

City Council Work Session Meeting Minutes

Bixby Municipal Building
111 N. Cabaniss Ave., Bixby, OK 74008
July 27, 2026 at 5:00 PM

The agenda for the regularly scheduled meeting of the City Council Work Session of the City of Bixby was posted on the bulletin board at the Bixby Municipal Building, 111 N. Cabaniss Avenue, Bixby, OK 74008 on July 23, 2026, on or before 5:00 p.m.

Call to Order

Acting Mayor Schultz called the City Council Work Session Meeting to order at 5:01 pm.

Roll Call

Shannon Duran, City Clerk, called the roll, and the following were present:

Members Present:

Acting Mayor Schultz
Councilor Hirshey
Councilor David
Councilor Payne

Staff Present:

Todd Blish, Interim City Manager and Police Chief
JT Hammons, City Attorney
Shannon Duran, City Clerk
Charles Barnes, Finance Director
Dylan Warner, Public Works Director
Joe Sherrell, Fire Chief
Bryan Toney, Public Information Officer

Agenda

- 1) Presentation and Discussion by Evergreen Solutions Regarding a Proposed Organizational, Classification, and Compensation Study.

Mayor Schultz said Item 3 on the agenda is up for discussion.

Item presented by: Shannon Duran, City Clerk

Others who spoke: Dr. Jeff Ling, Evergreen Solutions, LLC

A handout was distributed and is attached to these minutes.

Discussion ensued regarding conducting a classification and compensation study. Ms. Duran provided a brief background on Evergreen Solutions, LLC, and Dr. Ling provided an overview of the company and the process involved in completing the study.

Council members inquired about role descriptions and how Evergreen would obtain the necessary information to evaluate positions. Dr. Ling explained that there are two primary methods for gathering this information: obtaining input directly from employees and conducting comparisons with surrounding communities and similar organizations.

Discussion continued regarding the benefits of completing the study, including identifying necessary positions, evaluating current classifications and compensation, and providing a roadmap for future growth. Council members inquired whether staff felt the study would be beneficial. Staff agreed that conducting the study would be beneficial to the City.

Council members expressed agreement that the study was needed and would assist the City with addressing staffing needs and planning for future growth. Council members were advised that any questions regarding the agreement or additional information about the study could be directed to the City Clerk.

2) Question and answer session with City Council Ward 4 candidates.

Acting Mayor Schultz said Item 2 on the agenda is up for discussion.

Item presented by: Todd Blish, Interim City Manager and Police Chief

Others who spoke: Luke Freeman, Candidate; Murray Morrie, Candidate; Bryan Jones, Candidate

Discussion ensued regarding the role and responsibilities of a Councilor. Council members asked questions of each candidate, and each candidate was given an opportunity to provide a brief overview of their qualifications and interest in serving.

Each candidate provided closing remarks. Council thanked all applicants for their interest and participation.

3) Presentation and Discussion with Public Works Regarding the Status of the Wildcat Subdivision Culvert Bridge Project and the Progress of the FBB Parking Lot Project.

Mayor Schultz said Item 3 on the agenda is up for discussion.

Item presented by: Nathan Radach, Assistant Public Works Director

Others who spoke: Dylan Warner, Public Works Director

Nathan Radach and Dylan Warner provided Council with a brief update regarding the project. Discussion ensued regarding the project and the ongoing research being conducted by the Public Works Department.

The FBB Parking Lot Project will be brought back before Council for further discussion at the next meeting.

4) Presentation and discussion of proposed amendments to The Preserve Planned Unit Development (BXPUD-22.05), located at the northeast corner of East 171st Street South and South Sheridan Road.

Mayor Schultz said Item 4 on the agenda is up for discussion.

Item presented by: Nathan Radach, Assistant Public Works Director

Others who spoke: Dylan Warner, Public Works Director

Dylan Warner advised Council that, due to time constraints and the anticipated length of discussion, this item could be moved to a future agenda for consideration.

- 5) Presentation and Discussion: Staff update on the progress, schedule, and timeline for the Unified Development Code (UDC), Capital Improvement Plan (CIP), and Comprehensive Plan updates.

Mayor Schultz said Item 5 on the agenda is up for discussion.

Item presented by: Nathan Radach, Assistant Public Works Director

Others who spoke: Dylan Warner, Public Works Director

Discussion ensued regarding the project timeline, and staff provided Council with a brief update on its current status.

Public Works emphasized the importance of allowing adequate time to complete the process and ensuring that the Unified Development Code and Comprehensive Plan are thoroughly reviewed rather than rushed. Staff emphasized that the additional time needed was important to ensure the plans are properly developed and allow for sufficient public input.

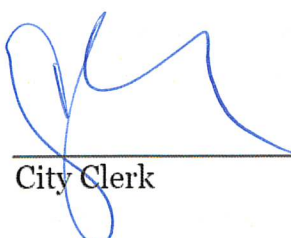
Public Works expressed a desire to have all three plans approved concurrently. Discussion followed regarding the approval timeline, with Council members expressing that the Unified Development Code and the Comprehensive Plan should proceed with approval in September as originally planned.

Councilor Hirshey noted that the process has been ongoing for several years and expressed his desire to see the project move forward. A proposed timeline was discussed, and Council inquired whether a December 31 deadline would be feasible. Staff advised that they believed the Comprehensive Plan could potentially be completed by that timeframe.

Discussion continued regarding the number of public meetings needed to receive public input. Staff recommended holding six public meetings for public comment.

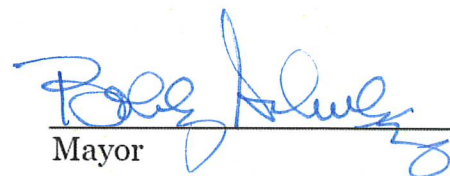
- 6) Adjournment

Adjournment was called at 5:58 pm.



City Clerk





Mayor



Evergreen Solutions, LLC

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

July 13, 2026

Shannon Duran, CMC, City Clerk
City of Bixby
111 North Cabaniss Avenue
Bixby, Oklahoma 74008

SUBMITTED VIA EMAIL: sduran@bixbyok.gov

Dear Ms. Duran:

We appreciate the opportunity to submit a letter proposal to conduct a Classification and Compensation Study and/or an Organizational/Staffing Study for the City of Bixby. I have prepared a work plan outlining the tasks, activities, and milestones necessary to accomplish this study as well as a proposed timeline and cost. Evergreen understands the City has approximately 200 employees; however, only 100 non-represented employees in the following departments will be included in the study Community Development, Public Works, Human Resources, Administration, and Finance).

Detailed Work Plan – Classification and Compensation Study

TASK 1.0: PROJECT INITIATION

TASK GOALS

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

TASK ACTIVITIES

- 1.1 Discuss with the City's Project Manager (CPM) and any other key personnel the following objectives:
 - review our proposed methodology, approach, and project work plan to identify any necessary revisions;
 - reach agreement on a schedule for the project including all assignments and project milestones/deliverables; and
 - establish an agreeable communication schedule.

- 1.2 Identify potential challenges and opportunities for the study. Discuss the strategic direction of the City and some of the short- and long-term priorities. This activity serves as the basis for assessing where the City is going and what type of pay plan will reinforce current and future goals.
- 1.3 Obtain relevant materials from the City, including:
 - any previous projects, research, evaluations, or other studies that may be relevant to this project;
 - organizational charts for the departments and divisions, along with related responsibility descriptions;
 - current position and classification descriptions, salary schedule(s), and classification system.
- 1.4 Review and edit the project work plan and submit a timeline for the completion of each project task.
- 1.5 Provide project updates to the CPM throughout the study.

KEY PROJECT MILESTONES

- Comprehensive project management plan
- Comprehensive database of City non-represented staff

TASK 2.0: EVALUATE THE CURRENT SYSTEM

TASK GOAL

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

TASK ACTIVITIES

- 2.1 Obtain the existing pay structure and compensation philosophy (if any). Review the existing pay structure and look for potential problems and issues to be resolved.
- 2.2 Identify the strengths and weaknesses of the current pay plans and structures for the City. Discuss any pay compression issues and provide possible solutions with the CPM.
- 2.3 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 3.0: COLLECT AND REVIEW CURRENT ENVIRONMENT DATA

TASK GOALS

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

TASK ACTIVITIES

- 3.1 Schedule and conduct employee orientation sessions to describe the scope of work and methodology.
- 3.2 Interview department heads to obtain relevant information and statistical data on specific compensation issues and policies. Obtain insight into perceived current compensation system strengths and weaknesses.
- 3.3 Hold focus groups with a sample of non-represented employees included in the study to obtain additional relevant information on specific compensation issues and policies.
- 3.4 Work with the CPM and Human Resources staff 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.
- 3.5 Review any data provided by the City that may provide additional relevant insight.

KEY PROJECT MILESTONES

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

TASK 4.0: EVALUATE AND BUILD PROJECTED CLASSIFICATION PLAN AND MAKE FLSA DETERMINATIONS

ASK GOALS

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

TASK ACTIVITIES

- 4.1 Ensure that all draft class specifications for non-represented employees are provided to Evergreen by the CPM.



