

Carroll County Public Library
1100 Green Valley Rd.
New Windsor, MD 21776
410-386-4500 x3136
aberstler@carr.org

Bid: Compensation and Classification Study

AMMENDMENT

The following amendment is hereby made to this bid document

Original

PROJECT TIMELINE

Friday, January 21, 2022: Bidding process begins

February 10, 2022: 1 pm EST - RFP Submittal Deadline

February 10, 2022: 4 pm: opening of Bid documents

February 16, 2022: RFP Awarded to Vendor

February 21-25, 2022: Kick-off Meeting*

April 29, 2022: Draft Recommendation Due

May 20, 2022: Final Recommendation Report Delivered

* only one day, during this timeframe, for the kick-off meeting; date to be determined and agreed upon between the vendor and the RFP Committee

Amended

PROJECT TIMELINE

Friday, January 21, 2022: Bidding process begins

February 25, 2022: 1 pm EST - RFP Submittal Deadline

February 25, 2022: 4 pm: opening of Bid documents

March 4, 2022: RFP Awarded to Vendor

March 7-11, 2022: Kick-off Meeting*

May 13, 2022: Draft Recommendation Due

June 3, 2022: Final Recommendation Report Delivered

* only one day, during this timeframe, for the kick-off meeting; date to be determined and agreed upon between the vendor and the RFP Committee

Any and all reference to these dates will follow the amended Timeline as posted in this document.

This includes but is not limited to:

Section B (D) Schedule

Section E(b) Scope of Proposal / Scope of Work

Carroll County Public Library
1100 Green Valley Rd.
New Windsor, MD 21776
410-386-4500 x3136
aberstler@carr.org

Bid: Compensation and Classification Study

On behalf of:

1. Calvert County Public Library
2. Caroline County Public Library
3. Carroll County Public Library
4. Cecil County Public Library
5. Dorchester Public Library
6. Kent County Public Library
7. Howard County Free Library
8. Prince George's County Memorial Library System
9. Queen Anne's County Public Library
10. Ruth Enlow Library of Garrett County
11. Somerset Public Library
12. St. Mary's Community Library
13. Washington County Free Library
14. Wicomico Public Libraries
15. Worcester County Public Library

Hereafter known as the **CLIENT LIBRARIES**

This request solicits proposals for furnishing the **Clients Libraries** with a **Compensation and Classification Study**. This study will include recommendations for the effect of compression.

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To be considered, a proposal must be delivered, either by mail, fax or email, by the time and date shown in the above Project Timeline. ALL bids received after the time and date shown will be not be opened or considered. Scope of Work and Cost proposals must be submitted as independent documents.

Changes in phraseology, additions, or limiting provisions not meeting the attached or noted specifications may cause the rejection of the bid.

In case of doubt as to the meaning or intent of anything shown in the specifications, inquiry should be made to Andrea Berstler, Executive Director, Carroll County Public Library (443-293-3136 or aberstler@carr.org). The submission of a proposal shall indicate the bidder thoroughly understands the terms of the specifications.

The Client Libraries reserve the right to reject any and all proposals submitted. Proposals submitted will be evaluated by a committee of Client Libraries and voted on by the full committee.

PROJECT MANAGER

An RFP committee has been formed to oversee all aspects of this Request for Proposal. Carroll County Public Library is the managing partner for the group.

QUESTIONS OR CLARIFICATIONS

Bidders may submit questions to the RFP Committee and the Client Libraries via email to the Managing Partner (Carroll County Public Library) Attn: Maryland Libraries Compensation Study - aberstler@carr.org

Questions must be submitted five (5) days prior to bid opening. Responses will be sent by email and the answer may be shared with any interested potential bidders. Bidders may request that a question be kept confidential. It will be up to the discretion of the RFP Committee to decide if questions/answers are confidential.

PROOF OF INSURANCE

The successful bidder shall protect, hold free and harmless, defend and indemnify the Client Libraries, including their officers, agents and employees, free from all liability, penalties, costs, lawsuits, damages, expenses, death of any person or damage to property of any kind, which injury, death or damage arises out of, or is any way connected with the performance of the work under this contract.

The Contractor must maintain insurance coverage as required by the Client Libraries while this agreement is in force, which shall include automatic renewal terms. The Contractor shall provide documentation of insurance satisfactory to Carroll County Public Library as the Managing Partner.

REFERENCES

Bidders must have a satisfactory record of past performance. Bidders will be required to provide with their bid at least three (3) current contacts (names, email addresses, and phone numbers) as references for similar types of service during the past twelve (12) months

ADDENDUMS

Addendums to Bids may occur at any time prior to the Bid Opening Date. The responsibility lies with the bidder to visit the bid website (<https://library.carr.org/about/rfp.asp>) to obtain addendums once they have registered to bid. Any change or addendum made to a bid will be listed at the top of the bid document showing the information that was added or changed on the bid. The date of the last change or addendum on the bid will be posted in the revised bid document.

CONTRACT MODIFICATION AND AMENDMENT

The Client Libraries retain the right to require changes in the Scope of Work as long as the changes are within the general scope of work to be performed hereunder. The Client Libraries reserve the right to waive any informalities in bidding and to reject any or all bids.

Client Libraries, without invalidating the contract documents, may submit a written request to order extra work or to make changes to the agreement by altering, adding to, or deducting from the work, and the contract sum shall reflect such changes.

Price adjustments must be accepted, in writing, by the RFP Committee before the Contractor performs additional work on the project. The Contractor cannot accept purchase orders/requests for services or products that are not covered in this contract or make changes to the scope of work unless a price for those services or products has been negotiated with the RFP Committee and the Contractor has received a signed contract amendment from the Managing Partner (Carroll County Public Library).

Individual members of the Client Libraries may contract for work outside the scope of this agreement, however doing so means those individual Client Libraries accept responsibility for payment of that work as individual entities. The Client Library group, the RFP group, and the Managing Partner are not responsible for work contracted by any individual library outside the work agreed to by the contractor who is awarded the bid and the Client Library group.

The Client Libraries shall have the right to take such steps as it deems necessary to determine the ability of the bidder to perform the work; the apparent low bidder, upon request, shall furnish all such information and data for this purpose.

By submitting a bid in response hereto, the bidder acknowledges that it is familiar with the Carroll County Ethics Ordinance (Chapter No. 18 ETHICS, Carroll County Maryland Code of Public Local Laws and Ordinances) and certifies that it has no knowledge of any violation of that ordinance; that it has no knowledge of any conflict of interest which may be caused if it is awarded a contract under the Ethics Ordinance; and that it has not given as a gift (as that term is defined in the Carroll County Ethics Ordinance) to anyone who has or may participate in the awarding of this contract. The requirements of this paragraph should be deemed met by the bidder if a disclosure of any fact which might require disqualification hereunder has been made to the Carroll County Ethics Commission prior to submission of the bid. Contact the Carroll County Attorney's Office if additional information is required.

BID AWARDS PROTEST PROCEDURES

Protests of bid awards must be received by the Executive Director of the Carroll County Public Library, in writing by certified mail, not later than seven (7) working days after all potential bidders have been notified of the contract award.

Protests must be fully supported with adequate technical data, test results, or other pertinent information to support the protest. At a minimum, this must include:

- The name and address of the protestor
- identification of the project for which the protest is being filed
- a statement of the reasons for the protest
- supporting exhibits, evidence or documents to substantiate the protest,
- a statement of the ruling desired from the Client Libraries

The decision of the Client Libraries shall be final except in instances of:

- Violations of federal law or regulations; and/or
- Violations of the Managing Partner's protest procedure or the failure of the Client Libraries to review a complaint or protest.

The successful bidder covenants to save, defend, keep harmless and indemnify the Client Libraries and all of its agents and employees (collectively the "Libraries") from costs and attorney's fees, charge, liability or exposure, however caused, resulting from or arising out of or in any way connected with the Contractor's performance or non-performance of the terms of the Contract Documents or its obligations under the Contract. This indemnification shall continue in full force and effect until the Contractor completes all of the work required under the Contract, except the indemnification shall continue for all claims, including latent defects or completed operations after final acceptance of the work by the Libraries for which the Libraries gives notice to the Contractor after the Libraries' final acceptance of the work.

NONDISCRIMINATION IN EMPLOYMENT

(Contract Provisions)

During the performance of this agreement, the contractor or vendor agrees as follows:

The Contractor or vendor will not discriminate against any employee or applicant for employment because of race, creed, color or national origin. The contractor or vendor will take affirmative action to ensure that applicants are employed, and that employees are treated during employment without regard to their race, creed, color, or national origin. Such action shall include, but not be limited to the following: Employment, upgrading, demotion or transfer; rates of pay or other forms of compensation; and selection for training, including apprenticeship. The contractor or vendor agrees to post in conspicuous places, available to employees and applicants for employment, notices to be provided by the owner setting forth the provisions of this nondiscrimination clause.

The contractor or vendor shall, in all solicitations or advertisements for employees placed by or on behalf of the contractor or vendor, state that all qualified applicants will receive consideration for employment without regard to race, creed, color or national origin.

The contractor or vendor will send to each labor union or representative of workers with which he has a collective bargaining agreement or other contract or understanding a notice advising the said labor union or workers' representative of the contractor's or vendor's commitments under this section and shall post copies of the notice in conspicuous places available to employees and applicants for employment.

The contractor or vendor shall furnish, if requested by the Client Libraries or Managing Partner, a compliance report concerning his employment practices and policies in order for the Client Libraries to ascertain compliance with the special provisions of this agreement concerning nondiscrimination in employment.

In the event of the contractors or vendors noncompliance with the nondiscrimination clause of this agreement, this agreement may be cancelled, terminated, or suspended in whole or in part and the contractor or vendor may be declared ineligible for further Library work.

The contractor or vendor shall include the special provisions outlined herein pertaining to nondiscrimination in employment in every subcontract or purchase order utilized by him in order to carry out the terms and conditions of this agreement so that such nondiscrimination in employment provisions shall be binding on each subcontractor or vendor.

TABLE OF CONTENTS

- A. Introduction**
- B. Purpose and Project Objectives**
- C. Submission of Proposal**
- D. Schedule**
- E. Scope of Proposal - Information Required in Proposal Submission**
- F. Classification Study**
- G. Compensation Study**
- H. Organizational Specifications**
- I. Oversight and Reporting structure**
- J. Evaluation and Selection Criteria**
- K. Basis of Award**
- L. Receipt and Opening of Bids**

A. INTRODUCTION

Client Libraries have provided a brief summary of each system including number of employees. This summary is found in Appendix A of this bid request.

B. PURPOSE AND PROJECT OBJECTIVES

a. Purpose

The purpose of the RFP is to solicit proposal from a qualified consultant or consulting firm to create a Compensation and Classification plan for the Client Libraries based on an agreed upon 26 positions provided in the Scope of Work.

b. Objectives

This RFP is to improve the ability of the Client Libraries in several specific areas. These areas include:

- i. Attract, engage, and retain qualified employees.**
- ii. Have a clear, consistent, and effective promotional policy, compensation plan, and career ladder system.**
- iii. Maintain competitive pay in relation to neighboring jurisdictions, private sector, and our governmental partners.**
- iv. Ensure positions performing similar work with essentially the same level of complexity, responsibility, and knowledge, skills, and abilities are classified**

together.

- v. Provide salaries commensurate with assigned duties considering span of control, complexity, and autonomy.
- vi. Provide justifiable pay differential between individual classes.

C. **SUBMISSION OF PROPOSALS**

- a. Proposals will include 3 sections:
 - i. A Statement of Work
 - ii. A Cost Proposal
 - iii. A list of references

The price proposal sheet will be submitted as a separate document from the Statement of Work proposal.

