



Board of Trustees Special Meeting
Monday, December 12, 2022 5:30pm
Port Angeles Main Library

REMOTE ACCESS

If unable to join in person, members of the public may participate in the meeting via internet or phone using the instructions available prior to the meeting at www.nols.org/board-administration.

PUBLIC COMMENTS

Any person or group desiring to bring an item to the attention of the Library Board may do so by addressing the Board at meetings. Individuals having comments specifically related to agenda topics should raise their hand at the appropriate point on the agenda to indicate a wish to speak. Public comments on items not on the agenda, but within the jurisdiction of the North Olympic Library System Board of Trustees, are heard at the beginning of the meeting and at the end; individuals may choose to speak at either point. When time constraints require, the Chair may limit public remarks during meetings to less than three minutes. The Board will not discuss or take action on items raised during Public Comment, but may choose to add items to a future meeting agenda. Public comments may also be sent to: Library Board of Trustees, North Olympic Library System, 2210 South Peabody Street, Port Angeles, WA 98362 or LibraryBoard@nols.org.

LAND ACKNOWLEDGEMENT

The North Olympic Library System acknowledges that the lands on which we live and gather are the appropriated homelands of Indigenous Peoples. We want to express our deepest respect to those peoples past and present, including the [Hoh Tribe](#), [Jamestown S'Klallam Tribe](#), [Lower Elwha Klallam Tribe](#), [Makah Indian Tribe](#), [Quileute Tribe](#), [Quinault Indian Nation](#), [Port Gamble S'Klallam Tribe](#) and the [Skokomish Tribe](#), for their care of these lands throughout the generations. Let us learn more about the histories, cultures, and traditions of Indigenous Peoples. Let us strengthen relationships with sovereign tribal nations to provide an inclusive space fostering innovation and collaboration at the Library.

AGENDA

1. Call to order, roll call and introductions
2. Approval of Agenda
3. Public Comments
4. Executive session to discuss Collective Bargaining Agreements with General Employees Union and Manager Employees Union
5. Action on executive session
6. Review and discussion of Amended 2023 Operating Budget
7. Adjournment

“Nurturing imagination, connection, and understanding,
to improve lives and strengthen community.”

NOLS Mission Statement
Adopted 11/22/16

Upcoming Board meetings

Date	Time		Location
Thursday, January 26, 2023	5:30pm	Regular meeting	Port Angeles Main Library
Thursday, February 23, 2023	5:30pm	Regular meeting	TBD
Thursday, March 23, 2023	5:30pm	Regular meeting	TBD
Thursday, April 27, 2023	5:30pm	Regular meeting	TBD
Thursday, May 25, 2023	5:30pm	Regular meeting	TBD
Thursday, June 22, 2023	5:30pm	Regular meeting	TBD
Thursday, August 24, 2023	5:30pm	Regular meeting	TBD
Thursday, September 28, 2023	5:30pm	Regular meeting	TBD
Thursday, October 26, 2023	5:30pm	Regular meeting	TBD
Thursday, November 16 , 2023	5:30pm	Regular meeting	TBD

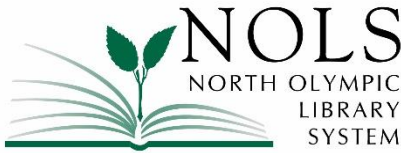
Note: no regular Board meetings scheduled in July or December.

North Olympic Library Foundation meetings generally occur on the same dates as NOLS Board meetings, usually at 2pm in the Administrative conference room of the Port Angeles Main Library.

Friends of the Library meetings

Clallam Bay Friends of the Library	Second Tuesday of March, June, September, and December at 1:30pm at Clallam Bay Branch Library
Friends of the Forks Library	Varies. Check with the Forks Branch for the next date.
Port Angeles Friends of the Library	Second Tuesday of month at 10am at Port Angeles Main Library
Friends of Sequim Library	Third Tuesday in July, 9:30am at the Sequim Branch Library. Annual Meeting is held in January, date/location usually announced in December.

Note: Foundation and Friends meeting schedules can vary; please check with Library to confirm before attending.



Staff Report

Meeting Date: December 12, 2022
To: Library Board of Trustees
From: Noah Glaude, Executive Director
Subject: Approval of Collective Bargaining Agreements with General Employees Union and Manager Employees Union

Attachments: GEU Collective Bargaining Agreement
MEU Collective Bargaining Agreement
NOLS Compensation and Total Rewards Summary Report

Topic/Issue: NOLS has negotiated with AFSCME Local 1619 for three-year Collective Bargaining Agreements (CBA). The agreements addresses wages and benefits from January 1, 2023, through December 31, 2025.

Background: During the fall of 2022, NOLS engaged in collective bargaining with both AFSCME units - the General Employees Unit (GEU) and the Manager Employees Unit (MEU). The two units represent nearly 50 employees, spanning all branches and departments.

It is the policy of the Library to maintain a Compensation Plan designed to pay salaries that are equitable internally and for total compensation to compare reasonably with other similar libraries and local public employers for comparable positions, within budget limitations. A review of NOLS' Compensation Plan had been long overdue, but a consultant was hired earlier in 2022 to complete an external compensation study. The results of that study were utilized during CBA negotiations.

Policy and Fiscal Considerations: The Collective Bargaining Agreements as negotiated reflect fiscal and policy considerations previously discussed with the Board in closed session. NOLS HR Policies will be reviewed and updated to ensure they align with the CBAs.

If the two agreements are approved, the 2023 Personnel Budget will need to be increased from \$4,254,616 to \$4,462,129, a \$207,513 (4.88%) increase. As a result, the 2023 Operating Budget should be amended. The increased budget will need to be balanced with funds from the Operating Reserve.

Discussion: Collective Bargaining Sessions, including discussions with the governing Board regarding collective bargaining strategies, are exempt from the requirements of the Open Public Meeting Act.

The attached CBAs reflect contract language that was negotiated and agreed to by the Union and NOLS negotiating teams. Each CBA has been approved by votes of the GEU and MEU membership, and now require Board approval.

Action/Motion: *That the Library Board approve the 2023-2025 Collective Bargaining Agreement with the General Employees Unit, AFSCME Local No. 1619L, and the Manager Employees Unit, AFSCME Local No. 1619L, as presented.*

COLLECTIVE BARGAINING AGREEMENT

Between

NORTH OLYMPIC LIBRARY SYSTEM

and

General Employees Unit

Local No. 1619L

WASHINGTON STATE COUNCIL

of

COUNTY AND CITY EMPLOYEES

COUNCIL 2, AFSCME, AFL-CIO

January 1, 2023 through December 31, 2025

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ARTICLE I: PREAMBLE

This Agreement is entered into by the North Olympic Library System, hereinafter referred to as the "Employer", and Local 1619L Washington State Council of County and City Employees, Council 2, AFSCME, AFL-CIO, hereinafter referred to as the "Union". The Agreement and the procedures which it defines are intended to contribute to the continuation of positive employee relations between the parties.

The Employer and the Union are working toward a common goal of serving the community and recognize that staff are the library's most valuable resource in achieving that goal. The Employer and the Union agree that it is in the best interests of the library to promote and encourage areas of understanding and cooperation in labor-management relations; promote efficiency and responsibility in the performance of the work and the accomplishment of the public purposes of the library; to promote procedures and methods to promptly and fairly adjust disputes; to establish reasonable and fair working conditions including the rates of pay, hours of work, and other conditions of employment; to promote financial sustainability in the delivery of high quality, efficient services to the community and stakeholders; and to encourage an environment of good will and harmony between the Employer and the Union for the benefit of all.

ARTICLE 2: NONDISCRIMINATION

Section 1. Non-discrimination. There shall be no discrimination by either the Employer or the Union in carrying out their respective obligations under this Agreement because of age, sex, gender, marital status, sexual orientation, race, religion, national origin, color, union activities protected by law and not in violation of NOLS work rules and expectations, protected leave status, disability and veteran status (provided, however, that the parties recognize and do not intend to prohibit lawful action justifiable based on legitimate non-discriminatory factors such as bona fide occupational qualifications and business necessity).

It is agreed by the Employer and the Union that every Employee has a right to be treated with respect and dignity and a responsibility to treat others in the same way. Harassment and/or bullying in whatever form is proscribed behavior and is prohibited.

The Employer agrees to establish Union representation on affirmative action or equal opportunity committees, where they exist, such as the Labor-Management Committee, with Union right to designate or elect representatives.

Section 2. Grievances Arising Under Article 2. Employees may process a grievance dealing with unlawful discrimination to Step 3 of the grievance process as described in Article 18. The parties may mutually agree to proceed to the alternative dispute resolution procedures as described in Article 18. Failing to reach a settlement, Employees may take the issues under this Article to the appropriate agency for adjudication.

Section 3. Gender Interpretations. Words denoting gender in this Agreement are intended to apply equally to all genders.

ARTICLE 3: RECOGNITION, BARGAINING UNIT AND DEFINITIONS

Section 1. Unit Description. The Employer recognizes the Union as the exclusive bargaining agent for all full-time employees and regular part-time employees, as defined herein, excluding confidential employees, managers, supervisors, shelvees, processors, on-call employees, temporary employees and other positions which fall under the terms of RCW 41.56.030(11).

Section 2. Definitions. Terms used in this Agreement are defined as follows:

- A. Anniversary date: The first day of the month following the employee's hire date or the employee's move to a different salary range. An employee's anniversary date changes because of promotion or demotion.
- B. Classification: A position defined by its characteristics and listed on the NOLS salary schedule.
- C. Compensatory time: Hours worked exceeding forty (40) per week, which have been approved in advance by the Employer.
- D. Confidential employee: An employee who, in the regular course of their duties, assists in a confidential capacity with labor relations or who, in the regular course of their duties, has authorized access to information relating to the employer's collective bargaining policies.
- E. Continuous employment: Employment uninterrupted by resignation, retirement, termination or dismissal as determined by the employee's hire date. Time spent due to layoff, authorized leave of absences, administrative leave with pay or disciplinary suspension shall not be considered an interruption of employment; however, such time will not count toward the determination of the accrual of benefits.
- F. Dependents: A person dependent upon the employee for financial support and meeting all criteria established by the IRS and group insurance carriers.
- G. Domestic partner: Two adults who meet the requirements for a valid state registered domestic partnership as established by RCW 26.60.030 AND who have been issued a certificate of state registered domestic partnership by the Secretary of State.
- H. Extended illness: Extended illnesses shall mean one continuous illness or condition causing the depletion of an employee's benefit hours.
- I. Flex time: Hours worked by a full-time employee beyond seven and one half (7.5) in any single day, with prior approval of the Employer, with the total number of hours worked per week not exceeding forty (40).
- J. Grievance: A dispute between the Employer and the Union alleging a violation of this Agreement in the interpretation or application of a specific provision of this Agreement.
- K. Hire date: The date on which an employee's continuous employment originally begins. An employee's anniversary date changes because of promotion or demotion but the hire date remains the same.

- L. Intern: A student or recent graduate who is undergoing supervised practical training on a voluntary, non-paid basis for a defined period.
- M. Lateral transfer: The transfer of an employee to a position within the same salary range.
- N. Manager: An employee who has responsibility for the management of a library or department.
- O. On-call employee: An employee who is on-call for intermittent scheduling. On-call employees are not included in the bargaining unit.
- P. Position: A group of current assigned duties and responsibilities requiring the full-time or part-time services of an employee.
- Q. Regular full-time employee: An employee included in the bargaining unit who is budgeted and scheduled to work thirty-seven and one-half (37.5) hours per week and whose appointment is intended to be of indefinite and continuous duration.
- R. Regular part-time employee: An employee included in the bargaining unit who is budgeted and scheduled to work between twenty (20) and twenty-eight (28) hours per week and whose appointment is intended to be of indefinite and continuous duration.
- S. Religious holiday: A day set aside for personal religious observance as a tenet of a bona fide religion that is not a formally recognized holiday for purposes of compensation.
- T. Salary range: Levels on the salary schedule to which positions are assigned. Each range consists of steps. Increases are computed based on Step I so that step-to-step differentials are maintained.
- U. Seniority: The length of continuous service with the Employer determined by the actual numbers of hours of continuous employment since the employee's hire date.
- V. Step: Increment of pay on a salary range.
- W. Supervisor: An employee whose duties include preparing and conducting an employee's performance evaluation and overseeing job performance.
- X. Temporary Employee: An employee hired to work a full-time or part-time schedule for a defined period not to exceed five (5) consecutive months. Temporary employees are not included in the bargaining unit.
- Y. Volunteer: As defined by the Fair Labor Standards Act, a volunteer is an individual who donates their service "without contemplation of pay" and does so voluntarily.

- Z. Work schedule: The days and shifts worked by each employee. Work schedules may vary from day to day and week to week with regard to starting and ending times. The Employer will make a reasonable effort to accommodate schedule adjustments requested by an employee when it is operationally feasible and there is no adverse impact on the Library.

ARTICLE 4: UNION MEMBERSHIP AND DUES DEDUCTION

Section 1. Union Membership. All employees covered by this Agreement are entitled to voluntarily join the Union. Business related to Union membership is the sole responsibility of the Union. The Employer will notify the local Union President or designee by email regarding the scheduled on-boarding day for any new employee who will be represented by the bargaining unit. It will be the responsibility of the employee and representative of the Union to schedule the Union orientation meeting, in coordination with their supervising managers. The representative of the Union and the new employee will be allowed up to thirty minutes of work time, at no loss of pay, for a new employee orientation meeting with the Union.

Section 2. Union Dues Processing and Membership Reporting. The Employer agrees to deduct Union dues and fees once each month from the pay of employees who individually provide written authorization of such deductions to the Employer. The amounts to be deducted shall be certified in writing to the Employer. The Employer shall continue deductions until such time as the employee separates from employment or the Union provides the Employer with written notice that the employee has properly terminated the payroll authorization signed by the employee. The Employer shall transfer such amounts deducted to Council 2. Authorizations for payroll deduction are valid whether executed in writing or electronically. Upon receipt of an authorization for payroll deduction from the employee or Union representative, the Employer will promptly forward a courtesy copy to C2everett@council2.com. The Employer will maintain authorization for payroll deduction and representation cards in personnel files. Copies will be made available to an authorized Union representative upon request.

The Employer will provide to the Union, no more frequently than once a month, a complete list of all bargaining unit members that includes: employee name, hire date, Union membership start date, department, address, hours worked, and monthly gross pay. This information will remain confidential within the Union.

Section 3. Revocation. The Employer will continue payroll deductions until such time as the Union notifies the Employer that the authorization has been terminated in compliance with the terms of the payroll authorization signed by the employee. The Employer will end the payroll deduction no later than the next payroll after the Union notifies the Employer.

Section 4. Indemnity. In the event of an error in relation to dues/fees deductions or union membership, the parties agree to cooperate in making the appropriate adjustments. The Union shall hold harmless and indemnify the Employer from any claim which may be brought by virtue of the Employer's administration of dues/fees deductions and by virtue of any action taken by the Employer in compliance with this Article relating to payroll deductions.

Section 5. Voluntary Deductions for PEOPLE. The Employer agrees to deduct from the wages of any Union member any voluntary deductions for PEOPLE or a similar Union-authorized activity, as provided for in written or electronically executed authorizations for payroll deduction. An executed authorization for PEOPLE or a similar Union-authorized activity may be revoked by the employee at any time by giving written notice to both the Employer and the Union. The Employer agrees to remit any deductions made pursuant to this provision promptly to the Union together with an itemized statement showing the name of each employee from whose pay such deductions have been made and the amount deducted during the period covered by the remittance. The Employer will transfer amounts deducted to the authorized agent.

ARTICLE 5: MANAGEMENT RIGHTS

Section 1. Except as otherwise expressly and specifically limited by the terms of this Agreement, the Employer retains all its customary, usual and exclusive rights, decision-making prerogatives, functions, and authority connected with or in any way incidental to its responsibility to manage its affairs. The rights of the employees in the bargaining unit and the Union hereunder are limited to those specifically set forth in this Agreement, and the Employer retains all prerogatives, functions, and rights not specifically limited by the terms of this Agreement. The Employer shall have no obligation to negotiate with the Union with respect to any such subjects or the exercise of its discretion and decision-making with regard thereto, any subjects covered by the terms of this Agreement and closed to further negotiations for the term thereof, and any subject which was or might have been raised in the course of collective bargaining, but is closed for the term hereof.

Section 2. Without limitation, but by way of illustration, the exclusive prerogatives, functions, and rights of the Employer shall be consistent with the terms of this Agreement, include the following:

- A. To direct and supervise all operations, functions and policies of the Employer in which the employees in the bargaining unit are employed.
- B. To close or liquidate an office, branch, operation or facility, or combination of facilities, or to relocate, reorganize, or combine the work of divisions, offices, branches, operations or facilities for budgetary or other reasons.
- C. To determine the need for a reduction or an increase in the workforce and the implementation of any decision with regard thereto.
- D. To establish, revise and implement standards for hiring, classification, promotion, quality of work, safety, materials, equipment, methods and procedures. It is jointly recognized that the Employer must retain broad authority to fulfill and implement its responsibilities and shall do so by written work rules, existing or future. Changes in rules, standards or procedures will be reasonable in nature and implemented only after copies have been provided to the Union.

- E. To implement new, and to revise or discharge, wholly or in part, old methods, procedures, materials, equipment, facilities, and standards.
- F. To assign and distribute work.
- G. To determine, establish and/or change work shifts.
- H. To determine the need for and the qualifications of new employees, transfers, and promotions.
- I. To discipline, suspend, demote, or discharge an employee for just cause [*struck as unnecessary].
- J. To determine the need for additional educational courses, training programs, on-the-job training, and cross-training and to assign employees to such duties for period to be determined by the Employer.
- K. To contract out for services of any or all types consistent with the past practice of the Employer and in the absence of adequate resources, providing such contracting out shall not displace any member of the bargaining unit. Prior to the contracting out of work, the President of the Local shall be informed in writing of the type of services, length of assignment, and reason for contracting of such work. Contractors will be retained only in circumstances where existing staff is either unavailable or unqualified to perform the work.

ARTICLE 6: UNION BUSINESS

Section 1. Union Representatives. Official Union representatives shall be allowed reasonable time away from their duty stations during regular hours of work without loss of pay when attending meetings with the Employer or when investigating grievances or complaints. The Union representative, if an employee, shall receive permission from his or her Supervisor or the Director prior to leaving the job site or engaging in union business during the workday which is more than incidental and of short duration. The Union shall advise the Employer, in writing, of the names of the authorized Union representatives and of any changes as they occur.

Section 2. Negotiators. The Union negotiating team shall consist of three (3) to five (5) members. Negotiations shall be conducted at mutually agreed-upon times without loss of pay when conducted during working hours.

Section 3. Bulletin Boards. The Employer shall furnish for use by the Union convenient, suitable bulletin boards in each Library facility. The Union shall limit its posting of notices and bulletins to such bulletin boards. A copy of any notice to be posted shall be furnished to the Executive Director or designated Administrative staff.

Section 4. Use of NOLS Mail System. The Employer's internal delivery/mail and electronic mail system may be used to inform Union members of meetings and to provide incidental notices and relevant material for posting on bulletin boards. More than incidental use is not authorized by this labor agreement. NOLS mail and electronic systems afford no expectations of privacy and constitute a public record subject to public disclosure.

Section 5. Use of NOLS Premises. The Union President shall request in advance each use of Library facilities and/or equipment, and must provide advance written notice of Union meetings held on Library premises to the Executive Director or designee and receive advance authorization from the Director or designee.

ARTICLE 7: HOURS OF WORK AND OVERTIME

Section 1. Work Day and Work Week. The work week begins at 12:01am Monday and ends at midnight the following Sunday. The normal work day for regular full-time employees shall consist of seven and one-half (7.5) hours, excluding the normal meal period. The normal work week for regular full-time employees shall consist of thirty-seven and one-half (37.5) hours worked over five (5) work days. Whenever possible, each regular full-time employee and part-time employee shall receive two (2) consecutive days off during each seven (7) day period.

Section 2. Relief Periods.

- A. The following provisions supersede WAC 296-126-092: each regular full-time employee shall receive two (2) fifteen (15) minute, or one (1) thirty (30) minute relief periods in each day's work schedule, except in cases of emergency which prevents the taking of such relief periods. Relief periods shall occur such that service to the public will not be impaired. Such relief periods may be added to the normal meal period or taken at the end of the work shift if approved in advance by the Supervisor. Missed breaks will be reported to a supervisor.
- B. Part-time employees shall receive one (1) fifteen (15) minute relief period for each three (3) consecutive hours worked. Such relief period shall occur approximately midway through the employee's shift. Relief periods shall occur such that service to the public will not be impaired.

Section 3. Meal Periods. Any time an employee works more than five (5) consecutive hours they shall receive a thirty (30) minute scheduled uninterrupted unpaid meal period. Any time an employee works seven and one-half (7.5) consecutive hours or more, they shall receive up to a maximum of one (1) hour uninterrupted unpaid scheduled meal period, at the employee's option.

Section 4. Flex time. Accrual of flex time must be approved in advance by management. Accrued flex time must be used within the pay period in which it was earned. Use of accrued flex time will, to the extent operationally feasible, be scheduled at a time mutually agreeable to the Employee and Managing Supervisor. Carry-over of unused flex time to the next pay period requires advance approval by the Executive Director or designee.

Section 5. Overtime and Compensatory Time. When hours worked exceed forty (40) per week, and the excess cannot be offset through the use of flex time within the work week, all time in paid status that is assigned and authorized in advance by the Executive Director or designee in excess of forty (40) hours per week shall be paid at the rate of one and one-half (1.5) times the regular straight time rate of pay. The employee may request compensatory time

off equivalent to one and one-half (1.5) hours for each hour of overtime worked in lieu of overtime pay, which the Employer may approve or deny.

As per federal law, compensatory time will be accrued at the employee's regular overtime rate and paid at the employee's regular straight time rate. Compensatory time may be earned and taken off with the mutual agreement of the Employer and the employee. If a request for compensatory time off is denied, the employee may request compensatory payment in lieu of time off.

Upon separation from employment, accrued compensatory time will be paid out at the final regular straight-time rate earned by the employee.

Compensatory time off will be taken by the employee only at times that do not disrupt operations or cause the Employer undue hardship.

The Employer may substitute cash and purchase compensatory time off if an agreement to schedule requested compensatory time off cannot be reached, or at any other time the Employer elects to do so. Once compensatory time is approved and scheduled, the Employer shall not purchase the time to prevent the employee from taking time off.

Section 6. Posting Work Schedules. Work schedules, showing the employee's work days, and hours, shall normally be posted in the employee's department or branch, or in an accessible location on the staff network. The Employer will provide at least fourteen (14) days' advance notice of the preliminary schedule, which is subject to adjustment to accommodate employee absences and other operational needs with mutual agreement or. in emergency situations to maintain public service

Section 7. Sunday Premium. Employees who are required by the Employer to work on a Sunday shall receive one and one-half times (1.5x) their regular straight time rate of pay for all hours worked. Full-time employees may choose to receive one and one half (1.5x) times their regular hours in compensatory time in lieu of pay. The Sunday premium shall be waived for employees who request a schedule which includes Sunday hours.

Section 8. Overtime Assignments. An employee is not required to work overtime and may decline without negative consequences.

Section 9. Working on a Religious Holiday. Time off shall be granted for religious holidays to the extent operationally possible and as a religious accommodation. Such time off shall be arranged in advance with the employee's supervisor. Employees may use the floating holiday, vacation, leave without pay, or, when feasible, may choose to make up the time; provided that full-time employees must arrange to make up time during the same work week that the holiday occurs. Employees may arrange to make up the time during the same work week consistent with operational needs provided that by doing so the Library does not incur an FLSA overtime liability.

Section 10. Working out of Classification. An employee who is temporarily assigned responsibilities of a higher classification for a period of five (5) working days or more, shall be

paid at the rate of pay which reflects at least five percent (5%) more than their current Range/Step. Out-of-class pay must be approved in advance by the Executive Director.

Section 11. Temporary Reassignment. An employee temporarily reassigned to fill a position in a higher classification must receive at least Step A on the range for that Classification, and a salary at least equivalent to their current Range/Step. Temporary reassignments must be approved, in advance, by the Director.

Section 12. Unscheduled Call-Backs. An employee required to respond to an unscheduled call-back by physically reporting to the work site shall receive a site fee of one hour at their current rate of pay, plus a guaranteed minimum compensation of one (1) hour at their current rate of pay. All rules governing overtime, holiday pay and Sunday pay shall apply.

Section 13. Travel Time to a Non-Regular Worksite. When an employee is scheduled to work at a worksite that is not the employee's regular worksite, the employee will be paid for commuting time and mileage in excess of the time/mileage the employee normally takes to commute from home to their regular worksite. The parties understand that some employees have more than one regular worksite. This paragraph does not prohibit an employee from using public transportation to commute. In lieu of mileage reimbursement for All Staff Training Days, each employee attending All Staff Training at a location other than their regular worksite will receive a \$15 stipend.

Section 14. Stipend for Employees with Two Regular Worksites. An employee assigned to two regular worksites (for example, an employee regularly assigned to work at both the Forks and Clallam Bay branches) will receive a monthly stipend of \$40.

ARTICLE 8: EMPLOYMENT POLICIES

Section 1. Probation. New hires covered by this Agreement shall be subject to a probationary period concluding on the last day of the sixth month following the anniversary date. Employer reserves the right to extend the probationary period up to an additional three (3) months, for nine (9) months total, when an employee's performance and/or progress acquiring job skills suggests additional training and assessment time is required. Union shall be notified regarding any extensions of the probationary period.

Section 2. Termination of Probationary Employees. Probationary employees may be terminated by the Employer without cause.

Section 3. Probationary Period for Existing Employees who are Promoted or Given a Lateral Transfer. Existing employees promoted to a new position or granted a lateral transfer shall serve a probationary period. The probationary period will begin on the first day of the month following the transfer or promotion and will conclude six months later. In the event an employee does not successfully complete the probationary period, as determined by the Employer, such employee shall be assigned to their former position and pay if such is available, or to another vacant position for which the employee is qualified, if available. If the employee does not successfully complete the probationary period and cannot be reassigned to their

former position and pay, the circumstances shall be discussed by the Employer, the employee and the Union prior to any reclassification or other action as determined by the Employer.

Section 4. Filling Vacancies. Whenever a job opening occurs in any job classification covered by this Agreement, a notice of such opening shall be posted on all internal bulletin boards for at least five (5) working days. A notice of such vacancy shall also be sent to all staff via electronic mail. During this period, employees who wish to apply for the vacancy, including employees on layoff, may do so. Employees applying for vacant positions, including lateral transfers and promotions, must follow the posted in-house application instructions for that position. Vacancies in the Public Services Specialist, Courier, and Facilities Technician 2 positions may be posted internally and externally simultaneously. Prior to interviewing candidates for promotions or from outside the Library System, the Employer shall consider all employees who have submitted a request for transfer. In all cases, employees represented by this Agreement, including employees on layoff status, shall receive first consideration for represented vacancies, providing the employee meets the minimum qualifications of the position. Position vacancies shall be filled based on ability and qualification. If the Employer concludes that two or more employees are equally qualified to fill the vacancy, the Employer agrees to select the employee with the greatest seniority. Local Union officers may make application on behalf of absent employees. Position vacancies outside the bargaining unit shall be filled at the discretion of the Employer.

Section 5. Pay Upon Voluntary Demotion. Employees who request a demotion will work at the Step on the Range for the lower classification which is closest to the employee's hourly rate prior to demotion. Approval of the Executive Director or designee is required.

Section 6. Notification by Employer of Intent to Reclassify an Existing Filled or Vacant Position. The Employer shall notify the employee and the Union in writing of its intent to reclassify the employee's position or change his or her job description. The Employer shall notify the Union of its intent to reclassify a vacant position.

Section 7. Request by Employee or Supervisor for a Reclassification. An employee or supervisor may ask the Employer for a position reclassification by submitting a written request to the Executive Director. The Director shall give written notification of the results of the reclassification request and explanation of findings to the employee within ninety (90) days of the request.

Section 8. Temporary Employees. Temporary employees may be used when additional assistance is necessary for a limited period, or when existing regular employees are insufficient to keep up with work demands. Temporary employees shall not displace any current member of the bargaining unit or reduce hours of employees represented by this Agreement. The names of, and hours worked by temporary employees as well as the locations of work shall be made available to the Union.

Section 9. On-call Employees. On-call employees may be used when intermittent assistance is necessary and existing employees are either unavailable or unqualified to perform the work, or when work is significantly backlogged and the work hours of regular employees are insufficient to correct the situation. On-call employees shall not displace any current member of the

bargaining unit or reduce hours of employees represented by this Agreement. No on-call employee shall work for more than twenty-eight (28) hours per week without the prior approval of the Union President. The names of, and hours worked by on-call employees as well as the locations of work shall be made available to the Union.

Section 10. Volunteers. Volunteers may be used only to 1) supplement work performed by regular library employees, and 2) perform specific tasks which are limited in scope. No volunteer job description shall encompass the entirety of the job description of any position represented by this Agreement. Volunteers shall not displace any current member of the bargaining unit or reduce hours of employees represented by this Agreement. The use of volunteers shall be determined on a case-by-case basis by the Branch Manager or Department head, after receiving input from the employee(s) directly responsible for the supervision of volunteers. The names of volunteers and the locations of their work shall be made available to the Union. No employee under this Agreement shall be required to volunteer their services for the Library.

Section 11. Interns. Interns must be used in accordance with the terms of the Fair Labor Standards Act. Interns shall not displace any member of the bargaining unit or reduce hours of employees represented by this Agreement. The names of interns and the locations of their work shall be made available to the Union.

ARTICLE 9: EMPLOYMENT RECORD

Section 1. Training and Educational Records. Employees may file, on a form specified by the Employer, information pertaining to education courses, seminars, workshops and other job-related activities they have attended or participated in during the past calendar year. Such form shall become part of the employee's official Library Employment Record.

Section 2. File Review. At any reasonable time, employees, upon appointment, may review their own official Library Employment Record in the presence of the a Library administrative employee and, upon request, a Union representative. An employee shall have the opportunity to submit rebuttal or corrective information in accordance with State law. (RCW 49.12.250)

Section 3. Employee Copy of Entries. Whenever the Employer places a document in an employee's official Employment Record, the employee will be given a copy, unless the document has the employee's signature on it. A current or former Library employee may request and receive one copy of each document contained in the official Personnel File not more than once annually, for which the Employer may charge the employee the actual cost permitted by public records laws of Washington. Any other party requesting a copy of the Personnel File will be charged the current copying fee.

Section 4. Confidentiality of Disclosure. Employees' personnel records will be maintained with confidentiality consistent with Washington law. Access will be permitted only to those with a legitimate business need or in the interest of the Employer, or upon written authorization of the employee. The contents of an Employee's official Library Employment Record shall not be released without the prior written consent of the employee except as otherwise may be

required or permitted by law. In the event of release with the employee's written consent, records will be disclosed in accordance with any release in a form acceptable to the Employer signed by the employee.

ARTICLE 10: HOLIDAYS

Section 1. Recognized Holidays. The following shall be designated as paid holidays by the Employer. Full-time employees shall be compensated for seven and one-half (7.5) hours of time for each holiday. Part-time employees budgeted for 22.5 hours per week shall be compensated on a pro-rated basis of 4.5 hours per holiday. Part-time employees budgeted for 28 hours per week shall be compensated on a pro-rated basis of 5.7 hours per holiday. Part-time employees budgeted for other schedules will be compensated on a pro-rated basis, with holiday pay rounded to the nearest tenth hour. When a part-time employee's holiday shift is longer than their pro-rated holiday pay, they can choose to use accrued paid leave to make up the difference or request to be rescheduled within the same workweek.

New Year's Day	Veterans Day
Martin Luther King's Birthday	Labor Day
Presidents Day	Thanksgiving Day
Memorial Day	Christmas Eve Day
Juneteenth	Christmas Day
Independence Day	

Section 2. Holiday Pay. Employees who are scheduled to work on a holiday shall receive double (2x) their regular straight-time rate of pay for each hour worked, with a minimum of one hour of pay at the double (2x) time rate. Full-time employees may choose to receive double compensatory time in lieu of pay.

Section 3. Sunday Holidays. In the event the official date of a library-designated holiday falls on a Sunday, the following Monday shall be observed as the Library holiday. If the following Monday is a separate library-designated holiday, then the holiday on Sunday will be observed on the immediately adjacent preceding Saturday.

Section 4. Holidays that Fall on Employees' Days Off. In the event a holiday falls on an employee's regularly scheduled day off, an accrued holiday will be credited to that employee. Accrued holidays must be taken with the advance approval of the Supervisor and must be used within thirty (30) days of accrual.

ARTICLE 11: VACATION LEAVE

Section 1. Accrual of Vacation Leave for Full Time Employees. Regular full-time employees shall accrue vacation leave in accordance with the following schedule of continuous service with the Employer:

Years of Continuous Service	Hours Per Year	Days Per Year
0 through 4	112.50	15
5 through 9	142.50	19
10 through 15	165.00	22
16 or more	187.5	25

Section 2. Accrual of Vacation Leave for Part-Time Employees. Part-time employees shall accrue vacation leave in accordance with the same schedules of continuous service as full-time employees, except that the accrual rate shall be pro-rated based on the number of hours budgeted per week for that employee.

Section 3. Vacation Accrual Cap. Since paid vacation time is only of benefit to the employee if taken, any accrued vacation time in excess of two hundred twenty five (225) hours for full-time employees, one hundred thirty five (135) hours for twenty two and one half (22.5) hrs/wk part-time employees, and one hundred sixty nine (169) hours for twenty eight (28) hrs/wk part-time employees that is not taken by the end of any calendar year shall be lost unless it has been necessary to delay the employee's vacation due to the work requirements of the employer. Any employee who desires to carry over more than two hundred twenty five (225) hours of unused vacation time for full time employees, one hundred thirty five (135) hours of unused vacation time for 22.5 hrs/week part-time employees, or one hundred sixty-nine (169) hours of unused vacation time for 28 hrs/week part time employees, from one calendar year to the next must receive the prior approval of the Executive Director or designee.

Section 4. Vacation Accrual during Probationary Period. Employees who are in probationary status shall accrue vacation leave, but vacation cannot be taken until the employee has successfully completed the probation period.

Section 5. Payment for Unused Vacation Time upon Separation from Employment. An employee who has completed probation and who resigns with a minimum of two (2) weeks written notice or is terminated shall be paid their accrued but unused vacation time through date of separation.

Section 6. Rate of Pay. All vacation time paid shall be at the employee's current straight-time rate of pay.

Section 7. Vacation Schedule. Employees may select their own vacation time with the approval of their Supervisor. Whenever choices of vacation time conflict, scheduling will be based on the first request for the particular time period. An employee shall not be permitted to work and receive vacation compensation simultaneously.

Section 8. Changing Vacation Time in Event of Illness. An employee who, while on paid vacation time, suffers a disability or illness which requires confinement to a hospital or confinement to home and is under the care of a physician may apply in writing for sick leave to begin the first day following confinement. Vacation pay and sick leave pay shall not be payable for the same period of time.

Section 9. PERS I Cap. As per RCW 41.50.150, a PERS I employee's accrued and unused vacation and sick leave benefits payable upon resignation or retirement in total shall not exceed two hundred forty (240) hours.

ARTICLE 12 - SICK LEAVE AND BEREAVEMENT LEAVE

Section 1. Sick Leave Definition and Use. Sick leave is defined as a specified period of time that an eligible employee is absent from work due to a qualifying event. Sick leave shall be paid at the employee's regular rate of pay. Qualifying events and relationships are defined in Article 12 Section 3 and 4, below.

Section 2. Sick Leave Accrual. Full-time employees, including those on probation, shall accrue seven and one-half (7.5) hours of sick leave per month without limitation. Part-time employees, including those on probation, shall accrue sick leave at a rate that is pro-rated according to the number of hours the employee is budgeted per week, without limitation. Probationary employees are eligible to use sick leave during the probationary period.

Section 3. Qualifying Events. Accrued sick leave may be used for the following events:

- A. The employee's own illness, injury or health condition; to accommodate the need for medical diagnosis, care or treatment of an employee's health condition; or an employee's preventive medical care; or
- B. The employee's care for a family member with an illness, injury or health condition; care for a family member who needs medical diagnosis, care or treatment; or care for a family member who needs preventive medical care; or
- C. When the employee's workplace or their child's school or place of care has been closed by a public official for any health-related reason; or
- D. Absences covered by the domestic violence/sexual assault/stalking leave law.

Section 4. Family Members. Family members include an employee's child (whether biological, adoptive, foster, step-child, or child for whom the employee stands in loco parentis, is a legal guardian for, or is a de facto parent and regardless of age or dependency status); parent (whether biological, adoptive, de facto, step-parent, legal guardian or person who stood in loco parentis to employee when employee was a child); spouse or registered domestic partner; grandparent; grandchild; or sibling. Family members also includes an individual for whom the employee can show they have power of attorney.

Section 5. Workers' Compensation Supplement. In the event that an employee is absent due to illness or injury for which the employee is receiving state Workers' Compensation Benefits, the Employer's obligation for payment of accrued leave shall be the difference between the employee's regular wages and the amount received from the state. An employee receiving payment under an industrial insurance claim will have the option of either: a) supplementing the difference between their industrial insurance claim and their regular rate of pay (net after taxes) with sick leave and/or vacation, or b) receiving just the insurance portion of their industrial insurance claim.

Section 6. Bereavement and Funeral Leave. An employee shall be granted bereavement leave of up to three (3) days per occurrence in the event of a death in the employee's immediate family, which includes: employee's spouse, domestic partner, parent, child, father-in-law, mother-in-law, brother, sister, grandparent, grandchild, son-in-law, daughter-in-law, and individuals for whom the employee is the current legal guardian. Bereavement leave shall also be granted under this Section for any employee who can show that they have power of attorney. Additional leave, to be deducted from accrued and unused sick leave, may be authorized by the employee's Supervisor.

An employee shall be granted up to three (3) hours of Funeral leave, as needed, to attend the funeral of a NOLS employee or former NOLS employee, subject to scheduling feasibility and approval of Supervisor.

It is understood that Bereavement and Funeral leave may be requested with minimal notice to the Employer, and Employer will grant the leave if operationally feasible.

Section 7. Sick Leave Separation Payments. Upon retirement, resignation or death, twenty (20) percent of accrued and unused sick leave shall be paid to employees in good standing who have at least five years of continuous employment, including time spent on official layoff status, up to a maximum payout of \$7,500.00. Employees who participate in the Washington PERS I plan are not entitled to this benefit for retirement purposes.

Section 8. Sick Leave pay-outs for PERS I Employees. As per RCW 41.50.150, a PERS I employee's accrued and unused vacation and sick leave benefits payable upon resignation or retirement shall not exceed two hundred forty (240) compensable hours. In the event it is determined this Article is not in conformance with RCW 41.50.150, or the application of this Article would result in an assessment levied against the Employer by PERS, this section shall be void and no payment shall be made.

Section 9. Donations of Sick Leave. An employee may donate a portion of accrued sick leave (in hours) to another employee whose paid time off hours are depleted or about to become depleted as further defined in the Employer's policies.

ARTICLE 13 – OTHER LEAVES

Section 1. Family and Medical Leave. An eligible employee shall be entitled to Family and Medical Leave in accordance with state and federal law, as further defined in the Employer's policies.

Section 2. Jury Duty. An employee called for Jury Duty on a working day shall receive regular pay less the amount of the jury duty appearance fee paid by the court to the employee. If excused from jury duty on a working day, the employee shall contact his Supervisor for work assignments.

Section 3: Other Protected Leave. Eligible employees shall be entitled to other protected leaves as further defined in the Employer's policies and in compliance with applicable state and federal laws.

Section 4. Personal Leave. Employees covered by this Agreement shall be entitled to receive Personal Leave equivalent to the number of hours per week for which their position is budgeted (for example an employee whose position is budgeted for 37.5 hours per week shall be entitled to receive 37.5 hours of Personal Leave per year, an employee whose position is budgeted for 28 hours per week shall be entitled to receive 28 hours of Personal Leave per year). Employees may schedule their own personal leave with the advance approval of the Supervisor. Personal leave balances may not be carried over from one calendar year to the next. Personal leave is granted to new employees on a pro-rated basis determined by the number of weeks remaining between the date of hire and the end of the year.

Section 5. Leave of Absence Without Pay. LWOP requests will be reviewed and approved on a case-by-case basis at the discretion of the Executive Director or designee, in consultation with the employee's supervisor, and taking into account the current operational needs of the Library and as noted above. When approving a LWOP request, the Director or designee will specify the approved length of time for the leave. The Director's approval will also reflect whether or not the employee's job can be held for him/her pending their return to work. If the Library is unable to hold the position for the employee's return, the employee may withdraw the request for LWOP without penalty. An employee on LWOP may also be concurrently on a FMLA leave. In these cases, the employer's policies for FMLA eligibility and record-keeping will apply.

Section 6. Emergency Library Closure Leave. Each employee may take leave with pay for up to thirty (30) hours per calendar year as emergency library closure leave. Such leave may be used when the employee cannot work because the Library facility the employee is assigned to work at is officially closed as the result of adverse weather or similar emergency conditions. Emergency library closure leave does not roll over from one calendar year to the next and shall not be cashed out.

Section 7. Washington State Paid Family Medical Leave. The Employer will comply with the Washington State Paid Family and Medical Leave (PFML) program. Premiums are established by the State of Washington. Employees will pay the designated employee share of premiums via payroll deduction and the Employer will pay the designated employer share.

ARTICLE 14: GROUP INSURANCE

Section 1. Full-Time Benefits.

- A. For the term of this Agreement, the Employer shall pay the full cost of group insurance premiums for the following plans for enrolled full-time employees:
 - Family Vision Service Plan (WCIF)
 - Employee Group Life and Accidental Death/Dismemberment (WCIF)
 - Employee Assistance Program (WCIF)
- B. Effective January 1, 2023, the Employer will pay 95% of the monthly medical premium to cover each full-time employee on the Classic Medical Plan, or an equivalent dollar amount to cover an employee who chooses a different plan. Any remaining cost, including dependent premiums, will be paid by the employee via payroll deduction.
- C. The Employer will pay 98% per employee per month for Family Dental Plan #13 (AFSCME).
- D. AFSCME will enroll full-time employees who are not members of the bargaining unit in AFSCME administered benefits plans.
- E. Dependent Reimbursement. For those full-time employees hired prior to January 1, 2011, the Employer shall reimburse up to two hundred dollars (\$200) per month toward the monthly group medical insurance premium for each employee who has a spouse and/or dependents enrolled in the plan. For this purpose, "dependent" is defined as a person dependent upon the employee for financial support and meeting all criteria established by the IRS and group insurance carriers.

Section 2. Part-Time Benefits.

- A. For the term of this Agreement, the Employer shall pay the full cost of group insurance premiums for the following plans for enrolled part-time employees:
 - Family Vision Service Plan (WCIF)
 - Employee Group Life and Accidental Death/Dismemberment (WCIF)
 - Employee Assistance Program (WCIF)
- B. Part-time employees shall be eligible to enroll in the employee Group Medical Plan of their choice. For enrolled part-time employees budgeted at 28 hours per week, the Employer will pay seventy-five percent (75%) of the sum paid toward the monthly premium for full-time employees. For enrolled part-time employees budgeted at 22.5 hours per week, the Employer will pay sixty percent (60%) of the sum paid toward the monthly premium for full-time employees. The part-time employee shall pay the remaining premium amount of the Group Medical Plan, or any other PEBB plan which may be offered, and the full cost of any monthly dependent premium. The amount of the premium will be deducted from the employee's salary through payroll deduction.

- C. Effective January 1, 2022, part-time employees shall be eligible to enroll in the Family Dental Plan #13 (AFSCME). For enrolled part-time employees budgeted at 28 hours per week, the Employer will pay seventy-five percent (75%) of the sum paid toward the monthly premium for full-time employees. For enrolled part-time employees budgeted at 22.5 hours per week, the Employer will pay sixty percent (60%) of the sum paid toward the monthly premium for full-time employees. The part-time employee shall pay the remaining premium amount and the full cost of any monthly dependent premium through payroll deduction.

Section 3. Benefits Cost Increases. Employer shall notify and meet with the union regarding any proposed changes to insurance benefits prior to such changes becoming effective.

ARTICLE 15: OTHER BENEFITS

Section 1. Health Reimbursement Arrangement Plan (HRA).

- A. **Full-Time Employee Health Reimbursement Arrangement (HRA) Plan.** Every regular full-time employee shall be eligible for reimbursement tax-free for qualified medical expenses up to a maximum dollar amount of one thousand seven hundred and fifty (\$1,750) annually for deductible health related expenses as defined under applicable IRS rules. Also eligible for HRA reimbursement are qualifying medical expenses provided to the Employee's spouse and/or dependents. In order to be eligible for the NOLS HRA benefit, Employees must certify to the Employer that they, and any family member for whom reimbursements are requested, meet the eligibility requirements for HRAs as established by IRS rules. The employee must submit appropriate documentation with each request for reimbursement in the year the expense is incurred. Health reimbursements for new employees shall be paid on a pro rata basis during their first year of employment. Health reimbursements for separating employees during the final year of employment shall also be paid on a pro rata basis. Benefit overpayments will be withheld from employee's final paycheck. HRA benefits do not roll over from year to year.
- B. **Part-Time Employee Health Reimbursement Arrangement (HRA) Plan.** Every part-time employee shall be eligible for reimbursement tax-free for qualified medical expenses as defined under applicable IRS rules for up to the following maximum annual dollar amounts: \$1,375 for a part-time employee budgeted for 28 hours per week; \$1,150 for a part-time employee budgeted for 22.5 hours per week.. Also eligible for HRA reimbursement are qualifying medical expenses provided to the Employee's spouse and/or dependents. The employee must submit appropriate documentation with each request for reimbursement in the year the expense is incurred. Health reimbursements for new Employees shall be paid on a pro rata basis during their first year of employment. Health reimbursements for separating employees during the final year of employment shall also be paid on a pro rata basis. Benefit overpayments will be withheld from the employee's final paycheck. In order to be eligible for the NOLS HRA

benefit, Employees must certify to the Employer that they, and any family member for whom reimbursements are requested, meet the eligibility requirements for HRAs as established by IRS rules. HRA benefits do not roll over from year to year.

- C. If an Employee is ineligible to participate in the HRA Plan because the Employee is enrolled in an Employer-offered High Deductible Health Plan (CDHP) with Health Savings Account (HSA), the Employer will make an equivalent contribution to the Employee's HSA. The Employer's HSA contribution will be paid monthly. No HSA contribution will be made that exceeds applicable IRS limits.
- D. If there are IRS changes during the duration of this Agreement, Article 15 section I may be mutually reopened for negotiations.

Section 2. Cell Phone Usage Allowance. The Employer will provide a cell phone allowance in the amount of twenty dollars (\$20) per month to designated employees covered by this Agreement if the Employer determines that use of a personal mobile phone is appropriate to the requirements of the Employee's job. Employees receiving the cell phone usage allowance will be subject to all NOLS policies establishing appropriate use of personal devices on the job and required management of the public records which such use may create.

Section 3. Employer Contribution to Deferred Compensation Plan. Effective January 1, 2021, for Employees enrolled in the DRS deferred compensation plan offered by the Employer, the Employer will match Employee contributions up to a maximum employer contribution of \$30 per month per employee.

ARTICLE 16: WAGES AND CONTINUOUS SERVICE BENEFIT

Section 1.

Wages for 2023 shall be as set forth in the attached Appendix.

A COLA of two percent (2%) will be awarded effective January 1, 2024.

A COLA of two and one-half percent (2.5%) will be awarded effective January 1, 2025.

If a levy lid lift successfully passes before December 31, 2025, either party may reopen Article 16 Section 1.

Section 2. New Positions. When any position not listed on the salary schedule is established, the Employer may designate a job classification and salary range for the position.

Section 3. Wage Upon Promotion. Upon promotion to a classification that is higher on the salary range, the employee shall receive an increase in salary which is at least five percent (5%) higher than the employee's current salary and not less than Step A of the new salary range.

Section 4. Monthly Payroll. The salaries and wages of employees shall be paid monthly, consistent with the employer's policies.

Section 5. Step Increases. Step increases on the salary schedule will be awarded on a 12-month cycle for full-time and part-time employees covered by this Agreement.

Section 6. Continuous Service Benefit. Continuous Service Benefit (CSB) premiums shall be paid to employees represented by this Agreement on a monthly basis, beginning with the first full pay period following the employee's completion of eight years of service. CSBs are paid in addition to salary and are calculated by multiplying the years of service by \$6.00 per year.

For each regular part-time employee hired on or after January 1, 2013 and represented by this Agreement, once the employee becomes eligible for a CSB, the dollar value will be calculated on a pro-rata basis, based on the number of hours the employee is budgeted for and regularly scheduled to work. Regular part-time employees budgeted and scheduled for twenty eight (28) hours per week shall earn seventy-five percent (75%) of the dollar amount per month for full-time employees as indicated in the chart below. Regular part-time employees budgeted and scheduled for twenty two and one-half (22.5) hours per week shall earn sixty percent (60%) of the dollar amount per month for full-time employees indicated in the chart below.

Employees shall be eligible for Continuous Service Benefits in accordance with the following schedule:

Length of continuous employment	Full-time employees	28 hrs/week employees hired on or after 1/1/13	22.5 hrs/wk employees hired on or after 1/1/13
0 through 5 completed years	0	0	0
6 completed years	\$36/month	\$27/month	\$21.60/month
7 completed years	\$42/month	\$31.50/month	\$25.20/month
8 completed years	\$48/month	\$36/month	\$28.80/month
9 completed years	\$54/month	\$40.50/month	\$32.40/month
10 completed years	\$60/month	\$45/month	\$36/month
11 completed years	\$66/month	\$49.50/month	\$39.60/month
12 to 25 completed years	\$6.00 additional dollars per month for each year of continuous employment through the twenty-fifth (25th) completed year.	\$4.50 additional dollars per month for each year of continuous employment through the twenty-fifth (25th) completed year.	\$3.60 additional dollars per month for each year of continuous employment through the twenty-fifth

			(25th) completed year.
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- A. All Continuous Service Benefits payments are based on continuous length of service with the Employer and not on service within a classification.
- B. The Continuous Service Benefit is capped at twenty-five (25) years of continuous service, for all employees who received less than one thousand eight hundred dollars (\$1,800) per year as of March 1, 2009.
- C. Effective with the date of a change in status, the CSB for a CSB-eligible employee hired on or after January 1, 2013 who moves from one status to another (part-time at twenty two and one half (22.5) hours per week to part-time at twenty eight (28) hours per week or vice versa, part-time to full-time, or full-time to part-time status) will be adjusted to the dollar amount per month for the employee's new status.

Section 7. In the event that the existing salary schedule is revised during the term of this Agreement, employees whose present wage is higher than the top step in their classification in the new salary schedule would remain at their present wage until such time as the negotiated Cost of Living Adjustments and/or other adjustments to that schedule cause the employees' salaries to be within the appropriate range for those classifications. They are eligible for Continuous Service Benefit payments according to the eligibility requirements described in Section 6 of this Article. Any other matters associated with wages and continuous service benefits are covered in the Employer's policies.

