

Buncombe County Schools

Employee Salary Study

April 2022



Contents

Contents..... 1

Introduction 2

Summary of Findings 5

Methodology 6

Asheville, NC 10

Key District Data..... 11

Personnel Policies Impacting Salaries..... 13

Market Comparison of Selected Positions..... 15

Salary Details: School District Cohort Comparison of Selected Positions..... 16

Personnel Observations and Recommendations..... 23

Appendix 24

 Recommended Job Placement- Alphabetical 25

 Recommended Job Placements-Alphabetical..... 26

 Recommended Job Placement by Pay Grade 27

 Recommended Job Placements by Pay Grade..... 28

 Proposed Classified Salary Schedule..... 29

Introduction

For some time, there were certain positions in public schools for which there was serious competition. Typically, these were limited to specialty areas such as exceptional children’s teachers and therapists, bus drivers, math teachers, and select others. Today, school districts must compete with other government agencies and the private sector for employees at all levels. Factor into the equation the fact that society is more mobile, there is greater transparency regarding working conditions and salaries, and benefits of working in government positions have declined. In order to attract and retain employees, districts have to offer competitive salaries, adjust salaries when the market indicates a need, and be consistent in applying salary and compensation policies.

An article in Forbes states, “Compensation inequality is a real problem in today’s workforce.... A clear compensation strategy can eliminate arbitrary salary decisions, and ensure employees are fairly compensated and valued.”

Hank Hurd, Kathy Isenhour, and Ricky Lopes—HIL Consultants—have conducted numerous salary studies and developed new salary schedules for many school districts. Some of what we’ve learned includes:

- ✓ Salary and compensation policies are often inconsistently followed.
- ✓ Finance and Human Resources departments sometimes fail to communicate adequately about salary.
- ✓ 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- ✓ Job descriptions are often outdated and are not aligned with current duties.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.
- ✓ School district salaries are typically within market values when factors such as length of workday and responsibilities are considered.

Working in Buncombe County

How high is the demand for workers in Buncombe County? Numbers from the NC Department of Commerce show that there are just 1.13 workers per available position in the county for January 2022. The highest number of job openings is for nurses, with 10 percent of all job openings in the nursing field. The unemployment rate for the county is 3.1 percent compared to a state rate of 3.7 percent.

HCA Healthcare, which includes Mission Hospital, has the largest number of job openings. Glassdoor.com reports that the average salary for HCA Healthcare ranges from \$16 an hour for a certified nursing assistant to \$78 an hour for a pharmacist.

For Buncombe County, the average hourly salary is \$24.50, while the average weekly wage is \$980, and the average annual salary is \$50,960.

Nationally, statewide, and also locally, there is discussion about paying a living wage rather than minimum wages for employees. Minimum wage is an amount set by law whereas living wage takes into account the average costs to live in a place. For Asheville and Buncombe County, the cost of living is high so the living wage is correspondingly high. In fact, a

report by Just Economics WNC in 2021 found that Buncombe’s Living Wage Rate jumped to \$17.30 an hour after figuring in the high costs of rent in the area. This is the third year in a row that the living wage for this community increased. According to the group, “Buncombe County has seen a significant rise in the cost of housing over the last several years as wages remain stagnant. As the cost of living increases, the living wage also increases to keep pace with inflation and the real costs of living.” (Source: <https://www.justeconomicswnc.org/2021-buncombe-county-living-wage-update/>) Note: Updated information provided in January 2022 calculates the living wage for Buncombe County at \$17.70 per hour. The living wage is tied to the cost of housing in the area, rather than the cost of living. <https://www.justeconomicswnc.org/2022-living-wage-rate/>



This chart from the Asheville Chamber of Commerce shows the high costs of items in Asheville versus other cities. Asheville is substantially higher than Charlotte, Raleigh, Charleston, or even Atlanta for costs, particularly for housing. As BCS competes with areas around NC, (even other resort areas like Wilmington), college students are likely looking at these same numbers that show housing costs will be 47 percent higher in Asheville than in Wilmington. This presents a challenge in competing for staff.

If you move from Wilmington, NC to Asheville, NC

Grocery will cost:	3.42% less
Housing will cost:	47.22% more
Utilities will cost:	0.00% less
Transportation will cost:	18.48% less
Healthcare will cost:	9.03% more

Total Monthly Expected Spending Comparison By Household Types

Household Type	Wilmington, NC	Asheville, NC	National Average
Married Couple with Children Under 6	\$6,163	\$6,592	\$6,177
Married Couple with Children 6-17	\$7,134	\$7,516	\$7,095
Home Owner	\$6,895	\$7,305	\$6,869
Renter	\$3,732	\$4,208	\$3,884

For many school districts in North Carolina, talks about implementing a living wage are fairly new. In Buncombe, the county commissioners adopted a living wage policy in 2012. And, in 2019, the county government responded to a salary study by decompressing salaries, giving close to 100 employees salary changes to raise wages and retroactively compensating employees for the difference in their initial salary grade based on frozen scales. This required an expenditure of more than \$140,000 from fund balance.

Buncombe County government also has a cost-of-living adjustment built into its system of compensation for county employees. In fact, most years these employees get about a 2 percent COLA that is automatic.

Year	COLA
2019	2.20%
2020	1.77%
2021	2.31%
2022	1.45%

Buncombe County Government

For the school district, salaries have been compressed for all classified employees since 2008-09 due to the recession and the lack of state raises for classified employees. Most district employees are state-paid and local dollars are not sufficient to provide raises for all employees. HIL's proposed salary schedule addresses compression but comes with a price tag that will require additional funds, likely from several sources.

In addition to compression, decisions to raise minimum salaries to \$15 per hour do not address the compression for those who were already earning this amount; thus, compounding the compression issue.

