

# Shelby County Board of Education



## District Budget

**Fiscal Year 2015-2016**



160 S. Hollywood St. \* Memphis, TN 38112 \* [www.scsk12.org](http://www.scsk12.org) \* (901) 416-5300

**Shelby County Schools  
Shelby County, Tennessee**

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**District Budget  
Fiscal Year 2015-16**

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





## THE OFFICE OF THE SUPERINTENDENT

160 S. Hollywood Street • Memphis, TN 38112 • (901) 416-5300 • Fax (901) 416-5578 • www.scsk12.org

**Dorsey E. Hopson, II**  
Superintendent

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 (FY) 2015-16 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." A critical component of achieving this mission is Destination 2025, the District's 80/90/100% strategic plan; by 2025, 80 percent of our children will graduate from high school college or career ready, our school district will have a 90-percent graduation rate, and 100 percent of our students who graduate will enroll in a post-secondary opportunity.

I am pleased to present the Adopted Budget for FY2015-16 that upholds our commitment to students and their academic achievement – realizing that the cost of educating the future leaders of tomorrow requires an investment in funding. The total budget for the District is \$1,347,109,782 including all sources, uses, and transfers. The FY2015-16 General Fund Budget totals \$985,869,882, representing approximately 73% of the District's total budget. The District is assessing its use of available resources and footprint with the increasing enrollment of charter and state-designated Achievement School District (ASD) schools while District's enrollment declines.

At a projection of just under 95,000 students, Shelby County Schools is evolving from its recent merger and demerger of municipal districts within the past two years. With the strategic focus of a leaner, more efficient organization - while providing the best possible educational experience for our students - the District's FY2015-16 General Fund budget includes \$35,991,069 in planned use of fund balance to assist with this process. The District began FY2014-15 with approximately \$108,201,849 (adjusted) in unassigned fund balance, net of the Basic Education Program (BEP) reservation required by state law. The statutory requirement of the BEP reservation is calculated based upon 3 percent of next year's General Fund expenditures. The unassigned fund balance coupled with the BEP reservation is projected to be under 7 percent of budgeted general fund expenditures in FY2015-16; although, preliminary year-end figures indicate that it may be lower.

Additionally, both the Shelby County Board of Education and the Shelby County Board of Commissioners voted to approve approximately \$7.9 million in High Leverage Investments in the General Fund to address academic achievement in high priority schools.

Earlier this year, the Board adopted five strategic priorities in support of Destination 2025 that helped focus our efforts during a challenging budget development discussion to ensure that the recommendations serve our students in the most effective and efficient manner. These priorities are listed below, along with the allocation of the District’s total budget of \$1,347,109,782:

- 1) Strengthen Early Literacy 2.14%*
- 2) Improve Post-Secondary Readiness 40.15%*
- 3) Develop Teachers, Leaders and Central Office to Drive Student Success 22.25%*
- 4) Expand High-Quality School Options 22.02%*
- 5) Mobilize Family & Community Partners 13.44%*

During the budgeting process, we:

- Aligned budget submissions to the priorities within the District’s 80/90/100% Strategic Plan;
- Reviewed enrollment trends and revenue sources; and
- Focused on doing the most good for ALL students with the resources that we have.

By linking financial decisions to academic goals and outcomes, we can make Shelby County Schools a district of choice to retain and recruit students and teachers.

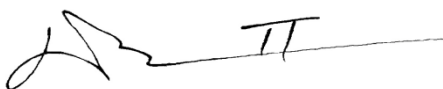
The District continues to develop a year-round budget process that emphasizes continual improvement rather than just a four- to six-month task to crunch the numbers. We are committed to being increasingly strategic in projecting the District’s footprint over the next two to five years while continuing to strengthen financial decisions that support academic achievement.

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,



Dorsey E. Hopson, II  
Superintendent



ASSOCIATION OF  
SCHOOL BUSINESS OFFICIALS  
INTERNATIONAL

This Meritorious Budget Award is presented to

## SHELBY COUNTY SCHOOLS

For excellence in the preparation and issuance of its school entity's budget  
for the Fiscal Year 2014-2015.

The budget adheres to the principles and standards  
of ASBO International's Meritorious Budget Award criteria.



A handwritten signature in black ink, reading 'Terrie S. Simmons'. The signature is written in a cursive style and is positioned above a horizontal line.

Terrie S. Simmons, RSBA, CSBO  
President

A handwritten signature in black ink, reading 'John D. Musso'. The signature is written in a cursive style and is positioned above a horizontal line.

John D. Musso, CAE, RSBA  
Executive Director



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Shelby County Schools  
Tennessee**

For the Fiscal Year Beginning

**July 1, 2014**

Executive Director

# 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 General Fund 01 section is organized by major operational unit such as the Board of Education, Superintendent, Student Services, Human Resources or Academics. The Academics organizational unit, for example, is further broken down into many departments while the Board of Education is represented by a single department.

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.

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 Capital Projects Fund 07 accounts for the financial resources obtained and used for the acquisition, construction or improvement of capital facilities or infrastructure.



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

The *Special Revenue* section lists grants and positions for Categorically-Aided Funds. These funds account for District funding from various agencies that are to be spent for specific sources. The District's Categorically-Aided Funds are further designated as Non-Federal Programs Fund 08 (local or state funding), Federal Programs Fund 12 (Federal Government funding) or the Food Services Fund 10 (United States Department of Agriculture funding). The Food Services Fund also includes a Departmental Overview.

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 2015-16 FAST FACTS

## District Facts Student Facts

**224**  
School Location Site



Schools	151
Elementary Schools	86
Middle Schools	36
High Schools	29
Adult High School	3
Alternative Programs	18
Career & Technology Centers	4
Charter Schools	45
Special Education Centers	3

Academic and Athletic Scholarships offered to class of 2015

**\$385** Million

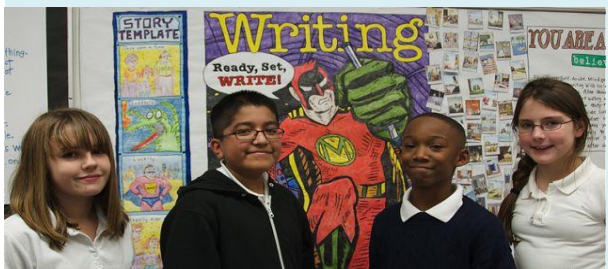



National Board Certified Teachers



**196**

**109,489**  
Student Enrollment  
(projected for 2015-16)

**Educators**

Teachers	6,874
Principals	170
Assistant Principals	185

**33**  
2015 National Merit Scholarship Program—Semifinalists

**Students' Ethnic Distribution 2014-15 School Year**

African-American	90,215
Caucasian	9,488
Hispanic	13,239
Asian-Pacific Islander	1,971
Native American/Alaskan	126

FY16 General Fund Budget **\$985.9** Million

**\$9,004** 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). SCBE is 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.

<b>BOARD MEMBER</b>	<b>DISTRICT</b>	<b>TERM EXPIRATION</b>
Ms. Teresa D. Jones, Chairman	II	8/31/2016
Mr. Kevin D. Woods, Vice-Chairman	IV	8/31/2016
Mr. Christopher Caldwell	I	8/31/2018
Ms. Stephanie P. Love	III	8/31/2016
Mr. Scott McCormick	V	8/31/2016
Ms. Shante K. Avant	VI	8/31/2018
Ms. Miska Clay Bibbs	VII	8/31/2016
Mr. Billy Orgel	VIII	8/31/2018
Mr. Mike Kernell	IX	8/31/2018



**II. ADMINISTRATION**

Superintendent	Dorsey E. Hopson, II
Chief Internal Auditor	Vacant
General Counsel	Valerie Speakman
Chief of Staff	Reginald Porter Jr.
Chief Academic Officer	Dr. Heidi A. Ramírez
Chief of Business Operations	Vacant
Executive Director of Communications	Vacant
Chief Financial Officer	Vacant
Chief of Human Resources	Trinette Small
Chief Information Officer	John Williams
Chief Strategy and Innovation Officer	Brad Leon
Chief of Student Services	Gerald Darling



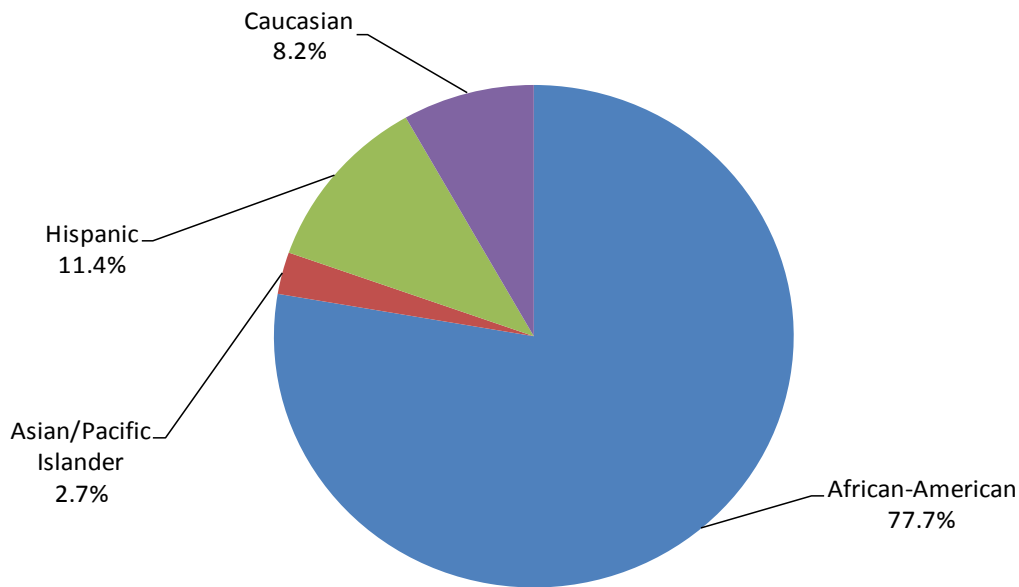
### III. PROFILE OF THE SCHOOL DISTRICT

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.

On July 1, 2013 Shelby County Schools merged with Memphis City Schools to become one of the largest schools districts in the country. During the 2013-14 school year, 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.

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

Based upon enrollment figures, the student demographic during Fiscal Year 2014-15 was 77.7 percent African American, 8.2 percent Caucasian, 11.4 percent Hispanic and 2.7 percent other races and nationalities.



With a projected enrollment of 109,489 in Fiscal Year 2015-16, the District has budgeted for over 7,000 teachers in the same period.

The District is comprised of a total of 224 schools, which include 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 2016, SCS will have 251 pre-kindergarten classrooms; 32, of which, are within community partner locations.



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

As of June 2015, the Memphis Statistical Area generally underperformed the nation in terms of annual employment growth, the unemployment rate, the home price index, and per capital personal income. However, the Memphis zone did outperform the nation in the areas of durable goods manufacturing forecasts and the issuance of residential building permits. The following points illustrate these assessments:

Based on the most recent (June, 2015) report prepared by the Eighth Federal Reserve District on economic conditions in the Memphis area, the annual growth of employment, building permits and housing prices was 1.5 percent, 6.5 percent, and 3.4 percent in the Memphis Statistical Area (MSA) and 2.3 percent, 4.8 percent and 8.6 percent in the nation, respectively. At the same time, the quarterly growth of personal income from October to December 2014 increased 3.5 percent in Tennessee and grew by 3.8 percent in the nation. Employment growth in the Memphis zone has decreased by 1.7 percent if comparing March 2015 to March 2014. Net job increases in Trade/Transportation/Utilities, Education and Health, Professional and Business Services, Financial Activities and Natural Resources/Mining/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 rates have underperformed the nation, since the MSA of 7 percent is 1.5 percent higher than the national one at 5.5 percent.

##### *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, total nonfarm employment only rose by 1.6 percent in the Memphis zone, compared to a national increase of more than 2 percent. In the Memphis Statistical Area, employment in the Trade, Transportation and Utilities (TTU) industry rose at a moderate pace (3.1 percent). This sector represents approximately 27% of the labor force. Higher percentage gains were experienced in the Professional and Business Sectors at 5.8 percent while the Financial Activities Sector and the Natural Resources, Mining and Construction Sectors were at 3 percent – which account for 15, 5 and 3 percent of the labor force, respectively. Other sectors in Memphis demonstrated employment losses - that mildly offset the modest growth in other sectors. For example, in comparison to a year earlier, payrolls have declined by more than 2 percent in the Government Sector, by almost 1.9 percent in the Leisure and Hospitality Sector and by 1.8 percent in the Manufacturing Sector, respectively. Overall, the employment picture has improved slightly from March 2014 to March 2015.

##### *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 third and fourth quarters of 2014, personal income remained constant at 3.5 percent in Tennessee, which was lower than the national growth rate of 3.8 percent.



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

##### *Manufacturing Forecasts*

On the manufacturing side, the Memphis area's manufacturing employment increased 1.5 percent in the first quarter of 2015, as compared to a 2.3 percent increase in the nation. The goods-producing sector experienced moderate employment loss in Memphis by 0.3 percent, as compared with the 2.7 employment growth rate in the nation.

##### *Building Permits and Residential Real Estate Market Conditions*

Relative to the same period last year, housing activity in the Memphis Zone has been mixed in the first quarter of 2015 as compared to national statistics. The number of single-family building permits issued in the Memphis Zone during the first quarter of 2015 was 6.5 percent above the number issued during the same period in 2014. In comparison, national housing activity grew by 8.6 percent.<sup>1</sup> Additionally, Memphis area home prices increased by 3.4 percent from March 2014 to March 2015, while national home prices increased by 4.8 percent in the same period. In contrast, Memphis new and existing home sales decreased by 0.1 percent while national rates increased by 8.4 percent.

#### **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 2014 population estimated at 938,803, 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 2015



**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 DISTRICT PRIORITIES**

Shelby County Schools District Priorities  
2015 – 2016 Budget

**Priority 1: Strengthen Early Literacy**

Priority 1 Goal: 90% of third graders are reading on grade level by 2025

Priority 1: Proposed Strategies

- Increase access to high-quality PreK classrooms and monitor quality
- Attract and retain strong teachers in early grades
- Execute a comprehensive District-wide literacy plan
- Leverage family and community partners to increase early literacy efforts

**Priority 2: Improve Post-Secondary Readiness**

Priority 2 Goals: 90% of high school students graduate on time and 100% of graduates who are college- or career-ready enroll in a post-secondary opportunity

Priority 2: Proposed Strategies

- Improve student engagement through access to rigorous prep courses and personalized learning opportunities

**Priority 3: Develop Teachers, Leaders, and Central Office to Drive Student Success**

Priority 3 Goal: 80% of seniors graduate college- or career-ready

Priority 3: Proposed Strategies

- Develop leadership pathways for teachers, coaches and school administrators
- Create competitive compensation systems to attract and retain classroom and school leaders
- Ensure high-quality feedback and evaluation of all staff connected to career development opportunities
- Use data deep dives in schools and District offices to drive continuous improvement

**Priority 4: Expand High-Quality School Options**

Priority 4 Goal: Student market share in SCS will increase 5% by 2025

Priority 4: Proposed Strategies

- Implement a common School Performance Framework to communicate school quality
- Transition to a student-based funding model
- Establish new school models that focus on different career training and specialized learning
- Commit to a compact with our charter schools

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

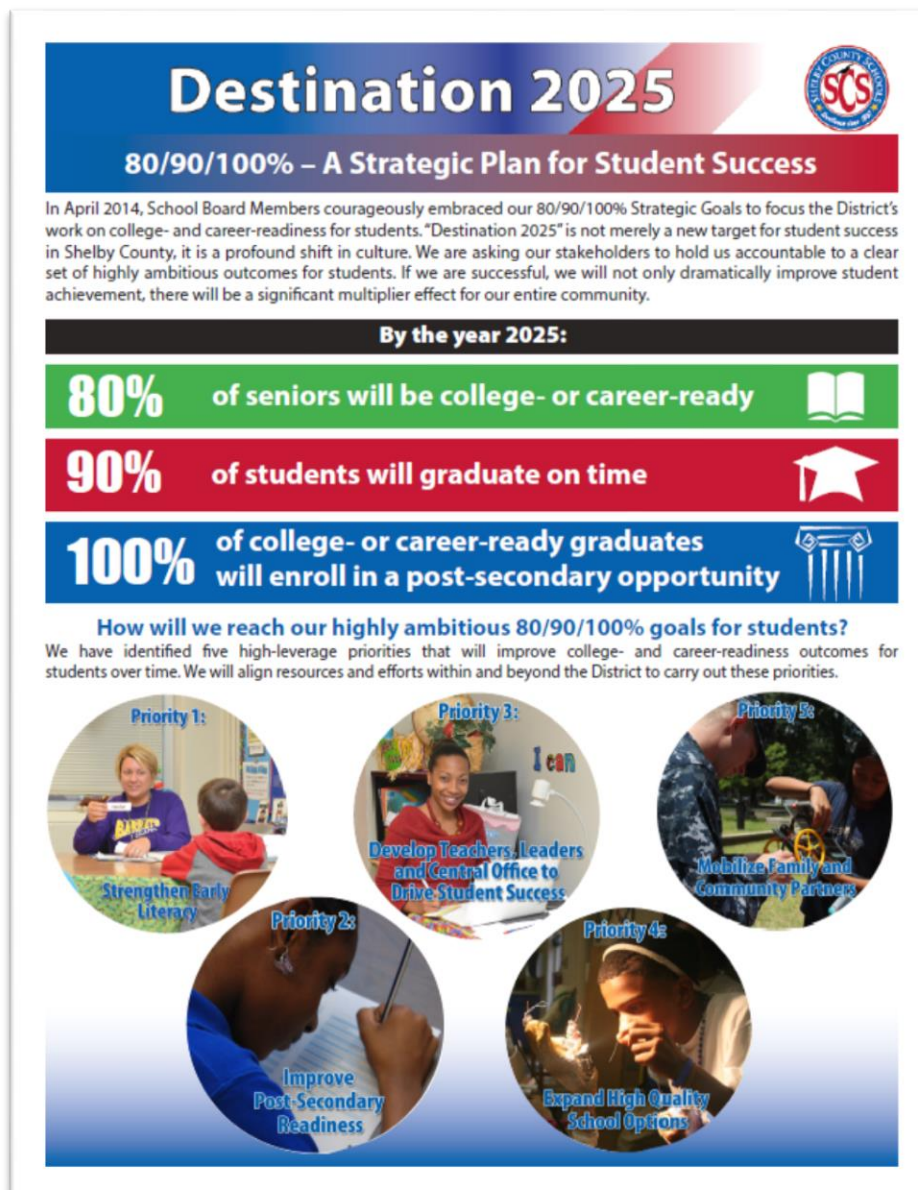
**B. SCS DISTRICT PRIORITIES (concl'd)**

**Priority 5: Mobilize Family and Community Partners**

Priority 5 Goal: By 2025, we will increase community confidence in the District to 90%

Priority 5: Proposed Strategies

- Improve how we deliver information to parents through multiple communication avenues
- Provide ongoing diversity and customer service training to all staff and hold them accountable for service quality
- Establish a volunteer hub to connect partners to the District's student mission



**Destination 2025**  
80/90/100% – A Strategic Plan for Student Success

In April 2014, School Board Members courageously embraced our 80/90/100% Strategic Goals to focus the District's work on college- and career-readiness for students. "Destination 2025" is not merely a new target for student success in Shelby County, it is a profound shift in culture. We are asking our stakeholders to hold us accountable to a clear set of highly ambitious outcomes for students. If we are successful, we will not only dramatically improve student achievement, there will be a significant multiplier effect for our entire community.

**By the year 2025:**

- 80%** of seniors will be college- or career-ready
- 90%** of students will graduate on time
- 100%** of college- or career-ready graduates will enroll in a post-secondary opportunity

**How will we reach our highly ambitious 80/90/100% goals for students?**  
We have identified five high-leverage priorities that will improve college- and career-readiness outcomes for students over time. We will align resources and efforts within and beyond the District to carry out these priorities.

- Priority 1:** Strengthen Early Literacy
- Priority 2:** Improve Post-Secondary Readiness
- Priority 3:** Develop Teachers, Leaders and Central Office to Drive Student Success
- Priority 4:** Expand High Quality School Options
- Priority 5:** Mobilize Family and Community Partners

**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. Revenue sources are 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. Board members will also consider the closure of two schools. Careful decisions about what programs should be maintained and incorporated into all funds have had to be made.

In Fiscal Year 2014-15, the District lost revenue and related expenditures to the recently formed Municipal Schools and Achievement School District (ASD). Additionally, the District added more Charter Schools and some of the existing Charter Schools grew 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.

For Fiscal Year 2015-16, enrollment is expected to decline along with revenues. While the size of District operations decrease, costs continue to rise. At the onset of the budget development process, the District faced a \$125M budget gap in the General Fund. The source of this gap was derived from a reduction in revenue from the State of Tennessee Basic Education Program, County Property Tax and State Sales Tax funding directly related to declining enrollment. The expenditure gap was made up of expenses moving to the General Fund from expiring grants, increased operating costs, and new initiatives to advance academics.

The Superintendent convened his cabinet members in a budget retreat session where they participated in strategic budgeting exercises. The exercises were designed so that each program or initiative was examined based upon District priorities, 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 cost efficiencies in transportation, custodial and grounds maintenance;
- Shifted professional development efforts to grant funds and restructured coaching efforts;
- Reorganized Information Technology structure to better support educational services; and
- Identified 2 schools for closure and consolidation.

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:

- Reorganization of Human Resources to incorporate previously grant-funded initiatives for strategic recruitment and retention of high-performing teachers;
- Maintenance of the Blended Learning Initiative to serve more students and garner sufficient experience to evaluate its success by securing external funding provided by a philanthropic foundation; and
- Extension of learning time and focused learning programs through the iZone Initiative.

**VI. EXECUTIVE SUMMARY (cont'd)****C. BUDGETARY HIGHLIGHTS (cont'd)****Capital Improvement Program - Fund 7**

The Shelby County Schools CIP budget consists of funds used for projects including one new school building, building upgrades and school additions, multiple-year projects and projects related to: life safety, HVACs, roof replacements, renovations, window replacements, ADA upgrades, and other deferred maintenance needs. Projects for Fiscal Year 2015-16 are funded primarily by Shelby County Government.

**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 2015-16 school year marks the final 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.

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 2015-16 budget for Teacher & Leader Effectiveness is \$24,598,154. Additional information concerning the [Teacher & Leader Effectiveness](#) can be found on the District's website.



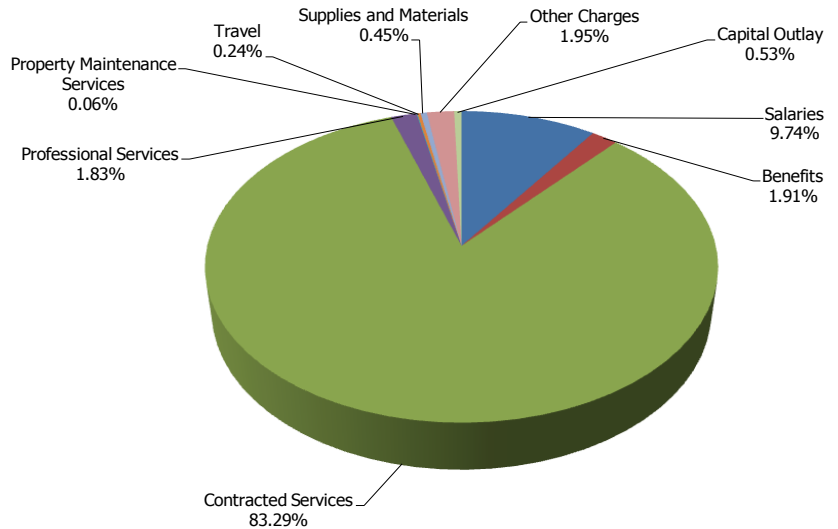
**VI. EXECUTIVE SUMMARY (cont'd)**

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

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

**Shelby County Schools  
Teacher & Leader Effectiveness Initiative  
Fiscal Year 2015-16**

	<b>2015-16 Adopted Budget</b>
Salaries	\$ 2,396,317
Benefits	468,679
Contracted Services	20,491,515
Professional Services	450,000
Property Maintenance Services	14,640
Travel	58,500
Supplies and Materials	109,600
Other Charges	478,903
Capital Outlay	130,000
<b>Total expenditures</b>	<b>\$ 24,598,154</b>



**Voluntary Pre-Kindergarten:** The Pre-Kindergarten program provides high quality education that will promote the cognitive, social, emotional, and physical development of young children by providing classrooms and services that will maximize kindergarten readiness. Major goals of the program include: kindergarten readiness, early foundational reading and math skills, as well as development in language, cognitive, social-emotional and physical issues. The Pre-Kindergarten budget is just over \$10 million.

**After-School Childcare:** After-School Childcare serves a tremendous need for children in the District. Program services include the following: math and reading-language arts, snacks, cultural/recreational and self-enhancement components, and totals just over \$8.7 million. Eligible students range in age from 4 to 14 years old and the care is available up to 6 p.m. daily during the school year. Programs must meet SCS standards based on guidelines set by the National After-School Association. Programs are certified by the Tennessee Department of Education and the Tennessee Department of Human Services.

**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 nearly 110,000 students. Effective the 2014-2015 school year, the 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**

***CDCP HIV/STD Prevention:*** Since 1987, CDC's Division of Adolescent and School Health (DASH) has been a unique source of support for HIV prevention efforts in the Nation's schools. After being a part of National Center for Chronic Disease Prevention and Health Promotion (NCCDPHP) for more than two decades, DASH joined the National Center for HIV/AIDS, Viral Hepatitis, STD and TB Prevention (NCHHSTP) in 2012.

This funding was awarded to Shelby County Schools to implement two of four key strategies. Strategy I: School Based Surveillance (SURV) to establish and strengthen systematic procedures to collect and report Youth Risk Behavior Survey (YRBS) and Profiles data for policy and program improvements; Strategy II to enable school districts to deliver exemplary sexual health education (ESHE) emphasizing HIV and STD prevention and safe and supportive environments for students and staff (SSE).

The mission of the funded opportunity from the CDC is to decrease risky behaviors among adolescents, establish and strengthen multidisciplinary teams at the district and school levels, strengthen policies and build support for effective health education to prevent HIV, other STD's, and teen pregnancies.

***Title 1:*** Title I ("Title One"), a provision of the Elementary and Secondary Education Act passed in 1965, is a program created by the [United States Department of Education](#) to distribute funding to schools and school districts with a high percentage of students from low-income families. Title I helps children from families that have migrated to the United States and youth from intervention programs who are neglected or at risk of abuse. In addition, Title I appropriates money to the education system for prevention of dropouts and the improvement of schools. SCS currently receives approximately \$60.3 million in Title 1 funding for programs that support academic achievement for at-risk youth.

***Head Start:*** Head Start is built upon the understanding that the development of young children is deeply influenced by the family, by their community, by their health -- as well as the educational experiences to which they are exposed. The 1975 Head Start Program performance Standards defined high quality services in early childhood education, parent involvement, social services, and health. These standards and their updates have been the foundation of Head Start, and they have served as a model for state and local early childhood initiatives, including the state of Tennessee's pre-K program. SCS manages the Head Start program for Shelby County, receiving approximately \$25 million to provide comprehensive services for young children. This program supports the District's first Priority under the 80/90/100% Vision: Strengthen Early Literacy by encouraging family engagement and support of early childhood reading and development.



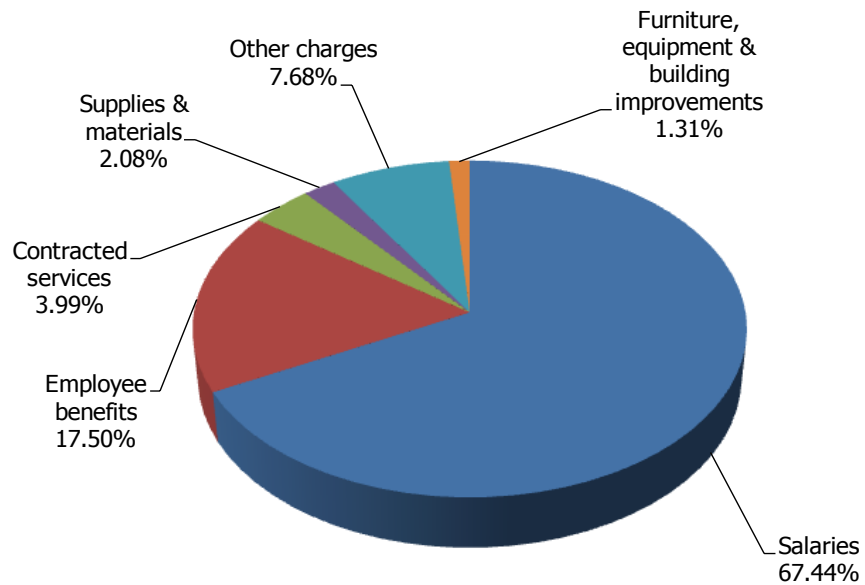
**VI. EXECUTIVE SUMMARY (cont'd)**

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

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

**Shelby County Schools  
CDCP HIV/STD Prevention  
Fiscal Year 2015-16**

	<b>2015-16 Adopted Budget</b>
Salaries	\$ 202,565
Employee benefits	50,908
Contracted services	28,571
Supplies & materials	6,938
Other charges	80,614
Furniture, equipment & building improvements	8,796
<b>Total expenditures</b>	<b>\$ 378,392</b>





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

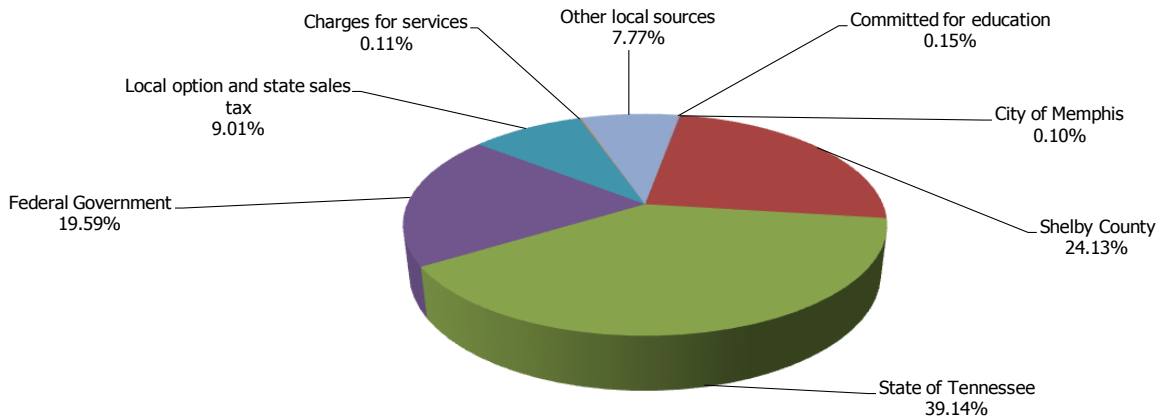
**D. REVENUES**

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 39.14 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, 21<sup>st</sup> Century Classrooms and some mental health funds. The second largest revenue source is derived from Shelby County, comprising approximately 24.13 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 2015-16 Budget Revenues  
(All Funds)**

	<b>2013-14 Actuals</b>	<b>2014-15 Amended Budget</b>	<b>2015-16 Adopted Budget</b>	<b>Percentage of 2015-16 Budget</b>	<b>Percentage Increase (Decrease)</b>
City of Memphis	-	8,000,000	1,333,333	0.10%	100.00%
Shelby County	388,930,295	311,609,089	316,475,544	24.13%	1.56%
State of Tennessee	630,657,097	513,205,965	513,266,106	39.14%	0.01%
Federal Government	212,152,354	306,173,392	256,868,943	19.59%	-16.10%
Local option and state sales tax	159,752,215	112,749,495	118,181,818	9.01%	4.82%
Charges for services	595,963	2,040,456	1,407,609	0.11%	-31.01%
Other local sources	44,339,500	72,775,468	101,904,096	7.77%	40.03%
Committed for education	-	699,383	1,950,000	0.15%	178.82%
<b>Totals</b>	<b>\$ 1,436,427,424</b>	<b>\$ 1,327,253,248</b>	<b>\$ 1,311,387,449</b>	<b>100.00%</b>	<b>-1.20%</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.



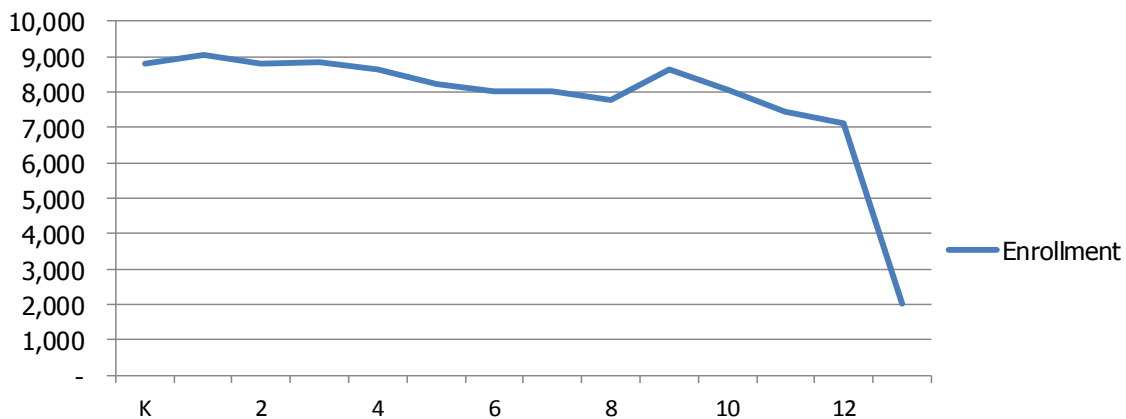
**VI. EXECUTIVE SUMMARY (cont'd)**

**F. ENROLLMENT**

The District's enrollment projections for Fiscal Year 2015-16 estimate that the District will serve 109,489 students in grades kindergarten through grade 12.

**2015-16 Projected Enrollment by Grade Level**

<u>Grade</u>	<u>Enrollment</u>
K	8,794
1	9,038
2	8,816
3	8,859
4	8,645
5	8,219
6	8,016
7	8,031
8	7,761
9	8,642
10	8,075
11	7,448
12	7,114
SPED*	2,031
<b>Totals</b>	<b>109,489</b>



\*SPED total includes students with IDEA disabilities including learning disabilities, health impairment, serious emotional problems, physical disabilities, deafness, blindness, and intellectual disabilities. To ensure the academic success of all students, school districts are required by law to provide services for special-needs students.

**VI. EXECUTIVE SUMMARY (cont'd)****G. STAFFING LEVELS**

The District's Fiscal Year 2015-16 budget includes 12,674.48 full-time employees and 88.00 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>2014 Amended Budget</b>	<b>2015 Amended Budget</b>	<b>2016 Adopted Budget</b>
<b>Full-Time Staff</b>			
Officials/Administration/Management	222.50	180.00	173.00
Principals	229.00	179.00	170.00
Assistant Principals, Non-Teachers	312.00	198.00	185.00
Elementary Classroom Teachers	3,624.50	524.50	364.00
Secondary Classroom Teachers	3,387.02	2,364.88	2,014.18
Other Classroom Teachers	3,745.59	4,739.65	4,510.65
Guidance	364.00	285.00	286.00
Psychological	94.00	83.00	78.00
Librarian/Audio/Visual	239.00	206.00	196.00
Consultants/Supervisors	101.50	97.00	95.00
Other Professional	566.00	495.00	511.50
Teachers' Aides	2,152.70	1,542.00	1,408.00
Technicians	214.15	186.15	229.15
Clerical/Secretarial	1,191.40	761.00	679.00
Service Workers	1,524.00	1,406.00	1,399.00
Skilled Crafts	224.00	146.00	128.00
Laborers Unskilled	606.76	273.00	248.00
Totals	18,798.12	13,666.18	12,674.48
<b>Part-Time Staff</b>			
All Others	34.72	19.00	19.00
Part-time	60.00	69.00	69.00
Totals	94.72	88.00	88.00
<b>Total Full-Time &amp; Part-Time Staff</b>	<b>18,892.84</b>	<b>13,754.18</b>	<b>12,762.48</b>

\*Source: Budgeted Positions Mapped to Elementary-Secondary Staff Information (EEO-5) Report



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

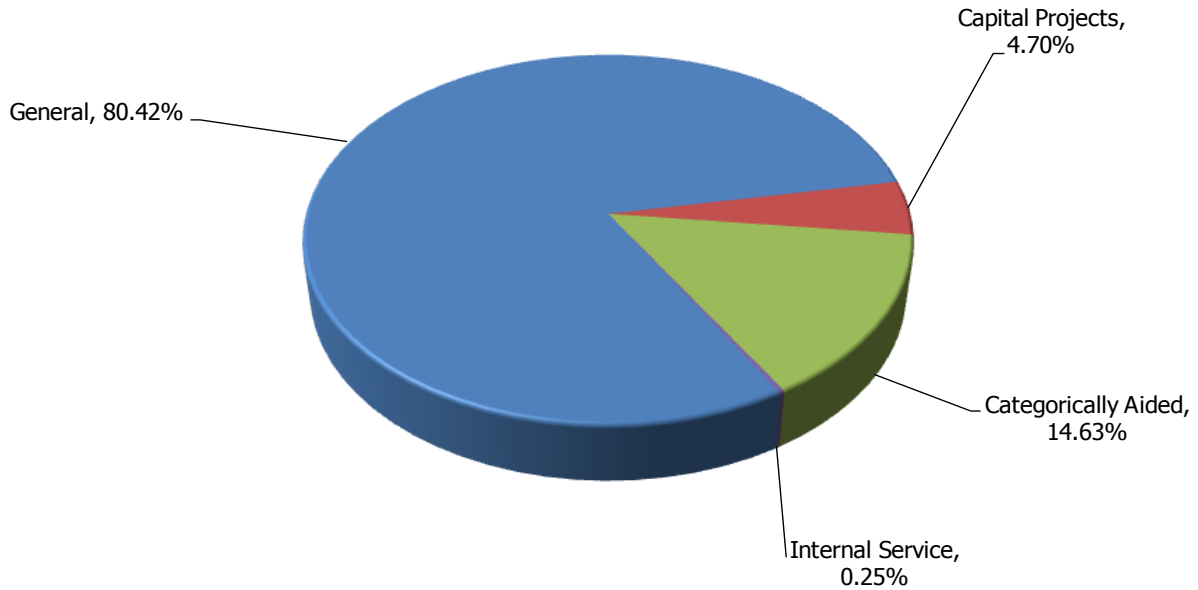
**H. FINANCIAL OVERVIEW**

The District projects to start Fiscal Year 2015-16 with \$201,738,215 of total fund balance (unaudited). With \$1,311,387,449 in budgeted revenues and \$1,347,109,782 for budgeted expenditures, the District projects to end Fiscal Year 2015-16 with approximately \$166,015,882 in total fund balances (before reserves).

**Shelby County Schools  
Highlights of the 2015-16 Budget  
Summary of Fund Balance (All Funds)**

<b>Funds</b>	<b>Projected Fund Balances July 1, 2015</b>	<b>Revenues</b>	<b>Expenses or Expenditures</b>	<b>Projected Fund Balances June 30, 2016</b>
General	\$ 169,506,597	\$ 949,878,813	\$ 985,869,882	\$ 133,515,528
Capital Projects	7,807,605	64,807,529	64,807,529	7,807,605
Categorically Aided	24,018,086	291,674,029	291,405,293	24,286,822
Internal Service	405,927	5,027,078	5,027,078	405,927
<b>Total</b>	<b>\$ 201,738,215</b>	<b>\$ 1,311,387,449</b>	<b>\$ 1,347,109,782</b>	<b>\$ 166,015,882</b>

**2015-16  
Projected Ending Fund Balances**





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

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

**Shelby County Schools  
Highlights of the 2015-16 Budget  
Fund Balances / Net Assets**

FUND NAME	Actual Balance 6/30/2014	Projected Balance 6/30/2015	FY14-15 % Change	FY16 Proposed Planned Use	Projected Balance 6/30/2016	FY15-16 % Change
<b>General Fund (1)</b>	\$ 179,023,413	\$ 169,506,597	-5.32%	\$ (35,991,069)	\$ 133,515,528	-21.23%
<b>Capital Projects Fund</b>	11,998,632	7,807,605	-34.93%	-	7,807,605	0.00%
<b>Special Revenue Funds (2)</b>						
Categorically-Aided Non-Federal	3,075,869	961,533	-68.74%	268,736	1,230,269	27.95%
Categorically-Aided Federal	-	-	-	-	-	-
Food Service Fund	23,056,553	23,056,553	-	-	23,056,553	0.00%
<b>Internal Service Funds</b>						
Printing Services	265,575	248,047	-	-	248,047	0.00%
Supply Chain Management	161,520	139,604	-	-	139,604	0.00%
ASD	18,276	18,280	-	-	18,280	0.00%
<b>Total All Funds</b>	<u>\$ 217,599,838</u>	<u>\$ 201,738,219</u>	<u>-7.29%</u>	<u>\$ (35,722,333)</u>	<u>\$ 166,015,886</u>	<u>-17.71%</u>

**FY2016 Significant changes:**

- (1) The General Fund decrease in fund balance is primarily due to rising salary and benefit cost, ASD increased enrollment, and six additional charter schools. The District also plans to use \$36 million of unassigned balance to support the FY2015-16 budget.
- (2) The Categorically-Aided Non-Federal Special Revenue Funds have a percentage increase in fund balance of 27.95% due to fund balances and revenues greater than budgeted expenses.



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

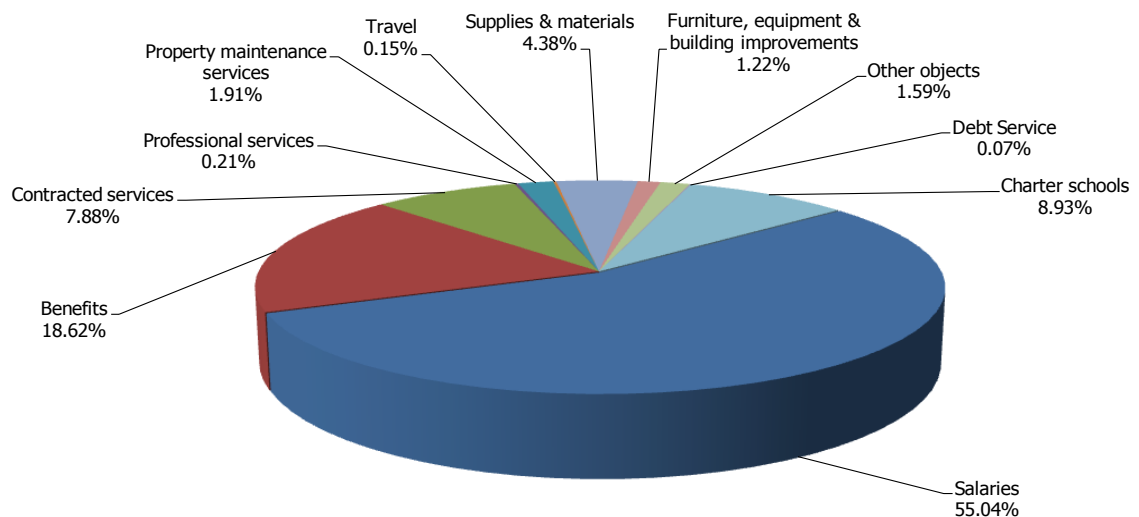
**H. FINANCIAL OVERVIEW (cont'd)**

The following charts and tables represent summaries of Fiscal Year 2015-16 budgeted expenditures for the General Fund, Capital Projects Fund, Special Revenue Funds and Internal Service Funds.

**Shelby County Schools  
Highlights of the 2015-16 Budget Expenditures  
General Fund – Fund 01**

	<b>2013-14 Actuals</b>	<b>2014-15 Amended Budget</b>	<b>2015-16 Adopted Budget</b>	<b>Percentage of 2015-16 Budget</b>	<b>Percentage Increase (Decrease)</b>
Salaries	\$ 718,441,586	\$ 529,801,184	\$ 542,647,229	55.04%	2.42%
Benefits	215,474,938	173,651,574	183,593,143	18.62%	5.73%
Contracted services	64,388,665	80,756,543	77,672,023	7.88%	-3.82%
Professional services	1,020,414	1,073,745	2,081,352	0.21%	93.84%
Property maintenance services	16,301,343	20,900,205	18,882,834	1.91%	-9.65%
Travel	1,132,068	1,513,324	1,503,012	0.15%	-0.68%
Supplies & materials	63,417,465	49,228,481	43,181,387	4.38%	-12.28%
Furniture, equipment & building improvements	4,766,433	10,142,614	11,993,742	1.22%	18.25%
Other objects	17,995,325	13,701,548	15,656,175	1.59%	14.27%
Debt Service	658,940	658,940	658,985	0.07%	0.01%
Charter schools	66,980,414	78,086,431	88,000,000	8.93%	12.70%
<b>Totals</b>	<b>\$ 1,170,577,591</b>	<b>\$ 959,514,589</b>	<b>\$ 985,869,882</b>	<b>100.00%</b>	<b>2.75%</b>

**2015-16  
Adopted Budget  
General Fund Expenditures**





**VI. EXECUTIVE SUMMARY (cont'd)****H. FINANCIAL OVERVIEW (cont'd)**

**Shelby County Schools**  
**Highlights of the 2015-16 Budget Expenditures**  
**Capital Projects Fund – Fund 07**

	<u>2013-14</u> <u>Actuals</u>	<u>2014-15</u> <u>Amended</u> <u>Budget</u>	<u>2015-16</u> <u>Adopted</u> <u>Budget</u>	<u>Percentage</u> <u>of 2015-16</u> <u>Budget</u>	<u>Percentage</u> <u>Increase</u> <u>(Decrease)</u>
Salaries	\$ 1,197,657	\$ -	\$ -	-	
Benefits	300,216	-	-	-	
Contracted services	(1,365,845)	-	-	-	
Travel	1,600	-	-	-	
Furniture, equipment & building improvements	10,416,147	27,503,843	64,807,529	100%	135.63%
Other objects	223	-	-	-	
<b>Totals</b>	<u>\$ 10,549,997</u>	<u>\$ 27,503,842</u>	<u>\$ 64,807,529</u>	<u>100.00%</u>	<u>135.63%</u>

**VI. EXECUTIVE SUMMARY (cont'd)****H. FINANCIAL OVERVIEW (cont'd)**

Below is a listing of the District's capital projects budgeted for Fiscal Year 2015-16. The following consists of renovations, maintenance and other projects.

**Shelby County Schools  
Capital Plan Summary**

<u>Project #</u>	<u>Description</u>	<u>2015 - 16</u>
6105	ERP	\$ 4,510,301
6401	Mechanical Boilers & Air Conditioning	321,574
6501	Roofing	2,221,807
6600	ADA Improvements	700,595
6700	Education Capital Projects	3,475
6904	Unforeseen Emergencies	2,256,087
C275	Unforeseen Emergencies	154,376
C295	Life Safety	1,347,762
C305	Berclair 20 Classroom Addition	4,543,950
C315	Wells Station 20 Classroom Addition	4,899,001
C325	Chimneyrock Elem 20 Classroom Addition	3,988,000
C335	Cordova Elem 20 Classroom Addition	3,864,996
C345	Germantown HS Classroom Addition & ADA	6,532,000
C355	Westhaven ES New School	12,868,533
C365	Woodstock MS Grade Reconfiguration	250,160
C375	Barrett's Elementary Grade Reconfiguration	220,360
C385	Jeter Elementary Grade Reconfiguration	250,159
C395	Oakhaven HS Exterior Window replacement	563,844
C405	Whitehaven Elem Exterior Window replacement	671,615
C415	Jackson Elem Exterior Window Replacement	723,300
C425	Farmington Elem Window replacement	948,441
C435	Kingsbury HS Roof - Single Ply	1,074,000
C445	Kate Bond Elem Roof - Single Ply	550,000
C455	Denver Elem Roof - Single Ply	162,450
C465	Delano Elem Roof Replacement	285,000
C475	JP Freeman Roof - Single Ply	780,000
C485	Highland Oaks Roof - Single Ply	275,000
C495	Millington HS Roof - Single Ply	119,316
C505	Rivercrest Elem Reroof	974,825
C515	Arlington Elem Reroof	40,000
C525	Arlington HS Reroof	80,000
C535	Collierville HS Reroof	1,000,000
C545	Lakeland Elem Reroof	750,000
C555	Chiller Replacement - Administration Building	463,333
C565	Oak Forest Elem - SCUV/RTU	640,000
C575	Arlington Elem-HVAC Controls	88,000
C585	Arlington Elem - HVAC replacement	300,000
C595	Lakeland Elem - Replace 83 HVAC units	240,000
C605	Arlington HS - Painting	342,000
C615	Chiller Replacement - Keystone	251,667
C700	Snowden School- Bleacher Replacement	110,000
C701	Riverview K8- Playground	95,000
C702	Cordova High- Turf Football Field	675,000
C703	Dexter Middle- Gym Floor	115,000
C704	Springdale Elementary- Exterior Door Replacement	100,000
C705	Bolton High- Bleacher Replacement	250,000
C706	Exterior and Interior Painting	400,000
C708	Building Automation Controls	1,003,000
C710	Demolitions (multiple)	1,803,602
	<b>Total Projects</b>	<b>\$ 64,807,529</b>



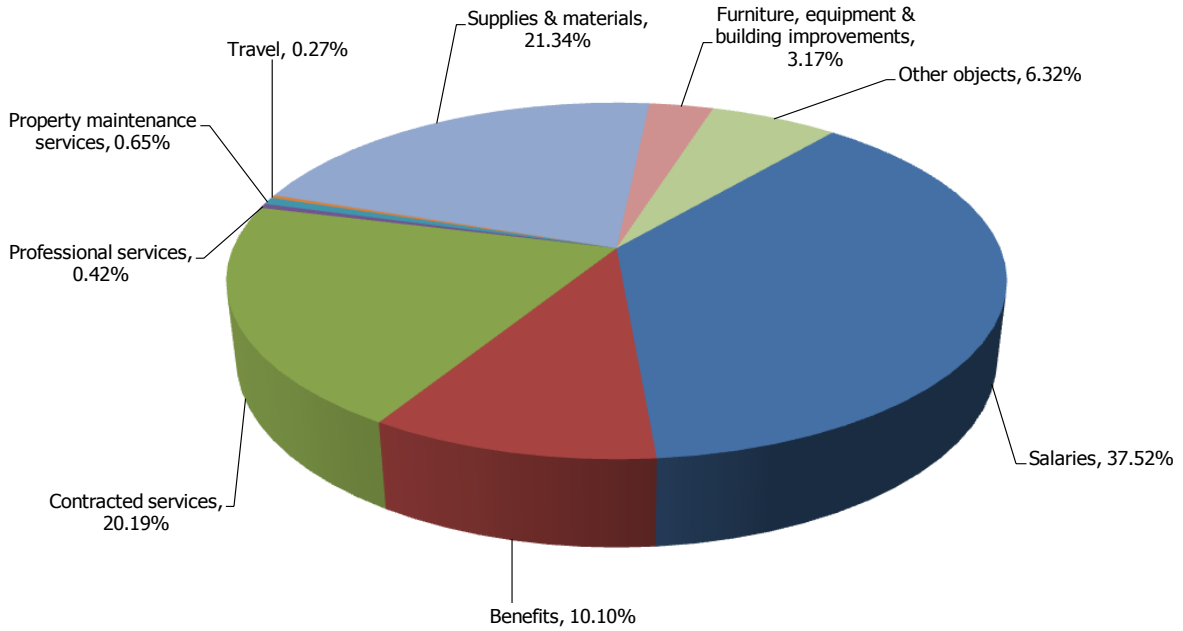
**VI. EXECUTIVE SUMMARY (cont'd)**

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

**Shelby County Schools  
Highlights of the 2015-16 Budget Expenditures  
Special Revenue Funds – Funds 08, 10 and 12**

	<b>2013-14 Actuals</b>	<b>2014-15 Amended Budget</b>	<b>2015-16 Adopted Budget</b>	<b>Percentage of 2015-16 Budget</b>	<b>Percentage Increase (Decrease)</b>
Salaries	\$ 107,338,171	\$ 132,335,366	\$ 109,344,494	37.52%	-17.37%
Benefits	26,183,583	38,261,275	29,443,601	10.10%	-23.05%
Contracted services	32,361,982	63,868,543	58,840,816	20.19%	-7.87%
Professional services	73,589	311,325	1,222,150	0.42%	292.56%
Property maintenance services	1,338,282	2,256,673	1,888,371	0.65%	-16.32%
Travel	750,668	1,080,000	799,412	0.27%	-25.98%
Supplies & materials	48,229,752	67,476,634	62,183,139	21.34%	-7.84%
Furniture, equipment & building improvements	12,197,593	25,368,028	9,255,519	3.17%	-63.52%
Other objects	11,296,952	19,394,892	18,427,791	6.32%	-4.99%
<b>Totals</b>	<b>\$ 239,770,572</b>	<b>\$ 350,352,736</b>	<b>\$ 291,405,293</b>	<b>100.00%</b>	<b>-16.83%</b>

**2015-16 Adopted Budget  
Special Revenue Funds Expenditures**





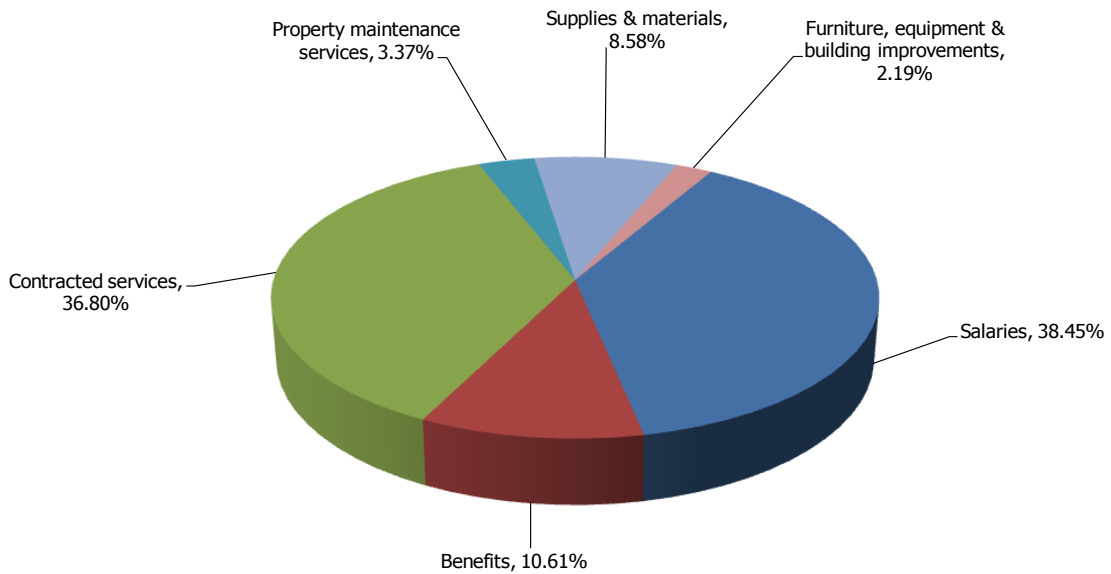
**VI. EXECUTIVE SUMMARY (cont'd)**

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

**Shelby County Schools  
Highlights of the 2015-16 Budget Expenditures  
Internal Service Funds**

	<b>2013-14 Actuals</b>	<b>2014-15 Amended Budget</b>	<b>2015-16 Adopted Budget</b>	<b>Percentage of 2015-16 Budget</b>	<b>Percentage Increase (Decrease)</b>
Salaries	\$ 2,122,992	\$ 2,084,692	\$ 1,932,731	38.45%	-7.29%
Benefits	529,895	520,364	533,469	10.61%	2.52%
Contracted services	1,054,419	1,492,381	1,849,903	36.80%	23.96%
Property maintenance services	43,061	165,516	169,595	3.37%	2.46%
Travel	20	-	-		-
Supplies & materials	1,269,418	1,335,867	431,380	8.58%	-67.71%
Furniture, equipment & building improvements	14,831	110,000	110,000	2.19%	0.00%
Other objects	505,224	34,882	-		-100.00%
<b>Totals</b>	<b>\$ 5,539,860</b>	<b>\$ 5,743,702</b>	<b>\$ 5,027,078</b>	<b>100.00%</b>	<b>-12.48%</b>

**2015-16 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
2016	-	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 were 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  
2015 Report Card**

2015 Performance - iZone Schools									
School	Grade Range	Subject	2013	2014	2015 AMO Target	2015	AMO Met or Not Met	From 2013 to 2014	From 2014 to 2015
Cherokee Elementary	PK-5	Math	14.5%	43.8%	47.3%	<b>65.0%</b>	<b>YES</b>	29.3%	21.2%
	PK-5	RLA	16.4%	26.7%	31.3%	<b>33.2%</b>	<b>YES</b>	10.2%	6.5%
	PK-5	Science	25.1%	41.9%	45.5%	<b>74.0%</b>	<b>YES</b>	16.8%	32.1%
Chickasaw Middle	6-8	Math	35.0%	38.8%	42.6%	<b>31.6%</b>	<b>NO</b>	3.8%	-7.2%
	6-8	RLA	11.6%	23.5%	28.3%	<b>18.2%</b>	<b>NO</b>	11.9%	-5.3%
	6-8	Science	33.2%	42.4%	46.0%	<b>42.0%</b>	<b>NO</b>	9.2%	-0.4%
Douglass Elementary-Middle	PK-8	Math	24.7%	44.0%	47.5%	<b>49.4%</b>	<b>YES</b>	19.3%	5.4%
	PK-8	RLA	22.0%	31.3%	35.6%	<b>27.6%</b>	<b>YES-Safe Harbor</b>	9.2%	-3.7%
	PK-8	Science	24.7%	30.6%	34.9%	<b>49.2%</b>	<b>YES</b>	5.9%	18.6%
Fairley Elementary	PK-5	Math	19.9%	20.6%	25.6%	<b>25.9%</b>	<b>YES</b>	0.7%	5.3%
	PK-5	RLA	15.2%	13.9%	19.3%	<b>15.9%</b>	<b>YES-Safe Harbor</b>	-1.3%	2.0%
	PK-5	Science	18.1%	29.7%	34.1%	<b>33.9%</b>	<b>NO</b>	11.6%	4.2%
Ford Road Elementary	PK-5	Math	35.0%	50.6%	53.7%	<b>50.0%</b>	<b>YES-Safe Harbor</b>	15.7%	-0.6%
	PK-5	RLA	23.5%	29.7%	34.1%	<b>28.2%</b>	<b>YES-Safe Harbor</b>	6.2%	-1.5%
	PK-5	Science	36.3%	65.1%	67.3%	<b>55.1%</b>	<b>NO</b>	28.9%	-10.0%
Geeter Middle	6-8	Math	12.5%	19.8%	24.8%	<b>28.6%</b>	<b>YES</b>	7.3%	8.9%
	6-8	RLA	13.3%	16.0%	21.2%	<b>13.4%</b>	<b>NO</b>	2.7%	-2.6%
	6-8	Science	25.2%	33.7%	37.8%	<b>27.9%</b>	<b>NO</b>	8.4%	-5.7%
Grandview Heights Middle	6-8	Math	8.2%	12.1%	17.5%	<b>14.5%</b>	<b>YES-Safe Harbor</b>	3.9%	2.4%
	6-8	RLA	11.4%	10.5%	16.1%	<b>8.6%</b>	<b>NO</b>	-0.9%	-1.9%
	6-8	Science	11.2%	16.3%	21.5%	<b>20.3%</b>	<b>NO</b>	5.1%	4.0%
Hamilton High	9-12	Algebra I	26.2%	32.3%	36.5%	<b>49.5%</b>	<b>YES</b>	6.1%	17.2%
	9-12	Algebra II	3.8%	3.2%	9.3%	<b>34.2%</b>	<b>YES</b>	-0.6%	31.0%
	9-12	Biology I	11.2%	11.9%	17.4%	<b>17.3%</b>	<b>NO</b>	0.7%	5.4%
	9-12	Chemistry	0.0%	1.3%	7.5%	<b>6.9%</b>	<b>NO</b>	1.3%	5.6%
	9-12	English I	18.5%	18.0%	23.1%	<b>26.2%</b>	<b>YES</b>	-0.5%	8.2%
	9-12	English II	15.0%	13.1%	18.5%	<b>18.8%</b>	<b>YES</b>	-1.9%	5.7%
	9-12	English III	3.5%	6.0%	11.9%	<b>6.7%</b>	<b>NO</b>	2.5%	0.7%
Hamilton Middle	6-8	Graduation Rate	53.8%	54.4%	57.3%	<b>50.2%</b>	<b>NO</b>	0.6%	-4.2%
	6-8	Math	24.6%	29.4%	33.8%	<b>16.2%</b>	<b>NO</b>	4.9%	-13.2%
	6-8	RLA	15.3%	22.5%	27.3%	<b>16.2%</b>	<b>NO</b>	7.2%	-6.3%
Lucie E. Campbell Elementary	6-8	Science	26.1%	49.2%	52.4%	<b>37.2%</b>	<b>NO</b>	23.1%	-12.0%
	PK-5	Math	30.7%	28.0%	32.5%	<b>30.9%</b>	<b>YES-Safe Harbor</b>	-2.7%	2.9%
	PK-5	RLA	18.3%	18.5%	23.5%	<b>18.9%</b>	<b>YES-Safe Harbor</b>	0.1%	0.4%
Magnolia Elementary	PK-5	Science	21.4%	31.5%	35.8%	<b>36.0%</b>	<b>YES</b>	10.2%	4.5%
	PK-5	Math	22.3%	28.9%	33.3%	<b>32.9%</b>	<b>YES-Safe Harbor</b>	6.6%	4.0%
	PK-5	RLA	16.3%	14.1%	19.5%	<b>16.4%</b>	<b>YES-Safe Harbor</b>	-2.2%	2.3%
	PK-5	Science	26.2%	28.2%	32.7%	<b>37.9%</b>	<b>YES</b>	2.0%	9.7%



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

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

**iZone Schools  
2015 Report Card (concl'd)**

2015 Performance - iZone Schools									
School	Grade Range	Subject	2013	2014	2015 AMO Target	2015	AMO Met or Not Met	From 2013 to 2014	From 2014 to 2015
Melrose High	9-12	Algebra I	30.5%	52.2%	55.2%	56.7%	YES	21.7%	4.4%
	9-12	Algebra II	10.6%	20.8%	25.7%	23.8%	YES-Safe Harbor	10.2%	3.0%
	9-12	Biology I	15.1%	12.6%	18.0%	28.0%	YES	-2.6%	15.5%
	9-12	Chemistry	0.0%	5.2%	11.2%	7.9%	NO	5.2%	2.7%
	9-12	English I	16.1%	22.9%	27.8%	33.2%	YES	6.8%	10.2%
	9-12	English II	14.6%	21.9%	26.8%	26.7%	YES-Safe Harbor	7.3%	4.8%
	9-12	English III	4.3%	9.6%	15.2%	8.6%	NO	5.3%	-0.9%
Riverview Elementary-Middle	6-8	Graduation Rate	70.5%	53.6%	56.5%	65.1%	YES	-16.9%	11.5%
	6-8	Math	18.7%	31.5%	35.8%	38.8%	YES	12.8%	7.3%
	6-8	RLA	12.8%	19.5%	24.5%	16.6%	YES-Safe Harbor	6.7%	-2.9%
	6-8	Science	19.0%	30.1%	34.4%	27.4%	NO	11.0%	-2.7%
Sherwood Middle	6-8	Math	11.9%	25.3%	30.0%	26.1%	YES-Safe Harbor	13.4%	0.7%
	6-8	RLA	10.3%	17.7%	22.9%	18.1%	YES-Safe Harbor	7.5%	0.3%
	6-8	Science	14.9%	49.3%	52.5%	46.5%	NO	34.4%	-2.8%
Treadwell Elementary	PK-5	Math	19.7%	30.3%	34.7%	43.6%	YES	10.6%	13.3%
	PK-5	RLA	12.0%	18.9%	24.0%	17.1%	NO	6.9%	-1.7%
	PK-5	Science	20.1%	34.1%	38.3%	42.1%	YES	14.0%	7.9%
Treadwell Middle	6-8	Math	15.7%	32.2%	36.4%	32.7%	YES-Safe Harbor	16.5%	0.5%
	6-8	RLA	13.1%	27.3%	31.8%	29.1%	YES-Safe Harbor	14.2%	1.8%
	6-8	Science	22.3%	47.7%	51.0%	54.9%	YES	25.4%	7.2%
	9-12	Algebra I	24.9%	14.0%	19.4%	30.2%	YES	-10.9%	16.2%
Trezevant High	9-12	Algebra II	4.8%	4.2%	10.2%	32.6%	YES	-0.6%	28.4%
	9-12	Biology I	5.4%	8.0%	13.8%	21.8%	YES	2.6%	13.8%
	9-12	Chemistry	0.0%	0.8%	7.0%	4.1%	NO	0.8%	3.3%
	9-12	English I	23.0%	19.1%	24.2%	23.0%	NO	-3.9%	3.9%
	9-12	English II	12.7%	24.1%	28.8%	21.1%	YES-Safe Harbor	11.4%	-3.0%
	9-12	English III	7.2%	1.7%	7.8%	7.0%	YES-Safe Harbor	-5.6%	5.4%
	9-12	Graduation Rate	41.6%	53.8%	56.7%	48.8%	NO	12.2%	-5.0%

Note 1: Graduation Rates are from the previous year (lag-year) per the State of TN Accountability Model

Note 2: Only Graduation, Math, RLA, Algebra I, Algebra II, English II, and English III have official AMOs

Note 3: Science, English I, Biology, and Chemistry AMOs are not set by the State and do not have Safe Harbors applied

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

**PA** = Proficient or Advanced

**Data Sources:** 2014 and 2015 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.



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

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

The iZone schools are Priority schools, but they remain under SCS management and receive additional funding to implement new operational and academic changes. As noted, all iZone schools have 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 2015-16 year.

**iZone School District Schools - (2015-16)**

- |                              |                          |
|------------------------------|--------------------------|
| A.B. Hill Elementary         | Hamilton Middle          |
| Lucie E. Campbell Elementary | Geeter Middle            |
| Cherokee Elementary          | Chickasaw Middle         |
| Douglas K-8                  | Treadwell Middle         |
| Fairley Elementary           | Sherwood Middle          |
| Magnolia Elementary          | Grandview Heights Middle |
| Ford Road Elementary         | Hamilton High School     |
| Treadwell Elementary         | Melrose High School      |
| Riverview K-8                | Trezevant High School    |

**State ASD Direct-run or Co-managed Schools - (2015-2016)**

School	Operator	Grades Served	Year of ASD Entry	Former School Name
Aspire Coleman Elementary School	Aspire Public Schools	PK-6	2014	Coleman Elementary School
Aspire Hanley 1 Elementary School	Aspire Public Schools	K-7	2013	Hanley Elementary School
Aspire Hanley 2 Elementary School	Aspire Public Schools	PK-5	2013	Hanley Elementary School
Cornerstone Preparatory School - Lester Campus	Capstone Education Group	PK-5	2012	Lester Elementary School
Corning Achievement Elementary School	Achievement Schools	PK-5	2012	Corning Elementary School
Fairley High School	Green Dot Public Schools	9-12	2014	Fairley High School
Frayser Achievement Elementary School	Achievement Schools	PK-5	2012	Frayser Elementary School
Freedom Preparatory Academy- Westwood Campus	Freedom Prep Academy	PK-5	2014	Westwood Elementary School



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

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

**State ASD Direct-run or Co-managed Schools - (2015-2016) (concl'd)**

School	Operator	Grades Served	Year of ASD Entry	Former School Name
Georgian Hills Achievement Elementary School	Achievement Schools	PK-5	2013	Georgian Hills Elementary School
GRAD Academy Memphis	Project GRAD	9-11	2015	South Side Middle School
Humes Preparatory Academy	Gestalt Community Schools	6-8	2012	Humes Middle School
KIPP Memphis Academy Elementary School	KIPP Memphis Collegiate Schools	K-2	2013	Shannon Elementary School
KIPP Memphis Preparatory Elementary School	KIPP Memphis Collegiate Schools	K-1		
KIPP Memphis Preparatory Middle School	KIPP Memphis Collegiate Schools	5-7	2013	Corry Middle School
KIPP Memphis University Preparatory Middle School	KIPP Memphis Collegiate Schools	6-7	2014	White's Chapel
Klondike Preparatory Academy	Gestalt Community Schools	K-5	2013	Klondike Elementary School
Lester Prep	Capstone Education Group	6-8	2014	Lester Middle School
Martin Luther King Jr. Collegiate Preparatory High School	Frayser Community Schools	9-12	2014	Frayser High School
Memphis Scholars Florida-Kansas	Scholar Academies	PK-5	2015	Florida-Kansas Elementary School
Promise Academy Spring Hill	Promise Academy	PK-2	2014	Spring Hill Elementary School
Westside Achievement Middle School	Achievement Schools	6-8	2012	Westside Middle School
Whitney Achievement Elementary School	Achievement Schools	PK-5	2013	Whitney Elementary School
Wooddale Middle School	Green Dot Public Schools	6-8	2015	Wooddale Middle School
Cornerstone Preparatory School-Denver Campus	Capstone Education Group	PK-5	2015	Denver Elementary School
Libertas School at Brookmeade	Libertas School of Memphis	PK-1	2015	Brookmeade Elementary School



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

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

**TDOE RELEASES 2013-14 STATE REPORT CARD  
2013-14 State Report Card - Statewide Results**

Grade level	Subject	State-Issued Grade	Achievement Score
3-8	Math	A	57
3-8	Reading	B	52
3-8	Science	B	54
3-8	Social Studies	A	57

**2013-14 State Report Card - Shelby County Schools Results**

Grade level	Subject	State-Issued Grade	Achievement score
3-8	Math	B	51
3-8	Reading	C	45
3-8	Science	C	47
3-8	Social Studies	B	50

**2013-14 Graduation Rates**

TN – 87.2%  
SCS – 74.6%

**Key Facts:**

- Shelby County Schools remains a Level 5 district for student growth.
- Shelby County Schools met 10 of 11 of its achievement goals.
- Shelby County Schools met all five of its state achievement goals for literacy.
- Since the unified Shelby County Schools did not exist prior to the 2013-14 school year, our District could not receive Value-Added grades for 2013-14. Value Added grades represent the most recent three years of data; as a result, district-level data is only available when three years of data is present.

Source: Tennessee Department of Education (TDOE) 2014 State Report Card

**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 2014-15 are listed below.

**Shelby County Schools' 2014-15 Highlights:**

- Thirty-five Shelby County schools earned their way onto the State's coveted 2015 Reward Schools list, which are the top five percent of schools in the state for progress or performance.
- For the fourth straight year, Shelby County Schools is a TVAAS Level 5 District, the highest level of growth awarded.
- SCS showed improvement in nine of 10 tested subject areas, with two-thirds of all schools improving upon their 2013-14 performance.
- Pierre Jackson, a Middle College High School Science teacher, was awarded the prestigious Presidential Award for Excellence in Mathematics & Science Teaching (PAEMST) by President Obama.
- For the fifth consecutive year, Shelby County Schools was named a "Best Community for Music Education" by the National Association of Music Merchants (NAMM) Foundation. This designation is awarded to school districts that have shown an outstanding commitment to music education in their academic curriculum.
- Kimbrelle Barbosa Lewis, principal of Cordova Elementary School in Cordova, Tennessee, was appointed to the Board of Directors of the National Association of Elementary School Principals (NAESP).
- A total of 33 high school students were recognized as National Merit Semifinalists, and 16 students received the prestigious National Merit Scholarship.
- Former NBA superstar and entrepreneur Earvin "Magic" Johnson started a new \$30,000 scholarship fund at Booker T. Washington High School for deserving high school seniors who seek to further their education after graduation through a technical, community and/or four-year program.
- Melissa Collins, a second grade teacher at John P. Freeman Optional School, was a recipient of the 2015 Kennedy Center/Stephen Sondheim Inspirational Teacher Award. Collins is one of 13 teachers nationwide to receive this prestigious award that recognizes teachers for their "extraordinary impact on the lives of students."
- White Station Middle School was named a 2015 School of Excellence by the Magnet Schools of America (MSA), a professional education association that represents more than 2,000 magnet schools across the country. These awards are given to magnet schools that show a commitment to high academic standards, curriculum innovation and consistent delivery of a high-quality education.
- Sharon McNary, principal of Richland Elementary School, was named the 2015 West Tennessee Principal of the Year by the Tennessee Department of Education.



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

J. AWARDS AND RECOGNITIONS (concl'd)

**Shelby County Schools' 2014-15 Highlights (concl'd):**

- Jennifer Shiberou, Visual Art teacher at Colonial Middle School, was named the 2014-15 Middle Level Art Teacher of the Year by the Tennessee Art Education Association (TAEA).
- Ebony Johnson, Visual Art teacher at White Station High School, was named the 2014-15 High Level Art Teacher of the Year by the Tennessee Art Education Association (TAEA).
- Karen Vogelsang, fourth grade teacher at Keystone Elementary, was named Tennessee's 2015 Teacher of the Year.
- Whitehaven Elementary School was selected as one of 20 schools nationwide to pilot Project Lead the Way's (PLTW) elementary school program, Launch. PLTW is one of the nation's leading providers of STEM curriculum, delivering programs to over 5,000 K-12 schools in the United States.



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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 nine-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.

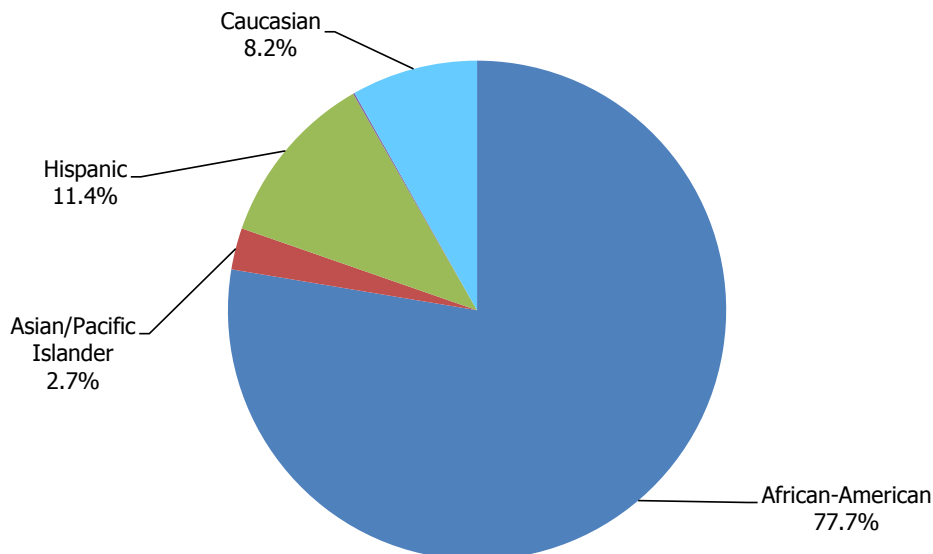
**B. DESCRIPTION OF THE REPORTING ENTITY**

Shelby County Schools is one of the largest school systems in the state of Tennessee and within the top 25 largest districts in the nation. For Fiscal Year 2015-16, the District has budgeted for approximately 109,489 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 2014-15 was 77.7 percent African American, 8.2 percent Caucasian, 11.4 percent Hispanic and 2.7 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 224 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 2015-16, SCS has 248 pre-kindergarten classrooms; 32, of which, are within community partner locations.

The District has budgeted for over 7,000 teachers in Fiscal Year 2015-16, 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**

Effective July 15, 2014 the District moved to serving geographical areas by Instructional Leadership Director (ILD) 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  
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  
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**

Oakhaven Middle  
John P. Freeman Optional  
Hickory Ridge Middle  
Kirby 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  
Shrine School Elementary  
Knight Road Elementary  
Cromwell Elementary  
Crump Elementary  
Dunbar Elementary  
Chimneyrock Elementary



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

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

**Zone 10**

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 HS  
Germantown Middle  
Southwind High

**Zone 11**

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

**Zone 12**

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

**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

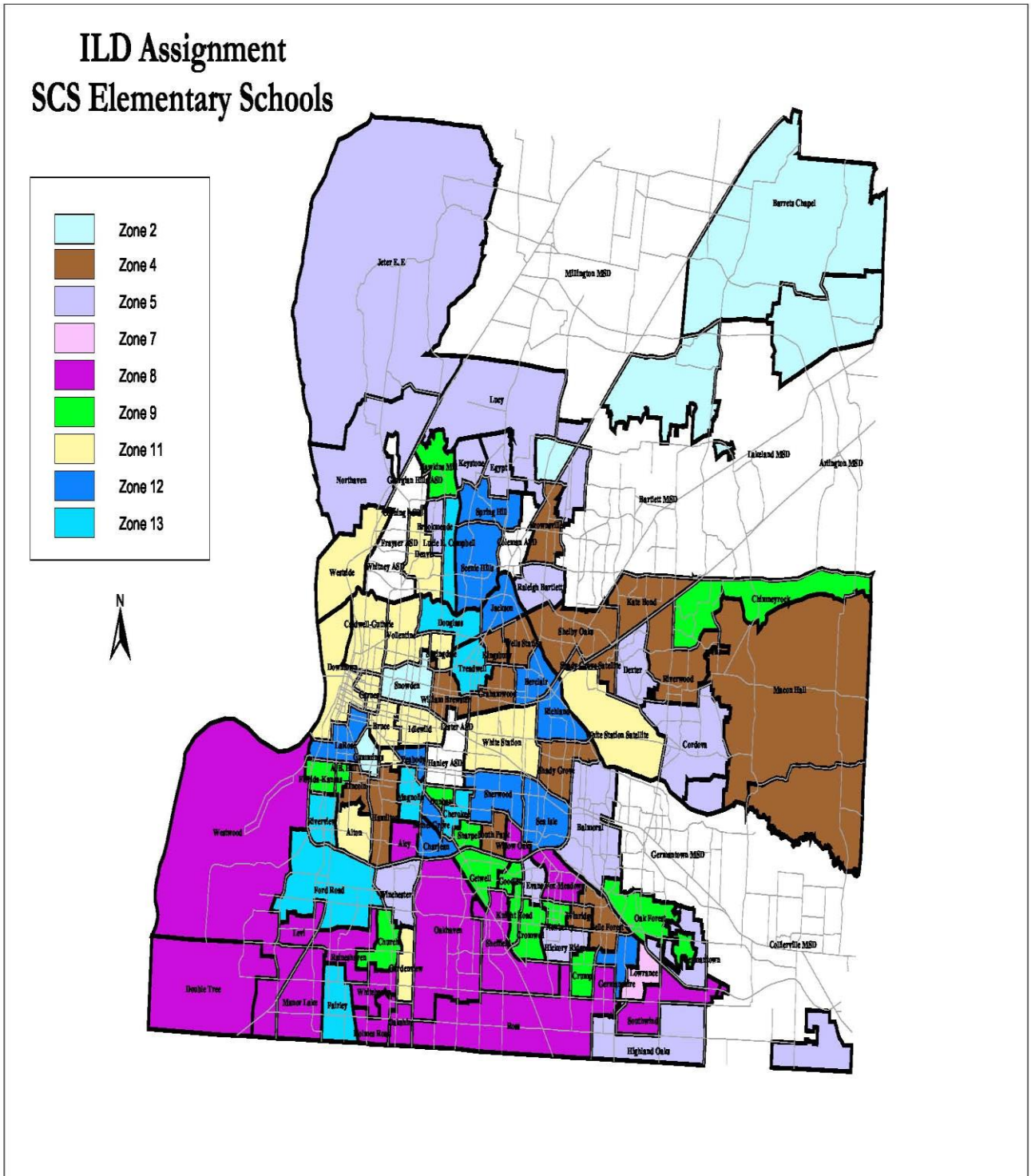
**Zone 14**

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



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

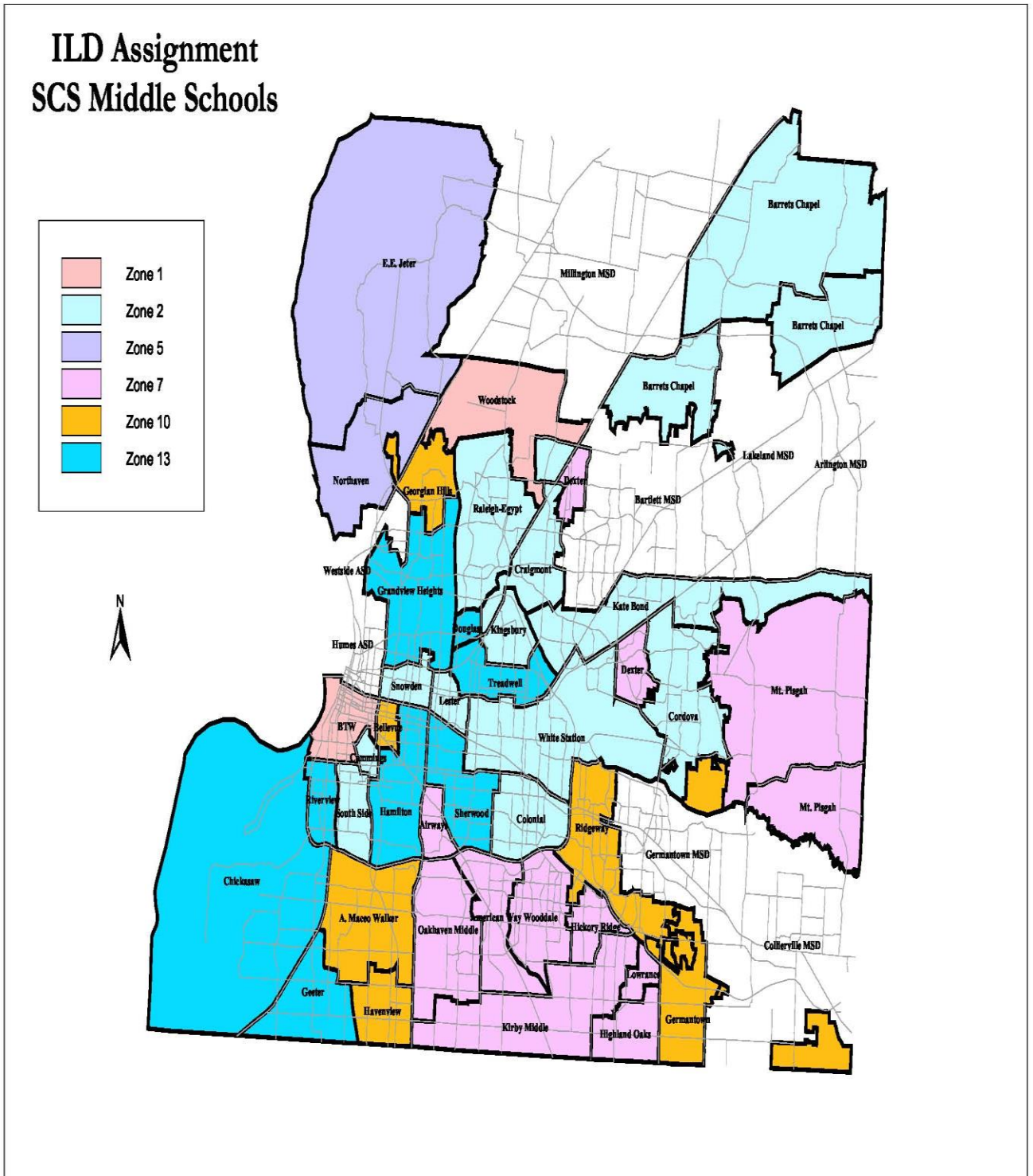
**C. GEOGRAPHICAL AREA SERVED (cont'd)**





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

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

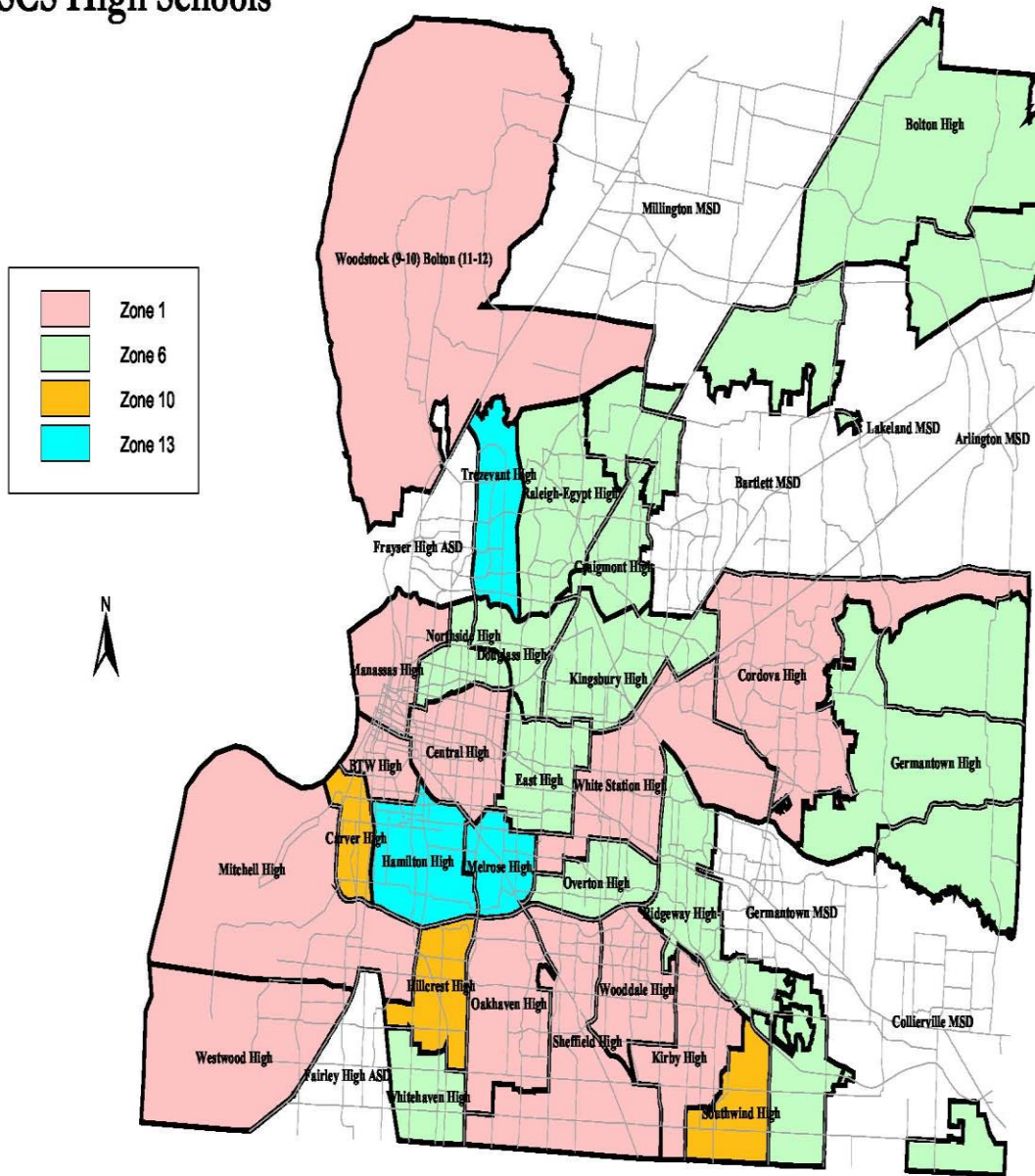




**I. FINANCIAL STRUCTURE OF THE DISTRICT (cont'd)**

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

### ILD Assignment SCS High Schools





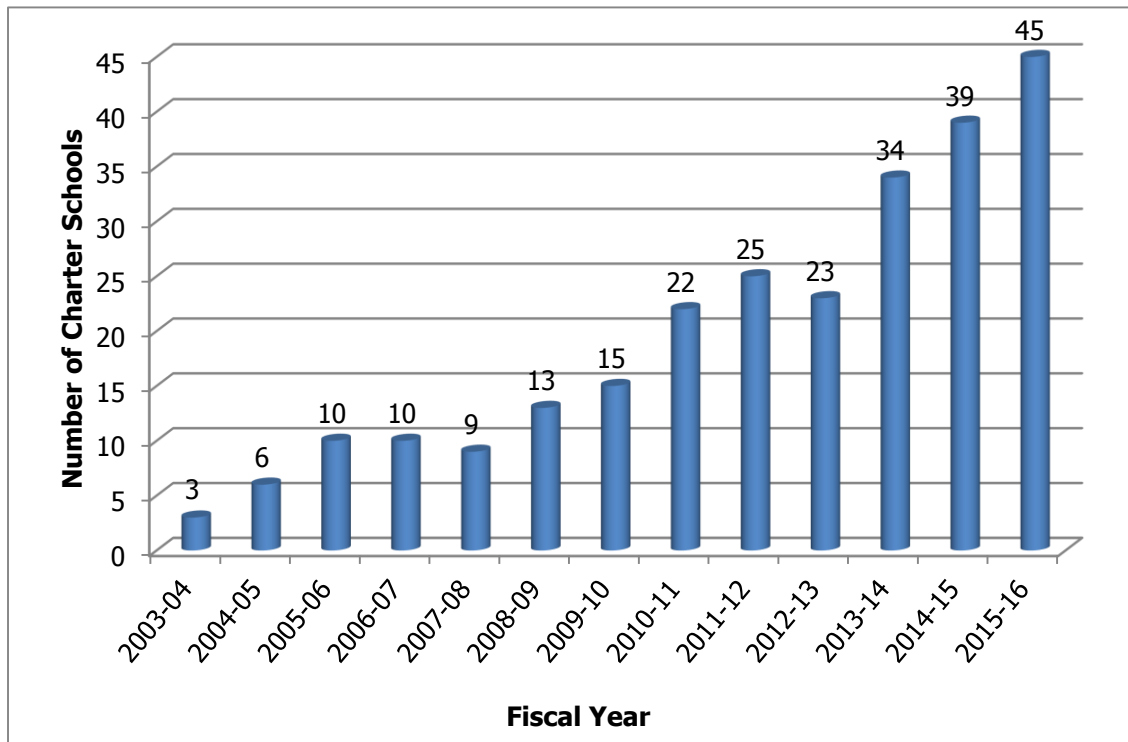
**I. FINANCIAL STRUCTURE OF THE DISTRICT (cont'd)**

**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 39 charter schools in fiscal year 2014-15 to 45 in fiscal year 2015-16. Metropolitan Nashville Public Schools has 20 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**





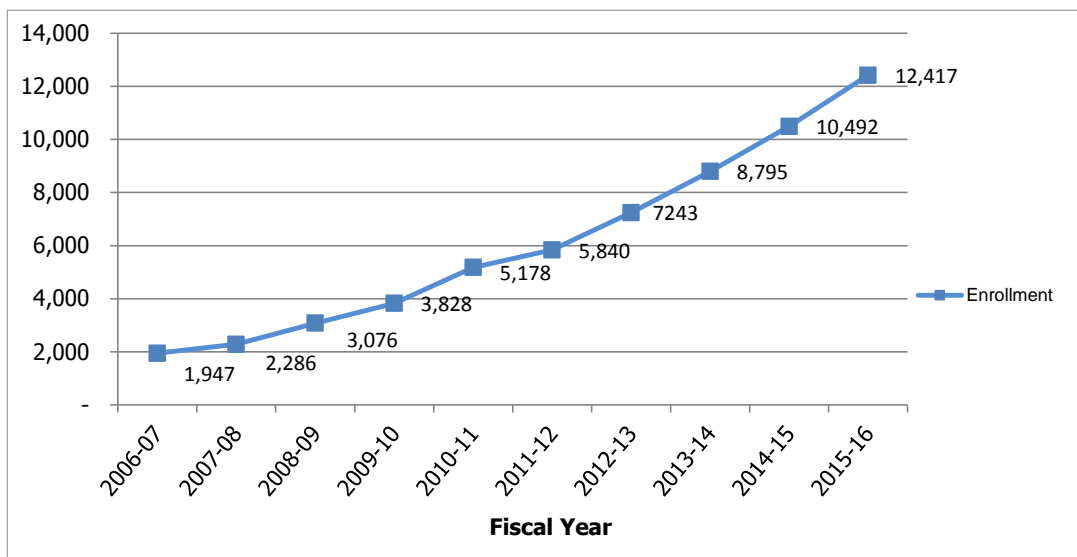


**I. FINANCIAL STRUCTURE OF THE DISTRICT (cont'd)**

**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 2015-16 at 13,056. The District’s Comprehensive Planning (Facility Planning) Office estimated that charters would enroll 12,181 students in FY 2015-16.

