Northland Public Library

2025 Compensation Study

Prepared by Sherry Murray

The attached, proposed updates to NPL's salary ranges and job grades are the result of the triennial review that was agreed to in 2019 when the 2020 Salary Ranges and Job Grades were adopted. Less in-depth reviews are done annually and since the previous ranges were agreed-to, there have been a few minor annual adjustments to those ranges. These were the result of having to adjust a starting salary because of market conditions or because a position had been reclassified.

The compensation philosophy of NPL remains unchanged, which is to pay at or slightly above the median for our positions based on comparable positions in the local labor market. The challenge for performing this and any compensation review is to ensure that appropriate benchmarks are selected for each position. At NPL, as in all libraries, there are two broad categories of positions: library-specific positions (e.g. librarian, library assistant, circulation assistant etc.) that exist only in libraries and general business positions that exist in all organizations (e.g. Director of Finance, Maintenance, Office Manager etc.) and are not exclusive to libraries. Accordingly, it's important to select benchmarks that are comparable for each category of jobs.

However, the challenge of selecting appropriate comparables is further complicated by NPL's somewhat unique position among all libraries in Allegheny County. Except for the Carnegie Library of Pittsburgh, Northland is twice as large as any other comparable library in the county. NPL is larger in terms of budget, larger in terms of collection size, and in number of employees, circulation and population served.

Not every position at Northland is affected by its size. For example, the need for the position of shelver is based on circulation and since a person can only shelve a discrete number of books, when the circulation numbers increase you have to hire another shelver.

On the other hand, and of significant importance when selecting benchmark positions, the critical positions at Northland -the Executive Director, Directors of Finance, Library Services, Development, Marketing and Communications Library -and Department Managers - are significantly impacted by the size of the organization, both in terms of number of employees supervised and by the scope, depth and breadth of their accountabilities.

There are also a number of additional accountabilities that are unique to the Executive Director and other Director level positions as compared to our comparator group of libraries. As an example, none of the library directors from the comparator group is

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accountable for the maintenance and repair of their building and grounds. A few have a maintenance person who does day-to-day repairs, but for all larger projects whether it's an upgrade or installation of the security cameras or replacing the HVAC system, the library director notifies the municipal manager and the municipality steps in, handles the bids if applicable, arranges to have the work performed and pays for the repair. The library directors do provide their municipalities with annual assessments of their anticipated maintenance needs and in some cases apply for grants to help pay for those repairs. But if those grants are insufficient to pay for the project, the municipality makes up the short fall. Obviously, this is a major accountability for NPL's Executive Director as well the Director of Finance and Support Services and adds substantially to the scope of their positions.

The benchmarks used for the current review include data from:

- 2025 Wage and Benefit Survey of Southwestern Pennsylvania Nonprofit Organizations, Bayer Center for Nonprofit Management
- Schlow Centre Region Library
- Mt. Lebanon Public Library
- Upper St. Clair Township Library
- Shaler North Hills Library
- Bethel Park Public Library
- Carnegie Library of Pittsburgh
- Monthly review of positions on Nonprofit Talent and Indeed

All of the benchmark data above, except for the Bayer survey, represents data that was collected in 2024. Therefore, it does not reflect any movement from any organization in the calendar year 2025. It's also important to note, however, that the previous benchmarking was done based on data from 2020-2021 which didn't yet reflect the market's response to the then shrinking labor market nor its response to the unusually high inflation rates of the early 20's. Accordingly, data reviewed from the previous three years reflects the resulting increases in salaries during that period, with most comparable salaries increasing by at least 10% over those from 2020-2021.

In addition, it's important to understand the applicability of each of the benchmark materials to the positions at NPL. The Bayer survey is extremely applicable and relevant for most of the non-library positions at NPL. It is a survey of all non-profit as opposed to for-profit organizations in Southwestern Pennsylvania, and analyzes and sorts the data by budget, number of employees and county making the data very reliable for our purposes. Unfortunately, the Bayer survey is not helpful for any of our library-specific positions since there is no data from participating libraries with our budget and number of employees in Allegheny County.

Because of the limitations of the Bayer survey, the next comparable larger libraries in Allegheny County were contacted individually to obtain their salary information. And

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because the next largest library in Allegheny County is only half the size of NPL, we also contacted the Schlow Centre Region Library which serves the State College area. Not only is Schlow an excellent comparable for NPL because of their similar budget, collection, circulation, population and employee sizes, but the cost of living in the State College area is relatively comparable to Allegheny County. Schlow was used as a comparator in the initial compensation analysis and continues to be an excellent and relevant benchmark.

