

**PRINCE GEORGE'S COUNTY MEMORIAL
LIBRARY SYSTEM**

**REQUEST FOR PROPOSAL
RFP-TC-2027-001
CLASSIFICATION & COMPENSATION
STUDY**

ISSUE DATE:	October 23, 2026
SITE VISITS:	No site visits will be scheduled or conducted during the proposal preparation period.
PROJECT MANAGER:	Aishar Pinnock, Talent & Culture Director
DEADLINE FOR QUESTIONS:	November 9, 2026 by 5:00 PM
RESPONSES TO QUESTION: DEADLINE FOR PROPOSAL SUBMISSION:	November 16, 2026 December 7, 2026 by 5:00 P.M.
PROPOSAL SUBMISSION INSTRUCTIONS:	Email PDF to procurement@pgcmls.info

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Comprehensive Classification & Compensation Study

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Background

The Prince George's County Memorial Library System (PGCMLS) is a nationally recognized, award-winning public library system with nineteen (19) branches, a facility in the County Correctional Center, and an administrative office. Serving a diverse community, 69% of the county's population is registered as borrowers, and the system recorded nearly 2.5 million visits last year. PGCMLS is a component of Prince George's County government, employing over 350 people, including 307 salaried staff and 54 hourly employees. With a FY26 operating budget of nearly \$38 million, it is a 501(c) 3 nonprofit. In FY26, PGCMLS had 535,963 cardholders, 1,513,825 visits, 333,707 reference transactions, making it one of the busiest library systems in the state. Located in the Baltimore/Washington corridor, the county borders Washington, DC and is just 37 miles south of Baltimore.

Point of Contact

All communication regarding this RFP or related matters must be sent electronically via email to the designated Point of Contact (POC). Phone calls and in-person visits will not be accepted.

POC: Tee Bonés, Procurement Specialist

Email: procurement@pgcmls.info

Acceptable Submissions

All submissions must be in PDF format and emailed to procurement@pgcmls.info. This requirement overrides other submission methods referenced in the RFP. Offerors are responsible for ensuring their submissions are received and acknowledged. The Library reserves the right to request additional information, clarification, or corrections from proposers. Offerors may also be asked to make oral presentations during the evaluation process. By submitting a proposal, the Offeror accepts the conditions outlined in the RFP, unless exceptions are clearly stated. Proposals must be submitted no later than 5:00 p.m. on December 7, 2026.

Consulting Offeror Inquiries

All questions regarding this RFP must be submitted via email by 5:00 p.m. on November 9, 2026, to the Procurement Specialist: procurement@pgcmls.info

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Standard/Licensure Requirements

The selected Offeror shall provide PGCMLS with documentation verifying possession of all applicable licenses, certifications, registrations, and other credentials required to perform the services outlined in this RFP prior to contract award.

Experience

At least five years of experience, preferably working with government agencies and non-profit organizations.

Basis of Award

PGCMLS will select the Offeror whose proposal represents the best overall value based on relevant experience, qualifications, proposed approach, capabilities, and cost. Greater consideration may be given to Offerors with demonstrated experience conducting classification and compensation studies for public libraries or governmental entities. Selection will not be based solely on the lowest proposed cost.

All submissions will be reviewed not only based on cost but also through a technical analysis that will assess the following criteria:

Product/Pricing	Proposal
Qualifications and Credentials	Presentation Quality
Performance	Control Procedures
Capabilities	Adequate Support
Experience	Staff

Proposal Evaluation

Proposal will be evaluated by the Library and the highest-ranking Offerors may be asked to make formal presentation to the Evaluation Committee. The evaluation will include, but not be limited to, the following areas:

1. Proven service capabilities and overall quality and completeness of service

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(Based on recommendations by other customers, or otherwise)

2. Understanding of Library service needs
3. Cost of service (fees and charges)
4. Interview questions and answers with the top ranked Offerors (optional).

Payment Terms

The Library makes monthly payments upon work completion, within 30 days of the invoice date. If your payment terms differ from this, please include them in your proposal.

PGCMLS, as a non-profit entity, is exempt from sales and use taxes.

Progress payments may be submitted based on work completed according to the following schedule:

- Completion of field work
- Submission of draft report
- Submission of final report and any other required reports

The Library may request additional services beyond the scope of this proposal. Any additional work agreed upon will be performed at the same rates outlined in the Offeror's schedule of fees and expenses provided in the dollar-cost bid.

