

**WACO INDEPENDENT SCHOOL DISTRICT
REGULAR MEETING
WISD Conference Center
115 S 5th Street
Waco, Texas 76701**

Thursday, June 10, 2021 - 6:30 PM

A Regular Meeting of the Board of Trustees of Waco Independent School District will be held June 10, 2021, beginning at 6:30 PM in the WISD Conference Center, 115 S 5th Street, Waco, Texas.

The subjects to be discussed or considered or upon which any formal action may be taken are listed below. Items do not have to be taken in the same order as shown on this meeting notice/agenda.

Unless removed from the consent agenda, items identified within the consent agenda will be acted on at one time.

AGENDA

1. **Call to Order**
2. **Closed Session (TEXAS GOVERNMENT CODE, SUBCHAPTERS D AND E)**
3. **Reconvene in Open Session**
4. **Public Comments on Agenda Items**
5. **Special Recognitions**
 - A. Waco ISD Career & Technical Education Student of the Year
 - B. Smoaky's 2021 Academic All-Stars
 - C. Texas High School Coaches Association's Academic All-State Team - Golf
 - D. ESC Region 12 National Board Pilot Cohort Candidates
 - E. Waco ISD Employees of the Month - April 2021
 - F. Waco ISD Award for Outstanding Community Partners - Waco Police Department
6. **Superintendent's Report**
 - A. Graduation Update
 - B. Preliminary Year-End Data
7. **Consent Agenda: Consider and Take Appropriate Action**
 - A. Amendments to the 2020-2021 Budget
 - B. Bid Award for Auctioneer Services
 - C. Bid Award for Educational Consultants, Professional Development, and Other Student-based Contracted Services
 - D. Bid Award for Serving Lines and Miscellaneous Equipment for the Child Nutrition Program
 - E. Bid Award for Special Education Professional Services
 - F. Purchases in Excess of \$50,000 Under Pre-Existing Bid, Purchasing Cooperative, or Allowed Professional Service
 - G. Resolution Identifying Hazardous Traffic Conditions

8. **Review and Discuss the Facilities Long-Range Master Plan**
Presenter: Jarrod Sterzinger, O'Connell Robertson Architects
9. **Consider, Discuss, and Take Appropriate Action Regarding the Project Delivery Method for Waco High School, and Authorize the Superintendent to Issue a Request for Proposals and/or Qualifications and Bring the Recommendation Rankings Back to the Board for Approval**
Presenter: Sheryl Davis
10. **Review and Discuss the Texas Association of School Boards (TASB) Compensation and Stipend Study**
Presenter: Jennifer Barton, TASB Human Resources and Compensation Consultant
11. **Announcements**
12. **Adjourn**

Waco Independent School District

Board of Trustee Meeting Agenda Item

Date: June 10, 2021

Contact Person: Lara Robertson

RE: Special Recognitions

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Background Information:

Waco ISD Career & Technical Education Student of the Year

Beginning in 2017, the Waco ISD Career & Technical Education (CTE) programs have selected and honored students who show outstanding promise and dedication to their academies and fields of study. Each month, a Waco ISD senior is nominated by Waco High School and University High School to be considered for the campus' CTE Student of the Month. From those monthly honorees, each campus then selects their campus' CTE Student of the Year, followed by the naming of a Waco ISD CTE Student of the Year. Waco High School's 2020-2021 CTE Student of the Year is Jairo Romero Gonzalez in the Academy of Criminal Justice, and University High School's Genesis Santos in the Academy of Education and Training, was selected as her campus's CTE Student of the Year as well as the Waco ISD CTE Student of the Year.

Waco ISD Career & Technical Education Student of the Year

- Genesis Santos, University High School

Smoaky's 2021 Academic All-Stars

For more than a decade, David "Smoaky" Smoak of SicEm365 Radio, has selected and recognized 10 male athletes and 10 female athletes in central Texas. Honorees are selected for their achievements in the classroom, not just in their respective sports. In order to be considered, candidates must be involved in school clubs and organizations, as well as community events and projects. Student-athletes are nominated by their counselors, coaches, principals and athletic directors.

Two Waco ISD seniors were selected as Smoaky's 2021 Academic All-Stars. The 20 students from around the area were honored at a banquet held May 19 at the Baylor Club.

Smoaky's 2021 Academic All-Stars

- Graham Braunstein, Waco High School
- Darryl Thomas, University High School

Texas High School Coaches Association's Academic All-State Team - Golf

The Texas Army National Guard and the Texas High School Coaches Association (THSCA) recognize student athletes' academic performance each year via the Academic All-State Teams for 12 sports.

The head coach of the prospective sport nominates student athletes for Academic All-State, and the nominated student must be an athlete, student trainer or manager in good standing with the team; of good moral character; a senior; and have an overall grade point average of 92 or above. The THSCA considers each students' GPA, class rank, SAT and/or ACT score, and points earned by the criteria determine on which team the student athletes are placed.

Academic All-State Team - Golf

- Maximus Martinez, University High School - Honorable Mention
- Genesis Santos, University High School - 1st Team

University High School Golf Coach

- Carl Thomas

ESC Region 12 National Board Pilot Cohort Candidates

Established in 1987, the National Board for Professional Teaching Standards is an independent, nonprofit organization working to advance accomplished teaching for all students. National Board Certification is available in 25 certificate areas representing 16 different disciplines and four developmental levels. To become a Board-certified teacher, eligible candidates must demonstrate advanced knowledge, skills, and practice in their individual certificate area by completing four components: three portfolio entries and a computer-based assessment.

ESC Region 12 provides the opportunity for individuals to pursue certification by serving as a facilitator for National Board Certification. In May, it was announced that seven Waco ISD educators were selected as candidates for the ESC Region 12 National Board Certification Pilot Cohort.

ESC Region 12 NBCT Pilot Cohort Candidates

- Shannon Bullock, Waco High School
- Paige Stanford, G.W. Carver Middle School
- Stephanie Marsteller, G.W. Carver Middle School
- Avra Merritt, Indian Spring Middle School
- Amanda Jo Ponder, Waco High School
- Jennifer Tacon, Bell's Hill Elementary School

- Janette Moore Williams, Indian Spring Middle School

Waco ISD Employees of the Month – April 2021

The Waco ISD Human Resources Department launched an Employee of the Month program in the spring of 2020, inviting staff from around the district to nominate professional and paraprofessional/support staff for their hard work and dedication. Following a hiatus, the program was restarted this past fall, with an impressive number of nominations received.

Due to the continued high number of submissions, four employees (two professional staff members and two members of our paraprofessional/support staff) were surprised with the announcement that they had been selected as Waco ISD's Employees of the Month for the month of April.

Jennifer Findley, a social studies teacher at ATLAS Academy, works to "make our team the best it can be." She is described as a team player who is willing to help in any area or task that needs to be completed and as someone who actively compliments her students and colleagues. Mrs. Findley is a former student of her nominator, which makes the nomination even more special! "It is awesome to see one of your former students become such an accomplished teacher. I have loved every moment working with her as a teacher."

April Roberson, math instructional specialist at Waco High School, has been nominated multiple times and is described as both "the glue that holds Waco High together" and also "our 'first mate' of the ship of WHS." She is dependable, encouraging, a morale booster, and the definition of a strong work ethic. She is a person who "wants WHS and the students we serve to succeed and to be the best that they can be." One of the teachers who nominated her notes she "is the model for what WISD looks for in their Employee of the Month submissions. Please come to WHS and just watch her for one day. Then you'll know what I mean."

Donna Lovelady, a literacy aide at Dean Highland Elementary School, routinely works above and beyond what's expected or assigned. She can be found taking students out to the greenhouse to check on their watermelon seedlings and discussing the plant cycle, greeting students in the mornings, assisting with dismissal in the afternoon, and covering lunch periods - all on top of her regular duties as a kindergarten literacy aide. Mrs. Lovelady is described as punctual, dependable, a team player, and someone who notices and takes action, but most importantly, as someone on the campus who is loved and appreciated!

Tommy Trotter, head custodian at Waco High School, takes "Lion Pride" in his campus. In a normal year, he can be found assisting wherever he is needed, but

during the pandemic this past year, Mr. Trotter has worked to ensure the campus is clean and sanitized for the students and other staff. As a true team player, Mr. Trotter assisted with taking temperatures in the mornings before students entered the building. He is extremely polite and often acts as a "tour guide," helping students, parents or visitors find their way around. He is considered "one of the most dependable people on campus."

Waco ISD Employees of the Month - Professional Staff

- April Roberson – math instructional specialist, Waco High School
- Jennifer Findley – social studies teacher, ATLAS Academy

Waco ISD Employees of the Month - Paraprofessional/Support Staff

- Donna Lovelady – literacy aide, Dean Highland Elementary School
- Tommy Trotter – head custodian, Waco High School

Waco ISD Award for Outstanding Community Partners –

Waco Police Department

Waco ISD's theme for the 2020-2021 school year is "Empower All. Value All." The theme reflects the district's mission "to provide an educational foundation that empowers and values all." It celebrates learning and growing as students, professionals and individuals. Waco ISD recognizes that when individuals feel empowered and valued, their ability to overcome challenges, grow and succeed is strengthened. However, the district also recognizes that no individual or organization can thrive and accomplish their goals or mission alone. Instead, we are at our best when families, employees and the community join together to realize their shared hopes and dreams to empower and value all students and staff and support their future.

Waco ISD is blessed to have scores of community partners who are deeply invested in the district's students, staff and their success. Each month, the district is recognizing a community partner making a difference with the Waco ISD Award for Outstanding Community Partners.

In June, the district is recognizing the Waco Police Department.

The Waco Police Department has partnered with and supported the school district in many ways over the years. Officers are regular visitors to multiple campuses on the first day of school to greet students with a smile, a high five and sometimes a new pencil. They've also participated in district-wide events such as Pre-K Registration Round-Up and Family Fest, as well as campus-based events including law enforcement "swarms" to provide students an up-close look at the department vehicles and learn about the officers' duties and responsibilities and a recent first responders day and job fair held at University High School.

Chief Sheryl Victorian will be accepting the award virtually.

Fiscal Implications:

none

Administrative Recommendation(s):

not applicable

Waco Independent School District
Board of Trustee Meeting Agenda Item

Date: May 27, 2021

Contact Person: Sheryl Davis

RE: Amendments to the 2020-2021 Budget

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Background Information:

The Texas Education Agency has established additional requirements for school district budget preparation. As part of these requirements, a school district must amend the official budget before exceeding a functional expenditure category, i.e., instruction, administration, etc., in the total district budget. Attached are copies of the proposed amendments to the Official Budget identifying details of the requests. The following summarizes the effect of these amendments by functional category.

Summary:

Amendment #052: Technology Department

This amendment will amend in revenue to match funds collected for damage to student devices and adjust expenditures to allow for replacements and/or repairs. These adjustments are required to appropriately reclassify the budget to the proper expenditure codes per TEA accounting guidelines.

			<u>TEA Revenue/Function Description</u>
Source of Funds:	\$	2,890	Local Revenue
Use of Funds:	\$	2,890	Instruction
Fund Balance Effect		None	

Amendment #053: Crestview Elementary

This amendment will realign excess funds originally budgeted for staff development travel to purchase instructional contracted services. These adjustments are required to appropriately reclassify the budget to the proper expenditure codes per TEA accounting guidelines.

			<u>TEA Revenue/Function Description</u>
Source of Funds:	\$	9,621	Curriculum and Instructional Staff Development
Use of Funds:	\$	9,621	Instruction
Fund Balance Effect		None	

Amendment #054: General Fund Capital Projects

This amendment will place budget for schematic design and preconstruction services for the Waco High School rebuild project. These adjustments are required to appropriately reclassify the budget to the proper expenditure codes per TEA accounting guidelines.

			<u>TEA Revenue/Function Description</u>
Source of Funds:	\$	1,885,000	Unassigned Fund Balance
Use of Funds:	\$	1,885,000	Facilities Acquisition and Construction
Fund Balance Effect		Decrease	

A copy of each amendment is attached for your review detailing line items to be adjusted.

Fiscal Implications:

Amendment #54 decreased unassigned fund balance by \$1,885,000.

Administrative Recommendation(s):

The administration recommends that the Board of Trustees approve the budget amendments, as presented.

Waco Independent School District

Board of Trustee Meeting Agenda Item

Date: June 10, 2021

Contact Person: S. Smith/K. Hafer

RE: Bid Award for Auctioneer Services

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Background Information:

Requests for Proposals, bid # 21-1187, have been issued for the purpose of awarding a contract to provide auctioneer services for the District. We received two (2) responses for this bid. After the evaluation process was complete, the Maintenance and Facilities Department recommended Clark Auction Company as the company which offers the best value to the District.

The Combined Evaluation scoresheet and pricing worksheet is attached for your review.

This bid will expire June 30, 2022, with three (3) additional one (1) year renewal options, if mutually agreeable between both parties.

Fiscal Implications:

The cost of these services will be deducted from auction proceeds.

Administrative Recommendation(s):

The Administration recommends that the Board of Trustees award the contract for Auctioneer Services to Clark Auction Company, as presented.

RFP # 21-1187
Auctioneer Services
Pricing Worksheet

CLARK AUTION COMPANY, LLC

What percent of gross sales will you charge the school district for conducting the auction?	7%
Will you charge us for advertising and other expenses on top of the above %? ___Yes or ___No If yes, please list expense types	NO
What is the buyer's premium that you will charge the purchasers on top of what they bid?	10%
Will you charge the bidders a registration fee or deposit on the day of the auction prior to allow them to bid on items? ___Yes or ___No If yes, please explain	NO
On top of the % that you will charge the district based on gross sales, is there any other type of flat fee that you will charge the district?	NO

GARNER & ASSOCIATES, AUCTIONEERS

What percent of gross sales will you charge the school district for conducting the auction?	18%
Will you charge us for advertising and other expenses on top of the above %? ___Yes or ___No If yes, please list expense types	NO
Actual cost of advertising will be deducted from auction proceeds. Setup, organization, clerking, bookkeeping, security, ring personnel, auctioneers and catalog preparation is included at no additional cost	
What is the buyer's premium that you will charge the purchasers on top of what they bid?	12%
Will you charge the bidders a registration fee or deposit on the day of the auction prior to allow them to bid on items? ___Yes or ___No If yes, please explain	NO
On top of the % that you will charge the district based on gross sales, is there any other type of flat fee that you will charge the district?	NO

RFP # 21-1187
Auctioneer Services
Combined Scoresheet

Evaluation Criteria for Auctioneer Services	Max Points	CLARK AUCTION COMPANY	GARNER & ASSOCIATES
Price:	40.00	40.00	22.40
Experience and Reputation:			
Experience doing business with Waco ISD	5.00		
Average		5.00	5.00
Experience doing this type of business	25.00		
Average		22.50	25.00
Experience doing business with other school districts	10.00		
Average		10.00	10.00
Quality of Goods and Services:			
Based on external references	15.00		
Average		15.00	12.50
Copy of Auctioneer License Attached	3.00		
Average		3.00	3.00
Required Number of Copies with Original Proposal	2.00		
Average		2.00	2.00
Total:	100.00	97.50	79.90

Waco Independent School District

Board of Trustee Meeting Agenda Item

Date: June 10, 2021

Contact Person: S. Smith

RE: Bid Award for Educational Consulting, Professional Development, and Other Student-Based Contracted Services

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Background Information:

Request for Proposal, RFP # 21-1182, Educational Consulting, Professional Development, and Other Student-Based Contracted Services have been received for the purpose of creating a list of vendors which can service the District. We received eight (8) responses during the past month. These eight will be added to our previously approved list of forty-seven (47) responses.

Examples of the types of services covered under this RFP are:

- Academic Educational Consultant
- Professional / Staff Development Training
- Motivational or Professional Speaker
- Program Review/Recommendation Services
- Data/Statistical Analysis
- Curriculum Design
- Evaluator Services
- Judging Services
- Technology Analysis / Consultant
- Operations Analysis / Consultant
- Grant Evaluation Services
- Presentations / Programs for staff and students (e.g. authors)
- Marching Band / Drill / Cheer Design and Choreography (includes camps)
- Theatre Coaching Services
- Instructors for outside of the school day classes (art, photography, gardening, tennis, Zumba, etc.)
- Speaker(s) for Assembly Programs
- Judging Services
- Other services deemed appropriate for this request

In an effort to create inclusivity with our consulting, professional development, and student-based contracted services vendors and in light of changes made in 2019 by the Texas Education Agency's, Financial Accountability Systems Resource Guide (FASRG) Module 5 – Purchasing, the Business Services Department has elected to utilize the Extended Period for Multiple Award Contracts as shown in the FASRG excerpt shows.

3.16.6 Limited Response Period versus Extended Period for Multiple Award Contracts

Normal procurement practices will allow solicitation responses to be submitted to the district within a limited, specific time period, usually two to three weeks. The district may want to review past policies to determine if a limited response time is in the best interest of the district and the needs of its end users.

Consideration may need to be given to have an extended opening for receiving responses.

- Limited Response Period. This choice is considered a normal, formal RFP. Examples include newspaper advertisements and awards made and limited to only the responders that submitted and awarded for the solicitation.
- Extended Response Period. This choice is more informal than a limited response period. The major difference is the date the responses are due. This method allows for responses to be accepted throughout an extended period such as the date of the contract award expiration and awards made periodically. Periodic board approval may also be required. For newspaper advertisements, our District will continue to publicize periodic republication through our website and continue to enlist the assistance of the three (3) Chamber of Commerce's, as received on this first solicitation. The advertisement will address concerns about transparency by announcing the solicitation to new readers even though the statutory requirements were met by the initial publication.

The intent for awarding additional vendors to this bid will be done on an as needed basis. Vendors submitting a response by the end of each month will be submitted for consideration at the next board meeting.

Fiscal Implications:

The cost of these items will be charged to the appropriate campus/department budget.

Administrative Recommendation(s):

The Administration recommends that the Board of Trustees approve the additional eight (8) vendors for the Educational Consulting, Professional Development, and Other Student-Based Contracted Services bid, as presented.

Brazos Media Technologies, LLC

Company Name: Brazos Media Technologies LLC
Street Address: 3617 Franklin Ave
City, State, Zip: Waco, TX 76710
Contact Name: Becky Roberts
Contact Phone Number: 254-776-3130
Contact Email Address: info@bmtwaco.com
Category of Service Provided: Professional/Staff Development Training
Target Audience: Staff Training
Description of Services:
Pricing: 150 per/hour

Estrellita, Inc.

Company Name: Estrellita, Inc.
Street Address: 99 Inverness Drive East, Suite 200
City, State, Zip: Englewood CO 80112
Contact Name: Daniela Lopez V.
Contact Phone Number: 303-779-2610
Contact Email Address: info@estrellita.com
Category of Service Provided: Professional/Staff Development Training
Target Audience: Estrellita programs training for teachers and administrators
Description of Services:
Pricing: Pricing vary depending on the program and format : on-site, virtual, national. National format: \$99 per teacher District Specific: \$799 - \$1499 On-site: \$3,200+ Lunita/Escalera: \$499+

Pedro Rosas (Pedro Macario Rosas)

Company Name: Not Applicable
Street Address: 619 Dyer Ave
City, State, Zip: Waco, TX, 76708
Contact Name: Pedro Macario Rosas
Contact Phone Number: 254.744.3175
Contact Email Address: PedroMRosas@gmail.com
Category of Service Provided: Other applicable service
Target Audience: People present at the event.
Description of Services:
Pricing: \$500 for photography for the 3 hour event, including candid moments as well as staged individual and group shots.

Pressing Onward

Company Name: Pressing Onward

Street Address: 2810 Saint Charles Drive
City, State, Zip: Mansfield, Texas 76063
Contact Name: Jenn Kleiber
Contact Phone Number: 8173126587
Contact Email Address: jennkleiber@pressing-onward.org
Category of Service Provided: Academic Educational Consultant
Target Audience: Teachers at all grade levels.
Description of Services:
Pricing: Face-to-face training and coaching - \$2000 per day
Online Course Package - \$3000 per campus for unlimited log-ins and a full calendar year access.
Building a Bridge from "I Can't" to "I DID!" Book and book Study - \$30
Clarity Monthly Online Support for planning as a culturally responsive teacher - \$80 per teacher for the year (includes workbook). 3 virtual coaching days per campus - \$2500 per campus.
There is a discount for PD tentatively scheduled prior to June 15, 2021, even if PD is scheduled for the 2021-2022 school year. There is a discount when courses are purchased as a bundle and not individually (\$1000 discount). There is value added in Virtual Q&A sessions with author when book study is purchased.

S. Craig Watkins

Company Name: S. Craig Watkins
Street Address: 10087 Circleview Drive
City, State, Zip: Austin, Texas 78733
Contact Name: Samuel C Watkins
Contact Phone Number: 5124349343
Contact Email Address: craig.watkins@austin.utexas.edu
Category of Service Provided: Professional/Staff Development Training
Target Audience: The target audience for my services include principals, asst. principals, department heads, and teachers. More specifically, the seminar is for administrators who are in positions of supervision related to personnel, policy, and instruction.
Description of Services:
Pricing: My fee structure is based on several factors including:
• number of hours to prepare materials, presentations, etc.
• number of hours engaging the organization
• range of services provided
• the scope of topics addressed in a seminar
• time of the year services are rendered

Teaching Systems, Inc

Company Name: Teaching Systems, Inc.
Street Address: 4601 Hollow Tree Drive, STE 111
City, State, Zip: Arlington, TX 76018
Contact Name: Kimberly Savage
Contact Phone Number: 817-417-7775
Contact Email Address: kim@teachingsystems.com
Category of Service Provided: Professional/Staff Development Training
Target Audience: Teachers
Description of Services:
Pricing: \$85.00 per hour \$340.00 half day \$680.00 full day *these prices are for

training/onsite service and do not include any parts that may be needed to complete the onsite service visit*

Texas Computer Education Association (TCEA)

Company Name: Texas Computer Education Association
Street Address: PO Box 18507
City, State, Zip: Austin, TX 78760
Contact Name: Lori Gracey, CAE
Contact Phone Number: 800-282-8232
Contact Email Address: lgracey@tcea.org
Category of Service Provided: Professional/Staff Development Training
Target Audience: PreK-16 educators, librarians, education paraprofessionals, administrators, instructional coaches, curriculum staff
Description of Services:
Pricing: Online courses normally start at \$29 per participant and range up to \$49. Bulk discounts are available for groups of 10 or more from the same district. (A \$29 course is priced at \$24/participant, a \$39 course is priced at \$34, and a \$49 course is at \$39 for bulk purchases.)

The Constantino Group, LLC

Company Name: Constantino Group, LLC
Street Address: 1260 NE 24th St. #1313
City, State, Zip: Wilton Manors, Florida, 33305
Contact Name: Steven Constantino
Contact Phone Number: 7708626359
Contact Email Address: steve@drsteveconstantino.com
Category of Service Provided: Professional/Staff Development Training
Target Audience: Leaders, teachers, support staff
Description of Services:
Pricing: Our Fee structure varies depending on the product/service being purchased. The range of pricing is \$7500 to over \$100,000.00. Daily rates for virtual work ranges from 7500 - 9800. Daily rates for onsite work range from 9800 to 12500.

Waco Independent School District

Board of Trustee Meeting Agenda Item

Date: June 10, 2021

Contact Person: S. Smith/C. Reece

RE: Bid Award for Serving Lines and Miscellaneous Equipment for the Child Nutrition Program

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Background Information:

Request for Proposal, RFP # 21-1188, has been issued and opened for the purpose of soliciting qualified vendors to provide Vollrath serving line equipment and miscellaneous equipment to be used in the child nutrition program at the following eleven (11) locations: Waco High, University High, Brazos Credit Recovery, Wiley Alternative Center, Greater Waco Advanced Manufacturing Academy, Greater Waco Health Care Academy, Tennyson Middle School, Indian Spring Middle School, Dean Highland Elementary and Kendrick Elementary.

There were nine (9) prospective bidders that submitted responses for this equipment. After the Child Nutrition Department evaluated the responses, based on the criteria posted in the bid, it was felt that ISI Commercial offered the best price and value to the District and therefore recommends that ISI Commercial be awarded the bid to provide the serving line and miscellaneous equipment for the schools.

A bid tabulation and a consolidated evaluation scoresheet is attached for your review.

Due to new Texas Department of Agriculture (TDA), requirements all Child Nutrition purchases over \$5,000, must be approved in advanced, therefore this bid award is contingent upon TDA's approval of the expenditures.

Fiscal Implications:

The cost for this equipment will be charged to the Child Nutrition Services budget.

Administrative Recommendation(s):

The Administration recommends that the Board of Trustees approve ISI Commercial as the awarded vendor for Serving Lines and Miscellaneous Equipment for the child nutrition program, as presented.

RFP # 21-1188
Price Summary Sheet

Project Name:	1st Choice	Ace Mart	Crazy Cousins Sherperd	Douglas Equipment	ISI Commercial	Jean's Restaurant	Mission Restaurant	Pasco	Waco Restaurant Supply
Vollrath Non-Serving Line Items	\$ 31,408.08	\$ 29,618.67	\$ 29,453.87	\$ 25,816.69	\$ 27,798.97	\$ 28,829.80	\$ 29,340.00	\$ 32,100.00	\$ 29,204.27
Waco High New Coffee Bar	\$ 65,134.19	\$ 65,559.61	\$ 60,857.40	\$ 54,175.27	\$ 59,571.35	\$ 53,905.05	\$ 57,775.00	\$ 66,446.00	\$ 54,441.16
Wiley Alternative	\$ 36,613.58	\$ 34,157.87	\$ 34,110.81	\$ 31,552.15	\$ 32,196.38	\$ 33,385.92	\$ 33,903.00	\$ 37,247.00	\$ 33,717.95
Waco High Back Pizza Line	\$ 74,367.91	\$ 68,660.65	\$ 69,516.70	\$ 62,359.18	\$ 65,615.28	\$ 68,037.60	\$ 69,136.00	\$ 70,904.00	\$ 68,716.21
Waco High A La Carte Room	\$ 5,572.23	\$ 5,789.96	\$ 5,000.22	\$ 4,382.86	\$ 4,719.60	\$ 4,893.98	\$ 4,913.00	\$ 5,459.00	\$ 4,942.65
University High	\$ 26,572.86	\$ 24,981.93	\$ 24,694.61	\$ 23,389.94	\$ 23,308.69	\$ 24,169.84	\$ 24,471.00	\$ 26,961.00	\$ 24,410.22
Tennyson	\$ 25,808.08	\$ 24,283.00	\$ 23,977.41	\$ 21,016.92	\$ 22,631.74	\$ 23,467.86	\$ 23,823.00	\$ 26,179.00	\$ 23,773.17
Kendrick	\$ 15,732.31	\$ 15,075.00	\$ 14,528.35	\$ 12,734.52	\$ 13,712.95	\$ 14,219.62	\$ 14,428.00	\$ 15,864.00	\$ 14,580.13
Indian Spring Back Serving Line Area	\$ 43,191.10	\$ 40,966.05	\$ 41,097.19	\$ 36,271.77	\$ 38,790.66	\$ 40,223.84	\$ 40,809.00	\$ 44,874.00	\$ 40,623.89
Indian Spring A La Carte Line	\$ 17,739.13	\$ 16,909.00	\$ 16,410.36	\$ 14,384.16	\$ 15,489.34	\$ 16,061.61	\$ 16,377.00	\$ 17,919.00	\$ 16,221.36
Ice Cart	\$ 58,189.50	\$ 53,859.78	\$ 54,328.50	\$ 57,937.50	\$ 51,279.60	\$ 53,174.10	\$ 54,060.00	\$ 63,780.00	\$ 53,702.70
GWAHCA	\$ 39,733.78	\$ 37,009.37	\$ 37,036.96	\$ 34,167.78	\$ 34,958.29	\$ 36,249.86	\$ 36,847.00	\$ 40,442.00	\$ 36,610.38
Dean Highland	\$ 39,315.69	\$ 36,627.26	\$ 36,644.84	\$ 32,120.26	\$ 34,588.20	\$ 35,866.10	\$ 36,496.00	\$ 40,008.00	\$ 36,222.82
GWAMA	\$ 40,225.29	\$ 37,458.52	\$ 37,497.88	\$ 34,520.98	\$ 35,393.33	\$ 36,700.98	\$ 37,306.00	\$ 40,945.00	\$ 37,065.99
Brazos Credit Recovery High	\$ 36,098.16	\$ 33,686.84	\$ 33,627.45	\$ 31,128.47	\$ 31,740.15	\$ 32,912.83	\$ 33,455.00	\$ 36,719.00	\$ 33,240.16
Sub-Total:	\$ 555,701.89	\$ 524,643.51	\$ 518,782.55	\$ 475,958.45	\$ 491,794.53	\$ 502,098.99	\$ 513,139.00	\$ 565,847.00	\$ 507,473.06
Freight:	\$ -	\$ -		\$ 6,790.50	\$ 6,254.00	\$ 5,900.00	\$ 9,505.00	\$ -	\$ 5,900.00
Grand Total:	\$ 555,701.89	\$ 524,643.51	\$ 518,782.55	\$ 482,748.95	\$ 498,048.53	\$ 507,998.99	\$ 522,644.00	\$ 565,847.00	\$ 513,373.06
Estimated Delivery Time:	10 weeks	2-3 months	6 weeks	TBD by Vollrath	8-10 Weeks	8 Weeks but TBD supply chain	6-8 Weeks	6-12 Weeks	6-8 Weeks
The intent is to award the above line items to one lone vendor that provides the lowest and best value to the District in total.									

CNS Vollrath Serving Lines and Miscellaneous Equipment

RFP # 21-1188

VENDORS:	Max Pts	1st Choice	Ace Mart	Crazy Cousins Sheperd	Douglas Equipment	ISI Commercial	Jean's Restaurant	Mission Restaurant	Pasco	Waco Restaurant
Price (<i>low proposer receives maximum points; remaining vendors receive a percentage of the maximum based on ratio to low bid</i>)	45	39.09	41.87	41.87	45.00	43.62	42.76	41.57	38.39	42.32
Experience and Reputation										
▶ Experience doing this type of work	15									
Average Points		15.00	15.00	15.00	15.00	15.00	15.00	15.00	15.00	15.00
▶ Experience doing business with Waco ISD	5									
Average Points		5.00	5.00	0.00	0.00	5.00	5.00	5.00	5.00	5.00
▶ Experience doing business with other school districts	20									
Average Points		20.00	20.00	13.34	20.00	20.00	20.00	20.00	20.00	20.00
Quality of Goods or Services										
▶ Based on external references	15									
		15.00	15.00	15.00	15.00	15.00	15.00	15.00	15.00	15.00
Total	100	94.09	96.87	85.21	95.00	98.62	97.76	96.57	93.39	97.32

Waco Independent School District

Board of Trustee Meeting Agenda Item

Date: June 10, 2021

Contact Person: S. Smith/C. Davis

RE: Bid Award for Special Education Professional Services

=====

Background Information:

Request for Proposal, (RFP) # 18-1120-1, Special Education Professional Services, was issued and evaluated for the purpose of adding additional vendors to the original bid. These services are critical to meet the needs of the students, as mandated through the Admission, Review, and Dismissal (ARD) process and outlined in a student’s individualized education program (IEP).

The issuance of this RFP is supplemental to the original RFP issued and awarded by the Board of Trustees at the November 29, 2018 meeting. We awarded eighteen (18) vendors at that time. It has become increasingly difficult to provide adequate services for our students, and as such, we felt it was necessary to solicit additional vendors to position ourselves for a new school year with contracted professionals to meet the needs of the Special Education Department.

The Professional Services categories included in the bid were; Diagnostician, Physical Therapy, Speech Therapy, Orientation Mobility, Occupational Therapy and Licensed Specialist in School Psychology. We received fourteen (14) response for these supplemental services.

A list of recommended vendors is attached for your review.

Fiscal Implications:

The cost of these services will be charged to the Special Education professional services budget.

Administrative Recommendation(s):

The Administration recommends that the Board of Trustees approve the supplemental bid award for Special Education Professional Services, as presented.

Responding Supplier	City	State	Services Provided
AMN Allied Services, LLC	Broomfield	CO	Speech Therapy, Physical Therapy, Occupational Therapy, Licensed Specialist in School Psychology
Amy Tharp Speech Services, PLLC (Amy Tharp)	Keene	TX	Speech Therapy
Assessment Intervention Management, LLC	San Antonio	TX	Speech Therapy, Physical Therapy, Occupational Therapy, Licensed Specialist in School Psychology
Barranco Educational Assessment, Counseling, and Consulting Services	Montgomery	TX	Licensed Specialist in School Psychology, Diagnostician
Beyond Therapy Educational Solutions	Dallas	TX	Speech Therapy, Occupational Therapy, Diagnosticians, Licensed Specialist in School Psychology
Brazos Media Technologies, LLC	Waco	TX	Does not meet RFP Scope
Candor Consulting and Diagnostics, LLC	Belton	TX	Diagnostician, Speech Therapy, Physical Therapy, Occupational Therapy, Licensed Specialist in School Psychology, Testing and Referrals
Dr. Ruby K. Payne, dba aha! Process, Inc.	Highlands	TX	Does not meet RFP Scope
National Recruiting Consultants	CARROLLTON	TX	Diagnostician, Speech Therapy, Physical Therapy, Occupational Therapy, Licensed Specialist in School Psychology
Nova Health Therapies, Inc.	San Jose	CA	Diagnostician, Speech Therapy, Physical Therapy, Occupational Therapy, Licensed Specialist in School Psychology, Orientation and Mobility
Orange Tree Staffing, LLC	Winter Park	FL	Diagnostician, Speech Therapy, Physical Therapy, Occupational Therapy, Licensed Specialist in School Psychology and Orientation Mobility

Responding Supplier	City	State	Services Provided
Salinas Educational Services, LLC	Bolingbrook	IL	Diagnostician, Speech Therapy, Physical Therapy, Occupational Therapy, Licensed Specialist in School Psychology, Orientation Mobility, Testing and Referrals
Specialized Assessment & Consulting	Houston	TX	Diagnostician, Speech Therapy, Physical Therapy, Occupational Therapy, Licensed Specialist in School Psychology, Orientation Mobility
Spontaneous Expressions LLC	Georgetown	TX	Speech Therapy
STAR Autism Support	Portland	OR	Diagnostician, Speech Therapy, Physical Therapy, Occupational Therapy
Sunbelt Staffing LLC	Oldsmar	FL	Diagnostician, Speech Therapy, Physical Therapy, Occupational Therapy, Licensed Specialist in School Psychology, Orientation Mobility

Waco Independent School District

Board of Trustee Meeting Agenda Item

Date: June 10, 2021

Contact Person: S. Smith

RE: Purchases over \$50,000 Under Pre-Existing Bid, Purchasing Cooperative, or Allowed Professional Service

=====

Background Information:

In April 2020, the Board approved a change in Board Policy CH (Local) that requires all purchase requests over \$50,000 to be approved by the Board of Trustees prior to being made. These purchases will be made under a pre-existing bid or purchasing cooperative. The following purchase requests have been made as of June 10, 2021:

Pre-Existing Bid:

- Oriental Trading, \$70,390.22 - instructional materials for kindergarten learning centers. Waco ISD Bid #17-091-Instructional Supplies
- Lakeshore, \$86,162.81- instructional materials for kindergarten learning centers. Waco ISD Bid #17-091-Instructional Supplies

Purchasing Cooperative:

- TCEA, \$84,400 - Virtual learning opportunities for teachers including Seesaw, Canvas, Google, Chromebook, Remote Learning. BuyBoard contract #579-19 Technology Equipment, Products, Services and Software.
- Estrellita, \$52,907.58 - Instructional materials needed for literacy instruction for Spanish speaking students participating in Waco ISD's Bilingual program. BuyBoard contract #573-18 Instructional Materials and Classroom Teaching Supplies and Equipment
- Virco, \$208,469 - Classroom furniture for the Lake Air Montessori program, grades Prekindergarten 3 through Kindergarten. US Communities 2021 Contract #-\$-TC-18004 Classroom Furniture.
- Education Service Center Region 12, not to exceed \$85,000 - The amount depends upon how many teachers register for the \$400 class. It is anticipated that 200 will attend, which would be approximately \$80,000. Reading Academy training, ESC12 Cooperative and TEA approval as noncompetitive procurement.

