



**LAKELAND BOARD OF EDUCATION  
BUSINESS MEETING AGENDA  
Monday, November 4, 2024, 5:45 PM  
Lakeland City Hall / Board Room  
10001 Highway 70  
Lakeland, TN 38002**

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- I. **CALL TO ORDER / MOMENT OF SILENCE / PLEDGE TO FLAG**
- II. **ROLL CALL**
- III. **CHAIR'S WELCOME**
- IV. **PUBLIC COMMENT (Limited to two (2) minutes per speaker.)**
- V. **REPORTS**
  - 1. Legislative Liaison Update
  - 2. Superintendent's Report
  - 3. Monthly Financial Summary
  - September 2024
- VI. **APPROVAL OF AGENDA**
- VII. **CONSENT AGENDA**
  - 1. Approval of Meeting Minutes: October 07, 2024 - Business Meeting
  - 2. Approval of FY 24-25 Budget Amendments (11/24)
  - 3. Approval of Update to 24-25 School Fees List
  - 4. Approval of Textbook Adoption Committee Members
  - 5. Review of 23-24 Internal School Funds Audit
  - 6. Approval of 24-25 TISA Accountability Report
  - 7. Approval of Update to LSS Job Descriptions:
    - Behavior and Transition Facilitator
    - Coordinated School Health Facilitator
    - Communications Manager
    - Maintenance and Facilities Coordinator
    - Benefits Specialist
    - Finance Specialist
    - Human Resources Specialist
    - Student Services / EIS Specialist
  - 8. Approval of Update to FY 24-25 Salary Schedules
  - 9. Approval of Proposal from Renaissance Group, Inc. for Architectural and Engineering Services for the Proposed Lakeland Elementary School Outdoor Teaching Area
- VIII. **DISCUSSION / ACTION**
  - 1. Benchmark 1 Presentation, Director of Assessment, Accountability, and Data
  - 2. Approval of Memorandum of Understanding Between the City of Lakeland, Tennessee and Lakeland School System for Use of Video Board Located at Lakeland Preparatory School
  - 3. Approval of 24-25 Legislative Agenda
  - 4. Election of Legislative Liaison (Policy 1.200)
  - 5. Finalize Board Self-Evaluation
  - 6. Discussion on TSBA Legislative and Legal Institute (TBD)
  - 7. Review Policy Manual: Section 4
- IX. **ANNOUNCEMENTS**
- X. **ADJOURNMENT**

**LAKELAND SCHOOL SYSTEM**  
**Expense Summary**  
**Report Period September 1, 2024-September 30, 2024**

<b>PROGRAM</b>	<b>BUDGET AMOUNT</b>	<b>ADJUSTED BUDGET</b>	<b>YTD ACTIVITY</b>	<b>CURRENT ACTIVITY</b>	<b>ENCUMBRANCE</b>	<b>BALANCE</b>	<b>% EXPENDED</b>
Regular Instruction Program	16,417,333.16	16,417,333.16	3,069,624.01	1,239,229.42	38,851.58	13,308,857.57	18.93%
Special Education Program	2,811,991.50	2,811,991.50	461,215.35	202,641.90	0.00	2,350,776.15	16.40%
Vocational Education	114,510.60	114,510.60	238.25	238.25	4,022.19	110,250.16	3.72%
Other (Bonus Pay)	989,527.50	989,527.50	3,933.19	-934.44	0.00	985,594.31	0.40%
School Security	65,192.50	65,192.50	11,093.91	4,576.07	0.00	54,098.59	17.02%
Health Services	393,978.00	393,978.00	71,881.03	31,831.97	0.00	322,096.97	18.24%
Other Student Support	1,065,044.50	1,065,044.50	203,824.00	78,062.46	0.00	861,220.50	19.14%
Regular Instruction Program Support	866,934.00	866,934.00	151,760.52	56,925.40	0.00	715,173.48	17.51%
Special Education Program Support	453,749.50	453,749.50	98,574.58	41,419.53	208.26	354,966.66	21.77%
Technology	850,113.00	850,113.00	263,286.68	72,079.02	36,135.00	550,691.32	35.22%
Board of Education	747,988.00	747,988.00	326,701.34	22,046.19	0.00	421,286.66	43.68%
Office of the Superintendent	405,934.93	405,934.93	125,971.74	29,844.37	44.46	279,918.73	31.04%
Office of the Principal	2,042,010.00	2,042,010.00	480,552.28	154,139.93	115.21	1,561,342.51	23.54%
Fiscal Services	436,589.00	436,589.00	93,030.29	24,949.00	15.08	343,543.63	21.31%
Human Services/Personnel	381,195.50	381,195.50	101,339.29	24,919.13	1,980.00	277,876.21	27.10%
Operation of Plant	1,828,031.00	1,828,031.00	333,003.42	126,029.04	3,541.66	1,491,485.92	18.41%
Maintenance of Plant	644,312.50	644,312.50	170,652.27	75,757.06	2,467.90	471,192.33	26.87%
Transportation	902,500.00	902,500.00	109,786.16	96,194.28	0.00	792,713.84	12.16%
Transfers Out	3,000,000.00	3,500,000.00	0.00	0.00	0.00	3,500,000.00	0.00%
Federal Projects Regular Instruction	240,559.25	218,651.33	69,961.94	48,046.90	690.20	147,999.19	32.31%
Federal Projects Special Education	253,220.45	271,238.00	49,844.80	19,546.48	1,213.42	220,179.78	18.82%
Federal Programs Innovative Schools	447,485.19	287,209.35	7,081.17	7,081.17	57.63	280,070.55	2.49%
Federal Projects Other Student Support	57,085.50	61,357.11	10,629.46	4,833.15	375.55	50,352.10	17.94%
Federal Projects Regular Instruction Support	60,084.17	52,725.59	21,307.17	1,596.17	0.00	31,418.42	40.41%
Federal Projects Special Education Support	151,422.19	183,556.80	26,473.90	10,363.92	0.00	157,082.90	14.42%
Federal Projects Vocational	5,000.00	7,000.00	572.05	94.47	0.00	6,427.95	8.17%
Federal Programs Technology	9,602.46	6,366.68	780.00	780.00	240.00	5,346.68	16.02%
Federal Programs Operation of Plant	7,500.00	5,800.00	0.00	0.00	0.00	5,800.00	0.00%
Food Service	1,031,987.53	1,323,166.88	221,592.45	134,602.61	18,393.74	1,083,180.69	18.14%
State Grants	85,734.03	120,443.04	5,906.79	5,926.53	0.00	114,536.25	4.90%
Before/After School Program	279,999.98	279,999.98	63,856.01	32,430.19	0.00	216,143.97	22.81%
Education Capital Projects	4,015,527.00	4,515,527.00	635,550.21	164,424.62	0.00	3,879,976.79	14.07%
<b>GRAND TOTAL:</b>	<b>\$ 41,062,142.94</b>	<b>\$ 42,249,976.95</b>	<b>\$ 7,190,024.26</b>	<b>\$ 2,709,674.79</b>	<b>\$ 108,351.88</b>	<b>\$ 34,951,600.81</b>	<b>17.27%</b>



**LAKELAND BOARD OF EDUCATION**

**BUSINESS MEETING MINUTES**

**Monday, October 7, 2024, 5:45 PM**

**Lakeland City Hall / Board Room  
10001 Highway 70  
Lakeland, TN 38002**

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**I. CALL TO ORDER / MOMENT OF SILENCE / PLEDGE TO FLAG**

With a quorum present, the meeting was called to order on Monday, October 07, 2024, at 5:45 PM, by Laura Harrison (Chair). Laura Harrison (Chair) led a moment of silence and led the Pledge to the Flag.

**II. ROLL CALL**

Attendance Taken at 5:45 PM.

Deborah Thomas: Present

Keith Acton: Present

Michelle Childs: Present

Laura Harrison (Chair): Present

Jeremy Burnett (Vice-Chair): Present

**III. CHAIR'S WELCOME**

**IV. PUBLIC COMMENT (Limited to two (2) minutes per speaker.)**

*No comments.*

**V. REPORTS**

**1. Legislative Liaison Update**

Legislative Representative Michelle Childs stated that no report was available as the General Assembly was not in session.

**2. Superintendent's Report**

Superintendent Horrell reported on various administrative items:

- Brent Hopper, LPS Middle School, CMA Music Teacher of Excellence Award
- Kat Grove, TSBA Delta District Volunteer of the Year
- International Family Night / LES PTA Boosterthon Fun Run / Chamber Golf Tournament
- Tristan Gately-Sweatt, new Finance Director for LSS
- Dr. Wanda Terral, 2024 TETC Conference Speaker



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- Blake Warne, CSH Supervisor / Flu Shot Campaign and State-Mandated Health Screenings
- House System Meeting for 5th-7th Grade Students
- High School Girls Soccer Team advancing
- High School Girls Volleyball regional play
- Middle School Girls Soccer Team District Champs
- Inaugural Lion Walk for Homecoming

**3. Monthly Financial Summary**

- **August 2024**

**VI. APPROVAL OF AGENDA**

Laura Harrison (Chair) moved to approve the agenda, seconded by Jeremy Burnett (Vice-Chair).

Laura Harrison (Chair) moved to add the *Review of Emergency Preparedness Plan* to the Consent Agenda, seconded by Keith Acton. **Motion carried.**

Acton: Aye

Burnett (Vice-Chair): Aye

Childs: Aye

Harrison (Chair): Aye

Thomas: Aye

When the question of the main motion was called, the agenda was approved as amended.

Acton: Aye

Burnett (Vice-Chair): Aye

Childs: Aye

Harrison (Chair): Aye

Thomas: Aye

**VII. CONSENT AGENDA**

**1. Approval of Meeting Minutes: September 09, 2024 - Business Meeting**



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2. Approval of Update to Policy 4.600 - Grading System
3. Approval of Update to Policy 4.700 - Testing Programs
4. Approval of Update to Policy 6.2062 - Enrollment of Children of Employees
5. Approval of Update to the 24-25 Protected Reading Lists
6. Approval of Update to 24-25 Extracurricular Activities and Clubs
7. Approval of Update to 24-25 School Fees List
8. Approval of FY 24-25 Budget Amendments (10/24)
9. Approval of 2024 LEA Compliance Report
10. Approval of FY 25 ESSER 3.0 Funding Application

Jeremy Burnett (Vice-Chair) moved to approve the items on the Consent Agenda as presented, seconded by Keith Acton. **Motion carried.**

Acton: Aye  
Burnett (Vice-Chair): Aye  
Childs: Aye  
Harrison (Chair): Aye  
Thomas: Aye

**VIII. DISCUSSION / ACTION**

1. **Internet Safety Measures Presentation, Director of Technology**

Dr. Wanda Terral presented to the board.

2. **Approval of Resolution 2024/10-01: A Resolution Authorizing Execution of a Purchase and Sale Agreement with MEP Investments, LLC for Real Property at 3009 Davies Plantation Road**

Laura Harrison (Chair) moved to approve *Resolution 2024/10-01: A Resolution Authorizing Execution of a Purchase and Sale Agreement with MEP Investments, LLC for Real Property at 3009 Davies Plantation Road* as presented, seconded by Jeremy Burnett (Vice-Chair). **Motion carried.**



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Acton: Aye  
Burnett (Vice-Chair): Aye  
Childs: Aye  
Harrison (Chair): Aye  
Thomas: Aye

**3. Appointment of TSBA Delegate Assembly Representatives**

Laura Harrison (Chair) moved to bring the appointment of TSBA Delegate Assembly Representatives to the floor, seconded by Jeremy Burnett (Vice-Chair).

Laura Harrison (Chair) moved to nominate Deborah Thomas, Michelle Childs, and Jeremy Burnett as Delegate Assembly Representatives, seconded by Keith Acton.

**Motion carried.**

Acton: Aye  
Burnett (Vice-Chair): Aye  
Childs: Aye  
Harrison (Chair): Aye  
Thomas: Aye

**4. Review Policy Manual: Section 3**

**5. Review of Emergency Preparedness Plan**

Jeremy Burnett (Vice-Chair) moved to enter Executive Session to review the Emergency Preparedness Plan, seconded by Laura Harrison (Chair). **Motion carried.**

Acton: Aye  
Burnett (Vice-Chair): Aye  
Childs: Aye  
Harrison (Chair): Aye  
Thomas: Aye



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Executive Session began at 6:48 p.m and ended at 7:12 p.m.

**IX. ANNOUNCEMENTS**

**X. ADJOURNMENT**

There being no other business on which to take action, Laura Harrison (Chair) moved to adjourn the meeting, seconded by Jeremy Burnett (Vice-Chair). **Motion carried.**

Acton: Aye

Burnett (Vice-Chair): Aye

Childs: Aye

Harrison (Chair): Aye

Thomas: Aye

**The meeting was adjourned at 07:12 PM on Monday, October 07, 2024.**  
**These minutes were approved on Monday, November 04, 2024.**

\_\_\_\_\_  
 Laura Harrison, Chair

ATTEST:

\_\_\_\_\_  
 Dr. Ted Horrell, Superintendent

\_\_\_\_\_  
 Jessica Millspaugh, Board Secretary

### November FY 24-25 November Budget Amendments

Account Number Fnd T Acct Obj Prj Loc Prg	Account Level Description	FY 24-25 Revised Budget	FY 24-25 FY Activity	FY 24-25 Encumbered	FY 24-25 Available Funds	Proposed Amendments	Difference
<b>Fund 141 - General Purpose School Fund</b>							
<b>Expenditures:</b>							
141 E 71100 204 310 03000 000	State Retirement	\$ 254,227.03	\$ 51,568.19	\$ -	\$ 202,658.84	\$ 185,727.03	\$ (68,500.00)
141 E 72510 105 410 01000 000	Supervisor/Director	\$ 111,000.00	\$ 42,416.65	\$ -	\$ 68,583.35	\$ 162,000.00	\$ 51,000.00
141 E 72510 119 410 01000 000	Accountants/Bookkeepers	\$ 114,000.00	\$ 39,342.51	\$ -	\$ 74,657.49	\$ 118,600.00	\$ 4,600.00
141 E 72510 201 410 01000 000	Social Security	\$ 14,012.00	\$ 4,793.45	\$ -	\$ 9,218.55	\$ 17,412.00	\$ 3,400.00
141 E 72510 204 410 01000 000	State Retirement	\$ 11,300.00	\$ 4,087.98	\$ -	\$ 7,212.02	\$ 13,900.00	\$ 2,600.00
141 E 72510 207 410 01000 000	Medical Insurance	\$ 45,000.00	\$ 9,780.53	\$ -	\$ 35,219.47	\$ 51,000.00	\$ 6,000.00
141 E 72510 212 410 01000 000	Employer Medicare	\$ 3,277.00	\$ 1,120.99	\$ -	\$ 2,156.01	\$ 4,177.00	\$ 900.00
<b>Total</b>		<b>\$ 552,816.03</b>	<b>\$ 153,110.30</b>	<b>\$ -</b>	<b>\$ 399,705.73</b>	<b>\$ 552,816.03</b>	<b>\$ -</b>
<b>Fund 146 - LEAP</b>							
<b>Expenditures:</b>							
146 E 72610 189 000 00116 000	Other Salaries & Wages	\$ 34,095.88	\$ 11,699.35	\$ -	\$ 22,396.53	\$ 34,295.88	\$ 200.00
146 E 72610 201 000 00116 000	Social Security	\$ 2,113.94	\$ 684.06	\$ -	\$ 1,429.88	\$ 2,123.94	\$ 10.00
146 E 72610 204 000 00116 000	State Retirement	\$ 1,704.79	\$ 584.96	\$ -	\$ 1,119.83	\$ 1,714.79	\$ 10.00
146 E 72610 206 000 00116 000	Life Insurance	\$ 100.00	\$ 29.70	\$ -	\$ 70.30	\$ 150.00	\$ 50.00
146 E 72610 207 000 00116 000	Medical Insurance	\$ -	\$ 2,139.96	\$ -	\$ (2,139.96)	\$ 9,300.00	\$ 9,300.00
146 E 72610 212 000 00116 000	Employer Medicare	\$ 494.39	\$ 159.99	\$ -	\$ 334.40	\$ 504.39	\$ 10.00
146 E 73300 169 000 00116 000	LEAP Staff (Non-certified)	\$ 45,000.00	\$ 12,833.02	\$ -	\$ 32,166.98	\$ 35,420.00	\$ (9,580.00)
<b>Total</b>		<b>\$ 83,509.00</b>	<b>\$ 28,131.04</b>	<b>\$ -</b>	<b>\$ 55,377.96</b>	<b>\$ 83,509.00</b>	<b>\$ -</b>



*Last updated 10/07/24  
Proposed changes 11/04/24*

## Lakeland School System Fees List

### REQUIRED FEES FOR 2024-25

School	Required Fee	Purpose	Activity / Program
Lakeland Elementary	\$5	Art Club Fee	Art Club
Lakeland Elementary	Not to exceed \$300	Camp Invention Fee	Camp Invention
Lakeland Elementary	Not to exceed \$150	Chess Club Fee	Chess Club
Lakeland Elementary	\$150	Drama Camp Fee	Drama Camp
Lakeland Elementary	Not to exceed \$75	Drama Club Fee	Drama Club
Lakeland Elementary	Not to exceed \$100	Kindergarten Camp Fee	Kindergarten Camp
Lakeland Elementary	Not to exceed \$200	Lego Club Fee	Lego Club
Lakeland Elementary	Not to exceed \$75	Memphis Youth Athletics	Cross Country
Lakeland Preparatory	Not to Exceed \$100	5-6 Winter Musical Cast Fee	Theatre
Lakeland Preparatory	Not to Exceed \$50	5-6 Winter Musical Crew Fee	Theatre
Lakeland Preparatory	Not to Exceed \$100	7-10 Fall Production Cast Fee	Theatre
Lakeland Preparatory	Not to Exceed \$50	7-10 Fall Production Crew Fee	Theatre
Lakeland Preparatory	Not to Exceed \$150	7-10 Spring Production Cast Fee	Theatre
Lakeland Preparatory	Not to Exceed \$50	7-10 Spring Production Crew Fee	Theatre
Lakeland Preparatory	\$40	Local Membership Fee	American Chemical Society
Lakeland Preparatory	Not to exceed \$400	Baseball Fee	Baseball
Lakeland Preparatory	Not to exceed \$1000	Basketball Cheerleading Fee	Basketball Cheer
Lakeland Preparatory	\$21	Battle of the Books Fee	Battle of the Books
Lakeland Preparatory	Not to exceed \$300	Bowling Fee	Bowling
Lakeland Preparatory	Not to exceed \$375	Boys Basketball Fee	Boys Basketball
Lakeland Preparatory	Not to exceed \$400	Boys Lacrosse Fee	Boys Lacrosse
Lakeland Preparatory	Not to exceed \$550	Boys Soccer Fee	Boys Soccer
Lakeland Preparatory	\$250	Chess Club Fee	Chess Club
Lakeland Preparatory	Not to exceed \$4500	Competitive Cheerleading Fee	Competitive Cheer
Lakeland Preparatory	Not to exceed \$200	Cross Country Fee	Cross Country
Lakeland Preparatory	Not to exceed \$20	DECA Membership	CTE Student Organization (Entrepreneurship)



