Evergreen Solutions Consultants Working on
ACC FY14 Compensation and Classification Study

Dr. Jeff Ling – Project Principal. Dr. Ling is Executive Vice-President of Evergreen Solutions and has been with the firm since its inception in 2004. 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 higher education, state and local government evaluation, research management, efficiency analysis, survey analysis, statistical modeling, and technology planning.

Dr. Ling has worked with a multitude of clients in the capacity of Project Principal. He has worked on hundreds of engagements across the nation and includes work with institutions of higher education, school districts, state and local governments, 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 and 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, or is currently on contract to serve as the Project Principal for the following compensation related studies for the following higher education clients: Sul Ross State University, TX; Tarrant County College District, TX; South Texas College; Lone Star College System, TX; Maricopa County Community College District, AZ; New Mexico Military Institute; Clark College, WA; McHenry County College, IL; Missouri Western State University; Missouri Southern State University; SUNY Purchase College, NY; Atlanta Metropolitan College, GA; State College of FL – Sarasota-Manatee; Palm Beach Community College, FL; and Edison State College, FL. In addition, he has directed studies for the following public sector clients in Texas: City of Southlake; City of Austin; City of Sunset Valley; City of Pearland; Travis County; Denton County; Williamson County;
Town of Little Elm; Brazos River Authority; Bexar Metropolitan Water District; and Denton County Fresh Water Supply District.

- 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 higher institutions he has provided these services to include, but are not limited to: Tarrant County College District, Texas, Morehead State University, KY; and Seminole County Community College, Florida.

- 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.

Ms. Adrienne Johnston – Project Director. Ms. Johnston is a Manager at Evergreen Solutions with extensive experience in labor market data collection and analysis. As a project manager, she has led the performance a team of approximately 50 Labor Market survey specialists, six supervisors and two operations managers. The team was responsible for data collection on several surveys, including a multimode data collection project of over 120,000 establishments. On each of the data collections projects that she has managed, she has produced at least a 70 percent response rate.

Ms. Johnston is also experienced in survey sample selection, occupational classification and analysis of survey results. She has published reports and survey results dashboards for state and local workforce agencies. In addition, she has software development experience
that began with the re-engineering of the base architecture and framework used to create customized Computer Assisted Telephone Interviewing solutions used for each survey project. As a Certified Scrum Master, she expanded her software development projects to include custom solutions for operational process improvement.

Some of Ms. Johnston’s recent labor market projects include: Green Goods and Services Survey for the Bureau of Labor Statistics; Response Analysis Survey- Green Goods and Services for the Bureau of Labor Statistics; Job Vacancy Survey for Massachusetts Division of Unemployment Insurance; Alabama Skills Gap Study and Results Dashboard for Alabama Department of Labor, Labor Market Information Division; Industry and Occupation Projections Dashboard for Pennsylvania Department of Labor and Industry, Center for Workforce Information and Analysis. Software development projects include: Computer Assisted Telephone Inquiry (CATI) and multimode data collection systems, online data visualization tool for survey results, Internal Mail fulfillment system for state issued licenses, state volunteer management system, state vehicle registration system. In addition, she is currently directing or serving on the Evergreen Team for the following public sector projects: a Classification and Compensation Study for the Town of Blacksburg, VA; a Compensation Study for the Alabama League of Cities; a Comprehensive Compensation and Benefits Study for the City of Rowlett, TX; a Pay for Performance Study and Salary Survey for the City of Mont Belvieu, TX; a Compensation Study for Osceola County, FL; a Salary Survey for the Marion County Sheriff’s Office, FL; a Compensation Survey for Miami-Dade County; a Benefits Study for the Lakewood Ranch Inter-District Authority, FL; a Salary Survey for the City of Kissimmee, FL; a Compensation Study for the City of Key West, FL; a Market Salary Survey for the Solid Waste Authority of Palm Beach County, FL; and a Comprehensive Classification and Compensation Study (IT positions) for Manatee County, FL.

Ms. Johnston is committed to customer service and enjoys finding new ways to combine traditional project management practices and agile tools to deliver quality solutions to her customers. She holds a Master’s degree in Applied Economics from Florida State University with a Bachelor’s in Economics and Political Science.

Ms. Betty Ressel - Local Project Consultant. Ms. Ressel, CPA, is a Managing Partner of Ressel and Associates, LLC, a certified Hub in the State of Texas. Ressel and Associates is located in Austin, Texas. Most important to this study is her work with the Lone Star College System in Texas where she served as the Local Project Consultant on the Evergreen Team for a Pay and Classification Study. In addition, she has participated in and managed 105 efficiency, performance, and operational reviews conducted by the Texas Comptroller’s Office in school districts and higher education institutions, as well as reviews of state and local governmental agencies. Each of these studies examined compensation and classification issues.
With Evergreen Ms. Ressel has served on the Team for the following studies: a Feasibility Study for the consolidation of school systems within the County of Halifax, North Carolina; a survey of Standard Billing Rates for Construction Management Firms for the Los Angeles Unified School District, CA; an evaluation of the Race to the Top Grant program for the Florida Department of Education; a Performance Audit for Lee County and a Financial Review for Lee County Public Schools, NC; a Performance Audit Davie and Duplin County Governments, and a Financial Review of Davie and Duplin County Public Schools, NC; a Performance Audit of the Health Department for Yadkin County, NC; an Organizational Effectiveness and Efficiency Study for the Richland Two School District, SC; a Classification and Compensation Study for the Lone Star College System, TX; an Organizational, Efficiency, and Effectiveness Study for Manchester Public schools, CT; and a Performance Audit of District Operations for Toledo Public Schools, OH.