Fiscal Implications:

The cost of these goods and services will be charged to the appropriate departmental budget.

Administrative Recommendation(s):

The Administration recommends that the Board of Trustees approve the purchase requests over \$50,000, as presented.

Waco Independent School District

Board of Trustee Meeting Agenda Item

Date: June 10, 2021

Contact Person: S. Davis/I. Carrera

RE: Resolution Identifying Hazardous Traffic Conditions

=====

Background Information:

Texas Education Code 42.155(d) allows Districts to obtain supplemental state funding for transporting regular, otherwise ineligible students who live within two miles of their school but who would be subject to hazardous traffic conditions if they walked to school. The state will compensate Waco ISD a maximum of 10% of the state funded budget for hazardous routes within the two-mile limit. Using a standardized matrix with various safety and traffic criteria, the Transportation Department evaluates the hazardous walkout areas in the District to ensure that students have a safe walking path to school and annually makes recommendations for the adoption of a resolution regarding Hazardous Traffic Conditions.

The Administration has identified the specific hazardous areas in which such conditions exist for the 2021-2022 school year. These areas are identified in the attached Resolution.

Fiscal Implications:

The Resolution regarding hazardous traffic conditions allows the District to secure transportation funding based on hazardous traffic conditions. The state will compensate Waco ISD a maximum of 10% of the state funded budget for hazardous routes within the two-mile limit.

Administrative Recommendation(s):

The administration recommends that the Board of Trustees approve the Resolution Regarding Hazardous Traffic Conditions, as presented.

RESOLUTION REGARDING HAZARDOUS TRAFFIC CONDITIONS

WHEREAS, Texas Education Code 42.155(d) allows the Board of Trustees of the Waco Independent School District to obtain supplemental state funding for transporting regular, otherwise ineligible students who live within two miles of their school but who would be subject to hazardous traffic conditions if they walked to school;

WHEREAS, the TEA handbook of School Transportation Allotments requires the Board to adopt language providing the definition of hazardous traffic conditions applicable to the District and identifying the specific hazardous areas for which such funding is requested;

WHEREAS, the Board acknowledges the Texas Education Code 42.155(d) provisions stating that a hazardous condition exists where no walkway is provided and students must walk along or cross a freeway or expressway, an underpass, an overpass or a bridge, an uncontrolled major traffic artery, an industrial or commercial area, or another comparable condition;

NOW THEREFORE BE IT RESOLVED that the Board of Trustees of the Waco Independent School District has defined hazardous traffic conditions in the same manner as stated in Texas Education Code 42.155(d) and has identified the following specific hazardous areas in which such conditions exist:

1. Alta Vista Elementary School - New Road between I-35 and Robinson Road; Robinson Road between New Road and Primrose Drive; Primrose Drive between I-35 and Robinson Road
2. Bells Hill Elementary School - South Valley Mills Drive between Clay Avenue and I-35; South 26th Street between Clay Avenue and I-35; Speight Avenue between South Valley Mills Drive and 18th and 17th Streets; Dutton Avenue between South Valley Mills Drive and South 26th Street; Clay Avenue between South Valley Mills Drive and South 18th and 17th Streets
3. Brook Avenue Elementary School - North 18th Street between Colcord Avenue and Herring Avenue
4. Cedar Ridge Elementary School - Lake Shore Drive between College Drive and Park Lake Drive; North 19th and 18th Streets between Lyle Avenue and Lake Shore Drive
5. Crestview Elementary School - Bosque Boulevard between Lake Air and New Road; Sanger Avenue between New Road and South Valley Mills Drive; North 36th Street between Franklin Avenue and Bosque Boulevard
6. Dean Highland Elementary School - Lyle Avenue between North 18th Street and McArthur Avenue; Herring Avenue between North 18th Street and McArthur Drive; 26th Street between Maple and Herring Avenues
7. J. H. Hines Elementary School - I-35 between Martin Luther King Boulevard and Forrest Street; East Waco Drive between Dallas Street and Clifton Street

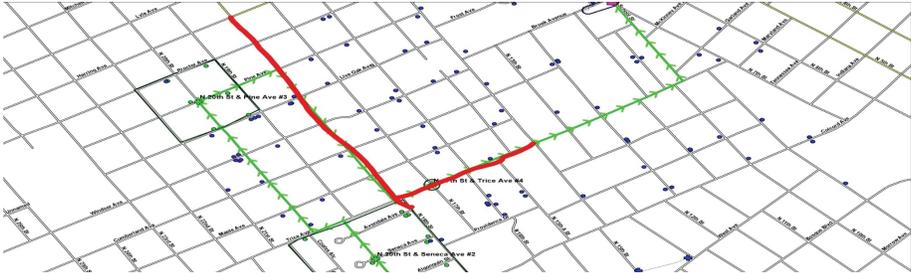
8. Kendrick Elementary School - New Road between Beverly Drive and Bagby Avenue; Memorial Drive between New Road and South Valley Mills Drive
9. Mountainview Elementary School - Cobbs Drive between Valley Mills Drive and Lake Air Drive
10. Parkdale Elementary School - Sanger Avenue between Valley Mills Drive and Highway 6; Bosque Boulevard between Highway 6 and Valley Mills Drive; Lake Air Drive between Sanger Avenue and Bosque Boulevard
11. South Waco Elementary School - South 18th Street between I-35 and LaSalle Avenue; Garden Drive between 4th Street and 16th Street
12. West Avenue Elementary School – North 18th and 17th Streets between Bosque Boulevard and West Waco Drive; Waco Drive between 22nd and 5th Streets
13. Cesar Chavez Middle School - Valley Mills between Beverly and I-35; LaSalle Avenue between University Parks Drive and the Circle; South 17th and 18th Streets between LaSalle Avenue and I-35
14. G. W. Carver Middle School - East Waco Drive between Clifton Street and Martin Luther King Boulevard; East Herring Avenue between Waco Drive and Gholson Road; Martin Luther King Boulevard between Waco Drive and Herring Avenue
15. Indian Spring Middle School - Waco Drive between 4th and 5th Streets; 4th Street between Waco Drive and Washington Avenue; University Parks Drive between Washington Avenue and Waco Drive
16. Tennyson Middle School - Sanger Avenue between Highway 6 and Valley Mills Drive; Highway 6 between Highway 84 and Bosque Boulevard; Highway 84 between Highway 6 and Valley Mills Drive; Valley Mills Drive between Highway 6 and Bosque Boulevard
17. Waco High School - 18th Street between Waco Drive and Lyle Avenue; Lyle Avenue between 18th and 41st Streets; Cobbs Drive between 41st Street and Valley Mills Drive; Lake Air Drive between Cobbs Drive and Valley Mills Drive; Waco Drive between Valley Mills Drive and 18th Street; New Road between Valley Mills Drive and Cobbs Drive; Bosque Boulevard between Valley Mills Drive and 18th Street
18. University High School - I-35 between Highway 6 and Valley Mills Drive; Highway 6 between I-35 and North Robinson Drive; North Robinson Drive between Highway 6 and LaSalle Avenue

ADOPTED THIS 10TH DAY OF JUNE, 2021.

WACO INDEPENDENT SCHOOL DISTRICT

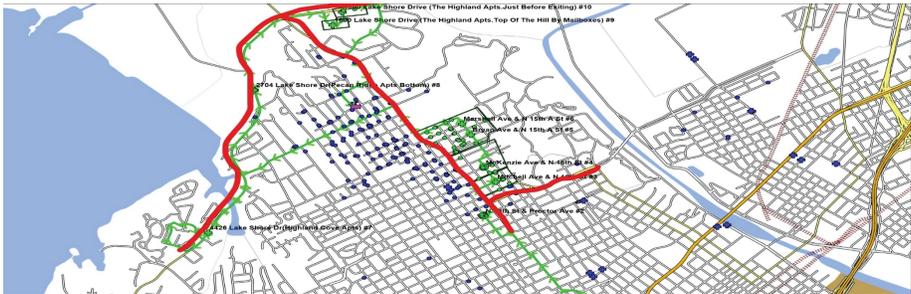
By: _____
 President, Board of Trustees

Brook Avenue Elementary



Brook Avenue Elementary School - North 18th Street between Colcord Avenue and Herring Avenue

Cedar Ridge Elementary



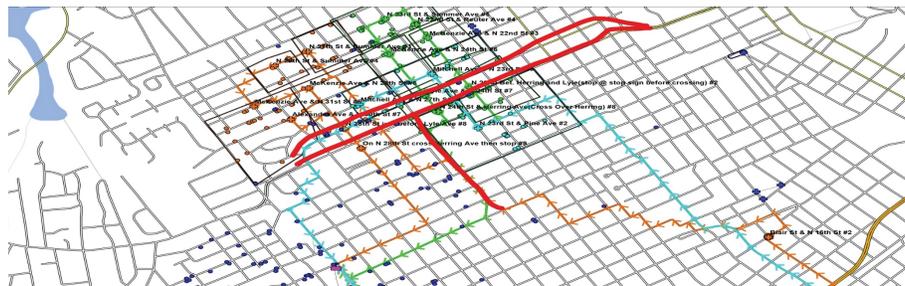
Cedar Ridge Elementary School - Lake Shore Drive between College Drive and Park Lake Drive; North 19th and 18th Streets between Lyle Avenue and Lake Shore Drive

Crestview Elementary



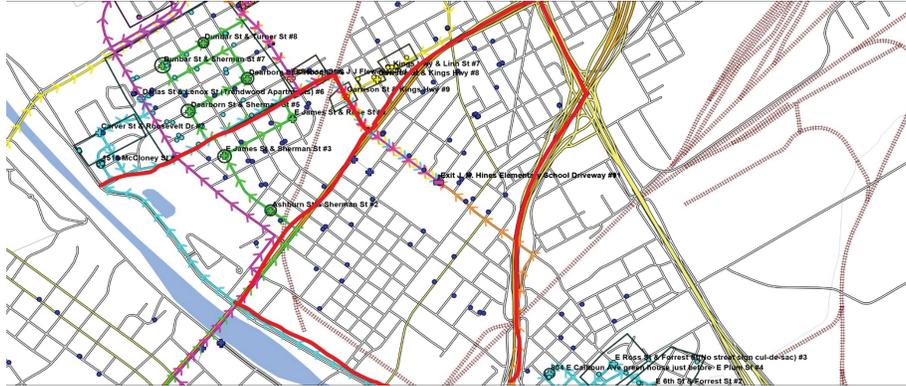
Crestview Elementary School - Bosque Boulevard between Lake Air and New Road; Sanger Avenue between New Road and South Valley Mills Drive; North 36th Street between Franklin Avenue and Bosque Boulevard

Dean Highland Elementary



Dean Highland Elementary School - Lyle Avenue between North 18th Street and McArthur Avenue; Herring Avenue between North 18th Street and McArthur; 26th Street between Maple and Herring Avenues

J. H. Hines Elementary



J. H. Hines Elementary School - I-35 between Martin Luther King Boulevard and Forrest Street; East Waco Drive between Dallas Street and Clifton Street

Kendrick Elementary



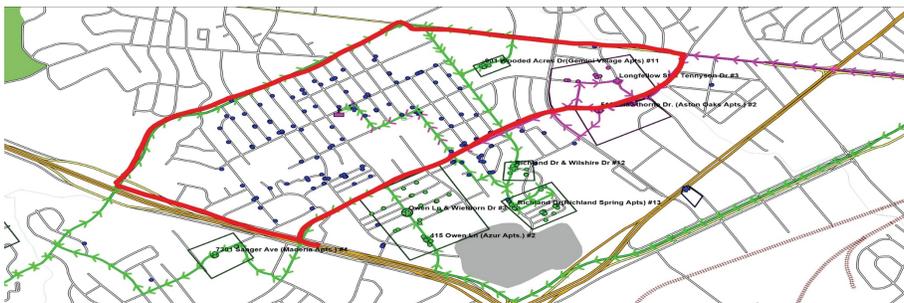
Kendrick Elementary School - New Road between Beverly Drive and Bagby Avenue; Memorial Drive between New Road and South Valley Mills Drive

Mountainview Elementary



Mountainview Elementary School - Cobbs Drive between Valley Mills Drive and Lake Air Drive

Parkdale Elementary



Parkdale Elementary School - Sanger Avenue between Valley Mills Drive and Highway 6; Bosque Boulevard between Highway 6 and Valley Mills Drive; Lake Air Drive between Sanger Avenue and Bosque Boulevard

South Waco Elementary



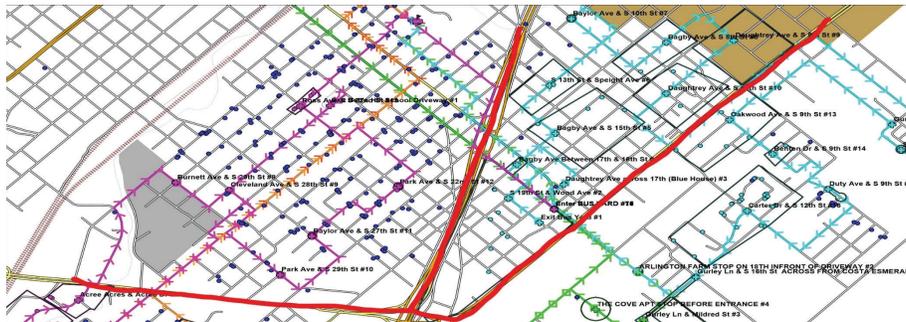
South Waco Elementary School - South 18th Street between I-35 and LaSalle Avenue; Garden Drive between 4th Street and 16th Street

West Avenue Elementary



West Avenue Elementary School – North 18th and 17th Streets between Bosque Boulevard and West Waco Drive; Waco Drive between 22nd and 5th Streets

Cesar Chavez Middle School



Cesar Chavez Middle School - Valley Mills between Beverly and I-35; LaSalle Avenue between University Parks Drive and the Circle; South 17th and 18th Streets between LaSalle Avenue and I-35

G. W. Carver Middle School



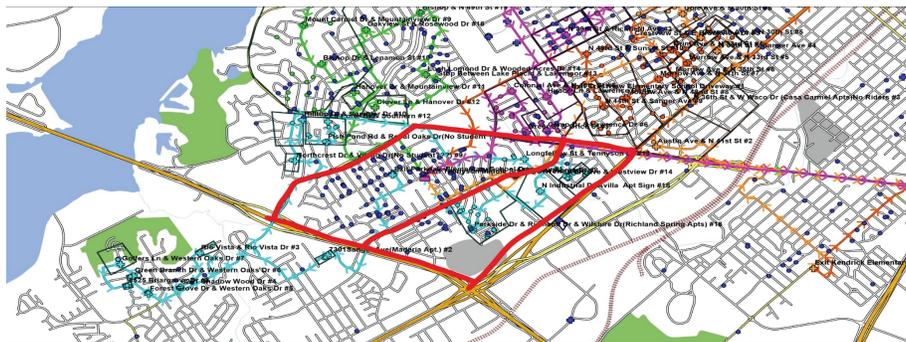
G. W. Carver Middle School - East Waco Drive between Clifton Street and Martin Luther King Boulevard; East Herring Avenue between Waco Drive and Gholson Road; Martin Luther King Boulevard between Waco Drive and Herring Avenue

Indian Spring Middle School



Indian Spring Middle School - Waco Drive between 4th and 5th Streets; 4th Street between Waco Drive and Washington Avenue; University Parks Drive between Washington Avenue and Waco Drive

Tennyson Middle School



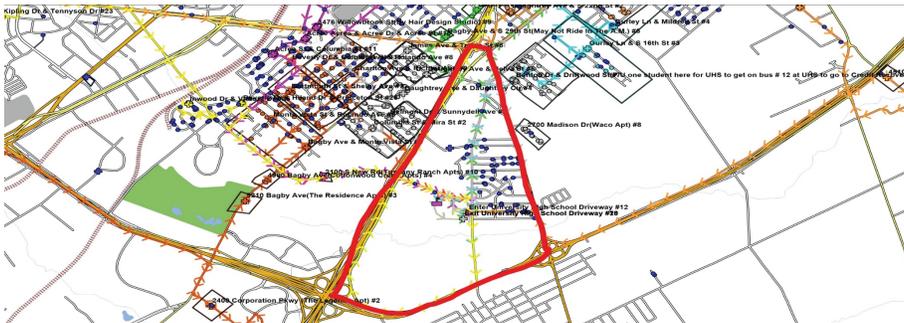
Tennyson Middle School - Sanger Avenue between Highway 6 and Valley Mills Drive; Highway 6 between Highway 84 and Bosque Boulevard; Highway 84 between Highway 6 and Valley Mills Drive; Valley Mills Drive between Highway 6 and Bosque Boulevard

Waco High School



Waco High School - 18th Street between Waco Drive and Lyle Avenue; Lyle Avenue between 18th and 41st Streets; Cobbs Drive between 41st Street and Valley Mills Drive; Lake Air Drive between Cobbs Drive and Valley Mills Drive; Waco Drive between Valley Mills Drive and 18th Street; New Road between Valley Mills Drive and Cobbs Drive; Bosque Boulevard between Valley Mills Drive and 18th Street

University High School



University High School - I-35 between Highway 6 and Valley Mills Drive; Highway 6 between I-35 and North Robinson Drive; North Robinson Drive between Highway 6 and LaSalle Avenue

Waco Independent School District

Board of Trustee Meeting Agenda Item

Date: June 10, 2021

Contact Person: Dr. Susan Kincannon

RE: Review and Discuss the Facilities Long-Range Master Plan

=====

Background Information

In January 2020, O’Connell Robertson was recommended for professional architectural services for Waco ISD. Beginning with the February 2020 Board meeting, the Board was introduced to the facilities master planning process. Since that time, the Board has received reports and discussed the facilities condition assessment (May 2020), facility capacity data (June 2020), educational suitability assessments (June 2020), and educational visioning (October 2020).

In December 2020, the Board approved the proposal from O’Connell Robertson for the community engagement and facilities master planning process. That process began in January 2021 with a Community Advisory Committee (CAC). Over the course of eight meetings, the CAC reviewed and discussed data and reports from staff on facilities conditions, educational suitability, and educational vision. In addition, the CAC reviewed the district’s bond debt capacity and demographic trends and predictions. The process concluded with final recommendations by the CAC on Monday, May 24.

Early in the committee’s process, CAC members began focusing on some of the district’s oldest buildings: Waco High School built in 1961, G.W. Carver and Tennyson middle schools built in the 1950s, and Kendrick Elementary built in 1952. While all four campuses had some renovations in the intervening decades, the committee concluded that the buildings do not meet the educational needs of today’s students and that it makes more sense to replace the existing campuses with new buildings at their current location than to incur the high maintenance costs anticipated over the next 10 to 15 years.

In some cases, the committee also discussed replacing existing campuses with larger buildings that could serve more students and, in doing so, offer more academic programs while reducing administrative costs. One possibility discussed was to build a replacement for G.W. Carver Middle that would be large enough to accommodate the students currently attending both G.W. Carver and Indian Spring middle schools. Another was to build a larger Kendrick Elementary that could also serve many of the students currently attending Alta Vista Elementary.

At this meeting, architects from O'Connell Robertson will present the Facilities Long-Range Master Plan including committee recommendations to the Board of Trustees.

Fiscal Implications

The estimated cost of building a new high school, two new middle schools, a new elementary school and renovations to an existing elementary school is \$376.1 million. As of May 24, 2021, the estimated tax impact is 12.49 cents per \$100 of assessed valuation or \$12.23 per month for the average homeowner in Waco ISD.

Administrative Recommendation(s):

Report Only.



Waco Independent School District
June Board Meeting
06.10.2021

Construction Delivery Methods for ISDs

The legally prescribed procedure for building a project.

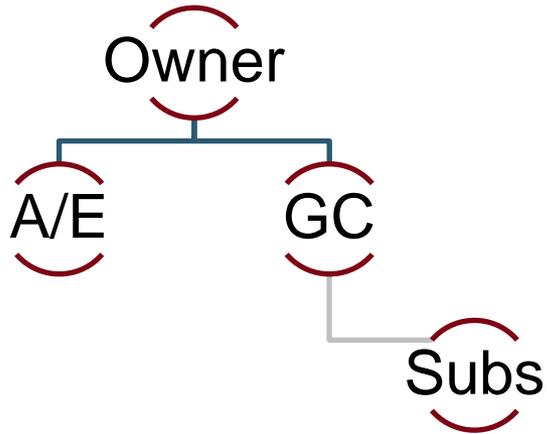
1. Competitive Bidding
(selection based on low bid)
2. Job Order Contracting
(minor repairs or alterations)
3. Construction Manager - Agent
4. Design Build
5. Competitive Sealed Proposals
6. Construction Manager - At Risk

Texas Education Code 44.031

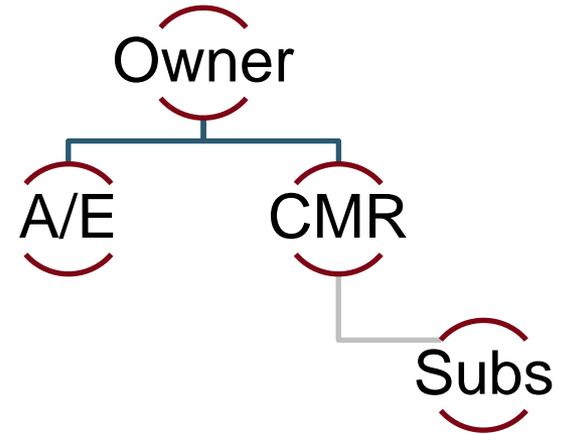
Except as provided by this subchapter, all school district contracts...valued at \$50,000 or more in the aggregate for each 12-month period shall be made by the method, of the following methods, that provides the best value for the district:

(5) a method provided by Chapter 2269, Government Code, for construction services; [...]

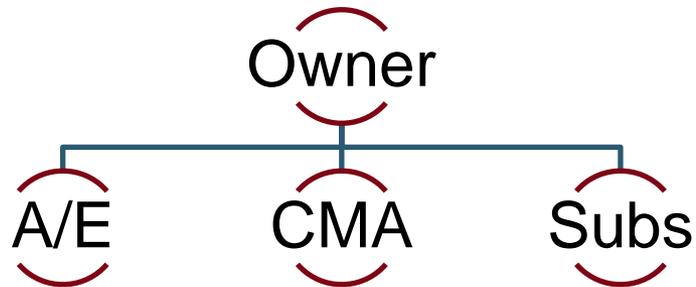
Competitive Bid or Competitive Sealed Proposal



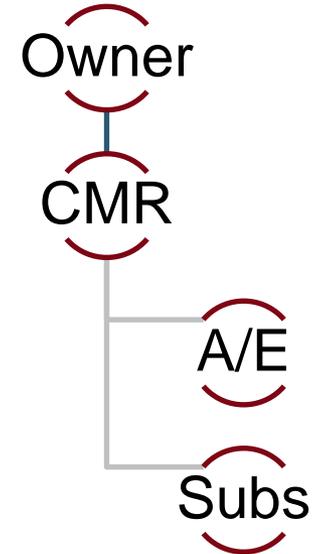
Construction Manager – At Risk



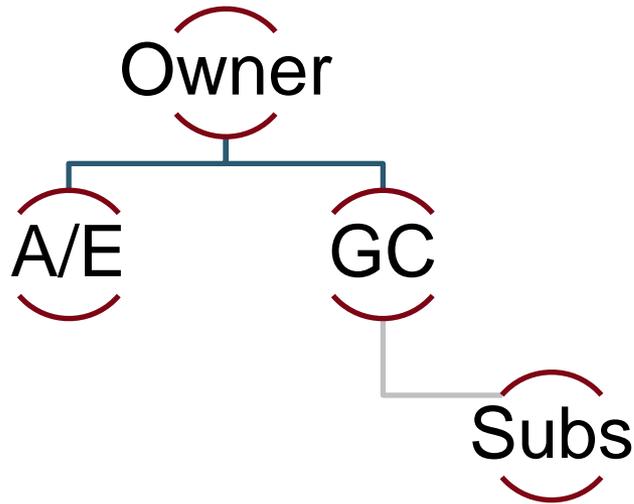
Construction Manager - Agent



Design / Build

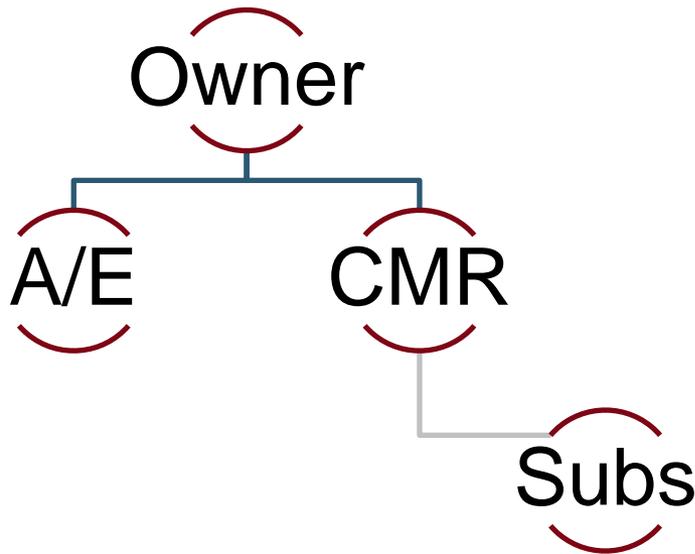


Competitive Sealed Proposal



- Owner hires Architect
- Architect designs project
- Owner bids to multiple GC's
- GC submits bid/price, also responds to an RFP with other information/qualifications
- GC selection is based on low price *and other information submitted*
- GC holds subcontracts and builds project

Construction Manager at Risk (CMR)



- Owner hires Architect and CMR
- Architect Designs Project while CMR provides preconstruction services, input
- CMR bids to Trade Subcontractors, owner input
- **CMR holds subcontracts and builds project**
- **CMR is selected based on *qualifications***
- **Pre-construction services from CMR include cost estimating, scheduling, constructability reviews, and value engineering**

Contracting Methods – Pros + Cons

Competitive Sealed Proposal

Pros:

- Pricing part of process is transparent and understood (same as competitive Bidding)
- **Predetermined “weight” given to qualifications criteria** established by District

Cons:

- No contractor input during design
- Can be adversarial on scope issues
- **Slower delivery** method from start to finish
- Tendency for more change orders

Construction Manager at Risk (CMR)

Pros:

- Can accommodate **faster schedule with multiple bid packages**
- Design reviews, constructability input can help create savings
- Input on schedule and phasing during design and bidding
- **CMR is financially responsible for cost and schedule**
- Fewer change orders and claims

Cons:

- Requires a GC capable of acting as CMR
- Possible perception of less transparency



O'CONNELL
ROBERTSON



Leading to the Future

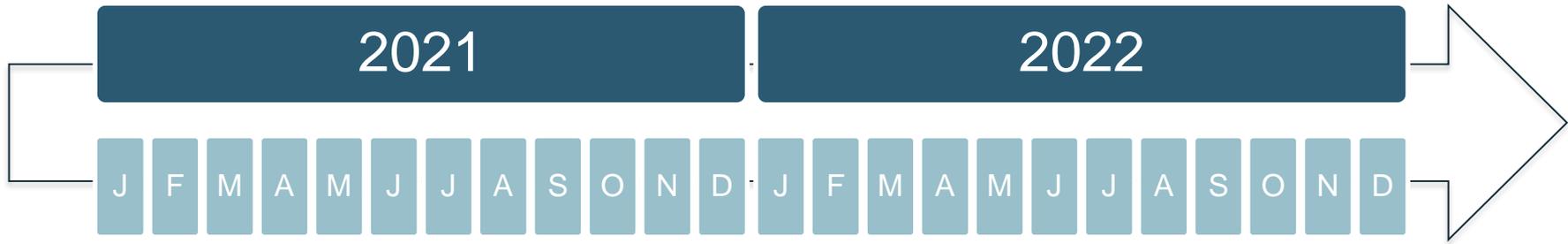
- 2 years
- Community Members, Board of Trustees, District Leadership, Administration, Campus Staff
- 40+ Meetings

WISD Facilities Master Plan Elements:

1. Demographics
2. Facilities Assessment
3. Educational Suitability
4. Educational Vision
5. District Vision + Goals
6. Guiding Principles
7. HS / MS / ES Strategies
8. Financial Capacity
9. Implementation

Facilities Master Plan: a 10 to 15-year strategy for Waco ISD for alignment of education vision and facilities while accommodating student enrollment and demographics as well as addressing on-going maintenance and operational needs.

Bond Planning: a 3 to 5-year single phase of the Facilities Master Plan addressing facilities, technology, land purchases, and/or transportation needs of the District



A November '21 Bond



B May '22 Bond



Facilities Master Plan Process



Facilities Long-Range Master Plan

Waco Independent School District

June 10, 2021





Board of Trustees (2020-2021)

- Angela Tekell, *President*
- Allen Sykes, *Vice President*
- Norman Manning, *Secretary*
- Cary DuPuy
- Stephanie Korteweg
- Robin Houston
- Jose Vidaña

Board of Trustees (2021-2022)

- Angela Tekell, *President*
- Stephanie Korteweg, *Vice President*
- Jose Vidaña, *Secretary*
- Allen Sykes
- Cary DuPuy
- Keith Guillory
- Jeremy Davis

Project Executive Committee Resources

Dr. Susan Kincannon - *Superintendent of Schools*

Kyle DeBeer - *Chief of Staff*

Deena Cornblum - *Asst. Superintendent of Curriculum & Instruction*

Sheryl Davis - *Assistant Superintendent of Finance*

Joshua Wucher - *Executive Director of Communications*

Jerry Allen - *Executive Director of Technology and Innovation*

Israel Carrera - *Executive Director of Operations*

Kevin Hafer - *Assistant Director of Maintenance*

Alex Villanueva - *Asst. Director of Facilities & Preventative Maintenance*

Community Facility Committee Members

Laura Alford

Jessica Attas

John Bible

Josh Blake

Taylor Bledsoe

Josh Borderud

Gretchen Braunstein

Josh Caballero

Larry Carpenter

Issac Carrier

Vera Castillo

Andre Chapa

Dustin Chapman

Anna Clark Martinez

Jackye Clayton

Mary Collins

Kris Collins

Samantha Craytor

Jeremy Davis

Malcolm Duncan

Rick Dunn

Deidra Emerson

Francene Francis

Felicia Goodman

Keith Guillory

Rich Haskett

Lindsey Helton

Peaches Henry

Tiffany Hogue

K. Paul Holt

LaQuan Hughes

Emily Iazzetti

Julie Ingham

Gwen James

Marlon Jones

Jessica Juarez

Ben Lacy

Twana Lee

Areli Lopez

Ed Love

Angela Low

Isabel Lozano

Stephanie Mabry

Jennifer Manning

Robin McDurham

Donna McKethan

Johnnette McKown

Dillon Meek

Hope Mustakim

Amber Nava

Kris Olson

Lena Ortiz

Rachel Pate

Suzii Paynter March

Clint Peters

Sarah Pullen

Lorraine Randazzo

Randy Riggs

April Roberson

Misty Rodriguez

Hazel Rowe

Ashley Royal

Ilda Sabido

Lisa Saxenian

Tonee Shelton

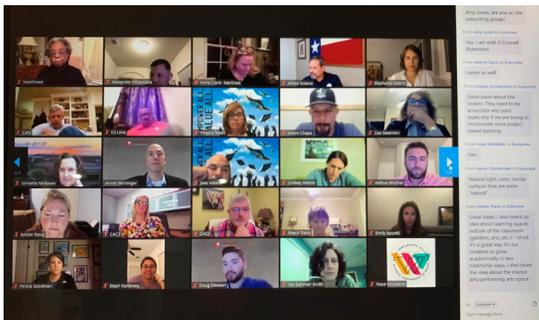
Alfred Solano

Tom Stanton

James Stewart

Joy Summar-Smith

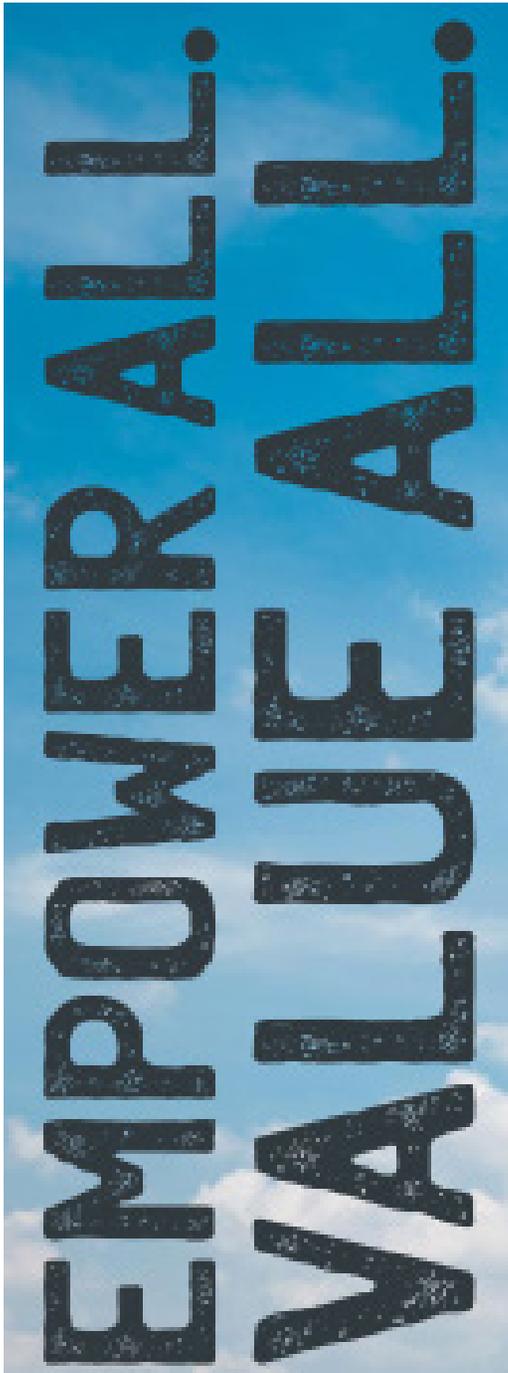
Aaron Zimmerman



Waco Independent School District (Waco ISD) was established in 1948, with the first free public schools in Waco dating back to 1882. Waco ISD now covers 61 square miles in McLennan County, with more than 2.6 million square feet of buildings and systems that were constructed between 1910 and 2012. The district includes 26 campuses, which provide teaching and learning environments for Waco's 15,000 students and 2,400 district staff.