- b. To be considered a proposal must be delivered, either by mail, fax or email, by the time and date shown in the above Project Timeline. ALL bids received after the time and date shown will be returned unopened.
- c. Changes in phraseology, additions or limiting provisions not meeting the attached or noted specifications may cause the rejection of the bid.

D. **SCHEDULE**

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E. **SCOPE OF PROPOSAL**

a. **Overview**

The scope of work proposal shall include:

- i. Project schedule with relevant milestone dates identified to meet the project deadline. This timeline shall include a list of activities, assigned submission dates for each deliverable as well as a list of library personnel necessary to complete the tasks. This shall be altered only with the approval of the RFP Committee.
- ii. Cover Letter
- iii. An overview of the proposed methodology
- iv. Names of the key personnel to be assigned with resumes outlining qualifications and experience
- v. Relevant experience of key personnel and the firm in conducting organizational and operational reviews of the nature set out herein

b. **Scope of Work**

Given the current COVID-19 public health crisis, selected vendor must be able to perform the Scope of Work and provide deliverables by utilizing virtual methodologies.

The awarded Contractor will be required to:

- i. Meet with the RFP Committee week of February 14, 2022, to explain the studies and the processes to be used and get their input on processes

- ii. Provide a list of neighboring or similar jurisdictions, private sector, and governmental partners to be utilized in the studies and reporting. This list shall take into consideration size, location, and services as compared to the locale. This list shall be presented to the RFP Committee for approval before being utilized.
- iii. Provide frequent updates both scheduled and upon request.
- iv. Prior to finalization of reporting, present draft to the RFP Committee for evaluation and discussion.
- v. Presentation and explanation of the complete findings of any study may require a presentation to representatives of the Client Libraries, State Library Staff and other individuals. These presentations can be combined and presented online.
- vi. Presentation and explanation to management of the actions to be taken as a result of the study.
- vii. Provide a complete Classification Study as defined in Section 1.
- viii. Provide a complete Compensation Study as defined in Section 2.
- ix. Complete draft by April 29, 2022, and a final report by May 20, 2022.

F. CLASSIFICATION STUDY

In order to accomplish the classification study, the awarded Contractor shall conduct an evaluation of 26 selected positions within the libraries (as contained in Appendix C), to accomplish the following at a minimum:

- a. Meet with the RFP Committee to discuss the steps involved and personnel required to review the proposed project timeline and comparable jurisdictions.
- b. Conduct interviews and/or job audits as appropriate. Interviews and/or job audits may be conducted individually or in groups based upon classification.
- c. Job Description Evaluation Deliverable: Provide for a comprehensive evaluation of assigned position descriptions for the establishment of pay ranges.
- d. Hierarchical Recommendations Deliverable: Provide hierarchical recommendations to review presented job classifications, confirm, and recommend changes to hierarchical order of jobs.
- e. Class Specification Updating Recommendations Deliverable: Update class specifications to uniformly reflect the distinguishing characteristics, essential job duties, span of control, upward opportunity, complexity and autonomy, minimum qualifications (education/experience and knowledge/skills/abilities), and certification/licenses/registrations requirements for classification as needed.
- f. Identify Job Titles Deliverable: Identify any job title name changes. These identifications should be according to both standard job titles and actual level of responsibility.
- g. If required, present proposed recommendations to the RFP Committee for review prior to making any final classification determinations.
- h. Class Specification Deliverable: Finalize class specifications and recommend appropriate classification for each employee and job title, including correction of identified discrepancies between existing and proposed classifications.
- i. Best Practice Re-Classification Deliverable: Review the current reclassification process and note both positives and negatives and recommend best practices.
- j. Implementation Deliverable: Submit recommendations for appropriate implementation measures that Departments of Human Resources (DHR) might be required to undertake in order to implement any new class specifications.
- k. Maintenance System Deliverable: Provide a straightforward, easily understood,

maintenance system that DHR will use to keep the classification system current and equitable. Maintenance should include annual activities as well as the process to be used in the review of the classification of individual jobs, as needed. Also, recommend a frequency by which this should occur.

- l. Final Report Deliverable: A draft report shall be submitted to the RFP Committee for approval and shall contain at a minimum, all deliverables listed. This draft shall contain recommendations for immediate actions and intermediate actions that the Client Libraries may take with cost estimates, and shall provide options, as well as long term actions and cost estimates that may be available. The report shall contain details of all elements contained in Section 1, how they were achieved, and the recommendations in a section unto itself. Only upon approval of the draft may a final report be submitted.
- m. If required by the Client Libraries, conduct a training program for their respective DHR to ensure that changes and explanations of positions are easily understood and explained in order to administer the new system in the future.
- n. Prepare and conduct an overview for Library Boards to ensure that changes are easily understood and easily explainable.

G. COMPENSATION STUDY

The awarded Contractor shall perform the following at a minimum:

- a. Meet with the RFP Committee to discuss the steps involved and personnel required as well to review the proposed Project Timeline and Comparable Jurisdictions. Recommend comparable labor markets, including both private and public sector employers for compensation comparisons.
- b. Review the current compensation plans and understand current challenges in recruiting and retaining employees.
- c. Market Position Deliverable: Recommend and identify a consistent and competitive market position that the Client Libraries can strive to maintain.
- d. Salary Range Deliverable: Recommend appropriate salary range for each job based on the Classification Study as defined in Section 2, the compensation comparisons completed in Section 2(c), the internal and external relationships of the job, and internal equity for both the respective library and the relative cost of living of the county and/or region.
- e. Salary Structure Recommendation Deliverable: Prepare a new salary structure based on the results of the survey and best practices.
- f. New Pay Policy Recommendation Deliverable: Review all current pay (e.g., re-class, promotional, incentive based/upgrade, demotions, cost of living adjustments, annual service increments, acting-capacity, career ladders etc.) and provide suitable recommendations for changes to and new pay policies based on comparable jurisdictions and best practices.
- g. Starting Pay Deliverable: Develop Starting Pay Guidelines to assist DHR with determining the starting pay for new employees based on knowledge and experience above the minimum requirements of the position, how difficult the position is to fill, and market competitiveness.
- h. Pay Incentives Recommendation Deliverable: Provide recommendations regarding annual increments, retention policies, longevity increases, and other incentives that may be offered. Research incentives offered by Comparable Jurisdictions and provide recommendations for similar incentives by job title and timeline. Also make recommendations and provide implementation strategies related to other key

compensation practices based on market demands, skill pay, special assignment pay, certification pay, bilingual pay, and promotional pay.

- i. Pay Compression Deliverable: Identify potential pay compression issues, including but not limited to minimum wage, same grade, different grade, and supervisor vs. employee compression. Provide potential solutions and recommendations for implementation.
- j. Compensation Inequities Deliverable: Identify any extreme current individual or group compensation inequities and provide a recommended corrective action plan and process to remedy these situations.
- k. Ongoing Maintenance Recommendation Deliverable: Provide recommendations for the ongoing internal administration and maintenance of the proposed changes. Maintenance should include annual activities such as a market survey, cost of living increases, inflationary adjustments, etc.
- l. Area Median Income Deliverable: Conduct an analysis taking into consideration Area Median Income Ranking including a phase-in plan that addresses ongoing salary compression issues.
- m. Implementation Strategies Deliverable: Recommend implementation strategies including calculating the cost of implementing the plan.
- n. Final Report Deliverable: A draft report shall be submitted to the RFP Committee for approval and shall contain at a minimum, all deliverables listed. This draft shall contain recommendations for immediate actions and intermediate actions that the Client Libraries may take with cost estimates, and shall provide options, as well as long term actions and cost estimates that may be available. The report shall contain details of all elements contained in Section 2, how they were achieved, and the recommendations in a section unto itself. Only upon approval of the draft may a final report be submitted.
- o. Finalize the report incorporating comments from the RFP Committee and present the report to the Client Libraries.
- p. If required by the Client Libraries, conduct a training program for their respective DHR to ensure that changes and explanations of positions are easily understood and explained in order to administer the new system in the future.
- q. Prepare and conduct an overview for Library Boards to ensure that changes are easily understood and easily explainable.

H. ORGANIZATIONAL SPECIFICATIONS

- a. Specifications for each Client Library are included in Appendix A of this document.
- b. Organizational Charts for each Client Library are included in Appendix B of this document.
- c. The agreed upon 26 positions that will be included in this proposal are included in Appendix C of this document.

I. OVERSIGHT:

All work will be performed under the guidance of the representatives of each Client Library and the RFP Committee. Department Directors and key personnel will be involved at the discretion of Client Library Representatives.

The Client Libraries will electronically provide information on all pay ranges, job classifications and any other available information requested by the awarded Contractor that may be required to complete the work. All reporting shall be approved by the RFP Committee prior to release or finalization and submittal for payment.

J. EVALUATION AND SELECTION CRITERIA

The RFP Committee will evaluate all proposals received. The committee will evaluate and rank the proposals based on responses to the categories listed under Proposal Content. The Client Libraries intend to award on a basis of qualifications, experience, and proposed fees. The RFP Committee may request additional technical assistance from any source, if necessary.

Only one (1) award will be made. The highest evaluated and most responsible, responsive bidder (s) that can meet or exceed the terms, conditions, and specifications of this solicitation will be considered for award. Bidders need to include a bid on all categories in order to be considered for award. Evaluation of Proposals will be based on alignment of bid proposal to RFP requested scope of work, qualifications, competitive pricing, experience, and references. The Client Libraries may cancel this Request for Proposal or reject any or all proposals in whole or in part.

K. BASIS OF AWARD

- a. The Client Libraries will award a contract to the lowest responsible bidder who submits a responsive bid which is most advantageous to the Client Libraries.
- b. Trade Discounts on Terms of Payment for prompt payment may be considered in determining the award at the sole discretion of Client Libraries.
- c. Any other considerations for the award will be stated on the specifications and proposal.
- d. The Managing Partner will send written notice of the award to the successful bidder. Said notice shall constitute acceptance of the successful bidder's proposal.
- e. The Managing Partner will notify all unsuccessful bidders in writing after the award of the bid.
- f. The Client Libraries reserve the right to reject the bid of the apparent low bidder where the available evidence or information does not satisfy the Library that the bidder is qualified to carry out properly the terms of the contract.

L. RECEIPT AND OPENING OF BIDS

- a. Bids will be opened via Zoom in a meeting of the RFP Committee.
- b. RFP Committee selects winning contractor based on grading matrix
- c. Managing Partner negotiates final pricing and contract
- d. RFP committee approves final contract
- e. Contract signed by managing partner and contractor

Appendix A

Specifications for Client Libraries

Calvert County

Calvert County, Maryland has only two incorporated municipalities: Chesapeake Beach and North Beach. The county seat is Prince Frederick, Maryland.

Calvert County is located on the western shore of the Chesapeake Bay in Southern Maryland. The County is part of the Washington-Arlington-Alexandria, DC-VA-MND-WV Metropolitan Statistical Area. Most commonly, Calvert is considered a rural-suburban area which frequently partners with St. Mary's and Charles Counties.

The County is home to approximately 92,500 residents and 1,728 businesses, employing approximately 19,332 workers. Many county residents commute north to DC or south to the Pax River Naval Air Base. Calvert Library currently has 44 full-time employees, 17 benefited part-time employees, 22 hourly and seasonal employees, 18 job classifications, an annual general fund payroll of approximately \$3,450,511 and benefits of approximately \$1,138,669.

The library utilizes professional HR consulting from Paychex. In-house, HR is handled by the administrative assistant who has had some HR training and the Executive Director.

The library's current classification and compensation structure was established for the FY22 budget year. Positions have been reviewed periodically. The current plan requires updating and advisement on potential alignment and market conditions, as well as details of inequities and compression, if applicable.