Section 8. Bilingual Pay. Employees assigned to perform non-English bilingual, interpretive and/or translation services for the Library shall receive monthly premium pay. There are two tiers of the monthly premium depending on the amount of time the language skill is utilized. Tier I: averages at least one hour and less than five hours per week is \$40.00 per month. Tier II: averages at least five hours per week is \$80.00 per month.

Before an employee is approved to receive the language premium, the Library shall ensure the employee passes a language skills assessment by a third-party the Library has hired. The Library and the Union will discuss the selection of the third-party provider in Labor Management. The Library may ask for a skills assessment annually and may terminate the language premium at any time if the employee is no longer assigned to perform non-English bilingual, interpretive and/or translation services. Employees Mary Givins and Angeles Brito will be paid at the appropriate Tier until such time as the language skills assessment is conducted.

ARTICLE 17: LAYOFFS AND RECALL

Section 1. Reductions in the work force by the Employer shall be motivated by documented lack of funds, lack of work, or impending lack of funds or lack of work. The Union shall be notified at least two (2) weeks in advance of any layoff notice. The Employer and the Union shall meet and discuss the effects of a layoff or reduction in hours on the employees. The following procedures will be followed.

- A. The Library will determine which classifications and number of positions will be affected.
- B. The principle of seniority shall apply provided that the more senior employees have the skill and ability to perform the work as determined by the Employer.
- C. All temporary employees within the affected classification shall be terminated.
- D. Volunteers may not be used to fill positions of employees displaced during layoffs. They may continue to work in unaffected areas of the Library. During layoffs, Volunteer positions and work should be reviewed quarterly by the Union.
- E. During layoffs, any on-call hours or temporary positions should be offered in the following order, provided that the individual has the qualifications and ability to perform the work for which the hours are needed:
 - 1. To regular employees;
 - 2. To laid off employees;
 - 3. To on-call employees;
 - 4. To volunteers; and
 - 5. Through external recruitments.
- F. Each employee to be laid off shall be given at least four (4) weeks' notice of layoff. Full-time employees shall receive sixteen hours of paid time off during that period to seek work. Part-time employees shall receive such time off, pro-rated according to the number of hours budgeted per week. The Employer shall provide the Union with current layoff seniority lists within two (2) weeks of the Employer's decision that a layoff will occur. Any employee who is laid off shall receive written notice thereof, and a copy shall be placed immediately in the employee's personnel file.

Section 2. Employees shall initially be placed on paid vacation status until any such accrued vacation leave is exhausted, with the layoff period beginning the first regular work day following the vacation period. Alternately, employees shall have the option of receiving a one-time payment of the total of their accrued but unused vacation leave up to the date of layoff.

Section 3. In the event of layoff, employees shall have the option of bumping to an existing position at the same or a lower level of classification and pay in lieu of being laid off by utilizing their seniority, provided, however, that bumping to a particular position shall be contingent on the employee's qualifications and ability to perform the duties of the position to be assumed as determined by the Employer. The employee may bump only the employee in the lower classification with the least seniority.

Section 4. Any employee who is laid off shall be placed on a recall list for that classification and for any lower classification for which the employee has the skill and ability to perform the work. The employee shall remain on the recall list for a period of twenty-four (24) months. The employee shall have the responsibility to keep the Employer informed as to their current address and telephone number. Failure of an employee to respond within five (5) working days or to report within ten (10) working days of notification to report for recall shall result in the removal of the name from the recall list. A reporting date in excess of ten (10) working days

may be mutually agreed to. Employees may decline reinstatement to a lower classification than that which the employee held at the time of layoff without loss of their seniority ranking on the recall list. Any notification of re-employment to an employee laid off shall be made by telephone followed by written notification.

Section 5. Recall procedures are as follows:

- A. Prior to the recall of a laid off employee, employees within a position classification and work status shall have the right to apply for a lateral transfer. Terms of Article 8 shall apply. Article 8, Section 5 shall be waived for an employee returning to a previously held position.
- B. Laid off employees shall be recalled in order of seniority provided that the employee has the qualifications and ability for a position to which the employee may be reinstated.
- C. In order of seniority, laid off or reassigned employees shall have the first opportunity to return to their former classification and/or pay range in the event an opening occurs.

Section 6. Recalled employees shall be reinstated with full seniority and sick leave accrual which they had as of the date of layoff. Vacation, seniority and sick leave shall not accrue during periods of layoff.

ARTICLE 18: GRIEVANCE PROCEDURE

Section 1. Grievance Defined. A grievance is defined as a claim by an employee or by a group of employees that there has been an improper application or violation of specific provisions of this Agreement.

Section 2. Time Limits. Grievances shall be processed in the following manner and within the stated time limits unless waived or extended by the Union and Employer in writing. Working days shall be considered as Monday through Friday and excluding Saturday and Sunday.

Section 3. Steps in Grievance Process.

Step 1. Supervisor Notification. The employee shall present the grievance in writing to their Supervisor within thirty (30) calendar days of the occurrence first giving rise to the grievance or the date when the employee knew or should have known of the alleged contract violation. The grievance shall contain the following information:

- A. A general statement explaining the conditions or actions under which the alleged grievance occurred and the time of occurrence;
- B. The specific Article(s) and Section(s) of the Agreement alleged to have been improperly administered or violated;
- C. The remedial action requested.

A meeting will be arranged between the employee, the employee's supervisor and a representative of the local Union. The supervisor shall provide a written response to the employee within five (5) working days of such meeting. If the grievance is not resolved, the

Employee may proceed to Step 2 within three (3) working days following the supervisor's written response in this Step 1.

Step 2. *Review by the Union Grievance Committee.* The grievance shall be submitted to the Union Grievance Committee for review. In the event the Grievance Committee is not convinced the employee has a legitimate grievance, such grievance shall be considered resolved upon written notification to the Employer. If the Grievance Committee believes the employee has a legitimate grievance, the employee may proceed to Step 3 by submitting the grievance and all related grievance documentation to the Executive Director or designee within eight (8) working days following the supervisor's written response.

Step 3. *Review by the Executive Director.* The grievance shall be submitted to the Executive Director or designee. A meeting shall be convened between the Director or designee, the employee and Union Grievance Committee within five (5) working days. The Director or designee shall render a written decision to the employee within five (5) working days of the meeting. If the grievance is not resolved, the employee may proceed to Step 4. If an employee chooses to proceed to Step 4, a written copy of the grievance will be submitted to the Library Board of Trustees by the Library Director.

Step 4. *Submission to Arbitration.* Either the Employer or the Union may notify the other party of its intent to submit the grievance to arbitration within fifteen (15) working days following the receipt of the decision in Step 3. Such notification shall be accompanied by the following information:

- A. The question or dispute at issue;
- B. The specific Article(s) and Section(s) of the Agreement alleged to be improperly administered or violated and an explanation of the reasons the Union contends the contract was violated;
- C. A statement of the facts agreed to by both parties;
- D. A statement of the facts in dispute, if any; and
- E. The remedy requested;

Step 5. *Arbitration Process.*

- A. The requesting party shall request a list of eleven (11) arbitrators from the Public Employment Relations Commission (PERC), the Federal Mediation and Conciliation Service, or the labor panel of the American Arbitration Association located in Washington, Oregon, and/or Idaho.
- B. If the parties cannot agree on an arbitrator from the list of arbitrators received, the Employer and the Union shall have the right to strike names alternately from the list until one arbitrator remains. The party who shall have the right to strike the first name shall be determined by coin toss. Unless the parties mutually agree to extend the time, the choice of an arbitrator shall be made within thirty (30) days of receipt of the list.

- C. The decision and award of the arbitrator shall be requested by the parties in writing within sixty (60) days after the conclusion of the arbitration hearing unless the parties request a bench decision. Any issue of substantive or procedural arbitrability shall be presented by the parties in briefs and affidavits for decision in advance of any subsequent hearing on the merits. The arbitrator shall either issue a decision or issue a determination that the decision requires additional evidence.
- D. The decision of the arbitrator shall be final and binding on both parties and shall not add to nor take away from this Agreement.
- E. The cost of the arbitrator shall be borne equally by both parties. All costs incurred by either party relating to the presentation of its case shall be paid exclusively by such party, and neither party may seek or receive attorney fees or other costs as a prevailing party.

Section 4. Consequences of Missed Deadline. Failure by the Union to follow the proper Steps in Section 3 of this Article and time limits as prescribed herein shall constitute abandonment of the grievance by the Union. Failure by management to follow the proper Steps and time limits shall cause the grievance to advance to the next step. Waiving of the time limits or eliminating any Steps in the procedure must be mutually agreed upon by both parties in writing.

Section 5. Voluntary Resolution. A grievance may be terminated at any time upon receipt of a signed statement from the Union or the employee that the matter has been resolved.

Section 6. Mediation. Either party may request mediation following a Step 3 response that does not resolve the grievance. Should both parties agree, they will meet with a mediator and try to resolve the grievance, however, the mediation shall not delay time lines for submission to arbitration unless the time limits are tolled by written agreement. In the event that the grievance is not resolved, the Union will have thirty (30) calendar days from the close of the mediation session in which to submit a written notice for arbitration to the Director of the Library or designee.

ARTICLE 19: EMPLOYEE DISCIPLINE AND DISMISSAL

Section 1. Just Cause and Progressive Discipline. The Employer may discipline an employee [*struck as unnecessary] for just cause. The Employer recognizes principles of progressive discipline and may impose the following forms of discipline when the Employer determines that to do so is appropriate, per HR policy 8.9:

- A. Verbal Notification
- B. Written Notice.
- C. Suspension without pay.
- D. Termination.

Section 2. Immediate Imposition of Suspension Without Pay or Termination. Before suspending an employee without pay, or terminating an employee's employment, the Library

shall provide the employee with written notice of the charges and the ranges of discipline under consideration, and an opportunity to meet with the Director or designee to discuss the charges and the facts on which the charges are based, offer defense and mitigation and correct any misunderstandings of fact before discipline of suspension without pay or termination is imposed.

ARTICLE 20: LIBRARY FACILITIES

The Employer shall provide adequate, clean, safe and sanitary working conditions, including reasonable levels of lighting, warmth and ventilation. Where facilities are not directly controlled by the Library, every effort shall be made by the Employer to have them brought up to legal standards. Where feasible, a room shall be set aside for the use of the Library employees at mealtime and during breaks. This room may not be preempted for non-library business. Work materials shall be provided by the Employer where such materials are required to perform assigned duties. Library facilities shall be made available to the Union for meetings, provided sufficient advance request is made in writing. All Employer facilities shall be non-smoking facilities.

Occupational health and safety is the mutual concern of the Employer, the Union and employees. Employees or the Union shall report safety and health hazards of which they are aware to their Supervisor. The Employer shall comply with applicable federal, state and local safety laws, rules, and regulations. Nothing in this Agreement shall imply that the Union has assumed legal responsibility for the health and safety of employees.

ARTICLE 21: NO STRIKE/LOCKOUT

Section 1. No lockout of employees shall be instituted by the Employer during the term of this Agreement.

Section 2. No strikes of any kind shall be cased or sanctioned by the Union during the term of this Agreement. At no time, however shall employees be required to act as strike-breakers or to go through picket lines.

ARTICLE 22: INTEGRATION CLAUSE

The parties to this Agreement acknowledge that each has had the unlimited right and opportunity to make proposals with respect to any matter deemed a proper subject for collective bargaining. The results of the exercise of that right are set forth in this Agreement. Therefore, the Employer and the Union each voluntarily and unqualifiedly agree to waive the right to oblige the other party to bargain with respect any subject or matter not specifically covered by the Articles of this Agreement during the term of this Agreement, except as otherwise provided for in this Agreement or mutually agreed upon.

ARTICLE 23: SAVINGS CLAUSE

If any section, subsection, sentence, clause or phrase of this Agreement shall for any reason be held to be invalid, illegal, or unconstitutional by a court of competent jurisdiction, such section, subsection, sentence, clause, or phrase shall declared to be severable. Such decisions shall not affect the validity of the remaining sections, subsections, sentences, clauses and phrases of this Agreement, and they remain in full force and effect for the duration of this Agreement, it being the intent of the Employer and the Union that this Agreement shall stand notwithstanding the invalidity of any part.

ARTICLE 24: TERM OF AGREEMENT –

Section 1. The terms of this Agreement shall become effective January 1, 2023, and shall remain in effect through December 31, 2025.

Section 2. Reopener. Both parties agree that negotiations will not be reopened during the term of this agreement unless mutually agreed upon.

Executed this _____ day of 2022.

NORTH OLYMPIC LIBRARY SYSTEM

WASHINGTON STATE COUNCIL OF
COUNTY AND CITY EMPLOYEES,
COUNCIL 2, AFSCME,
AFL-CIO LOCAL NO. 1619L

Mark Urnes, Chair
NOLS Board of Trustees

Jennifer Smathers, Vice-President
AFSCME, AFL-CIO Local No. 1619L

Noah Glaude, Executive Director
North Olympic Library System

Aaron Cole, Staff Representative
Council 2, AFSCME

APPENDIX A: 2023 GEU WAGE AND SALARY SCHEDULE

2023 NOLS General Employee's Unit (GEU)		COLA History: 2013 - 0.5%, 2014 - 3%, 2015 - 1%, 2016 - 0.5%, 2017 - 2%, 2018 - 2%, 2019 - 2%, 2020 - 3%, 2021 - 1%, 2022 - 4%, 2023 - 4.25%									
		Salary Restructure History: May 2021 & January 2023									
CLASSIFICATION		A	A Hourly	B	B Hourly	C	C Hourly	D	D Hourly	E	E Hourly
	7	2,450.84	15.08	2,573.38	15.84	2,702.05	16.63	2,837.15	17.46	2,979.01	18.33
	8	2,573.38	15.84	2,702.05	16.63	2,837.15	17.46	2,979.01	18.33	3,127.96	19.25
Courier	8.5	2,637.71	16.23	2,769.60	17.04	2,908.08	17.90	3,053.48	18.79	3,206.15	19.73
	9	2,702.05	16.63	2,837.15	17.46	2,979.01	18.33	3,127.96	19.25	3,284.36	20.21
Facilities Technician 2	10	2,837.15	17.46	2,979.01	18.33	3,127.96	19.25	3,284.36	20.21	3,448.58	21.22
Public Services Specialist	11	2,979.01	18.33	3,127.96	19.25	3,284.36	20.21	3,448.58	21.22	3,621.01	22.28
Technical Services Specialist	12	3,127.96	19.25	3,284.36	20.21	3,448.58	21.22	3,621.01	22.28	3,802.06	23.40
IT Specialist I, Community Outreach Specialist, Facilities Lead	13	3,284.36	20.21	3,448.58	21.22	3,621.01	22.28	3,802.06	23.40	3,992.16	24.57
Acquisitions Lead	14	3,448.58	21.22	3,621.01	22.28	3,802.06	23.40	3,992.16	24.57	4,191.77	25.80
Public Services Lead, IT Specialist 2	15	3,621.01	22.28	3,802.06	23.40	3,992.16	24.57	4,191.77	25.80	4,401.36	27.09
	16	3,802.06	23.40	3,992.16	24.57	4,191.77	25.80	4,401.36	27.09	4,621.43	28.44
IT Specialist 3, Marketing Coordinator	17	3,992.16	24.57	4,191.77	25.80	4,401.36	27.09	4,621.43	28.44	4,852.50	29.86
Web & Digital Systems Coordinator	18	4,191.77	25.80	4,401.36	27.09	4,621.43	28.44	4,852.50	29.86	5,095.13	31.35
Librarian I	19	4,401.36	27.09	4,621.43	28.44	4,852.50	29.86	5,095.13	31.35	5,349.89	32.92
	20	4,621.43	28.44	4,852.50	29.86	5,095.13	31.35	5,349.89	32.92	5,617.38	34.57
IT Systems Administrator, Librarian 2	21	4,852.50	29.86	5,095.13	31.35	5,349.89	32.92	5,617.38	34.57	5,898.25	36.30

Employees who are in positions whose ranges are adjusted will be placed on the salary schedule at their new range at the step that is the same rate as their current step. In general, anniversary dates and scheduled step increases would not change for employees in reclassified positions.

When an employee is moved to Step A of their new Range because their current range is at a rate lower than Step A of their new range, the employee's anniversary date will be changed to January 1.
 GEU Example: a Librarian I at Range/Step 17-A would move to Range/Step 19-A and would have an adjusted anniversary date of January 1.

Proposed Position Range Adjustments		
Position Title	2022 W&SS Range	2023 W&SS Range
Courier	Range 8	Range 8.5
Facilities Technician 2	Range 9	Range 10
IT Specialist I	Range 12	Range 13
IT Specialist 2	Range 14	Range 15
Marketing Coordinator	Range 15	Range 17
IT Specialist 3	Range 16	Range 17
Web & Digital Resources Coord.	Range 15	Range 18
Librarian I	Range 17	Range 19
IT Systems Administrator	Range 19	Range 21
Librarian 2	Range 19	Range 21

COLLECTIVE BARGAINING AGREEMENT

Between

NORTH OLYMPIC LIBRARY SYSTEM

and

Management Employees Unit

Local No. 1619L

WASHINGTON STATE COUNCIL

of

COUNTY AND CITY EMPLOYEES

COUNCIL 2, AFSCME, AFL-CIO

January 1, 2023 through December 31, 2025

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ARTICLE I - PREAMBLE

This Agreement is entered into by the North Olympic Library System, hereinafter referred to as the "Employer", and Local 1619L Washington State Council of County and City Employees, Council 2, AFSCME, AFL-CIO, hereinafter referred to as the "Union". The Agreement and the procedures which it defines are intended to contribute to the continuation of positive employee relations between the parties.

ARTICLE 2 - NONDISCRIMINATION

Section 1. Non-discrimination. There shall be no discrimination by either the Employer or the Union in carrying out their respective obligations under this Agreement because of age, sex, gender, marital status, sexual orientation, race, religion, national origin, color, union activities protected by law and not in violation of NOLS work rules and expectations, protected leave status, disability and veteran status (provided, however, that the parties recognize and do not intend to prohibit lawful action justifiable based on legitimate non-discriminatory factors such as bona fide occupational qualifications and business necessity).

It is agreed by the Employer and the Union that every Employee has a right to be treated with respect and dignity and a responsibility to treat others in the same way. Harassment and/or bullying in whatever form is proscribed behavior and is prohibited.

The Employer agrees to establish Union representation on affirmative action or equal opportunity committees, where they exist, such as the Labor-Management Committee, with Union right to designate or elect representatives.

Section 2. Grievances Arising Under Article 2. Employees may process a grievance dealing with unlawful discrimination to Step 3 of the grievance process as described in Article 18. The parties may mutually agree to proceed to the alternative dispute resolution procedures as described in Article 18. Failing to reach a settlement, Employees may take the issues under this Article to the appropriate agency for adjudication.

Section 3. Gender Interpretations. Words denoting gender in this Agreement are intended to apply equally to all genders.

ARTICLE 3 - RECOGNITION, BARGAINING UNIT AND DEFINITIONS

Section 1. Unit Description. The Employer recognizes the Union as the exclusive bargaining agent for all full-time employees and regular part-time employees, as defined herein, excluding confidential employees, managers, shelvers, processors, on-call employees, temporary employees and other positions which fall under the terms of RCW 41.56.030(11).

Section 2. Definitions. Terms used in this Agreement are defined as follows:

- A. Anniversary date: The first day of the month following the employee's hire date or the employee's move to a different salary range. An employee's anniversary date changes because of promotion or demotion.
- B. Classification: A position defined by its characteristics and listed on the NOLS salary schedule.

- C. Confidential employee: An employee who, in the regular course of their duties, assists in a confidential capacity with labor relations or who, in the regular course of their duties, has authorized access to information relating to the employer's collective bargaining policies.
- D. Continuous employment: Employment uninterrupted by resignation, retirement, termination or dismissal as determined by the employee's hire date. Time spent due to layoff, authorized leave of absences, administrative leave with pay or disciplinary suspension shall not be considered an interruption of employment; however, such time will not count toward the determination of the accrual of benefits.
- E. Dependents: A person dependent upon the employee for financial support and meeting all criteria established by the IRS and group insurance carriers.
- F. Domestic partner: Two adults who meet the requirements for a valid state registered domestic partnership as established by RCW 26.60.030 AND who have been issued a certificate of state registered domestic partnership by the Secretary of State.
- G. Extended illness: Extended illnesses shall mean one continuous illness or condition causing the depletion of an employee's benefit hours.
- H. Flex time: Hours worked by a full-time employee beyond the budgeted hours per week that are offset by the same number of hours not worked elsewhere in the same pay period.
- I. Grievance: A dispute between the Employer and the Union alleging a violation of this Agreement in the interpretation or application of a specific provision of this Agreement.
- J. Hire date: The date on which an employee's continuous employment originally begins. An employee's anniversary date changes because of promotion or demotion but the hire date remains the same.
- K. Intern: A student or recent graduate who is undergoing supervised practical training on a voluntary, non-paid basis for a defined period.
- L. Lateral transfer: The transfer of an employee to a position within the same salary range.
- M. Manager: An employee who has responsibility for the management of a library or department.
- N. On-call employee: An employee who is on-call for intermittent scheduling. On-call employees are not included in the bargaining unit.
- O. Position: A group of current assigned duties and responsibilities requiring the full-time or part-time services of an employee.
- P. Regular full-time employee: An employee included in the bargaining unit who is budgeted and scheduled to work thirty-seven and one-half (37.5) hours per week and whose appointment is intended to be of indefinite and continuous duration.
- Q. Regular part-time employee: An employee included in the bargaining unit who is budgeted and scheduled to work between twenty (20) and twenty-eight (28) hours per week and whose appointment is intended to be of indefinite and continuous duration.

- R. Religious holiday: A day set aside for personal religious observance as a tenet of a bona fide religion that is not a formally recognized holiday for purposes of compensation.
- S. Salary range: Levels on the salary schedule to which positions are assigned. Each range consists of steps. Increases are computed based on Step 1 so that step-to-step differentials are maintained.
- T. Seniority: The length of continuous service with the Employer determined by the actual numbers of hours of continuous employment since the employee's hire date.
- U. Step: Increment of pay on a salary range.
- V. Supervisor: An employee whose duties include preparing and conducting an employee's performance evaluation and overseeing job performance.
- W. Temporary employee: An employee hired to work a full-time or part-time schedule for a defined period not to exceed five (5) consecutive months. Temporary employees are not included in the bargaining unit.
- X. Volunteer: As defined by the Fair Labor Standards Act, a volunteer is an individual who donates their service "without contemplation of pay" and does so voluntarily.
- Y. Work schedule: The days and shifts worked by each employee. Work schedules may vary from day to day and week to week with regard to starting and ending times. The Employer will make a reasonable effort to accommodate schedule adjustments requested by an employee when it is operationally feasible and there is no adverse impact on the Library.

ARTICLE 4 - UNION MEMBERSHIP AND DUES DEDUCTION

Section 1. Union Membership. All employees covered by this Agreement are entitled to voluntarily join the Union. Business related to Union membership is the sole responsibility of the Union. The Employer will notify the local Union President or designee by email regarding the scheduled on-boarding day for any new employee who will be represented by the bargaining unit. It will be the responsibility of the employee and representative of the Union to schedule the Union orientation meeting, in coordination with their supervising managers. The representative of the Union and the new employee will be allowed up to thirty minutes of work time, at no loss of pay, for a new employee orientation meeting with the Union.

Section 2. Union Dues Processing and Membership Reporting. The Employer agrees to deduct Union dues and fees once each month from the pay of employees who individually provide written authorization of such deductions to the Employer. The amounts to be deducted shall be certified in writing to the Employer. The Employer shall continue deductions until such time as the employee separates from employment or the Union provides the Employer with written notice that the employee has properly terminated the payroll authorization signed by the employee. The Employer shall transfer such amounts deducted to Council 2. Authorizations for payroll deduction are valid whether executed in writing or electronically. Upon receipt of an authorization for payroll deduction from the employee or Union representative, the Employer will promptly forward a courtesy copy to C2everett@council2.com. The Employer

will maintain authorization for payroll deduction and representation cards in personnel files. Copies will be made available to an authorized Union representative upon request.

The Employer will provide to the Union, no more frequently than once a month, a complete list of all bargaining unit members that includes: employee name, hire date, Union membership start date, department, address, hours worked, and monthly gross pay. This information will remain confidential within the Union.

Section 3. Revocation. The Employer will continue payroll deductions until such time as the Union notifies the Employer that the authorization has been terminated in compliance with the terms of the payroll authorization signed by the employee. The Employer will end the payroll deduction no later than the next payroll after the Union notifies the Employer.

Section 4. Indemnity. In the event of an error in relation to dues/fees deductions or union membership, the parties agree to cooperate in making the appropriate adjustments. The Union shall hold harmless and indemnify the Employer from any claim which may be brought by virtue of the Employer's administration of dues/fees deductions and by virtue of any action taken by the Employer in compliance with this Article relating to payroll deductions.

Section 5. Voluntary Deductions for PEOPLE. The Employer agrees to deduct from the wages of any Union member any voluntary deductions for PEOPLE or a similar Union-authorized activity, as provided for in written or electronically executed authorizations for payroll deduction. An executed authorization for PEOPLE or a similar Union-authorized activity may be revoked by the employee at any time by giving written notice to both the Employer and the Union. The Employer agrees to remit any deductions made pursuant to this provision promptly to the Union together with an itemized statement showing the name of each employee from whose pay such deductions have been made and the amount deducted during the period covered by the remittance. The Employer will transfer amounts deducted to the authorized agent.

ARTICLE 5 - MANAGEMENT RIGHTS

Section 1. Except as otherwise expressly and specifically limited by the terms of this Agreement, the Employer retains all its customary, usual and exclusive rights, decision-making prerogatives, functions, and authority connected with or in any way incidental to its responsibility to manage its affairs. The rights of the employees in the bargaining unit and the Union hereunder are limited to those specifically set forth in this Agreement, and the Employer retains all prerogatives, functions, and rights not specifically limited by the terms of this Agreement. The Employer shall have no obligation to negotiate with the Union with respect to any such subjects or the exercise of its discretion and decision-making with regard thereto, any subjects covered by the terms of this Agreement and closed to further negotiations for the term thereof, and any subject which was or might have been raised in the course of collective bargaining, but is closed for the term hereof.

Section 2. Without limitation, but by way of illustration, the exclusive prerogatives, functions, and rights of the Employer shall be consistent with the terms of this Agreement, include the following:

- A. To direct and supervise all operations, functions and policies of the Employer in which the employees in the bargaining unit are employed.
- B. To close or liquidate an office, branch, operation or facility, or combination of facilities, or to relocate, reorganize, or combine the work of divisions, offices, branches, operations or facilities for budgetary or other reasons.
- C. To determine the need for a reduction or an increase in the workforce and the implementation of any decision with regard thereto.
- D. To establish, revise and implement standards for hiring, classification, promotion, quality of work, safety, materials, equipment, methods and procedures. It is jointly recognized that the Employer must retain broad authority to fulfill and implement its responsibilities and shall do so by written work rules, existing or future. Changes in rules, standards or procedures will be reasonable in nature and implemented only after copies have been provided to the Union.
- E. To implement new, and to revise or discharge, wholly or in part, old methods, procedures, materials, equipment, facilities, and standards.
- F. To assign and distribute work.
- G. To determine, establish and/or change work shifts.
- H. To determine the need for and the qualifications of new employees, transfers, and promotions.
- I. To discipline, suspend, demote, or discharge an employee for just cause.
- J. To determine the need for additional educational courses, training programs, on-the-job training, and cross-training and to assign employees to such duties for period to be determined by the Employer.
- K. To contract out for services of any or all types consistent with the past practice of the Employer and in the absence of adequate resources, providing such contracting out shall not displace any member of the bargaining unit. Prior to the contracting out of work, the President of the Local shall be informed in writing of the type of services, length of assignment, and reason for contracting of such work. Contractors will be retained only in circumstances where existing staff is either unavailable or unqualified to perform the work.

ARTICLE 6 - UNION BUSINESS

Section 1. Union Representatives. Official Union representatives shall be allowed reasonable time away from their duty stations during regular hours of work without loss of pay when attending meetings with the Employer or when investigating grievances or complaints. The Union representative, if an employee, shall receive permission from their Supervisor or the Director prior to leaving the job site or engaging in union business during the workday which is

more than incidental and of short duration. The Union shall advise the Employer, in writing, of the names of the authorized Union representatives and of any changes as they occur.

Section 2. Negotiators. The Union negotiating team shall consist of three (3) to five (5) members. Negotiations shall be conducted at mutually agreed-upon times without loss of pay when conducted during working hours.

Section 3. Bulletin Boards. The Employer shall furnish for use by the Union convenient, suitable bulletin boards in each Library facility. The Union shall limit its posting of notices and bulletins to such bulletin boards. A copy of any notice to be posted shall be furnished to the Executive Director or designated Administrative staff.

Section 4. Use of NOLS Mail System. The Employer's internal delivery/mail and electronic mail system may be used to inform Union members of meetings and to provide incidental notices and relevant material for posting on bulletin boards. More than incidental use is not authorized by this labor agreement. NOLS mail and electronic systems afford no expectations of privacy and constitute a public record subject to public disclosure.

Section 5. Use of NOLS Premises. The Union President shall request in advance each use of Library facilities and/or equipment, and must provide advance written notice of Union meetings held on Library premises to the Executive Director or designee and receive advance authorization from the Director or designee.

ARTICLE 7 - HOURS OF WORK AND OVERTIME

Section 1. Work Day and Work Week. The work week begins at 12:01am Monday and ends at midnight the following Sunday. The normal work day for regular full-time employees shall consist of seven and one-half (7.5) hours, excluding the normal meal period. The normal work week for regular full-time employees shall consist of thirty-seven and one-half (37.5) hours worked over five (5) work days. Whenever possible, each regular full-time employee and part-time employee shall receive two (2) consecutive days off during each seven (7) day period.

For employees who are FLSA "salaried" and exempt, the work hours will be consistent with work demands, job accomplishment and priorities, flex time as provided for in this Agreement, and appropriate latitude to manage work time and personal time consistent with the needs of the Employer.

Section 2. Relief Periods.

- A. The following provisions supersede WAC 296-126-092, each regular full-time employee shall receive two (2) fifteen (15) minute, or one (1) thirty (30) minute relief periods in each day's work schedule, except in cases of emergency which prevents the taking of such relief periods. Relief periods shall occur such that service to the public will not be impaired. Such relief periods may be added to the normal meal period or taken at the end of the work shift if approved in advance by the Supervisor.
- B. Part-time employees shall receive one (1) fifteen (15) minute relief period for each three (3) consecutive hours worked. Such relief period shall occur approximately midway through the employee's shift. Relief periods shall occur such that service to the public will not be impaired.

Section 3. Meal Periods. Any time an employee works more than five (5) consecutive hours they shall receive a thirty (30) minute scheduled uninterrupted unpaid meal period. Any time an employee works seven and one-half (7.5) consecutive hours or more, he/she shall receive up to a maximum of one (1) hour uninterrupted unpaid scheduled meal period, at the employee's option.

Section 4. FLSA Exempt Salaried Schedule. Employees are FLSA salaried exempt and not entitled to earn overtime compensation. Employees shall be permitted to flex time for hours worked in excess of the regular full-time hours of work during which the employees are expected to be at work as a general rule, and take such flex time off as workload permits. Under no circumstance shall the Employer be or become responsible to pay an employee the cash value of all or any part of a flex time balance. Employees routinely working in excess of their regular full-time hours should contact their supervisor to discuss their workload.

Section 5. Employer-required Work on Sunday or Holiday. Employees who are required by the Employer to work on a Sunday or holiday shall be entitled to flex off a work day within the same calendar month

Section 6. Working on a Religious Holiday. Time off shall be granted for religious holidays to the extent operationally possible and as a religious accommodation. Such time off shall be arranged in advance with the employee's supervisor. Employees may use the floating holiday, vacation, leave without pay, or, when feasible, may choose to make up the time; provided that full-time employees must arrange to make up time during the same work week that the holiday occurs.

Section 7. Working out of Classification. An employee who is temporarily assigned responsibilities of a higher classification for a period of five (5) working days or more, shall be paid at the rate of pay which reflects at least five percent (5%) more than their current Range/Step. Out-of-class pay must be approved in advance by the Executive Director.

Section 8. Temporary Reassignment. An employee temporarily reassigned to fill a position in a higher classification must receive at least Step A on the range for that Classification, and a salary at least equivalent to their current Range/Step. Temporary reassignments must be approved, in advance, by the Director.

Section 9. Stipend for Employees with Two Regular Worksites. An employee assigned to two regular worksites (for example, an employee regularly assigned to work at both the Forks and Clallam Bay branches) will receive a monthly stipend of \$40.

ARTICLE 8 - EMPLOYMENT POLICIES

Section 1. Probation. New hires covered by this Agreement shall be subject to a probationary period concluding on the last day of the ninth month following the anniversary date. Employer reserves the right to extend the probationary period up to an additional 3 months (for 12 months total) when an employee's performance and/or progress acquiring job skills suggests additional training and assessment time is required. Union shall be notified regarding any extensions of the probationary period.

Section 2. Termination of Probationary Employees. Probationary employees may be terminated by the Employer without cause.

Section 3. Probationary Period for Existing Employees who are Promoted or Given a Lateral Transfer. Existing employees promoted to a new position or granted a lateral transfer shall serve a probationary period. The probationary period will begin on the first day of the month following the transfer or promotion and will conclude six months later. In the event an employee does not successfully complete the probationary period, as determined by the Employer, such employee shall be assigned to their former position and pay if such is available, or to another vacant position for which the employee is qualified, if available. If the employee does not successfully complete the probationary period and cannot be reassigned to their former position and pay, the circumstances shall be discussed by the Employer, the employee and the Union prior to any reclassification or other action as determined by the Employer.

Section 4. Filling Vacancies. Whenever a job opening occurs in any job classification covered by this Agreement, a notice of such opening shall be posted on all internal bulletin boards for at least five (5) working days. A notice of such vacancy shall also be sent to all staff via electronic mail. During this period, employees who wish to apply for the vacancy, including employees on layoff, may do so. Employees applying for vacant positions, including lateral transfers and promotions, must follow the posted in-house application instructions for that position. Prior to interviewing candidates for promotions or from outside the Library System, the Employer shall consider all employees who have submitted a request for transfer. In all cases, employees represented by this Agreement, including employees on layoff status, shall receive first consideration for represented vacancies, providing the employee meets the minimum qualifications of the position. Position vacancies shall be filled based on ability and qualification. If the Employer concludes that two or more employees are equally qualified to fill the vacancy, the Employer agrees to select the employee with the greatest seniority. Local Union officers may make application on behalf of absent employees. Position vacancies outside the bargaining unit shall be filled at the discretion of the Employer.

Section 5. Pay Upon Voluntary Demotion. Employees who request a demotion will work at the Step on the Range for the lower classification which is closest to the employee's hourly rate prior to demotion. Approval of the Executive Director or designee is required.

Section 6. Notification by Employer of Intent to Reclassify an Existing Filled or Vacant Position. The Employer shall notify the employee and the Union in writing of its intent to reclassify the employee's position or change their job description. The Employer shall notify the Union of its intent to reclassify a vacant position.

Section 7. Request by Employee or Supervisor for a Reclassification. An employee or supervisor may ask the Employer for a position reclassification by submitting a written request to the Executive Director. The Director shall give written notification of the results of the reclassification request and explanation of findings to the employee within ninety (90) days of the request.

Section 8. Temporary Employees. Temporary employees may be used when additional assistance is necessary for a limited period, or when existing regular employees are insufficient to keep up with work demands. Temporary employees shall not displace any current member of the bargaining unit or reduce hours of employees represented by this Agreement. The names of, and hours worked by temporary employees as well as the locations of work shall be made available to the Union.

Section 9. On-call Employees. On-call employees may be used when intermittent assistance is necessary and existing employees are either unavailable or unqualified to perform the work, or when work is significantly backlogged and the work hours of regular employees are insufficient to correct the situation. On-call employees shall not displace any current member of the bargaining unit or reduce hours of employees represented by this Agreement. No on-call employee shall work for more than twenty-eight (28) hours per week without the prior approval of the Union President. The names of, and hours worked by on-call employees as well as the locations of work shall be made available to the Union.

Section 10. Volunteers. Volunteers may be used only to 1) supplement work performed by regular library employees, and 2) perform specific tasks which are limited in scope. No volunteer job description shall encompass the entirety of the job description of any position represented by this Agreement. Volunteers shall not displace any current member of the bargaining unit or reduce hours of employees represented by this Agreement. The use of volunteers shall be determined on a case-by-case basis by the Branch Manager or Department head, after receiving input from the employee(s) directly responsible for the supervision of volunteers. The names of volunteers and the locations of their work shall be made available to the Union. No employee under this Agreement shall be required to volunteer their services for the Library.

Section 11. Interns. Interns must be used in accordance with the terms of the Fair Labor Standards Act. Interns shall not displace any member of the bargaining unit or reduce hours of employees represented by this Agreement. The names of interns and the locations of their work shall be made available to the Union.

ARTICLE 9 - EMPLOYMENT RECORD

Section 1. Training and Educational Records. Employees may file, on a form specified by the Employer, information pertaining to education courses, seminars, workshops and other job-related activities they have attended or participated in during the past calendar year. Such form shall become part of the employee's official Library Employment Record.

Section 2. File Review. At any reasonable time, employees, upon appointment, may review their own official Library Employment Record in the presence of a Library administrative employee and, upon request, a Union representative. An employee shall have the opportunity to submit rebuttal or corrective information in accordance with State law. (RCW 49.12.250)

Section 3. Employee Copy of Entries. Whenever the Employer places a document in an employee's official Employment Record, the employee will be given a copy, unless the document has the employee's signature on it. A current or former Library employee may request and receive one copy of each document contained in the official Personnel File not more than once annually, for which the Employer may charge the employee the actual cost permitted by public records laws of Washington. Any other party requesting a copy of the Personnel File will be charged the current copying fee.

Section 4. Confidentiality of Disclosure. Employees' personnel records will be maintained with confidentiality consistent with Washington law. Access will be permitted only to those with a legitimate business need or in the interest of the Employer, or upon written authorization of the employee. The contents of an Employee's official Library Employment Record shall not be

released without the prior written consent of the employee except as otherwise may be required or permitted by law. In the event of release with the employee's written consent, records will be disclosed in accordance with any release in a form acceptable to the Employer signed by the employee.

ARTICLE 10 - HOLIDAYS

Section 1. Recognized Holidays. The following shall be designated as paid holidays by the Employer. Full-time employees shall be compensated for seven and one-half (7.5) hours of time for each holiday. Part-time employees budgeted for 22.5 hours per week shall be compensated on a pro-rated basis of 4.5 hours per holiday. Part-time employees budgeted for 28 hours per week shall be compensated on a pro-rated basis of 5.7 hours per holiday. Part-time employees budgeted for other schedules will be compensated on a pro-rated basis, with holiday pay rounded to the nearest tenth hour.

New Year's Day	Labor Day
Martin Luther King's Birthday	Veterans Day
Presidents Day	Thanksgiving Day
Memorial Day	Christmas Eve Day
Juneteenth	Christmas Day
Independence Day	

Section 2. Sunday Holidays. In the event the official date of a library-designated holiday falls on a Sunday, the following Monday shall be observed as the Library holiday. If the following Monday is a separate library-designated holiday, then the holiday on Sunday will be observed on the immediately adjacent preceding Saturday.

Section 3. Holidays that Fall on Employees' Days Off. In the event a holiday falls on an employee's regularly scheduled day off, an accrued holiday will be credited to that employee. Accrued holidays must be taken with the advance approval of the Supervisor and must be used within thirty (30) days of accrual.

ARTICLE 11 - VACATION LEAVE

Section 1. Accrual of Vacation Leave for Full Time Employees. Regular full-time employees shall accrue vacation leave in accordance with the following schedule of continuous service with the Employer:

Years of Continuous Service	Hours Per Year	Days Per Year
0 through 4	112.50	15
5 through 9	142.5	19
10 through 15	165.00	22
16 or more	187.5	25

Section 2. Accrual of Vacation Leave for Part-Time Employees. Part-time employees shall accrue vacation leave in accordance with the same schedules of continuous service as full-time employees, except that the accrual rate shall be pro-rated based on the number of hours budgeted per week for that employee.

Section 3. Vacation Accrual Cap. Since paid vacation time is only of benefit to the employee if taken, any accrued vacation time in excess of two hundred twenty five (225) hours for full-time employees, one hundred thirty five (135) hours for twenty two and one half (22.5) hrs/wk part-time employees, and one hundred sixty nine (169) hours for twenty eight (28) hrs/wk part-time employees that is not taken by the end of any calendar year shall be lost unless it has been necessary to delay the employee's vacation due to the work requirements of the employer. Any employee who desires to carry over more than two hundred twenty five (225) hours of unused vacation time for full time employees, one hundred thirty five (135) hours of unused vacation time for 22.5 hrs/week part-time employees, or one hundred sixty-nine (169) hours of unused vacation time for 28 hrs/week part time employees, from one calendar year to the next must receive the prior approval of the Executive Director or designee.

Section 4. Vacation Accrual during Probationary Period. Employees who are in probationary status shall accrue vacation leave, and are eligible to use accrued vacation leave once it has been posted to their time and attendance record.

Section 5. Payment for Unused Vacation Time upon Separation from Employment. An employee who has completed probation and who resigns with a minimum of two (2) weeks written notice or is terminated shall be paid their accrued but unused vacation time through date of separation.

Section 6. Rate of Pay. All vacation time paid shall be at the employee's current straight-time rate of pay.

Section 7. Vacation Schedule. Employees may select their own vacation time with the approval of their Supervisor. Whenever choices of vacation time conflict, scheduling will be based on the first request for the particular time period. An employee shall not be permitted to work and receive vacation compensation simultaneously.

Section 8. Changing Vacation Time in Event of Illness. An employee who, while on paid vacation time, suffers a disability or illness which requires confinement to a hospital or confinement to home and is under the care of a physician may apply in writing for sick leave to begin the first day following confinement. Vacation pay and sick leave pay shall not be payable for the same period of time.

Section 9. PERS I Cap. As per RCW 41.50.150, a PERS I employee's accrued and unused vacation and sick leave benefits payable upon resignation or retirement in total shall not exceed two hundred forty (240) hours.

ARTICLE 12 - SICK LEAVE AND BEREAVEMENT LEAVE

Section 1. Sick Leave Definition and Use. Sick leave is defined as a specified period of time that an eligible employee is absent from work due to a qualifying event. Qualifying events and relationships are defined in Article 12 Section 3 and 4, below.

Section 2. Sick Leave Accrual. Full-time employees, including those on probation, shall accrue seven and one-half (7.5) hours of sick leave per month without limitation. Part-time employees, including those on probation, shall accrue sick leave at a rate that is pro-rated according to the number of hours the employee is budgeted per week, without limitation. Probationary employees are eligible to use sick leave during the probationary period.

Section 3. Qualifying Events. Accrued sick leave may be used for the following events:

- A. The employee's own illness, injury or health condition; to accommodate the need for medical diagnosis, care or treatment of an employee's health condition; or an employee's preventive medical care; or
- B. The employee's care for a family member with an illness, injury or health condition; care for a family member who needs medical diagnosis, care or treatment; or care for a family member who needs preventive medical care; or
- C. When the employee's workplace or their child's school or place of care has been closed by a public official for any health-related reason; or
- D. Absences covered by the domestic violence/sexual assault/stalking leave law.

Section 4. Family Members. Family members include an employee's child (whether biological, adoptive, foster, step-child, or child for whom the employee stands in loco parentis, is a legal guardian for, or is a de facto parent and regardless of age or dependency status); parent (whether biological, adoptive, de facto, step-parent, legal guardian or person who stood in loco parentis to employee when employee was a child); spouse or registered domestic partner; grandparent; grandchild; or sibling. Family members also includes an individual for whom the employee can show they have power of attorney.

Section 5. Workers' Compensation Supplement. In the event that an employee is absent due to illness or injury for which the employee is receiving state Workers' Compensation Benefits, the Employer's obligation for payment of accrued leave shall be the difference between the employee's regular wages and the amount received from the state. An employee receiving payment under an industrial insurance claim will have the option of either: a) supplementing the difference between their industrial insurance claim and their regular rate of pay (net after taxes) with sick leave and/or vacation, or b) receiving just the insurance portion of their industrial insurance claim.

Section 6. Bereavement and Funeral Leave. An employee shall be granted bereavement leave of up to three (3) days per occurrence in the event of a death in the employee's immediate family, which includes: employee's spouse, domestic partner, parent, child, father-in-law,

mother-in-law, brother, sister, grandparent, grandchild, son-in-law, daughter-in-law, and individuals for whom the employee is the current legal guardian. Bereavement leave shall also be granted under this Section for any employee who can show that they have power of attorney. Additional leave, to be deducted from accrued and unused sick leave, may be authorized by the employee's Supervisor.

An employee shall be granted up to three (3) hours of Funeral Leave, as needed, to attend the funeral of a NOLS employee or former NOLS employee, subject to scheduling feasibility and approval of Supervisor.

It is understood that Bereavement and Funeral leave may be requested with minimal notice to the Employer, and Employer will grant the leave if operationally feasible.

Section 7. Sick Leave Separation Payments. Upon retirement, resignation or death, twenty (20) percent of accrued and unused sick leave shall be paid to employees in good standing who have at least five years of continuous employment, including time spent on official layoff status, up to a maximum payout of \$7,500. Employees who participate in the Washington PERS I plan are not entitled to this benefit for retirement purposes.

Section 8. Sick Leave pay-outs for PERS I Employees. As per RCW 41.50.150, a PERS I employee's accrued and unused vacation and sick leave benefits payable upon resignation or retirement shall not exceed two hundred forty (240) compensable hours. In the event it is determined this Article is not in conformance with RCW 41.50.150, or the application of this Article would result in an assessment levied against the Employer by PERS, this section shall be void and no payment shall be made.

Section 9. Donations of Sick Leave. An employee may donate a portion of accrued sick leave (in hours) to another employee whose paid time off hours are depleted or about to become depleted as further defined in the Employer's policies.

ARTICLE 13 – OTHER LEAVES

Section 1. Family and Medical Leave. An eligible employee shall be entitled to Family and Medical Leave in accordance with state and federal law, as further defined in the Employer's policies.

Section 2. Jury Duty. An employee called for Jury Duty on a working day shall receive regular pay less the amount of the jury duty appearance fee paid by the court to the employee. If excused from jury duty on a working day, the employee shall contact their Supervisor for work assignments.

Section 3. Other Protected Leave. Eligible employees shall be entitled to other protected leaves as further defined in the Employer's policies and in compliance with applicable state and federal laws.

Section 4. Personal Leave. Employees covered by this Agreement shall be entitled to receive annual Personal Leave equivalent to the number of hours per week for which their position is budgeted (for example an employee whose position is budgeted for 37.5 hours per week shall be entitled to receive 37.5 hours of Personal Leave per year, an employee whose position is budgeted for 28 hours per week shall be entitled to receive 28 hours of Personal Leave per year). Employees may schedule their own personal leave with the advance approval of the

Supervisor. Personal leave balances may not be carried over from one calendar year to the next. Personal leave is granted to new employees on a pro-rated basis determined by the number of weeks remaining between the date of hire and the end of the year.

Section 5. Management leave. Employees covered by this Agreement shall be entitled to 37.5 hours of management leave per year. Management leave shall be credited to the employee on January 1 of each year. Management leave is granted to new management employees on a pro-rated basis determined by the number of weeks remaining between the date of hire and the end of the year.

- A. Management Leave Accrual Cap. Accrued management leave in excess of 75 hours for full-time employees and 60 hours for part-time employees that is not taken by the end of any calendar year shall be lost unless it has been necessary to delay the employee's use of such leave due to the work requirements of the Employer. Any employee who desires to carry over more than the cap from one calendar year to the next must receive the prior approval of the Executive Director or designee.
- B. Accrual of Management Leave During Probationary Period. Employees who are in probationary status shall accrue management leave and may take it during the probation period with the prior approval of the Executive Director or designee.
- C. Payment for Unused Management Leave upon Separation. An employee who has completed probation and who resigns with a minimum of two (2) weeks written notice or is terminated shall be paid for their accrued but unused management leave. Payment for unused management leave at time of separation shall be at the employee's current rate of pay.
- D. Scheduling Management Leave. Employees may schedule their use of management leave with prior approval of the Executive Director or designee.

Section 6. Leave of Absence Without Pay. LWOP requests will be reviewed and approved on a case-by-case basis at the discretion of the Executive Director or designee, in consultation with the employee's supervisor, and taking into account the current operational needs of the Library and as noted above. When approving a LWOP request, the Director or designee will specify the approved length of time for the leave. The Director's approval will also reflect whether or not the employee's job can be held for them pending their return to work. If the Library is unable to hold the position for the employee's return, the employee may withdraw the request for LWOP without penalty. An employee on LWOP may also be concurrently on a FMLA or FLA leave. In these cases, the employer's policies for FMLA/FLA eligibility and record-keeping will apply.

Section 7. Washington State Paid Family Medical Leave. The Employer will comply with the Washington State Paid Family and Medical Leave (PFML) program. Premiums are established by the State of Washington. Employees will pay the designated employee share of premiums via payroll deduction and the Employer will pay the designated employer share.

ARTICLE 14 - GROUP INSURANCE

Section 1. Full-Time Benefits.

- A. For the term of this Agreement, the Employer shall pay the full cost of group insurance premiums for the following plans for enrolled full-time employees:
 - Family Vision Service Plan (WCIF)
 - Employee Group Life and Accidental Death/Dismemberment (WCIF)
 - Employee Assistance Program (WCIF)
- B. Effective January 1, 2023, the Employer will pay 95% of the medical premium to cover each full-time employee on the Classic Medical Plan, or an equivalent dollar amount to cover an employee who chooses a different plan. Any remaining cost, including dependent premiums, will be paid by the employee via payroll deduction.
- C. The Employer will pay 98% per employee per month for Family Dental Plan #13 (AFSCME).
- D. AFSCME will enroll full-time employees who are not members of the bargaining unit in AFSCME administered benefits plans.
- E. Dependent Reimbursement. For those full-time employees hired prior to January 1, 2011, the Employer shall reimburse up to two hundred dollars (\$200) per month toward the monthly group medical insurance premium for each employee who has a spouse and/or dependents enrolled in the plan. For this purpose, "dependent" is defined as a person dependent upon the employee for financial support and meeting all criteria established by the IRS and group insurance carriers.

Section 2. Part-Time Benefits.

- A. For the term of this Agreement, the Employer shall pay the full cost of group insurance premiums for the following plans for enrolled part-time employees:
 - Family Vision Service Plan (WCIF)
 - Employee Group Life and Accidental Death/Dismemberment (WCIF)
 - Employee Assistance Program (WCIF)
- B. Part-time employees shall be eligible to enroll in the employee Group Medical Plan of their choice. For enrolled part-time employees budgeted at 28 hours per week, the Employer will pay seventy-five percent (75%) of the sum paid toward the monthly premium for full-time employees. For enrolled part-time employees budgeted at 22.5 hours per week, the Employer will pay sixty percent (60%) of the sum paid toward the monthly premium for full-time employees. The part-time employee shall pay the remaining premium amount of the Group Medical Plan, or any other PEBB plan which may be offered, and the full cost of any monthly dependent premium. The amount of the premium will be deducted from the employee's salary through payroll deduction.