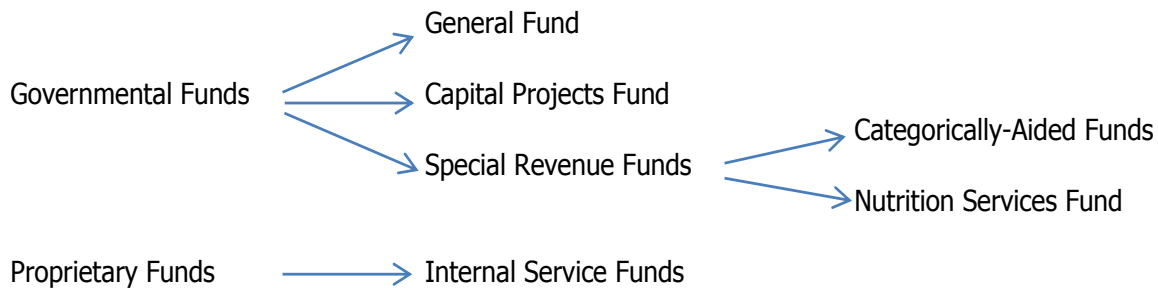


**I. FINANCIAL STRUCTURE OF THE DISTRICT (cont'd)**

**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 01 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 07 accounts for transactions related to resources obtained and used for the acquisition, construction or improvement of capital facilities.

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

*Categorically-Aided Funds* – funding 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. The District’s Categorically–Aided Funds are further designated as Non-Federal Programs Fund 08 which is local or state funding and Federal Programs Fund 12, which is Federal Government funding.

*Nutrition Services Fund* – (or Fund 10) which 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 U.S. Department of Agriculture, and is to be spent specifically for the cafeterias. Thus, these funds are restricted, and the Nutrition Services Fund 10 is used to ensure these funds are segregated from other funds.



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

E. FUND STRUCTURE (concl'd)

**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**.

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.

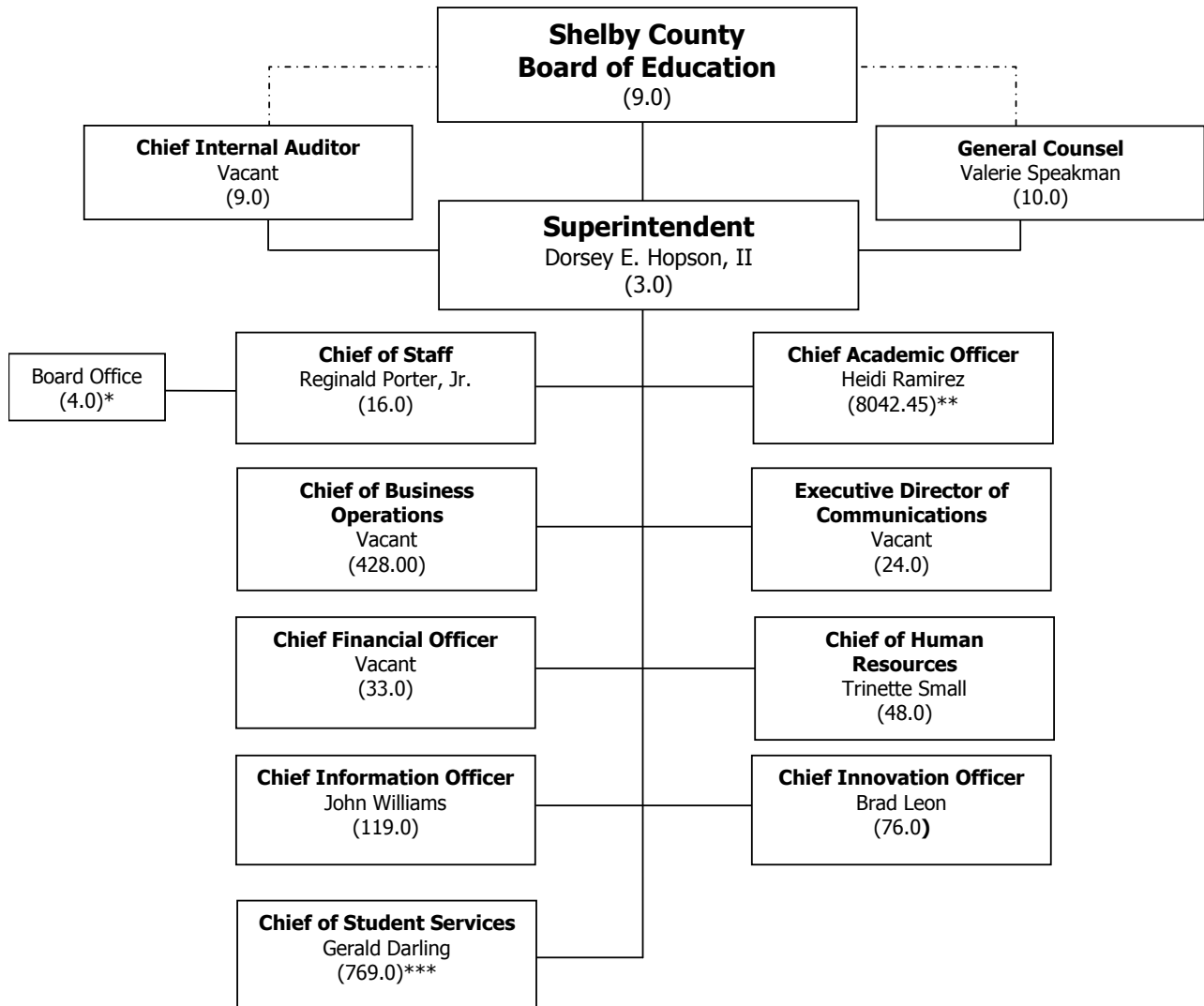
For budgetary reporting purposes, the encumbrance method of accounting for expenditures is used for the General, Special Revenue and Capital Projects Funds. Under this method, commitments represented by purchase orders, contracts and repair authorizations, except for those related to inventory purchases,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

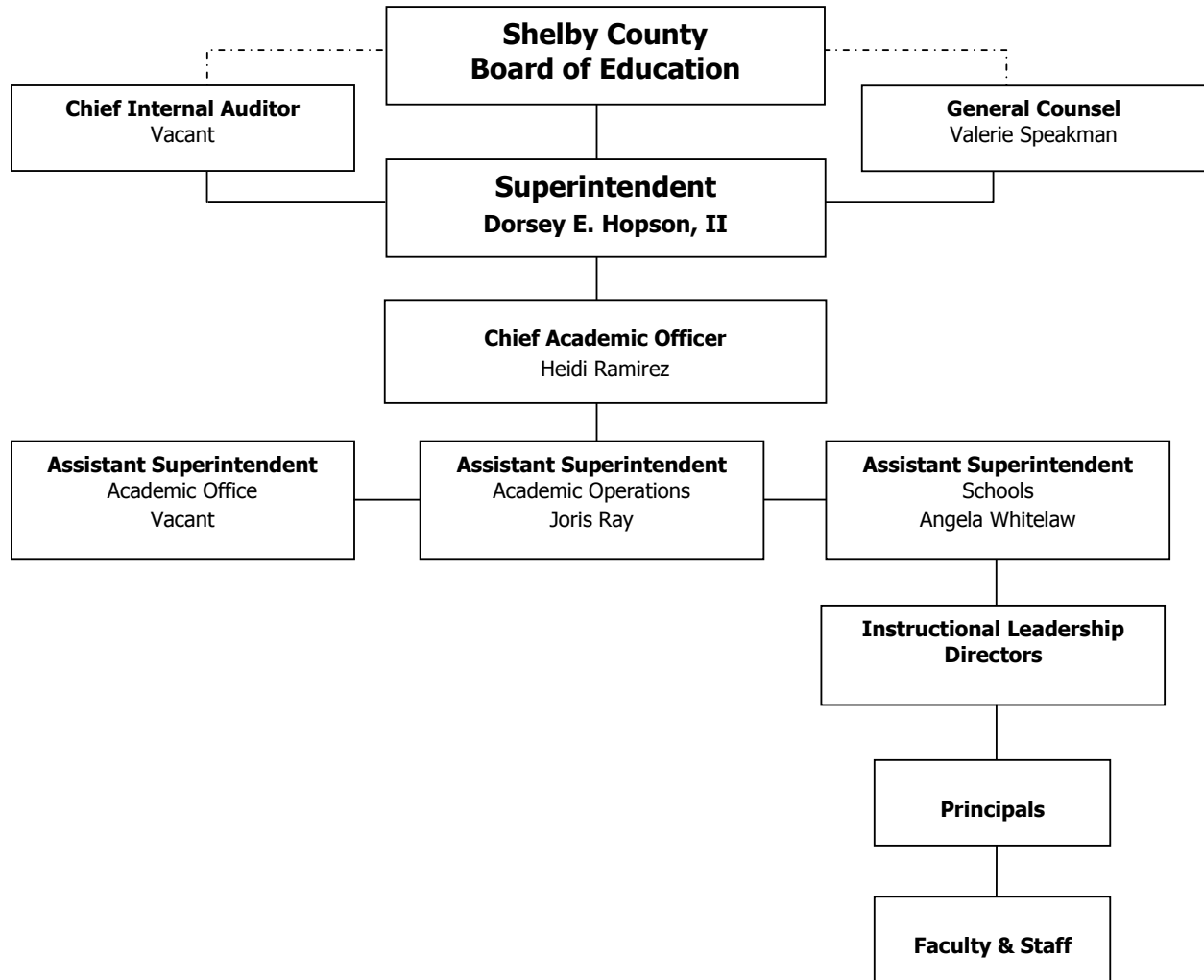
The District-wide organizational chart includes the position count for the respective areas presented. This presentation illustrates functional reporting of positions in the General Fund but does not include subordinates. For example, the Chief of Staff reports to the Superintendent; however, the position 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  
2015 – 2016 Budget

**Priority 1: Strengthen Early Literacy**

Priority 1 Goal: 90% of third graders are reading on grade level by 2025

Priority 1: Proposed Strategies

- Increase access to high-quality PreK classrooms and monitor quality
- Attract and retain strong teachers in early grades
- Execute a comprehensive District-wide literacy plan
- Leverage family and community partners to increase early literacy efforts

**Priority 2: Improve Post-Secondary Readiness**

Priority 2 Goals: 90% of high school students graduate on time and 100% of graduates who are college- or career-ready enroll in a post-secondary opportunity

Priority 2: Proposed Strategies

- Improve student engagement through access to rigorous prep courses and personalized learning opportunities

**Priority 3: Develop Teachers, Leaders and Central Office to Drive Student Success**

Priority 3 Goal: 80% of seniors graduate college- or career-ready

Priority 3: Proposed Strategies

- Develop leadership pathways for teachers, coaches and school administrators
- Create competitive compensation systems to attract and retain classroom and school leaders
- Ensure high-quality feedback and evaluation of all staff connected to career development opportunities
- Use data deep dives in schools and District offices to drive continuous improvement

**Priority 4: Expand High-Quality School Options**

Priority 4 Goal: Student market share in SCS will increase 5% by 2025

Priority 4: Proposed Strategies

- Implement a common School Performance Framework to communicate school quality
- Transition to a student-based funding model
- Establish new school models that focus on different career training and specialized learning
- Commit to a compact with our charter schools

**Priority 5: Mobilize Family and Community Partners**

Priority 5 Goal: By 2025, we will increase community confidence in the District to 90%

Priority 5: Proposed Strategies

- Improve how we deliver information to parents through multiple communication avenues
- Provide ongoing diversity and customer service training to all staff and hold them accountable for service quality
- Establish a volunteer hub to connect partners to the District's student mission



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

80/90/100% College and Career Readiness Goal

By the year 2025, SCS is committed to ensuring 80 percent of seniors will graduate college- or career-ready; 90 percent of students will graduate on time; and 100 percent of graduates who are college- or career-ready will enroll in a post-secondary opportunity. To do this, our mission over the next 10 years will be centered on a specific set of [high-leverage priorities](#). If all resources and efforts within and beyond the District are directly aligned to these five areas, we will improve college- and career-readiness for our students over time.

**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 [Annual Operating Budget Policy](#) (SCBE policy 2001) provides details about the operating budget and the requirement for a "balanced" budget.

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 [Procurement Services Reference Manual](#) provides details about the bids and purchasing policy.



**VI. FINANCIAL POLICIES (cont'd)**

**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.

**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.

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

**VI. FINANCIAL POLICIES (concl'd)****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.

**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 2015-16 budget planning and preparation calendar is presented on the following page.



**VIII. BUDGET PLANNING AND PREPARATION CALENDAR 2015-16**

- September 29, 2014 - October 17, 2014      Distribute Employee Survey
- October 20, 2014      Present draft budget calendar to Superintendent and Cabinet for review
- October 21, 2014      Submit draft budget assumptions and calendar at Board Work Session for point of information; Solicit input from Board Members on concerns and priorities**
- October 24, 2014      Evaluate Employee Survey Results
- November 14, 2014      Final enrollment projections provided to Finance Department
- November 18, 2014      Present General, CIP, and Special Revenue Fund information packets, guidelines and enrollment projections to budget center managers
- December 22, 2014      Budget requests due from budget center managers
- January 16, 2015      Deliver draft General, CIP, and Special Revenue Budgets to Superintendent
- January 26 – 30, 2015      SCS Internal staff review of General, CIP and Special Revenue Fund Budgets
- February 27, 2015      DELIVER INITIAL BUDGET TO SHELBY COUNTY BOARD OF EDUCATION**
- March 11, 2015      BOARD REVIEW OF FY2015-16 BUDGET**
- March 26, 2015      Individual Board/Staff Reviews**
- April 16, 2015**
- April 7, 2015      DELIVER PROPOSED BUDGET TO SHELBY COUNTY BOARD OF EDUCATION**
- April 21, 2015      PRESENT PROPOSED BUDGET TO SHELBY COUNTY BOARD OF EDUCATION FOR APPROVAL**
- April 29, 2015      DELIVER PROPOSED BUDGET TO SHELBY COUNTY BOARD OF COMMISSIONERS
- May 6, 2015      PRESENTATION OF SHELBY COUNTY BOARD OF EDUCATION’S FY2015-16 BUDGET BEFORE SHELBY COUNTY BOARD OF COMMISSIONERS AND ADMINISTRATION
- June 30, 2015      FINAL FY2015-16 BUDGET APPROVAL BY SHELBY COUNTY BOARD OF EDUCATION AND APPROVAL OF CONTINUATION BUDGET RESOLUTION**
- July 7, 2015      APPROVAL OF SHELBY COUNTY BOARD OF EDUCATION’S FY2015-16 BUDGET BY THE SHELBY COUNTY BOARD OF COMMISSIONERS
- August 1, 2015      SUBMIT 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 and Fiscal Planning, a line item justification must be completed which align to District goals and priorities. The support documents enable Budget and Fiscal Planning 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.



## **FINANCIAL SECTION**

The Financial Section of the budget includes the following information:

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

Educational revenues from the property tax distribution, is shared between SCS and municipal school districts based on the weighted full-time equivalent average daily attendance (WFTEADA) formula developed by the Tennessee Department of Education. The WFTEADA percentage varies each year between school districts according to their share of the County-wide enrollment.

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 are described on the following pages.



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

**A. CITY OF MEMPHIS**

These funds are based upon the settlement agreement between the City of Memphis and Shelby County Board of Education regarding prior year funding.

**B. 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.

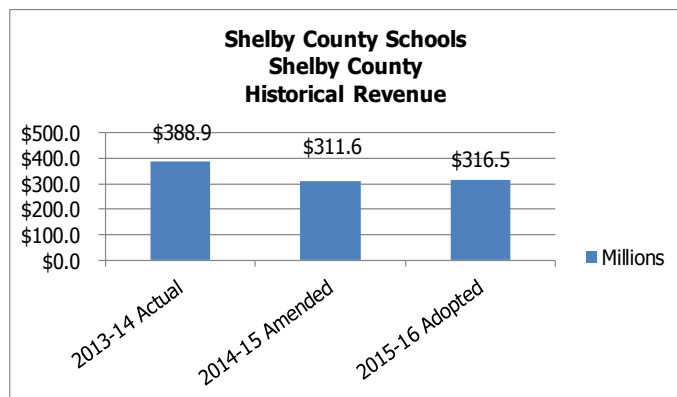
**Other:** These revenues are received from time-to-time from various sources other than taxes.

**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. Funds are distributed to the District based upon weighted full-time equivalent of average daily attendance (WFTEADA). Due to 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 24.13% of total funding and is considered a major revenue source in the Governmental Funds.

**I. MAJOR REVENUE SOURCES AND TRENDS (cont'd)****C. LOCAL SALES TAX**

**County Sales Tax:** The first one-half of the \$0.0225 collected has been designated for education and is divided on a weighted full-time equivalent of average daily attendance basis between SCS schools and municipal schools. This type of distribution will be reinstated during fiscal year 2015-16. Revenue estimates include Trustee's commission.

**D. 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.



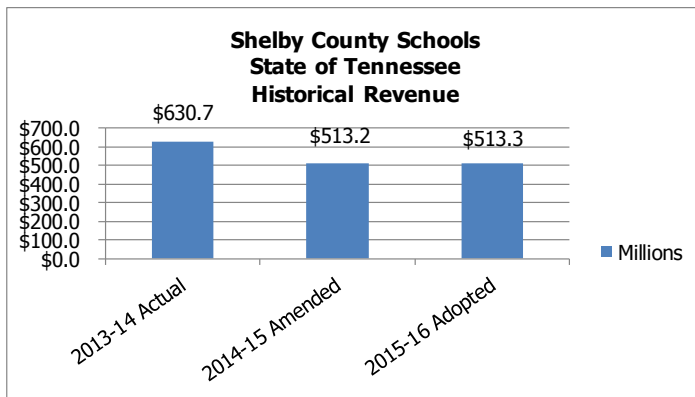
**I. MAJOR REVENUE SOURCES AND TRENDS (cont'd)**

**D. 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 \$513.3 million in fiscal year 2015-16. 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 39.14% of total funding and is considered a major revenue source in the Governmental Funds.

**E. 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.

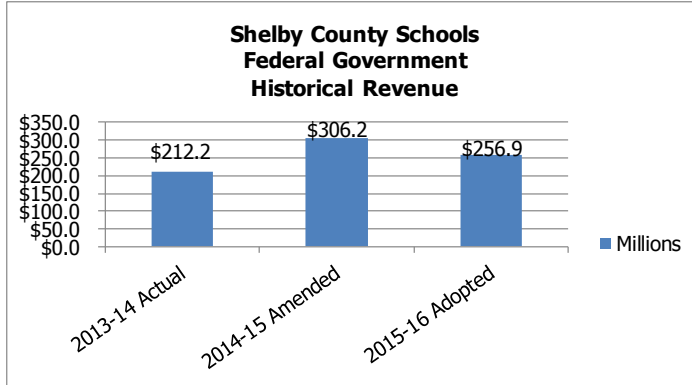
**JROTC Reimbursement:** The Second Region U.S. Army reimburses the District for conducting JROTC programs in secondary schools. This represents approximately 50 percent of the cost for military instructor pay budgeted expenditures.

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



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

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



The chart to the left illustrates the total Revenues received from the **Federal Government**. The District estimates that it will receive \$256.9 million in fiscal year 2015-16. Revenue from the Federal Government represents 19.59% 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.

**F. 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.

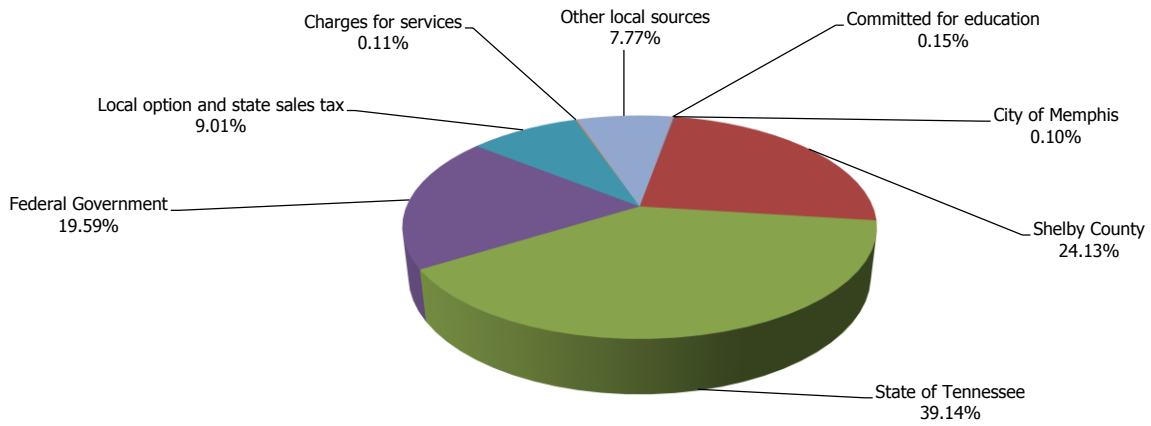




**I. MAJOR REVENUE SOURCES AND TRENDS (concl'd)**

**Shelby County Schools  
Highlights of the 2015-16 Budget Revenues  
All Funds**

	<u>2013-14 Actuals</u>	<u>2014-15 Amended Budget</u>	<u>2015-16 Adopted Budget</u>	<u>Percentage of 2015-16 Budget</u>	<u>Percentage Increase (Decrease)</u>
City of Memphis	-	8,000,000	1,333,333	0.10%	100.00%
Shelby County	388,930,295	311,609,089	316,475,544	24.13%	1.56%
State of Tennessee	630,657,097	513,205,965	513,266,106	39.14%	0.01%
Federal Government	212,152,354	306,173,392	256,868,943	19.59%	-16.10%
Local option and state sales tax	159,752,215	112,749,495	118,181,818	9.01%	4.82%
Charges for services	595,963	2,040,456	1,407,609	0.11%	-31.01%
Other local sources	44,339,500	72,775,468	101,904,096	7.77%	40.03%
Committed for education	-	699,383	1,950,000	0.15%	178.82%
<b>Totals</b>	<b>\$ 1,436,427,424</b>	<b>\$ 1,327,253,248</b>	<b>\$ 1,311,387,449</b>	<b>100.00%</b>	<b>-1.20%</b>





## II. EXPENDITURE CATEGORIES

Expenditures are classified by fund, function and object. Reporting and categorizing by functions is a SDE requirement. 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						
	General Fund Fund 01	Capital Projects 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
<b>State Function Categories</b>						
71100-Regular Instruction Program	X		X		X	X
71150-Alternative Instruction Program	X		X		X	X
71200-Special Education Program	X		X		X	X
71300-Vocational Education Program	X		X		X	
71400 Student Body Education Program					X	
71600-Adult Programs	X				X	
71900 Other	X				X	
72110-Attendance	X					
72120-Health Services	X	X	X		X	X
72130-Other Student Support	X		X		X	X
72210-Regular Instruction Program Support	X		X		X	
72215-Alternative Instruction Program Support	X		X		X	X
72220-Special Education Program Support	X				X	
72230-Vocational Education Program Support	X				X	
72260-Adult Programs Support	X		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	X
72620-Maintenance of Plant	X	X	X			X
72710-Transportation	X				X	X
72810-Central and Other	X		X	X	X	X
73100-Food Service	X		X	X		
73300-Community Services	X		X		X	
73400-Early Childhood Education	X		X		X	
76100 Regular Capital Outlay	X					
81300-Education Debt Service	X					
82130-Education Debt Service	X					
82230 Other Debt Service	X					
91300-Education Capital Projects	X	X				
99000-Other Uses	X				X	
99100-Transfers Out	X	X	X	X	X	X
99900 Expense Closing Account	X	X	X	X	X	X



## II. EXPENDITURE CATEGORIES (cont'd)

### 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.

**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.



II. EXPENDITURE CATEGORIES (cont'd)

Object Codes (cont'd)

SHELBY COUNTY SCHOOLS
FISCAL YEAR 2015-16
EXPENDITURE OBJECT CODES BY CATEGORY

- Salaries
10100 County Official/Administrative Officer
10300 Assistant(s)
10400 Principal(s)
10401 Principal(s) Subsidiary
10402 Principal(s) Subsidiary
10500 Supervisor/Director
11300 Internal Audit Personnel
11600 Teachers
11601 Teachers
11700 Career Ladder
11800 Secretary to Board
11900 Accountants/Bookkeepers
12000 Computer Programmer
12100 Data Processing Personnel
12200 Purchasing Personnel
12300 Guidance Personnel
12400 Psychological Personnel
12700 Career Ladder Extended Contracts
12800 Homebound Teachers
12900 Librarian(s)
13000 Social Workers
13001 Social Workers
13100 Medical Personnel
13200 Material Supervisor(s)
13400 New Code
13500 Assessment Personnel
13600 Audiovisual Personnel
13700 Education Media Personnel
13800 Instru Computer Personnel
13900 Assistant Principal(s)
14200 Mechanic(s)
14600 Bus Drivers
16100 Secretary(s)
16200 Clerical Personnel
16300 Educational Assistants
16400 Attendants
16500 Cafeteria Personnel
16501 Cafeteria Personnel Subsidiary
16502 Cafeteria Personnel Subsidiary
16503 Cafeteria Personnel Subsidiary
16504 Cafeteria Personnel Subsidiary
16505 Cafeteria Personnel Subsidiary
16506 Cafeteria Personnel Subsidiary
16600 Custodial Personnel
16700 Maintenance Personnel
16900 Part-time Salaries
17000 School Resource Officers

- Salaries (continued)
17100 Speech Pathologist
18800 Bonus Payments
18900 Other Salaries & Wages
18901 Bus Assistants (SPED)
18902 Occupation/Physical Therapist (SPED)
18903 Medical Personnel (SPED)
18904 Win School
18905 Student Internship Program
18906 Other Salaries & Wages-Subsidiary
18907 Other Salaries & Wages-Subsidiary
18908 Other Salaries & Wages-Subsidiary
18909 Other Salaries & Wages-Subsidiary
18910 Temporary Employees
18911 Other salaries
19100 Board and Committee Members Fees
19500 Sub Teachers-Certified
19600 In-Service Training
19601 In-Service/Teacher Leader Cohort
19602 In-Service/Writing Stipends
19603 In-Service/IBO Stipends
19604 In-Service/NCLB
19605 In-Service/HS Summer School Reporting
19606 In-Service/SSSI Fine Arts
19607 In-Service/Praxis Tutoring
19608 In-Service/Summer Stand Training
19609 In-Service/Translators
19610 In-Service/SSSI STEM
19611 In-Service/System Wide Address
19612 In-Service/New Teacher Induction
19613 In-Service/Dual Enrollment
19614 In-Service/Common Core Initiative
19615 In-Service/TIF
19616 In-Service/Discovery Ed
19617 In-Service/Placement Test Proctor
19618 In-Service/World Language
19619 In-Service/Elementary Art
19620 In-Service/Health,PE,Wellness
19621 In-Service/Math Improvement Proj
19800 Sub Teachers-Non-Certified
19801 Sub Teachers-Learning Coaches
19802 Sub Teachers-Master Teachers
19803 Sub Teachers-PLC Lead Teachers- Non-Title 1
19804 Sub Teachers-New Teacher Sub Teacher Release
19805 Other-Teacher PD
19806 Lead Teachers Regional SCS ECET2
19807 Sub-Teachers for Pre-Svcs Mentor Teachers
19808 Sub Teachers-Struggling Teachers
19809 Sub Teachers for NTSG Teachers

- Benefits
20100 Social Security
20101 Social Security Subsidiary
20102 Social Security - Non Certificated
20400 State Retirement
20401 State Retirement Subsidiary
20410 TCRS Great West Retirement- Hybrid Flat
20411 TCRS Great West Retirement- Hybrid %
20412 TCRS Great West Retirement- Hybrid Roth Flat
20413 TCRS Great West Retirement- Hybrid Roth %
20600 Life Insurance
20601 Life Insurance Subsidiary
20700 Medical Insurance
20701 Medical Insurance Subsidiary
21000 Unemployment Compensation
21100 Local Retirement
21200 Employer Medicare
21201 Employer Medicare Subsidiary
22200 New Code
23000 New Code
23100 New Code
29900 Other Fringe Benefits
29902 Local Retiree Payments
29903 Workmens Compensation

- Contracted Services
30400 Architects
30401 Architects
30900 Contracts w Govt Agencies
31000 Contracts w Otr Public Agencies
31100 Contracts w Otr School Systems
31101 Contracts w Otr School Systems Subsidiary
31200 Contracts w Private Agencies
31300 Contracts w Parents
31400 Contracts w Public Carriers
31401 Contracts with Public Carriers-SPED
32500 Fiscal Agent Charges
32800 Janitorial Services
32801 GCA Contract Payments
32900 Laundry Service
33000 Operating Lease Payments
33101 Legal Settlements
33915 Other Contracted Services- Life Ins Prem
34200 Pymt to Schools-Breakfast
34300 Pymt to Schools-Lunch
34400 Pymt to Schools-Other
34500 Pymt to Schools-Other USDA



II. EXPENDITURE CATEGORIES (cont'd)

Object Codes (cont'd)

SHELBY COUNTY SCHOOLS
FISCAL YEAR 2015-16
EXPENDITURE OBJECT CODES BY CATEGORY (cont'd)

Contracted Services (continued)

- 34800 Postal Charges
35100 Rentals
35101 Building Rentals
35102 Equipment Rentals
35400 Transportation Other Than Students
35600 Tuition
35900 Disposal Fees
36700 Maintenance & Repair Serv Records
39900 Other Contracted Services
39902 Public Chap 426
39903 N&D
39904 World Languages
39905 Math Improv Proj
39906 Equip Rental
39907 Contributions
39908 Advertising
39909 Programming Fees
39910 Ins Co Pay PPO
39911 Active Employees Health Ins Premium/Claims
39912 Retirees Health Ins Premium/Claims
39913 Active Employees Life Ins Premium/Claims
39914 Retirees Life Ins Premium/Claims
39915 Active Employees Administrative Charges
39916 Retirees Administrative Charges
39917 Employee Assistance
39918 Family Care Clinic
33100 Legal Services

Professional Services

- 30500 Audit Services
30700 Communication
30800 Consultants
30801 Consultants-SACS
30802 Consultants-SSSI
30803 Consultants-Math (RTI)
30804 Consultants-IBO Examiner
30805 Consultants-College Board AP
30806 Consultants-Facing History
30807 Consultants-Memphis Symphony
30808 Consultants-Discovery Ed
30809 Consultants-District Learning Day
30810 Consultants-
30811 Consultants
31700 Data Processing Services
32000 Dues & Memberships

Property Maintenance Services

- 32100 Engineering Services
32200 Evaluation & Testing
33500 Maint & Repair-Building
33600 Maint & Repair-Equipment
33601 Maint & Repair-TV
33602 Maint & Repair-Band Instruments
33603 Maint & Repair-String
33604 Maint & Repair-Kiln
33605 Maint & Repair-Microscope
33606 Maint & Repair-Electronic Equip
33607 Maint & Repair-Drivers Ed
33800 Maint & Repair-Vehicles

Travel

- 35500 Travel
35501 Travel-Local Travel
35502 Travel-Out of Town Travel
35503 Travel Subsidiary
35504 Travel Subsidiary
35505 Travel Subsidiary

Supplies and Materials

- 41000 Custodial Supplies
41001 Custodial Supplies
41100 Data Processing Supplies
41200 Diesel Fuel
41300 Drugs & Medical Supplies
41500 Electricity
41800 Equipment & Machinery Parts
42100 Food Preparation Supplies
42200 Food Supplies
42201 Food Supplies
42202 Food Supplies
42300 Fuel Oil
42400 Garage Supplies
42500 Gasoline
42600 General Construction Materials
42900 Instructional Supplies & Materials
42901 Instructional Supplies & Materials
42902 New School Start-Up Supplies
42903 Calculators
42904 Shelby Scholars
42905 Fine Arts Shelby Summer Institute
42906 Instructional Supplies & Materials
42907 Film/Periodical/Newspaper
42908 Maps & Globes
42909 Teacher Center Supplies
42910 Physics
42911 CPR Training
42912 TV Programs
42913 Spanish
42914 Base Allocations
42915 CPO Supplies & Materials
42916 Science Allocation
42917 AP Materials & Supplies
42918 PE Supplies
42919 ESL Supplies
42920 Chinese Materials
42921 I-Station
42922 Art Equipment & Software
42923 Band Instruments
42924 Math Supplies
42925 AYB/NCLB Supplies
42926 Music Supplies (Choir/String/Music)
42927 Summer School Supplies
42928 Intervention Programs
42929 STEM
42930 Novel Sets
42931 Praxis Supplies
42932 Inventory Adj-Regular Instruction
42933 Project Based Learning
42934 Driver's Ed
42935 HS Dual Enrollment

Supplies and Materials (continued)

- 42936 Tech Edu MS
42937 Media Technology
42938 IT Infrastructure
42939 Criminal Justice
42940 Carpentry/Cabinetmaking
42941 Health Science Education
42942 FACS Foods/Textiles
42943 Automotive Service
42944 Agriculture
42945 Air Cooled Engines
42946 Collision Repair
42947 Cosmetology
42948 Metal Technology
42949 Graphic Communications
42950 Business & Information Tech
42951 Drafting
42952 Technology Education
42953 Applied Communications
42954 Family & Consumer Sciences
42955 FACS Early Childhood Edu
42956 FACS Culinary Arts
42957 Marketing Education
42958 Regular Supplies
42959 Video Tape Stock
42960 Sets & Props
42961 Contest & Awards
43200 Library Books/Media
43201 Library Books/Media Subsidiary
43202 Library Books/Media Subsidiary
43203 Library Books/Media Subsidiary
43204 Library Books/Media Subsidiary
43205 Library Books/Media Subsidiary
43300 Lubricants
43400 Natural Gas
43500 Office Supplies
43501 Office Supplies
43700 Periodicals
44800 T & I Construction Materials
44900 Textbooks
44901 Textbooks
45000 Tires & Tubes
45100 Uniforms
45200 Utilities
45300 Vehicle Parts
45400 Water & Sewer
46900 USDA Commodities
49900 Other Supplies & Materials
49901 Other Supplies & Materials
49902 Other Supplies & Materials
49903 Other Supplies & Materials



II. EXPENDITURE CATEGORIES (cont'd)

Object Codes (concl'd)

SHELBY COUNTY SCHOOLS
FISCAL YEAR 2015-16
EXPENDITURE OBJECT CODES BY CATEGORY (concl'd)

Table with 3 columns: Other Charges, Capital Outlay, and Capital Outlay (continued). Lists various object codes and descriptions such as Boiler Insurance, Equipment, AV Equipment, etc.



**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
010000-Board of Education	X		X			
020000-Superintendent	X					
020100-Chief of Staff	X					
030000-General Counsel	X					
030100-Labor Relations	X		X			X
030200 Policy	X					
040000-Internal Audit	X					
100000-Academic Office	X		X		X	
101000-K-16 School Initiatives					X	
100001 RTTT-High School Initiatives Activity					X	
100002 RTTT-Plus Teachers Activity					X	
100003 RTTT-Expanded Robotics					X	
100004 RTTT-Kaplan's Act Test Prep					X	
100005 RTTT-Low Performing Schools Faculty					X	
100100 Assistant Superintendent of Academics	X					
100200 Assistant Superintendent of Schools	X				X	
100210 Instructional Leadership Directors	X					
100220 Teacher & Leadership Effectiveness & Evaluation	X					
100230 Leadership Developmen and Capacity Building	X					
101000 K-16 School Initiatives	X				X	
102000-Curriculum	X		X		X	
102010-English Second Language	X				X	
102011 English Second Language Elementary	X					
102012 English Second Language Middle	X					
102013 English Second Language K8	X					
102014 English Second Language High	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		X	
102081-Summer School	X		X		X	
102090-Pre-K	X	X			X	
102091-Elementary Physical Education	X	X			X	
102100-Textbooks	X	X	X			
102200-World Languages	X				X	
102300-Band and Strings	X	X				
102310 Band Instrument Repair	X					
102400-Substitutes	X				X	
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				X	
102700 District Initiatives	X					
103000-Career and Technical Education	X		X		X	
103010-Adult Education	X		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		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
106000 Director of Schools	X					
106010-Northwest Region	X				X	
106020-Northeast Region	X		X		X	
106030-Southwest Region	X				X	
106040-Southeast Region	X				X	
106050-Shelby Region	X				X	
106060 Principals	X		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				X	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		X	
190001-General Education - Elementary	X		X		X	
190002-General Education - Middle	X		X		X	X
190003-General Education - K-8	X				X	
190004-General Education - High	X		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	
200000 Student Services Administration	X					
200100 School And Student Support	X				X	
201000-Attendance & Discipline	X		X			
202000-Safety & Security	X	X	X		X	X
202100-Safe Schools	X				X	
203000-Student Support	X		X		X	
203001 Student Support-Elementary			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					
204100-Family Resource Center Health	X					
210000-Innovation Office	X		X		X	
211000-Charter Schools	X				X	
212000 District Innovations	X					
212010-Virtual School	X				X	
212020 K-16 Innovations	X					
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	
300000 Deputy Superintendent	X					
301000-Communications	X		X			
301010-Instructional Television	X					
302000-Community Outreach and Parental Engagement	X		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
310000-Talent Management	X		X		X	
311000-Performance Management	X					
312000-Professional Development	X		X		X	
313000-Recruitment and Staffing	X		X			
314000-Employee Services	X		X			
315000-Human Resources	X					
320000-Finance	X					
321000-Accounting	X		X		X	
322000-Budget and Fiscal Planning	X					
323000-Payroll	X					
324000 Contracts	X					
324010-Accounts Payable	X					
325000-Benefits	X					
325010-Benefits - Retirees	X					
330000-Operations Administration	X				X	
331000-Business Operations Admin	X					
332000-Transportation	X				X	X
332010-Special Education Transportation	X					X
333000-Procurement	X	X				
334000-Facility Support - Mailroom	X	X	X		X	X
334100-Custodial and Grounds	X					X
334200-Utilities	X		X		X	
334300-General Services	X				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		X	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	
344000 Project Management Office	X					
350000 Deputy Superintendent	X					
400000-Debt Service	X					
560000-Other Potential Uses	X					
600000-Regular Capital Outlay	X	X				
0010 Consolidated Administration					X	
0015-Consolidated Administration					X	
0100 Title I, Part A, Improving Academic Achievement					X	
0110 Title 1, Part A, School Improvement					X	
0115 Title 1, 1003 g School Improvement Grant, ARRA					X	
0120 Title 1, 1003 g School Improvement Grant					X	
0140 Title 1 School Improvement III					X	
0150 Title 1, Part D, Subpart 1, Neglected/Delinquent					X	
0200 Title II, Part A, Training & Recruiting					X	
0220 Title II, Part D, Sustainability/Launch II					X	
0300 Title III, Part A, English Language Acquisition					X	
0310 Title III, Part A, ELA, Discretionary					X	
0315-Instructional Television					X	
0430 Title IV, Part B, 21st Century (Project Lead)					X	
0431 Title IV Part B CCLC Project 21					X	
0432 Title IV Part B CCLC Primetime 7					X	
0470 First to the Top, Reward Schools					X	
0490 Stem 2014					X	
0520 First to the Top-Principal Residency					X	
0521 First to the Top-Teacher Residency					X	
0530 First to the Top Renewal					X	
0550 Education Jobs Fund Program					X	
0580 Race to the Top, Local Flow Through					X	
0590 Race to the Top, State Competitive					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
0600-Teacher Incentive Fund MCS					X	
0610-Teacher Incentive Fund SCS					X	
0700 Title X Homeless					X	
0705 Title X, Part C, Homeless, ARRA					X	
0800 Carl Perkins					X	
0810 Win-Grassy					X	
0820 Workforce Investment Network In School					X	
0830 Workforce Investment Network Out Of School					X	
0890 Exceptional Children Vocational Rehabilitation Job					X	
0900 IDEA, Part B					X	
0905 IDEA, Part B, ARRA					X	
0910 IDEA, Preschool					X	
0960 School Leadership Initiative					X	
1004-Title I, Part A, Improving Academic Achievement					X	
1005-Title I, Part A, Improving Academic Achievement					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	
1804 Tennessee Math and Science Partnership					X	
2005-Title II, Part A, Training & Recruiting					X	
3005-Title III, Part A, English Language Acquisition					X	
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	



**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
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	
4305-Title IV, Part B, 21st Century (Project Lead)					X	
4315 Title IV, Part B, CCLC Project 21					X	
4325 Title IV, Part B, CCLC Primetime 7					X	
4335 Title IV, Part B, CCLC Primetime 6					X	
5404-Memphis Virtual Stem Academy-East High					X	
5805-Race to the Top, Local Flow Through					X	
6005 Teacher Incentive Fund MCS					X	
6105 ERP					X	
6115 Teacher Incentive Fund SCS					X	
7005 Title X Homeless					X	
8001 Art Educators Grant					X	
8002 Coordinated School Health					X	
8004 Pre-K					X	
8005 Fresh Fruits & Vegetables					X	
8018 STEM					X	
8105 Win-Grassy					X	
8205 Workforce Investment Network in School					X	
8305 Workforce Investment Network Out of School					X	
8650 Preschool Incentive Program					X	
8666 Foreign Languages Assistance Program FLAP					X	
8667 TCASN-Hamilton High					X	
8724 Tennessee Dept. of Human Services Student					X	
8763 English Literacy and Civics Education					X	
8777 Improving Health Education & Well Being of Youth					X	
8783 Teen Pregnancy and Parenting Success					X	
8797 Gear Up at the River					X	
9005 IDEA, Part B					X	
9006					X	
9105 IDEA, Preschool					X	
9106					X	
9115 Title I-LOCAL Education Agencies					X	
9205 Project Aware					X	
9215					X	
9404 Head Start-DHHS 2014					X	
9405 Head Start-DHHS 2015					X	
9505 Adult Education State Farm Program					X	
9605 School Leadership Initiative					X	
9704 CDCP HIV/STD Prevention					X	
9805 Project Prevent					X	
9905 DOJ Safe Communities Subcontract					X	
9915 TCCY					X	
D395 Gear Up at the River					X	
D775 Innovative Educator Network					X	
D905 IDEA, Part B-Discretionary					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	
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	
3842 ASD Contracted Services					X	
8028 Security-Ancillary Services					X	
9100 Printing					X	
9200 Warehouse					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
C135-School Demolitions		X				
C185-Mechanical Boilers & Air Conditioning		X				
C205-Roofing		X				
C215-ADA Improvements		X				
C275-Unforeseen Emergencies		X				
C285-Synthetic Athletic Fields		X				
C295 Life Safety		X				
C305 Berclair 20 Classroom Addition		X				
C315 Wells Station 20 Classroom Addition		X				
C325 Chimneyrock Elem 20 Classroom Addition		X				
C335 Cordova Elem 20 Classroom Addition		X				
C345 Germantown HS Classroom Additions & ADA		X				
C355 Westhaven ES New School		X				
C365 Woodstock MS Grade Reconfiguration		X				
C375 Barrett's Elem Grade Reconfiguration		X				
C385 Jeter Elem Grade Reconfiguration		X				
C395 Oakhaven HS Exterior Window Replacement		X				
C405 Whitehaven Elem Exterior Window replacement		X				
C425 Farmington Elem Window replacement		X				
C435 Kingsbury HS Roof-Single Ply/Comp Shingles		X				
C455 Denver Elem Roof-Single Ply		X				
C465 Delano elem Roof Replacement		X				
C475 JP Freeman Roof-Single Ply		X				
C485 Highland Oaks Roof-Single Ply		X				
C495 Millington HS Roof-Single Ply		X				
C505 Rivercrest Elem Reroof		X				
C515 Arlington Elem Reroof		X				
C525 Arlington HS Reroof		X				
C535 Collierville HS Reroof		X				
C545 Lakeland Elem Reroof		X				
C555 Chiller Replacement-Administration Building		X				
C565 Oak Forest Elem-SCUV/RTU		X				
C575 Arlington Elem-HVAC Controls		X				
C585 Lakeland Elem-Replace 83 HVAC units		X				
C605 Arlington HS-Painting		X				
C615 Chiller Replacement-Keystone		X				
C625 Chiller Replacement-Cordova Middle School		X				
9305-Headstart			X			
D025 School Age Childcare			X			
D045 Security-Ancillary Services			X			
D055 Teacher Effectiveness Initiative			X			
D065 TVA ENERNOC Demand Response Program			X			
D075 Facility Rental			X			
D085 After-School Childcare			X			
D095 Very Special Arts Festival			X			
D125 Telecommunications Center Ubs			X			
D205 Adopt a School Seminar			X			
D225 After-School Snacks			X			
D245 Arts in Education: Artfest			X			
D294 Energy Efficient Schools Initiative			X			
D295 Energy Efficient Schools Initiative			X			
D415 Homeless Children & Youth Program			X			
D435 Leap Program			X			
D445 MCS Connect Mentoring Program			X			
D465 Mental Health Records			X			
D474 Met Research Sturdy-BMGF			X			
D485 MIAA Dues & Fines			X			
D505 National Science Foundation-UOM Grant			X			
D525 Pre-K			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
D555 Research & Evaluation			X			
D605 Shelby Metro Basketball			X			
D644 Studenty Ticket Subsidy			X			
D645 Student Ticket Subsidy			X			
D685 Transition			X			
D700 Aetna School Gardens Grant			X			
D724 Wellness Initiative Plough Foundation			X			
D734 Toyota Family Literacy Program			X			
D744 Bond Building Lighting Upgrade			X			
D755 College Bound Summer Melt Pilot Project			X			
D765 Shelby County Government Pre-K			X			
D785 Orion Donation			X			
D795 SPED Medicaid Reimbursement			X			
D815 SCS/CNC/Donations			X			
D925 Hyde, Poplar and Pyramid Peak Foundations Hamilton			X			
D935 SCS Youth Literacy Program			X			



**III. BUDGET ASSUMPTIONS**

**GENERAL FUND 2-YEAR PROJECTIONS:**

A critical component of The Shelby County Board of Education’s Fiscal Year 2015-16 District Budget is Destination 2025, the District’s 80/90/100% strategic plan; by 2025, 80 percent of our children will graduate from high school college or career ready, our school district will have a 90 percent graduation rate, and 100 percent of our students who graduate will enroll in a post-secondary opportunity. Financial forecasts assist the organization in progressing towards these goals with the strategically-planned management of resources. These forecasts must consider the increasing enrollment of charter and state-designated Achievement School District (ASD) schools as the District’s enrollment declines. At a projection of just under 110,000 students in Fiscal Year 2015-16, Shelby County Schools is evolving from its recent merger and demerger of municipal districts within the past two years and can now strategically evaluate its operations to improve academic outcomes.

In the face of declining enrollment and the reorganization of operations to gain efficiencies, the District projects future elimination of positions beyond the Fiscal Year 2015-16 budget. Generally, revenues are projected to remain flat or decline with the forecast, while expenditures such as gasoline, contracts, postage, utilities, etc., are expected to rise with inflationary factors. The forecasts also assume some increases to teacher salaries due to salary harmonization studies as well as performance raises. Additionally, the long-range forecasts above assume the beginnings of a District feasibility study, approved by the Shelby County Board of Commissioners, in Fiscal Year 2014-15 to research and fund future capital expenditures. The District is at a critical juncture in evaluating its structure, both financially and operationally, to address the shortfalls projected for the foreseeable future.

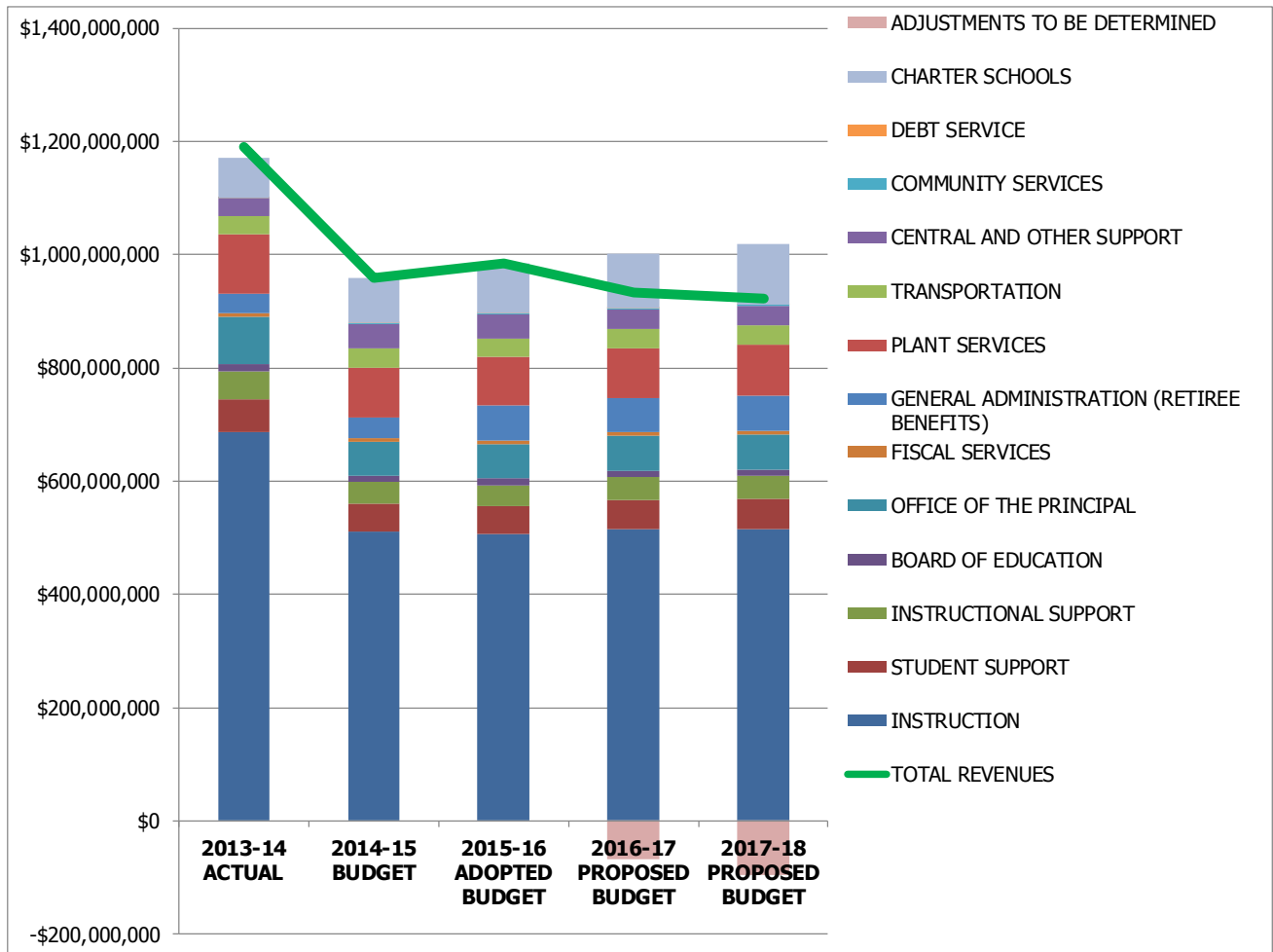
<u>FUNCTION NAME</u>	<b>2013-14 ACTUAL</b>	<b>2014-15 BUDGET</b>	<b>2015-16 ADOPTED BUDGET</b>	<b>2016-17 PROPOSED BUDGET</b>	<b>2017-18 PROPOSED BUDGET</b>
TAXES	\$548,682,510	\$424,358,584	\$434,657,362	\$434,606,042	\$434,606,042
OTHER LOCAL REVENUE	6,483,800	11,688,262	5,490,859	5,440,587	5,390,316
STATE FUNDS	625,576,271	498,626,839	498,260,550	483,260,550	473,260,550
FEDERAL FUNDS	1,521,207	1,957,275	2,823,593	1,523,593	1,523,593
OTHER SOURCES	7,774,932	13,366,813	8,646,449	8,598,224	8,427,421
PLANNED USE OF FUND BALANCE	-	9,516,816	35,991,069	-	-
<b>TOTAL REVENUES</b>	<b>\$1,190,038,720</b>	<b>\$959,514,589</b>	<b>\$985,869,882</b>	<b>\$933,428,996</b>	<b>\$923,207,922</b>

<u>FUNCTION NAME</u>	<b>2013-14 ACTUAL</b>	<b>2014-15 BUDGET</b>	<b>2015-16 ADOPTED BUDGET</b>	<b>2016-17 PROPOSED BUDGET</b>	<b>2017-18 PROPOSED BUDGET</b>
INSTRUCTION	\$687,449,905	\$510,730,561	\$505,884,099	\$514,714,487	\$515,849,250
STUDENT SUPPORT	58,203,517	49,264,540	49,940,241	52,907,097	52,522,098
INSTRUCTIONAL SUPPORT	48,512,904	38,503,686	37,274,013	39,906,182	40,220,616
BOARD OF EDUCATION	13,226,538	11,154,602	12,042,347	11,258,318	11,268,988
OFFICE OF THE PRINCIPAL	82,912,319	60,082,164	61,104,762	61,194,695	61,691,549
FISCAL SERVICES	5,843,283	5,947,529	6,197,287	6,369,519	6,410,090
GENERAL ADMINISTRATION (RETIREE BENEFITS)	34,597,487	36,460,273	61,429,752	61,535,936	63,763,278
PLANT SERVICES	105,241,990	89,023,086	85,133,697	87,046,919	88,489,498
TRANSPORTATION	31,520,326	32,616,005	32,875,606	34,165,919	34,899,011
CENTRAL AND OTHER SUPPORT	32,397,912	43,556,839	43,521,149	34,087,680	34,228,169
COMMUNITY SERVICES	971,086	1,425,852	1,807,944	2,215,950	2,234,572
DEBT SERVICE	658,940	658,940	658,985	183,823	183,823
CHARTER SCHOOLS	69,041,384	80,090,512	88,000,000	96,800,000	106,480,000
ADJUSTMENTS TO BE DETERMINED	-	-	-	(68,957,529)	(95,033,020)
<b>TOTAL EXPENDITURES</b>	<b>\$1,170,577,591</b>	<b>\$959,514,589</b>	<b>\$985,869,882</b>	<b>\$933,428,996</b>	<b>\$923,207,922</b>



**III. BUDGET ASSUMPTIONS (cont'd)**

**GENERAL FUND 2-YEAR PROJECTIONS: (concl'd)**







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

#### GENERAL:

1. Enrollment projections were developed by school site assuming a continual decline in base enrollment.
2. There are currently 39 charter schools in the District. The District is planning for 45 charter schools to operate in Fiscal Year 2015-16.
3. The District plans to continue recruiting, training, and retaining highly effective teachers to accelerate student achievement, which will require the redeployment of resources and adjustments to various practices and procedures within SCS.
4. The District expects enrollment shifts to the Achievement School District (ASD) to continue. The ASD has announced a full takeover of Lester Middle, Wooddale Middle, Denver Elementary and Florida-Kansas Elementary in the 2015-16 Fiscal Year. The ASD plans to phase in at Brookmeade Elementary, Spring Hill Elementary and Airways Middle. Because of this, the District plans to re-zone the remaining students to Lucie Campbell Elementary, Keystone Elementary and Sherwood Middle in the 2015-16 Fiscal Year. The ASD currently has the K-1<sup>st</sup> graders at Westwood Elementary. The ASD will take over the 2<sup>nd</sup> grade in the 2015-16 Fiscal Year. There are plans for the District to hold community discussions regarding plans to close Southside Middle and Lincoln Elementary in the 2015-16 Fiscal Year.

#### REVENUES:

1. 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 are being treated as "new" districts. BEP will be recalculated for Fiscal Year 2016-17 dependent upon Fiscal Year 2015-16 actual Average Daily Membership (ADM) being available.
2. 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.
3. The indirect cost rate has not yet been determined. For preliminary budget purposes, the District will use 14.73% for non-restricted programs (Nutrition) and 4.61% for restricted programs (Federal Grants) until rates have been finalized by the State of Tennessee.
4. Fiscal Year 2015-16 Sales Tax Revenues are expected to increase by approximately 2.2% over prior year actual collections. This projection is based upon an increase of Fiscal Year 2014-15 year-to-date actual collections annualized over Fiscal Year 2013-14 actuals and historical trends.
5. The budget will be balanced by enacting expenditure controls for efficient, economical, and effective use of resources.
6. Fiscal Year 2015-16 assumes that all other revenues are projected to remain flat.



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

#### EXPENDITURES:

1. Budget development is focused on the District's strategic plan, academic goals and improvements as identified by the Superintendent, Shelby County Board of Education and stakeholders.
2. Emphasis is being placed on identification of efficiencies, re-engineering of operations, identification of revenue generators, and a prudent review of alternative funding sources to maximize resources. Efficiencies and investments are being identified and tracked separately.
3. The District is preparing the budget using a combination of Zero Based / Goal Budget Methodology. All costs are being justified, scrutinized and funded based on the value added or outcome to the ***District's Mission, Vision and Core Beliefs*** as well as the ***District's Goal 80/90/100% Strategic Plan Destination 2025***.
4. The budget reflects appropriate rates for items such as: non-controllable items (contracts that cross fiscal years, mileage currently projected at \$0.575 per business mile, gasoline currently projected to be \$3.11 per gallon of unleaded, postage currently projected at \$.49 for first class postage, and utilities currently projected at 2% over Fiscal Year 2014-15 actual utility costs); 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. Effective Fiscal Year 2015-16, the District will implement a differentiated compensation plan through the efforts of the Human Resources Compensation Department. The financial effect of the implementation has yet to be determined.
7. SCS will continue to provide health care through a Medicare Supplement to Medicare eligible retirees. The budget does not include a contribution towards the Other Post-Employment Benefits (OPEB) unfunded liability. As of June 30, 2014, the District's unfunded OPEB liability was \$1,451,539,250.
8. A Healthcare Request for Proposal (RFP) was issued during Fiscal Year 2014-15, and projected health insurance rates for Fiscal Year 2015-16 may be affected.
9. Retirement benefit costs are adjusted by the State Department of Treasury on a biennial basis. The District plans to use the current TCRS retirement rates for Fiscal Year 2015-16 budgeting: 9.04% for certificated and 9.27% for classified employees.
10. Budget development for staffing may result in revised teacher and support staff formulas for Fiscal Year 2015-16. The formulas will comply with State requirements.



**IV. ALL FUNDS TYPES**

ALLOCATION OF FUNDS BY DISTRICT PRIORITIES: 80/90/100% Destination 2025

**Shelby County Schools  
FY2015-16 Budget**

	<b>General Fund</b>	<b>Capital Projects</b>	<b>Special Revenue</b>	<b>Food Service</b>	<b>Federal Projects</b>	<b>Internal Service Funds</b>	<b>Grand Total</b>
1) Strengthen Early Literacy	\$ 3,163,114	\$ -	\$ 494,022	\$ -	\$ 25,201,160	\$ -	\$ 28,858,296
2) Improve Post-Secondary Readiness	538,763,830	-	537,242	-	-	1,485,250	540,786,322
3) Develop Teachers, Leaders and Central Office to Drive Student Success	173,016,074	64,807,529	41,804,629	-	18,785,733	1,263,657	299,677,622
4) Expand High-Quality School Options	179,736,564	-	7,387,234	-	107,291,518	2,278,171	296,693,487
5) Mobilize Family & Community Partners	91,190,300	-	3,122,362	86,177,859	603,534	-	181,094,055
Grand Total	<u>\$ 985,869,882</u>	<u>\$ 64,807,529</u>	<u>\$ 53,345,489</u>	<u>\$ 86,177,859</u>	<u>\$ 151,881,945</u>	<u>\$ 5,027,078</u>	<u>\$ 1,347,109,782</u>

Note: this chart represents the final FY 2015-16 budget as aligned to each SCS District priority. Initially, SCS departmental leaders and chiefs were asked to submit their budget requests by aligning each requested dollar to the five District 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. ALL FUNDS TYPES (cont'd)**

**SUMMARY OF BUDGETS – ALL FUNDS BY FUNCTION  
FISCAL YEAR 2015-16 BUDGET**

**With Comparative Information for Fiscal Years 2014-15 through 2015-16**

	2013 - 14 Actual	2014-15 Amended Budget	2015-16 Adopted Budget
<b>Revenues</b>			
City of Memphis	\$ -	\$ 8,000,000	\$ 1,333,333
Shelby County	388,930,295	311,609,089	316,475,544
State of Tennessee	630,657,097	513,205,965	513,266,106
Federal Government	212,152,354	306,173,392	256,868,943
Local option and state sales tax	159,752,215	112,749,495	118,181,818
Charges for services	595,963	2,040,456	1,407,609
Other local sources	44,339,500	72,775,468	101,904,096
Committed for education	-	699,383	1,950,000
Planned use of fund balance	-	-	-
<b>Total revenues</b>	<u>1,436,427,424</u>	<u>1,327,253,248</u>	<u>1,311,387,449</u>
<b>Expenditures</b>			
Instruction	733,327,942	597,443,866	537,511,487
Instructional support	82,018,882	92,396,876	76,883,064
Student support	70,136,253	64,200,978	61,984,927
Office of principal	82,912,443	60,669,138	61,404,753
General administration	95,384,764	118,184,168	124,411,113
Fiscal services	6,718,551	6,289,195	6,197,287
Other support services	394,605	1,912,169	21,337,229
Student transportation	33,381,521	34,565,656	34,364,856
Plant services	110,228,870	91,164,180	88,367,555
Community service	21,894,658	47,257,971	58,852,226
Charter schools	69,041,384	80,090,512	88,000,000
Indirect cost	7,137,894	8,398,765	6,228,787
Retiree benefits	30,164,526	29,426,970	33,135,196
Food Service	72,668,379	80,167,633	82,415,267
Principal			
Debt service	658,940	658,940	658,985
Capital outlay	10,368,409	30,287,853	65,357,050
	-	-	-
	-	-	-
<b>Total expenditures</b>	<u>1,426,438,021</u>	<u>1,343,114,870</u>	<u>1,347,109,782</u>
<b>Excess (deficiency) of revenues over expenditures</b>	<u>9,989,403</u>	<u>(15,861,622)</u>	<u>(35,722,333)</u>
<b>Beginning Fund Balance</b>	205,703,025	217,599,841	201,738,219
Increase (decrease) in reserve for encumbrance	2,552,925	-	-
Transfers from Other Funds	-	-	-
Assignment - Other post employment benefits	-	-	-
<b>Ending Fund Balance</b>	<u>\$ 218,245,353</u>	<u>\$ 201,738,219</u>	<u>\$ 166,015,886</u>



**IV. ALL FUNDS TYPES (cont'd)**

**SUMMARY OF BUDGETS – ALL FUNDS BY OBJECT  
FISCAL YEAR 2015-16 BUDGET  
With Comparative Information for Fiscal Years 2014-15 through 2015-16**

	2013 - 14 Actual	2014-15 Amended Budget	2015-16 Adopted Budget
<b>Revenues</b>			
City of Memphis	\$ -	\$ 8,000,000	\$ 1,333,333
Shelby County	388,930,295	311,609,089	316,475,544
State of Tennessee	630,657,097	513,205,965	513,266,106
Federal Government	212,152,354	306,173,392	256,868,943
Local option and state sales tax	159,752,215	112,749,495	118,181,818
Charges for services	595,963	2,040,456	1,407,609
Other local sources	44,339,500	72,775,468	101,904,096
Committed for education	-	699,383	1,950,000
Planned use of fund balance	-	-	-
<b>Total revenues</b>	<u>1,436,427,424</u>	<u>1,327,253,248</u>	<u>1,311,387,449</u>
<b>Expenditures</b>			
Salaries	829,100,406	664,221,242	653,924,454
Benefits	242,488,632	212,433,213	213,570,213
Contracted services	96,439,221	146,117,467	138,362,742
Professional services	1,094,003	1,385,070	3,303,502
Property maintenance services	17,682,686	23,322,394	20,940,800
Travel	1,884,356	2,593,324	2,302,424
Supplies & materials	112,916,635	118,040,982	105,795,906
Furniture, equipment & building improvements	27,395,004	63,124,485	86,166,790
Other objects	29,797,724	33,131,322	34,083,966
Debt Service	658,940	658,940	658,985
Charter schools	66,980,414	78,086,431	88,000,000
	-	-	-
	-	-	-
<b>Total expenditures</b>	<u>1,426,438,021</u>	<u>1,343,114,870</u>	<u>1,347,109,782</u>
<b>Excess (deficiency) of revenues</b>			-
<b>Debt service</b>	<u>9,989,403</u>	<u>(15,861,622)</u>	<u>(35,722,333)</u>
<b>Beginning Fund Balance</b>	205,703,025	217,599,841	201,738,219
Increase (decrease) in reserve for encumbrance	2,552,925	-	-
Transfers from Other Funds	-	-	-
Assignment - Other post employment benefits	-	-	-
<b>Ending Fund Balance</b>	<u>\$ 218,245,353</u>	<u>\$ 201,738,219</u>	<u>\$ 166,015,886</u>



**V. GOVERNMENTAL FUNDS**

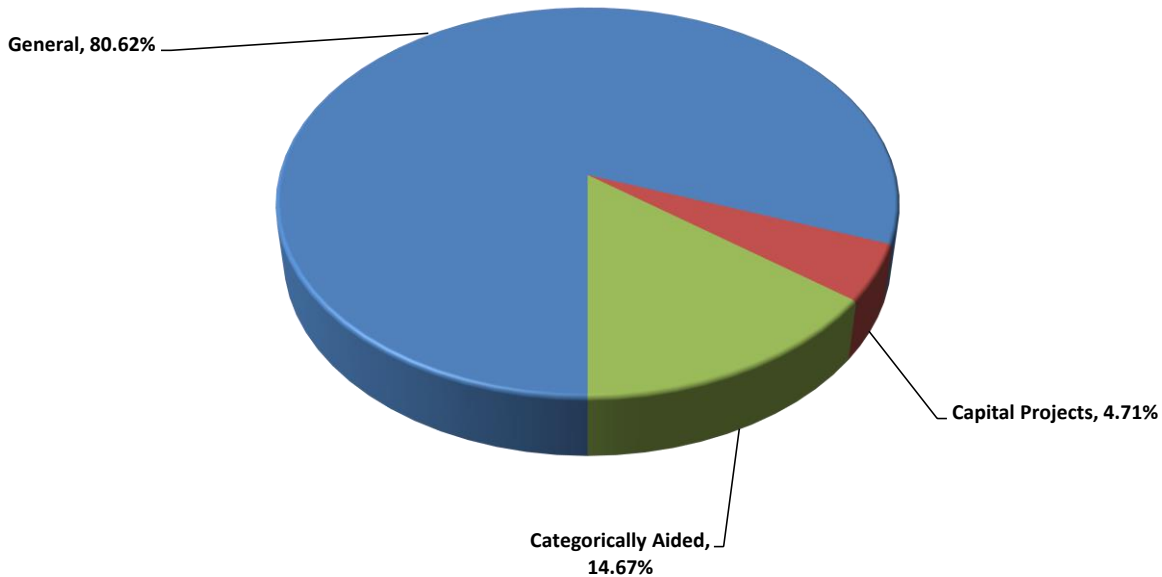
**A. ALL GOVERNMENTAL FUND TYPES**

The District started fiscal year 2015-16 with \$201,332,288 of total fund balance (unaudited). With \$1,306,360,371 in budgeted revenues and \$1,342,082,704 for budgeted expenditures, the District projects to end fiscal year 2015-16 with approximately \$165,609,955 in total fund balances (before reserves).