Calvert Library organizational chart included.

Caroline County

Caroline County is located on the Eastern Shore of Maryland. It is a rural county located on the way to the Delaware Beaches. It is also a bedroom community for some who work in the Annapolis - DC area. Caroline County is number 21 out of 24 for its poverty rate.

Current population: 33,492, 12,275 households. Denton is the county seat and the location of our Central Library. We have two small branches staffed by two staff in Federalsburg and Greensboro. Caroline County Public Library currently has 16 full time and 2 part time staff. We are currently working to hire to fill three full time positions.

FY2022 Operating Budget - \$1,344,884 salaries and benefits.

The Library pays health for full time - 100% for individual staff and 90% for family. Also provides dental, life, long term care, long term disability, an HRA account and all staff are part of the State Teachers Retirement system.

Staff are evaluated annually and review their job description with their supervisor at that time to ensure it stays current.

Carroll County

Carroll County, Maryland has eight incorporated municipalities: Hampstead, Manchester, Mount Airy, New Windsor, Sykesville, Taneytown, Union Bridge, and Westminster, the County Seat.

Carroll County is located within the Baltimore–Columbia–Towson Metropolitan Statistical Area, also known as Central Maryland, which has over 2.7 million people. The area also includes Baltimore City, Anne Arundel County, Baltimore County, Harford County, Howard County, and Queen Anne’s County.

The County is home to approximately 170,000 residents and 4,600 businesses, employing more than 58,500 workers.

Carroll County Public Library currently has approximately 97 full-time employees, 67 salaried part time & 99 hourly = 166 part-time employees, 14 job classifications, an annual general fund payroll of approximately \$6,997,061 and benefits of approximately \$1,492,499.

The library has a Department of Human Resources (DHR), staffed by 4 people, which oversees all personnel positions.

The library’s current classification and compensation structure was established for the FY22 budget year (our last compensation study was 2014). Positions have been reviewed on a regular basis. New positions have been created and others have been eliminated based on operational need. The current plan requires updating and advisement on potential alignment and market conditions, as well as details of inequities and compression, if applicable.

Carroll County Public Library Organizational Chart included.

Cecil County

Cecil, Maryland has eight incorporated municipalities: Cecilton, Charlestown, Chesapeake City, Elkton (County Seat), North East, Perryville, Port Deposit, and Rising Sun.

Cecil County is located in the northeast corner of Maryland bordering Pennsylvania and Delaware. Cecil County is considered part of the PA-NJ-DE-MD Metropolitan Statistical area, consisting of 6.1 million people.

Cecil County is home to approximately 104,000 residents and 3,700 businesses, employing more than 33,000 workers.

Cecil County Public Library currently has 63 full-time employees, 37 part-time employees, 7 job classifications, an annual general fund payroll of \$4,338,250 and benefits of \$1,099,263.

The library has a Department of Human Resources (DHR), staffed by 2 people, which oversees all personnel positions.

The library’s current classification and compensation structure was established for the FY2022 budget year. Positions have been reviewed on a regular basis. New positions have been created and others have been eliminated based on operational need. The current plan requires updating and advisement on potential alignment and market conditions, as well as details of inequities and compression, if applicable.

Cecil County Public Library Organizational Chart included.

Dorchester County

Dorchester County, Maryland has nine incorporated municipalities: Brookview, Cambridge, Church Creek, East New Market, Eldorado, Galestown, Hurlock, Secretary, and Vienna.

Dorchester County is located at the heart of Maryland's Eastern Shore, which has 420,792 people. The County is home to approximately 31,929 residents and 679 businesses, employing more than 9,872 workers.

Dorchester County Public Library currently has approximately 14 full-time employees, 1 part-time employee, 12 job classifications, an annual general fund payroll of approximately \$618,483 and benefits of approximately \$68,433.

The library's current classification and compensation structure was established for the 2023 budget year. Positions have been reviewed on a regular basis. New positions have been created and others have been eliminated based on operational need. The current plan requires updating and advisement on potential alignment and market conditions, as well as details of inequities and compression, if applicable.

Dorchester County Public Library Organizational Chart included.

Garrett County

Garrett County, Maryland has eight incorporated municipalities: Deer Park, Friendsville, Grantsville, Kitzmiller, Mountain Lake Park, Accident, Loch Lynn, and Oakland, the County Seat.

Garrett County is located on the far western tip of Maryland and is part of the Appalachian mountain range. It is surrounded on most of its border by the states of West Virginia and Pennsylvania.

The County is home to approximately 30,000 residents.

The Ruth Enlow Library of Garrett County currently has approximately 14 full-time employees, 13 part-time employees, 14 job classifications, an annual general fund payroll of approximately \$777,000 and benefits of approximately \$318,600.

The library has no formal Human Resources department, and its functions are shared by the Director and Executive Assistant.

The library's current classification and compensation structure has never been formally established. Positions have been reviewed on a regular basis. New positions have been created and others have been eliminated based on operational need. The current plan requires updating and advisement on potential alignment and market conditions, as well as details of inequities and compression, if applicable.

Ruth Enlow Library of Garrett County Organizational Chart included.

Howard County

Howard County has no incorporated towns or cities. It has five neighborhoods or communities: Columbia, Elkridge, Greater Ellicott City, Historic Ellicott City, Maple Lawn, Savage & Laurel and Western Howard County.

Howard County is located in Central Maryland and is located between Baltimore, MD and Washington, DC.

Howard County is home to approximately 320,000 residents and 10,000 businesses, employing more than 175,000 workers.

Howard County Library System currently has approximately 207 full-time employees, 73 part-time employees, three job classifications, an annual general fund payroll of approximately \$15 million and benefits of approximately \$2.5 million.

The library system has a Department of Human Resources (DHR), staffed by six people (5.5 FTEs), which oversees all human resources functions.

The library's current classification and compensation structure was established for the 2021 budget year. Positions have been reviewed on a regular basis. Some new positions have been created and others have been repurposed to meet operational needs.

Kent County

Kent County, Maryland has five municipalities: [Betterton](#), [Chestertown](#), [Galena](#), [Millington](#), and [Rock Hall](#). Of these, Chestertown is the county seat.

The county is home to approximately 20,000 residents and 552 businesses, employing more than 9.3K workers.

Kent County Public Library currently has approximately 11 full-time employees, 2 part-time employees, 8 job classifications, an annual general fund payroll of approximately \$616K and benefits of approximately \$172K.

The library does not have a Department of Human Resources, but it's coupled with the Executive Administrator duties, staffed by 1 person, which oversees all personnel positions along with Executive Director.

The library's current classification and compensation structure was established for the 2021 budget year. Positions have been reviewed on a regular basis. New positions have been created and others have been eliminated based on operational need. The current plan requires updating and advisement on potential alignment and market conditions, as well as details of inequities and compression, if applicable.

Kent County Public Library Organizational Chart included.

Prince George's County

Prince George's County, Maryland has 27 municipalities, the largest number of any Maryland County. These include: Bladensburg, Bowie, College Park, District Heights, Fairmount Heights, Glenarden, Greenbelt, Hyattsville, Laurel and Upper Marlboro, the County Seat.

Prince George's County is located in south-central Maryland. It consists of a piedmont and plains region of the Patuxent River to the northeast and east; the Potomac River which makes up the border with Virginia and the District of Columbia to the west. The south-central area of Maryland also includes Calvert County, Charles County, St. Mary's County, Montgomery County, Anne Arundel County and Howard County.

The County is home to approximately 908,000 residents (2nd most populous county in the State) and 15,500 businesses, employing more than 220,000 workers.

Prince George's County Memorial Library System has 19 branch locations throughout the County and the Administrative Offices, located in Largo, Maryland.

The Library System currently has approximately 277 full-time employees, 82 part-time employees, 76 job classifications, annual general fund payroll of approximately \$19,413,400 and benefits of approximately \$4,542,400.

The library has a Talent and Culture Department, staffed by five (5) people, which oversees all personnel positions providing support in the areas of benefit administration, staffing and professional development.

The library's current classification and compensation structure was established during the Fiscal Year 2018. Positions have been reviewed on a regular basis. New positions have been created and others have been eliminated based on operational need. The current plan requires updating and advisement on potential alignment and market conditions, as well as details of inequities and compression, if applicable.

Prince George's County Memorial Library System's Organizational Chart included

Queen Anne's County

Queen Anne's County, Maryland has eight incorporated municipalities: Queenstown, Church Hill, Queen Anne, Sudlersville, Millington, Barclay, Templeville, and Centreville, the County Seat.

Queen Anne's County is located on Maryland's Eastern Shore, which has a combined population of approximately 350,000 but is also the only county on the Eastern Shore included in the Baltimore–Columbia–Towson Metropolitan Statistical Area, also known as Central Maryland, which has over 2.7 million people. The area also includes Baltimore City, Anne Arundel County, Baltimore County, Carroll County, Harford County, and Howard County.

The County is home to approximately 50,000 residents and over 1,400 businesses, employing more than 26,000 workers.

Queen Anne's County Library currently has approximately 16 full-time employees, 23 part-time employees, 17 job classifications, an annual general fund payroll of approximately \$1,467,700 and benefits of approximately \$309,600.

The library does not have a Department of Human Resources (DHR). These duties are shared between the Director and Office Manager positions.

The library's current classification and compensation structure was established for the 2019 budget year. Positions have been reviewed on a regular basis. New positions have been created and others have been eliminated based on operational need. The current plan requires updating and advisement on potential alignment and market conditions, as well as details of inequities and compression, if applicable.

Queen Anne's County Library Organizational Chart and salary classification chart included.

St. Mary's County

St. Mary's County, Maryland has one incorporated municipality: Leonardtown, the County Seat.

St. Mary's County is located by itself in the [California-Lexington Park, MD, MSA](#) but is part of the Southern Maryland region, consisting of Calvert, Charles, and St. Mary's counties. The region has 373,177 residents (2020 Census) and is the second fastest growing area in Maryland.

The County has 113,777 residents (2020 Census) with some 2,050 businesses employing and 2,050 businesses, employing more than 33,000 workers. The largest employer is a Naval Air Station, with a

hospital and various defense contractors rounding out the top 5. It has the 5th highest concentration of high-tech workers in the country.

St. Mary's County Library currently has 33 full-time employees, 39 part-time employees, 12 job classifications, an annual general fund payroll of \$2,664,916 and benefits of \$464,554.

The library does not have a Human Resources Department. The Library Director serves as a de facto head of HR with the Office Manager overseeing salary payments and benefits.

The library's current classification and compensation structure was established for Fiscal Year 2022. Positions have been reviewed on a regular basis. New positions have been created and others have been eliminated based on operational need. The current plan requires updating and advisement on potential alignment and market conditions, as well as details of inequities and compression, if applicable.

St. Mary's County Library Organizational Chart included.

Somerset County

Somerset County, Maryland has two incorporated municipalities: the County Seat in the Town of Princess Anne and the City of Crisfield.

Somerset County is located within the Salisbury, MD-DE Metropolitan Statistical Area, which has over 400,000 people in the counties of Somerset, Sussex (DE), Wicomico, and Worcester.

The County is home to approximately 25,000 residents and 400 businesses, employing more than 4,000 workers.

Somerset County Library currently has 9 full-time employees, 17 part-time employees, 10 job classifications, and an annual general fund payroll of approximately \$570,000 and benefits of approximately \$180,000.

Library personnel decisions are overseen by the Director.

The library's current classification and compensation structure was established for the FY 20 budget year, with a scale built into account for mandated increases to the minimum wage and related compression effects through FY 25. Positions have been reviewed on a regular basis. New positions have been created and others have been eliminated based on operational need. The current plan requires updating and advisement on potential alignment and market conditions, as well as details of inequities and compression, if applicable.

