

Classified Representative Meeting Notes

April 11, 2023

Jeanine Johnson, Chief Human Resources Officer: Questions of the Month

See pages 10-11 for responses.

Jeanine Johnson, Chief Human Resources Officer: Suggestions

Requested suggestion for end-of-year process from classified representatives.

Dr. Jean Luna-Vedder, Director of Schools: Comments

We have made it to April and the weather is finally starting to turn and that gives a lot of people spring fever including the students. I was at a couple of buildings this morning and you would feel the energy. Tonight the budget will be presented to the school board to vote on and communication will be going out. Like we have said all year, we are really focused on the people and that is all of you. So that includes making sure we are doing everything to pay you fairly and deserve. Above that when we are talking about the culture and what is going on in your building. Upbeat surveys have been sent out please continue to encourage everyone to fill these out. It really does matter, we are digging down into each building's feedback along with district feedback. We cannot fix things unless we know it is an issue. Thank you for all you do as we are getting towards the end. Please let us know if you need anything at all.

Elizabeth Vincent, Director of Continuous Improvement: Focus Group End of Year Review

Discussed setting up an end of year review focus group.

Dr. Erica Christmas, Director of Classified Employment: Classified Market Analysis Update

See pages 12-22 for presentation.

Patti Koloski, Director of Certified Employment: Employee Workplace Climate Feedback

See pages 23-32 for presentation.

Chris Reneau, Chief Financial Officer: Budget Update

The budget is done. Getting an additional \$59 million in revenue. The bulk of that is through TISA, \$11 Million from Innovative Schools Models for vocational programs for middle and high schools and a small increase in local sales taxes. There was a decrease in federal revenue in the sum of \$900k for Impact Aid due to the lack of response to the survey. With expenses the biggest expense is new position \$17.2 million, Kirkwood Elementary and High School, migrating K-12 Virtual school from federal funds to district funding and investing in SPED resources as for teachers and educational assistants. Spending \$11.8 million on computers for staff and students. Did include a COLA, step increase and market analysis. (Link to [FY24 General Purpose Budget](#). See pages 33-34 for message that was emailed to employees on April 11, 2023.)

Jeanine Johnson, Chief Human Resources Officer: Classified Staff Appreciation Day

April 19th

Administrative Assistants (Administrative Assistants, Office Assistants, Accounting Techs, Business Affairs, Human Resources, etc.)

May 17th

Nurse, Food Service, Cafeteria Monitor, and Child Nutrition

Sharing a positive story from your school/location

Middle College: The Middle College students participated in the annual math competition that was hosted by APSU earlier this month. Teams come from all over to participate to including schools from Dickson County, Stewart County and even Fort Campbell High schools. There were 13 students total that participated from Middle College. One of our student's placed 1st and one placed 5th in algebra II category. In team divisions, the algebra II team earned 2nd place. The calculus team earned 3rd place in the whole competition. Middle College has never received a team award before and we are extremely proud of them.

We also have a senior that receive \$350,000 scholarship to Vanderbilt University. The same student also receive \$320,000 scholarship from Williams College. Williams College is the number 1 liberal arts college. Middle College seniors have a total of \$3,987,000 worth of scholarships. This is an average of 79,000 per senior student.

Questions and Concerns

If you are having a specific work location issue or concern please reach out to Melissa Izatt, Melissa.izatt@cmcss.net or Employee Relations Specialist (Staci Sohn effective June). Then the specific individual issue or concern can be addressed.

Why are we not holding students and parents accountable?

Dr. Jean Luna-Vedder, Director of Schools: As a district nothing has been brought to my attention that we have overturned that would not be holding people accountable. If there is something going on at an individual building let us know what that is. The district nor school board have overturned anything relating to accountable.

Why are administrative assistants having do enter referrals in the system when they already have enough to do during the day like attendance.

Dr. Jean Luna-Vedder, Director of Schools: As a principal/assistant principal, I always entered my own referrals into the system. When I was a High School Director I encouraged all my high school administrators to enter their own. You are the one to work that referral and should understand it. No one should log in under someone else in PowerSchool. I also recognize that I have been gone some time and there might be something that admin assistants are authorized to go in. However, that was never the case in all my years here before. I would talk with your building administrator about that concern. If you have other concerns bring it to our attention. We never advised anyone to enter the referral besides the principal.

I understand some students are protected under IDEA, but we are approaching a point where we are seeing a significant increase of students who have an IEP. When will it be brought, higher than state level, that there is now a problem with an increase in numbers of students receiving services and not getting consequences that they should? Some of these actions are disrupting the learning environment and our general education students are suffering. I understand the IEP and 504 students do get alternative school, but with only 15 spots per school and so many IEPS we do not have the room to send general education students to alternative school. This is creating an environment in the classroom where some teacher feel unsafe and the learning of a majority of students are not receiving 100% from the teachers because we have to deal with too many behaviors. Synergy was for severely disruptive students, but I hear that is also being taken away. This is also a problem with teacher burnout.

Dr. Jean Luna-Vedder, Director of Schools: There are lots of pieces to this question; mention of spots available at the Alternative School and Synergy. There are 14 slots per high school and 10 slots per middle school at the Alternative School. As we are adding more middle and high schools, even though we are adding capacity, we are continuing to grow to almost 40,000 students. We only have so much room at Alternative School as far as the number of spots available. We are looking at how we can accommodate additional students at Greenwood.

Synergy is not designed for severely disruptive students. The intent of Synergy is more the mental health component attached to behavior. Synergy is not going away, it is moving. It had always been in the design to be housed at Kirkwood Middle and High with the additional capacity at those schools, but it will be moving. We are seeing more students with mental health and behavior concerns. I don't think that is exclusive to us but a nationwide issue. There have been lots of conversations about that and how to meet the needs of the students, including the requirements for students with an IEP, while also balancing the needs of other students.

Since the code of conduct is being revised, could the district consider remanding students to Alternative School instead of expelling them for possession of THC vapes? If students are going to be allowed to attend the AGE program, would it not be possible to just have them attend the Alternative School instead? I feel like this would cut down on students just disappearing off the face of the earth after an expulsion and eventually counting as dropouts, while hopefully still serving as a deterrent to vaping.

