

**Bedford County Board of Education Annual Retreat**

March 13, 2020 6:00 PM

The Sewanee Inn Sewanee, TN

- I. FRIDAY, MARCH 13
  - A. 6:00 PM - DINNER
  - B. 7:00 PM - RETREAT BEGINS in Founder's Hall
    - 1. Reflection on Board Self-Evaluations
    - 2. Update on Strategic Plan
  - C. STATE OF THE SYSTEM/PLANNING AHEAD
- II. SATURDAY, MARCH 14
  - A. 7:30 AM - BREAKFAST in Cumberland Hall
  - B. 8:15 AM - 2019-20 BUDGET
    - 1. -Update on Current Budget
    - 2. Fund Balance Update
    - 3. Capital Outlay Projects
  - C. 9:00 AM 2020-21 BUDGET
    - 1. Budget Items of Note
    - 2. Request from Principals/Department Heads
    - 3. Bookkeepers
    - 4. List of Future Capital Outlay Projects
- III. SCHOOL SYSTEM FUNDING
  - A. Budget 101
  - B. Maintenance of Effort & Fund Balance FAQs
  - C. Annual Statistical Report
  - D. TACIR Info
  - E. Article on Funding & Fiscal Capacity
- IV. 10:00 AM BREAK & CHECK-OUT
  - V. 10:30 AM EMPLOYEE COMPENSATION & BENEFITS
    - A. Salary Schedules
    - B. Teacher Salary Rankings
    - C. Facilities Pay Study
    - D. Excluding Insurance Coverage for Spouses
- VI. 11:00 AM COLLABORATIVE CONFERENCING
  - A. MOU
  - B. Paying Insurance Premiums After Retirement
- VII. 11:40 AM DEBT ANALYSIS/FUNDING CAPABILITIES for FUTURE BUILDING PROJECTS
  - A. School Bond and Loan Analysis By Year
  - B. School Bond & Loan Analysis (Projected Cash Flow-Schools)
  - C. Cumberland Securities Letter
- VIII. 12:00 PM LUNCH
- IX. 1:00 PM BUILDING PROGRAM
  - A. Daily Attendance
  - B. Historic Enrollment
  - C. Student Enrollment & Capacity
  - D. BCS Building History
  - E. Portable List
  - F. Zoning Map & Information
  - G. Master Building Plan
  - H. New School Design Process
- X. 2:00 PM BREAK
- XI. 2:15 PM GENERAL ROUNDTABLE DISCUSSION & WRAP-UP
  - A. Misc. Info - Summer Law & Expense Master

XII. 3:00 PM ADJOURN

## BCBOE SELF-EVALUATION #1 RESULTS

RATING SYSTEM: 1-6 (6 = High/1=Low)

### TEAM BUILDING

	A	B	C	D	E	F	G	AVG
1. Each member of our board is friendly and easy for me to approach.	5	4	4.5	3.5	4	5	5	
2. Each member of our school board pays attention to what I say.	5	5	4.5	5	4	5	5	
3. Each member of our school board offers ideas for solving problems.	5	5	4.5	3	4	5	4	
4. Each member of our school board promotes teamwork on the board.	5	3	4.5	2	3	4	4	
5. Each member of our school board supports the decisions of the board.	5	2	5	2	3	4	5	
6. Other members of our board have confidence and trust in me.	5	5	4.5	3.5	4	4	5	
7. I have confidence and trust in other members of our school board.	5	4	4.5	2.5	4	4	4	
	<b>5</b>	<b>4</b>	<b>4.57</b>	<b>3.07</b>	<b>3.71</b>	<b>4.43</b>	<b>4.57</b>	<b>4.19</b>

### DECISION MAKING

	A	B	C	D	E	F	G	AVG
1. The board considers the superintendent's recommendation in every decision.	5	6	5	5	4	5	5	
2. Our board makes good decisions and solves problems well.	5	4	4.5	2.5	3	4	5	
3. Each member of our board is given the opportunity to influence the opinions of board members.	5	5	4.5	5	3	4	6	
4. Differences and disagreements between members of the board are worked through rather than being neglected and allowed to continue.	5	4	4.5	2.5	3	5	4	
	<b>5</b>	<b>4.75</b>	<b>4.63</b>	<b>3.75</b>	<b>3.25</b>	<b>4.5</b>	<b>5</b>	<b>4.41</b>

### MANAGEMENT

	A	B	C	D	E	F	G	AVG
1. The board ensures that the school district is managed effectively.	5	5	4.5	6	4	4	5	
2. Our board gets what it wants.	5	4	4.5	4	3	4	4	
3. Our board is effective.	5	4	4.5	3.5	3	4	4	
	<b>5</b>	<b>4.33</b>	<b>4.5</b>	<b>4.5</b>	<b>3.33</b>	<b>4</b>	<b>4.33</b>	<b>4.28</b>

### SCHOOL IMPROVEMENT

	A	B	C	D	E	F	G	AVG
1. Our board has defined by policy the goals and objectives of evaluation for teachers and administrators.	5	5	4.5	6	3	5	5	
2. Our board talks about the instructional program and other learning issues.	5	4	5	4	4	3	5	
3. Our board considers the effectiveness of principals.	5	4	4.5	4	2	4	5	
4. Our board has defined through policy a system for the selection and review of books and other learning materials.	5	5	5	6	5	4	5	
5. Our board discusses student achievement, test scores, course goals and objectives.	6	6	5	6	4	5	4	
6. Our board works on the substance and processes of teaching and learning.	5	5	4.5	3.5	2	3	4	
	<b>5.17</b>	<b>4.83</b>	<b>4.75</b>	<b>4.92</b>	<b>3.33</b>	<b>4</b>	<b>4.67</b>	<b>4.52</b>

### COMMUNITY

	A	B	C	D	E	F	G	AVG
1. The board provides for involvement of the public in the operating of our schools.	5	6	4	3	4	3	5	
2. Our board actively promotes the school district to the public.	5	5	4	6	5	4	5	
3. Our school board is respected by the community.	5	5	4	4	3	5	4	
	<b>5</b>	<b>5.33</b>	<b>4</b>	<b>4.33</b>	<b>4</b>	<b>4</b>	<b>4.67</b>	<b>4.48</b>

### PLANNING

	A	B	C	D	E	F	G	AVG
1. Our board establishes its own yearly goals and objectives.	5	6	5	5	4	4	5	
2. Our board evaluates its progress in achieving its goals and objectives.	5	6	4.5	5	2	4	5	
3. Our board develops long range plans for the school district.	6	6	5	6	5	4	6	
	<b>5.33</b>	<b>6</b>	<b>4.83</b>	<b>5.33</b>	<b>3.67</b>	<b>4</b>	<b>5.33</b>	<b>4.93</b>

## COMMUNICATIONS

	A	B	C	D	E	F	G	AVG
1. Information about important activities and circumstances is shared with school board members.	6	6	5	6	4	5	4	
2. Communication among members of our board is honest and free from distrust and cover-up.	5	4	4	1	4	4	4	
	<b>5.5</b>	<b>5</b>	<b>4.5</b>	<b>3.5</b>	<b>4</b>	<b>4.5</b>	<b>4</b>	<b>4.43</b>

## MOTIVATION

	A	B	C	D	E	F	G	AVG
1. I enjoy performing activities of the school board.	5	5	5	6	4	5	6	
2. I feel a real responsibility to help the school district to be successful.	6	6	6	6	5	6	6	
3. Our board has a commitment to perform its proper responsibilities.	6	5	5	3.5	4	5	5	
4. Each member of our board feels responsibility for attaining the goals of the board.	6	5	4.5	3	4	5	5	
5. My interests are taken into account when decisions are made.	5	4	5	5	4	2	5	
	<b>5.6</b>	<b>5</b>	<b>5.1</b>	<b>4.7</b>	<b>4.2</b>	<b>4.6</b>	<b>5.4</b>	<b>4.94</b>

## INFLUENCE

	A	B	C	D	E	F	G	AVG
1. I have influence about what happens on our board.	5	5	4	6	5	2	5	
2. The board significantly affects what happens in our school district.	5	4	4.5	4.5	4	3	4	
3. The superintendent implements the actions of our board.	6	6	4.5	6	4	5	4	
	<b>5.33</b>	<b>5</b>	<b>4.33</b>	<b>5.5</b>	<b>4.33</b>	<b>3.33</b>	<b>4.33</b>	<b>4.59</b>

**POLICY**

	A	B	C	D	E	F	G	AVG
1. Our board sets policies needed for operation of the school district.	5	6	5	6	4	5	5	
2. Our board actively seeks the contributions of employees, students and community members before adopting policy which affects them.	4	5	4	3	2	3	4	
3. The board systematically evaluates policies for their effectiveness.	5	6	4.5	4	2	4	6	
4. Board policies are administered consistent with the intent of the policy.	5	5	5	6	4	5	5	
	4.75	5.5	4.63	4.75	3	4.25	5	4.55

**OVERALL SCORE FOR EVALUATION #1**

1-6 (6 = High/1=Low)

	A	B	C	D	E	F	G	SCORE
TEAM BUILDING	5	4	4.57	3.07	3.71	4.43	4.57	4.19
DECISION MAKING	5	4.75	4.63	3.75	3.25	4.5	5	4.41
MANAGEMENT	5	4.33	4.5	4.5	3.33	4	4.33	4.28
SCHOOL IMPROVEMENT	5.17	4.83	4.75	4.92	3.33	4	4.67	4.52
COMMUNITY	5	5.33	4	4.33	4	4	4.67	4.48
PLANNING	5.33	6	4.83	5.33	3.67	4	5.33	4.93
COMMUNICATIONS	5.5	5	4.5	3.5	4	4.5	4	4.43
MOTIVATION	5.6	5	5.1	4.7	4.2	4.6	5.4	4.94
INFLUENCE	5.33	5	4.33	5.5	4.33	3.33	4.33	4.59
POLICY	4.75	5.5	4.63	4.75	3	4.25	5	4.55
INDIVIDUAL AVG	5.17	4.97	4.58	4.44	3.68	4.16	4.73	4.53

## BCBOE SELF EVALUATION #2 – RESULTS

Scale: 1=Never 2=Rarely 3=About Half the Time 4=Almost Always 5=Always

### RELATIONSHIP WITH THE SUPERINTENDENT

	J	K	L	M	N	AVG
1. I keep the superintendent informed on issues, needs, and complaints in a manner allowing the superintendent the opportunity to solve related problems in a professional manner.	5	4	3	5	5	
2. I publicly support the superintendent's administrative regulations and decisions and relay any disagreement in a private session.	5	4	5	5	5	
3. I disregard personalities and consider the recommendations of the superintendent in an unbiased and objective manner.	4	4	4	5	4	
4. If I want additional information about an agenda item, I contact the superintendent or the responsible person, in advance.	5	4	2	5	4	
5. I am a positive influence for giving the superintendent sufficient research time and not forcing an on-the-spot decision.	5	4	4	5	5	
	<b>4.8</b>	<b>4</b>	<b>3.6</b>	<b>5</b>	<b>4.6</b>	<b>4.4</b>

### RELATIONSHIP WITH THE COMMUNITY

	J	K	L	M	N	AVG
1. I work to preserve the trust my fellow citizens have put in me and my fellow board members for the educational development of the children and youth of this community.	3	4	4	5	4	
2. I work to do what is in the best interest of each and every student without distinction as to who they are or what their background may be.	5	4	5	5	5	
3. I take the initiative in helping all community members to have all the facts about their schools so they will readily provide the finest possible school program, school staff, and school facilities.	3	4	3	4	4	
	<b>3.67</b>	<b>4</b>	<b>4</b>	<b>4.67</b>	<b>4.33</b>	<b>4.13</b>

**RELATIONSHIP DURING MEETINGS**

	<b>J</b>	<b>K</b>	<b>L</b>	<b>M</b>	<b>M</b>	<b>AVG</b>
1. I arrive early and am prepared for the meeting to start on time.	3	5	4	5	5	
2. I treat other members of the board and professional staff with respect during board meetings.	5	4	5	5	5	
3. On those occasions when I differ with other board members, I do so based on the issues at hand and not on personalities.	3	3	5	5	4	
4. I behave in such a manner as to emphasize that individual board members have no authority except when convened in a legally conducted board meeting.	4	3	5	5	4	
5. I refrain from discussions and comments that are unrelated to the agenda item.	3	4	5	5	4	
6. I exercise good listening skills during meetings.	2	5	5	5	5	
7. I listen to all sides before making a decision.	3	5	5	5	5	
8. I display a spirit of compromise when impasses arise and urge consensus.	4	3	4	5	4	
9. I vote my conscience, but support the majority decisions.	4	5	4	5	5	
10. I work within the board role as policy maker and do not become involved in making administrative decisions.	5	3	4	5	5	
11. At meetings, I speak loudly and clearly enough to be heard by everyone present.	3	4	5	5	2	
12. I conduct myself in a businesslike manner, following accepted parliamentary procedures and rules.	3	4	5	5	5	
13. I refrain from monopolizing the discussion.	5	4	5	5	5	
	<b>3.62</b>	<b>4</b>	<b>4.69</b>	<b>5</b>	<b>4.46</b>	<b>4.35</b>

**RELATIONSHIP WITH STAFF AND PERSONNEL**

	J	K	L	M	N	AVG
1. I consistently adhere to the law governing superintendent authority for personnel.	5	4	5	5	5	
2. I make every effort to become acquainted with district personnel.	2	3	3	5	4	
3. I do not allow personal friendships with district personnel to affect overall board decisions or policies.	5	4	4	5	4	
4. I channel complaints and potential problems to the proper authority.	5	4	4	5	4	
	<b>4.25</b>	<b>3.75</b>	<b>4</b>	<b>5</b>	<b>4.25</b>	<b>4.25</b>

**SUPPORT OF INSTRUCTIONAL PROGRAM**

	J	K	L	M	N	AVG
1. I keep informed about student achievement.	3	3	3	4	4	
2. I solicit information from the community pertaining to instructional program needs.	2	3	3	4	3	
3. I support policies that enable the staff to develop educational programs required to meet the needs of the community.	4	3	4	5	5	
	<b>3</b>	<b>3</b>	<b>3.33</b>	<b>4.33</b>	<b>4</b>	<b>3.53</b>

**FISCAL RESPONSIBILITY**

	J	K	L	M	N	AVG
1. I support efforts to provide resources to properly fund the school district budget.	4	4	4	5	5	
2. I support policies requiring proper accountability for the expenditure of school district funds.	3	4	5	5	5	
3. I keep my constituents informed about the financial needs of the school district.	1	3	4	3	4	
	<b>2.67</b>	<b>3.67</b>	<b>4.33</b>	<b>4.33</b>	<b>4.67</b>	<b>3.93</b>

**PERSONAL WORK HABITS**

	J	K	L	M	M	AVG
1. I keep the educational need and welfare of children as my primary concern.	5	4	4	5	5	
2. I am willing to make unpopular decisions, in the best interest of children.	4	3	4	5	5	
3. I represent the best interests of all citizens rather than special interest groups.	5	4	4	5	4	
4. I take time to do my homework and prepare for meetings.	2	4	4	5	4	
5. I attend board meetings regularly.	5	5	5	5	5	
6. I refrain from asking that items be added to the agenda at the last minute.	5	5	5	5	5	
7. I reach decisions on the merits of issues and on the basis of best available information.	4	4	5	5	4	
8. I participate in board training programs at regional, state and national levels.	5	3	5	4	3	
9. I do not individually or unilaterally make decisions or commitments on the board's behalf.	5	4	5	5	5	
10. I am open and honest with board members, school staff and community members.	5	4	5	5	5	
11. I share information and avoid "surprises" whenever possible.	5	4	5	5	5	
12. I am familiar with and abide by the Tennessee School Boards Association Boardsmanship Code of Ethics.	4	4	5	5	5	
13. I respect those who differ in opinion and belief.	5	3	5	5	5	
14. I accept constructive criticism.	5	3	4	5	4	
15. I remain calm and think clearly under pressure.	5	3	3	4.5	5	
	<b>4.6</b>	<b>3.8</b>	<b>4.53</b>	<b>4.9</b>	<b>4.6</b>	<b>4.49</b>

**OVERALL SCORE FOR EVALUATION #2**

Scale: 1=Never 2=Rarely 3=About Half the Time 4=Almost Always 5=Always

	J	K	L	M	N	SCORE
<b>RELATIONSHIP WITH THE SUPERINTENDENT</b>	4.8	4	3.6	5	4.6	4.4
<b>RELATIONSHIP WITH THE COMMUNITY</b>	3.67	4	4	4.67	4.33	4.13
<b>RELATIONSHIP DURING MEETINGS</b>	3.62	4	4.69	5	4.46	4.35
<b>RELATIONSHIP WITH STAFF AND PERSONNEL</b>	4.25	3.75	4	5	4.25	4.25
<b>SUPPORT OF INSTRUCTIONAL PROGRAM</b>	3	3	3.33	4.33	4	3.53
<b>FISCAL RESPONSIBILITY</b>	2.67	3.67	4.33	4.33	4.67	3.93
<b>PERSONAL WORK HABITS</b>	4.6	3.8	4.53	4.9	4.6	4.49
<b>INDIVIDUAL AVERAGE</b>	3.8	3.75	4.07	4.75	4.42	4.16

## **GENERAL STATEMENTS**

### **My strengths and weaknesses as a Board member are (Please list below):**

1. No statements made.
2. Strengths: Relationships I have with members of our community.  
Experience with several community leaders in various aspects of local government.  
School Safety  
Weaknesses: Lack of time to devote to all of the schools in the district.  
Inability to get involved with more due to time constraints.
3. Strengths: Always willing to listen to all sides.  
Supportive of district personnel.  
Weaknesses: Not visiting schools as often as I would like.
4. Strengths: Operate from my core convictions.  
Keep big picture in view.  
Strive to be informed & prepared.  
Relational  
Let others do their job & not try to do it for them.  
Weaknesses: Keeping my frustration in check.  
I'm sure that I'm not as good as I think I am ...but I strive to be.
5. Strengths: Strive to do what is in the best interest of each student.  
Am a positive influence and treat all members with respect.  
Support policies and staff.  
Weaknesses: Need to be more outspoken during board meetings.  
Strive to attend more community/school events.  
Need to solicit information from the community pertaining to instructional program needs.

**To improve my effectiveness as a board member, I will (Please list below):**

1. No statements made.
2. Thoroughly research every topic and make informed decisions in the best interest of the students and teachers.
3. Increase presence in schools.  
Being more proactive to discuss issues with constituents – parent groups – other stakeholders.
4. Pray more.  
Be diligent.
5. Strive to actively participate in board meetings.  
Serve as an advocate for public education.  
Solicit information from the community regarding school/educational related needs.



# 2019-2024 Strategic Plan

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BEDFORD COUNTY BOARD OF  
EDUCATION

**TOGETHER WE LEARN**







# GOAL 1- Focus On Every Student

**Rationale:** Educational programs and opportunities will be based on the provision of learning to a higher standard.

## Objectives:

- Develop the whole child throughout the entire educational system
- Set high expectations for all students
- Assess, remediate and enrich each student
- Provide appropriate curriculum materials to all specialized groups

## STRATEGIES

### All Grade Levels

- REDUCE CHRONIC ABSENTEEISM RATE TO 10%
- INCREASE STUDENT GROWTH ON TVAAS TO A LEVEL 3 IN ALL AREAS
- INCREASE THE PROFICIENCY IN ELA TO 75% OR HIGHER BY 2024
- RAISE ELPA SUCCESS RATE FROM 48.5 TO 55%



### Grades PreK-8

- DOUBLE THE NUMBER OF PRE-K CLASSROOMS BY 2024
- INCREASE THE NUMBER OF LITERACY COACHES



### Grades 9-12

- INCREASE AVAILABILITY & PARTICIPATION IN EARLY POST-SECONDARY OPPORTUNITIES (EPSOs)
- PREPARE STUDENTS SO THAT A MAJORITY OF THE CLASS OF 2020 WILL EARN A POST-SECONDARY CERTIFICATE, DIPLOMA, OR DEGREE
- ACHIEVE A SYSTEMWIDE AVERAGE SCORE OF 21 ON THE ACT BY 2020
- CONTINUE TO PROVIDE GRADUATION COACHES TO MAINTAIN OR IMPROVE A GRADUATION RATE OF 92



# GOAL 3- Engage Parents & Community

**Rationale:** All segments of the public will be made aware of the importance of education.

## Objectives:

- Develop a comprehensive public relations program
- Create family-friendly schools
- Communicate more effectively with parents & community

## STRATEGIES

- INCREASE COMMUNITY OUTREACH OPPORTUNITIES
- BETTER COORDINATE SOCIAL SERVICES WITH SOCIAL WORKERS, GUIDANCE COUNSELORS AND COMMUNITY RESOURCES
- EXPLORE A FAMILY RESOURCE CENTER
- INCREASE SOCIAL MEDIA OUTREACH
- HIRE A MEDIA COMMUNICATIONS DIRECTOR
- FOSTER A SENSE OF COMMUNITY THROUGH INCREASED PARENT ENGAGEMENT AND AWARENESS
- INCREASE FAMILY INVOLVEMENT PROGRAMS THROUGHOUT THE SYSTEM
- INCREASE COMMUNICATION EFFORT (TELL OUR STORY)





## GOAL 4- Improve Infrastructure

**Rationale:** All students and school personnel will be provided an environment that is safe and conducive to learning.

### Objectives:

- Provide a safe and secure environment for students & employees
- Continue to upgrade safety and security measures
- Create a 21<sup>st</sup> century learning environment
- Develop a strategically focused technology plan
- Offer a digital textbook solution for core curriculum
- Effectively assess and analyze facilities
- Provide and maintain adequate facilities
- Develop responsible budgets that support educational measures which advance student learning
- Identify non-traditional revenue sources and secure funding



## STRATEGIES

- CONTINUE TO PHASE-IN WITH PILOTS TO REACH THE 1:1 DEVICE RATIO
- DEVELOP & MAINTAIN COMPREHENSIVE SAFETY PLANS FOR EACH SCHOOL AND THE SYSTEM IN CONJUNCTION WITH LOCAL LAW ENFORCEMENT & LOCAL EMERGENCY MANAGEMENT
- CONTINUE TO UPGRADE THE SECURITY OF EACH SCHOOL THROUGH THE USE OF CAMERAS, LIMITING ACCESS POINTS, TECHNOLOGY, AND INFRASTRUCTURE
- DEVELOP A LONG RANGE COMPREHENSIVE CAPITAL OUTLAY PLAN FOR ROOFS, HVAC, AND BOILERS FOR EACH FACILITY
- PURCHASE LAND FOR A NEW ELEMENTARY SCHOOL
- SEEK FUNDING AND BUILD A NEW ELEMENTARY SCHOOL TO ALLEVIATE OVERCROWDING AND TO ACCOMMODATE CONTINUOUS GROWTH
- DEVELOP A REZONING PLAN WHEN THE NEW ELEMENTARY SCHOOL IS BUILT
- CONTINUE TO UPGRADE 10-YR BUILDING PROGRAM FOR THE SYSTEM BASED ON GROWTH PATTERNS ACROSS THE COUNTY
- DEVELOP AND IMPLEMENT AN ENERGY MANAGEMENT PLAN

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# ACTIONS & MEASURES





# GOAL 1- Focus On Every Student

## ACTIONS & MEASURES

### STRATEGY: REDUCE CHRONIC ABSENTEEISM RATE TO 10%

**ACTION:** Reduce chronic absenteeism to 10% or less through refined attendance initiatives and procedures at the individual school level.

**MEASURE:**

2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
14.3%	13.1%					

### STRATEGY: INCREASE STUDENT GROWTH ON TVAAS TO A LEVEL 3 IN ALL AREAS

**ACTIONS:**

- Principals will conduct data conversations with teachers to understand how to use teacher value added reports to improve student progress.
- Principals will meet with the CORE office regularly to further their knowledge in the use of TVAAS data.
- Principals will use the data of TVAAS to work with their regular school PLC's to analyze data to improve instruction.
- We have partnered with Instruction Partners on ATSI schools (Southside, Liberty, Harris) and in addition, Learning Way. Instructional walk-throughs followed up with coaching conversations that include Principals and Teachers.

**-Raise 3-12 TNReady Success Rate from 28 to 34.**

1. Instructional Supervisors will conduct walk-throughs followed by coaching conversations with Principals and Teachers, Data informed decisions during PLC meetings will take place.
2. Professional development will be geared toward best practices.



-Raise 2<sup>nd</sup> Grade Literacy Rate from 26.2 to 34.

1. Early elementary grades will utilize a common phonics curriculum instruction.

**TVAAS MEASURE:**

	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
Overall	1	2					
Math	1	1					
ELA	1	3					
Science	1	No Test					
S Studies	1	5					

**SUCCESS RATE is the percentage of students who are at or above grade level. These students scored On Track or Mastered on the state tests.**

**SUCCESS RATE:**

	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
Success	28.2%*	26.5%**					

\*Based on Reading, Math, Science

\*\*Based on Reading and Math (represents a 1.9% increase over last year)

**STRATEGY: INCREASE THE PROFICIENCY IN ELA TO 75% OR HIGHER BY 2024**

**ACTIONS:**

- High quality professional development for instructional staff.
- Train literacy coordinators in the Train the Trainer model of the Early Literacy course.
- Train ELA teacher leaders in the Read to be Ready model.
- Literacy coordinators and leaders for all elementary schools.
- Enhance literacy for English Learners with instruction through WIDA standards.
- Utilization of Instructional Maps.
- Data collection analysis. Analysis in PLC meetings will be major focus.
- Prevention/Intervention for Reading.



**ACADEMIC ACHIEVEMENT** shows whether students are performing on grade level on state exams and whether the percentage of students on grade level is growing from one year to the next.

**ACADEMIC ACHIEVEMENT MEASURE:**

	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
Math	24.4%	26.3					
ELA	23.9%	26.3					
Science	39.1%	-----					
S Studies	26.3%	28.7					

**ELPA** is English Language Proficiency Assessment. The English proficiency rate represents the percentage of English Learners who are meeting growth standards on WIDA ACCESS and thus are progressing toward learning English. Growth standards are determined based on student performance on the previous year's English language proficiency assessment.

**STRATEGY: RAISE ELPA SUCCESS RATE FROM 48.5 TO 55%** (State average=49.8%)

**ACTIONS:**

- Address job-embedded PD needs of the instructional staff to support ELPA growth.
- Administrators will increase their indicator score to the next level on the TEAM administrator self-practice indicator.
- Train EL teachers on WIDA standards and TN State Standards.
- Ensure EL student growth on TNReady and WIDA tests.
- Consultation of T1-T4 Students.
- Before and/or After School Programs.

**MEASURE:**

2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
48.5%	44.2%					



**STRATEGY: DOUBLE THE NUMBER OF PRE-K CLASSROOMS BY 2024**

**ACTIONS:**

- Two additional classrooms are being added for 2019-20 school year.
- Cohesive plan of action has been instituted to bring an inclusive Pre-K class to each of our school sites, as physical space allows. (Two sites already have an inclusive blended program currently operating.)

**MEASURE:**

Regular Pre-K Classes

2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
5	7				

Special Ed Pre-K Classes (2 sessions each day)

2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
3	3				

**STRATEGY: INCREASE THE NUMBER OF LITERACY COACHES**

**ACTIONS:**

- In 2017-18 literacy coaches were half-time. In 2019-20 school year they are all full-time, effectively increasing by 50%. There are two system-wide coaches and 7 coaches at Title I schools.

**MEASURE:**

2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
9 @ 50%	9				



**STRATEGY: INCREASE AVAILABILITY AND PARTICIPATION IN EARLY POST-SECONDARY OPPORTUNITIES (EPSOs)**

**ACTIONS:**

- Implement Work Ethic Diploma distinction.
- Work with TCAT and Motlow to increase EPSO opportunities and industry certifications for all CTE students.
- Add additional Advanced Placement classes.
- Work with Partners in Education to increase the number of internships.

**READY GRADUATE (Student readiness for postsecondary and career) MEASURE:**

2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
30.8%	32.9%					

**CTE CONCENTRATORS MEASURE:**

2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
43.8%	55.1%					

**STRATEGY: PREPARE STUDENTS SO THAT A MAJORITY OF THE CLASS OF 2020 WILL EARN A POST-SECONDARY CERTIFICATE, DIPLOMA, OR DEGREE**

**ACTIONS:**

- Increased dual credit and dual enrollment opportunities through local TCAT and Motlow State.

**POST SECONDARY ENROLLMENT MEASURE:**

2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
54.3%	54.9%					



**STRATEGY: ACHIEVE A SYSTEMWIDE AVERAGE SCORE OF 21 OR HIGHER ON THE ACT BY 2020**

**ACTIONS:**

- Training for ACT prep classes for teachers.
- Collect and analyze annual ACT data.
- ACT Prep classes for students.
- ACT Extended Learning after school and on Saturday at each high school.
- Lesson plans to highlight ACT connections.
- ACT district team consisting of Supervisors and Assistant Principals to train and support teachers.
- Purchase of ACT Work Keys for use of high school flex time for Sophomores.
- ACT diagnostic test for all high school students.

**MEASURE:**

2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
19.1	19.5					

**STRATEGY: CONTINUE TO PROVIDE GRADUATION COACHES TO MAINTAIN OR IMPROVE A GRADUATION RATE OF 92**

**MEASURE:**

2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
92	90.9	91.3					



## **GOAL 2- Effective Educators**

### **STRATEGY: STRESS THE STANDARDS AND STRONG RIGOR IN THE CLASSROOM**

#### **ACTIONS:**

**-Promote Leadership/Instructional Stability through:**

- 1. Competency in instruction.**
- 2. Focus on Tier 1 Instruction**
- 3. Communication of Instructional Expectations**
- 4. Standards-based Curriculum**
- 5. Highly-trained Personnel**
- 6. Data-driven Instruction**
- 7. Instructional Leadership training.**

#### **MEASURES:**

**Growth scores**

**Teacher TEAM evaluations**

### **STRATEGY: EXPLORE ALL OPTIONS FOR TEACHER RETENTION**

#### **ACTIONS:**

**-Provide additional support through:**

- Instructional coaches**
- SMART training**
- 30 hours of Professional Learning yearly**
- Teacher support through weekly PLC meetings**



**MEASURES:**

TEAM evaluation Level of Effectiveness scores

Monitor annual SDOE Human Capital Data

**STRATEGY: ENHANCE PROFESSIONAL LEARNING OPPORTUNITIES**

**ACTIONS:**

- Early Literacy Instructional Practices
- Tier 1 Instructional Practices
- Response to Intervention
- ACT Preparation
- Professional Learning Communities
- Monthly Power Hour Professional Learning opportunities

**STRATEGY: ENHANCE RECRUITMENT INITIATIVES; HIRE MORE HIGH QUALITY TEACHERS**

**ACTIONS:**

- Promote consistency in hiring throughout the system with standard hiring practice guidelines
- Maintain a database of pre-screened, potential candidates and that is available to administrators
- Create a recruiting video using current employees

**Measure:**

SDOE Human Capital Data

TEAM evaluation Level of Effectiveness scores

**STRATEGY: FOSTER A SENSE OF COMMUNITY**



**ACTIONS:**

- Partnership with Vanderbilt-Tennessee Behaviors Support Project
- High quality relationships
- Staff gatherings at school level and system-wide
- Professional Learning Communities

**Measure:**

- Satisfaction surveys

**STRATEGY: SEARCH FOR EFFECTIVE WAYS TO REDUCE THE BURDENS ON TEACHERS**

**ACTIONS:**

- Standards-based curriculum materials are being purchased
- Collaborative Conferencing
- Laptop provided to each teacher

**STRATEGY: FOSTER A PIPELINE FOR FUTURE EDUCATORS**

**ACTIONS:**

- “Teaching as a Profession” class being taught at high schools
- Collaboration with universities

**STRATEGY; INSTITUTE A FUTURE ADMINISTRATOR’S ACADEMY**

**ACTIONS:**

- Assistant Principals will meet monthly for professional learning

**STRATEGY: STRIVE FOR COMPETITIVE WAGES AND BENEFITS**

**ACTIONS:**

- Monitor comparable data
- Collaborative Conferencing



## **GOAL 3- Engage Parents & Community**

### **STRATEGY: INCREASE COMMUNITY OUTREACH OPPORTUNITIES**

#### **ACTIONS:**

- In partnership with our BCS Communications Supervisor, we will plan, execute, and evaluate events throughout the school year in order to build closer relationships, provide ways in which families and schools can partner, and identify the changing needs of families.
- Grant secured for School Pantry Project in partnership with Second Harvest Food Bank

### **STRATEGY: BETTER COORDINATE SOCIAL SERVICES WITH SOCIAL WORKERS, GUIDANCE COUNSELORS AND COMMUNITY RESOURCES**

#### **ACTIONS:**

- Collaborate with local agencies to develop a resource guide for families in order to provide support when support services are needed.

### **STRATEGY: EXPLORE A FAMILY RESOURCE CENTER**

#### **ACTIONS:**

- Presentation from Taylor Rayfield, Coffee County Family Resource Center (February 2019)
- Evaluate current family resource offerings in order to identify ways in which BCS can continue to evolve in ways that best remove barriers to student learning (i.e.: clothing, school supplies, etc.)

### **STRATEGY: HIRE A MEDIA COMMUNICATIONS DIRECTOR TO ENHANCE COMMUNICATION AND INCREASE SOCIAL MEDIA OUTREACH**

#### **ACTIONS:**

- Create a comprehensive job description (March 2019)
- Get board approval for new position (in 2019-20 Budget)
- Hired for effective start date August 1, 2019.



**STRATEGY: FOSTER A SENSE OF COMMUNITY THROUGH INCREASED PARENT ENGAGEMENT AND AWARENESS**

**STRATEGY: INCREASE FAMILY INVOLVEMENT PROGRAMS THROUGHOUT THE SYSTEM**

**ACTIONS:**

- Institute more engagement programs such as the Annual Ready, Set, Go program
- Continued English classes for families during the days and evenings to build stronger communication skills within our community

**STRATEGY: INCREASE COMMUNICATION EFFORT (TELL OUR STORY)**

**ACTIONS:**

- Increased social media participation across Twitter, Facebook, etc.
- Enhanced public relations
- New website

## **GOAL 4- Improve Infrastructure**

### **STRATEGY: CONTINUE TO PHASE-IN WITH PILOTS TO REACH THE 1:1 DEVICE RATIO**

#### **ACTIONS:**

- Presentation to the Board on progress of the first pilot program (April 2019)
- Approval for purchase of laptops for all high school students (April 2019)

#### **MEASURES:**

- Rollout of laptops for high-schoolers for start of school year 2019-20

### **STRATEGY: DEVELOP & MAINTAIN COMPREHENSIVE SAFETY PLANS FOR EACH SCHOOL AND THE SYSTEM IN CONJUNCTION WITH LOCAL LAW ENFORCEMENT & LOCAL EMERGENCY MANAGEMENT**

#### **ACTIONS:**

- Threat assessments are to be completed by all schools this year
- CSH Coordinator is a member of the County Safety Committee
- Safety plans to be reviewed by Bedford County Safety Committee

### **STRATEGY: CONTINUE TO UPGRADE THE SECURITY OF EACH SCHOOL THROUGH THE USE OF CAMERAS, LIMITING ACCESS POINTS, TECHNOLOGY, AND INFRASTRUCTURE**

#### **ACTIONS:**

- In 2018-19 all systems were upgraded to allow for a plan to add additional cameras
- Door entry systems will be upgraded to coordinate with the new camera system



**STRATEGY: DEVELOP A LONG RANGE COMPREHENSIVE CAPITAL OUTLAY PLAN FOR ROOFS, HVAC, AND BOILERS FOR EACH FACILITY**

**ACTIONS:**

- Environmental services is working on a comprehensive plan (March 2019)

**STRATEGY: PURCHASE LAND FOR A NEW ELEMENTARY SCHOOL**

**ACTIONS:**

- Formally request initiation of taking bids for land purchase (April 2019)

**MEASURES:**

- Open for bids (June 2019 – one bid received)
- Bid rejected and land put out for rebid with additional specifications (July 2019)
- Bids received and being analyzed for how they meet specifications (August 2019)
- Building Study Session “Building The Future” (October 2019)

**STRATEGY: SEEK FUNDING TO BUILD A NEW ELEMENTARY SCHOOL TO ALLEVIATE OVERCROWDING AND TO ACCOMMODATE CONTINUOUS GROWTH**

**STRATEGY: DEVELOP A REZONING PLAN WHEN THE NEW ELEMENTARY SCHOOL IS BUILT**

**STRATEGY: CONTINUE TO UPGRADE THE 10-YR BUILDING PROGRAM FOR THE SYSTEM BASED ON GROWTH PATTERNS ACROSS THE COUNTY**

**ACTIONS:**

- Present an updated, prioritized 10-year building program (May 2019)

**STRATEGY: DEVELOP AND IMPLEMENT AN ENERGY MANAGEMENT PLAN**



AUGUST, 2019

**BEDFORD COUNTY BOARD OF EDUCATION**

**John Boutwell, Chairman**

**Brian Crews, Vice-Chairman**

**Diane Neeley**

**Glenn Forsee**

**Dr. Andrea Anderson**

**Michael Cook**

**David Brown**

**Nicole Cashion**

**Dan Reed**

**SUPERINTENDENT**

**Don Embry**

# **BEDFORD COUNTY SCHOOLS**

## **MONTHLY FINANCIAL REPORT**

**Month Ending January 31, 2020**

**2019-20**

**Presented to the Bedford County Board of Education**

Mr. Don Embry, Superintendent

Mr. Glenn Forsee, Chairman

Mr. Robert Daniel, Director of Finance

**BEDFORD COUNTY GENERAL PURPOSE SCHOOL FUND 141**  
**MONTHLY FINANCIAL REPORT**  
**January 2020**

	<b>ESTIMATED REVENUE 2019-20</b>	<b>YEAR TO DATE REVENUES</b>	<b>UNREALIZED REVENUES TO DATE</b>	<b>PERCENT REALIZED</b>	<b>CURRENT MONTH REVENUE</b>
<b>EST. REVENUES &amp; OTHER SOURCES</b>					
40000 Local Taxes	12,523,470	6,431,219	6,092,251	51.35%	949,714
41000 Licenses & Permits	3,000	965	2,035	32.17%	115
43000 Chg. for Current Serv.	118,675	45,561	73,114	38.39%	8,692
44000 Other Local Revenues	139,992	54,216	85,776	38.73%	37,855
46500 State Ed. Funds	53,626,994	31,740,244	21,886,750	59.19%	5,266,418
46800 Other State Revenues	0	0	0	0.00%	0
47100 Fed. Funds Rec.-State	0	0	0	0.00%	0
47600 Direct Fed. Revenues	0	0	0	0.00%	0
49000 Other Sources(Non-Revenue)	18,431	2,727	15,704	14.80%	0
<b>14100 TOTAL EST. REVENUES &amp; OTHER</b>	<b>66,430,562</b>	<b>38,274,932</b>	<b>28,155,630</b>	<b>57.62%</b>	<b>6,262,794</b>
<b>30000 Unassigned Fund Balance</b>					
Unassigned Fund Balance	7,065,011				
Committed Fund Balance	8,716,293				
Assigned Fund Balance	0				
Restricted Fund Balance	146,039				
<b>TOTAL AVAILABLE FUNDS</b>	<b>82,357,905</b>				

