

Timberland Regional

LIBRARY



Classification and Compensation Study

July 2019

ALL STAFF REPORT

 Segal Waters
Consulting



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Classification and Compensation Study

Introduction and Methodology

Background

- In 2018, Timberland Regional Library (TRL) engaged Segal Waters Consulting (Segal Waters) to conduct a classification and compensation study.
- TRL wanted to ensure that:
 - Employees are appropriately classified
 - Compensation is market competitive
- The primary goal of the project was to ensure that the classifications and the compensation program are accurate, equitable, and market sensitive.

Please hold all questions until the end of the presentation.

Classification and Compensation Study

Introduction and Methodology continued

Background cont.

- Segal Waters has completed the following steps:
 - Met with leadership and conducted employee communications sessions and focus groups (detailed on **Page 5**).
 - Met with Project Review Committee and visited branches.
 - Collected and reviewed TRL compensation program data, including a detailed employee census file.
 - Drafted a Compensation Philosophy.
 - Created and administered a Position Description Questionnaire (PDQ) to analyze and provide recommendations on the job structure.
 - Used the Segal Evaluator Tool job factors (Shown in **Table 1**) to analyze job classifications.
 - Consolidated select positions and updated position titles, where necessary.
 - Confirmed an appropriate list of peer employers (Shown in **Table 2**) to survey and collect data.
 - Determined appropriate published survey comparator sources and markets (Shown in **Table 3**).
 - Collected custom survey and published survey compensation data to use for the Classification and Compensation Study.^{1,2}
 - Confirmed benchmark matches with TRL Human Resources.
 - Conducted a competitive market assessment and developed preliminary findings.
 - Updated job descriptions upon position description questionnaire responses.

- Segal Waters has conducted check-in calls with Cheryl Heywood, Brenda Lane, and Kandy Seldin and appreciates their collaboration, commitment to the project, and ongoing feedback on the work steps.

¹ Published survey data was aged to July 1, 2020 using and aging factor 3.1%.
Source: Sibson Consulting's 2018/2019 Annual Compensation Planning Analysis Survey Tables.

² National published survey data was adjusted to account for the geographic cost of labor in Olympia, WA.
Source: Economic Research Institute Geographic Assessor 2019

Site Visit One

Introduction and Methodology continued

Background cont.

- Segal Waters conducted the following meetings and communications sessions during the on-site visit:
 - Communications meetings for all staff (one meeting was recorded and available online)
 - Focus groups (conducted following communications meetings)
 - Meetings with Administrative Team (held as a group and individually with the team members)
 - Meetings with Project Review Committee
 - Meetings with Union Leadership
 - Branch visits

Project Review Committee Overview and Meetings

Introduction and Methodology continued

Project Review Committee Members

- Conducted one on-site meeting and three virtual meetings.
 - Andrea Heisel, Collection Services Manager
 - Brenda Lane, Administrative Support Services Manager
 - Eric Lowell, Finance and IT Manager
 - George Dougherty, Collections Services Specialist
 - Holly Paxson, Senior Library Manager – Lacey Branch
 - Jared Criswell, Library Associate – Aberdeen Branch
 - Jenny Penoyar, Library Manager – South Bend Branch
 - Kandy Seldin, Human Resources Coordinator
 - Kendra Jones, Interim Public Services Manager
 - Lhisa Reish, Senior Cataloging Specialist
 - Liz Boston, Senior Librarian – e-Library Branch
 - Morgan Sohl, Senior Library Manager – Olympia Branch
 - Paige Preston, Human Resources Specialist
 - Sirena Painter, Lead Library Assistant – Tenino Branch
 - Hannah Franks, Staff Representative – Council 2
 - Abbie Zulock, Staff Representative – Council 2

- Segal Waters appreciates the Project Review Committee's time, attention, and thoughts.

Compensation Philosophy Overview

Compensation Philosophy

- A compensation philosophy is a set of guiding principles to set the direction of the compensation program (an excerpt of TRL's compensation philosophy is shown below).
- Compensation philosophies are created to clearly state the intentions of the program and set the desired level of competitiveness.
 - The document sets the program's goals.
 - It also ensures that the compensation program is in line with the organization's culture and goals.

