



**Orange  
County  
Schools**  
NORTH CAROLINA

ENGAGE. CHALLENGE. INSPIRE.

# Board Meeting

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January 24, 2022

Dr. Monique Felder, Superintendent



ENGAGE. CHALLENGE. **INSPIRE.**

# VISION

Preparing every learner for lifelong  
service and success





ENGAGE. CHALLENGE. **INSPIRE.**

# MISSION

*Engage, Challenge, Inspire*

Educating students in a safe, inclusive environment where we engage, challenge, and inspire them to reach their maximum potential.





**ENGAGE. CHALLENGE. INSPIRE.**

# BELIEF STATEMENTS

1. Value Diversity
2. Put Students First
3. Excellence in All We Do
4. Prioritize Equity
5. Provide a Safe Environment
6. Serve the Whole Child
7. Inclusive Culture & Climate Starts with Us
8. Accountability
9. Collaborate To Do Great Work





**Orange  
County  
Schools**  
NORTH CAROLINA

# Board Meeting

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- Call to Order
- Public Charge
- Pledge of Allegiance
- Moment of Silence
- Recognitions (go to next slide)



# RECOGNITIONS

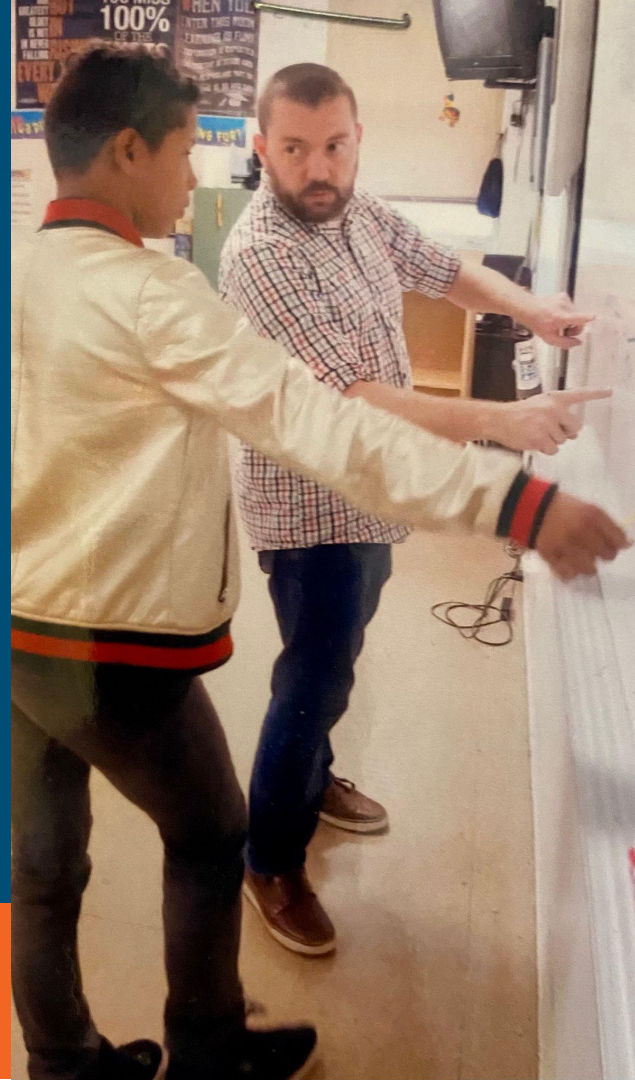


# Equity Warrior

Mr. David Gaddy

Math Teacher, Orange High School

*photo taken in 2019*



# SCHOOL BOARD RECOGNITION MONTH







0:21

0:21 / 1:53



A silver ballpoint pen and its matching cap are positioned diagonally on a white sheet of paper. The pen is uncapped and points towards the bottom left. The cap is placed above and to the left of the pen. The background is a plain white surface with a dark blue border at the top and right edges.

