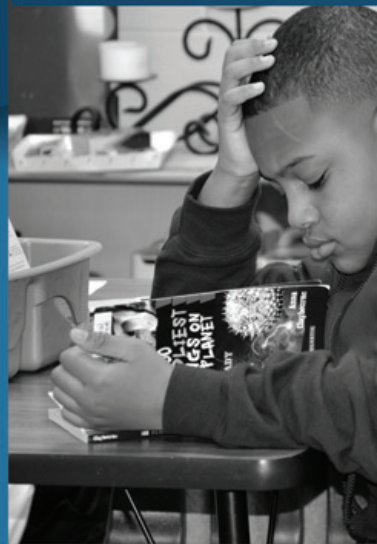


Shelby County Board of Education

Fiscal Year  
2014-2015

# District Budget



**Shelby County Schools  
Shelby County, Tennessee**

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**District Budget  
Fiscal Year 2014-15**

**Prepared by:**  
Shelby County Schools  
Finance Department





160 S. Hollywood Street • Memphis, TN 38112 • (901) 416-5461 • Fax (901) 416-5598 • www.scsk12.org

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July 15, 2014

Citizens and Board Members  
Shelby County Schools  
Shelby County, TN

The Shelby County Board of Education's ("Shelby County Schools", "SCS" or the "District") Budget for Fiscal Year 2014-15 is the District's financial plan that will guide the Board, staff and stakeholders in working towards the District's mission: "Preparing all students for success in learning, leadership and life." The Shelby County Board of Education (SCBE) approved the Budget on July 15, 2014. I am pleased to present a balanced budget for Fiscal Year (FY) 2014-15 that not only addresses our financial challenges, but upholds our commitment to students and their academic achievement. We are eliminating waste and inefficient, outdated practices in order to protect investments in programs that boost student learning.

As you know, Fiscal Year 2013-14 was historic, as Memphis City Schools and Shelby County Schools were combined in one of the largest mergers in the history of public education. This year's budget development is bittersweet in that we faced the formation of municipal schools in the six suburban areas of Shelby County. We have moved forward with resolve to provide the best educational experience possible to the estimated 117,000 students remaining with Shelby County Schools. This year, SCS has moved to the Common Core State Standards, and next year, with guidance from the state, we will implement the Partnership for Assessment of Readiness for College and Careers (PARCC). Additionally, the SCBE approved our goal centered on college and career readiness. By 2025, when this year's first graders are graduating, Shelby County Schools expects 80 percent of them will pick up their diplomas and be immediately ready to succeed in college or in the 21st century workforce.

The District is proud to publish and distribute budget information to the Board and our community. This budget represents the culmination of many meetings, both administratively and publicly, to discuss planned programming and current issues within the schools. The budget is aligned to the District's goals and priorities, illustrating that 71.42% of our total budget (all funds) is aligned to Goal 1: Accelerate Student Achievement. Within that goal, 50.57% of our budget is focused on PreK-3 outcomes, particularly early literacy, and on improving low performing schools. The District is excited to have received an award from the Department of Health and Human Services to provide Head Start services. With full implementation, this grant allows us to serve more Pre-K students, as well as provide wrap-around services.

The format of the General Fund budget was prepared with a focus on educational and operational programs, District goals and priorities, performance measures and results. The document is structured in the following manner: Introductory, Organizational, Financial and Informational sections. The budget document and the year-end Comprehensive Annual Financial Report (CAFR) are the primary sources used to present the District's financial plan and results of operations.

The FY2014-15 General Fund Budget totals \$953,926,872, representing a 19.75% decrease from the FY2013-14 appropriation of \$1,188,648,338. This budget accounts for the estimated loss of state and county revenue due to the formation of municipal schools, the closure of 9 schools, an increase of five Charter Schools and the loss of three full schools and two partial schools to the Achievement School District (ASD).

### **FY2015 budget details: Closing the gap**

At the onset of the budget development process, the District faced a \$103M budget gap in the General Fund. The source of the funds' gap was derived from a shortage in revenue from the State of Tennessee Basic Education Program, County property tax and State sales tax funding directly related to declining enrollment and a reduction related to planned use of fund balance in the Fiscal Year 2013-14 budget. The expenditure gap was made up of non-controllable salary step increases, textbook purchases, a contingency for salary adjustments, increases to retiree benefits and security overtime. Generally, expenditure savings with their associated decreases in expenditures were caused by the creation of the municipal school districts and the increase in the number of schools managed by the Achievement School District.

During the process of budget review, staff identified areas for investments to the General Fund. This budget reflects the consensus choices and tradeoffs made by members of this administrative team who have worked very closely together for the past few months, with my direction and involvement, to develop this budget.

Our solution to close the gap included three major strategies:

#### **Management efficiencies:**

- *Identified 9 schools for closure*
- *Identified resources in the FY2013-14 budget to fund a portion of textbooks needed in FY2014-15*
- *Identified additional cost efficiencies in transportation*
- *Identified additional cost efficiencies in the custodial contract*
- *Identified savings in the current year budget to purchase devices for the Blended Learning Pilot*

#### **Strategic use of external funds to ensure continuity, focus and alignment:**

- *Realignment of Teacher and Leadership Effectiveness (TLE) general fund match to include positions that are funded by the general fund and support the work of TLE*
- *Increased the percentage of time that Professional Learning Coaches spend supporting TLE and increasing the District's contribution – funded by Title I*

#### **Investments:**

- *Literacy Materials and part-time staff*
- *Part-time staff to implement a Blended Learning Pilot*
- *Extended learning time in four of our low performing schools*
- *Investment in Optional/Magnet programs*

The following expenditures and corresponding revenues related to State grant programs were included in the FY2014-15 budget subject to State funding:

- Coordinated School Health
- Extended Contract
- Family Resource Centers
- Safe and Drug Free Schools

The Finance Department worked with the Board, Superintendent and the Communications Department to create District Goals and Priorities.

Later, the Finance Department facilitated a six-hour budget retreat with the Budget and Finance Committee that focused on the budget, as aligned to the District's Goals and Priorities. The Retreat focused on:

- The Teacher and Leader Effectiveness Initiative (TLE)
- The Academic Office
- Compensation/Benefits
- Business Operations
- i-Zone Extended Learning Time
- Blended Learning
- Community Engagement

In an effort to increase transparency and include stakeholders, the Finance Department conducted Community Budget Forums in four of the District's regions. After hearing from the community and District principals, we made adjustments to the staffing formula in large high schools - which restored approximately 80 teacher positions. Being responsive to the community, we restored 26 Pre-K classrooms funded by Race to the Top carryover.

The Budget and Fiscal Planning Department provided information on the District's website, including FY 2014-15 budget presentations and resolutions. The site also included frequently asked questions to aid the community in understanding the budget process and specific details about the consideration of evaluating investments, eliminations and reductions to programs and departments.

### **Planned use of Fund Balance**

The District's FY2014-15 budget includes \$9.5M in planned use of fund balance. The District began FY2013-14 with approximately \$87.5M in unassigned fund balance, net of the BEP reservation. The statutory requirement of the BEP reservation is calculated based upon 3% of next year's General Fund expenditures. After adjustments to the BEP reservation, the use of fund balance towards the FY2014-15 General Fund budget will leave 8.9% unassigned. The unassigned fund balance coupled with the BEP reservation equates to 11.9%. This is an industry standard fund balance percentage for a district of our size and complexity and complies with SCS Board Policy #2014 – *Fund Balance and Expenditure of Funds*.

### **Budget Opportunities**

This year, we faced new challenges and opportunities, with the financial and academic landscape shifting again as we prepared for the formation of municipal districts. The District has had to be nimble and react as additional information was received. Additionally, the District continues to strategically plan and manage its footprint with the increasing enrollment of charter and ASD schools while District enrollment declines. We strive to make Shelby County Schools a district of choice to retain and recruit children.

We know our budget process must be a continual one throughout the year - not just a four to six month process. We are committed to being increasingly strategic in projecting what the District's footprint will look like in two-to-five years. This will guide our financial decisions in a more timely manner.

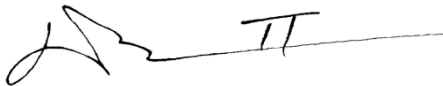
We appreciate your support of public education and Shelby County Schools. A stable funding plan, with built-in growth from all of our funding sources, is absolutely essential to help us transform the District

and better prepare our students to excel in the midst of emerging national and global academic standards.

### **Acknowledgments**

The preparation of this document was accomplished through the commitment, dedication and tireless effort of the entire Department of Finance. We would also like to extend our thanks to all District personnel who assisted in the preparation of this document.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Dorsey E. Hopson, II, Esq.", with a long horizontal line extending to the right.

Dorsey E. Hopson, II, Esq.  
Superintendent

A handwritten signature in blue ink, appearing to read "Alicia J. Lindsey", with a long horizontal line extending to the right.

Alicia J. Lindsey  
Chief Financial Officer

# Format and Organization of the District's Budget

As the Table of Contents illustrates, this book divides the budget information into four major sections: Introductory, Organizational, Financial and Informational.

The **Introductory Section** includes a list of District officials, a District-wide organizational chart, an Executive Summary and general information about Shelby County Schools.

The second section, the **Organizational Section**, presents information on the financial structure of the District and financial policies and laws affecting this budget.

The **Financial Section** includes major revenue sources, trends and expenditure categories. Financial statements are presented both combined and by individual funds. The fund types included are the General Fund, Capital Improvement Plan, Special Revenue Funds and Internal Service Funds.

The General Fund includes a presentation of each department supported by General Fund dollars including details on how departments present their specific missions and goals, issues and trends, prior year performance highlights and significant budgetary issues in the current year.

The District illustrates this information by program budget which includes a description of the department and whether it is legally mandated. If so, the legal reference or statute is provided. Some program budgets provide information on program changes. Most program budgets provide information on the function's goals, objectives and measures. Staffing levels indicate the full-time equivalent (FTE) number of permanent full-time positions for that program. Part-time and temporary position information is not included. Some program budgets may appear to have a budget that is inconsistent with the staffing level. This is attributable to the department having budgeted dollars associated with part-time personnel, stipends, supplements or overtime costs. To assist users of this budget book, salaries associated with part-time personnel, stipends, supplements or overtime costs are reported in the Operating Budget summaries as "100A Other Salaries."

The Financial Section also illustrates the relationship between the District's departmental structure and the State of Tennessee's reporting requirements (functions). The departmental overviews and program budgets are organized by executives who are responsible for the respective budgets.

The *Capital Projects* section includes descriptions and other relevant information on major capital projects.

The *Special Revenue* section lists grants and positions for the Categorically-Aided Funds. The Food Service Fund also includes a Departmental Overview.



## Format and Organization of the District's Budget concl'd

The *Internal Service Funds* includes information on our business-like activities that the District provides. These funds are considered self-supporting in that the services rendered by them are generally financed through user charges or on a cost reimbursement basis. The District manages several Internal Service Funds.

The **Informational Section** presents supplemental information about Shelby County Schools and the County of Shelby, Tennessee. The District does not levy taxes; however, data on assessed values, tax rates, collections and the impact of taxes on taxpayers have been included for informational purposes. We have provided detailed information on enrollment by school and relevant demographic and statistical information. A glossary of terms and acronyms is included which will assist the reader in understanding the document.


# Shelby County Schools Fiscal Year 2014-15

## FAST FACTS

### District Facts Student Facts

227

SchoolLocation Site



Schools	160
Elementary School	91
Middle Schools	40
High Schools	29
Adult High School	3
Alternative Programs	18
Career & Technoloqh Centers	4
Charter Schools	39
Special Education Centers	3

Academic and Athletic Scholarships offered to class of 2013

\$338 Million



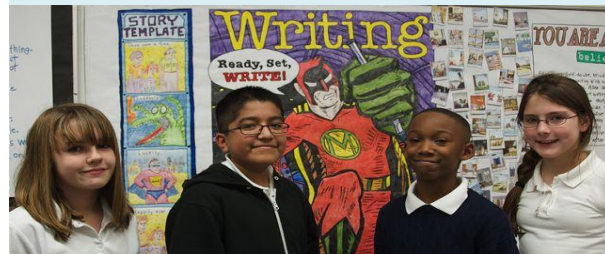

National Board Certified Teachers

244



117,269

Student Enrollment  
(projected for 2014-15)

**Educators**

Teachers	7,191
Principals	175
Assistant Principals	200

28

2014 National Merit Scholarship Program—Semifinalists

**Students' Ethnic Distribution 2013-14 School Year**

African-American	100,375
Caucasian	30,079
Hispanic	13,805
Asian-Pacific Islander	5,553
Native American/Alaskan	195

FY15 General Fund Budget **\$953.9** Million

\$8,134

per pupil expenditures

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## **INTRODUCTORY SECTION**

The Introductory Section of the budget includes the following information:

- I. BOARD OF EDUCATION
- II. ADMINISTRATION
- III. PROFILE OF THE SCHOOL DISTRICT
- IV. LOCAL ECONOMIC OUTLOOK
- V. PROFILE OF SHELBY COUNTY, TENNESSEE
- VI. EXECUTIVE SUMMARY
  - A. Mission, Vision, and Core Beliefs
  - B. Goals and Priorities
  - C. Budgetary Highlights
  - D. Revenues
  - E. Budget Development and Administration
  - F. Enrollment
  - G. Staffing Levels
  - H. Financial Overview
  - I. Benchmarks and Performance Results
  - J. Awards and Recognitions



**I. BOARD OF EDUCATION**

The Shelby County Board of Education (SCBE) governs the business operations of Shelby County Schools (SCS). At the time the budget was adopted, the SCBE was comprised of seven (7) Board members. Effective September 1, 2014, SCBE will be comprised of nine (9) elected Board members representing Shelby County, excluding municipalities that have created their own school districts.

Board Work Sessions are normally scheduled on the next to last Tuesday of every month with Regular Board Meetings of the Board scheduled for the last Tuesday of every month. Both meetings are held in the auditorium at the Frances E. Coe Auditorium of Shelby County Schools, 160 S. Hollywood, at 5:30 p.m. All Shelby County Board of Education Work Sessions and Business Meetings are open to the public, and the Regular Board Meeting is televised on cable channel 19.

On December 20, 2010, the Memphis City Board of Commissioners voted to surrender Memphis City Schools' Charter. Tennessee Code Annotated required that a referendum be held. Memphis voters ratified the Board's decision to transfer the administration of Memphis City Schools to Shelby County Schools on March 8, 2011. Shelby County Schools filed a complaint for declaratory judgment on February 11, 2011, and United States District Judge Samuel "Hardy" Mays ruled on August 8, 2011, that Memphis City Schools will cease to exist at the conclusion of the 2012-13 school year. In addition, he also ruled that the current Shelby County School Board was "unconstitutional". In order to cure the unconstitutionality of the County School Board, the parties agreed on a Memorandum of Understanding that allowed the nine Memphis City School Board members, the seven Shelby County Board members and seven board members that were appointed by the Shelby County Board of Commissioners to govern both districts during the transition period.

The merger took place by the beginning of the 2013-2014 school year. At that time, MCS ceased to exist and the unified Shelby County Schools became governed by the elected members of the Shelby County Board of Education.

In order to remain in compliance with the Norris-Todd law (Tennessee Senate bill 25), a 21 member transition team was appointed by the Memphis City Schools Board of Commissioners, Shelby County School Board, the Mayor of Shelby County, the Governor of Tennessee and the Speaker of the Tennessee House. The Transition Planning Commission was established to produce a transition plan to aid the consolidation of the two districts which was submitted and approved by the Shelby County Board of Education and the Tennessee Department of Education.



**I. BOARD OF EDUCATION (concl'd)  
at July 15, 2014**

<b>BOARD MEMBER</b>	<b>DISTRICT</b>	<b>TERM EXPIRATION</b>
Mr. Kevin Woods, Chairman	District IV (Elected)	8/31/2016
Mr. Christopher Caldwell, Vice-Chairman	District I (Elected)	8/31/2014
Ms. Teresa D. Jones	District II (Elected)	8/31/2016
Mr. David Reaves	District III (Elected)	8/31/2014
Mr. David A. Pickler	District V (Elected)	8/31/2014
Ms. Shante Avant	District VI (Appointed)	8/31/2014
Mr. Billy Orgel	District VII (Elected)	8/31/2014



**II. ADMINISTRATION**

Superintendent	Dorsey E. Hopson, II Esq
Chief Internal Auditor	Melvin T. Burgess II
General Counsel	Valerie Speakman
Chief of Staff	Reginald Porter Jr.
Chief Academic Officer	Vacant
Chief of Business Operations	Hitesh Haria
Executive Director of Communications	Vacant
Chief Financial Officer	Alicia Lindsey
Chief of Human Resources	Trinette Small
Chief Information Officer	Vacant
Chief Strategy and Innovation Officer	Brad Leon
Chief of Student Services	Gerald Darling



### III. PROFILE OF THE SCHOOL DISTRICT

The first Shelby County-funded school opened in January 1871 and after five months of operation, the trustee for the school reported spending \$554.20. Expansion of Shelby County education was slow because the public didn't seem to care -- plus there just wasn't room for all of the students when they did report to school.

Shelby County Schools has grown from this modest beginning to now being the largest school system in the state of Tennessee and one of the largest districts in the nation.

The Shelby County Board of Education (SCBE) – before the merger with the former Memphis City Schools - was the fourth largest school system in Tennessee. The pre-merged District included all the public schools in the county – not including the schools within the corporate limits of the City of Memphis managed by the former Memphis City Schools (MCS) District.

On December 20, 2010, the Memphis City Board of Commissioners voted to surrender Memphis City Schools' Charter. Tennessee Code Annotated required that a referendum be held. Memphis voters ratified the Board's decision to transfer the administration of Memphis City Schools to Shelby County Schools on March 8, 2011. Shelby County Schools filed a complaint for declaratory judgment on February 11, 2011, and a U.S. District Judge ruled in August 2011 that Memphis City Schools would cease to exist at the conclusion of the 2012-13 school year. In addition, the judge ruled that the pre-merged Shelby County School Board was "unconstitutional". In order to cure the unconstitutionality of the County School Board, the parties agreed on a Memorandum of Understanding that allowed the Memphis City School Board members, the Shelby County School Board members and seven board members appointed by the Shelby County Board of Commissioners to govern both districts during the transition period.

The SCBE enrollment for 2012-13, (the last school year before the merger) was 45,912 students in grades K-12 and charter schools.

The merger took place by the beginning of the 2013-2014 school year. At that time, MCS ceased to exist and the unified Shelby County Schools became governed by the elected members of the Shelby County Board of Education.

Following the July 1, 2013 merger of Shelby County Schools (SCS) and MCS, SCS educated more than 140,000 students in over 270 locations. This included all public schools (traditional, specialty and charter schools authorized by the District) in Shelby County, located within the corporate limits of the city of Memphis, as well as in the six incorporated towns of Arlington, Bartlett, Collierville, Germantown, Lakeland and Millington.

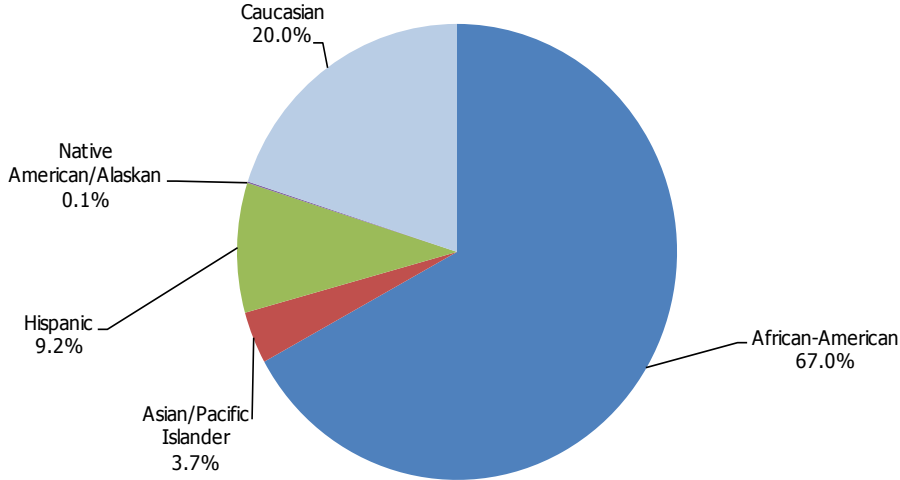
After the historic opening of the unified District, the final meeting of the 23-member unified School Board took place in August 2013. In September, a newly elected seven-member Board was seated, and its first major decision was the selection of Dorsey E. Hopson II as permanent superintendent. Current members of the Shelby County Board of Education are Shante Avant, Chris Caldwell (Vice-Chairman), Teresa Jones, Billy Orgel, David Pickler, David Reaves and Kevin Woods (Chairman).

In 2014-15, approximately 33 schools are scheduled to join one of six new municipal school districts in Shelby County. For the same fiscal year, the SCS District has budgeted for approximately 117,269 students in grades kindergarten through grade 12.



**III. PROFILE OF THE SCHOOL DISTRICT (concl'd)**

Based upon enrollment figures, the student demographic during Fiscal Year 2013-14 was 67 percent African American, 20 percent Caucasian, 9.2 percent Hispanic and 3.8 percent other races and nationalities.



The District has budgeted for over 7,000 teachers in Fiscal Year 2014-15. Shelby County Schools has more National Board Certified Teachers than any other school district in the State.

The District is comprised of a total of 227 schools, which include a number of regular schools, charter schools, career and technology centers (CTCs), special education centers (SPEDs) and alternative schools. Each classroom is Internet-wired to support high-tech learning and instructional methods. The District has 47 schools which are Optional Schools or offer Optional Programs that provide parents choices in selecting a public education that best fits their child's talents and abilities. For Fiscal Year 2015, SCS will have 204 pre-kindergarten classrooms; 32, of which, are within community partner locations.



#### **IV. LOCAL ECONOMIC OUTLOOK**

As of June 2014, the Memphis Statistical Area generally underperformed the nation in terms of annual employment growth, the unemployment rate, personal income growth, manufacturing forecasts and the issuance of building permits. The following points illustrate these assessments:

Based on the most recent (June, 2014) report prepared by the Eighth Federal Reserve District on economic conditions in the Memphis area at the close of March, 2014, the annual growth of employment, building permits and housing prices was .2 percent, -4.1 percent, and 5.1 percent in the Memphis Statistical Area (MSA) and 1.7 percent, zero percent and 11.4 percent in the nation, respectively. At the same time, the annual growth of personal income was .2 percent in Tennessee and .6 percent in the nation. After remaining above 1.25 percent during most of 2011 and 2012, employment growth in the Memphis zone has slowed to less than .2 percent during the first quarter of 2014. Net job losses in the Government, Manufacturing and Natural Resources/Mining and Construction sectors - have been the key drivers of this trend. Slow employment growth in the Memphis area has not been enough to surpass the nation's rates, but did result in a slight decrease in local unemployment. The Memphis unemployment rate of 8.4 percent is 1.7 percent higher than the national one.

##### *Changes in Employment and Unemployment Rate*

With the exception of the third quarter of 2010, Memphis' recession-related decline in employment – centered at approximately January 2009 – was similar to the nation's decline. The state of Tennessee lost about 220,000 jobs in the economic downturn; Memphis lost 60,000. The state recouped one-fourth of its jobs, with Memphis recovering about one-sixth.

Measured against a year earlier (March 2013), total nonfarm employment only rose by .2 percent in the Memphis zone. In the Memphis Statistical Area, employment in the Trade, Transportation and Utilities (TTU) industry rose at a modest pace (1 percent). This sector represents approximately 27% of the labor force. Higher percentage gains were experienced in the Professional and Business Sectors at 2.75 percent and the Financial Activities Sectors at 3.75 percent – which account for 14 and 5 percent of the labor force, respectively. Other sectors in Memphis demonstrated employment losses - that offset the modest growth in the TTU, Professional and Business Services, Leisure/Hospitality and Financial Activities sectors. For example, in comparison to a year earlier, payrolls have declined by almost 3 percent in the Government sector, by 1.5 percent in Manufacturing and by 5 percent in the Natural Resources/Mining/Construction sector. Overall, the employment picture has improved slightly from March 2013 to March 2014.

##### *Personal Income Growth*

For several quarters before the national recession, which started in 2007, personal income growth in Tennessee was less than the nation. Between the last quarter of 2013 and the first quarter of 2014, personal income grew .2 percent in Tennessee, compared with .6 percent in the nation.

##### *Manufacturing Forecasts*

On the manufacturing side, the Memphis area's manufacturing employment declined 1.2 percent in the first quarter, as compared to a .6 percent increase in the U.S. and a .8 percent increase in the state of Tennessee. The durable goods sector experienced moderate employment growth in the state of 2.5 percent, while it declined by .4 percent in Memphis and only increased by .9 percent in the nation. The employment rate of non-durable goods' sector experienced a decline of approximately 2 percent in Memphis and Tennessee, while increasing by .2 percent nationally.



#### **IV. LOCAL ECONOMIC OUTLOOK (concl'd)**

##### *Building Permits*

Relative to the same period last year, housing activity in the Memphis Zone has been weak in the first quarter of 2014. The number of building permits issued in the Memphis Zone during the first quarter of 2014 was significantly lower at 4.1 percent below the number issued during the same period in 2013. In comparison, national housing activity grew by zero percent.<sup>1</sup> Relative to the nation, Memphis area home prices increased at half the pace. While home prices increased in the Memphis area by 5.1 percent from March 2013 to March 2014, national home prices increased by 11.4 percent in the same period.

#### **V. PROFILE OF SHELBY COUNTY, TENNESSEE**

Shelby County is located on the southwest corner of Tennessee, at the east bank of the Mississippi River. Shelby is the State's largest county with the City of Memphis as the county seat. The corporate limits contain 783 square miles and include seven incorporated municipalities: Arlington, Bartlett, Collierville, Germantown, Lakeland, Memphis and Millington. The County's 2010 population was 927,644 with the 2013 population estimated at 939,465, according to the U.S. Census Bureau. The County is empowered to levy, without limit, a property tax on both real and personal property located within its boundaries.

Shelby County was incorporated in 1819. It currently operates under the Mayor-Commission style of government with the Mayor as chief executive officer. The Mayor oversees the operations of the County's seven divisions. The thirteen members of the Shelby County Board of Commissioners - as the legislative branch of government - reviews and approves county programs and budgets. The Mayor and each Commissioner serve four-year terms. Other elected officials such as the Assessor, Circuit Court Clerk, County Clerk, Criminal Court Clerk, General Sessions Court Clerk, Juvenile Court Clerk, Probate Court Clerk and Sheriff are also elected to four-year terms.

<sup>1</sup>Current Economic Conditions in the Eighth Federal Reserve District Memphis Zone, Second Quarter 2014





**VI. EXECUTIVE SUMMARY**

**A. MISSION, VISION, AND CORE BELIEFS**



**Mission, Vision, and Core Beliefs**

**Mission**

Preparing all students for success in learning, leadership and life.

**Vision Statement**

Our District will be the premier school district attracting a diverse student population and effective teachers, leaders, and staff all committed to excellence.

**Core Beliefs**

We believe that all students can achieve at high global academic standards that will prepare them to become successful in life.

- *We commit to prepare all students to achieve at high global academic standards.*
- *We commit to closing the achievement gap.*
- *We commit to be accountable for successfully implementing rigorous standards.*

We believe that all students require quality resources and supports to achieve high levels of success.

- *We commit to equitable distribution of quality resources and supports to all students.*
- *We commit to providing a safe and nurturing school environment for all students.*

We believe that effective teachers and school leaders are essential to high student achievement.

- *We commit to recruiting, hiring, training, retaining, and supporting effective teachers and school leaders.*
- *We commit to create and sustain a culture of high expectations.*

We believe that strong public support and community partnerships are essential for all students to excel.

- *We commit to meaningfully engaging families in the education of their children.*
- *We commit to working collaboratively with all community stakeholders.*

We believe that our school system can be a high performing, accountable, and transparent organization.

- *We commit to being a high performing, accountable, and transparent organization.*

Shelby County Schools offers educational and employment opportunities without regard to race, color, religion, sex, creed, age, disability, national origin, or genetic information.



**VI. EXECUTIVE SUMMARY (cont'd)**

**B. SCS GOALS AND PRIORITIES**

Shelby County Schools Goals and Priorities  
2014 – 2015 Budget

**Goal 1: Accelerate Student Achievement**

Every school will provide rigorous, engaging instruction in every classroom, every day, so that every student graduates prepared to excel in college and career

- Priorities:
- 1A Focus on Pre-K – 3 Literacy
  - 1B Develop, Recruit, and Retain Effective Teachers, Leaders and Staff
  - 1C Improve Low-Performing Schools
  - 1D Expand Opportunities for High-Achievers

**Goal 2: Design Effective Business Operations**

Every district process and procedure will empower staff to deliver smooth, efficient, financially sound support and service to schools, staff, students and the community

- Priorities:
- 2A Emphasize Project Management and Fiscal Efficiency
  - 2B Create Culture of Transparency and Accountability
  - 2C Ensure Data-Driven Decision Making
  - 2D Enact Sustainable Processes and Procedures

**Goal 3: Build Employee and Community Confidence in the Unified District**

Every interaction with staff, students, families and the wider community will foster increased involvement, mutual expectations of district-wide excellence, and shared accountability for student success

- Priorities:
- 3A Broaden Stakeholder Interaction, Awareness and Advocacy
  - 3B Establish High Standards of Customer Service
  - 3C Advance Accurate and Fair Information About the District
  - 3D Strengthen Two-Way Exchange of Input and Information

**Goal 4: Ensure Schools Are Safe, Clean, and Well-Prepared for Learning**

Every school and all District staff will contribute to creating a positive, supportive, and thriving learning environment, where all the elements needed for every student to excel are in place throughout each day

- Priorities:
- 4A Reinforce School Security and Discipline
  - 4B Increase On-Time Attendance
  - 4C Upgrade School Cleanliness
  - 4D Boost Student Health and Nutrition

**VI. EXECUTIVE SUMMARY (cont'd)****C. BUDGETARY HIGHLIGHTS****General Fund - Fund 1**

The District continues to face a challenging revenue environment while the cost of doing business continues to rise. In Fiscal Year 2015, the District faced the divestiture of six Shelby municipalities (outside of Memphis) that have formed their own school systems. Revenue sources were projected to decline. Costs, such as health care continue to rise as our enrollment is projected to decline. In addition, the Achievement School District has announced its plans to manage additional schools currently in the District's portfolio. Additionally, board members approved the closure of 9 schools and the merger of two schools into one K-8 school. Careful decisions about what programs should be maintained and incorporated into all funds have had to be made.

During Fiscal Year 2013-14, the District received an additional \$20M from Shelby County Government. For Fiscal Year 2014-15, the District will lose revenue and related expenditures to the recently formed Municipal Schools and Achievement School District (ASD). Additionally, the District plans to add more Charter Schools and some of the existing Charters Schools are planning growth in enrollment. As a result of these projected revenue losses, the District continues to use fund balance. The District plans to use \$9.5 million of unassigned fund balance to balance the Fiscal Year 2015 budget.

At the onset of the budget development process, the District faced a \$103M budget gap in the General Fund. The source of funds' gap was derived from a shortage in revenue from the State of Tennessee Basic Education Program, County Property Tax and State Sales Tax funding directly related to declining enrollment and a reduction related to planned use of fund balance in the Fiscal Year 2013-14 budget. The expenditure gap was made up of non-controllable salary step increases, textbook purchases, a contingency for salary adjustments, increases to retiree benefits and security overtime. Generally, expenditure savings with their associated decreases in revenue were caused by the upcoming creation of the municipal school districts and the increase in the number of schools managed by the Achievement School District.

The Superintendent convened his cabinet members in a budget retreat session where they participated in budget transformation trade off exercises. The exercises were designed so that each program or initiative was examined based upon cost, achievement or results and number of students impacted. In addition, methods of service delivery were re-examined and changes were recommended. To generate savings, cabinet members:

- Identified savings by adjusting the teacher staffing formula
- Reduced departmental budgets by 10 to 20% with staff and discretionary expenditure reductions
- Eliminated Southeast Prep School
- Consolidated the number of Regional Offices from five to three
- Eliminated the Driver's Ed program
- Reconfigured the Alternative Schools program

Cabinet members also reviewed grants that were ending to determine if they should be retained and funded with General Fund dollars. In addition, cabinet members reviewed all investments to determine if they should be funded. Examples of initiatives and investments approved during the retreat were:

**VI. EXECUTIVE SUMMARY (cont'd)****C. BUDGETARY HIGHLIGHTS (cont'd)****General Fund - Fund 1 (concl'd)**

- Implement Blended Learning programs where students use electronic devices and take courses online to enrich academic achievement
- Provide an extra hour for Extended Learning programming to increase academic intervention and enrichment in four schools
- Investment of six additional special education teachers to fully implement the CLUE program

The General Fund budget does not include step increases. The District is working to design an effective differentiated compensation model.

The Governor of Tennessee originally included a 2% salary increase for state workers in his 2014-15 budget, which included all certificated staff. However, the Governor later decided to eliminate this increase and the SCS District Budget includes this elimination as well.

Lastly, a series of Community Budget Hearings were held at various SCS offices and school locations, where community members, parents, teachers and students made suggestions of programs that should be retained, decreased or further examined. After such hearings and additional re-examinations of the methods of service delivery by staff, the Superintendent proposed additional investments including:

- Revisions to the staffing formula for high schools
- Increase to transportation expense for the added routes due to rezoning and school closures
- Harmonization of Middle School Athletics
- Increase in Band, String, Career and Technical and Attendance & Discipline teachers
- Investment in 20 additional plant managers to fulfill the goal of clean schools

**Capital Improvement Program - Fund 7**

Shelby County Schools CIP budget consists primarily of funds for incomplete projects and the use of fund balance for other capital needs. The District will continue to pursue funding for building upgrades, life safety, HVACs, roof replacements, new construction/renovations, window replacements, ADA upgrades, and other deferred maintenance needs.

**Categorically-Aided  
Non-Federal Programs - Fund 8**

***Teacher & Leader Effectiveness:*** Originally established as the Teacher Effectiveness Initiative in the 2008-09 academic year at the center of Memphis' reform efforts, Teacher & Leader Effectiveness (TLE) is the expansion of this work in Shelby County Schools. SCS is one of four districts in the U.S. to receive an Intensive Partner Site grant with the Bill & Melinda Gates Foundation worth \$90 million over a seven-year period. The 2014-15 school year marks the sixth year of the District's TLE partnership, a critical time for integrating and sustaining the work across the District in order to have the greatest long-term impact on student achievement. TLE is focused on what matters most for our students: their teachers. Effective teachers have always been essential to students' success and never more so than today with higher State standards and an increasingly competitive global economy. SCS and our community are in the national spotlight of this educational reform effort. Although there have been innumerable changes to the structure and size of the District since this work first began, improving teacher and leader effectiveness remains an enduring, central goal for SCS today. Shelby County is committed to doing everything possible to ensure that all of our students benefit from effective teaching.



**VI. EXECUTIVE SUMMARY (cont'd)**

**C. BUDGETARY HIGHLIGHTS (cont'd)**

**Categorically-Aided (concl'd)  
Non-Federal Programs - Fund 08**

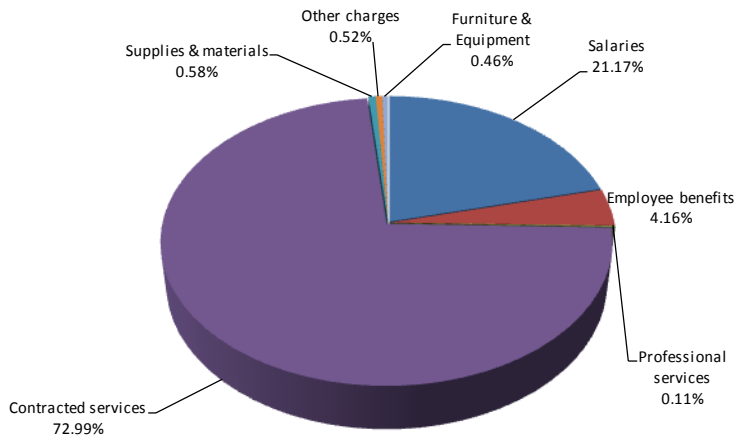
Teacher & Leader Effectiveness focuses on four main strategies:

1. We will use a common, agreed-upon process to define and measure what we deem to be effective teaching and school leadership.
2. We will make smarter decisions about who teaches our students and who leads our schools.
3. We will better support, utilize and compensate our teachers and leaders.
4. We will improve the culture and climate for teachers, leaders and students to foster effective teaching.

The Fiscal Year 2014-15 budget for the Teacher & Leader Effectiveness is \$29,060,234. Additional information concerning the Teacher & Leader Effectiveness can be found on the District's website: <http://www.scsk12.org/uf/te/>

**Shelby County Schools  
Teacher & Leader Effectiveness Initiative  
Fiscal Year 2014-15**

	<b>2014-15 Adopted Budget</b>
Salaries	\$ 6,153,113
Employee benefits	1,208,059
Professional services	31,473
Contracted services	21,212,402
Supplies & materials	167,687
Other charges	152,500
Furniture & Equipment	135,000
<b>Total expenditures</b>	<b>\$ 29,060,234</b>



**VI. EXECUTIVE SUMMARY (cont'd)****C. BUDGETARY HIGHLIGHTS (cont'd)****Categorically –Aided  
Nutrition Services – Fund 10**

Nutrition Services is responsible for all District cafeterias, from the acquisition of food, supplies and equipment to the preparation and serving of nutritious breakfast and lunch meals to 110,000+ students. The 2014-2015 budget reflects implementation of USDA's Community Eligibility Provision. Under this provision, all students will receive USDA-reimbursable breakfasts and lunches at no cost to them with a simplified checkout, while the division will be reimbursed at the USDA's higher free meal rates.

**Categorically-Aided  
Federal Programs - Fund 12**

The State of Tennessee was one of two states awarded funding under the Obama administration's \$4.35 billion Race to the Top competition in the first round. Race to the Top has sparked a nationwide scramble among states to prove which is championing the most robust changes. Forty states and the District of Columbia applied for the grants. Tennessee was awarded \$500,000,000.

Under the leadership of the Board and Superintendent, SCS has initiated a number of major strategic projects to elevate students' educational achievement. The hallmarks of the administration include a bold new human capital strategy, a pre-k through grade 12 curriculum overhaul, a robust online professional development system and development of a comprehensive school turnaround strategy. The District's Teacher & Leader Effectiveness Initiative, notably, provided a foundation to Tennessee's winning First to the Top plan. Collaboration with the Memphis-Shelby County Education Association (M-SCEA) has been vital to the District's capacity to develop a comprehensive and multi-dimensional plan. Now, with funds from First to the Top ready to flow to districts, SCS has developed a plan to accelerate the human capital strategy and to drive achievement toward world-class standards by transforming all schools, while focusing resources and intensive attention on targeted schools needing the greatest support. The situation is primed for success – with aligned policy leadership from the Board and the State Legislature, an ongoing collaborative relationship with the M-SCEA, strong data systems for instruction, curricular options and formative assessments tied to world-class standards. It is a strategy to turn around struggling schools with the expertise of local and national partners. SCS has an unprecedented opportunity to provide the children of Shelby County a world-class public education and to provide the citizens of Shelby County the basis upon which to transform the metropolitan area into a county of choice. The former Memphis City Schools was awarded \$68,000,000 in Fiscal Year 2010-11 (over four years) from the State of Tennessee for First to the Top.

The Fiscal Year 2014-15 budget for Race to the Top is \$7,876,871. Additional information concerning First to the Top can be found on the District's website:

[http://www.scsk12.org/Departments/Curriculum\\_Instruction/Professional-development/FirstToTheTop.html](http://www.scsk12.org/Departments/Curriculum_Instruction/Professional-development/FirstToTheTop.html).



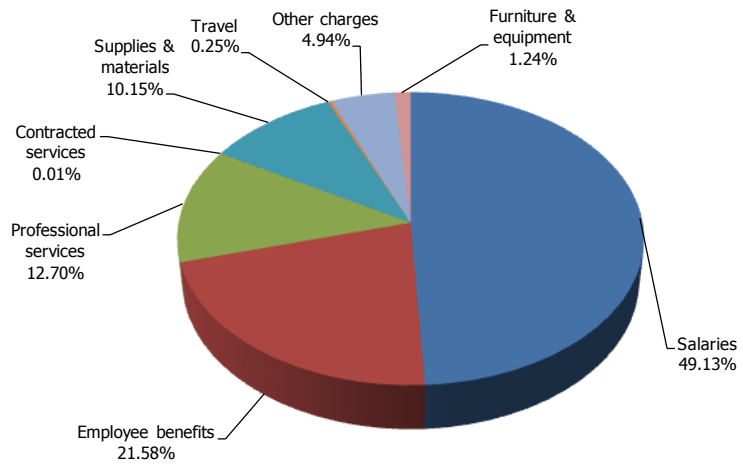
**VI. EXECUTIVE SUMMARY (cont'd)**

**C. BUDGETARY HIGHLIGHTS (concl'd)**

**Categorically-Aided  
Federal Programs - Fund 12 (concl'd)**

**Shelby County Schools  
Race to the Top  
Fiscal Year 2014-15**

	<b>2014-15 Adopted Budget</b>
Salaries	\$ 3,869,419
Employee benefits	1,700,015
Professional services	1,000,000
Contracted services	1,000
Supplies & materials	799,636
Travel	20,000
Other charges	389,301
Furniture & equipment	97,500
<b>Total expenditures</b>	<b>\$ 7,876,871</b>





**VI. EXECUTIVE SUMMARY (cont'd)**

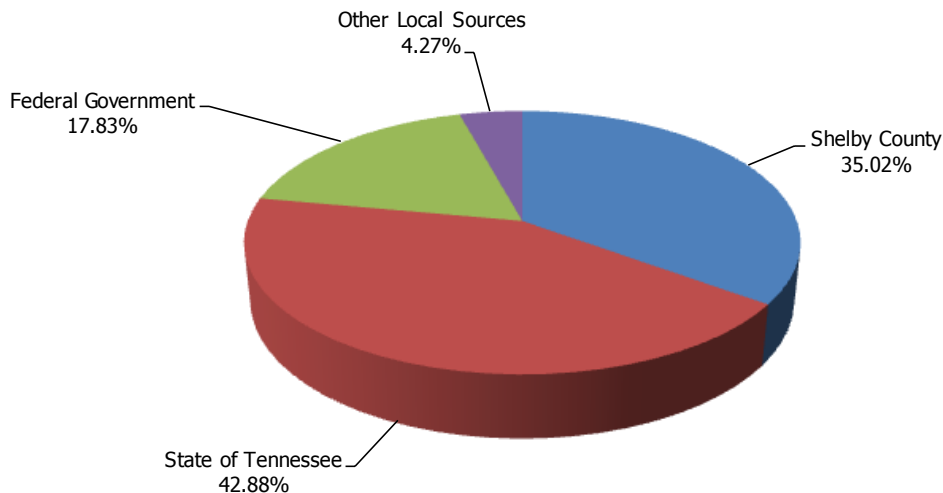
**D. REVENUES**

SCS has four major revenue sources: local taxes, County bonds, State equalization assistance and Federal, State and local grants and reimbursements. SCS receives funding from the County of Shelby per the District's equalization share.

The main sources of revenue for the District, which represent 42.88 percent of total revenue, are derived from State sources such as the Basic Education Program, Career Teacher Program, etc. The Basic Education Program monies are the District's share of all State funds excluding Medicare Reimbursement, Career Ladder, Driver Education, 21<sup>st</sup> Century Classrooms and some mental health funds. The second largest revenue source is derived from Shelby County, comprising approximately 35.02 percent of the District's revenue. The remaining revenue is derived from the Federal government and other local sources.

**Shelby County Schools  
Highlights of the 2014-15 Budget Revenues  
(Governmental Funds)**

	<b>2013-14 Amended Budget</b>	<b>2014-15 Adopted Budget</b>	<b>Percentage of 2014-15 Budget</b>	<b>Percentage Increase (Decrease)</b>
Shelby County	529,686,890	422,934,244	35.02%	-20.15%
State of Tennessee	641,983,734	517,767,993	42.88%	-19.35%
Federal Government	305,204,224	215,269,610	17.83%	-29.47%
Other Local Sources	60,157,442	51,578,103	4.27%	-14.26%
<b>Totals</b>	<b>\$ 1,537,032,290</b>	<b>\$ 1,207,549,950</b>	<b>100.00%</b>	<b>-21.44%</b>







**VI. EXECUTIVE SUMMARY (cont'd)**

**E. BUDGET DEVELOPMENT AND ADMINISTRATION**

Budgets are developed in order to support District goals, priorities, and strategic objectives. Budgets are prepared annually on a basis consistent with generally accepted accounting principles for the General Fund, Capital Projects Fund, Categorically-Aided Funds and Food Service Fund. The adopted annual budget serves as the foundation for the District's financial planning and control. Enrollment projections drive staffing and expenditure allocations for schools and are developed in October in order to begin the budgeting process.

The budget process consists of the following factors:

**Planning and Compilation:** The Superintendent and Internal Budget Committee involve appropriate staff members in the budget planning process. Budget planning is related to the District's goals, objectives and programs. It includes an assessment of existing programs and an examination of alternative program possibilities.

**Requests:** Based upon the educational plan, as approved by the Board, estimates of the appropriations needed to finance the educational program are made. These budgetary estimates are then summarized, supported and recommended to the Board.

**Priorities:** An integral part of the budget preparation procedure is projecting revenues. If the program needs or requests are in excess of the funds available, priorities must be determined by the Board and Superintendent.

**Presentation to the Board and Publication:** The proposed budget must be submitted to the Board along with a statement describing the major objectives of the educational programs to be undertaken by the District during the fiscal year.

**Hearings:** A review or hearing of the budget takes place at a Board meeting. At the meeting, the Board reviews the proposed budget and elicits from the citizenry constructive suggestions for improving the budget or hears any objections to the proposed budget prior to its final adoption.

**Responsibility for Administering:** The budget is managed by the Superintendent.

**Methods and Procedures:** The Superintendent is guided in the responsibility of budget management by the limitations as established by State law, budgetary restrictions and the policies as established by the Board. Management is responsible for maintaining budgetary controls to ensure that budgets are in compliance with the legal provisions of the State of Tennessee and within the annual appropriations adopted by the Board. Detailed line item budgetary reports are provided to the appropriate managers who have been delegated the responsibility for monitoring and controlling their respective budget allocations. The District's financial accounting system allows budget managers online access to their budget, expenditure and encumbrance information. An encumbrance system is utilized to measure the uncommitted funds available. Budgets are revised throughout the year to appropriately address variances that occur in enrollment, revenues, expenditures and unforeseen events. Budget revisions that increase the balance of a fund are taken by resolution before the Board and the Shelby County Board of Commissioners.

**VI. EXECUTIVE SUMMARY (cont'd)****E. BUDGET DEVELOPMENT AND ADMINISTRATION (concl'd)**

In order to be fiscally accountable, the budget development process focuses on the re-engineering of processes and realignment of functional assignments for greater efficiency and improved performance. Functional cost centers are charged with implementing measures for continuous improvement and seeking new revenue generators. A prudent review of alternative funding sources is emphasized to maximize and consolidate all resources.

Funding levels are reviewed to ensure compliance with Federal and State maintenance of effort requirements. An activist approach is taken in the budget development process. Typically, a thorough mid-year review is performed on each function's current year expenditures and operations to guide the development of the budget. Management then determines if funds should be realigned or redirected to another area. All line item costs are substantiated as adding value to the District or meeting State and Federal mandates. Each budget is scrutinized for potential cost savings. Additional dollars to support the academic agenda are approved in certain cost centers whenever offset by efficiency savings in another cost center.



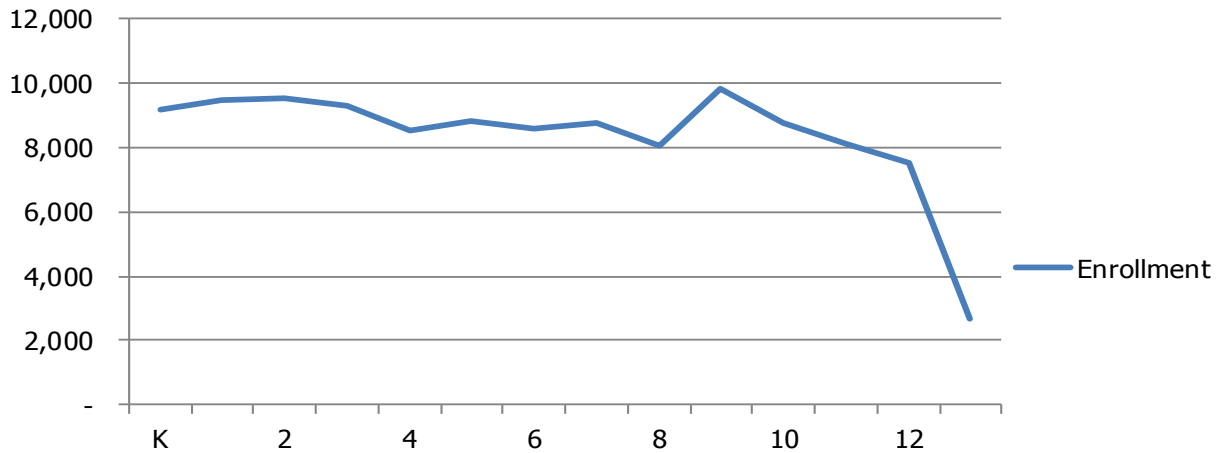
**VI. EXECUTIVE SUMMARY (cont'd)**

**F. ENROLLMENT**

The District's enrollment projections for Fiscal Year 2014-15 estimate that the District will serve 117,269 students in grades kindergarten through grade 12.

**2014-15 Projected Enrollment by Grade Level**

<u>Grade</u>	<u>Enrollment</u>
K	9,173
1	9,499
2	9,550
3	9,302
4	8,548
5	8,816
6	8,600
7	8,761
8	8,045
9	9,852
10	8,753
11	8,137
12	7,545
SPED	2,688
<b>Totals</b>	<b>117,269</b>





**VI. EXECUTIVE SUMMARY (cont'd)**

**G. STAFFING LEVELS**

The District's Fiscal Year 2014-15 budget includes 12,992.30 full-time employees and 54.00 part-time positions. Staffing requirements for schools are determined by the use of a staffing model based on projected enrollment, the opening/closing of schools and other relevant factors.

	<b>Budgeted 2014-15</b>
<b>Full-Time Employees</b>	
Officials/Administrators	183.00
Principals	175.00
Assit Principals, Non-Teaching	200.00
Elementary Teachers	2,693.00
Secondary Teachers	2,157.00
Other Teachers	2,340.90
Guidance	258.00
Psychological	84.00
Librarians/Av Staff	192.00
Consultants & Supervisors Of Instruction	86.00
Other Professional Staff	458.00
Teacher Aides	1,477.00
Technicians	170.00
Clerical/Secretarial Staff	778.40
Service Workers	1,321.00
Skilled Crafts	146.00
Laborers And Helpers	273.00
<b>Total</b>	<b>12,992.30</b>
<b>Part-Time Staff Employees</b>	
All Other	9.00
Part-Time	45.00
<b>Total</b>	<b>54.00</b>
<b>Total Employees</b>	<b>13,046.30</b>



**VI. EXECUTIVE SUMMARY (cont'd)**

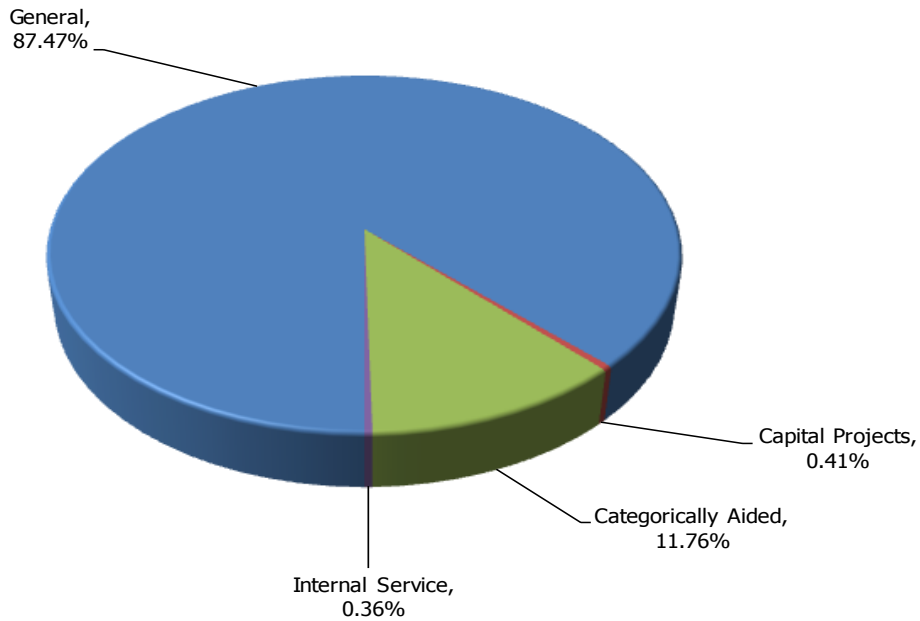
**H. FINANCIAL OVERVIEW**

The District projects to start Fiscal Year 2014-15 with \$172,332,445 of total fund balance (unaudited). With \$1,213,254,209 in budgeted revenues and \$1,230,224,762 for budgeted expenditures, the District projects to end Fiscal Year 2014-15 with approximately \$155,361,892 in total fund balances (before reserves).

**Shelby County Schools  
Highlights of the 2014-15 Budget  
Summary of Fund Balance (All Funds)**

<b>Funds</b>	<b>Projected Fund Balances July 1, 2014</b>	<b>Revenues</b>	<b>Expenses or Expenditures</b>	<b>Projected Fund Balances June 30, 2015</b>
General	\$ 145,426,467	\$ 944,410,056	\$ 953,926,872	\$ 135,909,651
Capital Projects	6,776,428	346,224	6,492,290	630,362
Categorically Aided	19,574,949	262,793,670	264,101,341	18,267,278
Internal Service	554,601	5,704,259	5,704,259	554,601
<b>Total</b>	<b>\$ 172,332,445</b>	<b>\$ 1,213,254,209</b>	<b>\$ 1,230,224,762</b>	<b>\$ 155,361,892</b>

**2014-15 Projected Ending Fund Balances**





**VI. EXECUTIVE SUMMARY (cont'd)**

**H. FINANCIAL OVERVIEW (cont'd)**

**Shelby County Schools  
Highlights of the 2014-15 Budget  
Fund Balances / Net Assets**

FUND NAME	Actual Balance 6/30/2013	Projected Balance 6/30/2014	FY13-14 % Change	FY15 Proposed Planned Use	Projected Balance 6/30/2015	FY14-15 % Change
<b>General Fund (1)</b>	\$ 158,035,881	\$ 145,426,467	-7.98%	\$ (9,516,816)	\$ 135,909,651	-6.54%
<b>Capital Projects Fund (2)</b>	17,936,506	6,776,428	-62.22%	(6,146,066)	630,362	-90.70%
<b>Special Revenue Funds</b>						
Categorically-Aided Non-Federal (3)	7,721,696	1,368,645	-82.28%	(1,307,671)	60,974	-95.54%
Categorically-Aided Federal	-	-	-	-	-	-
Food Service Fund	22,253,722	18,206,304	-18.19%	-	18,206,304	-
<b>Internal Service Funds</b>						
Printing Services	393,561	393,561	-	-	393,561	-
Supply Chain Management	161,040	161,040	-	-	161,040	-
<b>Total All Funds</b>	<u>\$ 206,502,406</u>	<u>\$ 172,332,445</u>	<u>-16.55%</u>	<u>\$ (16,970,553)</u>	<u>\$ 155,361,892</u>	<u>-9.85%</u>

**FY2015 Significant changes:**

- (1) The General Fund decrease in fund balance is primarily due to rising salary and benefit cost, the addition of five new charter schools and the impact of the formation of Municipal School Districts.
- (2) The Capital Projects budget will require the use of approximately 90.70% of fund balance. The reduction in fund balance in the Capital Projects fund is directly related to projects that span over a period of years for which revenue was received in previous years.
- (3) The use of fund balance is carryover from the prior year as some of the grants are multi-year grants that cross fiscal years.



**VI. EXECUTIVE SUMMARY (cont'd)**

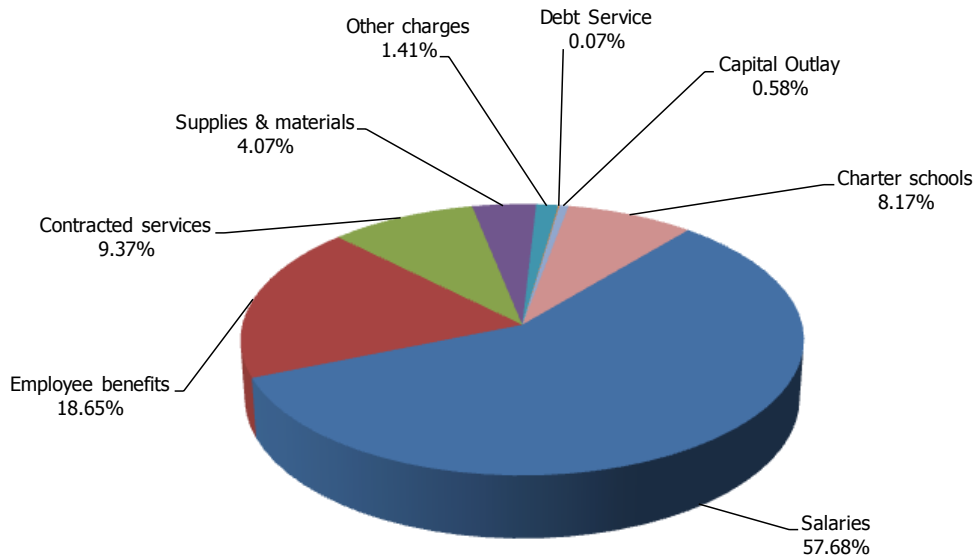
**H. FINANCIAL OVERVIEW (cont'd)**

The following charts and tables represent summaries of Fiscal Year 2014-15 budgeted expenditures for the General Fund, Capital Projects Fund, Special Revenue Funds and Internal Service Funds.

**Shelby County Schools  
Highlights of the 2014-15 Budget Expenditures  
General Fund – Fund 01**

	<b>2013-14 Amended Budget</b>	<b>2014-15 Adopted Budget</b>	<b>Percentage of 2014-15 Budget</b>	<b>Percentage Increase (Decrease)</b>
Salaries	\$ 720,711,003	\$550,219,632	57.68%	-23.66%
Employee benefits	232,114,792	177,948,238	18.65%	-23.34%
Contracted services	77,891,674	89,268,427	9.37%	14.61%
Supplies & materials	58,999,173	38,828,164	4.07%	-34.19%
Other charges	23,242,920	13,479,596	1.41%	-42.01%
Debt Service	592,879	658,940	0.07%	11.14%
Capital Outlay	7,689,088	5,549,444	0.58%	-27.83%
Charter schools	67,406,809	77,974,431	8.17%	15.68%
<b>Totals</b>	<b>\$ 1,188,648,338</b>	<b>\$953,926,872</b>	<b>100.00%</b>	<b>-19.75%</b>

**2014-15  
Adopted Budget  
General Fund Expenditures**





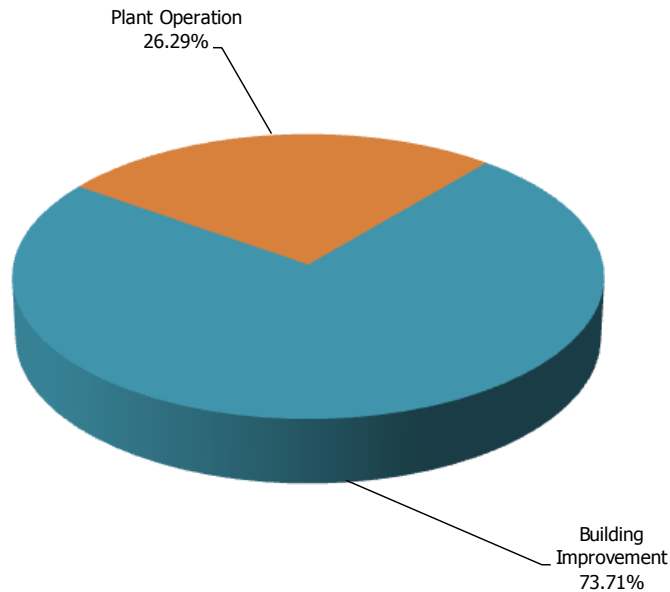
**VI. EXECUTIVE SUMMARY (cont'd)**

**H. FINANCIAL OVERVIEW (cont'd)**

**Shelby County Schools  
Highlights of the 2014-15 Budget Expenditures  
Capital Projects Fund – Fund 07**

	<b>2013-14 Amended Budget</b>	<b>2014-15 Adopted Budget</b>	<b>Percentage of 2014-15 Budget</b>	<b>Percentage Increase (Decrease)</b>
Salaries	\$ 1,631,034	\$ -	-	-100.00%
Employee benefits	403,402	-	-	-100.00%
Professional Services	297,985	-	-	-100.00%
Contracted services	210,757	-	-	-100.00%
Building Improvement	14,992,687	4,785,197	73.71%	-68.08%
Plant Operation	450,000	1,707,093	26.29%	279.35%
<b>Totals</b>	<b>\$ 17,985,865</b>	<b>\$ 6,492,290</b>	<b>100.00%</b>	<b>-63.90%</b>

**2014-15  
Adopted Budget  
Capital Projects Fund Expenditures**







**VI. EXECUTIVE SUMMARY (cont'd)**

**H. FINANCIAL OVERVIEW (cont'd)**

Below is a listing of the District's capital projects budgeted for Fiscal Year 2014-15. The following consists of renovations, maintenance and other projects.

**Shelby County Schools  
Capital Plan Summary**

<b>Project #</b>	<b>Description</b>	<b>2014 - 15</b>
C135	School Demolitions	\$ 206,850
C185	Mechanical Boilers & Air Conditioning (Multiple Sites)	300,000
C205	Roofing	2,996,025
C215	ADA Improvements	1,178,393
C275	Unforeseen Emergencies	1,811,022
	<b>Total Projects</b>	<b>\$ 6,492,290</b>



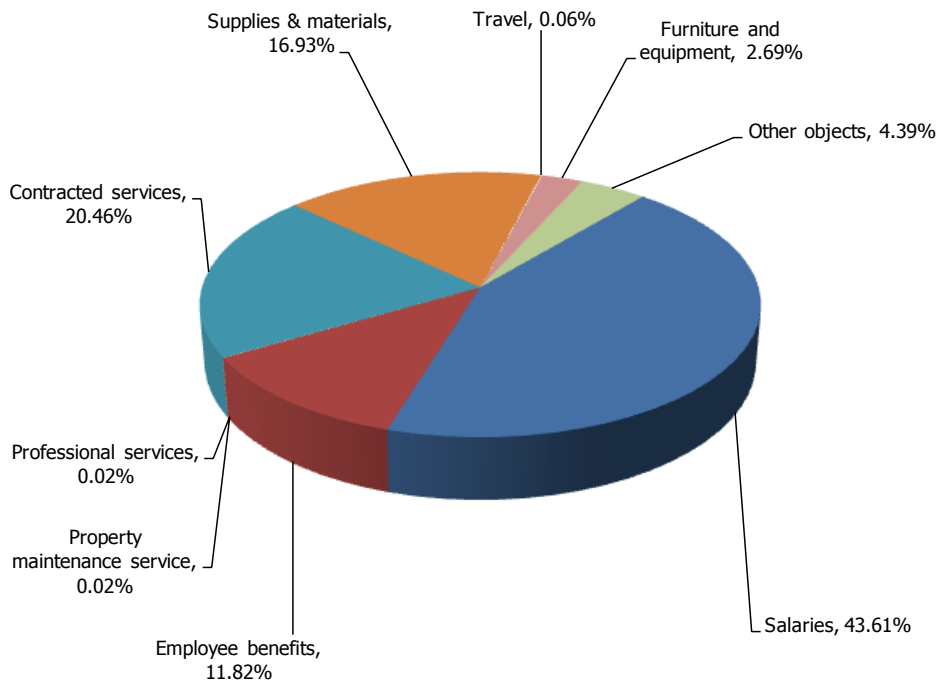
**VI. EXECUTIVE SUMMARY (cont'd)**

**H. FINANCIAL OVERVIEW (cont'd)**

**Shelby County Schools  
Highlights of the 2014-15 Budget Expenditures  
Special Revenue Funds – Funds 08, 10 and 12**

	<b>2013-14 Amended Budget</b>	<b>2014-15 Adopted Budget</b>	<b>Percentage of 2014-15 Budget</b>	<b>Percentage Increase (Decrease)</b>
Salaries	\$ 140,714,356	\$ 115,185,550	43.61%	-18.14%
Employee benefits	41,664,547	31,229,748	11.82%	-25.04%
Professional services	809,954	47,753	0.02%	-94.10%
Property maintenance service	2,401,897	45,614	0.02%	-98.10%
Contracted services	59,695,607	54,022,400	20.46%	-9.50%
Supplies & materials	63,298,691	44,709,830	16.93%	-29.37%
Travel	2,521,949	155,600	0.06%	-93.83%
Furniture and equipment	29,540,707	7,103,378	2.69%	-75.95%
Other objects	23,920,340	11,601,468	4.39%	-51.50%
<b>Totals</b>	<b>\$ 364,568,049</b>	<b>\$ 264,101,341</b>	<b>100.00%</b>	<b>-27.56%</b>

**2014-15  
Adopted Budget  
Special Revenue Funds Expenditures**





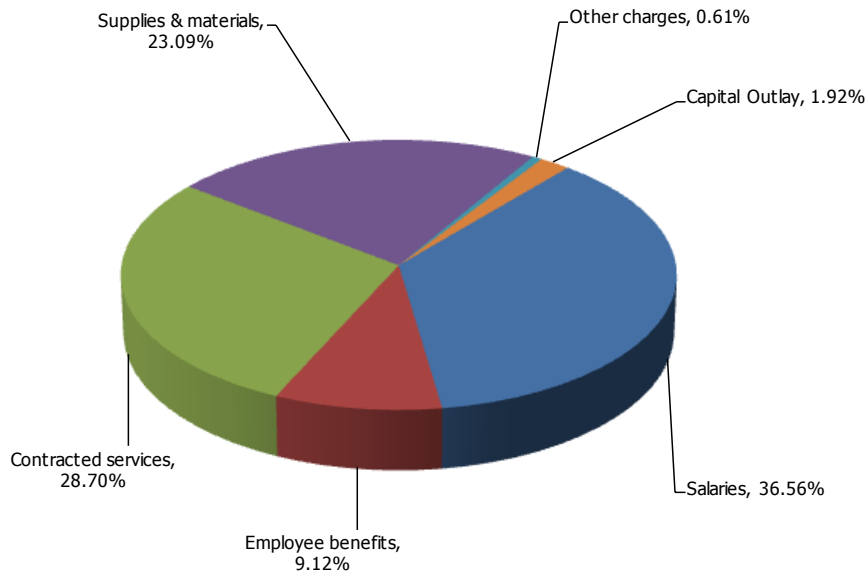
**VI. EXECUTIVE SUMMARY (cont'd)**

**H. FINANCIAL OVERVIEW (cont'd)**

**Shelby County Schools  
Highlights of the 2014-15 Budget Expenditures  
Internal Service Funds**

	<b>2013-14 Amended Budget</b>	<b>2014-15 Adopted Budget</b>	<b>Percentage of 2014-15 Budget</b>	<b>Percentage Increase (Decrease)</b>
Salaries	\$ 1,770,023	\$ 2,084,692	36.56%	17.78%
Employee benefits	564,834	520,364	9.12%	-7.87%
Contracted services	1,292,367	1,637,057	28.70%	26.67%
Supplies & materials	972,572	1,317,264	23.09%	35.44%
Other charges	81,962	34,882	0.61%	-57.44%
Capital Outlay	90,434	110,000	1.92%	21.64%
<b>Totals</b>	<b>\$ 4,772,192</b>	<b>\$ 5,704,259</b>	<b>100.00%</b>	<b>19.53%</b>

**2014-15  
Adopted Budget  
Internal Service Funds Expenditures**





**VI. EXECUTIVE SUMMARY (cont'd)**

H. FINANCIAL OVERVIEW (concl'd)

**Shelby County Schools  
Local Revenue Capacity  
Tax Rates and Trends**

Taxes are assessed as of January 1 and are due on June 1 for the City and October 1 for Shelby County. The chart below includes data on tax rates for informational purposes. SCS does not have taxing authority and is not responsible for the collection or the monitoring of the collection of taxes.

**Tax Rates per \$100 Assessed Value**

<b>Fiscal Year</b>	<b>City</b>	<b>County</b>	<b>Total</b>	<b>City Allocation to School District</b>	<b>County Allocation to Schools</b>
2001	\$ 3.37	\$ 3.54	\$ 6.91	\$ 0.895	\$ 1.68
2002	3.23	3.79	7.02	0.858	2.03
2003	3.23	3.79	7.02	0.858	2.03
2004	3.23	4.04	7.27	0.858	2.03
2005	3.23	4.04	7.27	0.858	2.03
2006	3.43	4.04	7.47	0.827	2.02
2007	3.43	4.04	7.47	0.827	2.02
2008	3.43	4.04	7.47	0.827	2.02
2009	3.25	4.04	7.29	0.190	2.02
2010	3.20	4.02	7.29	0.190	1.98
2011	3.20	4.02	7.22	0.190	1.90
2012	3.20	4.02	7.22	0.190	1.91
2013	3.11	4.02	7.13	0.190	1.94
2014	-	4.38	4.38	-	2.14
2015	-	4.37	4.37	-	2.14

Source: County of Shelby and City of Memphis Finance Departments

**VI. EXECUTIVE SUMMARY (cont'd)****I. BENCHMARKS AND PERFORMANCE RESULTS**

The Tennessee Education Improvement Act of 1992 established accountability standards for all public schools in the State and required the Department of Education to produce a Report Card for the public to assess each year. Tennessee State law (Tennessee Code Annotated §49-1-601) was then amended to match regulations in No Child Left Behind (NCLB) for meeting required Federal benchmarks for all schools, school systems, and the State. Additionally, the State Board of Education revised its performance standards and requirements to meet performance criteria in the Federal law.

The NCLB goal ensures that all students in all schools are academically proficient in math, and reading/language arts by 2014. Until that time, schools, school systems and the State are measured on their ability to move toward that goal.

During SY (School Year) 2011-12, the Tennessee DOE applied for and received a waiver from NCLB which afforded schools the flexibility to make improvements based on state-guided reform policies. According to the U.S. Department of Education, the waiver was approved for Tennessee and about 20 other states from key provisions of NCLB in exchange for state-developed plans to prepare all students for college or career and to extend aid and support to students with the most academic deficiencies.

The State Department of Education stated the waiver was necessary because the Adequate Yearly Progress (AYP) accountability model under NCLB did not fully account for schools' growth.

As noted under the State Department of Education waiver, Tennessee proposes to raise overall achievement by 3 to 5 percent each year and to cut achievement gaps by half during an 8-year period.

To track progress, the U.S. Department of Education required Tennessee to identify groups of schools with targeted interventions/rewards for each group including: reward schools - 10 percent of schools throughout the state with the highest achievement or overall growth; focus schools - 10 percent of the state's schools with the largest achievement gaps; and priority schools - the bottom 5 percent of the state's schools in terms of academic performance. The bottom 5 percent also qualified for the Achievement School District.

With NCLB, schools, school systems, and the State were required to meet proficiency benchmarks in nine subgroups. The subgroups include: race/ethnicity groups; students with disabilities; limited English proficient students; economically disadvantaged students; and the school as a whole. Under NCLB, if one group failed to make satisfactory progress, the entire school missed the mark and, therefore, would not meet AYP. With the waiver, Tennessee is now shielded from the requirement that all students score proficient in math and reading/language arts by 2014.

The link between the budget process and student achievement allows the District the opportunity to provide additional resources, support, and staff to enhance student achievement at schools that are considered low performing or classified as iZone Schools. Additional monies are allocated through various funding sources and grants.

The State provided the former MCS additional funding through grants such as First to the Top, iZone and the School Improvement Grant (SIG) to support the schools that were in High Priority and specifically those schools that were identified as being persistently low performing.



**VI. EXECUTIVE SUMMARY (cont'd)**

**I. BENCHMARKS AND PERFORMANCE RESULTS (cont'd)**

**iZone Schools  
2014 Report Card**

School	Subject	2012 % P/A	2013 % P/A	2014 AMO Targets	2014 % P/A	Met 2014 AMO?
Cherokee Elementary	Math	14.7%	14.5%	19.8	43.8%	Y
	Reading	14.7%	16.4%	21.6	26.7%	Y
	Science	9.6%	25.1%		41.9%	
Chickasaw Middle	Math	14.7%	39.9%	39.1	38.7%	N
	Reading	14.7%	11.6%	17.1	23.5%	Y
	Science	9.6%	33.3%		42.5%	
Douglass EL/MS	Math	17.9%	24.7%	29.4	44.1%	Y
	Reading	15.2%	22.1%	27	31.2%	Y
	Science	12.9%	24.7%		30.6%	
Fairley Elementary	Math	21.1%	19.9%	24.9	20.6%	N
	Reading	12.5%	15.2%	20.5	13.9%	N
	Science	8.6%	18.2%		29.7%	
Ford Rd Elementary	Math	14.7%	35.0%	39.1	50.6%	Y
	Reading	16.9%	23.5%	28.3	29.7%	Y
	Science	10.1%	36.3%		65.1%	
Geeter Middle	Math	7.3%	12.5%	18	19.8%	Y
	Reading	11.9%	13.2%	18.6	16.0%	N
	Science	12.3%	25.3%		33.7%	
Hamilton Middle	Math	14.7%	24.6%	29.3	29.4%	Y
	Reading	13.9%	15.3%	20.6	22.5%	Y
	Science	23.2%	26.1%		49.2%	
Lucie E Campbell Elementary	Math	12.8%	30.7%	35	27.9%	N
	Reading	14.5%	18.3%	23.4	18.5%	N
	Science	6.9%	21.4%		31.6%	
Magnolia Elementary	Math	16.1%	22.3%	27.2	28.8%	Y
	Reading	17.1%	16.4%	21.6	14.1%	N
	Science	17.2%	26.2%		28.2%	
Riverview Middle	Math	12.7%	18.5%	23.7	31.5%	Y
	Reading	9.8%	12.8%	18.2	19.5%	Y
	Science	15.7%	19.1%		30.0%	
Sherwood Middle	Math	5.1%	11.9%	17.4	25.3%	Y
	Reading	11.6%	10.3%	15.9	17.7%	Y
	Science	11.3%	14.9%		49.3%	
Treadwell Elementary	Math	10.9%	19.8%	24.8	30.4%	Y
	Reading	9.2%	12.0%	17.5	18.9%	Y
	Science	11.3%	20.2%		34.2%	
Treadwell Middle	Math	14.2%	15.6%	20.9	32.2%	Y
	Reading	22.1%	13.0%	18.4	27.3%	Y
	Science	20.0%	22.3%		47.7%	

**AMO** = Annual Measureable Objective (the percent of the number of students advanced or proficient for that calendar year)

**PA** = Proficient or Advanced

**Data Sources:** 2012 and 2013 Percent PA – Tennessee’s Department of Education annual Report Cards. AMO Targets were developed by our Accountability Department, but approved by the State DOE.

**VI. EXECUTIVE SUMMARY (cont'd)****I. BENCHMARKS AND PERFORMANCE RESULTS (cont'd)**

The relationship between NCLB and Striving Schools was that the schools that made up the Striving School Zone did not meet all NCLB academic/non-academic requirements. The requirements were academic proficiency in reading/language arts and mathematics, attendance and graduation. Initially, not all NCLB Schools were considered Striving Schools. In order to move forward, the District needed to triage schools that could move into an Achievement School District (ASD) status and beyond, thus the Striving School Zone was created. The Striving School Zone was made up of all the schools on the NCLB High Priority list during the 2010 – 2011 school year. Once a school was designated high priority, it had to meet that AYP benchmark for two years in a row to move into Good Standing. Essentially, it took two years to get on the list and two years to get off.

With Race to the Top, there were funds earmarked to address turning around the most struggling schools. The funds allowed for increased staffing, additional academic support for students, teachers and school leaders, extended learning time, stipends, performance incentives and professional development for teachers is expected to help move these schools into improvement. Based on the previous directives from the State to give additional support to the schools that were High Priority, the former MCS, immediately focused on the directives, assembled a District-level inter-departmental team to address the State mandates and established a communication plan that ensured schools were fully aware of the requirements. The identified schools were recognized as Striving Schools. These schools received additional support as outlined in each school's State report. Special emphasis was placed on staffing these schools with highly qualified teachers and effective principal leadership.

The central focus was around sound, research-based instructional practices. To ensure that these mandates were implemented without fragmentation, a District-level academic team was assembled, which consisted of an Achievement School District (ASD) Management Team and a Striving School Zone Management Team. Their responsibilities were to create systemic approaches to supporting these schools, carrying out State mandates and moving these schools into Good Standing. In order to accomplish this, there was emphasis placed on providing real-time data, timely feedback through walk-throughs by cross-functional teams and regularly scheduled meetings with principals, assistant principals, exemplary educators, literacy coaches, mathematics coaches and instructional facilitators. These meetings included and continue to include Compstat Report-Outs, monthly cluster meetings with academic coaches and monthly principal meetings. In addition to the teams mentioned above, many of these mandates were carried out and continue to grow in strength by building relationships with school stakeholders, The New Teacher Project, Model Staffing Initiative, Efficacy Institute, and Memphis-Shelby County Education Association (M-SCEA).

The ASD schools are established by the State. The State has outlined that these schools would be removed from their designated district and placed under the direction of the Commissioner of Education. SCS continues to work with the State and to request a co-management relationship.

With the acceptance of the ESEA Waiver, these schools are now part of the Statewide Achievement School District. The mission of the ASD is that it will empower a new set of leaders to carry out dramatic strategies to enact powerful changes in these schools. ASD schools are identified as "persistently" lowest achieving, or Tier 1 schools.

The Innovation Zone or iZone began in 2012 to improve schools ranked in the bottom 5 percent but were not being managed by the Achievement School District. Currently, the iZone is a special subset of SCS schools that have applied to receive additional funding through a School Improvement Grant (SIG) to implement one of four state – approved turnaround models in order to improve student achievement.

The 17 iZone schools are Priority schools, but they remain under SCS management and receive additional funding to implement new operational and academic changes. As noted above, all iZone schools have



**VI. EXECUTIVE SUMMARY (cont'd)**

**I. BENCHMARKS AND PERFORMANCE RESULTS (cont'd)**

adopted one of four turnaround models outlined by the state. However, decisions on which model each school has adopted was determined by the school leadership. Each model involves the review of current staff performance (administrative and faculty) to ensure the schools are staffed with teachers able to significantly raise student achievement.

Schools identified for the ASD, receiving iZone or SIG funding are required to implement Extended Day Learning Programs for their students, which is an additional one hour added to the school day.

The iZone students also receive afterschool tutoring/enrichment. Additional support and incentives for these schools include: Hard-to-Staff Stipends for Principals, Performance-Based Incentives, Extended Year for Teachers (five additional professional development days for teachers and specific content teachers), a Unique Secondary Literacy Program and New Interventions for Math and Science. These schools have complete autonomy in relation to the academic programs available for their school. The Tennessee State Department of Education has identified the bottom 5% of schools for the fiscal 2014-15 year.

**iZone School District Schools - (2014-15)**

Lucie E. Campbell Elementary  
 Cherokee Elementary  
 Douglas K-8  
 Fairley Elementary  
 Magnolia Elementary  
 Ford Road Elementary  
 Treadwell Elementary  
 Riverview Middle  
 Hamilton Middle

Geeter Middle  
 Chickasaw Middle  
 Treadwell Middle  
 Sherwood Middle  
 Grandview Heights Middle  
 Hamilton High School  
 Melrose High School  
 Trezevant High School

**State ASD Direct-run or Charter-operated Schools - (2014-2015)**

Basic School Information				Grades Served	
Operator	Year of ASD Entry	ASD School Name	Former School Name	At Full Capacity	2014-15
Achievement Schools	2012	Corning Achievement Elementary School	Corning Elementary School	PreK-5	PreK-5
Achievement Schools	2012	Westside Achievement Middle School	Westside Middle School	6-8	6-8
Achievement Schools	2012	Frayser Achievement Elementary School	Frayser Elementary School	PreK-5	PreK-5
Capstone Education Group	2012	Cornerstone Prep - Lester Campus	Lester Elementary School	PreK-5	PreK-5
Gestalt Community Schools	2012	Humes Preparatory Academy - Upper School (Formerly Gordon S&AA, 2012-13)	Humes Middle School	6-8	6-8





**VI. EXECUTIVE SUMMARY (cont'd)**

**I. BENCHMARKS AND PERFORMANCE RESULTS (concl'd)**

**State ASD Direct-run or Charter-operated Schools - (2014-2015) (concl'd)**

<b>Basic School Information</b>				<b>Grades Served</b>	
Operator	Year of ASD Entry	ASD School Name	Former School Name	At Full Capacity	2014-15
Achievement Schools	2013	Whitney Achievement Elementary School	Whitney Elementary School	PreK-5	PreK-5
Achievement Schools	2013	Georgian Hills Achievement Elementary School	Georgian Hills Elementary School	PreK-5	PreK-5
Aspire Public Schools	2013	Aspire Hanley Elementary School #1	Hanley Elementary School	PreK-8	PreK-6
Aspire Public Schools	2013	Aspire Hanley Elementary School #2	Hanley Elementary School	PreK-8	PreK-6
Gestalt Community Schools	2013	Klondike Preparatory Academy	Klondike Elementary School	K-5	K-5
KIPP Memphis	2013	KIPP Memphis Academy Elementary School	Shannon Elementary School	K-5	K-1
KIPP Memphis	2013	KIPP Memphis Preparatory Middle School	Corry Middle School	5-8	5-6
Aspire Public Schools	2014	Aspire Coleman Elementary School	Coleman Elementary School	K-8	K-5
Capstone Education Group	2014	Lester Prep	Lester Middle School	6-8	6
Frayser Community Schools	2014	Martin Luther King, Jr. Prep High - Frayser Campus	Frayser High School	9-12	9-12
Freedom Prep Academy	2014	Freedom Prep Elementary School - Westwood Campus	Westwood Elementary School	K-5	K-1
Green Dot Public Schools	2014	Fairley High School	Fairley High School	9-12	9-12
KIPP Memphis	2014	KIPP Memphis University Prep	White's Chapel	6-8	6
Promise Academy	2014	Promise Academy Spring Hill Elementary School	Spring Hill Elementary School	PreK-5	PreK-1

**VI. EXECUTIVE SUMMARY (cont'd)****J. AWARDS AND RECOGNITIONS**

Shelby County Schools proudly recognizes students, teachers, faculty members and departments for outstanding achievements. Accomplishments for Fiscal Year 2013-14 are listed below.

**Shelby County Schools' 2013-14 Highlights:**

- Twenty-eight Shelby County Schools' seniors have been named 2014 National Merit Scholarship Semifinalists by the National Merit Scholarship Corporation (NMSC). The nationwide pool of Semifinalists represents less than one percent of U.S. high school seniors, and includes the highest-scoring PSAT (preliminary SAT) students from each state.
- Six Shelby County Schools' seniors have been named National Achievement Scholarship recipients. The National Achievement Scholarship program seeks to honor the top three percent of African-American students in the United States based on their preliminary SAT scores.
- Two Shelby County Schools have ranked in the U.S. News & World Report's list of the best public high schools in the nation and in the state. Collierville High School ranks No. 7 in the state of Tennessee, followed by ninth-ranked White Station High. Collierville High ranks No. 948 and White Station High at 1,164 out of 4,707 highest-scoring schools in the nation. The rankings are based on how well prepared students are for college, students' scores on state-mandated tests and how well minority or economically disadvantaged students perform.
- Melissa Collins, Ph.D., a second grade teacher at John P. Freeman Optional School, was named 2014 West Tennessee Grand Division Teacher of the Year by the Tennessee Department of Education.
- Germanshire Elementary School and John P. Freeman Optional School were named 2014 National Title I Distinguished Schools by the Tennessee Department of Education and the National Title I Association. This award recognized schools for overall academic achievement and closing achievement gaps associated with race and poverty.
- The Downtown Elementary School chapter of the Beta Club was recognized as a National Beta School of Distinction by the National Beta Club organization. This national award is given to club chapters who show an intense commitment to academic rigor and who illustrate a dedication to preparing students for college and career readiness.
- Nine Shelby County Schools' seniors were named 2014 U.S. Presidential Scholar Candidates by the United States Department of Education and the White House Commission on Presidential Scholars.
- The Memphis Virtual STEM (Science, Technology, Engineering and Mathematics) Academy at East High School was awarded a \$1.34 million grant from the National Science Foundation (NSF). The award is part of NSF's Innovative Technology Experiences for Students and Teachers (ITEST) program and recognizes the Virtual STEM Academy as an innovative, pre-engineering strategies project for high school students in grades 9 -12.
- Sharon McNary, principal of Richland Elementary School, was inducted into the 2013 Class of National Distinguished Principals by the National Association of Elementary School Principals (NAESP).

**VI. EXECUTIVE SUMMARY (concl'd)****J. AWARDS AND RECOGNITIONS (concl'd)****Shelby County Schools' 2013-14 Highlights (concl'd):**

- Germantown High School's television program known as GHS-TV won a student Emmy during the the 12<sup>th</sup> Annual Midsouth Regional Student Television Production Awards. Sophomore Hayley Bardos and senior Zac Leonard won in the Arts and Entertainment category for a feature they produced on the Poplar Pike Playhouse's recent production of Neil Simon's comedic fable *Fools*. The student-run television station has now won 44 student Emmys, more than any other program in the nation.
- The Douglass Girls' Chess Team of Douglass K-8 won second place in the 2014 Kasparov Chess Foundation's All-Girls' National Chess Championship, the largest girls' chess tournament in the United States. The team competed against over 300 chess players from around the nation.
- The state designated Southwind High School as the first and only STEM Platform School in West Tennessee.
- Germantown High school was recognized as Tennessee's first national model school for Professional Learning Communities.
- Eighteen seniors recognized as 2014 National Merit Scholars.
- White Station Middle eighth grader, Theo Patt, was one of 20 students worldwide to win the Grand Prize in the 2013 Google Code-in competition.
- Southwind High School senior Marcus A. Johnson was one of only 23 students in the world to receive the prestigious Borlaug-Ruan Internship from the World Food Prize Foundation.
- *33 Reward Schools*: Reward Schools are those that rank in the top 5% of the state for student achievement or growth.
  - *Statewide Accountability Results*: Student growth scores received "Level 5" ratings, the highest awarded by the state.
  - *Statewide Accountability Results*: iZone schools surpassed the state's proficiency scores in all subjects.
  - *TN Report Card*: Value-Added growth scores surpassed the state average in every subject.



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## **ORGANIZATIONAL SECTION**

The Organizational Section of the budget includes the following information:

- I. FINANCIAL STRUCTURE OF THE DISTRICT
  - A. Legal Status and Authority
  - B. Description of the Reporting Entity
  - C. Geographical Area Served
  - D. Charter Schools
  - E. Fund Structure
  - F. Classification of Revenues and Expenditures
  - G. Basis of Accounting and Budgeting
- II. ADMINISTRATIVE ORGANIZATIONAL CHART
- III. SCHOOLS ORGANIZATIONAL CHART
- IV. MISSION, VISION, AND CORE BELIEFS
- V. FINANCIAL MANAGEMENT GOALS
- VI. FINANCIAL POLICIES
  - A. Annual Operating Budget and Balanced Budget
  - B. Procurement
  - C. Internal Accounting Controls
  - D. Risk Management
  - E. Debt Limits
  - F. Fund Balance
  - G. Investments
- VII. BUDGET DEADLINES AND SCHEDULES
- VIII. BUDGET PLANNING AND PREPARATION CALENDAR 2014-15
- IX. BUDGET POLICIES AND PRACTICES
- X. LAWS AFFECTING THIS BUDGET
  - A. Budget Adoption
  - B. Other Laws Affecting the Budget
  - C. Financial Reporting and Audit Requirements



**I. FINANCIAL STRUCTURE OF THE DISTRICT**

**A. LEGAL STATUS AND AUTHORITY**

Shelby County Schools (SCS or District) is a component unit of Shelby County Government, which is defined as the oversight entity by Governmental Accounting Standards Board (GASB) Codification Section 2100. Reporting for the District follows the criteria established by the GASB. The District is governed by a seven-member Board of Education (Board). The legal basis for education in Tennessee is expressed in the State Constitution and State statutes, as interpreted by the courts. Boards are instruments of the State, and members of the Board are State officers representing local citizens and the State in the management of the public schools. The governing body is the Board of Education, serving residents within the boundaries of the District and non-residents under conditions specified by State law and the Board.

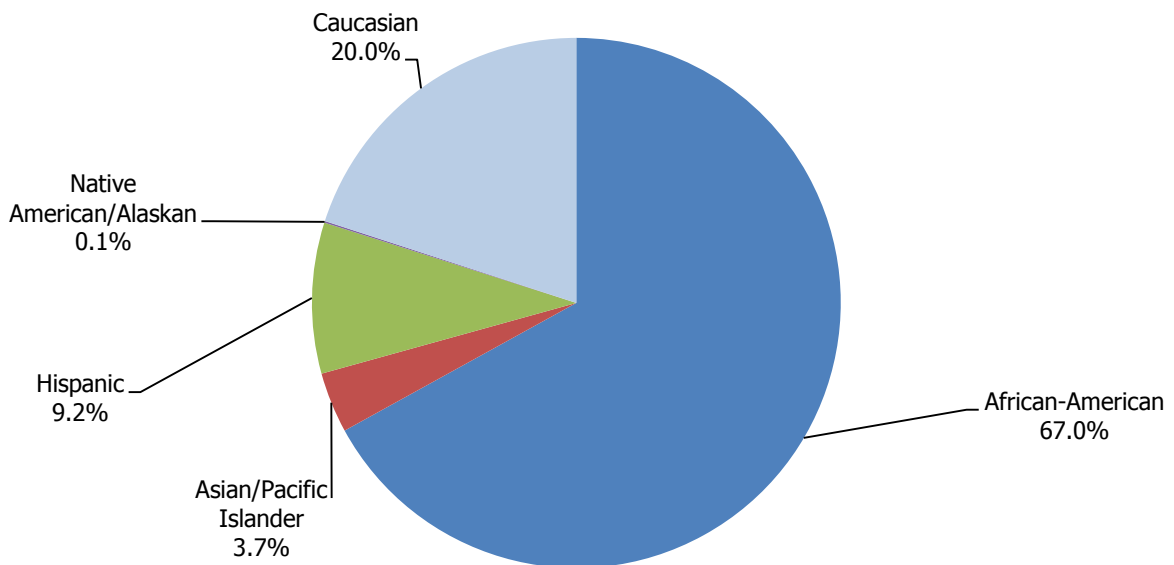
**B. DESCRIPTION OF THE REPORTING ENTITY**

Shelby County Schools is one the largest school system in the state of Tennessee and within the top 25 largest districts in the nation. For Fiscal Year 2014-15, the District has budgeted for approximately 117,269 students in grades kindergarten through grade 12.

Shelby County Government was incorporated in 1819. The county is located on the southwest corner of Tennessee, at the east bank of the Mississippi River. Shelby is the State's largest county with the City of Memphis as the county seat. The County's 2010 population was 927,644 with the 2013 population estimated at 939,465, according to the U.S. Census Bureau. The County is empowered to levy, without limit, a property tax on both real and personal property located within its boundaries.

Based upon enrollment figures, the student demographic during Fiscal Year 2013-14 was 67 percent African American, 20 percent Caucasian, 9.2 percent Hispanic and 3.8 percent other races and nationalities.

The chart below represents the District's student demographics.



Source: SCS Planning & Accountability Office

**I. FINANCIAL STRUCTURE OF THE DISTRICT (cont'd)****B. DESCRIPTION OF THE REPORTING ENTITY (concl'd)**

The District encompasses 227 schools, including regular schools, charter schools, career and technology centers (CTCs), special education centers (SPEDs) and alternative schools. Forty-seven schools are Optional Schools or offer Optional Programs that provide parents choices in selecting a public education that best suits their child. For Fiscal Year 2014-15, SCS has 236 pre-kindergarten classrooms; 32, of which, are within community partner locations.

The District has budgeted for over 7,000 teachers in Fiscal Year 2014-15, with more National Board Certified Teachers than any other district in the State. National Board Certified Teachers are teachers who have earned the highest certification standard a teacher can attain.

Government, trade, healthcare services, hospitality, warehousing, transportation and utilities are all prominent in the regional economy. Shelby County is located within 600 miles of most major cities and commercial markets in the United States. As a result of its central location and access to the interstate, Mississippi River, rail and airport, the County is a major hub for distribution.

