensation and Benefits Analysis for the City of Bartow, Florida

Project Consultant of Compensation Consulting Services for the State College of Florida, Sarasota - Manatee

Project Consultant of a Compensation Study for Tampa Bay Water, Florida

Project Consultant of a Compensation Study for the Village of North Palm Beach, Florida

Project Consultant of a Classification and Compensation Study for the City of St. Marys, Georgia

Project Consultant of a Compensation and Classification Study for Rockdale County, Georgia

Project Consultant of an Employee Classification and Compensation Analysis for Manassas City Public Schools, Virginia

Project Consultant of a Classification, Compensation, Benefits, and Performance Evaluation Study for the County of Brunswick, North Carolina

Project Consultant of a Classification and Compensation Study for Williamson, Texas

Project Consultant of an Employee Classification and Compensation Study for McHenry County College, Illinois

Project Consultant of a Non-Faculty Job Analysis and Compensation Study for Cochise County Community College District, Arizona

Project Consultant of a Classification and Compensation Study for the Lone Star College System, Texas

Skills

Fluent in Spanish

Extensive experience with Microsoft Word, Excel, PowerPoint, and SPSS.

Excellent public speaking and social interaction skills.

Activities

Member – Seminole Student Booster, August 2012

Member – Student Conduct Board Member, August 2010 – May 2012