In fall of 2019, the Waco ISD Board of Trustees selected O'Connell Robertson to create a Facilities Long-Range Master Plan to establish a framework for future improvements and possible bond programs. To provide background data for Waco ISD in setting goals for future facilities, the district engaged with additional consultants to perform detailed assessments and inform this Long-Range Master Plan:

1. Demographics, by *Templeton Demographics*, updated quarterly – provided an in-depth analysis of many aspects important to the districts's development plan, including annual enrollment changes, including impact of COVID-19, local economic activity – unemployment, job growth/decline, Waco ISD housing market activity, including sales, and new developments, TEA transfer reports – into and out of Waco ISD, and within Waco ISD as well as birth rate analysis and 10-year enrollment forecast. O'Connell Robertson used the provided enrollment numbers for the past school year and compared against the number and size of classrooms on each campus. Each school was individually checked against these numbers to find current facilities capacity.
2. Facility Assessment, by *Dude Solutions/Alpha*, completed March 2020 – assessed, itemized, and assigned a value to each component of the Waco ISD facilities. They checked life span and replacement value of like for like parts. Their services included:
 - Facility Condition + Site/Infrastructure Assessment Report,
 - Equipment Inventory,
 - 20-Year Capital Renewal Forecast,
 - Preventive Maintenance Schedules,
 - Fully Populated Capital Planning Software and CMMS Systems.
3. Educational Suitability Assessment, by *Waco ISD and O'Connell Robertson*, completed September 2020 - studied district facility's ability to perform as an educational institution, which considered 11 defined areas at each school: exterior, general building, academics + academic support, college + career readiness, library/media center, security, technology, furniture/fixtures + equipment, environmental quality, controllability of systems, facility organization + use.



4. Educational Vision, by Waco ISD and O'Connell Robertson, completed September 2020 - included meetings held with district leaders to discuss the education experience at the existing facilities and to share initial educational vision for the next five and ten years. These discussions have provided a target in aligning curriculum and instruction with programs and facilities.

Taken together, the assessments indicate that Waco ISD facilities face challenges in the years to come. The district's school buildings are aging, new educational philosophies are emerging, and the district's competitive environment is rapidly evolving, defined by shifting demographics, and emerging competition from nearby school districts and charter schools.

The Facility Conditions Assessment found that 43% of facilities need significant improvements while the Capacity Study showed that only 40% of schools are currently enrolled at their effective capacity. Assessments clearly showed that an investment in facility modernization is essential; current estimates indicate that the aging buildings immediately require more than \$55 million in maintenance and repairs with a 15 year need of \$500-550 million. For many facilities, the cost to repair rivals the cost of rebuilding. Meanwhile Waco ISD's newest schools support emerging approaches to learning, while most have outdated designs.

Declining and outdated facilities can hinder educational experiences: Students have trouble learning where building systems such as lighting, air quality, acoustics, furnishings, or technology fall short in serving their intended purpose. Current teaching methods require flexibility in the learning environment, something that was not anticipated in the previous generations of inflexible learning models, which many schools were originally designed around. Overcrowding of schools often means making use of portable classrooms that provide substandard learning environments, which then become permanent fixtures on campus even if originally intended as a temporary solution. Under enrolled campuses strain district resources as they require the same fixed costs per campus for a smaller number of students. In addressing failing facility conditions and updating district educational models, Waco ISD will provide opportunities for innovative and 21st Century learning, create a sense of pride for students, faculty and community members, and become a compelling educational resource to Waco ISD and neighboring communities.

O'Connell Robertson has been working with Waco ISD administrators and staff, the Board of Trustees, and the Community Advisory Committee to obtain feedback in determining the direction of the district as summarized on the following pages.

The mission of Waco ISD is to provide an educational foundation that empowers and values all.

District Vision

The vision of Waco ISD is to grow students and staff to create a better future for all.



District Goals

- Engage families and the community at the district level to support student achievement and enhance district goals.
- Recruit, develop and retain highly qualified teachers and staff to increase the percentage of teachers with more than five years of experience and decrease the turnover rate.
- Ensure a guaranteed and viable curriculum, customized to the needs of the district.
- Develop and implement plans, systems and processes to support improved campus A-F ratings, focusing on removing labels and ensuring academic success for students.
- Coordinate the entire instructional program, including federal resources, to support increased student achievement for all student groups.
- Create and sustain safe and supportive learning environments.
- Evaluate, develop and/or refine district processes and systems.
- Build capacity for school leadership.
- Provide technology to support teaching and learning initiatives and district operations.
- Ensure well-maintained, quality teaching and learning spaces.

Defining Key Characteristics in the Facilities Long-Range Master Plan

To assist Waco ISD in goal setting for future facilities, the district completed multiple assessments to inform this Long-Range Master Plan. This work, with key findings + recommendations summarized below, helped to define the Community Advisory Committee adopted goals that pertain to the Facilities Long-Range Master Plan.

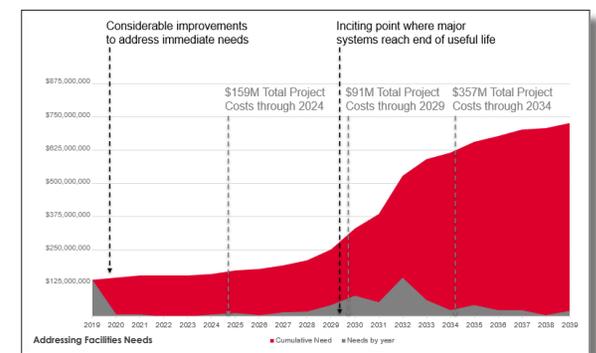
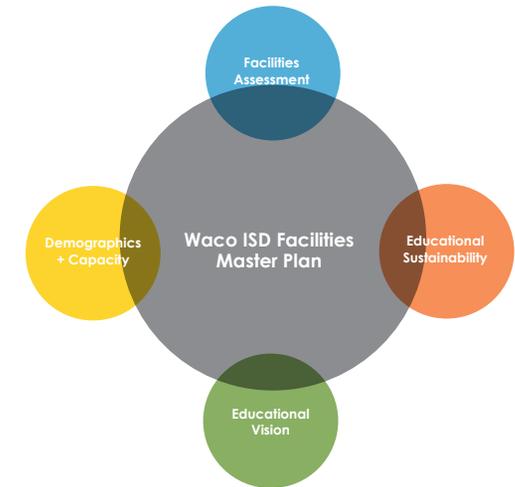
A Facilities Long-Range Master Plan defines a 10 to 15-year strategy for Waco ISD for alignment of educational vision and facilities, while accommodating student enrollment and demographics as well as addressing on-going maintenance and operational needs. The Waco ISD Board of Trustees will review the Facilities Master Plan and may identify the need for a Bond Program and Planning Process. This could be a 3 to 5-year single phase of the Facilities Long-Range Master Plan that may address facilities, technology, land purchases, and/or transportation needs of the district.

1. Demographics + Capacity: The evaluation of Waco ISD's permanent and temporary facilities considered both the total and effective capacity as well as the potential for growth within the district.

- » Waco ISD facilities are 66-75% utilized.
- » 1 campus is over permanent, effective capacity.
- » 86 portables (43 portable units) are currently used for classrooms, office, and storage.
- » Some core facilities (cafeterias) do not provide enough capacity in relation to the classroom capacity.

2. Facility Assessment: An assessment of the existing Waco ISD facilities with regards to their age, condition, and useful life was performed. Systems are replaced in a like-for-like scenario.

- » A pragmatic approach was implemented to comprehensively analyze the physical condition of Waco ISD building systems.
- » Immediate needs have been identified to maintain facilities in good working order.

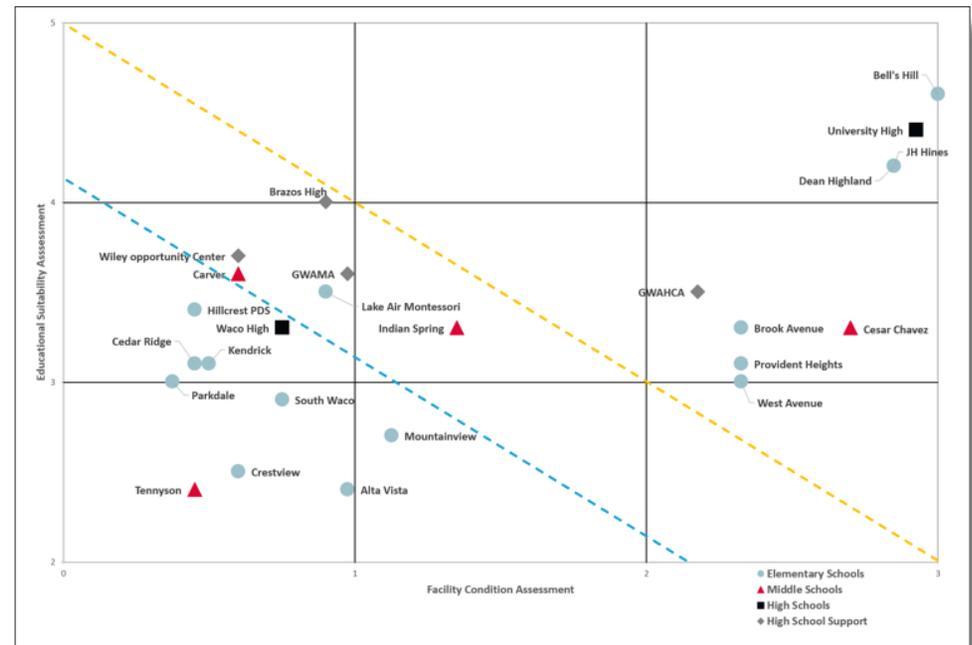
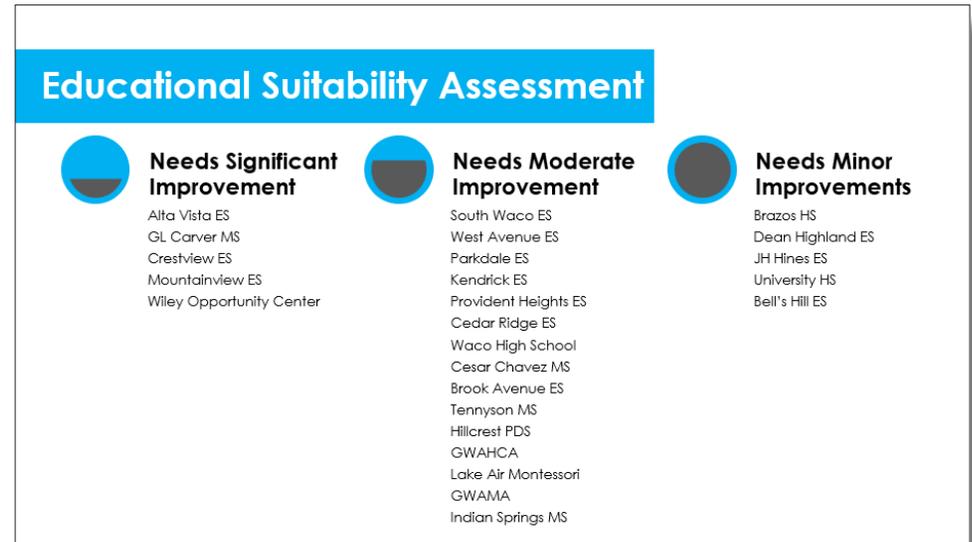


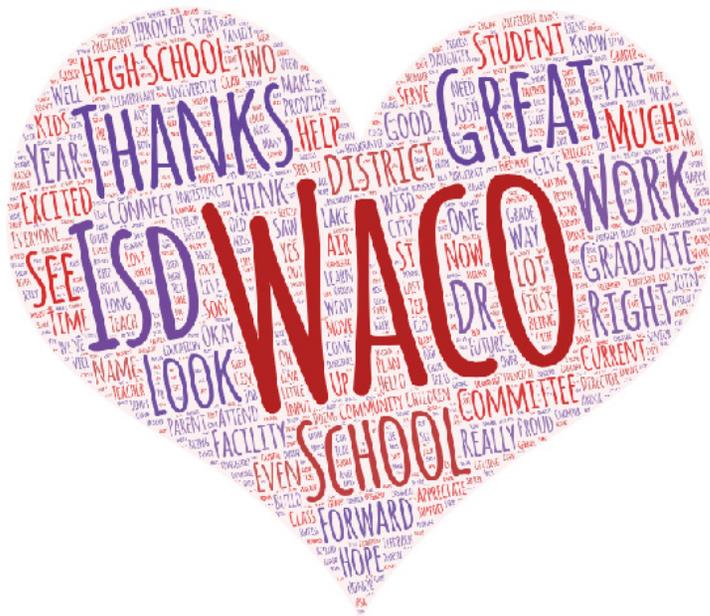
3. **Education Suitability:** A study of Waco ISD facilities and their support of education within the built environment. Factors include lighting, acoustics, flexibility, technology, furniture, and other elements.

- » Identified correlation between Age and Educational Suitability with some outliers.
- » College + Career Readiness is largest categorical opportunity.
- » Opportunities for Overall Facility Improvement include:
 - Project Based Learning
 - Student and Teacher Collaboration Areas
 - Pedestrian + Vehicular Access
 - Community Use of Facilities
 - Opportunities for Select Facility Improvement
 - Furniture, Fixtures, and Equipment
 - Security

4. **Educational Vision:** The vision for teaching and learning implemented throughout Waco ISD. The vision supports all academic areas, elementary through secondary education, including core curriculum, science + CTE, visual + performing arts, and athletics. Waco ISD's Vision for Life-Long Learners includes:

- » The ability to collaborate with others and work with diverse teams in a variety of contexts.
- » The ability to be self-directed and apply content knowledge in new and different ways.
- » The ability to integrate critical thinking, problem solving, and information literacy skills.
- » The appreciation of creativity and imagination.





If we could Dream – Highest Hopes

We asked Waco ISD stakeholders participating on the Community Facility Committee what outcomes they would like to achieve from the facility improvements process? The committee members responded:

- » Equitable access for students across the district
- » Become the place to be, a destination location
- » Inviting campuses for students and community
- » Up to date and well maintained schools inside and out
- » Innovative learning spaces and furniture
- » Facilities that facilitate quality instruction, improved teacher retention
- » No more portables
- » Facilities/technology/instructional resources that provide a premier educational experience for our stakeholders
- » Library and Media spaces that provide for breakout learning and training
- » Cost efficient improvements that provide for ease of maintenance
- » Student and staff centered outcomes
- » Spaces that instill pride for our students, staff and community
- » Facilities that will have an impact for the next 10 to 20 years
- » Improve the students and teachers performance
- » Implementing spaces for new education programs, such as ‘maker spaces’
- » Develop learning environments and experiences that students, parents, and teachers are proud to participate in and call their own, “That’s my school”
- » Spaces that communicate high expectations for teaching and learning
- » Where students go each day to learn communication, dedication, and excellence techniques
- » Align infrastructure (facilities, technology, etc.) with modern instructional methods and needs
- » Focus on return-on-investment projects for better economics and efficiencies
- » Develop a comprehensive list that documents all of Waco ISD’s needs
- » Consolidate campuses to save on overhead costs
- » Facilitate public input and communication to support/advocate for bond support

Examples of 21st Century Learning Environments



Evaluation Process

In developing this Long-Range Plan for Waco ISD, O'Connell Robertson worked with district staff and community members to review and obtain feedback for potential projects to be considered by the Board in determining the direction for the district. This process was guided by three primary principles, outlined below, and then further evaluated through key information gathered to define the best opportunities for potential projects, outlined below:

Guiding Principle #1

Create facilities throughout Waco ISD in support of the district's vision for academic excellence:

- » Student pride and attraction
- » Teacher retention
- » Individualized + Personal Learning
- » 21st Century Learning
- » Welcoming + Sustainable Environments

The planning process asked and then defined Waco ISD expectations for facilities in meeting educational needs – both current and future.

These discussions were evaluated by considering the intersections of findings from the Facility Conditions and Educational Suitability Assessments. As shown in the details of the proposed projects, recommendations for this guiding principle may include renovations, additions, and/or replacements of existing facilities.

Also influencing this guiding principle is Waco ISD's Vision for **Life-Long Learners**:

- » The ability to collaborate with others and work with diverse teams in a variety of contexts: Students learn in various ways – Replacing outdated learning environments that are geared toward stationary, front-facing instruction with flexible learning spaces for students and teachers would provide the foundation necessary to educate students in multiple ways and increase mastery of content.
- » The ability to be self-directed and apply content knowledge in new and different ways: A tech-enabled facility that includes versatile learning spaces across the campus would provide opportunity for students to engage in robust learning experiences that are currently not available.

- » The ability to integrate critical thinking, problem solving, and information literacy skills:
Facilities that are equipped to support teaching and learning that prepare students to encounter more complex life and work experiences would provide opportunities for students to apply learning in more meaningful ways.
- » Appreciation of creativity and imagination:
Facilities that are designed to inspire would provide an effective foundation for teachers to cultivate and nurture students' creativity, imagination, and unique talents.

Guiding Principle #2

Ensure equity across primary and secondary campuses for academic and co-curricular programs:

- » Work for All Students
- » Support Athletics + PFA Spaces
- » CTE Support
- » Special Education Support
- » Provide centralized modern libraries
- » Technology Support

Historically, each school has been run largely autonomously within Waco ISD which has resulted in an inequity of facility conditions and programs that can be offered. The planning process evaluated the lowest-rated schools and compared other schools in the district to define improvements. Several Community Advisory Committee members had the opportunity to visit and tour existing campuses to see the differences that exist across the district – these were shared and discussed in a virtual meeting and ultimately helped to identify the campus-specific targeted projects. Potential projects detailed in the next section would bring renovated or replacement campuses up to district standard and be equivalent to other schools in Waco ISD.

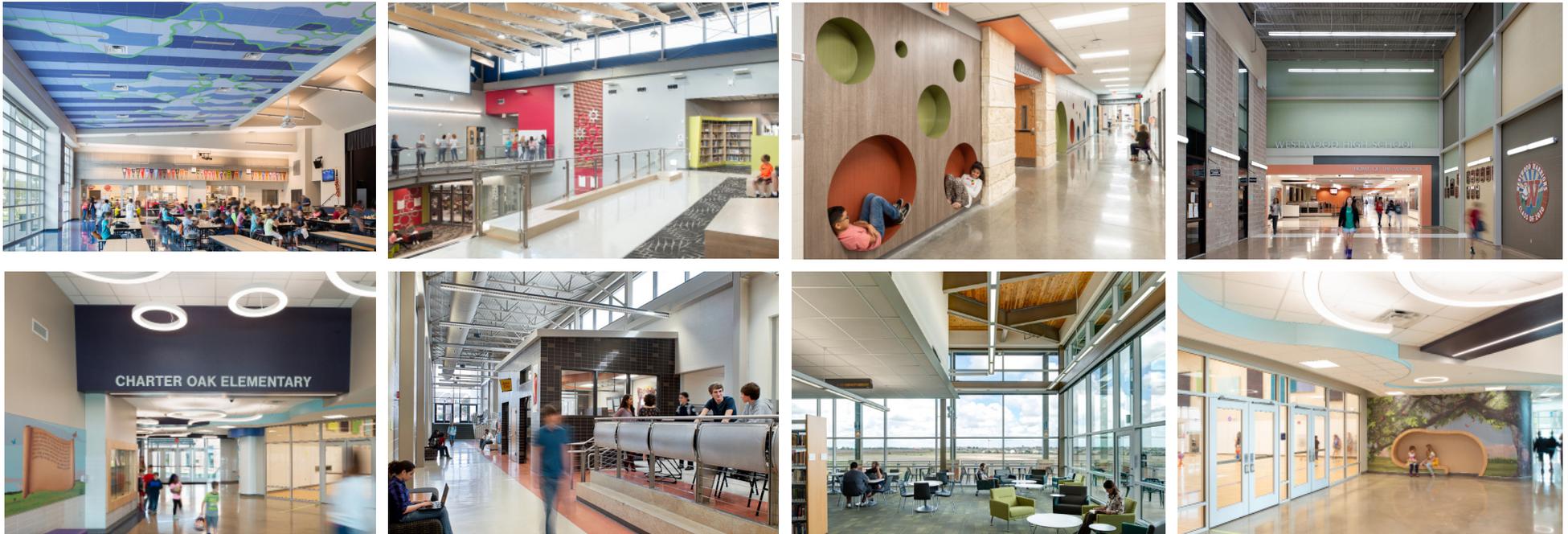
Examples of 21st Century Learning Environments



District-wide, technology improvements are needed across all campuses as bond funding becomes available. The overall goals for these improvements include:

- » Infrastructure: Continue to support top-notch private fiber lines on and between campuses
- » Disaster recovery system: Continue to support off-site facilities
- » Robust campus-wide Wi-Fi: Expand exterior services district-wide:
 - Current campuses: Waco HS, University HS, Cesar Chavez MS, Carver MS
 - Priority: provide service at all Middle School campuses, including Lake Air Montessori
 - Secondary priority: provide service at all Elementary School campuses
- » Instructional Technology: Provide infrastructure in all learning spaces to support Waco ISD's Minimum Technology Standards for In-Person instruction
- » Digital Learning Labs: Provide a minimum of one lab at each high school campus to support students remotely learning
- » Performing + Fine Arts: Provide support infrastructure for state-of-the-art technology systems in any renovations or new construction at high school campuses
- » Career + Technical Education: Provide equal systems at all high school campuses

Examples of 21st Century Learning Environments



Guiding Principle #3

Maintain and protect the community's investment in facilities while improving operational efficiency:

- » Address Facility Needs
- » Safe and healthy environments
- » Minimize operational costs while maximizing student opportunity

Waco ISD's 26 campuses include more than 2.6 million square feet of buildings and systems that were constructed between 1910 and 2012. The Facilities Conditions Assessment identified \$521M of improvements needed over the next 15 years. As Waco ISD addresses these physical improvements, there is also the need to balance future maintenance and operations expenses. In the potential projects detailed in the next section, the proposed solutions balance the concept of small community schools with the operational efficiency of larger campuses.

As identified in the Waco ISD capacity analysis, adequate permanent capacity exists within Waco ISD facilities to support the projected student enrollment. But there are many campuses in which their enrollment does not align with the facility capacity. To support this disparity, Waco ISD currently utilizes 45 portables – these contain 86 classroom-sized spaces that are being used in a variety of ways: for general classrooms, music + art, special education, offices, and storage.

- » Schools under effective capacity with portables include: Alta Vista ES, Cedar Ridge ES, Crestview ES, Parkdale ES, Lake Air Montessori, Mountainview ES, Provident Heights ES, South Waco ES, Hillcrest PDS Magnet, Cesar Chavez MS
- » Schools that are over the effective capacity with portables include: Hillcrest PDS Magnet, Kendrick ES, Tennyson MS

Examples of Modern Engineering Systems



Evaluations and Considerations

As the Community Advisory Committee considered the conditions of the existing facilities alongside the long-term educational visions for the district, the group evaluated various concepts and solutions at the high school, middle school, and elementary school levels. Each member considered and reviewed the concepts under the following lenses:

1. Impact to Curriculum + Instruction, Accountability – How will the proposed solution elevate the opportunities for students and teachers?
2. Ideal Campus Size/Community Learning Size – How do we find balance between number of students and opportunity for educational support?
3. Geographic Location/Campus Boundary/Neighborhoods – Does the location of the school have an impact on the community and students?
4. Historic Significance – Does the physical building have significance?
5. Feeder Patterns – How could the proposed solution affect the transition between elementary, middle, and high schools?
6. Enrollment + Capacity – Do the facilities have too much or too little capacity for now and into the future?
7. Facility Conditions Assessment + Educational Suitability of Existing Campuses – What is the condition of the building from a bricks and mortar and educational support focus?
8. Project Costs including construction + soft costs – What are the potential costs between the solutions?



FACILITIES MASTER PLAN IMPLEMENTATION

66

Potential Projects and Priorities

Through the Facility Master Plan process, the Community Advisory Committee used the eight lenses above to consider potential projects and priorities. The options presented evaluated maintaining the existing campuses as-is to comprehensive renovation and replacement projects. Along with the key facility characteristics, the Committee reviewed innovative 21st century schools. The following projects align with the Committee's assessment of highest priority and best opportunities for the future of Waco ISD:

97%
of CAC
supported

High School Grade Levels

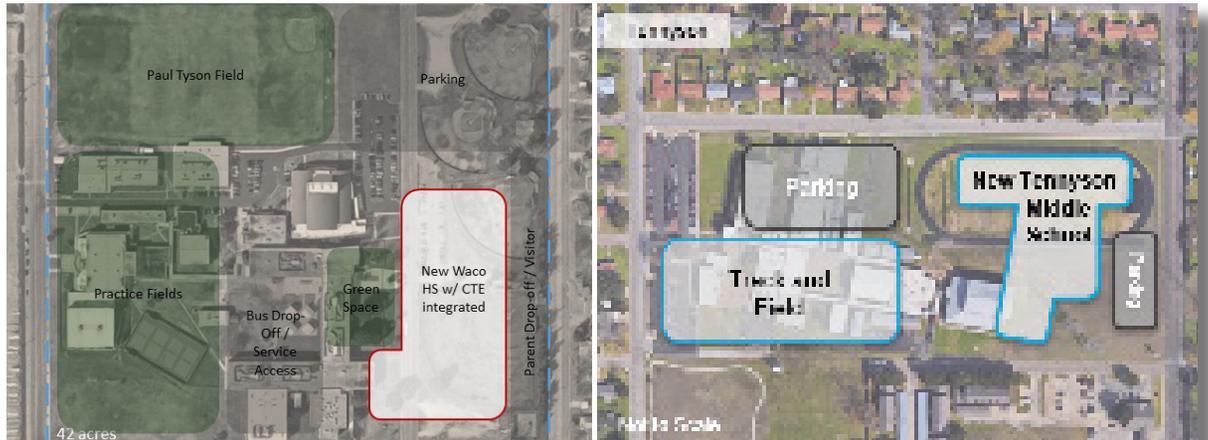
Waco ISD maintains two comprehensive High Schools and four Alternative High Schools. The future for High Schools will need to provide enrollment capacity for 4,500 students and address on-going facility condition and system improvements of approximately \$150M to 160M. University High School supports the best opportunity for students, with Waco High School having the greatest challenges. The Community Advisory Committee identified a replacement campus as the best solution of the options presented.

81%
of CAC
supported

Middle School Grade Levels

Waco ISD Middle Schools exist on four campuses that range in age from 1952 to 2003, with a total of over 488,000 square feet. These four campuses provide a capacity of 3,720 students with an average 10 year enrollment of 2,800 students. To address the facility conditions at these campuses it will cost approximately \$95M to \$100M. Weighing the long-term impact and opportunities of the facilities, the group identified the best opportunities as a replacement facility for Tennyson and a new, consolidated Carver and Indian Spring campus.

Potential Projects - High School and Middle School



83%
of CAC
supported

Elementary School Grade Levels

Waco ISD Elementary Schools exist on 15 campuses that range in age from 1910 to 2011, with a total over 1,044,000 square feet. The Elementary schools provide support and allocations for students based on neighborhoods, magnet schools, and the Waco Transformation Zone. The Community Advisory Committee reviewed and evaluated the geographic location, impact on operational staff and educational support, and the 9,020 student capacity with the projected 7,700 student enrollment to navigate the plan for elementary campuses. To address complexity of these challenges, the following three goals were identified:

- » Address Schools with the highest need
- » Provide additional educational support staff and increase operational efficiencies
- » Align campuses and capacity to demographers projected 10-year needs over multiple bond programs

Using these goals along with the key district characteristics, the Community Advisory Committee agreed that the immediate need is to address Kendrick, South Waco, and Alta Vista elementary schools. The long term priority was to continue an implementation plan of the long-term vision goals across all of Waco ISD elementary school campuses. In these discussions and evaluations, 83% of the CAC agreed with the long term vision and immediate priorities.

Additional Potential Projects

Based on findings and recommendations from the various assessments completed in preparation of this long-range plan, there are additional district-wide projects that may need to be considered and added in future bonds. Considerations for projects included support of wrap-around services, furniture replacement, elimination of portables, career and technical education programs and spaces, prekindergarten, and athletics. Some of these are stand-alone projects, while others may be incorporated into targeted and planned projects.

<p>MINOR to MODERATE need</p> <ul style="list-style-type: none"> • West Avenue • Provident Heights • Brook Avenue • Dean Highland • JH Hines • Bell's Hill • Lake Air Montessori 	<p>Maintain existing campuses through FCA + ESA needs</p>	<p>MINOR to SIGNIFICANT need</p> <ul style="list-style-type: none"> • Crestview • Alta Vista • Parkdale • Cedar Ridge • Mountainview • South Waco • Kendrick • Hillcrest PDS 	<p>New and/or Renovated Elementary Schools over time</p>
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Priorities

The facilities master planning process allowed District and Campus Leadership as well as members of the Community Advisory Committee to evaluate key characteristics of the facilities, identify highest hopes, and evaluate potential projects. The feedback provided during these sessions identified the following priorities:

Immediate Priority Projects:

- » Waco High School
- » Middle School Replacement for Carver/Indian Spring
- » Middle School Replacement for Tennyson
- » Elementary Schools: South Waco, Kendrick, and Alta Vista

Long Term Priorities included:

- » Continued development of the best opportunities for Waco ISD students from pre-kindergarten to student choice at high school
- » Implementation plan of the long-term vision goals across the portfolio of Waco ISD elementary school campuses.

Continuous On-Going Priorities were:

- » District Wide Goals
- » Capital Improvement Projects from Facility Conditions Assessment

Implementation

Over the ten to fifteen year vision cast by the Facilities Master Plan, the district will need to evaluate the potential projects paired with the current bond capacity. For the immediate priority projects, the community advisory committee provided ranked the four projects from highest to lowest for Waco leadership consideration. Subsequent phases should validate and reconfirm the focus, goals, and potential projects moving forward.

The Community Advisory Committee evaluated the initial bonding capacity estimates of the district. RBC Capital markets identified various scenarios and their impact on the tax rate with the following three most supported: \$250M (\$0.646 increase), \$300M (\$0.0951 increase), and \$350M (\$0.1325). These elements will need to be considered by Waco ISD for future bond programs.