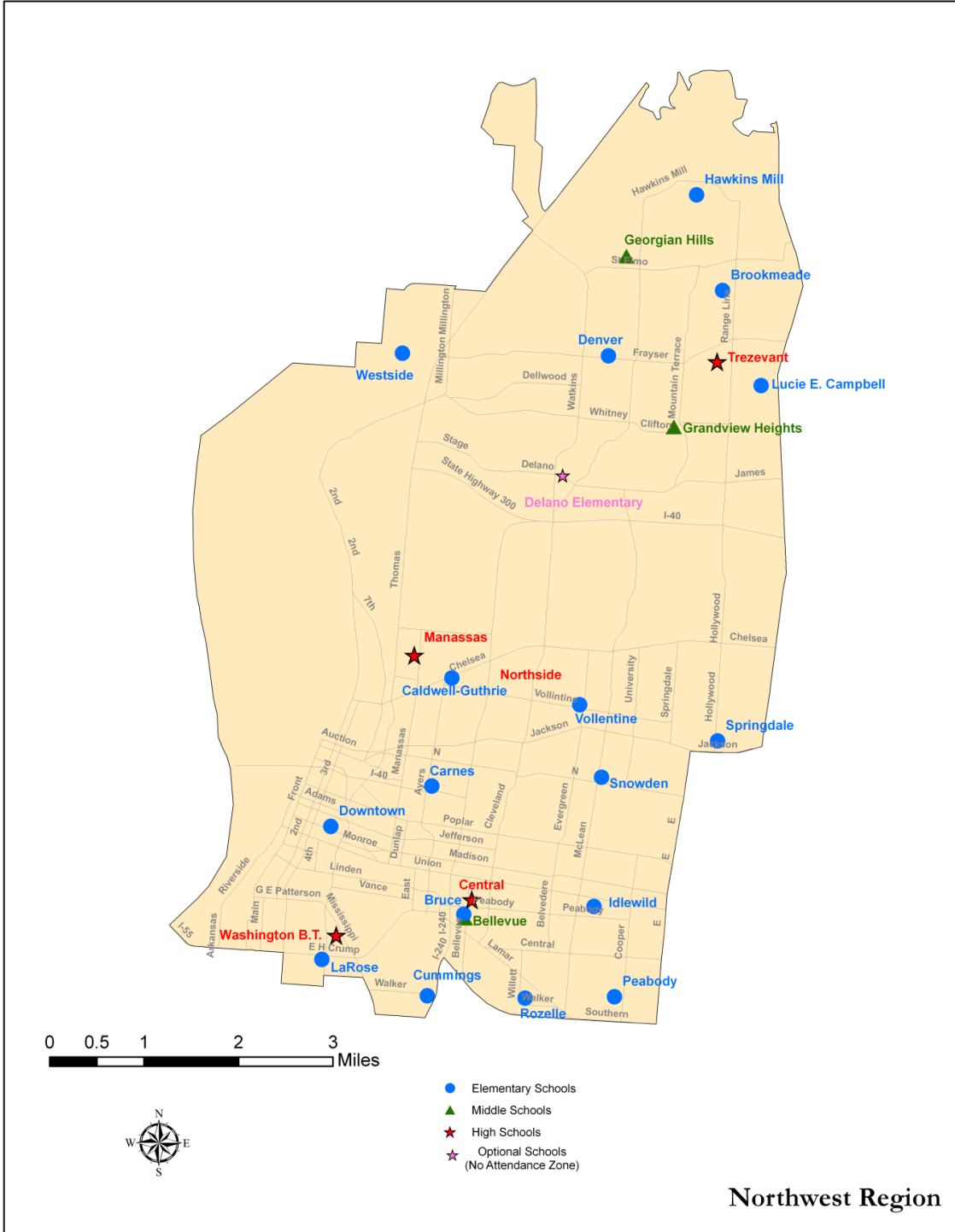




**I. FINANCIAL STRUCTURE OF THE DISTRICT (cont'd)**

**C. GEOGRAPHICAL AREA SERVED**

**Northwest Region Map**



- Elementary**
- Brookmeade
- Bruce
- Caldwell-Guthrie
- Carnes
- Delano
- Denver
- Downtown
- Hawkins Mill
- Idlewild
- Larose
- Peabody
- Rozelle
- Springdale
- Vollandine
- Westside
- Lucie Campbell
  
- Middle**
- Bellevue
- Geogian Hills
- Grandview Heights
  
- K-8**
- Cummings
- Snowden
  
- High**
- Central
- Manassas
- B.T. Washington
- Trezevant

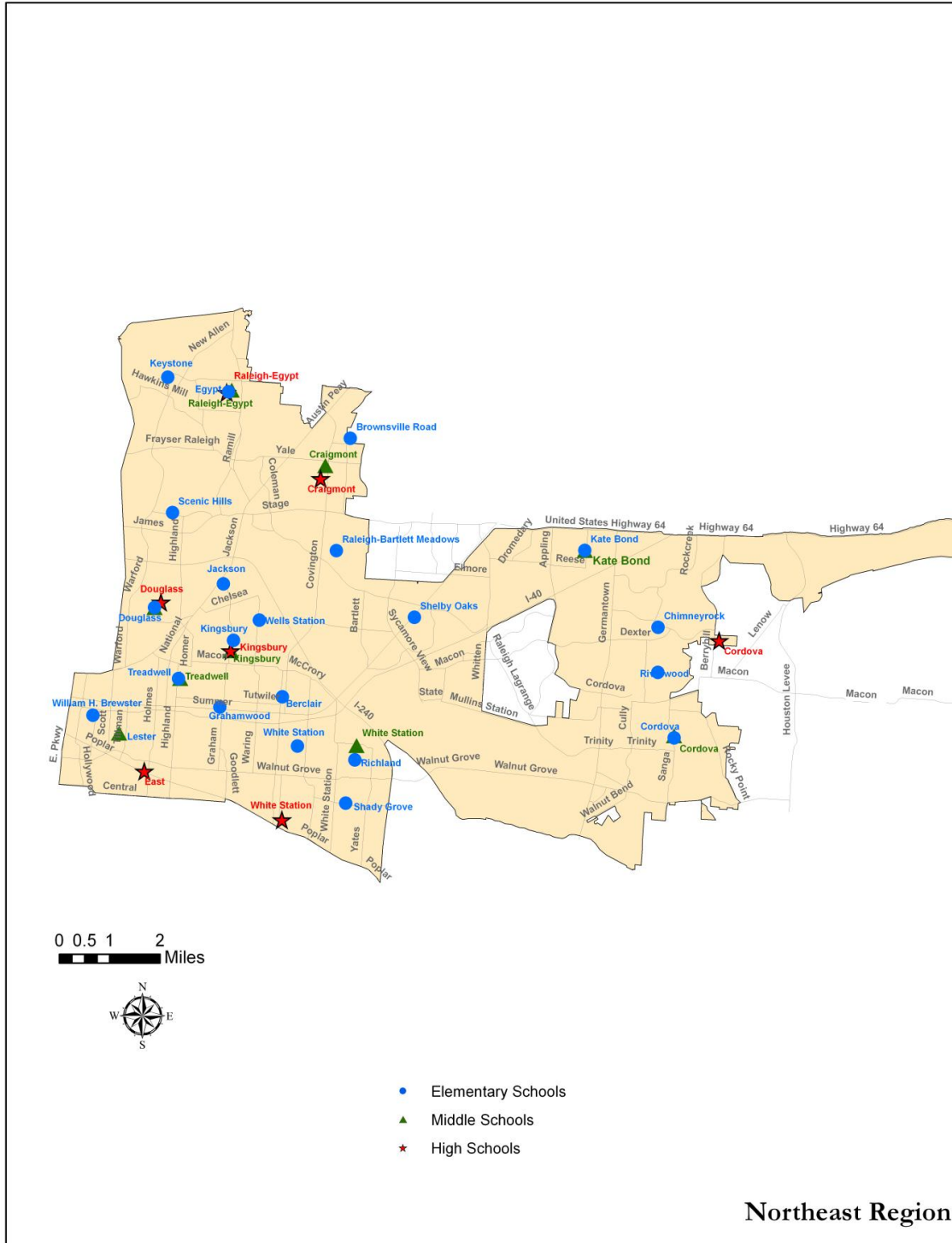




**I. FINANCIAL STRUCTURE OF THE DISTRICT (cont'd)**

**C. GEOGRAPHICAL AREA SERVED (cont'd)**

**Northeast Region Map**



**Elementary**

- Berclair
- Brownsville Rd.
- Chimneyrock
- Egypt
- Grahamwood
- Jackson
- Kate Bone
- Keystone
- Kingsbury
- Raleigh-Bartlett
- Richland
- Riverwood
- Scenic Hills
- Shady Grove
- Shelby Oaks
- Spring Hill
- Wells Station
- White Station
- William Brewster
- Treadwell

**Middle**

- Cordova
- Craigmont
- Kate Bond
- Kingsbury
- Lester
- Raleigh-Egypt
- White Station
- Treadwell

**K-8**

- Douglass

**High**

- Cordova
- Craigmont
- Douglass
- East
- Kingsbury
- Raleigh-Egypt
- White Station

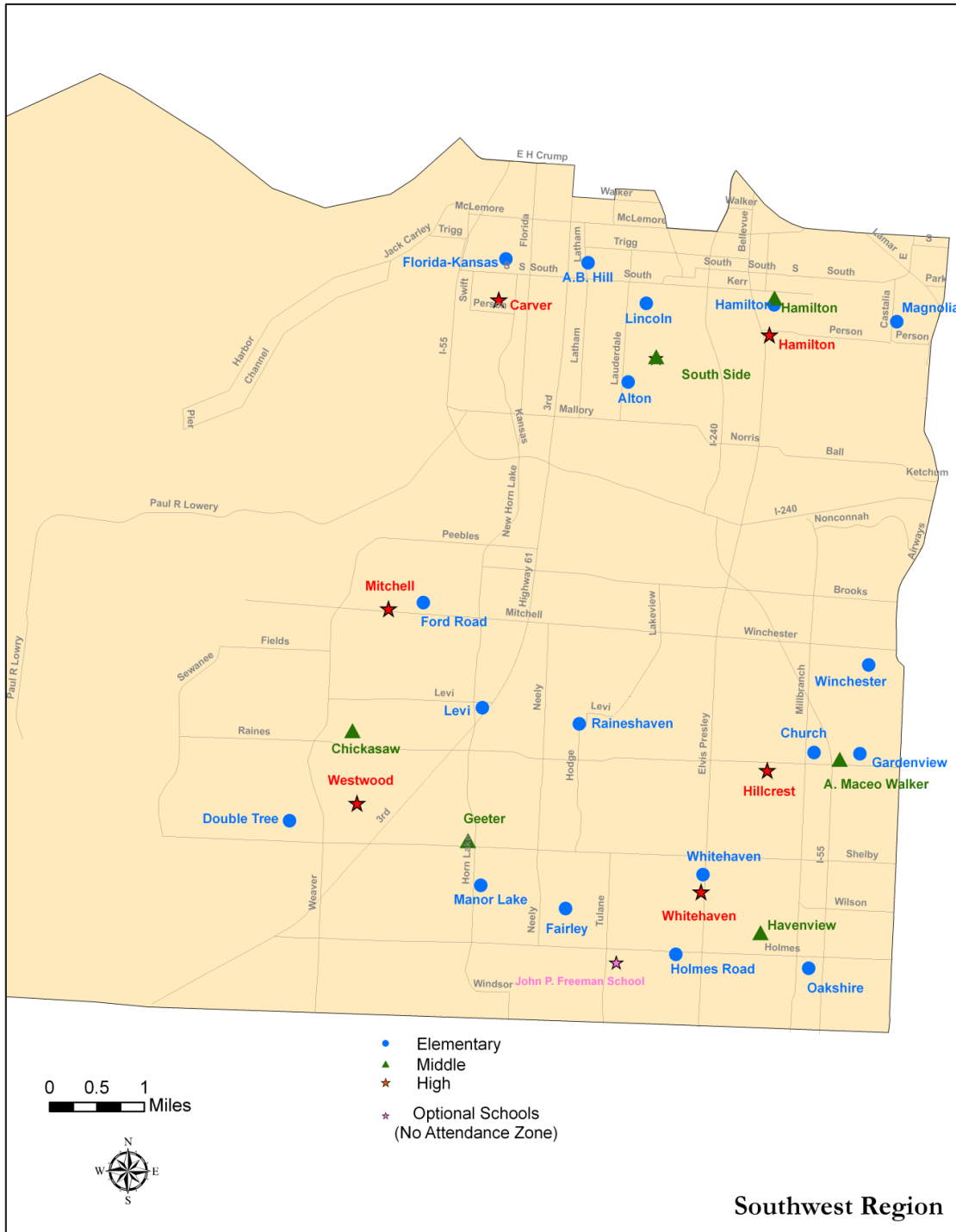
Northeast Region



**I. FINANCIAL STRUCTURE OF THE DISTRICT (cont'd)**

**C. GEOGRAPHICAL AREA SERVED (cont'd)**

**Southwest Region Map**



**Elementary**

- A.B. Hill
- Alcy
- Alton
- Doubletree
- Florida-Kansas
- Gardenview
- Hamilton
- Holmes
- Levi
- Lincoln
- Manor Lake
- Oakshire
- Rainshaven
- Robert R. Church
- Westwood
- Whitehaven
- Winchester
- Fairley
- Ford Road
- Magnolia

**Middle**

- A.Maceo Walker
- Hamilton
- Southside
- Havenview
- Chickasaw
- Geeter

**K-8**

- John P. Freeman
- Riverview

**High**

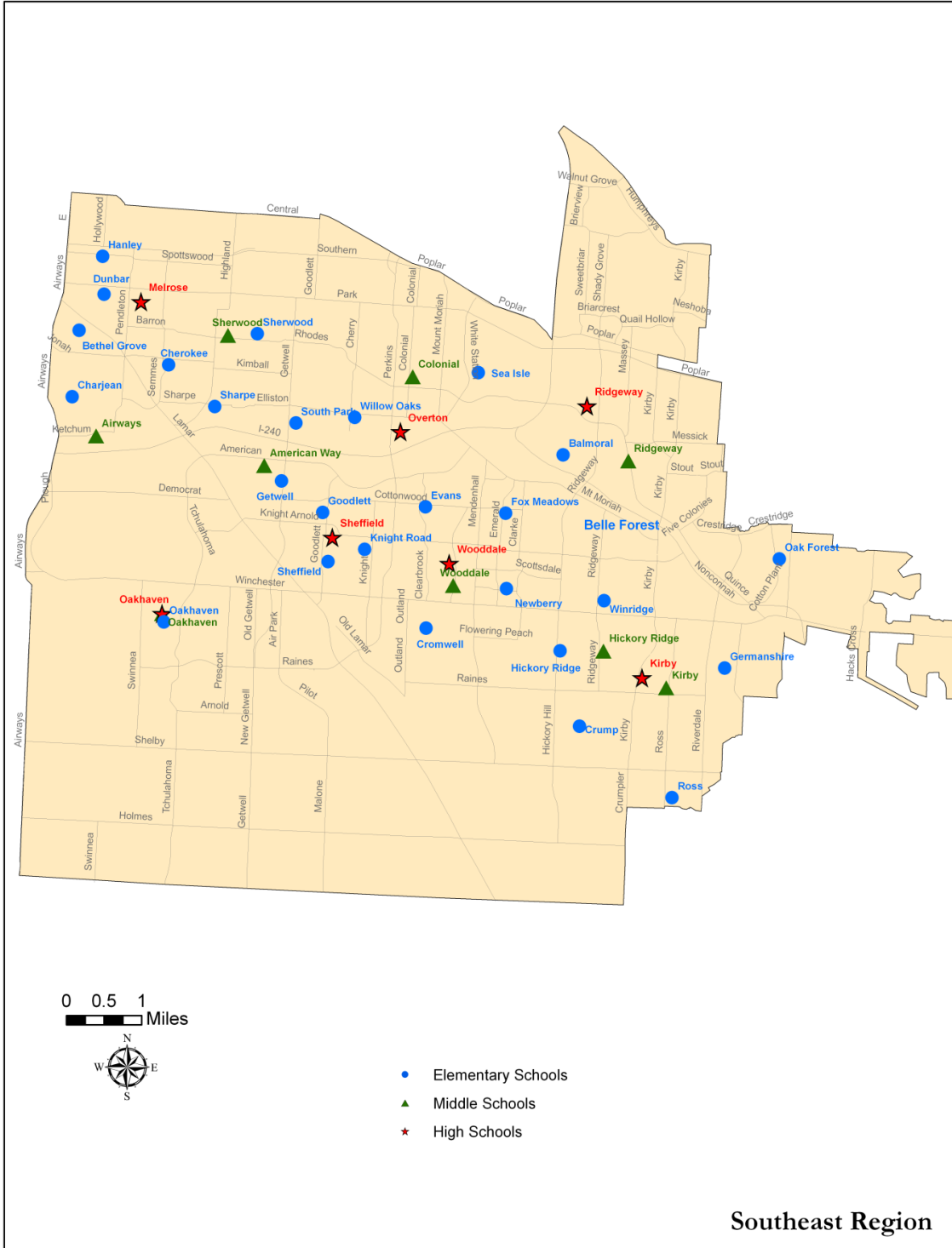
- Carver
- Hillcrest
- Mitchell
- Hamilton
- Westwood
- Whitehaven



**I. FINANCIAL STRUCTURE OF THE DISTRICT (cont'd)**

**C. GEOGRAPHICAL AREA SERVED (cont'd)**

**Southeast Region Map**



**Elementary**

- Balmoral-
- Ridgeway
- Belle Forest
- Bethel Grove
- Charjean
- Cromwell
- Dunbar
- Evans
- Fox Meadows
- Germanshire
- Getwell
- Goodlett
- Hickory Ridge
- Knight Rd.
- Newberry
- Oak Forest
- Oakhaven
- Ross
- Sea Isle
- Sharpe
- Sheffield
- Sherwood
- Willow Oaks
- Winridge
- Cherokee

**Middle**

- Airways
- American Way
- Hickory Ridge
- Kirby
- Oakhaven
- Ridgeway
- Sherwood
- Wooddale
- Colonial

**High**

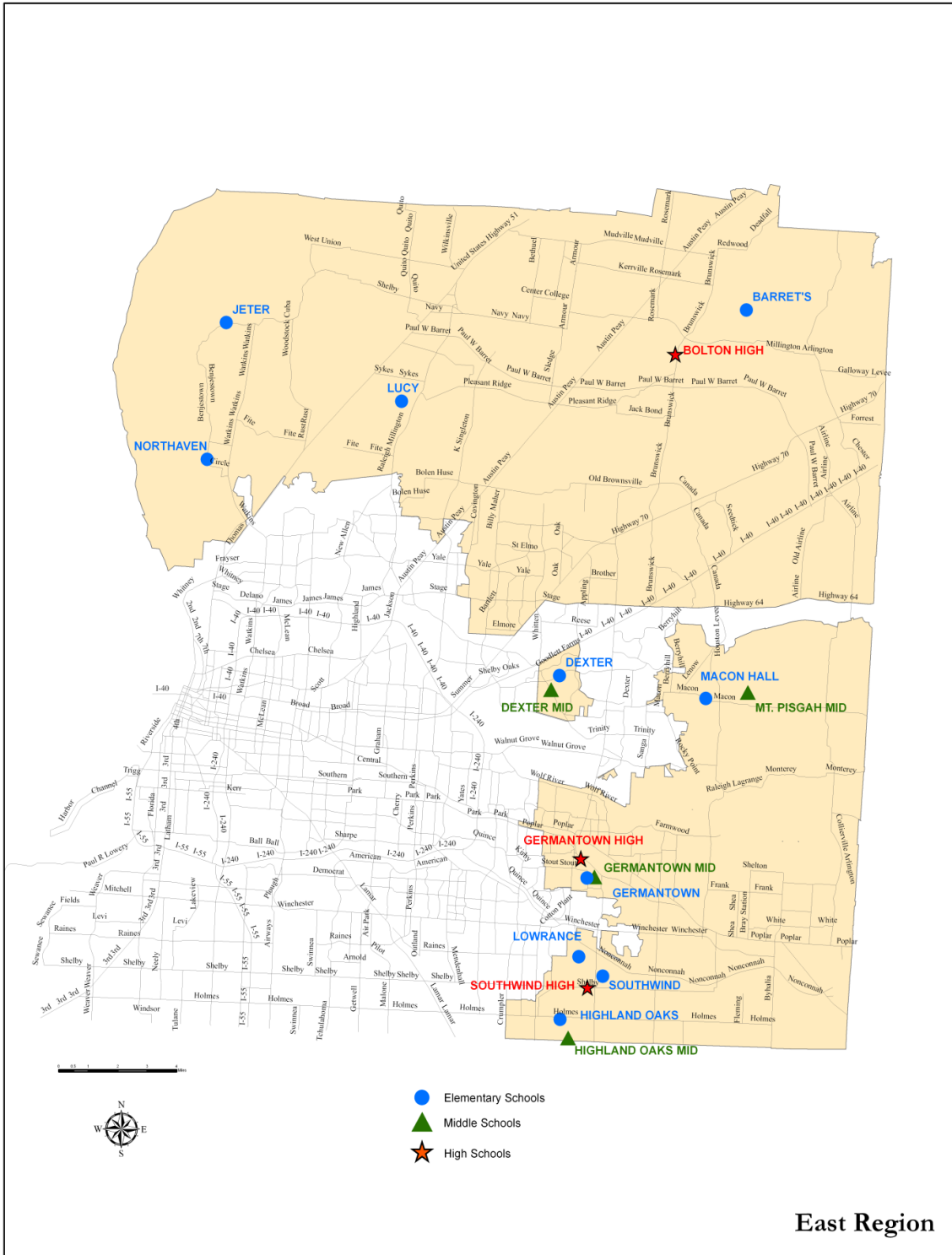
- Kirby
- Oakhaven
- Overton
- Ridgeway
- Sheffield
- Wooddale
- Melrose



I. FINANCIAL STRUCTURE OF THE DISTRICT (cont'd)

C. GEOGRAPHICAL AREA SERVED (cont'd)

East Region Map



**Elementary**

- Dexter
- Germantown
- Highland Oaks
- Lucy
- Macon Hall
- Southwind

**Middle**

- Dexter
- Germantown
- Highland Oaks
- Mt. Pisgah

**High**

- Bolton
- Germantown
- Southwind
- Woodstock

East Region

**I. FINANCIAL STRUCTURE OF THE DISTRICT (cont'd)****C. GEOGRAPHICAL AREA SERVED (cont'd)**

Effective July 15, 2014 the District moved to serving geographical areas by zone.

**Zone 1**

B. T. Washington High  
Central High  
Cordova High  
Oakhaven High  
Westwood High  
Sheffield High  
White Station High  
Wooddale High  
Kirby High  
Manassas High  
Mitchell High  
Woodstock Middle

**Zone 2**

Colonial Middle  
Cordova Middle  
Ridgeway Middle  
Raleigh-Egypt Middle  
Snowden School  
White Station Middle  
Kingsbury Middle  
Lester Middle  
Cummings School  
Craigmont Middle  
Kate Bond Middle  
Barrets Chapel School

**Zone 3**

A.B. Hill  
Alcy Elementary  
Alton Elementary  
Charjean Elementary  
Robert R. Church  
Sea Isle Elementary  
Gardenview Elementary  
Hamilton Elementary  
Holmes Road Elementary  
Winchester Elementary  
Levi Elementary  
Lincoln Elementary  
Highland Oaks Elementary

**Zone 4**

William Brewster Elem.  
Brownsville Elementary  
Shady Grove Elementary  
Grahamwood Elementary  
Kate Bond Elementary  
Wells Station Elementary  
Shelby Oaks Elementary  
South Park Elementary  
Winridge Elementary  
Kingsbury Elementary  
Riverwood Elementary  
Macon Hall Elementary  
Belle Forest Community School

**Zone 5**

Balmoral/Ridgeway Elementary  
Brookmeade Elementary  
Cordova Elementary  
Raleigh Bartlett Meadows  
Hickory Ridge Elementary  
Keystone Elementary  
Egypt Elementary  
Evans Elementary  
Dexter Elementary  
Germantown Elementary  
E.E. Jeter Elementary  
Lucy Elementary  
Northaven Elementary

**Zone 6**

Avon Lenox (Special Ed) High  
Ridgeway High  
Northside High  
Overton High  
Raleigh-Egypt High  
Kingsbury High  
Middle College High  
Craigmont High  
East High / Career & Technology Center  
Douglass High  
Bolton High  
Germantown High

**Zone 7**

Airways Middle  
American Way Middle  
Oakhaven Middle  
John P. Freeman Optional  
Hickory Ridge Middle  
Kirby Middle  
Wooddale Middle  
Dexter Middle  
Highland Oaks Middle  
Lowrance Elementary  
Mt. Pisgah Middle  
Maxine Smith STEAM Academy

**Zone 8**

Ross Elementary  
Sheffield Elementary  
Oakhaven Elementary  
Oakshire Elementary  
Raineshaven Elementary  
Fox Meadows Elementary  
Westwood Elementary  
Whitehaven Elementary  
Willow Oaks Elementary  
Manor Lake Elementary  
Double Tree Montessori School  
Southwind Elementary

**Zone 9**

Sharpe Elementary  
Newberry Elementary  
Oak Forest Elementary  
Getwell Elementary  
Goodlett Elementary  
Hawkins Mill Elementary  
Shrine School Elementary  
Knight Road Elementary  
Cromwell Elementary  
Crump Elementary  
Dunbar Elementary  
Florida-Kansas  
Chimneyrock Elementary

**I. FINANCIAL STRUCTURE OF THE DISTRICT (cont'd)****C. GEOGRAPHICAL AREA SERVED (concl'd)****Zone 10**

A. Maceo Walker Middle  
Bellevue Middle  
Carver High  
Georgian Hills Jr.  
Havenview Middle  
Hollis F. Price Middle College High  
South Side Middle  
Whitehaven High  
Hillcrest High  
Memphis Academy for Health  
Sciences High School  
Germantown Middle  
Southwind High

**Zone 13**

Cherokee Elementary  
Chickasaw Middle  
Riverview Middle  
Geeter Middle  
Grandview Heights Middle  
Hamilton High  
Hamilton Middle  
Treadwell Middle  
Trezevant High  
Sherwood Middle  
Treadwell Elementary  
Ford Road Elementary  
Lucie E. Campbell Elementary  
Magnolia Elementary  
Melrose High  
Douglass (K-8)  
Fairley Elementary

**Zone 11**

Bruce Elementary  
Caldwell-Guthrie Elementary  
Carnes Elementary  
Rozelle Elementary  
Idlewild Elementary  
Vollentine Elementary  
Westside Elementary  
White Station Elementary  
Springdale Elementary  
Delano Elementary  
Denver Elementary  
Downtown Elementary  
Ridgeway Early Learning Center

**Zone 14**

Adolescent Parenting Program  
Northwest Prep Academy  
Ida B. Wells Academy  
MLK Student Transition Academy  
Northeast Prep Academy  
Hope Academy

**Zone 12**

Berclair Elementary  
Bethel Grove Elementary  
Campus School  
Scenic Hills Elementary  
Peabody Elementary  
Germanshire Elementary  
Jackson Elementary  
Richland Elementary  
Sherwood Elementary  
Spring Hill Elementary  
LaRose Elementary



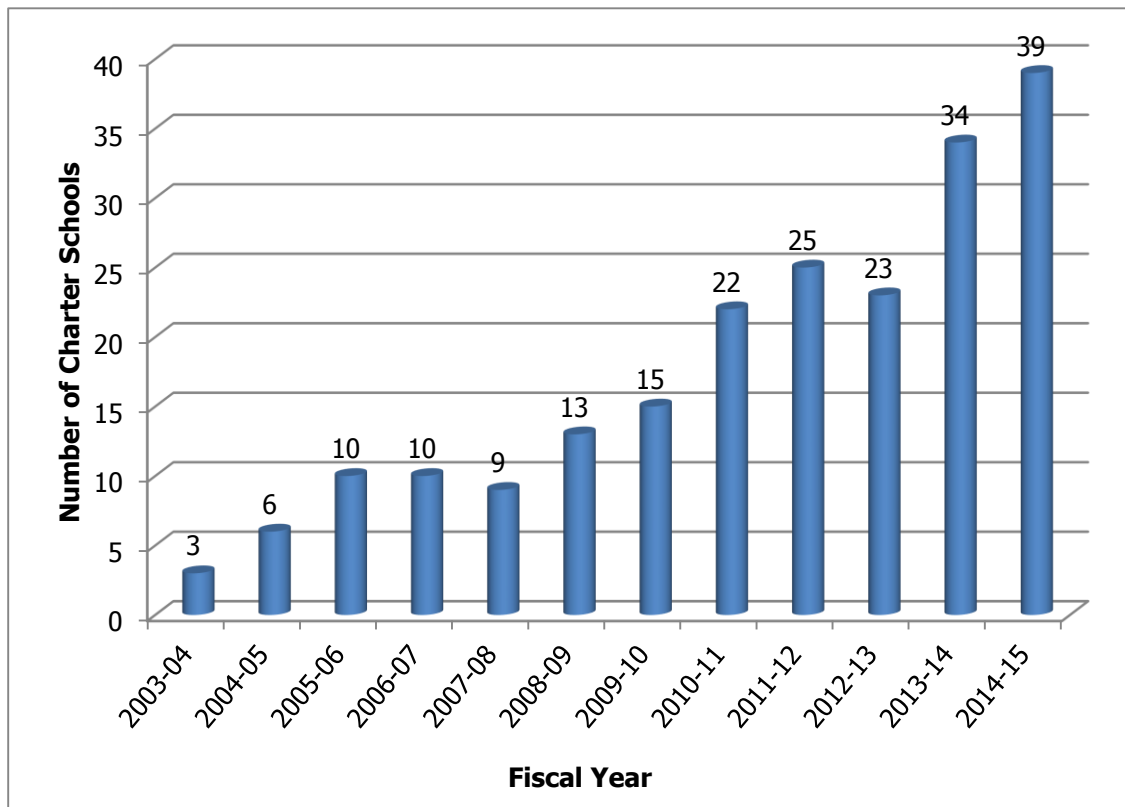
**I. FINANCIAL STRUCTURE OF THE DISTRICT (cont'd)**

**D. CHARTER SCHOOLS**

In 2002, the State of Tennessee passed the Tennessee Public Charter Schools Act. The Act permits the Board to authorize the establishment of public charter schools with the primary purpose of improving the learning for all students and closing the achievement gap between high and low performing students. An agreement must be entered into between the sponsor of the charter school and the Board. The charter is approved for an initial period of ten years but can be revoked by the Board or the State if the school violates certain requirements of the Act. Each school must be operated by a not-for-profit organization with exemption from Federal taxation under 501(c)(3) of the Internal Revenue Code and is responsible for establishing their own governing body separate from that of the Board. The charter schools are supported by the Board as a pass-through from State and local funding sources.

Shelby County Schools will grow from 34 charter schools in fiscal year 2013-14 to 39 in fiscal year 2014-15. Metropolitan Nashville Public Schools has 19 charter schools and Chattanooga Public Schools has three in fiscal year 2013-14, per the Tennessee Charter School Center. There are no other charter schools in operation in the State of Tennessee.

**SCS Charter Schools' Historical Growth**



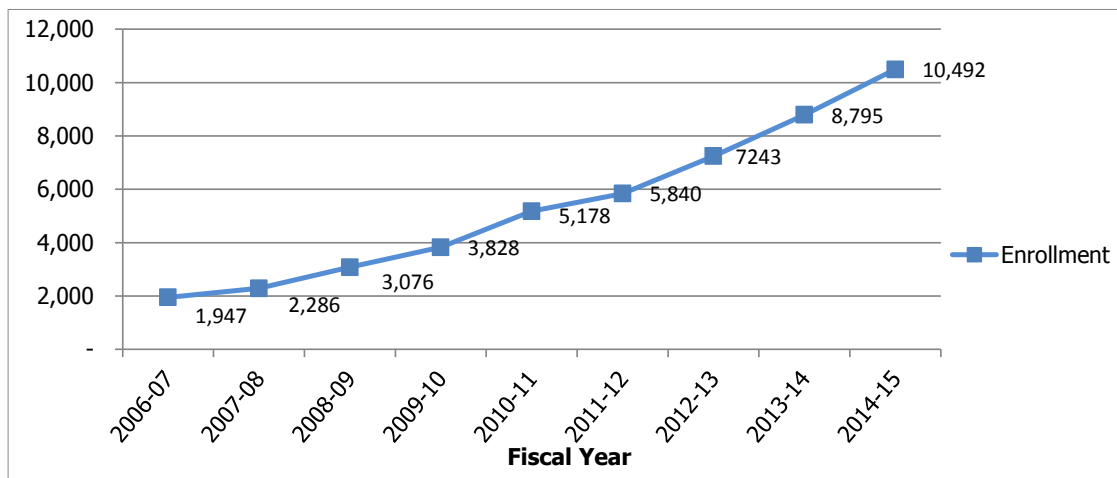


I. FINANCIAL STRUCTURE OF THE DISTRICT (cont'd)

D. CHARTER SCHOOLS (concl'd)

Charter schools started in Tennessee in 2003 as an alternative for students assigned to failing urban schools. Charter operators have flexibility to set their own hours and school calendar and hire whomever they want; however, teachers must be state-certified. Tax dollars for education follow the student to the charter school. Over the years, the law has steadily been loosened. With the amendment of TCA § 49-13-113 in January 2011 (effective SY2011-12), now any child may attend a charter school in Tennessee, regardless of family income or the No Child Left Behind status of the child’s home school. There are no longer caps on the number of charter schools permitted in a district.

SCS Charter Schools’ Historical Enrollment



Source: Shelby County Schools – Student Management System 40<sup>th</sup> day count

\* The SCS Charter Schools Office has projected enrollment for FY 2014-15 at 11,824. The District’s Comprehensive Planning (Facility Planning) Office estimated that charters would enroll 10,492 students in FY 2014-15.



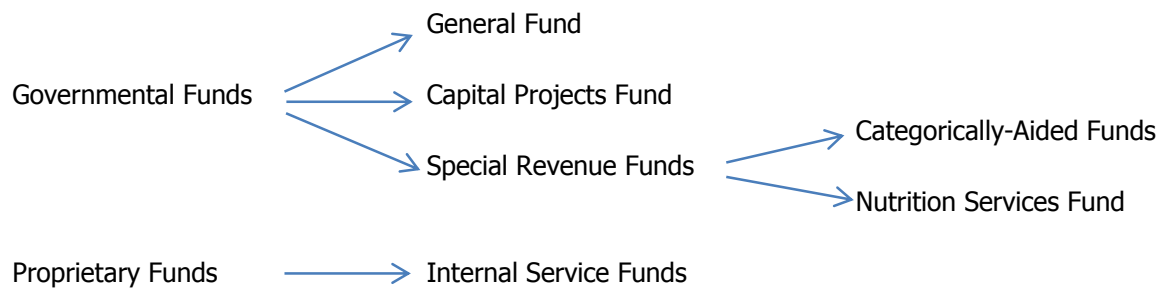


**I. FINANCIAL STRUCTURE OF THE DISTRICT (cont'd)**

**E. FUND STRUCTURE**

The accounts of the District are maintained in accordance with the principles of fund accounting to ensure observance of limitations and restrictions on the resources available. The principles of fund accounting require that resources be classified for accounting and reporting purposes into funds in accordance with the activities or objectives specified for those resources. Each fund is considered a separate accounting entity, and its operations are accounted for in a separate set of self-balancing accounts that comprises its assets, liabilities, fund equity, revenues and expenditures. The District operates three major funds and two non-major funds. The General Fund, Capital Projects and the Categorically-Aided Funds are major funds and the non-major funds are the Food Service Fund and the Internal Service Funds.

**Appropriated Funds**



Although accounts are separately maintained for each fund in the accompanying financial statements, funds that have similar characteristics have been combined into generic fund types that are further classified into broad fund categories. A description of the fund types used by the District are as follows:

**General Fund** – The General Fund accounts for funds to operate and maintain all public schools in SCS. It is used to account for all financial resources except those required to be accounted for in another fund.

**Capital Projects Fund** – The Capital Projects Fund accounts for transactions related to resources obtained and used for the acquisition, construction or improvement of capital facilities.

**Special Revenue Funds** – The Special Revenue Funds account for the proceeds of specific revenue sources legally restricted to expenditures for specified purposes and includes:

*Categorically-Aided Funds* – account for the funds the Board receives from various agencies, which are to be spent for specified purposes based upon contractual agreements. Categorically-Aided Funds are restricted and segregated from other funds.

*Nutrition Services Fund* – accounts for the financial operations of preparing and serving regular and incidental meals, lunches and snacks in connection with school functions. Revenue is provided primarily from governmental agencies, which is to be spent specifically for the cafeterias. Thus, these funds are restricted, and the Nutrition Services Fund is used to ensure these funds are segregated from other funds.

**Internal Service Funds** – The Internal Service Funds account for goods or services given to one department by another on a cost-reimbursement basis. These funds include the Achievement School District, Printing and Warehouse Funds.

The District’s self-insurance health and unemployment benefits (Proprietary Fund), as well as the Local Pensioner’s Retirement investment accounts (Fiduciary Fund), are **not appropriated**.

**I. FINANCIAL STRUCTURE OF THE DISTRICT (cont'd)****F. CLASSIFICATION OF REVENUES AND EXPENDITURES**

Revenues of the District are classified by source within a fund. Revenues are grouped into major categories. The major categories, along with the specific revenue sources, are:

**Shelby County Government:**

- *Current property tax*
- *Delinquent property tax*
- *Exempt property in lieu of tax*
- *Alcoholic beverage tax*
- *In lieu of tax Memphis Light, Gas & Water*
- *Privilege tax*
- *Transfer in - uptown re-development*
- *Wheel tax*

**State of Tennessee:**

- *Basic education program*
- *Career teacher program*
- *Extended contract (career ladder)*
- *Mental health - alcohol and drug services*
- *Other*

**Federal Government:**

- *Adult basic education*
- *Indirect costs*
- *Reserve Officers' Training Corps (J.R.O.T.C.) reimbursement*

**Other Local Sources:**

- *County sales tax*
- *Earnings from investments*
- *Judgment recovery*
- *Miscellaneous*
- *Rental of facilities*
- *Stadium receipts*
- *Tuition*

**I. FINANCIAL STRUCTURE OF THE DISTRICT (cont'd)****F. CLASSIFICATION OF REVENUES AND EXPENDITURES (concl'd)**

Expenditures of the District are classified by fund, state function, object, department, location and project. The primary presentation in the document is by department and object. The Account Code Structure was designed for State of Tennessee compliance reporting as well as to provide information to users of district financial information. To see the State of Tennessee Department of Education Accounting Manual with a listing and description of state account codes, please go to the following link: <http://www.tn.gov/education/districts/finance/schacctman.pdf>.

Department structure is based upon the District's Organization. For example, for the Department 100000 Academic Office – all General Education Staffing for Schools and School Leadership falls under this Cabinet Head, such as 1025XX for Librarians, 106XXX for School Leadership and 19XXXX for General Education.

Expenditures, by state function and object code, include:

***Functions***

- *Instruction*
- *Instructional support*
- *Student support*
- *Office of principal*
- *General administration*
- *Fiscal services*
- *Other support services*
- *Student transportation*
- *Plant services*
- *Community service*
- *Charter schools*
- *Retiree benefits*
- *Food service*
- *Debt service - principal and interest*
- *Capital outlay*

***Object Codes***

- *Salaries*
- *Employee benefits*
- *Contracted services*
- *Supplies & materials*
- *Other Charges*
- *Debt Service*
- *Capital Outlay*

**I. FINANCIAL STRUCTURE OF THE DISTRICT (concl'd)****G. BASIS OF ACCOUNTING AND BUDGETING**

The accrual basis of accounting is used in the government-wide financial statements. Under the accrual basis of accounting, revenues are recognized when earned, and expenses are recorded when the liability is incurred or economic asset is used. Revenues, expenses, gains, losses, assets and liabilities resulting from exchange and exchange-like transactions are recognized when the exchange takes place.

The fund financial statements, the General Fund, Special Revenue Funds and Capital Projects Funds, are prepared on the modified accrual basis of accounting. Under this basis of accounting, revenues are recognized in the accounting period in which they become susceptible to accrual, which is defined as being both measurable and available to finance expenditures of the current fiscal period. In determining availability, the government considers property taxes associated with the current fiscal year to be available if they are collected within one month of the end of the current fiscal year. The government considers sales taxes to be available if collected within two months of the end of the current fiscal year. Expenditures are recognized on the accrual basis. Revenues susceptible to accrual under the modified accrual basis are principally:

- a. Property taxes collected by Shelby County Government, but not yet remitted to the Board
- b. Grants and subsidies from other governments, to the extent measurable and available
- c. Interest earned on investments as of year-end

Federal, state and local grants are recognized as revenues when eligibility requirements imposed by grantors have been met and as long as they are measurable and available within the appropriate time frame of the respective fiscal year.

The proprietary funds utilize the accrual basis of accounting. Under the accrual basis of accounting, revenues are recognized when earned and expenses are recorded when the liability is incurred or economic assets used. Operating revenues and expenses generally result from providing services in connection with a proprietary fund's principal ongoing operations. All other revenue is considered non-operating revenue.

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

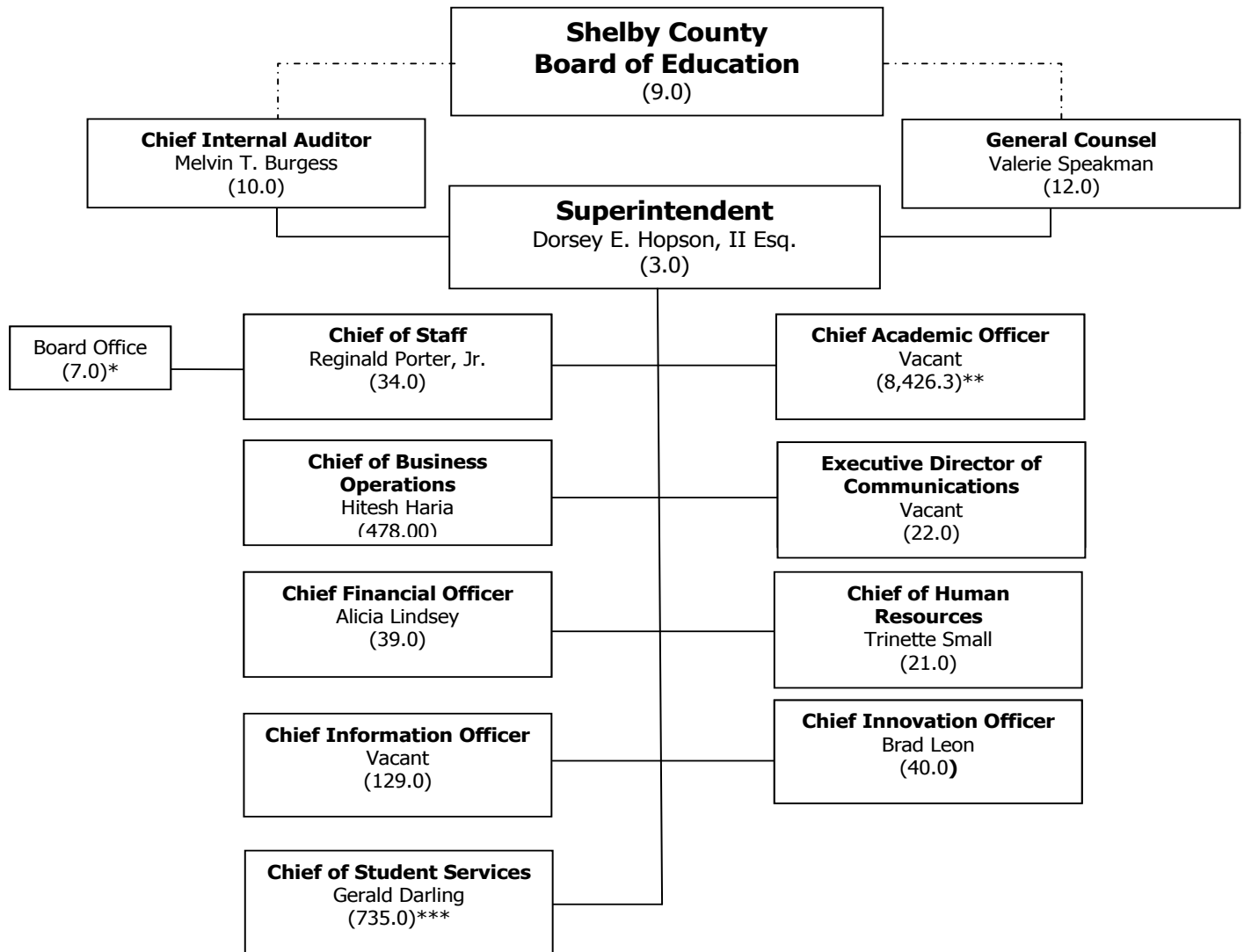
For budgetary reporting purposes, the encumbrance method of accounting for expenditures is used for the General, Special Revenue and Capital Projects Funds. Under this method, commitments represented by purchase orders, contracts and repair authorizations, except for those related to inventory purchases, are recorded as expenditures in addition to actual expenditures incurred.

Unexpended funds in the General Fund and Internal Service Funds revert to the fund balance at the close of a fiscal year. Unexpended capital and special revenue categorical-non-federal funds are carried forward from year to year until projects are completed.



**II. ADMINISTRATIVE ORGANIZATIONAL CHART**

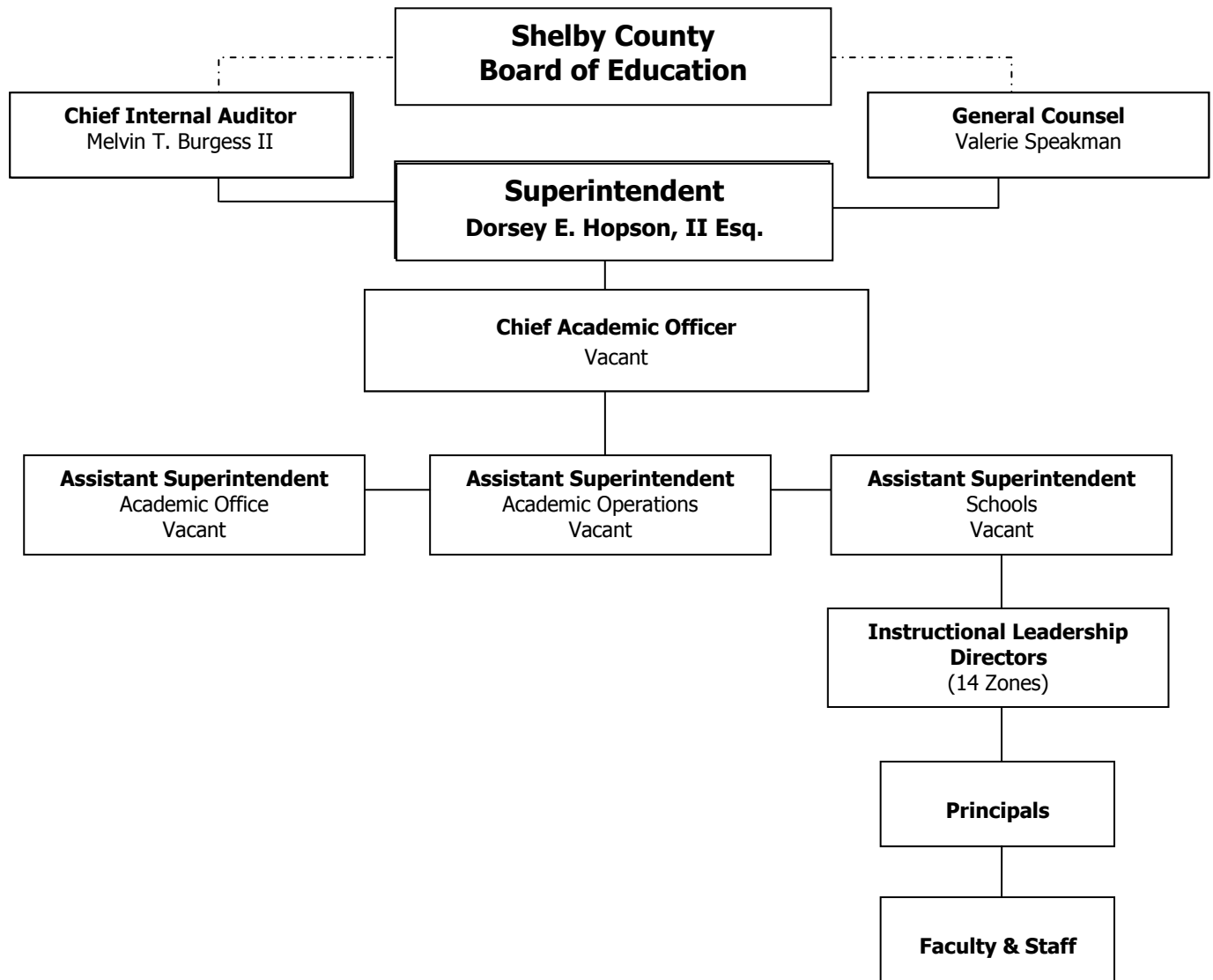
The District-wide organizational chart includes the position count for the respective areas presented. This presentation illustrates functional reporting of positions but does not include subordinates. For example, the Chief of Staff reports to the Superintendent; however, the position is not included in the position count for the Superintendent. The Chief of Staff position is included in the Chief of Staff's departmental budget. This logic is applied to all areas included in this presentation.



\* The administrative staff of the Board of Education reports to the Chief of Staff.  
 \*\* Academic Office includes teachers and librarians (positions reporting directly to a school principal).  
 \*\*\* Student Services includes mobile security officers, guidance counselors and in-school suspension personnel. Most of these positions report directly to a school principal.



**III. SCHOOLS ORGANIZATIONAL CHART**





#### IV. MISSION, VISION, AND CORE BELIEFS (GOALS AND PRIORITIES)

##### **Mission:**

Preparing all students for success in learning, leadership and life.

##### **Vision Statement:**

Our District will be the premier school district attracting a diverse student population and effective teachers, leaders, and staff all committed to excellence.

##### **Core Beliefs:**

We believe that all students can achieve at high global academic standards that will prepare them to become successful in life.

- *We commit to prepare all students to achieve at high global academic standards.*
- *We commit to closing the achievement gap.*
- *We commit to be accountable for successfully implementing rigorous standards.*

We believe that all students require quality resources and supports to achieve high levels of success.

- *We commit to equitable distribution of quality resources and supports to all students.*
- *We commit to providing a safe and nurturing school environment for all students.*

We believe that effective teachers and school leaders are essential to high student achievement.

- *We commit to recruiting, hiring, training, retaining, and supporting effective teachers and school leaders.*
- *We commit to create and sustain a culture of high expectations.*

We believe that strong public support and community partnerships are essential for all students to excel.

- *We commit to meaningfully engaging families in the education of their children.*
- *We commit to working collaboratively with all community stakeholders.*

We believe that our school system can be a high performing, accountable, and transparent organization.

- *We commit to being a high performing, accountable, and transparent organization.*



**IV. MISSION, VISION, AND CORE BELIEFS (GOALS AND PRIORITIES) (cont'd)**

Shelby County Schools Goals and Priorities  
2014 – 2015 Budget

**Goal 1: Accelerate Student Achievement**

Every school will provide rigorous, engaging instruction in every classroom, every day, so that every student graduates prepared to excel in college and career

- Priorities:
- 1A Focus on Pre-K – 3 Literacy
  - 1B Develop, Recruit, and Retain Effective Teachers, Leaders and Staff
  - 1C Improve Low-Performing Schools
  - 1D Expand Opportunities for High-Achievers

**Goal 2: Design Effective Business Operations**

Every District process and procedure will empower staff to deliver smooth, efficient, financially sound support and service to schools, staff, students and the community

- Priorities:
- 2A Emphasize Project Management and Fiscal Efficiency
  - 2B Create Culture of Transparency and Accountability
  - 2C Ensure Data-Driven Decision Making
  - 2D Enact Sustainable Processes and Procedures

**Goal 3: Build Employee and Community Confidence in the Unified District**

Every interaction with staff, students, families and the wider community will foster increased involvement, mutual expectations of district-wide excellence, and shared accountability for student success

- Priorities:
- 3A Broaden Stakeholder Interaction, Awareness and Advocacy
  - 3B Establish High Standards of Customer Service
  - 3C Advance Accurate and Fair Information About the District
  - 3D Strengthen Two-Way Exchange of Input and Information

**Goal 4: Ensure Schools Are Safe, Clean, and Well-Prepared for Learning**

Every school and all District staff will contribute to creating a positive, supportive, and thriving learning environment, where all the elements needed for every student to excel are in place throughout each day

- Priorities:
- 4A Reinforce School Security and Discipline
  - 4B Increase On-Time Attendance
  - 4C Upgrade School Cleanliness
  - 4D Boost Student Health and Nutrition





**IV. MISSION, VISION, AND CORE BELIEFS (GOALS AND PRIORITIES) (cont'd)**

***Shelby County Schools Goals for 2013-14 School Year***

The unified Shelby County Schools had the following academic goals for the 2013 – 14 school year, based on the state of Tennessee’s Annual Measurable Objectives (AMOs):

- Increase the percentage of students who are Proficient or Advanced to at least 43.7 percent in third grade Reading/Language Arts; performance of 36.6 percent; met through Safe Harbor.
- Increase the percentage of students who are Proficient or Advanced to at least 39.3 percent in seventh grade Reading/Language Arts; performance of 40.8 percent; met AMO and also met through Safe Harbor.
- Increase the percentage of students who are Proficient or Advanced to at least 43.6 percent in grades 3 – 8 in Reading/Language Arts; performance of 41.0 percent; met through Safe Harbor.
- Increase the percentage of students who are Proficient or Advanced to at least 49.6 percent in English II; performance of 52.4 percent; met AMO and also met through Safe Harbor.
- Increase the percentage of students who are Proficient or Advanced to at least 30.9 percent in English III; 25.8 percent; met through Safe Harbor.
- Increase the percentage of students who are Proficient or Advanced to at least 53.1 percent in third grade Mathematics; performance of 48.0 percent; met through Safe Harbor.
- Increase the percentage of students who are Proficient or Advanced to at least 42.2 percent in seventh grade Mathematics; performance of 35.2 percent; met through Safe Harbor.
- Increase the percentage of students who are Proficient or Advanced to at least 46.4 percent in grades 3 – 8 in Mathematics; performance of 41.7 percent; met through Safe Harbor.
- Increase the percentage of students who are Proficient or Advanced to at least 50.0 percent in Algebra I; performance of 53.9 percent; met AMO and also met through Safe Harbor.
- Increase the percentage of students who are Proficient or Advanced to at least 33.2 percent in Algebra II; performance of 34.4 percent; met AMO and also met through Safe Harbor.
- Increase the graduation rate to 77.4 percent; performance of 73.7 percent; did not meet this AMO and did meet the AMO via Safe Harbor.

Through Safe Harbor, Shelby County Schools met ten of its eleven state achievement goals. Safe Harbor tests allow school districts to make their AMOs through a path other than straight student achievement. Additionally, the District met all five state achievement goals for literacy. District-wide, SCS remains a Tennessee Value Added Assessment System (TVAAS) Level 5, the highest level for growth awarded.



## V. FINANCIAL MANAGEMENT GOALS

The Board recognizes that money and money management constitute the foundational support of the entire schools' program. To ensure that support is utilized as effectively as possible, the Board intends:

- to engage in advance planning, with broad-based staff and community involvement;
- to establish levels of funding which will provide quality education for the District's students;
- to use available techniques for budget development and management;
- to provide timely and appropriate information to all staff with fiscal management responsibilities; and
- to establish efficient procedures for accounting, reporting, purchasing and delivery, payroll, payment of vendors and contractors and all other areas of fiscal management.

## VI. FINANCIAL POLICIES

### A. ANNUAL OPERATING BUDGET AND BALANCED BUDGET

According to Board policy, the Board shall adopt a budget and appropriate funds for each fiscal year prior to the beginning of the fiscal year. The approval of the annual operating budget by the Board provides authorization to the Superintendent and the administrative staff to expend any or all of the amounts appropriated to the limit of each separate fund for the specific budget year. In accordance with state law, regulations and Board Policy, the Superintendent and Chairman of the Board of Education will submit a budget to the State of Tennessee.

According to State law and Board policy, the school district is required to operate under an annual balanced budget approved by resolution of the SCBE and the Shelby County Commission. The Board defines a "balanced budget" as when the sum of estimated revenues and appropriated fund balance is equal to expenditure appropriations. Revenues and expenditures are defined in accordance with generally accepted accounting principles.

The following link provides details about the annual operating budget policy and the requirement for a "balanced" budget:

<http://www.scsk12.org/uf/policy/ckeditor/samples/ckfinder/userfiles/files/2000%20Business/2001%20Annual%20Operating%20Budget.pdf>

### B. PROCUREMENT

The Division of Procurement Services is responsible for issuing purchase orders for all approved purchases requiring a purchase order under this policy and for ensuring appropriate Board approval procedures are followed. The Superintendent is responsible for making recommendations to the Board to approve the purchase of goods and the acquisition of all services meeting the requirements for Board approval. The following link provides details about the bids and purchasing policy:

<http://www.scsk12.org/uf/procurement/files/2014/PS%20Manual%20SCS%2001282014.pdf>

### C. INTERNAL ACCOUNTING CONTROLS

SCS has established a comprehensive internal control framework designed to protect the District's assets from loss, theft or misuse. In addition, the District manages its accounting system to provide reasonable assurance regarding the reliability of financial records for preparing financial statements and maintaining accountability for assets. "Reasonable assurance" recognizes that the cost of a control should not exceed the benefits likely to be derived; and the evaluation of costs and benefits requires estimates and judgments by management. Our external auditors test the District's compliance with its Internal Controls annually.

**VI. FINANCIAL POLICIES (concl'd)****D. RISK MANAGEMENT**

The Risk Management Office has the overall responsibility for the health, comfort and learning environment of students and staff. The Risk Management Office objectives include preserving the assets of SCS from the consequences of accidental or other losses that are financially catastrophic and could impair the Board's ability to provide educational and community services. The Risk Management Office ensures risks that are likely to have a significant impact on the achievement of key Board objectives are identified and effectively mitigated.

**E. DEBT LIMITS**

Shelby County Schools does not issue general obligation debt and relies upon Shelby County Government for financing its capital needs. Shelby County Government conducts its finances so that the amount of general obligation debt does not exceed twelve percent of the County's taxable assessed valuation. Decisions regarding the use of debt will be based in part on the long-term needs of the County versus the amount of funds dedicated in a given year to capital outlay on a "Pay-As-You-Go" basis. The County also includes "Pay-As-You-Go" funding in their Operating Budget for smaller asset acquisitions and improvements each year rather than in the Capital Improvement Budget with funding from tax dollars. According to Shelby County's FY15 Budget, the estimated percentage of general obligation debt compared to the 2013 assessed valuation is 7.29%.\*.

**F. FUND BALANCE**

Shelby County Schools' sound financial management principles require that sufficient funds be retained by the District to provide a stable financial base at all times. To retain this stable financial base, the District will maintain a General Fund Balance sufficient to fund all cash flows of the District, to provide financial reserves for unanticipated expenditures and/or revenue shortfalls of an emergency nature, and to provide funds for all existing encumbrances.

In order to maintain and protect the long term financial capacity of Shelby County Schools, total Fund Balance and reserves in the General Fund will be maintained at a level not less than required by Tennessee Code Annotated § 49-3-352. Should the Fund Balance amount fall below the required level, the Board must approve and adopt a plan to restore this balance to the required level within 24 months. If restoration of the reserve cannot be accomplished within such period without severe hardship to the District, the Board will establish a different time period. The Chief Financial Officer is responsible for monitoring the General Fund Balance in accordance with this policy.

**G. INVESTMENTS**

The Board supports and authorizes a safe and sound investment program, critical for securing a maximum yield to supplement other District revenues for the support of educational programs. Investments must comply with the policy and be in compliance with State and Federal laws. Per the policy, District investments shall be made with sound judgment and at a minimum, meet the following standards of: (1) Safety – investments shall be made in a manner that ensures the protection and preservation of investment principal; (2) Liquidity – investments shall be made in a manner to secure the highest investment return while managing liquidity requirements of debt service and other financial obligations of the District and (3) Return on investment – investments shall be made in a manner that maximizes returns considering aforementioned standards, applicable state and local restrictions, and reasonable levels of risk.

\*Source: Shelby County Government Fiscal Year 2014-15 Budget Debt Service Section pg. 4.



**VII. BUDGET DEADLINES AND SCHEDULES**

The Superintendent is responsible for developing an annual budget, submitting it to the Board for adoption and managing the budget after adoption. The Board is responsible for annually adopting the budget for the operation of the District and for submitting it to the Shelby County Commission. The Superintendent is responsible for filing a copy of the budget with the Commissioner of Education within the time limits mandated by the State. The Superintendent will also establish a time schedule for the preparation of the budget to be known as the "budget planning and preparation calendar."

The 2014-15 budget planning and preparation calendar is presented on the following page.



**VIII. BUDGET PLANNING AND PREPARATION CALENDAR 2014-15**

October 28, 2013	Draft budget calendar presented to Superintendent and Cabinet for review												
<b>October 28, 2013</b>	<b>DRAFT BUDGET CALENDAR AND ASSUMPTIONS PRESENTED AT REGULAR BUSINESS MEETING AS ITEM OF INFORMATION</b>												
November 8, 2013	Final enrollment projections provided to Finance Department												
December 13, 2013	General, CIP, and Special Revenue Fund information packets, guidelines and enrollment projections to budget center managers												
January 17, 2014	Budget requests due from budget center managers												
January 24, 2014	Draft General, CIP, and Special Revenue Budgets to Superintendent												
January 27 – 31, 2014	SCS Internal staff General, CIP and Special Revenue Budget Reviews												
<b>February 28, 2014</b>	<b>INITIAL BUDGET DELIVERED TO SHELBY COUNTY BOARD OF EDUCATION</b>												
<b>March 3-7, 2014</b>	<b>BOARD REVIEW OF FY2014-15 BUDGET Individual Board/Staff Reviews</b>												
<b>March 17 - 21, 2014</b>	<b>Community Forums held from 5:30 – 7:00 p.m. each evening.</b>												
	<table border="0"> <tr> <td>East/Northeast Region</td> <td>SCS Grays Creek</td> <td>Monday, March 17</td> </tr> <tr> <td>Southeast Region</td> <td>SCS Board Auditorium</td> <td>Wednesday, March 19</td> </tr> <tr> <td>Southwest Region</td> <td>Whitehaven High School</td> <td>Thursday, March 20</td> </tr> <tr> <td>Northwest Region</td> <td>Snowden School</td> <td>Friday, March 21</td> </tr> </table>	East/Northeast Region	SCS Grays Creek	Monday, March 17	Southeast Region	SCS Board Auditorium	Wednesday, March 19	Southwest Region	Whitehaven High School	Thursday, March 20	Northwest Region	Snowden School	Friday, March 21
East/Northeast Region	SCS Grays Creek	Monday, March 17											
Southeast Region	SCS Board Auditorium	Wednesday, March 19											
Southwest Region	Whitehaven High School	Thursday, March 20											
Northwest Region	Snowden School	Friday, March 21											
<b>April 9, 2014</b>	PROPOSED BUDGET DELIVERED TO SHELBY COUNTY BOARD OF EDUCATION												
<b>April 22, 2014</b>	REVISED PROPOSED BUDGET PRESENTED TO SHELBY COUNTY BOARD OF EDUCATION AND APPROVED												
April 30, 2014	SUBMITTED BUDGET TO SHELBY COUNTY BOARD OF COMMISSIONERS												
May 7, 2014	SHELBY COUNTY BOARD OF EDUCATION'S FY 2014-15 BUDGET PRESENTED TO SHELBY COUNTY BOARD OF COMMISSIONERS' BUDGET COMMITTEE (Budget Hearing)												
June 16, 2014	SHELBY COUNTY BOARD OF EDUCATION'S FY 2014-15 BUDGET APPROVED BY THE SHELBY COUNTY BOARD OF COMMISSIONERS												
<b>June 24, 2014</b>	<b>BUDGET PRESENTED TO SHELBY COUNTY BOARD OF EDUCATION AND APPROVED AS ADOPTED BUDGET</b>												
<b>July 15, 2014</b>	<b>BUDGET WAS AMENDED</b>												
August 1, 2014	SUBMITTED BUDGET TO STATE OF TENNESSEE												

**Boldface dates are Board of Education meeting or discussion/action dates.**



## IX. BUDGET POLICIES AND PRACTICES

The budget process is a year-round process. Departments begin in November in preparing their budgets for the upcoming fiscal year. The annual budget serves as the foundation for the District's financial planning and control. The process outlines the District's goals and objectives, with focus on academic achievement. The budget process is a seven-step process: planning, preparation, review, approval, adoption, implementation and monitoring.

**PLANNING:** During the planning phase, a budget calendar is developed with activities and budget assumptions. The budget calendar lists important dates and activities that will take place during the budgeting process. A draft budget calendar and assumptions are presented to the Board at the Board Work Session. Input is solicited from the Board on concerns and priorities. After revisions, the calendar and assumptions are presented to the Board of Education as an "Item of Information."

**PREPARATION:** Formulation of the budget begins with enrollment projections. Enrollment projections drive staffing and expenditure allocations for local schools. Enrollment projections are based on the second twenty-day attendance count. Projections are finalized annually in December.

### EXPENDITURES

Expenditure allocations for each school are based on per-pupil allocations, instructional and administrative staffing allocations and other required operating and maintenance (O&M) service levels. Per pupil allocation helps determine how much O&M funds each school will receive. The allocations to each school are considered discretionary funds. The discretionary funds for each school will be accounted for separately by way of Site-Based Budgets.

Each school's discretionary funds can be used for O&M services, such as professional services, repairs and maintenance, equipment rental, printing and binding, postage, telecommunications, telephone, supplies, materials, books, travel, equipment, computers, furniture, membership dues and related fees and other related instructional expenditures. Decisions concerning the use of these funds are at the principals' discretion. Other costs such as salaries and benefits include incremental increases plus a lane/step increase. Benefits are calculated according to the required Board matching rates plus projected insurance premium increases.

Costs that are fixed and static do not fluctuate depending upon the quantity or level of input. Most staffing positions are fixed but can be static depending on location. For example, in most cases, there is always one principal per school, whereas the number of teacher positions is flexible depending on student enrollment in each class and grade level component at each site. Each program is held at the same level of staffing unless approved by the Board or Superintendent. Other costs, such as utilities, gasoline, postage and other contracts, are considered uncontrollable.

The budget is developed using the Zero/Goal-Based budgeting method. Reengineering of processes and realignment of functional assignments for efficiency and improved performances are the next steps in the budget development process. Program managers are responsible for implementing measures for continuous improvement.

Each department is responsible for preparing supporting documentation. Before any budgets are submitted to Budget Services, a line item justification must be completed which align to District goals and priorities. The support documents enable Budget Services to determine if all cost allocations are justifiable and accurate. These documents also help the District to determine where cost savings can be maximized.



## **IX. BUDGET POLICIES AND PRACTICES (cont'd)**

### REVENUES

The estimation of revenues begins in October and is, in part, based upon enrollment projections which are developed by school and grade level. The projections take into account mobility factors such as birth rates and housing changes.

State law requires that local funding bodies adhere to the maintenance of effort rule; whereby, their budgets for education must be maintained at a minimum at the same budget level as the previous year.

By ordinance, Shelby County has capped the property tax revenues allocated to education. Prior to the merger of the former Memphis City Schools and Shelby County Schools, educational revenues from various County taxes, including sales taxes were shared between the school districts based on the weighted full-time equivalent average daily attendance (WFTEADA) formula.

State revenue estimates are generated through State sales tax collections and are calculated using the Basic Education Program (BEP) formula. BEP revenues are a funding plan and not a spending plan. However, certain requirements must be met when using the funds. BEP estimates are not finalized until the State of Tennessee calculates average daily membership (ADM) and finalizes its budget.

### CAPITAL BUDGETS

The budget development process for the Capital Projects Fund budget proceeds concurrently with the foregoing process for the development of the General Fund and Special Revenues Funds Budget.

Each year, the Department of Facilities Planning & Property works with the Department of Facility Management to update the District's Five-Year Capital Plan and determine which projects from the previously approved five years are most needed. Projects are prioritized based upon safety matters, compliance with State and Federal statutes, maintenance of existing facilities and improvement to District buildings. Shelby County Schools submits the identified projects to the Shelby County Board of Commissioners for approval of funding. After the Shelby County Board of Commissioners approves funding for a project, the projects are re-submitted to the Shelby County Board of Education to appropriate the expenditures.

**REVIEW/APPROVAL:** Once the initial budget is prepared, it is submitted to the Budget & Finance Committee for review. During the committee hearings, Executives of selected programs are given the opportunity to review their programs with the Board and justify their budgets. The review of the programs is guided by metrics required by the Budget & Finance Committee. After the committee meetings, revisions - by reconciliation - are made to the budget before the proposed document is prepared and presented to the Board. The Board reviews the proposed budget during the budget review meetings with members of the community. The Board approves the proposed budget which is submitted to the legislative body - the Shelby County Board of Commissioners.

**ADOPTION:** Once the Shelby County Board of Commissioners approves the proposed budget, the budget is adopted by the Board. The adopted budget is submitted to the State of Tennessee as the official budget document. The Board adopts a budget and an appropriating resolution for each fiscal year prior to the beginning of that fiscal year. The Board recognizes that the annual adopted budget is a legal document required by statute and, therefore, directs that such a budget for the operation of SCS be developed annually by the Superintendent.



## **IX. BUDGET POLICIES AND PRACTICES (concl'd)**

The Board further recognizes that the budget provides the framework for both expenditures and revenues for the year and translates into financial terms the educational programs and priorities for the District. SCS must provide a budget by major function and by major object to the Board. The approval of the annual budget by the Board provides authorization to the Superintendent and the administrative staff to expend any or all of the amounts appropriated to the limit of each separate fund for the specific budget year.

The annual budget is the most concise expression of the educational goals of the District because the budget expresses the services the District plans to provide during the period covered by the budget. Because the responsibilities of the District are continuous, the annual budget should be controlled to the optimum extent by policies that are compatible with the long-range plans of the District.

The State requires that a line item budget by functional category be entered into e-Reporting on the State Department of Education's website. State law requires the District to submit its operating budget to the State of Tennessee Department of Education by August 1. In the event the District does not adopt a budget for operation by July 1, the SCS Board must approve a continuation budget by resolution and the school budget for the year just ended shall continue in effect until a new school budget has been adopted. A continuation budget is not valid beyond October 1 of the current fiscal year for purposes of the District's eligibility to receive State school funds.

**IMPLEMENTATION/MONITORING:** Budget and Fiscal Planning loads the adopted budget into the financial system by July 1. As the budget is expended, monitoring of the budget is conducted by the program administrator, principal and Budget and Fiscal Planning. Monitoring includes an analysis of budget reports which are available electronically at any time.

### BUDGET ADMINISTRATION AND MANAGEMENT PROCESS

When unforeseen circumstances arise during the fiscal year which require an amendment to the final adopted operating budget, adjustments can be accomplished in the following manner.

The Superintendent or his designee is authorized to transfer budget amounts between line items of the same state functional classification and within the same major object type, i.e. salaries and benefits or discretionary account. A budget transfer shall be effective when the Superintendent or his designee has approved the item by signature. Budget revisions that increase the balance of a fund are taken by resolution before the Board and the Shelby County Board of Commissioners.

The monitoring of expenditures and revenues is a crucial component of the management of the budget. In the event of an unexpected decline in revenue, certain non-essential expenses would be the first to be identified and frozen to ensure a balanced budget at year-end.

### POSITION CONTROL

An integral part of the District's adopted budget is Position Control which defines the approved budgeted positions. The purpose of the Position Control is to ensure that the District's staffing does not exceed its authorized positions. The Position control budget is maintained by Budget and Fiscal Planning.

Any salary increase that is requested for an employee by a department administrator for purposes of reclassification, equity or other circumstances must first be approved by Human Resources Division of Compensation, and the Superintendent makes the final approval. The department administrator must identify funding for the increase as the department or division's budget must remain budget neutral. Savings realized through vacancies cannot be used to fund salary increase requests.





**X. LAWS AFFECTING THIS BUDGET**

**A. BUDGET ADOPTION**

SCS must submit its budget for approval each year to the following:

- Shelby County Board of Commissioners
- State of Tennessee – Pursuant to Tennessee Code Annotated (TCA) §49-3-316 the District has thirty days after the beginning of each fiscal year to submit to the Commissioner of Education a complete and certified copy of its entire school budget for the current school year. On or before August 1 of each year the District must submit to the Commissioner of Education a correct and accurate financial report of the receipts and expenditures for all public school purposes of the District during the previous school year ending on June 30.

In the event that the local fiscal body has not adopted a budget for the operation of the public schools by July 1 of any year, the District budget for the year just ended shall continue in effect, by resolution, until a new District budget has been approved.

However, expenditures mandated by this part and implemented by rules, regulations and minimum standards of the State board shall be incorporated into this continuing budget. Any continuing budget adopted by the local fiscal body shall not be valid beyond October 1 of the current fiscal year for purposes of the local fiscal body's eligibility to receive State school funds.

**B. OTHER LAWS AFFECTING THE BUDGET**

According to TCA §49-13-112 (a), the District must allocate to approved charter schools an amount equal to the per-student state and local funds received by the District and all appropriate allocations under federal law or regulation, including Title I funds. The allocation must be in accordance with rules and regulations as established by the Tennessee State Department of Education.

According to TCA §49-3-359 Amended, there is included in the Tennessee Basic Education Program (BEP), an amount of money to pay \$100 to every teacher in kindergarten through grade twelve (K-12). This money shall be used by the teachers for instructional purposes. In a practical manner, the District must allocate this amount to the teachers after the start of the school year.

**C. FINANCIAL REPORTING AND AUDIT REQUIREMENTS**

The Superintendent shall submit financial reports to the Board and to State and Federal agencies, as required. Principals are responsible for submitting monthly financial reports to the central office and to State and Federal agencies, as required. Summary financial statements consisting of the various fund balance sheets will be prepared on a monthly basis to ensure the monitoring of controls and financial status.

The Superintendent will also require revenue and expenditure budget projections for the General Fund on a monthly basis. If the projections indicate a significant over or under-expenditure condition by June 30, corrective action or budget amendments will be initiated by the budget center manager.

An independent audit of all fiscal accounts, including accounts and records of each school's student activity funds, shall be made by a certified public accountant selected by the Board following the end of each fiscal year. The results of this audit, including a management letter, will be made available to the Shelby County Board of Education.

The Superintendent shall furnish or make copies of the audit available to the proper authorities as prescribed by law.



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**FINANCIAL SECTION**

The Financial Section of the budget includes the following information:

- I. MAJOR REVENUE SOURCES AND TRENDS
  - A. Shelby County
  - B. Local Sales Tax
  - C. State of Tennessee
  - D. Federal Government Funds
  - E. Local Funds
  
- II. EXPENDITURE CATEGORIES
  
- III. BUDGET ASSUMPTIONS
  
- IV. GOVERNMENTAL FUNDS
  - A. All Governmental Fund Types
  - B. General Fund
    - Departmental Detail
  - C. Capital Projects Fund
  - D. Special Revenue Funds
  
- V. PROPRIETARY FUNDS
  - A. Internal Service Funds



**I. MAJOR REVENUE SOURCES AND TRENDS**

SCS has four major revenue sources:

- Local Taxes
- County Bonds
- State Equalization Assistance
- Federal, State and Local Grants and Reimbursements

The County of Shelby assesses a property tax rate that is earmarked for education. The yield from the tax rate is determined by the estimated value of a penny per \$100 of the assessed value, which is provided to the District by the County and the County Trustee. State law requires that local funding bodies adhere to the maintenance of effort rule; whereby, their budget must be maintained, at a minimum, to the same budget level as the previous year. If the budget is less, it cannot be reduced lower than the same per pupil funding as the previous year.

Previously, educational revenues from various County taxes, including sales taxes, were shared between the former MCS and pre-merger SCS based on the weighted full-time equivalent average daily attendance (WFTEADA) formula developed by the Tennessee Department of Education. The WFTEADA percentage varied each year between school districts according to their share of the County-wide enrollment. For 2013-14, the unified District included both former Memphis City Schools and former Shelby County Schools so a distribution based on average daily attendance was not necessary. With the creation of municipal school districts in FY 2015, the property tax distribution has resorted back to a WFTEADA basis between Shelby County Schools and the municipal school districts.

Revenues are budgeted based on enrollment projections that are developed by school and grade level accounting for mobility factors, birth rates and housing changes. By ordinance, the County has capped the property tax revenues allocated to education. Therefore, revenues are expected to remain flat for some time. According to State law, half of all local sales tax collections must be given to education. Budget estimates are built utilizing forecasts from the County Trustee’s Office, the State of Tennessee Commissioner of Finance and Administration and the Sparks Bureau of Business and Economic Research.

State equalization funding, primarily generated through State sales tax collections, is calculated using the Basic Education Program (BEP) formula. The BEP formula for determining revenues is based on a funding plan and not a spending plan. However, certain requirements must be met when using the funds (i.e., class size and minimum teacher salaries), but for the most part, districts are allowed flexibility in spending the funds.

Funding is equalized among State school districts by using fiscal capacity indices based on the Tennessee Advisory Commission on Intergovernmental Relations (TACIR) index, Center for Business and Economic Research (CBER)/Fox index and a 50%/50% combination of both the TACIR and CBER indices. The TACIR index gauges the wealth of the County by using certain economic and poverty indicators. The CBER index measures the revenues generated by the County.



## I. MAJOR REVENUE SOURCES AND TRENDS (cont'd)

The Basic Education Program allocation has three components: 1) instructional funding, 2) classroom funding and 3) non-classroom funding. Each component has a different State share and required local matching percentage. Funding is based on average daily membership weighted on the 2<sup>nd</sup>, 3<sup>rd</sup>, 6<sup>th</sup>, and 7<sup>th</sup> twentieth day counts. Formulas used to determine funding are total weighted student count multiplied by the per pupil allocation, per teacher allocation, staffing formulas and salary allocations, maintenance and operations square footage calculations, plus transportation allowances. Whenever a component in the funding formula changes which would cause a district to lose funds, a district may be "held harmless" until that funding level is reached by the district. If a school district's enrollment drops, it may fall into a "stability" classification; whereby, the district's allocation is maintained for one year at the previous year's funding level.

Federal and State grant funds are primarily funded based on the free and reduced nutrition count or entitlement basis. Some grants are competitive and based on the application. Grant funds are categorical, and the revenues are reimbursed based on expenditures that are restricted for specific purposes that cannot supplant the District's general operating fund. The National School Lunch Program reimburses the District based on entitlement and the number of meals served.

Local grants are revenues derived from outside sources other than the Federal or State governments. Revenues from local grants may be received through donations or a competitive application process. Expenditures are restricted for specific purposes. Through a competitive application process, the former MCS District was awarded \$90,000,000 over the course of seven years from the Bill & Melinda Gates Foundation to improve teacher effectiveness and student performance.

Revenues of the District are classified by fund and source. Sources of revenues include:



**I. MAJOR REVENUE SOURCES AND TRENDS (cont'd)**

**A. SHELBY COUNTY**

**Exempt Property In Lieu of Tax:** These taxes are collected from businesses that have been granted tax relief by the Center City Commission and the Industrial Development Board due to site improvements, new construction or relocation that will add jobs to the City and/or County. Funds are distributed based on average daily attendance.

**In Lieu of Tax Memphis Light, Gas & Water:** The District's proration of money from the Light, Gas & Water Division is allocated on the same basis as the current property tax.

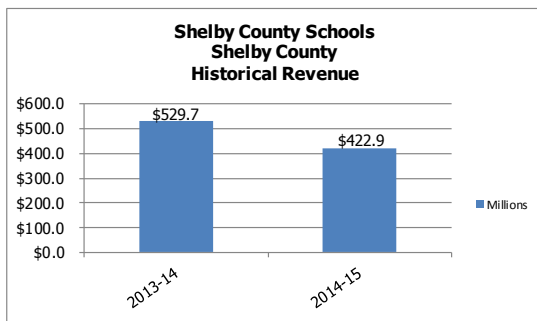
**Other:** These revenues are received from time-to-time from various sources other than taxes.

**Privilege Tax:** This tax is an annual business tax with allocation between City and County schools based upon average daily attendance.

**TPSC (Pickup) Taxes (Current and Prior):** These taxes were created by TCA §67-5-501, which classifies certain property associated with utilities and railroads as real property for purposes of property taxation. The taxes are "picked up" if they are not on the tax roll. In previous years, these taxes were reported as current and delinquent property taxes.

**Transfer In - Uptown Re-development:** These taxes are assessed on land purchased from the County that falls within the redevelopment zone. In FY 2011, it was determined that ordinance 4869 had been misinterpreted by the Trustee Office since 2002. The tax should be based on the current year tax rate instead of the project's base year tax rate.

**Wheel Tax:** Effective October 1, 2001, the County wheel tax rate for auto license tags was doubled from \$25 to \$50 on privately-owned vehicles; from \$40 to \$80 on business-owned vehicles, including leased vehicles; and from \$10 to \$20 on motorcycles. The revenues were divided with half the proceeds designated to City and County schools operating funds distributed based on average daily attendance. The other half was used by the County for debt repayment. Based upon a County resolution adopted in fiscal year 2007, wheel tax is only remitted by the County to the District when property tax collections are not sufficient to meet the annual appropriation for education.



The chart to the left depicts all revenue received from **Shelby County Government**, including Local Sales Tax which is explained in item B. of this section. Before the merger of the former Memphis City Schools with Shelby County Schools, revenue was distributed by Shelby County to both Districts based upon weighted full-time equivalent of average daily attendance (WFTEADA). While the distribution was not necessary due to the merged District during fiscal year 2013-14, the distribution should return with the operation of the municipal school districts. The trend shows a reduction in funding which is a direct

correlation with declining enrollment. Revenue from Shelby County represents 35.02% of total funding and is considered a major revenue source in the Governmental Funds.



**I. MAJOR REVENUE SOURCES AND TRENDS (cont'd)**

**B. LOCAL SALES TAX**

**County Sales Tax:** The first one-half of the \$0.0225 collected has been designated for education and before the merger of the former MCS and SCS, was divided on a weighted full-time equivalent of average daily attendance basis between the City schools and County schools. With the creation and operation of municipal school districts, this type of distribution will be reinstated during fiscal year 2014-15. Revenue estimates include Trustee's commission.

**C. STATE OF TENNESSEE**

**Basic Education Program (BEP)** - The State provides BEP funding to Local Education Agencies from revenue it receives from Sales Tax, Mixed Drink Tax and Cigarette Tax (in July 2007, legislation was passed to raise additional funding for education through a "cigarette tax" and from surplus revenues). BEP is a funding formula that determines the funding level required for each school system to provide a common, basic level of service for all students in the State of Tennessee. BEP was adopted by the state legislature in 1992 as part of the Education Improvement Act (EIA). The BEP formula contains 45 components that the legislature has deemed necessary for schools to succeed. The formula determines the actual state share of education funding by each county's relative ability to pay or its "fiscal capacity". School boards have broad flexibility in determining how to allocate state funds. The BEP component costs are recalculated and updated for inflation each year. Additional information about BEP can be found at the following link: <http://www.tn.gov/sbe/bep.shtml>

This revenue includes SCS' share of funds under the Basic Education Program. Beginning in fiscal year 1993-94, all State funds except for Medicare Reimbursement, Career Ladder, Driver Education, 21<sup>st</sup> Century Classrooms and some mental health funds were merged into the Basic Education Program.

**State Grants** – These are grants provided to States and shared with LEAs to help stabilize State and local budgets in order to minimize and avoid reductions in education and other essential services in exchange for a State's commitment to advance essential education reform in key areas.

**Career Teacher Program** – The "Career Ladder Program" revenues are restricted and must flow-through to teachers who are eligible to receive the funds. Expenditures are based upon those eligible and approved.

**Coordinated School Health** – The program promotes overall school health improvement goals.

**Extended Contract (Career Ladder)** – This funding is restricted as a flow-through for Extended Contract expenditures that support Elementary Summer School and various other district programs.

**Extended Contract Program** – The program provides various after-school and extended-year instructional programs to students.



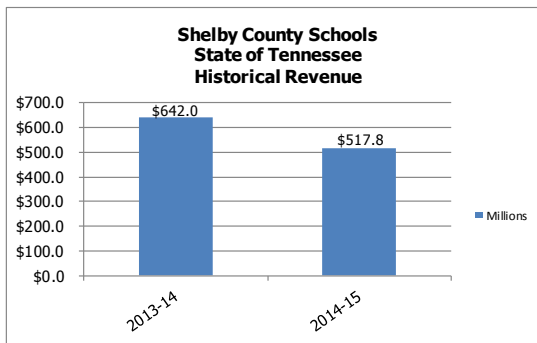
**I. MAJOR REVENUE SOURCES AND TRENDS (cont'd)**

**C. STATE OF TENNESSEE (concl'd)**

**Family Resource Centers** – The program provides information to families about resources, support and benefits available in the community and on developing a coordinated system of care for children in the community.

**Mental Health - Alcohol and Drug Services** – The Tennessee Department of Health provides funds for diagnostic and treatment services, early intervention and teacher training.

**Safe Schools** – Positive Behavior Intervention and Supports (PBIS) has been the underlying process to document needs and use data based problem solving to develop interventions at universal, secondary, and tertiary levels. The program also includes emergency management and safety preparedness; violence and drug prevention; crisis prevention and conflict resolution; student leadership and engagement initiatives.



Total Revenues received from the **State of Tennessee** are illustrated in the chart to the left. The District estimates that it will receive \$517.8 million in fiscal year 2014-15. The largest source of revenue from the State is BEP, which is based upon average daily membership. The District receives additional funding from the State for Extended Contract, Coordinated School Health, Safe Schools and Family Resource Centers. Revenue from the State represents 42.88% of total funding and is considered a major revenue source in the Governmental Funds.

**D. FEDERAL GOVERNMENT**

**Adult Basic Education:** Financial assistance is provided to school systems offering basic education courses to adults in the community.

**Indirect Costs:** Federal programs reimburse the District for a portion of the administrative services provided to its programs.

**J.R.O.T.C. Reimbursement:** The Second Region U.S. Army reimburses the District for conducting J.R.O.T.C. programs in secondary schools. This represents approximately 50 percent of the cost for military instructor pay budgeted expenditures.

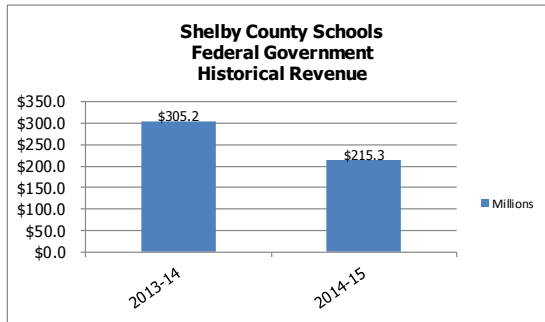
**Other Federal Flowed through the State:** These federal revenues are from various sources.





**I. MAJOR REVENUE SOURCES AND TRENDS (cont'd)**

**D. FEDERAL GOVERNMENT (concl'd)**



Total Revenues received from the **Federal Government** are illustrated in the chart to the left. The District estimates that it will receive \$215.3 million in fiscal year 2014-15. Revenue from the Federal Government represents 17.83% of total funding and is considered a major revenue source in the Governmental Funds. Funding from the Federal Government is primarily for grants and services.

**E. LOCAL FUNDS**

**Administrative Fees:** Service fees are charged to charter schools based on contractual agreements.

**Interest Earnings from Investments:** Revenues are earned from the District's short-term cash management activities.

**Judgment Recovery:** This revenue represents legal settlement proceeds that are infrequent in nature.

**Miscellaneous:** This revenue is generated from library fines, shop fees, sales of obsolete equipment, lost textbook collections, insurance recoveries, donations, etc.

**Rental of Facilities:** This revenue is generated from the rental of facilities owned by the District.

**Sale of Property:** Income generated from the sale of vacant property.

**Stadium Receipts:** This revenue is produced from athletic ticket sales at Shelby County Schools' stadiums.

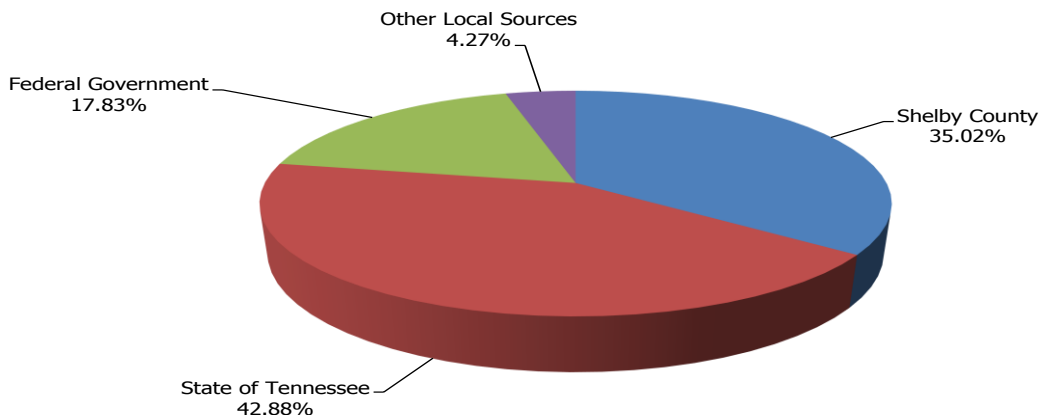
**Tuition:** This revenue is generated from tuition fees for students to attend various educational programs.



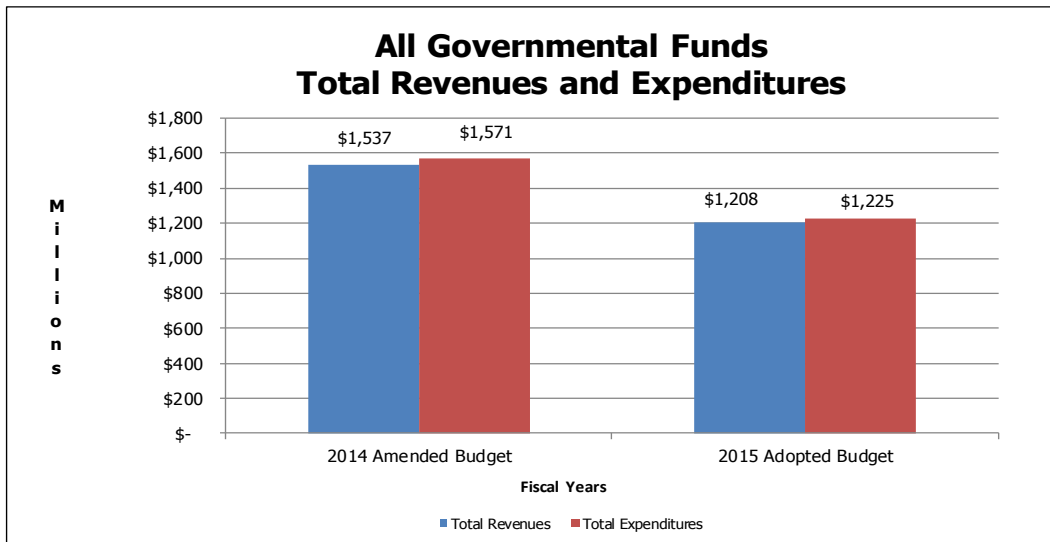
**I. MAJOR REVENUE SOURCES AND TRENDS (concl'd)**

**Shelby County Schools  
Highlights of the 2014-15 Budget  
All Governmental Fund Revenues**

	<b>2013-14 Amended Budget</b>	<b>2014-15 Adopted Budget</b>	<b>Percentage of 2014-15 Budget</b>	<b>Percentage Increase (Decrease)</b>
Shelby County	529,686,890	422,934,244	35.02%	-20.15%
State of Tennessee	641,983,734	517,767,993	42.88%	-19.35%
Federal Government	305,204,224	215,269,610	17.83%	-29.47%
Other Local Sources	60,157,442	51,578,103	4.27%	-14.26%
<b>Totals</b>	<b>\$ 1,537,032,290</b>	<b>\$ 1,207,549,950</b>	<b>100.00%</b>	<b>-21.44%</b>



The chart below depicts the District’s historical revenue and expenditures trends for governmental funds. The graph below intentionally excludes Internal Service Funds.





## II. EXPENDITURE CATEGORIES

Expenditures are classified by fund, function and object. Examples of functions include instruction, instructional support and general administration. A description of functions and object codes follows:

### *Functions*

**Instruction** - Activities designed to deal directly with the interaction between teachers and students.

**Instructional support** - Support services designed to provide administrative, supervisory, technical (such as guidance and health) and logistical support to facilitate and enhance instruction.

**Student support** - Services to promote attendance and health services.

**Office of principal** - Activities concerned with directing and managing the operation of a particular school. Such activities include those performed by the principal, assistant principals and other assistants while they supervise all operations of the school, evaluate staff, assign duties to staff, supervise and maintain the records of the school and coordinate school instructional activities with those of the total school system. These activities also include the work of secretarial and clerical staff in support of the teaching and administrative duties.

**General administration** - Activities concerned with establishing and administering policy for the operation of the District.

**Fiscal services** - Activities concerned with the financial operations of the District. This includes all aspects of budgeting and financial reporting (such as receipts and disbursements, financial and property accounting, payroll, inventory control and the managing of funds).

**Other support services** - Services to students in addition to attendance and health services. These include guidance services and evaluation and testing services for both regular education students, special education students and vocational education students.

**Student transportation** - Activities concerned with conveying students to and from school, as provided by State and Federal law. This includes trips between home and school and trips to school activities.

**Plant services** - Activities concerned with keeping the physical plant open, comfortable and safe for use, and keeping the grounds, buildings and equipment in effective working condition and state of repair. These include the activities of maintaining safety in buildings, on the grounds and in the vicinity of schools.

**Community service** - Activities concerned with providing community services to students, staff or community participants. This includes expenditures for District staff participating in community organizations such as leadership, family resource centers, Families First, pre-kindergarten programs, extended school programs and community-sponsored activities.



**II. EXPENDITURE CATEGORIES (cont'd)**

**Functions (concl'd)**

**Charter schools** - Activities concerned with the operation of the District's charter schools.

**Retiree benefits** - Amounts paid by the District on behalf of employees for the purpose of retirement.

**Food service** - Activities concerned with providing meals to students and staff in a school or school system. This service area includes the supervision of a staff whose responsibility is to prepare and serve regular and incidental meals, lunches or snacks in connection with school activities and food delivery.

**Debt service** - Servicing the debt of the District, including payments of both principal and interest.

**Capital outlay** - Amounts paid for acquiring land and buildings, remodeling buildings, constructing buildings, additions to buildings, initially installing or extending service systems and other built-in equipment and improving sites.

Relationship Between State Functions and Financial Structure						
State Function Categories	General Fund Fund 01	Capital Projects Fund Fund 07	Special Revenue Fund Non-Federal Fund 08	Special Revenue Fund Food Service Fund 10	Special Revenue Fund Federal Fund 12	Internal Service Funds
71100-Regular Instruction Program	X		X		X	X
71150-Alternative Instruction Program	X				X	
71200-Special Education Program	X		X		X	X
71300-Vocational Education Program	X				X	
71600-Adult Programs	X				X	
72110-Attendance	X					
72120-Health Services	X		X		X	X
72130-Other Student Support	X		X		X	
72210-Regular Instruction Program Support	X		X		X	
72215-Alternative Instruction Program Support	X					
72220-Special Education Program Support	X				X	
72230-Vocational Education Program Support	X				X	
72260-Adult Programs Support	X				X	
72310-Board of Education	X		X		X	
72320-Director of Schools	X		X			
72410-Office of the Principal	X		X		X	
72510-Fiscal Services	X		X			
72520-Human Services/Personnel	X		X		X	
72610-Operation of Plant	X	X	X			X
72620-Maintenance of Plant	X	X	X			X
72710-Transportation	X				X	X
72810-Central and Other	X		X		X	X
73100-Food Service			X	X		
73300-Community Services	X		X		X	
73400-Early Childhood Education	X		X		X	
81300-Education Debt Service	X					
82130-Education Debt Service	X					
91300-Education Capital Projects	X	X				
99000-Other Uses	X					
99100-Transfers Out	X		X	X	X	

**Object Codes**

**Salaries** - Amounts paid to both permanent and temporary District employees, including personnel substituting for those in permanent positions. This includes gross salary for personnel services rendered while on the payroll of the District.



**II. EXPENDITURE CATEGORIES (cont'd)**

**Object Codes (concl'd)**

**Employee benefits** - Amounts paid by the District on behalf of employees. These amounts are not included in the employees' gross salary but are in addition to that amount. Such payments are fringe benefit payments and, while not paid directly to employees, are part of the cost of personnel services.

**Contracted services** - Amounts paid for services rendered by individuals and/or companies. These activities would include utility services, communication services, repair and maintenance services, rentals, cleaning services, transportation expenses, etc.

**Supplies & materials** - Amounts paid for items that are consumed, worn out or items that lose their identity through fabrication or incorporation into different or more complete units or substances.

**Other Charges** – Amounts paid for goods and services not otherwise classified above. In-Service/Staff Development is included in this category for: contracted services if a facilitator is brought in to teach a session, travel when staff members travel to/from training and any supplies or materials that are a part of the cost of providing the training.

**Debt Service** – Amounts paid for principal and interest required for capital outlay notes, bonds and capitalized lease agreements.

**Capital Outlay** – Expenditures for furniture, furnishings, athletic and playground equipment and other equipment such as computers. The purchase of land, buildings, or anything that would be attached to a building or structure such as boilers, are also included.

