

Staffing Review

Montgomery Independent School District

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HR Services

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Montgomery ISD engaged the HR Services Division of the Texas Association of School Boards (TASB) to conduct an employee staffing review. The HR Services Division has been providing human resource consulting and support service to Texas schools for more than 35 years and staffing reviews since 2003. This report presents a summary of the findings from this project and suggestions for alternative models as well as the estimated cost impact and supporting data.

Our emphasis in this review focused on comparing district staffing to benchmarking data from peer districts as well as best practice standards for optimizing student achievement, where those exist. The optimal staffing patterns for each district are dependent upon local resources and instructional needs and priorities. TASB suggestions for alternative models are intended only as information for decision makers.

It should be noted that this study represents a snapshot in time. The primary data sets were pulled in November 2020. Thus, student counts listed in the data tables might have changed from the original values. Also, to a smaller extent, changes do occur in staff due to resignations and retirements.

Projected enrollment for the 2021–2022 school year is calculated by graduating each grade level and assuming a one percent increase in enrollment.

Background

Montgomery ISD is located approximately 55 miles north of Houston in the Texas Education Service Center Region 6. The district serves approximately 9,000 students and employs over 1,000 employees.

Currently, Montgomery ISD operates with two traditional high schools, two junior high schools serving grades six through eight, and six elementary schools serving grades Pre-K through five.

Montgomery ISD, with an unyielding commitment to excellence, will provide a premier academic program that recognizes the unique potential of each student and integrates the intellectual, social, cultural and physical aspects of learning. This program will empower each student to become an eager lifelong learner committed to academic excellence, integrity, responsible citizenship and service to others.

Project Activities

- **Initial planning and data collection**

Consultants conferred with district administrators to ensure a clear understanding of the concerns and objectives for the study. Staffing data and master schedules were collected, and virtual interviews were conducted with district personnel at the start of the project. Data from the Public Education Information Management System (PEIMS) for the 2019–2020 school year was used to compare district staffing with peer districts.

- **Virtual interviews**

Virtual interviews were conducted over a three-week period from November 2 to November 13, 2020 with district administrators and campus principals. Interviewees completed detailed questionnaires related to staffing issues in their area of responsibility. The interview process provided the opportunity to share any staffing concerns as well as clarification of responses to questionnaires.

- **Benchmarking data sources**

The district data was compared to the following benchmarks, or standards:

- The Texas Student Data System (TSDS) – provides aggregated PEIMS data
- Public Education Information Management System (PEIMS) data
- The Texas Academic Performance Report (TAPR) – provides staffing data for peer districts as well as staffing averages for specific positions state-wide
- TASB HRDataSource – contains annual salary survey data and staff FTE counts
- Recommendations by professional organizations [Association of Physical Plant Administrators (APPA), Texas Counseling Association, Texas Association of Secondary School Principals (TASSP), National Association of School Nurses, etc.]
- Common Practice in Texas (CPTx) – these standards represent staffing averages based on our own database from consulting experience in Texas schools

- **Design staffing alternatives**

Alternative staffing models were developed to address the needs identified. District pay data was used to assess the cost and impact of implementing the alternative models.

- **Review draft of findings and recommendations and deliver final report**

Consultants conferred with administrators to review the initial draft of findings and recommendations before preparing the final report.

Historical Staffing

The following data shows a five-year trend of district personnel for Montgomery ISD. School district data was obtained from the PEIMS Standard Report for Staff FTE and Student Enrollment for the corresponding school year.

EXHIBIT 1 – HISTORICAL PERSONNEL REPORT

	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	% change
Student Enrollment	8,174	8,296	8,747	8,857	9,025	10.4%
Total Teaching Staff	513.32	519.28	531.91	584.71	598.37	16.6%
Teachers per 1,000 Students	62.80	62.60	60.80	66.00	66.30	5.6%
Total Support Staff	59.64	78.62	81.57	83.74	92.05	54.3%
Support Staff per 1,000 Students	7.30	9.50	9.30	9.50	10.20	39.7%
Total Campus Admin Staff	24.89	24.00	24.00	27.00	28.00	12.5%
Campus Admin Staff per 1,000 Students	3.00	2.90	2.70	3.00	3.10	3.3%
Total Central Admin Staff	10.00	10.00	9.00	9.00	8.55	-14.5%
Central Admin Staff per 1,000 Students	1.20	1.20	1.00	1.00	0.90	-25.0%
Total Educational Aides	66.35	66.67	77.87	86.08	83.27	25.5%
Educational Aides per 1,000 Students	8.10	8.00	8.90	9.70	9.20	13.6%
Total Auxiliary Staff	241.89	249.27	246.44	264.72	268.92	11.2%
Auxiliary Staff per 1,000 Students	29.60	30.00	28.20	29.90	29.80	0.7%
Total Personnel	916.09	947.84	970.79	1,055.25	1,079.16	17.8%
Personnel per 1,000 Students	112.10	114.30	111.00	119.10	119.60	6.7%

*Data Source: PEIMS Standard Report for Staff FTE and Student Enrollment

Montgomery ISD has seen a 10.4 percent increase in student enrollment from the 2015–2016 school year to the 2019–2020 school year. Total personnel increased by approximately 17.8 percent during the same period.

The ratio of teachers per 1,000 students has increased by 5.6 percent over the past five years, from 62.8 teachers to 66.3 teachers.

The number of support staff has increased over the five-year period from 7.3 per 1,000 students in the 2015–2016 to 10.2 per 1,000 students in 2019–2020.

The ratio of campus administrative staff per 1,000 students has increased over the five-year period from 3.0 to 3.1. Central administrative staff decreased 25.0 percent from 1.2 to 0.9 per 1,000 students.

The ratio of educational aides has increased by 13.6 percent from 8.1 staff per 1,000 students to 9.2 staff per 1,000 students over the same five-year period.

Auxiliary staff saw a slight increase from 29.6 to 29.8 staff per 1,000 students resulting in an overall increase of 0.7 percent.

Total personnel have increased from 916.1 to 1,079.2 employees, increasing from 112.1 to 119.6 per 1,000 students.

Peer District Comparisons

The following districts were used as the comparison districts to assess benchmarking standards. Comparison districts were selected based on enrollment, student demographics, academic performance, and funding levels. School district data for benchmarking was obtained from the most recent PEIMS Standard Report and Texas Academic Performance Report (TAPR) at the time of this analysis.

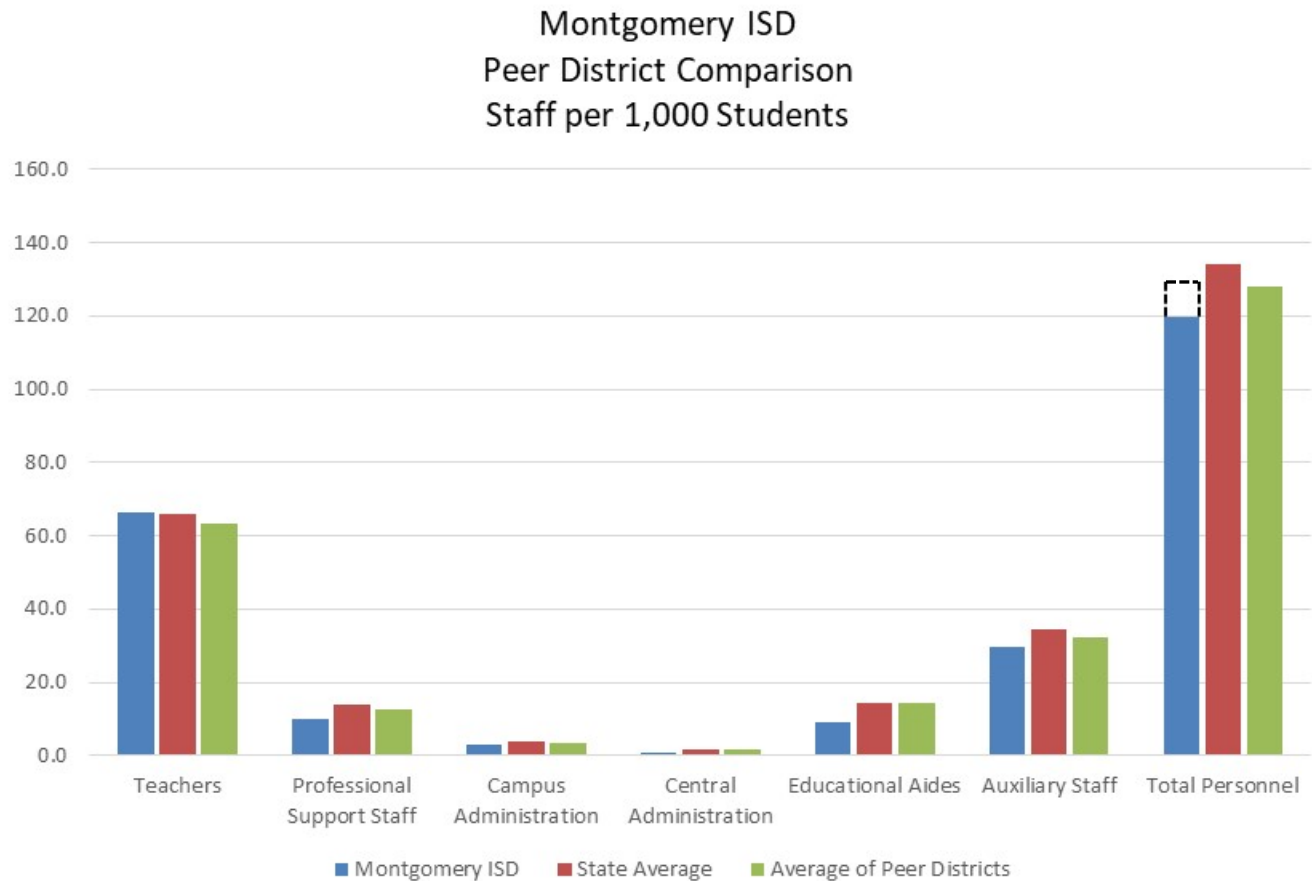
EXHIBIT 2 – COMPARISON DISTRICTS

	District	ESC Region	Total Personnel	Total Enrollment	Economically Disadvantaged	Limited English Proficient	Special Education	Bilingual/ESL Education	Career and Technical Education
1	Boerne ISD	20	1156	9579	17.7%	5.4%	11.4%	7.9%	39.8%
2	Canyon ISD	16	1192	10381	31.5%	2.0%	12.1%	1.9%	26.5%
3	Channelview ISD	4	1303	9727	81.4%	35.1%	10.5%	33.3%	36.3%
4	Copperas Cove ISD	12	1241	8477	56.0%	5.2%	11.6%	4.6%	25.6%
5	Frenship ISD	17	1233	10269	43.7%	4.6%	9.7%	4.6%	27.2%
6	Hutto ISD	13	1075	8130	38.0%	12.2%	13.8%	14.1%	25.2%
7	Little Elm ISD	11	876	8065	49.4%	18.1%	9.1%	21.3%	28.9%
8	Midlothian ISD	10	1133	9783	25.1%	3.7%	12.2%	3.7%	31.2%
9	Midway ISD	12	1109	8375	34.2%	3.4%	11.1%	2.9%	31.1%
10	New Braunfels ISD	13	1169	9541	37.5%	9.1%	10.0%	8.9%	22.5%
11	Temple ISD	12	1192	8720	76.2%	12.9%	13.1%	10.7%	27.4%
12	Texarkana ISD	8	1111	8257	68.3%	7.3%	10.6%	4.6%	31.3%
13	Waxahachie ISD	10	1377	9481	46.4%	8.7%	14.3%	9.3%	30.7%
14	Weatherford ISD	11	1046	8105	42.2%	8.9%	13.0%	8.6%	30.8%

	Montgomery ISD	6	1079	9025	26.5%	2.2%	8.7%	3.0%	30.0%
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*Data Source: 2019-2020 PEIMS Standard Report

EXHIBIT 3 – PEER GROUP COMPARISON



The initial comparison of Montgomery ISD to a selected group of peer districts and the state average shows differences in some areas.

Based on the 2019–2020 PEIMS Data Standard report, Montgomery ISD reports 66.3 teachers per 1,000 students compared to 66.1 teachers per 1,000 students for the state average and 63.3 teachers per 1,000 students for the average of the peer districts selected. For Montgomery ISD’s approximately 9,000 students, this equates to 26 teachers above the average of the peer districts.

Montgomery ISD reports 10.2 professional support staff per 1,000 students compared to 13.8 for the state average and 12.5 for the average of the peer districts. This equates to approximately 20 positions below the peer district average.

Montgomery ISD reports 3.1 campus administrators per 1,000 students. The state average is 3.8 and the peer district average is 3.6. The campus administration staff includes principals and assistant principals.

For central administration, the district is staffed below the state and the peer district average. Montgomery ISD reports 0.9 employees per 1,000 students compared to 1.8 for the state average and 1.6 for the average of the peer districts.

Montgomery ISD reports 9.2 educational aides per 1,000 students compared to 14.2 employees per 1,000 students for the state average, and 14.4 for the average of the peer districts. This is 47 positions below the peer district average. The PEIMS report does not distinguish between the general education instructional setting and the special education instructional setting of the educational aides.

Auxiliary staffing is below the state and peer district average at 29.8 employees per 1,000 students. The state average for this area is 34.4 employees per 1,000 students and the peer district average is 32.4. Auxiliary staffing includes child nutrition, maintenance, custodial, transportation, and clerical staff. The use of contracted services in some of these areas can have an impact on staffing allocations.

Montgomery ISD reported fewer total personnel per 1,000 students compared to the state and peer district average. Overall, the district reported approximately 130 fewer employees than the state average and 74 fewer employees than the peer district average when adjusted for enrollment. The district outsources custodial services and this would equate to approximately 96 employees not included in the total personnel count. If the district provided its own custodial services, the district would employ about 34 fewer employees than the state average but 22 more employees than the peer district average. The dotted line on total personnel represents the district's total staffing if it did not outsource custodial services.

District Administration and Support Staff

Staffing assignments for district positions have been compared with benchmarks reflecting current practice in Texas public school districts. These are voluntary standards since they have not been specifically mandated by the Legislature.

Positions included in the district administration analysis include administrative and support staff at the central office. The specific positions and job titles in this area vary among districts, even for those with similar student enrollment. Variances may result from different philosophies in the organizational hierarchy among district leadership. For example, some districts may utilize nonexempt staff for certain functions that other districts staff with exempt positions while others may staff positions at the campus level rather than the district level in certain departments.

The following shows a comparison of the number of central office administrative and professional staff based on the 2020–2021 TASB HR Services salary survey for central administrative and professional jobs included in the survey. The data has been summarized by the following departments/functions: curriculum and instruction, finance (business office), human resources, operations, and communications. Boerne ISD did not participate in the salary survey and have been removed from the comparison.

As noted in the data presented in the section above, Montgomery ISD (0.9 employees per 1,000 students) is staffed at about half the state average (1.8 per 1,000 students) and just slightly above half of the peer district average (1.6 employees per 1,000 students).

Curriculum and Instruction

The Montgomery ISD curriculum and instruction department provides overall instructional leadership and support to campus administrators in the development, implementation, and assessment of instructional programs.

Exhibit 4A provides a comparison of benchmark jobs typically found in the curriculum and instruction department of school districts. The Montgomery ISD curriculum and instruction department shows 13.0 FTEs compared to 23.0 for the average of the peer districts. When adjusted based on enrollment, the district is staffed below the average of the peer districts at 1.4 positions per 1,000 students compared to 2.6 positions per 1,000 students for the average of the peer districts.

EXHIBIT 4A – CURRICULUM AND INSTRUCTION DEPARTMENT COMPARISON

Benchmark Job Title	Montgomery ISD	Avg of Peers	Canyon ISD	Channelview ISD	Copperas Cove ISD	Frenship ISD	Hutto ISD	Little Elm ISD	Midlothian ISD	Midway ISD- McLennan County	New Braunfels ISD	Temple ISD	Texarkana ISD	Waxahachie ISD	Weatherford ISD
Deputy Superintendent	0.0	0.2	0.0	0.0	1.0	0.0	0.0	0.0	1.0	0.0	0.0	0.0	0.0	0.0	0.0
Chief Academic Officer	2.0	1.2	1.0	2.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	3.0	0.0
Director of Curriculum/Instruction	0.0	1.1	2.0	2.0	0.0	1.0	1.0	1.0	2.0	0.0	1.0	2.0	1.0	0.0	1.0
Instructional Coordinator	0.0	5.5	1.0	9.0	11.0	9.0	6.0	6.0	1.0	0.0	6.0	0.0	4.0	14.0	5.0
Instructional Coach (Campus Level)	8.0	6.1	0.0	0.0	7.0	6.0	9.0	0.0	10.0	16.0	0.0	15.0	10.0	6.0	0.0
Director of Instructional Technology	0.0	0.5	1.0	0.0	1.0	0.0	0.0	1.0	0.0	1.0	0.0	1.0	2.0	0.0	0.0
Instructional Technology Specialist	0.2	3.0	0.0	3.0	2.0	5.0	2.0	2.0	0.0	12.0	5.0	5.0	0.0	2.0	1.0
District Testing Coordinator	0.5	0.5	1.0	0.0	0.0	1.0	1.0	0.0	0.0	1.0	1.0	0.0	1.0	0.0	0.0
Director of Bilingual Education	0.5	0.5	0.0	1.0	0.0	0.0	0.0	1.0	0.0	0.0	1.0	1.0	1.0	1.0	0.0
Director of Career & Technical Education	0.0	0.7	0.0	1.0	0.0	0.0	1.0	1.0	1.0	1.0	1.0	1.0	0.0	1.0	1.0
Director of Fine Arts	0.0	0.5	0.0	1.0	0.0	0.0	1.0	0.0	1.0	1.0	0.0	1.0	1.0	1.0	0.0
Director of Guidance & Counseling	0.2	0.5	0.0	1.0	0.0	0.0	1.0	1.0	1.0	0.0	0.0	0.0	1.0	1.0	1.0
Director of Nursing & Health Services	0.2	0.7	1.0	0.0	1.0	0.0	1.0	1.0	1.0	0.0	1.0	1.0	1.0	0.0	1.0
Director of Research, Evaluation, & Accountability	0.0	0.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1.0	0.0
Director of Special Education	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Director of Student Services	0.2	0.2	1.0	0.0	0.0	1.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Federal Programs Administrator	0.2	0.8	0.0	1.0	1.0	1.0	1.0	1.0	1.0	0.0	0.0	1.0	2.0	1.0	0.0
Total	13.0	23.0	9.0	22.0	26.0	26.0	26.0	17.0	21.0	34.0	18.0	30.0	26.0	32.0	11.0
Student Enrollment	8,999	9,001	10,344	9,721	8,467	10,243	8,110	8,047	9,754	8,348	9,521	8,669	8,251	9,468	8,074
Staff per 1,000 Students	1.4	2.6	0.9	2.3	3.1	2.5	3.2	2.1	2.2	4.1	1.9	3.5	3.2	3.4	1.4

* FTE is based on the most recent TASB HR Services salary survey.

