

# JOINT BOARD OF EDUCATION

## AGENDA

Date of Meeting: May 6, 2025

Time: 5:00 PM

Location: Professional Development Center at the Kathryn W. Leonard  
Administrative Office

- I. **Call to Order/Welcome** (5 Minutes) Cindy Luttrell
- II. **Invocation** (5 Minutes) Cindy Luttrell
- III. **Pick Up Dinner** (10 minutes)
- IV. **Approval of Minutes of the April 29, 2025, GCS Budget Workshop** (5 Minutes) Cindy Luttrell
- V. **Board Goal 4 Update** (10 minutes) Ellen Lipe, CPA
- VI. **Board Goal 5 Update** (10 minutes) Jeff Townsley
- VII. **Present Changes to the Budget** (20 Minutes) Ellen Lipe, CPA
- VIII. **Director's Comments** (10 Minutes) Steve Starnes
- IX. **Questions & Discussions** (15 Minutes) Cindy Luttrell
- X. **Final Direction from the Board** (10 minutes) Cindy Luttrell
- XI. **Adjournment** Cindy Luttrell

**OFFICIAL MINUTES OF THE GREENVILLE CITY BOARD OF EDUCATION**  
**Tuesday, April 29, 2025**

**BUSINESS TRANSACTED**

**I. Call to Order/Welcome**

The Greeneville City Board of Education met on Tuesday, April 29, 2025, at the Professional Development Center at the Kathryn W. Leonard Administrative Office, 129 W Depot St, Greeneville, TN 37743. Members in attendance were Greeneville City Schools Cindy Luttrell (Chair), Dr. Craig Shepherd (Vice-Chair), Josh Quillen (Treasurer), and Crystal Hirschy (Board Member). Other attendees included Steve Starnes, Director of Schools; Todd Smith, City Administrator; Cal Doty, Mayor; several administrative personnel; and media representatives.

**II. Pick up Dinner**

**III. Review of Board Goals 2 & 3 Key Performance Indicators**

Melissa Batson presented Board Goal 2, which focuses on providing a system of highly qualified, world-class faculty and staff in Greeneville City Schools. The goal emphasizes a commitment to continuous learning, a growth mindset, and high expectations for all. It highlights the importance of building relationships, nurturing the whole child, and creating a learning organization that strives for ongoing improvement.

Progress toward the goal is measured through five key performance indicators. The first aims for 98% of educators to achieve a Level of Effectiveness (LOE) score of 4 or higher. Although this target has not yet been met, the district has shown steady growth, increasing from 91.67% in 2020-21 to 96.58% in 2023-24. The second objective is achieving a 100% educator workforce without waivers or permits. This goal remains unmet, with one media specialist waiver and four occupational licenses in 2024-25, though the district has seen an encouraging rise in applicants with ESL endorsements.

The third goal seeks to increase workforce diversity by 1% each year. Progress in this area has been minimal, with teacher diversity at 3.32% in 2024-25, slightly higher than previous years. However, the district has met its fourth goal, achieving a 97% new hire satisfaction rate, supported by initiatives such as online onboarding through Canvas, 90-day check-ins, and satisfaction surveys. The fifth target, a 95% employee retention rate, has not been met, with a 2023-24 retention rate of 91.36% (or 93.8% when excluding retirees).

To support these goals, the district has implemented several initiatives. The Tennessee Teacher Apprenticeship program replaced the former Grow Your Own program and has one current participant. Employee recognition has been enhanced through events,

vendor-sponsored gift cards, and introducing a district mascot named "Sprout." Greenville City Schools also prioritizes competitive compensation, with annual salary increases for certified staff and improved substitute pay. Additionally, the district has incorporated in-person exit interviews and plans to implement stay interviews to understand better and support staff retention.