Dr. Jean Luna-Vedder, Director of Schools: You will see this year in the Student Code of Conduct that we are digging in heavily into it. Currently, in Tennessee law, THC is a zero tolerance offense, and we can't break TN state law. Zero tolerance is a mandatory 1-calendar-year expulsion. With that being said, we are also looking at what we can do. We are looking at "what if" situations. For example, for a student caught with marijuana, could we work with parents and get the student the help they need for the student be able to come back earlier after completing a mandatory drug treatment program? And/or it might require parents to take them to get mandatory testing completed. We don't want to say "go home for a year" and assume they will be fixed when they return. We want to do what is right for students. All that to say it is a delicate balance. We do have the AGE program and will say that is a huge plus. We use to say "you are ZT for one year go figure out your own services." AGE is at least a little bit of a stop gap for students to be provided with some academics. I go back to the fact that currently in state law it is a zero tolerance offense.

How can we efficiently reduce afternoon "office traffic" with parents dismissing children early, i.e. parents avoiding long car rider pick-up line etc. Can we legally add a time to the end of the day, where parents are not able to pick up their children? Some schools do this, whereas we were told that we cannot legally withhold children from their parents.

Dr. Jean Luna-Vedder, Director of Schools: Legally, in general, you cannot hold children from parents/guardians ([INS-A063](#)). You can put up a sign requesting to pick up students before a certain time. As a building administrator, some things I would do is first talk with the parent/guardian. Sometimes there is a valid reason. For example, a parent might pick up a student because they have ABA therapy. But if they just don't want to get in that long car rider line, then it is a different conversation. If a parent regularly picks up a child early, they might need to speak with the administrators before the student is checked out. If it is just a convenience for a parent, we can try to encourage them to do the right thing.

If EBS students are only allowed to be OSS 10 days per school year and are not supposed to be in ISS, what other ways would they be held accountable for their actions?

Dr. Angela Huff, Chief of Staff: Students receiving services in the Extended Behavior Services (EBS) setting are afforded specific disciplinary rights under the Individuals with Disabilities Education Act (IDEA). This would apply to all students with disabilities who are eligible under one of the eligibility categories and have an active Individualized Education Plan (IEP). Any CMCSS stakeholder who makes IEP team decisions is required to complete the Least Restrictive Environment training. Discipline of EBS students is conducted in accordance with IDEA, state law and the CMCSS Code of Conduct, which may include In-School Suspension.

What can be done on the middle school level to keep students out of the front office throughout the school day?

Dr. Angela Huff, Chief of Staff: Students should not be allowed to be behind the front desk in offices, nor should they be allowed to sit for long periods of time unless they are waiting to see an administrator. Please share your concerns with your building principal.

How many 3rd graders are at risk for retention with the new state law/recommendation?

Dr. Jean Luna-Vedder, Director of Schools: The state law for 3rd grade retention is based on the 3rd grade TCAP. They haven't taken that yet and I can't give you an answer. However, we have screeners and predictors that closely aligns to what that looks like. Our rough estimate of students who may score below or approaching is about 1,300 students. They would need summer school and/or tutoring. There is a difference between retention and the services. They would have to go to summer school if they are below and tutoring throughout their 4th grade year. If they are approaching, it is one or the other. It is our goal to work with parents and students to get every student increased in reading and literacy proficiency so we are not retaining anyone. A family will know that if they don't want their student to do summer school and/or tutoring right now we must retain the student. For more information, [click here](#).

Why do some middle schools allow students to sit, socialize and be out of classroom behind the front desk? My duties include very sensitive/personal information to be entered. I do not feel comfortable entering discipline, address, phone, FIT, enrollment, medical and more. Behind the front desk a lot of private information is visible (it's throughout the day, like a revolving door). In my opinion it's bound to be outside HIPPA or FEPA standards. I'm sure these students need to be in class to be educated.

Dr. Angela Huff, Chief of Staff: Students should not be allowed to be behind the front desk in offices, nor should they be allowed to sit for long periods of time unless they are waiting to see an administrator. Please share your concerns with your building principal.

Is there a way to add a line to the 5 day letters that would tell the parent how many parent notes that they have left for the school year?

Dr. Angela Huff, Chief of Staff: A space is included that tells the parent the exact days. There is also a process to notify parents if they have any parent note dates left. Also, the current letter mentions the 5 parent notes and even has a spot at the bottom for the parent to fill out and use for the parent note. Many schools will call and speak with the parents to let them know how many days are remaining for parent notes. Will check with the programmers to see if we can add the number of days used and number available to the form. See page 34 for example of letter.

How is it fair that some middle school students are allowed to buy sodas from the employee vending machines while others are not?

Dr. Angela Huff, Chief of Staff: If the vending machine is in an area that is designated for employees, students should not be in that area. There may be occasions when a student receives a soft drink for a reward, but a staff member should get the drink for the student.

Are they working on fixing the paperwork CHVF for next year? It is really confusing for attendance purposes with the way the doctors fill it out. Some doctors excuse almost every day the student is out (there seems to be no limit as to how many days a student can miss). In cases like those, the students should be referred to virtual school. Maybe there should be an option for the doctor to suggest the student to attend the virtual school.

Dr. Angela Huff, Chief of Staff: The Chronic Health Verification process is designed that when a student reaches 20 absences a meeting is held between the school and family. The object of the meeting at 20 days is to evaluate the absences ... are all these associated with the chronic health concern noted on the CHVF or are their multiple concerns? This would be the time to evaluate whether other options are better able to meet the students' educational needs such as homebound.

What is the process for pressing assault charges against students who are continually punching, kicking, biting, and pinching staff members?

Jeanine Johnson, Chief Human Resources Officer: The District provides information on its website, specifically on the School Safety hub, which addresses this question. [CMCSS | Clarksville-Montgomery County School System](#)

Why won't transportation allow bus drivers to call the police for disruptive students? If the student has continuously caused the bus to pull over for these behaviors, the parents won't do anything, the drivers can't legally do anything, Taylia can never be reached to help, and you have effectively tied employee's hands, so why not involve the police? If you are going to insist that the child be allowed to continue to ride the bus even with all the documentation proving the child is a liability then at least give your employees some resources to effectively deal with the situation when it inevitably arises.