Relationship Between SCS Departmental Units and Funding Sources						
Department or Project Description	General Fund Fund 01	Capital Projects Fund Fund 07	Special Revenue Fund Non-Federal Fund 08	Special Revenue Fund Food Service Fund 10	Special Revenue Fund Federal Fund 12	Internal Service Funds
010000-Board of Education	X		X			
020000-Superintendent	X					
020100-Chief of Staff	X					
030000-General Counsel	X					
030100-Labor Relations	X		X			
040000-Internal Audit	X					
100000-Academic Office	X		X		X	
101000-K-16 School Initiatives					X	
102000-Curriculum	X		X		X	
102010-English Second Language	X				X	
102020-STEM	X				X	
102030-Literacy	X		X		X	
102040-Mathematics	X					
102050-Science	X					
102060-Social Studies	X					
102071-Elementary Music and Art	X	X			X	
102081-Summer School	X		X			
102090-Pre-K	X		X		X	
102091-Elementary Physical Education	X	X			X	
102100-Textbooks	X	X				
102200-World Languages	X				X	
102300-Band and Strings	X	X				
102400-Substitutes	X				X	



**II. EXPENDITURE CATEGORIES (cont'd)**

Relationship Between SCS Departmental Units and Funding Sources						
Department or Project Description	General Fund Fund 01	Capital Projects Fund Fund 07	Special Revenue Fund Non-Federal Fund 08	Special Revenue Fund Food Service Fund 10	Special Revenue Fund Federal Fund 12	Internal Service Funds
102500-Librarians	X					
102501-Librarians-Elementary	X	X				
102502-Librarians-Middle	X					
102503-Librarians - K-8	X					
102504-Librarians - High	X					
102600-Educational Support	X					
103000-Career and Technical Education	X		X		X	
103010-Adult Education	X				X	
104000-Exceptional Children	X		X		X	X
104001-Exceptional Children - Elementary					X	
104002-Exceptional Children - Middle					X	
104003-Exceptional Children - K-8	X					
104004-Exceptional Children - High					X	
104010-Exceptional Children - Homebound & Hospital	X				X	
104020-Exceptional Children - Gifted	X					
104030-Exceptional Children Schools Admin	X					
104040-Exceptional Children Administration	X				X	
105000-Federal Programs					X	
106010-Northwest Region	X				X	
106020-Northeast Region	X				X	
106030-Southwest Region	X				X	
106040-Southeast Region	X				X	
106050-Shelby Region	X				X	
106061-School Leadership - Elementary	X	X	X		X	
106062-School Leadership - Middle	X				X	
106063-School Leadership - K-8	X					
106064-School Leadership - High	X				X	
107000-Optional Schools	X				X	
108000-Alternative Schools	X				X	
108010-Adolescent Parenting	X					
108020-SCS Prep Northwest	X					
108030-SCS Prep Northeast	X					
108040-SCS Prep Southwest	X					
108050-SCS Prep Southeast	X					
108060-Ida B Wells Academy	X					
109000-School Operations					X	
190000-Schools	X				X	
190001-General Education - Elementary	X				X	
190002-General Education - Middle	X		X		X	X
190003-General Education - K-8	X				X	
190004-General Education - High	X				X	
190100-Hollis F Price	X					
190200-Middle College	X					
190300-Career Ladder	X					
190400-Extended Contract	X					
190500-General Education - Other	X		X		X	
201000-Attendance & Discipline	X		X			
202000-Safety & Security	X	X	X		X	X
202100-Safe Schools	X					
203000-Student Support	X		X		X	
203010-Athletics	X		X			
203020-ROTC	X					
203030-Drivers Ed	X					
203040-Guidance Counseling	X		X			
203041-Guidance Counseling - Elementary	X					
203042-Guidance Counseling - Middle	X					
203043-Guidance Counseling - K-8	X					
203044-Guidance Counseling - High	X					
203100-Money Due Board (School Reimbursement)	X				X	
204000-Health Services	X	X	X		X	
204100-Family Resource Center Health	X					
210000-Innovation Office	X				X	
211000-Charter Schools	X				X	
212010-Virtual School	X				X	



**II. EXPENDITURE CATEGORIES (cont'd)**

Relationship Between SCS Departmental Units and Funding Sources						
Department or Project Description	General Fund Fund 01	Capital Projects Fund Fund 07	Special Revenue Fund Non-Federal Fund 08	Special Revenue Fund Food Service Fund 10	Special Revenue Fund Federal Fund 12	Internal Service Funds
220000-Planning and Accountability	X				X	
221000-Student Info Management	X					
222000-Assessment and Accountability	X		X		X	
223000-Research Planning and Improvement	X		X		X	
301000-Communications	X		X			
301010-Instructional Television	X					
302000-Community Outreach and Parental Engagement	X		X		X	
310000-Talent Management	X		X			
311000-Performance Management	X					
312000-Professional Development	X		X		X	
313000-Recruitment and Staffing	X				X	
314000-Employee Services	X					
315000-Human Resources	X					
320000-Finance	X					
321000-Accounting	X		X		X	
322000-Budget and Fiscal Planning	X					
323000-Payroll	X					
324010-Accounts Payable	X					
325000-Benefits						
325010-Benefits - Retirees	X					
330000-Risk Management	X					X
331000-Business Operations Admin	X					
332000-Transportation	X				X	X
332010-Special Education Transportation	X					
333000-Procurement	X					
334000-Facility Support - Mailroom	X	X	X			X
334100-Custodial and Grounds	X					X
334200-Utilities	X					X
334300-General Services	X					X
334400-Zone 4 Maintenance	X					
334500-Zone 2 Maintenance	X					
334600-Zone 1 Maintenance	X					X
334700-Zone 3 Maintenance	X					
335000-Facilities Planning and Property	X	X				
336000-Nutrition Services				X		
337000-Warehousing	X					X
340000-Information Technology	X		X			X
341000-User Support Services	X					
342000-Business Applications Services	X		X		X	
343000-Infrastructure and Systems Support Services	X		X			X
400000-Debt Service	X					
560000-Other Potential Uses	X					
600000-Regular Capital Outlay		X				
0015-Consolidated Administration					X	
0055-Coordinated School Health	X					
0079-Safe Schools Carryover_FY13	X					
0315-Instructional Television	X					
0600-Teacher Incentive Fund MCS					X	
0610-Teacher Incentive Fund SCS					X	
1004-Title I, Part A, Improving Academic Achievement					X	
1005-Title I, Part A, Improving Academic Achievement	X				X	
1105-Title I,Part A, School Improvement					X	
1155-Title I, Part A, School Improvement, ARRA					X	
1205-Title 1 School Improvement II					X	
1405-Title 1 School Improvement III					X	
1505-Title I, Part D, Subpart 1, Neglected/Delinquent					X	
1704-Title 1, Part G School Improv Reading Initiative					X	
2005-Title II, Part A, Training & Recruiting	X				X	
2205-Title II, Part D, Sustainability/Launch II					X	
3005-Title III, Part A, English Language Acquisition					X	
3105-Title III, Part A, ELA, Discretionary	X				X	



**II. EXPENDITURE CATEGORIES (cont'd)**

Relationship Between SCS Departmental Units and Funding Sources						
Department or Project Description	General Fund Fund 01	Capital Projects Fund Fund 07	Special Revenue Fund Non-Federal Fund 08	Special Revenue Fund Food Service Fund 10	Special Revenue Fund Federal Fund 12	Internal Service Funds
3155-Race to the Top					X	
3519-Individuals with Disabilities in Education Act					X	
3572-Vocational Program Improvement Carl Perkins					X	
3576-Carl Perkins					X	
3580-Vocational Program Improvement Carl Perkins					X	
3601-Consolidated Administration 12.01					X	
3603-Title 1 Part A-Improving Basic Programs					X	
3606-Title 1, Part D-Neglected, Delinquent, At-Risk					X	
3612-21st Century Community Learning Centers					X	
3617-Tennessee First to the Top TCASN Hamilton					X	
3620-Title II, Part A-Teacher & Principal Training					X	
3622-Youth Empowerment Initiative					X	
3624-Tennessee First to the Top-TCASN-Kingsbury HS					X	
3626-Race to the Top					X	
3627-Race to the Top	X				X	
3632-Title 1-School Improvement Grant 1					X	
3633-Title I - School Improvement Grant II					X	
3639-Early Childhood Education Pilot/State					X	
3651-Preschool Incentive Program					X	
3654-IDEA Part B-Summary 13.01					X	
3659-School Leadership Initiative					X	
3665-Foreign Language Assistance Program FLAP					X	
3666-Foreign Languages Assistance Program FLAP					X	
3672-Tennessee First to the Top - Renewal School					X	
3676-Tennessee First to the Top - Teacher Residency					X	
3680-Tennessee First to the Top - Principal Residency					X	
3686-Title III, Part A-English Language					X	
3695-Workforce Investment Network in School					X	
3698-Workforce Investment Act in School					X	
3704-Garrett A Morgan Tech-Transp Educ Program					X	
3711-Win Grassy					X	
3717-Workforce Investment Network Out of School					X	
3729-Vocational Program Improvement Carl Perkins					X	
3732-Title X, Memphis City/Shelby Co Homeless					X	
3738-English Literacy and Civics Education					X	
3744-Teacher Incentive Fund					X	
3754-Adult Basic Education					X	
3773-Exceptional Children Discretionary Funds					X	
3780-HRSA School Clinic Equipment					X	
3782-StarTalk					X	
3783-Teen Pregnancy and Parenting Success					X	
3790-Learn and Serve					X	
3793-Minority HIV 11.01					X	
3797-Gear Up at the River					X	
3836-Energy Efficient Schools Initiative			X			
3839-The Healthy School-Whole Child Program			X			
3842-ASD Contracted Services						X
3855-School Age Child Care			X			
3873-MCS Mental Health Records			X			
3876-Microsoft Class Action Settlement			X			
3884-Telecommunications Center Underwriting Broad			X			
3901-Security-Ancillary Services			X			
3910-Toyota Family Literacy Program			X			
3911-Connect TN			X			
3916-Microsoft Settlement 2008-09			X			
3931-Leap-Lottery for Education After School Program			X			
3932-Shelby County Head Start Program			X			
3935-Teacher Effectiveness Initiative			X			
3942-Head Start Observation			X			
3947-Audio/visual Duplication Services			X			
3974-Pace Outreach			X			
3975-TVA Enernoc Demand Response Program			X			





**II. EXPENDITURE CATEGORIES (cont'd)**

Department or Project Description	General Fund Fund 01	Capital Projects Fund Fund 07	Special Revenue Fund Non-Federal Fund 08	Special Revenue Fund Food Service Fund 10	Special Revenue Fund Federal Fund 12	Internal Service Funds
3979-Adult Education			X			
3984-E-Rate USAC			X			
3987-Facility Rental			X			
3989-After School Childcare			X			
3998-Very Special Arts Festival			X			
4305-Title IV, Part B, 21st Century (Project Lead)			X		X	
4705-First to the Top Reward Schools					X	
4905-STEM 2014					X	
5305-First to the Top Renewal					X	
5404-Memphis Virtual Stem Academy-East High					X	
5505-Education Jobs Fund Program					X	
5805-Race to the Top, Local Flow Through					X	
5905-Race to the Top, State Competitive					X	
6005-Teacher Incentive Fund MCS					X	
6105-Teacher Incentive Fund SCS					X	
6500-Comprehensive Planning		X				
6904-Unforeseen Emergencies		X				
7005-Title X Homeless					X	
7055-Title X, Part C, Homeless, ARRA					X	
8004-Pre-K			X		X	
8005-Carl Perkins					X	
8018-STEM			X		X	
8031-National Science Foundation-UOM Grant			X			
8032-Teacher Effectiveness Initiative			X			
8041-After School Snacks			X			
8042-After School Childcare			X			
8050-LEAP Program			X			
8105-Win-Grassy					X	
8205-Workforce Investment Network In School					X	
8305-Workforce Investment Network Out Of School					X	
8667-TCASN-Hamilton High					X	
8905-Exceptional Children Vocational Rehabilitation Job					X	
9005-IDEA, Part B	X				X	
9100-Printing						X
9105-IDEA, Preschool					X	
9200-Warehouse						X
9305-Headstart			X			
9404-Headstart - Federal Health & Human Services 2014					X	
9405-Headstart - Federal Health & Human Services 2015					X	
9605-School Leadership Initiative					X	
9704-CDCP HIV/STD PREVENTION					X	
C105-Bell Forest Community School Start Up		X				
C115-Millington High Phase II		X				
C125-New Southeast Shelby County Elementary School		X				
C135-School Demolitions		X				
C145-ERP		X				
C155-Germantown High Auditorium & Alarm System		X				
C165-Northeast Region Classroom Additions		X				
C175-Facility Improvement	X	X				
C185-Mechanical Boilers & Air Conditioning		X				
C195-Comprehensive Planning	X	X				
C205-Roofing		X				
C215-ADA Improvements		X				
C225-Painting		X				
C235-Window Replacements		X				
C245-General Deferred Maintenance		X				
C255-Life Safety-Fire Alarms(Multiple Sites)		X				
C265-Playgrounds & Stadiums		X				
C275-Unforeseen Emergencies		X				
C285-Synthetic Athletic Fields		X				
D025-School Age Childcare			X			
D045-Security-Ancillary Services			X			X
D055-Teacher Effectiveness Initiative	X		X			
D065-TVA ENERNOC Demand Response Program			X			
D075-Facility Rental			X			
D085-After-School Childcare	X		X			
D095-Very Special Arts Festival			X			



**II. EXPENDITURE CATEGORIES (concl'd)**

Relationship Between SCS Departmental Units and Funding Sources						
Department or Project Description	General Fund Fund 01	Capital Projects Fund Fund 07	Special Revenue Fund Non-Federal Fund 08	Special Revenue Fund Food Service Fund 10	Special Revenue Fund Federal Fund 12	Internal Service Funds
D125-Telecommunications Center UbS			X			
D185-Healthy School Whole Child Program			X			
D195-Foreign Languages Assistance Program FLAP					X	
D205-Adopt a School Seminar			X			
D225-After-School Snacks			X			
D235-Art Educators Grant	X		X		X	
D245-Arts in Education: Artfest			X			
D265-Business Partnerships			X			
D275-Coalition of Large School Systems			X			
D285-Coordinated School Health			X		X	
D294-Energy Efficient Schools Initiative			X			
D295-Energy Efficient Schools Initiative			X			
D305-English Language Arts (ELA) Writing Grant			X			
D315-English Literacy and Civics Education					X	
D335-Evaluation Testing			X			
D345-Family Resource Center			X			
D355-Farm to School Planning			X			
D365-Fresh Fruits & Vegetables			X			
D375-Fresh Fruits & Vegetables (Lucy Elem)			X			
D385-Fuel Up to Play			X			
D395-Gear Up at the River					X	
D415-Homeless Children & Youth Program			X			
D425-Improving Health Education & Well Being of Youth					X	
D435-LEAP Program			X			
D445-MCS Connect Mentoring Program			X			
D455-Memphis Youth Works			X			
D465-Mental Health Records			X			
D474-MET Research Study-BMGF			X			
D485-MIAA Dues & Fines			X			
D505-National Science Foundation - UOM Grant			X			
D515-Pollution Control Grant			X			
D525-Pre-K	X		X		X	
D535-Preschool Incentive Program					X	
D555-Research & Evaluation			X			
D585-SCS Foundation			X			
D595-Shelby County Headstart			X			
D605-Shelby Metro Basketball			X			
D615-Sprite Parks Project			X			
D625-State of TN EESI			X			
D644-Student Ticket Subsidy			X			
D645-Student Ticket Subsidy			X			
D655-TCASN-Hamilton High					X	
D665-Teen Pregnancy and Parenting Success					X	
D675-Tennessee Dept. of Human Services Student					X	
D685-Transition			X			
D695-TSBA Healthier Schools Challenge			X			
D715-Youth Risk Behavior Survey			X			
D724-Wellness Initiative Plough Foundation			X			
D734-Toyota Family Literacy Program			X			
D744-Bond Building Lighting Upgrade			X			
S010-Consolidated Admin SCS FY13 Carryover					X	
S100-Title 1, Improv Acad Achieve SCS FY13 Carryover					X	
S150-Title 1 Part D SCS FY13 Carryover					X	
S160-Title 1, Part D, Delinq FY13 Carryover					X	
S200-Title II A					X	
S221-Teacher Incentive - SCS FY13 Carryover					X	
S300-Title III, Part A, English Acq SCS FY13 Carryover					X	
S580-First to the Top-Scope of Work FY13 SCS Carryover					X	
S800-Carl Perkins-SCS FY13 Carryover					X	



### **III. BUDGET ASSUMPTIONS**

#### **GENERAL:**

1. Enrollment projections were developed by school site assuming a continual decline in base enrollment.
2. The current 34 charter schools have added a grade level as identified or outlined in the existing contracts. The District has planned for 39 charter schools for Fiscal Year 2014-15. Two of the 34 schools are charter operators whose applications were approved in Fiscal Year 2011-12, but had not yet opened. These schools opened in Fiscal Year 2014-15.
3. The District continues to recruit, train, and retain highly effective teachers to accelerate student achievement, which requires the redeployment of resources and adjustments to various practices and procedures within SCS.
4. A review was conducted to identify school consolidations and closures. Some of the factors considered were: facility index, declining enrollment, waning birthrates/maturing population and increased housing/vacancies by zip code.
5. The District expects enrollment shifts to the Achievement School District (ASD) to continue. The ASD has taken over seven new schools in Shelby County for Fiscal Year 2014-15. Three of them are direct-run by the ASD while others are managed by authorized Charter Management Organizations.
6. Six suburban municipalities formed their own Municipal School Districts effective Fiscal Year 2014-15.

#### **REVENUES:**

1. Fiscal Year 2014-15 local property tax rates and revenue budgets for education were not expected to increase from the 2013-14 Fiscal Year budget. Generally, local sources of revenues, on a per pupil basis, remain relatively unchanged from year to year in order to remain in compliance with BEP Maintenance of Effort. However, due to the consolidation, Maintenance of Effort will be re-calculated and averaged over the next two years.
2. The indirect cost rates of 18.21% for non-restricted programs (Nutrition) and 3.2% for Restricted Programs (Federal Grants) will be applied to applicable expenditures.
3. Fiscal Year 2014-15 Sales Tax Revenues are expected to increase slightly by approximately 2% based upon Fiscal Year 2013-14 collections and historical trends.
4. The budget was balanced by enacting expenditure controls for efficient, economical, and effective use of resources.
5. Fiscal Year 2014-15 assumed that all other revenues were projected to remain flat.



### III. BUDGET ASSUMPTIONS (concl'd)

#### EXPENDITURES:

1. Budget development was focused on the District's strategic plan, academic goals and improvements as identified by the Superintendent, Board of Commissioners and stakeholders.
2. Emphasis was placed on identification of efficiencies, reengineering of operations, identification of revenue generators, and prudent review of alternative funding sources to maximize resources. Efficiencies and investments were identified and tracked separately.
3. The District prepared the budget using a combination of Zero Based / Goal Budget Methodology. All costs were justified, scrutinized and funded based on the value added or outcome to the ***District's Mission, Vision and Core Beliefs, District Priorities and District Strategic Goals.***
4. The budget reflects appropriate rates for items such as: non-controllable items (contracts, gasoline, postage, utilities, etc.); functional assignments as realigned; or necessary investments to support the strategic plan of the District.
5. The budget was built to fund: mandated costs, grant matching requirements and substantiated cost for current programs; less efficiencies or cost savings; plus initiatives required to reach the goals of high academically performing schools, safe schools, improved graduation rates, and fiscal accountability.
6. SCS continues to provide health care through a Medicare Supplement to Medicare eligible retirees. As of June 30, 2013, the former Memphis City Schools' unfunded OPEB liability was \$1,130,585,514. As of June 30, 2013, the unfunded OPEB liability of Shelby County Schools (pre-merger) was \$338,573,222.
7. Retirement benefit costs are adjusted by the State on a biennial basis and were adjusted for Fiscal Year 2014-15. Rates for Fiscal Year 2014-15 used for budgeting were 9.04% for certificated and 9.27% for classified employees.
8. Budget development was based on revised teacher staffing and support staffing formulas for Fiscal Year 2014-15. The formulas comply with State requirements.



**IV. GOVERNMENTAL FUNDS**

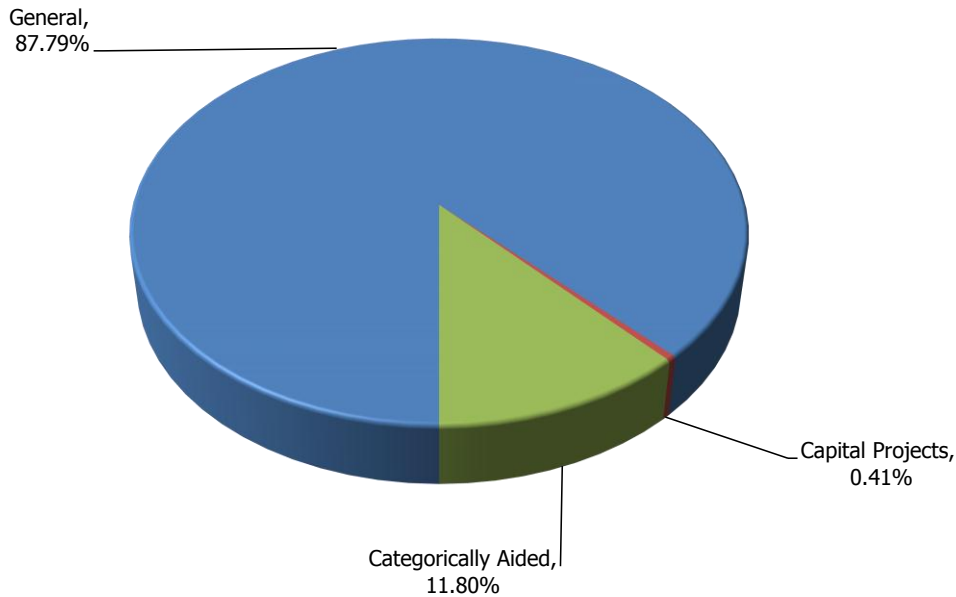
**A. ALL GOVERNMENTAL FUND TYPES**

The District started fiscal year 2014-15 with \$171,777,844 of total fund balance (unaudited). With \$1,207,549,950 in budgeted revenues and \$1,224,520,503 for budgeted expenditures, the District projects to end fiscal year 2014-15 with approximately \$154,807,391 in total fund balances (before reserves).

**Shelby County Schools  
Highlights of the 2014-15 Budget  
Fund Balances (All Governmental Funds)**

<b>Funds</b>	<b>Projected Fund Balances July 1, 2014</b>	<b>Revenues</b>	<b>Expenses or Expenditures</b>	<b>Projected Fund Balances June 30, 2015</b>
General	\$ 145,426,467	\$ 944,410,056	\$ 953,926,872	\$ 135,909,651
Capital Projects	6,776,428	346,224	6,492,290	630,362
Categorically Aided	19,574,949	262,793,670	264,101,341	18,267,278
<b>Total</b>	<b>\$ 171,777,844</b>	<b>\$ 1,207,549,950</b>	<b>\$ 1,224,520,503</b>	<b>\$ 154,807,291</b>

**2014-15  
Projected Ending Fund Balances**



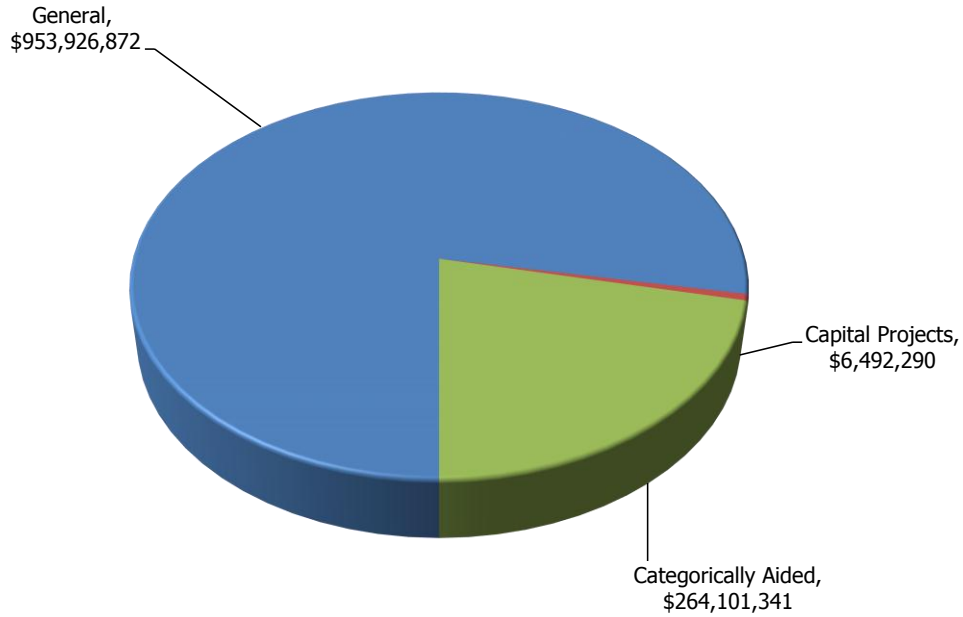


**IV. GOVERNMENTAL FUNDS (cont'd)**

**A. ALL GOVERNMENTAL FUND TYPES (cont'd)**

**SUMMARY OF BUDGETS – ALL GOVERNMENTAL FUND TYPES**

The Governmental Funds are comprised of the General Fund, the Capital Projects Fund and the Special Revenue Funds.





**IV. GOVERNMENTAL FUNDS (cont'd)**

**A. ALL GOVERNMENTAL FUND TYPES (cont'd)**

ALLOCATION OF FUNDS BY DISTRICT GOAL

**Shelby County Schools  
FY2014-15 Budget**

	General Fund	% of Budget	Capital Fund	% of Budget	Special Revenue	% of Budget	Internal Service	% of Budget	Total All Funds	% of Total Budget
<b>Goal 1: Accelerate Student Achievement</b>	<b>\$ 719,572,071</b>	<b>75.43%</b>	<b>\$ -</b>	<b>-</b>	<b>#####</b>	<b>59.48%</b>	<b>\$1,901,826</b>	<b>33.34%</b>	<b>\$ 878,568,829</b>	<b>71.42%</b>
1A-Focus on Pre-K - 3 Literacy	169,261,196	17.74%	-	-	34,878,793	13.21%	-	-	204,139,989	16.59%
1B-Develop, Recruit, and Retain Effective Teachers, Leaders and Staff	196,155,838	20.56%	-	-	9,413,116	3.56%	648,504	11.37%	206,217,458	16.78%
1C-Improve Low-Performing Schools	331,191,280	34.72%	-	-	86,834,617	32.88%	65,122	1.14%	418,091,019	33.98%
1D-Expand Opportunities for High Achievers	22,963,757	2.41%	-	-	25,968,406	9.83%	1,188,200	20.83%	50,120,363	4.07%
<b>Goal 2: Design Effective Business Operations</b>	<b>134,319,011</b>	<b>14.08%</b>	<b>4,785,197</b>	<b>73.71%</b>	<b>106,342,217</b>	<b>40.27%</b>	<b>2,590,090</b>	<b>45.41%</b>	<b>248,036,515</b>	<b>20.16%</b>
2A-Emphasize Project Management and Fiscal Efficiency	551,777	0.06%	-	-	1,455,089	0.55%	-	-	2,006,866	0.16%
2B-Create Culture of Transparency and Accountability	32,010,403	3.36%	-	-	1,418,522	0.54%	-	-	33,428,927	2.72%
2C-Ensure Data-Driven Decision Making	8,399,993	0.88%	4,785,197	73.71%	76,948	0.03%	-	-	13,262,138	1.08%
2D-Enact Sustainable Processes and Procedures	93,356,836	9.78%	-	-	103,391,658	39.15%	2,590,090	45.41%	199,338,584	16.20%
<b>Goal 3: Build Employee and Community Confidence in the Unified District</b>	<b>3,731,363</b>	<b>0.39%</b>	<b>-</b>	<b>-</b>	<b>407,692</b>	<b>0.15%</b>	<b>-</b>	<b>-</b>	<b>4,139,055</b>	<b>0.34%</b>
3A-Broaden Stakeholder Interaction, Awareness and Advocacy	315,946	0.03%	-	-	-	-	-	-	315,946	0.03%
3B-Establish High Standards of Customer Service	2,616,388	0.28%	-	-	-	-	-	-	2,616,388	0.21%
3C-Advance Accurate and Fair Information About the District	764,424	0.08%	-	-	407,692	0.15%	-	-	1,172,116	0.10%
3D-Strengthen Two-Way Exchange of Input and Information	34,605	0.00%	-	-	-	-	-	-	34,605	0.00%
<b>Goal 4: Ensure Schools are Safe, Clean and Well-Prepared for Learning</b>	<b>96,304,427</b>	<b>10.10%</b>	<b>1,707,093</b>	<b>26.29%</b>	<b>256,500</b>	<b>0.10%</b>	<b>1,212,343</b>	<b>21.25%</b>	<b>99,480,363</b>	<b>8.09%</b>
4A-Reinforce School Security and Discipline	13,499,939	1.42%	1,707,093	26.29%	256,500	0.10%	70,949	1.24%	15,534,481	1.26%
4B-Increase On-Time Attendance	26,900,816	2.82%	-	-	-	-	-	-	26,900,816	2.19%
4C-Upgrade School Cleanliness	48,105,705	5.04%	-	-	-	-	1,141,394	20.01%	49,247,099	4.00%
4D-Boost Student Health and Nutrition	7,797,967	0.82%	-	-	-	-	-	-	7,797,967	0.63%
<b>Total</b>	<b>\$ 953,926,872</b>	<b>100.00%</b>	<b>\$ 6,492,290</b>	<b>100.00%</b>	<b>\$ 264,101,341</b>	<b>100.00%</b>	<b>\$ 5,704,259</b>	<b>100.00%</b>	<b>\$ 1,230,224,762</b>	<b>100.00%</b>

Note: this chart represents the final FY 2014-15 budget as aligned to each SCS goal and more specifically, to each District priority. Initially, SCS departmental leaders and chiefs were asked to submit their budget requests by aligning each requested dollar to the four SCS goals and 16 specific priorities. During budget development and evaluation, amounts and proportions tied to district goals and priorities may have shifted based on analyses of program outcomes, expected revenues, additional grant funding or cost-saving measures. After a careful review by departmental leadership and the Superintendent, this goal and priority-aligned budget was approved by the board as the adopted budget.



**IV. GOVERNMENTAL FUNDS (cont'd)**

**A. ALL GOVERNMENTAL FUND TYPES (cont'd)**

**SUMMARY OF BUDGETS – ALL GOVERNMENTAL FUNDS BY FUNCTION  
FISCAL YEAR 2014-15 BUDGET  
With Comparative Information for Fiscal Years 2013-14 through 2014-15**

	2013 - 14 Amended Budget	2014-15 Adopted Budget
<b>Revenues</b>		
Shelby County	390,358,365	310,184,749
State of Tennessee	641,983,734	517,767,993
Federal Government	305,204,224	215,269,610
Local option and state sales tax	139,328,525	112,749,495
Charges for services	2,974,518	2,040,456
Other local sources	57,182,924	49,537,647
<b>Total revenues</b>	<u>1,537,032,290</u>	<u>1,207,549,950</u>
<b>Expenditures</b>		
Instruction	828,804,710	585,816,393
Instructional support	110,350,003	73,571,169
Student support	80,847,196	62,899,098
Office of principal	82,602,679	60,456,628
General administration	84,271,987	79,775,481
Fiscal services	8,154,210	5,785,868
Other support services	87,953,357	73,802,702
Student transportation	33,102,002	28,860,538
Plant services	103,441,342	88,719,769
Community service	24,924,131	45,009,621
Charter schools	67,406,809	77,974,431
Transfers out	12,128,998	5,267,605
Retiree benefits	28,636,084	29,429,970
Debt Service:		
Principal	592,879	658,940
Interest	-	-
Capital Outlay	17,985,865	6,492,290
<b>Total expenditures</b>	<u>1,571,202,252</u>	<u>1,224,520,503</u>
<b>Excess (deficiency) of revenues over expenditures</b>	<u>(34,169,962)</u>	<u>(16,970,553)</u>
<b>Beginning Fund Balance</b>	205,947,805	171,777,843
Increase (decrease) in reserve for encumbrance	-	-
Transfers from Other Funds	-	-
Assignment - Other post employment benefits	-	-
<b>Ending Fund Balance</b>	<u>\$ 171,777,843</u>	<u>\$ 154,807,290</u>



**IV. GOVERNMENTAL FUNDS (cont'd)****A. ALL GOVERNMENTAL FUND TYPES (concl'd)**

**SUMMARY OF BUDGETS – ALL GOVERNMENTAL FUNDS BY OBJECT**  
**FISCAL YEAR 2014-15 BUDGET**  
**With Comparative Information for Fiscal Years 2013-14 through 2014-15**

	2013 - 14 Amended Budget	2014-15 Adopted Budget
<b>Revenues</b>		
Shelby County	\$ 390,358,365	\$ 310,184,749
State of Tennessee	641,983,734	517,767,993
Federal Government	305,204,224	215,269,610
Local option and state sales tax	139,328,525	112,749,495
Charges for services	2,974,518	2,040,456
Other local sources	57,182,924	49,537,647
<b>Total revenues</b>	<u>1,537,032,290</u>	<u>1,207,549,950</u>
<b>Expenditures</b>		
Salaries	863,056,393	665,405,182
Benefits	274,182,741	209,177,986
Professional services	14,481,874	26,145,262
Property maintenance services	12,339,023	10,514,240
Contracted services	115,244,553	104,280,570
Supplies & materials	122,297,864	83,537,994
Travel	1,837,490	2,599,722
Furniture & equipment	52,671,703	19,145,112
Other objects	47,090,923	25,081,064
Debt Service	592,879	658,940
Charter schools	67,406,809	77,974,431
<b>Total expenditures</b>	<u>1,571,202,252</u>	<u>1,224,520,503</u>
<b>Excess (deficiency) of revenues over expenditures</b>	<u>(34,169,962)</u>	<u>(16,970,553)</u>
<b>Beginning Fund Balance</b>	205,947,805	171,777,843
Increase (decrease) in reserve for encumbrance	-	-
Transfers from Other Funds	-	-
Assignment - Other post employment benefits	-	-
<b>Ending Fund Balance</b>	<u>\$ 171,777,843</u>	<u>\$ 154,807,290</u>



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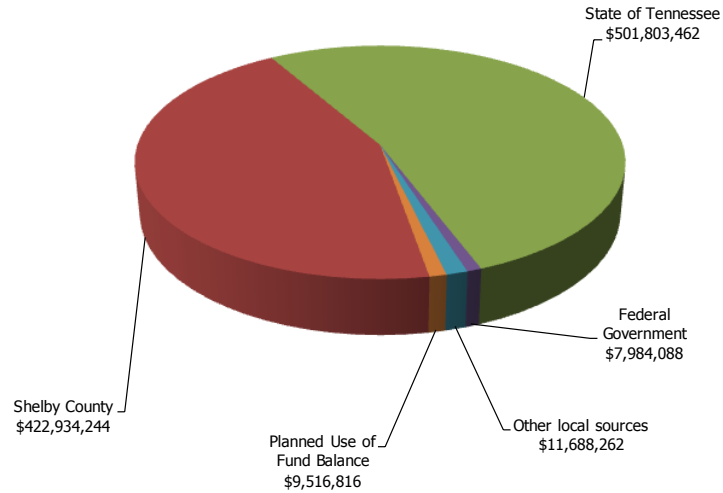


**IV. GOVERNMENTAL FUNDS (cont'd)**

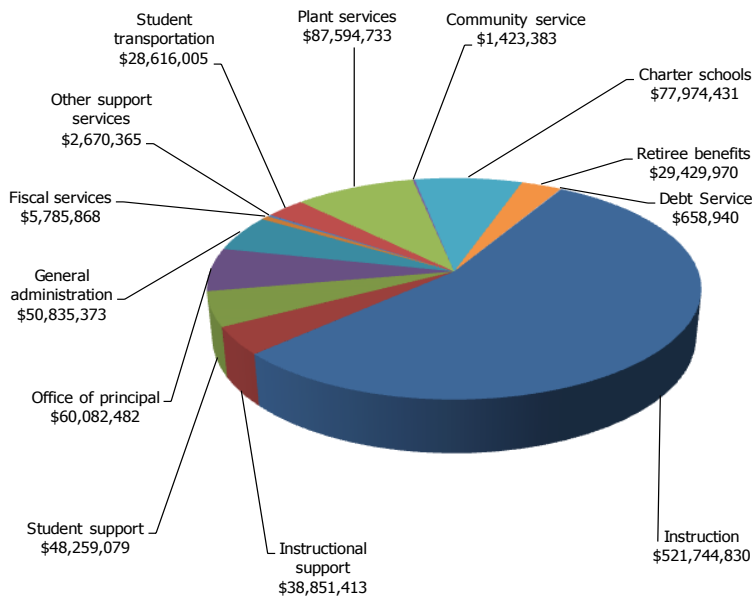
**B. GENERAL FUND**

**2014-15 GENERAL FUND SOURCE OF FUNDS AND EXPENDITURES**

**Source of Funds**



**Expenditures**



**IV. GOVERNMENTAL FUNDS (cont'd)****B. GENERAL FUND (cont'd)****GENERAL FUND BY FUNCTION  
FISCAL YEAR 2014-15 BUDGET****With Comparative Information for Fiscal Years 2013-14 through 2014-15**

	2013 - 14 Amended Budget	2014-15 Adopted Budget
<b>Revenues</b>		
Shelby County	\$ 390,358,365	\$ 310,184,749
State of Tennessee	625,479,800	501,803,462
Federal Government	13,347,550	7,984,088
Local option and state sales tax	139,328,525	112,749,495
Charges for Services	2,974,518	2,040,456
Other local sources	4,550,166	9,647,806
<b>Total revenues</b>	<u>1,176,038,924</u>	<u>944,410,056</u>
<b>Expenditures</b>		
Instruction	700,429,184	521,744,830
Instructional support	48,447,404	38,851,413
Student support	63,004,716	48,259,079
Office of principal	81,639,516	60,082,482
General administration	51,945,531	50,835,373
Fiscal services	6,209,204	5,785,868
Other support services	7,118,411	2,670,365
Student transportation	30,468,204	28,616,005
Plant services	101,488,145	87,594,733
Community service	1,262,251	1,423,383
Charter schools	67,406,809	77,974,431
Retiree benefits	28,636,084	29,429,970
Food service	-	-
Internal service	-	-
Debt Service:		
Principal	592,879	658,940
Interest	-	-
Capital Outlay	-	-
<b>Total expenditures</b>	<u>1,188,648,338</u>	<u>953,926,872</u>
<b>Excess (deficiency) of revenues over expenditures</b>	<u>(12,609,414)</u>	<u>(9,516,816)</u>
<b>Beginning Fund Balance</b>	158,035,881	145,426,467
Increase (decrease) in reserve for encumbrance	-	-
Transfers from Other Funds	-	-
Assignment - Other post employment benefits	-	-
<b>Ending Fund Balance</b>	<u>\$ 145,426,467</u>	<u>\$ 135,909,651</u>



**IV. GOVERNMENTAL FUNDS (cont'd)**

**B. GENERAL FUND (cont'd)**

**GENERAL FUND BY OBJECT  
FISCAL YEAR 2014-15 BUDGET  
With Comparative Information for Fiscal Years 2013-14 through 2014-15**

	2013 - 14 <u>Amended Budget</u>	2014-15 <u>Adopted Budget</u>
<b>Revenues</b>		
Shelby County	\$ 390,358,365	\$ 310,184,749
State of Tennessee	625,479,800	501,803,462
Federal Government	13,347,550	7,984,088
Local option and state sales tax	139,328,525	112,749,495
Charges for Services	2,974,518	2,040,456
Other local sources	4,550,166	9,647,806
<b>Total revenues</b>	<u>1,176,038,924</u>	<u>944,410,056</u>
<b>Expenditures</b>		
Salaries	720,711,003	550,219,632
Benefits	232,114,792	177,948,238
Professional services	14,423,512	26,097,509
Property maintenance services	12,298,313	10,468,626
Contracted services	49,466,215	50,258,170
Supplies & materials	58,999,173	38,828,164
Travel	1,703,634	2,444,122
Furniture & equipment	7,689,088	5,549,444
Other objects	23,242,920	13,479,596
Debt Service	592,879	658,940
Charter schools	67,406,809	77,974,431
<b>Total expenditures</b>	<u>1,188,648,338</u>	<u>953,926,872</u>
<b>Excess (deficiency) of revenues over expenditures</b>	<u>(12,609,414)</u>	<u>(9,516,816)</u>
<b>Beginning Fund Balance</b>	158,035,881	145,426,467
Increase (decrease) in reserve for encumbrance	-	-
Transfers from Other Funds	-	-
Assignment - Other post employment benefits	-	-
<b>Ending Fund Balance</b>	<u>\$ 145,426,467</u>	<u>\$ 135,909,651</u>



**IV. GOVERNMENTAL FUNDS (cont'd)**

**B. GENERAL FUND (cont'd)**

**EXPENDITURE SUMMARY BY CABINET & DEPARTMENT**

	2013-14 Amended Budget	2013-14 Budgeted Positions	2014-15 Adopted Budget	2014-15 Total Adopted Positions	2015 vs 2014 Variance	Variance Positions	Percentage of 2014-15 Budget	Percentage Increase (Decrease)
<b>Board of Education</b>								
010000 Board of Education	\$ 10,159,925	14.0	\$ 8,256,774	16.0	\$ (1,903,151)	2.0	0.87%	-18.73%
<b>Total Board of Education</b>	<b>\$ 10,159,925</b>	<b>14.0</b>	<b>\$ 8,256,774</b>	<b>16.0</b>	<b>\$ (1,903,151)</b>	<b>2.0</b>	<b>0.87%</b>	<b>-18.73%</b>
<b>Superintendent</b>								
020000 Superintendent	\$ 603,681	3.0	\$ 569,774	3.0	\$ (33,907)	-	0.06%	-5.62%
<b>Total Superintendent</b>	<b>\$ 603,681</b>	<b>3.0</b>	<b>\$ 569,774</b>	<b>3.0</b>	<b>\$ (33,907)</b>	<b>-</b>	<b>0.06%</b>	<b>-5.62%</b>
<b>Chief of Staff</b>								
0201000 Chief of Staff	\$ 996,310	9.0	\$ 761,620	7.0	\$ (234,690)	(2.0)	0.08%	-23.56%
313000 Recruitment and Staffing	228,457	3.0	804,563	9.0	576,106	6.0	0.08%	252.17%
314000 Employee Services	2,498,187	19.0	1,136,659	18.0	(1,361,528)	(1.0)	0.12%	-54.50%
315000 Human Resources	-	-	905,145	-	905,145	-	0.09%	0.00%
<b>Total Chief of Staff</b>	<b>\$ 3,722,954</b>	<b>31.0</b>	<b>\$ 3,607,987</b>	<b>34.0</b>	<b>\$ (114,967)</b>	<b>3.0</b>	<b>0.38%</b>	<b>-3.09%</b>
<b>General Counsel</b>								
030000 General Counsel	\$ 3,296,378	14.0	\$ 2,947,156	10.0	\$ (349,222)	(4.0)	0.31%	-10.59%
030100 Labor Relations	164,865	3.0	196,931	2.0	32,066	(1.0)	0.02%	19.45%
<b>Total General Counsel</b>	<b>\$ 3,461,243</b>	<b>17.0</b>	<b>\$ 3,144,087</b>	<b>12.0</b>	<b>\$ (317,156)</b>	<b>(5.0)</b>	<b>0.33%</b>	<b>-9.16%</b>
<b>Academic Office</b>								
100000 Academic Office	\$ 747,050	5.0	\$ 651,302	5.0	\$ (95,748)	-	0.07%	-12.82%
102000 Curriculum	2,306,967	15.0	1,608,787	13.0	(698,180)	(2.0)	0.17%	-30.26%
102010 English As a Second Language	17,980,342	261.0	16,051,565	244.0	(1,928,777)	(17.0)	1.68%	-10.73%
102020 STEM	479,855	3.0	251,858	3.0	(227,997)	-	0.03%	-47.51%
102030 Literacy	2,652,940	-	2,126,875	-	(526,065)	-	0.22%	-19.83%
102040 Mathematics	1,520,345	1.0	1,339,049	1.0	(181,296)	-	0.14%	-11.92%
102050 Science	401,277	1.0	404,862	1.0	3,585	-	0.04%	0.89%
102060 Social Studies	387,576	-	346,502	-	(41,074)	-	0.04%	-10.60%
102071 Elementary School Music and Art	21,122,671	304.4	12,989,321	229.6	(8,133,350)	(74.8)	1.36%	-38.51%
102081 Summer School	2,826,726	-	1,834,679	-	(992,047)	-	0.19%	-35.10%
102090 Voluntary Pre-K	112,242	1.0	128,862	1.0	16,620	-	0.01%	14.81%
102091 Elementary School Physical Education	12,953,915	189.2	8,950,063	155.2	(4,003,852)	(34.0)	0.94%	-30.91%
102100 Textbooks	3,111,160	-	2,867,011	1.0	(244,149)	1.0	0.30%	-7.85%
102200 World Languages	3,628,004	56.0	1,992,010	28.0	(1,635,994)	(28.0)	0.21%	-45.09%
102300 Band and Strings	2,268,075	20.0	1,977,628	16.5	(290,447)	(3.5)	0.21%	-12.81%
102500-Library Services	18,726,103	222.0	15,075,302	189.0	(3,650,801)	(33.0)	1.58%	-19.50%
102600 Educational Support	511,498	7.0	505,796	6.0	(5,702)	(1.0)	0.05%	-1.11%
103000 Career and Technical Education	27,113,304	371.0	17,930,096	241.0	(9,183,208)	(130.0)	1.88%	-33.87%
103010 Adult Education	1,870,974	6.0	1,965,143	5.0	94,169	(1.0)	0.21%	5.03%
104000 Exceptional Children	100,775,499	1,691.9	75,449,469	1,294.9	(25,326,030)	(397.0)	7.91%	-25.13%
104003 Exceptional Children K8	-	-	-	-	-	-	0.00%	-
104010 Exceptional Children-Homebound & Hospital	1,414,034	18.0	1,121,560	16.0	(292,474)	(2.0)	0.12%	-20.68%
104020 Exceptional Children-Gifted	9,717,134	133.5	7,081,589	105.3	(2,635,545)	(28.3)	0.74%	-27.12%
104030 Exceptional Children School Administration	471,552	6.0	478,472	6.0	6,920	-	0.05%	1.47%
104040 Exceptional Children Administration	10,910,617	250.4	10,225,493	105.4	(685,124)	(145.0)	1.07%	-6.28%
106010 Northwest Region	599,837	5.0	562,281	5.0	(37,556)	-	0.06%	-6.26%
106020 Northeast Region	612,124	5.0	564,946	5.0	(47,178)	-	0.06%	-7.71%
106030 Southwest Region	603,293	5.0	289,671	2.0	(313,622)	(3.0)	0.03%	-51.99%
106040 Southeast Region	602,324	5.0	541,521	5.0	(60,803)	-	0.06%	-10.09%
106050 Shelby Region	597,006	5.0	284,996	2.0	(312,010)	(3.0)	0.03%	-52.26%
106061 School Leadership	76,754,062	1,126.0	57,067,714	786.0	(19,686,348)	(340.0)	5.98%	-25.65%
107000 Optional Schools	7,287,588	80.5	6,848,979	78.5	(438,609)	(2.0)	0.72%	-6.02%
108000 Alternative Schools	9,453,712	126.0	6,959,444	82.0	(2,494,268)	(44.0)	0.73%	-26.38%
108010 Adolescent Parenting	1,219,165	21.0	1,328,912	21.0	109,747	-	0.14%	9.00%
108020 Prep Northwest	2,297,856	26.0	2,428,981	26.0	131,125	-	0.25%	5.71%
108030 Prep Northeast	2,478,045	27.0	2,102,446	27.0	(375,599)	-	0.22%	-15.16%
108040 Prep Southwest	2,206,089	25.0	1,760,602	24.0	(445,487)	(1.0)	0.18%	-20.19%
108050 Prep Southeast	2,876,428	28.0	-	-	(2,876,428)	(28.0)	0.00%	-100.00%
108060 Ida B Wells Academy	1,226,956	18.0	1,647,852	22.0	420,896	4.0	0.17%	34.30%
190000 Schools / Fee Waiver	256,133	-	488,619	-	232,486	-	0.05%	90.77%
190001 General Education - Elementary	246,933,005	3,194.0	167,531,206	2,426.0	(79,401,799)	(768.0)	17.56%	-32.16%
190002 General Education - Middle	83,922,110	1,715.5	80,288,473	1,133.0	(3,633,637)	(582.5)	8.42%	-4.33%
190004 General Education - High	114,667,445	2,239.0	78,594,450	1,076.0	(36,072,995)	(1,163.0)	8.24%	-31.46%
190100 Hollis F Price	1,549,383	17.5	1,613,158	17.5	63,775	-	0.17%	4.12%
190200 Middle College	1,771,441	21.5	1,837,164	21.5	65,723	-	0.19%	3.71%
190300 Career Ladder	3,382,344	-	2,719,810	-	(662,534)	-	0.29%	-19.59%
190400 Extended Contract	1,234,700	-	1,409,843	-	175,143	-	0.15%	14.19%
190500 Student Residential Mental Health	85,000.0	-	115,000	-	30,000	-	0.01%	35.29%
<b>Total Academic Office</b>	<b>\$ 806,625,904</b>	<b>12,252.4</b>	<b>\$600,339,362</b>	<b>8,426.3</b>	<b>\$ (206,286,543)</b>	<b>(3,826.1)</b>	<b>62.93%</b>	<b>-25.57%</b>





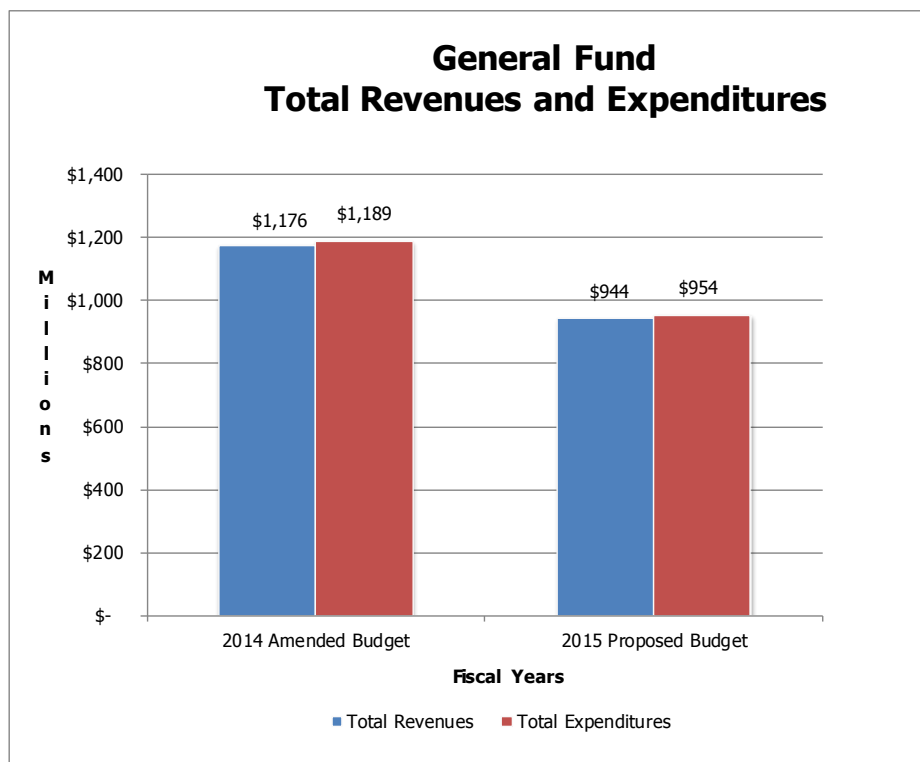
**IV. GOVERNMENTAL FUNDS (cont'd)**

**B. GENERAL FUND (cont'd)**

**REVENUE AND EXPENDITURE TRENDS**

The fiscal year 2014-15 general fund revenue budget totals \$944,410,056, representing a 19.70% decrease from the fiscal year 2013-14 budget of \$1,176,038,924.

The fiscal year 2014-15 general fund expenditure budget totals \$953,926,872, representing a 19.75% decrease from the fiscal year 2013-14 appropriation of \$1,188,648,338. This decrease is due to the loss of schools and the related reduction of expenditures attributable to the creation of the municipal school districts and the increase in the number of ASD schools. Through various cost saving measures, SCS was able to balance the 2014-15 General Fund Budget.





**IV. GOVERNMENTAL FUNDS (cont'd)****B. GENERAL FUND (cont'd)****Departmental Detail**

Each department, within SCS, was provided forms to document its departmental goals, objectives and measures. The highlighted goals align with the District's goals and demonstrate that specific department's goals and results. Also illustrated is how the department determined if those goals were achieved. The preceding forms were completed by department heads with the assistance of department staff and Budget & Fiscal Planning. Each department must abide by the goals SCS has adopted; however, individual departments may have implemented additional goals within their particular department. The departments also indicate whether the program is legally mandated. Financial and position summary information are also included.



## **BOARD OF EDUCATION**

### **MISSION STATEMENT:**

The Board Office is comprised of three (3) divisions – Policy, Intergovernmental Affairs and Constituent Services. The Office provides the Shelby County School Board, in conjunction with the Administration, administrative support as it relates to the Board’s legal duties and obligations in the governance of the school system; assists the Board and Administration with coordinating and facilitating policy development; intergovernmental affairs; and constituent services.

### **DEPARTMENTAL GOALS:**

- ❖ Coordinate and assist the Board in providing governance through the exercise of its legal authority to conduct required functions, which includes but is not limited to, providing financial resources and oversight by developing and adopting a budget; developing and evaluating Board policy; employing and evaluating the Superintendent; participating in educational planning; and authorizing the employment and dismissal of tenured teachers.
- ❖ Develop, communicate, train and evaluate District policies/rules and regulations and conduct research aligned with and in support of the District’s mission, vision, goals and core beliefs and commitments.
- ❖ Assist in coordinating, researching, developing, and communicating the District’s legislative priorities in support of the District’s mission, vision, goals and core beliefs and commitments; as well as facilitating lines of communication and information exchange between the Board and Administration, and the Board/Administration and local, state and federal officials and agencies.
- ❖ Develop and implement a system of accountability that ensures Board Members and the Superintendent are accessible and responsive to addressing the needs of constituents.
- ❖ Coordinate and facilitate in an efficient and effective manner Board meetings, Board calendar, Board Member training, and other Board related administrative services.

### **ISSUES & TRENDS:**

The Board Office is the result of the merger and reorganization of the Policy and Legislation Department and Board Office. The Office consists of three (3) divisions, Policy, Intergovernmental Affairs and Constituent Services and provides administrative support services to the Board. The following provides an overview of the services the Board Office is responsible for undertaking:

#### **Policy**

1. Develop and revise board policies and accompanying rules and regulations in support of and aligned with the District’s vision and goals; and state and federal law/regulations. This includes continuing to work cross-functionally between departments and with the Board to review, research, reconcile, revise, and/or develop policies in support of the continued merger/de-merger transition; and focus on reform and transformative policies that affect the core business of education (e.g. teacher and leader quality) and that affect other areas, such as District accountability and allocation of District resources
2. Communicate and train District administration on policies and rules and regulations to support the appropriate implementation of policy
3. Monitor, assess and evaluate policy/rules and regulations implementation for relevance, feasibility, effectiveness, and alignment to meeting District goals and following stated guidance/guidelines; address uniformity in the application and implementation of policy/rules and regulations.

**BOARD OF EDUCATION (cont'd)****Intergovernmental Affairs***Legislative Services*

1. Coordinate, research and draft legislative agenda supporting and aligned with the District's vision and goals
2. Monitor, evaluate, and report pending legislation affecting K-12 education – state and federal
3. Coordinate and support Board and Administration's legislative efforts – local, state and national
4. Serve as the communication link between the Board and Administration with lobbyists, local, state, and federal officials
5. Support state and federal lobbyist/lobbying efforts
6. Coordinate communication and training pertaining to legislative items

*Board Administrative Request*

1. Board/Board members' requests for information from the Administration; and local, state and federal governmental entities/organizations
2. Board Resolutions
3. Board Committee Charters

**Constituent Services**

1. Constituent concerns addressed to Board members, Superintendent and Chief of Staff
2. Through the use of a Constituent Services database, track data concerning requests and/or concerns to identify relevant trends and systemic issues
3. Compiles reports pertaining to constituent requests and/or concerns received from Board members
4. Board Office liaison to Regional Parent Liaisons

**Board Administrative Services**

1. Coordinate and attend Board meetings, including compiling and managing the agendas; meeting locations; and compiling, transcribing and archiving meeting minutes
2. Coordinate with general counsel tenure and student appeal hearings
3. Assist in coordinating and maintaining Board calendar; coordinating Board travel and training

**FISCAL YEAR 2013-14 PERFORMANCE HIGHLIGHTS:**

The Board Office, Policy Division, continued its comprehensive review of the current policy manual, refining some policies adopted as a result of the merger of legacy Memphis City Schools and Shelby County Schools; researching and drafting, in conjunction with student and other appropriate stakeholders, a Student Congress policy as recommended by the Transition Planning Commission; and researching and drafting, in conjunction with parents and other appropriate stakeholders a comprehensive Family Engagement policy. Additionally, the Policy Office participated in an Education Weekly sponsored webinar on corporal punishment based on its research, in collaboration with the Research Department, and presentation to the Board during its July 2013 Board meeting.

Additionally, the Board Office, Constituent Services Division, has developed, using an electronic database, a system for collecting, responding to, managing and tracking constituent concerns. Reports generated as a result of the data compiled through the system will be used to assist in evaluating and identifying various areas and processes for improvement.

**BOARD OF EDUCATION (concl'd)****FISCAL YEAR 2014-15 BUDGET HIGHLIGHTS:**

The Board Office is working towards creating and implementing a community engagement agenda supporting the Board's adopted Shelby County Schools Goals and Priorities. Specifically, the Board is developing a strategy to begin accomplishing Goal 3: Build Employee and Community Confidence in the Unified District. To successfully accomplish Goal 3, the Board has set forth the following priorities 1) broadening stakeholder interaction, awareness and advocacy; 2) establishing high standards of customer service; 3) advancing accurate and fair information about the District; and 4) strengthening two-way exchanges of input and information. The community engagement agenda will include targeted and consistent community activities (i.e. school level, district level, and community level) designed to educate around and advocate for high student achievement for all Shelby County Schools students.



**Board of Education (010000)**

The Board Office is comprised of three (3) divisions – Policy, Intergovernmental Affairs and Constituent Services. The Office provides the Shelby County Board of Education, in conjunction with the Administration, administrative support as it relates to the Board’s legal duties and obligations in the governance of the school system, assists the Board and Administration with coordinating and facilitating policy development; intergovernmental affairs; and constituent services.

**Legally Mandated/Required Curriculum:** Yes

**Legal Reference or Statute:** TCA §49-1-101; TCA §49-1-102 (c); TCA §49-1-103; TCA §49-2-207; TCA §49-6-3104. Board Policies 0001 School Board Legal Status & Authority; 0012 Board Policy Development; 0013 Policy Adoption; 1002 Superintendent Selection & Appointment Procedure; 1005 Superintendent Evaluation; 2001 Annual Operating Budget.

**Operating Budget**

Major Object	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
1000 Salaries	\$ 704,975	\$ 536,752	\$ (168,223)
100A Other Salaries	-	-	-
2000 Benefits	187,025	151,261	(35,764)
3000 Contracted Services	138,315	143,032	4,717
4000 Supplies and Materials	23,150	19,650	(3,500)
5000 Other Charges	9,096,960	7,396,579	(1,700,381)
7000 Capital Outlay	9,500	9,500	-
<b>Total</b>	<b>\$ 10,159,925</b>	<b>\$ 8,256,774</b>	<b>\$ (1,903,151)</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
Administrative Assistant for Policy	1.00	1.00	-
Board Administrative Assistant	1.00	1.00	-
Board Clerical Assistant	1.00	1.00	-
Board Member	7.00	9.00	2.00
Director of Policy	1.00	1.00	-
Policy Development Advisor	3.00	3.00	-
<b>Total</b>	<b>14.00</b>	<b>16.00</b>	<b>2.00</b>



**Board of Education (010000) (concl'd)**

<b>Goals, Objectives &amp; Measures</b>				
<b>Goal</b>	<b>Objective</b>	<b>Performance Measure</b>	<b>2013-14 Estimated</b>	<b>2014-15 Proposed</b>
Goal 1: Accelerate Student Achievement	Develop and revise the District's Policy Manual	Number of policies adopted/revised for new district	20 or more reform and operational policies	30 or more reform or operational policies
Goal 2: Design Effective Business Operations	Design a Board Office that effectively performs and provides governance to the District in collaboration with The Administration	Coordinate facilitation of Policy Development; Intergovernmental Affairs; and Board Administrative Services	3/31/2014	July 1, 2014 - June 30, 2015
Goal 3: Build Employee and Community Confidence in the Unified District	Design a Constituent Services System to adequately respond to the Board inquires	Full implementation of an electronic system designed to track, monitor, evaluate trending district issues	4/30/2014	July1, 2014 -June 30, 2015



## **SUPERINTENDENT**

### **MISSION STATEMENT:**

The Office of the Superintendent exists to facilitate the vision of creating Shelby County Schools a world-class education system that is rigorous for all students, where there is an effective teacher in every classroom every day, and where 100% of the students increase in literacy.

### **STRATEGIC GOALS:**

The Office of the Superintendent is responsible for accelerating the academic performance of all students. By implementing the Superintendent's ABC's of District Success, the Superintendent, in tandem with the members of the Board of Education, will focus on improving the overall experience of education for the students of Shelby County through three specific target areas.

### **ABC'S OF DISTRICT SUCCESS**

(Goal 1); Academics (Goal 2); Business Operations (Goal 3); Community Engagement

#### **Goal 1 – Academics**

**Our schools will provide rigorous, engaging instruction focused on boosting literacy in every classroom, so that all of our students graduate ready to succeed in college or a career.**

##### *High Quality Early Childhood Programs*

- Increase the quantity and quality of Pre-K seats
- Implement better measurement and monitoring tools for early childhood programs (with a focus on literacy)

##### *Effective Teachers and Leaders*

- Provide literacy interventions for all grades and subjects
- Provide effective teachers for every classroom and effective leaders for every school (e.g., through strategic hiring and recruitment, evaluation, professional development, and smart retention)

##### *Differentiated Supports*

- Implement interventions (e.g., re-staffing and literacy interventions) and instill a new instructional focus in chronically underperforming schools (e.g., iZone, ASD, Charter Schools)
- Provide high-performing students with additional academic opportunities and resources (e.g., expanding AP, Honors, Dual Enrollment, IB, and STEM opportunities)
- Increase the number of high-quality Charter Schools where they're needed most through a strategic approval and placement process

#### **Goal 2 – Business Operations**

**We will deliver essential support services to all our schools smoothly, efficiently, and on budget—all while empowering school leaders to make decisions that help their teachers and students succeed.**

##### *Efficient Operations*

- Focus on delivering six essential services: transportation, facilities, purchasing, information technology and instructional technology, safety, and nutrition
- Audit operations in these six areas to determine areas for improvement
- Audit all central office operations to make resources available for schools and to support these six (6) focus areas

## **SUPERINTENDENT (concl'd)**

### *Supportive Central Office*

- Provide better operational support for principals so that they can focus more time on academics
- Create more opportunities for principals to earn autonomy
- Improve customer service for school staff
- Create a central office culture where everyone understands the connection between their responsibilities and the District's mission
- Create a culture of data driven decision-making and effective project management
- Improve central office staff managers' management practices
- Provide schools with the data they need to make data-driven decisions

### *Sustainable Finances*

Aggressively manage costs while ensuring, whenever possible, that reductions do not negatively affect classrooms

## **Goal 3 – Community**

**We will regain the trust of parents and the wider community by making it easier than ever before for them to become full partners in our schools, because we all share the responsibility of helping our students succeed.**

### *Recognizing Success*

- Identify and highlight successful staff and initiatives to the community

### *Expanded Parent and Community Engagement*

- Create stronger community partnerships
- Establish new mechanisms for communication with parents and community members
- Gather input from the community to inform decisions
- Create better understanding among community leaders of the District's goals and priorities
- Provide actionable strategies and support mechanisms for parents to support improvements in student literacy
- Launch campaigns to increase parent/community involvement around specific goals (e.g., early grade reading)

### *Strategic Partnerships*

- Strengthen ties to the philanthropic and business community







**Office of the Superintendent (020000)**

The Superintendent has the responsibility of providing direction for the District. The Superintendent is the Chief Executive Officer of Shelby County Schools and is the Secretary of the elected Board. The Superintendent is responsible for accelerating the academic performance of all students; establishing a holistic accountability system that evaluates the academic, operational, and fiscal performance of the school District; building and strengthening family and community partnerships to support the academic and character development of all students; creating a school community that listens to student input and promotes student leadership and healthy youth development; maintaining a positive, safe, and respectful environment for all students and staff; and creating a school community that is sensitive and responsive to the needs of an increasingly diverse population. The Superintendent also ensures the development of procedures for implementation of policies adopted by the Board.

**Legally Mandated/Required Curriculum:** Yes

**Legal Reference or Statute:** TCA §49-2-301 and SCS Board Policy 1001

**Operating Budget**

Major Object	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
1000 Salaries	\$ 473,302	\$ 431,187	\$ (42,115)
100A Other Salaries	-	-	-
2000 Benefits	69,846	84,107	14,261
3000 Contracted Services	36,673	36,423	(250)
4000 Supplies and Materials	7,905	7,205	(700)
5000 Other Charges	4,903	4,800	(103)
7000 Capital Outlay	11,052	6,052	(5,000)
<b>Total</b>	<b>\$ 603,681</b>	<b>\$ 569,774</b>	<b>\$ (33,907)</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
Broad Resident	-	1.00	1.00
Executive Assistant to the Superintendent	1.00	1.00	-
Superintendent	2.00	1.00	(1.00)
<b>Total</b>	<b>3.00</b>	<b>3.00</b>	<b>-</b>



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## **General Counsel**

### **MISSION STATEMENT:**

The purpose of the Office of the General Counsel is to provide in-house legal representation to the Board of Education in all legal matters involving the Shelby County Board of Education (SCBE) and to provide legal assistance in order to avoid lawsuits.

### **DEPARTMENTAL GOALS:**

The goal of the Office of the General Counsel is to deliver the highest quality legal services to our client, the Shelby County Board of Education, including the Board itself, the administrative functions of the SCBE and the schools served by the SCBE. Our goal is to vigorously defend our client in litigation matters and to also offer services and advice that will help to avoid litigation.

### **ISSUES & TRENDS:**

Teacher dismissal issues seem to have been on the uptick. We believe issues relating to the "de-merger," including but not limited to teacher dismissal issues, will monopolize a great deal of time for us during the upcoming fiscal year.

### **FISCAL YEAR 2013-2014 PERFORMANCE HIGHLIGHTS:**

The Office of the General Counsel has been redesigned to include legislative matters, labor relations, contracts and litigation, create less bureaucracy and offer a more efficient global service for our client.

### **FISCAL YEAR 2014-2015 BUDGET HIGHLIGHTS:**

- We are eliminating four positions in the existing budget: Data Assistant, Paralegal, Records Clerk and Chief Litigation Officer totaling \$284,544.



**Office of the General Counsel (030000)**

The Office of the General Counsel includes a staff of one (1) General Counsel, four (4) additional attorneys and two (2) clerical staff members. The Department is tasked with defending all legal matters involving the Shelby County Board of Education. Our office handles EEOC charges, prepares legislation, reviews contracts, attends Board Meetings and tenure hearings, advises the Board, its administrators and other staff concerning matters having legal implications.

**Program/Budget Changes:** Office of the General Counsel will have fewer schools, employees and staff to advise and handle litigation for which, after the de-merger has taken place, will give all counsel more time to complete their legal duties.

**Legally Mandated/Required Curriculum:** Yes

**Legal Reference or Statute:** TCA §10-7-512 Open Records Law & Board Policy

**Operating Budget**

Major Object	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
1000 Salaries	\$ 1,069,431	\$ 879,340	\$ (190,091)
100A Other Salaries	-	-	-
2000 Benefits	309,248	214,795	(94,453)
3000 Contracted Services	939,026	922,816	(16,210)
4000 Supplies and Materials	32,439	34,200	1,761
5000 Other Charges	923,343	885,005	(38,338)
7000 Capital Outlay	22,891	11,000	(11,891)
<b>Total</b>	<b>\$ 3,296,378</b>	<b>\$ 2,947,156</b>	<b>\$ (349,222)</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
Associate Counsel	2.00	2.00	-
Chief Litigation Officer	1.00	-	(1.00)
Contract Advisor	1.00	1.00	-
Data Assistant	2.00	1.00	(1.00)
Director of Contract Management & Compliance	1.00	1.00	-
Executive Legal Assistant	1.00	1.00	-
General Counsel	1.00	1.00	-
Legal Secretary	1.00	1.00	-
Paralegal	1.00	-	(1.00)
Records Clerk	1.00	-	(1.00)
Sr. Associate Counsel	2.00	2.00	-
<b>Total</b>	<b>14.00</b>	<b>10.00</b>	<b>(4.00)</b>



**Office of the General Counsel (030000) (concl'd)**

**Goals, Objectives & Measures**

<b>Goal</b>	<b>Objective</b>	<b>Performance Measure</b>	<b>2013-14 Estimated</b>	<b>2014-15 Proposed</b>
Goal 2: Design Effective Business Operations	Provide guidance to all school administrators to avoid litigation but also to mitigate potential damages.		80%	100%
Goal 3: Build Employee and Community Confidence in the Unified District	Provide sound legal advice to support Board and administration recommendations	Meet with Superintendent and Board Members to apprise of potential legal pitfalls	100%	100%



**Labor Relations (030100)**

The Department of Labor and Employee Relations is responsible for the negotiation and administration of the teachers' labor agreement. Labor Relations administers the grievance procedures, disciplinary hearings and determines appropriate disciplinary actions; works closely with the unions, human resources staff and management to resolve complex personnel issues; provides advice and counsel to managers and supervisors, responds to and represents the District in unemployment hearings and appeals. Labor Relations acts as an agent of the District in arbitrations and tenure/dismissal hearings; investigates labor disputes and EEO complaints to determine if there is any violation of board policies, state and federal laws.

**Legally Mandated/Required Curriculum:** Yes

**Legal Reference or Statute:** TCA § 49-5-601 through § 49-6-613, Collectively Bargained Agreements, MOU's

**Operating Budget**

Major Object	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
1000 Salaries	\$ 113,106	\$ 142,493	\$ 29,387
100A Other Salaries	-	-	-
2000 Benefits	29,384	30,131	747
3000 Contracted Services	5,157	4,527	(630)
4000 Supplies and Materials	2,000	1,500	(500)
5000 Other Charges	10,718	16,280	5,562
7000 Capital Outlay	4,500	2,000	(2,500)
<b>Total</b>	<b>\$ 164,865</b>	<b>\$ 196,931</b>	<b>\$ 32,066</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
EEO Specialist	1.0	-	(1.00)
Labor Relations Administrative Assistant	1.0	1.00	-
Manager of Labor Relations	1.0	1.00	-
<b>Total</b>	<b>3.00</b>	<b>2.00</b>	<b>(1.00)</b>



**Labor Relations (030100) (concl'd)**

**Goals, Objectives & Measures**

<b>Goal</b>	<b>Objective</b>	<b>Performance Measure</b>	<b>2013-14 Estimated</b>	<b>2014-15 Proposed</b>
Goal 1: Accelerate Student Achievement	Provide additional training to administrators as it relates to documenting disciplinary infractions and performance issues to support the dismissal of ineffective employees.	Percentage of recommendations upheld for non reelects/dismissals.	100%	100%
Goal 2: Design Effective Business Operations	Restructure process/system to monitor and reduce unemployment claims.	Increase the percentage of cost avoidance for the District.	Increase savings by 25%	Increase savings by 25%
Goal 2: Design Effective Business Operations	Provide diversity and sensitivity training to staff to reduce the number of complaints and allegations of hostile work environment.	Decrease the number of complaints and allegations of hostile work environment.	Decrease the number of allegations by 20%	Decrease the number of allegations by 20%



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**CHIEF OF STAFF**

**MISSION STATEMENT:**

To support the Office of the Superintendent, ensuring the implementation of district-wide initiatives and focused communications.

**STRATEGIC GOALS:**

- Redesign the Central Office to provide effective service to the Superintendent, Schools and other stakeholders;
- Coordinate activities and meetings of the Superintendent’s Executive Cabinet;
- Manage Board Work Sessions and Board Meetings through the Board & Policy Office;
- Plan and develop a District customer service strategy to provide assistance to all constituents;
- Coordinate with the Volunteer and Parent & Community Engagement departments to work with our partners to improve student outcomes;
- Partner with the Communications Department to ensure District communications are consistent;
- Work with Department of Communications to coordinate special events for the Superintendent: Town Hall Meetings, Special Luncheons, and other events as directed;
- Work with Executive Cabinet Members to ensure implementation of District initiatives and effective communication strategies.
- Implement a marketing/public relations initiative surrounding the direct targets of the administration

**ROLES OF RESPONSIBILITY**

The Chief of Staff will work with the Superintendent to ensure his/her vision for the District is realized and coordinate with directors and managers in the department to create a cohesive and efficient division. The Chief of Staff will manage staff and support all functions of the department and work with all departments and schools across the District to maximize staff development & accountability, communication, community partnerships and customer satisfaction.

**FISCAL YEAR 2014-15 BUDGET HIGHLIGHTS:**

The Department will support District initiatives and specific programs sponsored by the Superintendent. The Office of the Chief of Staff will serve as a liaison to the Shelby County Board of Education. By combining several functions into one department, the office will perform more efficiently. The Chief of Staff will work to develop a robust Central Office staff development and accountability plan (which includes evaluations), Central Office constituent satisfaction survey, and ensure that District communications, community and parent engagement efforts are effective.



**Chief of Staff (020100)**

The mission of the Chief of Staff Department is to provide administrative and strategic support and leadership for the Superintendent's initiatives and priorities, working closely with executive staff, the Board of Commissioners, elected officials, and the general public.

**Program Budget/Changes:** The nature of the work has been significantly impacted by the upcoming de-merger of municipal schools from Shelby County Schools.

**Operating Budget**

Major Object	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
1000 Salaries	\$ 768,864	\$ 594,777	\$ (174,087)
100A Other Salaries	-	-	-
2000 Benefits	199,164	138,561	(60,603)
3000 Contracted Services	5,500	5,500	-
4000 Supplies and Materials	7,835	7,835	-
5000 Other Charges	1,897	1,897	-
7000 Capital Outlay	13,050	13,050	0
<b>Total</b>	<b>\$ 996,310</b>	<b>\$ 761,620</b>	<b>\$ (234,690)</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
Business Advisor	2.00	2.00	-
Chief of Staff	1.00	1.00	-
Deputy Superintendent	1.00	-	(1.00)
Executive Assistant to the Chief of Staff	2.00	1.00	(1.00)
Executive Assistant to the Deputy Superintendent	-	-	-
IT Process Advisor	1.00	1.00	-
PMO Manager	1.00	1.00	-
Strategic Planning Analyst	1.00	1.00	-
<b>Total</b>	<b>9.00</b>	<b>7.00</b>	<b>(2.00)</b>



**Substitutes (102400)**

The Substitute budget provides highly qualified substitute teachers for the classroom during regular teacher absences in order to ensure continuity. Maintain a pool of qualified clerical personnel who is charged to the requesting budget.

**Legally Mandated/Required Curriculum:** Yes

**Legal Reference or Statute:** TCA § 49-2-203 (a) (15); TCA § 8-36-805; TCA § 49-5-413; SCS Board Policy 4031

**Operating Budget**

Major Object	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
1000 Salaries	\$ 9,878,614	\$ -	\$ (9,878,614)
100A Other Salaries	-	7,792,634	7,792,634
2000 Benefits	1,592,134	596,136	(995,998)
3000 Contracted Services	42,534	43,534	1,000
4000 Supplies and Materials	-	-	-
5000 Other Charges	4,200	4,200	-
7000 Capital Outlay	-	-	-
<b>Total</b>	<b>\$ 11,517,482</b>	<b>\$ 8,436,504</b>	<b>\$ (3,080,978)</b>



**Recruitment and Staffing (313000)**

Recruitment and Staffing primary focus is ensuring that the District is able to recruit and support hiring managers in the selection and orientation of high-quality candidates for all classified positions, ranging from part-time and clerical to managerial and executive level staff. A long-term goal of the department is to position the District to become an employer of choice within the region by providing prompt and courteous service to prospective and current employees through its Employee Connect team, the customer service arm of Human Resources.

**Program/Budget Changes:** The Human Capital Recruitment and Staffing team will lose the responsibility of staffing 33 schools. However, in order to service all current SCS schools, the District has enlisted the help of two temporary recruitment and staffing advisors through the end of this year. We are adding clerks to our budget to ensure that the remaining four Advisors are able to service the remaining SCS schools post de-merger.

**Operating Budget**

Major Object	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
1000 Salaries	\$ 199,857	\$ 642,551	\$ 442,694
100A Other Salaries	-	-	-
2000 Benefits	28,600	162,012	133,412
3000 Contracted Services	-	-	-
4000 Supplies and Materials	-	-	-
5000 Other Charges	-	-	-
7000 Capital Outlay	-	-	-
<b>Total</b>	<b>\$ 228,457</b>	<b>\$ 804,563</b>	<b>\$ 576,106</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
Compliance Clerk	-	1.00	1.00
Employee Enterprise Associate	-	3.00	3.00
Manager of Recruitment & Staffing	1.00	2.00	1.00
Recruitment and Staffing Advisor	2.00	3.00	1.00
<b>Total</b>	<b>3.00</b>	<b>9.00</b>	<b>6.00</b>



**Recruitment and Staffing (313000) (concl'd)**

**Goals, Objectives & Measures**

<b>Goal</b>	<b>Objective</b>	<b>Performance Measure</b>	<b>2013-14 Estimated</b>	<b>2014-15 Proposed</b>
Goal 3: Build Employee and Community Confidence in the Unified District	To improve the quality of candidates recruited to SCS for all positions.	Hiring managers will report a net positive response to the following question in the Hiring Support Survey: "The quality of candidates provided to me by the Recruitment and Staffing Team for my vacancies(s) has the potential to perform at or above the performance level of the person they replaced."	<75%	90%
Goal 2: Design Effective Business Operations	To enact more efficient Human Capital Staffing Processes.	Once an employee submits a resignation or retirement, the resulting vacancy will be approved and posted within 5 business days.	multi-week	5 business days
Goal 3: Build Employee and Community Confidence in the Unified District	To dramatically increase the quality of customer service from the Human Resources Department	Customers (internal and external) will quantitatively and qualitatively report higher satisfaction with the level of customer service provided by the Human Resources department	<50%	85% customer satisfaction via survey



**Employee Services (314000)**

Employee Services is charged with the responsibility of providing services to an active work force in excess of 13,000 employees serving in approximately 600 job classifications. The mission of Employee Services is to ensure that the best candidates are recruited and retained for all District positions and that the District is in compliance with all Federal, State, and local laws.

**Legally Mandated/Required Curriculum:** Yes

**Legal Reference or Statute:** Federal FLSA Guidelines & Tennessee Code Annotated

**Operating Budget**

Major Object	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
1000 Salaries	\$ 1,316,889	\$ 901,344	\$ (415,545)
100A Other Salaries	-	-	-
2000 Benefits	306,772	235,315	(71,457)
3000 Contracted Services	682,915	-	(682,915)
4000 Supplies and Materials	32,500	-	(32,500)
5000 Other Charges	154,711	-	(154,711)
7000 Capital Outlay	4,400	-	(4,400)
<b>Total</b>	<b>\$ 2,498,187</b>	<b>\$ 1,136,659</b>	<b>\$ (1,361,528)</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
Benefits Manager	1.00	-	(1.00)
Compensation Analyst	1.00	1.00	-
Compensation Associate	1.00	1.00	-
Director of Employee Services	1.00	1.00	-
Employee Connect Clerk	7.00	7.00	-
Employee Connect Manager	1.00	1.00	-
Employee Enterprise Associate	4.00	4.00	-
Employee Enterprise Manager	1.00	1.00	-
Employee Systems Specialist	1.00	1.00	-
Ombudsman	1.00	1.00	-
<b>Total</b>	<b>19.00</b>	<b>18.00</b>	<b>(1.00)</b>



**Employee Services (314000) (concl'd)**

**Goals, Objectives & Measures**

<b>Goal</b>	<b>Objective</b>	<b>Performance Measure</b>	<b>2013-14 Estimated</b>	<b>2014-15 Proposed</b>
Recruitment	Recruit the best candidate possible for all positions	% of completed replacement request	100%	100%
Compliance	Ensure the District is in compliance with all Federal, state, and local laws.	100% compliance	100%	100%



**Human Resources (315000)**

**MISSION STATEMENT:**

The mission of Human Resources is to provide excellent and timely HR services to attract and retain a high quality workforce required in order to support District Goals. Human Resources is responsible for compensation, benefits, onboarding, personnel data and records management.

**DEPARTMENTAL GOALS:**

- Strategically support the District in accomplishing ALL district-wide initiatives and goals; Help make District an "Employer of Choice"
- Encourage Employees to take responsibility for the management of their professional development and to realize they are the architects of their own careers
- Promote effective management training
- Provide employees with attractive total compensation packages, using all the available resources and develop district-wide strategic compensation philosophies and strategies
- Develop programs and initiatives that promote a healthy work-life balance
- Use a variety of flexible work-schedule arrangements/options to ensure its employees' optimum well-being and to ensure District staffing & financial needs are met
- Ensure Employee wellness initiatives are a priority
- Promote diversity, openness and responsibility toward our employees, labor partners and our community to maintain ongoing communication with a view to building solid dialogue based on trust.
- Promote corporate social responsibility efforts; Promote opportunities for interested employees to get involved in socially responsible activities.

**Operating Budget**

Major Object	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
1000 Salaries	\$ -	\$ -	\$ -
100A Other Salaries	-	26,276	26,276
2000 Benefits	-	4,343	4,343
3000 Contracted Services	-	682,915	682,915
4000 Supplies and Materials	-	32,500	32,500
5000 Other Charges	-	154,711	154,711
7000 Capital Outlay	-	4,400	4,400
<b>Total</b>	<b>\$ -</b>	<b>\$ 905,145</b>	<b>\$ 905,145</b>





**Benefits – Retirees (325010)**

This function provides the District’s contribution towards retired employees’ health and life insurance benefits.

**Retirees Health Insurance:** An employee hired prior to January 1, 2007 who is retiring from the District may continue coverage upon retirement provided the employee:

1. has been covered by one of the health plans offered by the Board for at least five consecutive years at the time of retirement.

An employee hired on or after January 1, 2007 who is retiring from the District may continue coverage upon retirement provided the employee:

1. has been covered by one of the health plans offered by the Board for at least ten consecutive years at the time of retirement.

Retirees may change their coverage tier election at the time of retirement. Health insurance premiums will be deducted from the retiree's retirement check as a condition of maintaining health insurance, where applicable.

Upon retirement from active service, the amount of life insurance reduces to one times the annual base salary as of January 1 of the year of retirement, to a maximum benefit of \$50,000. Dependent life insurance as part of the retirement benefit is not available upon retirement.

**Legally Mandated/Required Curriculum:** Yes

**Legal Reference or Statute:** Board Policy 4004 Fringe Benefits

**Operating Budget**

Major Object	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
1000 Salaries	\$ -	\$ -	\$ -
100A Other Salaries	-	-	-
2000 Benefits	28,636,084	29,426,970	790,886
3000 Contracted Services	-	-	-
4000 Supplies and Materials	-	-	-
5000 Other Charges	-	-	-
7000 Capital Outlay	-	-	-
<b>Total</b>	<b>\$ 28,636,084</b>	<b>\$ 29,426,970</b>	<b>\$ 790,886</b>



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## **COMMUNICATIONS**

### **MISSION STATEMENT:**

The Communications Department's purpose is to convey the accomplishments and identity of the District and to advocate for the goals and work of the District to all internal and external stakeholders, so that their trust is built and maintained, and they are inspired to join with the district in a shared mission of student success.

### **DEPARTMENTAL GOALS:**

- To increase fair and accurate news media coverage of the District
- To promote the accomplishments of successful people and processes throughout the District
- To meet our diverse internal and external audiences where they are, through a wide range of communication channels – such as social and digital media, traditional print and phone communications, or face-to-face interactions
- To be proactive in providing our internal and external audiences with the timely and accurate information they want and need, and to foster two-way communication with our stakeholders
- To increase our efforts to report our own stories about accomplishments and issues in the District, and to distribute District and school-based information through our own social media, web-based and broadcast channels
- To build community, parent and employee support and advocacy for the District
- To advance messaging around the Superintendent's priorities and the district's key objectives
- To use analytics and other digital measurement tools to get more accurate and timely feedback on the concerns and needs of our stakeholders

### **ISSUES & TRENDS:**

The mechanisms by which people communicate have continued to change significantly in the past two to three years. During that time, the District was engaged in the process of merging the city and county systems, and managing the messaging around that, took most of the time and resources of the communications department. While issues surrounding that upheaval will linger in FY '15, this is an important year for the District to align its communications channels with the new landscape of social media and mobile communications dominance. Not only does that open up new ways of connecting with our stakeholders, it also requires new means of dealing with the various ways that people can now put their own messages out into the public. In addition to maintaining our ability to handle the day-to-day incidents that arise, this budget reflects an effort to update and upgrade the District's quality, content and means of communication with its key audiences.

### **FISCAL YEAR 2013-14 PERFORMANCE HIGHLIGHTS:**

- Formed a new communications department for the new unified school District
- Launched a new unified District website
- Increased the number of interactions, unique users, and impressions on Twitter and Facebook, and created other District social media channels, including Tumblr, Instagram and YouTube
- Employed analytics software to track and measure internal and external website communications
- Enhanced principal communication in line with the District's overarching leadership effectiveness work
- Replaced outdated computer equipment and software for communications, web and graphics
- Developed a customer service contact center for the District
- Initiated a pool of student reporters for covering School Board meetings and other District and school-based events



**COMMUNICATIONS (concl'd)**

**FISCAL YEAR 2014-15 BUDGET HIGHLIGHTS:**

- The budget includes funds for establishing a pool of reporters and writers to be used on an as-needed basis to create print and video stories about accomplishments and issues of the District
- The budget includes funds for a web-based project tracking system
- The budget includes funds for a broad reaching back to school campaign and marketing of a new district identity
- The budget includes funds for continued professional development for all communications, web, broadcast, customer service and graphics employees



**Communications (301000)**

The Communications Department’s purpose is to convey the accomplishments and identity of the District and to advocate for the goals and work of the District to all internal and external stakeholders, so that their trust is built and maintained, and they are inspired to join with the District in a shared mission of student success. The department focuses on integration of media relations, internal communications, cable and video production, social media and customer service contact center communications throughout the District, to create a hub of incoming and outgoing communications for the District, allowing the District to better serve all of its stakeholders.

**Operating Budget**

Major Object	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
1000 Salaries	\$ 1,471,511	\$ 1,098,984	\$ (372,527)
100A Other Salaries	-	-	-
2000 Benefits	423,900	292,436	(131,464)
3000 Contracted Services	133,131	395,738	262,607
4000 Supplies and Materials	72,308	62,475	(9,833)
5000 Other Charges	78,803	78,192	(611)
7000 Capital Outlay	24,598	7,400	(17,198)
<b>Total</b>	<b>\$ 2,204,251</b>	<b>\$ 1,935,225</b>	<b>\$ (269,026)</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
Administrative Assistant for Communications	1.00	1.00	-
Audio/Visual Production Tech	2.00	2.00	-
Broadcast Production Advisor	1.00	1.00	-
Broadcast Production Associate	1.00	1.00	-
Call Center Assistant	5.00	-	(5.00)
Call Center Manager	1.00	1.00	-
Chief Communications Officer	1.00	-	(1.00)
Chief Engineer	1.00	1.00	-
Clerk for Communications/TV	1.00	1.00	-
External Communications Analyst	1.00	1.00	-
External Communications Associate	1.00	1.00	-
External Communications Manager	1.00	1.00	-
General Manager	1.00	1.00	-
Graphics Advisor	1.00	1.00	-
Graphics Specialist	1.00	1.00	-
Internal Communications Analyst	1.00	1.00	-
Internal Communications Manager	1.00	1.00	-
Webmaster	1.00	1.00	-
<b>Total</b>	<b>23.00</b>	<b>17.00</b>	<b>(6.00)</b>



**Communications (301000) (concl'd)**

**Goals, Objectives & Measures**

<b>Goal</b>	<b>Objective</b>	<b>Performance Measure</b>	<b>2013-14 Estimated</b>	<b>2014-15 Proposed</b>
Goal 3: Build Employee and Community Confidence in the Unified District	Promote the accomplishments of successful people and processes throughout the District, by employing pro-active story pitching to local and national media, and producing our own stories for distribution through SCS web, broadcast and social media channels.	The number of stories per semester in earned media and in our own channels	75%	100%
Goal 3: Build Employee and Community Confidence in the Unified District	To use analytics and other digital measurement tools to get more accurate and timely feedback on the concerns and needs of our stakeholders	Results of website analytics, social media measurement and other digital and sentiment measurement tools.	100%	100%
Goal 3: Build Employee and Community Confidence in the Unified District	To be proactive in providing our internal and external audiences with the timely and accurate information they want and need, and to foster two-way communication with our stakeholders.	The number of social media and call center interactions and the number of advocates for the District we can identify.	75%	100%



**Community Outreach and Parental Engagement (302000)**

The Department of Parent and Community Engagement is responsible for coordinating parent and community engagement within Shelby County Schools. The department seeks to create a culture of partnership in the District among schools, families, and community members that support high academic achievement and quality educational outcomes for all students. Strategies that support this mission include training school personnel, parents, and community partners; implementing programs such as Adopt-a-School, Team Read, CONNECT Mentoring and Community Resource Partnerships; collaborating with parent organizations like the PTA, Watch DOGS, and PTOs, PIEs, and various community and governmental organizations; and conducting criminal background checks on volunteers. Staff also supports Title One schools with their parent engagement programs and assists in monitoring for compliance issues.

**Legally Mandated/Required Curriculum:** Yes

**Legal Reference or Statute:** Volunteer Screening mandated by Policies 4053 and 7010.

**Program/Budget Changes:** The loss of the schools to the municipal districts will have some impact on our department. Most of the schools that are using our services are remaining in our District. The schools that are leaving have referred few volunteers for Level II and III screening, which are the levels that are paid for with District funds. Any reduction in volunteers from departing schools will be made up for in volunteers participating in the Team Read Volunteer program.

**Operating Budget**

Major Object	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
1000 Salaries	\$ 490,123	\$ 405,725	\$ (84,398)
100A Other Salaries	-	-	-
2000 Benefits	137,716	109,841	(27,875)
3000 Contracted Services	211,655	257,038	45,383
4000 Supplies and Materials	86,102	88,260	2,158
5000 Other Charges	71,913	19,140	(52,773)
7000 Capital Outlay	2,500	6,000	3,500
<b>Total</b>	<b>\$ 1,000,009</b>	<b>\$ 886,004</b>	<b>\$ (114,005)</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
Administrative Assistant for Parent & Community Engagement	1.00	1.00	-
Community Engagement Analyst	-	1.00	1.00
Grant Writer Advisor	1.00	1.00	-
Manager of Parent & Community Engagement	1.00	1.00	-
Parent Engagement Analyst (District Wide)	1.00	-	(1.00)
Parent Engagement Analyst Specialist - Community Outreach	-	1.00	1.00
	1.00	-	(1.00)
<b>Total</b>	<b>5.00</b>	<b>5.00</b>	<b>-</b>



**Community Outreach and Parental Engagement (302000) (concl'd)**

**Goals, Objectives & Measures**

<b>Goal</b>	<b>Objective</b>	<b>Performance Measure</b>	<b>2013-14 Estimated</b>	<b>2014-15 Proposed</b>
Goal 1: Accelerate Student Achievement	Expand the Team Read Tutoring Program	Serve at least 10 additional elementary schools		
Goal 3: Build Employee and Community Confidence in the Unified District	Implement a parent leadership program	Serve a cohort of 30 emerging parent leaders		
Goal 2: Design Effective Business Operations	Refine and upgrade information systems for volunteer management and program evaluation	Integrate background check results with the visitor management system and implement a volunteer management system		





**Information Technology**

**MISSION STATEMENT:**

The Information Technology (IT) Department supports the Shelby County School District’s mission by providing technology leadership and integrated support systems and services. IT is committed to providing quality technology solutions and resources to support our teachers and administrators, to engage our students, and to assist our business partners in the effective business operations across the District. IT provides students and staff with effective tools, resources, business and data systems, and infrastructure to manage and support student learning and development.

**DEPARTMENTAL GOALS:**

- Dynamic IT Infrastructure
- Enterprise services and applications
- Common technology standards
- Business continuity and resiliency

**ISSUES & TRENDS:**

- Implement an integrated data warehouse and performance management system
- Provide robust, stable, and upgraded infrastructure in classrooms and labs to support PARCC testing
- Implement technology standards to improve cost, staffing, and support efficiencies

**FY '14 PERFORMANCE HIGHLIGHTS:**

- Implemented an Enterprise Resource Planning (ERP) system for business and process efficiency and effectiveness
- Merge Student Management Systems
- Added legacy SCS to Exchange Email system
- Provided Instructional Technology Associates to schools
- Blended staffing to support new Unified District

**FY '15 BUDGET HIGHLIGHTS:**

***Decreased Expenses***

- Reduction in staff
- 23% overall budget reduction
- Planning for decreased maintenance cost for Information Technology by decommissioning the legacy mainframe 12/31/14



**Information Technology (340000)**

Information Technology is a customer-focused division that provides technology-related services to all schools and administrative units within the District. The division provides support, consultation and problem resolution for District customers in the technology arena.

**Operating Budget**

Major Object	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
1000 Salaries	\$ 259,360	\$ 371,464	\$ 112,104
100A Other Salaries	-	-	-
2000 Benefits	69,502	90,478	20,976
3000 Contracted Services	5,543,016	3,784,387	(1,758,629)
4000 Supplies and Materials	15,631	-	(15,631)
5000 Other Charges	188,492	120,800	(67,692)
7000 Capital Outlay	503,225	225,000	(278,225)
<b>Total</b>	<b>\$ 6,579,226</b>	<b>\$ 4,592,129</b>	<b>\$ (1,987,097)</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
Chief Information Officer	1.00	1.00	-
Executive Assistant to the Chief Information Officer	2.00	2.00	-
IT Front Desk	1.00	1.00	-
<b>Total</b>	<b>4.00</b>	<b>4.00</b>	<b>-</b>

**Goals, Objectives & Measures**

Goal	Objective	Performance Measure	2013-14 Estimated	2014-15 Proposed
Goal 2: Design Effective Business Operations	Decommission the legacy Mainframe	Mainframe server will be shut down from network	0%	100%



**User Support Services (341000)**

This department funds IT Service Desk, IT Support Technology, and Instructional Technology staff who provide direct user support technology services to school and administration support staff.

**Operating Budget**

Major Object	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
1000 Salaries	\$ 4,655,872	\$ 4,084,633	\$ (571,239)
100A Other Salaries	-	-	-
2000 Benefits	1,428,196	1,143,435	(284,761)
3000 Contracted Services	323,397	63,800	(259,597)
4000 Supplies and Materials	168,465	20,000	(148,465)
5000 Other Charges	163,583	21,000	(142,583)
7000 Capital Outlay	224,225	15,000	(209,225)
<b>Total</b>	<b>\$ 6,963,738</b>	<b>\$ 5,347,868</b>	<b>\$ (1,615,870)</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
Associate, School Support	61.00	61.00	-
Department Support	1.00	1.00	-
Director of Business Relationships & Customer Service	1.00	-	(1.00)
Field Support Manager	3.00	3.00	-
Information Assurance Officer	1.00	-	(1.00)
Service Desk Associate	12.00	10.00	(2.00)
Service Desk Manager	1.00	-	(1.00)
<b>Total</b>	<b>80.00</b>	<b>75.00</b>	<b>(5.00)</b>

Goals, Objectives & Measures				
Goal	Objective	Performance Measure	2013-14 Estimated	2014-15 Proposed
Goal 3: Build Employee and Community Confidence in the Unified District	Provide superior customer service	95% positive customer survey feedback results	85%	95%



**Business Application Services (342000)**

This department funds IT application development and IT business support staff who provide the technology application services to school and administration support staff.

**Operating Budget**

Major Object	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
1000 Salaries	\$ 2,468,046	\$ 949,112	\$ (1,518,934)
100A Other Salaries	-	-	-
2000 Benefits	576,594	118,961	(457,633)
3000 Contracted Services	38,488	6,500	(31,988)
4000 Supplies and Materials	168,465	10,000	(158,465)
5000 Other Charges	169,492	7,000	(162,492)
7000 Capital Outlay	509,452	7,000	(502,452)
<b>Total</b>	<b>\$ 3,930,537</b>	<b>\$ 1,098,573</b>	<b>\$ (2,831,964)</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
Director of Educational Technology Services	1.00	1.00	-
ED-Tech Analyst	26.00	1.00	(25.00)
Educational Technology Manager	2.00	1.00	(1.00)
IT Instructional Specialist	-	10.00	10.00
TTC - Front Desk	1.00	1.00	-
<b>Total</b>	<b>30.00</b>	<b>14.00</b>	<b>(16.00)</b>

Goals, Objectives & Measures				
Goal	Objective	Performance Measure	2013-14 Estimated	2014-15 Proposed
Goal 1: Accelerate Student Achievement	Provide teacher and administrative dashboarding capabilities through data warehouse storage	Complete District data systems integration	0%	100%



**Infrastructure and Systems Support Services (343000)**

This department funds Network, Telecommunications, Security, Datacenter Operations, and Systems Administration staff who provide infrastructure and systems support to school and administration support staff.

**Operating Budget**

Major Object	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
1000 Salaries	\$ 2,876,511	\$ 2,743,872	\$ (132,639)
100A Other Salaries	-	-	-
2000 Benefits	732,623	663,489	(69,134)
3000 Contracted Services	4,225,494	12,365,465	8,139,971
4000 Supplies and Materials	168,465	80,000	(88,465)
5000 Other Charges	169,492	11,000	(158,492)
7000 Capital Outlay	503,225	12,000	(491,225)
<b>Total</b>	<b>\$ 8,675,810</b>	<b>\$ 15,875,826</b>	<b>\$ 7,200,016</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
Data Center Manager	1.00	1.00	-
Database Advisor (ERP)	3.00	3.00	-
Database Advisor (Software Development)	2.00	2.00	-
Director of Technical Services	1.00	1.00	-
IT Network/Telecom Manager	1.00	1.00	-
Mail Analyst	2.00	1.00	(1.00)
Network Analyst	5.00	5.00	-
Programmer Advisor (Software Development)	2.00	2.00	-
Programmer Advisor ERP	3.00	3.00	-
Report Analyst (ERP)	2.00	2.00	-
Report Analyst (Software Development)	2.00	2.00	-
Software Developer Manager	1.00	1.00	-
System Administrator	7.00	7.00	-
Telecom Analyst	5.00	5.00	-
<b>Total</b>	<b>37.00</b>	<b>36.00</b>	<b>(1.00)</b>

Goals, Objectives & Measures				
Goal	Objective	Performance Measure	2013-14 Estimated	2014-15 Proposed
Goal 2: Design Effective Business Operations	Maintain stable network environment	90% network up time during business hours	70-75%	90%



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## **INTERNAL AUDIT**

### **MISSION STATEMENT:**

The purpose of the Department of Internal Audit is to provide management and the Board of Education with reasonable assurance that internal controls throughout the District are adequate and operating effectively. Internal Audit provides independent and objective appraisals of activities of management and furnishes them with analyses, recommendations, counsel and information concerning activities reviewed. Internal Audit seeks to add value by promoting a control environment through open communication, professionalism, expertise, and trust.

### **DEPARTMENTAL GOALS:**

The strategic goals of the Department of Internal Audit are to: achieve the annual state-mandated audit of all schools within the unified District; conduct operational audits pursuant to the risk-based audit plan; provide school finance training to bookkeepers/financial secretaries and newly appointed principals; manage and respond to fraud hotline alerts; and compile the annual financial report of student activity funds for submission to the Tennessee Comptroller's Office.

### **ISSUES & TRENDS:**

The Department of Internal Audit's roles and responsibilities have changed to meet the challenges and opportunities of the unified District. The addition of schools, expansion of operations and staffing changes have created unique issues for the Division of Internal Audit to operate in an ever changing environment while continuing to ensure that auditing activities are efficient and effective.

### **FISCAL YEAR 2013-14 PERFORMANCE HIGHLIGHTS:**

During this fiscal period the entire District embraced changes resulting from the merger of legacy Memphis City Schools and legacy Shelby County Schools. The Division of Internal Audit has remained focused on its goals and committed to accomplishing its mission. Emphasis has been placed on training incoming audit staff, cross-training school finance personnel who have assumed roles different from their legacy district and providing support to all personnel within our purview as it relates to revised policies, procedures and guidelines.



**Internal Audit (040000)**

The purpose of the Department of Internal Audit is to provide management and the Board of Education with reasonable assurance that internal controls throughout the District are adequate and operating effectively. Internal Audit provides independent and objective appraisals of activities of management and furnishes them with analyses, recommendations, counsel, and information concerning activities reviewed. Internal Audit seeks to add value by promoting a control environment through open communication, professionalism, expertise and trust.

**Legally Mandated/Required Curriculum:** Yes

**Legal Reference or Statute:** TCA §49-2-110 and TCA §49-2-112

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Major Object	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
1000 Salaries	\$ 783,571	\$ 693,136	\$ (90,435)
100A Other Salaries	-	-	-
2000 Benefits	201,549	169,363	(32,186)
3000 Contracted Services	20,300	6,300	(14,000)
4000 Supplies and Materials	5,000	5,000	-
5000 Other Charges	11,200	2,763	(8,437)
7000 Capital Outlay	2,000	2,000	-
<b>Total</b>	<b>\$ 1,023,620</b>	<b>\$ 878,562</b>	<b>\$ (145,058)</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
Accounting Assistant for Internal Audit	2.00	1.00	(1.00)
Chief Internal Auditor	1.00	1.00	-
Executive Assistant to the Chief	1.00	1.00	-
Internal Auditor			
Internal Audit Manager	1.00	1.00	-
Internal Auditor	4.00	4.00	-
Senior Internal Auditor (Operations)	1.00	1.00	-
Senior Internal Auditor (School Support Accounting)	1.00	1.00	-
<b>Total</b>	<b>11.00</b>	<b>10.00</b>	<b>(1.00)</b>





**Internal Audit (040000) (concl'd)**

**Goals, Objectives & Measures**

<b>Goal</b>	<b>Objective</b>	<b>Performance Measure</b>	<b>2013-14 Estimated</b>	<b>2014-15 Proposed</b>
Goal 2: Design Effective Business Operations	To audit all schools' student activity funds each year and produce an annual report of the schools' financial position & submit to the State.	Audit 100% of schools within the District and complete the annual report to the State by December 31st.	100%	100%
Goal 2: Design Effective Business Operations	Train new financial secretaries & principals on existing internal controls, policies & procedures to safeguard student funds.	100% of all new financial secretaries and principals trained.	100%	100%
Goal 2: Design Effective Business Operations	Conduct risk-based audits; certain annual audits and special investigations.	Timely completion of risk-based audit, annual audits and special investigations.	100%	100%



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## **STUDENT SERVICES**

### **MISSION STATEMENT:**

The mission of the department of Student Services is to provide support for students and schools. This will be achieved by promoting good attendance and discipline, quality health, before and after school programs and supporting schools various concerns.

