

SNO-ISLE LIBRARIES



REQUEST FOR QUOTES

**2025 Classification and
Compensation Study | NO. 2024.11.01**

SNO-ISLE LIBRARIES

7312 35TH AVE NE | MARYSVILLE, WA 98271-7417

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*ATTACHMENT A – CERTIFICATIONS AND ASSURANCES MAY BE FOUND ON PAGE 14 OF THIS DOCUMENT.

1. OVERVIEW

Sno-Isle Libraries (the Library District) is requesting quotes from interested and qualified firms for consulting services to conduct a Library District-wide Classification and Compensation Study as described herein. The Library District seeks to ensure a comprehensive Classification and Compensation Plan that retains, motivates, and attracts a qualified and diverse workforce.

2. BACKGROUND

The Library District is a local government district headquartered in Marysville, Washington, located approximately 35 miles north of Seattle, Washington. The Library District is one of the largest library districts in the State of Washington serving Snohomish and Island Counties. The Library District has approximately 478 active employees working across 23 local library branches, one service center, and through mobile services. The 23 local branches vary in size from 3.75 FTE to 23.5 FTE, The Library District last conducted a full Classification and Compensation Study in 2000. The Library District just executed its first Collective Bargaining Agreement with Local 73, Council 2, AFSCME, AFL-CIO. To remain competitive in a rapidly changing labor market and as part of negotiations, the Library District agreed to a Classification and Compensation Study to commence in 2025.

Please review A.1 - Supplemental Materials included in this Request for Qualifications, which includes resources such as organization charts and job classifications that provide additional information about The Library District.

3. TIMELINE

The projected timeline for this Request for Quotes process is provided below. The Library District may, at its sole discretion, modify the schedule as necessary to allow for thorough and complete analysis of responses. Any changes to the schedule will be communicated via written notification.

<u>Activity</u>	<u>Date/Time</u>
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Issuance of Request for Quotes/Inquiry Period Begins	November 1, 2024
Inquiry Period Ends	November 15, 2024 by 5:00 pm (PST)
Final Response to Bidders’ Questions	November 22, 2024 by 5:00 pm (PST)
Quotation Due Date	December 4, 2024 by 5:00 pm (PST)
Interviews & Reference check, if needed	December 9 – December 17, 2024
Award Notifications (approximate)	December 2024

4. SCOPE OF WORK AND SERVICES

The Library District is seeking proposals for consulting services to review the classification and compensation structure of all Library District positions and to recommend adjustments in the classification and compensation structure that allow it to remain a competitive Employer in the market and region. The anticipated start date of these services is January 2025 with a desired completion date of July 2025.

<u>Activity</u>	<u>Requirements and Deliverables</u>
Start of Process	<ul style="list-style-type: none"> • Present to Library District (Human Resources) staff an initial project overview/work plan, e.g., how findings and implementation strategy will be presented. • Provide a salary determination methodology (scoring criteria) that is streamlined, transparent, and easy to understand. • Provide information about sources for industry data and identification of comparable organizations. • Communicate ongoing status with the Library District’s Human Resources (HR) Director and Assistant HR Director, as requested.
Review and Make Recommendations to Job Classifications/Job Titles	<ul style="list-style-type: none"> • Conduct a general task analysis by department, which may include Position Description Questionnaires, interviews

	<p>with directors, assistant directors, supervisors, and employees to understand the organizational structure and essential functions of each position.</p> <ul style="list-style-type: none"> • Market review, comparison, and recommendations for all classifications/job titles (approx. 93) to ensure current industry alignment and support equity. • Ensure job descriptions are in full compliance with all applicable federal, state, local statutes, and regulations, including but not limited to, the Americans with Disabilities Act (ADA). • Provide recommendations for including preferred and minimum qualifications for unique skills, e.g., world language skills. • Provide best practices and recommendations for reclassifying positions (e.g., a process).
<p>Conduct Job Audit(s) and Make Recommendations for the job classification(s)/job title(s)</p>	<ul style="list-style-type: none"> • Conduct job audits of all job titles/classifications • Specifically conduct a job audit of the Library Associate and Library Associate-Library on Wheels job titles/classifications with a focus on time spent on various job functions and distinctions between different Library Branch locations. These two job classifications apply to approximately 107 positions across the Library District. <ul style="list-style-type: none"> ○ The successful bidder will sample from Library Associate positions across the Library District. Sampling should appropriately reflect across larger, mid-sized, and smaller locations.
<p>Analysis and Recommendation of Compensation Structure and Strategy</p>	<ul style="list-style-type: none"> • Review all background materials including personnel policies and procedures, organizational charts, job descriptions, etc.