The peer districts range from 0.9 (Canyon ISD) to 3.5 (Temple ISD) staff per 1,000 students.

Although Montgomery ISD overall is staffed below the peer districts, the district does report eight campus instructional coaches compared to a peer district average of 6.1. District curriculum and instruction support is provided to the department leaders by the eight campus instructional coaches. The campus instructional coach position will be analyzed later in this report and will provide additional support for the options being recommended in this section.

The analysis of the district-level curriculum and instruction support looks different when the campus level instructional support is removed. This results in five positions at Montgomery ISD compared to the peer district average of 16.7 or 0.6 employees per 1,000 students at the district compared to 1.9 for the peer districts. For all districts participating in the TASB HR Services salary survey in the enrollment range of 8,000 to 10,000 students, the average of curriculum and instruction staff is 13.4 or 1.5 per 1,000 students.

Restructuring the curriculum and instruction department would result in improved support for the district's instructional programs. The redirect of one chief academic officer (assistant superintendent of curriculum and instruction) to an assistant superintendent of administrative services and the addition of two curriculum and instruction coordinators would better reflect the staffing configuration displayed by the peer districts. The chief academic officer would provide oversight for all instructional initiatives and would work directly with the curriculum coordinators and the federal program administrator. The assistant superintendent of administrative services would provide oversight of all student services.

Staff development, career and technology, and assessment are some areas that should be addressed in the future. As funds allow, the addition of at least three additional director positions should be considered to help reduce the variance in staffing compared to the peer districts.

The district's Public Education Information Management System (PEIMS) office is located in the curriculum and instruction department. Exhibit 4B shows a comparison of Montgomery ISD PEIMS staffing to its peer districts.

EXHIBIT 4B – PEIMS STAFF COMPARISON

Benchmark Job Title	Montgomery ISD	Avg of Peers	Canyon ISD	Channelview ISD	Copperas Cove ISD	Frenship ISD	Hutto ISD	Little Elm ISD	Midlothian ISD	Midway ISD- McLennan County	New Braunfels ISD	Temple ISD	Texarkana ISD	Waxahachie ISD	Weatherford ISD
PEIMS Manager	1.0	0.8	1.0	1.0	0.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	0.0	1.0	1.0
District PEIMS Specialist	0.0	1.1	1.0	1.0	2.0	2.0	1.0	0.0	1.0	0.0	1.0	2.0	1.0	2.0	0.0
Total	1.0	1.9	2.0	2.0	2.0	3.0	2.0	1.0	2.0	1.0	2.0	3.0	1.0	3.0	1.0
Student Enrollment	8,999	9,001	10,344	9,721	8,467	10,243	8,110	8,047	9,754	8,348	9,521	8,669	8,251	9,468	8,074
Staff per 1,000 Students	0.1	0.2	0.2	0.2	0.2	0.3	0.2	0.1	0.2	0.1	0.2	0.3	0.1	0.3	0.1

* FTE is based on the most recent TASB HR Services salary survey.

Staffing for this area ranges from one to three total employees. Nine of the peer districts staff at least two employees in this area compared to Montgomery ISD employing one staff member. The district should consider the addition of a PEIMS specialist.

Business and Finance

The Montgomery ISD business and finance department is responsible for preserving, enhancing, and supporting the district's financial resources. The budget and payroll services department supports all aspects of the budgetary process and the payroll process including leaves and benefits.

Exhibit 5 provides a comparison of benchmark jobs typically found in the business and finance department of school districts. The Montgomery ISD business and finance department shows 8.0 FTEs compared to 8.7 for the average of the peer districts. When adjusted based on enrollment, the district staffs 0.9 FTE per 1,000 students compared to the average of the peer districts at 1.0 position per 1,000 students.

EXHIBIT 5 – BUSINESS AND FINANCE STAFF COMPARISON

Benchmark Job Title	Montgomery ISD	Avg of Peers	Canyon ISD	Channelview ISD	Copperas Cove ISD	Frenship ISD	Hutto ISD	Little Elm ISD	Midlothian ISD	Midway ISD- McLennan County	New Braunfels ISD	Temple ISD	Texarkana ISD	Waxahachie ISD	Weatherford ISD
Chief Financial Officer	1.0	0.9	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	0.0	1.0	1.0	1.0
Director of Finance/Business Manager	0.0	0.9	1.0	2.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	0.0	0.0	1.0
Accountant (Degreed)	1.0	0.6	3.0	0.0	0.0	1.0	1.0	0.0	1.0	0.0	0.0	1.0	1.0	0.0	0.0
Accounting Clerk	1.0	0.9	1.0	0.0	1.0	1.0	0.0	1.0	1.0	0.0	1.0	4.0	1.0	0.0	1.0
Accounts Payable Clerk	1.0	1.3	2.0	2.0	2.0	1.0	1.0	2.0	1.0	2.0	1.0	0.0	1.0	1.0	1.0
Payroll Supervisor	1.0	0.8	1.0	0.0	0.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	0.0	1.0	1.0
Payroll Clerk	1.0	1.2	0.0	2.0	1.0	2.0	1.0	2.0	1.0	0.0	1.0	1.0	1.0	2.0	1.0
Director of Purchasing	0.0	0.7	1.0	0.0	0.0	1.0	1.0	1.0	1.0	0.0	0.0	1.0	1.0	1.0	1.0
Purchasing Clerk	1.0	0.5	1.0	0.0	0.0	1.0	0.0	0.0	0.0	1.0	1.0	1.0	0.0	1.0	0.0
Employee Benefits Specialist	1.0	0.9	1.0	1.0	1.0	1.0	1.0	0.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Total	8.0	8.7	12.0	8.0	7.0	11.0	8.0	9.0	9.0	7.0	8.0	11.0	7.0	8.0	8.0
Student Enrollment	8,999	9,001	10,344	9,721	8,467	10,243	8,110	8,047	9,754	8,348	9,521	8,669	8,251	9,468	8,074
Staff per 1,000 Students	0.9	1.0	1.2	0.8	0.8	1.1	1.0	1.1	0.9	0.8	0.8	1.3	0.8	0.8	1.0

* FTE is based on the most recent TASB HR Services salary survey.

An additional analysis of all districts participating in the TASB HR Services salary survey in the enrollment range of 8,000 to 10,000 students resulted in an average of 8.3 business and finance staff or 0.9 per 1,000 students.

The recent addition of the accountant helps to reduce the variance and move the district closer to the staffing level of its peer districts and all districts in its enrollment range. Eleven of the 13 peer districts report both a CFO and a director of finance or equivalent. If an opportunity is available in the future, redirecting a paraprofessional position to a professional position could be considered to provide oversight for purchasing and direct support to the CFO.

Human Resources

The Montgomery ISD human resources department manages district employees. Typically, this includes recruitment, hiring, and termination of employees; administering compensation; and training and motivating employees. Management of leaves and time and attendance has recently been moved to the business and finance department. The hiring of a communication director has resulted in these additional duties being moved from the department.

Exhibit 6 provides a comparison of benchmark jobs typically found in the human resources department of school districts. The Montgomery ISD human resources department shows 5.0 FTEs compared to 5.7 for the average of the peer districts. When adjusted based on enrollment, the district is staffed the same as the peer districts at 0.6 positions per 1,000 students.

EXHIBIT 6 – HUMAN RESOURCES STAFF COMPARISON

Benchmark Job Title	Montgomery ISD	Avg of Peers	Canyon ISD	Channelview ISD	Copperas Cove ISD	Frenship ISD	Hutto ISD	Little Elm ISD	Midlothian ISD	Midway ISD-County	McLennan County	New Braunfels ISD	Temple ISD	Texarkana ISD	Waxahachie ISD	Weatherford ISD
Deputy Superintendent	0.0	0.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1.0	0.0	0.0
Chief Human Resources Officer	1.0	0.9	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	0.0
Director of Human Resources	0.0	1.1	1.0	1.0	1.0	1.0	2.0	1.0	2.0	1.0	1.0	1.0	2.0	0.0	1.0	1.0
Human Resources Specialist	3.0	3.5	4.0	3.0	2.0	4.0	5.0	3.0	3.0	4.0	3.0	2.0	2.0	4.0	4.0	4.0
Certification Specialist	1.0	0.1	0.0	0.0	0.0	0.0	1.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total	5.0	5.7	6.0	5.0	4.0	6.0	9.0	5.0	6.0	6.0	6.0	5.0	5.0	6.0	6.0	5.0
Student Enrollment	8,999	9,001	10,344	9,721	8,467	10,243	8,110	8,047	9,754	8,348	9,521	8,669	8,251	9,468	8,074	
Staff per 1,000 Students	0.6	0.6	0.6	0.5	0.5	0.6	1.1	0.6	0.6	0.7	0.5	0.6	0.7	0.6	0.6	

* FTE is based on the most recent TASB HR Services salary survey.

The peer districts range from 0.5 (Channelview ISD, Copperas Cove ISD, New Braunfels ISD) to 1.1 (Hutto ISD) staff per 1,000 students. Montgomery ISD currently staffs one professional position in the human resources department. Weatherford ISD is the only peer district staffed similarly to Montgomery ISD with only one professional position. To effectively implement processes and procedures to improve the efficiency of the human resources department and appropriately serve the employees of the school district, an HR coordinator should be added.

Operations

The operations department ensures facilities and services are performing to their best potential. This includes multiple areas within the district, assuring productivity and efficiency, while seeking to reduce costs. Oversight of this department includes maintenance, transportation, child nutrition services, and safety and security.

Exhibit 7 provides a comparison of benchmark jobs typically found in the operations area of school districts. The Montgomery ISD operations department shows 7.0 FTEs compared to 5.7 for the average of the peer districts. When adjusted based on enrollment, the district is staffed slightly above the average of the peer districts at 0.8 positions per 1,000 students compared to 0.6 positions per 1,000 students for the average of the peer districts.

EXHIBIT 7 – OPERATIONS COMPARISON

Benchmark Job Title	Montgomery ISD	Avg of Peers	Canyon ISD	Channelview ISD	Copperas Cove ISD	Frenship ISD	Hutto ISD	Little Elm ISD	Midlothian ISD	Midway ISD- McLennan County	New Braunfels ISD	Temple ISD	Texarkana ISD	Waxahachie ISD	Weatherford ISD
Deputy Superintendent	0.0	0.1	0.0	0.0	1.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Chief Facilities and Operations Officer	1.0	0.6	0.0	1.0	0.0	1.0	1.0	1.0	0.0	1.0	1.0	1.0	1.0	0.0	0.0
Director of Maintenance	1.0	0.8	1.0	1.0	1.0	1.0	1.0	1.0	0.0	1.0	0.0	1.0	0.0	1.0	1.0
Maintenance Supervisor	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Energy Manager	0.0	0.2	1.0	0.0	0.0	1.0	0.0	0.0	1.0	0.0	0.0	0.0	0.0	0.0	0.0
Construction Project Specialist	0.0	0.1	0.0	0.0	0.0	1.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Custodial Supervisor	0.0	1.2	1.0	1.0	2.0	3.0	1.0	1.0	1.0	0.0	1.0	0.0	1.0	1.0	2.0
Director of Child Nutrition	1.0	0.5	0.0	1.0	1.0	0.0	0.0	1.0	0.0	0.0	0.0	1.0	1.0	1.0	0.0
District Child Nutrition Supervisor	1.0	0.5	0.0	1.0	1.0	0.0	0.0	2.0	0.0	0.0	0.0	2.0	0.0	0.0	1.0
Warehouse Supervisor	0.0	0.4	1.0	0.0	1.0	1.0	1.0	0.0	0.0	0.0	0.0	0.0	1.0	0.0	0.0
Director of Transportation	1.0	0.8	1.0	1.0	1.0	0.0	1.0	0.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Transportation Supervisor	2.0	0.5	1.0	0.0	1.0	0.0	1.0	0.0	1.0	0.0	0.0	0.0	1.0	1.0	1.0
Total	7.0	5.7	6.0	6.0	8.0	8.0	6.0	6.0	4.0	3.0	3.0	6.0	6.0	5.0	6.0
Student Enrollment	8,999	9,001	10,344	9,721	8,467	10,243	8,110	8,047	9,754	8,348	9,521	8,669	8,251	9,468	8,074
Staff per 1,000 Students	0.8	0.6	0.6	0.6	0.9	0.8	0.7	0.7	0.4	0.4	0.3	0.7	0.7	0.5	0.7

* FTE is based on the most recent TASB HR Services salary survey.

The peer districts range from 0.3 (New Braunfels ISD) to 0.9 (Copperas Cove ISD) staff per 1,000 students. Frenship ISD and Little Elm ISD did not report transportation staff in the salary survey or PEIMS data and likely use contracted services in this area. Frenship ISD and Midlothian ISD did not report child nutrition staff in the salary survey or PEIMS data and likely use contracted services for child nutrition.

Six of the 13 peer districts report both a chief facilities and operations officer and a director of maintenance. An opportunity is available to reduce one position to better align with staffing levels seen among the peer districts. Each department in this area appears to be adequately supported. Often, the CFO provides oversight of operations for the district. This would result in the directors in the area of operations reporting directly to the CFO.

Communications

Communication departments provide district news and information to customers and employees using a variety of mediums. These may include publications such as newsletters, brochures, news releases, annual reports, and electronic newsletters of school board action. Additional responsibilities may include media relations, open records requests, maintaining social network sites, crisis communication, and school marketing efforts.

Exhibit 8 provides a comparison of Montgomery ISD to communication staff in the peer districts. Montgomery ISD recently hired a full-time communication director. The peer data comparison supports the addition of a district communication director.

EXHIBIT 8 – COMMUNICATION COMPARISON

Benchmark Job Title	Montgomery ISD	Avg of Peers	Canyon ISD	Channelview ISD	Copperas Cove ISD	Frenship ISD	Hutto ISD	Little Elm ISD	Midlothian ISD	Midway ISD- McLennan County	New Braunfels ISD	Temple ISD	Texarkana ISD	Waxahachie ISD	Weatherford ISD
Communications Officer	1.0	0.9	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Communication Support Staff	0.0	1.6	1.0	1.0	0.0	3.0	1.0	2.0	2.0	2.0	3.0	1.0	2.0	2.0	1.0
Total	1.0	2.5	2.0	2.0	1.0	4.0	2.0	3.0	3.0	3.0	4.0	2.0	3.0	2.0	2.0
Student Enrollment	8,999	9,001	10,344	9,721	8,467	10,243	8,110	8,047	9,754	8,348	9,521	8,669	8,251	9,468	8,074
Staff per 1,000 Students	0.1	0.3	0.2	0.2	0.1	0.4	0.2	0.4	0.3	0.4	0.4	0.2	0.4	0.2	0.2

* FTE is based on the most recent TASB HR Services salary survey and district websites.

All peer districts except Copperas Cove ISD employ communication support staff in addition to the communication officer. These positions included communication coordinator, specialist, manager, webmaster, graphic designer, and central office receptionist. A recommendation is made in the non-campus clerical portion of the report to replace the district receptionist vacancy. This position could be assigned to the communication director and provide support for the department.

District Administration Summary

The district administration staffing has a direct impact on all instructional and operational functions of a school district. It provides the foundation for ensuring student learning is appropriately supported, financial stability is maintained, safety and security is provided, and performance and efficiency of staff is optimized. Montgomery ISD has opportunities to increase its student performance by correcting variances identified in the above analysis ultimately resulting in an improved learning environment for its students.

Campus Administration and Support Staff

Staffing assignments for the positions of principal, assistant principal, counselor, and librarian have been compared with benchmarks reflecting current practice in Texas public school districts. These are voluntary standards since they have not been specifically mandated by the Legislature.

Assistant Principals

The benchmark is one assistant principal for each 450 students, including both elementary and secondary schools.

EXHIBIT 9 – ASSISTANT PRINCIPALS

Campus	2020-2021 Enrollment	Asst Principal	Students/Asst Principal	Projected Enrollment	Benchmark ¹ 2020-2021	Proposed Change
Secondary Schools						
Lake Creek HS	1,464	4.0	366.0	1,540	3.5	0.0
Montgomery HS	1,523	4.0	380.8	1,526	3.5	0.0
Montgomery JH	1,084	2.0	542.0	1,004	2.0	0.0
Oak Hills JH	1,098	2.0	549.0	1,039	2.0	0.0
<i>Secondary Total</i>	5,169	12.0	430.8	5,109	11.5	0.0
Elementary Schools						
Keenan ES	743	1.0	743.0	685	1.5	0.0
Lincoln ES	388	1.0	388.0	370	1.0	0.0
Lone Star ES	705	1.0	705.0	688	1.5	0.0
Madeley Ranch ES	733	1.0	733.0	733	1.5	0.0
Montgomery ES	536	1.0	536.0	536	1.0	0.0
Stewart Creek ES	658	1.0	658.0	621	1.5	0.0
<i>Elementary Total</i>	3,763	6.0	627.2	3,633	8.0	0.0
All Campuses Total	8,932	18.0	496.2	8,742	19.5	0.0

¹ A ratio of 1:450 is used.