**Shelby County Schools  
Highlights of the 2015-16 Budget  
Fund Balances (All Governmental Funds)**

<b>Funds</b>	<b>Projected Fund Balances July 1, 2015</b>	<b>Revenues</b>	<b>Expenses or Expenditures</b>	<b>Projected Fund Balances June 30, 2016</b>
General	\$ 169,506,597	\$ 949,878,813	\$ 985,869,882	\$ 133,515,528
Capital Projects	7,807,605	64,807,529	64,807,529	7,807,605
Categorically Aided	24,018,086	291,674,029	291,405,293	24,286,822
<b>Total</b>	<b>\$ 201,332,288</b>	<b>\$ 1,306,360,371</b>	<b>\$ 1,342,082,704</b>	<b>\$ 165,609,955</b>

**2015-16  
Projected Ending Fund Balances**





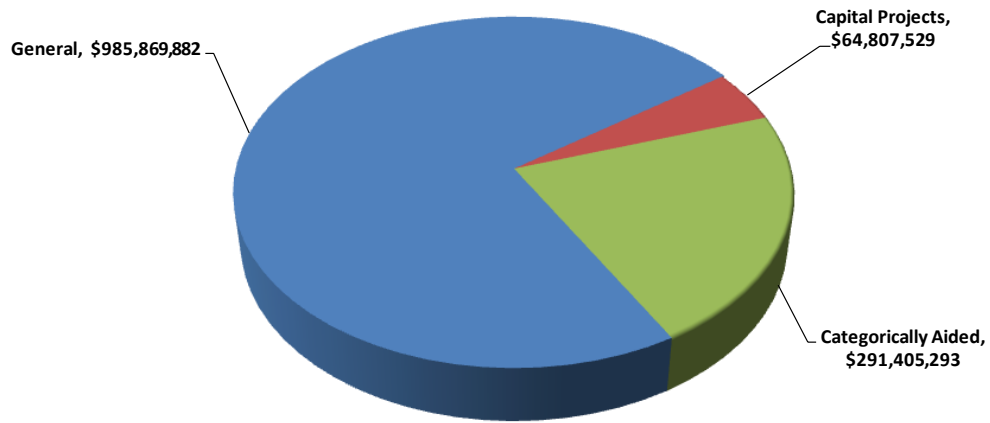
**V. GOVERNMENTAL FUNDS (cont'd)**

**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.

**2015-16  
Adopted Budget  
Governmental Funds Expenditures**



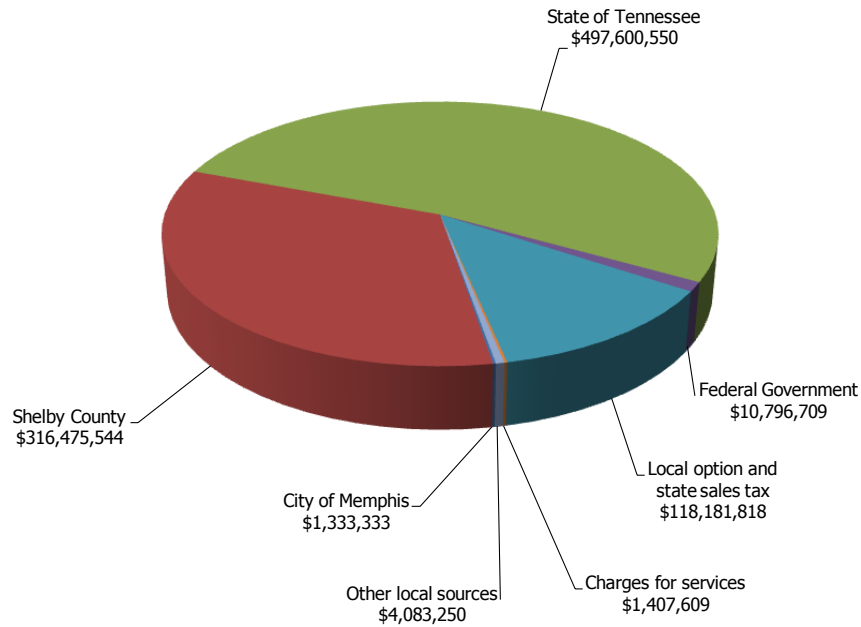


**V. GOVERNMENTAL FUNDS (cont'd)**

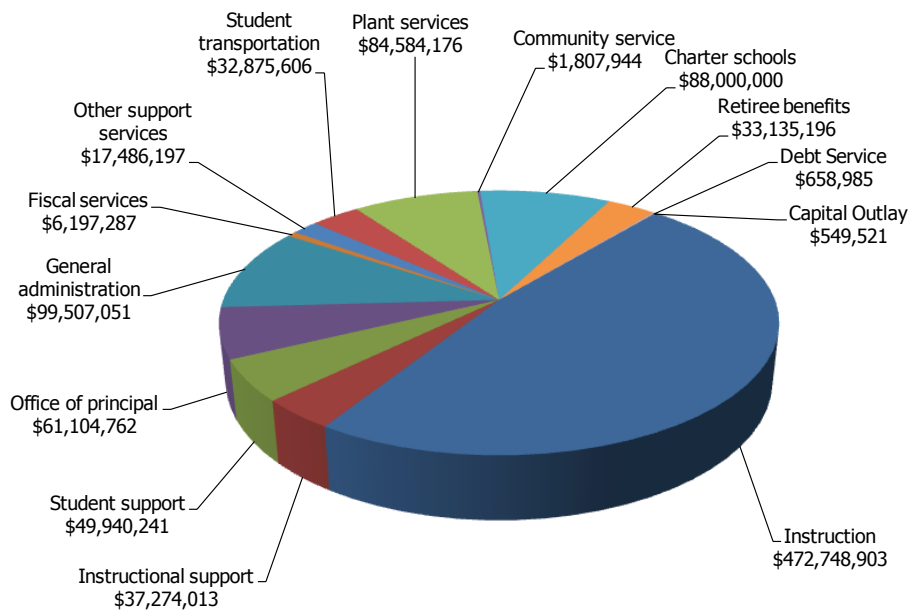
**B. GENERAL FUND**

**2015-16 GENERAL FUND SOURCE OF FUNDS AND EXPENDITURES**

**Source of Funds**



**Expenditures**





**V. GOVERNMENTAL FUNDS (cont'd)****B. GENERAL FUND (cont'd)****GENERAL FUND BY FUNCTION  
FISCAL YEAR 2015-16 BUDGET****With Comparative Information for Fiscal Years 2014-15 through 2015-16**

	2013-14 Actual	2014-15 Amended Budget	2015-16 Adopted Budget
<b>Revenues</b>			
City of Memphis	\$ -	\$ 8,000,000	\$ 1,333,333
Shelby County	388,930,295	311,609,089	316,475,544
State of Tennessee	623,124,281	497,966,839	497,600,550
Federal Government	11,793,325	7,984,088	10,796,709
Local option and state sales tax	159,752,215	112,749,495	118,181,818
Charges for services	595,963	2,040,456	1,407,609
Other local sources	5,842,641	9,647,806	4,083,250
Committed for education	-	-	-
Planned Use of fund balance	-	-	-
<b>Total revenues</b>	<u>1,190,038,720</u>	<u>949,997,773</u>	<u>949,878,813</u>
<b>Expenditures</b>			
Instruction	657,285,379	481,303,591	472,748,903
Instructional support	48,512,904	38,503,686	37,274,013
Student support	58,203,517	49,264,540	49,940,241
Office of principal	82,912,319	60,082,164	61,104,762
General administration	79,827,332	89,259,545	99,507,051
Fiscal services	5,843,283	5,947,529	6,197,287
Other support services	394,605	1,912,169	17,486,197
Student transportation	31,520,326	32,616,005	32,875,606
Plant services	105,241,990	86,239,076	84,584,176
Community service	971,086	1,425,852	1,807,944
Charter schools	69,041,384	80,090,512	88,000,000
Retiree benefits	30,164,526	29,426,970	33,135,196
Food service	-	-	-
Debt Service:	658,940	658,940	658,985
Principal	-	-	-
Interest	-	-	-
Capital outlay	-	2,784,010	549,521
<b>Total expenditures</b>	<u>1,170,577,591</u>	<u>959,514,589</u>	<u>985,869,882</u>
<b>Excess (deficiency) of revenues over expenditures</b>	<u>19,461,129</u>	<u>(9,516,816)</u>	<u>(35,991,069)</u>
<b>Beginning Fund Balance</b>	158,035,881	179,023,413	169,506,597
Increase (decrease) in reserve for encumbrance	1,526,403	-	-
Transfers from Other Funds	-	-	-
Assignment - Other post employment benefits	-	-	-
<b>Ending Fund Balance</b>	<u>\$ 179,023,413</u>	<u>\$ 169,506,597</u>	<u>\$ 133,515,528</u>



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

B. GENERAL FUND (cont'd)

**GENERAL FUND BY OBJECT  
FISCAL YEAR 2015-16 BUDGET  
With Comparative Information for Fiscal Years 2014-15 through 2015-16**

	2013 - 14 Actual	2014-15 Amended Budget	2015-16 Adopted Budget
<b>Revenues</b>			
City of Memphis	\$ -	\$ 8,000,000	\$ 1,333,333
Shelby County	388,930,295	311,609,089	316,475,544
State of Tennessee	623,124,281	497,966,839	497,600,550
Federal Government	11,793,325	7,984,088	10,796,709
Local option and state sales tax	159,752,215	112,749,495	118,181,818
Charges for services	595,963	2,040,456	1,407,609
Other local sources	5,842,641	9,647,806	4,083,250
Committed for education	-	-	-
Planned use of fund balance	-	-	-
<b>Total revenues</b>	<u>1,190,038,720</u>	<u>949,997,773</u>	<u>949,878,813</u>
<b>Expenditures</b>			
Salaries	718,441,586	529,801,184	542,647,229
Benefits	215,474,938	173,651,574	183,593,143
Contracted services	64,388,665	80,756,543	77,672,023
Professional services	1,020,414	1,073,745	2,081,352
Property maintenance services	16,301,343	20,900,205	18,882,834
Travel	1,132,068	1,513,324	1,503,012
Supplies & materials	63,417,465	49,228,481	43,181,387
Furniture, equipment & building improvements	4,766,433	10,142,614	11,993,742
Other objects	17,995,325	13,701,548	15,656,175
Debt Service	658,940	658,940	658,985
Charter schools	66,980,414	78,086,431	88,000,000
	-	-	-
<b>Total expenditures</b>	<u>1,170,577,591</u>	<u>959,514,589</u>	<u>985,869,882</u>
<b>Excess (deficiency) of revenues over expenditures</b>	<u>19,461,129</u>	<u>(9,516,816)</u>	<u>(35,991,069)</u>
<b>Beginning Fund Balance</b>	158,035,881	179,023,413	169,506,597
Increase (decrease) in reserve for encumbrance	<u>1,526,403</u>	-	-
Transfers from Other Funds	-	-	-
Assignment - Other post employment benefits	-	-	-
<b>Ending Fund Balance</b>	<u>\$ 179,023,413</u>	<u>\$ 169,506,597</u>	<u>\$ 133,515,528</u>



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

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

**EXPENDITURE SUMMARY BY CABINET & DEPARTMENT**

	2013-14 Actuals	2013-14 Positions	2014-15 Amended Budget	2014-15 Amended Positions
<b>Board of Education</b>				
010000 Board of Education	\$ 9,650,023	14.00	\$ 7,992,443	13.00
<b>Total Board of Education</b>	<b>\$ 9,650,023</b>	<b>14.00</b>	<b>\$ 7,992,443</b>	<b>13.00</b>
<b>Superintendent</b>				
020000 Superintendent	\$ 802,669	3.00	\$ 569,774	4.00
<b>Total Superintendent</b>	<b>\$ 802,669</b>	<b>3.00</b>	<b>\$ 569,774</b>	<b>4.00</b>
<b>Chief of Staff</b>				
020100 Chief of Staff	\$ 401,296	9.00	\$ 761,620	7.00
030200 Policy	263,103	-	420,299	4.00
344000 Project Management Office	-	-	-	-
<b>Total Chief of Staff</b>	<b>\$ 664,399</b>	<b>9.00</b>	<b>\$ 1,181,919</b>	<b>11.00</b>
<b>General Counsel</b>				
030000 General Counsel	\$ 2,923,810	14.00	\$ 2,956,546	10.00
<b>Total General Counsel</b>	<b>\$ 3,158,430</b>	<b>14.00</b>	<b>\$ 2,956,546</b>	<b>10.00</b>
<b>Academic Office</b>				
100000 Academic Office	\$ 763,460	5.00	\$ 651,302	5.00
100100 Department of Academics	-	-	260,223	4.00
100200 Department of Schools and Leadership	-	-	411,700	4.00
100220 Teacher and Leader Effectiveness and Evaluation	-	-	-	-
100230 Leadership Development and Capacity Building	-	-	-	-
100210 Instructional Leadership Directors	-	-	1,198,708	13.00
100300 Department of Academic Operations and School Support	-	-	315,364	7.00
102000 Curriculum	1,940,880	15.00	1,602,788	13.00
102010 English As a Second Language	1,564,573	261.00	16,052,971	22.67
102011 English As a Second Language Elementary	11,386,857	-	400	163.33
102012 English As a Second Language Middle	2,272,492	-	100	30.00
102013 English As a Second Language K8	492,754	-	-	7.00
102014 English As a Second Language High	1,621,250	-	-	21.00
102020 STEM	245,225	3.00	251,858	3.00
102030 Literacy	2,302,799	-	2,126,875	-
102040 Mathematics	1,258,212	1.00	1,339,049	1.00
102050 Science	268,572	1.00	404,862	1.00
102060 Social Studies	282,607	-	346,502	-
102071 Elementary School Music and Art	21,553,251	304.40	12,718,545	224.80
102081 Summer School	2,473,835	-	1,838,323	-
102090 Voluntary Pre-K	121,228	1.00	128,862	1.00
102091 Elementary School Physical Education	10,666,413	189.20	8,558,554	145.20
102100 Textbooks	6,977,490	-	8,700,510	1.00
102200 World Languages	3,388,971	56.00	1,988,108	28.00
102300 Band and Strings	2,583,014	20.00	1,861,738	16.50
102500-Library Services	1,059,647	1.00	530,402	2.00
102501 Librarians-Elementary	9,186,529	118.00	7,018,435	96.00
102502 Librarians-Middle	3,787,690	50.00	3,249,171	39.00
102503 Librarians K8	3,829,391	47.00	11,388	38.00
102504 Librarians-High	570,031	6.00	4,261,565	15.00
102600 Educational Support	547,304	7.00	511,796	6.00
103000 Career and Technical Education	24,824,403	371.00	17,879,049	241.00
103010 Adult Education	1,958,379	6.00	1,965,143	5.00

2015-16 Adopted Budget	2015-16 Adopted Positions	2016 vs 2015 Budget Variance	2016 vs 2015 Positions Variance	
				<b>Board of Education</b>
\$ 8,110,075	13.00	\$ 117,632	-	010000 Board of Education
<b>\$ 8,110,075</b>	<b>13.00</b>	<b>\$ 117,632</b>	<b>-</b>	<b>Total Board of Education</b>
				<b>Superintendent</b>
\$ 485,045	3.00	\$ (84,729)	(1.00)	020000 Superintendent
<b>\$ 485,045</b>	<b>3.00</b>	<b>\$ (84,729)</b>	<b>(1.00)</b>	<b>Total Superintendent</b>
				<b>Chief of Staff</b>
\$ 270,692	2.00	\$ (490,928)	(5.00)	0201000 Chief of Staff
427,243	4.00	6,944	-	030200 Policy
966,108	10.00	966,108	10.00	344000 Project Management Office
<b>\$ 1,664,043</b>	<b>16.00</b>	<b>\$ 482,124</b>	<b>5.00</b>	<b>Total Chief of Staff</b>
				<b>General Counsel</b>
\$ 3,828,640	10.00	\$ 872,094	-	030000 General Counsel
<b>\$ 3,828,640</b>	<b>10.00</b>	<b>\$ 872,094</b>	<b>-</b>	<b>Total General Counsel</b>
				<b>Academic Office</b>
\$ 869,807	7.00	\$ 218,505	2.00	100000 Academic Office
352,778	3.00	92,555	(1.00)	100100 Department of Academics
311,515	3.00	(100,185)	(1.00)	100200 Department of Schools and Leadership
439,453	2.00	439,453	2.00	100220 Teacher and Leader Effectiveness and Evaluation
2,272,107	2.00	2,272,107	2.00	100230 Leadership Development and Capacity Building
1,805,748	13.00	607,040	-	100210 Instructional Leadership Directors
1,453,299	16.00	1,137,935	9.00	100300 Department of Academic Operations and School Support
1,532,828	13.00	(69,960)	-	102000 Curriculum
536,644	10.00	(15,516,327)	(12.67)	102010 English As a Second Language
12,572,819	184.00	12,572,419	20.67	102011 English As a Second Language Elementary
2,569,908	37.00	2,569,808	7.00	102012 English As a Second Language Middle
569,089	9.00	569,089	2.00	102013 English As a Second Language K8
2,067,402	29.00	2,067,402	8.00	102014 English As a Second Language High
279,473	3.00	27,615	-	102020 STEM
3,580,749	15.00	1,453,874	15.00	102030 Literacy
1,118,552	1.00	(220,497)	-	102040 Mathematics
277,149	1.00	(127,713)	-	102050 Science
309,922	-	(36,580)	-	102060 Social Studies
14,003,038	217.60	1,284,493	(7.20)	102071 Elementary School Music and Art
1,840,403	-	2,080	-	102081 Summer School
717,369	6.00	588,507	5.00	102090 Voluntary Pre-K
9,105,987	141.00	547,433	(4.20)	102091 Elementary School Physical Education
1,774,859	1.00	(6,925,651)	-	102100 Textbooks
1,771,765	28.00	(216,343)	-	102200 World Languages
1,980,488	16.50	118,750	-	102300 Band and Strings
581,243	2.00	50,841	-	102500-Library Services
6,406,925	91.00	(611,510)	(5.00)	102501 Librarians-Elementary
2,898,532	35.00	(350,639)	(4.00)	102502 Librarians-Middle
3,073,154	37.00	3,061,766	(1.00)	102503 Librarians K8
1,295,144	15.00	(2,966,421)	-	102504 Librarians-High
460,053	5.00	(51,743)	(1.00)	102600 Educational Support
17,457,441	234.00	(421,608)	(7.00)	103000 Career and Technical Education
2,478,930	9.00	513,787	4.00	103010 Adult Education



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

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

**EXPENDITURE SUMMARY BY CABINET & DEPARTMENT (cont'd)**

	<b>2013-14 Actuals</b>	<b>2013-14 Positions</b>	<b>2014-15 Amended Budget</b>	<b>2014-15 Amended Positions</b>
<b>Academic Office (concl'd)</b>				
104000 Exceptional Children	101,554,730	1,691.85	74,118,905	1,268.85
104003 Exceptional Children K8	-	-	52,656	-
104010 Exceptional Children-Homebound & Hospital	1,031,650	18.00	1,121,560	18.00
104020 Exceptional Children-Gifted	9,631,175	133.50	7,081,689	115.50
104030 Exceptional Children School Administration	489,016	6.00	476,069	6.00
104040 Exceptional Children Administration	13,694,921	250.40	7,474,862	103.00
106010 Northwest Region	542,235	-	-	5.00
106020 Northeast Region	522,104	5.00	-	-
106030 Southwest Region	555,333	5.00	-	-
106040 Southeast Region	530,376	5.00	-	-
106050 Shelby Region	530,667	5.00	-	-
106061 School Leadership-Elementary	36,888,393	546.00	24,953,527	343.00
106062 School Leadership-Middle	18,516,915	243.00	13,856,758	179.00
106063- School Leadership-K8	20,953,644	297.00	15,239,703	209.00
106064 School Leadership-High	3,040,482	40.00	3,068,725	35.00
107000 Optional Schools	6,045,574	80.50	6,849,375	78.50
108000 Alternative Schools	8,504,719	126.00	6,959,444	84.00
108010 Adolescent Parenting	1,218,066	21.00	1,328,912	21.00
108020 Prep Northwest	2,117,559	26.00	2,428,981	26.00
108030 Prep Northeast	1,994,867	27.00	2,102,446	27.00
108040 Prep Southwest	1,731,846	25.00	1,760,602	25.00
108050 Prep Southeast	2,381,324	28.00	-	-
108060 Ida B Wells Academy	1,182,974	18.00	1,647,852	22.00
190000 Schools / Fee Waiver	396,176	-	534,838	-
190001 General Education - Elementary	201,816,122	3,194.00	165,651,137	2,412.00
190002 General Education - Middle	95,606,173	1,459.00	65,453,405	932.00
190003 General Education K8	18,331,742	256.50	12,965,355	194.50
190004 General Education - High	119,430,154	2,239.00	69,640,184	1,081.00
190100 Hollis F Price	1,513,036	17.50	1,613,158	17.50
190200 Middle College	1,810,323	21.50	1,837,164	21.50
190300 Career Ladder	3,554,305	-	2,719,810	-
190400 Extended Contract	1,024,844	-	876,204	-
190500 Student Residential Mental Health	160,400	-	115,000	-
301010 Instructional Television	611,455	7.00	584,430	7.00
312000 Development & Support	608,595	5.00	654,889	5.00
<b>Total Academic Office</b>	<b>\$ 796,341,716</b>	<b>12,259.35</b>	<b>\$ 589,351,931</b>	<b>8,389.85</b>
<b>Communications</b>				
301000 Communications	\$ 1,641,543	23.00	\$ 1,935,225	20.00
302000 Community Outreach and Parental Engagement	761,679	5.00	886,004	5.00
<b>Total Communications</b>	<b>\$ 2,403,222</b>	<b>28.00</b>	<b>\$ 2,821,229</b>	<b>25.00</b>

2015-16 Adopted Budget	2015-16 Adopted Positions	2016 vs 2015 Budget Variance	2016 vs 2015 Positions Variance
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				<b>Academic Office (concl'd)</b>
76,862,667	1,236.85	2,743,762	(32.00)	104000 Exceptional Children
-	-	(52,656)	-	104003 Exceptional Children K8
1,361,210	18.00	239,650	-	104010 Exceptional Children-Homebound & Hospital
10,347,723	115.50	3,266,034	-	104020 Exceptional Children-Gifted
504,377	6.00	28,308	-	104030 Exceptional Children School Administration
8,073,445	86.00	598,583	(17.00)	104040 Exceptional Children Administration
-	-	-	(5.00)	106010 Northwest Region
-	-	-	-	106020 Northeast Region
-	-	-	-	106030 Southwest Region
-	-	-	-	106040 Southeast Region
-	-	-	-	106050 Shelby Region
24,057,599	318.00	(895,928)	(25.00)	106061 School Leadership-Elementary
12,081,682	159.00	(1,775,076)	(20.00)	106062 School Leadership-Middle
15,663,247	207.00	423,544	(2.00)	106063- School Leadership-K8
2,298,684	40.00	(770,041)	5.00	106064 School Leadership-High
7,541,860	78.50	692,485	-	107000 Optional Schools
6,482,857	78.00	(476,587)	(6.00)	108000 Alternative Schools
1,403,973	21.00	75,061	-	108010 Adolescent Parenting
2,655,157	26.00	226,176	-	108020 Prep Northwest
2,198,566	27.00	96,120	-	108030 Prep Northeast
2,098,232	25.00	337,630	-	108040 Prep Southwest
-	-	-	-	108050 Prep Southeast
1,709,804	22.00	61,952	-	108060 Ida B Wells Academy
932,619	-	397,781	-	190000 Schools / Fee Waiver
161,271,628	2,354.00	(4,379,509)	(58.00)	190001 General Education - Elementary
53,446,299	770.00	(12,007,106)	(162.00)	190002 General Education - Middle
12,977,899	189.50	12,544	(5.00)	190003 General Education K8
72,152,154	1,017.00	2,511,970	(64.00)	190004 General Education - High
1,598,206	17.50	(14,952)	-	190100 Hollis F Price
1,838,029	21.50	865	-	190200 Middle College
2,186,463	-	(533,347)	-	190300 Career Ladder
877,952	-	1,748	-	190400 Extended Contract
160,000	-	45,000	-	190500 Student Residential Mental Health
573,433	7.00	(10,997)	-	301010 Instructional Television
2,395,416	16.00	1,740,527	11.00	312000 Development & Support
<b>\$ 584,515,754</b>	<b>8,042.45</b>	<b>\$ (4,836,177)</b>	<b>(347.40)</b>	<b>Total Academic Office</b>

				<b>Communications</b>
\$ 2,321,964	19.00	\$ 386,739	(1.00)	301000 Communications
949,323	5.00	63,319	-	302000 Community Outreach and Parental Engagement
<b>\$ 3,271,287</b>	<b>24.00</b>	<b>\$ 450,058</b>	<b>(1.00)</b>	<b>Total Communications</b>



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

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

**EXPENDITURE SUMMARY BY CABINET & DEPARTMENT (cont'd)**

	2013-14 Actuals	2013-14 Positions	2014-15 Amended Budget	2014-15 Amended Positions
<b>Business Operations</b>				
300000 Deputy Superintendent	\$ -	-	\$ -	-
330000 Risk Management	4,807,931	7.00	2,727,019	7.00
331000 Business Operations Admin	346,760	2.00	461,574	3.00
332000 Transportation	23,848,592	273.98	18,641,531	14.00
332010 Special Education Transportation	6,257,594	78.70	13,974,474	-
333000 Procurement	1,100,615	15.00	1,023,070	13.00
334000 Facilities	32,811,306	536.00	29,606,002	435.00
334100 Custodial and Grounds	23,298,935	-	20,047,083	-
334200 Utilities	32,968,811	-	25,651,745	-
334300 General Services	2,429,257	-	2,479,783	-
334400 Zone 4 Maintenance	-	-	-	-
334500 Zone 2 Maintenance	1,148,794	-	1,064,431	-
334600 Zone 1 Maintenance	759,817	-	939,936	-
334700 Zone 3 Maintenance	1,175,693	-	1,186,146	-
335000 Facilities Planning and Property	-	-	767,300	5.00
337000 Warehousing	214,976	4.00	282,143	4.00
<b>Total Business Operations</b>	<b>\$ 131,169,081</b>	<b>916.68</b>	<b>\$ 118,852,237</b>	<b>481.00</b>
<b>Finance Office</b>				
320000 Finance	\$ 432,419	1.00	\$ 391,103	1.00
321000 Accounting and Reporting	919,918	11.00	853,499	11.00
322000 Budget and Fiscal Planning	530,195	6.00	620,810	6.00
323000 Payroll	1,009,090	11.00	841,100	10.00
324010 Accounts Payable	553,445	8.00	564,859	8.00
<b>Total Finance Office</b>	<b>\$ 3,445,067</b>	<b>37.00</b>	<b>\$ 3,271,371</b>	<b>36.00</b>
<b>Human Resources</b>				
310000 Talent Management	\$ 851,460	14.00	\$ 1,192,164	13.00
313000 Recruitment and Staffing	348,599	3.00	804,563	9.00
314000 Employee Services	1,231,776	19.00	1,137,378	18.00
315000 Human Resources	152	-	1,005,144	-
030100 Labor Relations	190,716	3.00	196,931	2.00
<b>Total Talent Management Office</b>	<b>\$ 2,622,703</b>	<b>39.00</b>	<b>\$ 4,336,180</b>	<b>42.00</b>
<b>Information Technology</b>				
340000 Information Technology	\$ 4,114,571	4.00	\$ 7,850,899	4.00
340100 PARCC	-	-	5,006,960	-
341000 User Support Services	4,995,116	80.00	5,647,868	75.00
342000 Business Application Services	2,214,918	30.00	1,098,573	14.00
343000 Infrastructure and Systems support Services	13,159,182	37.00	15,875,826	36.00
<b>Total Information Technology</b>	<b>\$ 24,483,787</b>	<b>151.00</b>	<b>\$ 35,480,126</b>	<b>129.00</b>
<b>Innovation Office</b>				
210000 Innovation Office	\$ 819,223	6.00	\$ 1,908,484	6.00
212010 Virtual School	5,024,354	4.00	2,591,262	7.00
311000 Performance Management	439,198	5.00	320,188	2.00
<b>Total Innovation Office</b>	<b>\$ 6,282,775</b>	<b>15.00</b>	<b>\$ 4,819,934</b>	<b>15.00</b>
<b>Internal Audit</b>				
040000 Internal Audit	\$ 912,951	11.00	\$ 909,705	10.00
<b>Total Internal Audit</b>	<b>\$ 912,951</b>	<b>11.00</b>	<b>\$ 909,705</b>	<b>10.00</b>

2015-16 Adopted Budget	2015-16 Adopted Positions	2016 vs 2015 Budget Variance	2016 vs 2015 Positions Variance
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				<b>Business Operations</b>
\$ 2,371,907	5.00	\$ (355,112)	(2.00)	330000 Risk Management
467,676	3.00	6,102	-	331000 Business Operations Admin
19,250,874	14.00	609,343	-	332000 Transportation
13,624,732	-	(349,742)	-	332010 Special Education Transportation
1,075,986	12.00	52,916	(1.00)	333000 Procurement
26,130,650	385.00	(3,475,352)	(50.00)	334000 Facilities
19,561,187	-	(485,896)	-	334100 Custodial and Grounds
25,936,865	-	285,120	-	334200 Utilities
2,260,454	-	(219,329)	-	334300 General Services
960,783	-	(103,648)	-	334500 Zone 2 Maintenance
811,269	-	(128,667)	-	334600 Zone 1 Maintenance
997,479	-	(188,667)	-	334700 Zone 3 Maintenance
608,763	5.00	(158,537)	-	335000 Facilities Planning and Property
277,776	4.00	(4,367)	-	337000 Warehousing
<b>\$ 114,336,401</b>	<b>428.00</b>	<b>\$ (4,515,836)</b>	<b>(53.00)</b>	<b>Total Business Operations</b>

				<b>Finance Office</b>
\$ 277,127	1.00	\$ (113,976)	-	320000 Finance
1,017,085	10.00	163,586	(1.00)	321000 Accounting and Reporting
548,188	5.00	(72,622)	(1.00)	322000 Budget and Fiscal Planning
749,023	9.00	(92,077)	(1.00)	323000 Payroll
579,855	8.00	14,996	-	324010 Accounts Payable
<b>\$ 3,171,278</b>	<b>33.00</b>	<b>\$ (100,093)</b>	<b>(3.00)</b>	<b>Total Finance Office</b>

				<b>Human Resources</b>
\$ -	-	\$ (1,192,164)	(13.00)	310000 Talent Management
2,433,512	28.00	1,628,949	19.00	313000 Recruitment and Staffing
1,392,468	16.00	255,090	(2.00)	314000 Employee Services
840,811	-	(164,333)	-	315000 Human Resources
204,613	2.00	7,682	-	030100 Labor Relations
<b>\$ 4,871,404</b>	<b>46.00</b>	<b>\$ 535,224</b>	<b>4.00</b>	<b>Total Talent Management Office</b>

				<b>Information Technology</b>
\$ 10,959,633	7.00	\$ 3,108,734	3.00	340000 Information Technology
5,006,960	-	-	-	340100 PARCC
5,695,044	72.00	47,176	(3.00)	341000 User Support Services
1,676,148	22.00	577,575	8.00	342000 Business Application Services
9,436,554	18.00	(6,439,272)	(18.00)	343000 Infrastructure and Systems support Services
<b>\$ 32,774,339</b>	<b>119.00</b>	<b>\$ (2,705,787)</b>	<b>(10.00)</b>	<b>Total Information Technology</b>

				<b>Innovation Office</b>
\$ 7,053,408	36.00	\$ 5,144,924	30.00	210000 Innovation Office
4,992,359	7.00	2,401,097	-	212010 Virtual School
653,375	6.00	333,187	4.00	311000 Performance Management
<b>\$ 12,699,142</b>	<b>49.00</b>	<b>\$ 7,879,208</b>	<b>34.00</b>	<b>Total Innovation Office</b>

				<b>Internal Audit</b>
\$ 1,158,736	9.00	\$ 249,031	(1.00)	040000 Internal Audit
<b>\$ 1,158,736</b>	<b>9.00</b>	<b>\$ 249,031</b>	<b>(1.00)</b>	<b>Total Internal Audit</b>





V. GOVERNMENTAL FUNDS (cont'd)

B. GENERAL FUND (cont'd)

EXPENDITURE SUMMARY BY CABINET & DEPARTMENT (concl'd)

	2013-14 Actuals	2013-14 Positions	2014-15 Amended Budget	2014-15 Amended Positions
<b>Planning and Accountability</b>				
220000 Planning and Accountability	\$ 404,661	2.00	\$ 302,171	2.00
221000 Student Info Management	1,575,635	19.00	1,483,300	17.00
222000 Assessment and Accountability	1,814,721	8.00	1,362,114	7.00
223000 Research Planning and Improvement	349,473	6.00	334,860	3.00
<b>Total Planning and Accountability</b>	<b>\$ 4,144,490</b>	<b>35.00</b>	<b>\$ 3,482,445</b>	<b>29.00</b>
<b>Student Services</b>				
200100 School and Student Support	\$ -	-	\$ 21,150	2.00
201000 Attendance & Discipline	3,073,870	43.00	3,714,879	50.00
202000 Safety & Security	11,669,168	141.00	12,393,088	137.00
202100 Safe Schools	699,270	2.00	875,144	1.00
203000 Student Support	6,233,538	141.00	4,436,296	112.00
203010 Athletics	3,861,366	4.00	4,108,183	4.00
203020 JROTC	3,981,000	66.00	3,669,663	57.00
203030 Driver Education	1,024,569	20.00	-	-
203040 Guidance Counseling	880,198	10.00	880,686	10.00
203041 Guidance Counseling Elementary	9,475,954	124.00	6,636,237	101.00
203042 Guidance Counseling Middle	5,075,524	66.00	4,045,908	45.00
203043 Guidance Counseling K8	8,458,490	104.00	6,516,420	78.00
203044 Guidance Counseling High	1,320,431	19.00	138,411	13.00
203100 Money Due Board(School Reimbursement)	1,659,223	-	2,088,305	-
204000 Coordinated School Health	13,469,807	245.00	13,289,283	140.00
204100 Family Resource Health	88,179	3.00	150,001	2.00
<b>Total Student Services</b>	<b>\$ 70,970,587</b>	<b>988.00</b>	<b>\$ 62,963,654</b>	<b>752.00</b>
<b>Other</b>				
102400 Substitutes	\$ 10,418,377	-	\$ 8,436,504	-
211000 Charter Schools	66,987,992	-	80,090,512	-
325010 Benefits - Retirees	30,164,619	-	29,426,969	-
400000 Debt Service	658,940	-	658,940	-
560000 Other Potential Uses	2,447,997	-	1,912,169	-
<b>Total Other</b>	<b>\$ 110,677,925</b>	<b>-</b>	<b>\$ 120,525,094</b>	<b>-</b>
<b>Total Expenditures</b>	<b>\$ 1,170,577,591</b>	<b>14,520.03</b>	<b>\$ 959,514,588</b>	<b>9,946.85</b>

2015-16 Adopted Budget	2015-16 Adopted Positions	2016 vs 2015 Budget Variance	2016 vs 2015 Positions Variance
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				Planning and Accountability
\$ 304,074	2.00	\$ 1,903	-	220000 Planning and Accountability
1,544,394	17.00	61,094	-	221000 Student Info Management
2,534,631	7.00	1,172,517	-	222000 Assessment and Accountability
118,072	1.00	(216,788)	(2.00)	223000 Research Planning and Improvement
<b>\$ 4,501,171</b>	<b>27.00</b>	<b>\$ 1,018,726</b>	<b>(2.00)</b>	<b>Total Planning and Accountability</b>

				Student Services
\$ 239,342	2.00	\$ 218,192	-	200100 School and Student Support
3,866,845	52.00	151,966	2.00	201000 Attendance & Discipline
11,985,377	139.00	(407,711)	2.00	202000 Safety & Security
556,951	1.00	(318,193)	-	202100 Safe Schools
5,229,727	112.00	793,431	-	203000 Student Support
3,719,252	4.00	(388,931)	-	203010 Athletics
3,871,515	57.00	201,852	-	203020 JROTC
-	-	-	-	203030 Driver Education
799,654	10.00	(81,032)	-	203040 Guidance Counseling
6,157,039	92.00	(479,198)	(9.00)	203041 Guidance Counseling Elementary
2,809,659	40.00	(1,236,249)	(5.00)	203042 Guidance Counseling Middle
6,346,012	74.00	(170,408)	(4.00)	203043 Guidance Counseling K8
1,677,571	28.00	1,539,160	15.00	203044 Guidance Counseling High
1,407,532	-	(680,773)	-	203100 Money Due Board(School Reimbursement)
14,104,887	156.00	815,604	16.00	204000 Coordinated School Health
141,252	2.00	(8,749)	-	204100 Family Resource Health
<b>\$ 62,912,615</b>	<b>769.00</b>	<b>\$ (51,039)</b>	<b>17.00</b>	<b>Total Student Services</b>

				Other
\$ 8,289,574	2.00	\$ (146,930)	2.00	102400 Substitutes
88,000,000	-	7,909,488	-	211000 Charter Schools
33,135,196	-	3,708,227	-	325010 Benefits - Retirees
658,985	-	45	-	400000 Debt Service
17,486,197	-	15,574,028	-	560000 Other Potential Uses
<b>\$ 147,569,952</b>	<b>2.00</b>	<b>\$ 27,044,858</b>	<b>2.00</b>	<b>Total Other</b>

<b>\$ 985,869,882</b>	<b>9,590.45</b>	<b>\$ 26,355,294</b>	<b>(356.40)</b>	<b>Total Expenditures</b>
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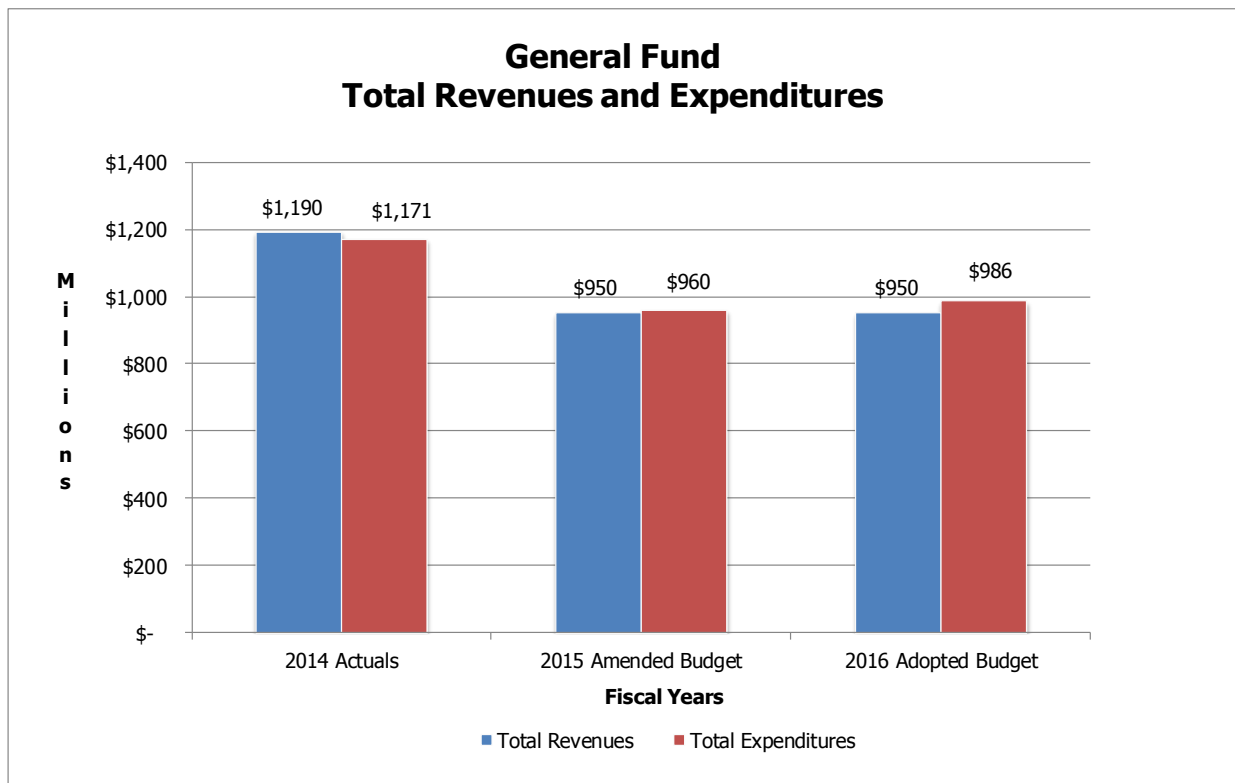
**V. GOVERNMENTAL FUNDS (cont'd)**

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

**REVENUE AND EXPENDITURE TRENDS**

The fiscal year 2015-16 general fund revenue budget totals \$949,878,813, representing a 1.01% decrease from the fiscal year 2014-15 budget of \$949,997,773.

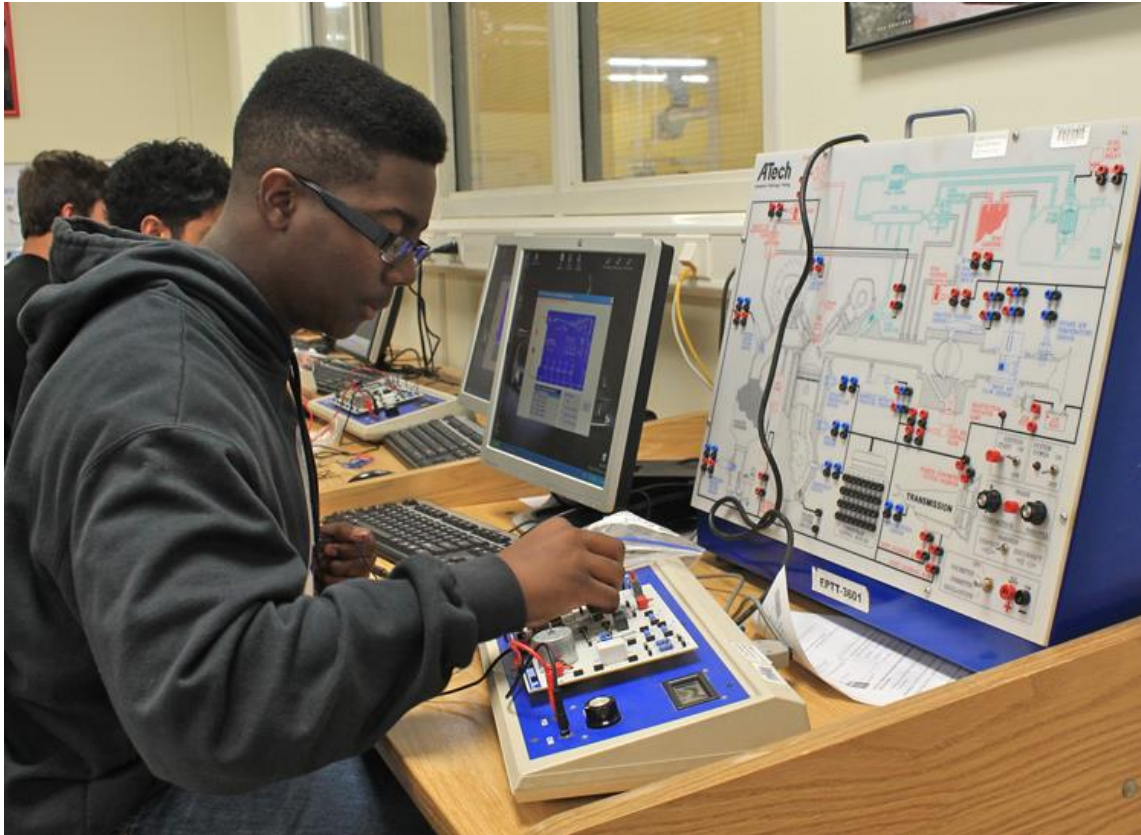
The fiscal year 2015-16 general fund expenditure budget totals \$985,869,882, representing a 2.75% increase from the fiscal year 2014-15 appropriation of \$959,514,589. This increase is due to the shift of expenses to the General Fund from expiring grants, increased operating costs, and new initiatives to advance academics.



**V. 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 proceeding 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 indicated whether the program is legally mandated. Financial and position summary information is also included.

- 3000 Contracted Services: Consulting and professional services necessary to fulfill responsibilities of District operations.
- 4000 Supplies and Materials: Consumable goods and supplies necessary for the District operation; and reusable materials needed for educators, students, and staff throughout the District.
- 5000 Other Charges: Other goods and services necessary for the function of the District.
- 7000 Capital Outlay: Property and building maintenance and services.



## **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 (concl'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



**Board of Education (010000)**

The Board 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	2015-2016	2016 vs 2015
	Actual	Amended	Proposed	Variance
1000 Salaries	\$ 288,943	\$ 316,375	\$ 330,935	\$ 14,560
2000 Benefits	62,616	107,985	79,055	(28,930)
3000 Contracted Services	50,073	151,554	91,217	(60,337)
4000 Supplies and Materials	633	11,450	19,650	8,200
5000 Other Charges	9,247,758	7,396,579	7,579,718	183,139
7000 Capital Outlay	-	8,500	9,500	1,000
<b>Total</b>	<b>\$ 9,650,023</b>	<b>\$ 7,992,443</b>	<b>\$ 8,110,075</b>	<b>117,632</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Proposed	Variance
Administrative Assistant for Policy	1.00	-	-	-
Board Administrative Assistant	1.00	1.00	1.00	-
Board Clerical Assistant	1.00	1.00	1.00	-
Board Member	7.00	9.00	9.00	-
Director of Policy	1.00	-	-	-
Manager Board Office	-	1.00	1.00	-
Policy Development Advisor	3.00	-	-	-
Records Clerk	-	1.00	1.00	-
<b>Total</b>	<b>14.00</b>	<b>13.00</b>	<b>13.00</b>	<b>-</b>



**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.

**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. He is the Chief Executive Officer of Shelby County Schools and is also the Secretary of the elected Board of Education. The superintendent is responsible for accelerating the academic performance of all students; establishing a holistic accountability system that evaluates the academic, operational, and financial 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

<b>Operating Budget</b>				
<b>Major Object</b>	<b>2013-2014 Actual</b>	<b>2014-2015 Amended</b>	<b>2015-2016 Adopted</b>	<b>2016 vs 2015 Variance</b>
1000 Salaries	\$ 644,834	\$ 431,187	\$ 362,194	\$ (68,993)
2000 Benefits	95,487	84,107	70,799	(13,308)
3000 Contracted Services	52,206	30,423	25,995	(4,428)
4000 Supplies and Materials	1,752	7,205	9,205	2,000
5000 Other Charges	5,220	10,800	10,800	-
7000 Capital Outlay	3,170	6,052	6,052	-
<b>Total</b>	<b>\$ 802,669</b>	<b>\$ 569,774</b>	<b>\$ 485,045</b>	<b>(84,729)</b>

<b>Staffing</b>				
<b>Job Description</b>	<b>2013-2014 Actual</b>	<b>2014-2015 Amended</b>	<b>2015-2016 Adopted</b>	<b>2016 vs 2015 Variance</b>
Broad Resident	-	1.00	-	(1.00)
Executive Assistant to the Superintendent	1.00	1.00	1.00	-
Receptionist for Superintendent	-	1.00	1.00	-
Superintendent	2.00	1.00	1.00	-
<b>Total</b>	<b>3.00</b>	<b>4.00</b>	<b>3.00</b>	<b>(1.00)</b>



## **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 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:**

There may be a high volume of teacher tenure issues this upcoming year due to teacher position cuts, layoffs, the ASD and charter school takeovers.

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

On a positive note for 2014-2015, many of the older, more aged lawsuits were resolved; however, several unanticipated organizational-related lawsuits were filed during the 201-4-2015 school year that will spill into the next fiscal year.

### **FISCAL YEAR 2015-2016 BUDGET HIGHLIGHTS:**

The budget reflects the reality of 2014-2015 including unanticipated organizational lawsuits; however, uncertainties related to those lawsuits are not reflected.



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

The General Counsel's office handles all legal matters for the District with a staff of four (4) attorneys, the General Counsel and one (1) Assistant. The Department handles all lawsuits and claims with the assistance of its staff and Risk Management staff which handles small claims. The Legal Department handles EEOC complaints, Circuit Court, Chancery Court, General Sessions Court and U.S. District Court matters which sometimes includes the Tennessee Court of Appeals and the Sixth Circuit Court of Appeals. The Office of the General Counsel also handles all tenure hearings and appeals for the District including hiring of impartial hearing officers, setting up and defending the District in the hearing itself, and if necessary, defending any appeals of tenure matters before the Members of the Shelby County Board of Education.

The Contracts Department is a subdivision of the Office of the General Counsel and Contracts initiates, negotiates, completes and stores all contracts for the District at large. They are in the process of compiling a records/storage bank for all contracts so that every District Department will have access to forms to use by request.

In addition to in-house matters some cases are assigned to outside counsel for handling and these vary in type and court. The outside counsel are chosen on an as-needed basis, with respect to education, experience and expertise.

**Legally Mandated/Required Curriculum:** Yes

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

**Program/Budget Changes:** The Legal Department budget is affected by the loss of students due to the creation of municipalities in the same way the entire District is affected, including lawsuits by former teachers. The department is adding a Sr. Associate Counsel position to meet increased demand.

**Operating Budget**

Major Object	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
1000 Salaries	\$ 624,558	\$ 879,340	\$ 938,969	\$ 59,629
2000 Benefits	149,909	214,795	229,612	14,817
3000 Contracted Services	745,846	932,206	1,729,533	797,327
4000 Supplies and Materials	4,887	34,200	34,200	-
5000 Other Charges	1,394,063	885,005	885,326	321
7000 Capital Outlay	4,547	11,000	11,000	-
<b>Total</b>	<b>\$ 2,923,810</b>	<b>\$ 2,956,546</b>	<b>\$ 3,828,640</b>	<b>872,094</b>



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

**Staffing**

Job Description	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
Associate Counsel	2.00	2.00	2.00	-
Chief Litigation Officer	1.00	-	-	-
Contract Advisor	1.00	1.00	1.00	-
Data Assistant	2.00	1.00	1.00	-
Director of Contract Management & Compliance	1.00	1.00	1.00	-
Executive Legal Assistant	1.00	1.00	1.00	-
General Counsel	1.00	1.00	1.00	-
Legal Secretary	1.00	1.00	1.00	-
Paralegal	1.00	-	-	-
Records Clerk	1.00	-	-	-
Sr. Associate Counsel	2.00	2.00	2.00	-
<b>Total</b>	<b>14.0</b>	<b>10.0</b>	<b>10.0</b>	<b>-</b>

**Goals, Objectives & Measures**

District Goals	Objective	Performance Measure	2013-14 Actual	2014-15 Estimated	2015-16 Proposed
Goal 2: Design Effective Business Operations	Provide guidance to all school administrators to avoid litigation but also to mitigate potential damages. Instruct and educate all administrators in legal statutes and possible ramifications.	80%	95%	100%	100%
Goal 3: Build Employee and Community Confidence in the Unified District	Provide sound legal advice to support the School Board and Administration recommendations and policies	Meet with Superintendent and Board Members to educate and apprise of potential legal pitfalls.	100%	100%	100%
Goal 4: Ensure Schools Are Safe, Clean, and Well-Prepared for Learning	Keep all students and staff members safe during school and work days and at all times.	Meet with school principals and staff to advise of legal issues to be aware of, including bullying, harassment, maintenance issues, etc.	100%	100%	100%



**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 2015-16 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:** Positions have been transferred to the Project Management Office.

**Operating Budget**

Major Object	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
1000 Salaries	\$ 321,343	\$ 594,777	\$ 212,582	\$ (382,195)
2000 Benefits	69,085	138,561	48,210	(90,351)
3000 Contracted Services	-	5,500	1,000	(4,500)
4000 Supplies and Materials	4,703	7,835	4,400	(3,435)
5000 Other Charges	-	1,897	2,000	103
7000 Capital Outlay	6,165	13,050	2,500	(10,550)
<b>Total</b>	<b>\$ 401,296</b>	<b>\$ 761,620</b>	<b>\$ 270,692</b>	<b>(490,928)</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
Business Advisor	2.00	2.00	-	(2.00)
Chief of Staff	1.00	1.00	1.00	-
Deputy Superintendent	1.00	-	-	-
Executive Assistant to the Chief of Staff	2.00	1.00	1.00	-
Highly Specialized Advisor-Strategic Planning	-	1.00	-	(1.00)
IT Process Advisor	1.00	1.00	-	(1.00)
PMO Manager	1.00	-	-	-
Policy Development Advisor	-	1.00	-	(1.00)
Strategic Planning Analyst	1.00	-	-	-
<b>Total</b>	<b>9.00</b>	<b>7.00</b>	<b>2.00</b>	<b>(5.00)</b>



**Policy (030200)**

The Policy Department is responsible for reviewing, revising and/or developing Board policies and administrative rules and regulations in support of and alignment with the District's goals and priorities and in compliance with federal and state laws and regulations; training of relevant District personnel and stakeholders in interpreting and implementing District policy; and the development and maintenance of annual or biennial compliance documents – Board/legally mandated policy reviews/evaluations and the SCS Policy Manual.

**Legally Mandated/Required Curriculum:** Yes

**Legal Reference or Statute:** TCA § 49-2-203

**Operating Budget**

Major Object	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
1000 Salaries	\$ 204,490	\$ 331,966	\$ 331,025	\$ (941)
2000 Benefits	48,912	71,016	74,018	3,002
3000 Contracted Services	821	8,117	12,700	4,583
4000 Supplies and Materials	3,321	8,200	7,000	(1,200)
5000 Other Charges	5,559	-	-	-
7000 Capital Outlay	-	1,000	2,500	1,500
<b>Total</b>	<b>\$ 263,103</b>	<b>\$ 420,299</b>	<b>\$ 427,243</b>	<b>6,944</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
Administrative Assistant for Policy	-	1.00	1.00	-
Director of Policy	-	1.00	1.00	-
Policy Development Advisor	-	2.00	2.00	-
<b>Total</b>	<b>-</b>	<b>4.00</b>	<b>4.00</b>	<b>-</b>





**Policy (030200) (concl'd)**

**Goals, Objectives & Measures**

District Goal	Objective	Performance Measure	2013-14 Actual	2014-15 Estimated	2015-16 Proposed
District Goal 1- Accelerate Student Achievement District Goal 2 – Design Effective Business Operations District Goal 3 – Build Employee and Community Confidence in the Unified District District Goal 4 – Ensure Schools Are Safe, Clean and Well-Prepared for Learning	Review, research, reconcile, revise and/or develop policies and rules and regulations	Number of Policies reviewed/researched/ revised/ developed	72	150	Entire manual per law
District Goal 1- Accelerate Student Achievement District Goal 2 – Design Effective Business Operations District Goal 3 – Build Employee and Community Confidence in the Unified District District Goal 4 – Ensure Schools Are Safe, Clean and Well-Prepared for Learning	Develop and implement a comprehensive communications plan to disseminate and train on key District policies for the appropriate stakeholders	Number of policy presentations/trainings to stakeholders/100% of new and /or revised policies disseminated to stakeholders using approved (Jan. 2015) Communications Plan	13 presentations/trainings; 100% new and/or revised policies available on-line	15; 100% new and/or revised policies available on-line	18 presentations/trainings; 100% new and/or revised policies disseminated using approved Communications Plan
District Goal 1- Accelerate Student Achievement District Goal 2 – Design Effective Business Operations District Goal 3 – Build Employee and Community Confidence in the Unified District District Goal 4 – Ensure Schools Are Safe, Clean and Well-Prepared for Learning	Evaluate key District policies' effectiveness in meeting District goals and priorities	Key District policies are identified for evaluation and recommendations are generated	not applicable	Begin research and design of and training on Policy Efficacy Review Process	Complete Policy Efficacy Review Process; Pilot review process on 1-2 key District policies



## **PROJECT MANAGEMENT OFFICE**

### **MISSION STATEMENT:**

The Project Management Office (PMO) mission is to provide a district-wide approach to identify, prioritize, and successfully execute a portfolio of initiatives and projects that are aligned with the District's strategic objectives and educational vision, which encompasses the 80/90/100% plan.

### **STRATEGIC GOALS:**

- Improve our ability to aggregate and holistically report on project status, financial health, and mitigation of issues, risk, and dependencies across projects and departments
- Promote best practices standards to ensure successful completion of projects
- Streamline Communications to keep SCS Executive leadership and the key stakeholders informed
- Foster transparency and accountability of top departmental priority projects
- Reduce risk from overlapping or interdependent projects

### **ISSUES & TRENDS:**

- Provide increased management, integration, and support for mobile devices
- Integrate IT infrastructure, applications, and resources to support merged district
- Implement an Enterprise Resource Planning (ERP) system for business and process efficiency and effectiveness
- Implement an education intelligence tool to support merged district

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

- Establishment of the Project Management Office within the Information Technology department
- Management of ERP interface implementation for Great West Retirement Plan and Tennessee state Retirement Plan
- Project Management of Sprints 1,2, and 3 of district Data Warehouse and Ed-Fi dashboard implementation



**Project Management Office (344000)**

The SCS Project Management Office is a service focused department that provides a major impact on organizational success by ensuring that District projects are aligned with the District’s strategic objectives, and educational vision, which encompasses the 80/90/100% plan. The Project Management Office will manage major enterprise projects to ensure that they remain within schedule, scope and budget. The department will also define and maintain the standard for project management within the district by providing project planning, scheduling, analysis, and reporting for designated projects.

**Program/Budget Changes:** Positions previously funded through grants are now included in the General Fund.

**Operating Budget**

Major Object	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
1000 Salaries	\$ -	\$ -	\$ 739,363	\$ 739,363
2000 Benefits	-	-	194,555	194,555
3000 Contracted Services	-	-	1,690	1,690
4000 Supplies and Materials	-	-	2,500	2,500
5000 Other Charges	-	-	8,000	8,000
7000 Capital Outlay	-	-	20,000	20,000
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 966,108</b>	<b>966,108</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
Assistant to the Project Management Office	-	-	1.00	1.00
Business Advisor	-	-	2.00	2.00
Director of Educational Technology Services	-	-	1.00	1.00
Director-Project Management Office	-	-	1.00	1.00
Highly Specialized Advisor-Strategic Planning	-	-	1.00	1.00
IT Process Advisor	-	-	1.00	1.00
IT Project Advisor	-	-	2.00	2.00
IT Project Analyst	-	-	1.00	1.00
<b>Total</b>	<b>-</b>	<b>-</b>	<b>10.00</b>	<b>10.00</b>

**HUMAN RESOURCES****MISSION STATEMENT:**

The mission of Human Resources is to attract, cultivate, reward and retain a highly effective workforce for the success of all students and schools.

**DEPARTMENTAL GOALS:**

Human Resources 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.

**ISSUES & TRENDS:**

The structure of the department has changed since its initial design in June 2013. Proposed staffing moves are itemized on the following pages.



**Labor Relations (030100)**

The Department of Labor and Employee Relations is responsible for the negotiation and the administration of the teachers' labor agreement in accordance with TCA 49-5-601 through 49-5-609. It also manages the grievance process, administers disciplinary hearings and determines appropriate disciplinary actions, works closely with the unions, human resources staff and management to resolve complex personnel issues. Staff provides advice and counsel to managers/supervisors, responds to and represents the District in unemployment hearings and appeals and acts as an agent of the District in arbitrations and tenure/dismissal hearings. The department investigates allegations of inappropriate behavior and EEO complaints to determine if there are any violations of board policies, state, and/or federal laws.

**Legally Mandated/Required Curriculum:** Yes

**Legal Reference or Statute:** TCA § 49-5-601 through § 49-6-609

**Operating Budget**

Major Object	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
1000 Salaries	\$ 152,415	\$ 142,493	\$ 149,617	\$ 7,124
2000 Benefits	31,928	30,131	32,064	1,933
3000 Contracted Services	427	3,827	3,152	(675)
4000 Supplies and Materials	1,870	3,500	2,000	(1,500)
5000 Other Charges	2,655	14,680	15,770	1,090
7000 Capital Outlay	1,421	2,300	2,010	(290)
<b>Total</b>	<b>\$ 190,716</b>	<b>\$ 196,931</b>	<b>\$ 204,613</b>	<b>7,682</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
Director of Labor Relations	-	1.00	1.00	-
EEO Specialist	1.00	-	-	-
Labor EEOC Associate	-	1.00	1.00	-
Labor Relations Administrative Assistant	1.00	-	-	-
Manager of Labor Relations	1.00	-	-	-
<b>Total</b>	<b>3.00</b>	<b>2.00</b>	<b>2.00</b>	<b>-</b>



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

**Goals, Objectives & Measures**

District Goal	Objective	Performance Measure	2013-14 Actual	2014-15 Estimated	2015-16 Proposed
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.	Increase percentage of recommendations upheld for non reelects/dismissals by 25%.	50%	75%	85%
Goal 2: Design Effective Business Operations	Restructure and align non reelect/dismissal process to HR.	Increase the staff productivity and streamline departmental functions.	N/A		
Goal 2: Design Effective Business Operations	Provide training (FMLA, Title VII, ADA) to staff and administrators to reduce the number of complaints and allegations of hostile work environment.	Decrease the number of complaints and allegations of hostile work environment by 10% per year	33 Complaints for 2014	30 Complaints for 2015	27 Complaints for 2016



**Substitutes (102400)**

Substitutes provide qualified teachers for the classroom during personnel absences in order to ensure continuity in the instructional program. Substitute teachers are reimbursed on a two-tier rate based on the number of days in a position. Maintain a pool of substitute clerical personnel and educational assistants who are charged to the requestor’s budget with the exception of SPED substitute educational assistants for day-to-day absences. Substitute clerical personnel are reimbursed at the rate of \$10.17 per hour.

**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

**Program/Budget Changes:** We have cut the substitute certified and non-certified teacher budget by 4% for each of the next three years due to anticipated drops in enrollment and elimination of teaching positions.

**Operating Budget**

Major Object	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
1000 Salaries	\$ 9,689,517	\$ 7,792,634	\$ 7,033,647	\$ (758,987)
2000 Benefits	728,860	596,136	1,208,365	612,229
3000 Contracted Services	-	43,534	43,362	(172)
4000 Supplies and Materials	-	-	-	-
5000 Other Charges	-	4,200	4,200	-
7000 Capital Outlay	-	-	-	-
<b>Total</b>	<b>\$ 10,418,377</b>	<b>\$ 8,436,504</b>	<b>\$ 8,289,574</b>	<b>(146,930)</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
Staffing Advisor	-	-	1.00	1.00
Staffing Associate	-	-	1.00	1.00
<b>Total</b>	<b>-</b>	<b>-</b>	<b>2.00</b>	<b>2.00</b>

**Goals, Objectives & Measures**

District Goal	Objective	Performance Measure	2013-14 Actual	2014-15 Estimated	2015-16 Proposed
Goal 1: Accelerate Student Achievement	Ensure that the district is able to fill teacher vacancies with high-quality substitutes for short and long-term absences.	95% daily fill rate	88%	90%	95%
Goal 1: Accelerate Student Achievement	Increase the number of certified substitutes to fill long-term absences	Certified sub pool increases by 25% over 14-15	N/A	N/A	25%
Goal 2: Design Effective Business Operations	Use and share substitute data with human capital staffing advisors, principals and JLDs to identify trends in teacher absenteeism in order to develop strategies to address issues.	HR will produce an analysis of substitute data by school	N/A	N/A	N/A



**Talent Management (310000)**

The mission of Talent Management was to attract, cultivate, reward and retain a highly effective workforce for the success of all students and schools. Talent Management served as the management/leadership entity for the Performance Management and Professional Development departments, provided oversight to Teacher & Leader Effectiveness (TLE) strategy and implementation, and provided support for overall implementation including data analysis & systems management, communications, project management, and budget forecasting & reporting. The department also served 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.

**Program/Budget Changes:** Due to reorganizations, this department and its functions have been re-aligned among other departments of Human Resources.

**Operating Budget**

Major Object	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
1000 Salaries	\$ 700,758	\$ 972,828	\$ -	\$ (972,828)
2000 Benefits	149,465	218,336	-	(218,336)
3000 Contracted Services	1,237	1,000	-	(1,000)
4000 Supplies and Materials	-	-	-	-
5000 Other Charges	-	-	-	-
7000 Capital Outlay	-	-	-	-
<b>Total</b>	<b>\$ 851,460</b>	<b>\$ 1,192,164</b>	<b>\$ -</b>	<b>(1,192,164)</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
Administrative Assistant, Director and Employee Se	1.00	1.00	-	(1.00)
Administrative Assistant, Performance Management a	1.00	1.00	-	(1.00)
Budget Analyst- Human Capital	-	1.00	-	(1.00)
Chief Human Capital Officer	1.00	-	-	-
Compensation Advisor	-	1.00	-	(1.00)
Director of Human Capital Office	1.00	1.00	-	(1.00)
Director of Performance Management	-	1.00	-	(1.00)
District Receptionist	2.00	1.00	-	(1.00)
Executive Assistant to the Chief Human Capital Off	1.00	1.00	-	(1.00)
Executive Assistant to the Chief Innovation Office	1.00	-	-	-
Finance Specialist	1.00	-	-	-
Highly Specialized Human Capital Advisor	1.00	1.00	-	(1.00)
Manager of Budget & Compensation	1.00	-	-	-
Non-Instructional Advisor	1.00	1.00	-	(1.00)
Non-Instructional Associate	1.00	1.00	-	(1.00)
Strategic Planning Analyst	-	1.00	-	(1.00)
Technology and Communications Advisor	-	-	-	-
Technology Analyst	1.00	-	-	-
<b>Total</b>	<b>14.00</b>	<b>12.00</b>	<b>-</b>	<b>(12.00)</b>





**Recruitment and Staffing (313000)**

Recruitment and Staffing's primary focus is ensuring that the district is able to identify, recruit, attract and support hiring managers in the selection and orientation of high-quality candidates for all positions, ranging from part-time and clerical to teachers, school leaders, managerial and executive level staff. In 2015-16, the teacher staffing component of work will transition back to the district after living with TNTP during the Gates grant. 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 Recruitment and Staffing team is restructuring to include four new staff to replace the TNTP STARS contract personnel, twelve transferred from other departments within Human Resources, and two from the TLE grant.

**Operating Budget**

Major Object	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
1000 Salaries	\$ 278,027	\$ 642,551	\$ 1,808,862	\$ 1,166,311
2000 Benefits	70,572	162,012	505,150	343,138
3000 Contracted Services	-	-	55,000	55,000
4000 Supplies and Materials	-	-	2,000	2,000
5000 Other Charges	-	-	62,500	62,500
7000 Capital Outlay	-	-	-	-
<b>Total</b>	<b>\$ 348,599</b>	<b>\$ 804,563</b>	<b>\$ 2,433,512</b>	<b>1,628,949</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
Administrative Assistant, Director and Employee Se	-	-	1.00	1.00
Administrative Assistant, Performance Management	-	-	1.00	1.00
Communications and Customer Services Analyst	-	-	1.00	1.00
Compliance Associate	-	1.00	1.00	-
Director of Human Capital Office	-	-	1.00	1.00
District Receptionist	-	-	1.00	1.00
Employee Connect Clerk	-	-	4.00	4.00
Employee Connect Manager	-	-	1.00	1.00
Human Capital Analyst	-	-	1.00	1.00
Human Capital Associate	-	3.00	3.00	-
Manager of Recruitment & Staffing	1.00	2.00	1.00	(1.00)
Non-Instructional Advisor	-	-	1.00	1.00
Non-Instructional Associate	-	-	1.00	1.00
Recruitment and Staffing Advisor	2.00	2.00	4.00	2.00
Talent Acquisition Advisor	-	1.00	1.00	-
Talent Acquisition Associate	-	-	1.00	1.00
Talent Acquisition Manager	-	-	1.00	1.00
Teacher and Leader Effectiveness Advisor	-	-	1.00	1.00
Teacher Evaluation Analyst	-	-	1.00	1.00
Technology and Communications Advisor	-	-	1.00	1.00
<b>Total</b>	<b>3.00</b>	<b>9.00</b>	<b>28.00</b>	<b>19.00</b>



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

**Goals, Objectives & Measures**

District Goal	Objective	Performance Measure	2013-14 Actual	2014-15 Estimated	2015-16 Proposed
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%	unknown	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	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%	53%	75%



**Employee Services (314000)**

Employee Services is charged with the responsibility of providing services to an active work force in excess of 13,000 serving in approximately 600 job classifications. The mission of the 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 the Federal, State, and local laws.

**Legally Mandated/Required Curriculum:** Yes

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

<b>Operating Budget</b>				
<b>Major Object</b>	<b>2013-2014 Actual</b>	<b>2014-2015 Amended</b>	<b>2015-2016 Adopted</b>	<b>2016 vs 2015 Variance</b>
1000 Salaries	\$ 964,031	\$ 901,344	\$ 1,090,023	\$ 188,679
2000 Benefits	221,024	235,315	291,678	56,363
3000 Contracted Services	30,679	719	-	(719)
4000 Supplies and Materials	11,593	-	-	-
5000 Other Charges	16,042	-	10,767	10,767
7000 Capital Outlay	8,235	-	-	-
<b>Total</b>	<b>\$ 1,251,604</b>	<b>\$ 1,137,378</b>	<b>\$ 1,392,468</b>	<b>255,090</b>

<b>Staffing</b>				
<b>Job Description</b>	<b>2013-2014 Actual</b>	<b>2014-2015 Amended</b>	<b>2015-2016 Adopted</b>	<b>2016 vs 2015 Variance</b>
Administrative Assistant- Employee Services	-	1.00	-	(1.00)
Benefits Manager	1.00	-	-	-
Chief of Human Resources	-	1.00	1.00	-
Compensation Advisor	-	-	2.00	2.00
Compensation Analyst	1.00	1.00	2.00	1.00
Compensation Associate	1.00	-	-	-
Compensation Manager	-	1.00	1.00	-
Director of Employee Services	1.00	-	-	-
Director of HR Operations and Strategy	-	-	1.00	1.00
Employee Connect Clerk	7.00	5.00	-	(5.00)
Employee Connect Manager	1.00	1.00	-	(1.00)
Employee Enterprise Associate	4.00	4.00	4.00	-
Employee Enterprise Clerk	-	2.00	2.00	-
Employee Enterprise Manager	1.00	1.00	1.00	-
Employee Systems Specialist	1.00	1.00	1.00	-
Ombudsman	1.00	-	-	-
Strategic Planning Analyst	-	-	1.00	1.00
<b>Total</b>	<b>19.00</b>	<b>18.00</b>	<b>16.00</b>	<b>(2.00)</b>



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

#### Goals, Objectives & Measures

District Goal	Objective	Performance Measure	2013-14 Actual	2014-15 Estimated	2015-16 Proposed
Recruitment	Recruit the best candidate possible for all positions.	Number of refers to Labor Relation for poor performance.	100%	100%	100%
Compliance	Ensure that District is in compliance with all Federal, State, and local laws.	Teachers released due to not being in compliance.	100%	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	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
1000 Salaries	\$ -	\$ 26,276	\$ 26,276	\$ -
2000 Benefits	-	4,343	4,446	103
3000 Contracted Services	152	742,914	672,865	(70,049)
4000 Supplies and Materials	-	32,500	32,500	-
5000 Other Charges	-	154,711	100,324	(54,387)
7000 Capital Outlay	-	44,400	4,400	(40,000)
<b>Total</b>	<b>\$ 152</b>	<b>\$ 1,005,144</b>	<b>\$ 840,811</b>	<b>(164,333)</b>



**Benefits – Retirees (325010)**

Retired employees Health and Life insurance is responsible for providing the best care to retired employees at the best cost possible to the district and the retired employee. This provides the district contribution (cost) towards retired employees’ health and life insurance.

**Legally Mandated/Required Curriculum:** Yes

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

Major Object	Operating Budget			
	2013-2014 Actual	2014-2015 Amended	2015-2016 Adopted	2016 vs 2015 Variance
1000 Salaries	\$ -	\$ -	\$ -	\$ -
2000 Benefits	30,164,619	29,426,970	33,135,196	3,708,226
3000 Contracted Services	-	-	-	-
4000 Supplies and Materials	-	-	-	-
5000 Other Charges	-	-	-	-
7000 Capital Outlay	-	-	-	-
<b>Total</b>	<u>\$ 30,164,619</u>	<u>\$ 29,426,970</u>	<u>\$ 33,135,196</u>	<u>3,708,226</u>



**Communications (301000)**

The Communications Department’s purpose is to promote the accomplishments and 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, TV and radio production, social media, strategic PR support and community engagement throughout the district, to assist schools and district departments in serving our stakeholders.

**Operating Budget**

Major Object	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
1000 Salaries	\$ 1,106,913	\$ 1,098,984	\$ 1,140,560	\$ 41,576
2000 Benefits	267,234	292,436	291,049	(1,387)
3000 Contracted Services	131,751	395,738	344,710	(51,028)
4000 Supplies and Materials	62,303	62,475	32,440	(30,035)
5000 Other Charges	52,010	78,192	170,875	92,683
7000 Capital Outlay	21,332	7,400	342,330	334,930
<b>Total</b>	<b>\$ 1,641,543</b>	<b>\$ 1,935,225</b>	<b>\$ 2,321,964</b>	<b>386,739</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
Administrative Assistant for Communications	1.00	1.00	1.00	-
Audio/Visual Production Tech	2.00	2.00	2.00	-
Broadcast Production Advisor	1.00	1.00	1.00	-
Broadcast Production Associate	1.00	1.00	1.00	-
Broadcasting Specialist	-	1.00	1.00	-
Call Center Assistant	5.00	-	-	-
Call Center Manager	1.00	1.00	-	(1.00)
Chief Communications Officer	1.00	-	-	-
Chief Engineer	1.00	1.00	1.00	-
Clerk for Communications/TV	1.00	1.00	1.00	-
Communication Manager Public Information Officer	-	1.00	1.00	-
Communications Specialist	-	-	1.00	1.00
District Receptionist	-	1.00	1.00	-
External Communications Analyst	1.00	1.00	1.00	-
External Communications Associate	1.00	-	-	-
External Communications Manager	1.00	1.00	-	(1.00)
General Manager	1.00	1.00	1.00	-
Graphics Advisor	1.00	1.00	1.00	-
Graphics Specialist	1.00	1.00	1.00	-
Internal Communications Analyst	1.00	1.00	1.00	-
Internal Communications Manager	1.00	1.00	1.00	-
Marketing Manager - Communications	-	1.00	1.00	-
Marketing Specialist	-	-	-	-
Webmaster	1.00	1.00	1.00	-
<b>Total</b>	<b>23.00</b>	<b>20.00</b>	<b>19.00</b>	<b>(1.00)</b>



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

**Goals, Objectives & Measures**

District Goal	Objective	Performance Measure	2013-14 Actual	2014-15 Estimated	2015-16 Proposed
Goal 3: Build Employee and Community Confidence in the Unified District	Increase awareness about the achievements of students, teachers and staff using a wide variety of district-run communications channels, as well as through proactive media relations.	Annual increase in the number of "positive" stories and reports either produced/shared by the district or covered by a local or national media outlet.	N/A	Awaiting end of year results to set a new baseline	N/A
Goal 3: Build Employee and Community Confidence in the Unified District	Increase confidence among internal and external stakeholders regarding the ability of schools to deliver high quality instruction and the district to reach its 80/90/100 strategic goals.	Annual communications survey shows an increase in the percentage of people who believe schools and the district are on track to improve student achievement.	N/A	84% - Schools   62% District (based on survey responses)	87% - Schools   65% District (based on survey responses)
Goal 3: Build Employee and Community Confidence in the Unified District	Increase community engagement to support our schools.	Annual communications survey shows an increase in the number of volunteers for our schools.	N/A	78% volunteer rate (based on survey responses)	81% volunteer rate (based on survey responses)





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

The Department of Family 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 support Title One schools with their parent engagement programs and assist in monitoring for compliance issues.

**Legally Mandated/Required Curriculum:** Yes

**Legal Reference or Statute:** Volunteer Screening mandated by Policies 4053 and 7010. Parent Engagement is required by federal Title I law and SCS policies 5010 and 7009.

**Operating Budget**

Major Object	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
1000 Salaries	\$ 446,922	\$ 405,725	\$ 445,477	\$ 39,752
2000 Benefits	102,088	109,841	107,247	(2,594)
3000 Contracted Services	160,387	257,038	276,789	19,751
4000 Supplies and Materials	26,462	88,260	72,760	(15,500)
5000 Other Charges	23,327	19,140	42,050	22,910
7000 Capital Outlay	2,493	6,000	5,000	(1,000)
<b>Total</b>	<b>\$ 761,679</b>	<b>\$ 886,004</b>	<b>\$ 949,323</b>	<b>63,319</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
Administrative Assistant for Parent & Community En	1.00	1.00	1.00	-
Community Engagement Analyst	-	1.00	1.00	-
Director, Parent & Community Engagement	-	-	1.00	1.00
Grant Writer Advisor	1.00	1.00	1.00	-
Manager of Parent & Community Engagement	1.00	1.00	-	(1.00)
Parent Engagement Analyst (District Wide)	1.00	1.00	1.00	-
Specialist - Community Outreach	1.00	-	-	-
<b>Total</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>-</b>



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

**Goals, Objectives & Measures**

District Goal	Objective	Performance Measure	2013-14 Actual	2014-15 Estimated	2015-16 Proposed
Goal 1: Accelerate Student Achievement	Expand the Team Read Tutoring Program	Serve at least 20 additional elementary schools	5 elementary schools	25 elementary schools served	45 elementary schools served
Goal 3: Build Employee and Community Confidence in the Unified District	Implement a parent training program	Serve a cohort of 40 schools with three courses	N/A	25 schools with 3 courses	50 schools with three courses
Goal 2: Design Effective Business Operations	Refine and upgrade information systems for volunteer management and program evaluation	Update background check results system and implement a volunteer management system	In house designed system in place, needs to be updated	RFP released and vendor selected, plan in place to implement system district-wide, in-house system modified but not redesigned	In-house system redesigned and implemented; Volunteer Management System used by 40 schools



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**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:**

- Improve Dynamic IT Infrastructure
- Continue to integrate Enterprise services and applications
- Implement common, effective management practices
- Build business continuity and resiliency
- Build data centric culture district wide

**ISSUES & TRENDS:**

- Provide increased management, integration, and support for mobile devices
- Integrate IT infrastructure, applications, and resources to support the district
- Implement an Enterprise Resource Planning (ERP) system for business and process efficiency and effectiveness
- Implement an Enterprise Data Warehouse for better data driven decision making abilities
- Implement Data, Software, and Hardware Standards

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

- Completed the hardware rollout for the Pearson Blended Learning Rollout (12,000 Devices) New wireless infrastructure in 18 schools.
- Engineered and implemented new District Website environment improving customer experience, site responsiveness and site resiliency
- Completed Smartvoice VOIP Phone Systems migration (13,000 extensions)
- Implement new district wide systems management system for improved responsiveness to user issues and endpoint performance
- Provided an enterprise data backup system and data storage solution for the District to ensure data security

**FISCAL YEAR 2015-16 BUDGET HIGHLIGHTS:**

**Increased expenses and causes**

- Increase Professional/Staff Development, so that staff may enhance skill set and certifications to manage and support emerging technologies.
- Re-organize new development team and re-prioritize systems outsourcing functions

**Decreased Expenses**

- Work with vendors and restructure and consolidate long-term maintenance contracts
- Implement software and hardware standards district wide

**Describe relationship between functional units and financial structure**

- Instructional Technology represents Customer Support staff for schools and administrative facilities



**Information Technology (concl'd)**

- Information Technology represents the following functional units:
  - Network and Telecommunications
  - Enterprise Systems/Data Center
  - Help Desk
  - IT Training
  - IT Business Support
- Application Development



**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.

**Program/Budget Changes:** The staffing variance is due to reorganization of structure and services to better support academic goals.

**Operating Budget**

Major Object	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
1000 Salaries	\$ 357,028	\$ 269,124	\$ 500,379	\$ 231,255
2000 Benefits	69,354	75,917	132,092	56,175
3000 Contracted Services	3,525,419	7,389,124	9,955,414	2,566,290
4000 Supplies and Materials	9,531	-	15,948	15,948
5000 Other Charges	112,601	66,734	120,800	54,066
7000 Capital Outlay	40,638	50,000	235,000	185,000
<b>Total</b>	<b>\$ 4,114,571</b>	<b>\$ 7,850,899</b>	<b>\$ 10,959,633</b>	<b>3,108,734</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
Assistant to the Project Management Office	-	1.00	-	(1.00)
Business Analyst	-	-	1.00	1.00
Chief Information Officer	1.00	1.00	1.00	-
Chief Information Security Officer	-	-	-	-
Executive Assistant to the Chief Information Officer	2.00	-	-	-
Executive Director of IT	-	-	1.00	1.00
IT Budget and E-Rate Specialist	-	1.00	1.00	-
IT Departmental Assistant	-	1.00	2.00	1.00
IT Front Desk	1.00	-	-	-
Project Coordinator	-	-	1.00	1.00
<b>Total</b>	<b>4.00</b>	<b>4.00</b>	<b>7.00</b>	<b>3.00</b>

**Goals, Objectives & Measures**

District Goal	Objective	Performance Measure	2013-14 Actual	2014-15 Estimated	2015-16 Proposed
Goal 2: Design Effective Business Operations	To submit annual operating and capital budgets for approval by the Board of Commissioners.	Percentage of operating and capital budgets submitted on schedule.		100%	100%
Goal 3: Build Employee and Community Confidence in the Unified District	To produce highly effective communication and financial tools illustrating the District's financial budget.			100%	100%
Goal 2: Design Effective Business Operations	To submit annual operating budget to the State of Tennessee.	Budget submitted to State in a timely manner.		100%	100%



**PARCC (340100)**

The Partnership for Assessment of Readiness for College and Careers (PARCC) is a group of states working together to develop a modern assessment that replaces previous state standardized tests. It not only evaluates a student's progress but also provides better information for teachers and parents to identify where a student needs help, or is excelling, so they are able to enhance instruction to meet individual student needs.

PARCC helps ensure that all students, regardless of income, family background or geography, have equal access to a world-class education that will prepare them for success after high school in college and/or careers. New state standards set consistent expectations in English and mathematics for every student, and PARCC provides a valid and reliable evaluation of each student's progress toward them.

**Operating Budget**

Major Object	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
1000 Salaries	\$ -	\$ -	\$ -	\$ -
2000 Benefits	-	-	-	-
3000 Contracted Services	-	-	-	-
4000 Supplies and Materials	-	-	-	-
5000 Other Charges	-	-	-	-
7000 Capital Outlay	-	5,006,960	5,006,960	-
<b>Total</b>	<u>\$ -</u>	<u>\$ 5,006,960</u>	<u>\$ 5,006,960</u>	<u>-</u>



**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.

**Program/Budget Changes:** The staffing variance is due to reorganization of structure and services to better support academic goals.

<b>Operating Budget</b>				
<b>Major Object</b>	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015-2016</b>	<b>2016 vs 2015</b>
	<b>Actual</b>	<b>Amended</b>	<b>Adopted</b>	<b>Variance</b>
1000 Salaries	\$ 3,667,995	\$ 4,084,633	\$ 4,150,378	\$ 65,745
2000 Benefits	992,059	1,143,435	1,356,014	212,579
3000 Contracted Services	305,811	363,800	123,652	(240,148)
4000 Supplies and Materials	12,476	20,000	20,000	-
5000 Other Charges	989	21,000	25,000	4,000
7000 Capital Outlay	15,786	15,000	20,000	5,000
<b>Total</b>	<b>\$ 4,995,116</b>	<b>\$ 5,647,868</b>	<b>\$ 5,695,044</b>	<b>47,176</b>

<b>Staffing</b>				
<b>Job Description</b>	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015-2016</b>	<b>2016 vs 2015</b>
	<b>Actual</b>	<b>Amended</b>	<b>Adopted</b>	<b>Variance</b>
Application Support I	-	-	4.00	4.00
Application Support Lead	-	-	1.00	1.00
Associate, School Support	61.00	-	-	-
Department Support	1.00	-	-	-
Director Client Services	-	-	-	-
Director of Business Relationships & Customer Ser	-	-	1.00	1.00
Director of Business Relationships & Customer Serv	1.00	-	-	-
Field Support Manager	3.00	2.00	-	(2.00)
Information Assurance Officer	1.00	-	-	-
Interim Executive Director- Information Technology	-	1.00	-	(1.00)
IT Manager-Instructional Technology	-	1.00	-	(1.00)
IT Manager-Technology Field Support	-	3.00	-	(3.00)
IT Project Advisor	-	1.00	-	(1.00)
IT Project Analyst	-	1.00	-	(1.00)
IT Support Analyst	-	56.00	-	(56.00)
Manager Application Support	-	-	1.00	1.00
Manager Tech Support	-	-	2.00	2.00
Service Desk Associate	12.00	10.00	-	(10.00)
Service Desk Manager	1.00	-	-	-
Technical Support I	-	-	10.00	10.00
Technical Support II	-	-	10.00	10.00
Technical Support III	-	-	40.00	40.00
Technical Support Lead I	-	-	1.00	1.00
Technical Support Lead II	-	-	1.00	1.00
Technical Support Lead III	-	-	1.00	1.00
	<b>80.00</b>	<b>75.00</b>	<b>72.00</b>	<b>(3.00)</b>





**User Support Services (341000) (concl'd)**

**Goals, Objectives & Measures**

<b>District Goal</b>	<b>Objective</b>	<b>Performance Measure</b>	<b>2013-14 Actual</b>	<b>2014-15 Estimated</b>	<b>2015-16 Proposed</b>
Goal 3: Build Employee and Community Confidence in the Unified District	Provide superior customer services	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.

**Program/Budget Changes:** The staffing variance is due to reorganization of structure and services to better support academic goals.

**Operating Budget**

Major Object	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
1000 Salaries	\$ 1,796,046	\$ 949,112	\$ 1,234,000	\$ 284,888
2000 Benefits	448,977	118,961	407,148	288,187
3000 Contracted Services	(12,675)	6,500	-	(6,500)
4000 Supplies and Materials	(25,344)	10,000	10,000	-
5000 Other Charges	1,286	7,000	10,000	3,000
7000 Capital Outlay	6,628	7,000	15,000	8,000
<b>Total</b>	<b>\$ 2,214,918</b>	<b>\$ 1,098,573</b>	<b>\$ 1,676,148</b>	<b>577,575</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
App Developer	-	-	-	-
Data Center Manager	-	-	1.00	1.00
Database Administrator	-	-	1.00	1.00
Director of Educational Technology Services	1.00	1.00	-	(1.00)
ED-Tech Analyst	26.00	-	-	-
Educational Technology Manager	2.00	-	-	-
ERP Developer I	-	-	-	-
IT Departmental Assistant	-	1.00	-	(1.00)
IT Instructional Specialists	-	10.00	-	(10.00)
IT Manager-Application Development	-	1.00	-	(1.00)
IT Project Advisor	-	1.00	-	(1.00)
Manager ERP	-	-	-	-
Manager SMS	-	-	-	-
Manager Training	-	-	-	-
Network Administration Manager	-	-	1.00	1.00
Network Administrator	-	-	5.00	5.00
Report Writer	-	-	-	-
Sharepoint Developer	-	-	-	-
SMS Developer I	-	-	-	-
Sr. App Developer	-	-	-	-
Sr. ERP Developer	-	-	-	-
Sr. Manager of Development	-	-	-	-
Sr. Sharepoint Developer	-	-	-	-
Sr. SMS Developer	-	-	-	-
Sr. Technical Operations Manager	-	-	1.00	1.00
Storage Specialist	-	-	1.00	1.00
Systems Administration Manager	-	-	1.00	1.00
Systems Administrator	-	-	6.00	6.00
Telecom Analyst	-	-	4.00	4.00
TTC - Front Desk	1.00	-	-	-
VM Specialist	-	-	1.00	1.00
	<b>30.00</b>	<b>14.00</b>	<b>22.00</b>	<b>8.00</b>



**Business Application Services (342000) (concl'd)**

**Goals, Objectives & Measures**

District Goal	Objective	Performance Measure	2013-14 Actual	2014-15 Estimated	2015-16 Proposed
Goal 1: Accelerate Student Achievement	Provide teacher and administrative dashboarding capabilities through datawarehouse storage	Complete district data systems integration		100%	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.

**Program/Budget Changes:** The staffing variance is due to reorganization of structure and services to better support academic goals.

**Operating Budget**

Major Object	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
1000 Salaries	\$ 1,988,300	\$ 2,743,872	\$ 1,400,649	\$ (1,343,223)
2000 Benefits	488,132	663,489	382,290	(281,199)
3000 Contracted Services	10,566,820	12,365,465	7,543,615	(4,821,850)
4000 Supplies and Materials	9,586	80,000	75,000	(5,000)
5000 Other Charges	94,995	11,000	11,000	-
7000 Capital Outlay	11,349	12,000	24,000	12,000
<b>Total</b>	<b>\$ 13,159,182</b>	<b>\$ 15,875,826</b>	<b>\$ 9,436,554</b>	<b>(6,439,272)</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
Asset Management	-	-	-	-
Business Advisor	-	1.00	-	(1.00)
Data Center Manager	1.00	-	-	-
Database Advisor (ERP)	3.00	1.00	-	(1.00)
Database Advisor (Software Development)	2.00	-	-	-
Director of Technical Services	1.00	-	-	-
Director Systems Development and Integration I	-	-	1.00	1.00
Director Technical Operations	-	-	-	-
Director-Project Management Office	-	1.00	-	(1.00)
IT Database Advisor	-	3.00	4.00	1.00
IT Enterprise Email Analyst	-	2.00	-	(2.00)
IT Manager - System Administration and Security	-	1.00	-	(1.00)
IT Manager-Technology Development	-	1.00	-	(1.00)
IT Network/Telecom Manager	1.00	1.00	-	(1.00)
IT Programmer Advisor	-	4.00	6.00	2.00



**Infrastructure and Systems Support Services (343000) (concl'd)**

**Staffing (concl'd)**

**Staffing**

Job Description	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
IT Report Analyst	-	3.00	4.00	1.00
IT Systems Administrator Analyst	-	3.00	-	(3.00)
Mail Analyst	2.00	-	-	-
Manager of Application Development I	-	-	1.00	1.00
Manager of Technology Development I	-	-	1.00	1.00
Network Analyst	5.00	5.00	-	(5.00)
Programmer Advisor (Software Development)	2.00	-	-	-
Programmer Advisor ERP	3.00	2.00	-	(2.00)
Quality Assurance	-	-	1.00	1.00
Report Analyst (ERP)	2.00	1.00	-	(1.00)
Report Analyst (Software Development)	2.00	-	-	-
Software Developer Manager	-	-	-	-
Solutions Architect	-	-	-	-
Sr. Mgr Infosec & Change Control	-	-	-	-
System Administrator	-	-	-	-
Telecom Analyst	-	-	-	-
<b>Total</b>	<b>24.00</b>	<b>29.00</b>	<b>18.00</b>	<b>(11.00)</b>

**Goals, Objectives & Measures**

District Goal	Objective	Performance Measure	2013-14 Actual	2014-15 Estimated	2015-16 Proposed
Goal 2: Design Effective Business Operations	Maintain stable network environment	90% network up time during business hours		90%	90%
Goal 2: Design Effective Business Operations	Maintain stable systems uptime	90% network up time during business hours		90%	90%



**INTERNAL AUDIT**

**MISSION STATEMENT:**

The purpose of the Division of Internal Audit is to provide management and the Board with an independent, objective assurance and consulting activity designed to add value and improve the District's operations by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes.

**STRATEGIC GOALS:**

- Conduct annual audits of all schools' student activity funds
- Conduct risk-based audits on certain aspects of operations in each of the following six (6) areas: transportation, facilities, purchasing, information and/or instructional technology, safety and nutrition
- Monitor school financial accounting and reporting using School Funds Online (SFO) and train new financial secretaries and principals, as needed

**ISSUES & TRENDS:**

- New employees to the department create both training challenges and opportunity to capitalize on new talent
- Emerging trends in the profession require internal auditors to assess organizational risks, ensure accountability and recommend improvement to operations

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

This fiscal year was a year of challenge primarily due to personnel issues as well as accomplishments.

- Conducted the first ever district-wide asset inventory audit and made recommendations for process improvements.
- The high turnover of personnel at the school level required more training hours dedicated to school staff.
- The department encountered training opportunities due to new audit staff.
- The loss of an internal audit position, in addition, to the unforeseen loss of an employee, created hardship on staff in achieving goals and meeting year-end reporting deadlines.