**BEDFORD COUNTY GENERAL PURPOSE SCHOOL FUND**  
**MONTHLY FINANCIAL REPORT**  
**January 2020**

	APPROPRIATIONS 2019-20	YEAR TO DATE EXPENDITURES/ ENCUMBRANCES	UNEXPENDED / UNENCUMBERED TO DATE	PERCENT USED	CURRENT MONTH EXPENDITURES/ ENCUMBRANCES
<b>EXPENDITURES (APPROPRIATIONS)</b>					
<b>Instruction</b>					
71100 Regular Inst. Prog.	37,000,660	17,708,356	19,292,304	47.86%	2,837,165
71150 Alternative Inst. Prog.	563,633	323,129	240,504	57.33%	49,954
71200 Spec. Ed. Program	3,561,064	1,683,319	1,877,745	47.27%	278,686
71300 Voc. Ed. Program	1,458,714	712,349	746,365	48.83%	117,765
71900 Other	0	0	0	0.00%	0
<b>Support Services</b>					
72110 Attendance	125,470	65,917	59,553	52.54%	9,834
72120 Health Services	623,321	309,378	313,943	49.63%	51,990
72130 Other Student Support	2,003,935	1,068,323	935,612	53.31%	213,559
72210 Regular Instruction Staff	1,729,324	873,697	855,626	50.52%	133,532
72215 Alternative Instructional Staff	0	0	0	0.00%	0
72220 Special Education Instructional Staff	454,433	255,988	198,445	56.33%	51,202
72230 Vocational Instructional Staff	28,552	13,372	15,180	46.83%	2,230
72250 Technology	1,478,884	1,033,957	444,927	69.91%	168,046
72290 Other Programs	0	0	0	0.00%	0
72310 Board of Education	944,205	667,830	276,375	70.73%	54,655
72320 Office of Superintendent	765,761	237,793	527,968	31.05%	32,168
72410 Office of Principal	4,048,332	2,265,340	1,782,992	55.96%	346,741
72520 Human Services	270,568	99,211	171,357	36.67%	13,589
72610 Operation of Plant	6,209,261	3,667,456	2,541,805	59.08%	659,434
72620 Maintenance of Plant	2,378,170	1,858,489	519,681	78.15%	508,925
72710 Student Transportation	4,054,000	2,287,500	1,766,500	56.43%	223,739
72810 Central and Other	0	0	0	0.00%	0
<b>Oper. of Non-Instructional Services</b>					
73100 Food Service	55,108	59,386	(4,278)	107.76%	8,482
73300 Community Services	226,750	58,797	167,953	25.93%	16,997
73400 Early Childhood Education	727,666	373,301	354,365	51.30%	51,453
76100 Reg.Capital Outlay	4,941,717	1,421,420	3,520,297	28.76%	383,089
81300 Education Debt Service	0	0	0	0.00%	0
91300 Education Capital Projects	0	0	0	0.00%	0
99100 Operating Transfers	42,505	0	42,505	0.00%	0
<b>TOTAL EXPENDITURES</b>	<b>73,692,033</b>	<b>37,044,306</b>	<b>36,647,727</b>	<b>50.27%</b>	<b>6,213,236</b>
Less: Committed Fund Balance	5,194,750				
Assigned Fund Balance	0				
Restricted Fund Balance	107,395				
3% Fund Balance	2,046,171				
<b>39000 Unassigned Fund Balance</b>	<b>1,317,556</b>				

**BEDFORD COUNTY FEDERAL PROJECTS FUND 142**  
**MONTHLY FINANCIAL REPORT**  
**January 2020**

	ESTIMATED REVENUE 2019-20	YEAR TO DATE REVENUES	UNREALIZED REVENUES TO DATE	PERCENT REALIZED	CURRENT MONTH REVENUE
<b>EST. REVENUES &amp; OTHER SOURCES</b>					
47100 Fed. Funds Rec.-State	6,273,871	2,371,743	3,902,128	37.80%	360,537
<b>14100 TOTAL EST. REVENUES &amp; OTHER</b>	<b>6,273,871</b>	<b>2,371,743</b>	<b>3,902,128</b>	<b>37.80%</b>	<b>360,537</b>
30000 Reserves and/or Fund Balances	0				
<b>TOTAL AVAILABLE FUNDS</b>	<b>6,273,871</b>				

	APPROPRIATIONS 2019-20	YEAR TO DATE EXPENDITURES/ ENCUMBRANCES	UNEXPENDED / UNENCUMBERED TO DATE	PERCENT USED	CURRENT MONTH EXPENDITURES/ ENCUMBRANCES
<b>EXPENDITURES (APPROPRIATIONS)</b>					
<b>Instruction</b>					
71100 Regular Inst. Prog.	1,952,919	831,478	1,121,441	42.58%	130,269
71200 Spec. Ed. Program	1,407,950	564,172	843,778	40.07%	94,513
71300 Voc. Ed. Program	124,801	82,543	42,257	66.14%	14,627
<b>Support Services</b>					
72120 Health Services	500	0	500	0.00%	0
72130 Other Student Support	150,237	35,158	115,079	23.40%	433
72210 Regular Instruction Staff	1,653,780	554,085	1,099,695	33.50%	92,946
72220 Special Education Staff	604,093	192,012	412,081	31.79%	30,174
72230 Vocational Education Staff	10,000	2,603	7,397	26.03%	0
72710 Student Transportation	348,592	182,973	165,619	52.49%	30,770
<b>Oper. of Non-Instructional Services</b>					
73100 Food Service	3,000	500	2,500	16.67%	0
99100 Operating Transfers	18,000	0	18,000	0.00%	0
<b>TOTAL EXPENDITURES</b>	<b>6,273,871</b>	<b>2,445,523</b>	<b>3,828,348</b>	<b>38.98%</b>	<b>393,732</b>
39000 Reserves and/or Fund Balances	0				

**BEDFORD COUNTY CHILD NUTRITION FUND 143**  
**MONTHLY FINANCIAL REPORT**  
**January 2020**

	ESTIMATED REVENUE 2019-20	YEAR TO DATE REVENUES	UNREALIZED REVENUES TO DATE	PERCENT REALIZED	CURRENT MONTH REVENUE
<b>EST. REVENUES &amp; OTHER SOURCES</b>					
43000 Chg. for Current Serv.	300,000	140,833	159,167	46.94%	20,845
44000 Other Local Revenues	3,000	2,358	642	78.60%	463
47100 Fed. Funds Rec.-State	4,900,000	2,851,794	2,048,206	58.20%	499,835
49000 Other Sources(Non-Revenue)	0	0	0	0.00%	0
<b>14100 TOTAL EST. REVENUES &amp; OTHER</b>	<b>5,203,000</b>	<b>2,994,985</b>	<b>2,208,015</b>	<b>57.56%</b>	<b>521,143</b>
30000 Reserves and/or Fund Balances	1,619,846				
<b>TOTAL AVAILABLE FUNDS</b>	<b>6,822,846</b>				

	APPROPRIATIONS 2019-20	YEAR TO DATE EXPENDITURES/ ENCUMBRANCES	UNEXPENDED / UNENCUMBERED TO DATE	PERCENT USED	CURRENT MONTH EXPENDITURES/ ENCUMBRANCES
<b>EXPENDITURES (APPROPRIATIONS)</b>					
Oper. of Non-Instructional Services					
72300 General Administration	54,000	54,000	0	100.00%	0
73100 Food Service	5,622,980	3,548,405	2,074,575	63.11%	423,010
99100 Transfers	22,012	0	22,012	0.00%	0
<b>TOTAL EXPENDITURES</b>	<b>5,698,992</b>	<b>3,602,405</b>	<b>2,096,587</b>	<b>63.21%</b>	<b>423,010</b>
39000 Reserves and/or Fund Balances	1,123,854				

**BEDFORD COUNTY SCHOOL AGE CARE PROGRAM FUND 146**  
**MONTHLY FINANCIAL REPORT**  
**January 2020**

	<b>ESTIMATED REVENUE 2019-20</b>	<b>YEAR TO DATE REVENUES</b>	<b>UNREALIZED REVENUES TO DATE</b>	<b>PERCENT REALIZED</b>	<b>CURRENT MONTH REVENUE</b>
<b>EST. REVENUES &amp; OTHER SOURCES</b>					
43000 Chg. for Current Serv.	503,010	281,183	221,827	55.90%	38,045
44000 Other Local Revenues	0	0	0	0.00%	0
46000 State of Tennessee	0	0	0	0.00%	0
<b>14100 TOTAL EST. REVENUES &amp; OTHER</b>	<b>503,010</b>	<b>281,183</b>	<b>221,827</b>	<b>55.90%</b>	<b>38,045</b>
30000 Reserves and/or Fund Balances	246,861				
<b>TOTAL AVAILABLE FUNDS</b>	<b>749,871</b>				

	<b>APPROPRIATIONS 2019-20</b>	<b>YEAR TO DATE EXPENDITURES/ ENCUMBRANCES</b>	<b>UNEXPENDED / UNENCUMBERED TO DATE</b>	<b>PERCENT USED</b>	<b>CURRENT MONTH EXPENDITURES/ ENCUMBRANCES</b>
<b>EXPENDITURES (APPROPRIATIONS)</b>					
Oper. of Non-Instructional Services					
72300 General Administration	1,800	1,800	0	100.00%	0
73300 Community Service	531,193	257,006	274,187	48.38%	38,240
79100 Operating Transfers	0	0	0	0.00%	0
79200 Residual Equity Transfers	0	0	0	0.00%	0
<b>TOTAL EXPENDITURES</b>	<b>532,993</b>	<b>258,806</b>	<b>274,187</b>	<b>48.56%</b>	<b>38,240</b>
39000 Reserves and/or Fund Balances	216,878				

## Special Projects/Capital Outlay 2019-2020

### Projects complete or in progress

#### Misc. System Wide

Paint outside flashing at Cascade Middle/High	\$20,000
Paint outside flashing at Community Mid/Ele	\$20,000
Replacement HVAC units (approx 3 @14,000ea)	\$42,000
Security system upgrades	\$9,500
Fire Alarm upgrades	\$11,500
HVAC Control systems	\$48,000
Drop Ceilings Tile and Grid replacement	\$38,600
Replacement Floor Tile and Carpet	\$49,750
Various Fencing Replacements	\$20,000
Parking Lot Repairs system wide	\$17,200
Door Replacements	\$30,000
Locks System Wide	\$6,800
Crane and other equipment rentals	\$7,500
Improvements for Fire Marshall	\$8,700
Misc Large Roof Repairs	\$32,000
Bleacher Repairs/Replace system wide	\$69,000
Concrete for sidewalks, pads and ramps	\$15,000
Portable Awnings system wide	\$41,200

(For Handicap/ADA compliance)

#### Sub Total

**\$486,750**

Southside Roof	\$270,000
Com Ele/Middle Parking (funds diverted to ADA parking and restrooms at ball fields)	\$65,000
Thomas major driveway repairs (in process to be completed)	\$51,665
East Side major driveway repairs (in process to be completed)	\$63,000
4 Rooftop HVAC units for Cascade Middle/High (in process)	\$352,000
Eakin Gym Floor	\$55,000
Thomas Replacement Boiler	\$90,000
East Side Intercom system	\$25,000
HVAC units for E.Side Café	\$30,000
HVAC units for Thomas Café	\$30,000
HVAC units for Eakin Café	\$30,000
Southside window replacements (in process to be completed)	\$140,000
Central High Gym Floor (in process)	
Community Middle Gym Floor (in process)	

#### Total

**\$1,688,415**

**Bedford County School Activity Funds**

**Recurring Audit Findings related to compliance with laws**

**1. 3 Day Deposit Law - T.C.A. 5-8-207**

School	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
Adult High School		X	X										
Cascade Elementary School			X						X	X			
Cascade Middle School													
Cascade High School		X		X	X								
Community Elementary School		X								X			
Community High School		X	X	X									
Community Middle School				X	X								
Eakin Elementary School													
East Side Elementary School		X							X	X			X
Harris Middle School		X			X								
Learning Way Elementary School													X
Liberty School											X		
Shelbyville Central High School	X	X	X	X						X	X		
South Side Elementary School													X
Thomas Magnet School			X										
Vocational School		X			X			X					X

**2. Sales Tax - T.C.A. 67-6-102**

School	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
Adult High School													
Cascade Elementary School													
Cascade Middle School													X
Cascade High School													
Community Elementary School													
Community High School													
Community Middle School					X								
Eakin Elementary School													
East Side Elementary School					X								
Harris Middle School												X	X
Learning Way Elementary School											X		
Liberty School									X			X	
Shelbyville Central High School									X	X	X	X	X
South Side Elementary School						X							X
Thomas Magnet School													
Vocational School									X	X			

**Bedford County School Activity Funds**

**Recurring Audit Findings related to compliance with laws**

**3. Purchasing Compliance - T.C.A. 5-21-118 and 5-21-119**

School	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
Adult High School	X												
Cascade Elementary School													
Cascade Middle School													
Cascade High School													
Community Elementary School			X										
Community High School		X	X							X			
Community Middle School				X									
Eakin Elementary School													
East Side Elementary School													
Harris Middle School			X		X								
Learning Way Elementary School													
Liberty School			X								X		
Shelbyville Central High School										X		X	X
South Side Elementary School									X				
Thomas Magnet School	X	X										X	
Vocational School													

X indicates finding that need to be corrected.







**Bedford County School Activity Funds**

**Recurring Audit Findings related to compliance with policies**

**7. Did not properly close graduating class accounts**

School	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
Adult High School									
Cascade Elementary School									
Cascade Middle School									
Cascade High School					X				
Community Elementary School									
Community High School					X				
Community Middle School									
Eakin Elementary School									
East Side Elementary School									
Harris Middle School									
Learning Way Elementary School									
Liberty School									
Shelbyville Central High School							X		X
South Side Elementary School									
Thomas Magnet School									
Vocational School									

**8. Lack of Internal controls over funds received by mail**

School	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
Adult High School			X	X					
Cascade Elementary School			X	X					
Cascade Middle School			X						
Cascade High School			X						
Community Elementary School			X	X					
Community High School			X	X					
Community Middle School			X						
Eakin Elementary School			X			X			
East Side Elementary School			X	X		X			
Harris Middle School			X	X					
Learning Way Elementary School			X						
Liberty School			X	X					
Shelbyville Central High School			X					X	X
South Side Elementary School			X			X			X
Thomas Magnet School			X					X	
Vocational School			X	X					



**Bedford County School Activity Funds**

**Recurring Audit Findings related to compliance with policies**

**11. Dual Check signatures not used**

School	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
Adult High School									
Cascade Elementary School									
Cascade Middle School									
Cascade High School									
Community Elementary School									
Community High School									
Community Middle School									
Eakin Elementary School									
East Side Elementary School									
Harris Middle School		X			X				
Learning Way Elementary School									
Liberty School									
Shelbyville Central High School									
South Side Elementary School									X
Thomas Magnet School									
Vocational School									

**12. Other Findings**

School	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
Adult High School	X				X	X			
Cascade Elementary School	X			X	X		X		
Cascade Middle School				XX	X	X	X		
Cascade High School	XX			XX	X				
Community Elementary School			X		X		X		
Community High School	X				X	XX	X		
Community Middle School	X				X				
Eakin Elementary School			XXXX	X		X		X	
East Side Elementary School			X	X	X			X	
Harris Middle School	X			X					
Learning Way Elementary School									
Liberty School				X	X		X		
Shelbyville Central High School	XX			XX		X	X	X	
South Side Elementary School				X		X			X
Thomas Magnet School	X								
Vocational School				X					

# Special Projects/Capital Outlay 2020/2021

## Misc. System Wide

Central High Concrete Repair gym, front, and theater entrances	17,500
Flashing Paint and Repairs System Wide	30,000
Replacement HVAC Units System Wide	45,000
Security System Upgrades	15,000
Fire Alarm Upgrades	11,500
Energy Management Control upgrades	65,000
Drop Ceiling Tile and Grid replacement	25,000
Replacement Floor Tile and Carpet	55,000
Various Fencing Projects	15,000
Parking Lot Repairs System Wide	17,200
Door Replacements System Wide	33,750
Locks System Wide	19,400
Crane and Equipment Rentals	7,500
Fire Marshal Improvements	7,500
Misc Large Roof Repairs	32,000
Bleacher Repairs and Replacements System Wide	85,000
Concrete for Sidewalks, Pads and Ramps	18,000

**Sub Total** **\$499,350**

## Major Capital System Wide

Vocational Roof	250,000
Community Parking Lot Repairs	65,000
Vocational Parking Lot Repairs	95,000
5 HVAC Rooftop units at Cascade Middle	375,000
Cascade Ele Gym Floor Repair/Replace	54,900
Southside Cooling Tower replacement	72,000
Liberty Intercom System	25,000
Liberty HVAC Rooftop Units	36,665
HVAC units for E. Side Café	30,000
HVAC units for Thomas Café	30,000
HVAC units for Eakin Café	30,000
East Side Window Replacements	146,000

**Total** **\$1,708,915**

# ***BUDGET*** ***101***

## **A Citizen's Guide to the Budget**



***“Together We Learn”***



## Bedford County Department of Education

500 Madison Street  
Shelbyville, Tennessee 37160-3391  
Telephone: 931-684-3284 Fax: 931-684-3289

*November 2015*

*To All Stakeholders:*

*It is my belief that we share a common community goal to provide a high quality education for all Bedford County students. To ensure our goal is met, we need you as stakeholders to partner with us.*

*In order for you to have a clear understanding of how the school system operates, we have created this Budget 101 document to serve as a guide on how the school system is funded and how that funding flows through the budget and on down to the student.*

*It is my hope that you will find this guide to be helpful and informative as you endeavor to partner with us here in the Bedford County school system to provide our students with the best possible educational experience.*

*With regards,*

A handwritten signature in black ink, appearing to read "Don Embry".

*Don Embry  
Superintendent*

DE:sha

**MISSION STATEMENT**

***To provide an environment  
that encourages  
every student  
to learn and to become  
a good citizen.***

## SHARED VISION

*Our students will be life-long learners, effective communicators, and successful, responsible, productive, and contributing citizens.*



***All students can learn and realize their fullest potential if given opportunities, encouragement, and proper research-based resources.***

## BELIEFS

Every individual is capable of learning.

Learning is a life-long process.

A positive environment encourages success.

Enthusiasm is a positive motivator for learning.

The freedom to be creative stimulates growth.

Common values and laws exist in our society to maintain order and respect.

Education is a partnership between school, home and community.

Effective communication fosters involvement and develops trust.

High expectations promote high achievement.

Excellence is achieved when individuals strive for their maximum potential.

Personal decision making and self-discipline are the basis of freedom.

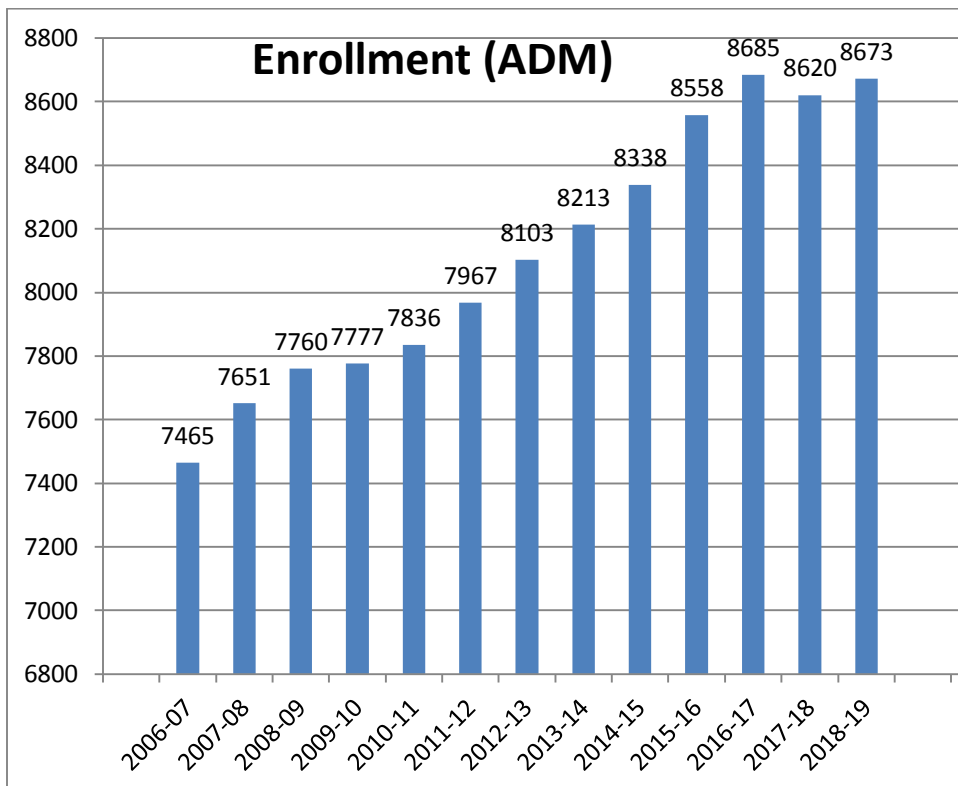
Each individual is accountable for his/her own actions.

Each individual is worthy of respect.

Character education fosters good citizens.

Students' self-esteem is important to their learning.

A safe environment is essential for learning.

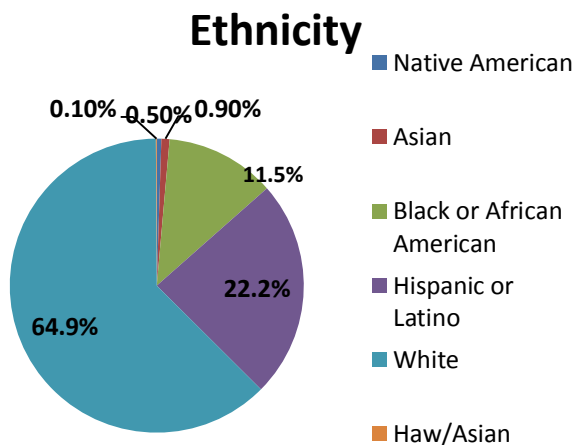
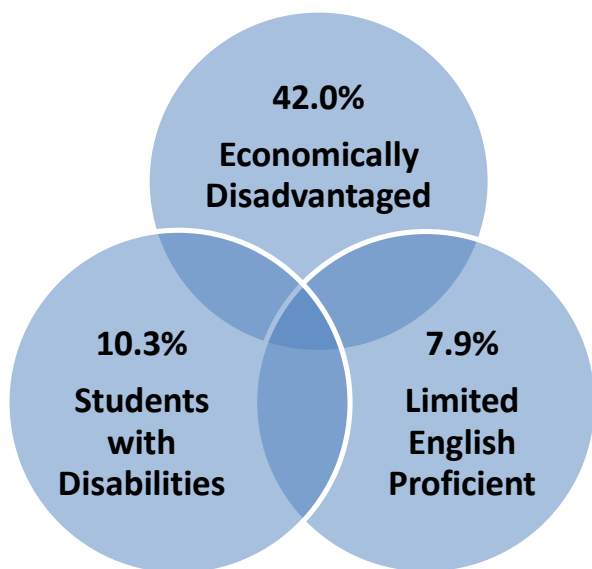


Source: Bedford County Schools Historical ADM

The Bedford County school system is composed of an ethnically diverse student population.

Current enrollment is 8720.

We have 602 teachers & staff and 45 administrators serving a total of 15 schools. (Bedford County Learning Academy is not considered in the state's data calculations which report 14 schools.)



Source: 2017-18 State Report Card; OREA

## *Did you know...*

**18%** of Bedford County's population sits in our classrooms.

**1,040** full time employees represent **5%** of the county's labor force.

**1,901,060** federal, free to the student meals were served during the 2018-19 school year, as well as **37,520** non-reimbursable meals, all over the course of 167 days.

**1,554,638** square feet of facilities are operated and maintained each year.

**8,736** desktops, laptops & Macbooks are available to students.

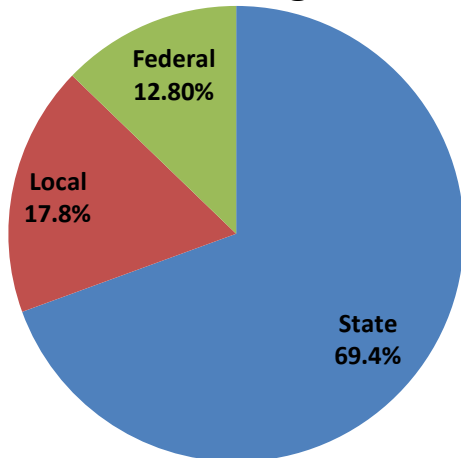
**74** bus routes cover 807,100 miles each year transporting students.

Sources: BCBOE Data, US Census Bureau, Labor Market Statistics-Local Area Unemployment Stats



## Funding

### Bedford County Schools Funding



Source: State of TN Report Card Data 2017/18

The Basic Education Program (BEP) is the main source of K-12 education funding in Tennessee. It has two parts: a state share, and a required local match contributed by local districts. State and local shares are set based on a county's fiscal capacity, or ability to raise revenue. Counties with higher fiscal capacities receive less state funding and must contribute more local matching dollars than counties with less ability to raise local revenue.

The BEP is split into four main categories, which together contain 45 different components that generate funding but districts have flexibility on how to spend their BEP money. For this reason, the BEP is often referred to as a funding formula, not a spending plan.

For more information on BEP go to:

<http://www.comptroller.tn.gov/OREA/bep>

### FUNDING SOURCES DEFINED

#### State Funding

The largest source of funding for our school system comes from The State of Tennessee. State revenue sources for education include the state sales tax, mixed drink tax and cigarette tax.

#### Local Funding

The second largest source of funding comes locally from Bedford County. The primary sources of local revenue are derived from property and sales tax. State law requires that  $\frac{1}{2}$  of a county's local sales tax be allocated to their school system.

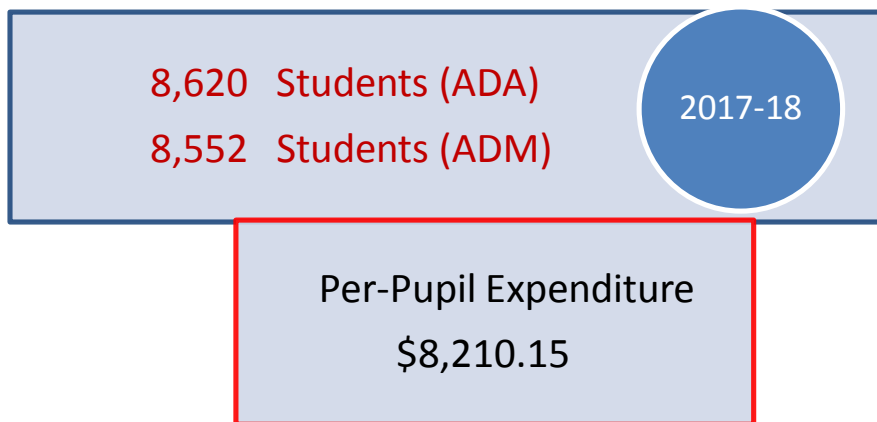
#### Federal Funding

The third source of funding is from the federal government. Federal funds cannot be used for general operations of the school system.

#### Other Funding

Other funding might come in the form of grants or donations from community organizations and business, or federal grants not considered as federal projects, all of which are normally designated for specific purposes and not for the general operation of the system. Reserves from fund balance might also be used to balance the budget.

## Funding (cont'd)



State Report Card Data

Office of the Comptroller Data

**Enrollment** – Average Daily Membership or ADM is one way to measure student enrollment. Another measure, often used for federal reporting requirements is Average Daily Attendance (ADA). ADM counts how many students are enrolled in a school while ADA counts how often these students attend school. The state uses ADA in report card calculations.

**Per Pupil Expenditure** –The state’s formula for calculating Per Pupil Expenditure (PPE) is to divide operating expenditures by ADA. The state excludes from consideration expenditures such as capital outlay, community services, etc. that may not be incurred as a day-to-day operational expense.

***Here is how Bedford County compared to other systems in the Tennessee Department of Education's South Central CORE region based on 2017/18 funding data...***

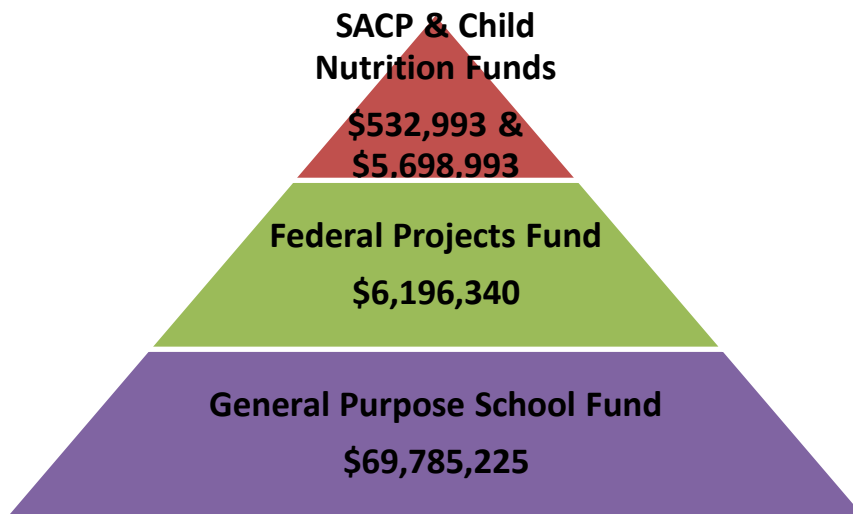
System	Schools	Enrollment ADA	Per Pupil Spending ADA	Enrollment ADM	% Local Funding	% Fed Funding	% State Funding
<b>Bedford</b>	<b>14</b>	<b>8620</b>	<b>\$8,210.15</b>	<b>8552</b>	<b>17.8%</b>	<b>12.8%</b>	<b>69.4%</b>
Coffee	10	4344	\$9,848.91	4317	35.2%	10.6%	54.2%
Fayetteville	3	1381	\$9,451.81	1367	26.5%	11.5%	62.10%
Franklin	11	5180	\$10,353.68	5089	32.7%	11.7%	55.7%
Giles	8	3747	\$10,000.34	3718	31.3%	12.9%	55.8%
Hickman	8	3288	\$9,854.24	3295	16.3%	12.1%	71.5%
Lawrence	12	6656	\$8,774.26	6651	21.3%	13.2%	65.6%
Lewis	4	1634	\$9,353.96	1618	19.0%	13.7%	67.3%
Lincoln	7	3699	\$9,684.18	3687	26.2%	11.8%	62.0%
Manchester	3	1324	\$11,431.55	1335	39.8%	13.3%	46.9%
Marshall	10	5463	\$9,399.83	5444	28.5%	10.4%	61.1%
Maury	21	12457	\$9,635.28	12,247	36.0%	10.5%	53.5%
Moore	2	862	\$11,774.15	838	38.8%	7.1%	54.1%
Perry	4	1012	\$11,152.97	1002	20.5%	15.4%	64.1%
Tullahoma	7	3434	\$11,557.05	3352	45.6%	11.2%	43.2%
Wayne	7	2188	\$10,442.39	2163	14.1%	12.7%	73.2%
<b>State Average</b>			<b>\$10,340.26</b>		<b>39.4%</b>	<b>11.4%</b>	<b>49.2%</b>

Sources: TDOE; State Report Card; OREA

The Bedford County Schools budget is made up of four components: General Purpose (141), Federal Projects (142), Child Nutrition (143) and School Age Care Program (146).

## TOTAL APPROPRIATIONS

**\$82,213,551**



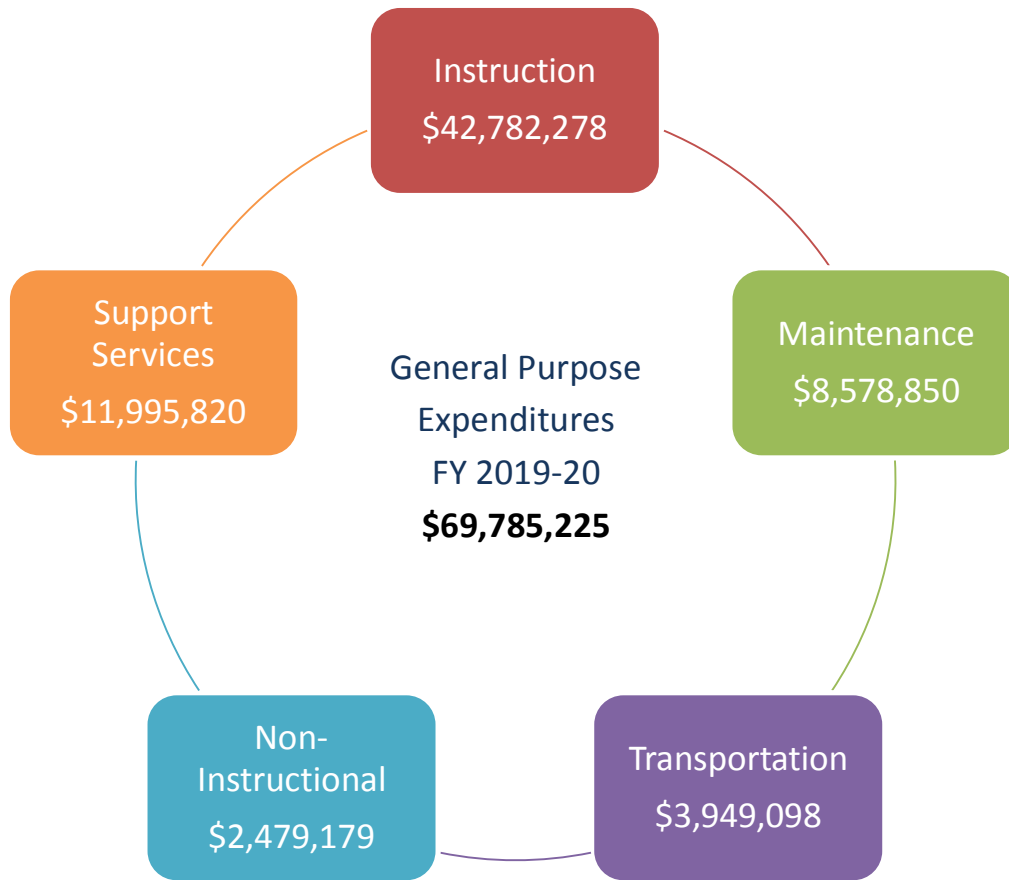
**General Purpose (141)** – This section of the budget outlines funding and expenditures for general purpose operations of the school system. It also includes some federal grants revenue for grants such as Counseling, History, Math-Science Partnership, which are not technically considered federal projects.

**Federal Projects (142)**– This section is for federal funding/expenditures of federally-mandated programs (Consolidated Admin, Title I, Title II, Title III, Title VI, IDEA-B, IDEA-B Preschool, Carl Perkins, Title III Supplemental, SPED supplemental grants and Homeless (McKinney-Vento) grants). Much of this funding goes to support students who are economically disadvantaged or students with disabilities.

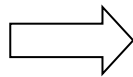
**Child-Nutrition (143)** – Child nutrition is primarily funded through the federal government with pass-thru funding and is basically a self-sustaining program.

**School-Age Care Program (146)** – SACP is a self-funded program paid for primarily by user fees.

# Expenditures (GP 141)



## INSTRUCTION



**Instruction & Support Services includes teachers, principals, assistants, support staff, instructional materials, technology, etc.**

### INSTRUCTION - 71000

- (71100) Regular Instruction Program - \$37,005,307
- (71150) Alternative Instruction Program - \$711,074
- (71200) Special Education Program - \$3,608,733
- (71300) Vocational Education Program - \$1,457,164

## SUPPORT SERVICES



### SUPPORT SERVICES-72000

- (72100) Students - \$2,540,513
- (72200) Instructional Staff - \$3,514,946
- (72300) General Administration - \$1,622,209
- (72400) School Administration (Office of Principal) - \$4,047,584
- (72520) Human Services - \$270,568

## MAINTENANCE

**(72600)-\$8,578,850**

Includes utilities, janitorial, maintenance & routine repairs.

## TRANSPORTATION

**(72700) - \$3,949,098**

Includes buses, fuel, personnel & all other costs associated with transporting students.

## NON-INSTRUCTIONAL

**(73100,73300,76100,73400,99100)-\$2,479,179**

Includes community services and major repairs of infrastructure & miscellaneous projects in capital outlay.



**January** – Budget planning for next fiscal year begins with principals being asked to submit their requests to the administration.

**February** – Administration meets with principals and supervisors to develop departmental and school budgets.

**March** – School system administration hones the budget numbers and submits to county finance. County finance plugs all preliminary budget information into the new budget document and work/study sessions (open to the public) begin between the Board of Education, school system administration and county finance.

**April** – Work/ study sessions continue. Deadline for current year purchase order requests is April 15.

**May** – The Board of Education may approve the budget for submission to the County Commission. All invoices for current year purchases must be turned in to county finance by May 15.

**June** – If they have not done so, the Board of Education will approve and submit a budget to the County Commission for approval. Final amendments for the current fiscal year are submitted for approval. All open purchase orders for the current year will be closed on June 30, which is the close of the general purpose fiscal year. The consolidated ePlan for Federal Projects has been sent to state and is submitted for approval by Board of Education.

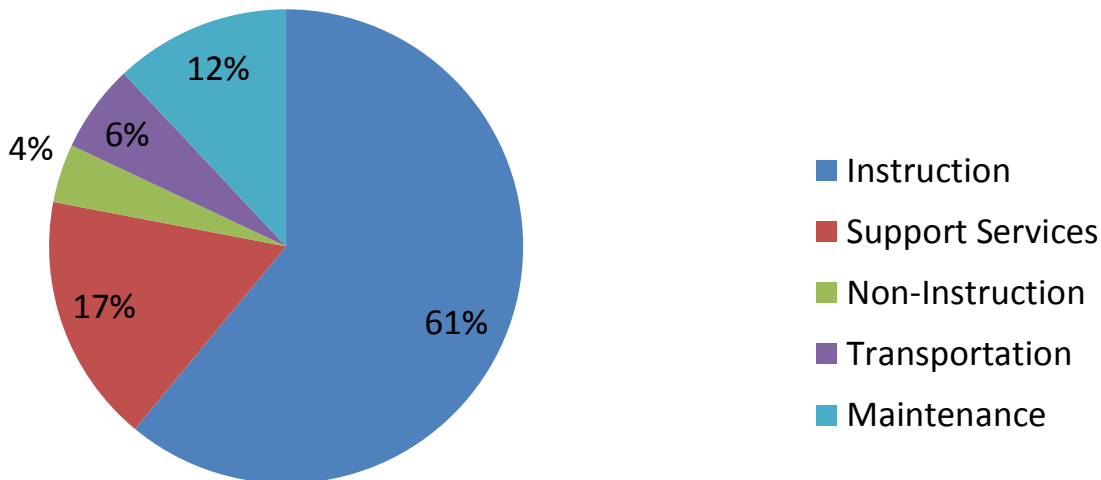
**July** – Fiscal Year for General Purpose Budget begins July 1.

**September** – The Federal Projects fiscal year ends September 30.

**October** – New Fiscal Year for Federal Projects Budget begins October 1.

**The Board of Education receives monthly and quarterly financial reports as well as a monthly tax analysis from County Finance. Quarterly reports are submitted to the County Commission for approval. Budget amendments for both general purpose and federal projects are submitted when necessary throughout their respective fiscal years.**

## General Purpose Budget



### Frequently Asked Questions (FAQs)

**What about building funds?** Funds for general maintenance and upkeep of buildings are included in the capital outlay portion of the general purpose budget. Funding for new construction of schools and major additions or renovations must be approved by the County Commission.

**What is fiscal capacity?** Fiscal capacity is a statistical estimate of a county's relative ability to raise revenue and a primary equalization instrument in the BEP. It is calculated using a 50/50 blend of two statistical models that consider different criteria (TACIR and CBER models).

TACIR determines fiscal capacity using three year averages of the following factors for each of the 95 counties: Own-Source Revenue Per Pupil, Taxable Sales Per Pupil, Equalized Property Assessment Per Pupil, and Equalized Residential and Farm Assessment Divided by Total Equalized Assessment (Tax Burden).

In the CBER Model, property taxes and sales taxes are the only two variables used. The CBER model applies uniform tax rates to a standard set of tax bases. Fiscal capacity is calculated by multiplying each county's sales tax and property tax base times the average tax rate for each tax base across the state. The tax rates are calculated as the average use of each base by local governments for education.