### **DEPARTMENTAL GOALS:**

This department is committed to giving students the opportunity to excel by providing a variety of services. This includes safe and orderly schools, addressing health care needs, counseling services, parent and community involvement, protection of student rights, and interventions. There will also be extended learning opportunities with after school programs and summer school programs. Extra-curriculum activities such as JROTC, variety of athletic programs, and student government are designed to enhance the school experience. These efforts are designed to ensure that every student has an opportunity to achieve at their highest level.

### **ISSUES & TRENDS**

The department will: empower and support principals with making decisions related to discipline and attendance issues and employ focused interventions such as PBIS and overage grade for students who are likely to drop out or fall behind in school. The department will: provide support to students by including mentoring, counseling, and extended instructional time; ensure that all middle and high schools have the support of in-school suspension to reduce the need for out-of-school suspensions; ensure that schools are staffed with counselors, social workers, and psychologists who can identify root causes for student behavior and provide more focused support; and continue to review discipline policies and procedures to ensure that all schools are orderly. Student attendance will be monitored to reduce chronic absenteeism.

### **FISCAL YEAR 2013-14 PERFORMANCE HIGHLIGHTS:**

- Conducted Student Services Discipline Academy to calibrate discipline practices and expectations across the unified District to address suspension and expulsion rates, improve outcomes for at-risk students, provide research-based alternatives to long term suspension, and further the understanding of discipline policy and procedures for all school level administrators.
- Developed a cross-departmental collaborative team to review safety transfer requests. This team is responsible for reviewing the information gathered and making final determinations for transfer requests involving safety and/or bullying concerns.
- Established cross-departmental collaboration across the District to revise 504 policy and procedures. Ongoing training is being provided across the District and to charter schools to maintain compliance with the Office of Civil Rights.
- Realigned Programs of Work for 7 of the divisions within the department (Driver Education, Athletics, JROTC, Extended Year/Summer School, Student Behavior, Counseling Services, Before and After School Programs, and Students Leadership)
- Ensured and aligned processes and procedures outlined through the Transition Planning Process.
- Expanded the ability of the District to offer Summer Academic or Enrichment Programs to Students and Parents (Summer School: Elem-Secondary; Summer Camps; and Athletic Camps).
- Continued programs of services for over 9000 students in 96 schools through the Extended Learning Opportunities Program (SACC); Approximately 3200 Student Enrolled in Summer 2013.
- Monitored and ensured compliance with increased GPA requirement of 2.0 or higher for Athletes and Extra curricula Activities participation.
- Planned and executed the first countywide awards program to recognize student athletes' academic and athletic accomplishments.

**STUDENT SERVICES (concl'd)****FISCAL YEAR 2013-14 PERFORMANCE HIGHLIGHTS: (cont'd)**

- Received award for cooperative agreement with the CDC for STD/HIV prevention and Youth Risk Behavior Surveillance as well as School Health Profiles Funding.
- Successful realignment of school health and mental health services for the District.
- District-wide initiatives hosted such as Coordinated School Health Healthy Choices Week, exposition highlighting available internal and community resources, and Suicide Prevention event.
- Partnered with nutrition services on a grant to expand community gardens in schools and received grant award.

**FISCAL YEAR 2014-15 BUDGET HIGHLIGHTS:**

The department of Student Services is supported by a number of departments (Coordinated School Health, Security, Counseling, Students Support, Interventions, Discipline and Attendance). Facing tight budget constraints, the goal is to provide every student in Shelby County Schools the best education possible. The department is supported by a committee staff of professionals who are willing to extend themselves to serve this community to best of their ability despite limited funding. Even with required 10% cut in central office staffing the commitment has not diminished.



**Attendance and Discipline (201000)**

The mission of the Department of Attendance and Discipline is to maintain District-wide compliance with the Office of Civil Rights by ensuring that appropriate and equitable policies, laws, and procedures are implemented when responding to student behaviors and their various circumstances. The Attendance and Discipline Department regulates standardized processes for discipline, enrollment, transfers, homebound education, home schooling, 504 compliance, custody regulations, school-wide interventions, foreign exchange students, foreign students, District-wide professional development, and accurate discipline and attendance state reporting.

**Legally Mandated/Required Curriculum:** Yes

**Legal Reference or Statute:** TCA:49-10-1101, TCA:49-6-3401, TCA:49-6-3001, TCA:49-6-3007, TCA:49-6-1016, TCA:49-6-1017, TCA:49-6-3050, TCA:49-6-3020, TCA:49-6-3104, PL93-112

**Operating Budget**

Major Object	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
1000 Salaries	\$ 1,923,429	\$ 2,347,981	\$ 424,552
100A Other Salaries	-	-	-
2000 Benefits	469,439	576,898	107,459
3000 Contracted Services	34,248	231,000	196,752
4000 Supplies and Materials	36,170	160,000	123,830
5000 Other Charges	41,174	45,000	3,826
7000 Capital Outlay	3,773	40,000	36,227
<b>Total</b>	<b>\$ 2,508,233</b>	<b>\$ 3,400,879</b>	<b>\$ 892,646</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
Administrative Assistant for Director of Attendance	1.00	1.00	-
Attendance and Discipline Analyst	3.00	3.00	-
Attendance and Discipline Assistant	3.00	3.00	-
Attendance and Discipline Receptionist	2.00	2.00	-
Attendance, Discipline, and Hearing Official	12.00	11.00	(1.00)
Classroom Teacher-Secondary	9.00	8.00	(1.00)
Classroom Teacher-Special Ed	-	3.00	3.00
Director of Attendance & Discipline	1.00	1.00	-
Educational Asst - Special Ed	11.00	6.00	(5.00)
Instructional Facilitator	1.00	1.00	-
<b>Total</b>	<b>43.00</b>	<b>39.00</b>	<b>(4.00)</b>



**Attendance and Discipline (201000) (concl'd)**

**Goals, Objectives & Measures**

<b>Goal</b>	<b>Objective</b>	<b>Performance Measure</b>	<b>2013-14 Estimated</b>	<b>2014-15 Proposed</b>
Goal 1: Accelerate Student Achievement	Promote a district-wide shared vision by continuing to provide relevant and ongoing professional development and training that communicates discipline policies, procedures, and state law to all administrators throughout the district.	Training for 100% of the district's school administrators (principals, vice-principals, and assistant principals) by May 2015 to ensure compliance with the Office of Civil Rights and TCA.	100%	100%
Goal 4: Ensure Schools are Safe, Clean and Well-Prepared for Learning	Ensure that progressive/discipline is evident at the school level by continuing to work with school administrators and present to faculties about methods of responding to discipline appropriately.	Conduct classroom management trainings/informational sessions for at least 5% of the Shelby County Schools faculties.	12/10/2013	12/10/2014
Goal 3: Build Employee and Community Confidence in the Unified District	The department will work collaboratively with stakeholders to develop appropriate behavioral interventions, policies and practices that reinforce the district's mission and vision for student achievement.	Feedback from stakeholders, review of attendance discipline data and OCR report.	7/15/2013	7/30/2014



**Student Support (203000)**

The Department of Student Support provides District leadership for academic and engagement support for students through the following programs/divisions: Students Support Services, Counseling Services, School Age Child Care (Before and After School Programs), Extended Learning, Athletics, Junior Reserve Officers Training Corps, Driver Education, Student Leadership, and Behavior Intervention Support (Positive Behavior Intervention System - PBIS).

**Program/Budget Changes:** The staffing variance is due to the loss of 33 schools leaving the District for Municipal Schools.

**Operating Budget**

Major Object	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
1000 Salaries	\$ 4,385,163	\$ 2,801,142	\$ (1,584,021)
100A Other Salaries	-	284,003	284,003
2000 Benefits	1,619,605	973,602	(646,003)
3000 Contracted Services	850,627	345,102	(505,525)
4000 Supplies and Materials	25,246	25,326	80
5000 Other Charges	6,862	6,782	(80)
7000 Capital Outlay	1,734	1,734	-
<b>Total</b>	<b>\$ 6,889,237</b>	<b>\$ 4,437,691</b>	<b>\$ (2,451,546)</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
Accountant	-	1.00	1.00
Administrative Assistant for Director Of Student Support	1.00	1.00	-
Behavioral Support/Student Leadership Manager	1.00	1.00	-
Chief of Student Services	1.00	1.00	-
Child Care Assistant	-	1.00	1.00
Director of Student Support	1.00	1.00	-
Executive Assistant to Chief of Student Services	1.00	1.00	-
Extended Learning Specialist	1.00	1.00	-
In-School Suspension Asst	93.00	68.00	(25.00)
Special Project Assistant (Beh. Sup. / Stud. Leade	1.00	1.00	-
Spec-Prevention/Intervention	1.00	1.00	-
Sr Technology Proj Admin	1.00	1.00	-
Statistical Analyst	1.00	-	(1.00)
Study Hall Monitor	37.00	30.00	(7.00)
Supervisor Child Care	-	1.00	1.00
Systems Analyst	1.00	1.00	-
<b>Total</b>	<b>141.00</b>	<b>111.00</b>	<b>(30.00)</b>



**Student Support (203000) (concl'd)**

**Goals, Objectives & Measures**

<b>Goal</b>	<b>Objective</b>	<b>Performance Measure</b>	<b>2013-14 Estimated</b>	<b>2014-15 Proposed</b>
Goal 1: Accelerate Student Achievement	Improve Academic Performance and Overall Graduation Rate	SY 2012-13 Actual: Legacy SCS Grad Rate - 88%; Legacy MCS Grad Rate 67.6%	Legacy SCS - 90%; Legacy MCS - 74%	5% Increase Annually
Goal 1: Accelerate Student Achievement	Increase Opportunities for Students to be Engaged in Extended Learning Programs and Offerings	SY 2012-13 Actual- Enrollment: Legacy SCS- 46,601; MCS 106,991 =153,592 Total	10% or More Students Engaged in Extended Learning Programs and/or Extra Curricula Activities	10% or More Students Engaged in Extended Learning Programs and/or Extra Curricula Activities
Goal 4: Ensure Schools are Safe, Clean and Well-Prepared for Learning	Improve Climate and Culture via Student Behavior and Student Leadership Opportunities	SY 2012-13 Actual-Legacy SCS Susp/Exp: 7.3%/0.2% (All Students); Legacy MCS Susp/Exp: 23.0%/3.8%	Reduce Suspensions/Expulsion Rates by 10% from Previous Year	Reduce Suspensions/Expulsion Rates by 10% from Previous Year





**Athletics (203010)**

The athletic program provides students the opportunity to expand their physical talents, learn to work as a team, and develop leadership skills while encouraging students to stay in school. Many students progress to higher levels of education through athletic scholarships. Due to rising costs for equipment and supplies and low attendance at events, athletics is not self-supporting. To maintain a quality athletic program requires funds for maintaining and purchasing equipment, liability insurance, coaches supplements, fees for officials, reimbursements to schools, tickets, trophies, rental fees for special events.

**Program/Budget Changes:** Investment of \$300,000 to harmonize middle schools athletics in nine legacy SCS schools – Barretts, Dexter, E.E. Jeter, Germantown, Highland Oaks, Lowrance, Mt. Pisgah, Northaven, Woodstock is included in the FY15 budget.

**Operating Budget**

Major Object	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
1000 Salaries	\$ 2,009,097	\$ 248,314	\$ (1,760,783)
100A Other Salaries	-	1,845,308	1,845,308
2000 Benefits	193,652	363,543	169,891
3000 Contracted Services	423,553	213,243	(210,310)
4000 Supplies and Materials	8,542	7,687	(855)
5000 Other Charges	36,544	136,106	99,562
7000 Capital Outlay	23,000	323,000	300,000
<b>Total</b>	<b>\$ 2,694,388</b>	<b>\$ 3,137,201</b>	<b>\$ 442,813</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
Administrative Assistant for Athletics Manager	1.00	1.00	-
Athletics Head Trainer	1.00	1.00	-
Athletics Manager	1.00	1.00	-
Athletics Trainer	1.00	1.00	-
<b>Total</b>	<b>4.00</b>	<b>4.00</b>	<b>-</b>

**Goals, Objectives & Measures**

Goal	Objective	Performance Measure	2013-14 Estimated	2014-15 Proposed
Goal 2: Design Effective Business Operations	To collaborate with all stakeholders who provide assistance to student-athletes	Annual Sports Calendar	100%	100%
Goal 1: Accelerate Student Achievement	To provide athletes, parents, teachers, coaches and administrators season meetings and intervention		80%	80%
Goal 4: Ensure Schools are Safe, Clean and Well-Prepared for Learning	Decrease in the number of infractions, conduct in-services, workshops, cpr, weight training ets.	Educating participants, implementing evaluations, and employing standard procedures	100%	100%



**JROTC (203020)**

The JROTC is a service to our nation, in that it provides cadets the motivation and skills to improve physical fitness; remain drug free; think critically and creatively; communicate effectively; work as a team member; graduate from high school; pursue meaningful careers especially and become successful citizens. The programs are authorized by and conduct guided by a signed contract between the District and the United States Air Force and Army.

**Operating Budget**

Major Object	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
1000 Salaries	\$ 3,281,928	\$ 2,946,955	\$ (334,973)
100A Other Salaries	-	105,000	105,000
2000 Benefits	656,861	593,508	(63,353)
3000 Contracted Services	15,152	20,700	5,548
4000 Supplies and Materials	3,055	3,300	245
5000 Other Charges	1,766	-	(1,766)
7000 Capital Outlay	4,699	-	(4,699)
<b>Total</b>	<b>\$ 3,963,461</b>	<b>\$ 3,669,463</b>	<b>\$ (293,998)</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
Administrative Assistant	-	1.00	1.00
Administrative Assistant for Manager of ROTC	-	1.00	1.00
Command Sgt. Major	-	1.00	1.00
Manager of ROTC	-	1.00	1.00
ROTC Instructor	66.00	51.00	(15.00)
ROTC Logistics Management Specialist	-	1.00	1.00
Training NCO	-	1.00	1.00
<b>Total</b>	<b>66.00</b>	<b>57.00</b>	<b>(9.00)</b>



**JROTC (203020) (concl'd)**

**Goals, Objectives & Measures**

<b>Goal</b>	<b>Objective</b>	<b>Performance Measure</b>	<b>2013-14 Estimated</b>	<b>2014-15 Proposed</b>
Goal 1: Accelerate Student Achievement	To insure that programs are meeting the Army standards.	Meet the Army standards as shown in their inspections.	Honor Unit with distinction-10; Honor Units-10; Merit Units-5; Satisfactory-0	Increase in the number of programs scoring above satisfactory.
Goal 1: Accelerate Student Achievement	To strengthen cadets positive decision making ability and position self-discipline.	Decreased incidents of cadets requiring disciplinary actions.	Continue to assist cadets in making positive decisions.	Continue to assist cadets in making positive decisions.
Goal 1: Accelerate Student Achievement	To ensure safety remains a priority in all JROTC activities.	No serious student injuries while engaging in JROTC activities.	No serious injuries.	No serious injuries.



**Driver Education (203030)**

The mission of the Driver and Traffic Safety Education is to prepare students in Shelby County Schools with the Knowledge and skills required to live safe and productive lives in the 21st Century. Students must be 15 years of age and physically able, with or without the use of aids, to operate a motor vehicle. Students should register for driver education classes at their attending school. Driver Education is an elective course that can be used to fulfill graduation requirements.

**Program/Budget Changes:** Due to loss of funding from State of Tennessee and City of Memphis, Driver's Education will be eliminated in fiscal year 2014-15.

**Operating Budget**

Major Object	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
1000 Salaries	\$ 191,575	\$ -	\$ (191,575)
100A Other Salaries	-	-	-
2000 Benefits	61,558	-	(61,558)
3000 Contracted Services	4,569	-	(4,569)
4000 Supplies and Materials	22,241	-	(22,241)
5000 Other Charges	604	-	(604)
7000 Capital Outlay	4,569	-	(4,569)
<b>Total</b>	<b>\$ 285,116</b>	<b>\$ -</b>	<b>\$ (285,116)</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
Administrative Assistant	1.00	-	(1.00)
Administrative Assistant for Manager Of ROTC	1.00	-	(1.00)
Assistant Manager of ROTC	1.00	-	(1.00)
Classroom Teacher-Secondary	12.00	-	(12.00)
Command Sgt. Major	1.00	-	(1.00)
Instr Supervisor-Driver Educ	1.00	-	(1.00)
Manager of ROTC	1.00	-	(1.00)
ROTC Logistics Management	1.00	-	(1.00)
Specialist Training NCO	1.00	-	(1.00)
<b>Total</b>	<b>20.00</b>	<b>-</b>	<b>(20.00)</b>



**School Counseling Services (203040)**

The School Counseling Services Department provides leadership, training, and support to professional school counselors in the implementation of comprehensive, standards-based counseling programs that foster the academic, social, personal, and career development of all students, while partnering with parents, guardians, educators, and the community, to ensure that today’s students become the productive, well-adjusted citizens of tomorrow.

**Legally Mandated/Required Curriculum:** Yes

**Legal Reference or Statute:** TCA 49-6-303 -Each LEA shall employ or contract with school counselors for grades pre-kindergarten through twelve (pre-K-12)

**Program/Budget Changes:** The staffing variance is due to the loss of 33 schools leaving the District for Municipal Schools, School Closures and new ASD schools.

**Operating Budget**

Major Object	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
1000 Salaries	\$ 18,051,933	\$ 14,238,999	\$ (3,812,934)
100A Other Salaries	-	-	-
2000 Benefits	5,037,015	3,850,369	(1,186,646)
3000 Contracted Services	7,831	6,000	(1,831)
4000 Supplies and Materials	92,272	126,774	34,502
5000 Other Charges	6,425	-	(6,425)
7000 Capital Outlay	-	-	-
<b>Total</b>	<b>\$ 23,195,476</b>	<b>\$ 18,222,142</b>	<b>\$ (4,973,334)</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
Counseling Services Manager (ES)	1.00	1.00	-
Counseling Services Manager (MS)	1.00	1.00	-
Counseling Services Manager (HS)	1.00	1.00	-
Professional Counselor	320.00	241.00	(79.00)
<b>Total</b>	<b>323.00</b>	<b>244.00</b>	<b>(79.00)</b>



**School Counseling Services (203040) (concl'd)**

**Goals, Objectives & Measures**

<b>Goal</b>	<b>Objective</b>	<b>Performance Measure</b>	<b>2013-14 Estimated</b>	<b>2014-15 Proposed</b>
Goal 1: Accelerate Student Achievement	Provide identification and interventions for students in academic and behavioral domains.	9-week data reports and School Counseling Result Reports	Reports turned in at each 9-week data period, with a completion rate of 100% for K-8 school counselors.	Reports turned in at each 9-week data period, with a completion rate of 100% for K-8 school counselors. 100% completion of 4 year plans.
Goal 3: Build Employee and Community Confidence in the Unified District	Presentations/Professional Development based on state counseling model and national standards for all School Counselors.	Mandatory and elective professional development meetings and trainings for all School Counselors. Presentations on counseling issues, related to schools, for other stakeholders. Use of evaluations to plan further trainings.	Counseling Managers will conduct and/or facilitate 20 trainings for school counselors (3 mandatory with 100% attendance) and other community stakeholders.	Counseling Managers will conduct and/or facilitate 25 trainings for school counselors (3 mandatory with 100% attendance) and other community stakeholders.
Goal 4: Ensure Schools are Safe, Clean and Well-Prepared for Learning	Provide support, resources, and training for school counselors on safety concerns, attendance incentives, and overall student health.	Provide training sessions on bullying, child abuse, youth suicide, peer mediation, stress management, and other concerns based on survey from counselors.	Counseling Managers will provide support for 100% of School Counselors by communications, site visits, and by conducting 10 trainings on Safety Concerns and providing resource documents for all trainings.	Counseling Managers will provide support for 100% of School Counselors by communications, site visits, and by conducting 10 trainings on Safety Concerns and providing resource documents for all trainings.



**Coordinated School Health (204000)**

The mission of the Coordinated School Health (CSH) Department is to improve academic achievement by enhancing and providing acute and chronic disease management, behavioral management, health promotion for students and staff using the Center for Disease Control (CDC) model of Coordinated School Health eight (8) components from a whole child perspective in compliance with state and federal law.

**Legally Mandated/Required Curriculum:** Yes

**Legal Reference or Statute:** TCA 49-1-1002, Public Acts 2006-ch.1001, TSBE 4.204

**Program/Budget Changes:** The Fiscal Year 2014-15 budget has been adjusted for the break-out of Municipal School Districts.

**Operating Budget**

Major Object	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
1000 Salaries	\$ 11,722,718	\$ 7,493,829	\$ (4,228,889)
100A Other Salaries	-	172,910	172,910
2000 Benefits	3,088,098	2,058,690	(1,029,408)
3000 Contracted Services	3,027,290	3,378,410	351,120
4000 Supplies and Materials	185,414	213,778	28,364
5000 Other Charges	56,760	22,180	(34,580)
7000 Capital Outlay	30,465	30,465	-
<b>Total</b>	<b>\$ 18,110,745</b>	<b>\$ 13,370,262</b>	<b>\$ (4,740,483)</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
Administrative Assistant for Director of Coordinated School Health	1.00	1.00	-
Administrative Secretary III	1.00	-	(1.00)
Assistant for Health Services/School	1.00	1.00	-
Assistant for Mental Health Center	1.00	1.00	-
Behavioral Specialist	3.00	-	(3.00)
Classroom Teacher-Special Ed	3.00	-	(3.00)
Clerical Assistant	2.00	2.00	-
Clinic/Health Promotion Manager	1.00	1.00	-
Community Contact Assistant	1.00	-	(1.00)
Coordinated School Health Manager	1.00	1.00	-
Coordinated School Health Program Assistant	1.00	1.00	-
Counselor-Alcohol/Drug	7.00	5.00	(2.00)
Director I - Instructional Support	1.00	-	(1.00)
Director of Coordinated School Health	1.00	1.00	-



**Coordinated School Health (204000) (cont'd)**

**Staffing (cont'd)**

<b>Job Description</b>	<b>2013-2014 Amended Budget</b>	<b>2014-2015 Adopted Budget</b>	<b>2015 vs 2014 Variance</b>
District/Charge Nurse	4.00	4.00	-
Educational Asst - Special Ed	61.00	14.00	(47.00)
Employee Health Clerk	1.00	1.00	-
Financial Analyst For Student Support	1.00	1.00	-
Health Services/School Nursing Manager	1.00	1.00	-
Licensed Practical Nurse	25.00	7.00	(18.00)
Mental Health Center Services Manager	1.00	1.00	-
Nursing Supervisor	1.00	1.00	-
Professional Counselor	4.00	-	(4.00)
Psychologist	17.00	11.00	(6.00)
Psychology Intern	9.00	-	(9.00)
Records Clerk I	1.00	1.00	-
Records Clerk II	5.00	3.00	(2.00)
Registered Nurse	18.00	13.00	(5.00)
Research Analyst (Coord. School Health)	1.00	1.00	-
Secretarial Specialist	1.00	-	(1.00)
Social Worker	57.00	55.00	(2.00)
Special Project Coordinator - Coordinated School Health	6.00	6.00	-
Supervising Psychologist(Coord. School Health)	6.00	5.00	(1.00)
<b>Total</b>	<b>245.00</b>	<b>139.00</b>	<b>(106.00)</b>





**Coordinated School Health (204000) (concl'd)**

<b>Goals, Objectives &amp; Measures</b>				
<b>Goal</b>	<b>Objective</b>	<b>Performance Measure</b>	<b>2013-14 Estimated</b>	<b>2014-15 Proposed</b>
Goal 4: Ensure Schools are Safe, Clean and Well-Prepared for Learning	Ensure data decision driven making by monitoring national standards for health. Research best based practice and state mandate reporting.	Integration of health non academic goal.	Establish baseline data points	Increase # of schools with non academic goal baseline.
Goal 1: Accelerate Student Achievement	Accelerate student achievement by health education, health literacy, and health awareness	Evidence by training logs and reporting from healthy school team binders (HST)	Establish baseline data points	Increase district wide health events.
Goal 2: Design Effective Business Operations	Submit state and federal reports on time.	Reports submitted timely.	6/30/2014	6/30/2015



**Family Resource Center (204100)**

The mission of the Family Resource Centers is to develop a system of coordinated services that provide families with resources to help remove barriers to academic achievement for students in the Shelby County Schools District. Our Family Resource Centers will provide education and support to families and link them to community resources that can help eliminate the obstacles to academic success. We will provide services that will focus on strengthening the entire family unit.

**Legally Mandated/Required Curriculum:** Yes

**Legal Reference or Statute:** TCA 49-2-115

**Program/Budget Changes:** Coordinated School Health has assumed responsibility for centers; therefore evaluation of needs show value in providing three centers with one staff member per site. Schools and communities with high need such as Berclair area (High Hispanic area), Douglass K-8 and area schools feeding Douglass High will receive services now and on-going through 2014 school year. The third site will be determined based on need assessment and comprehensive planning input.

**Operating Budget**

Major Object	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
1000 Salaries	\$ 105,594	\$ 105,349	\$ (245)
100A Other Salaries	-	-	-
2000 Benefits	39,865	27,503	(12,362)
3000 Contracted Services	-	-	-
4000 Supplies and Materials	4,541	12,316	7,775
5000 Other Charges	-	-	-
7000 Capital Outlay	-	-	-
<b>Total</b>	<b>\$ 150,000</b>	<b>\$ 145,168</b>	<b>\$ (4,832)</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
Family Resource Center Associate	3.00	2.00	(1.00)
	-	-	-
	-	-	-
<b>Total</b>	<b>3.00</b>	<b>2.00</b>	<b>(1.00)</b>

Goals, Objectives & Measures				
Goal	Objective	Performance Measure	2013-14 Estimated	2014-15 Proposed
Goal 2: Design Effective Business Operations	Submit all state report in a timely manner.	All state reports submitted in a timely manner.	6/30/2014	6/30/2015
Goal 3: Build Employee and Community Confidence in the Unified District	Increase stakeholder involvement by recruiting parents, community partners, and employees to participate in initiatives	Establishment of advisory council at each site according to state guidelines.	6/30/2014	6/30/2015
Goal 1: Accelerate Student Achievement	Accelerate student achievement by increasing literacy, access to parent support resources, and establish linkage to support services.	Establish baseline data points	Expand resources and partnership 6/30/14 (baseline data)	Increase resources and partnership by 15% above baseline



**Summer School (102081)**

This program provides students an opportunity to remain on track toward graduation. Students earn credit in failed courses or by taking courses missed but required for graduation. Allowing students to continue toward graduation in a timely manner deters dropout and helps encourage students to continue their pursuit of a career or higher education. Approximately 300 - 400 students graduate each summer.

**Program/Budget Changes:** The Fiscal Year 2014-15 budget has been adjusted for the break-off of Municipal Schools/staffing.

**Operating Budget**

Major Object	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
1000 Salaries	\$ 2,297,623	\$ -	\$ (2,297,623)
100A Other Salaries	-	1,467,623	1,467,623
2000 Benefits	391,072	242,599	(148,473)
3000 Contracted Services	17,734	16,640	(1,094)
4000 Supplies and Materials	94,621	82,141	(12,480)
5000 Other Charges	25,676	25,676	-
7000 Capital Outlay	-	-	-
<b>Total</b>	<b>\$ 2,826,726</b>	<b>\$ 1,834,679</b>	<b>\$ (992,047)</b>

**Goals, Objectives & Measures**

Goal	Objective	Performance Measure	2013-14 Estimated	2014-15 Proposed
Goal 1: Accelerate Student Achievement	Stay on track toward graduation	Students would pass course or receive a new credit	Estimated success rate for Summer School for 2012-13 average 97%	Increase graduation rate and success rate to 99%
Goal 1: Accelerate Student Achievement	Deter dropout rate	Students would pass course or receive a new credit.	Estimated success rate for Summer School for 2012-13 average 97%	Increase graduation rate and success rate to 99%



**Extended Contract (190400)**

Extended Contracts are funds allocated by the Tennessee Department of Education. These funds can only be used to pay teachers for providing extended learning programs. The funds will be disbursed quarterly on a reimbursement basis. Extended learning activities are intended to provide supplemental opportunities for students to close the academic gap for those experiencing difficulty. Districts must submit a plan for the use of these funds and receive approval from the Tennessee Department of Education. Within each school district, individual school allocations are based on student academic need, student enrollment, and financial need. Schools must submit applications for Extended Contract funds. The state requires that Extended Contract activities be staffed with educators who have the appropriate licensure and endorsements. Based on state guidelines, Career Ladder II and III educators have priority for employment if they meet these requirements. Extended Contract activities must be research based and evaluated for effectiveness. Extended Contract funds may only be applied toward teacher/administrator salary and fringe benefit expenses. No other cost can be covered by this funding.

**Operating Budget**

Major Object	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
1000 Salaries	\$ 1,059,555	\$ -	\$ (1,059,555)
100A Other Salaries	-	1,059,555	1,059,555
2000 Benefits	175,145	350,288	175,143
3000 Contracted Services	-	-	-
4000 Supplies and Materials	-	-	-
5000 Other Charges	-	-	-
7000 Capital Outlay	-	-	-
<b>Total</b>	<b>\$ 1,234,700</b>	<b>\$ 1,409,843</b>	<b>\$ 175,143</b>

**Goals, Objectives & Measures**

Goal	Objective	Performance Measure	2013-14 Estimated	2014-15 Proposed
Goal 1: Accelerate Student Achievement	Improve student achievement in major core academic areas as determined by classroom grades earned (grades 1 to 12)	Students' nine-week grades are analyzed to determine the number of students who were able to improve their grades	Students will increase grades significantly from the first to the fourth nine weeks	Improve grades to a C or better
Goal 1: Accelerate Student Achievement	Improve student performance on TCAP	An evaluation of students who moved from below proficient to the proficient level or above is to identify changes in student performance.	Approximately 80% will perform at the proficient level or above	2% increase annually
Goal 1: Accelerate Student Achievement	Improve student performance on EOC and ACT	Scores on the EOC, ACT will be recorded, analyzed and compared to prior scores to determine the total increase	Students will meet or exceed standards in the EOC and ACT students will increase by .05 of a point or more	EOC Meet/Exceed Standards and increased ACT .05 of a point



## **SAFETY AND SECURITY**

### **MISSION STATEMENT:**

The mission of the Department of Safety and Security is to provide a positive, safe and respectful environment for students, staff and families of Shelby County, Tennessee.

### **DEPARTMENTAL GOALS:**

The Department directly supports District Goals as it relates to Safety and Security. We are responsible for providing school security, safety, emergency management and improving attendance by allocating appropriate resources in an efficient manner.

### **ISSUES & TRENDS:**

Shelby County Schools Safety and Security Department must continuously focus on improving school safety and attendance. In that effort to accomplish our focus we are in on-going communications and partnerships with internal and external entities. These relationships includes by are not limited to various law enforcement agencies, grassroots organizations and governmental agencies.

### **FISCAL YEAR 2013-14 PERFORMANCE HIGHLIGHTS:**

- Developed Security Secure Trac data base for reporting.
- Presented Best Practices at National Conferences
- Formed multiple partnerships to develop community intervention teams
- Identified students who had 49% fewer expulsions
- Implemented School Base Probation Liaison Program
- Certified Officers as Critical Intervention Team Officers (CIT)
- Certified Officers as instructors for Active Shooter Training.
- Implemented Secure Trac real time reporting process utilizing electronic devices.
- Certified Officers as NRA Firearms Instructors.
- Successes published in journals/newspapers.
- Participate in reviewing/assessing difficult safety transfer requests.
- Weekly analysis of current data to support daily/weekly staffing.
- Support all sporting and after school activities
- Continued collaboration with law enforcement partners throughout Shelby County, Tennessee.

### **FISCAL YEAR 2014-15 BUDGET HIGHLIGHTS:**

The fiscal year 2014-15 budget was reduced by 20% as a result of the municipalities forming their own school districts. This caused a reduction in discretionary funds, deletion of three (3) full time staff positions and streamlining of our intervention/prevention programs reducing affected staff from 12 month to 10 month employees.



**Safety and Security (202000)**

Safety and Security Services primary objective is to provide a safe, secure and nurturing learning environment, District-wide which is conducive to education. This mission includes the maintenance of law and order with respect for the Constitutional Rights of all. This is in line with the focus of the school District as a whole for academic achievement. We work closely with all law enforcement agencies throughout Shelby County working within our schools. We also work with these agencies to ensure staff is current with all training required by the State of TN that enhance our officers' skills and abilities to provide the best level of safety and security for our students, staff and visitors. We ensure that all staff, vendors, volunteers and visitors working around our students have been processed through our Fingerprint/background checks done via Tennessee Bureau of Investigation and FBI utilizing each person's fingerprints for proper identification. We provide a 24hr, 7day a week emergency center that handles calls for services throughout Shelby County School District. The center protects properties by monitoring an intrusion alarm system and dispatching officers to respond. We provide and monitor our Raptor System which immediately processes and identifies sex offenders attempting to enter our schools and send an alert via all security supervisors' cell phones of this intrusion. Provide a 24hr, 7day a week hotline for reporting truancy, bullying, or any information relating to crimes within our school District. We have a secure track reporting database that maintains records on all incidents occurring on District property. This data is monitored on a weekly basis to assist staff in manpower deployment. We constantly monitor crimes committed within the community that could affect the safety of our schools; we make adjustment in manpower allocation based on that information. We provide schools with metal detectors and x-ray machines and assists daily with metal detector checks to ensure safety. Provide emergency evacuation equipment and information to the District. Coordinate and maintain emergency evacuation plans to be used in case of an emergency. Network with Shelby County Homeland Security to ensure those plans are current with the State of Tennessee and Shelby County recommendations. Coordinate with the facilities maintenance to ensure schools are properly identified for emergency responders. Install and maintain all cameras, card access, and an iPhone system. Provide prevention and intervention programs (SHAPE, GRASSY, School Base Probation Liaison, Truancy, Youth Court ) to help students stay out of gangs (GRASSY), prevent truancy (Truancy) , teach anger management and conflict resolution skills (SHAPE) to decrease the cycle of students entering the juvenile court system. Collaborate with Trade Unions (GRASSY) to provide students with training and certification upon completion of that training. Collaborate with Juvenile Court (School Based Probation Liaisons) monitoring students on probation for crimes to reduce recidivism and improve student behavior issues. Teach students court procedures while serving as an attorney, bailiff, clerk, etc. of the court (Youth Court) hearing misdemeanor cases committed by students. Security's Chief, Director, Sr. Advisor, Managers, and Supervisors are on call 24/7 to assist District administrators with incident(s) that occur during and after normal operating hours.

**Legally Mandated/Required Curriculum:** Yes

**Legal Reference or Statute:** TCA §49-6-42

**Operating Budget**

Major Object	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
1000 Salaries	\$ 6,342,513	\$ 6,086,069	\$ (256,444)
100A Other Salaries	-	336,804	336,804
2000 Benefits	1,786,476	1,764,012	(22,464)
3000 Contracted Services	1,254,406	2,402,605	1,148,199
4000 Supplies and Materials	472,143	435,143	(37,000)
5000 Other Charges	599,899	422,565	(177,334)
7000 Capital Outlay	211,041	145,541	(65,500)
<b>Total</b>	<b>\$ 10,666,478</b>	<b>\$ 11,592,739</b>	<b>\$ 926,261</b>

**Safety and Security (202000) (cont'd)****Staffing**

<b>Job Description</b>	<b>2013-2014 Amended Budget</b>	<b>2014-2015 Adopted Budget</b>	<b>2015 vs 2014 Variance</b>
Administrative Assistant for Safety & Security Adv	1.00	1.00	-
Administrative Assistant to the Student Safety Man	1.00	1.00	-
Alarm/CCTV Assistant	4.00	4.00	-
Alarm/CCTV Technician	1.00	1.00	-
Alarm/CCTV Technician-Specialist, Grassy Spc	2.00	2.00	-
Criminal Investigator/Supervisor	2.00	2.00	-
Data Info Specialist	1.00	1.00	-
Director of Safety & Security	1.00	1.00	-
Emergency Management Advisor	1.00	1.00	-
Executive Assistant (Safety & Security)	1.00	1.00	-
Executive Director of Safety & Security	1.00	1.00	-
Fingerprint/Background Specialist	2.00	2.00	-
Grassy Special Project Coordinator I (Gang Counsel)	3.00	3.00	-
Mobile Security Officer	100.00	99.00	(1.00)
Records Clerk to GRASSY Special Projects Coordinat	1.00	-	(1.00)
Records Clerk to Truancy Manager	2.00	1.00	(1.00)
Safety and Security Senior Advisor	1.00	1.00	-
Security Manager	1.00	1.00	-
Security Supervisor	1.00	1.00	-
Security System Operator	6.00	6.00	-
Shape Program Special Projects Specialist	1.00	1.00	-
Special Project Advisor	1.00	1.00	-
Student Safety Manager	1.00	1.00	-
Truancy Attendance Specialist	1.00	1.00	-
Truancy Attendance Teacher	3.00	3.00	-
Truancy Manager	1.00	-	(1.00)
<b>Total</b>	<b>141.00</b>	<b>137.00</b>	<b>(4.00)</b>



**Safety and Security (202000) (concl'd)**

**Goals, Objectives & Measures**

<b>Goal</b>	<b>Objective</b>	<b>Performance Measure</b>	<b>2013-14 Estimated</b>	<b>2014-15 Proposed</b>
Goal 4: Ensure Schools are Safe, Clean and Well-Prepared for Learning	Upgrade all card access system new/old SCS properties to one system and change identification badge to reflect one system.	Order equipment, install and test on one system.	12/20/2013	12/20/2014
Goal 4: Ensure Schools are Safe, Clean and Well-Prepared for Learning	Reduce the number of fights (simple assault) in schools by 2%	Realign/deploy manpower as needed based on incidents	100%	100%
Goal 4: Ensure Schools are Safe, Clean and Well-Prepared for Learning	Enhance the incident reporting process by ordering mobile devices for all SCS officer.	Complete the RFP to order devices via procurement department.	100%	100%





**Safe Schools (202100)**

The Safe Schools program supports numerous programs in the area of violence prevention, emergency management, school culture and climate, student engagement and school safety. The program uses PBIS Modeling, in-school suspension staff and campus monitors to induce positive behavior traits in students.

**Operating Budget**

<b>Major Object</b>	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015 vs 2014</b>
	<b>Amended Budget</b>	<b>Adopted Budget</b>	<b>Variance</b>
1000 Salaries	\$ 145,000	\$ 110,122	\$ (34,878)
100A Other Salaries	-	-	-
2000 Benefits	48,724	27,449	(21,275)
3000 Contracted Services	342,717	342,717	0
4000 Supplies and Materials	92,121	92,121	-
5000 Other Charges	87,198	87,198	(0)
7000 Capital Outlay	99,524	99,524	(0)
<b>Total</b>	<b>\$ 815,284</b>	<b>\$ 759,131</b>	<b>\$ (56,153)</b>

**Staffing**

<b>Job Description</b>	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015 vs 2014</b>
	<b>Amended Budget</b>	<b>Adopted Budget</b>	<b>Variance</b>
Family Resource Center Associates	2.00	2.00	-
<b>Total</b>	<b>2.00</b>	<b>2.00</b>	<b>-</b>



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## **BUSINESS OPERATIONS**

### **MISSION STATEMENT:**

Provide world class, strategic focused business operations, supporting high student achievement. Six Business Operations departments work toward continuous improvement to ensure efficient and effective delivery of best in class services. These departments comprise of Procurement Services, Nutrition Services, Facilities, Facilities Planning, Transportation and Risk Management Services.

### **DEPARTMENTAL GOALS:**

- Continuous improvement of business processes, systems and procedures
- Launch customer feedback and service assessment tool
- Manage operational efficiencies and expenses

### **ISSUES & TRENDS:**

- Energy efficiency
- Shared Services
- Community Eligibility – Universal “free” breakfast & lunch

### **FISCAL YEAR 2013-14 PERFORMANCE HIGHLIGHTS:**

#### **Facilities**

- Energy Efficiency
- Outsourced custodial services
- Deployed shared school building engineers

#### **Transportation**

- Harmonized 3 bell times across school District (7am, 8am & 9am)
- Hybrid transportation model. Vendor rendering services to NW and SW regions
- Implemented routing software for unified District

#### **Facility Planning/Property Management**

- Space planning
- Leasing and Permits
- Building Capacity

#### **Procurement**

- Implemented P-Card program
- Reversed auction capability, continuous spend analysis tools, electronic contract and RFP management
- Negotiated and contracted for best value

#### **Risk Management**

- Environmental assessments
- Property and casualty insurance

#### **Nutrition**

- Central kitchen model supporting nutrition in schools
- Increased participation of breakfast, lunch and supper

### **FISCAL YEAR 2014-15 BUDGET HIGHLIGHTS:**

#### **Facilities**

- Energy Efficiency
- Outsourcing of custodial services

#### **Transportation**

- Harmonize bell times across school district
- Outsource transportation district wide



**BUSINESS OPERATIONS (concl'd)**

**FISCAL YEAR 2014-15 BUDGET HIGHLIGHTS (cont'd):**

**Facility Planning/Property Management**

- Space planning
- Leasing and Permits
- Building Capacity

**Procurement**

- Implement P-Card program
- Continuous spend analysis tools, electronic contract and RFP management
- Negotiating and contracting for best value

**Risk Management**

- Environmental assessments
- Property and casualty insurance

**Nutrition**

- Community Eligibility – Universal free breakfast and lunch
- Increased participation of breakfast, lunch and supper



**Risk Management (330000)**

Risk Management's primary objective is to minimize harm to the physical, human, fiscal, and environmental resources of the District; and to minimize the total cost of risk to the District. In doing so, Risk Management identifies known and possible perils/risks to which the District may be exposed; takes steps to avoid unnecessary or unreasonable exposures; and initiates reasonable and appropriate loss control techniques to control frequency and severity of losses.

**Legally Mandated/Required Curriculum:** Yes

**Legal Reference or Statute:** T.C.A 4-3-1411, 50-3-102, 50-3-201, 50-3-906, 50-3-911, 49-1-20, 29-1-210, 49-1-302, OSHA/TOSHA, TDEC, Medicare Act Section 111.

**Program/Budget Changes:** The reduction in students has caused Risk Management to reduce its funding in the areas of indoor air quality testing, school equipment reimbursement and computer equipment reimbursement. As such Risk Management may be limited on the resources that can be provided to the schools, staff and students.

**Operating Budget**

Major Object	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
1000 Salaries	\$ 488,846	\$ 456,003	\$ (32,843)
100A Other Salaries	-	-	-
2000 Benefits	122,864	139,416	16,552
3000 Contracted Services	298,538	272,600	(25,938)
4000 Supplies and Materials	17,108	17,000	(108)
5000 Other Charges	2,039,841	1,482,000	(557,841)
7000 Capital Outlay	428,441	360,000	(68,441)
<b>Total</b>	<b>\$ 3,395,638</b>	<b>\$ 2,727,019</b>	<b>\$ (668,619)</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
Administrative Assistant for Risk Management Manager	1.00	1.00	-
Risk Advisor-Risk/Liability and Student Accident	1.00	1.00	-
Risk Management Manager	1.00	1.00	-
	2.00	2.00	-
Safety Office - OSHA/Environmental Concerns/Inspec			
Special Project Assistant - Employee Accidents	1.00	1.00	-
Special Project Specialist - Inspections/Safety Co	1.00	1.00	-
<b>Total</b>	<b>7.00</b>	<b>7.00</b>	<b>-</b>



**Risk Management (330000) (concl'd)**

**Goals, Objectives & Measures**

<b>Goal</b>	<b>Objective</b>	<b>Performance Measure</b>	<b>2013-14 Estimated</b>	<b>2014-15 Proposed</b>
Goal 2: Design Effective Business Operations	To insure the best insurance coverage is provided to protect the financial risks to the District.	Insurance bids with final Board of Education approval. Current self funded status less than premium cost.	Non-controllable. Cannot determine due to future claims and market conditions	Non-controllable. Cannot determine due to future claims and market conditions.
Goal 4: Ensure Schools are Safe, Clean and Well-Prepared for Learning	To insure a healthy climate and areas free of hazards for academic learning.	Concerns promptly investigated to identify problems and take needed measures to correct situations	100%	100%
Goal 4: Ensure Schools are Safe, Clean and Well-Prepared for Learning	To limit time lost due to employee accidents impacting the educational environment	Decrease of accident reports, lost time, and liability accident claims	First year benchmark	4% overall decrease resulting in an improvement.



**Business Operations (331000)**

Provide world class, strategic focused business operations, supporting high student achievement. Six Business Operations departments work toward continuous improvement to ensure efficient and effective delivery of best in class services. These departments comprise of Procurement Services, Nutrition Services, Facilities, Facilities Planning, Transportation and Risk Management Services.

**Operating Budget**

Major Object	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
1000 Salaries	\$ 279,759	\$ 377,601	\$ 97,842
100A Other Salaries	-	-	-
2000 Benefits	59,401	74,538	15,137
3000 Contracted Services	2,300	3,000	700
4000 Supplies and Materials	2,000	2,000	-
5000 Other Charges	900	900	-
7000 Capital Outlay	3,535	3,535	-
<b>Total</b>	<b>\$ 347,895</b>	<b>\$ 461,574</b>	<b>\$ 113,679</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
Chief of Business Operations	1.00	1.00	-
Director of Business Operations	1.00	1.00	-
Executive Secretary to the Chief of Business Ops	-	1.00	1.00
<b>Total</b>	<b>2.00</b>	<b>3.00</b>	<b>1.00</b>

**Goals, Objectives & Measures**

Goal	Objective	Performance Measure	2013-14 Estimated	2014-15 Proposed
Goal 2: Design Effective Business Operations	Transport students to and from school on time for class and in time for breakfast.	Percentage of students arriving on time for breakfast/class as documented by the Transportation Office in its monthly routing software reports	90%	95%
Goal 1: Accelerate Student Achievement	Provide universal no charge breakfast & lunch - Community Eligibility - to every student in the district regardless of their ability to pay	1) Community Eligibility application submitted to USDA and approved by June 30, 2014. 2) Percentage of students receiving breakfast & lunch at not charge	6/30/2014	100%



**Transportation (332000)**

The Department of Transportation is responsible for ensuring safe, efficient bus transportation is provided for eligible students to and from school and for students who use district-provided transportation to participate in extracurricular activities. The office strives to provide legendary customer service to students, parents, and school staff.

**Legally Mandated/Required Curriculum:** Yes

**Legal Reference or Statute:** 34 CFR &300.34(c)(16)

**Program/Budget Changes:** There will be a reduction to transportation staff (bus drivers, bus assistants, mechanics, lot managers, assistant lot managers) due to outsourcing of pupil transportation services. The total number of bus routes are subject to remain the same due to school closures and boundary changes.

**Operating Budget**

Major Object	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
1000 Salaries	\$ 6,867,695	\$ 779,573	\$ (6,088,122)
100A Other Salaries	-	105,840	105,840
2000 Benefits	3,995,254	214,198	(3,781,056)
3000 Contracted Services	13,886,516	17,505,920	3,619,404
4000 Supplies and Materials	5,189,600	17,000	(5,172,600)
5000 Other Charges	14,900	14,000	(900)
7000 Capital Outlay	514,239	5,000	(509,239)
<b>Total</b>	<b>\$ 30,468,204</b>	<b>\$ 18,641,531</b>	<b>\$ (11,826,673)</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
Administrative Assistant for Director of Transportation	1.00	1.00	-
Asst. Lot Manager	8.00	-	(8.00)
Bus Assistant	35.20	-	(35.20)
Bus Driver	220.00	-	(220.00)
Director of Transportation	2.50	1.00	(1.50)
Lot Manager	4.00	-	(4.00)
Mechanic	12.00	-	(12.00)
Route Manager (Gen Ed or SPED)	5.00	2.00	(3.00)
Routing Specialist (Gen Ed, SPED)	12.00	4.00	(8.00)
Sub Bus Assistant	16.72	-	(16.72)
Sub Bus Driver	23.76	-	(23.76)
Transportation Data Analyst	1.50	1.00	(0.50)
Transportation Manager	1.50	-	(1.50)
Transportation Radio Dispatcher	2.00	-	(2.00)
Transportation Records Clerk	3.00	-	(3.00)
Transportation Safety Specialist	3.00	2.00	(1.00)
Transportation Specialist	1.50	1.00	(0.50)
<b>Total</b>	<b>352.68</b>	<b>12.00</b>	<b>(340.68)</b>





**Transportation (332000) (concl'd)**

<b>Goals, Objectives &amp; Measures</b>				
<b>Goal</b>	<b>Objective</b>	<b>Performance Measure</b>	<b>2013-14 Estimated</b>	<b>2014-15 Proposed</b>
Goal 4: Ensure Schools are Safe, Clean and Well-Prepared for Learning	To ensure all eligible bus riders are arriving to school safely and on time.	Contractor scorecard and metrics reporting	5/31/2014	5/31/2015
Goal 3: Build Employee and Community Confidence in the Unified District	To improve stakeholder satisfaction with services provided	Number of complaints/compliments recorded	5/31/2014	5/31/2015
Goal 2: Design Effective Business Operations	To ensure all buses are routed efficiently and not underutilized.	Percentage of routes eliminated after performing quarterly audits	10/31/2014	10/31/2015



**Special Education Transportation (332010)**

The Department of Special Education Transportation is responsible for ensuring safe, efficient bus transportation is provided for eligible students to and from school and for students who use district-provided transportation to participate in extracurricular activities. This department provides transportation services for students with special needs who the Department of Exceptional Children has designated as needing school bus transportation to meet their Individualized Education Programs (IEPs). Additionally transportation is provided to students in special programs such as CLUE, VoTech, CBI and In-Community. This budget consists primarily of an outsourced contract to a vendor that provides bus services to students.

**Legally Mandated/Required Curriculum:** Yes

**Legal Reference or Statute:** 34 CFR &300.34(c)(16)

**Program/Budget Changes:** There is a reduction to transportation staff (bus drivers, bus assistants) due to outsourcing of pupil transportation services. The total number of bus routes have changed due to school closures and boundary changes.

**Operating Budget**

Major Object	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
1000 Salaries	\$ -	\$ -	\$ -
100A Other Salaries	-	-	-
2000 Benefits	-	-	-
3000 Contracted Services	-	9,974,474	9,974,474
4000 Supplies and Materials	-	-	-
5000 Other Charges	-	-	-
7000 Capital Outlay	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ 9,974,474</b>	<b>\$ 9,974,474</b>

**Goals, Objectives & Measures**

Goal	Objective	Performance Measure	2013-14 Estimated	2014-15 Proposed
Goal 4: Ensure Schools are Safe, Clean and Well-Prepared for Learning	To ensure all eligible bus riders are arriving to school safely and on time.	Contractor scorecard and metrics reporting	5/31/2014	5/31/2015
Goal 3: Build Employee and Community Confidence in the Unified District	To improve stakeholder satisfaction with services provided	Number of complaints/compliments recorded	5/31/2014	5/31/2015
Goal 2: Design Effective Business Operations	To ensure all buses are routed efficiently and not underutilized.	Percentage of routes eliminated after performing quarterly audits	10/31/2014	10/31/2015



**Procurement (333000)**

The Division of Procurement Services purchases all supplies, materials and services for the District at the lowest and best cost. Procurement Services objectives include: strategically sourcing major purchases of goods, services and materials, analyzing requisitions for policy compliance, issuing all District purchase orders, maintaining vendor database, leveraging District-wide discounts on large volume purchases, developing M/WBE and small business programs to support the local economy. Procurement also works with community partners to implement their programs (Head-start, Parent Organizations, K-12, etc.).

**Legally Mandated/Required Curriculum:** Yes

**Legal Reference or Statute:** TCA 49-2-203 and Federal and Local Grants

**Operating Budget**

Major Object	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
1000 Salaries	\$ 887,250	\$ 751,790	\$ (135,460)
100A Other Salaries	-	-	-
2000 Benefits	195,619	207,130	11,511
3000 Contracted Services	36,650	16,650	(20,000)
4000 Supplies and Materials	15,000	15,000	-
5000 Other Charges	39,987	32,500	(7,487)
7000 Capital Outlay	-	-	-
<b>Total</b>	<b>\$ 1,174,506</b>	<b>\$ 1,023,070</b>	<b>\$ (151,436)</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
Administrative Assistant to Director of Procurement	1.00	1.00	-
Buyer for Procurement	6.00	5.00	(1.00)
Clerical Assistant-Fast Lane Transactional, Strate	3.00	2.00	(1.00)
Director of Procurement	1.00	1.00	-
Fast Lane Transactional Team	2.00	2.00	-
Transactional Assistant			
Front Desk Clerical Support	1.00	1.00	-
Strategic Sourcing Services Team - P-Card Manager	1.00	1.00	-
<b>Total</b>	<b>15.00</b>	<b>13.00</b>	<b>(2.00)</b>

**Procurement (333000) (concl'd)****Goals, Objectives & Measures**

<b>Goal</b>	<b>Objective</b>	<b>Performance Measure</b>	<b>2013-14 Estimated</b>	<b>2014-15 Proposed</b>
Goal 2: Design Effective Business Operations	Consolidate purchases with other government entities for cost savings.	Issue bids in conjunction with Shelby County Commission by first quarter.	Bid estimated for March 2014.	100% Bid will be issued in January 2014.
Goal 2: Design Effective Business Operations	Create buyer data base to track strategic savings per each bid.	Excel database created and submitted to Executive Management each quarter.	100%	100%
Goal 2: Design Effective Business Operations	Implement P-Card program.	Hire a P-Card Manager and implement program by FY 2015.	Implement P-Card program, FY 2015.	100% by FY2015.



**Facilities (334000)**

The Facility Support Center Division provides administration of Facilities Management Division and the Operations Call Center. These activities include payroll preparation, inventory, clerical and secretarial support, data entry support, and management oversight of division responsibilities. This function will process approximately 30,000 work orders, prepare 18,500 requisitions and maintain an inventory of 12,000 stock items. The Office of Mail and Distribution is responsible for providing mail and other deliveries to all schools, area offices, and the administration building on a timely schedule. This office also serves as liaison between the Board of Education and the Post Office on postal regulations, etc. and between the Board of Education and FedEx and UPS.

**Operating Budget**

Major Object	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
1000 Salaries	\$ 22,688,071	\$ 20,384,024	\$ (2,304,047)
100A Other Salaries	-	-	-
2000 Benefits	7,202,004	6,122,300	(1,079,704)
3000 Contracted Services	870,153	1,247,653	377,500
4000 Supplies and Materials	797,826	672,685	(125,141)
5000 Other Charges	55,636	-	(55,636)
7000 Capital Outlay	55,800	200,000	144,200
<b>Total</b>	<b>\$ 31,669,490</b>	<b>\$ 28,626,662</b>	<b>\$ (3,042,828)</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
Administrative Assistant for Director of Facilities	1.00	1.00	-
Applications Support Analyst	1.00	-	(1.00)
Asbestos Supervisor	1.00	1.00	-
Compliance Specialist	2.00	1.00	(1.00)
Computer Systems Specialist	1.00	1.00	-
Crewperson	29.00	20.00	(9.00)
Director of Custodial and Grounds	1.00	1.00	-
Director of Facilities	1.00	1.00	-
Director of General Services	1.00	1.00	-
Director of Maintenance	1.00	1.00	-
Draftsman	-	1.00	1.00
Energy Manager	1.00	1.00	-
FAC Specialist	-	2.00	2.00
Financial Analyst (Facilities)	1.00	1.00	-
Grounds Supervisor	6.00	4.00	(2.00)
Heavy Equipment Mechanic	1.00	1.00	-
Heavy Equipment Operator	2.00	2.00	-
HVAC Mechanic I	3.00	-	(3.00)
HVAC Mechanic II	9.00	7.00	(2.00)
Inventory Clerk	5.00	5.00	-
Lead Mechanic I Certified	1.00	1.00	-
Low Voltage Advisor	1.00	1.00	-
Mail Clerk	1.00	1.00	-



**Facilities (334000) (cont'd)**

**Staffing (concl'd)  
Staffing**

<b>Job Description</b>	<b>2013-2014 Amended Budget</b>	<b>2014-2015 Adopted Budget</b>	<b>2015 vs 2014 Variance</b>
Maint Mechanic - A	17.00	-	(17.00)
Maint Tec III - Plasterer	-	1.00	1.00
Maint Tech I - Sheet Metal Wrkr	4.00	2.00	(2.00)
Maint Tech II - Carpenter	32.00	22.00	(10.00)
Maint Tech II - Carpenter/Welder	4.00	2.00	(2.00)
Maint Tech III - Bricklayer	3.00	-	(3.00)
Maint Tech III - Painter	12.00	8.00	(4.00)
Maint Tech III - Plasterer	1.00	-	(1.00)
Maint Tech III Bricklayer	-	3.00	3.00
Maint Tech IV - Roofer	9.00	8.00	(1.00)
Manager of Major Construction	-	1.00	1.00
Manager of Minor Construction	-	1.00	1.00
Master Electrician	1.00	1.00	-
Master HVAC	1.00	1.00	-
Master Maint Tech Electrician	2.00	-	(2.00)
Master Maint Tech-Electrician	38.00	30.00	(8.00)
Master Maint Tech-HVAC	24.00	23.00	(1.00)
Master Maint Tech-Plumber	30.00	20.00	(10.00)
Master of Plumbing	1.00	1.00	-
Mechanic I - Certified	8.00	5.00	(3.00)
Minor Projects/ASD Supervisor	1.00	1.00	-
Musical Instrument Repair Tech	3.00	3.00	-
Network Install Analyst	3.00	3.00	-
Network Install Analyst-Sr	1.00	-	(1.00)
Painting Supervisor	1.00	1.00	-
Pest Control Manager	1.00	1.00	-
Pest Control Technician I	5.00	5.00	-
Pest Control Technician II	2.00	2.00	-
Plant Manager	163.00	157.00	(6.00)
Project Facilitator I	2.00	2.00	-
Project Facilitator II	3.00	2.00	(1.00)
Project Management Lead	-	1.00	1.00
Record/Payroll Clerk	6.00	4.00	(2.00)
Roofing Supervisor	1.00	-	(1.00)
Small Engine Mechanic	2.00	1.00	(1.00)
Steam - Pipe Fitter	2.00	1.00	(1.00)
Technician - Asbestos Abat I	4.00	2.00	(2.00)
Technician - Asbestos Abat II	9.00	8.00	(1.00)
Technician - Asbestos Abat III	4.00	4.00	-
Technician - Electronics II	3.00	3.00	-
Truck Driver	1.00	1.00	-
Truck Driver II	3.00	2.00	(1.00)
Truck Driver-Maintenance	35.00	26.00	(9.00)
Warehouse Clerk	1.00	1.00	-
Warehouse First Line Supervisor	3.00	2.00	(1.00)
Zone 1-4 HVAC Supervisor	4.00	4.00	-
Zone 1-4 Manager	4.00	3.00	(1.00)
Zone 1-4 Supervisor - Custodial & Gro	4.00	4.00	-
Zone 1A-4B Supervisor	8.00	6.00	(2.00)
<b>Total</b>	<b>536.00</b>	<b>434.00</b>	<b>(102.00)</b>



**Facilities (334000) (concl'd)**

<b>Goals, Objectives &amp; Measures</b>				
<b>Goal</b>	<b>Objective</b>	<b>Performance Measure</b>	<b>2013-14 Estimated</b>	<b>2014-15 Proposed</b>
Goal 2: Design Effective Business Operations	Promptly and cost-effectively complete all service delivery with the highest quality of workmanship and customer satisfaction.	Customer satisfaction surveys	85%	85%
Goal 2: Design Effective Business Operations	Leverage new ideas and technology to solve problems and accomplish our mission.	Cost savings and reductions.		
Goal 2: Design Effective Business Operations	Ensure all employees have the resources needed to perform their jobs safely and efficiently.	On-time deliveries.	100%	100%



**Custodial and Grounds (334100)**

Ground Operations maintain the outside grounds of all Board facilities. Grass cutting and trimming, fertilization, herbicides, sodding, seeding, erosion control, drainage repairs and additions, shrub and tree pruning or large tree removal, small tree and stump removal, mulching, landscape renovations, debris removal, furniture relocation, playground equipment inspection, stadium field assistance, all pest control services, and repairs Grounds equipment.

**Operating Budget**

Major Object	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
1000 Salaries	\$ -	\$ -	\$ -
100A Other Salaries	-	-	-
2000 Benefits	-	-	-
3000 Contracted Services	23,077,816	19,396,540	(3,681,276)
4000 Supplies and Materials	644,643	644,643	-
5000 Other Charges	14,720	10,000	(4,720)
7000 Capital Outlay	190,900	90,900	(100,000)
<b>Total</b>	<b>\$ 23,928,079</b>	<b>\$ 20,142,083</b>	<b>\$ (3,785,996)</b>

**Goals, Objectives & Measures**

Goal	Objective	Performance Measure	2013-14 Estimated	2014-15 Proposed
Goal 4: Ensure Schools are Safe, Clean and Well-Prepared for Learning	Deliver quality services that satisfy customer requirements.	All District buildings should be properly cleaned to enhance the appearance.	95%	95%
Goal 4: Ensure Schools are Safe, Clean and Well-Prepared for Learning	To perform necessary repairs to exterior areas of all district facilities.	Fuel to allow proper personnel to address building issues in a timely manner.	95%	95%
Goal 4: Ensure Schools are Safe, Clean and Well-Prepared for Learning	Provide efficient, cost effective Grounds services and maintain campus facilities to maximize the life cycles of our landscape assets.	All District grounds should be properly maintained to enhance the outside appearance.	95%	95%





**Utilities (334200)**

While Energy Management is an engineering function, it is also an education issue that directly affects the classroom. Energy costs, if not controlled, will consume money that could be used for education programs. Future reductions of utilities usage will be possible as more efficient equipment and full Direct Digital Control systems are installed in schools. Energy costs will rise with daily increases in security lighting and computer workstations, special before and after school usage, and as additional summer school programs are implemented. The school system has established an Energy Monitoring program to evaluate trends in energy consumption over periods of time and identify locations with excessive energy consumption. The District uses full Direct Digital Control systems in most schools to implement energy management strategies. These programs promote energy conservation and needed support for our students in 2014-2015.

**Program/Budget Changes:** This budget was reduced due to the elimination of 33 municipal schools that will be removed from the FY 2014-2015 billing.

**Operating Budget**

Major Object	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
1000 Salaries	\$ -	\$ -	\$ -
100A Other Salaries	-	-	-
2000 Benefits	-	-	-
3000 Contracted Services	500,978	500,978	-
4000 Supplies and Materials	35,394,000	25,140,767	(10,253,233)
5000 Other Charges	-	-	-
7000 Capital Outlay	11,960	10,000	(1,960)
<b>Total</b>	<b>\$ 35,906,938</b>	<b>\$ 25,651,745</b>	<b>\$ (10,255,193)</b>

**Goals, Objectives & Measures**

Goal	Objective	Performance Measure	2013-14 Estimated	2014-15 Proposed
Goal 2: Design Effective Business Operations	To provide comfortable temperatures (per new Board policy) for all district schools and facilities. Also to process utility payments timely.	To provide comfortable temperatures for all district schools and facilities. Also to process utility payments timely	100%	100%
Goal 2: Design Effective Business Operations	Maintain current organizational structure that allows the identification, completion, and monitoring of energy conservation projects.	To provide comfortable temperatures for all district schools and facilities. Also to process utility payments timely		
Goal 2: Design Effective Business Operations	Develop a culture of energy awareness across school campuses.	Green schools and energy savings.	60%	60%



**Facilities - General Services (334300)**

General Services accomplishes all in-house facility repairs for locksmith work, shade making, regulatory compliance, roofing, asbestos testing/removal/containment, interface with regulatory organizations, and major floor covering projects not funded by capital funds. The school district must meet compliance with all inspections mandated by Code Enforcement. Annual Life Safety inspections are required for fire extinguishers, generators, fire alarms and kitchen systems. In addition, fire extinguishers, fire alarms and kitchen systems require periodic servicing. HVAC Maintenance provides preventive maintenance and minor repairs, coil cleaning and filter changes to District-wide heating, ventilation and air conditioning (HVAC) systems which consist of over 15,000 pieces of equipment. The in-house workforce performs all filter changes that the School Building Engineers cannot change. Energy Management works with this function and maintains the building automation systems in all of the schools that have the controls. Electronic Equipment repair provides for the installation and repair of various audio visual equipment (non-computer) including intercoms, public address systems, video recorders, video cameras, televisions, etc. Band Instrument repair is responsible for repairing musical instruments throughout the District. There are approximately 15,000 instruments in the school system. During the school year, repairs are made to keep the band programs running smoothly. During the summer, complete school musical inventories are overhauled.

**Operating Budget**

Major Object	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
1000 Salaries	\$ -	\$ -	\$ -
100A Other Salaries	-	-	-
2000 Benefits	-	-	-
3000 Contracted Services	1,407,288	1,407,288	-
4000 Supplies and Materials	897,576	897,576	-
5000 Other Charges	51,980	51,980	-
7000 Capital Outlay	-	-	-
<b>Total</b>	<b>\$ 2,356,844</b>	<b>\$ 2,356,844</b>	<b>\$ -</b>

**Goals, Objectives & Measures**

Goal	Objective	Performance Measure	2013-14 Estimated	2014-15 Proposed
Goal 2: Design Effective Business Operations	Maintain current level of annual fire inspection completions.	City and county fire marshal inspections.	100%	100%
Goal 2: Design Effective Business Operations	Updating current 2010 P&A to 2015-2016 school year.		100%	100%
Goal 2: Design Effective Business Operations	Maintain or exceed of work order completions.		100%	100%



**Zone 4 Maintenance (334400)**

Zone 4 Maintenance provides routine repairs and maintenance for school sites, including day-to-day repairs and other facility repairs that are necessary to ensure that the educational process is not hindered. This function also responds to all emergency calls, as well as, planned maintenance activities for approximately 21 locations including schools, stadiums and administrative offices.

**Operating Budget**

Major Object	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
1000 Salaries	\$ -	\$ -	\$ -
100A Other Salaries	-	-	-
2000 Benefits	-	-	-
3000 Contracted Services	138,000	-	(138,000)
4000 Supplies and Materials	920,000	-	(920,000)
5000 Other Charges	20,437	-	(20,437)
7000 Capital Outlay	-	-	-
<b>Total</b>	<b>\$ 1,078,437</b>	<b>\$ -</b>	<b>\$ (1,078,437)</b>

**Goals, Objectives & Measures**

Goal	Objective	Performance Measure	2013-14 Estimated	2014-15 Proposed
Goal 2: Design Effective Business Operations	To maintain a 65% completion rate on monthly Work Orders' backlog.	Met Goal	65%	65%
Goal 2: Design Effective Business Operations	Provide cost effective building maintenance services & maintain campus facilities to maximize the life cycles of our physical assets.			
Goal 2: Design Effective Business Operations	Maintain an annual completion rate of 92%-95% on work orders.		92%	95%



**Zone 2 Maintenance (334500)**

Zone 2 Maintenance provides routine repairs and maintenance for school sites, including day-to-day repairs and other facility repairs that are necessary to ensure that the educational process is not hindered. This function also responds to all emergency calls, as well as, planned maintenance activities for approximately 78 locations including schools, stadiums and administrative offices.

**Operating Budget**

Major Object	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
1000 Salaries	\$ -	\$ -	\$ -
100A Other Salaries	-	-	-
2000 Benefits	-	-	-
3000 Contracted Services	219,276	219,276	-
4000 Supplies and Materials	696,883	762,394	65,511
5000 Other Charges	4,664	7,700	3,036
7000 Capital Outlay	6,440	10,000	3,560
<b>Total</b>	<b>\$ 927,263</b>	<b>\$ 999,370</b>	<b>\$ 72,107</b>

**Goals, Objectives & Measures**

Goal	Objective	Performance Measure	2013-14 Estimated	2014-15 Proposed
Goal 2: Design Effective Business Operations	To provide comfortable temperatures (per new Board policy) for all district schools and facilities. Also to process utility payments timely.	To provide comfortable temperatures for all district schools and facilities. Also to process utility payments timely	100%	100%
Goal 2: Design Effective Business Operations	Maintain current organizational structure that allows the identification, completion, and monitoring of energy conservation projects.	To provide comfortable temperatures for all district schools and facilities. Also to process utility payments timely		
Goal 2: Design Effective Business Operations	Develop a culture of energy awareness across school campuses.	Green schools and energy savings.	60%	60%



**Zone 1 Maintenance (334600)**

Zone 1 Maintenance provides routine repairs and maintenance for school sites, including day-to-day repairs and other facility repairs that are necessary to ensure that the educational process is not hindered. This function also responds to all emergency calls, as well as, planned maintenance activities for approximately 72 locations including schools, stadiums and administrative offices.

**Operating Budget**

Major Object	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
1000 Salaries	\$ -	\$ -	\$ -
100A Other Salaries	-	-	-
2000 Benefits	-	-	-
3000 Contracted Services	270,507	270,507	-
4000 Supplies and Materials	563,039	562,229	(810)
5000 Other Charges	4,600	7,200	2,600
7000 Capital Outlay	2,300	10,000	7,700
<b>Total</b>	<b>\$ 840,446</b>	<b>\$ 849,936</b>	<b>\$ 9,490</b>

**Goals, Objectives & Measures**

Goal	Objective	Performance Measure	2013-14 Estimated	2014-15 Proposed
Goal 2: Design Effective Business Operations	To maintain a 65% completion rate on monthly Work Orders' backlog.	Met Goal	65%	65%
Goal 2: Design Effective Business Operations	Provide cost effective building maintenance services & maintain campus facilities to maximize the life cycles of our physical assets.			
Goal 2: Design Effective Business Operations	Maintain an annual completion rate of 92%-95% on work orders.		92%	95%



**Zone 3 Maintenance (334700)**

Zone 3 Maintenance provides routine repairs and maintenance for school sites, including day-to-day repairs and other facility repairs that are necessary to ensure that the educational process is not hindered. This function also responds to all emergency calls, as well as, planned maintenance activities for approximately 76 locations including schools, stadiums and administrative offices.

**Operating Budget**

Major Object	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
1000 Salaries	\$ -	\$ -	\$ -
100A Other Salaries	-	-	-
2000 Benefits	-	-	-
3000 Contracted Services	164,076	209,076	45,000
4000 Supplies and Materials	752,742	809,470	56,728
5000 Other Charges	4,613	7,600	2,987
7000 Capital Outlay	-	10,000	10,000
<b>Total</b>	<b>\$ 921,431</b>	<b>\$ 1,036,146</b>	<b>\$ 114,715</b>

**Goals, Objectives & Measures**

Goal	Objective	Performance Measure	2013-14 Estimated	2014-15 Proposed
Goal 2: Design Effective Business Operations	To maintain a 65% completion rate on monthly Work Orders' backlog.	Met Goal	65%	65%
Goal 2: Design Effective Business Operations	Provide cost effective building maintenance services & maintain campus facilities to maximize the life cycles of our physical assets.			
Goal 2: Design Effective Business Operations	Maintain an annual completion rate of 92%-95% on work orders.		93%	95%



**Facilities Planning and Property (335000)**

The Facilities Planning and Property Office is responsible for the research and analysis of demographic and planning related data depicting population dynamics to gauge growth, decline, and stability which affect enrollment projections, current student attendance boundaries, and which guide the preparation of the 5 Yr. Capital Plan, Annual Capital Budget, and updates thereto; the forecasting of student enrollment on a school by school and grade by grade basis which guides school staff assignment and school-related resource allocation, etc.; the conduct of spatial and logistical analysis to assess school utilization rates and programmatic capacities to evaluate the condition of the District’s overall school footprint and the need to expand or reduce existing school footprint; the oversight of space planning efforts in general for the introduction of academic initiatives or for the operation and/or relocation of administrative offices, etc.; the preparation of GIS data, mapping services, and various studies and special projects as directed; and for the identification, acquisition, analysis, management, marketing, leasing/rental, redevelopment, surplus, and disposal of all the District’s real estate holdings and fixed assets and the maintenance of all associated databases.

**Legally Mandated/Required Curriculum:** Yes

**Legal Reference or Statute:** Tennessee Code Annotated 49-6-3102 & 3013

**Operating Budget**

Major Object	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
1000 Salaries	\$ -	\$ 392,359	\$ 392,359
100A Other Salaries	-	-	-
2000 Benefits	-	78,241	78,241
3000 Contracted Services	-	239,700	239,700
4000 Supplies and Materials	-	27,500	27,500
5000 Other Charges	-	18,500	18,500
7000 Capital Outlay	-	11,000	11,000
<b>Total</b>	<b>\$ -</b>	<b>\$ 767,300</b>	<b>\$ 767,300</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
Administrative Assistant	-	1.00	1.00
Director of Facility Planning	-	1.00	1.00
Facility Planning Advisor	-	2.00	2.00
GIS Planning Advisor	-	1.00	1.00
<b>Total</b>	<b>-</b>	<b>5.00</b>	<b>5.00</b>



**Facilities Planning and Property (335000) (concl'd)**

**Goals, Objectives & Measures**

<b>Goal</b>	<b>Objective</b>	<b>Performance Measure</b>	<b>2013-14 Estimated</b>	<b>2014-15 Proposed</b>
Goal 2: Design Effective Business Operations	To provide timely development of accurate and informative annual capital budgets and to prepare the Five Year Capital Plan	Board approval of the Five-Year Plan-- Percent of capital budget authorized on schedule	To commence June 2014	TBD
Goal 2: Design Effective Business Operations	Revision of student attendance boundaries to achieve efficiencies and neighborhood schools--where possible & To continue to reduce the district-wide school footprint	Final Board approval of zoning amendments and proposed school closures.	March 2014 (est)	March 2015 (TBD)
Goal 2: Design Effective Business Operations	To prepare and sell surplus properties	Conveyance of property to approved buyer Lincoln Jr. High property South Area Office	.May 2014	Throughout 2014-2015





**Warehousing/Asset Management (337000)**

The Asset Management Division is responsible for the proper accounting of all assets owned by the Shelby County Schools system and ensuring that all equipment received by the school system is appropriately marked as a Shelby County Schools asset. We are responsible for the disposition of all surplus and obsolete assets through an auction and removing surplus and obsolete assets from the schools when required.

**Operating Budget**

Major Object	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
1000 Salaries	\$ 187,804	\$ 118,372	\$ (69,432)
100A Other Salaries	-	70,790	70,790
2000 Benefits	52,587	47,481	(5,106)
3000 Contracted Services	17,170	20,000	2,830
4000 Supplies and Materials	10,000	10,000	-
5000 Other Charges	12,300	12,500	200
7000 Capital Outlay	3,000	3,000	-
<b>Total</b>	<b>\$ 282,861</b>	<b>\$ 282,143</b>	<b>\$ (718)</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
Data Info Specialist	1.0	1.00	-
Inventory Clerk	1.0	1.00	-
Truck Driver	1.0	1.00	-
Warehouse First Line Supervisor	1.0	1.00	-
<b>Total</b>	<b>4.00</b>	<b>4.00</b>	<b>-</b>

**Goals, Objectives & Measures**

Goal	Objective	Performance Measure	2013-14 Estimated	2014-15 Proposed
Goal 2: Design Effective Business Operations	Promptly and cost-effectively complete all service delivery with the highest quality of workmanship and customer satisfaction.	Customer satisfaction surveys	85%	85%
Goal 2: Design Effective Business Operations	Leverage new ideas and technology to solve problems and accomplish our mission.	Cost savings and reductions.		



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**INNOVATION**

**MISSION**

- Deliver immediate and dramatic advances in student learning that are scalable
- Work with stakeholders to construct the system of the future so that every child in the county has an excellent school

**THEORY OF ACTION**

- Basic needs must be met in order for the most essential areas of empowerment to be maximized
- The greatest advances in student learning and in constructing the system of the future will happen where adults are empowered to lead
- The most essential areas of empowerment are: hiring, budget, strategic decisions
- We should grow what works and stop doing what doesn't

**DEPARTMENTAL PRIORITIES AND ALIGNED GOALS**

- Priority one: Create a national proof point by demonstrating what is possible in the innovation zone
  - All schools incorporated into the iZone close the gap between themselves and schools in the 75th percentile by 20% each year
  - Minimum threshold of level four TVAAS each year
- Priority two: Amplify the impact of great leaders through blended learning
  - Launch pilot in 16 schools in 2014–15
  - Scale to all schools by 2020
  - Achieve 10% greater games across the District as a result
- Priority three: Incubate "empowerment schools"
  - Increase high quality seats (metric to be determined in the next six months) through the launch of 20 empowerment schools
- Priority four: Create the conditions for exceptional schools district wide
  - Goal: create a clear school report card that enables parents, teachers, and administrators to know the number of high-quality seats across the District
  - Goal: all principals in the District are empowered with hiring ability, strategic decision-making, and budget by 2020

**ISSUES & TRENDS**

- Cessation of School Improvement Grant (SIG) dollars through the federal government - in our application to the state to create an "innovation zone" our district committed to providing the investments in our innovation zone schools even when federal dollars ceased. We have incorporated 4–5 schools into the innovation zone for the 2014–15 school year; for the District to maintain an innovation zone, it must invest the dollars to:
  - Compensate teachers for an additional hour each day...
- Initial investments in a blended learning pilot that we hope to scale by 2020 – in order to give our students 24/7 access to curriculum and instruction, we are launching a blended learning pilot throughout the District. This pilot requires for key investments in order to learn whether this is something we can scale district wide
  - Investments in infrastructure upgrades to provide the necessary wireless capacity
  - Investments in devices to enable students to access the curriculum
  - Investments in leadership development to enable our teachers and school leaders to navigate successfully the transition to blended learning

**INNOVATION (concl'd)****FISCAL YEAR 2013–14 PERFORMANCE HIGHLIGHTS** *(note: all projects listed below are in progress)*

- The creation of a department strategic plan through the year 2020 with a clear "North Star," aligned priorities, goals, and strategies.
- Launched a compact dialogue with key members of our administration and the charter school community. Will result in greater collaboration moving forward.
- Draft of a clear menu of services across our organization with price points so that the District will be able to charge for certain services with municipalities, charter schools, the ASD.
- Creation of an RFP so that we can identify high-performing operators to lead our innovation zone schools moving forward.
- Continued strong performance in our innovation zone schools.
- The creation of a learning and development framework to train our principals in executive leadership.
- The launch of a blended learning pilot in 16 schools that we hope to scale up throughout the District by 2020.

**FISCAL YEAR 2014–15 BUDGET HIGHLIGHTS**

- Investments in blended learning pilot:
- Investments in priority schools aligned with our district's innovation zone



**Innovation Department (210000)**

The Mission of the Innovation Department is:

- Deliver immediate and dramatic advances in student learning that are scalable
- Work with stakeholders to construct the system of the future so that every child in the county has an excellent school

**Program/Budget Changes:** Investment of \$1.2 million to provide an extra hour for Extended Learning programming to increase academic intervention and enrollment in four schools.

**Operating Budget**

Major Object	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
1000 Salaries	\$ 609,577	\$ 1,601,662	\$ 992,085
100A Other Salaries	-	-	-
2000 Benefits	152,083	298,819	146,736
3000 Contracted Services	460	-	(460)
4000 Supplies and Materials	6,500	7,500	1,000
5000 Other Charges	-	-	-
7000 Capital Outlay	-	-	-
<b>Total</b>	<b>\$ 768,620</b>	<b>\$ 1,907,981</b>	<b>\$ 1,139,361</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
Charter Planning/Authorization Advisor	1.00	1.00	-
Charter Support Specialist	1.00	1.00	-
Chief Innovation Officer	1.00	1.00	-
Director of Charter Schools	1.00	1.00	-
Executive Assistant to the Chief Innovation Office	1.00	1.00	-
Highly Specialized Shared Services Advisor	1.00	1.00	-
<b>Total</b>	<b>6.00</b>	<b>6.00</b>	<b>-</b>



**Innovation Department (210000) (concl'd)**

**Goals, Objectives & Measures**

<b>Goal</b>	<b>Objective</b>	<b>Performance Measure</b>	<b>2013-14 Estimated</b>	<b>2014-15 Proposed</b>
Goal 1: Accelerate Student Achievement	Launch blended learning pilot in the 14-15 school year	7 point gain greater than mean proficiency gains across the district.	NA	7 point gain greater than mean proficiency gains across the district.
Goal 1: Accelerate Student Achievement	Increase high quality seats across the district by 2020 through the launch of empowerment schools. Empowerment schools have total empowerment over hiring, strategic decisions, and budget	Launch a minimum of 5 empowerment schools.	NA	5
Goal 1: Accelerate Student Achievement	Take Innovation Zone schools from the bottom 5 % to the top 25% in 5 years	Close the gap between top 25% schools and Innovation Zone schools by 20%	20% gap closure	20% gap closure



**Virtual Schools (212010)**

Virtual School (212010)\* The mission of the Office of Virtual Learning is to develop and deliver online courses that are Common Core aligned and student-centered in order to expand students' educational opportunities in traditional schools and allow 21st century learners the freedom to personalize their learning experience. Students are enrolled on a part-time or full-time basis and some schools opt to use the digital curriculum to teach courses using a blended learning approach. The Office of Virtual Learning also delivers a summer intervention program for students in grades 6th through 12th who score between 50 and 69 in core courses. Historically, an average of 88% of high school students successfully completes this program and regains a credit. 92% of middle school students successfully complete this program. All students have 24-hour access to digital curriculum as well as access to an online teacher for 10-hours a week. Saturday tutorials are in place to support students who need face-to-face intervention. The availability of virtual coursework has had an approximate impact of a 20% gain in the District's graduation rate for the past 4 years.

**Program/Budget Changes:** Investment of \$1.9 million for Blended Learning programs where students use electronic devices and take courses online to enrich academic achievement.

**Operating Budget**

Major Object	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
1000 Salaries	\$ 592,067	\$ 603,062	\$ 10,995
100A Other Salaries	-	-	-
2000 Benefits	-	117,680	117,680
3000 Contracted Services	204,342	703,500	499,158
4000 Supplies and Materials	6,500	5,000	(1,500)
5000 Other Charges	30,527	23,500	(7,027)
7000 Capital Outlay	-	1,138,520	1,138,520
<b>Total</b>	<b>\$ 833,436</b>	<b>\$ 2,591,262</b>	<b>\$ 1,757,826</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
Enrollment Support Assistant	1.0	1.00	-
Learning Management Support Advisor	1.0	1.00	-
Virtual School Principal	1.0	1.00	-
Virtual School Vice Principal	1.0	1.00	-
<b>Total</b>	<b>4.00</b>	<b>4.00</b>	<b>-</b>



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## **PLANNING AND ACCOUNTABILITY**

### **MISSION STATEMENT:**

The mission of the Office of Planning and Accountability is to provide a consolidated, district-wide view into enrollment, performance, and student needs across the district and support the district in strategic, data-driven decisions.

### **DEPARTMENTAL GOALS:**

The office is responsible for the following key functions including assessment, accountability, research, evaluation, and student information management. Some of the office's primary goals include ensuring, in partnership with Academics and IT, the new PARCC assessments are successfully implemented; evaluating the effectiveness of specific academic programs/interventions, including key literacy initiatives; and supporting schools and parents with access to relevant and timely student information and supporting the systems which allow this access.

### **ISSUES & TRENDS:**

The District is experiencing unprecedented opportunities and challenges with the formation of municipal school districts, the expansion of the Achievement School District, and the increase in the number of charter schools. Serious financial constraints create an environment where strategic, data-driven decisions are critical. Further, significant changes to student testing are underway as Tennessee implements the Common Core and the Partnership for Assessment of Readiness for College and Careers (PARCC) assessments.

### **FISCAL YEAR 2013-14 PERFORMANCE HIGHLIGHTS:**

The departments which comprise this office have provided the schools, the district, and outside entities with timely data requests and analyses. The office has supported the district's planning, policy development, and decision making processes. A single, districtwide student management system was successfully implemented, along with a common formative assessment system. An evaluation agenda was established, and the evaluation of select initiatives/programs is underway. The office is working collaboratively with Academics and Information Technology to prepare for the PARCC assessments.

### **FISCAL YEAR 2014-15 BUDGET HIGHLIGHTS:**

The 2014-15 budget for the Office of Planning and Accountability represents a reduction in staff and assessment-related items due to the decrease in student population as a result of the formation of municipal districts. However, the budget has also been realigned to better support some increasingly complex activities as the Achievement School District and charter schools continue to expand. Further, the need for data-based decisions remains and has become more important. This office plays a critical role in such activities.



**Planning & Accountability (220000)**

The mission of the Office of Planning and Accountability is to provide a consolidated, district-wide view into enrollment, performance, and student needs across the District and support the District in strategic, data-driven decisions.

The office is responsible for:

- Managing the core student information system (PowerSchool SMS) and its related components
- Managing student records and transcripts with an emphasis on transitioning to electronic records
- Maintaining student assignment data
- Managing electronic school choice systems
- Coordinating with IT regarding technical system support of student data systems
- Coordinating testing and assessments (national, state, formative) in collaboration with Academics and schools
- Managing the operation of the District’s GED Testing Center
- Setting goals and accountability measures for schools based on student achievement data
- Coordinating and supporting the school accreditation process (AdvacED) in collaboration with Academics
- Providing support to Academics and schools in developing school improvement plans with a focus on improving student achievement
- Using student achievement data to track school performance
- Providing enrollment data to inform district strategy and fiscal planning
- Driving key analytics around enrollment trends and collaborating with Academics, Finance, Business Operations, and Innovation in developing the District’s multiple achievement paths model
- Conducting and facilitating analysis, research, and program evaluation to support decision-making at all levels
- Evaluating school effectiveness, and leveraging research and program evaluation to identify opportunities for school improvement
- Conducting and providing analyses of student-related data

**Legally Mandated/Required Curriculum:** Yes

**Legal Reference or Statute:** Elementary and Secondary Education Act (ESEA, Public Law 107-87); TCA §49-1-Part 6; TCA §49-1-209

**Operating Budget**

Major Object	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
1000 Salaries	\$ 227,602	\$ 239,246	\$ 11,644
100A Other Salaries	-	-	-
2000 Benefits	52,164	62,925	10,761
3000 Contracted Services	-	-	-
4000 Supplies and Materials	-	-	-
5000 Other Charges	-	-	-
7000 Capital Outlay	-	-	-
<b>Total</b>	<b>\$ 279,766</b>	<b>\$ 302,171</b>	<b>\$ 22,405</b>



**Planning & Accountability (220000) (concl'd)**

**Staffing**

<b>Job Description</b>	<b>2013-2014 Amended Budget</b>	<b>2014-2015 Adopted Budget</b>	<b>2015 vs 2014 Variance</b>
Chief of Planning & Accountability	1.0	1.00	-
Highly Specialized Advisor for Planning & Accounta	1.0	1.00	-
<b>Total</b>	<b>2.00</b>	<b>2.00</b>	<b>-</b>

**Goals, Objectives & Measures**

<b>Goal</b>	<b>Objective</b>	<b>Performance Measure</b>	<b>2013-14 Estimated</b>	<b>2014-15 Proposed</b>
Goal 1: Accelerate Student Achievement	Ensure, in partnership with Academics and IT, the new PARCC assessments are successfully implemented	Assessment deadlines are met, and cases of testing irregularities are reduced.	To be determined during spring PARCC field testing	To be determined based on spring 2014 PARCC field testing
Goal 1: Accelerate Student Achievement	Evaluate the effectiveness of specific academic programs/interventions, including key literacy initiatives	Evaluation reports are submitted to the Superintendent, Cabinet, and Board	The 13-14 evaluation agenda is completed.	The 14-15 evaluation agenda is completed.
Goal 3: Build Employee and Community Confidence in the Unified District	Continue to research parent portal tools for use with PowerSchool SMS	A review of possible tools is conducted	ParentCONNECT and Phoenix Emailer are in use.	A review of alternatives is provided.



**Student Information Management (221000)**

The Department of Student Information Management preforms the following core functions:

- Managing the core student information system (PowerSchool SMS) and its related components
- Managing student records and transcripts with an emphasis on transitioning to electronic records
- Maintaining student assignment data
- Managing electronic school choice systems
- Coordinating with IT regarding technical system support of student data systems
- Providing enrollment data to inform district strategy and fiscal planning
- Ensuring compliance with state EIS reporting requirements

**Legally Mandated/Required Curriculum:** Yes

**Legal Reference or Statute:** Elementary and Secondary Education Act (ESEA, Public Law 107-87); Federal grant requirements

**Operating Budget**

Major Object	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
1000 Salaries	\$ 1,119,648	\$ 1,172,076	\$ 52,428
100A Other Salaries	-	-	-
2000 Benefits	322,454	294,997	(27,457)
3000 Contracted Services	106,866	10,796	(96,070)
4000 Supplies and Materials	17,500	4,250	(13,250)
5000 Other Charges	7,125	500	(6,625)
7000 Capital Outlay	4,000	-	(4,000)
<b>Total</b>	<b>\$ 1,577,593</b>	<b>\$ 1,482,619</b>	<b>\$ (94,974)</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
Analyst, SIM Team Leader - Elementary	1.00	-	(1.00)
Director of Student Information Management	1.00	1.00	-
Records Assistant	4.00	4.00	-
SIM Data Specialist	9.00	8.00	(1.00)
SIM Team Leader	3.00	3.00	-
Student Information Management Advisor	-	1.00	1.00
Student Records Manager	1.00	1.00	-
<b>Total</b>	<b>19.00</b>	<b>18.00</b>	<b>(1.00)</b>



**Student Information Management (221000) (concl'd)**

**Goals, Objectives & Measures**

<b>Goal</b>	<b>Objective</b>	<b>Performance Measure</b>	<b>2013-14 Estimated</b>	<b>2014-15 Proposed</b>
Goal 1: Accelerate Student Achievement	Evaluate the effectiveness of specific academic programs/interventions, including key literacy initiatives	Evaluation reports are submitted to the Superintendent, Cabinet, and Board.	The 13-14 evaluation agenda is completed.	The 14-15 evaluation agenda is completed.
Goal 1: Accelerate Student Achievement	Continue to support data extractions and analytics related to Teacher and Leader Effectiveness	100% of support deadlines are met.	100%	100%
Goal 3: Build Employee and Community Confidence in the Unified District	Actively participating in and providing data to community partner initiatives to better align the support needed by the district	Staff are actively engaged with community partners.	Connections have been established with community partners and data have been provided.	Connections continue with community partners and data are provided.



**Assessment & Accountability (222000)**

This department oversees district and state-mandated assessments, operates the SCS Adult Testing Center (formerly GED), and ensures compliance to maintain district and school accreditation (AdvancED). More specifically, this department 1) supports schools as they administer state-mandated and district-selected assessments 2) assists schools and other stakeholders in accessing, understanding, and utilizing academic achievement data 3) works with departments and stakeholders to ensure that data is used to make sound educational decisions and 4) monitors and ensures compliance with accountability practices, including but not limited to testing administration, value added processes, annual measureable objectives and district accreditation.

**Legally Mandated/Required Curriculum:** Yes

**Legal Reference or Statute:** Mandated testing of 8th, 10th, and 11th graders - TCA 49-6-6001(b)

**Operating Budget**

Major Object	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
1000 Salaries	\$ 487,978	\$ 474,794	\$ (13,184)
100A Other Salaries	-	24,520	24,520
2000 Benefits	128,979	131,177	2,198
3000 Contracted Services	239,095	201,311	(37,784)
4000 Supplies and Materials	11,650	23,700	12,050
5000 Other Charges	960,360	502,612	(457,748)
7000 Capital Outlay	1,500	4,000	2,500
<b>Total</b>	<b>\$ 1,829,562</b>	<b>\$ 1,362,114</b>	<b>\$ (467,448)</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
Accountability & Accreditation Advisor	1.00	1.00	-
Assessment & Accountability Assistant	2.00	1.00	(1.00)
Assessment Advisor	1.00	1.00	-
Assessment and Accountability Analyst	1.00	1.00	-
Assessment Specialist	1.00	1.00	-
Director of Assessment & Accountability	1.00	1.00	-
GED Testing Associate	1.00	1.00	-
<b>Total</b>	<b>8.00</b>	<b>7.00</b>	<b>(1.00)</b>



**Assessment & Accountability (222000) (concl'd)**

<b>Goals, Objectives &amp; Measures</b>				
<b>Goal</b>	<b>Objective</b>	<b>Performance Measure</b>	<b>2013-14 Estimated</b>	<b>2014-15 Proposed</b>
Goal 1: Accelerate Student Achievement	Evaluate the effectiveness of specific academic programs/interventions, including key literacy initiatives	Evaluation reports are submitted to the Superintendent, Cabinet, and Board.	The 13-14 evaluation agenda is completed.	The 14-15 evaluation agenda is completed.
Goal 1: Accelerate Student Achievement	Continue to support data extractions and analytics related to Teacher and Leader Effectiveness	100% of support deadlines are met.	100%	100%
Goal 3: Build Employee and Community Confidence in the Unified District	Actively participating in and providing data to community partner initiatives to better align the support needed by the district	Staff are actively engaged with community partners.	Connections have been established with community partners and data have been provided.	Connections continue with community partners and data are provided.



**Research, Planning, & Improvement (223000)**

The Department of Research, Planning, and Improvement performs the following core functions:

- Setting goals and accountability measures for schools based on student achievement data
- Providing support to Academics and schools in developing school improvement plans with a focus on improving student achievement
- Using student achievement data to track school performance
- Driving key analytics around data trends and collaborating with Academics, Finance, Business Operations, and Innovation in developing the District's multiple achievement paths model
- Conducting and facilitating analysis, research, and program evaluation to support decision-making at all levels
- Evaluating school effectiveness, and leveraging research and program evaluation to identify opportunities for school improvement
- Conducting and providing analyses of student-related data
- Providing data extracts to various research partners

**Legally Mandated/Required Curriculum:** Yes

**Legal Reference or Statute:** Elementary and Secondary Education Act (ESEA, Public Law 107-87); Federal grant requirements

**Operating Budget**

Major Object	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
1000 Salaries	\$ 524,703	\$ 269,352	\$ (255,351)
100A Other Salaries	-	-	-
2000 Benefits	136,146	65,508	(70,638)
3000 Contracted Services	-	-	-
4000 Supplies and Materials	-	-	-
5000 Other Charges	-	-	-
7000 Capital Outlay	-	-	-
<b>Total</b>	<b>\$ 660,849</b>	<b>\$ 334,860</b>	<b>\$ (325,989)</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
Director of Research, Planning & Improvement	1.00	1.00	-
Research & Program Evaluation Advisor	1.00	1.00	-
Research Analyst	1.00	1.00	-
Research Associate	1.00	-	(1.00)
Strategic Initiatives Professional	1.00	-	(1.00)
Student Information Management Advisor	1.00	-	(1.00)
<b>Total</b>	<b>6.00</b>	<b>3.00</b>	<b>(3.00)</b>





**Research, Planning, & Improvement (223000) (concl'd)**

**Goals, Objectives & Measures**

<b>Goal</b>	<b>Objective</b>	<b>Performance Measure</b>	<b>2013-14 Estimated</b>	<b>2014-15 Proposed</b>
Goal 1: Accelerate Student Achievement	Evaluate the effectiveness of specific academic programs/interventions, including key literacy initiatives	Evaluation reports are submitted to the Superintendent, Cabinet, and Board.	The 13-14 evaluation agenda is completed.	The 14-15 evaluation agenda is completed.
Goal 1: Accelerate Student Achievement	Continue to support data extractions and analytics related to Teacher and Leader Effectiveness	100% of support deadlines are met.	100%	100%
Goal 3: Build Employee and Community Confidence in the Unified District	Actively participating in and providing data to community partner initiatives to better align the support needed by the district	Staff are actively engaged with community partners.	Connections have been established with community partners and data have been provided.	Connections continue with community partners and data are provided.



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## **TALENT MANAGEMENT**

### **MISSION STATEMENT:**

The mission of Talent Management is to attract, cultivate, reward and retain a highly effective workforce for the success of all students and schools.

### **DEPARTMENTAL GOALS:**

Talent Management serves as the management/leadership entity for the Performance Management and Professional Development departments, oversees Teacher & Leader Effectiveness (TLE) strategy and implementation, and provides support for overall implementation including data analysis & systems management, communications, project management, and budget forecasting & reporting. The department also serves as the primary point of contact with the Bill & Melinda Gates Foundation, the local philanthropic community and the Shelby County Board of Education on matters concerning teacher & leader effectiveness.

SMART goals for the year include:

- Launch and maintain OASYS/MLP platform to manage all employee PD and educator evaluation activity in Fall 2013
- Successfully complete Fall 2013 and Spring 2014 Stock Takes with the Gates Foundation to continue disbursement of funds including semi-annual data and financial dashboard components
- Secure SCBE and Superintendent approval for all TLE-related contracts in Fall 2013 and Spring 2014
- Complete and monitor interdepartmental-MOUs to support cross-functional TLE work in Fall 2013
- Build and maintain Talent Management website and regular communications on behalf of Performance Management and Professional Development departments by the start of classes
- Implement and manage customer service systems/protocols to assist schools in TLE implementation by the start of the evaluation process

### **ISSUES & TRENDS:**

- The structure of the department has changed since its initial design in June 2013. Proposed staffing moves are itemized in the Budget Highlights section below.