Dr. Jason Horne presented Board Goal 3, which focuses on providing a state-of-the-art learning environment for Greenville City Schools. The goal is grounded in the belief that a clean, safe, and welcoming atmosphere supports academic success and emotional well-being. To achieve this, the district is pursuing multiple strategic initiatives, including conducting customer satisfaction surveys related to facility cleanliness, expanding access control systems for enhanced security, and increasing capital budget allocations by 20% annually until reaching \$1,000,000. The district aims to fully digitize student records with secure backups and implement a comprehensive HVAC replacement schedule to modernize building systems across all schools by 2029. Additionally, the district has committed to a 10% annual increase in safety expenditures, with \$75,008 allocated for the 2025-2026 school year. Progress has already been made, including completing access control system installations, approval of new teacher devices totaling \$303,000, and HVAC upgrades at Greenville Middle and Highland Elementary.

#### IV. Capital Project & CIP

Phillip Graham presented an update on capital projects and Capital Improvement Plans (CIPs), highlighting completed and ongoing efforts within Greenville City Schools. Completed projects included the installation of a CDC restroom at Eastview, creation of two RTI spaces at Tusculum View, new carpeting at GHS and GMS, a calm-down room at GMS, card access upgrades at Hal Henard, exterior improvements at Eastview, and new awnings at Tusculum View. Ongoing efforts involve caulk replacement at GHS, maintenance work on the GMS track, and the design phase of relocating the Operations Center to GTC. The presentation also detailed future CIP priorities totaling \$2.29 million, including major facility upgrades such as fire alarm system replacement at Tusculum View, HVAC replacement at the GHS Fieldhouse, roofing projects at multiple locations, and door replacements at Greenville Middle School. Capital priorities for 2026 were also outlined, totaling \$864,000 and focusing on projects for a softball turf infield, tennis court maintenance and repair, the George Clem move, and the partial roof replacement at NPAC.

#### V. Budget PowerPoint

Lipe presented her budget presentation to the board. During the presentation, she stated that the Greene Technology Center's standalone budget, typically around \$2 million, will no longer exist as of July 1. The City of Greenville is purchasing the facility for use by Greenville City Schools, and its operations and funding will now be

incorporated into the district's General Purpose Budget. She noted that property tax revenue is projected to increase by 6.61%, or \$351,733, compared to the 2023-2024 fiscal year. Additionally, local sales tax revenue is expected to rise by 7.63%, amounting to an increase of \$859,695.

Lipe then presented the proposed 2025-2026 General Purpose Budget, which includes projected revenues and equity totaling \$39,978,183. Expenditures are projected at \$40,12,963, resulting in a deficit of \$134,780. Revenue sources include \$9,806,960 from local taxes, \$22,473,170 from state education and other state revenues, \$5,985,765 from city appropriations and other sources, and \$938,493 from charges for current services.

Major expenditure categories include \$18,387,885 for regular instruction, \$2,936,396 for special education, \$1,326,099 for vocational education, \$1,174,312 for technology, \$2,809,225 for operation of plant, \$1,093,209 for transportation, and \$868,500 for capital outlay. Lipe also outlined \$3,125,070 in new expenditures for the upcoming fiscal year. Key additions include \$227,902 for salary scale step increases for all employees, \$1,001,872 in enhancements to the teacher certified pay scale, a 3% raise for non-certified staff totaling \$102,485, and a projected \$249,822 increase in health insurance premiums.

Lipe emphasized that integrating the Greene Technology Center into the district's general budget marks a significant structural and financial transition for the 2025-2026 fiscal year.

#### VI. Director's Comments

Steve Starnes shared five key points that he felt this budget addressed: 1. Students and staff. 2. Inflationary costs. 3. Funds two of three Board Goals. 4. Seeks to maximize Grant Funding. 5. Integrates GTC into the General Purpose Budget. He also provided an update on a 2022 state law requiring all Tennessee school districts to raise the minimum teacher salary to \$50,000 by the 2026-27 school year, as outlined in Tenn. Code Ann. § 49-3-306. Starnes explained that the state will fund 70% of the mandated salary increase, while local districts must cover 30%. This funding structure is part of the Tennessee Investment in Student Achievement (TISA) formula, which replaced the former Basic Education Program (BEP) model. TISA provides funding on a per-student basis and includes weights for individual student needs, such as economic disadvantaged, English learners, and unique learning needs. Starnes also shared a five-year salary schedule, noting that the teacher's salary was \$39,728 in 2020-21 and has increased to \$47,945 in the 2024-25 school year.