Agreement Required

The successful Offeror shall be required to execute a Professional Services Agreement with PGCMLS, and a Purchase Order will be issued upon approval. No work shall commence until the Agreement has been fully executed by both parties and an authorized Purchase Order has been issued. The selected Contractor shall be responsible for completing all services and deliverables within the timeframe established in the Agreement and Scope of Work.

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Consulting Offeror Rights

All materials submitted in response to this RFP become the property of the Library and may be included in any formal documentation related to the contract. Offerors agree that the contents of other proposals are confidential and proprietary, waiving any right to access them. Supporting documentation submitted will not be returned to the Offeror.

Offerors submitting proposals should be aware that the Library is a public body and must comply with public record laws, which may require disclosure of certain information. Neither party will be held liable for disclosures required by law.

Reservation of Rights

This RFP does not obligate the Library to award a Services Agreement, pay any costs related to proposal preparation, or contract for any services. The Library reserves the right to accept or reject any proposals, negotiate with qualified Offerors, or cancel the RFP in whole or in part if it is in the Library's best interest.

The Library will evaluate proposals based on how effectively they meet its specific requirements. The lowest fee proposal may not be selected. The Library reserves the right to reject any or all proposals, waive defects or informalities, or accept portions of proposals if it is in the Library's best interest.

Proposal Format

A. General Proposal Requirements

All proposals must be signed by an authorized representative of the Offeror and include a statement confirming that the proposal shall remain valid and binding for 180 calendar days following the proposal submission deadline.

Offerors are responsible for thoroughly reviewing and understanding all requirements, specifications, terms, and conditions outlined in this RFP before submitting a proposal. Submission of a proposal constitutes acknowledgment and acceptance of these requirements unless exceptions are expressly identified in the proposal and subsequently accepted in writing by PGCMLS.

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PGCMLS reserves the right to request a detailed breakdown or clarification of proposed pricing. All proposed fees shall be firm and fixed throughout the contract term, including any renewal or extension periods, unless otherwise expressly authorized in the executed Agreement.

PGCMLS further reserves the right to request presentations, interviews, or additional clarification from Offerors under consideration for award. Participation shall be at no additional cost to PGCMLS.

B. Required Proposal Contents

Each Offeror shall submit a comprehensive proposal containing the following information:

1. Proposal Cover Sheet and Authorized Representative

Provide the Offeror's legal business name, business address, telephone number, and the name, title, and contact information of the individual authorized to contractually bind the Offeror. Identify the primary contact responsible for communications throughout the solicitation and contract period.

2. Company Qualifications and Experience

Provide an overview of the Offeror's qualifications, professional credentials, organizational capabilities, and demonstrated experience conducting classification and compensation studies, including job analysis, position evaluations, salary benchmarking, and compensation structure development.

3. Project Personnel and Qualifications

Provide resumes of all key personnel proposed for the project, including relevant education, certifications, training, and professional experience. Identify each individual's proposed role and responsibilities in completing the study.

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4. Proposed Methodology and Project Schedule

Provide a detailed description of the proposed methodology, approach, and procedures for completing the classification and compensation study.

Include a proposed project schedule identifying major milestones, deliverables, anticipated completion dates, and the estimated duration of each phase. The schedule shall demonstrate the Offeror's ability to complete the project within the timeframe established by PGCMLS.

5. Relevant Experience and Professional References

Provide at least three (3) examples of comparable classification and compensation studies completed within the past ten (10) years, preferably for public libraries, governmental agencies, or comparable public-sector organizations.

For each project, include the client's name, address, telephone number, project description, services performed, and completion date.

Where available, provide examples of compensation philosophies, classification plans, compensation structures, and salary schedules developed for previous clients.

6. Disclosure of Prior Business Relationships and Performance with PGCMLS

All Offerors shall disclose any current or previous contractual or business relationships with Prince George's County Memorial Library System (PGCMLS), regardless of whether services were performed under the Offeror's current business name, a former business name, or through a predecessor, successor, affiliated, or acquired entity.

The disclosure shall include:

- All previous or existing contracts, purchase orders, or consulting engagements with PGCMLS.
- The business name under which the services were performed.
- A description of the services provided and the approximate contract dates.