# **AGENDA ADOPTION**



# AGENDA



## Discussion/Action Item

- English Language Learner Resolution

## Worksession/Information Items

- Classified Salary Study
- Easement Request Town of Hillsborough at River Park Elementary School

## Discussion/Action Items

- Hillsborough Elementary School Student Assignment Priorities for 2022-2023
- First Reading Policies: 1510, 4270/6145, 9000, 9010, 9020, 9030, 9040, 9110, 2300, 2310





# PUBLIC COMMENTS



# CONSENT AGENDA

- 1
- 2
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- 11
- 12





# RESOLUTION

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# CLASSIFIED SALARY STUDY



1/24/22

## Report

HIL Consultants deliver report and findings to OCS Board of Education

Board to receive report and ask any clarifying questions surrounding study

TBD

## Work Group

Work group with Board to provide clarity surrounding salary and scales before staff recommendations

Working through the study and OCS salary schedules to the Board has clarity to consider staff recommendations

2/07/22

## Recommend

Administration provides salary recommendation to BOE based on cost sustainability

Total cost will be provided and a recommended next steps for Board consideration

2/24/22

## Budget Comm.

Staff and Budget Committee will take a deeper dive into the salary study recommendations

Salary impacting items for budget consideration will be discussed in greater detail

# CLASSIFIED SALARY STUDY



3/7/22

## 2023 Budget

Superintendent's recommended 2022-2023 budget presented to BOE

Addressing salary compression will be a major component of the budget for the 2022-23 school year

3/22/22

## 2023 Budget

Budget Public Hearing. BOE discusses recommended budget

Public opportunity to comment on recommended budget. BOE will provide direction on final budget

4/11/22

## 2023 Budget

Board will adopt a local operating budget for submission to Commissioners

BOE will adopt a local budget for submission to Commissioners for funding



# CLASSIFIED SALARY STUDY



- Funding to implement salary adjustments associated with the Classified Salary Study will be needed from County Commissioners
- Fund Balance is used for one time expenditures and should not be used for recurring budget needs like salaries
- Without Commissioner approval, any salary adjustments would be considered unfunded and require budget reductions in other areas
  - Hence the need for any recommendations to be part of the Budget request submitted to Commissioners in April



# Employee Salary Study

January 2022

# Who We Are

- Three veteran Chief Financial Officers with small to large district experience; joined by accomplished HR and other experts.
- Consistently called on to give presentations by local districts and state organizations (School Boards Assn, School Administrators, etc.).
- Services include mentoring new CFOs and HR staff, assisting superintendents/boards with fiscal management, and operational studies to help districts make better use of fiscal/personnel resources.
- We have produced salary studies involving more than 60 districts.

# Why Districts Like HIL Studies

- We understand the many facets of school district salaries.
- HIL has HR and finance consultants with many years of experience designing and implementing salary schedules.
- A component of our study involves on-site interviews with employees to gain a clear understanding of salary issues.
- Our studies combine labor market comparison data with school district comparison data.
- HIL's work does not end with the study as we assist with implementation of new schedules.

# Orange County Schools: Salary Concerns

- Compressed Salaries: Compressed by 13 Steps.
- No Significant Raises for Most Classified Employees Since 2008-09.
- HIL's Proposed Salary Schedule Addresses Compression, but Will Require Additional Funds.
- Decision to Raise Minimum Pay to \$15 Per Hour Compounds the Compression of Salaries, So Must be Addressed.
- Orange Market is Very Competitive.

# Orange County Schools: Salary Concerns

## Employment and Wages

Area	Number of Employees	Average Hourly Wage†	Average Weekly Wage	Average Annual Wage†
Orange County	69,549	\$33.38	\$1,335	\$69,420
<a href="#">Durham-Chapel Hill MSA</a>	309,194	\$37.13	\$1,485	\$77,220
<a href="#">Regional Partnership WDB</a>	218,340	\$26.60	\$1,064	\$55,328
<a href="#">North Central Region</a>	1,115,420	\$31.95	\$1,278	\$66,456
Triangle J	976,675	\$33.33	\$1,333	\$69,316
<a href="#">North Carolina</a>	4,417,542	\$28.80	\$1,152	\$59,904

† Assumes a 40-hour week worked the year round.

