

Durham Public Schools

Employee Compensation Study

January -September 2023



**Hurd
Isenhour
Lopes LLC**

Contents

Contents	1
Introduction	2
Summary of Findings	12
Methodology	13
On-Site Interviews	14
District/Community Statistics	17
Market Salaries	19
Recommendations	21
Salary Comparisons with Other School Districts	22
Proposed Classified Salary Schedules	32
Classified Job Placements	38
Proposed Administrator Salary Schedules	41
Appendix	43

Introduction

“Tight labor market drives U.S. employers to boost 2023 pay raises” (Globe Newswire July 14, 2022)

The pandemic drove home an important fact to school district leaders. Superintendents, Human Resource, and Finance officials are confronting the reality that competition for employees is fierce and districts must be in tune with labor market compensation. That reality continues and is why HIL Consultants assists districts across the Southeast with compensation studies and making compensation changes to be more competitive.

Willis Towers Watson’s (WTW) Salary Budget Planning Report (NASDAQ: WTW) highlights the results of a survey conducted in April and May 2022 of companies worldwide. WTW is a global solutions company. That report found:

- ❖ “Salary budgets are expected to increase in 2023, mainly influenced by a labor market with more open jobs than people to fill them.”
- ❖ “...companies are budgeting an overall average increase of 4.1% for 2023, compared with the average actual 4.0% increase in 2022.”
- ❖ “These are the largest increases since 2008.”
- ❖ “...the vast majority (of companies that responded) have or will adjust salaries twice per year.”
- ❖ “Concerns over a tighter labor market seem to be the main driver for the higher budgets....” Employee expectations for higher increases that are driven by inflation also is a driver.

Another report cited in the Wall Street Journal in late August noted, “Overall, companies have on average increased base pay in the U.S. by 4.8% so far in 2022, and about a third of employers are considering or planning midyear raises....”

“A labor shortage plus inflation makes up that perfect storm where we’re seeing larger than historical annual base salary increases and companies thinking about doing something more,” said Rebecca Toman, vice president of Pearl Meyer, a compensatory advisory firm.

The article pointed out that company HR staff members are now monitoring local cost-of-living indexes on a quarterly basis to ensure that pay is sufficient to retain employees.

Even a possible economic slowdown has not impacted the need to regularly evaluate employee compensation. The Wall Street Journal article reported that “...higher pay is needed to reward employee performance, keep up with pay at rivals and to reflect that staffers are paying more for gasoline, groceries and other daily living expenses.”

North Carolina Continues to Report Strong Growth

In our state, the North Carolina Department of Commerce issued its 2023 Employment Projections report in April 2022. That analysis “projects a continued growing economy, with an increase of 230,137 jobs or 4.8% between the second quarter is 2021 and the first quarter of 2023.

Salary Increases for Public School Employees

With national increases in salaries of more than 4 percent and the sometimes-dire employee recruitment concerns of school districts and state government, NC legislators approved the highest salary increases in some time in 2022.

For noncertified staff, the increase was the greater of 4 percent of an amount to adjust the salaries to \$15 per hour. Central office staff also received 4 percent raises, while teacher salaries were adjusted by a step and the range increased by 2.5 percent to 7.2 percent depending on the years of educator experience.

Previous salary increases are shown on the chart on the following page.

Compensation Increases

Teachers and State Employees

Since 2000-2001
The yearly percentage Increase
in salary accumulates to:

- **Teachers - 91.3%**
- **State Employees - 40.8% (a)**
- **Consumer Price Index - 68.0%**

Fiscal Year	State Employees	Teachers	Consumer Price Index *
2000-01	4.2% c.	6.5% b.	3.4%
2001-02	0.0% d.	2.9%	2.8%
2002-03	0.0% e.	1.8%	1.6%
2003-04	0.0% f.	1.8%	2.3%
2004-05	2.5% g.	2.5%	2.7%
2005-06	2.0% h.	4.2%	3.4%
2006-07	5.5%	8.0%	3.2%
2007-08	4.0%	5.0%	2.8%
2008-09	2.8% i.	4.0% b.	3.8%
2009-10	0.0%	0.0%	-0.4%
2010-11	0.0%	0.0%	1.6%
2011-12	0.0%	0.0%	3.2%
2012-13	1.2% j.	1.2%	2.1%
2013-14	0.0% j.	0.0% j.	1.5%
2014-15	1.86% k.	7.0%	1.6%
2015-16	0.0% l.	2.1%	0.1%
2016-17	1.5% m.	4.7%	2.1%
2017-18	2.2% n.	3.3%	2.1%
2018-19	2.0%	6.5%	1.5%
2019-20	2.5% p.	1.2%	2.5%
2020-21	2.5% p.	1.2%	1.4%
2021-22	2.5%	2.5%	7.5%

Notes:

- * The CPI data reflect the updated values from <https://www.bls.gov/> as 03/24/2022.
- a. Flat rate amounts are not included in the percentage accumulation total.
- b. Teachers received varying increases depending on their years of experience.
- c. Plus a one-time bonus of \$500 to each permanent employee.
- d. An across-the-board flat rate of \$52.08 per month was provided for all employees.
- e. Full-time State Employees received an additional 10 days vacation.
- f. Full-time State Employees received an additional 10 days vacation plus a one-time bonus of \$550.
- g. State Employees received the greater of \$1,000 or 2.5%.
- h. State Employees received the greater of \$850 or 2.0%.
- i. State Employees received the greater of \$1,100 or 2.75%.
- j. Full-time State Employees received an additional 5 days vacation.
- k. Full-time State agency employees received \$1,000. 1.86% is the calculated average increase.
- l. State employees received \$750 one time bonus pay.
- m. State employees received 0.5% one time bonus pay in addition to raise.
- n. State employees received \$1,000 raise. 2.2% is the average increase.
- p. Most State employees received 2.5%. No increase for public school noncertified personnel.

Note: Since 2008-2009:

- The classified salary increases for veteran employees total 11.2 %.
- The classified salary increases for pay grades 50-55 totals 45% for entry level employees.

What do these national and state salary projections mean for Durham Public Schools?

The job market in North Carolina will continue to present challenges for school districts, especially as districts compete for staff in IT, maintenance, finance, and other areas. That is why the timing of this compensation study Durham Public Schools (DPS) asked HIL to complete is so mission-critical. With private industry reviewing market salaries on a quarterly basis, school districts also must continually adjust salaries in order to be competitive.

Living Wage

Compensation for hourly employees is a key topic in the news. Two phrases are important in this discussion. According to The Balance Financial Review Board, “The **living wage** is the amount of income determined to provide a decent standard of living. It should pay for the cost of living in any location. It should also be adjusted to compensate for inflation. The purpose of a living wage is to make sure that all full-time workers have enough money to live above the federal poverty level. The **minimum wage** is the wage mandated by law, to keep employees above the poverty level in their area.”

MIT calculates the 2021-2022 living wage for Durham County as \$18.64 per hour for a person with no children. That per hour amount rises to \$32.34 for two adults with one child.

	1 ADULT				2 ADULTS (1 WORKING)			
	0 Children	1 Child	2 Children	3 Children	0 Children	1 Child	2 Children	3 Children
Living Wage	\$18.64	\$36.32	\$47.06	\$62.83	\$27.14	\$32.34	\$37.78	\$41.50
Poverty Wage	\$6.19	\$8.38	\$10.56	\$12.74	\$8.38	\$10.56	\$12.74	\$14.92
Minimum Wage	\$7.25	\$7.25	\$7.25	\$7.25	\$7.25	\$7.25	\$7.25	\$7.25

<https://livingwage.mit.edu/>

For the cohort districts, the living wage is:

- Durham--\$18.64
- Cabarrus—\$18.75
- Chapel Hill-Carrboro (Orange County) --\$18.64
- Guilford--\$16.73
- Johnston- \$18.93
- Wake -\$18.95

MIT also provides the typical annual salaries by location. For Durham County, that list includes the following information.

Typical Annual Salaries

These are the typical annual salaries for various professions in this location.

Occupational Area	Typical Annual Salary
Management	\$117,047
Business & Financial Operations	\$73,819
Computer & Mathematical	\$94,214
Architecture & Engineering	\$81,020
Life, Physical, & Social Science	\$67,667
Community & Social Service	\$49,990
Legal	\$70,791
Education, Training, & Library	\$50,065
Arts, Design, Entertainment, Sports, & Media	\$52,130
Healthcare Support	\$29,329
Protective Service	\$41,644
Food Preparation & Serving Related	\$22,609
Building & Grounds Cleaning & Maintenance	\$28,665
Personal Care & Service	\$26,065
Sales & Related	\$31,094
Office & Administrative Support	\$39,932
Farming, Fishing, & Forestry	\$32,282
Construction & Extraction	\$42,907
Installation, Maintenance, & Repair	\$50,194
Production	\$36,241
Transportation & Material Moving	\$33,159

Source is MIT.edu: <https://livingwage.mit.edu/counties/37063>

Providing employees a living wage has been an issue in Durham news for some time. In fact, there is an organization, the Durham Living Wage Project, that publishes a list of businesses that provide a living wage.