Immediate Priorities

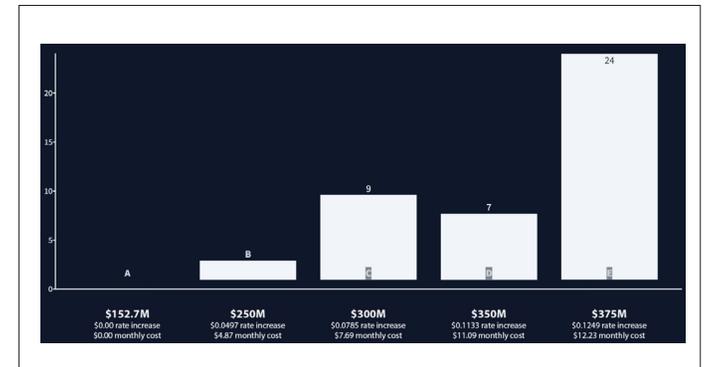
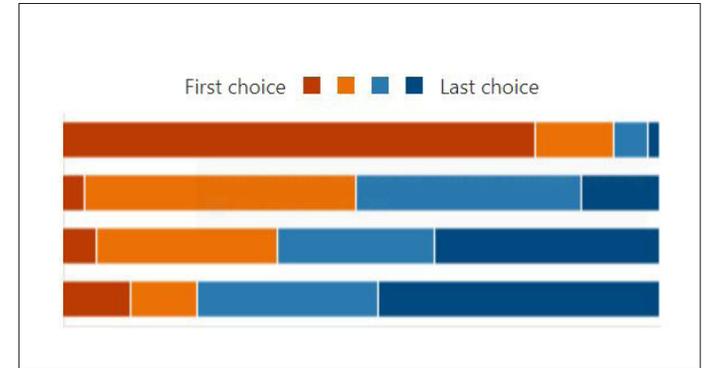
- Waco High School
- Middle School Replacement for Carver and Indian Spring
- Middle School Replacement for Tennyson
- New Elementary for Alta Vista / Kendrick + Additions / Renovations for South Waco



Long Term Priorities

- Continued development of the best opportunities for Waco ISD students from pre-kindergarten to student choice at high school
- Implementation of the long-term vision goals across the portfolio of Waco ISD elementary school campuses.
- District Wide Goals
- Capital Improvement Projects from FCA

Waco ISD Facilities Master Plan

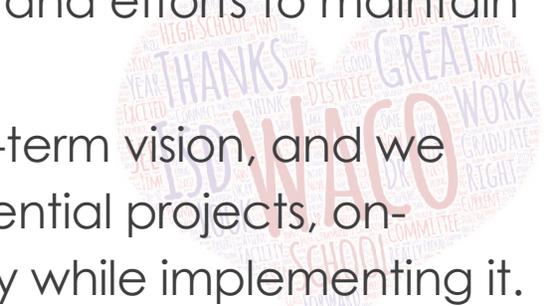


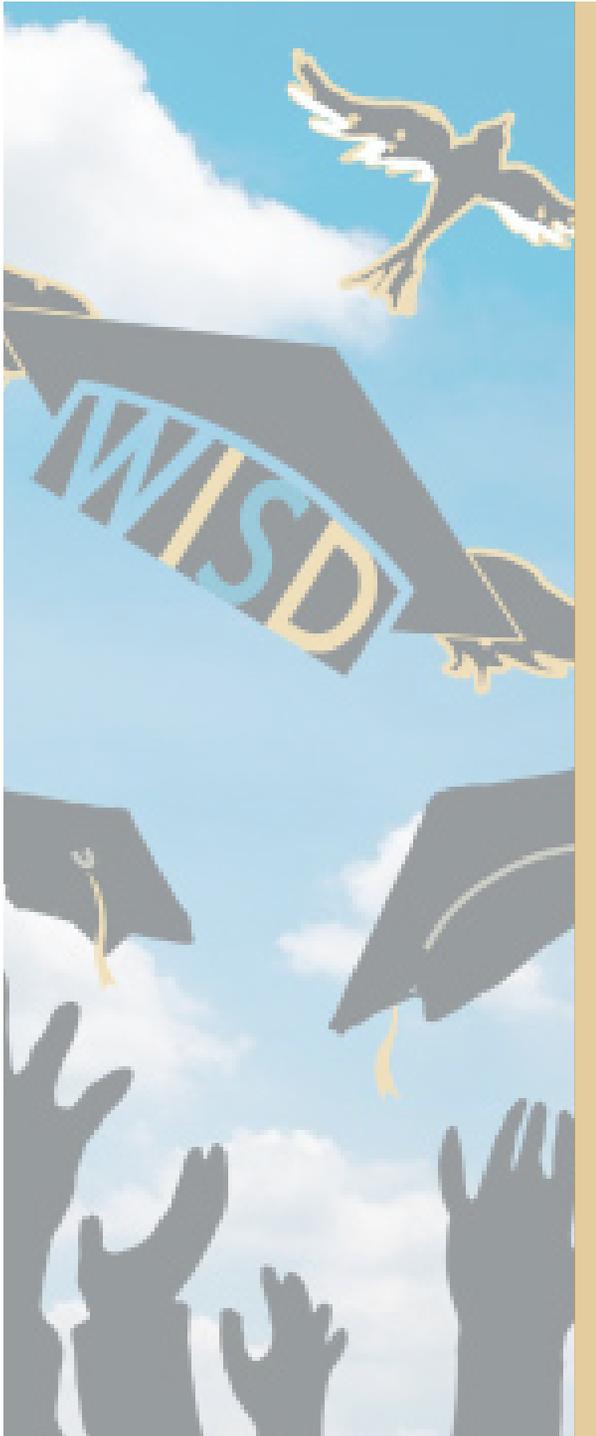
FACILITIES MASTER PLAN IMPLEMENTATION

Over the past five months, Waco ISD's Community Advisory Committee has carefully studied the District's facility conditions, educational vision, demographics and financial capacity. Through this process, we have concluded that facility improvements are needed to support our shared vision for academic excellence, work toward equity, and efforts to maintain and protect the community's investment.

The Facilities Long-Range Master Plan creates a long-term vision, and we understand that the District will need to balance potential projects, on-going needs within the district, and financial capacity while implementing it. Additionally, we know that it may require multiple bond elections to fund the entire 10- to 15-year plan.

With that in mind, the Community Advisory Committee recommends that the Board of Trustees consider calling for a bond election as soon as November 2021 to fund a first phase of facility needs at a cost of approximately \$300M to \$375M. We recommend the Board carefully consider bond proposition packaging to support the long-term educational vision, good stewardship of taxpayer dollars, and improvements for students at all grade levels.





Empower ALL
Value ALL



Thank you!!!



In 1-2 words, what academic priorities do you envision for Waco students that facilities can support?

creativity, lifelong, hands, others, speaking, reading, labs, level, learners, presentation, problem, learning, technology, collaboration, solving, career, presentation, flexible, public, student, critical, art, environment, rich, higher, equity, working, complex, abilities, thinking, skills, opportunities, friendship, solvers, confident



Thank you!!!

November '20 or May '21 Bond Planning Efforts
Waco High School Design Process

Next Steps

Waco Independent School District
Board of Trustee Meeting Agenda Item

Date: June 10, 2021

Contact Person: S. Smith/A. Villanueva

RE: Consider, Discuss, and Take Appropriate Action Regarding the Project Delivery Method for Waco High School, and Authorize the Superintendent to Issue a Request for Proposals and/or Qualifications and Bring the Recommendation Rankings Back to the Board for Approval

=====

Background Information:

For the past five months, a committee of more than 60 parents, educators and other community members has been studying Waco ISD’s long-term facilities’ needs. The group concluded their process by recommending that the district consider replacing four campuses with new buildings, one of which is Waco High School.

O’Connell Robertson architects have begun design work for the new high school in anticipation of the future bond election and will soon reach a point where the involvement of a construction manager will be critical to the process. Consequently, a project delivery method must be selected. The administration is recommending the construction manager-at-risk (CMR) method for the new Waco High School.

A CMR is intended to assume the risk for construction at the contracted price in the same manner as a general contractor. Additionally, a CMR provides consultation services to the school district and architect regarding construction during the design process. These preconstruction services include cost estimating, scheduling, constructability reviews and value engineering. This early involvement can help create savings and can result in a faster construction schedule. In addition, a CMR is financially responsible for the cost and schedule and that level of accountability should result in fewer change orders and claims over the life of the bond program.

Upon Board approval of the delivery method for the project, the District shall prepare a request for proposals or qualifications, as appropriate for the project, according to Board policy, and the administration will then select a committee to review the proposals and return to the Board with the recommendation rankings.

Fiscal Implications:

N/A

Administrative Recommendation(s):

The Administration recommends that the Board of Trustees approve the selection of the construction delivery method for Waco High School, and authorizes the Superintendent to issue a request for proposals and/or qualifications, as appropriate for the project, select a committee to evaluate and rank the proposals and bring the recommendation rankings back to the Board for approval, as presented.

Waco Independent School District
Board of Trustees Board Meeting

Date: June 10, 2021

Contact Person: Dr. Josie Gutierrez

**RE: Review and Discuss the Texas Association of School Boards (TASB)
Compensation and Stipend Study**

Background Information:

Waco ISD engaged the HR Services Division of the Texas Association of School Boards (TASB) to conduct a Pay Systems Maintenance and Stipend Study. This presentation provides market comparisons, recommendations, and cost models that were derived as a result of the maintenance review for compensation that was conducted during the Spring of 2021.

The pay systems maintenance addressed the following employee groups: Teachers, Exempt Staff, and Non-Exempt Staff. In addition to the maintenance review, TASB conducted a stipend study that also resulted in market comparisons and recommendations to ensure the District's stipend schedule remains competitive with market comparison districts. The stipend study included all stipends that are currently approved on the District's stipend schedule. Recommendations provided in the report are intended only as information on decision-making purposes.

Fiscal Implications:

None

Administrative Recommendation(s):

No action is required. This information is presented for review and discussion only.

Waco ISD Pay System Maintenance

Jennifer Barton, Compensation Consultant

June 10, 2021





TASB Pay Maintenance Process

Data Collection

Pay data & processes

Kick-off discussions



Market Pay Review

Gather market data

Match common jobs



Build Models for Improvement

Align pay structures

Adjust employee pay



Pay System Objectives

- **Recruit Employees**

- Competitive entry rates
- Competitive pay for experienced new hires

- **Pay for Job Value**

- Prevent overpayment or underpayment

- **Retain Employees**

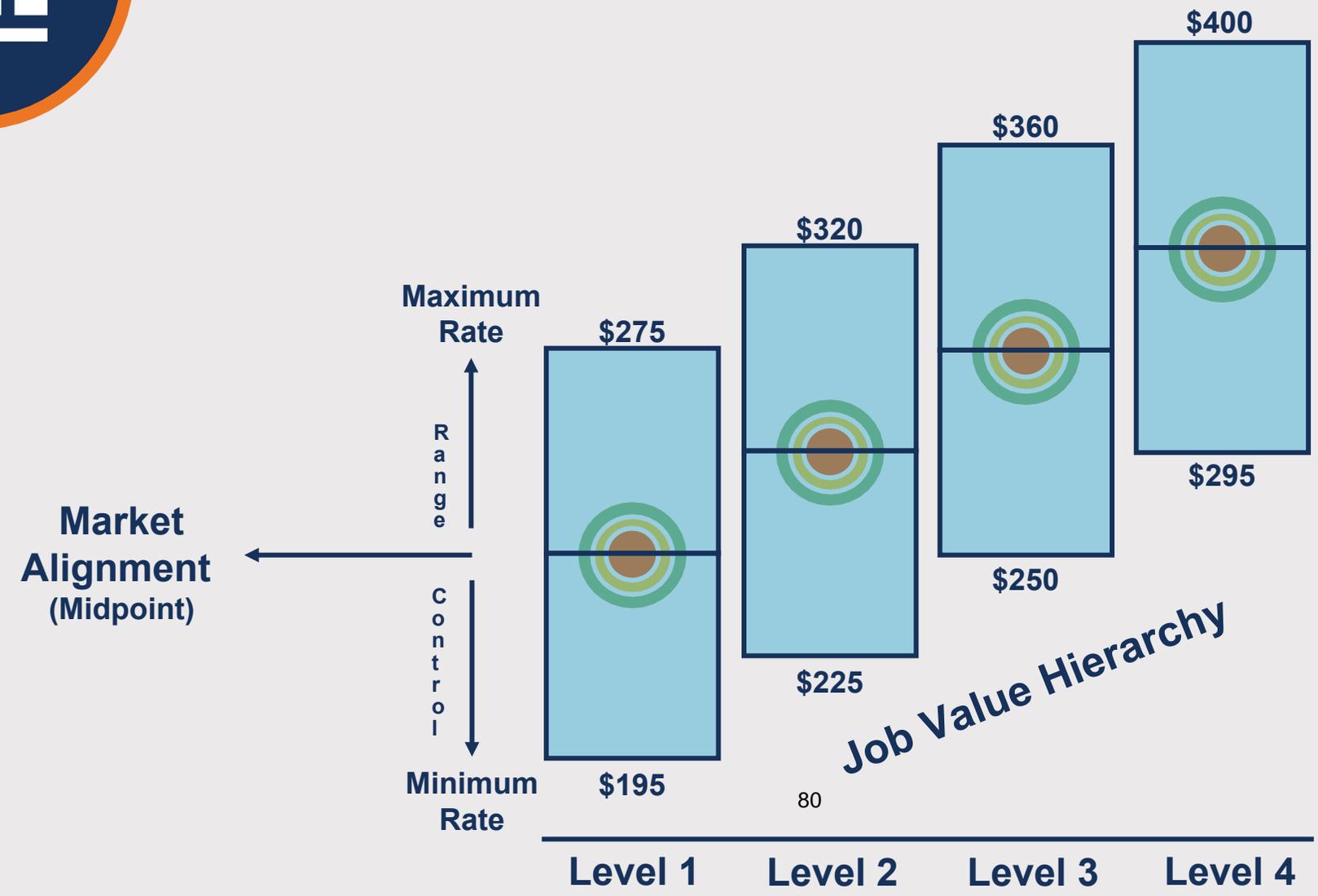
- Advance pay to market rates
- Market-competitive pay increases

- **Control Costs**

- Salary plan and increases driven by budget



Market – Control Pay Structure





Market Pay Strategy

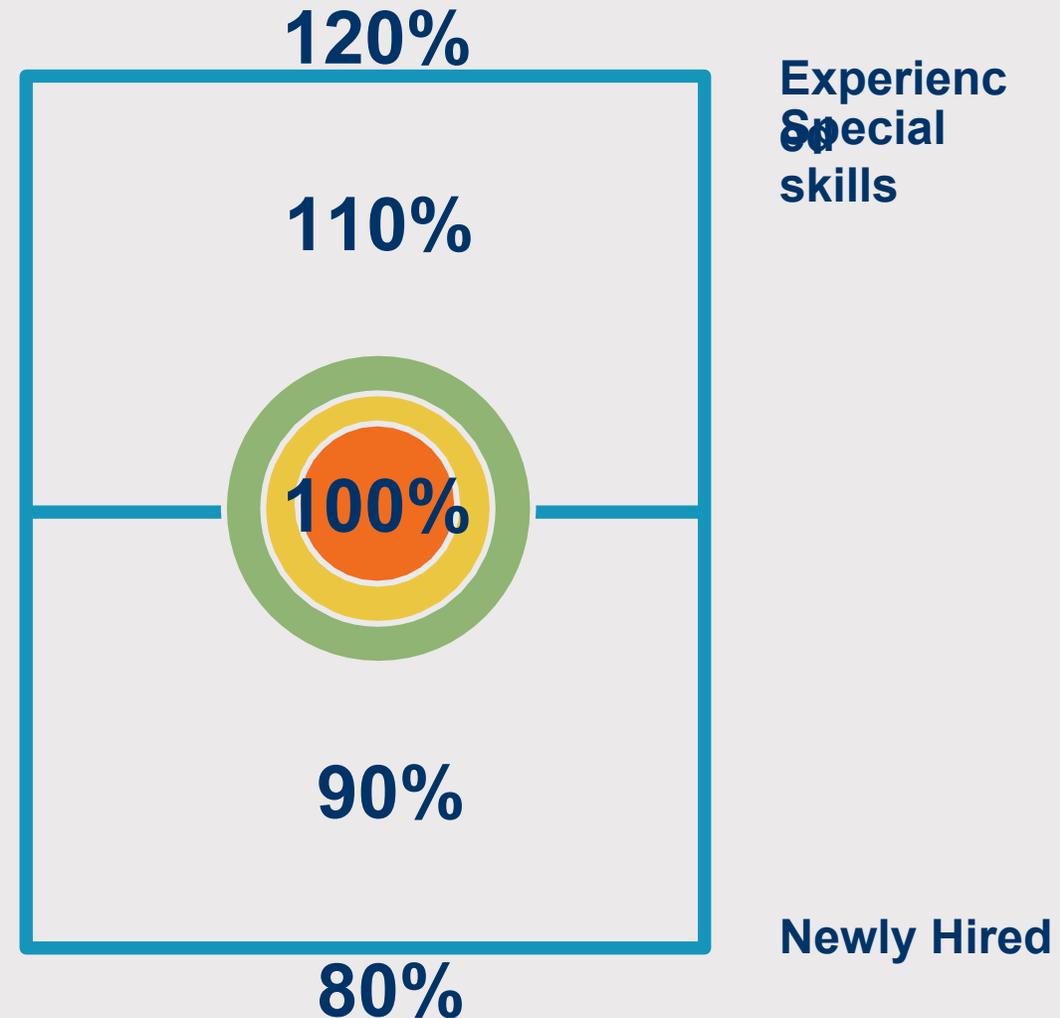
Market rate is intentionally set:

- Market value
- District goals

Range parameters are set to limit employee pay variance from the target rate.

Goal is to pay employees near target rate.

Target rate is adjusted regularly.





Market Districts

District	Enrollment	Teachers and Exempt	Nonexempt	Stipends
<i>Waco ISD</i>	<i>14,530</i>			
Belton ISD	12,450	X	X	X
Bryan ISD	15,802	X	X	X
Cedar Hill ISD	7,238			X
College Station ISD	13,405	X	X	X
Connally ISD	2,299	X	X	X
Copperas Cove ISD	7,993	X	X	X
DeSoto ISD	9,355			X
Duncanville ISD	10,790	X	X	X
Gatesville ISD	2,778	X	X	X
Georgetown ISD	11,873	X	X	X
Killeen ISD	44,264	X	X	X
La Vega ISD	3,146	**		
Lorena ISD	1,740	X	X	X
Mansfield ISD	34,794			X
Midway ISD-McLennan County	8,263	X	X	X
Robinson ISD	2,413	X	X	X
Round Rock ISD	51,289	X	X	X
Temple ISD	8,318 ⁸²	X	X	X
Tyler ISD	17,837	X	X	X
Waxahachie ISD	9,661	X	X	X



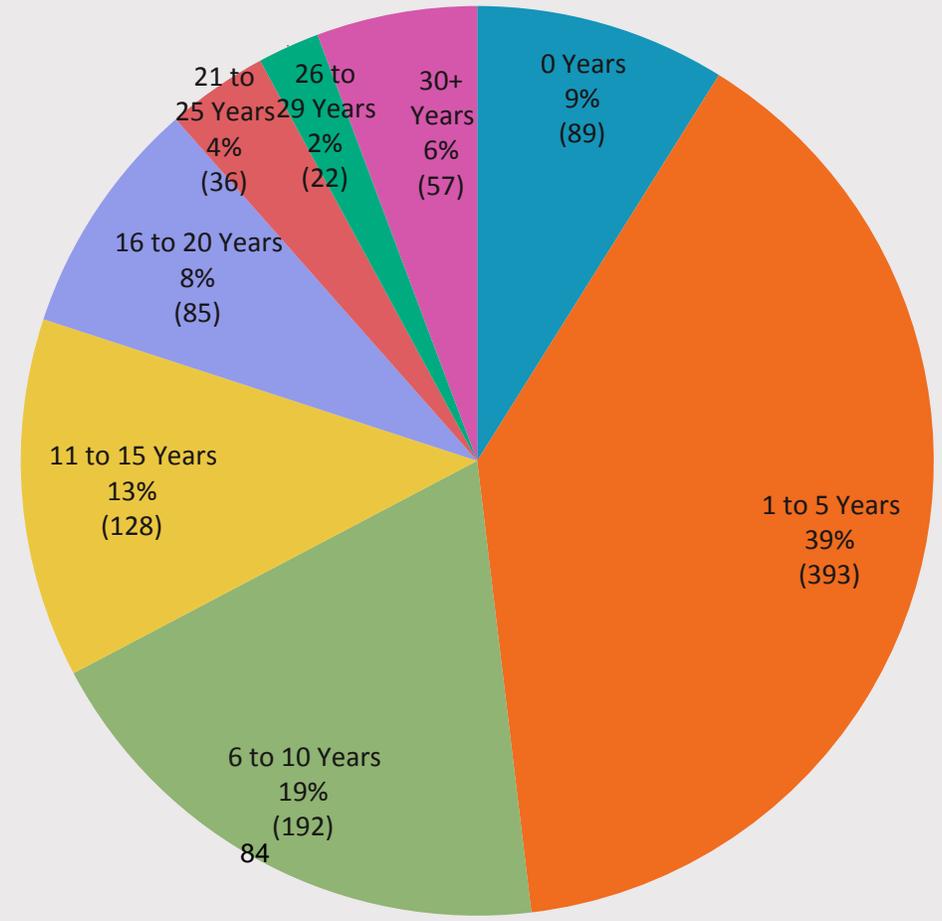
Other Market Sources

- Economic Research Institute for Waco metro area
- CompAnalyst for Waco metro area



Teachers – Demographics

Experience of Current Teachers

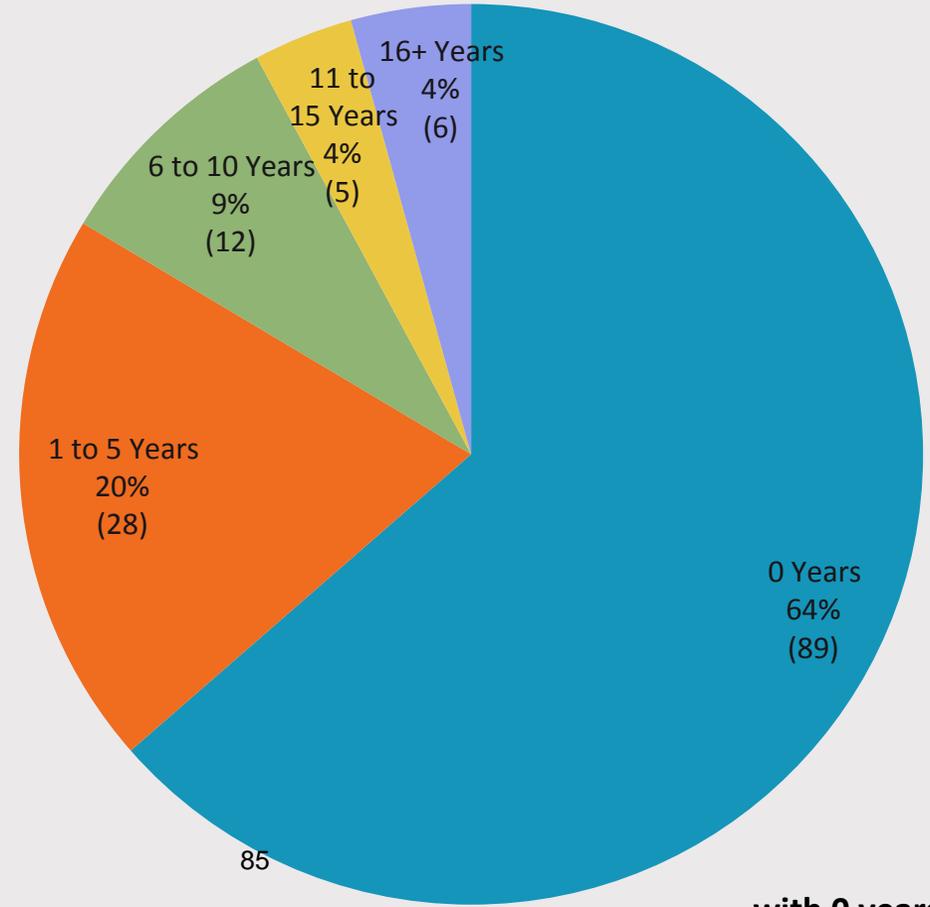


1,002 Teachers



Teachers – Demographics

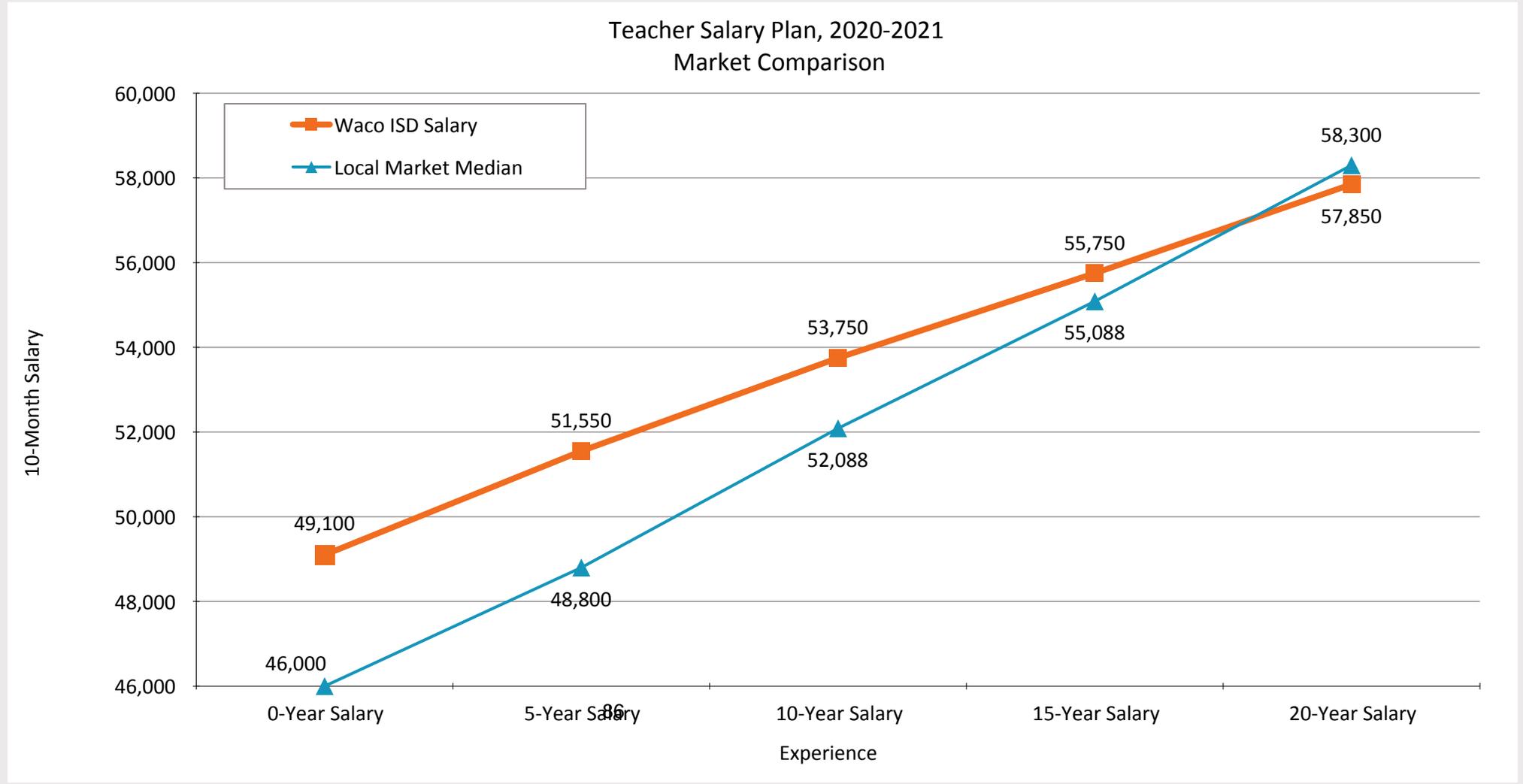
Experience of Newly Hired Teachers



140 Teachers
with 0 years of local experience in 2020-2021



Teachers – Market Graph





Teachers – Market Salaries

	0 - Years	5 - Years	10 - Years	15 - Years	20 - Years
Waco ISD Salary	\$49,100	\$51,550	\$53,750	\$55,750	\$57,850
Local Market Median	\$46,000	\$48,800	\$52,088	\$55,088	\$58,300
% Difference from Market	107%	106%	103%	101%	99%
Difference from Market	\$3,100	\$2,750	\$1,662	\$662	(\$450)



Teachers – Market Stipends

Stipend	Waco ISD	Median Stipend	Districts Reporting
Secondary Math	\$8,000	\$2,500	11 of 16
Secondary Science	\$8,000	\$2,500	11 of 16
Special Education - General/Resource	\$1,500	\$1,500	5 of 16
Special Education - Self-Contained	\$3,000	\$1,500	10 of 16
Bilingual	\$5,000	\$4,000	13 of 16
ESL – General	\$2,000	\$1,000	6 of 16
ESL – Dual Language Program 88	\$2,000	\$1,250	4 of 16



Exempt– Market Salaries

Pay Group	Employee Pay to Market	Pay Grade Midpoint to Market	Number of Benchmarks
Central Administration	96%	101%	22
Campus Administration	100%	110%	7
Professional	102%	108%	31



Nonexempt – Market Salaries

Pay Group	Employee Pay to Market	Pay Grade Midpoint to Market	Pay Grade Minimum to Market	Number of Benchmarks
Clerical and Technical	97%	108%	107%	25
Instructional Support	110%	117%	116%	10
Auxiliary	107%	116%	114%	26



Extra Duty – Market Stipends

Stipend Group	Average Market Difference	Number of Benchmarks
Athletics	-\$26	31
Performing Arts	-\$834	17
Academics	\$505	9



Recommendation 1

Implement pay structure adjustments to align with market

- Four structures – Teacher, administrative/professional, paraprofessional, and auxiliary
- Improve starting salaries
- Midpoints aligned with market
- Jobs aligned within structures



Recommendation 2

Adopt a general pay increase (GPI) to maintain market position

- Model 1: 1% for all job groups
- Model 2: 2% for all job groups
- Model 3: 3% for all job groups
- For teacher structure, GPI calculated as a percentage of market median salary
- For other pay groups, GPI calculated as a percentage of employee's pay grade midpoint



Recommendation 3

Provide adjustments to address market differences and maintain equity

- Bring to 1% above minimum
- Targeted adjustments for select pay groups (1% of midpoint if more than 10% below midpoint)
- Educator career pathway adjustments (2% above teacher rate)
- Placement scale adjustments for auxiliary group



Recommendation 4

Adjust extracurricular duty stipends in a targeted manner to match competitive rates while preserving internal equity among equivalent assignments.

- Increase stipends that are below market median pay values and decrease stipends above market median to better align with market pay
- Consider hold harmless for employees whose stipends are above market value and would receive a decrease in pay



Recommendation 5

Improve pay equity and budget management by implementing strong pay discipline for employees paid above the maximum of their pay grade



Recommendation 6

Continue to annually review district compensation plan and update as needed to maintain market competitiveness



Cost – Model 1 (1.0%)

Model 1: \$49,200 teacher starting salary			
Pay Group	General Pay Increase	Adjustments	Estimated Total Increase
Teachers	\$545,335	\$47,719	\$593,054
Administrative/Professional	\$309,343	\$143,682	\$453,025
Paraprofessional	\$166,954	\$89,141	\$256,095
Auxiliary	\$93,626	\$130,292	\$223,918
Extra Duty Stipends: Special Programs		\$1,000	\$1,000
Extra Duty Stipends: Athletics		\$76,750	\$76,750
Extra Duty Stipends: Performing Arts		\$38,000	\$38,000
Extra Duty Stipends: Extracurricular/UII		\$20,486	\$20,486
Total	\$1,115,258	\$547,070	\$1,662,328
% of Current Costs⁹⁸	1.0%	0.5%	1.5%



Cost – Model 2 (2.0%)

Model 2: \$49,700 teacher starting salary			
Pay Group	General Pay Increase	Adjustments	Estimated Total Increase
Teachers	\$1,041,161	\$47,716	\$1,088,877
Administrative/Professional	\$618,801	\$131,566	\$750,367
Paraprofessional	\$330,423	\$60,677	\$391,100
Auxiliary	\$188,357	\$105,638	\$293,995
Extra Duty Stipends: Special Programs		\$1,000	\$1,000
Extra Duty Stipends: Athletics		\$76,750	\$76,750
Extra Duty Stipends: Performing Arts		\$38,000	\$38,000
Extra Duty Stipends: Extracurricular/UII		\$20,486	\$20,486
Total	\$2,178,742	\$481,833	\$2,660,575
% of Current Costs	2.0%	0.4%	2.5%



Cost – Model 3 (3.0%)

Model 3: \$50,250 teacher starting salary			
Pay Group	General Pay Increase	Adjustments	Estimated Total Increase
Teachers	\$1,586,487	\$47,719	\$1,634,206
Administrative/Professional	\$927,866	\$112,741	\$1,040,607
Paraprofessional	\$497,344	\$54,902	\$552,246
Auxiliary	\$279,078	\$86,343	\$365,421
Extra Duty Stipends: Special Programs		\$1,000	\$1,000
Extra Duty Stipends: Athletics		\$76,750	\$76,750
Extra Duty Stipends: Performing Arts		\$38,000	\$38,000
Extra Duty Stipends: Extracurricular/UII		\$20,486	\$20,486
Total	\$3,290,775	\$437,941	\$3,728,716
% of Current ¹⁰⁰ Costs	3.0%	0.4%	3.5%

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Pay Systems Maintenance

**Waco
Independent School District**

June 10, 2021

Jennifer Barton



Introduction

Waco ISD (WISD) engaged the HR Services Division of the Texas Association of School Boards (TASB) to provide pay system maintenance. TASB offers this maintenance service to former clients that have adopted a market-based pay plan.

The report presents a summary of our findings and recommendations based on three percentage adjustment models requested by the district. It includes a market comparison of key benchmark jobs, a cost estimate of the requested pay increase adjustments, a new teacher placement guide, and pay range structures for other job groups.

Project Activities

The following tasks were completed according to the district's service agreement:

- Set up pay file modeling templates using a snapshot of actual employee data.
- Reviewed competitive pay for teachers and key benchmark jobs.
- Reviewed and adjusted teacher hiring schedule and other pay range structures as needed.
- Calculated individual employee pay adjustments.
- Calculated cost estimates for adjustment models.
- Recommended special adjustments for resolution of pay problems.
- Conducted a virtual briefing and delivered a report to district leadership team.

Employee data files will be transferred electronically upon completion of the project.

Note: Pay adjustments are based on the snapshot of district employee data at the time data was received by TASB. Districts are responsible for updating payroll systems and calculating pay for any subsequent new hires.

Market Summary

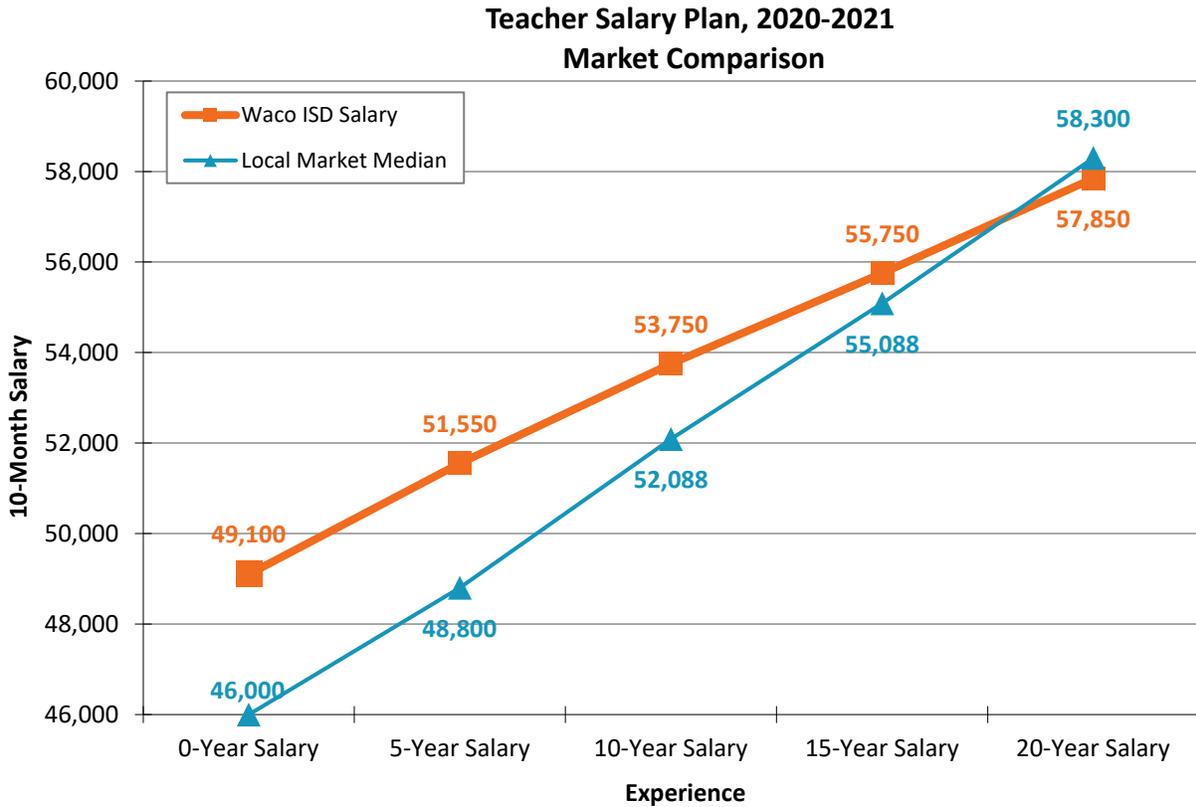
Comparison districts were selected on the basis of enrollment and location. School district data was obtained from the most recent available surveys conducted by TASB HR Services.