Source: Labor & Economic Analysis Division, Quarterly Census of Employment and Wages (QCEW) Program

# State Salary Schedule for Classified Staff

Grade	Monthly Amounts	
	Minimum	Maximum
50	2,253.33	2,821.07
51	2,253.33	2,956.81
51B	2,253.33	3,100.41
52	2,253.33	3,007.08
53	2,253.33	3,102.38
54	2,253.33	3,205.34
55	2,253.33	3,307.04
56	2,253.33	3,422.63
57	2,253.33	3,544.56
58	2,253.33	3,669.43
59	2,305.28	3,800.71
60	2,379.10	3,943.06
61	2,459.39	4,089.83
62	2,538.52	4,238.38
63	2,624.04	4,395.97
64	2,710.91	4,566.31
65	2,802.04	4,750.77
66	2,900.72	4,939.74
67	3,007.23	5,129.87
68	3,114.12	5,356.95
69	3,227.22	5,588.92

# State Salary Schedule for Classified Staff

70	3,352.50	5,835.85
71	3,476.13	6,091.21
72	3,603.92	6,361.75
73	3,739.56	6,650.27
74	3,893.31	6,957.43
75	4,058.52	7,274.67
76	4,224.81	7,608.78
77	4,411.89	7,957.94
78	4,605.08	8,328.77
79	4,813.13	8,716.58
80	5,026.66	9,117.89
81	5,252.96	9,540.75
82	5,482.41	9,993.92
83	5,737.10	10,474.05
84	5,999.99	10,972.48
85	6,274.47	11,492.84
86	6,560.28	12,041.85



# Methodology for the Study: Interviews

- Electrician
- Mechanic Supervisor
- Custodial Supervisor
- HR Specialist
- Payroll Coordinator
- School Receptionist
- Data manager/bookkeeper (2)
- Child nutrition assistant
- Director for Construction and Facilities
- Director of Transportation
- Maintenance technician
- Office support
- Program specialist
- Family Liaison
- Child Nutrition Director
- Director of Student Support
- Executive Director
- Chief Equity Officer
- Principals: Elementary, Middle, and High School

# Findings

- Salary schedules with 30 steps to reflect years of experience.
- Placing employees on the correct levels should result in veteran employees receiving salary increases and will ensure that OCS salaries are commensurate with the market and cohort averages.
- The district needs salary scales that are progressive such that there are higher salaries when teachers move into assistant principal positions, assistant principals move up to be principals, principals move into director positions, and directors move into higher leadership roles.
- In order to attract qualified school administrators into district leadership positions, HIL assists districts in designing the Central Services administrator schedule to compensate principals when they accept Central Services administrator positions.
- Consistent policies are needed for placing employees on the salary schedules, particularly considering out of district and non-government agency experience.
- Salary schedules should be available on the district website.

# By the Numbers

## ADM

(Source: NC DPI: 2020-2021)

Orange	7,018
Alamance	21,447
Chapel Hill-Carrboro	11,600
Chatham	8,542
Durham	30,915
Wake	156,941

## Estimated Median Family Income

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

Orange (Incl Chapel Hill-Carrboro)	\$104,981
Alamance	\$65,056
Chatham	\$83,963
Durham	\$81,263
Wake	\$100,539

## Total Local Spending Per Pupil 2017-18

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

Orange	\$4,113
Alamance	\$1,691
Chatham	\$3,182
Durham	\$3,376
Wake	\$2,509
State Average	\$1,714

# By the Numbers

## Ability to Pay Rank/Relative Effort Rank

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

Orange (Incl Chapel Hill-Carrboro)	16/4
Alamance	44/45
Chatham	11/65
Durham	15/58
Wake	17/78

NOTE: For the Relative Effort rank of 4 for Orange County, the ranking includes the Chapel Hill supplemental tax appropriation. When that appropriation is subtracted, the Orange ranking falls to 24<sup>th</sup>.

## Candidates Available Per Job Opening/Average Annual Wage

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

Orange (Incl Chapel Hill-Carrboro)	2.24/\$69,420
Alamance	3.32/\$51,116
Chatham	17.80/\$46,488
Durham	1.22/\$83,252
Wake	0.70/\$68,692

# Principals' Average Supplements 2020-2021

<b>Orange</b>	<b>\$19,041</b>
Alamance-Burlington	\$14,915
Ch Hill-Carrboro	\$27,919
Chatham	\$13,378
Durham	\$33,921
Wake	\$26,808

# Observations

- For a number of positions, OCS 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.
- Employees expressed that they do not understand how salaries are set or how employees receive pay increases.
- 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.
- OCS uses various salary amounts for the same position depending on length of employment (10, 11, 12 months).
- The district uses the titles of specialist and coordinator.
- OCS principals have lower overall local supplements than some of the other districts.