Durham City government publishes on its website the living wage history in city government. Durham City ties their minimum hourly wage to the livable wage.

Durham City Minimum Wages

Livable Wage Rate History

YEARS & MINIMUM HOURLY WAGE RATE

- FY 2023: \$17.60
- FY 2022: \$16.92
- FY 2021: \$16.25
- FY 2020: \$15.46
- FY 2019: \$15.00
- FY 2018: \$14.15
- FY 2017: \$13.35
- FY 2016: \$12.53
- FY 2015: \$12.17
- FY 2014: \$11.91
- FY 2013: \$11.55
- FY 2012: \$11.40
- FY 2011: \$11.40
- FY 2010: \$10.95
- FY 2009: \$10.42
- FY 2008: \$10.10
- FY 2007: \$10.10
- FY 2006: \$9.51
- FY 2005: \$9.51
- FY 2004: \$9.15
- FY 2003: \$9.15
- FY 2002: \$9.15
- FY 2001: \$9.00
- FY 2000: \$8.58

Durham Cost of Living

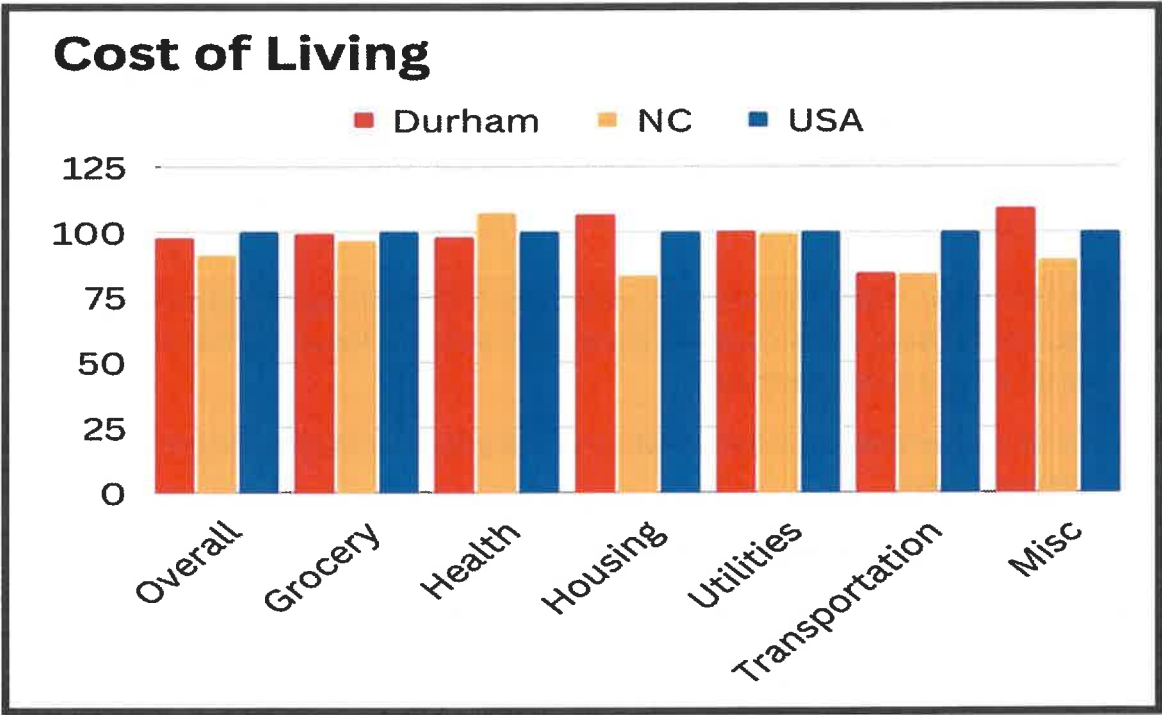
The cost of living impacts wages employees need in order to pay for food, health care, housing, utilities, and other living expenses. BestPlaces.net compares the cost of living in Durham to the state and also to the country. Durham's overall cost of living is higher than North Carolina in all areas except health. In comparison with the country, the housing costs are higher as are utilities and miscellaneous items (clothing, restaurants, repairs, entertainment and other services).

Housing costs in the Durham-Chapel Hill Metro area are particularly high and impact employees significantly. Rent for a studio, one-bedroom, and two-bedroom apartment in Durham is higher than that of North Carolina and higher than the US for a studio apartment.

All these factors are considerations for employees who are making decisions about working in Durham and for those who already work there.

<https://www.bestplaces.net/cost-of-living/> **Cost of Living**

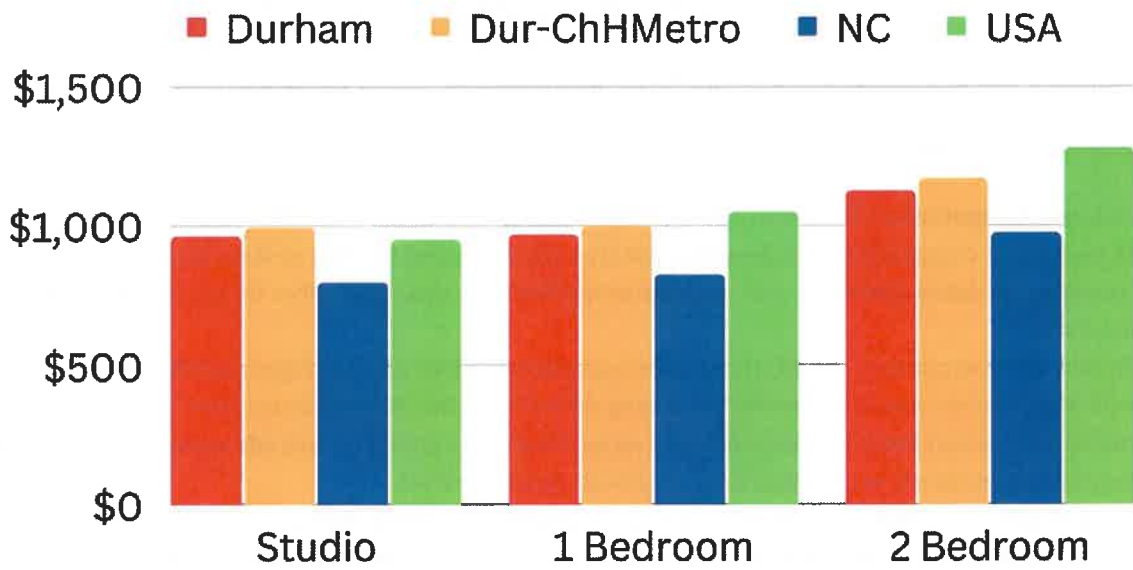
Cost of Living	Durham	North Carolina	USA
<i>Overall</i>	97.5	91	100
<i>Grocery</i>	99.2	96.5	100
<i>Health</i>	97.9	107.2	100
<i>Housing</i>	106.5	83.1	100
<i>Median Home Cost</i>	\$310,600	\$242,300	\$291,700
<i>Utilities</i>	100.1	99.2	100
<i>Transportation</i>	84.1	83.9	100
<i>Miscellaneous</i>	108.9	89.2	100



Cost of Living in Cohort Districts

Primary Town in District	Overall Cost of Living	% Cost of Living Difference Between Other Locations and Durham
Durham	97.5	
Concord (Cabarrus)	95.1	2.5% less than to live in Durham
Chapel Hill	116	19% more than to live in Durham
Greensboro (Guilford)	82.7	15.2% less than to live in Durham
Smithfield (Johnston)	85.5	12.3% less than to live in Durham
Raleigh (Wake)	102.4	5% more than to live in Durham

Average Rent by Bedroom Size



Salary Studies and What We Have Learned

Hank Hurd, Kathy Isenhour, and Ricky Lopes, HIL's partners, along with human resources and research/analyst consultants, have conducted numerous salary studies and developed new salary schedules for many school districts in NC and in other Southeastern US states. In NC public schools, a total of 94 percent of the state education budget is spent on salary and benefits. That's why compensation of employees is so important.

Some of what we've learned includes:

- Salary and compensation policies are often inconsistently followed.
- The inability of school districts to provide local step increases and the lack of state step increases results in compressed salary schedules with employees held on the same step rather than progressing with experience.
- This schedule compression means that new employees are often hired at higher salaries than veteran employees who are not rewarded for remaining with the district. Morale issues often follow.
- Finance and Human Resources departments sometimes fail to communicate adequately about salaries.
- Many managers do not understand how employee salaries are set.
- Job descriptions are often outdated and are not aligned with current duties.
- Employees expect to understand how salaries are set and the process for adjusting salaries based on duty changes.
- Salary changes may be based on factors unrelated to actual job performance.
- Market salaries have risen and continue to rise while school district employees have not kept pace.
- Most districts are not prepared to implement living wages and the resulting changes that will be needed to their pay structures.
- School districts' classified staff have not received cost of living increases to keep up with inflation in over a decade, unlike industry and other government agency employees who have received consistent increases.