Montgomery ISD employs 18 assistant principals in aggregate. This results in an average of 496.2 students per assistant principal, slightly above the benchmark of 450 students per assistant principal.

All campuses are staffed at or within 0.5 position of the benchmark range. No recommendation is being made for this area.

Counselors

The Texas Education Code (TEC §33.003-33.007) specifies the duties of school counselors and outlines components of the school counseling program. A school counselor shall work with the school faculty and staff, students, parents, and the community to plan, implement, and evaluate a developmental guidance and counseling program. The primary responsibility of a school counselor is to counsel students to fully develop each student's academic, career, personal, and social abilities.

The effectiveness of a comprehensive school counseling program is directly related to the counselor-to-student ratio. The ratio adopted by an individual district or campus should be based on student needs and the district strategic plan for the counseling program. The Texas Counseling Association, the Texas Association of Secondary School Principals, and the Texas Elementary Principals and Supervisors Association recommend a counselor-to-student ratio of 1:350.

EXHIBIT 10A – COUNSELORS

Campus	2020-2021 Enrollment	Counselor	Students/ Counselor	Projected Enrollment	Benchmark¹ 2020-2021	Proposed Change
Secondary Schools						
Lake Creek HS	1,464	3.0	488.0	1,540	4.5	0.0
Montgomery HS	1,523	3.0	507.7	1,526	4.5	0.0
Montgomery JH	1,084	2.0	542.0	1,004	3.0	1.0
Oak Hills JH	1,098	2.0	549.0	1,039	3.0	1.0
<i>Secondary Total</i>	5,169	10.0	516.9	5,109	14.5	2.0
Elementary Schools						
Keenan ES	743	1.0	743.0	685	2.0	0.0
Lincoln ES	388	1.0	388.0	370	1.0	0.0
Lone Star ES	705	1.0	705.0	688	2.0	0.0
Madeley Ranch ES	733	1.0	733.0	733	2.0	0.0
Montgomery ES	536	1.0	536.0	536	1.5	0.0
Stewart Creek ES	658	1.0	658.0	621	2.0	0.0
<i>Elementary Total</i>	3,763	6.0	627.2	3,633	10.5	0.0
All Campuses Total	8,932	16.0	558.3	8,742	25.0	2.0

¹A ratio of 1:350 is used for both elementary and secondary.

Montgomery ISD employs 16.0 counselors for a ratio of 558.3 students per counselor overall, above the benchmark of 350 students per counselor. The benchmark is based on the certified counseling staff and does not include the college and career coordinators at the two high schools. These two positions are providing support to students that would typically be provided by the counseling staff. If these two positions were included the student to counselor ratio would decrease to 430.7 at the secondary campuses and 496.2 overall for the district.

Exhibit 10B shows a comparison of Montgomery ISD compared to the peer districts. The data reported in the 2020–2021 TASB HR Services salary survey includes the college and career coordinators at each high school. Montgomery ISD employs 2.0 counselors per 1,000 students compared to the peer district average of 2.1.

EXHIBIT 10B – COUNSELOR PEER COMPARISON

Benchmark Job Title	Montgomery ISD	Avg of Peers	Canyon ISD	Channelview ISD	Copperas Cove ISD	Frenship ISD	Hutto ISD	Little Elm ISD	Midlothian ISD	Midway ISD- McLennan County	New Braunfels ISD	Temple ISD	Texarkana ISD	Waxahachie ISD	Weatherford ISD
Director of Guidance & Counseling	0.0	0.5	0.0	1.0	0.0	0.0	1.0	1.0	1.0	0.0	0.0	0.0	1.0	1.0	1.0
School Counselor - Elementary	6.0	8.1	8.0	7.0	9.0	8.0	7.0	6.0	7.0	11.0	9.0	8.0	8.0	10.0	7.0
School Counselor - High School	8.0	6.2	9.0	7.0	5.0	7.0	7.0	6.0	6.0	8.0	6.0	5.0	1.0	9.0	5.0
School Counselor - Middle School	4.0	4.2	3.0	4.0	4.0	3.0	6.0	5.0	6.0	3.0	4.0	3.0	3.0	6.0	4.0
Social Worker	0.0	0.1	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1.0	0.0	0.0
Total	18.0	19.1	20.0	19.0	18.0	18.0	21.0	18.0	20.0	22.0	19.0	16.0	14.0	26.0	17.0
Student Enrollment	8,999	9,001	10,344	9,721	8,467	10,243	8,110	8,047	9,754	8,348	9,521	8,669	8,251	9,468	8,074
Staff per 1,000 Students	2.0	2.1	1.9	2.0	2.1	1.8	2.6	2.2	2.1	2.6	2.0	1.8	1.7	2.7	2.1

* FTE is based on the most recent TASB HR Services salary survey.

Although the district is staffed below the benchmark level, its staffing is reflective of the peer district staffing levels. Considerations could be given to the addition of counseling staff at both junior high schools and the four elementary schools (Keenan ES, Lone Star ES, Madeley Ranch ES, Stewart Creek ES) that are staffed at least one position below the benchmark, as funds are available.

Campus Instructional Support

Staffing instructional coaches should be based on the strategic plan of the district and each campus. The addition of instructional coaches is a growing trend across the state and can benefit both students and teachers.

Research shows instructional coaching improves the quality of instruction and an increase in student achievement. Instructional coaching has a greater impact on instruction than almost all other school-based interventions including student incentives, teacher pre-service training, merit-based pay, general professional development, data-driven instruction, and extended learning time. Instructional coaching shows to have a larger impact on the quality of instruction than the difference in effectiveness between a new teacher and one with five to 10 years of experience. Similarly, student performance improves with instructional coaching regardless of whether a teacher was a novice or veteran.¹

Effective instructional coaching models can impact a district's budget due to the high personnel costs of staffing qualified instructional coaches. The impact of the instructional coaches must be considered relative to the program costs.

¹ Kraft, M.A., Blazar, D., Hogan, D. (2016). *The effect of teaching coaching on instruction and achievement: A meta-analysis of the causal evidence*. Brown University Working Paper.

EXHIBIT 11A – CURRENT CAMPUS INSTRUCTIONAL SUPPORT

Campus	Total Teacher Count	Instructional Coach	Teachers Per Instructional Coach
Secondary Schools			
Lake Creek HS	91	0.5	181
Montgomery HS	101	0.5	201
Montgomery JH	68	0.5	135
Oak Hills JH	69	0.5	138
<i>Secondary Total</i>	328	2.0	164
Elementary Schools			
Keenan ES	48	1.0	48
Lincoln ES	31	1.0	31
Lone Star ES	45	1.0	45
Madeley Ranch ES	47	1.0	47
Montgomery ES	40	1.0	40
Stewart Creek ES	45	1.0	45
<i>Elementary Total</i>	256	6.0	43
All Campuses Total	583	8.0	73

Montgomery ISD currently employs eight campus instructional coaches for an average of one instructional coach per 73 teachers. The ratio at the elementary campus is one instructional coach per 43 teachers and the secondary ratio is one instructional coach per 164 teachers.

Exhibit 11B provides a proposed staffing model for the district to consider. The proposed model improves equity among the elementary and secondary campuses and decreases the variance in district level support noted in Exhibit 4. Implementation of the model considers the absorption of two instructional coaches in aggregate.

EXHIBIT 11B – PROPOSED CAMPUS INSTRUCTIONAL SUPPORT

Campus	Total Teacher Count	Proposed Change	Proposed Instructional Coach	Revised Teachers Per Instructional Coach
Secondary Schools				
Lake Creek HS	91	0.5	1.0	91
Montgomery HS	101	0.5	1.0	101
Montgomery JH	68	0.0	0.5	135
Oak Hills JH	69	0.0	0.5	138
<i>Secondary Total</i>	328	1.0	3.0	109
Elementary Schools				
Keenan ES	48	(0.5)	0.5	95
Lincoln ES	31	(0.5)	0.5	62
Lone Star ES	45	(0.5)	0.5	90
Madeley Ranch ES	47	(0.5)	0.5	94
Montgomery ES	40	(0.5)	0.5	80
Stewart Creek ES	45	(0.5)	0.5	90
<i>Elementary Total</i>	256	(3.0)	3.0	85
All Campuses Total	583	(2.0)	6.0	97

Librarians

Neither state nor federal statute requires that a school librarian be on every campus. State law does require that if a district does report the presence of a school librarian, that librarian must be certified. Districts commonly staff a librarian and/or library aide at each campus.

EXHIBIT 12A – LIBRARY STAFFING MODEL

Campus	2020-2021 Enrollment	Librarian	Aide, Library
Secondary Schools			
Lake Creek HS	1,464	0.0	1.0
Montgomery HS	1,523	0.0	1.0
Montgomery JH	1,084	1.0	0.0
Oak Hills JH	1,098	1.0	0.0
<i>Secondary Total</i>	5,169	2.0	2.0
Elementary Schools			
Keenan ES	743	1.0	0.0
Lincoln ES	388	1.0	0.0
Lone Star ES	705	1.0	0.0
Madeley Ranch ES	733	1.0	0.0
Montgomery ES	536	1.0	0.0
Stewart Creek ES	658	1.0	0.0
<i>Elementary Total</i>	3,763	6.0	0.0
All Campuses Total	8,932	8.0	2.0

Montgomery ISD currently employs eight librarians and two library aides in aggregate. Support by a librarian is provided at every campus except the two high schools.

Exhibit 12B shows library aide staffing compared to peer districts using the 2020–2021 TASB HR Services salary survey.

EXHIBIT 12B – LIBRARY AIDE PEER COMPARISON

Benchmark Job Title	Montgomery ISD	Avg of Peers	Canyon ISD	Channelview ISD	Copperas Cove ISD	Frenship ISD	Hutto ISD	Little Elm ISD	Midlothian ISD	Midway ISD- McLennan County	New Braunfels ISD	Temple ISD	Texarkana ISD	Waxahachie ISD	Weatherford ISD
Library Aide	2.0	5.5	6.0	8.0	3.0	9.0	10.0	9.0	2.0	0.0	1.0	0.0	8.0	14.0	1.0
Total	2.0	5.5	6.0	8.0	3.0	9.0	10.0	9.0	2.0	0.0	1.0	0.0	8.0	14.0	1.0
Student Enrollment	8,999	9,001	10,344	9,721	8,467	10,243	8,110	8,047	9,754	8,348	9,521	8,669	8,251	9,468	8,074
Staff per 1,000 Students	0.2	0.6	0.6	0.8	0.4	0.9	1.2	1.1	0.2	0.0	0.1	0.0	1.0	1.5	0.1

* FTE is based on the most recent TASB HR Services salary survey.

Montgomery ISD staffs 0.2 library aides per 1,000 students as compared to 0.6 in the peer districts. The district employs 2.0 library aides compared to an average of 5.5 for the peer districts. A common model is to staff one librarian to oversee one to three library aides.

Exhibit 12C provides an alternate model for library staffing and increases the use of library aides.

EXHIBIT 12C – ALTERNATE LIBRARY MODEL

Campus	Projected Enrollment	Proposed Librarian	Proposed Aide, Library
Secondary Schools			
Lake Creek HS	1,540	1.0	1.0
Montgomery HS	1,526	0.0	1.0
Montgomery JH	1,004	0.0	1.0
Oak Hills JH	1,039	1.0	1.0
<i>Secondary Total</i>	5,109	2.0	4.0
Elementary Schools			
Keenan ES	685	0.0	1.0
Lincoln ES	370	0.0	1.0
Lone Star ES	688	1.0	0.0
Madeley Ranch ES	733	1.0	0.0
Montgomery ES	536	0.0	1.0
Stewart Creek ES	621	0.0	1.0
<i>Elementary Total</i>	3,633	2.0	4.0
All Campuses Total	8,742	4.0	8.0

The recommendation is the absorption of four librarians and the addition of six library aides. Specifically, two of the elementary libraries would be staffed with a librarian and the other four would be staffed with a library aide. Each elementary librarian would be assigned three campuses for oversight paired with two library aides so continuous coverage of each library is maintained.

Additionally, one librarian and two aides would be assigned to the two junior high school campuses and the two high school campuses. The secondary staffing model would provide continuous coverage with an aide at each campus and a librarian rotating each feeder pattern for the junior high schools and the high schools.

Clinic Staff

School nurse-to-student ratios were first recommended in the 1970s. However, evidence to support staffing ratios has been limited. The National Association of School Nurses (NASN) and some states have historically recommended one school nurse to 750 students in healthy populations (American Nurses

Association [ANA]/NASN, 2011). Current recommendations by NASN and National Association of State School Nurse Consultants (NASSNC) assert that every student needs direct access to a school nurse so that all students can be healthy, safe, and ready to learn.

The Texas Education Agency defines a school nurse in 19 Texas Administrative Code (TAC) § 153.1022 (a) (1) (D) as "... an educator employed to provide full-time nursing and health care services and who meets all the requirements to practice as a registered nurse (RN) pursuant to the Nursing Practice Act and rules and regulations relating to professional nurse education, licensure, and practice and has been issued a license to practice professional nursing in Texas."

EXHIBIT 13A – CLINIC STAFFING MODEL

Campus	2020-2021 Enrollment	RN	Aide, Clinic	Sub-Total
Secondary Schools				
Lake Creek HS	1,464	1.0	0.0	1.0
Montgomery HS	1,523	1.0	0.0	1.0
Montgomery JH	1,084	1.0	0.0	1.0
Oak Hills JH	1,098	1.0	0.0	1.0
<i>Secondary Total</i>	5,169	4.0	0.0	4.0
Elementary Schools				
Keenan ES	743	1.0	0.0	1.0
Lincoln ES	388	1.0	0.0	1.0
Lone Star ES	705	1.0	1.0	2.0
Madeley Ranch ES	733	1.0	0.0	1.0
Montgomery ES	536	1.0	0.0	1.0
Stewart Creek ES	658	1.0	1.0	2.0
<i>Elementary Total</i>	3,763	6.0	2.0	8.0
All Campuses Total	8,932	10.0	2.0	12.0

Montgomery ISD currently employs 10 RNs and two clinic aides in aggregate. The two elementary campuses reporting a clinic aide use an itinerant instructional aide position for this allocation. The district does not currently use licensed vocational nurses (LVNs) in its staffing model. The use of LVNs could provide cost savings for the district. A common model is to staff one RN to oversee one to three LVNs.

Exhibit 13B provides an alternate staffing model.

EXHIBIT 13B – ALTERNATE CLINIC STAFFING MODEL

Campus	Projected Enrollment	Proposed RN	Proposed LVN	Proposed Aide, Clinic	Sub-Total
Secondary Schools					
Lake Creek HS	1,540	1.0	0.0	0.0	1.0
Montgomery HS	1,526	1.0	0.0	0.0	1.0
Montgomery JH	1,004	0.0	1.0	0.0	1.0
Oak Hills JH	1,039	1.0	0.0	0.0	1.0
<i>Secondary Total</i>	5,109	3.0	1.0	0.0	4.0
Elementary Schools					
Keenan ES	685	1.0	0.0	0.0	1.0
Lincoln ES	370	0.0	1.0	0.0	1.0
Lone Star ES	688	1.0	0.0	0.0	1.0
Madeley Ranch ES	733	1.0	0.0	0.0	1.0
Montgomery ES	536	0.0	1.0	0.0	1.0
Stewart Creek ES	621	0.0	1.0	0.0	1.0
<i>Elementary Total</i>	3,633	3.0	3.0	0.0	6.0
All Campuses Total	8,742	6.0	4.0	0.0	10.0

The alternate clinic staffing model employs an RN at each high school and one RN and one LVN between the junior high schools and elementary schools. The recommendation also includes the use of the two elementary itinerant aides to support campus instruction instead of the clinic. Overall, there would be an absorption of four RNs but the addition of four LVNs.

Clerical/Paraprofessional Support

Campus Clerical

The benchmark for clerical staff is 5.5 positions per 1,000 students at secondary campuses and 4.5 positions per 1,000 students at elementary campuses.

EXHIBIT 14 – CAMPUS CLERICAL

Secondary Schools	2020-2021 Enrollment	Campus Secretary	Clerk, Receptionist	Bookkeeper, Registrar	Sub-Total Clerical	Projected Enrollment	Benchmark ¹ 2020-2021	Proposed Change
Lake Creek HS	1,464	5.0	4.5	2.0	11.5	1,540	8.5	(3.0)
Montgomery HS	1,523	5.0	4.5	3.0	12.5	1,526	8.5	(4.0)
Montgomery JH	1,084	2.0	2.5	1.0	5.5	1,004	5.5	0.0
Oak Hills JH	1,098	2.0	2.5	1.0	5.5	1,039	5.5	0.0
Secondary Total	5,169	14.0	14.0	7.0	35.0	5,109	28.0	(7.0)

¹Clerical positions per 1,000 Secondary students = 5.5 (with a minimum of 3 positions)

Elementary Schools	2020-2021 Enrollment	Campus Secretary	Clerk, Receptionist	Bookkeeper, Registrar	Sub - Total Clerical	Projected Enrollment	Benchmark ² 2020-2021	Proposed Change
Keenan ES	743	1.0	2.0	0.0	3.0	685	3.0	0.0
Lincoln ES	388	1.0	2.0	0.0	3.0	370	2.0	(1.0)
Lone Star ES	705	1.0	2.0	0.0	3.0	688	3.0	0.0
Madeley Ranch ES	733	1.0	2.0	0.0	3.0	733	3.5	0.0
Montgomery ES	536	1.0	2.0	0.0	3.0	536	2.5	0.0
Stewart Creek ES	658	1.0	2.0	0.0	3.0	621	3.0	0.0
Elementary Total	3,763	6.0	12.0	0.0	18.0	3,633	17.0	(1.0)

²Clerical positions per 1,000 Elementary students = 4.5 (with a minimum of 2 positions)

The secondary campuses are staffed seven positions above the benchmark. These positions are at the two high schools. Lincoln Elementary School is staffed one position above the benchmark of 4.5 campus clerical staff per 1,000 students. The absorption of eight clerical positions is needed to obtain the benchmark level at all campuses based on projected enrollment for the 2021–2022 school year.