### **FISCAL YEAR 2013-14 PERFORMANCE HIGHLIGHTS:**

- OASYS/MLP platform launched in September 2013 to manage all employee PD and educator evaluation activity for 16,000 staff.
- November 2013 Stock Take with the Gates Foundation was successfully completed including semi-annual data and financial dashboard components.
- Gates IPS dashboard demonstrates a 20% increase in teachers with positive student growth (TVAAS) since the TLE work began in 2009.
- All major TLE-related contracts for the 2013-14 school year were approved by September 2013.
- 9 interdepartmental-MOUs were established to support cross-functional TLE work in Fall 2013.
- The Talent Management website launched in July 2013 and is continually updated with new information and customer support for users.
- Zoho customer service portal launched in October 2013 to assist schools in TLE implementation by the start of the evaluation process. 600 inquiries have been addressed since that time.
- Tableau data dashboards have launched in January 2014 to give all regions and principals access to TEM observation and trend data on a regular basis.
- Monthly Gates reimbursement reports to the district have been completed through November 2013.



**TALENT MANAGEMENT (concl'd)**

**FISCAL YEAR 2014-15 BUDGET HIGHLIGHTS:**

Due to restructuring within the central office, Human Capital-related positions that originally fell within Talent Management will undergo the shifting for proper department alignment.



**Talent Management (310000)**

The mission of Talent Management is to attract, cultivate, reward and retain a highly effective workforce for the success of all students and schools. Talent Management serves as the management/leadership entity for the Performance Management and Professional Development departments, oversees Teacher & Leader Effectiveness (TLE) strategy and implementation, and provides support for overall implementation including data analysis & systems management, communications, project management, and budget forecasting & reporting. The department also serves as the primary point of contact with the Bill & Melinda Gates Foundation, the local philanthropic community and the Shelby County Board of Education on matters concerning teacher & leader effectiveness.

**Legally Mandated/Required Curriculum:** Yes

**Legal Reference or Statute:** SBE-5-201 All educators, other than apprentice teachers and administrators, will have a minimum of four observations, with at least two observations in each semester, for a minimum total of at least 60 minutes each school year. At least half of all observations will be unannounced. Apprentice teachers will have at least six observations, with three in each semester for a minimum total of at least 90 minutes each school year.

**Operating Budget**

Major Object	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
1000 Salaries	\$ 891,305	\$ 997,231	\$ 105,926
100A Other Salaries	-	-	-
2000 Benefits	200,160	222,539	22,379
3000 Contracted Services	940	-	(940)
4000 Supplies and Materials	-	-	-
5000 Other Charges	-	-	-
7000 Capital Outlay	-	-	-
<b>Total</b>	<b>\$ 1,092,405</b>	<b>\$ 1,219,770</b>	<b>\$ 127,365</b>



**Talent Management (310000) (concl'd)**

**Staffing**

Job Description	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
Administrative Assistant, Director and Employee	1.00	1.00	-
Administrative Assistant, Performance Management	1.00	1.00	-
Budget Analyst- Human Capital	-	1.00	1.00
Chief Human Capital Officer	1.00	1.00	-
Director of Human Capital Office	1.00	1.00	-
District Receptionist	2.00	2.00	-
Executive Assistant to the Chief Human Capital	1.00	1.00	-
Executive Assistant to the Chief Innovation Officer	1.00	-	(1.00)
Finance Specialist	1.00	-	(1.00)
Highly Specialized Human Capital Advisor	1.00	1.00	-
Manager of Budget & Compensation	1.00	-	(1.00)
Non-Instructional Advisor	1.00	1.00	-
Non-Instructional Associate	1.00	1.00	-
Strategic Compensation Advisor	-	1.00	1.00
Strategic Planning Advisor	-	1.00	1.00
Technology Analyst	1.00	1.00	-
<b>Total</b>	<b>14.00</b>	<b>14.00</b>	<b>-</b>

**Goals, Objectives & Measures**

Goal	Objective	Performance Measure	2013-14 Estimated	2014-15 Proposed
Goal 1: Accelerate Student Achievement	Develop and maintain OASYS/MLP online platform to manage all employee PD and educator evaluation activity.	13,000 employee PD profiles and 10,000 educator evaluation profiles are managed accurately and efficiently throughout 2013-14.	100%	100%
Goal 1: Accelerate Student Achievement	Meet project mgmt & reporting requirements for teacher effectiveness work to continue funding and sustain as a key district priority.	Successful completion of Fall 2013 & Spring 2014 Stock Takes including data/financial dashboard components, execution milestones.	100%	100%
Goal 3: Build Employee and Community Confidence in the Unified District	Implement and manage customer service systems/protocols to assist schools in TLE implementation.	48-hour turnaround time met for +95% of staff issues reported to accounts; appropriate communications & adjustments are made.	100%	100%



**Performance Management (311000)**

Performance Management (PM) ensures a strategic and integrated approach to increase the effectiveness of principals, teachers, central office personnel, and school-based staff through consistent and rigorous implementation of instructional and non-instructional evaluations using multiple measures.

**Legally Mandated/Required Curriculum:** Yes

**Legal Reference or Statute:** SBE-5-201 All educators, other than apprentice teachers and administrators, will have a minimum of four observations, with at least two observations in each semester, for a minimum total of at least 60 minutes each school year. At least half of all observations will be unannounced. Apprentice teachers will have at least six observations, with three in each semester, for a minimum total of at least 90 minutes each school year.

**Program/Budget Changes:** This budget reflects performance management service, less 33 schools; therefore an elimination of printing, contract services & personnel in PM is included.

**Operating Budget**

Major Object	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
1000 Salaries	\$ 872,038	\$ 177,599	\$ (694,439)
100A Other Salaries	-	60,000	60,000
2000 Benefits	239,218	61,310	(177,908)
3000 Contracted Services	34,676	2,000	(32,676)
4000 Supplies and Materials	900	5,900	5,000
5000 Other Charges	4,199	2,239	(1,960)
7000 Capital Outlay	1,400	12,140	10,740
<b>Total</b>	<b>\$ 1,152,431</b>	<b>\$ 321,188</b>	<b>\$ (831,243)</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
Director of Performance Management	1.00	-	(1.00)
Principal Effectiveness Advisor	1.00	1.00	-
Principal Evaluation Analyst	1.00	-	(1.00)
Teacher Effectiveness Advisor	1.00	1.00	-
Teacher Evaluation Analyst	1.00	-	(1.00)
<b>Total</b>	<b>5.00</b>	<b>2.00</b>	<b>(3.00)</b>



**Performance Management (311000) (concl'd)**

**Goals, Objectives & Measures**

Goal	Objective	Performance Measure	2013-14 Estimated	2014-15 Proposed
Goal 2: Design Effective Business Operations	Designs, sets expectations and monitors 3 evaluation frames: TEM, TEAM & Non-Instructional	Deliver fully operational evaluation systems and processes as well as progress monitoring data on a regular basis	100%	100%
Goal 1: Accelerate Student Achievement	Strategically measure inputs/outputs of evaluation processes	Improved TEM & TEAM overall effectiveness ratings	5/30/2014	5/30/2014
Goal 3: Build Employee and Community Confidence in the Unified District	Top performance is identified and rewarded	Supply accurate and timely effectiveness data so top performing teachers and principals can be regularly identified and rewarded	End of each academic quarter	End of each academic quarter





**Development and Support (312000)**

Development and Support (Professional Development (PD)) provides differentiated support and professional development aligned to the evaluation frame, including one-on-one coaching to new and struggling teachers, individualized learning and support (both in-person and online) and team-based learning in the form of professional learning communities.

**Legally Mandated/Required Curriculum:** Yes

**Legal Reference or Statute:** According to SCS policies 4045 and 4051 it is the District's responsibility to provide better, more targeted professional development to better support our teachers, resulting in an effective teacher in every classroom.

**Operating Budget**

Major Object	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
1000 Salaries	\$ 467,202	\$ 392,394	\$ (74,808)
100A Other Salaries	-	-	-
2000 Benefits	99,537	97,620	(1,917)
3000 Contracted Services	57,000	10,875	(46,125)
4000 Supplies and Materials	92,000	85,000	(7,000)
5000 Other Charges	40,000	69,000	29,000
7000 Capital Outlay	-	-	-
<b>Total</b>	<b>\$ 755,739</b>	<b>\$ 654,889</b>	<b>\$ (100,850)</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
Director of Professional Development, Support & Co	1.00	1.00	-
New Teacher Associate	1.00	1.00	-
Pre-Service/New Teacher Analyst	1.00	1.00	-
Principal Coaching Advisor	1.00	1.00	-
Reflective Practice Analyst	1.00	1.00	-
<b>Total</b>	<b>5.00</b>	<b>5.00</b>	<b>-</b>



**Development and Support (312000) (concl'd)**

<b>Goals, Objectives &amp; Measures</b>				
<b>Goal</b>	<b>Objective</b>	<b>Performance Measure</b>	<b>2013-14 Estimated</b>	<b>2014-15 Proposed</b>
Goal 1: Accelerate Student Achievement	Design and deliver support and professional development that results in improved teacher performance and improved student outcomes.	Teachers report that they have access to support that is aligned to their observations; increased effectiveness as measured by teacher observation	Decrease in the % of Level 1/2 teachers as measured by TEM composite score	Shift in % of level 3 teachers to level 4/5 as measured by TEM composite score
Goal 2: Design Effective Business Operations	Strategically measure the impact of our coaching and professional development strategies to make better decisions about how we invest in PD.	Streamlined and focused menu of support options	Coaching model refined so that 1 coaching model is recommended for the unified district	Strategic focus on team-based learning and leadership development to impact the effectiveness of level 3 teachers.
Goal 3: Build Employee and Community Confidence in the Unified District	Build confidence in the Teacher and Leader Effectiveness by way of delivering high-impact and meaningful feedback and support.	Coaches and principals are equipped to provide meaningful feedback to teachers in a timely manner aligned to the evaluation frame.	100%	100%



## **FINANCE**

### **MISSION STATEMENT:**

The Department of Finance is responsible for managing the overall budget development, accounting, treasury, financial reporting and financial services operations of the District. This includes managing internal controls to mitigate risk; creating and presenting financial status and financial condition reports to internal and external parties, ensuring that the official accounting records of the District are up-to-date and accurate; safeguarding the assets of the District to minimize risk of financial loss; and creating tools to provide high-quality financial information that supports the District's strategic management initiatives.

### **STRATEGIC GOALS:**

The strategic goals of the Department of Finance directly align with the Superintendent's Goal 2: Design Effective Business Operations. The Department is responsible for planning, managing, compiling and monitoring the District-wide budget and presenting a balanced budget to the Shelby County Board of Education. The Department's primary goal is to issue timely and accurate financial reporting. The Department also ensures that accounts payable and payroll transactions are handled in an accurate and efficient manner. In addition, the Department also maintains position control for the District.

### **ISSUES & TRENDS:**

The Department of Finance will continue to strive for excellence in financial reporting and budgeting. The demand for information continually increases. Budget constraints have required shrinking personnel and resources; however, the demand for support has increased, as in the case of growth in the Charter Schools and responding to requests for information from the Shelby County Board of Education, District staff and community stakeholders.

The Finance Department is responsible for calculating the staffing allocation for school teachers, principals, librarians, etc., based on projected enrollment figures and/or SCS policy.

### **FISCAL YEAR 2013-14 PERFORMANCE HIGHLIGHTS:**

Accounting and Reporting submitted the Comprehensive Annual Financial Report for peer review to the Association of School Business Officials International (ASBOI) and Government Finance Officers Association (GFOA) and received awards for fiscal years 2009-10, 2010-11, and 2011-12. Zero/Goal-Based Budgeting was achieved in 90 percent of the District's departments for the fiscal year 2012-13 budget. Budget Services received its third Association of School Business Official International (ASBOI) Meritorious Budget Award (MBA) for its fiscal year 2012-13 budget document.

In fiscal year 2013-14, Accounting and Reporting successfully completed the Comprehensive Annual Financial Reports for legacy MCS and legacy SCS, for the reporting period ending June 30, 2013.

Finance implemented a Virtual Credit Card method of paying annual Accounts Payable. This program should bring in revenue of \$350,000. Additionally, the Payroll Department launched a 100% Direct Deposit of Payroll campaign which should reduce banking fees. The Accounts Payable Department initiated a campaign to reimburse employees via Automated Clearing House (ACH) transactions instead of issuing paper checks – which reduces banking fees.

The Finance Department, working through the Budget and Finance Committee, initiated changes to policies that have an impact on spending District funds and aligning these expenditures to measurements and return on investments.

**FINANCE (concl'd)****FISCAL YEAR 2014-15 BUDGET HIGHLIGHTS:**

The fiscal year 2014-15 budget includes a reduction of six positions due to the right-sizing of the District in anticipation of Municipal Schools, new ASD and Charter Schools.

The Finance Department conducted successful budget transformation tradeoff exercises at the Budget Retreat. This process was effective and engaged key stakeholders and assisted them with making difficult decisions.

The Finance Department worked with the Board, Superintendent and the Communications Department to create District Goals and Priorities.

The Finance Department facilitated a six-hour budget retreat with the Budget and Finance Committee that focused on the budget, as aligned to the District's Goals and Priorities. The Retreat focused on:

- The Teacher and Leader Effectiveness Initiative (TLE)
- The Academic Office
- Compensation/Benefits
- Business Operations
- iZone Extended Learning Time
- Blended Learning

In an effort of increasing transparency and including stakeholders, the Finance Department conducted four Community Budget Hearing Forums in four of the District's regions.

Additionally, the Budget and Fiscal Planning Department provided information on the District's website including FY 2014-15 budget presentations and resolutions. The site also includes frequently asked questions to aid the community in understanding the budget process and specific details about the consideration of evaluating investments, eliminations and reductions to programs and departments.



**Finance (320000)**

The Finance Department’s mission is to promote sound financial management; provide quality services to the District; deliver innovative business solutions; and support the public service mission of Shelby County Schools. We aspire to be the preeminent financial services organization in public education and to set the standard by which other school districts measure success.

**Legally Mandated/Required Curriculum:** Yes

**Legal Reference or Statute:** T. C. A. §49-3-316, T. C. A. §10-7-512

**Operating Budget**

Major Object	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
1000 Salaries	\$ 277,748	\$ 151,900	\$ (125,848)
100A Other Salaries	-	-	-
2000 Benefits	53,149	28,573	(24,576)
3000 Contracted Services	214,260	49,800	(164,460)
4000 Supplies and Materials	3,486	-	(3,486)
5000 Other Charges	7,827	3,227	(4,600)
7000 Capital Outlay	2,500	-	(2,500)
<b>Total</b>	<b>\$ 558,970</b>	<b>\$ 233,500</b>	<b>\$ (325,470)</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
Chief Financial Officer	1.00	1.00	-
Manager of Financial & Business Systems	1.00	-	(1.00)
<b>Total</b>	<b>2.00</b>	<b>1.00</b>	<b>(1.00)</b>

**Goals, Objectives & Measures**

Goal	Objective	Performance Measure	2013-14 Estimated	2014-15 Proposed
Goal 2: Design Effective Business Operations	To submit balanced budget to Board of Education Approval, County Commission and State of Tennessee.	Meet all required deadlines.	100%	100%
Goal 2: Design Effective Business Operations	To produce accurate financial reports and maintain a high level of internal controls to maximize integrity and confidence in the district's financial information.	Receipt of an Unmodified Audit Opinion from external auditors verifying compliance with Generally Accepted Accounting Principles.	100%	100%



**Accounting & Reporting (321000)**

Accounting and Reporting is responsible for the overall financial reporting of the District. It is responsible for the annual external audit of the District as well as the monthly reporting to all stakeholders as well as the safeguarding of the District's assets. In support of that over-arching responsibility, Accounting and Reporting is reviews, recommends changes, and monitors the internal controls of the District. It maintains the financial accounting through the APECS ERP system.

**Operating Budget**

Major Object	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
1000 Salaries	\$ 637,908	\$ 574,679	\$ (63,229)
100A Other Salaries	-	-	-
2000 Benefits	167,753	148,019	(19,734)
3000 Contracted Services	98,840	45,364	(53,476)
4000 Supplies and Materials	8,500	13,650	5,150
5000 Other Charges	20,000	15,125	(4,875)
7000 Capital Outlay	8,000	5,000	(3,000)
<b>Total</b>	<b>\$ 941,001</b>	<b>\$ 801,837</b>	<b>\$ (139,164)</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
Accounting Associate	4.00	3.00	(1.00)
Director of Accounting & Reporting	1.00	1.00	-
Manager of Accounting & Reporting	2.00	2.00	-
Senior Accountant (Accounting)	4.00	2.00	(2.00)
<b>Total</b>	<b>11.00</b>	<b>8.00</b>	<b>(3.00)</b>

**Goals, Objectives & Measures**

Goal	Objective	Performance Measure	2013-14 Estimated	2014-15 Proposed
Goal 2: Design Effective Business Operations	Annual State Reports	August 1st Deadline	Met	Met
Goal 2: Design Effective Business Operations	Annual Audit	Unmodified Opinion	Met	TBA
Goal 2: Design Effective Business Operations	CAFR	Award of Excellence	Met	TBA



**Budget & Fiscal Planning (322000)**

The Division of Budget & Fiscal Planning is primarily responsible for developing the Annual Operating Budget that aligns with the District's strategic plan and is fiscally viable. The Budget Division drives fiscal planning and fiscal strategy in a multi-operator environment. It conducts long-term, multi-year strategic financial planning for the District. Budget & Fiscal Planning provides financial planning management services to schools, departments, the Superintendent, the Board of Education and community stakeholders in order to ensure financial integrity and effective use of resources. In addition, Budget & Fiscal Planning maximizes the District's resources by identifying cost-saving measures, monitoring financial trends, assisting other divisions in developing their budgets, evaluating performance indicators and making improvements to the budget process. These efforts culminate in the accurate and timely publication of the District's annual operating and capital budgets, which play a vital role in communicating to the citizenry of Memphis and Shelby County, as well as the State of Tennessee, the uses of their tax dollars.

**Legally Mandated/Required Curriculum:** Yes

**Legal Reference or Statute:** T. C. A. § 49-3-316, T. C. A. § 10-7-512, Board Policy 2001

**Program/Budget Changes:** In order to balance the FY14-15 Budget, the Budget Associate position is being eliminated to achieve 10% cuts in the Finance Department.

**Operating Budget**

Major Object	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
1000 Salaries	\$ 604,531	\$ 483,695	\$ (120,836)
100A Other Salaries	-	-	-
2000 Benefits	149,540	106,334	(43,206)
3000 Contracted Services	12,261	12,261	-
4000 Supplies and Materials	3,000	3,000	-
5000 Other Charges	11,520	11,520	-
7000 Capital Outlay	4,000	4,000	-
<b>Total</b>	<b>\$ 784,852</b>	<b>\$ 620,810</b>	<b>\$ (164,042)</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
Budget Associate	1.00	-	(1.00)
Director of Budget & Fiscal Planning	1.00	1.00	-
Manager of Budget	2.00	2.00	-
Senior Accountant (Budget)	3.00	3.00	-
<b>Total</b>	<b>7.00</b>	<b>6.00</b>	<b>(1.00)</b>



**Budget & Fiscal Planning (322000) (concl'd)**

**Goals, Objectives & Measures**

<b>Goal</b>	<b>Objective</b>	<b>Performance Measure</b>	<b>2013-14 Estimated</b>	<b>2014-15 Proposed</b>
Goal 2: Design Effective Business Operations	To submit the Annual Operating Budget balanced to the Board of Commissioners, Shelby County Board of Commissioners and Tennessee Department of Education.	Percentage of Annual Operating budgets submitted on time	100%	100%
Goal 2: Design Effective Business Operations	To produce highly effective communication and finance tools illustrating the District's budget	Receive ASBOI Meritorious Budget Award	0%	100%
Goal 2: Design Effective Business Operations	To produce highly effective communication and finance tools illustrating the District's budget	Received GFOA Distinguished Budget Presentation Award	0%	100%





**Payroll Services (323000)**

The Division of Payroll Services is responsible for payroll functions involving more than 13,000 employees as well as time and attendance reporting of the school district for over 200 locations. The Department processes pay checks and direct deposit advices for bi-weekly payroll. The Department is also responsible for the monthly reporting of retirement information to the Tennessee Consolidated Retirement System and processing year-end W-2s and 1099Rs.

**Legally Mandated/Required Curriculum:** Yes

**Operating Budget**

Major Object	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
1000 Salaries	\$ 755,047	\$ 575,184	\$ (179,863)
100A Other Salaries	-	30,000	30,000
2000 Benefits	185,046	171,116	(13,930)
3000 Contracted Services	8,100	11,600	3,500
4000 Supplies and Materials	42,600	40,000	(2,600)
5000 Other Charges	5,400	5,200	(200)
7000 Capital Outlay	2,700	8,000	5,300
<b>Total</b>	<b>\$ 998,893</b>	<b>\$ 841,100</b>	<b>\$ (157,793)</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
Director of Payroll	1.00	1.00	-
Fiscal Assistant	1.00	1.00	-
Payroll Associate	6.00	6.00	-
Payroll Manager	1.00	1.00	-
Payroll Specialist	2.00	1.00	(1.00)
<b>Total</b>	<b>11.00</b>	<b>10.00</b>	<b>(1.00)</b>



**Payroll Services (323000) (concl'd)**

**Goals, Objectives & Measures**

<b>Goal</b>	<b>Objective</b>	<b>Performance Measure</b>	<b>2013-14 Estimated</b>	<b>2014-15 Proposed</b>
Goal 2: Design Effective Business Operations	To provide cost-effective payroll processing that is accurate, timely and in compliance with the policy of Shelby County Schools and all Federal and State tax agencies.	Measuring responses and reactions from district staff	100%	100%
Goal 2: Design Effective Business Operations	To set performance goals, that measure the amount of work conducted vs. the cost of payroll dollars. Determine best practice and analyze performance compared to other districts	Comparison with KPI results of the CGCS-Council of Great City Schools	100%	100%
Goal 3: Build Employee and Community Confidence in the Unified District	To maintain a high-level of involvement and quality communications with Schools and Departments to ensure that service is responsive to each School and Department's particular needs.	Survey to measure customer service	Before June 30, 2014, 100% response to electronic survey	Before June 30, 2014, 100% response to electronic survey



**Accounts Payable (324010)**

The Accounts Payable Department works as a team to process invoices into the system ensuring they are paid in a timely manner and as smoothly as possible in compliance with the District's policy, federal and state regulations. We envision this task to be accomplished in a cooperative, friendly, professional and dignified manner. We strive to be recognized as efficient, responsible, friendly and valuable with excellent customer service and a commitment to continuous process improvement.

**Operating Budget**

Major Object	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
1000 Salaries	\$ 437,322	\$ 421,891	\$ (15,431)
100A Other Salaries	-	-	-
2000 Benefits	123,889	119,962	(3,927)
3000 Contracted Services	2,600	2,000	(600)
4000 Supplies and Materials	5,600	5,600	-
5000 Other Charges	12,556	12,556	-
7000 Capital Outlay	-	-	-
<b>Total</b>	<b>\$ 581,967</b>	<b>\$ 562,009</b>	<b>\$ (19,958)</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
Accounts Payable Associate	7.0	7.00	-
Manager of Accounts Payable	1.0	1.00	-
<b>Total</b>	<b>8.0</b>	<b>8.0</b>	<b>-</b>

**Goals, Objectives & Measures**

Goal	Objective	Performance Measure	2013-14 Estimated	2014-15 Proposed
Goal 2: Design Effective Business Operations	To process payment documents within days of receipt from the divisions	Percentage of payments processed within 5 days	98%	98%
Goal 2: Design Effective Business Operations	To audit all payment documents for authorized approval and proper supporting documentation	Percentage of documents audited	100%	100%
Goal 2: Design Effective Business Operations	To issue 1099-MISC forms for all applicable providers of services no later than January 31 of each year	Date 1099-MISC forms issued	100%	100%



**Debt Service (400000)**

This department provides for the debt requirements of the District. Currently the District is repaying interest free Qualified Zone Academy Bonds (QZAB) awarded to the District for major improvements to the vocational schools and various science labs. The principal for QZAB bonds is \$547,384. There is a small commission that is being paid for the QZAB bonds (\$2,628). Also the District is paying administrative fees for QSCB bonds to Shelby County Government (\$108,928). The principal and interest for these QSCB bonds are being paid by Shelby County Government. (See table below that breaks out components of debt).

**Legally Mandated/Required Curriculum:** Yes

**Legal Reference or Statute:** Debt

	<b>QZAB</b>	<b>QSCB</b>	<b>Total Debt</b>
Principal on Bonds	\$ 547,384	\$ -	\$ 547,384
Other Debt Service	2,628	108,928	111,556
	<b>\$ 550,012</b>	<b>\$ 108,928</b>	<b>\$ 658,940</b>

**Goals, Objectives & Measures**

<b>Goal</b>	<b>Objective</b>	<b>Performance Measure</b>	<b>2013-14 Estimated</b>	<b>2014-15 Proposed</b>
Goal 2: Design Effective Business Operations	Budget for annual debt service	Debt payments made on time	100%	100%



**Other Potential Uses (560000)**

This function accounts for the District's contribution to Teacher Leadership Effectiveness, High Cost SPED Students and District Travel.

**Operating Budget**

<b>Major Object</b>	<b>2013-2014 Amended Budget</b>	<b>2014-2015 Adopted Budget</b>	<b>2015 vs 2014 Variance</b>
1000 Salaries	\$ -	\$ -	\$ -
100A Other Salaries	-	1,750,000	1,750,000
2000 Benefits	-	289,275	289,275
3000 Contracted Services	1,574,308	631,090	(943,218)
4000 Supplies and Materials	-	-	-
5000 Other Charges	5,544,103	-	(5,544,103)
7000 Capital Outlay	-	-	-
<b>Total</b>	<b>\$ 7,118,411</b>	<b>\$ 2,670,365</b>	<b>\$ (4,448,046)</b>



**School Services (Money Due Board) (203100)**

The School Services department (Money Due Board Account) is used as a line of credit to the SCS schools. The schools reimburse Shelby County Schools from money received from fundraisers and/or donations for supplies, equipment's, and after school daycare expenses. Salaries and benefits are mainly for after school daycare employees.

**Operating Budget**

Major Object	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
1000 Salaries	\$ 475,000	\$ -	\$ (475,000)
100A Other Salaries	-	528,848	528,848
2000 Benefits	80,518	87,418	6,900
3000 Contracted Services	900,382	776,316	(124,066)
4000 Supplies and Materials	106,215	217,710	111,495
5000 Other Charges	768	-	(768)
7000 Capital Outlay	896,050	477,126	(418,924)
<b>Total</b>	<b>\$ 2,458,933</b>	<b>\$ 2,087,418</b>	<b>\$ (371,515)</b>

**Goals, Objectives & Measures**

Goal	Objective	Performance Measure	2013-14 Estimated	2014-15 Proposed
Goal 2: Design Effective Business Operations	Meet Statutory reporting requirements for schools	No fines by the IRS for incorrect 1099s and w-2s	100%	100%



**Charter Schools (211000)**

This function records the local and state revenue allocations transferred to the thirty-nine (39) charter schools approved by the SCS Board Members in accordance with T.C.A. §49-13-106 through 130. Allocations are generated based on the weighted full-time equivalent average daily membership (WFTEADM) of students reported in 2<sup>nd</sup>, 3<sup>rd</sup>, 6<sup>th</sup>, and 7<sup>th</sup> twenty-day periods. The following schools have been chartered by the State of Tennessee:

- |  |                                 |
|--|---------------------------------|
| Arrow Academy                            | MBA Elementary                  |
| Aurora Collegiate                        | MBA Middle                      |
| Circles of Success                       | MBA High                        |
| City University                          | Memphis College Prep            |
| City Boys Prep                           | Memphis School of Excellence    |
| City Girls Prep                          | Memphis RISE                    |
| DuBois Elem Arts & Technology            | New Consortium                  |
| DuBois Middle Arts & Technology          | (Omin Prep) North Pointe Lower  |
| DuBois High Arts & Technology            | (Omni Prep) North Pointe Middle |
| DuBois Middle Leadership & Public Policy | Power Center (Middle)           |
| DuBois High Leadership & Public Policy   | Power Center High               |
| DuBois Elem Entrepreneurship             | Promise Academy                 |
| Freedom Prep                             | Soulsville                      |
| Grizzlies Prep                           | Southern Avenue El.             |
| KIPP Memphis Collegiate Elem             | Southern Ave. Middle            |
| KIPP Memphis Collegiate Middle           | STAR Academy                    |
| KIPP Memphis Academy Middle              | Veritas                         |
| KIPP Memphis Collegiate High             | Vision Prep                     |
| MAHS Middle                              |                                 |
| MAHS High                                |                                 |
| MASE                                     |                                 |

**Legally Mandated/Required Curriculum:** Yes  
**Legal Reference or Statute:** T.C.A. §49-13-106

**Operating Budget**

Major Object	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
1000 Salaries	\$ -	\$ -	\$ -
100A Other Salaries	-	-	-
2000 Benefits	-	-	-
3000 Contracted Services	-	-	-
4000 Supplies and Materials	-	-	-
5000 Other Charges	-	-	-
7000 Capital Outlay	-	-	-
8000 Charter Schools	<b>67,406,809</b>	<b>77,974,431</b>	<b>10,567,622</b>
<b>Total</b>	<b>\$ 67,406,809</b>	<b>\$ 77,974,431</b>	<b>\$ 10,567,622</b>



**Instructional Television (GHS TV) (301010)**

This department supports the Germantown High School television station.

**Operating Budget**

Major Object	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
1000 Salaries	\$ 249,782	\$ 276,847	\$ 27,065
100A Other Salaries	-	-	-
2000 Benefits	59,566	87,583	28,017
3000 Contracted Services	42,070	42,070	-
4000 Supplies and Materials	20,400	20,400	-
5000 Other Charges	4,680	4,680	-
7000 Capital Outlay	197,810	197,810	-
<b>Total</b>	<b>\$ 574,308</b>	<b>\$ 629,390</b>	<b>\$ 55,082</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
Communication Specialist	1.00	1.00	-
Teacher Resource Center Clerk	1.00	1.00	-
Video Coordinator	5.00	4.00	(1.00)
<b>Total</b>	<b>7.00</b>	<b>6.00</b>	<b>(1.00)</b>





## **ACADEMICS**

### **MISSION STATEMENT:**

The purpose of the Academic Affairs Division is to oversee the planning, development, assessment, and improvement of instructional and educational programs. The Academic Affairs Division manages the following: Regional Offices, Curriculum and Instruction, Federal Programs and Grants, Exceptional Children, English Language Learners Department, Optional Schools, High School Programs, STEM Activities, Careers and Technology and Alternative Schools. This department also coordinates the District Wide Calendar and the District School Improvement Plan.

Academic Affairs will also be responsible for the District's overall academic program, including the creation, planning, evaluation, and improvement of educational programs and curriculum. Lastly, Academic Affairs will oversee all policies and programs related to student instruction and educational services, support schools and hold them accountable for academic performance.

### **DEPARTMENTAL GOALS:**

1. Academic Achievement
2. Accountability and Transparency
3. Project management and Fiscal Efficiency
4. Employee, parent, and Community Engagement
5. Safety and Discipline
6. Effective Leadership and Instruction

### **ISSUES & TRENDS:**

The Division of Academics, Operations, Technology and Innovations (AOTI) has major accountability for ensuring quality instructional service delivery which leads to increased academic performance outcomes for Shelby County students. This division faces many challenges relative to the District's demographic and economic composition. Therefore to ensure equitability of services and resources, additional funding is needed to insure sustainability. However with declining resources, it becomes increasingly difficult to maintain the current level of support.

### **FISCAL YEAR 2013-14 PERFORMANCE HIGHLIGHTS:**

**Student Growth:** The Statewide Accountability System results include district-level Tennessee Value-Added Assessment System (TVAAS) composite scores. The composites assess overall student growth on a scale of 1-5 and include data from Math, Reading, Science and Social Studies. Our District earned a 'Level 5' growth rating, which is the highest rating awarded by the state.

**Achievement Results – Grades 3-8:** Combined, proficiency levels increased for both legacy districts in all but one subject category (MCS Reading) last year. The Districts also outpaced the state in six of the eight categories (MCS Reading and SCS Social Studies).

**Achievement Results – Grades 9-12:** Proficiency levels increased for both legacy districts in 11 of the 14 combined subject categories, with the most notable gains observed in MCS & SCS Algebra I, MCS & SCS Algebra II, MCS English III, MCS & SCS Biology and MCS U.S. History. Scores also improved at a higher rate than the state in MCS English III, MCS U.S. History, SCS Algebra I and SCS Algebra II.

**iZone Achievement:** Proficiency scores for I-Zone schools, the District's analog to the state's Achievement School District, increased at a higher rate than the state in all four subjects, with major improvement in Math, Science and Social Studies.

**ACADEMICS (concl'd)****FISCAL YEAR 2014-15 BUDGET HIGHLIGHTS:**

This division's staffing needs will continue to be reasonably altered this school year. Under the new budget constraints, we have been forced to cut 10-20 percent of our central office staff. We may also have to consider adjusting our staffing formula across the Unified District. In addition, we may have to continue to modify/adjust the Unified Central Office Structure, Academic Affairs Divisional structure, and the Regional configuration. All of which should better support schools, academic achievement, and district wide accountability. Investments will be made in textbooks and supporting teachers and principals. Again, principal support and coaching will be a major focus of this Division, as we will focus on the work of Regional Superintendents and the Instructional Leadership Directors.



**Academic Office (100000)**

The purpose of the Academic Department is to oversee the planning, development, assessment and improvement of instructional and educational programs. The Academic Department manages the following: Regional Offices, Curriculum and Instruction, Federal Program and Grants, Exceptional Children, English Language Learners Division, Optional Schools, High Schools Programs, STEM Activities, Careers and Technology and Alternative Schools. This department also develops the District Wide Calendar and the District School Improvement Plan. Academics will also be responsible for the District's overall academic program, including the creation, planning, evaluation, and improvement of educational programs and curriculum. Lastly, Academics will oversee all policies and programs related to student instruction and educational services, support schools and hold them accountable for academic performance.

**Operating Budget**

Major Object	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
1000 Salaries	\$ 537,337	\$ 514,544	\$ (22,793)
100A Other Salaries	-	-	-
2000 Benefits	111,583	111,016	(567)
3000 Contracted Services	10,661	10,661	-
4000 Supplies and Materials	14,422	3,140	(11,282)
5000 Other Charges	63,846	11,941	(51,905)
7000 Capital Outlay	9,201	-	(9,201)
<b>Total</b>	<b>\$ 747,050</b>	<b>\$ 651,302</b>	<b>\$ (95,748)</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
Assistant to the CAO	1.00	1.00	-
Budget Specialist	1.00	1.00	-
Chief Academic Officer	1.00	1.00	-
Executive Assistant to the Chief			
Academic Officer	1.00	1.00	-
School Operations Academic Manager	1.00	1.00	-
<b>Total</b>	<b>5.00</b>	<b>5.00</b>	<b>-</b>

**Goals, Objectives & Measures**

Goal	Objective	Performance Measure	2013-14 Estimated	2014-15 Proposed
Goal 1: Accelerate Student Achievement	To maintain and increase the efficiency, accountability/compliance and leadership of principals/teachers and staff	Percent of data/compstat meetings/conferences held with principals and school walkthroughs conducted in assigned schools	100%	100%



**Curriculum & Instruction (102000)**

The Department of Curriculum and Instruction is responsible for providing a curriculum framework aligned to Common Core and Tennessee Diploma Standards for teachers and students. This includes establishing and pacing the essential knowledge and skills which students must attain as a result of their education; articulating the quality of work necessary for students to be proficient or advanced in given academic subjects; providing guidance for the development of quality teaching and learning experiences; and providing examples of the kinds of performances used to assess student progress toward standards.

The selection of textbooks and the development of other curricular resources necessary for teaching and learning also fall into the scope of this department.

Additionally, Curriculum and Instruction provides instructional support aimed at improving student achievement and teacher effectiveness by direct onsite support to teachers and other leadership staff, initiation and support of curricular programs and services, and professional development at the school and district levels.

Curriculum and Instructional Support is accomplished through: (1) Collaboration with Instructional Leadership Directors, teachers and principals are provided with support to implement the curriculum with fidelity; (2) Assignment of content specialists to assist school/regional/district staff in the improvement of content knowledge and use of content-specific strategies and instructional shifts; (3) Leadership in the development and implementation of the Response to Instruction and Intervention RTI2 method. This includes guidance in the selection of appropriate interventions for students and assisting regional offices in monitoring the fidelity of their implementation; and, (4) Collaboration with Planning and Accountability in the development of curricular-based assessments and formative assessments.

**Operating Budget**

Major Object	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
1000 Salaries	\$ 1,460,562	\$ 1,041,865	\$ (418,698)
100A Other Salaries	-	76,453	76,453
2000 Benefits	408,375	268,455	(139,920)
3000 Contracted Services	219,338	100,760	(118,578)
4000 Supplies and Materials	124,905	28,500	(96,405)
5000 Other Charges	86,699	82,220	(4,479)
7000 Capital Outlay	7,088	10,534	3,446
<b>Total</b>	<b>\$ 2,306,967</b>	<b>\$ 1,608,787</b>	<b>\$ (698,180)</b>



**Curriculum & Instruction (102000) (concl'd)**

**Staffing (cont'd)**

**Staffing**

<b>Job Description</b>	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015 vs 2014</b>
	<b>Amended Budget</b>	<b>Adopted Budget</b>	<b>Variance</b>
Administrative Assistant, Curriculum & Instruction	2.00	1.00	(1.00)
Arts Advisor	1.00	1.00	-
Budget Assistant for Curriculum	1.00	1.00	-
Director of Curriculum & Instruction	1.00	1.00	-
HPELW Advisor	1.00	1.00	-
Humanities Manager	1.00	1.00	-
Instructional Advisor, Arts	3.00	2.00	(1.00)
Instructional Advisor, World Language	1.00	1.00	-
Literacy Advisor	1.00	1.00	-
Records Clerk for Humanities	1.00	1.00	-
Social Studies Advisor	1.00	1.00	-
World Language Advisor	1.00	1.00	-
<b>Total</b>	<b>15.00</b>	<b>13.00</b>	<b>(2.00)</b>

**Goals, Objectives & Measures**

<b>Goal</b>	<b>Objective</b>	<b>Performance Measure</b>	<b>2013-14 Estimated</b>	<b>2014-15 Proposed</b>
Goal 1: Accelerate Student Achievement	To increase percent of students who are Proficient/Advanced in Reading/Language Arts	TCAP Assessment 5% increase in students who are P/A Reading 3-8 English III	3-8 Reading - 43.6% English III - 30.9%	3-8 Reading - 48% English III - 35%
Goal 1: Accelerate Student Achievement	To increase percent of students who are Proficient/Advanced in Mathematics	TCAP Assessment 5% increase percent of students who are P/A Mathematics 3-8 Algebra II	3-8 Math - 46.4% Algebra II - 33.2%	3-8 Math - 51% Algebra II - 38%
Goal 1: Accelerate Student Achievement	To decrease the gap between ELL students and other students in Reading/Language Arts and Mathematics, grades 3-8	TCAP Assessment 1% decrease in gap ELL scores - RLA and Mathematics	RLA - 16.1% Math - 6.9%	RLA - 15.1% Math 5.9%



**English as a Second Language (ESL) (102010)**

The ESL transitional program provides special English classes and services especially designed for English Language Learners (ELL) grades K-12. This program is mandated by Title VI of the Civil Rights Act of 1964, SCS Board Policy 5016, Rules, Regulations, and Minimum Standards for the Governance of Tennessee Public Schools [Rule 0520-1-3-.056.a.1 and 2 ii], and Title III of the No Child Left Behind Act of 2001. This budget provides: 1) student identification and state mandated language assessments, 2) special English classes, 3) ESL/Bilingual mentoring and counseling, 4) bilingual staff for translating/interpreting school/home communications (written/oral), and tutoring, 5) ESL training for educators and bilingual staff, and 6) special instructional materials and supplies for students grades K-12. 7) limited local and out of town travel for training, and 8) computer hardware and software for instructional use.

There are approximately 8,901 ELL students in the Shelby County Schools district representing over 60 languages and dialects and 70 different countries. This is an adjusted count that reflects district changes and the formation of the municipal school districts. The net result is a decrease of 797 ELL and transitional students and 14 ESL teacher positions from the previous year.

The District-wide ESL Program staffing ratio is based on an average of no more than 40 identified ELL and Transitional students. The addition of two new Bilingual Cultural Mentor positions is included as an investment request. If approved, the Bilingual Mentors will provide communication and instructional support at schools with large language minority populations.

**Legally Mandated/Required Curriculum:** Yes

**Legal Reference or Statute:** Title VI of the Civil Rights Act of 1964, SCS Board Policy #5016, Rules, Regulations, and Minimum Standards for the Governance of Tennessee Public Schools [Rule 0520-1-3-.056.a.1 and 2 ii], and Title III of the No Child Left Behind Act of 2001

**Program/Budget Changes:** The staffing variance is due to the loss of 33 schools leaving the District for Municipal Schools, School Closures and new ASD schools.

**Operating Budget**

Major Object	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
1000 Salaries	\$ 13,674,149	\$ 11,962,557	\$ (1,711,592)
100A Other Salaries	-	274,480	274,480
2000 Benefits	3,684,031	3,275,048	(408,983)
3000 Contracted Services	104,705	92,816	(11,889)
4000 Supplies and Materials	261,150	222,677	(38,473)
5000 Other Charges	71,107	84,987	13,880
7000 Capital Outlay	185,200	139,000	(46,200)
<b>Total</b>	<b>\$ 17,980,342</b>	<b>\$ 16,051,565</b>	<b>\$ (1,928,777)</b>



**English as a Second Language (ESL) (102010) (concl'd)**

**Staffing**

<b>Job Description</b>	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015 vs 2014</b>
	<b>Amended Budget</b>	<b>Adopted Budget</b>	<b>Variance</b>
Bilingual Cultural Mentor	12.00	12.00	-
Bilingual Mentor/Counselor	8.00	7.00	(1.00)
Classroom Teacher ESL	2.00	223.00	221.00
Classroom Teacher-ESL	237.00	-	(237.00)
Data Processing Associate	1.00	1.00	-
Guidance Counselor	1.00	1.00	-
<b>Total</b>	<b>261.00</b>	<b>244.00</b>	<b>(17.00)</b>

**Goals, Objectives & Measures**

<b>Goal</b>	<b>Objective</b>	<b>Performance Measure</b>	<b>2013-14 Estimated</b>	<b>2014-15 Proposed</b>
Goal 1: Accelerate Student Achievement	Develop and maintain an English language acquisition program especially designed for speakers of other languages that exceeds federal and state compliance requirements.	Title III AMAO #1, 2, & 3	To surpass benchmarks in AMAO 1 and 2. Slightly below benchmark in AMAO #3 for R/LA. Improve 10% points or more on AMAO #3	To meet or surpass benchmarks in AMAO 1, 2, and 3.
Goal 1: Accelerate Student Achievement	To increase # of ELL reaching high levels of English and academic proficiency. To provide effective professional development that integrates language acquisition and content-area subject matter.	Title III AMAO #1, 2, & 3. Performance on TCAP Achievement and End of Course assessments, and graduation rate for former ELL.	To surpass benchmarks in AMAO 1 and 2. Slightly below benchmark in AMAO #3 for R/LA. Improve 10% points or more on AMAO #3	To meet or surpass benchmarks in AMAO 1, 2, and 3.
Goal 1: Accelerate Student Achievement	To decrease the gap between ELL students and other students in Reading/Language Arts and Mathematics, grade 3-8	TCAP Assessment 1% decrease in gap ELL scores - R/LA and Mathematics	R/LA - 16.1% Math - 6.9%	R/LA - 15.1% Math - 5.9%



**Science, Technology, Engineering, Mathematics (STEM) (102020)**

The STEM Department supports the district’s efforts to achieve and sustain student progress. The STEM department seeks to develop and update curriculum and support instructional leaders with content specific strategies. Via professional development, online learning, and differentiated support for teachers and administrators to ensure students are college- and career-ready. All instructional goals are aligned with Common Core State Standards, which demand that students have increased conceptual understanding, a high degree of procedural skill and fluency, and the ability to apply conceptual knowledge in math, science, and areas surrounding lifetime wellness to real world problems outside of the classroom.

Funds included in this budget are for the STEM Director, HPELW Instructional Advisor, and one clerical employee.

**Operating Budget**

Major Object	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
1000 Salaries	\$ 373,899	\$ 199,875	\$ (174,024)
100A Other Salaries	-	-	-
2000 Benefits	105,956	51,983	(53,973)
3000 Contracted Services	-	-	-
4000 Supplies and Materials	-	-	-
5000 Other Charges	-	-	-
7000 Capital Outlay	-	-	-
<b>Total</b>	<b>\$ 479,855</b>	<b>\$ 251,858</b>	<b>\$ (227,997)</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
Instructional Advisor, HPELW	1.00	1.00	-
Records Clerk for STEM	1.00	1.00	-
STEM Manager	1.00	1.00	-
<b>Total</b>	<b>3.00</b>	<b>3.00</b>	<b>-</b>

**Goals, Objectives & Measures**

Goal	Objective	Performance Measure	2013-14 Estimated	2014-15 Proposed
Goal 1: Accelerate Student Achievement	1) professional development for teachers to implement the instructional practices and rigorous content provided in the CCSS	Alignment of Instructional Maps, Common Core State Standards, and PARCC Blueprint for Learning	Alignment with 2013-2014 dropped SPT's and TCAP Assessment	PARCC Assessment
Goal 1: Accelerate Student Achievement	1C-Improve Low-Performing Schools	Increase the number of students scoring proficient or advanced on 2013-14 TCAP Assessment	TCAP increase to reach AMO's from 42.8% to 46.4% in 3-8 Mathematics	PARCC Assessment





**Literacy (102030)**

VISION: The purpose of English Language Arts is to ensure the development of all students as able and lifelong readers, writers, and communicators, and to ensure that they are college and career ready. MISSION: To support this purpose the Curriculum and Instruction Department of English Language Arts is committed to transforming the lives of all children through exemplary teaching in a world-class system of innovative, welcoming schools by the following:

- Collaborates with administrators and teachers to provide guidance and support to the English Language Arts program.
- Provides professional development to schools, helping them to determine alignment of instruction to curriculum aiding in meaningful student engagement.
- Provides guidance on the various forms of formative assessment and intervention in order to inform instruction and promote student achievement.
- Helps students become effective lifelong users and creators of ideas and information through critical thinking and analytical skills.
- Provides leadership and support to educators in the area of literacy, to build and reinforce the Common Core State Standards and Tennessee Diploma Project Standards (2013-14), and to inform, clarify and disseminate state and federal policies and laws.

Funds in this budget are designed solely for ELA curriculum based instruction and are consistent with the Shelby County Schools' strategic goals. The focus to support Pre-K - 3 Literacy is first met in the area of Professional Development stipends and printing Common Core materials for the Reading Foundation Modules 1-7 provided to PLC Coaches and Teachers. Intervention training is supported by the budget with purchasing K-8 and 9-12 intervention programs that align to the Response To Intervention mandates by the state. The purchase is accompanied by professional development for all administrative teams, PLC Coaches, and teachers throughout the school year. Formative assessments are included in the curriculum maps and paid through the budget line items of Curriculum Revisions for Common Core/PARCC aligned instructional K-12 frameworks. Continual training and communication from state policies are included in the budget through the line items of professional development by the Literacy Staff. These items of support are critical for carrying out the vision and the mission of the English Language Arts department to further advance student achievement.

**Program/Budget Changes:** The RTI K-8 Budget was calculated on a quote for site locations without the locations in the municipalities. The budget will be impacted with RTI K-8 regarding predicted closed sites of seven elementary schools (Alcy, Riverview, Graves, Klondike, Shannon, Westhaven, and Gordon) and five predicted closed middle schools (Lanier, Corry, Riverview, Vance, and Cypress Middle).

**Operating Budget**

Major Object	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
1000 Salaries	\$ 260,277	\$ 57,500	\$ (202,777)
100A Other Salaries	-	125,000	125,000
2000 Benefits	608	30,213	29,605
3000 Contracted Services	2,283,277	1,769,589	(513,688)
4000 Supplies and Materials	16,099	86,548	70,449
5000 Other Charges	88,752	58,025	(30,727)
7000 Capital Outlay	3,927	-	(3,927)
<b>Total</b>	<b>\$ 2,652,940</b>	<b>\$ 2,126,875</b>	<b>\$ (526,065)</b>



**Literacy (102030) (concl'd)**

**Goals, Objectives & Measures**

<b>Goal</b>	<b>Objective</b>	<b>Performance Measure</b>	<b>2013-14 Estimated</b>	<b>2014-15 Proposed</b>
Goal 1: Accelerate Student Achievement	RTI- Mandated by State Policy RTI computer adaptive program K-8 requires a universal screener, progress monitoring, and benchmarking 3 times a year. RTI requires an on-going intervention curriculum to follow assessments.	To increase the percentage of students who are reading proficient or advanced on TCAP for 2013-14.	TCAP increase to reach AMO's from 39.8% to 43.6% in 3-8 RLA	PARCC Assessment
Goal 1: Accelerate Student Achievement	RTI computer adaptive program is a web based silent reading fluency program for students who struggle to read complex text independently and fluently, as called for in Common Core State Standards for grades 9-12	To increase the percentage of students who are reading proficient or advanced on EOC for 2013-2014.	TCAP increase reach AMO's in English II (9-12) from 46.2% to 49.6% and in English III (9-12) from 26.3% to 30.9%.	PARCC Assessment
Goal 1: Accelerate Student Achievement	ELA Curriculum Revision K-12 to include Common Core State Standards. Lead teachers to develop Common Core Cross Curricular Units for use by teachers in implementing Common Core Standards in English Language Arts and Literacy K-12	Alignment of Instructional Maps, Common Core State Standards modules, and units include new Common Core State Standards that PARCC Assessments are based on.	TCAP Assessment alignment with dropped SPT's in 2013-2014.	PARCC Assessment



**Mathematics (102040)**

The Mathematics program supports the District’s efforts to achieve mathematics reform and sustainability of progress. We are dedicated to making all students college- and career-ready and work toward this goal through teaching mathematics aligned to the Common Core State Standards, which demand that students have solid conceptual understanding, a high degree of procedural skill and fluency, and the ability to apply the math they know to solve problems inside and outside the math classroom.

Funds in this budget are intended to support and provide a coherent, well-articulated K-12 curriculum-based Mathematics program aligned to Common Core State Standards (CCSS) as well as the District’s Strategic Goals. This budget will also provide (1) professional development for teachers to implement the instructional practices and rigorous content provided in the CCSS, (2) professional learning opportunities for teachers geared around technology, pedagogy, and content in order to build capacity within the District, (3) web-based student intervention and enrichment programs to be implemented in accordance to the Tennessee Department of Education RTI2 Initiative, (4) student summer enrichment programs to strengthen achievement in identified areas of challenge (Grades 3, 7, and Algebra I/II), (5) mathematics materials, equipment and supplies to support CCSS and rigorous mathematics instruction, and (6) staff development opportunities and limited out of town travel to allow the mathematics staff to network with and learn from other professionals across the country that share similar job responsibilities in order to improve student achievement.

**Legally Mandated/Required Curriculum:** Yes

**Legal Reference or Statute:** TN Department of Education: Minimum requirements for the approval of public schools chapter 0520-1-3, Rule 0520-1-3-.05, (6)b Mathematics.

**Operating Budget**

Major Object	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
1000 Salaries	\$ 321,147	\$ 74,076	\$ (247,071)
100A Other Salaries	-	121,032	121,032
2000 Benefits	60,840	37,841	(22,999)
3000 Contracted Services	818,197	857,700	39,503
4000 Supplies and Materials	228,161	200,000	(28,161)
5000 Other Charges	82,000	39,400	(42,600)
7000 Capital Outlay	10,000	9,000	(1,000)
<b>Total</b>	<b>\$ 1,520,345</b>	<b>\$ 1,339,049</b>	<b>\$ (181,296)</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
Mathematics Advisor	1.00	1.00	-
<b>Total</b>	<b>1.00</b>	<b>1.00</b>	<b>-</b>



**Mathematics (102040) (concl'd)**

**Goals, Objectives & Measures**

<b>Goal</b>	<b>Objective</b>	<b>Performance Measure</b>	<b>2013-14 Estimated</b>	<b>2014-15 Proposed</b>
Goal 1: Accelerate Student Achievement	Math Curriculum Revision K-12 to include Common Core State Standards. Lead teachers to develop Common Core instructional resources, lessons and tasks for use by teachers in implementing CCSSM for K-12 and preparation for the 2015 PARCC Assessment.	Alignment of Instructional Maps, Common Core State Standards, and PARCC Blueprint for Learning	Alignment with 2013-2014 dropped SPI's and TCAP Assessment	PARCC Assessment
Goal 1: Accelerate Student Achievement	RTI- Mandated State Policy RTI computer adaptive program K-8 requires universal screener, progress monitoring, and benchmark assessments (3 per year).	Increase the number of students scoring proficient or advanced on 2013-14 TCAP Assessment	TCAP increase to reach AMO's from 42.8% to 46.4% in 3-8 Mathematics	PARCC Assessment
Goal 1: Accelerate Student Achievement	RTI- Mandated State Policy RTI computer adaptive program for grades 9-12 to strengthen math fluency in order to move quickly through procedural and computation and devote adequate time to problem solving and critical thinking.	Increase the number of students scoring proficient or advanced on 2013-14 End -of-Course Assessments	TCAP increase to reach AMO's in Algebra One from 46.7% to 50.0% and in Algebra Two from 28.7% to 33.2%	PARCC Assessment



**Science (102050)**

The Science Program fosters an environment where teachers work collaboratively to expand knowledge in the discipline of science. The program seeks to provide all students with a scientific foundation that is aligned with post-secondary expectations while providing them with knowledge consistent with becoming contributing members of society. The science program is committed to increasing the number of students: 1) enrolling in Physics, AP Courses (Physics B & C, Chemistry, Biology, Environmental Science), Dual Enrollment, 2) completing 4 years of high school science courses, and 3) meeting or exceeding the ACT benchmark of 24.

The Common Core State Standards emphasizes the need for inquiry/problem based learning with its focus on argument based discussions using strategies that identify and/or clarify evidence with the premise(s) of an argument. The science program has embedded components of science, technology, engineering and mathematics that increase student success in upper level science courses.

This budget supports the aforementioned with its focus on: 1) teacher development 2) rigorous curriculum standard revisions 3) science leadership development during conferences and professional training 4) digital learning from supplies and materials 5) Nationally identified STEM (SECME) training for middle and high school teachers 6) one-to-one digital probes and data collectors which can be used with a more student-centered approach that challenges students to find answers to problems and create meaningful digital products.

**Legally Mandated/Required Curriculum:** Yes

**Legal Reference or Statute:** Rules of the State Board of Education 0520-01-03-05(c)

**Operating Budget**

Major Object	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
1000 Salaries	\$ 137,037	\$ 84,400	\$ (52,637)
100A Other Salaries	-	44,667	44,667
2000 Benefits	26,792	26,995	203
3000 Contracted Services	28,000	18,300	(9,700)
4000 Supplies and Materials	106,448	215,500	109,052
5000 Other Charges	17,000	15,000	(2,000)
7000 Capital Outlay	86,000	-	(86,000)
<b>Total</b>	<b>\$ 401,277</b>	<b>\$ 404,862</b>	<b>\$ 3,585</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
Science Advisor	1.00	1.00	-
<b>Total</b>	<b>1.00</b>	<b>1.00</b>	<b>-</b>



**Science (102050) (concl'd)**

**Goals, Objectives & Measures**

<b>Goal</b>	<b>Objective</b>	<b>Performance Measure</b>	<b>2013-14 Estimated</b>	<b>2014-15 Proposed</b>
Goal 1: Accelerate Student Achievement	Align the science curriculum with the state standards, next generation of science standards and CCSS.	Number of proficient and advanced students increases	Biology EOC 52% TCAP 3-5 54% TCAP 6-8 58%	Biology EOC 58% TCAP 3-5 - 60% TCAP 6-8 - 63%
Goal 1: Accelerate Student Achievement	Provide a rigorous K-8 science program that will ensure more students readiness for upper level science courses	The number of students enrolled in advanced science courses with proficient or advanced level of achievement increases.	45%	50%
Goal 1: Accelerate Student Achievement	Provide up to date technologies in all K-12 science labs to enhance STEM education.	STEM education is infused in all 3-12 classrooms number and teachers participating in professional learning opportunities increases.	100%	100%



**Social Studies (102060)**

The mission of the Shelby County Schools Social Studies Department is to offer exceptional opportunities for students to become more informed and aware of the entire world around them - past, present and planning for the future - with the goal of becoming citizens working for good both locally and globally.

A strong and healthy Social Studies department needs a modest budget to help support, train and lead teachers as they offer this important topic to their students. Each request is timely, important and deemed as an important factor in helping our teachers offer the best instruction possible to the students of Shelby County Schools. The majority of the budget falls under supplies and materials planning to put resources in classrooms and directly in the hands of students for personal learning. Each request helps to address the coming changes in Social Studies State Standards and the push for Common Core related work in our support of English Language Arts and student literacy.

**Operating Budget**

Major Object	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
1000 Salaries	\$ 47,000	\$ -	\$ (47,000)
100A Other Salaries	-	55,000	55,000
2000 Benefits	7,770	9,092	1,322
3000 Contracted Services	28,500	21,500	(7,000)
4000 Supplies and Materials	304,306	252,660	(51,646)
5000 Other Charges	-	8,250	8,250
7000 Capital Outlay	-	-	-
<b>Total</b>	<b>\$ 387,576</b>	<b>\$ 346,502</b>	<b>\$ (41,074)</b>

**Goals, Objectives & Measures**

Goal	Objective	Performance Measure	2013-14 Estimated	2014-15 Proposed
Goal 1: Accelerate Student Achievement	Prepare students more effectively for new End of Course tests beginning in 2014-2015.	Students in each grade band will do at least one major written assessment per quarter.	N/A	100% teacher and student participation in achieving this goal
Goal 1: Accelerate Student Achievement	Effective use of district funded resources to increase student interest and achievement.	A strong start in addressing the new for 2014-2015 End of Course tests having 50% of students in each tested grade band demonstrate proficiency on new EOC.	N/A	Have 50 % of students in each tested grade band demonstrate proficiency on new EOC.
Goal 1: Accelerate Student Achievement	Provide meaningful resources and training opportunities to teachers to help them maintain continuous professional development.	Teacher feedback through surveys and questionnaires about the effectiveness of opportunities provided by the Social Studies district personnel.	N/A	90% positive feedback



### Elementary Art and Music (102071)

The Elementary Art and Music Program provides for Visual Art and Music instruction for all students in all district elementary schools ensuring all children have access to a full complement of sequential fine arts instruction, ensuring that arts offerings and instructional time is prioritized and protected, supporting collaboration with arts agencies and organizations to expand arts exposure throughout the District, and utilizing arts integration as a fundamental aspect of curricular programming. The 102071 Budget covers 295 teachers in K-5 across the District. Elementary visual art and music instruction requires 60 minutes of weekly instruction in the target content. The Shelby County Schools Elementary Music/Orff Program, one of the largest of its kind in the United States, develops elementary students' ability to perform, to create, and to listen to music with understanding. Using multiple approaches to music education this program actively involves students in singing, moving, playing instruments, reading, creating and problem-solving. Experiences with the essential elements of music – rhythm, melody, harmony, form and expressive qualities – develop concepts and skills in grades K–5 in line with the Tennessee Department of Education's Fine Arts Standards for General Music.

Elementary Visual Art in the Shelby County Schools includes production, art history/culture, criticism and aesthetics. The K-2 program is sequenced by art elements and principles, with grades 3-8 studying concepts of shape to form, design, and illusion of form and space. Students create and evaluate art through the practices of media and techniques, art production, integrated coursework and technology. Through self-evaluation of authentic art production, students develop problem-solving ability; higher order thinking skills; recognize and understand historical and cultural relationships to visual art; develop an understanding of and appreciation for the aesthetic, personal and emotional aspects of art; all of which promote a sense of confidence, community and academic reinforcement.

Funds in this budget are designed solely for curriculum-based Visual Art and Music instruction in grades K-5, and include the Tennessee framework and GLE/CLE's consistent with Shelby County Schools' Strategic Goals. This budget provides 1) teachers' salaries (benefits, stipends, and substitutes; 2) all instructional supplies and materials for teacher and student use; 3) district collaborations with community partners (Memphis Symphony Orchestra's Young People's Concert), showcases/exhibitions of student work (Visual Art Showcase and Orff All-City), ; 4) instructional support, teacher training and retention, and capacity building; 5) local travel for lead/master and/or itinerant teachers; 6) limited out of town travel for specialized training, 7) computer hardware and software for instructional use, 8) technology as it supports capturing and assessing student achievement; and 9) equipment and furniture for elementary art and music classrooms to replace old equipment and to supplement existing equipment, and to provide for unusual cases such as carts for floating art/music teachers.

**Legally Mandated/Required Curriculum:** Yes

**Legal Reference or Statute:** TN Annotated Code Title 49, Ch. 10, Part 6, Formerly SB 2920





**Elementary Art and Music (102071) (concl'd)**

**Operating Budget**

Major Object	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
1000 Salaries	\$ 16,230,733	\$ 9,511,720	\$ (6,719,013)
100A Other Salaries	-	28,483	28,483
2000 Benefits	4,618,313	3,246,000	(1,372,313)
3000 Contracted Services	93,450	72,821	(20,629)
4000 Supplies and Materials	103,125	82,400	(20,725)
5000 Other Charges	29,800	5,500	(24,300)
7000 Capital Outlay	47,250	42,397	(4,853)
<b>Total</b>	<b>\$ 21,122,671</b>	<b>\$ 12,989,321</b>	<b>\$ (8,133,350)</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
	1.00	-	(1.00)
Classroom Teacher-Special Skills	303.40	229.60	(73.80)
<b>Total</b>	<b>304.40</b>	<b>229.60</b>	<b>(74.80)</b>

**Goals, Objectives & Measures**

Goal	Objective	Performance Measure	2013-14 Estimated	2014-15 Proposed
Goal 1: Accelerate Student Achievement	To provide specialized instruction based on the national art and music standards as articulated in the art and music curricula.	Student performances reflect skills and attainment of benchmarks stated in the curricula.	90%	95%
Goal 1: Accelerate Student Achievement	To provide instructional support through, mentoring, workshops, and collaborative sessions to implement the curricula.	Art and Music programs offer at least 25 workshop and mentoring sessions for instructional support and curriculum implementation.	100%	100%
Goal 1: Accelerate Student Achievement	To provide understanding and skills that focus on the study of the history, culture, aesthetics, and processes of the arts.	Student portfolios reflect attainment of skills and benchmarks stated in the arts curricula.	90%	95%



**Voluntary Pre-K (102090)**

The function of this program is to provide high quality early education that will promote the cognitive, social, emotional, and physical development of young children by providing classrooms and services that will maximize kindergarten readiness and empower children to begin their educational journey with an appropriate educational foundation.

Major goals of the program include:

- Data demonstrating Kindergarten Readiness
- Early foundational reading skills
- Early foundational numeracy skills
- Curricula and instruction that engages children as active learners
- Well-trained teachers and ongoing staff supervision and training
- Development in areas of language, cognitive, social-emotional and physical-addressed with a balance between direct instruction, group instruction, group activities, and choice of center-based activities

**Operating Budget**

<b>Major Object</b>	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015 vs 2014</b>
	<b>Amended Budget</b>	<b>Adopted Budget</b>	<b>Variance</b>
1000 Salaries	\$ 89,587	\$ 105,600	\$ 16,013
100A Other Salaries	-	-	-
2000 Benefits	22,655	23,262	607
3000 Contracted Services	-	-	-
4000 Supplies and Materials	-	-	-
5000 Other Charges	-	-	-
7000 Capital Outlay	-	-	-
<b>Total</b>	<b>\$ 112,242</b>	<b>\$ 128,862</b>	<b>\$ 16,620</b>

**Staffing**

<b>Job Description</b>	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015 vs 2014</b>
	<b>Amended Budget</b>	<b>Adopted Budget</b>	<b>Variance</b>
Pre-K Manager	1.00	1.00	-
<b>Total</b>	<b>1.00</b>	<b>1.00</b>	<b>-</b>



**Voluntary Pre-K (102090) (concl'd)**

**Goals, Objectives & Measures**

<b>Goal</b>	<b>Objective</b>	<b>Performance Measure</b>	<b>2013-14 Estimated</b>	<b>2014-15 Proposed</b>
Goal 1: Accelerate Student Achievement	To focus on Pre-K literacy	The number of Pre-K students who enter Kindergarten Ready. (Measure- Istation)	34%	50%
Goal 1: Accelerate Student Achievement	Develop, Recruit, and Retain Effective Teachers, Leaders and Staff	The number of Pre-K students who enter Kindergarten Ready. (Measure- Istation)	34%	52%
Goal 1: Accelerate Student Achievement	Strengthen Two-Way Exchange of Input and Information	Increased number of parent and community partner response to communication. (Measure- Child Plus)	Jul-13	Jul-14



**Elementary Physical Education (102091)**

The Health, Physical Education and Lifetime Wellness program provides instruction for all students grades K - 12. This budget will provide instructional support to meet the State TDOE mandate of 90 minutes of physical activity per week and 30 minutes per week of health for grades k-8. Additional strategies used in meeting this mandate will include the implementation of a district-wide Family Life Curriculum and the PACER Fitness Assessment.

During the summer of 2012, the TDOE recommended each LEA to use the Michigan Model® Family Life Curriculum in meeting state law. Further, because of the pregnancy rate hovers above 19%,abstinence-centered instruction of the curriculum has become mandatory. In order for SCS to move closer toward meeting TDOE recommendations, the HPELW Department will continue with its system-wide efforts to implement the Michigan Model® Family Life Curriculum through the purchasing of Teacher Kits and student workbooks for grades two through six, video streaming for grades 4 - 6, and teaching kits for grades 7&8 and Lifetime Wellness.

Funds in this budget are designed solely for curriculum-based Health, Physical Education and Lifetime Wellness program instruction which includes the Common Core State Standards. This budget provides for all instructional supplies and materials for teacher and student use, professional development and capacity building, local travel and equipment for itinerant teachers, transportation, limited out of town travel for specialized training, computer hardware/software as it supports capturing and assessing physical movement.

**Legally Mandated/Required Curriculum:** Yes

**Legal Reference or Statute:** TN Diploma Project, 90 minutes per week of physical education activity (K-12), TDOE mandate that Health be taught in grades K-8, TDOE recommendation the Michigan Model Family Life Curriculum for grades 2-9.

**Program/Budget Changes:** The HPELW budget is affected by the loss of 34 elementary HPELW teachers due to the formation of municipal school districts.

**Operating Budget**

Major Object	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
1000 Salaries	\$ 10,030,694	\$ 6,880,066	\$ (3,150,628)
100A Other Salaries	-	-	-
2000 Benefits	2,823,492	2,003,766	(819,726)
3000 Contracted Services	11,590	6,958	(4,632)
4000 Supplies and Materials	55,536	33,151	(22,385)
5000 Other Charges	9,500	8,822	(678)
7000 Capital Outlay	23,103	17,300	(5,803)
<b>Total</b>	<b>\$ 12,953,915</b>	<b>\$ 8,950,063</b>	<b>\$ (4,003,852)</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
Classroom Teacher-Special Skills	189.20	155.20	(34.00)
<b>Total</b>	<b>189.20</b>	<b>155.20</b>	<b>(34.00)</b>



**Elementary Physical Education (102091) (concl'd)**

**Goals, Objectives & Measures**

<b>Goal</b>	<b>Objective</b>	<b>Performance Measure</b>	<b>2013-14 Estimated</b>	<b>2014-15 Proposed</b>
Goal 1: Accelerate Student Achievement	1C-Improve Low-Performing Schools	The number of student s participating in the MMFLC	Number of students receiving MMFLC increased 10%	Increased 20% in Grades 6
Goal 1: Accelerate Student Achievement	1C-Improve Low-Performing Schools	Teachers use 5 assigned CC Standards for ELA , Reading and Math	Application of Common Core (ELA and Math) by 40% of Grades K - 6 HPELW teachers.	Increase teacher implementation by 60% in Grades k - 6
Goal 1: Accelerate Student Achievement	1C-Improve Low-Performing Schools	Student portfolio, videos and the use of PAPE and PACER data	80% of Elementary HPELW teachers reported in the PACER and PAPE Data .	Increase to reporting of PACER AND PAPE to 100% of elementary instructors.



**Textbooks (102100)**

The textbook department supports the educational goals and objectives of the curriculum department and Shelby County Schools. State approved textbooks are adopted and utilized by teachers and students to support the goals and objectives of our district and to address Common Core Standards. The textbook department strives to provide instructional materials that will enrich and support the curriculum and enhance student learning. Textbooks are formatted using print, non-print or digital media, classroom kits and technology-based programs or materials that require the use of electronic equipment in order to increase and enhance learning opportunities for our students. Instructional materials are representative of the rich diversity of our school district and are appropriately selected to meet the ability levels of all students.

Textbooks necessary for the implementation of instructional programs are provided without charge to all public school students. Funding for textbooks and other instructional materials is provided through the BEP (Basic Education Plan), and are allocated to the District by the State Department of Education. This budget provides for the purchase of newly adopted textbooks, replacement of lost textbooks, and rebinding damaged textbooks. Required consumable textbooks are provided in primary grades. Textbooks are reviewed, evaluated, and purchased on a six-year state-rotating schedule. The cost of textbooks increases each fiscal year by approximately 15% due to inflation. Textbooks adopted for the 2014 -2015 school year will serve our K-12 student population. The following textbooks will be adopted: Social Studies K-12. Reading textbooks for grades K-5 were adopted for the 2013-2014 school year. however, due to budget cuts the purchase of reading textbooks was delayed until the 2014 - 2015 school year.

**Legally Mandated/Required Curriculum:** Yes

**Legal Reference or Statute:** TCA §49-3-310

**Operating Budget**

Major Object	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
1000 Salaries	\$ 168,715	\$ 84,400	\$ (84,315)
100A Other Salaries	-	79,128	79,128
2000 Benefits	28,709	32,692	3,983
3000 Contracted Services	148,200	2,625,791	2,477,591
4000 Supplies and Materials	2,747,418	45,000	(2,702,418)
5000 Other Charges	18,118	-	(18,118)
7000 Capital Outlay	-	-	-
<b>Total</b>	<b>\$ 3,111,160</b>	<b>\$ 2,867,011</b>	<b>\$ (244,149)</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
Textbook Advisor	-	1.00	1.00
<b>Total</b>	<b>-</b>	<b>1.00</b>	<b>1.00</b>



**Textbooks (102100) (concl'd)**

**Goals, Objectives & Measures**

<b>Goal</b>	<b>Objective</b>	<b>Performance Measure</b>	<b>2013-14 Estimated</b>	<b>2014-15 Proposed</b>
Goal 1: Accelerate Student Achievement	To provide materials and resources to support classroom instruction.	Textbooks are ordered based upon individual schools' assessed needs.	100%	100%



**World Languages (102200)**

The World Language program provides instruction for other languages that would otherwise be unavailable within current site-based staffing formulas. The 102200 Budget covers 52 teachers in K-8 across the District. Elementary courses require 30 minutes of daily instruction in the target language. Middle school classes require 55 minutes daily for an introductory semester course. Qualifying schools may offer qualifying eighth grade students the opportunity to take a level one World Language course for elective Carnegie credit which meets for 55 minutes daily all year. High school Arabic, Chinese, and Russian students meet according to the school schedule (either block or regular schedule). Students completing a K-12 sequenced World Language program will have at least an intermediate high proficiency in their target language (the national average of certified teacher’s proficiency scores). This provides these students with the prerequisite linguistic skill necessary to reach the advanced high proficiency in college, which is needed to apply their language in the global workforce. This linguistic preparation, especially in less commonly taught languages (LCTLs), inherently provides a competitive edge in applying for college scholarships domestically and opens the door to international opportunities and scholarships.

Funds in this budget are designed solely for curriculum-based World Language program instruction which includes the Tennessee framework and GLE/CLE’s and are consistent with Shelby County Schools’ Strategic Goals. This budget provides 1) teachers’ salaries (elementary, middle, and high school FLAP match positions), stipends, and substitutes 2) all instructional supplies and materials for teacher and student use, 3) district and national assessments, 4) professional development and capacity building (57% of World Language teachers have been teaching for fewer than 5 years and are alternatively certified), 5) local travel for itinerant teachers, 6) limited out of town travel for specialized training, 7) computer hardware and software for instructional use, 8) technology as it supports capturing and assessing oral proficiency and 9) limited furniture such as carts for floating teachers.

**Legally Mandated/Required Curriculum:** Yes

**Legal Reference or Statute:** TN Graduation Requirements

**Program/Budget Changes:** The 102200 budget is only narrowly affected in the reduction of service. Many positions are being shifted to support programs in new Optional programs to maintain a balanced offering by region and in accordance with transition planning. Three positions are completely surplus as the 10% reduction. Minor decreases will be realized in the teacher materials line items. Otherwise many programs that are closing or moving to municipalities did not affect 102200 in a major way.

**Operating Budget**

Major Object	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
1000 Salaries	\$ 2,663,760	\$ 1,453,492	\$ (1,210,268)
100A Other Salaries	-	9,527	9,527
2000 Benefits	735,896	423,656	(312,240)
3000 Contracted Services	156,098	59,000	(97,098)
4000 Supplies and Materials	37,800	23,635	(14,165)
5000 Other Charges	2,200	2,900	700
7000 Capital Outlay	32,250	19,800	(12,450)
<b>Total</b>	<b>\$ 3,628,004</b>	<b>\$ 1,992,010</b>	<b>\$ (1,635,994)</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
Classroom Teacher-Special Skills	56.00	28.00	(28.00)
<b>Total</b>	<b>56.00</b>	<b>28.00</b>	<b>(28.00)</b>



**World Languages (102200) (concl'd)****Goals, Objectives & Measures**

<b>Goal</b>	<b>Objective</b>	<b>Performance Measure</b>	<b>2013-14 Estimated</b>	<b>2014-15 Proposed</b>
Goal 1: Accelerate Student Achievement	Maintain high-quality world language educational opportunities for K-8 students in each region.	Add a K-8 feeder program in the east region in accordance with TPC recommendation for equitable regional access to K-5 WL programs.	8 programs	9 programs
Goal 1: Accelerate Student Achievement	Increase the numbers of students eligible to enroll in Advanced Placement World Language courses.	Increase the number of Middle School for Credit Courses.	83%	87%
Goal 1: Accelerate Student Achievement	Expand Advance Placement World Language course offerings.	Diversify middle school for credit world language course offerings to build the opportunity to expand AP course offerings.	3 programs	5 programs

### Band and Strings (102300)

The programs of the SCS District continue to be nationally recognized as premier programs for music education and the arts (Source - NAMM/American Music Conference, President's Commission on the Arts and Humanities). Integrated interdisciplinary content is embedded in all music curricula, pointing toward the important role of the arts in nurturing the creative process. The program aligns with research that shows that students engaged in high quality music and arts programs have significantly higher graduation rates, and are better prepared to enter a workforce that requires higher critical thinking skills. This budget serves a total of 206 Bands, Choirs, Orchestras, and Piano Programs, represents learning across content found in 35 separate district curriculum guides, and represents programs that typically yields scholarship offerings in excess of 6 million dollars annually.

These funds provide for music specific furniture, new and replacement band, strings, and keyboard lab equipment, sheet music, arts teaching materials, professional support for teachers, equipment transportation, and the repair of string instruments and keyboard labs. Funds in this budget are designed solely for curriculum-based arts program instruction which includes the Tennessee framework and SPI's, are consistent with Unified District Strategic Goals, and are measured through the TDOE Arts Student Growth Measures System for teacher evaluation. This budget also supports the nationally recognized strings program where centrally staffed itinerant teachers currently serve multiple schools across the District. String music classes meet twice a week for elementary schools and daily for secondary schools. Allowing for travel time and variations between school schedules, itinerant string teachers handle 23-25 forty-five to sixty minute classes per week. Credit earned in high school can be applied toward the fine arts requirement for graduation and college entrance requirements.

**Legally Mandated/Required Curriculum:** Yes

**Legal Reference or Statute:** TN Annotated Code Title 49, Ch. 10, Part 6, Formerly SB 2920, "The Course of Study...include art and music to help foster creative thinking, spatial learning, discipline, craftsmanship, and the intrinsic rewards of hard work."

**Program/Budget Changes:** Transfer of new instrument funds to increase repair of existing inventory, strategy to purchase fewer larger instruments, increase efficiency in the bidding process.





**Band and Strings (102300) (concl'd)**

**Operating Budget**

Major Object	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
1000 Salaries	\$ 1,048,671	\$ 968,423	\$ (80,248)
100A Other Salaries	-	28,950	28,950
2000 Benefits	297,887	276,680	(21,207)
3000 Contracted Services	43,266	84,425	41,159
4000 Supplies and Materials	132,187	619,150	486,963
5000 Other Charges	2,500	-	(2,500)
7000 Capital Outlay	743,564	-	(743,564)
<b>Total</b>	<b>\$ 2,268,075</b>	<b>\$ 1,977,628</b>	<b>\$ (290,447)</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
Classroom Teacher, Special Skills	-	4.00	4.00
Classroom Teacher-Special Skills	20.00	12.50	(7.50)
<b>Total</b>	<b>20.00</b>	<b>16.50</b>	<b>(3.50)</b>

**Goals, Objectives & Measures**

Goal	Objective	Performance Measure	2013-14 Estimated	2014-15 Proposed
Goal 1: Accelerate Student Achievement	To provide specialized instruction based on the national fine arts standards as articulated in the Music/Arts curricula.	Student performances reflect skills and attainment of benchmarks, growth in Scholarship funds (6.1 Million baseline).	90%	95%
Goal 1: Accelerate Student Achievement	To provide instructional support through, mentoring, workshops, and collaborative sessions to implement the music/arts curricula.	The Programs offer at least 25 workshop and mentoring sessions for instructional support and curriculum implementation.	100%	100%
Goal 1: Accelerate Student Achievement	To provide understanding, and skill that focus on the study of the history, culture, aesthetics, and processes of the arts	Student portfolios reflect attainment of skills and benchmarks stated in the arts curricula.	90%	95%



**Library Services (102500)**

The Library Services program consists of professional library information specialists (LIS) who provide instruction to students in the use of media, technology and research and reference skills necessary to prepare students to become successful members of a global society. Library information specialists work collaboratively with teachers in planning and integrating resources into the teaching and learning process in order to provide reading motivation and enrichment activities for students.

The department of Library Services works towards meeting state guidelines which require a minimum of twelve (12) items per student in the library collection. (CHAPTER 0520-1-03); (Rule 0520-01-03-.07)

Funds in this budget are designed exclusively for the Library Services program as it relates to the Tennessee Common Core State Standards and are consistent with Shelby County Schools' District Guidelines. The Library Services program provides funding for salaries, instructional materials (books, periodicals, newspapers, audiovisual materials, computer software) to meet the instructional and informational needs of students. This budget also provides funding for professional development, limited local and out of town travel for specialized training, technology and furniture.

**Legally Mandated/Required Curriculum:** Yes

**Legal Reference or Statute:** CHAPTER 0520-1-3 (Rule 0520-1-3-.07, continued)

**Program/Budget Changes:** The staffing variance is due to the loss of 33 schools leaving the District for Municipal Schools, School Closures and new ASD schools.

**Operating Budget**

Major Object	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
1000 Salaries	\$ 13,638,848	\$ 11,147,613	\$ (2,491,235)
100A Other Salaries	-	-	-
2000 Benefits	3,693,978	2,963,273	(730,705)
3000 Contracted Services	-	8,000	8,000
4000 Supplies and Materials	1,344,603	923,916	(420,687)
5000 Other Charges	11,027	1,000	(10,027)
7000 Capital Outlay	37,647	31,500	(6,147)
<b>Total</b>	<b>\$ 18,726,103</b>	<b>\$ 15,075,302</b>	<b>\$ (3,650,801)</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
Librarian	222.00	189.00	(33.00)
<b>Total</b>	<b>222.00</b>	<b>189.00</b>	<b>(33.00)</b>



**Library Services (102500) (concl'd)**

**Goals, Objectives & Measures**

<b>Goal</b>	<b>Objective</b>	<b>Performance Measure</b>	<b>2013-14 Estimated</b>	<b>2014-15 Proposed</b>
Goal 1: Accelerate Student Achievement	Provide Library Media Specialists to meet District guidelines, State and SACS requirements.	Funding is allocated to meet District's guidelines and State and SACS requirements.	100%	100%
Goal 1: Accelerate Student Achievement	Provide sufficient funding to maintain up-to-date materials that reflect Common Core Standards and other curriculum needs.	Funding is allocated to meet and/or exceed State and SACS requirements.	100%	100%
Goal 1: Accelerate Student Achievement	Provide sufficient funding to maintain support for automation system and essential equipment.	Funding is allocated to meet and/or exceed State and SACS requirements.	100%	100%



**Educational Support (102600)**

The Educational Support department coordinates a variety of instructional, support and service programs which supplement and enhance students' regular academic learning opportunities. The Educational Support staff includes the Educational Support Manager, English-As-A Second Language (ESL) Advisor, Textbooks Advisor, Library and Media Services Advisor, and three clerical support personnel.

**Operating Budget**

Major Object	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
1000 Salaries	\$ 402,267	\$ 403,141	\$ 874
100A Other Salaries	-	-	-
2000 Benefits	109,231	102,655	(6,576)
3000 Contracted Services	-	-	-
4000 Supplies and Materials	-	-	-
5000 Other Charges	-	-	-
7000 Capital Outlay	-	-	-
<b>Total</b>	<b>\$ 511,498</b>	<b>\$ 505,796</b>	<b>\$ (5,702)</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
Educational Support Manager	1.00	1.00	-
ESL Advisor	1.00	1.00	-
Library Services Advisor	1.00	1.00	-
Records Clerk for Educational Support	3.00	3.00	-
Textbook Advisor	1.00	-	(1.00)
<b>Total</b>	<b>7.00</b>	<b>6.00</b>	<b>(1.00)</b>



**Educational Support (102600) (concl'd)**

**Goals, Objectives & Measures**

<b>Goal</b>	<b>Objective</b>	<b>Performance Measure</b>	<b>2013-14 Estimated</b>	<b>2014-15 Proposed</b>
Goal 1: Accelerate Student Achievement	Library Services: Coordinate instructional support for school library media centers; manage budget for materials, resources, technology; provide teacher support	Funding is allocated to meet District's guidelines and State and SACS requirements.	100%	100%
Goal 1: Accelerate Student Achievement	Develop and maintain an English language acquisition program especially designed for speakers of other languages that exceeds federal and state compliance requirements.	Title III AMAO #1, 2, & 3	To surpass benchmarks in AMAO 1 and 2. Slightly below benchmark in AMAO #3 for RLA. Improve 10% points or more on AMAO #3	To meet or surpass benchmarks in AMAO 1, 2, and 3.
Goal 1: Accelerate Student Achievement	To provide materials and resources to support classroom instruction.	Textbooks are ordered based upon individual schools' assessed needs.	100%	100%



**Career and Technical Education (103000)**

The Department of Careers, Technology and Adult Education provides system wide leadership, services and instructional support to middle schools, high schools, career technical centers and adult education sites. Over 31,000 students, grades 6-12, are served in the following program areas: Business Technology, Family and Consumer Sciences, Marketing Education, Communications and Media, Health Science Technology, Technology Education, and Trade and Industrial Education. Of the 31,000 students served: 13,672 are economically disadvantaged; 1,721 are special needs and over 400 are limited English. The Department serves 85 schools and educational facilities with 521 full and part-time adult and secondary teachers providing educational supportive services to insure compliance in accordance with laws and regulations governing the operation of programs funded under Carl D. Perkins IV. Structured programmatic professional development for teachers, increased support for career technical programs that strengthen the academic and technical skills of students through the integration of coherent and rigorous content aligned with challenging academic standards and relevant career and technical coursework; district wide professional development, craft and advisory council meetings and training sessions; career and technical student organizations (CTSOs); and competitive events at the local, state and national levels are also supported by these funds.

On an average, over 6,000 adult education students are served through various educational and supportive programs. These include, but are not limited to, adult high school, High School Equivalency (formerly ABE/GED), ESOL, EL Civics, WIN, adult career and technology programs, and grant funded programs through the State of Tennessee and agency partners.

Department personnel interface with various agencies and civic groups, trade organizations, governmental entities, and post-secondary institutions providing opportunities for education sites to develop business partnerships for mentoring, job shadowing, apprenticeships, work-based learning and on-the-job training for students. Students are enrolled in programs of study (POS), based on interest and aptitude, within one or more of the state's 16 career clusters. Per their program(s) of study, students have access to articulated courses, co-enrollment and dual enrollment credits, industry certifications and/or licensure attainment.

This function supports District Goals #1, 2, 3, & 4 and District Priorities #1B, 1C, 1D, 2A, 2B, 2C, 2D, 3A, 3B, 3C, 3D, 4A, 4D.

**Legally Mandated/Required Curriculum:** Yes

**Legal Reference or Statute:** Carl D. Perkins Career and Technical Improvement Act of 2006 (Public Law 109-270) ; T.C.A 49-3-319

**Program/Budget Changes:** The staffing variance is due to the loss of 33 schools leaving the District for Municipal Schools, School Closures and new ASD schools.

**Operating Budget**

Major Object	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
1000 Salaries	\$ 21,132,430	\$ 13,680,713	\$ (7,451,717)
100A Other Salaries	-	255,242	255,242
2000 Benefits	5,615,595	3,866,450	(1,749,145)
3000 Contracted Services	125,247	35,220	(90,027)
4000 Supplies and Materials	215,513	67,815	(147,698)
5000 Other Charges	21,681	19,818	(1,863)
7000 Capital Outlay	2,838	4,838	2,000
<b>Total</b>	<b>\$ 27,113,304</b>	<b>\$ 17,930,096</b>	<b>\$ (9,183,208)</b>





**Career and Technical Education (103000)(cont'd)**

**Staffing**

<b>Job Description</b>	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015 vs 2014</b>
	<b>Amended Budget</b>	<b>Adopted Budget</b>	<b>Variance</b>
Assistant Principal High	1.00	1.00	-
Assistant Principal-Vocational	5.00	-	(5.00)
Classroom Teacher-Con Home Ec	90.00	51.00	(39.00)
Classroom Teacher-Vocational	250.00	176.00	(74.00)
Clerical Assistant	5.00	1.00	(4.00)
Clerical Assistant for CTE	2.00	-	(2.00)
Director of Career & Technical Education	1.00	1.00	-
Instructional and Special Program Manager	1.00	-	(1.00)
MIS Data Specialists	1.00	-	(1.00)
Office Associate	1.00	1.00	-
Operations Manager	1.00	-	(1.00)
School Secretary	7.00	6.00	(1.00)
Specialty Principal - VoTech	5.00	3.00	(2.00)
Student Data Analyst	1.00	1.00	-
<b>Total</b>	<b>371.00</b>	<b>241.00</b>	<b>(130.00)</b>

**Goals, Objectives & Measures**

<b>Goal</b>	<b>Objective</b>	<b>Performance Measure</b>	<b>2013-14 Estimated</b>	<b>2014-15 Proposed</b>
(1).1S1 Academic Attainment (Reading, Language Art)	Student attainment of challenging academic content standards and student academic	<ul style="list-style-type: none"> <li>Standardized assessments</li> <li>TDOE Report Card</li> <li>Increase in number of CTE students successfully passing the English and algebra gateway exams, and end of course (EOC) testing</li> </ul>	65.52%	65.52%
(1).1S2 Academic Attainment (Mathematics)	achievement standards, as adopted by the State in accordance with section 1111(b)(1) of the Elementary and Secondary Education Act of 1965.		75.93%	75.93%



**Career and Technical Education (103000) (concl'd)**

**Goals, Objectives & Measures (cont'd)**

Goal	Objective	Performance Measure	2013-14 Estimated	2014-15 Proposed
(2) 2S1 Technical Skills Attainment	Student attainment of career and technical skill proficiencies, including student achievement on technical assessments that are aligned with industry-recognized standards, if available and appropriate.	<ul style="list-style-type: none"> <li>Number of CTE students:</li> <li>(1) Meeting mastery in program area competencies at 70% and above</li> <li>(2) Obtaining industry certifications and Career Readiness Certificates (CRCs)</li> </ul>	89.78%	90%
(3) 3S1 Secondary School Completion	Student rates of attainment of each of the following: (I) A secondary school diploma; (II) A General Education Development (GED) credential, or other State-recognized equivalent (including recognized alternative standards for individuals with disabilities)	<ul style="list-style-type: none"> <li>Increase in number of CTE students who complete a program of study</li> <li>Number of students dual and/or co-enrolled, articulated and/or complete adult high school or earn a GED equivalent</li> <li>Number of students completing work-based learning (WBL) experiences</li> </ul>	90%	90%
(4) 4S1 Student Graduation Rates	Increased student graduation rates (as described in section 1111(b)(2)(C)(vi) of the Elementary and Secondary Education Act of 1965).	Percentage of CTE completing high school and number of concentrators	90%	90%
(5) 5.5S1 Secondary Placement	Student placement in postsecondary education or advanced training, in military service, or in employment.	Percentage of students entering post secondary education, advanced training, entering military service or entry level employment	90%	90%
(6) 6S1 & 6S2 Nontraditional Participation and Completion	Student participation in and completion of career and technical education programs that lead to nontraditional fields, certifications and licensure.	Increase in the percentage of students completing nontraditional programs of study	25%	25%



### **Career Technical and Adult Education (103010)**

The Department of Careers, Technology and Adult Education provides system wide leadership, services and instructional support to middle schools, high schools, career technical centers and adult education sites. Over 31,000 students, grades 6-12, are served in the following program areas: Business Technology, Family and Consumer Sciences, Marketing Education, Communications and Media, Health Science Technology, Technology Education, and Trade and Industrial Education. Of the 31,000 students served: 13,672 are economically disadvantaged; 1,721 are special needs and over 400 are limited English. The Department serves 85 schools and educational facilities with 521 full and part-time adult and secondary teachers providing educational supportive services to insure compliance in accordance with laws and regulations governing the operation of programs funded under Carl D. Perkins IV. Structured programmatic professional development for teachers, increased support for career technical programs that strengthen the academic and technical skills of students through the integration of coherent and rigorous content aligned with challenging academic standards and relevant career and technical coursework; district wide professional development, craft and advisory council meetings and training sessions; career and technical student organizations (CTSOs); and competitive events at the local, state and national levels are also supported by these funds.

On an average, over 6,000 adult education students are served through various educational and supportive programs. These include, but are not limited to, adult high school, High School Equivalency (formerly ABE/GED), ESOL, EL Civics, WIN, adult career and technology programs, and grant funded programs through the State of Tennessee and agency partners.

Department personnel interface with various agencies and civic groups, trade organizations, governmental entities, and post-secondary institutions providing opportunities for education sites to develop business partnerships for mentoring, job shadowing, apprenticeships, work-based learning and on-the-job training for students. Students are enrolled in programs of study (POS), based on interest and aptitude, within one or more of the state's 16 career clusters. Per their program(s) of study, students have access to articulated courses, co-enrollment and dual enrollment credits, industry certifications and/or licensure attainment.

***Legally Mandated/Required Curriculum:*** Yes

***Legal Reference or Statute:*** Carl D. Perkins

***Program/Budget Changes:*** The creation of the municipal school districts in 2014 will have no adverse impact on adult education enrollments or programming. Shelby County Schools Adult Education Program (formerly Memphis City Schools Adult Education Program) provides services to over 6,000 students on a year round basis. All residents of Shelby County meeting the requirement criteria for enrollment are eligible to attend the main campus, Messick Adult Education Center or community satellite locations for academic education, career skills training and/or High School Equivalency (formerly ABE/GED) courses. Programming and supportive services are offered at the Messick site on a year round basis. These services remain at optimum operating levels during the summer months. Therefore, to meet and address the needs of the programs' participants, the 2014-15 budget has been adjusted to restore the School Secretary (formerly financial secretary) position to a 12-month status and convert the Assistant Principal position to 12 months. These adjustments have been made to accommodate the needs of students enrolled in any and all aspects of Adult Education programming at the Messick site.



**Career Technical and Adult Education (103010) (concl'd)**

**Operating Budget**

Major Object	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
1000 Salaries	\$ 1,421,489	\$ 169,968	\$ (1,251,521)
100A Other Salaries	-	1,384,274	1,384,274
2000 Benefits	244,454	294,156	49,702
3000 Contracted Services	71,512	37,512	(34,000)
4000 Supplies and Materials	75,272	35,272	(40,000)
5000 Other Charges	45,196	35,910	(9,286)
7000 Capital Outlay	13,051	8,051	(5,000)
<b>Total</b>	<b>\$ 1,870,974</b>	<b>\$ 1,965,143</b>	<b>\$ 94,169</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
Administrative Assistant for CTE	1.00	1.00	-
Adult Education Advisor	1.00	1.00	-
Adult Vocational/Apprenticeship Advisor	1.00	-	(1.00)
Data Processing Clerk	1.00	1.00	-
Educational Assistant	2.00	2.00	-
<b>Total</b>	<b>6.00</b>	<b>5.00</b>	<b>(1.00)</b>

**Goals, Objectives & Measures**

Goal	Objective	Performance Measure	2013-14 Estimated	2014-15 Proposed
Accelerate Student Achievement	Increase recruitment, retention and completion rates of adult learners by course/program	Percentage of increase over prior year in completion rates for all programs  Number of adult students completing course of study, requirements for high school graduation, and high school equivalency diploma	61% AHS 56.3% HSE	64% AHS 60% HSE
Build Employee and Community Confidence in the Unified District	Expand transition services for program participants and completers to increase placements in post-secondary education training, and/or employment	Number of participants referred to and enrolling in post-secondary education and training  Number of participants securing gainful employment or upgrade in employment status due to completion of course of study or diploma	TBD – Baseline  TBD - Baseline	5% increase  5% increase
Accelerate Student Achievement	To incorporate Common Core Standards in academic and technical programs to help teachers ensure their adult learners have the skills and knowledge they need to be successful.	Teacher participation in Common Core professional development  Implementation of Common Core standards in classroom instruction	PD Rosters  Classroom observations, walk-throughs, lesson plans, and program or course syllabus	Same  Same



**Exceptional Children Instruction (104000)**

The Individuals with Disabilities in Education Act (IDEA, Part B) funding provides for students with disabilities with the following services:

- Specialized instruction and programs; Vision services/Orientation and Mobility
- Hearing Services/Audiological Services
- Interpreting Services
- Occupational Therapy
- Physical Therapy
- Speech/Language Services
- Behavior Intervention Counseling Services

**Legally Mandated/Required Curriculum:** Yes

**Legal Reference or Statute:** Statute IDEA Act, 20 USC 1400 et seq., 34 CFR 300 et seq., TCA §49-10-101-1306, TRR/MS 0520-01-09

**Program/Budget Changes:** The staffing variance is due to the loss of 33 schools leaving the District for Municipal Schools and new ASD schools.

**Operating Budget**

Major Object	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
1000 Salaries	\$ 73,961,502	\$ 57,604,953	\$ (16,356,549)
100A Other Salaries	-	(480,000)	(480,000)
2000 Benefits	19,282,592	16,550,501	(2,732,091)
3000 Contracted Services	5,966,890	209,500	(5,757,390)
4000 Supplies and Materials	1,369,515	1,369,515	-
5000 Other Charges	-	-	-
7000 Capital Outlay	195,000	195,000	-
<b>Total</b>	<b>\$ 100,775,499</b>	<b>\$ 75,449,469</b>	<b>\$ (25,326,030)</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
Behavior Analyst	4.00	3.00	(1.00)
Behavioral Specialist	-	4.00	4.00
Behavioral Specialist	4.00	-	(4.00)
Classroom Teacher-Secondary	1.00	1.00	-
Classroom Teacher-Special Ed	1,227.85	947.85	(280.00)
Easy IEP Support Specialist	2.00	2.00	-
Educational Asst - Special Ed	386.00	274.00	(112.00)
Financial Advisor	1.00	-	(1.00)
Licensed Practical Nurse	46.00	45.00	(1.00)
Registered Nurse	8.00	8.00	-
Registered Nurse-Clinical Lead	5.00	3.00	(2.00)
Resource Specialist-Special Ed	4.00	4.00	-
Social Worker	1.00	1.00	-
Teacher	2.00	2.00	-
<b>Total</b>	<b>1,691.85</b>	<b>1,294.85</b>	<b>(397.00)</b>



**Exceptional Children – Homebound & Hospital (104010)**

This program provides intensive instruction at home, hospital, or a related site for those students who are unable to attend school due to medical reasons according to IDEA and State regulations. Services are provided by qualified personnel based on the recommendation of the IEP Team. Program components may include:

- |                                   |                           |
|-----------------------------------|---------------------------|
| Academic instruction              | Mobility training         |
| Behavior management               | Perceptual motor training |
| Communication skills              | Prevocational training    |
| Consultation with regular teacher | Socialization skills      |
| Fine/gross motor training         |                           |

**Legally Mandated/Required Curriculum:** Yes

**Legal Reference or Statute:** TCA §49-10-101 and TRR/MS 0520-10-09-07

**Program/Budget Changes:** The staffing variance is due to the loss of 33 schools leaving the District for Municipal Schools and new ASD schools.

**Operating Budget**

Major Object	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
1000 Salaries	\$ 1,057,277	\$ 808,659	\$ (248,618)
100A Other Salaries	-	5,000	5,000
2000 Benefits	272,257	228,901	(43,356)
3000 Contracted Services	18,000	18,000	-
4000 Supplies and Materials	66,500	61,000	(5,500)
5000 Other Charges	-	-	-
7000 Capital Outlay	-	-	-
<b>Total</b>	<b>\$ 1,414,034</b>	<b>\$ 1,121,560</b>	<b>\$ (292,474)</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
Classroom Teacher-Special Ed	18.00	16.00	(2.00)
<b>Total</b>	<b>18.00</b>	<b>16.00</b>	<b>(2.00)</b>

**Goals, Objectives & Measures**

Goal	Objective	Performance Measure	2013-14 Estimated	2014-15 Proposed
Goal 1: Accelerate Student Achievement	To provide educational instruction for SPED students who are unable to attend their regular school program.	Performance on TDOE Student Membership & Attendance Accountability	100%	100%
Goal 2: Design Effective Business Operations	All local, state and federal IDEA rules and regulations governing special education will be adhered to in providing services to students with disabilities	Students with disabilities will be provided services in compliance with all local, state and federal IDEA rules and regulations governing special education	100%	100%



**Exceptional Children - Intellectually Gifted (104020)**

Creative Learning in a Unique Environment (C.L.U.E.) serves students identified as intellectually gifted and talented. Students are provided an opportunity to interact with peers of comparable abilities, as well as time to function independently. Services are based on the recommendations of the IEP Team. Program components include brainstorming, introspection, creative and critical thinking skills, group dynamics and discussion, enrichment activities, regional exploration, critiquing, higher level thinking, creative problem solving, organizational, and research skills.