Recommendations for removal of systemic oppression and barriers in classifications and compensation

- Review established Library District pay table and ranges for all job classifications for a market review, analysis, and recommendations for a total compensation package, inclusive of both pay and benefits. **Note this Request for Quotes’ Scope of Work does not request an in-depth review of the Library District’s benefit offerings (e.g., medical). The Library District will provide this information for total compensation overview.**
- Pay recommendations must include an appropriate range (minimum, mid and maximum) for each classification.
- The Library’s preference is to continue with one pay table, but alternative recommendations for ease of use and understanding will be considered (e.g., represented vs. non-represented staff pay tables).
- Provide review and recommendations with an Equity, Diversity, and Inclusion (EDI) lens around minimum/preferred qualification requirements and other entry or advancement barriers for populations most impacted by systemic oppression.
- Review all job classifications, descriptions, and titles with an EDI lens, which will include, but is not limited to identifying existing systemic barriers and inequities, a review of language for inclusivity, and identifying areas for improvements in accessibility beyond ADA required minimums.
- Recommendations and revisions to current job classifications, descriptions, and titles to address all identified areas of improvement for a more accessible, equitable, and inclusive compensation structure.

Recommendations for improving recruitment and retention Library District-wide as it relates to Classification and Compensation

- Provide a template and recommend language for current and future job descriptions.
- Analyze possible application of, and make recommendations regarding, Cost of Living Adjustment (COLA) adjustments, promotional increases and specialty pay compensation for unique skills (e.g., emphasis on hiring for world language skills), and current multi-lingual pay within the compensation structure.
- Address pay grade compression issues where advancement is impacted.
- Present recommendations in a written report including, but not limited to: an analysis of the fiscal impact for implementation of the recommended compensation plan; provide a strategy for monitoring market position, inflation, compression, and internal equity annually; develop policy recommendations for the administration and maintenance of the classification and compensation structure; project trend of total compensation activities for organizations surveyed and recommend options to maintain a competitive position in the market.
- Provide debrief to designated Library District staff on the use and maintenance of the class and compensation structure.

End of Process: Reports, Presentations, and Training

ADDITIONAL SERVICES:

Below are services for which the Library District would like to receive pricing for, which may or may not be contracted for in the final agreement.

<u>Activity</u>	<u>Deliverable</u>
Fair Labor Standards Act (FLSA) Review	Review and Recommendations for up to five (5) positions.

Department Review	Review, recommendation(s), and consultative discussion about structure of one department with at least 8 employees.
Job Audit/Structure Review	Additional in-depth review, recommendations, and consultative discussion about structure of one tiered classification (3 job classifications for a total of 24 positions across the 24 library locations)

5. QUESTIONS REGARDING REQUEST FOR QUOTES & ADDITIONAL INFORMATION

All questions or requests for clarifications should be submitted no later than 5:00 pm (PST) on Wednesday, November 15, 2024, to the Contracting and Procurement Unit at vendorsubmissions@sno-isle.org. The Library District will not respond to inquiries or responses received by any other method. No verbal answers by any Library District personnel or its agents and consultants will be binding on the Library District.

Responses to questions will be posted on our website <https://www.sno-isle.org/vendors/> as an addendum to this Request for Quotes and will be sent to the email address of the question submitter. The Library District may provide responses via addenda on a rolling basis depending on the nature and volume of inquiries. Final responses to all bidder questions will be posted online by 5:00 pm (PST) on Wednesday, November 22, 2024.

6. QUOTE PROPOSAL

1. General Information

In order to be considered responsive to this Request for Quotes, the bidder must submit all of the following to vendorsubmissions@sno-isle.org in accordance with Subsection 2. Submitting a Quote, below. The Library District is looking for succinct responses with relevant information.

a. **Cover Letter (on company letterhead)**

Please provide a summary of the submitted quote and a brief statement of the Consultant's qualifications to meet the needs as described in this Request for Quotes including the following:

- 1) the identification of the Consultant, including name, address, email address, telephone number, and the Consultant's office location responsible for performance under this agreement;
- 2) the Consultant/Firm's Employer Identification Number (EIN) and Washington State Unified Business Identifier (UBI) Number;
- 3) the signature of the person authorized to bind the Consultant to the terms of this proposal; and
- 4) a statement that the proposal will be valid for 180 days.