Last updated 10/07/24  
Proposed changes 11/04/24

## Lakeland School System Fees List

### REQUIRED FEES FOR 2024-25

School	Required Fee	Purpose	Activity / Program
Lakeland Preparatory	Not to exceed \$35	National Technical Honor Society	NTHS
Lakeland Preparatory	Not to exceed \$50	Events Sponsored by WTVMEA (All West, Choral Festival, Workshops)	Honor Choir
Lakeland Preparatory	\$250	Fall Tennis Fee	Tennis
Lakeland Preparatory	Not to exceed \$375	Football Fee	Football
Lakeland Preparatory	Not to exceed \$375	Girls Basketball Fee	Girls Basketball
Lakeland Preparatory	Not to exceed \$400	Girls Lacrosse Fee	Girls Lacrosse
Lakeland Preparatory	Not to exceed \$550	Girls Soccer Fee	Girls Soccer
Lakeland Preparatory	Not to exceed \$250	Golf Fee	Golf
Lakeland Preparatory	\$14	HOSA Membership Fee	CTE Student Organization (Health Sciences)
Lakeland Preparatory	Not to exceed \$50	International Thespian Society (High School)	Theatre
Lakeland Preparatory	\$20	Jazz Band Fee	Band
Lakeland Preparatory	Not to exceed \$30	Jr International Thespian Society (Middle School)	Theatre
Lakeland Preparatory	\$35	Junior Beta Club Membership Fee	Junior Beta Club
Lakeland Preparatory	Not to exceed \$50	Knowledge Bowl Team Fees	Knowledge Bowl Club
Lakeland Preparatory	Not to exceed \$500	Marching Band and Color Guard Fee	High School Band and Color Guard
Lakeland Preparatory	\$5	National Elementary Honor Society Dues	NEHS
Lakeland Preparatory	\$40	National Honor Society Membership Fee	NHS
Lakeland Preparatory	\$15	National Junior Honor Society Dues	NEJS
Lakeland Preparatory	\$30	Spanish Honor Society	Sociedad Honoraria Hispanica
Lakeland Preparatory	\$50	Parking Fee	Administrative
Lakeland Preparatory	Not to exceed \$25	PSAT Exam Fee	PSAT Test
Lakeland Preparatory	Not to exceed \$100	Robotics Competition Fees	Robotics Club
Lakeland Preparatory	\$10	Club Fee	MS Science Club
Lakeland Preparatory	Not to exceed \$20	Skills USA Membership	CTE Student Organization (Criminal Justice)
Lakeland Preparatory	Not to exceed \$400	Softball Fee	Softball



*Last updated 10/07/24  
Proposed changes 11/04/24*

# Lakeland School System Fees List

## REQUIRED FEES FOR 2024-25

School	Required Fee	Purpose	Activity / Program
Lakeland Preparatory	\$100	Spring Production Cast Fee	Theatre
Lakeland Preparatory	Not to exceed \$300	Spring Tennis Fee	Tennis
Lakeland Preparatory	\$25	Student Council HS	Student government
Lakeland Preparatory	Not to exceed \$300	Swimming Club Fee	Swim Club
Lakeland Preparatory	Not to exceed \$250	Track & Field Fee	Track & Field
Lakeland Preparatory	Not to exceed \$20	TSA Membership	CTE Student Organization (STEM and A/V Production)
Lakeland Preparatory	Not to exceed \$350	Volleyball Fee	Volleyball
Lakeland Preparatory	Not to exceed \$325	Winter Guard Fee	Winter Guard
Lakeland Preparatory	Not to exceed \$300	Wrestling Fee	Wrestling



*Last updated 10/07/24  
Proposed changes 11/04/24*

## Lakeland School System Fees List

### REQUESTED FEES FOR 2024-25

School	Requested Fee	Purpose	Course
Lakeland Elementary	\$10	4th Grade Recorder Fee	Music
Lakeland Elementary	Not to exceed \$10	Class T-Shirt Fee	School-wide
Lakeland Elementary	Not to exceed \$288	Chromebook Repair Fee	School-Wide
Lakeland Elementary	\$288	Chromebook Replacement Fee	School-Wide
Lakeland Elementary	\$99	Damaged iPad Fee	School-Wide
Lakeland Elementary	Not to exceed \$50	School Day Field Trips	Varied
Lakeland Elementary	\$30	Technology Fee	School-wide
Lakeland Preparatory	\$200	½ Credit Per Session Fee	Credit Recovery
Lakeland Preparatory	\$50	5 Day Art (All Grades)	Art
Lakeland Preparatory	\$20	5th Grade Art and 6th Grade MAPS Rotation Art	Art
Lakeland Preparatory	\$25	AAPPL Language Test	French
Lakeland Preparatory	\$25	AAPPL Language Test	Spanish
Lakeland Preparatory	Not to Exceed \$100	Advanced Placement (AP) Exam Fee	Various
Lakeland Preparatory	\$80	Autodesk Inventor Certification	STEM III
Lakeland Preparatory	\$75	Band Instrument Rental Fee (Summer)	MS Band / HS Concert Band
Lakeland Preparatory	\$75	Band Instrument Rental Fee Per Semester	MS Band / HS Concert Band
Lakeland Preparatory	\$75	Band Shirt and Supply Fee	MS Band / HS Concert Band
Lakeland Preparatory	\$75	Choir Shirt and Supply Fee	Choir
Lakeland Preparatory	\$288	Chromebook Replacement Fee	School-Wide
Lakeland Preparatory	\$20	Course Fee	Introduction to Theatre
Lakeland Preparatory	\$20	Course Fee	Acting



*Last updated 10/07/24  
Proposed changes 11/04/24*

## Lakeland School System Fees List

### REQUESTED FEES FOR 2024-25

School	Requested Fee	Purpose	Course
Lakeland Preparatory	\$20	Course Fee	Tech Theatre
Lakeland Preparatory	\$40	Course Fee	CTE Audio Visual Technology I and II
Lakeland Preparatory	\$99	Damaged iPad Fee	School-Wide
Lakeland Preparatory	\$30	Device Case Replacement Fee	School-Wide
Lakeland Preparatory	\$45	Device Charger Replacement Fee	School-Wide
Lakeland Preparatory	\$50	Device Damage Incident Fee	School-Wide
Lakeland Preparatory	\$50	Device Protection Fee	School-wide
Lakeland Preparatory	Not to exceed \$288	Device Repair Fee	School-Wide
Lakeland Preparatory	\$40	Instructional Technology Fee	School-wide
Lakeland Preparatory	\$25	Lab fee	Chemistry
Lakeland Preparatory	\$25	Lab fee	Biology
Lakeland Preparatory	\$40	Lab Fee	AP Environmental Science
Lakeland Preparatory	\$25	Lab Fee	CTE Health Science Education
Lakeland Preparatory	\$25	Lab Fee	CTE Medical Therapeutics
Lakeland Preparatory	\$25	Lab Fee	Earth Science
Lakeland Preparatory	\$30	Lab Fee	Anatomy and Physiology
Lakeland Preparatory	\$30	Lab Fee	Physics
Lakeland Preparatory	\$40	Lab Fee	AP Biology
Lakeland Preparatory	\$40	Lab Fee	AP Chemistry
Lakeland Preparatory	\$25	Lab Fee	CTE STEM I
Lakeland Preparatory	\$25	Lab Fee	CTE STEM II



*Last updated 10/07/24  
Proposed changes 11/04/24*

## Lakeland School System Fees List

### REQUESTED FEES FOR 2024-25

School	Requested Fee	Purpose	Course
Lakeland Preparatory	\$25	Lab Fee	CTE STEM III
Lakeland Preparatory	\$40	Lab Fee	Dual Enrollment Anatomy and Physiology
Lakeland Preparatory	\$40	Lab Fee	Dual Enrollment Biology
Lakeland Preparatory	\$25	Local Dual Credit Wellness Course Exam Fee	Wellness
Lakeland Preparatory	\$96	Microsoft Office Specialist Certification	CTE Entrepreneurship
Lakeland Preparatory	\$10	MS Science Lab Fee	All MS Science Courses
Lakeland Preparatory	\$32	OSHA 10 Certification Fee	CTE
Lakeland Preparatory	\$25	PE Uniform Fee	PE
Lakeland Preparatory	Not to exceed \$60	Pre-Engineering and Robotics Certification	STEM II
Lakeland Preparatory	\$10	Recorder Fee	Music (5th Grade)
Lakeland Preparatory	Not to exceed \$50	School Day Field Trips	Varied
Lakeland Preparatory	\$75	Strings Instrument Rental Fee Per Semester	Strings
Lakeland Preparatory	\$75	Strings Shirt and Supply Fee	Strings
Lakeland Preparatory	\$20	Course Fee	Middle School Theatre Courses
Lakeland Preparatory	\$25	Course Fee	Middle School STEM Courses

## 2024-2025 Proposed Science Textbook Adoption Committee

### **LES Representatives:**

Kindergarten - Teri Hoffman, Lori Welch, Sydney Jenkins

1st - Jill Lee

2nd - Julia Sutton

3rd - Carly Creighton and Tiffany Horsley

4th - Johnna Herbison, Ashleigh Norman, Katherine Batson

Administration: Kim Louis

Parent-Marshell Barnes

### **LPS Representatives:**

Middle School - Chance Coleman, Debra Withey, Kensie Ogden, Christy Keaton

High School - Dr. Suja Kochat, Dr. Charity Brannen, Karigan Nelms, Jenny Kiesel

Technology - Crystal Nolen

Administration - Corrie Martin, Blake Waddell

Parent(s) - Stephanie Heames, Shunika Johnson

CO Representatives:

- Alison Garland, EL Teacher and Facilitator
- Keri Eldridge, Instructional Supervisor

## Communication with Those Charged with Governance at the Conclusion of the Audit

September 13, 2024

To the Board of Directors

Lakeland School System

We have audited the combined and individual school financial statements – regulatory basis of Lakeland School System Internal School Funds for the year ended June 30, 2024. Professional standards require that we provide you with information about our responsibilities under generally accepted auditing standards and *Government Auditing Standards*, as well as certain information related to the planned scope and timing of our audit. We have communicated such information in our letter to you dated August 20, 2024. Professional standards also require that we communicate to you the following information related to our audit.

### Significant Audit Matters

#### *Qualitative Aspects of Accounting Practices*

Management is responsible for the selection and use of appropriate accounting policies. The significant accounting policies used by Lakeland School System Internal School Funds are described in Note 1 to the financial statements. No new accounting policies were adopted and the application of existing policies was not changed during 2024. We noted no transactions entered into by Lakeland School System Internal School Funds during the year for which there is a lack of authoritative guidance or consensus. All significant transactions have been recognized in the financial statements in the proper period.

The financial statement disclosures are neutral, consistent, and clear.

#### *Difficulties Encountered in Performing the Audit*

We encountered no difficulties in dealing with management in performing and completing our audit.

#### *Corrected and Uncorrected Misstatements*

Professional standards require us to accumulate all misstatements identified during the audit, other than those that are clearly trivial, and communicate them to the appropriate level of management. The attached schedule summarizes uncorrected misstatements of the financial statements. Management has determined that their effects are immaterial, both individually and in the aggregate, to the financial statements taken as a whole. The uncorrected misstatements or the matters underlying them could potentially cause future period financial statements to be materially misstated, even though, in our judgment, such uncorrected misstatements are immaterial to the financial statements under audit. In addition, none of the misstatements detected as a result of audit procedures and corrected by management were material, either individually or in the aggregate, to the financial statements taken as a whole.

### *Disagreements with Management*

For purposes of this letter, a disagreement with management is a financial accounting, reporting, or auditing matter, whether or not resolved to our satisfaction, that could be significant to the financial statements or the auditor's report. We are pleased to report that no such disagreements arose during the course of our audit.

### *Management Representations*

We have requested certain representations from management that are included in the management representation letter dated September 13, 2024.

### *Management Consultations with Other Independent Accountants*

In some cases, management may decide to consult with other accountants about auditing and accounting matters, similar to obtaining a "second opinion" on certain situations. If a consultation involves application of an accounting principle to Lakeland School System Internal School Fund's financial statements or a determination of the type of auditor's opinion that may be expressed on those statements, our professional standards require the consulting accountant to check with us to determine that the consultant has all the relevant facts. To our knowledge, there were no such consultations with other accountants.

### *Other Audit Findings or Issues*

We generally discuss a variety of matters, including the application of accounting principles and auditing standards, with management each year prior to retention as Lakeland School System Internal School Fund's auditors. However, these discussions occurred in the normal course of our professional relationship and our responses were not a condition to our retention.

### Other Matters

We were engaged to report on supplemental schedules of interfund transfers and salary supplements, which accompany the financial statements but are not RSI. With respect to this supplementary information, we made certain inquiries of management and evaluated the form, content, and methods of preparing the information to determine that the information complies with the *Internal School Funds Manual*, the method of preparing it has not changed from the prior period, and the information is appropriate and complete in relation to our audit of the financial statements. We compared and reconciled the supplementary information to the underlying accounting records used to prepare the financial statements or to the financial statements themselves.

### Restriction on Use

This information is intended solely for the information and use of Superintendent, Board of Directors and management of Lakeland School System and is not intended to be, and should not be, used by anyone other than these specified parties.

Sincerely,

*Watkins Mikusall, PLLC*

**LAKELAND SCHOOL SYSTEM INTERNAL SCHOOL FUNDS  
SCHEDULE OF PASSED ADJUSTING JOURNAL ENTRIES  
JUNE 30, 2024**

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<b><u>Lakeland Prep - Middle School</u></b>	<u>Debit</u>	<u>Credit</u>
Account Receivable	\$ 6,871	
Year Book Fundraiser Revenue		\$ 6,871

To accrue year book fundraiser revenue for amounts received after year end that should have been included in FY23 revenue.

**LAKELAND SCHOOL SYSTEM INTERNAL SCHOOL FUNDS**  
**FINANCIAL STATEMENTS**

June 30, 2024

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**LAKELAND SCHOOL SYSTEM INTERNAL SCHOOL FUNDS  
ROSTER OF OFFICIALS**

For the Year Ended June 30, 2024

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**Board Members**

Laura Harrison, *Chair*  
Jeremy Burnett, *Vice-Chair*  
Keith Acton  
Michelle Childs  
Deborah Thomas

**Management**

Dr. W. Edward Horrell, III, *Superintendent*  
Jessie Rosales, *Finance Director*

**Principals**

Joretha Lockhart, *Lakeland Elementary School*  
Corrie Martin, *Lakeland Preparatory Middle and High School*

## INDEPENDENT AUDITOR'S REPORT

To the Superintendent and Board Members  
Lakeland School System  
Lakeland, Tennessee

### Report on the Audit of the Financial Statements

#### Opinions

We have audited the financial statements of Lakeland School System Internal School Funds, which comprise the combined and individual school balance sheets – regulatory basis, as of June 30, 2024, and the related combined statement of revenues, expenditures, and changes in fund balances – regulatory basis for the year then ended, and the related notes to the financial statements.

#### Unmodified Opinions on Regulatory Basis of Accounting

In our opinion, the accompanying combined and individual school financial statements referred to in the first paragraph present fairly, in all material respects, the assets, liabilities and fund balances of Lakeland School System Internal School Funds as of June 30, 2024, and the related revenues, expenditures, and changes in fund balances for the year then ended, in accordance with the financial reporting provisions of the *Internal School Funds Manual* described in Note 1.

#### Adverse Opinion on U.S. Generally Accepted Accounting Principles

In our opinion, because of the significance of the matter discussed in the Basis for Adverse Opinion on U.S. Generally Accepted Accounting Principles section of our report, the accompanying financial statements referred to in the first paragraph do not present fairly, in accordance with accounting principles generally accepted in the United States of America, the financial position of Lakeland School System Internal School Funds as of June 30, 2024, or the changes in financial position for the year then ended.

#### Basis for Opinions

We conducted our audit in accordance with auditing standards generally accepted in the United States of America (GAAS) and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of Lakeland School System Internal School Funds, and to meet our other ethical responsibilities, in accordance with the relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinions.

## **Basis for Adverse Opinion on U.S. Generally Accepted Accounting Principles**

As described in Note 1 of the financial statements, the financial statements are prepared by Lakeland School System Internal School Funds on the basis of the financial reporting provisions of the *Internal School Funds Manual*, which is a basis of accounting other than accounting principles generally accepted in the United States of America, to meet the requirements of the State of Tennessee. The effects on the financial statements of the variances between the regulatory basis of accounting described in Note 1 and accounting principles generally accepted in the United States of America, although not reasonably determinable, are presumed to be material and pervasive.

## **Responsibilities of Management for the Financial Statements**

Management is responsible for the preparation and fair presentation of these financial statements in accordance with the financial reporting provisions of the *Internal School Funds Manual*, as described in Note 1. Management is also responsible for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

## **Auditor's Responsibilities for the Audit of the Financial Statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinions. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with GAAS and *Government Auditing Standards* will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the financial statements.

In performing an audit in accordance with GAAS and *Government Auditing Standards*, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of Lakeland School System Internal School Funds' internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about Lakeland School System Internal School Funds' ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control-related matters that we identified during the audit.

## Supplementary Information

Our audit was conducted for the purpose of forming opinions on the combined and individual school financial statements – regulatory basis that collectively comprise Lakeland School System Internal School Funds’ basic financial statements. The accompanying supplementary information, as listed in the table of contents, is presented for purposes of additional analysis and is not a required part of the basic financial statements – regulatory basis. As described in Note 1 of the financial statements, the supplementary information, as listed in the table of contents, is prepared by Lakeland School System Internal School Funds’ on the basis of the financial reporting provisions of the *Internal School Funds Manual*, which is a comprehensive basis of accounting other than accounting principles generally accepted in the United States of America.

Such information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the basic financial statements – regulatory basis. The information has been subjected to the auditing procedures applied in the audit of the basic financial statements – regulatory basis and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the basic financial statements – regulatory basis or to the basic financial statements – regulatory basis themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the accompanying supplementary information, as listed in the table of contents, is fairly stated, in all material respects, in relation to the basic financial statements – regulatory basis as a whole.

## Other Information

Management is responsible for the other information included in the annual financial report. The other information comprises the roster of officials and management’s corrective action plan but does not include the basic financial statements – regulatory basis and our auditor’s report thereon. Our opinions on the basic financial statements – regulatory basis do not cover the other information, and we do not express an opinion or any form of assurance thereon.

In connection with our audit of the basic financial statements, our responsibility is to read the other information and consider whether a material inconsistency exists between the other information and the basic financial statements – regulatory basis, or the other information otherwise appears to be materially misstated. If, based on the work performed, we conclude that an uncorrected material misstatement of the other information exists, we are required to describe it in our report.

## Other Reporting Required by *Government Auditing Standards*

In accordance with *Government Auditing Standards*, we have also issued our report dated September 13, 2024, on our consideration of Lakeland School System Internal School Funds’ internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, grant agreements and other matters. The purpose of that report is solely to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on the effectiveness of Lakeland School System Internal School Funds’ internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering Lakeland School System Internal School Funds’ internal control over financial reporting and compliance.



Memphis, Tennessee  
September 13, 2024

**LAKELAND SCHOOL SYSTEM INTERNAL SCHOOL FUNDS  
COMBINED BALANCE SHEET – REGULATORY BASIS**

June 30, 2024

---

	Lakeland Elementary School	Lakeland Preparatory Middle	Lakeland Preparatory High	Total
<u>Assets</u>				
Cash	\$ 123,451	\$ 313,015	\$ 148,360	\$ 584,826
Inventory	4,636	433	433	5,502
Total assets	<u>\$ 128,087</u>	<u>\$ 313,448</u>	<u>\$ 148,793</u>	<u>\$ 590,328</u>
<u>Liabilities and Fund Balances</u>				
Restricted fund balances	<u>\$ 128,087</u>	<u>\$ 313,448</u>	<u>\$ 148,793</u>	<u>\$ 590,328</u>

The accompanying notes are an integral part of the financial statements.

**LAKELAND SCHOOL SYSTEM INTERNAL SCHOOL FUNDS  
COMBINED STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN  
FUND BALANCES – REGULATORY BASIS**

For the Year Ended June 30, 2024

	Lakeland Elementary School	Lakeland Preparatory Middle	Lakeland Preparatory High	Total
Fund balances, July 01, 2023	\$ 178,207	\$ 233,691	\$ 66,758	\$ 478,656
Revenues	178,825	443,934	523,026	1,145,785
Expenditures	227,368	364,610	441,424	1,033,402
Excess of revenues over (under) expenditures	(48,543)	79,324	81,602	112,383
Other Financing Sources (Uses)				
Transfers in	-	1,118	-	1,118
Transfers out	-	(1,118)	-	(1,118)
Total other financing sources (uses)	-	-	-	-
Excess of revenues and other sources over (under) expenditures and other uses	(48,543)	79,324	81,602	112,383
Changes in reserve for inventory	(1,577)	433	433	(711)
Fund balances, June 30, 2024	<u>\$ 128,087</u>	<u>\$ 313,448</u>	<u>\$ 148,793</u>	<u>\$ 590,328</u>

The accompanying notes are an integral part of the financial statements.