Compensation Philosophy

Timberland Regional Library (TRL) maintains a workplace that respects and appreciates the efforts of all employees. Our compensation philosophy is designed to be a clear understanding of our intentions and desired level of competitiveness. Our compensation philosophy links our compensation plan to the accomplishment of the TRL's mission, goals, and values.

Our Goals

Timberland Regional Library (TRL) aspires to create a compensation system that is:

- Fair, competitive, and fiscally responsible
- Fosters a high quality work environment
- Supportive of the recruitment, training, motivation, and retention of a diverse group of talented employees who are dedicated to providing exemplary service to community residents

Peer Survey Methodology

Peer Survey

- Peer employers were selected to reflect the various locations in which TRL competes for talent.
 - 11 peers responded to the survey (Shown in **Table 2**).
- TRL and Segal Waters worked together to develop a list of benchmark job titles for the peer survey (Shown in **Table 4**).
- Titles were selected based off the following criteria:
 - Likelihood of job function existing at peer employers
 - Highly populated job titles

Salary Schedule Placement Methodology

Salary Schedule Placement

- Segal Waters used a combination of both the classification study results and the median base salaries from the market data for all benchmarked positions¹ to place jobs into the appropriate pay range of the 2019 salary schedule.
- Non-benchmarked positions² without market data were placed based upon classification study results and internally equity with other positions within the organization.
- All non-benchmark position placements and other manual placements were confirmed with TRL Human Resources.

¹ Benchmark jobs are those with incumbents that have market median data.

² Non-benchmark jobs are those with incumbents, but without market median data.



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Classification Overview

- Classification structures are the foundation of a successful compensation system.
- Positions performing similar work with like levels of complexity, responsibility, knowledge, skills and abilities are grouped together to form a hierarchy.
- Jobs are analyzed through a job analysis process:
 - Position Description Questionnaire (PDQ) process
 - Employee Interviews
 - Point Factor Job Evaluation (shown below)
- Resulting structure is aligned with the Library's strategic goals and objectives.

Table 1 – Segal Evaluator Tool

Compensable Factor
Formal Education
Experience
Management/Supervisory
Human Collaboration
Impact of Actions
Skill and Application
Fiscal Responsibility
Working Conditions



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Compensation Overview

- To ensure pay is fair and competitive, Segal Waters compared peer employer salary data (peer employers listed below) and published survey data from reputable compensation surveys to TRL salary data.

Table 2 – Custom Survey Participation

Peer Employer	Location	Survey Participation
ESD 113	Tumwater, WA	
Fort Vancouver Library System	Vancouver, WA	✓
Jefferson County Library	Port Hadlock, WA	✓
Joint Base Lewis-McChord Grandstaff Library	Joint Base Lewis-McChord, WA	
Joint Base Lewis-McChord McChord Library	Joint Base Lewis-McChord, WA	
Kitsap Regional Library System	Bremerton, WA	✓
Mid Columbia Library	Kennewick, WA	✓
North Central Regional Library	Wenatchee, WA	✓
North Olympic Library System	Port Angeles, WA	✓
Pierce County Library System	Tacoma, WA	✓
Secretary of State, Washington State Library	Tumwater, WA	✓
Tacoma Public Library	Tacoma, WA	✓
Whatcom County Library	Bellingham, WA	✓
Yakima Valley Libraries	Yakima, WA	✓
		11

Compensation Overview

Table 3 – Published Data Sources

Published Data Sources	
CompAnalyst	CompAnalyst MarketData is the world's largest compensation database with over 800 million data points collected annually from hundreds of professionally conducted surveys. The data in this analysis reflect percentiles of actual base salaries (25th, 50th, and 75th) for comparable positions in the national labor market as of February 2019. Segal Waters then geographically adjusted the data to reflect the costs of the labor market in Olympia, WA. ¹
Economic Research Institute (ERI)	The ERI Salary Assessor analytic tool is based on compensation data aggregated from hundreds of published data sources for thousands of job titles, with the ability to segment the data by geographic area. The data in this analysis reflect percentiles of actual base salaries (25th, 50th, and 75th) for comparable positions among locations within a 25-mile radius around Olympia, WA as of January 2019.
Willis Towers Watson (WTW)	Willis Towers Watson Data Services publishes multiple compensation surveys throughout the year. Segal Waters compiled data from Willis Towers Watson's General Industry compensation surveys. The information from this source reflects 25th, 50th, and 75th percentiles, applicable to the United States. Segal Waters then geographically adjusted the data to reflect the costs of the labor market in Olympia, WA. ¹

¹ A geographic differential of 2.5% was applied. Source: Economic Research Institute, February 28, 2019.