Section 3. Benefits Cost Increases. Employer shall notify and meet with the union regarding any proposed changes to insurance benefits prior to such changes becoming effective.

ARTICLE 15 – OTHER BENEFITS

Section 1. Health Reimbursement Arrangement Plan (HRA).

- A. Full-Time Employee Health Reimbursement Arrangement (HRA) Plan. Every regular full-time employee shall be eligible for reimbursement tax-free for qualified medical expenses up to a maximum dollar amount of one thousand seven hundred and fifty (\$1,750) annually for deductible health related expenses as defined under applicable IRS rules. Also eligible for HRA reimbursement are qualifying medical expenses provided to the Employee's spouse and/or dependents. In order to be eligible for the NOLS HRA benefit, Employees must certify to the Employer that they, and any family member for whom reimbursements are requested, meet the eligibility requirements for HRAs as established by IRS rules. The employee must submit appropriate documentation with each request for reimbursement in the year the expense is incurred. Health reimbursements for new employees shall be paid on a pro rata basis during their first year of employment. Health reimbursements for separating employees during the final year of employment shall also be paid on a pro rata basis. Benefit overpayments will be withheld from employee's final paycheck. HRA benefits do not roll over from year to year.
- B. Part-Time Employee Health Reimbursement Arrangement (HRA) Plan. Every part-time employee shall be eligible for reimbursement tax-free for qualified medical expenses as defined under applicable IRS rules for up to the following maximum annual dollar amounts: \$1,375 for a part-time employee budgeted for 28 hours per week; \$1,150 for a part-time employee budgeted for 22.5 hours per week.. Also eligible for HRA reimbursement are qualifying medical expenses provided to the Employee's spouse and/or dependents. The employee must submit appropriate documentation with each request for reimbursement in the year the expense is incurred. Health reimbursements for new Employees shall be paid on a pro rata basis during their first year of employment. Health reimbursements for separating employees during the final year of employment shall also be paid on a pro rata basis. Benefit overpayments will be withheld from the employee's final paycheck. In order to be eligible for the NOLS HRA benefit, Employees must certify to the Employer that they, and any family member for whom reimbursements are requested, meet the eligibility requirements for HRAs as established by IRS rules. HRA benefits do not roll over from year to year.
- C. If an Employee is ineligible to participate in the HRA Plan because the Employee is enrolled in an Employer-offered High Deductible Health Plan (CDHP) with Health Savings Account (HSA), the Employer will make an equivalent contribution to the Employee's HSA. The Employer's HSA contribution will be paid monthly. No HSA contribution will be made that exceeds applicable IRS limits.
- D. If there are IRS changes during the duration of this Agreement, Article 15 section 1 may be mutually reopened for negotiations.

Section 2. Cell Phone Usage Allowance. The Employer will provide a cell phone allowance in the amount of twenty dollars (\$20) per month to employees covered by this Agreement if the Employer deems it appropriate. Employees receiving the cell phone usage allowance will be

subject to all NOLS policies establishing appropriate use of personal devices on the job and required management of the public records which such use may create.

Section 3. Employer Contribution to Deferred Compensation Plan. Effective January 1, 2020, for Management Employees enrolled in the DRS deferred compensation plan offered by the employer, the Employer will match Employee contributions up to a maximum employer contribution of \$30 per month per employee.

ARTICLE 16 - WAGES AND CONTINUOUS SERVICE BENEFIT

Section 1.

Wages for 2023 shall be as set forth in the attached Appendix.

A COLA of two percent (2%) will be awarded effective January 1, 2024.

A COLA of two and one-half percent (2.5%) will be awarded effective January 1, 2025.

If a levy lid lift successfully passes before December 31, 2025, either party may reopen Article 16 Section 1.

Section 2. New Positions. When any position not listed on the salary schedule is established, the Employer may designate a job classification and salary range for the position.

Section 3. Wage Upon Promotion. Upon promotion to a classification that is higher on the salary range, the employee shall receive an increase in salary which is at least five percent (5%) higher than the employee's current salary and not less than Step A of the new salary range.

Section 4. Monthly Payroll. The salaries and wages of employees shall be paid monthly, consistent with the employer's policies.

Section 5. Step Increases. Step increases on the salary schedule will be awarded on a 12-month cycle for full-time and part-time employees covered by this Agreement.

Section 6. Continuous Service Benefit. Continuous Service Benefit (CSB) premiums shall be paid to employees represented by this Agreement on a monthly basis, beginning with the first full pay period following the employee's completion of six years of service. CSBs are paid in addition to salary and are calculated by multiplying the years of service by \$6.00 per year. For each regular part-time employee hired on or after January 1, 2013 and represented by this Agreement, once the employee becomes eligible for a CSB, the dollar value will be calculated on a pro-rata basis, based on the number of hours the employee is budgeted for and scheduled to work on a regular basis. Regular part-time employees budgeted and scheduled for twenty eight (28) hours per week shall earn seventy-five percent (75%) of the dollar amount per month for full-time employees as indicated in the chart below. Regular part-time employees budgeted and scheduled for twenty two and one-half (22.5) hours per week shall earn sixty percent (60%) of the dollar amount per month for full-time employees indicated in the chart below.

Employees shall be eligible for Continuous Service Benefits in accordance with the following schedule:

Length of continuous employment	Full-time employees	28 hrs/week employees hired on or after 1/1/13	22.5 hrs/wk employees hired on or after 1/1/13
0 through 5 completed years	0	0	0
6 completed years	\$36/month	\$27/month	\$21.60/month
7 completed years	\$42/month	\$31.50/month	\$25.20/month
8 completed years	\$48/month	\$36/month	\$28.80/month
9 completed years	\$54/month	\$40.50/month	\$32.40/month
10 completed years	\$60/month	\$45/month	\$36/month
11 completed years	\$66/month	\$49.50/month	\$39.60/month
12 to 25 completed years	\$6.00 additional dollars per month for each year of continuous employment through the twenty-fifth (25th) completed year.	\$4.50 additional dollars per month for each year of continuous employment through the twenty-fifth (25th) completed year.	\$3.60 additional dollars per month for each year of continuous employment through the twenty-fifth (25th) completed year.

- A. All Continuous Service Benefits payments are based on continuous length of service with the Employer and not on service within a classification.
- B. The Continuous Service Benefit is capped at twenty-five (25) years of continuous service, for all employees who received less than one thousand eight hundred dollars (\$1,800) per year as of March 1, 2009.
- C. Effective with the date of a change in status, the CSB for a CSB-eligible employee hired on or after January 1, 2013 who moves from one status to another (part-time at twenty two and one half (22.5) hours per week to part-time at twenty eight (28) hours per week or vice versa, part-time to full-time, or full-time to part-time status) will be adjusted to the dollar amount per month for the employee's new status.

Section 7. In the event that the existing salary schedule is revised during the term of this Agreement, employees whose present wage is higher than the top step in their classification in

the new salary schedule would remain at their present wage until such time as the negotiated Cost of Living Adjustments and/or other adjustments to that schedule cause the employees' salaries to be within the appropriate range for those classifications. They are eligible for Continuous Service Benefit payments according to the eligibility requirements described in Section 6 of this Article. Any other matters associated with wages and continuous service benefits are covered in the Employer's policies.

Section 8. Bilingual Pay. Employees assigned to perform non-English bilingual, interpretive and/or translation services for the Library shall receive monthly premium pay. There are two tiers of the monthly premium depending on the amount of time the language skill is utilized. Tier I: averages at least one hour and less than five hours per week is \$40.00 per month. Tier II: averages at least ~~ten~~ five hours per week is \$80.00 per month.

Before an employee is approved to receive the language premium, the Library shall ensure the employee passes a language skills assessment by a third-party the Library has hired. The Library and the Union will discuss the selection of the third-party provider in Labor Management. The Library may ask for a skills assessment annually and may terminate the language premium at any time if the employee is no longer assigned to perform non-English bilingual, interpretive and/or translation services.

ARTICLE 17 - LAYOFFS AND RECALL

Section 1. Reductions in the work force by the Employer shall be motivated by documented lack of funds, lack of work, or impending lack of funds or lack of work. The Union shall be notified at least two (2) weeks in advance of any layoff notice. The Employer and the Union shall meet and discuss the effects of a layoff or reduction in hours on the employees. The following procedures will be followed.

- A. The Library will determine which classifications and number of positions will be affected.
- B. The principle of seniority shall apply provided that the more senior employees have the skill and ability to perform the work as determined by the Employer.
- C. All temporary employees within the affected classification shall be terminated.
- D. Volunteers may not be used to fill positions of employees displaced during layoffs. They may continue to work in unaffected areas of the Library. During layoffs, Volunteer positions and work should be reviewed quarterly by the Union.
- E. During layoffs, any on-call hours or temporary positions should be offered in the following order, provided that the individual has the qualifications and ability to perform the work for which the hours are needed:
 1. To regular employees;
 2. To laid off employees;
 3. To On-call employees;
 4. To Volunteers; and
 5. Through external recruitments.

- F. Each employee to be laid off shall be given at least four (4) weeks' notice of layoff. Full-time employees shall receive sixteen hours of paid time off during that period to seek work. Part-time employees shall receive such time off, pro-rated according to the number of hours budgeted per week. The Employer shall provide the Union with current layoff seniority lists within two (2) weeks of the Employer's decision that a layoff will occur. Any employee who is laid off shall receive written notice thereof, and a copy shall be placed immediately in the employee's personnel file.

Section 2. Employees shall initially be placed on paid vacation status until any such accrued vacation leave is exhausted, with the layoff period beginning the first regular work day following the vacation period. Alternately, employees shall have the option of receiving a one-time payment of the total of their accrued but unused vacation leave up to the date of layoff.

Section 3. In the event of layoff, employees shall have the option of bumping to an existing position at the same or a lower level of classification and pay in lieu of being laid off by utilizing their seniority, provided, however, that bumping to a particular position shall be contingent on the employee's qualifications and ability to perform the duties of the position to be assumed as determined by the Employer. The employee may bump only the employee in the lower classification with the least seniority.

Section 4. Any employee who is laid off shall be placed on a recall list for that classification and for any lower classification for which the employee has the skill and ability to perform the work. The employee shall remain on the recall list for a period of twenty-four (24) months. The employee shall have the responsibility to keep the Employer informed as to their current address and telephone number. Failure of an employee to respond within five (5) working days or to report within ten (10) working days of notification to report for recall shall result in the removal of the name from the recall list. A reporting date in excess of ten (10) working days may be mutually agreed to. Employees may decline reinstatement to a lower classification than that which the employee held at the time of layoff without loss of their seniority ranking on the recall list. Any notification of re-employment to an employee laid off shall be made by telephone followed by written notification.

Section 5. Recall procedures are as follows:

- A. Prior to the recall of a laid off employee, employees within a position classification and work status shall have the right to apply for a lateral transfer. Terms of Article 8 shall apply. Article 8, Section 5 shall be waived for an employee returning to a previously held position.
- B. Laid off employees shall be recalled in order of seniority provided that the employee has the qualifications and ability for a position to which the employee may be reinstated.
- C. In order of seniority, laid off or reassigned employees shall have the first opportunity to return to their former classification and/or pay range in the event an opening occurs.

Section 6. Recalled employees shall be reinstated with full seniority and sick leave accrual which they had as of the date of layoff. Vacation, seniority and sick leave shall not accrue during periods of layoff.

ARTICLE 18 - GRIEVANCE PROCEDURE

Section 1. Grievance Defined. A grievance is defined as a claim by an employee or by a group of employees that there has been an improper application or violation of specific provisions of this Agreement.

Section 2. Time Limits. Grievances shall be processed in the following manner and within the stated time limits unless waived or extended by the Union and Employer in writing. Work days shall be considered as Monday through Friday and excluding Saturday and Sunday.

Section 3. Steps in Grievance Process.

Step 1. *Supervisor Notification.* The employee shall present the grievance in writing to their Supervisor within thirty (30) calendar days of the occurrence first giving rise to the grievance or the date when the employee knew or should have known of the alleged contract violation. The grievance shall contain the following information:

- A. A general statement explaining the conditions or actions under which the alleged grievance occurred and the time of occurrence;
- B. The specific Article(s) and Section(s) of the Agreement alleged to have been improperly administered or violated;
- C. The remedial action requested.

A meeting will be arranged between the employee, the employee's supervisor and a representative of the local Union. The supervisor shall provide a written response to the employee within five (5) working days of such meeting. If the grievance is not resolved, the Employee may proceed to Step 2 within three (3) working days following the supervisor's written response in this Step 1.

Step 2. *Review by the Union Grievance Committee.* The grievance shall be submitted to the Union Grievance Committee for review. In the event the Grievance Committee is not convinced the employee has a legitimate grievance, such grievance shall be considered resolved upon written notification to the Employer. If the Grievance Committee believes the employee has a legitimate grievance, the employee may proceed to Step 3 by submitting the grievance and all related grievance documentation to the Executive Director or designee within eight (8) working days following the supervisor's written response.

Step 3. *Review by the Executive Director.* The grievance shall be submitted to the Executive Director or designee. A meeting shall be convened between the Director or designee, the employee and Union Grievance Committee within five (5) working days. The Director or designee shall render a written decision to the employee within five (5) working days of the meeting. If the grievance is not resolved, the employee may proceed to Step 4. If an employee chooses to proceed to Step 4, a written copy of the grievance will be submitted to the Library Board of Trustees by the Executive Director.

Step 4. *Submission to Arbitration.* Either the Employer or the Union may notify the other party of its intent to submit the grievance to arbitration within fifteen (15) working days following the receipt of the decision in Step 3. Such notification shall be accompanied by the following information:

- A. The question or dispute at issue;

- B. The specific Article(s) and Section(s) of the Agreement alleged to be improperly administered or violated and an explanation of the reasons the Union contends the contract was violated;
- C. A statement of the facts agreed to by both parties;
- D. A statement of the facts in dispute, if any; and
- E. The remedy requested;

Step 5. Arbitration Process.

- A. The requesting party shall request a list of eleven (11) arbitrators from the Public Employment Relations Commission (PERC), the Federal Mediation and Conciliation Service, or the labor panel of the American Arbitration Association located in Washington, Oregon, and/or Idaho.
- B. If the parties cannot agree on an arbitrator from the list of arbitrators received, the Employer and the Union shall have the right to strike names alternately from the list until one arbitrator remains. The party who shall have the right to strike the first name shall be determined by coin toss. Unless the parties mutually agree to extend the time, the choice of an arbitrator shall be made within thirty (30) days of receipt of the list.
- C. The decision and award of the arbitrator shall be requested by the parties in writing within sixty (60) days after the conclusion of the arbitration hearing unless the parties request a bench decision. Any issue of substantive or procedural arbitrability shall be presented by the parties in briefs and affidavits for decision in advance of any subsequent hearing on the merits. The arbitrator shall either issue a decision or issue a determination that the decision requires additional evidence.
- D. The decision of the arbitrator shall be final and binding on both parties and shall not add to nor take away from this Agreement.
- E. The cost of the arbitrator shall be borne equally by both parties. All costs incurred by either party relating to the presentation of its case shall be paid exclusively by such party, and neither party may seek or receive attorney fees or other costs as a prevailing party.

Section 4. Consequences of Missed Deadline. Failure by the Union to follow the proper Steps in Section 3 of this Article and time limits as prescribed herein shall constitute abandonment of the grievance by the Union. Failure by management to follow the proper Steps and time limits shall cause the grievance to advance to the next step. Waiving of the time limits or eliminating any Steps in the procedure must be mutually agreed upon by both parties in writing.

Section 5. Voluntary Resolution. A grievance may be terminated at any time upon receipt of a signed statement from the Union or the employee that the matter has been resolved.

Section 6. Mediation. Either party may request mediation following a Step 3 response that does not resolve the grievance. Should both parties agree, they will meet with a mediator and try to resolve the grievance, however, the mediation shall not delay time lines for submission to arbitration unless the time limits are tolled by written agreement. In the event that the grievance is not resolved, the Union will have thirty (30) calendar days from the close of the

mediation session in which to submit a written notice for arbitration to the Director of the Library or designee.

ARTICLE 19 - EMPLOYEE DISCIPLINE AND DISMISSAL

Section 1. Just Cause and Progressive Discipline. The Employer may discipline an employee for just cause. The Employer recognizes principles of progressive discipline and may impose the following forms of discipline when the Employer determines that to do so is appropriate, as per HR Policy 8.9.

- A. Verbal notification
- B. Written notice.
- C. Suspension without pay.
- D. Termination.

Section 2. Immediate Imposition of Suspension Without Pay or Termination. Before suspending an employee without pay, or terminating an employee's employment, the Library shall provide the employee with written notice of the charges and the ranges of discipline under consideration, and an opportunity to meet with the Director or designee to discuss the charges and the facts on which the charges are based, offer defense and mitigation and correct any misunderstandings of fact before discipline of suspension without pay or termination is imposed.

ARTICLE 20 - LIBRARY FACILITIES

The Employer shall provide adequate, clean, safe and sanitary working conditions, including reasonable levels of lighting, warmth and ventilation. Where facilities are not directly controlled by the Library, every effort shall be made by the Employer to have them brought up to legal standards. Where feasible, a room shall be set aside for the use of the Library employees at mealtime and during breaks. This room may not be preempted for non-library business. Work materials shall be provided by the Employer where such materials are required to perform assigned duties. Library facilities shall be made available to the Union for meetings, provided sufficient advance request is made in writing. All Employer facilities shall be non-smoking facilities.

Occupational health and safety is the mutual concern of the Employer, the Union and employees. Employees or the Union shall report safety and health hazards of which they are aware to their Supervisor. The Employer shall comply with applicable federal, state and local safety laws, rules, and regulations. Nothing in this Agreement shall imply that the Union has assumed legal responsibility for the health and safety of employees.

ARTICLE 21 - NO STRIKE/LOCKOUT

Section 1. No lockout of employees shall be instituted by the Employer during the term of this Agreement.

Section 2. No strikes of any kind shall be cased or sanctioned by the Union during the term of this Agreement. At no time, however shall employees be required to act as strike-breakers or to go through picket lines.

ARTICLE 22 - INTEGRATION CLAUSE

The parties to this Agreement acknowledge that each has had the unlimited right and opportunity to make proposals with respect to any matter deemed a proper subject for collective bargaining. The results of the exercise of that right are set forth in this Agreement. Therefore, the Employer and the Union each voluntarily and unqualifiedly agree to waive the right to oblige the other party to bargain with respect any subject or matter not specifically covered by the Articles of this Agreement during the term of this Agreement, except as otherwise provided for in this Agreement or mutually agreed upon.

ARTICLE 23 - SAVINGS CLAUSE

If any section, subsection, sentence, clause or phrase of this Agreement shall for any reason be held to be invalid, illegal, or unconstitutional by a court of competent jurisdiction, such section, subsection, sentence, clause, or phrase shall declared to be severable. Such decisions shall not affect the validity of the remaining sections, subsections, sentences, clauses and phrases of this Agreement, and they remain in full force and effect for the duration of this Agreement, it being the intent of the Employer and the Union that this Agreement shall stand notwithstanding the invalidity of any part.

ARTICLE 24 - TERM OF AGREEMENT

Section 1. The terms of this Agreement shall become effective January 1, 2023, and shall remain in effect through December 31, 2025.

Section 2. Reopener. Both parties agree that negotiations will not be reopened during the term of this agreement unless mutually agreed upon.

Executed this _____ day of _____, 2022.

NORTH OLYMPIC LIBRARY SYSTEM

WASHINGTON STATE COUNCIL OF
COUNTY AND CITY EMPLOYEES,
COUNCIL 2, AFSCME,
AFL-CIO LOCAL NO. 1619L

Mark Urnes, President,
NOLS Board of Trustees

Erin Shield, President
AFSCME, AFL-CIO Local No. 1619L

Noah Glaude, Executive Director
North Olympic Library System

Aaron Cole, Staff Representative
Council 2, AFSCME

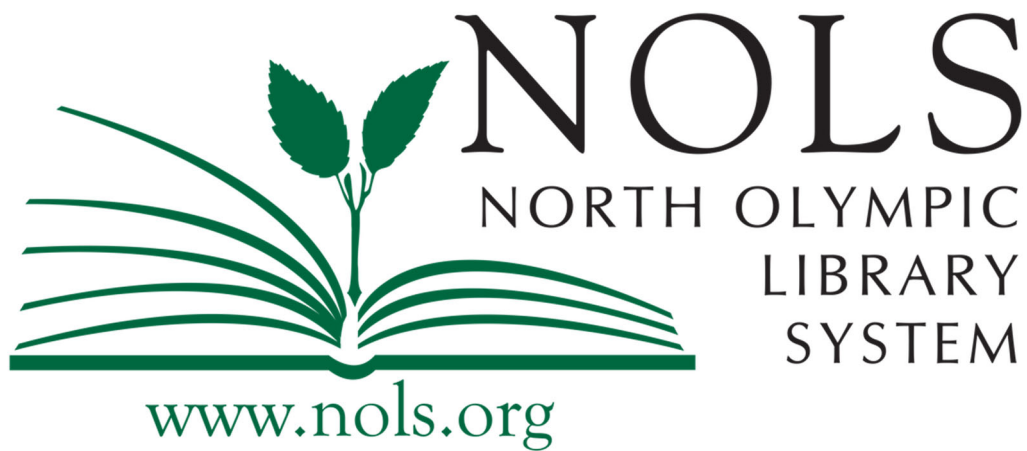
APPENDIX A – 2023 WAGE AND SALARY SCHEDULE

2023 NOLS Management Employee's Unit (MEU)		COLA History: 2013 - 0.5%, 2014 - 3%, 2015 - 0%, 2016 - 0.5%, 2017 - 2%, 2018 - 2%, 2019 - 2%, 2020 - 3%, 2021 - 1%, 2022 - 4%, 2023 - 4.25%									
		Salary Restructure History: May 2021 & January 2023									
CLASSIFICATION		A	A Hourly	B	B Hourly	C	C Hourly	D	D Hourly	E	E Hourly
	M1	4,357.80	26.82	4,575.69	28.16	4,804.47	29.57	5,044.69	31.04	5,296.92	32.60
	M2	4,575.69	28.16	4,804.47	29.57	5,044.69	31.04	5,296.92	32.60	5,561.77	34.23
	M3	4,804.47	29.57	5,044.69	31.04	5,296.92	32.60	5,561.77	34.23	5,839.86	35.94
Branch Operations Manager	M4	5,044.69	31.04	5,296.92	32.60	5,561.77	34.23	5,839.86	35.94	6,131.85	37.73
	M5	5,296.92	32.60	5,561.77	34.23	5,839.86	35.94	6,131.85	37.73	6,438.44	39.62
Library Manager; Collection Services Manager	M6	5,561.77	34.23	5,839.86	35.94	6,131.85	37.73	6,438.44	39.62	6,760.36	41.60
	M7	5,839.86	35.94	6,131.85	37.73	6,438.44	39.62	6,760.36	41.60	7,098.38	43.68
Facilities Manager	M8	6,131.85	37.73	6,438.44	39.62	6,760.36	41.60	7,098.38	43.68	7,453.30	45.87
	M9	6,438.44	39.62	6,760.36	41.60	7,098.38	43.68	7,453.30	45.87	7,825.97	48.16
IT Manager	M10	6,760.36	41.60	7,098.38	43.68	7,453.30	45.87	7,825.97	48.16	8,217.27	50.57
	M11	7,098.38	43.68	7,453.30	45.87	7,825.97	48.16	8,217.27	50.57	8,628.13	53.10

Employees who are in positions whose ranges are adjusted will be placed on the salary schedule at their new range at the step that is the same rate as their current step. In general, anniversary dates and scheduled step increases would not change for employees in reclassified positions.

When an employee is moved to Step A of their new Range because their current range is at a rate lower than Step A of their new range, the employee's anniversary date will be changed to January 1.
 GEU Example: a Librarian I at Range/Step 17-A would move to Range/Step 19-A and would have an adjusted anniversary date of January 1. Note: this is not relevant for any MEU positions under the current proposal.

Position Range Adjustments		
Position Title	2022 W&SS Range	2023 W&SS Range
Branch Operations Manager	Range M3	Range M4
Collection Services Manager	Range M5	Range M6
Facilities Manager	Range M6	Range M8
IT Manager	Range M8	Range M10



Compensation and Total Rewards Summary Report

October 2022

As your organization evolves, it makes sense to create a meaningful compensation program that supports the strategy of North Olympic Library System and attract and retain the talent it needs to be successful. You need a program that is based on relevant and current market data, as well as provides a framework for making confident and competitive compensation decisions. NFP appreciates the opportunity to partner with you; this report summarizes the data collected and analysis conducted as part of our engagement with North Olympic Library System.

Survey Data

We utilized the following survey sources to provide benchmark salary data:

- CompAnalyst Market Database
- Compdata Surveys
- Economic Research Institute (ERI) Salary Assessor
- Milliman 2022 Washington Public Employers Salary Survey
- Washington State 2022 Salary and benefits Data

We selected survey data that most closely met the following criteria, when available:

- Industry: Education; Libraries; Non-profit Services; Government Entities
- Geography: Washington
 - Geographic Differential: Washington to Port Angeles, WA
- Revenue/Operating Budget: \$5.5M
- Employee Size: 58

We weighted the surveys and cuts of data based on how close the available data categories in each survey (industry, geography, size) matched North Olympic Library System's talent pool and strategy. Compensation analysis always and appropriately includes both science (raw market data) and art, which enables the application of adjustments and weightings to ensure relevancy within your own unique organization.

We aged the data to a common effective date of January 1, 2023. This is a common and best practice in compensation, as described by World at Work, a leading total rewards and compensation association. The surveys used in this project are likely to have conducted their studies and published results at different times throughout the year, resulting in data that is current for different dates. To account for this difference, we have time adjusted (aged) the data, so it can be deemed accurate to a common point in time. Given each survey is likely to have a different publish date, aging factors will vary between the surveys. For example, to adjust data by 6 months, we would have applied an aging factor of 1.5%, but to age data a total of 12 months, we would have applied an aging factor of 3.0%. NFP complies an internal review, using numerous sources, to identify an appropriate aging factor to use with each of our

projects. For the project work with North Olympic Library System, a 3.0% annual aging factor was determined appropriate.

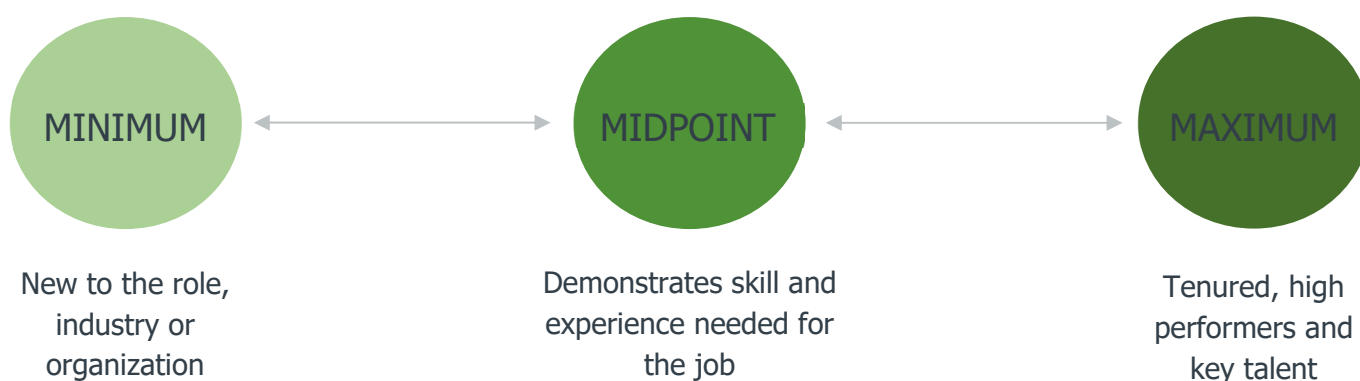
We discussed the descriptions and expectations of each position and other organizational information relevant to this evaluation. We benchmarked each position based on the core functions and required experience of each job.

Compensation Philosophy

North Olympic Library System's compensation philosophy is still developing and will be well informed from this project. It is important the philosophy supports North Olympic Library System's talent strategy to attract and reward high-performing employees that can deliver on the outcomes expected of the organization and its mission.

Range of Pay

When evaluating the "market" for pay, it is important to consider the implicit meaning behind the full range of pay reflected in the benchmark data:



- The **midpoint** represents a competitive rate of pay for someone that is fully functional and consistently demonstrating the skills and experience needed to be successful in the job; it can take someone less than a year (file clerk) to many years (executive) to develop the internally and externally relevant skills needed to be successful in the role.
- The **minimum** reflects the salary associated with someone that is new to the role and still developing the skills and experience needed to be successful in the role. This may include talent that is new to the organization or industry and does not have relevant or easily translated experience from previous jobs, or recently promoted employees.
- The **maximum** represents employees that are experts in their role and are paid at the top of the market. This may include highly tenured employees, high performers, and key talent with critical skills or deeply relevant experience in the organization.

With your compensation philosophy in mind, determining the appropriate place within the range for an individual should consider these factors when finalizing compensation decisions.

Benchmark Summary

As part of this engagement, we benchmarked 25 positions within the organization. We created benchmark reports for each position utilizing published survey sources; each report included 25th, 50th and 75th percentile data for both base and total cash compensation (TCC which is base plus any short-term/annual cash incentives) compensation. We partnered closely with the Executive Director, Noah Glaude, and the HR and Business Manager, Shaina Rajala, to review all data and make revisions as needed based on feedback and additional insights into the positions.

The market summary data from the surveys is included in Appendix B. Benchmark summary information for each position is included in Appendix C.

Salary Structure

A revised salary schedule for North Olympic Library System was created, using the market 50th percentile data as an anchor point for the benchmark positions included in this report. The width of the ranges supports the current organization size and structure and provides a meaningful opportunity for positions to grow financially within their current role and/or from promotions into another grade or level of position. Recommendations were made for the internal steps within each salary grade level. The salary structure is included in Appendix A.

Total Rewards

Your benefits package is an important part of your total rewards package. As part of this project, we benchmarked and reviewed benefits within your total rewards package, including your medical, ancillary, and time off benefits. We provided the following observations and considerations as part of this project in the boarded total rewards areas:

Time Off

We conducted a paid time off (PTO) benchmark analysis based on the package currently offered by North Olympic Library System. Overall, time off benefits, when combining annual vacation, personal and sick leave options, the policy compares well to the market.

NFP recommends the following time off considerations:

- Review the purpose and administrative limitations of having separate Vacation, Personal, and Sick time off buckets, you may find benefits in moving to a PTO Bank system.
- The current accrual schedule for Vacation time observes a longer than typical gap of time between tier increases. Compared to the market, we would expect to see another break in the schedule around the 3-5 years mark with an increase in the amount of Vacation time.
- Discuss the purpose behind paying out unused accrued Vacation and Sick time at separation. Generally speaking, the intention behind paid time off is to allow any employee

a greater opportunity in encouraging work-life balance, and this benefit should not be considered an alternative form of compensation. We would recommend reviewing your policy to ensure there is not an underlying promotion of presenteeism in the workplace.

- Non-profit organizations often have employees with a strong affective commitment to their missions. Consider tapping into the emotional and community aspect of staff by potentially offering additional time off for volunteer purposes.

Healthcare Benefits

A thorough analysis of your current healthcare benefits were benchmarked against the NFP Online Benefits (Nationwide and the Pacific Region) and the 2022 Milliman Report health benefits sources. Most medical plan design aspects, including, coinsurance, deductibles and the annual HSA/HRA employer contributions compared well against the markets. A detailed medical plan benchmark is included in Appendix D.

As you continue to plan and review your benefits offerings, we recommend you consider the following:

- Review the employee monthly contributions for all plan types when coverage is more than employee only, these figures are higher compared to market.
- Monthly health care premiums are aligned to market averages; however, employer health plan contribution percentages for single coverage are higher than average.

Take time to craft your employment story so prospective and current employees understand the full value of all the connection points they have to North Olympic Library System beyond the paycheck. We recommend you consider distributing Total Rewards Statements (e.g., Total Compensation Estimates) that highlight the non-cash investments you make in your employees, including medical, paid-time-off, and other perks.

Recommendations & Analysis of Current Pay

As you evaluate the data and prioritize next steps, we recommend the following areas of focus:

- Prioritize bringing as many employees as possible up to the minimum of the salary range over the next few years as budget allows; unless there is a unique situation where it makes sense for a person or position to fall significantly below the market, you should invest in a plan to prioritize salary adjustments for employees that fall below the salary range minimum.
- Identify which employees are **furthest away from the anticipated place in range** for someone with commensurate experience and level of contributions and in the context of North Olympic Library System's compensation philosophy; commit to a phased (2-3 year) approach to narrow the gap.
- Revisit your **compensation philosophy** in the context of other rewards programs and the overall employment proposition provided by North Olympic Library System; clarify how best

to further align your current pay practices with the market and your intended compensation philosophy.

- In future years, budget for additional **"equity" adjustments**—above and beyond the general salary increase budget or as a carve out of the current budget—to further advance individuals that should be farther along in the range based on the factors discussed in the "Range of Pay" section of this report and to further align with your compensation philosophy.
- Take time to craft your **employment story** so prospective and current employees understand the full value of all the connection points they have to North Olympic Library System beyond the paycheck; consider distributing **Total Rewards Statements** that highlight the non-cash investments you make in your employees, including medical, paid-time-off, bonus programs and other perks.

When evaluating the activities above, be sure to capitalize on your investment by linking to the performance management program and prioritizing changes for high performing employees that are making a positive impact on the organization; do not further invest in employees that are not meeting expectations or are on a performance improvement plan.

Final Observations

As organizations evolve, it is prudent to periodically evaluate the compensation program to ensure it is consistent with the compensation philosophy and aligned with the market range based on the experience and contributions of each incumbent. We are confident the analysis included in this report provides you with the information you need to assess your current compensation program and calibrate it so it is consistent with your evolving compensation philosophy and talent strategy.

Appendix A Salary Structure

North Olypmic Library System Salary Strucutre (effective 01/01/2023)											
Positions	Grade	A Monthly	A Hourly	B Monthly	B Hourly	C Monthly	C Hourly	D Monthly	D Hourly	E Monthly	E Hourly
Public Services Director	M10	\$6,758.38	\$41.59	\$7,121.64	\$43.83	\$7,484.90	\$46.06	\$7,848.16	\$48.30	\$8,211.43	\$50.53
IT Manager	M9	\$6,436.63	\$39.61	\$6,782.59	\$41.74	\$7,128.56	\$43.87	\$7,474.53	\$46.00	\$7,820.50	\$48.13
	M8	\$6,129.50	\$37.72	\$6,458.96	\$39.75	\$6,788.42	\$41.77	\$7,117.88	\$43.80	\$7,447.34	\$45.83
Facilities Manager	M7	\$5,837.00	\$35.92	\$6,150.74	\$37.85	\$6,464.48	\$39.78	\$6,778.22	\$41.71	\$7,091.96	\$43.64
Finance Manager HR & Business Manager Library Manager	M6	\$5,559.13	\$34.21	\$5,857.93	\$36.05	\$6,156.73	\$37.89	\$6,455.53	\$39.73	\$6,754.34	\$41.57
Collection Services Manager	M5	\$5,294.25	\$32.58	\$5,578.82	\$34.33	\$5,863.38	\$36.08	\$6,147.95	\$37.83	\$6,432.51	\$39.58
	M4	\$5,042.38	\$31.03	\$5,313.40	\$32.70	\$5,584.43	\$34.37	\$5,855.46	\$36.03	\$6,126.49	\$37.70
Branch Operations Manager	M3	\$4,801.88	\$29.55	\$5,059.98	\$31.14	\$5,318.08	\$32.73	\$5,576.18	\$34.31	\$5,834.28	\$35.90
	M2	\$4,572.75	\$28.14	\$4,818.54	\$29.65	\$5,064.32	\$31.17	\$5,310.11	\$32.68	\$5,555.89	\$34.19
	M1	\$4,355.00	\$26.80	\$4,589.08	\$28.24	\$4,823.16	\$29.68	\$5,057.24	\$31.12	\$5,291.33	\$32.56
IT Systems Administrator Librarian 2	20	\$4,618.25	\$28.42	\$4,866.48	\$29.95	\$5,114.71	\$31.48	\$5,362.94	\$33.00	\$5,611.17	\$34.53
	19	\$4,398.88	\$27.07	\$4,635.31	\$28.53	\$4,871.75	\$29.98	\$5,108.19	\$31.44	\$5,344.63	\$32.89
Librarian 1 Web & Digital Systems Coordinator	18	\$4,189.25	\$25.78	\$4,414.42	\$27.17	\$4,639.59	\$28.55	\$4,864.77	\$29.94	\$5,089.94	\$31.32
Library Services Specialist	17	\$3,991.00	\$24.56	\$4,205.52	\$25.88	\$4,420.03	\$27.20	\$4,634.55	\$28.52	\$4,849.07	\$29.84
IT Specialist 3 Marketing Coordinator	16	\$3,799.25	\$23.38	\$4,003.46	\$24.64	\$4,207.67	\$25.89	\$4,411.88	\$27.15	\$4,616.09	\$28.41
IT Specialist 2 Public Services Lead	15	\$3,618.88	\$22.27	\$3,813.39	\$23.47	\$4,007.90	\$24.66	\$4,202.42	\$25.86	\$4,396.93	\$27.06
Acquisition Lead Administrative Operations Specialist 2	14	\$3,448.25	\$21.22	\$3,633.59	\$22.36	\$3,818.94	\$23.50	\$4,004.28	\$24.64	\$4,189.62	\$25.78
Community Outreach Specialist Facilities Lead IT Specialist 1	13	\$3,282.50	\$20.20	\$3,458.93	\$21.29	\$3,635.37	\$22.37	\$3,811.80	\$23.46	\$3,988.24	\$24.54
Administrative Operations Specialist 1 Technical Services Specialist	12	\$3,126.50	\$19.24	\$3,294.55	\$20.27	\$3,462.60	\$21.31	\$3,630.65	\$22.34	\$3,798.70	\$23.38
Public Services Specialist	11	\$2,977.00	\$18.32	\$3,137.01	\$19.30	\$3,297.03	\$20.29	\$3,457.04	\$21.27	\$3,617.06	\$22.26
Facilities Technician 2	10	\$2,835.63	\$17.45	\$2,988.04	\$18.39	\$3,140.45	\$19.33	\$3,292.87	\$20.26	\$3,445.28	\$21.20
	9	\$2,700.75	\$16.62	\$2,845.92	\$17.51	\$2,991.08	\$18.41	\$3,136.25	\$19.30	\$3,281.41	\$20.19
Courier Facilities Technician 1 Circulation Assistant Materials Processor Shelver	8	\$2,616.25	\$16.10	\$2,756.87	\$16.97	\$2,897.50	\$17.83	\$3,038.12	\$18.70	\$3,178.74	\$19.56
	Minimum Wage	\$2,557.75	\$15.74								
Positions	Grade	Minimum	Midpoint	Maximum							
Executive Director	Executive Director	\$94,400	\$118,000	\$141,600							

Non-union Positions

Appendix B

Market Data Summary

Presented by market base 50th from lowest to highest.

Title	Base 25th	Base 50th	Base 75th
Courier	\$30,867	\$34,187	\$39,583
Facilities Technician 1	\$30,503	\$34,914	\$38,196
Public Services Specialist	\$35,343	\$40,417	\$44,969
Technical Services Specialist	\$36,938	\$41,163	\$46,294
Community Outreach Specialist	\$36,950	\$41,307	\$46,573
Facilities Technician 2	\$36,391	\$41,319	\$46,319
Acquisitions Lead	\$40,504	\$45,158	\$50,738
Public Services Lead	\$44,214	\$49,328	\$55,146
IT Specialist 2	\$45,092	\$50,592	\$57,900
Marketing Coordinator	\$46,443	\$50,922	\$57,350
Administrative Operations Specialist 2	\$41,395	\$47,293	\$53,478
Library Services Specialist	\$46,928	\$53,335	\$59,607
Web & Digital Systems Coordinator	\$51,785	\$59,739	\$62,596
Librarian 1	\$55,628	\$62,387	\$73,118
Branch Operations Manager	\$57,843	\$65,411	\$74,431
Librarian 2	\$63,559	\$71,927	\$83,852
Collection Services Manager	\$64,430	\$75,244	\$89,733
Library Manager	\$65,832	\$75,875	\$83,826
Finance Manager	\$70,760	\$79,927	\$88,223
IT Systems Administrator	\$58,501	\$68,315	\$75,965
HR & Business Manager	\$76,138	\$83,922	\$93,409
Facilities Manager	\$76,022	\$89,729	\$99,253
Public Services Director	\$82,849	\$98,422	\$109,760
IT Manager	\$88,807	\$100,010	\$107,776
Executive Director	\$101,306	\$117,908	\$139,940

Base = Cash compensation paid to employees for regular job performance (i.e., hourly rate, exempt salary)

Presented by market total cash compensation (TCC) 50th from lowest to highest.

Title	TCC 25th	TCC 50th	TCC 75th
Courier	\$30,947	\$34,277	\$39,816
Facilities Technician 1	\$30,615	\$35,051	\$38,340
Public Services Specialist	\$35,490	\$40,719	\$45,243
Technical Services Specialist	\$37,025	\$41,379	\$46,585
Community Outreach Specialist	\$37,262	\$41,586	\$46,867
Facilities Technician 2	\$36,468	\$41,434	\$46,586
Acquisitions Lead	\$41,039	\$45,830	\$51,757
Public Services Lead	\$44,619	\$49,792	\$55,931
IT Specialist 2	\$45,441	\$50,976	\$58,542
Marketing Coordinator	\$47,532	\$52,311	\$59,131
Administrative Operations Specialist 2	\$41,773	\$47,799	\$54,108
Library Services Specialist	\$47,189	\$53,615	\$60,013
Web & Digital Systems Coordinator	\$52,883	\$60,821	\$65,009
Librarian 1	\$56,050	\$62,866	\$73,890
Branch Operations Manager	\$58,355	\$66,060	\$76,228
Librarian 2	\$59,048	\$66,570	\$77,894
Collection Services Manager	\$64,430	\$75,244	\$89,733
Library Manager	\$66,486	\$76,576	\$86,004
Finance Manager	\$73,082	\$82,300	\$91,549
IT Systems Administrator	\$59,297	\$69,385	\$77,295
HR & Business Manager	\$79,163	\$87,466	\$98,908
Facilities Manager	\$77,866	\$92,246	\$102,863
Public Services Director	\$84,717	\$99,826	\$112,956
IT Manager	\$92,320	\$104,637	\$113,786
Executive Director	\$103,676	\$119,956	\$142,430

TCC (Total Cash Compensation) = Base pay plus additional cash compensation paid within a year (e.g., bonuses, commissions, and other variable pay) – excludes benefits, long-term incentives, retirement plan contributions

Appendix C

Benchmark Data Summary

North Olympic Library System 2022 Compensation Analysis 2022

Position Information			Market Data Summary - Weighted Averages	
Job Title:	Courier		Avg. 25th Base:	\$33,943
Job Description:	Process and transport shipments of library materials and equipment between library branches and other assigned locations and perform a variety of circulation, clerical, and other tasks which support the movement and placement of library materials. Work is performed under general supervision. Packs and organizes materials into shipping totes. Loads and unloads shipping totes, equipment, supplies, and miscellaneous items into and out of vehicles. Assists with the organization and placement of library materials and equipment. Drives a NOLS-owned vehicle between branches and other locations on a designated delivery route and schedule to transport materials and equipment. Two years of high school required. No minimum experience required.		Avg. 50th Base:	\$37,594
Effective Date:	8/1/2023		Avg. 75th Base:	\$43,528
Notes:	Blended Position: Representing 90% Courier and 10% Shelving Page		Avg. 25th TCC:	\$34,031
			Avg. 50th TCC:	\$37,693
			Avg. 75th TCC:	\$43,784

Survey Information								
Survey:	CompAnalyst Market Database							
Job Title:	Courier/Messenger							
Job Description:	Picks up and delivers documents, letters, packages and other items on time between organization facilities. Documents and tracks the items picked up and delivered. Responds to inquiries about pick up and delivery schedules. May require a high school diploma. Typically reports to a supervisor or manager. A01-Entry : Possesses a moderate understanding of general aspects of the job. Works under the close direction of senior personnel in the functional area. May require 0-1 year of general work experience.							
Scope	Weight	Base 25th Percentile	Base 50th Percentile	Base 75th Percentile	TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile	
Education, \$5M-\$10M (Revenue), Washington	16.67%	\$30,500	\$34,600	\$39,500	\$30,700	\$34,900	\$40,200	
Education, 50-100 FTEs, Washington	16.67%	\$30,700	\$34,900	\$39,800	\$30,900	\$35,100	\$40,600	
Government, \$5M-\$20M (Revenue), Washington	16.67%	\$30,500	\$34,600	\$39,400	\$30,700	\$34,800	\$40,200	
Government, 50-100 FTEs, Washington	16.67%	\$30,600	\$34,800	\$39,700	\$30,800	\$35,000	\$40,400	
Non-profit, \$5M-\$10M (Revenue), Washington	16.66%	\$30,500	\$34,600	\$39,500	\$30,700	\$34,900	\$40,300	
Non-profit, 50-100 FTEs, Washington	16.66%	\$30,900	\$35,100	\$40,100	\$31,200	\$35,400	\$40,900	
Overall	30.00%	\$30,617	\$34,767	\$39,667	\$30,833	\$35,017	\$40,433	

Survey Information								
Survey:	Compdata Surveys							
Job Title:	Courier/Driver - Non-CDL							
Job Description:	Makes pick ups and deliveries within city or surrounding areas. Picks up incoming mail from local post office and drops off outgoing mail at specified times. Occasionally delivers parcels to express depots. Transports equipment and presentation materials to and from meeting sites. Assists in the loading and unloading of trucks. Checks quantities of goods received. Forwards related paperwork to the appropriate department. High school education or equivalent preferred.							
Scope	Weight	Base 25th Percentile	Base 50th Percentile	Base 75th Percentile	TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile	
All Industries, All Sizes, Washington	100.00%	\$35,583	\$37,321	\$45,808	\$35,583	\$37,321	\$45,808	
All Industries, <\$20M (Revenue), Washington	0.00%	--	--	--	--	--	--	
All Industries, <100 FTEs, Washington	0.00%	--	--	--	--	--	--	
Not-for-profit, All Sizes, Washington	0.00%	--	--	--	--	--	--	
Overall	30.00%	\$35,583	\$37,321	\$45,808	\$35,583	\$37,321	\$45,808	

Survey Information								
Survey:	Economic Research Institute Salary Assessor							
Job Title:	NO MATCH							
Job Description:								
Scope	Weight	Base 25th Percentile	Base 50th Percentile	Base 75th Percentile	TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile	
	0.00%	--	--	--	--	--	--	
	0.00%	--	--	--	--	--	--	
	0.00%	--	--	--	--	--	--	
	0.00%	--	--	--	--	--	--	
	0.00%	--	--	--	--	--	--	
	0.00%	--	--	--	--	--	--	
	0.00%	--	--	--	--	--	--	
	0.00%	--	--	--	--	--	--	
Overall	0.00%	--	--	--	--	--	--	

Base = Cash compensation paid to employees for regular job performance (i.e., hourly rate, exempt salary)

TCC (Total Cash Compensation) = Base pay plus additional cash compensation paid within a year (e.g., bonuses, commissions, and other variable pay) – excludes benefits, long-term incentives, retirement plan contributions



Survey Information									
Survey:		Milliman 2022 Washington Public Employers Salary Survey							
Job Title:		NO MATCH							
Job Description:									
Scope	Weight		Base 25th Percentile	Base 50th Percentile	Base 75th Percentile		TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile
	0.00%		--	--	--		--	--	--
	0.00%		--	--	--		--	--	--
	0.00%		--	--	--		--	--	--
	0.00%		--	--	--		--	--	--
	0.00%		--	--	--		--	--	--
	0.00%		--	--	--		--	--	--
	0.00%		--	--	--		--	--	--
	0.00%		--	--	--		--	--	--
Overall	0.00%		--	--	--		--	--	--

Survey Information									
Survey:		Washington State 2022 Salary and Benefits Data							
Job Title:		Delivery Driver							
Job Description:									
Scope	Weight		Base 25th Percentile	Base 50th Percentile	Base 75th Percentile		TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile
Anacortes Public Library	0.00%		--	--	--		--	--	--
Asotin County Library	0.00%		--	--	--		--	--	--
Bellingham Public Library	10.16%		\$33,143	\$37,406	\$40,449		\$33,143	\$37,406	\$40,449
Burlington Public Library	0.00%		--	--	--		--	--	--
Camas Public Library	0.00%		--	--	--		--	--	--
Central Skagit Library District	0.00%		--	--	--		--	--	--
Cle Elum (Carpenter Memorial) Library	0.00%		--	--	--		--	--	--
Columbia County Rural Library District	0.00%		--	--	--		--	--	--
Ellensburg Public Library	0.00%		--	--	--		--	--	--
Everett Public Library	0.00%		--	--	--		--	--	--
Fort Vancouver Regional Library District	3.13%		\$34,921	\$41,916	\$48,911		\$34,921	\$41,916	\$48,911
Grandview Library	0.00%		--	--	--		--	--	--
Jefferson County Library	0.00%		--	--	--		--	--	--
Kalama Public Library	0.00%		--	--	--		--	--	--
King County Library System	3.13%		\$48,804	\$52,017	\$56,774		\$48,804	\$52,017	\$56,774
Kitsap Regional Library	6.25%		\$36,506	\$41,091	\$47,626		\$36,506	\$41,091	\$47,626
Liberty Lake Municipal Library	0.00%		--	--	--		--	--	--
Lopez Island Library District	0.00%		--	--	--		--	--	--
Mid-Columbia Libraries	10.15%		\$34,793	\$39,184	\$45,826		\$34,793	\$39,184	\$45,826
Mount Vernon City Library	0.00%		--	--	--		--	--	--
North Central Regional Library	6.25%		\$35,050	\$40,641	\$47,111		\$35,050	\$40,641	\$47,111
Orcas Island Library District	0.00%		--	--	--		--	--	--
Pierce County Library System	3.13%		\$39,613	\$45,933	\$54,845		\$39,613	\$45,933	\$54,845
Port Townsend Public Library	6.25%		\$29,501	\$32,629	\$35,671		\$29,501	\$32,629	\$35,671
Pullman (Neill) Public Library	0.00%		--	--	--		--	--	--
Richland Public Library	0.00%		--	--	--		--	--	--
San Juan Island Library District	0.00%		--	--	--		--	--	--
Seattle Public Library	3.13%		\$49,190	\$54,053	\$59,623		\$49,190	\$54,053	\$59,623
Sno-Isle Libraries	3.12%		\$41,070	\$51,353	\$56,495		\$41,070	\$51,353	\$56,495
Spokane County Library District	0.00%		--	--	--		--	--	--
Spokane Public Library	0.00%		--	--	--		--	--	--
Stevens County Rural Library District	6.25%		\$32,136	\$35,500	\$39,613		\$32,136	\$35,500	\$39,613
Tacoma Public Library	6.25%		\$43,962	\$48,483	\$53,453		\$43,962	\$48,483	\$53,453
Timberland Regional Library	6.25%		\$36,421	\$42,227	\$50,411		\$36,421	\$42,227	\$50,411
Upper Skagit Library District	0.00%		--	--	--		--	--	--
Walla Walla County Rural Library District	6.25%		\$34,278	\$37,438	\$40,598		\$34,278	\$37,438	\$40,598
Walla Walla Public Library	0.00%		--	--	--		--	--	--
Whatcom County Library System	10.15%		\$36,378	\$43,662	\$50,925		\$36,378	\$43,662	\$50,925
Whitman County Library	0.00%		--	--	--		--	--	--
Wilbur (Hesseltine) Public Library	0.00%		--	--	--		--	--	--
Yakima Valley Libraries	10.15%		\$33,357	\$39,827	\$48,033		\$33,357	\$39,827	\$48,033
Overall	30.00%		\$36,149	\$41,299	\$47,114		\$36,149	\$41,299	\$47,114