Norm Brumblay, Chief Operations Officer: The Transportation department does provide safety guidelines in the event of disruptions to drivers. It is our belief that de-escalation and safely delivering students home is more desirable than police escalation. The standard protocol that bus drivers are required to follow in the event of extreme student behavior is as follows:

- The driver will notify dispatch,
- The dispatcher will try deescalating the student's behavior.
- If unsuccessful, the dispatcher will notify the student's principal and the appropriate transportation managers.
- Dispatch will notify police if required. The dispatch center will also contact parents for assistance.

This is a legitimate concern and the Transportation Department is working hard to offer more resources and to provide support no matter the cost. We understand that this is a frustrating situation for a driver to find themselves in. In such situations; we must make every attempt to deescalate deliver the students home safely. Then we must follow it up with the proper discipline paperwork to assign the proper consequences.

The Transportation Department is working diligently to place monitors on buses and partnering with other departments to provide new supports for our drivers when dealing with student behavior.

Since EA's are being pulled to cover classes, are we going to be allowed paid time that's pass our regular hours instead of comp time, that rarely gets to be used?

Dr. Erica Christmas, Director of Classified Employment: If an EA is being pulled from one class to assist in another class, comp time should not be accumulating. Principals receive a comp time report each month to monitor accumulation of comp time among classified employees. Discuss with your principal an appropriate time to use your comp time.

I have more of a suggestion: Educational Assistants are not trained on what to do in their position at least not at the school I am working at. I would like to recommend shadowing and observing for a few days in a variety of classes, training from another EA or a qualified staff member, and direction on expectations in this role as well as procedures regarding disciplining students.

Dr. Erica Christmas, Director of Classified Employment: HR and PD are working together on more training at the time of onboarding with some time built in to become acclimated to the school. Through Jaime Holder, with our Professional Development department, opportunities for training are offered self-paced online through PLAN, on staff development days, and during the summer months.

Why do Front Office workers have to be in building 7 days after kids are out of school? It seems like it gets longer and longer every year. Is there any way to do split days between office workers? We can only

organize the office so much. End of the year stuff only takes a couple days, if that. I am not talking about the registrar or attendance. Middle and High school are very different from elementary school with Front office work. That is not the case for everyone. Yes we are slammed when kids are in school but when kids are gone after the 3rd day there is not much to be done.

Dr. Erica Christmas, Director of Classified Employment: Please share your concerns regarding the number of days in your calendars with your Principal, who will then share with the Level Directors.

Who do we go to when we feel like we are not getting support from our building principal? We have reached out and have had no response!

Dr. Erica Christmas, Director of Classified Employment: If you have expressed concerns with your Principal and have not received a response you may reach out to the Employee Relations Specialist, Director of Classified Employment or the Chief Human Resources Officer, contact information is located on the website under the HR Department

Often times Teacher Residents are having to cover classes as substitutes. Substitutes are getting bonuses for working a certain amount of days of the week. Is there a possibility to extend this to the Teacher Residents as well?

Dr. Erica Christmas, Director of Classified Employment: With our substitute pool being critically low, we incentivize our substitutes to work more often through a bonus program. Teacher Residents are paid as full time classified staff with benefits and are not eligible for bonus pay. Teacher Residents should not be covering classes away from their mentor teacher on a regular basis. If this is occurring, please discuss with your principal or the TRP team.

Why doesn't the Media Specialist require a sub when they are out? Our media specialist have classes just about every period and when they are out we have to pull someone. Media specialists no longer just check out books, they teach, get observe and so much more.

Dr. Erica Christmas, Director of Classified Employment: Due to the flexible schedule of the media specialists, a substitute is not required in their absences and other arrangements are made within the school if they have classes to teach.

I am a 10 month Classified employee that has been in the school system for 20 years. I receive the same amount of sick and personal leave as a new hire employee that's been here 6 months. Has it been considered for 10 month employees to earn sick leave and personal time like the 12 month employees?

Dr. Erica Christmas, Director of Classified Employment: The amount of sick leave that employees earn each year is determined based on the number of days in their calendar, it is not determined based on seniority. All employees earn 3 personal leave days a year regardless of calendar days and hours worked per day.

Will it be possible to have the SRO closer to the Front Office? In lieu to what happened in Nashville recently, the shooter shot the front office doors.

Jeanine Johnson, Chief Human Resources Officer: The location of School Resource Officer (SRO) offices in schools is typically determined based on a number of factors, including the layout of the school, the needs of the school community, and the preferences of the school administration and law enforcement.

When previous questions were asked about the rotation for market analysis continuing where it left off, it was because EA's are now on the same letter grade as administrative assistants. Why would someone want to stay as an AA when they can be paid the same rate as an EA? I understand AA's work more calendar days, but they also have more responsibilities and other duties as assigned.

Dr. Erica Christmas, Director of Classified Employment: All classified positions have other duties associated with their positions. The roles of EA and AA require different credentials and skill sets. They are not compared to each other when determining grade placement through market analysis.

Why can't we get more hours per day? I feel as we should at least get 7+ hours or more especially for the pay we get per hour.

Dr. Erica Christmas, Director of Classified Employment: Hours per day are based on the needs for the specific position, please share your concerns with your Principal so they can provide this feedback to District Leaders.

Why aren't we getting paid for certain holidays and why do we have days of calendar, period? I can see those who are under the probationary period not to get those days paid, but I think we should be getting paid after that probationary period is up. I feel like the inconsistency of income makes it harder to keep the job. They're a lot of people who count on that income because that's the only income they have for their household. Especially those with children, you are barely getting by with the current pay, and those DOC days don't help.