Compensation Overview

Table 4 – Custom Peer Survey Job Titles

Benchmark Job Titles ¹ (n=34)	
> Accountant	> IT Support Specialist
> Acquisition Specialist ²	> Librarian (May Specialize in Adult, Children's, Reference or Other Services)
> Administrative Assistant	> Library Aide ⁴
> Cataloging Specialist ²	> Library Assistant ³
> Circulation Assistant ³	> Library Associate
> Circulation Supervisor, Senior	> Library Director
> Collection Services Supervisor	> Library Manager, Large Library ⁵
> Courier	> Library Manager, Medium Library
> Director, Collection Services	> Library Manager, Senior ⁵
> Director, Public Services	> Library Manager, Small Library
> District Manager: Circulation, Data and Assessment	> Library Page ⁴
> District Manager: Outreach and Community Engagement	> Network Administrator
> Human Resources Specialist	> Public Relations Specialist
> ILS (Integrated Library System) Analyst Support Specialist	> Senior Librarian
> Information Technology Director	> Systems Administrator
> Interlibrary Loan Specialist ²	> Training & Staff Development Coordinator

¹ Titles used for the peer survey are general industry titles that may not represent the working titles of TRL employees. In such cases, general industry titles are mapped to a TRL title via job description.

² Titles condensed and best match(es) selected for TRL title Collection Services Specialist 1.

³ Titles condensed and best match(es) selected for TRL title Library Assistant 2.

⁴ Titles condensed and best match(es) selected for TRL title Library Assistant 1.

⁵ Titles condensed and best match(es) selected for TRL title Library Manager 3.



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Executive Summary

Base Pay

TRL Base Pay Average Competitiveness to Market Consensus			
	25 th Percentile	50 th Percentile	75 th Percentile
Market Consensus ¹	105.2%	93.0%	81.9%

- When comparing to the market consensus data, TRL is within the competitive range (90%-110%) of the market median (50th percentile) for overall base pay.

¹ Market consensus data is the average of all custom peer survey data and published survey data.



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Classification and Compensation Study

TRL Competitiveness Assessment Results

Benchmark Coverage

Benchmark Representation by Position	
Benchmarked Positions ¹	Non-Benchmark Positions
37	4
90%	10%

Benchmark Representation by Incumbent	
Benchmarked Incumbents	Non-Benchmark Incumbents
293	6
98%	2%

- 90% of TRL positions were benchmarked to either Peer Survey or Published Survey positions. The 37 positions benchmarked cover 98% of the incumbent population.
- This level of representation is considered to be very strong, as Segal Waters typically recommends a 50-60% benchmark representation.

¹ Segal Waters benchmarked 1 vacant position (Deputy Director, District Manager: Adult Services, Human Resources Specialist, IT Specialist 1) and are not included in the count.

Classification and Compensation Study

TRL Competitiveness Assessment Results

Base Pay - Custom Peer Survey

	TRL Range Competitiveness to Peer Survey			TRL Salary as % Peer Median
	Peer Range Min	Peer Range Mid	Peer Range Max	TRL as % of Midpoint
Peer Data	100.9%	86.6%	73.7%	96.1%

- TRL's range minimums are within the market competitive range (90%-110%); however, TRL's range midpoints and maximums are below the competitive range.
- Base pay is within the competitive range when compared to the peer survey market median (50th percentile).

Classification and Compensation Study

TRL Competitiveness Assessment Results

Base Pay - Published Survey

TRL Base Pay Average Competitiveness of Published Survey			
	25 th Percentile	50 th Percentile	75 th Percentile
Published Survey Data	99.7%	89.9%	80.0%

- When comparing to published survey data, TRL is slightly below the competitive range (90%-110%) of the market median (50th percentile) for average base pay.