Buncombe County Schools has a veteran superintendent. Dr. Tony Baldwin has served in this role since 2009, moving into the position from an associate superintendent role with the same district. He's also a former district and Western Region's Principal of the Year.

Summary of Findings

HIL staff heard urgent pleas from employees, many of them veterans who are closely connected to the district. These employees want to continue their service to the district but the stagnant salaries and shortage of workers in the area are increasingly making it difficult for employees to justify remaining with the district. They can make higher salaries and earn yearly increases working in other places, and some employees are choosing to do just that. HIL sees an urgent need for the district to de-compress the salary scales and pay employees appropriately for their years of service.

Limited steps to adjust salaries were taken in 2016-17. As HIL heard from employees and district leaders acknowledge, it takes 15 years to see a step increase in the district. That is too long for employees whose skills are in demand.

BCS Superintendent Dr. Baldwin said the district is losing employees to private industry, county government, the construction industry, and more. Employees also leave for other districts where they can make higher supplements. In a nutshell, the superintendent said, "Everybody wants to live in Asheville but many can't afford it."

There are particular concerns for the information technology area. A lack of annual step increases, new hires who earn the same rate or higher pay than veteran staff, state pay grades that are higher than the local level, and the fact that Buncombe County government pays more for similar positions are a serious challenge for IT at a time when remote learning and technology has never been more at the forefront in public education. Principals and teachers expect that the district's IT area can handle their needs. Employees are the key.

Dr. Baldwin and other district leaders understand that the compensation structure for employees needs to be revamped to be fair and competitive. HIL commends district leadership and the Board of Education for initiating this salary study. HIL recommends immediate actions so the district can retain employees who want to stay with the district and to attract employees who wish to work for BCS.

Generally, HIL recommends:

- Beginning with the 2022-2023 fiscal year, a 30-step salary schedule with a 1 percent differential between steps.
- Placing employees on the correct levels should result in veteran employees receiving salary increases and will ensure that BCS salaries are commensurate with the market and cohort averages.
- Differentiating employee levels within areas to both provide a means of rewarding employees for additional skills and to promote leadership. For example, various levels of IT Technician are recommended based on the skills required for the job.
- Rewarding employees for attaining certifications and licenses in trade areas and providing tool allowances.
- Consistent policies are needed for placing employees on the salary schedules, particularly considering out of district and non-government agency experience.

With our recommendations, HIL is confident that BCS leaders can make adjustments to salaries that will ensure that employees are more fairly compensated for their service to the district. These actions should ensure that the district will retain quality employees and attract new employees who are committed to the mission of the district. With these steps, the district will meet the required \$15 minimum pay per hour and eliminate compression of salaries.

Methodology

HIL discussed the salary study with the BCS superintendent, finance, and human resources leaders. Critical information about district compensation and classification structures and philosophies was shared, and the goals of the study were established. The discussion also provided HIL with the opportunity to outline the data needed for the study.

Goals of the Salary Study:

- To evaluate and compare salary ranges for non-certified/classified job groups.
- To provide a detailed compilation of survey results from the market and cohort group including recommendations to assist BCS in recruitment, retention, and maintaining competitiveness in the K-12 public school marketplace.
- To update the salary schedule for the district's classified employee groups.
- To provide recommendations for placement of the classified employee groups on the new schedule.

Positions in the Study:

School Level	Data Manager/Clerk Secretary Finance Secretary/Bookkeeper Tech Facilitator Teacher Assistant Custodian Child Nutrition Manager Child Nutrition Worker Bus Driver
Central Services	Warehouse/Grounds Mechanic Painter Electrician Carpenter HVAC Plumber Administrative Assistant Office Manager Help Desk Technician Network Administrator Coordinator HR Specialist Finance Specialist

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 Buncombe study, on-site interviews were conducted in October with 22 staff members by HIL partners Hank Hurd, Kathy Isenhour, and Ricky Lopes; accompanied by Glenda Jones, senior HR consultant.

Interviewed were:

- Operations and Systems Specialist-IT
- Field Technician
- Custodial Supervisor
- Teacher Assistant
- Shop Foreman
- Cost Clerk/Data Entry
- Maintenance Staff member
- Migrant Coordinator
- Child Nutrition Assistant
- Bookkeeper (2)
- Warehouse Manager
- PowerSchool Manager
- Technology Supervisor
- Custodian
- Mechanic
- Bus Driver
- Finance Specialist
- Budget Analyst
- Child Nutrition Manager
- Plumber
- HVAC Technician

Interview Summary

The state's failure to provide yearly step increases has resulted in compressed salary schedules for most NC school districts, including BCS. This results in salary schedules that do not allow for any difference in experience, knowledge, skills, or education. Recruitment is difficult and retention is becoming a factor as employees leave for higher-paying positions in the area, including Asheville Coty Schools.

HIL heard from employees that morale in some areas is at a level of two on a one to five scale because of compensation. New hires are earning more than the veteran employees who are training them. Also, county government salaries have risen while BCS salaries have not. In IT, HIL heard that county employees earn 20 percent more in these areas for similar positions. Employees want a cost-of-living adjustment even if the state does not provide it.

Additional comments include:

- There are few opportunities for advancement within job groups or differentials in salaries for skills needed (Ex. EC Teacher Assistant salaries should be differentiated from regular TA salaries).
- Employees appreciate the local supplement; however, for lower-paid employees, some employees say the supplement is not significant.
- Employees who earn licenses/certifications want to see some salary differential for attaining this experience.
- Trade employees need a tool allowance as tool costs have risen and are substantial. Also, employees would like tuition reimbursement offered for attaining skills.
- There are concerns that the district does not compensate for experience when hiring classified staff.
- Some employees are concerned that their colleagues who have more than 20 years' experience will retire and hiring will be difficult due to stagnant salaries.
- The district is not competitive for certain trade positions.