It is also noted that while salaries from Carnegie Library of Pittsburgh have been included, those salaries have not changed since 2023. The reason for this is that all of the positions from Librarian to Janitor are now in a bargaining unit represented by the USWA. Their impending labor negotiations later this year have also had a chilling effect on the senior positions inasmuch as the last thing they want to do is give management increases in advance of negotiations. In any event, the senior jobs at the main branch would not be comparable to ours, since that organization is so large and has so many branches.

We did not include an extensive analysis of the cost of benefits among the comparator libraries, since most of the larger libraries offered similar benefits. However, an earlier ACLA survey noted that 2/3 of the libraries who were affiliated with their municipalities had defined benefit pensions, which was somewhat surprising given the costs associated with that type of pension. Because of that data point, I called each of our comparator libraries to ask specifically about what types of pensions they provided. Schlow has a defined contribution pension and offers a 7.5% match to all employees who contribute 2.5%. Bethel Park matches 50% of their employees' contributions up to a cap of 10% of annual salary meaning that their maximum contribution is 5% of annual salary. Mt. Lebanon offers both a defined pension and retirement plan and the Director shared with me that she had a choice between the two and chose the retirement plan since it provided an annual contribution of 15%. The Director of Upper St Clair declined to share information on their pension/retirement plans, but their 2022 Adopted Budget for the Township lists both defined benefit and defined contribution plans as options. The Shaler Director shared that her position along with three others have been grandfathered into a defined benefit pension, although there is no retirement plan for the rest of the employees. CLP has a DC pension which matches employees' contributions up to 5% at a rate of 120%. In other words a 5% employe contribution would be matched by 6%.

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Salary Midpoints and Job Grades
Northland Public Library 7.16.25

Job Grade

15 Executive Director 120,000 (57.69/hr) was 112,000 (53.85/hr)

- Schlow 126,459 (60.80)
- Mt Lebo 113,770 (54.70) 15% DC
- Bethel 98,338 (47.28)
- USC 111,500 (53.61) DB pension
- Shaler 74,000 (redlined since 2016) (35.58) DB pension

Duties of ED at NPL that other positions aren't accountable for include

- Building and Grounds
- NPL Foundation
- 5 Municipalities
- Size-related benefits e.g. FMLA

14 Dir Fin & Support Svcs 80,000 (38.46) was 72,000 (34.62)

- Bayer 92,638/ 83,393 (44.54/40.09)
- Mt Lebo 77,730 (37.37) Asst Director
- City of Assylum 90,000 (43.27)

Dir Library Svcs 80,000 (38.46)

- Mt Lebo 94,260 (45.32) includes info tech
- Bayer Dir Admin 89,582 (43.06)
- Schlow 84,592 mid/78,827 min (40.67/37.90)

13 Department Managers 70,000 (33.65) was 62,000 (29.81)

- Schlow 94,592 mid; 78,827 min (45.48/37.90)
- USC 67,000 (32.21)
- CLP Lg Branch 68,867 (33.11)
- Shaler -Adult 68,000 (32.69) DB
- Shaler - Youth 58,000 (27.88) DB
- Bethel 63,800 (30.67)

FDN/Development Dir 70,000 (33.65)

- Bayer 91,641 size/88,000 geogr. – Alleg. Co. (44.06/42.31)
- Schlow 94,592 mid; 78,827 min (45.48/37.90)
- Jewish Assn Aging 90,000 (43.27)
- Urban League 92,500 (44.47)

Dir Mktg & Comm 70,000 (33.65)

- Bayer 76,270 (36.67)
- Schlow 68,770 (33.06)
- USC 69,866 (33.59)
- Riverlife 75,000 (36.06)

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- Jewish Fam/Com 77,000 (37.02)

12 Blank Grade 65,000 (31.25) was 57,000 (27.40)

11 Librarian II 61,000 (29.33) was 53,000 (25.48)
- Schlow 78,175 mid/65,146 min (37.58/31.32)
- Mt Lebo 66,736/ 64,230 (32.08/30.88)
- Pine-Richland HS 60, 957 (29.31)

10 Office Mgr/HR generalist 57,000 (27.40) was 50,000 (24.04)
- Bayer 57,241 (27.52)
- Mt Lebo 58,360 (28.06)
- Schlow 68,770 mid/57,309 min (33.06/27.55)
- Geico local office 61,500 (29.57)