#### VII. Questions & Discussions

Board members and Mayor Doty discussed the Tennessee Investment in Student Achievement (TISA) funding formula. Starnes provided an overview of how TISA

allocates funding based on student needs and district characteristics. He explained that TISA shifts away from a resource-based model to a student-based model, which provides a base amount per student and additional weights for students with specific needs, such as economically disadvantaged, English language learners, or those in rural or small districts. He also discussed Direct Funding and Outcomes funding, which is funded 100% by the State.

**VIII. Direction from the Board**

Board Chair Cindy Luttrell remarked that the proposed budget appears more promising than initially anticipated, providing a positive outlook for upcoming planning. Mrs. Lipe and Mr. Starnes were directed to review the budget to determine if any areas could be reduced or revenue increased to lower the deficit. The Board will reconvene for its next budget workshop on May 6, during which it is expected to review and discuss remaining strategic goals and priorities.

**IX. Adjournment**

The meeting was adjourned at approximately 7:11 p.m.

Respectfully submitted,

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Cindy Luttrell, Chair

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Steve Starnes, Director of Schools

## Greenville City Schools Action Plan - Goal Four

YEAR: 2024-2029

*Finalized: March 2024*

Board Goal: Focus expenditures on instruction and provide excellence in school district accounting.

Rationale:

- The Greenville City Schools Budget Document must reflect the district's core philosophy of putting student learning first.
- We value a culture of high expectations and are committed to innovation and continuous improvement.
- Stewardship of taxpayer resources is paramount to all stakeholders and the community.

### KEY PERFORMANCE INDICATORS

1. 75% of the General Purpose School Fund Budget will be allocated to instruction.
2. At least one financial process will be digitized each year.
3. The district will continue to have zero audit findings each year. School audit findings will be reduced by at least one per year.
4. Finance process customer satisfaction scores will be at least 97%.

ACTION STEPS	TIMELINE	PERSON(S) RESPONSIBLE	REQUIRED RESOURCES &	FUNDING SOURCE
When prioritizing budget requests, the Leadership Team and the BOE shall evaluate budget requests to prioritize instructional expenditures.	2024-2029	Board of Education, Director of Schools, C-Team, Leadership Team	75% of the General Purpose School Fund Budget	Local Taxes, BEP, Tuition, GCS Education Foundation, Other Sources
Successfully administer and finalize all grant reports due at the end of each grant life cycle. Grants included (but are not limited to): ESSER 2.0, ESSER 3.0, Epidemiology and Laboratory Capacity, Literacy Training, ARP IDEA, ARP Homeless, and Resilient Schools.	2024-2029	Federal Projects Specialist, Payroll Specialist, Accounts Payable and Bookkeeping Specialist, CFO	Daily Labor and Benefits Costs	General Purpose School Fund and Federal Projects Fund
Implement Vendor Self-Service Portal	2024-2025	CFO, Munis Administrator, Finance Team, IT Team	Finance Team Currently Researching Feasibility and Cost	General Purpose Budget Request
Implement GASB 87 & 96 Accounting Standards	2024-2025	CFO, Finance Team	DebtBook Software \$5,525	General Purpose Finance Budget

## Greenville City Schools Action Plan - Goal Five

YEAR: 2024-2029

UPDATED: May 2025

Board Goal: Provide excellence and equity in family and community programs.

Rationale:

We are a family of learners committed to building relationships with students and colleagues to learn and grow together. We strive to develop the whole-child by nurturing purpose, passion, and strengths.