**Legally Mandated/Required Curriculum:** Yes

**Legal Reference or Statute:** TN Rules of State Board of Education Ch. 0520-01-09-02(11)

**Program/Budget Changes:** The staffing variance is due to the loss of 33 schools leaving the District for Municipal Schools, School Closures and new ASD schools.

**Operating Budget**

Major Object	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
1000 Salaries	\$ 7,761,309	\$ 5,382,689	\$ (2,378,620)
100A Other Salaries	-	5,000	5,000
2000 Benefits	1,878,425	1,537,600	(340,825)
3000 Contracted Services	10,900	25,900	15,000
4000 Supplies and Materials	66,500	130,400	63,900
5000 Other Charges	-	-	-
7000 Capital Outlay	-	-	-
<b>Total</b>	<b>\$ 9,717,134</b>	<b>\$ 7,081,589</b>	<b>\$ (2,635,545)</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
Classroom Teacher-Special Ed	132.50	104.25	(28.25)
Exceptional Children Advisor	1.00	1.00	-
<b>Total</b>	<b>133.50</b>	<b>105.25</b>	<b>(28.25)</b>

**Goals, Objectives & Measures**

Goal	Objective	Performance Measure	2013-14 Estimated	2014-15 Proposed
Goal 1: Accelerate Student Achievement	Teachers will provide individualized differentiated curriculum which will enable gifted and talented students to develop their potential.	Annual review of IEPs to ensure students' goals address learning based on characteristics, needs, abilities, and interests rather than on predetermined curricula or sequence of instruction.	100%	100%
Goal 2: Design Effective Business Operations	All local, state and federal IDEA rules and regulations governing special education will be adhered to in providing services to students with disabilities	Students with disabilities will be provided services in compliance with all local, state and federal IDEA rules and regulations governing special education	100%	100%



**Exceptional Children – Schools Administration (104030)**

Exceptional Children Administration provides administrative leadership and clerical assistance to the Shrine and Avon Centers.

**Program/Budget Changes:** The staffing variance is due to the loss of 33 schools leaving the District for Municipal Schools, School Closures and new ASD schools.

**Operating Budget**

Major Object	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
1000 Salaries	\$ 342,809	\$ 346,622	\$ 3,813
100A Other Salaries	-	-	-
2000 Benefits	89,340	92,448	3,108
3000 Contracted Services	16,333	16,332	(1)
4000 Supplies and Materials	11,840	11,840	-
5000 Other Charges	-	-	-
7000 Capital Outlay	11,230	11,230	-
<b>Total</b>	<b>\$ 471,552</b>	<b>\$ 478,472</b>	<b>\$ 6,920</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
General Office Secretary	2.00	2.00	-
School Secretary	2.00	2.00	-
Specialty Principal - Special Education	2.00	2.00	-
<b>Total</b>	<b>6.00</b>	<b>6.00</b>	<b>-</b>





**Exceptional Children Administration (104040)**

Exceptional Children is a multifaceted department. The Special Education unit provides special education services for the students enrolled in Shelby County Schools. The main function of the department is to ensure that appropriate services for students with disabilities are provided as mandated by state/federal laws. The department is responsible for coordinating activities of pre-referral, intervention, referral and assessments, program planning and development, and a continuum of service options for students with disabilities. The Special Education Administration consists of administrative and clerical staff which provides support for approximately 220 schools.

**Legally Mandated/Required Curriculum:** Yes

**Legal Reference or Statute:** Individuals with Disabilities Education Act, 20 USC, 1400 et seq., 34 CFR 300 et seq., TCA §49-10-101-1306, TRR/MS 0520-01-09

**Program/Budget Changes:** The staffing variance is due to the loss of 33 schools leaving the District for Municipal Schools, School Closures and new ASD schools.

**Operating Budget**

Major Object	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
1000 Salaries	\$ 7,066,713	\$ 7,609,449	\$ 542,736
100A Other Salaries	-	-	-
2000 Benefits	3,047,387	1,873,438	(1,173,949)
3000 Contracted Services	749,851	695,940	(53,911)
4000 Supplies and Materials	7,496	7,496	-
5000 Other Charges	39,170	39,170	-
7000 Capital Outlay	-	-	-
<b>Total</b>	<b>\$ 10,910,617</b>	<b>\$ 10,225,493</b>	<b>\$ (685,124)</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
Administrative Assistant for Exceptional Children	5.00	4.00	(1.00)
Clerk for Exceptional Children	5.00	3.00	(2.00)
Director (I) of Exceptional Children	1.00	1.00	-
Director of Exceptional Children	1.00	1.00	-
Exceptional Children Advisor	23.00	17.00	(6.00)
IT Support Advisor	1.00	1.00	-
Manager I, Exceptional Children Supervisor	1.00	-	(1.00)
Physical and Occupational Therapist	34.00	33.00	(1.00)
Private School & Compliance Advisor	1.00	1.00	-
Psychologist	39.00	36.00	(3.00)
Receptionist	1.00	1.00	-
Records Clerk II	4.00	-	(4.00)
Regional Manager of Exceptional Children	4.00	4.00	-
Special Education Clerical	128.40	1.40	(127.00)
Supervising Psychologist(Exceptional Children)	2.00	2.00	-
<b>Total</b>	<b>250.40</b>	<b>105.40</b>	<b>(145.00)</b>



**Exceptional Children Administration (104040) (concl'd)**

**Goals, Objectives & Measures**

<b>Goal</b>	<b>Objective</b>	<b>Performance Measure</b>	<b>2013-14 Estimated</b>	<b>2014-15 Proposed</b>
Goal 1: Accelerate Student Achievement	To provide appropriate services for students with disabilities as mandated by the state/federal laws	Performance on Tennessee District Monitoring Reports	100%	100%



**Regional Superintendent - Northwest Region (106010)**

The Regional Superintendent's Office is intended for the purpose of implementing the alignment of district goals, school improvement, accelerated achievement, parental involvement and the operation of safe and welcoming schools. The Regional office is responsible for the academic achievement of all schools as well as those initiatives identified to help reach district-wide goals. Specifically the goals are as follows:

Goal 1: Accelerates Student Achievement:

Priority 1A Focus on Pre K-3 literacy

Priority 1B Develop recruit and retain effective teachers, leaders, and staff

Priority 1C Improve: Improve low performing schools

Priority 1D Expand investments for high achievers

Goal 3: Build employee and community confidence in the unified district

Goal 3A Broaden stakeholder interaction, awareness, and advocacy

Goal 3B High standard of customer service

Goal 3C Advance accurate and fair information about the District

**Legally Mandated/Required Curriculum:** Yes

**Legal Reference or Statute:** TCA §49-2-301(b)(1)(G)

**Program/Budget Changes:** SCS moved from Regional Superintendents to Instructional Leadership Directors in August 2014.

**Operating Budget**

Major Object	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
1000 Salaries	\$ 465,303	\$ 435,666	\$ (29,637)
100A Other Salaries	-	-	-
2000 Benefits	105,109	101,615	(3,494)
3000 Contracted Services	6,280	11,580	5,300
4000 Supplies and Materials	15,774	7,768	(8,006)
5000 Other Charges	-	-	-
7000 Capital Outlay	7,371	5,652	(1,719)
<b>Total</b>	<b>\$ 599,837</b>	<b>\$ 562,281</b>	<b>\$ (37,556)</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
Administrative Assistant for Regional Offices	1.00	1.00	-
Clerk for Regional Office	1.00	1.00	-
Instructional Leadership Director, Northwest	2.00	2.00	-
Regional Superintendent, Northwest	1.00	1.00	-
<b>Total</b>	<b>5.00</b>	<b>5.00</b>	<b>-</b>



**Regional Superintendent - Northwest Region (106010) (concl'd)**

**Goals, Objectives & Measures**

<b>Goal</b>	<b>Objective</b>	<b>Performance Measure</b>	<b>2013-14 Estimated</b>	<b>2014-15 Proposed</b>
Goal 1: Accelerate Student Achievement	Oversee, observe, and facilitate the implementation of the TEM 3.0 and TEAM administrative frameworks	40% or more schools will have TVAAS growth of level 3 or more.	100%	100%
Goal 1: Accelerate Student Achievement	Give actionable feedback, and targeted support and professional development to lower performing schools.	100% of teacher and school administrator observations/evaluations will be complete by June 1, 2014.	100%	100%
Goal 1: Accelerate Student Achievement	Provide targeted intervention utilizing the Response to Intervention model to ensure all students are academically challenged at their individual level.	100% of schools will have a schedule that supports a tiered RTI model and results that lead to impact for student growth and achievement.	100%	100%



**Regional Superintendent - Northeast Region (106020)**

The Regional Superintendent's Office is intended for the purpose of implementing the alignment of district goals, school improvement, accelerated achievement, parental involvement and the operation of safe and welcoming schools. The Regional office is responsible for the academic achievement of all schools as well as those initiatives identified to help reach district-wide goals. Specifically the goals are as follows:

Goal 1: Accelerates Student Achievement:

Priority 1A Focus on Pre K-3 literacy

Priority 1B Develop recruit and retain effective teachers, leaders, and staff

Priority 1C Improve: Improve low performing schools

Priority 1D Expand investments for high achievers

Goal 3: Build employee and community confidence in the unified district

Goal 3A Broaden stakeholder interaction, awareness, and advocacy

Goal 3B High standard of customer service

Goal 3C Advance accurate and fair information about the District

**Legally Mandated/Required Curriculum:** Yes

**Legal Reference or Statute:** TCA §49-2-301(b)(1)(G)

**Program/Budget Changes:** SCS moved from Regional Superintendents to Instructional Leadership Directors in August 2014.

**Operating Budget**

Major Object	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
1000 Salaries	\$ 465,303	\$ 432,311	\$ (32,992)
100A Other Salaries	-	-	-
2000 Benefits	115,153	107,635	(7,518)
3000 Contracted Services	11,123	11,880	757
4000 Supplies and Materials	13,174	9,020	(4,154)
5000 Other Charges	-	-	-
7000 Capital Outlay	7,371	4,100	(3,271)
<b>Total</b>	<b>\$ 612,124</b>	<b>\$ 564,946</b>	<b>\$ (47,178)</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
Administrative Assistant for Regional Offices	1.00	1.00	-
Clerk for Regional Office	1.00	1.00	-
Instructional Leadership Director, Northeast	2.00	2.00	-
Regional Superintendent, Northeast	1.00	1.00	-
<b>Total</b>	<b>5.00</b>	<b>5.00</b>	<b>-</b>



**Regional Superintendent - Northeast Region (106020) (concl'd)**

**Goals, Objectives & Measures**

<b>Goal</b>	<b>Objective</b>	<b>Performance Measure</b>	<b>2013-14 Estimated</b>	<b>2014-15 Proposed</b>
Goal 1: Accelerate Student Achievement	Oversee, observe, and facilitate the implementation of the TEM 3.0 and TEAM administrative frameworks	40% or more schools will have TVAAS growth of level 3 or more.	100%	100%
Goal 1: Accelerate Student Achievement	Give actionable feedback, and targeted support and professional development to lower performing schools.	100% of teacher and school administrator observations/evaluations will be complete by June 1, 2014.	100%	100%
Goal 1: Accelerate Student Achievement	Provide targeted intervention utilizing the Response to Intervention model to ensure all students are academically challenged at their individual level.	100% of schools will have a schedule that supports a tiered RTI model and results that lead to impact for student growth and achievement.	100%	100%



**Regional Superintendent - Southwest Region (106030)**

The Regional Superintendent's Office is intended for the purpose of implementing the alignment of district goals, school improvement, accelerated achievement, parental involvement and the operation of safe and welcoming schools. The Regional office is responsible for the academic achievement of all schools as well as those initiatives identified to help reach district-wide goals. Specifically the goals are as follows:

Goal 1: Accelerates Student Achievement:

Priority 1A Focus on Pre K-3 literacy

Priority 1B Develop recruit and retain effective teachers, leaders, and staff

Priority 1C Improve: Improve low performing schools

Priority 1D Expand investments for high achievers

Goal 3: Build employee and community confidence in the unified district

Goal 3A Broaden stakeholder interaction, awareness, and advocacy

Goal 3B High standard of customer service

Goal 3C Advance accurate and fair information about the District

**Legally Mandated/Required Curriculum:** Yes

**Legal Reference or Statute:** TCA §49-2-301(b)(1)(G)

**Program/Budget Changes:** SCS moved from Regional Superintendents to Instructional Leadership Directors in August 2014.

**Operating Budget**

Major Object	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
1000 Salaries	\$ 465,303	\$ 217,128	\$ (248,175)
100A Other Salaries	-	-	-
2000 Benefits	108,565	47,543	(61,022)
3000 Contracted Services	6,280	11,580	5,300
4000 Supplies and Materials	15,774	7,768	(8,006)
5000 Other Charges	-	-	-
7000 Capital Outlay	7,371	5,652	(1,719)
<b>Total</b>	<b>\$ 603,293</b>	<b>\$ 289,671</b>	<b>\$ (313,622)</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
Administrative Assistant for Regional Offices	1.00	-	(1.00)
Clerk for Regional Office	1.00	-	(1.00)
Instructional Leadership Director, Southwest	2.00	2.00	-
Regional Superintendent, Southwest	1.00	-	(1.00)
<b>Total</b>	<b>5.00</b>	<b>2.00</b>	<b>(3.00)</b>



**Regional Superintendent - Southwest Region (106030) (concl'd)**

**Goals, Objectives & Measures**

<b>Goal</b>	<b>Objective</b>	<b>Performance Measure</b>	<b>2013-14 Estimated</b>	<b>2014-15 Proposed</b>
Goal 1: Accelerate Student Achievement	Oversee, observe, and facilitate the implementation of the TEM 3.0 and TEAM administrative frameworks	40% or more schools will have TVAAS growth of level 3 or more.	100%	100%
Goal 1: Accelerate Student Achievement	Give actionable feedback, and targeted support and professional development to lower performing schools.	100% of teacher and school administrator observations/evaluations will be complete by June 1, 2014.	100%	100%
Goal 1: Accelerate Student Achievement	Provide targeted intervention utilizing the Response to Intervention model to ensure all students are academically challenged at their individual level.	100% of schools will have a schedule that supports a tiered RTI model and results that lead to impact for student growth and achievement.	100%	100%





**Regional Superintendent - Southeast Region (106040)**

The Regional Superintendent's Office is intended for the purpose of implementing the alignment of district goals, school improvement, accelerated achievement, parental involvement and the operation of safe and welcoming schools. The Regional office is responsible for the academic achievement of all schools as well as those initiatives identified to help reach district-wide goals. Specifically the goals are as follows:

Goal 1: Accelerates Student Achievement:

Priority 1A Focus on Pre K-3 literacy

Priority 1B Develop recruit and retain effective teachers, leaders, and staff

Priority 1C Improve: Improve low performing schools

Priority 1D Expand investments for high achievers

Goal 3: Build employee and community confidence in the unified district

Goal 3A Broaden stakeholder interaction, awareness, and advocacy

Goal 3B High standard of customer service

Goal 3C Advance accurate and fair information about the District

**Legally Mandated/Required Curriculum:** Yes

**Legal Reference or Statute:** TCA §49-2-301(b)(1)(G)

**Program/Budget Changes:** SCS moved from Regional Superintendents to Instructional Leadership Directors in August 2014.

**Operating Budget**

Major Object	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
1000 Salaries	\$ 465,303	\$ 417,346	\$ (47,957)
100A Other Salaries	-	-	-
2000 Benefits	107,596	99,175	(8,421)
3000 Contracted Services	11,280	7,155	(4,125)
4000 Supplies and Materials	10,774	12,193	1,419
5000 Other Charges	-	-	-
7000 Capital Outlay	7,371	5,652	(1,719)
<b>Total</b>	<b>\$ 602,324</b>	<b>\$ 541,521</b>	<b>\$ (60,803)</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
Administrative Assistant for Regional Offices	1.00	1.00	-
Clerk for Regional Office	1.00	1.00	-
Instructional Leadership Director, Southeast	2.00	2.00	-
Regional Superintendent, Southeast	1.00	1.00	-
<b>Total</b>	<b>5.00</b>	<b>5.00</b>	<b>-</b>



**Regional Superintendent - Southeast Region (106040) (concl'd)**

**Goals, Objectives & Measures**

<b>Goal</b>	<b>Objective</b>	<b>Performance Measure</b>	<b>2013-14 Estimated</b>	<b>2014-15 Proposed</b>
Goal 1: Accelerate Student Achievement	Oversee, observe, and facilitate the implementation of the TEM 3.0 and TEAM administrative frameworks	40% or more schools will have TVAAS growth of level 3 or more.	100%	100%
Goal 1: Accelerate Student Achievement	Give actionable feedback, and targeted support and professional development to lower performing schools.	100% of teacher and school administrator observations/evaluations will be complete by June 1, 2014.	100%	100%
Goal 1: Accelerate Student Achievement	Provide targeted intervention utilizing the Response to Intervention model to ensure all students are academically challenged at their individual level.	100% of schools will have a schedule that supports a tiered RTI model and results that lead to impact for student growth and achievement.	100%	100%



**Regional Superintendent –Shelby/East Region (106050)**

The Regional Superintendent's Office is intended for the purpose of implementing the alignment of district goals, school improvement, accelerated achievement, parental involvement and the operation of safe and welcoming schools. The Regional office is responsible for the academic achievement of all schools as well as those initiatives identified to help reach district-wide goals. Specifically the goals are as follows:

Goal 1: Accelerates Student Achievement:

Priority 1A Focus on Pre K-3 literacy

Priority 1B Develop recruit and retain effective teachers, leaders, and staff

Priority 1C Improve: Improve low performing schools

Priority 1D Expand investments for high achievers

Goal 3: Build employee and community confidence in the unified district

Goal 3A Broaden stakeholder interaction, awareness, and advocacy

Goal 3B High standard of customer service

Goal 3C Advance accurate and fair information about the District

**Legally Mandated/Required Curriculum:** Yes

**Legal Reference or Statute:** TCA §49-2-301(b)(1)(G)

**Program/Budget Changes:** SCS moved from Regional Superintendents to Instructional Leadership Directors in August 2014.

**Operating Budget**

Major Object	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
1000 Salaries	\$ 455,048	\$ 217,128	\$ (237,920)
100A Other Salaries	-	-	-
2000 Benefits	112,533	42,868	(69,665)
3000 Contracted Services	6,280	11,580	5,300
4000 Supplies and Materials	15,774	7,768	(8,006)
5000 Other Charges	-	-	-
7000 Capital Outlay	7,371	5,652	(1,719)
<b>Total</b>	<b>\$ 597,006</b>	<b>\$ 284,996</b>	<b>\$ (312,010)</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
Administrative Assistant for Regional Offices	1.00	-	(1.00)
Clerk for Regional Office	1.00	-	(1.00)
Instructional Leadership Director, Shelby	2.00	2.00	-
Regional Superintendent, Shelby	1.00	-	(1.00)
<b>Total</b>	<b>5.00</b>	<b>2.00</b>	<b>(3.00)</b>



**Regional Superintendent – Shelby/East Region (106050) (concl'd)**

**Goals, Objectives & Measures**

<b>Goal</b>	<b>Objective</b>	<b>Performance Measure</b>	<b>2013-14 Estimated</b>	<b>2014-15 Proposed</b>
Goal 1: Accelerate Student Achievement	Oversee, observe, and facilitate the implementation of the TEM 3.0 and TEAM administrative frameworks	40% or more schools will have TVAAS growth of level 3 or more.	100%	100%
Goal 1: Accelerate Student Achievement	Give actionable feedback, and targeted support and professional development to lower performing schools.	100% of teacher and school administrator observations/evaluations will be complete by June 1, 2014.	100%	100%
Goal 1: Accelerate Student Achievement	Provide targeted intervention utilizing the Response to Intervention model to ensure all students are academically challenged at their individual level.	100% of schools will have a schedule that supports a tiered RTI model and results that lead to impact for student growth and achievement.	100%	100%



**School Leadership (106061)**

School Leadership provides funds for school administrators to plan and direct the instructional program; to supervise all personnel and pupils assigned; to maintain the school environment and to manage the daily operation of each school. The number of administrators in each school is determined by the District's staffing formula. The school clerical positions are also included in this function.

**Legally Mandated/Required Curriculum:** Yes

**Legal Reference or Statute:** TC.A. § 49-5-412

**Program/Budget Changes:** Three Principal, five Teacher, three Education Assistant, three General Office Secretary and three School Secretary positions were eliminated due to the closure of three elementary schools: Georgia Avenue, Graceland, and Lakeview. One-half Principal position is budgeted in fiscal year 2012-13 for planning purposes related to the new Southeast Elementary School which is scheduled to open fall 2013. The State ASD will directly run two former MCS schools: Corning Elementary and Frayser Elementary. Shelby County Schools converted Grandview Heights Elementary to a middle school.

**Operating Budget**

Major Object	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
1000 Salaries	\$ 57,881,544	\$ 43,682,013	\$ (14,199,531)
100A Other Salaries	-	-	-
2000 Benefits	17,048,554	12,179,278	(4,869,276)
3000 Contracted Services	411,635	344,504	(67,131)
4000 Supplies and Materials	440,043	347,034	(93,009)
5000 Other Charges	313,513	-	(313,513)
7000 Capital Outlay	658,773	514,885	(143,888)
<b>Total</b>	<b>\$ 76,754,062</b>	<b>\$ 57,067,714</b>	<b>\$ (19,686,348)</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
Clerical Assistant	422.00	287.00	(135.00)
Principal	210.00	160.00	(50.00)
School Secretary	213.00	159.00	(54.00)
Assistant Principal	281.00	180.00	(101.00)
<b>Total</b>	<b>1,126.00</b>	<b>786.00</b>	<b>(340.00)</b>



**Optional Schools and Advanced Academics (107000)**

The Department of Optional Schools and Advanced Academics offers a variety of specialized school programs. These specialized programs were created to give students and their parents the opportunity to choose a school that more closely matches the student’s interests and abilities than his or her assigned school. Forty-three schools currently offer Optional Programs at different grade levels. Some Optional Programs focus on college preparatory, business and finance, aviation, travel and tourism, International Baccalaureate, Dual Language Immersion, Environmental Science, STEM, STEAM, science, enriched academics, pre-engineering, engineering, bioscience, global studies, Montessori, Developing Masterful Mathematical Minds (DM3), Media Arts and Public Service, health sciences, creative and performing arts, and international studies. Some Optional Programs offer more intensive or additional courses of study than found in the traditional curriculum. The success of these special programs influences the recruitment of employees as well as new companies to Memphis and Shelby County. Five additional Optional Schools are being added for the 2014-15 school year. They include two International Baccalaureate High Schools, high school programs in CAPA, Automotive Technology, and Information Technology; one middle school enriched academics program, one free-standing STEAM middle school, and one elementary international studies program. The goals of the expansion plan are to increase equity and access for more students, provide continuity of educational programs, create new and innovative program themes and increase and maintain student enrollment in Shelby County Schools.

The Advanced Academics Program provides equity and access for academically prepared students to be exposed to academic intensity and quality education so they can develop habits of mind, knowledge and skills to be successful in postsecondary endeavors. The program is responsible for the growth and maintenance of AP and IB courses by supporting both teachers and students. This support includes quarterly AP Review Days for students as well as AP summer camps to prepare students for taking AP courses. Financial and personnel resources are provided for mandatory AP and IB professional development. Funding is allocated for implementation of the mandated College Board and IBO curricula.

One aspect of the honors program is to maintain records to verify that State and SCS Board policies are being followed. The other aspect is raising the bar for honors classes so that they function as pre-AP, pre-IB, dual enrollment, and college prep classes through the provision of professional development to teachers. Honors camps are held each summer to help prepare students for the rigor of honors-level work.

**Legally Mandated/Required Curriculum:** Yes

**Legal Reference or Statute:** Rules of the State Board of Education, Chapter 0520-1-3-.05(e) and Board Policy 5005

**Operating Budget**

Major Object	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
1000 Salaries	\$ 4,611,892	\$ 4,246,430	\$ (365,462)
100A Other Salaries	-	140,000	140,000
2000 Benefits	1,197,917	1,168,824	(29,093)
3000 Contracted Services	300,484	319,750	19,266
4000 Supplies and Materials	375,698	322,010	(53,688)
5000 Other Charges	624,203	552,770	(71,433)
7000 Capital Outlay	177,394	99,195	(78,199)
<b>Total</b>	<b>\$ 7,287,588</b>	<b>\$ 6,848,979</b>	<b>\$ (438,609)</b>

**Optional Schools and Advanced Academics (107000) (cont'd)**



**Staffing**

Job Description	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
AP Analyst	1.00	1.00	-
Classroom Teacher-Special Skills	70.50	68.50	(2.00)
Director of Optional Schools	1.00	1.00	-
Educational Asst-Instructional	5.00	5.00	-
Optional Schools Assistant	1.00	1.00	-
Professional Counselor	1.00	1.00	-
Program/Project Assistant for Optional Schools	1.00	1.00	-
<b>Total</b>	<b>80.50</b>	<b>78.50</b>	<b>(2.00)</b>



**Optional Schools and Advanced Academics (107000) (concl'd)**

**Goals, Objectives & Measures**

<b>Goal</b>	<b>Objective</b>	<b>Performance Measure</b>	<b>2013-14 Estimated</b>	<b>2014-15 Proposed</b>
1 - Accelerate Student Achievement 3 - Build Employee and Community confidence in the Unified District	To build capacity within 43 current Optional Schools and five new Optional Schools.	Implementation of Theme-based Strategic Plans in all Optional schools	98%	100%
1 - Accelerate Student Achievement	To maintain and increase number of AP/IB/Honors offerings throughout the district.	Number of teachers who attend College Board week-long A.P. Summer Institutes and IBO certification workshops	90% AP teachers certified. 90% IB teachers certified.	100% AP teachers certified. 100% IB teachers certified.
1 - Accelerate Student Achievement	To increase student participation in AP/IB/honors courses and provide support for the courses.	Number of professional development opportunities offered to schools and teachers	110	125





**Alternative Schools (108000)**

The Department of Alternative Schools is a collaboration conglomerate of strategies and schools designed to provide appropriate alternative learning experiences for students whose behavior in the regular classroom has become disruptive preventing academic progress. The majority of these students are expelled for a period of at least one semester. These students are offered the opportunity to continue their education while on a suspension status as opposed to being absent from the education process. While enrolled students also benefit from instructional services in core curriculum areas, selected vocational opportunities, individualized intervention plans, behavioral intervention, social and behavioral skill enhancement, and the development of coping and anger management skills. Intensive intervention, re-entry and academic follow-up services are also provided. Within each program behavioral adjustment techniques are utilized in order to provide sustained behavioral and academic improvement. Staff personnel are actively engaged in professional development activities and workshops to support program implementation. Additionally, this budget funds schools that meet the needs of over-age learners at high risk of dropping out of school while providing for the expansion of existing alternative instruction and the development of new programs as the need occurs.

**Operating Budget**

Major Object	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
1000 Salaries	\$ 6,582,271	\$ 4,665,030	\$ (1,917,241)
100A Other Salaries	-	403,982	403,982
2000 Benefits	1,822,001	1,311,854	(510,147)
3000 Contracted Services	765,747	94,885	(670,862)
4000 Supplies and Materials	221,861	221,861	-
5000 Other Charges	8,416	8,416	-
7000 Capital Outlay	53,416	253,416	200,000
<b>Total</b>	<b>\$ 9,453,712</b>	<b>\$ 6,959,444</b>	<b>\$ (2,494,268)</b>



**Alternative Schools (108000) (concl'd)**

**Staffing**

Job Description	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
Administrative Assistant for Alternative Schools	1.00	1.00	-
Alternative Educ Spec - 10 Mos	1.00	-	(1.00)
Alternative Educ Specialist	7.00	-	(7.00)
Alternative Education Spec - 10 Mos	-	1.00	1.00
Alternative Education Specialist	-	3.00	3.00
Alternative Schools Analyst	2.00	2.00	-
Assistant Principal High	5.00	4.00	(1.00)
Assistant Principal-Elementary/Middle	2.00	2.00	-
Case Worker	1.00	-	(1.00)
Classroom Teacher K-5	13.00	13.00	-
Classroom Teacher K-8	1.00	1.00	-
Classroom Teacher-Secondary	51.00	25.00	(26.00)
Classroom Teacher-Special Ed	4.00	4.00	-
Clerical Assistant	3.00	3.00	-
Director of Alternative Schools	1.00	1.00	-
Educational Assistant	4.00	4.00	-
General Office Secretary	3.00	3.00	-
Instructional Curriculum Coach	2.00	2.00	-
Prevention Counselor	9.00	1.00	(8.00)
Professional Counselor	4.00	4.00	-
Records Clerk	1.00	1.00	-
Records Clerk II	2.00	2.00	-
Social Worker	6.00	2.00	(4.00)
Specialty Principal	3.00	3.00	-
<b>Total</b>	<b>126.00</b>	<b>82.00</b>	<b>(44.00)</b>

**Goals, Objectives & Measures**

Goal	Objective	Performance Measure	2013-14 Estimated	2014-15 Proposed
Goal 1: Accelerate Student Achievement	Redesign Alternative Schools to expand capacity, academic equity across the regions, and streamline budgets for greater	Increase the number of seats K-8 from 905 to 1,000.	N/A	Develop 4 (K-8) Success Schools from 11 existing program
Goal 1: Accelerate Student Achievement	Reduce the number of expelled students who do not attend alternative schools.	50% gap reduction of students between assigned and enrolled students who are suspended/expelled (32.6% gap).	Reduce gap by 50% (from 32.6% to 16.3%)	Reduce gap by 75%
Goal 1: Accelerate Student Achievement	To successfully transition students from an alternative school to a traditional school.	97% of students that transition to a traditional school and remain	95%	100%



**Adolescent Parenting Program (108010)**

The Adolescent Parenting Program is a school for pregnant and parenting female students in Shelby County Schools. A coordinated academic and vocation curriculum is offered to meet state standards required for graduation, as well as provide the knowledge and skills needed to cope with the realities of parenting and adult living. The program has on-site support services which includes teen parenting classes, a child care center, social workers, and a weekly student enrichment period. Although our students are young parents, "Academic Achievement is Still Number One."

**Operating Budget**

Major Object	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
1000 Salaries	\$ 912,487	\$ 972,836	\$ 60,349
100A Other Salaries	-	-	-
2000 Benefits	255,598	304,996	49,398
3000 Contracted Services	8,820	8,820	-
4000 Supplies and Materials	30,329	30,329	-
5000 Other Charges	2,621	2,621	-
7000 Capital Outlay	9,310	9,310	-
<b>Total</b>	<b>\$ 1,219,165</b>	<b>\$ 1,328,912</b>	<b>\$ 109,747</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
Child Care Administrator	1.00	1.00	-
Classroom Teacher-Secondary	7.00	7.00	-
Clerical Assistant	1.00	1.00	-
Educational Assistant	2.00	2.00	-
Educational Asst - Early Childhood	5.00	5.00	-
Educational Asst - Instructional	3.00	3.00	-
Professional Counselor	1.00	1.00	-
Program Mgr-Options Academy	1.00	1.00	-
<b>Total</b>	<b>21.00</b>	<b>21.00</b>	<b>-</b>

**Goals, Objectives & Measures**

Goal	Objective	Performance Measure	2013-14 Estimated	2014-15 Proposed
Goal 1: Accelerate Student Achievement	Increase the amount of credits earned by one (1) in a school year by changing to a block schedule.	End of the year High School Transcripts.	0%	100%
Goal 3: Build Employee and Community Confidence in the Unified District	Expand the community support and knowledge about the Adolescent Parenting Program	A higher enrollment at the beginning of the school year.	100 students by August 2014	150 students enrolled by May 2015.
Goal 4: Ensure Schools are Safe, Clean and Well-Prepared for Learning	Move to another location (prefer a one level building or building with an elevator).	If we are moved to another location	Jun-14	1-Jul-14



**Northwest Prep Academy (108020)**

Northwest Prep is committed to the educational, social and personal enrichment of all students regardless of the students' academic standing. SCS Prep Schools are specialized schools that offer innovative, rich and engaging programs of study to address the academic needs of individual students. The most expedient learning plans is customized for each student as they work toward graduation. SCS Prep also gives students who are behind schedule on the path to graduation the opportunity to graduate and enter post-secondary institution or transition into the workforce and immediately begin to contribute to the global economy. There are four SCS Prep schools one located in each of the four regions of the school district (Northwest, Northeast, Southwest and Southeast).

**Operating Budget**

Major Object	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
1000 Salaries	\$ 1,786,570	\$ 1,504,595	\$ (281,975)
100A Other Salaries	-	387,280	387,280
2000 Benefits	437,493	463,312	25,819
3000 Contracted Services	8,813	8,814	1
4000 Supplies and Materials	31,953	31,953	-
5000 Other Charges	11,186	11,186	-
7000 Capital Outlay	21,841	21,841	-
<b>Total</b>	<b>\$ 2,297,856</b>	<b>\$ 2,428,981</b>	<b>\$ 131,125</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
Assistant Principal High	1.00	1.00	-
Case Worker	1.00	1.00	-
Classroom Teacher K-5	1.00	1.00	-
Classroom Teacher-Secondary	16.00	16.00	-
Clerical Assistant	1.00	1.00	-
Educational Assistant	1.00	1.00	-
Instructional Facilitator	1.00	1.00	-
Librarian	1.00	1.00	-
Professional Counselor	1.00	1.00	-
School Secretary	1.00	1.00	-
Specialty Prin/Alternative	1.00	1.00	-
<b>Total</b>	<b>26.00</b>	<b>26.00</b>	<b>-</b>



**Northwest Prep Academy (108020) (concl'd)**

**Goals, Objectives & Measures**

<b>Goal</b>	<b>Objective</b>	<b>Performance Measure</b>	<b>2013-14 Estimated</b>	<b>2014-15 Proposed</b>
Goal 1: Accelerate Student Achievement	Increase the number of at risk students who are over age for grade and/or expelled	15% increase of students that attend SCS Prep	25%	40%
Goal 2: Design Effective Business Operations	To successfully transition students to Post Secondary Institution, Military, or trade (career) opportunity	100% of students who graduate will transition to a Post Secondary Institution, Military, or trade (career) opportunity	87% of the graduates will attend a Post Secondary Institution, Military, or trade (career opportunity)	95% of the graduates will attend a Post Secondary Institution, Military, or trade (career opportunity)
Goal 3: Build Employee and Community Confidence in the Unified District	Graduate students enrolled in the SCS Prep Schools within 2 years	99% of students enrolled in SCS Prep will graduate with a high school diploma	9% increase in graduating Seniors at NWPA	15% increase in graduating Seniors at NWPA



**Northeast Prep Academy (108030)**

Northeast Prep is committed to the educational, social and personal enrichment of all students regardless of the students' academic standing. SCS Prep Schools are specialized schools that offer innovative, rich and engaging programs of study to address the academic needs of individual students. The most expedient learning plans is customized for each student as they work toward graduation. SCS Prep also gives students who are behind schedule on the path to graduation the opportunity to graduate and enter post-secondary institution or transition into the workforce and immediately begin to contribute to the global economy. There are four SCS Prep schools one located in each of the four regions of the school district (Northwest, Northeast, Southwest and Southeast).

**Operating Budget**

Major Object	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
1000 Salaries	\$ 1,930,914	\$ 1,594,646	\$ (336,268)
100A Other Salaries	-	-	-
2000 Benefits	473,337	434,006	(39,331)
3000 Contracted Services	13,514	8,514	(5,000)
4000 Supplies and Materials	30,253	35,253	5,000
5000 Other Charges	11,186	11,186	-
7000 Capital Outlay	18,841	18,841	-
<b>Total</b>	<b>\$ 2,478,045</b>	<b>\$ 2,102,446</b>	<b>\$ (375,599)</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
Alternative Educ Spec - 10 Mos	1.00	-	(1.00)
Alternative Education Spec - 10 Mos	-	1.00	1.00
Assistant Principal High	1.00	1.00	-
Classroom Teacher-Secondary	19.00	19.00	-
Clerical Assistant	1.00	1.00	-
Educational Assistant	1.00	1.00	-
Librarian	1.00	1.00	-
Professional Counselor	1.00	1.00	-
School Secretary	1.00	1.00	-
Specialty Principal	1.00	1.00	-
<b>Total</b>	<b>27.00</b>	<b>27.00</b>	<b>-</b>



**Northeast Prep Academy (108030) (concl'd)**

**Goals, Objectives & Measures**

<b>Goal</b>	<b>Objective</b>	<b>Performance Measure</b>	<b>2013-14 Estimated</b>	<b>2014-15 Proposed</b>
Goal 1: Accelerate Student Achievement	Increase the number of at risk students who are over age for grade and/or expelled	15% increase of students that attend SCS Prep	25%	40%
Goal 2: Design Effective Business Operations	To successfully transition students to Post Secondary Institution, Military, or trade (career) opportunity	100% of students who graduate will transition to a Post Secondary Institution, Military, or trade (career) opportunity	87% of the graduates will attend a Post Secondary Institution, Military, or trade (career opportunity)	95% of the graduates will attend a Post Secondary Institution, Military, or trade (career opportunity)
Goal 3: Build Employee and Community Confidence in the Unified District	Graduate students enrolled in the SCS Prep Schools within 2 years	99% of students enrolled in SCS Prep will graduate with a high school diploma	9% increase in graduating Seniors at NWPA	15% increase in graduating Seniors at NWPA



**Southwest Prep Academy (108040)**

Southwest Prep is committed to the educational, social and personal enrichment of all students regardless of the students' academic standing. SCS Prep Schools are specialized schools that offer innovative, rich and engaging programs of study to address the academic needs of individual students. The most expedient learning plans is customized for each student as they work toward graduation. SCS Prep also gives students who are behind schedule on the path to graduation the opportunity to graduate and enter post-secondary institution or transition into the workforce and immediately begin to contribute to the global economy. There are four SCS Prep schools one located in each of the four regions of the school district (Northwest, Northeast, Southwest and Southeast).

**Operating Budget**

Major Object	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
1000 Salaries	\$ 1,705,886	\$ 1,331,570	\$ (374,316)
100A Other Salaries	-	-	-
2000 Benefits	426,409	355,238	(71,171)
3000 Contracted Services	13,614	8,614	(5,000)
4000 Supplies and Materials	30,153	30,153	-
5000 Other Charges	11,736	11,736	-
7000 Capital Outlay	18,291	23,291	5,000
<b>Total</b>	<b>\$ 2,206,089</b>	<b>\$ 1,760,602</b>	<b>\$ (445,487)</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
Assistant Principal High	1.00	1.00	-
Case Worker	1.00	1.00	-
Classroom Teacher-Secondary	17.00	17.00	-
Clerical Assistant	1.00	-	(1.00)
Educational Assistant	1.00	1.00	-
Librarian	1.00	1.00	-
Professional Counselor	1.00	1.00	-
School Secretary	1.00	1.00	-
Specialty Principal - Special Education	1.00	1.00	-
<b>Total</b>	<b>25.00</b>	<b>24.00</b>	<b>(1.00)</b>





**Southwest Prep Academy (108040) (concl'd)**

**Goals, Objectives & Measures**

<b>Goal</b>	<b>Objective</b>	<b>Performance Measure</b>	<b>2013-14 Estimated</b>	<b>2014-15 Proposed</b>
Goal 1: Accelerate Student Achievement	Increase the number of at risk students who are over age for grade and/or expelled	15% increase of students that attend SCS Prep	25%	40%
Goal 2: Design Effective Business Operations	To successfully transition students to Post Secondary Institution, Military, or trade (careen) opportunity	100% of students who graduate will transition to a Post Secondary Institution, Military, or trade (career) opportunity	87% of the graduates will attend a Post Secondary Institution, Military, or trade (career opportunity)	95% of the graduates will attend a Post Secondary Institution, Military, or trade (career opportunity)
Goal 3: Build Employee and Community Confidence in the Unified District	Graduate students enrolled in the SCS Prep Schools within 2 years	99% of students enrolled in SCS Prep will graduate with a high school diploma	9% increase in graduating Seniors at NWPA	15% increase in graduating Seniors at NWPA



**Southeast Prep Academy (108050)**

Southeast Prep is committed to the educational, social and personal enrichment of all students regardless of the students' academic standing. SCS Prep Schools are specialized schools that offer innovative, rich and engaging programs of study to address the academic needs of individual students. The most expedient learning plans is customized for each student as they work toward graduation. SCS Prep also gives students who are behind schedule on the path to graduation the opportunity to graduate and enter post-secondary institution or transition into the workforce and immediately begin to contribute to the global economy. There are four SCS Prep schools one located in each of the four regions of the school district (Northwest, Northeast, Southwest and Southeast).

**Program/Budget Changes:** Department eliminated in Fiscal Year 2014-15 budget.

**Operating Budget**

Major Object	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
1000 Salaries	\$ 1,949,195	\$ -	\$ (1,949,195)
100A Other Salaries	-	-	-
2000 Benefits	487,940	-	(487,940)
3000 Contracted Services	374,313	-	(374,313)
4000 Supplies and Materials	37,953	-	(37,953)
5000 Other Charges	11,186	-	(11,186)
7000 Capital Outlay	15,841	-	(15,841)
<b>Total</b>	<b>\$ 2,876,428</b>	<b>\$ -</b>	<b>\$ (2,876,428)</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
Alternative Educ Spec - 10 Mos	1.00	-	(1.00)
Assistant Principal High	1.00	-	(1.00)
Behavior Analyst	1.00	-	(1.00)
Classroom Teacher-Secondary	18.00	-	(18.00)
Clerical Assistant	1.00	-	(1.00)
Clerk	1.00	-	(1.00)
Instructional Facilitator	1.00	-	(1.00)
Librarian	1.00	-	(1.00)
Professional Counselor	1.00	-	(1.00)
School Secretary	1.00	-	(1.00)
Specialty Principal	1.00	-	(1.00)
<b>Total</b>	<b>28.00</b>	<b>-</b>	<b>(28.00)</b>



**Southeast Prep Academy (108050) (concl'd)**

**Goals, Objectives & Measures**

<b>Goal</b>	<b>Objective</b>	<b>Performance Measure</b>	<b>2013-14 Estimated</b>	<b>2014-15 Proposed</b>
Goal 1: Accelerate Student Achievement	Increase the number of at risk students who are over age for grade and/or expelled	15% increase of students that attend SCS Prep	25%	40%
Goal 2: Design Effective Business Operations	To successfully transition students to Post Secondary Institution, Military, or trade (career) opportunity	100% of students who graduate will transition to a Post Secondary Institution, Military, or trade (career) opportunity	87% of the graduates will attend a Post Secondary Institution, Military, or trade (career opportunity)	95% of the graduates will attend a Post Secondary Institution, Military, or trade (career opportunity)
Goal 3: Build Employee and Community Confidence in the Unified District	Graduate students enrolled in the SCS Prep Schools within 2 years	99% of students enrolled in SCS Prep will graduate with a high school diploma	9% increase in graduating Seniors at NWPA	15% increase in graduating Seniors at NWPA



**Ida B Wells (108060)**

Ida B. Wells Academy, the only Middle School of Choice within SCS, is designed for sixth, seventh, and eighth grade students who are experiencing academic or social setbacks in traditional classroom settings. Ida B. Wells Academy offers a learner-centered, nurturing environment where students have an opportunity to acquire the skills necessary to experience daily success. It is a place where students have an opportunity to acquire the skills necessary to experience daily success. Students are recommended to attend Ida B. Wells by a referring assigned middle school or Parent's Choice; if they are over-age for grade, experienced academic failure in reading/language arts and/or math, or would benefit from a small student/teacher ratio. The student-teacher ratio is lower than in a traditional classroom which allows teachers and support staff to design lessons and behavioral adjustment strategies tailored to meet each student's needs. In addition, peer mediation, service learning, and other social interventions are integrated into daily lessons and the overall school curriculum. The staff supplements the curriculum with hands-on activities and projects that are theme-based.

**Operating Budget**

Major Object	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
1000 Salaries	\$ 903,757	\$ 1,252,303	\$ 348,546
100A Other Salaries	-	-	-
2000 Benefits	236,356	308,706	72,350
3000 Contracted Services	2,281	2,281	-
4000 Supplies and Materials	22,925	22,925	-
5000 Other Charges	17,127	17,127	-
7000 Capital Outlay	44,510	44,510	-
<b>Total</b>	<b>\$ 1,226,956</b>	<b>\$ 1,647,852</b>	<b>\$ 420,896</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
Classroom Teacher K-5	1.00	-	(1.00)
Classroom Teacher-Secondary	13.00	18.00	5.00
Instructional Facilitator	1.00	1.00	-
School Secretary	1.00	1.00	-
Special Project Assistant	1.00	1.00	-
Specialty Principal	1.00	1.00	-
<b>Total</b>	<b>18.00</b>	<b>22.00</b>	<b>4.00</b>



**Ida B Wells (108060) (concl'd)**

**Goals, Objectives & Measures**

<b>Goal</b>	<b>Objective</b>	<b>Performance Measure</b>	<b>2013-14 Estimated</b>	<b>2014-15 Proposed</b>
Goal 1: Accelerate Student Achievement	To ensure that all students show academic achievement and student growth.	Increase the number of students Proficient or Advanced in RLA. Increase the number of students Proficient or Advanced in Math.	37% in RLA and 30% in Math	42% in RLA and 35% in Math
Goal 3: Build Employee and Community Confidence in the Unified District	To increase parental and community support as well as knowledge of IBWA.	Increase parental involvement as well as student enrollment.	Increase student enrollment by 50 students (165 to 215) and parental involvement by 25%	Increased student enrollment by 35 students (215 to 250).
Goal 4: Ensure Schools are Safe, Clean and Well-Prepared for Learning	To ensure that all students are in a safe, clean environment conducive to learning.	To accommodate the increased number of students, we will extend our learning environment to the second floor of our current building.	Jun-14	Jul-14

**Schools/Fee Waiver (190000)**

In order to comply with the requirements of the Education Improvement Act of the State of Tennessee, funds are provided here for the waiver of educational fees for students who receive free or reduced price meals. This money, which is a part of schools' site-based budgets, is allocated based upon the number of students receiving reduced price meals.

**Operating Budget**

<b>Major Object</b>	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015 vs 2014</b>
	<b>Amended Budget</b>	<b>Adopted Budget</b>	<b>Variance</b>
1000 Salaries	\$ -	\$ -	\$ -
100A Other Salaries	-	-	-
2000 Benefits	-	-	-
3000 Contracted Services	224,100	-	(224,100)
4000 Supplies and Materials	-	-	-
5000 Other Charges	32,033	488,619	456,586
7000 Capital Outlay	-	-	-
<b>Total</b>	<b>\$ 256,133</b>	<b>\$ 488,619</b>	<b>\$ 232,486</b>



**General Education – Elementary School (190001)**

The Elementary School Department contains funding for the regular kindergarten through third grade program of the District. Teachers are staffed at a ratio of one teacher on average per every twenty students. The salary and required benefits for classroom teachers and educational assistants that support Strategic Goal 1 are budgeted here.

Kindergarten curricula are developed around District standards reflective of the needs of young children. The curricula include varied cognitive, hands-on manipulative and sensory experiences. Curricula are drawn from all instructional areas and are presented as integrated foundational learning experiences that teach concepts, foster skills and serve as integrated learning tasks rather than isolated subjects. Pupils in grades 1 through 3 receive standards-based instruction according to Strategic Goal 1, in the following areas: reading/language, mathematics, science, wellness and the arts.

The instructional program for fourth and fifth grade is designed to be standards-based and provides for the individualized needs of children while learning at high levels through a balanced program of experiences. Instruction includes the arts, wellness, language arts, social studies, mathematics and science. Foreign language is also taught at some schools. Teachers are staffed at a ratio of one teacher on average per every 25 students.

It is the intent of the Elementary Department to encourage students to achieve their maximum potential and develop the skills and knowledge necessary to function effectively in society. All instructional programs meet or exceed the requirements set forth by the Tennessee Board of Education.

**Legally Mandated/Required Curriculum:** Yes

**Legal Reference or Statute:** TCA §49-3-359; TCA §49-3-366

**Program/Budget Changes:** The staffing variance is due to the loss of 33 schools leaving the District for Municipal Schools, School Closures and new ASD schools.

**Operating Budget**

Major Object	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
1000 Salaries	\$ 187,890,132	\$ 129,172,854	\$ (58,717,278)
100A Other Salaries	-	328,334	328,334
2000 Benefits	55,367,584	34,941,275	(20,426,309)
3000 Contracted Services	1,849,195	1,903,233	54,038
4000 Supplies and Materials	1,169,272	952,464	(216,808)
5000 Other Charges	304,113	18,199	(285,914)
7000 Capital Outlay	352,709	214,847	(137,862)
<b>Total</b>	<b>\$ 246,933,005</b>	<b>\$ 167,531,206</b>	<b>\$ (79,401,799)</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
Classroom Teacher K-3	108.00	86.00	(22.00)
Classroom Teacher K-5	2,719.00	2,153.00	(566.00)
Classroom Teacher-Secondary	-	1.00	1.00
Educational Assistant	109.00	1.00	(108.00)
Educational Asst - Early Childhood	10.00	-	(10.00)
Educational Asst - Elementary	247.00	185.00	(62.00)
Interim Teacher	1.00	-	(1.00)
<b>Total</b>	<b>3,194.00</b>	<b>2,426.00</b>	<b>(768.00)</b>



**General Education – Middle School (190002)**

The instructional program for middle school (grades 6-8) is designated to promote a smooth transition from the elementary to the high school programs. Sound academic skills are integrated to ensure higher levels of success as students prepare for the rigor of the high school program. Strengthening of knowledge, skills and concepts defined by local and State standards are emphasized as the foundation of the students’ individualized program. Standards-based instruction is offered in the areas of English/language arts, social studies, mathematics, science, foreign languages, art, wellness and vocational education. Middle schools are staffed at a ratio of one teacher on average per every 25 students for sixth grade and one teacher per every 24.95 students for seventh and eighth grades with enrollment less than 600 or one teacher for every 23.75 students with enrollment greater than 600.

**Legally Mandated/Required Curriculum:** Yes

**Legal Reference or Statute:** TCA §49-3-359; TCA §49-3-366

**Program/Budget Changes:** The staffing variance is due to the loss of 33 schools leaving the District for Municipal Schools, School Closures and new ASD schools.

**Operating Budget**

	2013-2014	2014-2015	2015 vs 2014
<b>Major Object</b>	<b>Amended Budget</b>	<b>Adopted Budget</b>	<b>Variance</b>
1000 Salaries	\$ 65,140,628	\$ 62,458,355	\$ (2,682,273)
100A Other Salaries	-	328,333	328,333
2000 Benefits	17,905,483	16,990,335	(915,149)
3000 Contracted Services	1,221	-	(1,221)
4000 Supplies and Materials	538,129	405,744	(132,385)
5000 Other Charges	132,175	8,254	(123,921)
7000 Capital Outlay	204,474	97,452	(107,022)
<b>Total</b>	<b>\$ 83,922,110</b>	<b>\$ 80,288,473</b>	<b>\$ (3,633,637)</b>

**Staffing**

	2013-2014	2014-2015	2015 vs 2014
<b>Job Description</b>	<b>Amended Budget</b>	<b>Adopted Budget</b>	<b>Variance</b>
Classroom Teacher K-5	400.50	263.00	(137.50)
Classroom Teacher-Secondary	1,315.00	870.00	(445.00)
<b>Total</b>	<b>1,715.50</b>	<b>1,133.00</b>	<b>(582.50)</b>





**General Education – High School (190004)**

The High School instructional program is designed to promote high levels of learning for a diverse student population. Comprehensive subject offerings are supplemented with optional schools and overage for grade and dual enrollment programs to address the varied interests of students. Helping students to meet demands from institutions of higher education and the world of work are the overall goals for this program. Towards these ends, a wide range of course offerings and job-related trainings are included. Standards-based instruction is offered in the areas of English, mathematics, science, social studies, language arts, the arts, vocation, personal finance, health, physical education and wellness to all students. Expectations for levels of performance in these areas are carefully defined by the District as "performance indicators." Teachers are staffed at a ratio of one teacher on average per every 26.05 students with enrollment less than 1,200 and one teacher per every 25.25 students for schools with enrollment greater than 1,200.

**Legally Mandated/Required Curriculum:** Yes

**Legal Reference or Statute:** TCA §49-3-359; TCA §49-3-366

**Program/Budget Changes:** The staffing variance is due to the loss of 33 schools leaving the District for Municipal Schools, School Closures and new ASD schools.

**Operating Budget**

Major Object	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
1000 Salaries	\$ 88,413,043	\$ 60,727,650	\$ (27,685,393)
100A Other Salaries	-	328,333	328,333
2000 Benefits	25,403,268	17,002,492	(8,400,776)
3000 Contracted Services	2,009	-	(2,009)
4000 Supplies and Materials	565,165	333,648	(231,517)
5000 Other Charges	186,563	10,616	(175,947)
7000 Capital Outlay	97,397	191,711	94,314
<b>Total</b>	<b>\$ 114,667,445</b>	<b>\$ 78,594,450</b>	<b>\$ (36,072,995)</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
Classroom Teacher-Secondary	1,599.00	1,076.00	(523.00)
Special Instruction	2.00	-	(2.00)
Teacher	456.00	-	(456.00)
Teacher - Surplus	182.00	-	(182.00)
<b>Total</b>	<b>2,239.00</b>	<b>1,076.00</b>	<b>(1,163.00)</b>



**Hollis F. Price (190100)**

Hollis F. Price Middle College, an Early College High School, is an innovative and academic collaboration between Shelby County Schools and LeMoyn-Owen College, with the support of the Middle College National Consortium (funded by the Bill and Melinda Gates Foundation). Its goal is to provide a seamless integration and transition between high school and college to ensure that students earn both a high school diploma and two years of college credit within a five-year period. The school provides a small learning environment of academic rigor and extensive support for those students who have great academic potential but may not fulfill that promise under the traditional high school setting. By placing a high school in a college environment and providing personalized support for academic and career preparation, this school enables capable students to be engaged in the total college experience while completing their high school education and earning the equivalence of an associate’s degree. Students graduate from high school with a positive self-concept, improved career options, and realistic college opportunities as they meet the challenges of the 21st century. Students graduate from high school with a positive self-concept, improved career options, and realistic college opportunities as they meet the challenges of the 21st century.

**Operating Budget**

Major Object	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
1000 Salaries	\$ 1,056,924	\$ 1,081,368	\$ 24,444
100A Other Salaries	-	-	-
2000 Benefits	267,204	306,535	39,331
3000 Contracted Services	153,200	153,200	-
4000 Supplies and Materials	53,365	53,365	-
5000 Other Charges	8,690	8,690	-
7000 Capital Outlay	10,000	10,000	-
<b>Total</b>	<b>\$ 1,549,383</b>	<b>\$ 1,613,158</b>	<b>\$ 63,775</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
Administrative Assistant	1.00	1.00	-
Classroom Teacher-Secondary	12.50	12.50	-
Clerical Assistant	1.00	1.00	-
Professional Counselor	1.00	1.00	-
School Secretary	1.00	1.00	-
Specialty Principal	1.00	1.00	-
<b>Total</b>	<b>17.50</b>	<b>17.50</b>	<b>-</b>



**Hollis F. Price (190100) (concl'd)**

**Goals, Objectives & Measures**

<b>Goal</b>	<b>Objective</b>	<b>Performance Measure</b>	<b>2013-14 Estimated</b>	<b>2014-15 Proposed</b>
To maintain or exceed Annual Measurable Objectives (AMO) on the Algebra I and Language Arts End-of-Course exams by the end of the 2012-2013 school year.	Meeting state/district benchmarks	Results from spring testing events	100%	100%
To increase average composite ACT score by the end of the 2012-2013 school year.	College readiness standards	Results from ACT exam	19%	20%
To increase students' overall attendance rate by the end of the 2012-2013 school year.	Attendance rate	Data supplied from district and state reports	95%	95%



**Middle College High School (190200)**

The Middle College High School is an innovative and academic collaboration between Shelby County Schools and Christian Brothers University. Its goals are to ensure that students graduate from high school with positive self-concept, improved career options, and realistic college opportunities. By placing a high school in close proximity to a viable college environment and providing personalized support for academic and career preparation, Middle College enables capable students to complete their high school education, access college course work and credits before completing high school, and meet the challenges of the 21st century.

**Operating Budget**

Major Object	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
1000 Salaries	\$ 1,227,921	\$ 1,270,005	\$ 42,084
100A Other Salaries	-	-	-
2000 Benefits	312,727	336,366	23,639
3000 Contracted Services	23,275	23,275	-
4000 Supplies and Materials	40,108	40,108	-
5000 Other Charges	153,320	153,320	-
7000 Capital Outlay	14,090	14,090	-
<b>Total</b>	<b>\$ 1,771,441</b>	<b>\$ 1,837,164</b>	<b>\$ 65,723</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
Assistant Principal High	1.00	1.00	-
Classroom Teacher-Secondary	15.50	15.50	-
Clerical Assistant	1.00	1.00	-
Professional Counselor	1.00	1.00	-
School Secretary	1.00	1.00	-
Special Project Assistant	1.00	1.00	-
Specialty Principal	1.00	1.00	-
<b>Total</b>	<b>21.50</b>	<b>21.50</b>	<b>-</b>

**Goals, Objectives & Measures**

Goal	Objective	Performance Measure	2013-14 Estimated	2014-15 Proposed
Goal 1: Accelerate Student Achievement	Maintain state target pass rate or higher pass rate on all AYP state assessments	Achievement results from 2010 End of Course May test event	English II- 80% Algebra I- 61% (estimated percentages are above state targets)	
Goal 1: Accelerate Student Achievement	Maintain a 95% or greater graduation rate	Achievement results based on previous year's graduating seniors	100%	
Goal 1: Accelerate Student Achievement	Improve the ACT average composite score by .6 percentage points	Achievement results submitted to the state of TN Dept of Ed based on 2010 graduating seniors	18.7	



**Career Ladder (190300)**

Extended Contracts "Career Ladder" are funds allocated by the Tennessee Department of Education. These funds can only be used to pay teachers for providing extended learning programs. The funds will be disbursed quarterly on a reimbursement basis. Extended learning activities are intended to provide supplemental opportunities for students to close the academic gap for those experiencing difficulty. Districts must submit a plan for the use of these funds and receive approval from the Tennessee Department of Education. Within each school district, individual school allocations are based on student academic need, student enrollment, and financial need. Schools must submit applications for Extended Contract funds. The state requires that Extended Contract activities be staffed with educators who have the appropriate licensure and endorsements. Based on state guidelines, Career Ladder II and III educators have priority for employment if they meet these requirements. Extended Contract activities must be research based and evaluated for effectiveness. Extended Contract funds may only be applied toward teacher/administrator salary and fringe benefit expenses. No other cost can be covered by this funding.

**Legally Mandated/Required Curriculum:** Yes

**Operating Budget**

Major Object	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
1000 Salaries	\$ 2,898,324	\$ 2,334,000	\$ (564,324)
100A Other Salaries	-	-	-
2000 Benefits	484,020	385,810	(98,210)
3000 Contracted Services	-	-	-
4000 Supplies and Materials	-	-	-
5000 Other Charges	-	-	-
7000 Capital Outlay	-	-	-
<b>Total</b>	<b>\$ 3,382,344</b>	<b>\$ 2,719,810</b>	<b>\$ (662,534)</b>



**Student Residential Mental Health Services (190500)**

This function provides funding required under Public Chapter 426. Local Education Agencies are required to allocate funding in an amount equal to the per pupil state and local funds received by the LEA to state licensed residential mental health facilities on a prorated daily basis for the student's length of stay. Funds provide for instruction to Shelby County Schools' students admitted to Category I residential mental health facilities and under the care of a licensed physician.

**Legally Mandated/Required Curriculum:** Yes

**Legal Reference or Statute:** Public Charter 426

**Operating Budget**

Major Object	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Proposed Budget	Variance
1000 Salaries	\$ -	\$ -	\$ -
100A Other Salaries	-	-	-
2000 Benefits	-	-	-
3000 Contracted Services	85,000	115,000	30,000
4000 Supplies and Materials	-	-	-
5000 Other Charges	-	-	-
7000 Capital Outlay	-	-	-
<b>Total</b>	<b>\$ 85,000</b>	<b>\$ 115,000</b>	<b>\$ 30,000</b>



**IV. GOVERNMENTAL FUNDS (cont'd)**

**C. CAPITAL PROJECTS FUND**



**IV. GOVERNMENTAL FUNDS (cont'd)****C. CAPITAL PROJECTS FUND (cont'd)****CAPITAL IMPROVEMENT PROGRAM BUDGET**

The Capital Improvement Program budget is defined to account for financial resources used for the acquisition or construction of major capital facilities as well as major repairs of existing facilities and computer system upgrades. The total cost to complete a project is appropriated at the time the individual project is approved by the Board.

The Capital Improvement Program total budget for fiscal year 2015 is \$6.5 million. The cumulative Capital Improvement Fund appropriation thru 2015 is \$24.5 million. The funding sources are detailed below.

**Funding sources**

- Local – \$346,224 (rental income)
- Fund Balance – \$6.1 million

The budget includes funding for projects in the maintenance category only as summarized below:

**Maintenance**

- ADA/Deferred Maintenance – ADA compliance and/or deferred maintenance per federal mandate
- Mechanical – Replacement of boilers or air conditioners
- Roofing
- School Demolitions



**IV. GOVERNMENTAL FUNDS (cont'd)**

## C. CAPITAL PROJECTS FUND (cont'd)

**Capital Projects Fund  
2014-15 Project Summary**

<b>Project #</b>	<b>Description</b>	<b>2014 - 15</b>
C135	School Demolitions	\$ 206,850
C185	Mechanical Boilers & Air Conditioning (Multiple Sites)	300,000
C205	Roofing	2,996,025
C215	ADA Improvements	1,178,393
C275	Unforeseen Emergencies	1,811,022
	<b>Total Projects</b>	<b>\$ 6,492,290</b>

**IV. GOVERNMENTAL FUNDS (cont'd)****C. CAPITAL PROJECTS FUND (cont'd)****CAPITAL PROJECTS FUND BY FUNCTION  
FISCAL YEAR 2014-15 BUDGET****With Comparative Information for Fiscal Years 2013-14 through 2014-15**

	<u>2013 - 14 Amended Budget</u>	<u>2014-15 Adopted Budget</u>
<b>Revenues</b>		
Federal Government	\$ 6,479,787	-
Other local sources	346,000	346,224
<b>Total revenues</b>	<u>6,825,787</u>	<u>346,224</u>
 <b>Expenditures</b>		
Capital Outlay	17,985,865	6,492,290
<b>Total expenditures</b>	<u>17,985,865</u>	<u>6,492,290</u>
<b>Excess (deficiency) of revenues over expenditures</b>	<u>(11,160,078)</u>	<u>(6,146,066)</u>
 <b>Beginning Fund Balance</b>	17,936,506	6,776,428
Increase (decrease) in reserve for encumbrance	-	-
Assignment - Other post employment benefits	-	-
Transfers from Other Funds	-	-
<b>Ending Fund Balance</b>	<u>\$ 6,776,428</u>	<u>\$ 630,362</u>

**IV. GOVERNMENTAL FUNDS (cont'd)****C. CAPITAL PROJECTS FUND (cont'd)****CAPITAL PROJECTS FUND BY OBJECT  
FISCAL YEAR 2014-15 BUDGET****With Comparative Information for Fiscal Years 2013-14 through 2014-15**

	2013 - 14 Amended Budget	2014-15 Adopted Budget
<b>Revenues</b>		
Federal Government	\$ 6,479,787	\$ -
Other local sources	346,000	346,224
<b>Total revenues</b>	<u>6,825,787</u>	<u>346,224</u>
<b>Expenditures</b>		
Salaries	1,631,034	-
Benefits	403,402	-
Contracted services	508,743	-
Furniture & equipment	15,442,686	6,492,290
<b>Total expenditures</b>	<u>17,985,865</u>	<u>6,492,290</u>
<b>Excess (deficiency) of revenues over expenditures</b>	<u>(11,160,078)</u>	<u>(6,146,066)</u>
<b>Beginning Fund Balance</b>	17,936,506	6,776,428
Increase (decrease) in reserve for encumbrance		
<b>Ending Fund Balance</b>	<u>\$ 6,776,428</u>	<u>\$ 630,362</u>

**IV. GOVERNMENTAL FUNDS (cont'd)****C. CAPITAL PROJECTS FUND (concl'd)**

## PROJECT SUMMARY

**Project: C135 School Demolitions**

Start Date: July-13

Estimated Completion Date: Ongoing

Description: Funding for the demolition of school buildings

FY 2013-14 Project Costs: \$0

FY 2014-15 Costs: \$206,850

Operating Budget Impact: Approved funding that demolishes closed schools including buildings, gymnasiums, cafeterias and portables.

**Project: C185 Mechanical Boilers & Air Conditioning (Multiple Sites)**

Start Date: Sept-07

Estimated Completion Date: Ongoing

Description: 2007-08 funding for the upgrading of HVAC equipment and systems

FY 2013-14 Project Costs: \$2,500,000

FY 2014-15 Costs: \$300,000

Operating Budget Impact: Approved funding that holds stable the amount of zone maintenance needed throughout the district. The District estimates \$0 impact to the District's operating budget.

**Project: C205 Roofing (Multiple Sites)**

Start Date: Sept-07

Estimated Completion Date: Ongoing

Description: Funding to replace roofs at various locations

FY 2013-14 Project Costs: \$1,000,000

FY 2014-15 Costs: \$2,996,025

Operating Budget Impact: Roofing emergency repair costs will be maintained at a lower level. Even though the District plans to re-roof existing buildings, there will continue to be an operating budget impact in future years, as the District will still need to perform preventative maintenance on building roofs. These costs are unknown at this time.

**Project: C215 ADA Improvements**

Start Date: Dec-10

Estimated Completion Date: Ongoing

Description: Funding for ADA Deferred Maintenance

FY 2013-14 Project Costs: \$3,000,000

FY 2014-15 Costs: \$1,178,393

Operating Budget Impact: Approved funding that holds stable the amount of zone maintenance needed throughout the District. The District estimates \$0 impact to the District's operating budget as the project will bring the District into compliance and there are no other costs associated with the improvements.

**Project: C275 Unforeseen Emergencies**

Start Date: Dec-06

Estimated Completion Date: Ongoing

Description: Funding for unforeseen maintenance equipment replacement

FY 2013-14 Project Costs: \$1,150,000

FY 2014-15 Costs: \$1,811,022

Operating Budget Impact: Approved funding that holds stable the amount of zone maintenance needed throughout the district.

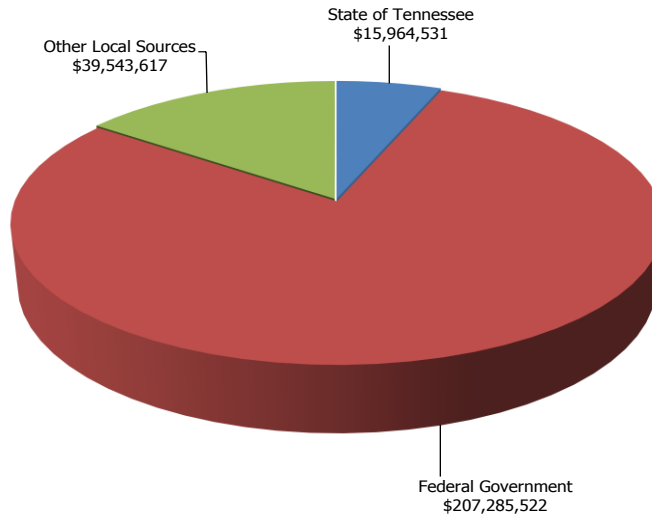


**IV. GOVERNMENTAL FUNDS (cont'd)**

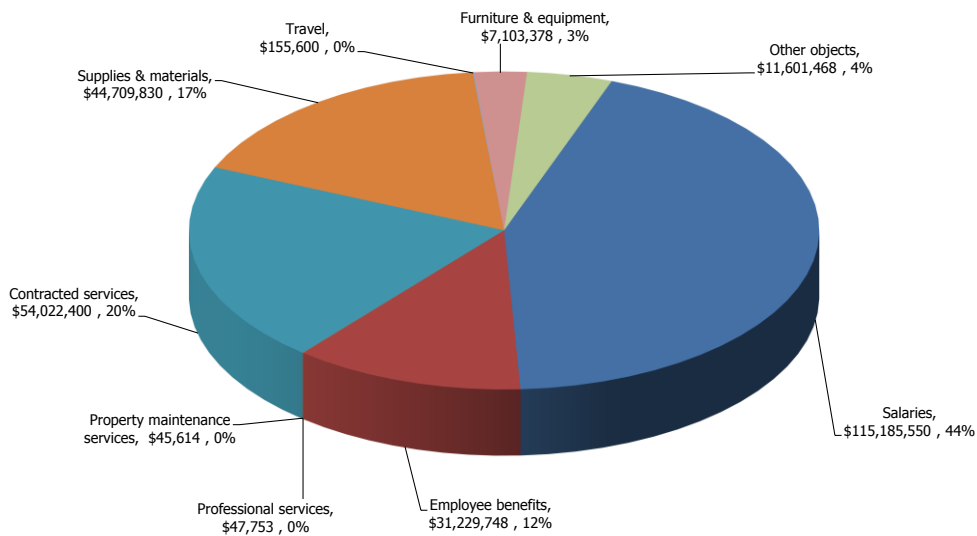
**D. SPECIAL REVENUE FUNDS**

**2014-15 SPECIAL REVENUE FUNDS**

**Revenues**



**Expenditures**



**IV. GOVERNMENTAL FUNDS (cont'd)****D. SPECIAL REVENUE FUNDS (cont'd)****SPECIAL REVENUE FUNDS BY FUNCTION  
FISCAL YEAR 2014-15 BUDGET****With Comparative Information for Fiscal Years 2013-14 through 2014-15**

	2013 - 14 Amended Budget	2014-15 Adopted Budget
<b>Revenues</b>		
State of Tennessee	\$ 16,503,934	\$ 15,964,531
Federal Government	285,376,887	207,285,522
Other local sources	52,286,758	39,543,617
<b>Total revenues</b>	<u>354,167,579</u>	<u>262,793,670</u>
<b>Expenditures</b>		
Instruction	128,375,525	64,071,563
Instructional support	61,902,600	34,719,756
Student support	17,842,480	14,640,019
Office of principal	963,163	374,146
General administration	32,326,457	28,940,108
Fiscal services	1,945,006	-
Other support services	80,834,945	71,132,337
Student transportation	2,633,798	244,533
Plant services	1,953,197	1,125,036
Community service	23,661,880	43,586,238
Transfers out	12,128,998	5,267,605
<b>Total expenditures</b>	<u>364,568,048</u>	<u>264,101,341</u>
<b>Excess (deficiency) of revenues over expenditures</b>	<u>(10,400,469)</u>	<u>(1,307,671)</u>
<b>Beginning Fund Balance</b>	29,975,418	19,574,949
Increase (decrease) in reserve for encumbrance	-	-
<b>Ending Fund Balance</b>	<u>\$ 19,574,949</u>	<u>\$ 18,267,278</u>

**IV. GOVERNMENTAL FUNDS (cont'd)****D. SPECIAL REVENUE FUNDS (cont'd)****SPECIAL REVENUE FUNDS BY OBJECT  
FISCAL YEAR 2014-15 BUDGET****With Comparative Information for Fiscal Years 2013-14 through 2014-15**

	2013 - 14 Amended Budget	2014-15 Adopted Budget
<b>Revenues</b>		
State of Tennessee	\$ 16,503,934	\$ 15,964,531
Federal Government	285,376,887	207,285,522
Other local sources	52,286,758	39,543,617
<b>Total revenues</b>	<u>354,167,579</u>	<u>262,793,670</u>
<b>Expenditures</b>		
Salaries	140,714,355	115,185,550
Benefits	41,664,547	31,229,748
Professional services	58,362	47,753
Property maintenance services	40,710	45,614
Contracted services	65,269,595	54,022,400
Supplies & materials	63,298,691	44,709,830
Travel	133,856	155,600
Furniture & equipment	29,539,929	7,103,378
Other objects	23,848,003	11,601,468
<b>Total expenditures</b>	<u>364,568,048</u>	<u>264,101,341</u>
<b>Excess (deficiency) of revenues over expenditures</b>	<u>(10,400,469)</u>	<u>(1,307,671)</u>
<b>Beginning Fund Balance</b>	29,975,418	19,574,949
Increase (decrease) in reserve for encumbrance	-	-
<b>Ending Fund Balance</b>	<u>\$ 19,574,949</u>	<u>\$ 18,267,278</u>

**IV. GOVERNMENTAL FUNDS (cont'd)****D. SPECIAL REVENUE FUNDS (cont'd)****ALL SPECIAL REVENUE FUNDS BY FUNCTION  
FISCAL YEAR 2014-15 BUDGET**

	<b>Categorically - Aided Funds</b>	<b>Food Service Fund</b>	<b>Total Special Revenue Funds</b>
<b>Revenues</b>			
State of Tennessee	\$ 13,209,347	\$ 2,755,184	\$ 15,964,531
Federal Government	144,427,285	62,858,237	207,285,522
Other local sources	31,762,109	7,781,508	39,543,617
<b>Total revenues</b>	<u>189,398,741</u>	<u>73,394,929</u>	<u>262,793,670</u>
<b>Expenditures</b>			
Current:			
Instruction	64,071,563	-	64,071,563
Instructional support	34,719,756	-	34,719,756
Student support	14,640,019	-	14,640,019
Office of principal	374,146	-	374,146
General administration	28,940,108	-	28,940,108
Other support services	-	71,132,337	71,132,337
Student transportation	244,533	-	244,533
Plant services	1,125,036	-	1,125,036
Community service	43,586,238	-	43,586,238
Charter schools	3,005,013	2,262,592	5,267,605
<b>Total expenditures</b>	<u>190,706,412</u>	<u>73,394,929</u>	<u>264,101,341</u>
<b>Excess (deficiency) of revenues over expenditures</b>	(1,307,671) -	-	(1,307,671)
<b>Beginning Fund Balance</b>	1,368,645	18,206,304	19,574,949
<b>Ending Fund Balance</b>	<u>\$ 60,974</u>	<u>\$ 18,206,304</u>	<u>\$ 18,267,278</u>





**IV. GOVERNMENTAL FUNDS (cont'd)**

**D. SPECIAL REVENUE FUNDS (cont'd)**

**ALL SPECIAL REVENUE FUNDS BY OBJECT  
FISCAL YEAR 2014-15 BUDGET**

	<b>Categorically - Aided Funds</b>	<b>Food Service Fund</b>	<b>Total Special Revenue Funds</b>
<b>Revenues</b>			
State of Tennessee	\$ 13,209,347	\$ 2,755,184	\$ 15,964,531
Federal Government	144,427,285	62,858,237	207,285,522
Other local sources	31,762,109	7,781,508	39,543,617
<b>Total revenues</b>	<u>189,398,741</u>	<u>73,394,929</u>	<u>262,793,670</u>
<b>Expenditures</b>			
Salaries	88,476,556 -	26,708,994	115,185,550
Benefits	25,671,530 -	5,558,218	31,229,748
Professional services	47,753 -	-	47,753
Property maintenance services	45,614 -	-	45,614
Contracted services	52,508,730 -	1,513,670	54,022,400
Supplies & materials	10,760,140 -	33,949,690	44,709,830
Travel	155,600 -	-	155,600
Furniture & equipment	4,991,813 -	2,111,565	7,103,378
Other objects	8,048,676 -	3,552,792	11,601,468
<b>Total expenditures</b>	<u>190,706,412</u>	<u>73,394,929</u>	<u>264,101,341</u>
<b>Excess (deficiency) of revenues over expenditures</b>	(1,307,671)	-	(1,307,671)
			-
<b>Beginning Fund Balance</b>	<u>1,368,645</u>	<u>18,206,304</u>	<u>19,574,949</u>
<b>Ending Fund Balance</b>	<u>\$ 60,974</u>	<u>\$ 18,206,304</u>	<u>\$ 18,267,278</u>

**IV. GOVERNMENTAL FUNDS (cont'd)****D. SPECIAL REVENUE FUNDS (cont'd)****CATEGORICALLY-AIDED FUNDS BY FUNCTION  
FISCAL YEAR 2014-15 BUDGET**

	<b>Fund 8</b>	<b>Fund 12</b>	<b>Total Categorically - Aided Funds</b>
<b>Revenues</b>			
State of Tennessee	\$ 13,209,347	\$ -	\$ 13,209,347
Federal Government	6,316,704	138,110,581	144,427,285
Other local sources	31,762,109	-	31,762,109
<b>Total revenues</b>	<u>51,288,160</u>	<u>138,110,581</u>	<u>189,398,741</u>
<b>Expenditures</b>			
Instruction	528,220	63,543,343	64,071,563
Instructional support	282,343	34,437,413	34,719,756
Student support	144,639	14,495,380	14,640,019
Office of principal	276,310	97,836	374,146
General administration	28,783,924	156,184	28,940,108
Student transportation	-	244,533	244,533
Plant services	1,125,036	-	1,125,036
Community service	21,455,359	22,130,879	43,586,238
Transfers out	-	3,005,013	3,005,013
<b>Total expenditures</b>	<u>52,595,831</u>	<u>138,110,581</u>	<u>190,706,412</u>
<b>Excess (deficiency) of revenues over expenditures</b>	<u>(1,307,671)</u>	<u>-</u>	<u>(1,307,671)</u>
<b>Beginning Fund Balance</b>	<u>1,368,645</u>	<u>-</u>	<u>1,368,645</u>
<b>Ending Fund Balance</b>	<u>\$ 60,974</u>	<u>\$ -</u>	<u>\$ 60,974</u>



**IV. GOVERNMENTAL FUNDS (cont'd)**

**D. SPECIAL REVENUE FUNDS (cont'd)**

**CATEGORICALLY-AIDED FUNDS BY OBJECT  
FISCAL YEAR 2014-15 BUDGET**

	<b>Fund 8</b>	<b>Fund 12</b>	<b>Total Categorically - Aided Funds</b>
<b>Revenues</b>			
State of Tennessee	\$ 13,209,347	\$ -	\$ 13,209,347
Federal Government	6,316,704	138,110,581	144,427,285
Other local sources	31,762,109	-	31,762,109
<b>Total revenues</b>	<u>51,288,160</u>	<u>138,110,581</u>	<u>189,398,741</u>
<b>Expenditures</b>			
Salaries	17,945,012	70,531,544	88,476,556
Benefits	3,896,915	21,774,615	25,671,530
Professional services	47,753	-	47,753
Property maintenance services	45,614	-	45,614
Contracted services	28,374,882	24,133,848	52,508,730
Supplies & materials	998,562	9,761,578	10,760,140
Travel	155,600	-	155,600
Furniture & equipment	294,600	4,697,213	4,991,813
Other objects	836,893	7,211,783	8,048,676
<b>Total expenditures</b>	<u>52,595,831</u>	<u>138,110,581</u>	<u>190,706,412</u>
<b>Excess (deficiency) of revenues over expenditures</b>	<u>(1,307,671)</u>	<u>-</u>	<u>(1,307,671)</u>
<b>Beginning Fund Balance</b>	<u>1,368,645</u>	<u>-</u>	<u>1,368,645</u>
<b>Ending Fund Balance</b>	<u>\$ 60,974</u>	<u>\$ -</u>	<u>\$ 60,974</u>



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**IV. GOVERNMENTAL FUNDS (cont'd)**

**D. SPECIAL REVENUE FUNDS (cont'd)**





**IV. GOVERNMENTAL FUNDS (cont'd)**

D. SPECIAL REVENUE FUNDS (cont'd)

**CATEGORICALLY-AIDED FUNDS  
NON-FEDERAL PROGRAMS – FUND 08 BY FUNCTION  
FISCAL YEAR 2014-15 BUDGET  
With Comparative Information for Fiscal Years 2013-14 through 2014-15**

	2013 - 14 <u>Amended Budget</u>	2014-15 <u>Adopted Budget</u>
<b>Revenues</b>		
State of Tennessee	\$ 14,716,594	\$ 13,209,347
Federal Government	4,583,261	6,316,704
Other local sources	<u>30,380,887</u>	<u>31,762,109</u>
<b>Total revenues</b>	<u>49,680,742</u>	<u>51,288,160</u>
 <b>Expenditures</b>		
Instruction	2,768,472	528,220
Instructional support	237,891	282,343
Student support	39,032	144,639
Office of principal	-	276,310
General administration	26,404,169	28,783,924
Fiscal services	1,945,006	-
Other support services	28,964	-
Student transportation	-	-
Plant services	1,953,197	1,125,036
Community service	21,978,615	21,455,359
Charter schools	678,447	-
Retiree benefits	-	-
Food service	-	-
Internal service	-	-
Debt Service:	-	-
Principal	-	-
Interest	-	-
Capital Outlay	-	-
<b>Total expenditures</b>	<u>56,033,793</u>	<u>52,595,831</u>
<b>Excess (deficiency) of revenues over expenditures</b>	<u>(6,353,051)</u>	<u>(1,307,671)</u>
 <b>Beginning Fund Balance</b>	 7,721,696	 1,368,645
Increase (decrease) in reserve for encumbrance	-	-
Assignment - Other post employment benefits	-	-
<b>Ending Fund Balance</b>	<u>\$ 1,368,645</u>	<u>\$ 60,974</u>

**IV. GOVERNMENTAL FUNDS (cont'd)****D. SPECIAL REVENUE FUNDS (cont'd)****CATEGORICALLY-AIDED FUNDS  
NON-FEDERAL PROGRAMS – FUND 08 BY OBJECT  
FISCAL YEAR 2014-15 BUDGET****With Comparative Information for Fiscal Years 2013-14 through 2014-15**

	2013 - 14 <u>Amended Budget</u>	2014-15 <u>Adopted Budget</u>
<b>Revenues</b>		
State of Tennessee	\$ 14,716,594	\$ 13,209,347
Federal Government	4,583,261	6,316,704
Other local sources	30,380,887	31,762,109
<b>Total revenues</b>	<u>49,680,742</u>	<u>51,288,160</u>
<b>Expenditures</b>		
Salaries	17,124,921	17,945,012
Benefits	4,576,222	3,896,915
Professional services	58,362	47,753
Property maintenance services	40,710	45,614
Contracted services	27,466,175	28,374,882
Supplies & materials	3,439,336	998,562
Travel	133,856	155,600
Furniture & equipment	1,740,933	294,600
Other objects	1,453,278	836,893
<b>Total expenditures</b>	<u>56,033,793</u>	<u>52,595,831</u>
	-	-
<b>Excess (deficiency) of revenues over expenditures</b>	<u>(6,353,051)</u>	<u>(1,307,671)</u>
<b>Beginning Fund Balance</b>	- 7,721,696	- 1,368,645
Increase (decrease) in reserve for encumbrance	-	-
<b>Ending Fund Balance</b>	<u>\$ 1,368,645</u>	<u>\$ 60,974</u>



**IV. GOVERNMENTAL FUNDS (cont'd)**

**D. SPECIAL REVENUE FUNDS (cont'd)**

**Shelby County Schools  
2014-15  
Fund 8 Summary by Project**

<b>Project Name</b>	<b>Budget</b>	<b>Total Positions</b>
Adopt a School Seminar	24,083	
After-School Childcare	7,022,968	42.00
After-School Snacks	2,181,252	
Arts in Education: Artfest	5,016	
Energy Efficient Schools Initiative	30,001	
Facility Rental	588,535	
Head Start	29,500	
Homeless Children & Youth Program	22,324	
LEAP Program	1,140,970	1.00
Mental Health Records	112,994	
Pre-K	9,842,124	88.00
Research & Evaluation	282,343	3.00
School Age Childcare	878,742	5.00
SCIAA Dues & Fines	517,000	
SCS Connect Mentoring Program	2,145	
Security-Ancillary Services	256,500	
Shelby Metro Basketball	200,000	
Teacher & Leader Effectiveness Initiative	29,060,234	25.00
Telecommunications Center UbS	137,880	
TVA ENERNOC Demand Response Program	250,000	
Very Special Arts Festival	11,220	
<b>Total</b>	<b>\$ 52,595,831</b>	<b>164.00</b>





**Shelby County Schools  
Fiscal Year 2014-2015  
Special Revenue Fund – Adopted Budget**

The function of this program is to provide high quality early education that will promote the cognitive, social, emotional, and physical development of young children by providing classrooms and services that will maximize kindergarten readiness and empower children to begin their educational journey with an appropriate educational foundation.

8004-D525 Pre-K

**Revenue**

Revenue	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015 vs 2014</b>
	<b>Amended Budget</b>	<b>Adopted Budget</b>	<b>Variance</b>
Other State Grants	\$ -	\$ 9,842,124	\$ (9,842,124)
Other State Revenue	10,803,043	-	(10,803,043)
<b>Total</b>	<b>\$ 10,803,043</b>	<b>\$ 9,842,124</b>	<b>\$ (20,645,167)</b>

**Operating Budget**

Major Object	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015 vs 2014</b>
	<b>Amended Budget</b>	<b>Adopted Budget</b>	<b>Variance</b>
1000 Salaries	\$ 7,307,787	\$ 5,220,478	\$ (2,087,309)
2000 Benefits	1,826,981	1,367,923	(459,058)
3000 Contracted Services	1,233,942	2,910,010	1,676,068
4000 Supplies and Materials	58,819	12,200	(46,619)
5000 Other Charges	375,514	331,513	(44,001)
<b>Total</b>	<b>\$ 10,803,043</b>	<b>\$ 9,842,124</b>	<b>\$ (960,919)</b>

**Staffing**

Job Description	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015 vs 2014</b>
	<b>Amended Budget</b>	<b>Adopted Budget</b>	<b>Variance</b>
Administrative Assistant for Pre-K	1.0	1.0	-
Assistant Principal	-	1.0	1.0
Classroom Teacher K-3	109.0	71.0	(38.0)
Classroom Teacher K-5	-	1.0	1.0
Clerical Assistant	1.0	-	(1.0)
Educational Assistant	41.0	-	(41.0)
Instructional Advisor, Pre-K	3.0	3.0	-
Principal-Elementary	1.0	-	(1.0)
Program/Project Assistant for Pre-K	1.0	1.0	-
Records Clerk for Pre-K	1.0	1.0	-
Teacher	-	9.0	9.0
<b>Total</b>	<b>158.0</b>	<b>88.0</b>	<b>(70.0)</b>



**Shelby County Schools  
Fiscal Year 2014-2015  
Special Revenue Fund – Adopted Budget**

The Shelby County Schools’ Adopt-A-School program has funds that support programs, seminars and luncheons that generate support for Shelby County Schools. The events supported by these funds are used to create a better understanding in the community of our public school system and to establish one-on-one relationships between businesses, faith-based, religious organizations, government agencies, civic groups and the schools directly.

8020-D205 Adopt A School Seminar

**Revenue**

Revenue	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015 vs 2014</b>
	<b>Amended Budget</b>	<b>Adopted Budget</b>	<b>Variance</b>
Other Local Revenue	\$ 2,000	\$ 12,000	\$ 10,000
Restricted for Education	-	12,083	12,083
<b>Total</b>	<b>\$ 2,000</b>	<b>\$ 24,083</b>	<b>\$ 22,083</b>

**Operating Budget**

Major Object	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015 vs 2014</b>
	<b>Amended Budget</b>	<b>Adopted Budget</b>	<b>Variance</b>
3000 Contracted Services	\$ -	\$ 14,083	\$ 14,083
4000 Supplies and Materials	2,000	2,000	-
5000 Other Charges	-	8,000	8,000
<b>Total</b>	<b>\$ 2,000</b>	<b>\$ 24,083</b>	<b>\$ 22,083</b>



**Shelby County Schools  
Fiscal Year 2014-2015  
Special Revenue Fund – Adopted Budget**

The Research and Evaluation program supports assessment and research and evaluation staff to provide assessment support and perform data extraction, data analysis, and evaluation activities for special projects. The services performed are primarily for grant-funded programs and initiatives including Teacher Leader Effectiveness (TLE) and other district activities such as School Age Child Care (SACC), Positive Behavioral Intervention and Support (PBIS), and STEM. These grants and programs have funding earmarked for the services performed, and these monies are placed in this account.

8021-D555 Research & Evaluation

**Revenue**

Revenue	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015 vs 2014</b>
	<b>Amended Budget</b>	<b>Adopted Budget</b>	<b>Variance</b>
Committed for Education	\$ 113,702	\$ 99,532	\$ (14,170)
Other Local Revenue	124,189	182,811	58,622
<b>Total</b>	<b>\$ 237,891</b>	<b>\$ 282,343</b>	<b>\$ 44,452</b>

**Operating Budget**

Major Object	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015 vs 2014</b>
	<b>Amended Budget</b>	<b>Adopted Budget</b>	<b>Variance</b>
1000 Salaries	\$ 159,230	\$ 181,187	\$ 21,957
2000 Benefits	32,660	45,183	12,523
3000 Contracted Services	46,001	55,973	9,972
<b>Total</b>	<b>\$ 237,891</b>	<b>\$ 282,343</b>	<b>\$ 44,452</b>

**Staffing**

Job Description	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015 vs 2014</b>
	<b>Amended Budget</b>	<b>Adopted Budget</b>	<b>Variance</b>
Assessment Specialist	1.0	1.0	-
Research Analyst	1.0	1.0	-
Research Assistant	-	1.0	1.0
<b>Total</b>	<b>2.0</b>	<b>3.0</b>	<b>1.0</b>



**Shelby County Schools  
Fiscal Year 2014-2015  
Special Revenue Fund – Adopted Budget**

This is the Arts in Education: ArtsFest Program. Shelby County Schools receives funds from ArtsFest project sales and donations from various organizations to support Arts in Education events that document the impact of all Fines Arts initiatives to raise student achievement. This funding supports items such as collaboration with professional artists, student artistic events, marketing, and other special projects under the jurisdiction of the SCS ArtsFest Coordinator.

8023-D245 Arts in Education: ArtsFest

**Revenue**

	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015 vs 2014</b>
<b>Revenue</b>	<b>Amended Budget</b>	<b>Adopted Budget</b>	<b>Variance</b>
Community Service Fees - Children	\$ 20	\$ -	\$ (20)
Other Local Revenue	5,016	5,016	-
<b>Total</b>	<b>\$ 5,036</b>	<b>\$ 5,016</b>	<b>\$ (20)</b>

**Operating Budget**

	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015 vs 2014</b>
<b>Major Object</b>	<b>Amended Budget</b>	<b>Adopted Budget</b>	<b>Variance</b>
3000 Contracted Services	\$ 2,220	\$ 2,116	\$ (104)
4000 Supplies and Materials	2,000	2,200	200
5000 Other Charges	816	700	(116)
<b>Total</b>	<b>\$ 5,036</b>	<b>\$ 5,016</b>	<b>\$ (20)</b>



**Shelby County Schools  
Fiscal Year 2014-2015  
Special Revenue Fund – Adopted Budget**

School Age Care (SACC) serves as a support service to Shelby County Schools’ students, parents, and surrounding communities. SACC is an extension of the regular school day where emphasis is placed on learning through fun, stimulating activities and developmentally appropriate practices, which are employed by highly qualified teachers and trained professional site staff. SACC seeks to provide well-structured and supervised programs that act as safe havens for school age children, while providing warm, secure environments that encourage parental involvement and meet the cognitive, physical, social and emotional needs of children from various socioeconomic backgrounds. This budget will also support administrative costs and support staff, state-mandated professional development, supplies, materials, equipment and mandatory travel for the SACC office.

8024-D025 School Age Childcare

**Revenue**

Revenue	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015 vs 2014</b>
	<b>Amended Budget</b>	<b>Adopted Budget</b>	<b>Variance</b>
Other Local Revenue	\$ 480,976	\$ 480,976	\$ -
Restricted for Education	224,481	397,766	173,285
<b>Total</b>	<b>\$ 705,457</b>	<b>\$ 878,742</b>	<b>\$ 173,285</b>

**Operating Budget**

Major Object	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015 vs 2014</b>
	<b>Amended Budget</b>	<b>Adopted Budget</b>	<b>Variance</b>
1000 Salaries	\$ 400,772	\$ 667,037	\$ 266,265
2000 Benefits	130,648	157,205	26,557
3000 Contracted Services	142,037	34,500	(107,537)
4000 Supplies and Materials	14,000	14,000	-
5000 Other Charges	18,000	6,000	(12,000)
<b>Total</b>	<b>\$ 705,457</b>	<b>\$ 878,742</b>	<b>\$ 173,285</b>

**Staffing**

Job Description	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015 vs 2014</b>
	<b>Amended Budget</b>	<b>Adopted Budget</b>	<b>Variance</b>
Financial Analyst for Student Support	1.0	1.0	-
Program Administrator	1.0	1.0	-
Project Manager	1.0	1.0	-
School Age Child Care Manager	1.0	1.0	-
School Age Childcare Assistant	1.0	1.0	-
<b>Total</b>	<b>5.0</b>	<b>5.0</b>	<b>-</b>



**Shelby County Schools  
Fiscal Year 2014-2015  
Special Revenue Fund – Adopted Budget**

The Mental Health Records program is managed by the Shelby County Schools Mental Health Center. The Center receives funds from the Tennessee Social Security Administration for administration handling costs of mailing confidential student records. The Social Security Administration sends standard documentation for release of mental health records and records are supplied within 30 workdays. The Mental Health Center is reimbursed \$20.00 per mailed record. These funds are used to support school projects in which Mental Health Center staff participate.

8026-D465 Mental Health Records

**Revenue**

Revenue	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
Committed for Education	\$ 2,000	\$ 97,994	\$ 95,994
Community Service Fees - Children	-	-	-
Other State Revenue	13,000	-	(13,000)
Other State Revenues	-	15,000	15,000
<b>Total</b>	<b>\$ 15,000</b>	<b>\$ 112,994</b>	<b>\$ 97,994</b>

**Operating Budget**

Major Object	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
3000 Contracted Services	\$ 15,000	\$ 68,837	\$ 53,837
4000 Supplies and Materials	-	44,157	44,157
<b>Total</b>	<b>\$ 15,000</b>	<b>\$ 112,994</b>	<b>\$ 97,994</b>



**Shelby County Schools  
Fiscal Year 2014-2015  
Special Revenue Fund – Adopted Budget**

The Shelby County School District provides security services for school sponsored events. Schools make a request for Security Officers to work these events, and they are billed for the security services provided. Money received from the schools and identification badge replacement costs are deposited to this fund as revenue. Funds collected as a result of fingerprint/background checks are also deposited into this account and invoiced as payment to Safran-Morpho Trust.

8028-D045 Security-Ancillary Services

**Revenue**

<b>Revenue</b>	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015 vs 2014</b>
	<b>Amended Budget</b>	<b>Adopted Budget</b>	<b>Variance</b>
Community Service Fees - Children	\$ -	\$ -	\$ -
Other Local Revenue	256,500	256,500	-
<b>Total</b>	<b>\$ 256,500</b>	<b>\$ 256,500</b>	<b>\$ -</b>

**Operating Budget**

<b>Major Object</b>	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015 vs 2014</b>
	<b>Amended Budget</b>	<b>Adopted Budget</b>	<b>Variance</b>
1000 Salaries	\$ 80,000	\$ 80,000	\$ -
2000 Benefits	14,000	13,352	(648)
3000 Contracted Services	162,500	163,148	648
<b>Total</b>	<b>\$ 256,500</b>	<b>\$ 256,500</b>	<b>\$ -</b>



**Shelby County Schools  
Fiscal Year 2014-2015  
Special Revenue Fund – Adopted Budget**

The National Science Foundation grant represented a collaboration between the University of Memphis (UofM) and Shelby County Schools (SCS). The goal of the project was to recruit, prepare and support secondary mathematics and science teachers (grades 7–12) who would teach at SCS. The intent of the project was to address district-wide shortages in high quality secondary mathematics and science teachers by recruiting persons who might not otherwise enter teaching as a career. This funding was not continued for FY 2014-15.

8031-D505 National Science Foundation - UOM Grant

**Revenue**

	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015 vs 2014</b>
<b>Revenue</b>	<b>Amended Budget</b>	<b>Adopted Budget</b>	<b>Variance</b>
Other Local Revenue	\$ 114,966	\$ -	\$ (114,966)
<b>Total</b>	<b>\$ 114,966</b>	<b>\$ -</b>	<b>\$ (114,966)</b>

**Operating Budget**

	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015 vs 2014</b>
<b>Major Object</b>	<b>Amended Budget</b>	<b>Adopted Budget</b>	<b>Variance</b>
1000 Salaries	\$ 72,412	\$ -	\$ (72,412)
2000 Benefits	12,554	-	(12,554)
3000 Contracted Services	30,000	-	(30,000)
<b>Total</b>	<b>\$ 114,966</b>	<b>\$ -</b>	<b>\$ (114,966)</b>





**Shelby County Schools  
Fiscal Year 2014-2015  
Special Revenue Fund – Adopted Budget**

The mission of Teacher & Leader Effectiveness (TLE) is to ensure every child has access to a highly effective teacher every year in order to graduate with the ability to grow, prosper and thrive, transforming our community by transforming our schools.