District	Enrollment	Teachers	Exempt & Nonexempt	Stipends
Waco ISD	14,530			
Belton ISD	12,450	✓	✓	✓
Bryan ISD	15,802	✓	✓	✓
Cedar Hill ISD	7,238			✓
College Station ISD	13,405	✓	✓	✓
Connally ISD	2,299	✓	✓	✓
Copperas Cove ISD	7,993	✓	✓	✓
DeSoto ISD	9,355			✓
Duncanville ISD	10,790	✓	✓	✓
Gatesville ISD	2,778	✓	✓	✓
Georgetown ISD	11,873	✓	✓	✓
Killeen ISD	44,264	✓	✓	✓
La Vega ISD**	3,146	✓		
Lorena ISD	1,740	✓	✓	✓
Mansfield ISD	34,794			✓
Midway ISD-McLennan County	8,263	✓	✓	✓
Robinson ISD	2,413	✓	✓	✓
Round Rock ISD	51,289	✓	✓	✓
Temple ISD	8,318	✓	✓	✓
Tyler ISD	17,837	✓	✓	✓
Waxahachie ISD	9,661	✓	✓	✓

** District did not participate in survey. Teacher schedules collected from the district.

Teacher Market Comparison

Teacher salaries at WISD are above market at most surveyed points in the range. Pay is strongest at the early years and steadily decreases to one percent below market by year 20. Overall, teacher pay is strong in WISD with a slight decrease below market at year 20 (\$450 below market).



Teacher Salaries by Experience
Bachelor's degree, 10 months

District		0-Year Salary	5-Year Salary	10-Year Salary	15-Year Salary	20-Year Salary	Average Teacher Salary
1	Duncanville ISD	\$53,000	\$54,000	\$55,500	\$57,100	\$59,200	\$55,725
2	Waxahachie ISD	\$51,000	\$54,500	\$57,500	\$60,500	\$63,500	\$58,853
3	Temple ISD	\$50,500	\$52,500	\$55,500	\$57,500	\$60,500	\$54,850
4	Belton ISD	\$50,500	\$52,000	\$54,500	\$57,000	\$59,500	\$55,048
5	Killeen ISD	\$50,300	\$51,950	\$54,550	\$56,550	\$58,550	\$56,197
6	Round Rock ISD	\$50,000	\$52,000	\$55,250	\$57,235	\$58,941	\$56,118
7	Georgetown ISD	\$49,500	\$51,077	\$53,198	\$55,328	\$57,843	\$54,198
8	Copperas Cove ISD	\$47,500	\$48,800	\$51,200	\$53,600	\$56,100	\$50,794
9	Bryan ISD	\$46,000	\$47,850	\$50,400	\$53,450	\$56,750	\$52,037
10	Midway ISD-McLennan County	\$45,600	\$47,661	\$50,357	\$53,446	\$56,402	\$51,823
11	College Station ISD	\$45,500	\$46,900	\$49,050	\$51,954	\$56,005	\$51,407
12	La Vega ISD**	\$45,000	\$48,000	\$52,088	\$55,088	\$58,088	
13	Tyler ISD	\$44,250	\$49,500	\$52,600	\$54,300	\$55,800	\$51,374
14	Robinson ISD	\$43,000	\$45,650	\$50,305	\$54,878	\$58,880	\$54,111
15	Lorena ISD	\$41,750	\$46,200	\$51,700	\$55,800	\$58,300	\$52,610
16	Connally ISD	\$41,300	\$44,090	\$50,200	\$55,060	\$59,200	\$53,100
17	Gatesville ISD	\$35,160	\$40,380	\$47,130	\$52,210	\$56,040	\$51,586
Waco ISD		\$49,100	\$51,550	\$53,750	\$55,750	\$57,850	\$52,509
Median		\$46,000	\$48,800	\$52,088	\$55,088	\$58,300	\$53,606
Comparison to Median		107%	106%	103%	101%	99%	98%
Dollar Difference		\$3,100	\$2,750	\$1,662	\$662	(\$450)	(\$1,097)

In the table above, the red arrow indicates how WISD's starting (0-year) teacher salary compares to a sorted list of the peer districts in the market.

The table below includes common teacher stipends and how the district compares with peers. This comparison may be helpful if the district is considering adjusting stipend amounts or offerings. Offering stipends for hard-to-fill positions is one method of remaining competitive with peer districts.

Stipend	Waco ISD	Median Stipend	Districts Reporting
Master's Degree	--	\$1,000	14 of 16
Subject-Area Master's	--	\$1,000	3 of 16
Secondary Math	\$8,000	\$2,500	11 of 16
Secondary Science	\$8,000	\$2,500	11 of 16
Bilingual	\$5,000	\$4,000	13 of 16
Special Education General/Resource	\$1,500	\$1,500	5 of 16
Special Education Self-Contained	\$3,000	\$1,500	10 of 16

The tables below show the employee groups included in this study as well as the average market comparison for each.

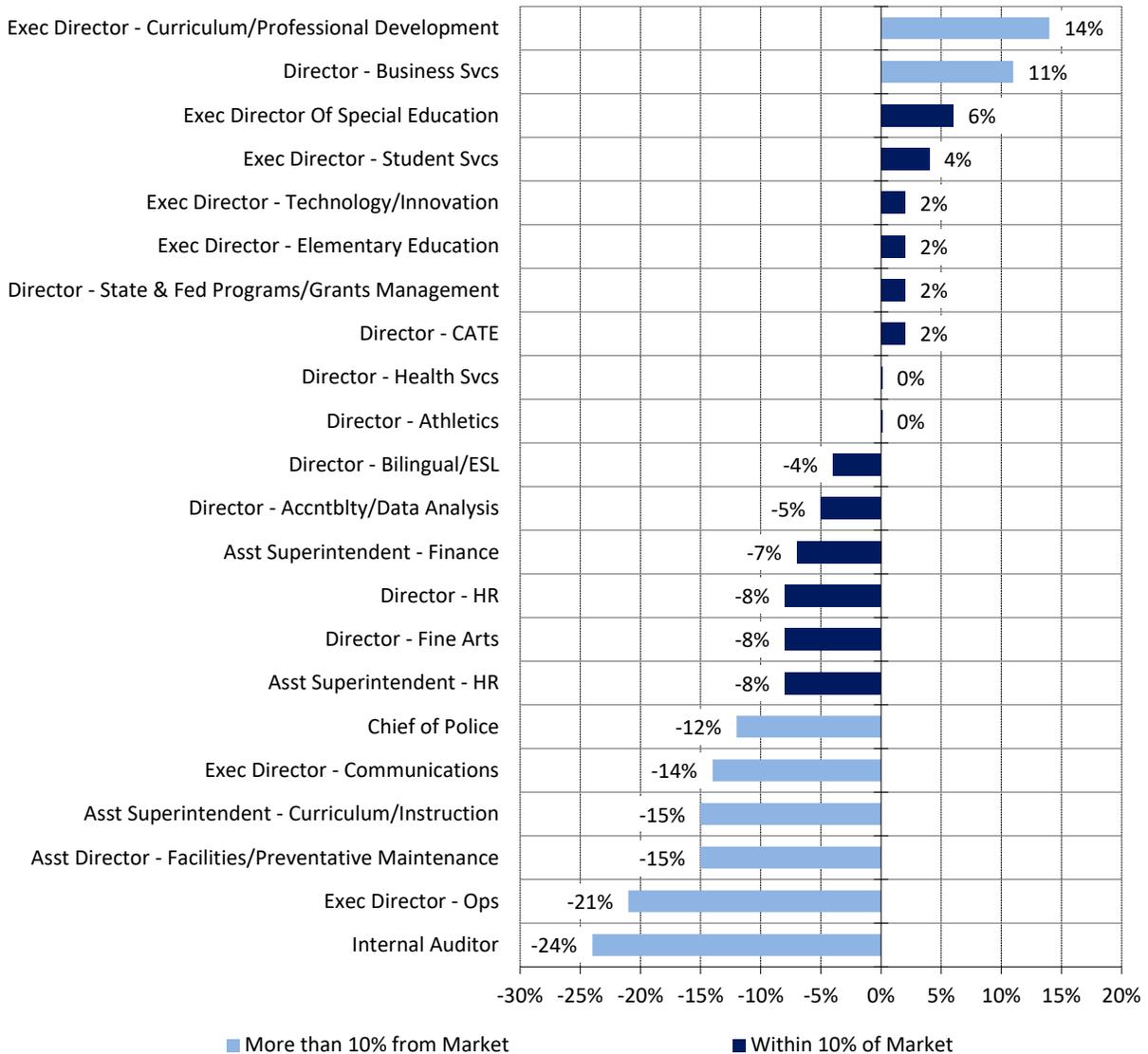
Exempt Pay Group	Employee Pay to Market	Pay Grade Midpoint to Market	Number of Benchmarks
Central Administration	96%	101%	22
Campus Administration	100%	110%	7
Professional	102%	108%	31

Nonexempt Pay Group	Employee Pay to Market	Pay Grade Midpoint to Market	Pay Grade Minimum to Market	Number of Benchmarks
Clerical Support	97%	108%	107%	25
Instructional Support	110%	117%	116%	10
Auxiliary	107%	116%	114%	26

Central Administration Market Comparison

Across benchmark central administration positions in WISD are 96 percent of market on average with jobs ranging from 24 percent below to 14 percent above market. Five jobs in this group are more than 10 percent below market. The competitive range for most jobs is within 10 percent of market. Due to the number of single incumbent jobs in this group, market comparisons were based on statewide market value of comparable size districts (enrollment 10,000 to 24,999).

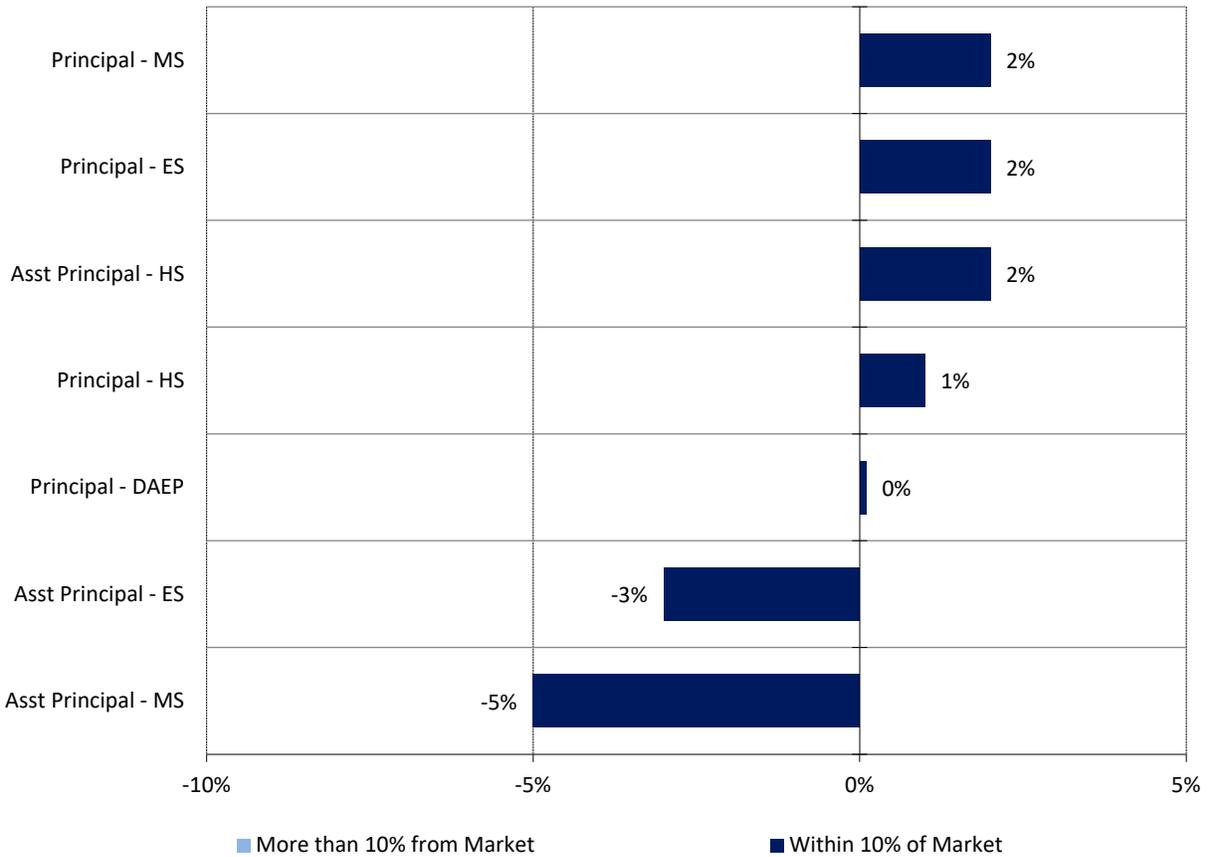
Waco ISD: Central Administration Comparisons to Market, 2020-2021



Campus Administration Market Comparison

Across benchmark campus administration jobs, WISD is paying 100 percent of market, on average, with jobs ranging from 5 percent below to 2 percent above market medians. Overall, campus administrators are paid within 10 percent of market medians which is considered competitive. Middle school and elementary school assistant principal are the two positions paid below 100 percent of market in this group.

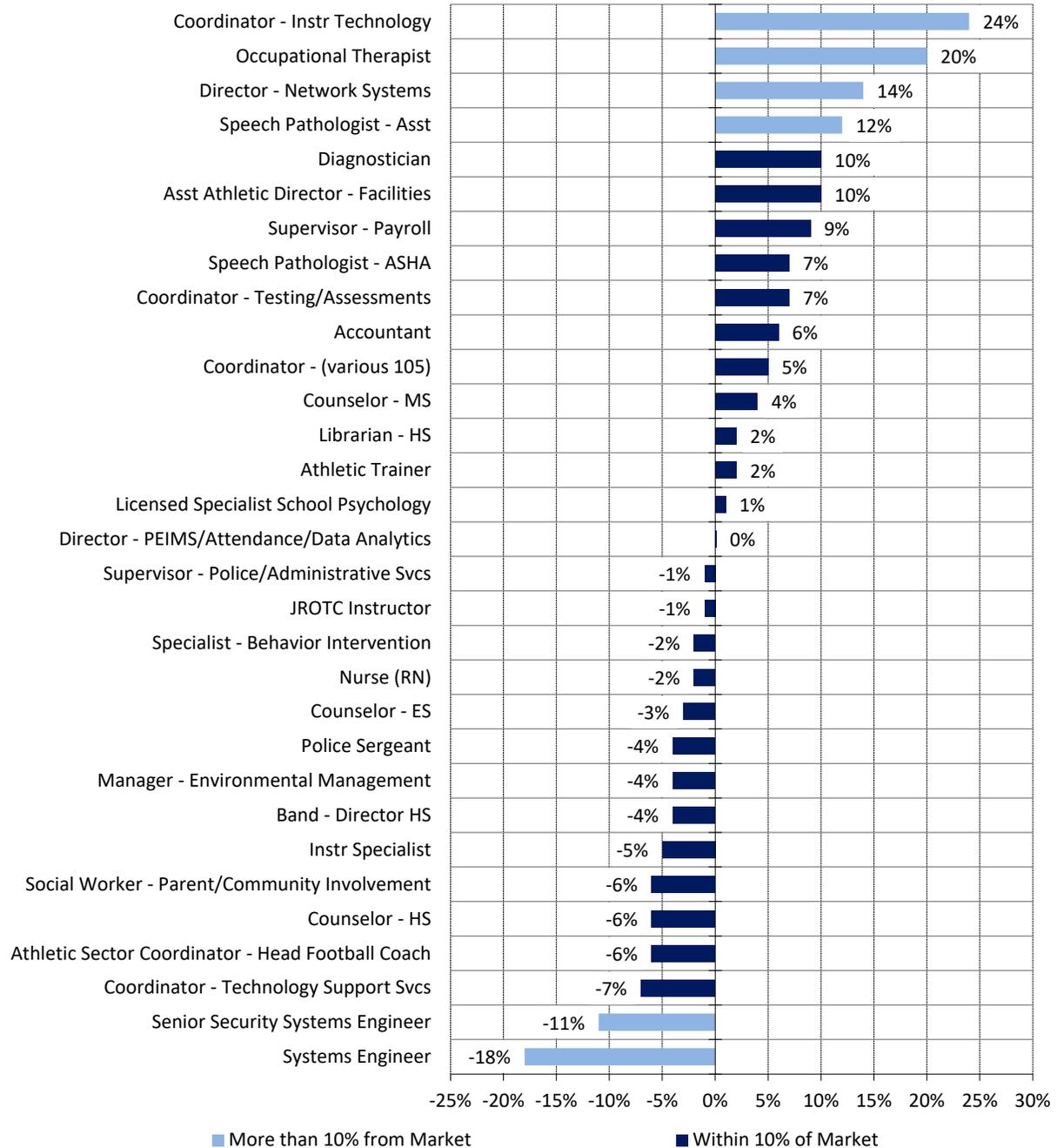
**Waco ISD:
Campus Administration Comparisons to Market, 2020-2021**



Professional Market Comparison

Across benchmark professional positions, WISD is 102 of market, on average. Jobs within this group range from 18 percent below market to 24 percent above market medians. Only two jobs in this group are 10 percent below market with all other jobs in this group paid competitively.

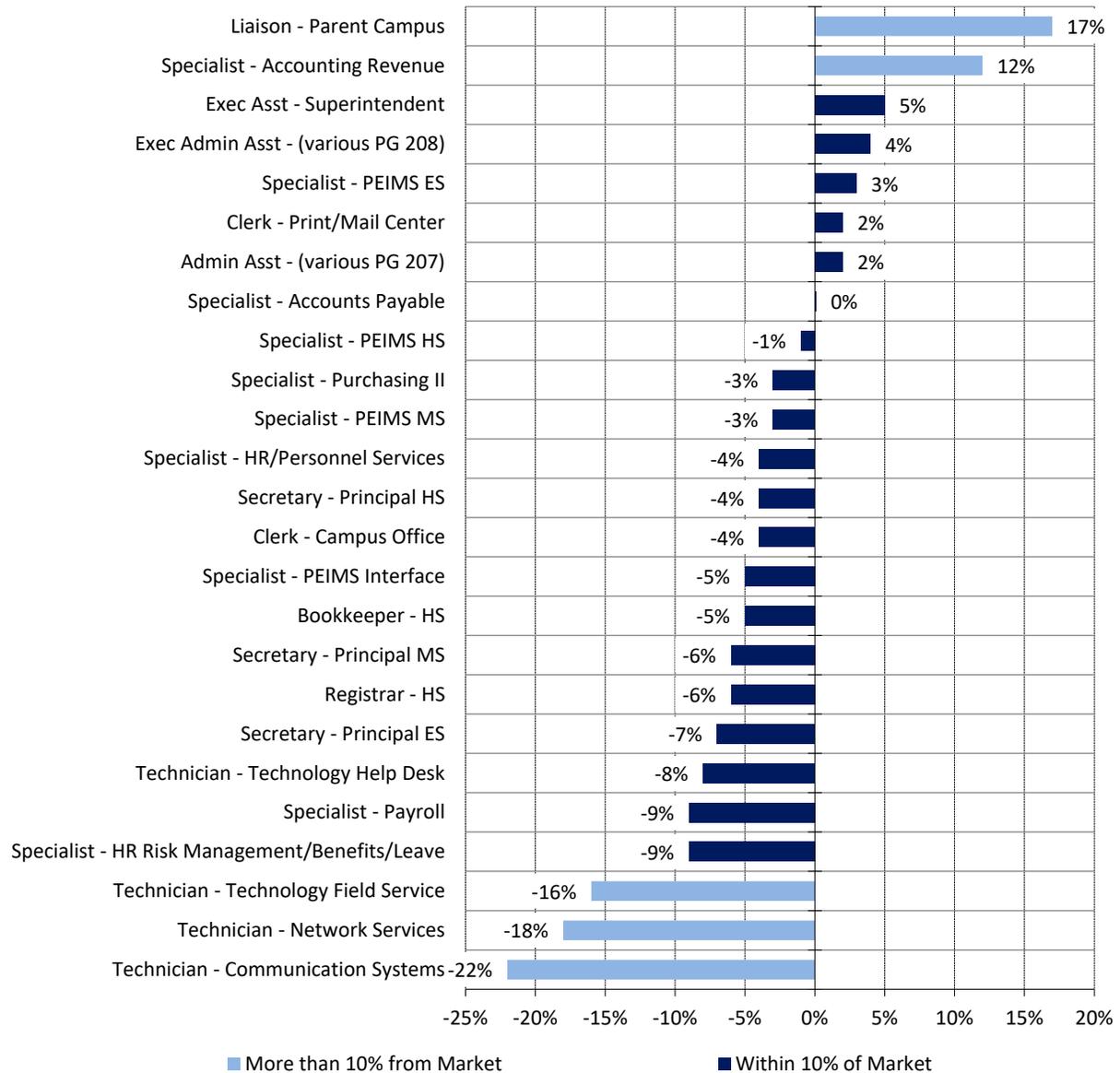
**Waco ISD:
Professional Comparisons to Market, 2020-2021**



Clerical & Technical Market Comparison

Across benchmark clerical and technical jobs, the district is paying 97 percent of market, on average. Individual jobs range from 22 percent below market median to 17 percent above market medians. Three technology jobs in this group are paid more than 10 percent below market with Technician – Communication Systems paid 22 percent below market on average.

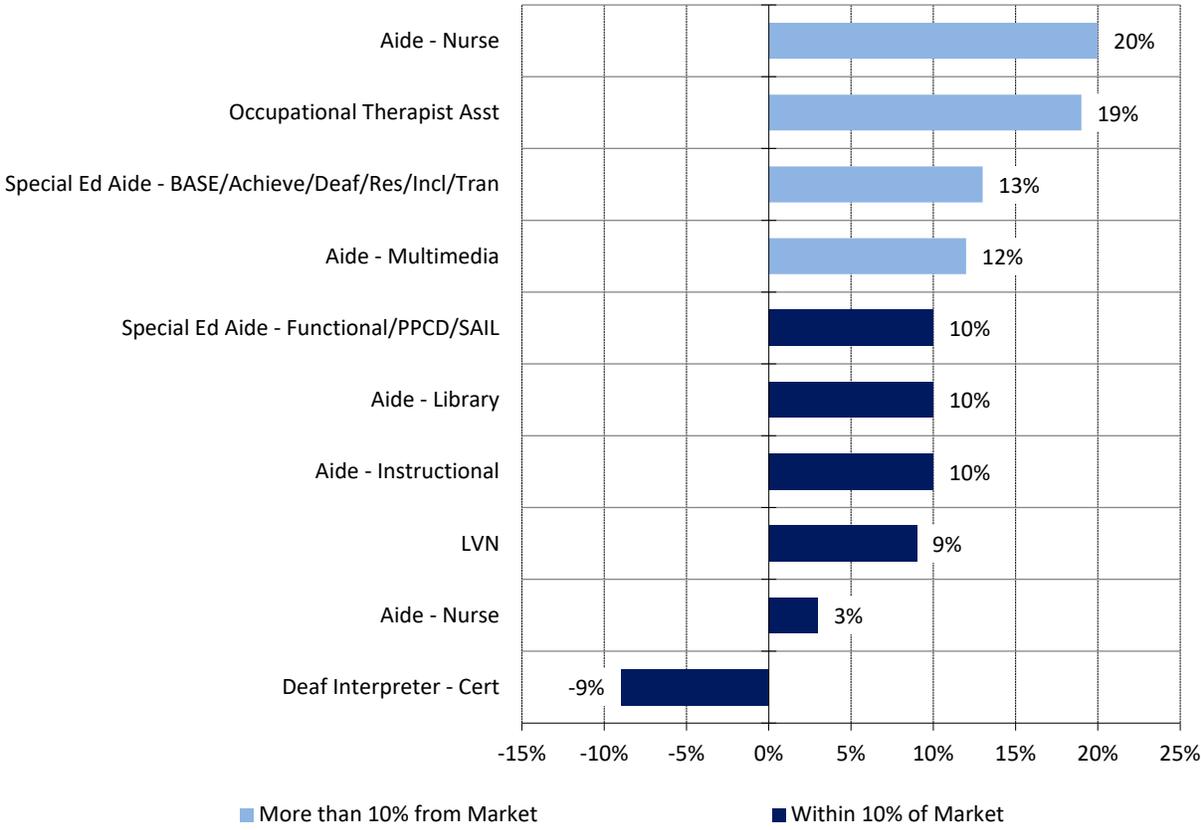
**Waco ISD:
Clerical & Technical Comparisons to Market, 2020-2021**



Instructional Support Market

Across benchmark instructional support jobs, the district is paying 110 percent of market, on average. Individual jobs range from 9 percent below market median to 20 percent above market medians. Overall, instructional support positions in WISD are paid very competitively.

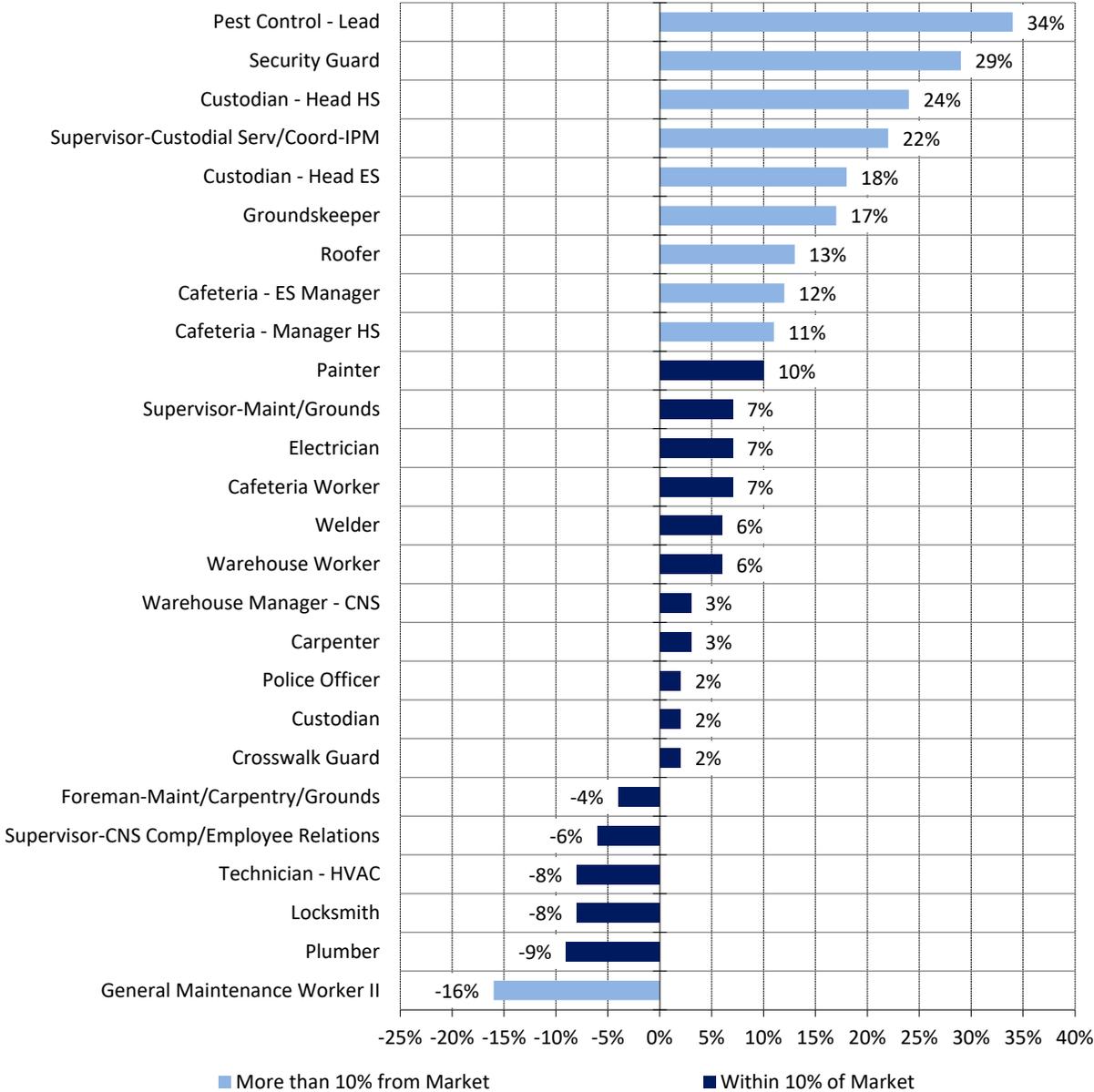
**Waco ISD:
Instructional Support Comparisons to Market, 2020-2021**



Auxiliary Market Comparison

Across benchmark auxiliary jobs, the district is paying 107 percent of market, on average. Individual jobs range from 16 percent below market median to 34 percent above market median. Overall, auxiliary jobs in the district are paid well with all but one job paid within the competitive range.

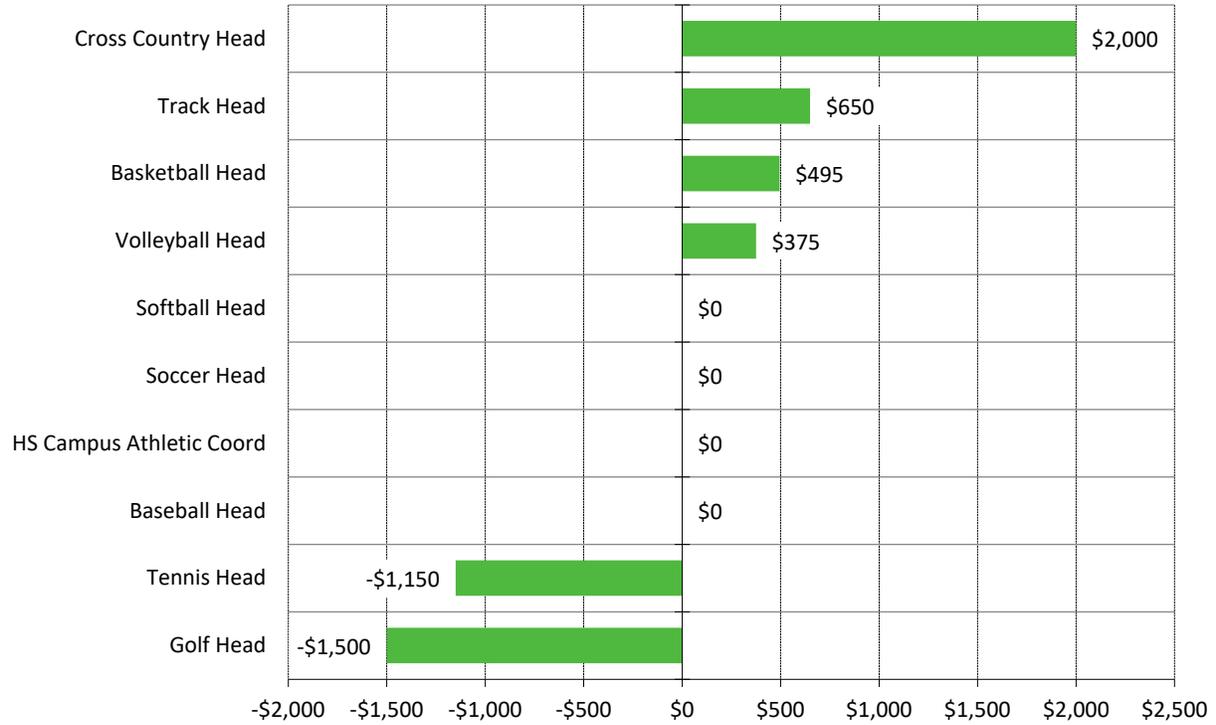
**Waco ISD:
Auxiliary Comparisons to Market, 2020-2021**



Head Coaching Market Comparison

Across benchmark head coaching positions, WISD pays \$87 above market on average. Cross country is paid highest at \$2,000 above market and tennis and golf are paid lowest to market paid \$1,150 and \$1,500 below market respectively.