Classification and Compensation Study

TRL Competitiveness Assessment Results

Peer Survey – Pay Plan Information

Please indicate the pay range increases (%) scheduled for each fiscal year.

	25th Percentile	50th Percentile	75th Percentile	Average	<i>n</i>
FY 2018	2.0%	2.7%	3.0%	2.5%	11
FY 2019	2.1%	3.0%	3.8%	3.2%	10
FY 2020	3.0%	3.0%	3.0%	2.6%	5

Note: Responses for FY 2020 pay range increases dropped to roughly half of the total number of peers.

Classification and Compensation Study

TRL Competitiveness Assessment Results

Peer Survey – Additional Pay Practices

Upon what factors are pay increases given? Please select multiple answers if applicable, if not, please select N/A.

Board/Local Government Mandated Increase	Cost of Living Adjustment (COLA) Increase	Performance Based Increase	Step Increase	Other	<i>n</i> ¹
3	6	4	8	4	25

Note: Other categories were not provided by survey participants

¹ Represents total number of responses among peer respondents, as peers may offer multiple of the above choices.

Classification and Compensation Study

TRL Competitiveness Assessment Results

Peer Survey – Paid Time Off

How many Vacation OR Paid Time Off (PTO) leave days do employees accrue in a year?

Years of Service	Number of PTO Days					<i>n</i>	<i>TRL (Days)</i>
	9-12	13-16	17-21	22-25	25+		
1-3	4	6	0	0	1	11	13
4-7	2	5	3	0	1	11	15
8-10	1	3	5	1	1	11	17
11-15	0	2	6	1	2	11	20
16-20	0	1	4	3	3	11	20
21-25	0	1	3	4	3	11	20
25+	0	1	3	4	3	11	20

Classification and Compensation Study

TRL Competitiveness Assessment Results

Peer Survey – Paid Time Off

How many fixed paid holidays do employees receive each year?

9	10	11	12	<i>n</i>	<i>TRL</i>
1	5	4	1	11	11

How many personal days (or floating holidays) do employees receive each year (in addition to paid holidays, vacation, and sick leave)?

1	2	3	4	5	<i>n</i>	<i>TRL</i>
7	2	1	0	1	11	2

How many paid bereavement leave days do employees receive for the death of an immediate family member?

3	5	7	<i>n</i>	<i>TRL</i>
5	5	1	11	3-5

Classification and Compensation Study

TRL Competitiveness Assessment Results

Peer Survey – Paid Time Off

How many paid days for jury duty do employees receive each year ?

Unlimited	Not specified but jury duty is supported	<i>n</i>	<i>TRL</i>
7	1	8	Unlimited

In addition to Vacation/PTO or Sick Leave, do you offer paid parental/family/personal leave?

Yes	No	<i>n</i>	<i>TRL</i>
1	9	10	No

Classification and Compensation Study

TRL Competitiveness Assessment Results

Peer Survey – Benefits

Do you have different medical plan cost sharing for employees who participate in a wellness program?

Yes	No	N/A	<i>n</i>	TRL
1	8	2	11	No

Do the medical plans above include prescription drug coverage?

Yes	No	N/A	<i>n</i>	TRL
9	0	2	11	Yes

Classification and Compensation Study

TRL Competitiveness Assessment Results

Peer Survey – Benefits – Health Plans – PPO Premiums

Peer Employer	EE Only		EE + Spouse		EE + Children		EE + Family	
	Employer	Employee	Employer	Employee	Employer	Employee	Employer	Employee
Fort Vancouver Library System – AFSCME / Non-Represented	\$678	\$36	\$1,287	\$143	\$1,926	\$214	\$1,926	\$214
Fort Vancouver Library System - WPEA	\$660	\$54	\$1,287	\$143	\$1,926	\$214	\$1,926	\$214
Jefferson County Library	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Kitsap Regional Library System	\$492	\$207	\$492	\$912	\$492	\$841	\$492	\$1,546
Mid Columbia Library	\$688	\$145	\$975	\$539	\$911	\$433	\$1,074	\$951
North Central Regional Library	\$890	\$0	\$890	\$1,066	\$890	\$711	\$890	\$1,777
North Olympic Library System	\$658	\$90	\$658	\$771	\$658	\$600	\$658	\$1,281
Pierce County Library System	\$743	\$0	\$743	\$749	\$743	\$674	\$743	\$1,424
Tacoma Public Library	\$1,463	\$40	\$1,423	\$80	\$1,423	\$80	\$1,423	\$80
Washington State Library	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Whatcom County Library	\$718	\$0	\$1,290	\$245	\$1,244	\$225	\$1,478	\$809
Yakima Valley Libraries	\$841	\$0	\$841	\$1,007	\$841	\$671	\$841	\$1,679
Average	\$783	\$57	\$989	\$565	\$1,106	\$466	\$1,145	\$997
Timberland Regional Library	\$624	\$0	\$624	\$614	\$624	\$313	\$624	\$313