Market Salary Survey

HIL was asked to compare BCS salaries with those of other selected North Carolina districts. After the selection of the peers and benchmark positions/compensation levels, a survey tool was developed for the collection of salary data.

Districts:

- **Cabarrus County Schools**
- **Iredell-Statesville Schools**
- **New Hanover County Schools**
- **Union County Schools**

County Government:

Buncombe County government salaries also are compared. That information is available online at Buncombe County Govt: <https://www.buncombecounty.org/transparency/dashboards/financial/county-positions-pay-salaries.aspx>.

Market:

Bureau of Labor Statistics Information for Buncombe County is included in the Asheville NC Occupational Employment Statistics:

Asheville, NC

- Buncombe County
- Haywood County
- Henderson County
- Madison County

https://www.bls.gov/oes/current/oes_11700.htm

Key District Data

ADM

(Source: NC DPI: 2020-2021)

Buncombe	21,803
Cabarrus	32,555
Iredell-Statesville	19,973
New Hanover	24,302
Union	39,714

Estimated Median Family Income

(Source: ACCESS NC, NC Dept of Commerce: July 2021)

Buncombe	\$67,614
Cabarrus	\$81,928
Iredell-Statesville	\$73,793
New Hanover	\$76,736
Union	\$91,381

Total Local Spending Per Pupil 2017-18

(Source: Local School Finance Study 2020, Public School Forum NC, 2017-18 Data)

Buncombe	\$2,703
Cabarrus	\$1,785
Iredell-Statesville	\$1,644
New Hanover	\$2,753
Union	\$2,000
State Average	\$1,714

Ability to Pay Rank/Relative Effort Rank

(Source: Local School Finance Study 2020, Public School Forum NC, 2017-18 Data)

Buncombe	10/84
Cabarrus	36/53
Iredell-Statesville	24/87
New Hanover	9/85
Union	41/25

Candidates Available Per Job Opening/Average Annual Wage

(Source: NC Works, NC Dept of Employment Security)

Buncombe	1.35/\$46,644
Cabarrus	3.79/\$43,472
Iredell-Statesville	2.58/\$57,460
New Hanover	1.94/\$54,184
Union	3.94/\$46,696

Personnel Policies Impacting Salaries

Buncombe County Schools

Salary Schedules	The district uses the state salary schedule.
Step Progression	The district does not provide a step increase unless the state does so.
Pay for Experience	As a general rule, the district does not pay for experience in comparable positions. In rare instances, the district has increased salaries based on external (non-state) experience.
Trade Certifications/Licenses	BCS does not boost the pay of staff members who earn certifications/licenses.
Local Supplement	The non-certified local supplement is 10.77% of base salary.

Cabarrus County Schools

Salary Schedules	The district uses the state minimum and maximums for its salary schedule.
Step Progression	The district provides a step increase every two years in January in addition to any state increases.
Pay for Experience	The district offers one step for every two years of full-time experience in the same role or one step for every three years of full-time work experience. Experience is given for a minimum of six or more months of full-time service.
Trade Certifications/Licenses	N/A
Local Supplement	CCS provides a 12% supplement on top of the state pay scale for certified staff. There is no classified supplement. The district provided a one-time 6% bonus in May, 2021 to all staff.

Iredell-Statesville Schools

Salary Schedules	The district uses the state salary schedule.
Step Progression	The district provides a two-step bump for every five years of service.
Pay for Experience	The district does not pay for experience.
Trade Certifications/Licenses	The district does not provide increases for employees who earn certifications/licenses.
Local Supplement	The district provides a 4.85% local supplement for classified staff.

New Hanover County Schools

Salary Schedules	The district has its own salary schedules.
Step Progression	The district provided a new supplement for certified teachers but no other increases were given in 2020-2021.
Pay for Experience	Work experience is provided at two years of experience—one step for non-certified and one for one for certified staff.
Trade Certifications/Licenses	None
Local Supplement	<p>Cert Teachers and Instructional Support:</p> <p>0-4: \$7,000 5-9: \$7,500 10-14: \$8,500 15-19: \$9,000 20-24: \$9,500 25+: \$10,000</p> <p>(Note: Hard to Fill License Area staff receive \$2,000 more annually.)</p> <p>Principals:</p> <p>0-9: \$10,200 (Elem), \$12,600 (Middle/Alt Early Col), \$15,000 (Trad HS) 10-14: \$12,600, \$15,000, \$17,400 15-19: \$15,000, \$17,400, \$21,000 20-24: \$17,400, \$21,000, \$24,600 25+: \$21,000, \$24,600, \$29,400</p> <p>APs:</p> <p>0-9: \$9,600 (Elem), \$10,200 (Middle/Alt Early Col), \$10,800 (Trad HS) 10-14: \$10,800, \$11,400, \$12,000 15-19: \$11,400, \$12,000, \$12,600 20-24: \$12,000, \$12,600, \$13,200 25+: \$12,600, \$13,200, \$13,800</p>

Union County Schools

Salary Schedules	The district uses the state salary schedules.
Step Progression	The district provided a one-time bonus of \$800 to all staff in May 2021. Typically, the district does not provide a step increase unless provided by the state.
Pay for Experience	The district uses an 80 percent factor for non-school, outside experience. They offer individuals moving from another district credit on a one for one basis. A non-certified employee is given one year for every two years working outside public schools.
Trade Certifications/Licenses	N/A
Local Supplement	The district only provides a local supplement for certified staff.