8032-D055 Teacher & Leader Effectiveness Initiative

		<b>Revenue</b>		
		<b>2013-2014</b>	<b>2014-2015</b>	<b>2015 vs 2014</b>
<b>Revenue</b>		<b>Amended Budget</b>	<b>Adopted Budget</b>	<b>Variance</b>
Other Local Revenue		\$ 21,675,447	\$ 22,743,530	\$ 1,068,083
Transfers In		4,583,261	6,316,704	1,733,443
<b>Total</b>		<b>\$ 26,258,708</b>	<b>\$ 29,060,234</b>	<b>\$ 2,801,526</b>

		<b>Operating Budget</b>		
		<b>2013-2014</b>	<b>2014-2015</b>	<b>2015 vs 2014</b>
<b>Major Object</b>		<b>Amended Budget</b>	<b>Adopted Budget</b>	<b>Variance</b>
1000 Salaries		\$ 3,847,640	\$ 6,153,113	\$ 2,305,473
2000 Benefits		1,515,540	1,208,059	(307,481)
3000 Contracted Services		20,562,619	21,243,875	681,256
4000 Supplies and Materials		99,637	167,687	68,050
5000 Other Charges		158,851	152,500	(6,351)
7000 Capital Outlay		74,421	135,000	60,579
<b>Total</b>		<b>\$ 26,258,708</b>	<b>\$ 29,060,234</b>	<b>\$ 2,801,526</b>

		<b>Staffing</b>		
		<b>2013-2014</b>	<b>2014-2015</b>	<b>2015 vs 2014</b>
<b>Job Description</b>		<b>Amended Budget</b>	<b>Adopted Budget</b>	<b>Variance</b>
Administrative Assistant		1.0	1.0	-
Budget Analyst - Human Capital		1.0	-	(1.0)
Classrom Teacher - Secondary		6.0	6.0	-
Compensation Analyst		-	1.0	1.0
Data Analyst		2.0	2.0	-
Instructional Leadership Director, NE		-	2.0	2.0
Instructional Support Analyst 1		2.0	2.0	-
Instructional Support Manager		1.0	2.0	1.0
Labor Relations Advisor		2.0	2.0	-
Professional Development & Evaluation Clerk		1.0	1.0	-
Strategic Compensation Advisor		1.0	1.0	-
Teacher and Leader Development Manager		1.0	1.0	-
Teacher and Leader Effectiveness Advisor		1.0	1.0	-
Teacher Evaluation Analyst		1.0	1.0	-
Teacher On Assignment		2.0	-	(2.0)
TEI Project & Knowledge Manager		1.0	1.0	-
TEM Development Analyst		1.0	1.0	-
<b>Total</b>		<b>24.0</b>	<b>25.0</b>	<b>1.0</b>



**Shelby County Schools  
Fiscal Year 2014-2015  
Special Revenue Fund – Adopted Budget**

The SCIAA Dues and Fine funds are to be used for SCIAA related athletic needs i.e. collection of money received from imposed fines or penalties for missed meetings by coaches and fines or forfeitures of games as well as membership dues paid by all Middle and High Schools. This revenue covers the cost of the Athletic Program for In-Service, Game – Day Hospitality, Coaches Clinics and Coaches Certifications, and cover any expenses for all non-revenue sports i.e. Track and Field, Power-lifting, Wrestling.

8034-D485 SCIAA Dues & Fines

**Revenue**

Revenue	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
Committed for Education	\$ 125,419	\$ -	\$ (125,419)
Other Local Revenue	100,000	240,000	140,000
Receipts from Individual Schools	277,000	277,000	-
<b>Total</b>	<b>\$ 502,419</b>	<b>\$ 517,000</b>	<b>\$ 14,581</b>

**Operating Budget**

Major Object	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
1000 Salaries	\$ 75,000	\$ 85,543	\$ 10,543
2000 Benefits	12,550	14,277	1,727
3000 Contracted Services	90,131	92,000	1,869
4000 Supplies and Materials	6,000	6,000	-
5000 Other Charges	289,000	289,180	180
7000 Capital Outlay	29,738	30,000	262
<b>Total</b>	<b>\$ 502,419</b>	<b>\$ 517,000</b>	<b>\$ 14,581</b>



**Shelby County Schools  
Fiscal Year 2014-2015  
Special Revenue Fund – Adopted Budget**

The SCS Displaces Student Services program provides uninterrupted and continuous resources and service to displaced children, youth and their families in Shelby County Schools, and to meet all mandates consistent with the Tennessee Department of Education’s McKinney- Vento Homeless Education Act. This program is designed to address the problems that displaced children and youth face enrolling, attending, and succeeding in school. The goals of the program are to ensure that each displaced child and youth has equal access to the same free, appropriate public education, including a public preschool education, as other children and youth. The following services are provided for displaced/ formerly displaced children and youth: assistance with student enrollment, after school tutoring, distribution of school supplies, provides transportation to school of origin, referrals to other services and service providers, summer enrichment program, payment of school fees, and provide life skills and parenting training.

8035-D415 Homeless Children & Youth Program

**Revenue**

Revenue	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015 vs 2014</b>
	<b>Amended Budget</b>	<b>Adopted Budget</b>	<b>Variance</b>
Other Local Revenue	\$ 5,000	\$ 2,500	\$ (2,500)
Restricted for Education	25,324	19,824	(5,500)
<b>Total</b>	<b>\$ 30,324</b>	<b>\$ 22,324</b>	<b>\$ (8,000)</b>

**Operating Budget**

Major Object	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015 vs 2014</b>
	<b>Amended Budget</b>	<b>Adopted Budget</b>	<b>Variance</b>
3000 Contracted Services	\$ 25,189	\$ 16,324	\$ (8,865)
4000 Supplies and Materials	4,635	5,000	365
5000 Other Charges	500	1,000	500
<b>Total</b>	<b>\$ 30,324</b>	<b>\$ 22,324</b>	<b>\$ (8,000)</b>



**Shelby County Schools  
Fiscal Year 2014-2015  
Special Revenue Fund – Adopted Budget**

This program is an incentive program offered by the Tennessee Valley Authority in which we agree to voluntarily reduce our demand for power when called upon. The incentive payments received are based on the electrical load shed during an event and dispersed quarterly. The money received for participation in the program funds energy efficiency projects such as controls for lighting and HVAC systems, and the installation higher efficiency mechanical equipment. These projects will contribute toward reduced utility cost and help guard against future rate increases.

8036-D065 TVA ENERNOC Demand Response Program

**Revenue**

<b>Revenue</b>	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015 vs 2014</b>
	<b>Amended Budget</b>	<b>Adopted Budget</b>	<b>Variance</b>
Community Service Fees - Children	\$ 373,682	\$ -	\$ (373,682)
Miscellaneous Refunds	250,000	250,000	-
<b>Total</b>	<b>\$ 623,682</b>	<b>\$ 250,000</b>	<b>\$ (373,682)</b>

**Operating Budget**

<b>Major Object</b>	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015 vs 2014</b>
	<b>Amended Budget</b>	<b>Adopted Budget</b>	<b>Variance</b>
3000 Contracted Services	\$ 324,682	\$ 111,000	\$ (213,682)
4000 Supplies and Materials	296,000	139,000	(157,000)
5000 Other Charges	3,000	-	(3,000)
<b>Total</b>	<b>\$ 623,682</b>	<b>\$ 250,000</b>	<b>\$ (373,682)</b>



**Shelby County Schools  
Fiscal Year 2014-2015  
Special Revenue Fund – Adopted Budget**

This project captures charge-back fees for facility over-time incurred due to various District property rentals to outside organizations.

8040-D075 Facility Rental

**Revenue**

<b>Revenue</b>	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015 vs 2014</b>
	<b>Amended Budget</b>	<b>Adopted Budget</b>	<b>Variance</b>
Committed for Education	\$ 204,371	\$ 338,535	\$ 134,164
Lease/Rentals	315,000	250,000	(65,000)
<b>Total</b>	<b>\$ 519,371</b>	<b>\$ 588,535</b>	<b>\$ 69,164</b>

**Operating Budget**

<b>Major Object</b>	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015 vs 2014</b>
	<b>Amended Budget</b>	<b>Adopted Budget</b>	<b>Variance</b>
1000 Salaries	\$ 200,000	\$ 150,000	\$ (50,000)
2000 Benefits	-	25,035	25,035
3000 Contracted Services	178,371	350,000	171,629
4000 Supplies and Materials	141,000	63,500	(77,500)
<b>Total</b>	<b>\$ 519,371</b>	<b>\$ 588,535</b>	<b>\$ 69,164</b>



**Shelby County Schools  
Fiscal Year 2014-2015  
Special Revenue Fund – Adopted Budget**

With the After-School Snacks program, nutritious snacks are provided by Shelby County Schools' Department of Nutritional Services on a charge-back basis. The Tennessee Department of Human Services (DHS) certifies the School Age Child Care (SACC) program for participation in the Child and Adult Care Food Program (CACFP). DHS requires each program to maintain documents for compliance with the Child and Adult Care Program. The cost of after-school snacks provided to students in the SACC program is reimbursed to the district from DHS. All charges and reimbursements for after school snacks are tracked in this project.

8041-D225 After-School Snacks

**Revenue**

<b>Revenue</b>	<b>2013-2014 Amended Budget</b>	<b>2014-2015 Adopted Budget</b>	<b>2015 vs 2014 Variance</b>
Community Servic Fees - Children	\$ -	\$ -	\$ -
Other Local Revenue	38,200	-	(38,200)
Other State Grants	2,135,006	2,181,252	46,246
<b>Total</b>	<b>\$ 2,173,206</b>	<b>\$ 2,181,252</b>	<b>\$ 8,046</b>

**Operating Budget**

<b>Major Object</b>	<b>2013-2014 Amended Budget</b>	<b>2014-2015 Adopted Budget</b>	<b>2015 vs 2014 Variance</b>
1000 Salaries	\$ -	\$ 48,206	\$ 48,206
2000 Benefits	-	8,046	8,046
3000 Contracted Services	2,173,206	2,125,000	(48,206)
<b>Total</b>	<b>\$ 2,173,206</b>	<b>\$ 2,181,252</b>	<b>\$ 8,046</b>



**Shelby County Schools  
Fiscal Year 2014-2015  
Special Revenue Fund – Adopted Budget**

The Shelby County Schools After-School Child Care Program serves a tremendous need in the District. The funds and expenditures are restricted and all restricted fund account money must be for the purpose money was collected. Therefore, all funds must be used for a valid purpose and to benefit the students in the program. All programs must meet SCS standards based on guidelines set by the National After-School Association.

8042-D085 After-School Childcare

**Revenue**

Revenue	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
Other Local Revenue	\$ 6,486,327	\$ 5,691,647	\$ (794,680)
Restricted for Education	639,372	1,331,321	691,949
<b>Total</b>	<b>\$ 7,125,699</b>	<b>\$ 7,022,968</b>	<b>\$ (102,731)</b>

**Operating Budget**

Major Object	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
1000 Salaries	\$ 4,157,739	\$ 4,531,866	\$ 374,127
2000 Benefits	876,460	909,802	33,342
3000 Contracted Services	1,222,674	966,100	(256,574)
4000 Supplies and Materials	276,133	466,600	190,467
5000 Other Charges	300,357	31,000	(269,357)
7000 Capital Outlay	292,336	117,600	(174,736)
<b>Total</b>	<b>\$ 7,125,699</b>	<b>\$ 7,022,968</b>	<b>\$ (102,731)</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
Accountant	1.0	-	(1.0)
Child Care Assistant	14.0	13.0	(1.0)
Special Project Assistant (School Age Child Care)	1.0	1.0	-
Supervisor Child Care	28.0	27.0	(1.0)
Teacher	-	1.0	1.0
<b>Total</b>	<b>44.0</b>	<b>42.0</b>	<b>(2.0)</b>



**Shelby County Schools  
Fiscal Year 2014-2015  
Special Revenue Fund – Adopted Budget**

The Very Special Arts Festival is funded by private gifts awarded to Shelby County Schools and is administered by the Exceptional Children Department. This program is in conjunction with a national event offering our students with disabilities a means to participate in, learn and enjoy the arts at the international, national and local level.

8043-D095 Very Special Arts Festival

**Revenue**

<b>Revenue</b>	<b>2013-2014 Amended Budget</b>	<b>2014-2015 Adopted Budget</b>	<b>2015 vs 2014 Variance</b>
Contributions & Gifts	\$ 2,500	\$ 6,000	\$ 3,500
Restricted for Education	16,889	5,220	(11,669)
<b>Total</b>	<b>\$ 19,389</b>	<b>\$ 11,220</b>	<b>\$ (8,169)</b>

**Operating Budget**

<b>Major Object</b>	<b>2013-2014 Amended Budget</b>	<b>2014-2015 Adopted Budget</b>	<b>2015 vs 2014 Variance</b>
3000 Contracted Services	\$ 17,589	\$ 8,220	\$ (9,369)
4000 Supplies and Materials	1,800	3,000	1,200
<b>Total</b>	<b>\$ 19,389</b>	<b>\$ 11,220</b>	<b>\$ (8,169)</b>





**Shelby County Schools  
Fiscal Year 2014-2015  
Special Revenue Fund – Adopted Budget**

The Coalition of Large Schools Systems (CLASS) was formed by the five largest public school systems in the state of Tennessee for the purpose of jointly exploring legislative options to serve the unique interests of large school systems. The responsibility for collecting and paying the CLASS membership rotates yearly. For FY 2014-15, another public school system is responsible for collecting and paying the CLASS membership dues.

8044-D275 Coalition of Large School Systems

**Revenue**

<b>Revenue</b>	<b>2013-2014 Amended Budget</b>	<b>2014-2015 Adopted Budget</b>	<b>2015 vs 2014 Variance</b>
Restricted for Education	\$ 145,460	\$ -	\$ (145,460)
<b>Total</b>	<b>\$ 145,460</b>	<b>\$ -</b>	<b>\$ (145,460)</b>

**Operating Budget**

<b>Major Object</b>	<b>2013-2014 Amended Budget</b>	<b>2014-2015 Adopted Budget</b>	<b>2015 vs 2014 Variance</b>
3000 Contracted Services	\$ 145,460	\$ -	\$ (145,460)
<b>Total</b>	<b>\$ 145,460</b>	<b>\$ -</b>	<b>\$ (145,460)</b>



**Shelby County Schools  
Fiscal Year 2014-2015  
Special Revenue Fund – Adopted Budget**

This "planning grant" cooperative agreement provided funding for school districts to incorporate farm to school program elements into their operations. This funding was not continued for FY 2014-15.

8045-D355 Farm to School Planning

**Revenue**

Revenue	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015 vs 2014</b>
	<b>Amended Budget</b>	<b>Adopted Budget</b>	<b>Variance</b>
Other Local Revenue	\$ 4,028	\$ -	\$ (4,028)
Restricted for Education	31,136	-	(31,136)
<b>Total</b>	<b>\$ 35,164</b>	<b>\$ -</b>	<b>\$ (35,164)</b>

**Operating Budget**

Major Object	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015 vs 2014</b>
	<b>Amended Budget</b>	<b>Adopted Budget</b>	<b>Variance</b>
3000 Contracted Services	\$ 23,422	\$ -	\$ (23,422)
4000 Supplies and Materials	3,809	-	(3,809)
5000 Other Charges	6,200	-	(6,200)
7000 Capital Outlay	1,733	-	(1,733)
<b>Total</b>	<b>\$ 35,164</b>	<b>\$ -</b>	<b>\$ (35,164)</b>



**Shelby County Schools  
Fiscal Year 2014-2015  
Special Revenue Fund – Adopted Budget**

The Energy Efficient Schools initiative #2: Energy Management Grant incentive is a reimbursable grant to build and/or augment the districts energy management plan.

8046-D295 Energy Efficient Schools Initiative

**Revenue**

		<b>2013-2014</b>	<b>2014-2015</b>	<b>2015 vs 2014</b>
<b>Revenue</b>		<b>Amended Budget</b>	<b>Adopted Budget</b>	<b>Variance</b>
Other State Grants		\$ 464,326	\$ 30,001	\$ (434,325)
<b>Total</b>		<b>\$ 464,326</b>	<b>\$ 30,001</b>	<b>\$ (434,325)</b>

**Operating Budget**

		<b>2013-2014</b>	<b>2014-2015</b>	<b>2015 vs 2014</b>
<b>Major Object</b>		<b>Amended Budget</b>	<b>Adopted Budget</b>	<b>Variance</b>
1000	Salaries	\$ 21,569	\$ 21,570	\$ 1
2000	Benefits	8,430	8,431	1
3000	Contracted Services	434,327	-	(434,327)
<b>Total</b>		<b>\$ 464,326</b>	<b>\$ 30,001</b>	<b>\$ (434,325)</b>



**Shelby County Schools  
Fiscal Year 2014-2015  
Special Revenue Fund – Adopted Budget**

The Telecommunications Center Underwriting & Broadcast Services (TTC-UBS) budget is funded through underwriting and broadcast services. The funds will be used to provide a state of the art technological environment to educate and train students enrolled in TV and Radio Broadcasting at the Telecommunications Center; as well as to recruit potential students from feeder schools to become completers of the Electronic Media Program. Additionally, funds will be used to maintain the visibility and credibility of WQOX 88.5 FM Radio and C19 TV station brands throughout the District, to stakeholders, the community and underwriting clients. Deposits will be credited to this account as underwriting and broadcasting revenue is generated. Expenditures from this account are not to exceed line item budget balance at any time.

8048-D125 Telecommunications Center UBS

**Revenue**

<b>Revenue</b>	<b>2013-2014 Amended Budget</b>	<b>2014-2015 Adopted Budget</b>	<b>2015 vs 2014 Variance</b>
Committed for Education	\$ 83,086	\$ 87,880	\$ 4,794
Other Local Revenue	50,000	50,000	-
<b>Total</b>	<b>\$ 133,086</b>	<b>\$ 137,880</b>	<b>\$ 4,794</b>

**Operating Budget**

<b>Major Object</b>	<b>2013-2014 Amended Budget</b>	<b>2014-2015 Adopted Budget</b>	<b>2015 vs 2014 Variance</b>
1000 Salaries	\$ 15,281	\$ 15,281	\$ -
2000 Benefits	1,169	2,550	1,381
3000 Contracted Services	81,636	101,499	19,863
4000 Supplies and Materials	30,000	13,550	(16,450)
5000 Other Charges	5,000	5,000	-
<b>Total</b>	<b>\$ 133,086</b>	<b>\$ 137,880</b>	<b>\$ 4,794</b>



**Shelby County Schools  
Fiscal Year 2014-2015  
Special Revenue Fund – Adopted Budget**

The CONNECT Mentoring Program is a school-based mentoring program that matches adult volunteers, one-on-one to students. The program’s mission is to address and improve the academic and social needs of participating students to provide a lasting CONNECTION to lifelong survival and success.

8049-D445 SCS Connect Mentoring Program

**Revenue**

<b>Revenue</b>	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015 vs 2014</b>
	<b>Amended Budget</b>	<b>Adopted Budget</b>	<b>Variance</b>
Restricted for Education	\$ -	\$ 2,145	\$ 2,145
<b>Total</b>	<b>\$ -</b>	<b>\$ 2,145</b>	<b>\$ 2,145</b>

**Operating Budget**

<b>Major Object</b>	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015 vs 2014</b>
	<b>Amended Budget</b>	<b>Adopted Budget</b>	<b>Variance</b>
3000 Contracted Services	\$ -	\$ 1,645	\$ 1,645
4000 Supplies and Materials	\$ -	500	500
<b>Total</b>	<b>\$ -</b>	<b>\$ 2,145</b>	<b>\$ 2,145</b>



**Shelby County Schools  
Fiscal Year 2014-2015  
Special Revenue Fund – Adopted Budget**

LEAP programs are established at 11 elementary schools (Berclair Elem, Bruce Elem, Charjean Elem, Goodlett Elem, Hawkins Mill Elem, Levi Elem, Sea Isle Elem, Sharpe Elem, Treadwell Elem, Willow Oaks Elem, Winchester Elem) through a Lottery for Education After-School Programs Grant. LEAP addresses student achievement, improving student behavior, involving parents in the learning process, providing quality professional development and establishing community learning centers. LEAP focuses on reading and math through a variety of materials, resources, and support activities including tutoring/mentoring. Enrichment projects, field trips and recreational activities ensure that the 'total' child is addressed. Resources are research based with appropriate professional development for teachers and paraprofessionals. Community Partners such as the Memphis Museums and community based cultural arts programs provide a variety of opportunities for fieldtrips and supplemental enrichment/academic activities.

8050-D435 LEAP Program

**Revenue**

<b>Revenue</b>	<b>2013-2014 Amended Budget</b>	<b>2014-2015 Adopted Budget</b>	<b>2015 vs 2014 Variance</b>
Other State Grants	\$ 1,140,970	\$ 1,140,970	\$ -
<b>Total</b>	<b>\$ 1,140,970</b>	<b>\$ 1,140,970</b>	<b>\$ -</b>

**Operating Budget**

<b>Major Object</b>	<b>2013-2014 Amended Budget</b>	<b>2014-2015 Adopted Budget</b>	<b>2015 vs 2014 Variance</b>
1000 Salaries	\$ 618,565	\$ 721,731	\$ 103,166
2000 Benefits	106,940	125,536	18,596
3000 Contracted Services	300,400	239,019	(61,381)
4000 Supplies and Materials	104,065	42,684	(61,381)
7000 Capital Outlay	11,000	12,000	1,000
<b>Total</b>	<b>\$ 1,140,970</b>	<b>\$ 1,140,970</b>	<b>\$ -</b>

**Staffing**

<b>Job Description</b>	<b>2013-2014 Amended Budget</b>	<b>2014-2015 Adopted Budget</b>	<b>2015 vs 2014 Variance</b>
Program Administrator	1.0	1.0	-
<b>Total</b>	<b>1.0</b>	<b>1.0</b>	<b>-</b>



**Shelby County Schools  
Fiscal Year 2014-2015  
Special Revenue Fund – Adopted Budget**

Shelby County Schools Transition Project earmarked funding to assist with unexpected expenditures that might occur due to the merging of Memphis City Schools and Shelby County Schools for FY 2013-14. This funding is discontinued for FY 2014-15.

8052-D685 Transition

**Revenue**

<b>Revenue</b>	<b>2013-2014 Amended Budget</b>	<b>2014-2015 Adopted Budget</b>	<b>2015 vs 2014 Variance</b>
Committed for Education	\$ 4,245,006	\$ -	\$ (4,245,006)
<b>Total</b>	<b>\$ 4,245,006</b>	<b>\$ -</b>	<b>\$ (4,245,006)</b>

**Operating Budget**

<b>Major Object</b>	<b>2013-2014 Amended Budget</b>	<b>2014-2015 Adopted Budget</b>	<b>2015 vs 2014 Variance</b>
1000 Salaries	\$ 46,447	\$ -	\$ (46,447)
2000 Benefits	3,553	-	(3,553)
3000 Contracted Services	212,475	-	(212,475)
4000 Supplies and Materials	2,379,000	-	(2,379,000)
5000 Other Charges	302,000	-	(302,000)
7000 Capital Outlay	1,301,531	-	(1,301,531)
<b>Total</b>	<b>\$ 4,245,006</b>	<b>\$ -</b>	<b>\$ (4,245,006)</b>



**Shelby County Schools  
Fiscal Year 2014-2015  
Special Revenue Fund – Adopted Budget**

The Memphis Youth Works Program was a collaboration between GRASSY, the Mayor’s Innovation Delivery Team and the Memphis Shelby Crime Commission. The program provided at-risk youth with mentoring, summer employment and educational experiences that capitalized on their individual strengths, developed their skills and competencies, and connected them to positive adult role models. This program is discontinued for FY 2014-15.

8373-D455 Memphis Youth Works

**Revenue**

<b>Revenue</b>	<b>2013-2014 Amended Budget</b>	<b>2014-2015 Adopted Budget</b>	<b>2015 vs 2014 Variance</b>
Restricted for Education	\$ 26,551	\$ -	\$ (26,551)
<b>Total</b>	<b>\$ 26,551</b>	<b>\$ -</b>	<b>\$ (26,551)</b>

**Operating Budget**

<b>Major Object</b>	<b>2013-2014 Amended Budget</b>	<b>2014-2015 Adopted Budget</b>	<b>2015 vs 2014 Variance</b>
3000 Contracted Services	\$ 26,551	\$ -	\$ (26,551)
<b>Total</b>	<b>\$ 26,551</b>	<b>\$ -</b>	<b>\$ (26,551)</b>





**Shelby County Schools  
Fiscal Year 2014-2015  
Special Revenue Fund – Adopted Budget**

The Healthy School-Whole Child program employed certificated staff to give students instruction and hands on experiences in gardening, tennis, golf, and photography while learning about entrepreneurships and healthy living habits. End results were focused on service learning and an artistic documentation of their experiences. Funding for this program is discontinued for FY 2014-15.

8393-D185 Healthy School Whole Child Program

**Revenue**

<b>Revenue</b>	<b>2013-2014 Amended Budget</b>	<b>2014-2015 Adopted Budget</b>	<b>2015 vs 2014 Variance</b>
Restricted for Education	\$ 23,747	\$ -	\$ (23,747)
<b>Total</b>	<b>\$ 23,747</b>	<b>\$ -</b>	<b>\$ (23,747)</b>

**Operating Budget**

<b>Major Object</b>	<b>2013-2014 Amended Budget</b>	<b>2014-2015 Adopted Budget</b>	<b>2015 vs 2014 Variance</b>
1000 Salaries	\$ 8,250	\$ -	\$ (8,250)
2000 Benefits	1,280	-	(1,280)
3000 Contracted Services	6,747	-	(6,747)
4000 Supplies and Materials	550	-	(550)
7000 Capital Outlay	6,920	-	(6,920)
<b>Total</b>	<b>\$ 23,747</b>	<b>\$ -</b>	<b>\$ (23,747)</b>



**Shelby County Schools  
Fiscal Year 2014-2015  
Special Revenue Fund – Adopted Budget**

The Shelby Metro Basketball and Awareness Clinic provides basketball skills along with counseling and motivational speakers to boys and girls from primarily low and moderate-income households. The program provides a positive atmosphere to learn the fundamentals of basketball to develop teamwork, discipline, self-esteem and good work ethics. Also, team and individual competition is highly emphasized under the direct supervision of qualified coaches.

8474-D605 Shelby Metro Basketball

**Revenue**

<b>Revenue</b>	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015 vs 2014</b>
	<b>Amended Budget</b>	<b>Adopted Budget</b>	<b>Variance</b>
Other Local Revenue	\$ 200,000	\$ 200,000	\$ -
<b>Total</b>	<b>\$ 200,000</b>	<b>\$ 200,000</b>	<b>\$ -</b>

**Operating Budget**

<b>Major Object</b>	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015 vs 2014</b>
	<b>Amended Budget</b>	<b>Adopted Budget</b>	<b>Variance</b>
1000 Salaries	\$ 69,000	\$ 69,000	\$ -
2000 Benefits	20,000	11,516	(8,484)
3000 Contracted Services	91,000	91,000	-
4000 Supplies and Materials	8,000	16,484	8,484
5000 Other Charges	12,000	12,000	-
<b>Total</b>	<b>\$ 200,000</b>	<b>\$ 200,000</b>	<b>\$ -</b>



**Shelby County Schools  
Fiscal Year 2014-2015  
Special Revenue Fund – Adopted Budget**

For the Head Start Observation program, the Shelby County Schools Mental Health Service will provide services outlined in the contract to include classroom observation, training, and case management for Shelby County Head Start sites. SCS may contract some services as needed.

9300-9305 Head Start

**Revenue**

<b>Revenue</b>	<b>2013-2014 Amended Budget</b>	<b>2014-2015 Adopted Budget</b>	<b>2015 vs 2014 Variance</b>
Community Service Fees - Children	\$ -	\$ -	\$ -
Other Local Revenue	5,000	8,000	3,000
Restricted for Education	5,000	21,500	16,500
<b>Total</b>	<b>\$ 10,000</b>	<b>\$ 29,500</b>	<b>\$ 19,500</b>

**Operating Budget**

<b>Major Object</b>	<b>2013-2014 Amended Budget</b>	<b>2014-2015 Adopted Budget</b>	<b>2015 vs 2014 Variance</b>
3000 Contracted Services	\$ 10,000	\$ 29,500	\$ 19,500
<b>Total</b>	<b>\$ 10,000</b>	<b>\$ 29,500</b>	<b>\$ 19,500</b>



**Shelby County Schools  
Fiscal Year 2014-2015  
Special Revenue Fund – Adopted Budget**

The Measures of Effective Teaching project was a two –year national research project funded by the Bill and Melinda Gates Foundation (BMGF). The project's goal was to help educators and policy makers identify and support good teaching by improving the quality of information available about teacher practice. While the research aspect of the MET Project has concluded, leftover funds were set aside for substitute teacher costs while 22 teachers attended a two-day MET conference on October 24 and 25, 2013 in Chicago. Funding for this program is discontinued for FY 2014-15.

D474-D474 MET Research Study-BMGF

**Revenue**

Revenue	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015 vs 2014</b>
	<b>Amended Budget</b>	<b>Adopted Budget</b>	<b>Variance</b>
Other Local Revenue	\$ 4,736	\$ -	\$ (4,736)
Restricted for Education	45,031	-	(45,031)
<b>Total</b>	<b>\$ 49,767</b>	<b>\$ -</b>	<b>\$ (49,767)</b>

**Operating Budget**

Major Object	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015 vs 2014</b>
	<b>Amended Budget</b>	<b>Adopted Budget</b>	<b>Variance</b>
1000 Salaries	\$ 55,029	\$ -	\$ (55,029)
2000 Benefits	3,538	-	(3,538)
<b>Total</b>	<b>\$ 58,567</b>	<b>\$ -</b>	<b>\$ (58,567)</b>



**Shelby County Schools  
Fiscal Year 2014-2015  
Special Revenue Fund – Adopted Budget**

The Student Ticket Subsidy is a program funded by the Tennessee General Assembly and administered through the Tennessee Arts Commission. The program exists to provide ticket subsidy funds to public schools for arts and cultural experiences to encourage schools to expose Tennessee students to a broad variety of cultural experiences, arts disciplines and artist. The maximum award is \$3,000 per fiscal year for each school.

D644-D645 Student Ticket Subsidy

**Revenue**

		<b>2013-2014</b>	<b>2014-2015</b>	<b>2015 vs 2014</b>
<b>Revenue</b>		<b>Amended Budget</b>	<b>Adopted Budget</b>	<b>Variance</b>
Other State Grants		\$ 81,931	\$ -	\$ (81,931)
<b>Total</b>		<b>\$ 81,931</b>	<b>\$ -</b>	<b>\$ (81,931)</b>

**Operating Budget**

		<b>2013-2014</b>	<b>2014-2015</b>	<b>2015 vs 2014</b>
<b>Major Object</b>		<b>Amended Budget</b>	<b>Adopted Budget</b>	<b>Variance</b>
3000 Contracted Services		\$ 81,931	\$ -	\$ (81,931)
<b>Total</b>		<b>\$ 81,931</b>	<b>\$ -</b>	<b>\$ (81,931)</b>



**Shelby County Schools  
Fiscal Year 2014-2015  
Special Revenue Fund – Adopted Budget**

The Plough Foundation Grant provided funding to Shelby County Schools for school based health care centers, mobile health care clinic equipment, screenings, and general medical collaboration with health care partners. Funding for this program is discontinued for FY 2014-15.

D724-D724 Wellness Initiative Plouth Foundation

**Revenue**

<b>Revenue</b>	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015 vs 2014</b>
	<b>Amended Budget</b>	<b>Adopted Budget</b>	<b>Variance</b>
Restricted for Education	\$ 24,032	\$ -	\$ (24,032)
<b>Total</b>	<b>\$ 24,032</b>	<b>\$ -</b>	<b>\$ (24,032)</b>

**Operating Budget**

<b>Major Object</b>	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015 vs 2014</b>
	<b>Amended Budget</b>	<b>Adopted Budget</b>	<b>Variance</b>
7000 Capital Outlay	\$ 24,032	\$ -	\$ (24,032)
<b>Total</b>	<b>\$ 24,032</b>	<b>\$ -</b>	<b>\$ (24,032)</b>



**Shelby County Schools  
Fiscal Year 2014-2015  
Special Revenue Fund – Adopted Budget**

The Toyota Family Literacy Program was established in 2003 by the National Center for Family Literacy with funding from Toyota to meet the educational needs of Hispanic and other immigrant families. The program works to improve the language and literacy skills of the family and to connect parents to their children's education and their children's school. School districts must apply for the award. This funding has been discontinued for FY 2014-15.

D734-D734 Toyota Family Literacy Program

**Revenue**

<b>Revenue</b>	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015 vs 2014</b>
	<b>Amended Budget</b>	<b>Adopted Budget</b>	<b>Variance</b>
Restricted for Education	\$ 15,567	\$ -	\$ (15,567)
<b>Total</b>	<b>\$ 15,567</b>	<b>\$ -</b>	<b>\$ (15,567)</b>

**Operating Budget**

<b>Major Object</b>	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015 vs 2014</b>
	<b>Amended Budget</b>	<b>Adopted Budget</b>	<b>Variance</b>
3000 Contracted Services	\$ 10,000	\$ -	\$ (10,000)
4000 Supplies and Materials	5,567	-	(5,567)
<b>Total</b>	<b>\$ 15,567</b>	<b>\$ -</b>	<b>\$ (15,567)</b>



**Shelby County Schools  
Fiscal Year 2014-2015  
Special Revenue Fund – Adopted Budget**

Stake holders in the energy industry wanted to give customers reasons to be more energy efficient, including the upgrade of building systems. The Shelby County Schools’ Bond Building Lighting Upgrade Project qualified for two such grants. One from Tennessee’s Energy Efficient Schools Initiative and one from the Tennessee Valley Authority’s Energy Right Solutions for Business Incentive Program. This funding has been discontinued for FY 2014-15.

D744-D744 Bond Building Lighting Upgrade

		<b>Revenue</b>		
		<b>2013-2014</b>	<b>2014-2015</b>	<b>2015 vs 2014</b>
<b>Revenue</b>		<b>Amended Budget</b>	<b>Adopted Budget</b>	<b>Variance</b>
Other State Grants		\$ 89,318	\$ -	\$ (89,318)
<b>Total</b>		<b>\$ 89,318</b>	<b>\$ -</b>	<b>\$ (89,318)</b>
 <b>Operating Budget</b> 				
		<b>2013-2014</b>	<b>2014-2015</b>	<b>2015 vs 2014</b>
<b>Major Object</b>		<b>Amended Budget</b>	<b>Adopted Budget</b>	<b>Variance</b>
3000 Contracted Services		\$ 89,318	\$ -	\$ (89,318)
<b>Total</b>		<b>\$ 89,318</b>	<b>\$ -</b>	<b>\$ (89,318)</b>



**IV. GOVERNMENTAL FUNDS (cont'd)**

**D. SPECIAL REVENUE FUNDS (cont'd)**





**IV. GOVERNMENTAL FUNDS (cont'd)**

D. SPECIAL REVENUE FUNDS (cont'd)

**CATEGORICALLY-AIDED FUNDS  
FEDERAL PROGRAMS – FUND 12 BY FUNCTION  
FISCAL YEAR 2014-15 BUDGET  
With Comparative Information for Fiscal Years 2013-14 through 2014-15**

	2013 - 14 <u>Amended Budget</u>	2014-15 <u>Adopted Budget</u>
<b>Revenues</b>		
State of Tennessee	\$ 1,787,340	\$ -
Federal Government	219,165,504	138,110,581
<b>Total revenues</b>	<u>220,952,844</u>	<u>138,110,581</u>
 <b>Expenditures</b>		
Instruction	125,607,054	63,543,343
Instructional Support	61,664,708	34,437,413
Student Support	17,803,448	14,495,380
Office of Principal	963,163	97,836
General Administration	5,922,287	156,184
Student Transportation	2,633,798	244,533
Community Services	1,683,265	22,130,879
Transfers out	4,675,121	3,005,013
<b>Total expenditures</b>	<u>220,952,844</u>	<u>138,110,581</u>
 <b>Excess (deficiency) of revenues over expenditures</b>	 <u>-</u>	 <u>-</u>
 <b>Beginning Fund Balance</b>	 -	 -
Increase (decrease) in reserve for encumbrances	-	-
<b>Ending Fund Balance</b>	<u><u>\$ -</u></u>	<u><u>\$ -</u></u>



**IV. GOVERNMENTAL FUNDS (cont'd)**

D. SPECIAL REVENUE FUNDS (cont'd)

**CATEGORICALLY-AIDED FUNDS  
FEDERAL PROGRAMS – FUND 12 BY OBJECT  
FISCAL YEAR 2014-15 BUDGET  
With Comparative Information for Fiscal Years 2013-14 through 2014-15**

	<u>2013 - 14 Amended Budget</u>	<u>2014-15 Adopted Budget</u>
<b>Revenues</b>		
State of Tennessee	\$ 1,787,340.0	\$ -
Federal Government	219,165,504	138,110,581
<b>Total revenues</b>	<u>220,952,844</u>	<u>138,110,581</u>
<b>Expenditures</b>		
Salaries	95,678,178	70,531,544
Benefits	27,683,193	21,774,615
Contracted services	34,469,548	24,133,848
Supplies & materials	23,372,710	9,761,578
Furniture & equipment	24,839,810	4,697,213
Other objects	14,909,406	7,211,783
<b>Total expenditures</b>	<u>220,952,844</u>	<u>138,110,581</u>
<b>Excess (deficiency) of revenues over expenditures</b>	<u>-</u>	<u>-</u>
<b>Beginning Fund Balance</b>	-	-
Increase (decrease) in reserve for encumbrance	-	-
<b>Ending Fund Balance</b>	<u>\$ -</u>	<u>\$ -</u>

**IV. GOVERNMENTAL FUNDS (cont'd)****D. SPECIAL REVENUE FUNDS (cont'd)**

**Shelby County Schools  
2014-15  
Fund 12 Summary by Project**

<b>Project Number</b>	<b>Project Name</b>	<b>2014-15</b>	<b>Staffing Level</b>
0015	Consolidated Admin	\$ 2,358,900	24.00
1005	Title I, Part A, Improving Academic Achievement	55,901,629	509.00
1105	Title I, Part A, School Improvement Carryover	3,500,000	-
1205	Title I, School Improvement, III	1,943,796	3.00
1405	Title I, School Improvement III Carryover	2,700,000	30.00
1505	Title I, Part D, Subpart I, Neglected/Delinquent	40,988	-
2005	Title II, Part A, Training & Recruiting	5,299,618	29.00
3005	Title III, Part A, English Language Acquisition	1,320,129	29.00
5805	Race To The Top, Local Flow Through	7,876,871	94.00
6005	Teacher Incentive Fund MCS	1,831,662	4.00
6105	Teacher Incentive Fund SCS	851,880	2.00
7005	Title X Homeless	261,155	2.00
8005	Carl Perkins	2,446,612	13.00
8105	Win-Grassy	213,046	1.00
8205	Workforce Investment Network In School	417,009	3.00
8305	Workforce Investment Network Out of School	432,671	4.00
9005	IDEA, Part B	22,590,324	618.00
9105	IDEA, Preschool	176,707	3.00
9405	Head Start	22,018,309	91.00
9605	School Leadership Initiative	638,996	2.00
11S5	Title I, Part A, School Improvement, ARRA	5,040,374	34.00
D395	Gear Up At The River	249,905	2.00
<b>TOTAL</b>		<b>\$ 138,110,581</b>	<b>1,497.00</b>

FY 2015 detailed Fund 12 projects tie back to the FY 2015 Adopted Budget listed on page 352.



**Shelby County Schools  
Fiscal Year 2014-2015  
Federal Projects – Adopted Budget**

Consolidated administration funds are utilized to administer Elementary and Secondary Education Act (ESEA) programs which provide services for children, teachers, principals, other instructional staff, and parents. These resources are also used to ensure compliance with all applicable statutes, regulations, and procedures. Programs included are Title I, Part A; Title I, Part D; Title II, Part A; Title III, Part A; Title I, Part A School Improvement Grants; Title IV, Part B; and Title X. Approximately 125,000 children in district operated public schools, charter schools, non-public schools, facilities for neglected children, and facilities for delinquent children are served. Teachers, principals, and other instructional staff are also served.

0010-0015 Consolidated Administration

**Revenue**

	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015 vs 2014</b>
<b>Revenue</b>	<b>Amended Budget</b>	<b>Adopted Budget</b>	<b>Variance</b>
Other Direct Federal Revenue	\$ 3,321,245	\$ 2,358,900	\$ (962,345)
<b>Total</b>	<b>\$ 3,321,245</b>	<b>\$ 2,358,900</b>	<b>\$ (962,345)</b>

**Operating Budget**

	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015 vs 2014</b>
<b>Major Object</b>	<b>Amended Budget</b>	<b>Adopted Budget</b>	<b>Variance</b>
1000 Salaries	\$ 2,263,981	\$ 1,760,062	\$ (503,919)
2000 Benefits	690,384	462,075	(228,309)
3000 Contracted Services	204,967	69,146	(135,821)
4000 Supplies and Materials	35,313	21,980	(13,333)
5000 Other Charges	81,100	30,166	(50,934)
7000 Capital Outlay	45,500	15,471	(30,029)
<b>Total</b>	<b>\$ 3,321,245</b>	<b>\$ 2,358,900</b>	<b>\$ (962,345)</b>



**Shelby County Schools  
Fiscal Year 2014-2015  
Federal Projects – Adopted Budget**

0010-0015 Consolidated Administration (concl'd)

**Staffing**

<b>Job Description</b>	<b>2013-2014 Amended Budget</b>	<b>2014-2015 Adopted Budget</b>	<b>2015 vs 2014 Variance</b>
Administrative Assistant for Federal Programs Director	1.0	1.0	-
Associate Federal Programs Data Associate	1.0	1.0	-
Director of Federal Programs	1.0	1.0	-
Director, School Support /Fiscal Compliance	1.0	1.0	-
Federal Programs Advisor	1.0	1.0	-
Federal Programs Advisor - School Support/Fiscal C	1.0	1.0	-
Federal Programs Advisor - School Support/Program	4.0	3.0	(1.0)
Federal Programs Advisor (Programs)	6.0	3.0	(3.0)
Federal Programs Associate (Grants)	1.0	1.0	-
Federal Programs Associate (Programs)	1.0	1.0	-
Federal Programs Inventory Assistant	2.0	2.0	-
Federal Programs Inventory Associate	3.0	2.0	(1.0)
Federal Programs Manager	1.0	1.0	-
Financial Analyst (Federal Programs)	3.0	2.0	(1.0)
Fiscal Compliance Administrative Assistant	1.0	-	(1.0)
Grants Administrative Assistant	1.0	1.0	-
Manager, Grants and Special Populations Compliance	1.0	1.0	-
Program Compliance Administrative Assistant	1.0	1.0	-
School Support/Program Compliance Director	1.0	-	(1.0)
<b>Total</b>	<b>32.0</b>	<b>24.0</b>	<b>(8.0)</b>



**Shelby County Schools  
Fiscal Year 2014-2015  
Federal Projects – Adopted Budget**

Title I, Part A provides resources to help ensure that all children have a fair, equal, and significant opportunity to obtain a high-quality education and reach, at a minimum, proficiency on challenging state academic achievement standards and state academic assessments. Major focus areas of this funding are school improvement, assessment, and accountability. Title I funds must be utilized for scientifically based research activities which have demonstrated effectiveness in helping students meet state standards. Approximately 114,000 students receive Title I services. Public and eligible non-public students, teachers, and parents are served. Title I consists of the following: school-wide programs, parental involvement/ notification, services for children in facilities for neglected, services for eligible children in participating non-public schools, evaluation services, administrative support, professional development, and school improvement activities.

0100-1005 Title I, Part A, Improving Academic Achievement

**Revenue**

<b>Revenue</b>	<b>2013-2014 Amended Budget</b>	<b>2014-2015 Adopted Budget</b>	<b>2015 vs 2014 Variance</b>
Title I - Grants to Local Education Agencies	\$ 56,871,329	\$ -	\$ (56,871,329)
Other Direct Federal Revenue	-	55,901,629	55,901,629
<b>Total</b>	<b>\$ 56,871,329</b>	<b>\$ 55,901,629</b>	<b>\$ (969,700)</b>

**Operating Budget**

<b>Major Object</b>	<b>2013-2014 Amended Budget</b>	<b>2014-2015 Adopted Budget</b>	<b>2015 vs 2014 Variance</b>
1000 Salaries	\$ 24,962,872	\$ 26,148,136	\$ 1,185,263
2000 Benefits	5,046,638	7,264,715	2,218,077
3000 Contracted Services	5,065,035	1,525,316	(3,539,719)
4000 Supplies and Materials	11,493,271	13,374,193	1,880,922
5000 Other Charges	3,376,941	3,898,505	521,564
7000 Capital Outlay	6,926,571	3,690,764	(3,235,807)
<b>Total</b>	<b>\$ 56,871,329</b>	<b>\$ 55,901,629</b>	<b>\$ (969,700)</b>



**Shelby County Schools  
Fiscal Year 2014-2015  
Federal Projects – Adopted Budget**

0100-1005 Title I, Part A, Improving Academic Achievement (concl'd)

<b>Staffing</b>			
<b>Job Description</b>	<b>2013-2014 Amended Budget</b>	<b>2014-2015 Adopted Budget</b>	<b>2015 vs 2014 Variance</b>
Classroom Teacher	-	22.0	22.0
Classroom Teacher 4-6	13.0	9.0	(4.0)
Classroom Teacher ESL	-	2.0	2.0
Classroom Teacher K-3	50.5	10.0	(40.5)
Classroom Teacher K-5	21.0	2.0	(19.0)
Classroom Teacher Pre-K	-	1.0	1.0
Classroom Teacher-ESL	6.5	-	(6.5)
Classroom Teacher-Misc	1.0	-	(1.0)
Classroom Teacher-Pre K	1.0	-	(1.0)
Classroom Teacher-Secondary	64.0	56.0	(8.0)
Classroom Teacher-Special Ed	6.0	1.0	(5.0)
Classroom Teacher-Special Skills	9.8	1.0	(8.8)
Classroom Teacher-Vocational	2.0	2.0	-
Clerical Assistant (Parent & Community Engagement)	1.0	1.0	-
Clerk	2.0	1.0	(1.0)
Community Engagement Analyst	1.0	-	(1.0)
Community Engagement Specialist	2.0	2.0	-
Compliance Clerk	2.0	-	(2.0)
Computer Lab Assistant	59.5	43.0	(16.5)
Education Assistant - Interventionist	2.0	-	(2.0)
Education Assistant - Interventionist	-	1.0	1.0
Educational Assistant	107.0	103.0	(4.0)
Educational Asst - Early Childhood	1.0	1.0	-
Educational Asst - Elementary	1.0	1.0	-
Educational Asst - Special Ed	4.0	4.0	-
Family Engagement Specialist	44.0	40.0	(4.0)
Federal Programs Advisor - Grants & Special Popula	1.0	1.0	-
Instructional Curriculum Coach	6.0	6.0	-
Instructional Facilitator	201.6	191.0	(10.6)
Instructional Supervisor	1.0	-	(1.0)
IT Training Specialist	1.0	-	(1.0)
Librarian	2.0	-	(2.0)
Parent Engagement Analyst (Grant Funded)	2.0	2.0	-
Parent Liaison	5.0	3.0	(2.0)
Professional Counselor	2.0	-	(2.0)
Records Clerk II	1.0	-	(1.0)
Research Analyst	2.0	1.0	(1.0)
Research Associate	1.0	1.0	-
Special Project Assistant	1.0	-	(1.0)
Teacher	1.0	1.0	-
<b>Total</b>	<b>629.0</b>	<b>509.0</b>	<b>(120.0)</b>





**Shelby County Schools  
Fiscal Year 2014-2015  
Federal Projects – Adopted Budget**

Title I, Part A provides resources to help ensure that all children have a fair, equal, and significant opportunity to obtain a high-quality education and reach, at a minimum, proficiency on challenging state academic achievement standards and state academic assessments. Major focus areas of this funding are school improvement, assessment, and accountability. Title I funds must be utilized for scientifically based research activities which have demonstrated effectiveness in helping students meet state standards. Approximately 114,000 students receive Title I services. Public and eligible non-public students, teachers, and parents are served. Title I consist of the following: school-wide programs, parental involvement/ notification, services for children in facilities for neglected, services for eligible children in participating non-public schools, evaluation services, administrative support, professional development, and school improvement activities.

0110-1105 Title I, Part A, School Improvement

**Revenue**

Revenue	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015 vs 2014</b>
	<b>Amended Budget</b>	<b>Adopted Budget</b>	<b>Variance</b>
Title I - Grants to Local Education Agencies	\$ 975,000	\$ 3,500,000	\$ 2,525,000
<b>Total</b>	<b>\$ 975,000</b>	<b>\$ 3,500,000</b>	<b>\$ 2,525,000</b>

**Operating Budget**

Major Object	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015 vs 2014</b>
	<b>Amended Budget</b>	<b>Adopted Budget</b>	<b>Variance</b>
1000 Salaries	\$ 486,016	\$ -	\$ (486,016)
2000 Benefits	80,205	-	(80,205)
3000 Contracted Services	225,769	-	(225,769)
4000 Supplies and Materials	83,959	3,500,000	3,416,041
5000 Other Charges	63,851	-	(63,851)
7000 Capital Outlay	35,200	-	(35,200)
<b>Total</b>	<b>\$ 975,000</b>	<b>\$ 3,500,000</b>	<b>\$ 2,525,000</b>



**Shelby County Schools  
Fiscal Year 2014-2015  
Federal Projects – Adopted Budget**

Funds were awarded by the Tennessee Department of Education (TDE) to develop an iZone office and to implement effective interventions in seven elementary schools and middle schools that will result in increased student achievement. Funds were awarded via a competitive process among priority schools (priority schools are schools that have the bottom 5% of student performance scores on state testing) by the TDE. Funds will be used to support SCS in serving the iZone schools with staff, extended day for students, and extended year professional development for teachers. These funds will be used by the following schools: Chickasaw Middle School, Fairley Elementary, Ford Road Elementary, Geeter Middle School, Hamilton Middle School, Lucie B. Campbell Elementary, and Magnolia Elementary. Applications are unique to the individual schools’ needs and address issues identified as those that caused schools to be named as priority schools.

011S-11S5 Title I, Part A, School Improvement, ARRA

**Revenue**

	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015 vs 2014</b>
<b>Revenue</b>	<b>Amended Budget</b>	<b>Adopted Budget</b>	<b>Variance</b>
Title I - Grants to Local Education Agencies	\$ 1,695,216	\$ -	\$ (1,695,216)
Other Direct Federal Revenue	5,017,221	5,040,374	23,153
<b>Total</b>	<b>\$ 6,712,437</b>	<b>\$ 5,040,374</b>	<b>\$ (1,672,063)</b>

**Operating Budget**

	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015 vs 2014</b>
<b>Major Object</b>	<b>Amended Budget</b>	<b>Adopted Budget</b>	<b>Variance</b>
1000 Salaries	\$ 4,370,920	\$ 3,358,187	\$ (1,012,733)
2000 Benefits	1,018,935	1,028,638	9,703
3000 Contracted Services	341,470	331,950	(9,520)
4000 Supplies and Materials	205,039	112,356	(92,683)
5000 Other Charges	513,506	164,799	(348,707)
7000 Capital Outlay	262,566	44,444	(218,122)
<b>Total</b>	<b>\$ 6,712,437</b>	<b>\$ 5,040,374</b>	<b>\$ (1,672,063)</b>



**Shelby County Schools  
Fiscal Year 2014-2015  
Federal Projects – Adopted Budget**

011S-11S5 Title I, Part A, School Improvement, ARRA (concl'd)

**Staffing**

<b>Job Description</b>	<b>2013-2014 Amended Budget</b>	<b>2014-2015 Adopted Budget</b>	<b>2015 vs 2014 Variance</b>
Classroom Teacher K-3	50.0	-	(50.0)
Classroom Teacher K-5	51.0	1.0	(50.0)
Classroom Teacher-Con Home Ec	4.0	-	(4.0)
Classroom Teacher-Secondary	107.0	2.0	(105.0)
Classroom Teacher-Special Ed	50.0	-	(50.0)
Classroom Teacher-Special Skills	10.6	-	(10.6)
Classroom Teacher-Vocational	2.0	-	(2.0)
Clerical Personnel	-	1.0	1.0
Computer Lab Assistant	4.0	-	(4.0)
Data Info Specialist	1.0	-	(1.0)
Education Assistant - Interventionist	4.0	-	(4.0)
Educational Assistant	7.0	9.0	2.0
Family Engagement Specialist	3.0	-	(3.0)
Federal Programs Advisor (Programs)	1.0	1.0	-
Instru Computer Personnel	-	1.0	1.0
Instructional Supervisor	0.5	-	(0.5)
I-Zone Clerk	1.0	-	(1.0)
Librarian	7.0	-	(7.0)
Parent Engagement Specialist	-	3.0	3.0
Professional Counselor	7.0	-	(7.0)
Professional Development Advisor, Literacy	1.0	-	(1.0)
Professional Development Advisor - Math	1.0	-	(1.0)
Professional Development Advisor - Science	1.0	-	(1.0)
Regional Superintendent, I-Zone	1.0	-	(1.0)
Research Analyst	1.0	-	(1.0)
Supervisor/Director	-	4.0	4.0
Teacher	-	12.0	12.0
<b>Total</b>	<b>315.1</b>	<b>34.0</b>	<b>(281.1)</b>



**Shelby County Schools  
Fiscal Year 2014-2015  
Federal Projects – Adopted Budget**

Funds were awarded by the Tennessee Department of Education (TDE) to 4 schools identified as a priority school to implement robust and comprehensive reforms to transform school culture and increase student achievement. Funds were awarded via a competitive process among priority schools (identification of priority schools were based on student scoring in the bottom 5% on state testing) by the TDE. Funds will be used to support Douglas K – 8 School, Riverview Middle School, Sherwood Middle School, and Treadwell Middle School in the implementation of extended day learning time, extended year professional development for teachers, and additional instructional teaching staff. Applications were individualized to meet the needs of each school and address the issues that caused the school to be identified as a priority school.

0120-1205 Title 1 School Improvement II

**Revenue**

<b>Revenue</b>	<b>2013-2014 Amended Budget</b>	<b>2014-2015 Adopted Budget</b>	<b>2015 vs 2014 Variance</b>
Title I - Grants to Local Education Agencies	\$ 1,633,227	\$ -	\$ (1,633,227)
Other Direct Federal Revenue	-	1,943,796	1,943,796
<b>Total</b>	<b>\$ 1,633,227</b>	<b>\$ 1,943,796</b>	<b>\$ 310,569</b>

**Operating Budget**

<b>Major Object</b>	<b>2013-2014 Amended Budget</b>	<b>2014-2015 Adopted Budget</b>	<b>2015 vs 2014 Variance</b>
1000 Salaries	\$ 1,163,674	\$ 1,440,413	\$ 276,739
2000 Benefits	178,572	245,137	66,565
3000 Contracted Services	24,283	54,859	30,576
4000 Supplies and Materials	93,249	74,136	(19,113)
5000 Other Charges	101,531	103,451	1,920
7000 Capital Outlay	71,918	25,800	(46,118)
<b>Total</b>	<b>\$ 1,633,227</b>	<b>\$ 1,943,796</b>	<b>\$ 310,569</b>



**Shelby County Schools  
Fiscal Year 2014-2015  
Federal Projects – Adopted Budget**

0120-1205 Title I School Improvement II (concl'd)

**Staffing**

<b>Job Description</b>	<b>2013-2014 Amended Budget</b>	<b>2014-2015 Adopted Budget</b>	<b>2015 vs 2014 Variance</b>
Classroom Teacher K-3	28.5	-	(28.5)
Classroom Teacher K-8	25.0	-	(25.0)
Classroom Teacher-Con Home Ec	2.0	-	(2.0)
Classroom Teacher-ESL	4.0	-	(4.0)
Classroom Teacher-Secondary	94.0	1.0	(93.0)
Classroom Teacher-Special Ed	49.0	1.0	(48.0)
Classroom Teacher-Special Skills	5.6	-	(5.6)
Classroom Teacher-Vocational	2.0	-	(2.0)
Computer Lab Assistant	1.0	-	(1.0)
Federal Programs Advisor	1.0	1.0	-
Librarian	4.0	-	(4.0)
Professional Counselor	5.0	-	(5.0)
<b>Total</b>	<b>221.1</b>	<b>3.0</b>	<b>(218.1)</b>



**Shelby County Schools  
Fiscal Year 2014-2015  
Federal Projects – Adopted Budget**

The purpose of Title II, Part A is to increase the academic achievement of all students by helping schools and districts improve teacher and principal quality and ensure that all teachers are highly qualified. These funds are utilized to provide professional development activities that: improve core academic subjects content knowledge of teachers; and improve teaching practices and student academic achievement through effective instructional strategies, methods, and skills, and the use of challenging state academic content standards and student academic achievement standards in preparing students for the state assessments.

0140-1405 Title I School Improvement III

**Revenue**

	<b>2013-2014 Amended Budget</b>	<b>2014-2015 Adopted Budget</b>	<b>2015 vs 2014 Variance</b>
<b>Revenue</b>			
Title I - Grants to Local Education Agencies	\$ 2,315,576	\$ -	\$ (2,315,576)
Other Direct Federal Revenue	-	2,700,000	2,700,000
<b>Total</b>	<b>\$ 2,315,576</b>	<b>\$ 2,700,000</b>	<b>\$ 384,424</b>

**Operating Budget**

	<b>2013-2014 Amended Budget</b>	<b>2014-2015 Adopted Budget</b>	<b>2015 vs 2014 Variance</b>
<b>Major Object</b>			
1000 Salaries	\$ 1,924,000	\$ 2,175,373	\$ 251,373
2000 Benefits	318,038	488,589	170,551
5000 Other Charges	73,538	36,038	(37,500)
<b>Total</b>	<b>\$ 2,315,576</b>	<b>\$ 2,700,000</b>	<b>\$ 384,424</b>

**Staffing**

	<b>2013-2014 Amended Budget</b>	<b>2014-2015 Adopted Budget</b>	<b>2015 vs 2014 Variance</b>
<b>Job Description</b>			
Teacher on Assignment	-	30.0	30.0
<b>Total</b>	<b>-</b>	<b>30.0</b>	<b>30.0</b>



**Shelby County Schools  
Fiscal Year 2014-2015  
Federal Projects – Adopted Budget**

Title I, Part D provides supplemental resources for educational services to eligible students who reside in local and state institutions for neglected and delinquent children and youth. These resources are used to improve instruction in order to ensure that the children and youth in these institutions have the same opportunity as other children to meet challenging State academic standards. Funds provide services needed to make a successful transition from institutionalization to further schooling or employment and for programs to prevent at risk-students from dropping out of school. Major focus areas of this funding are intervention, instruction, transition, and student support programs.

0150-1505 Title I, Part D, Subpart 1, Neglected/Delinquent

**Revenue**

	<b>2013-2014 Amended Budget</b>	<b>2014-2015 Adopted Budget</b>	<b>2015 vs 2014 Variance</b>
<b>Revenue</b>			
Title I - Grants to Local Education Agencies	\$ 90,894	\$ -	\$ (90,894)
Other Direct Federal Revenue	-	40,988	40,988
<b>Total</b>	<b>\$ 90,894</b>	<b>\$ 40,988</b>	<b>\$ (49,906)</b>

**Operating Budget**

	<b>2013-2014 Amended Budget</b>	<b>2014-2015 Adopted Budget</b>	<b>2015 vs 2014 Variance</b>
<b>Major Object</b>			
1000 Salaries	\$ 74,039	\$ 25,811	\$ (48,228)
2000 Benefits	-	4,307	4,307
4000 Supplies and Materials	13,755	10,870	(2,885)
5000 Other Charges	2,100	-	(2,100)
7000 Capital Outlay	1,000	-	(1,000)
<b>Total</b>	<b>\$ 90,894</b>	<b>\$ 40,988</b>	<b>\$ (49,906)</b>

**Staffing**

	<b>2013-2014 Amended Budget</b>	<b>2014-2015 Adopted Budget</b>	<b>2015 vs 2014 Variance</b>
<b>Job Description</b>			
Educational Assistant	1.0	-	(1.0)
<b>Total</b>	<b>1.0</b>	<b>-</b>	<b>(1.0)</b>



**Shelby County Schools  
Fiscal Year 2014-2015  
Federal Projects – Adopted Budget**

The purpose of Title II, Part A is to increase the academic achievement of all students by helping schools and districts improve teacher and principal quality and ensure that all teachers are highly qualified. These funds are utilized to provide professional development activities that: improve core academic subjects content knowledge of teachers; and improve teaching practices and student academic achievement through effective instructional strategies, methods, and skills, and the use of challenging state academic content standards and student academic achievement standards in preparing students for the state assessments.

0200-2005 Title II, Part A, Training & Recruiting

<b>Revenue</b>			
<b>Revenue</b>	<b>2013-2014 Amended Budget</b>	<b>2014-2015 Adopted Budget</b>	<b>2015 vs 2014 Variance</b>
Eisenhower Professional Development State Grant	\$ 6,834,954	\$ -	\$ (6,834,954)
Other Direct Federal Revenue	-	5,299,618	5,299,618
<b>Total</b>	<b>\$ 6,834,954</b>	<b>\$ 5,299,618</b>	<b>\$ (1,535,336)</b>

<b>Operating Budget</b>			
<b>Major Object</b>	<b>2013-2014 Amended Budget</b>	<b>2014-2015 Adopted Budget</b>	<b>2015 vs 2014 Variance</b>
1000 Salaries	\$ 3,610,638	\$ 3,457,592	\$ (153,046)
2000 Benefits	1,250,492	767,002	(483,490)
3000 Contracted Services	568,750	-	(568,750)
4000 Supplies and Materials	18,750	-	(18,750)
5000 Other Charges	1,386,324	1,075,024	(311,300)
<b>Total</b>	<b>\$ 6,834,954</b>	<b>\$ 5,299,618</b>	<b>\$ (1,535,336)</b>

<b>Staffing</b>			
<b>Job Description</b>	<b>2013-2014 Amended Budget</b>	<b>2014-2015 Adopted Budget</b>	<b>2015 vs 2014 Variance</b>
Classroom Teacher-Secondary	1.0	1.0	-
Honors Analyst	1.0	1.0	-
Instructional Advisor, Literacy	4.0	4.0	-
Instructional Advisor, Mathematics	4.0	3.0	(1.0)
Instructional Advisor, Science	3.0	2.0	(1.0)
Instructional Advisor, Social Studies	2.0	1.0	(1.0)
Instructional Facilitator	7.0	5.0	(2.0)
New Leaders-New Schools	10.0	7.0	(3.0)
Recruitment and Staffing Advisor	2.0	2.0	-
Research Analyst	3.0	3.0	-
Research Assistant	1.0	-	(1.0)
Research Associate	1.0	-	(1.0)
Teacher On Assignment	30.0	-	(30.0)
<b>Total</b>	<b>69.0</b>	<b>29.0</b>	<b>(40.0)</b>





**Shelby County Schools  
Fiscal Year 2014-2015  
Federal Projects – Adopted Budget**

This program provides instructional support services for the ESL and regular educational programs for English Language Learners (ELL) to help ensure that all ELL students, including immigrant students, attain English proficiency, develop high levels of academic attainment in English, and meet the same challenging State academic standards as all other students. These services will include the use of two system-wide ESL instructional facilitators, bilingual/ESL tutors and family mentors, instructional materials for English acquisition, educational field trips for acculturation, teacher training on second language acquisition/reading instruction for ELL students, interpreters/translators for parent communications, and extended learning opportunities such as after-school and summer programs for ELL students.

0300-3005 Title III, Part A, English Language Acquisition

**Revenue**

	<b>2013-2014 Amended Budget</b>	<b>2014-2015 Adopted Budget</b>	<b>2015 vs 2014 Variance</b>
<b>Revenue</b>			
English Language Acquisition Grants	\$ 1,113,219	\$ -	\$ (1,113,219)
Other Direct Federal Revenue	-	1,320,129	1,320,129
<b>Total</b>	<b>\$ 1,113,219</b>	<b>\$ 1,320,129</b>	<b>\$ 206,910</b>

**Operating Budget**

	<b>2013-2014 Amended Budget</b>	<b>2014-2015 Adopted Budget</b>	<b>2015 vs 2014 Variance</b>
<b>Major Object</b>			
1000 Salaries	\$ 702,714	\$ 871,796	\$ 169,082
2000 Benefits	266,618	367,169	100,551
3000 Contracted Services	40,500	9,500	(31,000)
4000 Supplies and Materials	66,716	68,664	1,948
5000 Other Charges	16,670	3,000	(13,670)
7000 Capital Outlay	20,000	-	(20,000)
<b>Total</b>	<b>\$ 1,113,219</b>	<b>\$ 1,320,129</b>	<b>\$ 206,910</b>

**Staffing**

	<b>2013-2014 Amended Budget</b>	<b>2014-2015 Adopted Budget</b>	<b>2015 vs 2014 Variance</b>
<b>Job Description</b>			
Bilingual Cultural Mentor	26.0	26.0	-
Instructional Advisor, ESL	2.0	2.0	-
Research Evaluator	0.5	1.0	0.5
<b>Total</b>	<b>28.5</b>	<b>29.0</b>	<b>0.5</b>



**Shelby County Schools  
Fiscal Year 2014-2015  
Federal Projects – Adopted Budget**

Under the leadership of the Board of Education and Superintendent, along with the State of Tennessee and our partners, the District has developed a plan to accelerate student achievement and school performance. To accomplish the overarching goal a variety of strategic initiatives, focused investments, and leveraged resources have been organized and scheduled for successful implementation. Our First To The Top plan is aligned with the districts Strategic Plan, our Reform Agenda, District and state policy, and needs assessment. The key elements of the First To The Top plan includes but is not limited to; comprehensive assessment system, virtual coursework, rigorous advance coursework and exam preparation, common data system, principal leadership, PD and team redesign focus on priority schools, Common Core Support, additional Pre-K classrooms, digital laboratories, and expanded visual and performing arts program.

0580-5805 Race to the Top, Local Flow Through

		<b>Revenue</b>		
		<b>2013-2014</b>	<b>2014-2015</b>	<b>2015 vs 2014</b>
<b>Revenue</b>		<b>Amended Budget</b>	<b>Adopted Budget</b>	<b>Variance</b>
Race to the Top		\$ 21,064,894	\$ -	\$ (21,064,894)
Other Direct Federal Revenue		-	7,876,871	7,876,871
<b>Total</b>		<b>\$ 21,064,894</b>	<b>\$ 7,876,871</b>	<b>\$ (13,188,023)</b>

		<b>Operating Budget</b>		
		<b>2013-2014</b>	<b>2014-2015</b>	<b>2015 vs 2014</b>
<b>Major Object</b>		<b>Amended Budget</b>	<b>Adopted Budget</b>	<b>Variance</b>
1000 Salaries		\$ 7,471,907	\$ 3,869,419	\$ (3,602,488)
2000 Benefits		3,023,924	1,700,015	(1,323,909)
3000 Contracted Services		6,725,586	1,021,000	(5,704,586)
4000 Supplies and Materials		1,279,662	799,636	(480,026)
5000 Other Charges		1,802,041	389,301	(1,412,740)
7000 Capital Outlay		761,774	97,500	(664,274)
<b>Total</b>		<b>\$ 21,064,894</b>	<b>\$ 7,876,871</b>	<b>\$ (13,188,023)</b>

		<b>Staffing</b>		
		<b>2013-2014</b>	<b>2014-2015</b>	<b>2015 vs 2014</b>
<b>Job Description</b>		<b>Amended Budget</b>	<b>Adopted Budget</b>	<b>Variance</b>
Classroom Teacher		-	21.0	21.0
Classroom Teacher K-5		1.0	27.0	26.0
Classroom Teacher-Secondary		5.0	5.0	-
Classroom Teacher-Special Skills		9.0	9.0	-
Dual Enrollment/Post Secondary Specialist		1.0	1.0	-
Educational Assistant		2.0	3.0	1.0
Educational Asst - Early Childhood		-	26.0	26.0
High School Initiatives Advisor		1.0	1.0	-
Learning Support Specialist, Literacy		1.0	-	(1.0)
Learning Support Specialist, Math		1.0	-	(1.0)
Learning Support Specialist, Science		1.0	-	(1.0)
Virtual Schools/Online Analyst		1.0	1.0	-
<b>Total</b>		<b>23.0</b>	<b>94.0</b>	<b>71.0</b>



**Shelby County Schools  
Fiscal Year 2014-2015  
Federal Projects – Adopted Budget**

Funds were awarded by the U.S. Department of Education to develop a Performance Based Compensation System (PBCS) that will provide Group Incentives and Individual Stipends to effective teachers, principals and other personnel in the District’s 28 lowest performing schools (identified from the 2009-2010 NCLB data). Group Incentives will be awarded in the same manner as other incentive programs in the district based on student growth. However, personnel will be identified for Individual Stipends based on the rigorous evaluation system.

0600-6005 Teacher Incentive Fund MCS

**Revenue**

	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015 vs 2014</b>
<b>Revenue</b>	<b>Amended Budget</b>	<b>Adopted Budget</b>	<b>Variance</b>
Other Direct Federal Revenue	\$ 4,899,856	\$ 1,831,662	\$ (3,068,194)
<b>Total</b>	<b>\$ 4,899,856</b>	<b>\$ 1,831,662</b>	<b>\$ (3,068,194)</b>

**Operating Budget**

	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015 vs 2014</b>
<b>Major Object</b>	<b>Amended Budget</b>	<b>Adopted Budget</b>	<b>Variance</b>
1000 Salaries	\$ 3,477,238	\$ 1,383,996	\$ (2,093,242)
2000 Benefits	589,186	260,723	(328,463)
3000 Contracted Services	635,800	180,600	(455,200)
4000 Supplies and Materials	9,574	4,143	(5,431)
5000 Other Charges	188,058	2,200	(185,858)
<b>Total</b>	<b>\$ 4,899,856</b>	<b>\$ 1,831,662</b>	<b>\$ (3,068,194)</b>

**Staffing**

	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015 vs 2014</b>
<b>Job Description</b>	<b>Amended Budget</b>	<b>Adopted Budget</b>	<b>Variance</b>
Grant Associate	1.0	1.0	-
Grant Clerk	1.0	1.0	-
Grant Specialist	1.0	1.0	-
Research Analyst	1.0	1.0	-
<b>Total</b>	<b>4.0</b>	<b>4.0</b>	<b>-</b>



**Shelby County Schools  
Fiscal Year 2014-2015  
Federal Projects – Adopted Budget**

TIF III grant funds were awarded to Shelby County Schools by the Tennessee Department of Education/U.S. Department of Education as a part of the Race to the Top initiative. The purpose of the TIF grant is to develop a Performance Based Compensation System (PBCS) that will align student achievement goals with educator compensation. TIF Funds provide individual stipends/bonuses to effective teachers and administrators in 10 of the districts Title I schools. The SCS schools included in the TIF grant are: 6 elementary schools (Dexter, Lowrance, Lucy, Highland Oaks, Northaven, Southwind), 3 middle schools (Dexter, Highland Oaks, Woodstock) and 1 high schools (Southwind). The following criteria were used to select the 14 participating schools: 50% or more student population in free/reduced lunch program, high rates of teacher attrition (difficulty recruiting and retaining effective or highly qualified teachers), and low student performance (as compared to similar schools within the district). To qualify for the TIF stipend, teachers and administrators must meet all General Eligibility Requirements. The amount of the individual stipend is determined by the SCS/TIF Award Matrix. Categories on the award matrix include individual and school level TVAAS data, evaluation data, composite literacy and numeracy ranking, graduation rate and TIF prescribed professional development. The TIF budget is comprised of a planning budget, data budget and implementation budget.

0610-6105 Teacher Incentive Fund SCS

**Revenue**

Revenue	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
Other Direct Federal Revenue	\$ 1,288,846	\$ 851,880	\$ (436,966)
Transfers In	300,000	-	(300,000)
<b>Total</b>	<b>\$ 1,588,846</b>	<b>\$ 851,880</b>	<b>\$ (736,966)</b>

**Operating Budget**

Major Object	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
1000 Salaries	\$ 1,204,794	\$ 695,557	\$ (509,237)
2000 Benefits	200,500	135,711	(64,789)
3000 Contracted Services	151,800	20,612	(131,188)
4000 Supplies and Materials	5,498	-	(5,498)
5000 Other Charges	18,869	-	(18,869)
7000 Capital Outlay	7,385	-	(7,385)
<b>Total</b>	<b>\$ 1,588,846</b>	<b>\$ 851,880</b>	<b>\$ (736,966)</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
Grant Specialist	1.0	1.0	-
School Operations Clerk	1.0	1.0	-
<b>Total</b>	<b>2.0</b>	<b>2.0</b>	<b>-</b>



**Shelby County Schools  
Fiscal Year 2014-2015  
Federal Projects – Adopted Budget**

The McKinney-Vento Homeless Education Assistance Act provides funds for Displaced Student Services (formerly Homeless Children and Youth) through the Tennessee State Department of Education. Per the mandates of this Act, resources and services are provided to school-age homeless/formerly homeless children and youth to assure access to a free and appropriate public education consistent with Tennessee’s school attendance laws. The program is open to school-age homeless/formerly homeless students, kindergarten-12th grade. The goals of the grant include: 1) Maintaining a coordinated and collaborative working relationship with service providers; 2) Maintaining a computer database within the school system to identify, monitor and track homeless and formerly homeless students; 3) Facilitating fluid access to schools (i.e., enrollment, transfers) and to all existing services for which homeless/formerly homeless students are eligible; 4) Providing supplemental tutoring and enrichment programs; and 5) Evaluating the project by determining the extent to which the process and outcome goals/objectives are met.

0700-7005 Title X Homeless

**Revenue**

<b>Revenue</b>	<b>2013-2014 Amended Budget</b>	<b>2014-2015 Adopted Budget</b>	<b>2015 vs 2014 Variance</b>
Education for Homeless Children & Youth	\$ 249,055	\$ -	\$ (249,055)
Other Direct Federal Revenue	-	261,155	261,155
<b>Total</b>	<b>\$ 249,055</b>	<b>\$ 261,155</b>	<b>\$ 12,100</b>

**Operating Budget**

<b>Major Object</b>	<b>2013-2014 Amended Budget</b>	<b>2014-2015 Adopted Budget</b>	<b>2015 vs 2014 Variance</b>
1000 Salaries	\$ 141,650	\$ 141,650	\$ -
2000 Benefits	34,171	46,462	12,291
3000 Contracted Services	36,484	36,484	-
4000 Supplies and Materials	28,500	27,449	(1,051)
5000 Other Charges	8,250	9,110	860
<b>Total</b>	<b>\$ 249,055</b>	<b>\$ 261,155</b>	<b>\$ 12,100</b>

**Staffing**

<b>Job Description</b>	<b>2013-2014 Amended Budget</b>	<b>2014-2015 Adopted Budget</b>	<b>2015 vs 2014 Variance</b>
Federal Programs Specialist	2.0	2.0	-
<b>Total</b>	<b>2.0</b>	<b>2.0</b>	<b>-</b>



**Shelby County Schools  
Fiscal Year 2014-2015  
Federal Projects – Adopted Budget**

The Carl D. Perkins IV Career and Technical Education Act of 2006 provide funding for secondary career and technical education programs. The purpose is to develop more fully the academic and technical skills of secondary students and post-secondary students who enroll in Career and technical education programs. The key objectives of this funding are: to ensure that career and technical programs complement the academic mission of No Child Left Behind and the workforce development mission; to help every youth in a career and technical pathway receive a challenging academic education that prepares him or her for future education and career success in high skill, high demand, and high wage occupations; to ensure that every career and technical program of study in secondary schools offer a smooth transition into a postsecondary program leading to a technical certificate, associate or baccalaureate degree, apprenticeship or a job; make high-quality career and technical programs of study accessible to both youth and career-changing adults through a variety of institutions and delivery models; and to connect career and technical pathways to workforce investment systems to strengthen local, regional and national workforce quality and economic competitiveness. Perkins IV funding is used for: Secondary and Adult Career and Technical Programs, Technology Program Improvement; Technology Preparation; and Career Enhancement.

0800-8005 Carl Perkins

		<b>Revenue</b>		
		<b>2013-2014</b>	<b>2014-2015</b>	<b>2015 vs 2014</b>
<b>Revenue</b>		<b>Amended Budget</b>	<b>Adopted Budget</b>	<b>Variance</b>
Other Direct Federal Revenue		\$ 2,665,404	\$ 2,446,612	\$ (218,792)
<b>Total</b>		<b>\$ 2,665,404</b>	<b>\$ 2,446,612</b>	<b>\$ (218,792)</b>

		<b>Operating Budget</b>		
		<b>2013-2014</b>	<b>2014-2015</b>	<b>2015 vs 2014</b>
<b>Major Object</b>		<b>Amended Budget</b>	<b>Adopted Budget</b>	<b>Variance</b>
1000 Salaries		\$ 812,955	\$ 812,955	\$ -
2000 Benefits		254,683	242,267	(12,416)
3000 Contracted Services		592,613	386,237	(206,376)
4000 Supplies and Materials		155,485	155,485	-
5000 Other Charges		85,834	85,834	-
7000 Capital Outlay		763,835	763,834	(1)
<b>Total</b>		<b>\$ 2,665,404</b>	<b>\$ 2,446,612</b>	<b>\$ (218,792)</b>

		<b>Staffing</b>		
		<b>2013-2014</b>	<b>2014-2015</b>	<b>2015 vs 2014</b>
<b>Job Description</b>		<b>Amended Budget</b>	<b>Adopted Budget</b>	<b>Variance</b>
Administrative Assistant for CTE		1.0	1.0	-
Agriculture/Industrial Education Advisor		1.0	1.0	-
Business Technology Advisor		1.0	1.0	-
Curriculum Advisor for CTE		1.0	1.0	-
FCS/Health Sciences Advisor		1.0	1.0	-
Financial Analyst Fiscal Services		2.0	1.0	(1.0)
Instructional Supervisor		1.0	1.0	-
Marketing/Media Advisor		1.0	1.0	-
Operations Specialist, Equipment/Inventory		1.0	1.0	-
Operations Specialist, Facilities/Warehousing		1.0	1.0	-
Program Project Assistant for CTE		2.0	2.0	-
Senior Accountant		1.0	-	(1.0)
Technology Education & STEM Advisor		1.0	1.0	-
<b>Total</b>		<b>15.0</b>	<b>13.0</b>	<b>(2.0)</b>



**Shelby County Schools  
Fiscal Year 2014-2015  
Federal Projects – Adopted Budget**

The Workforce Investment Network (WIN) In-School GRASSY Program provides after-school programs and Saturday Academy Workshops for (50) qualifying students. The focus of these activities is academic enrichment in math, science, reading, career exploration, service learning life skills and work-based learning opportunities, test taking goals, attaining goals and money management. There is a total of seven (7) Saturday Academies throughout the school year. A series of professionals from various fields present during the sessions. Students visit various colleges, universities, cultural events and local businesses. After school sessions are held on site at the two schools; Fairley and Wooddale High Schools Monday, Tuesday, and Thursday, between the hours of 3:00 p.m. and 5:00 p.m. Goals are determined and assessed for each youth through pre/post-test utilization on employability skills, world of work awareness, language arts and mathematics. Assessment tools used for Math/Language Arts are the TABE Test, Tennessee Gateway Algebra 1 Coach and the Tennessee Gateway English II Coach (Triumph Learning). Steck-Vaughn's On-the-Job series is used for Job-Readiness/World of Work Awareness Assessment as well as the Kuder Career Assessment. Students who satisfactorily complete the program requirements may earn a yearly stipend of up to (\$250) and qualify for the Summer Employment Program (if available).

0810-8105 Win-Grassy

		<b>Revenue</b>		
		<b>2013-2014</b>	<b>2014-2015</b>	<b>2015 vs 2014</b>
<b>Revenue</b>		<b>Amended Budget</b>	<b>Adopted Budget</b>	<b>Variance</b>
Other Direct Federal Revenue		\$ 576,050	\$ 213,046	\$ (363,004)
<b>Total</b>		<b>\$ 576,050</b>	<b>\$ 213,046</b>	<b>\$ (363,004)</b>

		<b>Operating Budget</b>		
		<b>2013-2014</b>	<b>2014-2015</b>	<b>2015 vs 2014</b>
<b>Major Object</b>		<b>Amended Budget</b>	<b>Adopted Budget</b>	<b>Variance</b>
1000	Salaries	\$ 96,428	\$ 105,620	\$ 9,192
2000	Benefits	27,077	36,284	9,207
3000	Contracted Services	448,194	56,144	(392,050)
4000	Supplies and Materials	300	6,900	6,600
5000	Other Charges	4,051	8,098	4,047
<b>Total</b>		<b>\$ 576,050</b>	<b>\$ 213,046</b>	<b>\$ (363,004)</b>

		<b>Staffing</b>		
		<b>2013-2014</b>	<b>2014-2015</b>	<b>2015 vs 2014</b>
<b>Job Description</b>		<b>Amended Budget</b>	<b>Adopted Budget</b>	<b>Variance</b>
Case Worker		1.0	1.0	-
GWT Associate		1.0	-	(1.0)
Operations Specialist, Facilities/ Warehousing		0.5	-	(0.5)
Special Project Assistant		1.0	-	(1.0)
<b>Total</b>		<b>3.5</b>	<b>1.0</b>	<b>(2.5)</b>



**Shelby County Schools  
Fiscal Year 2014-2015  
Federal Projects – Adopted Budget**

The WIN Training and Employment Program for In-School Youth is an after-school program that provides academic enrichment, tutoring and study skills training, and college and employment preparation for identified seniors at Southwind High School. The WIN program coordinates additional services for students designed to promote social skills, cultural awareness, and exposure to the arts and entertainment. The ultimate goal of the WIN program is to ensure that all program participants matriculate into post-secondary training or become gainfully employed following program completion.

0820-8205 Workforce Investment Network In-School

Revenue	Revenue		
	2013-2014 Amended Budget	2014-2015 Adopted Budget	2015 vs 2014 Variance
Other Vocational	\$ 290,000	\$ -	\$ (290,000)
Other Direct Federal Revenue	-	417,009	417,009
<b>Total</b>	<b>\$ 290,000</b>	<b>\$ 417,009</b>	<b>\$ 127,009</b>

Major Object	Operating Budget		
	2013-2014 Amended Budget	2014-2015 Adopted Budget	2015 vs 2014 Variance
1000 Salaries	\$ 191,900	\$ 257,336	\$ 65,436
2000 Benefits	64,372	120,325	55,953
3000 Contracted Services	23,972	22,731	(1,241)
4000 Supplies and Materials	1,500	4,000	2,500
5000 Other Charges	8,256	12,617	4,361
<b>Total</b>	<b>\$ 290,000</b>	<b>\$ 417,009</b>	<b>\$ 127,009</b>

Job Description	Staffing		
	2013-2014 Amended Budget	2014-2015 Adopted Budget	2015 vs 2014 Variance
WIN/WFD Manager	1.0	1.0	-
WIN-IS Associate	2.0	2.0	-
<b>Total</b>	<b>3.0</b>	<b>3.0</b>	<b>-</b>





**Shelby County Schools  
Fiscal Year 2014-2015  
Federal Projects – Adopted Budget**

The Workforce Investment Network (WIN) program provides out-of-school students with a comprehensive network of specialized services including GED instruction, occupational and soft skills training, career orientation, and job placement. Program participants are assigned a case manager who develops an individual service strategy based on specific student needs. Participants receive services for academic enrichment, counseling, mentoring, leadership, transportation, and workforce development training. The ultimate goal of the program is to prepare students for full time employment in high demand occupation or successfully matriculate into a post-secondary institution. WIN is a year round program.

0830-8305 Workforce Investment Network Out-Of-School

		<b>Revenue</b>		
<b>Revenue</b>		<b>2013-2014</b>	<b>2014-2015</b>	<b>2015 vs 2014</b>
		<b>Amended Budget</b>	<b>Adopted Budget</b>	<b>Variance</b>
Other Direct Federal Revenue		\$ 300,000	\$ 432,671	\$ 132,671
<b>Total</b>		<b>\$ 300,000</b>	<b>\$ 432,671</b>	<b>\$ 132,671</b>

		<b>Operating Budget</b>		
<b>Major Object</b>		<b>2013-2014</b>	<b>2014-2015</b>	<b>2015 vs 2014</b>
		<b>Amended Budget</b>	<b>Adopted Budget</b>	<b>Variance</b>
1000	Salaries	\$ 139,360	\$ 225,180	\$ 85,820
2000	Benefits	50,424	99,664	49,240
3000	Contracted Services	96,767	87,210	(9,557)
4000	Supplies and Materials	4,000	7,235	3,235
5000	Other Charges	9,449	13,382	3,933
<b>Total</b>		<b>\$ 300,000</b>	<b>\$ 432,671</b>	<b>\$ 132,671</b>

		<b>Staffing</b>		
<b>Job Description</b>		<b>2013-2014</b>	<b>2014-2015</b>	<b>2015 vs 2014</b>
		<b>Amended Budget</b>	<b>Adopted Budget</b>	<b>Variance</b>
Program Project Assistant for CTE		-	1.0	1.0
WIN/WFD Manager		1.0	1.0	-
WIN-IS Associate		2.0	2.0	-
<b>Total</b>		<b>3.0</b>	<b>4.0</b>	<b>1.0</b>



**Shelby County Schools  
Fiscal Year 2014-2015  
Federal Projects – Adopted Budget**

TARGET AUDIENCE: Students ranging in ages of three through twenty-one who are eligible for special education services. The Individuals with Disabilities in Education Act (IDEA, Part B) funding provides for students with disabilities with the following services:

- Specialized instruction and programs
- Hearing Services/Audiological Services
- Occupational Therapy
- Speech/Language Services
- Behavior Intervention
- Transportation
- Nursing Services
- Vision services/Orientation and Mobility
- Interpreting Services
- Physical Therapy
- Counseling Services
- Assistive Technology
- Evaluation Services

0900-9005 IDEA, Part B

**Revenue**

	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015 vs 2014</b>
<b>Revenue</b>	<b>Amended Budget</b>	<b>Adopted Budget</b>	<b>Variance</b>
Other Direct Federal Revenue	\$ 30,511,873	\$ 22,590,324	\$ (7,921,549)
<b>Total</b>	<b>\$ 30,511,873</b>	<b>\$ 22,590,324</b>	<b>\$ (7,921,549)</b>

**Operating Budget**

	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015 vs 2014</b>
<b>Major Object</b>	<b>Amended Budget</b>	<b>Adopted Budget</b>	<b>Variance</b>
1000 Salaries	\$ 19,801,385	\$ 12,984,484	\$ (6,816,901)
2000 Benefits	8,147,937	6,027,302	(2,120,635)
3000 Contracted Services	1,332,367	2,400,000	1,067,633
4000 Supplies and Materials	191,444	350,000	158,556
5000 Other Charges	974,740	828,538	(146,202)
7000 Capital Outlay	64,000	-	(64,000)
<b>Total</b>	<b>\$ 30,511,873</b>	<b>\$ 22,590,324</b>	<b>\$ (7,921,549)</b>



**Shelby County Schools  
Fiscal Year 2014-2015  
Federal Projects – Adopted Budget**

0900-9005 IDEA, Part B (concl'd)

**Staffing**

<b>Job Description</b>	<b>2013-2014 Amended Budget</b>	<b>2014-2015 Adopted Budget</b>	<b>2015 vs 2014 Variance</b>
Administrative Assistant for Exceptional Children	1.0	1.0	-
Applications Support Analyst for Exceptional Children	1.0	1.0	-
Bus Driver	52.0	-	(52.0)
Classroom Teacher-Special Ed	8.0	1.0	(7.0)
Clerk for Exceptional Children	6.0	5.0	(1.0)
Data Info Specialist	1.0	1.0	-
Deaf Interpreter	16.0	16.0	-
Educational Assist - Special Ed	707.0	485.0	(222.0)
Exceptional Children Advisor	7.0	7.0	-
Financial Support Specialist	1.0	1.0	-
Instructional Ficalitator	1.0	1.0	-
Lead Physical/Ocupptional Therapist	1.0	1.0	-
Licensed Practical Nurse	35.2	35.0	(0.2)
Nutrition Ser Asst Mgr	1.0	1.0	-
Physical and Occupational Therapist	17.0	17.0	-
Psychologist	30.0	30.0	-
Records Clerk II	1.0	1.0	-
Regional Manager fo Exeptional Children	2.0	2.0	-
Resource Specialist-Special Ed	1.0	1.0	-
Social Worker	6.0	6.0	-
Social Worker Advisor	1.0	1.0	-
Special Needs Attendant	2.0	2.0	-
Sub Bus Driver	6.0	-	(6.0)
Technician - Electronics II	1.0	1.0	-
Voc/Habilitation Specialist	1.0	1.0	-
<b>Total</b>	<b>906.2</b>	<b>618.0</b>	<b>(288.2)</b>



**Shelby County Schools  
Fiscal Year 2014-2015  
Federal Projects – Adopted Budget**

TARGET AUDIENCE: Students ages three to five who are eligible for special education services. The Preschool Incentive Program serves students age three to five who are eligible for special education services. A parent liaison serves as an important link between school and home providing parent training and support. The IEP Team recommends the number of hours of service and appropriate related services.

0910-9105 IDEA, Preschool

**Revenue**

	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015 vs 2014</b>
<b>Revenue</b>	<b>Amended Budget</b>	<b>Adopted Budget</b>	<b>Variance</b>
Other Direct Federal Revenue	\$ 316,718	\$ 176,707	\$ (140,011)
<b>Total</b>	<b>\$ 316,718</b>	<b>\$ 176,707</b>	<b>\$ (140,011)</b>

**Operating Budget**

	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015 vs 2014</b>
<b>Major Object</b>	<b>Amended Budget</b>	<b>Adopted Budget</b>	<b>Variance</b>
1000 Salaries	\$ 214,043	\$ 132,684	\$ (81,359)
2000 Benefits	77,199	36,310	(40,889)
4000 Supplies and Materials	18,334	1,700	(16,634)
5000 Other Charges	7,142	6,013	(1,129)
<b>Total</b>	<b>\$ 316,718</b>	<b>\$ 176,707</b>	<b>\$ (140,011)</b>

**Staffing**

	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015 vs 2014</b>
<b>Job Description</b>	<b>Amended Budget</b>	<b>Adopted Budget</b>	<b>Variance</b>
Educational Asst - Special Ed	3.0	3.0	-
<b>Total</b>	<b>3.0</b>	<b>3.0</b>	<b>-</b>



**Shelby County Schools  
Fiscal Year 2014-2015  
Federal Projects – Adopted Budget**

Funds were awarded by the U.S. Department of Education to positively impact principal effectiveness. The four goals of the grant are: 1) to develop and adopt a set of evidence-based standards and competencies to define effective school leadership, as well as a principal evaluation system aligned with those competencies; 2) to utilize leadership programs to identify, recruit, and prepare promising educators for school leadership, placing candidates in high-priority schools; 3) to use case studies of highly effective schools in and beyond Shelby County available through the NLNS Effective Practice Incentives Community (EPIC) Knowledge System, to create a professional development curriculum designed to train principals to conduct effective teacher observations and evaluations; and 4) the district will develop and adopt a strategic and funding plan to reform principal compensation by linking base pay and incentives to student achievement as measured by student achievement.

0960-9605 School Leadership Initiative

**Revenue**

Revenue	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015 vs 2014</b>
	<b>Amended Budget</b>	<b>Adopted Budget</b>	<b>Variance</b>
Other Direct Federal Revenue	\$ 623,402	\$ 638,996	\$ 15,594
<b>Total</b>	<b>\$ 623,402</b>	<b>\$ 638,996</b>	<b>\$ 15,594</b>

**Operating Budget**

Major Object	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015 vs 2014</b>
	<b>Amended Budget</b>	<b>Adopted Budget</b>	<b>Variance</b>
1000 Salaries	\$ 98,004	\$ 126,610	\$ 28,606
2000 Benefits	35,838	35,711	(127)
3000 Contracted Services	445,866	420,787	(25,079)
4000 Supplies and Materials	4,000	16,105	12,105
5000 Other Charges	35,694	35,783	89
7000 Capital Outlay	4,000	4,000	-
<b>Total</b>	<b>\$ 623,402</b>	<b>\$ 638,996</b>	<b>\$ 15,594</b>

**Staffing**

Job Description	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015 vs 2014</b>
	<b>Amended Budget</b>	<b>Adopted Budget</b>	<b>Variance</b>
Director I - Instructional Support	0.5	1.0	0.5
Grant Associate	1.0	1.0	-
Special Project Assistant	1.0	-	(1.0)
<b>Total</b>	<b>2.5</b>	<b>2.0</b>	<b>(0.5)</b>



**Shelby County Schools  
Fiscal Year 2014-2015  
Federal Projects – Adopted Budget**

GEAR UP At The River will work to increase the number of low-income, first generation students enrolling and succeeding in college. Cordova, East and Kingsbury High schools were selected because of the student populations being high-poverty high schools which are "persistently lowest achieving" or which have college-going rates below the state's rate. They were selected for focus by the District because of their strong partnerships with organizations able to meet the required match expectation. Major goals of the program are:

- To improve the academic performance of students.
- To improve the quality of instructional and counseling leadership offered to participating students regarding college-going behavior.
- To increase the awareness of post-secondary options, requirements and financial aid.

8797-D395 GEAR UP At The River

**Revenue**

	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015 vs 2014</b>
<b>Revenue</b>	<b>Amended Budget</b>	<b>Adopted Budget</b>	<b>Variance</b>
Other Direct Federal Revenue	\$ 317,490	\$ 249,905	\$ (67,585)
<b>Total</b>	<b>\$ 317,490</b>	<b>\$ 249,905</b>	<b>\$ (67,585)</b>

**Operating Budget**

	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015 vs 2014</b>
<b>Major Object</b>	<b>Amended Budget</b>	<b>Adopted Budget</b>	<b>Variance</b>
1000 Salaries	\$ 96,391	\$ 87,432	\$ (8,959)
2000 Benefits	14,818	26,694	11,876
3000 Contracted Services	44,411	40,262	(4,149)
4000 Supplies and Materials	41,519	30,132	(11,387)
5000 Other Charges	114,951	59,985	(54,966)
7000 Capital Outlay	5,400	5,400	-
<b>Total</b>	<b>\$ 317,490</b>	<b>\$ 249,905</b>	<b>\$ (67,585)</b>

**Staffing**

	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015 vs 2014</b>
<b>Job Description</b>	<b>Amended Budget</b>	<b>Adopted Budget</b>	<b>Variance</b>
Instructional Facilitator	2.0	2.0	-
<b>Total</b>	<b>2.0</b>	<b>2.0</b>	<b>-</b>



**Shelby County Schools  
Fiscal Year 2014-2015  
Federal Projects – Adopted Budget**

Head Start promotes the school readiness of young children from low-income families through agencies in their local community. The Head Start program is authorized by the Improving Head Start for School Readiness Act of 2007. Head Start programs provide comprehensive services to support the mental, social, and emotional development of children from birth to age 5. In addition to education services, programs provide children and their families with health, nutrition, social, and other services. Head Start services are responsive to each child and family's ethnic, cultural, and linguistic heritage. The programs encourage the role of parents as their child's first and most important teachers. Programs build relationships with families that support positive parent-child relationships, family well-being, and connections to peers and community.

9404-9405 Head Start

**Revenue**

Revenue	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
Direct Federal Funds	\$ -	\$ 22,018,309	\$ 22,018,309
<b>Total</b>	<b>\$ -</b>	<b>\$ 22,018,309</b>	<b>\$ 22,018,309</b>

**Operating Budget**

Major Object	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
1000 Salaries	\$ -	\$ 2,391,114	\$ 2,391,114
2000 Benefits	-	724,414	724,414
3000 Contracted Services	-	17,471,010	17,471,010
4000 Supplies and Materials	-	741,039	741,039
5000 Other Charges	-	640,732	640,732
7000 Capital Outlay	-	50,000	50,000
<b>Total</b>	<b>\$ -</b>	<b>\$ 22,018,309</b>	<b>\$ 22,018,309</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
Administrative Assistant	-	1.0	1.0
Compliance Advisor	-	1.0	1.0
Data Compliance Assistant	-	1.0	1.0
Director (Strategic Initiatives Manager)	-	1.0	1.0
Educational Advisors	-	3.0	3.0
Educational Analyst	-	1.0	1.0
Senior Accountant Advisor	-	1.0	1.0
Teacher Assistants	-	82.0	82.0
<b>Total</b>	<b>-</b>	<b>91.0</b>	<b>91.0</b>



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**IV. GOVERNMENTAL FUNDS (cont'd)**

**D. SPECIAL REVENUE FUNDS (cont'd)**

**NUTRITION SERVICES DEPARTMENT OVERVIEW**

**MISSION STATEMENT:**

The Division of Nutrition Services exists to provide every child with nutritious meals that support healthy minds and bodies, putting healthy kids in front of educators ready to learn.

**DIVISIONAL GOALS:**

The division seeks to maximize the number of meals served to children throughout the year while operating as a self-supporting entity, relying solely upon funds from the USDA, the state and local sources.

**ISSUES & TRENDS:**

In addition to serving students in District cafeterias, the division continues to reach a growing number of children in charter schools, the Achievement School District, the Catholic Diocese of Memphis and Head Start programs. Not only does the division provide USDA-reimbursable breakfasts and lunches, adult meals and a la carte service in schools, the division continues to expand its participation in the Fresh Fruit and Vegetable Program, the At Risk Supper Program and the Summer Food Service Program.

The division strives to provide appetizing meals that meet USDA requirements while increasing the amount of food that is grown locally and reducing our ecological footprint. While we grow products in the hoop houses in the district's teaching gardens (which are primarily for student education, though these products are served in our cafeterias), we are encouraging more local sourcing. This year the division is launching its initial bid requests that will be evaluated using geographic preference under recent Federal regulations that encourage purchase of unprocessed locally grown and locally raised agricultural products. Through grants from a variety of sources we continue to expand other aspects of our farm to school programs.

**FISCAL YEAR 2013-2014 PERFORMANCE HIGHLIGHTS:**

In November 2013 daily meal service included 67,230 USDA-reimbursable breakfasts per day, 86,410 USDA-reimbursable lunches per day and \$24,770 per day in adult meals and a la carte items purchased by students.

In 2013-2014 the Fresh Fruit and Vegetable Program Grant of over \$1.5 million is providing nutritious snacks to children in 67 schools.

