

**RESOLUTION NO. 14-138**

**A RESOLUTION OF THE MAYOR AND THE CITY COUNCIL OF THE CITY OF DORAL, FLORIDA, WAIVING THE COMPETITIVE BID PROCESS PURSUANT SECTION 2-321 OF THE CITY CODE OF ORDINANCES FOR THE PROCUREMENT OF THE PROVISION OF A CLASSIFICATION AND COMPENSATION STUDY FOR THE STUDY; APPROVING A PROPOSAL FROM EVERGREEN SOLUTIONS, LLC FOR THE PROVISION OF THE COMPENSATION AND CLASSIFICATION IN A TOTAL COST AMOUNT NOT TO EXCEED \$39,000.00; AUTHORIZING THE CITY MANAGER TO ENTER INTO AN AGREEMENT ON BEHALF OF THE CITY WITH EVERGREEN SOLUTIONS, LLC. ON THE TERMS APPROVED HEREIN; PROVIDING FOR IMPLEMENTATION; AND PROVIDING FOR AN EFFECTIVE DATE**

**WHEREAS**, in working to ensure that the City of Doral (the “City”) is providing its employees with adequate and competitive salaries in positions that are appropriately classified, the Mayor and City Council directed the City Manager to urgently research the provision of a Classification and Compensation Study (the “Study”) for the City; and

**WHEREAS**, after establishing the parameters of the Study, the City Manager solicited quotes for the provision of the Study, and a total of three companies, including Evergreen Solutions, LLC (“Evergreen”) submitted proposals, all of which exceeded the City Manager’s procurement limit; and

**WHEREAS**, based on the overall city government expertise, references, and estimated time to complete the Study, and overall City Council feedback on the work plan, staff has recommended the City contract with Evergreen for the provision of the Study, updating the previously completed Compensation study completed during fiscal year 2009-2010, at the proposed cost of \$39,000.00, according to Evergreen’s proposal, which is attached hereto as Exhibit “A” and incorporated herein by this reference; and

**WHEREAS**, in order to respond quickly to the City Council's request, the City Manager has recommended that the City Council waive the competitive process, pursuant to section 2-321 of the City's Code of Ordinance, and select Evergreen for the provision of the Study.

**NOW THEREFORE, BE IT RESOLVED BY THE MAYOR AND CITY COUNCIL OF THE CITY OF DORAL, FLORIDA, AS FOLLOWS:**

**Section 1. Recitals.** The above recitals are confirmed, adopted, and incorporated herein and made a part hereof by this reference.

**Section 2. Waiver of Bid Process & Approval of Lowest Proposal.**  
Pursuant to Section 2-321 of the City's Code of Ordinances, the competitive bid process for the provision of a Classification and Compensation Study is hereby waived, and the proposal from Evergreen Solutions, LLC, which is attached hereto as Exhibit "A" and incorporated herein and made a part hereof by this reference, is hereby approved.

**Section 3. Authorization.** The City Manager is hereby authorized to negotiate and enter into an agreement on behalf of the Evergreen Solutions, LLC, upon approval as to the City Attorney as to form and legal sufficiency, for the provision of a Classification and Compensation Study for the City for an amount not to exceed \$39,000.00.

**Section 4. Implementation.** The City Manager and the City Attorney are hereby authorized to take such actions as may be necessary to implement the provisions of this Resolution.

**Section 5. Effective Date.** This Resolution shall become effective immediately upon its adoption.

The foregoing Resolution was offered by Vice Mayor Fraga who moved its adoption. The motion was seconded by Councilmember Rodriguez Aguilera and upon being put to a vote, the vote was as follows:

Mayor Luigi Boria	Yes
Vice Mayor Christi Fraga	Yes
Councilwoman Ana Maria Rodriguez	Yes
Councilwoman Bettina Rodriguez Aguilera	Yes
Councilwoman Sandra Ruiz	Yes

PASSED AND ADOPTED this 10 day of September, 2014.

  
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LUIGI BORIA, MAYOR

ATTEST:

  
\_\_\_\_\_  
BARBARA HERRERA, CITY CLERK

APPROVED AS TO FORM AND LEGAL  
SUFFICIENCY FOR THE SOLE USE OF  
THE CITY OF DORAL.

  
\_\_\_\_\_  
WEISS, SEROTA, HELFMAN, PASTORIZA  
COLE AND BONISKE  
CITY ATTORNEY

# EXHIBIT “A”



# Evergreen Solutions, LLC

2852 Remington Green Circle, Suite 101 - Tallahassee, Florida 32308  
850.383.0111 - fax 850.383.1511

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July 17, 2014

Ms. Rita Garcia  
Interim Human Resources Director  
City of Doral  
8401 NW 53rd Terrace  
Doral, Florida 33166

SUBMITTED VIA EMAIL: [Rita.Garcia@cityofdoral.com](mailto:Rita.Garcia@cityofdoral.com)

Dear Ms. Garcia:

We appreciate the opportunity to again work for the City of Doral. As requested, I have prepared a detailed work plan outlining the tasks, activities, and milestones necessary to successfully conduct a Pay and Classification Study for the City as well as a proposed cost an estimated timeline to complete the study.