**LAKELAND SCHOOL SYSTEM INTERNAL SCHOOL FUNDS**  
**LAKELAND ELEMENTARY SCHOOL**  
**BALANCE SHEET – REGULATORY BASIS**  
June 30, 2024

---

<u>Assets</u>		
Cash		\$ 123,451
Inventory		<u>4,636</u>
Total assets		<u><u>\$ 128,087</u></u>
 <u>Liabilities and Fund Balances</u>		
Restricted fund balances		<u><u>\$ 128,087</u></u>

The accompanying notes are an integral part of the financial statements.

**LAKELAND SCHOOL SYSTEM INTERNAL SCHOOL FUNDS**  
**LAKELAND ELEMENTARY SCHOOL**  
**STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCES –**  
**REGULATORY BASIS**  
For the Year Ended June 30, 2024

	July 01, 2023		Other Financing Sources (Uses)			June 30, 2024	
	Balance	Revenues	Expenditures	Transfers In	Transfers Out		Changes in Inventory
<b>General Fund</b>							
GF Unallocated		\$ 701	\$ 11,282	\$ -	\$ -		
Resale Items		40,369	28,394	-	-		
Pictures		16,236	-	-	-		
Yearbooks		13,065	3,091	-	-		
Fundraising		13,127	-	-	-		
Unallocated Donations		52	-	-	-		
Incentives & Awards		-	704	-	-		
Interest		44	-	-	-		
Field Trips		28,974	33,415	-	-		
Administration		3,390	28,278	-	-		
Instruction		529	72,744	-	-		
Technology		20,223	18,134	-	-		
Operations & Maintenance		-	275	-	-		
<b>Total general fund</b>	<b>\$ 168,330</b>	<b>\$ 136,710</b>	<b>\$ 196,317</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (1,577)</b>	<b>\$ 107,146</b>
<b>Restricted Fund</b>							
Departments:							
Library	\$ 2,135	\$ 6,876	\$ 7,204	\$ -	\$ -	\$ -	\$ 1,807
Club Accounts:							
Art Club	1,868	5,648	4,052	-	-	-	3,464
Student Council	4	-	-	-	-	-	4
Ambassador	27	-	-	-	-	-	27
Environmental Club	111	-	74	-	-	-	37
Other Purposes:							
Lost/Damaged Books	-	500	500	-	-	-	-
Lost Library Books	-	144	144	-	-	-	-
LES Ed Foundation Donation	1,210	-	-	-	-	-	1,210
Enrichment/K Camps	1,668	5,450	436	-	-	-	6,682
LSS Teacher/Staff Morale	-	5,100	5,100	-	-	-	-
TISA Funds	2,854	18,397	13,541	-	-	-	7,710
<b>Total restricted fund</b>	<b>\$ 9,877</b>	<b>\$ 42,115</b>	<b>\$ 31,051</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 20,941</b>
<b>Total all funds</b>	<b>\$ 178,207</b>	<b>\$ 178,825</b>	<b>\$ 227,368</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (1,577)</b>	<b>\$ 128,087</b>

The accompanying notes are an integral part of the financial statements.

**LAKELAND SCHOOL SYSTEM INTERNAL SCHOOL FUNDS**  
**LAKELAND PREPARATORY MIDDLE SCHOOL**  
**BALANCE SHEET – REGULATORY BASIS**  
June 30, 2024

---

<u>Assets</u>		
Cash		\$ 313,015
Inventory		<u>433</u>
Total assets		<u><u>\$ 313,448</u></u>
 <u>Liabilities and Fund Balances</u>		
Restricted fund balances		<u><u>\$ 313,448</u></u>

The accompanying notes are an integral part of the financial statements.

**LAKELAND SCHOOL SYSTEM INTERNAL SCHOOL FUNDS**  
**LAKELAND PREPARATORY MIDDLE SCHOOL**  
**STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCES –**  
**REGULATORY BASIS**  
For the Year Ended June 30, 2024

	July 01, 2023			Other Financing Sources (Uses)			June 30, 2024 Balance
	Balance	Revenues	Expenditures	Transfers In	Transfers Out	Changes in Inventory	
<b>General Fund</b>							
GF Unallocated		\$ 492	\$ 1,858	\$ -	\$ -		
Resale Items		21,566	12,808	-	-		
Pictures		-	280	-	-		
Field Day		3,638	328	-	-		
Yearbooks		4,139	1,020	-	-		
Fundraising		5,137	4,019	-	1,118		
Unallocated Donations		600	200	-	-		
Incentives & Awards		-	2,000	-	-		
House Party		590	452	-	-		
Interest		99	-	-	-		
Field Trips		5,298	4,249	-	-		
Administration		2,478	14,252	-	-		
Ins Board Reimbursement		-	333	-	-		
Technology		22,145	22,215	-	-		
Operations & Maintenance		-	34	-	-		
<b>Total general fund</b>	<b>\$ 47,250</b>	<b>\$ 66,182</b>	<b>\$ 64,048</b>	<b>\$ -</b>	<b>\$ 1,118</b>	<b>\$ 433</b>	<b>\$ 48,699</b>
<b>Restricted Fund</b>							
Athletics	\$ 132,038	\$ 286,844	\$ 224,781	\$ -	\$ -	\$ -	\$ 194,101
Departments:							
Library	269	-	68	1,118	-	-	1,319
Class Accounts:							
PE	22,003	14,299	13,137	-	-	-	23,165
Band	4,182	18,193	16,539	-	-	-	5,836
Chorus	662	6,458	5,793	-	-	-	1,327
Music Dept	-	150	-	-	-	-	150
Drama	12,903	5,976	7,414	-	-	-	11,465
Theater	636	1,620	294	-	-	-	1,962
Art Dept	627	13,389	8,694	-	-	-	5,322
Spanish	449	-	52	-	-	-	397
STEM	1,701	-	1,114	-	-	-	587
Strings	4,462	5,084	4,741	-	-	-	4,805
Battle of the Books	201	-	-	-	-	-	201
Club Accounts:							
Thespian Society	-	188	146	-	-	-	42
Ambassador	21	-	-	-	-	-	21
International Club	13	-	-	-	-	-	13
Kindness Counts Club	92	-	-	-	-	-	92
Robotics Club	125	755	580	-	-	-	300
Jr. Beta Club	147	416	320	-	-	-	243
National Jr. Honors Soc	313	1,485	1,151	-	-	-	647
National Elem Honors Soc	1,273	355	84	-	-	-	1,544
Student Council	1,026	524	246	-	-	-	1,304
Color/Winter Guard	119	-	-	-	-	-	119
Best Buddies	78	-	-	-	-	-	78
Other Purposes:							
LSS Teacher/Staff Morale	5	5,016	5,020	-	-	-	1
Restricted Donations	5	5,000	-	-	-	-	5,005
Education Foundation	1,066	-	-	-	-	-	1,066
TISA Funds	2,025	12,000	10,388	-	-	-	3,637
<b>Total restricted fund</b>	<b>\$ 186,441</b>	<b>\$ 377,752</b>	<b>\$ 300,562</b>	<b>\$ 1,118</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 264,749</b>
<b>Total all funds</b>	<b>\$ 233,691</b>	<b>\$ 443,934</b>	<b>\$ 364,610</b>	<b>\$ 1,118</b>	<b>\$ 1,118</b>	<b>\$ 433</b>	<b>\$ 313,448</b>

The accompanying notes are an integral part of the financial statements.

**LAKELAND SCHOOL SYSTEM INTERNAL SCHOOL FUNDS**  
**LAKELAND PREPARATORY HIGH SCHOOL**  
**BALANCE SHEET – REGULATORY BASIS**  
June 30, 2024

---

<u>Assets</u>		
Cash		\$ 148,360
Inventory		<u>433</u>
Total assets		<u><u>\$ 148,793</u></u>
 <u>Liabilities and Fund Balances</u>		
Restricted fund balances		<u><u>\$ 148,793</u></u>

The accompanying notes are an integral part of the financial statements.

**LAKELAND SCHOOL SYSTEM INTERNAL SCHOOL FUNDS**  
**LAKELAND PREPARATORY HIGH SCHOOL**  
**STATEMENT OF REVENUES, EXPENDITURES, AND CHANGES IN FUND BALANCES –**  
**REGULATORY BASIS**  
For the Year Ended June 30, 2024

	July 01, 2023		Other Financing Sources (Uses)			June 30, 2024	
	Balance	Revenues	Expenditures	Transfers In	Transfers Out		Changes in Inventory
<b>General Fund</b>							
GF Unallocated		\$ 3,366	\$ 875	\$ -	\$ -		
Resale Items		13,200	5,350	-	-		
Yearbooks		2,970	310	-	-		
Unallocated Donations		200	-	-	-		
Incentives & Awards		2,650	-	-	-		
Interest		54	-	-	-		
Field Trips		4,877	4,368	-	-		
Administration		9,423	11,465	-	-		
Technology		9,529	9,462	-	-		
<b>Total general fund</b>	<b>\$ (2,278)</b>	<b>\$ 46,269</b>	<b>\$ 31,830</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 433</b>	<b>\$ 12,594</b>
<b>Restricted Fund</b>							
Athletics	\$ 49,021	\$ 326,642	\$ 285,743	\$ -	\$ -	\$ -	\$ 89,920
<b>Departments:</b>							
Library	-	559	-	-	-	-	559
<b>Class Accounts:</b>							
PE	911	6,805	6,550	-	-	-	1,166
Band	17,444	52,730	51,389	-	-	-	18,785
Chorus	(182)	2,178	1,887	-	-	-	109
Drama	112	31,646	20,647	-	-	-	11,111
Theater	-	220	-	-	-	-	220
Art Dept	(161)	1,691	1,346	-	-	-	184
Spanish	622	-	-	-	-	-	622
STEM	-	5,900	5,614	-	-	-	286
Strings	-	1,360	1,120	-	-	-	240
<b>Club Accounts:</b>							
Thespian Troupe	5	9,681	7,889	-	-	-	1,797
DECA	-	6,569	3,746	-	-	-	2,823
Skills USA	-	1,650	1,000	-	-	-	650
TSA	-	2,226	1,665	-	-	-	561
Robotics Club	-	1,750	1,479	-	-	-	271
National Honors Society	-	2,385	975	-	-	-	1,410
Student Council	357	286	-	-	-	-	643
HOSA	-	1,719	1,689	-	-	-	30
Knowledge Bowl	225	1,178	895	-	-	-	508
Winter Guard	(309)	4,250	3,933	-	-	-	8
CTE Student Organization	-	2,200	-	-	-	-	2,200
<b>Other Purposes:</b>							
LSS Teacher/Staff Morale	18	5,005	5,023	-	-	-	-
TISA Funds	973	6,200	5,299	-	-	-	1,874
Individual Teacher Grants	-	1,927	1,705	-	-	-	222
<b>Total restricted fund</b>	<b>\$ 69,036</b>	<b>\$ 476,757</b>	<b>\$ 409,594</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 136,199</b>
<b>Total all funds</b>	<b>\$ 66,758</b>	<b>\$ 523,026</b>	<b>\$ 441,424</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 433</b>	<b>\$ 148,793</b>

The accompanying notes are an integral part of the financial statements.

**LAKELAND SCHOOL SYSTEM INTERNAL SCHOOL FUNDS  
NOTES TO THE FINANCIAL STATEMENTS**

June 30, 2024

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**NOTE 1 – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES**

Background

Tennessee Code Annotated (TCA), Section 49-2-110, provides for internal school funds, establishes responsibility for those funds, and requires schools to adopt and follow the *Internal School Funds Manual* (the “Manual”), issued by the Tennessee Department of Education and the Tennessee Comptroller of the Treasury. This section excludes parent-teacher and parent-student support organizations from the accounting, recordkeeping, and other requirements of the section.

Financial Reporting Entity

This report includes the internal school funds of Lakeland School System. The internal school funds are included in Lakeland School System’s financial report as a special revenue fund. Internal school funds consist of financial resources accounted for at the individual schools.

Internal School Funds

Internal school funds reported in the accompanying financial statements include student activity funds and, if applicable, donations and grants made to the individual schools; fees collected by schools; funds received from the local board of education; funds raised through cooperative agreements; and rental fees.

Student Activity Funds

Student activity funds include all money received from any source for school-sponsored student activities or school-sponsored events held at or in connection with a school, and specifically include, but are not limited to funds:

- Derived from a school-sponsored academic, art, athletic, or social event involving students;
- Raised by school-sponsored clubs involving students;
- Raised by school-sponsored fundraisers involving students who are under the supervision of a school employee;
- Received from a commission for the direct sale of items to students pursuant to a cooperative agreement between the school and an outside organization;
- Received for the direct sale of items to students from a school-run bookstore located on school grounds;
- Raised from fees charged to students;
- Obtained from interest from any account that contains student activity funds; and
- Obtained from any related school-sponsored activity that involves the use of school personnel, students, and property during the school day.

Regulatory Basis of Accounting

The accounting and financial reporting requirements for internal school funds are set forth in the *Internal School Funds Manual*, issued by the Tennessee Department of Education and the Tennessee Comptroller of the Treasury. The requirements established in the *Internal School Funds Manual* differ from generally accepted accounting principles primarily in the presentation of the financial statements and restricted fund revenue and expenditure accounting and reporting. The following is a summary of the basic requirements of this regulatory basis of accounting which is an “other comprehensive basis of accounting.”

The financial statements consist of balance sheets and statements of revenues, expenditures and changes in fund balances.

The combined financial statements present all of the individual schools in a columnar format and are required to be presented before the notes to the financial statements. These statements focus on each of the individual schools rather than the funds. In keeping with that focus, the columnar headings identify the individual schools rather than the funds.

The individual school financial statements present the detailed fund activity in each school and are included after the combined financial statements and before the notes to the financial statements.

Revenues are classified by source and expenditures are classified by either function or object for the general fund, but not the restricted fund. Revenues and expenditures of the restricted fund accounts are recorded based on the specific group or activity which will benefit or expend the funds. The activity in the restricted "accounts" is presented as total revenues and transfers in and total expenditures and transfers out of each account. A corresponding "fund balance" is presented for each account. Although the restricted fund is a single fund, each account within the fund must present its portion of the restricted fund balance. Transfers reported on the financial statements represent authorized movement of funds between restricted accounts as well as between the general fund and restricted fund.

#### Measurement Focus and Basis of Accounting

The accompanying financial statements are reported using the current financial resources measurement focus. Accordingly, only current assets and current liabilities are included on the balance sheets. Internal school funds use the modified accrual basis of accounting. Under the modified accrual basis of accounting, revenues are recognized when they become both measurable and available. Management policies define available as collectible within 60 days after the fiscal year end. Expenditures are generally recognized when the related fund liability is incurred, if measurable.

#### Fund Structure

The accounts of the individual schools are organized on the basis of funds, each of which is considered to be a separate accounting entity. The operations of each fund are accounted for by providing a separate set of self-balancing accounts that are comprised of the fund's assets, liabilities, fund equity, revenues and expenditures. The funds are grouped in the accompanying financial statements as follows:

*General fund:* The general fund is used to account for all money to be used for the general operation of the school or for the welfare of the student body. Revenues and expenditures in this fund are not restricted to any specific group or activity.

*Restricted fund:* The restricted fund is used to account for money that is restricted for the use of a specific segment of the school population or legally restricted for a specific purpose and not intended to benefit the general school population.

#### Inventory

Inventories are stated at lower of cost (first-in, first-out) or market (net realizable value). The purchases method is used to account for inventories. Under the purchases method, inventories are reported as an expenditure when purchased (or when received for donated items) rather than being capitalized as an asset. However, significant amounts of inventory, if any, on hand at year-end are reported as an asset in the financial statements. The fair value of donated goods and supplies are recognized as revenues and expenditures in the financial statements. For the current year, no significant amounts of such donations were received.

### Restricted Fund Balances

Fund balances reported as restricted are the result of externally imposed restrictions placed upon certain resources accounted for in the restricted funds. All internal school fund activity is restricted in accordance with TCA Section 49-2-110.

When both restricted and unrestricted resources are available for use, it is the school system's policy to use restricted resources first, then unrestricted resources as they are needed.

### **NOTE 2 – BUDGETARY INFORMATION**

Legally appropriated budgets have not been adopted at the individual school level. Therefore, presentation of budgetary comparison information is not required.

### **NOTE 3 - DEPOSITS**

#### Legal Provisions

All deposits with financial institutions in excess of FDIC limits are required to be secured by one of two methods. Excess funds can be deposited with a financial institution(s) that participates in the State of Tennessee Bank Collateral Pool administered by the state treasurer. For deposits with financial institutions that do not participate in the bank collateral pool, state statutes require that all deposits be collateralized with collateral whose market value is equal to 105 percent of the uninsured amount of the deposits.

#### Cash Deposits

Cash in bank represents funds on deposit in various depositories.

#### Custodial Credit Risk

Custodial credit risk is the risk that in the event of a bank failure, the school's deposits may not be returned to it. None of the schools' deposits were exposed to custodial credit risk because all balances were entirely insured by the FDIC or through the Bank Collateral Pool with the State of Tennessee.

### **NOTE 4 – TRANSFERS**

Transfers completed during the fiscal year were for interfund donations and residual fund balance transfers.

### **NOTE 5 – LONG-TERM LEASES AND COMMITMENTS**

All long-term lease contracts that obligate a school for more than one school year are approved and accounted for by the Lakeland School System Board of Education.

## **NOTE 6 – CAPITAL ASSETS**

Capital assets acquired by the individual schools are recorded as expenditures at the time of purchase. Title and accountability for capital assets purchased pass automatically to the Lakeland School System Board of Education.

## **NOTE 7 – RISK MANAGEMENT**

Lakeland School System Internal School Funds are exposed to various risks of loss related to torts, theft of, damage to, and destruction of assets; errors and omissions; and natural disasters for which the City of Lakeland, Tennessee, carries commercial insurance. Settlements have not exceeded coverage for each of the past three fiscal years.

Lakeland School System maintained Crime Coverage Insurance covering all employees for the year ended June 30, 2024. Coverage limits are \$150,000 per occurrence with a deductible of \$1,000 per occurrence.

**SUPPLEMENTARY INFORMATION**

**LAKELAND SCHOOL SYSTEM INTERNAL SCHOOL FUNDS  
SCHEDULE OF SALARY SUPPLEMENTS  
(BY SCHOOL)**

For the Year Ended June 30, 2024

<u>NAME</u>	<u>AMOUNT</u>	<u>SOURCE OF FUNDS</u>	<u>BOARD APPROVED</u>	<u>PROPER WITHHOLDING</u>
This schedule is limited to salary supplements exceeding \$500 per person.				
<b><u>Lakeland Elementary School</u></b>				
None reported.				
<b><u>Lakeland Preparatory Middle School</u></b>				
C. Nurse	\$ 20,934	Varsity Cheerleaders	Yes	Yes
M. Richarde	175	MS Boys BB	Yes	Yes
M. Richarde	200	MS Girls BB	Yes	Yes
	<u>\$ 21,309</u>			
<b><u>Lakeland Preparatory High School</u></b>				
C. Nurse	\$ 9,871	Varsity Cheerleaders	Yes	Yes
M. Richarde	200	HS Girls BB	Yes	Yes
M. Richarde	200	HS Boys BB	Yes	Yes
M. Richarde	100	HS Volleyball	Yes	Yes
	<u>\$ 10,371</u>			

**LAKELAND SCHOOL SYSTEM INTERNAL SCHOOL FUNDS  
SCHEDULE OF INTERFUND TRANSFERS  
(BY SCHOOL)**

For the Year Ended June 30, 2024

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**Lakeland Elementary School**

Transferred from: \_\_\_\_\_ Transferred to: \_\_\_\_\_

None reported.