Graphic Artist II 57,000 (27.40) was previously a grade 9
- Bayer 55,593 (26.73)
- CCAC 54,541 (26.22)
- Peterson Cartridge 60,000 (28.85)
- Mt Lebo 63,502 (30.53)

Maintenance Supervisor 57,000 (27.40) was previously a grade 9
- Bayer 57,500 (27.64)
- CCAC 60,082 (28.89)
- A&C Maintenance 56,500 (27.16)

IT Coordinator 57,000 (27.40) was previously a grade 9
- Bayer 59,740 (28.72)
- NPL employee left for CLP job which paid 30% more

9 Librarian I/Library Assoc 52,500 (25.24) was 47,000 (22.60)
- Bayer 50,000 (24.04)
- CLP 47,840 (23.00)* union position
- Bethel 46,550 (22.38)
- USC 55,800 (26.83)
- Shaler 52,000 (25.00)

Graphic Artist I 52,500 (25.24)
- Bayer 55,593 (26.73)
- Mt Lebo 57,800 (27.79)

8 Senior Library Assistant 48,000 (23.08) was 43,000 (20.67)

7 Library Assistant II 43,500 (20.91) was 39,000 (18.75)
- Mt Lebo 48,270 (23.21)
- Schlow 56,835 mid/47,362 min (27.32/22.77)

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	Donor Relations Coord	43,500 (20.91) was previously a grade 6
	• Bayer	45,619/42,260 (21.93/20.32)
	• Schlow	51,834mid/47,362 min (24.92/22.77)
	• Pgh Youth Symph	41,600 (20.00)
	• Winchester Thurs.	51,000 (24.52)
	Maintenance Assoc	43,500 (20.91) was previously a grade 6
	• Bayer	43,826 (21.07)
	• Mt Lebo	48,270 (23.21)
	• Avg 10 jobs Indeed	45,760 (22.00)
	Circulation Supv	43,500 (20.91)
	• Bayer	39,534 (19.01)
	• Shaler	39,200 (18.85)
6	Library Assistant	41,000 (19.71) was 36,000 (17.31)
	• Schlow	51,662 mid/43,056 min (24.84/20.70)
	• CLP	37,440 (18.00)* union position
	• USC	40,200 (19.33)
	• Mt Lebo	43,950 (21.13)
	Meeting Room Coordinator	41,000 (19.71)
	• Bayer	37,596 (18.08)
5	Maintenance Assistant	37,440 (18.00) was 33,000 (15.87) previously a grade 4
	• CLP	40,872 (19.65)
	• Bayer	36,421 (17.51)
	• Mt Lebo	35,859 (17.24)
	• Schlow	42,701 mid/35,584 min (20.53/17.11)
	Store Manager	37,440 (18.00) was previously a grade 6
	• Bayer	42,000 (20.19) –
4	Circ Rep II	34,320 (16.50) was 32,032 (15.40)
	• CLP	31,720 (15.25)* union position
	• Mt Lebo	36,370 (17.49)
	• CCAC	36,192 (17.40)
3	Circ Rep I	30,680 (14.75) currently 29,750 (14.30/hr)
	• CLP	26,000 (12.50)*union position
	• Shaler	24,960 (12.00)
	• Mt Lebo	29,556 (14.21)
	• Bethel	30,514 (14.67)
	• Bayer	29,640 (14.25)
	• Millvale	29,120 (14,00)

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2	Shelver II	12.75 hr; currently 12.38 hr
	• Bethel	11.50 hr currently vacant
1	Shelver I	11.50 hr; currently 11.00 hr
	• Greentree	10.25 hr
	• Shaler	Volunteers

Statistics from Comparables using 2022 IMLS data

	Population	**Staff**	**Collection**	**Circulation**	**Budget**
Northland Public Library	90,007	74	197, 685	1.238mm	$3.07mm
Mt Lebanon Public Library	34,075	38	135,178	709,292	$2.411mm
Upper St Clair Township Library	21,160	28	56,644	296,580	$981,351
Bethel Park Public Library	33,577	28	90,915	314,048	$1.127mm
Schlow Centre Region Library	94,625	55	148,722	674,690	$2.864mm
Shaler North Hills Library	28,132	36	123,761	444,369	$1.190mm