Chris Reneau, Chief Financial Officer: Employee calendars are determined by the needs of district. Employees are paid for the calendar days for which they were hired. CMCSS has a variety of calendars, with different number of days expected to work (all calendars are listed on the CMCSS website). CMCSS determines the number of days in a calendar based on the type of position, the role of the employee and overall the needs of the district. The number of holidays and vacation days correlate with the number of days in a calendar. Employees who work more days in a school year or fiscal year are eligible for more holidays and vacation days. If a Supervisor determines that an employee group should have an increase in days to their calendar it should be submitted as part of the annual budget requests for review and consideration.

If a student withdraws leaving a positive lunch balance, where does that money go? Does it get subtracted from the unpaid lunch charges for that school at the end of the year or does Child Nutrition just get to keep it as a profit?

Norm Brumblay, Chief Operations Officer: CMCSS does not keep positive student balances. These balances belong to the withdrawing students and stay on the students account even after withdrawal. Business affairs sends correspondence notifying families of outstanding positive balances to give them an opportunity to receive these refunds. If the positive balance goes unclaimed, prior to the next fiscal year those funds are turned over to the state of Tennessee as unclaimed property. This property can be found at treasury.tn.gov. CMCSS is a non-profit 501-C3 organization with strict policies governing finances.

In the past there was talk about getting a collection agency to collect student debt. What happened with that? Can CMCSS establish a policy if a student has a balance it would have to be paid/payment plan set up before the student can get a SF1010 at the high school level?

Norm Brumblay, Chief Operations Officer: We don't use meal debt to withhold grades or records.

The confusion may be in the last two paragraphs of BUS-A003 (Student Fees, Fines, and Charges) where it is at the discretion of the CFO to authorize collection after 90 days.

The district will make every reasonable effort to notify account holders and it is generally not our practice to authorize debt collection.

Will the same process for ordering Custodial supplies be used next year? If so, would it be possible to speed up the process so that the approval won't be in limbo because of one person. Since the approval process can

take up to a week to receive the PO this can cause issues with supplies being out of stock by the time we can place the order.

Norm Brumblay, Chief Operations Officer: We touched on this at our last meeting. We will be using the same process but we are working on an accelerated process by sending PO's directly to the Operations Managers and bypassing the school level staff.

Who all is allowed to purchase drinks from the vending machines on the middle school level?

Norm Brumblay, Chief Operations Officer: The vending machines are strictly placed in teachers lounges. The only individuals who should not be allowed access to these machines are students of CMCSS. These machines are not regulated to meet federal nutrition standards for students, which do not apply to CMCSS staff.

Why are classrooms not being cleaned, like mopping at least once a week?

Norm Brumblay, Chief Operations Officer: The classrooms should be mopped at least once a week. If schools are having issues or concerns about cleanliness, please contact your administrator or the Building Service Manager. There are some schools that are currently struggling and we are currently addressing those issues.

CMCSS employees that sign up to do the custodial work during summer school get paid at a higher rate than regular custodians. Would it ever be possible to give the regular full time custodial staff incentives or extra pay during the summer since summertime is when the regular custodial staff are working diligently moving furniture, waxing floors, etc., and are doing their best to prepare the school for the next school year?

Norm Brumblay, Chief Operations Officer: The higher rate of pay for summer school originated several years ago. It comes from a bill passed and funded by the state legislature. The bill requires districts to have these summer schools and it funds extra pay to those working them. Unfortunately, those teachers and support staff not directly working in the summer school program, are not eligible for the extra pay which is tied only to the summer programs.

Can the key policy be updated to include tech?

Norm Brumblay, Chief Operations Officer: It is the policy of the Clarksville-Montgomery County School System (CMCSS) that all district building access cards, keys, and building alarm codes are the property of CMCSS and they must be accounted for at all times. This accounting can be satisfied if items are temporarily signed for by authorized individuals and the Building Administrator is able to retain enough keys for instruction purposes.

Technology can also Contact the Building Services Manager and access will be granted at any time work is to be conducted.

CMCSS has hundreds of employees who work in our buildings and do not have keyed access. For example; The CMCSS Facilities Engineering Department must coordinate access to buildings with the custodians or the Building Services Manager, and all of our bus drivers must sign into the buildings just to use the restroom. We cannot jeopardize our security by issuing an unlimited supply of master keys or access cards.

Can it be a key to just unlock interior doors? Technology works more hours per day and more days per year than most others in the building. With laptops being held in classrooms now and them not having a key they have to radio the custodians to unlock doors which is stopping them from during their job.

Norm Brumblay, Chief Operations Officer: Principals are authorized extra keys to issue for this purpose when available. Otherwise, the entire CMCSS safety and security policy relies on limiting the number of access keys to classrooms. For this reason, access to classrooms should be coordinated through the building administrators, the school custodians, or the Building Services Manager.

CMCSS has hundreds of employees who work in our buildings and do not have keyed access to classrooms. For example; The CMCSS Facilities Engineering Department and all building Maintenance employees who perform daily routine maintenance must coordinate access to classrooms through our custodial and Building Services staff. These individuals are ALWAYS available.

Why does virtual school attendance get to have an additional e-mail account when I requested months ago to have one and was denied? I have several hundred more students than the entire virtual school.

David Holman, Chief Technology Officer: Virtual School does not have additional e-mail account as stated, they have a distribution group for attendance.

Could the person that updates all of the "official forms" send out a list every so often so that people know to use the new forms? It could be a very basic list stating that the following forms were updated and we can look at those that pertain to us and pass over those that don't. Lots of times we find out after the fact that updates are made but NO COMMUNICATION is ever sent out. This happens with both policy and procedures forms.

Elizabeth Vincent, Director of Continuous Improvement: The Office of Policy and Continuous Improvement is continually working to improve communication around form, policy, and procedure updates. Next year, there will be a Strategic Work focus around internal communication efforts, and this area specifically is a focus for that work. A challenge that we experience is that we often do not fully appreciate the ramifications of the changes to a form, because we are not the individuals who use the form. Therefore, we continue to stress the importance of communicating about form or procedure changes with different stakeholder groups that will be affected when Departments determine they need to make a change. It may be that communication does not always filter its way down like it should, which we will certainly continue to improve as we focus on strategic work next year.