Somerset County Library's Organizational Chart is included.

Washington County

Washington County, Maryland has nine incorporated municipalities: Boonsboro, Clear Spring, Funkstown, Hagerstown (county seat), Hancock, Keedysville, Sharpsburg, Smithsburg and Williamsport.

Washington County is located in the Western Region of Maryland, also referred to as the Western Panhandle or Tri-State area, bordering West Virginia and Pennsylvania.

Washington County Maryland's growth rate is almost 5%, supporting a population of almost 155,000 residents and over 3,000 businesses employing over 68,000 people.

Washington County Free Library currently has approximately 51 full-time employees, 50 part-time employees, ____ job classifications, an annual general fund payroll of approximately \$3.1 million and

benefits of approximately \$475,000. Included in Washington County Free Library's staff count are staff for the Western Maryland Regional Library has 9 full time employees and 2 part time employees. The library has a Department of Human Resources (DHR), staffed by one person, which oversees all personnel positions for WCFL and WMRL.

The library's current classification and compensation structure was established for the 2023 budget year. Positions have been reviewed on a regular basis. New positions have been created and others have been eliminated based on operational need. The current plan requires updating and advisement on potential alignment and market conditions, as well as details of inequities and compression, if applicable.

Washington County Free Library's Organizational Chart included.

Wicomico County

Wicomico County, Maryland has eight incorporated municipalities: Williards, Fruitland, Delmar, Hebron, Mardela Springs, Pittsville, Sharptown and Salisbury, the County Seat. It has seven unincorporated towns: Parsonsburg, Tyaskin, Quantico, Whitehaven, Bivalve, Allen and Powellville.

Wicomico County is located in the Southeastern part of Maryland, on the Delmarva Peninsula known as the Eastern Shore of Maryland which has over 420,800 people. The Eastern Shore includes the counties of Caroline, Cecil, Dorchester, Kent, Queen Anne, Somerset, Talbot, Wicomico and Worcester.

The County is home to 103,609 residents and 2, 481 businesses, and employing more than 36 250 workers.

Wicomico Public Library currently has approximately 32 Full-time employees, 18 part-time employees, 14 job classifications, and annual general fund payroll of approximately \$1,615,110.00 and benefits of approximately \$522,000.

The Library has a Department of Human Resources (DHR), staffed by two people, which oversees all personnel positions.

The Library's current classification and compensation structure was established for the 2022 budget year. Positions have been reviewed on a regular basis. New positions have been created and others have been eliminated based on operational need. The current plan requires updating and advisement on potential alignment and market conditions, as well as details of inequities and compression, if applicable.

Wicomico County Public Library's organizational chart is included.

Worcester County

Worcester County, Maryland has four incorporated municipalities: Berlin, Ocean City, Snow Hill (county seat), and Pocomoke City. Ocean Pines is not a municipality but has a population of over 11,000.

Worcester County is located on Maryland's Eastern Shore, the state's only seaside County. Worcester County is part of the Salisbury, MD-DE Metropolitan Statistical Area, as defined by the United States Census Bureau, it is a metropolitan area centered on the city of Salisbury, Maryland and consists of four counties: Somerset, Wicomico, and Worcester in Maryland and Sussex in Delaware.

The County is home to 52,460 residents; civilian labor force is 25,525. There are 2,208 business establishments employing 24,988 people.

Worcester County Library has 56 employees, 35 full time staff members and 19 part time staff members. FY 21 Salary & Wages = \$1,842,954 and Benefits = \$929,216.

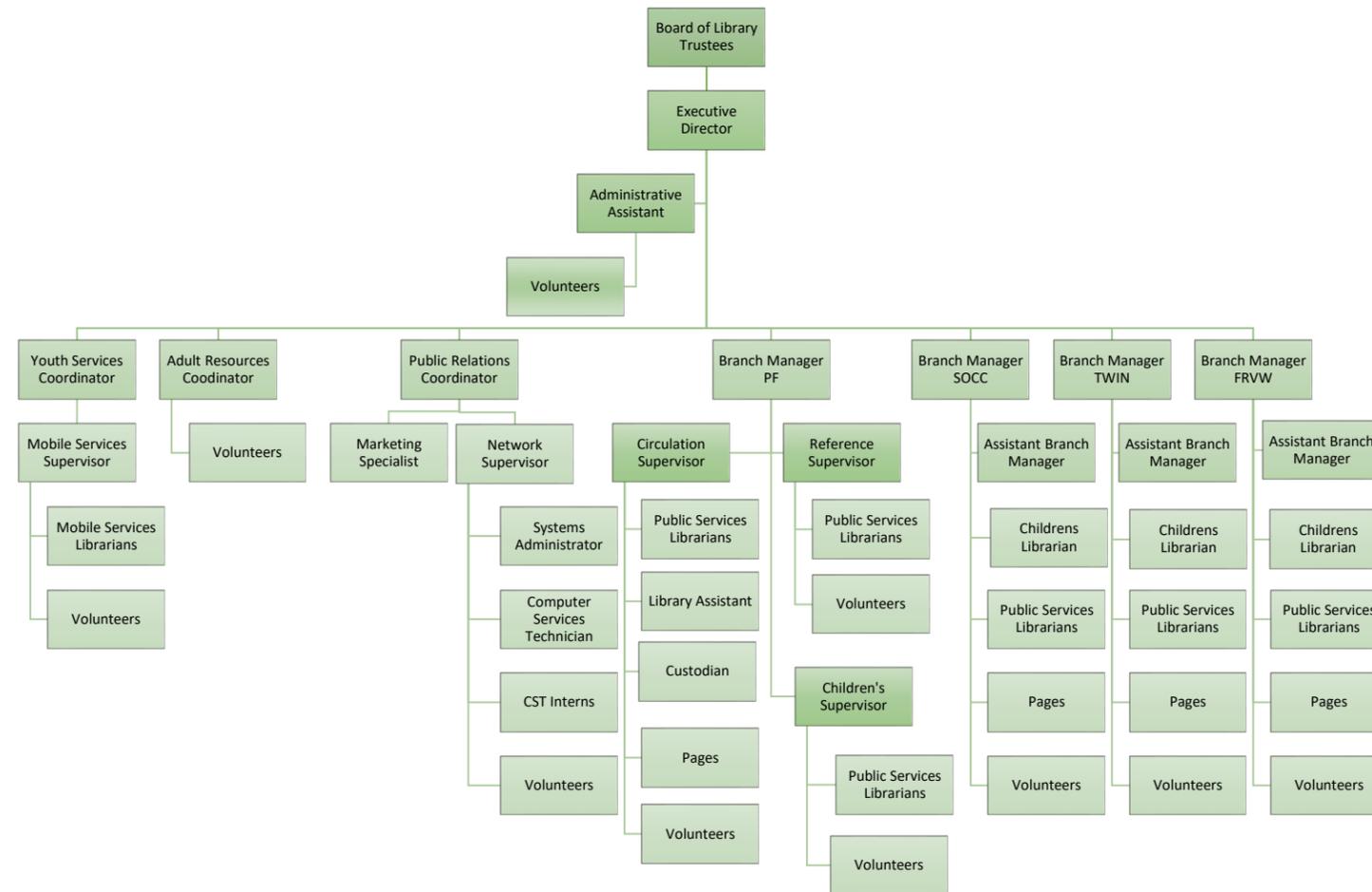
Worcester County Library does not have a separate HR dept., we work our County HR Dept. However, library administration (and designees) handle the hiring, training, and evaluation of library staff members.

Staff positions are reviewed regularly and new positions have been created and others eliminated based on operational need.

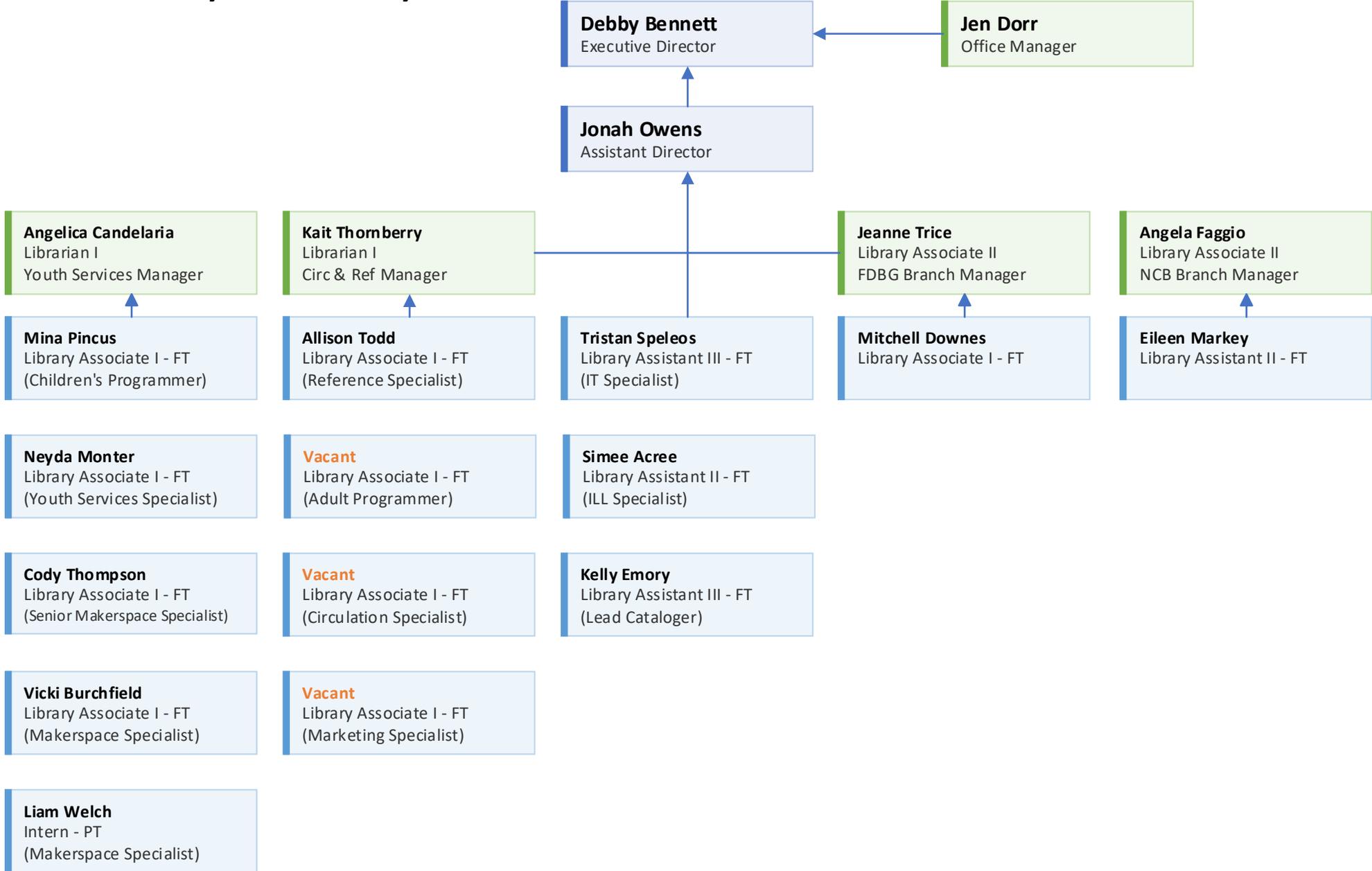
Attached is an organizational chart.