In addition to directing reviews, Ms. Ressel has personally gathered data for the management reviews in each of the functional areas, administered surveys, conducted interviews as well as small and large group facilitated sessions as part of the review process, formulated fully supported recommendations and commendations, and has written and edited entire reports.

Ms. Ressel supervised and wrote the existing protocols used by many consultants, Texas School Performance Review (TSPR) analysts, higher education institutions, and individual school districts. She has applied her understanding of methodologies by creating protocols that systematically guide reviews of local city and county governments, property tax appraisal districts and child support field offices.

As a former personnel manager and the director of several large divisions within a Texas state agency, Ms. Ressel also understands state and federal laws related to managing human resources. She strongly believes in the need for clear and accessible internal policies and procedures to guide management and staff through the process. She has developed flexible staffing allocation formulas that take into account the needs of small and large school districts and other state and local governmental entities and has first-hand experience working with contracts and contract employees.

Mr. Brian Wolfe – Project Consultant. Mr. Wolfe is a Manager with Evergreen Solutions and has a Bachelor’s Degree in Economics. A sample of some of the projects he has worked on, or is currently working on, for education clients includes the following: a Compensation Study for South Texas College; a Compensation and Classification Study for Tarrant County College District, TX; Classification and Compensation Study for the Lone Star College System, TX; Classification and Compensation Advisory Services for Maricopa County
Community College District, AZ; Compensation Consulting Services for the New Mexico Military Institute; a Human Resources Pay and Classification Study for Albuquerque Public Schools, NM; and a Compensation and Classification Study for Gadsden Independent School District, NM; an Employee Classification and Compensation Analysis for McHenry County College, IL; a Classification and Compensation Plan for Non-Faculty Positions and Non-Exempt Positions for Missouri Southern State College; a Compensation Study for Williamsburg-James City County Public Schools, VA; a Staffing Audit and Compensation Review for Richland County School District One, SC; a Staffing and Compensation Study for the Pickens County Schools District, SC; a Salary Equity Study for Douglas County School System, GA; a Classification and Compensation Study for Sumter County Schools, GA; a Compensation and Classification Study for Atlanta Public Schools, GA; a Compensation and Classification Study for Brevard Public Schools, FL; Compensation Consulting Services for the State College of Florida – Sarasota-Manatee; a Performance Management Study for the Seminole County Community College, FL; an External Review on Compensation for Palm Beach State College, FL; and a Compensation and Classification Study for Edison State College, FL. In addition, he has served on the Evergreen Team for the following clients in the State of Texas: City of Southlake; Town of Little Elm; Travis County; Denton County; Williamson County; Brazos River Authority; and Denton County Fresh Water Supply District.

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 Solutions, 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 a Project Director and/or member of the Evergreen Team for more than 100 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.

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 school districts, 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.

Dr. John Carpenter – Project Consultant. Dr. Carpenter is a Senior Analyst at Evergreen Solutions. He has professional experience analyzing both quantitative and qualitative data, and also providing recommendations based on the analyses. He has extensive knowledge of rigorous mathematical and logical models, descriptive statistics, and graphical representations of information, which makes him particularly suited for interpreting intricate sets of data. The focus of his research at Evergreen Solutions has been on human resources compensation and classification studies. His primary responsibilities at Evergreen include:

- designing survey instruments and effectively retrieving and aggregating benefits and compensation information through a variety of channels;
- analyzing survey results for the sake of obtaining a picture of particular employees’ compensation packages relative to the market;
- working closely with project teams and project managers in coordinating salary and benefit survey initiatives; and
- improving job descriptions to ensure that particular employees’ duties are accurately represented within their organizations.

Dr. Carpenter’s most recent public sector projects include: a Classification and Compensation Study for the Lone Star College System, TX; a Classification and Compensation Study for South Texas College; a Classification and Compensation Advisory Services Study for Maricopa County Community College District, AZ; a Classification and Compensation Study for Chesapeake College, MD; a Compensation Study for the York County School Division, VA; a Compensation Study for Montgomery County Public Schools, VA; a Classification and Compensation Study and Benefits Study for New Hanover County and New Hanover ABC Board, NC; a Classification and Compensation Study for the Town of Hilton Head Island, SC; a Structural and Compensation System Study for Charleston County, SC; a Comprehensive Classification and Compensation Study for Greenville Water, SC; a Compensation Study for the Alabama League of Cities; a Comprehensive Classification and Compensation Study (IT positions) for Manatee County, FL; a Market Salary Study for the Solid Waste Authority of Palm Beach County, FL; a Market Salary Study for the Town of Blacksburg, VA; and a Benefits Study for the Lakewood Ranch Inter-District Authority, FL.

Dr. Carpenter earned a Doctorate and a Master’s Degree in Philosophy from Florida State
University, and also holds a Bachelor’s Degree in Mathematics from the University of Wisconsin-Madison. He has taught several university courses, including Critical Thinking, Symbolic Logic, and Ethics.