Market Comparison of Selected Positions

Position	Buncombe County Schools (midpt)	Buncombe County Govt (midpt)	Asheville NC Market Annual Mean Wage May 2020/May 2021
Bus Driver	\$15.04	N/A	\$15.08/\$15.18
Child Nutr Worker	\$12.38/\$13.14	N/A	\$11.56/\$12.68
Mechanic	\$35,714	\$43,856-\$59,613	\$49,140/\$48,970
Grounds	\$27,602	\$35,532	\$32,190/\$33,140
Plumber	\$31,179	\$56,306	\$46,980/\$48,750
HVAC	\$33,280	\$54,288	\$44,220/\$46,080
Carpenter	\$29,349	N/A	\$41,690/\$41,550
Electrician	\$31,179	\$56,306	\$41,620/\$47,870
Painter	\$27,664	N/A	\$36,010/\$39,160
Data Clerk	\$30,638	N/A	\$33,370/\$33,930
Custodian	\$28,704	N/A	\$29,710/\$27,260
Clerk (Admin Asst)	\$32,510	\$35,474	\$35,530/\$35,540
Network Admin (IT Dir)	\$82,077	\$87,904	\$70,970/\$74,330
Technology Tech	\$37,461	\$64,168	\$49,180/\$49,630
Supervisor	\$40,997 (Maint Supv)	Ops Supv: \$70,470 Veh Maint Supv: \$68,684	Trade Supv: \$60,500/\$62,770

Salary Details: School District Cohort Comparison of Selected Positions

Position: Bus Driver

District	Minimum	Midpt	Maximum
BCS	\$14.29	\$15.04	\$15.94
Cabarrus	\$16.00	\$18.31	\$20.94
Iredell-States.	\$13.01	\$14.77	\$17.33
New Hanover	\$14.00	\$15.41	\$16.81
Union		\$16.75	
Average	\$14.33	\$16.06	\$17.76

Position: Child Nutrition Manager

District	Position	Minimum	Midpt	Maximum
BCS	I	\$26,832	\$29,120	\$35,110
	II	\$27,706	\$28,683	\$36,275
Cabarrus		\$34,986	\$41,288	\$47,590
Iredell-States.	Elem	\$27,083	\$34,748	\$42,959
	Middle	\$28,726	\$35,843	\$42,959
	High	\$30,360	\$36,938	\$42,959
New Hanover	Mgr I-61	\$14.64/\$25,376	\$17.60/\$30,506	\$20.55/\$35,620
	Mgr II-62	\$14.93/\$25,879	\$18.08/\$31,339	\$21.22/\$36,781
	Mgr III-63	\$15.23/\$26,399	\$18.59/\$32,223	\$21.94/\$38,029
Union (Annual)	I: 55	\$24,481	\$31,599	\$38,717
	II: 56	\$25,221	\$32,646	\$40,070
	III: 57	\$25,690	\$33,594	\$41,497
	IV: 58	\$26,158	\$34,559	\$42,959
Average	(Beginning pt)	\$27,752	\$31,564	\$38,722

Position: Child Nutrition Worker

District	Minimum	Midpt	Maximum
BCS	\$12.01/\$12.08	\$12.38/\$13.14	\$14.04/\$15.30
Cabarrus	\$14.53	\$18.07	\$21.63
Iredell-States.	\$11.96	\$13.85	\$15.88
New Hanover	\$13.00	\$15.22	\$17.44
Union	\$2,021		\$2,752
Average	\$12.88	\$14.88	\$17.25

Position: Custodian

District	Position	Minimum	Midpt	Maximum
BCS		\$24,981	\$25,917	\$29,869
Cabarrus	Cust. Lead	\$27,622	\$33,842	\$40,061
		\$29,661	\$36,317	\$42,973
Iredell-States.	Cust. 1 st shift	\$24,256	\$29,610	\$34,616
	Cust. 2 nd shift	\$28,276	\$29,610	\$34,616
	Lead	+\$25-\$125 mth	+\$25-\$125 mth	+\$25-\$125 mth
New Hanover	Cust Mgr I-59	\$29,252	\$34,645	\$40,037
	Cust Mgr II-61	\$30,433	\$36,582	\$42,730
	Cust Mgr III-63	\$31,663	\$38,647	\$45,631
	Cust Inspector-64	\$32,296	\$39,716	\$47,136
Union	I: 50	\$24,256	\$28,642	\$33,027
	II: 51	\$24,256	\$29,436	\$34,616
	Crew Ldr: 52	\$24,256	\$29,730	\$35,205
Average	Custodian only	\$26,073	\$30,531	\$35,522

Position: Teacher Assistant

District	Position	Minimum	Midpt	Maximum
BCS		\$12.47	\$14.62	\$15.87
Cabarrus		Reg: \$16.38	\$20.32	\$24.26
		C: 16.38	\$27.07	\$37.76
		Other: 16.38	\$26.33	\$36.60
Iredell-States.		Reg (5-5.5 hrs)	\$15.78	\$19.26
		\$12.53		
		EC (6-7.5 hrs)		
New Hanover		\$13.52	\$15.91	\$18.29
Union		\$12.13		\$19.26
Average (Reg)		\$13.40	\$16.65	\$19.38

Position: Data Manager/Clerk—School Level

District	Position	Minimum	Midpt	Maximum
BCS	All Levels	\$27,498	\$27,664	\$33,904
Cabarrus		\$34,341	\$42,702	\$51,064
Iredell-States.	Elem ADM<699	\$26,158	\$34,748	\$42,959
	Elem 700+	\$26,989	\$35,937	\$44,496
	Middle	\$27,853	\$37,210	\$46,163
	High	\$29,719	\$39,885	\$49,620
New Hanover	N/A			
Union	I: 61	\$28,793	\$38,342	\$47,890
	II: 63	\$30,720	\$41,093	\$51,465
Average		\$29,198	\$35,864	\$43,954