**FISCAL YEAR 2015-16 BUDGET HIGHLIGHTS:**

During the upcoming fiscal year the department will embrace the following goals and challenges:

- Reallocation of duties and responsibilities in response to loss of internal audit position
- Recruit new talent to fill internal auditor vacancies
- Redesign operations to improve efficacy of the internal auditing activity
- Enhance the knowledge, skills, and other competencies of the staff through professional development



**Internal Audit (040000)**

Internal Auditing is an independent, objective assurance and consulting activity designed to add value and improve an organization's operations. It helps an organization accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes.

**Legally Mandated/Required Curriculum:** Yes

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

**Operating Budget**

Major Object	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
1000 Salaries	\$ 713,120	\$ 719,172	\$ 630,586	\$ (88,586)
2000 Benefits	175,293	169,363	156,203	(13,160)
3000 Contracted Services	19,855	10,407	312,447	302,040
4000 Supplies and Materials	3,967	5,000	5,000	-
5000 Other Charges	716	3,763	7,500	3,737
7000 Capital Outlay	-	2,000	47,000	45,000
<b>Total</b>	<b>\$ 912,951</b>	<b>\$ 909,705</b>	<b>\$ 1,158,736</b>	<b>249,031</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
Accounting Assistant for Internal Audit	2.00	1.00	1.00	-
Chief Internal Auditor	1.00	1.00	1.00	-
Executive Assistant to the Chief Internal Auditor	1.00	1.00	1.00	-
Internal Audit Manager	1.00	1.00	1.00	-
Internal Auditor	4.00	4.00	3.00	(1.00)
Senior Internal Auditor (Operations)	1.00	1.00	1.00	-
Senior Internal Auditor (School Support Accounting)	1.00	1.00	1.00	-
<b>Total</b>	<b>11.00</b>	<b>10.00</b>	<b>9.00</b>	<b>(1.00)</b>



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

**Goals, Objectives & Measures**

<b>District Goal</b>	<b>Objective</b>	<b>Performance Measure</b>	<b>2013-14 Actual</b>	<b>2014-15 Estimated</b>	<b>2015-16 Proposed</b>
Goal 2: Design Effective Business Operations	Conduct annual audits of all schools' student activity fund.	Audit 100% of schools	Audited 100% of schools	100% of schools	100% of schools
Goal 2: Design Effective Business Operations	Conduct risk-based audits and special investigations as deemed appropriate.	Complete 6 operation audits or investigations by June 30th.	Completed 3 operation audits.	Completion of 3 risk-based and/or operations audits.	Completion of 6 risk-based and/or operations audits.
Goal 2: Design Effective Business Operations	Train new financial secretaries and principals on school funds online accounting system and internal controls related to student activity funds.	100% of targeted personnel trained as requested.	100% of targeted personnel trained as requested.	100% of targeted personnel trained as requested.	100% of targeted personnel trained as requested.





## **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.



**School and Student Support (200100)**

This function of this office, created in FY2014-15, is to provide District leadership for academic and engagement support for students and school administration both academically and physically for higher level learning.

**Operating Budget**

Major Object	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
1000 Salaries	\$ -	\$ -	\$ 197,078	\$ 197,078
2000 Benefits	-	-	42,264	42,264
3000 Contracted Services	-	625	-	(625)
4000 Supplies and Materials	-	9,345	-	(9,345)
5000 Other Charges	-	6,250	-	(6,250)
7000 Capital Outlay	-	4,930	-	(4,930)
<b>Total</b>	<b>\$ -</b>	<b>\$ 21,150</b>	<b>\$ 239,342</b>	<b>218,192</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
Director II of Schools and Student Support	-	1.00	1.00	-
Executive Assistant to Director II of Schools and	-	-	1.00	1.00
Executive Assistant to the Chief Academic Officer	-	1.00	-	(1.00)
<b>Total</b>	<b>-</b>	<b>2.00</b>	<b>2.00</b>	<b>-</b>



**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

**Program Budget/Changes:** The Department of Attendance & Discipline provides federally mandated services. In addition to the shared general discipline responsibilities, each official independently performs multiple roles that ensure district-wide compliance with the Office of Civil Rights. Just as throughout the nation, discipline and truancy rates continue to increase for Shelby County Schools despite the loss of students. Ensuring district-wide compliance with the Office of Civil Rights continues to be a top priority.

**Operating Budget**

Major Object	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
1000 Salaries	\$ 2,381,896	\$ 2,347,981	\$ 2,753,674	\$ 405,693
2000 Benefits	545,317	576,898	713,079	136,181
3000 Contracted Services	76,871	455,000	150,092	(304,908)
4000 Supplies and Materials	35,852	185,000	160,000	(25,000)
5000 Other Charges	32,286	45,000	50,000	5,000
7000 Capital Outlay	1,648	105,000	40,000	(65,000)
<b>Total</b>	<b>\$ 3,073,870</b>	<b>\$ 3,714,879</b>	<b>\$ 3,866,845</b>	<b>151,966</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
Administrative Assistant for Director of Attendance and Discipline	1.00	1.00	1.00	-
Attendance and Discipline Analyst	3.00	3.00	5.00	2.00
Attendance and Discipline Assistant	3.00	3.00	3.00	-
Attendance and Discipline Receptionist	2.00	2.00	2.00	-
Attendance, Discipline, and Hearing Official	12.00	11.00	11.00	-
Classroom Teacher Secondary	9.00	8.00	8.00	-
Classroom Teacher Special ED	-	3.00	3.00	-
Director of Attendance & Discipline	1.00	1.00	1.00	-
Educational Asst - Special Ed	11.00	8.00	8.00	-
Instructional Facilitator	1.00	1.00	1.00	-
Part-time Homebound Teacher	-	8.00	8.00	-
Teacher On Assignment	-	1.00	1.00	-
<b>Total</b>	<b>43.00</b>	<b>50.00</b>	<b>52.00</b>	<b>2.00</b>



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

**Goals, Objectives & Measures**

District Goal	Objective	Performance Measure	2013-14 Actual	2014-15 Estimated	2015-16 Proposed
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.	5/23/2014	5/22/2015	5/27/2016
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 the appropriate methods for responding to discipline.	Conduct classroom management trainings/informational sessions for at least 5% of the Shelby County Schools faculties.	5/23/2014	5/22/2015	5/27/2016
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.	6/30/2014	6/30/2015	6/30/2016



**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 phone systems. 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.

**Program/Budget Changes:** Restructure/Reorganization

**Operating Budget**

Major Object	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
1000 Salaries	\$ 7,498,280	\$ 6,422,873	\$ 7,213,490	\$ 790,617
2000 Benefits	1,886,054	1,764,012	1,980,752	216,740
3000 Contracted Services	1,253,537	3,094,954	1,412,886	(1,682,068)
4000 Supplies and Materials	307,922	435,143	435,143	-
5000 Other Charges	566,322	438,565	422,565	(16,000)
7000 Capital Outlay	157,053	237,541	520,541	283,000
<b>Total</b>	<b>\$ 11,669,168</b>	<b>\$ 12,393,088</b>	<b>\$ 11,985,377</b>	<b>(407,711)</b>



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

**Staffing**

Job Description	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
Administrative Assistant for Safety & Security Adv	1.00	-	-	-
Administrative Assistant to the Student Safety Man	1.00	1.00	1.00	-
Alarm/CCTV Assistant	4.00	4.00	4.00	-
Alarm/CCTV Technician	1.00	1.00	1.00	-
Alarm/CCTV Technician-Specialist, GRASSY Spc	2.00	-	-	-
Chief of Safety, Security & Student Support	-	-	-	-
Criminal Investigative Manager	-	2.00	2.00	-
Criminal Investigator/Supervisor	2.00	-	-	-
Data Info Specialist	1.00	1.00	1.00	-
Director of Safety & Security	1.00	1.00	1.00	-
Emergency Management Advisor	1.00	1.00	1.00	-
Executive Assistant (Safety & Security)	1.00	1.00	-	(1.00)
Executive Director of Safety & Security	1.00	1.00	-	(1.00)
Fingerprint/Background Specialist	2.00	2.00	2.00	-
GRASSY Special Project Coordinator I (Gang Counsel	3.00	5.00	5.00	-
Mobile Security Officer	100.00	99.00	99.00	-
Records Clerk to GRASSY Special Projects Coordinat	1.00	-	-	-
Records Clerk to Truancy Manager	2.00	1.00	1.00	-
Safety and Security Senior Advisor	1.00	1.00	1.00	-
Security Manager	1.00	-	-	-
Security Supervisor	1.00	1.00	1.00	-
Security System Operator	6.00	6.00	6.00	-
Sergeant	-	2.00	2.00	-
SHAPE Program Special Projects Specialist	1.00	1.00	1.00	-
Special Project Advisor	1.00	1.00	1.00	-
Student Safety Manager	1.00	1.00	1.00	-
Truancy Attendance Specialist	1.00	1.00	2.00	1.00
Truancy Attendance Teacher	3.00	3.00	3.00	-
Truancy Manager	1.00	-	-	-
Truancy Records Clerk	-	-	3.00	3.00
	<b>141.00</b>	<b>137.00</b>	<b>139.00</b>	<b>2.00</b>

**Goals, Objectives & Measures**

District Goal	Objective	Performance Measure	2013-14 Actual	2014-15 Estimated	2015-16 Proposed
Goal #4: Ensure Schools are Safe, Clean, and Well-Prepared for Learning.	Upgrade intrusion alarm systems and complete the installation to reflect one intrusion alarm system that can be monitored and maintained within the district.	Order equipment, install and test on one system.		50%	100%
Goal #4: Ensure Schools are Safe, Clean, and Well-Prepared for Learning.	Reduce the number of incidents in schools by 2%	Realign/deploy manpower as needed based on incidents.		50%	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**

Major Object	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
1000 Salaries	\$ 111,979	\$ 153,970	\$ 55,061	\$ (98,909)
2000 Benefits	25,886	54,459	17,404	(37,055)
3000 Contracted Services	307,500	355,982	208,110	(147,872)
4000 Supplies and Materials	93,266	106,129	92,121	(14,008)
5000 Other Charges	58,488	105,057	85,470	(19,587)
7000 Capital Outlay	102,151	99,547	98,785	(762)
<b>Total</b>	<b>\$ 699,270</b>	<b>\$ 875,144</b>	<b>\$ 556,951</b>	<b>(318,193)</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
Behavioral Specialist	-	1.00	1.00	-
Family Resource Center Associates	2.00	-	-	-
<b>Total</b>	<b>2.00</b>	<b>1.00</b>	<b>1.00</b>	<b>-</b>



**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 declining enrollment.

**Operating Budget**

Major Object	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
1000 Salaries	\$ 4,204,222	\$ 3,085,145	\$ 3,744,387	\$ 659,242
2000 Benefits	1,122,691	972,207	1,110,542	138,335
3000 Contracted Services	889,119	330,102	340,986	10,884
4000 Supplies and Materials	13,096	25,326	25,296	(30)
5000 Other Charges	-	1,782	6,782	5,000
7000 Capital Outlay	4,410	21,734	1,734	(20,000)
<b>Total</b>	<b>\$ 6,233,538</b>	<b>\$ 4,436,296</b>	<b>\$ 5,229,727</b>	<b>793,431</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
Administrative Assistant for Director of Student S	1.00	1.00	1.00	-
Athletics Specialist	-	1.00	1.00	-
Behavioral Support/Student Leadership Manager	1.00	1.00	1.00	-
Chief of Student Services	1.00	1.00	1.00	-
Director of Student Support	1.00	1.00	-	(1.00)
Executive Assistant to Chief of Student Services	1.00	1.00	1.00	-
Extended Learning Specialist	1.00	1.00	1.00	-
In-School Suspension Assistant	-	70.00	66.00	(4.00)
In-School Suspension Asst	93.00	-	-	-
Professional Counselor	-	-	5.00	5.00
Special Project Assistant (Beh. Sup. / Stud. Leade	1.00	1.00	1.00	-
Spec-Prevention/Intervention	1.00	1.00	1.00	-
Sr Technology Proj Admin	1.00	-	-	-
Sr Technology Project Admin	-	1.00	1.00	-
Statistical Analyst	1.00	1.00	1.00	-
Study Hall Monitor	37.00	30.00	30.00	-
Systems Analyst	1.00	1.00	1.00	-
<b>Total</b>	<b>141.00</b>	<b>112.00</b>	<b>112.00</b>	<b>-</b>





**Athletics (203010)**

The athletic program provides 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 cost 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, officials fee, assigning agents per board approved sports, reimbursements to schools for officials, tickets, trophies, facility rental fees and rental fees for special event.

**Operating Budget**

Major Object	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
1000 Salaries	\$ 2,825,838	\$ 2,093,622	\$ 2,083,496	\$ (10,126)
2000 Benefits	470,044	363,543	377,644	14,101
3000 Contracted Services	509,224	1,314,925	1,002,112	(312,813)
4000 Supplies and Materials	33,222	7,687	8,000	313
5000 Other Charges	210	5,406	218,000	212,594
7000 Capital Outlay	22,828	323,000	30,000	(293,000)
<b>Total</b>	<b>\$ 3,861,366</b>	<b>\$ 4,108,183</b>	<b>\$ 3,719,252</b>	<b>(388,931)</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
Administrative Assistant for Athletics Manager	1.00	1.00	1.00	-
Athletics Head Trainer	1.00	1.00	1.00	-
Athletics Manager	1.00	1.00	1.00	-
Athletics Trainer	1.00	1.00	1.00	-
<b>Total</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>-</b>

**Goals, Objectives & Measures**

District Goal	Objective	Performance Measure	2013-14 Actual	2014-15 Estimated	2015-16 Proposed
Goal 2: Design Effective Business Operations	To collaborate with all stakeholders who provide assistance to student athletes	Annual Sports Calendar	100%	100%	100%
Goal 1: Accelerate Student Achievement	To provide athletes, parents, teachers, coaches, and administrators season meetings and intervention	Annual Sports Calendar	100%	100%	100%
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, e.t.c.	Educating participants, implementing evaluations, and employing standard procedures	90%	100%	100%



**JROTC Department (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 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	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
1000 Salaries	\$ 3,295,981	\$ 3,051,955	\$ 3,199,184	\$ 147,229
2000 Benefits	662,212	593,508	662,681	69,173
3000 Contracted Services	14,275	20,700	5,050	(15,650)
4000 Supplies and Materials	2,763	3,500	4,600	1,100
5000 Other Charges	1,150	-	-	-
7000 Capital Outlay	4,619	-	-	-
<b>Total</b>	<b>\$ 3,981,000</b>	<b>\$ 3,669,663</b>	<b>\$ 3,871,515</b>	<b>201,852</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	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	51.00	-
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>57.00</b>	<b>-</b>

**Goals, Objectives & Measures**

District Goal	Objective	Performance Measure	2013-14 Actual	2014-15 Estimated	2015-16 Proposed
Goal 1: Accelerate Student Achievement	To insure that programs are meeting the Air Force and Army standards.	Meet the Air Force and Army standards as measured during their formal inspections.	The Army did not formally conduct inspections.	The Army did not formally conduct inspections.	The Army is piloting a new inspection program. We will have two participate in the pilot inspections this year.
Goal 1: Accelerate Student Achievement	To strengthen student positive decision making ability and positive self discipline.	Decrease incidents of student actions requiring disciplinary measures.	Continue to assist students in making positive decisions.	Continue to assist students in making positive decisions.	Continue to assist students in making positive decisions.
Goal 4: Ensure Schools are safe, Clean, and Well Prepared for learning.	To ensure safety remains a priority in all JROTC activities.	No serious injuries while engaging in JROTC activities.	No serious injuries.	No serious injuries.	No serious injuries.



**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)

**Operating Budget**

Major Object	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
1000 Salaries	\$ 708,242	\$ 699,165	\$ 629,741	\$ (69,424)
2000 Benefits	171,956	178,521	166,913	(11,608)
3000 Contracted Services	-	1,000	1,000	-
4000 Supplies and Materials	-	2,000	2,000	-
5000 Other Charges	-	-	-	-
7000 Capital Outlay	-	-	-	-
<b>Total</b>	<b>\$ 880,198</b>	<b>\$ 880,686</b>	<b>\$ 799,654</b>	<b>(81,032)</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
Professional Counselor	10.00	10.00	10.00	-
<b>Total</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>	<b>-</b>

**Goals, Objectives & Measures**

District Goal	Objective	Performance Measure	2013-14 Actual	2014-15 Estimated	2015-16 Proposed
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.	100%
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 training 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 10 trainings for school counselors (3 mandatory with 100% attendance) and other community stakeholders.	Counseling Managers will conduct and/or facilitate 10 trainings for school counselors (3 mandatory with 100% attendance) and other community stakeholders.	100%
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 communicaitons, site vists , and by conducting 10 trainings on Safety Concerns and providing reporce documents for all trainings.	Counseling Managers will provide support for 100% of School Counselors by communicaitons, site vists , and by conducting 10 trainings on Safety Concerns and providing reporce documents for all trainings.	100%



**Guidance Counseling Elementary (203041)**

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)

**Operating Budget**

Major Object	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
1000 Salaries	\$ 7,492,045	\$ 5,125,487	\$ 4,744,318	\$ (381,169)
2000 Benefits	1,972,469	1,462,723	1,401,850	(60,873)
3000 Contracted Services	3,670	3,000	2,028	(972)
4000 Supplies and Materials	7,770	45,027	8,843	(36,184)
5000 Other Charges	-	-	-	-
7000 Capital Outlay	-	-	-	-
<b>Total</b>	<b>\$ 9,475,954</b>	<b>\$ 6,636,237</b>	<b>\$ 6,157,039</b>	<b>(479,198)</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
Counseling Services Manager (ES)	1.00	1.00	1.00	-
Counseling Services Manager (MS)	1.00	1.00	1.00	-
Professional Counselor	122.00	99.00	90.00	(9.00)
<b>Total</b>	<b>124.00</b>	<b>101.00</b>	<b>92.00</b>	<b>(9.00)</b>



**Guidance Counseling Middle (203042)**

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)

**Operating Budget**

Major Object	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
1000 Salaries	\$ 4,044,394	\$ 3,183,843	\$ 2,148,056	\$ (1,035,787)
2000 Benefits	1,012,186	810,080	651,764	(158,316)
3000 Contracted Services	1,435	2,000	1,352	(648)
4000 Supplies and Materials	17,509	49,985	8,487	(41,498)
5000 Other Charges	-	-	-	-
7000 Capital Outlay	-	-	-	-
<b>Total</b>	<b>\$ 5,075,524</b>	<b>\$ 4,045,908</b>	<b>\$ 2,809,659</b>	<b>(1,236,249)</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
Counseling Services Manager (HS)	1.00	1.00	1.00	-
Professional Counselor	65.00	44.00	39.00	(5.00)
<b>Total</b>	<b>66.00</b>	<b>45.00</b>	<b>40.00</b>	<b>(5.00)</b>



**Guidance Counseling K8 (203043)**

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)

**Operating Budget**

Major Object	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
1000 Salaries	\$ 6,781,991	\$ 5,167,701	\$ 5,008,664	\$ (159,037)
2000 Benefits	1,676,235	1,347,784	1,336,414	(11,370)
3000 Contracted Services	264	-	-	-
4000 Supplies and Materials	-	935	934	(1)
5000 Other Charges	-	-	-	-
7000 Capital Outlay	-	-	-	-
<b>Total</b>	<b>\$ 8,458,490</b>	<b>\$ 6,516,420</b>	<b>\$ 6,346,012</b>	<b>(170,408)</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
Professional Counselor	104.00	78.00	74.00	(4.00)
<b>Total</b>	<b>104.0</b>	<b>78.0</b>	<b>74.0</b>	<b>(4.0)</b>



**Guidance Counseling High (203044)**

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)

**Operating Budget**

Major Object	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
1000 Salaries	\$ 1,039,750	\$ 62,803	\$ 1,203,181	\$ 1,140,378
2000 Benefits	276,118	45,084	383,899	338,815
3000 Contracted Services	-	-	77,000	77,000
4000 Supplies and Materials	4,563	30,524	13,491	(17,033)
5000 Other Charges	-	-	-	-
7000 Capital Outlay	-	-	-	-
<b>Total</b>	<b>\$ 1,320,431</b>	<b>\$ 138,411</b>	<b>\$ 1,677,571</b>	<b>1,539,160</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
Professional Counselor	19.00	13.00	28.00	15.00
<b>Total</b>	<b>19.00</b>	<b>13.00</b>	<b>28.00</b>	<b>15.00</b>



**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 health 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 §49-5-415, Tennessee State Board of Education (TSBE) Policy No. 4.208, TCA §49-6-5001, TCA §49-6-5002, TSBE Rule 0520-1-5-.08, SCS Health Care Management Policy 6043, TCA §49-5-404, TCA §49-2-203

**Operating Budget**

Major Object	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
1000 Salaries	\$ 7,878,960	\$ 7,642,665	\$ 8,702,738	\$ 1,060,073
2000 Benefits	2,183,666	2,038,008	2,503,742	465,734
3000 Contracted Services	3,146,065	3,367,986	2,683,446	(684,540)
4000 Supplies and Materials	153,555	138,123	147,496	9,373
5000 Other Charges	81,545	72,036	37,000	(35,036)
7000 Capital Outlay	26,016	30,465	30,465	-
<b>Total</b>	<b>\$ 13,469,807</b>	<b>\$ 13,289,283</b>	<b>\$ 14,104,887</b>	<b>815,604</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
Administrative Assistant for Director of Coordinat	1.00	1.00	1.00	-
Administrative Secretary III	1.00	-	-	-
Assistant for Health Services/School Nursing Manag	1.00	1.00	1.00	-
Assistant for Mental Health Center Services Manage	1.00	1.00	1.00	-
Behavioral Specialist	3.00	-	-	-
Classroom Teacher Special Ed	3.00	-	-	-
Clerical Assistant	2.00	2.00	2.00	-
Clerical Assistant – CSH	-	1.00	1.00	-
Clinic/Health Promotion Manager	1.00	1.00	1.00	-
Community Contact Assistant	1.00	-	-	-
Coordinated School Health Manager	1.00	1.00	1.00	-
Coordinated School Health Program Assistant	1.00	1.00	1.00	-
Counselor Alcohol / Drug	-	5.00	5.00	-
Counselor-Alcohol/Drug	7.00	-	-	-





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

**Staffing (concl'd)**

**Staffing**

Job Description	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
Director I - Instructional Support	1.00	-	-	-
Director of Coordinated School Health	1.00	1.00	1.00	-
District/Charge Nurse	4.00	4.00	4.00	-
Educational Asst - Special Ed	61.00	14.00	15.00	1.00
Employee Health Clerk	1.00	1.00	1.00	-
Financial Analyst for Student Support	1.00	1.00	1.00	-
Health Services/School Nursing Manager	1.00	1.00	1.00	-
Licensed Practical Nurse	25.00	7.00	7.00	-
Mental Health Center Services Manager	1.00	1.00	1.00	-
Nursing Supervisor	1.00	1.00	1.00	-
Professional Counselor	4.00	-	-	-
Psychologist	17.00	11.00	11.00	-
Psychology Intern	9.00	-	-	-
Records Clerk I	1.00	-	-	-
Records Clerk II	5.00	3.00	3.00	-
Registered Nurse	18.00	13.00	13.00	-
Research Analyst	-	1.00	1.00	-
Research Analyst (Coord. School Health)	1.00	1.00	1.00	-
Secretarial Specialist	1.00	-	-	-
Social Worker	57.00	55.00	70.00	15.00
Special Project Coordinator - Coordinated School H	6.00	6.00	6.00	-
Supervising Psychologist(Coord. School Health)	6.00	5.00	5.00	-
<b>Total</b>	<b>245.00</b>	<b>140.00</b>	<b>156.00</b>	<b>16.00</b>

**Goals, Objectives & Measures**

District Goal	Objective	Performance Measure	2013-14 Actual	2014-15 Estimated	2015-16 Proposed
Goal 1: Accelerate Student Achievement	Accelerate student achievement by increasing health education, health literacy, and health awareness	Evidence by training logs and reporting from HST binders	Establish baseline data points	Increase number of district wide health events. Integrate health as nonacademic goal for school improvement in 20% of schools 2014-2015	Increase number of district wide health events. Integrate health as nonacademic goal for school improvement in 20% of schools 2015-2016
Goal 3: Build Employee and Community Confidence in the Unified District	Engage school level leadership and staff in Mental Health and understanding the needs on when to consult SCS Mental Health Department	Decrease in number related referral discipline, suspensions, drop-out rate, and crisis calls	Establish baseline data points	Decrease crisis reports by 5%	Decrease crisis reports by 5% increase number of appropriate mental health referrals by 5% increase mental health intervention services by 10%
Goal 2: Design Effective Business Operations	To submit state and federal reports on time. Maintain records according to DMH and DOE standards	Reports submitted timely to state and federal programs	6/30/2013	6/30/2014	6/30/2015



**Family Resource Center (204100)**

SCS Family Resource Centers provide coordinated services to families that assist students to increase student achievement and help remove barriers. Our Family Resources 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 oversees three state supported family resource centers. Three centers share two staff member per site (district, Kingsbury, Douglass K-8). Schools and communities with high need such as Kingsbury High and feeder schools (high Hispanic demographic), Douglass k-8 and area schools feeding Douglass High will receive services now and on-going through 2018 school year.

**Operating Budget**

Major Object	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
1000 Salaries	\$ 49,745	\$ 95,233	\$ 95,233	\$ -
2000 Benefits	12,749	36,888	35,019	(1,869)
3000 Contracted Services	974	2,100	-	(2,100)
4000 Supplies and Materials	9,533	14,680	11,000	(3,680)
5000 Other Charges	15,178	1,100	-	(1,100)
7000 Capital Outlay	-	-	-	-
<b>Total</b>	<b>\$ 88,179</b>	<b>\$ 150,001</b>	<b>\$ 141,252</b>	<b>(8,749)</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
Family Resource Center Associate	3.00	2.00	2.00	-
<b>Total</b>	<b>3.00</b>	<b>2.00</b>	<b>2.00</b>	<b>-</b>

**Goals, Objectives & Measures**

District Goal	Objective	Performance Measure	2013-14 Actual	2014-15 Estimated	2015-16 Proposed
Goal 2: Design Effective Business Operations	Submit all state reports in a timely manner.	All state reports submitted in a timely manner.	6/30/2014	6/30/2015	6/30/2016
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	Maintain advisory council at each site according to state guidelines	6/30/2014	6/30/2015	6/30/2016
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	Increase resources and partnership by 15% above baseline	Increase resources and partnership by 15% above baseline



## **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:**

- System Implementation (Procurement)
- Facilities Condition Assessment
- Space planning
- Implementation of P-card program
- Vendor Performance Management

### **ISSUES & TRENDS:**

- Business Process Reengineering
- Energy efficiency
- Customer Service monitoring and improvement

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

#### **Facilities**

- Energy Efficiency
- Outsourcing of custodial services
- Deployment of shared school building engineers

#### **Transportation**

- Harmonized 3 bell times across school district (7am, 8am & 9am)
- Outsourced Transportation Services
- Implement routing software for unified district

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

- Space planning
- Leasing and Permits
- Building Capacity

#### **Procurement**

- Implement P-Card program
- Reverse auction capability, continuous spend analysis tools, electronic contract and RFP management
- Negotiating and contracting for best value

#### **Risk Management**

- Environmental assessments
- Property and casualty insurance



**BUSINESS OPERATIONS** (concl'd)

**Nutrition**

- Central kitchen model supporting nutrition in schools
- 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:** TCA § 4-3-1411, TCA § 50-3-102, TCA § 50-3-201, TCA § 50-3-906, TCA § 50-3-911, TCA § 49-1-20, TCA § 29-1-210, TCA § 49-1-302, OSHA/TOSHA, TDEC, Medicare Act Section 111.

**Program/Budget Changes:** The reduction in students has caused Risk Management to reduce it's funding in the areas of insurance purchases, 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.

<b>Operating Budget</b>				
<b>Major Object</b>	<b>2013-2014 Actual</b>	<b>2014-2015 Amended</b>	<b>2015-2016 Adopted</b>	<b>2016 vs 2015 Variance</b>
1000 Salaries	\$ 373,846	\$ 456,003	\$ 322,822	\$ (133,181)
2000 Benefits	121,240	139,416	97,295	(42,121)
3000 Contracted Services	137,936	272,600	244,790	(27,810)
4000 Supplies and Materials	2,221,179	17,000	17,000	-
5000 Other Charges	1,839,132	1,482,000	1,366,000	(116,000)
7000 Capital Outlay	114,598	360,000	324,000	(36,000)
<b>Total</b>	<b>\$ 4,807,931</b>	<b>\$ 2,727,019</b>	<b>\$ 2,371,907</b>	<b>(355,112)</b>

<b>Staffing</b>				
<b>Job Description</b>	<b>2013-2014 Actual</b>	<b>2014-2015 Amended</b>	<b>2015-2016 Adopted</b>	<b>2016 vs 2015 Variance</b>
Administrative Assistant for Risk Management Manag	1.00	1.00	1.00	-
Risk Advisor-Risk/Liability and Student Accident	1.00	1.00	1.00	-
Risk Management Manager	1.00	1.00	1.00	-
Safety Office - OSHA/Environmental Concerns/Inspec	2.00	2.00	1.00	(1.00)
Special Project Assistant - Employee Accidents	1.00	1.00	1.00	-
Special Project Specialist - Inspections/Safety Co	1.00	1.00	-	(1.00)
<b>Total</b>	<b>7.00</b>	<b>7.00</b>	<b>5.00</b>	<b>(2.00)</b>



**Risk Management (330000) (concl'd)**

**Goals, Objectives & Measures**

<b>District Goal</b>	<b>Objective</b>	<b>Performance Measure</b>	<b>2013-14 Actual</b>	<b>2014-15 Estimated</b>	<b>2015-16 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 commission approval. Current self funded status is less than premium cost	Non-controllable. Cannot determine due to future claims and market cost.	Non-controllable. Cannot determine due to future claims and market cost.	Non-controllable. Cannot determine due to future claims and market cost.
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.	Schools are inspected for any safety hazards and/or indoor air quality concerns. Concerns are promptly investigated and corrective measures taken.	100% of concerns investigated and corrective action taken.	100% of concerns investigated and corrective action taken.	100% of concerns investigated and corrective action taken.
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 accidents reported, and lost time.	First year benchmark	4% decrease resulting in an improvement.	4% 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	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
1000 Salaries	\$ 274,666	\$ 377,601	\$ 378,195	\$ 594
2000 Benefits	62,753	74,538	79,881	5,343
3000 Contracted Services	3,635	3,000	3,000	-
4000 Supplies and Materials	1,293	2,000	2,000	-
5000 Other Charges	1,542	900	1,000	100
7000 Capital Outlay	2,871	3,535	3,600	65
<b>Total</b>	<b>\$ 346,760</b>	<b>\$ 461,574</b>	<b>\$ 467,676</b>	<b>6,102</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
Chief of Business Operations	1.00	1.00	1.00	-
Director of Business Operations	1.00	1.00	-	(1.00)
Executive Assistant to the Chief of Business Opera	-	1.00	-	(1.00)
Highly Specialized Advisor	-	-	1.00	1.00
Manager, Quality Control-Business Ops	-	-	1.00	1.00
<b>Total</b>	<b>2.00</b>	<b>3.00</b>	<b>3.00</b>	<b>(1.00)</b>

**Goals, Objectives & Measures**

District Goal	Objective	Performance Measure	2013-14 Actual	2014-15 Estimated	2015-16 Proposed
Goal 2: Design Effective Business Operations	Business Process Re-engineering	Streamline procedures and processes and train all employees on new processes			
Goal 2: Design Effective Business Operations	System Implementation (Procurement)	Streamline procedures and processes and train all employees on new processes			
Goal 2: Design Effective Business Operations	Customer Service monitoring and improvement	Streamline procedures and processes and train all employees on new processes			



**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. Transportation is also provided 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. 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:** As it relates to transportation, the loss of students will be offset by school closures, re-zonings, ASD takeovers and students residing in unincorporated areas of Shelby County.

**Operating Budget**

Major Object	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
1000 Salaries	\$ 6,858,188	\$ 885,413	\$ 921,939	\$ 36,526
2000 Benefits	1,926,233	214,198	230,949	16,751
3000 Contracted Services	7,951,803	16,174,625	14,101,289	(2,073,336)
4000 Supplies and Materials	6,584,264	1,348,295	3,972,697	2,624,402
5000 Other Charges	14,365	14,000	19,000	5,000
7000 Capital Outlay	513,739	5,000	5,000	-
<b>Total</b>	<b>\$ 23,848,592</b>	<b>\$ 18,641,531</b>	<b>\$ 19,250,874</b>	<b>609,343</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
Administrative Assistant for Director of Transport	0.50	1.00	1.00	-
Asst. Lot Manager	8.00	-	-	-
Bus Driver	209.00	-	-	-
Customer Service Representative Transportation	-	2.00	2.00	-
Director of Transportation	1.00	1.00	1.00	-
Lot Manager	4.00	-	-	-
Mechanic	12.00	-	-	-
Route Manager (Gen Ed or SPED)	5.00	1.00	1.00	-
Routing Specialist (Gen Ed, SPED)	7.00	2.00	2.00	-
Sub Bus Driver	18.48	-	-	-
Transportation Advisor	-	1.00	1.00	-
Transportation Data Analyst	1.00	1.00	1.00	-
Transportation Manager	1.00	-	-	-
Transportation Radio Dispatcher	2.00	-	-	-
Transportation Records Clerk	2.00	-	-	-
Transportation Routing Analyst	-	2.00	2.00	-
Transportation Safety Specialist	2.00	2.00	2.00	-
Transportation Specialist	1.00	1.00	1.00	-
<b>Total</b>	<b>273.98</b>	<b>14.00</b>	<b>14.00</b>	<b>-</b>





**Transportation (332000) (concl'd)**

**Goals, Objectives & Measures**

District Goal	Objective	Performance Measure	2013-14 Actual	2014-15 Estimated	2015-16 Proposed
Goal 2: Design Effective Business Operations	To ensure all eligible bus riders are arriving to school safely and on time.	Contractor scorecard and metrics reporting	Data not captured due to District merger.	100%	100%
Goal 3: Build Employee and Community Confidence in the Unified District	To improve stakeholder satisfaction with services provided	Number of complaints/compliments recorded	Data not captured due to District merger.	100	100
Goal 2: Design Effective Business Operations	To ensure all buses are routed efficiently and not underutilized.	Percentage of routes eliminated after performing quarterly audits	No routes eliminated due to District merger.	100%	100%



**Special Education Transportation (332010)**

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. Transportation is also provided 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. 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:** As it relates to transportation, the loss of students will be offset by school closures, re-zonings, ASD takeovers and students residing in unincorporated areas of Shelby County.

**Operating Budget**

Major Object	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
1000 Salaries	\$ 1,087,405	\$ -	\$ -	\$ -
2000 Benefits	326,735	-	-	-
3000 Contracted Services	6,257,594	13,974,474	13,624,732	(349,742)
4000 Supplies and Materials	-	-	-	-
5000 Other Charges	-	-	-	-
7000 Capital Outlay	-	-	-	-
<b>Total</b>	<b>\$ 7,671,734</b>	<b>\$ 13,974,474</b>	<b>\$ 13,624,732</b>	<b>(349,742)</b>

**Goals, Objectives & Measures**

District Goal	Objective	Performance Measure	2013-14 Actual	2014-15 Estimated	2015-16 Proposed
Goal 2: Design Effective Business Operations	To ensure all eligible bus riders are arriving to school safely and on time.	Contractor scorecard and metrics reporting	Data not captured due to District merger.	100%	100%
Goal 3: Build Employee and Community Confidence in the Unified District	To improve stakeholder satisfaction with services provided	Number of complaints/compliments recorded	Data not captured due to District merger.	100	100
Goal 2: Design Effective Business Operations	To ensure all buses are routed efficiently and not underutilized.	Percentage of routes eliminated after performing quarterly audits	No routes eliminated due to District merger.	100%	100%



**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 (Headstart, Parent Organizations, K-12, etc.).

**Legally Mandated/Required Curriculum:** Yes

**Legal Reference or Statute:** TCA § 49-2-203 and Federal and Local Grants

**Program Budget/Changes:** Fewer students mean fewer quantities to leverage for bids, which in turn could mean higher costs for commodities and services.

**Operating Budget**

Major Object	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
1000 Salaries	\$ 734,335	\$ 751,790	\$ 708,975	\$ (42,815)
2000 Benefits	193,525	207,130	210,511	3,381
3000 Contracted Services	108,216	16,650	75,000	58,350
4000 Supplies and Materials	25,106	5,000	42,500	37,500
5000 Other Charges	39,433	42,500	39,000	(3,500)
7000 Capital Outlay	-	-	-	-
<b>Total</b>	<b>\$ 1,100,615</b>	<b>\$ 1,023,070</b>	<b>\$ 1,075,986</b>	<b>52,916</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
Administrative Assistant to Director of Procurement	1.00	1.00	1.00	-
Buyer for Procurement	6.00	5.00	5.00	-
Clerical Assistant-Fast Lane Transactional, State	3.00	2.00	1.00	(1.00)
Director of Procurement	1.00	1.00	1.00	-
Fast Lane Transactional Team Transactional Assistant	2.00	2.00	2.00	-
Front Desk Clerical Support	1.00	1.00	1.00	-
Procurement Manager	-	1.00	1.00	-
Strategic Sourcing Services Team - P-Card Manager	1.00	-	-	-
<b>Total</b>	<b>15.00</b>	<b>13.00</b>	<b>12.00</b>	<b>(1.00)</b>



**Procurement (333000) (concl'd)**

**Goals, Objectives & Measures**

District Goal	Objective	Performance Measure	2013-14 Actual	2014-15 Estimated	2015-16 Proposed
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.	100%	100%	100%
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.	25%	50%	75%
Goal 2: Design Effective Business Operations	Leadership Training: Public Procurement 101 Training to educate business until leaders and their appropriate staff on the public procurement process, and the critical role manager's play in helping the Procurement team obtain the maximum value for tax payers' dollars.	Host training seminars once a quarter.	0%	25%	50%



**Facilities (334000)**

The Facility Support Center Division provides administration of Facilities Maintenance Department. These activities include payroll preparation, inventory, clerical and secretarial support, data entry support, and management oversight of department responsibilities. This function will process approximately 30,000 work orders, prepare 18,500 requisitions and maintain an inventory of 12,000 stock items. The Department 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.

**Program/Budget Changes:** Staffing decreased in response to declining resources.

**Operating Budget**

Major Object	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
1000 Salaries	\$ 24,287,786	\$ 20,384,024	\$ 18,039,172	\$ (2,344,852)
2000 Benefits	6,992,761	6,122,300	5,565,690	(556,610)
3000 Contracted Services	538,347	2,458,387	1,525,000	(933,387)
4000 Supplies and Materials	940,530	491,291	670,000	178,709
5000 Other Charges	28,206	-	97,788	97,788
7000 Capital Outlay	23,676	150,000	233,000	83,000
<b>Total</b>	<b>\$ 32,811,306</b>	<b>\$ 29,606,002</b>	<b>\$ 26,130,650</b>	<b>(3,475,352)</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
Administrative Assistant for Director of Facilitie	1.00	1.00	1.00	-
Applications Support Analyst	1.00	-	-	-
Asbestos Supervisor	1.00	1.00	1.00	-
Compliance Specialist	2.00	1.00	1.00	-
Computer Systems Specialist	1.00	1.00	1.00	-
Crewperson	29.00	20.00	20.00	-
Director of Custodial and Grounds	1.00	1.00	1.00	-
Director of Facilities	1.00	1.00	1.00	-
Director of General Services	1.00	1.00	1.00	-
Director of Maintenance	1.00	-	-	-
Draftsman	-	1.00	1.00	-
Energy Manager	1.00	1.00	1.00	-
FAC Specialist	-	2.00	2.00	-
Financial Analyst (Facilities)	1.00	1.00	1.00	-
Grounds Supervisor	6.00	4.00	4.00	-
Heavy Equipment Mechanic	1.00	1.00	1.00	-
Heavy Equipment Operator	2.00	2.00	2.00	-
HVAC Mechanic I	3.00	-	-	-
HVAC Mechanic II	9.00	5.00	5.00	-
Inventory Clerk	5.00	6.00	6.00	-
Lead Mechanic I Certified	1.00	1.00	1.00	-
Low Voltage Advisor	1.00	1.00	1.00	-
Mail Clerk	1.00	1.00	1.00	-



**Facilities (334000) (cont'd)**

**Staffing (concl'd)**

**Staffing**

Job Description	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
Maint Mechanic - A	17.00	-	-	-
Maint Tech I - Sheet Metal Worker	-	3.00	3.00	-
Maint Tech I - Sheet Metal Wrkr	4.00	-	-	-
Maint Tech II - Carpenter	32.00	22.00	14.00	(8.00)
Maint Tech II - Carpenter/Welder	4.00	3.00	3.00	-
Maint Tech III - Bricklayer	3.00	3.00	3.00	-
Maint Tech III - Painter	12.00	8.00	8.00	-
Maint Tech III - Plasterer	1.00	1.00	1.00	-
Maint Tech IV - Roofer	9.00	8.00	7.00	(1.00)
Manager of Major Construction	-	1.00	1.00	-
Manager of Minor Construction	-	1.00	1.00	-
Master Electrician	1.00	1.00	1.00	-
Master HVAC	1.00	1.00	1.00	-
Master Maint Tech Electrician	2.00	2.00	-	(2.00)
Master Maint Tech-Electrician	38.00	28.00	22.00	(6.00)
Master Maint Tech-HVAC	24.00	25.00	25.00	-
Master Maint Tech-Plumber	30.00	20.00	12.00	(8.00)
Master of Plumbing	1.00	1.00	1.00	-
Mechanic I - Certified	8.00	5.00	5.00	-
Minor Projects/ASD Supervisor	1.00	1.00	1.00	-
Musical Instrument Repair Tech	3.00	2.00	2.00	-
Network Install Analyst	3.00	-	-	-
Network Install Analyst-Sr	1.00	-	-	-
Network InstallL Analyst	-	3.00	3.00	-
Painting Supervisor	1.00	1.00	1.00	-
Pest Control Manager	1.00	1.00	1.00	-
Pest Control Technician I	5.00	5.00	5.00	-
Pest Control Technician II	2.00	2.00	2.00	-
Plant Manager	163.00	158.00	133.00	(25.00)
Project Facilitator I	2.00	2.00	2.00	-
Project Facilitator II	3.00	2.00	2.00	-
Project Management Lead	-	1.00	1.00	-
Record/Payroll Clerk	6.00	4.00	4.00	-
Roofing Supervisor	1.00	-	-	-
Small Engine Mechanic	2.00	1.00	1.00	-
Steam - Pipe Fitter	2.00	1.00	1.00	-
Technician - Asbestos Abaitment I	-	2.00	2.00	-
Technician - Asbestos Abaitment II	-	8.00	8.00	-
Technician - Asbestos Abaitment III	-	4.00	4.00	-
Technician - Asbestos Abat I	4.00	-	-	-
Technician - Asbestos Abat II	9.00	-	-	-
Technician - Asbestos Abat III	4.00	-	-	-
Technician - Electronics II	3.00	3.00	3.00	-
Truck Driver	1.00	1.00	1.00	-
Truck Driver II	3.00	2.00	2.00	-
Truck Driver-Maintenance	35.00	26.00	26.00	-
Warehouse Clerk	1.00	1.00	1.00	-
Warehouse First Line Supervisor	3.00	2.00	2.00	-
Zone 1-4 HVAC Supervisor	4.00	3.00	3.00	-
Zone 1-4 Manager	4.00	3.00	3.00	-
Zone 1-4 Supervisor - Custodial & Grounds	4.00	4.00	4.00	-
Zone 1A-4B Supervisor	8.00	6.00	6.00	-
<b>Total</b>	<b>536.00</b>	<b>435.00</b>	<b>385.00</b>	<b>(50.00)</b>



**Facilities (334000) (concl'd)**

**Goals, Objectives & Measures**

<b>District Goal</b>	<b>Objective</b>	<b>Performance Measure</b>	<b>2013-14 Actual</b>	<b>2014-15 Estimated</b>	<b>2015-16 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%	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%	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	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
1000 Salaries	\$ -	\$ -	\$ -	\$ -
2000 Benefits	-	-	-	-
3000 Contracted Services	22,554,197	19,271,540	18,547,000	(724,540)
4000 Supplies and Materials	551,808	674,643	914,187	239,544
5000 Other Charges	5,181	10,000	10,000	-
7000 Capital Outlay	187,749	90,900	90,000	(900)
<b>Total</b>	<b>\$ 23,298,935</b>	<b>\$ 20,047,083</b>	<b>\$ 19,561,187</b>	<b>(485,896)</b>

**Goals, Objectives & Measures**

District Goal	Objective	Performance Measure	2013-14 Actual	2014-15 Estimated	2015-16 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%	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%	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%	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 2015-2016.

**Operating Budget**

Major Object	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
1000 Salaries	\$ -	\$ -	\$ -	\$ -
2000 Benefits	-	-	-	-
3000 Contracted Services	920,022	500,978	500,978	-
4000 Supplies and Materials	32,048,789	25,140,767	25,425,887	285,120
5000 Other Charges	-	-	-	-
7000 Capital Outlay	-	10,000	10,000	-
<b>Total</b>	<b>\$ 32,968,811</b>	<b>\$ 25,651,745</b>	<b>\$ 25,936,865</b>	<b>285,120</b>

**Goals, Objectives & Measures**

District Goal	Objective	Performance Measure	2013-14 Actual	2014-15 Estimated	2015-16 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%	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%	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. Outsourced contractor performs all filter changes for HVAC equipment. 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, etc. Band Instrument repair is responsible for repairing musical instruments throughout the district. There are more than 25,000 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	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
1000 Salaries	\$ -	\$ -	\$ -	\$ -
2000 Benefits	-	-	-	-
3000 Contracted Services	1,333,624	1,247,288	1,322,828	75,540
4000 Supplies and Materials	1,053,126	1,198,876	866,576	(332,300)
5000 Other Charges	42,507	33,619	71,050	37,431
7000 Capital Outlay	-	-	-	-
<b>Total</b>	<b>\$ 2,429,257</b>	<b>\$ 2,479,783</b>	<b>\$ 2,260,454</b>	<b>(219,329)</b>

**Goals, Objectives & Measures**

District Goal	Objective	Performance Measure	2013-14 Actual	2014-15 Estimated	2015-16 Proposed
Goal 2: Design Effective Business Operations	Maintain current level of annual fire inspection completions.	City and county fire marshall inspections.	100%	100%	100%
Goal 2: Design Effective Business Operations	Updating current 2010 P&A to 2015-2016 school year.				
Goal 2: Design Effective Business Operations	Process and complete all work order.		95%	90%	90%



**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	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
1000 Salaries	\$ -	\$ -	\$ -	\$ -
2000 Benefits	-	-	-	-
3000 Contracted Services	169,080	184,276	220,000	35,724
4000 Supplies and Materials	970,749	872,455	723,583	(148,872)
5000 Other Charges	8,615	7,700	7,200	(500)
7000 Capital Outlay	350	-	10,000	10,000
<b>Total</b>	<b>\$ 1,148,794</b>	<b>\$ 1,064,431</b>	<b>\$ 960,783</b>	<b>(103,648)</b>

**Goals, Objectives & Measures**

District Goal	Objective	Performance Measure	2013-14 Actual	2014-15 Estimated	2015-16 Proposed
Goal 2: Design Effective Business Operations	To maintain a 65% completion rate on monthly Work Orders' backlog.	Met Goal	65%	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%	93%



**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	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
1000 Salaries	\$ -	\$ -	\$ -	\$ -
2000 Benefits	-	-	-	-
3000 Contracted Services	210,032	170,507	266,000	95,493
4000 Supplies and Materials	543,647	752,229	525,269	(226,960)
5000 Other Charges	6,107	7,200	10,000	2,800
7000 Capital Outlay	31	10,000	10,000	-
<b>Total</b>	<b>\$ 759,817</b>	<b>\$ 939,936</b>	<b>\$ 811,269</b>	<b>(128,667)</b>

**Goals, Objectives & Measures**

District Goal	Objective	Performance Measure	2013-14 Actual	2014-15 Estimated	2015-16 Proposed
Goal 2: Design Effective Business Operations	To maintain a 65% completion rate on monthly Work Orders' backlog.	Met Goal	65%	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%	92%



**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	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
1000 Salaries	\$ 2,748	\$ -	\$ -	\$ -
2000 Benefits	221	-	-	-
3000 Contracted Services	189,832	224,076	210,000	(14,076)
4000 Supplies and Materials	981,266	944,470	767,479	(176,991)
5000 Other Charges	4,595	7,600	10,000	2,400
7000 Capital Outlay	-	10,000	10,000	-
<b>Total</b>	<b>\$ 1,178,662</b>	<b>\$ 1,186,146</b>	<b>\$ 997,479</b>	<b>(188,667)</b>

**Goals, Objectives & Measures**

District Goal	Objective	Performance Measure	2013-14 Actual	2014-15 Estimated	2015-16 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	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
1000 Salaries	\$ -	\$ 392,359	\$ 388,510	\$ (3,849)
2000 Benefits	-	78,241	75,732	(2,509)
3000 Contracted Services	-	239,700	109,021	(130,679)
4000 Supplies and Materials	-	27,500	17,500	(10,000)
5000 Other Charges	-	18,500	12,500	(6,000)
7000 Capital Outlay	-	11,000	5,500	(5,500)
<b>Total</b>	<b>\$ -</b>	<b>\$ 767,300</b>	<b>\$ 608,763</b>	<b>(158,537)</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	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>	<b>-</b>



**Facilities Planning and Property (335000) (concl'd)**

**Goals, Objectives & Measures**

<b>District Goal</b>	<b>Objective</b>	<b>Performance Measure</b>	<b>2013-14 Actual</b>	<b>2014-15 Estimated</b>	<b>2015-16 Proposed</b>
Goal 1: Accelerate Student Achievement	Identify 20 new Pre-K classes.	Delivery of list of Pre-K locations to Early Childhood Office.	July 2014 (Pre-K funding and classes were originally cut. Shelby County Government agreed to fund in the summer of 2014.)	Est. March 2015	Est. March 2016
Goal 1: Accelerate Student Achievement	Terminate ASD co-locations and rezone accordingly.	Final Board approval of rezonings and proposed school closures.	February 25, 2014 Board vote	Est. February 2014	Est. February 2015
Goal 2: Design Effective Business Operations	Generate revenues from the sale of one school building and the leasing of school properties.	Conveyance of property to approved buyer and finalized leases.	Ongoing throughout year	Ongoing throughout year	Ongoing throughout year



**Warehousing/Asset Management (337000)**

The Warehousing Department is responsible for the delivering of all equipment and supplies owned by the Shelby County Schools system. 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	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
1000 Salaries	\$ 163,508	\$ 189,162	\$ 189,773	\$ 611
2000 Benefits	38,362	47,481	61,003	13,522
3000 Contracted Services	365	20,000	10,000	(10,000)
4000 Supplies and Materials	11,444	10,000	4,500	(5,500)
5000 Other Charges	1,297	12,500	12,500	-
7000 Capital Outlay	-	3,000	-	(3,000)
<b>Total</b>	<b>\$ 214,976</b>	<b>\$ 282,143</b>	<b>\$ 277,776</b>	<b>(4,367)</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
Warehouse First Line Supervisor	1.00	1.00	1.00	-
Data Info Specialist	1.00	1.00	1.00	-
Inventory Clerk	1.00	1.00	1.00	-
Truck Driver	1.00	1.00	1.00	-
<b>Total</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>-</b>

**Goals, Objectives & Measures**

District Goal	Objective	Performance Measure	2013-14 Actual	2014-15 Estimated	2015-16 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	Ensure all employees have the resources needed to perform their jobs safely and efficiently.	On-time deliveries.		100%	100%





## **INNOVATION**

### **MISSION STATEMENT:**

Priority schools selected for the iZone will be among the state's "top 25%"; within five years, **WE WILL** move students/schools performing in the bottom 5% to the top 25% in the state.

### **DEPARTMENTAL GOALS:**

Within five years, we will move students from the bottom 5% to the top 25% of schools in the state of Tennessee. We will increase student achievement by ensuring highly effective teachers and leaders create and maintain learning environments tailored to the needs of all learners. The iZone leadership team will build capacity through a variety of supports to also meet the diverse needs of teachers and learners.

### **ISSUES & TRENDS:**

Despite strong results in the iZone much more work needs to be done. Funds were awarded by the Tennessee Department of Education (TDOE) to the Innovation Office (iZone) to accelerate school turnaround in the district's/states lowest performing schools to assist with providing more autonomy/empowerment to principals and teachers through strategic support and the exemption or waivers from specific local board of education policies and procedures; the intent of the iZone is to provide an environment in which innovative educational systems can be developed, implemented, assessed, shared and supported. Funding sources for the iZone grant/department will end June 30, 2015. Based on the iZone's current rate, seven out of the 13 iZone schools are on track towards the goal; the other six schools are showing gains but will need to accelerate their growth if they are to claim a place in the top quartile of schools in the state.

### **WHAT WE NEED TO ACCOMPLISH OUR GOALS:**

In order to continue the iZone's progression to top 25% outcomes, we are seeking targeted investments in areas that we feel have been essential to our success up to this point. In order of priority, we are seeking investments for:

- 1. *iZone Support Team*** – Schools in the bottom 5% are some of the lowest performing schools in the United States and require an aggressive approach to teacher and leadership support. The iZone team has developed a model around teacher and leader effectiveness in turnaround schools that is one of our nation's most promising. Current staff's salaries cannot be maintained without new funding sources. Funding sources for this team will end with the state's iZone grant funding on June 30, 2015.
- 2. *Extended Day*** – One additional hour of instruction is the equivalent of 23 additional days in the school year. Students in schools in the bottom 5% will need several years of great instruction in order to catch up with their peers. The additional hour also creates a financial incentive for high performing teachers to choose the iZone. So that we can continue our progression towards top 25% outcomes, we are seeking support from the Shelby County School Board.
- 3. *Signing and Retention Bonuses*** – In an effort to attract our community's strongest teachers to our community's most challenging environments, the iZone has extended signing and retention bonuses to its teachers. In a recent survey to teachers, strong principal leadership and working with like-minded peers were noted by our teachers as primary reasons for choosing the iZone over other options. So that we continue to attract our strongest educators to the iZone, we are seeking support from the Shelby County School Board.

**INNOVATION (concl'd)**

4. ***Additional Reading Teachers*** – Across the nation, reading and language arts represent a particular challenge for children from low-income communities. Over the past three years, the iZone has seen significant growth in reading/language arts because of our support team, great teachers, and extended day but also because our schools have been equipped with additional reading teachers. These additional reading teachers enable our schools to create two positions: one for reading and one for language arts (which includes a focus on writing). So that our reading scores continue their upward trajectory, we are seeking support from the Shelby County School Board.



**Innovation Department (210000)**

Funds were awarded by the Tennessee Department of Education (TDOE) to the Innovation Office (iZone) to accelerate school turnaround in the district/state's lowest performing schools to assist with providing more autonomy/empowerment to principals and teachers through strategic support and the exemption or waivers from specific local board of education policies and procedures; the intent of the iZone is to provide an environment in which innovative educational systems can be developed, implemented, assessed, shared and supported. Funding sources for the iZone grant department will end on June 30, 2015.

**Program/Budget Changes:** The department is expanding to increase dedicated resources for literacy achievement, Priority 1 of the 80/90/100% Destination 2025 goal.

**Operating Budget**

Major Object	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
1000 Salaries	\$ 668,590	\$ 1,601,662	\$ 5,763,989	\$ 4,162,327
2000 Benefits	145,514	298,819	1,286,419	987,600
3000 Contracted Services	3,518	1,503	-	(1,503)
4000 Supplies and Materials	1,601	6,000	3,000	(3,000)
5000 Other Charges	-	500	-	(500)
7000 Capital Outlay	-	-	-	-
<b>Total</b>	<b>\$ 819,223</b>	<b>\$ 1,908,484</b>	<b>\$ 7,053,408</b>	<b>5,144,924</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
Charter Planning/Authorization Advisor	1.00	1.00	1.00	-
Charter Support Specialist	1.00	1.00	1.00	-
Chief Innovation Officer	1.00	1.00	1.00	-
Classroom Teacher K-3	-	-	2.00	2.00
Director of Charter Schools	1.00	1.00	1.00	-
Executive Assistant to the Chief Innovation Office	1.00	1.00	1.00	-
Highly Specialized Human Capital Advisor	-	-	1.00	1.00
Highly Specialized Shared Services Advisor	1.00	1.00	1.00	-
Instructional Curriculum Coach	-	-	9.00	9.00
Instructional Leadership Director	-	-	1.00	1.00
I-Zone Clerk	-	-	1.00	1.00
Professional Development Advisor, Literacy	-	-	1.00	1.00
Professional Development Advisor-Math	-	-	1.00	1.00
Professional Development Advisor-Science	-	-	1.00	1.00
Reading Teacher	-	-	12.00	12.00
Regional Superintendent, I-Zone	-	-	1.00	1.00
<b>Total</b>	<b>6.00</b>	<b>6.00</b>	<b>36.00</b>	<b>30.00</b>



**Innovation Department (210000) (concl'd)**

**Goals, Objectives & Measures**

District Goal	Objective	Performance Measure	2013-14 Actual	2014-15 Estimated	2015-16 Proposed
Goal 1: Accelerate Student Achievement	To increase student scores on State TCAP and EOC (high schools) by an average of 10 percentage points in schools that participate in the Innovation Zone	A minimum 10 percentage points increase on the 2014-2015 TCAP in the 13 Innovation Zone schools.	11 of 13 schools had double digit gains in their success rates. Six of the 13 schools moved off the Priority List to the Reward Status	10 Percentage Points	10 Percentage Points
Goal 1: Accelerate Student Achievement	To provide students/schools ,who have fallen in the bottom 5%, additional resources through the hiring/retaining of effective teachers and leaders, as well as, maximizing the instructional day through an extended/enrichment hour.	Number of schools percentage point increase on the TCAP and Success Rates	11 of 13 schools had double digit gains in their success rates. Six of the 13 schools moved off the Priority List to the Reward Status	17 of 17 schools will have a minimum of 10 percentage points	19 of 19 schools will have a minimum of 10 percentage points
Goal 1: Accelerate Student Achievement	To provide students/schools ,who were not experiencing success and who had fallen in the bottom 5%, the opportunity to be exposed to the most effective teachers/leaders and additional resources/best practices to address specific deficits to move the schools to the top 25%.	Number of schools who earned 10% point increases	11 of 13 schools had double digit gains in their success rates. Six of the 13 schools moved off the Priority List to the Reward Status.	17 of 17 schools will have a minimum of 10 percentage points	19 of 19 schools will have a minimum of 10 percentage points



**Virtual Schools (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 complete this program and regain 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. Also, the department is spearheading the potential shift to digital curriculum by gathering data from 18 schools participating in the Blended Learning Pilot. The overall goal for the pilot is to see if 24/7 access to digital curriculum on a device, supported by face-to-face teaching, can result in students scoring 10% points higher than their counterparts in non-blended learning schools.

**Operating Budget**

Major Object	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
1000 Salaries	\$ 678,860	\$ 1,228,062	\$ 1,564,869	\$ 336,807
2000 Benefits	119,537	117,680	302,490	184,810
3000 Contracted Services	4,194,957	378,500	700,000	321,500
4000 Supplies and Materials	6,500	5,000	5,000	-
5000 Other Charges	24,500	23,500	20,000	(3,500)
7000 Capital Outlay	-	838,520	2,400,000	1,561,480
<b>Total</b>	<b>\$ 5,024,354</b>	<b>\$ 2,591,262</b>	<b>\$ 4,992,359</b>	<b>2,401,097</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
Director of Virtual Learning & Online Instruction	-	-	1.00	1.00
Enrollment Support Assistant	1.00	1.00	1.00	-
Learning Management Support Advisor	1.00	1.00	1.00	-
Learning Support Specialist, Literacy	-	1.00	1.00	-
Learning Support Specialist, Math	-	1.00	1.00	-
Learning Support Specialist, Science	-	1.00	1.00	-
Virtual School Principal	1.00	1.00	-	(1.00)
Virtual School Vice Principal	1.00	1.00	1.00	-
<b>Total</b>	<b>4.00</b>	<b>7.00</b>	<b>7.00</b>	<b>-</b>



**Performance Management (311000)**

The purpose of the Department of Performance Management (PM) to manage the strategic approach for the use of district performance data to inform and promote the effectiveness of central office personnel, principals, teachers, and school-based staff through consistent and rigorous implementation of data reporting tools and processes to improve organizational effectiveness and student achievement outcomes.

**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:** Because of the new focus on organizational effectiveness, the Performance Management team organization has shifted, with new responsibilities and roles being created to enable us to impact all central office departments. Staffing and operational costs have been reviewed and recommended based on the department’s refined 2015 – 2017 mission.

**Operating Budget**

Major Object	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
1000 Salaries	\$ 342,724	\$ 237,599	\$ 497,431	\$ 259,832
2000 Benefits	92,368	61,310	133,867	72,557
3000 Contracted Services	1,499	2,000	677	(1,323)
4000 Supplies and Materials	2,407	4,900	3,900	(1,000)
5000 Other Charges	-	2,239	9,500	7,261
7000 Capital Outlay	200	12,140	8,000	(4,140)
<b>Total</b>	<b>\$ 439,198</b>	<b>\$ 320,188</b>	<b>\$ 653,375</b>	<b>333,187</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
Data Analyst	-	-	1.00	1.00
Director of Performance Management	1.00	-	1.00	1.00
Performance Management Advisor	-	-	2.00	2.00
Principal Effectiveness Advisor	1.00	1.00	-	(1.00)
Principal Evaluation Analyst	1.00	-	-	-
Research Analyst	-	-	1.00	1.00
Teacher and Leadership Effectiveness Manager	-	1.00	-	(1.00)
Teacher Effectiveness Advisor	1.00	-	-	-
Teacher Evaluation Analyst	1.00	-	-	-
TEI Project & Knowledge Manager	-	-	1.00	1.00
<b>Total</b>	<b>5.00</b>	<b>2.00</b>	<b>6.00</b>	<b>4.00</b>



**Performance Management (311000) (concl'd)**

**Goals, Objectives & Measures**

District Goal	Objective	Performance Measure	2013-14 Actual	2014-15 Estimated	2015-16 Proposed
Goal 2: Design Effective Business Operations	Develop and implement a goals based management/continuous improvement process for central office departments	Short-term metrics aligned to department goals identified for all central office departments	N/A	N/A	80%
Goal 2: Design Effective Business Operations	Provide data management support for the teacher and principal evaluation models.	TEM and TEAM profile reports distributed via electronic evaluation reporting system.	TBD	7,885 TEM and TEAM profiles to be completed in Spring/Summer 2015	Approximately 7,600 TEM and TEAM Profile reports to be completed in Spring/Summer 2016
Goal 3: Build Employee and Community Confidence in the Unified District	Monitor and report on district performance metrics	Dashboard reports for department goals and district priorities are published	N/A	Dashboards created Strategy and Innovation Priority Areas	Dashboards/data reports created and published for 80% of central office departments



**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 (AdvancED) in collaboration with Academics
- Providing data analyses and support to district departments and schools in developing plans and programs which support student achievement
- Using student achievement and other data to track district and school performance
- Providing enrollment data to inform district strategy and fiscal planning
- Driving key analytics around data trends
- Conducting and facilitating analysis, research, and program evaluation to support decision-making at all levels
- Supporting the development and implementation of a school performance framework
- Providing data extracts and consultation to various research partners
- Establishing and implementing methods for tracking progress toward the district's 80/90/100 goals

**Legally Mandated/Required Curriculum:** Yes

**Legal Reference or Statute:** Certain functions within the areas of Planning and Accountability are legally mandated: student management systems (TCA § 49-1-209); student testing (TCA § 49-6-6001 and 49-6-6002); accountability and research functions (ESEA Waiver/Elementary & Secondary Education Act, Public Law 107-87); grant requirements

**Program/Budget Changes:** The instability of school structures and boundaries increases the complexity of data management and analyses.

**Operating Budget**

Major Object	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
1000 Salaries	\$ 324,118	\$ 239,246	\$ 239,246	\$ -
2000 Benefits	80,543	62,925	64,828	1,903
3000 Contracted Services	-	-	-	-
4000 Supplies and Materials	-	-	-	-
5000 Other Charges	-	-	-	-
7000 Capital Outlay	-	-	-	-
<b>Total</b>	<b>\$ 404,661</b>	<b>\$ 302,171</b>	<b>\$ 304,074</b>	<b>1,903</b>





**Planning & Accountability (220000) (concl'd)**

**Staffing**

Job Description	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
Chief of Planning & Accountability	1.00	1.00	1.00	-
Highly Specialized Advisor for Planning & Accounta	1.00	1.00	1.00	-
<b>Total</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>-</b>

**Goals, Objectives & Measures**

District Goal	Objective	Performance Measure	2013-14 Actual	2014-15 Estimated	2015-16 Proposed
Goal 2: Design Effective Business Operations	To ensure data-driven decision making by creating, publishing, and explaining simplified informative tools and data reports that assist all stakeholders.	District, school, and community stakeholders receive data to meet their needs.	The department posted data files frequently throughout each month. Updates were posted in Monday Memo.	The department will share data monthly, as data is released and made available to the district. Test results are continually posted in DocuShare and advertised via weekly Monday Memo.	The department will share data monthly, as data is released and made available to the district. Test results are continually posted in DocuShare and advertised via weekly Monday Memo.
Goal 1: Accelerate Student Achievement	To manage the district's student information systems, PowerSchool SMS, PowerTeacher, and Parent Connect, and the quality of the data in those systems	The percent of student information systems issues and errors resolved in a timely manner.	98%	99%	99%
Goal 1: Accelerate Student Achievement	To continue to provide data analytics which guide and support decisions to achieve district goals, especially as they relate to 80/90/100	All identified data requests from district leadership related to strategic goals are met	TBD	TBD	TBD



**Student Information Management (221000)**

The Department of Student Information Management performs 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	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
1000 Salaries	\$ 1,155,199	\$ 1,147,028	\$ 1,108,365	\$ (38,663)
2000 Benefits	278,705	271,504	285,108	13,604
3000 Contracted Services	124,310	60,018	150,421	90,403
4000 Supplies and Materials	14,780	4,250	500	(3,750)
5000 Other Charges	2,641	500	-	(500)
7000 Capital Outlay	-	-	-	-
<b>Total</b>	<b>\$ 1,575,635</b>	<b>\$ 1,483,300</b>	<b>\$ 1,544,394</b>	<b>61,094</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
Analyst, SIM Team Leader - Elementary	1.00	-	-	-
Director of Student Information Management	1.00	1.00	1.00	-
Records Assistant	4.00	4.00	4.00	-
SIM Data Specialist	9.00	8.00	8.00	-
SIM Team Leader	3.00	3.00	3.00	-
Student Records Manager	1.00	1.00	1.00	-
<b>Total</b>	<b>19.00</b>	<b>17.00</b>	<b>17.00</b>	<b>-</b>



**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	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
1000 Salaries	\$ 539,743	\$ 519,314	\$ 517,719	\$ (1,595)
2000 Benefits	136,871	131,177	129,415	(1,762)
3000 Contracted Services	240,583	197,597	159,465	(38,132)
4000 Supplies and Materials	4,166	13,700	22,100	8,400
5000 Other Charges	892,982	499,112	1,693,932	1,194,820
7000 Capital Outlay	376	1,214	12,000	10,786
<b>Total</b>	<b>\$ 1,814,721</b>	<b>\$ 1,362,114</b>	<b>\$ 2,534,631</b>	<b>1,172,517</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
Accountability & Accreditation Advisor	1.00	1.00	1.00	-
Assessment & Accountability Assistant	2.00	1.00	1.00	-
Assessment Advisor	1.00	1.00	1.00	-
Assessment and Accountability Analyst	1.00	1.00	1.00	-
Assessment Specialist	1.00	1.00	1.00	-
Director of Assessment & Accountability	1.00	1.00	1.00	-
GED Testing Associate	1.00	1.00	1.00	-
<b>Total</b>	<b>8.00</b>	<b>7.00</b>	<b>7.00</b>	<b>-</b>



**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	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
1000 Salaries	\$ 284,644	\$ 269,352	\$ 95,949	\$ (173,403)
2000 Benefits	62,657	65,508	22,123	(43,385)
3000 Contracted Services	2,172	-	-	-
4000 Supplies and Materials	-	-	-	-
5000 Other Charges	-	-	-	-
7000 Capital Outlay	-	-	-	-
<b>Total</b>	<b>\$ 349,473</b>	<b>\$ 334,860</b>	<b>\$ 118,072</b>	<b>(216,788)</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
Director of Research, Planning & Improvement	1.00	1.00	1.00	-
Research & Program Evaluation Advisor	1.00	1.00	-	(1.00)
Research Analyst	1.00	1.00	-	(1.00)
Research Associate	1.00	-	-	-
Strategic Initiatives Professional	1.00	-	-	-
Student Information Management Advisor	1.00	-	-	-
<b>Total</b>	<b>6.00</b>	<b>3.00</b>	<b>1.00</b>	<b>(2.00)</b>



## **FINANCE**

### **MISSION STATEMENT:**

The Office of Finance is responsible for managing the overall budget development, accounting, treasury, financial reporting and financial service 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 goal of the Office of Finance directly aligns with the District's 80/90/100% Strategic Plan, Priority three: Develop Teachers, Leaders and Central Office to Drive Student Success. The Office 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 Office's primary goal is to issue timely and accurate financial reporting. The Office also ensures that Accounts Payable and Payroll transactions are handled in an accurate and efficient manner. The Office also maintains position control for the District, an integral part of the District's adopted budget.

### **ISSUES & TRENDS:**

The Office of Finance continues to strive for excellence in financial reporting and budgeting. Limited resources have required us to do more with less: we are handling shrinking personnel and resources as the demand for our expertise and analysis has increased. For example, we provide support to the growing number of Charter Schools and respond timely to requests for information from the Shelby County Board of Education, District staff and community stakeholders.

The Office of Finance is responsible for calculating the staffing allocation for school teachers, principals, librarians, etc., based on projected enrollment figures and/or SCS policy. Additionally, the Office of Finance is responsible for calculating monthly charter school allocations, processing bi-weekly payroll transactions for 12,000+ employees, processing wage and earning statements (W-2s) and bi-weekly Accounts Payable check runs.

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

The Office of Finance had an exciting year, accomplishing the following:

- Budget & Fiscal Planning received the Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award on its first submission for the FY2014-15 Budget.
- Budget & Fiscal Planning received the Association of School Business Officials International (ASBOI) Meritorious Budget Award on its first submission for the FY2014-15 Budget.
- Budget & Fiscal Planning presented the Initial Budget at four community meetings, listed Frequently Asked Questions (FAQs) on the District's website and responded to email requests (for the FY14-15 Budget).
- Budget & Fiscal Planning presented a balanced budget for Fiscal Year 2014-15 that aligned to the District's Goals and Priorities.
- Accounting and Reporting / Accounts Payable implemented VISA Virtual Credit Card Payments that generated \$215,000 over 10 months.
- Accounting and Reporting completed the Comprehensive Annual Financial Report (CAFR) as of June 30, 2014, for the unified district and received an unmodified opinion.
- Accounting and Reporting submitted the FY2013-14 CAFR to ASBOI and GFOA for peer review, to be considered for the Certificate of Excellence in Financial Reporting.

**FINANCE (concl'd)**

- Finance established July 1, 2014 APECs "Go-Live" schedule ensuring that the District was ready for Business: Budget, Accounting, Accounts Payable and Payroll Transactions. Teachers were properly paid on the 8/15/2014 payroll (First Payroll for Teachers – SY14-15).
- Payroll sent out W-2s on January 13, 2015 – far exceeding last year's delivery of January 31<sup>st</sup> (SCS) and February 4<sup>th</sup> (MCS).
- Payroll implemented a process to pay employee stipends on a separate pay run to ensure employees receive more take home pay in their paycheck instead of paying higher taxes.
- Payroll provided training to time sheet preparers including Financial Secretaries to decrease the number of payroll related errors in APECs.
- Payroll implemented 100% direct deposit in May 2014 and currently only issues paper checks to new hires who have not submitted direct deposit information prior to the payroll process being run.
- The Office of Finance, working through the Audit, 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.

**FISCAL YEAR 2015-16 BUDGET HIGHLIGHTS:**

The fiscal year 2015-16 budget includes a reduction of three positions due to the right-sizing of the District based on the decline in student enrollment (-5% reduction).

The Office of Finance conducted successful budget transformation tradeoff exercises at the Budget Retreat. This process is new in that it focused on strategic budgeting: doing the most for All students with the resources that we have and aligning the District spending to priorities. Finance engaged key stakeholders and assisted them with making difficult decisions.



**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 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	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
1000 Salaries	\$ 224,494	\$ 151,900	\$ 161,900	\$ 10,000
2000 Benefits	44,713	28,573	30,527	1,954
3000 Contracted Services	155,970	207,403	83,500	(123,903)
4000 Supplies and Materials	3,405	-	1,200	1,200
5000 Other Charges	3,837	3,227	-	(3,227)
7000 Capital Outlay	1,270	-	-	-
<b>Total</b>	<b>\$ 433,689</b>	<b>\$ 391,103</b>	<b>\$ 277,127</b>	<b>(113,976)</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
Chief Financial Officer	1.00	1.00	1.00	-
<b>Total</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>-</b>

**Goals, Objectives & Measures**

District Goal	Objective	Performance Measure	2013-14 Actual	2014-15 Estimated	2015-16 Proposed
Goal 2: Design Effective Business Operations	To submit balanced budget to the following for approval: Shelby County Board of Education, Shelby County Board of Commissioners and State of Tennessee.	Meet all required deadlines.	100%	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.	Receive an unmodified ("clean") audit opinion from external auditors verifying compliance with Generally Accepted Accounting Principles.	100%	100%	100%



**Accounting & Reporting (321000)**

Accounting and Reporting is responsible for presenting the monthly and annual financial conditions of the school district along with other information necessary for understanding the District's financial position. The responsibilities include the District's monthly financial reporting, annual external audit, Comprehensive Annual Financial Report, fixed assets reporting, cash management, and in-town and out-of-town travel.

**Program/Budget Changes:** Accounting and Reporting budget will be impacted by ASD takeovers and new charter schools because additional staff time will have to be devoted to ASD invoicing and charter school payments. Therefore, the budget includes funds in contracted services to cover temporary help during the external audit and CAFR development to keep duties current.

**Operating Budget**

Major Object	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
1000 Salaries	\$ 645,893	\$ 574,679	\$ 723,161	\$ 148,482
2000 Benefits	156,398	148,019	163,285	15,266
3000 Contracted Services	93,023	97,026	93,489	(3,537)
4000 Supplies and Materials	8,683	13,650	13,650	-
5000 Other Charges	2,070	15,125	16,000	875
7000 Capital Outlay	13,851	5,000	7,500	2,500
<b>Total</b>	<b>\$ 919,918</b>	<b>\$ 853,499</b>	<b>\$ 1,017,085</b>	<b>163,586</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
Accounting Associate	4.00	3.00	2.00	(1.00)
Director of Accounting & Reporting	1.00	1.00	1.00	-
Manager of Accounting & Reporting	2.00	2.00	2.00	-
Senior Accountant (Accounting)	4.00	5.00	5.00	-
<b>Total</b>	<b>11.00</b>	<b>11.00</b>	<b>10.00</b>	<b>(1.00)</b>

**Goals, Objectives & Measures**

District Goal	Objective	Performance Measure	2013-14 Actual	2014-15 Estimated	2015-16 Proposed
Goal 2: Design Effective Business Operations	Annual State Reports	August 1st Deadline	Met	TBD	TBD
Goal 1: Accelerate Student Achievement	Annual External Audit	Unmodified Opinion	Met	TBD	TBD
Goal 2: Design Effective Business Operations	Comprehensive Annual Financial Report	Award of Excellence	TBD	TBD	TBD





**Budget & Fiscal Planning (322000)**

The Budget and Fiscal Planning Department's primary objective is to provide financial planning management services to schools, departments within the District, the Superintendent, the Board of Education and community stakeholders to ensure financial integrity and effective use of resources. In addition, Budget and Fiscal Planning maximizes the District's resources by identifying cost-saving measures, monitoring fiscal trends, and assisting other divisions in developing their budgets, evaluating performance indicators and making improvements to the budget process.

**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:** No direct impact other than to increase analytical workload in support of operating departments.

**Operating Budget**

Major Object	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
1000 Salaries	\$ 413,689	\$ 483,695	\$ 419,314	\$ (64,381)
2000 Benefits	89,378	106,334	98,104	(8,230)
3000 Contracted Services	8,176	13,261	12,250	(1,011)
4000 Supplies and Materials	2,250	2,460	3,000	540
5000 Other Charges	16,702	14,510	11,520	(2,990)
7000 Capital Outlay	-	550	4,000	3,450
<b>Total</b>	<b>\$ 530,195</b>	<b>\$ 620,810</b>	<b>\$ 548,188</b>	<b>(72,622)</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
Director of Budget & Fiscal Planning	1.00	1.00	1.00	-
Manager of Budget	2.00	2.00	2.00	-
Senior Accountant (Budget)	3.00	3.00	2.00	(1.00)
<b>Total</b>	<b>6.00</b>	<b>6.00</b>	<b>5.00</b>	<b>(1.00)</b>

**Goals, Objectives & Measures**

District Goal	Objective	Performance Measure	2013-14 Actual	2014-15 Estimated	2015-16 Proposed
Goal 2: Design Effective Business Operations	Maintain highest standards of budget reporting and presentation.	Achieve GFOA's Budget Presentation Award	Met	100%	100%



**Payroll Services (323000)**

A primary objective of the payroll department in an organization is to process employee compensation timely and accurately. The Division of Payroll Services is responsible for payroll functions involving more than 18,000 employees, as well as time and attendance reporting of the school district for over 200 locations. In processing compensation, the payroll department accurately withholds taxes and submits reports to federal and state agencies.

**Legally Mandated/Required Curriculum:** Yes

**Legal Reference or Statute:** T.C.A. §49-3-316, T.C.A. §10-7-512

**Program/Budget Changes:** The loss of students for the district creates loss of revenue, as a result district budgets are adjusted to achieve balance. The budget for payroll included in the district budget has to reflect adjustments in order to achieve balance.

**Operating Budget**

Major Object	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
1000 Salaries	\$ 787,033	\$ 605,184	\$ 553,493	\$ (51,691)
2000 Benefits	172,798	171,116	138,430	(32,686)
3000 Contracted Services	4,100	11,600	9,100	(2,500)
4000 Supplies and Materials	37,352	40,000	40,000	-
5000 Other Charges	6,118	5,200	6,000	800
7000 Capital Outlay	1,689	8,000	2,000	(6,000)
<b>Total</b>	<b>\$ 1,009,090</b>	<b>\$ 841,100</b>	<b>\$ 749,023</b>	<b>(92,077)</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
Director of Payroll	1.00	1.00	1.00	-
Fiscal Assistant	1.00	1.00	1.00	-
Payroll Associate	6.00	6.00	5.00	(1.00)
Payroll Manager	1.00	1.00	1.00	-
Payroll Specialist	2.00	1.00	1.00	-
<b>Total</b>	<b>11.00</b>	<b>10.00</b>	<b>9.00</b>	<b>(1.00)</b>



**Payroll Services (323000) (concl'd)**

**Goals, Objectives & Measures**

<b>District Goal</b>	<b>Objective</b>	<b>Performance Measure</b>	<b>2013-14 Actual</b>	<b>2014-15 Estimated</b>	<b>2015-16 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%	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	100
Goal 2: Design Effective Business Operations	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	100%	Before June 30, 2015, 100% response to electronic survey	Before June 30, 2016, 100% response to electronic survey



**Accounts Payable (324010)**

The Accounts Payable Department works as a team to process invoices into the system ensuring invoices are paid in a timely manner and as smooth as possible within the compliance of the District's policies and procedures; along with the federal and state rules and regulations. The department works as an efficient, responsible, friendly, and professional team with excellent customer service and a commitment to continuous service to our vendors and to the District.

**Operating Budget**

Major Object	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
1000 Salaries	\$ 421,862	\$ 424,539	\$ 421,891	\$ (2,648)
2000 Benefits	114,430	120,164	122,808	2,644
3000 Contracted Services	1,040	3,652	20,492	16,840
4000 Supplies and Materials	13,501	4,500	6,706	2,206
5000 Other Charges	2,612	12,004	7,958	(4,046)
7000 Capital Outlay	-	-	-	-
<b>Total</b>	<b>\$ 553,445</b>	<b>\$ 564,859</b>	<b>\$ 579,855</b>	<b>14,996</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
Accounts Payable Associate	7.00	7.00	7.00	-
Manager of Accounts Payable	1.00	1.00	1.00	-
<b>Total</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>-</b>

**Goals, Objectives & Measures**

District Goal	Objective	Performance Measure	2013-14 Actual	2014-15 Estimated	2015-16 Proposed
Goal 2: Design Effective Business Operations	Process payment documents within 48 hours after receipt from schools and departments	Percentage of payments processed within 2 days.	98%	98%	98%
Goal 2: Design Effective Business Operations	Audit all payment documents for authorized approval and proper supporting documents within District Policies and Procedures	Percentage of documents audited	100%	100%	100%
Goal 2: Design Effective Business Operations	Accrue all invoices that were not supported by purchase orders or paid by June 30th for the District's external audit.	Percentage of documents accrued based on external auditors' cutoff date	100%	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 (\$2,673). Also the district is paying administrative fees for QSCAB bonds to Shelby County Government (\$108,928). The principal and interest for these QSCAB bonds are being paid by Shelby County Government.

**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	2,673	108,928	111,601
	<b>\$ 550,057</b>	<b>\$ 108,928</b>	<b>\$ 658,985</b>

**Goals, Objectives & Measures**

<b>District Goal</b>	<b>Objective</b>	<b>Performance Measure</b>	<b>2013-14 Actual</b>	<b>2014-15 Estimated</b>	<b>2015-16 Proposed</b>
Goal 2: Design Effective Business Operations	Budget for annual debt service	Debt payments made on time	100%	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**

Major Object	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
1000 Salaries	\$ 103,800	\$ 1,436,000	\$ 7,259,946	\$ 5,823,946
2000 Benefits	17,142	289,275	1,228,382	939,107
3000 Contracted Services	150,969	86,894	8,997,869	8,910,975
4000 Supplies and Materials	122,694	-	-	-
5000 Other Charges	-	100,000	-	(100,000)
6000 Debt Service	-	-	-	-
7000 Capital Outlay	\$ 394,605	\$ 1,912,169	\$ 17,486,197	15,574,028
<b>Total</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.