- 4.2 Review the work performed by each classification and score based on job evaluation. Include an evaluation of supervisory comments.
- 4.3 Review job evaluation scores and identify the classification of positions.
- 4.4 Schedule and conduct additional follow-up with employees for jobs where uncertainty exists over data obtained from job evaluation.
- 4.5 Develop preliminary recommendations for the classification structure and discuss with the CPM. The classification system designed at this point would be based solely on internal equity relationships and would be guided by the job evaluation scores for each classification. Essentially, a structure of classifications would be established, and classifications with similar scoring would be grouped and spacing between jobs would be determined.
- 4.6 Develop recommendations of FLSA (exemption) status and minimum qualifications based on results of the job evaluation (JAT) review and federal requirements.
- 4.7 Finalize recommendations with the CPM.

KEY PROJECT MILESTONES

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

TASK 5.0: IDENTIFY LIST OF MARKET SURVEY BENCHMARKS AND APPROVED LIST OF TARGETS

ASK GOALS

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

TASK ACTIVITIES

- 5.1 Identify the classifications that will be used as benchmarks for the market salary survey. **Note:** Evergreen will work with the CPM to identify up to 70 of the City's non-represented classifications that will be used as benchmarks for the salary survey.
- 5.2 Finalize the list of positions with the CPM.
- 5.3 Develop a preliminary list of organizations for the external labor market survey of salary, placing a comparative emphasis on characteristics such as:
 - size of the organization;



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

KEY PROJECT MILESTONES

- Final list of benchmark positions for the external labor market assessment salary survey
- Initial list of survey peers
- Survey methodology
- Final list of survey organizations and contacts

TASK 6.0: CONDUCT MARKET SALARY SURVEY AND PROVIDE EXTERNAL ASSESSMENT SUMMARY

TASK GOALS

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

TASK ACTIVITIES

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



KEY PROJECT MILESTONES

- Market survey instrument
- Final list of survey organizations and contacts
- Summary report of external labor market salary assessment results

TASK 7.0: DEVELOP STRATEGIC POSITIONING RECOMMENDATIONS

TASK GOALS

- Determine the City's compensation philosophy.
- Develop a plan for all non-represented employees, providing issue areas and preliminary recommendations for strategic improvement.

TASK ACTIVITIES

- 7.1 Identify the accepted compensation philosophy and accompanying thresholds.
- 7.2 Using the market salary survey data collected in **Task 6.0**, and the classification data reviewed in **Task 4.0**, determine the proper pay structure/ranges for the City's non-represented classifications.
- 7.3 Produce a revised or new pay scale(s)/structure that best meets the needs of the City from an internal and external equity standpoint.

KEY PROJECT MILESTONES

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

TASK 8.0: CONDUCT SOLUTIONS ANALYSIS

TASK GOALS

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

TASK ACTIVITIES

- 8.1 Conduct regression analysis or other appropriate techniques to properly slot non-represented classification into the proposed pay plan for the City.



- 8.2 Place all classifications into pay grades based on **Task Activity 8.1**. Sort alphabetically by job class title, in descending order by range, and by old class title and new class specifications.
- 8.3 Create implementation solutions for consideration that take into account the current position of the City as well as the findings from the classification and compensation analysis. Identify and prepare a range of compensation policy alternatives.
- 8.4 Discuss with the CPM potential solutions.
- 8.5 Determine the best solution to meet the needs of the City in the short-term and long-term.
- 8.6 Document the accepted solution.

KEY PROJECT MILESTONES

- Initial regression analysis
- Potential solutions
- Documented final solution

TASK 9.0: DEVELOP AND SUBMIT DRAFT AND FINAL REPORTS

TASK GOALS

- Develop and submit a draft and Final Report of the Classification and Compensation Study for the City of Bixby.
- Present the Final Report.

TASK ACTIVITIES

- 9.1 Produce a comprehensive draft report that captures the results of each previous step, including a complete listing of the allocation of job classes to salary range requirements. Provide the CPM with a draft final report for review that will include all costs associated with recommendations as well as detailed implementation strategies.
- 9.2 Make edits and submit necessary copies of the Final Report to the CPM.
- 9.3 Present the Final Report to the City Council.
- 9.4 Develop a communication plan for sharing study results with non-represented employees of the City.
- 9.5 Develop a plan for maintaining recommendations over time.

KEY PROJECT MILESTONES

- Draft and final reports
- Final presentation
- Communication plan



TASK 10.0: DEVELOP RECOMMENDATIONS FOR COMPENSATION ADMINISTRATION

TASK GOALS

- Develop recommendations for a maintenance program so administration by City staff may sustain the recommended compensation system/structure.
- Conduct training.

TASK ACTIVITIES

- 10.1 Develop recommendations and guidelines for continued administration and maintenance of the classification and compensation system by City staff, including recommendations and guidelines related to:
- how employees will move through the pay structure/system as a result of transfers, promotions, or demotions;
 - how to pay employees whose base pay has reached the maximum of their pay range or value of their position;
 - the proper mix of pay
 - how often to adjust pay scales and survey the market;
 - the timing of implementation; and
 - how to keep the system fair and competitive over time.
- 10.2 Finalize and present recommendations to the CPM for review.
- 10.3 Provide training and instructional tools to Human Resources Department staff to ensure that staff can conduct individual salary audits/adjustments consistent with study methods until the next formal study is conducted using Evergreen's **JobForce Manager** tool that will enable Human Resources staff to estimate future pay plan changes, update market information, make determinations on reclassifications, and create new jobs – allowing for streamlining, and an increase in fairness and transparency of regular compensation and classification tasks after solution implementation.

KEY PROJECT MILESTONES

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



TASK 11.0: PROVIDE UPDATED CLASS DESCRIPTIONS

TASK GOALS

- Update existing class descriptions.
- Create new class descriptions for only those classifications recommended by Evergreen as a result of the job evaluation process.
- Provide final version of all class descriptions/specifications in electronic format (i.e., MS Word).

TASK ACTIVITIES

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

KEY PROJECT MILESTONES

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

Detailed Work Plan – Organizational/Staffing Study *These tasks would be conducted concurrently with the classification and compensation study.

TASK 1.0: PROJECT INITIATION *

TASK GOALS

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



TASK ACTIVITIES

- 1.2 Meet with the City's Project Manager (CPM) and other key staff to discuss the following objectives:
- understand the City's mission and current strategic plan (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.
- 1.3 Identify potential challenges and opportunities for the study. Discuss the strategic direction of the City and some of the short and long-term priorities. This activity serves as the basis for assessing where the City is going and the major operational needs.
- 1.4 Discuss with the CPM the project critical path and methods for addressing project challenges.
- 1.6 Review and edit the project work plan and submit a schedule for the completion of each project task.

KEY PROJECT MILESTONE

- Comprehensive project management plan

TASK 2.0: DATA COLLECTION

TASK GOALS

- Collect and review existing studies, reports and other pertinent data.
- Identify strategic needs and service areas.
- Identify concerns and clarify duties and responsibilities within the City's Departments (i.e., Community Development, Public Works, Human Resources, Administration, and Finance).

TASK ACTIVITIES

- 2.1 Meet with the CPM and determine available and/or previously collected resources.
- 2.2 Obtain and analyze reports and background materials pertinent to the study, including:
- strategic plan, mission, vision, goals, objectives and performance standards;
 - position descriptions;
 - organization charts and flow charts of work processes;



- current and prior year's budgets (previous two years);
 - independent financial audits;
 - recent financial audits and internal audit reports;
 - expenditure reports;
 - staffing data that reflects resource allocation and utilization;
 - administrative and financial policies, procedures and practices;
 - personnel policies, procedures and practices;
 - current workload and workload trend information;
 - service level reports including performance measures;
 - outcome measures, KPI (Key Performance Indicators), and operating statistics;
 - employee database, including name, department, unit, compensation, tenure, performance, training, and other incumbent details; and
 - other relevant data that may impact the findings and conclusions of this study.
- 2.3 Create a draft list of strategic needs and service areas for the City's included Departments and share with the CPM.
- 2.4 Revise the draft list of strategic needs and service areas based on feedback from the CPM.

KEY PROJECT MILESTONES

- Collection of existing data pertinent to this study
- Summary of high-level strategic needs and services areas

TASK 3.0: DOCUMENT AND REVIEW EXISTING OPERATIONS

TASK GOALS

- Review current operations within the City's.
- Identify functional areas and major programs.

TASK ACTIVITIES

- 3.1 Assign functional areas and major programs to the specific strategic needs and service areas and weight the allocated resources. Review the associated activities for consistency and feasibility.



- 3.2 Collect current Key Performance Indicators (KPIs) and other outcome-related data.
- 3.3 Prepare and submit summary of findings highlighting strategic needs, major services areas, functional areas, and major programs.
- 3.4 Discuss the results with the CPM and other key staff associated with the project to validate the results.

KEY PROJECT MILESTONES

- Summary of KPIs and outcome measures
- Preliminary summary of operations
- Completion of major sections of the service model

TASK 4.0: DEVELOP AND COLLECT STAFFING AND OUTCOME SURVEY

TASK GOALS

- Identify peers to include in benchmark comparison.
- Analyze peer data to determine the relevant staffing range for each department/function, service, and level.
- Create a document that summarizes requirements and operational expectations.