## Detailed Work Plan

### Task 1.0 Project Kick Off

#### TASK GOALS

- Finalize the project plan with the City of Doral (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) to discuss the following objectives:
- understand City's mission and current compensation philosophy (if any);
  - review our proposed methodology, approach, and project work plan to identify any necessary revisions;

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

- reach agreement on a schedule for the project including all assignments and project milestones/deliverables;
- establish an agreeable communication schedule.

1.2 Identify potential challenges and opportunities for the study. Discuss the strategic direction of the City and some of the short and long-term priorities. This activity serves as the basis for assessing where the 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; and
- personnel policies and procedures.

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 GOALS**

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

**TASK ACTIVITIES**

2.1 Schedule and conduct employee orientation sessions.

2.2 Meet with department heads 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 Job Assessment Tool (JAT) and the Management Issues Tool (MIT). 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 interviews
- Employee orientation sessions and focus groups

**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.



**Task 5.0  
Evaluate and Build  
Projected  
Classification Plan**

- 4.2 Review information from department head interviews.
- 4.3 Make recommendation for a compensation philosophy based on input from previous steps.
- 4.4 Document accepted compensation philosophy with the CPM.

**KEY PROJECT MILESTONE**

- Compensation philosophy

**TASK GOALS**

- Identify the classification of existing positions utilizing Evergreen Solutions' job evaluation system (i.e., JAT).
- Review JAT responses.
- Characterize internal equity relationships within the City.

**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 recommendations with the CPM.

**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**

- Reach an appropriate number and identify the proper benchmark positions for the external labor market assessment. **Note:** Evergreen will use at least 40 benchmark positions.

**TASK ACTIVITIES**

- 6.1 Conduct a thorough review of all materials to date, including employee database, classification listing, interviews, compensation review, and meetings with the 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 the CPM's 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 and develop a comprehensive list of targets for conducting a successful external labor market assessment.

**TASK ACTIVITIES**

- 7.1 For each employee group, review with the CPM peer organizations that must be included in the survey.
- 7.2 Develop a preliminary list of organizations for the external labor market survey, placing a comparative emphasis on characteristics such as:
  - size of the organization;
  - geographic proximity to the City of Doral area;
  - economic and budget characteristics; and
  - other demographic data.
- 7.3 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.
- 7.4 Review survey methodology with the CPM and refine survey methodology prior to distribution of survey.



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

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

**KEY PROJECT MILESTONES**

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

**TASK GOALS**

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

**TASK ACTIVITIES**

- 8.1 Prepare a customized external labor market salary survey for the CPM's approval. Discuss the questions to include in the survey with the CPM.
- 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 the 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 10.0  
Conduct Solution  
Analysis**

**TASK ACTIVITIES**

- 9.1 Identify the compensation philosophy and accompanying thresholds.
- 9.2 Using the market data collected in **Task 8.0**, as well as 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 of Doral and customize recommendations for compensation where required.
- 9.4 Produce a pay plan(s) that best meets needs 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 GOALS**

- Conduct analysis comparing JAT values.
- 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



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

- Potential solutions
- Documented final solution

**TASK GOALS**

- Develop and submit a draft and final report of the Pay and Classification Study for the City of Doral.
- Deliver presentation to the City Council.

**TASK ACTIVITIES**

- 11.1 Produce a comprehensive draft report that captures the results of each previous step. Provide the draft report to the CPM for review and approval. The report will include any detailed costs associated with the implementation of any recommended changes resulting from this study.
- 11.2 Submit the comprehensive draft report to the CPM.
- 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 as well as procedures for the continuing maintenance and administration of the plan.
- 11.4 Deliver a presentation of the final report to the City Council.
- 11.5 Develop a communications plan for sharing study results with employees.
- 11.6 Develop implementation database to communicate the process and progress of this project to the CPM.
- 11.7 Develop a plan for maintaining recommendations over time.

**KEY PROJECT MILESTONES**

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

**Task 12.0  
Develop  
Recommendations  
for Compensation  
Administration**

**TASK GOAL**

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



**Task 13.0  
Provide Revised  
Class Descriptions  
and FLSA  
Determinations**

**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 Present recommendations to the CPM for review.

**KEY PROJECT MILESTONES**

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

**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 Discuss new class description format with the CPM.
- 13.3 Revise classification descriptions based on data gathered from the JAT process.



- 13.4 Create new class descriptions for new classifications, as needed. Provide complete listing of the allocation of job classes to salary range assignments.
- 13.5 Make FLSA determinations based on work performed and federal requirements.

**KEY PROJECT MILESTONES**

- Updated class descriptions
- New class descriptions as needed

**Proposed Cost**

Evergreen Solutions, LLC is pleased to present our proposed cost to conduct a Pay and Classification Study for the City of Doral. 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 cost to complete all tasks identified in our detailed work plan is **\$39,000**. 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.

**Proposed Timeline**

Evergreen can complete the Pay and Classification Study and deliver a final report to the City of Doral in five months of the project start date and following the signing of the contract. This timeline can be modified in way to best meet the needs of the City of Doral.

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

Sincerely,



Dr. Jeffrey Ling  
Executive Vice President  
Evergreen Solutions, LLC