# Recommendations

- HIL recommends the district phase in the salary schedule we are proposing. This salary schedule is a 30-step classified scale with 1.5 percent between steps and 3 percent between grades to eliminate compression.
- Employees should be placed on the new salary schedules based on years of experience. Placing employees on the correct levels will result in veteran employees receiving salary increases and will ensure that OCS salaries are commensurate with the market and cohort averages. Many employees will receive salary increases that are commensurate with their years of service to the district.
- 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.
- The HIL schedules we recommend delete the A, B, C designation for salary levels.
- We recommend the district give 1 year for 1 year experience for similar work for new hires with an experience cap of 10 years.

# Recommendations Cont.

- It is also our recommendation that the district give actual years of experience credit when new hires are moving from another school district with a comparable position.
- 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.
- Child nutrition, teacher assistant, data managers/clerks at the school level, trade area employees, and secretaries at the school and central services levels are in need of adjustment.
- HIL recommends the district eliminate the titles of specialist and coordinator since these are general and non-specific to duties.
- HIL proposes the district provide principals with a higher local differential compensation in order to be more competitive.
- We also propose the district establish a certified central administrator salary schedule that is based on the principals' scale to recruit and retain talented administrators.



# Proven. Practical. Efficient.

Proven results with practical  
recommendations for the most  
efficient operations of your district.

Contact: Hank Hurd 919-698-5449 [hhurd@HILconsultants.com](mailto:hhurd@HILconsultants.com)  
[www.hilconsultants.com](http://www.hilconsultants.com)



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# QUESTIONS & FEEDBACK





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# Easement Request Town of Hillsborough for Pump Relocation Project

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January 24, 2022



## Project Overview

- The Town of Hillsborough needs to relocate a 70's era pumping station out of the floodway.
- The pumping station is a critical piece of the utility infrastructure serving the town and the school.
- The school owns a little over 20 acres at River Park Elementary. The town is requesting to use the far southeast corner for their project.
- Typically these infrastructure projects are performed behind the scenes without expanded input.



## Project Overview

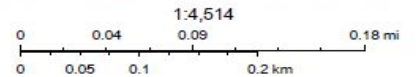
- Access to the site would occur outside of the school through the Cameron Street sewer line easement maintained by the Town.
- School operations would not be impacted by the project. The location is outside of the designated area for “school use”.
- The project would reduce the amount of private sewer line that must be maintained by the school district from the school.
- There is no cost to OCS or the school for this project.

# River Park Elementary



November 4, 2021

- Water Meters
- Water System Valves
- Hydrants
- Water Mains
- Sewer Pump Station
- Gravity Sewers
- Sewer\_Force\_Main
- Parcels
- Manholes



Esri Community Maps Contributors, Town of Cary, Orange County, NC, State of North Carolina DOT, © OpenStreetMap, Microsoft, Esri, HERE, Garmin, SafeGraph, INCREMENT P, METINASA, USGS, EPA, NPS, US Census Bureau, USDA, Maxar



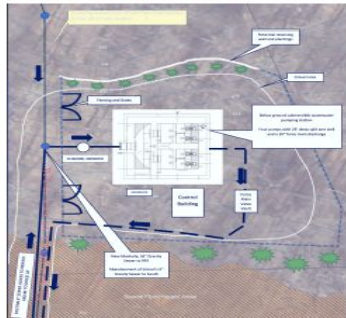
# PROJECT FACT SHEET



## RIVER PUMPING STATION RELOCATION PROJECT



The town's Elizabeth Brady Pumping station. The new station would be similarly configured.



A proposed layout of the River pumping station

K. Marie Strandwitz, PE  
Utilities Director  
marie.strandwitz@hillsboroughnc.gov  
919-296-9631

The town needs to relocate its critical 1970's era wastewater pumping station out of the floodway and has applied for federal grant funds to assist. The southeast corner of the River Park Elementary's 20+ acre parcel has been identified as an ideal site for a new underground pumping station, which is critical to moving wastewater from homes, businesses and institutions to the town's wastewater treatment plant where it is cleaned and put back into the river.