Survey Information									
Survey:		CompAnalyst Market Database							
Job Title:		NO MATCH							
Job Description:									
Scope	Weight		Base 25th Percentile	Base 50th Percentile	Base 75th Percentile		TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile
	0.00%		--	--	--		--	--	--
	0.00%		--	--	--		--	--	--
	0.00%		--	--	--		--	--	--
	0.00%		--	--	--		--	--	--
	0.00%		--	--	--		--	--	--
	0.00%		--	--	--		--	--	--
Overall	0.00%		--	--	--		--	--	--

Survey Information									
Survey:		Compdata Surveys							
Job Title:		NO MATCH							
Job Description:									
Scope	Weight		Base 25th Percentile	Base 50th Percentile	Base 75th Percentile		TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile
	0.00%		--	--	--		--	--	--
	0.00%		--	--	--		--	--	--
	0.00%		--	--	--		--	--	--
	0.00%		--	--	--		--	--	--
Overall	0.00%		--	--	--		--	--	--

Survey Information									
Survey:		Economic Research Institute Salary Assessor							
Job Title:		Stock Clerk Retail							
Job Description:		Inventories, stores, prices, and restocks merchandise displays in retail store. Stocks storage areas and displays with new or transferred merchandise. Sets up advertising signs and displays merchandise on shelves, counters, or tables to attract customers and promote sales. Cleans display cases, shelves, and aisles. Minimum of 1 year of experience.							
Scope	Weight	Base 25th Percentile	Base 50th Percentile	Base 75th Percentile	TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile		
Educational Services, \$5.5M (Op. Budget), Washington	12.50%	\$33,487	\$34,866	\$37,020	\$33,949	\$35,347	\$37,533		
Educational Services, 58 FTEs, Washington	12.50%	\$33,487	\$34,866	\$37,020	\$33,949	\$35,347	\$37,533		
Government Support Services, \$5.5M (Op. Budget), Washington	12.50%	\$33,470	\$34,831	\$36,970	\$33,928	\$35,308	\$37,479		
Government Support Services, 58 FTEs, Washington	12.50%	\$33,470	\$34,831	\$36,970	\$33,928	\$35,308	\$37,479		
Libraries, \$5.5M (Op. Budget), Washington	12.50%	\$33,487	\$34,865	\$37,019	\$33,948	\$35,346	\$37,532		
Libraries, 58 FTEs, Washington	12.50%	\$33,487	\$34,865	\$37,019	\$33,948	\$35,346	\$37,532		
Nonprofit Services, \$5.5M (Op. Budget), Washington	12.50%	\$33,474	\$34,838	\$36,980	\$33,932	\$35,315	\$37,489		
Nonprofit Services, 58 FTEs, Washington	12.50%	\$33,474	\$34,838	\$36,980	\$33,932	\$35,315	\$37,489		
Overall	5.00%	\$33,480	\$34,850	\$36,997	\$33,939	\$35,329	\$37,508		

Survey Information									
Survey:		Milliman 2022 Washington Public Employers Salary Survey							
Job Title:		NO MATCH							
Job Description:									
Scope	Weight	Base 25th Percentile	Base 50th Percentile	Base 75th Percentile	TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile		
	0.00%	--	--	--	--	--	--		
	0.00%	--	--	--	--	--	--		
	0.00%	--	--	--	--	--	--		
	0.00%	--	--	--	--	--	--		
	0.00%	--	--	--	--	--	--		
	0.00%	--	--	--	--	--	--		
	0.00%	--	--	--	--	--	--		
Overall	0.00%	--	--	--	--	--	--		

Survey Information									
Survey:		Washington State 2022 Salary and Benefits Data							
Job Title:		Page							
Job Description:									
Scope	Weight	Base 25th Percentile	Base 50th Percentile	Base 75th Percentile	TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile		
Anacortes Public Library	0.00%	--	\$31,472	--	--	\$31,472	--		
Asotin County Library	0.00%	--	--	--	--	--	--		
Bellingham Public Library	0.00%	--	--	--	--	--	--		
Burlington Public Library	0.00%	--	--	--	--	--	--		
Camas Public Library	4.35%	\$33,721	\$37,085	\$40,406	\$33,721	\$37,085	\$40,406		
Central Skagit Library District	4.35%	\$29,329	--	--	\$29,329	--	--		
Cle Elum (Carpenter Memorial) Library	0.00%	--	--	--	--	--	--		
Columbia County Rural Library District	0.00%	--	--	\$31,043	--	--	\$31,043		
Ellensburg Public Library	0.00%	--	--	--	--	--	--		
Everett Public Library	4.35%	\$29,651	\$31,922	\$34,321	\$29,651	\$31,922	\$34,321		
Fort Vancouver Regional Library District	2.18%	\$31,065	--	\$41,948	\$31,065	--	\$41,948		
Grandview Library	4.35%	\$28,922	--	\$29,994	\$28,922	--	\$29,994		
Jefferson County Library	7.97%	\$29,329	--	\$29,865	\$29,329	--	\$29,865		
Kalama Public Library	0.00%	--	--	--	--	--	--		
King County Library System	2.18%	\$31,493	\$34,664	\$37,813	\$31,493	\$34,664	\$37,813		
Kitsap Regional Library	4.35%	\$29,801	\$31,622	\$34,557	\$29,801	\$31,622	\$34,557		
Liberty Lake Municipal Library	0.00%	--	--	--	--	--	--		
Lopez Island Library District	0.00%	--	--	--	--	--	--		
Mid-Columbia Libraries	7.97%	\$31,043	--	\$31,043	\$31,043	--	\$31,043		
Mount Vernon City Library	0.00%	--	--	--	--	--	--		
North Central Regional Library	4.35%	\$29,437	\$34,107	\$39,549	\$29,437	\$34,107	\$39,549		
Orcas Island Library District	0.00%	--	--	--	--	--	--		
Pierce County Library System	2.18%	\$31,300	\$36,271	\$43,298	\$31,300	\$36,271	\$43,298		
Port Townsend Public Library	4.35%	\$29,501	\$32,629	\$35,671	\$29,501	\$32,629	\$35,671		
Pullman (Neill) Public Library	0.00%	--	--	--	--	--	--		
Richland Public Library	4.35%	\$36,571	\$43,898	\$51,203	\$36,571	\$43,898	\$51,203		
San Juan Island Library District	4.35%	\$33,207	--	\$33,207	--	--	--		
Seattle Public Library	2.17%	\$45,098	\$49,725	\$54,653	\$45,098	\$49,725	\$54,653		
Sno-Isle Libraries	2.17%	\$36,078	\$45,740	\$50,282	\$36,078	\$45,740	\$50,282		
Spokane County Library District	4.35%	\$31,043	\$31,043	\$31,043	\$31,043	\$31,043	\$31,043		
Spokane Public Library	4.35%	\$31,065	--	\$31,065	\$31,065	--	\$31,065		
Stevens County Rural Library District	0.00%	--	--	--	--	--	--		
Tacoma Public Library	4.34%	\$31,857	\$35,135	\$36,892	\$31,857	\$35,135	\$36,892		
Timberland Regional Library	4.34%	\$29,608	\$34,321	\$40,984	\$29,608	\$34,321	\$40,984		
Upper Skagit Library District	0.00%	--	--	--	--	--	--		
Walla Walla County Rural Library District	0.00%	--	--	--	--	--	--		
Walla Walla Public Library	4.34%	\$31,043	--	\$34,171	\$31,043	--	\$34,171		
Whatcom County Library System	7.97%	\$31,236	\$35,714	\$40,598	\$31,236	\$35,714	\$40,598		
Whitman County Library	4.34%	\$29,329	--	\$29,329	\$29,329	--	\$29,329		
Wilbur (Hesseltine) Public Library	0.00%	--	--	--	--	--	--		
Yakima Valley Libraries	0.00%	--	--	--	--	--	--		
Overall	5.00%	\$31,284	\$36,704	\$38,032	\$31,284	\$36,704	\$38,032		

North Olympic Library System 2022 Compensation Analysis 2022

Position Information				
Job Title:	Finance Manager			
Job Description:	The individual assigned to this classification provides leadership direction to ensure delivery of high- quality customer-focused services in managing the library financial operations, services, and resources. Manages the Library's financial operations. Provides and supervises a full range of work related to accounting, purchasing, budgeting, and financial and fiscal management and planning. Participates in systemwide planning, decision making, project oversight, and other management activities, and participates in labor relations. May supervise staff and volunteers. Much of the work is confidential in nature. Exercises independent judgement and action and works under minimal supervision.			
Effective Date:	1/1/2023		Market Data Summary - Weighted Averages	
Notes:			Avg. 25th Base:	\$77,812
			Avg. 50th Base:	\$87,892
			Avg. 75th Base:	\$97,015
			Avg. 25th TCC:	\$80,365
			Avg. 50th TCC:	\$90,501
			Avg. 75th TCC:	\$100,673

Survey Information										
Survey:		CompAnalyst Market Database								
Job Title:		Accounting Supervisor								
Job Description:		Supervises accounting staff in the day to day operations of one or more accounting functions, including accounts payable, accounts receivable, ledger maintenance, revenue and asset accounting as well as associated analysis and reporting. Oversees calculating, posting, and verification of financial data for use in maintaining accounting and statistical records. Maintains the integrity of accounting records by ensuring that staff complies with organization accounting policies and procedures. Typically requires a bachelor's degree or its equivalent. Typically reports to a manager. M01-Entry Manager (Sr. Supervisor) : Supervises a group of primarily para-professional level staffs. May also be a level above a supervisor within high volume administrative/ production environments. Makes day-to-day decisions within or for a group/small department. Has some authority for personnel actions. Typically requires 3-5 years experience in the related area as an individual contributor.								
Scope		Weight		Base 25th Percentile	Base 50th Percentile	Base 75th Percentile		TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile
Education, \$5M-\$10M (Revenue), Washington		16.67%		\$75,500	\$86,200	\$97,600		\$78,200	\$90,500	\$104,100
Education, 50-100 FTEs, Washington		16.67%		\$77,700	\$88,700	\$100,400		\$80,500	\$93,100	\$107,200
Government, \$5M-\$20M (Revenue), Washington		16.67%		\$75,400	\$86,000	\$97,400		\$78,100	\$90,400	\$104,000
Government, 50-100 FTEs, Washington		16.67%		\$77,600	\$88,500	\$100,200		\$80,400	\$93,000	\$107,000
Non-profit, \$5M-\$10M (Revenue), Washington		16.66%		\$75,900	\$86,600	\$98,000		\$78,600	\$90,900	\$104,600
Non-profit, 50-100 FTEs, Washington		16.66%		\$78,100	\$89,100	\$100,800		\$80,800	\$93,500	\$107,600
Overall		33.34%		\$76,700	\$87,517	\$99,067		\$79,433	\$91,900	\$105,750

Survey Information										
Survey: Job Title: Job Description:		Compdata Surveys								
		Accounting Supervisor								
		Supervises the work of accountants and accounting clerks in the maintenance and preparation of accounting ledgers, journals, and financial statements. Reviews account reconciliations, accruals, and financial statements for reasonableness and compliance with generally accepted accounting principles (GAAP). Analyzes and prepares reports as required. Possesses a thorough knowledge of GAAP, federal regulations, and organization's policies and procedures as they relate to financial statements. Bachelor's degree in accounting or finance required and four years experience.								
Scope		Weight		Base 25th Percentile	Base 50th Percentile	Base 75th Percentile		TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile
All Industries, All Sizes, Washington		100.00%		\$72,700	\$85,174	\$91,616		\$74,847	\$85,583	\$92,536
All Industries, <\$20M (Revenue), Washington		0.00%		--	--	--		--	--	--
All Industries, <100 FTEs, Washington		0.00%		--	--	--		--	--	--
Not-for-profit, All Sizes, Washington		0.00%		--	--	--		--	--	--
Overall		33.33%		\$72,700	\$85,174	\$91,616		\$74,847	\$85,583	\$92,536

Survey Information									
Survey:		Economic Research Institute Salary Assessor							
Job Title:		Accounting Supervisor (Professional)							
Job Description:		Supervises professional level financial accounting operations, and oversees preparation of income statements, special accounting reports, and balancing of general and subsidiary ledgers. Analyzes financial statements, assisting upper management. Advises upper management regarding matters such as effective use of resources and methods for preventing capital being frozen. Plans work schedules, assigns duties, and evaluates work for accuracy and conformance to policies. Includes supervisors whose staffs may consist of a mix of professional, paraprofessional, and/or clerical accounting personnel; excludes supervisors whose staffs are 100 percent nonexempt. Minimum of 3 years of experience.							
Scope		Weight	Base 25th Percentile	Base 50th Percentile	Base 75th Percentile		TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile
Educational Services, \$5.5M (Op. Budget), Washington		12.50%	\$84,676	\$91,757	\$101,274		\$87,499	\$94,840	\$104,697
Educational Services, 58 FTEs, Washington		12.50%	\$84,676	\$91,757	\$101,274		\$87,499	\$94,840	\$104,697
Government Support Services, \$5.5M (Op. Budget), Washington		12.50%	\$83,285	\$90,083	\$99,291		\$86,013	\$93,061	\$102,599
Government Support Services, 58 FTEs, Washington		12.50%	\$83,285	\$90,083	\$99,291		\$86,013	\$93,061	\$102,599
Libraries, \$5.5M (Op. Budget), Washington		12.50%	\$84,647	\$91,722	\$101,233		\$87,469	\$94,803	\$104,654
Libraries, 58 FTEs, Washington		12.50%	\$84,647	\$91,722	\$101,233		\$87,469	\$94,803	\$104,654
Nonprofit Services, \$5.5M (Op. Budget), Washington		12.50%	\$83,533	\$90,381	\$99,645		\$86,278	\$93,379	\$102,974
Nonprofit Services, 58 FTEs, Washington		12.50%	\$83,533	\$90,381	\$99,645		\$86,278	\$93,379	\$102,974
Overall		33.33%	\$84,035	\$90,986	\$100,361		\$86,815	\$94,021	\$103,731

Base = Cash compensation paid to employees for regular job performance (i.e., hourly rate, exempt salary)

TCC (Total Cash Compensation) = Base pay plus additional cash compensation paid within a year (e.g., bonuses, commissions, and other variable pay) – excludes benefits, long-term incentives, retirement plan contributions



Survey Information									
Survey:		Milliman 2022 Washington Public Employers Salary Survey							
Job Title:		NO MATCH							
Job Description:									
Scope	Weight		Base 25th Percentile	Base 50th Percentile	Base 75th Percentile		TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile
	0.00%		--	--	--		--	--	--
	0.00%		--	--	--		--	--	--
	0.00%		--	--	--		--	--	--
	0.00%		--	--	--		--	--	--
	0.00%		--	--	--		--	--	--
	0.00%		--	--	--		--	--	--
	0.00%		--	--	--		--	--	--
Overall		0.00%	--	--	--		--	--	--

[illegible]

North Olympic Library System 2022 Compensation Analysis 2022

Position Information			Market Data Summary - Weighted Averages		
Job Title:	HR and Business Manager		Avg. 25th Base:	\$83,725	
Job Description:	The individual assigned to this classification is responsible for managing multiple aspects of operations in the Library's Administration department. Provides a broad range of work related to human resources management, contracts management, risk management, staff training and development, and public records management. Participates in systemwide planning, decision making, project oversight, and other management activities, and participates in labor relations. May supervise staff and volunteers. Much of the work is confidential in nature. Exercises independent judgment and action and works under minimal supervision.		Avg. 50th Base:	\$92,285	
Effective Date:	1/1/2023		Avg. 75th Base:	\$102,718	
Notes:	A 10% discount has been applied to the total market data summary to account for no human resources staff management responsibilities.		Avg. 25th TCC:	\$87,052	
			Avg. 50th TCC:	\$96,183	
			Avg. 75th TCC:	\$108,765	

Survey Information									
Survey:		CompAnalyst Market Database							
Job Title:		Human Resources Manager							
Job Description:		Designs, plans, and implements human resources programs and policies for staffing, compensation, benefits, immigration, employee relations, training, and health and safety. Ensures human resources strategies align with organizational business goals. Evaluates human resources processes and strategies to determine improvements to be made and reports findings to top management. Requires a bachelor's degree. Typically reports to a head of a unit/department. Manages subordinate staff in the day-to-day performance of their jobs. True first level manager. Ensures that project/department milestones/goals are met and adhering to approved budgets. Has full authority for personnel actions. Extensive knowledge of department processes. Typically requires 5 years experience in the related area as an individual contributor. 1 to 3 years supervisory experience may be required.							
Scope	Weight	Base 25th Percentile	Base 50th Percentile	Base 75th Percentile	TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile		
Education, \$5M-\$10M (Revenue), Washington	16.67%	\$91,000	\$102,800	\$115,800	\$96,300	\$110,500	\$127,200		
Education, 50-100 FTEs, Washington	16.67%	\$94,700	\$107,000	\$120,600	\$100,300	\$115,100	\$132,400		
Government, \$5M-\$20M (Revenue), Washington	16.67%	\$90,900	\$102,600	\$115,700	\$96,200	\$110,400	\$127,000		
Government, 50-100 FTEs, Washington	16.67%	\$94,600	\$106,900	\$120,400	\$100,200	\$114,900	\$132,200		
Non-profit, \$5M-\$10M (Revenue), Washington	16.66%	\$91,300	\$103,100	\$116,200	\$96,600	\$110,900	\$127,600		
Non-profit, 50-100 FTEs, Washington	16.66%	\$95,000	\$107,300	\$120,900	\$100,600	\$115,400	\$132,800		
Overall	28.57%	\$92,917	\$104,950	\$118,267	\$98,367	\$112,867	\$129,867		

Survey Information									
Survey:		Compdata Surveys							
Job Title:		Human Resources Manager							
Job Description:		Manages, directs, and evaluates organization's programs regarding the recruitment, development, and retention of employees. Exercises judgment within defined practices and policies. Selects appropriate methods and techniques for resolving problems. Possesses knowledge of Equal Employment Opportunity (EEO) laws and general human resources concepts. Has strong interpersonal and communication skills and is responsive and persuasive at all levels of the organization. Bachelor's degree required in human resources management or related area with five years progressive human resources experience.							
Scope	Weight	Base 25th Percentile	Base 50th Percentile	Base 75th Percentile	TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile		
All Industries, All Sizes, Washington	25.00%	\$91,718	\$104,909	\$119,224	\$92,230	\$110,226	\$125,870		
All Industries, <\$20M (Revenue), Washington	25.00%	\$78,528	\$84,356	\$93,354	\$82,720	\$84,765	\$98,365		
All Industries, <100 FTEs, Washington	25.00%	\$79,244	\$88,549	\$102,046	\$83,641	\$89,060	\$112,884		
Not-for-profit, All Sizes, Washington	25.00%	\$95,297	\$101,432	\$108,283	\$95,297	\$101,432	\$108,283		
Overall	28.57%	\$86,197	\$94,811	\$105,727	\$88,472	\$96,371	\$111,350		

Survey Information									
Survey:		Economic Research Institute Salary Assessor							
Job Title:		HR Manager							
Job Description:		Manages Human Resources staff and plans, develops, recommends, and implements human resources activities, policies, procedures, and programs for an organization, assisting upper management as requested. Manages activities relating to staffing, employee education and training, management development, labor relations, affirmative action, benefits administration, and salary administration. Minimum of 3 years of experience.							
Scope	Weight	Base 25th Percentile	Base 50th Percentile	Base 75th Percentile	TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile		
Educational Services, \$5.5M (Op. Budget), Washington	12.50%	\$94,924	\$102,771	\$113,237	\$100,218	\$108,542	\$119,632		
Educational Services, 58 FTEs, Washington	12.50%	\$94,924	\$102,771	\$113,237	\$100,218	\$108,542	\$119,632		
Government Support Services, \$5.5M (Op. Budget), Washington	12.50%	\$93,239	\$100,793	\$110,936	\$98,356	\$106,371	\$117,116		
Government Support Services, 58 FTEs, Washington	12.50%	\$93,239	\$100,793	\$110,936	\$98,356	\$106,371	\$117,116		
Libraries, \$5.5M (Op. Budget), Washington	12.50%	\$94,889	\$102,730	\$113,190	\$100,179	\$108,497	\$119,580		
Libraries, 58 FTEs, Washington	12.50%	\$94,889	\$102,730	\$113,190	\$100,179	\$108,497	\$119,580		
Nonprofit Services, \$5.5M (Op. Budget), Washington	12.50%	\$93,540	\$101,147	\$111,348	\$98,689	\$106,759	\$117,567		
Nonprofit Services, 58 FTEs, Washington	12.50%	\$93,540	\$101,147	\$111,348	\$98,689	\$106,759	\$117,567		
Overall	28.57%	\$94,148	\$101,860	\$112,178	\$99,361	\$107,542	\$118,474		

Base = Cash compensation paid to employees for regular job performance (i.e., hourly rate, exempt salary)

TCC (Total Cash Compensation) = Base pay plus additional cash compensation paid within a year (e.g., bonuses, commissions, and other variable pay) – excludes benefits, long-term incentives, retirement plan contributions



Survey Information									
Survey:		Milliman 2022 Washington Public Employers Salary Survey							
Job Title:		Human Resources Manager							
Job Description:		Manages the human resource function by supervising staff engaged in one or more of the following areas: benefits administration, employee recruitment and selection, salary administration, management training and development, labor relations, employee education and Equal Employment Opportunity compliance. Organizes and manages an integrated family of services to develop the organization and to administer employee relations programs. Plans and implements personnel management actions to achieve business plans. Typically requires coursework or experience equivalent to a degree in industrial relations, human resources, or business administration, and 5 years human resource experience. NOTE: Intended to be the top level of this function within smaller organizations, or typically the 2nd or 3rd level within larger organizations. This level typically does not have subordinate managers.							
Scope	Weight	Base 25th Percentile	Base 50th Percentile	Base 75th Percentile		TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile	
All Participants	28.58%	\$103,120	\$114,020	\$129,878		\$103,120	\$114,020	\$129,878	
Agency Type - City	0.00%	--	--	--		--	--	--	
Agency Type - County	0.00%	--	--	--		--	--	--	
Agency Type - Other	28.57%	\$107,886	\$117,033	\$133,126		\$107,886	\$117,033	\$133,126	
Geography - Puget Sound	14.28%	\$102,094	\$116,285	\$129,749		\$102,094	\$116,285	\$129,749	
Geography - Western Washington	0.00%	--	--	--		--	--	--	
Geography - Eastern Washington	28.57%	\$104,295	\$111,647	\$115,110		\$104,295	\$111,647	\$115,110	
Overall	14.29%	\$104,671	\$114,526	\$126,568		\$104,671	\$114,526	\$126,568	

[illegible]

North Olympic Library System 2022 Compensation Analysis 2022

Position Information			Market Data Summary - Weighted Averages		
Job Title:	Information Technology Manager		Avg. 25th Base:	\$97,657	
Job Description:	The individual assigned to this classification provides leadership direction to ensure delivery of high- quality customer-focused services in managing the library system's information technology services and resources. Manages operations of the Information Technology (IT) Department and coordinates IT-based services throughout NOLS. Participates in system-wide planning, decision-making, project oversight, and other management activities. Manages IT staff and volunteers who often perform tasks at remote locations. Plans, develops, maintains and evaluates the Library system's hardware, software, network and telecommunications infrastructure, and works closely with staff to assess and plan for users' needs. Exercises independent action, judgment and works under minimal supervision.		Avg. 50th Base:	\$109,977	
Effective Date:	1/1/2023		Avg. 75th Base:	\$118,517	
Notes:	A 15% discount has been applied to the total market data to account for the level of the position (autonomy and years of experience required).		Avg. 25th TCC:	\$101,521	
			Avg. 50th TCC:	\$115,065	
			Avg. 75th TCC:	\$125,126	

Survey Information									
Survey:	CompAnalyst Market Database								
Job Title:	Information Technology Manager								
Job Description:	Manages all IT activities in the organization. Implements and maintains the policies and goals for the IT department to support the company's needs. Ensures proper information system operations and plans necessary upgrades. Oversees the internal IT support function. Conducts research and recommends the selection of IT equipment, applications, and supplies. Requires a bachelor's degree. Typically reports to top management. Manages subordinate staff in the day-to-day performance of their jobs. True first level manager. Ensures that project/department milestones/goals are met and adhering to approved budgets. Has full authority for personnel actions. Extensive knowledge of department processes. Typically requires 5 years experience in the related area as an individual contributor. 1 to 3 years supervisory experience may be required.								
Scope	Weight		Base 25th Percentile	Base 50th Percentile	Base 75th Percentile		TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile
Education, \$5M-\$10M (Revenue), Washington	16.67%		\$108,500	\$121,400	\$133,900		\$115,400	\$130,700	\$147,000
Education, 50-100 FTEs, Washington	16.67%		\$111,400	\$124,600	\$137,400		\$118,400	\$134,200	\$150,800
Government, \$5M-\$20M (Revenue), Washington	16.67%		\$108,400	\$121,300	\$133,700		\$115,200	\$130,500	\$146,800
Government, 50-100 FTEs, Washington	16.67%		\$111,200	\$124,500	\$137,200		\$118,200	\$134,000	\$150,600
Non-profit, \$5M-\$10M (Revenue), Washington	16.66%		\$108,900	\$121,900	\$134,400		\$115,800	\$131,200	\$147,500
Non-profit, 50-100 FTEs, Washington	16.66%		\$111,800	\$125,100	\$137,900		\$118,800	\$134,600	\$151,400
Overall	25.00%		\$110,033	\$123,133	\$135,750		\$116,967	\$132,533	\$149,017

Survey Information									
Survey:	Compdata Surveys								
Job Title:	Information Systems Manager								
Job Description:	Manages the planning, evaluation, design, development, and implementation of information systems. Evaluates and recommends hardware and software solutions, MIS flow, projects, priorities, and budget. Assumes responsibility for telecommunications, local/wide area network (LAN/WAN), and staffing as needed. Bachelor's degree required and five years experience.								
Scope	Weight		Base 25th Percentile	Base 50th Percentile	Base 75th Percentile		TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile
All Industries, All Sizes, Washington	50.00%		\$118,815	\$144,582	\$157,261		\$118,815	\$150,614	\$170,758
All Industries, <\$20M (Revenue), Washington	0.00%		--	--	--		--	--	--
All Industries, <100 FTEs, Washington	50.00%		\$148,058	\$159,408	\$168,099		\$159,817	\$170,758	\$177,302
Not-for-profit, All Sizes, Washington	0.00%		--	--	--		--	--	--
Overall	25.00%		\$133,436	\$151,995	\$162,680		\$139,316	\$160,686	\$174,030

Survey Information									
Survey:	Economic Research Institute Salary Assessor								
Job Title:	IT Manager								
Job Description:	Designs, develops, implements and manages an organization's information technology infrastructure, including computer application systems, computer and communication systems, network and related systems. Establishes and maintains information technology policies, procedures and standards. Minimum of 6 years of experience.								
Scope	Weight		Base 25th Percentile	Base 50th Percentile	Base 75th Percentile		TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile
Educational Services, \$5.5M (Op. Budget), Washington	12.50%		\$91,975	\$99,543	\$109,664		\$97,428	\$105,486	\$116,250
Educational Services, 58 FTEs, Washington	12.50%		\$91,975	\$99,543	\$109,664		\$97,428	\$105,486	\$116,250
Government Support Services, \$5.5M (Op. Budget), Washington	12.50%		\$90,392	\$97,675	\$107,480		\$95,663	\$103,419	\$113,845
Government Support Services, 58 FTEs, Washington	12.50%		\$90,392	\$97,675	\$107,480		\$95,663	\$103,419	\$113,845
Libraries, \$5.5M (Op. Budget), Washington	12.50%		\$91,943	\$99,504	\$109,619		\$97,391	\$105,444	\$116,200
Libraries, 58 FTEs, Washington	12.50%		\$91,943	\$99,504	\$109,619		\$97,391	\$105,444	\$116,200
Nonprofit Services, \$5.5M (Op. Budget), Washington	12.50%		\$90,675	\$98,009	\$107,870		\$95,978	\$103,789	\$114,275
Nonprofit Services, 58 FTEs, Washington	12.50%		\$90,675	\$98,009	\$107,870		\$95,978	\$103,789	\$114,275
Overall	25.00%		\$91,246	\$98,683	\$108,658		\$96,615	\$104,535	\$115,143

Base = Cash compensation paid to employees for regular job performance (i.e., hourly rate, exempt salary)

TCC (Total Cash Compensation) = Base pay plus additional cash compensation paid within a year (e.g., bonuses, commissions, and other variable pay) – excludes benefits, long-term incentives, retirement plan contributions



Survey Information									
Survey:		Millman 2022 Washington Public Employers Salary Survey							
Job Title:		IT Manager							
Job Description:		Manages all IT activities, including systems analysis, programming, computer systems, and auxiliary operations. Provides IT services to all user departments. Establishes technical standards, methods, and priorities. Advises senior management on IT plans, projects, and capabilities. Supervises all IT staff. Typically requires a degree and 8 or more years experience. NOTE: Intended to be the top level of this function within smaller organizations, or typically the 2nd or 3rd level within larger organizations.							
Scope	Weight	Base 25th Percentile	Base 50th Percentile	Base 75th Percentile		TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile	
All Participants	18.18%	\$124,919	\$142,850	\$155,332		\$124,919	\$142,850	\$155,332	
Agency Type - City	--	--	\$165,312	--		--	\$165,312	--	
Agency Type - County	0.00%	--	--	--		--	--	--	
Agency Type - Other	18.18%	\$120,324	\$142,744	\$152,981		\$120,324	\$142,744	\$152,981	
Geography - Puget Sound	9.10%	\$142,402	\$145,757	\$161,230		\$142,402	\$145,757	\$161,230	
Geography - Western Washington	18.18%	\$123,274	\$142,957	\$156,101		\$123,274	\$142,957	\$156,101	
Geography - Eastern Washington	18.18%	\$113,314	\$123,765	\$127,548		\$113,314	\$123,765	\$127,548	
Overall	25.00%	\$124,847	\$143,729	\$150,638		\$124,847	\$143,729	\$150,638	

[illegible]

North Olympic Library System 2022 Compensation Analysis 2022

Position Information															
Job Title:	IT Specialist 2														
Job Description:	Individuals assigned to this classification perform a variety of tasks relating to the maintenance, installation and repair of computers and peripherals, the installation and support of standard workplace applications and library applications, and support of the website and Intranet. Tasks are performed under general supervision.														
Effective Date:	1/1/2023														
Notes:	<div>Market Data Summary - Weighted Averages</div> <table><tr><td>Avg. 25th Base:</td><td>\$49,585</td></tr><tr><td>Avg. 50th Base:</td><td>\$55,633</td></tr><tr><td>Avg. 75th Base:</td><td>\$63,670</td></tr><tr><td>Avg. 25th TCC:</td><td>\$49,970</td></tr><tr><td>Avg. 50th TCC:</td><td>\$56,056</td></tr><tr><td>Avg. 75th TCC:</td><td>\$64,376</td></tr></table>			Avg. 25th Base:	\$49,585	Avg. 50th Base:	\$55,633	Avg. 75th Base:	\$63,670	Avg. 25th TCC:	\$49,970	Avg. 50th TCC:	\$56,056	Avg. 75th TCC:	\$64,376
Avg. 25th Base:				\$49,585											
Avg. 50th Base:				\$55,633											
Avg. 75th Base:				\$63,670											
Avg. 25th TCC:				\$49,970											
Avg. 50th TCC:				\$56,056											
Avg. 75th TCC:	\$64,376														

Survey Information									
Survey:	CompAnalyst Market Database								
Job Title:	Desktop Support Tech I								
Job Description:	Installs, troubleshoots, and repairs computer systems, hardware, and computer peripherals. Resolves internal user problems and ensures correct operation of personal computers. Maintains parts inventory and logs all service/repair activity. May perform system setups for new hires. May require an associate degree or its equivalent. Typically reports to a project leader or supervisor. A01-Entry : Possesses a moderate understanding of general aspects of the job. Works under the close direction of senior personnel in the functional area. May require 0-1 year of general work experience.								
Scope	Weight		Base 25th Percentile	Base 50th Percentile	Base 75th Percentile		TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile
Education, \$5M-\$10M (Revenue), Washington	0.00%		--	--	--		--	--	--
Education, 50-100 FTEs, Washington	33.34%		\$40,500	\$45,400	\$51,300		\$40,700	\$45,800	\$52,100
Government, \$5M-\$20M (Revenue), Washington	0.00%		--	--	--		--	--	--
Government, 50-100 FTEs, Washington	33.33%		\$40,400	\$45,300	\$51,200		\$40,700	\$45,700	\$52,000
Non-profit, \$5M-\$10M (Revenue), Washington	0.00%		--	--	--		--	--	--
Non-profit, 50-100 FTEs, Washington	33.33%		\$40,700	\$45,600	\$51,600		\$41,000	\$46,100	\$52,500
Overall	25.00%		\$40,533	\$45,433	\$51,367		\$40,800	\$45,867	\$52,200

Survey Information									
Survey:	Compdata Surveys								
Job Title:	Help Desk Specialist								
Job Description:	Provides technical support, troubleshoots and resolves urgent technical issues, and responds to help requests in person and by phone. Identifies and escalates complex issues to management. Compiles daily or weekly issues log for management. Installs and repairs computer hardware and software, cleans computers, and runs diagnostic programs. Writes user manuals and trains staff as needed. Monitors and maintains the organizational computer system's daily performance. Associate's degree preferred and one year experience.								
Scope	Weight		Base 25th Percentile	Base 50th Percentile	Base 75th Percentile		TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile
All Industries, All Sizes, Washington	50.00%		\$51,636	\$59,305	\$69,121		\$51,943	\$59,407	\$70,041
All Industries, <\$20M (Revenue), Washington	0.00%		--	--	--		--	--	--
All Industries, <100 FTEs, Washington	0.00%		--	--	--		--	--	--
Not-for-profit, All Sizes, Washington	50.00%		\$53,068	\$56,749	\$63,497		\$53,068	\$56,749	\$63,906
Overall	25.00%		\$52,352	\$58,027	\$66,309		\$52,505	\$58,078	\$66,974

Survey Information									
Survey:	Economic Research Institute Salary Assessor								
Job Title:	Desktop Support Specialist								
Job Description:	Assesses the root cause for customer issues and troubleshoots them. Performs troubleshooting remotely by asking questions and running diagnostic tests. Answers help desk emails and monitors tickets to ensure they are resolved. Minimum of 1 year of experience.								
Scope	Weight		Base 25th Percentile	Base 50th Percentile	Base 75th Percentile		TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile
Educational Services, \$5.5M (Op. Budget), Washington	12.50%		\$45,912	\$48,789	\$52,925		\$47,047	\$50,013	\$54,268
Educational Services, 58 FTEs, Washington	12.50%		\$45,912	\$48,789	\$52,925		\$47,047	\$50,013	\$54,268
Government Support Services, \$5.5M (Op. Budget), Washington	12.50%		\$45,927	\$48,682	\$52,700		\$47,024	\$49,864	\$53,999
Government Support Services, 58 FTEs, Washington	12.50%		\$45,927	\$48,682	\$52,700		\$47,024	\$49,864	\$53,999
Libraries, \$5.5M (Op. Budget), Washington	12.50%		\$45,912	\$48,787	\$52,920		\$47,047	\$50,010	\$54,263
Libraries, 58 FTEs, Washington	12.50%		\$45,912	\$48,787	\$52,920		\$47,047	\$50,010	\$54,263
Nonprofit Services, \$5.5M (Op. Budget), Washington	12.50%		\$45,924	\$48,701	\$52,740		\$47,028	\$49,891	\$54,047
Nonprofit Services, 58 FTEs, Washington	12.50%		\$45,924	\$48,701	\$52,740		\$47,028	\$49,891	\$54,047
Overall	25.00%		\$45,919	\$48,740	\$52,821		\$47,037	\$49,945	\$54,144

Base = Cash compensation paid to employees for regular job performance (i.e., hourly rate, exempt salary)

TCC (Total Cash Compensation) = Base pay plus additional cash compensation paid within a year (e.g., bonuses, commissions, and other variable pay) – excludes benefits, long-term incentives, retirement plan contributions



Survey Information									
Survey:		Millman 2022 Washington Public Employers Salary Survey							
Job Title:		Help Desk Specialist							
Job Description:		Provides support services to internal and/or external users of the organization's computer systems and network. Acts as first-level problem identifier and resolver. Coordinates user problems resolution with appropriate resource if necessary. Typically a senior level nonexempt or entry level exempt position requiring 2 years of experience.							
Scope	Weight	Base 25th Percentile	Base 50th Percentile	Base 75th Percentile		TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile	
All Participants	18.18%	\$62,513	\$68,412	\$82,304		\$62,513	\$68,412	\$82,304	
Agency Type - City	18.18%	--	\$81,662	--		--	\$81,662	--	
Agency Type - County	0.00%	--	--	--		--	--	--	
Agency Type - Other	18.18%	\$58,623	\$67,450	\$82,838		\$58,623	\$67,450	\$82,838	
Geography - Puget Sound	9.10%	\$61,829	\$74,631	\$83,565		\$61,829	\$74,631	\$83,565	
Geography - Western Washington	18.18%	\$55,183	\$67,877	\$88,031		\$55,183	\$67,877	\$88,031	
Geography - Eastern Washington	18.18%	--	\$64,116	--		--	\$64,116	--	
Overall		25.00%	\$59,537	\$70,334	\$84,184		\$59,537	\$70,334	\$84,184

[illegible]

North Olympic Library System 2022 Compensation Analysis 2022

Position Information			Market Data Summary - Weighted Averages		
Job Title:	Systems Administrator		Avg. 25th Base:	\$64,331	
Job Description:	Individuals assigned to this classification are responsible for planning, developing, operating, maintaining, and evaluating the Library system's hardware, software, network and telecommunications infrastructure, and in developing training and documentation materials. Participates with a high degree of leadership responsibility in coordinating systemwide information technology systems. Exercises independent action in some areas; in most cases tasks are performed under minimal supervision.		Avg. 50th Base:	\$75,123	
Effective Date:	1/1/2023		Avg. 75th Base:	\$83,535	
Notes:	A 15% discount has been applied to the total market data to account for the internal equity of the position.		Avg. 25th TCC:	\$65,206	
			Avg. 50th TCC:	\$76,299	
			Avg. 75th TCC:	\$84,998	

Survey Information									
Survey:	CompAnalyst Market Database								
Job Title:	Systems Administrator II								
Job Description:	Maintains and supports the integrity of the operating system environment and various computer systems. Administers, installs and troubleshoots a variety of operating systems. Performs systems maintenance tasks, such as system back-up, recovery and file maintenance. Schedules, installs, and tests system software upgrades. Configures software and resolves technical problems. Monitors and maintains software licensing and maintenance agreements. May require a bachelor's degree or its equivalent. Typically reports to a project leader or manager. P02-Intermediate : Gains exposure to some of the complex tasks within the job function. Occasionally directed in several aspects of the work. Typically requires 2 to 4 years of related experience.								
Scope	Weight		Base 25th Percentile	Base 50th Percentile	Base 75th Percentile		TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile
Education, \$5M-\$10M (Revenue), Washington	16.67%		\$68,200	\$78,200	\$88,000		\$69,600	\$79,800	\$90,700
Education, 50-100 FTEs, Washington	16.67%		\$77,300	\$88,600	\$99,800		\$78,800	\$90,500	\$102,700
Government, \$5M-\$20M (Revenue), Washington	16.67%		\$68,100	\$78,000	\$87,900		\$69,500	\$79,700	\$90,500
Government, 50-100 FTEs, Washington	16.67%		\$77,200	\$88,400	\$99,600		\$78,700	\$90,300	\$102,600
Non-profit, \$5M-\$10M (Revenue), Washington	16.66%		\$68,500	\$78,500	\$88,400		\$69,900	\$80,200	\$91,100
Non-profit, 50-100 FTEs, Washington	16.66%		\$77,600	\$89,000	\$100,200		\$79,200	\$90,900	\$103,200
Overall	25.00%		\$72,817	\$83,450	\$93,983		\$74,283	\$85,233	\$96,800

Survey Information									
Survey:	Compdata Surveys								
Job Title:	Systems Administrator								
Job Description:	Installs, configures, and maintains operating system workstations and servers. Schedules and performs software installations and upgrades to operating systems and layered software packages. Studies existing information processing systems to evaluate effectiveness and develops new systems to improve production or workflow as required. Maintains workstation/server data integrity by using appropriate software and hardware solutions along with implementing a schedule of backups for data archiving. Audits hardware/software to ensure compliance with organization guidelines. Keeps a database/library of all supporting documentation for hardware and software. Bachelor's degree required.								
Scope	Weight		Base 25th Percentile	Base 50th Percentile	Base 75th Percentile		TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile
All Industries, All Sizes, Washington	33.34%		\$70,757	\$81,596	\$94,479		\$70,962	\$81,596	\$94,479
All Industries, <\$20M (Revenue), Washington	0.00%		--	--	--		--	--	--
All Industries, <100 FTEs, Washington	33.33%		\$83,129	\$108,487	\$109,919		\$83,129	\$111,248	\$111,350
Not-for-profit, All Sizes, Washington	33.33%		\$70,962	\$88,140	\$105,727		\$70,962	\$88,140	\$107,056
Overall	25.00%		\$74,949	\$92,740	\$103,374		\$75,017	\$93,660	\$104,294

Survey Information									
Survey:	Economic Research Institute Salary Assessor								
Job Title:	Systems Administrator								
Job Description:	Administers, develops, runs tests on, implements, and maintains operating system and related software. Establishes and implements standards for computer operations for compatibility between hardware and software, according to specifications and parameters. Troubleshoots and resolves software, operating system, and networking problems. Schedules, performs, and monitors system backups and, when necessary, performs data recoveries. Responsibilities differ from those of an Operating Systems Programmer in that the Systems Administrator is not responsible for altering operating system's software codes. Minimum of 3 years of experience.								
Scope	Weight		Base 25th Percentile	Base 50th Percentile	Base 75th Percentile		TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile
Educational Services, \$5.5M (Op. Budget), Washington	12.50%		\$74,227	\$80,551	\$88,843		\$76,853	\$83,426	\$92,039
Educational Services, 58 FTEs, Washington	12.50%		\$74,227	\$80,551	\$88,843		\$76,853	\$83,426	\$92,039
Government Support Services, \$5.5M (Op. Budget), Washington	12.50%		\$73,231	\$79,325	\$87,374		\$75,766	\$82,102	\$90,461
Government Support Services, 58 FTEs, Washington	12.50%		\$73,231	\$79,325	\$87,374		\$75,766	\$82,102	\$90,461
Libraries, \$5.5M (Op. Budget), Washington	12.50%		\$74,207	\$80,526	\$88,813		\$76,830	\$83,399	\$92,006
Libraries, 58 FTEs, Washington	12.50%		\$74,207	\$80,526	\$88,813		\$76,830	\$83,399	\$92,006
Nonprofit Services, \$5.5M (Op. Budget), Washington	12.50%		\$73,409	\$79,544	\$87,637		\$75,960	\$82,339	\$90,743
Nonprofit Services, 58 FTEs, Washington	12.50%		\$73,409	\$79,544	\$87,637		\$75,960	\$82,339	\$90,743
Overall	25.00%		\$73,769	\$79,987	\$88,167		\$76,352	\$82,817	\$91,312

Base = Cash compensation paid to employees for regular job performance (i.e., hourly rate, exempt salary)

TCC (Total Cash Compensation) = Base pay plus additional cash compensation paid within a year (e.g., bonuses, commissions, and other variable pay) – excludes benefits, long-term incentives, retirement plan contributions



Survey Information									
Survey:		Milliman 2022 Washington Public Employers Salary Survey							
Job Title:		Systems Analyst							
Job Description:		Analyzes and modifies existing data systems. Determines system specifications and record layouts and develops procedures to process information. Interfaces with users and develops a system to meet user needs. Analyzes and modifies the system design. Evaluates and recommends equipment modifications or additions. This is the intermediate level typically requiring a computer science degree and 2-4 years of experience in systems analysis.							
Scope	Weight		Base 25th Percentile	Base 50th Percentile	Base 75th Percentile		TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile
All Participants	40.00%		\$85,253	\$97,862	\$107,458		\$85,253	\$97,862	\$107,458
Agency Type - City	0.00%		--	--	--		--	--	--
Agency Type - County	0.00%		--	--	--		--	--	--
Agency Type - Other	40.00%		\$78,948	\$95,939	\$103,932		\$78,948	\$95,939	\$103,932
Geography - Puget Sound	20.00%		\$77,602	\$99,123	\$115,131		\$77,602	\$99,123	\$115,131
Geography - Western Washington	0.00%		--	--	--		--	--	--
Geography - Eastern Washington	0.00%		--	--	--		--	--	--
Overall	25.00%		\$81,201	\$97,345	\$107,582		\$81,201	\$97,345	\$107,582

Survey Information									
Survey:		Washington State 2022 Salary and Benefits Data							
Job Title:		Network Administrator with Degree or Certification							
Job Description:									
Scope	Weight		Base 25th Percentile	Base 50th Percentile	Base 75th Percentile		TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile
Anacortes Public Library	0.00%		--	--	--		--	--	--
Asotin County Library	0.00%		--	--	--		--	--	--
Bellingham Public Library	0.00%		--	--	--		--	--	--
Burlington Public Library	0.00%		--	--	--		--	--	--
Camas Public Library	0.00%		--	--	--		--	--	--
Central Skagit Library District	0.00%		--	--	--		--	--	--
Cle Elum (Carpenter Memorial) Library	0.00%		--	--	--		--	--	--
Columbia County Rural Library District	0.00%		--	--	--		--	--	--
Ellensburg Public Library	0.00%		--	--	--		--	--	--
Everett Public Library	0.00%		--	--	--		--	--	--
Fort Vancouver Regional Library District	0.00%		--	--	--		--	--	--
Grandview Library	0.00%		--	--	--		--	--	--
Jefferson County Library	0.00%		--	--	--		--	--	--
Kalama Public Library	0.00%		--	--	--		--	--	--
King County Library System	5.00%		\$99,536	\$109,498	\$119,439		\$99,536	\$109,498	\$119,439
Kitsap Regional Library	10.00%		\$67,036	\$75,434	\$87,453		\$67,036	\$75,434	\$87,453
Liberty Lake Municipal Library	0.00%		--	--	--		--	--	--
Lopez Island Library District	0.00%		--	--	--		--	--	--
Mid-Columbia Libraries	20.00%		\$65,622	\$73,849	\$86,360		\$65,622	\$73,849	\$86,360
Mount Vernon City Library	0.00%		--	--	--		--	--	--
North Central Regional Library	0.00%		--	--	--		--	--	--
Orcas Island Library District	0.00%		\$74,448	--	\$91,780		\$74,448	--	\$91,780
Pierce County Library System	5.00%		\$90,645	\$108,234	\$129,230		\$90,645	\$108,234	\$129,230
Port Townsend Public Library	0.00%		--	--	--		--	--	--
Pullman (Neill) Public Library	0.00%		--	--	--		--	--	--
Richland Public Library	0.00%		--	--	--		--	--	--
San Juan Island Library District	0.00%		--	--	--		--	--	--
Seattle Public Library	5.00%		\$92,380	\$101,935	\$112,305		\$92,380	\$101,935	\$112,305
Sno-Isle Libraries	5.00%		\$100,907	\$127,473	\$140,756		\$100,907	\$127,473	\$140,756
Spokane County Library District	10.00%		\$60,608	\$68,150	\$82,911		\$60,608	\$68,150	\$82,911
Spokane Public Library	0.00%		\$53,560	--	\$79,269		\$53,560	--	\$79,269
Stevens County Rural Library District	0.00%		--	--	--		--	--	--
Tacoma Public Library	10.00%		\$91,223	\$100,778	\$111,298		\$91,223	\$100,778	\$111,298
Timberland Regional Library	10.00%		\$71,878	\$83,318	\$99,493		\$71,878	\$83,318	\$99,493
Upper Skagit Library District	0.00%		\$42,848	--	\$53,560		\$42,848	--	\$53,560
Walla Walla County Rural Library District	0.00%		--	--	--		--	--	--
Walla Walla Public Library	0.00%		--	--	--		--	--	--
Whatcom County Library System	20.00%		\$106,434	\$127,708	\$148,982		\$106,434	\$127,708	\$148,982
Whitman County Library	0.00%		--	--	--		--	--	--
Wilbur (Hesseltine) Public Library	0.00%		--	--	--		--	--	--
Yakima Valley Libraries	0.00%		--	--	--		--	--	--
Overall	0.00%		\$78,308	\$95,436	\$103,383		\$78,308	\$95,436	\$103,383

North Olympic Library System 2022 Compensation Analysis 2022

Position Information				
Job Title:	Librarian I			
Job Description:	Individuals assigned to this classification apply professional library knowledge to plan, implement, provide and support a wide array of library services and resources. Work includes responsibilities of a more complex and demanding nature in direct customer service and in reference, research, programming, community engagement, training, library resource management, and other library service areas. Work is performed under general supervision, in close collaboration with systemwide workgroups, staff, and managers.			
Effective Date:	1/1/2023		Market Data Summary - Weighted Averages	
Notes:	A 10% premium has been applied to the CompAnalyst and ERI data to account for additional responsibilities related to planning and supporting systems wide programming and projects related to community engagement.		Avg. 25th Base:	\$61,172
			Avg. 50th Base:	\$68,605
			Avg. 75th Base:	\$80,405
			Avg. 25th TCC:	\$61,636
			Avg. 50th TCC:	\$69,131
			Avg. 75th TCC:	\$81,254

Survey Information									
Survey:	CompAnalyst Market Database								
Job Title:	Librarian								
Job Description:	Maintains library's collection of books, serial publications, documents, audiovisual, and other materials, and assists groups and individuals in locating, obtaining and using materials. Furnishes information on library activities, facilities, rules, and services. May require a master's degree in library science. Typically reports to a supervisor or manager. P02-Intermediate : Occasionally directed in several aspects of the work. Gaining exposure to some of the complex tasks within the job function. Typically requires 2-4 years of related experience.								
Scope	Weight		Base 25th Percentile	Base 50th Percentile	Base 75th Percentile		TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile
Education, \$5M-\$10M (Revenue), Washington	16.67%		\$59,620	\$70,510	\$81,400		\$60,060	\$71,060	\$83,050
Education, 50-100 FTEs, Washington	16.67%		\$60,390	\$71,390	\$82,390		\$60,830	\$71,940	\$84,040
Government, \$5M-\$20M (Revenue), Washington	16.67%		\$59,510	\$70,400	\$81,290		\$59,950	\$70,950	\$82,830
Government, 50-100 FTEs, Washington	16.67%		\$60,170	\$71,170	\$82,280		\$60,720	\$71,830	\$83,820
Non-profit, \$5M-\$10M (Revenue), Washington	16.66%		\$59,950	\$70,840	\$81,840		\$60,390	\$71,500	\$83,490
Non-profit, 50-100 FTEs, Washington	16.66%		\$60,610	\$71,720	\$82,830		\$61,160	\$72,380	\$84,480
Overall	28.57%		\$60,042	\$71,005	\$82,005		\$60,518	\$71,610	\$83,618