For more information on the BEP, visit: [www.tn.gov/sbe/bep.shtml](http://www.tn.gov/sbe/bep.shtml) or access the comptroller's new BEP calculator at <http://www.comptroller.tn.gov/orea/bep>

For more information on school budgets in TN, visit: <http://ctas-eli.ctas.tennessee.edu>

For any further questions, please call: Bedford County Department of Education, 931-684-3284.

## **Frequently Asked Questions Use of Fund Balance and Maintenance of Effort (MOE)**

### **When may the fund balance be budgeted by the LEA?**

TCA 49-3-352 provides that "Any accumulated fund balance in excess of three percent (3%) of the budgeted annual operating expenses for the current fiscal year may be budgeted and expended for any education purposes, but must be recommended by the Board of Education prior to appropriation by the local legislative body." This portion of the statute refers only to the ability of the LEA to **budget** a portion of the fund balance.

### **What is the appropriate use of the fund balance?**

TCA 49-3-352 states that the fund balance "shall be available to offset shortfalls of budgeted revenues or, subject to 49-2-301(b)(1)(W), shall be available to meet unforeseen increases in operating expenses". Subject to the approval of the Board of Education, the State Department of Education and, in most cases, the local funding agent, the fund balance may decrease below 3% in the event of unforeseen events. This provision should only be cited for truly unforeseen or emergency purposes.

### **Can the fund balance be used to meet the Maintenance of Effort test of the Department of Education?**

The fund balance is not a part of the Maintenance of Effort test. MOE compares budgeted local revenue for the current year to budgeted local revenue, as amended, for the prior year. The local funding agency is required to fund at least the same amount as the prior year, **except** in cases of declining enrollment. In the case of declining enrollment, the budgeted per pupil amount from the current year is compared to that of the prior year, as amended, and must be the same or greater for the current year. Budgeting any or all of the allowable portion of the fund balance does not relieve the funding body of its maintenance of effort requirement.

### **How is the BEP Reserve treated under GASB 54?**

The BEP Reserve will be considered a restricted balance, in accordance with TCA 49-2-203 which states "No LEA shall submit a budget to the local legislative body that directly or indirectly supplants or proposes to use state funds to supplant any local current operation funds, excluding capital outlay and debt service." Although not explicit in the law, it is implicit that the under-collection of local revenues results in a supplanting of state funds. For this reason, the BEP reserve will be considered to be restricted.

### **How may the BEP Reserve be expended?**

The BEP Reserve may only be expended on non-recurring expenditures, such as capital outlay. It may not be used to meet ordinary operating expenses. If not fully expended following year, the remaining amount will be carried forward, still as a restricted balance.

STATE OF TENNESSEE  
ANNUAL STATISTICAL REPORT  
OF THE  
DEPARTMENT OF EDUCATION  
FOR THE  
SCHOLASTIC YEAR ENDING JUNE 30, 2018

*Submitted to*

GOVERNOR BILL HASLAM  
*Candice McQueen, Commissioner*

**STATE OF TENNESSEE**  
**DEPARTMENT OF EDUCATION**

To the Honorable Bill Haslam, Governor:

In keeping with the provisions of Tennessee Code Annotated 49-1-201(12), I have the honor of transmitting herewith the Annual Statistical and Financial Report for the public school systems of Tennessee for the year ending June 30, 2018.

Respectfully yours,

Candice McQueen  
Commissioner of Education

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State Board of Education/State Board for Vocational Education  
Director of Schools and Chairmen of State Boards

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TABLE 51 2017-2018

	CURRENT EXPENDITURE PER ADA	AVERAGE DAILY ATTENDANCE***	TOTAL OPERATING EXPENDITURES**	OPERATING EXPENDITURES PER PUPIL ADA
010	ANDERSON COUNTY	6,027	\$63,871,095	\$10,598
011	CLINTON	899	\$9,369,496	\$10,419
012	OAK RIDGE	4,181	\$54,685,951	\$13,080
020	BEDFORD COUNTY	8,090	\$66,420,418	\$8,210
030	BENTON COUNTY	2,030	\$21,766,325	\$10,720
040	BLED SOE COUNTY	1,583	\$17,438,982	\$11,020
050	BLOUNT COUNTY	10,031	\$101,213,482	\$10,090
051	ALCOA	1,870	\$22,759,235	\$12,169
052	MARYVILLE	5,120	\$55,402,831	\$10,820
060	BRADLEY COUNTY	9,364	\$83,222,114	\$8,887
061	CLEVELAND	5,224	\$53,426,639	\$10,228
070	CAMPBELL COUNTY	4,952	\$46,142,967	\$9,318
080	CANNON COUNTY	1,798	\$16,961,104	\$9,433
090	CARROLL COUNTY	4	\$4,059,184	NA
092	*HOLLOW ROCK-BR	593	\$5,402,863	\$9,119
093	*HUNTINGDON	1,189	\$10,607,661	\$8,920
094	*MCKENZIE	1,254	\$10,637,445	\$8,483
095	*S. CARROLL	324	\$2,933,881	\$9,056
097	*W. CARROLL	824	\$8,174,059	\$9,923
100	CARTER COUNTY	4,719	\$48,365,882	\$10,249
101	ELIZABETHTON	2,320	\$24,331,992	\$10,487
110	CHEATHAM COUNTY	5,708	\$55,614,579	\$9,743
120	CHESTER COUNTY	2,640	\$24,039,646	\$9,107
130	CLAIBORNE COUNTY	3,776	\$38,978,939	\$10,322
140	CLAY COUNTY	1,010	\$10,046,699	\$9,950
150	COCKE COUNTY	4,110	\$41,098,110	\$10,000
151	NEWPORT	637	\$6,420,307	\$10,082
160	COFFEE COUNTY	4,078	\$40,161,129	\$9,849
161	MANCHESTER	1,320	\$15,086,300	\$11,432
162	TULLAHOMA	3,156	\$36,470,900	\$11,557
170	CROCKETT COUNTY	1,913	\$16,580,095	\$8,669
171	ALAMO	506	\$4,930,043	\$9,741
172	BELLS	354	\$3,337,476	\$9,424
180	CUMBERLAND COUNTY	6,667	\$61,439,102	\$9,215
190	DAVIDSON COUNTY	75,815	\$1,014,129,207	\$13,376
200	DECATUR COUNTY	1,480	\$14,002,675	\$9,463
210	DEKALB COUNTY	2,761	\$23,177,901	\$8,395
220	DICKSON COUNTY	7,684	\$72,813,842	\$9,476
230	DYER COUNTY	3,632	\$34,748,671	\$9,566
231	DYERSBURG	2,381	\$26,848,408	\$11,277
240	FAYETTE COUNTY	3,122	\$29,751,740	\$9,529
250	FENTRESS COUNTY	1,953	\$18,932,470	\$9,693
260	FRANKLIN COUNTY	4,827	\$49,981,485	\$10,354
270	GIBSON COUNTY	NA	NA	NA
271	HUMBOLDT	973	\$11,773,095	\$12,098.25
272	*MILAN	1,851	\$18,022,302	\$9,736.03
273	*TRENTON	1,209	\$11,711,756	\$9,683.93
274	*BRADFORD	500	\$5,211,890	\$10,422.31
275	*GIBSON CO. SPEC.	3,742	\$30,608,034	\$8,179.90
280	GILES COUNTY	3,519	\$35,195,453	\$10,000.34
290	GRAINGER COUNTY	3,050	\$30,168,392	\$9,890.32
300	GREENE COUNTY	6,163	\$56,426,019	\$9,156.04
301	GREENEVILLE	2,633	\$31,121,429	\$11,821.76
310	GRUNDY COUNTY	1,926	\$19,107,222	\$9,921.60

✓ Counties in \$8k range

\* Bedford and contiguous

✓

✓ Lowest Bedford within \$3000 to lowest

TABLE 51 2017-2018

	CURRENT EXPENDITURE PER ADA	AVERAGE DAILY ATTENDANCE***	TOTAL OPERATING EXPENDITURES**	OPERATING EXPENDITURES PER PUPIL ADA
320	HAMBLEN COUNTY	10,108	\$90,483,313	\$8,951.59 ✓
330	HAMILTON COUNTY	41,168	\$428,885,241	\$10,417.90
340	HANCOCK COUNTY	902	\$9,249,513	\$10,256.41
350	HARDEMAN COUNTY	3,275	\$35,087,736	\$10,712.55
360	HARDIN COUNTY	3,225	\$31,476,234	\$9,758.92
370	HAWKINS COUNTY	6,139	\$63,218,580	\$10,298.41
371	ROGERSVILLE	610	\$6,577,693	\$10,775.93
380	HAYWOOD COUNTY	2,633	\$28,468,940	\$10,810.98
390	HENDERSON COUNTY	3,645	\$33,320,249	\$9,141.09
391	LEXINGTON	771	\$8,263,705	\$10,716.75
400	HENRY COUNTY	2,771	\$28,010,101	\$10,109.48
401	*PARIS	1,526	\$15,539,238	\$10,184.39
410	HICKMAN COUNTY	3,120	\$30,745,454	\$9,854.24
420	HOUSTON COUNTY	1,221	\$11,841,381	\$9,694.80
430	HUMPHREYS COUNTY	2,652	\$25,164,586	\$9,487.66
440	JACKSON COUNTY	1,383	\$14,402,994	\$10,412.11
450	JEFFERSON COUNTY	6,580	\$62,496,439	\$9,497.23
460	JOHNSON COUNTY	1,868	\$21,148,902	\$11,324.03
470	KNOX COUNTY	55,137	\$526,865,142	\$9,555.56
480	LAKE COUNTY	696	\$8,116,370	\$11,659.31
490	LAUDERDALE COUNTY	3,706	\$37,387,280	\$10,089.60
500	LAWRENCE COUNTY	6,671	\$58,532,114	\$8,774.26 ✓
510	LEWIS COUNTY	1,600	\$14,968,735	\$9,353.96
520	LINCOLN COUNTY ✕	3,488	\$33,783,117	\$9,684.18
521	FAYETTEVILLE ✕	1,295	\$12,238,029	\$9,451.81
530	LOUDON COUNTY	4,635	\$45,027,408	\$9,714.49
531	LENOIR CITY	2,060	\$21,979,618	\$10,672.14
540	MCMINN COUNTY	5,123	\$48,012,691	\$9,371.42
541	ATHENS	1,515	\$16,595,829	\$10,956.73
542	ETOWAH	365	\$3,342,796	\$9,153.93
550	MCNAIRY COUNTY	4,042	\$35,395,029	\$8,756.17 ✓
560	MACON COUNTY	3,653	\$33,001,337	\$9,034.06
570	MADISON COUNTY	11,344	\$119,329,866	\$10,519.33
580	MARION COUNTY	3,716	\$34,886,990	\$9,388.41
581	*RICHARD CITY	234	\$2,274,182	\$9,732.98
590	MARSHALL COUNTY ✕	5,042	\$47,389,283	\$9,399.83
600	MAURY COUNTY	11,714	\$112,867,882	\$9,635.28
610	MEIGS COUNTY	1,586	\$15,321,981	\$9,661.02
620	MONROE COUNTY	4,987	\$48,330,800	\$9,692.17
621	SWEETWATER	1,380	\$12,757,341	\$9,241.68
630	MONTGOMERY COUNTY	32,583	\$312,703,658	\$9,597.04
640	MOORE COUNTY ✕	799	\$9,407,194	\$11,774.15
650	MORGAN COUNTY	2,785	\$26,782,619	\$9,617.49
660	OBION COUNTY	3,028	\$30,338,936	\$10,019.30
661	UNION CITY	1,541	\$15,374,868	\$9,974.91
670	OVERTON COUNTY	2,968	\$25,122,944	\$8,463.84 ✓
680	PERRY COUNTY	994	\$11,081,383	\$11,152.97
690	PICKETT COUNTY	615	\$6,221,293	\$10,115.16
700	POLK COUNTY	2,100	\$20,772,048	\$9,892.42
710	PUTNAM COUNTY	10,509	\$99,961,804	\$9,512.03
720	RHEA COUNTY	3,994	\$39,002,160	\$9,765.55
721	DAYTON	797	\$7,164,217	\$8,991.08 ✓
730	ROANE COUNTY	6,087	\$62,372,724	\$10,247.14
740	ROBERTSON COUNTY	10,507	\$100,878,101	\$9,601.43
750	RUTHERFORD COUNTY ✕	43,277	\$396,950,123	\$9,172.39

TABLE 51 2017-2018

	CURRENT EXPENDITURE PER ADA	AVERAGE DAILY ATTENDANCE***	TOTAL OPERATING EXPENDITURES**	OPERATING EXPENDITURES PER PUPIL ADA
751	MURFREESBORO *	7,967	\$84,222,350	\$10,571.61
760	SCOTT COUNTY	2,646	\$24,401,695	\$9,221.43
761	*ONEIDA	1,159	\$10,833,543	\$9,345.03
770	SEQUATCHIE COUNTY	2,027	\$17,789,499	\$8,777.09 ✓
780	SEVIER COUNTY	13,278	\$146,956,029	\$11,067.41
792	SHELBY COUNTY	99,855	\$1,206,863,204	\$12,086.17
793	ARLINGTON	4,401	\$40,312,532	\$9,160.72
794	BARTLETT	8,569	\$81,337,156	\$9,491.50
795	COLLIERVILLE	8,222	\$79,048,149	\$9,614.07
796	GERMANTOWN	5,748	\$57,992,500	\$10,090.01
797	LAKELAND	1,544	\$14,121,403	\$9,144.36
798	MILLINGTON	2,325	\$26,089,897	\$11,219.51
800	SMITH COUNTY	2,864	\$24,875,460	\$8,686.51 ✓
810	STEWART COUNTY	1,888	\$17,930,427	\$9,494.84
820	SULLIVAN COUNTY	8,856	\$88,116,192	\$9,949.93
821	BRISTOL	3,737	\$39,886,652	\$10,672.90
822	KINGSPORT	6,922	\$78,258,606	\$11,306.05
830	SUMNER COUNTY	27,856	\$255,616,797	\$9,176.39
840	TIPTON COUNTY	10,129	\$89,121,308	\$8,798.73 ✓
850	TROUSDALE COUNTY	1,179	\$11,638,010	\$9,873.04
860	UNICOI COUNTY	2,131	\$21,635,658	\$10,153.58
870	UNION COUNTY	3,829	\$32,944,224	\$8,604.44 ✓
880	VAN BUREN COUNTY	695	\$7,877,945	\$11,339.85
890	WARREN COUNTY	5,918	\$55,876,009	\$9,441.96
900	WASHINGTON COUNTY	7,866	\$71,352,044	\$9,071.11
901	JOHNSON CITY	7,357	\$76,594,840	\$10,411.82
910	WAYNE COUNTY	2,032	\$21,220,139	\$10,442.39
920	WEAKLEY COUNTY	3,819	\$34,994,278	\$9,163.33
930	WHITE COUNTY	3,653	\$33,562,213	\$9,188.03
940	WILLIAMSON COUNTY	37,079	\$355,799,117	\$9,595.65
941	*FRANKLIN	3,391	\$50,423,342	\$14,869.58
950	WILSON COUNTY	17,187	\$148,365,596	\$8,632.59 ✓
951	*LEBANON	3,576	\$33,300,770	\$9,312.01
985	ASD	9,999	\$133,352,035	\$13,336.77
986	State Board of Education	143	\$2,504,477	\$17,543.29
	GRAND TOTAL *	917,507	\$9,487,261,212	\$10,340

\* SPECIAL SCHOOL DISTRICT

NOTE: TOTAL OPERATING EXPENDITURES INCLUDE: CURRENT EXPENDITURES PER LEA FINANCIAL REPORT (EXCLUDING STUDENT BODY EDUCATION, ADULT EDUCATION); U.S.D.A. COMMODITY VALUE; AND STATE LEVEL PROGRAM AND ADMINISTRATIVE EXPENSES.

AVERAGE DAILY ATTENDANCE INCLUDES ADULT HIGH SCHOOL STUDENTS.



## How do we count students?



### Average Daily Attendance

- Counts students present
- Lower student count than ADM
- Results in higher per-pupil expenditure number

Used for:

913,227

- Reporting per-pupil expenditure on TDOE Report Card
- Distributing certain revenues among districts within the same county



### Average Daily Membership

- Counts students enrolled
- Higher student count than ADA
- Results in lower per-pupil expenditure number

Used for:

959,536

- Calculating the BEP funding formula
- Calculating funding for charter schools and schools in the Achievement School District

## How do we calculate per-pupil expenditures?

### All Expenditures

Includes instruction, support services, non-instruction, and expenditures related to capital outlay, debt service, and transfer of funds.

\$ 9,528,212,362\*



ADA  
913,227

OR

ADM  
959,536

\$10,434

\$9,930



per student



\*No state agency currently uses the All Expenditures figure for calculating per-pupil expenditures. For illustrative purposes only.

### Current Expenditures

This figure reflects the regular day-to-day expenditures at the district level. It does not include expenditures for capital outlay or debt service. Comptroller's OREA Legislative Profiles uses this figure divided by ADM to reflect only expenditures at the district level.

Comptroller's Legislative Profiles

\$ 8,447,912,817



959,536 ADM

\$8,804 per student



### Total Operating Expenditures

The federal government requires TDOE's Report Card to use this figure divided by ADA to illustrate a state-by-state comparison of per-pupil expenditures. This figure includes Current Expenditures,\* as well as USDA commodity values and state level program and administrative costs.

TDOE Report Card

\$ 8,561,439,983



913,227 ADA

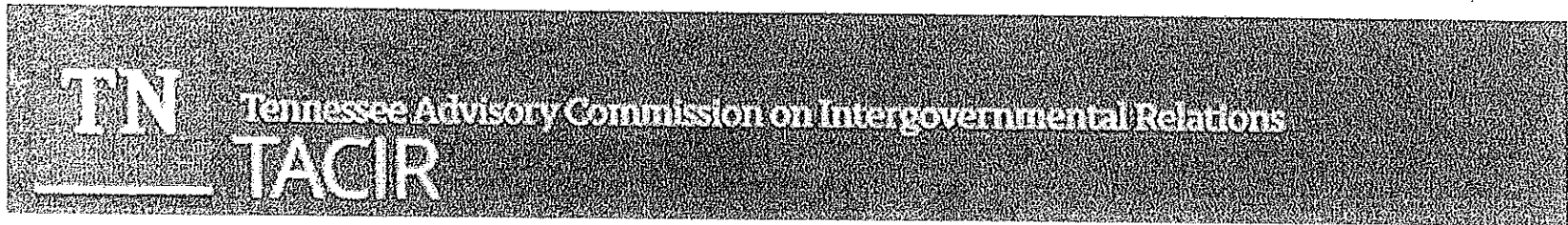
\$9,375 per student



\*Does not include student body education or adult education

For more information about education data and spending in your area, visit OREA's Mapping Tennessee Education website:

<http://www.comptroller.tn.gov/OREA/MappingTN>



I. Geography & Demographics

II. Income & Poverty

III. Health & Healthcare

IV. Employment

V. Value of Farmland & Agricultural Products Sold

VI. County Government Finance

VII. Public Infrastructure Needs Inventory

VIII. Adult & Post-secondary Education

~~\* IX. Public School Systems \*~~

## Bedford County, Tennessee

### I. Geography & Demographics

	Tennessee	Bedford County	County Rank	Percent of State Total
Total Land Area (sq. mi.)	41,237	474	44th	1.1%
<b>Farmland</b>				
Acres of Farmland (2012)	10,867,812	232,381	8th	2.1%
Acres of Farmland (2007)	10,969,798	231,206	8th	2.1%
Number of Farms (2012)	68,050	1,411	8th	
Average Size of Farms (Acres, 2012)	160	165	35th	
<b>Population</b>				
2017	6,715,984	48,117	33rd	0.7%
2010	6,355,882	45,086	33rd	0.7%
2000	5,689,283	37,586	38th	0.7%
Population Change (2010 to 2017)	360,102	3,031	19th	0.8%
% Growth (2010 to 2017)	5.7%	6.7%	16th	

## Bedford County, Tennessee

Population Density (per sq. mi.)	Tennessee	Bedford County	County Rank	Comparison to State
				Figure
2017	163	101.59	33rd	62.4%
2010	154	95	34th	61.8%
2000	138	79	38th	57.5%

Urban Population	Percent of State Total			
2010	4,213,245	20,005	33rd (of 76)	0.5%
2000	3,620,018	15,362	32nd (of 72)	0.4%
1990	2,969,948	14,049	28th (of 72)	0.5%
% Growth (2000 to 2010)	16.4%	30.2%	16th	
% Growth (1990 to 2000)	21.9%	9.3%	45th	

*Note: For 2010, the US Census Bureau excluded those living in group quarters such as correctional facilities and college residence halls in determining whether an area was urban or not, reducing the urban population in some counties.*

*Note: Only 75 of the 95 counties in Tennessee had areas designated urban in 2010. Only 71 counties had areas designated urban in 1990 and 2000. This is why 20 counties tied for 76th in 2010 and 24 counties tied for 72nd in 1990 and 2000.*

Percent of Population in Urban Areas	Percentage Point Difference			
2010	66.3%	44.4%	30th (of 76)	-21.9%
2000	63.6%	40.9%	31st (of 72)	-22.8%
1990	60.9%	46.2%	22nd (of 72)	-14.7%

Median Age			
2010	38.0	36.4	88th
2000	35.9	34.9	84th

*Note: A rank of 1 indicates oldest.*

## Bedford County, Tennessee

### *Selected Statistical Information*

#### IX. Public School Systems

(Total number of school systems in Tennessee is 141) ✓

	Statewide	Bedford County
<b>Number of Students</b>		
2017-2018	965,549	8,558
<i>System Rank for Students</i>		22nd
<i>Percent of Statewide</i>		0.9%
2007-2008	944,738	7,656
<i>System Rank for Students</i>		24th
<i>Percent of Statewide</i>		0.8%
Increase/(Decrease)	20,811	902
Percent Change	2.2%	11.8%
2016-2017		
Disabled	13.9%	13.9%
Limited English Proficiency	5.3%	9.7%
Economically Disadvantaged	34.7%	33.5%

\*In Shelby County, a system consolidation and subsequent restructuring shifted the school system boundaries.

	Bedford County
<b>2016 Accreditation by Southern Association of Colleges and Schools</b>	
Percent of Schools	100.0%

\* 2016 is the last year for which this data is available.

	Bedford County
<b>Students per Classroom Teacher*</b>	
2016-17	15.9
<i>System Rank</i>	127th ✓
2006-07	16.3
<i>System Rank</i>	123rd
Increase/(Decrease)	(0.5)

\*Note: Classroom teachers include art, music and physical education teachers. Because these auxiliary teachers are included, ratios of students to classroom teachers do not represent and tend to be lower than actual class sizes.

## Bedford County, Tennessee

### *Selected Statistical Information*

	Statewide	Bedford County
<b>Progress Through School</b>		
K8 Promotion Rate		
2015-2016	98.5%	100.0%
2004-2005	97.5%	97.5%
Event Dropout Rate		
2015-2016	2.7%	1.6%
2004-2005	2.6%	1.0%
	Statewide	Bedford County
<b>Expenditures per Student</b>		
2016-2017	\$9,188	\$7,447
<i>System Rank for Expenditures per Student</i>		140th ✓
<i>Percent of Statewide</i>		81.1%
2006-2007	\$7,340	\$5,992
<i>System Rank for Expenditures per Student</i>		133rd
<i>Percent of Statewide</i>		81.6%
Increase/Decrease	\$1,847	\$1,456
Percent Change	25.2%	24.3%
	Statewide	Bedford County
<b>Classroom Teachers' Average Salary</b>		
2016-2017	\$50,099	\$45,733
<i>System Rank for Ave. Teacher Salary</i>		93rd ✓
<i>Percent of Statewide</i>		91.3%
2006-2007	\$43,815	\$39,414
<i>System Rank for Ave. Teacher Salary</i>		90th
<i>Percent of Statewide</i>		90.0%
Increase/(Decrease)	\$6,284	\$6,319
Percent Change	14.3%	16.0%

**Bedford County, Tennessee**  
***Selected Statistical Information***

	Statewide	Bedford County	
<hr/>			
Revenue by Source (percent of total)			
2016-2017			
Federal	11.9%	14.1%	
State	47.6%	67.8%	
Local	40.5%	18.1%	
<i>System Rank for Percent Local</i>		121st	
2006-2007			
Federal	11.0%	11.9%	
State	45.5%	62.0%	
Local	43.5%	26.1%	
<i>System Rank for Percent Local</i>		81st	
<hr/>			
	Statewide	Bedford County	County Rank
FY 2019 County Area Fiscal Capacity			
Per Pupil Fiscal Capacity, ✓	\$3,455	\$1,968	55th ✓
<i>Percent of Statewide Figure</i>		57.0%	

# **Bedford County, Tennessee**

## ***Selected Statistical Information***

### Sources of Information for County Profiles

#### I. Geography & Demographics

U.S. Bureau of the Census

[www.census.gov](http://www.census.gov)

U.S. Department of Agriculture--farmland data

<http://www.agcensus.usda.gov>

TN Dept. of Health - marriage and divorce rates.

<https://www.tn.gov/health/health-program-areas/statistics/health-data/marriage.html>

#### II. Income & Poverty

U.S. Bureau of the Census--median household income data & poverty rates.

[www.census.gov](http://www.census.gov)

TN Dept. of Human Services--Food Stamp data and Families First data.

<https://www.tn.gov/humanservices/for-families/supplemental-nutrition-assistance-program-snap/snap-statistical-information.html>

<https://www.tn.gov/humanservices/for-families/families-first-tanf/families-first-tanf-statistical-information.html>

U.S. Bureau of Economic Analysis--per capita income data

[www.bea.gov](http://www.bea.gov)

#### III. Health & Healthcare

TN Dept. of Health, Health Statistics & Research--pregnancy, births, mortality & healthcare access data.

<https://www.tn.gov/content/tn/health/health-program-areas/statistics/health-data.html>

#### IV. Employment

TN Dept. Of Labor and Workforce Development--unemployment data.

<https://jobs4tn.gov>

U.S. Department of Labor--employment data.

[www.bls.gov/lau/home.htm](http://www.bls.gov/lau/home.htm)

#### V. Value of Farmland and Agricultural Product Sold

U.S. Department of Agriculture--farmland data

<https://www.usda.gov/topics/data>

# **Bedford County, Tennessee**

## ***Selected Statistical Information***

### **VI. County Government Finance (municipalities' revenue data not available)**

TN County Technical Advisory Service (CTAS), Resource Center—county revenue data.

<http://www.ctas.tennessee.edu/content/county-tax-stats>

TN Comptroller of the Treasury, Division of Property Assessment—equalized assessed property values.

<https://www.comptroller.tn.gov/office-functions/pa/tax-resources/assessment-information-for-each-county.html>

TN Dept. of Revenue—total taxable sales.

<https://www.tn.gov/revenue/tax-resources/statistics-and-collections.html>

### **VII. Public Infrastructure Needs Inventory**

TN Advisory Commission on Intergovernmental Relations—all data.

<https://www.tn.gov/tacir/infrastructure/infrastructure-reports-.html>

### **VIII. Adult & Post-secondary Education**

U.S. Bureau of the Census—educational attainment.

<https://www.census.gov/topics/education/educational-attainment.html>

TN Higher Education Commission—post-secondary institution and enrollment data.

<https://www.tn.gov/thec/bureaus/planning-and-research/county-profiles.html>

### **IX. Public School Systems (Total number of school systems is 141)**

TN Department of Education—all data except fiscal capacity.

<https://www.tn.gov/education/data.html>

TN Advisory Commission on Intergovernmental Relations—education fiscal capacity.

<https://www.tn.gov/tacir/fiscal-capacity-for-education.html>

# The money trail: Tracking the funding of Jackson-Madison County Schools

BEN PHILLIPS, Special for the Sun Published 10:50 a.m. CT Aug. 3, 2018

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(Photo: HENRY TAYLOR/The Jackson Sun)  
CONNECT TWEET LINKEDIN COMMENT EMAIL MORE

This past summer — just like every summer before — a familiar scene played out in Madison County. While the key actors change from time to time, the two principal roles are always the same. The first role is the Superintendent of Jackson-Madison County Schools, now played by Dr. Eric Jones. The second role is the Madison County Commission, the local funding body of the public school system.

This summer, the scene opened with Jones' funding request for the upcoming academic year. The ensuing discussions and decisions were much less contentious than in years past. In fact, the Madison County Commission unanimously approved the school budget in both required readings, and Jones got the \$103.3 million he was requesting.

Mostly, anyway. While Jones did secure approval for the school system's operating budget for 2018-2019, he is still awaiting a firm commitment for his 10-year, \$144 million capital improvements plan. And while the county commission voted for the operating budget with little haggling, there is evidence to suggest Madison County could support its local public schools with significantly more funds.

A complete explanation of Madison County's present funding levels of JMCSS begins with a historical understanding of public school funding in Tennessee.

## Basics of school funding in Tennessee

In the late 1980s, 77 small, rural school districts across the state joined together to file a lawsuit against the State of Tennessee and then-Gov. Ned McWherter, claiming the state's funding system violated students' rights to equal protection under the law. The claim was based on the fact that students in districts that were small and rural — and generally less wealthy — did not have the same level of access to quality educational resources and opportunities as did students in larger, more affluent districts. The legal battle went all the way to the Tennessee Supreme Court, which ruled in favor of the small districts and gave birth to a completely new funding system called the Basic Education Program (BEP).

Thus, the Madison County Commission is held to a bottom-line funding requirement by both the maintenance of effort law and the mandated local amount set by the state's BEP calculations. Public school advocates in Madison County often criticize the county commission for not providing more funds than the bare minimum required by law.

## Truth about the '65 percent'

On occasion, reports about local school funding mention that the county commission spends a vast majority of its budget on Jackson-Madison County Schools. Incoming commissioner Tommy Gobbell repeated the claim in a Jackson Sun article just after winning his primary election in May.

Gobbell is quoted as stating, "About 65 percent of county funds go to the schools. I'd like to see stability in the superintendent's office, and more accountability by the administration and school board about money they're already getting."

The county's 2016-2017 budget even included a graph that indicated 65 percent of all projected expenditures were allocated to education, meaning JMCSS. No other expense item even came close to the amount spent on schools, with the "justice" spending category a distant second at 15 percent.

The claim that the county spends 65 percent of its budget on public education is incomplete at best, and misleading at worst. The 65 percent comes from the fact that in the past fiscal year, \$126.6 million was spent on JMCSS out of a total budget of \$195.7 million. However, this school allocation includes all the money from both the state and federal governments, \$51.9 million and \$28.3 million respectively. The state and federal governments use the county coffers as a conduit through which their funds are dispersed. The county commission is neither raising nor controlling these funds. Instead, the county commission acts more like a fiduciary trustee in that the money simply passes through the county's books.

Even describing the commission's recent approval of Jones' \$103.3 million operating budget for 2018-2019 deserves more explanation. Of that amount, \$53 million is state money. After ignoring a few minor revenue sources, local taxes designated for the operation of JMCSS comes to only \$47 million, barely 20 percent of the county's total budget.

## Fiscal capacity and fiscal reality

A county's fiscal capacity does not determine its financial commitment to education. Instead, one way this commitment can be determined is to compare the actual spending with the fiscal capacity. The Tennessee Department of Education releases key funding measures for each district, including the annual per pupil expenditure and the percentage for each funding source. With this data, a simple calculation reveals the amount of funding for Jackson-Madison County Schools that is paid using local money.

In 2016-17, which is the most recent funding data provided by TDOE, the JMCSS per pupil expenditure was \$10,041, slightly ahead of the state average of \$9,648. That same year, the local funding percentage was 41.34 percent, meaning local funds allotted by the Madison County Commission amounted to \$4,151 per student.

In that fiscal year, the difference between the actual funding provided by the county commission and Madison County's fiscal capacity created a deficit of \$214 per student. On the surface, a discrepancy this small may not seem alarming, even though it represented an "underfunding" of JMCSS. An understanding of the situation becomes clearer when Madison County is compared to the other counties with high levels of fiscal capacity.

In fact, no other county in the top seven underfunds their local public school system based on this metric.

Table 2 includes the same seven counties, along with their local funding amount and the difference between actual funding and capacity. All counties on the list — other than Madison County — have found a way to fund their public schools using locally generated revenues beyond their TACIR-calculated fiscal capacity. This type of "overfunding" paints a favorable picture of the commitment of these communities to support public education financially.

When Madison County's funding deficit is calculated as a total amount instead of a per pupil amount, the situation worsens. In the 2016-17 school year, JMCSS reported 12,105 students as its average daily membership, the measurement used by the TDOE for funding allocations. Based on that student count, the per pupil funding deficit of \$214 expands rapidly to a total deficit of almost \$2.6 million.

This total measure of underfunding puts Madison County near the bottom of the list when compared to the other 94 counties in the state. In fact, Madison County's total deficit

This local revenue amount is also tracked by TACIR, whose officials describe the measure as “a three-year average based on the own-source revenue used by local government to fund education.”

TACIR has already released the numbers for the upcoming 2018-2019 fiscal year. Madison County’s fiscal capacity has increased, a positive indication of continued economic strength of the community. However, the funding shortfall for JMCSS has also increased, a negative indication of the county commission’s seeming lack of commitment to provide the school funds that it has the capacity to generate.

For the upcoming fiscal year, Madison County’s improved fiscal capacity of \$4,597 per pupil is far higher than the actual revenue of only \$3,951 per pupil. This \$646 per pupil gap translates to a total shortfall of over \$8 million when multiplied by the district’s projected enrollment of 12,480 students.

Thus, the situation for the upcoming fiscal year mirrors that of the 2016-2017 fiscal year. Madison County’s coveted rank of 6th in the state in terms of ability to raise revenues for its public schools plummets to a rank of 92nd in terms of the total amount it falls short of capacity.

The conclusion to both of these assessments is as obvious as it is unavoidable: Madison County simply does not financially support Jackson-Madison County Schools at the high

## Which came first?

Any discussion of school funding would be incomplete without connecting per pupil expenditures to academic outcomes. It is widely known that Jackson-Madison County Schools continue to be plagued by academic achievement and growth measures that are anemic.

The academic woes and funding shortfalls are somewhat of a chicken-or-egg situation. Did the chronic underperformance of the school district set the stage for chronic underfunding, or did the chronic underfunding by the county commission contribute to the district’s chronic underperformance?

Jones is less interested in chasing the answer to that question and focused instead on the dilemma at hand. He understands the commission’s desire to see the district move the needle on academic growth before they allocate more funding for schools. However, he likens that position to a sick person seeking medical treatment.

We hope you join us on our journey as we trace the money trail in funding education for our children; discover how quality schools improve quality of life for everyone; uncover how private schools maintain their unique identities, along with their principles; and the impact the public/private school choice has on the surrounding community.

This four-part series is the result of Union University Associate Dean of Education Ben Phillips spending his summer hard at work investigating the various issues that influence education in our community.

### **Coming next Sunday**

Where is this extra money the Madison County Commission could be giving to JMCSS? How could the county raise the funds to more fully support its public schools? And, why should every citizen of Madison County care, even if they have no children in the public schools?

You'll find answers to those questions in next week's story on "Schools, taxes and the health of our community."