Appendix B

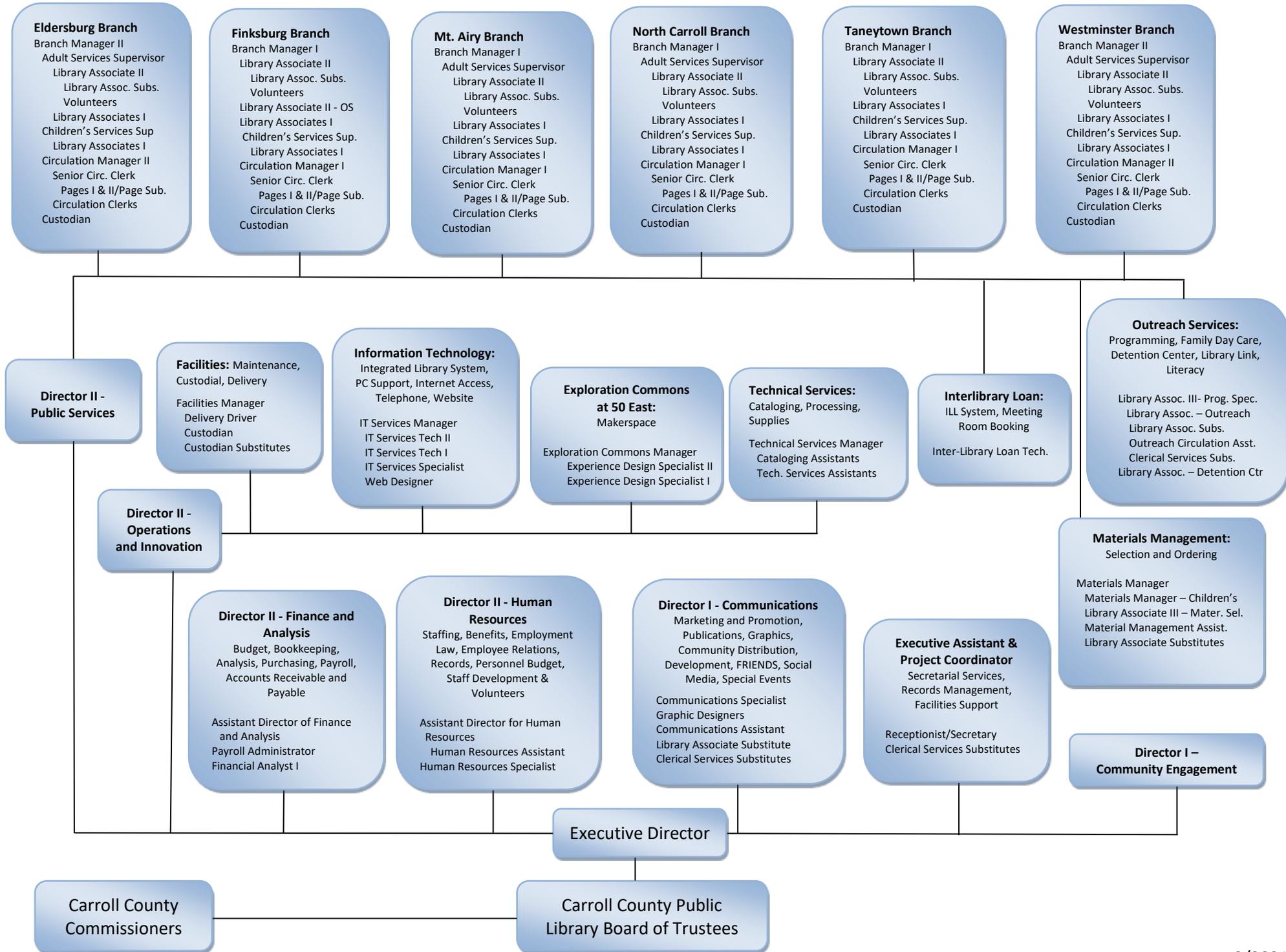
Calvert County Public Library



Caroline County Public Library

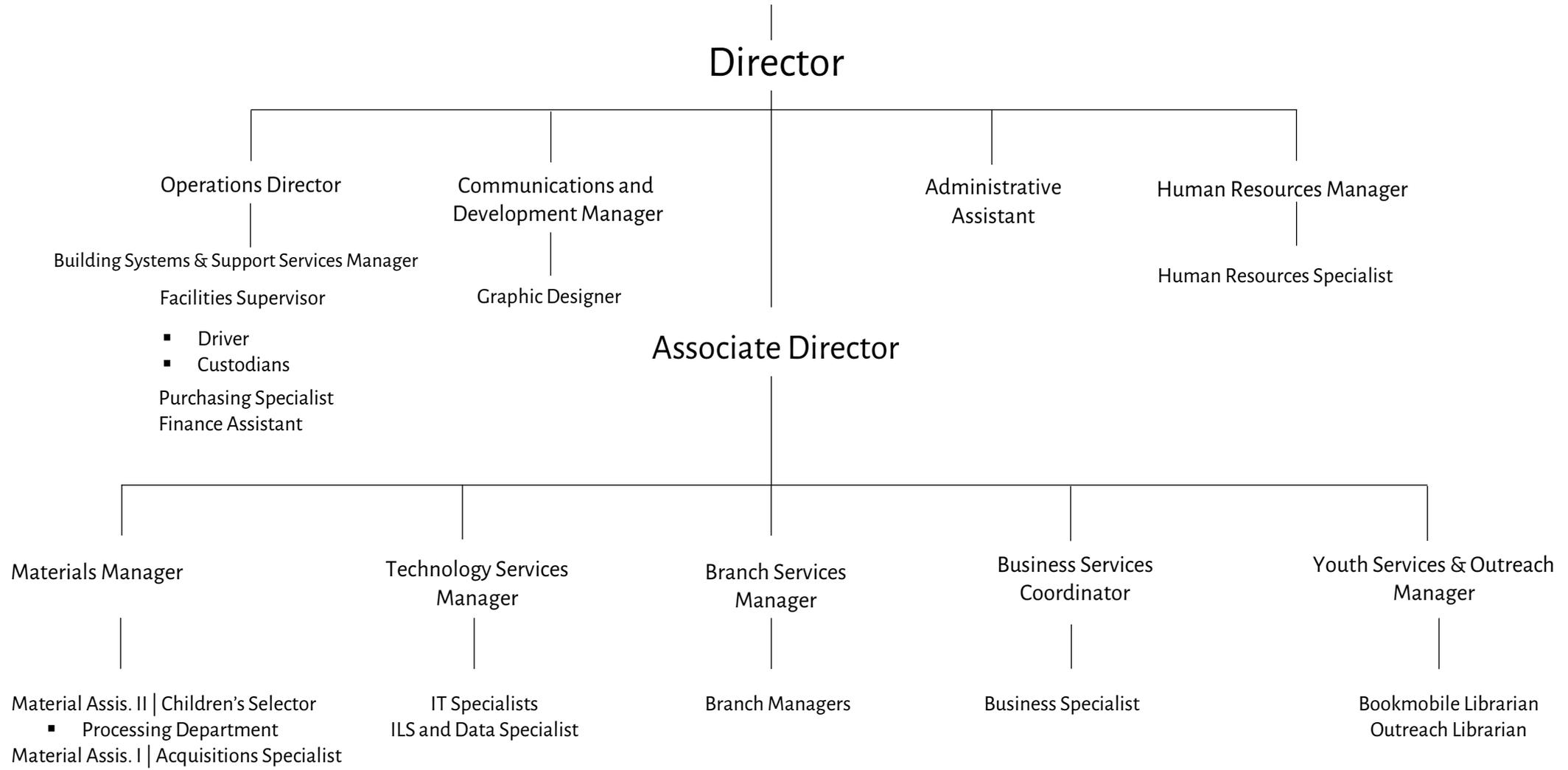


Carroll County Public Library – Service to Our Customers – the Citizens of Carroll County



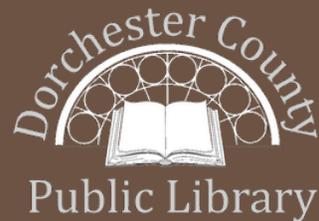
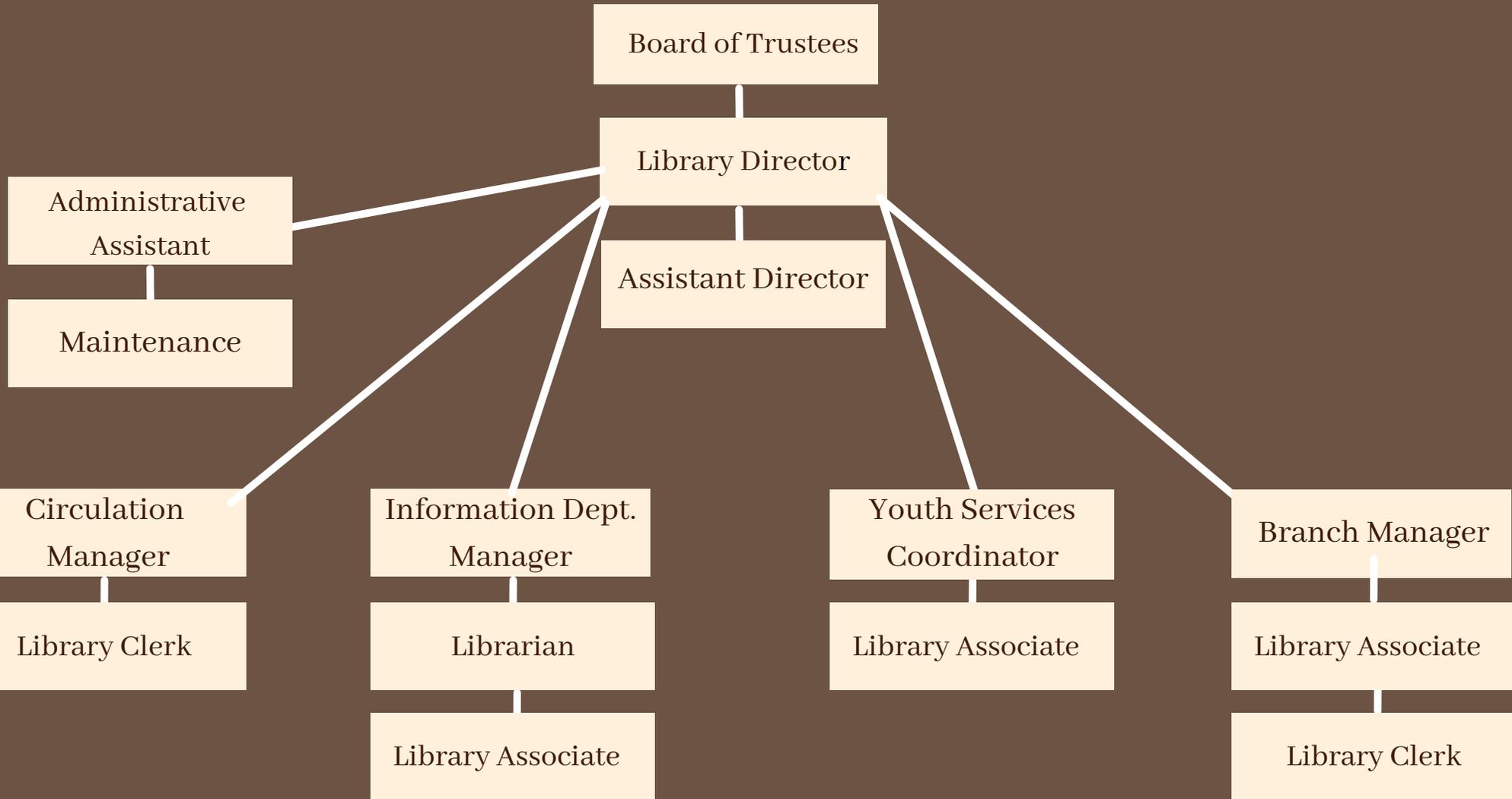
Cecil County Public Library Organizational Chart