Survey Information									
Survey:	Compdata Surveys								
Job Title:	NO MATCH								
Job Description:									
Scope	Weight		Base 25th Percentile	Base 50th Percentile	Base 75th Percentile		TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile
	0.00%		---	---	---		---	---	---
	0.00%		---	---	---		---	---	---
	0.00%		---	---	---		---	---	---
	0.00%		---	---	---		---	---	---
Overall	0.00%		---	---	---		---	---	---

Survey Information									
Survey:	Economic Research Institute Salary Assessor								
Job Title:	Librarian								
Job Description:	Plans the acquisition, organization, maintenance, utilization, and retention of materials and equipment in the library. Maintains library collections of books, serial publications, documents, magazines, newspapers, music recordings, audio books, video recordings, Internet resources, and other resource materials, and aids groups and individuals in locating and obtaining requested materials. Illustrates, explains, and assists in use of electronic resources including computer databases and the Internet, as well as print resources such as card or book catalog or book and periodical indexes. Supervises classification, cataloging, indexing, and shelving of books and materials; in small library, may be the one to perform those duties. Minimum of one year of experience.								
Scope	Weight		Base 25th Percentile	Base 50th Percentile	Base 75th Percentile		TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile
Educational Services, \$5.5M (Op. Budget), Washington	12.50%		\$59,775	\$63,791	\$69,322		\$60,938	\$65,047	\$70,701
Educational Services, 58 FTEs, Washington	12.50%		\$59,775	\$63,791	\$69,322		\$60,938	\$65,047	\$70,701
Government Support Services, \$5.5M (Op. Budget), Washington	12.50%		\$59,503	\$63,360	\$68,731		\$60,628	\$64,574	\$70,066
Government Support Services, 58 FTEs, Washington	12.50%		\$59,503	\$63,360	\$68,731		\$60,628	\$64,574	\$70,066
Libraries, \$5.5M (Op. Budget), Washington	12.50%		\$59,770	\$63,782	\$69,310		\$60,932	\$65,038	\$70,688
Libraries, 58 FTEs, Washington	12.50%		\$59,770	\$63,782	\$69,310		\$60,932	\$65,038	\$70,688
Nonprofit Services, \$5.5M (Op. Budget), Washington	12.50%		\$59,552	\$63,437	\$68,837		\$60,684	\$64,659	\$70,179
Nonprofit Services, 58 FTEs, Washington	12.50%		\$59,552	\$63,437	\$68,837		\$60,684	\$64,659	\$70,179
Overall	28.57%		\$59,650	\$63,593	\$69,050		\$60,795	\$64,830	\$70,409

Base = Cash compensation paid to employees for regular job performance (i.e., hourly rate, exempt salary)

TCC (Total Cash Compensation) = Base pay plus additional cash compensation paid within a year (e.g., bonuses, commissions, and other variable pay) – excludes benefits, long-term incentives, retirement plan contributions



Survey Information									
Survey:		Milliman 2022 Washington Public Employers Salary Survey							
Job Title:		Librarian							
Job Description:		Performs professional library duties by administering the acquisition, classification, indexing, cataloging, shelving, and circulating of books, periodicals, papers, microfilms, classified reports, and documents. Reviews current literature to determine if specific items or data may be of value to the organization. Uses computer data retrieval system. May research special project information as requested. This is the intermediate professional level, requiring a master of library science.							
Scope	Weight		Base 25th Percentile	Base 50th Percentile	Base 75th Percentile		TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile
All Participants	40.00%		\$70,378	\$77,345	\$95,084		\$70,378	\$77,345	\$95,084
Agency Type - City	0.00%		--	--	--		--	--	--
Agency Type - County	0.00%		--	--	--		--	--	--
Agency Type - Other	40.00%		\$67,536	\$74,161	\$107,971		\$67,536	\$74,161	\$107,971
Geography - Puget Sound	20.00%		\$68,006	\$80,530	\$107,971		\$68,006	\$80,530	\$107,971
Geography - Western Washington	0.00%		--	--	--		--	--	--
Geography - Eastern Washington	0.00%		--	--	--		--	--	--
Overall	14.29%		\$68,767	\$76,708	\$102,816		\$68,767	\$76,708	\$102,816

Survey Information									
Survey:		Washington State 2022 Salary and Benefits Data							
Job Title:		Librarian 1							
Job Description:									
Scope	Weight		Base 25th Percentile	Base 50th Percentile	Base 75th Percentile		TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile
Anacortes Public Library	4.77%		\$75,298	\$80,426	\$85,310		\$75,298	\$80,426	\$85,310
Asotin County Library	4.77%		--	\$52,917	--		--	\$52,917	--
Bellingham Public Library	6.67%		\$66,457	\$78,198	\$89,917		\$66,457	\$78,198	\$89,917
Burlington Public Library	0.00%		--	--	--		--	--	--
Camas Public Library	0.00%		--	--	--		--	--	--
Central Skagit Library District	0.00%		--	--	--		--	--	--
Cle Elum (Carpenter Memorial) Library	0.00%		--	--	--		--	--	--
Columbia County Rural Library District	0.00%		--	--	--		--	--	--
Ellensburg Public Library	0.00%		--	--	\$72,863		--	--	\$72,863
Everett Public Library	4.77%		\$72,884	\$80,297	\$88,610		\$72,884	\$80,297	\$88,610
Fort Vancouver Regional Library District	2.38%		\$51,782	\$64,722	\$77,662		\$51,782	\$64,722	\$77,662
Grandview Library	0.00%		--	--	--		--	--	--
Jefferson County Library	6.67%		\$50,046	\$54,899	\$59,752		\$50,046	\$54,899	\$59,752
Kalama Public Library	0.00%		--	--	--		--	--	--
King County Library System	0.00%		--	--	--		--	--	--
Kitsap Regional Library	4.76%		\$57,823	\$65,086	\$75,455		\$57,823	\$65,086	\$75,455
Liberty Lake Municipal Library	4.76%		\$49,147	\$52,232	\$55,317		\$49,147	\$52,232	\$55,317
Lopez Island Library District	0.00%		\$53,560	--	--		\$53,560	--	--
Mid-Columbia Libraries	6.67%		\$58,488	\$65,836	\$76,998		\$58,488	\$65,836	\$76,998
Mount Vernon City Library	0.00%		--	--	--		--	--	--
North Central Regional Library	0.00%		--	--	--		--	--	--
Orcas Island Library District	0.00%		--	--	--		--	--	--
Pierce County Library System	2.38%		\$65,493	\$75,905	\$90,666		\$65,493	\$75,905	\$90,666
Port Townsend Public Library	0.00%		--	--	--		--	--	--
Pullman (Neill) Public Library	0.00%		--	--	--		--	--	--
Richland Public Library	4.76%		\$62,537	\$75,070	\$87,560		\$62,537	\$75,070	\$87,560
San Juan Island Library District	0.00%		--	--	--		--	--	--
Seattle Public Library	2.38%		\$78,262	\$86,146	\$94,908		\$78,262	\$86,146	\$94,908
Sno-Isle Libraries	2.38%		\$73,120	\$91,652	\$100,907		\$73,120	\$91,652	\$100,907
Spokane County Library District	4.76%		\$56,581	\$63,586	\$77,405		\$56,581	\$63,586	\$77,405
Spokane Public Library	4.76%		\$53,560	\$67,486	\$81,411		\$53,560	\$67,486	\$81,411
Stevens County Rural Library District	0.00%		--	--	--		--	--	--
Tacoma Public Library	4.76%		\$69,564	\$76,719	\$84,582		\$69,564	\$76,719	\$84,582
Timberland Regional Library	4.76%		\$53,474	\$62,001	\$74,041		\$53,474	\$62,001	\$74,041
Upper Skagit Library District	4.76%		\$32,136	\$38,563	\$44,990		\$32,136	\$38,563	\$44,990
Walla Walla County Rural Library District	0.00%		--	--	--		--	--	--
Walla Walla Public Library	4.76%		\$75,841	\$84,057	\$92,273		\$75,841	\$84,057	\$92,273
Whatcom County Library System	6.66%		\$59,259	\$71,106	\$82,975		\$59,259	\$71,106	\$82,975
Whitman County Library	0.00%		--	--	--		--	--	--
Wilbur (Hesseltine) Public Library	0.00%		--	--	--		--	--	--
Yakima Valley Libraries	6.66%		\$44,690	\$53,346	\$64,315		\$44,690	\$53,346	\$64,315
Overall	28.57%		\$60,027	\$67,163	\$78,951		\$60,027	\$67,163	\$78,951

North Olympic Library System 2022 Compensation Analysis 2022

Position Information			
Job Title:	Librarian 2		
Job Description:	Individuals assigned to this classification apply extensive professional library knowledge to plan, implement, provide, and support a wide array of library services and resources. Work includes responsibilities of a more complex and demanding nature in direct customer service, reference, research, programming, community engagement, training, library resource management, collection management, and other library service areas. Participates with a high degree of leadership responsibility in coordinating systemwide functions and services, and may assign and coordinate the work of designated staff and supervise volunteers. Exercises considerable independent action and works under minimal supervision.		
Effective Date:	1/1/2023		Market Data Summary - Weighted Averages
Notes:	A 15% premium has been applied to the CompAnalyst, ERI, and Milliman data to account for the level of the position (Librarian I vs Librarian II), as well as additional responsibilities related to planning and supporting systems wide programming and projects related to community engagement. A 10% discount has been applied to the Washington State data to account for no staff management responsibilities.	Avg. 25th Base:	\$69,893
		Avg. 50th Base:	\$79,095
		Avg. 75th Base:	\$92,208
		Avg. 25th TCC:	\$64,932
		Avg. 50th TCC:	\$73,204
		Avg. 75th TCC:	\$85,657

Survey Information									
Survey:	CompAnalyst Market Database								
Job Title:	Librarian								
Job Description:	Maintains library's collection of books, serial publications, documents, audiovisual, and other materials, and assists groups and individuals in locating, obtaining and using materials. Furnishes information on library activities, facilities, rules, and services. May require a master's degree in library science. Typically reports to a supervisor or manager. P02-Intermediate : Occasionally directed in several aspects of the work. Gaining exposure to some of the complex tasks within the job function. Typically requires 2-4 years of related experience.								
Scope	Weight		Base 25th Percentile	Base 50th Percentile	Base 75th Percentile		TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile
Education, \$5M-\$10M (Revenue), Washington	16.67%		\$81,300	\$96,150	\$111,000		\$62,790	\$74,290	\$86,825
Education, 50-100 FTEs, Washington	16.67%		\$82,350	\$97,350	\$112,350		\$63,595	\$75,210	\$87,860
Government, \$5M-\$20M (Revenue), Washington	16.67%		\$81,150	\$96,000	\$110,850		\$62,675	\$74,175	\$86,595
Government, 50-100 FTEs, Washington	16.67%		\$82,050	\$97,050	\$112,200		\$63,480	\$75,095	\$87,630
Non-profit, \$5M-\$10M (Revenue), Washington	16.66%		\$81,750	\$96,600	\$111,600		\$63,135	\$74,750	\$87,285
Non-profit, 50-100 FTEs, Washington	16.66%		\$82,650	\$97,800	\$112,950		\$63,940	\$75,670	\$88,320
Overall	28.57%		\$81,875	\$96,825	\$111,825		\$63,269	\$74,865	\$87,419

Survey Information									
Survey:	Compdata Surveys								
Job Title:	NO MATCH								
Job Description:									
Scope	Weight		Base 25th Percentile	Base 50th Percentile	Base 75th Percentile		TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile
	0.00%		---	---	---		---	---	---
	0.00%		---	---	---		---	---	---
	0.00%		---	---	---		---	---	---
	0.00%		---	---	---		---	---	---
Overall	0.00%		---	---	---		---	---	---

Survey Information									
Survey:	Economic Research Institute Salary Assessor								
Job Title:	Librarian								
Job Description:	Plans the acquisition, organization, maintenance, utilization, and retention of materials and equipment in the library. Maintains library collections of books, serial publications, documents, magazines, newspapers, music recordings, audio books, video recordings, Internet resources, and other resource materials, and aids groups and individuals in locating and obtaining requested materials. Illustrates, explains, and assists in use of electronic resources including computer databases and the Internet, as well as print resources such as card or book catalog or book and periodical indexes. Supervises classification, cataloging, indexing, and shelving of books and materials; in small library, may be the one to perform those duties. Minimum of two years of experience.								
Scope	Weight		Base 25th Percentile	Base 50th Percentile	Base 75th Percentile		TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile
Educational Services, \$5.5M (Op. Budget), Washington	12.50%		\$64,256	\$68,593	\$74,564		\$65,519	\$69,956	\$76,060
Educational Services, 58 FTEs, Washington	12.50%		\$64,256	\$68,593	\$74,564		\$65,519	\$69,956	\$76,060
Government Support Services, \$5.5M (Op. Budget), Washington	12.50%		\$63,915	\$68,078	\$73,876		\$65,135	\$69,396	\$75,324
Government Support Services, 58 FTEs, Washington	12.50%		\$63,915	\$68,078	\$73,876		\$65,135	\$69,396	\$75,324
Libraries, \$5.5M (Op. Budget), Washington	12.50%		\$64,249	\$68,581	\$74,550		\$65,511	\$69,944	\$76,045
Libraries, 58 FTEs, Washington	12.50%		\$64,249	\$68,581	\$74,550		\$65,511	\$69,944	\$76,045
Nonprofit Services, \$5.5M (Op. Budget), Washington	12.50%		\$63,976	\$68,170	\$73,999		\$65,203	\$69,496	\$75,455
Nonprofit Services, 58 FTEs, Washington	12.50%		\$63,976	\$68,170	\$73,999		\$65,203	\$69,496	\$75,455
Overall	28.57%		\$64,099	\$68,355	\$74,247		\$65,342	\$69,698	\$75,721

Base = Cash compensation paid to employees for regular job performance (i.e., hourly rate, exempt salary)

TCC (Total Cash Compensation) = Base pay plus additional cash compensation paid within a year (e.g., bonuses, commissions, and other variable pay) – excludes benefits, long-term incentives, retirement plan contributions



Survey Information									
Survey:		Milliman 2022 Washington Public Employers Salary Survey							
Job Title:		Librarian							
Job Description:		Performs professional library duties by administering the acquisition, classification, indexing, cataloging, shelving, and circulating of books, periodicals, papers, microfilms, classified reports, and documents. Reviews current literature to determine if specific items or data may be of value to the organization. Uses computer data retrieval system. May research special project information as requested. This is the intermediate professional level, requiring a master of library science.							
Scope	Weight		Base 25th Percentile	Base 50th Percentile	Base 75th Percentile		TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile
All Participants	40.00%		\$80,935	\$88,947	\$109,347		\$80,935	\$88,947	\$109,347
Agency Type - City	0.00%		--	--	--		--	--	--
Agency Type - County	0.00%		--	--	--		--	--	--
Agency Type - Other	40.00%		\$77,666	\$85,285	\$124,167		\$77,666	\$85,285	\$124,167
Geography - Puget Sound	20.00%		\$78,207	\$92,609	\$124,167		\$78,207	\$92,609	\$124,167
Geography - Western Washington	0.00%		--	--	--		--	--	--
Geography - Eastern Washington	0.00%		--	--	--		--	--	--
Overall	14.29%		\$79,082	\$88,215	\$118,239		\$79,082	\$88,215	\$118,239

Survey Information									
Survey:		Washington State 2022 Salary and Benefits Data							
Job Title:		Librarian 2							
Job Description:									
Scope	Weight		Base 25th Percentile	Base 50th Percentile	Base 75th Percentile		TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile
Anacortes Public Library	0.00%		--	--	--		--	--	--
Asotin County Library	0.00%		--	--	--		--	--	--
Bellingham Public Library	11.54%		\$62,665	\$73,714	\$84,781		\$62,665	\$73,714	\$84,781
Burlington Public Library	7.70%		\$59,040	\$65,808	\$75,565		\$59,040	\$65,808	\$75,565
Camas Public Library	0.00%		--	--	--		--	--	--
Central Skagit Library District	0.00%		--	--	--		--	--	--
Cle Elum (Carpenter Memorial) Library	0.00%		--	--	--		--	--	--
Columbia County Rural Library District	0.00%		--	--	--		--	--	--
Ellensburg Public Library	0.00%		--	--	--		--	--	--
Everett Public Library	7.70%		\$71,670	\$78,900	\$86,285		\$71,670	\$78,900	\$86,285
Fort Vancouver Regional Library District	3.85%		\$49,631	\$62,029	\$74,408		\$49,631	\$62,029	\$74,408
Grandview Library	0.00%		--	--	--		--	--	--
Jefferson County Library	11.54%		\$54,046	\$59,301	\$64,555		\$54,046	\$59,301	\$64,555
Kalama Public Library	0.00%		--	--	--		--	--	--
King County Library System	3.84%		\$78,264	\$86,073	\$93,901		\$78,264	\$86,073	\$93,901
Kitsap Regional Library	0.00%		--	--	--		--	--	--
Liberty Lake Municipal Library	0.00%		--	--	--		--	--	--
Lopez Island Library District	0.00%		--	--	--		--	--	--
Mid-Columbia Libraries	0.00%		--	--	--		--	--	--
Mount Vernon City Library	0.00%		--	--	--		--	--	--
North Central Regional Library	0.00%		--	--	--		--	--	--
Orcas Island Library District	0.00%		--	--	--		--	--	--
Pierce County Library System	3.84%		\$64,401	\$74,658	\$89,139		\$64,401	\$74,658	\$89,139
Port Townsend Public Library	0.00%		--	--	--		--	--	--
Pullman (Neill) Public Library	0.00%		--	--	--		--	--	--
Richland Public Library	0.00%		--	--	--		--	--	--
San Juan Island Library District	0.00%		--	--	--		--	--	--
Seattle Public Library	3.84%		\$70,436	\$77,531	\$85,417		\$70,436	\$77,531	\$85,417
Sno-Isle Libraries	0.00%		--	--	--		--	--	--
Spokane County Library District	7.69%		\$54,548	\$61,335	\$74,620		\$54,548	\$61,335	\$74,620
Spokane Public Library	0.00%		--	--	--		--	--	--
Stevens County Rural Library District	0.00%		--	--	--		--	--	--
Tacoma Public Library	7.69%		\$72,402	\$79,807	\$87,963		\$72,402	\$79,807	\$87,963
Timberland Regional Library	7.69%		\$54,181	\$62,800	\$74,986		\$54,181	\$62,800	\$74,986
Upper Skagit Library District	0.00%		--	--	--		--	--	--
Walla Walla County Rural Library District	0.00%		--	--	--		--	--	--
Walla Walla Public Library	0.00%		--	--	--		--	--	--
Whatcom County Library System	11.54%		\$53,333	\$63,996	\$74,678		\$53,333	\$63,996	\$74,678
Whitman County Library	0.00%		--	--	--		--	--	--
Wilbur (Hesseltine) Public Library	0.00%		--	--	--		--	--	--
Yakima Valley Libraries	11.54%		\$46,777	\$55,840	\$67,389		\$46,777	\$55,840	\$67,389
Overall	28.57%		\$59,109	\$67,542	\$77,533		\$59,109	\$67,542	\$77,533

North Olympic Library System 2022 Compensation Analysis 2022

Position Information			
Job Title:	Library Manager		
Job Description:	The individual assigned to this classification provides leadership direction to ensure delivery of high-quality customer-focused services in managing the library system's library services, programs, and resources. Manages the operations of a medium to large branch library or multiple small branch libraries. Oversees system-wide services, planning, decision-making, project oversight, and other management activities. Manages library staff and volunteers, and supervises and provides a full range of professional and paraprofessional library services, including all levels of circulation, information and technology instruction, reader advisory, information and referral, programming, and selection of materials. Exercises independent action and judgment and works under minimal supervision.		
Effective Date:	1/1/2023		
Notes:	A 20% discount has been applied to the Milliman data to account for the level of the position (Director vs Manager).		<div>Market Data Summary - Weighted Averages</div> <div><div>Avg. 25th Base:</div><div>\$72,393</div></div> <div><div>Avg. 50th Base:</div><div>\$83,437</div></div> <div><div>Avg. 75th Base:</div><div>\$92,180</div></div> <div><div>Avg. 25th TCC:</div><div>\$73,111</div></div> <div><div>Avg. 50th TCC:</div><div>\$84,208</div></div> <div><div>Avg. 75th TCC:</div><div>\$94,575</div></div>

Survey Information									
Survey:	CompAnalyst Market Database								
Job Title:	Library Services Manager								
Job Description:	Manages the daily operations of an organization's library service function. Develops policies and plans regarding reference, computer searches, circulation, and research. Composes and publishes library brochures and handouts to facilitate user access to library materials. Requires a bachelor's degree. Typically reports to a senior manager. M02-Manager (True 1st level Manager) : Manages subordinate staff in the day-to-day performance of their jobs. True first level manager. Ensures that project/department milestones/goals are met and adhering to approved budgets. Has full authority for personnel actions. Typically requires 5 years experience in the related area as an individual contributor. 1 - 3 years supervisory experience may be required. Extensive knowledge of the function and department processes.								
Scope	Weight		Base 25th Percentile	Base 50th Percentile	Base 75th Percentile		TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile
Education, \$5M-\$10M (Revenue), Washington	16.67%		\$81,600	\$92,300	\$105,000		\$82,500	\$93,600	\$110,500
Education, 50-100 FTEs, Washington	16.67%		\$83,900	\$94,900	\$107,900		\$84,800	\$96,200	\$113,600
Government, \$5M-\$20M (Revenue), Washington	16.67%		\$81,500	\$92,200	\$104,800		\$82,400	\$93,500	\$110,400
Government, 50-100 FTEs, Washington	16.67%		\$83,800	\$94,700	\$107,800		\$84,700	\$96,100	\$113,500
Non-profit, \$5M-\$10M (Revenue), Washington	16.66%		\$81,900	\$92,600	\$105,300		\$82,700	\$93,900	\$110,900
Non-profit, 50-100 FTEs, Washington	16.66%		\$84,200	\$95,200	\$108,200		\$85,100	\$96,500	\$114,000
Overall	28.57%		\$82,817	\$93,650	\$106,500		\$83,700	\$94,967	\$112,150

Survey Information									
Survey:	Compdata Surveys								
Job Title:	NO MATCH								
Job Description:									
Scope	Weight		Base 25th Percentile	Base 50th Percentile	Base 75th Percentile		TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile
	0.00%		---	---	---		---	---	---
	0.00%		---	---	---		---	---	---
	0.00%		---	---	---		---	---	---
	0.00%		---	---	---		---	---	---
Overall	0.00%		---	---	---		---	---	---

Survey Information									
Survey:	Economic Research Institute Salary Assessor								
Job Title:	Librarian Branch								
Job Description:	Manages an organizational unit of the main library or a branch that is physically separated from the main library. Plans and administers program of library services. Minimum of 3 years of experience.								
Scope	Weight		Base 25th Percentile	Base 50th Percentile	Base 75th Percentile		TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile
Educational Services, \$5.5M (Op. Budget), Washington	12.50%		\$67,454	\$72,391	\$79,157		\$68,746	\$73,793	\$80,706
Educational Services, 58 FTEs, Washington	12.50%		\$67,454	\$72,391	\$79,157		\$68,746	\$73,793	\$80,706
Government Support Services, \$5.5M (Op. Budget), Washington	12.50%		\$67,006	\$71,749	\$78,315		\$68,254	\$73,104	\$79,812
Government Support Services, 58 FTEs, Washington	12.50%		\$67,006	\$71,749	\$78,315		\$68,254	\$73,104	\$79,812
Libraries, \$5.5M (Op. Budget), Washington	12.50%		\$67,445	\$72,378	\$79,140		\$68,736	\$73,779	\$80,687
Libraries, 58 FTEs, Washington	12.50%		\$67,445	\$72,378	\$79,140		\$68,736	\$73,779	\$80,687
Nonprofit Services, \$5.5M (Op. Budget), Washington	12.50%		\$67,085	\$71,864	\$78,466		\$68,341	\$73,227	\$79,972
Nonprofit Services, 58 FTEs, Washington	12.50%		\$67,085	\$71,864	\$78,466		\$68,341	\$73,227	\$79,972
Overall	28.57%		\$67,248	\$72,095	\$78,769		\$68,519	\$73,476	\$80,294

Base = Cash compensation paid to employees for regular job performance (i.e., hourly rate, exempt salary)

TCC (Total Cash Compensation) = Base pay plus additional cash compensation paid within a year (e.g., bonuses, commissions, and other variable pay) – excludes benefits, long-term incentives, retirement plan contributions



Survey Information									
Survey:		Milliman 2022 Washington Public Employers Salary Survey							
Job Title:		Director - Library Services							
Job Description:		Plans, organizes and directs the delivery of library services. Represents library within the community. Supervises library and volunteer staff. May serve as professional librarian as staffing and work load dictate. MLS required.							
Scope	Weight		Base 25th Percentile	Base 50th Percentile	Base 75th Percentile		TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile
All Participants	66.67%	--	--	\$94,857	--	--	--	\$94,857	--
Agency Type - City	0.00%	--	--	--	--	--	--	--	--
Agency Type - County	0.00%	--	--	--	--	--	--	--	--
Agency Type - Other	0.00%	--	--	--	--	--	--	--	--
Geography - Puget Sound	33.33%	--	--	\$94,857	--	--	--	\$94,857	--
Geography - Western Washington	0.00%	--	--	--	--	--	--	--	--
Geography - Eastern Washington	0.00%	--	--	--	--	--	--	--	--
Overall	14.29%		--	\$94,857	--		--	\$94,857	--

Survey Information									
Survey:		Washington State 2022 Salary and Benefits Data							
Job Title:		Managing Librarian - Medium Branch							
Job Description:									
Scope	Weight		Base 25th Percentile	Base 50th Percentile	Base 75th Percentile		TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile
Anacortes Public Library	0.00%	--	--	--	--	--	--	--	--
Asotin County Library	0.00%	--	--	--	--	--	--	--	--
Bellingham Public Library	0.00%	--	--	--	--	--	--	--	--
Burlington Public Library	0.00%	--	--	--	--	--	--	--	--
Camas Public Library	0.00%	--	--	--	--	--	--	--	--
Central Skagit Library District	0.00%	--	--	--	--	--	--	--	--
Cle Elum (Carpenter Memorial) Library	0.00%	--	--	--	--	--	--	--	--
Columbia County Rural Library District	0.00%	--	--	--	--	--	--	--	--
Ellensburg Public Library	0.00%	--	--	--	--	--	--	--	--
Everett Public Library	0.00%	--	--	--	--	--	--	--	--
Fort Vancouver Regional Library District	4.55%	--	\$63,565	\$79,462	\$95,358	--	\$63,565	\$79,462	\$95,358
Grandview Library	0.00%	--	--	--	--	--	--	--	--
Jefferson County Library	0.00%	--	--	--	--	--	--	--	--
Kalama Public Library	0.00%	--	--	--	--	--	--	--	--
King County Library System	0.00%	--	--	--	--	--	--	--	--
Kitsap Regional Library	0.00%	--	--	--	--	--	--	--	--
Liberty Lake Municipal Library	0.00%	--	--	--	--	--	--	--	--
Lopez Island Library District	0.00%	--	--	--	--	--	--	--	--
Mid-Columbia Libraries	0.00%	--	--	--	--	--	--	--	--
Mount Vernon City Library	0.00%	--	--	--	--	--	--	--	--
North Central Regional Library	9.09%	--	\$59,216	\$68,642	\$79,590	--	\$59,216	\$68,642	\$79,590
Orcas Island Library District	0.00%	--	--	--	--	--	--	--	--
Pierce County Library System	4.55%	--	\$71,556	\$82,954	\$99,043	--	\$71,556	\$82,954	\$99,043
Port Townsend Public Library	0.00%	--	--	--	--	--	--	--	--
Pullman (Neill) Public Library	0.00%	--	--	--	--	--	--	--	--
Richland Public Library	0.00%	--	--	--	--	--	--	--	--
San Juan Island Library District	0.00%	--	--	--	--	--	--	--	--
Seattle Public Library	4.55%	--	\$88,653	\$97,522	\$107,484	--	\$88,653	\$97,522	\$107,484
Sno-Isle Libraries	4.54%	--	\$91,738	\$115,582	\$127,494	--	\$91,738	\$115,582	\$127,494
Spokane County Library District	0.00%	--	--	--	--	--	--	--	--
Spokane Public Library	0.00%	--	--	--	--	--	--	--	--
Stevens County Rural Library District	9.09%	--	\$56,774	\$62,708	\$69,971	--	\$56,774	\$62,708	\$69,971
Tacoma Public Library	9.09%	--	\$91,223	\$100,778	\$111,298	--	\$91,223	\$100,778	\$111,298
Timberland Regional Library	9.09%	--	\$67,743	\$78,540	\$93,773	--	\$67,743	\$78,540	\$93,773
Upper Skagit Library District	0.00%	--	--	--	--	--	--	--	--
Walla Walla County Rural Library District	9.09%	--	\$49,575	\$55,360	\$61,144	--	\$49,575	\$55,360	\$61,144
Walla Walla Public Library	0.00%	--	--	--	--	--	--	--	--
Whatcom County Library System	18.18%	--	\$59,259	\$71,106	\$82,975	--	\$59,259	\$71,106	\$82,975
Whitman County Library	0.00%	--	--	--	--	--	--	--	--
Wilbur (Hesseltine) Public Library	0.00%	--	--	--	--	--	--	--	--
Yakima Valley Libraries	18.18%	--	\$68,557	\$85,696	\$103,542	--	\$68,557	\$85,696	\$103,542
Overall	28.57%		\$67,083	\$78,853	\$91,227		\$67,083	\$78,853	\$91,227

North Olympic Library System 2022 Compensation Analysis 2022

Position Information			Market Data Summary - Weighted Averages		
Job Title:	Library Services Specialist		Avg. 25th Base:	\$51,605	
Job Description:	Individuals assigned to this classification are responsible for planning, implementing, and performing a broad range of systemwide tasks that support multiple aspects of library service. Work includes responsibilities of a more complex and demanding nature in direct customer service and in programming, community engagement, training, project implementation and other service areas. Work is performed under general supervision, in close collaboration with systemwide workgroups, staff, and managers.		Avg. 50th Base:	\$58,650	
Effective Date:	1/1/2023		Avg. 75th Base:	\$65,547	
Notes:	A 10% premium has been applied to the CompAnalyst, ERI and Milliman data to account for additional responsibilities related to planning and supporting systems wide programming, services and projects.		Avg. 25th TCC:	\$51,892	
	A 15% premium has been applied to the total market data summary to account for the internal equity level of the position.		Avg. 50th TCC:	\$58,958	
			Avg. 75th TCC:	\$65,993	

Survey Information									
Survey:	CompAnalyst Market Database								
Job Title:	Librarian Assistant								
Job Description:	Provides information services, such as answering questions regarding card catalogs and assists public in use of bibliographic tools. Performs routine descriptive cataloging. May require a bachelor's degree. Typically reports to a supervisor or manager. P01-Entry : Typically requires 0-2 years of related experience. Works on projects/matters of limited complexity in a support role. Work is closely managed.								
Scope	Weight		Base 25th Percentile	Base 50th Percentile	Base 75th Percentile		TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile
Education, \$5M-\$10M (Revenue), Washington	16.67%		\$43,230	\$49,940	\$58,520		\$43,340	\$50,160	\$59,180
Education, 50-100 FTEs, Washington	16.67%		\$44,880	\$51,920	\$60,830		\$45,100	\$52,140	\$61,490
Government, \$5M-\$20M (Revenue), Washington	16.67%		\$43,120	\$49,830	\$58,410		\$43,340	\$50,050	\$59,070
Government, 50-100 FTEs, Washington	16.67%		\$44,770	\$51,810	\$60,720		\$44,990	\$52,030	\$61,380
Non-profit, \$5M-\$10M (Revenue), Washington	16.66%		\$43,340	\$50,160	\$58,850		\$43,560	\$50,380	\$59,400
Non-profit, 50-100 FTEs, Washington	16.66%		\$45,100	\$52,140	\$61,160		\$45,320	\$52,360	\$61,710
Overall	25.00%		\$44,073	\$50,967	\$59,748		\$44,275	\$51,187	\$60,372

Survey Information									
Survey:	Compdata Surveys								
Job Title:	NO MATCH								
Job Description:									
Scope	Weight		Base 25th Percentile	Base 50th Percentile	Base 75th Percentile		TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile
	0.00%		---	---	---		---	---	---
	0.00%		---	---	---		---	---	---
	0.00%		---	---	---		---	---	---
	0.00%		---	---	---		---	---	---
Overall	0.00%		---	---	---		---	---	---

Survey Information									
Survey:	Economic Research Institute Salary Assessor								
Job Title:	Library Services Coordinator								
Job Description:	Facilitates library services including book rentals, computer rentals, room reservations, printing and copying. Assists librarians in the organization and maintenance of library materials and equipment. Answers inquiries regarding rental availability, library material location, payment and library technology. Shelves and retrieves books, publications, magazines and other physical library materials. Monitors the library and helps enforce library policies, procedures and standards. Minimum of 3 years of experience.								
Scope	Weight		Base 25th Percentile	Base 50th Percentile	Base 75th Percentile		TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile
Educational Services, \$5.5M (Op. Budget), Washington	12.50%		\$48,505	\$51,653	\$56,124		\$49,305	\$52,507	\$57,056
Educational Services, 58 FTEs, Washington	12.50%		\$48,505	\$51,653	\$56,124		\$49,305	\$52,507	\$57,056
Government Support Services, \$5.5M (Op. Budget), Washington	12.50%		\$48,371	\$51,477	\$55,909		\$49,166	\$52,324	\$56,832
Government Support Services, 58 FTEs, Washington	12.50%		\$48,371	\$51,477	\$55,909		\$49,166	\$52,324	\$56,832
Libraries, \$5.5M (Op. Budget), Washington	12.50%		\$48,501	\$51,648	\$56,120		\$49,302	\$52,503	\$57,050
Libraries, 58 FTEs, Washington	12.50%		\$48,501	\$51,648	\$56,120		\$49,302	\$52,503	\$57,050
Nonprofit Services, \$5.5M (Op. Budget), Washington	12.50%		\$48,396	\$51,509	\$55,947		\$49,191	\$52,357	\$56,872
Nonprofit Services, 58 FTEs, Washington	12.50%		\$48,396	\$51,509	\$55,947		\$49,191	\$52,357	\$56,872
Overall	25.00%		\$48,443	\$51,572	\$56,025		\$49,241	\$52,423	\$56,953

Base = Cash compensation paid to employees for regular job performance (i.e., hourly rate, exempt salary)

TCC (Total Cash Compensation) = Base pay plus additional cash compensation paid within a year (e.g., bonuses, commissions, and other variable pay) – excludes benefits, long-term incentives, retirement plan contributions



Survey Information									
Survey:		Milliman 2022 Washington Public Employers Salary Survey							
Job Title:		Library Technician - Intermediate							
Job Description:		Using general knowledge of established library procedures, provides a wide variety of technical support of library services. Conducts bibliographic searches. Corrects or updates information on local files/record systems. Provides information regarding locations or availability of material, resources, and services. May work with specialized collections such as Braille, science, medicine, etc.. Typically requires 1 year experience as a Library Technician, including filing and retrieval of library materials and contact with the public.							
Scope	Weight		Base 25th Percentile	Base 50th Percentile	Base 75th Percentile		TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile
All Participants	40.00%		\$50,286	\$62,135	\$66,437		\$50,286	\$62,135	\$66,437
Agency Type - City	0.00%		--	--	--		--	--	--
Agency Type - County	0.00%		--	--	--		--	--	--
Agency Type - Other	40.00%		\$49,887	\$62,135	\$66,014		\$49,887	\$62,135	\$66,014
Geography - Puget Sound	20.00%		\$55,717	\$63,052	\$67,706		\$55,717	\$63,052	\$67,706
Geography - Western Washington	0.00%		--	--	--		--	--	--
Geography - Eastern Washington	0.00%		--	--	--		--	--	--
Overall	25.00%		\$51,212	\$62,318	\$66,522		\$51,212	\$62,318	\$66,522

Survey Information									
Survey:		Washington State 2022 Salary and Benefits Data							
Job Title:		Library Associate							
Job Description:									
Scope	Weight		Base 25th Percentile	Base 50th Percentile	Base 75th Percentile		TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile
Anacortes Public Library	0.00%		--	--	--		--	--	--
Asotin County Library	3.71%		--	\$33,936	--		--	\$33,936	--
Bellingham Public Library	5.10%		\$47,433	\$53,367	\$57,738		\$47,433	\$53,367	\$57,738
Burlington Public Library	3.71%		\$41,391	\$49,275	\$58,273		\$41,391	\$49,275	\$58,273
Camas Public Library	3.71%		\$49,447	\$54,331	\$59,216		\$49,447	\$54,331	\$59,216
Central Skagit Library District	0.00%		\$32,136	--	--		\$32,136	--	--
Cle Elum (Carpenter Memorial) Library	0.00%		--	--	--		--	--	--
Columbia County Rural Library District	3.71%		--	\$35,885	--		--	\$35,885	--
Ellensburg Public Library	0.00%		--	--	\$53,346		--	--	\$53,346
Everett Public Library	3.71%		\$54,331	\$59,880	\$66,136		\$54,331	\$59,880	\$66,136
Fort Vancouver Regional Library District	0.00%		--	--	--		--	--	--
Grandview Library	0.00%		--	--	--		--	--	--
Jefferson County Library	5.10%		\$42,398	\$46,512	\$50,625		\$42,398	\$46,512	\$50,625
Kalama Public Library	0.00%		--	--	--		--	--	--
King County Library System	1.85%		\$62,001	\$68,193	\$74,406		\$62,001	\$68,193	\$74,406
Kitsap Regional Library	3.71%		\$37,985	\$42,719	\$49,532		\$37,985	\$42,719	\$49,532
Liberty Lake Municipal Library	3.71%		\$40,534	\$43,094	\$45,655		\$40,534	\$43,094	\$45,655
Lopez Island Library District	3.70%		\$42,848	\$47,133	\$50,389		\$42,848	\$47,133	\$50,389
Mid-Columbia Libraries	5.09%		\$39,934	\$44,948	\$52,574		\$39,934	\$44,948	\$52,574
Mount Vernon City Library	3.70%		\$45,869	\$53,217	\$60,566		\$45,869	\$53,217	\$60,566
North Central Regional Library	3.70%		\$44,241	\$51,289	\$59,473		\$44,241	\$51,289	\$59,473
Orcas Island Library District	3.70%		\$48,740	\$55,092	\$61,444		\$48,740	\$55,092	\$61,444
Pierce County Library System	1.85%		\$47,326	\$54,845	\$65,493		\$47,326	\$54,845	\$65,493
Port Townsend Public Library	3.70%		\$44,112	\$48,075	\$51,996		\$44,112	\$48,075	\$51,996
Pullman (Neill) Public Library	3.70%		\$47,111	\$51,953	\$57,266		\$47,111	\$51,953	\$57,266
Richland Public Library	0.00%		--	--	--		--	--	--
San Juan Island Library District	3.70%		\$47,026	\$51,825	\$57,138		\$47,026	\$51,825	\$57,138
Seattle Public Library	0.00%		--	--	--		--	--	--
Sno-Isle Libraries	1.85%		\$58,038	\$72,349	\$79,526		\$58,038	\$72,349	\$79,526
Spokane County Library District	3.70%		\$36,421	\$40,984	\$49,832		\$36,421	\$40,984	\$49,832
Spokane Public Library	3.70%		\$46,062	\$53,024	\$59,987		\$46,062	\$53,024	\$59,987
Stevens County Rural Library District	0.00%		--	--	--		--	--	--
Tacoma Public Library	3.70%		\$49,811	\$54,931	\$60,544		\$49,811	\$54,931	\$60,544
Timberland Regional Library	0.00%		--	--	--		--	--	--
Upper Skagit Library District	3.70%		\$32,136	\$37,492	\$42,848		\$32,136	\$37,492	\$42,848
Walla Walla County Rural Library District	3.70%		\$40,170	\$44,133	\$48,097		\$40,170	\$44,133	\$48,097
Walla Walla Public Library	3.70%		\$46,661	\$53,099	\$59,537		\$46,661	\$53,099	\$59,537
Whatcom County Library System	5.09%		\$38,199	\$45,826	\$53,474		\$38,199	\$45,826	\$53,474
Whitman County Library	0.00%		--	--	--		--	--	--
Wilbur (Hesseltine) Public Library	0.00%		--	--	--		--	--	--
Yakima Valley Libraries	0.00%		--	--	--		--	--	--
Overall	20.00%		\$44,707	\$48,931	\$57,120		\$44,707	\$48,931	\$57,120

North Olympic Library System 2022 Compensation Analysis 2022

Position Information			
Job Title:	Marketing Coordinator		
Job Description:	Individuals assigned to this classification perform a wide array of tasks relating to the creation, development, review, and release of public communications and marketing materials; organization of resources, materials, and platforms; and coordination of system-wide public communication and marketing endeavors. Tasks are performed under general supervision.		
Effective Date:	1/1/2023		
Notes:			Market Data Summary - Weighted Averages
			Avg. 25th Base: \$51,072
			Avg. 50th Base: \$55,997
			Avg. 75th Base: \$63,065
			Avg. 25th TCC: \$57,268
			Avg. 50th TCC: \$57,524
			Avg. 75th TCC: \$65,024

Survey Information									
Survey:	CompAnalyst Market Database								
Job Title:	Marketing Coordinator								
Job Description:	Coordinates and implements marketing communication projects. Organizes public image campaigns and special events. Participates in creating brand awareness through advertising and social media. Arranges proposals and presentations using marketing resource materials such as brochures, data, slides, photographs, and reports. Prepares status reports on marketing efforts by communicating with appropriate sales and marketing managers. May liaise with the media, advertising agencies and public relations firms. Typically requires a bachelor's degree or its equivalent. Typically reports to a supervisor or manager. P01-Entry : Works on projects/matters of limited complexity in a support role. Work is closely managed. Typically requires 0-2 years of related experience.								
Scope	Weight		Base 25th Percentile	Base 50th Percentile	Base 75th Percentile		TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile
Education, \$5M-\$10M (Revenue), Washington	16.67%		\$51,600	\$58,500	\$67,200		\$52,400	\$59,500	\$68,800
Education, 50-100 FTEs, Washington	16.67%		\$53,000	\$60,000	\$69,000		\$53,800	\$61,100	\$70,700
Government, \$5M-\$20M (Revenue), Washington	16.67%		\$51,500	\$58,400	\$67,000		\$52,300	\$59,400	\$68,700
Government, 50-100 FTEs, Washington	16.67%		\$52,900	\$59,900	\$68,800		\$53,700	\$61,000	\$70,500
Non-profit, \$5M-\$10M (Revenue), Washington	16.66%		\$51,900	\$58,700	\$67,500		\$52,700	\$59,800	\$69,100
Non-profit, 50-100 FTEs, Washington	16.66%		\$53,200	\$60,300	\$69,300		\$54,100	\$61,400	\$71,000
Overall	40.00%		\$52,350	\$59,300	\$68,133		\$53,167	\$60,367	\$69,800

Survey Information									
Survey:	Compdata Surveys								
Job Title:	Marketing Coordinator								
Job Description:	Coordinates marketing of a product or business. May coordinate customer events and trade shows including the advertising, direct mail, printing, customer event, and/or trade show materials. Establishes and maintains vendor, distributor, and customer relations. Bachelor's degree in marketing, advertising, or business administration required.								
Scope	Weight		Base 25th Percentile	Base 50th Percentile	Base 75th Percentile		TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile
All Industries, All Sizes, Washington	50.00%		\$55,215	\$60,737	\$66,156		\$55,215	\$62,270	\$68,610
All Industries, <\$20M (Revenue), Washington	0.00%		--	--	--		--	--	--
All Industries, <100 FTEs, Washington	0.00%		--	--	--		--	--	--
Not-for-profit, All Sizes, Washington	50.00%		\$50,307	\$52,148	\$62,782		\$50,307	\$52,148	\$62,782
Overall	20.00%		\$52,761	\$56,442	\$64,469		\$52,761	\$57,209	\$65,696

Survey Information									
Survey:	Economic Research Institute Salary Assessor								
Job Title:	Communications Coordinator								
Job Description:	Coordinates and implements communication activities, such as press release drafting, creation of press materials, coordination of creative assets, and photography. Designs, develops, and reviews written, graphic design, photographic, and video content to support internal and external communications such as team charts, maps, print and electronic forms, newsletters, and annual reports, across various channels. Minimum of 2 years of experience.								
Scope	Weight		Base 25th Percentile	Base 50th Percentile	Base 75th Percentile		TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile
Educational Services, \$5.5M (Op. Budget), Washington	12.50%		\$49,011	\$52,600	\$57,487		\$51,220	\$55,004	\$60,145
Educational Services, 58 FTEs, Washington	12.50%		\$49,011	\$52,600	\$57,487		\$51,220	\$55,004	\$60,145
Government Support Services, \$5.5M (Op. Budget), Washington	12.50%		\$48,876	\$52,322	\$57,071		\$51,011	\$54,645	\$59,640
Government Support Services, 58 FTEs, Washington	12.50%		\$48,876	\$52,322	\$57,071		\$51,011	\$54,645	\$59,640
Libraries, \$5.5M (Op. Budget), Washington	12.50%		\$49,008	\$52,594	\$57,479		\$51,216	\$54,997	\$60,134
Libraries, 58 FTEs, Washington	12.50%		\$49,008	\$52,594	\$57,479		\$51,216	\$54,997	\$60,134
Nonprofit Services, \$5.5M (Op. Budget), Washington	12.50%		\$48,900	\$52,372	\$57,146		\$51,048	\$54,709	\$59,730
Nonprofit Services, 58 FTEs, Washington	12.50%		\$48,900	\$52,372	\$57,146		\$51,048	\$54,709	\$59,730
Overall	40.00%		\$48,949	\$52,472	\$57,296		\$51,124	\$54,839	\$59,912

Base = Cash compensation paid to employees for regular job performance (i.e., hourly rate, exempt salary)

TCC (Total Cash Compensation) = Base pay plus additional cash compensation paid within a year (e.g., bonuses, commissions, and other variable pay) – excludes benefits, long-term incentives, retirement plan contributions



Survey Information									
Survey:		Milliman 2022 Washington Public Employers Salary Survey							
Job Title:		NO MATCH							
Job Description:									
Scope	Weight		Base 25th Percentile	Base 50th Percentile	Base 75th Percentile		TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile
	0.00%		--	--	--		--	--	--
	0.00%		--	--	--		--	--	--
	0.00%		--	--	--		--	--	--
	0.00%		--	--	--		--	--	--
	0.00%		--	--	--		--	--	--
	0.00%		--	--	--		--	--	--
Overall	0.00%		--	--	--		--	--	--

[illegible]

North Olympic Library System 2022 Compensation Analysis 2022

Position Information															
Job Title:	Executive Director														
Job Description:	The Executive Director provides leadership, direction, stewardship and administrative oversight for all library operations. Uses the Strategic Roadmap as central guidance by which to prioritize library services and operational, financial, and administrative decisions. Exercises considerable independent judgment and action and works under minimal supervision.														
Effective Date:	1/1/2023		<div>Market Data Summary - Weighted Averages</div> <table><tr><td>Avg. 25th Base:</td><td>\$111,402</td></tr><tr><td>Avg. 50th Base:</td><td>\$129,658</td></tr><tr><td>Avg. 75th Base:</td><td>\$153,886</td></tr><tr><td>Avg. 25th TCC:</td><td>\$114,008</td></tr><tr><td>Avg. 50th TCC:</td><td>\$131,910</td></tr><tr><td>Avg. 75th TCC:</td><td>\$156,624</td></tr></table>	Avg. 25th Base:	\$111,402	Avg. 50th Base:	\$129,658	Avg. 75th Base:	\$153,886	Avg. 25th TCC:	\$114,008	Avg. 50th TCC:	\$131,910	Avg. 75th TCC:	\$156,624
Avg. 25th Base:	\$111,402														
Avg. 50th Base:	\$129,658														
Avg. 75th Base:	\$153,886														
Avg. 25th TCC:	\$114,008														
Avg. 50th TCC:	\$131,910														
Avg. 75th TCC:	\$156,624														
Notes:	A 20% premium has been applied to the ERI data to account for the level of the position (Program Director vs Executive Director).														