TASK ACTIVITIES

- 4.1 Discuss with the CPM the plan for collecting benchmark data from peers.
- 4.2 Develop and issue benchmarking survey to collect level, staffing, and KPI results from relevant peer organizations.
- 4.3 Review the comparability of KPI and outcome data and follow-up with peers when necessary.
- 4.4 Validate the peer data and conduct any follow-up work to verify information submitted to ensure a high level of comparability.
- 4.5 Develop a peer staffing matrix based on KPI and/or outcome measure variation that includes the expected staffing range by job level.

KEY PROJECT MILESTONES

- Benchmark survey document
- Benchmark survey results
- Peer staffing matrix based on KPI
- Survey of KPI results



TASK 5.0: CONDUCT STAFFING AND KPI ANALYSIS

TASK GOALS

- Evaluate and assess the City's overall organizational structure and staffing levels in each included department.
- Compare staffing and KPI data from other similar entities.
- Recommend appropriate staffing level.

TASK ACTIVITIES

- 5.1 Utilize comparison data from benchmark survey peers in the Peer Staffing Matrix to assess organizational structure and staffing levels.
- 5.2 Identify jobs by level that fall outside of the estimated staffing thresholds.
- 5.3 Develop staffing model based on current strategic needs, comparison of KPI results, and peer thresholds.
- 5.4 Validate staffing model based on KPI goals.
- 5.5 Prepare summary of findings to the CPM and HR team. Identify areas needing improvement.

KEY PROJECT MILESTONES

- Staffing model analysis
- Proposed staffing model

TASK 6.0 : REPORT RESULTS *

TASK GOALS

- Review results and develop recommendations.
- Report on results.

TASK ACTIVITIES

- 6.1 Review findings from the previous tasks.
- 6.2 Create a matrix that identifies all gaps between the current and desired staffing by level and functional area of the City.
- 6.3 Estimate the overall resource and cost savings for each change or gap based on the current and proposed staffing model.



- 6.4 Write recommendations and action plans for each change.
- 6.5 Create a draft report that summarizes results and links recommendations and outcomes from the study.
- 6.6 Discuss the recommendations with the CPM and any other key staff.
- 6.7 Assemble the final report based on feedback from the City.
- 6.8 Deliver final presentation of results.

KEY PROJECT MILESTONES

- Gap analysis matrix
- List of potential recommendations
- Draft and final report

Cost and Timeline

Our total, not-to-exceed, fixed cost to complete all tasks in our detailed work plan for the **Classification and Compensation Study** is **\$28,500**. Our total, not-to-exceed, fixed cost to complete all tasks in our detailed work plan for the **Organizational/Staffing Study** is **\$20,500**. Our cost to review and update the City's **Employee Handbook** would be **\$8,000**. Our cost is all inclusive, and includes travel costs (meals and lodging), transportation, fringe benefits, indirect cost (overhead), clerical support, and all other out-of-pocket expenses. Our cost includes two onsite visits to the City to perform the work as most of the work can be performed virtually. Evergreen can conduct all three studies in approximately 4.5 months from the execution of a contract.

Note: We are pleased to offer the City a discounted cost of only **\$52,500** should the City hire Evergreen to conduct all three studies concurrently.

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

Sincerely,



Jeffrey Ling, PhD, President
Evergreen Solutions, LLC



EVERGREEN SOLUTIONS, LLC MISSION, HISTORY, AND CAPABILITIES

Expert Advice. Proven Solutions



EVERGREEN SOLUTIONS, LLC

OUR MISSION

Partnering with the public sector to effect positive change

Public organizations rely on Evergreen's human resources and management expertise so they can better serve their employees, stakeholders, and constituents.

Defensible

Findings that hold up before a council, board, or bargaining table.

Practical

Recommendations sized to real budgets and real implementation calendars.

Evidence-based

Peer data and statistical rigor behind every conclusion we deliver.

2004

Founded in Tallahassee

47

States served

20+

Years of public sector focus

4

Markets: local, state, K-12, higher ed

OUR HISTORY

Twenty years of public sector consulting



CAPABILITIES

Six connected service lines

Most clients start with one and return for the others — the same data supports each.



Compensation

Market surveys, pay plan design, equity and compression analysis.



Classification

Job evaluation, job families, FLSA review, career ladders.



Staffing Analysis

Staffing levels, workload, span of control, succession risk.



Operational Reviews

Efficiency and effectiveness studies with costed recommendations.



Organizational Design

Structure, reporting relationships, consolidation, decision rights.



Policies & Procedures

Handbooks, administration manuals, SOPs, supervisor toolkits.

Compensation & Classification

Answering two questions at once: is the organization paying competitively, and is every job in the right place relative to every other job?

- Custom market salary surveys built on a client-approved peer set and benchmark classifications
- Job evaluation and classification structure design — job families, titling conventions, and FLSA review
- Pay plan architecture: grade design, range spread, progression rules, and step or open-range models
- Internal equity, compression, and pay-for-performance diagnostics
- Full costing of implementation scenarios, including phased and multi-year adoption options
- Administration guidance and annual market update support after adoption



What clients receive

Market report

Benchmark-by-benchmark comparison against approved peers.

Pay structure

Recommended grades, ranges, and slotting for every class.

Cost model

Scenario costing a governing body can act on.

Staffing & Workforce Planning

Right-sizing is not head-count cutting. It is matching positions to workload, service demand, and the supervision the work actually requires.

- Staffing level and workload analysis by department, function, and shift
- Span-of-control and supervisory ratio assessment against comparable organizations
- Peer benchmarking of staffing ratios, service volumes, and per-capita coverage
- Vacancy, turnover, and time-to-fill diagnostics that isolate where losses actually occur
- Succession planning and critical-role risk mapping for retirement-exposed functions
- Multi-year workforce forecasts tied to service demand, growth, and budget capacity



What clients receive

Staffing model

Required positions by function with the workload basis shown.

Gap analysis

Where the organization is over, under, or misallocated.

Forecast

Multi-year position and cost projection.

Operational Reviews

An independent look at how a department or program actually operates — what it costs, how long it takes, and where the friction sits.

- Efficiency and effectiveness reviews of departments, programs, and shared functions
- Process mapping and cycle-time analysis to surface handoffs, delays, and duplication
- Service-level and cost-per-unit benchmarking against peer organizations
- Employee and stakeholder surveys analyzed with importance–performance gap methods
- Prioritized recommendations, each with an estimated cost, savings, and difficulty rating
- Implementation roadmaps assigning owners, milestones, and measures of success



What clients receive

Findings report

Evidence-linked observations by function.

Ranked actions

Recommendations sequenced by impact and effort.

Roadmap

Who does what, by when, and how it is measured.

Organizational Design

Structure follows strategy. We test whether reporting lines, layers, and functional groupings still fit what the organization is asked to deliver.

- Assessment of current structure: reporting relationships, layers, and functional alignment
- Alternative organizational models presented with explicit tradeoffs, not a single verdict
- Consolidation, centralization, and shared-services evaluation across departments
- Role clarity work — charters, decision rights, and accountability mapping
- Position architecture and career ladders that define progression between levels
- Change management, sequencing, and communication planning for adoption



What clients receive

Structure options

Two or more models with tradeoffs made explicit.

Org charts

Current-state and recommended-state, position by position.

Transition plan

Sequenced steps and communication support.

Policies & Procedures

The documents that turn a study into standing practice — written to be enforceable, administrable, and understood by the supervisors who apply them.

- HR policy audit measured against current law, regulation, and public sector best practice
- Employee handbook drafting and modernization in plain, enforceable language
- Compensation and classification administration manuals that keep a new plan intact
- Performance management policy paired with supervisor toolkits and training
- Recruitment, retention, leave, and remote-work policy design
- Standard operating procedures and desk manuals for critical processes



What clients receive

Policy audit

Gaps and risks identified policy by policy.

Revised documents

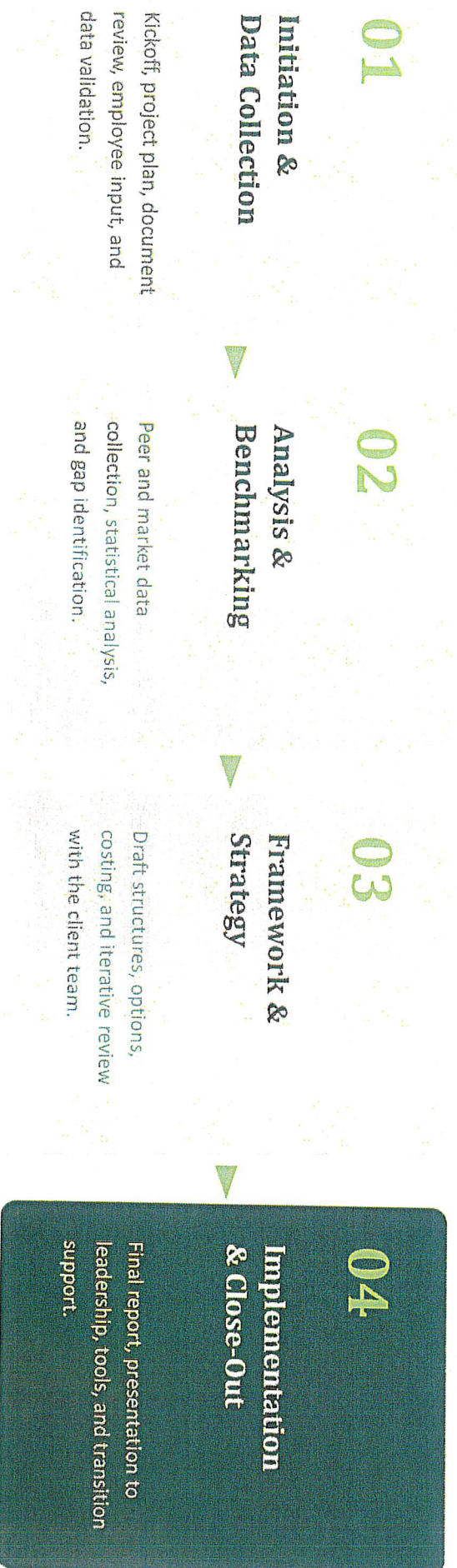
Adoption-ready handbook and manual language.