Board of Library Trustees

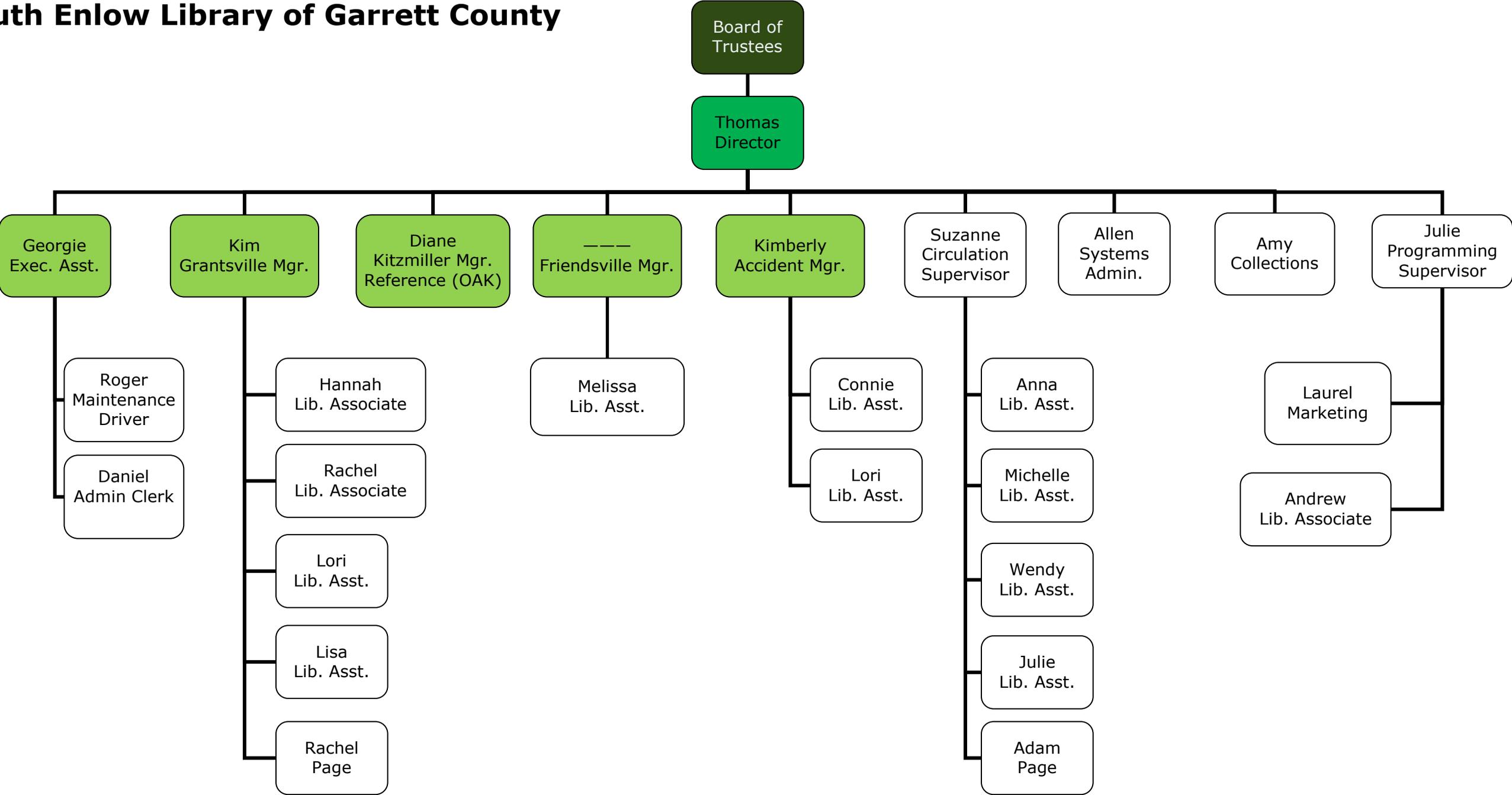


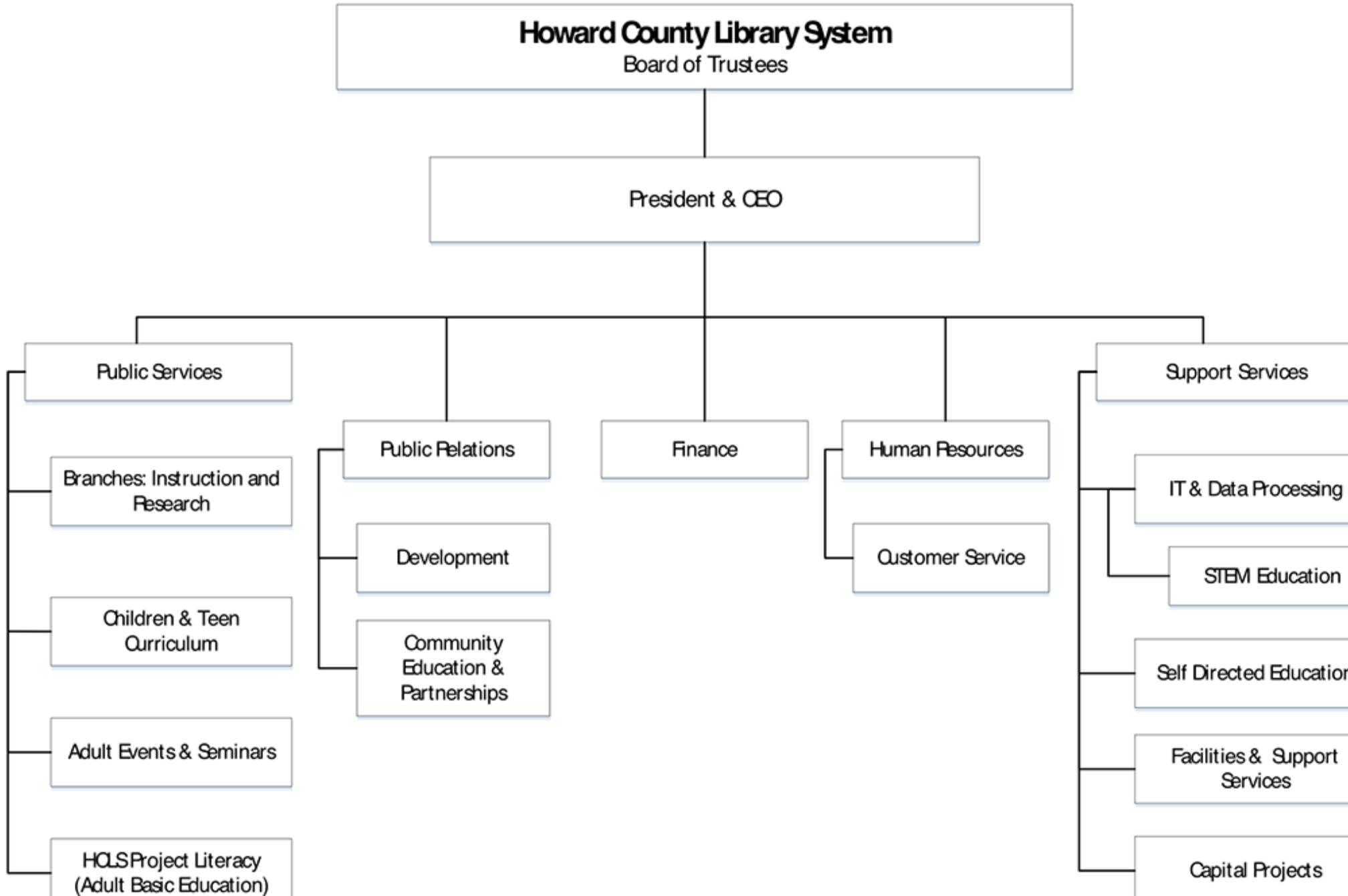
Dorchester County Public Library

Organizational Chart



Ruth Enlow Library of Garrett County





ent County Public Library


KCPL Board of Trustees
Role:


KCPL Executive Director
F


Public Services Director


Information Services Director
Role:


Tech Services Director
Role: [unclear] [unclear] T


Youth Services Director


Director of Office Administration


Over Sight Branch Director


Public Services Librarian (PT-500)


Public Services Librarian Outreach


Information Services Associate
Role: [unclear]


Information Services Associate (FT)
Role: New Position


Tech Services Senior Associate
Role: Vacant (BoT Approved)


Youth Services Associate
Role: [unclear]


Branch Services Clerk (PT-500)
Role: New Position


Public Services Tech (FT)
Role: New Position


Information Services Clerk (PTB-960)
Role: New Position

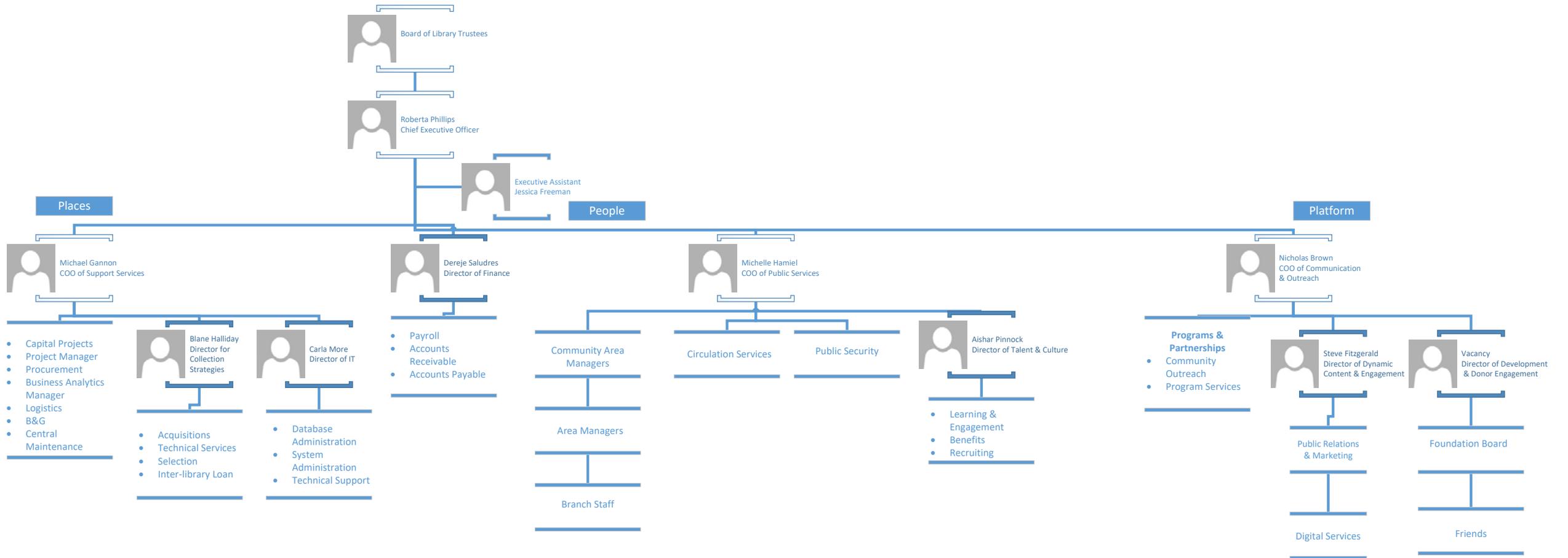

Information Services Clerk (PT-500)