¹ Fort Vancouver Regional Library reported two different offerings of plans, dependent upon representations status.

Classification and Compensation Study

TRL Competitiveness Assessment Results

Peer Survey – Benefits – Dental Plans – Most Populous

Peer Employer	EE Only		EE + Spouse		EE + Children		EE + Family	
	Employer	Employee	Employer	Employee	Employer	Employee	Employer	Employee
Fort Vancouver Library System – HMO ¹	\$65	\$0	\$131	\$0	\$201	\$0	\$201	\$0
Fort Vancouver Library System – PPO ¹	\$66	\$0	\$133	\$0	\$205	\$0	\$205	\$0
Jefferson County Library	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Kitsap Regional Library System	\$51	\$0	\$51	\$45	\$51	\$137	\$51	\$137
Mid Columbia Library	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
North Central Regional Library	\$56	\$0	\$56	\$43	\$56	\$123	\$56	\$123
North Olympic Library System	\$119	\$0	\$119	\$0	\$119	\$0	\$119	\$0
Pierce County Library System	\$56	\$0	\$56	\$51	\$56	\$151	\$56	\$151
Tacoma Public Library	\$116	\$138	\$116	\$138	\$116	\$138	\$116	\$138
Washington State Library	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Whatcom County Library	\$55	\$0	\$97	\$18	\$102	\$20	\$113	\$68
Yakima Valley Libraries	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Average	\$73	\$17	\$95	\$37	\$113	\$71	\$115	\$77
Timberland Regional Library	\$56	\$0	\$56	\$51	\$56	\$51	\$56	\$95

¹ Fort Vancouver Regional Library reported two different offerings of plans.

Classification and Compensation Study

TRL Competitiveness Assessment Results

Peer Survey – Benefits – Vision Plans – Most Populous

Peer Employer	EE Only		EE + Spouse		EE + Children		EE + Family	
	Employer	Employee	Employer	Employee	Employer	Employee	Employer	Employee
Fort Vancouver Library System – HMO ¹	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Fort Vancouver Library System – PPO ¹	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Jefferson County Library	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Kitsap Regional Library System	\$8	\$0	\$8	\$8	\$8	\$15	\$8	\$15
Mid Columbia Library	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
North Central Regional Library	\$8	\$0	\$8	\$8	\$8	\$9	\$8	\$19
North Olympic Library System	\$16	\$0	\$16	\$0	\$16	\$0	\$16	\$0
Pierce County Library System	\$8	\$0	\$8	\$8	\$8	\$15	\$8	\$15
Tacoma Public Library	\$13	\$0	\$13	\$0	\$13	\$0	\$13	\$0
Washington State Library	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Whatcom County Library	\$8	\$0	\$14	\$0	\$14	\$0	\$22	\$0
Yakima Valley Libraries	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Average	\$8	\$0	\$8	\$3	\$8	\$5	\$9	\$6
Timberland Regional Library	\$10	\$0	\$10	\$10	\$10	\$10	\$10	\$19

¹ Fort Vancouver Regional Library reported two different offerings of plans.