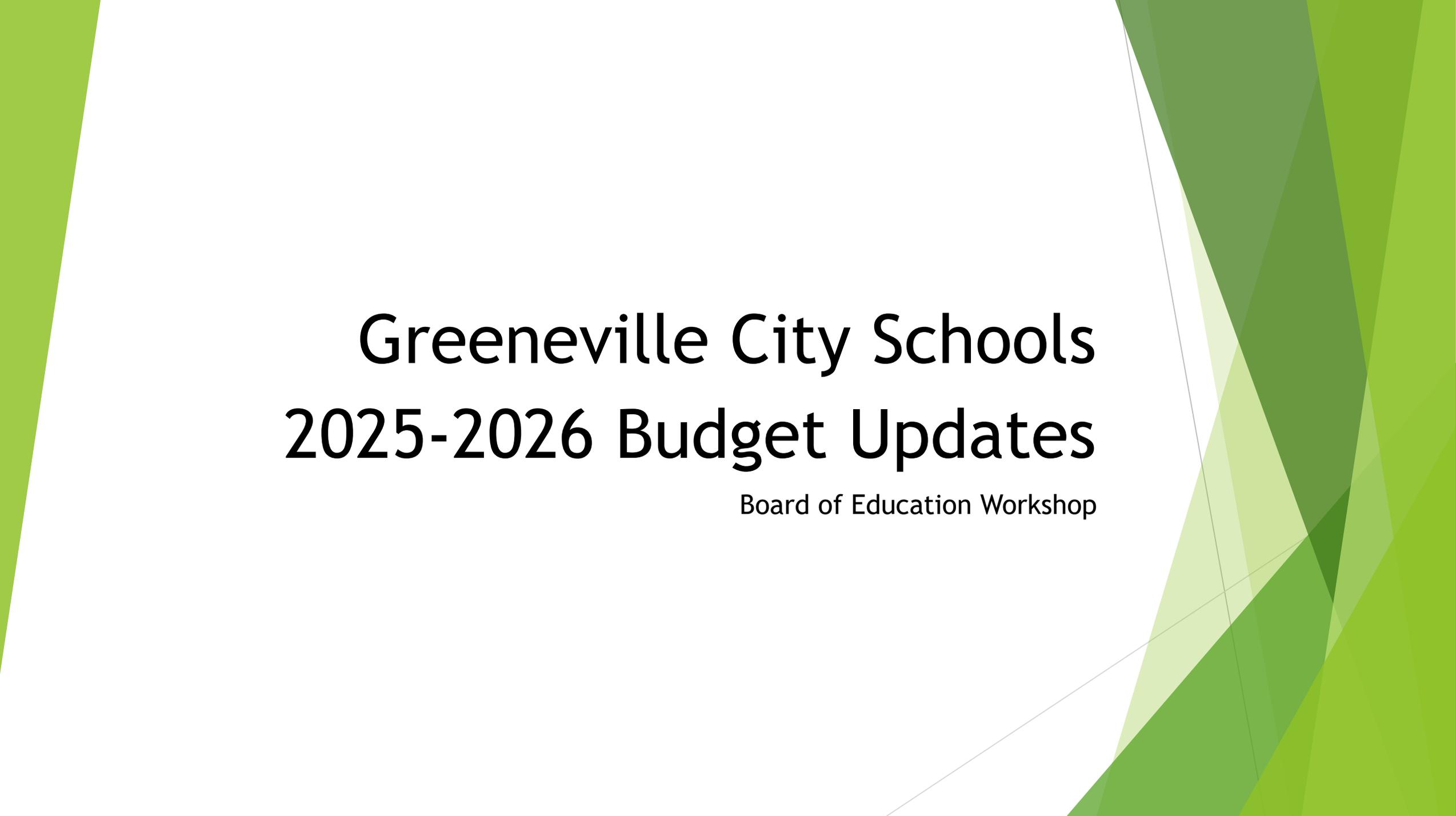
Everyone concerned with student development has a unique role in this collaborative partnership.

We are a learning organization that strives to move beyond what is and continually searches for what could be.