### Why?

The existing station is outdated and in the floodway of the Eno River. When it rains, the sewer system becomes overwhelmed with water, causing the station to struggle to pump wastewater into the wastewater treatment plant. Moving it out of the floodway further north will protect the station from sewage overflows and protect the Eno River.

Moving it out of the floodway also offers an opportunity for the town to receive grant funding for this expensive project which will help relieve the town budget and thus benefit rate payers.

### Where?

The existing station location is south of the school property. The town's wastewater treatment plant sits across the Eno River near the station. The new station location would be in the southeast corner of the River Park Elementary school parcel. The recommended parcel size for easement or purchase is approximately 1 acre.

The location of the station is over 500 feet and it would be tucked into the bottom of a hill. The elevation in this lower corner is 510-515 feet and the school sits up at elevation 535-545 feet.

In addition to a [project fact sheet](#), the Town of Hillsborough and Orange County Schools will solicit feedback from school stakeholders regarding this project including an opportunity to visit the proposed site.



# QUESTIONS & FEEDBACK





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# Hillsborough Elementary Transportation and Lottery

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January 24, 2022

PATRICK ABELE AND CATHERINE MAU, OPERATIONS DIVISION



## Mission

Ensuring Student Success by Inspiring Hearts and Minds

## Vision

We will foster a culture of mutual respect and understanding, hold high expectations for all of our students, recognize and teach the whole child, inspire joy for learning through authentic and engaging instruction, and prepare students to be productive and resourceful leaders in a diverse world.

## Values

We believe in: honesty with kindness and compassion; being responsible for our own actions; respecting ourselves, others and property; working together as one team; and always striving to do our best!

# Recruitment & Marketing



- HES website Prospective Families Page
- Information brochures in English and Spanish created for distribution
- Multiple Bilingual In-person and Virtual school tours offered October - January
- Recruitment events and brochures shared with staff and families to share and promote in person and on social media
- Collaborated with Family Liaisons to translate and promote in the community
- School based equity team makes systematic efforts to reach daycares, churches, and other organizations in the community
- Use of social media for promotion
- School purchase of flags to install on property for promotion
- Formed partnerships with community organizations (ex. FSA Family Success Alliance)
- All Choice Schools were advertised via a Parent Academy session, social media, and our website
- Additional outreach by Orange County Schools



## Reported Concerns

- Underrepresentation of some groups
- Transportation continues to be a barrier and need for families
- Programming during “off weeks” during the year for students such as camps, enrichment and support services
- Childcare during periods when school is closed due to the year-round calendar
- Having students on different schedules, ex: Middle school child on a traditional track calendar
- Ease of application (language and process)
- District language around Application vs Registration

# 3 Priorities for Increasing Student Diversity at HES

1. Targeted Outreach
2. Transportation
3. Application Priorities



# Board Assignment Priorities

Board Policy 4125 requires lottery priority levels be created to further the Board's goals.

1. Alleviation of overcrowding and efficient use of school facilities and resources
2. Balancing of school populations
3. Sibling preferences (including step and foster siblings)
4. Providing an opportunity for all applicants to have at least some chance for a seat in the program.





## Admissions to Hillsborough Elementary and other Choice programs are covered by these Board policies

- [Policy 4120](#): Admission to the Orange County Schools
- [Policy 4125](#): Student Assignment and Transfers
- [Regulation 4125-R&P](#): Regulations & Procedures