Non-Campus Support

Non-campus support positions include secretaries, clerks, and specialists. The benchmark for non-campus clerical positions is 3.0 per 1,000 students which equates to approximately 26.0 positions based on projected enrollment of 8,742 students. Montgomery ISD currently staffs 24.0 positions in this area.

EXHIBIT 15 – NON-CAMPUS SUPPORT

Department or Office	Position	FTE
Administration	Superintendent Secretary	1.0
Business/Finance	Accounts Payable	1.0
Business/Finance	Payroll Specialist	1.0
Business/Finance	Payroll Supervisor	1.0
Business/Finance	Benefits Specialist	1.0
Business/Finance	Prchasing Specialist	1.0
Business/Finance	Finance Specialist	1.0
Human Resources	Specialist	2.0
Human Resources	Certification	1.0
Human Resources	Clerk	1.0
Operations	Secretary	1.0
Technology	Secretary	1.0
Athletics	Secretary	1.0
Curriculum and Instruction	Secretary	1.0
Special Education	Clerk	3.0
Special Education	Secretary	1.0
Police	Secretary	1.0
Maintenance	Secretary	1.0
Maintenance	Mail Courier	1.0
Child Nutrition	Specialist	2.0
Total Current		24.0
Projected Enrollment Benchmark¹		26.0
Additions / Absorptions		2.0

¹Non-campus clerical positions per 1,000 students = 3

An opportunity is available to add two non-campus clerical positions. A thorough analysis of duties and responsibilities of each department or office will help identify the specific areas needing support. The district receptionist position was recently eliminated and a rotating schedule of central office clerical staff is providing coverage. For consistency and high quality customer service, hiring an individual for this position would be best practice.

Another area to consider an additional clerical support staff is for PEIMS. As mentioned earlier nine of the peer districts staff two or more employees.

Educational Aides

Statewide, instructional aides are staffed at approximately 14.2 positions per 1,000 students. This includes all instructional aide positions, both general education and special education. Proportionately, staffing at the elementary level is higher than that at the secondary level.

EXHIBIT 16A – CURRENT EDUCATIONAL AIDE STAFFING

Campus	2020-2021 Enrollment	Aide, Edu	Aide, Pre-K	Aide, ISS	Aide, Library	Aide, PE	Aide, Clinic	Aide, Other	Aide, SPED	Sub-Total
Secondary Schools										
Lake Creek HS	1,464	0.0	0.0	0.0	1.0	0.0	0.0	0.0	6.0	7.0
Montgomery HS	1,523	0.0	0.0	0.0	1.0	0.0	0.0	0.0	2.0	3.0
Montgomery JH	1,084	2.0	0.0	1.0	0.0	1.0	0.0	0.0	5.0	9.0
Oak Hills JH	1,098	2.0	0.0	1.0	0.0	1.0	0.0	2.0	5.0	11.0
<i>Secondary Total</i>	5,169	4.0	0.0	2.0	2.0	2.0	0.0	2.0	18.0	30.0
Elementary Schools										
Keenan ES	743	1.0	0.0	0.0	0.0	1.0	0.0	1.0	6.0	9.0
Lincoln ES	388	1.0	0.0	0.0	0.0	0.0	0.0	1.0	4.0	6.0
Lone Star ES	705	1.0	0.0	0.0	0.0	1.0	1.0	0.0	4.0	7.0
Madeley Ranch ES	733	2.0	0.0	0.0	0.0	1.0	0.0	0.0	6.0	9.0
Montgomery ES	536	3.0	0.0	0.0	0.0	1.0	0.0	0.0	3.0	7.0
Stewart Creek ES	658	1.0	0.0	0.0	0.0	1.0	1.0	1.0	5.0	9.0
<i>Elementary Total</i>	3,763	9.0	0.0	0.0	0.0	5.0	2.0	3.0	28.0	47.0
All Campuses Total	8,932	13.0	0.0	2.0	2.0	7.0	2.0	5.0	46.0	77.0

¹ Educational Aide benchmark per 1,000 students = 14.2

Montgomery ISD employs 30 educational aides at the secondary campuses and 47 at the elementary campuses for a total of 77 educational aides for an enrollment of 8,932 students. Special education aides account for 60 percent and general education aides represent 40 percent. Applying the benchmark of 14.2 educational aides per 1,000 students, the district is staffed approximately 37 positions below the benchmark.

A breakdown of special education aides is included in the special education section of this report. General education aide assignments at the elementary campuses include bilingual, general instruction, PE, computer, and clinic.

Exhibit 16B provides a proposed staffing allocation of educational aides to place each campus and the district at the benchmark of 14.2 educational aides per 1,000 students. The highlights indicate a change from the current staffing level. Additions were made in all categories but clinic aide and special education aide where absorptions were made. Additionally, adjustments were made in the general education aide category at the elementary campuses to provide an equitable distribution of staff. The proposed model

results in the addition of seven educational aides at the secondary campuses and seven positions at the elementary campuses in aggregate.

EXHIBIT 16B – PROPOSED EDUCATIONAL AIDE STAFFING

Campus	Projected Enrollment	Aide, Edu	Aide, Pre-K	Aide, ISS	Aide, Library	Aide, PE	Aide, Clinic	Aide, Other	Aide, SPED	Sub-Total	Benchmark ¹ 2020-2021	Proposed Change
Secondary Schools												
Lake Creek HS	1,540	3.0	0.0	1.0	1.0	0.0	0.0	0.0	5.0	10.0	17.0	7.0
Montgomery HS	1,526	3.0	0.0	1.0	1.0	0.0	0.0	0.0	1.0	6.0	17.0	11.0
Montgomery JH	1,004	2.0	0.0	1.0	1.0	1.0	0.0	0.0	4.0	9.0	11.0	2.0
Oak Hills JH	1,039	2.0	0.0	1.0	1.0	1.0	0.0	2.0	5.0	12.0	11.0	(1.0)
<i>Secondary Total</i>	5,109	10.0	0.0	4.0	4.0	2.0	0.0	2.0	15.0	37.0	56.0	19.0
Elementary Schools												
Keenan ES	685	2.0	1.0	0.0	1.0	1.0	0.0	1.0	4.0	10.0	11.0	1.0
Lincoln ES	370	1.0	1.0	0.0	1.0	0.0	0.0	1.0	4.0	8.0	6.0	(2.0)
Lone Star ES	688	2.0	1.0	0.0	0.0	1.0	0.0	1.0	4.0	9.0	11.0	2.0
Madeley Ranch ES	733	2.0	1.0	0.0	0.0	1.0	0.0	1.0	4.0	9.0	12.0	3.0
Montgomery ES	536	1.0	1.0	0.0	1.0	1.0	0.0	1.0	3.0	8.0	8.0	0.0
Stewart Creek ES	621	1.0	1.0	0.0	1.0	1.0	0.0	1.0	4.0	9.0	10.0	1.0
<i>Elementary Total</i>	3,633	9.0	6.0	0.0	4.0	5.0	0.0	6.0	23.0	53.0	58.0	5.0
All Campuses Total	8,742	19.0	6.0	4.0	8.0	7.0	0.0	8.0	38.0	90.0	114.0	24.0

¹ Educational Aide benchmark per 1,000 students = 14.2

This analysis provides information to conduct a thorough evaluation of the district's use of educational aides at each campus and at each level (secondary and elementary). Identified student needs in special education and specific district initiatives should drive the district's determination of an acceptable ratio for this staffing area.

The proposed staffing model is below the benchmark level at some campuses. The information can guide additions of positions in the future to closer align with the benchmark provided. When a district is below the benchmark in this area, it is usually indicative of professional positions serving in a role that could be accomplished using an educational aide. An example is the use of teachers at the high schools for in-school suspension as opposed to hiring a paraprofessional.

The use of educational aides in Pre-K should be considered if the classrooms are staffed closer to a 22:1 ratio. Staffing of Pre-K classrooms will be discussed later in the report.

The district should investigate the use of an educational aide to provide academic support as opposed to a professional position. When a need arises, HR should analyze the staffing request to determine if it could be filled with a professional position or if it fits the duties and responsibilities of an educational aide.

Exhibit 16C provides a comparison of Montgomery ISD and its peer districts using the 2020–2021 TASB HR Services salary survey. The district employs 77.0 educational aides compared to the peer district average of 114.9. This is 8.6 educational aides per 1,000 students for Montgomery ISD compared to 12.8 for the peer districts.

EXHIBIT 16C – EDUCATIONAL AIDE PEER COMPARISON

Benchmark Job Title	Montgomery ISD	Avg of Peers	Canyon ISD	Channelview ISD	Copperas Cove ISD	Frenship ISD	Hutto ISD	Little Elm ISD	Midlothian ISD	Midway ISD- McLennan County	New Braunfels ISD	Temple ISD	Texarkana ISD	Waxahachie ISD	Weatherford ISD
Classroom Teacher Aide	26.0	42.0	24.0	21.0	99.0	68.0	20.0	13.0	28.0	64.0	61.0	49.0	57.0	14.0	28.0
Computer Lab Aide	3.0	4.5	0.0	9.0	0.0	7.0	0.0	12.0	5.0	0.0	0.0	3.0	6.0	8.0	9.0
Library Aide	2.0	5.5	6.0	8.0	3.0	9.0	10.0	9.0	2.0	0.0	1.0	0.0	8.0	14.0	1.0
Special Education Aide - General/Resource	19.5	20.2	26.0	26.0	0.0	15.0	24.0	23.0	29.0	0.0	10.0	44.0	8.0	17.0	40.0
Special Education Aide - Self-Contained	26.5	42.8	58.0	69.0	25.0	50.0	60.0	23.0	52.0	0.0	47.0	40.0	27.0	65.0	40.0
Total	77.0	114.9	114.0	133.0	127.0	149.0	114.0	80.0	116.0	64.0	119.0	136.0	106.0	118.0	118.0
Student Enrollment	8,999	9,001	10,344	9,721	8,467	10,243	8,110	8,047	9,754	8,348	9,521	8,669	8,251	9,468	8,074
Staff per 1,000 Students	8.6	12.8	11.0	13.7	15.0	14.5	14.1	9.9	11.9	7.7	12.5	15.7	12.8	12.5	14.6

* FTE is based on the most recent TASB HR Services salary survey.

Special Education Staff

The Montgomery ISD special education program assisted 869 students at the time of this study. This equates to 9.7 percent identification of special education students district wide.

EXHIBIT 17A – SPECIAL EDUCATION PERCENT IDENTIFICATION

Campus	2020-2021 Enrollment	Total SpEd Students	Actual SpEd Percent
Secondary Schools			
Lake Creek HS	1,464	130	8.9%
Montgomery HS	1,523	102	6.7%
Montgomery JH	1,084	112	10.3%
Oak Hills JH	1,098	99	9.0%
<i>Secondary Total</i>	5,169	443	8.6%
Elementary Schools			
Keenan ES	743	76	10.2%
Lincoln ES	388	59	15.2%
Lone Star ES	705	65	9.2%
Madeley Ranch ES	733	90	12.3%
Montgomery ES	536	56	10.4%
Stewart Creek ES	658	80	12.2%
<i>Elementary Total</i>	3,763	426	11.3%
All Campuses Total	8,932	869	9.7%

*Current enrollment count includes all students receiving speech services.

Exhibit 17B provides a summary of the primary disability identification for Montgomery ISD compared to the state. Montgomery ISD shows to be above the state average in other health impairment, visual impairment, speech impairment, and autism. Conversely, Montgomery ISD is below the state average in intellectual disability, emotional disturbance, and learning disability.

EXHIBIT 17B – PRIMARY DISABILITY IDENTIFICATION

Disability Category	Statewide		Montgomery ISD	
	Count*	Percent	Count	Percent
Orthopedic Impairment	3,632	0.7%	N/A	
Other Health Impairment	70,360	14.1%	129	16.7%
Auditory Impairment	6,964	1.4%	N/A	
Visual Impairment	3,906	0.8%	28	3.6%
Deaf/Blind	281	0.1%	0	0.0%
Intellectual Disability	53,037	10.6%	46	6.0%
Emotional Disturbance	29,029	5.8%	40	5.2%
Learning Disability	157,752	31.7%	233	30.1%
Speech Impairment	100,412	20.2%	191	24.7%
Autism	64,783	13.0%	106	13.7%
Developmental Delay	44	0.0%	0	0.0%
Traumatic Brain Injury	1,337	0.3%	N/A	
Noncategorical Early Childhood	6,783	1.4%	N/A	
Total	498,320	100%	773	100%

Statewide data comes from the 2019-2020 PEIMS Special Education Standard Report

*Counts less than 5 but greater than 0 are masked with the value "N/A" to comply with FERPA.

The state average for special education staffing is one teacher per 15 special education students and one special education staff member to seven special education students when educational aides are included. Currently, Montgomery ISD averages one teacher per 10.1 special education students and one special education staff member per 6.1 students. This equates to approximately 21.7 teachers above the state average and 6.8 aides below the state average.

A more detailed campus evaluation of each instructional model offered at that campus has also been performed. This evaluation consists of a combined calculation derived from an average weighted caseload of each instructional model, grade level of children being served (elementary school, junior high school, or high school), as well as an average weighted severity for a child's handicapping condition.

Exhibit 17C displays current assignments of special education staff and students for resource/inclusion. The benchmark student-to-staff ratio used for a resource/inclusion program is 15:1 at the high school, 12:1 at the junior high school, and 9:1 at the elementary school.

EXHIBIT 17C – CURRENT SPECIAL EDUCATION RESOURCE/INCLUSION STAFFING

			Current Staff				
Program	Campus Level	Students (No Speech)	Teacher	Student / Teacher Ratio	Aide	Total Sp Ed Staff (minus 1:1)	Total Student / Staff Ratio
Resource/Inclusion/CMC							
Lake Creek HS	HS	96	7.5	12.8	0.0	7.5	12.8
Montgomery HS	HS	94	9.0	10.4	0.0	9.0	10.4
Montgomery JH	JH	88	7.0	12.6	1.0	8.0	11.0
Oak Hills JH	JH	76	8.0	9.5	2.0	10.0	7.6
Keenan ES	ES	25	2.0	12.5	3.0	5.0	5.0
Lincoln ES	ES	28	2.0	14.0	2.0	4.0	7.0
Lone Star ES	ES	23	2.0	11.5	2.0	4.0	5.8
Madeley Ranch ES	ES	38	3.0	12.7	1.0	4.0	9.5
Montgomery ES	ES	28	2.0	14.0	1.0	3.0	9.3
Stewart Creek ES	ES	37	3.0	12.3	2.0	5.0	7.4
Sub Total		533	45.5	11.7	14.0	59.5	9.0

Exhibit 17D shows an opportunity to absorb nine teachers and two special education aide positions to align with the benchmark ratios in the resource/inclusion program.

EXHIBIT 17D – PROPOSED SPECIAL EDUCATION RESOURCE/INCLUSION STAFFING

			Current Staff		Change in FTEs		Projected Staff					
Program	Campus Level	Students (No Speech)	Teacher	Aide	Teacher	Aide	Teacher	Student / Teacher Ratio	Aide (minus 1:1)	Total Sp Ed Staff (minus 1:1)	Total Student / Staff Ratio	Benchmark Student / Staff Ratio
Resource/Inclusion/CMC												
Lake Creek HS	HS	96	7.5	0.0	(1.0)	0.0	6.5	14.8	0.0	6.5	14.8	14.8
Montgomery HS	HS	94	9.0	0.0	(2.0)	0.0	7.0	13.4	0.0	7.0	13.4	14.5
Montgomery JH	JH	88	7.0	1.0	0.0	0.0	7.0	12.6	1.0	8.0	11.0	11.7
Oak Hills JH	JH	76	8.0	2.0	(3.0)	0.0	5.0	15.2	2.0	7.0	10.9	11.7
Keenan ES	ES	25	2.0	3.0	0.0	(2.0)	2.0	12.5	1.0	3.0	8.3	8.3
Lincoln ES	ES	28	2.0	2.0	(1.0)	0.0	1.0	28.0	2.0	3.0	9.3	9.3
Lone Star ES	ES	23	2.0	2.0	(1.0)	0.0	1.0	23.0	2.0	3.0	7.7	9.2
Madeley Ranch ES	ES	38	3.0	1.0	0.0	0.0	3.0	12.7	1.0	4.0	9.5	9.5
Montgomery ES	ES	28	2.0	1.0	0.0	0.0	2.0	14.0	1.0	3.0	9.3	9.3
Stewart Creek ES	ES	37	3.0	2.0	(1.0)	0.0	2.0	18.5	2.0	4.0	9.3	9.3
Sub Total		533	45.5	14.0	(9.0)	(2.0)	36.5	14.6	12.0	48.5	11.0	11.5

Exhibit 17E displays current assignments of special education staff and students for the life skills/autism program. The benchmark student-to-staff ratio used for this program is 4:1 at all levels with a minimum of two staff per classroom.