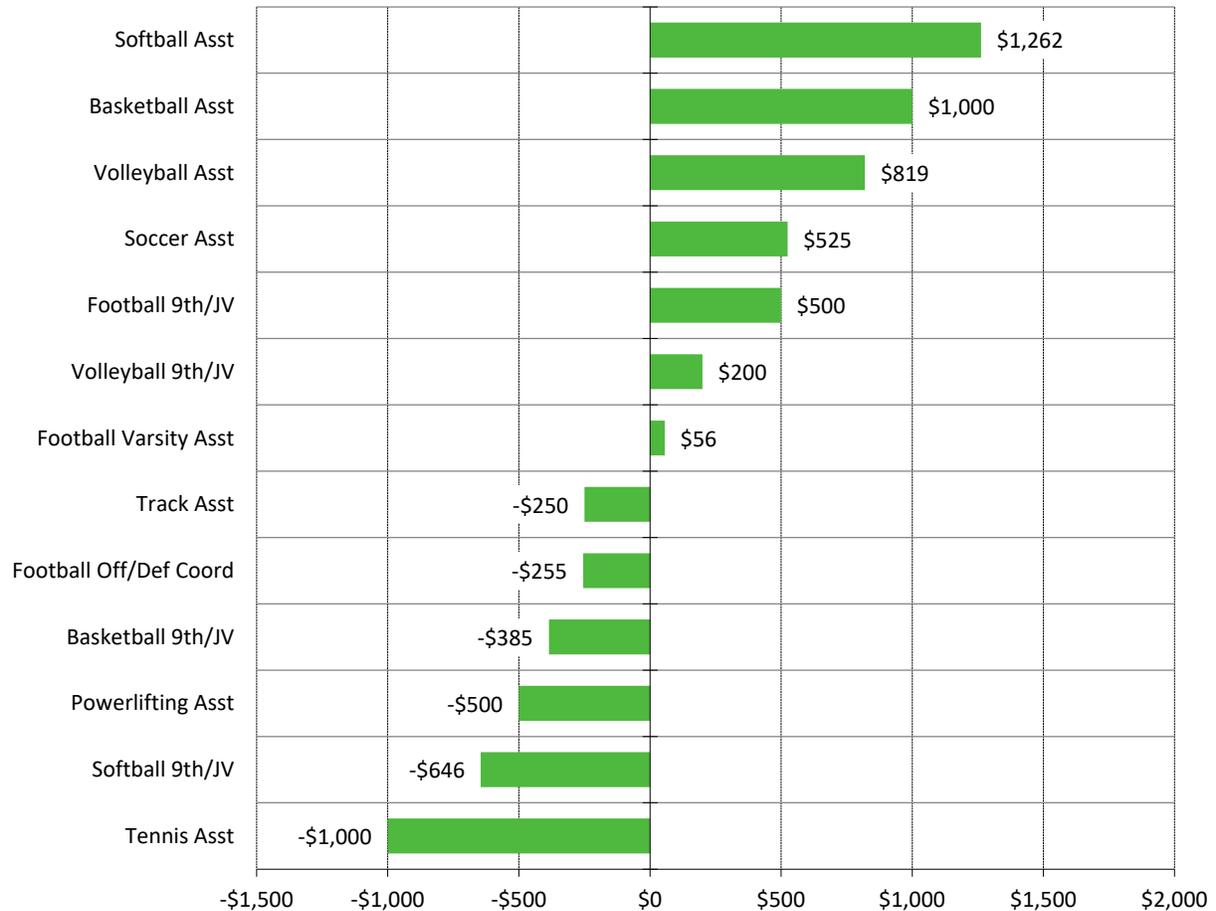
**Waco ISD:
Head Coaching Stipend Comparisons (\$), 2019-2020**



9th/JV Asst Coaching Market Comparison

Across benchmark assistant coaching positions, WISD pays \$102 above market, on average. Softball is paid strongest to market at \$1,262 above market and tennis is paid lowest to market at \$1,000 below market.

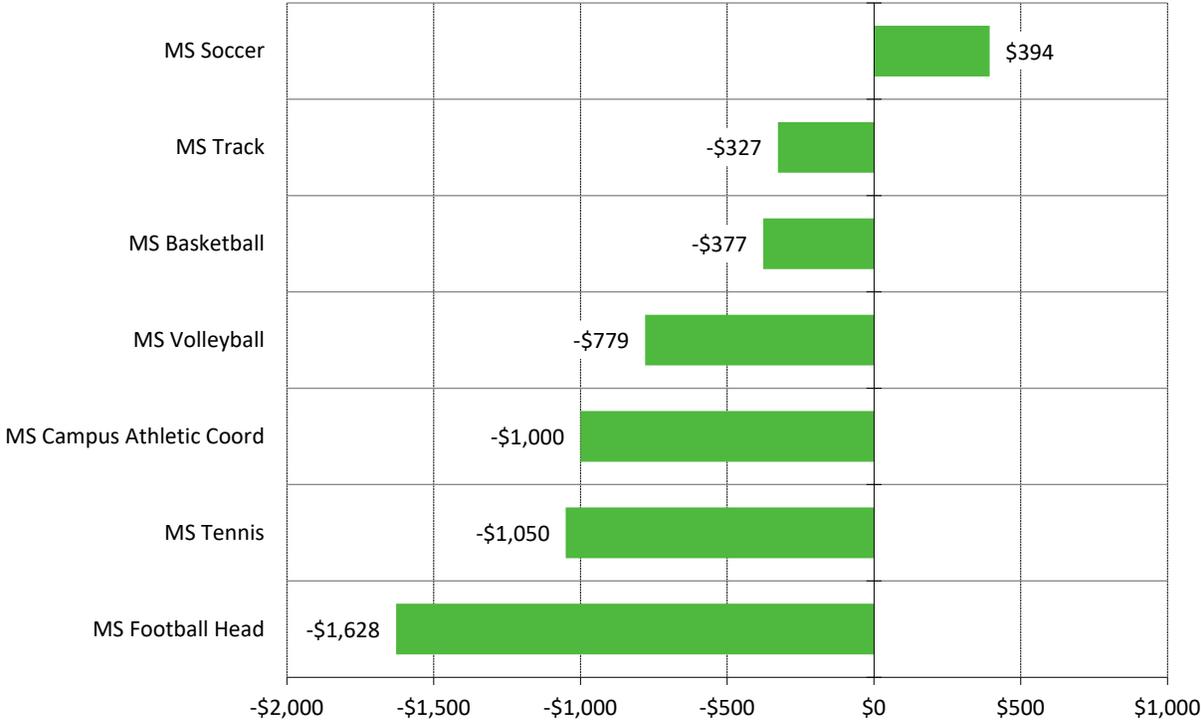
**Waco ISD:
9th/JV/Asst Coaching Stipend Comparisons (\$), 2019-2020**



Middle School Coaching Market Comparison

Across benchmark middle school coaching positions, WISD pays \$681 below market, on average. The only stipend paid above market in this group is soccer. All other stipends range between \$327 and \$1,628 below market with middle school head football coach paid lowest at \$1,628 below market.

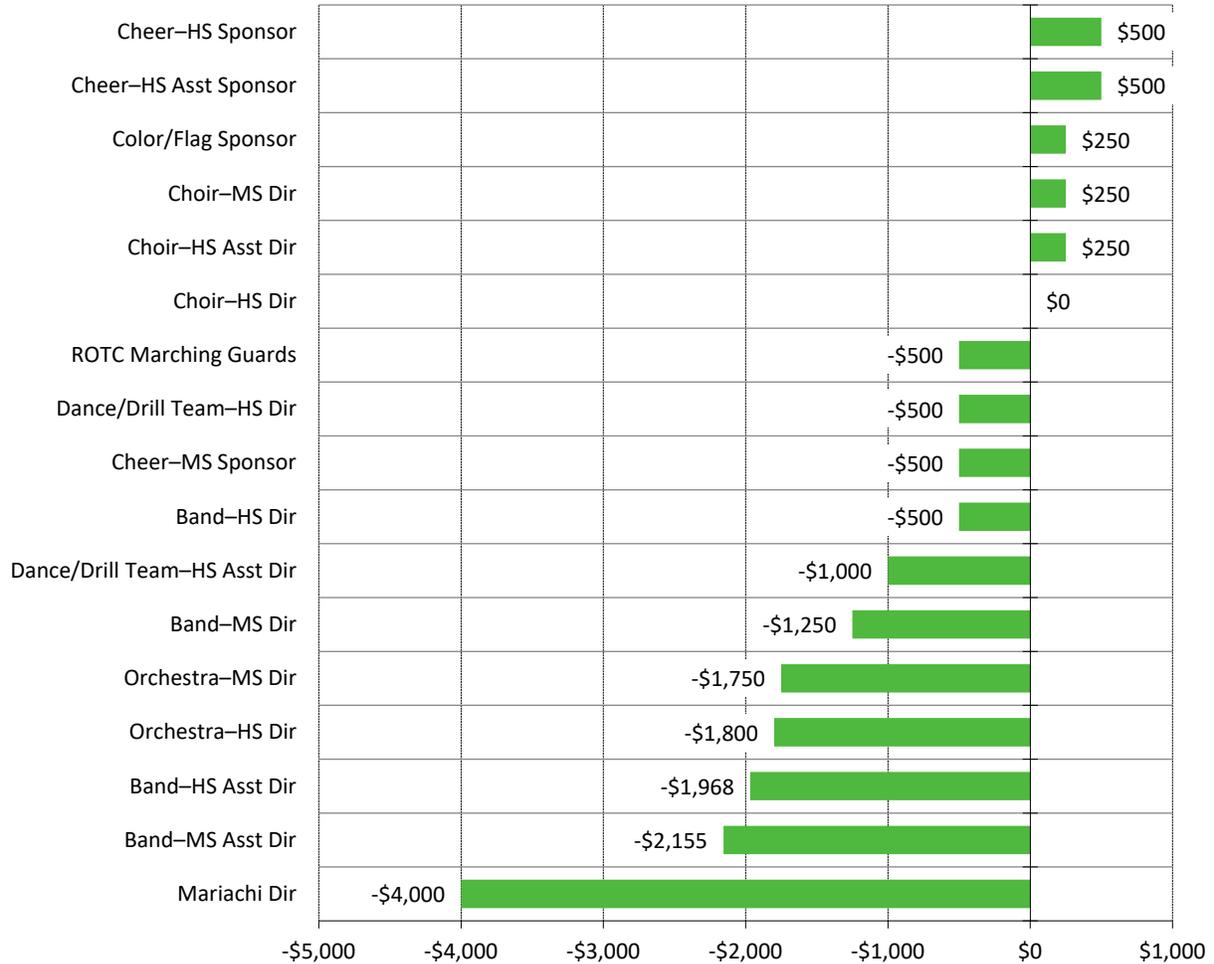
**Waco ISD:
Middle School Coaching Stipend Comparisons (\$), 2019-2020**



Performing Arts Market Comparison

Across benchmark performing arts positions, WISD pays \$834 below market, on average. Five out of 17 stipends are above market with 11 stipends paid \$500 or more below market. Mariachi director is paid lowest at \$4,000 below market using the UIL median comparison for 6A classification.

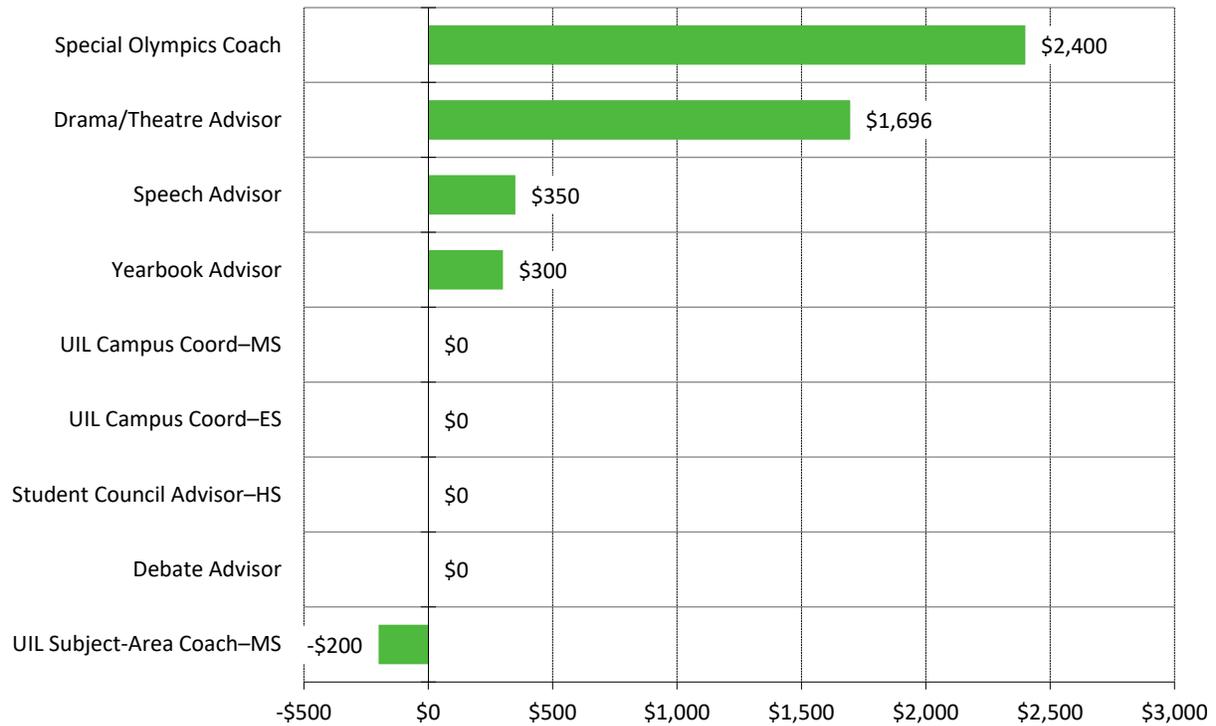
**Waco ISD:
Performing Arts Stipend Comparisons (\$), 2019-2020**



Academics Market Comparison

Across benchmark academic positions, WISD pays \$505 above market, on average. Academic stipends are competitive overall in the district. The only academic stipend paid below market is middle school UIL academic coach at \$200 below market.

**Waco ISD:
Academics Stipend Comparisons (\$), 2019-2020**



Summary and Recommendations

Summary

Waco ISD continues to make strong efforts to maintain market competitiveness and internal pay equity for all employee pay groups. The district continues to refine employee pay systems to support the district's recruitment and retention efforts.

Recommendations

Following is a listing of recommendations for the Waco ISD compensation plan.

Recommendation 1:

Adopt the proposed pay plans with adjustments for 2021–2022. The recommended plans provide strong starting salaries, midpoints aligned with market values, and jobs aligned within the pay structures.

Recommendation 2:

Implement one of the proposed pay increase models to improve market competitiveness for all pay groups. The characteristics and specific details of the model are described in the next section.

Recommendation 3:

Provide adjustments to improve market competitiveness and maintain internal pay equity.

Recommended adjustments include:

- Adjustments to the teacher hiring schedule in years 15 through 25 to improve market competitiveness for teachers in the later years in the structure.
- Adjustments to 1 percent above the proposed pay grade minimum for employees whose pay is still below the minimum after the general pay increase is applied.
- Adjustments for employees in the educator career pathway to ensure pay is at least 2 percent above the daily rate of a teacher with the same experience.
- Adjustments for employees in the paraprofessional and auxiliary groups that provide 1 percent of midpoint for anyone whose pay is less than 90 percent of midpoint after other adjustments are applied.
- Placement scale adjustments for employees in pay grade 1 of the auxiliary group that aligns pay by experience by dividing minimum and midpoint by 20 years of experience.

Recommendation 4:

The district should consider freezing the pay rates of employees already paid at or above the maximum of their assigned pay grade. By honoring the pay grade maximums, the district can control pay equity and help maintain the integrity of the overall pay system.

Recommendation 5:

Continue to conduct an annual review of the compensation plan to ensure market competitiveness and maintain internal equity.

Model 1

The following pages include a summary cost estimate, proposed teacher hiring schedule, and proposed pay plans for exempt and nonexempt pay groups for **Model 1**.

- Teachers receive a 1.0 percent of market general pay increase (GPI), equal to a \$550 increase per continuing teacher
- Additional adjustments to teacher hiring schedule to improve market competitiveness in years 15 through 25
- Other pay groups, including administrative/professional, paraprofessional, and auxiliary, receive a 1.0 percent of midpoint GPI

Waco ISD

Summary of Cost Estimates, 2021-2022

Model 1

	Total Staff	Count of Increases	Cost Increase	Percent of Current Costs	2020-2021 Current Costs
Teachers					
\$49,200 starting salary	1,002		\$593,054		\$52,624,940
^{1c} 1.0% general pay increase (\$550)		1,002	\$545,335	1.0%	
Adjustments to years 15-25		153	\$47,719	0.1%	
Administrative/Professional	411		\$453,025		\$28,553,529
^{1c} 1.0% of pay range midpoint increase		406	\$307,524	1.1%	
1.0% increase to employees over range max		5	\$1,819	0.0%	
Adjustments to 1.0% above pay range minimum		15	\$2,880	0.0%	
Teacher pay equity adjustments		75	\$140,802	0.5%	
Paraprofessional	598		\$256,095		\$15,179,193
^{1c} 1.0% of pay range midpoint increase		591	\$165,399	1.1%	
1.0% increase to employees over range max		7	\$1,555	0.0%	
Targeted adjustment 2		319	\$89,141	0.6%	
Auxiliary	334		\$223,918		\$8,467,917
^{1c} 1.0% of pay range midpoint increase		330	\$91,699	1.1%	
1.0% increase to employees over range max		4	\$1,927	0.0%	
Placement scale adjustments		120	\$105,191	1.2%	
Targeted adjustment		67	\$25,101	0.3%	
Subtotal - General Pay Increase	2,345	2,345	\$1,115,258	1.0%	
Subtotal - Implementation/Equity Adjustments		749	\$410,834	0.4%	
Extra Duty Stipends			\$136,236		\$3,142,350
Special Programs		1	\$1,000	0.0%	
Athletics		150	\$76,750	2.4%	
Performing Arts		26	\$38,000	1.2%	
Extracurricular/UIL		77	\$20,486	0.7%	
Subtotal - Extra Duty Stipends		254	\$136,236	0.1%	
Total Cost Estimate			\$1,662,328	1.5%	\$107,967,929

Footnotes:

^{1c} Pay increases were applied to all employees and itemized separately for employees at or above the maximum rate.

Waco ISD

2021-2022 New Hire Guide for Teachers

Model 1: \$49,200 starting, 1.0% GPI

Years of Experience	New Hire Salary
0	\$49,200
1	\$49,650
2	\$50,100
3	\$50,600
4	\$51,100
5	\$51,600
6	\$52,100
7	\$52,600
8	\$53,100
9	\$53,500
10	\$53,900
11	\$54,300
12	\$54,700
13	\$55,100
14	\$55,500
15	\$56,000
16	\$56,500
17	\$57,000
18	\$57,500
19	\$58,000
20	\$58,500
21	\$58,900
22	\$59,300
23	\$59,700
24	\$60,100
25	\$60,500
26	\$60,900
27+	\$61,400

Continuing Teachers will receive an increase of
\$550

The salaries listed above are based on 10-month employment for the 2021-2022 school year. Salary plans are determined on an annual basis and salary advancement is not guaranteed. Pay increases are based on the annual pay raise budget approved by the Board of Trustees.

Model 2

The following pages include a summary cost estimate, proposed teacher hiring schedule, and proposed pay plans for exempt and nonexempt pay groups for **Model 2**.

- Teachers receive a 2.0 percent of market general pay increase (GPI), equal to a \$1,050 increase per continuing teacher
- Additional adjustments to the teacher hiring schedule to improve market competitiveness in years 15 through 25
- Other pay groups, including administrative/professional, paraprofessional, and auxiliary, receive a 2.0 percent of midpoint GPI

Waco ISD

Summary of Cost Estimates, 2021-2022

Model 2

	Total Staff	Count of Increases	Cost Increase	Percent of Current Costs	2020-2021 Current Costs
Teachers					
\$49,700 starting salary	1,002		\$1,088,877		\$52,624,940
^{1c} 2.0% general pay increase (\$1,050)		1,002	\$1,041,161	2.0%	
Adjustments to years 15-25		153	\$47,716	0.1%	
Administrative/Professional	411		\$750,367		\$28,553,529
^{1c} 2.0% of pay range midpoint increase		406	\$615,165	2.2%	
2.0% increase to employees over range max		5	\$3,636	0.0%	
Teacher pay equity adjustments		73	\$131,566	0.5%	
Paraprofessional	598		\$391,100		\$15,179,193
^{1c} 2.0% of pay range midpoint increase		587	\$326,888	2.2%	
2.0% increase to employees over range max		11	\$3,535	0.0%	
Targeted adjustment 2		205	\$60,677	0.4%	
Auxiliary	334		\$293,995		\$8,467,917
^{1c} 2.0% of pay range midpoint increase		330	\$184,447	2.2%	
2.0% increase to employees over range max		4	\$3,910	0.0%	
Placement scale adjustments		105	\$83,110	1.0%	
Targeted adjustment		60	\$22,528	0.3%	
Subtotal - General Pay Increase	2,345	2,345	\$2,178,742	2.0%	
Subtotal - Implementation/Equity Adjustments		596	\$345,597	0.3%	
Extra Duty Stipends			\$136,236		\$3,142,350
Special Programs		1	\$1,000	0.0%	
Athletics		150	\$76,750	2.4%	
Performing Arts		26	\$38,000	1.2%	
Extracurricular/UIL		77	\$20,486	0.7%	
Subtotal - Extra Duty Stipends		254	\$136,236	0.1%	
Total Cost Estimate			\$2,660,575	2.5%	\$107,967,929

Footnotes:

^{1c} Pay increases were applied to all employees and itemized separately for employees at or above the maximum rate.

Waco ISD

2021-2022 New Hire Guide for Teachers

Model 2: \$49,700 starting, 2.0% GPI

Years of Experience	New Hire Salary
0	\$49,700
1	\$50,150
2	\$50,600
3	\$51,100
4	\$51,600
5	\$52,100
6	\$52,600
7	\$53,100
8	\$53,600
9	\$54,000
10	\$54,400
11	\$54,800
12	\$55,200
13	\$55,600
14	\$56,000
15	\$56,500
16	\$57,000
17	\$57,500
18	\$58,000
19	\$58,500
20	\$59,000
21	\$59,400
22	\$59,800
23	\$60,200
24	\$60,600
25	\$61,000
26	\$61,400
27+	\$61,900

Continuing Teachers will receive an increase of
\$1,050

The salaries listed above are based on 10-month employment for the 2021-2022 school year. Salary plans are determined on an annual basis and salary advancement is not guaranteed. Pay increases are based on the annual pay raise budget approved by the Board of Trustees.

Model 3

The following pages include a summary cost estimate, proposed teacher hiring schedule, and proposed pay plans for exempt and nonexempt pay groups for **Model 3**.

- Teachers receive a 3.0 percent of market general pay increase (GPI), equal to a \$1,600 increase per continuing teacher
- Additional adjustments to the teacher hiring schedule to improve market competitiveness in years 15 through 25
- Other pay groups, including administrative/professional, paraprofessional, and auxiliary, receive a 3.0 percent of midpoint GPI

Waco ISD

Summary of Cost Estimates, 2021-2022

Model 3

	Total Staff	Count of Increases	Cost Increase	Percent of Current Costs	2020-2021 Current Costs
Teachers					
\$50,250 starting salary	1,002		\$1,634,206		\$52,624,940
^{1c} 3.0% general pay increase (\$1,600)		1,002	\$1,586,487	3.0%	
Adjustments to years 15-25		153	\$47,719	0.1%	
Administrative/Professional	411		\$1,040,607		\$28,553,529
^{1c} 3.0% of pay range midpoint increase		404	\$921,424	3.2%	
3.0% increase to employees over range max		7	\$6,442	0.0%	
Teacher pay equity adjustments		66	\$112,741	0.4%	
Paraprofessional	598		\$552,246		\$15,179,193
^{1c} 3.0% of pay range midpoint increase		584	\$490,865	3.2%	
3.0% increase to employees over range max		14	\$6,479	0.0%	
Targeted adjustment 2		186	\$54,902	0.4%	
Auxiliary	334		\$365,421		\$8,467,917
^{1c} 3.0% of pay range midpoint increase		330	\$273,241	3.2%	
3.0% increase to employees over range max		4	\$5,837	0.1%	
Placement scale adjustments		90	\$65,219	0.8%	
Targeted adjustment		56	\$21,124	0.2%	
Subtotal - General Pay Increase	2,345	2,345	\$3,290,775	3.0%	
Subtotal - Implementation/Equity Adjustments		551	\$301,705	0.3%	
Extra Duty Stipends			\$136,236		\$3,142,350
Special Programs		1	\$1,000	0.0%	
Athletics		150	\$76,750	2.4%	
Performing Arts		26	\$38,000	1.2%	
Extracurricular/UIL		77	\$20,486	0.7%	
Subtotal - Extra Duty Stipends		254	\$136,236	0.1%	
Total Cost Estimate			\$3,728,716	3.5%	\$107,967,929

Footnotes:

^{1c} Pay increases were applied to all employees and itemized separately for employees at or above the maximum rate.

Waco ISD

2021-2022 New Hire Guide for Teachers

Model 3: \$50,250 starting, 3.0% GPI

Years of Experience	New Hire Salary
0	\$50,250
1	\$50,700
2	\$51,150
3	\$51,650
4	\$52,150
5	\$52,650
6	\$53,150
7	\$53,650
8	\$54,150
9	\$54,550
10	\$54,950
11	\$55,350
12	\$55,750
13	\$56,150
14	\$56,550
15	\$57,050
16	\$57,550
17	\$58,050
18	\$58,550
19	\$59,050
20	\$59,550
21	\$59,950
22	\$60,350
23	\$60,750
24	\$61,150
25	\$61,550
26	\$61,950
27+	\$62,450

Continuing Teachers will receive an increase of
\$1,600

The salaries listed above are based on 10-month employment for the 2021-2022 school year. Salary plans are determined on an annual basis and salary advancement is not guaranteed. Pay increases are based on the annual pay raise budget approved by the Board of Trustees.

Proposed Pay Plans

2021-2022 Proposed Administrative/Professional Pay Plan

Waco ISD

Pay Grade	Job Title	Calendars	Minimum	Midpoint	Maximum	
101						
	Coordinator - Attendance/Truancy	202	153 Days	36,705	44,064	51,423
	Coordinator - PDS	153	187 Days	44,861	53,856	62,851
	Facilitator - Community Involvement	212, 226	202 Days	48,460	58,176	67,892
	Facilitator - Human Resources	226	203 Days	48,700	58,464	68,228
	Facilitator - Restorative Discipline	226	207 Days	49,659	59,616	69,573
	Facilitator - Restorative Justice	226	212 Days	50,859	61,056	71,253
	LSPSP Case Manager	202	226 Days	54,217	65,088	75,959
	Parent & Community Support Liaison	226				
	Parent Educator	202				
	Parent Educator - Lead	202				
	Specialist - Afterschool Program	226				
	Specialist - Athletic Scheduling & Equipment	226				
	Specialist - Communications	226				
	Specialist - Deaf Ed Interpreter Services	187				
	Specialist - Dropout Credit Recovery	212				
	Specialist - Family Engagement	226				
	Specialist - Family Support	207, 226				
	Specialist - Homeless Student Parent/Community	203				
	Specialist - Records Management	226				
102						
	Accountant - Business Service	226	187 Days	48,452	58,164	67,877
	Accountant - Grant	226	202 Days	52,338	62,830	73,322
	Accountant - Professional	226	207 Days	53,634	64,385	75,137
	At-Risk Interventionist	226	212 Days	54,929	65,940	76,952
	Behavior Analyst - Intern	212	226 Days	58,557	70,295	82,033
	Coordinator - Library & Technology	212				
	Coordinator - PYP	187				
	Coordinator - Risk Management & Benefits	226				
	Engineer - Network Infrastructure Engineer	226				
	Engineer - Network Systems	226				
	Exec Asst - CEO of Transformation Waco/BoT	226				
	Information Support System Program Analyst	226				
	Instructional Specialist - ESL	187				
	Specialist - Accelerated Instruction Plan	212				
	Specialist - Afterschool Program	226				
	Specialist - At-Risk Students	202, 207				
	Specialist - Behavior Intervention	207, 212				
	Specialist - Campus Testing	207				
	Specialist - College Career Military Readiness	212				
	Specialist - Community Partnerships	207				
	Specialist - Homeless Students Population	187				
	Specialist - Information Systems	226				
	Specialist - Public Relations	207				
	Specialist - Title LA	226				
	Speech Pathologist - Asst	187				
	Systems Engineer	226				
	Technology Facilitator	202				
	Television Production Manager/Producer	226				

2021-2022 Proposed Administrative/Professional Pay Plan

Waco ISD

Pay Grade	Job Title	Calendars	Minimum	Midpoint	Maximum	
103						
	Athletic Trainer	202	187 Days	\$277.23	\$332.81	\$388.39
	Counselor - ES	190, 203	51,842	62,235	72,629	
	Counselor - MS	203	190 Days	52,674	63,234	73,794
	Counselor - Sped	190	193 Days	53,505	64,232	74,959
	Data Specialist	207	202 Days	56,000	67,228	78,455
	Facilitator - ARD	202	203 Days	56,278	67,560	78,843
	Greater Waco Academies Family/Community Liaison	226	207 Days	57,387	68,892	80,397
	Instructional Specialist - Campus	202, 207	212 Days	58,773	70,556	82,339
	Instructional Specialist - Dyslexia	187	226 Days	62,654	75,215	87,776
	Instructional Specialist - English	202				
	Instructional Specialist - ESL	187				
	Instructional Specialist - Math	202				
	Instructional Specialist - Montessori	202				
	Instructional Specialist - Science	202				
	Instructional Specialist - Science/ELAR/SS	202				
	Instructional Specialist - Students	187				
	Instructional Specialist - Support For Teachers/Students	202, 207				
	Librarian - HS	193				
	Master Teacher	202				
	Master Teacher - Blended Learning	202				
	Master Teacher - Special Ed	202				
	Nurse (RN)	187				
	Rising Leaders	226				
	Social Worker - Parent/Community Involvement	202				
	Specialist - Behavior Intervention	212				
	Specialist - C&I	202, 207				
	Specialist - Transition	202				
	Student Management Advisor	187				
	Supervisor - Community Outreach Homeless Students	203				
	Supervisor - Payroll	226				
104						
	Asst Principal - ES	207	187 Days	\$299.41	\$359.43	\$419.45
	Asst Principal - Montessori	207	190 Days	55,990	67,213	78,437
	Board Certified Behavior Analyst - BCBA	212	190 Days	56,888	68,292	79,696
	Counselor - HS	190, 203, 212	202 Days	60,481	72,605	84,729
	Counselor - HS Lead	226	203 Days	60,780	72,964	85,148
	Diagnostician	202	207 Days	61,978	74,402	86,826
	Licensed Specialist School Psychology	202	212 Days	63,475	76,199	88,923
	Occupational Therapist	190	226 Days	67,667	81,231	94,796
	Police Sergeant	226				
	Speech Pathologist - ASHA	187, 207				

2021-2022 Proposed Administrative/Professional Pay Plan

Waco ISD

Pay Grade	Job Title	Calendars	Minimum	Midpoint	Maximum	
105			Daily	\$314.37	\$377.40	\$440.43
	Asst Director - Instructional Technology Staff Development	226	202 Days	63,503	76,235	88,967
	Asst Principal - Credit Recovery	207	207 Days	65,075	78,122	91,169
	Asst Principal - DAEP	207	226 Days	71,048	85,292	99,537
	Asst Principal - MS	207				
	Coordinator - Accounting	226				
	Coordinator - Advanced Academics	226				
	Coordinator - Bilingual	207				
	Coordinator - C&I	226				
	Coordinator - Curriculum/Instruction	226				
	Coordinator - District Behavior Intervention	207				
	Coordinator - Instructional Technology	226				
	Coordinator - MS Athletics	226				
	Coordinator - Professional Development	226				
	Coordinator - Research/Assessment	226				
	Coordinator - Response to Intervention	202				
	Coordinator - Special Education	226				
	Coordinator - Student Management	226				
	Coordinator - Technology Support Services	226				
	Coordinator - Testing/Assessments	226				
	Coordinator- Section 504 Compliance/Response To Intervention	226				
	Dean - Atlas Academy	226				
	Dean - Instruction	226				
	Dean - Instruction MS	226				
	Dean - Student Services MS	226				
	Energy Manager	226				
	Internal Auditor	202				
	Police Lieutenant	226				
	Senior Security Systems Engineer	226				
	Senior Systems Engineer	226				
106			Daily	\$352.10	\$422.69	\$493.28
	Associate Principal - HS	226	207 Days	72,885	87,497	102,109
	Asst Athletic Director - Facilities	226	212 Days	74,645	89,610	104,575
	Asst Dean - GWACHA	207	226 Days	79,575	95,528	111,481
	Asst Director - Facilities/Preventative Maintenance	226				
	Asst Director - Human Resources	226				
	Asst Director - Maintenance	226				
	Asst Principal - HS	207				
	Asst Principal - Testing/Assessment	212				
	Chief of Police	226				
	Dean - Academies	226				
	Dean - Career Technology Education	226				
	Dean - GWAHCA	226				
	Dean - GWAMA	226				
	Director - Accountability/Data Analysis	226				
	Director - Advanced Academics	226				
	Director - Communications	226				
	Director - Digital Innovation/Learning	226				
	Director - Dyslexia/RTI/504 Services	226				
	Director - Early Childhood Education	226				
	Director - Health Services	226				
	Director - Network Systems	226				
	Director - Opportunity Culture	226				
	Director - PEIMS/Attendance/Data Analytics	226				
	Principal - Credit Recovery	226				
	Principal - ES	226				
	Principal - Montessori	132				

2021-2022 Proposed Administrative/Professional Pay Plan

Waco ISD

Pay Grade	Job Title	Calendars	Minimum	Midpoint	Maximum	
107			Daily	\$383.47	\$456.51	\$529.55
	Athletic Sector Coordinator - Head Football Coach	226	226 Days	86,664	103,171	119,678
	Chief Strategy Officer	226				
	Director - Bilingual/ESL	226				
	Director - Business Services	226				
	Director - Career & Technology Education	226				
	Director - Challenge Academy	226				
	Director - College, Career, Military Readiness	226				
	Director - Fine Arts	226				
	Director - Human Resources	226				
	Director - Special Education	226				
	Director - State & Federal Programs/Grants Management	226				
	Principal - DAEP	226				
	Principal - MS	226				
108			Daily	\$429.48	\$511.29	\$593.10
	Director - Athletics	226	226 Days	97,062	115,552	134,041
	Exec Director - Communications	226				
	Exec Director - Curriculum/Professional Development	226				
	Exec Director - Elementary Education	226				
	Exec Director - Human Resources	226				
	Exec Director - Operations	226				
	Exec Director - Student Services	226				
	Exec Director - Student Support	226				
	Exec Director Of Special Education	226				
	Exec Director School Leadership	226				
	Principal - HS	226				
109			Daily	\$532.56	\$634.00	\$735.44
	Asst Superintendent - Curriculum/Instruction	226	226 Days	120,359	143,284	166,209
	Asst Superintendent - Finance	226				
	Asst Superintendent - Human Resources	226				
	Asst Superintendent - Student Services And Support	226				
	Exec Director - Technology/Innovation	226				
110			Daily	\$559.19	\$665.70	\$772.21
	Chief of Staff	226	226 Days	126,377	150,448	174,519