KEY PERFORMANCE INDICATORS					KPI PROGRESS REPORT
1. Score at least a Level 2 (0 to 3 scale) -on 90% of the indicators for the 6 PTA National Standards for Family-School Partnerships Assessment Guide					Previous target met, raised to 90% for the 2023-24 SY
2. 100% of families will participate in at least one family engagement event.					Ongoing - 83% District-wide
3. Increase participation of the Title 1 Family Resource Advisory Council to include at least 5 business, industry and community agencies.					Currently 6 agencies are represented
4. 75% of Family Engagement Activities will focus on academic success.					87% District-wide
5. Providing an increased level of support for students with mental health needs.					Currently 4 Mental Health Counselors serving our schools
ACTION STEPS	TIMELINE	PERSON(S) RESPONSIBLE	REQUIRED RESOURCES & PROJECTED	FUNDING SOURCE	SPRING 2025 UPDATES
The Title I Family Resource Advisory Council will meet quarterly to gather stakeholder input.	Quarterly each year 2024-2029	Federal Projects Director/Family Resource Center Coordinator	Meeting Time	Existing funds for budgeted positions	FRC Advisory Council typically met in <b>October and March</b> this school-year
Each school will plan and facilitate family engagement activities centered around academic success.	Quarterly each year 2024-2029	Principals	Minimal cost	Title 1 and School Level Funds	All schools have invited parents to Open House / Back to School events to provide overview of student expectations as well as curriculum standards and student support opportunities. On-going Parent engagement activities are planned throughout the school-year.
Expand the membership of the Title 1 Family Resource Advisory Council to include business and industry representatives.	2024-2026	Federal Projects Director/Family Resource Center Coordinator	None	N/A	<b>Representatives include:</b> Greenville/Greene County YMCA, Frontier Health, Tennessee Voices, Greenville Church of Christ, American Jobs Center, and Brolin & Bailey.
Each school will work to better reach non-English speaking families by making translation services available through in-person, call-in, written communication or virtual platforms. GCS will attempt to locate and secure translation services through community organizations and volunteers to better serve our families.	2024-2029	Federal Projects Director/Principals/Chief Student Services Officer	Varies by amount of services required	Title 1, Parent Engagement and Special Education	Translation services are being offered and provided to families when needed. These services are provided via different means, i.e. in-person, zoom, phone. These services continue to be used. We have started translating key documents into Spanish.
GCS will continue to evaluate the mental health needs within our schools and address them appropriately. We want to maintain the available mental health services for our students and staff by securing funding for mental health professionals serving our system.	2024-2029	Assistant Director of Schools for Instruction/Chief Student Services Officer/Coordinated School Health Supervisor	Approximately \$50,000 per staffed position.	Resilient Schools Community (RSC) Grant Funds currently cover the three positions. The RSC grant ends on June 30, 2024.	GCS currently has 4 Mental Health Professionals working within our schools. Two positions are budgeted in GP. The other two positions are paid for through an ongoing grant that was awarded to Frontier Health.
Conduct parent satisfaction survey via email on the six PTA standards to all parents.	Spring of each year 2024-2029	Federal Projects Director/Chief Student Services Officer	Minimal time costs to evaluate results	Existing funds for budgeted positions	The parent survey showed greater than 90% positive responses for 5 of the 6 PTA Standards. Overall a 92.2% positive response rate for all respondents.
GCS will strive to support the needs of the students and families by funding a 2nd Social Worker position.	2024-2025	Assistant Director of Schools for Instruction/Chief Student Services Officer	Approximately \$88,000.	General Purpose budget	We currently employ 1 social worker with GP Funds. The vast needs of our students and families with medical, vocational, mental health and residential difficulties supports the need to provide additional funding for the second position.

**Greeneville City Schools**  
**General Purpose Budget Draft**  
**2025-2026**  
**As of May 6, 2025**

Account #	Description	General Purpose Budget 2025-2026
34760	Assigned for Instruction	\$ 246,918
39000	Unassigned Fund Balance- GTC Retiree Obligations	58,668
40000	Local Taxes	9,806,960
41000	Licenses & Permits	1,209
43000	Charges for Current Services (Education)	938,493
44000	Other Local Revenue	285,626
46000	State Education Funds & Other State Revenues	22,699,444
47600	Direct Federal (ROTC)	81,374
49000	City Appropriation, Indirect Cost, & Insurance Recovery	5,985,765
	<b>Total Revenues and Equity</b>	<b>\$ 40,104,457</b>
71100	Regular Instruction	18,387,885
71150	Alternative Instruction Program	186,329
71200	Special Education Program	2,936,396
71300	Vocational Education Program	1,326,099
71400	Student Body Education Program	500
72110	Attendance	131,369
72120	Health Services	480,242
72130	Other Student Support	1,873,271
72210	Regular Instruction - Support	1,309,351
72220	Special Education Program - Support	343,413
72230	Vocational Education Program - Support	2,400
72250	Technology	1,174,312
72310	Board of Education	1,027,562
72320	Office of the Superintendent	613,699
72410	Office of Principal	2,488,969
72510	Fiscal Services	402,339
72520	Human Resources	383,151
72610	Operation of Plant	2,809,225
72620	Maintenance of Plant	1,168,805
72710	Transportation	1,128,792
73300	Community Services	20,000
73400	Early Childhood Education	640,450
76100	Capital Outlay	868,500
81300	Education Debt Service	370,487
99100	Operating Transfers	75,000
	<b>Total Expenses</b>	<b>\$ 40,148,546</b>
	<b>Deficit</b>	<b>\$ (44,089)</b>