**Lakeland Preparatory Middle**

Transferred from: \_\_\_\_\_ Transferred to: \_\_\_\_\_

Library

Bookfair \$ 1,118

**Lakeland Preparatory High**

None reported.

**INDEPENDENT AUDITOR’S REPORT  
ON INTERNAL CONTROL OVER FINANCIAL REPORTING AND ON COMPLIANCE AND OTHER  
MATTERS BASED ON AN AUDIT OF FINANCIAL STATEMENTS PERFORMED  
IN ACCORDANCE WITH GOVERNMENT AUDITING STANDARDS**

To the Superintendent and Board Members  
Lakeland School System  
Lakeland, Tennessee

We have audited, in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States, the accompanying combined and individual school balance sheets – regulatory basis of Lakeland School System Internal School Funds as of June 30, 2024, and the related combined and individual school statements of revenues, expenditures, and changes in fund balances – regulatory basis for the year then ended, and the related notes to the financial statements, and have issued our report thereon dated September 13, 2024. Our report expressed an adverse opinion on accounting principles generally accepted in the United States of America and an unmodified opinion on the regulatory basis of accounting.

**Report on Internal Control over Financial Reporting**

In planning and performing our audit of the financial statements, we considered Lakeland School System Internal School Funds’ internal control over financial reporting (internal control) as a basis for designing audit procedures that are appropriate in the circumstances for the purpose of expressing our opinions on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of Lakeland School System Internal School Funds’ internal control. Accordingly, we do not express an opinion on the effectiveness of Lakeland School System Internal School Funds’ internal control.

A *deficiency in internal control* exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements on a timely basis. A *material weakness* is a deficiency, or a combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the entity’s financial statements will not be prevented or detected and corrected on a timely basis. A *significant deficiency* is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

Our consideration of internal control was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies. Given these limitations, during our audit we did not identify any deficiencies in internal control that we consider to be material weaknesses. However, material weaknesses or significant deficiencies may exist that were not identified.

## Report on Compliance and Other Matters

As part of obtaining reasonable assurance about whether Lakeland School System Internal School Funds' financial statements are free from material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a direct and material effect on the financial statement. However, providing an opinion on compliance with those provisions was not an objective of our audit, and accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards*, but other matters that are required to be reported under the *State of Tennessee Department of Audit, Audit Manual*, which are listed in the accompanying schedule of findings and responses as items 2024-001 through 2024-002.

## Lakeland School System's Responses to Findings

*Government Auditing Standards* requires the auditor to perform limited procedures on Lakeland School System's responses to the noncompliance findings identified in our audit and described in the accompanying management's corrective action plan. Lakeland School System's responses were not subjected to the other auditing procedures applied in the audit of the financial statements and, accordingly, we express no opinion on the responses.

## Purpose of This Report

The purpose of this report is solely to describe the scope of our testing of internal control and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the entity's internal control or on compliance. This report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the entity's internal control and compliance. Accordingly, this communication is not suitable for any other purpose.



Memphis, Tennessee  
September 13, 2024

**LAKELAND SCHOOL SYSTEM INTERNAL SCHOOL FUNDS  
SCHEDULE OF FINDINGS AND RESPONSES**

June 30, 2024

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Prior year findings and comments have been resolved unless otherwise noted.

**Compliance Findings**

**2024-001 – Failure to Maintain Adequate Receipting Documentation**

*Lakeland Elementary School*

Condition – The school did not maintain adequate receipting documentation to properly account for internal school funds.

Criteria – Section 1, Title 3, of the *Internal School Funds Manual* states, “Each school must maintain adequate records and follow acceptable procedures to properly account for all internal school funds.”

Cause – Documentation records were not properly maintained.

Effect – Unable to trace transaction information to source documents.

Recommendation – We recommend school personnel follow the prescribed policy.

Response – See management’s corrective action plan.

**2024-002 – Invoices Not Properly Stamped “Paid”**

*Lakeland Preparatory Middle School*

Condition – Invoices and attached documentation were not properly stamped “Paid” or cancelled to prevent duplicate payments.

Criteria – Section 5, Title 3, of the *Internal School Funds Manual* states. “After payment is made, each page of the invoice and attached documentation, including the purchase authorization and receiving report/delivery receipt, should be stamped “Paid” or canceled in some manner to prevent duplicate payment.”

Cause – School personnel did not follow the prescribed policy.

Effect – An unauthorized duplication of payment could have occurred.

Recommendation – We recommend school personnel follow the prescribed policy.

Response – See management’s corrective action plan.

**LAKELAND SCHOOL SYSTEM INTERNAL SCHOOL FUNDS  
SCHEDULE OF PRIOR YEAR FINDINGS**

June 30, 2024

<b>Prior Year Finding Number</b>	<b>Finding Title</b>	<b>Status / Current Year Finding Number</b>
2023-001	Failure to Maintain Adequate School Records and Follow Applicable Procedures (original finding #2023-001)	Repeated / 2024-001
2023-002	Receipts Not Issued in Sequential Order (original finding #2023-002)	Corrected
2023-003	Failure to Follow the Purchase Authorization Policy/Purchase Orders Not Used (original finding #2023-003)	Corrected
2023-004	General Fund Has Deficit Balance (original finding #2023-004)	Corrected
2023-005	Restricted Fund Has Deficit Balance (original finding #2023-005)	Corrected



## MANAGEMENT'S CORRECTIVE ACTION PLAN

The Lakeland School System Internal School Funds respectfully submits the following corrective action plan for the year ended June 30, 2024. The findings from the June 30, 2024, schedule of findings and recommendations are discussed below. The findings are numbered consistently with the numbers assigned in the schedule.

### **2024-001 – Failure to Maintain Adequate Receipting Documentation** *Lakeland Elementary School*

Corrective Action: Employee has been counseled and required to scan all supporting documents/receipts to be attached in Skyward at the time of posting the transaction to prevent any future instances of misplaced backup documentation

Responsible for Corrective Action: LES bookkeeper – Judy Carpenter

Anticipated Completion Date for Corrective Action: 7/1/24

### **2024-002 – Invoice Not Properly Stamped “Paid”** *(Lakeland Preparatory Middle School)*

Corrective Action: The new LMPS bookkeeper has been trained to utilize their paid stamp in accordance with the Internal School Funds Manual.

Responsible for Corrective Action: LMPS bookkeeper – Christa Matheny

Anticipated Completion Date for Corrective Action: 7/1/24

Signature:   
Dr. Ted Horrell, Superintendent

Signature:   
Jessie Rosales, Finance Director



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Tennessee Investment in Student Achievement

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## 2024-25 Accountability Report Template

The Tennessee Investment in Student Achievement (TISA) public school funding formula marks a significant change in how Tennessee invests in public education. The TISA funding formula updates the way Tennessee funds public education for the first time in over 30 years to empower each student to read proficiently by third grade, prepare each high school graduate for postsecondary success, and provide resources needed for all students to ensure they succeed.

As part of TISA, [T.C.A. § 49-3-112](#) requires each school district, starting in the 2023-24 school year, to submit an annual accountability report to the Tennessee Department of Education (department). This report must include:

- Goals for student achievement
  - One of the goals must include the district's plan to pursue the goal of seventy percent (70%) or more of the district's third grade students to score "met expectations" or "exceeded expectations" on the English Language Arts (ELA) portion of the TCAP tests. This goal must also detail the district's goal to increase 3<sup>rd</sup> grade ELA proficiency rates by 15% of the gap over the next three years (starting with the 2022-23 TCAP results) to achieve the district's stated goal of at least 70% of 3<sup>rd</sup> grade students proficient in ELA.<sup>1</sup>
- Explanation how the district's stated goals can be met within the district's budget.
- For reports submitted **starting in the 2024-25** school year, a description of how the district's budget and expenditures from the prior school year enabled the district to make progress toward the stated student achievement goals.

Each district's TISA accountability report is required to be presented to the public for review and comment before the report is submitted to the department. The report must be submitted annually to the department by November 1<sup>st</sup>.

Furthermore, each district's TISA accountability report is required to be reviewed annually by the TISA Progress Review Board pursuant to [T.C.A. § 49-3-114](#) to determine whether the school district is taking the proper steps to achieve their stated goal.

This template is intended to assist districts in submitting their accountability reports to the department.

For questions, please review the TISA Accountability Report Guidance document or contact

[tnedu.funding@tn.gov](mailto:tnedu.funding@tn.gov)

Completed reports should be submitted in ePlan by **November 1, 2024**.

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<sup>1</sup> T.C.A. § 49-3-114 requires the TISA Progress Review Board to review district TISA accountability reports and set a district's minimum goal to increase the district's 3<sup>rd</sup> grade proficiency by 15% of the gap to 70% in 3 years, starting with the 2022-23 TCAP results. This does not apply to districts who have 70% or more of 3<sup>rd</sup> grade students proficient in ELA.

## DISTRICT INFORMATION

District Name		Lakeland School System
Director of Schools Name		Dr. Ted Horrell
District Point of Contact for TISA Accountability Report	Name	Tammy Wilson
	Phone Number	901-867-5412
	Email Address	twilson@lakelandk12.org
Percent of 3 <sup>rd</sup> grade students who scored proficient (“met expectations” or “exceeded expectations”) on the English Language Arts (ELA) portion of the most recent spring TCAP		75

## DISTRICT GOAL STATEMENT(S)

<b>Goal Statement 1:</b> 3 <sup>rd</sup> Grade ELA Proficiency <sup>2</sup>	<b>71</b> % of students will score proficient on the 3 <sup>rd</sup> grade ELA TCAP by <b>2024</b> year
<b>Goal Statement 2:</b>	LSS will increase the percentage of students proficient on the Biology EOCs from 59.2% to 61%.
<b>Goal Statement 3:</b>	LSS will increase the percentage of 9 <sup>th</sup> grade students proficient on Algebra I EOCs from 29.7% to 32%.
<b>Goal Statement 4:</b>	LSS will increase the percentage of Lakeland EL students meeting the WIDA growth standard from 64.4% to 66%.
<b>Goal Statement 5:</b>	LSS will increase the percentage of SWD meeting ELA proficiency from 29% to 31%.

<sup>2</sup> **Note:** This is a required goal pursuant to T.C.A. § 49-3-112 and must include 70% or more of 3<sup>rd</sup> grade students proficient on the ELA TCAP. If your district already has 70% or more of 3<sup>rd</sup> grade students proficient in ELA, please state a goal that either maintains or increases that proficiency rate.

**Goal Statement 1 (3<sup>rd</sup> grade ELA proficiency):**

Year	Annual Outcome Target(s)	Associated Metrics/Data
<b>Year 1:</b> 2023-2024 school year (Use actuals)	75% of 3 <sup>rd</sup> grade students scored proficient on the 2023-24 3 <sup>rd</sup> grade ELA TCAP assessment.	2023-24 3 <sup>rd</sup> grade ELA TCAP 2024-25 3 <sup>rd</sup> grade ELA TCAP
<b>Year 2:</b> 2024-2025 school year	80% of 3 <sup>rd</sup> grade students will score proficient on the 2024-25 3 <sup>rd</sup> grade ELA TCAP assessment.	
<b>Year 3:</b> 2025-2026 school year		
<b>Year 4:</b> 2026-2027 school year		
<b>Year 5:</b> 2027-2028 school year		
<p><b>Reflection:</b> Did your district meet its Year 1 outcomes target(s)? How will this impact your action plan for the coming years?</p>	<p>Lakeland School System exceeded the Year 1 outcomes target of 71% for 3<sup>rd</sup> grade ELA proficiency determined by the 2023-24 3<sup>rd</sup> grade ELA TCAP assessment data. The district will continue building on the success of the Year 1 action steps, while implementing additional strategies to enhance data analysis training, support, and professional development aimed at improving differentiated instruction aligned to TVAAS data. The district will continue to promote the direct teaching of foundational literacy skills in grades K – 2 to ensure third grade student are better equipped to master third grade ELA standards. Efforts will also include refining the districtwide PLC/CFA process to include CFA data tracking across administrators and departments, targeted professional development, maintaining low student-to-teacher ratio intervention groups, implementing tutoring programs, and utilizing high-quality instructional materials.</p>	

**Goal Statement 1 (3<sup>rd</sup> grade ELA proficiency):**

**Prior Year Report:** What were the 2-3 major TISA investments you made in the prior year toward this goal? For each, please note the amount expended (rough estimate) and reflections on whether or not the investment contributed to progressing toward the goal or not, and how so.

We believe the following expenditures played a critical role in meeting our Year 1 goal by supporting key areas that directly impact student success and instructional quality:

1. Maintaining a Low Student-to-Teacher Ratio:
  - Investments in educators allowed us to ensure smaller class sizes, fostering more personalized attention for students and promoting student engagement. **Teacher salaries (50%) - \$141,500**
2. Educational Assistants for ELA and Tiered Intervention Classes:
  - Educational assistants were instrumental in delivering targeted interventions to students at various academic levels, reinforcing our commitment to differentiated instruction. **Educational Assistant salaries - \$45,350.00**
3. Benchmark Assessments to Improve Teaching and Learning:
  - The use of benchmark assessments provided actionable insights, helping teachers monitor progress, identify areas for improvement, and tailor instruction to meet student needs effectively. **3<sup>rd</sup> grade ELA portion only - \$1,235 (Total for all grades and tested subjects \$49,000)**
4. Instructional Supervisor for Collaborative Planning and Data Analysis:
  - An instructional supervisor played a key role in facilitating collaborative planning sessions among educators and using data-driven analysis to inform instructional strategies and interventions. **Instructional Supervisor K-4 salary (50%) - \$46,110.00**

Together, these expenditures created a comprehensive support system that ensured both students and educators were equipped to succeed, directly contributing to our Year 1 goal.

**Action Plan:** List detailed action steps or strategies for the 2024-2025 school year to meet your annual target.

- Data analysis training & support for 3<sup>rd</sup> grade educators
- Professional development to align differentiated instruction practices to TVAAS data
- Refine districtwide PLC/CFA implementation
- Provide targeted professional development
- Maintain Low S/T Ratio Intervention Groups
- Continue Tutoring Programs
- Provide High Quality Instructional Materials

**Goal Statement 1 (3<sup>rd</sup> grade ELA proficiency):**

**Budget Narrative:** Describe how your district intends to use their budget to execute the action steps and meet the stated goal.

Lakeland School System will leverage TISA funding to maintain low student-teacher ratios, ensure targeted professional development opportunities, research and purchase HQIM, and provide sufficient funding to support tutoring programs. Additional funding considerations include district-wide operational costs, support staff, and support programs.

**Goal Statement 2:**

Year	Annual Outcome Target(s)	Associated Metrics/Data
Year 1: 2023-2024 school year (Use actuals)	61% of students scored proficient on the 2023-24 Biology TCAP EOC	2023-24 Biology TCAP EOC 2024-25 Biology TCAP EOC
Year 2: 2024-2025 school year	70% of students will score proficient on the 2024-25 Biology TCAP EOC	
Year 3: 2025-2026 school year		
Year 4: 2026-2027 school year		
Year 5: 2027-2028 school year		

**Reflection:** Did your district meet its Year 1 outcomes target(s)? How will this impact your action plan for the coming years?

Lakeland School System successfully met the Year 1 outcomes target of 61% of students demonstrating proficiency according to the 2023-24 Biology TCAP EOC assessment. As a result, we plan to refine our action plan for the 2024-25 school year by adding data analysis training and support for teachers. This will better equip educators to deliver differentiated instruction aligned with TVAAS data. Additionally, the district will focus on conducting a rigorous review of high-quality instructional materials for science courses, ensuring that instructional content continues to meet high standards and support student success.

**Prior Year Report:** What were the 2-3 major TISA investments you made in the prior year toward this goal? For each, please note the amount expended (rough estimate) and reflections on whether or not the investment contributed to progressing toward the goal or not, and how so.

We believe the following investments were instrumental in helping us achieve our Year 1 goal of improving Biology proficiency by equipping educators with the tools, skills, and support needed to support student learning:

- Educators and High-Quality Instructional Materials and Resources:
  - Access to standards-aligned Biology materials ensured teachers could deliver engaging, rigorous, and relevant content, helping students build a stronger understanding of core concepts. **Teacher salary - \$84,000, HQIM - \$9250**
- Instructional Supervisor for Data Analysis and Curriculum Pacing Guides:
  - The Instructional Supervisor supported teachers by developing pacing guides aligned to Biology standards, ensuring key concepts were taught with appropriate depth and timing.
  - The Instructional Supervisor also facilitated data analysis, allowing teachers to identify student performance trends and adjust instruction

**Goal Statement 2:**

	<p>to target specific areas where students needed improvement.  <b>Instructional Supervisor 5 -10 salary (20%) - \$16,375.00</b></p> <p>3. School Administrators Supporting Professional Learning Communities (PLCs):</p> <ul style="list-style-type: none"> <li>Administrators established and sustained PLCs where teachers could collaborate, analyze formative assessment data, and share instructional strategies. This collaboration fostered continuous improvement, ensuring teachers were equipped to implement best practices and address learning gaps effectively. <b>School Administrators (2) (10%) - \$21,740</b></li> </ul> <p>4. Benchmark Assessments to Drive Instruction:</p> <ul style="list-style-type: none"> <li>Benchmark assessments provided actionable data on student progress, helping educators monitor mastery of Biology concepts and adjust their teaching strategies to meet students' needs in real time. <b>HS Biology portion only - \$2,000 (Total for all grades and tested subjects \$49,000)</b></li> </ul> <p>These investments created a strong foundation of well-supported educators who were empowered to deliver high-quality instruction. With access to targeted resources, collaborative professional development, and data-informed strategies, teachers were able to improve student learning, resulting in improved Biology scores.</p>
<p><b>Action Plan:</b> List detailed action steps or strategies for the 2024-2025 school year to meet your annual target.</p>	<ul style="list-style-type: none"> <li>Data analysis training &amp; support for educators</li> <li>Professional development to align differentiated instruction practices to TVAAS data</li> <li>Targeted Enrichment &amp; Remediation in response to benchmark data</li> <li>Refine districtwide PLC/CFA implementation</li> <li>Collaborative planning groups will analyze the disciplinary core ideas for Tennessee Academic Standards for Science (TAS) in grades 6–8 to identify opportunities for vertical alignment to Biology I academic standards</li> <li>Conduct rigorous textbook review to ensure access to high quality instructional materials and strongly aligned pacing guides</li> </ul>

## Goal Statement 2:

**Budget Narrative:** Describe how your district intends to use their budget to execute the action steps and meet the stated goal.

Lakeland School System will leverage TISA funding to provide instructional staff, district biology benchmark assessment for PLC analysis, data-driven enrichment and remediation opportunities including instructional supplies and equipment expenditures. Additional funding considerations include district-wide operational costs, support staff, and support programs.

**Goal Statement 3:**

Year	Annual Outcome Target(s)	Associated Metrics/Data
<b>Year 1:</b> 2023-2024 school year (Use actuals)	33% of 9 <sup>th</sup> grade students scored proficient on the 2023-24 Algebra I EOCs	2023-24 Algebra I TCAP EOC (9 <sup>th</sup> grade only) 2024-25 Algebra I TCAP EOC (9 <sup>th</sup> grade only)
<b>Year 2:</b> 2024-2025 school year	50% of 9 <sup>th</sup> grade students will score proficient on the 2024-25 Algebra I EOCs	
<b>Year 3:</b> 2025-2026 school year		
<b>Year 4:</b> 2026-2027 school year		
<b>Year 5:</b> 2027-2028 school year		

**Reflection:** Did your district meet its Year 1 outcomes target(s)? How will this impact your action plan for the coming years?

Lakeland School System exceeded the Year 1 outcome target of 32% of ninth grade students meeting proficiency according to the 2023-24 Algebra I TCAP EOC. The 2023 - 24 success rate for eighth grade students enrolled in the high school Algebra I course was 95.1%. Building on the prior year success, we will integrate targeted data analysis training and support for educators, equipping them to interpret student performance trends effectively. Additionally, we will provide professional development that emphasizes best practices for differentiated instruction, ensuring that teaching strategies are informed by data and tailored to meet the diverse needs of all learners.