Training support

Materials that get supervisors using them.

A phased approach, consistent across service lines

Every engagement moves through the same four phases. Deliverables are reviewed with the client at each transition — no surprises in the final report.



What sets the work apart



Analytical rigor

Regression, nonparametric testing, and importance–performance gap analysis behind the recommendations — not opinion dressed as findings.



Proprietary tools

Including the Job Performance Tracker platform, a secure, data-driven approach to continuous performance management.



Original research

Published work on public sector workforce trends, compensation practice, and AI adoption informs each engagement.



Senior-led teams

Experienced consultants on the work itself, with deliverables built to be adopted by councils, boards, and commissions.

How can we help?

Whether the question is pay competitiveness, staffing levels, structure, or the policies that hold it all together, Evergreen brings the data and the implementation plan.

Evergreen Solutions, LLC

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Administration
Schedule of Wages and Salaries

TITLE OR POSITION			Health	Retirement	Dental	Life	Phone	FY26		PROPOSED							
								FY26	FY27	FY26	FY27						
								ANNUAL	ANNUAL	ANNUAL	ANNUAL						
								SALARY	SALARY	SALARY	SALARY						
City Manager	(Joey Wiedel)	1/2 to BPWA	8,056	16,088	947	24	1,300	97,500	97,500	195,000							
Assistant to City Manager	(OPEN)	1/2 to BPWA	8,056	9,900	947	24	1,300	60,000	60,000	120,000							
City Treasurer/Finance Dir	(Charles Barnes)	1/2 to BPWA	3,614	11,012	239	24	1,300	63,561	66,739	133,477	5.00%						
Salaries - Admin	(10-5-11-6-110)		19,727	36,999	2,133	72	3,900	221,061	224,239								
City Clerk	(Shannon Duran)	1/2 to BPWA	2,761	8,250	287	24	1,300	48,039	50,000	100,000	4.08%						
Assistant Finance Director	(OPEN)	1/2 to BPWA	4,199	7,838	660	24	1,300	-	47,500	95,000	0.00%						
Account's Payable Clerk	(Tonya Hunt)	1/2 to BPWA	4,199	5,217	660	24		29,120	31,620	63,240	8.59%						
Accountant	(Shade Odubela)	1/2 to BPWA	4,199	5,374	947	24		31,620	32,569	65,138	3.00%						
Encumbrance Clerk	(Rhonda Neuerburg)	1/2 to BPWA	2,761	4,395	287	24		25,863	26,639	53,277	3.00%						
HR Director	(LeAnn Tunnel)	1/2 to BPWA	2,761	8,712	287	24	1,300	48,040	52,800	105,600	9.91%						
H R Assistant	(Diane Ledford)	1/2 to BPWA	2,761	5,363	287	24		29,120	32,500	65,000	11.61%						
Salaries - General	(10-5-11-6-112)		26,400	53,399	3,703	192	5,200	259,842	323,627								
Emergency Manager	(Bryan Toney)	1/2 to BPWA		825				5,000	5,000	10,000	0.00%						
Asst. Emergency Manager	(John Kannady)	1/2 to BPWA		660				4,000	4,000	8,000	0.00%						
Salaries - General Gov't	(10-5-15-6-112)			1,485				9,000	9,000	18,000							
DEPARTMENT TOTAL			46,127	91,883	5,836	264	9,100	489,903	556,866								

Court
Schedule of Wages and Salaries

TITLE OR POSITION					FY26 ANNUAL SALARY	PROPOSED FY27 ANNUAL SALARY
	Health	Retirement	Dental	Life		
Court Clerk Judge	2,761	9,610	947	24	58,240 23,168	58,240 23,168
(OPEN) (Jason Rush)						
DEPARTMENT TOTAL	2,761	9,610	947	24	81,408	81,408

Information Technology
Schedule of Wages and Salaries

TITLE OR POSITION			Health	Retirement	Dental	Life	Phone	PROPOSED		
								FY26	FY27	
								ANNUAL	ANNUAL	
								SALARY	SALARY	
IT Director	(Bryan Toney)	1/2 to BPWA	8,056	9,323	947	24	1,300	55,000	56,503	113,006
IT Administrator	(John Freeman)	1/2 to BPWA	5,585	8,498	947	24	1,300	50,000	51,500	103,000
IT System Admin	(Clayton Black)	1/2 to BPWA	2,761	5,252	287	24		30,900	31,827	63,655
GIS Tech	(Amber Vinson)		5,521	10,725	574	48	1,300	65,000	66,950	
IT Technician	(OPEN)	1/2 to BPWA	2,761	4,419	287	24		26,000	26,780	3,00%
Salaries - General	(10-5-16-6112)		24,684	38,216	3,042	144	3,900	226,900	233,560	
DEPARTMENT TOTAL			24,684	38,216	3,042	144	3,900	226,900	233,560	

TITLE OR POSITION	End of year grade	Police Schedule of Wages and Salaries				PROPOSED				
		Health	Retirement	Dental	Life	FY26 ANNUAL SALARY	Education Pay	FY27 ANNUAL SALARY	Education Pay	Extra Duty Stipends
Chief	(Todd Blish)	5,002	24,941	1,894	48	142,602	-	151,159	-	6,00%
Assistant Chief	(Andy Choate)	16,113	18,127	1,894	48	122,148	-	129,477	-	6,00%
Salaries -Admin	(10-5-21-6110)	21,114	43,068	3,788	96	264,750	-	280,636	-	6,00%
Lieutenant	(Tim Schvrner)	16,113	16,380	1,894	48	113,000	1,200	117,000	2,400	3,54%
Lieutenant - Detective	(Blake Simpson)	11,170	14,980	1,148	48	101,000	-	107,000	2,400	5,94%
Lieutenant	(Michael Konshak)	11,170	15,260	1,148	48	103,000	-	109,000	3,600	5,83%
Sergeant	(Benjamin White)	5,521	14,140	574	48	95,000	1,200	101,000	2,400	6,32%
Sergeant	(Garret Parenteau)	16,113	13,300	1,894	48	89,000	1,200	95,000	2,400	6,74%
Sergeant	(Aaron Godwin)	11,170	13,020	1,148	48	87,000	1,800	93,000	3,600	6,90%
Corporal	(John Marshall)	11,170	11,340	1,148	48	75,000	-	81,000	3,600	8,00%
Corporal	(Akota Walsh)	16,113	11,620	1,894	48	77,000	-	83,000	2,400	7,79%
Corporal	(Jon Little)	16,113	12,740	1,894	48	85,000	1,200	91,000	2,400	7,06%
Salaries - Supervisors	(10-5-21-6111)	114,653	122,780	12,740	432	825,000	6,600	877,000	25,200	6,30%
Officer	(Harrell Kendrick)	5,521	12,180	574	48	83,000	1,200	87,000	2,400	4,82%
Officer	(Aaron Daniels)	16,113	12,180	1,894	48	83,000	1,200	87,000	1,200	4,82%
Officer	(Jerry "Jay" Francis)	16,113	12,180	1,894	48	83,000	1,200	87,000	2,400	4,82%
Officer	(Rene Torres)	5,521	12,180	574	48	83,000	1,200	87,000	2,400	4,82%
Officer	(Eric Dale)	16,113	12,180	1,894	48	83,000	1,200	87,000	2,400	4,82%
Officer	(Bradley Kendall)	16,113	11,340	1,894	48	76,000	-	81,000	2,400	6,58%
Officer	(Nathan Jones)	16,113	11,340	1,894	48	74,000	1,200	79,000	2,400	6,76%
Officer	(Seth Adcock)	8,397	11,060	574	48	74,000	1,200	79,000	2,400	6,76%
Officer	(Hunter Nahkala)	5,521	9,940	1,894	48	63,000	1,200	71,000	2,400	12,70%
Officer	(Mary (Nixon) Lopez)	16,113	9,940	574	48	58,000	-	66,000	-	13,79%
Officer	(Cutter Pritchett)	5,521	9,380	574	48	59,000	-	67,000	1,200	13,56%
Officer	(David Grant)	5,521	9,520	1,894	48	60,000	-	68,000	1,200	13,33%
Officer	(Charles "Levi" Ethridge)	16,113	10,780	1,894	48	72,000	-	77,000	-	6,94%
Officer	(Summer Alstn)	11,170	10,220	574	48	64,500	-	73,000	1,200	13,18%
Officer	(Caleb Walls)	5,521	10,220	574	48	64,500	-	73,000	2,400	12,70%
Officer	(Ron O'Bryant)	5,521	9,940	1,894	48	63,000	1,800	71,000	3,600	13,33%
Officer	(Robert Jones)	16,113	9,520	574	48	60,000	-	68,000	2,400	13,33%
Officer	(Payton Bybee)	11,170	9,380	1,894	48	59,000	-	69,000	1,200	13,33%
Officer	(Kallie Pierce)	16,113	9,520	574	48	60,000	-	68,000	1,200	13,33%
Officer	(Ryan Murray)	5,521	9,520	574	48	60,000	-	68,000	1,200	13,33%
Officer	(Leonardo Sanchez)	16,113	9,660	1,894	48	61,500	-	69,000	-	12,20%
Officer	(Jim Vazquez)	16,113	9,660	1,894	48	61,500	-	69,000	1,200	12,20%
Officer	(Billy Huterson)	8,397	9,380	1,320	48	59,000	-	67,000	2,400	13,56%
Officer	(Gavin Aldridge)	5,521	9,380	574	48	59,000	-	67,000	-	13,56%
Officer	(Jayssel Perdue)	5,521	9,380	574	48	59,000	-	67,000	-	13,56%
Officer	(Joseph Valdez)	16,113	9,380	1,894	48	61,500	1,200	69,000	2,400	12,20%
Officer	(Deandre Jennings)	16,113	9,660	1,894	48	59,000	-	67,000	1,200	13,56%
Officer	(Eddie Solis)	5,521	9,380	1,894	48	54,000	-	60,000	-	11,11%
Officer	(Trevor Pierce)	16,113	8,400	1,894	48	54,000	-	60,000	-	11,11%