# Greeneville City Schools 2025-2026 Budget Updates

Board of Education Workshop

# Revenues



# Other Local Revenue

- ▶ GTC Equipment Auction
  - ▶ \$100,000



# State of Tennessee

▶ TISA

▶ \$226,274



# Expenditures



# Expenditure Update

- ▶ **Transportation Equipment (School Bus)**
  - ▶ **\$35,583**



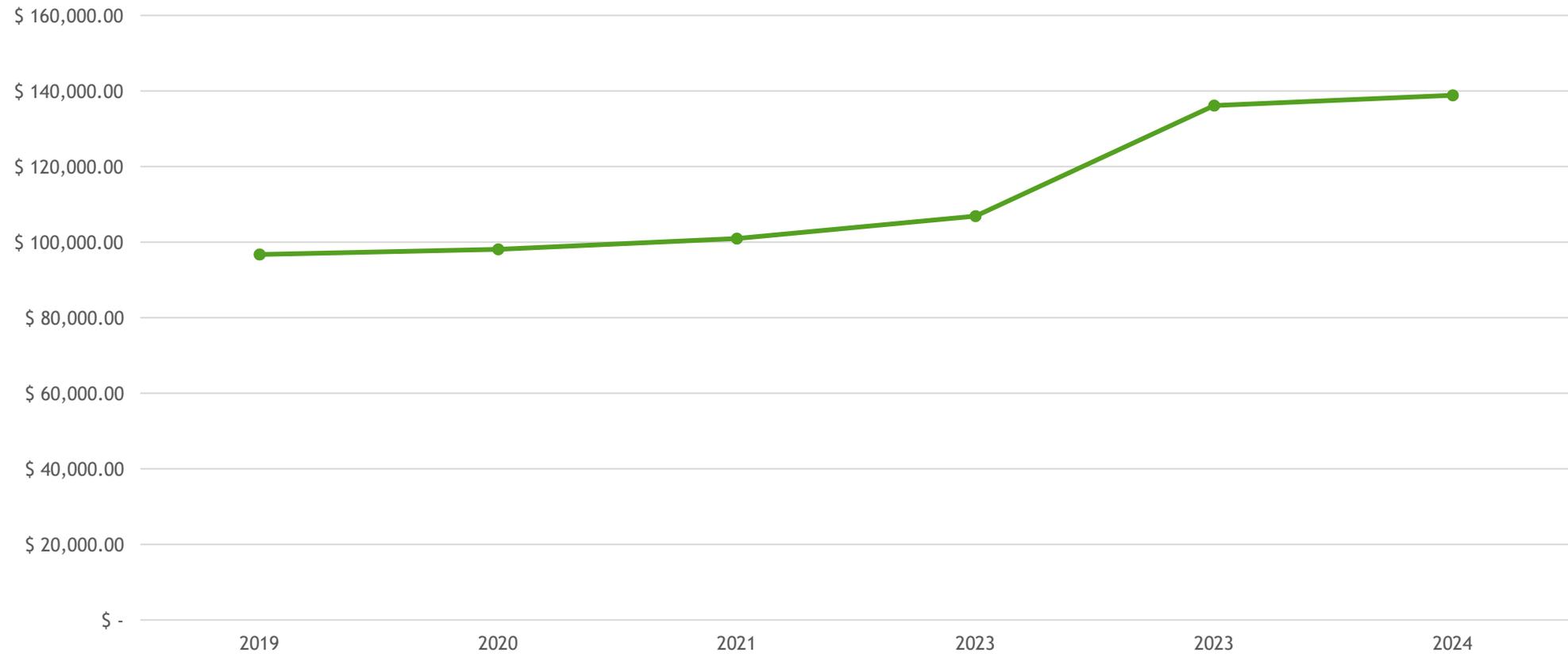
# Draft Does NOT Include

- ▶ April-June Trustee Reports
- ▶ May ADA Adjustment
- ▶ Final Retirement Incentive Count
- ▶ Health Insurance Increase Data
- ▶ Final Broker Liability Insurance Estimates

# The Bottom Line

- ▶ Revenues + Equity \$40,104,457
- ▶ Expenses <\$40,148,546>
- ▶  <44,089>

# Cost of a School Bus 2019-2024



# Cumberland

CUMBERLAND INTERNATIONAL TRUCKS, INC. 1901 LEBANON PIKE NASHVILLE, TN 37210 Phone: (615) 256-4633 FAX: (615) 255-8318

**INVOICE AND  
BILL OF SALE**  
V101004244

V101004244

Bill To: 25760  
GREENVILLE CITY SCHOOLS  
312 FLORAL STREET  
GREENEVILLE TN 37743  
(423) 787-8022

Deliver To: 25760  
GREENVILLE CITY SCHOOLS  
312 FLORAL STREET  
GREENEVILLE TN 37743  
(423) 787-8022

Date	Invoice Date	Delivery Date	Cust. P.O. NO.	Payment Code	Terms	Sales Person
6/13/2019	06/13/2019	06/13/2019	921	VR	CASH	ASCURLOCK

VEHICLE(S) FOR SALE

Unit ID	YR - Make - Model	VIN / Item Description	PRICE
169614	2020- IC - CE	4DRBUC8N1LB858869	96,735.48
			96,735.48

Truck Price	96,735.48