These revisions will be incorporated into the PLC processes initiated during the 2023-24 school year and are designed to drive continuous improvement, fostering an environment where educators feel empowered and students are supported in reaching their full potential.

**Prior Year Report:** What were the 2-3 major TISA investments you made in the prior year toward this goal? For each, please note the amount expended (rough estimate) and reflections on whether or not the investment contributed to progressing toward the goal or not, and how so.

We believe the following investments contributed greatly to our success in meeting our Year 1 outcome target to increase 9<sup>th</sup> grade Algebra I proficiency.

- Providing High-Quality Instructional Materials:
  - We ensured teachers had the resources necessary to deliver rigorous, standards-aligned Algebra I instruction, supporting student mastery of key concepts. **HQIM - \$35,880**
- High-Quality Benchmark Assessments for Data-Driven Instruction:
  - Benchmark assessments enabled teachers to monitor student progress throughout the year, identify areas of need, and adjust instruction to meet students' learning needs. **HS Algebra I portion only - \$1,235 (Total for all grades and tested subjects \$49,000)**
- School Administrators Supporting Professional Learning Communities (PLCs) and CFA Analysis:

**Goal Statement 3:**

	<ul style="list-style-type: none"><li>• Administrators facilitated PLCs and guided teachers in analyzing common formative assessments (CFAs), fostering collaboration and continuous improvement in instructional practices. <b>School Administrators (2) (10%) - \$21,740</b></li></ul> <p>4. Instructional Supervisor for Data Analysis and Pacing Guides:</p> <ul style="list-style-type: none"><li>• The instructional supervisor supported teachers by developing standards-aligned pacing guides and assisting with data analysis to ensure instruction was focused and effective. <b>Instructional Supervisor 5 -10 salary (20%) - \$16,375.00</b></li></ul> <p>Meeting our goal with 9th-grade students and seeing even greater success among 8th-grade students enrolled in high school Algebra I provides valuable insight as we continue to plan for future success.</p>
<p><b>Action Plan:</b> List detailed action steps or strategies for the 2024-2025 school year to meet your annual target.</p>	<ul style="list-style-type: none"><li>• Data analysis training &amp; support for educators</li><li>• Professional development to align differentiated instruction practices to TVAAS data</li><li>• Targeted Enrichment &amp; Remediation in response to benchmark data</li><li>• Refine districtwide PLC/CFA implementation</li></ul>
<p><b>Budget Narrative:</b> Describe how your district intends to use their budget to execute the action steps and meet the stated goal.</p>	<p>Lakeland School System will strategically utilize TISA funding to maintain staffing, ensuring continuity in instruction and support. The district will provide benchmark assessments to be used with ongoing common formative assessments to drive professional learning communities (PLCs) in data-analysis and help educators make informed instructional decisions. Additionally, we will allocate sufficient resources to sustain enrichment and remediation opportunities that address diverse student needs.</p> <p>TISA funds will be utilized to provide professional development and support staff for educators, focusing on data analysis and differentiation best practices to maximize student outcomes. Additional funding needs include, district-wide operational costs, support staff, and programs that foster a well-rounded educational experience.</p>



**Goal Statement 4:**

Year	Annual Outcome Target(s)	Associated Metrics/Data
Year 1: 2023-2024 school year (Use actuals)	62% of English Learners met the 2023-24 WIDA growth standard	2023-24 WIDA ACCESS 2024-25 ELPA21 2024-25 ELPA21 ALT
Year 2: 2024-2025 school year	68% of English Learners will meet the 2024-25 ELPA 21 growth standard	
Year 3: 2025-2026 school year		
Year 4: 2026-2027 school year		
Year 5: 2027-2028 school year		

**Reflection:** Did your district meet its Year 1 outcomes target(s)? How will this impact your action plan for the coming years?

The district did not meet its Year 1 outcome target of 66% of EL students meeting the 2023-24 WIDA growth standard. Our 2023-24 action steps focused on including ESL teachers in professional learning communities (PLCs) and collaborative planning groups, as well as providing professional development opportunities. While these efforts laid important groundwork, we recognize the need to adjust our approach given the shift to ELPA21 standards and assessments.

To support the transition, we will revise our action plan to include comprehensive training on the ELPA21 standards. Additionally, we will provide dedicated support staff to guide educators through the shift, ensuring that instructional strategies align with the new standards.

Our updated plan will continue to emphasize collaboration among ESL and general education teachers through PLCs and planning groups, while also offering focused professional development that equips educators with the tools needed to meet the needs of our diverse learners.

**Prior Year Report:** What were the 2-3 major TISA investments you made in the prior year toward this goal? For each, please note the amount expended (rough estimate) and reflections on whether or not the investment contributed to progressing toward the goal or not, and how so.

We did not meet our Year 1 goal of increasing the percentage of English Learners (ELs) meeting the WIDA growth expectation, but we believe the following investments were sound and important steps toward that goal:

1. Maintaining a Low Teacher-to-Student Ratio:
  - We ensured our EL program was staffed below the 1:35 teacher-to-student ratio, allowing for more individualized support for English Learners. **ESL Teacher salaries - \$322,000**
2. Providing a Stipend for an English Learner Facilitator:
  - The EL Facilitator offered district-wide support for ESL teachers, helping them align instruction with student needs and best practices. **Stipend - \$5,000**
3. Designating a School Administrator to Support the EL Program:

**Goal Statement 4:**

	<ul style="list-style-type: none"><li>• A designated administrator within each building ensured the EL program received focused leadership and support. <b>School Administrators (2) (10%) - \$19,430</b></li></ul> <p>While these investments were important, we recognize that our efforts were limited by a lack of regularly scheduled collaboration between ESL teachers and general education teachers. Without sufficient time to discuss data and share instructional strategies, it was challenging to fully integrate language development strategies into classroom instruction, which impacted our success.</p>
<p><b>Action Plan:</b> List detailed action steps or strategies for the 2024-2025 school year to meet your annual target.</p>	<ul style="list-style-type: none"><li>• Data analysis training &amp; support for educators</li><li>• Professional development – ELPA21 training</li><li>• Refine districtwide PLC/CFA implementation</li><li>• Collaborative planning groups</li><li>• Designated staff to provide support for ESL teachers and school-based administrators to specifically address the increased enrollment of ESL students and the scheduling needs to provide a continuum of services to support the needs of our newcomer population.</li></ul>
<p><b>Budget Narrative:</b> Describe how your district intends to use their budget to execute the action steps and meet the stated goal.</p>	<p>Lakeland School System will leverage TISA funding to maintain ESL staffing, provide a high-quality benchmark assessment to guide professional learning communities (PLCs) to support data-driven instructional practices. Additionally, we will allocate sufficient resources to sustain enrichment and remediation opportunities that address diverse student needs.</p> <p>TISA funds will be utilized to provide professional development and support staff for educators, focusing on data analysis and differentiation best practices to maximize student outcomes. Additional funding needs include, district-wide operational costs, support staff, and programs that foster a well-rounded educational experience.</p>



**Goal Statement 5:**

Year	Annual Outcome Target(s)	Associated Metrics/Data
<b>Year 1:</b> 2023-2024 school year (Use actuals)	29% of SWD scored proficient according to the 2023-24 ELA TCAP Assessments	2023-24 ELA TCAP (District-wide) 2024-25 ELA TCAP (District-wide)
<b>Year 2:</b> 2024-2025 school year	35% of SWD will score proficient according to the 2024-25 ELA TCAP Assessments	
<b>Year 3:</b> 2025-2026 school year		
<b>Year 4:</b> 2026-2027 school year		
<b>Year 5:</b> 2027-2028 school year		
<p><b>Reflection:</b> Did your district meet its Year 1 outcomes target(s)? How will this impact your action plan for the coming years?</p>	<p>The district did not meet our Year 1 outcome target of 31% proficiency for students with disabilities according to the 2023-24 ELA TCAP assessments. Our previous action steps included using SPIRE instructional materials, providing professional development, and supporting collaborative teams. This year, we will expand our plan by offering professional development on effective co-teaching strategies and data-driven differentiation best practices. We will also provide data analysis training and assign designated support staff to offer coaching, ensuring teachers have the tools they need to meet students' diverse needs effectively.</p>	

## Goal Statement 5:

**Prior Year Report:** What were the 2-3 major TISA investments you made in the prior year toward this goal? For each, please note the amount expended (rough estimate) and reflections on whether or not the investment contributed to progressing toward the goal or not, and how so.

We did not meet our Year 1 goal of increasing ELA proficiency for students with disabilities across all tested grade levels, but we believe the following investments were critical and necessary steps toward achieving that goal:

1. Maintaining a Low Student-to-Teacher Ratio:
  - We invested in educators to ensure smaller class sizes, allowing for more personalized instruction to meet the diverse needs of students with disabilities. **Teacher salaries - \$685,000**
2. High-Quality Instructional Materials Across Grade Levels:
  - We provided instructional materials aligned with ELA standards to support learning at multiple grade levels, ensuring access to appropriate content for all students. **HQIM (SWD - 20%) - \$16,200**
3. Educational Assistants for ELA Instruction at the Elementary Level:
  - Educational assistants played a key role in delivering targeted language instruction and supporting students' literacy development at the elementary level. **Special Education Assistants salaries - \$101,395**
4. Support Staff for Data Analysis and IEP Development:
  - Staff provided direct assistance to educators and administrators in analyzing student data and developing Individualized Education Programs (IEPs) to guide instruction for students with disabilities. **Director of Special Education salary (20%) - \$17,317.65**
5. Behavior and Transition Specialist for Student Support and Professional Development:
  - Provided direct behavior support to students and delivered professional development to teachers, equipping them with strategies to address behavioral challenges that impact learning. **Behavior and Transition Specialist salary (10%) - \$7,385**
6. Benchmark Assessments to Improve Teaching and Learning:
  - The use of benchmark assessments provided actionable insights, helping teachers monitor progress, identify areas for improvement, and tailor instruction to meet student needs effectively. **ELA portion \$14,800 (Total for all grades and tested subjects \$50,000)**

While these investments were valuable, we identified a need for more specialized support in co-teaching and differentiated instruction. Additionally, ensuring that data-analysis practices are fully integrated into instructional planning for both special education and general education teachers is an area of focus moving forward.

**Goal Statement 5:**

**Action Plan:** List detailed action steps or strategies for the 2024-2025 school year to meet your annual target.

- Data analysis training & support for educators
- Professional development – Co-teaching
- Professional development - Differentiation
- Refine districtwide PLC/CFA implementation
- Collaborative planning groups
- Designated staff to provide support for SWD teachers and school-based administrators

**Budget Narrative:** Describe how your district intends to use their budget to execute the action steps and meet the stated goal.

Lakeland School System is committed to using its budget strategically to meet its goals by investing in a high-quality benchmark assessment for ELA to support the data-analysis goals. In addition to the assessment, we will provide data analysis training and ongoing support for educators, including support staff to provide ongoing data-analysis support. Support staff will provide targeted training on effective co-teaching strategies and differentiation best practices to enhance classroom instruction and meet the diverse needs of students. School-based administrators will refine the implementation of professional learning communities (PLCs) and common formative assessments (CFAs). Lastly, the district will designate staff specifically to support teachers of students with disabilities (SWD) and school-based administrators, ensuring they receive the guidance and resources necessary to implement effective instructional strategies and improve outcomes for all students.

Operational expenses are an additional funding consideration.

Due to TISA rules, local funds will be used to fund four special education preschool classes to provide early intervention for students with disabilities.

## Public Comment

The TISA accountability report must be presented for public comment to parents, educators, and local community members prior to its submission to the department by November 1.

Date(s) of opportunity for local public comment.	November 4, 2024
Description of public comment opportunities (e.g. collection of written comments, public hearing, local board meeting discussion, etc.)	Lakeland School System's (LSS) TISA Accountability Report will be shared and available for public comment at the LSS Board of Education meeting on November 4, 2024. Pending LSS School Board approval the TISA Accountability Report will be posted on the LSS website from November 5, 2024 - June 30, 2025. If the plan is not approved or public comment necessitates a revision, an amended report will be submitted for review by the Tennessee Department of Education following the December 9, 2024 Lakeland School Board meeting.
Summary of public comment received, if any.	
Description of how your district did or did not incorporate public comment received into the final accountability report submission.	

**Job Title:** Behavior and Transition **Specialist**  
**Facilitator**

**Exemption Status:** Exempt/Professional

**Date Approved:** **November 04, 2024**

**Reports to:** Student Services Supervisor

**Dept./School:** Central Office

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### **Primary Goal**

To improve student behavior by implementing a variety of positive behavior support methods designed to meet the needs of students with at risk behaviors. Additionally, the Behavior and Transition **Specialist** **Facilitator** will provide support to classroom teachers and staff that will impact teacher effectiveness and student academic achievement.

### **Minimum Training and Qualifications**

Master's Degree

Tennessee professional teaching license with an endorsement in School Counseling or Special Education

Minimum of 5 years of successful experience as a school counselor, OR

Minimum of 5 years of successful experience as a special education teacher

Strong group processing and presentation skills

Proficient in the use of computers to include spreadsheets, databases and word processing applications

Ability to prepare clear, concise, accurate, and complete reports including statistics

Ability to establish and maintain positive and cooperative working relationships with those contacted in the course of work at all levels

Excellent oral and written communication skills

Such alternatives to the above qualifications as the Superintendent might find appropriate and acceptable.

### **Performance Responsibilities:**

1. Employs appropriate behavior support methods in situations affecting the student's educational process.
2. Teaches and models positive behavior support strategies with teachers and staff.
3. Promotes safe, caring and drug free schools.
4. Increases opportunities for intensive behavior support for students struggling with repetitive, risky behaviors.

5. Assists teams in the development of behavior and safety plans.
6. Provides support associated with students assigned to the alternative educational program.
7. Provides support for students in the homebound setting and works with the school-based homebound administrator to assist the student's transition back to the school setting.
8. Provides ongoing support for students returning to school after in-patient mental health treatment.
9. Works with the school counselors to assist in the development of safety plans for students who need specialized support.
10. Conducts home visits and assesses family needs if appropriate.
11. Provides teacher and staff professional development.
12. Identifies resources for families such as mental health care, medical care, recreational opportunities, housing, assistance with food insecurity, clothing, and other basic necessities required for students to attend school.
13. Collaborates and acts as a liaison between school staff, students, parents and community agencies.
14. Implements appropriate programs, groups and initiatives to target at-risk populations.
15. Supports the work of the LSS guidance department and coordinates efforts with the Student Services Supervisor.
16. Facilitates small group and individual social emotional learning.
17. Provides district-wide professional development.
18. Engages in ongoing professional development to increase knowledge and skills of positive student behavior support for LSS students.
19. Performs such other duties as assigned by the Superintendent.

The **Behavior and Transition Specialist Facilitator** maintains a forty-hour (40) work week and works additional hours as required to carry out all of the duties and responsibilities of the position. This is a ten and a half (10.5) month position and salary will be determined based on qualifications and experience.

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This document describes the general purpose and responsibilities assigned to this job and is not an exhaustive list of all responsibilities and duties that may be assigned or skills that may be required.

*Lakeland School System offers educational and employment opportunities without regard to race, color, religion, sex, creed, age, disability, national origin, or genetic information and adheres to the provisions of the Family Rights and Privacy Act (FERPA).*

**Job Title:** Coordinated School Health **Supervisor**  
**Facilitator**

**Exemption Status:** Exempt/Professional

**Date Approved:** **November 04, 2024**

**Reports to:** Superintendent

**Dept./School:** Central Office

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**Minimum Training and Qualifications:**

Bachelor's degree, (Master's preferred) in education, school counseling, public health, family and consumer sciences, nursing, behavioral science, physical education, or other health-related field  
Experience in nursing or public health is preferred

3-5 years current experience in education, non-profit agencies that work with children, adolescents, families, healthcare or health promotion

Ability to assess health and safety needs of students, families, and school employees

Knowledge of basic principles of research, statistics, data collection, and analysis

Ability to communicate effectively both verbally and in writing

Significant computer skills

**Performance Responsibilities:**

1. Ensures compliance with state standards and guidelines, scope of services and all other requirements of Coordinated School Health grant.
2. Plans, coordinates, implements, and evaluates Coordinated School Health for Lakeland School System.
3. Obtains support as needed from Tennessee Department of Education's Office of Coordinated School Health.
4. Collaborates with all school staff for the promotion of student and staff health and improved academic outcomes.
5. Schedules Coordinated School Health professional development opportunities for all employees as needed.
6. Assists schools in the development and expansion of Healthy School Teams, Staff Coordinating School Health Council and School Health Advisory Committee.
7. Uses the School Health Index to determine school health priorities.
8. Establishes and coordinates efforts among community partners and organizations for the delivery of Coordinated School Health programs.

9. Maintains budget for Coordinated School Health.
10. Attends conferences and meetings as required by the Tennessee Department of Education.
11. Submits paperwork for reimbursement from the Tennessee Department of Education within the designated time frame.
12. Submits all required reports for the Tennessee Department of Education.
13. Performs data collection and submission of annual evaluation material for East Tennessee State University.
14. Oversees the administration of the Youth Risk Behavior Survey as required by the Tennessee Department of Education.
15. Submits annual grant re-application to the Tennessee Department of Education.
16. Ensures participation by all schools in the school district within 5 years of receipt of initial grant funding.
17. Ensures compliance of school nursing programs with local and state requirements and best practices.
18. Seeks additional external funding and in-kind support for Coordinated School Health.
19. Performs such other duties as assigned by the Superintendent.

**Clearances and Testing:** *(at expense of applicant)*

Criminal Justice Fingerprint/Background Clearance  
Pre-employment physical exam & TB Test

The **Coordinated School Health ~~Supervisor~~ Facilitator** maintains a forty (40)-hour work week and any additional hours as required to meet the duties and responsibilities of this position. This is a ten and a half (10.5) month position and salary will be determined based on qualifications and experience.

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**Job Title:** Communications **Specialist Manager**

**Exemption Status:** Exempt/Professional

**Reports to:** Superintendent

**Date Approved:** **November 04, 2024**

**Dept./School:** Central Office

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**Primary Goal:**

The primary goal of the Communications **Specialist Manager** is to enhance the school's reputation through effective storytelling, strengthen its brand identity, and foster positive relationships with stakeholders through strategic and impactful communication initiatives. By effectively showcasing the school's achievements, promoting its programs and events, and facilitating transparent and engaging communication channels, the Communications **Specialist Manager** will contribute to creating a supportive and inclusive school community conducive to student success.

**Minimum Training and Qualifications:**

Bachelor's degree in communications, marketing, journalism, or a related field

Proven experience in communications, marketing, or public relations, preferably in an educational or non-profit setting

Exceptional writing and editing skills, with the ability to craft clear, engaging, and persuasive content for diverse audiences

Proficiency in digital communications tools and platforms, including website content management systems, social media management tools, and email marketing software

Strong project management skills, with the ability to multitask, prioritize, and meet deadlines in a fast-paced environment

Excellent interpersonal and communication skills, with the ability to collaborate effectively with diverse stakeholders and build positive relationships

Creative thinking and problem-solving abilities, with a passion for storytelling and promoting educational excellence

Understanding of the K-12 education landscape and familiarity with the needs and expectations of parents, students, and educators

Ability to maintain accurate and auditable records

Ability to meet established deadlines

Such alternatives to the above qualification as the Superintendent may find appropriate and acceptable

### Special Knowledge/Skills:

1. Crisis Communication Management: Ability to respond swiftly and effectively to crisis situations, including developing communication strategies, drafting statements, and managing media inquiries with professionalism and discretion.
2. Visual Storytelling: Proficiency in visual content creation tools such as graphic design software and video editing software to produce visually engaging multimedia content for various communication channels.
3. Data Analysis and Reporting: Ability to analyze communication metrics, interpret data insights, and generate comprehensive reports to measure the impact and effectiveness of communication efforts, informing future strategies and initiatives.
4. Community Engagement Expertise: Demonstrated ability to build strong relationships with various community stakeholders, including local businesses, government officials, nonprofit organizations, and parent groups, to foster partnerships and support school initiatives.