Position: Bookkeeper—School Level

District	Position	Minimum	Midpt	Maximum
BCS	Elem	\$27,498	\$27,664	\$33,904
	Middle	\$27,498	\$27,664	\$33,904
	High	\$29,349	\$29,349	\$36,275
Cabarrus	School Cler Suppt	\$28,662	\$36,889	\$45,115
Iredell-States.	Fin			
	Sec/Bookkeeper			
	Elem	\$26,982	\$35,937	\$44,496
	Middle	\$28,793	\$38,546	\$47,881
	High	\$30,720	\$41,317	\$51,369
New Hanover	High School Treas	\$33,144	\$40,948	\$48,752
Average		\$29,072	\$35,360	\$43,067

Position: Warehouse/Grounds

District	Position	Minimum	Midpt	Maximum
BCS	Warehouse	\$38,334	\$38,334	\$48,048
	Grounds	\$26,645	\$27,602	\$32,718
Cabarrus	Warehouse	\$45,448	\$45,448	\$45,448
	Grounds	\$30,035	\$38,366	\$46,696
Iredell-States.	Gen Maint	\$28,793	\$38,546	\$47,881
New Hanover	Grds II-65	\$33,144	\$40,948	\$48,752
	Lead-67	\$35,568	\$43,984	\$52,399
	Foreman-71	\$41,112	\$50,844	\$60,576
Union	I: 61	\$28,793	\$38,342	\$47,890
	II: 63	\$30,720	\$41,093	\$51,465
Average	Warehouse	\$35,342	\$40,168	\$47,604
	Grounds	\$29,867	\$37,311	\$45,502

Position: Plumber

District	Position	Minimum	Midpt	Maximum
BCS		\$31,179	\$31,179	\$38,688
Cabarrus	Trade Lic/CDL	\$32,157	\$43,066	\$53,976
Iredell-States.	Supv	\$30,720	\$41,317	\$51,465
New Hanover	Tech I-64	\$32,296	\$39,716	\$47,136
	Tech II-67	\$35,568	\$43,984	\$52,399
	Lead-69	\$38,172	\$47,195	\$56,218
Union	I: 59	\$26,989	\$35,743	\$44,496
	II: 63	\$30,720	\$41,093	\$51,465
Average		\$30,668	\$38,204	\$47,152

Position: HVAC

District	Position	Minimum	Midpt	Maximum
BCS		\$33,280	\$33,280	\$41,413
Cabarrus	Trade Lic/CDL	\$41,059	\$49,483	\$57,907
Iredell-States.	II	\$35,207	\$47,888	\$60,057
	Asst Supv	\$36,458	\$49,852	\$62,715
	Supv	\$37,782	\$51,883	\$65,431
New Hanover	Mech I-64	\$32,296	\$39,716	\$47,136
	Mech II-67	\$35,568	\$43,984	\$52,399
	Tech III/Lead-71	\$41,112	\$50,844	\$60,576
	Foreman-75	\$48,000	\$59,417	\$70,833
Union	I: 65	\$32,804	\$44,212	\$55,619
	II: 67	\$35,207	\$47,632	\$60,057
Average		\$34,929	\$42,916	\$52,426

Position: Carpenter

District	Position	Minimum	Midpt	Maximum
BCS		\$29,349	\$29,349	\$36,275
Cabarrus	Trade Lic/CDL	\$35,506	\$42,016	\$48,526
Iredell-States.	Gen Maint	\$28,793	\$38,546	\$47,881
New Hanover	Carpenter-64	\$32,296	\$39,716	\$47,136
	Lead-67	\$35,568	\$43,984	\$52,399
	Foreman-71	\$41,112	\$50,844	\$60,576
Union	I: 57	\$25,690	\$33,594	\$41,497
	II: 61	\$28,793	\$38,342	\$47,890
	Crew Ldr: 63	\$30,720	\$41,093	\$51,465
Average		\$30,327	\$36,644	\$44,263

Position: Electrician

District	Position	Minimum	Midpt	Maximum
BCS		\$31,179	\$31,179	\$38,688
Cabarrus	Trade Lic/CDL	\$43,826	\$49,962	\$56,098
Iredell-States.	I: 61	\$28,793	\$38,546	\$47,881
	Elec: 64	\$31,737	\$42,830	\$53,459
	Supv: 68	\$36,458	\$49,852	\$62,715
New Hanover	I-67	\$35,568	\$43,984	\$52,399
	Lead-69	\$38,172	\$47,195	\$56,218
	Foreman-71	\$41,112	\$50,844	\$60,576
Union	I: 59	\$26,989	\$35,743	\$44,496
	II: 63	\$30,720	\$41,093	\$51,465
	Crew Ldr: 64	\$31,737	\$42,598	\$53,459
Average		\$33,271	\$39,883	\$47,912

Position: Painter

District	Position	Minimum	Midpt	Maximum
BCS		\$27,498	\$27,664	\$33,904
Cabarrus	N/A			
Iredell-States.	Gen Maint	\$28,793	\$38,546	\$47,881
New Hanover	IV-61	\$30,433	\$36,582	\$42,730
	Ptr/Grds Form-71	\$41,112	\$50,844	\$60,576
Union	I: 59	\$26,989	\$35,743	\$44,496
	II: 61	\$28,793	\$38,342	\$47,890
	Crew Ldr: 62	\$29,719	\$39,670	\$49,620
Average		\$28,428	\$34,634	\$42,253