EXHIBIT 17E – CURRENT SPECIAL EDUCATION LIFE SKILLS/AUTISM STAFFING

			Current Staff				
Program	Campus Level	Students (No Speech)	Teacher	Student / Teacher Ratio	Aide	Total Sp Ed Staff (minus 1:1)	Total Student / Staff Ratio
Life Skills/Autism							
Lake Creek HS	HS	22	2.5	8.8	5.0	7.5	2.9
Montgomery JH	JH	10	2.0	5.0	3.0	5.0	2.0
Oak Hills JH	JH	10	2.0	5.0	2.0	4.0	2.5
Lincoln ES	ES	9	2.0	4.5	2.0	4.0	2.3
Madeley Ranch ES	ES	14	2.0	7.0	3.0	5.0	2.8
Montgomery ES	ES	9	1.0	9.0	2.0	3.0	3.0
Stewart Creek ES	ES	9	2.0	4.5	3.0	5.0	1.8
Sub Total		83	13.5	6.1	20.0	33.5	2.5

Exhibit 17F shows an opportunity to add 0.5 teacher position and absorb four special education aide positions to align with the benchmark ratios in the life skills/autism program.

EXHIBIT 17F – PROPOSED SPECIAL EDUCATION LIFE SKILLS/AUTISM STAFFING

			Current Staff		Change in FTEs		Projected Staff					
Program	Campus Level	Students (No Speech)										
			Teacher	Aide	Teacher	Aide	Teacher	Student / Teacher Ratio	Aide (minus 1:1)	Total Sp Ed Staff (minus 1:1)	Total Student / Staff Ratio	Benchmark Student / Staff Ratio
Life Skills/Autism												
Lake Creek HS	HS	22	2.5	5.0	(0.5)	(1.0)	2.0	11.0	4.0	6.0	3.7	4.0
Montgomery JH	JH	10	2.0	3.0	0.0	(1.0)	2.0	5.0	2.0	4.0	2.5	4.0
Oak Hills JH	JH	10	2.0	2.0	0.0	0.0	2.0	5.0	2.0	4.0	2.5	4.0
Lincoln ES	ES	9	2.0	2.0	0.0	0.0	2.0	4.5	2.0	4.0	2.3	3.6
Madeley Ranch ES	ES	14	2.0	3.0	0.0	(1.0)	2.0	7.0	2.0	4.0	3.5	4.0
Montgomery ES	ES	9	1.0	2.0	1.0	0.0	2.0	4.5	2.0	4.0	2.3	3.6
Stewart Creek ES	ES	9	2.0	3.0	0.0	(1.0)	2.0	4.5	2.0	4.0	2.3	3.6
Sub Total		83	13.5	20.0	0.5	(4.0)	14.0	5.9	16.0	30.0	2.8	3.9

Exhibit 17G displays current assignments of special education staff and students for the behavior program. The benchmark student-to-staff ratio used for this program is 6:1 at the high school, 5:1 at the junior high school, and 4:1 at the elementary school. A minimum of two positions is being used due to the type of behavior program offered in the school district.

EXHIBIT 17G – CURRENT SPECIAL EDUCATION BEHAVIOR STAFFING

			Current Staff				
Program	Campus Level	Students (No Speech)	Teacher	Student / Teacher Ratio	Aide	Total Sp Ed Staff (minus 1:1)	Total Student / Staff Ratio
Behavior							
Lake Creek HS	HS	11	1.0	11.0	1.0	2.0	5.5
Montgomery HS	HS	8	1.0	8.0	2.0	3.0	2.7
Montgomery JH	JH	6	1.0	6.0	1.0	2.0	3.0
Oak Hills JH	JH	5	1.0	5.0	1.0	2.0	2.5
Lone Star ES	ES	9	1.0	9.0	2.0	3.0	3.0
Madeley Ranch ES	ES	7	1.0	7.0	2.0	3.0	2.3
Sub Total		46	6.0	7.7	9.0	15.0	3.1

Exhibit 17H shows an opportunity to absorb two special education aide positions to align with the benchmark ratios in the behavior program.

EXHIBIT 17H – PROPOSED SPECIAL EDUCATION BEHAVIOR STAFFING

			Current Staff		Change in FTEs		Projected Staff					
Program	Campus Level	Students (No Speech)	Teacher	Aide	Teacher	Aide	Teacher	Student / Teacher Ratio	Aide (minus 1:1)	Total Sp Ed Staff (minus 1:1)	Total Student / Staff Ratio	Benchmark Student / Staff Ratio
Behavior												
Lake Creek HS	HS	11	1.0	1.0	0.0	0.0	1.0	11.0	1.0	2.0	5.5	5.5
Montgomery HS	HS	8	1.0	2.0	0.0	(1.0)	1.0	8.0	1.0	2.0	4.0	5.3
Montgomery JH	JH	6	1.0	1.0	0.0	0.0	1.0	6.0	1.0	2.0	3.0	6.0
Oak Hills JH	JH	5	1.0	1.0	0.0	0.0	1.0	5.0	1.0	2.0	2.5	5.0
Lone Star ES	ES	9	1.0	2.0	0.0	0.0	1.0	9.0	2.0	3.0	3.0	3.6
Madeley Ranch ES	ES	7	1.0	2.0	0.0	(1.0)	1.0	7.0	1.0	2.0	3.5	3.5
Sub Total		46	6.0	9.0	0.0	(2.0)	6.0	7.7	7.0	13.0	3.5	4.6

Exhibit 17I displays current assignments of special education staff and students for the early childhood program. The benchmark student-to-staff ratio used for this program is 4:1 with a minimum of two staff in each classroom.

EXHIBIT 17I – CURRENT SPECIAL EDUCATION EARLY CHILDHOOD STAFFING

			Current Staff				
Program	Campus Level	Students (No Speech)	Teacher	Student / Teacher Ratio	Aide	Total Sp Ed Staff (minus 1:1)	Total Student / Staff Ratio
ECSE							
Keenan ES	ES	18	2.0	9.0	3.0	5.0	3.6
Sub Total		18	2.0	9.0	3.0	5.0	3.6

Staffing for the Keenan Elementary School early childhood program is aligned with the benchmark.

Current Texas rules leaves the determination of staffing for special education services to local district discretion. It is important to note that the needs of individual students can vary, and some students require more support than others at any given time. Evaluation of student needs and how staff is allocated among the campuses is recommended before making staff decisions in the special education department for the 2021–2022 school year.

EXHIBIT 17J – SPECIAL EDUCATION ASSESSMENT AND SPEECH SERVICES

Montgomery ISD	Program	Staff Count	Adj %	Adjusted FTE
Diagnostician	Assessment	10.0	90%	9.0
LSSP	Assessment	3.0	95%	2.9
Speech Pathologist	Speech Pathology	4.0	90%	3.6
Speech Assistant	Speech Pathology	2.0	90%	1.8

Assessment				
	Students	Total Assessors	Average Case Load	Benchmark Case Load
Current	868	11.9	73.2	80–85
Options	868	10.9	79.6	80–85

Speech Pathology				
	Students	Total Service Providers	Average Case Load	Benchmark Case Load
Current	346	5.4	64.1	45–50
Options	346	7.4	46.8	45–50

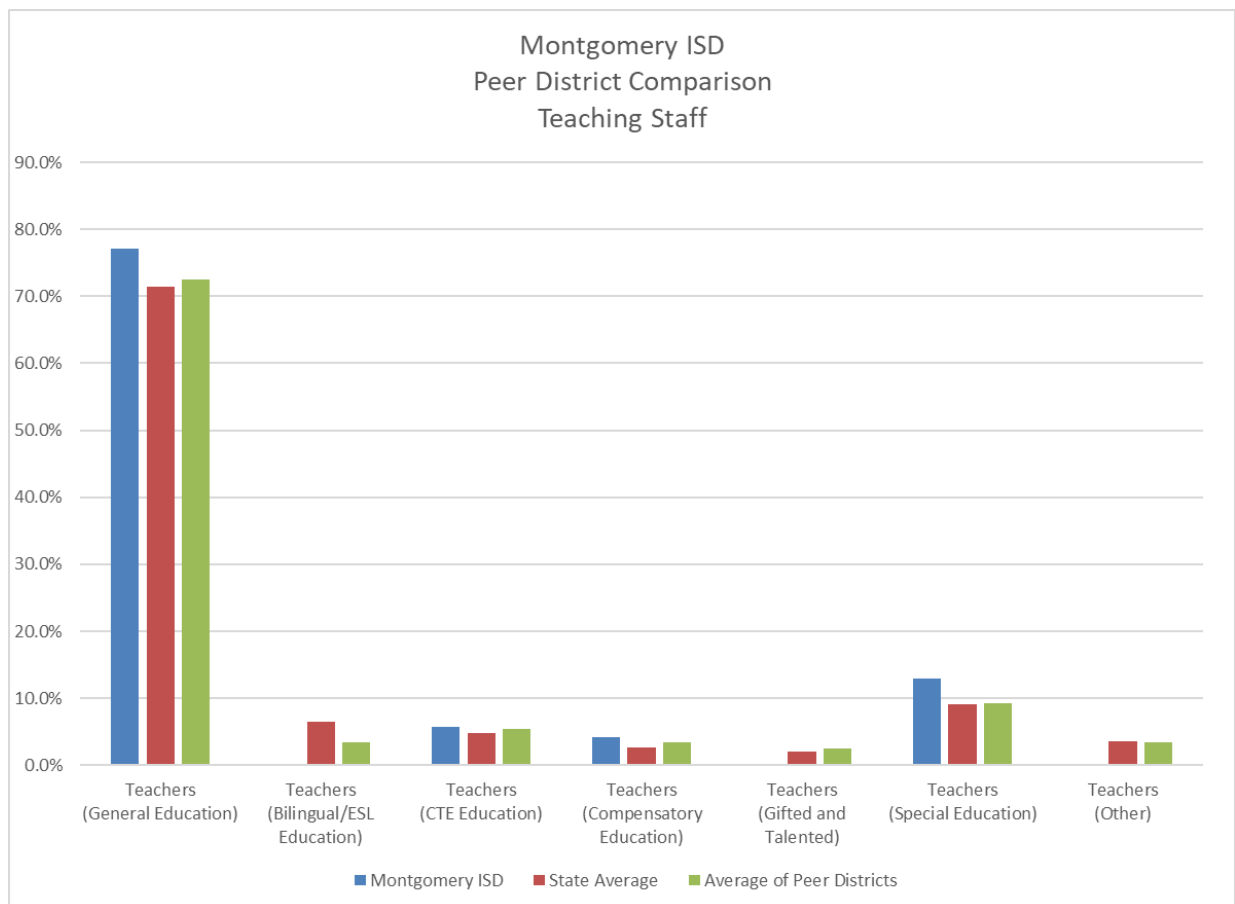
Montgomery ISD currently staffs 10 diagnosticians and three Licensed Specialists in School Psychology (LSSPs) for 868 students receiving special education services. The current staff caseload of 73.2 students per FTE is below the benchmark caseload of 80 to 85 students per FTE. The absorption of one diagnostician/LSSP would provide an average caseload just below the benchmark range based on current student counts.

Montgomery ISD currently staffs four speech language pathologists (SLPs) and two speech language pathology assistants for 346 speech students. The typical caseload across Texas school districts average 45 to 50 students per therapist. The average caseload for the district is 64.1 students per staff, above the benchmark range. FTEs for this area have been adjusted to account for the scope of services that may be provided by the assistants and the need for supervision by the SLPs. The addition of two SLPs/SLP assistants would provide an average caseload within the benchmark range.

Teachers

Exhibit 18 provides a comparison of teacher FTEs based on the 2018–2019 Texas Academic Achievement Report (TAPR). The data shows approximately 77.1 percent of Montgomery ISD’s teachers are general education teachers above the state average of 71.4 percent and peer district average of 72.5 percent. Only 0.1 percent of the Montgomery ISD teachers are bilingual/ESL teachers, 5.7 percent are career and technology education (CTE) teachers, 4.2 percent are compensatory education teachers, 0.1 percent are gifted and talented (GT) teachers, and 12.9 percent are special education teachers.

EXHIBIT 18 – TEACHER PEER COMPARISON



Elementary Teachers

The Montgomery ISD elementary schools have an enrollment of 3,739 students in grades Pre-K through grade 5. Currently, classrooms average 19.0 students. Statewide, elementary school class averages are in the range of 18.5 to 21.5.

The table below shows class size averages for kindergarten through grade 5 for Montgomery ISD compared to the state average and the average of the peer districts based on the 2018–2019 Texas Academic Performance Report (TAPR). Montgomery ISD is staffed below the peer district average at all grade levels except grade 2 and grade 5.

EXHIBIT 19A – ELEMENTARY CLASS SIZE COMPARISON

Elementary Peer Comparison			
Grade	Montgomery ISD	State Average	Average of Peer Districts
Kindergarten	17.3	18.9	19.5
Grade 1	19.0	18.8	19.3
Grade 2	19.3	18.7	19.0
Grade 3	17.8	18.9	19.5
Grade 4	17.9	19.2	19.4
Grade 5	22.9	21.2	21.8

*2018-2019 Texas Academic Performance Report (TAPR)

TEC 25.112 states that a school district may not enroll more than 22 students in a Kindergarten through 4th grade classroom. If a classroom exceeds the 22:1 ratio for more than a twelve-week period, the school district must file a class size waiver for that grade level.

EXHIBIT 19B – ELEMENTARY TEACHERS (Group 1)

	Keenan ES							Lincoln ES						
	Current			Proposed				Current			Proposed			
Grade Level	Enroll	Sect	Avg	Enroll	Sect	Avg	Change	Enroll	Sect	Avg	Enroll	Sect	Avg	Change
Pre-K	26	2	13.0	26	2	13.0	-	23	2	11.5	23	2	11.5	-
Kindergarten	92	5	18.4	92	5	18.4	-	55	3	18.3	55	3	18.3	-
1st	114	6	19.0	92	5	18.4	(1)	59	3	19.7	55	3	18.3	-
2nd	107	6	17.8	114	6	19.0	-	55	3	18.3	59	3	19.7	-
3rd	127	6	21.2	107	5	21.4	(1)	71	4	17.8	55	3	18.3	(1)
4th	127	6	21.2	127	6	21.2	-	52	3	17.3	71	4	17.8	1
5th	126	6	21.0	127	6	21.2	-	73	3	24.3	52	3	17.3	-
Total	719	37	19.4	685	35	19.6	(2)	388	21	18.5	370	21	17.6	-

EXHIBIT 19C – ELEMENTARY TEACHERS (Group 2)

	Lone Star ES							Madeley Ranch ES						
	Current			Proposed				Current			Proposed			
Grade Level	Enroll	Sect	Avg	Enroll	Sect	Avg	Change	Enroll	Sect	Avg	Enroll	Sect	Avg	Change
Pre-K	24	2	12.0	24	2	12.0	-	33	2	16.5	33	2	16.5	-
Kindergarten	100	5	20.0	100	5	20.0	-	109	6	18.2	109	5	21.8	(1)
1st	101	5	20.2	100	5	20.0	-	119	6	19.8	109	5	21.8	(1)
2nd	110	6	18.3	101	5	20.2	(1)	119	5	23.8	119	6	19.8	1
3rd	124	6	20.7	110	5	22.0	(1)	114	6	19.0	119	6	19.8	-
4th	129	7	18.4	124	6	20.7	(1)	130	6	21.7	114	6	19.0	-
5th	117	6	19.5	129	6	21.5	-	109	5	21.8	130	6	21.7	1
Total	705	37	19.1	688	34	20.2	(3)	733	36	20.4	733	36	20.4	-

EXHIBIT 19D – ELEMENTARY TEACHERS (Group 3)

	Montgomery ES							Stewart Creek ES						
	Current			Proposed				Current			Proposed			
Grade Level	Enroll	Sect	Avg	Enroll	Sect	Avg	Change	Enroll	Sect	Avg	Enroll	Sect	Avg	Change
Pre-K	21	2	10.5	21	1	21.0	(1)	26	2	13.0	26	2	13.0	-
Kindergarten	76	5	15.2	76	4	19.0	(1)	86	5	17.2	86	4	21.5	(1)
1st	82	5	16.4	76	4	19.0	(1)	102	5	20.4	86	4	21.5	(1)
2nd	94	5	18.8	82	4	20.5	(1)	108	5	21.6	102	5	20.4	-
3rd	90	5	18.0	94	5	18.8	-	106	6	17.7	108	5	21.6	(1)
4th	97	6	16.2	90	5	18.0	(1)	107	5	21.4	106	5	21.2	-
5th	76	4	19.0	97	4	24.3	-	123	6	20.5	107	5	21.4	(1)
Total	536	32	16.8	536	27	19.9	(5)	658	34	19.4	621	30	20.7	(4)

EXHIBIT 19E – TOTAL ELEMENTARY TEACHERS

	Total Campuses						
	Current			Proposed			
Grade Level	Enroll	Sect	Avg	Enroll	Sect	Avg	Change
Pre-K	153	12	12.8	153	11	13.9	(1)
Kindergarten	518	29	17.9	518	26	19.9	(3)
1st	577	30	19.2	518	26	19.9	(4)
2nd	593	30	19.8	577	29	19.9	(1)
3rd	632	33	19.2	593	29	20.4	(4)
4th	642	33	19.5	632	32	19.8	(1)
5th	624	30	20.8	642	30	21.4	-
Total	3,739	197	19.0	3,633	183	19.9	(14)

Projections for 2021–2022 are calculated based on the current enrollment with aging up students in grades 1 through 5 with no adjustment in enrollment. The absorption of 14 teachers would provide a 22:1 ratio in grades Pre-K through four and a 25:1 ratio in grade five.

Each elementary campus is staffed with a full-time PE, art, and music teacher although campus enrollment ranges from 388 students to 743 students. Some campuses also offer computer in the elective rotation using an educational aide.

An evaluation of the elective schedule for elementary campuses could lead to cost savings in this area if assignments are made equitably by class load in a shared staffing arrangement.