b. **General Company Profile and Experience**

Briefly provide pertinent information about the bidder including:

- 1) years in business,
- 2) qualifications to provide the services requested,
- 3) professional affiliations,
- 4) business philosophy and mission, vision, and values.
- 5) Please also include information about how the Consultant approaches Diversity, Equity, and Inclusion in the delivery of services for library or other public sector customers.

c. **Staff Experience**

Provide the names and relevant background information of staff who would perform the proposed services and include their experience on projects of similar size and scope, billable rates and estimated time assigned to this project.

d. **References**

Provide a current list of at least three (3) clients for which similar work is or has been performed within the last three (3) years. Please provide the name, title, and contact information of the persons who may be contacted for reference regarding the services provided.

e. Description of Proposed Work Plan, Timeline, and Approach

Provide a high-level overview of your proposed work plan, proposed timeline, and the approach you would take to this project. Please include in your timeline the anticipated final date of completion along with any significant milestones and deliverables.

Please include in your work plan, your proposed sampling methodology when testing a population of transaction classes.

Please indicate which aspects of your proposed work plan you anticipate will be completed remotely and which will be done in person at the Library District’s location(s).

f. Description of Similar Past Projects

Provide a brief description of other projects which the Consultant has completed with a similar scope and size.

g. **Cost of Services**

The budgeted range for the services in this Request for Quotes is **\$60,000 to \$80,000**.

In your quote proposal, please provide a detailed description of the costs associated with this work. Below is a sample breakdown of costs. The Consultant may submit their own table and break out information differently from this sample as long as costs are easy to understand, which must include estimated hours by staff per section x billable rate, or another clear and reasonable metric. Please include any anticipated reasonable and necessary local travel costs in conformity with IRS rules described here: <https://www.irs.gov/taxtopics/tc510>. For example, travel between Library District locations will be reimbursable, but travel from the bidders’ local offices to the Library District locations will not be reimbursable.

Detailed Breakdown of Costs		
Item	Cost	Notes
Project Planning and Scope		

Project Meetings		
Classification Study		
Data Collection		
Review/Recommend: Job Descriptions		
Compensation Study		
Review/Recommend: Changes to pay structure, equity		
Plan Implementation		
Prepare/Present Results		
Cost Calculations		
Staff Training/Debrief		
Other Costs		
Total		

h. Format

Please review the Request for Quotes carefully and respond to each requirement prior to preparing and submitting a quote. Consultants are not required to use a particular format as long as the quote proposal is clear, responsive to the request, and complete.

i. Signed Certifications and Assurances

Sign and submit the *Certifications and Assurances (Attachment A)* as part of your quote proposal.

2. Submitting a Quote Proposal

Proposals shall be submitted via email as directed in this Subsection 2. Proposals should be in writing and include links or attachments to materials which support, validate, or demonstrate the qualifications of the Consultant. The format may be a Word, PDF, or Excel (or equivalent) document.

The deadline for submission/receipt is Wednesday, December 4, 2024 by 5:00pm, PST.

Submit Quote to:

Contracts and Procurement Unit
vendorsubmissions@sno-isle.org

Sno-Isle Libraries is not responsible for any costs incurred by the bidder in preparing, submitting, or presenting its response to this Request for Quotes.

All quotes received after the designated time stated will not be considered.

3. Revision/Rejection of Quotes

Sno-Isle Libraries reserves the right to “revise” or “amend” the Request for Quotes prior to the proposal due date by “written addenda”.

4. Proprietary Information/Public Disclosure

All quotes received shall become the property of the Library District and remain confidential until a contract, if any, resulting from this request is signed by the Executive Director (or designee) of Sno-Isle Libraries. After a contract is signed, all proposals received shall be deemed public records as defined in Chapter 42.56 of the Revised Code of Washington (RCW).

Any information contained in the quote that is proprietary must be clearly marked or designated as “confidential” in order to be excluded from public records request responses. Only information designated under current state law statutes as appropriate for exclusion from public records exposure may be marked and treated as confidential.

The Library District reserves the right to request clarification of information submitted, and to request additional information from any Consultant. The Library District reserves the right to reject any proposal for any reason including, but not limited to the following:

- (1) any proposal which is incomplete, obscure, irregular, ambiguous, or lacking necessary detail and specificity;
- (2) any proposal for which a bidder fails or neglects to complete and submit qualifications information; and
- (3) any proposal which is received after the deadline date and time.