TITLE OR POSITION	End of year (						FY26		FY27		Education Pay	Extra Duty Stipends	
							ANNUAL SALARY	Education Pay	ANNUAL SALARY	Education Pay			
Officer	A (Hailey Quint)	Health	Retirement	Dental	Life		54,000	-	60,000	-			11.11%
	A (Jennifer Williams)	16,113	8,400	1,894	48		54,000	-	60,000	2,400			11.11%
Salaries - Officers	(10-5-21-6112)	357,677	314,440	43,621	1,488		2,039,500	15,002	2,246,000	46,802		22,240	10.13%
Officer - SRO (Grant Funded)	(OPEN)	5,521	8,400	1,894	48		54,000	-	60,000	1,200			11.11%
	(OPEN)	5,521	8,400	1,894	48		54,000	-	60,000	1,200			11.11%
Salaries - Grant Officers	(10-5-21-6113)	11,043	16,800	3,788	96		108,000	-	120,000	2,400		-	11.11%
Chief's Secretary	(Angela Williams)	16,113	9,990	1,894	48		58,781		60,544				3.00%
Animal Control	(Patrick Matthews)	16,113	9,953	1,894	48		56,909		60,323				6.00%
Animal Control/Code Enforcement	(Jim Sweden) (P/T)	5,521	8,404	574	48		50,935		50,935				0.00%
Code Enforcement	(Anjanette Wimberley)	5,521	8,484	1,894	48		49,920		51,418				3.00%
IT/Records	(Heather Staley)	5,521	10,991	574	48		64,673		66,614				3.00%
Communications Supervisor	(Sonya Phillips)	11,170	10,823	1,148	48		63,685		65,596				3.00%
Communications	(Rachel Zimmerman)	11,170	8,525	1,148	48		50,159		51,664				3.00%
Communications	(Hillary Dry)	8,397	8,307	574	48		48,880		50,346				3.00%
Communications	(Allie Suiter)	5,521	8,525	574	48		50,159		51,664				3.00%
Communications	(Audraanna Sillis)	5,521	8,861	574	48		52,141		53,706				3.00%
Communications	(Jakob Ray)	5,521	7,954	574	48		46,800		48,204				3.00%
Communications	(Jordyn Haas)	5,521	8,307	574	48		48,880		50,346				3.00%
Communications	(Sierra Shipman)	8,397	7,954	574	48		50,159		48,204				-3.90%
Communications	(OPEN)	5,521	7,070	574	48		41,600		42,848				3.00%
Salaries - Dispatch/Other	(10-5-21-6114)	115,532	124,148	13,146	672		733,683		752,412				2.55%
DEPARTMENT TOTAL		620,020	621,236	77,082	2,784		3,970,932	21,602	4,276,048	74,403		30,150	7.68%