Each campus offers a Pre-K program and current student enrollment ranges from 21 to 33 students. Clustering the Pre-K program may result in a more efficient staffing model. Offering the program at two or three campuses instead of all six elementary campuses will allow a staffing ratio closer to the benchmark of 22 students per class. The current class size average is 12.8. Exhibit 19E displays an opportunity to absorb one Pre-K teacher if the program is at all six campuses. If the program was assigned to two to three campuses, an additional four teaching positions could be absorbed.

Junior high School Teachers

Montgomery ISD junior high school campuses operate on an eight-period day with students attending eight classes per school day. Teachers teach seven periods with one conference period daily. A master schedule of 8/7 will be used in this analysis.

The table below compares class size averages by subject and number of staff for Montgomery ISD junior high school campuses as compared to other junior high school campuses within their peer comparison group from the Texas Education Agency. The Montgomery ISD junior high school campuses are staffed below the peer district average in foreign language, science, and social studies. Both campuses are staffed slightly above the peer district average in teachers per 100 students.

EXHIBIT 20A – JUNIOR HIGH SCHOOL PEER COMPARISON

Junior High School Peer Comparison			
	Montgomery JH	Oak Hills JH	Average of Peer Campuses
Enrollment	1,151	1,081	1,055
Class Size Averages by Subject:			
Secondary English	20.8	21.3	20.1
Secondary Foreign Language	21.6	20.2	23.1
Secondary Math	21.6	22.9	21.1
Secondary Science	19.7	20.6	23.0
Secondary Social Studies	19.7	21.9	23.7
Professional Staff:			
Teachers	71.6	65.8	62.7
Teachers per 100 Students:	6.2	6.1	5.9
Professional Support	4.6	5.8	6.7
Professional Support per 100 Students:	0.4	0.5	0.6
Counselor	2.0	2.0	2.1
Counselor per 100 Students:	0.2	0.2	0.2
Librarian	0.0	0.0	0.6
Librarian per 100 Students:	0.0	0.0	0.1
Campus Administration	3.0	3.0	3.8
Campus Admin per 100 Students:	0.3	0.3	0.4
Educational Aides	8.0	11.0	10.5
Educational Aides per 100 Students	0.7	1.0	1.0
Number of Students per Teacher	16.1	16.4	16.9

*2018-2019 Texas Academic Performance Report (TAPR)

A theoretical class average has been calculated for each junior high school based on the 8/7 master schedule and availability of teachers. The total teacher count (Full-Time Teacher Equivalents) includes all teachers, except those in special education assignments and periods assigned to other campuses. The theoretical average represents the most efficient utilization of current staff and assumes that all available periods are utilized by the current teaching staff given the student enrollment and master schedule of 8/7.

Exhibit 20B compares actual class size averages to theoretical averages for the junior high schools.

EXHIBIT 20B –JUNIOR HIGH SCHOOL SUMMARY

	Montgomery JH	Oak Hills JH	Total Campuses
Current Class Average	22.8	23.2	23.0
Current Master Schedule	8/7	8/7	8/7
2020-2021 Enrollment	1,084	1,098	2,182
Current Seats Needed	8,672	8,784	17,456
Current Teacher FTEs	54.4	54.0	108.4
Current Sections	381	378	759
Theoretical Class Average	22.0	21.9	22.0
Available Teacher FTEs	56.3	57.3	113.5
Available Sections	394	401	795

Statewide, junior high school campuses typically average 22 to 24 students per class.

Montgomery Junior High School averages 22.8 students per class and Oak Hills Junior High School averages 23.2 students per class, resulting in a district average of 23.0 in aggregate. The theoretical class average for Montgomery Junior high School is 22.0 and for Oak Hills Junior High School is 21.9. The total campus theoretical average is at the low-end of the benchmark range of 22 to 24 students per class.

Evidence of well-balanced master schedules with increased flexibility are seen when the actual academic average is lower than the theoretical average. In addition, campuses should work towards smaller core class sizes in comparison to elective classes.

Based upon projected enrollment, the campuses will likely see a decrease in student enrollment in 2021-2022.

The cost impact at different class averages is summarized in Exhibit 20C below.

EXHIBIT 20C – PROJECTED JUNIOR HIGH SCHOOL TEACHERS (Current Master Schedule)

Benchmark = 22 to 24	Total Students	Teacher FTEs	Student Periods	Teacher Periods	Tchr @ Avg	(+/-) Tchrs	Cost Impact ¹	Teacher Student Load
Current Baseline	2,182	108.4	8	7				
Projected Change	(139)	5.1						
Projected Baseline	2,043	113.5	8	7				
19.0	2,043	113.5	8	7	123.0	9.5	(\$551,105)	133.0
19.5	2,043	113.5	8	7	120.0	6.5	(\$377,072)	136.5
20.0	2,043	113.5	8	7	117.0	3.5	(\$203,039)	140.0
20.5	2,043	113.5	8	7	114.0	0.5	(\$29,006)	143.5
21.0	2,043	113.5	8	7	111.5	(2.0)	\$116,022	147.0
21.5	2,043	113.5	8	7	109.0	(4.5)	\$261,050	150.5
22.0	2,043	113.5	8	7	106.5	(7.0)	\$406,077	154.0
22.5	2,043	113.5	8	7	104.0	(9.5)	\$551,105	157.5
23.0	2,043	113.5	8	7	102.0	(11.5)	\$667,127	161.0
23.5	2,043	113.5	8	7	99.5	(14.0)	\$812,154	164.5
24.0	2,043	113.5	8	7	97.5	(16.0)	\$928,176	168.0

¹ Based on an average Teacher salary of: \$58,011.

The current teaching staff can provide a theoretical average of 20.5 in aggregate for the 2021–2022 school year based on projected enrollment. The absorption of 11.5 teacher FTEs will provide an average class size of 23.0 students, in the middle of the benchmark range. Additional cost savings can occur at a class size average of 24.0 (16 positions).

Exhibit 20D displays the change in teaching staff for both of the junior high school campuses if the district were to absorb 11.5 teacher positions to achieve an average class size of 23.0 students. This adjustment will also provide equity in teaching allocations among the campuses.

EXHIBIT 20D – JUNIOR HIGH SCHOOL TEACHER EQUITY

Campus	Projected Enrollment	Student Periods	Total Teacher FTEs	Teacher Periods	Student/Teacher Ratio	Teacher FTEs @ 23.0	Teacher Change
Projected Equity - Master Schedule - 8/7							
Montgomery JH	1,004	8	56.3	7	23.0	50.2	(6.1)
Oak Hills JH	1,039	8	57.3	7	23.0	51.9	(5.4)
Total	2,043	8	113.6	7	23.0	102.1	(11.5)

High School Teachers

Montgomery ISD high school campuses operate an eight-period day with students attending eight classes per school day. Core teachers instructing students with an end-of-course exam teach six periods per day and receive a conference period and planning period. All other core and elective teachers instruct seven

periods with one conference period daily. A master schedule of 8/6.75 will be used in this analysis. This is based on the percent of teachers instructing seven versus six periods.

The table below compares class size averages by subject and number of staff for Montgomery ISD high school campuses compared to other high school campuses within their peer comparison group from the Texas Education Agency.

EXHIBIT 21A – HIGH SCHOOL PEER COMPARISON

High School Peer Comparison			
	Lake Creek HS	Montgomery HS	Average of Peer Campuses
Class Size Averages by Subject:			
Secondary English	15.4	18.8	17.4
Secondary Foreign Language	17.1	19.2	19.2
Secondary Math	19.0	23.3	19.3
Secondary Science	19.8	23.1	20.1
Secondary Social Studies	21.7	21.9	21.6
Professional Staff:			
Teachers	73.5	114.0	131.2
Teachers per 100 Students:	8.1	6.4	6.6
Professional Support	7.8	7.1	14.6
Professional Support per 100 Students:	0.9	0.4	0.7
Counselor	3.0	4.0	5.6
Counselor per 100 Students:	0.3	0.2	0.3
Librarian	0.0	0.0	1.0
Librarian per 100 Students:	0.0	0.0	0.1
Campus Administration	4.0	5.0	7.5
Campus Admin per 100 Students:	0.4	0.3	0.4
Educational Aides	6.0	4.3	16.6
Educational Aides per 100 Students	0.7	0.2	0.8
Number of Students per Teacher	12.4	15.6	15.3

*2018-2019 Texas Academic Performance Report (TAPR)

A theoretical class average has been calculated for the Montgomery ISD high schools based on their master schedule and availability of teachers. The total teacher count (Full-Time Teacher Equivalents) includes all teachers, except those in special education assignments and periods assigned to other campuses. The theoretical average represents the most efficient use of current staff and assumes that all available periods are utilized by the current teaching staff given the student enrollment and master schedule of the campus.

Exhibit 21B compares actual class size averages to theoretical averages for the high schools.

EXHIBIT 21B – HIGH SCHOOL SUMMARY

	Lake Creek HS	Montgomery HS	Total Campuses
Current Class Average	21.8	20.8	21.3
Current Master Schedule	8/6.75	8/6.75	8/6.75
2020-2021 Enrollment	1,464	1,523	2,987
Current Seats Needed	11,712	12,184	23,896
Current Teacher FTEs	79.5	86.7	166.2
Current Sections	537	585	1,122
Theoretical Class Average	21.2	19.6	20.3
Available Teacher FTEs	83.5	94.2	177.7
Available Sections	564	636	1199

Statewide, high school campuses typically average 22 to 25 students per class.

Lake Creek High School averages 21.8 students per class and Montgomery High School averages 20.8 students per class, resulting in a district average of 21.3 in aggregate. The theoretical class average for Lake Creek High School is 21.2 and for Montgomery High School is 19.6. The total campus theoretical average is 20.3, below the benchmark range of 22 to 25 students per class.

Evidence of well-balanced master schedules with increased flexibility are seen when the actual academic average is lower than the theoretical average. In addition, campuses should work towards smaller core class sizes in comparison to elective classes.

Based upon projected enrollment, the campuses will likely see a slight increase in student enrollment in 2021-2022.

The cost impact at different class averages is summarized in Exhibit 21C for the high school campuses.

EXHIBIT 21C – PROJECTED HIGH SCHOOL TEACHERS (Current Master Schedule)

Benchmark = 22 to 25	Total Students	Teacher FTEs	Student Periods	Teacher Periods	Tchr @ Avg	(+/-) Tchrs	Cost Impact ¹	Teacher Student Load
Current Baseline	2,987	166.2	8	6.75				
Projected Change	79	11.5						
Projected Baseline	3,066	177.7	8	6.75				
19.0	3,066	177.7	8	6.75	191.5	13.8	(800,552)	128.3
19.5	3,066	177.7	8	6.75	186.5	8.8	(510,497)	131.6
20.0	3,066	177.7	8	6.75	182.0	4.3	(249,447)	135.0
20.5	3,066	177.7	8	6.75	177.5	(0.2)	11,602	138.4
21.0	3,066	177.7	8	6.75	173.5	(4.2)	243,646	141.8
21.5	3,066	177.7	8	6.75	169.5	(8.2)	475,690	145.1
22.0	3,066	177.7	8	6.75	165.5	(12.2)	707,734	148.5
22.5	3,066	177.7	8	6.75	162.0	(15.7)	910,773	151.9
23.0	3,066	177.7	8	6.75	158.0	(19.7)	1,142,817	155.3
23.5	3,066	177.7	8	6.75	155.0	(22.7)	1,316,850	158.6
24.0	3,066	177.7	8	6.75	151.5	(26.2)	1,519,888	162.0
24.5	3,066	177.7	8	6.75	148.5	(29.2)	1,693,921	165.4
25.0	3,066	177.7	8	6.75	145.5	(32.2)	1,867,954	168.8

¹ Based on an average Teacher salary of: \$58,011.

The current teaching staff can provide a theoretical average of 20.5 in aggregate for the 2021–2022 school year based on projected enrollment. The absorption of 22.7 teacher FTEs will provide an average class size of 23.5 students, in the middle of the benchmark range. Additional cost savings can occur at a class size average of 25.0 (32.2 positions).

Exhibit 21D displays the change in teaching staff for both high school campuses to provide equity in teaching allocations at an average class size of 23.5 students.

EXHIBIT 21D – TEACHER EQUITY

Campus	Projected Enrollment	Student Periods	Total Teacher FTEs	Teacher Periods	Student/Teacher Ratio	Teacher FTEs @ 23.5	Teacher Change
Projected Equity - Master Schedule - /							
Lake Creek HS	1,540	8	83.5	6.75	23.5	77.9	(5.6)
Montgomery HS	1,526	8	94.2	6.75	23.5	77.1	(17.1)
Total	3,066	8	177.7	6.75	23.5	155.0	(22.7)

Athletics

Montgomery High School offers three boys' athletic periods and two girls' athletic periods during the school day supporting 574 students with 59 coaching assignments. Lake Creek High School offers four boys' athletic periods and four girls' athletic periods during the school day supporting 452 students with 40 coaching assignments. This results in an overall average of 10.4 student athletes per coach compared to an overall class average of 21.3 for the secondary campuses.

EXHIBIT 22A – HIGH SCHOOL ATHLETICS (Current Model)

		Lake Creek HS			Montgomery HS			Total Campuses		
Class Period		Students	Coaches	Average	Students	Coaches	Average	Students	Coaches	Average
Period 1	Boys	68	4	17.0	113	15	7.5	181	19	9.5
	Girls	40	3	13.3	87	12	7.3	127	15	8.5
	Total	108	7	15.4	200	27	7.4	308	34	9.1
Period 4	Boys	104	10	10.4				104	10	10.4
	Girls	22	3	7.3				22	3	7.3
	Total	126	13	9.7				126	13	9.7
Period 5	Boys	32	2	16.0	188	12	15.7	220	14	15.7
	Girls	2	1	2.0				2	1	2.0
	Total	34	3	11.3	188	12	15.7	222	15	14.8
Period 8	Boys	144	15	9.6	44	7	6.3	188	22	8.5
	Girls	40	2	20.0	142	13	10.9	182	15	12.1
	Total	184	17	10.8	186	20	9.3	370	37	10.0
Total		452	40	11.3	574	59	9.7	1,026	99	10.4

The conversion of 38 athletic periods to academic periods would provide more academic classes during the school day, increase the flexibility of the master schedule, and provide for cost avoidance in the future. The class size ratio would increase to 16.8 student athletes per coach. Exhibit 22B displays the alternate model.

EXHIBIT 22B – HIGH SCHOOL ATHLETICS (Alternative Model)

		Lake Creek HS			Montgomery HS			Total Campuses		
Class Period		Students	Coaches	Average	Students	Coaches	Average	Students	Coaches	Average
Period 1	Boys	68	4	17.0	113	7	16.1	181	11	16.5
	Girls	40	2	20.0	87	5	17.4	127	7	18.1
	Total	108	6	18.0	200	12	16.7	308	18	17.1
Period 4	Boys	104	5	20.8	0	0		104	5	20.8
	Girls	22	1	22.0	0	0		22	1	22.0
	Total	126	6	21.0				126	6	21.0
Period 5	Boys	32	2	16.0	188	11	17.1	220	13	16.9
	Girls	2	1	2.0	0	0		2	1	2.0
	Total	34	3	11.3	188	11	17.1	222	14	15.9
Period 8	Boys	144	9	16.0	44	3	14.7	188	12	15.7
	Girls	40	2	20.0	142	9	15.8	182	11	16.5
	Total	184	11	16.7	186	12	15.5	370	23	16.1
Total		452	26	17.4	574	35	16.4	1,026	61	16.8

Each high school employs a coordinator and an assistant coordinator that do not have a teaching assignment outside of the athletic periods. Assigning one high school head coach coordinator duties is a typical staffing model found in districts similar in size to Montgomery ISD. Absorbing the two assistant coordinator positions and adding an assistant director at the district level would provide more equitable support for athletic programs including the junior high schools. It also would provide additional oversight for revenue that flows through the athletic department.

Montgomery ISD junior high schools offer three boys' athletic periods and three girls' athletic periods during the school day supporting a total of 734 students with 41 coaching assignments. This results in an overall average of 17.9 student athletes per coach compared to an overall class average of 23.0 for the junior high school campuses.

EXHIBIT 22C – JUNIOR HIGH SCHOOL ATHLETICS (Current Model)

		Montgomery JH			Oak Hills JH			Total Campuses		
Class Period		Students	Coaches	Average	Students	Coaches	Average	Students	Coaches	Average
Period 1	Boys	86	5	17.2	98	6	16.3	184	11	16.7
	Girls	68	4	17.0	83	4	20.8	151	8	18.9
	Total	154	9	17.1	181	10	18.1	335	19	17.6
Period 2	Boys	100	5	20.0	22	1	22.0	122	6	20.3
	Girls	88	4	22.0	7	1	7.0	95	5	19.0
	Total	188	9	20.9	29	2	14.5	217	11	19.7
Period 3	Boys	26	0.5	52.0				26	1	52.0
	Girls	17	0.5	34.0				17	1	34.0
	Total	43	1	43.0				43	1	43.0
Period 8	Boys				86	6	14.3	86	6	14.3
	Girls				53	4	13.3	53	4	13.3
	Total				139	10	13.9	139	10	13.9
Total		385	19	20.3	349	22	15.9	734	41	17.9

The conversion of four athletic periods to academic periods at Oak Hills Junior High School would provide more academic classes during the school day, increase the flexibility of the master schedule, and provide for cost avoidance in the future. The class size ratio would increase to 19.4 student athletes per coach at that campus and an overall average of 19.8 student athletes per coach for the district. Exhibit 22D displays the alternate model.