### Major Responsibilities and Duties:

1. Develop and implement a comprehensive internal and external communications strategy aligned with the school's mission, values, and objectives.
2. Manage all aspects of the school's digital presence, including the website, social media channels, and email newsletters, ensuring content is engaging, accurate, and up-to-date.
3. Create compelling written and visual content, including articles, videos, graphics, and newsletters to showcase student accomplishments, events, and important announcements.
4. Take photographs for district publications, presentations, and displays. Record meetings or programs (both video and audio) throughout the district.
5. Coordinate and oversee the production of printed materials such as brochures, flyers, and newsletters, maintaining consistency in branding and messaging.
6. Serve as the point of contact for media inquiries and proactively pitch stories to local newspapers, radio stations, and other relevant outlets to raise awareness of the school's initiatives and achievements.
7. Collaborate closely with school administrators, faculty, and staff to gather information and insights for communication materials, ensuring accuracy and relevance.
8. Promote school events, including open houses, parent-teacher conferences, and fundraisers, through various communication channels.
9. Implement protocols for crisis communication management, including drafting crisis messaging, coordinating with relevant authorities, and providing updates via various communication channels to maintain trust and transparency within the school community. Additionally, monitor local and national events that may impact the school community and provide timely guidance and support to school leadership on communication strategies.

10. Monitor and analyze the effectiveness of communication efforts, utilizing metrics and feedback to continually improve strategies and tactics.
11. Provide training and support to staff members on effective communication techniques and tools.
12. Stay informed about trends and best practices in communications, education, and technology, and incorporate innovative ideas into the school's communication strategy.
13. Other duties as assigned by the Superintendent/designee.

**Clearances and Testing:** *(at expense of applicant)*

Criminal Justice Fingerprint/Background Clearance  
Pre-employment physical exam & TB Test

The **Communications Specialist Manager** maintains a forty (40) hour work week. This is a twelve (12) month position with salary determined by the Board. Performance of this job will be evaluated according to procedures established by the Superintendent.

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**Job Title:** ~~Assistant~~ Maintenance and Facilities  
~~Manager~~ **Coordinator**

**Exemption Status:** Exempt

**Date Approved:** November 04, 2024

**Reports to:** Maintenance and Facilities Manager

**Dept./School:** Central Office

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**Primary Purpose:**

To maintain grounds and coordinate maintenance of the buildings and grounds of the district in a manner that will ensure a safe, healthy, functional, and attractive educational environment.

**Minimum Training and Qualifications:**

**Education/Licensure:**

High School Diploma or Equivalent.

Possess a valid Tennessee Driver's License with a good driving record.

**Special Knowledge/Skills:**

Minimum five (2) years working experience in maintenance, construction, or a related field; experience in facilities grounds maintenance preferred

Ability to climb ladders, including vertical roof hatch ladders, and lift a minimum of 50 pounds

Ability to work outside for prolonged periods of time

Ability to communicate effectively by oral and written means

Ability to understand detailed written or oral instructions and underlying principles

Ability to reason and make judgment, plus work cooperatively with all school district personnel

Ability to use a computer or smartphone for email, internet, and maintenance work order requests

Ability to operate, repair, and maintain power-driven equipment

Such alternatives to the above qualification as the Superintendent may find appropriate and acceptable

**Performance Responsibilities:**

**Grounds and Landscaping**

1. Mow and detail district grounds as directed by the Maintenance and Facilities Manager.
2. Follow scheduled maintenance plans to care for lawns, trees, shrubs, and flowers by watering, pruning, fertilizing, mulching, caring for beds, and controlling weeds.
3. Plant shrubs and vegetation.
4. Assist with the preparation of athletic fields for games, including chalking fields.
5. Collect and dispose of leaves, dirt, rubbish, and refuse from district facilities.

6. Assist with the inspection, repair, and installation of sprinkler systems.
7. Assist with the preparation of budget for supplies, equipment, and other items necessary for maintenance of school and district office grounds.

### Other

8. Supports Maintenance and Facilities Manager in maintaining and monitoring the conditions of school buildings.
9. Fills in for Plant Managers at either Lakeland Preparatory School or Lakeland Elementary School as needed and directed by supervisor. In this role, temporarily supervise custodians on shift.
10. Assists in coordinating functions of maintenance, including work order requests, to provide for timely repairs and upkeep of all school buildings, school grounds, plus athletic fields and/or facilities.
11. Works cooperatively with vendors, contractors, or subcontractors related to the physical facilities of the school system.
12. Coordinates cleaning or repair work orders with school plant managers plus reviews the quality of custodial work to ensure that all schools are properly cleaned and maintained.
13. Supports and maintains contact for any contracted services, including grounds maintenance services, irrigation maintenance services, or others.
14. Services and makes minor repairs to equipment or facilities or arranges for such work to be priced, completed and inspected.
15. Receives delivery of furniture, fixtures, or equipment (FFE) items and monitors appropriate quantity of FFE items plus quality of vendors' installations.
16. Monitors and supports adherence to Standard Building Code, Fire Code, OSHA Code and Life Safety Code.
17. Follow district safety protocols and emergency procedures.
18. Performs other duties as assigned by the Maintenance and Facilities Manager or Superintendent.

### Clearances and Testing: *(at expense of applicant)*

Criminal Justice Fingerprint/Background Clearance  
Pre-employment physical exam & TB Test

The Assistant Maintenance and Facilities Manager Coordinator maintains a forty (40)-hour work week; however additional hours and/or weekend days may be required to fulfill the duties of this position as a result of equipment failures, storms, natural disasters, or special school related events. This is a twelve (12) month position with work hours and salary determined by the Board. Performance of this job will be evaluated according to procedures established by the Superintendent.

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This document describes the general purpose and responsibilities assigned to this job and is not an exhaustive list of all responsibilities and duties that may be assigned or skills that may be required.

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**Job Title:** Benefits ~~Clerk~~ Specialist

**Exemption Status:** Professional/Exempt

**Reports to:** Human Resources Director

**Date Approved:** November 04, 2024

**Dept./School:** Central Office

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**Primary Goal:**

To support the employee experience by ensuring that employee needs are met while managing benefits associated with the employee lifecycle.

**Minimum Training and Qualifications:**

High school diploma or equivalent required; Associate's degree or higher in Business Administration or related field preferred; Bachelor's degree or higher preferred.

Minimum of five (5) years of successful benefits management experience; additional consideration given for experience managing a self-funded health insurance plan.

Proficient in managing various computer applications including web-based payroll applications, professional development systems, databases, spreadsheets, and word processing.

Ability to prepare clear, concise, accurate, and complete reports including statistical analysis.

Knowledge of standard office practices and procedures.

Analytical, numerical, effective communication (oral and written), and interpersonal skills.

Attention to detail, including strong proofreading skills and ability to edit documents for grammar, spelling, and formatting.

Ability to maintain confidentiality of information.

Such alternatives to the above qualifications as the Superintendent may find appropriate and acceptable.

**Performance Responsibilities:**

1. Oversees day-to-day administration of the employee benefits programs, including health, dental, and vision insurance.
2. Prepares, disseminates and maintains materials, correspondence, data analysis and reports.
3. Files correspondence, records and other information in an efficient manner and maintains confidential files and other information.
4. Utilizes all human resources technological processes to include web-based employment application systems.
5. Assists with the distribution of information and other relevant materials to school leaders.

6. Creates and edits forms, programs, and documents for the department.
7. Assists in managing employee onboarding and offboarding processes in compliance with local, state, and federal standards. Updates and maintains accurate records regarding the employee lifecycle in a timely manner.
8. Assists in preparation of insurance open enrollment materials including rates, plan summaries, and other benefits correspondence.
9. Assists in preparing, disseminating, and maintaining materials, correspondence, data analysis, and reports relative to employee and retiree benefits.
10. Processes employee leave paperwork in compliance with federal, state, and local policies.
11. Processes Worker's Compensation claims and ensures compliance with federal, state, and local policies.
12. Assists with payroll process on a bi-weekly basis ensuring accuracy and compliance with federal, state, and local policies.
13. Prepares and processes retirement contribution files and reconciles reports accordingly.
14. Prepares and processes monthly retiree reports in accordance with state and local policies and procedures.
15. Assists with the preparation of annual reports under the direction of the Human Resources Director to ensure compliance with federal, state, and local laws and policies.
16. Serves as liaison on advisory committees or boards related to employee benefit programs as needed.
17. Attends relevant training and professional development as assigned.
18. Performs other duties as assigned by the Superintendent.

**Clearances and Testing:** *(at expense of applicant)*

Criminal Justice Fingerprint/Background Clearance  
Pre-employment physical exam & TB Test

The **Benefits Clerk Specialist** maintains a forty-hour (40) work week and any additional hours as required to meet the duties and responsibilities of this position. This is a twelve (12) month position and salary will be determined based on qualifications and experience.

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This document describes the general purpose and responsibilities assigned to this job and is not an exhaustive list of all responsibilities and duties that may be assigned or skills that may be required.

**Job Title:** Finance ~~Clerk~~ Specialist

**Exemption Status:** Exempt/Professional

**Reports to:** Finance Director

**Date Approved:** November 04, 2024

**Dept./School:** District Office

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**Primary Purpose:**

This position assists in the preparation of financial, purchasing, and inventory details in the finance department, including accounts payable, accounts receivable and clerical functions. This position assists the Finance Director with designated accounting tasks as assigned.

**Minimum Training and Qualifications:**

Bachelor's degree or higher in accounting, finance or related field

Minimum of one (1) year of governmental accounting experience

Ability to prepare written financial reports

Proficient computer skills to include word processing, spreadsheet development, database accounting software (government- or school-related preferred), e-mail, cloud-based solutions, and 10-key calculator

Capable of working independently with minimal supervision

Such alternatives as the Superintendent may find appropriate and acceptable

**Performance Responsibilities:**

1. Prepares and verifies various standard accounting entries for financial data processing system; reconciles report discrepancies and problems.
2. Prepares documentation for monthly account reconciliations.
3. Creates, develops, and maintains accounting spreadsheets used in the finance function.
4. Monitors accounting records to ensure that expenses and revenues are allocated to proper accounts.
5. Processes business transactions, verifying all required documentation is prepared and properly coded.
6. Verifies cash receipts, prepares deposits (at least twice weekly), makes journal entries to record transactions.
7. Distributes vendor invoices for approval; inputs invoices.
8. Reviews, processes, inputs, and (as approved) prints checks for payment of vendor invoices and other accounts payable.
9. Contacts vendors with questions and/or responds to vendor inquiries and concerns; resolves billing errors and discrepancies.
10. Prepares and verifies purchasing documentation (e.g. matches invoices to Purchase Orders).

11. Monitors the system's physical inventory database.
12. Assists in development and preparation of necessary reports.
13. Assists Finance Director and auditors in annual review of records.
14. Works with Finance Director as budget analyst for assigned functions within the system.
15. Assists Finance Director in development of budget revenues and expenditures.
16. Prepares vendor 1099s annually.
17. Assists Human Resources Director with payroll process; records payroll entries to financial data processing system.
18. Assists Human Resources Director with reconciliation of benefits invoices on monthly basis.
19. Performs other duties as assigned by the Superintendent.

**Clearances and Testing:** *(at expense of applicant)*

Criminal Justice Fingerprint/Background Clearance  
Pre-employment physical exam & TB Test

The **Finance Clerk Specialist** maintains a forty (40)-hour work week and any additional hours as required to meet the duties and responsibilities of this position. This is a ten (12) month position and salary will be determined based on qualifications and experience.

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This document describes the general purpose and responsibilities assigned to this job and is not an exhaustive list of all responsibilities and duties that may be assigned or skills that may be required.

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**Job Title:** Human Resources ~~Clerk~~ Specialist

**Exemption Status:** Professional/Exempt

**Reports to:** Human Resources Director

**Date Approved:** November 04, 2024

**Dept./School:** Central Office

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**Primary Goal:**

To support the employee experience by ensuring that employee needs are met while managing the day-to-day human resources responsibilities.

**Minimum Training and Qualifications:**

High school diploma or equivalent required; Associate's degree or higher in Business Administration or related field preferred.

Minimum of five (5) years of successful clerical experience; additional consideration given for experience in human resources and/or payroll processing.

Proficient in managing various computer applications including web-based payroll applications, professional development systems, databases, spreadsheets, and word processing.

Ability to prepare clear, concise, accurate, and complete reports including statistical analysis.

Knowledge of standard office practices and procedures.

Analytical, numerical, effective communication (oral and written), and interpersonal skills.

Attention to detail, including strong proofreading skills and ability to edit documents for grammar, spelling, and formatting.

Ability to maintain confidentiality of information.

Such alternatives to the above qualifications as the Superintendent may find appropriate and acceptable.

**Performance Responsibilities:**

1. Prepares, disseminates and maintains materials, correspondence, data analysis and reports.
2. Files correspondence, records and other information in an efficient manner and maintains confidential files and other information.
3. Assists with the distribution of information and other relevant materials to school leaders.
4. Creates and edits forms, programs, and documents for the department.
5. Maintains and updates personnel and other electronic records, including pre- and post-employment information, performance evaluations, and plans of assistance.

6. Assists in managing employee onboarding and offboarding processes in compliance with local, state, and federal standards. Updates and maintains accurate records regarding the employee lifecycle in a timely manner.
7. Utilizes all human resources technological processes to include web-based employment application systems, substitute management system, and professional development systems.
8. Assists in preparing, disseminating, and maintaining materials, correspondence, data analysis, and reports relative to employee and retiree benefits.
9. Responds appropriately to requests for information and employment verification information from employees, retirees, and outside parties.
10. Oversees time/attendance reporting from various departments and ensures accuracy of accumulated and used leave time (vacation, sick, personal, etc.).
11. Monitors accumulation and appropriate use of overtime.
12. Oversees substitute onboarding; maintains substitute management system with accuracy.
13. Processes payroll on bi-weekly basis ensuring accuracy and compliance with federal, state, and local policies.
14. Prepares adjustments and deductions for wage garnishments (such as child support), dock days, or professional dues.
15. Prepares and processes stipend payments in accordance with district policies and procedures.
16. Prepares and processes quarterly reports such as unemployment and 941 reports.
17. Assists with the preparation of annual reports to ensure compliance with federal, state, and local laws and policies.
18. Updates and maintains employee calendars and salary schedules in the employee management system.
19. Attends relevant training and professional development as assigned.
20. Performs other duties as assigned by the Superintendent.

**Clearances and Testing:** *(at expense of applicant)*

Criminal Justice Fingerprint/Background Clearance  
Pre-employment physical exam & TB Test

The **Human Resources ~~Clerk~~ Specialist** maintains a forty-hour (40) work week and any additional hours as required to meet the duties and responsibilities of this position. This is a twelve (12) month position and salary will be determined based on qualifications and experience.

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This document describes the general purpose and responsibilities assigned to this job and is not an exhaustive list of all responsibilities and duties that may be assigned or skills that may be required.

**Job Title:** Student Services / EIS ~~Clerk~~ Specialist

**Exemption Status:** Exempt/Professional

**Reports to:** Student Services Supervisor

**Date Approved:** November 04, 2024

**Dept./School:** Central Office

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**Primary Goal:**

The Student Services / EIS ~~Clerk~~ Specialist will provide comprehensive administrative support to the Student Services department, assisting with a wide range of tasks related to student enrollment, records management, and student support services. This role requires strong organizational skills, attention to detail, and the ability to communicate effectively with students, faculty, and staff.

**Minimum Training and Qualifications:**

High school diploma or equivalent required; Associate's degree or higher in Business Administration or related field preferred

Minimum of five (5) years of successful clerical experience

Prior experience with EIS and Student Information System(s) preferred

Proficient in managing various computer applications including web-based employee management applications, professional development systems, databases, spreadsheets, and word processing

Ability to prepare clear, concise, accurate, and complete reports including statistical analysis

Knowledge of standard office practices and procedures

Analytical, numerical, effective communication (oral and written), and interpersonal skills

Attention to detail, including strong proofreading skills and ability to edit documents for grammar, spelling, and formatting

Strong organizational skills and ability to multitask

Ability to maintain confidentiality of information

Such alternatives to the above qualifications as the Superintendent may find appropriate and acceptable

**Performance Responsibilities:**

1. Serve as the first point of contact for parents, providing friendly and professional assistance in person, by phone, and via email.
2. Assist with all EIS duties, in collaboration with the EIS/SIS Coordinator and Student Services Supervisor; including but not limited to: working with other districts to resolve student EIS errors, reviewing and updating Discipline Entry errors in SIS and EIS, reviewing and updating student attendance, and ensuring compliance with data privacy regulations and confidentiality policies.

3. Assist in the creation and dissemination of student communications, including newsletters, announcements, and event invitations. Coordinate mass email communications and manage student mailing lists.
4. Provide administrative assistance to Student Services staff, including scheduling appointments, preparing meeting agendas and materials, monitoring attendance and discipline records and assisting with proof of residency requirements.
5. Collaborate with Student Services staff to identify community resources and partnerships that support a variety of social and behavioral needs for students.
6. Assist with Transportation services by working with Transportation Shared Services to make sure bus information sends to VersaTrans, send monthly withdrawal reports to Transportation Shared Services to update bus information and enter District Bus Maintenance in Skyward; send to EIS
7. Assist with data entry tasks and generate reports as needed to track a variety of student data, including but not limited to student enrollment, retention, academic progress, non-public school reporting, behavior/discipline, homelessness, and foster care information. Compile data for accreditation reports and program assessments.
8. Participate in training sessions and workshops (including TDASC and monthly West TN RUG meetings) to stay informed about updates to student services policies, procedures, and best practices. Assist SIS Coordinator with End of Year meeting for Attendance Operators. Share knowledge and resources with colleagues to enhance collective effectiveness.

**Clearances and Testing:** *(at expense of applicant)*

Criminal Justice Fingerprint/Background Clearance  
Pre-employment physical exam & TB Test

The **Student Services / EIS Clerk Specialist** maintains a forty-hour (40) work week and any additional hours as required to meet the duties and responsibilities of this position. This is a twelve (12) month position with salary determined by the Board. Performance of this job will be evaluated according to procedures established by the Superintendent.

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This document describes the general purpose and responsibilities assigned to this job and is not an exhaustive list of all responsibilities and duties that may be assigned or skills that may be required.