2018-19 Classified Employee Salary Schedule  
Level I

Pay Grade	Position	Rate
1	Summer Student Help	
	Cafeteria Probationary	
	Support Substitute	Per hour \$ 7.25
	Substitute Bus Driver	Per Run \$ 36.26
2	SACP Employees	
3	Custodians	
4	Cafeteria Workers	
5	Lead Custodians	
6	Teacher/Library Assistant	
7	Building Engineer I, Grounds, Highly Qualified Teachers Assistant	
8	Building Engineer II	
9	Building Engineer III	
10	Building Engineer IV	
11	Bus Driver, Bus Mechanic I	
12	Custodian II, SACP Asst. Director, Cafeteria Manager I (Average Daily Participation = < 300)	
13	Cafeteria Manager II (ADP = 301-500)	
14	Grounds III / Cafeteria Manager III (ADP = 501-700)	
15	Cafeteria Manager IV (ADP = 701 >)	
16	Maintenance Technician I	
17	Bus Mechanic II, Maintenance Technician II	
18	Special Education Technician/ SACP Site Directors	
19	HVAC Technicians/ Computer Tech I - Assoc Deg	
20	Translator/Comp Tech II - BS Degree	
21	Refrigeration Tech	
22	Cafeteria Manager	

PERCENTAGE

Step	0	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	
0	\$ 8.31	\$ 8.96	\$ 9.08	\$ 9.66	\$ 9.03	\$ 8.96	\$ 9.03	\$ 9.14	\$ 9.32	\$ 18.13	\$ 11.45	\$ 11.75	\$ 11.96	\$ 12.36	\$ 12.38	\$ 12.17	\$ 10.42	\$ 14.89	\$ 18.23	\$ 14.96	\$ 12.78			
1	\$ 8.46	\$ 9.09	\$ 9.21	\$ 9.79	\$ 9.27	\$ 9.25	\$ 9.33	\$ 9.46	\$ 9.65	\$ 18.33	\$ 11.64	\$ 11.94	\$ 12.15	\$ 12.57	\$ 12.63	\$ 12.48	\$ 10.67	\$ 15.42	\$ 18.66	\$ 15.85	\$ 12.97			
2	\$ 8.61	\$ 9.21	\$ 9.34	\$ 9.92	\$ 9.52	\$ 9.55	\$ 9.63	\$ 9.79	\$ 9.99	\$ 18.53	\$ 11.83	\$ 12.13	\$ 12.34	\$ 12.77	\$ 12.89	\$ 12.79	\$ 10.92	\$ 15.95	\$ 19.10	\$ 16.80	\$ 13.17			
3	\$ 8.76	\$ 9.34	\$ 9.47	\$ 10.06	\$ 9.77	\$ 9.86	\$ 9.94	\$ 10.13	\$ 10.33	\$ 18.73	\$ 12.03	\$ 12.33	\$ 12.64	\$ 12.97	\$ 13.16	\$ 13.11	\$ 11.18	\$ 16.51	\$ 19.56	\$ 17.81	\$ 13.37			
4	\$ 8.91	\$ 9.47	\$ 9.60	\$ 10.19	\$ 10.03	\$ 10.18	\$ 10.27	\$ 10.48	\$ 10.70	\$ 18.94	\$ 12.23	\$ 12.52	\$ 12.74	\$ 13.17	\$ 13.43	\$ 13.44	\$ 11.44	\$ 17.09	\$ 20.01	\$ 18.88	\$ 13.57			
5	\$ 9.07	\$ 9.61	\$ 9.74	\$ 10.33	\$ 10.30	\$ 10.51	\$ 10.60	\$ 10.85	\$ 11.07	\$ 19.15	\$ 12.43	\$ 12.72	\$ 12.95	\$ 13.37	\$ 13.70	\$ 13.77	\$ 11.71	\$ 17.69	\$ 20.48	\$ 20.01	\$ 13.77			
6	\$ 9.22	\$ 9.74	\$ 9.87	\$ 10.47	\$ 10.57	\$ 10.85	\$ 10.94	\$ 11.23	\$ 11.46	\$ 19.36	\$ 12.64	\$ 12.93	\$ 13.15	\$ 13.58	\$ 13.98	\$ 14.12	\$ 11.98	\$ 18.31	\$ 20.98	\$ 21.21	\$ 13.98			
7	\$ 9.39	\$ 9.88	\$ 10.01	\$ 10.61	\$ 10.85	\$ 11.21	\$ 11.30	\$ 11.62	\$ 11.86	\$ 19.57	\$ 12.84	\$ 13.13	\$ 13.36	\$ 13.79	\$ 14.27	\$ 14.47	\$ 12.26	\$ 18.95	\$ 21.45	\$ 22.49	\$ 14.19			
8	\$ 9.55	\$ 10.02	\$ 10.15	\$ 10.76	\$ 11.14	\$ 11.57	\$ 11.67	\$ 12.03	\$ 12.27	\$ 19.79	\$ 13.06	\$ 13.34	\$ 13.58	\$ 14.00	\$ 14.56	\$ 14.83	\$ 12.66	\$ 19.61	\$ 21.95	\$ 23.84	\$ 14.40			
9	\$ 9.72	\$ 10.16	\$ 10.30	\$ 10.90	\$ 11.43	\$ 11.95	\$ 12.05	\$ 12.45	\$ 12.70	\$ 20.00	\$ 13.27	\$ 13.56	\$ 13.79	\$ 14.22	\$ 14.86	\$ 15.20	\$ 12.86	\$ 20.30	\$ 22.47	\$ 25.27	\$ 14.62			
10	\$ 9.89	\$ 10.30	\$ 10.44	\$ 11.05	\$ 11.73	\$ 12.34	\$ 12.44	\$ 12.89	\$ 13.15	\$ 20.22	\$ 13.49	\$ 13.77	\$ 14.02	\$ 14.44	\$ 15.17	\$ 15.58	\$ 13.15	\$ 21.01	\$ 23.00	\$ 26.78	\$ 14.83			
11	\$ 9.99	\$ 10.40	\$ 10.54	\$ 11.16	\$ 11.85	\$ 12.46	\$ 12.56	\$ 13.02	\$ 13.28	\$ 20.43	\$ 13.63	\$ 13.91	\$ 14.16	\$ 14.58	\$ 15.32	\$ 15.74	\$ 13.28	\$ 21.22	\$ 23.23	\$ 28.39	\$ 14.98			
12	\$ 10.09	\$ 10.50	\$ 10.65	\$ 11.27	\$ 11.97	\$ 12.59	\$ 12.69	\$ 13.15	\$ 13.41	\$ 20.63	\$ 13.76	\$ 14.05	\$ 14.30	\$ 14.73	\$ 15.47	\$ 15.90	\$ 13.41	\$ 21.43	\$ 23.46	\$ 26.25	\$ 15.13			
13	\$ 10.19	\$ 10.61	\$ 10.76	\$ 11.38	\$ 12.09	\$ 12.71	\$ 12.81	\$ 13.28	\$ 13.55	\$ 20.84	\$ 13.90	\$ 14.19	\$ 14.44	\$ 14.88	\$ 15.63	\$ 16.06	\$ 13.55	\$ 21.65	\$ 23.69	\$ 26.25	\$ 15.28			
14	\$ 10.29	\$ 10.72	\$ 10.86	\$ 11.50	\$ 12.21	\$ 12.84	\$ 12.94	\$ 13.41	\$ 13.68	\$ 21.04	\$ 14.04	\$ 14.33	\$ 14.58	\$ 15.03	\$ 15.78	\$ 16.22	\$ 13.68	\$ 21.86	\$ 23.93	\$ 26.25	\$ 15.44			
15	\$ 10.39	\$ 10.82	\$ 10.97	\$ 11.61	\$ 12.33	\$ 12.97	\$ 13.07	\$ 13.54	\$ 13.82	\$ 21.26	\$ 14.18	\$ 14.48	\$ 14.73	\$ 15.18	\$ 15.94	\$ 16.38	\$ 13.82	\$ 22.08	\$ 24.17	\$ 26.25	\$ 15.59			
16	\$ 10.50	\$ 10.93	\$ 11.08	\$ 11.73	\$ 12.46	\$ 13.10	\$ 13.20	\$ 13.68	\$ 13.96	\$ 21.47	\$ 14.32	\$ 14.62	\$ 14.88	\$ 15.33	\$ 16.10	\$ 16.54	\$ 13.96	\$ 22.30	\$ 24.41	\$ 26.25	\$ 15.75			
17	\$ 10.60	\$ 11.04	\$ 11.19	\$ 11.84	\$ 12.58	\$ 13.23	\$ 13.33	\$ 13.82	\$ 14.10	\$ 21.68	\$ 14.46	\$ 14.77	\$ 15.03	\$ 15.48	\$ 16.26	\$ 16.71	\$ 14.10	\$ 22.52	\$ 24.66	\$ 26.25	\$ 15.90			
18	\$ 10.71	\$ 11.15	\$ 11.30	\$ 11.96	\$ 12.71	\$ 13.36	\$ 13.47	\$ 13.96	\$ 14.24	\$ 21.90	\$ 14.61	\$ 14.92	\$ 15.18	\$ 15.64	\$ 16.42	\$ 16.88	\$ 14.24	\$ 22.75	\$ 24.90	\$ 26.25	\$ 16.06			
19	\$ 10.81	\$ 11.26	\$ 11.42	\$ 12.08	\$ 12.83	\$ 13.49	\$ 13.60	\$ 14.09	\$ 14.38	\$ 22.12	\$ 14.75	\$ 15.06	\$ 15.33	\$ 15.79	\$ 16.59	\$ 17.04	\$ 14.38	\$ 22.98	\$ 25.15	\$ 26.25	\$ 16.22			
20	\$ 10.92	\$ 11.37	\$ 11.53	\$ 12.20	\$ 12.96	\$ 13.63	\$ 13.74	\$ 14.24	\$ 14.52	\$ 22.34	\$ 14.90	\$ 15.22	\$ 15.48	\$ 15.95	\$ 16.75	\$ 17.22	\$ 14.52	\$ 23.21	\$ 25.40	\$ 26.25	\$ 16.39			
21	\$ 11.03	\$ 11.49	\$ 11.65	\$ 12.33	\$ 13.09	\$ 13.77	\$ 13.88	\$ 14.38	\$ 14.67	\$ 22.56	\$ 15.06	\$ 15.37	\$ 15.64	\$ 16.11	\$ 16.92	\$ 17.39	\$ 14.67	\$ 23.44	\$ 25.66	\$ 26.25	\$ 16.55			
22	\$ 11.14	\$ 11.60	\$ 11.76	\$ 12.48	\$ 13.22	\$ 13.90	\$ 14.02	\$ 14.52	\$ 14.82	\$ 22.79	\$ 15.20	\$ 15.52	\$ 15.79	\$ 16.27	\$ 17.09	\$ 17.56	\$ 14.82	\$ 23.67	\$ 25.91	\$ 26.25	\$ 16.72			
23	\$ 11.25	\$ 11.72	\$ 11.88	\$ 12.67	\$ 13.35	\$ 14.04	\$ 14.16	\$ 14.67	\$ 14.96	\$ 23.02	\$ 15.35	\$ 15.68	\$ 15.95	\$ 16.43	\$ 17.26	\$ 17.74	\$ 14.96	\$ 23.91	\$ 26.17	\$ 26.25	\$ 16.88			
24	\$ 11.36	\$ 11.84	\$ 12.00	\$ 12.70	\$ 13.49	\$ 14.18	\$ 14.30	\$ 14.81	\$ 15.11	\$ 23.25	\$ 15.51	\$ 15.83	\$ 16.11	\$ 16.60	\$ 17.43	\$ 17.91	\$ 15.11	\$ 24.15	\$ 26.44	\$ 26.25	\$ 17.05			
25	\$ 11.48	\$ 11.96	\$ 12.12	\$ 12.83	\$ 13.62	\$ 14.32	\$ 14.44	\$ 14.96	\$ 15.27	\$ 23.48	\$ 15.66	\$ 15.99	\$ 16.27	\$ 16.76	\$ 17.61	\$ 18.09	\$ 15.27	\$ 24.39	\$ 26.70	\$ 26.25	\$ 17.22			
26	\$ 11.59	\$ 12.07	\$ 12.24	\$ 12.95	\$ 13.76	\$ 14.47	\$ 14.58	\$ 15.11	\$ 15.42	\$ 23.71	\$ 15.82	\$ 16.15	\$ 16.43	\$ 16.93	\$ 17.78	\$ 18.27	\$ 15.42	\$ 24.63	\$ 26.97	\$ 26.25	\$ 17.39			
27	\$ 11.71	\$ 12.20	\$ 12.36	\$ 13.08	\$ 13.90	\$ 14.61	\$ 14.73	\$ 15.26	\$ 15.57	\$ 23.95	\$ 15.98	\$ 16.31	\$ 16.60	\$ 17.10	\$ 17.96	\$ 18.46	\$ 15.57	\$ 24.88	\$ 27.24	\$ 26.25	\$ 17.57			
28	\$ 11.83	\$ 12.32	\$ 12.49	\$ 13.21	\$ 14.03	\$ 14.76	\$ 14.88	\$ 15.42	\$ 15.73	\$ 24.19	\$ 16.14	\$ 16.48	\$ 16.76	\$ 17.27	\$ 18.14	\$ 18.64	\$ 15.73	\$ 25.13	\$ 27.51	\$ 26.25	\$ 17.74			
29	\$ 11.94	\$ 12.44	\$ 12.61	\$ 13.35	\$ 14.18	\$ 14.91	\$ 15.03	\$ 15.57	\$ 15.89	\$ 24.43	\$ 16.30	\$ 16.64	\$ 16.93	\$ 17.44	\$ 18.32	\$ 18.83	\$ 15.89	\$ 25.38	\$ 27.78	\$ 26.25	\$ 17.92			
30	\$ 12.06	\$ 12.57	\$ 12.74	\$ 13.48	\$ 14.32	\$ 15.06	\$ 15.18	\$ 15.73	\$ 16.04	\$ 24.68	\$ 16.46	\$ 16.81	\$ 17.10	\$ 17.62	\$ 18.51	\$ 19.02	\$ 16.04	\$ 25.64	\$ 28.06	\$ 26.25	\$ 18.10			

## Support Employee Salary Schedule Level II

Pay Grade	Position	Per Day
1	Substitute Teachers	
	Regular Substitute Teacher	\$ 50.00
	TN Teaching License or Retired TN Teacher	\$ 60.00

Substitute Nurses

\* includes 10 days training

		Per Hour	Per Day
LPN	5 days /yr	12.50	\$ 87.50
RN	20 days/yr*	20.75	\$ 145.25

- 2 Long Term Substitute Teacher with a current TN license endorsed in the Teaching Assignment (more than 20 consecutive days for same teacher) per index
- 3 School Clerk
- 4 School Secretary/K-5 School Secretary/ Bookkeeper
- 5 Central Office Secretary: Federal, Instruction, Maintenance, Transportation, ESP, Materials Clerk
- 6 K-12, 6-8 School Bookkeepers, K-8 Sec/Bkkpr, Voc Sec/Bkkpr, Adult Ed Secretary/ Counselor,
- 7 Central Office: Personnel Clerk, Executive Clerk
- 8 Central Office: Executive Secretary, Personnel Clerk
- 9 Title I
- 10 LPN/COTA/ Human Resource Assistant/Board Secretary
- 11 RN (Without BSN Degree)/ COTA-TECH
- 12 PT/OT

Step	Pay Grade 3	Pay Grade 4	Pay Grade 5	Pay Grade 6	Pay Grade 7	Pay Grade 8	Pay Grade 9	Pay Grade 10	Pay Grade 11	Pay Grade 12	Pay Grade 13	Pay Grade 14
0	\$ 9.08	\$ 9.32	\$ 9.82	\$ 11.18	\$ 11.75	\$ 12.74	\$ 10.41	\$ 13.04	\$ 24.58	\$ 30.13	\$ 17.99	\$ 12.61
1	\$ 9.36	\$ 9.60	\$ 10.05	\$ 11.41	\$ 11.99	\$ 13.03	\$ 10.64	\$ 13.42	\$ 25.01	\$ 30.58	\$ 18.26	\$ 12.80
2	\$ 9.64	\$ 9.88	\$ 10.28	\$ 11.65	\$ 12.23	\$ 13.32	\$ 10.88	\$ 13.82	\$ 25.44	\$ 31.04	\$ 18.54	\$ 12.99
3	\$ 9.93	\$ 10.17	\$ 10.52	\$ 11.89	\$ 12.47	\$ 13.52	\$ 11.12	\$ 14.23	\$ 25.89	\$ 31.50	\$ 18.82	\$ 13.18
4	\$ 10.22	\$ 10.47	\$ 10.77	\$ 12.14	\$ 12.72	\$ 13.93	\$ 11.36	\$ 14.65	\$ 26.34	\$ 31.98	\$ 19.10	\$ 13.38
5	\$ 10.53	\$ 10.78	\$ 11.02	\$ 12.40	\$ 12.98	\$ 14.24	\$ 11.61	\$ 15.08	\$ 26.80	\$ 32.46	\$ 19.38	\$ 13.58
6	\$ 10.85	\$ 11.10	\$ 11.28	\$ 12.66	\$ 13.23	\$ 14.56	\$ 11.87	\$ 15.52	\$ 27.27	\$ 32.94	\$ 19.68	\$ 13.79
7	\$ 11.17	\$ 11.43	\$ 11.55	\$ 12.93	\$ 13.50	\$ 14.89	\$ 12.13	\$ 15.98	\$ 27.75	\$ 33.44	\$ 19.97	\$ 13.99
8	\$ 11.51	\$ 11.76	\$ 11.82	\$ 13.20	\$ 13.77	\$ 15.22	\$ 12.39	\$ 16.45	\$ 28.23	\$ 33.94	\$ 20.27	\$ 14.20
9	\$ 11.85	\$ 12.11	\$ 12.10	\$ 13.47	\$ 14.05	\$ 15.57	\$ 12.67	\$ 16.94	\$ 28.73	\$ 34.45	\$ 20.57	\$ 14.41
10	\$ 12.21	\$ 12.47	\$ 12.38	\$ 13.76	\$ 14.33	\$ 15.92	\$ 12.94	\$ 17.44	\$ 29.23	\$ 34.96	\$ 20.88	\$ 14.63
11	\$ 12.58	\$ 12.83	\$ 12.67	\$ 14.05	\$ 14.61	\$ 16.27	\$ 13.23	\$ 17.95	\$ 29.74	\$ 35.49	\$ 21.20	\$ 14.85
12	\$ 12.95	\$ 13.21	\$ 12.97	\$ 14.34	\$ 14.90	\$ 16.64	\$ 13.52	\$ 18.46	\$ 30.26	\$ 36.02	\$ 21.51	\$ 15.07
13	\$ 13.34	\$ 13.60	\$ 13.28	\$ 14.64	\$ 15.20	\$ 17.01	\$ 13.82	\$ 19.03	\$ 30.79	\$ 36.56	\$ 21.84	\$ 15.30
14	\$ 13.74	\$ 14.00	\$ 13.59	\$ 14.95	\$ 15.51	\$ 17.40	\$ 14.12	\$ 19.59	\$ 31.33	\$ 37.11	\$ 22.16	\$ 15.53
15	\$ 14.15	\$ 14.42	\$ 13.91	\$ 15.26	\$ 15.82	\$ 17.79	\$ 14.43	\$ 20.17	\$ 31.88	\$ 37.67	\$ 22.50	\$ 15.76
16	\$ 14.30	\$ 14.56	\$ 14.05	\$ 15.42	\$ 15.98	\$ 17.97	\$ 14.58	\$ 20.76	\$ 32.44	\$ 38.23	\$ 22.83	\$ 16.00
17	\$ 14.44	\$ 14.71	\$ 14.19	\$ 15.57	\$ 16.13	\$ 18.15	\$ 14.72	\$ 21.38	\$ 33.01	\$ 38.80	\$ 23.18	\$ 16.24
18	\$ 14.58	\$ 14.85	\$ 14.33	\$ 15.73	\$ 16.30	\$ 18.33	\$ 14.87	\$ 22.01	\$ 33.58	\$ 39.39	\$ 23.52	\$ 16.48
19	\$ 14.73	\$ 15.00	\$ 14.47	\$ 15.88	\$ 16.46	\$ 18.51	\$ 15.02	\$ 22.66	\$ 34.17	\$ 39.98	\$ 23.88	\$ 16.73
20	\$ 14.88	\$ 15.15	\$ 14.62	\$ 16.04	\$ 16.62	\$ 18.70	\$ 15.17	\$ 23.32	\$ 34.77	\$ 40.58	\$ 24.24	\$ 16.98
21	\$ 15.02	\$ 15.30	\$ 14.76	\$ 16.20	\$ 16.79	\$ 18.88	\$ 15.32	\$ 24.01	\$ 35.38	\$ 41.19	\$ 24.60	\$ 17.23
22	\$ 15.25	\$ 15.53	\$ 14.98	\$ 16.45	\$ 17.04	\$ 19.17	\$ 15.55	\$ 24.37	\$ 35.91	\$ 41.80	\$ 24.97	\$ 17.49
23	\$ 15.48	\$ 15.77	\$ 15.21	\$ 16.69	\$ 17.30	\$ 19.45	\$ 15.78	\$ 24.74	\$ 36.45	\$ 42.43	\$ 25.34	\$ 17.76
24	\$ 15.71	\$ 16.00	\$ 15.44	\$ 16.94	\$ 17.66	\$ 19.75	\$ 16.02	\$ 25.11	\$ 36.99	\$ 43.07	\$ 25.72	\$ 18.02
25	\$ 15.95	\$ 16.24	\$ 15.67	\$ 17.20	\$ 17.82	\$ 20.04	\$ 16.28	\$ 25.49	\$ 37.55	\$ 43.71	\$ 26.11	\$ 18.29
26	\$ 16.19	\$ 16.49	\$ 15.90	\$ 17.49	\$ 18.09	\$ 20.34	\$ 16.50	\$ 25.87	\$ 38.11	\$ 44.37	\$ 26.50	\$ 18.57
27	\$ 16.43	\$ 16.73	\$ 16.14	\$ 17.72	\$ 18.36	\$ 20.65	\$ 16.75	\$ 26.26	\$ 38.68	\$ 45.03	\$ 26.90	\$ 18.85
28	\$ 16.67	\$ 16.99	\$ 16.38	\$ 17.98	\$ 18.63	\$ 20.96	\$ 17.00	\$ 26.65	\$ 39.26	\$ 45.71	\$ 27.30	\$ 19.13
29	\$ 16.92	\$ 17.24	\$ 16.63	\$ 18.25	\$ 18.91	\$ 21.27	\$ 17.26	\$ 27.05	\$ 39.85	\$ 46.40	\$ 27.71	\$ 19.41
30	\$ 17.18	\$ 17.50	\$ 16.88	\$ 18.53	\$ 19.20	\$ 21.59	\$ 17.52	\$ 27.45	\$ 40.45	\$ 47.09	\$ 28.13	\$ 19.71

Increase	Pay Grade	Pay Grade
5.00%	3	\$ 8.82
3.00%	4	\$ 9.05
2.95%	5	\$ 9.53
2.35%	6	\$ 10.85
2.25%	7	\$ 11.41
2.20%	8	\$ 12.37
2.10%	9	\$ 10.11
2.00%	10	\$ 12.66
1.00%	Years 15 t	11 \$ 23.88
1.50%	12	\$ 29.25
1.75%	13	\$ 17.47
1.50%	14	\$ 12.24

Note - Hourly rates are rounded.

**BEDFORD COUNTY BOARD OF EDUCATION**  
**STATE & LOCAL SALARY SCHEDULE FOR TEACHERS/PRINCIPALS**  
**2019-20**

Years Experience	BS	MA	MA+	EDS	PhD
0	39,583	42,823	45,531	47,084	50,151
1	40,890	43,629	46,911	48,441	51,772
2	41,146	43,880	47,164	48,694	22,023
3	41,430	44,527	47,848	49,424	52,830
4	41,726	45,373	48,721	50,355	53,870
5	42,513	46,287	49,689	51,330	54,915
6	43,532	47,445	50,909	52,627	56,328
7	44,369	48,405	51,904	53,678	57,460
8	45,543	49,752	53,312	55,172	59,103
9	46,424	50,743	54,380	56,281	60,311
10	46,612	50,965	54,621	56,504	60,530
11	47,938	52,189	55,710	57,627	61,745
12	48,286	52,716	55,904	57,864	62,004
13	48,657	53,269	57,032	59,017	63,262
14	48,870	53,517	57,250	59,253	63,486
15	49,824	54,589	58,696	60,440	64,774
16	50,197	55,020	59,004	60,937	65,320
17	50,599	55,479	59,336	61,448	65,890
18	50,983	55,924	59,810	61,951	66,450
19	51,399	56,391	60,313	62,478	67,037
20	51,545	56,396	60,317	62,482	67,040
21	51,689	56,400	60,321	62,486	67,044
22	51,996	56,403	60,325	62,490	67,048
23	52,324	56,407	60,329	62,494	67,051
24	52,674	56,651	60,334	62,498	67,054
25	53,050	56,913	60,339	62,503	67,059
26	53,453	57,193	60,633	62,506	67,062
27	53,883	57,494	60,949	62,510	67,065
28	54,342	57,815	61,285	62,792	67,068
29	54,836	58,159	61,158	62,832	67,028
30+	55,362	58,527	61,647	63,415	67,186

**BEDFORD COUNTY BOARD OF EDUCATION  
STATE & LOCAL SALARY SCHEDULE FOR SUPERVISORS  
2019-20**

<b>Years Experience</b>	<b>BS</b>	<b>MA</b>	<b>MA+</b>	<b>EDS</b>	<b>PhD</b>
0	40,269	43,423	46,592	48,381	51,210
1	41,154	44,771	47,522	49,237	52,166
2	41,412	44,823	47,779	49,495	52,372
3	42,023	45,476	48,475	50,236	53,179
4	42,804	46,337	49,354	51,175	54,230
5	43,639	47,263	50,337	52,157	55,267
6	44,723	48,432	51,563	53,468	56,682
7	45,610	49,403	52,569	54,533	57,805
8	46,848	50,773	53,997	56,046	59,439
9	47,782	51,780	55,069	57,166	60,657
10	48,022	51,997	55,301	57,393	60,872
11	48,999	53,046	56,417	58,524	62,100
12	49,252	53,251	56,610	58,763	62,339
13	50,229	54,329	57,756	59,927	63,609
14	50,492	54,570	58,059	60,182	63,818
15	51,510	55,664	59,121	61,367	65,117
16	51,947	56,115	59,601	61,371	65,675
17	52,384	56,566	60,080	62,384	66,232
18	52,434	57,030	60,575	62,907	66,804
19	53,287	57,494	61,069	63,430	67,375
20	53,340	57,498	61,073	63,434	67,379
21	53,549	57,502	61,078	63,439	67,383
22	53,766	57,506	61,082	63,443	67,387
23	53,993	57,510	61,086	63,447	67,390
24	54,229	57,786	61,091	63,451	67,394
25	54,474	58,081	61,096	63,456	67,398
26	54,728	58,397	61,402	63,461	67,402
27	54,994	58,736	61,729	63,465	67,407
28	55,269	59,098	62,079	63,772	67,410
29	55,188	59,111	62,091	63,780	67,282
30+	55,556	59,485	62,454	64,100	67,414

Tennessee School Districts

2018-19 Scheduled Salary Ranking  
Full Schedule Minimum

Rank	District Name	County	Salary
1	Kingsport	Sullivan	\$ 47,000
2	TN School for the Blind-SSS	Davidson	\$ 45,250
3	Achievement School District	Shelby	\$ 45,000
4	Arlington	Shelby	\$ 44,054
5	Lebanon SSD	Wilson	\$ 43,537
6	Davidson County	Davidson	\$ 43,363
7	Bartlett	Shelby	\$ 43,190
8	Collierville	Shelby	\$ 43,190
9	Lakeland	Shelby	\$ 43,190
10	Germantown	Shelby	\$ 43,190
11	Shelby County	Shelby	\$ 43,000
12	Millington	Shelby	\$ 42,813
13	Bristol	Sullivan	\$ 42,012
14	Johnson City	Washington	\$ 41,722
15	Paris SSD	Henry	\$ 41,525
16	Cleveland	Bradley	\$ 41,503
17	Maryville	Blount	\$ 41,500
18	Bradley County	Bradley	\$ 41,395
19	Dayton	Rhea	\$ 41,020
20	Murfreesboro	Rutherford	\$ 40,942
21	White County	White	\$ 40,475
22	Franklin SSD	Williamson	\$ 40,450
23	Montgomery County	Montgomery	\$ 40,420
24	Oak Ridge	Anderson	\$ 40,380
25	Clinton	Anderson	\$ 40,236
26	Lenoir City	Loudon	\$ 40,197
27	Rutherford County	Rutherford	\$ 40,140
28	Tipton County	Tipton	\$ 40,000
29	Wilson County	Wilson	\$ 40,000
30	Putnam County	Putnam	\$ 39,794
31	Rogersville	Hawkins	\$ 39,654
32	Sweetwater	Monroe	\$ 39,631
33	Hamilton County	Hamilton	\$ 39,592
34	Fayetteville	Lewis	\$ 39,540
35	Polk County	Polk	\$ 39,523
36	Williamson County	Williamson	\$ 39,500
37	TN School for the Deaf-SSS	Knox	\$ 39,450
38	Athens	McMinn	\$ 39,393
39	Henderson County	Henderson	\$ 39,382
40	Hamblen County	Hamblen	\$ 39,371
41	Marshall County	Marshall	\$ 39,310
42	Henry County	Henry	\$ 39,277
43	Robertson County	Robertson	\$ 39,156
44	Dyersburg	Dyer	\$ 39,145
45	Houston County	Houston	\$ 39,101
46	Hickman County	Hickman	\$ 39,100
47	Carroll County	Carroll	\$ 39,025
48	Etowah	McMinn	\$ 38,957
49	Manchester	Coffee	\$ 38,948
50	Huntingdon SSD	Carroll	\$ 38,879

Rank	District Name	County	Salary
51	Loudon County	Loudon	\$ 38,865
52	Dickson County	Dickson	\$ 38,652
53	Bledsoe County	Bledsoe	\$ 38,628
54	Bedford County	Bedford	\$ 38,618
55	West TN School for the Deaf-SSS	Madison	\$ 38,543
56	Fayette County	Fayette	\$ 38,535
57	Lexington	Henderson	\$ 38,400
58	Lincoln County	Lincoln	\$ 38,334
59	Knox County	Knox	\$ 38,295
60	Lewis County	Lewis	\$ 38,252
61	Campbell County	Campbell	\$ 38,250
62	Moore County	Moore	\$ 38,250
63	Franklin County	Franklin	\$ 38,203
64	Greeneville	Greene	\$ 38,189
65	McMinn County	McMinn	\$ 38,107
66	Dyer County	Dyer	\$ 38,076
67	Melgs County	Melgs	\$ 38,045
68	Warren County	Warren	\$ 38,000
69	Sequatchie County	Sequatchie	\$ 37,961
70	Macon County	Macon	\$ 37,901
71	Alcoa	Blount	\$ 37,800
72	Stewart County	Stewart	\$ 37,753
73	McKenzie SSD	Carroll	\$ 37,600
74	Milan SSD	Gibson	\$ 37,600
75	Trousdale County	Trousdale	\$ 37,572
76	Lauderdale County	Lauderdale	\$ 37,556
77	Gibson Co SSD	Gibson	\$ 37,534
78	Anderson County	Anderson	\$ 37,514
79	Benton County	Benton	\$ 37,499
80	Tullahoma	Coffee	\$ 37,466
81	Lawrence County	Lawrence	\$ 37,429
82	South Carroll SSD	Carroll	\$ 37,386
83	Union City	Oblon	\$ 37,285
84	Roane County	Roane	\$ 37,276
85	Richard City SSD	Marion	\$ 37,125
86	Decatur County	Decatur	\$ 37,104
87	Perry County	Perry	\$ 37,074
88	Coffee County	Coffee	\$ 37,037
89	Sullivan County	Sullivan	\$ 37,029
90	DeKalb County	DeKalb	\$ 37,024
91	Blount County	Blount	\$ 37,000
92	Trenton SSD	Gibson	\$ 37,000
93	Crockett County	Crockett	\$ 36,960
94	Greene County	Greene	\$ 36,832
95	Madison County	Madison	\$ 36,688
96	Monroe County	Monroe	\$ 36,665
97	Washington County	Washington	\$ 36,655
98	Oneida SSD	Scott	\$ 36,648
99	Maury County	Maury	\$ 36,474
100	Jackson County	Jackson	\$ 36,404

Rank	District Name	County	Salary
101	Oblon County	Oblon	\$ 36,382
102	Lake County	Lake	\$ 36,308
103	Elizabethton	Carter	\$ 36,275
104	A.C. York Institute-SSS	Fentress	\$ 36,160
105	H-Rock-Bruceton SSD	Carroll	\$ 36,105
106	Hardeman County	Hardeman	\$ 36,075
107	West Carroll SSD	Carroll	\$ 36,027
108	Humboldt	Gibson	\$ 36,018
109	Johnson County	Johnson	\$ 36,000
110	Cheatham County	Cheatham	\$ 35,977
111	Morgan County	Morgan	\$ 35,963
112	Unicoi County	Unicoi	\$ 35,811
113	Hawkins County	Hawkins	\$ 35,677
114	Cocke County	Cocke	\$ 35,610
115	Sumner County	Sumner	\$ 35,510
116	Bells City	Crockett	\$ 35,500
117	Rhea County	Rhea	\$ 35,400
118	Fentress County	Fentress	\$ 35,350
119	Cumberland County	Cumberland	\$ 35,304
120	Sevier County	Sevier	\$ 35,290
121	Newport	Cocke	\$ 35,285
122	Humphreys County	Humphreys	\$ 35,282
123	Jefferson County	Jefferson	\$ 35,262
124	Giles County	Giles	\$ 35,221
125	Chester County	Chester	\$ 35,200
126	Bradford SSD	Gibson	\$ 35,115
127	Grainger County	Grainger	\$ 35,095
128	Wayne County	Wayne	\$ 35,007
129	Alamo	Crockett	\$ 35,000
130	Cannon County	Cannon	\$ 35,000
131	Carter County	Carter	\$ 35,000
132	Claborn County	Claborn	\$ 35,000
133	Clay County	Clay	\$ 35,000
134	Grundy County	Grundy	\$ 35,000
135	Hancock County	Hancock	\$ 35,000
136	Hardin County	Hardin	\$ 35,000
137	McNairy County	McNairy	\$ 35,000
138	Overton County	Overton	\$ 35,000
139	Pickett County	Pickett	\$ 35,000
140	Scott County	Scott	\$ 35,000
141	Smith County	Smith	\$ 35,000
142	TN State Minimum	Davidson	\$ 35,000
143	Union County	Union	\$ 35,000
144	Van Buren County	Van Buren	\$ 35,000
145	Weakley County	Weakley	\$ 35,000
146	Haywood County	Haywood	\$ 34,725
147	Marion County	Marion	\$ 33,715
Mean:			\$ 38,139

\*provided by school district

Compiled on: 7/9/2019

## Tennessee School Districts

## 2018-19 Scheduled Salary Ranking Bachelor's Degree Minimum

Rank	District Name	County	Salary
1	TN School for the Blind-SSS	Davidson	\$ 45,250
2	Arlington	Shelby	\$ 44,054
3	Lebanon SSD	Wilson	\$ 43,537
4	Davidson County	Davidson	\$ 43,363
5	Bartlett	Shelby	\$ 43,190
6	Collinsville	Shelby	\$ 43,190
7	Lakeland	Shelby	\$ 43,190
8	Germantown	Shelby	\$ 43,190
9	Bristol	Sullivan	\$ 42,012
10	Johnson City	Washington	\$ 41,722
11	Paris SSD	Henry	\$ 41,525
12	Cleveland	Bradley	\$ 41,503
13	Maryville	Blount	\$ 41,500
14	Bradley County	Bradley	\$ 41,395
15	Dayton	Rhea	\$ 41,020
16	Murfreesboro	Rutherford	\$ 40,942
17	White County	White	\$ 40,475
18	Franklin SSD	Williamson	\$ 40,450
19	Montgomery County	Montgomery	\$ 40,420
20	Oak Ridge	Anderson	\$ 40,380
21	Clinton	Anderson	\$ 40,236
22	Lenoir City	Loudon	\$ 40,197
23	Rutherford County	Rutherford	\$ 40,140
24	Tipton County	Tipton	\$ 40,000
25	Wilson County	Wilson	\$ 40,000
26	Putnam County*	Putnam	\$ 39,794
27	Williamson County	Williamson	\$ 39,764
28	Rogersville	Hawkins	\$ 39,654
29	Sweetwater	Monroe	\$ 39,631
30	Hamilton County	Hamilton	\$ 39,592
31	Fayetteville	Lewis	\$ 39,540
32	Polk County	Polk	\$ 39,523
33	TN School for the Deaf-SSS	Knox	\$ 39,450
34	Athens	McMinn	\$ 39,393
35	Henderson County	Henderson	\$ 39,382
36	Hamblen County	Hamblen	\$ 39,371
37	Marshall County	Marshall	\$ 39,310
38	Henry County	Henry	\$ 39,277
39	Robertson County	Robertson	\$ 39,156
40	Dyersburg	Dyer	\$ 39,145
41	Houston County	Houston	\$ 39,101
42	Hickman County	Hickman	\$ 39,100
43	Carroll County	Carroll	\$ 39,025
44	Etowah	McMinn	\$ 38,957
45	Manchester	Coffee	\$ 38,948
46	Huntingdon SSD	Carroll	\$ 38,879
47	Loudon County	Loudon	\$ 38,865
48	Dickson County	Dickson	\$ 38,652
49	Bledsoe County	Bledsoe	\$ 38,628
50	Bedford County	Bedford	\$ 38,618

Rank	District Name	County	Salary
51	West TN School for the Deaf-SSS	Madison	\$ 38,543
52	Fayette County	Fayette	\$ 38,535
53	Lexington	Henderson	\$ 38,400
54	Lincoln County	Lincoln	\$ 38,334
55	Knox County	Knox	\$ 38,295
56	Lewis County	Lewis	\$ 38,252
57	Campbell County	Campbell	\$ 38,250
58	Moore County	Moore	\$ 38,250
59	Franklin County	Franklin	\$ 38,203
60	Greeneville	Greene	\$ 38,189
61	McMinn County	McMinn	\$ 38,107
62	Dyer County	Dyer	\$ 38,076
63	Meligs County	Meligs	\$ 38,045
64	Warren County	Warren	\$ 38,000
65	Sequatchie County	Sequatchie	\$ 37,961
66	Macon County	Macon	\$ 37,901
67	Alcoa	Blount	\$ 37,800
68	Stewart County	Stewart	\$ 37,753
69	McKenzie SSD	Carroll	\$ 37,600
70	Milan SSD	Gibson	\$ 37,600
71	Trousdale County	Trousdale	\$ 37,572
72	Lauderdale County	Lauderdale	\$ 37,556
73	Gibson Co SSD	Gibson	\$ 37,534
74	Anderson County	Anderson	\$ 37,514
75	Benton County	Benton	\$ 37,499
76	Tullahoma	Coffee	\$ 37,466
77	Lawrence County	Lawrence	\$ 37,429
78	South Carroll SSD	Carroll	\$ 37,386
79	Union City	Oblon	\$ 37,285
80	Roane County	Roane	\$ 37,276
81	Richard City SSD	Marion	\$ 37,125
82	Decatur County	Decatur	\$ 37,104
83	Perry County	Perry	\$ 37,074
84	Coffee County	Coffee	\$ 37,037
85	Sullivan County	Sullivan	\$ 37,029
86	DeKalb County	DeKalb	\$ 37,024
87	Blount County	Blount	\$ 37,000
88	Trenton SSD	Gibson	\$ 37,000
89	Crockett County	Crockett	\$ 36,960
90	Greene County	Greene	\$ 36,832
91	Madison County	Madison	\$ 36,688
92	Monroe County	Monroe	\$ 36,665
93	Washington County	Washington	\$ 36,655
94	Onelda SSD	Scott	\$ 36,648
95	Maury County	Maury	\$ 36,474
96	Jackson County	Jackson	\$ 36,404
97	Oblon County	Oblon	\$ 36,382
98	Lake County	Lake	\$ 36,308
99	Elizabethhton	Carter	\$ 36,275
100	A.C. York Institute-SSS	Fentress	\$ 36,160

Rank	District Name	County	Salary
101	H-Rock-Bruceston SSD	Carroll	\$ 36,105
102	Hardeman County	Hardeman	\$ 36,075
103	West Carroll SSD	Carroll	\$ 36,027
104	Humboldt	Gibson	\$ 36,018
105	Johnson County	Johnson	\$ 36,000
106	Cheatham County	Cheatham	\$ 35,977
107	Morgan County	Morgan	\$ 35,963
108	Unicoi County	Unicoi	\$ 35,811
109	Hawkins County	Hawkins	\$ 35,677
110	Cocke County	Cocke	\$ 35,610
111	Sumner County	Sumner	\$ 35,510
112	Bells City	Crockett	\$ 35,500
113	Rhea County	Rhea	\$ 35,400
114	Fentress County	Fentress	\$ 35,350
115	Cumberland County	Cumberland	\$ 35,304
116	Savler County	Savler	\$ 35,290
117	Newport	Cocke	\$ 35,285
118	Humphreys County	Humphreys	\$ 35,282
119	Jefferson County	Jefferson	\$ 35,262
120	Giles County	Giles	\$ 35,221
121	Bradford SSD	Gibson	\$ 35,115
122	Grainger County	Grainger	\$ 35,095
123	Wayne County	Wayne	\$ 35,007
124	Alamo	Crockett	\$ 35,000
125	Cannon County	Cannon	\$ 35,000
126	Carter County	Carter	\$ 35,000
127	Claborn County	Claborn	\$ 35,000
128	Clay County	Clay	\$ 35,000
129	Grundy County	Grundy	\$ 35,000
130	Hancock County	Hancock	\$ 35,000
131	Hardin County	Hardin	\$ 35,000
132	McNairy County	McNairy	\$ 35,000
133	Overton County	Overton	\$ 35,000
134	Pickett County	Pickett	\$ 35,000
135	Scott County	Scott	\$ 35,000
136	Smith County	Smith	\$ 35,000
137	TN State Minimum	Davidson	\$ 35,000
138	Union County	Union	\$ 35,000
139	Van Buren County	Van Buren	\$ 35,000
140	Weakley County	Weakley	\$ 35,000
141	Haywood County	Haywood	\$ 34,725
142	Marion County	Marion	\$ 33,715
0	Achievement School District	Shelby	n/a
0	Chester County	Chester	n/a
0	Kingsport	Sullivan	n/a
0	Millington	Shelby	n/a
0	Shelby County	Shelby	n/a
Mean:			\$ 37,862

\*provided by school district

Compiled on: 7/9/2019

## Tennessee School Districts

## 2018-19 Scheduled Salary Ranking Bachelor's Degree Maximum

Rank	District Name	County	Salary
1	Franklin SSD	Williamson	\$ 64,683
2	Germantown	Shelby	\$ 63,136
3	TN School for the Blind-SSS	Davidson	\$ 62,530
4	Montgomery County	Montgomery	\$ 62,295
5	Oak Ridge	Anderson	\$ 62,185
6	Putnam County*	Putnam	\$ 61,987
7	Arlington	Shelby	\$ 61,921
8	Bartlett	Shelby	\$ 61,921
9	Collierville	Shelby	\$ 61,921
10	Johnson City	Washington	\$ 61,737
11	Bristol	Sullivan	\$ 61,681
12	Lebanon SSD	Wilson	\$ 61,262
13	Williamson County	Williamson	\$ 61,149
14	Lakeland	Shelby	\$ 60,707
15	Maryville	Blount	\$ 60,160
16	Rhea County	Rhea	\$ 59,400
17	Murfreesboro	Rutherford	\$ 59,169
18	Davidson County	Davidson	\$ 58,710
19	Cleveland	Bradley	\$ 58,423
20	TN School for the Deaf-SSS	Knox	\$ 58,290
21	Hamilton County	Hamilton	\$ 58,268
22	Sevier County	Sevier	\$ 57,555
23	Rutherford County	Rutherford	\$ 56,798
24	Blount County	Blount	\$ 56,624
25	Knox County	Knox	\$ 56,583
26	Sequatchie County	Sequatchie	\$ 56,461
27	Tullahoma	Coffee	\$ 56,199
28	Loudon County	Loudon	\$ 55,978
29	Ciinton	Anderson	\$ 55,954
30	Bradley County	Bradley	\$ 55,345
31	Hamblen County	Hamblen	\$ 55,145
32	Lenoir City	Loudon	\$ 54,766
33	Athens	McMinn	\$ 54,405
34	West TN School for the Deaf-SSS	Madison	\$ 54,199
35	Bedford County	Bedford	\$ 54,011
36	Moore County	Moers	\$ 54,000
37	Manchester	Coffee	\$ 53,982
38	Robertson County	Robertson	\$ 53,904
39	Rogersville	Hawkins	\$ 53,459
40	Sweetwater	Monroe	\$ 52,469
41	Dayton	Rhea	\$ 52,375
42	Sumner County	Sumner	\$ 52,088
43	Henry County	Henry	\$ 52,052
44	Paris SSD	Henry	\$ 52,050
45	Greeneville	Greene	\$ 52,017
46	Marshall County	Marshall	\$ 51,973
47	Dyersburg	Dyer	\$ 51,937
48	Tipton County	Tipton	\$ 51,659
49	Maury County	Maury	\$ 51,413
50	Roane County	Roane	\$ 51,247