Fire

TITLE OR POSITION	Health	Retirement	Dental	Life	Phone	Cleaning Allowance	FY26		FY27		Education	Longevity	Stipends	Total Base Comp.		
							ANNUAL SALARY	Scheduled Overtime	ANNUAL SALARY	Scheduled Overtime						
Fire Chief	(Sherrell, Joseph)	16,113	20,707	1,894	48	1,300	132,825	146,107	1,800	8,036	30,520	620,863	11.75%	147,907		
Deputy Fire Chief	(Farrary, Nick)	16,113	18,546	1,894	48	1,300	120,000	151,999	1,200	287	10,900	133,199	10.00%	133,199		
EMS Chief	(Randy Friske)	16,113	14,750	574	48	650	83,732	94,172	1,000		10,980	103,900	18.33%	113,680		
Fire Marshall	(OPEN)	16,113	13,684	1,894	48	650	95,881	102,500	1,000	7,749	8,660	120,958	6.88%	120,958		
CRR Officer	(Ryan King)	16,113	16,534	1,894	48	650	113,171	104,549								
Salaries -Admin	(10-5-22-6110)	95,145	86,524	10,044	288	5,850	555,608	579,327	3,000	8,036	30,520	620,863	11.75%			
Battalion Chief	(Brian Coody)	16,113	19,310	1,894	48	600	83,681	100,795	600	5,166	8,660	115,221	37.69%	115,221		
Battalion Chief	(Dennis Castillas)	16,113	19,656	1,894	48	600	91,165	100,795	600	10,332	6,000	117,187	28.54%	117,187		
Battalion Chief	(Charley Boles)	16,113	20,065	1,894	48	720	93,135	100,795		23,699	11,080	119,624	28.44%	119,624		
Salaries - Supervisors	(10-5-22-6111)	48,339	59,032	5,662	144	1,800	267,981	302,384	600	23,247	25,800	352,031	31.36%			
Captain	(Nichols Edwards)	5,521	15,871	574	48		67,053	71,222	81,314	18,745	3,444	9,860	94,618	8.69%	94,618	
Captain	(Bart Bailey)	16,113	16,002	1,894	48		81,568	16,006	81,314	18,900	6,027	8,060	16,960	16.96%	95,401	
Captain	(Matthew Dossert)	16,113	15,700	1,894	48		86,522	79,950	9,920	18,544	93,601	93,601	8.18%	93,601		
Captain	(Dylan Thompson)	16,113	15,081	1,894	48		68,281	12,844	75,997	17,713	600	10,540	31,822	90.07%	90,077	
Captain	(Lay Elam)	16,113	16,099	1,894	48		75,246	14,545	81,314	18,816	1,200	2,583	96,178	27.82%	96,178	
Captain	(Kale Biggs)	16,113	15,207	1,894	48		67,361	13,083	75,997	17,763	1,200	11,080	90,860	34.89%	90,860	
Salaries - Supervisors	(10-5-22-6111)	86,086	93,861	10,044	288	-	466,031	90,733	475,888	110,461	3,000	21,236	60,540	20.31%	560,666	
Driver	(Tranner Riley)	16,113	13,665	1,894	48		71,707	14,172	68,423	16,164	5,166	8,000	81,589	13.76%	81,589	
Driver	(Brandon Davis)	16,113	13,667	1,894	48		62,071	12,266	68,423	16,143	4,018	9,040	81,481	31.27%	81,481	
Driver	(Ryan Goodner)	16,113	13,619	1,894	48		72,493	14,213	68,423	16,593	3,731	12,460	81,194	12.00%	81,194	
Driver	(Benjamin Eikey)	16,113	14,048	1,894	48		61,318	12,147	68,423	16,866	2,870	9,900	83,753	36.59%	83,753	
Driver	(Joshua Jennings)	16,113	13,194	1,894	48		69,347	13,714	66,158	15,584	2,583	9,920	78,661	13.43%	78,661	
Driver	(Adam Price)	16,113	15,027	1,894	48		65,359	12,667	66,886	17,650	2,583	16,920	88,689	37.22%	88,689	
Driver	(Adam Leak)	16,113	9,926	1,894	48		51,553	10,214	49,204	11,724	574	8,800	58,178	14.75%	58,178	
Firefighter	(Sean Shul)	16,113	10,112	1,148	48		52,073	10,297	49,204	11,943	861	10,220	60,285	15.77%	60,285	
Firefighter	(Matt Reynolds)	16,113	12,117	1,894	48		59,056	11,556	52,204	14,312	2,296	17,740	72,240	22.32%	72,240	
Firefighter	(Matt Kiv)	16,113	10,748	1,894	48		55,701	11,035	52,204	12,595	2,009	9,390	64,173	15.21%	64,173	
Firefighter	(Blake Todd)	16,113	8,397	1,894	48		39,788	7,882	45,941	10,391	287	6,220	52,448	31.82%	52,448	
Firefighter	(Clinton Shultz)	11,170	11,224	1,148	48		55,613	10,997	49,204	13,266	1,146	16,560	66,912	20.32%	66,912	
Firefighter	(Jason Emmons)	16,113	10,353	1,894	48		65,313	10,858	49,204	12,206	1,146	11,280	61,612	11.38%	61,612	
Firefighter	(Zach Heberspagar)	16,113	11,063	1,894	48		59,053	11,659	49,204	13,125	1,146	15,600	65,952	11.65%	65,952	
Firefighter	(Allen Mathewse)	16,113	11,713	1,894	48		54,953	10,867	49,204	13,069	1,148	15,900	66,252	20.56%	66,252	
Firefighter	(Usain Stolt)	16,113	12,941	1,148	48		67,553	11,363	49,204	14,222	861	21,720	71,765	24.73%	71,765	
Firefighter	(Landon Reed)	10,179	10,179	574	48		62,163	10,332	49,204	10,532	600	10,120	66,785	16.55%	66,785	
Firefighter	(Mason Messall)	5,521	10,186	574	48		52,453	10,372	49,204	12,042	861	10,720	60,785	15.85%	60,785	
Firefighter	(Eason Meaux)	5,521	10,171	574	48		53,413	10,372	49,204	11,914	574	10,360	60,738	13.71%	60,738	
Firefighter	(Luca Roberts)	16,113	10,621	1,894	48		51,953	10,273	49,204	12,780	287	15,020	67,738	14.41%	67,738	
Firefighter	(Adam Loveless)	16,113	9,812	1,894	48		61,983	10,623	49,204	11,589	574	15,020	68,451	13.71%	68,451	
Firefighter	(Kale Bernard)	16,113	8,563	1,894	48		39,788	7,862	45,941	10,113	287	4,820	51,048	28.60%	51,048	
Firefighter	(Mike Byford)	16,113	8,563	1,894	48		39,788	7,862	45,941	10,157	287	4,940	51,168	31.06%	51,168	
Firefighter	(Nean Bash)	5,521	8,697	574	48		39,788	7,862	45,941	10,331	287	5,920	52,148	28.60%	52,148	
Firefighter	(Cameron Stephens)	5,521	8,697	574	48		39,788	7,862	45,941	10,272	287	5,620	51,848	30.31%	51,848	
Firefighter	(Brian Ashley)	5,521	8,361	574	48		39,788	7,862	45,941	10,272	287	5,620	51,848	30.31%	51,848	
Firefighter	(Caleb Bates)	5,521	8,697	574	48		39,788	7,862	45,941	10,272	287	5,620	51,848	30.31%	51,848	
Firefighter	(Lauren Pernod)	5,521	8,697	574	48		39,788	7,862	45,941	10,272	287	5,620	51,848	30.31%	51,848	
Firefighter	(Augustus Lemna)	5,521	8,697	574	48		39,788	7,862	45,941	10,272	287	5,620	51,848	30.31%	51,848	
Firefighter	(Lauran Lemna)	5,521	8,697	574	48		39,788	7,862	45,941	10,272	287	5,620	51,848	30.31%	51,848	
Firefighter	(Jamie Franklin)	5,521	8,462	574	48		39,788	7,862	45,941	9,994	287	4,220	50,448	26.79%	50,448	
Firefighter	(Kyle Bass)	5,521	9,966	574	48		39,688	7,862	45,941	11,572	287	8,920	56,611	50.20%	56,611	
Firefighter	(Adam McCarney)	5,521	9,738	574	48		42,088	8,338	49,204	11,572	287	8,920	58,411	37.78%	58,411	
Firefighter	(Joshua Swann)	11,170	9,738	1,894	48		42,388	8,338	49,204	11,572	287	8,920	58,411	37.80%	58,411	
Firefighter	(Tranner Bailey)	5,521	9,362	574	48		39,688	7,862	45,941	11,057	574	10,360	52,300	32.61%	52,300	
Firefighter	(Pablo Gomez-Alano)	11,170	9,410	1,894	48		42,088	8,338	49,204	11,057	574	10,360	52,300	32.61%	52,300	
Firefighter	(Humberto Serrano)	11,170	9,362	574	48		42,088	8,338	49,204	11,057	574	10,360	52,300	32.61%	52,300	
Firefighter	(Blake Barnick)	5,521	8,772	574	48		42,000	10,302	42,000	10,302		16,060	58,060	36.10%	58,060	
Firefighter	(Matthew Brand)	5,521	9,738	574	48		42,000	10,302	42,000	10,302		16,060	58,060	36.10%	58,060	
Firefighter	(Jordan Butler)	5,521	8,722	574	48		42,000	10,302	42,000	10,302		16,060	58,060	36.10%	58,060	
Salaries - Officers	(10-5-22-6112)	439,188	403,686	49,189	1,872	-	1,788,808	349,499	1,977,721	476,200	4,200	39,893	385,460	2,407,274	36.10%	

Fire
Schedule of Wages and Salaries

TITLE OR POSITION	Health	Retirement	Dental	Life	Phone	Cleaning Allowance	FY26	Scheduled Overtime	PROPOSED	Scheduled Overtime	Education	Longevity	Stipends	Total Base Comp.		
							ANNUAL SALARY		FY27 ANNUAL SALARY							
Ambulance Shift Wages at \$5 per person per shift																
Potential Promotions from Firefighter to Driver or Driver to Captain																
EMS Supervisors																
Station Mechanics																
EMT - One Time Stipend per CBA for EMT Paramedic Training Classes																
Potential Salaries - Officers							1,768,808	349,499	2,095,146	476,200	4,200	39,893	385,460	2,573,974	45.52%	
Administrative Assistant P/T Receptionist *	(April Underwood) (Kaliyn Atkins)	16,113	8,400	1,894	48	1,300	52,888 32,448		60,000 32,448	-		-	-	60,000 32,448	13.45%	
Salaries - Administration	(10-5-22-6114)	16,113	8,400	1,894	48	1,300	85,336	-	92,448	-	-	-	-	92,448	0	
DEPARTMENT TOTAL		636,512	592,971	71,170	2,496	8,950	2,160	3,143,764	493,204	3,545,193	656,304	10,800	92,414	502,320	4,200,002	

Street Department
Schedule of Wages and Salaries

TITLE OR POSITION			Health	Retirement	Dental	Life	Phone	PROPOSED		
								FY26 ANNUAL SALARY	FY27 ANNUAL SALARY	
Field Operations Manager	(Erik Dye)	1/2 to BPWA	5,585	7,605	574	24	650	44,747	46,089	92,179 3.00%
Salaries -Supervisor	(10-5-31-6111)		5,585	7,605	574	24	650	44,747	46,089	
Foreman	(Paul Jordan)		16,113	13,950	1,894	48	650	76,814	84,543	40,646 10.06%
Crew Leader	(Jose Ruiz)		11,170	12,816	1,148	48	650	71,621	77,674	37,343 8.45%
Crew Leader	(William Robbins)		5,521	11,017	574	48	650	52,000	66,768	32,100 28.40%
Crew Leader	(Rhyder Lenard)		11,170	11,017	1,148	48	650	52,000	66,768	32,100 28.40%
Crewman	(David Endres)		5,521	7,036	574	48	650	41,600	42,640	20,500 2.50%
Crewman	(Alvin Eason)		5,521	8,283	574	48	650	46,821	50,202	24,136 7.22%
Crewman	(Brian Tipton)		5,521	8,237	574	48	650	41,600	49,920	24,000 20.00%
Crewman	(Nick Layton)		11,170	10,844	1,148	48	650	52,000	65,720	31,596 26.38%
Crewman	(Wallace Goodwin)		5,521	10,501	574	48	650	52,000	63,640	30,596 22.38%
Crewman	(Toney McKinney)		16,113	8,249	1,894	48	650	42,661	49,994	24,036 17.19%
Crewman	(Jordan Hill)		5,521	7,825	574	48	650	41,600	47,424	22,800 14.00%
Salaries - Laborers	(10-5-31-6112)		98,865	109,773	10,677	528	7,150	570,717	665,292	
DEPARTMENT TOTAL			104,450	117,378	11,250	552		615,464	711,382	