**Program/Budget Changes:** The possible loss of students could result in a reduction in these expenditures.

**Operating Budget**

Major Object	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
1000 Salaries	\$ 347,386	\$ 378,848	\$ 292,146	\$ (86,702)
2000 Benefits	49,635	87,418	49,431	(37,987)
3000 Contracted Services	721,467	1,002,187	609,258	(392,929)
4000 Supplies and Materials	171,399	367,726	144,603	(223,123)
5000 Other Charges	(188)	-	-	-
7000 Capital Outlay	369,524	252,126	312,094	59,968
<b>Total</b>	<b>\$ 1,659,223</b>	<b>\$ 2,088,305</b>	<b>\$ 1,407,532</b>	<b>(680,773)</b>

**Goals, Objectives & Measures**

District Goal	Objective	Performance Measure	2013-14 Actual	2014-15 Estimated	2015-16 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%	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 of Excellence                        | Memphis Business Academy Elementary              |
| Aurora Collegiate Academy                          | Memphis Business Academy High                    |
| Circles of Success Learning Academy                | Memphis Business Academy Middle                  |
| City University Boys Prep                          | Memphis College Prep                             |
| City University Girls Prep                         | Memphis Goodwill Excel Center                    |
| City University School of Independence             | Memphis Grizzlies Prep                           |
| City University School of Liberal Arts             | Memphis RISE Academy                             |
| DuBois Elem School of Arts & Technology            | Memphis School of Excellence                     |
| DuBois Elem School of Entrepreneurship             | Moving Ahead School of Scholars Learning Academy |
| DuBois High of Leadership & Public Policy          | New Consortium of Law and Business               |
| DuBois High School of Arts & Technology            | Omin Prep - North Pointe Lower                   |
| DuBois Middle School of Arts & Technology          | Omni Prep - North Pointe Middle                  |
| DuBois Middle School of Leadership & Public Policy | Power Center Academy Elementary                  |
| Freedom Prep Academy                               | Power Center Academy High School                 |
| Granville T. Woods Academy of Innovation           | Power Center Academy Middle School               |
| KIPP Memphis Academy Middle                        | Promise Academy                                  |
| KIPP Memphis Collegiate Elem                       | Southern Avenue Charter                          |
| KIPP Memphis Collegiate High                       | Southern Avenue Middle School                    |
| KIPP Memphis Collegiate Middle                     | STAR Academy College Prep                        |
| Leadership Preparatory Charter School              | The Soulsville Charter School                    |
| Memphis Academy for Health Sciences High           | Veritas College Prep                             |
| Memphis Academy of Health Sciences Middle          | Vision Prep                                      |
| Memphis Academy of Science and Engineering         |  |

**Legally Mandated/Required Curriculum:** Yes  
**Legal Reference or Statute:** T.C.A. §49-13-106

**Operating Budget**

Major Object	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
1000 Salaries	\$ -	\$ -	\$ -	\$ -
2000 Benefits	-	-	-	-
3000 Contracted Services	66,987,992	80,090,512	88,000,000	7,909,488
4000 Supplies and Materials	-	-	-	-
5000 Other Charges	-	-	-	-
7000 Capital Outlay	-	-	-	-
<b>Total</b>	<b>\$ 66,987,992</b>	<b>\$ 80,090,512</b>	<b>\$ 88,000,000</b>	<b>7,909,488</b>





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**ACADEMICS**

**MISSION STATEMENT:**

The Chief Academic Office is committed to the planning, development, implementation, assessment and continuous improvement of teaching and learning and related student and staff supports to ensure *all* Shelby County Schools students achieve to high academic standards for career and college readiness. The Office and its major departments work to act strategically, leverage resources effectively, improve individual and system learning, and build capacity to support, accelerate, and sustain significant, school improvement districtwide.

The Office includes three major departments:

- Academics, which includes Curriculum and Instruction (e.g., core academic content areas—including art, music, physical education, and world languages, as well as ESL, educational resources, etc.), Exceptional Children (e.g., special education and related services, gifted education), Early Childhood Education (including Head Start), Career and Technical Education, Optional Schools, and Professional Development and Support.
- Schools and Leadership, which includes Principal Support and Supervision (led by Instructional Leadership Directors), Leadership Development and Capacity Building, Teacher Leadership, and Teacher and Leader Effectiveness.
- Academic Operations and School Support, including School Operations, Academic Operations, and Alternative and Adult Education.

The Chief Academic Office also coordinates federal programs, grants development, secondary school reform, a variety of STEM-related initiatives and special projects, the districtwide calendar and the District’s school improvement plan.

Additionally, the Academic Office works closely with other district offices to support a positive climate for learning, alignment of various programs and initiatives to academic goals and priorities, and strategic support and accountability for school improvement.

**GOALS:**

- Strengthen Early Literacy
- Improve Post-Secondary Readiness
- Develop Teachers, Leaders and Central Office to Drive Student Success
- Expand High-Quality School Options
- Mobilize Family & Community Partners

**ISSUES & TRENDS:**

The Chief Academic Office has primary responsibility for setting and supporting the academic improvement vision of the District, as outlined in the strategic plan, Destination 2025. As such, the Office works to improve curriculum, assessment, teaching and learning (as well as the climate for learning), and leadership across all schools, grade levels, content areas and tiers of student support within the Response to Instruction and Intervention (RTI2) framework. Particular emphasis is placed on ensuring all students—particularly those with disabilities, linguistic minorities, and economically disadvantaged—have access to high-quality, core instruction aligned to rigorous standards for career and college readiness.



### **ACADEMICS (cont'd)**

A variety of curricular and instructional materials and resources, data systems and supports, professional development opportunities (including coaching, observation, and feedback), and leadership development strategies are engaged.

Of particular note, as the District and State prepare for the new TNReady assessments (to be administered in 2015-16) and continue to support and leverage teacher and leader effectiveness measures, the Chief Academic Office launched the DRAFT Comprehensive Literacy Improvement Plan for full implementation in 2015-16. More targeted work is also planned for mathematics and other core areas.

SCS has become a national leader in the evaluation of teachers and leaders and is increasingly leveraging its success in the TLE models in improved teacher and leader support. In efforts to continuously improve the quality of feedback and support, as well as the accuracy of evaluation ratings, provided to teachers, the District continues to work to ensure that principals and other evaluators accurately and effectively observe teachers using the TEM framework. As a result, in 2014-15, observations were completed significantly earlier than in 2013-2014, and that teachers receive more timely feedback and there are more opportunities for discussion and improvement planning. In addition, the District has experienced greater reliability in observer ratings, though there continue to be opportunities for improvement. For example, the correlation between the 2013-14 End of Year (EOY) Observation Average Score and 2013-14 EOY Individual TVAAS Score for teachers in tested grades and subjects (n=3,664) was 0.37 (with variation at each performance level). The vast majority (97%) of tested SCS teachers was found to be meeting or exceeding expectations when observed and rated on the TEM rubric, yet one-quarter of these teachers (who met or exceeded expectations) earned a growth score of TVAAS 1 or TVAAS 2.

The District (including legacy MCS) has used TNTP's Instructional Culture Insight survey to measure its schools' instructional culture since 2010. Analysis of the survey results have revealed key findings linking the learning environment and observation and feedback domains to teacher retention, including the fact that Level 5 teachers are more likely to continue teaching at schools they perceive as having better environments for students and teachers. By setting goals with principals and using Insight as evidence in principal evaluation, the District is working to ensure that principals receive support to improve these key metrics, which ultimately have strong relationships with both teacher retention, instructional quality, and student success.

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

**Student Growth:** The Statewide Accountability System results include district-level Tennessee Value-Added Assessment System (TVAAS) composite scores. The overall TVAAS composite score is calculated based on student growth in math, reading/language arts, science, and social studies. SCS earned a Level 5 rating, the highest awarded by the state.

**Achievement Results – Grades 3-8:** In three of four subjects, with math being the exception, SCS proficiency levels increased, and SCS showed larger gains in proficiency than the state.

A total of 40 schools made at least a 5 percentage point gain in reading/language arts proficiency, and 38 schools made at least a 5 percentage point gain in math proficiency.



### **ACADEMICS (concl'd)**

**Achievement Results – Grades 9-12:** Proficiency levels increased for 6 of 7 courses assessed by End of Course tests, with English III proficiency decreasing slightly. Scores improved at a higher rate than the state in Algebra I, English I, English II, and U.S. History, and English III scores decreased less in SCS than in the state as a whole.

Proficiency gains of at least 5 percentage points occurred in 32 high schools for Algebra I and 31 high schools for English II.

#### **Additional Programmatic Highlights**

- In 204-15, SCS Early Childhood Education Division received a \$22 million dollar Head Start grant, \$2.1 million dollars from the Shelby County Commission to open 15 additional classrooms and, in collaboration with TDOE and Metro Nashville, \$8.2 million to open an additional 50 Pre-K classrooms over the next five years.
- Among many honors and distinctions, ten Optional Schools students were named National Achievement Semi-finalists; 23 Optional Schools students were named National Merit Semi-finalists; 241 students from nine Optional high schools were recognized as AP Scholars, and ten were recognized as National AP Scholars in 2014.
- The Magnet Schools of America recognized White Station Middle School as a 2014 National Magnet School of Distinction for the third consecutive year.
- SCS continues to dramatically reduce the percentage of Students with Disabilities (SwD) suspended for more than 10 days in a school year, from 7.99% to 2.5%, nearing the State benchmark. At the same time, SCS exceeds the state benchmark of having at least 60% or more the percentage of students with disabilities spending at least 80% of their day in general education (64.88%).
- CTE programs met or exceeded 90% of the negotiated performance rate for Perkins Core Indicators 2S1, 3S1, 4S1, 5S1, 6S1, and 6S2 and academic proficiency increased for CTE Concentrators in English/Language Arts and Math.

#### **FISCAL YEAR 2015-16 BUDGET HIGHLIGHTS:**

Consistent with new budget constraints, the CAO budget represents significant efforts to reduce and/or more effectively leverage existing resources and more strategically allocate resources, including federal program and other grant dollars, to district priorities. Academic improvement efforts are represented in a new organizational structure (described above) and updated approach to instructional coaching and more focused and coordinated support to schools—including academic operations and customer service (e.g., call center). Investments will be made in college and career readiness aligned textbooks and instructional materials, teacher and leader supports, secondary school reform, and improved grants development and management.



**Academic Office (100000)**

The Chief Academic Office is committed to the planning, development, implementation, assessment and continuous improvement of teaching and learning and related student and staff supports to ensure all Shelby County Schools students achieve to high academic standards for career and college readiness. The Office and its major departments—Academics, Schools and Leadership, and Academic operations and Support--work to act strategically, leverage resources effectively, improve individual and system learning, and build capacity to support, accelerate, and sustain significant, school improvement districtwide.

**Operating Budget**

Major Object	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
1000 Salaries	\$ 598,411	\$ 514,544	\$ 683,584	\$ 169,040
2000 Benefits	134,743	111,016	158,200	47,184
3000 Contracted Services	7,768	10,661	8,727	(1,934)
4000 Supplies and Materials	14,752	3,140	3,140	-
5000 Other Charges	7,786	11,941	9,500	(2,441)
7000 Capital Outlay	-	-	6,656	6,656
<b>Total</b>	<b>\$ 763,460</b>	<b>\$ 651,302</b>	<b>\$ 869,807</b>	<b>218,505</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
Academics Schools Support Manager	-	-	1.00	1.00
Assistant to the CAO	1.00	1.00	1.00	-
Budget Specialist	1.00	1.00	1.00	-
Chief Academic Officer	1.00	1.00	1.00	-
Executive Assistant to the Chief Academic Officer	1.00	1.00	1.00	-
Grant Manager	-	-	1.00	1.00
School Operations Academic Manager	1.00	1.00	1.00	-
<b>Total</b>	<b>5.00</b>	<b>5.00</b>	<b>7.00</b>	<b>2.00</b>

**Goal, Objectives & Measures**

District Goal	Objective	Performance Measure	2013-14 Actual	2014-15 Estimated	2015-16 Proposed
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.	47 % in RLA and 40 % in Math.
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.	Reinforce School Security and Discipline, Increase on-time attendance, Upgrade School Cleanliness. Boost Student Health and Nutrition	60% increasing by 10% every year.	70% increasing by 10% every year.	80% increasing by 10% every year.
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, increase student enrollment.	Increase student enrollment by 10% and parental involvement by 25%	Increase student enrollment by 15% and parental involvement by 30%	Increase student enrollment by 20% and parental involvement by 35%



**Department of Academics (100100)**

The Department of Academic works to continuously improve the academic vision, infrastructure, programs, and supports to appropriately and effectively meet the needs positively affect SCS schools, staff, students and community. The Department of Academics also promotes and supports rigorous academic goals, and collaborates with all Academic Departments to support principals and teachers. The Department of Academics The Department is responsible for the following divisions: Curriculum and Instruction (e.g., core academic content areas—including art, music, physical education, and world languages, as well as ESL, educational resources, etc.), Exceptional Children (e.g., special education and related services, gifted education), Early Childhood Education Pre-K (including Head Start), Career and Technical Education, Optional Schools, and Professional Development and Support.

**Operating Budget**

Major Object	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
1000 Salaries	\$ -	\$ 209,705	\$ 264,317	\$ 54,612
2000 Benefits	-	50,518	63,261	12,743
3000 Contracted Services	-	-	5,000	5,000
4000 Supplies and Materials	-	-	10,000	10,000
5000 Other Charges	-	-	3,000	3,000
7000 Capital Outlay	-	-	7,200	7,200
<b>Total</b>	<b>\$ -</b>	<b>\$ 260,223</b>	<b>\$ 352,778</b>	<b>92,555</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
Academic Schools Support Manager	-	1.00	1.00	-
Admin Assistant for Assistant Superintendent	-	1.00	1.00	-
Assistant Superintendent Academic Office	-	1.00	1.00	-
Receptionist	-	1.00	-	(1.00)
<b>Total</b>	<b>-</b>	<b>4.00</b>	<b>3.00</b>	<b>(1.00)</b>

**Goals, Objectives & Measures**

District Goal	Objective	Performance Measure	2013-14 Actual	2014-15 Estimated	2015-16 Proposed
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.	47 % in RLA and 40 % in Math.
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.	Reinforce School Security and Discipline, Increase on-time attendance, Upgrade School Cleanliness. Boost Student Health and Nutrition	60% increasing by 10% every year.	70% increasing by 10% every year.	80% increasing by 10% every year.
Goal 3: Build Employee and Community Confidence in the Unified District	To increase parental and communitiy support as well as knowledge of IBWA.	Increase parental involvement, as well as, increase student enrollement.	Increase student enrollment by 10% and parental involvement by 25%	Increase student enrollment by 15% and parental involvement by 30%	Increase student enrollment by 20% and parental involvement by 35%



**Department of Schools and Leadership (100200)**

The Department of Schools and Leadership is focused on the belief that every student in the SCS district will have effective leaders who will develop teachers to lead quality instruction all classrooms. Through the utilization of a rigorous curriculum with a focus on TN-Ready standards, students will be college-ready. The Department is responsible for: Principal Support and Supervision, staffed by a team of Instructional Leadership Directors, Leadership Development and Capacity Building (including pipelines to the principalship), Teacher Leadership, and Teacher and Leader Effectiveness and Evaluation. The priorities for the Department of Schools and Leadership included the following: developing a leadership pipeline; strengthening the leadership capacity; strengthening the ILD capacity to coach; differentiating support of principals.

**Legally Mandated/Required Curriculum:** Yes  
**Legal Reference or Statute:** TCA§49-2-301 (b)(1)(G)

**Operating Budget**

Major Object	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
1000 Salaries	\$ -	\$ 283,225	\$ 207,510	\$ (75,715)
2000 Benefits	-	62,895	58,105	(4,790)
3000 Contracted Services	-	8,717	19,158	10,441
4000 Supplies and Materials	-	41,620	19,422	(22,198)
5000 Other Charges	-	-	-	-
7000 Capital Outlay	-	15,243	7,320	(7,923)
<b>Total</b>	<b>\$ -</b>	<b>\$ 411,700</b>	<b>\$ 311,515</b>	<b>(100,185)</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
Admin Assistant for Assistant Superintendent	-	1.00	1.00	-
Assistant Superintendent Schools	-	1.00	1.00	-
Director of Leadership Development	-	1.00	-	(1.00)
Receptionist	-	1.00	1.00	-
<b>Total</b>	<b>-</b>	<b>4.00</b>	<b>3.00</b>	<b>(1.00)</b>

**Goals, Objectives & Measures**

District Goal	Objective	Performance Measure	2013-14 Actual	2014-15 Estimated	2015-16 Proposed
Goal 1: Accelerate Student Achievement	To maintain and increase the efficiency, accountability/compliance and leadership of principals/teachers and staff	40% or more schools will have TVAAS growth of level 3 or more.	NA	60% or more schools will have TVAAS growth of level 3 or more.	65% or more schools will have TVAAS growth of level 3 or more.
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, 2015.	NA	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 RTI2 model and results that lead to impact for student growth and achievement.	NA	100%	100%



**Instructional Leadership Directors (100210)**

The Instructional Leadership Directors (ILD) serve as the primary supervisors and support providers to the District’s principals, primarily through differentiated coaching. They provide highly responsible, professional leadership and expertise in the development, implementation, and oversight of assigned functions supporting instructional programs of the School District. ILDs develop and implement programs within organizational policies. ILDs work one-on-one with principals in a joint work relationship to grow their instructional leadership capacity, develop principal professional learning networks that support principals’ common inquiry into problems of practice, design professional development with principals based on individual and group learning needs, collaborate with ILD colleagues to provide consistent support to principals, collaborate with other units in the central office to provide necessary resources to principals’ instructional leadership.

**Legally Mandated/Required Curriculum:** Yes  
**Legal Reference or Statute:** TCA§49-2-301 (b)(1)(G)

**Operating Budget**

Major Object	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
1000 Salaries	\$ -	\$ 978,649	\$ 1,468,516	\$ 489,867
2000 Benefits	-	220,059	337,232	117,173
3000 Contracted Services	-	-	-	-
4000 Supplies and Materials	-	-	-	-
5000 Other Charges	-	-	-	-
7000 Capital Outlay	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ 1,198,708</b>	<b>\$ 1,805,748</b>	<b>607,040</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
Administrative Assistant for Regional Offices	-	3.00	1.00	(2.00)
Instructional Leadership Director, Northeast	-	2.00	2.00	-
Instructional Leadership Director, Northwest	-	2.00	2.00	-
Instructional Leadership Director, Shelby	-	2.00	2.00	-
Instructional Leadership Director, Southeast	-	2.00	4.00	2.00
Instructional Leadership Director, Southwest	-	2.00	2.00	-
<b>Total</b>	<b>-</b>	<b>13.00</b>	<b>13.00</b>	<b>-</b>

**Goals, Objectives & Measures**

District Goal	Objective	Performance Measure	2013-14 Actual	2014-15 Estimated	2015-16 Proposed
Goal 1: Accelerate Student Achievement	To increase the number of schools with student growth to a Level 3 or higher in Literacy, Math, and Science	40% or more schools will have TVAAS growth of level 3 or more.	112 schools out of 174 schools received a Level 3 or higher with TVAAS(64%)	65% or more schools will have TVAAS growth of level 3 or higher	70% or more schools will have TVAAS growth of level 3 or higher
Goal 1: Accelerate Student Achievement	To monitor the compliance of teacher observations to ensure high quality feedback is given back to teachers. To provide actionable steps to principals based on the TEAM Rubric.	95% of the observations will be complete in a timely manner		100% of the observations will be completed in a timely manner	100% of the observations will be completed in a timely manner
Goal 1: Accelerate Student Achievement	To support principals in implementing the Literacy Plan with fidelity to ensure alignment with the 80/90/100% goals for SCS	60% of the schools will have a TVAAS Literacy Composite of Level 3 or higher		65% of the schools will have a TVAAS growth in Literacy of Level 3 or higher	70% of the schools will have TVAAS growth in Literacy of Level 3 or higher





**Teacher and Leader Effectiveness and Evaluation (100220)**

The Teacher and Leadership Effectiveness division works to provide support and guidance for the implementation of the Teacher Effectiveness model (TEM) for teachers and the Tennessee Educator Acceleration Model (TEAM) for school administrators utilizing data analysis, research, feedback from stakeholder and emerging best practices. This work includes providing support to both teachers and school leaders in the implementation of TEM 4.0 and compliance for TEAM; training, norming, and front-facing communications for TEM 4.0; working collaboratively and directly with teachers, principals, the State and District leaders to improve/refine the teacher evaluation system; collaborating with Instructional Leadership Directors to ensure understanding and fidelity of the evaluation framework and data. The division also serves as a liaison with Professional Development managers to ensure that instructional coaches are effectively trained to provide support for observing and evaluating teachers.

**Operating Budget**

Major Object	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
1000 Salaries	\$ -	\$ -	\$ 327,624	\$ 327,624
2000 Benefits	-	-	81,229	81,229
3000 Contracted Services	-	-	12,772	12,772
4000 Supplies and Materials	-	-	12,948	12,948
5000 Other Charges	-	-	-	-
7000 Capital Outlay	-	-	4,880	4,880
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 439,453</b>	<b>439,453</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
Data Analyst	-	-	-	-
Instructional Support Analyst	-	-	-	-
Teacher and Leadership Effectiveness Manager	-	-	1.00	1.00
Teacher Effectiveness Advisor	-	-	1.00	1.00
<b>Total</b>	<b>-</b>	<b>-</b>	<b>2.00</b>	<b>2.00</b>



**Leadership Development and Capacity Building (100230)**

The Leadership Development and Capacity Building division works to improve the capacity of current and aspiring school leaders and leadership teams through a variety of professional development networks and strategies, leveraging both internal and external resources and partners aligned to strategic needs. Among its diverse strategies along the leadership continuum, the division also has responsibility for developing effective leadership “pipelines,” including recruitment and support of aspiring instructional leaders. The division also provides ongoing professional development and support to facilitate strong, school-based, professional learning communities (PLCs) and instructional leadership teams to accelerate improvements in teaching and learning.

**Operating Budget**

Major Object	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
1000 Salaries	\$ -	\$ -	\$ 523,707	\$ 523,707
2000 Benefits	-	-	141,990	141,990
3000 Contracted Services	-	-	1,131,000	1,131,000
4000 Supplies and Materials	-	-	184,000	184,000
5000 Other Charges	-	-	241,410	241,410
7000 Capital Outlay	-	-	50,000	50,000
<b>Total</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 2,272,107</u>	<u>2,272,107</u>

**Staffing**

Job Description	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
Academics Schools Support Manager	-	-	-	-
Administrative Assistant	-	-	-	-
Data Analyst	-	-	-	-
Director of Leadership Development	-	-	1.00	1.00
Director, Principal Pipeline	-	-	-	-
Principal Coaching Advisor	-	-	1.00	1.00
<b>Total</b>	<u>-</u>	<u>-</u>	<u>2.00</u>	<u>2.00</u>



**Department of Academic Operations and School Support (100300)**

The Department of Academic Operations and Support works to ensure academic success through clear and consistent operational procedures, strong school support—including in fostering safe and orderly schools, effective management of school resources, positive relationships between and among schools and the various district divisions; serving as a liaison and broker of services with other SCS offices and departments; and providing legendary customer service. The Department creates a climate of support for principals, Instructional Leadership Directors, and other academic staff to enable them to better focus on the core work of improving teaching and learning for all students.

**Operating Budget**

Major Object	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
1000 Salaries	\$ -	\$ 250,000	\$ 965,209	\$ 715,209
2000 Benefits	-	65,364	306,960	241,596
3000 Contracted Services	-	-	109,000	109,000
4000 Supplies and Materials	-	-	25,000	25,000
5000 Other Charges	-	-	32,130	32,130
7000 Capital Outlay	-	-	15,000	15,000
<b>Total</b>	<b>\$ -</b>	<b>\$ 315,364</b>	<b>\$ 1,453,299</b>	<b>1,137,935</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
Admin Assistant for Assistant Superintendent	-	1.00	1.00	-
Administrative Assistant for Director of School Op	-	1.00	1.00	-
Administrative Assistant for School Operations	-	1.00	-	(1.00)
Advisor School Operations	-	1.00	1.00	-
Com	-	-	5.00	5.00
Assistant Superintendent Academic Operations	-	-	1.00	1.00
Call Center Assistant	-	1.00	1.00	-
Call Center Manager	-	-	1.00	1.00
Director of School Operations	-	1.00	-	(1.00)
Instructional Facilitator	-	-	-	-
Internal Auditor	-	-	-	-
Manager Academic Operations and School Support	-	1.00	-	(1.00)
Manager, Academic Operations and School Support Co	-	-	1.00	1.00
Prevention Counselor	-	-	1.00	1.00
Professional Counselor	-	-	1.00	1.00
Receptionist	-	-	1.00	1.00
School Operations Academic Manager	-	-	1.00	1.00
	<b>-</b>	<b>7.00</b>	<b>16.00</b>	<b>9.00</b>



**Department of Academic Operations and School Support (100300) (concl'd)**

**Goals, Objectives & Measures**

<b>District Goal</b>	<b>Objective</b>	<b>Performance Measure</b>	<b>2013-14 Actual</b>	<b>2014-15 Estimated</b>	<b>2015-16 Proposed</b>
Goal 1: Accelerate Student Achievement	Increase time spent improving teaching and learning through streamlined operational procedures, the development of a state of the art customer service center, and strengthened school and family partnerships.	ILD and principal feedback through the Principals' Think Tank, ILD meetings, and Gates Foundation Stock Take.	This is new work and there is no historical performance data available.	Establish baseline measures during second semester of 14-15.	80% of academic leaders report an increase in time available to pursue academic achievement improvement.
Goal 2: Design Effective Business Operations	Deliver efficient and collaborative support to schools through development of a School Operations Manual, an Operations Institute, and PD focused on communication, problem solving and customer service orientation.	Principal and central office staff evaluation surveys related to the Operations Manual, the Operations Institute, and ongoing Professional Development.	This is new work and there is no historical performance data available.	Establish baseline measures during second semester of 14-15.	80% of participants report a positive experience that will increase the effectiveness of operational support to schools and consequently increase time available to spend improving teaching and learning.
Goal 3: Build Employee and Community Confidence in the Unified District	Create the pathways for constituent concerns to be communicated and resolved efficiently by aligning all SCS customer service efforts and building cross functional teams to review and improve customer service performance.	Increased positive survey responses from constituents on customer service.	This is new work and there is no historical performance data available.	Establish baseline measures during second semester of 14-15.	75% of constituents surveyed will report a positive experience that increases their confidence in and perception of Shelby County Schools.



**Curriculum & Instruction (102000)**

The Division of Curriculum and Instruction is responsible for providing a curriculum framework aligned to College and Career Readiness (CCR) and TNCore standards for students, as well as state and district standards for teachers. This includes establishing and pacing the essential knowledge and skills which students must master; providing aligned instructional resources, interventions, and assessments; 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; providing examples of the kinds of performances used to assess student progress toward standards; and supporting aligned, high-quality professional development in coordination with other divisions.

The selection of textbooks and the development of other curricular resources necessary for teaching and learning also fall into the scope of this division.

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.

**Operating Budget**

Major Object	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
1000 Salaries	\$ 1,361,301	\$ 1,140,765	\$ 1,078,520	\$ (62,245)
2000 Benefits	285,801	268,455	273,501	5,046
3000 Contracted Services	123,547	78,625	84,303	5,678
4000 Supplies and Materials	103,946	34,024	24,000	(10,024)
5000 Other Charges	61,879	70,836	61,970	(8,866)
7000 Capital Outlay	4,406	10,083	10,534	451
<b>Total</b>	<b>\$ 1,940,880</b>	<b>\$ 1,602,788</b>	<b>\$ 1,532,828</b>	<b>(69,960)</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
Administrative Assistant, Curriculum & Instruction	2.00	1.00	1.00	-
Arts Advisor	1.00	1.00	1.00	-
Budget Assistant for Curriculum	1.00	1.00	1.00	-
Director of Curriculum & Instruction	1.00	1.00	1.00	-
HPELW Advisor	1.00	1.00	1.00	-
Humanities Manager	1.00	1.00	1.00	-
Instructional Advisor, Arts	3.00	2.00	2.00	-
Instructional Advisor, World Language	1.00	1.00	1.00	-
Literacy Advisor	1.00	1.00	1.00	-
Reading Teacher	-	-	-	-
Records Clerk for Humanities	1.00	1.00	1.00	-
Social Studies Advisor	1.00	1.00	1.00	-
World Language Advisor	1.00	1.00	1.00	-
<b>Total</b>	<b>15.00</b>	<b>13.00</b>	<b>13.00</b>	<b>-</b>



**Curriculum & Instruction (102000) (concl'd)**

**Goals, Objectives & Measures**

<b>District Goal</b>	<b>Objective</b>	<b>Performance Measure</b>	<b>2013-14 Actual</b>	<b>2014-15 Estimated</b>	<b>2015-16 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. These supports are 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. There are approximately 9,800 ELL students in the Shelby County Schools district representing over 40 languages and dialects and 70 different countries. This is an increase of 898 students over the adjusted count from last year (2013-14) that reflected district changes and the formation of the municipal school districts.

Programming includes: 1) student identification and state mandated language assessments; 2) special English language development 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; 6) special instructional materials and supplies for students grades K-12; and 7) related travel, training, and equipment.

**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

**Operating Budget**

Major Object	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
1000 Salaries	\$ 786,570	\$ 12,237,037	\$ (41,312)	\$ (12,278,349)
2000 Benefits	243,687	3,275,048	30,178	(3,244,870)
3000 Contracted Services	42,083	94,222	81,268	(12,954)
4000 Supplies and Materials	255,429	228,177	232,750	4,573
5000 Other Charges	52,023	79,487	94,760	15,273
7000 Capital Outlay	184,781	139,000	139,000	-
<b>Total</b>	<b>\$ 1,564,573</b>	<b>\$ 16,052,971</b>	<b>\$ 536,644</b>	<b>(15,516,327)</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
Bilingual Cultural Mentor	12.00	-	2.00	2.00
Bilingual Mentor/Counselor	8.00	7.00	7.00	-
Classroom Teacher ESL	239.00	13.67	-	(13.67)
Data Processing Associate	1.00	1.00	1.00	-
Guidance Counselor	1.00	1.00	-	(1.00)
<b>Total</b>	<b>261.0</b>	<b>22.67</b>	<b>10.0</b>	<b>(12.67)</b>



**English as a Second Language (ESL) (102010) (concl'd)**

**Goals, Objectives & Measures**

<b>District Goal</b>	<b>Objective</b>	<b>Performance Measure</b>	<b>2013-14 Actual</b>	<b>2014-15 Estimated</b>	<b>2015-16 Proposed</b>
Goal 1: Accelerate Student Achievement	Develop and maintain an English language acquisition program especially designed for speakers of other languages that exceed federal and state compliance requirements	Title III AMAO #1, 2, & 3	Surpassed AMAO #2 Benchmark by 10 percentage points. Missed AMAO #1 benchmark by 4 percentage points. Made gains in all AYP areas but did not reach gap closure targets. Met benchmarks in 3-8 Math	To surpass benchmarks in AMAO 1 for ELL making progress in acquiring English, and # 2 for the percentage of ELL students reaching proficiency and exiting the ESL program. AMAO #3 to close achievement gaps by a minimum of 6.25%	Meet benchmarks for AMAOs 1 and 2. Close AMAO #3 achievement gaps by 10%
Goal 1: Accelerate Student Achievement	To increase the # 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. PD sessions supporting Discipline-Specific Language Expansion approach in content-area classroom.	Surpassed AMAO #2 Benchmark by 10 percentage points. Missed AMAO #1 benchmark by 4 percentage points. Made gains in all AYP areas but did not reach gap closure targets. Met benchmarks in 3-8 Math	To surpass benchmarks in AMAO 1, 2, and 3.	
Goal 3: Build Employee and Community Confidence in the Unified District	To create a school community that is sensitive to the needs of an increasingly diverse population.	Increased academic performance of ELL as measured by TCAP assessments. Participation in regional professional development sessions for differentiating instruction for ELL. Number of teachers adding ESL endorsement.	20% increase in the number of participating teachers, administrator, and community members		





**English as a Second Language Elementary (102011)**

The ESL transitional program provides special English classes and services especially designed for English Language Learners (ELL) grades K-12. These supports are 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. There are approximately 9,800 ELL students in the Shelby County Schools district representing over 40 languages and dialects and 70 different countries. This is an increase of 898 students over the adjusted count from last year (2013-14) that reflected district changes and the formation of the municipal school districts.

Programming includes: 1) student identification and state mandated language assessments; 2) special English language development 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; 6) special instructional materials and supplies for students grades K-12; and 7) related travel, training, and equipment.

The district-wide ESL Program staffing ratio is based on an average of no more than 40 identified English Language Learners (ELL) per full-time ESL endorsed teacher (Tennessee Board of Education Policy #3.207 as amended 11-4-11). The FY 2016 budget includes funding for two hundred and forty-five (245) ESL teachers, twelve (12) Bilingual Mentors, seven (7) Bilingual Counselors, and one (1) Data Processing Specialist. Two (2) new Bilingual Mentor positions are requested in order provide ESL support for schools with growing ELL 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 an increase in ESL students. This budget is split between departments 102010-102014.

Major Object	Operating Budget			
	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
1000 Salaries	\$ 9,128,224	\$ -	\$ 9,823,740	\$ 9,823,740
2000 Benefits	2,253,807	-	2,749,079	2,749,079
3000 Contracted Services	4,826	-	-	-
4000 Supplies and Materials	-	400	-	(400)
5000 Other Charges	-	-	-	-
7000 Capital Outlay	-	-	-	-
<b>Total</b>	<b>\$ 11,386,857</b>	<b>\$ 400</b>	<b>\$ 12,572,819</b>	<b>12,572,419</b>

Job Description	Staffing			
	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
Bilingual Cultural Mentor	-	10.00	10.00	-
Classroom Teacher ESL	-	153.33	174.00	20.67
<b>Total</b>	<b>-</b>	<b>163.33</b>	<b>184.00</b>	<b>20.67</b>



### English as a Second Language Elementary (102011) (concl'd)

Goals, Objectives & Measures

District Goal	Objective	Performance Measure	2013-14 Actual	2014-15 Estimated	2015-16 Proposed
Goal 1: Accelerate Student Achievement	Develop and maintain an English language acquisition program especially designed for speakers of other languages that exceed federal and state compliance requirements	Title III AMAO #1, 2, & 3	Surpassed AMAO #2 Benchmark by 10 percentage points. Missed AMAO #1 benchmark by 4 percentage points. Made gains in all AYP areas but did not reach gap closure targets. Met benchmarks in 3-8 Math	To surpass benchmarks in AMAO 1 for ELL making progress in acquiring English, and # 2 for the percentage of ELL students reaching proficiency and exiting the ESL program. ,AMAO #3 to close achievement gaps by a minimum of 6.25%	Meet benchmarks for for AMAOs 1 and 2. Close AMAO #3 achievement gaps by 10%
Goal 1: Accelerate Student Achievement	To increase the # 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. PD sessions supporting Discipline-Specific Language Expansion approach in content-area classroom.	Surpassed AMAO #2 Benchmark by 10 percentage points. Missed AMAO #1 benchmark by 4 percentage points. Made gains in all AYP areas but did not reach gap closure targets. Met benchmarks in 3-8 Math	To surpass benchmarks in AMAO 1, 2, and 3.	
Goal 3: Build Employee and Community Confidence in the Unified District	To create a school community that is sensitive to the needs of an increasingly diverse population.	Increased academic performance of ELL as measured by TCAP assessments. Participation in regional professional development sessions for differentiating instruction for ELL. Number of teachers adding ESL endorsement.	20% increase in the number of participating teachers, administrator, and community members		



**English as a Second Language Middle (102012)**

The ESL transitional program provides special English classes and services especially designed for English Language Learners (ELL) grades K-12. These supports are 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. The ESL Programs serves English Language Learners (ELLs) who speak approximately 50 different distinct languages. SCS goals for ESL are primarily to equip teachers and ESL Staff to support students in the development of speaking, writing, reading, and listening skills. In 2014-15, 9800 students were identified.

Programming includes: 1) student identification and state mandated language assessments; 2) special English language development 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; 6) special instructional materials and supplies for students grades K-12; and 7) related travel, training, and equipment.

(Program staffing is based on an annual count of ELL and Transitional students that is conducted by the TN State Department of Education in October of each year. It is projected that 186 ESL teachers will be assigned to elementary, 33 to the middle school grades, and 26 to high schools for the 2015-2016 school year.)

**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 an increase in ESL students. This budget is split between departments 102010-102014.

**Operating Budget**

Major Object	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
1000 Salaries	\$ 1,818,057	\$ -	\$ 2,004,984	\$ 2,004,984
2000 Benefits	451,340	-	564,924	564,924
3000 Contracted Services	3,095	-	-	-
4000 Supplies and Materials	-	100	-	(100)
5000 Other Charges	-	-	-	-
7000 Capital Outlay	-	-	-	-
<b>Total</b>	<b>\$ 2,272,492</b>	<b>\$ 100</b>	<b>\$ 2,569,908</b>	<b>2,569,808</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
Bilingual Cultural Mentor	-	1.00	1.00	-
Classroom Teacher ESL	-	29.00	36.00	7.00
<b>Total</b>	<b>-</b>	<b>30.00</b>	<b>37.00</b>	<b>7.00</b>



### English as a Second Language Middle (102012) (concl'd)

Goals, Objectives & Measures

District Goal	Objective	Performance Measure	2013-14 Actual	2014-15 Estimated	2015-16 Proposed
Goal 1: Accelerate Student Achievement	Develop and maintain an English language acquisition program especially designed for speakers of other languages that exceed federal and state compliance requirements	Title III AMAO #1, 2, & 3	Surpassed AMAO #2 Benchmark by 10 percentage points. Missed AMAO #1 benchmark by 4 percentage points. Made gains in all AYP areas but did not reach gap closure targets. Met benchmarks in 3-8 Math	To surpass benchmarks in AMAO 1 for ELL making progress in acquiring English, and # 2 for the percentage of ELL students reaching proficiency and exiting the ESL program. ,AMAO #3 to close achievement gaps by a minimum of 6.25%	Meet benchmarks for AMAOs 1 and 2. Close AMAO #3 achievement gaps by 10%
Goal 1: Accelerate Student Achievement	To increase the # 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. PD sessions supporting Discipline-Specific Language Expansion approach in content area classroom.	Surpassed AMAO #2 Benchmark by 10 percentage points. Missed AMAO #1 benchmark by 4 percentage points. Made gains in all AYP areas but did not reach gap closure targets. Met benchmarks in 3-8 Math	To surpass benchmarks in AMAO 1, 2, and 3.	
Goal 3: Build Employee and Community Confidence in the Unified District	To create a school community that is sensitive to the needs of an increasingly diverse population.	Increased academic performance of ELL as measured by TCAP assessments. Participation in regional professional development sessions for differentiating instruction for ELL. Number of teachers adding ESL endorsement.	20% increase in the number of participating teachers, administrator, and community members		



**English as a Second Language K8 (102013)**

The ESL transitional program provides special English classes and services especially designed for English Language Learners (ELL) grades K-12. These supports are 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. The ESL Programs serves English Language Learners (ELLs) who speak approximately 50 different distinct languages. SCS goals for ESL are primarily to equip teachers and ESL Staff to support students in the development of speaking, writing, reading, and listening skills. In 2014-15, 9800 students were identified.

Programming includes: 1) student identification and state mandated language assessments; 2) special English language development 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; 6) special instructional materials and supplies for students grades K-12; and 7) related travel, training, and equipment.

(Program staffing is based on an annual count of ELL and Transitional students that is conducted by the TN State Department of Education in October of each year. It is projected that 186 ESL teachers will be assigned to elementary, 33 to the middle school grades, and 26 to high schools for the 2015-2016 school year.)

**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 an increase in ESL students. This budget is split between departments 102010-102014.

**Operating Budget**

Major Object	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
1000 Salaries	\$ 390,687	\$ -	\$ 438,408	\$ 438,408
2000 Benefits	101,873	-	130,681	130,681
3000 Contracted Services	194	-	-	-
4000 Supplies and Materials	-	-	-	-
5000 Other Charges	-	-	-	-
7000 Capital Outlay	-	-	-	-
<b>Total</b>	<b>\$ 492,754</b>	<b>\$ -</b>	<b>\$ 569,089</b>	<b>569,089</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
Classroom Teacher ESL	-	6.00	8.00	2.00
Bilingual Cultural Mentor	-	1.00	1.00	-
<b>Total</b>	<b>-</b>	<b>7.00</b>	<b>9.00</b>	<b>2.00</b>



**English as a Second Language K8 (102013) (concl'd)**

**Goals, Objectives & Measures**

<b>District Goal</b>	<b>Objective</b>	<b>Performance Measure</b>	<b>2013-14 Actual</b>	<b>2014-15 Estimated</b>	<b>2015-16 Proposed</b>
Goal 1: Accelerate Student Achievement	Develop and maintain an English language acquisition program especially designed for speakers of other languages that exceed federal and state compliance requirements	Title III AMAO #1, 2, & 3	Surpassed AMAO #2 Benchmark by 10 percentage points. Missed AMAO #1 benchmark by 4 percentage points. Made gains in all AYP areas but did not reach gap closure targets. Met benchmarks in 3-8 Math	To surpass benchmarks in AMAO 1 for ELL making progress in acquiring English, and # 2 for the percentage of ELL students reaching proficiency and exiting the ESL program. ,AMAO #3 to close achievement gaps by a minimum of 6.25%	Meet benchmarks for for AMAOs 1 and 2. Close AMAO #3 achievement gaps by 10%
Goal 1: Accelerate Student Achievement	To increase the # 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. PD sessions supporting Discipline-Specific Language Expansion approach in content-area classroom.	Surpassed AMAO #2 Benchmark by 10 percentage points. Missed AMAO #1 benchmark by 4 percentage points. Made gains in all AYP areas but did not reach gap closure targets. Met benchmarks in 3-8 Math	To surpass benchmarks in AMAO 1, 2, and 3.	
Goal 3: Build Employee and Community Confidence in the Unified District	To create a school community that is sensitive to the needs of an increasingly diverse population.	Increased academic performance of ELL as measured by TCAP assessments. Participation in regional professional development sessions for differentiating instruction for ELL. Number of teachers adding ESL endorsement.	20% increase in the number of participating teachers, administrator, and community members		



**English as a Second Language High (102014)**

The ESL transitional program provides special English classes and services especially designed for English Language Learners (ELL) grades K-12. These supports are 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. The ESL Programs serves English Language Learners (ELLs) who speak approximately 50 different distinct languages. SCS goals for ESL are primarily to equip teachers and ESL Staff to support students in the development of speaking, writing, reading, and listening skills. In 2014-15, 9800 students were identified.

Programming includes: 1) student identification and state mandated language assessments; 2) special English language development 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; 6) special instructional materials and supplies for students grades K-12; and 7) related travel, training, and equipment.

(Program staffing is based on an annual count of ELL and Transitional students that is conducted by the TN State Department of Education in October of each year. It is projected that 186 ESL teachers will be assigned to elementary, 33 to the middle school grades, and 26 to high schools for the 2015-2016 school year.)

**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 an increase in ESL students. This budget is split between departments 102010-102014.

**Operating Budget**

Major Object	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
1000 Salaries	\$ 1,285,467	\$ -	\$ 1,596,261	\$ 1,596,261
2000 Benefits	334,595	-	471,141	471,141
3000 Contracted Services	1,188	-	-	-
4000 Supplies and Materials	-	-	-	-
5000 Other Charges	-	-	-	-
7000 Capital Outlay	-	-	-	-
<b>Total</b>	<u>\$ 1,621,250</u>	<u>\$ -</u>	<u>\$ 2,067,402</u>	<u>2,067,402</u>

**Staffing**

Job Description	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
Classroom Teacher ESL	-	21.00	29.00	8.00
<b>Total</b>	<u>-</u>	<u>21.00</u>	<u>29.00</u>	<u>8.00</u>



**English as a Second Language High (102014)**

**Goals, Objectives & Measures**

District Goal	Objective	Performance Measure	2013-14 Actual	2014-15 Estimated	2015-16 Proposed
Goal 1: Accelerate Student Achievement	Develop and maintain an English language acquisition program especially designed for speakers of other languages that exceed federal and state compliance requirements	Title III AMAO #1, 2, & 3	Surpassed AMAO #2 Benchmark by 10 percentage points. Missed AMAO #1 benchmark by 4 percentage points. Made gains in all AYP areas but did not reach gap closure targets. Met benchmarks in 3-8 Math	To surpass benchmarks in AMAO 1 for ELL making progress in acquiring English, and # 2 for the percentage of ELL students reaching proficiency and exiting the ESL program. ,AMAO #3 to close achievement gaps by a minimum of 6.25%	Meet benchmarks for for AMAOs 1 and 2. Close AMAO #3 achievement gaps by 10%
Goal 1: Accelerate Student Achievement	To increase the # 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. PD sessions supporting Discipline-Specific Language Expansion approach in content-area classroom.	Surpassed AMAO #2 Benchmark by 10 percentage points. Missed AMAO #1 benchmark by 4 percentage points. Made gains in all AYP areas but did not reach gap closure targets. Met benchmarks in 3-8 Math	To surpass benchmarks in AMAO 1, 2, and 3.	
Goal 3: Build Employee and Community Confidence in the Unified District	To create a school community that is sensitive to the needs of an increasingly diverse population.	Increased academic performance of ELL as measured by TCAP assessments. Participation in regional professional development sessions for differentiating instruction for ELL. Number of teachers adding ESL endorsement.	20% increase in the number of participating teachers, administrator, and community members		





**Science, Technology, Engineering, Mathematics (STEM) (102020)**

STEM (Science, Technology, Engineering, and Mathematics) programming focuses on a K-12 student centered curricula in Math, Science, and HPELW (Health, Physical Education, and Lifetime Wellness) aligned to College Career Readiness as well as the District’s Priorities for Destination 2025. Support includes the review, development, and updating of curricula, instructional planning resources and materials, and a variety of content-specific student and staff supports. This scope of work focuses on professional development, online learning, and differentiated support for teachers, school based personnel, and district staff members, as well as student summer enrichment programs that strengthen achievement in identified areas of challenge (5, 7, Algebra 1/II). Additional work supports the continued development and expansion of innovative STEM/STEAM programming and schools (Maxine Smith, Southwind High School, Whitehaven ES, East Virtual, Havenview) and their staffs across the District.

**Operating Budget**

Major Object	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
1000 Salaries	\$ 193,822	\$ 199,875	\$ 192,010	\$ (7,865)
2000 Benefits	48,879	51,983	47,463	(4,520)
3000 Contracted Services	2,524	-	-	-
4000 Supplies and Materials	-	-	40,000	40,000
5000 Other Charges	-	-	-	-
7000 Capital Outlay	-	-	-	-
<b>Total</b>	<u>\$ 245,225</u>	<u>\$ 251,858</u>	<u>\$ 279,473</u>	<u>27,615</u>

**Staffing**

Job Description	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
Instructional Advisor, HPELW	1.00	1.00	1.00	-
Records Clerk for STEM	1.00	1.00	1.00	-
STEM Manager	1.00	1.00	1.00	-
<b>Total</b>	<u>3.00</u>	<u>3.00</u>	<u>3.00</u>	<u>-</u>



**Science, Technology, Engineering, Mathematics (STEM) (102020) (concl'd)**

**Goals, Objectives & Measures**

<b>District Goal</b>	<b>Objective</b>	<b>Performance Measure</b>	<b>2013-14 Actual</b>	<b>2014-15 Estimated</b>	<b>2015-16 Proposed</b>
Goal 1: Accelerate Student Achievement	HPELW: Provide instructional support and align additional resources for grades K - 12 teachers in the areas of Health, Lifetime Wellness, and Physical Education	Portfolio assessment reviews, teacher survey results, and feedback from school based personnel via surveys and PD evaluations.	100%	100%	100%
Goal 1: Accelerate Student Achievement	Records Clerk: Manage budget for materials, resources, technology; provide support for C&I team members (attendance, teacher participation monitoring)	Purchasing timeline, school feedback, and payroll submission dates	100%	100%	100%
Goal 1: Accelerate Student Achievement	STEM Manager: Monitor purchases and ensure instructional resources support district and state student performance benchmarks. Provide support for STEM/STEAM schools. Develop and maintain instructional support for	Teacher effectiveness results, student performance data, parental and teacher feedback via surveys. Analyses of purchases via APECS and departmental reviews.	100%	100%	100%



**Literacy (102030)**

Literacy/English Language Arts programming supports the development of all students as able and lifelong readers, writers, and communicators, and to ensure that they are college and career ready. The literacy team and related programming support the design, implementation, and continuous improvement of the Comprehensive Literacy Improvement Plan and its core components.

**Operating Budget**

Major Object	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
1000 Salaries	\$ 138,663	\$ 518,581	\$ 1,220,000	\$ 701,419
2000 Benefits	23,416	30,213	347,132	316,919
3000 Contracted Services	2,086,586	1,437,339	1,928,335	490,996
4000 Supplies and Materials	22,731	86,548	51,500	(35,048)
5000 Other Charges	28,048	54,194	28,431	(25,763)
7000 Capital Outlay	3,355	-	5,351	5,351
<b>Total</b>	<b>\$ 2,302,799</b>	<b>\$ 2,126,875</b>	<b>\$ 3,580,749</b>	<b>1,453,874</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
Reading Teacher	-	-	15.00	15.00
<b>Total</b>	<b>-</b>	<b>-</b>	<b>15.0</b>	<b>15.0</b>

**Goals, Objectives & Measures**

District Goal	Objective	Performance Measure	2013-14 Actual	2014-15 Estimated
Goal 1: Accelerate Student Achievement	Improve student achievement in K-3 Reading	To increase the percentage of students who are reading proficient or advanced on the third grade TCAP for 2015-2016	TCAP 36.6%	TCAP to reach AMOs from 36.6% to 34.4%
Goal 1: Accelerate Student Achievement	Improve student achievement in Reading and Writing in grades 4-11	To increase the percentage of students who are proficient or advanced on the TCAP Achievement Test, grades 4-8, EOC, and TCAP Writing Assessment, grades 4-11, for 2015-2016	TCAP 41.1%	TCAP to reach AMO's in 3-8 RLA from 41.1% to 37.8%, in English II (9-12) from 52.4% to 50.7% and in English III (9-12) from 25.8% to 25.9%
Goal 1: Accelerate Student Achievement	Improve student achievement in K-12 reading and writing through the implementation of a Response to Instruction and Intervention program, as mandated by the State	To decrease the percentage of students needing Tier II and Tier III intervention, as measured by the district-determined universal screener(s)		



**Mathematics (102040)**

Mathematics programming supports the development of all students to high standards for mathematical learning and career and college readiness. This includes providing rigorous and engaging curriculum and instructional resources to ensure 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. Programming supports coherent, well-articulated K-12 Mathematics curricula, teaching, and learning aligned to Tennessee State standards as well as the District’s strategic goals. Through professional development for teachers aligned to CCR, student interventions, and enrichment programs for students, strategies are developed to improve teacher efficacy and increase 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	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
1000 Salaries	\$ 203,591	\$ 195,108	\$ 195,108	\$ -
2000 Benefits	37,590	37,841	38,544	703
3000 Contracted Services	760,555	932,700	747,000	(185,700)
4000 Supplies and Materials	214,057	125,000	90,000	(35,000)
5000 Other Charges	32,444	39,400	38,900	(500)
7000 Capital Outlay	9,975	9,000	9,000	-
<b>Total</b>	<b>\$ 1,258,212</b>	<b>\$ 1,339,049</b>	<b>\$ 1,118,552</b>	<b>(220,497)</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
Mathematics Advisor	1.00	1.00	1.00	-
<b>Total</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>-</b>



**Mathematics (102040) (concl'd)**

**Goals, Objectives & Measures**

<b>District Goal</b>	<b>Objective</b>	<b>Performance Measure</b>	<b>2013-14 Actual</b>	<b>2014-15 Estimated</b>	<b>2015-16 Proposed</b>
Goal 1: Accelerate Student Achievement	Math Curriculum Revision K-12 to include TN State Standards (aligned to CCSS). Lead teachers to develop rigorous instructional resources, lessons and tasks for use by teachers in implementing CCSSM for K-12 and preparation for the 2015 TNReady assessments	Alignment of Instructional Maps and Common Core State Standards, student performance on TNReady State Assessments, progress towards district's 80/90/100 goal.	18%	18%	18%
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 TNReady State Assessments, progress towards district's 80/90/100 goal.	67%	67%	67%
Goal 1: Accelerate Student Achievement	Improving and sustaining level of support for teachers and instructional leaders through cross-functional collaboration as well as supplying consumable resources and equipment aligned with K- 12 instructional maps	Increase the number of students scoring proficient or advanced on TNReady State Assessments, progress towards district's 80/90/100 goal.	16%	16%	16%



**Science (102050)**

Science programming is aligned to rigorous College and Career Readiness standards, principles of effective instruction, and a commitment to more actively engage all students in science learning. Efforts aim to increase the number of students enrolling in Physics, AP Courses (Physics B & C, Chemistry, Biology, Environmental Science), and Dual Enrollment, while meeting or exceeding the ACT benchmark of 24. The science program has embedded components of science, technology, engineering and mathematics that increases student success in upper level science courses. Also included are supports for teacher development, rigorous curriculum standard revisions, science leadership development during conferences and professional training, as well as digital learning from Nationally STEM (SECME) training for middle and high school teachers.

**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	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
1000 Salaries	\$ 113,392	\$ 129,067	\$ 129,400	\$ 333
2000 Benefits	24,134	26,995	27,491	496
3000 Contracted Services	19,217	18,300	14,758	(3,542)
4000 Supplies and Materials	47,689	215,500	90,500	(125,000)
5000 Other Charges	4,896	15,000	15,000	-
7000 Capital Outlay	59,244	-	-	-
<b>Total</b>	<b>\$ 268,572</b>	<b>\$ 404,862</b>	<b>\$ 277,149</b>	<b>(127,713)</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
Science Advisor	1.00	1.00	1.00	-
<b>Total</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>-</b>



**Social Studies (102060)**

The goal of the Social Studies programming is to provide a foundation of social studies through democratic principles and values, affirmation of cultural diversity and inclusiveness with respect to multiple perspectives, and an understanding of the relationships between and among peoples and countries around the globe. Programming includes a variety of curricular and instructional resources to support improved teaching and learning aligned to changes in the Social Studies State Standards (and upcoming, new assessment). Resources and supports are aligned to CCR standards, including support of student language and literacy (English Language Arts) learning.

**Operating Budget**

Major Object	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
1000 Salaries	\$ 1,599	\$ 55,000	\$ 55,000	\$ -
2000 Benefits	264	9,092	9,306	214
3000 Contracted Services	495	12,500	10,000	(2,500)
4000 Supplies and Materials	280,249	252,660	227,366	(25,294)
5000 Other Charges	-	8,250	8,250	-
7000 Capital Outlay	-	9,000	-	(9,000)
<b>Total</b>	<b>\$ 282,607</b>	<b>\$ 346,502</b>	<b>\$ 309,922</b>	<b>(36,580)</b>

**Goals, Objectives & Measures**

District Goal	Objective	Performance Measure	2013-14 Actual	2014-15 Estimated	2015-16 Proposed
Goal 1: Accelerate Student Achievement	Our goal is to increase student achievement in the area of Literacy in Social Studies to prepare for the 2016 assessments.	In the Spring of 2015, the state will administer a "Field Test" to judge the new assessment. While the results will not be shared, we will continue preparing for the 2016 assessment.	In grades 3-8th the actual score was 77% which was an increase of 2.2% in the High School EOC and the actual score was 92.8 % which was an increase of 0.2%	Field Test Administered by the state. No results will be reported.	In preparation for testing, 80% proficient and advanced performance rate is expected in grade 3-8 and 95% in the EOC. With a continued focus on Literacy in Social Studies, teachers will prepare students for the new testing.
Goal 3: Build Employee and Community Confidence in the Unified District	Our goal is to increase employee and community confidence in the new system by providing teachers with instructional resources/materials needed to accomplish instructional goals. Maps101 the primary resource of historical Information.	Monthly usage reports track use and downloads of instructional materials and resources. In addition, Maps101 is referenced in the Social Studies Primary and Secondary curriculum guides.	All teachers, students and administrators have access to Maps101 and use of the resources increased district-wide to over 50%.	All teachers, students and administrators will become more familiar with Maps101 and usage will increase district-wide to over 70%.	All teachers, students and administrators will become more familiar Maps101 and usage will increase district-wide to over 80%.
Goal 1: Accelerate Student Achievement	Our goal is prepare students for rigorous instruction through the focus on Literacy in Social Studies outlined in the Common Core standards, to emphasize the use of updated curriculum maps and to contribute to the District's goal of 80/90/100% College and Career Readiness.	District teachers will use the curriculum guides to plan for instruction and as references for additional instructional materials weekly. Curricula guides contains DBQs and references to online resources, graphic organizers, writing prompts and research activities.	Teachers report using the curriculum guides to plan for instruction 30% of the time.	Teachers use the curriculum guides to plan for instruction 50% of the time.	Teachers use the curriculum guides to plan for instruction 60% of the time.



**Elementary Art and Music (102071)**

Elementary Art and Music programming provides for Visual Art and Orff Music instruction for students in all district elementary schools. The goal is to provide a comprehensive knowledge of music through performance, creation, and description while providing a systematic, experience-based curriculum in the areas of music and the arts. K-5 Art and Music teachers' provide support for standards based instruction that is consistent with SCS Strategic Goals, community partnership collaborations, and secondary Visual Art/ Theatre instructional support. Support of SCS teachers is inclusive of instructional supplies and materials and they are availed an opportunity for students to receive enriched experiences through the arts while building their intellectual capacity. Through 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) provide rich experiences for students while building strong community relationships.

**Legally Mandated/Required Curriculum:** Yes

**Legal Reference or Statute:** TCA§49-6-1025

**Program/Budget Changes:** The staffing variance is due to declining enrollment.

**Operating Budget**

Major Object	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
1000 Salaries	\$ 16,786,665	\$ 9,339,856	\$ 10,323,922	\$ 984,066
2000 Benefits	4,506,362	3,175,171	3,490,753	315,582
3000 Contracted Services	69,600	69,921	70,066	145
4000 Supplies and Materials	97,870	91,756	77,400	(14,356)
5000 Other Charges	20,676	6,685	5,500	(1,185)
7000 Capital Outlay	72,078	35,156	35,397	241
<b>Total</b>	<b>\$ 21,553,251</b>	<b>\$ 12,718,545</b>	<b>\$ 14,003,038</b>	<b>1,284,493</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
Classroom Teacher Special Skills	304.40	224.80	217.60	(7.20)
<b>Total</b>	<b>304.40</b>	<b>224.80</b>	<b>217.60</b>	<b>(7.20)</b>





**Elementary Art and Music (102071) (concl'd)**

**Goals, Objectives & Measures**

<b>District Goal</b>	<b>Objective</b>	<b>Performance Measure</b>	<b>2013-14 Actual</b>	<b>2014-15 Estimated</b>	<b>2015-16 Proposed</b>
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 products and performances reflect skills and attainment of benchmarks stated in the curricula.	90%	95%	100%
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%	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%	100%



**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.

**Operating Budget**

Major Object	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015-2016</b>	<b>2016 vs 2015</b>
	<b>Actual</b>	<b>Amended</b>	<b>Adopted</b>	<b>Variance</b>
1000 Salaries	\$ 2,106,308	\$ 1,467,623	\$ 1,467,623	\$ -
2000 Benefits	238,911	242,599	248,323	5,724
3000 Contracted Services	14,726	20,284	16,640	(3,644)
4000 Supplies and Materials	88,238	54,141	82,141	28,000
5000 Other Charges	25,652	53,676	25,676	(28,000)
7000 Capital Outlay	-	-	-	-
<b>Total</b>	<u>\$ 2,473,835</u>	<u>\$ 1,838,323</u>	<u>\$ 1,840,403</u>	<u>2,080</u>



**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**

Major Object	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
1000 Salaries	\$ 99,322	\$ 105,600	\$ 547,000	\$ 441,400
2000 Benefits	21,405	23,262	127,369	104,107
3000 Contracted Services	501	-	3,000	3,000
4000 Supplies and Materials	-	-	-	-
5000 Other Charges	-	-	40,000	40,000
7000 Capital Outlay	-	-	-	-
<b>Total</b>	<b>\$ 121,228</b>	<b>\$ 128,862</b>	<b>\$ 717,369</b>	<b>588,507</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
Director Early Childhood	-	1.00	1.00	-
Pre-K Advisor	-	-	4.00	4.00
Pre-K Manager	1.00	-	1.00	1.00
<b>Total</b>	<b>1.00</b>	<b>1.00</b>	<b>6.00</b>	<b>5.00</b>



**Elementary Physical Education (102091)**

Physical Education programming is designed to ensure students have the necessary knowledge, skills, concepts, and experiences in health-related and skill-related fitness for work and healthy lifestyles. The goal is that they will know and understand the importance of physical activity in relation to the performance and health of their own bodies. Individuals who are physically literate move with competence and confidence in a wide variety of physical activities in multiple environments that benefit from the healthy development of the whole person. Physically literate individuals consistently develop the motivation and ability to understand, communicate, apply, and analyze different forms of movement. Further, Physical Literacy provides a solid foundation for children and youth to develop the skills, knowledge and attitudes they need to enable them to engage with poise and confidence across a wide variety of activities. Programming further assists students in meeting the District's 80/90/100% goals, including through integration of CCR literacy and math standards in curricular resources and teaching strategies.

The SCS Health, Physical Education and Lifetime Wellness curriculum provides a comprehensive program for all students in grades PreK-9 and for students who participate in our State-approved HPELW Focus Area Concentration. Programming provides instructional support and resources necessary for meeting state and local policies, laws and mandates. The HPELW Portfolio Growth Assessment Model, Michigan Model 4-9 Family Life Curriculum, CPR/AED training, 90 minutes of physical activity per week per child and k-6, 30 minutes of Health Education per child will be fully implemented across the District.

**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 staffing variance is due to declining enrollment.

<b>Operating Budget</b>				
<b>Major Object</b>	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015-2016</b>	<b>2016 vs 2015</b>
	<b>Actual</b>	<b>Amended</b>	<b>Adopted</b>	<b>Variance</b>
1000 Salaries	\$ 8,384,541	\$ 6,574,019	\$ 6,932,670	\$ 358,651
2000 Benefits	2,198,290	1,918,304	2,077,317	159,013
3000 Contracted Services	26,756	16,958	14,000	(2,958)
4000 Supplies and Materials	39,876	23,151	78,000	54,849
5000 Other Charges	3,265	8,822	4,000	(4,822)
7000 Capital Outlay	13,685	17,300	-	(17,300)
<b>Total</b>	<b>\$ 10,666,413</b>	<b>\$ 8,558,554</b>	<b>\$ 9,105,987</b>	<b>547,433</b>

<b>Staffing</b>				
<b>Job Description</b>	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015-2016</b>	<b>2016 vs 2015</b>
	<b>Actual</b>	<b>Amended</b>	<b>Adopted</b>	<b>Variance</b>
Classroom Teacher Special Skills	189.20	145.20	141.00	(4.20)
<b>Total</b>	<b>189.20</b>	<b>145.20</b>	<b>141.00</b>	<b>(4.20)</b>



**Elementary Physical Education (102091) (concl'd)**

**Goals, Objectives & Measures**

<b>District Goal</b>	<b>Objective</b>	<b>Performance Measure</b>	<b>2013-14 Actual</b>	<b>2014-15 Estimated</b>	<b>2015-16 Proposed</b>
Goal 1: Accelerate Student Achievement	1C: Improve Low Performing Schools	Increase the number of 4-9 students Receiving Michigan Model Family Life Curriculum by 20%.	Only Grades 6-9 in Legacy SCS impacted. Grades 4-9 legacy MCS impacted	Only Grades 6-9 in Legacy SCS impacted. Grades 4-9 legacy MCS impacted	All 4th thru 9th graders impacted
Goal 1: Accelerate Student Achievement	1D Recruit and Retain teachers	Increase the participation number of HPELW teachers with the Portfolio Assessment Growth Model from elementary only to include secondary	50 teachers impacted	100 teachers impacted	145 teachers impacted
Goal 1: Accelerate Student Achievement	1C: Improve Low Performing Schools	Increase the total number of students impacted by State Mandated CPR/AED training by 45% with a steady decline for funding.	2,500 students impacted	6,000 students impacted	5,500 students impacted



**Textbooks (102100)**

Educational resources and textbooks are purchased and managed within the Division of Curriculum & Instruction to ensure that all students and schools have access to current, high-quality, instructional materials. State approved textbooks are adopted and utilized by teachers and students to support CCR-aligned learning goals. 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. Textbooks are generally reviewed, evaluated, and purchased on a six-year state-rotating schedule.

This budget provides for the purchase of newly adopted textbooks, replacement of lost textbooks, and rebinding of damaged textbooks. Required consumable textbooks are provided in primary grades.

**Legally Mandated/Required Curriculum:** Yes

**Legal Reference or Statute:** TCA §49-3-310

**Operating Budget**

Major Object	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
1000 Salaries	\$ 81,529	\$ 163,528	\$ 169,582	\$ 6,054
2000 Benefits	12,265	32,692	34,289	1,597
3000 Contracted Services	11,666	166,200	525,988	359,788
4000 Supplies and Materials	6,854,998	8,338,090	1,045,000	(7,293,090)
5000 Other Charges	17,032	-	-	-
7000 Capital Outlay	-	-	-	-
<b>Total</b>	<b>\$ 6,977,490</b>	<b>\$ 8,700,510</b>	<b>\$ 1,774,859</b>	<b>(6,925,651)</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
Textbook Advisor	-	1.00	1.00	-
<b>Total</b>	<b>-</b>	<b>1.00</b>	<b>1.00</b>	<b>-</b>

**Goals, Objectives & Measures**

District Goal	Objective	Performance Measure	2013-14 Actual	2014-15 Estimated	2015-16 Proposed
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%	100%



**World Languages (102200)**

World Languages programming (WLP) is designed to prepare students to be college and career ready, including by providing pathways to globally competency. WLP prepares students for this global interdependence by developing their literacy in global matters, multiculturalism and cultural diversity, as well as helping them achieve a formidable level of proficiency in a world language other than English for both native speakers and new learners. The World Languages Program supports the 80/90/100 initiative through the reinforcement of core literacy and math skills through new language experiences. Advocating an interdisciplinary approach to the study of World languages and cultures, students are encouraged to access the selected culture(s) from multiple disciplines: literature, history, business, art, the social sciences, etc. The approach to teaching and learning language is focused on a progression of learning as found in the Common Core, it is communicative and outcome-based, and relies on the use of multimedia technology that allows students to learn and enhance language use for real-world purposes. The program develops students' ability to use languages other than English to communicate, interpret and present information, and to gain the knowledge and skills necessary for the understanding of other cultures and worldviews, thereby allowing SCS graduates to fully participate in multilingual, multi-cultural communities at locally and around the world.

**Legally Mandated/Required Curriculum:** Yes  
**Legal Reference or Statute:** TN Graduation Requirements

**Operating Budget**

Major Object	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
1000 Salaries	\$ 2,537,929	\$ 1,463,019	\$ 1,300,547	\$ (162,472)
2000 Benefits	691,011	419,754	359,818	(59,936)
3000 Contracted Services	94,385	59,000	63,000	4,000
4000 Supplies and Materials	36,517	23,635	24,200	565
5000 Other Charges	-	2,900	-	(2,900)
7000 Capital Outlay	29,129	19,800	24,200	4,400
<b>Total</b>	<b>\$ 3,388,971</b>	<b>\$ 1,988,108</b>	<b>\$ 1,771,765</b>	<b>(216,343)</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	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>	<b>-</b>

**Goals, Objectives & Measures**

District Goal	Objective	Performance Measure	2013-14 Actual	2014-15 Estimated	2015-16 Proposed
Goal 1: Accelerate Student Achievement	Increase high-quality world language educational opportunities for K-8 students.	Increase elementary language offerings by one program annually.	8 feeder patterns & 1 dual immersion program	4 feeder patterns = Decrease of & 1 immersion program	100% immersion increase 4 feeder patterns programs & 1 dual Immersion program & 1 immersion 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 by 12 % annually.	9 schools in 5 languages	12% increase	9% increase
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 by at least one program annually.	9 AP Language courses	0% increase	11% increase

### **Band and Strings (102300)**

The programs of SCS 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. The budget serves the district Bands, Choirs, Orchestras, and Piano programs, represents learning across content found in 35 separate district curriculum guides, and represents programs that typically yield 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 development for teachers, equipment transportation, and the repair of string and percussion 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 SCS 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. 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







**Band and Strings (102300) (concl'd)**

**Operating Budget**

Major Object	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
1000 Salaries	\$ 1,364,073	\$ 886,124	\$ 1,024,218	\$ 138,094
2000 Benefits	378,217	272,039	297,400	25,361
3000 Contracted Services	41,343	152,425	163,870	11,445
4000 Supplies and Materials	132,106	551,150	495,000	(56,150)
5000 Other Charges	844	-	-	-
7000 Capital Outlay	666,431	-	-	-
<b>Total</b>	<b>\$ 2,583,014</b>	<b>\$ 1,861,738</b>	<b>\$ 1,980,488</b>	<b>118,750</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
Classroom Teacher Special Skills	20.00	16.50	16.50	-
<b>Total</b>	<b>20.00</b>	<b>16.50</b>	<b>16.50</b>	<b>-</b>

**Goals, Objectives & Measures**

District Goal	Objective	Performance Measure	2013-14 Actual	2014-15 Estimated	2015-16 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%	
Fund 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%	
Fund 1: Accelerate Student Achievement	To provide understanding and skills that focus on the studies 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 certified 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. Shelby County staffing formula:

Middle/High School - 1-1,049 = 1 librarian; 1,050-1,750 = 2 librarians; 1,751+ = 3 librarians  
 Elementary - 1 librarian per school

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, audio visual 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:** State Board of Education Rule 0520-1-3-07

**Operating Budget**

Major Object	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Budget	Variance
1000 Salaries	\$ 106,547	\$ 70,304	\$ 129,821	\$ 59,517
2000 Benefits	92,087	20,861	39,911	19,050
3000 Contracted Services	390	8,000	2,028	(5,972)
4000 Supplies and Materials	822,529	396,633	376,983	(19,650)
5000 Other Charges	609	2,771	1,000	(1,771)
7000 Capital Outlay	37,485	31,833	31,500	(333)
<b>Total</b>	<b>\$ 1,059,647</b>	<b>\$ 530,402</b>	<b>\$ 581,243</b>	<b>50,841</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Budget	Variance
Librarian	1.0	2.0	2.0	-
<b>Total</b>	<b>1.0</b>	<b>2.0</b>	<b>2.0</b>	<b>-</b>



**Library Services (102500) (concl'd)**

**Goals, Objectives & Measures**

<b>District Goal</b>	<b>Objective</b>	<b>Performance Measure</b>	<b>2013-14 Actual</b>	<b>2014-15 Estimated</b>	<b>2015-16 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%	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%	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%	100%



**Library Services - Elementary (102501)**

The Library Services program consists of professional certified 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. Shelby County staffing formula:

Middle/High School - 1-1,049 = 1 librarian; 1,050-1,750 = 2 librarians; 1,751+ = 3 librarians  
 Elementary - 1 librarian per school

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, audio visual 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:** State Board of Education Rule 0520-1-3-07

<b>Operating Budget</b>				
<b>Major Object</b>	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015-2016</b>	<b>2016 vs 2015</b>
	<b>Actual</b>	<b>Amended</b>	<b>Adopted</b>	<b>Variance</b>
1000 Salaries	\$ 7,267,818	\$ 5,350,120	\$ 4,861,968	\$ (488,152)
2000 Benefits	1,816,637	1,421,063	1,315,794	(105,269)
3000 Contracted Services	-	-	-	-
4000 Supplies and Materials	102,074	247,252	229,163	(18,089)
5000 Other Charges	-	-	-	-
7000 Capital Outlay	-	-	-	-
<b>Total</b>	<u>\$ 9,186,529</u>	<u>\$ 7,018,435</u>	<u>\$ 6,406,925</u>	<u>(611,510)</u>

<b>Staffing</b>				
<b>Job Description</b>	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015-2016</b>	<b>2016 vs 2015</b>
	<b>Actual</b>	<b>Amended</b>	<b>Adopted</b>	<b>Variance</b>
Librarian	118.00	96.00	91.00	(5.00)
<b>Total</b>	<b>118.00</b>	<b>96.00</b>	<b>91.00</b>	<b>(5.00)</b>



**Library Services - Middle (102502)**

The Library Services program consists of professional certified 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. Shelby County staffing formula:

Middle/High School - 1-1,049 = 1 librarian; 1,050-1,750 = 2 librarians; 1,751+ = 3 librarians  
 Elementary - 1 librarian per school

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, audio visual 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:** State Board of Education Rule 0520-1-3-07

<b>Operating Budget</b>				
<b>Major Object</b>	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015-2016</b>	<b>2016 vs 2015</b>
	<b>Actual</b>	<b>Amended</b>	<b>Adopted</b>	<b>Variance</b>
1000 Salaries	\$ 3,000,112	\$ 2,479,153	\$ 2,208,386	\$ (270,767)
2000 Benefits	737,897	655,136	595,041	(60,095)
3000 Contracted Services	312	-	-	-
4000 Supplies and Materials	49,369	114,882	95,105	(19,777)
5000 Other Charges	-	-	-	-
7000 Capital Outlay	-	-	-	-
<b>Total</b>	<u>\$ 3,787,690</u>	<u>\$ 3,249,171</u>	<u>\$ 2,898,532</u>	<u>(350,639)</u>

<b>Staffing</b>				
<b>Job Description</b>	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015-2016</b>	<b>2016 vs 2015</b>
	<b>Actual</b>	<b>Amended</b>	<b>Adopted</b>	<b>Variance</b>
Librarian	50.00	39.00	35.00	(4.00)
<b>Total</b>	<u>50.00</u>	<u>39.00</u>	<u>35.00</u>	<u>(4.00)</u>



**Library Services – K8 (102503)**

The Library Services program consists of professional certified 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. Shelby County staffing formula:

Middle/High School - 1-1,049 = 1 librarian; 1,050-1,750 = 2 librarians; 1,751+ = 3 librarians  
 Elementary - 1 librarian per school

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, audio visual 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:** State Board of Education Rule 0520-1-3-07

**Operating Budget**

Major Object	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
1000 Salaries	\$ 3,042,809	\$ -	\$ 2,401,381	\$ 2,401,381
2000 Benefits	786,582	-	660,043	660,043
3000 Contracted Services	-	-	-	-
4000 Supplies and Materials	-	11,388	11,730	342
5000 Other Charges	-	-	-	-
7000 Capital Outlay	-	-	-	-
<b>Total</b>	<b>\$ 3,829,391</b>	<b>\$ 11,388</b>	<b>\$ 3,073,154</b>	<b>3,061,766</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
Librarian	47.00	38.00	37.00	(1.00)
<b>Total</b>	<b>47.00</b>	<b>38.00</b>	<b>37.00</b>	<b>(1.00)</b>



**Library Services – High (102504)**

The Library Services program consists of professional certified 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. Shelby County staffing formula:

Middle/High School - 1-1,049 = 1 librarian; 1,050-1,750 = 2 librarians; 1,751+ = 3 librarians  
 Elementary - 1 librarian per school

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, audio visual 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:** State Board of Education Rule 0520-1-3-07

		<b>Operating Budget</b>			
<b>Major Object</b>		<b>2013-2014</b>	<b>2014-2015</b>	<b>2015-2016</b>	<b>2016 vs 2015</b>
		<b>Actual</b>	<b>Amended</b>	<b>Adopted</b>	<b>Variance</b>
1000 Salaries		\$ 391,880	\$ 3,248,036	\$ 883,854	\$ (2,364,182)
2000 Benefits		102,389	860,842	270,883	(589,959)
3000 Contracted Services		-	-	-	-
4000 Supplies and Materials		75,762	152,687	140,407	(12,280)
5000 Other Charges		-	-	-	-
7000 Capital Outlay		-	-	-	-
<b>Total</b>		<b>\$ 570,031</b>	<b>\$ 4,261,565</b>	<b>\$ 1,295,144</b>	<b>(2,966,421)</b>

		<b>Staffing</b>			
<b>Job Description</b>		<b>2013-2014</b>	<b>2014-2015</b>	<b>2015-2016</b>	<b>2016 vs 2015</b>
		<b>Actual</b>	<b>Amended</b>	<b>Adopted</b>	<b>Variance</b>
Librarian		6.00	15.00	15.00	-
<b>Total</b>		<b>6.00</b>	<b>15.00</b>	<b>15.00</b>	<b>-</b>



**Educational Support (102600)**

The Educational Support unit in the Division of Curriculum & Instruction coordinates a variety of instructional, support and service programs that 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 clerical support personnel.

**Operating Budget**

Major Object	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
1000 Salaries	\$ 436,231	\$ 403,141	\$ 359,531	\$ (43,610)
2000 Benefits	106,481	102,655	100,522	(2,133)
3000 Contracted Services	4,592	6,000	-	(6,000)
4000 Supplies and Materials	-	-	-	-
5000 Other Charges	-	-	-	-
7000 Capital Outlay	-	-	-	-
<b>Total</b>	<b>\$ 547,304</b>	<b>\$ 511,796</b>	<b>\$ 460,053</b>	<b>(51,743)</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
Educational Support Manager	1.00	1.00	1.00	-
ESL Advisor	1.00	1.00	1.00	-
Library Services Advisor	1.00	1.00	1.00	-
Records Clerk for Educational Support	3.00	3.00	2.00	(1.00)
Textbook Advisor	1.00	-	-	-
<b>Total</b>	<b>7.00</b>	<b>6.00</b>	<b>5.00</b>	<b>(1.00)</b>

**Goals, Objectives & Measures**

District Goal	Objective	Performance Measure	2013-14 Actual	2014-15 Estimated	2015-16 Proposed
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%	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	100%	100%	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%	100%





**Career and Technical Education (103000)**

The Division Department of Career Technical Education (CTE) works to engage and prepare students for life’s success through multiple career pathways and programs of study that are relevant to student interest and responsive to the needs of employers and the local, national and global economy. CTE’s vision is that students learn in state-of-the art classrooms with certified professional instructors teaching rigorous and relevant lessons and applying practical application. CTE programs are aligned to the 16 National Career Clusters Frameworks that enable clear pathways to licensing, industry certification, and advanced degrees. CTE currently offers 54 Programs of Study (POS) aligned with the 13 Career Clusters.

In alignment with Destination 2025, CTE programs goals also include increasing academic rigor through literacy and numeracy integration via work based learning experiences and early post-secondary opportunities. Program areas include Health Science, Advanced Manufacturing, Transportation, Distribution and Logistics and Business Management—to meet the current and future labor market demands and expectations for students to successfully transition to post-secondary education or high skill, high- wage, high- demand careers.

**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

**Operating Budget**

Major Object	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
1000 Salaries	\$ 19,471,876	\$ 13,567,491	\$ 13,224,369	\$ (343,122)
2000 Benefits	5,132,133	3,819,337	3,697,836	(121,501)
3000 Contracted Services	43,957	125,055	175,178	50,123
4000 Supplies and Materials	167,015	277,468	276,327	(1,141)
5000 Other Charges	9,422	51,546	45,579	(5,967)
7000 Capital Outlay	-	38,152	38,152	-
<b>Total</b>	<b>\$ 24,824,403</b>	<b>\$ 17,879,049</b>	<b>\$ 17,457,441</b>	<b>(421,608)</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
Assistant Principal High	1.00	-	-	-
Assistant Principal-Vocational	5.00	2.00	1.00	(1.00)
Classroom Teacher Con Home Ec	90.00	55.00	48.00	(7.00)
Classroom Teacher Vocational	250.00	-	-	-
Classroom Teacher-Vocational	-	167.00	171.00	4.00
Clerical Assistant	5.00	2.00	1.00	(1.00)
Clerical Assistant for CTE	2.00	-	-	-
Director of Career & Technical Education	1.00	1.00	1.00	-
Instructional and Special Program Manager	1.00	-	-	-
MIS Data Specialists	1.00	1.00	1.00	-
Office Associate	1.00	1.00	1.00	-
Operations Manager	1.00	-	-	-
School Secretary	7.00	6.00	5.00	(1.00)
Specialty Principal - VoTech	5.00	5.00	4.00	(1.00)
Student Data Analyst	1.00	1.00	1.00	-
<b>Total</b>	<b>371.00</b>	<b>241.00</b>	<b>234.00</b>	<b>(7.00)</b>



**Career Technical and Adult Education (103010)**

The Adult Education program provides a comprehensive network of educational programs and services to address the unique needs of adult learners. The programs and services are the result of effective collaborative relationships and partnership agreements with internal and external service providers and organizations. Messick Adult Education Center, a comprehensive all adult facility, serves as the central administrative site and main campus for all programs. Satellite locations are established annually throughout Memphis and Shelby County based on the demands of the community served. The Adult Education program components include:

- Adult Basic Education (ABE)
- High School Equivalency (HSE, formerly GED)
- English as a Second Other Language (ESOL) and EL Civics
- Adult Career and Technical Education Programs
- Memphis Adult High School (MAHS) Diploma Program
- Project Graduation (Intervention program for SCS juniors and seniors)

The programs serve more than 6,000 participants annually from over 70 Zip Code areas. Classes and services are open to individuals who are seventeen (17) years of age or older and no longer enrolled in a regular day school program. Eligible participants may enroll in special programs to complete graduation requirements or related career readiness certifications. Counseling and career development services are provided to ensure transition to employment and postsecondary opportunities. Various educational and supportive programs also include ESOL, EL Civics, WIN, adult career and technology programs, and grant funded programs through the State of Tennessee and agency partners.

**Legally Mandated/Required Curriculum:** Yes

**Legal Reference or Statute:** TCA§49-3-320; Carl D. Perkins Career and Technical Improvement Act of 2006 (Public Law 109-270)

**Operating Budget**

Major Object	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
1000 Salaries	\$ 1,634,137	\$ 1,527,574	\$ 1,955,198	\$ 427,624
2000 Benefits	299,373	294,156	384,503	90,347
3000 Contracted Services	6,455	39,012	34,828	(4,184)
4000 Supplies and Materials	-	35,189	35,189	-
5000 Other Charges	18,414	61,161	61,161	-
7000 Capital Outlay	-	8,051	8,051	-
<b>Total</b>	<b>\$ 1,958,379</b>	<b>\$ 1,965,143</b>	<b>\$ 2,478,930</b>	<b>513,787</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
Administrative Assistant for CTE	1.00	1.00	1.00	-
Adult Education Advisor	1.00	1.00	1.00	-
Adult Vocational/Apprenticeship Advisor	1.00	1.00	1.00	-
Assistant Principal-Vocational	-	-	1.00	1.00
Clerical Assistant	-	-	1.00	1.00
Data Processing Clerk	1.00	1.00	1.00	-
Educational Assistant	2.00	1.00	1.00	-
School Secretary	-	-	1.00	1.00
Specialty Principal - VoTech	-	-	1.00	1.00
<b>Total</b>	<b>6.00</b>	<b>5.00</b>	<b>9.00</b>	<b>4.00</b>



**Exceptional Children Instruction (104000)**

The Division of Exceptional Children serves students with disabilities, including through specialized instruction, programs, and related services--Vision Services/ Orientation and Mobility; Hearing Services/Audiological Services; Interpreting Services; Occupational Therapy; Physical Therapy; Speech/Language Services; Behavior Intervention; Counseling Services; Psychological Services; Social Work Services; School Nurse Services, one-on-one assistants, etc. These services comply with the expectations outlined in SCS student's Individualized Education Plan, required to ensure students receive a Free Appropriate Public Education. Parent counseling and training, also covered in this budget, support parents and families in fostering students' ability to transfer skills learned between home and school, and for parents to learn about effective strategies for managing behavior and reinforcing academic instruction.

**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 decrease in staff is due to the reorganizational of Exceptional Children; 103 Educational Assistants moved to the IDEA budget in Federal Programs.

**Operating Budget**

Major Object	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
1000 Salaries	\$ 72,320,793	\$ 52,928,692	\$ 57,210,486	\$ 4,281,794
2000 Benefits	19,312,724	13,395,736	16,742,617	3,346,881
3000 Contracted Services	7,368,635	6,277,687	2,019,038	(4,258,649)
4000 Supplies and Materials	2,183,814	1,321,790	695,526	(626,264)
5000 Other Charges	-	-	-	-
7000 Capital Outlay	368,764	195,000	195,000	-
<b>Total</b>	<b>\$101,554,730</b>	<b>\$ 74,118,905</b>	<b>\$ 76,862,667</b>	<b>2,743,762</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
Behavior Analyst	4.00	3.00	-	(3.00)
Behavioral Specialist	4.00	4.00	4.00	-
Classroom Teacher Secondary	1.00	1.00	-	(1.00)
Classroom Teacher Special Ed	1,227.85	921.85	901.85	(20.00)
Easy IEP Support Specialist	2.00	2.00	2.00	-
Educational Asst - Special Ed	386.00	273.00	275.00	2.00
Financial Advisor	1.00	-	-	-
Licensed Practical Nurse	46.00	46.00	38.00	(8.00)
Registered Nurse	8.00	8.00	6.00	(2.00)
Registered Nurse-Clinical Lead	5.00	3.00	3.00	-
Resource Specialist-Special Ed	4.00	4.00	4.00	-
Teacher	2.00	2.00	2.00	-
<b>Total</b>	<b>1,691.85</b>	<b>1,268.85</b>	<b>1,236.85</b>	<b>(32.00)</b>



**Exceptional Children Instruction (104000) (concl'd)**

**Goals, Objectives & Measures**

<b>District Goal</b>	<b>Objective</b>	<b>Performance Measure</b>	<b>2013-14 Actual</b>	<b>2014-15 Estimated</b>	<b>2015-16 Proposed</b>
Goal 1: Accelerate Student Achievement	To provide related services, as part of an appropriate education, to enable the District to meet the individual educational needs of students with a disability as adequately as it meets the needs of nondisabled students.	100% of Students With a Disability (SWD) receive related services as detailed in their Individual Education Programs (IEP).	100%	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%	100%



**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; Behavior management; Communication Skills; Consultation with regular teacher; Fine/ gross motor training; Mobility training; Perceptual motor training; Prevocational training; Socialization skills.