Survey Information										
Survey:		CompAnalyst Market Database								
Job Title:		Non-Profit Program Executive Director								
Job Description:		Provides leadership, direction, and resources to implement non-profit programs and develop the teams that support the organization's mission, vision, and goals. Ensures that programs operate efficiently and pursues opportunities to expand and develop new programs. Utilizes data-driven analysis and forecasting to measure and evaluate the performance of programs, assesses needs, and ensures that program objectives are achieved. Creates and executes a strategic development plan to help the organization meet its operational and fundraising goals. Responsible for the success of special events, community outreach initiatives, and fundraising activities. Acts as a spokesperson and represents the programs at events. May oversee the grant process. Requires a bachelor's degree. Creates functional strategies and specific objectives for the sub-function and develops budgets/policies/procedures to support the functional infrastructure. Typically requires 5+ years of managerial experience.								
Scope		Weight		Base 25th Percentile	Base 50th Percentile	Base 75th Percentile		TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile
Education, \$5M-\$10M (Revenue), Washington		0.00%		--	--	--		--	--	--
Education, 50-100 FTEs, Washington		0.00%		--	--	--		--	--	--
Government, \$5M-\$20M (Revenue), Washington		0.00%		--	--	--		--	--	--
Government, 50-100 FTEs, Washington		0.00%		--	--	--		--	--	--
Non-profit, \$5M-\$10M (Revenue), Washington		50.00%		\$125,000	\$158,500	\$207,300		\$128,000	\$160,000	\$209,700
Non-profit, 50-100 FTEs, Washington		50.00%		\$113,400	\$143,800	\$188,000		\$116,100	\$145,100	\$190,300
Overall		33.34%		\$119,200	\$151,150	\$197,650		\$122,050	\$152,550	\$200,000

Survey Information										
Survey:		Compdata Surveys								
Job Title:		NO MATCH								
Job Description:										
Scope		Weight		Base 25th Percentile	Base 50th Percentile	Base 75th Percentile		TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile
		0.00%		--	--	--		--	--	--
		0.00%		--	--	--		--	--	--
		0.00%		--	--	--		--	--	--
		0.00%		--	--	--		--	--	--
Overall		0.00%		--	--	--		--	--	--

Survey Information										
Survey:		Economic Research Institute Salary Assessor								
Job Title:		Program Director								
Job Description:		Plans the delivery of the overall program and its activities. Implements long-term goals and objectives to achieve the successful outcome of the program. Confirms that the program operates within the policies and procedures of the organization. Coordinates the delivery of services among the different program activities to increase the effectiveness and efficiency. Identifies the risks associated with the program activities and manages the risks. Minimum of 5 years of experience.								
Scope		Weight		Base 25th Percentile	Base 50th Percentile	Base 75th Percentile		TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile
Educational Services, \$5.5M (Op. Budget), Washington		12.50%		\$111,806	\$119,814	\$130,511		\$116,850	\$125,252	\$136,464
Educational Services, 58 FTEs, Washington		12.50%		\$111,806	\$119,814	\$130,511		\$116,850	\$125,252	\$136,464
Government Support Services, \$5.5M (Op. Budget), Washington		12.50%		\$109,842	\$117,554	\$127,925		\$114,716	\$122,810	\$133,680
Government Support Services, 58 FTEs, Washington		12.50%		\$109,842	\$117,554	\$127,925		\$114,716	\$122,810	\$133,680
Libraries, \$5.5M (Op. Budget), Washington		12.50%		\$111,766	\$119,767	\$130,457		\$116,806	\$125,202	\$136,406
Libraries, 58 FTEs, Washington		12.50%		\$111,766	\$119,767	\$130,457		\$116,806	\$125,202	\$136,406
Nonprofit Services, \$5.5M (Op. Budget), Washington		12.50%		\$110,270	\$118,048	\$128,490		\$115,182	\$123,343	\$134,288
Nonprofit Services, 58 FTEs, Washington		12.50%		\$110,270	\$118,048	\$128,490		\$115,182	\$123,343	\$134,288
Overall		33.33%		\$110,921	\$118,796	\$129,346		\$115,889	\$124,152	\$135,210

Base = Cash compensation paid to employees for regular job performance (i.e., hourly rate, exempt salary)

TCC (Total Cash Compensation) = Base pay plus additional cash compensation paid within a year (e.g., bonuses, commissions, and other variable pay) – excludes benefits, long-term incentives, retirement plan contributions



Survey Information									
Survey:		Milliman 2022 Washington Public Employers Salary Survey							
Job Title:		NO MATCH							
Job Description:									
Scope	Weight		Base 25th Percentile	Base 50th Percentile	Base 75th Percentile		TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile
	0.00%		--	--	--		--	--	--
	0.00%		--	--	--		--	--	--
	0.00%		--	--	--		--	--	--
	0.00%		--	--	--		--	--	--
	0.00%		--	--	--		--	--	--
	0.00%		--	--	--		--	--	--
	0.00%		--	--	--		--	--	--
	0.00%		--	--	--		--	--	--
Overall	0.00%		--	--	--		--	--	--

Survey Information									
Survey:		Washington State 2022 Salary and Benefits Data							
Job Title:		Director							
Job Description:									
Scope	Weight		Base 25th Percentile	Base 50th Percentile	Base 75th Percentile		TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile
Anacortes Public Library	3.45%		\$106,520	\$113,012	\$119,889		\$106,520	\$113,012	\$119,889
Asotin County Library	3.45%		\$85,567	--	--		\$85,567	--	--
Bellingham Public Library	4.31%		\$131,329	\$144,462	\$158,902		\$131,329	\$144,462	\$158,902
Burlington Public Library	3.45%		\$102,107	\$113,804	\$130,665		\$102,107	\$113,804	\$130,665
Camas Public Library	3.45%		\$110,462	\$121,367	\$132,293		\$110,462	\$121,367	\$132,293
Central Skagit Library District	3.45%		--	\$100,543	--		--	\$100,543	--
Cle Elum (Carpenter Memorial) Library	0.00%		--	--	--		--	--	--
Columbia County Rural Library District	0.00%		\$61,915	--	--		\$61,915	--	--
Ellensburg Public Library	0.00%		--	--	\$119,632		--	--	\$119,632
Everett Public Library	3.45%		\$140,242	\$157,745	\$182,704		\$140,242	\$157,745	\$182,704
Fort Vancouver Regional Library District	0.00%		\$177,155	--	--		\$177,155	--	--
Grandview Library	3.45%		\$52,382	\$65,440	\$78,498		\$52,382	\$65,440	\$78,498
Jefferson County Library	0.00%		--	--	\$106,092		--	--	\$106,092
Kalama Public Library	0.00%		--	--	--		--	--	--
King County Library System	1.72%		\$245,733	\$245,733	\$245,733		\$245,733	\$245,733	\$245,733
Kitsap Regional Library	3.45%		\$94,823	\$106,734	\$123,724		\$94,823	\$106,734	\$123,724
Liberty Lake Municipal Library	3.45%		\$73,184	\$77,748	\$82,311		\$73,184	\$77,748	\$82,311
Lopez Island Library District	0.00%		--	--	--		--	--	--
Mid-Columbia Libraries	4.30%		\$119,974	\$149,989	\$179,983		\$119,974	\$149,989	\$179,983
Mount Vernon City Library	3.45%		\$110,376	\$127,816	\$145,255		\$110,376	\$127,816	\$145,255
North Central Regional Library	3.45%		\$112,412	\$138,142	\$160,123		\$112,412	\$138,142	\$160,123
Orcas Island Library District	3.45%		\$94,201	\$102,878	\$111,555		\$94,201	\$102,878	\$111,555
Pierce County Library System	0.00%		--	--	\$194,273		--	--	\$194,273
Port Townsend Public Library	3.45%		\$88,310	\$98,979	\$109,627		\$88,310	\$98,979	\$109,627
Pullman (Neill) Public Library	3.45%		\$85,182	\$93,923	\$103,542		\$85,182	\$93,923	\$103,542
Richland Public Library	3.45%		\$92,402	\$110,891	\$129,380		\$92,402	\$110,891	\$129,380
San Juan Island Library District	3.45%		\$87,667	\$98,829	\$109,519		\$87,667	\$98,829	\$109,519
Seattle Public Library	1.72%		\$113,269	\$150,075	\$186,860		\$113,269	\$150,075	\$186,860
Sno-Isle Libraries	0.00%		--	--	--		--	--	--
Spokane County Library District	3.45%		\$124,066	\$139,577	\$169,828		\$124,066	\$139,577	\$169,828
Spokane Public Library	3.45%		\$115,690	\$141,398	\$167,107		\$115,690	\$141,398	\$167,107
Stevens County Rural Library District	3.45%		\$77,641	\$85,760	\$95,680		\$77,641	\$85,760	\$95,680
Tacoma Public Library	3.45%		\$127,687	\$144,526	\$163,637		\$127,687	\$144,526	\$163,637
Timberland Regional Library	0.00%		--	--	--		--	--	--
Upper Skagit Library District	3.45%		\$64,272	\$69,628	\$74,984		\$64,272	\$69,628	\$74,984
Walla Walla County Rural Library District	3.45%		\$103,628	\$113,869	\$124,109		\$103,628	\$113,869	\$124,109
Walla Walla Public Library	3.45%		\$102,878	\$114,019	\$125,159		\$102,878	\$114,019	\$125,159
Whatcom County Library System	4.30%		\$117,339	\$140,799	\$164,279		\$117,339	\$140,799	\$164,279
Whitman County Library	0.00%		\$72,842	--	--		\$72,842	--	--
Wilbur (Hesseltine) Public Library	0.00%		--	--	--		--	--	--
Yakima Valley Libraries	4.30%		--	\$150,418	--		--	\$150,418	--
Overall	33.33%		\$104,082	\$119,022	\$134,648		\$104,082	\$119,022	\$134,648

North Olympic Library System 2022 Compensation Analysis 2022

Position Information			
Job Title:	Public Services Director		
Job Description:	The Public Services Director provides support to the Executive Director in administering the library system and serves as the Executive Director in the Executive Director's absence. Has primary oversight responsibility for various assigned library departments, services, projects, initiatives, and committees. Participates in strategic planning and project implementation. Provides leadership to staff to ensure delivery of high-quality customer focused services. Provides leadership direction in managing the library system's resources. Manages staff and volunteers who perform tasks at remote locations. Exercises considerable independent judgment and works under minimal supervision.		
Effective Date:	1/1/2023		
Notes:			
			Market Data Summary - Weighted Averages
			Avg. 25th Base: \$91,105
			Avg. 50th Base: \$108,230
			Avg. 75th Base: \$120,699
			Avg. 25th TCC: \$93,159
			Avg. 50th TCC: \$109,774
			Avg. 75th TCC: \$124,213

Survey Information									
Survey:		CompAnalyst Market Database							
Job Title:		Library Services Director							
Job Description:		Supervises, maintains, and enhances policies and procedures for a library. Oversees professional and support staff involved in cataloging, indexing, issuing books/materials, and keeping records of items on loan. Selects books and publications for purchase and subscribes to pertinent periodicals as allowed for by the given budget. Requires master's of library and information science from an ALA-accredited school. Typically reports to top management. M04-Director / Sr. Director : Manages a departmental sub-function within a broader departmental function. Creates functional strategies and specific objectives for the sub-function and develops budgets/policies/procedures to support the functional infrastructure. Deep knowledge of the managed sub-function and solid knowledge of the overall departmental function. Typically requires 5+ years of managerial experience.							
Scope	Weight		Base 25th Percentile	Base 50th Percentile	Base 75th Percentile		TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile
Education, \$5M-\$10M (Revenue), Washington	16.67%		\$92,700	\$108,500	\$131,900		\$96,200	\$111,800	\$139,200
Education, 50-100 FTEs, Washington	16.67%		\$94,000	\$110,100	\$133,800		\$97,500	\$113,400	\$141,200
Government, \$5M-\$20M (Revenue), Washington	16.67%		\$92,600	\$108,400	\$131,800		\$96,100	\$111,700	\$139,100
Government, 50-100 FTEs, Washington	16.67%		\$93,900	\$110,000	\$133,700		\$97,400	\$113,300	\$141,100
Non-profit, \$5M-\$10M (Revenue), Washington	16.66%		\$92,900	\$108,700	\$132,200		\$96,400	\$112,000	\$139,500
Non-profit, 50-100 FTEs, Washington	16.66%		\$94,200	\$110,300	\$134,100		\$97,800	\$113,600	\$141,500
Overall	25.00%		\$93,383	\$109,333	\$132,917		\$96,900	\$112,633	\$140,267

Survey Information									
Survey:		Compdata Surveys							
Job Title:		NO MATCH							
Job Description:									
Scope	Weight		Base 25th Percentile	Base 50th Percentile	Base 75th Percentile		TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile
	0.00%		---	---	---		---	---	---
	0.00%		---	---	---		---	---	---
	0.00%		---	---	---		---	---	---
	0.00%		---	---	---		---	---	---
Overall	0.00%		---	---	---		---	---	---

Survey Information									
Survey:		Economic Research Institute Salary Assessor							
Job Title:		Library Director							
Job Description:		Plans and administers the operation of library services. Coordinates activities of branch or departmental libraries. Develops goals and objectives, policies, procedures, and programs. Presents recommendations on library policies and services to governing body, such as Board of Directors or Board of Trustees, and implements policy decisions. Supervises staff participating in cataloging, classifying, and indexing library acquisitions and keeping records of items checked out. Minimum of 5 years of experience.							
Scope	Weight		Base 25th Percentile	Base 50th Percentile	Base 75th Percentile		TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile
Educational Services, \$5.5M (Op. Budget), Washington	12.50%		\$81,971	\$88,469	\$97,252		\$84,654	\$91,388	\$100,482
Educational Services, 58 FTEs, Washington	12.50%		\$81,971	\$88,469	\$97,252		\$84,654	\$91,388	\$100,482
Government Support Services, \$5.5M (Op. Budget), Washington	12.50%		\$80,787	\$87,033	\$95,538		\$83,380	\$89,855	\$98,662
Government Support Services, 58 FTEs, Washington	12.50%		\$80,787	\$87,033	\$95,538		\$83,380	\$89,855	\$98,662
Libraries, \$5.5M (Op. Budget), Washington	12.50%		\$81,947	\$88,439	\$97,216		\$84,627	\$91,356	\$100,445
Libraries, 58 FTEs, Washington	12.50%		\$81,947	\$88,439	\$97,216		\$84,627	\$91,356	\$100,445
Nonprofit Services, \$5.5M (Op. Budget), Washington	12.50%		\$80,998	\$87,289	\$95,845		\$83,608	\$90,129	\$98,987
Nonprofit Services, 58 FTEs, Washington	12.50%		\$80,998	\$87,289	\$95,845		\$83,608	\$90,129	\$98,987
Overall	25.00%		\$81,426	\$87,808	\$96,463		\$84,067	\$90,682	\$99,644

Base = Cash compensation paid to employees for regular job performance (i.e., hourly rate, exempt salary)

TCC (Total Cash Compensation) = Base pay plus additional cash compensation paid within a year (e.g., bonuses, commissions, and other variable pay) – excludes benefits, long-term incentives, retirement plan contributions



Survey Information									
Survey:		Milliman 2022 Washington Public Employers Salary Survey							
Job Title:		Director - Library Services							
Job Description:		Plans, organizes and directs the delivery of library services. Represents library within the community. Supervises library and volunteer staff. May serve as professional librarian as staffing and work load dictate. MLS required.							
Scope	Weight		Base 25th Percentile	Base 50th Percentile	Base 75th Percentile		TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile
All Participants	66.67%	--	--	\$118,572	--	--	--	\$118,572	--
Agency Type - City	0.00%	--	--	--	--	--	--	--	--
Agency Type - County	0.00%	--	--	--	--	--	--	--	--
Agency Type - Other	0.00%	--	--	--	--	--	--	--	--
Geography - Puget Sound	33.33%	--	--	\$118,572	--	--	--	\$118,572	--
Geography - Western Washington	0.00%	--	--	--	--	--	--	--	--
Geography - Eastern Washington	0.00%	--	--	--	--	--	--	--	--
Overall	25.00%		--	\$118,572	--		--	\$118,572	--

Survey Information									
Survey:		Washington State 2022 Salary and Benefits Data							
Job Title:		Assistant Director for Public Services							
Job Description:									
Scope	Weight		Base 25th Percentile	Base 50th Percentile	Base 75th Percentile		TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile
Anacortes Public Library	0.00%	--	--	--	--	--	--	--	--
Asotin County Library	0.00%	--	--	--	--	--	--	--	--
Bellingham Public Library	7.90%	--	\$100,371	\$110,634	\$121,988	--	\$100,371	\$110,634	\$121,988
Burlington Public Library	5.27%	--	\$72,177	\$80,447	\$92,359	--	\$72,177	\$80,447	\$92,359
Camas Public Library	5.27%	--	\$82,911	\$91,116	\$99,322	--	\$82,911	\$91,116	\$99,322
Central Skagit Library District	5.27%	--	--	\$79,269	--	--	--	\$79,269	--
Cle Elum (Carpenter Memorial) Library	0.00%	--	--	--	--	--	--	--	--
Columbia County Rural Library District	0.00%	--	--	--	--	--	--	--	--
Ellensburg Public Library	0.00%	--	--	--	--	--	--	--	--
Everett Public Library	5.27%	--	\$93,730	\$105,342	\$121,881	--	\$93,730	\$105,342	\$121,881
Fort Vancouver Regional Library District	2.63%	--	\$95,551	\$119,460	\$143,369	--	\$95,551	\$119,460	\$143,369
Grandview Library	0.00%	--	--	--	--	--	--	--	--
Jefferson County Library	7.90%	--	\$70,656	--	\$84,368	--	\$70,656	--	\$84,368
Kalama Public Library	0.00%	--	--	--	--	--	--	--	--
King County Library System	2.63%	--	\$171,028	\$188,124	\$205,242	--	\$171,028	\$188,124	\$205,242
Kitsap Regional Library	0.00%	--	--	--	--	--	--	--	--
Liberty Lake Municipal Library	0.00%	--	--	--	--	--	--	--	--
Lopez Island Library District	0.00%	--	--	--	--	--	--	--	--
Mid-Columbia Libraries	7.89%	--	\$81,411	\$96,922	\$113,997	--	\$81,411	\$96,922	\$113,997
Mount Vernon City Library	0.00%	--	--	--	--	--	--	--	--
North Central Regional Library	5.26%	--	\$94,373	\$109,412	\$126,830	--	\$94,373	\$109,412	\$126,830
Orcas Island Library District	0.00%	--	--	--	--	--	--	--	--
Pierce County Library System	2.63%	--	\$124,238	\$148,340	\$182,425	--	\$124,238	\$148,340	\$182,425
Port Townsend Public Library	0.00%	--	--	--	--	--	--	--	--
Pullman (Neill) Public Library	0.00%	--	--	--	--	--	--	--	--
Richland Public Library	0.00%	--	--	--	--	--	--	--	--
San Juan Island Library District	5.26%	--	\$66,157	\$73,527	\$81,304	--	\$66,157	\$73,527	\$81,304
Seattle Public Library	2.63%	--	\$95,787	\$126,980	\$158,173	--	\$95,787	\$126,980	\$158,173
Sno-Isle Libraries	2.63%	--	\$141,334	\$180,947	\$200,700	--	\$141,334	\$180,947	\$200,700
Spokane County Library District	5.26%	--	\$94,823	\$106,649	\$129,744	--	\$94,823	\$106,649	\$129,744
Spokane Public Library	0.00%	--	--	--	--	--	--	--	--
Stevens County Rural Library District	0.00%	--	--	--	--	--	--	--	--
Tacoma Public Library	5.26%	--	\$104,099	\$117,853	\$133,450	--	\$104,099	\$117,853	\$133,450
Timberland Regional Library	0.00%	--	--	--	--	--	--	--	--
Upper Skagit Library District	0.00%	--	--	--	--	--	--	--	--
Walla Walla County Rural Library District	5.26%	--	\$77,791	--	\$93,216	--	\$77,791	--	\$93,216
Walla Walla Public Library	0.00%	--	--	--	--	--	--	--	--
Whatcom County Library System	7.89%	--	\$111,748	\$134,093	\$156,438	--	\$111,748	\$134,093	\$156,438
Whitman County Library	0.00%	--	--	--	--	--	--	--	--
Wilbur (Hesseltine) Public Library	0.00%	--	--	--	--	--	--	--	--
Yakima Valley Libraries	7.89%	--	\$96,408	\$120,531	\$145,598	--	\$96,408	\$120,531	\$145,598
Overall	25.00%		\$98,500	\$117,208	\$132,680		\$98,500	\$117,208	\$132,680

North Olympic Library System 2022 Compensation Analysis 2022

Position Information				
Job Title:	Public Services Lead			
Job Description:	Individuals assigned to this classification provide a wide array of customer services to library patrons including services of a more complex and demanding nature. Responsibilities include coordination and oversight of the daily operations at a larger branch library, supervising volunteers, training and assigning tasks to staff and volunteers, preparing work schedules, and providing support for programming. Work is performed under general supervision.			
Effective Date:	1/1/2023			
Notes:	A 10% premium has been applied to the CompAnalyst, Compdata and ERI data to account for additional responsibilities related to programs and events, cash processing and checking-in materials, and scheduling and training customer service staff.		Market Data Summary - Weighted Averages	
			Avg. 25th Base:	\$48,620
			Avg. 50th Base:	\$54,244
			Avg. 75th Base:	\$60,642
			Avg. 25th TCC:	\$49,065
			Avg. 50th TCC:	\$54,754
			Avg. 35th TCC:	\$61,505

Survey Information									
Survey:		CompAnalyst Market Database							
Job Title:		Customer Service Representative III							
Job Description:		Responds to customer inquiries by telephone, e-mail, or chat to provide non-technical problem resolution. Resolves complex or unusual requests and problems that may require a customized response and communicates solutions or requested information to the customer. Analyzes a customer's service needs and refers to other service or technical departments for follow up or additional information as needed. Provides updates to other internal teams on customer needs and factors that contribute to customer satisfaction. May be assigned to support products that are more complex or critical. Uses a customer relationship application or database to record activities and research product information. Typically requires a high school diploma or equivalent. Typically reports to a supervisor. Works independently within established procedures associated with the specific job function. Typically requires 3-5 years of related experience, or may need 2 years experience.							
Scope		Weight	Base 25th Percentile	Base 50th Percentile	Base 75th Percentile		TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile
Education, \$5M-\$10M (Revenue), Washington		16.67%	\$46,640	\$51,040	\$56,870		\$47,520	\$52,360	\$58,410
Education, 50-100 FTEs, Washington		16.67%	\$47,520	\$52,030	\$57,970		\$48,400	\$53,350	\$59,620
Government, \$5M-\$20M (Revenue), Washington		16.67%	\$46,530	\$50,930	\$56,760		\$47,410	\$52,250	\$58,300
Government, 50-100 FTEs, Washington		16.67%	\$47,410	\$51,920	\$57,860		\$48,290	\$53,240	\$59,400
Non-profit, \$5M-\$10M (Revenue), Washington		16.66%	\$46,860	\$51,370	\$57,200		\$47,740	\$52,690	\$58,740
Non-profit, 50-100 FTEs, Washington		16.66%	\$47,740	\$52,360	\$58,300		\$48,730	\$53,680	\$59,950
Overall		15.00%	\$47,117	\$51,608	\$57,493		\$48,015	\$52,928	\$59,070

Survey Information									
Survey:		Compdata Surveys							
Job Title:		Customer Service Representative II (Senior)							
Job Description:		Responds to customer's inquiries or complaints regarding the organization's products or services. Determines best method to resolve complex customer service problems to ensure customer satisfaction and adherence to organizational policies. Coordinates information to resolve problems. Informs customers of procedures or resolution of problem. Follows up to ensure customer satisfaction. Makes periodic calls to existing customers to determine satisfaction with the organization, products, or services. Provides guidance and training to lower level representatives. Possesses a thorough knowledge of the organization's policies, procedures, products, and services. High school education or equivalent required and two years experience.							
Scope		Weight	Base 25th Percentile	Base 50th Percentile	Base 75th Percentile		TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile
All Industries, All Sizes, Washington		25.00%	\$46,677	\$51,963	\$66,360		\$47,127	\$52,976	\$68,610
All Industries, <\$20M (Revenue), Washington		25.00%	\$49,826	\$57,812	\$65,348		\$49,826	\$59,724	\$65,573
All Industries, <100 FTEs, Washington		25.00%	\$52,188	\$58,599	\$68,722		\$52,188	\$60,737	\$68,722
Not-for-profit, All Sizes, Washington		25.00%	\$43,528	\$45,552	\$48,702		\$43,528	\$45,552	\$50,164
Overall		15.00%	\$48,055	\$53,482	\$62,283		\$48,167	\$54,747	\$63,267

Survey Information									
Survey:		Economic Research Institute Salary Assessor							
Job Title:		Library Services Coordinator							
Job Description:		Facilitates library services including book rentals, computer rentals, room reservations, printing and copying. Assists librarians in the organization and maintenance of library materials and equipment. Answers inquiries regarding rental availability, library material location, payment and library technology. Shelves and retrieves books, publications, magazines and other physical library materials. Monitors the library and helps enforce library policies, procedures and standards. Minimum of 2 years of experience.							
Scope	Weight		Base 25th Percentile	Base 50th Percentile	Base 75th Percentile		TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile
Educational Services, \$5.5M (Op. Budget), Washington	12.50%		\$46,874	\$49,788	\$54,008		\$47,647	\$50,610	\$54,901
Educational Services, 58 FTEs, Washington	12.50%		\$46,874	\$49,788	\$54,008		\$47,647	\$50,610	\$54,901
Government Support Services, \$5.5M (Op. Budget), Washington	12.50%		\$46,759	\$49,634	\$53,813		\$47,524	\$50,449	\$54,700
Government Support Services, 58 FTEs, Washington	12.50%		\$46,759	\$49,634	\$53,813		\$47,524	\$50,449	\$54,700
Libraries, \$5.5M (Op. Budget), Washington	12.50%		\$46,872	\$49,785	\$54,003		\$47,643	\$50,607	\$54,897
Libraries, 58 FTEs, Washington	12.50%		\$46,872	\$49,785	\$54,003		\$47,643	\$50,607	\$54,897
Nonprofit Services, \$5.5M (Op. Budget), Washington	12.50%		\$46,780	\$49,662	\$53,848		\$47,546	\$50,478	\$54,736
Nonprofit Services, 58 FTEs, Washington	12.50%		\$46,780	\$49,662	\$53,848		\$47,546	\$50,478	\$54,736
Overall		15.00%	\$46,821	\$49,717	\$53,918		\$47,590	\$50,536	\$54,808

Base = Cash compensation paid to employees for regular job performance (i.e., hourly rate, exempt salary)

TCC (Total Cash Compensation) = Base pay plus additional cash compensation paid within a year (e.g., bonuses, commissions, and other variable pay) – excludes benefits, long-term incentives, retirement plan contributions



Survey Information									
Survey:		Milliman 2022 Washington Public Employers Salary Survey							
Job Title:		Library Technician - Senior							
Job Description:		Uses advanced knowledge of library procedures, services, and resources to provide expertise and assistance with administrative tasks or unit operations. Independently makes decisions and resolves non-routine and complex problems with public, staff, and publishers. May serve as operations coordinator at a specialized public service desk (e.g., reference, circulation, or branch library). May coordinate work of lower level staff. Typically requires at least 3 years experience as a Library Technician or an equivalent combination of education and experience. NOTE: The Library Technician (Senior) is distinguished from the Library Technician (Intermediate) by the requirement for advanced knowledge of print and electronic library and information resources, and/or technical expertise in library procedures, and by a high degree of independent decision-making.							
Scope	Weight	Base 25th Percentile	Base 50th Percentile	Base 75th Percentile		TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile	
All Participants	50.00%	--	\$54,563	--		--	\$54,563	--	
Agency Type - City	0.00%	--	--	--		--	--	--	
Agency Type - County	0.00%	--	--	--		--	--	--	
Agency Type - Other	50.00%	--	\$54,563	--		--	\$54,563	--	
Geography - Puget Sound	0.00%	--	--	--		--	--	--	
Geography - Western Washington	0.00%	--	--	--		--	--	--	
Geography - Eastern Washington	0.00%	--	--	--		--	--	--	
Overall	15.00%	--	\$54,563	--		--	\$54,563	--	

Survey Information									
Survey:		Washington State 2022 Salary and Benefits Data							
Job Title:		Senior Library Associate							
Job Description:									
Scope	Weight	Base 25th Percentile	Base 50th Percentile	Base 75th Percentile		TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile	
Anacortes Public Library	0.00%	--	--	--		--	--	--	
Asotin County Library	0.00%	--	\$38,499	--		--	\$38,499	--	
Bellingham Public Library	20.00%	\$50,282	\$56,602	\$61,251		\$50,282	\$56,602	\$61,251	
Burlington Public Library	10.00%	\$48,268	\$53,796	\$61,765		\$48,268	\$53,796	\$61,765	
Camas Public Library	0.00%	--	--	--		--	--	--	
Central Skagit Library District	0.00%	--	--	--		--	--	--	
Cle Elum (Carpenter Memorial) Library	0.00%	--	--	--		--	--	--	
Columbia County Rural Library District	0.00%	--	--	--		--	--	--	
Ellensburg Public Library	0.00%	--	--	--		--	--	--	
Everett Public Library	10.00%	\$59,880	\$66,136	\$72,884		\$59,880	\$66,136	\$72,884	
Fort Vancouver Regional Library District	0.00%	--	--	--		--	--	--	
Grandview Library	0.00%	--	--	--		--	--	--	
Jefferson County Library	0.00%	--	--	--		--	--	--	
Kalama Public Library	0.00%	--	--	--		--	--	--	
King County Library System	0.00%	--	--	--		--	--	--	
Kitsap Regional Library	0.00%	--	--	--		--	--	--	
Liberty Lake Municipal Library	0.00%	--	--	--		--	--	--	
Lopez Island Library District	10.00%	\$53,560	--	--		\$53,560	--	--	
Mid-Columbia Libraries	0.00%	--	--	--		--	--	--	
Mount Vernon City Library	0.00%	--	--	--		--	--	--	
North Central Regional Library	0.00%	--	--	--		--	--	--	
Orcas Island Library District	10.00%	\$59,023	--	\$82,868		\$59,023	--	\$82,868	
Pierce County Library System	5.00%	\$61,723	\$71,556	\$85,460		\$61,723	\$71,556	\$85,460	
Port Townsend Public Library	0.00%	--	--	--		--	--	--	
Pullman (Neill) Public Library	10.00%	\$49,982	\$55,124	\$60,758		\$49,982	\$55,124	\$60,758	
Richland Public Library	0.00%	--	--	--		--	--	--	
San Juan Island Library District	10.00%	\$53,689	\$59,452	\$65,900		\$53,689	\$59,452	\$65,900	
Seattle Public Library	5.00%	\$65,258	\$71,728	\$79,140		\$65,258	\$71,728	\$79,140	
Sno-Isle Libraries	0.00%	--	--	--		--	--	--	
Spokane County Library District	10.00%	\$36,421	\$40,984	\$49,832		\$36,421	\$40,984	\$49,832	
Spokane Public Library	0.00%	--	--	--		--	--	--	
Stevens County Rural Library District	0.00%	--	--	--		--	--	--	
Tacoma Public Library	0.00%	--	--	--		--	--	--	
Timberland Regional Library	0.00%	--	--	--		--	--	--	
Upper Skagit Library District	0.00%	--	--	--		--	--	--	
Walla Walla County Rural Library District	0.00%	--	--	--		--	--	--	
Walla Walla Public Library	0.00%	--	--	--		--	--	--	
Whatcom County Library System	0.00%	--	--	--		--	--	--	
Whitman County Library	0.00%	--	--	--		--	--	--	
Wilbur (Hesseltine) Public Library	0.00%	--	--	--		--	--	--	
Yakima Valley Libraries	0.00%	--	--	--		--	--	--	
Overall	40.00%	\$52,488	\$57,095	\$68,873		\$52,488	\$57,095	\$68,873	

North Olympic Library System 2022 Compensation Analysis 2022

Position Information			
Job Title:	Public Services Specialist		
Job Description:	Individuals assigned to this classification provide a wide array of customer services to library patrons. Work is performed under general supervision.		
Effective Date:	1/1/2023		
Notes:			

Survey Information									
Survey:	CompAnalyst Market Database								
Job Title:	Customer Service Representative I								
Job Description:	Responds to customer inquiries by telephone, e-mail, or chat to provide non-technical problem resolution. Resolves routine and basic problems and communicates solutions or requested information to the customer. Analyzes a customer's service needs and refers to other service or technical departments for follow up as needed. Uses a customer relationship application or database to record activities and research product information. Typically requires a high school diploma or equivalent. Typically reports to a supervisor. A01-Entry : Works under the close direction of senior personnel in the functional area. Possesses a moderate understanding of general aspects of the job. May require 0-1 year of general work experience.								
Scope	Weight		Base 25th Percentile	Base 50th Percentile	Base 75th Percentile		TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile
Education, \$5M-\$10M (Revenue), Washington	16.67%		\$31,200	\$35,000	\$39,000		\$31,700	\$35,500	\$39,800
Education, 50-100 FTEs, Washington	16.67%		\$31,900	\$35,800	\$40,000		\$32,500	\$36,300	\$40,700
Government, \$5M-\$20M (Revenue), Washington	16.67%		\$31,100	\$34,900	\$38,900		\$31,600	\$35,400	\$39,700
Government, 50-100 FTEs, Washington	16.67%		\$31,900	\$35,700	\$39,900		\$32,400	\$36,200	\$40,600
Non-profit, \$5M-\$10M (Revenue), Washington	16.66%		\$31,400	\$35,200	\$39,300		\$31,900	\$35,700	\$40,000
Non-profit, 50-100 FTEs, Washington	16.66%		\$32,200	\$36,100	\$40,300		\$32,700	\$36,600	\$41,000
Overall	22.50%		\$31,617	\$35,450	\$39,567		\$32,133	\$35,950	\$40,300

Survey Information									
Survey:	Compdata Surveys								
Job Title:	Customer Service Representative I								
Job Description:	Responds to customer's inquiries or complaints regarding the organization's products or services. Makes periodic calls to existing customers to determine satisfaction with the organization, products and services. Determines best method to resolve problems to ensure customer satisfaction and adherence to the organization's policies. Coordinates problem resolution with appropriate departments. Informs customers of standard procedures or resolution of problem. Follows up to ensure customer satisfaction. Possesses knowledge of the organization's policies, procedures, practices, products and services. High school education or equivalent required.								
Scope	Weight		Base 25th Percentile	Base 50th Percentile	Base 75th Percentile		TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile
All Industries, All Sizes, Washington	25.00%		\$36,197	\$39,673	\$48,364		\$36,197	\$40,082	\$49,182
All Industries, <\$20M (Revenue), Washington	25.00%		\$38,855	\$45,501	\$51,943		\$38,855	\$45,501	\$51,943
All Industries, <100 FTEs, Washington	25.00%		\$45,092	\$49,898	\$53,579		\$45,092	\$51,943	\$54,193
Not-for-profit, All Sizes, Washington	25.00%		\$35,685	\$38,344	\$41,105		\$35,685	\$38,957	\$41,207
Overall	22.50%		\$38,957	\$43,354	\$48,748		\$38,957	\$44,121	\$49,131

Survey Information									
Survey:	Economic Research Institute Salary Assessor								
Job Title:	Library Helper								
Job Description:	Assists Librarian in compiling records, sorting and shelving books, and issuing and receiving library materials, such as books, films, slides, recordings, and CD-ROMS. Records identifying data and due date to issue item to patrons. Inspects returned item for damage, verifies due-date, and computes and receives overdue fines. Reviews records of overdue item and issues overdue notices to borrowers. Minimum of 1 year of experience.								
Scope	Weight		Base 25th Percentile	Base 50th Percentile	Base 75th Percentile		TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile
Educational Services, \$5.5M (Op. Budget), Washington	12.50%		\$36,233	\$37,698	\$39,954		\$36,685	\$38,170	\$40,455
Educational Services, 58 FTEs, Washington	12.50%		\$36,233	\$37,698	\$39,954		\$36,685	\$38,170	\$40,455
Government Support Services, \$5.5M (Op. Budget), Washington	12.50%		\$36,184	\$37,631	\$39,870		\$36,633	\$38,098	\$40,367
Government Support Services, 58 FTEs, Washington	12.50%		\$36,184	\$37,631	\$39,870		\$36,633	\$38,098	\$40,367
Libraries, \$5.5M (Op. Budget), Washington	12.50%		\$36,231	\$37,696	\$39,952		\$36,684	\$38,168	\$40,453
Libraries, 58 FTEs, Washington	12.50%		\$36,231	\$37,696	\$39,952		\$36,684	\$38,168	\$40,453
Nonprofit Services, \$5.5M (Op. Budget), Washington	12.50%		\$36,193	\$37,643	\$39,885		\$36,642	\$38,111	\$40,383
Nonprofit Services, 58 FTEs, Washington	12.50%		\$36,193	\$37,643	\$39,885		\$36,642	\$38,111	\$40,383
Overall	10.00%		\$36,210	\$37,667	\$39,915		\$36,661	\$38,137	\$40,415

Base = Cash compensation paid to employees for regular job performance (i.e., hourly rate, exempt salary)

TCC (Total Cash Compensation) = Base pay plus additional cash compensation paid within a year (e.g., bonuses, commissions, and other variable pay) – excludes benefits, long-term incentives, retirement plan contributions



Survey Information								
Survey:		Milliman 2022 Washington Public Employers Salary Survey						
Job Title:		Customer Service Representative						
Job Description:		Answers customer inquiries regarding accounts, products, or services. Troubleshoots, analyzes, and remedies customer problems, within established guidelines. May research or update the organization's computerized records. Acts as a liaison between customer and the organization's various departments. May prepare customer correspondence. May function in a call center environment. This is the intermediate level typically requiring broad knowledge of the organization's procedures, products, and services.						
Scope	Weight	Base 25th Percentile	Base 50th Percentile	Base 75th Percentile	TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile	
All Participants	22.22%	\$52,981	\$59,777	\$66,681	\$52,981	\$59,777	\$66,681	
Agency Type - City	0.00%	--	--	--	--	--	--	
Agency Type - County	0.00%	--	--	--	--	--	--	
Agency Type - Other	22.22%	\$53,494	\$59,158	\$71,874	\$53,494	\$59,158	\$71,874	
Geography - Puget Sound	11.12%	\$52,981	\$66,681	\$79,311	\$52,981	\$66,681	\$79,311	
Geography - Western Washington	22.22%	--	\$59,777	--	--	\$59,777	--	
Geography - Eastern Washington	22.22%	\$42,381	\$55,033	\$60,632	\$42,381	\$55,033	\$60,632	
Overall	22.50%	\$50,459	\$59,353	\$69,625	\$50,459	\$59,353	\$69,625	

Survey Information								
Survey:		Washington State 2022 Salary and Benefits Data						
Job Title:		Library Assistant 1						
Job Description:								
Scope	Weight	Base 25th Percentile	Base 50th Percentile	Base 75th Percentile	TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile	
Anacortes Public Library	3.45%	\$42,827	\$46,811	\$51,161	\$42,827	\$46,811	\$51,161	
Asotin County Library	3.45%	\$29,329	--	\$30,958	\$29,329	--	\$30,958	
Bellingham Public Library	5.74%	\$33,143	\$37,406	\$40,449	\$33,143	\$37,406	\$40,449	
Burlington Public Library	3.45%	\$32,136	\$35,821	\$41,113	\$32,136	\$35,821	\$41,113	
Camas Public Library	3.45%	\$42,827	\$47,069	\$51,310	\$42,827	\$47,069	\$51,310	
Central Skagit Library District	0.00%	--	--	--	--	--	--	
Cle Elum (Carpenter Memorial) Library	0.00%	--	--	--	--	--	--	
Columbia County Rural Library District	0.00%	--	--	\$32,886	--	--	\$32,886	
Ellensburg Public Library	0.00%	--	--	\$36,399	--	--	\$36,399	
Everett Public Library	3.45%	\$44,755	\$49,339	\$54,331	\$44,755	\$49,339	\$54,331	
Fort Vancouver Regional Library District	1.73%	\$32,714	--	\$44,176	\$32,714	--	\$44,176	
Grandview Library	3.45%	\$29,994	--	\$31,043	\$29,994	--	\$31,043	
Jefferson County Library	5.74%	\$34,043	--	\$40,663	\$34,043	--	\$40,663	
Kalama Public Library	3.45%	\$31,172	--	--	\$31,172	--	--	
King County Library System	1.73%	\$46,854	\$51,268	\$55,681	\$46,854	\$51,268	\$55,681	
Kitsap Regional Library	3.45%	\$33,850	\$38,092	\$44,155	\$33,850	\$38,092	\$44,155	
Liberty Lake Municipal Library	3.45%	\$29,329	--	\$33,014	\$29,329	--	\$33,014	
Lopez Island Library District	3.45%	\$38,563	\$40,706	\$42,848	\$38,563	\$40,706	\$42,848	
Mid-Columbia Libraries	0.00%	--	--	--	--	--	--	
Mount Vernon City Library	3.45%	\$37,728	\$43,684	\$49,639	\$37,728	\$43,684	\$49,639	
North Central Regional Library	3.45%	\$33,057	\$38,328	\$44,433	\$33,057	\$38,328	\$44,433	
Orcas Island Library District	3.45%	\$42,398	--	\$51,161	\$42,398	--	\$51,161	
Pierce County Library System	0.00%	--	--	--	--	--	--	
Port Townsend Public Library	3.45%	\$33,271	\$36,249	\$39,227	\$33,271	\$36,249	\$39,227	
Pullman (Neill) Public Library	0.00%	--	--	--	--	--	--	
Richland Public Library	3.45%	\$42,334	\$50,818	\$59,259	\$42,334	\$50,818	\$59,259	
San Juan Island Library District	0.00%	--	--	--	--	--	--	
Seattle Public Library	1.73%	\$45,912	\$50,646	\$55,724	\$45,912	\$50,646	\$55,724	
Sno-Isle Libraries	1.73%	\$41,070	\$51,353	\$56,495	\$41,070	\$51,353	\$56,495	
Spokane County Library District	3.45%	\$32,243	\$36,228	\$44,091	\$32,243	\$36,228	\$44,091	
Spokane Public Library	3.45%	\$38,563	\$42,248	\$51,418	\$38,563	\$42,248	\$51,418	
Stevens County Rural Library District	3.45%	\$34,278	\$37,856	\$42,248	\$34,278	\$37,856	\$42,248	
Tacoma Public Library	3.44%	\$42,441	\$46,790	\$51,568	\$42,441	\$46,790	\$51,568	
Timberland Regional Library	3.44%	\$36,421	\$42,227	\$50,411	\$36,421	\$42,227	\$50,411	
Upper Skagit Library District	0.00%	--	--	--	--	--	--	
Walla Walla County Rural Library District	3.44%	\$31,622	--	\$37,942	\$31,622	--	\$37,942	
Walla Walla Public Library	0.00%	--	--	--	--	--	--	
Whatcom County Library System	0.00%	--	--	--	--	--	--	
Whitman County Library	3.44%	\$29,329	--	\$29,994	\$29,329	--	\$29,994	
Wilbur (Hesseltine) Public Library	0.00%	--	--	--	--	--	--	
Yakima Valley Libraries	5.74%	\$29,329	\$29,329	\$29,329	\$29,329	\$29,329	\$29,329	
Overall	22.50%	\$35,609	\$42,634	\$44,101	\$35,609	\$42,634	\$44,101	

North Olympic Library System 2022 Compensation Analysis 2022

Position Information			
Job Title:	Web & Digital Systems Coordinator		
Job Description:	Individuals assigned to this classification perform a wide array of tasks relating to the development, installation, maintenance, and support for online systems. Coordinates activities related to the library's web site, catalog, and intranet. Provides staff training, evaluation, and support in connection with digital resources, staff equipment, and web organization. Tasks are performed under general supervision.		
Effective Date:	1/1/2023		
Notes:			

Survey Information									
Survey:	CompAnalyst Market Database								
Job Title:	Web Designer I								
Job Description:	Designs web pages that engage the target audience, drive web traffic, and provide optimal user experience. Uses knowledge of user interface design and human factors engineering to create visually pleasing web pages with rich content and clear navigational schemes. Employs site animation and special effects to create a compelling user experience. Tests and improves site usability and performance on a variety of browsers. Requires knowledge of web technologies, techniques, and tools such as HTML, Shockwave, Photoshop, Illustrator, Adobe Flex, Adobe Flash, JavaScript, ASP pages, and SEO. May require a bachelor's degree in area of specialty. Typically reports to a manager. P01-Entry : Work is closely managed. Works on projects/matters of limited complexity in a support role. Typically requires 0-2 years of related experience.								
Scope	Weight		Base 25th Percentile	Base 50th Percentile	Base 75th Percentile		TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile
Education, \$5M-\$10M (Revenue), Washington	16.67%		\$60,200	\$67,100	\$74,500		\$61,000	\$68,400	\$77,900
Education, 50-100 FTEs, Washington	16.67%		\$59,100	\$66,000	\$73,300		\$59,900	\$67,200	\$76,600
Government, \$5M-\$20M (Revenue), Washington	16.67%		\$60,100	\$67,000	\$74,400		\$60,900	\$68,200	\$77,800
Government, 50-100 FTEs, Washington	16.67%		\$59,000	\$65,900	\$73,100		\$59,800	\$67,100	\$76,500
Non-profit, \$5M-\$10M (Revenue), Washington	16.66%		\$60,400	\$67,400	\$74,900		\$61,300	\$68,700	\$78,300
Non-profit, 50-100 FTEs, Washington	16.66%		\$59,400	\$66,300	\$73,600		\$60,200	\$67,500	\$77,000
Overall	40.00%		\$59,700	\$66,617	\$73,967		\$60,517	\$67,850	\$77,350

Survey Information									
Survey:	Compdata Surveys								
Job Title:	NO MATCH								
Job Description:									
Scope	Weight		Base 25th Percentile	Base 50th Percentile	Base 75th Percentile		TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile
	0.00%		---	---	---		---	---	---
	0.00%		---	---	---		---	---	---
	0.00%		---	---	---		---	---	---
	0.00%		---	---	---		---	---	---
Overall	0.00%		---	---	---		---	---	---

Survey Information									
Survey:	Economic Research Institute Salary Assessor								
Job Title:	Web Analyst								
Job Description:	Assesses the functionality of a company's website, gives support to company websites, conducts applicable usability tests, assesses test results, and performs evaluations on customer experiences. Assists in creating new objectives for all current and future websites. Creates and manages a variety of web diagnostic and measurement tools, prepares reports for metrics evaluation, and examines dashboard programs and business requirements. Participates in the process development and implementation of appropriate plans that promote the enhancement of business programs, and ensures appropriate implementation of software applications. Minimum of 2 years of experience.								
Scope	Weight		Base 25th Percentile	Base 50th Percentile	Base 75th Percentile		TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile
Educational Services, \$5.5M (Op. Budget), Washington	12.50%		\$54,333	\$58,437	\$64,001		\$55,957	\$60,204	\$65,955
Educational Services, 58 FTEs, Washington	12.50%		\$54,333	\$58,437	\$64,001		\$55,957	\$60,204	\$65,955
Government Support Services, \$5.5M (Op. Budget), Washington	12.50%		\$54,024	\$57,958	\$63,352		\$55,593	\$59,665	\$65,240
Government Support Services, 58 FTEs, Washington	12.50%		\$54,024	\$57,958	\$63,352		\$55,593	\$59,665	\$65,240
Libraries, \$5.5M (Op. Budget), Washington	12.50%		\$54,326	\$58,427	\$63,987		\$55,949	\$60,193	\$65,941
Libraries, 58 FTEs, Washington	12.50%		\$54,326	\$58,427	\$63,987		\$55,949	\$60,193	\$65,941
Nonprofit Services, \$5.5M (Op. Budget), Washington	12.50%		\$54,079	\$58,043	\$63,468		\$55,658	\$59,761	\$65,367
Nonprofit Services, 58 FTEs, Washington	12.50%		\$54,079	\$58,043	\$63,468		\$55,658	\$59,761	\$65,367
Overall	40.00%		\$54,191	\$58,216	\$63,702		\$55,789	\$59,956	\$65,626

Base = Cash compensation paid to employees for regular job performance (i.e., hourly rate, exempt salary)

TCC (Total Cash Compensation) = Base pay plus additional cash compensation paid within a year (e.g., bonuses, commissions, and other variable pay) – excludes benefits, long-term incentives, retirement plan contributions



North Olympic Library System 2022 Compensation Analysis 2022

Position Information			
Job Title:	Facilities Manager		
Job Description:	Provides leadership direction to ensure delivery of high- quality customer-focused services in managing the library system's facilities maintenance and improvement services and resources. Manages the operations of the Facilities Department and participates in systemwide planning, decision-making, project oversight, and other management activities. Manages staff and volunteers at multiple locations. Performs a full range of responsibilities in the areas of facilities project planning, budgeting and management. Procures goods and services for library maintenance and improvements, develops specifications, creates RFPs and similar documents, and negotiates purchasing contracts. Supervises and performs custodial, maintenance, and landscaping tasks.		
Effective Date:	1/1/2023		
Notes:			
			Market Data Summary - Weighted Averages
			Avg. 25th Base: \$83,598
			Avg. 50th Base: \$98,671
			Avg. 75th Base: \$109,144
			Avg. 25th TCC: \$85,626
			Avg. 50th TCC: \$101,439
			Avg. 75th TCC: \$113,114

Survey Information									
Survey:	CompAnalyst Market Database								
Job Title:	Facilities Manager								
Job Description:	Manages the maintenance and operation of one or more facilities or properties. Develops maintenance policy and procedures that ensure the optimal functioning of buildings, grounds, and associated equipment. Manages all building systems including mechanical, electrical, plumbing, HVAC, safety, and waste management. Manages and trains a staff of employees in the general maintenance of buildings, grounds, and equipment. Ensures facilities maintenance work follows safety standards, conforms to specifications, and that work orders are tracked and completed within the budgeted guidelines. May oversee contractors engaged for facility renovation projects. Typically requires a bachelor's degree. Manages subordinate staff in the day-to-day performance of their jobs. Ensures that project/department milestones/goals are met and adhering to approved budgets. Typically requires 5 years experience in the related area as an individual contributor. 1 - 3 years supervisory experience.								
Scope	Weight		Base 25th Percentile	Base 50th Percentile	Base 75th Percentile		TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile
Education, \$5M-\$10M (Revenue), Washington	16.67%		\$84,500	\$98,600	\$112,500		\$87,000	\$102,700	\$118,900
Education, 50-100 FTEs, Washington	16.67%		\$85,500	\$99,700	\$113,900		\$88,000	\$104,000	\$120,400
Government, \$5M-\$20M (Revenue), Washington	16.67%		\$84,400	\$98,400	\$112,400		\$86,900	\$102,600	\$118,800
Government, 50-100 FTEs, Washington	16.67%		\$85,400	\$99,600	\$113,700		\$87,900	\$103,800	\$120,500
Non-profit, \$5M-\$10M (Revenue), Washington	16.66%		\$84,900	\$99,000	\$113,000		\$87,400	\$103,200	\$119,500
Non-profit, 50-100 FTEs, Washington	16.66%		\$85,900	\$100,200	\$114,300		\$88,400	\$104,400	\$120,900
Overall	20.00%		\$85,100	\$99,250	\$113,300		\$87,600	\$103,450	\$119,783

Survey Information									
Survey:	Compdata Surveys								
Job Title:	Maintenance Manager								
Job Description:	Manages maintenance functions for a facility through subordinate supervisors. Areas included are building utility systems, equipment maintenance, and building and grounds maintenance. Ensures that maintenance department objectives are met including project, cost, quality, and safety factors. Associate's degree preferred and five years experience.								
Scope	Weight		Base 25th Percentile	Base 50th Percentile	Base 75th Percentile		TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile
All Industries, All Sizes, Washington	33.34%		\$84,459	\$96,422	\$116,565		\$88,446	\$102,455	\$129,040
All Industries, <\$20M (Revenue), Washington	33.33%		\$78,017	\$89,980	\$94,479		\$84,152	\$95,195	\$102,148
All Industries, <100 FTEs, Washington	33.33%		\$78,119	\$90,491	\$95,195		\$80,266	\$96,626	\$102,455
Not-for-profit, All Sizes, Washington	0.00%		--	--	--		--	--	--
Overall	20.00%		\$80,199	\$92,298	\$102,081		\$84,288	\$98,092	\$111,216