Summary of Findings

Durham Public Schools' administrators are in the same circumstances many public and private employers find themselves in 2022. To attract individuals and keep employees in school system jobs, wages must be increased and must be competitive with other businesses and government.

In our interviews with DPS employees, we heard repeatedly concerns that salaries are compressed and that employees could earn more working for other entities. In Durham, we also heard from employees that they do not feel valued for the service they provide in educating students in Durham County. The school district should develop efforts to recognize employees for their years of service. Involving representative employees in such a recognition plan will foster goodwill.

The state's efforts to boost salaries in 2022 resulted in a difficult situation for school districts. Boosting the minimum salary has compressed the salary schedules even more than they were previously. New hires who earn the same pay as veterans is a morale issue. Durham is not alone in this situation as other districts are struggling with the same concern.

Employees in Durham also pointed out time and time again that they are not rewarded for certifications and licenses that are important to their jobs, that there is little differentiation for employees with different responsibilities but similar titles, and that there is limited information about how salaries are set. Employees want more transparency and acknowledgement that their extra efforts are important to the district.

HIL is recommending compensation changes that should alleviate some of the main employee concerns. We appreciate the challenges districts face in ensuring that salaries are equitable and are committed to helping DPS implement this salary study.

Methodology

HIL Consultants discussed the salary study with DPS Central Services leaders and then interviewed representative employees.

Goals of the Salary Study:

- Conduct an employee compensation study of public and private employers who are providing equitable services, including a review of the following:
 - Pay grade structure
 - Internal and external equity issues and recommend adjustments to correct these inequities
 - Identify and recommend adjustments to align historical inequities due to prior promotional procedures and salary increases
 - Identify compression issues

Positions in the Study

School Level	Data Manager/Clerk Secretary Finance Secretary/Bookkeeper Child Nutrition Manager Assistant Child Nutrition Manager Child Nutrition Worker Teacher Assistants Tech Facilitator Before/After School Staff School Nurse Lead Custodian Custodians Bus Driver Bus Monitor
Central Services	Lead Plumber Plumber Lead HVAC HVAC Lead Carpenter Carpenter Lead Electrician Electrician Painter Warehouse Grounds Lead Mechanic Mechanic Network Admin/Technicians Help Desk Technicians Office Manager Administrative Assistants Specialists Supervisors Coordinators Directors Executive Directors Assistant/Associate Superintendents Chiefs

On-Site Interviews

HIL has found that an important part of our salary study is to hear from personnel on site regarding salaries and concerns. Our teams hold individual interviews with staff to inform our findings. For the DPS study, on-site interviews were conducted with approximately 70 staff members. These interviews were conducted by HIL Partners Kathy Isenhour, Hank Hurd, and Ricky Lopes and Senior HR Consultants Brenda Jones and Glenda Jones. We appreciate the willingness of staff to be open with us about their compensation issues.

Interviewed were:

- Chief of Staff
- Chief of Schools
- Deputy Superintendent
- Deputy Superintendent for Operational Services
- Chief Financial Officer
- Chief Communications Officer
- Assistant Superintendent:
 - HR
 - Specialized Services
- Executive Director:
 - Equity and PD
 - Building Services
 - Federal Programs and Community Engagement
 - Information Technology
 - Exceptional Children's Services
 - School Planning and Operational Services
 - Research and Accountability
- Director
 - Custodial Services
 - Community Education
 - IT Operations
 - Marketing and Community Engagement
 - Student Assignment
 - Special Programs and Behavior Support
- Managers/Coordinators/Specialists/Analysts/Technicians
 - Community Education Specialist
 - Operations Support Manager
 - Licensure/Retirement Specialist
 - Student Info System Coordinator
 - Cultural and Linguistic Development Specialist

- EC analyst
- Lead Nurse
- Lead Occupational Therapist
- Lead Psychologist
- Budget Analyst
- Workers Comp Analyst
- HR Technician
- Disability/Leaves Analyst
- Reconciliation Analyst
- Payroll Technician
- Purchasing Agent
- Assistant Supervisor
- Testing & Accountability Specialist
- Area Manager
- School Nutrition Managers (3)
- Assistant Manager
- Digital Communications Specialist
- Technology Specialist
- Other Positions
 - Interpreter/Translator
 - Interpreter
 - Administrative Assistant
 - Instructional Assistants (EC and Reg Ed)
 - General Maintenance (2)
 - School Data Managers
 - School Treasurers
 - Grounds
 - Bus Drivers (3)
 - Bus Monitors (3)
 - Fire Safety
 - Lead Custodians
 - Custodians
 - School Nutrition Assistants
 - IT Technician
 - Mechanics
 - Inventory

Interview Summary

DPS employees interviewed by HIL voiced similar concerns regarding their compensation. Employees at all levels want to be compensated at rates that are commensurate with private and other public entities for whom they could work, especially considering the vibrant Triangle area. Staff said they want veteran employees to earn amounts equal to or higher than new staff members who are hired. They also want to be compensated for earning additional licenses and certifications, and there are some concerns about the physical workplace for some staff members. HIL also heard from employees that they do not understand how salaries are set and would like more opportunities for advancement and clearer definitions for roles (especially related to Analyst/Specialist/Supervisor/Coordinator, and Director/Executive Director). As in a number of other districts, the pay for attracting experienced principals into Central Services roles is out of alignment. There also were requests for more recognition for employees who are doing a good job and differentials for employees in the same category who have greater responsibilities.

Additional Items of Note:

- Private industry is now offering better benefits than the state so the district must do more to be competitive.
- UNC and Duke Health systems, county and city government, the large number of universities, and the growing private sector are all competing with the district for many comparable positions.
- A lack of funding for training is an issue that came up in interviews.
- The payroll system is antiquated and needs to be upgraded.
- The legislative increase in the minimum hourly wage was beneficial for new employees, however, employees with several years of experience did not receive comparable salary increases.
- Some differential for EC teachers and teacher assistants is needed.
- Different levels based on skills and licenses are needed for trade positions.
- Tools should be supplied for mechanics to do their jobs.
- Bus monitors expressed concerns about the lack of a similar rate of pay as compared to bus drivers.

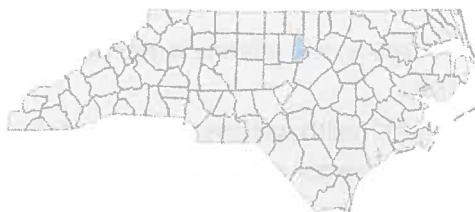
District/Community Statistics

Finance Data

The Public School Forum of NC recently released its Local School Finance Study with comparison data for counties/school districts. For Durham, the finance report shows the relative effort rank of current spending a percentage of revenue per student is 3rd in the state. This data is from the most recent Public School Forum Local School Finance Study issued in 2022.

Other valuable information in that report shows the following.

School Finance Overview



Revenue

Taxable Real Estate Wealth per student	District	\$ 1,386,143
	State Average	\$ 988,156

Total Revenue per student	District	\$ 15,349
	State Average	\$ 7,181

Expenditures

Local Spending per student	District	\$ 4,426
	State Average	\$ 1,973

Total Spending per student	District	\$ 11,684
	State Average	\$ 10,918

Avg. Teacher Supplement	District	\$ 7,487
	State Avg.	\$ 2,789

Funding Effort

Spending as percentage of revenue per student

28.8%



Sources: Public School Forum of NC, NC Works (Department of Commerce), NC DPI

Labor Market Data

District	County Population	ADM	Population Below Poverty	Current Spending Rank Per Student	Ability to Pay Rank
Durham	311,848	32,158	11.7%	3	7
Cabarrus	206,615	34,642	8.0%	34	43
Guilford	527,868	69,428	13.3%	13	29
Johnston	196,870	38,482	11.4%	41	79
Chapel Hill	144,836 (Orange)	11,466	10.3% (Orange)	1 (Orange)	17 (Orange)
Wake	1,069,079	160,899	7.4%	8	15

Data: County Population: 2019 data; Population Below Poverty: 2020 data; ADM: 2022-23 Projected; Current Spending and Ability to Pay: 2019-20 Public School Forum Latest School Finance Study

Durham Public Schools ranks second behind Duke University (note: Duke Health system is listed separately and is fourth) for the highest number of vacant positions in Durham County, according to the NC Department of Commerce (DOC) in November 2022. DOC deems demand for employees to be “high” with 0.55 potential candidates per job opening. NC Works reports that Durham County has an average annual wage of \$88,504 while the average for NC is \$64,584. Durham’s average hourly wage is \$42.55 while the state hourly wage is \$31.05.