Tech Services Associate

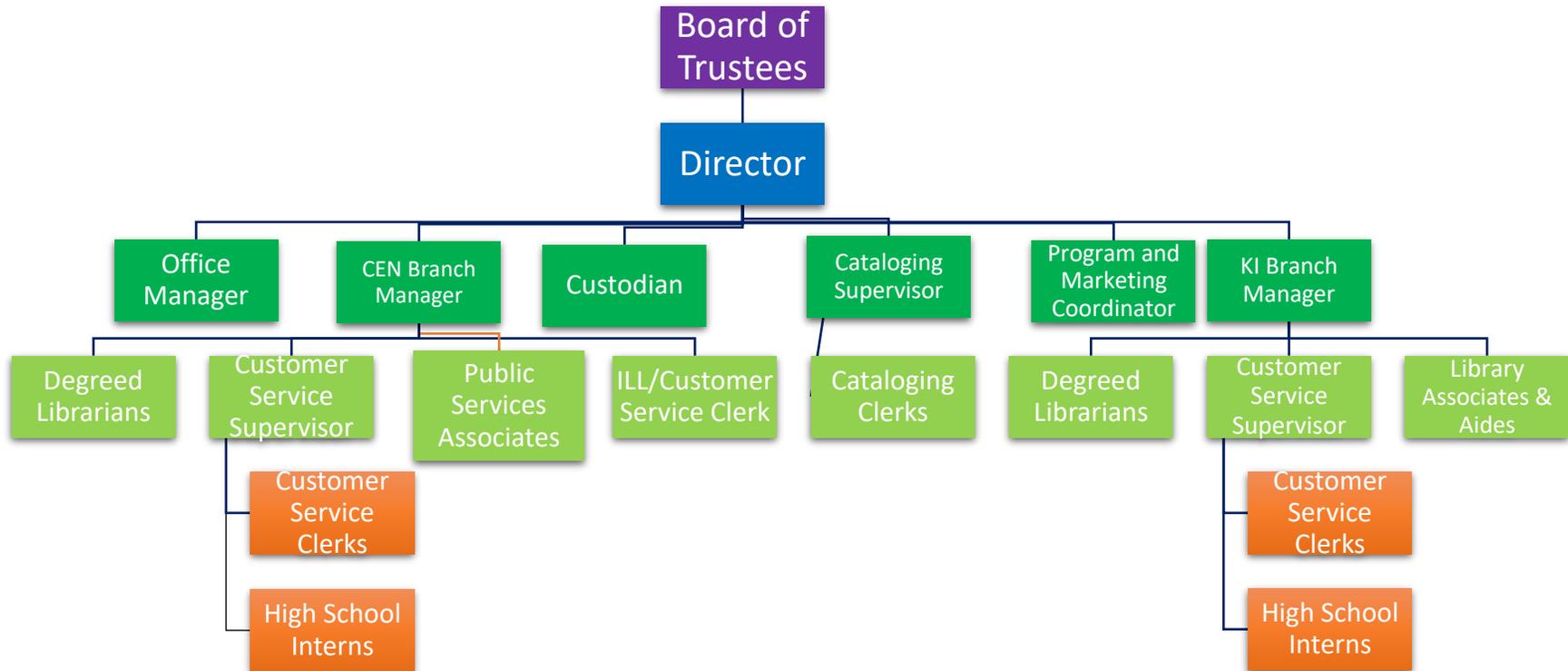

Youth Services Associate (PTB-960)
Role: New Position


Branch Services Clerk (PT-500)
Role: New Position

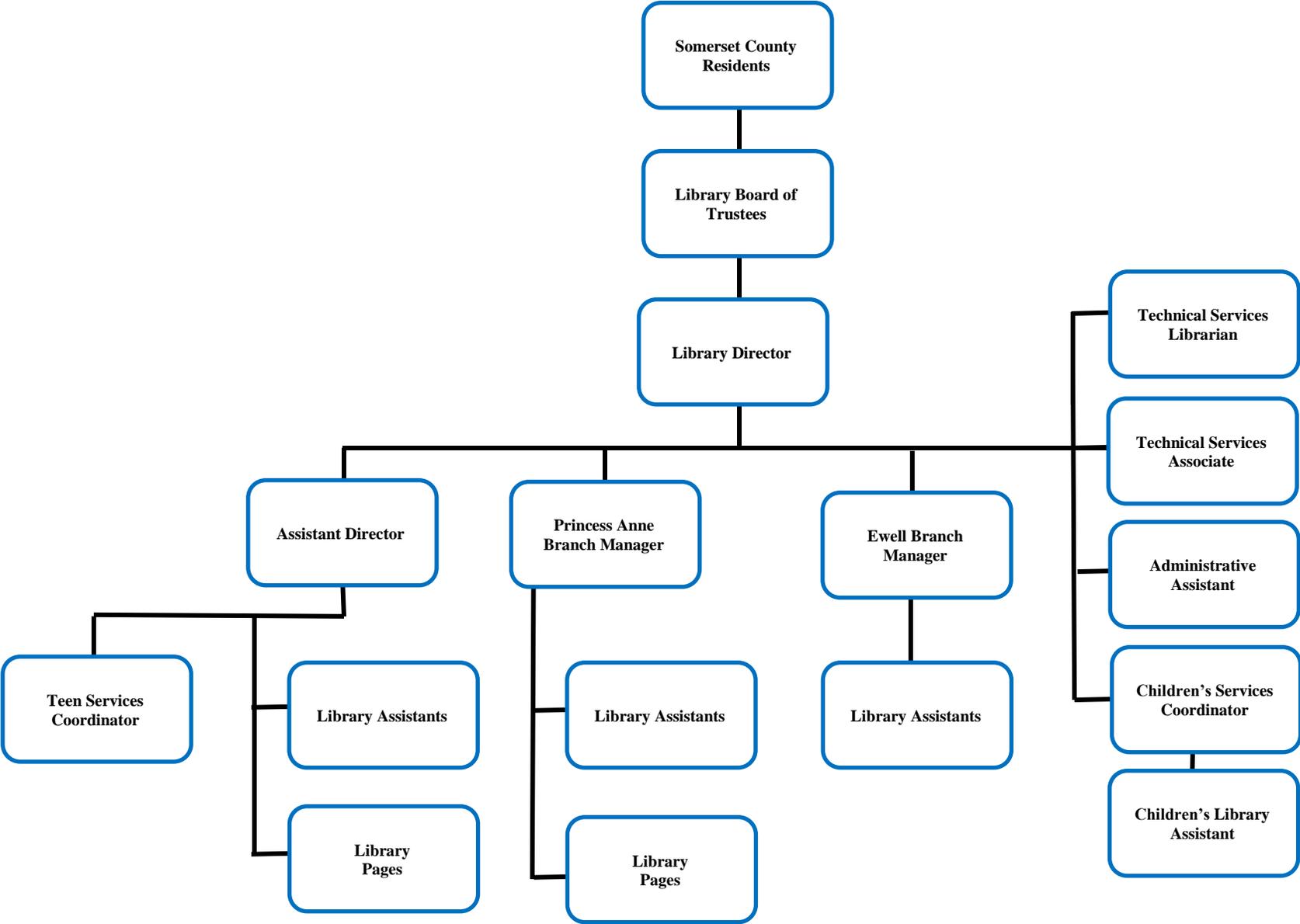
Prince George's County Memorial Library System



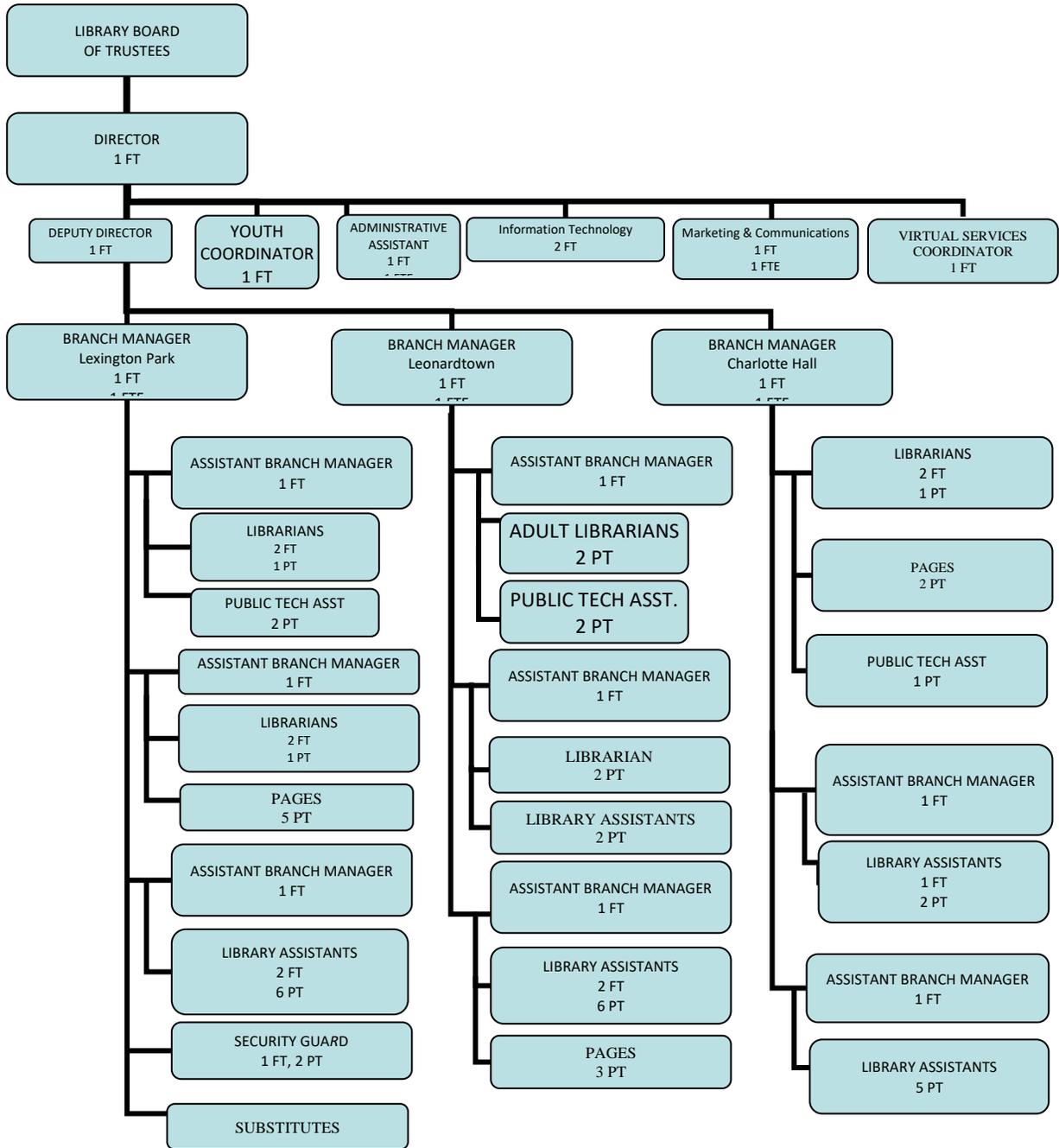
Queen Anne's County Library Organizational Chart