Survey Information									
Survey:	Economic Research Institute Salary Assessor								
Job Title:	Facilities & Building Manager								
Job Description:	Manages, plans, and coordinates, through staff of skilled, semiskilled, and unskilled trade personnel, activities concerned with the operation, repair, maintenance, and construction of facilities, equipment, buildings, and grounds to minimize interruption and improve efficiency. Plans and oversees such matters as design and development of plant facilities, formulation of operating rules, regulations, and procedures. Develops procedures for use in event of accidents, fires, or other emergencies. Inspects plant facilities or reviews inspection reports, to determine repairs, replacement, or improvements required. Hires, trains, and supervises building service personnel. Assigns workers to duties such as maintenance, repair, or renovation and may obtain bids for additional work from outside contractors. Minimum of 3 years of experience.								
Scope	Weight		Base 25th Percentile	Base 50th Percentile	Base 75th Percentile		TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile
Educational Services, \$5.5M (Op. Budget), Washington	12.50%		\$78,350	\$84,141	\$92,013		\$81,958	\$88,046	\$96,312
Educational Services, 58 FTEs, Washington	12.50%		\$78,350	\$84,141	\$92,013		\$81,958	\$88,046	\$96,312
Government Support Services, \$5.5M (Op. Budget), Washington	12.50%		\$77,247	\$82,807	\$90,429		\$80,734	\$86,582	\$94,584
Government Support Services, 58 FTEs, Washington	12.50%		\$77,247	\$82,807	\$90,429		\$80,734	\$86,582	\$94,584
Libraries, \$5.5M (Op. Budget), Washington	12.50%		\$78,328	\$84,113	\$91,981		\$81,933	\$88,016	\$96,276
Libraries, 58 FTEs, Washington	12.50%		\$78,328	\$84,113	\$91,981		\$81,933	\$88,016	\$96,276
Nonprofit Services, \$5.5M (Op. Budget), Washington	12.50%		\$77,444	\$83,045	\$90,713		\$80,953	\$86,844	\$94,893
Nonprofit Services, 58 FTEs, Washington	12.50%		\$77,444	\$83,045	\$90,713		\$80,953	\$86,844	\$94,893
Overall	20.00%		\$77,842	\$83,527	\$91,284		\$81,395	\$87,372	\$95,516

Base = Cash compensation paid to employees for regular job performance (i.e., hourly rate, exempt salary)

TCC (Total Cash Compensation) = Base pay plus additional cash compensation paid within a year (e.g., bonuses, commissions, and other variable pay) – excludes benefits, long-term incentives, retirement plan contributions



Survey Information									
Survey:		Milliman 2022 Washington Public Employers Salary Survey							
Job Title:		Facilities Maintenance Supervisor							
Job Description:		Supervises employees engaged in buildings/facilities and equipment maintenance, repair and renovation. May also supervise custodial activities and maintenance/minor plumbing and electrical repairs, carpentry, painting, replacing light bulbs and filters, and landscape maintenance. This is a full functioning first line exempt supervisory position. NOTE: Exclude lead positions.							
Scope	Weight		Base 25th Percentile	Base 50th Percentile	Base 75th Percentile		TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile
All Participants	18.18%		\$91,408	\$103,654	\$117,503		\$91,408	\$103,654	\$117,503
Agency Type - City	18.18%		--	\$109,467	--		--	\$109,467	--
Agency Type - County	0.00%		--	--	--		--	--	--
Agency Type - Other	18.18%		\$90,916	\$103,483	\$118,080		\$90,916	\$103,483	\$118,080
Geography - Puget Sound	9.10%		\$98,525	\$103,654	\$115,922		\$98,525	\$103,654	\$115,922
Geography - Western Washington	18.18%		\$89,912	\$103,355	\$130,113		\$89,912	\$103,355	\$130,113
Geography - Eastern Washington	18.18%		\$80,188	\$98,952	\$122,141		\$80,188	\$98,952	\$122,141
Overall	20.00%		\$90,190	\$103,771	\$120,752		\$90,190	\$103,771	\$120,752

Survey Information									
Survey:		Washington State 2022 Salary and Benefits Data							
Job Title:		Superintendent of Maintenance							
Job Description:									
Scope	Weight		Base 25th Percentile	Base 50th Percentile	Base 75th Percentile		TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile
Anacortes Public Library	0.00%		--	--	--		--	--	--
Asotin County Library	0.00%		--	--	--		--	--	--
Bellingham Public Library	0.00%		--	--	--		--	--	--
Burlington Public Library	0.00%		--	--	--		--	--	--
Camas Public Library	0.00%		--	--	--		--	--	--
Central Skagit Library District	0.00%		--	--	--		--	--	--
Cle Elum (Carpenter Memorial) Library	0.00%		--	--	--		--	--	--
Columbia County Rural Library District	0.00%		--	--	--		--	--	--
Ellensburg Public Library	0.00%		--	--	--		--	--	--
Everett Public Library	0.00%		--	--	--		--	--	--
Fort Vancouver Regional Library District	6.25%		\$87,646	\$109,541	\$131,458		\$87,646	\$109,541	\$131,458
Grandview Library	0.00%		--	--	--		--	--	--
Jefferson County Library	0.00%		--	--	--		--	--	--
Kalama Public Library	0.00%		--	--	--		--	--	--
King County Library System	0.00%		--	--	--		--	--	--
Kitsap Regional Library	0.00%		--	--	--		--	--	--
Liberty Lake Municipal Library	0.00%		--	--	--		--	--	--
Lopez Island Library District	0.00%		--	--	--		--	--	--
Mid-Columbia Libraries	37.50%		\$81,411	\$96,922	\$113,997		\$81,411	\$96,922	\$113,997
Mount Vernon City Library	0.00%		--	--	--		--	--	--
North Central Regional Library	0.00%		--	--	--		--	--	--
Orcas Island Library District	0.00%		--	--	--		--	--	--
Pierce County Library System	6.25%		\$110,376	\$131,800	\$162,094		\$110,376	\$131,800	\$162,094
Port Townsend Public Library	0.00%		--	--	--		--	--	--
Pullman (Neill) Public Library	0.00%		--	--	--		--	--	--
Richland Public Library	0.00%		--	--	--		--	--	--
San Juan Island Library District	0.00%		--	--	--		--	--	--
Seattle Public Library	6.25%		\$116,268	\$128,073	\$141,227		\$116,268	\$128,073	\$141,227
Sno-Isle Libraries	6.25%		\$119,867	\$152,260	\$168,414		\$119,867	\$152,260	\$168,414
Spokane County Library District	0.00%		--	--	--		--	--	--
Spokane Public Library	12.50%		\$57,845	--	\$89,981		\$57,845	--	\$89,981
Stevens County Rural Library District	0.00%		--	--	--		--	--	--
Tacoma Public Library	12.50%		\$89,552	\$98,936	\$109,327		\$89,552	\$98,936	\$109,327
Timberland Regional Library	0.00%		--	--	--		--	--	--
Upper Skagit Library District	0.00%		--	--	--		--	--	--
Walla Walla County Rural Library District	0.00%		--	--	--		--	--	--
Walla Walla Public Library	0.00%		--	--	--		--	--	--
Whatcom County Library System	0.00%		--	--	--		--	--	--
Whitman County Library	0.00%		--	--	--		--	--	--
Wilbur (Hesseltine) Public Library	0.00%		--	--	--		--	--	--
Yakima Valley Libraries	12.50%		\$68,557	\$84,025	\$103,542		\$68,557	\$84,025	\$103,542
Overall	20.00%		\$84,658	\$114,509	\$118,305		\$84,658	\$114,509	\$118,305

North Olympic Library System 2022 Compensation Analysis 2022

Position Information				
Job Title:	Facilities Technician 2			
Job Description:	Individuals assigned to this classification clean and maintain library facilities and grounds. Work includes routine and recurring tasks as well as occasional special projects, and is performed under general supervision.			
Effective Date:	1/1/2023		Market Data Summary - Weighted Averages	
Notes:	A 10% discount has been applied to the Milliman and Washington State data to account for the scope of responsibilities.		Avg. 25th Base:	\$40,018
			Avg. 50th Base:	\$45,436
			Avg. 75th Base:	\$50,935
			Avg. 25th TCC:	\$40,103
			Avg. 50th TCC:	\$45,563
			Avg. 75th TCC:	\$51,228

Survey Information									
Survey:	CompAnalyst Market Database								
Job Title:	Janitor II								
Job Description:	Cleans and maintains buildings, facilities, and equipment. Uses cleaning tools and other products to create a clean, healthy environment. Removes and disposes trash, recycling, and other waste following the appropriate policies. May have basic maintenance skills and make minor repairs in the facility. May require a high school diploma. Typically reports to a supervisor or manager. A02-Intermediate : Works under moderate supervision. Gaining or has attained full proficiency in a specific area of discipline. Typically requires 1-3 years of related experience, or may need 0 years of experience with additional specialized training and/or certification.								
Scope	Weight		Base 25th Percentile	Base 50th Percentile	Base 75th Percentile		TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile
Education, \$5M-\$10M (Revenue), Washington	16.67%		\$33,400	\$37,700	\$43,200		\$33,600	\$38,100	\$44,400
Education, 50-100 FTEs, Washington	16.67%		\$33,800	\$38,200	\$43,700		\$34,000	\$38,600	\$44,900
Government, \$5M-\$20M (Revenue), Washington	16.67%		\$33,300	\$37,600	\$43,100		\$33,500	\$38,000	\$44,300
Government, 50-100 FTEs, Washington	16.67%		\$33,700	\$38,100	\$43,600		\$33,900	\$38,500	\$44,800
Non-profit, \$5M-\$10M (Revenue), Washington	16.66%		\$33,600	\$37,900	\$43,400		\$33,800	\$38,300	\$44,600
Non-profit, 50-100 FTEs, Washington	16.66%		\$34,000	\$38,400	\$43,900		\$34,200	\$38,800	\$45,200
Overall	20.00%		\$33,633	\$37,983	\$43,483		\$33,833	\$38,383	\$44,700

Survey Information									
Survey:	Compdata Surveys								
Job Title:	Custodian II (Senior)								
Job Description:	Organizes special event/room set-ups. Tracks and maintains janitorial supply inventory. Responsible for locking/unlocking facility and arming/disarming alarm system. May train other custodians how to properly and safely complete janitorial duties to maintain offices, patient or guest rooms, restrooms, and public areas. High school education required and two years experience.								
Scope	Weight		Base 25th Percentile	Base 50th Percentile	Base 75th Percentile		TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile
All Industries, All Sizes, Washington	100.00%		\$38,753	\$41,820	\$48,262		\$38,753	\$41,820	\$48,262
All Industries, <\$20M (Revenue), Washington	0.00%		--	--	--		--	--	--
All Industries, <100 FTEs, Washington	0.00%		--	--	--		--	--	--
Not-for-profit, All Sizes, Washington	0.00%		--	--	--		--	--	--
Overall	20.00%		\$38,753	\$41,820	\$48,262		\$38,753	\$41,820	\$48,262

Survey Information									
Survey:	Economic Research Institute Salary Assessor								
Job Title:	Janitor								
Job Description:	Cleans and keeps hotel, office building, apartment house, or similar building in an orderly condition. Sweeps, mops, scrubs, and vacuums hallways, stairs, and office space. Empties trash and garbage containers. Notifies supervisor concerning need for major repairs or additions to lighting, heating, and ventilating equipment. Minimum of 2 years of experience.								
Scope	Weight		Base 25th Percentile	Base 50th Percentile	Base 75th Percentile		TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile
Educational Services, \$5.5M (Op. Budget), Washington	12.50%		\$36,353	\$37,927	\$40,322		\$36,578	\$38,161	\$40,573
Educational Services, 58 FTEs, Washington	12.50%		\$36,353	\$37,927	\$40,322		\$36,578	\$38,161	\$40,573
Government Support Services, \$5.5M (Op. Budget), Washington	12.50%		\$36,317	\$37,871	\$40,249		\$36,540	\$38,104	\$40,497
Government Support Services, 58 FTEs, Washington	12.50%		\$36,317	\$37,871	\$40,249		\$36,540	\$38,104	\$40,497
Libraries, \$5.5M (Op. Budget), Washington	12.50%		\$36,352	\$37,925	\$40,320		\$36,577	\$38,160	\$40,571
Libraries, 58 FTEs, Washington	12.50%		\$36,352	\$37,925	\$40,320		\$36,577	\$38,160	\$40,571
Nonprofit Services, \$5.5M (Op. Budget), Washington	12.50%		\$36,324	\$37,881	\$40,262		\$36,547	\$38,114	\$40,511
Nonprofit Services, 58 FTEs, Washington	12.50%		\$36,324	\$37,881	\$40,262		\$36,547	\$38,114	\$40,511
Overall	20.00%		\$36,337	\$37,901	\$40,288		\$36,561	\$38,135	\$40,538

Base = Cash compensation paid to employees for regular job performance (i.e., hourly rate, exempt salary)

TCC (Total Cash Compensation) = Base pay plus additional cash compensation paid within a year (e.g., bonuses, commissions, and other variable pay) – excludes benefits, long-term incentives, retirement plan contributions



Survey Information								
Survey:		Milliman 2022 Washington Public Employers Salary Survey						
Job Title:		Facilities Maintenance Technician						
Job Description:		Provides general maintenance support to office building that may include replacing and adjusting lighting; controlling building temperature; storing, monitoring, and transferring equipment, furniture, and fixtures; and repairing general plumbing, carpentry, and electrical problems. May perform custodial work at times, but not on a full time basis. Typically requires a basic knowledge of electrical systems, plumbing, HVAC, and wiring for telephones and/or personal computers.						
Scope	Weight	Base 25th Percentile	Base 50th Percentile	Base 75th Percentile	TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile	
All Participants	15.39%	\$50,068	\$57,493	\$65,475	\$50,068	\$57,493	\$65,475	
Agency Type - City	15.39%	--	\$64,360	--	--	\$64,360	--	
Agency Type - County	15.38%	--	\$50,068	--	--	\$50,068	--	
Agency Type - Other	15.38%	\$52,896	\$57,089	\$69,822	\$52,896	\$57,089	\$69,822	
Geography - Puget Sound	7.70%	\$56,281	\$58,281	\$64,187	\$56,281	\$58,281	\$64,187	
Geography - Western Washington	15.38%	--	\$55,781	--	--	\$55,781	--	
Geography - Eastern Washington	15.38%	\$43,355	\$62,090	\$76,497	\$43,355	\$62,090	\$76,497	
Overall	20.00%	\$50,650	\$57,850	\$68,995	\$50,650	\$57,850	\$68,995	

Survey Information								
Survey:		Washington State 2022 Salary and Benefits Data						
Job Title:		Maintenance Worker						
Job Description:								
Scope	Weight	Base 25th Percentile	Base 50th Percentile	Base 75th Percentile	TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile	
Anacortes Public Library	0.00%	--	--	--	--	--	--	
Asotin County Library	0.00%	--	--	--	--	--	--	
Bellingham Public Library	0.00%	--	--	--	--	--	--	
Burlington Public Library	0.00%	--	--	--	--	--	--	
Camas Public Library	0.00%	--	--	--	--	--	--	
Central Skagit Library District	0.00%	--	--	--	--	--	--	
Cle Elum (Carpenter Memorial) Library	0.00%	--	--	--	--	--	--	
Columbia County Rural Library District	0.00%	--	--	--	--	--	--	
Ellensburg Public Library	0.00%	--	--	--	--	--	--	
Everett Public Library	0.00%	--	--	--	--	--	--	
Fort Vancouver Regional Library District	3.85%	\$38,910	--	\$58,365	\$38,910	--	\$58,365	
Grandview Library	0.00%	--	--	--	--	--	--	
Jefferson County Library	0.00%	--	--	--	--	--	--	
Kalama Public Library	0.00%	--	--	--	--	--	--	
King County Library System	3.85%	\$52,157	\$57,363	\$62,588	\$52,157	\$57,363	\$62,588	
Kitsap Regional Library	7.70%	\$36,500	\$41,089	\$47,626	\$36,500	\$41,089	\$47,626	
Liberty Lake Municipal Library	0.00%	--	--	--	--	--	--	
Lopez Island Library District	0.00%	--	--	--	--	--	--	
Mid-Columbia Libraries	17.30%	\$35,941	\$40,453	\$47,317	\$35,941	\$40,453	\$47,317	
Mount Vernon City Library	0.00%	--	--	--	--	--	--	
North Central Regional Library	0.00%	--	--	--	--	--	--	
Orcas Island Library District	0.00%	--	--	--	--	--	--	
Pierce County Library System	3.85%	\$45,196	\$52,369	\$62,357	\$45,196	\$52,369	\$62,357	
Port Townsend Public Library	0.00%	--	--	--	--	--	--	
Pullman (Neill) Public Library	0.00%	--	--	--	--	--	--	
Richland Public Library	0.00%	--	--	--	--	--	--	
San Juan Island Library District	7.69%	\$52,060	\$57,401	\$61,450	\$52,060	\$57,401	\$61,450	
Seattle Public Library	3.85%	\$54,451	\$60,081	\$66,097	\$54,451	\$60,081	\$66,097	
Sno-Isle Libraries	3.85%	\$58,655	\$73,347	\$80,655	\$58,655	\$73,347	\$80,655	
Spokane County Library District	7.69%	\$41,668	\$46,893	\$57,054	\$41,668	\$46,893	\$57,054	
Spokane Public Library	7.69%	\$34,707	--	\$44,348	\$34,707	--	\$44,348	
Stevens County Rural Library District	0.00%	--	--	--	--	--	--	
Tacoma Public Library	7.69%	\$48,493	\$53,468	\$58,944	\$48,493	\$53,468	\$58,944	
Timberland Regional Library	7.69%	\$42,767	\$49,573	\$59,195	\$42,767	\$49,573	\$59,195	
Upper Skagit Library District	0.00%	--	--	--	--	--	--	
Walla Walla County Rural Library District	0.00%	--	--	--	--	--	--	
Walla Walla Public Library	0.00%	--	--	--	--	--	--	
Whatcom County Library System	0.00%	--	--	--	--	--	--	
Whitman County Library	0.00%	--	--	--	--	--	--	
Wilbur (Hesseltine) Public Library	0.00%	--	--	--	--	--	--	
Yakima Valley Libraries	17.30%	\$30,021	\$35,844	\$43,229	\$30,021	\$35,844	\$43,229	
Overall	20.00%	\$40,717	\$51,626	\$53,647	\$40,717	\$51,626	\$53,647	

North Olympic Library System 2022 Compensation Analysis 2022

Position Information			
Job Title:	Branch Operations Manager		
Job Description:	The individual assigned to this classification provides leadership direction to ensure delivery of high- quality customer-focused services in managing library services and resources. Manages and oversees routine operations of a large branch library or multiple small branch libraries. Manages and supervises library staff and volunteers, and supervises and provides library circulation, information, and programming services. Provides management oversight to assigned systemwide functions. Participates in systemwide planning and decision-making. Exercises independent action and works under minimal supervision.		
Effective Date:	1/1/2023		
Notes:	A 15% discount has been applied to the CompAnalyst and ERI data to account for the level of the position (level of management functions).		
		Market Data Summary - Weighted Averages	
		Avg. 25th Base:	\$63,607
		Avg. 50th Base:	\$71,930
		Avg. 75th Base:	\$81,848
		Avg. 25th TCC:	\$64,170
		Avg. 50th TCC:	\$72,643
		Avg. 75th TCC:	\$83,825

Survey Information									
Survey:	CompAnalyst Market Database								
Job Title:	Library Services Manager								
Job Description:	Manages the daily operations of an organization's library service function. Develops policies and plans regarding reference, computer searches, circulation, and research. Composes and publishes library brochures and handouts to facilitate user access to library materials. Requires a bachelor's degree. Typically reports to a senior manager. M02-Manager (True 1st level Manager) : Manages subordinate staff in the day-to-day performance of their jobs. True first level manager. Ensures that project/department milestones/goals are met and adhering to approved budgets. Has full authority for personnel actions. Typically requires 5 years experience in the related area as an individual contributor. 1 - 3 years supervisory experience may be required. Extensive knowledge of the function and department processes.								
Scope	Weight		Base 25th Percentile	Base 50th Percentile	Base 75th Percentile		TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile
Education, \$5M-\$10M (Revenue), Washington	16.67%		\$69,360	\$78,455	\$89,250		\$70,125	\$79,560	\$93,925
Education, 50-100 FTEs, Washington	16.67%		\$71,315	\$80,665	\$91,715		\$72,080	\$81,770	\$96,560
Government, \$5M-\$20M (Revenue), Washington	16.67%		\$69,275	\$78,370	\$89,080		\$70,040	\$79,475	\$93,840
Government, 50-100 FTEs, Washington	16.67%		\$71,230	\$80,495	\$91,630		\$71,995	\$81,685	\$96,475
Non-profit, \$5M-\$10M (Revenue), Washington	16.66%		\$69,615	\$78,710	\$89,505		\$70,295	\$79,815	\$94,265
Non-profit, 50-100 FTEs, Washington	16.66%		\$71,570	\$80,920	\$91,970		\$72,335	\$82,025	\$96,900
Overall	33.34%		\$70,394	\$79,602	\$90,525		\$71,145	\$80,722	\$95,327

Survey Information									
Survey:	Compdata Surveys								
Job Title:	NO MATCH								
Job Description:									
Scope	Weight		Base 25th Percentile	Base 50th Percentile	Base 75th Percentile		TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile
	0.00%		---	---	---		---	---	---
	0.00%		---	---	---		---	---	---
	0.00%		---	---	---		---	---	---
	0.00%		---	---	---		---	---	---
Overall	0.00%		---	---	---		---	---	---

Survey Information									
Survey:	Economic Research Institute Salary Assessor								
Job Title:	Librarian Branch								
Job Description:	Manages an organizational unit of the main library or a branch that is physically separated from the main library. Plans and administers program of library services. Minimum of 3 years of experience.								
Scope	Weight		Base 25th Percentile	Base 50th Percentile	Base 75th Percentile		TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile
Educational Services, \$5.5M (Op. Budget), Washington	12.50%		\$49,858	\$53,507	\$58,507		\$50,812	\$54,543	\$59,652
Educational Services, 58 FTEs, Washington	12.50%		\$49,858	\$53,507	\$58,507		\$50,812	\$54,543	\$59,652
Government Support Services, \$5.5M (Op. Budget), Washington	12.50%		\$49,526	\$53,032	\$57,885		\$50,448	\$54,034	\$58,992
Government Support Services, 58 FTEs, Washington	12.50%		\$49,526	\$53,032	\$57,885		\$50,448	\$54,034	\$58,992
Libraries, \$5.5M (Op. Budget), Washington	12.50%		\$49,851	\$53,496	\$58,494		\$50,805	\$54,533	\$59,639
Libraries, 58 FTEs, Washington	12.50%		\$49,851	\$53,496	\$58,494		\$50,805	\$54,533	\$59,639
Nonprofit Services, \$5.5M (Op. Budget), Washington	12.50%		\$49,585	\$53,117	\$57,996		\$50,513	\$54,125	\$59,110
Nonprofit Services, 58 FTEs, Washington	12.50%		\$49,585	\$53,117	\$57,996		\$50,513	\$54,125	\$59,110
Overall	33.30%		\$49,705	\$53,288	\$58,221		\$50,644	\$54,308	\$59,348

Base = Cash compensation paid to employees for regular job performance (i.e., hourly rate, exempt salary)

TCC (Total Cash Compensation) = Base pay plus additional cash compensation paid within a year (e.g., bonuses, commissions, and other variable pay) – excludes benefits, long-term incentives, retirement plan contributions



Survey Information									
Survey:		Milliman 2022 Washington Public Employers Salary Survey							
Job Title:		NO MATCH							
Job Description:									
Scope	Weight		Base 25th Percentile	Base 50th Percentile	Base 75th Percentile		TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile
	0.00%	--	--	--	--	--	--	--	--
	0.00%	--	--	--	--	--	--	--	--
	0.00%	--	--	--	--	--	--	--	--
	0.00%	--	--	--	--	--	--	--	--
	0.00%	--	--	--	--	--	--	--	--
	0.00%	--	--	--	--	--	--	--	--
	0.00%	--	--	--	--	--	--	--	--
Overall	0.00%		--	--	--		--	--	--

Survey Information									
Survey:		Washington State 2022 Salary and Benefits Data							
Job Title:		Department Manager							
Job Description:									
Scope	Weight		Base 25th Percentile	Base 50th Percentile	Base 75th Percentile		TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile
Anacortes Public Library	0.00%	--	--	--	--	--	--	--	--
Asotin County Library	0.00%	--	--	--	--	--	--	--	--
Bellingham Public Library	0.00%	--	--	--	--	--	--	--	--
Burlington Public Library	0.00%	--	--	--	--	--	--	--	--
Camas Public Library	0.00%	--	--	--	--	--	--	--	--
Central Skagit Library District	0.00%	--	--	--	--	--	--	--	--
Cle Elum (Carpenter Memorial) Library	0.00%	--	--	--	--	--	--	--	--
Columbia County Rural Library District	0.00%	--	--	--	--	--	--	--	--
Ellensburg Public Library	0.00%	--	--	--	--	--	--	--	--
Everett Public Library	0.00%	--	--	--	--	--	--	--	--
Fort Vancouver Regional Library District	4.55%		\$67,764	\$84,710	\$101,657		\$67,764	\$84,710	\$101,657
Grandview Library	0.00%	--	--	--	--	--	--	--	--
Jefferson County Library	0.00%	--	--	--	--	--	--	--	--
Kalama Public Library	0.00%	--	--	--	--	--	--	--	--
King County Library System	0.00%	--	--	--	--	--	--	--	--
Kitsap Regional Library	0.00%	--	--	--	--	--	--	--	--
Liberty Lake Municipal Library	0.00%	--	--	--	--	--	--	--	--
Lopez Island Library District	0.00%	--	--	--	--	--	--	--	--
Mid-Columbia Libraries	15.15%		\$60,073	\$67,593	\$79,076		\$60,073	\$67,593	\$79,076
Mount Vernon City Library	0.00%	--	--	--	--	--	--	--	--
North Central Regional Library	9.09%		\$59,216	\$68,642	\$79,590		\$59,216	\$68,642	\$79,590
Orcas Island Library District	0.00%	--	--	--	--	--	--	--	--
Pierce County Library System	4.55%		\$73,699	\$85,439	\$102,021		\$73,699	\$85,439	\$102,021
Port Townsend Public Library	0.00%	--	--	--	--	--	--	--	--
Pullman (Neill) Public Library	0.00%	--	--	--	--	--	--	--	--
Richland Public Library	0.00%	--	--	--	--	--	--	--	--
San Juan Island Library District	0.00%	--	--	--	--	--	--	--	--
Seattle Public Library	4.55%		\$88,653	\$97,522	\$107,484		\$88,653	\$97,522	\$107,484
Sno-Isle Libraries	4.55%		\$100,907	\$127,473	\$140,756		\$100,907	\$127,473	\$140,756
Spokane County Library District	9.09%		\$60,608	\$68,150	\$82,911		\$60,608	\$68,150	\$82,911
Spokane Public Library	0.00%	--	--	--	--	--	--	--	--
Stevens County Rural Library District	0.00%	--	--	--	--	--	--	--	--
Tacoma Public Library	9.09%		\$91,223	\$100,778	\$111,298		\$91,223	\$100,778	\$111,298
Timberland Regional Library	9.09%		\$78,540	\$91,052	\$108,727		\$78,540	\$91,052	\$108,727
Upper Skagit Library District	0.00%	--	--	--	--	--	--	--	--
Walla Walla County Rural Library District	0.00%	--	--	--	--	--	--	--	--
Walla Walla Public Library	0.00%	--	--	--	--	--	--	--	--
Whatcom County Library System	15.15%		\$65,343	\$78,412	\$91,480		\$65,343	\$78,412	\$91,480
Whitman County Library	0.00%	--	--	--	--	--	--	--	--
Wilbur (Hesseltine) Public Library	0.00%	--	--	--	--	--	--	--	--
Yakima Valley Libraries	15.14%		\$68,557	\$85,696	\$103,542		\$68,557	\$85,696	\$103,542
Overall	33.33%		\$70,765	\$82,945	\$96,849		\$70,765	\$82,945	\$96,849

North Olympic Library System 2022 Compensation Analysis 2022

Position Information			Market Data Summary - Weighted Averages		
Job Title:	Technical Services Specialist		Avg. 25th Base:	\$40,619	
Job Description:	Individuals assigned to this classification perform a variety of clerical and specialized tasks of an advanced nature associated with the ordering, processing, distribution, maintenance and bibliographic control of library materials and resources. Tasks are generally routine and recurring, and are performed under general supervision.		Avg. 50th Base:	\$45,266	
Effective Date:	1/1/2023		Avg. 75th Base:	\$50,907	
Notes:	A 15% premium has been applied to the CompAnalyst, Compdata and ERI data to account for the level of the position.		Avg. 25th TCC:	\$48,715	
			Avg. 50th TCC:	\$45,502	
			Avg. 75th TCC:	\$51,228	

Survey Information									
Survey:		CompAnalyst Market Database							
Job Title:		General Clerk II							
Job Description:		Performs various routine and defined clerical tasks in an office environment. Prepares, files and maintains physical or electronic records and documents in required formats. Compiles and verifies information using simple calculations and standard procedures. Inputs data into a tracking database or system. Retrieves documents or responds to requests for information from internal or external customers by phone or e-mail. May assist with general office tasks such as copying, mailing, and ordering supplies. Requires a high school diploma or equivalent. Typically reports to a supervisor. A02-Intermediate : Works under moderate supervision. Gaining or has attained full proficiency in a specific area of discipline. Typically requires 1-3 years of related experience, or may need 0 years of experience with additional specialized training and/or certification.							
Scope		Weight	Base 25th Percentile	Base 50th Percentile	Base 75th Percentile		TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile
Education, \$5M-\$10M (Revenue), Washington		16.67%	\$40,825	\$45,195	\$50,600		\$41,170	\$45,885	\$51,635
Education, 50-100 FTEs, Washington		16.67%	\$41,515	\$45,885	\$51,405		\$41,860	\$46,690	\$52,555
Government, \$5M-\$20M (Revenue), Washington		16.67%	\$40,710	\$45,080	\$50,485		\$41,055	\$45,770	\$51,520
Government, 50-100 FTEs, Washington		16.67%	\$41,400	\$45,770	\$51,290		\$41,745	\$46,460	\$52,325
Non-profit, \$5M-\$10M (Revenue), Washington		16.66%	\$41,170	\$45,540	\$50,945		\$41,515	\$46,230	\$52,095
Non-profit, 50-100 FTEs, Washington		16.66%	\$41,745	\$46,230	\$51,750		\$42,205	\$46,920	\$52,900
Overall		20.00%	\$41,227	\$45,617	\$51,079		\$41,592	\$46,326	\$52,172

Survey Information										
Survey:		Compdata Surveys								
Job Title:		Clerk II (Senior)								
Job Description:		Performs moderately complex clerical functions including receiving, classifying, reconciling, consolidating, and summarizing documents and information. Maintains records or logs. Verifies completeness and accuracy of information. Sets-up and maintains files and records. Uses PC, calculator, and other standard office equipment for recording, storing, retrieving, and compiling information. Compiles regular and special reports using established formats and procedures. Possesses knowledge of organization or department procedures. High school education or equivalent required and two years experience.								
Scope		Weight		Base 25th Percentile	Base 50th Percentile	Base 75th Percentile		TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile
All Industries, All Sizes, Washington		50.00%		\$42,684	\$45,977	\$53,385		\$42,684	\$45,977	\$53,385
All Industries, <\$20M (Revenue), Washington		0.00%		--	--	--		--	--	--
All Industries, <100 FTEs, Washington		50.00%		\$44,801	\$52,797	\$59,382		\$44,801	\$52,797	\$59,382
Not-for-profit, All Sizes, Washington		0.00%		--	--	--		--	--	--
Overall		20.00%		\$43,743	\$49,387	\$56,383		\$43,743	\$49,387	\$56,383

Survey Information									
Survey:		Economic Research Institute Salary Assessor							
Job Title:		General Clerk							
Job Description:		Assists department, performing any combination of clerical duties requiring general knowledge and application of various work methods and procedures that may be complex. Types or enters information into computer to prepare correspondence. Prepares, issues, and sends out receipts, bills, policies, invoices, statements, and checks. Conducts limited research. Operates various office machines, opens and routes incoming mail, answers correspondence, and prepares outgoing mail. Answers telephones, conveys messages, and runs errands. Stamps or numbers forms by hand or machine, and photocopies documents. Minimum of 1 year of experience.							
Scope		Weight	Base 25th Percentile	Base 50th Percentile	Base 75th Percentile		TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile
Educational Services, \$5.5M (Op. Budget), Washington		12.50%	\$46,529	\$48,870	\$52,309		\$46,981	\$49,347	\$52,821
Educational Services, 58 FTEs, Washington		12.50%	\$46,529	\$48,870	\$52,309		\$46,981	\$49,347	\$52,821
Government Support Services, \$5.5M (Op. Budget), Washington		12.50%	\$46,427	\$48,737	\$52,146		\$46,875	\$49,210	\$52,653
Government Support Services, 58 FTEs, Washington		12.50%	\$46,427	\$48,737	\$52,146		\$46,875	\$49,210	\$52,653
Libraries, \$5.5M (Op. Budget), Washington		12.50%	\$46,527	\$48,867	\$52,305		\$46,979	\$49,343	\$52,816
Libraries, 58 FTEs, Washington		12.50%	\$46,527	\$48,867	\$52,305		\$46,979	\$49,343	\$52,816
Nonprofit Services, \$5.5M (Op. Budget), Washington		12.50%	\$46,446	\$48,761	\$52,176		\$46,895	\$49,234	\$52,683
Nonprofit Services, 58 FTEs, Washington		12.50%	\$46,446	\$48,761	\$52,176		\$46,895	\$49,234	\$52,683
Overall		20.00%	\$46,482	\$48,809	\$52,234		\$46,932	\$49,283	\$52,743

Base = Cash compensation paid to employees for regular job performance (i.e., hourly rate, exempt salary)

TCC (Total Cash Compensation) = Base pay plus additional cash compensation paid within a year (e.g., bonuses, commissions, and other variable pay) – excludes benefits, long-term incentives, retirement plan contributions



Survey Information									
Survey:		Milliman 2022 Washington Public Employers Salary Survey							
Job Title:		Library Aide							
Job Description:		Performs the processing, retrieval, coding, recording, and shelving of books, periodicals, papers, microfilms, classified reports, and documents for a library. Responds to inquiries for information and publications. This is the entry level position.							
Scope	Weight		Base 25th Percentile	Base 50th Percentile	Base 75th Percentile		TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile
All Participants	66.67%		\$31,460	\$36,824	\$43,086		\$31,460	\$36,824	\$43,086
Agency Type - City	0.00%		--	--	--		--	--	--
Agency Type - County	0.00%		--	--	--		--	--	--
Agency Type - Other	33.33%		\$31,460	\$36,824	\$43,086		\$31,460	\$36,824	\$43,086
Geography - Puget Sound	0.00%		--	--	--		--	--	--
Geography - Western Washington	0.00%		--	--	--		--	--	--
Geography - Eastern Washington	0.00%		--	--	--		--	--	--
Overall	20.00%		\$31,460	\$36,824	\$43,086		\$31,460	\$36,824	\$43,086

Survey Information									
Survey:		Washington State 2022 Salary and Benefits Data							
Job Title:		Library Assistant 2							
Job Description:									
Scope	Weight		Base 25th Percentile	Base 50th Percentile	Base 75th Percentile		TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile
Anacortes Public Library	6.25%		\$44,133	\$48,225	\$52,703		\$44,133	\$48,225	\$52,703
Asotin County Library	0.00%		--	--	--		--	--	--
Bellingham Public Library	8.75%		\$44,605	\$50,282	\$54,438		\$44,605	\$50,282	\$54,438
Burlington Public Library	0.00%		--	--	--		--	--	--
Camas Public Library	0.00%		--	--	--		--	--	--
Central Skagit Library District	0.00%		--	--	--		--	--	--
Cle Elum (Carpenter Memorial) Library	0.00%		--	--	--		--	--	--
Columbia County Rural Library District	0.00%		--	--	\$33,743		--	--	\$33,743
Ellensburg Public Library	0.00%		--	--	--		--	--	--
Everett Public Library	6.25%		\$49,339	\$54,331	\$59,880		\$49,339	\$54,331	\$59,880
Fort Vancouver Regional Library District	3.13%		\$36,914	\$42,591	\$51,675		\$36,914	\$42,591	\$51,675
Grandview Library	0.00%		--	--	--		--	--	--
Jefferson County Library	8.75%		\$38,885	\$42,591	\$46,404		\$38,885	\$42,591	\$46,404
Kalama Public Library	0.00%		\$29,351	--	--		\$29,351	--	--
King County Library System	0.00%		--	--	--		--	--	--
Kitsap Regional Library	0.00%		--	--	--		--	--	--
Liberty Lake Municipal Library	6.25%		\$33,978	\$42,591	\$38,285		\$33,978	\$42,591	\$38,285
Lopez Island Library District	0.00%		--	--	--		--	--	--
Mid-Columbia Libraries	8.75%		\$34,793	\$39,184	\$45,826		\$34,793	\$39,184	\$45,826
Mount Vernon City Library	0.00%		--	--	--		--	--	--
North Central Regional Library	0.00%		--	--	--		--	--	--
Orcas Island Library District	0.00%		--	--	--		--	--	--
Pierce County Library System	3.13%		\$47,326	\$54,845	\$65,493		\$47,326	\$54,845	\$65,493
Port Townsend Public Library	0.00%		--	--	--		--	--	--
Pullman (Neill) Public Library	0.00%		--	--	--		--	--	--
Richland Public Library	6.25%		\$49,018	\$58,809	\$68,600		\$49,018	\$58,809	\$68,600
San Juan Island Library District	0.00%		--	--	--		--	--	--
Seattle Public Library	3.12%		\$48,333	\$53,174	\$58,702		\$48,333	\$53,174	\$58,702
Sno-Isle Libraries	3.12%		\$46,104	\$57,631	\$63,415		\$46,104	\$57,631	\$63,415
Spokane County Library District	6.25%		\$36,421	\$40,984	\$49,832		\$36,421	\$40,984	\$49,832
Spokane Public Library	6.25%		\$37,492	\$42,312	\$47,133		\$37,492	\$42,312	\$47,133
Stevens County Rural Library District	6.25%		\$38,563	\$42,591	\$47,518		\$38,563	\$42,591	\$47,518
Tacoma Public Library	0.00%		--	--	--		--	--	--
Timberland Regional Library	0.00%		--	--	--		--	--	--
Upper Skagit Library District	0.00%		--	--	--		--	--	--
Walla Walla County Rural Library District	0.00%		--	--	--		--	--	--
Walla Walla Public Library	0.00%		--	--	--		--	--	--
Whatcom County Library System	8.75%		\$34,643	\$41,584	\$48,504		\$34,643	\$41,584	\$48,504
Whitman County Library	0.00%		--	--	--		--	--	--
Wilbur (Hesseltine) Public Library	0.00%		--	--	--		--	--	--
Yakima Valley Libraries	8.75%		\$32,307	\$38,585	\$46,533		\$32,307	\$38,585	\$46,533
Overall	20.00%		\$40,182	\$45,692	\$51,754		\$39,850	\$45,692	\$51,754

North Olympic Library System 2022 Compensation Analysis 2022

Position Information			
Job Title:	Community Outreach Specialist		
Job Description:	Individuals assigned to this classification plan, provide and support a wide array of services and programs for library patrons, including outreach and programming of a more complex and demanding nature, and assisting with the creation and development of library marketing materials. Work includes both direct customer service and activities that support other library services. Work is performed under general supervision in close collaboration with branch and systemwide staff.		
Effective Date:	8/1/2023		
Notes:	Blended Position: Representing 50% Community Outreach and 50% Customer Service		
			Market Data Summary - Weighted Averages
			Avg. 25th Base: \$40,633
			Avg. 50th Base: \$45,423
			Avg. 75th Base: \$51,215
			Avg. 25th TCC: \$40,976
			Avg. 50th TCC: \$45,731
			Avg. 75th TCC: \$51,538

Survey Information									
Survey:		CompAnalyst Market Database							
Job Title:		Community Organizer							
Job Description:		Develops and coordinates programs designed to promote the organization and its services to the community and the target population. Promotes activities and services through various forms of media. May be responsible for the recruiting, interviewing, hiring, training, and scheduling of volunteer workers. May require a bachelor's degree in area of specialty. Typically reports to a supervisor or manager. P01-Entry : Typically requires 0-2 years of related experience. Works on projects/matters of limited complexity in a support role. Work is closely managed.							
Scope	Weight		Base 25th Percentile	Base 50th Percentile	Base 75th Percentile		TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile
Education, \$5M-\$10M (Revenue), Washington	16.67%		\$33,100	\$38,900	\$45,000		\$33,900	\$39,000	\$45,100
Education, 50-100 FTEs, Washington	16.67%		\$35,200	\$41,300	\$47,700		\$36,000	\$41,400	\$47,800
Government, \$5M-\$20M (Revenue), Washington	16.67%		\$33,100	\$38,900	\$44,900		\$33,900	\$38,900	\$45,000
Government, 50-100 FTEs, Washington	16.67%		\$35,100	\$41,300	\$47,600		\$35,900	\$41,300	\$47,700
Non-profit, \$5M-\$10M (Revenue), Washington	16.66%		\$33,300	\$39,100	\$45,200		\$34,100	\$39,200	\$45,200
Non-profit, 50-100 FTEs, Washington	16.66%		\$35,300	\$41,500	\$47,900		\$36,100	\$41,600	\$48,000
Overall	25.00%		\$34,183	\$40,167	\$46,383		\$34,983	\$40,233	\$46,467

Survey Information										
Survey:		Compdata Surveys								
Job Title:		NO MATCH								
Job Description:										
Scope		Weight		Base 25th Percentile	Base 50th Percentile	Base 75th Percentile		TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile
		0.00%		--	--	--		--	--	--
		0.00%		--	--	--		--	--	--
		0.00%		--	--	--		--	--	--
		0.00%		--	--	--		--	--	--
Overall		0.00%		--	--	--		--	--	--

Survey Information									
Survey:		Economic Research Institute Salary Assessor							
Job Title:		Community Outreach Worker							
Job Description:		Explains supportive services, programs and resources available to members of the community. Creates and distributes literature and multimedia materials, such as fliers and brochures, that advertise available programs. Arranges and conducts programs, services, and special events that strengthen and engage the community and develop relationships. Minimum of 1 year of experience.							
Scope	Weight		Base 25th Percentile	Base 50th Percentile	Base 75th Percentile		TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile
Educational Services, \$5.5M (Op. Budget), Washington	12.50%		\$43,208	\$44,869	\$47,526		\$43,416	\$45,087	\$47,759
Educational Services, 58 FTEs, Washington	12.50%		\$43,208	\$44,869	\$47,526		\$43,416	\$45,087	\$47,759
Government Support Services, \$5.5M (Op. Budget), Washington	12.50%		\$43,282	\$44,863	\$47,453		\$43,482	\$45,074	\$47,678
Government Support Services, 58 FTEs, Washington	12.50%		\$43,282	\$44,863	\$47,453		\$43,482	\$45,074	\$47,678
Libraries, \$5.5M (Op. Budget), Washington	12.50%		\$43,210	\$44,869	\$47,525		\$43,417	\$45,086	\$47,757
Libraries, 58 FTEs, Washington	12.50%		\$43,210	\$44,869	\$47,525		\$43,417	\$45,086	\$47,757
Nonprofit Services, \$5.5M (Op. Budget), Washington	12.50%		\$43,268	\$44,864	\$47,465		\$43,470	\$45,076	\$47,692
Nonprofit Services, 58 FTEs, Washington	12.50%		\$43,268	\$44,864	\$47,465		\$43,470	\$45,076	\$47,692
Overall	25.00%		\$43,242	\$44,866	\$47,492		\$43,446	\$45,081	\$47,722

Base = Cash compensation paid to employees for regular job performance (i.e., hourly rate, exempt salary)

TCC (Total Cash Compensation) = Base pay plus additional cash compensation paid within a year (e.g., bonuses, commissions, and other variable pay) – excludes benefits, long-term incentives, retirement plan contributions



Survey Information								
Survey:		Economic Research Institute Salary Assessor						
Job Title:		NO MATCH						
Job Description:								
Scope	Weight	Base 25th Percentile	Base 50th Percentile	Base 75th Percentile	TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile	
	0.00%	--	--	--	--	--	--	--
	0.00%	--	--	--	--	--	--	--
	0.00%	--	--	--	--	--	--	--
	0.00%	--	--	--	--	--	--	--
	0.00%	--	--	--	--	--	--	--
	0.00%	--	--	--	--	--	--	--
	0.00%	--	--	--	--	--	--	--
	0.00%	--	--	--	--	--	--	--
	0.00%	--	--	--	--	--	--	--
Overall	0.00%	--	--	--	--	--	--	--

Survey Information								
Survey:		Milliman 2022 Washington Public Employers Salary Survey						
Job Title:		Customer Service Representative						
Job Description:		Answers customer inquiries regarding accounts, products, or services. Troubleshoots, analyzes, and remedies customer problems, within established guidelines. May research or update the organization's computerized records. Acts as a liaison between customer and the organization's various departments. May prepare customer correspondence. May function in a call center environment. This is the intermediate level typically requiring broad knowledge of the organization's procedures, products, and services.						
Scope	Weight	Base 25th Percentile	Base 50th Percentile	Base 75th Percentile	TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile	
All Participants	22.22%	\$52,981	\$59,777	\$66,681	\$52,981	\$59,777	\$66,681	
Agency Type - City	0.00%	--	--	--	--	--	--	
Agency Type - County	0.00%	--	--	--	--	--	--	
Agency Type - Other	22.22%	\$53,494	\$59,158	\$71,874	\$53,494	\$59,158	\$71,874	
Geography - Puget Sound	11.12%	\$52,981	\$66,681	\$79,311	\$52,981	\$66,681	\$79,311	
Geography - Western Washington	22.22%	--	\$59,777	--	--	\$59,777	--	
Geography - Eastern Washington	22.22%	\$42,381	\$55,033	\$60,632	\$42,381	\$55,033	\$60,632	
Overall	12.50%	\$50,459	\$59,353	\$69,625	\$50,459	\$59,353	\$69,625	

Survey Information								
Survey:		Washington State 2022 Salary and Benefits Data						
Job Title:		Library Assistant 2						
Job Description:								
Scope	Weight	Base 25th Percentile	Base 50th Percentile	Base 75th Percentile	TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile	
Anacortes Public Library	6.25%	\$44,133	\$48,225	\$52,703	\$44,133	\$48,225	\$52,703	
Asotin County Library	0.00%	--	--	--	--	--	--	
Bellingham Public Library	8.75%	\$44,605	\$50,282	\$54,438	\$44,605	\$50,282	\$54,438	
Burlington Public Library	0.00%	--	--	--	--	--	--	
Camas Public Library	0.00%	--	--	--	--	--	--	
Central Skagit Library District	0.00%	--	--	--	--	--	--	
Cle Elum (Carpenter Memorial) Library	0.00%	--	--	--	--	--	--	
Columbia County Rural Library District	0.00%	--	--	\$33,743	--	--	\$33,743	
Ellensburg Public Library	0.00%	--	--	--	--	--	--	
Everett Public Library	6.25%	\$49,339	\$54,331	\$59,880	\$49,339	\$54,331	\$59,880	
Fort Vancouver Regional Library District	3.13%	\$36,914	\$42,591	\$51,675	\$36,914	\$42,591	\$51,675	
Grandview Library	0.00%	--	--	--	--	--	--	
Jefferson County Library	8.75%	\$38,885	\$42,591	\$46,404	\$38,885	\$42,591	\$46,404	
Kalama Public Library	0.00%	\$29,351	--	--	\$29,351	--	--	
King County Library System	0.00%	--	--	--	--	--	--	
Kitsap Regional Library	0.00%	--	--	--	--	--	--	
Liberty Lake Municipal Library	6.25%	\$33,978	\$42,591	\$38,285	\$33,978	\$42,591	\$38,285	
Lopez Island Library District	0.00%	--	--	--	--	--	--	
Mid-Columbia Libraries	8.75%	\$34,793	\$39,184	\$45,826	\$34,793	\$39,184	\$45,826	
Mount Vernon City Library	0.00%	--	--	--	--	--	--	
North Central Regional Library	0.00%	--	--	--	--	--	--	
Orcas Island Library District	0.00%	--	--	--	--	--	--	
Pierce County Library System	3.13%	\$47,326	\$54,845	\$65,493	\$47,326	\$54,845	\$65,493	
Port Townsend Public Library	0.00%	--	--	--	--	--	--	
Pullman (Neill) Public Library	0.00%	--	--	--	--	--	--	
Richland Public Library	6.25%	\$49,018	\$58,809	\$68,600	\$49,018	\$58,809	\$68,600	
San Juan Island Library District	0.00%	--	--	--	--	--	--	
Seattle Public Library	3.13%	\$48,333	\$53,174	\$58,702	\$48,333	\$53,174	\$58,702	
Sno-Isle Libraries	3.13%	\$46,104	\$57,631	\$63,415	\$46,104	\$57,631	\$63,415	
Spokane County Library District	6.25%	\$36,421	\$40,984	\$49,832	\$36,421	\$40,984	\$49,832	
Spokane Public Library	6.25%	\$37,492	\$42,312	\$47,133	\$37,492	\$42,312	\$47,133	
Stevens County Rural Library District	6.25%	\$38,563	\$42,591	\$47,518	\$38,563	\$42,591	\$47,518	
Tacoma Public Library	0.00%	--	--	--	--	--	--	
Timberland Regional Library	0.00%	--	--	--	--	--	--	
Upper Skagit Library District	0.00%	--	--	--	--	--	--	
Walla Walla County Rural Library District	0.00%	--	--	--	--	--	--	
Walla Walla Public Library	0.00%	--	--	--	--	--	--	
Whatcom County Library System	8.74%	\$34,643	\$41,584	\$48,504	\$34,643	\$41,584	\$48,504	
Whitman County Library	0.00%	--	--	--	--	--	--	
Wilbur (Hesseltine) Public Library	0.00%	--	--	--	--	--	--	
Yakima Valley Libraries	8.74%	\$32,307	\$38,585	\$46,533	\$32,307	\$38,585	\$46,533	
Overall	12.50%	\$40,182	\$45,695	\$51,754	\$40,182	\$45,695	\$51,754	

North Olympic Library System 2022 Compensation Analysis 2022

Position Information				
Job Title:	Acquisitions Lead			
Job Description:	Individuals assigned to this classification perform a variety of clerical and specialized tasks of an advanced nature associated with the ordering, processing, distribution, maintenance and bibliographic control of library materials and resources. May assign work to staff and volunteers. Tasks are of a more complex and demanding nature. Work is performed under general supervision.			
Effective Date:	1/1/2023		Market Data Summary - Weighted Averages	
Notes:	A 10% premium has been applied to the Compdata and ERI data to account for additional responsibilities related to cataloging materials and training.		Avg. 25th Base:	\$44,541
			Avg. 50th Base:	\$49,658
			Avg. 75th Base:	\$55,794
			Avg. 25th TCC:	\$45,129
			Avg. 50th TCC:	\$50,397
			Avg. 75th TCC:	\$56,915

Survey Information									
Survey:	CompAnalyst Market Database								
Job Title:	Ordering and Inventory Clerk								
Job Description:	Initiates purchase orders based on business requirements and inventory levels. Administers purchasing and contract database. Monitors vendor pricing and availability. Expedites delayed orders. Resolves issues related to inventory returns, replacements, and credit arrangements. Requires a high school diploma. Typically reports to a supervisor or team leader. A03-Senior : Works independently within established procedures associated with the specific job function. Has gained proficiency in multiple competencies relevant to the job. Typically requires 3-5 years of related experience, or may need 2 years experience with additional specialized training and/or certification.								
Scope	Weight		Base 25th Percentile	Base 50th Percentile	Base 75th Percentile		TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile
Education, \$5M-\$10M (Revenue), Washington	16.67%		\$48,600	\$56,400	\$66,100		\$49,600	\$57,900	\$68,100
Education, 50-100 FTEs, Washington	16.67%		\$52,700	\$61,200	\$71,700		\$53,800	\$62,700	\$73,800
Government, \$5M-\$20M (Revenue), Washington	16.67%		\$48,500	\$56,300	\$66,000		\$49,500	\$57,700	\$68,000
Government, 50-100 FTEs, Washington	16.67%		\$52,600	\$61,000	\$71,600		\$53,700	\$62,600	\$73,700
Non-profit, \$5M-\$10M (Revenue), Washington	16.66%		\$48,800	\$56,700	\$66,500		\$49,900	\$58,100	\$68,500
Non-profit, 50-100 FTEs, Washington	16.66%		\$53,000	\$61,500	\$72,100		\$54,100	\$63,000	\$74,200
Overall	33.34%		\$50,700	\$58,850	\$69,000		\$51,767	\$60,333	\$71,050