Market Salaries

- Notes: For the district data, we have used the midpoint of the scale provided. Market data is reported based on the actual salaries reported to the U.S. Bureau of Labor Statistics (May 2021: https://www.bls.gov/oes/current/oes_20500.htm)
- Durham County government has its job classifications online at: https://careers.dconc.gov/content/Compensation-and-Benefits/?locale=en_US
- For Durham City, the job listings are at this site: <https://www.governmentjobs.com/careers/durhamnc/classspecs>.
- Durham—Chapel Hill NC

Chatham County	Durham County	Orange County	Person County
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- Since the market data are from May 2021, Annual Mean Wages have likely risen since these data were reported.

Durham Market Comparison

Position	Durham Public Schools Midpt	Durham County Government Midpt	Market Annual Mean Wage
Bus Driver	\$21.59		\$17.74
Bus Mechanic	\$44,652	\$64,278 (Sr Auto Mech)	\$49,190
Food Service Manager	\$36,372	\$49,037 (Cook/House)	\$38,780
Custodian	\$34,596	\$49,037	\$32,520
Grounds	\$36,982	\$68,778 (Supv)	\$34,210
Constr/Trades Supv	\$55,120	\$52,470 (Maint Coor)	\$66,530
Plumber	\$44,652	\$64,278 \$68,778 (Master)	\$51,630
Painter	\$40,980		\$39,000
HVAC	\$46,236	\$64,278 \$68,778 (Sr Tech)	\$50,740
Carpenter	\$42,096		\$42,950
Electrician	\$42,096	\$68,778 \$78,744 (Supv)	\$53,030
Network Administrator	\$64,872	\$84,256 (Netwk Admin) \$118,173 (IT Mgr-Systems)	\$99,860 (Admin) \$123,940 (Architect)
Tech Support	\$51,522		\$65,770
Accountants/Auditors	\$57,117	\$90,153	\$86,340
Purchasing Agent	\$51,522	\$64,278 (Procurement Spec)	\$78,910
Business/Budget Analyst	\$47,819	\$84,256	\$82,790
Bookkeeping, Accounting and Auditing Clerks	\$40,980	\$56,143	\$46,180
Administrative Assistant	\$44,652	\$49,037	\$43,440 \$61,500 (Exec)
Receptionist	\$37,877		\$32,750
Data Manager	\$39,900	\$49,037 (Data Entry)	\$37,090
Bookkeeper	\$44,658		\$46,180
School Age Care Instr	\$16.00		\$16.20
Supervisor	\$79,914	\$78,744 (Bldg Mt Supv)	\$71,010
Physical Therapist	\$89,544		\$79,540
Occupational Therapist	\$89,544		\$76,400

Recommendations

- HIL proposes the adoption of 30-step classified salary schedule with a 1.5 percent differential between the steps or years and 3 to 4 percent differential between the grades.
- Adopt salary schedules and place employees on the correct levels based on years of experience. When the state does not provide a yearly step increase, DPS should modify the steps on the schedule, even by small amounts, such that employees move on the scales each year.
- Recommend employees will be converted to the proposed schedule at the current longevity years with Durham Public Schools. No employee will receive a decrease in pay.
- Employees will move up a step at the beginning of each school year when completing six or more months of employment in the previous year.
- Recommend when employees are promoted, the employee will be placed at the actual years of experience verified by Durham Public Schools.
- Recommend Durham Public Schools give private sector experience credit based on actual years of verified for comparable job duties.
- When the NC General Assembly approves a cost-of-living increase for classified staff, the increase will be inclusive in the recommended salary schedules.
- Given available funds, DPS should phase in the new schedule as soon as possible and communicate with employees regarding salary changes.
- Consistent policies are needed for placing employees on the salary schedules, and employees should be informed regarding how they are being placed on the scale. One step should be given for every year of comparable work experience for new hires.

Salary Comparisons with Other School Districts

Salary additions:

- Cabarrus: classified staff receive a 1 step increase for every 2 completed years of local service, applied in January of the completed 2nd year.
 - Chapel Hill-Carrboro Supplement schedule: 1-3 years of service-5.50%; 4-8-6.50%; 9-13-7.50%; 14-18-8.50%; and 19+=9.50%
-

Position: Bus Driver

District	Minimum	Midpt	Maximum
Durham	\$18.13	\$21.59	\$25.58
Cabarrus	\$15.00	\$18.61	\$18.61
Ch Hill/Carrboro	\$16.65		\$26.05
Guilford	\$15.25	\$17.89	\$21.49
Johnston	N/A		
Wake	\$17.20	\$21.45	\$25.20

Position: Data Manager/Clerk School Level

District	Minimum	Midpt	Maximum
Durham	\$2,938	\$3,325	\$3,854
	\$2,957	\$3,415	\$4,141
	\$2,985	\$3,508	\$4,296
Cabarrus	\$2,811-\$3,108	\$3,796-\$4,196	\$4,099-\$4,573
Ch Hill/Carrboro	\$3,160		\$5,226
Guilford	\$2,600	\$3,108	\$4,309
Johnston	\$2,704	\$2,968	\$3,290
Wake	\$3,120	\$3,857	\$4,507

Position: School Secretary

District	Minimum	Midpt	Maximum
Durham	\$2,902 \$2,985 \$3,013	\$3,157 \$3,508 \$3,595	\$3,727 \$4,296 \$4,451
Cabarrus	\$2,600-\$3,314	\$3,274-\$4,481	\$3,441-\$4,940
Ch Hill/Carrboro	\$2,886		\$4,515
Guilford	Elem: \$2,600 Middle: \$2,600 High: \$2,600	\$2,893 \$3,000 \$3,108	\$3,987 \$4,144 \$4,309
Johnston	\$2,669	\$2,860	\$3,097
Wake	\$2,912	\$3,649	\$4,299

Position: School Finance Secretary/Bookkeeper

District	Minimum	Midpt	Maximum
Durham	\$2,957 \$2,985 \$3,013	\$3,415 \$3,508 \$3,595	\$4,141 \$4,296 \$4,451
Cabarrus	\$2,909-\$3,314	\$3,929-\$4,481	\$4,254-\$4,940
Ch Hill/Carrboro	\$2,867		\$4,741
Guilford	Elem: \$2,600 Middle: \$2,600 High: \$2,600	\$2,893 \$3,000 \$3,108	\$3,987 \$4,144 \$4,309
Johnston	\$2,669	\$2,860	\$3,097
Wake	N/A		

Position: Child Nutrition Manager

District	Minimum	Midpt	Maximum
Durham	\$2,864 \$2,902 \$3,049	\$3,031 \$3,157 \$3,721	\$3,474 \$3,723 \$4,618
Cabarrus	I: \$2,600-\$3,248 II: \$3,108-\$3,314 III: \$3,314	\$3,274-\$4,391 \$4,196-\$4,481 \$4,573	\$4,573-\$4,748 \$4,573-\$4,940 \$4,940
Ch Hill/Carrboro	\$3,009		\$4,978
Guilford	\$2,990		
Johnston	\$2,739	\$3,093	\$3,541
Wake	0-400: \$2,912 401-800: \$2,981 801-1000: \$3,051 1001-1400: \$3,120 1401-1800: \$3,189	\$3,649 \$3,718 \$3,787 \$3,857 \$3,926	\$4,299 \$4,368 \$4,437 \$4,507 \$4,576

Position: Child Nutrition Worker

District	Minimum	Midpt	Maximum
Durham	\$16.00	\$16.63	\$17.27
Cabarrus	\$15.00	\$16.97	\$17.74
Ch Hill/Carrboro	\$16.65		\$24.81
Guilford	\$15.25	\$15.25	\$15.25
Johnston	\$15.00	\$15.36	\$15.82
Wake	\$16.00	\$20.25	\$24.00

Position: Teacher Assistant

District	Minimum	Midpt	Maximum
Durham	\$2,703	\$2,889	\$3,370
Cabarrus	\$2,600 EC: \$2,600- \$2,725	\$3,404-\$3,482 \$3,404-\$3,678	\$3,687-\$3,819 \$3,687-\$3,952
Ch Hill/Carrboro	\$2,867 EC: \$2,886		\$4,515 \$4,741
Guilford	EC: \$2,600 Reg: \$2,600	\$2,893 \$2,600	\$3,987 \$3,312
Johnston	\$2,617	\$2,711	\$2,822
Wake	\$2,981 SpEd: \$3,051	\$3,718 \$3,787	\$4,368 \$4,437

Position: After School Care

District	Minimum	Midpt	Maximum
Durham	Mgr: \$19.19 Gr Leader: \$16.00		
Cabarrus	Dir: \$15.72- \$17.36 Gr Leader: \$15.00-\$15.00	\$21.22-\$23.45 \$16.97-\$17.85	\$22.80-\$25.44 \$17.74-\$18.62
Ch Hill/Carrboro	Dir: \$18.23 Gr Leader: \$16.65		\$30.15 \$24.81
Guilford	Site Coor: \$18.19 Gr Leader: \$15.25	\$22.32	\$31.75
Johnston	N/A		
Wake	N/A		