Position: Mechanic

District	Position	Minimum	Midpt	Maximum
BCS	I	\$33,280	\$33,280	\$41,413
	II	\$35,714	\$35,714	\$44,574
Cabarrus	Trade Lic/CDL	\$38,459	\$45,802	\$53,144
Iredell-States.	I: 59	\$26,989	\$35,937	\$44,496
	II: 63	\$30,720	\$41,317	\$51,369
	II: 65	\$32,804	\$44,449	\$55,619
	III: 67	\$35,207	\$47,888	\$60,057
New Hanover	Mech Tech-59	\$29,252	\$34,645	\$40,037
	Mech I-64	\$32,296	\$39,716	\$47,136
	Mech II-67	\$35,568	\$43,984	\$52,399
	Mech III-71	\$41,112	\$50,844	\$60,576
Union	I: 59	\$26,989	\$35,743	\$44,496
	II: 63	\$30,720	\$41,093	\$51,465
	III: 65	\$32,804	\$44,211	\$55,619
Average		\$30,994	\$37,081	\$44,717

Position: Administrative Assistant—Central Office

District	Position	Minimum	Midpt	Maximum
BCS		\$29,349	\$29,349	\$36,275
Cabarrus	Admin Asst	\$40,165	\$42,474	\$44,782
	Office/Clerical Asst	\$29,370	\$39,905	\$50,440
Iredell-States.	Admin Asst I	\$28,793	\$38,546	\$47,881
	Admin Asst 2	\$29,719	\$39,885	\$49,620
	Admin Asst 3	\$30,720	\$41,317	\$51,369
New Hanover	Adm Asst VI-67	\$35,568	\$43,984	\$52,399
	Adm Asst VII-71	\$41,112	\$50,844	\$60,576
Union	I: 55	\$24,481	\$31,599	\$38,217
	II: 57	\$25,690	\$33,594	\$41,497
	III: 59	\$26,989	\$35,743	\$44,496
	IV: 61	\$28,793	\$38,342	\$47,890
Average		\$29,512	\$36,677	\$43,911

Position: Network Administrator

District	Position	Minimum	Midpt	Maximum
BCS	IT Dir	\$52,021	\$74,090	\$96,179
Cabarrus	Netwk Admin/Tech (Salaried)	\$68,292	\$79,602	\$90,912
	Netwk Admin/Tech (Hrly)	\$45,427	\$45,427	\$45,427
Iredell-States.	Tech I: 64	\$31,737	\$42,830	\$53,459
	Tech II: 68	\$36,458	\$49,852	\$62,715
	Tech III: 72	\$42,192	\$58,644	\$74,479
	Netwk Analyst	\$49,461	\$69,634	\$89,078
New Hanover	Area Net Coor-73	\$44,232	\$54,724	\$65,215
	LAN Admin-77	\$52,188	\$64,632	\$77,075
	Tech Proj Mgr-78	\$54,456	\$67,443	\$80,429
Union	LAN: 74	\$45,580	\$63,517	\$81,453
	WAN: 76	\$49,461	\$69,270	\$89,078
Average		\$53,962	\$72,008	\$89,135

Position: Technology Technician

District	Position	Minimum	Midpt	Maximum
BCS		\$29,349	\$29,786	\$37,398
Cabarrus			\$56,326 (act)	
Iredell-States.		\$36,458	\$49,852	\$62,715
New Hanover	Coor Mgr	\$35,568	\$43,984	\$52,399
		\$38,172	\$47,195	\$56,218
Union	I: 64	\$31,737	\$42,598	\$53,459
	II: 68	\$36,458	\$49,587	\$62,715
	III: 72	\$42,192	\$58,336	\$74,479
Average		\$33,278	\$41,555	\$51,493

Position: Supervisor/Manager

District	Position	Minimum	Midpt	Maximum
BCS	Maint Supv	\$37,003	\$37,003	\$46,280
Cabarrus	Supervisor	\$41,059	\$66,790	\$92,520
Iredell-States.	Coor/Supv	\$51,000		\$77,000
New Hanover	Supv I	\$43,584	\$57,348	\$71,112
	Supv II	\$46,104	\$60,342	\$74,580
Average		\$43,162		

Personnel Observations and Recommendations

Observations:

- For a number of positions, BCS salaries are below other districts at the midpoint and maximum levels. This indicates that salaries are compressed and employees have not advanced on the scale each year.
- Offering a living wage addresses minimum pay for the lower-paid employees but does not address the classified staff who are paid above minimum wage. This results in grade compression.
- The district does not offer experience credit to new employees.
- Employees who earn licenses/certifications in their trade areas are not compensated for these achievements.

Recommendations:

- HIL recommends the district phase in the salary schedule we are proposing. This salary schedule is a 30-step classified scale with 1 and 1.5 percent between steps and various percentage between grades to eliminate compression.
- Employees should be placed on the new salary schedules based on “current years of experience”.
- HIL does not recommend retroactively adding years of experience.
- The district should offer some increase each year (less than 1% or a flat dollar amount) if state cost-of-living increases are not approved to prevent new hires from earning the same as experienced employees.
- We recommend the district give 1 year for 1 year experience for similar work for new hires with an experience cap of 10 years. The cap can be increased for the hard to fill position as determined by the district.
- Classified employees who earn trade licenses/certifications should be placed on a higher pay grade to compensate for attaining licenses in the skilled trade areas.
- Multiple categories of employees have salaries in need of adjustment.