2021-2022 Proposed Paraprofessional Pay Plan

Waco ISD

Pay Grade	Job Title	Calendars	Minimum	Midpoint	Maximum	
201			Hourly	\$12.10	\$14.75	\$17.41
	ACE After School Worker	207	193 Days	18,682	22,774	26,881
	Receptionist - Campus	193	207 Days	20,038	24,426	28,831
202			Hourly	\$13.19	\$16.08	\$18.97
	ACE Afterschool Worker - Lead	226	187 Days	19,732	24,056	28,379
	Aide - Behavior Support	187	188 Days	19,838	24,184	28,531
	Aide - Instructional	187	226 Days	23,848	29,073	34,298
	Aide - ISS	187				
	Aide - Library	187, 188				
	Aide - Multimedia	187				
	Aide - Nurse	187				
203			Hourly	\$14.51	\$17.69	\$20.87
	Clerk - Administration/Payroll	226	187 Days	21,707	26,464	31,222
	Clerk - Athletic	212	193 Days	22,403	27,313	32,223
	Clerk - Bilingual Asst Special Ed	202	202 Days	23,448	28,587	33,726
	Clerk - Campus Office	193	212 Days	24,609	30,002	35,396
	Clerk - Custodial/IPM	226	226 Days	26,234	31,984	37,733
	Clerk - ELL Testing	226				
	Clerk - Print/Mail Center	226				
	Clerk - Special Education	202				
	Special Ed Aide	187				
	Special Ed Aide - Achieve	187				
	Special Ed Aide - Aspire	187				
	Special Ed Aide - Base	187				
	Special Ed Aide - Deaf Ed	187				
	Special Ed Aide - ECSE	187				
	Special Ed Aide - Functional Academic	187				
	Special Ed Aide - PPCD	187				
	Special Ed Aide - Resource/Inclusion	187				
	Special Ed Aide - SAIL	187				
	Special Ed Aide 18-21 Transition	187				
204			Hourly	\$15.23	\$18.57	\$21.91
	Admin Asst - Transformation Waco	226	193 Days	23,515	28,672	33,829
	Liaison - Parent Campus	193	196 Days	23,881	29,118	34,355
	Secretary - Principal ES	226	202 Days	24,612	30,009	35,407
	Specialist - Parent Involvement	202	226 Days	27,536	33,575	39,613
	Specialist - PEIMS	196				
205			Hourly	\$16.29	\$19.87	\$23.45
	Liaison - Attendance Court	202	202 Days	26,325	32,110	37,895
	Registrar - HS	226	226 Days	29,452	35,925	42,398
	Secretary - Alt	226				
	Secretary - GWAHCA	226				
	Secretary - GWAMA	226				
	Secretary - Principal MS	226				

2021-2022 Proposed Paraprofessional Pay Plan

Waco ISD

Pay Grade	Job Title	Calendars	Minimum	Midpoint	Maximum	
206						
	Bookkeeper - HS	226	Hourly	\$17.60	\$21.46	\$25.32
	Deaf Interpreter - Non-Certified	187	187 Days	26,330	32,104	37,879
	Director - Child Care	187	226 Days	31,821	38,800	45,779
	Secretary - Principal HS	226				
	Specialist - Police Support Services	226				
	Specialist - Warehouse Inventory	226				
207						
	Accountant - Athletic	226	Hourly	\$19.29	\$23.52	\$27.75
	Admin Asst - Athletics	226	187 Days	28,858	35,186	41,514
	Admin Asst - Bilingual	226	226 Days	34,876	42,524	50,172
	Admin Asst - CATE	226				
	Admin Asst - Fine Arts	226				
	Admin Asst - Homeless Department	226				
	Admin Asst - Maintenance	226				
	Admin Asst - PEIMS	226				
	Admin Asst - Police	226				
	Admin Asst - Student Management	226				
	Exec Admin Asst - Curriculum/Instruction	226				
	LVN	187				
	Specialist - Accounting Revenue	226				
	Specialist - Accounts Payable	226				
	Specialist - Bilingual Assessor	226				
	Specialist - HR	226				
	Specialist - HR Personnel Services	226				
	Specialist - HR Risk Management/Benefits/Leave	226				
	Specialist - Maintenance Business	226				
	Specialist - Payroll	226				
	Specialist - PEIMS Special Ed	226				
	Specialist - Purchasing II	226				
	Technician - Network Services	226				
	Technician - Technology Field Service	226				
	Technician - Technology Help Desk	226				
208						
	Deaf Interpreter - Certified	187	Hourly	\$21.21	\$25.87	\$30.53
	Exec Admin Asst - Business/Financial Services	226	187 Days	31,730	38,702	45,673
	Exec Admin Asst - C&I	226	226 Days	38,348	46,773	55,198
	Exec Admin Asst - Communications	226				
	Exec Admin Asst - Human Resources	226				
	Exec Admin Asst - Operations	226				
	Exec Admin Asst - Special Ed	226				
	Exec Admin Asst - Student Services	226				
	Exec Admin Asst - Technology Services	226				
	Specialist - Administrative Budget	226				
	Specialist - PEIMS Interface	226				
	Technician - Communication Systems	226				

2021-2022 Proposed Paraprofessional Pay Plan

Waco ISD

Pay Grade	Job Title	Calendars	Minimum	Midpoint	Maximum	
209						
	Buyer	226				
	Exec Asst - Superintendent	226				
	Occupational Therapist Asst	187				
	Specialist - Student Services Interface	226				
			Hourly	\$25.67	\$31.31	\$36.95
			187 Days	38,402	46,840	55,277
			226 Days	46,411	56,608	66,806

2021-2022 Proposed Auxiliary Pay Plan

Waco ISD

Pay Grade	Current Grade	Job Title	Calendars	Minimum	Midpoint	Maximum	
301				Hourly	\$11.28	\$13.75	\$16.23
301		Cafeteria Worker	180	178 Days	16,063	19,580	23,112
301		Crosswalk Guard	178	180 Days	16,243	19,800	23,371
301		Custodian	240	240 Days	21,658	26,400	31,162
302				Hourly	\$12.29	\$14.99	\$17.69
302		Cafeteria Worker - Lead	180	180 Days	17,698	21,586	25,474
302		Custodian - Lead	240	226 Days	22,220	27,102	31,984
302		Specialist - Floor Care	240	240 Days	23,597	28,781	33,965
302		Warehouse Worker - CNS	226				
303				Hourly	\$13.40	\$16.34	\$19.28
303		Groundskeeper	240	226 Days	24,227	29,543	34,858
303		Mail Delivery	226	240 Days	25,728	31,373	37,018
303		Utility Worker	240				
304				Hourly	\$14.60	\$17.81	\$21.02
304		Asst Manager - Cafeteria	184	184 Days	21,491	26,216	30,941
304		Cafeteria - Manager	184	240 Days	28,032	34,195	40,358
304		Cafeteria - Manager Trainee	184				
304		General Maintenance Worker	240				
304		Utility Worker - Lead	240				
304		Warehouse Worker	240				
305				Hourly	\$15.92	\$19.41	\$22.90
305		Cafeteria - ES Manager	184	184 Days	23,434	28,572	33,709
305		Custodian - Head ES	240	207 Days	26,364	32,143	37,922
305		General Maintenance Worker II	240	240 Days	30,566	37,267	43,968
305		Security Guard	207				
305		Utility Worker - WISD Stadium	240				
306				Hourly	\$17.35	\$21.16	\$24.97
306		Cafeteria - Manager MS	184	184 Days	25,539	31,148	36,756
306		Custodian - Head MS	240	240 Days	33,312	40,627	47,942
306		General Maintenance Worker III	240				
306		Groundskeeper - Irrigation	240				
306		Groundskeeper - Lead	240				
306		Technician II - Energy Controls	240				
306		Warehouse Worker - Senior	240				
307				Hourly	\$18.91	\$23.06	\$27.21
307		Cafeteria - Manager HS	184	184 Days	27,836	33,944	40,053
307		Carpenter	240	240 Days	36,307	44,275	52,243
307		Custodian - Head Administration	240				
307		Custodian - Head HS	240				
307		Facilities Construction - Lead	240				
307		Locksmith	240				
307		Painter	240				
307		Pest Control - Lead	240				
307		Plumber - Preventive Maintenance	240				
307		Roofer	240				

2021-2022 Proposed Auxiliary Pay Plan

Waco ISD

Pay Grade	Current Grade	Job Title	Calendars	Minimum	Midpoint	Maximum	
	307	Specialist - Warehouse Receiving	240				
	307	Welder	240				
308				Hourly	\$20.61	\$25.14	\$29.67
	308	Custodial - Asst Supervisor	240	240 Days	39,571	48,269	56,966
	308	Electrician	240				
	308	Plumber	240				
	308	Preventive Maintenance - Lead	240				
	308	Technician - Asbestos	240				
	308	Technician - HVAC	240				
309				Hourly	\$22.47	\$27.40	\$32.33
	309	Custodial - Asst Supervisor (Night)	240	207 Days	37,210	45,374	53,538
	309	Electrical Section - Lead	240	226 Days	40,626	49,539	58,453
	309	Foreman - Building Maintenance/Carpentry	240	240 Days	43,142	52,608	62,074
	309	Foreman - Grounds	240				
	309	HVAC - Section Lead	240				
	309	Plumber - Section Lead	240				
	309	Police Officer - MS	207				
	309	Supervisor - CNS Compliance/Employee Relations	226				
	309	Warehouse Manager - CNS	226				
310				Hourly	\$24.49	\$29.87	\$35.25
	310	Police Officer	226	226 Days	44,278	54,005	63,732
	310	Supervisor - Custodial Services/Coordinator - IPM	240	240 Days	47,021	57,350	67,680
	310	Supervisor - Maintenance/Grounds	240				

2021-2022 Auxiliary Placement Scale

Waco ISD

Placement scales are used to establish a minimum rate for new hires based on experience approved by the district. Current employees may be paid above this placement scale. This scale is for placement of new hires only. Future wage increases are determined annually and are not guaranteed.

Range Position	2021-2022 Total Exp	Pay Grades
		301
Minimum	0	\$11.28
	1	\$11.40
	2	\$11.52
	3	\$11.64
	4	\$11.76
	5	\$11.88
	6	\$12.00
	7	\$12.12
	8	\$12.24
	9	\$12.36
	10	\$12.48
	11	\$12.60
	12	\$12.72
	13	\$12.84
	14	\$12.96
	15	\$13.08
	16	\$13.20
	17	\$13.32
	18	\$13.44
	19	\$13.56
Midpoint	20	\$13.75
Maximum		\$16.23

2021-2022 Proposed Extra Duty Stipends

Waco ISD

Category	Assignment	Level	Proposed Stipend
Academics			
	Alternative Campus , Teacher	DAEP	1,000
	Master Teacher, Transformation Zone	MS	13,000
Athletics			
	Athletic Coordinator, MS	MS	2,000
	Basketball, MS	MS	2,000
	Cross Country, MS	MS	1,600
	Football, MS	MS	2,000
	Soccer, MS	MS	1,600
	Tennis, MS	MS	1,600
	Track, MS	MS	2,000
	Volleyball, MS	MS	2,000
	Baseball, Asst Varsity	HS	3,500
	Baseball, Head HS	HS	8,000
	Basketball, 9th	HS	4,500
	Basketball, Asst	HS	3,500
	Basketball, Asst Varsity	HS	5,000
	Basketball, Head HS	HS	9,000
	Cross Country, Asst Varsity	HS	3,500
	Cross Country/Track, Head	HS	6,500
	Football, 9th	HS	5,000
	Football, Asst	HS	6,500
	Football, Asst	HS	6,500
	Football, Off/Def Coordinator	HS	9,000
	Golf, Head (year round)	HS	7,500
	Powerlifting, Asst Varsity	HS	2,500
	Soccer, Asst	HS	3,500
	Soccer, Asst Varsity	HS	4,500
	Soccer, Head	HS	8,000
	Soccer, JV	HS	4,500
	Softball, Asst	HS	3,500
	Softball, Asst Varsity	HS	4,500
	Softball, Head	HS	8,000
	Tennis, Asst Varsity	HS	3,500
	Tennis, Head	HS	7,500
	Track, Asst Varsity	HS	3,500
	Volleyball, 9th	HS	4,200
	Volleyball, Asst Varsity	HS	4,500
	Volleyball, Head	HS	8,000

2021-2022 Proposed Extra Duty Stipends

Waco ISD

Assign Category	ment	Level	Proposed Stipend
Content/Critical Shortage			
	Bilingual, Teacher (Certified)	ES	5,000
	ESL, Teacher (Certified)	ES	
	1% to 25% Students Served		500
	26% to 50% Students Served		1,000
	51% to 75% Students Served		1,500
	76% to 100% Students Served		2,000
	Music, Choral Lead Teacher	ES	4,000
	ESL, Teacher (Certified)	MS	2,000
	Foreign Language, Teacher (Certified)	MS	3,000
	Mathematics, Teacher (Certified)	MS	6,000
	Science, Teacher (Certified)	MS	6,000
	Engineering, CTE Teacher	HS	8,000
	English, Teacher (I & II)	HS	1,400
	ESL, Teacher (Certified)	HS	
	1% to 25% Students Served		500
	26% to 50% Students Served		1,000
	51% to 75% Students Served		1,500
	76% to 100% Students Served		2,000
	Foreign Language, Teacher (Certified)	HS	3,000
	Mathematics/Physics, Teacher (Certified)	HS	8,000
	Science, Teacher (Certified)	HS	8,000
Extracurricular/UII			
	UIL, Coordinator ES	ES	500
	Cheerleading, MS	MS	2,000
	UIL, Academic MS	MS	400
	UIL, Coordinator MS	MS	1,000
	Cheerleader, JV	HS	3,000
	Cheerleading, HS	HS	5,000
	Cheerleading, Varsity HS	HS	5,000
	Decathlon, Asst Sponsor	HS	1,500
	Decathlon, Head Sponsor	HS	3,000
	Drill Team, Asst Sponsor	HS	3,000
	Drill Team, Varsity Sponsor	HS	5,000
	Speech & Debate Mock Trial	HS	3,000
	Speech/Debate Sponsor	HS	2,000
	Student Council, Sponsor	HS	1,500
	UIL, Academic Contest Sponsor (per event)	HS	700
	UIL, Coordinator HS	HS	2,000
	Yearbook, Sponsor	HS	2,000

2021-2022 Proposed Extra Duty Stipends

Waco ISD

Assign Category	ment	Level	Proposed Stipend
Performing Arts			
	Band, Asst Director MS	MS	4,500
	Band, Director MS	MS	6,000
	Choir, Director MS	MS	3,000
	Orchestra, Director MS	MS	3,000
	Band, Asst Director	HS	7,500
	Band, Director	HS	16,000
	Band, Jazz & Stage	HS	2,000
	Choir, Asst Director	HS	4,000
	Choir, Director	HS	6,000
	Choir, Show Choir Director HS	HS	1,000
	Color Guard/Flag Corps	HS	2,000
	JROTC, Marching Guards	HS	3,500
	Mariachi, Director	HS	6,000
	Orchestra, Director (multi campuses)	HS	8,500
	Theater, Asst Director	HS	4,000
	Theater, Director	HS	6,000
	Theater, Director MS	HS	3,000
	Theater, Facility Manager	HS	3,000
Special Programs			
	Art, Lead Teacher	DIST	2,000
	Counselor, Lead ES	DIST	1,000
	Counselor, Lead HS	DIST	1,000
	Counselor, Lead MS	DIST	1,000
	Gifted & Talented, Teacher (Certified)	DIST	2,000
	Mentor Teacher	DIST	500
	Parent as Teacher, Lead PAT	DIST	2,000
	PE, Lead Teacher	DIST	2,000
	Special Olympics Coach	DIST	2,500
	Coordinator, Campus History Fair	ES	500
	Coordinator, Campus New Teacher	ES	1,000
	TZ Master Teacher	ES	13,000
	Coordinator, Campus History Fair	MS	500
	Coordinator, Campus New Teacher	MS	1,000
	TZ Master Teacher	MS	13,000
	Athletic Coordinator, HS	HS	7,000
	Certified Nurse Asst, Advanced Teacher	HS	8,000
	Certified Nurse Asst, Teacher	HS	8,000
	Welding/Precision Metal	HS	4,500

2021-2022 Proposed Extra Duty Stipends

Waco ISD

Category	Assignment	Level	Proposed Stipend
Special Education			
	Bilingual, ARD Facilitator*	DIST	3,000
	Bilingual, Asst Speech Language Pathologist*	DIST	3,000
	Bilingual, Diagnostician*	DIST	3,000
	Bilingual, Dyslexia*	DIST	3,000
	Bilingual, LSSP*	DIST	3,000
	Bilingual, Speech Language Pathologist*	DIST	3,000
	Interpreter, BEI Advanced (Certified)	DIST	3,000
	Interpreter, Deaf Ed (Certified)	DIST	2,000
	Interpreter, RDSPD Deaf Ed (Certified)	ES	1,000
	Sped Aide, SAIL/Achieve/Aspire/ECSE	ES	500
	Sped, Inclusion/Resource w/Core Content Certificate	ES	1,500
	Sped, SAIL	ES	4,000
	Sped, Self-Contained ECSE/Achieve/Aspire	ES	3,000
	Sped Aide, SAIL/Achieve/Aspire/ECSE	MS	500
	Sped, Inclusion/Resource w/Core Content Certificate	MS	1,500
	Sped, SAIL	MS	4,000
	Sped, Self-Contained ECSE/Achieve/Aspire	MS	3,000
	Interpreter, RDSPD Deaf Ed (Certified)	HS	1,000
	Sped Aide, SAIL/Achieve/Aspire/ECSE	HS	500
	Sped, Inclusion/Resource w/Core Content Certificate	HS	1,500
	Sped, SAIL	HS	4,000
	Sped, Self-Contained ECSE/Achieve/Aspire	HS	3,000

*Must possess appropriate professional certification(s); be proficient in Spanish (understand, read, write, speak, and translate); have the ability to conduct and facilitate Special Education related meetings between staff, students and parents; and complete all required documentation/paperwork and related processes within certification area.

Detailed Market Comparisons

Waco ISD

Teacher Salary Plan Comparisons, 2020-2021

District	Student Enrollment	Number of Teachers	0-Year Salary	5-Year Salary	10-Year Salary	15-Year Salary	20-Year Salary	Average Teacher Salary	Max Yrs Credit	Last % Increase
1 Duncanville ISD	10,790	838	\$53,000	\$54,000	\$55,500	\$57,100	\$59,200	\$55,725	21	0.2%
2 Waxahachie ISD	9,661	706	\$51,000	\$54,500	\$57,500	\$60,500	\$63,500	\$58,853	40	0.0%
3 Temple ISD	8,318	602	\$50,500	\$52,500	\$55,500	\$57,500	\$60,500	\$54,850	32	2.7%
4 Belton ISD	12,450	804	\$50,500	\$52,000	\$54,500	\$57,000	\$59,500	\$55,048	24	2.0%
5 Killeen ISD	44,264	2,772	\$50,300	\$51,950	\$54,550	\$56,550	\$58,550	\$56,197	20	0.0%
6 Round Rock ISD	51,289	3,619	\$50,000	\$52,000	\$55,250	\$57,235	\$58,941	\$56,118	30	2.0%
7 Georgetown ISD	11,873	952	\$49,500	\$51,077	\$53,198	\$55,328	\$57,843	\$54,198	30	3.0%
8 Copperas Cove ISD	7,993	563	\$47,500	\$48,800	\$51,200	\$53,600	\$56,100	\$50,794	25	0.6%
9 Bryan ISD	15,802	1,205	\$46,000	\$47,850	\$50,400	\$53,450	\$56,750	\$52,037	45	1.2%
10 Midway ISD-McLennan County	8,263	526	\$45,600	\$47,661	\$50,357	\$53,446	\$56,402	\$51,823	25	1.0%
11 College Station ISD	13,405	992	\$45,500	\$46,900	\$49,050	\$51,954	\$56,005	\$51,407	26	2.0%
12 La Vega ISD**		214	\$45,000	\$48,000	\$52,088	\$55,088	\$58,088		29	
13 Tyler ISD	17,837	1,259	\$44,250	\$49,500	\$52,600	\$54,300	\$55,800	\$51,374	30	0.0%
14 Robinson ISD	2,413	182	\$43,000	\$45,650	\$50,305	\$54,878	\$58,880	\$54,111	28	0.0%
15 Lorena ISD	1,740	123	\$41,750	\$46,200	\$51,700	\$55,800	\$58,300	\$52,610	30	1.5%
16 Connally ISD	2,299	200	\$41,300	\$44,090	\$50,200	\$55,060	\$59,200	\$53,100	40	3.0%
17 Gatesville ISD	2,778	237	\$35,160	\$40,380	\$47,130	\$52,210	\$56,040	\$51,586	30	0.0%
Waco ISD	14,530	1,000	\$49,100	\$51,550	\$53,750	\$55,750	\$57,850	\$52,509	27	1.1%
25th Percentile			\$44,250	\$46,900	\$50,357	\$53,600	\$56,402	\$51,764	25	0.0%
Median			\$46,000	\$48,800	\$52,088	\$55,088	\$58,300	\$53,606	30	1.1%
75th Percentile			\$50,300	\$52,000	\$54,550	\$57,000	\$59,200	\$55,217	30	2.0%
Comparison to Median			107%	106%	103%	101%	99%	98%		
<i>Dollar Difference</i>			<i>\$3,100</i>	<i>\$2,750</i>	<i>\$1,662</i>	<i>\$662</i>	<i>(\$450)</i>	<i>(\$1,097)</i>		
Rank Order			8	7	7	8	11	11		

Footnotes:

** District did not participate in survey. Teacher schedules collected from the district.

Waco ISD

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Waco ISD

Teacher Stipend Comparisons, 2020-2021

District	Student Enrollment	Master's Degree	Subject-Area Master's	Secondary Math	Secondary Science	Special Education General/Resource	Special Education Self-Contained	Bilingual	ESL General	ESL Dual Language	National Board Certification	Campus Assignment
1 Belton ISD	12,450	\$1,000				\$1,500	\$1,500	\$3,000				
2 Bryan ISD	15,802	\$1,500		\$2,000	\$2,000		\$1,500	\$6,000	\$500			
3 College Station ISD	13,405	\$2,000						\$5,000				
4 Connally ISD	2,299		\$750	\$4,000	\$4,000	\$1,500	\$1,500	\$4,000	\$1,500			
5 Copperas Cove ISD	7,993	\$1,000		\$3,000	\$3,000	\$875	\$875	\$2,400	\$1,200			
6 Duncanville ISD	10,790	\$1,000		\$2,500	\$2,500			\$4,000				
7 Gatesville ISD	2,778	\$500		\$750	\$750				\$1,000	\$3,000		
8 Georgetown ISD	11,873	\$500					\$1,000	\$5,000		\$1,000		
9 Killeen ISD	44,264	\$1,175	\$3,315	\$3,120	\$3,120		\$3,500	\$5,000			\$1,175	
10 Lorena ISD	1,740	\$600										
11 Midway ISD-McLennan County	8,263	\$1,000		\$2,000	\$2,000	\$1,000	\$1,000	\$2,000	\$1,000			
12 Robinson ISD	2,413		\$1,000	\$1,000	\$1,000		\$4,000					
13 Round Rock ISD	51,289	\$1,000					\$2,000	\$7,000			\$1,000	
14 Temple ISD	8,318	\$1,000		\$2,500	\$2,500			\$5,000		\$1,500		\$2,500
15 Tyler ISD	17,837	\$1,000		\$2,000	\$2,000			\$3,000				
16 Waxahachie ISD	9,661	\$1,500		\$3,000	\$3,000	\$2,000	\$2,000	\$4,000	\$1,000	\$1,000		
Waco ISD	14,530			\$8,000	\$8,000	\$1,500	\$3,000	\$5,000	\$2,000	\$2,000		
Median Stipend		\$1,000	\$1,000	\$2,500	\$2,500	\$1,500	\$1,500	\$4,000	\$1,000	\$1,250	\$1,088	\$2,500
Average Stipend		\$1,055	\$1,688	\$2,352	\$2,352	\$1,375	\$1,888	\$4,262	\$1,033	\$1,625	\$1,088	\$2,500
Count		14	3	11	11	5	10	13	6	4	2	1
<i>Dollar Difference from Median</i>				<i>\$5,500</i>	<i>\$5,500</i>	<i>\$0</i>	<i>\$1,500</i>	<i>\$1,000</i>	<i>\$1,000</i>	<i>\$750</i>		

Footnotes:

Special Education General/Resource:

Copperas Cove ISD - AVERAGE

Waco ISD - Inclusion/Resource

Waxahachie ISD - content master, inclusion, resource

Special Education Self-Contained:

Belton ISD - HR Services edit: copied from SpEd General

Bryan ISD - Ranges from 1500-5000 based on subject

Copperas Cove ISD - AVERAGE

Georgetown ISD - Annual Stipend - \$500 for ILC Teachers and \$1000 for BSC Behavior Teachers

Killeen ISD - All Self-contained

Robinson ISD - FA Teacher Stipend

Waco ISD - ESCE/PPCD, Achieve/Aspire (FA)

Waxahachie ISD - life skills, behavior, structured instruction, early childhood sped

Waco ISD

Teacher Incentive Comparisons, 2020-2021

District	Student Enrollment	Dept Chair/ Grade Leader HS	Dept Chair/ Grade Leader MS	Dept Chair/ Grade Leader ES	Mentor Teacher	Foreign Language	Signing Bonus	Other Incentive
1 Belton ISD	12,450	\$2,000	\$1,000	\$500				
2 Bryan ISD	15,802	\$2,000	\$450	\$300	\$500	\$2,000		\$1,750
3 College Station ISD	13,405	\$2,250	\$1,000				\$1,500	
4 Connally ISD	2,299	\$750	\$750	\$750	\$400	\$3,000		
5 Copperas Cove ISD	7,993	\$1,500	\$1,500	\$1,000	\$500	\$750		
6 Duncanville ISD	10,790	\$2,300	\$1,000			\$2,500	\$1,000	
7 Gatesville ISD	2,778	\$750	\$500			\$1,500		
8 Georgetown ISD	11,873	\$3,000	\$1,000	\$1,000	\$500			\$800
9 Killeen ISD	44,264	\$2,000	\$1,400		\$875		\$2,080	
10 Lorena ISD	1,740	\$1,000	\$1,000	\$1,000	\$500			\$1,000
11 Midway ISD-McLennan County	8,263	\$3,000	\$1,000	\$500	\$200	\$1,000		
12 Robinson ISD	2,413	\$500	\$500	\$500	\$500			\$200
13 Round Rock ISD	51,289	\$1,500	\$1,000	\$600	\$500			
14 Temple ISD	8,318	\$2,000	\$1,000		\$500			
15 Tyler ISD	17,837	\$3,000	\$1,500	\$500				\$500
16 Waxahachie ISD	9,661	\$2,000	\$1,000	\$750		\$3,000		

Waco ISD	14,530				\$500	\$3,000	\$3,000	
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Median Stipend		\$2,000	\$1,000	\$600	\$500	\$2,000	\$1,500	\$800
Average Stipend		\$1,847	\$975	\$673	\$498	\$1,964	\$1,527	\$850
Count		16	16	11	10	7	3	5

<i>Dollar Difference from Median</i>					<i>\$0</i>	<i>\$1,000</i>	<i>\$1,500</i>	
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Footnotes:

Other Incentives:

Bryan ISD, Georgetown ISD, Lorena ISD, Tyler ISD - Doctorate

Robinson ISD - GT/Honors

Waco ISD

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Waco ISD

Market Comparisons, 2020-2021

Positions Sorted by Benchmark Position

Central Administration

Benchmark Position	District Job Title	Diff in Days	Note	Districts Reporting	2020-2021 Market Salary	2020-2021 District Salary	2020-2021 District Salary Compared to Market	2020-2021 District Pay Range Midpoint	2020-2021 Pay Range Midpoint Compared to Market	
1	Chief Academic Officer	Asst Superintendent - Curriculum/Instruction	0	S	43	\$152,056	\$129,344	85%	\$139,141	92%
2	Chief Facilities and Operations Officer	Exec Director - Operations	0	S	36	\$143,449	\$113,261	79%	\$115,952	81%
3	Chief Financial Officer	Asst Superintendent - Finance	0	S	50	\$152,302	\$141,659	93%	\$139,141	91%
4	Chief Human Resources Officer	Asst Superintendent - Human Resources	0	S	46	\$144,355	\$133,344	92%	\$139,141	96%
5	Chief of Police	Chief of Police	0	S	21	\$94,065	\$82,603	88%	\$97,601	104%
6	Chief Technology Officer	Exec Director - Technology/Innovation	0	S	49	\$123,131	\$125,059	102%	\$139,141	113%
7	Communications Officer	Exec Director - Communications	0	S	49	\$113,725	\$97,320	86%	\$115,952	102%
8	Director of Athletics (Non-Coaching)	Director - Athletics	0	S	47	\$123,119	\$123,120	100%	\$115,952	94%
9	Director of Bilingual Education	Director - Bilingual/ESL	0	S	42	\$101,003	\$97,396	96%	\$105,410	104%
10	Director of Career & Technical Education	Director - Career & Technology Education	0	S	46	\$103,288	\$105,453	102%	\$105,410	102%
11	Director of Curriculum/Instruction	Exec Director - Elementary Education	0	S	42	\$111,775	\$113,620	102%	\$115,952	104%
12	Director of Finance/Business Manager	Director - Business Services	0	S	47	\$104,271	\$115,776	111%	\$105,410	101%
13	Director of Fine Arts	Director - Fine Arts	0	S	43	\$104,233	\$95,923	92%	\$105,410	101%
14	Director of Human Resources	Director - Human Resources	0	S	42	\$103,188	\$94,481	92%	\$105,410	102%
15	Director of Internal Audit	Internal Auditor	-24	S	12	\$89,412	\$68,332	76%	\$75,564	85%
16	Director of Maintenance	Asst Director - Facilities/Preventative Maintenance	-4	S	53	\$102,570	\$87,551	85%	\$94,265	92%
17	Director of Nursing & Health Services	Director - Health Services	0	S	43	\$85,700	\$85,700	100%	\$97,601	114%
18	Director of Professional Development	Exec Director - Curriculum/Professional Development	0	S	25	\$98,050	\$112,120	114%	\$115,952	118%
19	Director of Research, Evaluation, & Accountability	Director - Accountability/Data Analysis	0	S	35	\$102,476	\$96,943	95%	\$97,601	95%
20	Director of Special Education	Exec Director Of Special Education	0	S	53	\$108,001	\$114,120	106%	\$115,952	107%
21	Director of Student Services	Exec Director - Student Services	0	S	40	\$104,818	\$109,404	104%	\$115,952	111%
22	Federal Programs Administrator	Director - State & Federal Programs/Grants Management	0	S	44	\$99,280	\$101,018	102%	\$105,410	106%
District Comparison to Market					2020-2021 Pay		96%	Plan	101%	

Notes

5 Market salary is median of statewide responses for student enrollment of 10,000 to 24,999

Summary of Pay Comparisons to Market	
Above (Over 110%)	2
At market (90% - 110%)	14
Below (Less than 90%)	6

Waco ISD

Market Comparisons, 2020-2021

Positions Sorted by Benchmark Position

Campus Administration

	Benchmark Position	District Job Title	Diff in Days	Note	Districts Reporting	2020-2021 Market Salary	2020-2021 District Salary	2020-2021 District Salary Compared to Market	2020-2021 District Pay Range Midpoint	2020-2021 Pay Range Midpoint Compared to Market
1	Assistant Principal - ES	Asst Principal - ES	0	M	16	\$67,320	\$65,143	97%	\$73,748	110%
2	Assistant Principal - HS	Asst Principal - HS	-8	M	16	\$74,016	\$75,547	102%	\$86,340	117%
3	Assistant Principal - MS	Asst Principal - MS	-5	M	16	\$71,600	\$67,888	95%	\$77,435	108%
4	Principal - DAEP/JAEP	Principal - DAEP	0	M	11	\$95,530	\$95,411	100%	\$105,410	110%
5	Principal - ES	Principal - ES	6	M	16	\$86,769	\$88,877	102%	\$97,601	112%
6	Principal - HS	Principal - HS	0	M	16	\$114,158	\$115,670	101%	\$115,952	102%
7	Principal - MS	Principal - MS	0	M	16	\$96,167	\$98,081	102%	\$105,410	110%
District Comparison to Market							2020-2021 Pay	100%	Plan	110%

Notes

M Market salary is median of reporting comparison districts

Summary of Pay Comparisons to Market	
Above (Over 110%)	-
At market (90% - 110%)	7
Below (Less than 90%)	-