# HES STUDENT ASSIGNMENT PRIORITIES



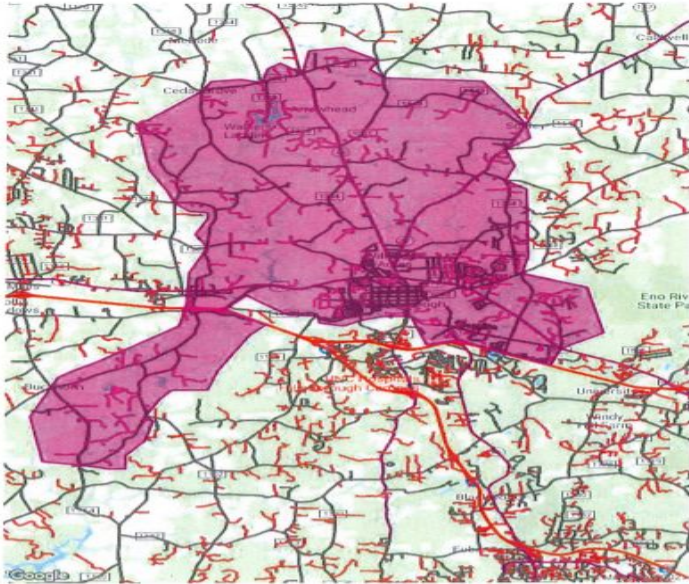
## Background

- Admission to the year-round Hillsborough Elementary School is through a lottery only. **Application deadline for all Choice Schools is January 31st.**
- The school has no attendance zone. Families may apply for the lottery during the month of January; the lottery is tentatively planned for February 16.
- As of January 20, there are 92 applicants for the 72 available Kindergarten seats.
- 28 of those applicants are siblings of returning students, and 3 are the children of HES employees. A small number of seats will be available after students meeting the first 3 priorities are seated. ***The priorities discussed in the report pertain to the remaining +/- 40 seats.***
- At its December 13, 2021 meeting, the Board of Education requested that Operations investigate options for widening the applicant pool for Hillsborough Elementary with the intended outcome being a Kindergarten class that more closely reflects the demographics of the district as a whole.

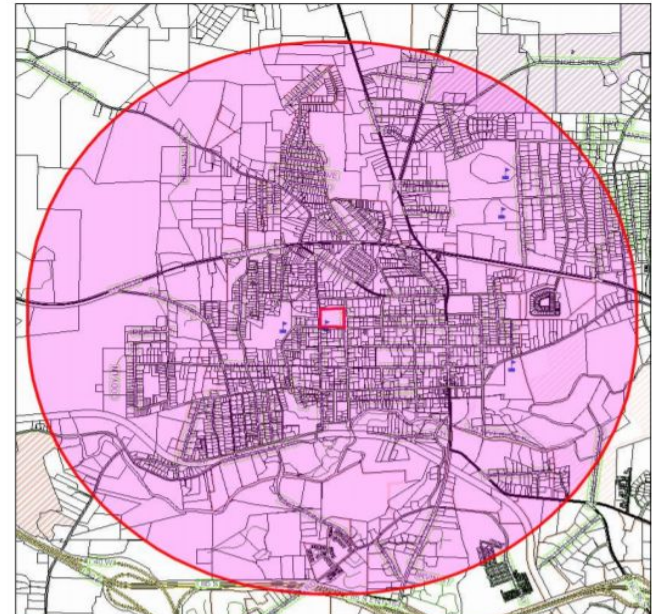


## Transportation Route Comparisons

**Current**



**Using 1.5 Mile Radius**





## Lottery Priorities Explored for 2022-2023

- Priorities for student assignment are governed by local policy and Federal law.
- School districts are prohibited from using race, ethnicity, gender, and free or reduced-price lunch as a factor in student assignment. Instead, the US Department of Education provides guidance to school districts for other permissible criteria for school enrollment.
- Operations reviewed legal constraints for lottery applicants by the following factors: Academic Achievement, Title I School Zones and Overcrowded Schools

# HES STUDENT ASSIGNMENT PRIORITIES



## Academic Achievement

- This option prioritizes students domiciled in planning segments with low historical academic achievement as measured by performance on the 3rd-grade reading EOG.

Average Achievement (3rd grade reading EOG, 2019)	Number of Resident Students	Number of Planning Segments
Below 3	293	106
At or below 2.5	244	97
Below 2.5	190	80
At or below 2	155	71
Below 2	112	46

# HES STUDENT ASSIGNMENT PRIORITIES



Attendance Zone 2018-19	Number of Students	% of District Students
Central ES	58	10.9%
Efland Cheeks Global ES	121	22.7%
Grady Brown ES	73	13.7%
New Hope ES	102	19.2%
Pathways ES	55	10.3%
River Park ES	113	21.2%
Out of District	10	1.9%
<b>Total</b>	<b>532</b>	

## Title I School Zone

- This option gives higher priority to students domiciled in the attendance zone of a Title I elementary school. Students assigned to Central, Efland-Cheeks, Grady Brown, and New Hope Elementary would be seated before students assigned to other schools.
- Using the 2018-19 school year as an example, this method of weighting would give priority to 66.5% of students, a number that is likely higher than the Board's intention. This method is **not** recommended.