Rank	District Name	County	Salary
51	Anderson County	Anderson	\$ 50,782
52	Dickson County	Dickson	\$ 50,652
53	Monroe County	Monroe	\$ 50,642
54	Fayetteville	Lewis	\$ 50,560
55	Cannon County	Cannon	\$ 50,500
56	Coffee County	Coffee	\$ 50,444
57	Bledsoe County	Bledsoe	\$ 50,213
58	Melgs County	Melgs	\$ 50,135
59	Dyer County	Dyer	\$ 50,087
60	Alcoa	Blount	\$ 49,896
61	Elizabethton	Carier	\$ 49,765
62	Lauderdale County	Lauderdale	\$ 49,700
63	White County	White	\$ 49,460
64	Bells City	Crockett	\$ 49,300
65	Madison County	Madison	\$ 49,247
66	Polk County	Polk	\$ 49,105
67	Etowah	McMinn	\$ 49,035
68	Greene County	Greene	\$ 49,033
69	Hardeman County	Hardeman	\$ 49,010
70	Union City	Obion	\$ 48,955
71	Cheatham County	Cheatham	\$ 48,929
72	Franklin County	Franklin	\$ 48,900
73	Wilson County	Wilson	\$ 48,850
74	Weakley County	Weakley	\$ 48,705
75	Jefferson County	Jefferson	\$ 48,661
76	Houston County	Houston	\$ 48,637
77	Stewart County	Stewart	\$ 48,629
78	Huntingdon SSD	Carroll	\$ 48,535
79	Lexington	Henderson	\$ 48,400
80	Warren County	Warren	\$ 48,315
81	Campbell County	Campbell	\$ 48,262
82	Sullivan County	Sullivan	\$ 47,699
83	Gibson Co SSD	Gibson	\$ 47,633
84	Cocke County	Cocke	\$ 47,485
85	Obion County	Obion	\$ 47,397
86	Humboldt	Gibson	\$ 47,374
87	Crockett County	Crockett	\$ 47,360
88	McMinn County	McMinn	\$ 47,295
89	Newport	Cocke	\$ 47,255
90	Lawrence County	Lawrence	\$ 47,223
91	Macon County	Macon	\$ 47,045
92	Trenton SSD	Gibson	\$ 47,000
93	Lewis County	Lewis	\$ 46,871
94	Hawkins County	Hawkins	\$ 46,816
95	Marion County	Marion	\$ 46,815
96	Henderson County	Henderson	\$ 46,812
97	A.C. York Institute-SSS	Fentress	\$ 46,800
98	McKenzie SSD	Carroll	\$ 46,785
99	South Carroll SSD	Carroll	\$ 46,627
100	Carroll County	Carroll	\$ 46,617

Rank	District Name	County	Salary
101	Washington County	Washington	\$ 46,610
102	DeKalb County	DeKalb	\$ 46,463
103	Alamo	Crockett	\$ 46,350
104	Richard City SSD	Marion	\$ 46,255
105	Perry County	Perry	\$ 46,210
106	Union County	Union	\$ 46,203
107	Benton County	Benton	\$ 46,190
108	Onelda SSD	Scott	\$ 46,059
109	Decatur County	Decatur	\$ 45,944
110	Humphreys County	Humphreys	\$ 45,892
111	Hickman County	Hickman	\$ 45,800
112	Milan SSD	Gibson	\$ 45,755
113	Giles County	Giles	\$ 45,751
114	Cumberland County	Cumberland	\$ 45,556
115	West Carroll SSD	Carroll	\$ 45,157
116	Claborne County	Claborne	\$ 45,099
117	H-Rock-Bruceston SSD	Carroll	\$ 45,095
118	Lincoln County	Lincoln	\$ 45,012
119	Wayne County	Wayne	\$ 44,992
120	Bradford SSD	Gibson	\$ 44,977
121	Haywood County	Haywood	\$ 44,960
122	Fayette County	Fayette	\$ 44,955
123	Grainger County	Grainger	\$ 44,950
124	Smith County	Smith	\$ 44,916
125	Pickett County	Pickett	\$ 44,795
126	Jackson County	Jackson	\$ 44,554
127	McNairy County	McNairy	\$ 44,552
128	Scott County	Scott	\$ 44,550
129	Hardin County	Hardin	\$ 44,467
130	Clay County	Clay	\$ 44,433
131	Trousdale County	Trousdale	\$ 44,422
132	Unicoi County	Unicoi	\$ 44,414
133	Morgan County	Morgan	\$ 44,337
134	Van Buren County	Van Buren	\$ 44,300
135	Lake County	Lake	\$ 43,597
136	Fentress County	Fentress	\$ 43,356
137	Hancock County	Hancock	\$ 43,148
138	Carter County	Carter	\$ 43,135
139	Grundy County	Grundy	\$ 42,211
140	Overton County	Overton	\$ 41,850
141	TN State Minimum	Davidson	\$ 41,850
142	Johnson County Achievement School District	Shelby	n/a
	Chester County	Chester	n/a
	Kingsport	Sullivan	n/a
	Millington	Shelby	n/a
	Shelby County	Shelby	n/a
	Mean:		\$ 50,353

\*provided by school district

Compiled on: 7/9/2019

## Tennessee School Districts

Rank	District Name	County	Salary
1	Johnson City	Washington	\$ 55,029
2	TN School for the Blind-SSS	Davidson	\$ 54,356
3	Oak Ridge	Anderson	\$ 54,351
4	Franklin SSD	Williamson	\$ 53,658
5	Putnam County*	Putnam	\$ 53,391
6	Arlington	Shelby	\$ 52,981
7	Murfreesboro	Rutherford	\$ 52,773
8	Bristol	Sullivan	\$ 52,530
9	Germantown	Shelby	\$ 52,502
10	Bartlett	Shelby	\$ 52,441
11	Collerville	Shelby	\$ 52,441
12	Maryville	Blount	\$ 52,135
13	Lakeland	Shelby	\$ 51,943
14	Lebanon SSD	Wilson	\$ 51,514
15	Montgomery County	Montgomery	\$ 51,358
16	Davidson County	Davidson	\$ 50,928
17	Cleveland	Bradley	\$ 50,812
18	Hamilton County	Hamilton	\$ 50,022
19	Bradley County	Bradley	\$ 49,365
20	Rutherford County	Rutherford	\$ 49,318
21	Lenoir City	Loudon	\$ 49,262
22	Athens	McMinn	\$ 48,519
23	Manchester	Coffee	\$ 48,398
24	TN School for the Deaf-SSS	Knox	\$ 48,329
25	Hamblen County	Hamblen	\$ 47,931
26	Paris SSD	Henry	\$ 47,885
27	Dayton	Rhea	\$ 47,671
28	West TN School for the Deaf-SSS	Madison	\$ 47,609
29	Rhea County	Rhea	\$ 47,400
30	Bedford County	Bedford	\$ 47,338
31	Sequatchie County	Sequatchie	\$ 47,211
32	Sevier County	Sevier	\$ 47,204
33	Fayetteville	Lewis	\$ 47,200
34	Dickson County	Dickson	\$ 47,106
35	Williamson County	Williamson	\$ 46,940
36	Knox County	Knox	\$ 46,918
37	Cinton	Anderson	\$ 46,872
38	Loudon County	Loudon	\$ 46,862
39	Tullahoma	Coffee	\$ 46,833
40	Rogersville	Hawkins	\$ 46,810
41	Etowah	McMinn	\$ 46,778
42	Alcoa	Blount	\$ 46,360
43	Tipton County	Tipton	\$ 46,172
44	Marshall County	Marshall	\$ 46,152
45	Moore County	Moore	\$ 46,125
46	Robertson County	Robertson	\$ 45,982
47	Greeneville	Greene	\$ 45,932
48	Sweetwater	Monroe	\$ 45,745
49	Melgs County	Melgs	\$ 45,477
50	Henry County	Henry	\$ 45,380

\*provided by school district

## 2018-19 Scheduled Salary Ranking Bachelor's Degree Average

Rank	District Name	County	Salary
51	White County	White	\$ 45,318
52	Dyer County	Dyer	\$ 45,275
53	Bledsoe County	Bledsoe	\$ 45,191
54	Anderson County	Anderson	\$ 45,180
55	Blount County	Blount	\$ 45,094
56	Polk County	Polk	\$ 45,089
57	Maury County	Maury	\$ 45,085
58	Coffee County	Coffee	\$ 44,844
59	Roane County	Roane	\$ 44,792
60	Houston County	Houston	\$ 44,490
61	Dyersburg	Dyer	\$ 44,359
62	Union City	Oblon	\$ 44,356
63	Warren County	Warren	\$ 44,201
64	Henderson County	Henderson	\$ 44,062
65	Gibson Co SSD	Gibson	\$ 44,059
66	Greene County	Greene	\$ 44,047
67	Lexington	Henderson	\$ 44,045
68	Huntingdon SSD	Carroll	\$ 43,996
69	Lauderdale County	Lauderdale	\$ 43,961
70	Monroe County	Monroe	\$ 43,902
71	Sullivan County	Sullivan	\$ 43,845
72	Elizabethton	Carter	\$ 43,806
73	Campbell County	Campbell	\$ 43,686
74	Hawkins County	Hawkins	\$ 43,326
75	Washington County	Washington	\$ 43,325
76	Marion County	Marion	\$ 43,303
77	DeKalb County	DeKalb	\$ 43,291
78	Cocke County	Cocke	\$ 43,290
79	Perry County	Perry	\$ 43,224
80	McMinn County	McMinn	\$ 43,180
81	Macon County	Macon	\$ 43,175
82	Carroll County	Carroll	\$ 43,152
83	Madison County	Madison	\$ 43,086
84	Hickman County	Hickman	\$ 42,990
85	A.C. York Institute-SSS	Fentress	\$ 42,946
86	Richard City SSD	Marion	\$ 42,931
87	Hardeman County	Hardeman	\$ 42,909
88	Bells City	Crockett	\$ 42,819
89	Humboldt	Gibson	\$ 42,793
90	Lewis County	Lewis	\$ 42,766
91	Franklin County	Franklin	\$ 42,670
92	Lawrence County	Lawrence	\$ 42,649
93	Cannon County	Cannon	\$ 42,571
94	Benton County	Benton	\$ 42,546
95	Fayette County	Fayette	\$ 42,512
96	Stewart County	Stewart	\$ 42,495
97	Oblon County	Oblon	\$ 42,467
98	Weakley County	Weakley	\$ 42,463
99	Cheatham County	Cheatham	\$ 42,454
100	McKenzie SSD	Carroll	\$ 42,448

Rank	District Name	County	Salary
101	Trousdale County	Trousdale	\$ 42,380
102	South Carroll SSD	Carroll	\$ 42,315
103	Wilson County	Wilson	\$ 42,255
104	Sumner County	Sumner	\$ 42,241
105	Crockett County	Crockett	\$ 42,159
106	Trenton SSD	Gibson	\$ 42,000
107	Newport	Cocke	\$ 41,790
108	Humphreys County	Humphreys	\$ 41,747
109	Jefferson County	Jefferson	\$ 41,678
110	Lincoln County	Lincoln	\$ 41,673
111	Cumberland County	Cumberland	\$ 41,667
112	Decatur County	Decatur	\$ 41,660
113	Milan SSD	Gibson	\$ 41,538
114	Onelda SSD	Scott	\$ 41,434
115	H-Rock-Bruceton SSD	Carroll	\$ 41,381
116	Jackson County	Jackson	\$ 41,367
117	Giles County	Giles	\$ 41,155
118	Union County	Union	\$ 41,132
119	West Carroll SSD	Carroll	\$ 41,021
120	Unicoi County	Unicoi	\$ 41,020
121	Alamo	Crockett	\$ 40,861
122	Grainger County	Grainger	\$ 40,589
123	Lake County	Lake	\$ 40,572
124	Cialborne County	Cialborne	\$ 40,563
125	Smith County	Smith	\$ 40,539
126	Bradford SSD	Gibson	\$ 40,520
127	Morgan County	Morgan	\$ 40,487
128	Pickett County	Pickett	\$ 40,486
129	McNairy County	McNairy	\$ 40,477
130	Fentress County	Fentress	\$ 40,474
131	Scott County	Scott	\$ 40,357
132	Wayne County	Wayne	\$ 40,325
133	Haywood County	Haywood	\$ 40,200
134	Clay County	Clay	\$ 40,166
135	Van Buren County	Van Buren	\$ 39,940
136	Carter County	Carter	\$ 39,837
137	Hardin County	Hardin	\$ 39,609
138	Hancock County	Hancock	\$ 39,413
139	Overton County	Overton	\$ 39,303
140	Grundy County	Grundy	\$ 39,232
141	TN State Minimum	Davidson	\$ 38,364
142	Johnson County	Johnson	\$ 36,250
0	Achievement School District	Shelby	n/a
0	Chester County	Chester	n/a
0	Kingsport	Sullivan	n/a
0	Millington	Shelby	n/a
0	Shelby County	Shelby	n/a
	Mean:		\$ 44,696

Compiled on: 7/9/2019

## Tennessee School Districts

## 2018-19 Scheduled Salary Ranking Master's Degree Minimum

Rank	District Name	County	Salary
1	Maryville	Blount	\$ 49,000
2	Arlington	Shelby	\$ 47,627
3	Bartlett	Shelby	\$ 46,694
4	Collierville	Shelby	\$ 46,694
5	Lebanon SSD	Wilson	\$ 46,480
6	TN School for the Blind-SSS	Davidson	\$ 46,250
7	Germantown	Shelby	\$ 46,250
8	Johnson City	Washington	\$ 45,728
9	Murfreesboro	Rutherford	\$ 45,318
10	Bristol	Sullivan	\$ 45,228
11	Cleveland	Bradley	\$ 45,161
12	Bradley County	Bradley	\$ 44,870
13	Paris SSD	Henry	\$ 44,870
14	Montgomery County	Montgomery	\$ 44,790
15	Etowah	McMinn	\$ 44,450
16	Oak Ridge	Anderson	\$ 44,418
17	Athens	McMinn	\$ 44,382
18	Davidson County	Davidson	\$ 44,300
19	Fayetteville	Lewis	\$ 44,100
20	Rutherford County	Rutherford	\$ 43,963
21	Franklin SSD	Williamson	\$ 43,920
22	Lenoir City	Loudon	\$ 43,848
23	Dayton	Rhea	\$ 43,735
24	Polk County	Polk	\$ 43,678
25	McMinn County	McMinn	\$ 43,660
26	Alcoa	Blount	\$ 43,470
27	Dyersburg	Dyer	\$ 43,128
28	Hamblen County	Hamblen	\$ 43,087
29	Hamilton County	Hamilton	\$ 42,954
30	Henry County	Henry	\$ 42,877
31	White County	White	\$ 42,810
32	Clinton	Anderson	\$ 42,736
33	Rogersville	Hawkins	\$ 42,671
34	Tipton County	Tipton	\$ 42,655
35	Sweetwater	Monroe	\$ 42,649
36	Houston County	Houston	\$ 42,399
37	Marshall County	Marshall	\$ 42,344
38	Putnam County*	Putnam	\$ 42,294
39	Franklin County	Franklin	\$ 42,236
40	West TN School for the Deaf-SSS	Madison	\$ 42,209
41	Melgs County	Melgs	\$ 42,145
42	Manchester	Coffee	\$ 42,123
43	TN School for the Deaf-SSS	Knox	\$ 42,010
44	Carroll County	Carroll	\$ 41,970
45	Huntingdon SSD	Carroll	\$ 41,930
46	Loudon County	Loudon	\$ 41,825
47	Bedford County	Bedford	\$ 41,778
48	Lincoln County	Lincoln	\$ 41,643
49	Robertson County	Robertson	\$ 41,604
50	Tullahoma	Coffee	\$ 41,587

Rank	District Name	County	Salary
51	Stewart County	Stewart	\$ 41,518
52	Greeneville	Greene	\$ 41,495
53	Dyer County	Dyer	\$ 41,460
54	Bledsoe County	Bledsoe	\$ 41,426
55	Lexington	Henderson	\$ 41,400
56	Washington County	Washington	\$ 41,388
57	Roane County	Roane	\$ 41,321
58	Dickson County	Dickson	\$ 41,148
59	Fayette County	Fayette	\$ 41,025
60	Campbell County	Campbell	\$ 41,007
61	Union City	Oblon	\$ 40,835
62	Lewis County	Lewis	\$ 40,808
63	Knox County	Knox	\$ 40,798
64	Blount County	Blount	\$ 40,700
65	Henderson County	Henderson	\$ 40,693
66	Macon County	Macon	\$ 40,671
67	Sequatchie County	Sequatchie	\$ 40,654
68	Moore County	Moore	\$ 40,596
69	Lauderdale County	Lauderdale	\$ 40,557
70	Coffee County	Coffee	\$ 40,506
71	Trenton SSD	Gibson	\$ 40,500
72	South Carroll SSD	Carroll	\$ 40,457
73	Benton County	Benton	\$ 40,359
74	Maury County	Maury	\$ 40,217
75	Gibson Co SSD	Gibson	\$ 40,136
76	Lawrence County	Lawrence	\$ 40,113
77	Hickman County	Hickman	\$ 40,100
78	McKenzie SSD	Carroll	\$ 40,060
79	Milan SSD	Gibson	\$ 40,057
80	Sullivan County	Sullivan	\$ 40,035
81	Anderson County	Anderson	\$ 39,931
82	Oblon County	Oblon	\$ 39,833
83	Morgan County	Morgan	\$ 39,783
84	Decatur County	Decatur	\$ 39,704
85	Sevier County	Sevier	\$ 39,685
86	Perry County	Perry	\$ 39,639
87	Richard City SSD	Marion	\$ 39,630
88	Cheatham County	Cheatham	\$ 39,576
89	Williamson County	Williamson	\$ 39,500
90	Elizabethton	Carter	\$ 39,399
91	Warren County	Warren	\$ 39,302
92	Humboldt	Gibson	\$ 39,247
93	A.C. York Institute-SSS	Fentress	\$ 39,220
94	Unicoi County	Unicoi	\$ 39,184
95	Greene County	Greene	\$ 39,174
96	Onelda SSD	Scott	\$ 39,048
97	Monroe County	Monroe	\$ 39,038
98	Bells City	Crockett	\$ 39,000
99	Hawkins County	Hawkins	\$ 38,989
100	Sumner County	Sumner	\$ 38,964

Rank	District Name	County	Salary
101	Fentress County	Fentress	\$ 38,941
102	Marion County	Marion	\$ 38,835
103	H-Rock-Bruceston SSD	Carroll	\$ 38,762
104	Newport	Cocke	\$ 38,750
105	Jackson County	Jackson	\$ 38,696
106	Bradford SSD	Gibson	\$ 38,695
107	Madison County	Madison	\$ 38,692
108	Cocke County	Cocke	\$ 38,660
109	Hardeman County	Hardeman	\$ 38,644
110	Lake County	Lake	\$ 38,618
111	Cumberland County	Cumberland	\$ 38,613
112	Humphreys County	Humphreys	\$ 38,590
113	Wayne County	Wayne	\$ 38,572
114	Gilles County	Gilles	\$ 38,560
115	Van Buren County	Van Buren	\$ 38,560
116	Cannon County	Cannon	\$ 38,555
117	Carter County	Carter	\$ 38,555
118	Claiborne County	Claiborne	\$ 38,555
119	Clay County	Clay	\$ 38,555
120	Crockett County	Crockett	\$ 38,555
121	DeKalb County	DeKalb	\$ 38,555
122	Grainger County	Grainger	\$ 38,555
123	Grundy County	Grundy	\$ 38,555
124	Hancock County	Hancock	\$ 38,555
125	Hardin County	Hardin	\$ 38,555
126	Jefferson County	Jefferson	\$ 38,555
127	McNairy County	McNairy	\$ 38,555
128	Overton County	Overton	\$ 38,555
129	Pickett County	Pickett	\$ 38,555
130	Scott County	Scott	\$ 38,555
131	Smith County	Smith	\$ 38,555
132	TN State Minimum	Davidson	\$ 38,555
133	Union County	Union	\$ 38,555
134	Weakley County	Weakley	\$ 38,555
135	West Carroll SSD	Carroll	\$ 38,555
136	Rhea County	Rhea	\$ 38,400
137	Haywood County	Haywood	\$ 37,675
0	Achievement School District	Shelby	n/a
0	Alamo	Crockett	n/a
0	Chester County	Chester	n/a
0	Johnson County	Johnson	n/a
0	Kingsport	Sullivan	n/a
0	Lakeland	Shelby	n/a
0	Millington	Shelby	n/a
0	Shelby County	Shelby	n/a
0	Trousdale County	Trousdale	n/a
0	Wilson County	Wilson	n/a
	Mean:		\$ 41,064

\*provided by school district

Compiled on: 7/9/2019

Tennessee School Districts

2018-19 Scheduled Salary Ranking  
Master's Degree Maximum

Rank	District Name	County	Salary
1	Franklin SSD	Williamson	\$ 69,931
2	Oak Ridge	Anderson	\$ 69,453
3	TN School for the Blind-SSS	Davidson	\$ 68,750
4	Johnson City	Washington	\$ 67,663
5	Maryville	Blount	\$ 67,660
6	Montgomery County	Montgomery	\$ 66,665
7	Arlington	Shelby	\$ 66,352
8	Bartlett	Shelby	\$ 66,352
9	Collinsville	Shelby	\$ 66,352
10	Germantown	Shelby	\$ 66,318
11	Williamson County	Williamson	\$ 65,367
12	Lebanon SSD	Wilson	\$ 65,249
13	Bristol	Sullivan	\$ 65,073
14	Alcoa	Blount	\$ 65,016
15	Putnam County*	Putnam	\$ 64,487
16	Davidson County	Davidson	\$ 64,478
17	Murfreesboro	Rutherford	\$ 64,433
18	Hamilton County	Hamilton	\$ 63,870
19	Sevier County	Sevier	\$ 63,330
20	Cleveland	Bradley	\$ 63,225
21	Rhea County	Rhea	\$ 62,400
22	Blount County	Blount	\$ 62,174
23	Rutherford County	Rutherford	\$ 62,150
24	TN School for the Deaf-SSS	Knox	\$ 61,490
25	West TN School for the Deaf-SSS	Madison	\$ 60,925
26	Tullahoma	Coffee	\$ 60,320
27	Athens	McMinn	\$ 60,188
28	Moore County	Moore	\$ 60,096
29	Bradley County	Bradley	\$ 59,800
30	Knox County	Knox	\$ 59,704
31	Hamblen County	Hamblen	\$ 59,267
32	Sequatchie County	Sequatchie	\$ 59,154
33	Manchester	Coffee	\$ 59,139
34	Lenoir City	Loudon	\$ 59,007
35	Loudon County	Loudon	\$ 58,966
36	Clinton	Anderson	\$ 58,454
37	Dyersburg	Dyer	\$ 58,370
38	Rogersville	Hawkins	\$ 58,054
39	Tipton County	Tipton	\$ 57,455
40	Robertson County	Robertson	\$ 57,348
41	Paris SSD	Henry	\$ 57,165
42	Bedford County	Bedford	\$ 57,099
43	Roane County	Roane	\$ 57,096
44	Henry County	Henry	\$ 56,823
45	Greeneville	Greene	\$ 56,419
46	Sumner County	Sumner	\$ 56,264
47	Marshall County	Marshall	\$ 56,255
48	Fayetteville	Lewis	\$ 56,025
49	Dayton	Rhea	\$ 55,945
50	Etowah	McMinn	\$ 55,917

Rank	District Name	County	Salary
51	Mauzy County	Mauzy	\$ 55,839
52	Bledsoe County	Bledsoe	\$ 55,739
53	Madison County	Madison	\$ 55,520
54	Sweetwater	Monroe	\$ 55,484
55	Dyer County	Dyer	\$ 55,357
56	Anderson County	Anderson	\$ 55,281
57	Melgs County	Melgs	\$ 54,660
58	Union City	Oblon	\$ 54,510
59	Coffee County	Coffee	\$ 54,485
60	McMinn County	McMinn	\$ 54,455
61	Huntingdon SSD	Carroll	\$ 54,283
62	Stewart County	Stewart	\$ 54,248
63	Polk County	Polk	\$ 54,075
64	Franklin County	Franklin	\$ 54,062
65	Cannon County	Cannon	\$ 54,055
66	White County	White	\$ 53,765
67	Dickson County	Dickson	\$ 53,748
68	Washington County	Washington	\$ 53,616
69	Monroe County	Monroe	\$ 53,547
70	Elizabethton	Carter	\$ 53,531
71	Lauderdale County	Lauderdale	\$ 53,455
72	Campbell County	Campbell	\$ 53,442
73	Bells City	Crockett	\$ 53,300
74	Houston County	Houston	\$ 53,228
75	Weakley County	Weakley	\$ 53,170
76	Jefferson County	Jefferson	\$ 53,067
77	Gibson Co SSD	Gibson	\$ 53,004
78	Humboldt	Gibson	\$ 52,674
79	Lawrence County	Lawrence	\$ 52,551
80	Cheatham County	Cheatham	\$ 52,528
81	Warren County	Warren	\$ 52,426
82	Oblon County	Oblon	\$ 52,380
83	Greene County	Greene	\$ 52,360
84	Newport	Cocke	\$ 52,350
85	Lewis County	Lewis	\$ 52,333
86	McKenzie SSD	Carroll	\$ 52,315
87	Hardeman County	Hardeman	\$ 52,226
88	Marion County	Marion	\$ 52,225
89	A.C. York Institute-SSS	Fentress	\$ 52,190
90	Carroll County	Carroll	\$ 52,144
91	South Carroll SSD	Carroll	\$ 51,981
92	Sullivan County	Sullivan	\$ 51,898
93	Crockett County	Crockett	\$ 51,675
94	Cocke County	Cocke	\$ 51,560
95	Lexington	Henderson	\$ 51,400
96	Perry County	Perry	\$ 51,368
97	Henderson County	Henderson	\$ 51,248
98	Milan SSD	Gibson	\$ 51,200
99	McNairy County	McNairy	\$ 51,195
100	Benton County	Benton	\$ 51,103

Rank	District Name	County	Salary
101	Giles County	Giles	\$ 50,940
102	Pickett County	Pickett	\$ 50,940
103	Macon County	Macon	\$ 50,905
104	Claiborne County	Claiborne	\$ 50,758
105	Decatur County	Decatur	\$ 50,624
106	Cumberland County	Cumberland	\$ 50,618
107	Trenton SSD	Gibson	\$ 50,500
108	H-Rock-Bruceston SSD	Carroll	\$ 50,437
109	West Carroll SSD	Carroll	\$ 50,395
110	Onelda SSD	Scott	\$ 50,386
111	Wayne County	Wayne	\$ 50,309
112	Hawkins County	Hawkins	\$ 50,283
113	Bradford SSD	Gibson	\$ 50,186
114	Union County	Union	\$ 50,157
115	Fayette County	Fayette	\$ 49,915
116	Humphreys County	Humphreys	\$ 49,863
117	DeKalb County	DeKalb	\$ 49,859
118	Clay County	Clay	\$ 49,698
119	Unicoi County	Unicoi	\$ 49,616
120	Morgan County	Morgan	\$ 49,539
121	Richard City SSD	Marion	\$ 49,520
122	Van Buren County	Van Buren	\$ 49,370
123	Hickman County	Hickman	\$ 49,100
124	Grainger County	Grainger	\$ 49,070
125	Scott County	Scott	\$ 49,030
126	Haywood County	Haywood	\$ 48,980
127	Hardin County	Hardin	\$ 48,871
128	Jackson County	Jackson	\$ 48,844
129	Lake County	Lake	\$ 48,760
130	Fentress County	Fentress	\$ 48,493
131	Lincoln County	Lincoln	\$ 48,321
132	Smith County	Smith	\$ 48,321
133	Hancock County	Hancock	\$ 48,259
134	Carter County	Carter	\$ 48,241
135	Grundy County	Grundy	\$ 47,029
136	Overton County	Overton	\$ 46,615
137	TN State Minimum Achievement School District	Shelby	n/a
0	Alamo	Crockett	n/a
0	Chester County	Chester	n/a
0	Johnson County	Johnson	n/a
0	Kingsport	Sullivan	n/a
0	Lakeland	Shelby	n/a
0	Millington	Shelby	n/a
0	Shelby County	Shelby	n/a
0	Trousdale County	Trousdale	n/a
0	Wilson County	Wilson	n/a
Mean:			\$ 55,232

\*provided by school district

Compiled on: 7/9/2019

Tennessee School Districts

2018-19 Scheduled Salary Ranking  
Master's Degree Average

Rank	District Name	County	Salary
1	Johnson City	Washington	\$ 60,312
2	Oak Ridge	Anderson	\$ 60,085
3	Maryville	Blount	\$ 59,635
4	TN School for the Blind-SSS	Davidson	\$ 58,925
5	Franklin SSD	Williamson	\$ 58,253
6	Murfreesboro	Rutherford	\$ 57,907
7	Alcoa	Blount	\$ 57,846
8	Arlington	Shelby	\$ 57,078
9	Bartlett	Shelby	\$ 56,479
10	Collerville	Shelby	\$ 56,479
11	Bristol	Sullivan	\$ 55,900
12	Montgomery County	Montgomery	\$ 55,728
13	Germantown	Shelby	\$ 55,568
14	Hamilton County	Hamilton	\$ 55,495
15	Cleveland	Bradley	\$ 55,290
16	Lebanon SSD	Wilson	\$ 55,249
17	Davidson County	Davidson	\$ 54,170
18	Rutherford County	Rutherford	\$ 54,124
19	Athens	McMinn	\$ 54,004
20	Bradley County	Bradley	\$ 53,639
21	Etawah	McMinn	\$ 53,394
22	Lenoir City	Loudon	\$ 53,351
23	Manchester	Coffee	\$ 53,013
24	Sevier County	Sevier	\$ 52,595
25	Fayetteville	Lewis	\$ 52,325
26	West TN School for the Deaf-SSS	Madison	\$ 52,259
27	Hamblen County	Hamblen	\$ 52,004
28	Paris SSD	Henry	\$ 51,849
29	Bedford County	Bedford	\$ 51,295
30	TN School for the Deaf-SSS	Knox	\$ 51,272
31	Dayton	Rhea	\$ 50,979
32	Tulahoma	Coffee	\$ 50,954
33	Putnam County*	Putnam	\$ 50,891
34	Tipton County	Tipton	\$ 50,854
35	Rogersville	Hawkins	\$ 50,717
36	Blount County	Blount	\$ 50,413
37	Rhea County	Rhea	\$ 50,400
38	Moore County	Moore	\$ 50,346
39	Dickson County	Dickson	\$ 50,202
40	Polk County	Polk	\$ 49,941
41	Sequatchie County	Sequatchie	\$ 49,904
42	Loudon County	Loudon	\$ 49,821
43	Marshall County	Marshall	\$ 49,816
44	Roane County	Roane	\$ 49,814
45	Knox County	Knox	\$ 49,777
46	Dyer County	Dyer	\$ 49,761
47	Dyersburg	Dyer	\$ 49,761
48	McMinn County	McMinn	\$ 49,732
49	Greeneville	Greene	\$ 49,572
50	Bledsoe County	Bledsoe	\$ 49,566

Rank	District Name	County	Salary
51	Henry County	Henry	\$ 49,539
52	Meligs County	Meligs	\$ 49,459
53	Clinton	Anderson	\$ 49,372
54	Robertson County	Robertson	\$ 49,317
55	Anderson County	Anderson	\$ 49,276
56	Maury County	Maury	\$ 49,174
57	Union City	Oblon	\$ 49,126
58	White County	White	\$ 49,024
59	Washington County	Washington	\$ 48,924
60	Sweetwater	Monroe	\$ 48,771
61	Coffee County	Coffee	\$ 48,704
62	Huntingdon SSD	Carroll	\$ 48,567
63	Gibson Co SSD	Gibson	\$ 48,464
64	Williamson County	Williamson	\$ 48,459
65	Houston County	Houston	\$ 48,267
66	Sullivan County	Sullivan	\$ 47,819
67	Warren County	Warren	\$ 47,741
68	Campbell County	Campbell	\$ 47,668
69	Perry County	Perry	\$ 47,650
70	A.C. York Institute-SSS	Fentress	\$ 47,624
71	Marion County	Marion	\$ 47,618
72	Lauderdale County	Lauderdale	\$ 47,361
73	Greene County	Greene	\$ 47,351
74	Elizabethton	Carter	\$ 47,349
75	Humboldt	Gibson	\$ 47,275
76	Stewart County	Stewart	\$ 47,274
77	Cocke County	Cocke	\$ 47,270
78	Carroll County	Carroll	\$ 47,180
79	Franklin County	Franklin	\$ 47,174
80	Henderson County	Henderson	\$ 47,153
81	Lexington	Henderson	\$ 47,045
82	Madison County	Madison	\$ 47,020
83	Lawrence County	Lawrence	\$ 46,945
84	Oblon County	Oblon	\$ 46,734
85	McKenzie SSD	Carroll	\$ 46,695
86	South Carroll SSD	Carroll	\$ 46,634
87	Lewis County	Lewis	\$ 46,618
88	Monroe County	Monroe	\$ 46,613
89	Benton County	Benton	\$ 46,572
90	Hawkins County	Hawkins	\$ 46,563
91	Bells City	Crockett	\$ 46,438
92	Macon County	Macon	\$ 46,425
93	DeKalb County	DeKalb	\$ 46,382
94	Weakley County	Weakley	\$ 46,230
95	Cannon County	Cannon	\$ 46,126
96	Cumberland County	Cumberland	\$ 46,074
97	Cheatham County	Cheatham	\$ 46,052
98	Hickman County	Hickman	\$ 46,050
99	Newport	Cocke	\$ 46,013
100	Sumner County	Sumner	\$ 45,993

Rank	District Name	County	Salary
101	Fayette County	Fayette	\$ 45,973
102	Hardeman County	Hardeman	\$ 45,921
103	Richard City SSD	Marion	\$ 45,847
104	Humphreys County	Humphreys	\$ 45,687
105	Decatur County	Decatur	\$ 45,597
106	Trenton SSD	Gibson	\$ 45,516
107	Unicoi County	Unicoi	\$ 45,474
108	Oneida SSD	Scott	\$ 45,470
109	Milan SSD	Gibson	\$ 45,453
110	Jefferson County	Jefferson	\$ 45,438
111	Giles County	Giles	\$ 45,429
112	McNairy County	McNairy	\$ 45,222
113	Crockett County	Crockett	\$ 45,216
114	H-Rock-Bruceston SSD	Carroll	\$ 45,189
115	Jackson County	Jackson	\$ 45,139
116	Claiborne County	Claiborne	\$ 45,036
117	Lincoln County	Lincoln	\$ 44,982
118	Union County	Union	\$ 44,954
119	West Carroll SSD	Carroll	\$ 44,939
120	Morgan County	Morgan	\$ 44,836
121	Fentress County	Fentress	\$ 44,829
122	Bradford SSD	Gibson	\$ 44,818
123	Pickett County	Pickett	\$ 44,816
124	Wayne County	Wayne	\$ 44,754
125	Scott County	Scott	\$ 44,554
126	Clay County	Clay	\$ 44,430
127	Smith County	Smith	\$ 44,415
128	Van Buren County	Van Buren	\$ 44,213
129	Lake County	Lake	\$ 44,205
130	Grainger County	Grainger	\$ 43,983
131	Carter County	Carter	\$ 43,706
132	Hardin County	Hardin	\$ 43,705
133	Haywood County	Haywood	\$ 43,663
134	Hancock County	Hancock	\$ 43,583
135	Grundy County	Grundy	\$ 43,260
136	Overton County	Overton	\$ 43,203
137	TN State Minimum Achievement School District	Shelby	n/a
0	Alamo	Crockett	n/a
0	Chester County	Chester	n/a
0	Johnson County	Johnson	n/a
0	Kingsport	Sullivan	n/a
0	Lakeland	Shelby	n/a
0	Millington	Shelby	n/a
0	Shelby County	Shelby	n/a
0	Trousdale County	Trousdale	n/a
0	Wilson County	Wilson	n/a
Mean:			\$ 48,829

\*provided by school district

Compiled on: 7/9/2019

3/13/2020

## 72610-166 Custodial Personnel Summary

Paygrade	Years Exp	Name	FTE	Hours	Rate	Annual Salary
3	20	Rodney Nelson	0.75	1560	\$ 11.66	\$ 18,190
3	8	Brenda Gowins	0.75	1560	\$ 10.28	\$ 16,037
3	22	Patsy Stem	1	2080	\$ 11.89	\$ 24,731
3	2	Natalie Rodriguez	1	2080	\$ 9.44	\$ 19,635
3	27	Wayne Brown	1	2080	\$ 12.50	\$ 26,000
3	4	Daniele Venable	1	2080	\$ 9.71	\$ 20,197
3	1	Michael Scheidler	1	2080	\$ 9.31	\$ 19,365
3	8	Veronica Adcock	1	2080	\$ 10.28	\$ 21,382
3	2	Ermetta Dobyns	1	2080	\$ 9.44	\$ 19,635
3	20	Debbie Ross	1	2080	\$ 11.66	\$ 24,253
3	4	Betty Lewis	1	2080	\$ 9.71	\$ 20,197
3	17	Sybil Scott	0.5	1040	\$ 11.32	\$ 11,773
5	10	Michelle Bauman	1	2080	\$ 11.32	\$ 23,546
3	0	Cassidy Cook	0.5	1040	\$ 9.18	\$ 9,547
3	5	Douglas Heywood	1	2080	\$ 9.85	\$ 20,488
3	3	Pam Davis	1	2080	\$ 9.58	\$ 19,926
3	3	Robert Hatfield	0.5	1040	\$ 9.58	\$ 9,963
3	6	John Rouse	1	2080	\$ 9.92	\$ 20,634
3	5	Open	0.75	1560	\$ 9.85	\$ 15,366
3	4	Carolyn Lynch	1	2080	\$ 9.71	\$ 20,197
3	3	Josh Smith	1	2080	\$ 9.58	\$ 19,926
3	0	Mayalayna Philpot	0.5	1040	\$ 9.18	\$ 9,547
3	3	Tameka Ransom	0.5	1040	\$ 9.58	\$ 9,963
3	4	Jimmy Pruitt	1	2080	\$ 9.71	\$ 20,197
3	11	Kenneth Lamb	1	2080	\$ 10.66	\$ 22,173
3	3	Glenda Harrell	1	2080	\$ 9.58	\$ 19,926
3	9	Rita Bates	1	2080	\$ 10.41	\$ 21,653
3	3	Bridgette Swafford	0.5	1040	\$ 9.58	\$ 9,963
3	12	Linda Clark	1	2080	\$ 10.77	\$ 22,402
3	6	Amy Waid	1	2080	\$ 9.92	\$ 20,634
3	5	Donna Johnson	1	2080	\$ 9.85	\$ 20,488
3	3	Justin Duke	0.5	1040	\$ 9.58	\$ 9,963
3	2	Ashlee Dunn	1	2080	\$ 9.44	\$ 19,635
3	7	Frank Locke	1	2080	\$ 10.12	\$ 21,050
3	4	Kasey Gunn	1	2080	\$ 9.71	\$ 20,197
3	18	Open	1	2080	\$ 11.43	\$ 23,774
3	3	Misty Snoddy	0.5	1040	\$ 9.58	\$ 9,963
7	1	Zachery Tucker	1	2080	\$ 9.48	\$ 19,718
3	2	Open	1	2080	\$ 9.44	\$ 19,635
3	25	James Henry	1	2080	\$ 12.25	\$ 25,480
3	3	Lucy Walls	1	2080	\$ 9.58	\$ 19,926
3	8	Open	1	2080	\$ 10.26	\$ 21,341
3	2	Open	1	2080	\$ 9.44	\$ 19,635
3	6	Open	1	2080	\$ 9.92	\$ 20,634
3	2	Open	1	2080	\$ 9.44	\$ 19,635
3	6	Open	1	2080	\$ 9.92	\$ 20,634
3	1	Sashay Hill	1	2080	\$ 9.31	\$ 19,365
3	3	Kimberly Moore	1	2080	\$ 9.58	\$ 19,926
3	5	Open	1	2080	\$ 9.61	\$ 19,989
3	5	Open	1	2080	\$ 9.61	\$ 19,989
3	3	Sandra Taylor	0.5	1040	\$ 9.58	\$ 9,963
5	6	Open	1	2080	\$ 10.73	\$ 22,318
5	3	Kimberly Locker	1	2080	\$ 10.31	\$ 21,445
5	8	Vicki Stallins	1	2080	\$ 11.02	\$ 22,922

5	3	Linda Kay Handy	1	2080	\$ 10.31	\$ 21,445
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<b>Paygrade</b>	<b>Years Exp</b>	<b>Name</b>	<b>FTE</b>	<b>Hours</b>	<b>Rate</b>	<b>Annual Salary</b>
5	5	Melissa Patterson	1	2080	\$ 10.59	\$ 22,027
5	16	Scott Parsons	1	2080	\$ 12.02	\$ 25,002
12	11	Bobbie Woolbright	1	2080	\$ 13.98	\$ 29,078
12	6	Michelle Swing	1	2080	\$ 12.95	\$ 26,936
12	27	Regina Bomar	1	2080	\$ 16.37	\$ 34,050
12	24	Lisa Shelby	1	2080	\$ 15.89	\$ 33,051
12	19	Carolyn Comacho	1	2080	\$ 15.12	\$ 31,450
12	12	William Foster	1	2080	\$ 14.10	\$ 29,328
12	23	Tonya Reynolds	1	2080	\$ 15.73	\$ 32,718
12	12	Robert Reynolds	1	2080	\$ 14.10	\$ 29,328
16	6	Esmirelda Ledesma	1	2080	\$ 12.95	\$ 26,936
<b>Average Hourly Rate</b>			<b>10.57</b>			
<b>Total Salaries</b>			<b>\$ 1,366,420</b>	<b>Total FTE's</b>	<b>60.75</b>	

Indicates a current open position

Indicates a position that has been filled as least once since July 1st.