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**SALARY SCHEDULE**  
**2024-2025**

**10 MONTH TEACHER**

CERTIFIED // 10 months // 200 days // 7.5 hr // 1500 hrs total

STEP	B.A. ANNUAL	M.A. ANNUAL	M.A. + 30 ANNUAL	EDS ANNUAL	EDD ANNUAL
0	\$50,440	\$54,475	\$58,982	\$59,768	\$61,741
1	\$51,464	\$55,592	\$60,392	\$61,183	\$63,217
2	\$52,374	\$56,545	\$61,507	\$62,259	\$64,326
3	\$53,658	\$57,909	\$63,086	\$63,848	\$65,910
4	\$54,315	\$58,606	\$64,143	\$64,940	\$66,920
5	\$55,386	\$59,773	\$65,406	\$66,226	\$68,180
6	\$55,894	\$60,328	\$66,201	\$67,006	\$69,451
7	\$57,013	\$61,546	\$67,559	\$68,335	\$70,353
8	\$58,564	\$63,193	\$69,590	\$70,327	\$72,397
9	\$59,973	\$64,596	\$71,117	\$71,932	\$73,897
10	\$61,402	\$65,984	\$72,807	\$73,579	\$75,649
11	\$62,737	\$67,465	\$74,316	\$75,133	\$77,085
12	\$64,172	\$68,825	\$75,959	\$76,764	\$78,764
13	\$64,813	\$69,464	\$76,600	\$77,406	\$79,406
14	\$65,455	\$70,107	\$77,242	\$78,045	\$80,046
15	\$66,356	\$71,104	\$78,383	\$79,205	\$81,243
16	\$67,351	\$72,171	\$79,559	\$80,393	\$82,462
17	\$68,361	\$73,253	\$80,752	\$81,599	\$83,699
18	\$69,387	\$74,352	\$81,963	\$82,823	\$84,954
19	\$70,428	\$75,467	\$83,192	\$84,065	\$86,228

**SALARY SCHEDULE**  
**2024-2025**

**10.5 MONTH TEACHER**

CERTIFIED // 10.5 months // 210 days // 7.5 hr // 1575 hrs total

STEP	B.A. ANNUAL	M.A. ANNUAL	M.A. + 30 ANNUAL	EDS ANNUAL	EDD ANNUAL
0	\$52,962	\$57,198	\$61,931	\$62,756	\$64,828
1	\$54,037	\$58,372	\$63,412	\$64,242	\$66,378
2	\$54,993	\$59,372	\$64,583	\$65,372	\$67,542
3	\$56,341	\$60,804	\$66,241	\$67,040	\$69,205
4	\$57,031	\$61,536	\$67,350	\$68,187	\$70,266
5	\$58,155	\$62,762	\$68,676	\$69,537	\$71,589
6	\$58,689	\$63,345	\$69,511	\$70,356	\$72,923
7	\$59,863	\$64,623	\$70,937	\$71,752	\$73,871
8	\$61,492	\$66,352	\$73,069	\$73,844	\$76,016
9	\$62,971	\$67,826	\$74,673	\$75,529	\$77,592
10	\$64,473	\$69,283	\$76,447	\$77,258	\$79,432
11	\$65,874	\$70,838	\$78,031	\$78,890	\$80,939
12	\$67,381	\$72,266	\$79,757	\$80,602	\$82,702
13	\$68,053	\$72,937	\$80,430	\$81,276	\$83,376
14	\$68,728	\$73,612	\$81,104	\$81,947	\$84,049
15	\$69,673	\$74,659	\$82,302	\$83,165	\$85,305
16	\$70,719	\$75,779	\$83,537	\$84,413	\$86,585
17	\$71,779	\$76,916	\$84,790	\$85,679	\$87,884
18	\$72,856	\$78,069	\$86,062	\$86,964	\$89,202
19	\$73,949	\$79,240	\$87,353	\$88,268	\$90,540

**SALARY SCHEDULE**  
**2024-2025**

**11 MONTH TEACHER**

CERTIFIED // 11 months // 220 days // 7.5 hr // 1650 hrs total

STEP	B.A. ANNUAL	M.A. ANNUAL	M.A. + 30 ANNUAL	EDS ANNUAL	EDD ANNUAL
0	\$55,484	\$59,922	\$64,880	\$65,745	\$67,915
1	\$56,610	\$61,151	\$66,431	\$67,301	\$69,539
2	\$57,612	\$62,199	\$67,658	\$68,485	\$70,758
3	\$59,024	\$63,700	\$69,395	\$70,232	\$72,501
4	\$59,746	\$64,467	\$70,558	\$71,435	\$73,612
5	\$60,925	\$65,750	\$71,947	\$72,849	\$74,998
6	\$61,483	\$66,361	\$72,821	\$73,706	\$76,396
7	\$62,714	\$67,700	\$74,315	\$75,169	\$77,388
8	\$64,420	\$69,512	\$76,549	\$77,360	\$79,636
9	\$65,970	\$71,056	\$78,229	\$79,125	\$81,287
10	\$67,543	\$72,582	\$80,087	\$80,937	\$83,214
11	\$69,011	\$74,212	\$81,747	\$82,647	\$84,794
12	\$70,589	\$75,707	\$83,555	\$84,440	\$86,641
13	\$71,294	\$76,411	\$84,260	\$85,146	\$87,346
14	\$72,001	\$77,118	\$84,966	\$85,850	\$88,051
15	\$72,991	\$78,214	\$86,221	\$87,125	\$89,368
16	\$74,086	\$79,388	\$87,515	\$88,432	\$90,708
17	\$75,197	\$80,578	\$88,827	\$89,759	\$92,069
18	\$76,325	\$81,787	\$90,160	\$91,105	\$93,450
19	\$77,470	\$83,014	\$91,512	\$92,472	\$94,852

**SALARY SCHEDULE**  
**2024-2025**

**SPEECH LANGUAGE PATHOLOGIST**

CERTIFIED // 10 months // 200 days // 7.5 hr // 1500 hrs total

STEP	M.A. ANNUAL	M.A. + 30 ANNUAL	EDS ANNUAL	EDD ANNUAL
0	\$57,459	\$61,849	\$62,616	\$64,537
1	\$58,546	\$63,225	\$63,997	\$65,977
2	\$59,474	\$64,310	\$65,043	\$67,061
3	\$60,803	\$65,849	\$66,594	\$68,600
4	\$61,485	\$66,459	\$67,656	\$69,588
5	\$63,868	\$68,112	\$68,911	\$70,815
6	\$63,163	\$68,886	\$69,670	\$72,054
7	\$64,350	\$70,207	\$70,964	\$72,932
8	\$65,955	\$72,189	\$74,058	\$74,923
9	\$67,321	\$73,678	\$74,471	\$76,384
10	\$68,674	\$75,324	\$76,076	\$78,092
11	\$70,119	\$76,796	\$77,590	\$79,492
12	\$71,443	\$78,393	\$79,180	\$81,128
13	\$72,067	\$79,020	\$79,804	\$81,755
14	\$72,691	\$79,645	\$80,427	\$82,377
15	\$73,663	\$80,757	\$81,558	\$83,546
16	\$74,768	\$81,968	\$82,781	\$84,799
17	\$75,890	\$83,198	\$84,023	\$86,071
18	\$77,028	\$84,446	\$85,283	\$87,362
19	\$78,183	\$85,713	\$86,562	\$88,672

**SALARY SCHEDULE  
2024-2025**

**OCCUPATIONAL THERAPIST /  
PHYSICAL THERAPIST**

CERTIFIED // 10 months // 200 days // 7.5 hr // 1500 hrs total

STEP	ANNUAL SALARY
0	\$72,189
1	\$73,679
2	\$75,325
3	\$76,796
4	\$78,393
5	\$79,020
6	\$79,645
7	\$80,757
8	\$81,969
9	\$83,198
10	\$84,446

**SALARY SCHEDULE  
2024-2025**

**SCHOOL PSYCHOLOGIST**

CLASSIFIED // 10.5 months // 210 days // 8 hr // 1680 hrs total

STEP	ANNUAL SALARY
0	\$84,663
1	\$85,932
2	\$87,221
3	\$88,530
4	\$89,858

**SCHOOL SECURITY OFFICER**

CLASSIFIED // 10 months // 188 days // 7.5 hr // 1410 hrs total

STEP	ANNUAL SALARY
0	\$42,126
1	\$42,758
2	\$43,399
3	\$44,051
4	\$44,711

**COORDINATED SCHOOL HEALTH SUPERVISOR  
& BEHAVIOR AND TRANSITION SPECIALIST  
FACILITATOR**

**(BEHAVIOR AND TRANSITION / COORDINATED SCHOOL HEALTH)**

CERTIFIED or CLASSIFIED // 10.5 months // 210 days // 8 hr // 1680 hrs total

STEP	B.A. ANNUAL	M.A./M.A.+ ANNUAL	EDD ANNUAL
0	\$74,313	\$75,799	\$77,373
1	\$75,428	\$76,937	\$78,534
2	\$76,560	\$78,091	\$79,711
3	\$77,707	\$79,262	\$80,907
4	\$78,873	\$80,451	\$82,121

**SALARY SCHEDULE  
2024-2025**

**ASSISTANT SUPERINTENDENT**

CERTIFIED // 11 months // 220 days // 8 hr // 1760 hrs total

STEP	ANNUAL SALARY
0	\$97,097
1	\$98,553
2	\$100,032
3	\$101,532
4	\$103,056

**DIRECTOR**

(ASSESSMENT, ACCOUNTABILITY, & DATA / FINANCE / HUMAN RESOURCES / SPECIAL EDUCATION / TECHNOLOGY)

CERTIFIED or CLASSIFIED // 12 months // 260 days // 8 hr // 2080 hrs total

STEP	B.A. ANNUAL	M.A.+ ANNUAL	EDD ANNUAL
0	\$102,831	\$104,888	\$106,945
1	\$105,463	\$107,573	\$109,682
2	\$108,100	\$110,263	\$112,425
3	\$110,748	\$112,964	\$115,179
4	\$113,385	\$115,652	\$117,920

**SALARY SCHEDULE  
2024-2025**

**PRINCIPAL  
(ELEMENTARY)**

CERTIFIED // 12 months // 260 days // 8 hr // 2080 hrs total

STEP	ANNUAL SALARY
0	\$108,721
1	\$111,502
2	\$114,285
3	\$117,080
4	\$119,863

**PRINCIPAL  
(MIDDLE/HIGH)**

CERTIFIED // 12 months // 260 days // 8 hr // 2080 hrs total

STEP	ANNUAL SALARY
0	\$114,721
1	\$117,502
2	\$120,285
3	\$123,080
4	\$125,863

**SALARY SCHEDULE  
2024-2025**

**DEPUTY PRINCIPAL  
(MIDDLE / HIGH)**

CERTIFIED // 12 months // 260 days // 8 hr // 2080 hrs total

STEP	ANNUAL SALARY
0	\$111,701
1	\$114,599
2	\$117,497
3	\$120,409
4	\$123,308

**VICE PRINCIPAL  
(HIGH SCHOOL)**

CERTIFIED // 12 months // 260 days // 8 hr // 2080 hrs total

STEP	ANNUAL SALARY
0	\$108,681
1	\$111,695
2	\$114,709
3	\$117,738
4	\$120,753

**SALARY SCHEDULE**  
**2024-2025**

**ASSISTANT PRINCIPAL**  
**(ELEMENTARY)**

CERTIFIED // 10.5 months // 210 days // 8 hr // 1680 hrs total

STEP	ANNUAL SALARY
0	\$82,935
1	\$85,369
2	\$87,804
3	\$90,250
4	\$92,685

**ASSISTANT PRINCIPAL**  
**(MIDDLE & HIGH)**

CERTIFIED // 11 months // 220 days // 8 hr // 1760 hrs total

STEP	ANNUAL SALARY
0	\$92,884
1	\$95,434
2	\$97,985
3	\$100,547
4	\$103,099

**SALARY SCHEDULE  
2024-2025**

**ADMINISTRATIVE SUPERVISOR**

CERTIFIED // 10.5 months // 210 days // 8 hr // 1680 hrs total

STEP	M.A./M.A.+ ANNUAL	EDD ANNUAL
0	\$82,042	\$83,825
1	\$84,142	\$85,971
2	\$86,246	\$88,120
3	\$88,359	\$90,279
4	\$90,461	\$92,428

**ADMINISTRATIVE SUPERVISOR**

CERTIFIED // 11 months // 220 days // 8 hr // 1760 hrs total

STEP	M.A./M.A.+ ANNUAL	EDD ANNUAL
0	\$85,948	\$87,817
1	\$88,149	\$90,065
2	\$90,352	\$92,317
3	\$92,566	\$94,578
4	\$94,769	\$96,829

**TECHNOLOGY SUPPORT TECHNICIAN**

CLASSIFIED // 12 months // 260 days // 8 hr // 2080 hrs total

STEP	ANNUAL SALARY
0	\$66,244
1	\$67,239
2	\$68,248
3	\$69,271
4	\$70,310

**SALARY SCHEDULE  
2024-2025**

**MANAGER**

**(COMMUNICATIONS / MAINTENANCE & FACILITIES / TECHNOLOGY SUPPORT)**

CLASSIFIED // 12 months // 260 days // 8 hr // 2080 hrs total

STEP	ANNUAL SALARY	
0	<del>\$66,244</del>	\$69,244
1	<del>\$67,239</del>	\$70,283
2	<del>\$68,248</del>	\$71,338
3	<del>\$69,271</del>	\$72,408
4	<del>\$70,310</del>	\$73,493

**COORDINATOR**

**(SIS/EIS / MAINTENANCE & FACILITIES)**

CLASSIFIED // 12 months // 260 days // 8 hr // 2080 hrs total

STEP	ANNUAL SALARY	
0	<del>\$59,534</del>	\$64,791
1	<del>\$60,426</del>	\$65,762
2	<del>\$61,334</del>	\$66,750
3	<del>\$62,253</del>	\$67,751
4	<del>\$63,187</del>	\$68,766

**COORDINATOR**

**(NUTRITION)**

CLASSIFIED // 10.5 months // 210 days // 8 hr // 1680 hrs total

STEP	ANNUAL SALARY	
0	<del>\$48,085</del>	\$52,331
1	<del>\$48,806</del>	\$53,116
2	<del>\$49,539</del>	\$53,913
3	<del>\$50,282</del>	\$54,722
4	<del>\$51,035</del>	\$55,542

**SALARY SCHEDULE**  
**2024-2025**

**CLERK**

**(BENEFITS / FINANCE / HUMAN RESOURCES /  
STUDENT SERVICES/EIS)**

**& COMMUNICATION SPECIALIST**

**CLASSIFIED // 12 months // 260 days // 8 hr // 2080 hrs  
total**

<b>STEP</b>	<b>ANNUAL SALARY</b>
0	\$54,122
1	\$55,204
2	\$56,794
3	\$57,930
4	\$59,534

**SPECIALIST**

**(BENEFITS / FINANCE / HUMAN RESOURCES / STUDENT SERVICES/EIS)**

**CLASSIFIED // 12 months // 260 days // 8 hr // 2080 hrs total**

<b>STEP</b>	<b>ANNUAL SALARY</b>
0	\$59,534
1	\$60,426
2	\$61,334
3	\$62,253
4	\$63,187

**SALARY SCHEDULE**  
**2024-2025**  
**CLASSIFIED HOURLY POSITIONS**

Step	A	B	C	D	E	F	G	H	I
0	\$15.50	\$16.15	\$16.80	\$17.80	\$18.40	\$20.00	\$22.00	\$27.10	\$28.00
1	\$15.73	\$16.39	\$17.05	\$18.07	\$18.68	\$20.30	\$22.33	\$27.51	\$28.42
2	\$15.97	\$16.64	\$17.31	\$18.34	\$18.96	\$20.60	\$22.66	\$27.92	\$28.85
3	\$16.21	\$16.89	\$17.57	\$18.61	\$19.24	\$20.91	\$23.00	\$28.34	\$29.28
4	\$16.45	\$17.14	\$17.83	\$18.89	\$19.53	\$21.23	\$23.35	\$28.76	\$29.72
5	\$16.70	\$17.40	\$18.10	\$19.18	\$19.82	\$21.55	\$23.70	\$29.19	\$30.16
6	\$16.95	\$17.66	\$18.37	\$19.46	\$20.12	\$21.87	\$24.06	\$29.63	\$30.62
7	\$17.20	\$17.92	\$18.65	\$19.76	\$20.42	\$22.20	\$24.42	\$30.08	\$31.08
8	\$17.46	\$18.19	\$18.93	\$20.05	\$20.73	\$22.53	\$24.78	\$30.53	\$31.54
9	\$17.72	\$18.47	\$19.21	\$20.35	\$21.04	\$22.87	\$25.15	\$30.99	\$32.01
10	\$17.99	\$18.74	\$19.50	\$20.66	\$21.35	\$23.21	\$25.53	\$31.45	\$32.50
11	\$18.26	\$19.02	\$19.79	\$20.97	\$21.67	\$23.56	\$25.91	\$31.92	\$32.98
12	\$18.53	\$19.31	\$20.09	\$21.28	\$22.00	\$23.91	\$26.30	\$32.40	\$33.48
13	\$18.81	\$19.60	\$20.39	\$21.60	\$22.33	\$24.27	\$26.70	\$32.89	\$33.98
14	\$19.09	\$19.89	\$20.69	\$21.93	\$22.66	\$24.64	\$27.10	\$33.38	\$34.49
15	\$19.38	\$20.19	\$21.00	\$22.25	\$23.00	\$25.00	\$27.51	\$33.88	\$35.01
16	\$19.67	\$20.49	\$21.32	\$22.59	\$23.35	\$25.38	\$27.92	\$34.39	\$35.53
17	\$19.96	\$20.80	\$21.64	\$22.93	\$23.70	\$25.76	\$28.34	\$34.91	\$36.06
18	\$20.26	\$21.11	\$21.96	\$23.27	\$24.06	\$26.15	\$28.76	\$35.43	\$36.61

<b>A</b>	Custodian Nutrition Technician
<b>B</b>	Lead Custodian LEAP Staff [Certified begins on Step 4]
<b>C</b>	Educational Assistant / Permanent Sub LEAP Site Director [Begins on Step 2] Office Assistant I (School Receptionist)
<b>D</b>	Attendance Operator Office Assistant II (Medical Records Clerk / 504 Secretary) SPED Assistant
<b>E</b>	Asst Cafeteria Manager Office Assistant III (District Admin Assistant)
<b>F</b>	Office Assistant IV (SPED Secretary / Financial Secretary)
<b>G</b>	Cafeteria Manager LEAP Manager
<b>H</b>	<b>Assistant Maint. &amp; Facilities Manager</b> Plant Manager School Nurse
<b>I</b>	Bilingual Facilitator

- 12 Months / 8 hr Financial Secretary, District Admin Assistant, **Asst Maint. & Facilities Manager**, Plant Manager, Lead Custodian, Custodian (FT)
- 12 Months / 5 hr Custodian (PT)
- 11 Months / 8 hr SPED Secretary (District)
- 10.5 Months / 8 hr Attendance Operator, 504 Secretary, Medical Records Clerk, SPED Secretary, Cafeteria Manager, LEAP Manager
- 10.5 Months / 7 hr Bilingual Facilitator
- 10 Months / 8 hr School Receptionist, Assistant Cafeteria Manager
- 10 Months / 7 hr School Nurse, SPED Assistant, Educational Assistant, Permanent Substitute
- 10 Months / 6.5 hr Nutrition Technician (FT)
- 10 Months / 4 or 5 hr Nutrition Technician (PT)
- 10 Months / Variable LEAP Site Director, LEAP Staff



October 29, 2024

**To: Dr. Ted Horrell, Superintendent  
Lakeland School System  
10001 Highway 70  
Lakeland, Tennessee 38002**

**Re: Fee Quotation  
Architectural and Engineering Services for the Proposed Lakeland Elementary School Outdoor  
Teaching Area  
Lakeland School System  
Lakeland, Tennessee**

Dr, Horrell:

Renaissance Group, Inc. is pleased to submit our proposal to provide Architectural and Engineering Services for the Proposed Lakeland Elementary School Outdoor Teaching Area as follows:

**PROJECT SCOPE:**

1. New 24' x 20' metal canopy structure.
2. New bench seating for a minimum of 100 students.
3. New concrete paving as required for Teaching Area including sidewalk connection to minimum 2 existing entrances.
4. Provide electrical power outlets to canopy structure.

**SCOPE OF SERVICES:**

1. Basic services as identified in the AIA Document B104-2017, Standard Abbreviated Form of Agreement Between Owner and Architect, including construction documents phase, bidding phase, and construction administration phase.
2. Basic services include architectural, civil, structural, and electrical engineering services.



Renaissance  
Group

**COST OF SERVICES:**

Architectural and Engineering Fee for Scope of Services as identified above will be a lump sum fixed fee amount of **Twelve Thousand and No/100 Dollars (\$12,000.00)** as follows:

Construction Document Phase	\$ 9,000.00
Bidding Phase	\$ 1,000.00
Construction Administration Phase	\$ <u>2,000.00</u>
<b>Total Architectural and Engineering Fee:</b>	<b>\$ 12,000.00</b>

**REIMBURSABLE EXPENSES:**

All cost for submission fees, printing cost and shipping cost will be billed to the Owner at our cost with no additional mark-up.

Thank you for this opportunity and we are available to start immediately if this fee quotation is acceptable. The contract form used would be the AIA Document B104-2017, Standard Abbreviated Form of Agreement Between Owner and Architect. If you have any questions or need additional information, please give me a call.