Can we include the Federal and Free/Reduce lunch forms with the registration paperwork?

David Holman, Chief Technology Officer: Currently working on that.

Questions of the Month

How can the district continue to improve workplace climate and employee satisfaction?

- Enforce the rules no matter if the parent calls fowl. If we are going to have rules, we need to stand by them and enforce them consistently.
- Thank you for paying for the days that we were called out. That has got to have increased a lot of the employee satisfaction. That has been the vein of every question every year. How we get paid? When we get paid? Why we don't get paid? For that section.
- Competitive pay with other Nursing positions in the area. Considering Nursing as a skilled certified position as we have to be licensed to be a nurse and should get the same benefits that certified positions are afforded.
- Look at your salary schedules. You have educational assistants that have students getting physical with them on a daily basis making the same amount of money or less than those that are hired to help do paperwork and assist with making copies. Special education assistants have a more physical and demanding job most of the time not to mention the shortage of staff in that department.
- The first thing that comes to mind is timely responses to communication. Our department has tried getting in contact with Taylia multiple times; she doesn't respond to emails, doesn't return phone calls, and cancels meetings. How are we supposed to get anything done when she has to approve things but is unreachable? What kind of staff support is that? It's frustrating and disheartening.
- Hold students and parents accountable for the students' behavior. If you listened to the teachers and aides, most of us are leaving education because of this.
- Offer more perks to employees that have been with you for some time. I understand you want to get new employees in with the money. But, there are some very seasoned employees that need the money and recognition just the same, if not more.
- Open communication between EA's and teachers. Teachers and EA's seem to have different information about what EA's job duties entail.
- Listen to us! Support us! This will always be the answer!
- More hours, better pay especially those who work in either EBS or CDC, pay us all the holidays, & take DOC days out!
- Support from admin has a big impact on workplace climate and employee satisfaction. Teachers need to know we are supported and when a student is just sent back to class after hitting and causing a whole room evacuation, we teachers and classified support staff do not feel supported.
- Actually listen to our concerns and maybe implement them! Also... support us, have our back with parents. A lot of us do not feel supported by the district!
- Working for CMCSS I can barely pay my bills. We are inside your schools making sure they run smoothly, yet we aren't compensated for it. But I'm sure everyone who sits salary doesn't have that struggle, or as bad of a struggle. **PAY YOUR EMPLOYEES ENOUGH TO LIVE!**
- Attendance Secretaries need an office. We are interrupted continuously throughout the day, our work atmosphere and environment is not respected, we have confidential documents, data and information that we are tasked with daily which could cause a violation of FERPA and HIPAA Law, especially with students entering our work environment. We need confidentiality and we also need to be able to focus on our work so we can work more effectively and efficiently.
- I feel like in most schools the teachers are considered the most important people in the building, however, classified staff is 9 times out of 10 expected to cover everyone else's positions in the building regardless of their positions or actual knowledge base and really receive no recognition for their "extra duties". I understand all classified have what is considered "other duties" along with their regular duties but it honestly would be nice to be acknowledged in some way for the extra that one does at most times a moment notice, drop everything and go there! I honestly do not know the answer to this but there has to be something....

- Maybe put limits on the "principals discretion" portion of the job descriptions and pay a livable wage. The pay that we get doesn't match what administration make us do. It's also very discouraging and frustrating when we're working our behinds off to make the schools run smoothly and our paychecks are so little. We can't live off of what we get paid.
- Not just throwing money at a problem. Holding people accountable from students to parents, better communication, adequate staffing, not using aides as subs, not making it impossible to take care of our mental health
- I haven't been here long but I have no complaints
- Assigning cleaning people to the classroom at least one mop by week!
- We need to have work days. 1/2 day twice a month where we do not have to go to a PD or have no other work but to get some stuff done in our classrooms.
- Honestly, our workplace environment is excellent, at least at my school. The only area of dissatisfaction I have with my job is the low pay. I hope the market analysis will correct this.
- The school system was a great choice for a career. Sadly, that is no longer the case. The swap from worker's comp to OJI was a disservice to their employees. I realize there are people who take advantage but some of us have really been injured with lifelong consequences. When there is a spinal injury just because the bones are now fused, it did not repair the spinal cord injury. So, for the rest of my life, if I work with my hands at should level for a short time, this includes driving, my hands and arms go numb. Also that year, I was out of work for 6 months which means I was also out of work from my other job. I lost \$10,000 that year and I'm only able to work at 1/4 the capacity now. I no longer encourage people to work here. In the case of a truly severe injury we are not protected.
- "Do whatever it takes to improve communication between departments. It's as though no one wants to take responsibility to answer a question. Sometimes you have to call 3-4 different departments to get an answer.
- Make staff feel valued and appreciated.
- Get the Principals the help they need so they can be available to their employees, sometimes it seems as though the school is just running itself because people can't get answers.
- Classified Staff feels undervalued, with the exception of the employee of the year event from the foundation they don't feel like they are anything but a body filling a position that could be replaced tomorrow without batting an eye. Classified staff are just as important as certified, you couldn't run this district without them, make them feel that.
- Keep students in their classrooms to learn. We have way too many roaming the halls when classes are in session and there are no consequences.
- We need to continue to work on student's behavior. Employees are unable to enjoy teaching because they continually have to correct student's behavior.
- By keeping the work environment fair. Some employees get away with far too much and it doesn't get noticed. Leaving campus without clocking out, coming late all the time

A photograph of several graduates in green caps and gowns at a ceremony. The graduates are looking upwards and to the right. The central figure is a young man with a red, white, and blue sash and a 'NATIONAL HONOR SOCIETY' pin. To his left is a young woman with a similar sash. To his right is another young woman with a green sash. The background is a blurred crowd of other graduates.