7. EVALUATION PROCESS

All responsive Quotes will be evaluated by a team of at least three Library District staff members and shall be ranked and rated according to the criteria stated below and make selection recommendations based on consensus. Consultants/Firms may be asked to participate in an interview process after the initial review process.

CONSIDERATIONS	Points
Consultant’s experience in the field of compensation analysis, job description analysis and total compensation analysis.	15
Prior relevant projects or experience with governmental agencies of comparable size/scope.	15
Previous public library work experience.	5
Quality of work plan and approach.	15
Readiness, availability, and ability to meet project timeline.	10
A proven record of accomplishment of providing quality work on time.	20
References and experience in similar projects.	10
Cost- The ability to provide a cost-efficient service. Cost will not be the sole deciding factor in the selection process but will be considered in the case of this RFP.	10

The Library District will notify all responsive bidders of the final selection.

8. TERMS AND CONDITIONS

1. It is the sole responsibility of the respondent to ensure they received the most current Request for Quotes and pertinent addenda, which will be posted to the Library District’s website.
2. It shall be the responsibility of each respondent to call to the attention of the Library District any apparent discrepancy in the Request for Quotes or any question of fairness

or interpretation before the Inquiry Period deadline as detailed in Section 3. Timeline above. Failure to do so by the stated deadline constitutes acceptance as written.

3. The Library District reserves the right to reject all quotes or to request and obtain, from one or more of the respondents, supplementary information as may be necessary for the Library District to analyze the proposals pursuant to the Consultant selection criteria contained herein.
4. The Library District reserves the right to revise or amend the Request for Quotes prior to the proposal due date by written addenda.
5. The successful respondent will be asked to sign a contract with the Library District; the Library District will not sign any company's service agreement, contract, or any other form of agreement. The Library District does reserve the right to extract certain language from the successful respondent's agreement and incorporate it into the Library District's contract, if agreeable to both parties.
6. The successful applicant must comply with all Federal, State, and local statutes and codes as may be applicable to the scope of work detailed herein, including all labor laws.
7. The Library District shall not be responsible for any costs incurred by any respondent in preparing, submitting, or presenting its response to the Request for Quotes.

ATTACHMENT A**CERTIFICATIONS AND ASSURANCES**

I/we make the following certifications and assurances as a required element of the proposal to which it is attached, understanding that the truthfulness of the facts affirmed here and the continuing compliance with these requirements are conditions precedent to the award or continuation of the related contract:

1. I/we declare that all answers and statements made in the proposal are true and correct.
2. The prices and/or cost data have been determined independently, without consultation, communication, or agreement with others for the purpose of restricting competition. However, I/we may freely join with other persons or organizations for the purpose of presenting a single proposal.
3. The attached proposal is a firm offer for a period of 180 days following receipt, and it may be accepted by Sno-Isle Libraries without further negotiation (except where obviously required by lack of certainty in key terms) at any time within the 60-day period.
4. In preparing this proposal, I/we have not been assisted by any current or former employee of Sno-Isle Libraries whose duties relate (or did relate) to this proposal or prospective contract, and who was assisting in other than his or her official, public capacity. If there are exceptions to these assurances, I/we have described them in full detail on a separate page attached to this document.
5. I/we understand that Sno-Isle Libraries will not reimburse me/us for any costs incurred in the preparation of this proposal. All proposals become the property of Sno-Isle Libraries, and I/we claim no proprietary right to the ideas, writings, items, or samples, unless so stated in this proposal.
6. Unless otherwise required by law, the prices and/or cost data which have been submitted have not been knowingly disclosed by the Proposer and will not knowingly be disclosed by him/her prior to opening, directly or indirectly, to any other Proposer or to any competitor.
7. I/we agree that submission of the attached proposal constitutes acceptance of the solicitation contents and general terms and conditions. If there are any exceptions to these terms, I/we have described those exceptions in detail on a page attached to this document.
8. No attempt has been made or will be made by the Proposer to induce any other person or firm to submit or not to submit a proposal for the purpose of restricting competition.

9. I/we grant Sno-Isle Libraries the right to contact references and other customers, who may have pertinent information regarding the ability of the Contractor and the lead staff person to perform the services contemplated by this Request.

On behalf of the Contractor submitting this proposal, my name below attests to the accuracy of the above statement.

Signature of Proposer / Date