EXHIBIT 22D – JUNIOR HIGH SCHOOL ATHLETICS (Alternative Model)

		Montgomery JH			Oak Hills JH			Total Campuses		
Class Period		Students	Coaches	Average	Students	Coaches	Average	Students	Coaches	Average
Period 1	Boys	86	5	17.2	98	6	16.3	184	11	16.7
	Girls	68	4	17.0	83	4	20.8	151	8	18.9
	Total	154	9	17.1	181	10	18.1	335	19	17.6
Period 2	Boys	100	5	20.0	22	1	22.0	122	6	20.3
	Girls	88	4	22.0	7	1	7.0	95	5	19.0
	Total	188	9	20.9	29	2	14.5	217	11	19.7
Period 3	Boys	26	1	52.0	0	0		26	1	52.0
	Girls	17	1	34.0	0	0		17	1	34.0
	Total	43	1	43.0				43	1	43.0
Period 8	Boys	0	0		86	4	21.5	86	4	21.5
	Girls	0	0		53	2	26.5	53	2	26.5
	Total				139	6	23.2	139	6	23.2
Total		385	19	20.3	349	18	19.4	734	37	19.8

Certified teachers/coaches that are assigned to the athletic periods are included in the table below.

Approximately 18 percent of coaches are assigned to social studies and PE and 17 percent are assigned to special education. Variety in certifications among the coaching staff can assist with providing a more flexible master schedule.

EXHIBIT 22E – TEACHING ASSIGNMENT OF COACHES

Assignment	HS		MS		Total	
	Coaches	%	Coaches	%	Coaches	%
English	5.0	10%	1.0	7%	6.0	9%
Math	8.0	15%	1.0	7%	9.0	14%
Science	3.0	6%	6.0	43%	9.0	14%
Social Studies	11.0	21%	1.0	7%	12.0	18%
Foreign Language	3.0	6%		0%	3.0	5%
PE	9.0	17%	3.0	21%	12.0	18%
Special Ed	9.0	17%	2.0	14%	11.0	17%
CTE	4.0	8%		0%	4.0	6%
Total	52.0		14.0		66.0	

Maintenance

Montgomery ISD facilities and maintenance department staffs a director, an administrative assistant, and 16 workers.

The standards for maintenance provide a guideline of FTEs needed based on gross square footage and acres maintained. However, they do not consider other variables such as the age and condition of buildings, equipment available, duty schedules, type of maintenance plan in place (general versus preventive), non-maintenance duties assigned to staff, etc.

The Association of Physical Plant Administrators (APPA) recommends 34 positions based on gross square footage. Space not currently being used by the district has been removed from the gross square footage calculations.

Exhibit 23A provides a comparison of Montgomery ISD's staffing allocations to the APPA standards.

EXHIBIT 23A – MAINTENANCE STAFFING

Position	Gross Square Footage	Acres	APPA* Standard	APPA Staffing	Current Staffing	Proposed Change
General Maintenance Workers	2,008,582		1 : 500,000 GSF	4.5	10.0	(5.5)
HVAC Technicians	2,008,582		1 : 450,000 GSF	4.5	2.0	2.5
Plumbers, Kitchen Equipment	2,008,582		1 : 390,000 GSF	5.5	1.0	4.5
Electricians, Communication Techs	2,008,582		1 : 380,000 GSF	5.5	1.0	4.5
Carpenters, Locksmiths, Masons	2,008,582		1 : 300,000 GSF	7.0	1.0	6.0
Painters, Flooring, IPM	2,008,582		1 : 300,000 GSF	7.0	1.0	6.0
Sub-Total				34.0	16.0	18.0
Director					1.0	0.0
Administrative Assistant					1.0	0.0
Total					18.0	

*Association of Physical Plant Administrators (APPA) standards per Gross Square Foot (GSF) are used for projections

The district shows to be staffed below the APPA standards in aggregate. Montgomery ISD currently staffs each campus with a general maintenance worker and sends licensed trades such as HVAC technician, plumber, and electrician to district facilities as needed. Many of the workers in the department are responsible for a variety of duties and responsibilities outside of their specific job titles.

Exhibit 23B provides a comparison of Montgomery ISD to its peer districts using the 2020–2021 TASB HR Services salary survey. The district employs 16.0 staff compared to the peer district average of 14.3. This staffing level results in 1.8 employees per 1,000 students for Montgomery ISD compared to 1.6 for the peer district average.

EXHIBIT 23B – MAINTENANCE PEER COMPARISON

Benchmark Job Title	Montgomery ISD	Avg of Peers	Canyon ISD	Channelview ISD	Copperas Cove ISD	Frenship ISD	Hutto ISD	Little Elm ISD	Midlothian ISD	Midway ISD- McLennan County	New Braunfels ISD	Temple ISD	Texarkana ISD	Waxahachie ISD	Weatherford ISD
Director of Maintenance	1.0	0.8	1.0	1.0	1.0	1.0	1.0	1.0	0.0	1.0	1.0	1.0	0.0	1.0	1.0
Maintenance Foreman	0.0	0.9	0.0	1.0	1.0	1.0	1.0	0.0	1.0	0.0	0.0	1.0	1.0	4.0	1.0
Energy Manager	0.0	0.2	1.0	0.0	0.0	1.0	0.0	0.0	1.0	0.0	0.0	0.0	0.0	0.0	0.0
Construction Project Specialist	0.0	0.1	0.0	0.0	0.0	1.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Carpenter	0.0	0.5	2.0	0.0	1.0	0.0	0.0	0.0	1.0	2.0	0.0	0.0	0.0	1.0	0.0
Electrician (Journeyman License)	1.0	1.3	3.0	0.0	1.0	2.0	1.0	0.0	1.0	1.0	1.0	2.0	2.0	2.0	1.0
General Maintenance Worker	10.0	6.2	6.0	7.0	7.0	12.0	3.0	6.0	13.0	2.0	4.0	5.0	9.0	5.0	2.0
HVAC Mechanic (Licensed)	2.0	2.5	1.0	4.0	3.0	5.0	2.0	2.0	1.0	3.0	1.0	3.0	3.0	2.0	2.0
Painter	0.0	0.7	0.0	1.0	1.0	2.0	1.0	0.0	0.0	0.0	0.0	1.0	0.0	1.0	2.0
Pest Control Specialist	1.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Plumber (Journeyman License)	1.0	1.0	1.0	0.0	1.0	2.0	1.0	0.0	1.0	1.0	1.0	1.0	1.0	2.0	1.0
Total	16.0	14.3	15.0	14.0	16.0	27.0	10.0	9.0	19.0	10.0	8.0	14.0	16.0	18.0	10.0
Student Enrollment	8,999	9,001	10,344	9,721	8,467	10,243	8,110	8,047	9,754	8,348	9,521	8,669	8,251	9,468	8,074
Staff per 1,000 Students	1.8	1.6	1.5	1.4	1.9	2.6	1.2	1.1	1.9	1.2	0.8	1.6	1.9	1.9	1.2

* FTE is based on the most recent TASB HR Services salary survey.

While the district is not staffed at the APPA standards, it is staffed near the peer district average. The priority of facility maintenance should be used to determine if additions are needed in this area.

Nine of the peer districts currently staff a maintenance foreman. This position typically has assigned maintenance responsibilities but also may serve as an assistant to the director as needed. The district may consider assigning this duty to an existing position that may have a reduced workload compared to other employees in the department. The reduced workload would allow the additional time for this position to shadow the maintenance director at certain intervals to gain familiarity with managing the maintenance department.

Custodial Services

The district currently outsources its custodial services. The Association of Physical Plant Administrators (APPA) standards are used for determining custodial staffing based on five appearance levels, 22 standard spaces, and cleanable square feet (CSF) maintained. However, they do not consider other variables such as the age and condition of buildings, equipment available, duty schedules, non-maintenance duties assigned to staff, etc. The level of cleaning desired and type of standard space maintained require a different amount of cleaning effort.

The standard for appearance level 2 (ordinary tidiness) and the average staffing levels for all standard spaces is one custodian per 19,000 CSF.

These details are being provided for information purposes only.

Food Service

The Montgomery ISD food service department currently staffs a director, an assistant director, a supervisor, three specialists (federal program, child nutrition financial, vending), 10 managers, one manager in training, and 61 campus specialists for a total of 78 employees.

An evaluation of the districts food service staffing was conducted using meals per labor hour (MPLH) at each respective campus based on data provided by the school district. Exhibit 24A shows the results of the calculations.

EXHIBIT 24A – MPLH CAMPUS COMPARISON

Campus	Campus Level	# Free Lunch	#Reduced Lunch	2020-2021 Enrollment	Total F/R Count	Avg Daily Breakfast Served	Avg Daily Lunch Served	Avg Daily Snacks Served	Avg Daily A la Carte Sales	Avg Daily Meal Equivalent	Avg Labor Hours per Day	Actual MPLH	Target MPLH	Staffing Efficiency (MPLH)
Secondary Schools														
Lake Creek HS	HS	244	39	1464	283	151	688	0	1294.00	1,172	77.5	15.1	18.0	84%
Montgomery HS	HS	307	39	1523	346	149	817	0	1522.00	1,367	81.0	16.9	18.0	94%
Montgomery JH	JH	247	42	1084	289	181	608	0	897.00	994	64.0	15.5	20.0	78%
Oak Hills JH	JH	230	24	1098	254	168	615	0	888.00	990	60.0	16.5	20.0	83%
<i>Secondary Total</i>		1028	144	5169	1,172	649	2,728	0	4601.00	4,523	282.5			
Elementary Schools														
Keenan ES	ES	156	7	743	163	213	356	0	377.00	610	35.0	17.4	22.0	79%
Lincoln ES	ES	146	20	388	166	188	290	0	212.00	479	35.5	13.5	22.0	61%
Lone Star ES	ES	107	14	705	121	139	305	0	329.00	495	36.0	13.8	22.0	63%
Madeley Ranch ES	ES	139	20	733	159	142	349	0	413.00	566	35.0	16.2	22.0	74%
Montgomery ES	ES	196	28	536	224	183	247	0	153.00	415	36.0	11.5	22.0	52%
Stewart Creek ES	ES	245	35	658	280	215	428	0	259.00	649	35.0	18.5	22.0	84%
<i>Elementary Total</i>		989	124	3763	1,113	1,080	1,975	0	1743.00	3,214	212.5			
All Campuses Total		2017	268	8932	2,285	1,729	4,703	0	6344.00	7,737	495.0			

National Food Service Institute Management formula (Breakfast - 0.67 ME, Lunch - 1 ME, Snacks - 0.33, A la Carte - 3.3825)

The nationwide target ranges for MPLH for Texas school districts is elementary schools – 22, junior high schools – 20, and high schools – 18. The older the student, the lower the MPLH. Establishing a three-point range using these targets is a common practice. For instance, at the elementary campuses, the range would be 21–23 MPLH.

The secondary campuses MPLH average ranges from 78 percent efficiency (Montgomery Junior High School) to 94 percent efficiency (Montgomery High School). The elementary campuses range from 52 percent efficiency (Montgomery Elementary School) to 84 percent efficiency (Stewart Creek Elementary School).

The efficiency at each campus should be at least 70 percent. Three elementary campuses fall below this standard. Exhibit 24B provides a proposed MPLH to achieve this efficiency.

EXHIBIT 24B – PROPOSED MPLH

Campus	Campus Level	# Free Lunch	#Reduced Lunch	2020-2021 Enrollment	Total F/R Count	Avg Daily Breakfast Served	Avg Daily Lunch Served	Avg Daily Snacks Served	Avg Daily A la Carte Sales	Avg Daily Meal Equivalent	Proposed Labor Hours per Day	Proposed MPLH	Proposed Target MPLH	Proposed Staffing Efficiency (MPLH)
Secondary Schools														
Lake Creek HS	HS	244	39	1464	283	151	688	0	1294.00	1,172	77.5	15.1	18.0	84%
Montgomery HS	HS	307	39	1523	346	149	817	0	1522.00	1,367	81.0	16.9	18.0	94%
Montgomery JH	JH	247	42	1084	289	181	608	0	897.00	994	64.0	15.5	20.0	78%
Oak Hills JH	JH	230	24	1098	254	168	615	0	888.00	990	60.0	16.5	20.0	83%
<i>Secondary Total</i>		1028	144	5169	1,172	649	2,728	0	4601.00	4,523	282.5			
Elementary Schools														
Keenan ES	ES	156	7	743	163	213	356	0	377.00	610	35.0	17.4	22.0	79%
Lincoln ES	ES	146	20	388	166	188	290	0	212.00	479	28.0	17.1	22.0	78%
Lone Star ES	ES	107	14	705	121	139	305	0	329.00	495	30.0	16.5	22.0	75%
Madeley Ranch ES	ES	139	20	733	159	142	349	0	413.00	566	35.0	16.2	22.0	74%
Montgomery ES	ES	196	28	536	224	183	247	0	153.00	415	24.0	17.3	22.0	79%
Stewart Creek ES	ES	245	35	658	280	215	428	0	259.00	649	35.0	18.5	22.0	84%
<i>Elementary Total</i>		989	124	3763	1,113	1,080	1,975	0	1743.00	3,214	187.0			
All Campuses Total		2017	268	8932	2,285	1,729	4,703	0	6344.00	7,737	469.5			

National Food Service Institute Management formula (Breakfast - 0.67 ME, Lunch - 1 ME, Snacks - 0.33, A la Carte - 3.3825)

The proposed MPLH increases the three elementary campus efficiencies to 78 percent (Lincoln ES), 75 percent (Lone Star ES), and 79 percent (Montgomery ES). This is a reduction of four positions or a total of 25.5 labor hours.

Transportation

The Montgomery ISD transportation department currently staffs a director, two bus driver/trainers, five supervisors, five technicians, 58 bus drivers, and 13 bus monitors.

The district transports an average of 5,200 students per day. The yellow fleet consists of 101 general education buses and 12 special education buses. The district operates 25 vehicles in its white fleet.

Exhibit 25 below shows a comparison of the number of transportation staff at Montgomery ISD to the peer districts referenced earlier in the report. The data is based on the 2020–2021 TASB HR Services salary survey and jobs that fall into this category. Peer districts not reporting bus drivers have been removed from this analysis. This is indicative of outsourcing for transportation services.

EXHIBIT 25 – TRANSPORTATION STAFF COMPARISON

Benchmark Job Title	Montgomery ISD	Avg of Peers	Canyon ISD	ChannelView ISD	Copperas Cove ISD	Hutto ISD	Midlothian ISD	Midway ISD- McLennan County	New Braunfels ISD	Temple ISD	Texarkana ISD	Waxahachie ISD	Weatherford ISD
Director of Transportation	1.0	0.8	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Transportation Supervisor	5.0	0.5	1.0	0.0	1.0	1.0	1.0	0.0	0.0	0.0	1.0	1.0	1.0
Transportation Dispatcher	0.0	0.8	0.0	3.0	1.0	2.0	0.0	1.0	1.0	1.0	0.0	0.0	2.0
Vehicle Mechanic	5.0	1.9	4.0	2.0	3.0	2.0	4.0	2.0	0.0	4.0	1.0	1.0	2.0
Bus Driver	60.0	47.6	55.0	49.0	53.0	55.0	41.0	51.0	28.0	50.0	50.0	51.0	41.0
Bus Monitor	13.0	11.8	24.0	18.0	24.0	13.0	14.0	10.0	13.0	16.0	7.0	5.0	10.0
Total	84.0	66.5	85.0	73.0	83.0	74.0	61.0	65.0	43.0	72.0	60.0	59.0	57.0
Student Enrollment	8,999	9,001	10,344	9,721	8,467	8,110	9,754	8,348	9,521	8,669	8,251	9,468	8,074
Staff per 1,000 Students	9.3	7.4	8.2	7.5	9.8	9.1	6.3	7.8	4.5	8.3	7.3	6.2	7.1

* FTE is based on the most recent TASB HR Services salary survey.

The peer districts reported an average of 66.5 transportation staff positions ranging from 43.0 FTEs to 85.0 FTEs across the peer districts. Montgomery ISD is staffed above the peer district average at 84.0 FTEs. When adjusted for student enrollment, Montgomery ISD staffs 9.3 positions per 1,000 students compared to 7.4 for the average of the peer districts.

The greatest variance is in the number of bus drivers, supervisors, and mechanics. This discrepancy is often found when the district covers a greater number of square miles compared to the peer districts. Additionally, it appears New Braunfels ISD outsources for vehicle maintenance because the district did not report any mechanics.

An evaluation of the use of the term “supervisor” should be conducted. It is possible the roles and responsibilities of these positions do not match the positions reported by the peer districts.

Technology Department

The Montgomery ISD technology department currently staffs an assistant director, a secretary, a desktop operations manager, three assistant system administrators, and five desktop support technicians.

Exhibit 26 below shows a comparison of the number of technology staff at Montgomery ISD to the peer districts referenced earlier in the report. The data is based on the 2020–2021 TASB HR Services salary survey and jobs that fall into this category.