Position: Lead Custodian

District	Minimum	Midpt	Maximum
Durham	\$2,847	\$2,993	\$3,367
Cabarrus	\$2,600-\$2,909	\$3,307-\$3,929	\$3,559-\$4,410
Ch Hill/Carrboro	\$2,867		\$4,741
Guilford	I: \$2,600 II: \$2,600	\$2,605 \$2,701	\$3,567 \$3,704
Johnston	\$2,739	\$3,093	\$3,541
Wake	\$2,981	\$3,718	\$4,368

Position: Custodian

District	Minimum	Midpt	Maximum
Durham	\$2,773	\$2,883	\$2,993
Cabarrus	\$2,600-\$2,607	\$3,307-\$3,517	\$3,559-\$3,952
Ch Hill/Carrboro	\$2,886		\$4,300
Guilford	\$2,600	\$2,600	\$3,312
Johnston	\$2,617	\$2,711	\$2,822
Wake	\$2,843	\$3,579	\$4,229

Position: Plumber

District	Minimum	Midpt	Maximum
Durham	\$3,049 Lead: \$3,096	\$3,721 \$3,853	\$4,618 \$4,795
Cabarrus	\$2,600-\$3,586	\$3,307-\$4,850	\$3,559-\$5,571
Ch Hill/Carrboro	\$3,160 Foreman: \$3,484		\$5,226 \$5,762
Guilford	I: \$2,600 II: \$2,662 Foreman: \$3,042	\$3,000 \$3,221 \$3,728	\$4,144 \$4,479 \$5,285
Johnston	\$2,739	\$3,093	\$3,541
Wake	\$3,189 Master: \$3,397	\$3,926 \$4,351	\$4,576 \$5,044

Position: HVAC

District	Minimum	Midpt	Maximum
Durham	I: \$3,096 II: \$3,188	\$3,853 \$3,984	\$4,795 \$4,990
Cabarrus	\$2,600-\$3,586	\$3,307-\$4,850	\$3,559-\$5,571
Ch Hill/Carrboro	I: \$3,009 II: \$3,160 III: \$3,318 Foreman: \$3,484		\$4,978 \$5,226 \$5,488 \$5,762
Guilford	I: \$2,600 II: \$2,751 Lead: \$3,042 Foreman: \$3,153	\$3,108 \$3,338 \$3,728 \$3,869	\$4,309 \$4,663 \$5,285 \$5,503
Johnston	\$3,129	\$3,559	\$4,112
Wake	\$3,328 Master: \$3,467	\$4,151 \$4,593	\$4,845 \$5,243

Position: Carpenter

District	Minimum	Midpt	Maximum
Durham	Adv: \$2,985 \$2,957	\$3,508 \$3,415	\$4,296 \$4,141
Cabarrus	\$2,600-\$3,586	\$3,307-\$4,850	\$3,559-\$5,571
Ch Hill/Carrboro	Lead: \$3,009		\$4,978
Guilford	I: \$2,600 II: \$2,662 Foreman: \$3,042	\$3,000 \$3,221 \$3,728	\$4,144 \$4,479 \$5,285
Johnston	\$2,704	\$2,968	\$3,290
Wake	N/A		

Position: Electrician

District	Minimum	Midpt	Maximum
Durham	I: \$2,985 II: \$3,049 Supv: \$3,668	\$3,508 \$3,721 \$4,593	\$4,296 \$4,618 \$5,754
Cabarrus	\$2,600-\$3,586	\$3,307-\$4,850	\$3,559-\$5,571
Ch Hill/Carrboro	\$3,159 Foreman: \$3,484		\$5,226 \$5,762
Guilford	I: \$2,600 II: \$2,751 Foreman: \$3,153	\$3,108 \$3,338 \$3,869	\$4,309 \$4,663 \$5,503
Johnston	\$3,129	\$3,559	\$4,112
Wake	\$3,259 Master: \$3,397	\$3,995 \$4,351	\$4,645 \$5,044

Position: Painter

District	Minimum	Midpt	Maximum
Durham	\$2,957	\$3,415	\$4,141
Cabarrus	\$2,600-\$3,586	\$3,307-\$4,850	\$3,559-\$5,571
Ch Hill/Carrboro	N/A		
Guilford	I: \$2,600 II: \$2,600 Foreman: \$3,042	\$2,796 \$3,000 \$3,728	\$3,838 \$4,144 \$5,285
Johnston	\$2,704	\$2,968	\$3,290
Wake	N/A		

Position: Mechanic

District	Minimum	Midpt	Maximum
Durham	\$3,049 \$3,096 Supv: \$4,343	\$3,721 \$3,853 \$5,406	\$4,618 \$4,795 \$6,730
Cabarrus	\$3,108-\$3,314 Supv: \$3,772	\$4,196-\$4,481 \$5,099	\$4,573-\$4,940 \$5,814
Ch Hill/Carrboro	\$3,009		\$4,978
Guilford	I: \$2,662 II: \$2,938 III: \$3,153	\$3,221 \$3,593 \$3,869	\$4,479 \$5,063 \$5,503
Johnston	PG 63-PG 70: \$2,739-\$3,488	\$3,093-\$4,000	\$3,541-\$4,659
Wake	II: \$3,189 III: \$3,259 IV: \$3,467 Master: \$4,151	\$3,926 \$3,995 \$4,593 \$5,321	\$4,576 \$4,645 \$5,243 \$6,058

Position: Network Administrator/Technician

District	Minimum	Midpt	Maximum
Durham	Ntwk Eng: \$4,343	\$5,406	\$6,730
Cabarrus	\$5,338	\$7,508	\$8,660
Ch Hill/Carrboro	\$4,235-\$4,670		\$7,107-\$7,722
Guilford	Spec: \$3,153 Lead: \$3,515 Sys Admin: \$4,255	\$3,869 \$4,592 \$5,654	\$5,503 \$6,637 \$8,211
Johnston	\$5,007	\$5,793	\$6,894
Wake	Tech: \$4,840	\$6,050	\$7,261

Position: Administrative Assistant—Central Office

District	Minimum	Midpt	Maximum
Durham	\$3,049	\$3,721	\$4,618
	\$3,188	\$3,984	\$4,990
	\$3,464	\$4,293	\$5,335
	\$3,835	\$4,759	\$5,918
Cabarrus	\$2,607-\$4,418	\$3,517-\$6,211	\$3,819-\$6,616
Ch Hill/Carrboro	\$2,867		\$4,741
Guilford	III: \$2,600	\$2,893	\$3,987
	IV: \$2,600	\$3,108	\$4,309
	Off Mgr: \$2,751	\$3,338	\$4,663
Johnston	\$3,488	\$4,159	\$4,864
Wake	Admin: \$3,051	\$3,787	\$4,437
	Dir: \$3,120	\$3,857	\$4,507
	Sr Dir: \$3,189	\$3,926	\$4,576
	Area/Asst Supt: \$3,328	\$4,151	\$4,845
	Chief: \$3,397	\$4,351	\$5,044

Position: Specialists

District	Minimum	Midpt	Maximum
Durham	\$3,188	\$3,984	\$4,990
	\$3,280	\$4,126	\$5,189
Cabarrus	\$3,772	\$5,099	\$5,814
Ch Hill/Carrboro	Spec: \$3,160		\$5,226
	Tech: \$3,318		\$5,488
	Coor: \$4,797		\$7,403
Guilford	I: \$3,266	\$4,247	\$6,098
	II: \$4,082	\$5,418	\$7,875
Johnston	\$3,488	\$4,000	\$4,659
Wake	\$3,328	\$4,151	\$4,845

Position: Supervisors

District	Minimum	Midpt	Maximum
Durham	CNS/Tran Supv: \$3,668 Pers Supv: \$3,835	\$4,593 \$4,759	\$5,754 \$5,918
Cabarrus	\$4,716	\$6,640	\$6,916
Ch Hill/Carrboro	Mgrs: \$3,659		\$6,051
Guilford	\$4,625	\$6,155	\$8,951
Johnston	Coor: \$5,007- \$5,229 Mech Supv: \$3,890	\$5,793-\$5,986 \$4,507	\$6,894-\$7,101 \$5,309
Wake	\$4,151	\$5,321	\$6,058

Position: Assistant Directors

District	Minimum	Midpt	Maximum
Durham	Maint: \$4,527	\$5,611	\$6,960
Cabarrus	\$4,716	\$6,640	\$6,916
Ch Hill/Carrboro	N/A		
Guilford	\$4,429	\$5,897	\$8,568
Johnston	N/A		
Wake	N/A		