Cemetery Department
Schedule of Wages and Salaries

TITLE OR POSITION

	FY26 ANNUAL SALARY	PROPOSED FY27 ANNUAL SALARY
1. Director	\$100,000	\$100,000
2. Deputy Director	\$80,000	\$80,000
3. Chief of Staff	\$70,000	\$70,000
4. Assistant Director	\$60,000	\$60,000
5. Senior Advisor	\$50,000	\$50,000
6. Senior Counsel	\$40,000	\$40,000
7. Senior Analyst	\$30,000	\$30,000
8. Senior Researcher	\$25,000	\$25,000
9. Senior Policy Advisor	\$20,000	\$20,000
10. Senior Program Manager	\$15,000	\$15,000
11. Senior Project Manager	\$10,000	\$10,000
12. Senior Administrative Assistant	\$5,000	\$5,000
13. Senior Office Manager	\$4,000	\$4,000
14. Senior Receptionist	\$3,000	\$3,000
15. Senior Security Guard	\$2,000	\$2,000
16. Senior Janitor	\$1,000	\$1,000
17. Senior Maintenance Worker	\$1,000	\$1,000
18. Senior IT Support	\$1,000	\$1,000
19. Senior Facilities Manager	\$1,000	\$1,000
20. Senior Safety Officer	\$1,000	\$1,000
21. Senior Compliance Officer	\$1,000	\$1,000
22. Senior Quality Assurance	\$1,000	\$1,000
23. Senior Training Officer	\$1,000	\$1,000
24. Senior HR Manager	\$1,000	\$1,000
25. Senior Finance Manager	\$1,000	\$1,000
26. Senior Legal Counsel	\$1,000	\$1,000
27. Senior Public Affairs Officer	\$1,000	\$1,000
28. Senior Communications Manager	\$1,000	\$1,000
29. Senior Social Media Manager	\$1,000	\$1,000
30. Senior Content Writer	\$1,000	\$1,000
31. Senior Graphic Designer	\$1,000	\$1,000
32. Senior Video Producer	\$1,000	\$1,000
33. Senior Audio Engineer	\$1,000	\$1,000
34. Senior Web Developer	\$1,000	\$1,000
35. Senior Software Engineer	\$1,000	\$1,000
36. Senior Data Analyst	\$1,000	\$1,000
37. Senior Business Development	\$1,000	\$1,000
38. Senior Sales Representative	\$1,000	\$1,000
39. Senior Customer Support	\$1,000	\$1,000
40. Senior Product Manager	\$1,000	\$1,000
41. Senior Marketing Manager	\$1,000	\$1,000
42. Senior Brand Manager	\$1,000	\$1,000
43. Senior Advertising Manager	\$1,000	\$1,000
44. Senior Public Relations	\$1,000	\$1,000
45. Senior Crisis Management	\$1,000	\$1,000
46. Senior Risk Management	\$1,000	\$1,000
47. Senior Insurance Manager	\$1,000	\$1,000
48. Senior Claims Adjuster	\$1,000	\$1,000
49. Senior Underwriter	\$1,000	\$1,000
50. Senior Actuary	\$1,000	\$1,000
51. Senior Investment Advisor	\$1,000	\$1,000
52. Senior Financial Analyst	\$1,000	\$1,000
53. Senior Portfolio Manager	\$1,000	\$1,000
54. Senior Risk Assessor	\$1,000	\$1,000
55. Senior Compliance Officer	\$1,000	\$1,000
56. Senior Quality Assurance	\$1,000	\$1,000
57. Senior Training Officer	\$1,000	\$1,000
58. Senior HR Manager	\$1,000	\$1,000
59. Senior Finance Manager	\$1,000	\$1,000
60. Senior Legal Counsel	\$1,000	\$1,000
61. Senior Public Affairs Officer	\$1,000	\$1,000
62. Senior Communications Manager	\$1,000	\$1,000
63. Senior Social Media Manager	\$1,000	\$1,000
64. Senior Content Writer	\$1,000	\$1,000
65. Senior Graphic Designer	\$1,000	\$1,000
66. Senior Video Producer	\$1,000	\$1,000
67. Senior Audio Engineer	\$1,000	\$1,000
68. Senior Web Developer	\$1,000	\$1,000
69. Senior Software Engineer	\$1,000	\$1,000
70. Senior Data Analyst	\$1,000	\$1,000
71. Senior Business Development	\$1,000	\$1,000
72. Senior Sales Representative	\$1,000	\$1,000
73. Senior Customer Support	\$1,000	\$1,000
74. Senior Product Manager	\$1,000	\$1,000
75. Senior Marketing Manager	\$1,000	\$1,000
76. Senior Brand Manager	\$1,000	\$1,000
77. Senior Advertising Manager	\$1,000	\$1,000
78. Senior Public Relations	\$1,000	\$1,000
79. Senior Crisis Management	\$1,000	\$1,000
80. Senior Risk Management	\$1,000	\$1,000
81. Senior Insurance Manager	\$1,000	\$1,000
82. Senior Claims Adjuster	\$1,000	\$1,000
83. Senior Underwriter	\$1,000	\$1,000
84. Senior Actuary	\$1,000	\$1,000
85. Senior Investment Advisor	\$1,000	\$1,000
86. Senior Financial Analyst	\$1,000	\$1,000
87. Senior Portfolio Manager	\$1,000	\$1,000
88. Senior Risk Assessor	\$1,000	\$1,000
89. Senior Compliance Officer	\$1,000	\$1,000
90. Senior Quality Assurance	\$1,000	\$1,000
91. Senior Training Officer	\$1,000	\$1,000
92. Senior HR Manager	\$1,000	\$1,000
93. Senior Finance Manager	\$1,000	\$1,000
94. Senior Legal Counsel	\$1,000	\$1,000
95. Senior Public Affairs Officer	\$1,000	\$1,000
96. Senior Communications Manager	\$1,000	\$1,000
97. Senior Social Media Manager	\$1,000	\$1,000
98. Senior Content Writer	\$1,000	\$1,

	Health	Retirement	Dental	Life	Phone / License	
Maintenance Supervisor (10-5-41-6112)	16,113	12,697	1,894	48	650	71,614 76,951 7.45%
DEPARTMENT TOTAL	16,113	12,697	1,894	48	650	71,614 76,951

Sales Tax Personnel - Police
Schedule of Wages and Salaries

Sales Tax Personnel - Police Schedule of Wages and Salaries					PROPOSED							
TITLE OR POSITION	End of year grade	Health	Retirement	Dental	Life	FY26 ANNUAL SALARY	Education Pay	Other Pay	FY27 ANNUAL SALARY	Education Pay	Other Pay	
Officer	G	8,397	10,220	1,320	48	64,500			73,000	2,400		13.18%
Officer	J	16,113	11,060	1,894	48	74,000	600	2,051	79,000	1,200	5,400	6.76%
	(17-5-21-6112)	24,510	21,280	3,214	96	138,500	600	2,051	152,000	3,600	5,400	
Communications	(Sharna Farr)	16,113	8,525	1,894	48	50,159			51,664			3.00%
Communications	(Ivie Hopkins)	5,521	8,307	574	48	48,880			50,346			3.00%
Communications	(Jacob Robison)	5,521	8,307	574	48	48,880			50,346			3.00%
Salaries - Dispatch/Other	(17-5-21-6114)	27,156	25,139	3,042	144	147,919	-	-	152,357	-		
DEPARTMENT TOTAL		51,666	46,419	6,257	240	286,419	600	2,051	304,357	3,600	5,400	104,581

Sales Tax Personnel - Fire
Schedule of Wages and Salaries

TITLE OR POSITION	Health	Retirement	Dental	Life	FY26	SCHEDULED Overtime	PROPOSED	SCHEDULED Overtime	Education Pay	Longevity	Stipends	Total Comp.	
					ANNUAL SALARY		FY27 ANNUAL SALARY						
Firefighter	5,521	11,742	574	48	56,853	11,264	49,204	13,869		300	20,500	70,004	23.13%
Firefighter	16,113	10,061	1,894	48	53,488	10,597	51,157	11,883		625	8,200	59,982	12.14%
Firefighter	5,521	10,236	574	48	54,773	10,851	49,204	12,090		500	11,320	61,024	11.41%
Firefighter	16,113	10,287	1,894	48	54,253	10,748	49,204	11,951	1,200	400	10,720	61,524	13.40%
Firefighter	16,113	12,061	1,894	48	56,853	11,264	49,204	14,146	600	300	21,900	72,004	26.65%
Firefighter	5,521	9,850	574	48	51,854	10,273	49,204	11,535	600	300	8,720	58,824	13.44%
Firefighter	5,521	11,947	574	48	56,853	11,264	49,204	14,110		300	21,720	71,224	25.28%
Salaries - Officers	70,424	76,184	7,979	336	384,927	76,260	346,382	89,584	2,400	2,725	103,080	454,587	18.10%
DEPARTMENT TOTAL	70,424	76,184	7,979	336	384,927	76,260	346,382	89,584	2,400	2,725	103,080	454,587	

Sales Tax Personnel - Street Department
Schedule of Wages and Salaries

TITLE OR POSITION						FY26	PROPOSED	
						ANNUAL	FY27	ANNUAL
						SALARY	SALARY	
	Health	Retirement	Dental	Life	Phone			
Crewman								
	(Shad Blackburn)	5,521	8,271	574	48	650	41,600	50,128
Crewman	*	5,521	6,864	574	48	650	41,600	41,600
Crewman	*	(OPEN)						
	(OPEN)	5,521	6,864	574	48	650	41,600	41,600
								0.00%
Salaries - Laborers	(17-5-31-6112)	16,564	21,999	1,723	144	1,950	124,800	133,328
DEPARTMENT TOTAL		16,564	21,999	1,723	144		124,800	133,328
								-