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- Any documented performance concerns, contract disputes, terminations for cause, or unresolved contractual obligations.
- An explanation of any corrective actions taken to resolve identified performance concerns.

Offerors must disclose prior performance history with PGCMLS even if the services were provided under a different business name or legal entity.

PGCMLS reserves the right to consider documented past performance, including contract compliance, quality of services, responsiveness, and fulfillment of contractual obligations, when evaluating proposals.

Failure to disclose material information regarding prior contractual relationships or performance may result in disqualification from consideration or other remedies permitted under the resulting Agreement and applicable law.

Offerors with no prior business relationship with PGCMLS shall expressly state: "No Prior Business Relationship with PGCMLS."

7. Detailed Cost Proposal

Provide a comprehensive, itemized cost proposal covering all services identified in Scope of Work.

The cost proposal shall include professional fees, anticipated expenses, deliverable costs, and any additional charges necessary to complete the study. Offerors shall also provide a proposed payment schedule tied to measurable project milestones or deliverables.

All costs shall be clearly identified, and the total proposed price shall represent the complete cost of performing the required services.

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C. Required Pricing Schedule

Study Area	Proposed Cost
Service 1 – Classification Study	\$_____
Service 2 – Compensation Study	\$_____
Service 3 – Project Communication Plan, Final Report, and Implementation Timetable and Costs	\$_____
Estimated Expenses (Itemized)	\$_____
Total Proposed Cost	\$_____

The Offeror shall identify and explain any proposed expenses not included in the professional service fees. No additional charges shall be incurred without prior written authorization from PGCMLS.

D. Each Offeror shall submit its complete proposal electronically to procurement@pgcmls.info by the established submission deadline. Proposals must be submitted as two (2) separate PDF documents only, organized as follows:

Technical Proposal (One PDF): All required documentation, including qualifications, experience, methodology, personnel, references, past performance disclosures, and the signed proposal certification, shall be combined into one complete PDF document.

Cost Proposal (One PDF): The completed pricing schedule, proposed fees, itemized expenses, and payment terms shall be submitted as a separate PDF document. Pricing information shall not be included in the Technical Proposal. Offerors shall not submit individual PDF files for each proposal section or supporting document. All technical documentation must be consolidated into one PDF, with the cost proposal submitted separately. Submissions containing multiple individual PDFs instead of the two required consolidated documents shall be deemed nonresponsive and rejected.

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Proposals must be received at procurement@pgcmls.info by the stated deadline. Submissions sent to any other email address shall not be accepted.

Failure to submit the required documents in the prescribed format or by the established deadline shall result in rejection of the proposal.

PGCMLS reserves the right to verify submitted information, contact references, and request clarification during the evaluation process.

Late Proposals Not Considered

Proposals received after the specified submission deadline will not be considered.

Inconsistency or Error in the RFP

Offerors shall promptly notify PGCMLS in writing at procurement@pgcmls.info of any ambiguity, inconsistency, omission, or error identified in this RFP prior to the proposal submission deadline. Failure to provide timely written notification shall constitute a waiver of the Offeror's right to raise objections or claims based on such matters after the submission deadline, to the extent permitted by applicable law.

Errors or Omissions

The Library is not liable for any mistakes or oversights made by the Offeror.

Addenda

The Library is not accountable for oral instructions from its employees regarding the RFP. Changes will be made only through official addenda. Offerors must regularly check the RFP Updates and Addenda section at <https://ww1.pgcmls.info/procurement-opportunities>.

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Consulting Offeror Incurred Costs

The Consulting Offeror is responsible for all costs of preparing their RFP response. Submitted materials become the Library's property and will not be returned after the submission deadline.

Modification or Withdrawal of Proposal

Proposals cannot be modified, withdrawn, or canceled for 180 days after the submission deadline, as agreed by submitting Offerors. However, proposals may be withdrawn, altered, or resubmitted in writing before the deadline, provided they comply with the terms and conditions.

Rejection of Solicitation Responses

The Library may reject or accept any proposal, in whole or part, or waive informalities as it sees fit. Offerors objecting to a rejection must submit a written protest within five days of the Notification of Award.

Consulting Offeror Certification

By submitting a proposal, the Consulting Offeror certifies it has not offered any fees, commissions, or valuables to Library employees, officials, or consultants to secure a contract.