Market Analysis Report 2023

Dr. Erica M. Christmas
Director of Classified Employment

CLARKSVILLE-MONTGOMERY COUNTY SCHOOL SYSTEM

Page 12 of 35



Demystifying Market Analysis

- Background
 - Why does CMCSS have a yearly market analysis?
 - What is it exactly?
 - Database Comparisons
 - Benchmark Groups
 - Factors



Benchmark Groups

The following public sectors in our region were consulted for comparison:

- Cheatham County
- Clarksville
- Dickson
- Dickson County
- Gallatin
- Hendersonville
- Maury County
- Montgomery County
- Murfreesboro
- Nashville-Davidson County
- Robertson County
- Rutherford County
- Springfield
- Sumner County
- Williamson County
- Wilson County

Burris, Thompson & Associates

- Steve Thompson, President
 - 30 years HR experience with a focus on compensation and talent management.
- Beth Thomsen, Associate
 - 26 years HR experience with a focus on compensation and retirement in both the public and private sector.
- School districts and city/county government entities across the state use Burris, Thompson & Associates for compensation studies and wage analysis.
- Partnership provides a strong historical understanding of where CMCSS has been in order to set us on the right path for the future.

Process

- July/August
 - Job Descriptions are sent to supervisors for review
- September/October
 - Job Descriptions are collected and sent to our consultant, Steven Thompson of Burris, Thompson & Associates
 - This year: Focus Groups with Senior Leadership, Classified Rep, and Department Leaders
- November/December
 - Draft analysis provided by consultant so HR can estimate potential budget impact
- December/January
 - Final market analysis is received and recommendations are explained
 - Beth Thomsen met with SLT to review recommendations
 - Budget impact sheets are submitted to Business Affairs
 - SLT begins to review movement

Process, continued...

- **January/February**
 - HR prepares next iterations of possible budget impact/scenarios, based on the review and feedback from Senior Leadership
- **March/April**
 - Employees affected by market analysis movement are compiled, memo drafts are prepared, and Business Affairs continues work with the entire CMCSS budget with the inclusion of the impact of market analysis
- **May/June**
 - SLT final approval
 - Board approval
 - If approved, memos are sent to employees affected by market analysis movement
 - County Commission approval (as part of our entire budget proposal)
- **July 1 – If budget is approved, implementation of market analysis**

Points of Interest

- **346** job descriptions were reviewed and analyzed.
- Over **2,200** current employees pay individually calculated and reviewed.
- **776** positions were recommended for movement.
- **All employees** will receive a cost of living increase plus their step increase (with a positive annual evaluation for the year).

Points of Interest

- Employees with positive market analysis movement will receive a range of increase from **7.2% to 16.7% (inclusive of the cost of living increase)**.
- Not all classified positions will have grade movement after the cost of living increase is implemented. Those who are a part of groups with movement will receive a memo in May. In July, all positions will be updated on the website to reflect grade changes.
- Substitutes will have their base pay increased from **\$12.60/hr to \$15/hr**.
 - Substitutes with a four year degree will earn **\$16.50/hr**.
 - Retirees and/or licensed substitute teachers will earn **\$20/hr**.

Median wages used; then weighted to project to 7/1/23
(multiple regression calculated through the labor market model).

Consultant compares to
our median point, which is
currently step 10

JOB CLASS CODE LONG DESCRIPTION	DEPARTMENT	PAY GRADE	2022-2023 MARKET STEP	REQ'TS	OVERALL MARKET MEDIAN 7/1/2023	SMI	UPDATED JOB GRADE	UPDATED MARKET STEP (2%)	UPDATED SMI (2%)?	Comments
ED ASST COMP DEVELOPMENT (7)	TEACHERS' AIDES	F	19.35	AS	21.56	89.8%	G	21.65	100.4%	
EDUCATION ASSISTANT ELL (6.5)	TEACHERS' AIDES	G	21.78	AS	20.16	108.0%	G	21.65	107.4%	
EDUCATION ASSISTANT	TEACHERS' AIDES	F	19.35	AS	17.64	109.7%	F	19.25	109.2%	

Indicates CMCSS current wage is
89.8% of the market index. Below
95% is considered for market
analysis increase with CMCSS
(updated from 90% per consultant
guidance).

Indicates CMCSS current wage
is 108% in line with the market.

CMCSS Compensation Plan (HUM-A046)