**Legally Mandated/Required Curriculum:** Yes

**Legal Reference or Statute:** TCA §49-10-101 and TRR/MS 0520-10-09-07

Major Object	Operating Budget			
	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
1000 Salaries	\$ 789,536	\$ 813,659	\$ 1,043,365	\$ 229,706
2000 Benefits	191,947	228,901	281,845	52,944
3000 Contracted Services	17,296	18,000	12,164	(5,836)
4000 Supplies and Materials	32,871	61,000	23,836	(37,164)
5000 Other Charges	-	-	-	-
7000 Capital Outlay	-	-	-	-
<b>Total</b>	<b>\$ 1,031,650</b>	<b>\$ 1,121,560</b>	<b>\$ 1,361,210</b>	<b>239,650</b>

Job Description	Staffing			
	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
Classroom Teacher Special Ed	18.00	18.00	18.00	-
<b>Total</b>	<b>18.00</b>	<b>18.00</b>	<b>18.00</b>	<b>-</b>

Goals, Objectives & Measures

District Goal	Objective	Performance Measure	2013-14 Actual	2014-15 Estimated	2015-16 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 and 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 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)

**Operating Budget**

Major Object	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
1000 Salaries	\$ 7,574,667	\$ 5,387,689	\$ 7,952,202	\$ 2,564,513
2000 Benefits	1,986,708	1,537,600	2,317,421	779,821
3000 Contracted Services	10,760	35,900	10,137	(25,763)
4000 Supplies and Materials	59,040	120,500	67,963	(52,537)
5000 Other Charges	-	-	-	-
7000 Capital Outlay	-	-	-	-
<b>Total</b>	<b>\$ 9,631,175</b>	<b>\$ 7,081,689</b>	<b>\$ 10,347,723</b>	<b>3,266,034</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
Classroom Teacher Special Ed	132.50	114.50	114.50	-
Exceptional Children Advisor	1.00	1.00	1.00	-
<b>Total</b>	<b>133.50</b>	<b>115.50</b>	<b>115.50</b>	<b>-</b>

**Goals, Objectives & Measures**

District Goal	Objective	Performance Measure	2013-14 Actual	2014-15 Estimated	2015-16 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 or instruction.	100%	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%	100%



**Exceptional Children – Schools Administration (104030)**

Exceptional Children Administration provides administrative leadership and clerical assistance to the Shrine and Avon Centers.

**Operating Budget**

Major Object	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015-2016</b>	<b>2016 vs 2015</b>
	<b>Actual</b>	<b>Amended</b>	<b>Adopted</b>	<b>Variance</b>
1000 Salaries	\$ 359,184	\$ 346,622	\$ 367,121	\$ 20,499
2000 Benefits	92,076	92,448	97,854	5,406
3000 Contracted Services	3,070	5,166	16,332	11,166
4000 Supplies and Materials	23,692	24,231	11,840	(12,391)
5000 Other Charges	-	-	-	-
7000 Capital Outlay	10,994	7,602	11,230	3,628
<b>Total</b>	<b>\$ 489,016</b>	<b>\$ 476,069</b>	<b>\$ 504,377</b>	<b>28,308</b>

**Staffing**

Job Description	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015-2016</b>	<b>2016 vs 2015</b>
	<b>Actual</b>	<b>Amended</b>	<b>Adopted</b>	<b>Variance</b>
General Office Secretary	2.00	2.00	2.00	-
School Secretary	2.00	2.00	2.00	-
Specialty Principal - Special Education	2.00	2.00	2.00	-
<b>Total</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>-</b>



**Exceptional Children Administration (104040)**

The Special Education unit within the Division of Exceptional Children provides special education services for the students enrolled in Shelby County Schools. The main function of the division is to ensure that appropriate services for students with disabilities are provided and mandated by state/federal laws. The division is responsible for coordinating activities of the pre-referral, intervention, referral and assessments, program planning and development, and a curriculum of service options for students with disabilities. The Special Education Administration consists of administrative and clerical staff which provides support for approximately 220 schools inclusive of all Shelby County Schools and Charter 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:** Positions eliminated due to budget cuts.

**Operating Budget**

Major Object	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
1000 Salaries	\$ 10,459,278	\$ 5,421,012	\$ 6,007,780	\$ 586,768
2000 Benefits	2,659,229	1,261,244	1,536,999	275,755
3000 Contracted Services	522,710	695,940	408,930	(287,010)
4000 Supplies and Materials	7,693	7,496	19,336	11,840
5000 Other Charges	46,011	89,170	89,170	-
7000 Capital Outlay	-	-	11,230	11,230
<b>Total</b>	<b>\$ 13,694,921</b>	<b>\$ 7,474,862</b>	<b>\$ 8,073,445</b>	<b>598,583</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
Administrative Assistant for Exceptional Children	5.00	4.00	4.00	-
Clerk for Exceptional Children	5.00	3.00	3.00	-
Director (I) of Exceptional Children	1.00	1.00	1.00	-
Director of Exceptional Children	1.00	1.00	1.00	-
Exceptional Children Advisor	23.00	18.00	16.00	(2.00)
IT Support Advisor	1.00	1.00	1.00	-
Manager I, Exceptional Children Supervisor	1.00	-	-	-
Physical and Occupational Therapist	34.00	32.00	21.00	(11.00)
Private School & Compliance Advisor	1.00	1.00	1.00	-
Psychologist	39.00	35.00	30.00	(5.00)
Receptionist	1.00	1.00	1.00	-
Records Clerk II	4.00	-	-	-
Regional Manager of Exceptional Children	4.00	4.00	4.00	-
Special Education Clerical	128.40	-	-	-
Supervising Psychologist(Exceptional Children)	2.00	2.00	2.00	-
<b>Total</b>	<b>250.40</b>	<b>103.00</b>	<b>85.00</b>	<b>(18.00)</b>





**Exceptional Children Administration (104040) (concl'd)**

**Goals, Objectives & Measures**

<b>District Goal</b>	<b>Objective</b>	<b>Performance Measure</b>	<b>2013-14 Actual</b>	<b>2014-15 Estimated</b>	<b>2015-16 Proposed</b>
Goal 1: Accelerate Student Achievement	To provide appropriate services for students with disabilities and mandated by the state/ federal laws	Federal Dec. 1 Report Packet TDOE Oct. Court Report 100% of SWD receiving appropriate services	100%	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.	100% of students receiving appropriate services	100%	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.

**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.

Major Object	Operating Budget			
	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
1000 Salaries	\$ 2,077,818	\$ -	\$ -	\$ -
2000 Benefits	487,114	-	-	-
3000 Contracted Services	42,905	-	-	-
4000 Supplies and Materials	47,118	-	-	-
5000 Other Charges	-	-	-	-
7000 Capital Outlay	25,760	-	-	-
<b>Total</b>	<b>\$ 2,680,715</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>

Job Description	Staffing			
	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
Administrative Assistant for Regional Offices	5.00	-	-	-
Clerk for Regional Office	5.00	-	-	-
Clerk for Regional Office	9.00	-	-	-
Instructional Leadership Director, Northwest	4.00	-	-	-
Regional Superintendent, Northeast	-	1.00	-	(1.00)
Regional Superintendent, Northwest	1.00	-	-	-
Regional Superintendent, Northwest	1.00	-	-	-
Regional Superintendent, Southeast	-	1.00	-	(1.00)
<b>Total</b>	<b>25.00</b>	<b>2.00</b>	<b>-</b>	<b>(2.00)</b>



**School Leadership - Elementary (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:** T.C.A. § 49-5-412

**Program/Budget Changes:** The staffing variance is due to declining enrollment.

**Operating Budget**

Major Object	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
1000 Salaries	\$ 28,811,931	\$ 19,118,551	\$ 18,397,572	\$ (720,979)
2000 Benefits	7,502,102	5,294,334	5,103,849	(190,485)
3000 Contracted Services	93,473	119,092	180,337	61,245
4000 Supplies and Materials	202,831	178,549	151,321	(27,228)
5000 Other Charges	355	343	-	(343)
7000 Capital Outlay	277,701	242,658	224,520	(18,138)
<b>Total</b>	<b>\$ 36,888,393</b>	<b>\$ 24,953,527</b>	<b>\$ 24,057,599</b>	<b>(895,928)</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
Assistant Principal-Elementary/Middle	96.00	49.00	40.00	(9.00)
Clerical Assistant	216.00	110.00	104.00	(6.00)
Principal-Elementary	119.00	92.00	87.00	(5.00)
School Secretary	115.00	92.00	87.00	(5.00)
<b>Total</b>	<b>546.00</b>	<b>343.00</b>	<b>318.00</b>	<b>(25.00)</b>



**School Leadership - Middle (106062)**

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:** T.C.A. § 49-5-412

**Program/Budget Changes:** The staffing variance is due to declining enrollment.

**Operating Budget**

Major Object	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
1000 Salaries	\$ 14,335,126	\$ 10,617,491	\$ 9,303,929	\$ (1,313,562)
2000 Benefits	3,615,264	2,826,223	2,555,839	(270,384)
3000 Contracted Services	42,316	52,898	71,638	18,740
4000 Supplies and Materials	133,185	75,202	60,506	(14,696)
5000 Other Charges	191,316	182,900	-	(182,900)
7000 Capital Outlay	199,708	102,044	89,770	(12,274)
<b>Total</b>	<b>\$ 18,516,915</b>	<b>\$ 13,856,758</b>	<b>\$ 12,081,682</b>	<b>(1,775,076)</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
Assistant Principal High	68.00	51.00	42.00	(9.00)
Clerical Assistant	82.00	62.00	59.00	(3.00)
Principal-Middle	46.00	33.00	29.00	(4.00)
School Secretary	47.00	33.00	29.00	(4.00)
<b>Total</b>	<b>243.00</b>	<b>179.00</b>	<b>159.00</b>	<b>(20.00)</b>



**School Leadership – K8 (106063)**

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:** The staffing variance is due to declining enrollment.

<b>Operating Budget</b>				
<b>Major Object</b>	<b>2013-2014 Actual</b>	<b>2014-2015 Amended</b>	<b>2015-2016 Adopted</b>	<b>2016 vs 2015 Variance</b>
1000 Salaries	\$ 16,734,484	\$ 12,003,713	\$ 12,338,912	\$ 335,199
2000 Benefits	4,203,970	3,209,087	3,295,585	86,498
3000 Contracted Services	15,190	4,360	3,448	(912)
4000 Supplies and Materials	-	7,208	10,187	2,979
5000 Other Charges	-	-	-	-
7000 Capital Outlay	-	15,335	15,115	(220)
<b>Total</b>	<b>\$ 20,953,644</b>	<b>\$ 15,239,703</b>	<b>\$ 15,663,247</b>	<b>423,544</b>

<b>Staffing</b>				
<b>Job Description</b>	<b>2013-2014 Actual</b>	<b>2014-2015 Amended</b>	<b>2015-2016 Adopted</b>	<b>2016 vs 2015 Variance</b>
Principal-Senior	39.00	29.00	29.00	-
Assistant Principal High	90.00	58.00	58.00	-
Clerical Assistant	107.00	85.00	83.00	(2.00)
School Secretary	46.00	27.00	27.00	-
Vice Principal	15.00	10.00	10.00	-
<b>Total</b>	<b>297.00</b>	<b>209.00</b>	<b>207.00</b>	<b>(2.00)</b>



**School Leadership - High (106064)**

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:** T.C.A. § 49-5-412

**Program/Budget Changes:** The staffing variance is due to declining enrollment.

**Operating Budget**

Major Object	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
1000 Salaries	\$ 2,258,975	\$ 1,944,789	\$ 1,499,050	\$ (445,739)
2000 Benefits	667,440	833,015	492,620	(340,395)
3000 Contracted Services	30,671	65,146	76,580	11,434
4000 Supplies and Materials	33,223	91,287	92,779	1,492
5000 Other Charges	263	-	-	-
7000 Capital Outlay	49,910	134,488	137,655	3,167
<b>Total</b>	<b>\$ 3,040,482</b>	<b>\$ 3,068,725</b>	<b>\$ 2,298,684</b>	<b>(770,041)</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
Assistant Principal High	12.00	8.00	13.00	5.00
Assistant Principal-Elementary/Middle	-	1.00	1.00	-
Clerical Assistant	17.00	13.00	13.00	-
Principal-K-8	6.00	5.00	5.00	-
School Secretary	5.00	8.00	8.00	-
<b>Total</b>	<b>40.00</b>	<b>35.00</b>	<b>40.00</b>	<b>5.00</b>



**Optional Schools and Advanced Academics (107000)**

Optional Program and Advanced Academics works to support the District’s Strategic Plan by assisting in increasing educational quality, equity, and access for more students, increasing and sustaining enrollment in Shelby County Schools, and designing new and innovative theme-based programs in response to industry and community needs. Currently 12,693 students are enrolled in Optional programs at 48 schools. Optional programs attract approximately 500 new students SCS annually.

Additionally, Advanced Academics are offered in SCS high school through Honors, Dual Enrollment, IB, and AP courses. Providing students with the opportunity to take highly rigorous courses and graduate with credits for college. Advanced Academics provides specialized support to schools while preparing students for college and careers.

To facilitate authentic, coherent, rigorous programs of study, Optional Schools and Advanced Academics employs a strategic, intentional focus on:

- ensuring the programmatic and operational integrity of theme-based Optional Schools by collaborating with internal and external stakeholders;
- maintaining the fidelity of advanced academics including honors, dual enrollment, Advanced Placement, and International Baccalaureate to ensure that students are prepared for careers and post-secondary experiences;
- providing meaningful professional development to support teachers and administrators in implementing rigorous instructional practices and programs; and
- guiding effective strategic planning with the school community to expand and enhance the programs.

**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	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
1000 Salaries	\$ 4,134,466	\$ 4,469,191	\$ 4,708,767	\$ 239,576
2000 Benefits	1,067,367	1,168,824	1,282,091	113,267
3000 Contracted Services	69,440	301,539	263,787	(37,752)
4000 Supplies and Materials	225,652	321,409	472,010	150,601
5000 Other Charges	296,751	478,650	716,355	237,705
7000 Capital Outlay	251,898	109,762	98,850	(10,912)
<b>Total</b>	<u>\$ 6,045,574</u>	<u>\$ 6,849,375</u>	<u>\$ 7,541,860</u>	<u>692,485</u>

**Staffing**

Job Description	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
AP Analyst	1.00	1.00	1.00	-
Classroom Teacher Special Skills	70.50	67.50	66.50	(1.00)
Director of Optional Schools	1.00	1.00	1.00	-
Dual Enrollment/Post Secondary Specialist	-	-	1.00	1.00
Educational Asst-Instructional	5.00	6.00	6.00	-
Optional Schools Assistant	1.00	1.00	1.00	-
Professional Counselor	1.00	1.00	1.00	-
Program/Project Assistant for Optional Schools	1.00	1.00	1.00	-
<b>Total</b>	<u>80.50</u>	<u>78.50</u>	<u>78.50</u>	<u>-</u>



**Optional Schools and Advanced Academics (107000) (concl'd)**



**Goals, Objectives & Measures**

District Goal	Objective	Performance Measure	2013-14 Actual	2014-15 Estimated	2015-16 Proposed
1 - Accelerate Student Achievement 3 - Build Employee and Community confidence in the Unified District	To build capacity within 47 Optional Schools	Implementation of Theme-based Strategic Plans in all Optional schools	90%	90%	100%
1 - Accelerate Student Achievement	To retain and increase number of students enrolled in Optional programs.	Optional programs enrollment	12,091	12,693	13,000
1 - Accelerate Student Achievement	To increase student participation in AP/Dual Enrollment/IB/honors courses and provide support for the courses.	Percent of eligible students enrolled in AP/Dual enrollment/IB/Honors classes. Eligibility determined by number of students enrolled in eligible grade levels.		AP 10%; Dual enrollment - 4%; Honors 36%	AP - 10.5%; Dual enrollment- 4.5%; Honors - 37%





**Alternative Schools (108000)**

The Division of Alternative Schools supports a variety of specialized schools and programs designed to meet the needs of some of the District’s most academically at-risk students. Alternative Schools educate well over 7,500 students during the course of the year in a total of nine K-8, high, and specialty schools. Alternative school settings are designed to accommodate comprehensive needs of students that are not adequately or consistently addressed in the traditional school environment.

Students are offered an opportunity to continue their education, as opposed to being absent from the educational process, and benefit from smaller, more structured and non-traditional environments. Programming includes high-quality, personalized instruction in core curriculum areas, individualized intervention plans, behavioral intervention, and development of life skills including coping, anger, and behavioral management. Within each school, behavioral adjustment techniques are utilized to provide sustained behavioral and academic improvement. Staff are actively engaged in ongoing professional development to support strategic implementations and continuous improvement. School re-entry support which includes academic and behavior monitoring services are also provided.

**Program/Budget Changes:** The department is reducing staff to reflect the decrease in personnel and enrollment.

**Operating Budget**

Major Object	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
1000 Salaries	\$ 5,924,914	\$ 5,069,012	\$ 4,616,119	\$ (452,893)
2000 Benefits	1,568,550	1,311,854	1,297,445	(14,409)
3000 Contracted Services	754,776	136,885	85,600	(51,285)
4000 Supplies and Materials	212,785	206,861	221,861	15,000
5000 Other Charges	1,991	3,216	8,416	5,200
7000 Capital Outlay	41,703	231,616	253,416	21,800
<b>Total</b>	<u>\$ 8,504,719</u>	<u>\$ 6,959,444</u>	<u>\$ 6,482,857</u>	<u>(476,587)</u>



**Alternative Schools (108000) (concl'd)**

**Staffing**

Job Description	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
Administrative Assistant for Alternative Schools	1.00	1.00	1.00	-
Alternative Educ Spec - 10 Mos	1.00	1.00	1.00	-
Alternative Educ Specialist	7.00	5.00	5.00	-
Alternative Schools Analyst	2.00	2.00	1.00	(1.00)
Alternative Schools Transition Analyst	-	1.00	1.00	-
Assistant Principal High	5.00	-	-	-
Assistant Principal-Elementary/Middle	2.00	2.00	2.00	-
Case Worker	1.00	-	-	-
Classroom Teacher K-5	13.00	12.00	11.00	(1.00)
Classroom Teacher K-8	1.00	1.00	1.00	-
Classroom Teacher Secondary	51.00	-	31.00	31.00
Classroom Teacher Special Ed	4.00	-	-	-
Clerical Assistant	3.00	31.00	3.00	(28.00)
Director of Alternative Schools	1.00	-	1.00	1.00
Educational Assistant	4.00	4.00	4.00	-
General Office Secretary	3.00	1.00	-	(1.00)
In-School Suspension Assistant	-	4.00	3.00	(1.00)
Instructional Curriculum Coach	2.00	-	2.00	2.00
Instructional Facilitator	-	3.00	1.00	(2.00)
Manager Alternative Schools	-	2.00	1.00	(1.00)
Prevention Counselor	9.00	1.00	-	(1.00)
Professional Counselor	4.00	-	1.00	1.00
Records Clerk	1.00	1.00	-	(1.00)
Records Clerk II	2.00	4.00	2.00	(2.00)
Social Worker	6.00	-	2.00	2.00
Specialty Principal	3.00	2.00	4.00	2.00
<b>Total</b>	<b>126.00</b>	<b>78.00</b>	<b>78.00</b>	<b>-</b>

**Goals, Objectives & Measures**

District Goal	Objective	Performance Measure	2013-14 Actual	2014-15 Estimated	2015-16 Proposed
Goal 1: Accelerate Student Achievement	Redesign Alternative Schools to expand capacity, academic equity across the regions, and streamline budgets for greater efficiency.		Completed the Alternative redesign restructure reducing 6.2 million to create (3) K-8, (1) Prep Academy, (2) Alternative High Schools, and (2) Transition Schools	Develop 4 (K-8) 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%)	
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.		100%	



**Adolescent Parenting Program (108010)**

The Adolescent Parenting Program provides support to pregnant and parenting female students while they are continuing their education. This program is designed to prevent school dropouts associated with teen pregnancy by ensuring that all pregnant and parenting students are engaged in tasks that support higher levels of academic achievement, scholarly improvement, emotional stability, physical welfare and self-sufficiency. The Adolescent Parenting program offers support for mothers and their babies through prenatal/postnatal appointments, onsite well child checkups, and Teen Plus Counselor. The onsite Child Care Center offers a safe, stimulating environment for students' children and teaches students how to replicate this environment. The Adolescent Parenting Program promotes infant and toddler school readiness and continued education of young mothers.

**Operating Budget**

Major Object	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
1000 Salaries	\$ 896,808	\$ 972,836	\$ 1,038,965	\$ 66,129
2000 Benefits	274,193	304,996	313,992	8,996
3000 Contracted Services	5,625	4,969	8,756	3,787
4000 Supplies and Materials	30,164	30,329	30,329	-
5000 Other Charges	2,280	4,041	2,621	(1,420)
7000 Capital Outlay	8,996	11,741	9,310	(2,431)
<b>Total</b>	<b>\$ 1,218,066</b>	<b>\$ 1,328,912</b>	<b>\$ 1,403,973</b>	<b>75,061</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
Child Care Administrator	1.00	1.00	1.00	-
Classroom Teacher Secondary	7.00	7.00	7.00	-
Clerical Assistant	1.00	1.00	1.00	-
Educational Assistant	2.00	2.00	2.00	-
Educational Asst - Early Childhood	5.00	5.00	5.00	-
Educational Asst - Instructional	3.00	3.00	3.00	-
Professional Counselor	1.00	1.00	1.00	-
Program Mgr-Options Academy	1.00	-	-	-
Specialty Principal	-	1.00	1.00	-
<b>Total</b>	<b>21.00</b>	<b>21.00</b>	<b>21.00</b>	<b>-</b>

**Goals, Objectives & Measures**

District Goal	Objective	Performance Measure	2013-14 Actual	2014-15 Estimated	2015-16 Proposed
Goal 1: Accelerate Student Achievement	To have a comprehensive school that is able to enroll students from grades 7-12. Students will be able to gain 22 credits and meet the requirements for a High School diploma.	End of the year transcripts	5% of the students will meet the graduation requirements.	25% of the students will meet the graduation requirements.	28% of the students will meet the graduation requirements.
Goal 3: Build Employee and Community Confidence in the Unified District	Expand the community support and knowledge about the Adolescent Parenting Program and begin a Partnership with the WIN program.	An increased enrollment by the end of the school year.	75 students by May 2014	100 students enrolled by May 2015.	125 students enrolled by May 2016.
Goal 4: Ensure Schools Are Safe, Clean, and Well-Prepared for Learning	Continue to monitor the building for safety hazards and enhance security systems within the building. Also, maintain proper OSHA standards in and around the building.	Decrease the amount of employee (OJI) and student injuries on school campus.	2 OJI incidents. 2 cameras installed in the building. 2 alarm doors were installed for safety.	6 more cameras will be installed on the inside and outside of the buildings. Increased lighting on the outside of the building. Airphone was installed to the downstairs nursery for security.	Add one school officer in the building for safety.



**SCS Prep Northwest (108020)**

SCS Northwest Prep Academy is committed to providing an accelerated, academic curriculum designed to address the needs of scholars grades nine through twelve. SCS Northwest Prep Academy supports four pillars of success: Academics, Behavior Modification, Parental Involvement, and Service & Community Learning. SCS Northwest Prep strives to improve academic achievement through positive classroom experiences. The instructional curriculum includes four-by-four block scheduling, extended day, extended year, on-line courses, internships for credits, dual enrollment, and opportunities to participate in technical courses. Individual Learning Plans are customized for each scholar in order to successfully place them back on the correct graduation path to support self-directed and appropriately paced learning to increase graduation rates and post-secondary options.

**Operating Budget**

Major Object	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
1000 Salaries	\$ 1,663,294	\$ 1,891,875	\$ 2,093,925	\$ 202,050
2000 Benefits	410,416	463,312	487,672	24,360
3000 Contracted Services	5,955	6,314	8,580	2,266
4000 Supplies and Materials	18,516	34,453	31,953	(2,500)
5000 Other Charges	4,785	11,186	11,186	-
7000 Capital Outlay	14,593	21,841	21,841	-
<b>Total</b>	<b>\$ 2,117,559</b>	<b>\$ 2,428,981</b>	<b>\$ 2,655,157</b>	<b>226,176</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
Alternative Educ Specialist	-	1.00	1.00	-
Assistant Principal High	1.00	1.00	1.00	-
Case Worker	1.00	-	-	-
Classroom Teacher K 5	-	-	-	-
Classroom Teacher Secondary	16.00	16.00	16.00	-
Clerical Assistant	1.00	1.00	1.00	-
Educational Assistant	1.00	1.00	1.00	-
In-School Suspension Assistant	-	1.00	1.00	-
Instructional Facilitator	1.00	1.00	1.00	-
Librarian	1.00	1.00	1.00	-
Professional Counselor	1.00	1.00	1.00	-
School Secretary	1.00	1.00	1.00	-
Specialty Prin/Alternative	1.00	-	-	-
Specialty Principal/Alternative	-	1.00	1.00	-
<b>Total</b>	<b>25.00</b>	<b>26.00</b>	<b>26.00</b>	<b>-</b>



**SCS Prep Northwest (108020) (concl'd)**

**Goals, Objectives & Measures**

<b>District Goal</b>	<b>Objective</b>	<b>Performance Measure</b>	<b>2013-14 Actual</b>	<b>2014-15 Estimated</b>	<b>2015-16 Proposed</b>
Goal 1: Accelerate Student Achievement	To ensure that all students show academic achievement and student growth.	End of course, Exam results and Transcripts	35% of students will meet the graduation requirements.	38% of students will meet the graduation requirements.	40% of students will meet the graduation requirements.
Goal 3: Build Employee and Community Confidence in the Unified District	To increase parental and community support as well as knowledge of NWPA.	Increase student enrollment	22 % increase of students that enroll at SCS Prep.	24% increase of students that enroll at SCS Prep.	26 % increase of students that enroll at SCS Prep.
Goal 4: Ensure Schools Are Safe, Clean, and Well-Prepared for Learning	Reduce safety related offenses throughout the school year.	SMS reports	0 OJI incidents. 25 functional cameras. 2 school officers.	0 OJI incidents. 25 functional cameras. 2 school officers.	0 OJI incidents. 25 functional cameras. 2 school officers.



**SCS Prep Northeast (108030)**

SCS Northeast Prep Academy is an alternative high school that serves students who have been expelled from 11 - 180 days, as well as voluntarily placed students in need of a non-traditional setting. Northeast follows the curriculum of SCS, while offering additional resources to address a unique population. A variety of online courses for ACT Prep, intervention, and credit recovery are offered to help accelerate student learning. Northeast offers a low student/teacher ratio to assist students in their educational and behavioral needs. Northeast Prep focuses on ensuring positive teacher, student and parent interactions. This is accomplished by modeling desired behaviors as well as offering wrap around services, strong emphasis on mentoring, behavior modification and character education. The school's goal is to graduate and/or return students to their home school equipped to make better choices academically and socially.

**Operating Budget**

Major Object	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
1000 Salaries	\$ 1,557,381	\$ 1,594,646	\$ 1,681,853	\$ 87,207
2000 Benefits	403,324	434,006	443,853	9,847
3000 Contracted Services	2,419	3,626	8,280	4,654
4000 Supplies and Materials	13,488	35,253	45,739	10,486
5000 Other Charges	5,036	16,074	-	(16,074)
7000 Capital Outlay	13,219	18,841	18,841	-
<b>Total</b>	<b>\$ 1,994,867</b>	<b>\$ 2,102,446</b>	<b>\$ 2,198,566</b>	<b>96,120</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
Alternative Educ Spec - 10 Mos	1.00	1.00	1.00	-
Assistant Principal High	1.00	1.00	1.00	-
Classroom Teacher Secondary	19.00	18.00	18.00	-
Clerical Assistant	1.00	1.00	1.00	-
Educational Assistant	1.00	1.00	1.00	-
Instructional Facilitator	-	1.00	1.00	-
Librarian	1.00	1.00	1.00	-
Professional Counselor	1.00	1.00	1.00	-
School Secretary	1.00	1.00	1.00	-
Specialty Principal	1.00	1.00	1.00	-
<b>Total</b>	<b>27.00</b>	<b>27.00</b>	<b>27.00</b>	<b>-</b>



**SCS Prep Northeast (108030) (concl'd)**

**Goals, Objectives & Measures**

<b>District Goal</b>	<b>Objective</b>	<b>Performance Measure</b>	<b>2013-14 Actual</b>	<b>2014-15 Estimated</b>	<b>2015-16 Proposed</b>
Goal 1: Accelerate Student Achievement	Increase the amount of students learning at grade level.	End of Course, Exam results, and transcripts.	5% of students will meet the graduation requirements.	10% of students will meet the graduation requirements	15% of the students will meet the graduation requirements.
Goal 3: Build Employee and Community Confidence in the Unified District	To increase parental and community support as well as knowledge of NEPA.	Increase student enrollment	22% increase of students that enroll at SCS Prep.	24% increase of students that enroll at SCS Prep.	26 % increase of students that enroll at SCS Prep.
Goal 4: Ensure Schools Are Safe, Clean, and Well-Prepared for Learning	Reduce safety related offenses throughout the school year.	SMS reports	0 OJI incidents. 16 functional cameras. 2 school officers.	0 OJI incidents. 16 functional cameras. 2 school officers.	0 OJI incidents. 16 functional cameras. 2 school officers.



**SCS Prep Southwest (108040)**

SCS Southwest Prep Academy is an alternative high school that serves students who have been expelled from 11 - 180 days, as well as voluntarily placed students in need of a non-traditional setting. Southwest follows the district curriculum, while offering additional resources to address its unique population. A variety of online courses for ACT Prep, intervention, and credit recovery are offered to help accelerate student learning. Southwest offers a low student/teacher ratio to assist students in their educational and behavioral needs. Southwest Prep focuses on ensuring positive teacher, student and parent interactions. This is accomplished by modeling desired behaviors as well as offering wrap around services, strong emphasis on mentoring, behavior modification and character education. The school's goal is to graduate and/or return students to their home school equipped to make better choices academically and socially.

**Operating Budget**

Major Object	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
1000 Salaries	\$ 1,353,395	\$ 1,331,570	\$ 1,587,624	\$ 256,054
2000 Benefits	344,185	355,238	437,080	81,842
3000 Contracted Services	4,146	5,882	8,348	2,466
4000 Supplies and Materials	13,112	24,478	48,444	23,966
5000 Other Charges	3,006	14,468	1,736	(12,732)
7000 Capital Outlay	14,002	28,966	15,000	(13,966)
<b>Total</b>	<b>\$ 1,731,846</b>	<b>\$ 1,760,602</b>	<b>\$ 2,098,232</b>	<b>337,630</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
Assistant Principal High	1.00	1.00	1.00	-
Case Worker	1.00	1.00	1.00	-
Classroom Teacher Secondary	17.00	16.00	16.00	-
Clerical Assistant	1.00	-	-	-
Educational Assistant	1.00	1.00	1.00	-
Instructional Facilitator	-	1.00	1.00	-
Librarian	1.00	1.00	1.00	-
Professional Counselor	1.00	1.00	1.00	-
Records Clerk	-	1.00	1.00	-
School Secretary	1.00	1.00	1.00	-
Specialty Principal - Special Education	1.00	1.00	1.00	-
<b>Total</b>	<b>25.00</b>	<b>25.00</b>	<b>25.00</b>	<b>-</b>





**SCS Prep Southwest (108040) (concl'd)**

**Goals, Objectives & Measures**

<b>District Goal</b>	<b>Objective</b>	<b>Performance Measure</b>	<b>2013-14 Actual</b>	<b>2014-15 Estimated</b>	<b>2015-16 Proposed</b>
Goal 1: Accelerate Student Achievement	Increase the amount of students learning at grade level.	End of Course, Exam results, and transcripts.	5% of students will meet the graduation requirements.	10% of students will meet the graduation requirements	15% of the students will meet the graduation requirements.
Goal 3: Build Employee and Community Confidence in the Unified District	To increase parental and community support as well as knowledge of SWPA.	Increase student enrollment	22% increase of students that enroll at SCS Prep.	24% increase of students that enroll at SCS Prep.	26 % increase of students that enroll at SCS Prep.
Goal 4: Ensure Schools Are Safe, Clean, and Well-Prepared for Learning	Reduce safety related offenses throughout the school year.	SMS reports	0 OJI incidents. 16 functional cameras. 2 school officers.	0 OJI incidents. 16 functional cameras. 2 school officers.	0 OJI incidents. 16 functional cameras. 2 school officers.



**Ida B. Wells Academy (108060)**

Ida B. Wells Academy is a K-8 school of modern teaching and learning where excellence is the standard. The school's lower teacher/student ratio enables an environment of high academic achievement, citizenship, leadership, and creativity for every student. The curriculum centers around CCR standards and is implemented with rigor in every classroom. Strategic support and interventions are implemented so that every student can reach their full academic potential. In addition to the core curriculum, art, music, computer and physical education are offered to further stimulate student interests. Sports and leadership clubs help to provide a well-rounded educational experience in a safe, nurturing academic setting.

**Operating Budget**

Major Object	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
1000 Salaries	\$ 857,261	\$ 1,252,303	\$ 1,248,629	\$ (3,674)
2000 Benefits	237,877	308,706	374,332	65,626
3000 Contracted Services	1,681	387	2,281	1,894
4000 Supplies and Materials	22,740	39,589	36,866	(2,723)
5000 Other Charges	19,187	2,207	3,186	979
7000 Capital Outlay	44,228	44,660	44,510	(150)
<b>Total</b>	<b>\$ 1,182,974</b>	<b>\$ 1,647,852</b>	<b>\$ 1,709,804</b>	<b>61,952</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
Assistant Principal-Elementary/Middle	-	1.00	1.00	-
Classroom Teacher K 5	-	-	-	-
Classroom Teacher Secondary	13.00	16.00	16.00	-
Educational Asst-Instructional	-	2.00	2.00	-
Instructional Facilitator	1.00	-	-	-
School Secretary	1.00	1.00	1.00	-
Special Project Assistant	1.00	1.00	1.00	-
Specialty Principal	1.00	1.00	1.00	-
<b>Total</b>	<b>17.00</b>	<b>22.00</b>	<b>22.00</b>	<b>-</b>



**Ida B Wells Academy (108060) (concl'd)**

**Goals, Objectives & Measures**

<b>District Goal</b>	<b>Objective</b>	<b>Performance Measure</b>	<b>2013-14 Actual</b>	<b>2014-15 Estimated</b>	<b>2015-16 Proposed</b>
Goal 1: Accelerate Student Achievement	To ensure that all students show academic achievement and student growth.	Increase the number of students Profecient 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.	47 % in RLA and 40 % in Math.
Goal 3: Build Employee and Community Confidence in the Unified District	To increase parental and communtiy support as well as knowledge of IBWA.	Increase parental involvement, as well as, increase student enrollement.	Increase student enrollment by 10% and parental involvement by 25%	Increase student enrollment by 15% and parental involvement by 30%	Increase student enrollment by 20% and parental involvement by 35%
Goal 4: Ensure Schools Are Safe, Clean, and Well-Prepared for Learning	To ensure that all students arre in a safe, clean environment conducive to learning.	To acomadate the increased number of studes, we will extend our learning environment to the second floor of our current location.	Jun-14	NA	NA



**School Operations / 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 prices meals. This money, which is a part of schools' site site-based budget, is allocated based upon the number of students receiving reduced price meals.

Major Object	Operating Budget			
	2013-2014 Actual	2014-2015 Amended	2015-2016 Adopted	2016 vs 2015 Variance
1000 Salaries	\$ -	\$ -	\$ -	\$ -
2000 Benefits	-	-	-	-
3000 Contracted Services	107,307	509,883	444,000	(65,883)
4000 Supplies and Materials	258,760	454	-	(454)
5000 Other Charges	30,109	24,501	488,619	464,118
7000 Capital Outlay	-	-	-	-
<b>Total</b>	<b>\$ 396,176</b>	<b>\$ 534,838</b>	<b>\$ 932,619</b>	<b>397,781</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 declining enrollment.

**Operating Budget**

Major Object	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
1000 Salaries	\$156,881,598	\$127,280,751	\$123,562,163	\$ (3,718,588)
2000 Benefits	41,666,227	34,888,409	34,814,228	(74,181)
3000 Contracted Services	1,824,823	1,903,233	1,903,233	-
4000 Supplies and Materials	1,004,689	976,429	784,864	(191,565)
5000 Other Charges	142,025	256,705	16,177	(240,528)
7000 Capital Outlay	296,760	345,610	190,963	(154,647)
<b>Total</b>	<b>\$201,816,122</b>	<b>\$165,651,137</b>	<b>\$161,271,628</b>	<b>(4,379,509)</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
Classroom Teacher K-3	108.00	85.00	82.00	(3.00)
Classroom Teacher K-5	2,719.00	2,141.00	2,045.00	(96.00)
Classroom Teacher Secondary	-	-	25.00	25.00
Educational Assistant	109.00	5.00	4.00	(1.00)
Educational Asst - Early Childhood	10.00	-	-	-
Educational Asst - Elementary	247.00	181.00	174.00	(7.00)
Interim Teacher	1.00	-	-	-
	<b>3,194.00</b>	<b>2,412.00</b>	<b>2,330.00</b>	<b>(82.00)</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 declining enrollment.

**Operating Budget**

Major Object	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Budget	Variance
1000 Salaries	\$ 75,257,279	\$ 50,920,572	\$ 41,372,149	\$ (9,548,423)
2000 Benefits	19,551,061	13,945,037	11,576,985	(2,368,052)
3000 Contracted Services	7,863	980	-	(980)
4000 Supplies and Materials	550,330	356,718	294,032	(62,686)
5000 Other Charges	62,739	109,794	6,465	(103,329)
7000 Capital Outlay	176,901	113,620	76,306	(37,314)
<b>Total</b>	<b>\$ 95,606,173</b>	<b>\$ 65,446,721</b>	<b>\$ 53,325,937</b>	<b>(12,120,784)</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Budget	Variance
Classroom Teacher K 5	176.00	-	-	-
Classroom Teacher K-5	-	72.00	20.00	(52.00)
Classroom Teacher Secondary	1,283.00	860.00	745.00	(115.00)
<b>Total</b>	<b>1,459.0</b>	<b>932.0</b>	<b>765.0</b>	<b>(167.0)</b>



**General Education – K8 (190003)**

The instructional program for Kindergarten-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 declining enrollment.

**Operating Budget**

Major Object	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
1000 Salaries	\$ 14,604,713	\$ 9,848,315	\$ 10,030,196	\$ 181,881
2000 Benefits	3,725,812	3,025,623	2,878,749	(146,874)
3000 Contracted Services	1,217	-	-	-
4000 Supplies and Materials	-	70,864	55,152	(15,712)
5000 Other Charges	-	1,639	1,078	(561)
7000 Capital Outlay	-	18,914	12,724	(6,190)
<b>Total</b>	<b>\$ 18,331,742</b>	<b>\$ 12,965,355</b>	<b>\$ 12,977,899</b>	<b>12,544</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
Classroom Teacher K 8	-	-	-	-
Classroom Teacher K-8	224.50	183.50	179.50	(4.00)
Classroom Teacher Secondary	32.00	11.00	10.00	(1.00)
<b>Total</b>	<b>256.50</b>	<b>194.50</b>	<b>189.50</b>	<b>(5.00)</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 declining enrollment.

**Operating Budget**

Major Object	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
1000 Salaries	\$ 93,930,980	\$ 51,912,216	\$ 55,752,775	\$ 3,840,559
2000 Benefits	24,670,550	17,002,492	15,788,668	(1,213,824)
3000 Contracted Services	7,787	-	-	-
4000 Supplies and Materials	615,168	387,332	421,848	34,516
5000 Other Charges	146,672	155,028	9,914	(145,114)
7000 Capital Outlay	58,997	183,116	178,949	(4,167)
<b>Total</b>	<b>\$119,430,154</b>	<b>\$ 69,640,184</b>	<b>\$ 72,152,154</b>	<b>2,511,970</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
Classroom Teacher Secondary	1,599.00	1,077.00	1,013.00	(64.00)
Classroom Teacher Special ED	-	1.00	1.00	-
Special Instruction	2.00	2.00	2.00	-
Teacher	456.00	-	-	-
Teacher - Surplus	182.00	1.00	1.00	-
<b>Total</b>	<b>2,239.00</b>	<b>1,081.00</b>	<b>1,017.00</b>	<b>(64.00)</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 LeMoyné-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	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
1000 Salaries	\$ 1,026,088	\$ 1,081,368	\$ 1,067,462	\$ (13,906)
2000 Benefits	284,082	306,535	310,204	3,669
3000 Contracted Services	138,669	156,750	161,835	5,085
4000 Supplies and Materials	48,037	38,565	38,765	200
5000 Other Charges	1,765	2,990	4,690	1,700
7000 Capital Outlay	14,395	26,950	15,250	(11,700)
<b>Total</b>	<b>\$ 1,513,036</b>	<b>\$ 1,613,158</b>	<b>\$ 1,598,206</b>	<b>(14,952)</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
Administrative Assistant	1.00	1.00	1.00	-
Classroom Teacher Secondary	12.50	12.50	12.50	-
Clerical Assistant	1.00	1.00	1.00	-
Professional Counselor	1.00	1.00	1.00	-
School Secretary	1.00	1.00	1.00	-
Specialty Principal	1.00	1.00	1.00	-
<b>Total</b>	<b>17.50</b>	<b>17.50</b>	<b>17.50</b>	<b>-</b>



**Hollis F. Price (190100) (concl'd)**

**Goals, Objectives & Measures**

<b>District Goal</b>	<b>Objective</b>	<b>Performance Measure</b>	<b>2013-14 Actual</b>	<b>2014-15 Estimated</b>	<b>2015-16 Proposed</b>
Goal 1: Accelerate Student Achievement	Maintain state target pass rate or higher pass rate on ACT.	The average ACT composite will increase from 18.8 to 19.3 by the end of the 2014-14 school year.	The average score for the ACT was 18.8	The average score on the ACT will be 19.3 or higher	The average score on the ACT will increase .5 % points from the previous year.
Goal 1: Accelerate Student Achievement	Maintain state target pass rate or higher pass rate on Algebra II EOC.	The number of students scoring proficient or advanced on Algebra II End of Course will increase from 67% to 69.1 on the 2015 EOC.	The percentage of students scoring P/A on the Algebra II EOC was 67%	The percentage of students scoring P/A on the Algebra II EOC will be 69.1 or higher	The percentage of students scoring P/A on the Algebra II EOC will increase 2% points from the previous year.
Goal 1: Accelerate Student Achievement	Maintain state target pass rate or higher pass rate on English III EOC.	The number of students scoring proficient or advanced on English III End of Course will increase from 66% to 68.1 on the 2015 EOC.	The percentage of students scoring P/A on the English III EOC was 66%	The percentage of students scoring P/A on the Algebra II EOC will be 68.1 or higher	The percentage of students scoring P/A on the English III EOC will increase 2% points from the previous year.



**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	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
1000 Salaries	\$ 1,263,404	\$ 1,270,005	\$ 1,280,158	\$ 10,153
2000 Benefits	321,553	336,366	334,286	(2,080)
3000 Contracted Services	13,706	23,272	16,067	(7,205)
4000 Supplies and Materials	29,556	30,602	40,108	9,506
5000 Other Charges	148,262	158,800	153,320	(5,480)
7000 Capital Outlay	33,842	18,119	14,090	(4,029)
<b>Total</b>	<b>\$ 1,810,323</b>	<b>\$ 1,837,164</b>	<b>\$ 1,838,029</b>	<b>865</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
Assistant Principal High	1.00	1.00	1.00	-
Classroom Teacher Secondary	15.50	15.50	15.50	-
Clerical Assistant	1.00	1.00	1.00	-
Professional Counselor	1.00	1.00	1.00	-
School Secretary	1.00	1.00	1.00	-
Special Project Assistant	1.00	1.00	1.00	-
Specialty Principal	1.00	1.00	1.00	-
<b>Total</b>	<b>21.50</b>	<b>21.50</b>	<b>21.50</b>	<b>-</b>

**Goals, Objectives & Measures**

District Goal	Objective	Performance Measure	2013-14 Actual	2014-15 Estimated	2015-16 Proposed
Goal 1: Accelerate Student Achievement	Maintain state target pass rate or higher pass rate on all AYP state assessments	Achievement results from 2015	English I 95.4%, English II 93.8%, English III 43.8%, Algebra I 96.8%, Algebra II 65.5%, Biology 86%, US History 100%	English I 95.0%, English II 95.0%, English III 85.0%, Algebra I 95.0%, Algebra II 85.0%, Biology 95%, US History 100%	English I 95.0%, English II 95.0%, English III 95.0%, Algebra I 95.0%, Algebra II 90.0%, Biology 95%, US History 100%
Goal 1: Accelerate Student Achievement	Maintain a 95% or greater graduation rate	Achievement results based on previous years graduation rate	100%	100%	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 2015 graduating seniors	18.6%	19%	20%



**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  
**Legal Reference or Statute:** TCA§49-5-204, §59-5-5603

**Operating Budget**

Major Object	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
1000 Salaries	\$ 3,050,120	\$ 2,334,000	\$ 1,870,050	\$ (463,950)
2000 Benefits	504,185	385,810	316,413	(69,397)
3000 Contracted Services	-	-	-	-
4000 Supplies and Materials	-	-	-	-
5000 Other Charges	-	-	-	-
7000 Capital Outlay	-	-	-	-
<b>Total</b>	<u>\$ 3,554,305</u>	<u>\$ 2,719,810</u>	<u>\$ 2,186,463</u>	<u>(533,347)</u>



**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	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
1000 Salaries	\$ 1,026,362	\$ 750,900	\$ 750,900	\$ -
2000 Benefits	169,720	125,304	127,052	1,748
3000 Contracted Services	(171,238)	-	-	-
4000 Supplies and Materials	-	-	-	-
5000 Other Charges	-	-	-	-
7000 Capital Outlay	-	-	-	-
<b>Total</b>	<b>\$ 1,024,844</b>	<b>\$ 876,204</b>	<b>\$ 877,952</b>	<b>1,748</b>

**Goals, Objectives & Measures**

District Goal	Objective	Performance Measure	2013-14 Actual	2014-15 Estimated	2015-16 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	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	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	EOC Meet/Exceed Standards and increased ACT .05 of a point



**General Education - Other (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:** TCA§49-3-307; Public Charter 426

**Operating Budget**

Major Object	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
1000 Salaries	\$ -	\$ -	\$ -	\$ -
2000 Benefits	-	-	-	-
3000 Contracted Services	160,400	115,000	160,000	45,000
4000 Supplies and Materials	-	-	-	-
5000 Other Charges	-	-	-	-
7000 Capital Outlay	-	-	-	-
<b>Total</b>	<u>\$ 160,400</u>	<u>\$ 115,000</u>	<u>\$ 160,000</u>	<u>45,000</u>



**Instructional Television (GHS TV) (301010)**

This department supports the Germantown High School television station.

**Operating Budget**

Major Object	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
1000 Salaries	\$ 393,946	\$ 276,847	\$ 359,369	\$ 82,522
2000 Benefits	101,520	87,583	103,454	15,871
3000 Contracted Services	15,213	42,070	37,570	(4,500)
4000 Supplies and Materials	9,916	20,400	19,000	(1,400)
5000 Other Charges	373	4,680	8,580	3,900
7000 Capital Outlay	90,487	152,850	45,460	(107,390)
<b>Total</b>	<b>\$ 611,455</b>	<b>\$ 584,430</b>	<b>\$ 573,433</b>	<b>(10,997)</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
Broadcast Engineer	-	1.00	1.00	-
Communication Specialist	1.00	1.00	1.00	-
Teacher Resource Center Clerk	1.00	1.00	1.00	-
Video Coordinator	5.00	4.00	4.00	-
<b>Total</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>-</b>



**Professional Development and Support (312000)**

The Division of Professional Development's goal is to provide high-quality professional development aligned to principles of effectiveness and best practice, informed by data, designed to meet the needs of various teacher groups, and improve teaching and learning for all students.

Professional development programming and resources, including:

- District-level support that provides a systemic on-line learning management system to account for professional development activities. The design of the professional development that is delivered to teachers and leaders is of high quality and focuses on current, research based best practices.
- School-level professional development includes deploying instructional content-specific support to all teachers who provide job-embedded teacher development and on-going development of itinerant instructional coaching support that and ensure models of effective teaching are accessible by developing model classrooms.
- Cross-departmental development is designed and delivers on-going instructional support series, in which teachers receive on-going support with job-alike cohorts. Additionally, launching District-wide learning events that result in the deep engagement required for implementation of the SCS's Strategic Goals.

**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	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
1000 Salaries	\$ 440,495	\$ 392,394	\$ 1,484,140	\$ 1,091,746
2000 Benefits	102,488	97,620	386,277	288,657
3000 Contracted Services	(25,387)	22,875	338,999	316,124
4000 Supplies and Materials	78,539	85,000	75,000	(10,000)
5000 Other Charges	12,460	57,000	111,000	54,000
7000 Capital Outlay	-	-	-	-
<b>Total</b>	<b>\$ 608,595</b>	<b>\$ 654,889</b>	<b>\$ 2,395,416</b>	<b>1,740,527</b>





**Professional Development and Support (312000) (concl'd)**

**Staffing**

Job Description	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
Administrative Assistant, Performance Management	-	-	1.00	1.00
Classroom Teacher Secondary	-	-	-	-
Director of Professional Development, Support & Co	1.00	1.00	1.00	-
Instructional Support Analyst I	-	-	1.00	1.00
Instructional Support Manager	-	-	2.00	2.00
Manager Training	-	-	1.00	1.00
New Teacher Associate	1.00	1.00	1.00	-
Pre-Service/New Teacher Analyst	1.00	1.00	1.00	-
Principal Coaching Advisor	1.00	1.00	-	(1.00)
Professional Development and Eval Clerk	-	-	1.00	1.00
Reflective Practice Analyst	1.00	1.00	2.00	1.00
Teacher and Leader Development Manager	-	-	1.00	1.00
Training Specialist	-	-	4.00	4.00
	<b>5.00</b>	<b>5.00</b>	<b>16.00</b>	<b>11.00</b>

**Goals, Objectives & Measures**

District Goal	Objective	Performance Measure	2013-14 Actual	2014-15 Estimated	2015-16 Proposed
Goal 1: Accelerate Student Achievement	Design and deliver support and professional development that results in improved teacher performance and improved student outcomes.	80% of new teachers meet expectations on their overall TEM score.  73% of coached veteran teachers meet expectations on the TEM.	New Teachers: 89% meeting expectations or above. Coached Veteran Teachers: 72% meeting expectations or above.	Currently on track to meet goals: 77% New Teachers Meeting Expectations 73% Veteran Teachers Meeting Expectations	% of coached teachers meeting expectations
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 models (tiered coaching and PAR) continue to operate in district to measure effectiveness. Similar levels of effectiveness in 2013-2014.	Data to be released at EOY	Effective coaching model and PD system in place to best support teachers and resources to schools.
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 PD and support	75% of coaches and coached teachers report that coaching improved their instructional practice & student learning.  75% of Principals believe that teacher supports are improving teacher practice	65% of coaches and coached teachers agree/strongly agree that coaching improved their instructional practice and student learning.  59% of coached teachers agree/strongly agree	Data to be released at EOY	Perceptions increase based on new model and PD systems



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

**C. CAPITAL PROJECTS FUND**



**V. 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. 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 2016 is \$64.8 million. The funding sources are detailed below.

**Funding sources**

- County – \$64.45 million
- Local – \$357,477 (rental income)

Projects have been split into the three categories as follows:

**New School/Renovations**

- Westhaven Elementary – new 900 student capacity school
- Berclair Elementary – 20 classroom addition
- Wells Station Elementary – 20 classroom addition
- Chimneyrock Elementary – 20 classroom addition
- Cordova Elementary – 20 classroom addition
- Germantown High – 20 classroom addition and ADA upgrades
- Woodstock Middle – Grade configuration

**Other**

- ERP – Budget and Procurement software

**Maintenance**

- ADA/Deferred Maintenance – ADA compliance and/or deferred maintenance per federal mandate
- Mechanical – Replacement of boilers or air conditioners
- Interior and Exterior Maintenance
  - Painting at various sites
  - Roofing – Reroofing at various sites
  - Window replacement

**V. GOVERNMENTAL FUNDS (cont'd)****C. CAPITAL PROJECTS FUND (cont'd)****Capital Projects Fund  
2015-16 Project Summary**

<b>Project #</b>	<b>Description</b>	<b>2015 - 16</b>
6105	ERP	\$ 4,510,301
6401	Mechanical Boilers & Air Conditioning	321,574
6501	Roofing	2,221,807
6600	ADA Improvements	700,595
6700	Education Capital Projects	3,475
6904	Unforeseen Emergencies	2,256,087
C275	Unforeseen Emergencies	154,376
C295	Life Safety	1,347,762
C305	Berclair 20 Classroom Addition	4,543,950
C315	Wells Station 20 Classroom Addition	4,899,001
C325	Chimneyrock Elem 20 Classroom Addition	3,988,000
C335	Cordova Elem 20 Classroom Addition	3,864,996
C345	Germantown HS Classroom Addition & ADA	6,532,000
C355	Westhaven ES New School	12,868,533
C365	Woodstock MS Grade Reconfiguration	250,160
C375	Barrett's Elementary Grade Reconfiguration	220,360
C385	Jeter Elementary Grade Reconfiguration	250,159
C395	Oakhaven HS Exterior Window replacement	563,844
C405	Whitehaven Elem Exterior Window replacement	671,615
C415	Jackson Elem Exterior Window Replacement	723,300
C425	Farmington Elem Window replacement	948,441
C435	Kingsbury HS Roof - Single Ply	1,074,000
C445	Kate Bond Elem Roof - Single Ply	550,000
C455	Denver Elem Roof - Single Ply	162,450
C465	Delano Elem Roof Replacement	285,000
C475	JP Freeman Roof - Single Ply	780,000
C485	Highland Oaks Roof - Single Ply	275,000
C495	Millington HS Roof - Single Ply	119,316
C505	Rivercrest Elem Reroof	974,825
C515	Arlington Elem Reroof	40,000
C525	Arlington HS Reroof	80,000
C535	Collierville HS Reroof	1,000,000
C545	Lakeland Elem Reroof	750,000
C555	Chiller Replacement - Administration Building	463,333
C565	Oak Forest Elem - SCUVR/TU	640,000
C575	Arlington Elem-HVAC Controls	88,000
C585	Arlington Elem - HVAC replacement	300,000
C595	Lakeland Elem - Replace 83 HVAC units	240,000
C605	Arlington HS - Painting	342,000
C615	Chiller Replacement - Keystone	251,667
C700	Snowden School- Bleacher Replacement	110,000
C701	Riverview K8- Playground	95,000
C702	Cordova High- Turf Football Field	675,000
C703	Dexter Middle- Gym Floor	115,000
C704	Springdale Elementary- Exterior Door Replacement	100,000
C705	Bolton High- Bleacher Replacement	250,000
C706	Exterior and Interior Painting	400,000
C708	Building Automation Controls	1,003,000
C710	Demolitions (multiple)	1,803,602
	<b>Total Projects</b>	<b>\$ 64,807,529</b>

**V. GOVERNMENTAL FUNDS (cont'd)****C. CAPITAL PROJECTS FUND (cont'd)****CAPITAL PROJECTS FUND BY FUNCTION  
FISCAL YEAR 2015-16 PROPOSED BUDGET  
With Comparative Information for Fiscal Years 2014-15 through 2015-16**

	2013 - 14 <u>Actual</u>	2014-15 <u>Amended Budget</u>	2015-16 <u>Adopted Budget</u>
<b>Revenues</b>			
Federal Government	\$ 1,969,491	\$ -	\$ -
Other local sources	3,800,969	23,312,816	64,807,529
<b>Total revenues</b>	<u>5,770,460</u>	<u>23,312,816</u>	<u>64,807,529</u>
<b>Expenditures</b>			
Plant services	181,589	-	-
Capital outlay	10,368,409	27,503,843	64,807,529
<b>Total expenditures</b>	<u>10,549,998</u>	<u>27,503,843</u>	<u>64,807,529</u>
<b>Excess (deficiency) of revenues over expenditures</b>	<u>(4,779,538)</u>	<u>(4,191,027)</u>	<u>-</u>
<b>Beginning Fund Balance</b>	17,423,682	11,998,632	7,807,605
Increase (decrease) in reserve for encumbrance	(645,512)	-	-
<b>Ending Fund Balance</b>	<u>\$ 11,998,632</u>	<u>\$ 7,807,605</u>	<u>\$ 7,807,605</u>

**V. GOVERNMENTAL FUNDS (cont'd)****C. CAPITAL PROJECTS FUND (cont'd)****CAPITAL PROJECTS FUND BY OBJECT  
FISCAL YEAR 2015-16 PROPOSED BUDGET  
With Comparative Information for Fiscal Years 2014-15 through 2015-16**

	2013 - 14 Actual	2014-15 Amended Budget	2015-16 Adopted Budget
<b>Revenues</b>			
Federal Government	\$ 1,969,491	\$ -	\$ -
Other local sources	3,800,969	23,312,816	64,807,529
<b>Total revenues</b>	<u>5,770,460</u>	<u>23,312,816</u>	<u>64,807,529</u>
<b>Expenditures</b>			
Salaries	1,197,657	-	-
Benefits	300,216	-	-
Contracted services	(1,365,845)	-	-
Travel	1,600	-	-
Furniture, equipment & building improvements	10,416,147	27,503,843	64,807,529
Other objects	223	-	-
<b>Total expenditures</b>	<u>10,549,998</u>	<u>27,503,843</u>	<u>64,807,529</u>
<b>Excess (deficiency) of revenues over expenditures</b>	<u>(4,779,538)</u>	<u>(4,191,027)</u>	<u>-</u>
<b>Beginning Fund Balance</b>	17,423,682	11,998,632	7,807,605
Increase (decrease) in reserve for encumbrance	(645,512)	-	-
<b>Ending Fund Balance</b>	<u>\$ 11,998,632</u>	<u>\$ 7,807,605</u>	<u>\$ 7,807,605</u>

**V. GOVERNMENTAL FUNDS (cont'd)****C. CAPITAL PROJECTS FUND (cont'd)**

## PROJECT SUMMARY

**Project: 6105 ERP**

Start Date: Mar- 15

Estimated Completion Date: Jun - 16

Description: Funding Budget and Procurement system

FY2014-15 Project Costs: \$0

FY2015-16 Project Costs: \$4,510,301

Total Project Costs: \$4,510,301

Operating Budget Impact: Purchase Budget and Procurement Operating systems to eliminate manual processes and create more efficiencies. The District estimates \$0 impact to the District's operating budget.

**Project: 6401 Mechanical Boilers & Air Conditioning**

Start Date: July-14

Estimated Completion Date: On-going

Description: Funding for the replacement of HVAC systems and equipment

FY2015-16 Project Costs: \$200,000

FY2016-17 Project Costs: \$121,574

Total Project Costs: \$321,574

Operating Budget Impact: Approved funding that holds stable the amount of zone maintenance needed throughout the district. This project is expected to reduce future operating costs. The planned improvements for this project will result in an extended life for the buildings and improved energy efficiency. The District estimates \$0 impact to the District's operating budget.

**Project: 6501 Roofing**

Start Date: July-14

Estimated Completion Date: On-going

Description: Funding to replace roofs at various locations

FY2015-16 Project Costs: \$1,305,215

FY2016-17 Project Costs: \$916,592

Total Project Costs: \$2,221,807

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: 6600 ADA Improvements**

Start Date: July-14

Estimated Completion Date: On-going

Description: ADA Maintenance projects for Richland Elem and other locations to be in compliance with the American Disabilities Act.

FY2015-16 Project Costs: \$500,000

FY2016-17 Project Costs: \$200,595

Total Project Costs: \$700,595

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 ADA compliance and there are no other costs associated with this project.

**V. GOVERNMENTAL FUNDS (cont'd)****C. CAPITAL PROJECTS FUND (cont'd)**

## PROJECT SUMMARY (cont'd)

**Project: 6700 Window Replacements**

Start Date: Aug- 14

Estimated Completion Date: Jun - 15

Description: Emergency window replacements

FY2015-16 Project Costs: \$3,475

Total Project Costs: \$3,475

Operating Budget Impact: The District estimates \$0 impact to the District's operating budget.

**Project: 6904 Unforeseen Emergencies**

Start Date: July-14

Estimated Completion Date: Ongoing

Description: Funding for unforeseen maintenance equipment replacement

FY2015-16 Project Costs: \$1,503,260

FY2016-17 Project Costs: \$752,827

Total Project Costs: \$2,256,087

Operating Budget Impact: Approved funding that holds stable the amount of zone maintenance needed throughout the district.

**Project: C275 Unforeseen Emergencies (Life Safety - Alarms, Intercoms, Security Systems)**

Start Date: Jul -14

Estimated Completion Date: Jun -16

Description: Replace and purchase proper alarms, intercoms, and security systems for needed school

FY2015-16 Project Costs: \$ 154,376

Total Project Costs: \$154,376

Operating Budget Impact: The District estimates \$15,000 impact to the District's operating budget for fire alarm monitoring.

**Project: C295 Life Safety – Alarms, Intercoms, Security Systems**

Start Date: Jul -14

Estimated Completion Date: Dec-16

Description: Replace and purchase proper alarms, intercoms, and security systems for needed school

FY2015-16 Project Costs: \$1,000,000

FY2016-17 Project Costs: \$374,762

Total Project Costs: \$1,347,762

Operating Budget Impact: The District estimates \$15,000 impact to the District's operating budget for fire alarm monitoring.

**Project: C305 Berclair Elementary – 20 Classroom Addition**

Start Date: Aug-14

Estimated Completion Date: Aug -16

Description: 20 classroom addition and renovations

FY2015-16 Project Costs: \$4,343,950

FY2016-17 Project Costs: \$200,000

Total Project Costs: \$4,543,950

Operating Budget Impact: The operating budget will be impacted by custodial staff (2 FTEs), utilities, and maintenance costs when the school begins to use the 20 new classrooms in fiscal year 2016-17; non-routine expense. The estimated impact on the annual operating budget is \$90,000.



**V. GOVERNMENTAL FUNDS (cont'd)****C. CAPITAL PROJECTS FUND (cont'd)**

## PROJECT SUMMARY (cont'd)

**Project: C315 Wells Station Elementary – 20 Classroom Addition**

Start Date: Aug-14

Estimated Completion Date: Aug -16

Description: 20 classroom addition and renovations

FY2015-16 Project Costs: \$4,699,001

FY2016-17 Project Costs: \$200,000

Total Project Costs: \$4,899,001

Operating Budget Impact: The operating budget will be impacted by custodial staff (2 FTEs), utilities, and maintenance costs when the school begins to use the 20 new classrooms in fiscal year 2016-17; non-routine expense. The estimated impact on the annual operating budget is \$90,000.

**Project: C325 Chimneyrock Elementary – 20 Classroom Addition**

Start Date: On Hold

Estimated Completion Date: Unknown

Description: 20 classroom addition and renovations

FY2015-16 Project Costs: \$1,988,000

FY2016-17 Project Costs: \$2,000,000

Total Project Costs: \$3,988,000

Operating Budget Impact: The operating budget will be impacted by custodial staff (2 FTEs), utilities, and maintenance costs when the school begins to use the 20 new classrooms in fiscal year 2016-17; non-routine expense. The estimated impact on the annual operating budget is \$90,000.

**Project: C335 Cordova Elementary – 14 Classroom Addition**

Start Date: Aug-14

Estimated Completion Date: Aug -16

Description: 20 classroom addition and renovations

FY2015-16 Project Costs: \$3,684,996

FY2016-17 Project Costs: \$200,000

Total Project Costs: \$3,864,996

Operating Budget Impact: The operating budget will be impacted by custodial staff (2 FTEs), utilities, and maintenance costs when the school begins to use the 20 new classrooms in fiscal year 2016-17; non-routine expense. The estimated impact on the annual operating budget is \$90,000.

**Project: C345 Germantown HS – Classroom Addition & ADA**

Start Date: On Hold

Estimated Completion Date: Unknown

Description: 20 classroom addition and ADA renovations

FY2015-16 Project Costs: \$800,000

FY2016-17 Project Costs: \$5,732,000

Total Project Costs: \$6,532,000

Operating Budget Impact: The operating budget will be impacted by custodial staff (2 FTEs), utilities, and maintenance costs when the school begins to use the 20 new classrooms in fiscal year 2016-17; non-routine expense. The estimated impact on the annual operating budget is \$90,000.

**V. GOVERNMENTAL FUNDS (cont'd)****C. CAPITAL PROJECTS FUND (cont'd)**

## PROJECT SUMMARY (cont'd)

**Project: C355 Westhaven Elementary**

Start Date: Nov-14

Estimated Completion Date: August-16

Description: New elementary school (960 capacity) – to combine Westhaven, Fairley and Raineshaven Elementary schools.

FY2015-16 Project Costs: \$11,868,533

FY2016-17 Project Costs: \$1,000,000

Total Project Costs: \$12,868,533

Operating Budget Impact: The operating budget will be impacted by staffing (Principal, certificated staff, secretaries, custodial etc.), utilities, and maintenance costs when the school opens in fiscal year 2017.

**Project: C365 Woodstock Middle – Grade Reconfiguration**

Start Date: Aug -14

Estimated Completion Date: June- 16

Description: Building Modifications for 2014-15 post merger students. Also install new gymnasium floor suitable and meets standards for Tennessee athletics.

FY2015-16 Project Costs: \$250,160

Total Project Costs: \$250,160

Operating Budget Impact: There is \$0 impact to the District's operating budget.

**Project: C375 Barrett's Elem – Grade Reconfiguration**

Start Date: Feb -15

Estimated Completion Date: June- 15

Description: Building Modifications for 2014-15 post merger students.

FY2015-16 Project Costs: \$220,360

Total Project Costs: \$220,360

Operating Budget Impact: There is \$0 impact to the District's operating budget.

**Project: C385 Jeter Elem – Grade Reconfiguration**

Start Date: Feb -15

Estimated Completion Date: June- 15

Description: Building Modifications for 2014-15 post merger students.

FY2015-16 Project Costs: \$250,159

Total Project Costs: \$250,159

Operating Budget Impact: There is \$0 impact to the District's operating budget.

**Project: C395 Oakhaven High - Window Replacement**

Start Date: Oct -14

Estimated Completion Date: Dec-15

Description: Funding for window replacement

FY2015-16 Project Costs: \$563,844

Total Project Costs: \$563,844

Operating Budget Impact: The District estimates \$0 impact to the District's operating budget as the capital project is for window replacement.

**V. GOVERNMENTAL FUNDS (cont'd)****C. CAPITAL PROJECTS FUND (cont'd)**

## PROJECT SUMMARY (cont'd)

**Project: C405 Whitehaven Elementary - Window Replacement**

Start Date: Dec -14

Estimated Completion Date: Apr-15

Description: Funding for window replacement

FY2015-16 Project Costs: \$671,615

Total Project Costs: \$671,615

Operating Budget Impact: The District estimates \$0 impact to the District's operating budget as the capital project is for window replacement.

**Project: C415 Jackson Elementary - Window Replacement**

Start Date: Feb -15

Estimated Completion Date: Dec-15

Description: Funding for window replacement

FY2014-15 Project Costs: \$300,000

FY2015-16 Project Costs: \$423,300

Total Project Costs: \$723,300

Operating Budget Impact: The District estimates \$0 impact to the District's operating budget as the capital project is for window replacement.

**Project: C425 Farmington Elem Window Replacement**

Start Date: Mar -15

Estimated Completion Date: Jun -15

Description: Funding for window replacements.

FY2014-15 Project Costs: \$948,441

Total Project Costs: \$948,441

Operating Budget Impact: The District estimates \$0 impact to the District's operating budget.

**Project: C435 Kingsbury HS Roof -Single Ply Comp Shingles**

Start Date: Sept-14

Estimated Completion Date: May-15

Description: Funding to replace roof

FY2014-15 Project Costs: \$1,074,000

Total Project Costs: \$1,074,000

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: C445 Kate Bond Elem Roof -Single Ply**

Start Date: Sept-14

Estimated Completion Date: June-15

Description: Funding to replace roof

FY2014-15 Project Costs: \$550,000

Total Project Costs: \$550,000

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.

**V. GOVERNMENTAL FUNDS (cont'd)****C. CAPITAL PROJECTS FUND (cont'd)**

## PROJECT SUMMARY (cont'd)

**Project: C455 Denver Elem Roof -Single Ply**

Start Date: Sept-14

Estimated Completion Date: Dec-15

Description: Funding to replace roof

FY2015-16 Project Costs: \$162,450

Total Project Costs: \$162,450

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: C465 Delano Elem Roof Replacement**

Start Date: Sept-14

Estimated Completion Date: Dec-15

Description: Funding to replace roof

FY2015-16 Project Costs: \$285,000

Total Project Costs: \$285,000

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: C475 JP Freeman Roof -Single Ply**

Start Date: Nov-14

Estimated Completion Date: Dec-15

Description: Funding to replace roof

FY2015-16 Project Costs: \$780,000

Total Project Costs: \$780,000

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: C485 Highland Oaks Roof -Single Ply**

Start Date: Nov-14

Estimated Completion Date: June-16

Description: Funding to replace roof

FY2015-16 Project Costs: \$275,000

Total Project Costs: \$275,000

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.

**V. GOVERNMENTAL FUNDS (cont'd)****C. CAPITAL PROJECTS FUND (cont'd)**

## PROJECT SUMMARY (cont'd)

**Project: C495 Millington Central High – Roof Single ply**

Start Date: Oct-14

Estimated Completion Date: Jun -15

Description: replace school roof

FY2014-15 Project Costs: \$119,316

Total Project Costs: \$119,316

Operating Budget Impact: The District estimates \$0 impact to the District's operating budget.

**Project: C505 Rivercrest Elem – Re-roof**

Start Date: Mar - 15

Estimated Completion Date: Aug -15

Description: replace school roof

FY2014-15 Project Costs: \$495,000

FY2015-16 Project Costs: \$495,000

Total Project Costs: \$974,825

Operating Budget Impact: The District estimates \$0 impact to the District's operating budget.

**Project: C515 Arlington Elem – Re-roof**

Start Date: Jan-15

Estimated Completion Date: Jun -16

Description: replace school roof

FY2014-15 Project Costs: \$30,000

FY2015-16 Project Costs: \$10,000

Total Project Costs: \$40,000

Operating Budget Impact: The District estimates \$0 impact to the District's operating budget.

**Project: C525 Arlington High – Re-roof**

Start Date: Jan-15

Estimated Completion Date: Jun -15

Description: replace school roof

FY2014-15 Project Costs: \$80,000

Total Project Costs: \$80,000

Operating Budget Impact: The District estimates \$0 impact to the District's operating budget.

**Project: C535 Collierville High – Re-roof**

Start Date: May-15

Estimated Completion Date: Sept -15

Description: replace school roof

FY2014-15 Project Costs: \$500,000

FY2015-16 Project Costs: \$500,000

Total Project Costs: \$1,000,000

Operating Budget Impact: The District estimates \$0 impact to the District's operating budget.

**V. GOVERNMENTAL FUNDS (cont'd)****C. CAPITAL PROJECTS FUND (cont'd)**

## PROJECT SUMMARY (cont'd)

**Project: C545 Lakeland Elem – Re-roof**

Start Date: Mar - 15

Estimated Completion Date: June-15

Description: Purchase of Land

FY2014-15 Project Costs: \$750,000

Total Project Costs: \$750,000

Operating Budget Impact: The District estimates \$0 impact to the District's operating budget.

**Project: C555 Administration Building – Chiller Replacement**

Start Date: Sept-14

Estimated Completion Date: June-16

Description: Replace existing HVAC equipment

FY2015-16 Project Costs: \$463,333

Total Project Costs: \$463,333

Operating Budget Impact: The planned improvements for this project will result in an extended life for the building and improved energy efficiency for the HVAC system. The District estimates \$0 impact to the District's operating budget

**Project: C565 Oak Forest Elem – SCUUV /RTU**

Start Date: Dec-14

Estimated Completion Date: Oct-15

Description: Replace existing HVAC equipment

FY2014-15 Project Costs: \$490,000

FY2015-16 Project Costs: \$150,000

Total Project Costs: \$640,000

Operating Budget Impact: The planned improvements for this project will result in an extended life for the building and improved energy efficiency for the HVAC system. The District estimates \$0 impact to the District's operating budget

**Project: C575 Arlington Elem – HVAC controls**

Start Date: Jan-15

Estimated Completion Date: Jun -16

Description: replace HVAC controls

FY2014-15 Project Costs: \$70,000

FY2015-16 Project Costs: \$18,000

Total Project Costs: \$88,000

Operating Budget Impact: The District estimates \$0 impact to the District's operating budget.

**Project: C585 Arlington Elem – HVAC replacement**

Start Date: Jan-15

Estimated Completion Date: Jun -15

Description: replace HVAC

FY2014-15 Project Costs: \$300,000

Total Project Costs: \$300,000

Operating Budget Impact: The District estimates \$0 impact to the District's operating budget.

**V. GOVERNMENTAL FUNDS (cont'd)****C. CAPITAL PROJECTS FUND (cont'd)**

## PROJECT SUMMARY (cont'd)

**Project: C595 Lakeland Elem – Replace 83 HVAC units**

Start Date: TBD

Estimated Completion Date: TBD

Description: replace 83 HVAC units

FY2014-15 Project Costs: \$240,000

Total Project Costs: \$240,000

Operating Budget Impact: The District estimates \$0 impact to the District's operating budget.

**Project: C605 Arlington High – Painting**

Start Date: Jan-15

Estimated Completion Date: Jun -16

Description: Paint interior High School

FY2014-15 Project Costs: \$250,000

FY2015-16 Project Costs: \$92,000

Total Project Costs: \$342,000

Operating Budget Impact: The District estimates \$0 impact to the District's operating budget.

**Project: C615 Keystone – Chiller Replacement**

Start Date: Nov-14

Estimated Completion Date: June-16

Description: Replace existing HVAC equipment

FY2015-16 Project Costs: \$251,667

Total Project Costs: \$251,667

Operating Budget Impact: The planned improvements for this project will result in an extended life for the building and improved energy efficiency for the HVAC system. The District estimates \$0 impact to the District's operating budget

**Project: C700 Snowden School – Bleacher Replacement**

Start Date: June-15

Estimated Completion Date: Sept-16

Description: Bleacher replacement due to safety hazard

FY2014-15 Project Costs: \$110,000

Operating Budget Impact: The District estimates \$0 impact to the District's operating budget as the capital project is for bleacher replacement.

**Project: C701 Riverview K-8 - Playground**

Start Date: June-15

Estimated Completion Date: July-15

Description: Install new playground

FY2014-15 Project Costs: \$95,000

Operating Budget Impact: The District estimates \$0 impact to the District's operating budget as the capital project is for a new playground.

**V. GOVERNMENTAL FUNDS (cont'd)****C. CAPITAL PROJECTS FUND (cont'd)**

## PROJECT SUMMARY (cont'd)

**Project: C702 Cordova High – Turf Football Field**

Start Date: TBD

Estimated Completion Date: TBD

Description: Install a new turf football field

FY2015-16 Project Costs: \$675,000

Operating Budget Impact: The District estimates \$0 impact to the District's operating budget as the capital project is for a new turf field. Estimates for utilities for the new stadium lighting are unknown at this time.

**Project: C703 Dexter Middle – Gym Floor**

Start Date: June-15

Estimated Completion Date: September-15

Description: Install new gym floor

FY2014-15 Project Costs: \$115,000

Operating Budget Impact: The District estimates \$0 impact to the District's operating budget as the capital project is for a new gym floor.

**Project: C704 Springdale Elementary – Exterior Door Replacement**

Start Date: TBD

Estimated Completion Date: TBD

Description: Install new exterior doors due to security issues with the current worn doors.

FY2015-16 Project Costs: \$100,000

Operating Budget Impact: The District estimates \$0 impact to the District's operating budget as the capital project is for new doors.

**Project: C705 Bolton High – Bleacher Replacement**

Start Date: June-15

Estimated Completion Date: Sept-16

Description: Bleacher replacement due to safety hazard

FY2014-15 Project Costs: \$250,000

Operating Budget Impact: The District estimates \$0 impact to the District's operating budget as the capital project is for bleacher replacement.

**Project: C706 Exterior and Interior Painting**

Start Date: Dec-2015

Estimated Completion Date: June-16

Description: Exterior and interior painting of various locations throughout the district using contracted services.

FY2015-16 Project Costs: 400,000

Operating Budget Impact: The District estimates \$0 impact to the District's operating budget as the capital project is for painting.



**V. GOVERNMENTAL FUNDS (concl'd)****C. CAPITAL PROJECTS FUND (concl'd)**

## PROJECT SUMMARY (concl'd)

**Project: C708 Building Automation Controls**

Start Date: TBD

Estimated Completion Date: TBD

Description: Replacing outdated HVAC control systems.

FY2015-16 Project Costs: \$1,003,000

Operating Budget Impact: The District estimates \$0 impact to the District's operating budget as the capital project is for replacement of existing automation controls.

**Project: C710 Demolitions (Eads Elem, South Area Office, Longview, Gragg, Graves, Dunn, Orleans, VFW), Intercom Replacements, and Stadium Locker Upgrades**

Start Date: TBD

Estimated Completion Date: TBD

Description: Demolish vacant buildings

FY2015-16 Project Costs: \$1,000,000

FY2016-17 Project Costs: \$803,602

FY2015-16 Project Costs: \$1,803,602

Operating Budget Impact: The District estimates \$0 impact to the District's operating budget as the capital project is for demolishing vacant, old buildings and schools.