# HES STUDENT ASSIGNMENT PRIORITIES



School	21-22 LOS	Projected 22-23 LOS
Central ES	0.668	0.724
Efland-Cheeks ES	0.989	0.989
Grady Brown ES	0.804	0.756
New Hope ES	0.937	0.933
Pathways ES	0.563	0.524
River Park ES	1.084	1.026

## Overcrowded Schools

- This category places higher priority on students domiciled in the attendance zone of an elementary school that is over capacity. This type of priority is an excellent means of easing overcrowding, however no elementary schools are projected to be over the SAPFO Level of Service (LOS) in the upcoming school year.
- Using this method is not likely to meet the Board's goal of demographics that reflect the district as a whole.



## 2022-2023 Enrollments

- The Superintendent recommends offering bus transportation to new in-district Hillsborough Elementary students who are domiciled outside the existing transportation zone as much as is reasonable with the existing number of vehicles, routes, and drivers.
- The Superintendent recommends using the following priorities for weighting lottery applicants in levels 4-7. The Board could choose to either offer available seats to all applicants in a priority level before seating students in the next level or to set aside a specific number or percentage of available seats in each category.



# PROPOSAL



## Recommend using the following priorities for weighting lottery applicants

Weight	Current Priorities	Proposed Priorities
1	Returning student	Returning student*
2	Sibling attending	New student with a returning sibling
3	Child of employee	Child of an employee assigned to Hillsborough Elementary
4	Student assigned to over-capacity school	Student domiciled in a planning segment with historical academic achievement at or below 2.5
5	Students in-district	Student domiciled in a planning segment assigned to an over-capacity school (LOS of 98% or higher)
6	Students out-of-district	Students domiciled in-district not seated above
7	n/a	Out-of-district students accepted for discretionary admission to HES with the payment of tuition

*\*For 2022-23 only, students previously enrolled at HES and assigned to the OCS Online Academy for 2021-22 will be allowed reenrollment under priority #1.*

# Poverty Level Segment Indicators (PLSI)



## Recommend using PLSI indicators in future lotteries:

- In the 2023-24 school year, the district will review the use of Poverty Level Segment Indicators (PLSI) for targeted outreach efforts and for school student assignment plans in order to achieve balanced attendance boundaries.
- These indicators provide highly accurate school-centered neighborhood poverty estimates based on data from the U.S. Census Bureau and estimation techniques from spatial statistics.
- [\*Sidestepping the Box: Designing a Supplemental Poverty Indicator for School Neighborhoods\*](#)

# Recommendations for 2022-2023



The Superintendent recommends the Board approve the following Lottery Enrollment Priorities for HES applications:

1. Returning student\*
2. New student with a returning sibling
3. Child of an employee assigned to Hillsborough Elementary
4. Student domiciled in a planning segment with historical academic achievement at or below 2.5
5. Student domiciled in a planning segment assigned to an over-capacity school (LOS of 98% or higher)
6. Students domiciled in-district not seated above
7. Out-of-district students accepted for discretionary admission to HES with the payment of tuition

*\*For 2022-23 only, students previously enrolled at HES and assigned to the OCS Online Academy for 2021-22 will be allowed reenrollment under priority #1.*



## Hillsborough Priorities for 2022-2023



# FIRST READING POLICIES



- 2300- Board Meetings
- 2310- Public Participation
- 1500-Injury & Loss Prevention
- 1510-School Safety
- 4270/4165-Concussion & Head Injury
- 9000-Planning to Address Facility Needs
- 9010-Site Selection
- 9020-Facility Design
- 9030-School Construction
- 9040-High Performance Building Design Criteria
- 9110-Use and Selection of Architects, Engineers, Surveyors, and Managers At-Risk



## Approval of First Reading of Policies