HUM-A046

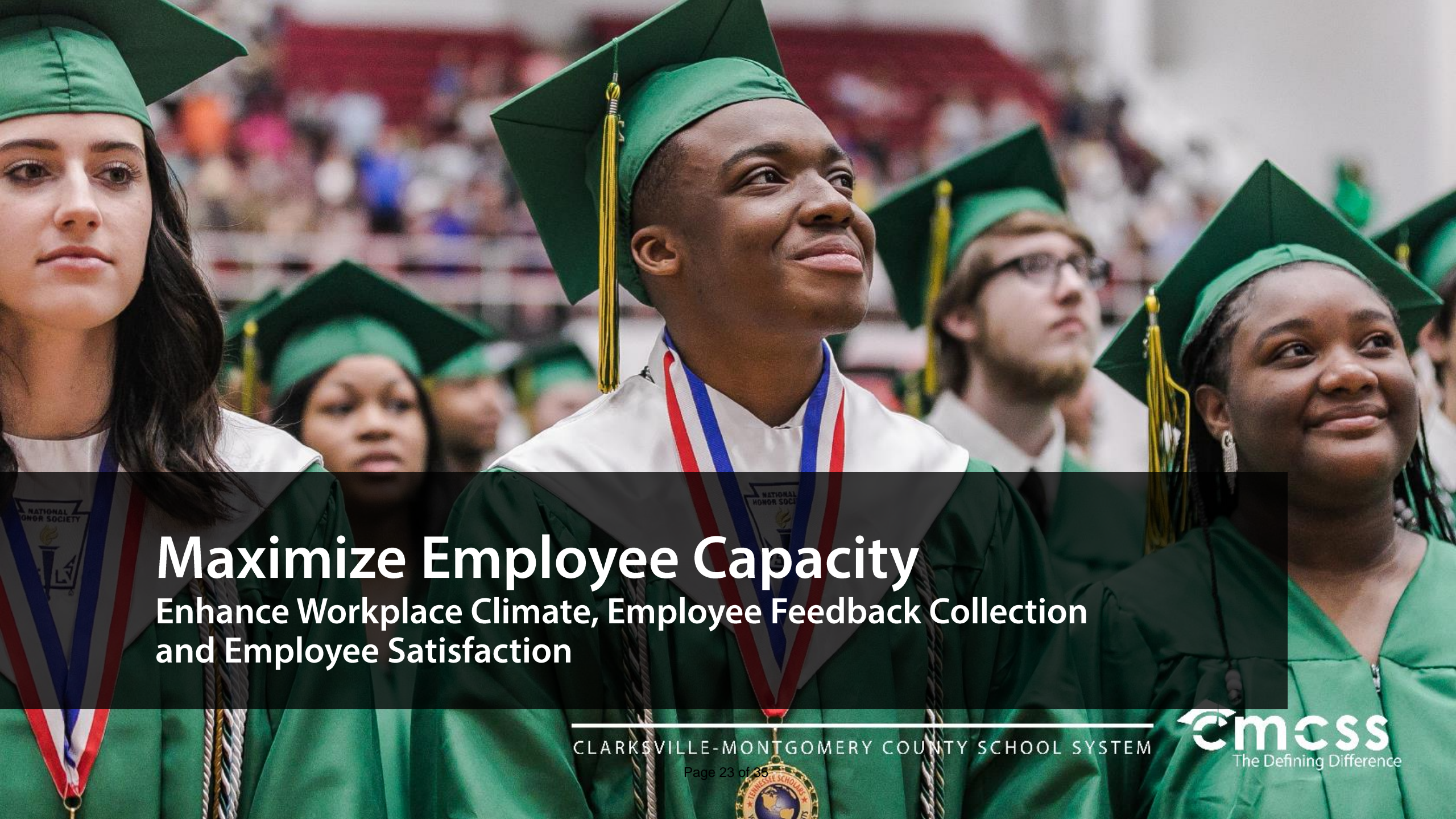
Adjustments are determined based on the results of scheduled yearly market analysis. If a position is determined to have upward movement, the position will be moved to the new grade. Step will be based on the next highest hourly rate of pay (no lower than 2), within new grade, based on grade of pay as July 1, at least 5 percent greater. Steps do not equal years of service. Employees in positions with movement to a higher grade should expect to have their steps decrease, but the decrease will not be greater than 2 steps. Although steps may be lower, the placement on the higher grade increases the future earning potential for employees in positions with upward market movement.

Example Calculation (using Jan 1 pay table)
SPED EA 1 is currently an F/7, making \$17.48/hr. To calculate the MA adjustment:

- Place on F/8 \$17.81 and multiply by 5% (\$18.70)
- Place on G scale (no lower than 18.70); this would be G/5 \$18.86.
- Policy states that employees will not lose more than 2 steps.
- SPED EA 1 will be placed on Grade G/Step 6 and now make \$19.24.

Next Steps

- Board Approval
- Memos to employees with market analysis movement in May
- County Commission Approval
- Implementation July 1 or as soon as CC approval
 - (retro back to July 1, if there is a delay)
- SLT will review the process of market analysis rotation moving forward.
- SLT will continue to review options to address compression and offer retention-specific incentives for our employees.



Maximize Employee Capacity

Enhance Workplace Climate, Employee Feedback Collection
and Employee Satisfaction