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	Salary Schedule for 2026 - Draft July 2025							
Grade	**Position**	**Jump between grades**	**Hours Per Pay Period**	**80%**	**90%**	**100%**	**110%**	**120%**
Grade 1	Shelver I		Hourly	$ 9.20	$ 10.35	$ 11.500	$ 12.65	$ 13.80
Grade 2	Shelver II	10.9%	Hourly	$ 10.20	$ 11.48	$ 12.750	$ 14.03	$ 15.30
Grade 3	Circulation Customer Service Rep. I	15.7%	Hourly	$ 11.80	$ 13.28	$ 14.750	$ 16.23	$ 17.70
	Clerk		70.0	$ 21,476.00	$ 24,160.50	$ 26,845.000	$ 29,529.50	$ 32,214.00
			52.5	$ 16,107.00	$ 18,120.38	$ 20,133.750	$ 22,147.13	$ 24,160.50
			40.0	$ 12,272.00	$ 13,806.00	$ 15,340.000	$ 16,874.00	$ 18,408.00
			35.0	$ 10,738.00	$ 12,080.25	$ 13,422.500	$ 14,764.75	$ 16,107.00
Grade 4	Circulation Customer Service Rep. II	11.9%	Hourly	$ 13.20	$ 14.85	$ 16.500	$ 18.15	$ 19.80
	~~Maintenance Assistant~~		70.0	$ 24,024.00	$ 27,027.00	$ 30,030.000	$ 33,033.00	$ 36,036.00
			52.5	$ 18,018.00	$ 20,270.25	$ 22,522.500	$ 24,774.75	$ 27,027.00
			40.0	$ 13,728.00	$ 15,444.00	$ 17,160.000	$ 18,876.00	$ 20,592.00
			35.0	$ 12,012.00	$ 13,513.50	$ 15,015.000	$ 16,516.50	$ 18,018.00
Grade 5	Store Manager	9.1%	Hourly	$ 14.40	$ 16.20	$ 18.000	$ 19.80	$ 21.60
	Maintenance Assistant		70.0	$ 26,208.00	$ 29,484.00	$ 32,760.000	$ 36,036.00	$ 39,312.00
			52.5	$ 19,656.00	$ 22,113.00	$ 24,570.000	$ 27,027.00	$ 29,484.00
			40.0	$ 14,976.00	$ 16,848.00	$ 18,720.000	$ 20,592.00	$ 22,464.00
			35.0	$ 13,104.00	$ 14,742.00	$ 16,380.000	$ 18,018.00	$ 19,656.00
Grade 6	Meeting Room Coordinator	9.5%	Hourly	$ 15.77	$ 17.74	$ 19.710	$ 21.68	$ 23.65
	Library Assistant, ~~Computer Center CSR 1~~		70.0	$ 28,697.76	$ 32,284.98	$ 35,872.200	$ 39,459.42	$ 43,046.64
	~~Donor Relations Coordinator~~		52.5	$ 21,523.32	$ 24,213.74	$ 26,904.150	$ 29,594.57	$ 32,284.98
	~~Store Manager~~		40.0	$ 16,398.72	$ 18,448.56	$ 20,498.400	$ 22,548.24	$ 24,598.08
	Volunteer Coordinator		35.0	$ 14,348.88	$ 16,142.49	$ 17,936.100	$ 19,729.71	$ 21,523.32
Grade 7	Circulation Supervisor	6.1%	Hourly	$ 16.73	$ 18.82	$ 20.910	$ 23.00	$ 25.09
	~~Computer Center Assistant II~~		70.0	$ 30,444.96	$ 34,250.58	$ 38,056.200	$ 41,861.82	$ 45,667.44
	Library Assistant II		52.5	$ 22,833.72	$ 25,687.94	$ 28,542.150	$ 31,396.37	$ 34,250.58
	Maintenance Associate		40.0	$ 17,397.12	$ 19,571.76	$ 21,746.400	$ 23,921.04	$ 26,095.68
	Donor Relations Coordinator		35.0	$ 15,222.48	$ 17,125.29	$ 19,028.100	$ 20,930.91	$ 22,833.72
Grade 8	Senior Library Assistant	10.3%	Hourly	$ 18.46	$ 20.76	$ 23.070	$ 25.38	$ 27.68
			70.0	$ 33,589.92	$ 37,788.66	$ 41,987.400	$ 46,186.14	$ 50,384.88
			52.5	$ 25,192.44	$ 28,341.50	$ 31,490.550	$ 34,639.61	$ 37,788.66
			40.0	$ 19,194.24	$ 21,593.52	$ 23,992.800	$ 26,392.08	$ 28,791.36
			35.0	$ 16,794.96	$ 18,894.33	$ 20,993.700	$ 23,093.07	$ 25,192.44
Grade 9	Librarian I, Library Associate	10.4%	Hourly	$ 20.38	$ 22.93	$ 25.480	$ 28.03	$ 30.58
	~~Computer Center Supervisor~~		70.0	$ 37,098.88	$ 41,736.24	$ 46,373.600	$ 51,010.96	$ 55,648.32
	~~IT Coordinator,~~ Graphic Artist I		52.5	$ 27,824.16	$ 31,302.18	$ 34,780.200	$ 38,258.22	$ 41,736.24
	~~Maintenance Supervisor~~		40.0	$ 21,199.36	$ 23,849.28	$ 26,499.200	$ 29,149.12	$ 31,799.04
			35.0	$ 18,549.44	$ 20,868.12	$ 23,186.800	$ 25,505.48	$ 27,824.16
Grade 10	Office Manager/HR Generalist	7.5%	Hourly	$ 21.92	$ 24.66	$ 27.400	$ 30.14	$ 32.88
	IT Coordinator		70.0	$ 39,894.40	$ 44,881.20	$ 49,868.000	$ 54,854.80	$ 59,841.60
	Maintenance Supervisor		52.5	$ 29,920.80	$ 33,660.90	$ 37,401.000	$ 41,141.10	$ 44,881.20
	Graphic Artist II		40.0	$ 22,796.80	$ 25,646.40	$ 28,496.000	$ 31,345.60	$ 34,195.20
Grade 11	Librarian II	7.0%	Hourly	$ 23.46	$ 26.39	$ 29.320	$ 32.25	$ 35.18
			70.0	$ 42,689.92	$ 48,026.16	$ 53,362.400	$ 58,698.64	$ 64,034.88
			52.5	$ 32,017.44	$ 36,019.62	$ 40,021.800	$ 44,023.98	$ 48,026.16
Grade 12	Blank	6.6%	Hourly	$ 25.00	$ 28.13	$ 31.250	$ 34.38	$ 37.50
			80.0	$ 52,000.00	$ 58,500.00	$ 65,000.000	$ 71,500.00	$ 78,000.00
			70.0	$ 45,500.00	$ 51,187.50	$ 56,875.000	$ 62,562.50	$ 68,250.00
Grade 13	Dir. Marketing & Communications	7.7%	Hourly	$ 26.92	$ 30.29	$ 33.654	$ 37.02	$ 40.38
	Dir. Of Development/Foundation Dir.		80.0	$ 56,000.26	$ 63,000.29	$ 70,000.320	$ 77,000.35	$ 84,000.38
	Department Manager		52.5	$ 36,750.17	$ 41,343.94	$ 45,937.710	$ 45,937.71	$ 55,125.25
Grade 14	Dir. Finance & Supptort Services	14.3%	Hourly	$ 30.77	$ 34.61	$ 38.460	$ 42.31	$ 46.15
	Director Library Services		80.0	$ 63,997.44	$ 71,997.12	$ 79,996.800	$ 87,996.48	$ 95,996.16
			52.5	$ 41,998.32	$ 47,248.11	$ 52,497.900	$ 57,747.69	$ 62,997.48
Grade 15	Executive Director	50.0%	Hourly	$ 46.15	$ 51.92	$ 57.690	$ 63.46	$ 69.23
			80.0	$ 95,996.16	$ 107,995.68	$ 119,995.200	$ 131,994.72	$ 143,994.24