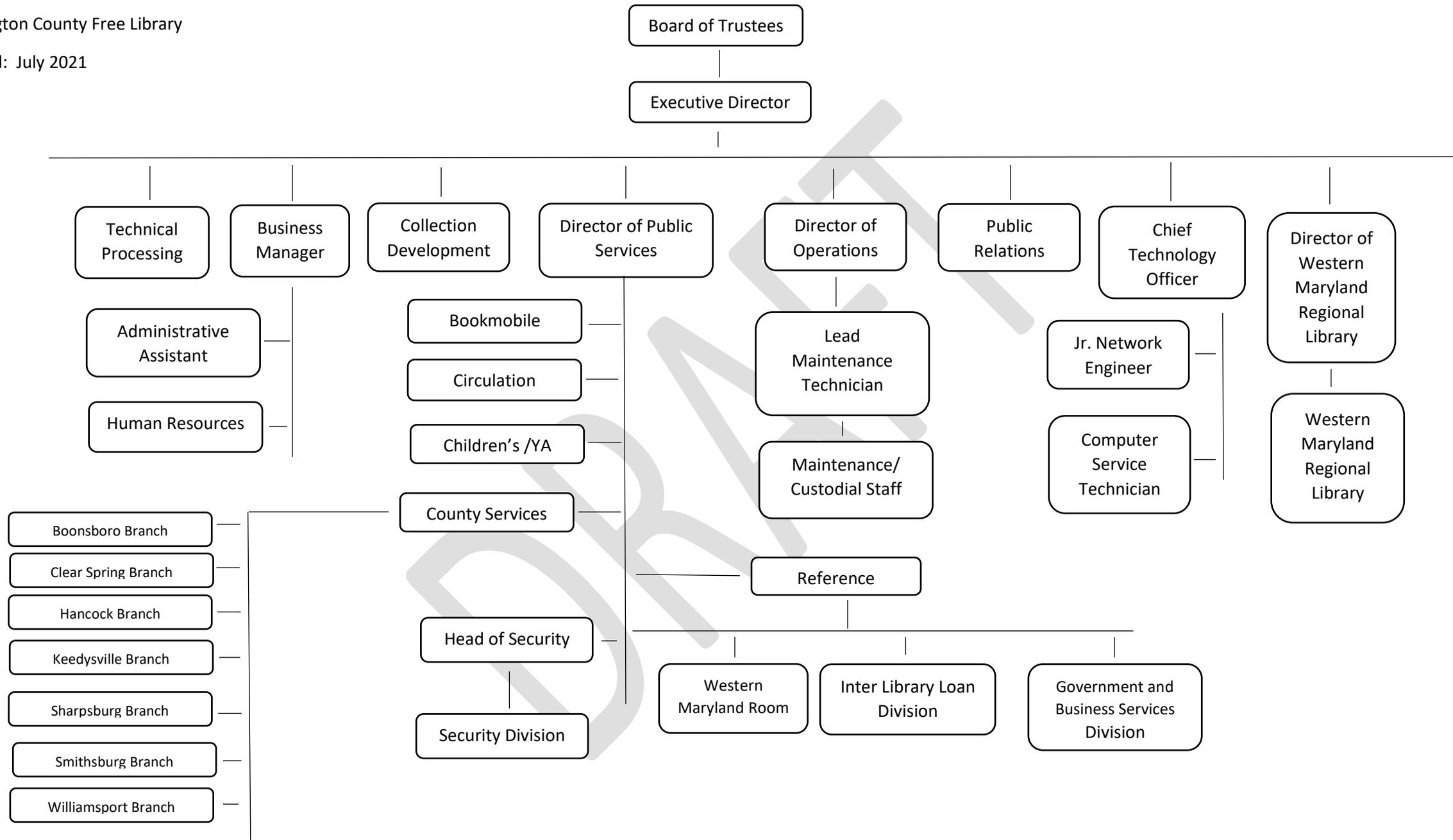


Somerset County Library System Organizational Chart

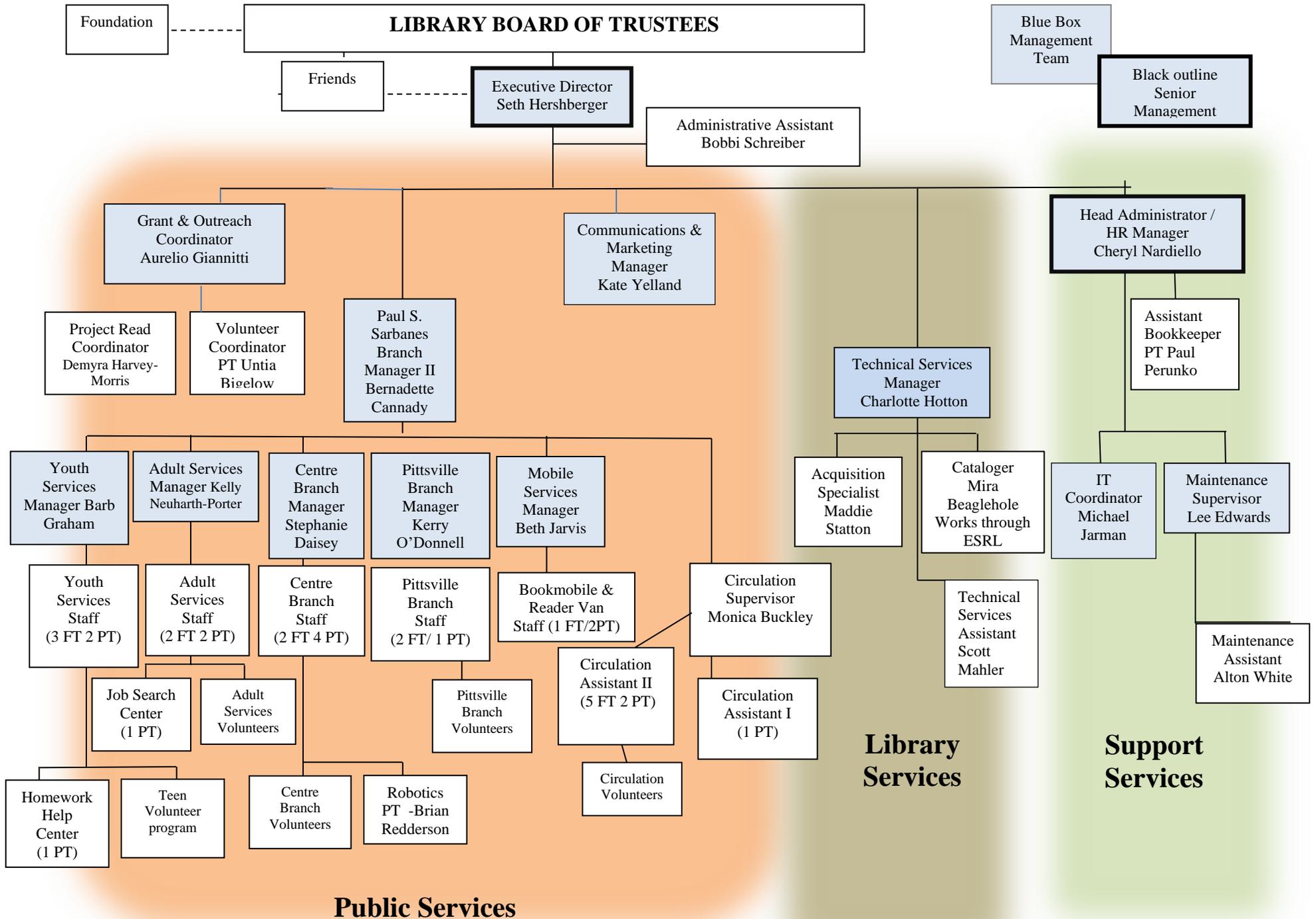


St Mary's Count Library: Current Organizational Chart



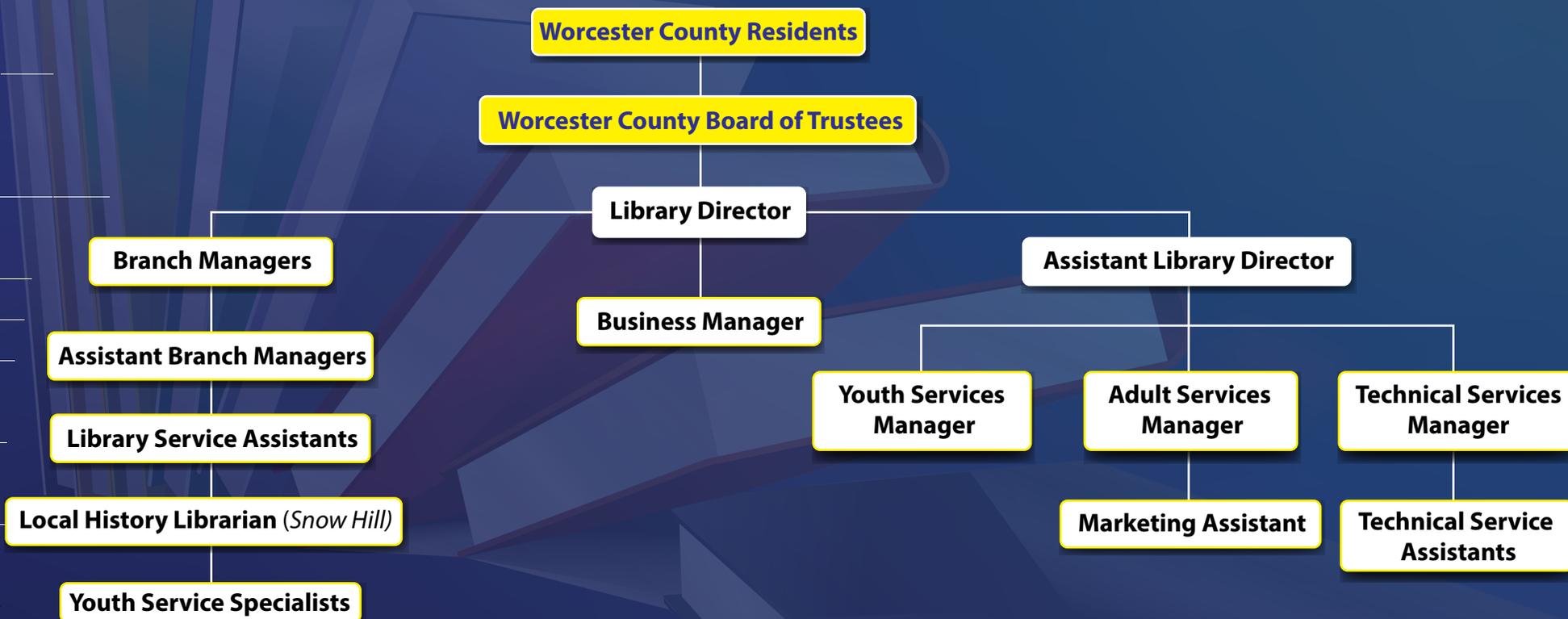


icomico Public Libraries



ORGANIZATIONAL CHART

WORCESTER COUNTY LIBRARY



OUR MISSION

The mission of the Worcester County Library is to promote reading, thinking, learning, and the enjoyment of the arts.

OUR VISION

The Library serves as the community's learning center where the pursuit of knowledge, the exploration of the arts, and positive interactions are encouraged through innovative educational and cultural opportunities for all.

Appendix C

Positions for Maryland Statewide Salary Survey

Director / Exec Director / CEO / President (MLS/MLIS/State Certif)

Assistant Director (MLS/MLIS/State Certif)

Administrator / Admin Assistant (HS or Bachelors)

General Support Svc Dept Manager / Director (Masters)

General Support services Dept Manager (Bachelors)

General Support services staff (Bachelors)

General Support services staff (HS / Assoc)

Tech Svs Manager (MLS)

Tech Svs Manager (Bachelors)

Tech Svc staff (Bachelors)

Tech Svc staff (HS/Assoc)

Branch Manager (MLS)

Branch Manager (Bachelors)

Circulation Manager MLS

Circulation Manager Bachelors

Circulation Staff

Library Department Manager (MLS)

Library Department Manager (Bachelors)

Assistant Dept Manager (Bachelors)

General Librarian (MLS)

Programming Specialist (Bachelors)

General Library Associate Manager (Bachelors) LATI Trained

General Library Associate Staff (Bachelors) LATI Trained

General Library Associate / Library Assistant / Clerk / Staff (HS / Assoc)

Facilities manager (Maintenance / Custodial)

Page - HS diploma