In November 2013 the At Risk Supper Program served over 4,100 meals per day to our students.

In the summer of 2013 the Summer Food Service Program served over 3,000 breakfasts, 9,750 lunches and 5,300 snacks per day.

**IV. GOVERNMENTAL FUNDS (cont'd)****D. SPECIAL REVENUE FUNDS (cont'd)****NUTRITION SERVICES DEPARTMENT OVERVIEW (concl'd)****FISCAL YEAR 2014-2015 BUDGET HIGHLIGHTS:**

The 2014-2015 budget reflects implementation of the Community Eligibility Provision in all of the schools in the District plus the ASD schools and charter schools we serve. Under this provision all students will receive USDA-reimbursable breakfasts and lunches at no cost to them with a simplified checkout, while the division will be reimbursed at the USDA's higher free meal rates.

To manage labor costs Nutrition Services will base cafeteria staffing on meals per labor hour as it has done in the past. The staffing formula will remain 19 meals per labor hour for lunch and 57 meals per labor hour for breakfast. The budget makes corresponding adjustments at the Central Nutrition Center, especially in Distribution and the Central Kitchen, reflecting the reduction in the number of sites served and the total volume of meals served.

**IV. GOVERNMENTAL FUNDS (cont'd)**

**D. SPECIAL REVENUE FUNDS (cont'd)**





**IV. GOVERNMENTAL FUNDS (cont'd)**

D. SPECIAL REVENUE FUNDS (cont'd)

**NUTRITION SERVICES FUND BY FUNCTION  
FISCAL YEAR 2014-15 BUDGET**

**With Comparative Information for Fiscal Years 2013-14 through 2014-15**

	2013 - 14 <u>Amended Budget</u>	2014-15 <u>Adopted Budget</u>
<b>Revenues</b>		
State of Tennessee	\$ -	\$ 2,755,184
Federal Government	61,628,122	62,858,237
Other local sources	<u>21,905,871</u>	<u>7,781,508</u>
<b>Total revenues</b>	<u>83,533,993</u>	<u>73,394,929</u>
 <b>Expenditures</b>		
Other support services	80,805,981	71,132,337
Transfers out	<u>6,775,430</u>	<u>2,262,592</u>
<b>Total expenditures</b>	<u>87,581,411</u>	<u>73,394,929</u>
		-
<b>Excess (deficiency) of revenues over expenditures</b>	<u>(4,047,418)</u>	<u>-</u>
 <b>Beginning Fund Balance</b>	 22,253,722	 18,206,304
Increase (decrease) in reserve for encumbrance	<u>-</u>	<u>-</u>
Assignment - Other post employment benefits	<u>-</u>	<u>-</u>
<b>Ending Fund Balance</b>	<u>\$ 18,206,304</u>	<u>\$ 18,206,304</u>

**IV. GOVERNMENTAL FUNDS (cont'd)****D. SPECIAL REVENUE FUNDS (cont'd)****NUTRITION SERVICES FUND BY OBJECT  
FISCAL YEAR 2014-15 BUDGET****With Comparative Information for Fiscal Years 2013-14 through 2014-15**

	<u>2013 - 14 Amended Budget</u>	<u>2014-15 Adopted Budget</u>
<b>Revenues</b>		
State of Tennessee	\$ -	\$ 2,755,184
Federal Government	61,628,122	62,858,237
Other local sources	21,905,871	7,781,508
<b>Total revenues</b>	<u>83,533,993</u>	<u>73,394,929</u>
<b>Expenditures</b>		
Salaries	27,911,257	26,708,994
Benefits	9,405,132	5,558,218
Contracted services	3,333,872	1,513,670
Supplies & materials	36,486,645	33,949,690
Furniture & equipment	2,959,186	2,111,565
Other objects	7,485,319	3,552,792
<b>Total expenditures</b>	<u>87,581,411</u>	<u>73,394,929</u>
<b>Excess (deficiency) of revenues over expenditures</b>	<u>(4,047,418)</u>	<u>-</u>
<b>Beginning Fund Balance</b>	22,253,722	18,206,304
Increase (decrease) in reserve for encumbrance	-	-
<b>Ending Fund Balance</b>	<u>\$ 18,206,304</u>	<u>\$ 18,206,304</u>



**IV. GOVERNMENTAL FUNDS (concl'd)**

**D. SPECIAL REVENUE FUNDS (concl'd)**

**Shelby County Schools  
2014-15  
Nutrition Services Staffing**

Job Description	2013-2014	2014-2015	2015 vs 2014
	Amended Budget	Adopted Budget	Variance
Accountant	1.00	1.00	-
Accountant-Senior	1.00	1.00	-
Admin Assistant for Business Ops Liaison	-	1.00	1.00
Admin Assistant for Dir of Nutrition Operations	1.00	1.00	-
Admin Assistant for Dir of Nutrition Services	1.00	1.00	-
Admin Assistant for Dir of Nutrition Support	1.00	-	(1.00)
Administrative Secretary I	2.00	4.00	2.00
Buyer	1.00	1.00	-
Cafeteria Equip Repair Spec	2.00	1.00	(1.00)
Catering Assistant	10.00	10.00	-
Central Kitchen Manager	1.00	1.00	-
Clerical Assistant (Part-Time)	1.00	1.00	-
CLERK	-	2.00	2.00
Clerk for Distribution	1.00	-	(1.00)
Clerk for Planning and Procurement	1.00	-	(1.00)
CNC Project Specialist	1.00	-	(1.00)
Compliance Programming, Education and Training Man	1.00	1.00	-
Compliance Specialist	-	1.00	1.00
Culinary Specialist	1.00	1.00	-
Data Processing Specialist	1.00	1.00	-
Dietitian	2.00	2.00	-
Director of Nutrition	1.00	1.00	-
Director of Nutrition Finance	1.00	1.00	-
Director of Nutrition Operations	1.00	1.00	-
Director of Nutrition Support	1.00	-	(1.00)
Distribution Clerk	-	1.00	1.00
Distribution Manager	1.00	1.00	-
Equipment Maintenance Specialist	2.00	2.00	-
Equipment Operations Assistant	-	1.00	1.00
Equipment Operations Supervisor	1.00	1.00	-
Farm Manager	3.00	3.00	-
Floating Clerk	-	1.00	1.00
Food Quality Control Specialist	1.00	1.00	-
Food Safety Specialist	1.00	1.00	-
Fork Lift Operator	6.00	6.00	-
Human Resources Supervisor	1.00	1.00	-
Information Technology Manager	1.00	1.00	-
Inventory Clerk	1.00	1.00	-
Lead Nutrition Production Assistant	8.00	6.00	(2.00)
Logistics Specialist	3.00	3.00	-
Lunchroom Monitor	60.00	45.00	(15.00)
Meal Planning Analyst	1.00	1.00	-
Network Specialist	6.00	5.00	(1.00)
Nut Serv Nut Instructor	2.00	2.00	-
Nutrition Analyst	-	2.00	2.00
Nutrition Services Area Mgr	9.00	9.00	-
Other Salaries & Wages	-	2.00	2.00
Planning and Analysis Manager	1.00	1.00	-
Planning and Procurement Manager	1.00	1.00	-
Production Assistant	46.00	35.00	(11.00)
Receptionist for Nutrition Office	1.00	1.00	-
Recycling Specialist	-	1.00	1.00
Refrigeration Repair Person	2.00	3.00	1.00
School Nutrition Technician	1,171.00	970.00	(201.00)
School Operations Manager	1.00	-	(1.00)
SEMS Personnel Clerk II	1.00	1.00	-
Supervisor Trainee, School Nutrition	19.00	19.00	-
Supervisor, Nutrition Production	4.00	4.00	-
Supervisor, School Nutrition	213.00	177.00	(36.00)
Truck Driver II	27.00	22.00	(5.00)
Warehouse Clerk	1.00	1.00	-
Warehouse First Line Supv	4.00	4.00	-
Warehouse Worker	15.00	13.00	(2.00)
<b>Total</b>	<b>1,648.00</b>	<b>1,383.00</b>	<b>(265.00)</b>



**V. PROPRIETARY FUNDS**

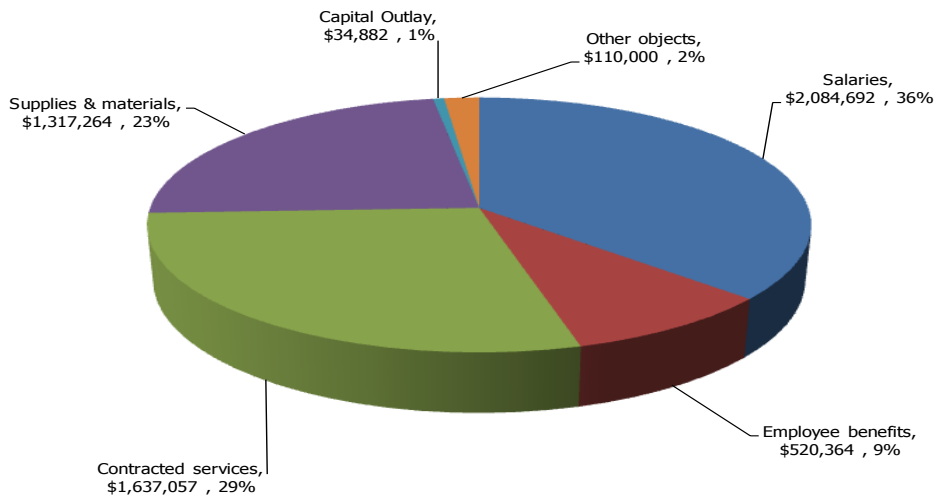
**A. INTERNAL SERVICE FUNDS**

The District has three Internal Service Funds that are appropriated: Printing Services, Warehouse and the Achievement School District. Printing Services provide secure confidential and economical printing for the Shelby County Schools District administrative offices as well as schools and other support divisions.

The Warehouse (or Supply Chain) Fund provides for the planning, implementing and controlling the operations of the supply chain with the purpose of satisfying the customer requirements as efficiently as possible. It encompasses all activities involved in requisition, receiving and distribution of needed inventory necessary for the functioning of Shelby County Schools. Supplies and materials purchased and distributed include testing materials, textbooks and workbooks, custodial supplies and chemicals (i.e. toilet paper, hand towels, floor wax), duplicating paper, vehicle fuel, educational material, and vocational material. Warehouse conducts activities in three levels: strategic, tactical and operational.

The Achievement School District (ASD) was established by the Commissioner of the Tennessee Department of Education to improve the overall performance of schools in the bottom five percent in the State. An additional eight Shelby County Schools will join the ASD in fiscal year 2015 resulting in a total of nineteen District schools under the ASD umbrella. The ASD fund accounts for Special Education, facilities, information technology, security operations, risk management, and transportation services the District either manages or provides to the ASD. SCS has a MOU with the ASD to provide transportation services, special education services, facility maintenance and other services. The ASD fund accounts for services provided to the ASD by the District.

**Shelby County Schools  
2014-15 Adopted Budget  
Internal Service Funds Expenditures**





**V. PROPRIETARY FUNDS (cont'd)**

**A. INTERNAL SERVICE FUNDS (cont'd)**

**INTERNAL SERVICE FUNDS BY FUNCTION**

**FISCAL YEAR 2014-15 BUDGET**

**With Comparative Information for Fiscal Years 2013-14 through 2014-15**

	2013 - 14 <u>Amended Budget</u>	2014-15 <u>Adopted Budget</u>
<b>Revenues</b>		
Charges for services	974,258	966,517
Other local sources	\$ 3,797,933	\$ 4,737,742
<b>Total revenues</b>	<u>4,772,191</u>	<u>5,704,259</u>
 <b>Expenditures</b>		
Instruction	543,784	651,538
Student support	44,378	-
General administration	57,324	140,699
Student transportation	914,000	1,188,200
Plant services	3,212,705	3,723,822
Capital Outlay	-	-
<b>Total expenditures</b>	<u>4,772,191</u>	<u>5,704,259</u>
 <b>Excess (deficiency) of revenues over expenditures</b>	 <u>-</u>	 <u>-</u>
 <b>Beginning Fund Balance</b>	 <u>554,601</u>	 <u>554,601</u>
Increase (decrease) in reserve for encumbrance		
<b>Ending Fund Balance</b>	<u>\$ 554,601</u>	<u>\$ 554,601</u>





**V. PROPRIETARY FUNDS (cont'd)**

**A. INTERNAL SERVICE FUNDS (cont'd)**

**INTERNAL SERVICE FUNDS BY OBJECT  
FISCAL YEAR 2014-15 BUDGET  
With Comparative Information for Fiscal Years 2013-14 through 2014-15**

	<u>2013 - 14 Amended Budget</u>	<u>2014-15 Adopted Budget</u>
<b>Revenues</b>		
Charges for services	974,258	966,517
Other local sources	\$ 3,797,933	\$ 4,737,742
<b>Total revenues</b>	<u>4,772,191</u>	<u>5,704,259</u>
<b>Expenditures</b>		
Salaries	1,770,022	2,084,692
Benefits	564,834	520,364
Contracted services	1,292,366	1,637,056
Supplies & materials	972,572	1,317,265
Furniture & equipment	90,434	110,000
Other objects	81,962	34,882
Charter schools	-	-
<b>Total expenditures</b>	<u>4,772,191</u>	<u>5,704,259</u>
<b>Excess (deficiency) of revenues over expenditures</b>	<u>-</u>	<u>-</u>
<b>Beginning Fund Balance</b>	554,601	554,601
Increase (decrease) in reserve for encumbrance		
<b>Ending Fund Balance</b>	<u>\$ 554,601</u>	<u>\$ 554,601</u>



**V. PROPRIETARY FUNDS (cont'd)**

**A. INTERNAL SERVICE FUNDS (cont'd)**

**INTERNAL SERVICE FUNDS BY FUNCTION  
FISCAL YEAR 2014-15 BUDGET**

	Printing Services	Supply Chain	ASD	Total Internal
<b>Revenues</b>				
Charges for services	\$ 966,517	\$ -	\$ -	\$ 966,517
Other local sources		1,620,001	3,117,741	4,737,742
<b>Total revenues</b>	<u>966,517</u>	<u>1,620,001</u>	<u>3,117,741</u>	<u>5,704,259</u>
<b>Expenditures</b>				
Instructional support	-	-	651,538	651,538
General administration	66,178	-	74,521	140,699
Student transportation	-	-	1,188,200	1,188,200
Plant services	900,339	1,620,001	1,203,482	3,723,822
<b>Total expenditures</b>	<u>966,517</u>	<u>1,620,001</u>	<u>3,117,741</u>	<u>5,704,259</u>
<b>Excess (deficiency) of revenues over expenditures</b>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Beginning Fund Balance</b>	393,561	161,040	-	554,601
<b>Ending Fund Balance</b>	<u>\$ 393,561</u>	<u>\$ 161,040</u>	<u>\$ -</u>	<u>554,601</u>



**V. PROPRIETARY FUNDS (cont'd)**

**A. INTERNAL SERVICE FUNDS (concl'd)**

**INTERNAL SERVICE FUNDS BY BY OBJECT  
FISCAL YEAR 2014-15 BUDGET**

	Printing Services	Supply Chain	ASD	Total Internal
<b>Revenues</b>				
Charges for services	\$ 966,517	\$ -	\$ -	\$ 966,517
Other local sources	-	1,620,001	3,117,741	4,737,742
<b>Total revenues</b>	<u>966,517</u>	<u>1,620,001</u>	<u>3,117,741</u>	<u>5,704,259</u>
<b>Expenditures</b>				
Salaries	419,904	1,106,438	558,350	2,084,692
Benefits	111,613	315,563	93,188	520,364
Contracted services	155,000	78,000	1,404,057	1,637,057
Supplies & materials	205,000	85,000	1,027,264	1,317,264
Furniture & equipment	75,000	35,000	34,882	144,882
<b>Total expenditures</b>	<u>966,517</u>	<u>1,620,001</u>	<u>3,117,741</u>	<u>5,704,259</u>
<b>Excess (deficiency) of revenues over expenditures</b>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Beginning Fund Balance</b>	<u>393,561</u>	<u>161,040</u>	<u>-</u>	<u>554,601</u>
<b>Ending Fund Balance</b>	<u>\$ 393,561</u>	<u>\$ 161,040</u>	<u>\$ -</u>	<u>554,601</u>



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**INFORMATIONAL SECTION**

The Informational Section of the budget includes the following information:

- I. DISTRICT ENROLLMENT TRENDS
  - A. Enrollment History and Projections by School
  - B. Enrollment Projection Methodology
- II. STAFFING TRENDS
  - A. Staffing Formula
  - B. Staffing Levels
- III. FINANCIAL ASSUMPTIONS AND PROJECTIONS
- IV. DEBT RETIREMENT SCHEDULE
- V. PROPERTY CLASSIFICATIONS AND ASSESSED PROPERTY VALUE
  - A. Assessed Value and Estimated Actual Value of taxable Property
  - B. Impact on Taxpayers
  - C. Principal Property Taxpayers
- VI. TAX RATE TRENDS
- VII. STATISTICAL AND OTHER INFORMATION
  - A. Income per Capita
  - B. Principal Employers
  - C. School Lunch Program
  - D. General Fund Expenditure Per Pupil Expenditures
- VIII. DISTRICT PERFORMANCE OBJECTIVES
- IX. SURVEYS
  - A. Students' Teacher Ratings
  - B. Climate Survey
- X. GLOSSARY OF TERMS
- XI. HELPFUL LINKS



**I. DISTRICT ENROLLMENT TRENDS**

**A. ENROLLMENT HISTORY AND PROJECTIONS BY SCHOOL**

<b>School/Building</b>	<b>2014</b>	<b>2015*</b>
A. B. Hill ES (1909)	243	241
A. Maceo Walker MS (2003)	419	778
Airways MS (1964)	260	283
Alcy ES (1970)	293	291
Alton ES (1969)	301	284
Altruria ES (1976)	799	-
American Way MS (2003)	672	658
Appling MS (1995)	590	-
Arlington ES (1972)	936	-
Arlington MS (2000)	1,247	-
Arlington HS (2004)	2,168	-
Avon-Lenox ES (1955)	-	-
B.T. Washington HS (1949)	385	522
Bailey Station ES (2005)	847	-
Balmoral ES (1970)	-	-
Barret's Chapel ES (1960)	304	513
Bartlett ES (1990)	872	-
Bartlett HS (1962)	2,009	-
Bellevue MS (1928)	481	481
Belle Forrest ES	866	882
Berclair ES (1953)	596	624
Bethel Grove ES (1932)	265	265
Bolton HS (1960)	1,943	2,050
Bon Lin ES (2005)	837	-
Bon Lin MS (2008)	614	-
Brookmeade ES (1960)	281	281
Brownsville Rd ES (1966)	607	606
Bruce ES (1999)	337	326
Caldwell ES (1959)	-	-
Caldwell-Guthrie ES (1998)	287	523
Carnes ES (1905)	250	244
Carver HS (1956)	326	296
Central HS (1915)	1,595	1,600
Charjean ES (1950)	415	420
Cherokee ES (1951)	431	436
Chickasaw MS (1970)	472	489
Chimneyrock (2011)	809	801
Coleman ES (1910)	449	-
Collierville ES (1968)	759	-
Collierville MS (2011)	843	-
Collierville HS (1975)	1,922	-
Colonial MS (1954)	1,043	1,050
Cordova ES (2002)	628	801
Cordova HS (1997)	1,694	2,062
Cordova MS (1993)	784	784
Corning ES (1967)	-	-
Coro Lake ES (1974)	-	-
Corry MS (1959)	268	-
Craigmont HS (1978)	984	1,001
Craigmont MS (2001)	663	658
Cromwell ES (1963)	589	593
Crosswind ES (1993)	722	-
Crump ES (1999)	818	830
Cummings ES (1961)	556	556
Cypress MS (1966)	232	-
Delano ES (1957)	215	220
Denver ES (1963)	567	567
Dexter ES (2002)	574	817
Dexter MS (2002)	386	546
Dogwood ES (1976)	623	-
Donelson ES (2009)	601	-
Double Tree ES (1977)	413	404
Douglass ES (1964)	353	461
Douglass HS (2008)	560	529
Downtown ES (2003)	567	572
Dunbar ES (1955)	329	329
E.A. Harrold (1961)	360	-
East HS (1948)	763	795
E.E. Jeter (1949)	186	285
Egypt ES (1964)	623	618
Ellendale ES (1976)	554	-
Elmore Park Middle (1957)	714	-
Evans ES (1965)	591	410
	<b>45,690</b>	<b>28,782</b>



**I. DISTRICT ENROLLMENT TRENDS (cont'd)**

**A. ENROLLMENT HISTORY AND PROJECTIONS BY SCHOOL (cont'd)**

<b>School/Building</b>	<b>2014</b>	<b>2015*</b>
Fairley ES (1960)	349	641
Fairley HS (1970)	684	-
Fairview MS (1930)	280	200
Farmington ES (1973)	753	-
Florida-Kansas ES (2000)	303	292
Ford Road ES (1952)	476	566
Fox Meadows ES (1965)	650	655
Frayser ES (1954)	-	-
Frayser HS (1957)	548	-
Gardenview ES (1967)	306	290
Geeter MS (1961)	376	376
Georgia Avenue ES (1960)	-	-
Georgian Hills ES (1951)	-	-
Georgian Hills MS (1959)	323	328
Germanshire ES (2001)	694	699
Germantown ES (1975)	755	658
Germantown HS (1964)	2,009	2,124
Germantown MS (1979)	654	722
Getwell ES (2001)	379	379
Goodlett ES (1964)	423	428
Gordon ES (1992)	255	-
Graceland ES (1958)	-	-
Grahamwood ES (1953)	984	990
Grandview Hts. ES (1953)	533	697
Graves ES (1953)	237	-
Hamilton ES (1964)	525	520
Hamilton HS (1972)	808	768
Hamilton MS (1946)	252	519
Hanley ES (1960)	-	-
Havenview MS (1960)	792	797
Hawkins Mill ES (1965)	326	305
Hickory Ridge ES (2001)	799	823
Hickory Ridge MS (2001)	814	819
Highland Oaks ES (1993)	941	1,015
Highland Oaks MS (2009)	835	806
Hillcrest HS (1962)	561	527
Hollywood ES (1933)	-	-
Holmes Road ES (2001)	521	526
Houston HS (1989)	1,865	-
Houston MS (1992)	848	-
Humes MS (1925)	-	-
Ida B. Wells (1908)	-	179
Idlewild ES (1903)	456	461
Jackson ES (1957)	348	348
John P. Freeman MS (1973)	592	597
Kate Bond ES (1993)	1,091	1,096
Kate Bond MS (2012)	1,213	1,218
Keystone ES (1991)	380	362
Kingsbury ES (1959)	552	552
Kingsbury MS (1955)	618	623
Kingsbury HS (1950)	1,124	1,129
Kirby HS (1980)	1,284	1,299
Kirby MS (1987)	604	609
Klondike ES (1939)	94	-
Knight Road ES (1959)	469	474
Lakeland ES (2001)	836	-
Lakeview ES (1959)	-	-
Lanier MS (1970)	389	-
Larose ES (1963)	392	392
Lauderdale ES (1908)	-	-
Lester ES (1955)	257	154
	<b>32,557</b>	<b>26,963</b>



**I. DISTRICT ENROLLMENT TRENDS (cont'd)**

**A. ENROLLMENT HISTORY AND PROJECTIONS BY SCHOOL (cont'd)**

<b>School/Building</b>	<b>2014</b>	<b>2015*</b>
Levi ES (1992)	340	492
Lincoln ES (1952)	255	261
Longview MS (1954)	-	-
Lowrance K-8 (1995)	912	903
Lucie E. Campbell ES (2002)	352	350
Lucy ES (1921)	686	732
Macon ES (1955)	-	-
Macon Hall ES (1997)	1,208	1,200
Magnolia ES (1950)	298	292
Manassas HS-New (2007)	492	494
Manor Lake ES (1971)	354	338
Melrose HS (1970)	859	798
Memphis Health Careers Academy (2007)	105	83
Middle College High	-	211
Millington ES (1997)	565	-
Millington MS (1971)	486	-
Millington HS (1971)	1,270	-
Mitchell HS (1957,2002)	524	512
Mt. Pisgah Middle (2007)	533	542
Newberry ES (1970)	416	418
Norris ES (1960)	-	-
Northaven ES (1978)	371	532
Northside HS (1967)	289	276
Oak ES (1986)	585	-
Oak Forest ES (1994)	499	499
Oakhaven ES (1957)	489	632
Oakhaven HS (1956)	436	423
Oakhaven MS (1963)	263	263
Oakshire ES (1966)	447	447
Orleans ES (1965)	-	-
Overton HS (1959)	1,292	1,292
Peabody ES (1909)	389	394
Pyramid Academy (1940)	-	-
Raineshaven ES (1959)	258	407
Raleigh-Bartlett ES (1976)	449	443
Raleigh-Egypt HS (1969)	742	742
Raleigh-Egypt MS (1969)	580	577
Richland ES (1957)	783	808
Ridgeway/Balmoral ES (1970)	319	323
Ridgeway ES (1969)	-	-
Ridgeway HS (1970)	1,072	1,062
Ridgeway MS (2001)	700	677
River City High (1956)	-	-
Rivercrest ES (1998)	615	-
Riverdale ES (1968)	1,178	-
Riverview ES (1952)	291	-
Riverview MS (1967)	159	462
Riverwood ES (2011)	1,022	1,046
Robert R. Church ES (2001)	688	691
Ross ES (1976)	961	947
Rozelle ES (1914)	263	248
Scenic Hills ES (1957)	382	393
Schilling Farms MS (1999)	990	-
Sea Isle ES (1955)	444	449
Shady Grove ES (1962)	448	453
Shannon ES (1959)	179	-
Sharpe ES (1954)	496	496
Sheffield ES (1970)	555	560
Sheffield HS (1966)	828	833
Shelby Oaks ES (1990)	826	831
Sherwood ES (1950)	678	679
Sherwood MS (1957)	509	742
Shrine School (1976)	-	-
	<b>31,926</b>	<b>26,253</b>





**I. DISTRICT ENROLLMENT TRENDS (cont'd)**

**A. ENROLLMENT HISTORY AND PROJECTIONS BY SCHOOL (cont'd)**

<b>School/Building</b>	<b>2014</b>	<b>2015*</b>
Snowden ES (1909)	1,480	1,496
South Park ES (1998)	532	583
South Side MS (1962)	276	262
South Side HS (1962)	-	-
Southwind ES (1990)	873	900
Southwind HS (2007)	1,777	1,762
Spring Hill ES (1956)	370	245
Springdale ES (1940)	284	289
Sycamore ES (2000)	796	-
Tara Oaks ES (1995)	659	-
Treadwell ES (1985)	677	688
Treadwell MS (1948)	372	377
Trezevant HS (1960)	615	588
Vance MS (1971)	159	-
Vollentine ES (1930)	270	315
Wells Station ES (1954)	683	713
Westhaven ES (1956)	410	-
Westside ES (1952)	342	342
Westside HS (1958)	-	-
Westside MS (1958)	-	-
Westwood ES (1962)	332	230
Westwood HS (1958)	462	462
White Station ES (1933)	627	628
White Station HS (1952)	2,293	2,293
White Station MS (1960,2007)	1,247	1,252
Whitehaven ES (1949)	459	464
Whitehaven HS (1931)	1,906	1,914
White's Chapel ES (1951)	-	-
Whitney ES (1962)	-	-
William H. Brewster ES (2006)	438	426
Willow Oaks ES (1951)	685	690
Winchester ES (1960)	365	382
Winridge ES (2001)	621	621
Wooddale HS (1967)	1,311	1,311
Wooddale MS (1970)	762	704
Woodstock Middle (1956)	434	577
<b>Total</b>	<b>22,517</b> 132,690	<b>20,514</b> 102,512

**Special Schools**

<b>School/Building</b>	<b>2014</b>	<b>2015*</b>
Various Learning Centers & Alternative Schools	-	1,122
<b>Total</b>	-	1,122

**Schools on non-District Property**

Campus Elementary	329	329
Hollis F. Price Middle College	-	126
<b>Total</b>	<b>329</b>	<b>455</b>



**I. DISTRICT ENROLLMENT TRENDS (cont'd)**

**A. ENROLLMENT HISTORY AND PROJECTIONS BY SCHOOL (concl'd)**

<b>Charter Schools</b>	<b>2014</b>	<b>2015*</b>	<b>Charter Schools</b>
Arrow Academy	29	60	Arrow Academy
Aurora Collegiate Academy	113	172	Aurora Collegiate Academy
Circles of Success Learning Academy	244	240	Circles of Success Learning Academy
City Boys Prep	115	104	City Boys Prep
City Girls Prep	37	77	City Girls Prep
City University School of Independence	-	75	City University School of Independence
City University School of Liberal Arts	314	310	City University School of Liberal Arts
Dubois Elem for Entrepreneurship	179	200	Dubois Elem for Entrepreneurship
Dubois Elem Arts & Technology	203	200	Dubois Elem Arts & Technology
Dubois High Arts & Technology	74	150	Dubois High Arts & Technology
Dubois Middle Arts & Technology	140	184	Dubois Middle Arts & Technology
Dubois High Leadership/Public Policy	-	75	Dubois High Leadership/Public Policy
Dubois Middle Leadership/Public Policy	104	149	Dubois Middle Leadership/Public Policy
Dubois High Teacher Education	-	75	Dubois High Teacher Education
Freedom Prep Academy	367	469	Freedom Prep Academy
Grizzlies Academy	157	263	Grizzlies Academy
KIPP Academy at Cypress	199	284	KIPP Academy at Cypress
KIPP Diamond (est. 2009)	846	1,242	KIPP Diamond (est. 2009)
Memphis Academy of Health Sciences MS	311	299	Memphis Academy of Health Sciences MS
Memphis Academy of Health Sciences HS	389	415	Memphis Academy of Health Sciences HS
Memphis Academy of Science & Engineering	360	317	Memphis Academy of Science & Engineering
Memphis Business Academy MS	428	460	Memphis Business Academy MS
Memphis Business Academy HS	323	336	Memphis Business Academy HS
Memphis College Preparatory	212	259	Memphis College Preparatory
Memphis Rise Academy	-	75	Memphis Rise Academy
Memphis School of Excellence	389	449	Memphis School of Excellence
New Consortium of Business Law	163	185	New Consortium of Business Law
Omni Prep Academy - North Pointe Lower	193	186	Omni Prep Academy - North Pointe Lower
Omni Prep Academy - North Pointe Middle	125	126	Omni Prep Academy - North Pointe Middle
Power Center Academy Middle	605	746	Power Center Academy Elementary
Promise Academy	460	450	Promise Academy
Soulsville Academy	588	560	Soulsville Academy
Southern Avenue Elementary	364	398	Southern Avenue
Southern Avenue Middle	265	295	Southern Avenue Middle
Star Academy	236	244	Star Academy
Thurgood Marshall High	59	59	Thurgood Marshall High
Thurgood Marshall Middle	12	12	Thurgood Marshall Middle
Veritas College Preparatory	192	212	Veritas College Preparatory
Vision Prep	-	80	Vision Prep
<b>Total Charter School Enrollments</b>	<b>8,795</b>	<b>10,492</b>	<b>Total Charter School Enrollments</b>
<b>District Total Enrollment</b>	<b>141,814</b>	<b>114,581</b>	<b>District Total Enrollment</b>

\*Fiscal Year 2015 does not include CDC enrollment by Special Education enrollment is expected to be 2,688.

Note: Nine schools closed for FY 2015: Graves, Westhaven, Gordon, Klondike, Shannon, Lanier, Corry, Vance and Cypress. Riverview Elementary and Riverview Middle were converted into one K-8 school. In addition, three FY14 schools will be completely run by the ASD (Coleman, Frayser High, Fairley High) and two FY14 schools will lose the K-1st grades to the ASD (Spring Hill and Westwood).



**I. DISTRICT ENROLLMENT TRENDS (concl'd)**

**B. ENROLLMENT PROJECTION METHODOLOGY**

Enrollment projections are conducted using a cohort survival methodology. This method involves moving students up from one grade to the next and applying survival ratios to capture an approximate rate of change. Survival ratios are developed using recent trend data to estimate the rate at which a full grade cohort will move from one grade to the next over the course of future years.

Live birth data is used to project kindergarten classes for future years. Birth data, provided by the Memphis and Shelby County Health Department, is available to Shelby County Schools by zip code. As with other grades, a survival ratio called the birth-to-kindergarten ratio is developed. Birth-to-kindergarten ratios capture the rate to which births in a given zip code will matriculate to kindergarten five years later. Trend data of births versus kindergarten enrollment over the course of several years assists with developing the birth-to-kindergarten ratio.

Classes entering new schools (for example, 6th grade for middle and 9th grade for high) are estimated by multiplying the total students from zones of feeder schools by a survival ratio developed by examining the likelihood that students from one feeder school will attend the next school in the feeder pattern and the average change in class size from one year to the next for each feeder school. Finally, a percentage of students who may attend from outside of the feeder school boundaries are added to the total to account for transfers.

Cohort survival enrollment projection methodology is the most common process for forecasting future school enrollment. This method is used by many school districts across the country, including some of the largest. New York City, Los Angeles, Chicago and Broward County, Florida are examples of school districts that employ this method. In fact, it is recommended for use by the New York State Education Department.

Use of the cohort analysis model began in the 1950s. However, in the 1970s, school districts began to commonly use this method. Many municipalities and regional governments use cohort survival analysis to forecast population for their respective political geographies.

Benefits to using cohort survival methodology are:

- It is relatively easy to use.
- The method can account for numerous factors (such as migration, retention, population flux, dropouts, failures, etc.).
- It normally demonstrates a high degree of short-term accuracy.

Drawbacks of the methodology are:

- Accuracy is lessened in areas of instability since it assumes that the future will be similar to the past.
- It does not account for single, critical events (e.g., a major employer closing).
- Forecasts beyond roughly five years are less reliable than more short-term periods of time.



**II. STAFFING TRENDS**

**A. STAFFING FORMULA**

**2014-15  
Shelby County Schools Staffing Formula**

Classroom Teachers

**Grades K-3**  
One teacher per every 20 students will be allocated.

**Grades 4-5**  
One teacher per every 24.75 students will be allocated.

**Grades 6-8**  
One teacher per every 24.95 students will be allocated for enrollment less than 600.  
One teacher per every 23.75 students will be allocated for enrollment greater than 600.

**Grades 9-12**  
One teacher per every 26.05 students will be allocated for enrollment less than 1,200.  
One teacher per every 24.5 students will be allocated for enrollment greater than 1,200.

**Career and Technology**  
One teacher per every 20 students will be allocated.

**English as a Second Language (ESL)**  
One teacher per every 40 students will be allocated.

**ROTC**

Staffed as follows:

Enrollment	Officer	NCO
100-150	1	1
151-250	1	2
251-350	1	3
351-499	1	4



**II. STAFFING TRENDS (cont'd)**

**A. STAFFING FORMULA (concl'd)**

**2014-15  
Shelby County Schools Staffing Formula**

High School			Assistant Principals			Elementary		
Enrollment		Staff	Middle School		Staff	Enrollment		Staff
1	650	1	1	650	1	1	549	0
651	1,249	2	651	1,249	2	550	1,099	1
1250	1,499	3	1,250	1,499	3	>1,100		2
1500	1,750	4	1,500	1,750	4			
>1,751		5	>1,751		5			
High School			Guidance Counselors			Elementary		
Enrollment		Staff	Middle School		Staff	Enrollment		Staff
1	749	1	1	749	1	1	Per School	1
750	999	2	750	999	2			
1000	1,499	3	1,000	1,499	3			
1500	1,600	4	1,500	1,600	4			
>1601		5	>1601		5			
High School			Librarians			Elementary		
Enrollment		Staff	Middle School		Staff	Enrollment		Staff
1	1,049	1	1	1,049	1	1	1,049	1
1,050	1,750	2	1,050	1,750	2	>1,050		2
>1,751		3	>1,751		3			
High School			Clerical			Elementary		
Enrollment		Staff	Middle School		Staff	Enrollment		Staff
1	499	2	1	499	2	1	749	2
500	749	3	500	749	3	750	1,099	3
750	1,099	4	750	1,099	4	>1,100		4
1100	1,649	5	1,100	1,649	5			
1650	2,049	6	1,650	2,049	6			
>2,050		7	>2,050		7			
Elementary Physical Education, Music & Art Teachers								
Physical Education			Art and Music					
Homeroom Teachers		Staff	Homeroom Teachers		Staff			
1	20	1	1	15	0.6			
21	22	1.2	16	20	0.8			
23		1.4	21	25	1			
24	25	1.6	26	30	1.4			
26		1.8	31	35	1.6			
27	45	2	36	40	1.8			
27	45	2	36	40	1.8			
46	47	2.2	41	45	2			
48	49	2.4	46	50	2.2			
50	51	2.6	51	55	2.4			
52	53	2.8	56	60	2.6			
54	55	3	61	65	2.8			
56	57	3.2						
58	60	3.4						
Elementary Educational Assistants								
Enrollment		Staff						
1	449	1						
450	649	2						
650	850	3						
>851		4						
High School Study Hall								
1 per school								
High School In School Suspension								
1 per school								
Middle School In School Suspension								
1 per school								

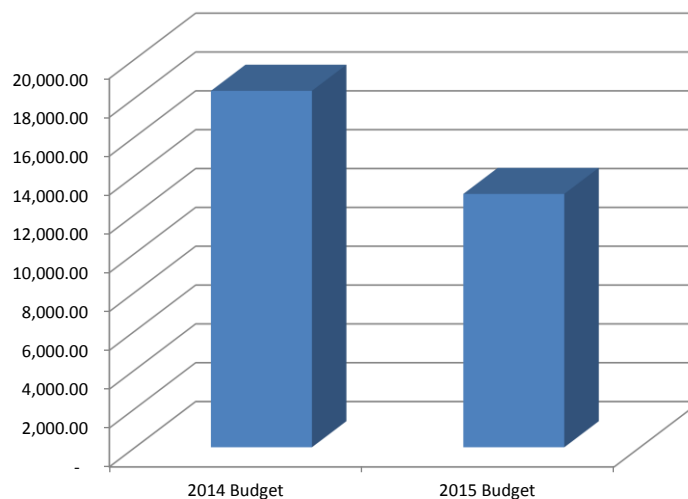


**II. STAFFING TRENDS (cont'd)**

**B. STAFFING LEVELS**

	<u>2014 Amended Budget</u>	<u>2015 Adopted Budget</u>
<b>Full-Time Staff</b>		
Officials/Administration/Management	220.00	183.00
Principals	228.00	175.00
Assistant Principals, Non-Teachers	307.00	200.00
Elementary Classroom Teachers	3,564.50	2,693.00
Secondary Classroom Teachers	3,340.02	2,157.00
Other Classroom Teachers	3,463.89	2,340.90
Guidance	359.00	258.00
Psychological	90.00	84.00
Librarian/Audio/Visual	239.00	192.00
Consultants/Supervisors	101.50	86.00
Other Professional	566.00	458.00
Teachers' Aides	2,057.70	1,477.00
Technicians	192.15	170.00
Clerical/Secretarial	1,138.40	778.40
Service Workers	1,569.00	1,321.00
Skilled Crafts	224.00	146.00
Laborers Unskilled	604.76	273.00
Totals	18,264.92	12,992.30
<b>Part-Time Staff</b>		
All Others	29.72	9.00
Part-time	60.00	45.00
Totals	89.72	54.00
<b>Total Full-Time &amp; Part-Time Staff</b>	18,354.64	13,046.30

\*Source: Budgeted Positions Mapped to Elementary-Secondary Staff Information (EEO-5) Report





## II. STAFFING TRENDS (concl'd)

### B. STAFFING LEVELS (concl'd)

For Fiscal Year 2014-15, the District has budgeted for 13,046.30 positions, a decrease of 29% compared to the Fiscal Year 2013-14 amended budget (18,354.64 positions). School staffing needs are determined by the use of a staffing formula, which bases these needs upon changes in enrollment/ADM, the opening/closing of schools and other relevant factors.

**Personnel costs account for almost 72%** of the District's expenditures for all funds and 80% of the District's General Fund. To control the impact of increasing salaries and related fringe benefits, several measures have been implemented. The six measures are described as follows: 1) The District eliminated 5,308 positions in the Fiscal Year 2014-15 budget, primarily due to the formation of six new municipal school districts in Shelby County. Reductions in Special Revenue positions are based upon the expiration of grant funds. 2) The District evaluated all administrative managerial positions to ensure that positions are leveled correctly. 3) When the administration of the former Memphis City Schools was transferred to the Shelby County Board of Education in Fiscal Year 2013-14, approximately 840 positions were eliminated. 4) Position control has been implemented to ensure that the District staffing for FTEs remains within the authorized complement and requests for salary increases must be approved by the Compensation Department and the Superintendent. 5) Structural changes to the health insurance plan also began in Fiscal Year 2013-14. District administration eliminated spousal coverage (spouses that can secure health insurance from their own employer) from the District's health insurance plan. Although the cost of the family premium traditionally included a three-plus member household, the District is realizing cost-savings due to the reduction in spousal health insurance claims since the District is self-funded. Additionally, in Fiscal Year 2014-15, the District will move from 63% to 66% co-insurance/cost share. The District also has a Medicare Supplement for Medicare eligible retirees. The Medicare Supplement is a vehicle to control other post-employment benefits. 6) The District eliminated the traditional step and lane annual increase in Fiscal Year 2013-14 for certificated staff. Last fiscal year, funding was set aside to harmonize legacy SCS teachers to the legacy MCS salary schedule. Additionally, legacy MCS principals and assistant principals were increased to the SCS salary schedule. In Fiscal Year 2014-15, the District plans to provide bonuses to certificated staff, based upon performance. Finally, in Fiscal Year 2014-15, the District will begin the process of harmonizing classified positions as well as implementing a differentiated compensation model.

A major challenge to continuing this downward trend in the reduction in personnel costs is the need to provide highly effective teachers in every classroom when the Common Core State Standards are being implemented. Additionally, through funding such as the Title I A, School Improvement Grant, the District provides an extra hour of instruction per day. Although funding is not tied to positions, there is a cost for the extended hour in salary cost and related fringe benefits.

Staffing levels on the previous page represent the budgeted positions for Fiscal Year 2014 and Fiscal Year 2015. The actual figures for Fiscal Year 2014 will be provided in our next budget document. The District does not budget all part-time positions, but does budget an amount for part-time salaries. Budget Center Managers are responsible for restricting expenditures to remain within the allocated part-time budget.



### III. FINANCIAL ASSUMPTIONS AND PROJECTIONS

Shelby County Schools is participating in two budget document review programs: the Government Finance Officers Association Distinguished Budget Presentation Award (GFOA DBPA) and the Association of School Business Officials International Meritorious Budget Award (ASBOI MBA). One criterion of the ASBOI MBA is for the District to present a three-year financial forecast. MBA criteria D4 and E5 require the presentation of a minimum of three years of budget forecasts beyond the proposed budget year. The District has not included any budget forecasts due to several developments during the last few fiscal periods. Firstly, the administration of Memphis City Schools was transferred to the Shelby County Board of Education (SCBE) effective with the Fiscal Year 2013-14 school year. Subsequently, beginning with the Fiscal Year 2014-15 school year, six suburban school districts formed separate and independent municipal school systems and divested from SCBE. Because there are several unknowns and the enrollment and the size of the District has been unstable for the past two years, the District is unable to prepare a three year financial forecast at this time.

What we do know is the Fiscal Year 2015-16 State of Tennessee Basic Education Program (BEP) funding allocation is expected to remain at the current level of funding. With the creation of the municipal districts beginning in Fiscal Year 2014-15, Shelby County Schools and the municipal schools were funded based upon what the BEP formula generated. For purposes of BEP, Shelby and the municipals were treated as "new" districts. Fiscal Year 2015-16 local property tax rates and revenue budgets for education are not expected to increase from the 2014-15 Fiscal Year budget. Generally, local sources of revenues, on a per pupil basis, remain relatively unchanged from year to year in order to remain in compliance with BEP Maintenance of Effort (MOE). Since Shelby County Schools was treated as a "new" district in Fiscal Year 2014-15, MOE will be re-calculated over a three year period, the final year of which ends June 30, 2017.

Beginning Fiscal Year 2014-2015, the District has committed to implementing a strategic budget to improve scholastic outcomes, focusing on raising pre-K reading levels to grade level for kindergartners, raising third grade reading levels to proficiency for that grade's students, increasing seventh grade proficiency in math, and increasing the percentage of eleventh grade students who meet ACT college readiness benchmarks. These initiatives will be achieved in the District's Goal 2025 effort: 80/90/100, through which 80% of seniors are college and career ready, 90% of seniors graduate on time, and 100% of college and career ready graduates enroll in a postsecondary opportunity. Currently, the District is collaborating with community partners and other stakeholders to create the infrastructure necessary to accomplish these goals.

Additionally, the District is issuing a Request for Proposal for Health Care; a recommendation will be made to the Board of Education in December 2014. A new differentiated compensation plan will also be presented to the Board of Education in December 2014. When Memphis City Schools' administration was transferred to (SCBE), state law required that the leveling of salaries be completed within three years. SCBE is currently conducting a compensation study to meet the requirements of the law. The SCBE has asked the Administration to evaluate the fiscal impact of moving to two bell times. (Currently, the District has three bell times with the earliest school start time beginning at 7:15 a.m. Moving to two bell times is expected to cause a substantial increase to the transportation budget.

The District plans for increased enrollment at its authorized charter schools and expects the Achievement School District to take over more district schools or partial schools (grades within a school). We are managing the District's footprint in the community, from a financial perspective, as the local education landscape continues to evolve.





**IV. DEBT RETIREMENT SCHEDULE**

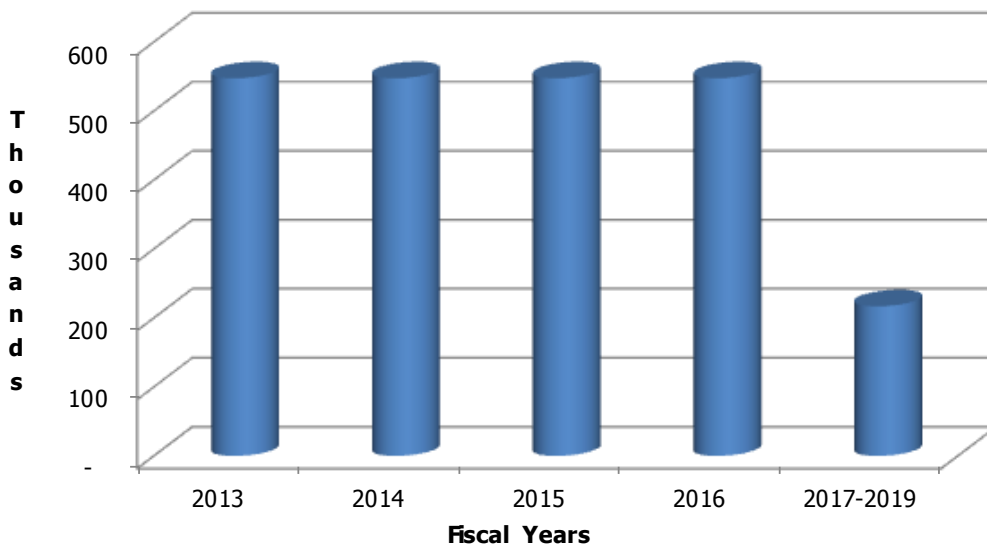
OUTSTANDING DEBT

Shelby County Schools does not have legal authority to issue general obligation debt and relies upon Shelby County Government for financing its capital needs.

The following debts are considered Quality Zone Academy Bonds and these liabilities were transferred from Memphis City Schools. These bonds are a loan from the Environmental Protection Agency and are interest-free.

Years Ending June 30	Total
2013	547,384
2014	547,384
2015	547,383
2016	547,384
2017-2019	216,800
	\$ 2,953,719

**Long-Term Obligation  
Debt to Maturity**





**V. PROPERTY CLASSIFICATIONS AND ASSESSED PROPERTY VALUE**

**A. ASSESSED VALUE AND ESTIMATED ACTUAL VALUE OF TAXABLE PROPERTY**

Fiscal Year	Real Property		Personal Property
	Farm and Residential (25%)	Commercial and Industrial (40%) (2)	Commercial and Industrial (30%) (1)
	Assessed Value	Assessed Value	Assessed Value
2004	7,972,813,784	4,958,614,785	1,301,588,530
2005	8,212,018,085	4,830,896,025	1,232,343,955
2006	9,425,210,140	5,471,742,335	1,289,881,700
2007	9,695,032,075	5,441,266,015	1,326,178,545
2008	10,018,623,775	5,439,860,370	1,286,578,685
2009	10,259,997,845	5,530,133,410	1,402,492,320
2010	10,954,449,590	6,285,548,950	1,468,617,700
2011	10,794,438,245	6,116,755,995	1,388,887,495
2012	10,721,303,794	5,828,574,575	1,380,179,795
2013	10,649,905,970	5,660,543,555	1,438,945,120
2014	9,591,588,511	5,922,079,270	1,525,934,536

**Percentage of Total**

2004	52.75%	32.81%	8.61%
2005	54.08%	31.81%	8.12%
2006	54.73%	31.78%	7.49%
2007	55.39%	31.09%	7.58%
2008	56.54%	30.70%	7.26%
2009	56.72%	30.57%	7.75%
2010	55.73%	31.98%	7.47%
2011	55.89%	31.67%	7.19%
2012	56.43%	30.68%	7.26%
2013	56.50%	30.03%	7.63%
2014	52.80%	32.60%	8.40%

(1) Includes intangible personal property which is assessed at 40%

(2) Includes multiple real estate assessed at 0-40% as well as greenbelt commercial at 25%, greenbelt industrial at 25% and greenbelt multiple real estate at 0-40%

Source: Shelby County Government Finance Department

**Utilities and Carriers (55%)  
(Real and Personal)**

<b>Privately Owned</b>		<b>Total</b>		<b>Assessed Value as a % of Actual Value</b>	<b>Total Direct Tax Rate</b>
<b>Assessed Value</b>	<b>Assessed Value</b>	<b>Estimated Actual Value</b>	<b>Assessed Value</b>		
880,949,964	15,113,967,063	50,379,365,307	30.00%	4.04	
910,598,020	15,185,856,085	50,841,730,464	29.87%	4.04	
1,033,424,138	17,220,258,313	57,726,276,478	29.83%	4.04	
1,040,281,497	17,502,758,132	58,862,669,304	29.73%	4.04	
975,529,145	17,720,591,975	59,900,899,755	29.58%	4.04	
896,680,554	18,089,304,129	61,383,315,080	29.47%	4.04	
948,762,385	19,657,378,625	66,374,654,928	29.62%	4.02	
1,012,006,455	19,312,088,190	65,216,500,736	29.61%	4.02	
1,069,425,931	18,999,484,095	64,287,973,983	29.55%	4.02	
1,098,465,902	18,847,860,547	63,834,911,731	29.53%	4.02	
1,126,285,014	18,165,887,331	60,586,935,365	29.98%	4.38	
5.83%	100.00%	100.00%			
5.99%	100.00%	100.00%			
6.00%	100.00%	100.00%			
5.94%	100.00%	100.00%			
5.50%	100.00%	100.00%			
4.96%	100.00%	100.00%			
4.82%	100.00%	100.00%			
5.25%	100.00%	100.00%			
5.63%	100.00%	100.00%			
5.84%	100.00%	100.00%			
6.20%	100.00%	100.00%			

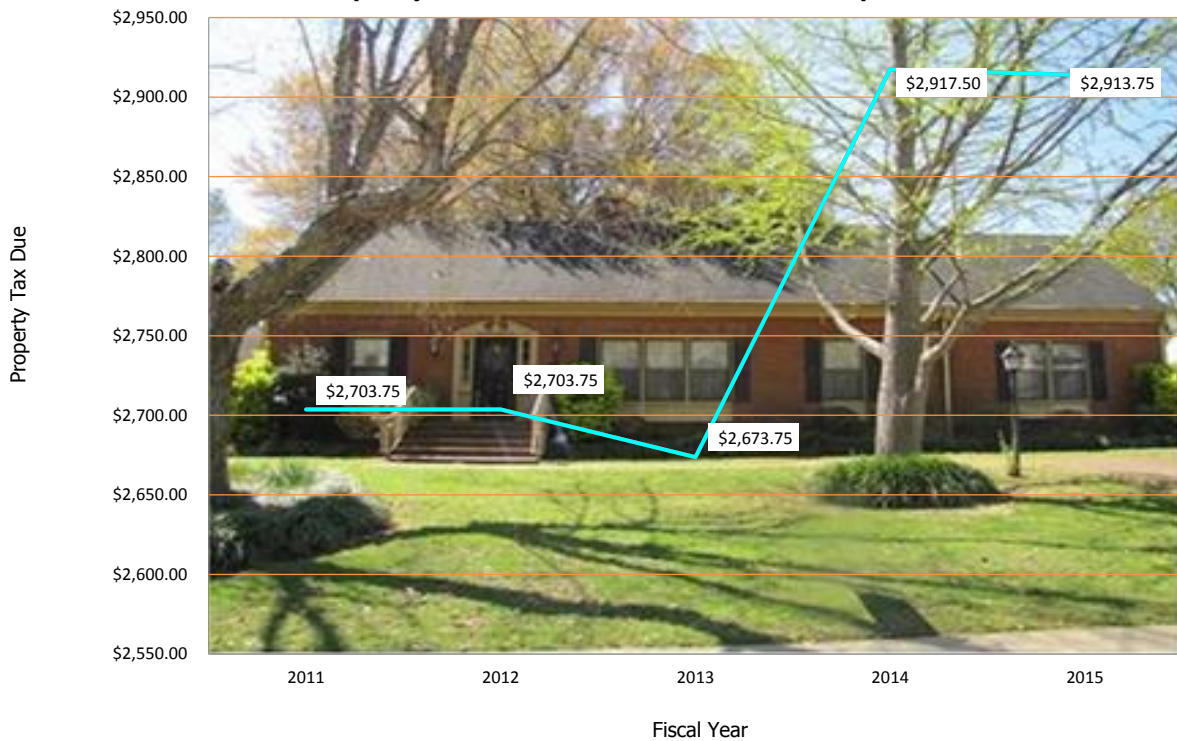


**V. PROPERTY CLASSIFICATIONS AND ASSESSED PROPERTY VALUE (cont'd)**

**B. IMPACT ON TAXPAYERS**

	Fiscal Year				
	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
Market value of a home	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000
Appraised % of market value	25%	25%	25%	25%	25%
Taxable value	\$ 37,500	\$ 37,500	\$ 37,500	\$ 37,500	\$ 37,500
Property tax rate assessed					
City of Memphis	\$ 3.19	\$ 3.19	\$ 3.11	\$ 3.40	\$ 3.40
Shelby County	4.02	4.02	4.02	4.38	4.37
Total Combined Tax Rate	<u>\$ 7.21</u>	<u>\$ 7.21</u>	<u>\$ 7.13</u>	<u>\$ 7.78</u>	<u>\$ 7.77</u>
Property tax due	\$ 2,703.75	\$ 2,703.75	\$ 2,673.75	\$ 2,917.50	\$ 2,913.75
Property tax increase (decrease) from prior year	\$ -	\$ -	\$ (30.00)	\$ 243.75	\$ (3.75)

**Property Tax on \$150,000 Home in Memphis**





**V. PROPERTY CLASSIFICATIONS AND ASSESSED PROPERTY VALUE (concl'd)**

**C. PRINCIPAL PROPERTY TAXPAYERS**

Name of Taxpayer	2013		Name of Taxpayer	2004	
	Taxable Assessed Value	Percentage of Total Taxable Assessed Value		Taxable Assessed Value	Percentage of Total Taxable Assessed Value
Federal Express	\$ 578,276,395	3.07%	Federal Express	\$ 366,735,073	2.43%
Bell South Telecommunications	119,381,575	0.63%	Bell South Telecommunications	182,464,170	1.21%
AT & T Mobility LLC	65,781,432	0.35%	Belz Enterprises	83,166,650	0.55%
Belz Investco Group	64,339,215	0.34%	Wolfchase Galleria, LTD	53,899,240	0.36%
AMISUB (St. Francis Hospital)	63,542,400	0.34%	Union Planters	35,762,770	0.24%
G & I VII Retail Carriage LLC	59,700,080	0.32%	AMISUB (St. Francis Hospital) Inc.	32,889,680	0.22%
Galleria at Wolfchase LLC	58,317,110	0.31%	Northwest Airlines, Inc.	32,099,591	0.21%
Kroger Companies	57,541,060	0.31%	Mid-American Apartments LP	30,535,785	0.20%
Boyle Investment Co	52,874,110	0.28%	First Tennessee Bank	28,294,175	0.19%
Lightman Michael A	52,372,315	0.28%	Premcor Refinancing Company	24,646,770	0.16%
Total Assessed Valuation of Top 10 Taxpayers	1,172,125,692	6.22%		870,493,904	5.76%
Balance of Assessed Valuation	17,675,734,855	93.78%		14,243,473,159	94.24%
	<b>\$ 18,847,860,547</b>	<b>100.00%</b>		<b>\$ 15,113,967,063</b>	<b>100.00%</b>

Source: Shelby County Government Finance Department



**VI. TAX RATE TRENDS**

PROPERTY TAX RATES AND LEVIES

Tax Rates per \$100 Assessed Value						Tax Levies			
Fiscal Year	Tax Year	County	City	Total	County Allocation to Schools	Shelby County Schools Percent of County Allocation	City	County	Total
2004	2003	4.04	3.23	7.27	2.03	29.31%	325,695,529	596,378,594	922,074,123
2005	2004	4.04	3.23	7.27	2.03	27.91%	324,340,510	606,615,294	930,955,804
2006	2005	4.04	3.43	7.47	2.03	28.49%	380,947,344	681,245,173	1,062,192,517
2007	2006	4.04	3.43	7.47	2.02	29.18%	384,877,389	704,279,575	1,089,156,964
2008	2007	4.04	3.43	7.47	2.02	30.43%	392,477,211	717,010,251	1,109,487,462
2009	2008	4.04	3.25	7.29	2.02	30.78%	375,803,751	730,042,595	1,105,846,346
2010	2009	4.02	3.20	7.22	1.98	31.33%	389,347,038	768,641,959	1,157,988,997
2011	2010	4.02	3.20	7.22	1.90	30.94%	380,172,801	756,936,983	1,137,109,784
2012	2011	4.02	3.19	7.21	1.91	30.76%	376,723,118	754,262,345	1,130,985,463
2013	2012	4.02	3.11	7.13	1.91	31.06%	369,997,811	759,276,758	1,129,274,569
2014	2013	4.38	3.40	7.78	2.14	100.00%	391,437,796	797,022,222	1,188,460,018

Taxes are assessed as of January 1 and are due on October 1 for the County for Shelby County.

NOTE: Shelby County Schools does not have taxing authority and is not responsible for the collection of or the monitoring of the collection of taxes.

Source: Shelby County Government Finance Department

**VII. STATISTICAL AND OTHER INFORMATION****A. INCOME PER CAPITA**

<u>Fiscal Year</u>	<u>Population</u>	<u>Personal income (in thousands)</u>	<u>Per Capita Personal Income</u>	<u>Unemployment Rate</u>
2003	906,733	31,504,263	34,745	6.0%
2004	906,643	33,095,510	36,383	6.1%
2005	913,201	34,129,205	37,373	6.2%
2006	920,106	36,103,204	39,238	5.7%
2007	921,119	37,635,149	40,858	5.3%
2008	920,685	37,507,530	40,739	7.0%
2009	922,541	35,742,501	38,744	10.1%
2010	928,930	36,813,844	39,630	10.0%
2011	935,088	38,116,646	40,763	9.9%
2012	940,764	39,896,975	40,763	9.1%
2013	939,465	N/A	N/A	9.7%

Source: Shelby County Government Financial Department



**VII. STATISTICAL AND OTHER INFORMATION (cont'd)**

**B. PRINCIPAL EMPLOYERS**

Employer	2014		Employer	2004	
	Employees	Percentage of Total City Employment		Employees	Percentage of Total City Employment
Federal Express Corporation	32,000	5.29%	Federal Express Corporation	30,000	3.90%
Shelby County Schools (a)	16,000	2.64%	Memphis City Schools	15,240	1.98%
Tennessee State Government	14,400	2.38%	United States Government	14,800	1.92%
United States Government	13,900	2.30%	Methodist Healthcare	7,258	0.94%
Methodist Le Bonheur	10,175	1.68%	Shelby County Government	6,976	0.91%
Baptist Memorial Health Care Corp.	8,587	1.42%	Baptist Memorial Health Care Corp.	6,792	0.88%
Memphis City Government	6,848	1.13%	Memphis City Government	6,698	0.87%
Wal-Mart Stores, Inc.	6,000	0.99%	Tennessee State Government	5,200	0.68%
Shelby County Government	5,662	0.94%	Wal-Mart Stores, Inc.	5,030	0.65%
Naval Support Activity Mid-South	4,600	0.76%	Shelby County Schools	5,000	0.65%
<b>Total</b>	<b>118,172</b>	<b>19.53%</b>	<b>Total</b>	<b>102,994</b>	<b>13.38%</b>

(a) Effective July 1, 2013, Memphis City Schools administration was transferred to the Shelby County Board of Education.

Source: Shelby County Government Finance Department





**VII. STATISTICAL AND OTHER INFORMATION (cont'd)**

C. SCHOOL LUNCH PROGRAM

SHELBY COUNTY SCHOOLS

	<u>2014</u>
Charge per lunch to students	
Paid Elementary	\$2.25
Paid Secondary	\$2.25
Paid High School	\$2.25
Reduced	\$0.30
Charge per lunch to adults	\$3.50
Number of days served	175
Number of free lunches served	12,502,586
Percent of total lunches served	85.68%
Average number of free lunches served daily	71,443
Number of paid lunches served at reduced price	620,289
Percent of total lunches served	4.25%
Number of paid lunches served at regular price	1,468,796
Percent of total lunches served	10.07%
Average number of paid lunches served daily:	
At reduced price	3,545
At regular price	8,393
Total number of lunches served	14,591,671
Average number of lunches served daily	83,381

**Source:** Tennessee Department of Education School Nutrition Program Year-to-Date Meal Counts/Participation



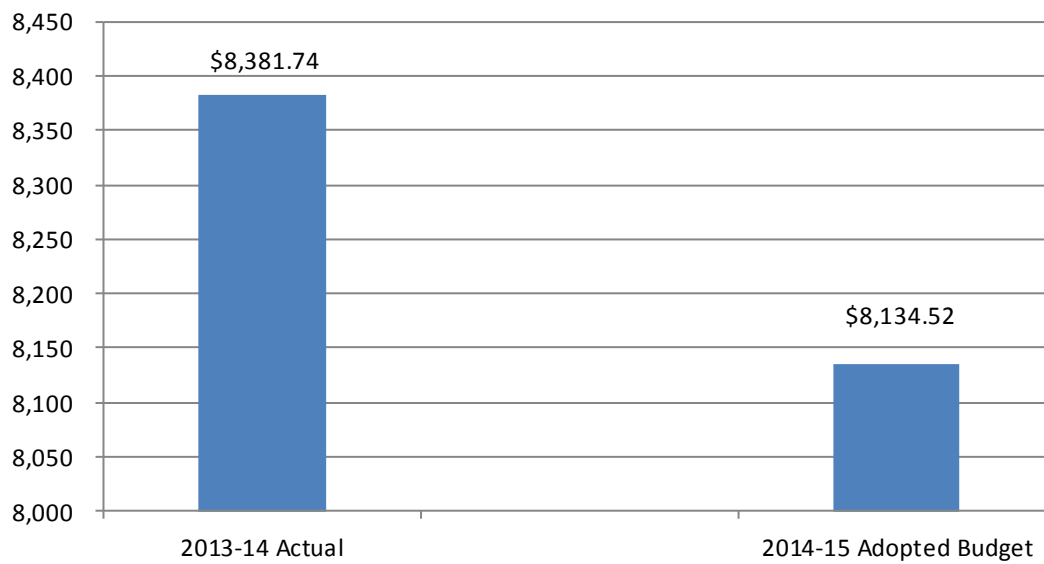
**VII. STATISTICAL AND OTHER INFORMATION (concl'd)**

**D. GENERAL FUND EXPENDITURE PER PUPIL EXPENDITURES**

	<u>2013-14 Actual</u>	<u>2014-15 Adopted Budget</u>
(A) Expenditure	\$ 1,188,648,338	\$ 953,926,872
(B) 40 Day Enrollment	141,814	117,269
(A/B) Expenditure per Pupil	\$ 8,381.74	\$ 8,134.52

\*Projected enrollment

### Expenditure per Pupil





**VIII. DISTRICT PERFORMANCE OBJECTIVES**

The state of Tennessee sets annual measurable objectives (AMOs) in the form of achievement goals and gap closure targets for districts. Achievement goals require districts to improve the percentage of students who score proficient or advanced (P/A) on TCAP Achievement and End of Course tests from one year to the next. Gap closure targets require districts to reduce the achievement gap, measured by TCAP Achievement and End of Course proficient or advanced rates, between traditionally disadvantaged groups and other students. Gap analyses are performed for the following subgroups: racial minorities, economically disadvantaged students (ED), students with disabilities (SWD), and students with limited English proficiency (LEP). Based on results for the 2013-14 school year, Shelby County Schools was classified as "In Need of Subgroup Improvement." The table on the next page summarizes the 2013-14 results for Shelby County Schools, and an indication of whether goals were met or missed.



**VIII. DISTRICT PERFORMANCE OBJECTIVES (concl'd)**

**Shelby County Schools**

Shelby County Schools 2013 - 14 AMOs		Shelby County Schools 2013-14 Performance Rates		
Achievement Goals	2013-14 AMO	2013-14 Performance	Meet AMO	Meet AMO via Safe Harbor
3-8 RLA	43.6%	41.0%	NO	<b>YES</b>
3-8 Math	46.4%	41.7%	NO	<b>YES</b>
3rd RLA	43.7%	36.6%	NO	<b>YES</b>
3rd Math	53.1%	48.0%	NO	<b>YES</b>
7th RLA	39.3%	40.8%	<b>YES</b>	<b>YES</b>
7th Math	42.2%	35.2%	NO	<b>YES</b>
Algebra I (9-12)	50.0%	53.9%	<b>YES</b>	<b>YES</b>
English II (9-12)	49.6%	52.4%	<b>YES</b>	<b>YES</b>
Algebra II (9-12)	33.2%	34.4%	<b>YES</b>	<b>YES</b>
English III (9-12)	30.9%	25.8%	NO	<b>YES</b>
Graduation	77.4%	73.7%	NO	NO
Gap Closure Measures	New Gap Target for 2013-14 (meet this # or lower)	2013-14 Gap Size	Meet AMO	Meet AMO via Safe Harbor
3-8 Racial Math	8.6%	8.8%	NO	NO
3-8 Racial R/Lang	9.6%	9.8%	NO	NO
3-8 ED Math	25.7%	30.9%	NO	NO
3-8 ED R/Lang	30.1%	36.5%	NO	NO
3-8 LEP Math	6.9%	6.0%	<b>YES</b>	<b>YES</b>
3-8 LEP R/Lang	16.1%	16.7%	NO	NO
3-8 SWD Math	13.3%	12.3%	<b>YES</b>	<b>YES</b>
3-8 SWD RLA	9.1%	10.2%	NO	NO
Racial Algebra I/II	7.6%	6.8%	<b>YES</b>	<b>YES</b>
Racial English II/III	8.4%	8.1%	<b>YES</b>	<b>YES</b>
ED Algebra I/II	20.5%	23.5%	NO	NO
ED English II/III	24.7%	29.0%	NO	NO
LEP Algebra I/II	11.8%	12.1%	NO	<b>YES</b>
LEP English II/III	24.8%	26.6%	NO	NO
SWD Algebra I/II	24.8%	31.5%	NO	NO
SWD English II/III	24.9%	27.8%	NO	NO



**IX. SURVEYS**

**A. STUDENTS' TEACHER RATINGS**

In the fall of 2013, 33,846 elementary students in grade 3 and higher, 29,812 middle school students, and 35,237 high school students completed the TRIPOD survey in Shelby County Schools. The Tripod Survey asks students questions about their perceptions of various aspects of the instruction they receive from teachers. Results from the Tripod Survey are used by the leadership of each school to determine appropriate intervention and support for teachers. At the District level, Tripod Survey results can be used as a guide for focusing professional development activities and for highlighting exemplary practices across the District.

**Elementary Schools**

Item	% Answering Favorably
I like the way my teacher treats me when I need help.	87
In this class, we learn a lot almost every day.	89
Our class stays busy and does not waste time.	66
My teacher checks to make sure we understand what he/she is teaching us.	90
We have interesting homework.	57
My teacher wants us to share our thoughts.	69
My teacher takes the time to summarize what we learn each day.	76

**Middle Schools**

Item	% Answering Favorably
My teacher in this class makes me feel that s/he really cares about me.	68
In this class, my teacher accepts nothing less than our full effort.	79
Our class stays busy and doesn't waste time.	56
If you don't understand something, my teacher explains it another way.	73
I like the ways we learn in this class.	64
My teacher wants us to share our thoughts.	63
In this class, we learn a lot almost every day.	73

**High Schools**

Item	% Answering Favorably
My teacher in this class makes me feel that s/he really cares about me.	64
In this class, my teacher accepts nothing less than our full effort.	72
Our class stays busy and doesn't waste time.	59
If you don't understand something, my teacher explains it another way.	66
I like the ways we learn in this class.	58
My teacher wants us to share our thoughts.	59
In this class, we learn a lot almost every day.	67



**IX. SURVEYS (concl'd)**

**B. CLIMATE SURVEY**

**SHELBY COUNTY SCHOOLS 2013-14 SCHOOL CLIMATE SURVEY FOR PARENTS**

<b>Survey Question</b>	<b>% Strongly Agree or Agree</b>
1. The school creates a safe environment for students.	87.8
2. My child is safe at school.	87.3
3. Teachers at this school set high standards for students.	86.1
4. My child's teacher (or teachers) encouraged my child to do her/his best in school.	86.2
5. The school prepares my child for the future.	84.4
6. I believe my child is getting a good education at this school.	83.9
7. I would recommend this school to other families.	78.3
8. I feel welcome when I visit the school.	80.6
9. The school creates a caring and supportive environment.	79.0
10. Overall, I am satisfied with the school.	78.9
11. This school maintains clear, two-way communication with parents/guardians and the community.	74.2
12. This school does a good job of encouraging parent/guardian involvement.	76.7
13. Teachers provide parents/guardians with useful information about student learning.	75.7
14. Parents/guardians know what is going on in this school.	75.1
15. School information (such as newsletter or flyers) sent to me is easy to understand.	81.4
16. If I have questions or concerns, I know who I should contact.	80.6
17. The principal keeps the school focused on academic achievement.	83.6
18. The principal sets a good example for students.	82.6
19. The principal is available to parents and willing to listen.	77.9
20. The school returned my phone calls and/or emails promptly.	75.4
21. I am given the opportunity to provide input on school matters or decisions that affect my child.	73.9

**X. GLOSSARY OF TERMS**

**ABE** – Adult Basic Education

**Above (status)** – Students in this school made significantly more progress in this subject than students in the average school in the state.

**ACA** – Adobe Certified Associate

**Accounting System** – The total structure of records and procedures which discover, record, classify and report information on the financial position and operations of a school district or any of its funds, balanced account groups and organizational components.

**Accrual Basis of Accounting** – To recognize revenues in the period earned and expenses in the period incurred, regardless of when the cash is actually received or spent.

**Accrue** – To record revenues when earned or when levies are made and to record expenditures as soon as they result in liabilities, regardless of when the revenue is actually received or the payment is actually made. Sometimes, the term is used in a restricted sense to denote the recording of revenues earned but not yet due, such as accrued interest on investments and the recording of expenditures which result in liabilities that are payable in another accounting period, such as accrued interest on bonds. See also Accrual Basis of Accounting.

**Actual** – Expenditures and/or revenues realized in the past.

**ADA** – Average Daily Attendance

**Administrators** – These are directors of schools, principals, supervisors, assistant principals, etc.

**Adopted Budget** – A plan of financial operation, legally approved by the Board, to provide an estimate of expenditures for a given fiscal year and a proposed means of financing them.

**ADP** – American Diploma Project

**Allocation** – Funds set aside or designated for specific purposes. An allocation does not authorize the expenditure of funds.

**AMOs** – Stands for Annual Measureable Objectives. These are yearly learning targets set by the state of Tennessee Department of Education in reading and mathematics. These targets are unique to schools and various student groups base on ethnicity, low income, special education, etc.

**Amortization** – The paying off of debt in regular installments over a period of time. The District does not maintain a bond debt amortization schedule of its Qualified School Construction Bonds since Shelby County Government repays it on the District's behalf.

**Annual Budget** – A budget developed and enacted to apply to a single fiscal year.

**Appropriation** – An authorization granted by a legislative body to make expenditures and to incur obligations for specific purposes. Note: An appropriation is usually limited in amount and as to the time when it may be expended.

**X. GLOSSARY OF TERMS (cont'd)**

**ARRA** – American Recovery and Reinvestment Act - Bill passed by Congress in February 2009 as an economic stimulus package. The money set aside by this program will be distributed through a variety of agencies, and will go towards projects such as improving education, building roads, public transportation, criminal justice, health care, and many other areas. The government is hoping that this package will create jobs, and provide many other economic benefits.

**ASBOI** – Association of School Business Officials International

**ASD** – Achievement School District

**Assessed Value** – The fair market value of real estate and personal property as determined by the Shelby County Assessor's Office as a basis for levying property taxes.

**Asset** – Any tangible or intangible item to which a value can be assigned. An asset can be durable such as machinery or financial such as cash, accounts receivable, due from a primary government or investments.

**Asset Acquisition** – An operating expense used for the procurement of capital assets such as land, buildings, equipment, infrastructure and vehicles.

**Attendance** – This refers to the attendance rate, the average number of days students attend school as compared to the average number of days the students are enrolled.

**AYP** – Adequate Yearly Progress. Adequate Yearly Progress is a measure of a school's or school system's ability to meet required federal benchmarks with specific performance standards from year to year.

**Balance Sheet** – A summarized statement, as of a given date, of the financial position of a local education agency by fund and/or all funds combined showing assets, liabilities, reserves and fund balance.

**Balanced Budget** – A budget developed wherein estimated revenues, including budgeted fund balance, meet or exceed budgeted expenditures.

**Base (Baseline) Budget** – An estimate of the funding required to continue existing programs at the currently budgeted level of service from one year to the next.

**Below (status)** – Students in this school made significantly less progress in this subject than students in the average school in the state.

**Benefits** – Often in this document, we refer to benefits. This category of spending includes the District's contribution to employee medical insurance, life insurance, social security, retirement and unemployment compensation.

**BEP** – Basic Education Program

**Board Member** – The Shelby County Board of Education governs the business operations of Shelby County Schools and is comprised of seven Board members representing the county (with the exception of school districts governed by the municipalities such as Arlington and Bartlett). The Board appoints a Superintendent to oversee the operation of the District in accordance with the educational goals and policies it establishes.



**X. GLOSSARY OF TERMS (cont'd)**

**Budget** – A plan of financial operation embodying an estimate of proposed expenditures for a given period or purpose and the proposed means of financing them.

**Budget Amendment** – A revision to the adopted budget during the fiscal year as achieved by line item transfer.

**Budget Assumptions** – Foundation statements upon which the budget is developed.

**Budget Calendar** – A schedule of certain steps to be followed in the budgetary process and the dates by which item must be completed to comply with State and City law.

**Budgetary Control** – The control or management of the business affairs of the District in accordance with an approved budget with a responsibility to keep expenditures within the authorized amounts.

**Buildings** – A capital asset account which reflects the acquisition value of permanent structures used to house persons and property owned by the local education agency. If buildings are purchased or constructed, this amount includes the purchase of the contract price of all permanent buildings and fixtures attached to and forming a permanent part of such buildings. If buildings are acquired by gift, the account reflects their appraised value at time of acquisition.

**C.L.U.E.** – Creative Learning in a Unique Environment

**CAFR** (Comprehensive Annual Financial Report) – The audited annual financial report of the District, showing the financial position and results of operations for the fiscal year, along with schedules detailing other financial matters.

**Capital Assets** – Assets with a useful life in excess of one year and an initial cost exceeding \$5,000. Classifications include land, buildings, machinery, furniture, equipment and construction-in-progress.

**Capital Budget** – A five-year budget for capital expenditures.

**Capital Improvement Program (CIP)** – A multi-year plan for the acquisition, expansion or rehabilitation of any element of the District's infrastructure and the proposed methods for financing the projects.

**Capital Projects Fund** – Funds used to account for financial resources that are obtained and used for the acquisition, construction or improvement of capital facilities.

**Categorically-Aided Funds** – Funds used to account for the funding the District receives from various agencies that are to be spent for specific purposes; these funds are restricted and segregated from other funds.

**CBER** – Center for Business and Economic Research

**CCNA** – Certification and Cisco Certified Network Associate

**CDCP** – Centers for Disease Control and Prevention

**CDR** – The Code of Federal Regulations is the codification of the general and permanent rules and regulations (sometimes called administrative law) published in the Federal Register by the executive departments and agencies of the Federal Government of the United States.

**X. GLOSSARY OF TERMS (cont'd)**

**CDTP** – Cooperative Driver Testing Program

**CEP** – Career Enhancement Program

**Certificated Employee** – District employees who are required to possess a State credential in order to do their jobs. All regularly employed teachers and principals are certificated employees.

**CITA** – Commission on International and Trans-Regional Accreditation

**CIW** – Certified Internet Web Professional

**Classified Employee** – District employees not required to possess a State credential in order to do their jobs. Examples include instructional aides; secretaries, clerks and other office staff; and maintenance and custodial workers.

**Cliff (funding/grant)** – The end of Federal Stimulus funding.

**COLA (Cost of Living Adjustment)** – An increase in salaries to offset the adverse effect of inflation on compensation.

**Contracted services** – Amounts paid for services rendered by individuals and/or companies. These activities would include utility services, communication services, repair and maintenance services, rentals, cleaning services, etc.

**Cost per Pupil** – Current expenditures for a given period of time divided by a pupil unit of measure.

**Criterion Referenced Tests (CRT)** – Criterion referenced tests measure an individual student's performance against a predetermined set of standards which are established based on the curriculum.

**CSH** – Coordinated School Health

**CTCs** – Career and technology centers

**CTE** – Career and Technical Education

**CTSOs** – Career and Technical Student Organizations

**Deficit** – The excess of expenditures over revenues for a given fund during a defined accounting period.

**Department** – The smallest organizational unit within the District.

**Depreciation** – The decrease in value of physical assets due to use and passage of time.

**District** – A school district, special-purpose district or school system which operates public elementary and secondary schools usually within a specific physical boundary.

**Dropout Rate** – The percentage of students entering the 9<sup>th</sup>-grade that dropped out of school by the end of 12<sup>th</sup> grade.

**ECERS** – Early Childhood Environment Rating Scale

**EEOC** – Equal Employment Opportunity Commission

**X. GLOSSARY OF TERMS (cont'd)**

**Effectiveness Measures** – The results and outcomes of an activity; they assist in managing resources effectively and define what resulted from a job task.

**Efficiency Measures** – The relationship between business performance and resources such as manpower; these measures assist in managing whether a task was completed with the minimum expenditure of time and effort.

**EIS** – Education Information System

**Elementary School** – A school classified as elementary by the State and local practice and composed of any span of grades not above grade six. Shelby County Schools' grade structure currently includes students in grades Pre-K through 6.

**ELL** – English Language Learners Non-English speaking students.

**ELLCO** – Early Language Literacy Classroom Observation

**ELP** – Executive Leadership Program

**Employee benefits** – Amounts paid by the District on behalf of employees. These amounts are not included in the employees' gross salary but are in addition to that amount. Such payments are fringe benefit payments and, while not paid directly to employees, is part of the cost of personnel services. May include health and life insurance and may include payments to which employees or former employees may be entitled under a pension plan, including death and unemployment benefits.

**Encumbrance** – Obligation in the form of purchase orders or contracts that are chargeable to an appropriation and for which a part of the appropriation is reserved. Encumbrances are eliminated when paid or when an actual liability is set up.

**Encumbrance Accounting** – A system or procedure which involves giving recognition in the accounting budgetary expenditure control records for the issuance of purchase orders, statements or other commitments chargeable to an appropriation in advance of any liability or payment.

**Enterprise Fund** – A governmental accounting fund in which the services provided are financed through user fees in a manner similar to private business. Rate schedules are established to ensure that the revenues generated are adequate to meet all necessary cost of operations.

**EOC** – End of Course

**EPA** – Environmental Protection Agency

**Equipment** – Those moveable items used for school operations that are of a non-expendable and mechanical nature (i.e., perform an operation). Heating and air conditioning systems, lighting fixtures and similar items permanently fixed to or within a building are considered as part of the building.

**ERP** – Enterprise Resource Planning

**ESL** – English as a Second Language

**ESOL** – English for Speakers of Other Languages

**X. GLOSSARY OF TERMS (cont'd)**

**Estimated Revenue** – When the accounts are kept on an accrual basis, this term designates the amount of revenue estimated to accrue during a given period regardless of whether or not it is all to be collected during the period.

**Expenditures** – The incurrence of an actual liability in accordance with the District's authority.

**Expulsion** – A student expelled from school is one who is not allowed to attend school for a period of time greater than ten days, and is removed from school rolls during the period of expulsion.

**FACS** – Family and Consumer Sciences

**Fair Labor Standards Act (FLSA)** – A Federal law that governs the payment of minimum wages, overtime rates, compensatory time, record keeping of hours worked and other criteria for non-exempt employees, including governmental employees.

**FASB** – The Financial Accounting Standards Board that defines GAAP for private sector entities. Occasionally, GASB and FASB make FASB standards applicable to National, State or local governments.

**FBLA** – Future Business Leaders of America

**Fiscal Capacity** – The County's ability to pay based upon its tax base (sales, property). The fiscal capacity is expressed as an index measure, which is a proportion of the total fiscal capacity for all counties.

**Fiscal Year** – A consecutive twelve month period designated as the operating year by an entity. For Shelby County Schools, the fiscal year begins July 1 and ends June 30 of the following calendar year.

**FRCs** – Family Resource Centers

**Free/Reduced Price Meals** – Children from families who meet certain income criteria are eligible to receive free or reduced meals at school.

**Full-Time Equivalent (FTE)** – A measure of the effective number of authorized positions, indicating the percentage of time a position or group of positions is funded. An FTE of 1.00 is usually equal to 2,080 hours of work per year.

**Fund** – An accounting entity with a self-balancing set of accounts recording cash/or other resources together with all related liabilities, obligations, reserves and equities which are segregated for specific activities or objectives.

**Fund Balance** – A term used to express the equity (excess of assets minus liabilities) of governmental fund types and trust funds.

**Fund Balance; Undesignated** – The portion of the excess funds which has no legal commitments or formal designations by the Board for future funding needs.

**Furniture & equipment** – Expenditures for furniture, furnishings, athletic equipment and other equipment.

**X. GLOSSARY OF TERMS (cont'd)**

**GAAP (Generally Accepted Accounting Principles)** – Nationally recognized uniform principles, standards and guidelines for financial accounting and reporting, governing the form and content of financial statements of an entity.

**GASB (Governmental Accounting Standards Board)** – The oversight body that establishes governmental GAAP, equivalent to the private sector FASB.

**Gateway Exams** – Since the 2001/2002 school year, students who enter the 9th grade must attain a score indicating “Proficient” or “Advanced” on each of the Gateway examinations in three subject areas - mathematics, science and language arts - in order to earn a high school diploma.

**GED** – General Educational Development (informally termed the “General Equivalency Diploma”)

**General Fund** – A fund used to account for all monies received and disbursed for general government purposes including all assets, liabilities, reserves, fund balances, revenues and expenditures which are not accounted for in any other fund.

**GFOA** – Government Finance Officers Association

**GLEs** – Grade Level Expectations

**Governmental Funds** – Funds used to account for most typical governmental functions; the acquisition, use and balances of the District’s expendable financial resources are accounted for through governmental funds. The three types of governmental funds used in the District are the General Fund, Capital Projects Fund and the Special Revenue Funds.

**Graduation Rate** – A federally required benchmark which calculates the percent of on-time graduates with a regular high school diploma. GED and Special Education diplomas are not allowed to count as a regular high school diploma under regulations from the U.S. Department of Education.

**High Priority School/School System** – A high priority school/school system is one that has missed the same federal benchmark for more than one consecutive year. The different levels of high priority schools/systems are School Improvement 1, School Improvement 2, Corrective Action, Restructuring 1, Restructuring 2 and SEA/LEA Reconstitution Plan.

**Highly Qualified Teacher** – Any public elementary or secondary school teacher who holds at least a Bachelor's Degree, is fully-licensed in Tennessee, and submits the required documents to demonstrate competency in the content area(s) being taught.

**HIPAA** – The Health Insurance Portability and Accountability Act was enacted by the U.S. Congress in 1996. The act provides a privacy rule creating national standards to protect personal health information.

**HVAC** – Heating, ventilation and air conditioning

**IC3** – Internet and Computing Core Certification

**IDEA** – Individuals with Disabilities Education Act

**IEP** – Individualized Education Plan

**X. GLOSSARY OF TERMS (cont'd)**

**Independent Audit** – An audit conducted by certified public accounting (CPA) auditors who are independent of the District.

**Initiatives** – The District's energetic reform agenda designed to improve academic achievement and student wellness.

**Instruction** – The activities dealing directly with the teaching of students or improving the quality of teaching.

**Internal Control** – The development and management of the accounting system regarding: (1) the safeguarding of assets against loss from unauthorized use or disposition; and (2) the reliability of financial records for preparing financial statements and maintaining accountability over assets.

**Internal Service Fund** – A fund established to finance and account for services and commodities furnished by one department to another department within the same governmental unit on a cost-reimbursement basis.

**IPS** – Intensive Partnership Site

**JCLC** – JROTC Cadet Leadership Challenge

**Lapse Restriction** – An account that reduces appropriated salary funds by the amount of expected or realized savings related to vacant positions.

**LEA** – Local Education Agency

**Liability** – Debt or other legal obligations resulting from past transactions which must be liquidated, renewed or refunded at some future date.

**Line Item** – An account for recording specific revenues or expenditures within a fund or function; several "line item" accounts may be summarized in an expenditure category or "major object."

**LPN** – Licensed Practical Nurse

**M/DWBEs** – Minority and Disadvantage Women Business Enterprises. A Disadvantaged/Minority/Women Business Enterprise is a for-profit small business concern, as defined in 49 CFR, Parts 23 and 26 owned by: a citizen or lawful permanent resident of the United States who is a minority, a woman or disadvantaged individual that represents themselves to be members of their designated group and possess majority ownership and control of a small business enterprise. The purpose of most local government D/M/WBE programs is to increase participation by disadvantaged, minority, and women-owned business enterprise firms in the purchase of goods and services.

**Maintenance of Effort** – (TCA § 49-2-203; TCA § 49-3-314) No local government can reduce its budgeted amount of local revenue for schools unless there is a decrease in student enrollment.

**Major Funds** – The District defines a major fund as one that is equal to either more than: 10% of total appropriated revenues or 10% of total appropriated expenditures. The General Fund, Capital Projects and the Categorically-Aided Funds are major funds and the non-major funds are the Food Service Fund and the Internal Service Funds.

**M.A.P.S.** – Media Arts and Public Service

**X. GLOSSARY OF TERMS (cont'd)**

**MCAS** – Microsoft Certified Application Specialist

**M-SCEA** – Memphis-Shelby County Education Association

**MET** – Measures of Effective Teaching

**Middle School** – A school offering education to students spanning both elementary and secondary levels. Shelby County Schools includes students in grades 6, 7 and 8.

**Mill** – One thousandth. Used to calculate a tax levied on real estate. (One mill = .001)

**Millage Rate** – The rate or percentage applied to the proposed assessed value to determine the taxes owed during the year. One mill is one thousandth. The calculation is .001 multiplied by the assessed value of the home. One mill will cost a homeowner of a \$100,000 home \$100 per year in tax.

**MINACT** – Minorities in Action

**Mission** – A clear, concise statement of broad purpose for a department or division.

**MMBC** – Mid-South Minority Business Council

**Modified Accrual Accounting** – A basis of accounting, required for use by governmental funds, in which revenues are recognized in the period in which they become available and measurable and expenditures are recognized at the time a liability is incurred pursuant to appropriation authority.

**MOS** – Microsoft Office Specialist

**MOU** – Memorandum of Understanding

**MSA** – Metropolitan statistical areas are larger geographic areas than cities, as defined by the Census Bureau.

**Municipality** – A political unit, such as a city, town or village, incorporated for local self-government; a body of officials appointed to manage the business of a local political unit.

**NAMM** – National Association of Music Merchants

**NCLB** – No Child Left Behind. NCLB was implemented during the 2002-2003 school year. It requires schools to have 100 percent proficiency among students in math, reading and language arts by 2014. They must also meet graduation and attendance standards.

**NDD (status)** – The progress of students in this school was "not detectably different" (NDD) from the progress of students in the average school in the state.

**Normal Curve Equivalent (NCE)** – Normal Curve Equivalent is the mapping of percentile data into corresponding points in a normal distribution. The purpose is to enable data to be analyzed consistent with the Value-Added Report and the Achievement Report on the Report Card.

**Norm Referenced Tests (NRT)** – Gives a comparison of student performance in five content areas against a national norm group of students taking a similar test. The expectation is that the average score for a school or school system will be at the national average.

**X. GLOSSARY OF TERMS (cont'd)**

**Number of Students** – Average daily count of students enrolled, which is generally referred to as the Average Daily Membership or ADM. The ADM is used to determine the amount of State funding each system receives.

**OAG** – Overage-for-Grade

**OASYS/MLP** – Observation and Appraisal System/My Learning Plan

**Object code** – A budget or accounting category that defines the resources to be applied to specific types of inputs such as personnel, travel, tools or supplies.

**Objective** – A measurable statement of the actual results that a program expects to achieve in support of a stated goal.

**Observed Score** – A student's observed score is the score reported for the student when he or she was tested.

**OPEB (Other Post-Employment Benefits)** – Retired employees of the District receiving benefits through the District's program may participate in post-employment benefits.

**Operating Budget** – A plan of current expenditures and the proposed means of financing them; the annual appropriation to maintain the provision of Shelby County Schools' educational services.

**OPT** – Official Practice Test

**OSHA (Occupational Safety and Health Administration)** – Monitors the adherence of Federal health and safety regulations in the workplace in order to reduce job injuries.

**Other objects** – Amounts paid for goods and services not otherwise classified above.

**PBIS** – Positive Behavior Intervention and Supports

**Per Pupil Expenditure (Local, State and Federal)** – Total current operating expenditures on a per pupil basis. Some examples are instructional materials, maintenance, and transportation.

**Performance Measures** – Data collected to determine how well a service center, function or program is achieving its goals and objectives.

**POS** – Programs of Study

**Position Control Budget** – The number of authorized positions funded by the Operating Budget.

**Predicted Score** – A student's predicted score is an expected score, based on his or her performance on previous tests, assuming the student is in the average school in the state.

**Professional services** – Services, which by their nature, can be performed only by persons or firms with specialized skills and knowledge. Services are purchased to operate, repair, maintain and rent property owned or used by the District. These services are performed by persons other than District employees. While a product may or may not result from the transaction, the primary reason for the purchase is the service provided.



**X. GLOSSARY OF TERMS (cont'd)**

**Program** – A specific and distinguishable unit of work or service performed.

**Program Budget** – A budget wherein expenditures are based primarily on programs of work and secondarily on character and object. A program budget further defines function to subject area when necessary.

**Promotion** – Those students who are promoted to the next grade each year.

**Property maintenance services** – Amounts paid for repairs and maintenance for equipment not covered by Board contract, rental fees and utilities for all locations in the District.

**Proprietary Funds** – Funds used to account for the District's ongoing activities that are similar to businesses found in the private sector. These funds are considered self-supporting in that the services rendered by them are generally financed through user charges or on a cost reimbursement basis. The District has one type of Proprietary Fund – the Internal Service Fund.

**PSC** – Pupil Service Center

**QSCB** – Qualified School Construction Bond

**QZAB** – Quality Zone Academy Bonds

**REA** – Research, Evaluation & Assessment

**Resolution** – An official enactment by the Shelby County Board of Education to establish legal authority for Shelby County School officials to obligate or to expend funds.

**Revenue** – Funds that the District receives as income to support expenditures.

**Risk Management** – The group manages a program for Shelby County Schools' employees who may have been injured or become ill because of their jobs.

**RN** – Registered Nurse

**R.O.T.C.** – Reserve Officer Training Corps

**SACS** – Southern Association of Colleges and Schools accredits elementary, middle and high schools based on rigorous standards for school improvement that focus on student performance.

**Safe Harbors** – These are a set of tests that may allow school districts to make (Annual Measureable Objectives) or AMOs through a path other than straight student achievement. Safe harbors are designed to protect districts that are making improvements, yet did not meet their AMOs.

**Salaries** – Amounts paid to both permanent and temporary District employees, including personnel substituting for those in permanent positions. This includes gross salary for personnel services rendered while on the payroll of the District.

**School** – A division of the school system consisting of a group of pupils composed of one or more teachers to give instruction of a defined type and housed in a school plant of one or more buildings.

**X. GLOSSARY OF TERMS (cont'd)**

**Senior High School** – A school offering the final years of high school work necessary for graduation; invariably preceded by a middle school in the same systems. Shelby County Schools' grade structure currently includes students in grades 9 through 12.

**Single Audit Act** – The Federal law requiring a comprehensive district-wide audit of all Federal financial assistance.

**Site-based budgeting** – School-based budgeting (SBB) is the facilitative arm of school-based management (SBM), which shifts decision-making responsibilities from the District office to principals, teachers and community members.

**SMART (goal)** – Specific, Measurable, Action-oriented, Realistic, Time-based

**Special Revenue Funds** – A fund used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes.

**SPEDs** – Special education centers

**Suspension** – A student who is not allowed to attend school for a period of time not greater than ten days and remains on the school rolls.

**SSZ** – Striving School Zone

**Statute** – A written law passed by the State legislature enacted to prescribe conduct, appropriate public monies and, in general, promote the public welfare.

**STEAM** – Science, Technology, Engineering, Arts and Math

**STEM** – Science, Technology, Engineering and Math

**Student-Body Activities** – Services for public school pupils, such as interscholastic athletics, entertainments, publications, clubs, band and orchestra, that are managed or operated by the student body under the guidance and direction of an adult and are not part of the regular instructional program.

**Summer School** – The name applied to the school session carried on during the period between the end of the regular school term and the beginning of the next regular school term. Tuition is charged to participants of a summer school program.

**Supplies** – The account class that includes articles and items that are consumed or materially altered when used by operating activities, such as office supplies, maintenance parts and minor equipment.

**Supplies & materials** – Amounts paid for items that are consumed, worn out or items that lose their identity through fabrication or incorporation into different or more complete units or substances.

**SWD** – Students with disabilities

**T&I** – Trade and Industrial Education

**TACIR** – Tennessee Advisory Commission on Intergovernmental Relations

**X. GLOSSARY OF TERMS (concl'd)**

**Target School/School System** – A target school/school system is one that missed a federal benchmark in at least one area for the first year. There are no sanctions/penalties for target schools/systems. The Department of Education offers technical assistance to help keep target schools/systems from becoming high priority schools/systems.

**TCA** – Tennessee Code Annotated (Tennessee Statutory Law)

**Teacher Permits** – A permit is permission granted to a local school system to employ temporarily a degreed individual who does not hold a valid license when the school system is unable to obtain the services of a qualified teacher for the grade or subject area in which a vacancy exists.

**Teacher Waivers** – The teacher is licensed but teaching out of his or her field because no other certified teacher is available to teach that subject.

**Title I** – Federally funded programs in high poverty schools that target children with low achievement.

**TLE** – Teacher & Leader Effectiveness Initiative

**TNTP** – The New Teacher Project

**Travel** - Costs of transportation, meals, lodging and other expenses associated with traveling on business for the District.

**TSA** – Technology Student Association

**USC** – The United States Code is the general and permanent federal Law of the United States.

**Value-Added** – Value-added measures student progress within a grade and subject, which demonstrates the influence the school has on the students' performance. This reporting provides diagnostic information for improving educational opportunities for students at all achievement levels.

**WFTEADA** – Weighted Full-time Equivalency Average Daily Attendance. When calculating the weighted full time equivalent average daily attendance (WFTEADA), an average is used of the highest two months of the first three months for grades K-12 average daily attendance. The State Department of Education applies unique weights to each K-12 grade level, each vocational program coursework, and special education students based on the high level of service required in the self-contained classrooms. This weight is multiplied on the average enrollment to determine the WFTEADA enrollment. The WFTEADA for each local education agency (LEA) within a county is then given a percentage or split of the total county WFTEADA. All county revenues are then allocated to each LEA based on their district's percentage for that school year.

**WFTEADM** – Weighted Full-time Equivalency Average Daily Membership

**WTSBOA** – West Tennessee School Band and Orchestra Association



**XI. HELPFUL LINKS**

**Greater Memphis Chamber**

<http://www.memphischamber.com/>

**Memphis-Shelby County Education Association**

<http://www.gomea.com/>

**Shelby County Board of Education**

<http://www.scsk12.org/uf/board/>

**Shelby County Government**

<http://shelbycountyttn.gov>

**Shelby County Schools**

<http://www.scsk12.org>

**Shelby County Transition Planning Commission**

<http://www.ourvoiceourschools.org/>

**Teach Memphis**

<http://www.teachmemphis.org>

**Tennessee Department of Education**

<http://www.state.tn.us/education/>

**Tennessee Department of Education State Report Card**

[http://tn.gov/education/data/report\\_card/index.shtml](http://tn.gov/education/data/report_card/index.shtml)

**Tennessee Department of Education TVAAS web page:**

<https://tvaas.sas.com/welcome.html?as=c>

**The Commercial Appeal**

<http://www.commercialappeal.com>

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**Shelby County Schools offers educational and employment opportunities without regard to race, color, religion, sex, creed, age, disability, national origin, or genetic information.**