Contract Period

The Service Agreement shall cover the period depending upon date of the Services Agreement is awarded. The contract will expire upon completion of the Scope of Work requirements.

Site Visits

Site visits will not be scheduled or conducted by PGCMLS during the proposal preparation or submission period. Offerors are not required to conduct site visits to prepare or submit a proposal. However, Offerors must include a proposed site visit and assessment plan in their proposals, outlining how site visits will be conducted following contract award to evaluate the facilities and fulfill the requirements of the Scope of Work.

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Protest of Award

Any person objecting to the award of the Services Agreement must submit a written protest to the Library by 4:00 p.m. on the fifth calendar day after the Notification of Award. The Library may reject protests not filed on time, those without merit, or those requesting confidential information about other bidders, including pricing details of the awarded Offeror.

A protester must submit a deposit to cover the Library's protest administration costs. If the protest is upheld, the deposit will be returned; if rejected, it will be forfeited. The deposit, in cash or cashier's check, must be \$1,000 or 1% of the pending award, whichever is greater, up to a maximum of \$8,000.

Termination for Convenience

The Library may terminate the contract with 30 days' written notice, or a mutually agreed timeframe not exceeding 30 days, if it is deemed in the Library's best interest. The Library will cover reasonable costs incurred by the Contractor up to the termination date, but the Contractor will not be reimbursed for anticipated profits not yet earned.

Termination for Default

If the Contractor fails to meet contract obligations or violates any provision, the Library may terminate the contract with written notice specifying the cause. The Library may claim ownership of the services provided, paying fair compensation for satisfactory work done before termination, minus any damages caused by the breach. If damages exceed the compensation, the Contractor remains liable, and the Library can collect damages or deduct from future payments. In case of disputes, the parties agree to attempt mediation before seeking arbitration, litigation, or other resolution methods.

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Scope of Work

The Prince George's County Memorial Library System (PGCMLS) invites proposals from qualified consulting firms with demonstrated expertise in conducting comprehensive classification and compensation studies. The purpose of this study is to evaluate and recommend improvements to the Library's existing employee classification system, compensation structure, and related policies to promote internal equity, external market competitiveness, consistency, and compliance with applicable laws and industry best practices.

The total project budget shall not exceed \$130,000, inclusive of all professional fees, expenses, and deliverables. Offerors must submit comprehensive proposals that address the full Scope of Work within this established budget. Proposals exceeding the maximum budget may be deemed nonresponsive and rejected from further consideration.

Prince George's County Memorial Library System (PGCMLS) employs approximately 361 full-time and part-time employees across 20 locations. The Library last conducted a compensation study in 2017 and is required under its collective bargaining agreement to conduct a compensation review every six (6) years.

The study will evaluate approximately 70 position descriptions and the Library's current compensation structure, consisting of 16 pay grades, each with three (3) pay scales.

Site Visits and Stakeholder Engagement

Offerors shall provide a detailed plan for conducting site visits and engaging employees and other stakeholders. The plan shall include:

Purpose and Objectives: Explain the goals of proposed site visits and how they will support the classification and compensation study.

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Site Selection: Describe the criteria and methodology for determining which locations require on-site visits.

Stakeholder Participation: Explain how input will be obtained from all employee groups, including staff, supervisors and managers, Talent & Culture (Human Resources), executive leadership, and union representatives.

Engagement Methods: Identify proposed methods for gathering information, including individual interviews, group meetings, surveys, virtual meetings, and on-site assessments.

Virtual Participation: PGCMLS recognizes that certain meetings, interviews, and assessments may be conducted virtually to improve efficiency and minimize costs. Offerors are encouraged to propose a combination of virtual and in-person engagement methods, clearly identifying which activities require an on-site presence and which can be conducted remotely.

Proposed Schedule: Provide the anticipated number of on-site visits, virtual meetings, duration, and proposed schedule for stakeholder engagement.

Optional Services and Pricing

Offerors shall separately identify and provide itemized pricing for optional services that may result in additional costs, including additional on-site visits, in-person meetings, or other services beyond the base Scope of Work.

The proposal must clearly distinguish between services included in the base price and optional services available at an additional cost.

All optional services shall require prior written authorization from PGCMLS. The total cost of the required study must remain within the established project budget of \$130,000.