Appendix

Recommended Job Placement- Alphabetical

63	Administrative Assistant- District Wide
66	Administrative Assistant for Assistant Superintendent
71	Administrative Assistant for Superintendent/Board
64	Administrative Assistant w/Bookkeeping duties
67	Administrative Assistants for Associate Superintendent
60	Carpenter I
62	Carpenter II
64	Carpenter III
68	Classified Supervisors/Managers
55	Custodian
58	Custodian Head/Lead
61	Data Manager-Elementary
63	Data Manager-High School
62	Data Manager-Middle School
57	EC Teacher Assistant (Special training)
61	Electrician I
63	Electrician II
67	Electrician III
71	Finance- Accountant w/ degree
71	Finance- Payroll Supervisor
67	Finance-Accounting Specialist
65	Finance-Accounts Payable Clerk
74	Finance-Assistant Finance Officer
69	Finance-Payroll Specialist
67	Finance-Purchasing Specialist
61	Financial Secretary/Bookkeeper- Elementary
63	Financial Secretary/Bookkeeper- High School
62	Financial Secretary/Bookkeeper-Middle
59	Grounds Crew Leader
57	Grounds Keeper I
69	HR- Benefits Specialist
71	HR-Licensure
69	HR-Specialists
67	HVAC Mechanic II
69	HVAC Mechanic III
65	HVAC Service Mechanic I
59	Painter I
61	Painter II
61	Plumber I
63	Plumber II
67	Plumber III
71	Power School Coordinator
61	Receptionist- District Wide
57	School Based Secretary/Receptionist-All Schools

Recommended Job Placements-Alphabetical

58	SFS Manager I
60	SFS Manager II
61	SFS Manager III
55	SFS Worker
67	SFS-Purchasing/Bookkeeper
56	Teacher Assistant
76	Technology Support Manager
65	Technology Support Specialist I
68	Technology Support Specialist II
72	Technology Support Specialist III
78	Technology-Sr. Network Analyst
61	Transportation- Fueler
61	Transportation- Mechanic I
65	Transportation- Mechanic II
67	Transportation- Mechanic III
65	Transportation-Parts Manager/Cost Clerk
67	Transportation-TIMS Coordinator
58	Warehouse

Recommended Job Placement by Pay Grade

55	Custodian
55	SFS Worker
56	Teacher Assistant
57	EC Teacher Assistant (Special training)
57	Grounds Keeper I
57	School Based Secretary/Receptionist-All Schools
58	Custodian Head/Lead
58	SFS Manager I
58	Warehouse
59	Grounds Crew Leader
59	Painter I
60	Carpenter I
60	SFS Manager II
61	Data Manager-Elementary
61	Electrician I
61	Financial Secretary/Bookkeeper- Elementary
61	Painter II
61	Plumber I
61	Receptionist- District Wide
61	SFS Manager III
61	Transportation- Fueler
61	Transportation- Mechanic I
62	Carpenter II
62	Data Manager-Middle School
62	Financial Secretary/Bookkeeper-Middle
63	Administrative Assistant- District Wide
63	Data Manager-High School
63	Electrician II
63	Financial Secretary/Bookkeeper- High School
63	Plumber II
64	Administrative Assistant w/Bookkeeping duties
64	Carpenter III
65	Finance-Accounts Payable Clerk
65	HVAC Service Mechanic I
65	Technology Support Specialist I
65	Transportation- Mechanic II
65	Transportation-Parts Manager/Cost Clerk
66	Administrative Assistant for Assistant Superintendent
67	Administrative Assistants for Associate Superintendent
67	Electrician III
67	Finance-Accounting Specialist
67	HVAC Mechanic II
67	Plumber III
67	SFS-Purchasing/Bookkeeper
67	Transportation- Mechanic III
67	Transportation-TIMS Coordinator

Recommended Job Placements by Pay Grade

67	Finance-Purchasing Specialist
68	Classified Supervisors/Managers
68	Technology Support Specialist II
69	Finance-Payroll Specialist
69	HR- Benefits Specialist
69	HR-Specialists
69	HVAC Mechanic III
71	Administrative Assistant for Superintendent/Board
71	Finance- Accountant w/ degree
71	Finance- Payroll Supervisor
71	HR-Licensure
71	Power School Coordinator
72	Technology Support Specialist III
74	Finance-Assistant Finance Officer
76	Technology Support Manager
78	Technology-Sr. Network Analyst

Proposed Classified Salary Schedule

Pay Grade	55	56	57	58	59	60
Steps						
0	2600	2626	2652	2679	2706	2733
1	2626	2652	2679	2706	2733	2760
2	2652	2679	2706	2733	2760	2788
3	2679	2706	2733	2760	2788	2815
4	2706	2733	2760	2788	2815	2843
5	2733	2760	2788	2815	2843	2872
6	2760	2788	2815	2843	2872	2900
7	2788	2815	2843	2872	2900	2929
8	2815	2843	2872	2900	2929	2959
9	2843	2872	2900	2929	2959	2988
10	2872	2900	2929	2959	2988	3018
11	2900	2929	2959	2988	3018	3048
12	2929	2959	2988	3018	3048	3079
13	2959	2988	3018	3048	3079	3110
14	2988	3018	3048	3079	3110	3141
15	3018	3048	3079	3110	3141	3172
16	3048	3079	3110	3141	3172	3204
17	3079	3110	3141	3172	3204	3236
18	3110	3141	3172	3204	3236	3268
19	3141	3172	3204	3236	3268	3301
20	3172	3204	3236	3268	3301	3334
21	3204	3236	3268	3301	3334	3367
22	3236	3268	3301	3334	3367	3401
23	3268	3301	3334	3367	3401	3435
24	3301	3334	3367	3401	3435	3469
25	3334	3367	3401	3435	3469	3504
26	3367	3401	3435	3469	3504	3539
27	3401	3435	3469	3504	3539	3574
28	3435	3469	3504	3539	3574	3610
29	3469	3504	3539	3574	3610	3646