Classification and Compensation Study

TRL Competitiveness Assessment Results

Peer Survey – Benefits – Basic Life Insurance

Peer Employer	Employer Cost	Employee Cost	Maximum Benefit
Fort Vancouver Library System	\$0.14 per \$1000	\$0.00	2.5 times annual salary up to 300,000
Jefferson County Library	Included in PEBB Plan	Included in PEBB Plan Optional life insurance and LTD is available at full cost to employee through MetLife	N/A
Kitsap Regional Library System	\$2.28	\$0.00	\$12,000
Mid Columbia Library	PEBB Benefits	\$0.00	\$35,000
North Central Regional Library	\$3.60	0	\$24,000
North Olympic Library System	\$4.00	0	\$24,000
Pierce County Library System	\$4.75	0	\$25,000
Tacoma Public Library	\$.20/thousand	0	Annual Salary
Washington State Library	N/A	N/A	N/A
Whatcom County Library	N/A	N/A	N/A
Yakima Valley Libraries	100%	N/A	2x up to \$200,000
Timberland Regional Library	\$4.46	\$0.00	\$24,000

Classification and Compensation Study


TRL Competitiveness Assessment Results

Peer Survey – Benefits – Long-Term Disability Insurance

Peer Employer	Employer Cost	Employee Cost	Maximum Benefit
Fort Vancouver Library System	.23% of monthly	\$0.00	N/A
Jefferson County Library	Included in PEBB Plan Optional life insurance and LTD is available at full cost to employee through MetLife	Optional life insurance and LTD is available at full cost to employee through MetLife	N/A
Kitsap Regional Library System	\$12.63	\$0.00	60% of base earning after 180 day waiting period
Mid Columbia Library	-	\$0.00	\$240/mo
North Central Regional Library	\$0.00	N/A	N/A
North Olympic Library System	N/A	N/A	N/A
Pierce County Library System	\$0.004	\$0.00; Cost per employee is a % of employee annual salary	\$12,000
Tacoma Public Library	\$.34 per \$100	0	60% of annual salary less SS or other payments
Washington State Library	N/A	N/A	N/A
Whatcom County Library	\$.23 per \$100 salary	\$0.00	60%
Yakima Valley Libraries	100%	N/A	up to \$6,000/mo
Timberland Regional Library	\$.341 per \$100	\$0.00	60% of salary



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Salary Schedule Placements

By Range

Proposed Range	Job Titles	Range Minimum	Range Midpoint	Range Maximum
36	Custodian Library Assistant 1	\$27,636	\$32,945	\$38,254
40	Courier Shipping and Receiving Specialist	\$31,105	\$37,081	\$43,057
41	Library Assistant 2	\$32,038	\$38,193	\$44,348
43	Collection Services Specialist 1	\$33,989	\$40,519	\$47,049
45	Courier Supervisor	\$36,059	\$42,986	\$49,913
46	Collection Services Specialist 2 Library Assistant 3	\$37,141	\$44,276	\$51,411
48	Communications Department Assistant	\$39,403	\$46,973	\$54,542
49	Administrative Assistant Associate Librarian Circulation Supervisor 1 Collection Services Supervisor 1 Facilities Maintenance Technician IT Specialist 1 Payroll/AP Specialist	\$40,584	\$48,381	\$56,178
54	Circulation Supervisor 2 Collection Services Supervisor 2 Graphic Designer	\$47,049	\$56,088	\$65,126
55	Human Resources Specialist	\$48,460	\$57,770	\$67,080
56	Accountant Collection Development Librarian Librarian 1	\$49,913	\$59,503	\$69,092

Salary Schedule Placements

By Range continued

Proposed Range	Job Titles	Range Minimum	Range Midpoint	Range Maximum
57	IT Specialist 2 Library Manager 1	\$51,411	\$61,288	\$71,165
60	Librarian 2	\$56,178	\$66,971	\$77,765
61	Training and Development Coordinator	\$57,864	\$68,981	\$80,097
63	IT Specialist 3	\$61,387	\$73,181	\$84,975
64	Communications Coordinator Facilities Coordinator Human Resources Coordinator Library Manager 2	\$63,229	\$75,377	\$87,525
66	IT Coordinator – Network IT Coordinator - Systems	\$67,080	\$79,967	\$92,854
69	Library Manager 3	\$73,301	\$87,383	\$101,465
71	District Manager: Adult Services District Manager: Circulation, Data, and Assessment District Manager: Experience and Engagement District Manager: Youth and Family Services	\$77,765	\$92,704	\$107,644
76	Director, Collection Services Director, Finance and IT Director, Operations	\$90,150	\$107,469	\$124,789
78	Deputy Director	\$95,640	\$114,014	\$132,389

Questions