The current Salary Scale can be found at:

<https://drive.google.com/file/d/1gIXsPTIJ5XBXLlfK36K0WulWkIPn0lYD/view?usp=sharing>

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The current Titles, Grades and Exempt Status chart can be found at:

<https://drive.google.com/file/d/1gIXsPTIJ5XBXLlfK36K0WulWkIPn0lYD/view?usp=sharing>

The consultant will be responsible for:

I. Service 1: Classification Study

- a. Review PGCMLS organizational charts and current position descriptions.
- b. If necessary, develop additional data collection instrument(s) such as questionnaires, staff interviews, job audits, etc.
- c. Provide a process whereby individual employees can request an audit of their current position classification.
- d. Review the classification systems of comparator jurisdictions (Washington, D.C., Montgomery County, MD, Anne Arundel County, MD, Howard County, MD, Baltimore County, MD, Alexandria City, VA, Fairfax County, VA, Arlington County, VA) and identify similarities and differences in how work is structured, and classification systems organize work.
- e. Identify and recommend changes that reflect the best practices in the region.
- f. Evaluate the grades of all PGCMLS job classes using a Job Evaluation methodology that addresses internal equity based on compensable factors that do not result in a discriminatory effect by race, creed, color, sex, age, national origin, religion, sexual orientation, gender identity, marital status, or mental or physical disability.
- g. Educate appropriate Library staff on the job evaluation methodology used to ensure proper implementation and future application of the system.
- h. Conduct a special review of the work assigned to the Library Associate and Librarian/Public Services Specialist job classes.

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Determine what, if any, differences exist in assigned work. Evaluate the value of any such differences in assigned work in terms of job evaluation, assigned grade, and salary. The review should also include an analysis of how comparator jurisdictions structure the work of Library Associates and Librarians/Public Services Specialists. The review must include an analysis of minimum requirements and Maryland law addressing Librarian qualifications. The findings, conclusions, and recommendations resulting from this special review will constitute a separate section of the final report to PGCMLS.

- i. Recommend amendments to the current classification plan, including the creation of new classes, elimination of unnecessary classes, consolidation of existing classes, identification of overlapping duties, and regrading of positions based on job evaluation results and market conditions. The Offeror shall develop consistent guidelines for job titles, including Aide, Assistant, Coordinator, Specialist, Supervisor, and Manager, based on duties and levels of responsibility. The Offeror shall also identify career ladders, employee advancement opportunities, and assignment flexibility to support employee mobility and skill development. Required deliverables shall include a classification recommendations matrix, written job title guidelines, proposed career pathways, and an updated classification plan.
- j. Develop or revise position descriptions and/or classification specifications, as necessary. Ensure job descriptions are in full compliance with the requirements of the Americans with Disability Act (ADA) , reflect the appropriate FLSA status, uniformly reflect essential job functions, required knowledge, skill, and abilities, minimum qualifications, working conditions, and special responsibilities.

II. Service 2: Compensation Study

- a. Conduct a comprehensive review of the PGCMLS compensation program and identify issues including but not limited to recruitment,

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retention, salary compression, pay equity and propose implementation method to correct.

- b. Develop and conduct a compensation survey evaluating benchmark positions (jobs with comparable duties and responsibilities, knowledge, skill, abilities, and qualifications) to comparable positions in comparator jurisdictions (Washington, D.C., Montgomery County, MD, Anne Arundel County, MD, Howard County, MD, Baltimore County, MD, Alexandria City, VA, Fairfax County, VA, Arlington County, VA).
 1. Measure comparator compensation in terms of earnings over time, scale minimums and maximums, actual average salaries, periodic pay adjustments, career promotional progressions, and other compensation factors that impact earnings during a normal career.
- c. Review PGCMLS' existing salary scales and recommend changes resulting from the internal and market analysis.

III. Service 3: Reporting

- a. In the interest of transparency and in conjunction with the designated management/labor study review team, design and develop an ongoing communication plan regarding the classification study to inform and educate all stakeholders on direction and progress.
- b. Prepare a draft report for the PGCMLS joint management/labor committee documenting all findings, conclusions, recommendations, costs to implement the study, and an implementation timetable. Discuss, mediate, and resolve any issues identified by the joint committee and prepare a final report to be reviewed by the Library Director for presentation to the PGCMLS Board of Trustees.