Sincerely,

**RENAISSANCE GROUP, INC.**

  
Michael E. Terry, AIA  
Senior Vice President | Partner

**MEMORANDUM OF UNDERSTANDING BETWEEN THE CITY OF LAKELAND,  
TENNESSEE AND THE LAKELAND SCHOOL SYSTEM FOR USE OF VIDEO  
BOARD LOCATED AT LAKELAND PREPARATORY SCHOOL**

This Memorandum of Understanding (“MOU”), dated this \_\_\_\_ day of November, 2024, is by and between the City of Lakeland, Tennessee (the “City”) and the Lakeland School System (the “School System”) (collectively the “Parties”).

**WHEREAS**, the City and the School System recognize the utility and benefits of installing a Video Board in the Lakeland Preparatory Stadium; and,

**WHEREAS**, the City and the School System desire to enter into this MOU relative to the installation, payment, use, and operation of a Video Board in the Lakeland Preparatory Stadium; and,

**NOW, THEREFORE**, in consideration of the mutual covenants contained herein, the sufficiency of which is hereby confirmed, the Parties covenant and agree as follows:

**1. Location and Description of Video Board.** The Video Board shall be no smaller than twelve feet by twenty-five feet (12’ x 25’) and shall be installed in the Lakeland Preparatory Stadium (the “Stadium”) located on the campus of Lakeland Preparatory School. The precise location of the Video Board within the Stadium shall be determined by the School System in its sole discretion. The make, model and type of the Video Board, as well as the design of the top panel or truss of the Video Board, will be mutually agreed upon by the City and School System.

**2. Payment.** The City shall pay the School System the full costs of purchase, installation, engineering, design, support software, and training for the installation of the Video Board, the costs of a decorative top panel or truss featuring the City’s logo, and updates to the Stadium’s Sound System. The Parties agree that the total cost of the Video Board shall not exceed Two Hundred and Fifty Thousand Dollars (\$250,000.00), including the purchase,

installation, engineering, design, support software, training, a decorative top panel or truss featuring the City's logo, Sound System updates, and other associated costs. Any cost more than Two Hundred and Fifty Thousand Dollars (\$250,000.00) shall be paid by the School System.

**3. Time and Manner of Payment.** The City shall pay the total costs, subject to the monetary limitation above, to the School System upon receipt of a Purchase Order or Purchase Orders from the School System for the costs associated with the Video Board. The Parties agree and acknowledge that there may be multiple purchase orders for various aspects of the Video Board project.

**4. Ownership of Video Board.** Upon completion of installation of the Video Board, all title and right of ownership of the Video Board shall belong to the School System.

**5. Use of Video Board.** The Video Board will only be used during School System events and will only be operated by trained School System staff or students.

**6. Videos Shown for Benefit of City.** In recognition of this donation, the School System agrees to play at least one (1) video, the length of which shall not exceed three (3) minutes, at every School System event during which the Video Board is utilized. The City agrees to only play videos communicating City information or promoting City-sponsored activities, events, and programs ("City Content"). No political advertisements will be permitted. The City will not have the right to sell any advertisements to be shown on the Video Board. To allow for production and scheduling, all video content must be provided to the School System superintendent or designee at least one (1) week in advance of any event at which the video is to be shown for School System approval, which approval shall not be unreasonably withheld

**7. Access to Lakeland Preparatory Stadium Press Box and Use of Scoreboard and Sound System.** The City may request to utilize the Lakeland Preparatory Stadium Press

Box to operate the digital Scoreboard (not including the Video Board) and Sound System for the City's Parks and Recreation games by request made at least two (2) weeks in advance. Only trained School System staff or trained City employees who have been approved by the School System superintendent or designee may enter the Press Box or operate the Scoreboard or Sound System. Non-School coaches, parents, or other volunteers will not be allowed access to the Press Box for any reason. Any violation of this section by the City will result in City's access to use the Scoreboard and/or Sound System to be terminated by the School System. The City will reimburse the School System for compensation of School System employees who run the Scoreboard and Sound System at the same per game rates at which the School System compensates its employees for operation of other score boards and/or sound systems on campus up to a maximum of two (2) employees per game. The City will also compensate any School System employee an additional \$30.00 for operation of the Scoreboard and/or Sound System on a weekend day. The City agrees that alcoholic beverages, narcotic drugs, tobacco products, vaping products, e-cigarettes, and other intoxicants of any kind are not permitted in the Press Box or otherwise on School System property.

**8. Responsibility for Damage Occurring During City Events.** The City shall be liable for any damage to the Press Box, Scoreboard and/or Sound System caused by or during City Events. The City agrees to return the Press Box, Scoreboard and/or Sound System to their normal condition and appearance after use by the City. The School System shall notify the City in writing of any damage to the Press Box, Scoreboard and/or Sound System caused by or during City Events. Should the City fail to pay for the damage within thirty (30) days of receipt of any such notice, the School System shall, at its sole discretion, have the right to terminate this MOU until such damage is fully paid for by the City.

**9. Release of Liability.** The City agrees to release the School System, including without limitation, its Board, employees, and agents from any damage, loss, or injury arising as a result of the City's use of the Press Box, Scoreboard and/or Sound System.

**10. Term of MOU.** The term of this MOU shall commence on the date of execution of this MOU and shall continue as long as the Video Board remains operable and in use by the School System. If the Video Board no longer functions for any reason, other than the School System failing to maintain the Video Board, if the vendor discontinues support for the Video Board, or if the School System or another organization replaces the Video Board for any reason, this MOU shall terminate.

**11. Weather.** The School System may decide, at its sole discretion, when weather conditions or any other safety or maintenance concerns prevent the Video Board, Scoreboard, Sound System and/or Press Box from being used.

**12. Maintenance Costs of Video Board.** The School System will be solely responsible for paying any maintenance costs required for the continued operation of the Video Board.

**13. General Provisions.**

**A.** This MOU is complete and contains the entire understanding between the Parties relating to the subject matter contained herein.

**B.** The Parties may only amend or terminate this MOU in writing signed by both Parties.

**C.** The Parties agree to operate in good faith to implement the objectives of this MOU.

**D.** This MOU shall be governed by and construed in accordance with the laws of the State of Tennessee.

**IN WITNESS WHEREOF**, the City of Lakeland, Tennessee and the Lakeland School System have executed this Memorandum of Understanding as of the first day above written.

**CITY OF LAKELAND, TENNESSEE**

\_\_\_\_\_  
Micheal Walker, *City Manager*  
City of Lakeland, Tennessee

\_\_\_\_\_  
Josh Roman, *Mayor*  
Board of Commissioners for the City of  
Lakeland, Tennessee

**LAKELAND SCHOOL SYSTEM**

\_\_\_\_\_  
Dr. W. Edward Horrell, III, *Superintendent*  
Lakeland School System

\_\_\_\_\_  
Laura Harrison, *Chairman*  
Board of Education for  
the Lakeland School System

## **Lakeland School System 2024 Legislative Agenda**

The Board of Education of Lakeland School System believes that local BOEs are best equipped and informed to make decisions that address the needs and challenges of their individual schools. We support measures to expand and improve the pool of qualified teachers. We strongly urge the General Assembly to **fully fund the Tennessee Investment in Student Education (TISA)** and not divert any funds away from public education or add any unfunded mandates.

Lakeland School System (LSS) Position Statements:

### **Diversion of Funds**

- LSS opposes any legislation that diverts funds from public K-12 education to charter schools, voucher programs, scholarships, tax credits, or related schemes to fund private or home school education.

### **Accountability**

- LSS supports a fair, transparent accountability system that utilizes multiple measures to provide information to parents and taxpayers, and supports requiring any schools or districts receiving taxpayer dollars to have the same accountability system. This includes 3rd grade promotion standards as required by state law.
- LSS supports any school or parent/guardian receiving taxpayer dollars to have the same standardized testing requirements and publicly post the results of schools in a manner that allows for easy, timely, and informed decisions by parents.

### **Education Funding**

- LSS supports funding for federally mandated special education Pre-K classrooms which are currently completely unfunded by the new TISA.
- LSS supports increased funding for school counselors, social workers, mental health providers, and nurses.
- LSS supports budgeted increases to the TISA funding formula that correspond with state-required increases to teacher salaries.

### **Teacher Recruitment and Retention**

- LSS supports incentives that promote teacher recruitment and retention. This includes paying for PRAXIS exams and offering scholarships, higher pay, or bonuses.
- LSS supports legislation allowing CTE professionals a simple pathway to teacher licensure through professional experience.

### **School Safety**

- LSS supports additional funding for school safety and security.
- LSS supports recurring funds for School Resource Officers or School Security Officers in all schools.

### **Unfunded Mandates**

- LSS opposes the adoption of any legislation, policies, rules, or regulations by the Tennessee General Assembly, the Tennessee Department of Education, or the Tennessee Board of Education that require the implementation of unfunded mandates.



# **Lakeland Board Evaluation Results**

**Laura Harrison, Chairman  
Keith Acton  
Jeremy Burnett  
Michelle Childs  
Deborah Thomas**

**October 2024**

**Lakeland Board of Education Evaluation - 2024**

Lakeland Board of Education Evaluation - 2024			
	<b>BOARD MEETINGS</b>	<b>Now</b>	<b>How Important</b>
1	The board has sufficient time and opportunity to review the agenda and supporting materials before a board meeting.	5.40	5.40
2	The board encourages participation by each board member.	5.80	5.80
3	Board members come to meetings prepared to focus on discussion issues and keep comments relevant and brief.	5.00	6.00
4	All board members are routinely familiar with the agenda materials and are ready to discuss and decide important items.	5.80	5.60
5	Adequate background information on issues to come before the board is routinely provided in advance of the board meeting.	5.60	5.80
6	The board weighs all decisions in terms of what is best for the students of the school system.	6.00	6.00
<b>Average:</b>		<b>5.60</b>	<b>5.77</b>
	<b>TEAM BUILDING</b>	<b>Now</b>	<b>How Important</b>
7	The board is able to disagree on matters and still maintain an attitude of mutual respect and trust.	6.00	6.00
8	The board is open and honest with each other, as well as administrators and is able to maintain an attitude of mutual trust and respect.	5.80	5.60
9	The district has a planned program to orient newly-elected board members.	6.00	6.00
10	Once a decision has been made, all members respect the decision and the board speaks with one voice.	6.00	6.00
11	Board members do not attempt to individually speak on behalf of the board or commit the board.	5.40	5.80
<b>Average:</b>		<b>5.84</b>	<b>5.88</b>

Lakeland Board of Education Evaluation - 2024			
	BOARD/SUPERINTENDENT/STAFF RELATIONS	Now	How Important
12	The board and superintendent trust and respect one another.	5.80	6.00
13	Each member of the board understands and respects the distinction between the board's responsibilities and the superintendent's duties.	5.00	6.00
14	Our board and superintendent agree on how complaints or concerns to board members should be handled.	5.00	5.80
15	Board members work to avoid surprises by sharing concerns or questions with the superintendent in advance of the board meeting.	6.00	6.00
16	The superintendent is given direction by the board as a whole rather than by individual members.	4.60	6.00
17	The board recognizes staff accomplishments.	5.20	5.80
18	Individual board members avoid making excessive personal requests from staff.	5.40	6.00
19	Board members are respectful to other board members, administrators, staff and visitors.	5.60	6.00
20	Board members direct complaints and requests to the superintendent rather than attempting to solve them directly.	5.80	6.00
21	The board ensures that an effective evaluation system is in place for the superintendent and all employees.	5.60	6.00
<b>Average:</b>		<b>5.40</b>	<b>5.96</b>

Lakeland Board of Education Evaluation - 2024			
	VISION PLANNING	Now	How Important
22	A vision/mission statement for the district exists and is periodically reviewed by the board and widely disseminated in the district.	5.60	5.80
23	The vision reflects community priorities.	5.60	5.60
24	Discussion of major items before the board routinely includes consideration of their impact on meeting district goals.	5.40	5.80
25	The superintendent's evaluation considers how well the superintendent has addressed the district goals.	5.40	5.80
26	The board emphasizes setting and monitoring district goals, instead of how staff should achieve these goals.	5.60	5.80
27	The board does not get bogged down discussing operation details of the district or schools.	4.60	5.80
28	The board regularly solicits input from the community when establishing the future vision of the district.	5.80	6.00
<b>Average:</b>		<b>5.43</b>	<b>5.80</b>
	BOARD POLICY	Now	How Important
29	Our board sets policies needed for the operation of the school district.	6.00	6.00
30	Before adopting a policy which affects them, our board actively seeks the input of employees, students and community members.	5.20	5.80
31	Board policies are administered consistent with the intent of the policy.	5.40	5.80
32	The board has developed an ongoing system to review and update all policies annually.	6.00	6.00
<b>Average:</b>		<b>5.65</b>	<b>5.90</b>

Lakeland Board of Education Evaluation - 2024			
	<b>STUDENT ACHIEVEMENT</b>	<b>Now</b>	<b>How Important</b>
33	The board regularly examines data to determine where achievement gaps exist and how much progress is being made to reduce those gaps.	5.80	6.00
34	The board provides a quality educational program imposing high individual academic standards for each student.	5.60	6.00
35	Student academic performance is regularly presented at the board.	6.00	6.00
36	The board regularly recognizes student accomplishments at board meetings.	5.80	6.00
<b>Average:</b>		<b>5.80</b>	<b>6.00</b>
	<b>BOARD COMMUNITY RELATIONS</b>	<b>Now</b>	<b>How Important</b>
37	The board provides for involvement of the public in the operating of our schools.	5.40	5.40
38	Our board actively promotes the school district to the public.	6.00	6.00
39	Our school board is respected by the community	6.00	6.00
40	Our board is accountable to the community.	6.00	6.00
41	The board refrains from committing to a position on an issue before all relevant facts are present.	6.00	6.00
42	Members of the board refrain from speaking for the board on issues on which the board has no official position.	6.00	6.00
<b>Average:</b>		<b>5.90</b>	<b>5.90</b>

Lakeland Board of Education Evaluation - 2024			
	<b>ADVOCACY</b>	<b>Now</b>	<b>How Important</b>
43	Our board takes the initiative to establish and maintain positive personal relationships with other locally-elected officials/funding body.	6.00	6.00
44	Our board strives to keep local officials up-to-date on board activities and school district needs.	5.80	6.00
45	Our board understands the need to influence statewide legislation and works diligently to develop a positive relationship with local members of the General Assembly.	6.00	6.00
46	Our board, collectively and individually, regularly contacts legislators regarding their position on important legislation.	6.00	6.00
<b>Average:</b>		<b>5.95</b>	<b>6.00</b>
	<b>BUDGET/FINANCE</b>	<b>Now</b>	<b>How Important</b>
47	The board understands the basic principles of school finance, including state, federal and local sources of revenue.	6.00	6.00
48	The budget reflects the districts vision, mission, and strategic plan and supports the district's goals and objectives for student achievement.	5.60	6.00
49	The board requires proper accountability for the expenditure of school district funds.	6.00	6.00
<b>Average:</b>		<b>5.87</b>	<b>6.00</b>
<b>TOTAL AVERAGE</b>		<b>5.72</b>	<b>5.91</b>

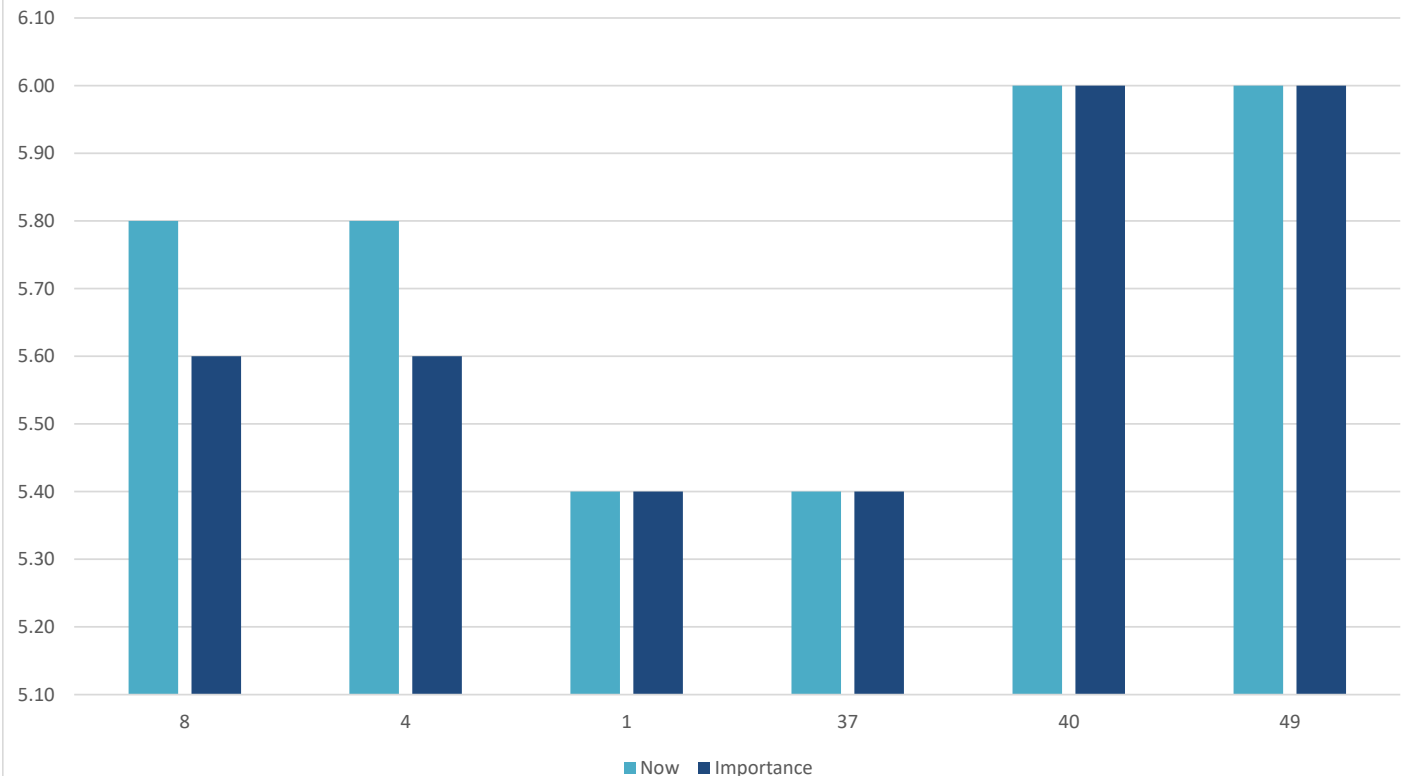
## Top Six Items with Greatest Success

### Lakeland Board of Education Evaluation - 2024

Lowest Numbers

#	Statement	Now	Importance	Difference
8	The board is open and honest with each other, as well as administrators and is able to maintain an attitude of mutual trust and respect.	5.80	5.60	-0.20
4	All board members are routinely familiar with the agenda materials and are ready to discuss and decide important items.	5.80	5.60	-0.20
1	The board has sufficient time and opportunity to review the agenda and supporting materials before a board meeting.	5.40	5.40	0.00
37	The board provides for involvement of the public in the operating of our schools.	5.40	5.40	0.00
40	Our board is accountable to the community.	6.00	6.00	0.00
49	The board requires proper accountability for the expenditure of school district funds.	6.00	6.00	0.00

Greatest Success



## Top Six Items with Greatest Concern

Lakeland Board of Education Evaluation - 2024				
				Highest Numbers
#	Statement	Now	Importance	Difference
16	The superintendent is given direction by the board as a whole rather than by individual members.	4.60	6.00	1.40
27	The board does not get bogged down discussing operation details of the district or schools.	4.60	5.80	1.20
3	Board members come to meetings prepared to focus on discussion issues and keep comments relevant and brief.	5.00	6.00	1.00
13	Each member of the board understands and respects the distinction between the board's responsibilities and the superintendent's duties.	5.00	6.00	1.00
14	Our board and superintendent agree on how complaints or concerns to board members should be handled.	5.00	5.80	0.80
17	The board recognizes staff accomplishments.	5.20	5.80	0.60