Pay Grade	61	62	63	64	65	66
Steps						
0	2760	2788	2815	2843	2872	2974
1	2788	2815	2843	2872	2900	3011
2	2815	2843	2872	2900	2929	3049
3	2843	2872	2900	2929	2959	3087
4	2872	2900	2929	2959	2988	3126
5	2900	2929	2959	2988	3018	3165
6	2929	2959	2988	3018	3048	3204
7	2959	2988	3018	3048	3079	3244
8	2988	3018	3048	3079	3110	3285
9	3018	3048	3079	3110	3141	3326
10	3048	3079	3110	3141	3172	3367
11	3079	3110	3141	3172	3204	3409
12	3110	3141	3172	3204	3236	3452
13	3141	3172	3204	3236	3268	3495
14	3172	3204	3236	3268	3301	3539
15	3204	3236	3268	3301	3334	3583
16	3236	3268	3301	3334	3367	3628
17	3268	3301	3334	3367	3401	3673
18	3301	3334	3367	3401	3435	3719
19	3334	3367	3401	3435	3469	3766
20	3367	3401	3435	3469	3504	3813
21	3401	3435	3469	3504	3539	3860
22	3435	3469	3504	3539	3574	3909
23	3469	3504	3539	3574	3610	3958
24	3504	3539	3574	3610	3646	4007
25	3539	3574	3610	3646	3683	4057
26	3574	3610	3646	3683	3719	4108
27	3610	3646	3683	3719	3757	4159
28	3646	3683	3719	3757	3794	4211
29	3683	3719	3757	3794	3832	4264

Pay Grade	67	68	69	70	71	72
Steps						
0	3087	3204	3326	3452	3583	3719
1	3126	3244	3367	3495	3628	3766
2	3165	3285	3409	3539	3673	3813
3	3204	3326	3452	3583	3719	3860
4	3244	3367	3495	3628	3766	3909
5	3285	3409	3539	3673	3813	3958
6	3326	3452	3583	3719	3860	4007
7	3367	3495	3628	3766	3909	4057
8	3409	3539	3673	3813	3958	4108
9	3452	3583	3719	3860	4007	4159
10	3495	3628	3766	3909	4057	4211
11	3539	3673	3813	3958	4108	4264
12	3583	3719	3860	4007	4159	4317
13	3628	3766	3909	4057	4211	4371
14	3673	3813	3958	4108	4264	4426
15	3719	3860	4007	4159	4317	4481
16	3766	3909	4057	4211	4371	4537
17	3813	3958	4108	4264	4426	4594
18	3860	4007	4159	4317	4481	4651
19	3909	4057	4211	4371	4537	4709
20	3958	4108	4264	4426	4594	4768
21	4007	4159	4317	4481	4651	4828
22	4057	4211	4371	4537	4709	4888
23	4108	4264	4426	4594	4768	4949
24	4159	4317	4481	4651	4828	5011
25	4211	4371	4537	4709	4888	5074
26	4264	4426	4594	4768	4949	5137
27	4317	4481	4651	4828	5011	5201
28	4371	4537	4709	4888	5074	5266
29	4426	4594	4768	4949	5137	5332

Pay Grade	73	74	75	76	77	78	79
Steps							
0	3860	4007	4161	4351	4550	4758	4975
1	3909	4057	4223	4416	4618	4829	5050
2	3958	4108	4287	4483	4687	4901	5125
3	4007	4159	4351	4550	4758	4975	5202
4	4057	4211	4416	4618	4829	5050	5280
5	4108	4264	4483	4687	4901	5125	5359
6	4159	4317	4550	4758	4975	5202	5440
7	4211	4371	4618	4829	5050	5280	5521
8	4264	4426	4687	4901	5125	5359	5604
9	4317	4481	4758	4975	5202	5440	5688
10	4371	4537	4829	5050	5280	5521	5774
11	4426	4594	4901	5125	5359	5604	5860
12	4481	4651	4975	5202	5440	5688	5948
13	4537	4709	5050	5280	5521	5774	6037
14	4594	4768	5125	5359	5604	5860	6128
15	4651	4828	5202	5440	5688	5948	6220
16	4709	4888	5280	5521	5774	6037	6313
17	4768	4949	5359	5604	5860	6128	6408
18	4828	5011	5440	5688	5948	6220	6504
19	4888	5074	5521	5774	6037	6313	6602
20	4949	5137	5604	5860	6128	6408	6701
21	5011	5201	5688	5948	6220	6504	6802
22	5074	5266	5774	6037	6313	6602	6904
23	5137	5332	5860	6128	6408	6701	7007
24	5201	5399	5948	6220	6504	6802	7112
25	5266	5466	6037	6313	6602	6904	7219
26	5332	5534	6128	6408	6701	7007	7327
27	5399	5603	6220	6504	6802	7112	7437
28	5466	5673	6313	6602	6904	7219	7549
29	5534	5744	6408	6701	7007	7327	7662

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 for the district. Prior to joining DPS, he served as the Associate State Superintendent for Financial and Business Services and Chief Financial Officer at the N.C. Department of Public Instruction. He also served four years as the financial consultant for the N.C. Principal's Executive Program at the University Of North Carolina. 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 of the North Carolina Association of School Administrators (NCASA), North Carolina Alliance for School Leadership Development (NCASLD), and the Personnel Administrators of North Carolina (PANC).

Kay Williams is a long-time education writer and director of communications for local school districts and for the NC Department of Public Instruction. Ms. Williams also was director of Public Affairs for Durham Public Schools, one of the 10 largest districts in NC. She and her team developed state and national award-winning communications efforts. Most recently, she was communications director for TE21, an assessments and education product provider for schools and districts nationwide. She won the Barry Gaskins Leadership Award from the NC School Public Relations Association and has presented on communications at state and national conferences.

Report Prepared by:

- H. Hank Hurd, CPA, MBA, Partner
- Frank R. Lopes Jr., CPA, Partner
- Kathy Isenhour, CPA, Partner
- Brenda Jones, Sr. HR Consultant
- Glenda Jones, Sr. HR Consultant
- Kay Williams, Writer/Consultant

HIL Contact Information:

Hank Hurd

919-698-5449

hhurd@HILconsultants.com

www.hilconsultants.com