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NORTHLAND PUBLIC LIBRARY AUTHORITY
Personnel Committee MEETING – Held in person and virtually, using Microsoft Teams
October 8, 2024, 7:00 p.m.
MINUTES

I. Call to Order: Meeting called to order by Ms. Sample at 7:04 PM. In attendance: Casey Sample, Mike Smith, Amy Steele, Alexis McKinley, Rebecca Munoz, Annemarie Lamperski, Ellen DiMartini, Sherry Murray, and Maribeth Thomas.

II. Comments from the Public: NTR

III. New Business:
   a. Foundation Board member candidates
      i. Maribeth Thomas – Interview
      Ms. Thomas has copious amounts of experience in fundraising and volunteering. She has already been on the NPLF's Fundraising committee for over a year and has been very active member. The Personnel committee interviewed Ms. Thomas and will be recommending her for the foundation board.
   b. 2025 Raises – The raise schedule for 2025 was discussed and reviewed by the committee. This includes a 3% raise for 2025 which is maintainable by the budget for 2025.
   c. Employee Handbook Revision
      i. Parental Leave Policy – This policy went through final review without issue.

IV. Old Business: None

V. Legal Matters: None

VI. Approve minutes from August 7, 2024 - Minutes Approved

VII. Adjournment: Adjourned at 7:56 PM.

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