Park Fund
Schedule of Wages and Salaries

TITLE OR POSITION	Health	Retirement	Dental	Life	Phone	PROPOSED		
						FY26 ANNUAL SALARY	FY27 ANNUAL SALARY	
Park Director	(John Wood)	16,113	17,975	1,894	48	1,300	103,752	108,940
Assistant Parks Director	(Durham Chilcoat)	16,113	13,614	1,894	48	650	70,000	82,511
Salaries -Supervisor	(28-5-10-6111)	32,226	31,589	3,788	96	1,950	173,752	191,451
Park Maintenance Supervisor	(Galen Conner)	8,397	10,138	1,320	48	650	55,016	61,442
Sports Field Utility Worker	(Luke Gordon)	16,113	10,770	1,894	48	650	55,696	65,271
Sports Field Laborer	(Angelio Rodriguez)	5,521	8,219	574	48	650	46,987	49,815
Sports Field Laborer	(Liam Taylor)	5,521	7,825	574	48	650	44,741	47,425
Sports Field Laborer	(Tim Russell)	11,170	8,580	1,148	48	650	42,661	52,000
Park Laborer	(Lucas Huston)	16,113	8,580	1,894	48	650	52,000	52,000
Park Laborer	(Nathan Osborn)	11,170	8,580	574	48	650	43,680	52,000
Park Laborer	(Christain Fankhauser)	5,521	7,640	574	48	650	43,680	46,300
Park Laborer	(James Waller)	11,170	9,095	1,148	48	650	52,000	55,120
Park Laborer	(Conor Barnett)	5,521	7,276	574	48	650	41,600	44,096
Park Laborer	(Maggie Russell)	5,521	8,580	574	48	650	43,680	52,000
Park Laborer	(OPEN)	11,170	6,864	1,148	48	650	41,600	41,600
Park Laborer	(OPEN)	11,170	6,864	1,148	48	650	41,600	41,600
Salaries - Laborers	(28-5-10-6112)	124,081	109,010	13,145	624	8,450	604,941	660,669
Seasonal / Part Time Worker	Tristan Chilcoat							
Seasonal / Part Time Worker	Jackson Fankhauser							
Seasonal / Part Time Worker	Abigail Cottrhan							
Seasonal / Part Time Worker	Parker Stephens							
Seasonal / Part Time Worker	Conor Taylor							
Seasonal / Part Time Worker	AJ Archambo							
Seasonal / Part Time Worker	Brody Rucker							
Salaries - Seasonal / P T	(28-5-10-6112)							
DEPARTMENT TOTAL		156,306	140,600	16,932	720	10,400	778,693	852,120

BPWA - Administration
Schedule of Wages and Salaries

TITLE OR POSITION	Health	Retirement	Dental	Life	Phone	Vehicle	PROPOSED	
							FY26 ANNUAL SALARY	FY27 ANNUAL SALARY
City Manager	8,056	16,088	947	24			79,436	97,500
Assistant to City Manager	(OPEN)	9,900	947	24			60,000	60,000
City Treasurer/Finance Dir	2,761	11,012	287	7	1,300		63,561	66,739
Public Works Director	16,113	22,094	287	7	1,300		130,000	133,900
Asst. Public Works Director	5,521	20,394	574	48	1,300		120,000	123,600
Salaries - Admin	(60-5-10-6110)	40,508	79,487	3,042	111	3,900	452,997	481,739
Billing Supervisor	(Lucy Christian)	16,113	11,768	1,894	48		69,243	71,320
Field Operations Manager	(Erik Dye)	5,585	7,605	574	24		44,747	46,089
Water / Sewer Manager	(OPEN)	5,521	9,612	574	48		115,000	115,000
Salaries - Supervisor	(60-5-10-6111)	27,219	28,985	3,042	120	-	228,990	232,410
Emergency Manager	(Bryan Toney)		825				4,000	5,000
Asst. Emergency Manager	(John Kannady)	8,056	9,323	660	48	1,300	4,000	4,000
Information Technology Director	(Bryan Toney)	2,761	8,250	287	24	1,300	55,000	56,503
City Clerk	(Shannon Duran)	8,056	9,898	947	24	1,040	48,039	50,000
Asst. City Clerk	(Candace Karpe)	16,113	23,793	1,894	48	1,300	58,240	59,987
City Engineer	(OPEN)	8,397	14,276	1,320	48		140,000	144,200
Project Manager	(Gwen Plante)	16,113	16,145	1,894	48		83,998	86,518
Construction Manager	(Don Siltner)	8,397	12,242	1,320	48		95,000	97,850
Stormwater Insp/Facility Maintenance	(Seth Arrondond)	5,521	12,413	574	24	650	69,992	74,192
Infrastructure Inspector	(Jeff Hicks)	16,113	9,687	574	24		69,992	75,232
Cemetery/Documents Administrator	(Zachary Elliott)	8,397	8,662	574	48		57,000	58,710
BPWA Admin. Asst./Receptionist	(Kimberly Shatto)	5,521	7,070	574	36		50,000	52,499
Water Billing Clerk	(Shelby Mathis)	5,521	9,195	574	48		41,600	42,848
Water Billing Clerk	(Robyn Pierce)	8,397	8,130	574	48		54,103	55,726
Water Billing Clerk	(Wanda Clark)	5,521	7,070	574	48		47,840	49,275
Receptionist	(Glory Hagedorn)	16,113	7,070	574	48		41,600	42,848
Assistant Finance Director	(OPEN)	4,199	7,838	660	24	1,300	-	42,848
Accounts Payable Clerk	(Tonya Hunt)	4,199	5,217	660	24		47,500	47,500
Encumbrance Clerk	(Rhonda Neuburg)	2,761	4,390	287	24		29,120	31,620
Accountant	(Shade Odubela)	2,761	5,374	550	24		25,832	26,606
PR / Grants Administrator	(Madeline Luster)	2,761	3,003	287	24		31,620	32,569
Event Planner	(Faith Marcear)	2,761	2,145	287	24		36,400	37,482
IT Administrator	(John Freeman)	8,056	8,498	947	24		30,000	30,000
IT Technician	(Clayton Black)	2,761	4,252	287	24		50,000	51,500
IT Technician	(OPEN)	2,761	4,419	287	24		30,900	31,827
HR Director	(Leann Tunnell)	2,761	8,712	287	24	1,040	26,000	26,780
H R Assistant	(Diane Ledford)	2,761	5,363	287	24	1,040	48,040	52,800
Salaries - General	(60-5-10-6112)	177,540	224,918	19,351	876	8,970	1,299,036	1,399,430
Attorney	(OPEN)	8,056	11,319	683	36		68,600	68,600
Salaries - Attorney	(60-5-10-6114)	8,056	11,319	683	36	-	68,600	68,600
DEPARTMENT TOTAL		253,324	344,709	26,118	1,143	12,870	2,049,624	2,182,179

BPWA - Water Distribution Department
Schedule of Wages and Salaries

TITLE OR POSITION	Health	Retirement	Dental	Life	FY26		PROPOSED		
					ANNUAL	SALARY	FY27	ANNUAL	
Utility Foreman	(Darius Bartosovsky)	5,521	13,726	574	48	71,614	83,191	28,846	16.17%
Water/Sewer Crew Leader	(Bryan Wilson)	5,521	11,966	574	48	60,000	72,520	34,865	20.87%
Water/Sewer Crew Leader	(Mark Wood)	16,113	8,885	1,894	48	51,272	53,850	25,890	5.03%
Water/Sewer Crew Leader	(James Law)	5,521	10,586	574	48	52,000	64,160	30,846	23.38%
Shop Crewman	(Andrew Peruzzi)	8,397	10,501	1,320	48	52,000	63,640	30,596	22.38%
Water/Sewer Crewman	(Peyton Robbins)	16,113	8,031	1,894	48	41,600	48,672	23,400	17.00%
Water/Sewer Crewman	(Ramon Vargas)	16,113	7,928	1,894	48	41,600	48,048	23,100	15.50%
Water/Sewer Crewman	(Isaiah Armstrong)	5,521	7,447	574	48	41,600	45,136	21,700	8.50%
Water/Sewer Crewman	(Jacob Gibson)	5,521	7,310	574	48	41,600	44,304	21,300	6.50%
Water/Sewer Crewman	James (Caleb) Freyer	16,113	7,036	1,894	48	41,600	42,640	20,500	2.50%
Water/Sewer Crewman	(Arthur Otis)	5,521	7,550	574	48	41,600	45,760	22,000	10.00%
Water/Sewer Crewman	(Daris Mickle)	5,521	7,036	574	48	41,600	42,640	20,500	2.50%
Water/Sewer Crewman	Matthew Holmes)	5,521	7,619	574	48	41,600	46,176	22,200	11.00%
Salaries - Laborers	(60-5-40-6112)	117,020	115,622	13,490	624	619,686	700,736		
DEPARTMENT TOTAL		117,020	115,622	13,490	624	619,686	700,736		

Economic Development Administration
Schedule of Wages and Salaries

TITLE OR POSITION			Health	Retirement	Dental	Life	Phone	FY26 ANNUAL SALARY	PROPOSED		
									FY27	ANNUAL	
								SALARY	SALARY		
PR / Grants Administrator	Madeline Luster	1/2 to BPWA	2,761	3,300	287	24		36,400	40,000	80,000	9.89%
Event Planner	Faith Marcear	1/2 to BPWA	2,761	2,475	287	24		30,000	30,000	60,000	0.00%
	(39-5-10-6110)										
DEPARTMENT TOTAL		-	5,521	5,775	574	48	-	66,400	70,000		