Position: Directors

District	Minimum	Midpt	Maximum
Durham	\$6,662	\$7,509	\$8,461
Cabarrus	\$4,716-\$7,660	\$6,640-\$9,097	\$6,916-\$10,941
Ch Hill/Carrboro	Masters: \$5,863 Adv: \$5,990 Dr: \$6,116		\$9,048 \$9,175 \$9,301
Guilford	\$4,827-\$6,015	\$6,420-\$7,939	\$9,343-\$11,580
Johnston	No admin lic: \$5,464 Admin lic/no prin exp: \$5,967 Admin lic/prin exp: \$6,240	\$6,204 \$6,602 \$6,835	\$7,314 \$7,691 \$7,967
Wake	\$6,081	\$7,601	\$9,121

Position: Executive Directors

District	Minimum	Midpt	Maximum
Durham	\$7,550 Sr: \$7,996	\$8,766 \$9,282	\$10,177 \$10,777
Cabarrus (Ops only)	\$7,961	\$9,461	\$11,626
Ch Hill/Carrboro	Masters: \$6,929 Adv: \$7,056 Dr: \$7,182		\$10,694 \$10,820 \$10,947
Guilford			
Johnston	\$6,527	\$7,188	\$8,336
Wake	Sr Dir: \$6,852	\$8,565	\$10,277

Proposed Classified Salary Schedules

Steps	A	A	B	B	C	C	D	D	E	E	F	F
0	2947	17.00	2990	17.25	3081	17.78	3174	18.31	3270	18.87	3369	19.44
1	2969	17.13	3035	17.51	3127	18.04	3222	18.59	3319	19.15	3419	19.73
2	2991	17.26	3080	17.78	3174	18.31	3270	18.87	3369	19.44	3471	20.02
3	3014	17.39	3127	18.04	3222	18.59	3319	19.15	3419	19.73	3523	20.32
4	3036	17.52	3174	18.31	3270	18.87	3369	19.44	3471	20.02	3576	20.63
5	3059	17.65	3222	18.59	3319	19.15	3420	19.73	3523	20.32	3630	20.94
6	3082	17.78	3270	18.87	3369	19.44	3471	20.02	3576	20.63	3684	21.25
7	3105	17.91	3319	19.15	3420	19.73	3523	20.32	3630	20.94	3739	21.57
8	3129	18.05	3369	19.44	3471	20.02	3576	20.63	3684	21.25	3795	21.90
9	3152	18.18	3420	19.73	3523	20.32	3630	20.94	3739	21.57	3852	22.22
10	3176	18.32	3471	20.02	3576	20.63	3684	21.25	3795	21.90	3910	22.56
11	3199	18.46	3523	20.32	3630	20.94	3739	21.57	3852	22.22	3969	22.90
12	3223	18.60	3576	20.63	3684	21.25	3795	21.90	3910	22.56	4029	23.24
13	3248	18.74	3629	20.94	3739	21.57	3852	22.22	3969	22.90	4089	23.59
14	3272	18.88	3684	21.25	3795	21.90	3910	22.56	4029	23.24	4150	23.94
15	3297	19.02	3739	21.57	3852	22.22	3969	22.90	4089	23.59	4212	24.30
16	3321	19.16	3795	21.90	3910	22.56	4029	23.24	4150	23.94	4275	24.67
17	3346	19.30	3852	22.22	3969	22.90	4089	23.59	4212	24.30	4339	25.03
18	3371	19.45	3910	22.56	4029	23.24	4150	23.94	4275	24.67	4404	25.41
19	3397	19.60	3969	22.90	4089	23.59	4212	24.30	4339	25.04	4471	25.79
20	3422	19.74	4028	23.24	4150	23.94	4275	24.67	4404	25.41	4538	26.18
21	3448	19.89	4089	23.59	4212	24.30	4339	25.04	4471	25.79	4606	26.57
22	3474	20.04	4150	23.94	4275	24.67	4404	25.41	4538	26.18	4675	26.97
23	3500	20.19	4212	24.30	4339	25.04	4471	25.79	4606	26.57	4745	27.38
24	3526	20.34	4275	24.67	4404	25.41	4538	26.18	4675	26.97	4817	27.79
25	3552	20.49	4339	25.04	4471	25.79	4606	26.57	4745	27.38	4889	28.20
26	3579	20.65	4404	25.41	4538	26.18	4675	26.97	4817	27.79	4962	28.63
27	3606	20.80	4471	25.79	4606	26.57	4745	27.38	4889	28.20	5037	29.06
28	3633	20.96	4538	26.18	4675	26.97	4817	27.79	4962	28.63	5112	29.49
29	3660	21.12	4606	26.57	4745	27.38	4889	28.20	5037	29.06	5189	29.94

Proposed Classified Salary Schedules

Steps	G	G	H	H	I	I	J	J	K	K	L	L
0	3471	20.03	3576	20.63	3684	21.25	3795	21.89	3947	22.77	4105	23.68
1	3523	20.33	3630	20.94	3739	21.57	3852	22.22	4006	23.11	4167	24.04
2	3576	20.63	3684	21.25	3795	21.90	3910	22.56	4066	23.46	4229	24.40
3	3630	20.94	3739	21.57	3852	22.22	3969	22.90	4127	23.81	4293	24.24
4	3684	21.25	3795	21.90	3910	22.56	4029	23.24	4189	24.17	4357	25.14
5	3739	21.57	3852	22.22	3969	22.90	4089	23.59	4252	24.53	4422	25.51
6	3795	21.90	3910	22.56	4029	23.24	4150	23.94	4316	24.90	4489	25.90
7	3852	22.22	3969	22.90	4089	23.59	4212	24.30	4381	25.27	4556	26.28
8	3910	22.56	4029	23.24	4150	23.94	4275	24.66	4446	25.65	4624	26.68
9	3969	22.90	4089	23.59	4212	24.30	4339	25.03	4513	26.04	4694	27.08
10	4029	23.24	4150	23.94	4275	24.67	4404	25.41	4581	26.43	4764	27.48
11	4089	23.59	4212	24.30	4339	25.03	4471	25.79	4649	26.82	4835	27.90
12	4150	23.94	4275	24.67	4404	25.41	4538	26.18	4719	27.23	4908	28.32
13	4212	24.30	4339	25.03	4471	25.79	4606	26.57	4790	27.63	4982	28.74
14	4275	24.67	4404	25.41	4538	26.18	4675	26.97	4862	28.05	5056	29.17
15	4339	25.03	4471	25.79	4606	26.57	4745	27.38	4935	28.47	5132	29.61
16	4404	25.41	4538	26.18	4675	26.97	4817	27.79	5009	28.90	5209	30.05
17	4471	25.79	4606	26.57	4745	27.38	4889	28.20	5084	29.33	5287	30.50
18	4538	26.18	4675	26.97	4817	27.79	4962	28.63	5160	29.77	5367	30.96
19	4606	26.57	4745	27.38	4889	28.20	5037	29.06	5237	30.22	5447	31.43
20	4675	26.97	4817	27.79	4962	28.63	5112	29.49	5316	30.67	5529	31.90
21	4745	27.38	4889	28.20	5037	29.06	5189	29.94	5396	31.13	5612	32.38
22	4817	27.79	4962	28.63	5112	29.49	5267	30.38	5477	31.60	5696	32.86
23	4889	28.20	5037	29.06	5189	29.94	5346	30.84	5559	32.07	5781	33.35
24	4962	28.63	5112	29.49	5267	30.38	5426	31.30	5642	32.55	5868	33.85
25	5037	29.06	5189	29.94	5346	30.84	5507	31.77	5727	33.04	5956	34.36
26	5112	29.49	5267	30.38	5426	31.30	5590	32.25	5813	33.54	6045	34.88
27	5189	29.94	5346	30.84	5507	31.77	5674	32.73	5900	34.04	6136	35.40
28	5267	30.38	5426	31.30	5590	32.25	5759	33.22	5988	34.55	6228	35.93
29	5346	30.84	5507	31.77	5674	32.73	5845	33.72	6078	35.07	6322	36.47