# OPEN POSITIONS LISTING

10/7/1998

East Lake Rec Cent	Cooper	ft	<b>open</b>	8
East Ridge High	Cooper	PT	<b>open</b>	5
East Ridge High	Cooper	PT	<b>open</b>	5

Red Bank Elementary	McClure	PT	open	5
Red Bank High	McClure	LC	<b>open</b>	8
Red Bank High	McClure	PT	<b>OPEN</b>	5

Chattanooga Sch. Lili	Schreane	FTE	open	8
East Brainerd Elementary	Schreane	PT	<b>open</b>	4
Hunter Middle	Schreane	PTE	<b>open</b>	4
Ooltewah High	Schreane	PT	<b>open</b>	4
Wallace Smith Elementary	Schreane	FT	<b>open</b>	8

**CUSTODIAL/GROUNDS PAYROLL SUMMARY SHEET**

**UPDATTED 10-7-98**

**OJI REPORT**

<b>oji</b>	<b>AARON, RUSSELL</b>
<b>oji</b>	<b>ERVIN, DWANE</b>
<b>oji</b>	<b>GREEN, RAYMOND</b>
<b>oji</b>	<b>HALL, WILMA</b>
<b>oji</b>	<b>PRICE, KEN</b>
<b>oji</b>	<b>SMITH, WAYNE</b>
<b>oji</b>	<b>BANKS, TONY</b>

**10/6/1998**

SCHOOL	9/15/1998		
COOPER GROUP		JD	NAME
21st Century	BLDG TTL		
21st Century	Cooper	HC	Mapp, Vic
21st Century	Cooper	LC	Hatcher, Bobby
21st Century	Cooper	FT	Sims, Henry
21st Century	Cooper	PT	Roller, Tonya
Brainerd High	BLDG TTL		
Brainerd High	Cooper	HC	Ricketts, Mary
Brainerd High	Cooper	LC	Kimbrough, Willie
Brainerd High	Cooper	FT	Burton, Alinda
Brainerd High	Cooper	FT	Holloway, Carlethia
Brainerd High	Cooper	PT	Lanier, Jumaane
Brainerd High	Cooper	PT	Gillispie, Marian
Calvin Donaldson El	BLDG TTL		
Calvin Donaldson El	Cooper	HC	Matthews, Grady
Calvin Donaldson El	Cooper	LC	Bell, Dorothy
Calvin Donaldson El	Cooper	FT	Belcher, Alan
Calvin Donaldson El	Cooper	FT SPLIT)	Cotton, Donetta
City Office Complex	BLDG TTL		
City Office Complex	Cooper	HC	James, Ronald
City Office Complex	Cooper	FT SPLIT)	Cotton, Donetta
Clifton Hills Element	BLDG TTL		
Clifton Hills Element	Cooper	HC	Williams, Greg
Clifton Hills Element	Cooper	LC	Watkins, Johnnie
Clifton Hills Element	Cooper	FT	Fitch, James
Dalewood Middle	BLDG TTL		
Dalewood Middle	Cooper	HC	Harper, Joyce

Dalewood Middle	Cooper	LC	Parham, James
Dalewood Middle	Cooper	FTE	Jackson, Rosie
Dalewood Middle	Cooper	PT	Pearson, Nathaniel

East Lake Middle BLDG TTL

East Lake Middle	Cooper	HC	Garner, Bill
East Lake Middle	Cooper	LC	Milligan, Charles
East Lake Middle	Cooper	DC	Owens, Phillip

East Lake Rec Cent	Cooper	ft	<b>open</b>
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East Ridge Elementa BLDG TTL

East Ridge Elementa	Cooper	HC	OJI(AARON)
East Ridge Elementa	Cooper	FT	Stroud, Donna

East Ridge High BLDG TTL

East Ridge High	Cooper	HC	Mayweather, Willie
East Ridge High	Cooper	LC	Bonner, Ronald
East Ridge High	Cooper	FT	Adams, James
East Ridge High	Cooper	FT	Robinson, Pauletter
East Ridge High	Cooper	PT	<b>open</b>
East Ridge High	Cooper	PT	Harris, Priscilla
East Ridge High	Cooper	PT	<b>open</b>

East Ridge Middle BLDG TTL

East Ridge Middle	Cooper	HC	Aaron, Russell
East Ridge Middle	Cooper	LC	Jennings, Tommy
East Ridge Middle	Cooper	PTE	Johnson, Charlotte
East Ridge Middle	Cooper	PTE	Johnson, Ryan

East Side Elementary BLDG TTL

East Side Elementary	Cooper	HC(N)	Emmons, Stonewall
East Side Elementary	Cooper	LC(D)	Wade, Johnnie
East Side Elementary	Cooper	FT	Jenkins, Kervin
East Side Elementary	Cooper	FT	Wilcox, Helen

Franklin Middle BLDG TTL

Franklin Middle	Cooper	HC	Evans, Chico
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Franklin Middle	Cooper	LC	McIntyre, Earl
Franklin Middle	Cooper	FT	Davis, Vera
Franklin Middle	Cooper	FT	Satterwhite, Yolanda

Henry Barger Elemei BLDG TTL

Henry Barger Elemei	Cooper	HC	Toney, Alice
Henry Barger Elemei	Cooper	PT	Williams, Roy
Henry Barger Elemei	Cooper	PT	Toney, Sequoinia

Howard Elementary BLDG TTL

Howard Elementary	Cooper	HC	Baynes, Nora
Howard Elementary	Cooper	LC	White, Kendricks
Howard Elementary	Cooper	PT	Richardson, Pat

Howard High BLDG TTL

Howard High	Cooper	HC	Postell, Sanders
Howard High	Cooper	LC	Shoulders, Karen
Howard High	Cooper	FTE	Overton, Irvin
Howard High	Cooper	FTE	Anderson, Mary
Howard High	Cooper	FTE	Shropshire, Deloris
Howard High	Cooper	PTE	Baker, Sonya
Howard High	Cooper	PTE	Brewer, Monte
Howard High	Cooper	PTE	Thomas, Wilton

Lookout Mtn. Elem. BLDG TTL

Lookout Mtn. Elem.	Cooper	HC	Parker, Rebeca
Lookout Mtn. Elem.	Cooper	LC	Parker, Margie
Lookout Mtn. Elem.	Cooper	PT	Parker, Jane

Lookout Valley Elem BLDG TTL

Lookout Valley Elem	Cooper	HC	Johnson, Paul
Lookout Valley Elem	Cooper	LC	Byrd, Chantay
Lookout Valley Elem	Cooper	PT	Sherrell, Walter

Lookout Valley High BLDG TTL

Lookout Valley High	Cooper	HC	Johnson, James
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Lookout Valley High	Cooper	LC	Hurst, Thomas
Lookout Valley High	Cooper	FT	McKinley, Mable
Lookout Valley High	Cooper	FT	McNabb, Vickie

**McBrien Elementary BLDG TTL**

McBrien Elementary	Cooper	HC	Mangrum, Rosetta
McBrien Elementary	Cooper	FT	Bullard, Ronnie
McBrien Elementary	Cooper	PT	Jennings, Al Vertus

**Piney Woods BLDG TTL**

Piney Woods	Cooper	HC	Russell, Winifred
Piney Woods	Cooper	FT	Allen, Scott

**Spring Creek Elem. BLDG TTL**

Spring Creek Elem.	Cooper	HC	McKamey, Calvin
Spring Creek Elem.	Cooper	LC	Bell, Pat
Spring Creek Elem.	Cooper	FT	Cronnon, Phyllis

**Woodmore Elementa BLDG TTL**

Woodmore Elementa	Cooper	HC	Strong, Doris
Woodmore Elementa	Cooper	LC	Brown, Vinson
Woodmore Elementa	Cooper	FT	Christopher, Christine

**COOPER REQUIRED STAFFING**

FLOAT STAFF	Cooper	fs	O'Kelly, Evon
FLOAT STAFF	Cooper	fs	Hester, Jack
FLOAT STAFF	Cooper	fs	Ashley, Willie

10/6/1998

**SCHOOL**

**MCCLURE GROUP 8/26/1998 JD NAME**

Alpine Crest Elemen	McClure	HC	Holloway, Gerald
Alpine Crest Elemen	McClure	FT	Cox, Billy

**Bachman Elementary BLDG TTL**

Bachman Elementary	McClure	HC	Ott, Leslie
Bachman Elementary	McClure	PTE	Chadwick, Janice

Chatt. Sch. Arts & Sc BLDG TTL

Chatt. Sch. Arts & Sc McClure	HE	Barron, Lunnell
Chatt. Sch. Arts & Sc McClure	LC	Jackson, Gerald
Chatt. Sch. Arts & Sc McClure	FT	Perkins, Arthur
Chatt. Sch. Arts & Sc McClure	FT	Gladden, Lonnie
Chatt. Sch. Arts & Sc McClure	LC	Howie, Olin
Chatt. Sch. Arts & Sc McClure	PT	Craft, Robbie
Chatt. Sch. Arts & Sc McClure	PT	Wasson, Rhonda
Chatt. Sch. Arts & Sc McClure	PT	Suttles, Doris
Chatt. Sch. Arts & Sc McClure	PT	Ferron, Cora Lee

Chattanooga High BLDG TTL

Chattanooga High McClure	HC	McCrary, George
Chattanooga High McClure	LC	Whitefield, Leon
Chattanooga High McClure	FT	McGee, Michael
Chattanooga High McClure	FT	Hughley, Glenda
Chattanooga High McClure	PT	Swann, Cary
Chattanooga High McClure	PT	Manghane, Denitra

Chattanooga Middle BLDG TTL

Chattanooga Middle McClure	HC	Wheeler, George
Chattanooga Middle McClure	LC	Sampson, Georgia
Chattanooga Middle McClure	FT	<b>OJI (GREEN)</b>
Chattanooga Middle McClure	PT	McCrary, Alice

Falling Water Elemer BLDG TTL

Falling Water Elemer McClure	HC	Wilkey, Richard
Falling Water Elemer McClure	FT	Smart, Grady

Garber Elementary BLDG TTL

Garber Elementary McClure	HC	Dyer, David
Garber Elementary McClure	LC	Gate, Christopher
Garber Elementary McClure	PT	Phinazee, Jacqueline

Hardy Elementary BLDG TTL

Hardy Elementary McClure	HC	Hill, Yolanda
Hardy Elementary McClure	LC	Ammons, Edward
Hardy Elementary McClure	FT	Rogers, Tommie
Hardy Elementary McClure	PT	Strickland, Herschel

Normal Park BLDG TTL

Normal Park	McClure	HC	Jackson, Jason
Normal Park	McClure	FT	Williams, Felecia
Normal Park	McClure	PT	Wilkes, Andre

Orchard Knob Eleme BLDG TTL

Orchard Knob Eleme	McClure	HC	Sanders, Anthony
Orchard Knob Eleme	McClure	LC	Thomas, Jacqueline
Orchard Knob Eleme	McClure	FT	Ward, Thomas J
Orchard Knob Eleme	McClure	PT	Smith, James

Orchard Knob Middl BLDG TTL

Orchard Knob Middl	McClure	HC	Rivers, Ulysses
Orchard Knob Middl	McClure	LC	Johnson, Verdis
Orchard Knob Middl	McClure	FT	McGowen, Nathaniel
Orchard Knob Middl	McClure	FT	Dupree, Erlene

Red Bank Elementar BLDG TTL

Red Bank Elementar	McClure	HC	Hicks, Brenda
Red Bank Elementar	McClure	PT	open
Red Bank Elementar	McClure	PT	Henderson, Jerry

Red Bank High BLDG TTL

Red Bank High	McClure	HC	Ward, Jeff
Red Bank High	McClure	LC	<b>open</b>
Red Bank High	McClure	FT	Ward, Sandra
Red Bank High	McClure	FT	Hale, Don
Red Bank High	McClure	FT	Patterson, Mark
Red Bank High	McClure	PT	Dobbs, Charlene
Red Bank High	McClure	PT	Walker, Lisa
Red Bank High	McClure	PT	<b>OPEN</b>

Red Bank Middle BLDG TTL

Red Bank Middle	McClure	HC	Jackson, Robert
Red Bank Middle	McClure	FT	Bridgeman, Ronnie
Red Bank Middle	McClure	FT	Smith, Charlotte
Red Bank Middle	McClure	PT	Smith, Robert David
Red Bank Middle	McClure	PT	Robinson, Walter
Red Bank Middle	McClure	PT	Jerry Henderson

Signal Mountain Eler BLDG TTL

Signal Mountain Eler McClure HC Reed, Allen  
 Signal Mountain Eler McClure PT Reed, Belinda

Signal Mountain Mid BLDG TTL

Signal Mountain Mid McClure HC Nix, Jeff  
 Signal Mountain Mid McClure LC Baggett, Carolyn  
 Signal Mountain Mid McClure PT Baggett, Billy

Thrasher Elementary BLDG TTL

Thrasher Elementary McClure HC Dyer, Roxanne  
 Thrasher Elementary McClure LC Reed, Daniel  
 Thrasher Elementary McClure PT Spangler, Peggy

White Oak Elementar BLDG TTL

White Oak Elementar McClure HC Smith, James E.  
 White Oak Elementar McClure FT Layne, Lisa

**MCCLURE REQUIRED STAFF**

FLOAT STAFF McClure even Busch, Tevia  
 FLOAT STAFF McClure day Dossett, Deborah  
 FLOAT STAFF McClure even Layne, Billy Ray  
 FLOAT STAFF McClure even Smith, Cassandra

10/6/1998

SCHOOL

REYES GROUP	9/16/1998	JD	NAME
Allen Elementary	BLDG TTL		
Allen Elementary	Reyes	HC	Maynor, Donald
Allen Elementary	Reyes	PT Split)	McFarland, Raymond
Allen Elementary	Reyes	PT	Smith, Debra

Big Ridge Elementar BLDG TTL

Big Ridge Elementar Reyes HC Ables, Tom

Big Ridge Elementar Reyes LC Smith, Violet  
Big Ridge Elementar Reyes FT Kerns, Faynett

Daisy Elementary BLDG TTL

Daisy Elementary Reyes HC Johnson, Carlos  
Daisy Elementary Reyes LC Neal, Billie Jean  
Daisy Elementary Reyes PT Sutton, Carolyn

Dupont Elementary BLDG TTL

Dupont Elementary Reyes HC Harvey, Gretchen  
Dupont Elementary Reyes FT Broadwell, Diana

Ganns-Middle Valley BLDG TTL

Ganns-Middle Valley Reyes HC Davis, Johnny  
Ganns-Middle Valley Reyes LC Ward, Bobby  
Ganns-Middle Valley Reyes FT Nelson, Charles  
Reyes Ernst, Lena

Hillcrest Elementary BLDG TTL

Hillcrest Elementary Reyes HC Drew, Matthew  
Hillcrest Elementary Reyes LC White, Melvin  
Reyes PT Gray, Helen

Hixson Elementary BLDG TTL

Hixson Elementary Reyes HC Petty, Sam  
Hixson Elementary Reyes LC Handley, Sandra  
Hixson Elementary Reyes FT Brown, James

Hixson High BLDG TTL

Hixson High Reyes HC London, Brenda  
Hixson High Reyes LC Marler, Larry  
Hixson High Reyes FT Russell, Larry  
Hixson High Reyes FT Neal, Billie  
Hixson High Reyes FT Bice, David  
Hixson High Reyes PT London, Robin  
Hixson High Reyes PT SPLIT Taylor, Gwyn

Hixson Middle BLDG TTL

Hixson Middle Reyes HC Anderson, Greg  
Hixson Middle Reyes LC Dwight, Gerald  
Hixson Middle Reyes FT Sampson, William

Hixson Middle	Reyes	FT	Butler, Ronnie
Hixson Middle	Reyes	Pt(split)	Goins, Grossolina
Hixson Middle	Reyes	PT	Chapman, Edward

**Loftis Middle** BLDG TTL

Loftis Middle	Reyes	HC	Higenbottom, Jewell
Loftis Middle	Reyes	LC	Smith, Rebecca
Loftis Middle	Reyes	FT	Dunn, Karen
Loftis Middle	Reyes	FT	Hindman, Stacy
Loftis Middle	Reyes	PT	Hankins, John
Loftis Middle	Reyes	PT	Hankins, Karen

**McConnell Elementa** BLDG TTL

McConnell Elementa	Reyes	HC	Jenkins, Don
McConnell Elementa	Reyes	LC	Higenbottom, Norma
McConnell Elementa	Reyes	FT	Dobbs, Amanda

**N. Hamilton Cnty Ele** BLDG TTL

N. Hamilton Cnty Ele	Reyes	HC	Sims, Brenda
N. Hamilton Cnty Ele	Reyes	LC	Sneed, Cheryl
N. Hamilton Cnty Ele	Reyes	FT split	Hudges, Jamie

**Rivermont Elementa** BLDG TTL

Rivermont Elementa	Reyes	HC	Hoodenpyle, Robert
Rivermont Elementa	Reyes	LC	Brady, Shirley
Rivermont Elementa	Reyes	PT SPIT	Taylor, Gwendolyn

**Sale Creek** BLDG TTL

Sale Creek	Reyes	HC	Johnson, Edwin
Sale Creek	Reyes	FT Split	Hughes, Jamie

**Sequoyah Voc. Cent** BLDG TTL

Sequoyah Voc. Cent	Reyes	HC	Sims, Riley
Sequoyah Voc. Cent	Reyes	LC	Johnson, Rita
Sequoyah Voc. Cent	Reyes	FT	Wallin, John
Sequoyah Voc. Cent	Reyes	PT(split)	McFarland, Raymond

**Soddy Daisy High** BLDG TTL

Soddy Daisy High	Reyes	HC	Langham, Johnny
Soddy Daisy High	Reyes	LC	Reed, Herbert

Soddy Daisy High	Reyes	FT	Talaska, Robert
Soddy Daisy High	Reyes	FT	Kerns, John
Soddy Daisy High	Reyes	FT	McCoy, June
Soddy Daisy High	Reyes	PT	Goins, Grossolina

Soddy Daisy Middle BLDG TTL

Soddy Daisy Middle	Reyes	HC	Conner, James
Soddy Daisy Middle	Reyes	LC	Self, Felix
Soddy Daisy Middle	Reyes	FT	Brock, Herbert
Soddy Daisy Middle	Reyes	PT	Ables, Bobby

Soddy Elementary BLDG TTL

Soddy Elementary	Reyes	HC	Skiles, Archie
Soddy Elementary	Reyes	LC	Brooks, Chris
Soddy Elementary	Reyes	FT	Skiles, Nellie

REYES REQUIRED STAFF

FLOAT STAFF	Reyes	day	Perkins, Anthony
FLOAT STAFF	Reyes	day	Clay, Claudell
FLOAT STAFF	Reyes	even	Ricketts, Linda
FLOAT STAFF	Reyes	day	Varner, Stephen

10/6/1998

SCHOOL

SCHREANE GROUP	9/14/1998	JD	NAME
Alternative School	BLDG TTL	HC	Milligan, Savannah
Alternative School	Schreane	FT SPLIT	Bowers, Brian
Apison Elementary	BLDG TTL	HC	Smith, Deborah
Apison Elementary	Schreane	PT SPLIT	Nunn, Sid
Bess T. Shepherd	BLDG TTL		
Bess T. Shepherd	Schreane	HC	Pierce, Frank

Bess T. Shepherd	Schreane	LC	<b>OJI (Banks)</b>
Bess T. Shepherd	Schreane	PT	Nelms, Howard
<b>Birchwood School</b>	BLDG	TTL	
Birchwood School	Schreane	HC	Wright, Linda
Birchwood School	Schreane	FT	Kelly, Kristy
<b>Brown Middle</b>	BLDG	TTL	
Brown Middle	Schreane	HC	Blair, David
Brown Middle	Schreane	LC	Hicks, Sandra
Brown Middle	Schreane	FT	Williams, Juanita
<b>Central High</b>	BLDG	TTL	
Central High	Schreane	HC	Massingill, Arthur
Central High	Schreane	LC	Phillips, Edna
Central High	Schreane	FTE	Secrest, Charles
Central High	Schreane	FT	MILLHOUSE, Marcus
Central High	Schreane	PTE	Simmons, Sharron
<b>Chattanooga Sch. Li</b>	BLDG	TTL	
Chattanooga Sch. Li	Schreane	HC	Wyrick, Ed
Chattanooga Sch. Li	Schreane	FTE	open
Chattanooga Sch. Li	Schreane	PT	Haslerig, Odessa
<b>Dawn School</b>	BLDG	TTL	
Dawn School	Schreane	FT(split)	Bowers, Brian
<b>East Brainerd Eleme</b>	BLDG	TTL	
East Brainerd Eleme	Schreane	HC	Humphreys, Steven
East Brainerd Eleme	Schreane	LC	Robinson, Charles
East Brainerd Eleme	Schreane	PT	<b>open</b>
<b>Harrison Bay Voc. C</b>	BLDG	TTL	
Harrison Bay Voc. C	Schreane	HC	Torry, Tim
Harrison Bay Voc. C	Schreane	PT	Boyd, Stacy
Harrison Bay Voc. C	Schreane	PT	Goodner, Vickie
<b>Harrison Elementary</b>	BLDG	TTL	
Harrison Elementary	Schreane	HC	Putman, Gerald
Harrison Elementary	Schreane	LC	Massengale, Martha

Harrison Elementary Schreane FTE Massengale, Linda

Hunter Middle BLDG TTL

Hunter Middle Schreane HC Cates, James

Hunter Middle Schreane LC Bentsen, Larry

Hunter Middle Schreane FTE Phillips, David

Hunter Middle Schreane PTE Tallant, Brian

Hunter Middle Schreane PTE **open**

Lakeside Elementary BLDG TTL

Lakeside Elementary Schreane DC Petty, William

Lakeside Elementary Schreane FT Moore, Fred

Lakeside Elementary Schreane PTE Newcomb, Eula

Mountain Oaks Elem BLDG TTL

Mountain Oaks Elem Schreane HC Duncan, Michael

Mountain Oaks Elem Schreane ft patterson, Barbara

Mountain Oaks Elem Schreane FT SPLT Fluellen, Kenneth

Ooltewah Elementary BLDG TTL

Ooltewah Elementary Schreane HC Hinton, Travis

Ooltewah Elementary Schreane FTE Davis, Calvin

Ooltewah High BLDG TTL

Ooltewah High Schreane HC Carmichael, Alfred

Ooltewah High Schreane LC Huckeba, Tommy

Ooltewah High Schreane FT Huckeba, Carolyn

Ooltewah High Schreane FT Thomas, Walter

Ooltewah High Schreane FT Petty, Georgia

Ooltewah High Schreane PT **open**

Ooltewah Intermedia BLDG TTL

Ooltewah Intermedia Schreane HC Dooley, James

Ooltewah Intermedia Schreane FT Leaman, Philip

Ooltewah Intermedia Schreane FT SPLT Wilson, William

Ooltewah Middle BLDG TTL

Ooltewah Middle Schreane HC Thomas, Walter

Ooltewah Middle Schreane LC Jackson, Russell

Ooltewah Middle Schreane FT Robinson, Ricky

Ooltewah Middle Schreane FT Leaman, Alma

Snow Hill Elementary BLDG TTL

Snow Hill Elementary Schreane HC Sedman, Sam

Snow Hill Elementary Schreane LC Ford, Judith

Snow Hill Elementary Schreane FT **OJI(Hall)**

Tyner High BLDG TTL

Tyner High Schreane HC Pollard, Larry

Tyner High Schreane LC McCrary, John

Tyner High Schreane FT **OJI (Ervin)**

Tyner High Schreane FT McCrary, Joann

Tyner High Schreane FT Kellogg, Learlene

Tyner Middle Schreane

Tyner Middle Schreane HC Jones, Everett

Tyner Middle Schreane LC Smith, Mary

Tyner Middle Schreane FT Warren, Lisa

Tyner Middle Schreane FT Pickens, Flynn

VAAP Office BLDG TTL

VAAP Office Schreane FT Dwight, Joann

VAAP Office Schreane LC Terry, Dennis

VAAP Office Schreane LC(N) Hampton, Betty

Wallace Smith Elementary BLDG TTL

Wallace Smith Elementary Schreane HC Sheldon, Gary

Wallace Smith Elementary Schreane LC Boynton, Carolyn

Wallace Smith Elementary Schreane FT **open**

Westview Elementary BLDG TTL

Westview Elementary Schreane HC Coleman, Richard

Westview Elementary Schreane PT Depew, Kim

Westview Elementary Schreane PT(Split) Nunn, Sid

**SCHREANE STAFF**

FLOAT STAFF	Schreane	days	
FLOAT STAFF	Schreane	even	
FLOAT STAFF	Schreane	days	Jones, Luke
FLOAT STAFF	Schreane	even	

TOTAL REGULAR STAFF

10/6/1998

**WOODRUFF GROUP**

GROUNDS	Woodruff	CL	Stewart, James
GROUNDS	Woodruff	CL	Swafford, Robert
GROUNDS	Woodruff	GK	Hendricks, Ronald
GROUNDS	Woodruff	GK	King, Rodney
GROUNDS	Woodruff	GK	Maddox, Curtis
GROUNDS	Woodruff	GK	McCallie, Andre
GROUNDS	Woodruff	GK	Heath, Sam
GROUNDS	Woodruff	GK	Stargin, Cleveland
GROUNDS	Woodruff	GK	Suttles, Labron
GROUNDS	Woodruff	CL	Watson, Maurice

**WOODRUFF GRDNS**

10/6/1998

**BROOKS GROUP**

GROUNDS	Brooks	CL	Gilreath, Jerrod
GROUNDS	Brooks	CL	Henry, Joe
GROUNDS	Brooks	CL	Wiser, Douglas
GROUNDS	Brooks	GK	Ammons, Ronald
GROUNDS	Brooks	GK	Roberson, Walter
GROUNDS	Brooks	GK	Mathis, James
GROUNDS	Brooks	GK	Satterfield, Corey

**BROOKS STAFF**

10/6/1998

**NEWMAN GROUP**

<b>Service Center</b>	BLDG TTL		
<b>Service Center</b>	Newman	FT	Higdon, Mark
<b>Service Center</b>	Newman	FT	Gordon, Thomas
<b>Service Center</b>	Newman	HC	Moore, John Lee
<b>Service Center</b>	Newman	PT	Sanders, Jimmie

**NEWMAN GROUP**

**TOTAL SALARIES**

**SUPERVISORY GROUP**

<b>SUPERVISORS</b>	Newman	Brooks, Lucy
<b>SUPERVISORS</b>	Newman	Cooper, James
<b>SUPERVISORS</b>	Newman	McClure, Byron
<b>SUPERVISORS</b>	Newman	Meredith, Woodruff
<b>SUPERVISORS</b>	Newman	Reyes, Rosie
<b>SUPERVISORS</b>	Newman	Schreane, Robert







# Facilities Pay Study

February 28, 2020

To Mr. Don Embry

# The purpose for this report

Mr. Embry,

Firstly, I acknowledge and appreciate the steps that you and the school board have taken the past recent years to increase the pay scale for our Facilities Department.

The purpose for this report is to hopefully paint a clear picture of where we are with our pay scale as compared to the relevant market place and to express and explain the criticalness of why I believe we should raise the pay scale.

## **We have had and continue to have excessive employee turnover.**

This matters because we lose good people who are already trained in our programs.

We must spend hours and hours looking for new prospects.

When we find new prospects we are forced to do approximately ten interviews to find one candidate that can pass a background check.

After we find that special candidate that is willing (for various reasons) to take a difficult job at less pay than almost everywhere in the county, we start training...then they either figure out that the job is too difficult or one of the other employers offers them 50 cents more and they change jobs.

We haven't been fully staffed for over a year and the very real struggle is getting worse.

## **I'm concerned about quality work.**

We have all taken pride in the cleanliness of our schools in the past, but currently we are struggling.

As I write this we have seven schools that are not fully staffed and we have several open Grounds and Maintenance positions as well.

Our good people can cover when their coworker is out for a few days but when a few days turns into months then even the strongest employees feel like they are failing and that leads to poor performance from them as well.

## **I'm very concerned because:**

I want our department to succeed and without the right people we can't.

I want you, the school board, the principals, teachers and students to be proud of their schools and have a clean and healthy space to teach and learn in.

The good folks that work for us cannot fail and be happy. The additional load that we put on our best workers takes a toll and the risk of losing them gets even higher.

## **It's across the board.**

The lack of Custodial and Grounds staff becomes apparent in a short amount of time however the same holds true with our Maintenance staff although it's not as quickly noticeable.

Please see this report and know that I have spent the time to create it in hopes that we may take the steps to avoid a personnel crisis in our Facilities Departments. My only desired outcome is to be able to hire and retain the right people so that we can continue to do a great job cleaning and maintaining all the properties in our school system.

As always thank you for your continued support,  
Respectfully Submitted,

Daniel M. Kleindienst  
Director Environmental Services

# Summary Page

## **Our current pay scale.**

Our current pay scale starts at 9.18 for custodians (paygrade 3) and even at 5 years it is still only 9.85 per hour!

## **Recommended Facilities Pay Scale**

The recommended pay scale represents only the pay grades relevant to the Facilities Department.

I have changed the starting rate (0 years experience) to an amount that I believe would be closer to our competitors starting pay rates.

Most of the emphasis of the pay increase would be in the first 5 years of employment with each year being increased by 5%. In the following years the step raises are increased by either 4/10ths of 1% or on some lines 8/10ths of 1%.

The rationale behind loading up the first 5 years is this... if we can start an employee at a higher rate and keep them for 5 years then they will be fully trained and also be less likely to seek other employment.

## **The Cost**

I have run the numbers. The additional cost to the school system to increase facilities pay will be roughly \$250,000 per year plus any benefit costs. This is a large number but in perspective it is about 2.9% of the entire facilities budget.

(There are also costs associated with not increasing the pay but those costs are hard to quantify. They would be realized in continued staff turnover and less overall quality.)

## **The Collage**

The collage you see represents about 15 minutes of my time driving down Madison and Main streets noticing the “Now Hiring” signs!

## **Open Positions Graph**

The graph shows the number of unfilled positions in red, the number of filled positions in blue and the date at the bottom. (those numbers represent full and part time and not necessarily FTE's.)

## **Other Pay Rates**

We have included some comparison charts with our starting pay rates verses some of our local competitor employers.

**2019-20 Classified Employee Salary Schedule  
Level I**

**Pay  
Grade**    **Position**

1    Summer Student Help  
Cafeteria Probationary  
Support Substitute  
Substitute Bus Driver

Per hour    \$ 7.26  
Per Run    \$ 37.17

20    Translation/Comp Tech II - BS Degree  
21    Refrigeration Tech  
22    Cafeteria Manager

2    SACP Employees  
3    Custodians  
4    Cafeteria Workers  
5    Lead Custodians  
6    Teacher/Library Assistant  
7    Building Engineer I, Grounds, Highly Qualified Teachers Assistant  
8    Building Engineer II  
9    Building Engineer III  
10    Building Engineer IV  
11    Bus Driver, Bus Mechanic I  
12    Custodian I, SACP Asst. Director, Cafeteria Manager I (Average Daily Participation = < 300)  
13    Cafeteria Manager II (ADP = 301-500)  
14    Grounds III (Cafeteria Manager III) (ADP = 501-700)  
15    Cafeteria Manager IV (ADP = 701 >)  
16    Maintenance Technician I  
17    Bus Mechanic II, Maintenance Technician II  
18    Special Education Technicians/ SACP Site Directors  
19    HVAC Technicians/ Computer Tech I - Assoc Deg