EXHIBIT 26 – TECHNOLOGY STAFF COMPARISON

Benchmark Job Title	Montgomery ISD	Avg of Peers	Canyon ISD	Channelview ISD	Copperas Cove ISD	Frenship ISD	Hutto ISD	Little Elm ISD	Midlothian ISD	Midway ISD- McLennan County	New Braunfels ISD	Temple ISD	Texarkana ISD	Waxahachie ISD	Weatherford ISD
Chief Technology Officer	0.0	0.8	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	0.0	0.0	1.0
Network Administrator	0.0	1.2	1.0	1.0	1.0	1.0	3.0	0.0	1.0	1.0	1.0	1.0	2.0	0.0	2.0
Database Administrator	0.0	0.3	1.0	0.0	0.0	0.0	0.0	1.0	0.0	0.0	0.0	0.0	2.0	0.0	0.0
IT Coordinator/Manager	1.0	0.5	1.0	0.0	0.0	1.0	0.0	1.0	0.0	0.0	0.0	1.0	1.0	2.0	0.0
Systems Programmer/Analyst - Entry	3.0	0.3	1.0	0.0	0.0	0.0	0.0	1.0	1.0	0.0	0.0	0.0	1.0	0.0	0.0
Systems Programmer/Analyst - Senior	0.0	0.4	0.0	0.0	0.0	0.0	1.0	1.0	0.0	0.0	1.0	0.0	2.0	0.0	0.0
Web Administrator	1.0	0.5	1.0	0.0	1.0	0.0	0.0	1.0	0.0	1.0	1.0	0.0	0.0	1.0	0.0
Computer Technician	5.0	5.0	1.0	6.0	10.0	7.0	3.0	7.0	4.0	4.0	4.0	5.0	4.0	7.0	3.0
Telecommunications Technician	0.0	0.5	0.0	0.0	0.0	4.0	1.0	0.0	0.0	0.0	0.0	1.0	0.0	0.0	0.0
Help Desk Technician	0.0	0.4	0.0	0.0	1.0	0.0	1.0	0.0	0.0	0.0	0.0	1.0	1.0	0.0	1.0
Network Technician	0.0	0.9	3.0	0.0	1.0	3.0	1.0	0.0	0.0	0.0	3.0	0.0	1.0	0.0	0.0
Total	10.0	10.8	10.0	8.0	15.0	17.0	11.0	13.0	7.0	7.0	11.0	10.0	14.0	10.0	7.0
Student Enrollment	8,999	9,001	10,344	9,721	8,467	10,243	8,110	8,047	9,754	8,348	9,521	8,669	8,251	9,468	8,074
Staff per 1,000 Students	1.1	1.2	1.0	0.8	1.8	1.7	1.4	1.6	0.7	0.8	1.2	1.2	1.7	1.1	0.9

* FTE is based on the most recent TASB HR Services salary survey.

The peer districts reported an average of 10.8 technology staff positions ranging from 7.0 FTEs (Midlothian ISD, Midway ISD, and Weatherford ISD) to 17.0 FTEs (Frenship ISD) across the peer districts. Montgomery ISD is staffed slightly below the peer district average at 10.0 FTEs. When adjusted for student enrollment, Montgomery ISD staffs 1.1 positions per 1,000 students compared to 1.2 for the average of the peer districts.

Staffing of a technology department typically aligns with the initiatives established for the school district and can vary depending on if the district is one-to-one, bring-your-own device (BYOD), or a combination of these options.

With the remote learning option available to students, there is a greater demand on the technology staff to support students and teachers.

Filling the department leader vacancy would place the district at the average of the peer districts. The media support the technology department provides for the scoreboard and coverage of district events is not reflected in this comparison and should be considered when determining if additions are needed.

Police and Security

The Montgomery ISD police department is staffed with a police chief, eight officers, and four security guards and a secretary.

Exhibit 27 shows a comparison of the number of staff at Montgomery ISD to the peer districts referenced earlier in the report. The data is based on the 2020–2021 TASB HR Services salary survey. Peer districts who did not report any staff for this area have been removed. Typically, these districts have a Memo of Understanding (MOU) with their local city police or sheriff department. Six of the peer districts included below only staff security guards.

EXHIBIT 27 – POLICE/SECURITY PEER COMPARISON

Benchmark Job Title	Montgomery ISD	Avg of Peers	Frenship ISD	Hutto ISD	Little Elm ISD	Midlothian ISD	New Braunfels ISD	Temple ISD	Texarkana ISD	Waxahachie ISD	Weatherford ISD
Chief of Police	1.0	0.2	1.0	1.0	0.0	0.0	0.0	0.0	1.0	0.0	0.0
Police Lieutenant	0.0	0.1	1.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Police Sergeant	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Police Officer/Certified Peace Officer	8.0	1.0	8.0	3.0	0.0	0.0	0.0	0.0	2.0	0.0	0.0
Security Guard	2.0	4.6	2.0	5.0	3.0	9.0	4.0	5.0	4.0	20.0	8.0
Total	11.0	5.9	12.0	9.0	3.0	9.0	4.0	5.0	7.0	20.0	8.0
Student Enrollment	8,999	9,001	10,243	8,110	8,047	9,754	9,521	8,669	8,251	9,468	8,074
Staff per 1,000 Students	1.2	0.7	1.2	1.1	0.4	0.9	0.4	0.6	0.8	2.1	1.0

* FTE is based on the most recent TASB HR Services salary survey.

Montgomery ISD staffs 1.2 employees per 1,000 students compared to 0.7 for the peer district average. School districts who staff police officers range from 0.8 (Texarkana ISD) to 1.2 (Frenship ISD). Montgomery ISD is staffed at the upper end of the range similar to Frenship ISD.

Additional Observation

Montgomery ISD elementary campuses range in size from 388 students to 743 students. Projected enrollment for the 2021–2022 school year is 3,633 students for an average of 606 students per campus. If the district closed Lincoln Elementary School and operated with five elementary campuses, the average campus enrollment would be approximately 726 students.

This option could provide cost savings in the elimination of core staff with little impact on the remaining elementary campuses. Teaching staff would need to be distributed between the five remaining campuses. The estimated cost savings is \$882,072 (exempt - \$767,072 and nonexempt - \$115,000). Exempt employees include principal, assistant principal, counselor, nurse, librarian, instructional coach, and teachers. The nonexempt employees are campus clerical and child nutrition staff.

Processes and Procedures

Staffing Matrix

Creating a staffing matrix that the administration office may use to determine campus allocations, may provide guidance and clarity to campus and department leaders. This type of tool provides a process and framework for determining staffing implications and subsequently action plans necessary to ensure that the right people with the right skills are in the right place at the right time to properly serve students. It also provides a system for planning for change in a proactive manner instead of one that is reactionary.

Prior to the staffing review, the district administration had already begun to analyze current staffing patterns and account for positions by campus. Determining how staffing supports the district's mission and vision as well as the district's strategic plan can be part of this process. For example, start by determining the staffing ratio that is sought at each grade at the elementary level or in each core class at the secondary level. The district administration is providing this information in a matrix so that it may be shared with the principals to bring clarity to the staffing process. The final product assists the district in determining what positions are exempt from the staffing formulas. Examples include special education staff, ESL, and Dyslexia. These types of programs should be staffed according to individual student needs that make up the program.

The campus administrators were complimentary of the process and appreciated being involved.

Allocation Sheets

Once a staffing matrix is complete, allocation sheets can be designed to manage the staffing matrix. The allocation sheets may be shared with the campus Principals and managed yearly to reflect any changes in campus staffing. Using them at the start of the year and at the end of the year during the budget process is most helpful.

Administrative and Instructional Support Staff**Option 1**

Consider the adoption of the proposed curriculum and instruction staffing model.

- Redirect two instructional coaches to curriculum coordinator positions
- Redirect an assistant superintendent position to a chief academic officer and other position as an assistant superintendent of administrative services
- Overall, the curriculum and instruction department employs 0.6 staff compared to a peer district average of 1.9 per 1,000 students
- As funds allow, add three additional director positions

Option 2

Consider the adoption of the proposed instructional coach staffing model.

- Reallocate two campus-level positions to support curriculum and instruction at the district level
- This alternate model improves equity and decreases the variance with peer districts
- The elementary ratio of teacher to instructional coach would increase from 43 to 85 and the secondary ratio would decrease from 164 to 109

Option 3

Consider the addition of a human resources coordinator.

- The district employs 5.0 HR staff compared to a peer district average of 5.7
- The position would support the implementation of HR processes and procedures
- Twelve of the peer districts have director of HR

Option 4

Consider the absorption of the Chief Operations Officer position.

- The operation directors would report to the CFO
- The district employs 7.0 positions compared to the peer district average of 5.7

Option 5

Consider implementing the alternate library staffing model.

- The model absorbs four librarians but adds six library aides
- Campuses would share a librarian and aide providing full-time coverage at each campus
- One librarian would work with two aides at three elementary campuses
- Each secondary librarian would work with two aides

Option 6

Consider implementing the alternate clinic staffing model.

- The model absorbs four RNs but adds four LVNs
- An RN and a LVN would provide services to two campuses
- The district currently staffs all campuses with an RN and two elementary campuses use an itinerant instructional aide to serve as a clinic aide

Clerical/Paraprofessional Support

Option 1

Consider the absorption of up to eight campus clerical positions.

- The benchmark is 5.5 clerical staff per 1,000 students at the secondary level
- The secondary campuses would absorb seven positions
- The benchmark is 4.5 clerical staff per 1,000 students at the elementary campuses
- One clerical staff would be absorbed from an elementary campus

Option 2

Consider the addition of two non-campus clerical support.

- The benchmark is three per 1,000 students
- The district employs 24.0 staff in this area and the benchmark is 26.0
- The district should consider replacing the full-time receptionist at the central administration

Option 3

Consider the addition of 21 general education aides.

- The benchmark for general and special education aides is 14.2 per 1,000 students
- The secondary campuses employ 30 educational aide positions and the elementary campuses employ 46 educational aide positions
- Special education aide absorptions are included in these additions
- The district is currently staffed at least 38 positions below the benchmark
- The proposed model gets the district within 24 positions of the benchmark and offers additional proposed changes to reach the benchmark

Special Education Staff

Option 1

Consider the absorption of 8.5 special education teacher positions.

- The state average is one teacher per 15 special education students
- The district averages one teacher per 10.1 students
- Nine positions are in resource/inclusion but 0.5 FTE needs to be added in life skills/autism

Option 2

Consider the absorption of eight special education aide positions.

- Resource/inclusion: -2
- Life skills/autism: -4
- Behavior: -2

Option 3

Consider the absorption of one special education assessment position (LSSP or diagnostician).

- The caseload is 80-85 students per assessment staff
- The current caseload is 73.2 per assessment staff
- The new caseload would be 79.6

Option 4

Consider the addition of two speech positions (SLP or speech assistant).

- The caseload is 45-50 students per speech staff
- The current caseload is 64.1 per assessment staff
- The new caseload would be 46.8

Teachers

Option 1

Consider absorbing up to 14 elementary classroom teacher positions.

- This is calculated on a 22:1 ratio for Pre-K through grade 4 and 25:1 for grade 5
- The state average is 19.5 to 20.5 students per class
- The average for the elementary campuses would be 19.9 in the benchmark range

Option 2

Consider the alternate Pre-K model and absorption of four Pre-K teachers.

- The Pre-K program is offered at all six elementary campuses
- The current class size average is 12.8
- The alternate program considers the clustering the program at two to three campuses

Option 3

Consider absorbing up to 11.5 junior high school teacher positions.

- This is calculated on a 23:1 ratio
- The state average is 22 to 24 students per class
- Additional savings could result from a 24:1 ratio (16 positions)

Option 4

Consider absorbing up to 22.7 high school teacher positions.

- This is calculated on a 23.5:1 ratio
- The state average is 22 to 25 students per class
- Additional savings could result from a 25:1 ratio (32.2 positions)

Option 5

Consider adopting the alternate athletic staffing model.

- Convert 38 high school athletic periods to academic periods
- Convert four junior high school athletic periods to academic periods
- This would provide a more equitable distribution of coaches to student athletes.
- The ratio of student athletes to coach would increase from 10.4 to 16.8 at the high schools
- The ratio of student athletes to coach would increase from 17.9 to 19.8 at the junior high schools

Option 6

Consider the addition of an assistant athletic director and the discontinuation of the assistant coordinators at the high schools.

- The two assistant coordinator positions should be absorbed and the current coaching assignments should be assigned to a teacher FTE
- The coordinators and the assistant coordinators at the high schools are assigned only athletic periods

Maintenance

Option 1

Consider adopting the proposed maintenance model.

- The proposed model redirects an existing maintenance position to maintenance foreman
- The position would continue to provide district maintenance support but would oversee the department in the absence of the director

Food Service

Option 1

Consider reducing campus labor hours.

- The efficiency meals per labor hour target is 70 percent
- The secondary campuses range from a 78 percent to 94 percent efficiency and the elementary campuses range from 52 percent efficiency to 84 percent efficiency
- Reducing 25.5 labor hours at the elementary campuses would increase the efficiency above 70 percent
- This calculates to four positions

Transportation

Option 1

Evaluate the use of the term supervisor in the transportation department.

- The district employs five supervisors compared to a peer district average of 0.5
- This title may be used more generously than the peer districts and the roles and responsibilities of staff may not reflect that of a supervisor.

Technology

Option 1

Consider filling the technology director position.

- The district employs 10 staff compared to a peer district average of 10.8
- This results in 1.1 staff per 1,000 students for the district compared to 1.2 staff per 1,000 students for the peer districts

Other observations

Option 1

Consider closing Lincoln ES and rezone student attendance to the other five elementary campuses.

- This could result in cost savings of approximately \$882,072
- The average campus enrollment would be about 726 students

The estimated cost impact of options (Model #1) is itemized in the chart below.

Alternative Staffing Model #1	Absorptions / Additions	Individual personnel cost	Cost increase / savings
Administrative/Professional Staff			
Addition of 2 curriculum coordinators	2.0	\$20,000	\$40,000
Addition of 1 HR coordinator	1.0	\$70,000	\$70,000
Absorption of 1 chief operation officer	(1.0)	\$150,000	(\$150,000)
Absorption of 4 librarians	(4.0)	\$60,000	(\$240,000)
Absorption of 4 RNs	(4.0)	\$60,000	(\$240,000)
Addition of 1 assistant athletic director	1.0	\$75,000	\$75,000
Clerical Staff			
Absorption of 8 campus clerical positions	(8.0)	\$30,000	(\$240,000)
Addition of 2 non-campus clerical positions	2.0	\$35,000	\$70,000
Instructional Support Staff			
Addition of 15 educational aides	15.0	\$25,000	\$375,000
Addition of 6 library aides	6.0	\$25,000	\$150,000
Addition of 4 LVNs	4.0	\$40,000	\$160,000
Teachers			
Absorption of 14 elementary teachers	(14.0)	\$58,011	(\$812,154)
Absorption of 4 Pre-K teachers	(4.0)	\$58,011	(\$232,044)
Absorption of 11.5 junior high school teachers	(11.5)	\$58,011	(\$667,127)
Absorption of 22.7 high school teachers	(22.7)	\$58,011	(\$1,316,850)
Absorption of 2 assistant athletic coordinators	(2.0)	\$58,011	(\$116,022)
Special Education			
Absorption of 8.5 special education teachers	(8.5)	\$58,011	(\$493,094)
Absorption of 8 special educational aides	(8.0)	\$25,000	(\$200,000)
Absorption of 1 LSP/Diagnostician	(1.0)	\$65,000	(\$65,000)
Addition of 2 SLP/SLP assistants	2.0	\$65,000	\$130,000
Maintenance			
Addition of 1 maintenance foreman	1.0	\$15,000	\$15,000
Food Nutrition Services			
Absorption of 4 child nutrition specialists	(4.0)	\$17,000	(\$68,000)
Total Cost Increase / (Savings)			(\$3,755,290)

¹ All absorptions achieved through attrition.

The estimated cost impact of options (Model #2) is itemized in the chart below.

Alternative Staffing Model #2	Absorptions / Additions	Individual personnel cost	Cost increase / savings
Administrative/Professional Staff			
Addition of 2 curriculum coordinators	2.0	\$20,000	\$40,000
Addition of 1 HR coordinator	1.0	\$70,000	\$70,000
Absorption of 1 chief operation officer	(1.0)	\$150,000	(\$150,000)
Absorption of 3 librarians	(3.0)	\$60,000	(\$180,000)
Absorption of 3 RNs	(3.0)	\$60,000	(\$180,000)
Addition of 1 assistant athletic director	1.0	\$75,000	\$75,000
Clerical Staff			
Absorption of 7 campus clerical positions	(7.0)	\$30,000	(\$210,000)
Addition of 2 non-campus clerical positions	2.0	\$35,000	\$70,000
Instructional Support Staff			
Addition of 13 educational aides	13.0	\$25,000	\$325,000
Addition of 4 library aides	4.0	\$25,000	\$100,000
Addition of 2 LVNs	2.0	\$40,000	\$80,000
Teachers			
Absorption of 14 elementary teachers	(14.0)	\$58,011	(\$812,154)
Absorption of 4 Pre-K teachers	(4.0)	\$58,011	(\$232,044)
Absorption of 11.5 junior high school teachers	(11.5)	\$58,011	(\$667,127)
Absorption of 22.7 high school teachers	(22.7)	\$58,011	(\$1,316,850)
Absorption of 2 assistant athletic coordinators	(2.0)	\$58,011	(\$116,022)
Special Education			
Absorption of 7.5 special education teachers	(7.5)	\$58,011	(\$435,083)
Absorption of 8 special educational aides	(8.0)	\$25,000	(\$200,000)
Absorption of 1 LSSP/Diagnostician	(1.0)	\$65,000	(\$65,000)
Addition of 2 SLP/SLP assistants	2.0	\$65,000	\$130,000
Maintenance			
Addition of 1 maintenance foreman	1.0	\$15,000	\$15,000
Food Nutrition Services			
Absorption of 3 child nutrition specialists	(3.0)	\$17,000	(\$51,000)
Lincoln Elementary School			
Absorption of 1 Principal	(1.0)	\$85,000	(\$85,000)
Absorption of 1 assistant principal	(1.0)	\$65,000	(\$65,000)
Absorption of 1 counselor	(1.0)	\$60,000	(\$60,000)
Absorption of 1 librarian	(1.0)	\$60,000	(\$60,000)
Absorption of 1 RN	(1.0)	\$60,000	(\$60,000)
Absorption of 0.5 Instructional coach	(0.5)	\$58,011	(\$29,006)
Absorption of 5 elementary teachers	(5.0)	\$58,011	(\$290,055)
Absorption of 1 special education teacher	(1.0)	\$58,011	(\$58,011)
Absorption of 5 child nutrition specialists	(5.0)	\$17,000	(\$85,000)
Absorption of 3 campus clerical position	(3.0)	\$30,000	(\$90,000)
Total Cost Increase / (Savings)			(\$4,592,350)

¹ All absorptions achieved through attrition.