Proposed Classified Salary Schedules

Steps	M	M	N	N	O	O	P	P	Q	Q	R	R
0	4269	24.63	4440	25.62	4618	26.64	4803	27.71	4995	28.82	5195	29.97
1	4333	25.00	4507	26.00	4687	27.04	4875	28.13	5070	29.25	5273	30.42
2	4398	25.37	4574	26.39	4758	27.45	4948	28.55	5146	29.69	5352	30.88
3	4464	25.75	4643	26.79	4829	27.86	5022	28.98	5223	30.13	5432	31.34
4	4531	26.14	4712	27.19	4901	28.28	5098	29.41	5302	30.59	5514	31.81
5	4599	26.53	4783	27.60	4975	28.70	5174	29.85	5381	31.04	5596	32.29
6	4668	26.93	4855	28.01	5050	29.13	5252	30.30	5462	31.51	5680	32.77
7	4738	27.33	4928	28.43	5125	29.57	5331	30.75	5544	31.98	5766	33.26
8	4809	27.74	5002	28.86	5202	30.01	5411	31.21	5627	32.46	5852	33.76
9	4881	28.16	5077	29.29	5280	30.46	5492	31.68	5711	32.95	5940	34.27
10	4954	28.58	5153	29.73	5359	30.92	5574	32.16	5797	33.44	6029	34.78
11	5029	29.01	5230	30.17	5440	31.38	5658	32.64	5884	33.95	6119	35.30
12	5104	29.45	5309	30.63	5521	31.85	5743	33.13	5972	34.45	6211	35.83
13	5181	29.89	5388	31.09	5604	32.33	5829	33.63	6062	34.97	6304	36.37
14	5258	30.34	5469	31.55	5688	32.82	5916	34.13	6153	35.50	6399	36.92
15	5337	30.79	5551	32.03	5774	33.31	6005	34.64	6245	36.03	6495	37.47
16	5417	31.25	5634	32.51	5860	33.81	6095	35.16	6339	36.57	6592	38.03
17	5499	31.72	5719	32.99	5948	34.32	6186	35.69	6434	37.12	6691	38.60
18	5581	32.20	5805	33.49	6037	34.83	6279	36.23	6530	37.67	6792	39.18
19	5665	32.68	5892	33.99	6128	35.35	6373	36.77	6628	38.24	6894	39.77
20	5750	33.17	5980	34.50	6220	35.88	6469	37.32	6728	38.81	6997	40.37
21	5836	33.67	6070	35.02	6313	36.42	6566	37.88	6828	39.39	7102	40.97
22	5924	34.17	6161	35.54	6408	36.97	6664	38.45	6931	39.99	7208	41.59
23	6012	34.69	6253	36.08	6504	37.52	6764	39.03	7035	40.59	7317	42.21
24	6103	35.21	6347	36.62	6601	38.09	6866	39.61	7140	41.19	7426	42.84
25	6194	35.74	6442	37.17	6700	38.66	6969	40.21	7247	41.81	7538	43.49
26	6287	36.27	6539	37.72	6801	39.24	7073	40.81	7356	42.44	7651	44.14
27	6381	36.82	6637	38.29	6903	39.82	7180	41.42	7467	43.08	7765	44.80
28	6477	37.37	6736	38.86	7007	40.42	7287	42.04	7579	43.72	7882	45.47
29	6574	37.93	6838	39.45	7112	41.03	7397	42.67	7692	44.38	8000	46.15

Proposed Classified Salary Schedules

Steps	S	S	T	T	U	U	V	V
0	5403	31.17	5619	32.42	5844	33.72	6078	35.07
1	5484	31.64	5703	32.90	5932	34.22	6169	35.59
2	5566	32.11	5789	33.40	6021	34.73	6262	36.13
3	5650	32.60	5876	33.90	6111	35.26	6356	36.67
4	5735	33.08	5964	34.41	6203	35.78	6451	37.22
5	5821	33.58	6053	34.92	6296	36.32	6548	37.78
6	5908	34.08	6144	35.45	6390	36.87	6646	38.34
7	5996	34.60	6236	35.98	6486	37.42	6746	38.92
8	6086	35.11	6330	36.52	6583	37.98	6847	39.50
9	6178	35.64	6425	37.07	6682	38.55	6950	40.09
10	6270	36.18	6521	37.62	6782	39.13	7054	40.69
11	6364	36.72	6619	38.19	6884	39.72	7160	41.31
12	6460	37.27	6718	38.76	6987	40.31	7267	41.92
13	6557	37.83	6819	39.34	7092	40.92	7376	42.55
14	6655	38.40	6921	39.93	7198	41.53	7487	43.19
15	6755	38.97	7025	40.53	7306	42.15	7599	43.84
16	6856	39.56	7130	41.14	7416	42.78	7713	44.50
17	6959	40.15	7237	41.75	7527	43.43	7829	45.16
18	7064	40.75	7346	42.38	7640	44.08	7946	45.84
19	7170	41.36	7456	43.02	7755	44.74	8065	46.53
20	7277	41.98	7568	43.66	7871	45.41	8186	47.23
21	7386	42.61	7681	44.32	7989	46.09	8309	47.94
22	7497	43.25	7797	44.98	8109	46.78	8434	48.66
23	7609	43.90	7914	45.66	8231	47.48	8560	49.39
24	7724	44.56	8032	46.34	8354	48.20	8689	50.13
25	7839	45.23	8153	47.04	8479	48.92	8819	50.88
26	7957	45.91	8275	47.74	8607	49.65	8951	51.64
27	8076	46.59	8399	48.46	8736	50.40	9085	52.42
28	8198	47.29	8525	49.18	8867	51.15	9222	53.20
29	8321	48.00	8653	49.92	9000	51.92	9360	54.00

Proposed Classified Salary Schedules-Instructional Teacher Assistants

Instructional Teacher Assistant Schedules

Step	BB	CC
0	2811	2896
1	2853	2939
2	2896	2983
3	2939	3028
4	2983	3074
5	3028	3120
6	3074	3167
7	3120	3214
8	3167	3262
9	3214	3311
10	3262	3361
11	3311	3411
12	3361	3462
13	3411	3514
14	3462	3567
15	3514	3621
16	3567	3675
17	3621	3730
18	3675	3786
19	3730	3843
20	3786	3900
21	3843	3959
22	3900	4018
23	3959	4078
24	4018	4140
25	4079	4202
26	4140	4265
27	4202	4329
28	4265	4394
29	4329	4460

Note: **BB** is Regular Instructional Teacher Assistants
CC is Exceptional Children Teacher Assistants

Proposed Classified Salary Schedules- Bus Drivers

Steps	Bus Drivers
0	18.31
1	18.59
2	18.87
3	19.15
4	19.44
5	19.73
6	20.02
7	20.32
8	20.63
9	20.94
10	21.25
11	21.57
12	21.90
13	22.22
14	22.56
15	22.90
16	23.24
17	23.59
18	23.94
19	24.30
20	24.67
21	25.04
22	25.41
23	25.79
24	26.18
25	26.57
26	26.97
27	27.38
28	27.79
29	28.20

Recommended Job Title Placement by Pay Grade

Position	Current Pay Grade	Proposed Pay Grade
Bus Monitor	50	A
Child Nutrition Assistant	50	A
Custodians	50	A
Dist. Learning Facilitator	56	B
Food Distribution Tech	56	B
Groundskeeper	56	B
IT Support Assistant	56	B
Lead CN Assistant	52	B
Math Interventionist	56	B
Media Assistant	56	B
Tech Teacher Support	56	B
CN Assist Manager	55	B
Teacher Assistant	56	BB
Audiology Support	57	C
Bilingual Office Support	57	C
Child Nutrition Manager I	56	C
Courier	57	C
Instructional Asst.EC-COPE	57	C
Lead Custodian	54	C
Office Support I	57	C
Receptionists	57	C
Registrar	57	C
Secretaries/Admin Assists	57	C
Personal Care Assistant	56	CC
BSA Support Assistant	56	CC
EC Teacher Assistant	56	CC
Child Nutrition Manager II	57	D
Custodial Warehouse Tech	59	D
School Data Manager I	59	D
School Treasurer I	60	D
Tech Champion	59	D
Transportation Technician	59	D
Warehouse Tech II	59	D
Child Nutrition Manager II	63	E
Fleet Mechanic	60	E
Heavy Equip Operator	60	E
Painter	60	E
School Data Manager II	60	E
School Treasurer II	61	E
TIMS Tech	60	E
Transportation Admin	60	E
Advanced Carpenter	60	F
Lead Groundskeeper	60	F
Locksmith	61	F
Office Support II	61	F
School Data Manager III	61	F
School Treasurer III	62	F
Behavior Support Specialist	58	H
Child Nutrition Tech Finance	62	H
EC Analyst	62	H
Free & Reduced Tech	62	H
GroundsLead Athletics	62	H
Office Support III	62	H
Warehouse Supervisor	62	H