**PERCENTAGE**

Per hour    Pay Grade

Step	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	
0	\$ 8.52	\$ 9.19	\$ 9.31	\$ 9.90	\$ 9.28	\$ 9.18	\$ 9.28	\$ 9.37	\$ 9.95	\$ 10.58	\$ 11.34	\$ 12.04	\$ 12.25	\$ 12.69	\$ 12.85	\$ 12.47	\$ 10.69	\$ 15.26	\$ 19.69	\$ 15.33	\$ 13.40	
1	\$ 8.67	\$ 9.31	\$ 9.44	\$ 10.04	\$ 9.40	\$ 9.40	\$ 9.50	\$ 9.79	\$ 9.89	\$ 10.79	\$ 11.63	\$ 12.24	\$ 12.45	\$ 12.89	\$ 12.95	\$ 12.79	\$ 10.99	\$ 15.85	\$ 19.12	\$ 10.25	\$ 13.30	
2	\$ 8.82	\$ 9.44	\$ 9.57	\$ 10.17	\$ 9.75	\$ 9.75	\$ 9.87	\$ 10.04	\$ 10.23	\$ 10.99	\$ 12.13	\$ 12.43	\$ 12.65	\$ 13.09	\$ 13.22	\$ 13.11	\$ 11.19	\$ 16.55	\$ 19.67	\$ 12.23	\$ 13.50	
3	\$ 8.97	\$ 9.59	\$ 9.70	\$ 10.31	\$ 10.01	\$ 10.11	\$ 10.19	\$ 10.39	\$ 10.59	\$ 10.99	\$ 12.33	\$ 12.63	\$ 12.85	\$ 13.29	\$ 13.46	\$ 13.43	\$ 11.45	\$ 16.92	\$ 20.03	\$ 10.28	\$ 13.70	
4	\$ 9.13	\$ 9.71	\$ 9.84	\$ 10.45	\$ 10.28	\$ 10.44	\$ 10.52	\$ 10.75	\$ 10.94	\$ 11.41	\$ 12.83	\$ 12.83	\$ 13.06	\$ 13.49	\$ 13.76	\$ 13.77	\$ 11.72	\$ 17.51	\$ 20.61	\$ 10.36	\$ 13.90	
5	\$ 9.29	\$ 9.85	\$ 9.98	\$ 10.59	\$ 10.55	\$ 10.76	\$ 10.86	\$ 11.13	\$ 11.35	\$ 11.83	\$ 13.03	\$ 12.74	\$ 13.04	\$ 13.27	\$ 13.70	\$ 14.04	\$ 14.11	\$ 12.00	\$ 18.13	\$ 20.99	\$ 20.52	\$ 14.11
6	\$ 9.45	\$ 9.98	\$ 10.12	\$ 10.73	\$ 10.63	\$ 11.13	\$ 11.21	\$ 11.52	\$ 11.74	\$ 12.44	\$ 13.25	\$ 13.25	\$ 13.48	\$ 13.92	\$ 14.33	\$ 14.47	\$ 12.28	\$ 18.76	\$ 21.48	\$ 21.75	\$ 14.32	
7	\$ 9.62	\$ 10.12	\$ 10.28	\$ 10.88	\$ 11.12	\$ 11.45	\$ 11.53	\$ 11.92	\$ 12.15	\$ 20.06	\$ 13.36	\$ 13.46	\$ 13.70	\$ 14.13	\$ 14.63	\$ 14.83	\$ 12.57	\$ 19.42	\$ 21.98	\$ 23.06	\$ 14.54	
8	\$ 9.79	\$ 10.25	\$ 10.40	\$ 11.02	\$ 11.41	\$ 11.68	\$ 11.85	\$ 12.24	\$ 12.46	\$ 20.20	\$ 13.30	\$ 13.67	\$ 13.92	\$ 14.35	\$ 14.83	\$ 15.29	\$ 12.85	\$ 20.16	\$ 22.50	\$ 24.44	\$ 14.76	
9	\$ 9.96	\$ 10.41	\$ 10.55	\$ 11.17	\$ 11.71	\$ 12.25	\$ 12.34	\$ 12.77	\$ 13.02	\$ 20.51	\$ 13.60	\$ 13.89	\$ 14.14	\$ 14.57	\$ 15.23	\$ 15.58	\$ 13.16	\$ 20.80	\$ 23.03	\$ 25.91	\$ 14.98	
10	\$ 10.13	\$ 10.55	\$ 10.70	\$ 11.32	\$ 12.02	\$ 12.55	\$ 12.74	\$ 13.22	\$ 13.48	\$ 20.73	\$ 13.82	\$ 14.12	\$ 14.37	\$ 14.80	\$ 15.54	\$ 15.97	\$ 13.47	\$ 21.53	\$ 23.57	\$ 27.48	\$ 15.20	
11	\$ 10.23	\$ 10.66	\$ 10.80	\$ 11.44	\$ 12.14	\$ 12.77	\$ 12.87	\$ 13.38	\$ 13.61	\$ 20.94	\$ 13.95	\$ 14.26	\$ 14.51	\$ 14.95	\$ 15.70	\$ 16.13	\$ 13.61	\$ 21.74	\$ 23.81	\$ 29.11	\$ 15.35	
12	\$ 10.34	\$ 10.77	\$ 10.91	\$ 11.55	\$ 12.25	\$ 12.90	\$ 13.00	\$ 13.48	\$ 13.75	\$ 21.15	\$ 14.10	\$ 14.40	\$ 14.65	\$ 15.10	\$ 15.86	\$ 16.29	\$ 13.74	\$ 21.96	\$ 24.05	\$ 28.25	\$ 15.51	
13	\$ 10.44	\$ 10.87	\$ 11.02	\$ 11.67	\$ 12.39	\$ 13.03	\$ 13.13	\$ 13.62	\$ 13.88	\$ 21.36	\$ 14.24	\$ 14.54	\$ 14.80	\$ 15.25	\$ 16.02	\$ 16.45	\$ 13.88	\$ 22.18	\$ 24.29	\$ 28.25	\$ 15.66	
14	\$ 10.54	\$ 10.90	\$ 11.13	\$ 11.78	\$ 12.51	\$ 13.16	\$ 13.26	\$ 13.75	\$ 14.02	\$ 21.57	\$ 14.38	\$ 14.69	\$ 14.95	\$ 15.40	\$ 16.18	\$ 16.62	\$ 14.02	\$ 22.40	\$ 24.53	\$ 28.25	\$ 15.82	
15	\$ 10.65	\$ 11.00	\$ 11.24	\$ 11.90	\$ 12.64	\$ 13.29	\$ 13.39	\$ 13.89	\$ 14.16	\$ 21.79	\$ 14.53	\$ 14.84	\$ 15.10	\$ 15.55	\$ 16.34	\$ 16.78	\$ 14.16	\$ 22.63	\$ 24.77	\$ 28.25	\$ 15.98	
16	\$ 10.75	\$ 11.20	\$ 11.35	\$ 12.02	\$ 12.76	\$ 13.42	\$ 13.53	\$ 14.03	\$ 14.30	\$ 22.01	\$ 14.67	\$ 14.98	\$ 15.25	\$ 15.71	\$ 16.50	\$ 16.95	\$ 14.30	\$ 22.85	\$ 25.02	\$ 28.25	\$ 16.14	
17	\$ 10.86	\$ 11.32	\$ 11.47	\$ 12.14	\$ 12.89	\$ 13.56	\$ 13.66	\$ 14.17	\$ 14.45	\$ 22.23	\$ 14.82	\$ 15.13	\$ 15.40	\$ 15.87	\$ 16.67	\$ 17.12	\$ 14.45	\$ 23.08	\$ 25.27	\$ 28.25	\$ 16.30	
18	\$ 10.97	\$ 11.43	\$ 11.58	\$ 12.28	\$ 13.02	\$ 13.69	\$ 13.80	\$ 14.31	\$ 14.60	\$ 22.46	\$ 14.97	\$ 15.29	\$ 15.56	\$ 16.03	\$ 16.83	\$ 17.29	\$ 14.59	\$ 23.31	\$ 25.52	\$ 28.25	\$ 16.46	
19	\$ 11.08	\$ 11.54	\$ 11.70	\$ 12.38	\$ 13.15	\$ 13.83	\$ 13.94	\$ 14.46	\$ 14.74	\$ 22.67	\$ 15.12	\$ 15.44	\$ 15.71	\$ 16.19	\$ 17.00	\$ 17.46	\$ 14.74	\$ 23.55	\$ 25.78	\$ 28.25	\$ 16.63	
20	\$ 11.19	\$ 11.65	\$ 11.81	\$ 12.51	\$ 13.28	\$ 13.97	\$ 14.08	\$ 14.60	\$ 14.89	\$ 22.90	\$ 15.27	\$ 15.59	\$ 15.87	\$ 16.35	\$ 17.17	\$ 17.64	\$ 14.88	\$ 23.78	\$ 26.04	\$ 28.25	\$ 16.79	
21	\$ 11.30	\$ 11.77	\$ 11.93	\$ 12.63	\$ 13.41	\$ 14.11	\$ 14.22	\$ 14.74	\$ 15.03	\$ 23.13	\$ 15.42	\$ 15.75	\$ 16.03	\$ 16.51	\$ 17.34	\$ 17.82	\$ 15.03	\$ 24.02	\$ 26.30	\$ 28.25	\$ 16.96	
22	\$ 11.42	\$ 11.89	\$ 12.05	\$ 12.76	\$ 13.55	\$ 14.25	\$ 14.36	\$ 14.89	\$ 15.18	\$ 23.36	\$ 15.58	\$ 15.91	\$ 16.19	\$ 16.68	\$ 17.52	\$ 17.99	\$ 15.18	\$ 24.26	\$ 26.56	\$ 28.25	\$ 17.13	
23	\$ 11.53	\$ 12.01	\$ 12.17	\$ 12.89	\$ 13.68	\$ 14.39	\$ 14.50	\$ 15.04	\$ 15.34	\$ 23.59	\$ 15.73	\$ 16.06	\$ 16.35	\$ 16.84	\$ 17.69	\$ 18.17	\$ 15.33	\$ 24.50	\$ 26.83	\$ 28.25	\$ 17.30	
24	\$ 11.65	\$ 12.13	\$ 12.29	\$ 13.01	\$ 13.82	\$ 14.54	\$ 14.65	\$ 15.19	\$ 15.49	\$ 23.83	\$ 15.88	\$ 16.23	\$ 16.52	\$ 17.01	\$ 17.87	\$ 18.35	\$ 15.49	\$ 24.75	\$ 27.09	\$ 28.25	\$ 17.47	
25	\$ 11.76	\$ 12.25	\$ 12.42	\$ 13.14	\$ 13.95	\$ 14.68	\$ 14.80	\$ 15.34	\$ 15.64	\$ 24.07	\$ 16.05	\$ 16.39	\$ 16.68	\$ 17.18	\$ 18.05	\$ 18.54	\$ 15.64	\$ 24.99	\$ 27.37	\$ 28.25	\$ 17.65	
26	\$ 11.88	\$ 12.38	\$ 12.54	\$ 13.28	\$ 14.10	\$ 14.83	\$ 14.94	\$ 15.49	\$ 15.80	\$ 24.31	\$ 16.21	\$ 16.55	\$ 16.85	\$ 17.35	\$ 18.23	\$ 18.72	\$ 15.80	\$ 25.24	\$ 27.64	\$ 28.25	\$ 17.83	
27	\$ 12.00	\$ 12.50	\$ 12.67	\$ 13.41	\$ 14.24	\$ 14.98	\$ 15.09	\$ 15.65	\$ 15.96	\$ 24.55	\$ 16.37	\$ 16.72	\$ 17.02	\$ 17.53	\$ 18.41	\$ 18.91	\$ 15.96	\$ 25.50	\$ 27.92	\$ 28.25	\$ 18.00	
28	\$ 12.12	\$ 12.62	\$ 12.79	\$ 13.54	\$ 14.38	\$ 15.13	\$ 15.24	\$ 15.81	\$ 16.12	\$ 24.80	\$ 16.53	\$ 16.88	\$ 17.19	\$ 17.70	\$ 18.59	\$ 19.10	\$ 16.12	\$ 25.75	\$ 28.20	\$ 28.25	\$ 18.18	
29	\$ 12.24	\$ 12.75	\$ 12.92	\$ 13.68	\$ 14.52	\$ 15.28	\$ 15.40	\$ 15.97	\$ 16.28	\$ 25.05	\$ 16.70	\$ 17.06	\$ 17.36	\$ 17.88	\$ 18.78	\$ 19.29	\$ 16.28	\$ 26.01	\$ 28.48	\$ 28.25	\$ 18.37	
30	\$ 12.36	\$ 12.88	\$ 13.05	\$ 13.82	\$ 14.67	\$ 15.43	\$ 15.56	\$ 16.13	\$ 16.44	\$ 25.30	\$ 16.87	\$ 17.22	\$ 17.53	\$ 18.06	\$ 18.97	\$ 19.48	\$ 16.44	\$ 26.27	\$ 28.76	\$ 28.25	\$ 18.55	

# Recommended Facilities Pay Scale

Pay Grade 3 Custodians  
 Pay Grade 7 Grounds  
 Pay Grade 16 Maintenance Technicians  
 Pay Grade 21 Refrigeration Technicians

Pay Grade 5 Lead Custodians at Small Schools  
 Pay Grade 12 Leads at Large Schools  
 Pay Grade 19 HVAC Technicians

Step	Pay 2	Pay Grade 3	Pay 4	Pay Grade 5	Pay 6	Pay Grade 7	Pay 8	Pay 9	Pay 10	Pay 11	Pay Grade 12	Pay 13	Pay 14	Pay 15	Pay Grade 16	Pay 17	Pay 18	Pay Grade 19	Pay 20	Pay Grade 21
0		10.10		10.89		10.10					11.74				12.89			16.35		21.75
1		10.61		11.43		10.61					12.33				13.53			17.17		22.84
2		11.14		12.01		11.14					12.94				14.21			18.03		23.98
3		11.69		12.61		11.69					13.59				14.92			18.93		25.18
4		12.28		13.24		12.28					14.27				15.67			19.87		26.44
5		12.89		13.90		12.89					14.98				16.45			20.87		27.76
6		12.94		13.95		12.99					15.04				16.58			21.03		27.98
7		12.99		14.01		13.10					15.10				16.72			21.20		28.21
8		13.05		14.07		13.20					15.16				16.85			21.37		28.43
9		13.10		14.12		13.31					15.22				16.98			21.54		28.66
10		13.15		14.18		13.41					15.29				17.12			21.72		28.89
11		13.20		14.24		13.52					15.35				17.26			21.89		29.12
12		13.26		14.29		13.63					15.41				17.39			22.06		29.35
13		13.31		14.35		13.74					15.47				17.53			22.24		29.59
14		13.36		14.41		13.85					15.53				17.67			22.42		29.82
15		13.42		14.46		13.96					15.59				17.82			22.60		30.06
16		13.47		14.52		14.07					15.66				17.96			22.78		30.30
17		13.52		14.58		14.18					15.72				18.10			22.96		30.54
18		13.58		14.64		14.30					15.78				18.25			23.14		30.79
19		13.63		14.70		14.41					15.84				18.39			23.33		31.04
20		13.69		14.76		14.53					15.91				18.54			23.52		31.28
21		13.74		14.82		14.64					15.97				18.69			23.70		31.53
22		13.80		14.87		14.76					16.04				18.84			23.89		31.79
23		13.85		14.93		14.88					16.10				18.99			24.09		32.04
24		13.91		14.99		15.00					16.16				19.14			24.28		32.30
25		13.96		15.05		15.12					16.23				19.29			24.47		32.55
26		14.02		15.11		15.24					16.29				19.45			24.67		32.82
27		14.07		15.17		15.36					16.36				19.60			24.87		33.08
28		14.13		15.24		15.48					16.42				19.76			25.06		33.34
29		14.19		15.30		15.61					16.49				19.92			25.26		33.61
30		14.24		15.36		15.73					16.56				20.08			25.47		33.88

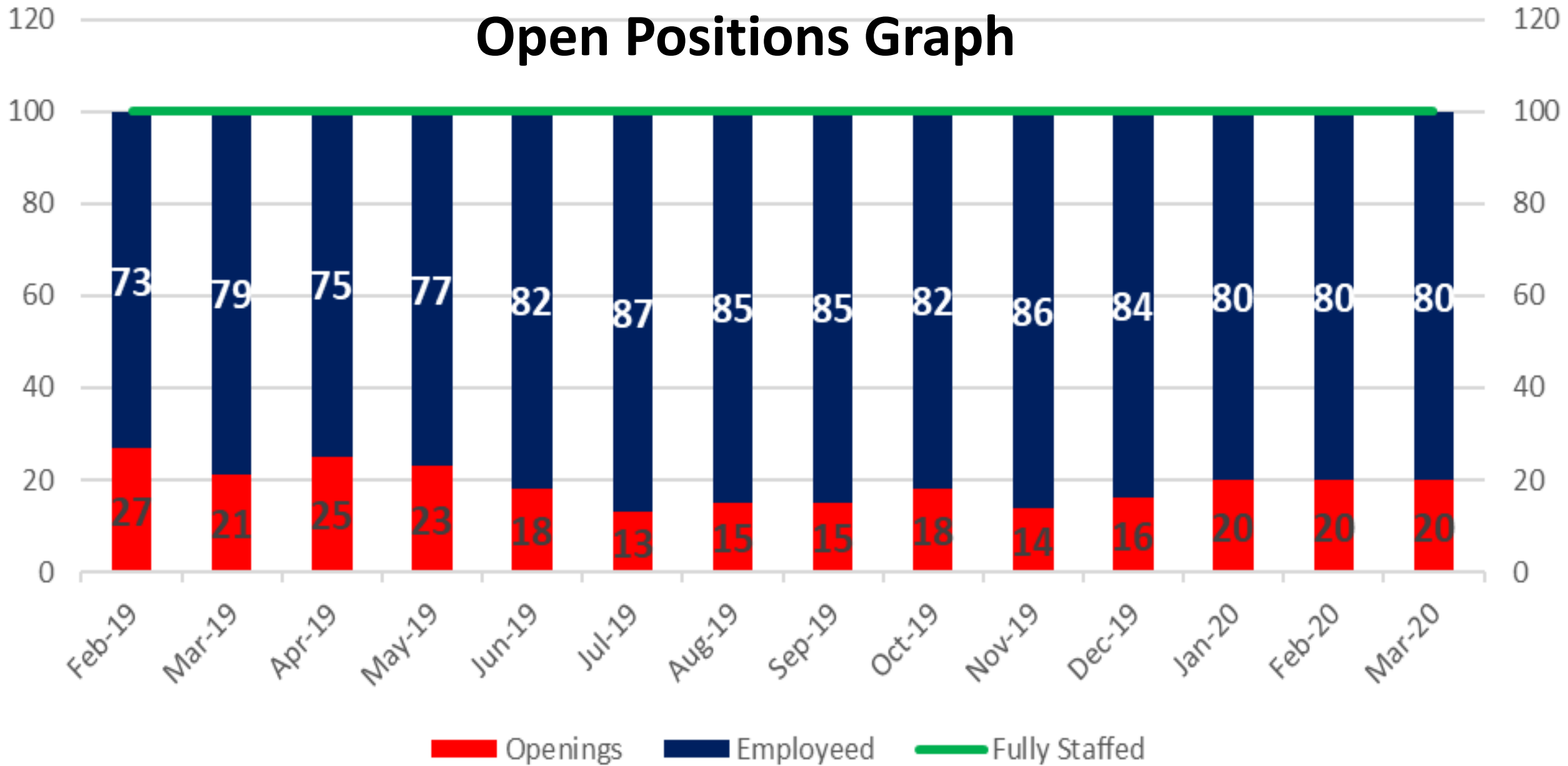
- represents a new starting pay
- represents 5% increase per year
- represents .4% increase (4 tenths of 1%) per year
- represents .8% increase (8 tenths of 1%) per year



# Now Hiring

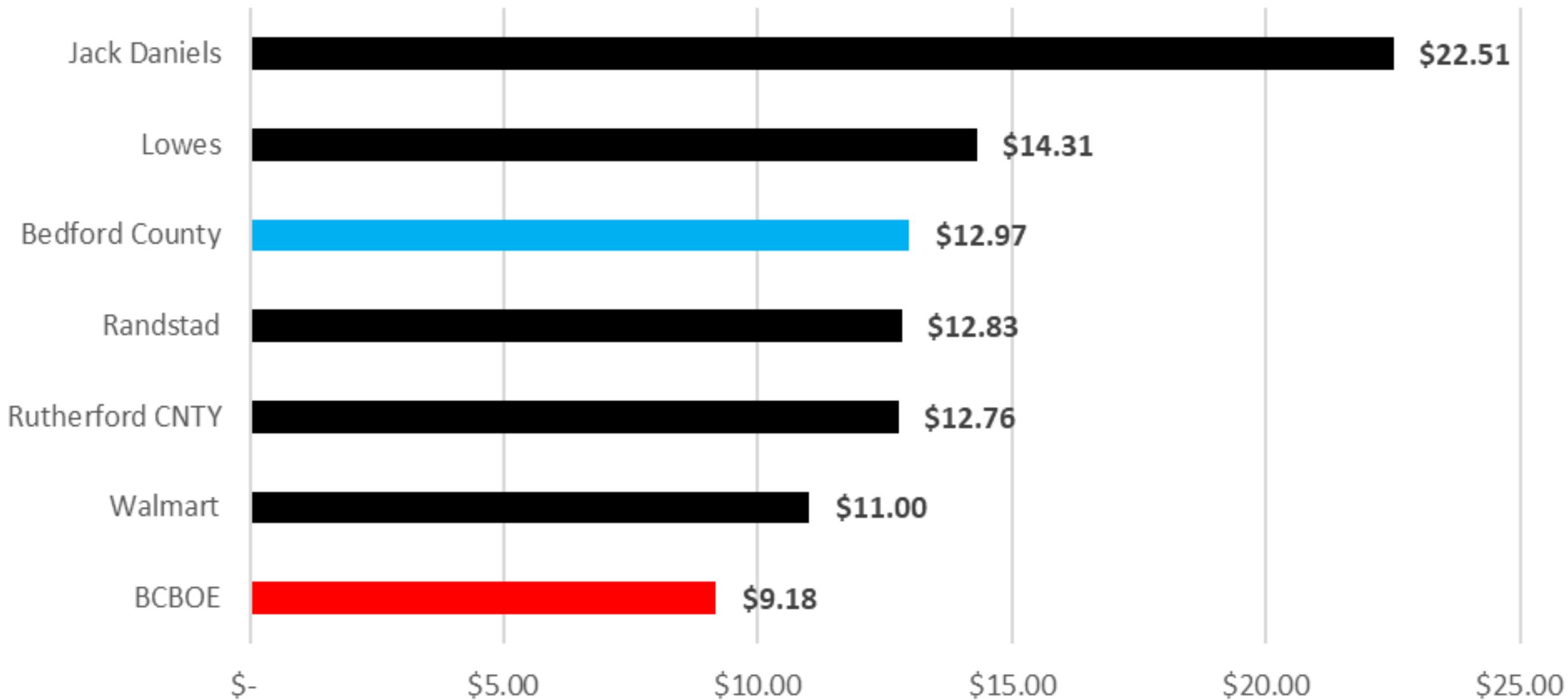


# Open Positions Graph

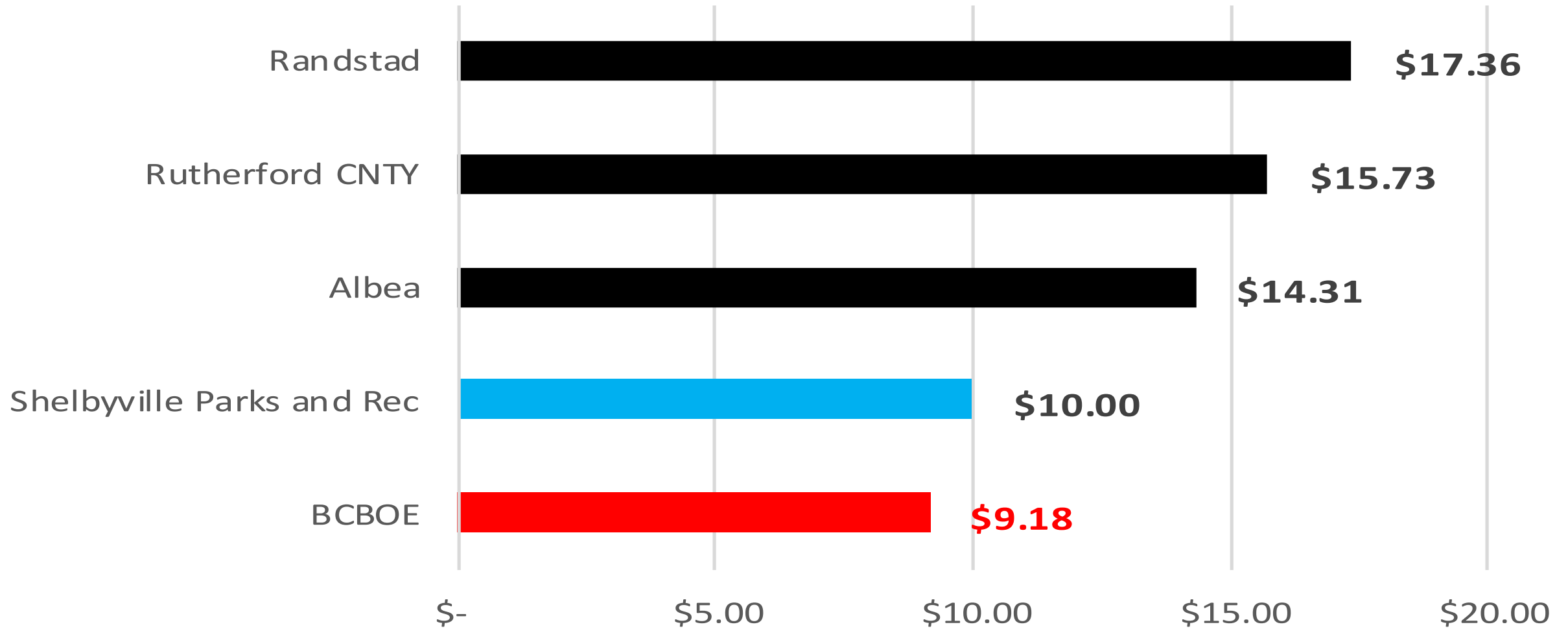


Openings Employeed Fully Staffed

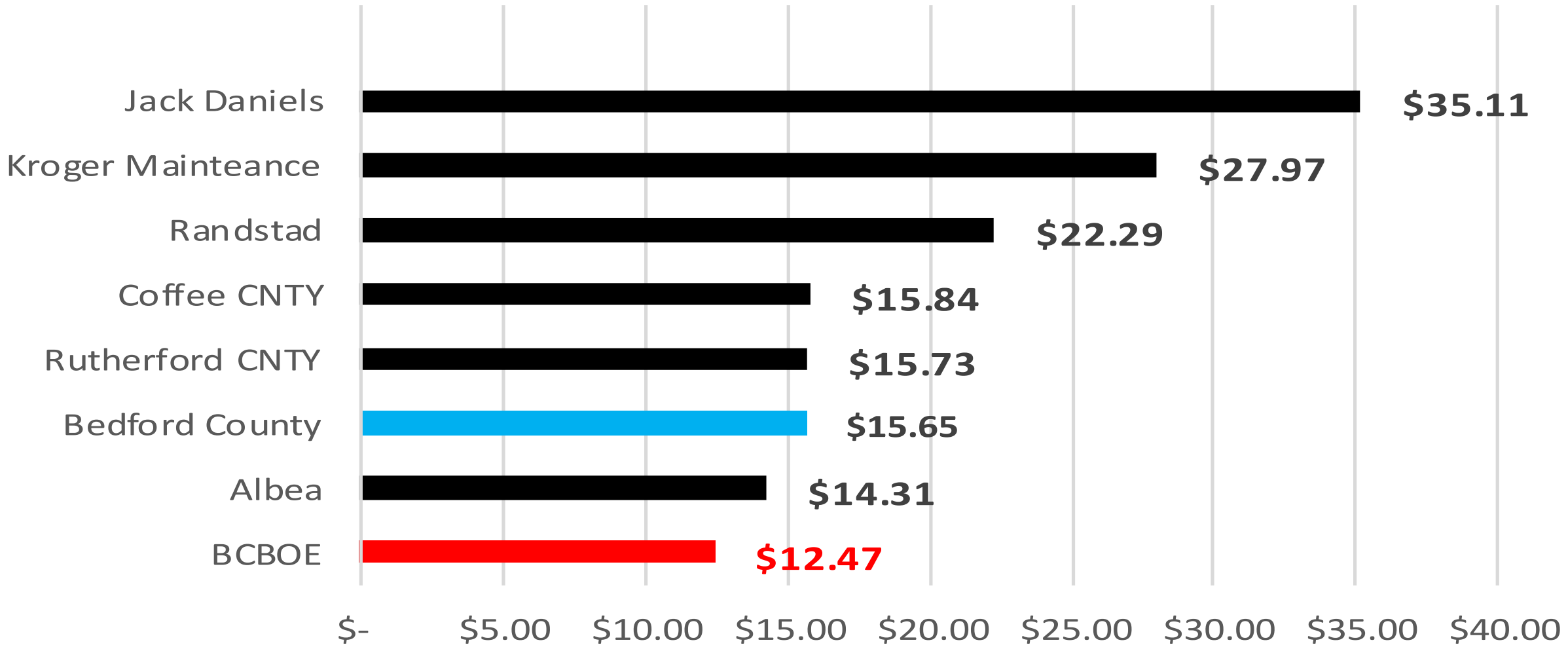
## Custodial Starting Pay Rate



# Grounds Starting Pay Rate



# Maintenance Starting Pay Rate



## EXCLUDING COVERAGE FOR SPOUSES - Agency Guide for Required Declaration Document

At its May 25, 2016 meeting, the Insurance Committee approved a change to the plan document that would PERMIT local education and local government agencies to deny health insurance coverage to the spouses of employees if the spouse is employed and eligible for group health insurance through their own employer. This change does not mandate anything. It simply allows LE and LG agencies to implement this practice if they so choose using the agency's process to approve such changes. The following LE and LG Plan Document change became effective June 1, 2016:

### 1.11 "Dependents"

Dependents shall mean:

(A) A legally married spouse; individual agencies may deny eligibility to the spouses of employees who are eligible for group health insurance through the spouses' employers.

**NOTE:** Agencies opting to exclude coverage for spouses must submit a declaration document to Benefits Administration 30 days prior to the beginning of the Plan's Annual Enrollment Period (or upon electing to participate in the Plan). Agencies should copy and paste the appropriate text below onto the agency's letterhead, complete the appropriate sections, and make sure the declaration is signed and dated prior to sending it to Benefits Administration.

Send completed declaration documents by mail, fax or email to Holly Girgies at:

Mail: DEPARTMENT OF FINANCE AND ADMINISTRATION - BENEFITS ADMINISTRATION  
312 Rosa L. Parks Avenue  
Suite 1900 William R. Snodgrass Tennessee Tower  
Nashville, Tennessee 37243

FAX: 615-253-8556

Email: Holly.M.Girgies@tn.gov

**[Agency Name]** WILL deny eligibility to spouses of employees who are eligible for group health insurance through the spouses' employers. The Effective Date of this decision will be January 1 of the Plan Year following the date of the authorized agency representative's signature on this declaration document.

[Add one of the following statements to your declaration document and initial beside that statement.]

\_\_\_[Agency Name] **WILL** distinguish between spouses of existing employees and spouses of new hires with regard to offering insurance coverage. Coverage **WILL** be extended to spouses of employees hired prior to the Effective Date of the spousal exclusion. As long as those employees and their spouses continue to be eligible, and the spouses are already covered prior to the Effective Date of the exclusion,

coverage will continue after the Effective Date of the exclusion. Spouses of employees hired after the Effective Date of the exclusion WILL NOT be eligible for coverage if eligible for group insurance coverage through the spouse's employer.

\_\_\_[Agency Name] **WILL NOT** distinguish between spouses of existing employee and spouses of new hires with regard to offering insurance coverage. Coverage WILL NOT be extended to any spouse who is eligible for group health insurance through the spouse's employer. This means that some spouses who are currently covered may be denied eligibility as of the Effective Date of the agency's decision to exclude spousal coverage.

[All agencies include the following statements in your declaration document and initial beside each]

\_\_\_[Agency Name] understands that denial of coverage for spouses is an individual agency decision and not mandated by plan policy or law.

\_\_\_[Agency Name] understands that once the agency has opted to deny coverage for spouses, the agency may only reverse that decision by notifying Benefits Administration in writing and requesting to revoke this declaration document. Agency understands that a request to revoke this declaration document may only be made once during the Plan Year and must be received by Benefits Administration 30 days prior to the beginning of the plan's annual enrollment period. Agency further understands that the effective date of a reversal will be January 1 of the Plan Year immediately following receipt of the agency's request to revoke the agency's decision to deny spousal coverage.

\_\_\_[Agency Name] understands that there is no mechanism in Edison to block an employee's election to add spousal coverage. It is the agency's responsibility to inform employees of the agency's position regarding spousal coverage. New hires should be informed of the agency's position on spousal coverage during orientation and existing employees should be informed when requesting coverage changes impacting spouses and prior to the beginning of the plan's annual enrollment period.

\_\_\_[Agency Name] understands that it is the agency's responsibility to monitor enrollment through available queries and notify Benefits Administration of any errors.

[Add only one applicable signature and date option]

---

Local Education Director of Schools (Printed Name/Signature)

Date

---

Local Government Head of Agency (Printed Name/Signature)

Date

**I. PREAMBLE**

The Bedford County Board of Education and the Bedford County Education Association do hereby agree that the welfare of the students of the Bedford County School System is paramount in the operation of the schools, and both parties will promote a quality education for each student. The board, recognizing the unique role of teachers in the educational process, solicits their continued expertise in the interest of the students of Bedford County.

**II. RECOGNITION**

**A. Collaborative Conferencing Team**

The Board hereby recognizes the Bedford County Education Association, an affiliate of the Tennessee Education Association and National Education Association, as the exclusive representative for the purpose of Collaborative Conferencing for all professional employees of the Board for **April 1, 2020** through **March 31, 2023** per the guidelines established by the Professional Educators Collaborative Conferencing Act, Tennessee Code Annotated 49-5-608 and 49-5-609.

**B. Definitions**

1. The term “Professional Employee” means any personnel employed by the Board in a position which requires a certification issued by the State Department of Education for service in public elementary and secondary schools of Tennessee supported, in whole or in part, by local, state and federal funds, but shall not include any member of the management team or retired teacher who is employed as a teacher.
2. “Management Team” shall specifically include principals, assistant principals, supervisors and others whose principal responsibilities are administration rather than teaching.
3. “Board” or “BOE” means the Board of Education of the Bedford County School System or its duly authorized representatives.
4. “Association” or “BCEA” means that the Bedford County Association or its duly authorized representatives or agents.

**C. Meetings**

During the month of October, of the previous calendar year in which this Memorandum of Understanding is to expire, the Association shall submit to the Board a written request of 15% or more of the signatures of the professional employees to conduct collaborative conferencing and its intent to collaborate a successor agreement pursuant to the guidelines established in TCA 49-5-605.

**III. MANAGEMENT RIGHTS**

Any or all rights, powers, and authority which may hereafter be granted by law, are retained by the Board except as these rights, powers and authority are expressly and specifically delegated elsewhere by the provisions of this agreement.

**IV. ASSOCIATION RIGHTS**

**A. Use of Facilities**

The Association and its members shall have the right to make use of school buildings and facilities at reasonable times for meetings and reasonable use of any equipment, including but not limited to computers, copying machines, and all types of audiovisual equipment when such equipment is not otherwise in actual use. Duly authorized representatives of the Association and their respective affiliates

shall be permitted to transact official Association business on system property before and after the instructional day. The Association shall have the right to use the school system's regular interschool mail delivery system, other communication media, employee mailboxes and institutional bulletin boards for communications to employees or members of the Association.

**B. Access of Information**

The Board shall furnish to the Association upon request all available information concerning the financial resources of the school system including but not limited to: annual financial reports; tentative budgetary requirements and allocations; agendas and minutes of all Board meetings; school census information; names, addresses, and telephone numbers of all employees; and such other public information as will assist the Association in developing constructive proposals.

**V. GRIEVANCE PROCEDURES**

**A. Definitions**

1. A "Grievance" shall mean any claim by any employee or the Association that there has been a violation, misinterpretation, or misapplication of the terms of this agreement; a violation of the right of the teacher or the Association to fair treatment; or a violation, misinterpretation, or misapplication of any law or established written policy or procedure of the Board. This in no way prohibits or restricts the Board from changing its policies, as it deems necessary.
2. The term "days" shall mean any day. Monday through Friday, on which schools are opening during the normal school year. All days shall begin to count at 7:45 a.m. the day following the day on which the time limits are based. After the last day of the normal school year, "days" shall be Central Office workdays.

**B. Procedures**

The parties hereto acknowledge that it is usually most desirable for an employee and his immediately involved supervisor to resolve problems through free and informal communications. When requested by the employee, an Association representative may accompany the employee to assist the informal resolution of the grievance. If, however, the informal process fails to satisfy the employee or the Association, a grievance may be processed as follows:

Step 1: The Association on behalf of the employee must present the grievance in writing to the direct supervisor within twenty (20) days of the time the employee learns or could reasonably be expected to learn of the alleged violation. The direct supervisor will arrange for a meeting within five (5) days after receipt of the grievance. The Association's representative, the grievant, and the direct supervisor shall be present for the meeting. Within five (5) days of the meeting, the grievant and the Association shall be provided with the supervisor's written response, including the reasons for the decision.

Step 2: If the grievance is not resolved at Step I, then the Association may appeal the grievance to the Superintendent within six (6) days after receipt of the Step I answer or within eleven (11) days after the Step I meeting, whichever is the latter. The superintendent shall arrange with the Association representative for a meeting to take place within five (5) days to the Superintendent's receipt of the appeal. Each party shall have the right to include in its representation such witnesses and counselors, as it deems necessary. Within five (5) days after the meeting, the grievant and the Association shall be provided with the Superintendent's written response, including the reason for the decision.

Step 3: If the grievance is not resolved at Step 2, then the Association may appeal the grievance to the Board within six (6) days after receipt of the Step 2 answer or within eleven (11) days after the Step 2 meeting, whichever is the latter. The request shall be made in writing and submitted through the Office of the Superintendent, who shall attach all related documents and forward the request to the Board committee. The Board committee, within twenty (20) days, shall review the case and shall hold a hearing if so requested by the grievant. The Superintendent will arrange the meeting. Each party shall have the right to include in its representation such witnesses and counselors, as it deems necessary. Within ten (10) days after the hearing, the grievant and the Association shall be provided with the Board's written response, including the reasons for the decisions.

Step 4: If the Association is not satisfied with the disposition of the grievance at Step 3 or the time limits expire without the issuance of the Board's written reply, the Association may submit the grievance to arbitration under the Voluntary Labor Arbitration Rules of the American Arbitration Association, which shall act as the administrator of the proceedings. If a demand for arbitration is not filed within thirty (30) days of the date for the Step 3 answer, then the grievance shall be deemed withdrawn.

- A. Neither the Board nor the Association shall be permitted to assert any grounds or evidence before the arbitrators, which was not previously disclosed to the other party.
- B. The arbitrator shall have no power to alter the terms of this Agreement.
- C. The arbitrator is empowered to award reinstatement, financial reimbursement, damages and/or other remedies.
- D. The two parties will share the fees and expenses of the arbitrator equally.
- E. Unless the arbitrator's decision is rejected by a majority vote of the membership of the Board at the next regular board meeting following the arbitrator's decision, the arbitrator's decision is binding. If the arbitrator's decision is rejected by the Board of Education, the Association shall be notified in writing of the decisions and the reasons for the decision.

### **C. General**

1. Each grievance must be processed through all levels, each in its turn, as provided in Section B of this article, or until withdrawn. However, if the Association and the Superintendent agree, Step 1 of the grievance procedure may be by-passed and the grievance brought directly to Step 2.
2. Class grievances involving one or more employees may be filed by the Association at Step 2.
3. The investigating, preparing, or processing of a grievance by the grievant may not be done during the regular school day.
4. All documents, communications, and records dealing with the processing of a grievance shall be filed separately from the personnel files of the participants.
5. A grievance may be withdrawn at any level without establishing a precedent.
6. The Board acknowledges the right of the Association to have representation at any level of the grievance process. No employee (including administration) shall be required to discuss any grievance without representation, if such is desired.
7. Nothing herein, shall prevent the grievant, the Association, or the Board from pursuing enforcement of this contract in court, and there is no requirement that all steps of the grievance procedure must be exhausted.

## **VI. PAYROLL DEDUCTIONS**

### **A. Dues Deduction**

Dues paid to the Association ~~must~~ **may** be payroll deducted. Upon receipt from the BCEA of a list of teachers who have authorized dues deductions, the finance office will make deductions in the amount

specified beginning with the first check of the school year and prorated in equal amounts for the remainder of the school year. An employee's authorization for dues deduction shall continue in effect from year to year unless revoked in writing by the employee to the BCEA membership chairperson by August 15. The BCEA membership chairperson shall notify the Payroll Department by August 20 of all changes in the dues.

**B. Transmission of Dues**

The Board will remit to the BCEA the amount deducted each month, within fifteen (15) calendar days.

**C. New Employees**

New employees will be permitted to request dues deduction within 20 days of initial employment date.

**VII. SALARY AND WAGES**

**A. Salary Schedule**

The salary schedule is based on total (state/local) as of July 1 for each professional employee covered by this agreement as set forth in Appendix A. Each employee shall receive full credit for allowable experience and training as established under the TSRRMS. Additional administrative supplement shall be paid in accordance with Appendix B. All additional non-administrative supplements shall be in accordance with Appendix C. Any raise provided by the state during the fiscal year, July 1 to June 30, would automatically revise the Appendix A schedule on the effective date of the raise. Adjustments to Appendix B and Appendix C will reflect the state raise effective the following July 1.

**B. Method of Payment**

Each employee shall be paid by direct deposit. All certified employees will be paid on the 15<sup>th</sup> and 30<sup>th</sup> of the month. If the 15<sup>th</sup> or the 30<sup>th</sup> fall on a nonbusiness day, certified personnel will be paid on the last business day before the 15<sup>th</sup> or the 30<sup>th</sup>. Certified personnel ~~may elect to~~ **shall** be paid on a ~~20 or 24~~ pay periods. ~~Those electing 24 pay periods~~ **and** shall receive their last four payments on June 15<sup>th</sup>.

**VIII. FRINGE BENEFITS**

**A. Longevity Bonus**

Upon retirement from the teaching profession of a certified employee who has worked for the Bedford County Board of Education a minimum of ten (10) years and has a total of not less than twenty (20) years' experience, the board will make a lump sum award in recognition of that individual's longevity in the teaching profession. The amount of the award will be ~~\$40~~ **\$50** per year of experience in the teaching profession as established by the State of Tennessee, for years of service in the Bedford County School system. This is a onetime only award in the year of retirement with the Board of Education and shall not exceed ~~\$1500~~ **\$2000** per person. Evidence (TCRS paperwork) of retirement from the Bedford County Board of Education will be required to receive this award.

**B. Enrollment of Employees' Children**

Any K-12 certified employee may enroll his/her child at the school of his/her choice, excluding the magnet school where all students must meet the established criteria.

**IX. INSURANCE**

- A.** The Board currently offers employee insurance coverage under the State of Tennessee Local Education Group Insurance Program. The Board agrees to pay (including the amount provided by the state) ~~the~~

~~following portion of the monthly premium for the period January to December 2017:~~ **100% of the Limited Plan premium for each fulltime employee. The chart below reflects the dollar amounts to be paid through December 15, 2020. These amounts will be adjusted yearly to reflect any premium adjustments.**

Employee	\$537.00
Employee + Child (ren)	\$722.90
Employee + Spouse	\$877.23
Employee + Spouse + Child (ren)	\$1131.27

Insurance ~~will~~ **may** be readdressed beginning in ~~January~~ **December** of each year for the duration of the MOU with a decision to be made before the budget is set each year.

- ~~B. The Board~~ **The benefits administrator** will provide each ~~teacher~~ **employee** with information, brochures, claim forms and other information. ~~as they are provided by the State of Tennessee Benefits Administration.~~
- C. The Board of Education provides \$10,000 life insurance for each employee.**

## **X. WORKING CONDITIONS**

### **A. Length of Day**

Teachers shall be on duty at least seven and one-half (7.5) clock hours each day, including a duty free lunch period and planning time. No teacher shall be required to report for duty earlier than fifteen (15) minutes before the opening of the students' day unless assigned early bus duty by the principal. Bus duty must be assigned to all certified faculty and staff. **No teacher shall be assigned early to late bus duty more than twenty-five (25) days per year.** Such assignments shall be fair, evenly distributed, and non-discriminatory. Principals shall alter the departure time of teachers on early bus duty to conform to the seven and one-half (7.5) hour day.