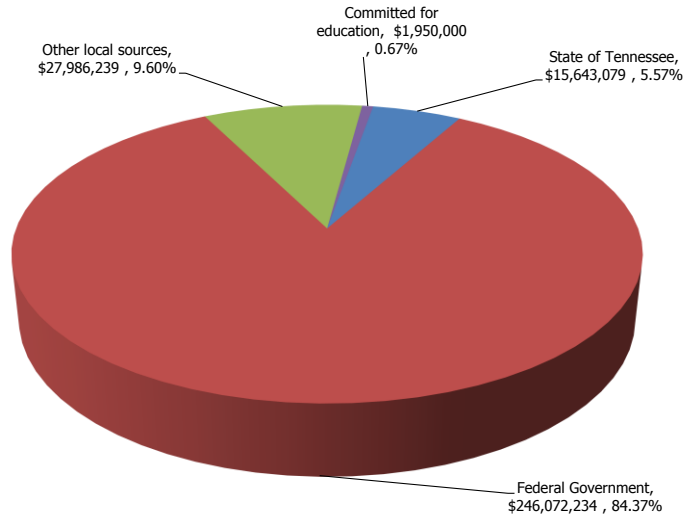


V. GOVERNMENTAL FUNDS (cont'd)

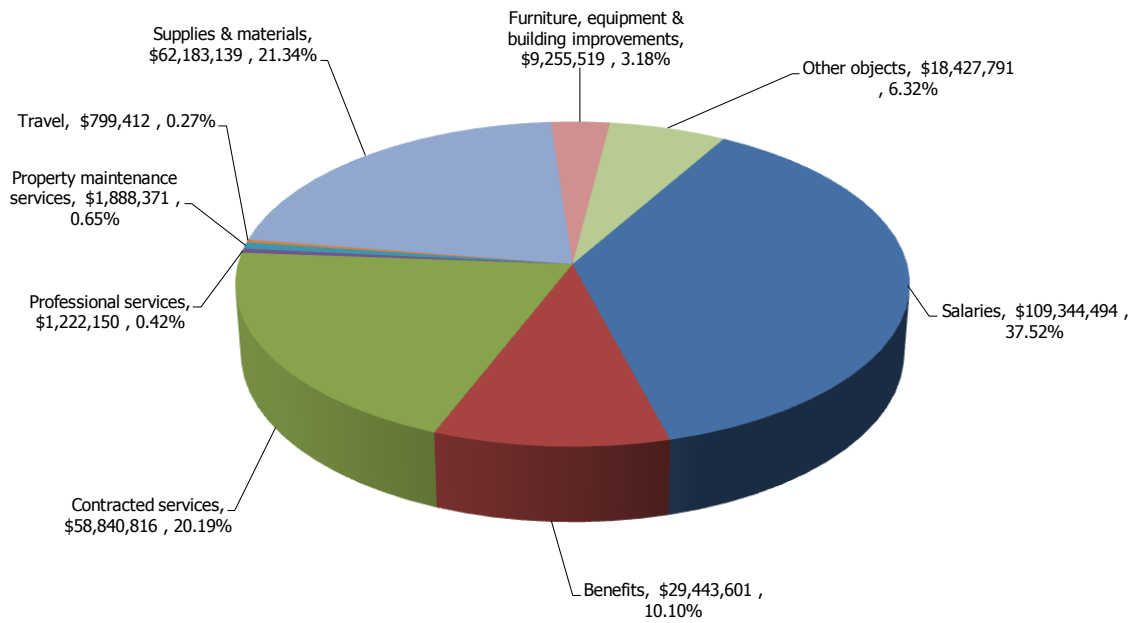
D. SPECIAL REVENUE FUNDS (cont'd)

2015-16 SPECIAL REVENUE FUNDS

Revenues



Expenditures





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

D. SPECIAL REVENUE FUNDS (cont'd)

**SPECIAL REVENUE FUNDS BY FUNCTION  
FISCAL YEAR 2015-16 BUDGET**

**With Comparative Information for Fiscal Years 2014-15 through 2015-16**

	2013 - 14 <u>Actual</u>	2014-15 <u>Amended Budget</u>	2015-16 <u>Adopted Budget</u>
<b>Revenues</b>			
State of Tennessee	\$ 7,532,816	\$ 15,239,126	\$ 15,665,556
Federal Government	198,389,538	298,189,304	246,072,234
Other local sources	29,265,257	34,110,587	27,986,239
Committed for education	-	699,383	1,950,000
<b>Total revenues</b>	<u>235,187,611</u>	<u>348,238,400</u>	<u>291,674,029</u>
<b>Expenditures</b>			
Instruction	75,471,310	115,488,737	63,946,555
Instructional support	33,486,282	53,893,190	39,609,051
Student support	11,885,065	14,936,438	12,044,686
Office of principal	124	586,974	299,991
General administration	15,436,084	28,783,924	24,767,364
Fiscal services	875,268	341,666	-
Other support services	-	-	3,851,032
Student transportation	956,145	761,451	4,000
Plant services	1,002,720	1,161,839	1,194,278
Community service	20,923,572	45,832,119	57,044,282
Indirect cost	7,065,623	8,398,765	6,228,787
Food service	72,668,379	80,167,633	82,415,267
<b>Total expenditures</b>	<u>239,770,572</u>	<u>350,352,736</u>	<u>291,405,293</u>
<b>Excess (deficiency) of revenues over expenditures</b>	<u>(4,582,961)</u>	<u>(2,114,336)</u>	<u>268,736</u>
<b>Beginning Fund Balance</b>	29,688,861	26,132,422	24,018,086
Increase (decrease) in reserve for encumbrance	1,026,522	-	-
<b>Ending Fund Balance</b>	<u>\$ 26,132,422</u>	<u>\$ 24,018,086</u>	<u>\$ 24,286,822</u>



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

**D. SPECIAL REVENUE FUNDS (cont'd)**

**SPECIAL REVENUE FUNDS BY OBJECT  
FISCAL YEAR 2015-16 BUDGET  
With Comparative Information for Fiscal Years 2014-15 through 2015-16**

	2013 - 14 Actual	2014-15 Amended Budget	2015-16 Adopted Budget
<b>Revenues</b>			
State of Tennessee	\$ 7,532,816	\$ 15,239,126	\$ 15,665,556
Federal Government	198,389,538	298,189,304	246,072,234
Other local sources	29,265,257	34,110,587	27,986,239
Committed for education	-	699,383	1,950,000
<b>Total revenues</b>	<u>235,187,611</u>	<u>348,238,400</u>	<u>291,674,029</u>
<b>Expenditures</b>			
Salaries	107,338,171	132,335,366	109,344,494
Benefits	26,183,583	38,261,275	29,443,601
Contracted services	32,361,982	63,868,543	58,840,816
Professional services	73,589	311,325	1,222,150
Property maintenance services	1,338,282	2,256,673	1,888,371
Travel	750,668	1,080,000	799,412
Supplies & materials	48,229,752	67,476,634	62,183,139
Furniture, equipment & building improvements	12,197,593	25,368,028	9,255,519
Other objects	11,296,952	19,394,892	18,427,791
<b>Total expenditures</b>	<u>239,770,572</u>	<u>350,352,736</u>	<u>291,405,293</u>
<b>Excess (deficiency) of revenues over expenditures</b>	<u>(4,582,961)</u>	<u>(2,114,336)</u>	<u>268,736</u>
Debt service			
<b>Beginning Fund Balance</b>	29,688,861	26,132,422	24,018,086
Increase (decrease) in reserve for encumbrance	1,026,522	-	-
<b>Ending Fund Balance</b>	<u>\$ 26,132,422</u>	<u>\$ 24,018,086</u>	<u>\$ 24,286,822</u>



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

**D. SPECIAL REVENUE FUNDS (cont'd)**

**ALL SPECIAL REVENUE FUNDS BY FUNCTION  
FISCAL YEAR 2015-16 BUDGET**

	<b>Categorically Aided Funds</b>	<b>Food Service Fund</b>	<b>Total Special Revenue Funds</b>
<b>Revenues</b>			
State of Tennessee	\$ 15,571,740	\$ 93,816	\$ 15,665,556
Federal Government	160,802,857	85,269,377	246,072,234
Other local sources	27,891,239	95,000	27,986,239
Committed for education	1,230,334	719,666	1,950,000
<b>Total revenues</b>	<u>205,496,170</u>	<u>86,177,859</u>	<u>291,674,029</u>
<b>Expenditures</b>			
Current:			
Instruction	63,946,555	-	63,946,555
Instructional support	39,609,051	-	39,609,051
Student support	12,044,686	-	12,044,686
Office of principal	299,991	-	299,991
General administration	24,767,364	-	24,767,364
Other support services	3,851,032	-	3,851,032
Student transportation	4,000	-	4,000
Plant services	1,194,278	-	1,194,278
Community service	57,044,282	-	57,044,282
Transfers out	2,466,195	3,762,592	6,228,787
Food service	-	82,415,267	82,415,267
<b>Total expenditures</b>	<u>205,227,434</u>	<u>86,177,859</u>	<u>291,405,293</u>
<b>Excess (deficiency) of revenues over expenditures</b>	<u>268,736</u>	<u>-</u>	<u>268,736</u>
<b>Beginning Fund Balance</b>	961,533	23,056,553	24,018,086
Increase (decrease) in reserve for encumbrance	-	-	-
<b>Ending Fund Balance</b>	<u>\$ 1,230,269</u>	<u>\$ 23,056,553</u>	<u>\$ 24,286,822</u>



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

**D. SPECIAL REVENUE FUNDS (cont'd)**

**ALL SPECIAL REVENUE FUNDS BY OBJECT  
FISCAL YEAR 2015-16 BUDGET**

	<b>Categorically - Aided Funds</b>	<b>Food Service Fund</b>	<b>Total Special Revenue Funds</b>
<b>Revenues</b>			
State of Tennessee	\$ 15,571,740	\$ 93,816	\$ 15,665,556
Federal Government	160,802,857	85,269,377	246,072,234
Other local sources	27,891,239	95,000	27,986,239
Committed for education	1,230,334	719,666	1,950,000
<b>Total revenues</b>	<u>205,496,170</u>	<u>86,177,859</u>	<u>291,674,029</u>
<b>Expenditures</b>			
Salaries	79,347,057	29,997,437	109,344,494
Benefits	22,243,173	7,200,428	29,443,601
Contracted services	57,201,796	1,639,020	58,840,816
Professional services	1,205,650	16,500	1,222,150
Property maintenance services	1,519,371	369,000	1,888,371
Travel	743,662	55,750	799,412
Supplies & materials	21,817,226	40,365,913	62,183,139
Furniture, equipment & building improvements	6,827,719	2,427,800	9,255,519
Other objects	14,321,780	4,106,011	18,427,791
<b>Total expenditures</b>	<u>205,227,434</u>	<u>86,177,859</u>	<u>291,405,293</u>
<b>Excess (deficiency) of revenues over expenditures</b>	<u>268,736</u>	<u>-</u>	<u>268,736</u>
<b>Beginning Fund Balance</b>	961,533	23,056,553	24,018,086
Increase (decrease) in reserve for encumbrance	-	-	-
<b>Ending Fund Balance</b>	<u>\$ 1,230,269</u>	<u>\$ 23,056,553</u>	<u>\$ 24,286,822</u>



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

D. SPECIAL REVENUE FUNDS (cont'd)

**CATEGORICALLY-AIDED FUNDS BY FUNCTION  
FISCAL YEAR 2015-16 BUDGET**

	<b>Fund 8</b>	<b>Fund 12</b>	<b>Total Categorically - Aided Funds</b>
<b>Revenues</b>			
State of Tennessee	\$ 14,368,989	\$ 1,202,751	\$ 15,571,740
Federal Government	10,123,663	150,679,194	160,802,857
Other local sources	27,891,239	-	27,891,239
Committed for education	1,230,334	-	1,230,334
<b>Total revenues</b>	<u>53,614,225</u>	<u>151,881,945</u>	<u>205,496,170</u>
<b>Expenditures</b>			
Current:			
Instruction	891,082	63,055,473	63,946,555
Instructional support	430,683	39,178,368	39,609,051
Student support	105,109	11,939,577	12,044,686
Office of principal	299,991	-	299,991
General administration	24,598,151	169,213	24,767,364
Other support services	-	3,851,032	3,851,032
Student transportation	-	4,000	4,000
Plant services	1,055,578	138,700	1,194,278
Community service	25,964,895	31,079,387	57,044,282
Indirect cost	-	2,466,195	2,466,195
<b>Total expenditures</b>	<u>53,345,489</u>	<u>151,881,945</u>	<u>205,227,434</u>
<b>Excess (deficiency) of revenues over expenditures</b>	<u>268,736</u>	<u>-</u>	<u>268,736</u>
<b>Beginning Fund Balance</b>	961,533	-	961,533
Increase (decrease) in reserve for encumbrance	-	-	-
<b>Ending Fund Balance</b>	<u>\$ 1,230,269</u>	<u>\$ -</u>	<u>\$ 1,230,269</u>

**V. GOVERNMENTAL FUNDS (cont'd)****D. SPECIAL REVENUE FUNDS (cont'd)****CATEGORICALLY-AIDED FUNDS BY OBJECT  
FISCAL YEAR 2015-16 BUDGET**

	<b>Fund 8</b>	<b>Fund 12</b>	<b>Total Categorically - Aided Funds</b>
<b>Revenues</b>			
State of Tennessee	\$ 14,368,989	\$ 1,202,751	\$ 15,571,740
Federal Government	10,123,663	150,679,194	160,802,857
Other local sources	27,891,239	-	27,891,239
Committed for education	1,230,334	-	1,230,334
<b>Total revenues</b>	<u>53,614,225</u>	<u>151,881,945</u>	<u>205,496,170</u>
<b>Expenditures</b>			
Salaries	15,680,701	63,666,356	79,347,057
Benefits	3,629,772	18,613,401	22,243,173
Contracted services	29,064,543	28,137,253	57,201,796
Professional services	921,360	284,290	1,205,650
Property maintenance services	41,630	1,477,741	1,519,371
Travel	204,000	539,662	743,662
Supplies & materials	1,356,954	20,460,272	21,817,226
Furniture, equipment & building improvements	603,252	6,224,467	6,827,719
Other objects	1,843,277	12,478,503	14,321,780
<b>Total expenditures</b>	<u>53,345,489</u>	<u>151,881,945</u>	<u>205,227,434</u>
<b>Excess (deficiency) of revenues over expenditures</b>	<u>268,736</u>	<u>-</u>	<u>268,736</u>
<b>Beginning Fund Balance</b>	961,533	-	961,533
Increase (decrease) in reserve for encumbrance	-	-	-
<b>Ending Fund Balance</b>	<u>\$ 1,230,269</u>	<u>\$ -</u>	<u>\$ 1,230,269</u>





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

**D. SPECIAL REVENUE FUNDS (cont'd)**





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

D. SPECIAL REVENUE FUNDS (cont'd)

**CATEGORICALLY-AIDED FUNDS  
NON-FEDERAL PROGRAMS – FUND 08 BY FUNCTION  
FISCAL YEAR 2015-16 BUDGET  
With Comparative Information for Fiscal Years 2014-15 through 2015-16**

	2013-14 Actual	2014-15 Amended Budget	2015-16 Adopted Budget
<b>Revenues</b>			
State of Tennessee	\$ 3,516,864	\$ 13,251,641	\$ 14,368,989
Federal Government	12,856,434	6,316,704	10,123,663
Other local sources	17,340,942	34,015,587	27,891,239
Committed for education	-	-	1,230,334
<b>Total revenues</b>	<u>33,714,240</u>	<u>53,583,932</u>	<u>53,614,225</u>
<b>Expenditures</b>			
Instruction	2,551,794	564,899	891,082
Instructional support	67,517	444,645	430,683
Student support	48,988	46,181	105,109
Office of principal	-	276,310	299,991
General administration	14,269,002	28,783,924	24,598,151
Fiscal services	875,268	341,666	-
Plant services	1,002,720	961,841	1,055,578
Community service	19,606,444	24,222,608	25,964,895
Indirect cost	678,447	-	-
Food service	40,985	56,194	-
<b>Total expenditures</b>	<u>39,141,165</u>	<u>55,698,268</u>	<u>53,345,489</u>
<b>Excess (deficiency) of revenues over expenditures</b>	<u>(5,426,925)</u>	<u>(2,114,336)</u>	<u>268,736</u>
<b>Beginning Fund Balance</b>	7,202,282	3,075,869	961,533
Increase (decrease) in reserve for encumbrance	1,300,512	-	-
<b>Ending Fund Balance</b>	<u>\$ 3,075,869</u>	<u>\$ 961,533</u>	<u>\$ 1,230,269</u>



V. GOVERNMENTAL FUNDS (cont'd)

D. SPECIAL REVENUE FUNDS (cont'd)

CATEGORICALLY-AIDED FUNDS
NON-FEDERAL PROGRAMS – FUND 08 BY OBJECT
FISCAL YEAR 2015-16 BUDGET
With Comparative Information for Fiscal Years 2014-15 through 2015-16

Table with 4 columns: Description, 2013 - 14 Actual, 2014-15 Amended Budget, 2015-16 Adopted Budget. Rows include Revenues (State of Tennessee, Federal Government, etc.), Expenditures (Salaries, Benefits, etc.), Excess (deficiency) of revenues over expenditures, and Beginning/Ending Fund Balance.



V. GOVERNMENTAL FUNDS (cont'd)

D. SPECIAL REVENUE FUNDS (cont'd)

**Shelby County Schools  
2015-16  
Fund 8 Summary by Project**

<b>Project Number</b>	<b>Project Name</b>	<b>Adopted Budget</b>	<b>Total Positions</b>
9305	Head Start	28,210	-
D025	School Age Childcare	476,551	4.00
D045	Security-Ancillary Services	261,078	-
D055	Teacher & Leader Effectiveness Initiative	24,898,142	14.00
D065*	TVA ENERNOC Demand Response Program	231,000	-
D075	Facility Rental	563,500	-
D085	After-School Childcare	8,728,797	47.00
D095	Very Special Arts Festival	15,000	-
D125	Telecommunications Center UbS	186,417	-
D205	Adopt a School Seminar	22,083	-
D225	After-School Snacks	2,730,811	-
D295	Energy Efficient Schools Initiative	-	-
D415	Homeless Children & Youth Program	25,981	-
D435	LEAP Program	600,443	1.00
D445	SCS Connect Mentoring Program	2,145	-
D465	Mental Health Records	102,964	-
D485	SCIAA Dues & Fines	429,502	-
D525	Pre-K	10,437,735	92.00
D555	Research & Evaluation	216,007	3.00
D605	Shelby Metro Basketball	233,365	-
D645	Student Ticket Subsidy	-	-
D765	Shelby County Government Pre-K	2,483,986	32.00
D795	SPED Medicaid Reimbursement	199,676	1.00
D925	Hyde, Poplar and Pyramid Peak Foundations Hamilton	-	-
D245, D590, D670, D685, D785, D955,	Donations (Artfest, Orion, GCA Scholarship & Athletic Donations, Transition-District, Adolescent Parenting, SIMS High Schools Robotics Program)	472,096	-
<b>Total</b>		<b>\$ 53,345,489</b>	<b>194.00</b>

\*This project includes planned increase in fund balance.



**Shelby County Schools  
Fiscal Year 2015-2016  
Special Revenue Fund – 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.

**9305 Headstart**

**Revenues**

Major Object	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
Local	\$ -	\$ 1,710	\$ 28,210	\$ 26,500
County	-	-	-	-
State	-	-	-	-
Federal	-	-	-	-
Restricted	-	-	-	-
<b>Total</b>	<u>\$ -</u>	<u>\$ 1,710</u>	<u>\$ 28,210</u>	<u>\$ 26,500</u>

**Operating Budget**

Major Object	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
Salaries	\$ -	\$ -	\$ -	\$ -
Contracted Services	-	-	10,000	10,000
Supplies and Materials	-	-	18,210	18,210
Other Charges	-	-	-	-
Capital Outlay	-	-	-	-
<b>Total</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 28,210</u>	<u>\$ 28,210</u>



**Shelby County Schools  
Fiscal Year 2015-2016  
Special Revenue Fund – 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 socio-economic 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.

**D025 School Age Childcare**

**Revenues**

<b>Major Object</b>	<b>2013-2014 Actual</b>	<b>2014-2015 Amended</b>	<b>2015-2016 Adopted</b>	<b>2016 vs 2015 Variance</b>
Local	\$ (484,191)	\$ 480,976	\$ 124,616	\$ (356,360)
Restricted	-	-	351,935	351,935
Restricted For Education	-	-	-	-
<b>Total</b>	<b>\$ (484,191)</b>	<b>\$ 480,976</b>	<b>\$ 476,551</b>	<b>\$ (4,425)</b>

**Operating Budget**

<b>Major Object</b>	<b>2013-2014 Actual</b>	<b>2014-2015 Amended</b>	<b>2015-2016 Adopted</b>	<b>2016 vs 2015 Variance</b>
Salaries	\$ 327,167	\$ 541,273	\$ 309,052	\$ (232,221)
Benefits	93,656	132,183	89,247	(42,936)
Contracted Services	40,928	48,122	59,252	11,130
Supplies and Materials	8,415	11,425	15,000	3,575
Other Charges	40	-	-	-
Capital Outlay	4,121	3,403	4,000	597
<b>Total</b>	<b>\$ 474,327</b>	<b>\$ 736,406</b>	<b>\$ 476,551</b>	<b>\$ (259,855)</b>

**Staffing**

<b>Job Description</b>	<b>2013-2014 Actual</b>	<b>2014-2015 Amended</b>	<b>2015-2016 Adopted</b>	<b>2016 vs 2015 Variance</b>
Financial Analyst for Student Support	1.00	1.00	1.00	-
Program Administrator	1.00	1.00	1.00	-
Project Manager	1.00	-	-	-
School Age Child Care Manager	1.00	1.00	1.00	-
School Age Childcare Assistant	1.00	1.00	1.00	-
<b>Total</b>	<b>5.00</b>	<b>4.00</b>	<b>4.00</b>	<b>-</b>



**Shelby County Schools  
Fiscal Year 2015-2016  
Special Revenue Fund – 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.

**D045 Security-Ancillary**

**Revenues**

Major Object	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015-2016</b>	<b>2016 vs 2015</b>
	<b>Actual</b>	<b>Amended</b>	<b>Adopted</b>	<b>Variance</b>
Local	\$ -	\$ 189,000	\$ 256,500	\$ 67,500
Restricted	-	-	4,578	4,578
Restricted For Education	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ 189,000</b>	<b>\$ 261,078</b>	<b>\$ 72,078</b>

**Operating Budget**

Major Object	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015-2016</b>	<b>2016 vs 2015</b>
	<b>Actual</b>	<b>Amended</b>	<b>Adopted</b>	<b>Variance</b>
Salaries	\$ 55,517	\$ 80,000	\$ 80,000	\$ -
Benefits	8,572	13,352	13,536	184
Contracted Services	(21,791)	100,000	167,542	67,542
<b>Total</b>	<b>\$ 42,298</b>	<b>\$ 193,352</b>	<b>\$ 261,078</b>	<b>\$ 67,726</b>





**Shelby County Schools  
Fiscal Year 2015-2016  
Special Revenue Fund – Budget**

The Teacher and Leadership Effectiveness department works to provide support and guidance for the implementation of the Teacher Effectiveness Model (TEM) for teachers and the Tennessee Educator Acceleration Model (TEAM) for school administrators utilizing data analysis, research, feedback from stakeholder and emerging best practices. This work includes providing support to both teachers and school leaders in the implementation of TEM 4.0 and compliance for TEAM; training, norming, and front-facing communications for TEM 4.0; working collaboratively and directly with teachers, principals, the State, and District leaders to improve/refine the teacher evaluation system; collaborating with Instructional Leadership Directors to ensure understanding and fidelity of the evaluation framework and data. The department also serves as a liaison with Professional Development managers to ensure that instructional coaches are properly trained to provide support for observing and evaluating teachers.

The Professional Learning Communities (PLC) coaching model is also funded through Fund 8. The model provides a framework to build teacher capacity. PLC coaches work with teams utilizing action research to achieve better results for the students they serve. PLC coaches support teacher teams with data tracking methods that focus on students' performance by standard and by AMO progress.

**D055 Teacher & Leader Effectiveness**

**Revenues**

Major Object	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
Local	\$ (10,281,859)	\$ 22,743,530	\$ 14,774,479	\$ (7,969,051)
Federal	(2,053,392)	6,316,704	10,123,663	3,806,959
Restricted	-	-	-	-
<b>Total</b>	<u>\$ (12,335,251)</u>	<u>\$ 29,060,234</u>	<u>\$ 24,898,142</u>	<u>\$ (4,162,092)</u>

**Operating Budget**

Major Object	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
Salaries	\$ 2,206,210	\$ 6,153,113	\$ 2,636,317	\$ (3,516,796)
Benefits	474,353	1,208,059	528,670	(679,389)
Contracted Services	11,390,165	21,158,875	21,014,652	(144,223)
Supplies and Materials	14,260	167,687	109,600	(58,087)
Other Charges	49,799	137,500	478,903	341,403
Capital Outlay	9,942	235,000	130,000	(105,000)
<b>Total</b>	<u>\$ 14,144,729</u>	<u>\$ 29,060,234</u>	<u>\$ 24,898,142</u>	<u>\$ (4,162,092)</u>



**D055 Teacher & Leader Effectiveness (concl'd)**

**Staffing**

Job Description	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
Administrative Assistant	1.00	1.00	-	(1.00)
Budget Analyst- Human Capital	1.00	-	-	-
Classroom Teacher Secondary	6.00	6.00	6.00	-
Compensation Advisor	-	1.00	-	(1.00)
Compensation Analyst	-	1.00	-	(1.00)
Data Analyst	2.00	2.00	-	(2.00)
Instructional Leadership Director,	-	2.00	4.00	2.00
Instructional Support Analyst 1	2.00	2.00	-	(2.00)
Instructional Support Manager	1.00	2.00	-	(2.00)
Labor Relations Advisor	2.00	2.00	2.00	-
Professional Development &	1.00	1.00	-	(1.00)
Reflective Practice Analyst	-	1.00	-	(1.00)
Strategic Compensation Advisor	1.00	-	-	-
Teacher and Leader Development	1.00	1.00	-	(1.00)
Teacher and Leader Effectiveness	1.00	2.00	1.00	(1.00)
Teacher Evaluation Analyst	1.00	1.00	1.00	-
Teacher On Assignment	2.00	-	-	-
TEI Project & Knowledge Manager	1.00	1.00	-	(1.00)
TEM Development Analyst	1.00	1.00	-	(1.00)
<b>Total</b>	<b>24.00</b>	<b>27.00</b>	<b>14.00</b>	<b>(13.00)</b>



**Shelby County Schools  
Fiscal Year 2015-2016  
Special Revenue Fund – 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.

**D065 TVA ENERNOC Demand Response Program**

**Revenues**

Major Object	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015-2016</b>	<b>2016 vs 2015</b>
	<b>Actual</b>	<b>Amended</b>	<b>Adopted</b>	<b>Variance</b>
Local	\$ (410,281)	\$ 225,000	\$ 231,000	\$ 6,000
Restricted	-	-	268,368	268,368
Restricted For Education	-	-	-	-
<b>Total</b>	<u>\$ (410,281)</u>	<u>\$ 225,000</u>	<u>\$ 499,368</u>	<u>\$ 274,368</u>

**Operating Budget**

Major Object	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015-2016</b>	<b>2016 vs 2015</b>
	<b>Actual</b>	<b>Amended</b>	<b>Adopted</b>	<b>Variance</b>
Salaries	\$ -	\$ -	\$ 76,762	\$ 76,762
Contracted Services	201,708	55,000	20,192	(34,808)
Supplies and Materials	287,135	160,000	100,000	(60,000)
Other Charges	1,935	20,000	20,000	-
Planned Use of Funds	-	-	268,368	268,368
<b>Total</b>	<u>\$ 490,778</u>	<u>\$ 235,000</u>	<u>\$ 499,368</u>	<u>\$ 264,368</u>



**Shelby County Schools  
Fiscal Year 2015-2016  
Special Revenue Fund – Budget**

This project captures charge-back fees for facility over-time incurred due to various district property rentals to outside organizations.

**D075 Facility Rental**

**Revenues**

Major Object	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015-2016</b>	<b>2016 vs 2015</b>
	<b>Actual</b>	<b>Amended</b>	<b>Adopted</b>	<b>Variance</b>
Local	\$ (251,321)	\$ 250,000	\$ 563,500	\$ 313,500
Restricted	-	-	-	-
Restricted For Education	-	-	-	-
<b>Total</b>	<u>\$ (251,321)</u>	<u>\$ 250,000</u>	<u>\$ 563,500</u>	<u>\$ 313,500</u>

**Operating Budget**

Major Object	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015-2016</b>	<b>2016 vs 2015</b>
	<b>Actual</b>	<b>Amended</b>	<b>Adopted</b>	<b>Variance</b>
Salaries	\$ 122,795	\$ 150,000	\$ 150,000	\$ -
Benefits	-	25,035	25,380	345
Contracted Services	4,935	50,000	324,620	274,620
Supplies and Materials	137,454	111,309	63,500	(47,809)
Planned Use of Funds	-	-	-	-
<b>Total</b>	<u>\$ 265,184</u>	<u>\$ 336,344</u>	<u>\$ 563,500</u>	<u>\$ 227,156</u>



**Shelby County Schools  
Fiscal Year 2015-2016  
Special Revenue Fund – 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.

**D085 After-School Childcare**

**Revenues**

Major Object	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
Local	\$ (4,973,748)	\$ 6,963,873	\$ 8,128,811	\$ 1,164,938
State	-	-	600,000	600,000
<b>Total</b>	<u>\$ (4,973,748)</u>	<u>\$ 6,963,873</u>	<u>\$ 8,728,811</u>	<u>\$ 1,764,938</u>

**Operating Budget**

Major Object	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
Salaries	\$ 3,190,996	\$ 4,494,817	\$ 4,666,764	\$ 171,947
Benefits	607,041	941,912	931,427	(10,485)
Contracted Services	1,214,320	1,701,761	1,854,046	152,285
Supplies and Materials	149,889	422,700	540,000	117,300
Other Charges	12,663	18,200	466,560	448,360
Capital Outlay	63,175	450,330	270,000	(180,330)
<b>Total</b>	<u>\$ 5,238,084</u>	<u>\$ 8,029,720</u>	<u>\$ 8,728,797</u>	<u>\$ 699,077</u>

**Staffing**

Job Description	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
Accountant	2.00	-	-	-
Child Care Assistant	28.00	17.00	17.00	-
Classroom Teacher K-3	-	1.00	1.00	-
Special Project Assistant (School Age)	2.00	1.00	1.00	-
Supervisor Child Care	56.00	28.00	28.00	-
<b>Total</b>	<u>88.00</u>	<u>47.00</u>	<u>47.00</u>	<u>-</u>



**Shelby County Schools  
Fiscal Year 2015-2016  
Special Revenue Fund – Budget**

The Very Special Arts Festival is a one-time educational gift from the Duration Club that was awarded to Shelby County Schools. These funds will be used to reinstate the Very Special Arts Festival. This program is a national event offering our students with disabilities a means to participate, learn and enjoy the arts at the international, national and local level.

**D095 Very Special Arts Festival**

**Revenues**

<b>Major Object</b>	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015-2016</b>	<b>2016 vs 2015</b>
	<b>Actual</b>	<b>Amended</b>	<b>Adopted</b>	<b>Variance</b>
Local	\$ (4,655)	\$ 6,000	\$ 15,000	\$ 9,000
Restricted	-	-	-	-
<b>Total</b>	<u>\$ (4,655)</u>	<u>\$ 6,000</u>	<u>\$ 15,000</u>	<u>\$ 9,000</u>

**Operating Budget**

<b>Major Object</b>	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015-2016</b>	<b>2016 vs 2015</b>
	<b>Actual</b>	<b>Amended</b>	<b>Adopted</b>	<b>Variance</b>
Salaries	\$ -	\$ -	\$ -	\$ -
Contracted Services	9,400	10,080	12,000	1,920
Supplies and Materials	3,599	2,889	3,000	111
<b>Total</b>	<u>\$ 12,999</u>	<u>\$ 12,969</u>	<u>\$ 15,000</u>	<u>\$ 2,031</u>



**Shelby County Schools  
Fiscal Year 2015-2016  
Special Revenue Fund – Budget**

The Telecommunications Center Underwriting & Broadcast Services (TTC-UBS) budget is funded through underwriting and broadcast services. The funds are 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 are 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 are 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.

**D125 Telecommunications Center Ubs**

**Revenues**

Major Object	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015-2016</b>	<b>2016 vs 2015</b>
	<b>Actual</b>	<b>Amended</b>	<b>Adopted</b>	<b>Variance</b>
Local	\$ (29,550)	\$ 3,000	\$ 50,000	\$ 47,000
Restricted	-	-	136,417	136,417
<b>Total</b>	<b>\$ (29,550)</b>	<b>\$ 3,000</b>	<b>\$ 186,417</b>	<b>\$ 183,417</b>

**Operating Budget**

Major Object	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015-2016</b>	<b>2016 vs 2015</b>
	<b>Actual</b>	<b>Amended</b>	<b>Adopted</b>	<b>Variance</b>
Salaries	\$ 10,367	\$ 43,196	\$ 15,281	\$ (27,915)
Benefits	783.00	4,503	2,586	(1,917)
Contracted Services	5,195	90,714	150,000	59,286
Supplies and Materials	3,745	4,438	13,550	9,112
Other Charges	-	2,652	5,000	2,348
Capital Outlay	-	-	-	-
<b>Total</b>	<b>\$ 20,090</b>	<b>\$ 145,503</b>	<b>\$ 186,417</b>	<b>\$ 40,914</b>



**Shelby County Schools  
Fiscal Year 2015-2016  
Special Revenue Fund – 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.

**D205 Adopt a School Seminar**

**Revenues**

<b>Major Object</b>	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015-2016</b>	<b>2016 vs 2015</b>
	<b>Actual</b>	<b>Amended</b>	<b>Adopted</b>	<b>Variance</b>
Local	\$ -	\$ -	\$ 22,083	\$ 22,083
Restricted	-	-	-	-
Restricted For Education	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 22,083</b>	<b>\$ 22,083</b>

**Operating Budget**

<b>Major Object</b>	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015-2016</b>	<b>2016 vs 2015</b>
	<b>Actual</b>	<b>Amended</b>	<b>Adopted</b>	<b>Variance</b>
Salaries	\$ -	\$ -	\$ -	\$ -
Contracted Services	1,357	8,103	12,083	3,980
Supplies and Materials	450	1,000	8,000	7,000
Other Charges	-	1,000	2,000	1,000
Capital Outlay	-	-	-	-
<b>Total</b>	<b>\$ 1,807</b>	<b>\$ 10,103</b>	<b>\$ 22,083</b>	<b>\$ 11,980</b>





**Shelby County Schools  
Fiscal Year 2015-2016  
Special Revenue Fund – 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.

**D225 After-School Snacks**

**Revenues**

Major Object	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015-2016</b>	<b>2016 vs 2015</b>
	<b>Actual</b>	<b>Amended</b>	<b>Adopted</b>	<b>Variance</b>
Local	\$ (132,387)	\$ -	\$ -	\$ -
State	(1,932,556)	2,181,252	2,730,811	549,559
Federal	-	-	-	-
<b>Total</b>	<b>\$ (2,064,943)</b>	<b>\$ 2,181,252</b>	<b>\$ 2,730,811</b>	<b>\$ 549,559</b>

**Operating Budget**

Major Object	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015-2016</b>	<b>2016 vs 2015</b>
	<b>Actual</b>	<b>Amended</b>	<b>Adopted</b>	<b>Variance</b>
Salaries	\$ -	\$ 48,206	\$ -	\$ (48,206)
Benefits	-	8,046	-	(8,046)
Contracted Services	2,064,944	2,125,000	2,730,811	605,811
<b>Total</b>	<b>\$ 2,064,944</b>	<b>\$ 2,181,252</b>	<b>\$ 2,730,811</b>	<b>\$ 549,559</b>



**Shelby County Schools  
Fiscal Year 2015-2016  
Special Revenue Fund – Budget**

The Energy Efficient Schools initiative #2: Energy Management Grant incentive was a reimbursable grant to build and/or augment the districts energy management plan. This program will not be funded for Fiscal Year 2015-16.

**D295 Energy Efficient Schools Initiative**

**Revenues**

Major Object	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
Local	\$ -	\$ -	\$ -	\$ -
State	(297,183)	197,145	-	(197,145)
Federal	-	-	-	-
<b>Total</b>	<u>\$ (297,183)</u>	<u>\$ 197,145</u>	<u>\$ -</u>	<u>\$ (197,145)</u>

**Operating Budget**

Major Object	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
Salaries	\$ -	\$ 50,000	\$ -	\$ (50,000)
Benefits	-	10,001	-	(10,001)
Contracted Services	137,144	137,144	-	(137,144)
<b>Total</b>	<u>\$ 137,144</u>	<u>\$ 197,145</u>	<u>\$ -</u>	<u>\$ (197,145)</u>

**Staffing**

Job Description	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
Project Leader - Green Schools	-	1.00	-	(1.00)
<b>Total</b>	<u>-</u>	<u>1.00</u>	<u>-</u>	<u>(1.0)</u>



**Shelby County Schools  
Fiscal Year 2015-2016  
Special Revenue Fund – Budget**

The SCS Homeless Children and Youth Program provide uninterrupted and continuous resources and services to displace children, youth and their families in Shelby County Schools and to meets 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, transportation to school of origin, referrals to other services and service providers, summer enrichment programs, payment of school fees, and the provision of life skills and parenting training.

**D415 Homeless Children & Youth Program**

**Revenues**

Major Object	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015-2016</b>	<b>2016 vs 2015</b>
	<b>Actual</b>	<b>Amended</b>	<b>Adopted</b>	<b>Variance</b>
Local	\$ (1,130)	\$ 1,000	\$ 25,981	\$ 24,981
Restricted	-	-	-	-
<b>Total</b>	<u>\$ (1,130)</u>	<u>\$ 1,000</u>	<u>\$ 25,981</u>	<u>\$ 24,981</u>

**Operating Budget**

Major Object	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015-2016</b>	<b>2016 vs 2015</b>
	<b>Actual</b>	<b>Amended</b>	<b>Adopted</b>	<b>Variance</b>
Salaries	\$ -	\$ -	\$ -	\$ -
Benefits	-	-	-	-
Contracted Services	2,388	1,000	10,000	9,000
Supplies and Materials	585	2,000	14,981	12,981
Planned Use of Funds	-	-	-	-
<b>Total</b>	<u>\$ 2,973</u>	<u>\$ 3,000</u>	<u>\$ 25,981</u>	<u>\$ 22,981</u>



**Shelby County Schools  
Fiscal Year 2015-2016  
Special Revenue Fund – Budget**

Lottery for Education After-school Programs (LEAP) 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.

**D435 LEAP Program**

**Revenues**

Major Object	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
Local	\$ -	\$ -	\$ -	\$ -
State	(1,140,970)	600,000	600,443	443
<b>Total</b>	<u>\$ (1,140,970)</u>	<u>\$ 600,000</u>	<u>\$ 600,443</u>	<u>\$ 443</u>

**Operating Budget**

Major Object	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
Salaries	\$ 577,672	\$ 313,641	\$ 284,048	\$ (29,593)
Benefits	103,585	61,143	54,003	(7,140)
Contracted Services	371,336	188,116	225,292	37,176
Supplies and Materials	85,203	26,600	26,600	-
Capital Outlay	(938)	10,500	10,500	-
<b>Total</b>	<u>\$ 1,136,858</u>	<u>\$ 600,000</u>	<u>\$ 600,443</u>	<u>\$ 443</u>

**Staffing**

Job Description	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
Program Administrator	1.00	1.00	1.00	-
<b>Total</b>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>-</u>



**Shelby County Schools  
Fiscal Year 2015-2016  
Special Revenue Fund – 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.

**D445 SCS Connect Mentoring Program**

**Revenues**

Major Object	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
Local	\$ -	\$ -	\$ 2,145	\$ 2,145
Restricted	-	-	-	-
Restricted For Education	-	-	-	-
<b>Total</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 2,145</u>	<u>\$ 2,145</u>

**Operating Budget**

Major Object	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
Salaries	\$ -	\$ -	\$ -	\$ -
Benefits	-	-	-	-
Contracted Services	-	-	1,645	1,645
Supplies and Materials	-	-	500	500
<b>Total</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 2,145</u>	<u>\$ 2,145</u>



**Shelby County Schools  
Fiscal Year 2015-2016  
Special Revenue Fund – 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 participates.

**D465 Mental Health Records**

**Revenues**

Major Object	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
Local	\$ (80)	\$ -	\$ 102,964	\$ 102,964
County	-	-	-	-
State	(264)	15,014	-	(15,014)
Restricted	-	-	-	-
<b>Total</b>	<b>\$ (344)</b>	<b>\$ 15,014</b>	<b>\$ 102,964</b>	<b>\$ 87,950</b>

**Operating Budget**

Major Object	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
Salaries	\$ -	\$ -	\$ -	\$ -
Benefits	-	-	-	-
Contracted Services	(2,875)	9,000	51,837	42,837
Supplies and Materials	-	36,000	12,157	(23,843)
Other Charges	-	1,012	16,970	15,958
Planned Use of Funds	-	-	-	-
<b>Total</b>	<b>\$ (2,875)</b>	<b>\$ 46,012</b>	<b>\$ 102,964</b>	<b>\$ 56,952</b>



**Shelby County Schools  
Fiscal Year 2015-2016  
Special Revenue Fund – Budget**

The Shelby County Interscholastic Athletic Association (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.

**D485 SCIAA Dues & Fines**

**Revenues**

<b>Major Object</b>	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015-2016</b>	<b>2016 vs 2015</b>
	<b>Actual</b>	<b>Amended</b>	<b>Adopted</b>	<b>Variance</b>
Local	\$ (210,785)	\$ 259,274	\$ 417,900	\$ 158,626
Restricted	-	-	11,602	
<b>Total</b>	<b>\$ (210,785)</b>	<b>\$ 259,274</b>	<b>\$ 429,502</b>	<b>\$ 158,626</b>

**Operating Budget**

<b>Major Object</b>	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015-2016</b>	<b>2016 vs 2015</b>
	<b>Actual</b>	<b>Amended</b>	<b>Adopted</b>	<b>Variance</b>
Salaries	\$ 1,500	\$ 47,140	\$ 75,000	\$ 27,860
Benefits	249	8,261	11,602	3,341
Contracted Services	44,017	2,093	63,000	60,907
Supplies and Materials	580	-	-	-
Other Charges	277,800	201,780	279,900	78,120
Capital Outlay	12,075	-	-	-
Planned Use of Funds	-	-	-	-
<b>Total</b>	<b>\$ 336,221</b>	<b>\$ 259,274</b>	<b>\$ 429,502</b>	<b>\$ 170,228</b>



**Shelby County Schools  
Fiscal Year 2015-2016  
Special Revenue Fund – 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.

**D525 Pre-K**

**Revenues**

Major Object	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
Local	\$ -	\$ -	\$ -	\$ -
State	(10,803,042)	10,178,074	10,437,735	259,661
Federal	-	-	-	-
<b>Total</b>	<u>\$ (10,803,042)</u>	<u>\$ 10,178,074</u>	<u>\$ 10,437,735</u>	<u>\$ 259,661</u>

**Operating Budget**

Major Object	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
Salaries	\$ -	\$ 5,528,117	\$ 5,650,449	\$ 122,332
Benefits	-	1,540,121	1,590,149	50,028
Contracted Services	-	2,794,237	2,768,403	(25,834)
Other Charges	-	315,599	315,452	(147)
Planned Use of Funds	-	-	-	-
<b>Total</b>	<u>\$ -</u>	<u>\$ 10,178,074</u>	<u>\$ 10,437,735</u>	<u>\$ 259,661</u>

**Staffing**

Job Description	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
Administrative Assistant for Pre-K	1.00	1.00	1.00	-
Classroom Teacher K-3	109.00	81.00	81.00	-
Classroom Teacher K-5	-	1.00	1.00	-
Clerical Assistant	1.00	1.00	1.00	-
Educational Assistant	41.00	-	-	-
Instructional Advisor, Pre-K	3.00	3.00	3.00	-
Manager Early Childhood	-	2.00	2.00	-
Principal-Elementary	1.00	-	-	-
Program/Project Assistant for Pre-K	1.00	1.00	1.00	-
Records Clerk for Pre-K	1.00	1.00	1.00	-
Senior Accountant	-	1.00	1.00	-
<b>Total</b>	<u>158.00</u>	<u>92.00</u>	<u>92.00</u>	<u>-</u>





**Shelby County Schools  
Fiscal Year 2015-2016  
Special Revenue Fund – 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.

**D555 Research & Evaluation**

**Revenues**

Major Object	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
Local	\$ (121,550)	\$ 103,850	\$ 216,007	\$ 112,157
Restricted	-	-	-	-
<b>Total</b>	<u>\$ (121,550)</u>	<u>\$ 103,850</u>	<u>\$ 216,007</u>	<u>\$ 112,157</u>

**Operating Budget**

Major Object	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
Salaries	\$ 53,242	\$ 181,187	\$ 171,139	\$ (10,048)
Benefits	14,183	45,183	44,868	(315)
Contracted Services	92	-	-	-
Supplies and Materials	-	8,370	-	(8,370)
Planned Use of Funds	-	-	-	-
<b>Total</b>	<u>\$ 67,517</u>	<u>\$ 234,740</u>	<u>\$ 216,007</u>	<u>\$ (18,733)</u>

**Staffing**

Job Description	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
Assessment Specialist	1.00	1.00	1.00	-
Research Analyst	1.00	1.00	1.00	-
Research Assistant	-	1.00	1.00	-
<b>Total</b>	<u>2.00</u>	<u>3.00</u>	<u>3.00</u>	<u>-</u>



**Shelby County Schools  
Fiscal Year 2015-2016  
Special Revenue Fund – Budget**

The Shelby Metro Basketball and Awareness Clinic provide basketball skills along with counseling and motivational speakers to boys and girls from primarily low and moderate-income households. The Clinic hopes to provide a positive atmosphere for children to learn the fundamentals of basketball while developing teamwork, discipline, self-esteem and good work ethics. Also, team and individual competition is highly emphasized under the direct supervision of qualified coaches.

**D605 Shelby Metro Basketball**

**Revenues**

Major Object	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015-2016</b>	<b>2016 vs 2015</b>
	<b>Actual</b>	<b>Amended</b>	<b>Adopted</b>	<b>Variance</b>
Local	\$ (193,746)	\$ 200,000	\$ 233,365	\$ 33,365
County	-	-	-	-
State	-	-	-	-
<b>Total</b>	<b>\$ (193,746)</b>	<b>\$ 200,000</b>	<b>\$ 233,365</b>	<b>\$ 33,365</b>

**Operating Budget**

Major Object	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015-2016</b>	<b>2016 vs 2015</b>
	<b>Actual</b>	<b>Amended</b>	<b>Adopted</b>	<b>Variance</b>
Salaries	\$ 112,080	\$ 69,000	\$ 118,342	\$ 49,342
Benefits	14,729	11,516	20,023	8,507
Contracted Services	65,788	91,000	70,000	(21,000)
Supplies and Materials	3,135	16,484	11,000	(5,484)
Other Charges	-	12,000	14,000	2,000
Planned Use of Funds	-	-	-	-
<b>Total</b>	<b>\$ 195,732</b>	<b>\$ 200,000</b>	<b>\$ 233,365</b>	<b>\$ 33,365</b>



**Shelby County Schools  
Fiscal Year 2015-2016  
Special Revenue Fund – 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. The program will not be funded for Fiscal Year 2015-16.

**D645 Student Ticket Subsidy**

**Revenues**

Major Object	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015-2016</b>	<b>2016 vs 2015</b>
	<b>Actual</b>	<b>Amended</b>	<b>Adopted</b>	<b>Variance</b>
Local	\$ -	\$ -	\$ -	\$ -
State	(77,095)	80,156	-	(80,156)
<b>Total</b>	<u>\$ (77,095)</u>	<u>\$ 80,156</u>	<u>\$ -</u>	<u>\$ (80,156)</u>

**Operating Budget**

Major Object	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015-2016</b>	<b>2016 vs 2015</b>
	<b>Actual</b>	<b>Amended</b>	<b>Adopted</b>	<b>Variance</b>
Salaries	\$ -	\$ -	\$ -	\$ -
Benefits	-	-	-	-
Contracted Services	77,095	80,156	-	(80,156)
<b>Total</b>	<u>\$ 77,095</u>	<u>\$ 80,156</u>	<u>\$ -</u>	<u>\$ (80,156)</u>



**Shelby County Schools  
Fiscal Year 2015-2016  
Special Revenue Fund – 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. 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.

**D765 Shelby County Government Pre-K**

**Revenues**

Major Object	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
Local	\$ -	\$ 2,130,000	\$ 2,483,986	\$ 353,986
County	-	-	-	-
State	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ 2,130,000</b>	<b>\$ 2,483,986</b>	<b>\$ 353,986</b>

**Operating Budget**

Major Object	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Budget	Variance
Salaries	\$ -	\$ 955,224	\$ 1,370,029	\$ 414,805
Benefits	-	181,300	290,719	109,419
Contracted Services	-	258,000	420,645	162,645
Supplies and Materials	-	541,598	279,388	(262,210)
Other Charges	-	65,878	91,042	25,164
Capital Outlay	-	128,000	32,163	(95,837)
<b>Total</b>	<b>\$ -</b>	<b>\$ 2,130,000</b>	<b>\$ 2,483,986</b>	<b>\$ 353,986</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
Classroom Teacher-Pre K	-	15.00	15.00	-
Educational Asst - Early Childhood	-	16.00	16.00	-
Instructional Advisor, Pre-K	-	1.00	1.00	-
<b>Total</b>	<b>-</b>	<b>32.00</b>	<b>32.00</b>	<b>-</b>



**Shelby County Schools  
Fiscal Year 2015-2016  
Special Revenue Fund – Budget**

The SCS Department of Exceptional Children bills TennCare (Medicaid) to receive reimbursements for related services provided to students with Individualized Education Programs (IEP). Related services provided to students who have met State guidelines for special education may include: audiologist services, evaluation and testing, nursing services, occupational therapy, physical therapy, psychological services, bus monitors and social work services. The project is managed by one SCS position, who works with staff and Public Consulting Group (PCG) to implement TennCare Fee for Services (FFS) for the provision of related services for students with IEP's. PCG will collect 9.95% of fees collected.

**D795 SPED Medicaid Reimbursement**

**Revenues**

Major Object	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
Local	\$ -	\$ 209,905	\$ 199,676	\$ (10,229)
County	-	-	-	-
State	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ 209,905</b>	<b>\$ 199,676</b>	<b>\$ (10,229)</b>

**Operating Budget**

Major Object	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
Salaries	\$ -	\$ 68,018	\$ 68,018	\$ -
Benefits	-	19,637	11,908	(7,729)
Contracted Services	-	112,500	112,500	-
Supplies and Materials	-	2,000	2,000	-
Other Charges	-	5,250	5,250	-
Capital Outlay	-	2,500	-	(2,500)
Planned Use of Funds	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ 209,905</b>	<b>\$ 199,676</b>	<b>\$ (10,229)</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
Medicaid Specialist	-	1.00	1.00	-
<b>Total</b>	<b>-</b>	<b>1.00</b>	<b>1.00</b>	<b>-</b>



**Shelby County Schools  
Fiscal Year 2015-2016  
Special Revenue Fund – Budget**

Funds were awarded by the Tennessee Department of Education (TDOE) to the Innovation Office (iZone) to accelerate school turnaround in the district/state's lowest performing schools to assist with providing more autonomy/empowerment to principals and teachers through strategic support and the exemption or waivers from specific local board of education policies and procedures. This program will not be funded for Fiscal Year 2015-16.

**D925 Hyde, Poplar and Pyramid Peak Foundations Hamilton  
Revenues**

Major Object	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
Local	\$ -	\$ 202,500	\$ -	\$ (202,500)
County	-	-	-	-
State	-	-	-	-
<b>Total</b>	<u>\$ -</u>	<u>\$ 202,500</u>	<u>\$ -</u>	<u>\$ (202,500)</u>

**Operating Budget**

Major Object	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
Salaries	\$ -	\$ 158,651	\$ -	\$ (158,651)
Benefits	-	43,849	-	(43,849)
<b>Total</b>	<u>\$ -</u>	<u>\$ 202,500</u>	<u>\$ -</u>	<u>\$ (202,500)</u>

**Staffing**

Job Description	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
Classroom Teacher Secondary	-	3.00	-	(3.00)
<b>Total</b>	<u>-</u>	<u>3.00</u>	<u>-</u>	<u>(3.00)</u>



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

**D. SPECIAL REVENUE FUNDS (cont'd)**







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

D. SPECIAL REVENUE FUNDS (cont'd)

**CATEGORICALLY-AIDED FUNDS  
 FEDERAL PROGRAMS – FUND 12 BY FUNCTION  
 FISCAL YEAR 2015-16 BUDGET  
 With Comparative Information for Fiscal Years 2014-15 through 2015-16**

	2013 - 14 Actual	2014-15 Amended Budget	2015-16 Adopted Budget
<b>Revenues</b>			
State of Tennessee	\$ 542,619	\$ 1,893,669	\$ 1,202,751
Federal Government	123,859,394	208,886,768	150,679,194
<b>Total revenues</b>	<u>124,402,013</u>	<u>210,780,437</u>	<u>151,881,945</u>
<b>Expenditures</b>			
Instruction	72,919,516	114,923,838	63,055,473
Instructional support	33,418,765	53,448,545	39,178,368
Student support	11,836,077	14,890,257	11,939,577
Office of principal	124	310,664	-
General administration	1,167,082	-	169,213
Other support services	-	-	3,851,032
Student transportation	956,145	761,451	4,000
Plant services	-	199,998	138,700
Community service	1,317,128	21,609,511	31,079,387
Indirect cost	2,787,176	4,636,173	2,466,195
<b>Total expenditures</b>	<u>124,402,013</u>	<u>210,780,437</u>	<u>151,881,945</u>
<b>Excess (deficiency) of revenues over expenditures</b>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Beginning Fund Balance</b>	-	-	-
Increase (decrease) in reserve for encumbrance	-	-	-
<b>Ending Fund Balance</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>



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

**D. SPECIAL REVENUE FUNDS (cont'd)**

**CATEGORICALLY-AIDED FUNDS  
FEDERAL PROGRAMS – FUND 12 BY OBJECT  
FISCAL YEAR 2015-16 BUDGET  
With Comparative Information for Fiscal Years 2014-15 through 2015-16**

	2013 - 14 Actual	2014-15 Amended Budget	2015-16 Adopted Budget
<b>Revenues</b>			
State of Tennessee	\$ 542,619	\$ 1,893,669	\$ 1,202,751
Federal Government	123,859,394	208,886,768	150,679,194
<b>Total revenues</b>	<u>124,402,013</u>	<u>210,780,437</u>	<u>151,881,945</u>
<b>Expenditures</b>			
Salaries	66,250,353	84,719,287	63,666,356
Benefits	16,943,589	27,865,596	18,613,401
Contracted services	12,650,715	32,955,418	28,137,253
Professional services	87,500	167,575	284,290
Property maintenance services	916,671	1,653,540	1,477,741
Travel	628,678	803,166	539,662
Supplies & materials	10,975,434	27,371,115	20,460,272
Furniture, equipment & building improvements	9,772,738	20,946,281	6,224,467
Other objects	6,176,335	14,298,459	12,478,503
<b>Total expenditures</b>	<u>124,402,013</u>	<u>210,780,437</u>	<u>151,881,945</u>
<b>Excess (deficiency) of revenues over expenditures</b>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Beginning Fund Balance</b>	-	-	-
Increase (decrease) in reserve for encumbrance	-	-	-
<b>Ending Fund Balance</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

**V. GOVERNMENTAL FUNDS (cont'd)****D. SPECIAL REVENUE FUNDS (cont'd)**

**Shelby County Schools  
2015-16  
Fund 12 Summary by Project**

<b>Project Number</b>	<b>Project Name</b>	<b>Adopted Budget</b>	<b>Total Positions</b>
0016	Consolidated Admin	\$ 1,993,390	22.00
1006	Title I, Part A, Improving Academic Achievement	60,393,509	482.88
1206	Title I, School Improvement, III	2,112,743	6.00
1506	Title I, Part D, Subpart I, Neglected/Delinquent	86,072	-
2006	Title II, Part A, Training & Recruiting	11,565,387	73.00
3006	Title III, Part A, English Language Acquisition	1,238,507	27.00
4306	Title IV, 21st Century Project Lead	609,094	1.00
4326	Title IV, 21st Century Primetime 7	593,657	-
7006	Title X Homeless	178,533	2.00
8006	Carl Perkins	2,342,789	17.00
8106	Win-Grassy	130,653	1.00
8206	Workforce Investment Network In School	232,953	3.00
8306	Workforce Investment Network Out of School	303,506	5.00
9006	IDEA, Part B	34,899,025	627.15
9106	IDEA, Preschool	205,494	4.00
9206	Project Aware	79,510	-
9406	Head Start	25,040,550	115.00
9706	CDCP HIV/STD Prevention	378,392	4.00
9806	Project Prevent	883,391	7.00
9905	Safe Communities	138,700	-
9915	Juvenile Justice System Improvement	29,483	-
D396	Gear Up At The River	290,440	1.00
D945	Voluntary Pre-K	8,156,167	79.00
<b>TOTAL</b>		<b>\$ 151,881,945</b>	<b>1,477.03</b>



**Shelby County Schools  
Fiscal Year 2015-2016  
Federal Projects – 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.

0015-0016 Consolidated Administration

		<b>Revenues</b>			
<b>Major Object</b>		<b>2013-2014</b>	<b>2014-2015</b>	<b>2015-2016</b>	<b>2016 vs 2015</b>
		<b>Actual</b>	<b>Amended</b>	<b>Adopted</b>	<b>Variance</b>
Local		\$ -	\$ -	\$ -	\$ -
Federal		-	2,424,264	1,993,390	(430,874)
Restricted		-	-	-	-
<b>Total</b>		<u>\$ -</u>	<u>\$ 2,424,264</u>	<u>\$ 1,993,390</u>	<u>\$ (430,874)</u>

		<b>Operating Budget</b>			
<b>Major Object</b>		<b>2013-2014</b>	<b>2014-2015</b>	<b>2015-2016</b>	<b>2016 vs 2015</b>
		<b>Actual</b>	<b>Amended</b>	<b>Adopted</b>	<b>Variance</b>
Salaries		\$ -	\$ 1,725,222	\$ 1,499,970	\$ (225,252)
Benefits		-	516,225	408,458	(107,767)
Contracted Services		-	88,200	42,972	(45,228)
Supplies and Materials		-	31,980	21,980	(10,000)
Other Charges		-	47,166	12,200	(34,966)
Capital Outlay		-	15,471	7,810	(7,661)
<b>Total</b>		<u>\$ -</u>	<u>\$ 2,424,264</u>	<u>\$ 1,993,390</u>	<u>\$ (430,874)</u>



**Shelby County Schools  
Fiscal Year 2015-2016  
Federal Projects – Budget**

0015-0016 Consolidated Administration (concl'd)

**Staffing**

Job Description	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
Administrative Assistant for Federal Programs	1.00	-	-	-
Associate Federal Programs Data Associate	1.00	1.00	-	(1.00)
Clerical Assistant (Parent & Community	-	-	1.00	1.00
Community Engagement Specialist	-	-	2.00	2.00
Director of Federal Programs	1.00	1.00	1.00	-
Director, School Support /Fiscal Compliance	1.00	1.00	1.00	-
Federal Programs Advisor	1.00	-	-	-
Federal Programs Advisor - School	1.00	1.00	-	(1.00)
Federal Programs Advisor - School	4.00	2.00	1.00	(1.00)
Federal Programs Advisor (Programs)	6.00	4.00	2.00	(2.00)
Federal Programs Associate (Grants)	1.00	1.00	-	(1.00)
Federal Programs Associate (Programs)	1.00	1.00	1.00	-
Federal Programs Inventory Assistant	2.00	2.00	2.00	-
Federal Programs Inventory Associate	3.00	2.00	1.00	(1.00)
Federal Programs Manager	1.00	2.00	2.00	-
Financial Analyst (Federal Programs)	3.00	2.00	2.00	-
Fiscal Compliance Administrative Assistant	1.00	1.00	-	(1.00)
Grants Administrative Assistant	1.00	1.00	1.00	-
Licensure and Compliance Specialist	-	-	1.00	1.00
Manager, Grants and Special Populations Compliance	1.00	1.00	-	(1.00)
Parent Engagement Analyst (Grant Funded)	-	-	2.00	2.00
Program Compliance Administrative Assistant	1.00	1.00	-	(1.00)
Research Analyst	-	-	1.00	1.00
Research Associate	-	-	1.00	1.00
School Support/Program Compliance Director	1.00	-	-	-
<b>Total</b>	<b>32.00</b>	<b>24.00</b>	<b>22.00</b>	<b>(2.00)</b>



**Shelby County Schools  
Fiscal Year 2015-2016  
Federal Projects – 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.

1005-1006 Title I, Part A, Improving Academic Achievement

**Revenues**

Major Object	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
Local	\$ -	\$ -	\$ -	\$ -
Federal	-	67,366,139	60,393,509	(6,972,630)
Restricted	-	-	-	-
<b>Total</b>	<u>\$ -</u>	<u>\$ 67,366,139</u>	<u>\$ 60,393,509</u>	<u>\$ (6,972,630)</u>

**Operating Budget**

Major Object	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
Salaries	\$ -	\$ 25,300,963	\$ 25,550,732	\$ 249,769
Benefits	-	7,050,573	6,981,607	(68,966)
Contracted Services	-	4,715,210	3,660,000	(1,055,210)
Supplies and Materials	-	15,845,314	16,659,365	814,051
Other Charges	-	4,707,592	4,041,805	(665,787)
Capital Outlay	-	9,746,487	3,500,000	(6,246,487)
<b>Total</b>	<u>\$ -</u>	<u>\$ 67,366,139</u>	<u>\$ 60,393,509</u>	<u>\$ (6,972,630)</u>



**Shelby County Schools  
Fiscal Year 2015-2016  
Federal Projects – Budget**

1005-1006 Title I, Part A, Improving Academic Achievement (concl'd)  
Staffing

Job Description	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
Associate Federal Programs Data	-	-	1.00	1.00
Certified Tutor	-	4.00	4.00	-
Classroom Teacher 4-6	13.00	6.00	6.00	-
Classroom Teacher ESL	-	6.50	-	(6.50)
Classroom Teacher K-3	50.50	34.00	2.00	(32.00)
Classroom Teacher K-5	21.00	28.00	5.00	(23.00)
Classroom Teacher Secondary	-	54.88	54.88	-
Classroom Teacher Special ED	-	7.00	-	(7.00)
Classroom Teacher Special Skills	-	8.80	-	(8.80)
Classroom Teacher-ESL	6.50	-	-	-
Classroom Teacher-Misc	1.00	-	-	-
Classroom Teacher-Pre K	1.00	-	-	-
Classroom Teacher-Secondary	64.02	-	-	-
Classroom Teacher-Special Ed	6.00	-	-	-
Classroom Teacher-Special Skills	9.80	-	-	-
Classroom Teacher-Vocational	2.00	-	-	-
Clerical Assistant (Parent & Community Clerk)	1.00	1.00	-	(1.00)
Community Engagement Analyst	2.00	-	-	-
Community Engagement Specialist	1.00	1.00	1.00	-
Compliance Associate	2.00	2.00	-	(2.00)
Compliance Clerk	-	1.00	1.00	-
Computer Lab Assistant	2.00	-	-	-
Education Assistant - Interventionist	59.50	54.00	54.00	-
Educational Assistant	2.00	2.00	2.00	-
Educational Asst - Early Childhood	107.00	94.00	94.00	-
Educational Asst - Elementary	1.00	1.00	1.00	-
Educational Asst - Special Ed	1.00	11.00	11.00	-
Family Engagement Specialist	4.00	1.00	1.00	-
Federal Programs Advisor - Grants & School	44.00	30.00	30.00	-
Federal Programs Advisor - School	1.00	1.00	1.00	-
Federal Programs Advisor - School	-	-	1.00	1.00
Federal Programs Advisor (Programs)	-	-	1.00	1.00
Federal Programs Associate (Grants)	-	-	3.00	3.00
Instructional Curriculum Coach	-	-	1.00	1.00
Instructional Facilitator	6.00	4.00	4.00	-
Instructional Supervisor	201.64	196.00	196.00	-
IT Training Specialist	1.00	1.00	1.00	-
Librarian	1.00	-	-	-
Licensure and Compliance Specialist	2.00	2.00	-	(2.00)
Manager, Grants and Special	-	1.00	-	(1.00)
Parent Engagement Analyst (Grant Liaison)	-	-	1.00	1.00
Parent Engagement Analyst (Grant Liaison)	2.00	3.00	1.00	(2.00)
Professional Counselor	5.00	4.00	4.00	-
Records Clerk II	2.00	2.00	-	(2.00)
Research Analyst	1.00	-	-	-
Research Associate	2.00	2.00	1.00	(1.00)
Special Project Assistant	1.00	1.00	-	(1.00)
Teacher	1.00	-	-	-
<b>Total</b>	<b>628.96</b>	<b>564.18</b>	<b>482.88</b>	<b>(81.30)</b>



**Shelby County Schools  
Fiscal Year 2015-2016  
Federal Projects – 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.

1205-1206 Title I School Improvement Grant

**Revenues**

Major Object	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
Local	\$ -	\$ -	\$ -	\$ -
Federal	-	2,280,764	2,112,743	(168,021)
Restricted	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ 2,280,764</b>	<b>\$ 2,112,743</b>	<b>\$ (168,021)</b>

**Operating Budget**

Major Object	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
Salaries	-	\$ 1,772,472	\$ 1,724,326	\$ (48,146)
Benefits	-	253,297	326,216	72,919
Contracted Services	-	10,000	-	(10,000)
Supplies and Materials	-	88,645	-	(88,645)
Other Charges	-	59,068	62,201	3,133
Capital Outlay	-	97,282	-	(97,282)
<b>Total</b>	<b>\$ -</b>	<b>\$ 2,280,764</b>	<b>\$ 2,112,743</b>	<b>\$ (168,021)</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
Classroom Teacher Secondary	-	3.00	3.00	-
Educational Assistant	-	3.00	3.00	-
<b>Total</b>	<b>-</b>	<b>6.00</b>	<b>6.00</b>	<b>-</b>





**Shelby County Schools  
Fiscal Year 2015-2016  
Federal Projects – 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.

1505-1506 Title I Part D, Subpart I, Neglected/Delinquent

		<b>Revenues</b>			
<b>Major Object</b>	<b>2013-2014 Actual</b>	<b>2014-2015 Amended</b>	<b>2015-2016 Adopted</b>	<b>2016 vs 2015 Variance</b>	
Local	\$ -	\$ -	\$ -	\$ -	
Federal		207,447	86,072	(121,375)	
Restricted	-	-	-	-	
<b>Total</b>	<u>\$ -</u>	<u>\$ 207,447</u>	<u>\$ 86,072</u>	<u>\$ (121,375)</u>	

		<b>Operating Budget</b>			
<b>Major Object</b>	<b>2013-2014 Actual</b>	<b>2014-2015 Amended</b>	<b>2015-2016 Adopted</b>	<b>2016 vs 2015 Variance</b>	
Salaries		\$ 111,194	\$ 40,000	\$ (71,194)	
Benefits		23,729	6,768	(16,961)	
Contracted Services		1,347	-	(1,347)	
Supplies and Materials		37,987	26,989	(10,998)	
Other Charges		5,790	2,315	(3,475)	
Capital Outlay		27,400	10,000	(17,400)	
<b>Total</b>	<u>\$ -</u>	<u>\$ 207,447</u>	<u>\$ 86,072</u>	<u>\$ (121,375)</u>	

		<b>Staffing</b>			
<b>Job Description</b>	<b>2013-2014 Actual</b>	<b>2014-2015 Amended</b>	<b>2015-2016 Adopted</b>	<b>2016 vs 2015 Variance</b>	
Federal Programs Advisor - School	-	1.00	-	(1.00)	
<b>Total</b>	<u>-</u>	<u>1.00</u>	<u>-</u>	<u>(1.00)</u>	



**Shelby County Schools  
Fiscal Year 2015-2016  
Federal Projects – 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.

2005-2006 Title II, Part A, Training & Recruitment

		<b>Revenues</b>			
<b>Major Object</b>		<b>2013-2014</b>	<b>2014-2015</b>	<b>2015-2016</b>	<b>2016 vs 2015</b>
		<b>Actual</b>	<b>Amended</b>	<b>Adopted</b>	<b>Variance</b>
Local		\$ -	\$ -	\$ -	\$ -
Federal			11,461,849	11,565,387	103,538
Restricted		-	-	-	-
<b>Total</b>		<u>\$ -</u>	<u>\$ 11,461,849</u>	<u>\$ 11,565,387</u>	<u>\$ 103,538</u>

		<b>Operating Budget</b>			
<b>Major Object</b>		<b>2013-2014</b>	<b>2014-2015</b>	<b>2015-2016</b>	<b>2016 vs 2015</b>
		<b>Actual</b>	<b>Amended</b>	<b>Adopted</b>	<b>Variance</b>
Salaries		\$ -	\$ 5,361,797	\$ 6,497,071	\$ 1,135,274
Benefits		-	1,420,289	1,651,870	231,581
Contracted Services		-	66,774	413,000	346,226
Supplies and Materials		-	-	300,000	300,000
Other Charges		-	4,612,989	2,703,446	(1,909,543)
Capital Outlay		-	-	-	-
<b>Total</b>		<u>\$ -</u>	<u>\$ 11,461,849</u>	<u>\$ 11,565,387</u>	<u>\$ 103,538</u>



**Shelby County Schools  
Fiscal Year 2015-2016  
Federal Projects – Budget**

2005-2006 Title II, Part A, Training & Recruitment (concl'd)

**Staffing**

<b>Job Description</b>	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015-2016</b>	<b>2016 vs 2015</b>
	<b>Actual</b>	<b>Amended</b>	<b>Adopted</b>	<b>Variance</b>
Director of Student Support			1.00	1.00
Honors Analyst	-	1.00	1.00	-
Instructional Advisor, Literacy	-	3.00	4.00	1.00
Instructional Advisor, Mathematics	-	4.00	3.00	(1.00)
Instructional Advisor, Science	-	3.00	3.00	-
Instructional Advisor, Social Studies	-	2.00	2.00	-
Instructional Facilitator	-	4.00	3.00	(1.00)
New Leaders-New Schools	-	7.00	10.00	3.00
Recruitment and Staffing Advisor	-	2.00	2.00	-
Research Analyst	-	3.00	3.00	-
Teacher On Assignment	-	30.00	41.00	11.00
<b>Total</b>	-	59.00	73.00	14.00



**Shelby County Schools  
Fiscal Year 2015-2016  
Federal Projects – 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.

3005-3006 Title II, Part A English Language Acquisition

		<b>Revenues</b>			
<b>Major Object</b>		<b>2013-2014 Actual</b>	<b>2014-2015 Amended</b>	<b>2015-2016 Adopted</b>	<b>2016 vs 2015 Variance</b>
Local		\$ -	\$ -	\$ -	\$ -
Federal			1,533,825	1,238,507	(295,318)
Restricted		-	-	-	-
<b>Total</b>		<b>\$ -</b>	<b>\$ 1,533,825</b>	<b>\$ 1,238,507</b>	<b>\$ (295,318)</b>

		<b>Operating Budget</b>			
<b>Major Object</b>		<b>2013-2014 Actual</b>	<b>2014-2015 Amended</b>	<b>2015-2016 Adopted</b>	<b>2016 vs 2015 Variance</b>
Salaries		\$ -	\$ 871,796	\$ 879,116	\$ 7,320
Benefits		-	367,169	284,925	(82,244)
Contracted Services		-	12,000	11,835	(165)
Supplies and Materials		-	282,360	62,631	(219,729)
Other Charges		-	500	-	(500)
Capital Outlay		-	-	-	-
<b>Total</b>		<b>\$ -</b>	<b>\$ 1,533,825</b>	<b>\$ 1,238,507</b>	<b>\$ (295,318)</b>

		<b>Staffing</b>			
<b>Job Description</b>		<b>2013-2014 Actual</b>	<b>2014-2015 Amended</b>	<b>2015-2016 Adopted</b>	<b>2016 vs 2015 Variance</b>
Bilingual Cultural Mentor		-	25.00	25.00	-
Instructional Advisor, ESL		-	2.00	2.00	-
Research Evaluator		-	0.50	-	(0.50)
<b>Total</b>		<b>-</b>	<b>27.50</b>	<b>27.00</b>	<b>(0.50)</b>



**Shelby County Schools  
Fiscal Year 2015-2016  
Federal Projects – Budget**

This grant will serve approximately 515 students from Bellevue Middle, STEAM Academy, Melrose High, Oakhaven High, Oakhaven Middle, Snowden Middle, Ridgeway High, Ridgeway Middle and Woodstock. This is a career awareness afterschool program which offers 10-12 hours of programming per week with a focus on tutoring and homework help for students as well as job readiness skills and service learning. Culminating activities within the program will include internships in the community and tours to local and state-wide colleges and universities.

4305-4306 Title IV 21<sup>st</sup> Century Project Lead

		Revenues			
<b>Major Object</b>		<b>2013-2014</b>	<b>2014-2015</b>	<b>2015-2016</b>	<b>2016 vs 2015</b>
		<b>Actual</b>	<b>Amended</b>	<b>Adopted</b>	<b>Variance</b>
Local		\$ -	\$ -	\$ -	\$ -
State			600,000	609,094	9,094
<b>Total</b>		\$ -	\$ 600,000	\$ 609,094	\$ 9,094

		Operating Budget			
<b>Major Object</b>		<b>2013-2014</b>	<b>2014-2015</b>	<b>2015-2016</b>	<b>2016 vs 2015</b>
		<b>Actual</b>	<b>Amended</b>	<b>Adopted</b>	<b>Variance</b>
Salaries		\$ -	\$ 292,563	\$ 292,563	\$ -
Benefits		-	53,938	63,031	9,093
Contracted Services		-	164,700	164,700	-
Supplies and Materials		-	54,809	54,810	1
Other Charges		-	33,490	33,490	-
Capital Outlay		-	500	500	-
<b>Total</b>		\$ -	\$ 600,000	\$ 609,094	\$ 9,094

		Staffing			
<b>Job Description</b>		<b>2013-2014</b>	<b>2014-2015</b>	<b>2015-2016</b>	<b>2016 vs 2015</b>
		<b>Actual</b>	<b>Amended</b>	<b>Adopted</b>	<b>Variance</b>
Child Care Assistant		-	1.00	-	(1.00)
Project Manager		-	1.00	1.00	-
Supervisor Child Care		-	1.00	-	(1.00)
<b>Total</b>		-	3.00	1.00	(2.00)



**Shelby County Schools  
Fiscal Year 2015-2016  
Federal Projects – Budget**

This grant will serve approximately 520 students from Alcy, Getwell, Goodlett, Hawkins Mill, Knight Road, South Park, and Middle College. This is an afterschool program which offers 10-15 hours of programming per week with a focus on tutoring and homework help for students as well as fitness and cultural activities. The major goals of the program are: (1) To improve the academic performance of students, (2) To provide safe after-school care for students, (3) To provide opportunities for cultural enrichment.

4325-4326 Title IV 21<sup>st</sup> Century Primetime

**Revenues**

	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015-2016</b>	<b>2016 vs 2015</b>
<b>Major Object</b>	<b>Actual</b>	<b>Amended</b>	<b>Adopted</b>	<b>Variance</b>
Local	\$ -	\$ -	\$ -	\$ -
State		595,000	593,657	(1,343)
Federal	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ 595,000</b>	<b>\$ 593,657</b>	<b>\$ (1,343)</b>

**Operating Budget**

	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015-2016</b>	<b>2016 vs 2015</b>
<b>Major Object</b>	<b>Actual</b>	<b>Amended</b>	<b>Adopted</b>	<b>Variance</b>
Salaries		\$ 346,137	\$ 346,137	\$ -
Benefits		59,907	58,566	(1,341)
Contracted Services		109,800	103,264	(6,536)
Supplies and Materials		50,883	46,494	(4,389)
Other Charges		23,373	34,296	10,923
Capital Outlay		4,900	4,900	-
<b>Total</b>	<b>\$ -</b>	<b>\$ 595,000</b>	<b>\$ 593,657</b>	<b>\$ (1,343)</b>



**Shelby County Schools  
Fiscal Year 2015-2016  
Federal Projects – 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.

7005-7006 Title X Homeless

**Revenues**

	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015-2016</b>	<b>2016 vs 2015</b>
<b>Major Object</b>	<b>Actual</b>	<b>Amended</b>	<b>Adopted</b>	<b>Variance</b>
Local	\$ -	\$ -	\$ -	\$ -
Federal		184,915	178,533	(6,382)
<b>Total</b>	<b>\$ -</b>	<b>\$ 184,915</b>	<b>\$ 178,533</b>	<b>\$ (6,382)</b>

**Operating Budget**

	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015-2016</b>	<b>2016 vs 2015</b>
<b>Major Object</b>	<b>Actual</b>	<b>Amended</b>	<b>Adopted</b>	<b>Variance</b>
Salaries		\$ 127,076	\$ 123,650	\$ (3,426)
Benefits		31,663	32,414	751
Contracted Services		8,259	-	(8,259)
Supplies and Materials		12,321	16,549	4,228
Other Charges		5,596	5,920	324
Capital Outlay	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ 184,915</b>	<b>\$ 178,533</b>	<b>\$ (6,382)</b>

**Staffing**

	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015-2016</b>	<b>2016 vs 2015</b>
<b>Job Description</b>	<b>Actual</b>	<b>Amended</b>	<b>Adopted</b>	<b>Variance</b>
Federal Programs Specialist	-	2.00	2.00	-
<b>Total</b>	<b>-</b>	<b>2.00</b>	<b>2.00</b>	<b>-</b>



**Shelby County Schools  
Fiscal Year 2014-2015  
Federal Projects – 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.

8005-8006 Carl Perkins

**Revenues**

Major Object	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015-2016</b>	<b>2016 vs 2015</b>
	<b>Actual</b>	<b>Amended</b>	<b>Adopted</b>	<b>Variance</b>
Local	\$ -	\$ -	\$ -	\$ -
Federal	1,954,622	2,401,833	2,342,789	(59,044)
Restricted	-	-	-	-
<b>Total</b>	<b>\$ 1,954,622</b>	<b>\$ 2,401,833</b>	<b>\$ 2,342,789</b>	<b>\$ (59,044)</b>

**Operating Budget**

Major Object	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015-2016</b>	<b>2016 vs 2015</b>
	<b>Actual</b>	<b>Amended</b>	<b>Adopted</b>	<b>Variance</b>
Salaries	\$ -	\$ 961,326	\$ 897,900	\$ (63,426)
Benefits	-	276,932	281,314	4,382
Contracted Services	-	415,303	415,303	-
Supplies and Materials	-	155,484	155,484	-
Other Charges	-	85,013	85,013	-
Capital Outlay	-	507,775	507,775	-
<b>Total</b>	<b>\$ -</b>	<b>\$ 2,401,833</b>	<b>\$ 2,342,789</b>	<b>\$ (59,044)</b>





**Shelby County Schools  
Fiscal Year 2014-2015  
Federal Projects – Budget**

8005-8006 Carl Perkins (concl'd)

Job Description	Staffing			
	2013-2014 Actual	2014-2015 Amended	2015-2016 Adopted	2016 vs 2015 Variance
Administrative Assistant for CTE	1.00	1.00	1.00	-
Agriculture/Industrial Education Advisor	1.00	1.00	1.00	-
Assessment Advisor	-	-	2.00	2.00
Business Technology Advisor	1.00	1.00	1.00	-
Case Worker	1.00	-	-	-
Classroom Teacher-Vocational	-	4.00	4.00	-
Curriculum Advisor for CTE	1.00	1.00	1.00	-
FCS/Health Sciences Advisor	1.00	1.00	1.00	-
Financial Analyst Fiscal Services	2.00	1.00	1.00	-
GWT Associate	1.00	-	-	-
Instructional Supervisor	1.00	-	-	-
Marketing/Media Advisor	1.00	1.00	1.00	-
Operations Specialist, Equipment/Inventory	1.00	1.00	1.00	-
Operations Specialist, Facilities/Warehousing	1.00	1.00	1.00	-
Program Project Assistant for CTE	2.00	2.00	2.00	-
Senior Accountant	1.00	-	-	-
Technology Education & STEM Advisor	1.00	-	-	-
<b>Total</b>	<b>17.00</b>	<b>15.00</b>	<b>17.00</b>	<b>2.00</b>



**Shelby County Schools  
Fiscal Year 2015-2016  
Federal Projects – 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).

8105-8106 Win-Grassy

**Revenues**

Major Object	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
Local	\$ -	\$ -	\$ -	\$ -
Federal	-	213,046	130,653	(82,393)
Restricted	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ 213,046</b>	<b>\$ 130,653</b>	<b>\$ (82,393)</b>

**Operating Budget**

Major Object	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
Salaries	\$ -	\$ 105,620	\$ 46,039	\$ (59,581)
Benefits	-	36,284	13,472	(22,812)
Contracted Services	-	56,144	56,144	-
Supplies and Materials	-	6,900	6,900	-
Other Charges	-	8,098	8,098	-
Capital Outlay	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ 213,046</b>	<b>\$ 130,653</b>	<b>\$ (82,393)</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
Case Worker	-	1.00	1.00	-
<b>Total</b>	<b>-</b>	<b>1.00</b>	<b>1.00</b>	<b>-</b>



**Shelby County Schools  
Fiscal Year 2015-2016  
Federal Projects – 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.

8205-8206 Workforce Investment Network In-School

		<b>Revenues</b>			
<b>Major Object</b>	<b>2013-2014 Actual</b>	<b>2014-2015 Amended</b>	<b>2015-2016 Adopted</b>	<b>2016 vs 2015 Variance</b>	
Local	\$ -	\$ -	\$ -	\$ -	
Federal	-	417,009	232,953	(184,056)	
Restricted	-	-	-	-	
<b>Total</b>	<b>\$ -</b>	<b>\$ 417,009</b>	<b>\$ 232,953</b>	<b>\$ (184,056)</b>	

		<b>Operating Budget</b>			
<b>Major Object</b>	<b>2013-2014 Actual</b>	<b>2014-2015 Amended</b>	<b>2015-2016 Adopted</b>	<b>2016 vs 2015 Variance</b>	
Salaries	\$ -	\$ 257,336	\$ 154,110	\$ (103,226)	
Benefits	-	120,325	39,495	(80,830)	
Contracted Services	-	22,731	22,731	-	
Supplies and Materials	-	4,000	4,000	-	
Other Charges	-	12,617	12,617	-	
Capital Outlay	-	-	-	-	
<b>Total</b>	<b>\$ -</b>	<b>\$ 417,009</b>	<b>\$ 232,953</b>	<b>\$ (184,056)</b>	

		<b>Staffing</b>			
<b>Job Description</b>	<b>2013-2014 Actual</b>	<b>2014-2015 Amended</b>	<b>2015-2016 Adopted</b>	<b>2016 vs 2015 Variance</b>	
WIN/WFD Manager	-	1.00	1.00	-	
WIN-IS Associate	-	2.00	2.00	-	
<b>Total</b>	<b>-</b>	<b>3.00</b>	<b>3.00</b>	<b>-</b>	



**Shelby County Schools  
Fiscal Year 2015-2016  
Federal Projects – 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.

8305-8306 Workforce Investment Network Out-of-School

		<b>Revenues</b>			
<b>Major Object</b>		<b>2013-2014 Actual</b>	<b>2014-2015 Amended</b>	<b>2015-2016 Adopted</b>	<b>2016 vs 2015 Variance</b>
Local		\$ -	\$ -	\$ -	\$ -
Federal		-	432,671	303,506	(129,165)
Restricted		-	-	-	-
<b>Total</b>		<u>\$ -</u>	<u>\$ 432,671</u>	<u>\$ 303,506</u>	<u>\$ (129,165)</u>

		<b>Operating Budget</b>			
<b>Major Object</b>		<b>2013-2014 Actual</b>	<b>2014-2015 Amended</b>	<b>2015-2016 Adopted</b>	<b>2016 vs 2015 Variance</b>
Salaries		\$ -	\$ 225,180	\$ 143,696	\$ (81,484)
Benefits		-	99,664	51,983	(47,681)
Contracted Services		-	87,210	87,210	-
Supplies and Materials		-	7,235	7,235	-
Other Charges		-	13,382	13,382	-
Capital Outlay		-	-	-	-
<b>Total</b>		<u>\$ -</u>	<u>\$ 432,671</u>	<u>\$ 303,506</u>	<u>\$ (129,165)</u>

		<b>Staffing</b>			
<b>Job Description</b>		<b>2013-2014 Actual</b>	<b>2014-2015 Amended</b>	<b>2015-2016 Adopted</b>	<b>2016 vs 2015 Variance</b>
Clerical Assistant		-	-	1.00	1.00
WIN/WFD Manager		-	1.00	1.00	-
WIN-OS Associate		-	2.00	3.00	1.00
<b>Total</b>		<u>-</u>	<u>3.00</u>	<u>5.00</u>	<u>2.00</u>



**Shelby County Schools  
Fiscal Year 2015-2016  
Federal Projects – Budget**

IDEA, Part B is for 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

9005-9006 IDEA, Part B

**Revenues**

Major Object	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
Local	\$ -	\$ -	\$ -	\$ -
County	-	-	-	-
State	-	-	-	-
Federal	-	40,538,468	34,899,025	(5,639,443)
Restricted	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ 40,538,468</b>	<b>\$ 34,899,025</b>	<b>\$ (5,639,443)</b>

**Operating Budget**

Major Object	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
Salaries	\$ -	\$ 17,927,522	\$ 17,636,432	\$ (291,090)
Benefits	-	9,195,861	5,856,450	(3,339,411)
Contracted Services	-	5,000,000	4,834,144	(165,856)
Supplies and Materials	-	1,729,085	1,099,179	(629,906)
Other Charges	-	1,186,000	3,927,976	2,741,976
Capital Outlay	-	5,500,000	1,544,844	(3,955,156)
<b>Total</b>	<b>\$ -</b>	<b>\$ 40,538,468</b>	<b>\$ 34,899,025</b>	<b>\$ (5,639,443)</b>



**Shelby County Schools  
Fiscal Year 2015-2016  
Federal Projects – Budget**

9005-9006 IDEA, Part B (concl'd)

Job Description	Staffing			
	2013-2014 Actual	2014-2015 Amended	2015-2016 Adopted	2016 vs 2015 Variance
Administrative Assistant for Exceptional	-	2.00	2.00	-
Applications Support Analyst for Exception	-	1.00	1.00	-
Classroom Teacher Special ED	-	1.00	1.00	-
Clerical Assistant	-	1.00	1.00	-
Clerk for Exceptional Children	-	6.00	6.00	-
Data Info Specialist	-	1.00	1.00	-
Deaf Interpreter	-	16.00	16.00	-
Educational Asst - Special ED	-	499.00	491.00	(8.00)
Exceptional Children Advisor	-	7.00	7.00	-
Financial Advisor	-	1.00	1.00	-
Financial Support Specialist	-	1.00	1.00	-
Instructional Facilitator	-	1.00	1.00	-
Lead Physical/Occupational Therapist	-	1.00	1.00	-
Licensed Practical Nurse	-	32.15	32.15	-
Nutrition Service Assistant Mgr	-	1.00	1.00	-
Physical and Occupational Therapist	-	17.00	17.00	-
Psychologist	-	30.00	30.00	-
Regional Manager of Exceptional Children	-	2.00	2.00	-
Resource Specialist-Special ED	-	1.00	1.00	-
Social Worker	-	9.00	9.00	-
Social Worker Advisor	-	1.00	1.00	-
Special Needs Attendant	-	2.00	2.00	-
Technician - Electronics II	-	1.00	1.00	-
Voc/Habilitation Specialist	-	1.00	1.00	-
<b>Total</b>	-	635.15	627.15	(8.00)



**Shelby County Schools  
Fiscal Year 2015-2016  
Federal Projects – Budget**

IDEA, Preschool is for students from 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.

9105-9106 IDEA, Preschool

**Revenues**

		<b>2013-2014</b>	<b>2014-2015</b>	<b>2015-2016</b>	<b>2016 vs 2015</b>
<b>Major Object</b>		<b>Actual</b>	<b>Amended</b>	<b>Adopted</b>	<b>Variance</b>
Local		\$ -	\$ -	\$ -	\$ -
Federal		-	667,052	205,494	(461,558)
Restricted		-	-	-	-
<b>Total</b>		<u>\$ -</u>	<u>\$ 667,052</u>	<u>\$ 205,494</u>	<u>\$ (461,558)</u>

**Operating Budget**

		<b>2013-2014</b>	<b>2014-2015</b>	<b>2015-2016</b>	<b>2016 vs 2015</b>
<b>Major Object</b>		<b>Actual</b>	<b>Amended</b>	<b>Adopted</b>	<b>Variance</b>
Salaries		\$ -	\$ 149,121	\$ 151,464	\$ 2,343
Benefits		-	44,851	33,156	(11,695)
Contracted Services		-	6,691	-	(6,691)
Supplies and Materials		-	184,089	12,842	(171,247)
Other Charges		-	12,300	8,032	(4,268)
Capital Outlay		-	270,000	-	(270,000)
<b>Total</b>		<u>\$ -</u>	<u>\$ 667,052</u>	<u>\$ 205,494</u>	<u>\$ (461,558)</u>

**Staffing**

		<b>2013-2014</b>	<b>2014-2015</b>	<b>2015-2016</b>	<b>2016 vs 2015</b>
<b>Job Description</b>		<b>Actual</b>	<b>Amended</b>	<b>Adopted</b>	<b>Variance</b>
Classroom Teacher Special ED		-	2.00	2.00	-
Educational Asst - Special ED		-	2.00	2.00	-
<b>Total</b>		<u>-</u>	<u>4.00</u>	<u>4.00</u>	<u>-</u>



**Shelby County Schools  
Fiscal Year 2015-2016  
Federal Projects – Budget**

The focus of Project Aware is to train school staff and community partners using evidence based mental health first aid in an effort to provide better identification for adolescent students. Early identification of mental and behavioral health factors increase opportunities for students, prepares them for college and career readiness. Additionally, dropout risk is reduced for students who are supported with appropriate wraparound services.