Waco ISD

Market Comparisons, 2020-2021

Positions Sorted by Benchmark Position

Professional

Benchmark Position	District Job Title	Diff in Days	Note	Districts Reporting	2020-2021 Market Salary	2020-2021 District Salary	2020-2021 District Salary Compared to Market	2020-2021 District Pay Range Midpoint	2020-2021 Pay Range Midpoint Compared to Market	
1	Accountant (Degreed)	Accountant	0	C	7	\$62,738	\$66,396	106%	\$72,278	115%
2	Assistant Director - Athletics	Asst Athletic Director - Facilities	0	M	9	\$86,056	\$94,528	110%	\$83,367	97%
3	Athletic Trainer	Athletic Trainer	-5	M	16	\$67,430	\$68,510	102%	\$66,636	99%
4	Behavior Specialist	Specialist - Behavior Intervention	10	M	15	\$62,346	\$61,002	98%	\$63,938	103%
5	Diagnostician	Diagnostician	5	M	15	\$64,348	\$70,500	110%	\$71,967	112%
6	District Testing Coordinator	Coordinator - Testing/Assessments	0	M	7	\$84,886	\$90,943	107%	\$87,535	103%
7	Energy Manager	Manager - Environmental Management	0	M	5	\$77,358	\$74,426	96%	\$66,924	87%
8	Head Football Coach	Athletic Sector Coordinator - Head Football Coach	0	M	11	\$105,732	\$99,032	94%	\$105,410	100%
9	High School Band Director	Band - Director High School	-13	M	15	\$79,750	\$76,270	96%	\$76,131	95%
10	Instructional Coach (Campus Level)	Instructional Specialist	5	M	13	\$62,743	\$59,782	95%	\$66,636	106%
11	Instructional Coordinator	Coordinator - (various 105)	0	M	7	\$76,864	\$80,943	105%	\$87,535	114%
12	Instructional Technology Specialist	Coordinator - Instructional Technology	15	M	12	\$64,469	\$79,915	124%	\$87,535	136%
13	IT Coordinator/Manager	Coordinator - Technology Support Services	0	C	10	\$87,153	\$81,317	93%	\$87,535	100%
14	Librarian	Librarian - HS	6	M	15	\$59,483	\$60,782	102%	\$63,667	107%
15	Licensed Specialist in School Psychology	Licensed Specialist School Psychology	5	M	14	\$63,996	\$64,640	101%	\$71,967	112%
16	Network Administrator	Director - Network Systems	0	C	12	\$73,435	\$83,943	114%	\$97,601	133%
17	Nurse (RN)	Nurse (RN)	0	C	16	\$57,756	\$56,754	98%	\$61,688	107%
18	Occupational Therapist	Occupational Therapist	0	C	12	\$65,126	\$78,191	120%	\$67,691	104%
19	Payroll Supervisor	Supervisor - Payroll	0	C	13	\$32.28	\$35.03	109%	\$41.24	128%
20	PEIMS Manager	Director - PEIMS/Attendance/Data Analytics	0	M	12	\$84,903	\$84,943	100%	\$97,601	115%
21	Police Lieutenant	Supervisor - Police/Administrative Services	0	S	5	\$71,967	\$71,129	99%	\$87,535	122%
22	Police Sergeant	Police Sergeant		NS		\$70,300	\$67,741	96%	\$80,517	115%
23	ROTC Instructor	JROTC Instructor	-11	M	10	\$74,285	\$73,900	99%	\$64,131	86%
24	School Counselor - ES	Counselor - ES	-7	M	16	\$62,399	\$60,595	97%	\$62,677	100%
25	School Counselor - HS	Counselor - HS	-4	M	16	\$67,541	\$63,756	94%	\$72,323	107%
26	School Counselor - MS	Counselor - MS	-4	M	16	\$62,641	\$64,835	104%	\$66,966	107%
27	Social Worker	Social Worker - Parent/Community Involvement	0	M	6	\$59,821	\$56,048	94%	\$66,636	111%
28	Speech-Language Pathologist	Speech Pathologist - ASHA	-3	C	16	\$62,149	\$66,362	107%	\$66,622	107%
29	Speech-Language Pathology Assistant	Speech Pathologist - Asst	0	C	8	\$45,918	\$51,388	112%	\$57,761	126%

Waco ISD

Market Comparisons, 2020-2021

Positions Sorted by Benchmark Position

Professional

	Benchmark Position	District Job Title	Diff in Days	Note	Districts Reporting	2020-2021 Market Salary	2020-2021 District Salary	2020-2021 District Salary Compared to Market	2020-2021 District Pay Range Midpoint	2020-2021 Pay Range Midpoint Compared to Market	
30	Systems Programmer/Analyst - Entry	Systems Engineer	0	C	2	\$75,182	\$61,831	82%	\$72,278	96%	
31	Systems Programmer/Analyst - Senior	Senior Security Systems Engineer	0	C	5	\$82,467	\$73,234	89%	\$87,535	106%	
District Comparison to Market								2020-2021 Pay	102%	Plan	108%

Notes

- M** Market salary is median of reporting comparison districts
- C** Market salary is average of non-school and school markets
- NS** Market salary is median value of non-school market
- S** Market salary is median of statewide responses for student enrollment of 10,000 to 24,999

Summary of Pay Comparisons to Market		
	Above (Over 110%)	4
	At market (90% - 110%)	25
	Below (Less than 90%)	2

Waco ISD

Market Comparisons, 2020-2021

Positions Sorted by Benchmark Position

Clerical & Technical

	Benchmark Position	District Job Title	Note	Districts Reporting	2020-2021 Market Rate	2020-2021 District Rate	2020-2021 District Rate Compared to Market	2020-2021 District Pay Range Midpoint	2020-2021 Pay Range Midpoint Compared to Market
1	Accounting Clerk	Specialist - Accounting Revenue	C	8	\$20.26	\$22.68	112%	\$23.52	116%
2	Accounts Payable Clerk	Specialist - Accounts Payable	C	12	\$20.16	\$20.25	100%	\$23.52	117%
3	Bookkeeper - HS	Bookkeeper - HS	M	11	\$19.43	\$18.43	95%	\$21.46	110%
4	Campus Attendance/PEIMS Data Clerk - ES	Specialist - PEIMS ES	M	13	\$15.83	\$16.38	103%	\$18.57	117%
5	Campus Attendance/PEIMS Data Clerk - HS	Specialist - PEIMS HS	M	15	\$16.22	\$16.03	99%	\$18.57	114%
6	Campus Attendance/PEIMS Data Clerk - MS	Specialist - PEIMS MS	M	13	\$16.89	\$16.45	97%	\$18.57	110%
7	Campus Secretary	Clerk - Campus Office	M	13	\$15.91	\$15.31	96%	\$17.69	111%
8	Computer Technician	Technician - Technology Field Service	C	15	\$24.88	\$20.80	84%	\$23.52	95%
9	Director Secretary	Admin Asst - (various PG 207)	M	12	\$20.05	\$20.54	102%	\$23.52	117%
10	District PEIMS Specialist	Specialist - PEIMS Interface	M	11	\$25.63	\$24.36	95%	\$25.87	101%
11	Employee Benefits Specialist	Specialist - HR Risk Management/Benefits/Leave	C	13	\$23.61	\$21.50	91%	\$23.52	100%
12	Executive Administrative Secretary	Exec Admin Asst - (various PG 208)	M	14	\$23.74	\$24.78	104%	\$25.87	109%
13	Help Desk Technician	Technician - Technology Help Desk	C	9	\$22.92	\$21.12	92%	\$23.52	103%
14	Human Resources Specialist	Specialist - HR/Personnel Services	C	13	\$22.01	\$21.22	96%	\$23.52	107%
15	Mail Clerk	Clerk - Print/Mail Center	NS		\$14.68	\$15.03	102%	\$17.69	121%
16	Network Technician	Technician - Network Services	C	6	\$31.60	\$25.93	82%	\$23.52	74%
17	Parent Liaison	Liaison - Parent Campus	M	7	\$14.36	\$16.74	117%	\$18.57	129%
18	Payroll Clerk	Specialist - Payroll	C	10	\$21.14	\$19.29	91%	\$23.52	111%
19	Principal Secretary - ES	Secretary - Principal ES	M	15	\$17.75	\$16.57	93%	\$18.57	105%
20	Principal Secretary - HS	Secretary - Principal HS	M	16	\$19.55	\$18.85	96%	\$21.46	110%
21	Principal Secretary - MS	Secretary - Principal MS	M	16	\$18.42	\$17.25	94%	\$19.87	108%

Waco ISD

Market Comparisons, 2020-2021

Positions Sorted by Benchmark Position

Clerical & Technical

	Benchmark Position	District Job Title	Note	Districts Reporting	2020-2021 Market Rate	2020-2021 District Rate	2020-2021 District Rate Compared to Market	2020-2021 District Pay Range Midpoint	2020-2021 Pay Range Midpoint Compared to Market	
22	Purchasing Clerk	Specialist - Purchasing II	C	10	\$20.71	\$20.17	97%	\$23.52	114%	
23	Registrar - HS	Registrar - HS	M	13	\$18.85	\$17.77	94%	\$19.87	105%	
24	Superintendent Secretary	Exec Asst - Superintendent	M	16	\$31.56	\$33.08	105%	\$31.31	99%	
25	Telecommunications Technician	Technician - Communication Systems	C	4	\$27.64	\$21.42	78%	\$25.87	94%	
District Comparison to Market							2020-2021 Pay	97%	Plan	108%

Notes

- M** Market salary is median of reporting comparison districts
- C** Market salary is average of non-school and school markets
- NS** Market salary is median value of non-school market

Summary of Pay Comparisons to Market		
	Above (Over 110%)	2
	At market (90% - 110%)	20
	Below (Less than 90%)	3

Waco ISD

Market Minimum Comparisons, 2020-2021

Positions Sorted by Benchmark Position

Clerical & Technical
Rate Minimums

	Benchmark Position	District Job Title	Note	Districts Reporting	2020-2021 Market Rate Minimum	2020-2021 District Rate Minimum	2020-2021 District Minimum Compared to Market
1	Accounting Clerk	Specialist - Accounting Revenue	M	8	\$16.66	\$19.29	116%
2	Accounts Payable Clerk	Specialist - Accounts Payable	M	9	\$16.77	\$19.29	115%
3	Bookkeeper - HS	Bookkeeper - HS	M	11	\$14.97	\$17.60	118%
4	Campus Attendance/PEIMS Data Clerk - ES	Specialist - PEIMS ES	M	12	\$13.02	\$15.23	117%
5	Campus Attendance/PEIMS Data Clerk - HS	Specialist - PEIMS HS	M	14	\$13.75	\$15.23	111%
6	Campus Attendance/PEIMS Data Clerk - MS	Specialist - PEIMS MS	M	12	\$13.55	\$15.23	112%
7	Campus Secretary	Clerk - Campus Office	M	12	\$12.75	\$14.51	114%
8	Computer Technician	Technician - Technology Field Service	M	13	\$20.87	\$19.29	92%
9	Director Secretary	Admin Asst - (various PG 207)	M	11	\$16.55	\$19.29	117%
10	District PEIMS Specialist	Specialist - PEIMS Interface	M	11	\$20.32	\$21.21	104%
11	Employee Benefits Specialist	Specialist - HR Risk Management/Benefits/Leave	M	12	\$18.64	\$19.29	103%
12	Executive Administrative Secretary	Exec Admin Asst - (various PG 208)	M	12	\$20.57	\$21.21	103%
13	Help Desk Technician	Technician - Technology Help Desk	M	9	\$19.14	\$19.29	101%
14	Human Resources Specialist	Specialist - HR/Personnel Services	M	12	\$19.92	\$19.29	97%
15	Network Technician	Technician - Network Services	M	6	\$24.90	\$19.29	77%
16	Parent Liaison	Liaison - Parent Campus	M	7	\$12.41	\$15.23	123%
17	Payroll Clerk	Specialist - Payroll	M	10	\$18.49	\$19.29	104%
18	Principal Secretary - ES	Secretary - Principal ES	M	14	\$14.60	\$15.23	104%
19	Principal Secretary - HS	Secretary - Principal HS	M	15	\$16.03	\$17.60	110%
20	Principal Secretary - MS	Secretary - Principal MS	M	15	\$14.60	\$16.29	112%

Waco ISD

Market Minimum Comparisons, 2020-2021

Positions Sorted by Benchmark Position

Clerical & Technical
Rate Minimums

Benchmark Position		District Job Title	Note	Districts Reporting	2020-2021 Market Rate Minimum	2020-2021 District Rate Minimum	2020-2021 District Minimum Compared to Market
21	Purchasing Clerk	Specialist - Purchasing II	M	9	\$18.38	\$19.29	105%
22	Registrar - HS	Registrar - HS	M	12	\$14.98	\$16.29	109%
23	Superintendent Secretary	Exec Asst - Superintendent	M	13	\$23.92	\$25.67	107%
24	Telecommunications Technician	Technician - Communication Systems	M	4	\$21.30	\$21.21	100%
District Comparison to Market						Plan	107%

Notes

M Market minimum is median of reporting comparison districts

Summary of Minimum Comparisons to Market		
	Above (Over 110%)	10
	At market (90% - 110%)	13
	Below (Less than 90%)	1

Waco ISD

Market Comparisons, 2020-2021

Positions Sorted by Benchmark Position

Instructional Support

	Benchmark Position	District Job Title	Note	Districts Reporting	2020-2021 Market Rate	2020-2021 District Rate	2020-2021 District Rate Compared to Market	2020-2021 District Pay Range Midpoint	2020-2021 Pay Range Midpoint Compared to Market	
1	Certified Occupational Therapy Assistant	Occupational Therapist Asst	NS		\$26.70	\$31.70	119%	\$31.31	117%	
2	Classroom Teacher Aide	Aide - Instructional	M	15	\$13.72	\$15.14	110%	\$16.08	117%	
3	Computer Lab Aide	Aide - Multimedia	M	7	\$12.72	\$14.30	112%	\$16.08	126%	
4	Deaf-Education Interpreter (Basic)	Deaf Interpreter - Certified	C	5	\$24.79	\$22.54	91%	\$25.87	104%	
5	Library Aide	Aide - Library	M	12	\$14.24	\$15.71	110%	\$16.08	113%	
6	Licensed Vocational Nurse (LVN)	LVN	C	10	\$20.89	\$22.82	109%	\$23.52	113%	
7	Special Education Aide - General/Resource	Special Ed Aide - BASE/Achieve/Deaf/Res/Incl/Tran	M	12	\$13.69	\$15.47	113%	\$17.69	129%	
8	Special Education Aide - Self-Contained	Special Ed Aide - Functional/PPCD/SAIL	M	14	\$14.22	\$15.60	110%	\$17.69	124%	
9	Certified Nursing Assistant	Aide - Nurse	NS		\$14.40	\$14.80	103%	\$16.08	112%	
10	Nursing Assistant (non-certified)	Aide - Nurse	NS		\$13.90	\$16.66	120%	\$16.08	116%	
District Comparison to Market							2020-2021 Pay	110%	Plan	117%

Notes

- M** Market salary is median of reporting comparison districts
- C** Market salary is average of non-school and school markets
- NS** Market salary is median value of non-school market

Summary of Pay Comparisons to Market	
Above (Over 110%)	4
At market (90% - 110%)	6
Below (Less than 90%)	-

Waco ISD

Market Minimum Comparisons, 2020-2021

Positions Sorted by Benchmark Position

Instructional Support <i>Rate Minimums</i>
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	Benchmark Position	District Job Title	Note	Districts Reporting	2020-2021 Market Rate Minimum	2020-2021 District Rate Minimum	2020-2021 District Minimum Compared to Market
1	Classroom Teacher Aide	Aide - Instructional	M	14	\$11.19	\$13.19	118%
2	Computer Lab Aide	Aide - Multimedia	M	7	\$10.76	\$13.19	123%
3	Deaf-Education Interpreter (Basic)	Deaf Interpreter - Certified	M	5	\$20.06	\$21.21	106%
4	Library Aide	Aide - Library	M	12	\$12.09	\$13.19	109%
5	Licensed Vocational Nurse (LVN)	LVN	M	10	\$16.43	\$19.29	117%
6	Special Education Aide - General/Resource	Special Ed Aide - BASE/Achieve/Deaf/Res/Incl/Tran	M	12	\$11.73	\$14.51	124%
7	Special Education Aide - Self-Contained	Special Ed Aide - Functional/PPCD/SAIL	M	14	\$12.44	\$14.51	117%
District Comparison to Market						Plan	116%

Notes

M Market minimum is median of reporting comparison districts

Summary of Minimum Comparisons to Market	Above (Over 110%)	5
	At market (90% - 110%)	2
	Below (Less than 90%)	-

Waco ISD

Market Comparisons, 2020-2021

Positions Sorted by Benchmark Position

Auxiliary

	Benchmark Position	District Job Title	Note	Districts Reporting	2020-2021 Market Rate	2020-2021 District Rate	2020-2021 District Rate Compared to Market	2020-2021 District Pay Range Midpoint	2020-2021 Pay Range Midpoint Compared to Market
1	Cafeteria Manager - ES	Cafeteria - ES Manager	M	16	\$15.39	\$17.25	112%	\$19.41	126%
2	Cafeteria Manager - HS	Cafeteria - Manager HS	M	16	\$17.67	\$19.55	111%	\$23.06	131%
3	Cafeteria Worker	Cafeteria Worker	C	16	\$11.24	\$12.04	107%	\$13.75	122%
4	Carpenter	Carpenter	C	10	\$21.19	\$21.88	103%	\$23.06	109%
5	Crossing Guard	Crosswalk Guard	M	4	\$11.34	\$11.61	102%	\$13.75	121%
6	Custodial Supervisor	Supervisor - Custodial Services/Coordinator - IPM	C	10	\$27.39	\$33.31	122%	\$29.87	109%
7	Custodian	Custodian	C	11	\$11.79	\$12.08	102%	\$13.75	117%
8	District Child Nutrition Supervisor	Supervisor - CNS Compliance/Employee Relations	M	8	\$26.99	\$25.46	94%	\$27.40	102%
9	Electrician	Electrician	C	13	\$24.24	\$25.98	107%	\$25.14	104%
10	General Maintenance Worker	General Maintenance Worker II	C	12	\$19.10	\$16.08	84%	\$19.41	102%
11	Groundskeeper	Groundskeeper	C	16	\$13.78	\$16.11	117%	\$16.34	119%
12	HVAC Mechanic (Licensed)	Technician - HVAC	C	16	\$24.55	\$22.54	92%	\$25.14	102%
13	Lead Custodian - ES	Custodian - Head ES	M	10	\$14.40	\$17.00	118%	\$19.41	135%
14	Lead Custodian - HS	Custodian - Head HS	M	11	\$16.00	\$19.81	124%	\$23.06	144%
15	Locksmith	Locksmith	NS		\$22.12	\$20.38	92%	\$23.06	104%
16	Maintenance Foreman	Foreman - Maintenance/Carpentry/Grounds	C	8	\$26.07	\$25.10	96%	\$27.40	105%
17	Maintenance Supervisor	Supervisor - Maintenance/Grounds	C	4	\$36.52	\$38.93	107%	\$29.87	82%
18	Painter	Painter	C	11	\$18.34	\$20.24	110%	\$23.06	126%
19	Pest Control Specialist	Pest Control - Lead	C	6	\$18.52	\$24.73	134%	\$23.06	125%

Waco ISD

Market Comparisons, 2020-2021

Positions Sorted by Benchmark Position

Auxiliary

Benchmark Position	District Job Title	Note	Districts Reporting	2020-2021 Market Rate	2020-2021 District Rate	2020-2021 District Rate Compared to Market	2020-2021 District Pay Range Midpoint	2020-2021 Pay Range Midpoint Compared to Market	
20 Plumber	Plumber	C	12	\$23.67	\$21.53	91%	\$25.14	106%	
21 Police Officer/Certified Peace Officer	Police Officer	C	6	\$26.34	\$26.93	102%	\$29.87	113%	
22 Roofer	Roofer	NS		\$18.92	\$21.29	113%	\$23.06	122%	
23 Security Guard	Security Guard	C	7	\$14.43	\$18.54	129%	\$19.41	135%	
24 Warehouse Assistant	Warehouse Worker	C	6	\$14.52	\$15.38	106%	\$17.81	123%	
25 Warehouse Supervisor	Warehouse Manager - CNS	C	5	\$24.28	\$25.07	103%	\$27.40	113%	
26 Welder	Welder	NS		\$21.58	\$22.92	106%	\$23.06	107%	
District Comparison to Market						2020-2021 Pay	107%	Plan	116%

Notes

- M** Market salary is median of reporting comparison districts
- C** Market salary is average of non-school and school markets
- NS** Market salary is median value of non-school market

Summary of Pay Comparisons to Market		
	Above (Over 110%)	9
	At market (90% - 110%)	16
	Below (Less than 90%)	1

Waco ISD

Market Minimum Comparisons, 2020-2021

Positions Sorted by Benchmark Position

Auxiliary <i>Rate Minimums</i>
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	Benchmark Position	District Job Title	Note	Districts Reporting	2020-2021 Market Rate Minimum	2020-2021 District Rate Minimum	2020-2021 District Minimum Compared to Market
1	Cafeteria Manager - ES	Cafeteria - ES Manager	M	15	\$13.25	\$15.92	120%
2	Cafeteria Manager - HS	Cafeteria - Manager HS	M	15	\$15.02	\$18.91	126%
3	Cafeteria Worker	Cafeteria Worker	M	15	\$9.85	\$11.28	115%
4	Carpenter	Carpenter	M	10	\$18.11	\$18.91	104%
5	Crossing Guard	Crosswalk Guard	M	4	\$10.20	\$11.28	111%
6	Custodial Supervisor	Supervisor - Custodial Services/Coordinator - IPM	M	10	\$23.94	\$24.49	102%
7	Custodian	Custodian	M	11	\$10.30	\$11.28	110%
8	District Child Nutrition Supervisor	Supervisor - CNS Compliance/Employee Relations	M	7	\$22.05	\$22.47	102%
9	Electrician	Electrician	M	12	\$18.60	\$20.61	111%
10	General Maintenance Worker	General Maintenance Worker II	M	12	\$13.42	\$15.92	119%
11	Groundskeeper	Groundskeeper	M	15	\$11.19	\$13.40	120%
12	HVAC Mechanic (Licensed)	Technician - HVAC	M	15	\$18.74	\$20.61	110%
13	Lead Custodian - ES	Custodian - Head ES	M	10	\$12.22	\$15.92	130%
14	Lead Custodian - HS	Custodian - Head HS	M	11	\$12.31	\$18.91	154%
15	Maintenance Foreman	Foreman - Maintenance/Carpentry/Grounds	M	8	\$20.31	\$22.47	111%
16	Maintenance Supervisor	Supervisor - Maintenance/Grounds	M	4	\$30.82	\$24.49	79%
17	Painter	Painter	M	11	\$15.37	\$18.91	123%
18	Pest Control Specialist	Pest Control - Lead	M	6	\$17.78	\$18.91	106%

Waco ISD

Market Minimum Comparisons, 2020-2021

Positions Sorted by Benchmark Position

Auxiliary <i>Rate Minimums</i>
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	Benchmark Position	District Job Title	Note	Districts Reporting	2020-2021 Market Rate Minimum	2020-2021 District Rate Minimum	2020-2021 District Minimum Compared to Market	
19	Plumber	Plumber	M	12	\$19.02	\$20.61	108%	
20	Police Officer/Certified Peace Officer	Police Officer	M	5	\$23.18	\$24.49	106%	
21	Security Guard	Security Guard	M	6	\$13.42	\$15.92	119%	
22	Warehouse Assistant	Warehouse Worker	M	6	\$12.51	\$14.60	117%	
23	Warehouse Supervisor	Warehouse Manager - CNS	M	5	\$20.87	\$22.47	108%	
District Comparison to Market							Plan	114%

Notes

M Market minimum is median of reporting comparison districts

Summary of Minimum Comparisons to Market	Above (Over 110%)	13
	At market (90% - 110%)	9
	Below (Less than 90%)	1

Waco ISD

Extra Duty Stipend Market, 2019-2020

Positions Sorted by Benchmark Stipend

Head Coaching

Benchmark Stipend	Level	Note	Market			District - Current			District - Proposed		
			Districts Reporting Stipend	Districts Reporting Days	Market Total Value ¹	Stipend Amount	Total Stipend Value	Compare to Market \$	Proposed Stipend	Compare to Market \$	
1	Baseball Head	HS	M	15	5	\$8,000	\$8,000	\$8,000	\$0	\$8,000	\$0
2	Basketball Head	HS	M	14	5	\$8,505	\$9,000	\$9,000	\$495	\$9,000	\$495
3	Cross Country Head	HS	M	14	6	\$5,000	\$7,000	\$7,000	\$2,000	\$6,500	\$1,500
4	Golf Head	HS	M	14	3	\$7,500	\$6,000	\$6,000	(\$1,500)	\$7,500	\$0
5	HS Campus Athletic Coordinator	HS	UM	41	8	\$7,000	\$7,000	\$7,000	\$0	\$7,000	\$0
6	Soccer Head	HS	M	15	4	\$8,000	\$8,000	\$8,000	\$0	\$8,000	\$0
7	Softball Head	HS	M	15	5	\$8,000	\$8,000	\$8,000	\$0	\$8,000	\$0
8	Tennis Head	HS	M	14	3	\$7,250	\$6,100	\$6,100	(\$1,150)	\$7,500	\$250
9	Track Head	HS	M	15	5	\$6,350	\$7,000	\$7,000	\$650	\$6,500	\$150
10	Volleyball Head	HS	M	14	7	\$7,625	\$8,000	\$8,000	\$375	\$8,000	\$375
District Comparison to Market									\$87		\$277
									Current		Proposed

Notes

M Market stipend is median of reporting comparison districts

(1) Market total value includes the cost of extra days for those districts that pay extra days. The cost of extra days was added to the stipend amount paid for each district using that district's standard daily rate or average teacher daily rate.

Summary of Stipend Comparisons	Comparison Distance		Current	Proposed
		Above (Over 110%)		1
	At market (90% - 110%)		7	9
	Below (Less than 90%)		2	-

Waco ISD

Extra Duty Stipend Market, 2019-2020

Positions Sorted by Benchmark Stipend

9th/JV/Asst Coaching

Benchmark Stipend	Level	Note	Market			District - Current			District - Proposed	
			Districts Reporting Stipend	Districts Reporting Days	Market Total Value ¹	Stipend Amount	Total Stipend Value	Compare to Market \$	Proposed Stipend	Compare to Market \$
1 Basketball 9th/JV	HS	M	11	3	\$3,625	\$3,240	\$3,240	(\$385)	\$3,500	(\$125)
2 Basketball Asst	HS	M	14	5	\$4,000	\$5,000	\$5,000	\$1,000	\$5,000	\$1,000
3 Football 9th/JV	HS	M	13	7	\$5,000	\$5,500	\$5,500	\$500	\$5,000	\$0
4 Football Offensive/Defensive Coordinator	HS	M	14	8	\$8,755	\$8,500	\$8,500	(\$255)	\$9,000	\$245
5 Football Varsity Asst	HS	M	14	7	\$6,444	\$6,500	\$6,500	\$56	\$6,500	\$56
6 Powerlifting Asst	HS	M	11	1	\$2,500	\$2,000	\$2,000	(\$500)	\$2,500	\$0
7 Soccer Asst	HS	M	14	5	\$3,675	\$4,200	\$4,200	\$525	\$4,500	\$825
8 Softball 9th/JV	HS	M	8	2	\$3,313	\$2,667	\$2,667	(\$646)	\$3,500	\$188
9 Softball Asst	HS	M	14	5	\$3,738	\$5,000	\$5,000	\$1,262	\$4,500	\$762
10 Tennis Asst	HS	M	13	5	\$3,500	\$2,500	\$2,500	(\$1,000)	\$3,500	\$0
11 Track Asst	HS	M	15	4	\$3,250	\$3,000	\$3,000	(\$250)	\$3,500	\$250
12 Volleyball 9th/JV	HS	M	11	3	\$4,000	\$4,200	\$4,200	\$200	\$4,200	\$200
13 Volleyball Asst	HS	M	14	7	\$4,181	\$5,000	\$5,000	\$819	\$5,000	\$819
District Comparison to Market								\$102		\$325
								Current		Proposed

Notes

M Market stipend is median of reporting comparison districts

(1) Market total value includes the cost of extra days for those districts that pay extra days. The cost of extra days was added to the stipend amount paid for each district using that district's standard daily rate or average teacher daily rate.

Summary of Stipend Comparisons	Comparison Distance		Current	Proposed
	Above (Over 110%)		4	4
At market (90% - 110%)		5	9	
Below (Less than 90%)		4	-	

Waco ISD

Extra Duty Stipend Market, 2019-2020

Positions Sorted by Benchmark Stipend

Middle School Coaching

Benchmark Stipend		Level	Note	Market			District - Current			District - Proposed	
				Districts Reporting Stipend	Districts Reporting Days	Market Total Value ¹	Stipend Amount	Total Stipend Value	Compare to Market \$	Proposed Stipend	Compare to Market \$
1	MS Basketball	MS	M	15	2	\$2,000	\$1,623	\$1,623	(\$377)	\$2,000	\$0
2	MS Campus Athletic Coordinator	MS	M	12	2	\$2,000	\$1,000	\$1,000	(\$1,000)	\$2,000	\$0
3	MS Football Head	MS	M	9	2	\$3,300	\$1,672	\$1,672	(\$1,628)	\$3,500	\$200
4	MS Soccer	MS	M	7	0	\$1,200	\$1,594	\$1,594	\$394	\$1,600	\$400
5	MS Tennis	MS	M	10	2	\$2,250	\$1,200	\$1,200	(\$1,050)	\$1,600	(\$650)
6	MS Track	MS	M	15	2	\$2,000	\$1,673	\$1,673	(\$327)	\$2,000	\$0
7	MS Volleyball	MS	M	15	4	\$2,449	\$1,670	\$1,670	(\$779)	\$2,000	(\$449)
District Comparison to Market									(\$681)		(\$71)
									Current		Proposed

Notes

M Market stipend is median of reporting comparison districts

(1) Market total value includes the cost of extra days for those districts that pay extra days. The cost of extra days was added to the stipend amount paid for each district using that district's standard daily rate or average teacher daily rate.

Summary of Stipend Comparisons	Comparison Distance	Current	Proposed
	Above (Over 110%)	1	1
At market (90% - 110%)	-	4	
Below (Less than 90%)	6	2	

Waco ISD

Extra Duty Stipend Market, 2019-2020

Positions Sorted by Benchmark Stipend

Performing Arts

Benchmark Stipend	Level	Note	Market			District - Current			District - Proposed		
			Districts Reporting Stipend	Districts Reporting Days	Market Total Value ¹	Stipend Amount	Total Stipend Value	Compare to Market \$	Proposed Stipend	Compare to Market \$	
1	Band–HS Asst Director	HS	M	15	5	\$7,468	\$5,500	\$5,500	(\$1,968)	\$7,500	\$32
2	Band–HS Director	HS	M	10	2	\$16,000	\$15,500	\$15,500	(\$500)	\$16,000	\$0
3	Band–MS Asst Director	MS	M	12	4	\$4,655	\$2,500	\$2,500	(\$2,155)	\$4,500	(\$155)
4	Band–MS Director	MS	M	15	5	\$6,250	\$5,000	\$5,000	(\$1,250)	\$6,000	(\$250)
5	Cheerleading–HS Asst Sponsor	HS	M	15	3	\$2,500	\$3,000	\$3,000	\$500	\$3,000	\$500
6	Cheerleading–HS Sponsor	HS	M	15	4	\$4,500	\$5,000	\$5,000	\$500	\$5,000	\$500
7	Cheerleading–MS Sponsor	MS	M	15	1	\$2,000	\$1,500	\$1,500	(\$500)	\$2,000	\$0
8	Choir–HS Asst Director	HS	M	12	1	\$3,750	\$4,000	\$4,000	\$250	\$4,000	\$250
9	Choir–HS Director	HS	M	15	4	\$6,000	\$6,000	\$6,000	\$0	\$6,000	\$0
10	Choir–MS Director	MS	M	12	1	\$2,750	\$3,000	\$3,000	\$250	\$3,000	\$250
11	Color Guard/Flag Corps Sponsor	HS	M	4	1	\$1,750	\$2,000	\$2,000	\$250	\$2,000	\$250
12	Dance/Drill Team–HS Asst Director	HS	M	11	2	\$3,000	\$2,000	\$2,000	(\$1,000)	\$3,000	\$0
13	Dance/Drill Team–HS Director	HS	M	15	3	\$5,000	\$4,500	\$4,500	(\$500)	\$5,000	\$0

Waco ISD

Extra Duty Stipend Market, 2019-2020

Positions Sorted by Benchmark Stipend

Performing Arts

Benchmark Stipend	Level	Note	Market			District - Current			District - Proposed		
			Districts Reporting Stipend	Districts Reporting Days	Market Total Value ¹	Stipend Amount	Total Stipend Value	Compare to Market \$	Proposed Stipend	Compare to Market \$	
14	Mariachi Director	HS	UM	15	4	\$6,000	\$2,000	\$2,000	(\$4,000)	\$6,000	\$0
15	Orchestra–HS Director	HS	M	8	3	\$8,300	\$6,500	\$6,500	(\$1,800)	\$8,500	\$200
16	Orchestra–MS Director	MS	M	9	3	\$3,750	\$2,000	\$2,000	(\$1,750)	\$4,000	\$250
17	ROTC Marching Guards	HS	M	3	1	\$3,500	\$3,000	\$3,000	(\$500)	\$3,500	\$0
District Comparison to Market									(\$834)		\$107
									Current		Proposed

Notes

M Market stipend is median of reporting comparison districts

UM Market stipend is median of UIL class UIL responses

(1) Market total value includes the cost of extra days for those districts that pay extra days. The cost of extra days was added to the stipend amount paid for each district using that district's standard daily rate or average teacher daily rate.

Summary of Stipend Comparisons	Comparison Distance	Current	Proposed
		Above (Over 110%)	3
	At market (90% - 110%)	5	14
	Below (Less than 90%)	9	-

Waco ISD

Extra Duty Stipend Market, 2019-2020

Positions Sorted by Benchmark Stipend

Academics

Benchmark Stipend	Level	Note	Market			District - Current			District - Proposed	
			Districts Reporting Stipend	Districts Reporting Days	Market Total Value ¹	Stipend Amount	Total Stipend Value	Compare to Market \$	Proposed Stipend	Compare to Market \$
1 Debate Advisor	HS	M	9	0	\$1,500	\$1,500	\$1,500	\$0	\$1,500	\$0
2 Drama/Theatre Advisor	HS	M	13	0	\$4,304	\$6,000	\$6,000	\$1,696	\$6,000	\$1,696
3 Special Olympics Coach	All	M	7	0	\$1,500	\$3,900	\$3,900	\$2,400	\$2,500	\$1,000
4 Speech Advisor	HS	M	6	0	\$1,150	\$1,500	\$1,500	\$350	\$1,500	\$350
5 Student Council Advisor–HS	HS	M	15	0	\$1,500	\$1,500	\$1,500	\$0	\$1,500	\$0
6 UIL Campus Coordinator–ES	ES	M	6	0	\$500	\$500	\$500	\$0	\$500	\$0
7 UIL Campus Coordinator–MS	MS	M	7	0	\$1,000	\$1,000	\$1,000	\$0	\$1,000	\$0
8 UIL Subject-Area Coach–MS	MS	M	7	0	\$400	\$200	\$200	(\$200)	\$400	\$0
9 Yearbook Advisor	HS	M	14	1	\$2,000	\$2,300	\$2,300	\$300	\$2,000	\$0
District Comparison to Market								\$505		\$338
								Current		Proposed

Notes

M Market stipend is median of reporting comparison districts

(1) Market total value includes the cost of extra days for those districts that pay extra days. The cost of extra days was added to the stipend amount paid for each district using that district's standard daily rate or average teacher daily rate.

Summary of Stipend Comparisons	Comparison Distance	Current	Proposed
	Above (Over 110%)	4	3
At market (90% - 110%)	4	6	
Below (Less than 90%)	1	-	