Survey Information									
Survey:	Compdata Surveys								
Job Title:	Inventory Clerk								
Job Description:	Compiles and maintains database of inventory records of the quantity, cost, and type of material, equipment, merchandise, or supplies stocked in the organization. Records receipt or disbursement of inventory items and computes balance, price, and cost. Compares inventory records against physical count of inventory and makes adjustments to or investigates inaccuracies. Prepares reports and recommends options for defective or unusable items. May stock and issue materials or merchandise. High school education or equivalent preferred.								
Scope	Weight		Base 25th Percentile	Base 50th Percentile	Base 75th Percentile		TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile
All Industries, All Sizes, Washington	33.34%		\$40,828	\$46,677	\$52,076		\$40,828	\$46,677	\$53,651
All Industries, <\$20M (Revenue), Washington	33.33%		\$34,980	\$40,828	\$43,190		\$34,980	\$40,828	\$43,190
All Industries, <100 FTEs, Washington	33.33%		\$39,816	\$43,190	\$50,614		\$39,816	\$43,190	\$50,614
Not-for-profit, All Sizes, Washington	0.00%		--	--	--		--	--	--
Overall	33.33%		\$38,542	\$43,566	\$48,627		\$38,542	\$43,566	\$49,152

Survey Information									
Survey:	Economic Research Institute Salary Assessor								
Job Title:	Inventory Clerk								
Job Description:	Assists in handling a company's inventory; and keeps inventory operations smooth and efficient in the stock room, warehouse, or receiving department. Processes inventory orders, logs items that have been received and items that have been taken from inventory, and moves product from the stock room or warehouse to the required location, and vice versa. Inspects shipments of new stock as they come in, checks to make sure orders have been filled correctly, and looks for damage; and makes arrangements to correct damaged or incorrect orders. Minimum of 2 years of experience.								
Scope	Weight		Base 25th Percentile	Base 50th Percentile	Base 75th Percentile		TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile
Educational Services, \$5.5M (Op. Budget), Washington	12.50%		\$44,420	\$46,609	\$49,819		\$45,120	\$47,345	\$50,608
Educational Services, 58 FTEs, Washington	12.50%		\$44,420	\$46,609	\$49,819		\$45,120	\$47,345	\$50,608
Government Support Services, \$5.5M (Op. Budget), Washington	12.50%		\$44,330	\$46,492	\$49,674		\$45,024	\$47,222	\$50,456
Government Support Services, 58 FTEs, Washington	12.50%		\$44,330	\$46,492	\$49,674		\$45,024	\$47,222	\$50,456
Libraries, \$5.5M (Op. Budget), Washington	12.50%		\$44,418	\$46,607	\$49,816		\$45,118	\$47,343	\$50,604
Libraries, 58 FTEs, Washington	12.50%		\$44,418	\$46,607	\$49,816		\$45,118	\$47,343	\$50,604
Nonprofit Services, \$5.5M (Op. Budget), Washington	12.50%		\$44,347	\$46,514	\$49,700		\$45,042	\$47,244	\$50,483
Nonprofit Services, 58 FTEs, Washington	12.50%		\$44,347	\$46,514	\$49,700		\$45,042	\$47,244	\$50,483
Overall	33.33%		\$44,379	\$46,555	\$49,752		\$45,076	\$47,288	\$50,538

Base = Cash compensation paid to employees for regular job performance (i.e., hourly rate, exempt salary)

TCC (Total Cash Compensation) = Base pay plus additional cash compensation paid within a year (e.g., bonuses, commissions, and other variable pay) – excludes benefits, long-term incentives, retirement plan contributions



Survey Information									
Survey:		Milliman 2022 Washington Public Employers Salary Survey							
Job Title:		NO MATCH							
Job Description:									
Scope	Weight		Base 25th Percentile	Base 50th Percentile	Base 75th Percentile		TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile
	0.00%		--	--	--		--	--	--
	0.00%		--	--	--		--	--	--
	0.00%		--	--	--		--	--	--
	0.00%		--	--	--		--	--	--
	0.00%		--	--	--		--	--	--
	0.00%		--	--	--		--	--	--
Overall	0.00%		--	--	--		--	--	--

[illegible]

North Olympic Library System 2022 Compensation Analysis 2022

Position Information			
Job Title:	Administrative Operations Specialist		
Job Description:	Individuals assigned to this position are responsible for performing a variety of job activities that support the Library's Administrative Operations, including tasks and responsibilities of a more complex and demanding nature. Much of the work is confidential in nature, and is performed under general supervision.		
Effective Date:	1/1/2023		
Notes:	A 10% discount has been applied to the total market data summary to account for the level of the position.		
			Market Data Summary - Weighted Averages
			Avg. 25th Base: \$45,520
			Avg. 50th Base: \$52,007
			Avg. 75th Base: \$58,807
			Avg. 25th TCC: \$45,936
			Avg. 50th TCC: \$52,562
			Avg. 75th TCC: \$59,501

Survey Information									
Survey:		CompAnalyst Market Database							
Job Title:		Administrative Assistant III							
Job Description:		Provides administrative support to an individual, team, department or group in an organization. Collects, reviews and analyzes data and prepares reports, charts, budgets, and other presentation materials utilizing word processing, spreadsheet, or specialized software. Prepares and distributes reports or other communications on a regular schedule. Maintains files, databases, and archives of relevant records. Screens calls and responds to or routes routine inquiries from external or internal sources with appropriate correspondence or other messaging. Schedules and coordinates meetings, travel, and other group activities. May manage expense reporting, invoicing, office supply inventory, or other routine processes. Requires a high school diploma. Typically reports to a supervisor or manager. A03-Senior : Works independently within established procedures associated with the specific job function. Typically requires 3-5 years of related experience.							
Scope		Weight	Base 25th Percentile	Base 50th Percentile	Base 75th Percentile		TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile
Education, \$5M-\$10M (Revenue), Washington		16.67%	\$54,700	\$61,500	\$69,000		\$55,800	\$63,000	\$70,900
Education, 50-100 FTEs, Washington		16.67%	\$53,900	\$60,600	\$68,000		\$54,900	\$62,100	\$69,900
Government, \$5M-\$20M (Revenue), Washington		16.67%	\$54,600	\$61,400	\$68,800		\$55,600	\$62,900	\$70,700
Government, 50-100 FTEs, Washington		16.67%	\$53,800	\$60,500	\$67,800		\$54,800	\$62,000	\$69,700
Non-profit, \$5M-\$10M (Revenue), Washington		16.66%	\$55,000	\$61,900	\$69,400		\$56,100	\$63,400	\$71,300
Non-profit, 50-100 FTEs, Washington		16.66%	\$54,200	\$61,000	\$68,400		\$55,300	\$62,500	\$70,300
Overall		35.00%	\$54,367	\$61,150	\$68,567		\$55,417	\$62,650	\$70,467

Survey Information									
	Survey:	Compdata Surveys							
	Job Title:	Administrative Assistant II (Senior)							
	Job Description:	Provides general secretarial and administrative support to a department or group of professionals under general supervision. Performs work that is varied and generally administrative or project oriented. Requires a broad understanding of organization operations, organizational procedures, and personnel. Handles confidential and sensitive material. Makes some independent decisions regarding planning, organizing, and scheduling work. Associate's degree required and five years experience.							
Scope	Weight		Base 25th Percentile	Base 50th Percentile	Base 75th Percentile		TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile
All Industries, All Sizes, Washington	25.00%		\$46,013	\$56,442	\$64,929		\$46,831	\$56,953	\$65,645
All Industries, <\$20M (Revenue), Washington	25.00%		\$45,195	\$53,681	\$57,976		\$45,195	\$53,681	\$57,976
All Industries, <100 FTEs, Washington	25.00%		\$45,195	\$53,681	\$57,976		\$45,195	\$53,681	\$57,976
Not-for-profit, All Sizes, Washington	25.00%		\$46,013	\$56,749	\$65,849		\$46,013	\$56,749	\$65,849
Overall	10.00%		\$45,604	\$55,138	\$61,682		\$45,808	\$55,266	\$61,861

Survey Information										
Survey:		Economic Research Institute Salary Assessor								
Job Title:		Administrative Assistant								
Job Description:		Supports an organization or department by performing administrative services. Assists management with administrative tasks such as tracking and compiling information of interest. Prepares various reports detailing the administrative information handled by the position. Reads and answers correspondence. May handle confidential information. NOTE: This is not a secretarial position. Minimum of 3 years of experience.								
Scope		Weight		Base 25th Percentile	Base 50th Percentile	Base 75th Percentile		TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile
Educational Services, \$5.5M (Op. Budget), Washington		12.50%		\$42,526	\$45,448	\$49,620		\$43,273	\$46,248	\$50,496
Educational Services, 58 FTEs, Washington		12.50%		\$42,526	\$45,448	\$49,620		\$43,273	\$46,248	\$50,496
Government Support Services, \$5.5M (Op. Budget), Washington		12.50%		\$42,416	\$45,299	\$49,434		\$43,156	\$46,092	\$50,302
Government Support Services, 58 FTEs, Washington		12.50%		\$42,416	\$45,299	\$49,434		\$43,156	\$46,092	\$50,302
Libraries, \$5.5M (Op. Budget), Washington		12.50%		\$42,523	\$45,445	\$49,616		\$43,270	\$46,245	\$50,492
Libraries, 58 FTEs, Washington		12.50%		\$42,523	\$45,445	\$49,616		\$43,270	\$46,245	\$50,492
Nonprofit Services, \$5.5M (Op. Budget), Washington		12.50%		\$42,436	\$45,326	\$49,467		\$43,177	\$46,120	\$50,337
Nonprofit Services, 58 FTEs, Washington		12.50%		\$42,436	\$45,326	\$49,467		\$43,177	\$46,120	\$50,337
Overall		10.00%		\$42,475	\$45,380	\$49,534		\$43,219	\$46,176	\$50,407

Base = Cash compensation paid to employees for regular job performance (i.e., hourly rate, exempt salary)

TCC (Total Cash Compensation) = Base pay plus additional cash compensation paid within a year (e.g., bonuses, commissions, and other variable pay) – excludes benefits, long-term incentives, retirement plan contributions



Survey Information								
Survey:		Milliman 2022 Washington Public Employers Salary Survey						
Job Title:		Office Support Specialist - Intermediate						
Job Description:		Performs moderately complex clerical and secretarial duties. Assignments require a basic knowledge of practices and procedures of the function. Sets up and maintains files, prepares reports, agendas, memos and correspondence. May prepare documents from rough draft to final form. Transcribes dictation, answers routine correspondence, arranges meetings, makes appointments, screens calls and takes messages. Works under limited supervision. This is the intermediate level position typically requiring demonstrated secretarial skills and a working knowledge of office equipment, including word processing and spreadsheet software, with 1-2 years of secretarial experience.						
Scope	Weight	Base 25th Percentile	Base 50th Percentile	Base 75th Percentile	TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile	
All Participants	22.22%	\$50,096	\$58,559	\$64,779	\$50,096	\$58,559	\$64,779	
Agency Type - City	0.00%	--	--	--	--	--	--	
Agency Type - County	22.22%	--	\$55,289	--	--	\$55,289	--	
Agency Type - Other	22.22%	\$49,711	\$58,645	\$66,146	\$49,711	\$58,645	\$66,146	
Geography - Puget Sound	11.12%	\$53,601	\$64,351	\$68,732	\$53,601	\$64,351	\$68,732	
Geography - Western Washington	0.00%	--	--	--	--	--	--	
Geography - Eastern Washington	22.22%	\$39,154	\$53,900	\$59,136	\$39,154	\$53,900	\$59,136	
Overall	10.00%	\$48,140	\$57,460	\$64,698	\$48,140	\$57,460	\$64,698	

Survey Information								
Survey:		Washington State 2022 Salary and Benefits Data						
Job Title:		Administrative Secretary						
Job Description:								
Scope	Weight	Base 25th Percentile	Base 50th Percentile	Base 75th Percentile	TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile	
Anacortes Public Library	0.00%	--	--	--	--	--	--	
Asotin County Library	0.00%	--	--	--	--	--	--	
Bellingham Public Library	0.00%	--	--	--	--	--	--	
Burlington Public Library	0.00%	--	--	--	--	--	--	
Camas Public Library	0.00%	--	--	--	--	--	--	
Central Skagit Library District	0.00%	--	--	--	--	--	--	
Cle Elum (Carpenter Memorial) Library	0.00%	--	--	--	--	--	--	
Columbia County Rural Library District	0.00%	--	--	--	--	--	--	
Ellensburg Public Library	0.00%	--	--	--	--	--	--	
Everett Public Library	0.00%	--	--	--	--	--	--	
Fort Vancouver Regional Library District	3.34%	\$46,983	\$58,723	\$70,464	\$46,983	\$58,723	\$70,464	
Grandview Library	0.00%	--	--	--	--	--	--	
Jefferson County Library	0.00%	--	--	--	--	--	--	
Kalama Public Library	0.00%	--	--	--	--	--	--	
King County Library System	3.34%	\$75,948	\$83,532	\$91,116	\$75,948	\$83,532	\$91,116	
Kitsap Regional Library	6.67%	\$46,040	\$51,803	\$60,073	\$46,040	\$51,803	\$60,073	
Liberty Lake Municipal Library	0.00%	--	--	--	--	--	--	
Lopez Island Library District	0.00%	--	--	--	--	--	--	
Mid-Columbia Libraries	12.22%	\$49,554	\$55,788	\$65,258	\$49,554	\$55,788	\$65,258	
Mount Vernon City Library	0.00%	--	--	--	--	--	--	
North Central Regional Library	6.67%	\$46,897	\$54,374	\$63,029	\$46,897	\$54,374	\$63,029	
Orcas Island Library District	0.00%	--	--	--	--	--	--	
Pierce County Library System	3.34%	\$54,845	\$63,586	\$75,905	\$54,845	\$63,586	\$75,905	
Port Townsend Public Library	0.00%	--	--	--	--	--	--	
Pullman (Neill) Public Library	0.00%	--	--	--	--	--	--	
Richland Public Library	0.00%	--	--	--	--	--	--	
San Juan Island Library District	0.00%	--	--	--	--	--	--	
Seattle Public Library	3.34%	\$60,844	\$65,622	\$71,685	\$60,844	\$65,622	\$71,685	
Sno-Isle Libraries	3.34%	\$58,038	\$72,349	\$79,526	\$58,038	\$72,349	\$79,526	
Spokane County Library District	6.67%	\$46,297	\$52,103	\$63,394	\$46,297	\$52,103	\$63,394	
Spokane Public Library	0.00%	--	--	--	--	--	--	
Stevens County Rural Library District	6.67%	\$46,062	\$50,882	\$56,774	\$46,062	\$50,882	\$56,774	
Tacoma Public Library	6.66%	\$67,464	\$74,491	\$82,290	\$67,464	\$74,491	\$82,290	
Timberland Regional Library	6.66%	\$43,491	\$50,411	\$60,201	\$43,491	\$50,411	\$60,201	
Upper Skagit Library District	0.00%	--	--	--	--	--	--	
Walla Walla County Rural Library District	6.66%	\$57,652	\$64,026	\$70,399	\$57,652	\$64,026	\$70,399	
Walla Walla Public Library	0.00%	--	--	--	--	--	--	
Whatcom County Library System	12.21%	\$62,215	\$74,663	\$87,110	\$62,215	\$74,663	\$87,110	
Whitman County Library	0.00%	--	--	--	--	--	--	
Wilbur (Hesseltine) Public Library	0.00%	--	--	--	--	--	--	
Yakima Valley Libraries	12.21%	\$33,357	\$39,827	\$48,033	\$33,357	\$39,827	\$48,033	
Overall	35.00%	\$51,222	\$58,814	\$67,862	\$51,222	\$58,814	\$67,862	

North Olympic Library System 2022 Compensation Analysis 2022

Position Information			
Job Title:	Collection Services Manager		
Job Description:	The individual assigned to this classification provides leadership direction to ensure delivery of high- quality customer-focused services in managing the library system's collections and technical services. Manages operations of the Technical Services Department. Coordinates system-wide use of the Library's ILS and coordinates collection management throughout NOLS. Participates in systemwide planning, decision making, project oversight, and other management activities. Manages staff and volunteers, and supervises and performs the full range of responsibilities in the areas of materials acquisition, cataloging, serials, the management of electronic resources, physical processing of library materials and database maintenance. Exercises independent judgment and action.		
Effective Date:	1/1/2023		
Notes:			
	Market Data Summary - Weighted Averages		
	Avg. 25th Base:	\$70,851	
	Avg. 50th Base:	\$82,743	
	Avg. 75th Base:	\$98,675	
	Avg. 25th TCC:	\$70,851	
	Avg. 50th TCC:	\$82,743	
	Avg. 75th TCC:	\$98,675	

Survey Information									
Survey:	CompAnalyst Market Database								
Job Title:	Library Technical Services Director								
Job Description:	Implements use of technology for library technical services operations. Develops policy and plan regarding materials acquisition budget, cataloging, serials and electronic licensing. Requires a master's degree. Typically reports to a head of a unit/department. M03-Sr. Manager / Associate Director : Typically manages through subordinate managers and professionals in larger groups of moderate complexity. Provides input to strategic decisions that affect the functional area of responsibility. May give input into developing the budget. Capable of resolving escalated issues arising from operations and requiring coordination with other departments. Typically requires 3+ years of managerial experience.								
Scope	Weight		Base 25th Percentile	Base 50th Percentile	Base 75th Percentile		TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile
Education, \$5M-\$10M (Revenue), Washington	16.67%		\$70,900	\$86,900	\$106,600		\$70,900	\$86,900	\$106,600
Education, 50-100 FTEs, Washington	16.67%		\$65,000	\$79,700	\$97,700		\$65,000	\$79,700	\$97,700
Government, \$5M-\$20M (Revenue), Washington	16.67%		\$66,300	\$81,300	\$99,700		\$66,300	\$81,300	\$99,700
Government, 50-100 FTEs, Washington	16.67%		\$60,800	\$74,500	\$91,400		\$60,800	\$74,500	\$91,400
Non-profit, \$5M-\$10M (Revenue), Washington	16.66%		\$71,100	\$87,300	\$107,000		\$71,100	\$87,300	\$107,000
Non-profit, 50-100 FTEs, Washington	16.66%		\$65,200	\$80,000	\$98,100		\$65,200	\$80,000	\$98,100
Overall	50.00%		\$66,550	\$81,616	\$100,083		\$66,550	\$81,616	\$100,083

Survey Information									
Survey:	Compdata Surveys								
Job Title:	NO MATCH								
Job Description:									
Scope	Weight		Base 25th Percentile	Base 50th Percentile	Base 75th Percentile		TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile
	0.00%		--	--	--		--	--	--
	0.00%		--	--	--		--	--	--
	0.00%		--	--	--		--	--	--
	0.00%		--	--	--		--	--	--
Overall	0.00%		--	--	--		--	--	--

Survey Information									
Survey:	Economic Research Institute Salary Assessor								
Job Title:	NO MATCH								
Job Description:									
Scope	Weight		Base 25th Percentile	Base 50th Percentile	Base 75th Percentile		TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile
	0.00%		--	--	--		--	--	--
	0.00%		--	--	--		--	--	--
	0.00%		--	--	--		--	--	--
	0.00%		--	--	--		--	--	--
	0.00%		--	--	--		--	--	--
	0.00%		--	--	--		--	--	--
	0.00%		--	--	--		--	--	--
	0.00%		--	--	--		--	--	--
Overall	0.00%		--	--	--		--	--	--

Base = Cash compensation paid to employees for regular job performance (i.e., hourly rate, exempt salary)

TCC (Total Cash Compensation) = Base pay plus additional cash compensation paid within a year (e.g., bonuses, commissions, and other variable pay) – excludes benefits, long-term incentives, retirement plan contributions



Survey Information									
Survey:		Milliman 2022 Washington Public Employers Salary Survey							
Job Title:		NO MATCH							
Job Description:									
Scope	Weight		Base 25th Percentile	Base 50th Percentile	Base 75th Percentile		TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile
	0.00%		--	--	--		--	--	--
	0.00%		--	--	--		--	--	--
	0.00%		--	--	--		--	--	--
	0.00%		--	--	--		--	--	--
	0.00%		--	--	--		--	--	--
	0.00%		--	--	--		--	--	--
	0.00%		--	--	--		--	--	--
Overall	0.00%		--	--	--		--	--	--

Survey Information									
Survey:		Washington State 2022 Salary and Benefits Data							
Job Title:		Collection Development Coordinator							
Job Description:									
Scope	Weight		Base 25th Percentile	Base 50th Percentile	Base 75th Percentile		TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile
Anacortes Public Library	0.00%		--	--	--		--	--	--
Asotin County Library	0.00%		--	--	--		--	--	--
Bellingham Public Library	0.00%		--	--	--		--	--	--
Burlington Public Library	0.00%		--	--	--		--	--	--
Camas Public Library	0.00%		--	--	--		--	--	--
Central Skagit Library District	0.00%		--	--	--		--	--	--
Cle Elum (Carpenter Memorial) Library	0.00%		--	--	--		--	--	--
Columbia County Rural Library District	0.00%		--	--	--		--	--	--
Ellensburg Public Library	0.00%		--	--	--		--	--	--
Everett Public Library	0.00%		--	--	--		--	--	--
Fort Vancouver Regional Library District	3.57%		\$72,435	\$90,988	\$108,663		\$72,435	\$90,988	\$108,663
Grandview Library	0.00%		--	--	--		--	--	--
Jefferson County Library	0.00%		--	--	--		--	--	--
Kalama Public Library	0.00%		--	--	--		--	--	--
King County Library System	3.57%		\$99,793	\$109,777	\$119,760		\$99,793	\$109,777	\$119,760
Kitsap Regional Library	7.15%		\$81,004	\$91,159	\$105,685		\$81,004	\$91,159	\$105,685
Liberty Lake Municipal Library	0.00%		--	--	--		--	--	--
Lopez Island Library District	7.15%		\$53,560	--	--		\$53,560	--	--
Mid-Columbia Libraries	0.00%		--	--	--		--	--	--
Mount Vernon City Library	0.00%		--	--	--		--	--	--
North Central Regional Library	7.14%		\$70,528	\$81,754	\$94,780		\$70,528	\$81,754	\$94,780
Orcas Island Library District	0.00%		--	--	--		--	--	--
Pierce County Library System	3.57%		\$71,556	\$82,954	\$99,043		\$71,556	\$82,954	\$99,043
Port Townsend Public Library	0.00%		--	--	--		--	--	--
Pullman (Neill) Public Library	0.00%		--	--	--		--	--	--
Richland Public Library	0.00%		--	--	--		--	--	--
San Juan Island Library District	0.00%		--	--	--		--	--	--
Seattle Public Library	3.57%		\$93,473	\$102,985	\$113,419		\$93,473	\$102,985	\$113,419
Sno-Isle Libraries	3.56%		\$119,867	\$152,260	\$168,414		\$119,867	\$152,260	\$168,414
Spokane County Library District	7.14%		\$87,710	\$98,658	\$120,017		\$87,710	\$98,658	\$120,017
Spokane Public Library	0.00%		--	--	--		--	--	--
Stevens County Rural Library District	7.14%		\$56,774	\$62,708	\$69,971		\$56,774	\$62,708	\$69,971
Tacoma Public Library	7.14%		\$91,223	\$100,778	\$111,298		\$91,223	\$100,778	\$111,298
Timberland Regional Library	7.14%		\$96,601	\$111,983	\$133,707		\$96,601	\$111,983	\$133,707
Upper Skagit Library District	0.00%		--	--	--		--	--	--
Walla Walla County Rural Library District	0.00%		--	--	--		--	--	--
Walla Walla Public Library	0.00%		--	--	--		--	--	--
Whatcom County Library System	16.08%		\$91,930	\$110,312	\$128,715		\$91,930	\$110,312	\$128,715
Whitman County Library	0.00%		--	--	--		--	--	--
Wilbur (Hesseltine) Public Library	0.00%		--	--	--		--	--	--
Yakima Valley Libraries	16.08%		\$40,834	\$48,740	\$58,787		\$40,834	\$48,740	\$58,787
Overall	50.00%		\$75,152	\$83,869	\$97,268		\$75,152	\$83,869	\$97,268

North Olympic Library System 2022 Compensation Analysis 2022

Position Information															
Job Title:	Facilities Technician I														
Job Description:	Individuals assigned to this classification clean and assist in maintaining library facilities and grounds. Tasks are generally routine and recurring, and are performed under general supervision.														
Effective Date:	1/1/2023		<div>Market Data Summary - Weighted Averages</div> <table><tr><td>Avg. 25th Base:</td><td>\$33,542</td></tr><tr><td>Avg. 50th Base:</td><td>\$38,393</td></tr><tr><td>Avg. 75th Base:</td><td>\$42,003</td></tr><tr><td>Avg. 25th TCC:</td><td>\$33,666</td></tr><tr><td>Avg. 50th TCC:</td><td>\$38,544</td></tr><tr><td>Avg. 75th TCC:</td><td>\$42,161</td></tr></table>	Avg. 25th Base:	\$33,542	Avg. 50th Base:	\$38,393	Avg. 75th Base:	\$42,003	Avg. 25th TCC:	\$33,666	Avg. 50th TCC:	\$38,544	Avg. 75th TCC:	\$42,161
Avg. 25th Base:	\$33,542														
Avg. 50th Base:	\$38,393														
Avg. 75th Base:	\$42,003														
Avg. 25th TCC:	\$33,666														
Avg. 50th TCC:	\$38,544														
Avg. 75th TCC:	\$42,161														
Notes:	A 20% discount has been applied to the Milliman data to account for the scope of responsibilities.														

Survey Information									
Survey:	CompAnalyst Market Database								
Job Title:	Janitor I								
Job Description:	Cleans and maintains buildings, facilities, and equipment. Uses cleaning tools and other products to create a clean, healthy environment. Removes and disposes trash, recycling, and other waste following the appropriate policies. May need to have basic maintenance skills. May require a high school diploma. Typically reports to a supervisor or manager. A01-Entry : Works under the close direction of senior personnel in the functional area. Possesses a moderate understanding of general aspects of the job. May require 0-1 year of general work experience.								
Scope	Weight		Base 25th Percentile	Base 50th Percentile	Base 75th Percentile		TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile
Education, \$5M-\$10M (Revenue), Washington	16.67%		\$30,400	\$34,000	\$39,200		\$30,700	\$34,400	\$39,600
Education, 50-100 FTEs, Washington	16.67%		\$30,400	\$34,000	\$39,300		\$30,700	\$34,400	\$39,800
Government, \$5M-\$20M (Revenue), Washington	16.67%		\$30,400	\$34,000	\$39,200		\$30,700	\$34,400	\$39,600
Government, 50-100 FTEs, Washington	16.67%		\$30,400	\$34,000	\$39,300		\$30,700	\$34,400	\$39,700
Non-profit, \$5M-\$10M (Revenue), Washington	16.66%		\$30,400	\$34,000	\$39,300		\$30,700	\$34,400	\$39,700
Non-profit, 50-100 FTEs, Washington	16.66%		\$30,400	\$34,100	\$39,400		\$30,700	\$34,500	\$39,800
Overall	25.00%		\$30,400	\$34,017	\$39,283		\$30,700	\$34,417	\$39,700

Survey Information									
Survey:	Compdata Surveys								
Job Title:	Custodian I								
Job Description:	Performs housekeeping and janitorial duties to maintain offices, patient or guest rooms, restrooms, and public areas in clean and orderly condition. Mixes own cleaning solutions to appropriate strength. Removes trash from offices and other work areas. May assist other service personnel with minor repairs. May operate snow removal equipment. Follows established routine. Ability to read and understand cleaning instructions and information. High school education or equivalent preferred.								
Scope	Weight		Base 25th Percentile	Base 50th Percentile	Base 75th Percentile		TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile
All Industries, All Sizes, Washington	0.00%		---	---	---		---	---	---
All Industries, <\$20M (Revenue), Washington	0.00%		---	---	---		---	---	---
All Industries, <100 FTEs, Washington	100.00%		\$31,186	\$37,424	\$41,411		\$31,186	\$37,424	\$41,411
Not-for-profit, All Sizes, Washington	0.00%		---	---	---		---	---	---
Overall	25.00%		\$31,186	\$37,424	\$41,411		\$31,186	\$37,424	\$41,411

Survey Information									
Survey:	Economic Research Institute Salary Assessor								
Job Title:	Janitor								
Job Description:	Cleans and keeps hotel, office building, apartment house, or similar building in an orderly condition. Sweeps, mops, scrubs, and vacuums hallways, stairs, and office space. Empties trash and garbage containers. Notifies supervisor concerning need for major repairs or additions to lighting, heating, and ventilating equipment. Minimum of 1 year of experience.								
Scope	Weight		Base 25th Percentile	Base 50th Percentile	Base 75th Percentile		TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile
Educational Services, \$5.5M (Op. Budget), Washington	12.50%		\$35,084	\$36,550	\$38,814		\$35,280	\$36,755	\$39,032
Educational Services, 58 FTEs, Washington	12.50%		\$35,084	\$36,550	\$38,814		\$35,280	\$36,755	\$39,032
Government Support Services, \$5.5M (Op. Budget), Washington	12.50%		\$35,060	\$36,507	\$38,755		\$35,254	\$36,710	\$38,971
Government Support Services, 58 FTEs, Washington	12.50%		\$35,060	\$36,507	\$38,755		\$35,254	\$36,710	\$38,971
Libraries, \$5.5M (Op. Budget), Washington	12.50%		\$35,083	\$36,549	\$38,812		\$35,279	\$36,754	\$39,030
Libraries, 58 FTEs, Washington	12.50%		\$35,083	\$36,549	\$38,812		\$35,279	\$36,754	\$39,030
Nonprofit Services, \$5.5M (Op. Budget), Washington	12.50%		\$35,064	\$36,515	\$38,766		\$35,259	\$36,719	\$38,982
Nonprofit Services, 58 FTEs, Washington	12.50%		\$35,064	\$36,515	\$38,766		\$35,259	\$36,719	\$38,982
Overall	25.00%		\$35,073	\$36,530	\$38,787		\$35,268	\$36,735	\$39,004

Base = Cash compensation paid to employees for regular job performance (i.e., hourly rate, exempt salary)

TCC (Total Cash Compensation) = Base pay plus additional cash compensation paid within a year (e.g., bonuses, commissions, and other variable pay) – excludes benefits, long-term incentives, retirement plan contributions



Survey Information									
Survey:		Milliman 2022 Washington Public Employers Salary Survey							
Job Title:		NO MATCH							
Job Description:									
Scope	Weight		Base 25th Percentile	Base 50th Percentile	Base 75th Percentile		TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile
	0.00%		--	--	--		--	--	--
	0.00%		--	--	--		--	--	--
	0.00%		--	--	--		--	--	--
	0.00%		--	--	--		--	--	--
	0.00%		--	--	--		--	--	--
	0.00%		--	--	--		--	--	--
	0.00%		--	--	--		--	--	--
Overall	0.00%		--	--	--		--	--	--

Survey Information									
Survey:		Washington State 2022 Salary and Benefits Data							
Job Title:		Custodian							
Job Description:									
Scope	Weight		Base 25th Percentile	Base 50th Percentile	Base 75th Percentile		TCC 25th Percentile	TCC 50th Percentile	TCC 75th Percentile
Anacortes Public Library	0.00%		--	--	--		--	--	--
Asotin County Library	10.00%		\$29,329	\$30,733	\$32,136		\$29,329	\$30,733	\$32,136
Bellingham Public Library	0.00%		--	--	--		--	--	--
Burlington Public Library	0.00%		--	--	--		--	--	--
Camas Public Library	0.00%		--	--	--		--	--	--
Central Skagit Library District	0.00%		--	--	--		--	--	--
Cle Elum (Carpenter Memorial) Library	0.00%		--	--	--		--	--	--
Columbia County Rural Library District	0.00%		--	--	--		--	--	--
Ellensburg Public Library	0.00%		--	--	--		--	--	--
Everett Public Library	0.00%		--	--	--		--	--	--
Fort Vancouver Regional Library District	0.00%		--	--	--		--	--	--
Grandview Library	0.00%		--	--	--		--	--	--
Jefferson County Library	0.00%		--	--	--		--	--	--
Kalama Public Library	0.00%		--	--	--		--	--	--
King County Library System	0.00%		--	--	--		--	--	--
Kitsap Regional Library	10.00%		\$36,506	\$41,091	\$47,626		\$36,506	\$41,091	\$47,626
Liberty Lake Municipal Library	0.00%		--	--	--		--	--	--
Lopez Island Library District	0.00%		--	--	--		--	--	--
Mid-Columbia Libraries	0.00%		--	--	--		--	--	--
Mount Vernon City Library	0.00%		--	--	--		--	--	--
North Central Regional Library	0.00%		--	--	--		--	--	--
Orcas Island Library District	10.00%		\$48,225	\$66,768	\$60,266		\$48,225	\$66,768	\$60,266
Pierce County Library System	5.00%		\$39,613	\$45,933	\$54,845		\$39,613	\$45,933	\$54,845
Port Townsend Public Library	0.00%		--	--	--		--	--	--
Pullman (Neill) Public Library	0.00%		--	--	--		--	--	--
Richland Public Library	0.00%		--	--	--		--	--	--
San Juan Island Library District	0.00%		--	--	--		--	--	--
Seattle Public Library	5.00%		\$48,161	\$52,960	\$58,273		\$48,161	\$52,960	\$58,273
Sno-Isle Libraries	0.00%		--	--	--		--	--	--
Spokane County Library District	0.00%		--	--	--		--	--	--
Spokane Public Library	10.00%		\$35,350	\$61,980	\$44,990		\$35,350	\$61,980	\$44,990
Stevens County Rural Library District	0.00%		--	--	--		--	--	--
Tacoma Public Library	10.00%		\$43,962	\$48,483	\$53,453		\$43,962	\$48,483	\$53,453
Timberland Regional Library	10.00%		\$36,421	\$42,227	\$50,411		\$36,421	\$42,227	\$50,411
Upper Skagit Library District	10.00%		\$32,136	\$32,136	\$42,848		\$32,136	\$32,136	\$42,848
Walla Walla County Rural Library District	0.00%		--	--	--		--	--	--
Walla Walla Public Library	0.00%		--	--	--		--	--	--
Whatcom County Library System	20.00%		\$34,643	\$41,584	\$48,504		\$34,643	\$41,584	\$48,504
Whitman County Library	0.00%		--	--	--		--	--	--
Wilbur (Hesseltine) Public Library	0.00%		--	--	--		--	--	--
Yakima Valley Libraries	0.00%		--	--	--		--	--	--
Overall	25.00%		\$37,510	\$45,603	\$48,530		\$37,510	\$45,603	\$48,530

Addendum D

Medical Plan Benchmark

North Olympic Library System

	NFP Online Benefits Average: Pacific Region		NFP Online Benefits Average: Nationwide		Milliman Report		North Olympic Library System		
Employee Monthly Contribution (\$)	HDHP	PPO	HDHP	PPO	HDHP	PPO	CDHP	Select PPO	Classic PPO
Employee Only	\$121.17	\$149.50	\$55.08	\$122.33	\$65.76	\$102.01	\$15.62	\$24.66	\$95.61
Employee + Spouse	\$367.42	\$458.92	\$358.00	\$385.83	\$305.22	\$373.64	\$659.22	\$679.38	\$821.28
Employee + Child(ren)	\$320.83	\$372.00	\$346.75	\$325.58	\$232.98	\$296.40	\$512.90	\$515.70	\$639.86
Family	\$467.17	\$624.75	\$414.75	\$580.42	\$470.92	\$536.45	\$1,098.17	\$1,170.43	\$1,365.54
Coinsurance									
Employee and Family	90%	80%	85%	80%		82%	85%	80%	85%
Annual Deductible (In-Network)									
Single	\$2,500.00	\$800.00	\$2,900.00	\$750.00	\$2,061.00	\$813.00	\$1,400.00	\$750.00	\$250.00
Family	\$5,000.00	\$2,000.00	\$6,000.00	\$1,500.00	\$4,174.00	\$1,883.00	\$2,800.00	\$2,250.00	\$750.00
Annual HSA/HRA ER Contribution									
Employee Only	\$250.00	N/A	\$1,000.00	N/A	\$1,097.00	N/A	\$1,750.00	N/A	N/A
Employee + Spouse	\$400.00	N/A	\$2,500.00	N/A	\$1,922.00	N/A	\$1,750.00	N/A	N/A
Employee + Child(ren)	\$400.00	N/A	\$2,500.00	N/A	\$1,911.00	N/A	\$1,750.00	N/A	N/A
Family	\$400.00	N/A	\$2,500.00	N/A	\$1,957.00	N/A	\$1,750.00	N/A	N/A
Annual Out-of-Pocket Maximum (In-Network)									
Single	\$4,000.00	\$3,500.00	\$4,000.00	\$3,500.00	\$4,070.00	\$3,213.00	\$4,200.00	\$3,500.00	\$2,000.00
Family	\$8,000.00	\$7,000.00	\$8,000.00	\$8,000.00	\$8,045.00	\$7,186.00	\$8,400.00	\$7,000.00	\$4,000.00
Office Visit Copayment (In-Network)									
Primary Care Physician	Ded., then coinsurance	\$25.00	Ded., then coinsurance	\$25.00	Ded., then coinsurance	\$22.00	Ded., then coinsurance	20%	15%
Specialist	Ded., then coinsurance	\$30.00	Ded., then coinsurance	\$45.00	Ded., then coinsurance	\$27.00	Ded., then coinsurance	20%	15%
Emergency Care									
Emergency Room Copay	Ded., then coinsurance	\$50.00	Ded., then coinsurance	\$300.00	Ded., then coinsurance	\$146.00	Ded., then coinsurance	\$75 then 20%	\$75 then 15%
Prescription Drug Coverage (In-Network)									
Retail Generic	Ded., then coinsurance	\$10.00	Ded., then coinsurance	\$10.00	Ded., then coinsurance	\$12.00	Ded., then 5% up to \$10	5% up to \$10	5% up to \$10
Retail Brand Formulary	Ded., then coinsurance	\$35.00	Ded., then coinsurance	\$35.00	Ded., then coinsurance	\$32.00	Ded., then 10% up to \$25	10% up to \$25	10% up to \$25
Retail Brand Non-Formulary	Ded., then coinsurance	\$50.00	Ded., then coinsurance	\$60.00	Ded., then coinsurance	\$63.00	Ded., then 30% up to \$75	30% up to \$75	30% up to \$75

	NFP Online Benefits Average: Pacific Region		NFP Online Benefits Average: Nationwide				North Olympic Library System		
Monthly Health Plan Premiums	HDHP	PPO	HDHP	PPO	HDHP	PPO	CDHP	Select PPO	Classic PPO
Single	\$588.58	\$787.42	\$591.92	\$642.00	\$664.54	\$765.43	\$716.78	\$725.82	\$796.77
Family	\$1,746.33	\$2,256.50	\$1,666.58	\$1,976.67	\$1,503.07	\$1,721.92	\$1,799.33	\$1,871.59	\$2,066.70
Employer Health Plan Contribution (%)									
Single	79%	81%	91%	81%	90%	87%	98%	97%	88%
Family	73%	72%	75%	71%	69%	69%	39%	37%	34%

Sources:

NFP Online Benefits Average: Pacific Region

Industry: Public Administration & Government / Media Production, Broadcasting, & Publishing (includes NAICS code 519120: Library)
 Region: Pacific (California, Oregon, Washington)
 Size: ALL
 Number Of Employers: 27

NFP Online Benefits Average: Nationwide

Industry: Public Administration & Government / Media Production, Broadcasting, & Publishing (includes NAICS code 519120: Library)
 Region: ALL
 Size: Up to 100
 Number Of Employers: 69

Milliman Report:

Industry: ALL
 Region: Alaska, Idaho, Oregon, Washington
 Size: ALL
 Number of Employers: 125

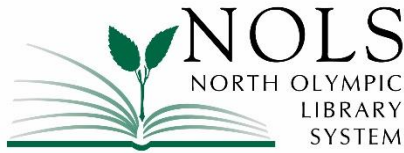
*Assumes contribution rates for employees working 37.5 hours per week

*Assumes no Tobacco Surcharge

*Group provides HSA contributions equal to HRA amounts

*Classic PPO has rx ded/oop amounts: \$100/\$300 deductibles and \$2K/\$4K oop

*Select PPO has rx ded/oop amounts: \$250/\$750 deductibles and \$2K/\$4K oop



Staff Report

Meeting Date: December 12, 2022
To: Library Board of Trustees
From: Noah Glaude, Executive Director
Subject: Approval of an Amended 2023 Operating Budget

Attachment(s): Approved 2023 Operating Budget
Proposed 2023 Amended Operating Budget
2023 Budget Guidelines

Topic/Issue: Approval of an Amended 2023 Operating Budget in the amount of \$6,039,685.

Background: On November 17, 2022, the NOLS Board of Trustees approved a 2023 Operating Budget. A detailed staff report explaining how the original 2023 Operating Budget was developed can be found in the [Board Packet from that meeting](#). Because Collective Bargaining was ongoing at that time, NOLS developed the 2023 Operating Budget utilizing costs based on the current Collective Bargaining Agreement. Once NOLS had tentative agreements approved by each Union unit in early December, personnel costs were recalculated for 2023 and a proposed Amended Operating Budget for 2023 was created.

Policy Considerations: NOLS [Policy 5.15, Fiscal Management Policy](#) states the North Olympic Library System Board of Trustees establishes Fiscal Management Policy in order ensure that the Library's fiscal, financial, and budget practices are conducted according to sound and accepted financial procedures and policies, and to support responsible and sustainable stewardship of public resources.

Policy 5.15 states that, "Amended or revised budgets may be adopted by the Board as needed."

Fiscal Considerations: Background information on NOLS' levy, budget, and fiscal outlook is detailed in the Library's [Fiscal Factors Overview document](#). A copy of this document was provided to the Board at the September meeting, and is always available to the public on the NOLS website.

The proposed amendment increases the budget \$215,013 (3.69%), from \$5,824,672 to \$6,039,685. The increased budget required 30.7% larger transfer in from the Operating Reserve to balance the budget, from \$699,967 to \$914,480. As of November 30, 2022, the Operating Reserve balance is \$927,423. Further information about NOLS historic use of the Operating Reserve can be found in the November 2022 Budget Narrative.

Almost the entire increase is due to the impacts of finalized Collective Bargaining Agreements on the personnel budget.

Discussion:

Below is a list the changes proposed in the Amended 2023 Operating Budget:

- **Operating Revenue**
 - Contributions and donations
 - \$500 (0.31%) increase from NOLS General Donation Fund
 - Transfers In
 - \$214,783 (30.7%) increase from Operating Reserve Fund
- **Operating Expenditures**
 - Personnel
 - \$158,489 (5.32%) increase in salaries and wages
 - \$49,024 (3.85%) increase in benefits
 - Supplies
 - \$2,000 (1.88%) increase in office and operating supplies (printer toner)
 - Services
 - \$5,500 (1.39%) increase in professional services (training)

Alternatives for Consideration: The Board may request more information before adopting the budget, or request that staff make changes to the proposed Amended 2023 Operating Budget.

Action/Motion: *That the Library Board approve the Amended 2023 Operating Budget as presented, in the amount of \$6,039,685.*

DRAFT - 11/17/2022

2023 Summary Operating Budget

	2022 Approved Budget	2022 Projected Actual	2023 Proposed Budget
Operating Revenue			
Taxes	4,535,000	4,535,000	4,665,000
Intergovernmental Revenues	-	94	-
Goods and Services	8,100	10,625	11,955
Library Fees	10,000	10,870	10,000
Miscellaneous revenues			
Pool Fund and Investment interest	6,300	89,500	220,000
Equipment rentals (short term)	-	-	-
Facilities rentals (short term)	-	400	1,800
Contributions and donations ⁽¹⁾	102,000	273,075	163,000
Other miscellaneous revenues	53,200	58,600	52,200
Total Miscellaneous Revenues	161,500	421,575	437,000
Nonrevenues (excises taxes) ⁽²⁾	410	670	750
Transfers In	799,636	10,177	699,967
Grand Total Operating Revenue	5,514,646	4,989,011	5,824,672
Expenditures			
Personnel			
Salaries and wages	2,870,623	2,603,900	2,980,052
Benefits	1,191,101	1,037,076	1,274,564
Total Personnel	4,061,724	3,640,976	4,254,616
Supplies			
Collection Materials	480,000	480,000	480,000
Supplies, office and operating ⁽¹⁾	106,100	105,100	106,275
Fuel	18,150	8,350	19,300
Merchandise purchased for resale	1,700	575	1,800
Small Tools/Equipment (<\$200)	1,750	960	1,450
Total Supplies	607,700	594,985	608,825

(1) Includes anticipated grants from Friends of the Library groups and other donors.

(2) Taxes paid for purchases which did not include tax when tax was due. For example, online purchases made by credit card.

DRAFT - 11/17/2022

2023 Summary Operating Budget

	2022 Approved Budget	2022 Projected Actual	2023 Proposed Budget
Services			
Professional services ⁽¹⁾	317,436	244,220	395,039
Communication	138,560	127,650	156,072
Travel	18,500	15,260	24,300
Taxes and operating assessments	4,000	5,310	6,000
Operating rentals and leases	815	3,600	9,215
Insurance	97,400	95,300	114,000
Utilities	92,840	96,540	96,100
Repair and maintenance	136,196	127,005	145,710
Miscellaneous services	21,325	20,400	13,245
Total Services	827,072	735,285	959,681
Intergovernmental services	17,740	17,100	800
Nonexpenditures (excise taxes) ⁽²⁾	410	665	750
Total Operating Expenses	5,514,646	4,989,011	5,824,672

(1) Includes anticipated grants from Friends of the Library groups and other donors.

(2) Taxes paid for purchases which did not include tax when tax was due. For example, online purchases made by credit card.

Transfers out			
To Budget reserve fund			
Total Transfers Out	-	-	-
Total Expenditures	5,514,646	4,989,011	5,824,672

North Olympic Library System
2023 Summary Operating Budget
DRAFT AMENDED BUDGET 12-12-2022

	2022 Approved Budget	2023 Approved Budget	2023 Proposed Amendment	Change from 2023 Approved to 2023 Amended
Operating Revenue				
Taxes	4,535,000	4,665,000	4,665,000	0.00%
Intergovernmental Revenues	-	-	-	
Goods and Services	8,100	11,955	11,955	0.00%
Library Fees	10,000	10,000	10,000	0.00%
Miscellaneous revenues				
Pool Fund and Investment interest	6,300	220,000	220,000	0.00%
Equipment rentals (short term)	-	-	-	
Facilities rentals (short term)	-	1,800	1,800	0.00%
Contributions and donations ⁽¹⁾	102,000	163,000	163,500	0.31%
Other miscellaneous revenues	53,200	52,200	52,200	0.00%
Total Miscellaneous Revenues	161,500	437,000	437,500	0.11%
Nonrevenues (excises taxes) ⁽²⁾	410	750	750	0.00%
Transfers In	799,636	699,697	914,480	30.70%
Grand Total Operating Revenue	5,514,646	5,824,402	6,039,685	3.70%
Expenditures				
Personnel				
Salaries and wages	2,870,623	2,980,052	3,138,541	5.32%
Benefits	1,191,101	1,274,564	1,323,588	3.85%
Total Personnel	4,061,724	4,254,616	4,462,129	4.88%
Supplies				
Collection Materials	480,000	480,000	480,000	0.00%
Supplies, office and operating ⁽¹⁾	106,100	106,275	108,275	1.88%
Fuel	18,150	19,300	19,300	0.00%
Merchandise purchased for resale	1,700	1,800	1,800	0.00%
Small Tools/Equipment (<\$200)	1,750	1,450	1,450	0.00%
Total Supplies	607,700	608,825	610,825	0.33%

(1) Includes anticipated grants from Friends of the Library groups and other donors.

(2) Taxes paid for purchases which did not include tax when tax was due. For example, online purchases made by credit card.

Services				
Professional services ⁽¹⁾	317,436	395,039	400,539	1.39%
Communication	138,560	156,072	156,072	0.00%
Travel	18,500	24,300	24,300	0.00%
Taxes and operating assessments	4,000	6,000	6,000	0.00%
Operating rentals and leases	815	9,215	9,215	0.00%

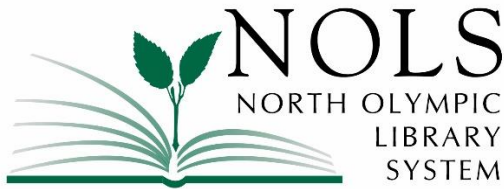
North Olympic Library System
2023 Summary Operating Budget
DRAFT AMENDED BUDGET 12-12-2022

	2022 Approved Budget	2023 Approved Budget	2023 Proposed Amendment	Change from 2023 Approved to 2023 Amended
Insurance	97,400	114,000	114,000	0.00%
Utilities	92,840	96,100	96,100	0.00%
Repair and maintenance	136,196	145,710	145,710	0.00%
Miscellaneous services	21,325	13,245	13,245	0.00%
Total Services	827,072	959,681	965,181	0.57%
Intergovernmental services	17,740	800	800	0.00%
Nonexpenditures (excise taxes) ⁽²⁾	410	750	750	0.00%
Total Operating Expenses	5,514,646	5,824,672	6,039,685	3.69%

(1) Includes anticipated grants from Friends of the Library groups and other donors.

(2) Taxes paid for purchases which did not include tax when tax was due. For example, online purchases made by credit card.

Transfers out				
To Budget reserve fund				
Total Transfers Out	-	-	-	
Total Expenditures	5,514,646	5,824,672	6,039,685	3.69%



2023 BUDGET GUIDELINES

With the 2023 Operating and Capital Budget, the Library Board of Trustees will be a responsible steward of the Library's public and private funds, and manage NOLS resources prudently.

1. Working within available resources, the budget will emphasize services, programs and projects that respond to community needs and support the Library's Strategic Roadmap.
2. Having fulfilled its pledge to the voters by completing implementation of the 2012 Plan, the Board will continue support for the key elements of the 2012 Plan, to the extent fiscally feasible in the context of shrinking levy capacity, reduced reserves, and the unknown trajectory of the economy.
3. The Library will maintain Board Designated Reserve Accounts as described in Fiscal Management Policy 5.15. The Board recognizes that operating reserves, which have been carefully maintained against the shrinking levy rate, will play an increasingly important role in balancing future budgets.
4. The Board agrees that prudence and fiscal responsibility require that operational efficiencies will be continually sought, identified, and swiftly implemented wherever appropriate.

*Adopted by the NOLS Board of Trustees
Proposed for adoption on September 22, 2022*