Doc Fee	0.00
Warranty	0.00
Vehicle State Tax	0.00
Federal Excise Tax	0.00
Business Tax	0.00
Total Price	96,735.48
Less Trade-In	0.00
Less Deposit or Down Payment	0.00
Unpaid Balance/Amount to Finance	<b>96,735.48</b>

x \_\_\_\_\_  
Customer Signature

x \_\_\_\_\_  
Dealer Signature

# Cumberland

CUMBERLAND INTERNATIONAL TRUCKS, INC. 640 MASSMAN DRIVE NASHVILLE, TN 37210 Phone: (615) 256-4633 FAX: (615) 255-8318

**INVOICE AND  
BILL OF SALE**  
V101006711

V101006711

Bill To: 64300  
GREENEVILLE CITY SCHOOLS  
312 FLORAL ST  
GREENEVILLE TN 37743  
(423) 787-8000

Deliver To: 64300  
GREENEVILLE CITY SCHOOLS  
312 FLORAL ST  
GREENEVILLE TN 37743  
(423) 787-8000

Date	Invoice Date	Delivery Date	Cust. P.O. NO.	Payment Code	Terms	Sales Person
10/31/2024	10/31/2024	10/31/2024	839	VR	CASH	ASCURLOCK

VEHICLE(S) FOR SALE

Unit ID	YR - Make - Model	VIN / Item Description	PRICE
202881	2025- IC - CE	4DRGVMMN9SB776580 LAP & SHOULDER BELTS - \$15,000.00 ROSCO 270 BACK UP CAMERA - \$2355.50 These are included in the price of the bus.	138,868.00
			138,868.00

Truck Price	138,868.00
Doc Fee	0.00
Warranty	0.00
Vehicle State Tax	0.00
Federal Excise Tax	0.00
Business Tax	0.00
Total Price	138,868.00
Less Trade-In	0.00
Less Deposit or Down Payment	0.00
Unpaid Balance/Amount to Finance	<b>138,868.00</b>

x \_\_\_\_\_  
Customer Signature

x \_\_\_\_\_  
Dealer Signature