Recommended Job Title Placement by Pay Grade

Position	Current Pay Grade	Proposed Pay Grade
Welder	62	H
Accounting Technician	63	I
Electrician	63	I
Fleet Mechanic II	63	I
Language Facilitator	63	I
Plumber	63	I
Restorative Practices Coordinator	63	I
Transportation Technician II	63	I
Asst Custodial Supervisor	64	J
ESL Community Liaison	64	J
General Maint Tech	64	J
HR Technician,	64	J
HVAC Technician,	64	J
Interpreter	64	J
Lead Locksmith	64	J
Lead Plumber	64	J
Tech Braille	64	J
Accountant-General Ledger	65	K
Accounting Analyst	65	K
Admin Asst - Asst Supnt	65	K
Admin Asst III	65	K
Analyst - Substitutes	65	K
Deaf Blind Interventionist	65	K
Fleet Mechanic III	65	K
HVAC Tech II	65	K
Magnet Coordinator	65	K
Mechanic	65	K
Office Support IV	65	K
Powerschool Distr. Support	65	K
Analyst Disability/Leave	66	L
Analyst Retirement/Disability	66	L
Analyst Workers Comp	66	L
Benefits Analyst	66	L
Licensure/Retirement Analyst	66	L
Payroll Technician,	66	L
Specialist Licensure/Retirement	66	L
Workers Compensation Analyst	66	L
Budget Analyst	67	M
Business Manager	67	M
Custodial Supervisor,	67	M
EC Jobs Coach	67	M
IT Workstation Technician Tier 1	67	M
Purchasing Agent	67	M
A/V Multi-Media Tech	68	N
AS Budget Analyst	68	N
Records Center Mgr	68	N
School Nurse-LPN	74	N
Title I Budget Manager	68	N

Recommended Job Title Placement by Pay Grade

Position	Current Pay Grade	Proposed Pay Grade
Analyst - Federal Fiscal	69	O
Bilingual Grad Coach	69	O
Database Development Analyst,	69	O
Electrical Supervisor	69	O
ESL Dropout Prevention,	69	O
Fleet Supervisor	69	O
Grounds Supervisor,	69	O
IT Support Tech II	69	O
Transp Maint Supervisor	69	O
Accounting Manager	70	P
Analyst -Constr.Bank Recon	70	P
CFST Coord-Home School Services	70	P
CFST Home/Sch Coordinator	70	P
Community Ed. Specialist	70	P
Community Ed. Program Specialst	70	P
Executive Asst. - Supt	70	P
Purchasing Agent/Sch Audit	70	P
Purchasing Officer,	70	P
Transp Coordinator - Technology Programs	70	P
Transportation Area Manager	70	P
Transportation Area Mgr.	70	P
Asst. lead Interpreter	71	Q
Foster Care Liaison	71	Q
Homeless Liaison,	71	Q
Occupational Therapist Asst.	71	Q
CNS Nutrition Coordinator	73	S
Digital Communications Specialist	73	S
EC COPE Care Facilitator	73	S
ESL Family Facilitator	73	S
HR Administrator	73	S
IT Support Team Lead	73	S
Marketing/Communications Specialist,	73	S
Network Engineer	74	T
Operations Manager	74	T
Sr. Audio-Visual Tech	74	T
CNS Asst. Director	75	U
CNS Asst. Director	75	U
Custodial Asst. Director	75	U
Transportation-Asst. Director	75	U
AS400 Tech/Site Administrator	78	V
Community School Coordinator	78	V
CTE Program Manager	78	V
IT Project Operation Lead	77	V
IT Systems Administrator	78	V
Occupational Therapist	78	V
Payroll Supervisor	77	V
Physical Therapist	78	V
Registered Nurse	78	V
School Nurse - RN	78	V
School Planner	78	V
Testing and Accountability Specialist	78	V

Proposed Central Services Administration Schedules

Durham Public Schools
FY 2023-24 Central Services Director Salary Schedules
Monthly Pay for 10, 11, and 12 Month Employees
Effective July 1, 2023

Steps	Director	Exe. Director	Sr. Exe. Director
0-1	\$8,307	\$8,675	\$9,109
2	\$8,390	\$8,762	\$9,200
3	\$8,474	\$8,849	\$9,292
4	\$8,559	\$8,938	\$9,385
5	\$8,644	\$9,027	\$9,479
6	\$8,731	\$9,118	\$9,574
7	\$8,818	\$9,209	\$9,669
8	\$8,906	\$9,301	\$9,766
9	\$8,995	\$9,394	\$9,864
10	\$9,085	\$9,488	\$9,962
11	\$9,176	\$9,583	\$10,062
12	\$9,268	\$9,678	\$10,163
13	\$9,361	\$9,775	\$10,264
14	\$9,454	\$9,873	\$10,367
15	\$9,549	\$9,972	\$10,471
16	\$9,644	\$10,071	\$10,575
17	\$9,741	\$10,172	\$10,681
18	\$9,838	\$10,274	\$10,788
19	\$9,936	\$10,377	\$10,896
20	\$10,036	\$10,480	\$11,005
21	\$10,136	\$10,585	\$11,115
22	\$10,237	\$10,691	\$11,226
23	\$10,340	\$10,798	\$11,338
24	\$10,443	\$10,906	\$11,451
25	\$10,548	\$11,015	\$11,566
26	\$10,653	\$11,125	\$11,682
27	\$10,760	\$11,236	\$11,798
28	\$10,867	\$11,349	\$11,916
29	\$10,976	\$11,462	\$12,036
30	\$11,086	\$11,577	\$12,156

Proposed Central Services Administration Schedules

Durham Public Schools
FY 2023-2024 Executive Administrator Bands
Effective July 1, 2023

Monthly			
Levels	Assistant Superintendent	Chief	Deputy
1	\$12,362	\$13,195	\$14,028
2	\$12,980	\$13,855	\$14,730
3	\$13,629	\$14,548	\$15,466

Annual			
Levels	Assistant Superintendent	Chief	Deputy
1	\$148,344	\$158,340	\$168,336
2	\$155,760	\$166,260	\$176,760
3	\$163,548	\$174,576	\$185,592

Appendix

About HIL Consultants

Local schools are benefiting from millions of dollars that HIL has saved through our efficiency studies. At HIL, our experts study your operations and recommend more efficient ways of allocating resources. These reviews are putting money where it is most needed—in the classroom to benefit students!

Operational Efficiencies

When school districts engage with HIL, school, finance, and operations officials study how the major business systems, including financial and human resources, are used in your district. We present recommendations for more efficient use of these resources. What sets HIL apart is that we also have the ability to help implement these recommendations using the “best of the best” in that area.

HIL support includes evaluating:

- Fiscal health of school district, including audit and fund balance analyses, sustainability of enterprise funds (child nutrition, etc.), and grant compliance
- Effectiveness of human resource allocations/staffing, professional contract analysis, staff allocations and formulas, and outsourcing potential
- Efficiency of operational resources (Central office, transportation, maintenance, child nutrition, and other areas)
- Overall resource management of federal, state, and local fund usage; risk management and other insurance programs; e-rate and technology systems; construction and Capital outlay

Biographic Summaries of HIL Partners/Consultant

H. Hank Hurd, MBA, CPA is a founding partner of HIL. Hank Hurd's knowledge and considerable experience earned him the appointment as the Interim Superintendent for Durham Public Schools in 2009. With over 30 years of experience as a school administrator, Mr. Hurd served as the Durham Public Schools' (DPS) Chief Operating Officer where he was responsible for overseeing finance, human resource services, operational services, security, as well as information technology. Previously, he served as the Associate State Superintendent for Financial and Business Services and Chief Financial Officer at the N.C. Department of Public Instruction. For 23 years, he was the Assistant Superintendent for Administrative Services for Harnett County Schools.

Frank R. Lopes, Jr. (Ricky), CPA, specializes in public school finance management. He retired in 2015 from his position as the Associate Superintendent for Business Operations for Cumberland County Schools. He has over 30 years of experience in public school finance administration, and has been the featured discussion leader for various classes and has made presentations to groups including the General Assembly, school board members, central office administrators, principals and teachers. He has also taught classes for the North Carolina ASBO Finance Academy and Methodist University.

Kathy Isenhour, CPA, began her partnership at HIL following a 28-year career as a school business official and, most recently, Associate Superintendent for a city school district. During this career, Ms. Isenhour earned top awards in school finance including the Association of School Business Officials International Distinguished Professional Eagle Award. In addition to school finance, as Associate Superintendent, she was responsible for maintenance, food service, purchasing, capital improvements, long-range planning, and transportation so she is well-versed in school operations. Among her honors are being named Certified School Business Administrator by the NC State Board of Education and Outstanding School Business Official by the Southeastern School Business Officials group.

Brenda Jones, senior HR consultant, has 40 years' experience in education, including serving as a teacher, assistant principal and principal, director of Personnel, and associate and assistant superintendent for HR. She is the former president of the North Carolina Association of School Administrators and also served in that role for the Personnel Administrators of NC. She is the co-author of two education books and was an educational advisor to the NC State Board of Education.

Glenda Jones, senior HR consultant, most recently served as the assistant superintendent of human resources and communications for Cabarrus County Schools. In this role, she served as senior personnel administrator for the 8th largest school district in North Carolina with approximately 4,000 employees and 43 schools. She previously was the assistant superintendent of HR in Lee County. She is a past president the Personnel Administrators of North Carolina (PANC).

Report Prepared by:

- H. Hank Hurd, CPA, MBA, Partner
- Frank R. Lopes Jr., CPA, Partner
- Kathy Isenhour, CPA, Partner
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