CLARKSVILLE-MONTGOMERY COUNTY SCHOOL SYSTEM

Page 23 of 35

cmcss
The Defining Difference

Workplace Climate & Employee Satisfaction

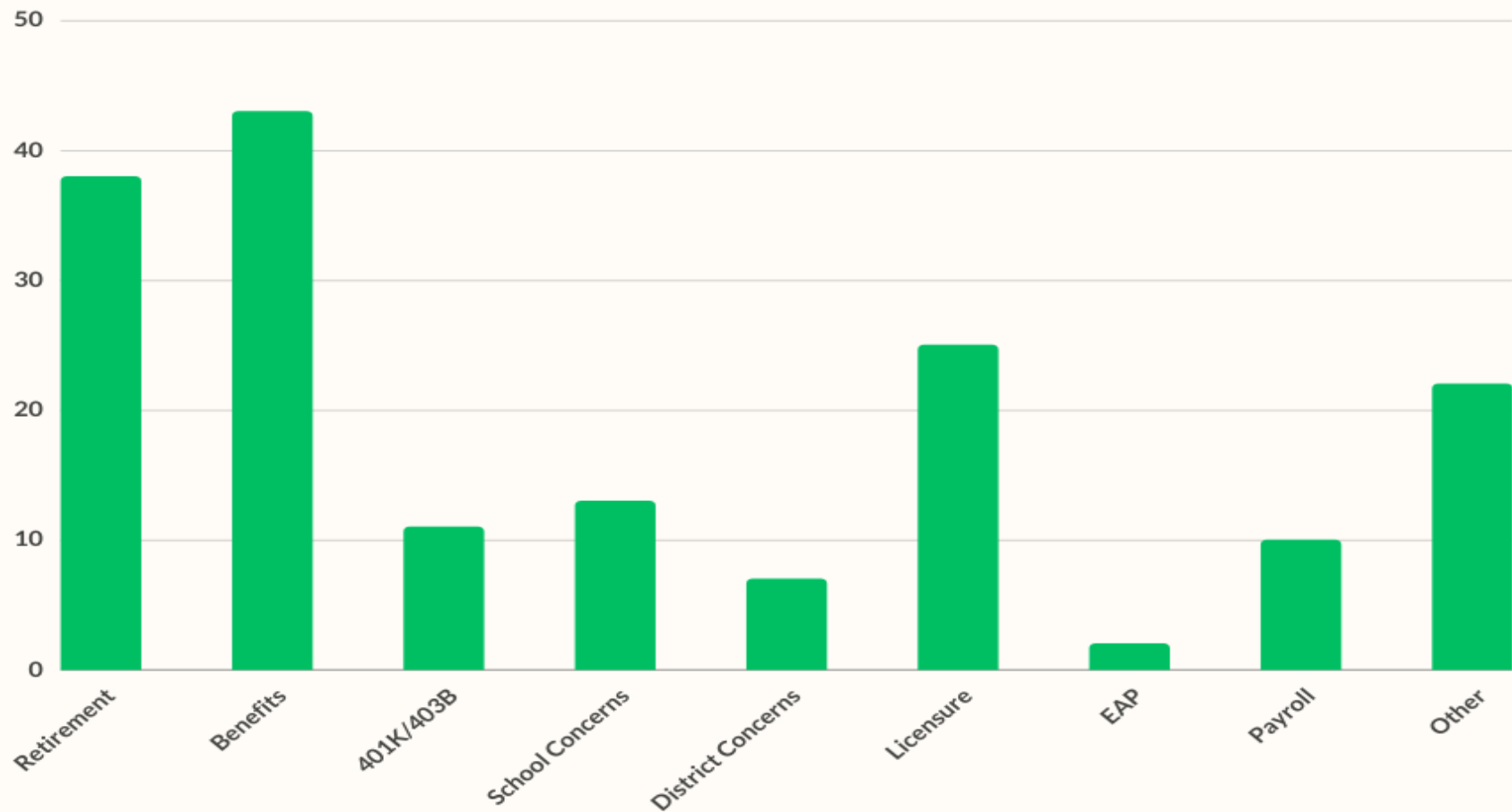
UPBEAT CLIMATE SURVEY

- Administered to all school level faculty and staff in the fall and spring
- Each principal participated in a coaching session with UPBEAT to review results and create an action plan. This occurs after each survey administration.
- Upbeat Survey Window is currently open. Please encourage your colleagues to complete the survey before the end of the week.

HR Outreach

- Brings HR resources to the school
- Employees have the opportunity to meet with an HR Leadership Representative at their school on a scheduled day.
- Met with approx. 150 employees between February and April.
- Will be expanded for the next school year.

HR Outreach



Market Analysis

- Conducted this year for all classified positions

Employee Feedback Collection

Employee Feedback Collection

- Classified Representatives Monthly Meetings
- Upbeat
- In-Person Exit Interviews for employees marking dissatisfied or moving to another district
- HR Outreach

Classified Group 22-23

- Approx. 363 Resignations
- Approx. 82 Retirements

Biggest Groups (approximately)

- 148 Ed Assistants
- 34 Custodians
- 43 Child Nutrition & Café Monitors
- 36 Bus Drivers / Monitors

23-24 Strategic Goal Continued

Improve workplace
climate/culture/employee satisfaction



Clarksville-Montgomery County School System

Good evening, CMCSS employees,

At tonight's School Board Study Session, Chief Financial Officer Chris Reneau will present the 2023-2024 school year budget. Tonight, the budget documents and a feedback form will be placed on www.cmcss.net for stakeholders to review and provide feedback. The School Board is scheduled to vote on the budget on April 25, followed by the Montgomery County Commission's review and vote in May and June.

As communicated in the November 2022 email about the unprecedented, 5% mid-year compensation increase, in planning the budget for the 2023-2024 school year, CMCSS leaders had the following goals:

- Increase the entire certified pay scale so that the starting teacher salary (bachelor's with 0 years of experience) is above \$46,000.
- Increase the classified pay scale and implement market adjustments so that no classified employee makes below \$15 an hour.
- Increase the substitute pay scale so that no substitute makes under \$15 an hour.

If the budget is approved as presented this evening, CMCSS will meet those goals by investing \$16.9 million in employee compensation to provide a 4.5% cost-of-living adjustment (COLA), step increases, and associated benefits for all permanent employees and substitutes assigned to a CMCSS salary schedule, along with significant market analysis improvements for several classified positions, effective July 2023. Employees who will receive market analysis adjustments will receive additional information from the Human Resources Department by the end of the school

year. The \$15-an-hour benchmark does not include all short-term trainee positions.

Overall, if approved, employees on a CMCSS salary schedule will receive a 15.5% increase, on average, in salaries and associated benefits over 12 months, a historic investment of over \$35 million combined. Additionally, the CMC Insurance Trust will not increase medical insurance premiums for the 3rd year in a row.

July 2022		Jan./Feb. 2023	July 2023 (Proposed)	
COLA	Step Increase	COLA	COLA	Step Increase
2%	2% (avg.)	5%	4.5%	2% (avg.)

Dr. Luna-Vedder has emphasized that CMCSS can and will be the best school district in Tennessee to both work and attend. CMCSS will continue to focus on efforts to improve workplace climate, appreciation, respect, professional development, resources, support, compensation and benefits for employees.

Clarksville-Montgomery County School System would like to continue connecting with you via email. If you prefer to be removed from our list, please contact Clarksville-Montgomery County School System directly. To stop receiving all email messages distributed through our SchoolMessenger service, follow this link and confirm: [Unsubscribe](#)

SchoolMessenger is a notification service used by the nation's leading school systems to connect with parents, students and staff through voice, SMS text, email, and social media.



To the Parent/Guardian of

This letter is to inform you that your child has five (5) unexcused absences and has tardies this school year.

The Compulsory School Attendance Law in Tennessee (TCS 49-6-3007) states that a student who has been absent five (5) days without adequate excuse is considered TRUANT and enters the Progressive Truancy Intervention Plan.

Tier 2 of the Progressive Truancy Intervention Plan requires the parent/guardian of any child who has accumulated five (5) absences that remain unexcused to have a conference with school officials. Failure to comply could result in a referral to Juvenile Court.

The following are “official/adequate” excuses. The parent/guardian is responsible for providing the excuse note directly to the school’s Attendance Secretary.

- Parent note **for any reason (up to five (5) excused for student absences)**
- Medical note (for which the student was the patient)
- Court note (for which the student was required to be in court)
- Funeral note (obituary/funeral home program for family members)
- Military deployment paperwork for military dependents

PLEASE NOTE: Out-of-school suspensions count as unexcused absences.

Please send any of the above notes for your child’s absences **ONLY** to the school’s Attendance Secretary. Notes can be accepted by email (), fax (), or hand delivered.

Sincerely,

The portion below can be submitted as parent notes with parent/guardian signature.

Detach and Return to School

Parents can excuse up to five (5) days for any reason.

Parent

Date