Teachers may be required to remain after the end of the regular workday without additional compensation for the purpose of attending faculty meetings or other professional meetings three (3) days each month. Such meetings shall begin no later than ~~five (5)~~ **ten (10)** minutes after student dismissal time and shall run no more than ~~sixty (60)~~ **ninety (90)** minutes. **For a combined total of no more than three (3) hours per month.** These meetings will be scheduled in advance when possible. Meetings shall not be called on Fridays or any day immediately preceding any holiday or other day upon which teacher attendance is not required. Other **non-academic** school activities determined to be of value outside the normal workday, shall be voluntary. The excess instructional time shall be applied toward meeting instruction time requirements for school instructional days missed due to dangerous or extreme weather unless the number of days exceeds the amount allowed under TCA 49-6-3004. The Board shall make every effort to maintain a uniform workday across the system.

### **B. Planning Time**

All teachers shall have a planning/preparation period of at least two and one-half (2 ½) hours per week during the students' day. Teachers whose students attend less than 6.5 hours daily may be assigned planning time between the departure time of their students and the departure time of full-time students attending the school to which those are assigned. Except as approved by the principal or designee, all

such encumbered time shall be spent at the school to which the teacher is assigned. Planning time shall not be assigned during time designated for duty-free lunch.

**C. LEAVE**

**A. Sick Leave**

Sick leave shall be obtained and accumulated and in accordance with TCA 49-5-710 and State Board of Education's Rules and Regulations. Any teacher who goes on maternity leave shall be allowed to use all or a portion of her sick leave for maternity leaves during the period of her physical disability as determined by a physician. All certified personnel shall record all sick leave days on the appropriate sick leave log even when a substitute is not required. An accounting of the accumulated sick leave days will be provided to each teacher at the beginning of each school year.

**B. Bereavement Leave**

Three (3) bereavement days shall be granted in the case of the death of a member of the immediate family of a teacher, including the teacher's wife or husband, parents, grandparents, **children (including children to whom employee has guardianship)**, grandchildren, brothers, sisters, mother-in-law, father-in-law, daughter-in-law, son-in-law, brother-in-law, and sister-in-law. In the event of the death of an employee or student in the Bedford County School System, the principal or immediate supervisor of the deceased employee or student shall grant to an appropriate number of teacher's sufficient time to attend the funeral.

**C. School Activity Leave**

The Board will fund discretionary days for each school based on enrollment. These days may be utilized as needed for accompanying students on an educational field trip. Each principal shall be informed of the number of days available at the beginning of each school year. Additional substitutes may be funded from the school's funds.

**D. MAINTENANCE OF BENEFITS**

Except as changed by this Agreement, all terms, conditions of employment, and benefits in effect at the time this Agreement is signed shall continue during the term of this Agreement. Unless specifically stated, nothing contained in this contract shall be interpreted and/or applied so as to eliminate, reduce or otherwise diminish any teacher benefit existing prior to the effective date.

**E. DURATION**

This Memorandum of Understanding shall be effective as of ~~October 1, 2016~~ **April 1, 2020** and shall continue in effect until ~~September 30, 2019~~ **March 31, 2023**. Salary and Wages, Insurance, and Fringe Benefits ~~shall~~ **may** be conferenced annually during the terms of this agreement **at the request of either party**. ~~Conferencing shall begin no later than January 1 of each year throughout the life of the Memorandum of Understanding.~~

**A. Deferred Compensation**

\*Refer to Bedford County Financial Management Policies and Procedures Manual

Section 11.3 <http://bedfordcountyttn.org/pdf/finance/Financial-Mgt-Policies-And-Procedures-09-08-2016.pdf>

**B. Voluntary Deductions**

\*Refer to Bedford County Financial Management Policies and Procedures Manual

Section 11.3 <http://bedfordcountyttn.org/pdf/finance/Financial-Mgt-Policies-And-Procedures-09-08-2016.pdf>

**A. Cafeteria Plan/Section 125**

\*Refer to Bedford County Financial Management Policies and Procedures Manual

Section 11.2 <http://bedfordcountyttn.org/pdf/finance/Financial-Mgt-Policies-And-Procedures-09-08-2016.pdf>

**A. Expense of Traveling Employees**

\*Refer to Bedford County Financial Management Policies and Procedures Manual

Section 11.4 <http://bedfordcountyttn.org/pdf/finance/Financial-Mgt-Policies-And-Procedures-09-08-2016.pdf>

A. The Board shall provide worker's compensation insurance coverage for any employee injured in the course of the teacher's employment activities.

**B. Duty Free Lunch**

Teachers will be provided a duty free lunch period at least the length of the student lunch period, during which they shall not have assigned duties. [TCA 49-1-302 \(e\)](#)

**A. Personal Professional Leave**

Each teacher shall be entitled to two (2) days of personal/professional leave under guidelines as prescribed by state law, [TCA 49-5-711](#). Personal leave can be taken at the discretion of a teacher, who shall not be required to give reasons for use of any personal leave. Except in an emergency, a teacher shall give at least one (1) day notice of intent to take personal leave. Personal leave may be granted at any time; personal leave may be denied only as follows:

1. If more than 10% of the teachers in a given school request its use on the same day provided, that on making the calculation, any major fraction shall be considered as one (1) and in schools of five teachers or less, one (1) teacher may take personal leave at such teacher's discretion.
2. If personal leave is requested during any prior established student examination period.
3. If personal leave is requested on the day immediately preceding or following a holiday or vacation period.

**4. Substitute Teachers**

The Board/county shall attempt to contract annually with an outside agency to secure substitutes for certified employees and shall notify each staff member of the appropriate procedures each year. If the vendor fails to provide an adequate service, other options will be evaluated. The employee shall follow the designated procedures for his/her building in order to notify the principal or his/her designee of absence and to obtain a substitute.

\*\*Note: in the event of a vendor failing to provide adequate service, teachers may be required to contact subs on their own until another option is obtained.

#### **5. Unpaid Mandatory Leave**

Unpaid mandatory leave shall be granted for military service, legislative service, maternity, adoption, or recuperation of health and may be granted for educational improvements or other sufficient reason without forfeiture of accumulated leave credits, tenure status or other fringe benefits as prescribed by state law stated in [TCA 49-5-702](#) through [TCA 49-5-713](#).

#### **6. Emergency and Legal Leave**

Any employee called for jury duty during school hours, required to appear in any judicial or administrative proceeding, or who shall be asked to testify in any arbitration matters shall be provided such time with no less in pay or benefits. Any fees or remuneration the employee receives during such leave shall be turned over to the Bedford County School System. Emergency temporary leaves of absence without pay shall be granted in writing by the immediate supervisor for good reason. [TCA 22-4-106](#) and [Board policy 5.301](#)

#### **7. Release Time – Annually**

The Board agrees to permit the BCEA president or designee(s) to receive eight (8) days release time with pay to attend to professional duties. The Bedford County Education Association shall pay the cost of the substitute. The president of Bedford County Education Association will be responsible for informing their principal or immediate supervisor a minimum of 72 hours prior to any date of release.

#### **8. Family and Medical Leave**

\*\*Refer to the DOL for a comprehensive representation of the law

[www.dol.gov/whd/fmla/index.htm](http://www.dol.gov/whd/fmla/index.htm)

#### **9. Sick Leave Bank**

##### **Employee Sick Leave Bank Guidelines**

<http://www.tn.gov/dohr/employees/sickleave/pdf/Guidelines.pdf>

The Board and the Association agree to maintain and operate a sick leave bank according to the provisions of [TCA 49-5-801](#) through [49-5-810](#).

Bedford County Department of Education  
School Bond and Loan Analysis  
By Year

	Account	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
<b>School Bonds</b>												
<b>Series 2004, School Bonds</b>		<b>14,000,000</b>										
Principal	Refunded 2013	880,000	915,000	955,000	989,273							
Interest	Pinnacle	80,292	59,759	40,635	20,676							
<b>Series 2005, School Bonds</b>		<b>4,290,000</b>										
Principal	Refunded 4-15-15	255,000	265,000	275,000	285,000	295,000	310,000					
Interest	First Tennessee	43,810	37,180	30,290	23,140	15,730	8,060					
<b>Series 2007, School Bonds</b>		<b>44,000,000</b>										
Principal	Refunded 4/12/19	1,419,600	1,460,550	1,537,900	1,606,150	1,688,050	1,769,950	1,860,950	1,947,400	1,610,700	1,651,650	1,697,150
Interest	Regions Bank	1,158,101	1,123,623	1,050,595	973,700	893,393	808,990	720,493	627,445	549,549	501,228	451,679
Total Principal	151-82130-601	2,554,600	2,640,550	2,767,900	2,880,423	1,983,050	2,079,950	1,860,950	1,947,400	1,610,700	1,651,650	1,697,150
Total Interest	151-82230-603	1,282,203	1,220,561	1,121,520	1,017,516	909,123	817,050	720,493	627,445	549,549	501,228	451,679
<b>Total School Bonds</b>		<b>3,836,803</b>	<b>3,861,111</b>	<b>3,889,420</b>	<b>3,897,939</b>	<b>2,892,173</b>	<b>2,897,000</b>	<b>2,581,443</b>	<b>2,574,845</b>	<b>2,160,249</b>	<b>2,152,878</b>	<b>2,148,829</b>

Bedford County Department of Education  
School Bond and Loan Analysis  
By Year

	Account	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
<b>Loan Agreements</b>												
<b>Series 2016, School Loan Bond Program</b>		<b>19,275,000</b>										
Principal	First Tennessee	830,000	850,000	871,000	892,000	914,000	936,000	958,000	982,000	1,006,000	1,030,000	1,055,000
Interest	20-yr	438,615	418,203	397,293	375,872	353,930	331,452	308,440	284,869	260,715	235,977	210,645
<b>Series 2017, School Loan Bond Program</b>		<b>4,500,000</b>										
12/28/2017 Principal	First Tennessee	187,000	192,000	197,000	202,000	207,000	212,000	217,000	223,000	229,000	235,000	240,000
Interest	20-yr	112,366	107,534	102,574	97,487	92,272	86,930	81,460	75,850	70,087	64,171	58,115
Total Principal		1,017,000	1,042,000	1,068,000	1,094,000	1,121,000	1,148,000	1,175,000	1,205,000	1,235,000	1,265,000	1,295,000
Total Interest		550,981	525,737	499,867	473,359	446,201	418,382	389,900	360,719	330,801	300,148	268,759
<b>Total Loan Agreements</b>		<b>1,567,981</b>	<b>1,567,737</b>	<b>1,567,867</b>	<b>1,567,359</b>	<b>1,567,201</b>	<b>1,566,382</b>	<b>1,564,900</b>	<b>1,565,719</b>	<b>1,565,801</b>	<b>1,565,148</b>	<b>1,563,759</b>
Total Principal - Bonds and Loan Agreements		3,571,600	3,682,550	3,835,900	3,974,423	3,104,050	3,227,950	3,035,950	3,152,400	2,845,700	2,916,650	2,992,150
Total Interest - Bonds and Loan Agreements		1,833,183	1,746,298	1,621,387	1,490,875	1,355,324	1,235,432	1,110,392	988,164	880,350	801,376	720,438
<b>Total School Debt</b>		<b>5,404,783</b>	<b>5,428,848</b>	<b>5,457,287</b>	<b>5,465,298</b>	<b>4,459,374</b>	<b>4,463,382</b>	<b>4,146,342</b>	<b>4,140,564</b>	<b>3,726,050</b>	<b>3,718,026</b>	<b>3,712,588</b>

2031	2032	2033	2034	2035	2036	2037	2038	Total
								2,859,273
								121,070
								1,430,000
								114,400
1,747,200	1,797,250	1,851,850	1,906,450	1,961,050	2,020,200	2,074,800		30,189,250
400,764	348,348	294,431	238,875	181,682	122,850	62,244		9,349,886
1,747,200	1,797,250	1,851,850	1,906,450	1,961,050	2,020,200	2,074,800	-	34,478,523
400,764	348,348	294,431	238,875	181,682	122,850	62,244	-	9,585,356
<b>2,147,964</b>	<b>2,145,598</b>	<b>2,146,281</b>	<b>2,145,325</b>	<b>2,142,732</b>	<b>2,143,050</b>	<b>2,137,044</b>	<b>-</b>	<b>44,063,879</b>

2031	2032	2033	2034	2035	2036	2037	2038	Total
1,081,000	1,107,000	1,134,000	1,162,000	1,190,000	1,219,000	1,248,000		17,635,000
184,692	158,108	130,880	102,983	74,407	45,137	15,163		3,888,765
247,000	253,000	259,000	266,000	273,000	280,000	287,000	294,000	4,313,000
51,905	45,530	39,002	32,309	25,436	18,386	11,156	3,749	1,063,949
1,328,000	1,360,000	1,393,000	1,428,000	1,463,000	1,499,000	1,535,000	294,000	21,948,000
236,597	203,638	169,882	135,292	99,843	63,523	26,319	3,749	4,952,715
<b>1,564,597</b>	<b>1,563,638</b>	<b>1,562,882</b>	<b>1,563,292</b>	<b>1,562,843</b>	<b>1,562,523</b>	<b>1,561,319</b>	<b>297,749</b>	<b>26,900,715</b>
3,075,200	3,157,250	3,244,850	3,334,450	3,424,050	3,519,200	3,609,800	294,000	56,426,523
637,361	551,986	464,313	374,167	281,524	186,373	88,563	3,749	14,538,071
<b>3,712,561</b>	<b>3,709,236</b>	<b>3,709,163</b>	<b>3,708,617</b>	<b>3,705,574</b>	<b>3,705,573</b>	<b>3,698,363</b>	<b>297,749</b>	<b>70,964,594</b>

Bedford County, Tennessee  
School Bond and Loan Analysis  
**Projected Cash Flow - Schools**

	2019	2020	2021	2022	2023	2024	2025	2026	2027
Education Reserves per audit	1,803,080	2,157,786	1,896,400	1,680,799	1,503,884	1,378,631	2,323,775	3,333,895	4,722,408
<b>Projected Revenues - School Portion</b>									
Adeq. Facilities/Dev Tax	340,000	370,000	373,700	377,437	381,211	385,023	388,874	392,762	396,690
Local Option Sales Tax	5,350,000	5,998,000	6,057,980	6,118,560	6,179,745	6,241,543	6,303,958	6,366,998	6,430,668
Interest Earnings									
Transfer from GPS Fund	114,750	299,366	299,534	299,574	299,487	299,272	298,930	298,460	298,850
<b>Total Projected Revenues</b>	<b>5,804,750</b>	<b>6,667,366</b>	<b>6,731,214</b>	<b>6,795,571</b>	<b>6,860,443</b>	<b>6,925,838</b>	<b>6,991,762</b>	<b>7,058,220</b>	<b>7,126,208</b>
<b>School Debt Requirements</b>									
Debt Requirements	5,372,344	5,404,783	5,428,848	5,457,287	5,465,298	4,459,374	4,463,382	4,146,342	4,140,564
Debt Paid by 141 GPS Fund	-	-	-	-	-	-	-	-	-
Other Financing Fees	-	-	-	-	-	-	-	-	-
Other Debt Service	8,700	8,700	8,787	8,875	8,964	9,053	9,144	9,235	9,328
Trustee's Commission	69,000	69,000	64,317	64,960	65,610	66,266	66,928	67,598	68,274
Adjustment									
Projected Debt Payment from Existing		1,100,000	1,100,000	1,100,000	1,100,000	1,100,000	1,100,000	1,100,000	1,100,000
Projected Debt Payment from Refinance		346,269	344,863	341,363	345,825	346,001	342,188	346,532	342,031
<b>Total School Debt Requirement</b>	<b>5,450,044</b>	<b>6,928,752</b>	<b>6,946,814</b>	<b>6,972,485</b>	<b>6,985,697</b>	<b>5,980,693</b>	<b>5,981,642</b>	<b>5,669,707</b>	<b>5,660,196</b>
<b>Revenues in Excess of Requirements</b>	<b>354,706</b>	<b>(261,386)</b>	<b>(215,601)</b>	<b>(176,915)</b>	<b>(125,254)</b>	<b>945,144</b>	<b>1,010,120</b>	<b>1,388,513</b>	<b>1,466,011</b>
Transfer (to) from Capital Projects Fund									
Other Financing Sources									
Audit Adjustment									
<b>Ending Reserves</b>	<b>2,157,786</b>	<b>1,896,400</b>	<b>1,680,799</b>	<b>1,503,884</b>	<b>1,378,631</b>	<b>2,323,775</b>	<b>3,333,895</b>	<b>4,722,408</b>	<b>6,188,420</b>

**1% Increase per year**

**1% Increase per year**

**1% Increase per year**

**new school (20-21m) over 20 yrs**

1,445,000 per year

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Good morning Robert,

I agree with John's assessment of \$21mm in bonding capacity for 20 years at 3.5%. If we lengthen the amortization to 25 years and increase the budget rate to 3.75%, then you would have about \$24mm in bonding capacity.

If you would like, we can send over any schedules that you would need for analysis, and if you have an estimate on the project size and/or the revenue a penny on the tax rate brings in, we could run a few scenarios to assist you.

Thanks,  
Chris



SINCE 1911

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Cumberland Securities Company, Inc.  
P.O. Box 22715  
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[Chris.Bessler@CumberlandSecurities.com](mailto:Chris.Bessler@CumberlandSecurities.com)



**HISTORICAL ENROLLMENT BY SCHOOL**

<b>SCHOOL</b>	<b>2011-12</b>	<b>2012-13</b>	<b>2013-14</b>	<b>2014-15</b>	<b>2015-16</b>	<b>2016-17</b>	<b>2017-18</b>	<b>2018-19</b>	<b>2019-20</b>
<b>Cascade Elementary</b>	634	614	624	577	584	571	565	568	618
<b>Cascade Middle</b>	411	350	330	344	365	350	348	407	422
<b>Cascade High</b>	501	523	541	536	514	493	468	488	520
<b>Community Elementary</b>	654	705	700	712	732	715	691	643	623
<b>Community Middle</b>	359	357	354	379	339	390	399	430	413
<b>Community High</b>	473	465	481	485	514	512	509	530	560
<b>Eakin Elementary</b>	520	505	522	589	599	597	609	611	582
<b>Eastside Elementary</b>	391	424	404	410	411	406	450	431	418
<b>Harris Middle School</b>	808	870	956	983	997	1000	1025	1044	1079
<b>Learning Way Elementary</b>	607	577	581	582	567	533	548	530	546
<b>Liberty Elementary</b>	597	640	660	712	709	727	740	739	722
<b>Shelbyville Central</b>	1211	1231	1219	1270	1350	1400	1482	1483	1447
<b>Southside Elementary</b>	423	417	416	412	416	423	378	376	373
<b>Thomas Magnet</b>	373	359	351	341	338	347	349	347	367
	7964	8041	8144	8335	8438	8488	8563	8628	8690

**SCHOOL ENROLLMENT AND CAPACITY**

SCHOOL	CAPACITY	ENROLLMENT
Cascade Elementary	750	618
Cascade Middle	600	422
Cascade High	800	520
Central High	1400	1447
Community Elementary/Middle	1300	1036 (623 + 413)
Community High	550	560
Eakin	520	582
Eastside	320	418
Harris Middle	1200	1079
Learning Way	550+two phase addition = 750	546
Liberty	660	722 (261+461)
Southside	320	373
Thomas Magnet	520	367

## **BCS BUILDING HISTORY**

**Old Central where our Bedford County Learning Academy is now located - 1939**

**Cascade High - Old building built in 1974 - New Build 2019**

**Cascade Middle - in the old high school building**

**Cascade Elementary - 1996, Renovated 2007**

**Shelbyville Central - current building built 1977, renovated in 2008**

**Community Elementary - the gym was built in the 50s, and the current building was built in 1996 and houses both the elementary and middle school**

**Community High - new construction 2009, leaving behind the building now occupied by the middle school**

**Eastside Elementary - Built in 1924, Renovated in 1996**

**Eakin Elementary - Built in 1957 and renovated in 1995**

**Harris - new construction 2006, leaving the old building where BCLA now is**

**Learning Way - constructed in 2009, added to 2019-20**

**Liberty - built in 1977, renovated in 1999**

**Southside - built in 1956, renovated in 1995**

**Thomas - built in 1963, renovated in 1996, became a magnet school in 2009**

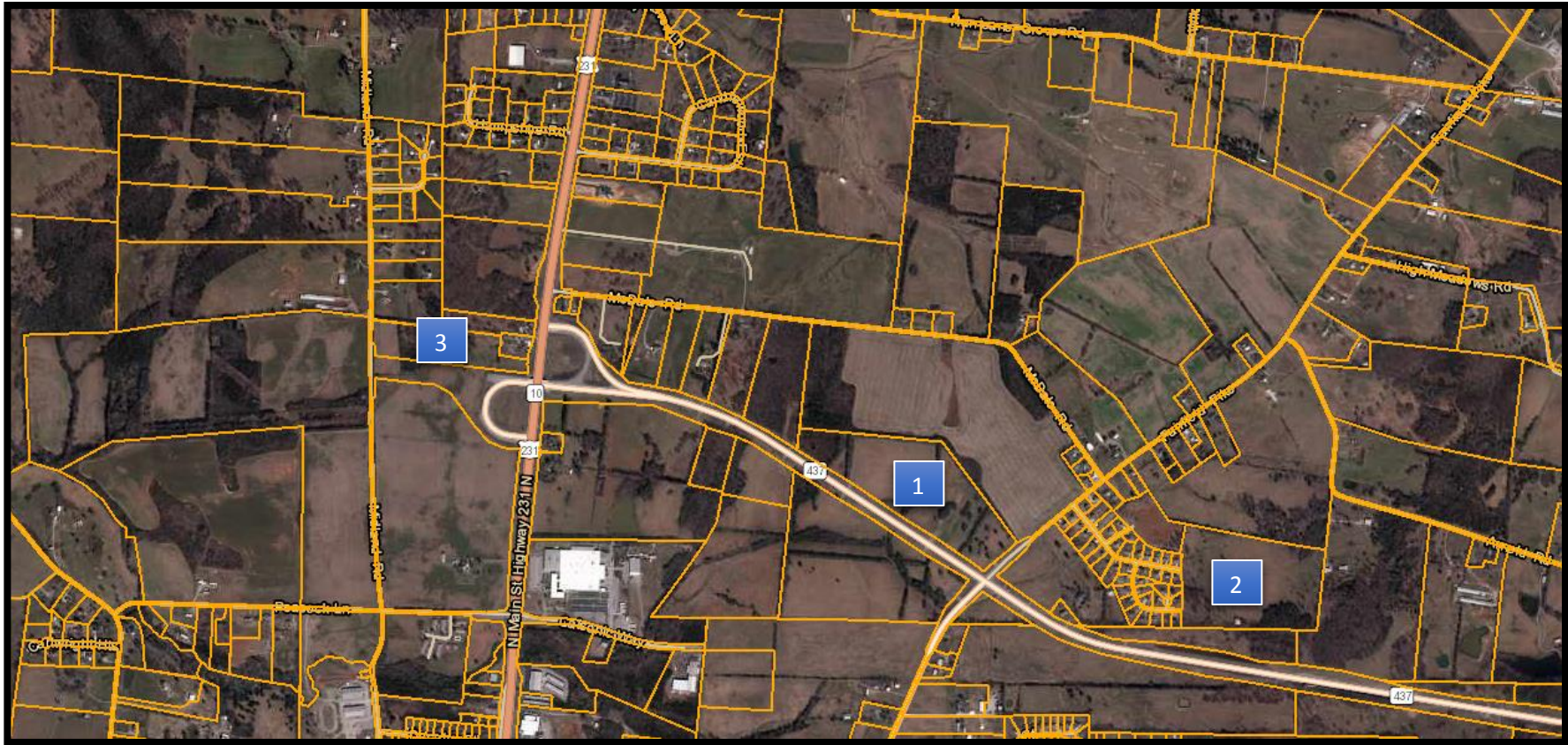
**Vocational Annex - built in 1962**

**In 2005, land was purchased at Cascade area (104 acres), Liberty area (61 acres) and Community area (93 acres) for expansion. Cascade High and Community High have since been built on portions of those properties.**

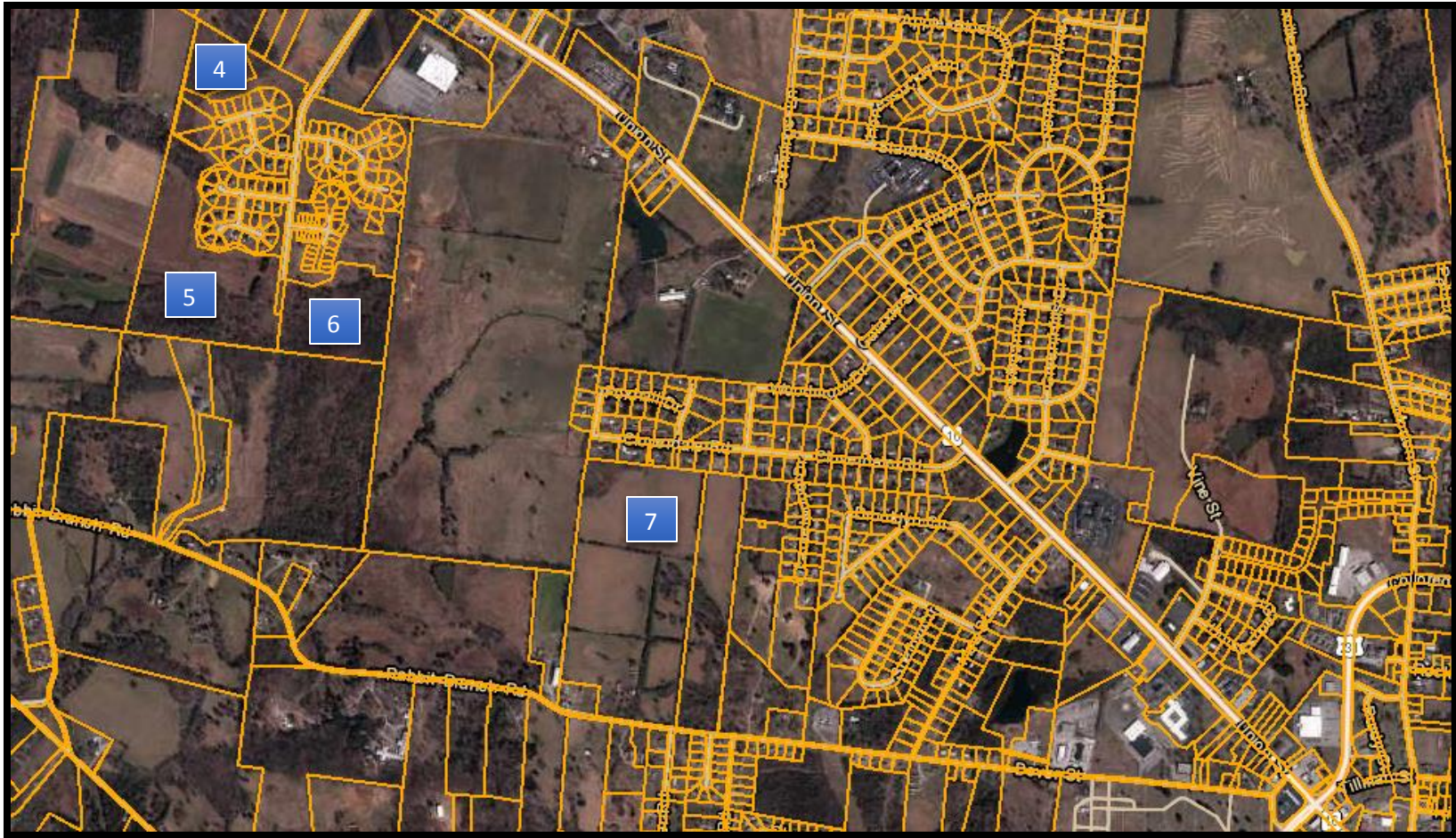
School	Classrooms in Portables	
Cascade Middle / High School	<del>13</del> 0	Note: 4 at Elementary School
Eakin Elementary	10	
South Side Elementary	8	
East Side Elementary	8	
Learning Way Elementary	<del>4</del> 0	
Community Elementary	4	
Thomas Magnet	2	
Liberty School	5	
Cascade Elementary	0	
Harris Middle	0	
Shelbyville Central	0	
Community Middle	0	
Community High	0	
Social workers & services (voc annex)	4	
<b>Total Classrooms</b>	<u><del>58</del> 41</u>	

None of the portables have been moved from Cascade yet.

The Learning Way portables have been moved to an overflow parking area at Central High School. They have not been sold.



- 1** **Fairfield Place** – Preliminary Plat under Review – 79 Single Family Detached Residential Lots
- 2** **Global Manor Phase 1** – Final Plat under Review – 40 Single Family Detached Residential Lots  
**Global Manor Phase 2** - Preliminary Plat Approved - 27 Single Family Detached Residential Lots
- 3** **Fieldstone Planned Unit Development** – Construction Plans Approved – 35 units in Duplexes and Triplexes



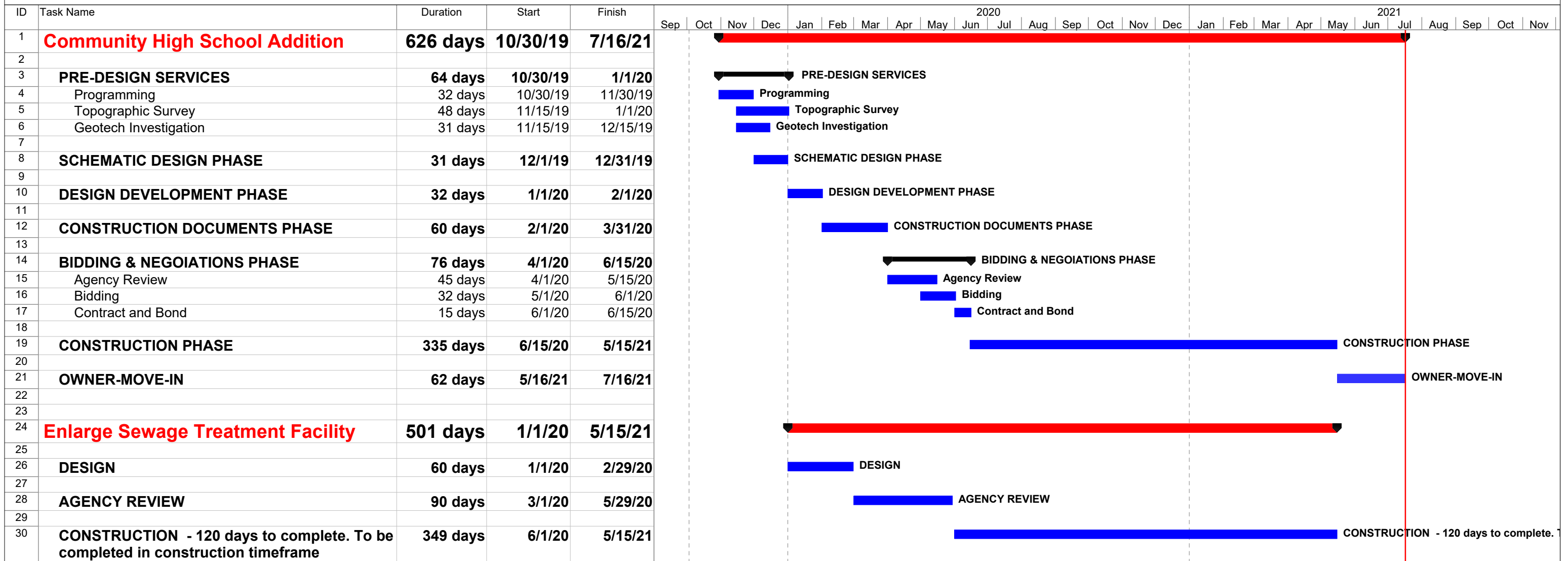
- 4 **Hartford Subdivision Phase 2** – Construction Plans under Review – 13 Single Family Detached Residential Lots
- 5 **Ridgewood Subdivision** – Planned Unit Development Pattern Book Approved – 134 Single Family Detached Residential Lots
- 6 **McKeesport 2 Subdivision** – Planned Unit Development Pattern Book Approved – 132 Single Family Detached Residential Lots
- 7 **Wheatfield Subdivision** – Preliminary Plat Approved – 31 Single Family Detached Residential Lots



**Bedford County School - 5 Year Master Plan 10.04.19**

Facility	Planning Bid Process	Beginning Construction	Construction Complete	Estimated Enrollment	Estimated Square Footage	Estimated Cost Per Square foot	Total Estimated Cost
<hr/>							
<b>Learning Way Elementary Addition (8 Classrooms)</b>		2019	2020	200	7,802	183/sf	\$1,368,252.00
General Contractor/A&E/IT Security							<u>\$61,760.00</u>
Contingency 5% GC Base Bid							<b><u>\$1,430,012.00</u></b>
<hr/>							
<b>New Elementary</b>	2019 - 2020	2020	2021	750	90,000	210 / sf	\$18,900,000.00
General Contractor/A&E						10/sf	\$900,000.00
IT/Security/FFE							<u>\$1,980,000.00</u>
Contingency 10%							<b><u>\$21,780,000.00</u></b>
Land Purchase 10/20 acres							Land Price Not Included
<hr/>							
<b>Community High (Classroom Addition)</b>	2019 - 2020	2020	2021	300	21,500	220 / sf	\$4,730,000.00
General Contractor/S&E							\$250,000.00
IT/Security/FFE							\$400,000.00
Expand Onsite Sewer System							<u>\$538,000.00</u>
Contingency 10%							<b><u>\$5,918,000.00</u></b>
<hr/>							
<b>Liberty Middle</b>	2021-2022	2022	2023	500	98,000	250/sf	\$24,500,000.00
Contingency 10%							<u>\$2,450,000.00</u>
							<b><u>\$26,950,000.00</u></b>
<hr/>							
<b>Central High (Add)</b>	(2022 est)				40,000	250/sf	<b><u>\$10,000,000.00</u></b>
Vocational							
(reuse existing equipment, furniture, etc)							
Security Upgrades & Renovations							
<hr/>							

# COMMUNITY HIGH SCHOOL ADDITION PROJECT SCHEDULE



# BEDFORD COUNTY SCHOOLS PROJECT SCHEDULE (Fast Track)

ID	Task Name	Duration	Start	Finish	2020												2021															
					Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	
1	<b>New Freestanding Elementary School</b>	<b>669 days</b>	<b>10/1/19</b>	<b>7/30/21</b>																												
2																																
3	<b>SITE</b>	<b>90 days</b>	<b>10/1/19</b>	<b>12/29/19</b>																												
4	Evaluation/Selection and Purchase	90 days	10/1/19	12/29/19																												
5	Preliminary Geotech Investigation	30 days	10/1/19	10/30/19																												
6																																
7	<b>PRE-DESIGN SERVICES</b>	<b>61 days</b>	<b>10/30/19</b>	<b>12/29/19</b>																												
8	Architect Selection & Contract	1 day	10/30/19	10/30/19																												
9	Programming	30 days	10/30/19	11/28/19																												
10	Determine Mechanical & Structural Systems	30 days	11/30/19	12/29/19																												
11																																
12	<b>SCHEMATIC DESIGN PHASE</b>	<b>45 days</b>	<b>11/30/19</b>	<b>1/13/20</b>																												
13	Topographic Survey	45 days	11/30/19	1/13/20																												
14	Final Geotech Investigation	30 days	12/15/19	1/13/20																												
15																																
16	<b>DESIGN DEVELOPMENT PHASE</b>	<b>30 days</b>	<b>1/13/20</b>	<b>2/11/20</b>																												
17																																
18	<b>CONSTRUCTION DOCUMENTS PHASE</b>	<b>60 days</b>	<b>2/11/20</b>	<b>4/10/20</b>																												
19																																
20	<b>AGENCY REVIEW/BIDDING</b>	<b>79 days</b>	<b>4/12/20</b>	<b>6/29/20</b>																												
21	Agency Review	45 days	4/11/20	5/25/20																												
22	Bids	32 days	5/11/20	6/11/20																												
23	Contract and Bond	15 days	6/11/20	6/25/20																												
24																																
25	<b>CONSTRUCTION PHASE</b>	<b>371 days</b>	<b>6/25/20</b>	<b>6/30/21</b>																												
26																																
27	<b>OWNER MOVE-IN</b>	<b>60 days</b>	<b>6/1/21</b>	<b>7/30/21</b>																												

## TSBA Summer Law Institute 2020 Registration

TSBA - Communications <communications@tsba.net>

Fri 3/6/2020 11:15 AM

To: Suzanne Alexander <hickss@bedfordk12tn.net>

[View this email in your browser](#)



Are you interested in the most up-to-date decisions regarding school law cases in Tennessee as well as the rest of the nation? Do you want to know what laws were passed by the General Assembly in the last session? Then this training is for you! During this meeting participants are provided with a review of new and relevant state laws, in addition to state and federal school-related court decisions.

The annual Summer Law Institute sponsored by TSBA, in conjunction with the Tennessee Council of School Board Attorneys, is a seminar held each summer for school board members, superintendents, and school board attorneys. We will be hosting two institutes, one in East Tennessee and the other in West Tennessee.

Major topics covered during this seminar include:

- Responding to an Actual Violent Crisis
- Legislative Update
- Student Discipline & Truancy
- Tennessee's New Carl Perkins Plan
- School Board Responsibilities
- Human Resources

[Summer Law Jackson Agenda](#)

[Summer Law Gatlinburg Agenda](#)

## Registration Details

### **Summer Law Jackson**

June 26, 2020 - Doubletree Hotel, Jackson, TN

### **Summer Law Gatlinburg**

July 17-18, 2020 - Park Vista, Gatlinburg, TN

Registration Fee for the Summer Law Institute - Jackson: \$125.00 per person.

Registration Fee for the Summer Law Institute - Gatlinburg: \$175.00 per person.

*To register for this event, please click on the button below:*

 **Register Online**

### **Registration/Cancellation Deadlines:**

- Jackson - Friday, June 12, 2020
- Gatlinburg - Friday, July 3, 2020

*Cancellations must be emailed to [registrar@tsba.net](mailto:registrar@tsba.net) by the deadline above to receive a refund.*

### **Gatlinburg Hotel Accommodations**

TSBA has a room block at the Park Vista Hotel. The room rate is \$125 per night, plus tax. Once you register for the event, you will receive an email with the group code for the hotel.

Specific parking and shuttle information will be emailed to all registrants prior to the Summer Law Institute in Gatlinburg.

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# Claim for Reimbursement of Traveling Expenses

Purpose of Trip Annual Board Retreat \_\_\_\_\_ Date \_\_\_\_\_  
 Destination Sewanee, TN March 13 & 14, 2020 \_\_\_\_\_  
 Expenses to be paid by \_\_\_\_\_  
      State Dept. of Education  
      Board of Education  
     Account # 141-72310-355  
      Other \_\_\_\_\_

DATE	TRANSPORTATION		LODGING	MEALS			OTHER*	TOTAL
	Total Mileage	Other**		Breakfast	Lunch	Dinner		
<b>TOTAL</b>								\$ 0.00

xs .47 = Mileage Expenses  
 \*\* Other = List and itemize **TOTAL EXPENSES**

I hereby certify that this claim is true and correct:

Comments: \_\_\_\_\_

Claimant Name (Print) \_\_\_\_\_

Claimant Signature \_\_\_\_\_

Board Member \_\_\_\_\_  
 Position \_\_\_\_\_

Approved by: \_\_\_\_\_  
 Supervisor / Department Head

Approved by: \_\_\_\_\_  
 Director of Finance