9205-9206 Project Aware

**Revenues**

Major Object	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
Local	\$ -	\$ -	\$ -	\$ -
Federal	-	50,000	79,510	129,510
Restricted	-	-	-	-
<b>Total</b>	<u>\$ -</u>	<u>\$ 50,000</u>	<u>\$ 79,510</u>	<u>\$ 129,510</u>

**Operating Budget**

Major Object	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
Salaries	\$ -	\$ 6,500	\$ 13,497	\$ 6,997
Benefits	-	497	2,284	1,787
Contracted Services	-	20,106	28,215	8,109
Supplies and Materials	-	14,219	22,716	8,497
Other Charges	-	4,545	11,640	7,095
Capital Outlay	-	4,133	1,158	(2,975)
<b>Total</b>	<u>\$ -</u>	<u>\$ 50,000</u>	<u>\$ 79,510</u>	<u>\$ 29,510</u>





**Shelby County Schools  
Fiscal Year 2015-2016  
Federal Projects – 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.

9405-9406 Head Start

**Revenues**

		<b>2013-2014</b>	<b>2014-2015</b>	<b>2015-2016</b>	<b>2016 vs 2015</b>
<b>Major Object</b>		<b>Actual</b>	<b>Amended</b>	<b>Adopted</b>	<b>Variance</b>
Local		\$ -	\$ -	\$ -	\$ -
Federal		-	11,329,118	25,040,550	13,711,432
Restricted		-	-	-	-
<b>Total</b>		<b>\$ -</b>	<b>\$ 11,329,118</b>	<b>\$ 25,040,550</b>	<b>\$ 13,711,432</b>

**Operating Budget**

		<b>2013-2014</b>	<b>2014-2015</b>	<b>2015-2016</b>	<b>2016 vs 2015</b>
<b>Major Object</b>		<b>Actual</b>	<b>Amended</b>	<b>Adopted</b>	<b>Variance</b>
Salaries		\$ -	\$ 1,213,047	\$ 3,371,281	\$ 2,158,234
Benefits		-	365,232	1,152,519	787,287
Contracted Services		-	8,757,705	18,700,367	9,942,662
Supplies and Materials		-	647,883	997,031	349,148
Other Charges		-	320,251	803,383	483,132
Capital Outlay		-	25,000	15,969	(9,031)
<b>Total</b>		<b>\$ -</b>	<b>\$ 11,329,118</b>	<b>\$ 25,040,550</b>	<b>\$ 13,711,432</b>



Shelby County Schools
Fiscal Year 2015-2016
Federal Projects – Budget

9405-9406 Head Start (concl,d)

Table with 5 columns: Job Description, Staffing (2013-2014 Actual, 2014-2015 Amended, 2015-2016 Adopted), and 2016 vs 2015 Variance. Rows include various job titles like Administrative Assistant, Classroom Teacher K-3, etc., and a Total row.



**Shelby County Schools  
Fiscal Year 2015-2016  
Federal Projects – Budget**

The mission of the funded opportunity from the CDC within Coordinated School Health is to decrease risky behaviors among adolescents.

9704-9706 CDCP HIV/STD Prevention

**Revenues**

		<b>2013-2014</b>	<b>2014-2015</b>	<b>2015-2016</b>	<b>2016 vs 2015</b>
<b>Major Object</b>		<b>Actual</b>	<b>Amended</b>	<b>Adopted</b>	<b>Variance</b>
Local		\$ -	\$ -	\$ -	\$ -
Federal			450,000	378,392	(71,608)
Restricted		-	-	-	-
<b>Total</b>		<b>\$ -</b>	<b>\$ 450,000</b>	<b>\$ 378,392</b>	<b>\$ (71,608)</b>

**Operating Budget**

		<b>2013-2014</b>	<b>2014-2015</b>	<b>2015-2016</b>	<b>2016 vs 2015</b>
<b>Major Object</b>		<b>Actual</b>	<b>Amended</b>	<b>Adopted</b>	<b>Variance</b>
Salaries		\$ -	\$ 177,096	\$ 202,565	\$ 25,469
Benefits		-	51,141	50,908	(233)
Contracted Services		-	60,351	28,571	(31,780)
Supplies and Materials		-	87,705	6,938	(80,767)
Other Charges		-	60,607	80,614	20,007
Capital Outlay		-	13,100	8,796	(4,304)
<b>Total</b>		<b>\$ -</b>	<b>\$ 450,000</b>	<b>\$ 378,392</b>	<b>\$ (71,608)</b>

**Staffing**

		<b>2013-2014</b>	<b>2014-2015</b>	<b>2015-2016</b>	<b>2016 vs 2015</b>
<b>Job Description</b>		<b>Actual</b>	<b>Amended</b>	<b>Adopted</b>	<b>Variance</b>
Part time Certified Tutor		-	1.00	1.00	-
Research Analyst		-	1.00	1.00	-
Special Project Coordinator I		-	2.00	2.00	-
<b>Total</b>		<b>-</b>	<b>4.00</b>	<b>4.00</b>	<b>-</b>



**Shelby County Schools  
Fiscal Year 2015-2016  
Federal Projects – Budget**

The Project Prevent Grant will aid Shelby County Schools (SCS) in expanding its capacity to assist schools in two communities with pervasive violence, the Kirby neighborhood in Southeast Memphis and the Craigmont neighborhood in North Memphis. SCS will expand its Office of Juvenile Justice and Delinquency Prevention (OJJDP) Comprehensive Gang Model in these schools, integrate it more fully with PBIS activities and incorporate the district’s Juvenile Justice.

9805-9806 Project Prevent

**Revenues**

Major Object	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
Local	\$ -	\$ -	\$ -	\$ -
Federal	-	856,363	883,391	27,028
Restricted	-	-	-	-
<b>Total</b>	<b>\$ -</b>	<b>\$ 856,363</b>	<b>\$ 883,391</b>	<b>\$ 27,028</b>

**Operating Budget**

Major Object	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
Salaries	\$ -	\$ 334,720	\$ 391,260	\$ 56,540
Benefits	-	114,033	132,761	18,728
Contracted Services	-	290,880	226,336	(64,544)
Supplies and Materials	-	79,022	77,010	(2,012)
Other Charges	-	27,931	56,024	28,093
Capital Outlay	-	9,777	-	(9,777)
<b>Total</b>	<b>\$ -</b>	<b>\$ 856,363</b>	<b>\$ 883,391</b>	<b>\$ 27,028</b>

**Staffing**

Job Description	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
Criminal Investigator	-	-	1.00	1.00
Data Info Specialist	-	1.00	1.00	-
Federal Programs Advisor	-	1.00	1.00	-
Records Clerk	-	2.00	2.00	-
Special Project Coordinator I	-	2.00	2.00	-
<b>Total</b>	<b>-</b>	<b>6.00</b>	<b>7.00</b>	<b>1.00</b>



**Shelby County Schools  
Fiscal Year 2015-2016  
Federal Projects – Budget**

The Safe Communities Grant is essentially a Positive Behavioral Interventions and Supports (PBIS) program working with three high-need high schools (Prevention/Intervention Program); with goals of reducing behavior referrals, reducing suspensions and reducing truancy to Implement and enhance the PBIS framework.

9905-9905 Safe Communities

**Revenues**

Major Object	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
Local	\$ -	\$ -	\$ -	\$ -
Federal	-	199,998	138,700	338,698
Restricted	-	-	-	-
<b>Total</b>	<u>\$ -</u>	<u>\$ 199,998</u>	<u>\$ 138,700</u>	<u>\$ 338,698</u>

**Operating Budget**

Major Object	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
Salaries	\$ -	\$ 125,910	\$ 83,526	\$ (42,384)
Benefits	-	45,564	32,765	(12,799)
Contracted Services	-	23,172	20,056	(3,116)
Supplies and Materials	-	1,668	1,668	-
Other Charges	-	-	-	-
Capital Outlay	-	3,684	685	(2,999)
<b>Total</b>	<u>\$ -</u>	<u>\$ 199,998</u>	<u>\$ 138,700</u>	<u>\$ (61,298)</u>



**Shelby County Schools  
Fiscal Year 2015-2016  
Federal Projects – Budget**

This is a juvenile justice system –improvement grant with an emphasis on removing barriers to providing alcohol & drug intervention services to students who need them. Year 1 has focused on providing incentives to students to attend and complete the Seven Challenges program, provided by SCS Alcohol & Drug Program, and on increasing stakeholder awareness of the services. Year 2 will add case management services for students in alternative schools who are referred for alcohol and drug services by the SHAPE program. Students will receive these services during and after the Seven Challenges program until return to their traditional schools.

9915-9915 Juvenile Justice System Improvement

**Revenues**

		<b>2013-2014</b>	<b>2014-2015</b>	<b>2015-2016</b>	<b>2016 vs 2015</b>
<b>Major Object</b>		<b>Actual</b>	<b>Amended</b>	<b>Adopted</b>	<b>Variance</b>
Local		\$ -	\$ -	\$ -	\$ -
Federal		-	42,000	29,483	71,483
Restricted		-	-	-	-
<b>Total</b>		<u>\$ -</u>	<u>\$ 42,000</u>	<u>\$ 29,483</u>	<u>\$ 71,483</u>

**Operating Budget**

		<b>2013-2014</b>	<b>2014-2015</b>	<b>2015-2016</b>	<b>2016 vs 2015</b>
<b>Major Object</b>		<b>Actual</b>	<b>Amended</b>	<b>Adopted</b>	<b>Variance</b>
Salaries		\$ -	\$ 1,622	\$ 1,622	\$ -
Benefits		-	271	275	4
Contracted Services		-	21,692	17,298	(4,394)
Supplies and Materials		-	13,440	5,884	(7,556)
Other Charges		-	4,425	4,374	(51)
Capital Outlay		-	550	30	(520)
<b>Total</b>		<u>\$ -</u>	<u>\$ 42,000</u>	<u>\$ 29,483</u>	<u>\$ (12,517)</u>



**Shelby County Schools  
Fiscal Year 2015-2016  
Federal Projects – Budget**

Students participating include approximately 1,087 current ninth graders at East (132), Kingsbury (368) and Cordova (587) and approximately 787 seniors per year from East (126), Kingsbury (217) and Cordova (444). GEAR UP At The River will work to increase the number of low-income, first generation students enrolling and succeeding in college. East, Kingsbury and Cordova 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.

D395-D396 Gear Up At The River

**Revenues**

		<b>2013-2014</b>	<b>2014-2015</b>	<b>2015-2016</b>	<b>2016 vs 2015</b>
<b>Major Object</b>		<b>Actual</b>	<b>Amended</b>	<b>Adopted</b>	<b>Variance</b>
Local		\$ -	\$ -	\$ -	\$ -
Federal		-	291,370	290,440	(930)
Restricted		-	-	-	-
<b>Total</b>		<b>\$ -</b>	<b>\$ 291,370</b>	<b>\$ 290,440</b>	<b>\$ (930)</b>

**Operating Budget**

		<b>2013-2014</b>	<b>2014-2015</b>	<b>2015-2016</b>	<b>2016 vs 2015</b>
<b>Major Object</b>		<b>Actual</b>	<b>Amended</b>	<b>Adopted</b>	<b>Variance</b>
Salaries		\$ -	\$ 77,694	\$ 73,937	\$ (3,757)
Benefits		-	16,849	15,405	(1,444)
Contracted Services		-	46,572	41,972	(4,600)
Supplies and Materials		-	22,466	26,667	4,201
Other Charges		-	127,789	132,459	4,670
Capital Outlay		-	-	-	-
<b>Total</b>		<b>\$ -</b>	<b>\$ 291,370</b>	<b>\$ 290,440</b>	<b>\$ (930)</b>

**Staffing**

		<b>2013-2014</b>	<b>2014-2015</b>	<b>2015-2016</b>	<b>2016 vs 2015</b>
<b>Job Description</b>		<b>Actual</b>	<b>Amended</b>	<b>Adopted</b>	<b>Variance</b>
Instructional Facilitator		-	1.00	1.00	-
<b>Total</b>		<b>-</b>	<b>1.00</b>	<b>1.00</b>	<b>-</b>



**Shelby County Schools  
Fiscal Year 2015-2016  
Federal Projects – 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.

D945-D945 Voluntary Pre-K

**Revenues**

Major Object	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015-2016</b>	<b>2016 vs 2015</b>
	<b>Actual</b>	<b>Amended</b>	<b>Adopted</b>	<b>Variance</b>
Local	\$ -	\$ -	\$ 8,156,167	\$ 8,156,167
Federal	-	-	-	-
Restricted	-	-	-	-
<b>Total</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 8,156,167</u>	<u>\$ 8,156,167</u>

**Operating Budget**

Major Object	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015-2016</b>	<b>2016 vs 2015</b>
	<b>Actual</b>	<b>Amended</b>	<b>Adopted</b>	<b>Variance</b>
Salaries	\$ -	\$ -	\$ 3,362,343	\$ 3,362,343
Benefits	-	-	1,319,878	1,319,878
Contracted Services	-	-	1,564,828	1,564,828
Supplies and Materials	-	-	847,900	847,900
Other Charges	-	-	439,218	439,218
Capital Outlay	-	-	622,000	622,000
<b>Total</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 8,156,167</u>	<u>\$ 8,156,167</u>

**Staffing**

Job Description	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015-2016</b>	<b>2016 vs 2015</b>
	<b>Actual</b>	<b>Amended</b>	<b>Adopted</b>	<b>Variance</b>
Classroom Teacher K-3	-	-	38.00	38.00
Educational Asst - Early Childhood	-	-	38.00	38.00
Finance Clerk II	-	-	1.00	1.00
Instrictional Advisor, Pre-K	-	-	1.00	1.00
Program/Project Assistant for Pre-K	-	-	1.00	1.00
<b>Total</b>	<u>-</u>	<u>-</u>	<u>79.00</u>	<u>79.00</u>





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**V. 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 nutritious 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:**

- Implementation of the Community Eligibility Provision has significantly expanded access to USDA-reimbursable breakfasts and lunches and thereby increased participation.
- The division continues to reach a growing number of children in charter schools, the Achievement School District (ASD) and private/parochial 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 continues to expand its farm to school programs, including establishing a partnership with CTE where students will grow produce that Nutrition Services buys, providing additional funding for the CTE programs.
- Having introduced breakfast-in-the-classroom and grab-and-go breakfast kiosks in earlier years, Nutrition Services continues to seek innovative ways to expand access to meals, initiating a pilot vending program in the current year.
- The costs of food have been rising significantly faster than other elements of the Consumer Price Index. Through November 2014 the annualized increase in the cost of meat, poultry, eggs, and fish was 9.1%; dairy and related products, 5.0%; and fruits and vegetables, 1.7%. During the same time period the index the USDA uses to adjust reimbursement rates has lagged food costs: CPI-U for food away from home rose only 2.9%. If this trend continues the most significant revenue stream will rise more slowly than the most significant expenses.

**FISCAL YEAR 2014-2015 PERFORMANCE HIGHLIGHTS:**

In the current fiscal year Nutrition Services implemented the Community Eligibility Provision. This program offers a free breakfast and a free lunch for every student in every school on every school day. In November 2014 daily meal service included 64,387 USDA-reimbursable free breakfasts per day and 89,679 USDA-reimbursable free lunches per day.

In 2014-2015 the Fresh Fruit and Vegetable Program Grant, which provides nutritious snacks to students, increased to over \$1.6 million for 80 schools.

In the November 2014 the At Risk Supper Program served over 8,700 meals per day. This includes continued services to students participating in after-school activities in SCS facilities and the addition of service to several large community organizations.

In the summer of 2014 the Summer Food Service Program served 52,492 breakfasts, 193,162 lunches and 110,325 snacks. This is approximately 40% higher than the prior summer due to an increase in the community sites served.



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

D. SPECIAL REVENUE FUNDS (cont'd)

**NUTRITION SERVICES DEPARTMENT OVERVIEW (concl'd)**

**FISCAL YEAR 2015-2016 BUDGET HIGHLIGHTS:**

The 2015-2016 budget reflects continuation of the existing programs at current levels with ongoing investments in equipment at school sites and the Central Nutrition Center. Revenues assume reimbursement rates will rise 2.9%, food costs approximately 6% and other discretionary expenses 2% or less. Staffing is expected to change little at the Central Nutrition Center and school cafeterias. The cafeteria staffing formula will remain 19 meals per labor hour for lunch and 57 meals per labor hour for breakfast.



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

**D. SPECIAL REVENUE FUNDS (cont'd)**



**V. GOVERNMENTAL FUNDS (cont'd)****D. SPECIAL REVENUE FUNDS (cont'd)****NUTRITION SERVICES FUND BY FUNCTION  
FISCAL YEAR 2015-16 BUDGET****With Comparative Information for Fiscal Years 2014-15 through 2015-16**

	2013-14 Actual	2014-15 Amended Budget	2015-16 Adopted Budget
<b>Revenues</b>			
State of Tennessee	\$ 3,473,333	\$ 93,816	\$ 93,816
Federal Government	61,673,710	82,985,832	85,269,377
Other local sources	11,924,315	95,000	95,000
Committed for education	-	699,383	719,666
<b>Total revenues</b>	<u>77,071,358</u>	<u>83,874,031</u>	<u>86,177,859</u>
<b>Expenditures</b>			
Indirect cost	3,600,000	3,762,592	3,762,592
Food service	72,627,394	80,111,439	82,415,267
<b>Total expenditures</b>	<u>76,227,394</u>	<u>83,874,031</u>	<u>86,177,859</u>
<b>Excess (deficiency) of revenues over expenditures</b>	<u>843,964</u>	<u>-</u>	<u>-</u>
<b>Beginning Fund Balance</b>	22,486,579	23,056,553	23,056,553
Increase (decrease) in reserve for encumbrance	(273,990)	-	-
<b>Ending Fund Balance</b>	<u>\$ 23,056,553</u>	<u>\$ 23,056,553</u>	<u>\$ 23,056,553</u>

**V. GOVERNMENTAL FUNDS (cont'd)****D. SPECIAL REVENUE FUNDS (cont'd)****NUTRITION SERVICES FUND BY OBJECT  
FISCAL YEAR 2015-16 BUDGET****With Comparative Information for Fiscal Years 2014-15 through 2015-16**

	2013 - 14 Actual	2014-15 Amended Budget	2015-16 Adopted Budget
<b>Revenues</b>			
State of Tennessee	\$ 3,473,333	\$ 93,816	\$ 93,816
Federal Government	61,673,710	82,985,832	85,269,377
Other local sources	11,924,315	95,000	95,000
Committed for education	-	699,383	719,666
<b>Total revenues</b>	<u>77,071,358</u>	<u>83,874,031</u>	<u>86,177,859</u>
<b>Expenditures</b>			
Salaries	26,766,753	28,724,352	29,997,437
Benefits	5,778,330	6,139,553	7,200,428
Contracted services	2,597,981	2,107,911	1,639,020
Professional services	-	26,250	16,500
Property maintenance services	405,624	575,400	369,000
Travel	57,586	59,500	55,750
Supplies & materials	34,214,199	38,486,759	40,365,913
Furniture, equipment & building improvements	2,308,358	3,440,014	2,427,800
Other objects	4,098,563	4,314,292	4,106,011
<b>Total expenditures</b>	<u>76,227,394</u>	<u>83,874,031</u>	<u>86,177,859</u>
<b>Excess (deficiency) of revenues over expenditures</b>	<u>843,964</u>	<u>-</u>	<u>-</u>
<b>Beginning Fund Balance</b>	22,486,579	23,056,553	23,056,553
Increase (decrease) in reserve for encumbrance	(273,990)	-	-
<b>Ending Fund Balance</b>	<u>\$ 23,056,553</u>	<u>\$ 23,056,553</u>	<u>\$ 23,056,553</u>



**V. GOVERNMENTAL FUNDS (concl'd)**

**D. SPECIAL REVENUE FUNDS (concl'd)**

**Shelby County Schools  
2015-16  
Nutrition Services Staffing**

Job Description	2013-2014	2014-2015	2015-2016	2016 vs 2015
	Actual	Amended	Adopted	Variance
Accountant	1.00	1.00	1.00	-
Accountant - Senior	-	1.00	1.00	-
Accountant-Senior	1.00	-	-	-
Admin Assistant for Dir of Nutrition Operations	1.00	1.00	1.00	-
Admin Assistant for Dir of Nutrition Services	1.00	1.00	1.00	-
Admin Assistant for Dir of Nutrition Support	1.00	-	-	-
Administrative Secretary I	2.00	2.00	2.00	-
Buyer	1.00	1.00	1.00	-
Cafeteria Equip Repair Spec	2.00	1.00	1.00	-
Catering Assistant	10.00	32.00	32.00	-
Central Kitchen Manager	1.00	1.00	1.00	-
Clerical Assistant (Part-Time)	1.00	1.00	1.00	-
Clerk for Distribution	1.00	1.00	1.00	-
Clerk for Planning and Procurement	1.00	1.00	1.00	-
Clerk Nutrition Services	-	6.00	6.00	-
CNC Project Specialist	1.00	-	-	-
Compliance Programming, Education and Training Man	1.00	1.00	1.00	-
Compliance Specialist	-	1.00	1.00	-
Culinary Specialist	1.00	2.00	2.00	-
Data Processing Specialist	1.00	1.00	1.00	-
Dietitian	2.00	2.00	2.00	-
Director of Nutrition	1.00	1.00	1.00	-
Director of Nutrition Finance	1.00	1.00	1.00	-
Director of Nutrition Operations	1.00	1.00	1.00	-
Director of Nutrition Support	1.00	-	-	-
Distribution Manager	1.00	1.00	1.00	-
Employee Enterprise Associate	-	1.00	1.00	-
Equipment Maintenance Specialist	2.00	3.00	3.00	-
Equipment Operations Supervisor	1.00	1.00	1.00	-
Farm Manager	3.00	3.00	3.00	-
Floating Clerk Nutrition Services	-	1.00	1.00	-
Food Quality Control Specialist	1.00	1.00	1.00	-
Food Safety Specialist	1.00	1.00	1.00	-
Fork Lift Operator	6.00	6.00	6.00	-
Human Resources Supervisor	1.00	1.00	1.00	-
Information Technology Manager	1.00	1.00	1.00	-
Inventory Clerk	1.00	1.00	1.00	-
Lead Nutrition Production Assistant	8.00	6.00	6.00	-
Logistics Specialist	3.00	4.00	4.00	-
Lunchroom Monitor	60.00	49.00	49.00	-
Meal Planning Analyst	1.00	-	-	-
Menu Planning Associate	-	1.00	1.00	-
Network Specialist	6.00	5.00	5.00	-
Nut Serv Nut Instructor	2.00	-	-	-
Nutrition Service Analyst	-	1.00	1.00	-
Nutrition Service Nutrition Instructor	-	2.00	2.00	-
Nutrition Services Area Mgr	9.00	9.00	9.00	-
Operations Specialist, Facilities/Warehousing	-	1.00	1.00	-
Planning and Analysis Manager	1.00	1.00	1.00	-
Planning and Procurement Manager	1.00	1.00	1.00	-
Production Assistant	46.00	53.00	53.00	-
Receptionist for Nutrition Office	1.00	1.00	1.00	-
Recycling Operator	-	2.00	2.00	-
Refrigeration Repair Person	2.00	3.00	3.00	-
School Nutrition Technician	1,173.00	1,007.00	1,007.00	-
School Operations Manager	1.00	1.00	1.00	-
SEMS Personnel Clerk II	1.00	1.00	1.00	-
Supervisor Trainee, School Nutrition	19.00	25.00	25.00	-
Supervisor, Nutrition Production	4.00	2.00	2.00	-
Supervisor, School Nutrition	213.00	177.00	177.00	-
Truck Driver II	27.00	22.00	22.00	-
Warehouse Clerk	1.00	-	-	-
Warehouse First Line Supervisor	-	4.00	4.00	-
Warehouse First Line Supv	4.00	-	-	-
Warehouse Worker	15.00	13.00	13.00	-
<b>Total</b>	<b>1,650.00</b>	<b>1,472.00</b>	<b>1,472.00</b>	<b>-</b>



**VI. PROPRIETARY FUNDS**

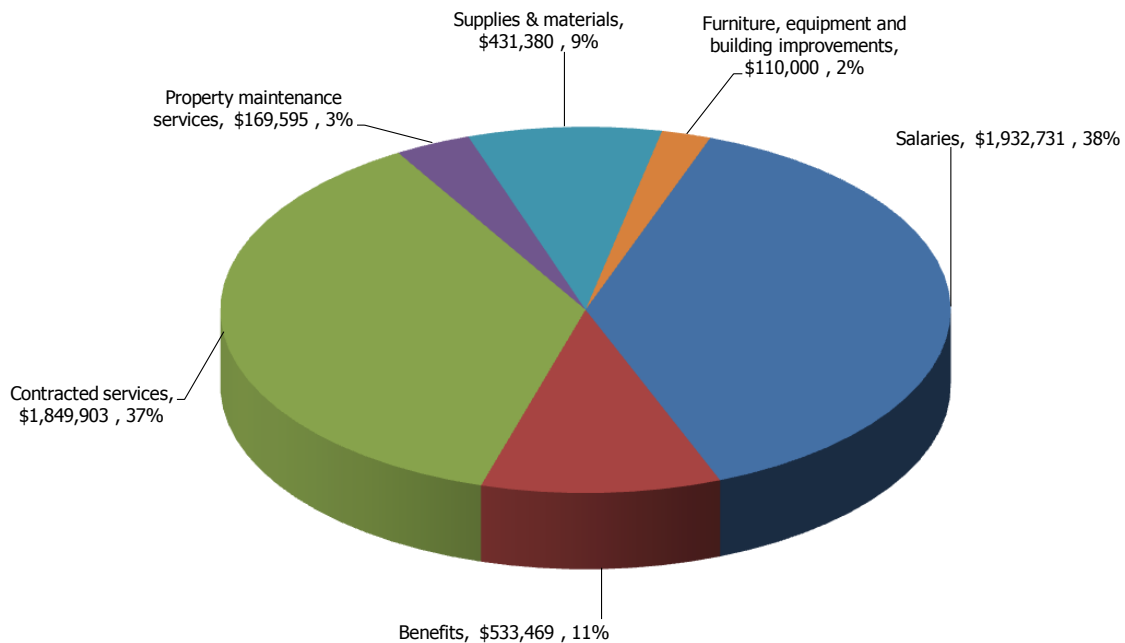
**A. INTERNAL SERVICE FUNDS**

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  
2015-16 Budget  
Internal Service Funds Expenditures**







**VI. PROPRIETARY FUNDS (cont'd)**

**A. INTERNAL SERVICE FUNDS (cont'd)**

**ALL INTERNAL SERVICE FUNDS BY FUNCTION  
FISCAL YEAR 2015-16 BUDGET**

	<b>Printing Services</b>	<b>Supply Chain</b>	<b>ASD</b>	<b>Total Internal</b>
<b>Revenues</b>				
Other local sources	\$ 908,808	\$ 1,369,363	\$ 2,748,907	\$ 5,027,078
<b>Total revenues</b>	<u>908,808</u>	<u>1,369,363</u>	<u>2,748,907</u>	<u>5,027,078</u>
<b>Expenditures</b>				
Current:				
Instruction	-	-	816,029	816,029
General administration	67,103	-	69,595	136,698
Student transportation	-	-	1,485,250	1,485,250
Plant services	841,705	1,369,363	378,033	2,589,101
<b>Total expenditures</b>	<u>908,808</u>	<u>1,369,363</u>	<u>2,748,907</u>	<u>5,027,078</u>
<b>Excess (deficiency) of revenues over expenditures</b>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Beginning Fund Balance</b>	248,047	139,604	18,280	405,931
Increase (decrease) in reserve for encumbrance	-	-	-	-
<b>Ending Fund Balance</b>	<u>\$ 248,047</u>	<u>\$ 139,604</u>	<u>\$ 18,280</u>	<u>405,931</u>



**VI. PROPRIETARY FUNDS (cont'd)**

**A. INTERNAL SERVICE FUNDS (cont'd)**

**ALL INTERNAL SERVICE FUNDS BY BY OBJECT  
FISCAL YEAR 2015-16 BUDGET**

	<b>Printing Services</b>	<b>Supply Chain</b>	<b>ASD</b>	<b>Total Internal</b>
<b>Revenues</b>				
Other local sources	\$ 908,808	\$ 1,369,363	\$ 2,748,907	\$ 5,027,078
<b>Total revenues</b>	<u>908,808</u>	<u>1,369,363</u>	<u>2,748,907</u>	<u>5,027,078</u>
<b>Expenditures</b>				
Salaries	369,668	865,125	697,938	1,932,731
Benefits	109,140	306,238	118,091	533,469
Contracted services	75,000	53,000	1,721,903	1,849,903
Property maintenance services	75,000	25,000	69,595	169,595
Supplies & materials	205,000	85,000	141,380	431,380
Furniture, equipment & building improvements	75,000	35,000	-	110,000
<b>Total expenditures</b>	<u>908,808</u>	<u>1,369,363</u>	<u>2,748,907</u>	<u>5,027,078</u>
<b>Excess (deficiency) of revenues over expenditures</b>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Debt service				
<b>Beginning Fund Balance</b>	248,047	139,604	18,280	405,931
Increase (decrease) in reserve for encumbrance	-	-	-	-
<b>Ending Fund Balance</b>	<u>\$ 248,047</u>	<u>\$ 139,604</u>	<u>\$ 18,280</u>	<u>\$ 405,931</u>

**VI. PROPRIETARY FUNDS (cont'd)****A. INTERNAL SERVICE FUNDS (cont'd)****INTERNAL SERVICE FUNDS BY FUNCTION  
FISCAL YEAR 2015-16 BUDGET****With Comparative Information for Fiscal Years 2014-15 through 2015-16**

	2013 - 14 <u>Actual</u>	2014-15 <u>Amended Budget</u>	2015-16 <u>Adopted Budget</u>
<b>Revenues</b>			
Other local sources	\$ 5,430,633	\$ 5,704,259	\$ 5,027,078
<b>Total revenues</b>	<u>5,430,633</u>	<u>5,704,259</u>	<u>5,027,078</u>
<b>Expenditures</b>			
Instruction	571,253	651,538	816,029
Instructional support	19,696	-	-
Student support	47,671	-	-
General administration	121,348	140,699	136,698
Student transportation	905,050	1,188,200	1,485,250
Plant services	3,802,571	3,763,265	2,589,101
Indirect cost	72,271	-	-
<b>Total expenditures</b>	<u>5,539,860</u>	<u>5,743,702</u>	<u>5,027,078</u>
<b>Excess (deficiency) of revenues over expenditures</b>	<u>(109,227)</u>	<u>(39,443)</u>	<u>-</u>
<b>Beginning Fund Balance</b>	554,601	445,374	405,931
Increase (decrease) in reserve for encumbrance	-	-	-
<b>Ending Fund Balance</b>	<u>\$ 445,374</u>	<u>\$ 405,931</u>	<u>\$ 405,931</u>



**VI. PROPRIETARY FUNDS (cont'd)**

**A. INTERNAL SERVICE FUNDS (concl'd)**

**INTERNAL SERVICE FUNDS BY OBJECT  
FISCAL YEAR 2015-16 BUDGET  
With Comparative Information for Fiscal Years 2014-15 through 2015-16**

	2013 - 14 <u>Actual</u>	2014-15 <u>Amended Budget</u>	2015-16 <u>Adopted Budget</u>
<b>Revenues</b>			
Other local sources	\$ 5,430,633	\$ 5,704,259	\$ 5,027,078
<b>Total revenues</b>	<u>5,430,633</u>	<u>5,704,259</u>	<u>5,027,078</u>
<b>Expenditures</b>			
Salaries	2,122,992	2,084,692	1,932,731
Benefits	529,895	520,364	533,469
Contracted services	1,054,419	1,492,381	1,849,903
Property maintenance services	43,061	165,516	169,595
Travel	20	-	-
Supplies & materials	1,269,418	1,335,867	431,380
Furniture, equipment & building improvements	14,831	110,000	110,000
Other objects	505,224	34,882	-
<b>Total expenditures</b>	<u>5,539,860</u>	<u>5,743,702</u>	<u>5,027,078</u>
<b>Excess (deficiency) of revenues over expenditures</b>	<u>(109,227)</u>	<u>(39,443)</u>	<u>-</u>
Debt service			
<b>Beginning Fund Balance</b>	554,601	445,374	405,931
Increase (decrease) in reserve for encumbrance	-	-	-
<b>Ending Fund Balance</b>	<u>\$ 445,374</u>	<u>\$ 405,931</u>	<u>\$ 405,931</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. DEBT RETIREMENT SCHEDULE
  
- IV. PROPERTY CLASSIFICATIONS AND ASSESSED PROPERTY VALUE
  - A. Assessed Value and Estimated Actual Value of taxable Property
  - B. Impact on Taxpayers
  - C. Principal Property Taxpayers
  
- V. TAX RATE TRENDS
  
- VI. STATISTICAL AND OTHER INFORMATION
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**I. DISTRICT ENROLLMENT TRENDS**

**A. ENROLLMENT HISTORY AND PROJECTIONS BY SCHOOL**

<b>School/Building</b>	<b>2014</b>	<b>2015</b>	<b>2016*</b>
A. B. Hill ES (1909)	243	229	425
A. Maceo Walker MS (2003)	419	631	607
Airways MS (1964)	260	289	-
Alcy ES (1970)	293	284	276
Alton ES (1969)	301	311	286
Altruria ES (1976)	799	-	-
American Way MS (2003)	672	683	671
Appling MS (1995)	590	-	-
Arlington ES (1972)	936	-	-
Arlington MS (2000)	1,247	-	-
Arlington HS (2004)	2,168	-	-
B.T. Washington HS (1949)	385	570	532
Bailey Station ES (2005)	847	-	-
Barret's Chapel ES (1960)	304	651	645
Bartlett ES (1990)	872	-	-
Bartlett HS (1962)	2,009	-	-
Bellevue MS (1928)	481	466	465
Belle Forrest ES	866	1,079	1,084
Berclair ES (1953)	596	580	579
Bethel Grove ES (1932)	265	261	260
Bolton HS (1960)	1,943	1,860	1,811
Bon Lin ES (2005)	837	-	-
Bon Lin MS (2008)	614	-	-
Brookmeade ES (1960)	281	294	-
Brownsville Rd ES (1966)	607	587	562
Bruce ES (1999)	337	314	309
Caldwell-Guthrie ES (1998)	287	460	437
Carnes ES (1905)	250	242	215
Carver HS (1956)	326	237	190
Central HS (1915)	1,595	1,637	1,634
Charjean ES (1950)	415	386	387
Cherokee ES (1951)	431	477	479
Chickasaw MS (1970)	472	434	402
Chimneyrock (2011)	809	797	784
Coleman ES (1910)	449	-	-
Collierville ES (1968)	759	-	-
Collierville MS (2011)	843	-	-
Collierville HS (1975)	1,922	-	-
Colonial MS (1954)	1,043	1,078	1,076
Cordova ES (2002)	628	673	669
Cordova HS (1997)	1,694	2,011	2,013
Cordova MS (1993)	784	763	748
Corry MS (1959)	268	-	-
Craigmont HS (1978)	984	1,025	992
Craigmont MS (2001)	663	654	627
Cromwell ES (1963)	589	492	478
Crosswind ES (1993)	722	-	-
Crump ES (1999)	818	756	741
Cummings ES (1961)	556	540	522
Cypress MS (1966)	232	-	-
Delano ES (1957)	215	242	240
Denver ES (1963)	567	561	-
Dexter ES (2002)	574	659	649
Dexter MS (2002)	386	516	495
Dogwood ES (1976)	623	-	-
Donelson ES (2009)	601	-	-
Double Tree ES (1977)	413	340	330
Douglass ES (1964)	353	458	446
Douglass HS (2008)	560	515	498
Downtown ES (2003)	567	528	517
Dunbar ES (1955)	329	286	285
E.A. Harrold (1961)	360	-	-
East HS (1948)	763	581	539
E.E. Jeter (1949)	186	330	330
Egypt ES (1964)	623	610	591
Ellendale ES (1976)	554	-	-
Elmore Park Middle (1957)	714	-	-
Evans ES (1965)	591	426	419
	<b>45,690</b>	<b>27,803</b>	<b>26,245</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>	<b>2016*</b>
Fairley ES (1960)	349	509	506
Fairley HS (1970)	684	-	-
Fairview MS (1930)	280	-	-
Farmington ES (1973)	753	-	-
Florida-Kansas ES (2000)	303	245	-
Ford Road ES (1952)	476	581	556
Fox Meadows ES (1965)	650	662	656
Frayser HS (1957)	548	-	-
Gardenview ES (1967)	306	333	306
Geeter MS (1961)	376	421	395
Georgian Hills MS (1959)	323	296	299
Germanshire ES (2001)	694	741	736
Germantown ES (1975)	755	621	617
Germantown HS (1964)	2,009	1,979	1,978
Germantown MS (1979)	654	615	594
Getwell ES (2001)	379	374	347
Goodlett ES (1964)	423	460	460
Gordon ES (1992)	255	-	-
Grahamwood ES (1953)	984	1,007	1,001
Grandview Hts. ES (1953)	533	688	656
Graves ES (1953)	237	-	-
Hamilton ES (1964)	525	543	522
Hamilton HS (1972)	808	711	681
Hamilton MS (1946)	252	409	376
Havenview MS (1960)	792	717	697
Hawkins Mill ES (1965)	326	315	291
Hickory Ridge ES (2001)	799	853	852
Hickory Ridge MS (2001)	814	883	885
Highland Oaks ES (1993)	941	963	943
Highland Oaks MS (2009)	835	769	754
Hillcrest HS (1962)	561	506	455
Holmes Road ES (2001)	521	512	485
Houston HS (1989)	1,865	-	-
Houston MS (1992)	848	-	-
Idlewild ES (1903)	456	471	470
Jackson ES (1957)	348	380	378
John P. Freeman MS (1973)	592	537	537
Kate Bond ES (1993)	1,091	1,061	1,061
Kate Bond MS (2012)	1,213	1,194	1,191
Keystone ES (1991)	380	399	386
Kingsbury ES (1959)	552	555	548
Kingsbury MS (1955)	618	646	644
Kingsbury HS (1950)	1,124	1,132	1,141
Kirby HS (1980)	1,284	1,114	1,085
Kirby MS (1987)	604	584	542
Klondike ES (1939)	94	-	-
Knight Road ES (1959)	469	476	475
Lakeland ES (2001)	836	-	-
Lanier MS (1970)	389	-	-
Larose ES (1963)	392	387	351
Lester ES (1955)	257	156	-
<b>32,557</b>	<b>25,805</b>	<b>24,857</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>	<b>2016*</b>
Levi ES (1992)	340	434	429
Lincoln ES (1952)	255	269	-
Lowrance K-8 (1995)	912	833	800
Lucie E. Campbell ES (2002)	352	305	488
Lucy ES (1921)	686	504	473
Macon Hall ES (1997)	1,208	1,136	1,137
Magnolia ES (1950)	298	267	258
Manassas HS-New (2007)	492	439	416
Manor Lake ES (1971)	354	308	290
Maxine Smith STEAM Academy (2015)		138	166
Melrose HS (1970)	859	738	695
Memphis Health Careers Academy (2007)	105	90	81
Middle College High	-	236	246
Millington ES (1997)	565	-	-
Millington MS (1971)	486	-	-
Millington HS (1971)	1,270	-	-
Mitchell HS (1957,2002)	524	540	505
Mt. Pisgah Middle (2007)	533	509	509
Newberry ES (1970)	416	414	410
Northaven ES (1978)	371	472	310
Northside HS (1967)	289	284	269
Oak ES (1986)	585	-	-
Oak Forest ES (1994)	499	482	468
Oakhaven ES (1957)	489	592	570
Oakhaven HS (1956)	436	416	394
Oakhaven MS (1963)	263	305	299
Oakshire ES (1966)	447	486	485
Overton HS (1959)	1,292	1,254	1,263
Peabody ES (1909)	389	388	388
Raineshaven ES (1959)	258	404	382
Raleigh-Bartlett ES (1976)	449	427	402
Raleigh-Egypt HS (1969)	742	701	660
Raleigh-Egypt MS (1969)	580	578	544
Richland ES (1957)	783	798	797
Ridgeway/Balmoral ES (1970)	319	329	331
Ridgeway HS (1970)	1,072	1,191	1,177
Ridgeway MS (2001)	700	673	644
Rivercrest ES (1998)	615	-	-
Riverdale ES (1968)	1,178	-	-
Riverview ES (1952)	291	-	-
Riverview MS (1967)	159	348	538
Riverwood ES (2011)	1,022	1,072	1,070
Robert R. Church ES (2001)	688	711	716
Ross ES (1976)	961	932	910
Rozelle ES (1914)	263	280	280
Scenic Hills ES (1957)	382	312	292
Schilling Farms MS (1999)	990	-	-
Sea Isle ES (1955)	444	441	437
Shady Grove ES (1962)	448	444	440
Shannon ES (1959)	179	-	-
Sharpe ES (1954)	496	469	469
Sheffield ES (1970)	555	565	556
Sheffield HS (1966)	828	781	751
Shelby Oaks ES (1990)	826	867	865
Sherwood ES (1950)	678	663	666
Sherwood MS (1957)	509	675	893
Shrine School (1976)	-	-	-
	<b>31,926</b>	<b>25,500</b>	<b>25,169</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>	<b>2016*</b>
Snowden ES (1909)	1,480	1,503	1,503
South Park ES (1998)	532	562	560
South Side MS (1962)	276	263	-
Southwind ES (1990)	873	819	794
Southwind HS (2007)	1,777	1,660	1,573
Spring Hill ES (1956)	370	261	180
Springdale ES (1940)	284	277	252
Sycamore ES (2000)	796	-	-
Tara Oaks ES (1995)	659	-	-
Treadwell ES (1985)	677	689	680
Treadwell MS (1948)	372	407	398
Trezevant HS (1960)	615	559	685
Vance MS (1971)	159	-	-
Vollentine ES (1930)	270	265	238
Wells Station ES (1954)	683	750	750
Westhaven ES (1956)	410	-	-
Westside ES (1952)	342	302	280
Westwood ES (1962)	332	225	-
Westwood HS (1958)	462	404	370
White Station ES (1933)	627	615	612
White Station HS (1952)	2,293	2,313	2,313
White Station MS (1960,2007)	1,247	1,303	1,303
Whitehaven ES (1949)	459	491	475
Whitehaven HS (1931)	1,906	1,848	1,830
William H. Brewster ES (2006)	438	429	419
Willow Oaks ES (1951)	685	671	657
Winchester ES (1960)	365	494	493
Winridge ES (2001)	621	527	530
Wooddale HS (1967)	1,311	1,163	1,114
Wooddale MS (1970)	762	699	-
Woodstock Middle (1956)	434	330	327
<b>Total</b>	<b>22,517</b> 132,690	<b>19,829</b> 98,937	<b>18,336</b> 94,607

<b>Schools on non-District Property</b>	<b>2014</b>	<b>2015</b>	<b>2016*</b>
Campus Elementary	329	329	323
Hollis F. Price Middle College	-	117	111
<b>Total</b>	<b>329</b>	<b>446</b>	<b>434</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>2016*</b>
Arrow Academy	29	58	80
Aspire College Prep Academy	-	-	-
Aurora Collegiate Academy	113	175	209
Circles of Success Learning Academy	244	247	253
City Boys Prep	115	73	73
City Girls Prep	37	60	68
City University School of Independence	-	-	90
City University School of Liberal Arts	314	294	284
Crosstown Academy	-	-	-
Dubois Elem for Entrepreneurship	179	238	233
Dubois Middle for Entrepreneurship			148
Dubois High for Entrepreneurship			23
Dubois Elem Arts & Technology	203	319	354
Dubois High Arts & Technology	74	115	167
Dubois Middle Arts & Technology	140	215	213
Dubois High Leadership/Public Policy	-	23	-
Dubois Middle Leadership/Public Policy	104	124	-
Freedom Prep Academy	367	475	596
Granville T. Woods Academy of Innovation	-	-	360
Grizzlies Academy	157	238	273
KIPP Academy at Cypress	199	298	811
KIPP Diamond (est. 2009)	846	1,013	856
Leadership Prep Charter School			108
Memphis Academy of Health Sciences MS	311	323	313
Memphis Academy of Health Sciences HS	389	401	417
Memphis Academy of Science & Engineering	360	389	359
Memphis Business Academy MS	428	571	603
Memphis Business Academy HS	323	383	406
Memphis College Preparatory	212	289	346
Memphis Rise Academy	-	95	195
Memphis School of Excellence	389	453	455
Moving Ahead School of Scholars	-	-	100
New Consortium of Business Law	163	155	176
Omni Prep Academy - North Pointe Lower	193	201	188
Omni Prep Academy - North Pointe Middle	125	127	144
Power Center Academy Middle	605	960	1,157
Promise Academy	460	482	493
Soulsville Academy	588	632	641
Southern Avenue Elementary	364	372	647
Southern Avenue Middle	265	249	-
Star Academy	236	232	244
Thurgood Marshall High	59	-	-
Thurgood Marshall Middle	12	188	-
Veritas College Preparatory	192	100	173
Vision Prep	-	-	161
<b>Total Charter School Enrollments</b>	<b>8,795</b>	<b>10,567</b>	<b>12,417</b>
<b>District Total Enrollment</b>	<b>141,814</b>	<b>109,950</b>	<b>107,458</b>

\*Fiscal Year 2016 does not include CDC enrollment.  
 Special Education enrollment was 1,899 in 2015 and is expected to be 2,031 in 2016.

Note: Two schools are being closed in FY 2016: Lincoln Elementary and Southside Middle. In addition, five schools will be completely run by the ASD (Denver Elementary, Florida-Kansas Elementary, Westwood Elementary, Lester Middle and Wooddale Middle) and Spring Hill Elementary will lose the K-2nd grade to the ASD. Students currently at Airways Middle and Brookmeade Elementary will be rezoned to Sherwood Middle and Lucie Campbell Elementary respectively. This is due to the ASD wanting to partially takeover certain grades at these school sites.

**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**

**2015-16  
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)**

2015-16 Shelby County Schools Staffing Formula											
<b>Assistant Principals</b>											
<b>High School</b>			<b>Middle School</b>			<b>Elementary</b>					
<b>Enrollment</b>		<b>Staff</b>	<b>Enrollment</b>		<b>Staff</b>	<b>Enrollment</b>		<b>Staff</b>			
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						
<b>Guidance Counselors</b>											
<b>High School</b>			<b>Middle School</b>			<b>Elementary</b>					
<b>Enrollment</b>		<b>Staff</b>	<b>Enrollment</b>		<b>Staff</b>	<b>Enrollment</b>		<b>Staff</b>			
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						
<b>Librarians</b>											
<b>High School</b>			<b>Middle School</b>			<b>Elementary</b>					
<b>Enrollment</b>		<b>Staff</b>	<b>Enrollment</b>		<b>Staff</b>	<b>Enrollment</b>		<b>Staff</b>			
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						
<b>Clerical</b>											
<b>High School</b>			<b>Middle School</b>			<b>Elementary</b>					
<b>Enrollment</b>		<b>Staff</b>	<b>Enrollment</b>		<b>Staff</b>	<b>Enrollment</b>		<b>Staff</b>			
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						
<b>Elementary Physical Education, Music &amp; Art Teachers</b>											
<b>Physical Education</b>				<b>Art and Music</b>							
<b>Homeroom Teachers</b>		<b>Staff</b>		<b>Homeroom Teachers</b>		<b>Staff</b>					
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									
<b>Elementary Educational Assistants</b>											
<b>Enrollment</b>		<b>Staff</b>									
1	449	1									
450	649	2									
650	850	3									
>851		4									
<b>High School Study Hall</b>											
1 per school											
<b>High School In School Suspension</b>											
1 per school											
<b>Middle School In School Suspension</b>											
1 per school											



**II. STAFFING TRENDS (cont'd)**

**B. STAFFING LEVELS**

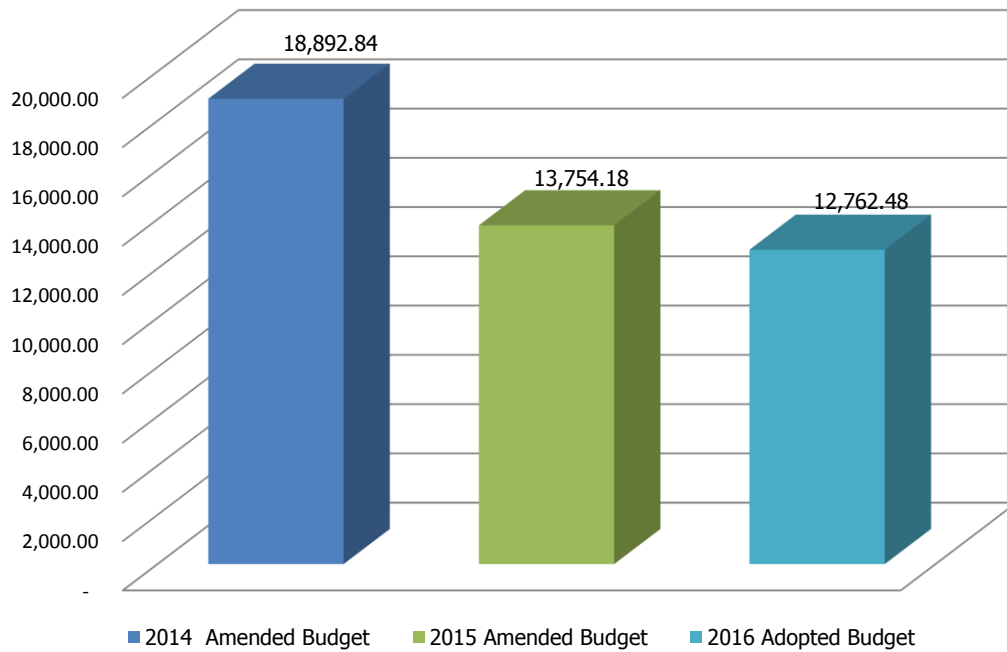
	<b>2014 Amended Budget</b>	<b>2015 Amended Budget</b>	<b>2016 Adopted Budget</b>	<b>Change from 2015 Amended Budget to 2016 Adopted Budget</b>	<b>Percentage Change from 2015 Amended Budget to 2016 Adopted Budget</b>
<b>Full-Time Staff</b>					
Officials/Administration/Management	222.50	180.00	173.00	(7.00)	-3.89%
Principals	229.00	179.00	170.00	(9.00)	-5.03%
Assistant Principals, Non-Teachers	312.00	198.00	185.00	(13.00)	-6.57%
Elementary Classroom Teachers	3,624.50	524.50	364.00	(160.50)	-30.60%
Secondary Classroom Teachers	3,387.02	2,364.88	2,014.18	(350.70)	-14.83%
Other Classroom Teachers	3,745.59	4,739.65	4,510.65	(229.00)	-4.83%
Guidance	364.00	285.00	286.00	1.00	0.35%
Psychological	94.00	83.00	78.00	(5.00)	-6.02%
Librarian/Audio/Visual	239.00	206.00	196.00	(10.00)	-4.85%
Consultants/Supervisors	101.50	97.00	95.00	(2.00)	-2.06%
Other Professional	566.00	495.00	511.50	16.50	3.33%
Teachers' Aides	2,152.70	1,542.00	1,408.00	(134.00)	-8.69%
Technicians	214.15	186.15	229.15	43.00	23.10%
Clerical/Secretarial	1,191.40	761.00	679.00	(82.00)	-10.78%
Service Workers	1,524.00	1,406.00	1,399.00	(7.00)	-0.50%
Skilled Crafts	224.00	146.00	128.00	(18.00)	-12.33%
Laborers Unskilled	606.76	273.00	248.00	(25.00)	-9.16%
Totals	18,798.12	13,666.18	12,674.48	(991.70)	-7.26%
<b>Part-Time Staff</b>					
All Others	34.72	19.00	19.00	-	0.00%
Part-time	60.00	69.00	69.00	-	0.00%
Totals	94.72	88.00	88.00	-	0.00%
<b>Total Full-Time &amp; Part-Time Staff</b>	<b>18,892.84</b>	<b>13,754.18</b>	<b>12,762.48</b>	<b>(991.70)</b>	<b>-7.21%</b>

\*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 2015-16, the District has budgeted for 13,248.98 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 70%** of the District’s expenditures for all funds and 74% of the District’s General Fund. The District has had to eliminate positions in the Fiscal Year 2015-16 budget, primarily due to the decline in enrollment and reorganization of operations to gain efficiencies. This is a continuation of the past two years’ reduction in enrollment and response by the organization to adjust operations.

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. 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 2016. The District does not budget all part-time positions, but does budget an amount for part-time salaries, particularly in Fund 10 for Food Service staffing. Budget Center Managers are responsible for restricting expenditures to remain within the allocated part-time budget.





**III. DEBT RETIREMENT SCHEDULE**

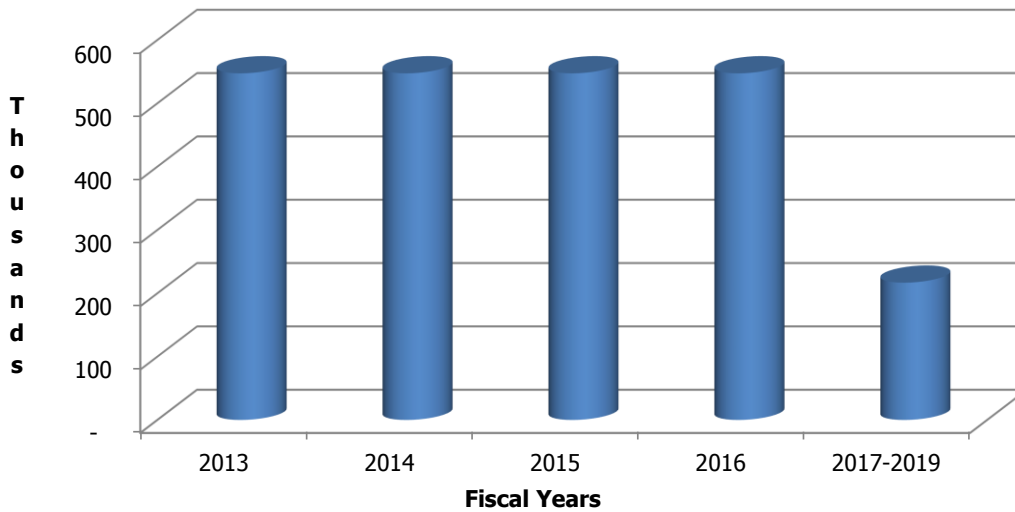
OUTSTANDING DEBT

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
	\$ 2,406,335

**Long-Term Obligation  
Debt to Maturity**





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**IV. PROPERTY CLASSIFICATIONS AND ASSESSED PROPERTY VALUE**

**A. ASSESSED VALUE AND ESTIMATED ACTUAL VALUE OF TAXABLE PROPERTY**

<b>Fiscal Year</b>	<b>Real Property</b>		<b>Personal Property</b>
	<b>Farm and Residential (25%)</b>	<b>Commercial and Industrial (40%) (2)</b>	<b>Commercial and Industrial (30%) (1)</b>
	<b>Assessed Value</b>	<b>Assessed Value</b>	<b>Assessed Value</b>
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	9,588,110,655	5,919,308,700	1,533,153,805
<b>Percentage of Total</b>			
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	52.78%	32.58%	8.44%

- (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</b>	<b>Assessed Value</b>	<b>Estimated Actual Value</b>	<b>Assessed Value as a % of Actual Value</b>	<b>Total Direct Tax Rate</b>
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
1,125,314,171	18,165,887,331	60,586,935,365	29.98%	4.38
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%		

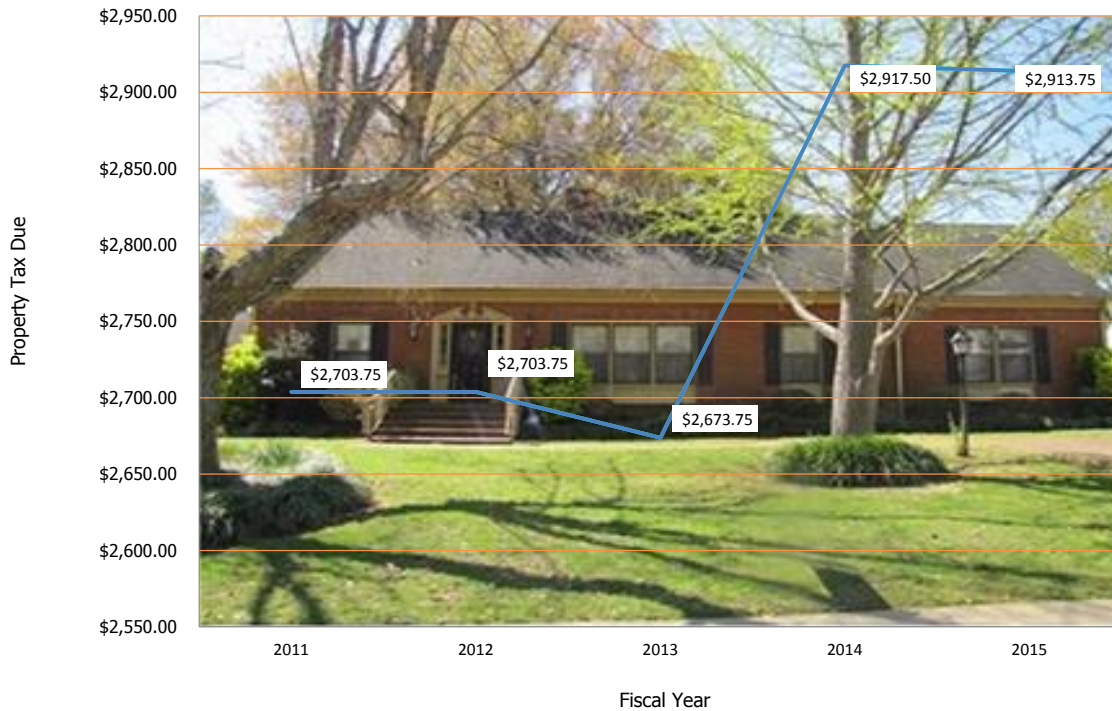


**IV. PROPERTY CLASSIFICATIONS AND ASSESSED PROPERTY VALUE (cont'd)**

**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	\$ 2,703.75	\$ -	\$ (30.00)	\$ 243.75	\$ (3.75)

**Property Tax on \$150,000 Home in Shelby County**





**IV. PROPERTY CLASSIFICATIONS AND ASSESSED PROPERTY VALUE (concl'd)**

**C. PRINCIPAL PROPERTY TAXPAYERS**

<b>2014</b>			<b>2005</b>		
<b>Name of Taxpayer</b>	<b>Taxable Assessed Value</b>	<b>Percentage of Total Taxable Assessed Value</b>	<b>Name of Taxpayer</b>	<b>Taxable Assessed Value</b>	<b>Percentage of Total Taxable Assessed Value</b>
Federal Express	\$ 622,911,806	3.43%	Federal Express	\$ 366,735,073	2.42%
Bell South Telecommunications	112,025,698	0.62%	Bell South Telecommunications	182,464,170	1.20%
AT & T Mobility LLC	66,859,445	0.37%	Belz Enterprises	83,166,650	0.55%
Belz Investco Group	64,356,640	0.35%	Wolfchase Galleria, LTD	53,899,240	0.36%
AMISUB (St. Francis Hospital)	64,234,085	0.35%	Union Planters	35,762,770	0.24%
G& I VII Retail Carriage LLC	59,254,960	0.33%	AMISUB (St. Francis Hospital) Inc.	32,889,680	0.22%
Wolfchase Galleria, LTD	58,318,190	0.32%	Northwest Airlines, Inc.	32,099,591	0.21%
Kroger Companies	56,429,080	0.31%	Mid-American Apartments LP	30,535,785	0.20%
Lightman Michael A	54,608,625	0.30%	First Tennessee Bank	28,294,175	0.19%
Boyle Investment Co.	47,973,495	0.26%	Premcor Refinancing Company	24,646,770	0.16%
Total Assessed Valuation of Top 10 Taxpayers	1,206,972,024	6.64%		870,493,904	5.74%
Balance of Assessed Valuation	16,958,915,307	93.36%		14,285,714,125	94.26%
	<u>\$ 18,165,887,331</u>	<u>100.00%</u>		<u>\$ 15,156,208,029</u>	<u>100.00%</u>

Source: Shelby County Government Finance Department



**V. 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



**VI. 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>
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	37,057,190	39,892	10.0%
2011	935,088	38,116,646	40,763	9.9%
2012	940,764	39,896,975	42,409	9.1%
2013	939,465	40,594,551	43,210	9.7%
2014	938,803	N/A	N/A	9.7%

Sources:

Population and personal income data provided by the U.S. Bureau of the Census through Bureau of Economic Analysis (BEA).  
Unemployment rates provided by Tennessee Department of Labor and Workforce Development.

Note:

Population data are midyear estimates. Personal income amounts are totals for each calendar year. Per capita personal income amounts are computed on the basis of the mid-year population estimates given at left. Unemployment rates are calendar year average rates for the civilian workforce. BEA released the population and personal income data shown here in March 2015.





**VI. STATISTICAL AND OTHER INFORMATION (cont'd)**

**B. PRINCIPAL EMPLOYERS**

Employer	2015			2006		
	Employees	Rank	Percentage of Total Employment	Employees	Rank	Percentage of Total Employment
FedEx Corp	30,000	1	5.13%	30,000	1	3.74%
Shelby County Schools (a)	14,500	2	2.48%	5,200	11	0.65%
United States Government	13,100	3	2.24%	14,800	3	1.84%
Tennessee State Government	12,700	4	2.17%	5,200	11	0.65%
Methodist Le Bonheur Healthcare	10,784	5	1.84%	8,786	4	1.10%
Naval Support Activity Mid-South	7,500	6	1.28%	6,372	8	0.79%
Baptist Memorial Health Care Corp.	6,654	7	1.14%	6,199	9	0.77%
City of Memphis	6,476	8	1.11%	6,667	6	0.83%
Wal-Mart Stores Inc.	5,300	9	0.91%	7,000	5	0.87%
Shelby County Government	5,194	10	0.89%	6,513	7	0.81%
Memphis City Schools (a)				15,240	2	1.90%
Harrah's Entertainment, Inc.				5,900	10	0.74%
<b>Total</b>	<b>112,208</b>		<b>19.19%</b>	<b>117,877</b>		<b>14.15%</b>

(a) Effective July 1, 2013 Memphis City Schools administration was transferred to the Shelby County Board of Education.

Sources: Shelby County Government Finance Department



**VI. STATISTICAL AND OTHER INFORMATION (cont'd)**

**C. SCHOOL LUNCH PROGRAM**

**SHELBY COUNTY SCHOOLS**

	<u>2014</u>	<u>2015</u>
Charge per lunch to students		
Paid Elementary	\$2.25	\$0.00
Paid Secondary	\$2.25	\$0.00
Paid High School	\$2.25	\$0.00
Reduced	\$0.30	\$0.00
Charge per lunch to adults	\$3.50	\$3.50
Number of days served	175	174
Number of free lunches served	12,502,586	15,124,383
Percent of total lunches served	85.68%	100.00%
Average number of free lunches served daily	71,443	86,922
Number of paid lunches served at reduced price	620,289	0
Percent of total lunches served	4.25%	0.00%
Number of paid lunches served at regular price	1,468,796	0
Percent of total lunches served	10.07%	0.00%
Average number of paid lunches served daily:		
At reduced price	3,545	0
At regular price	8,393	0
Total number of lunches served	14,591,671	15,124,383
Average number of lunches served daily	83,381	86,922

**Source:** Tennessee Department of Education School Nutrition Program Year-to-Date Meal Counts/Participation

Note: In FY2015, the Shelby County Board of Education implemented the Community Eligibility Provision (CEP) for all schools served by its Division of Nutrition Services. Under Section 104a of the Healthy, Hunger-Free Kids Act, CEP permits the District to serve every student a breakfast and a lunch every day at no charge, regardless of economic status. Because of the percentage of students served who can be directly certified as free without a meal application, USDA reimburses the district for every eligible breakfast and lunch served at 100% of the free meal rate.

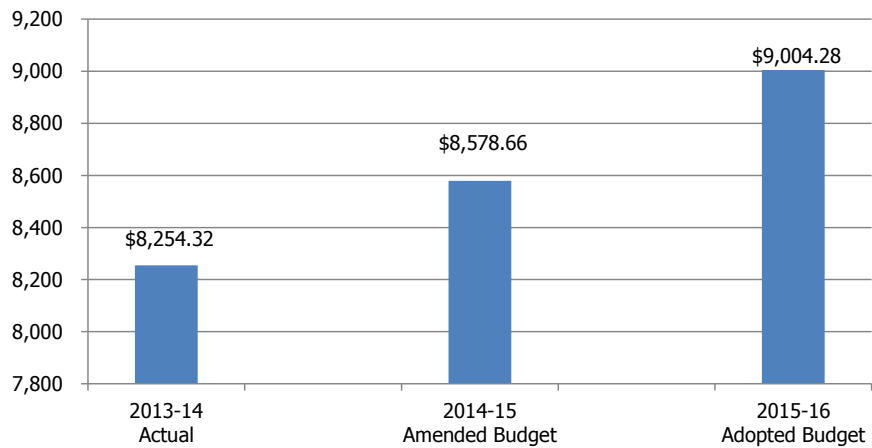


**VI. STATISTICAL AND OTHER INFORMATION (concl'd)**

**D. GENERAL FUND EXPENDITURE PER PUPIL EXPENDITURES**

	<u>2013-14 Actual</u>	<u>2014-15 Amended Budget</u>	<u>2015-16 Adopted Budget</u>
(A) Expenditure	\$ 1,170,577,591	\$ 959,514,589	\$ 985,869,882
(B) 40 Day Enrollment	141,814	111,849	109,489
(A/B) Expenditure per Pupil	\$ 8,254.32	\$ 8,578.66	\$ 9,004.28

**Expenditure per Pupil**





**VII. 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 2014-15 school year, Shelby County Schools was classified as "In Need of Subgroup Improvement." The following table summarizes the 2014-15 results for Shelby County Schools, and an indication of whether goals were met or missed.

**Shelby County Schools**

Subgroup	Subject	2014 P/A Rate	2015 AMO	2015 P/A Rate	Improvement over 2014	Did SCS Meet our AMO Outright?	Did SCS Meet our AMO Outright or via Safe Harbor?
All Test Takers	RLA	33.7%	37.8%	32.6%	-1.1%	No	Yes - via SH TVAAS
All Test Takers	Gr 3 RLA	30.0%	34.4%	32.2%	2.2%	No	Yes - via SH TVAAS or SH MAAS Adj.
All Test Takers	Gr 7 RLA	32.7%	36.9%	31.6%	-1.1%	No	Yes - via SH TVAAS
All Test Takers	Math	35.3%	39.3%	40.4%	5.1%	Yes - Outright	Yes - Outright
All Test Takers	Gr 3 Math	41.5%	45.2%	47.9%	6.4%	Yes - Outright	Yes - Outright
All Test Takers	Gr 7 Math	29.0%	33.4%	35.2%	6.2%	Yes - Outright	Yes - Outright
All Test Takers	English II	47.4%	50.7%	48.9%	1.5%	No	Yes - via SH TVAAS
All Test Takers	English III	21.0%	25.9%	24.1%	3.1%	No	No
All Test Takers	Algebra I	50.6%	53.7%	54.1%	3.5%	Yes - Outright	Yes - Outright
All Test Takers	Algebra II	29.0%	33.4%	37.3%	8.3%	Yes - Outright	Yes - Outright
All Test Takers	Graduation Rate	70.8%	72.6%	71.6%	0.8%	No	No
All Test Takers	Science	44.6%	NA	47.1%	2.5%	NA	NA
All Test Takers	Biology I	41.4%	NA	42.8%	1.4%	NA	NA
All Test Takers	Chemistry	20.1%	NA	23.7%	3.6%	NA	NA
All Test Takers	English I	54.7%	NA	55.4%	0.7%	NA	NA
Subgroup	Subject	2014 P/A Rate	2015 AMO	2015 P/A Rate	Improvement over 2014	Did SCS Meet our AMO Outright?	Did SCS Meet our AMO Outright or via Safe Harbor?
Race (BHNA)	Reading/Language Arts	3.7%	3.5%	3.6%	-0.1%	No	Yes - via SH MAAS Adj.
Race (BHNA)	Mathematics	3.3%	3.1%	2.9%	-0.4%	Yes - Outright	Yes - Outright
Race (BHNA)	English II / English III	3.7%	3.5%	3.2%	-0.5%	Yes - Outright	Yes - Outright
Race (BHNA)	Algebra I / Algebra II	2.9%	2.7%	2.0%	-0.9%	Yes - Outright	Yes - Outright
ED	Reading/Language Arts	27.5%	25.8%	24.2%	-3.3%	Yes - Outright	Yes - Outright
ED	Mathematics	21.3%	20.0%	19.8%	-1.5%	Yes - Outright	Yes - Outright
ED	English II / English III	20.4%	19.1%	19.2%	-1.2%	No	No
ED	Algebra I / Algebra II	16.0%	15.0%	10.3%	-5.7%	Yes - Outright	Yes - Outright
LEP	Reading/Language Arts	10.6%	9.9%	10.3%	-0.3%	No	No
LEP	Mathematics	1.0%	0.9%	-0.4%	-1.4%	Yes - Outright	Yes - Outright
LEP	English II / English III	22.2%	20.8%	28.1%	5.9%	No	No
LEP	Algebra I / Algebra II	10.3%	9.7%	19.8%	9.5%	No	No
SWD	Reading/Language Arts	3.8%	3.6%	20.9%	17.1%	No	No
SWD	Mathematics	6.4%	6.0%	25.4%	19.0%	No	No
SWD	English II / English III	23.5%	22.0%	26.6%	3.1%	No	No
SWD	Algebra I / Algebra II	28.7%	26.9%	28.7%	0.0%	No	No



**VIII. SURVEYS**

**A. STUDENTS’ TEACHER RATINGS**

In the spring of 2015, 21,436 students in grades K-2 and 28,560 in grades 3 to 5, 20,443 middle school students, and 25,292 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 – Early grades (K-2)**

Item (Which C of the 7 of effective teaching)	% Answering Favorably – Spring 2015
I like the way my teacher treats me when I need help. (Care)	91%
In this class, we learn a lot almost every day. (Challenge)	91%
Our class stays busy and does not waste time. (Control/Classroom Management)	74%
When s/he is teaching us, my teacher asks us whether we understand.* (Clarify)	91%
We have interesting homework.	n/a for K-2
My teacher wants us to share our thoughts.	n/a for K-2
My teacher takes time to help us remember what we learn. (Consolidate)	90%

\* Formerly, “My teacher checks to make sure we understand what he/she is teaching us.”

\*\* Formerly, “My teacher takes the time to summarize what we learn each day.”

**Elementary Schools – Upper grades (3-5)**

Item	% Answering Favorably – Spring 2015
I like the way my teacher treats me when I need help. (Care)	86%
In this class, we learn a lot almost every day. (Challenge)	89%
Our class stays busy and does not waste time. (Control/Classroom Management)	67%
My teacher checks to make sure we understand what he/she is teaching us. (Clarify)	91%
We have interesting homework. (Captivate)	60%
My teacher wants us to share our thoughts. (Confer)	71%
My teacher takes the time to summarize what we learn each day. (Consolidate)	79%

**Middle Schools**

Item	% Answering Favorably – Spring 2015
My teacher in this class makes me feel that s/he really cares about me. (Care)	68%
In this class, my teacher accepts nothing less than our full effort. (Challenge)	77%
Our class stays busy and doesn’t waste time. (Control/Classroom Management)	55%
If you don’t understand something, my teacher explains it another way. (Clarify)	74%
I like the ways we learn in this class. (Captivate)	64%
My teacher wants us to share our thoughts. (Confer)	64%
In this class, we learn a lot almost every day. (Consolidate)	72%



**VIII. SURVEYS (concl'd)**

**A. STUDENTS' TEACHER RATINGS (concl'd)**

**High Schools**

Item	% Answering Favorably – Spring 2015
My teacher in this class makes me feel that s/he really cares about me. (Care)	66%
In this class, my teacher accepts nothing less than our full effort. (Challenge)	70%
Our class stays busy and doesn't waste time. (Control/Classroom Management)	57%
If you don't understand something, my teacher explains it another way. (Clarify)	66%
I like the ways we learn in this class. (Captivate)	58%
My teacher wants us to share our thoughts. (Confer)	60%
In this class, we learn a lot almost every day. (Consolidate)	66%

**B. CLIMATE SURVEY**

**SHELBY COUNTY SCHOOLS 2013-14 SCHOOL CLIMATE SURVEY FOR PARENTS**

Questions	Percent of Parents Who Responded			
	Strongly Agree	Agree	Disagree	Strongly Disagree
1. The school creates a safe environment for students.	46.7	38.8	8.8	5.7
2. My child is safe at school.	46.5	39.7	8.9	4.8
3. Teachers at this school set high standards for students.	50.0	35.5	10.2	4.3
4. My child's teacher (or teachers) encouraged my child to do her/his best in school.	53.5	33.9	8.2	4.4
5. The school prepares my child for the future.	49.7	34.2	10.4	5.6
6. I believe my child is getting a good education at this school.	50.0	33.6	10.2	6.2
7. I would recommend this school to other families.	48.7	29.3	10.9	11.1
8. I feel welcome when I visit the school.	48.6	33.5	10.5	7.4
9. The school creates a caring and supportive environment.	46.4	31.9	13.3	8.5
10. Overall, I am satisfied with the school.	46.2	31.6	12.7	9.5
11. This school maintains clear, two-way communication with parents/guardians and the community.	43.8	32.0	13.1	11.2
12. This school does a good job of encouraging parent/guardian involvement.	46.1	31.7	12.6	9.6
13. Teachers provide parents/guardians with useful information about student learning.	42.0	34.7	14.6	8.7
14. Parents/guardians know what is going on in this school.	41.1	33.1	15.5	10.4
15. School information (such as newsletter or flyers) sent to me is easy to understand.	47.6	35.5	9.6	7.2
16. If I have questions or concerns, I know who I should contact.	47.1	33.4	11.8	7.7
17. The principal keeps the school focused on academic achievement.	51.3	32.0	8.1	8.5
18. The principal sets a good example for students.	49.6	32.6	8.5	9.3
19. The principal is available to parents and willing to listen.	46.5	31.7	10.0	11.7
20. The school returned my phone calls and/or emails promptly.	42.1	33.4	12.6	11.9
21. I am given the opportunity to provide input on school matters or decisions that affect my child.	39.9	34.0	15.4	10.8
22. Please indicate if you attended any of the following this school year:	<b>Percent of Parents Who Responded</b>			
	<b>Yes, I attended</b>		<b>No, I did not attend</b>	
	School Open Houses		17.1	
	Parent-Teacher Conferences		21.0	
Annual Title I Parent Meetings		50.2		
23. Were you given the opportunity to participate in school committees (for example, textbook committee, School Improvement Plan Committee, etc.)?				<b>Percent of Parents Who Responded</b>
	Yes, and I was able to participate			17.0
	Yes, I was informed about school committees, but I was not able to participate			46.6
	No, I was not informed of any school committees			36.4



**IX. RESOLUTION APPROVING THE SCS 2015-16 BUDGET**



**RESOLUTION APPROVING THE SHELBY COUNTY BOARD OF EDUCATION'S  
FISCAL YEAR 2015-16 BUDGET**

WHEREAS, T.C.A. § 49-2-301(W)(i) provides that the budget shall set forth in itemized form the amount necessary to operate the schools for the scholastic year beginning on July 1, following, or on such date as provided for by charter or private legislative act;

WHEREAS, Pursuant to the Shelby County Board of Education Policy Manual, Section 2001, the Shelby County Superintendent presented a Proposed Budget to the Shelby County Board of Education showing the amount necessary to carry out the functions of the District's public school system for the coming fiscal year;

WHEREAS, the District's Proposed Budget was prepared using zero/goal based budgeting and aligned to the District's mission Destination 2025, the 80/90/100% strategic plan; which by 2025, 80 percent of our children will graduate from high school college or career ready, our school district will have a 90-percent graduation rate and 100 percent of our students who graduate will enroll in a post-secondary opportunity;

WHEREAS, the Board of Education reviewed the Proposed General Fund budget for Shelby County Schools and recommends it be approved to fund the District's operating budget for Fiscal Year 2015-16;

WHEREAS, the Superintendent is recommending that Planned Use of Fund Balance in the amount of \$35,991,069 be appropriated to balance the Fiscal Year 2015-16 Proposed General Fund Budget;

WHEREAS, the Board of Education reviewed the Proposed budgets for other funds within Shelby County Schools and recommends the following for Fiscal Year 2016: the expenditure budget be approved to fund the Capital Projects Fund; the expenditure budget be approved to fund the Non-Federal Programs Fund (local grants); the expenditure budget be approved to fund the Federal Programs Fund budget; the expenditure budget be approved to fund the Nutrition Services Fund budget; and the expenditure budget be approved to fund the Internal Service Funds budget;

WHEREAS, the Superintendent is recommending that planned use of fund balance in the amount of \$7,807,605 be appropriated to balance the Fiscal Year 2015-16 Proposed Capital Projects Budget;



**IX. Resolution Approving the SCS 2015-16 Budget (concl'd)**

NOW THEREFORE BE IT RESOLVED that the Board of Education approves the Fiscal Year 2015-16 Proposed General Fund Budget in the amount of \$985,869,882 for submission to the Shelby County Board of Commissioners.

BE IT FURTHER RESOLVED that the Board of Education approves the use of Planned Use of Fund Balance in the amount of \$35,991,069 to balance the Fiscal Year 2015-16 Proposed General Fund Budget.

BE IT FURTHER RESOLVED that the Board of Education approves the Fiscal Year 2015-16 Proposed Capital Projects Fund Budget in the amount of \$64,807,529.

BE IT FURTHER RESOLVED that the Board of Education approves the use of Planned Use of Fund Balance in the amount of \$7,807,605 to balance the Fiscal Year 2015-16 Proposed Capital Projects Fund Budget.

BE IT FURTHER RESOLVED that the Board of Education approves the Fiscal Year 2015-16 Proposed Non-Federal Programs Fund Budget in the amount of \$53,345,489.


BE IT FURTHER RESOLVED that the Board of Education approves the Fiscal Year 2015-16 Proposed Federal Programs Fund Budget in the amount of \$151,881,945.

BE IT FURTHER RESOLVED that the Board of Education approves the Fiscal Year 2015-16 Proposed Nutrition Services Programs Fund Budget in the amount of \$86,177,859.

BE IT FURTHER RESOLVED that the Board of Education approves the Fiscal Year 2015-16 Proposed Internal Service Funds Budget in the amount of \$5,027,078.

BE IT FURTHER RESOLVED that the Board of Education approves the Shelby County Schools' Proposed Operating Budget for all other funds for Fiscal Year 2015-16 as recommended by staff.

On this 2 day of July 2015.

  
\_\_\_\_\_  
Teresa Jones  
Chair  
Shelby County Board of Education

  
\_\_\_\_\_  
Dorsey E. Hopson, II  
Superintendent  
Secretary to the Board





## X. GLOSSARY OF TERMS

**ABE** – Adult Basic Education is for adults to improve their skills so they can move ahead in their jobs, prepare for further education or improve their daily lives.

**Above (status)** – Students in these schools made significantly more progress in specific subjects than students in the average school in the state.

**ACA** – Adobe Certified Associate is one who is certified in entry-level skills to plan, design, build and maintain effective communications using different forms of digital media.

**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 is the aggregate number of days of attendance of all students during a school year; divided by the number of days school is in session during that year.

**Administrators** – These are directors of schools, principals, supervisors, assistant principals, etc.

**Adopted Budget** – It is 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 is a process to improve graduation requirements to prepare academically for postsecondary education and work.

**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 – It is a 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 is an educational association that supports school business professionals who are passionate about quality education. We provide programs, services, and a global network to promote the highest standards of school business management, professional growth, and the effective use of educational resources.

**ASD** – Achievement School District is a district category in Tennessee in which the lowest performing schools can be either directly managed with state resources or by other educational operators, with the goal of increasing student achievement in those schools. The assigned task is to move the bottom 5% of schools in Tennessee to the top 25% by 2018.

**Assessed Value** – It is 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 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 Plan/Program is the funding formula through which the state of Tennessee education dollars are generated and distributed to Tennessee schools.

**X. GLOSSARY OF TERMS (cont'd)**

**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.

**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** – It is a revision to the adopted budget during the fiscal year as achieved by line item transfer.

**Budget Assumptions** – They are the foundational 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 is an education program designed to meet the needs of academically talented and gifted students in the Shelby County Schools.

**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 Expenditures** – An expenditure that results in the acquisition or addition to fixed assets. Capital expenditures have an anticipated useful life of more than one year and belong to land, buildings, improvements, equipment or infrastructure. Infrastructure includes anything that would be attached to a building or structure, such as boilers.

**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.

**X. GLOSSARY OF TERMS (cont'd)**

**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 provides excellence in applied economic and business research to federal, state, and local government, as well as to businesses currently operating or those that desire to operate in the state of Tennessee.

**CCNA** – Certification and Cisco Certified Network Associate is a popular certification in computer networking developed by Cisco Systems. Cisco created the CCNA to recognize basic competency in installation and support of medium-sized networks.

**CDCP** – Centers for Disease Control and Prevention ([CDC](#)) is a federal agency that conducts and supports health promotion, prevention and preparedness activities in the United States with the goal of improving overall public health. Established in 1946 and based in Atlanta, the CDC is managed by the Department of Health and Human Services ([HHS](#)).

**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.

**CDTP** – Cooperative Driver Testing Program allows state-certified driver education instructors to administer the behind-the-wheel road exams to their driver education students.

**CEP** – Career Enhancement Program offers master of library and information science (MLIS) students from traditionally underrepresented racial and ethnic minority groups an opportunity to jump-start their careers

**Certificated Employee** – This is a District employee that is required to possess a State credential in order to do his or her job. All regularly employed teachers and principals are certificated employees.

**CITA** – Commission on International and Trans-Regional Accreditation This manual has been developed to guide comprehensive tribal schools seeking CITA accreditation and to assist evaluators reviewing those schools for compliance with CITA standards. The manual defines tribal schools and outlines the accrediting process. For initial accreditation, each school must meet all 13 standards. Schools also conduct a self-study and develop a school improvement plan. The final step is to host a visiting team to validate that the school meets the standards and has conducted an adequate self-study.

**CIW** – Certified Internet Web Professional is a set of courses and exams that, when completed successfully, certifies an individual as capable in Web site development and server administration, including security and e-commerce.

**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.

**X. GLOSSARY OF TERMS (cont'd)**

**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 is an effective model for connecting physical, emotional, and social health with education. It consists of eight interactive components: health education, physical education, health services, nutrition services, counseling and psychological services, healthy school environment, health promotion for staff, and family/community involvement. Using this model, schools work within the family and community structure to ensure optimal health and wellness for children.

**CTCs** – Career and technology centers to provide high-quality CT studies to high school students. Students may attend these centers for only a portion of the school day, week or year, or they may attend full time, receiving both academic and technical instruction at the center.

**CTE** – Career and Technical Education is a term applied to schools, institutions, and educational programs that specialize in the skilled trades, applied sciences, modern technologies, and career preparation. It was formerly (and is still commonly) called *vocational education*; however, the term has fallen out of favor with most educators.

**CTSOs** – Career and Technical Student Organizations are specifically for students enrolled in Career & Technical Education (CTE) programs. These organizations engage students through a focus on CTE application activities such as developing and practicing leadership roles and apply specific occupational and academic content knowledge as an integral part of the instructional program. The [Perkins Act](#) allows use of funds to include CTSOs.

**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

**Effectiveness Measures** – The results and outcomes of an activity; they assist in managing resources effectively and define what resulted from a job task.

**X. GLOSSARY OF TERMS (cont'd)**

**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 is a process to keep up with students data information within school district.

**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 are students who are unable to communicate fluently or learn effectively in English, who often come from non-English-speaking homes and backgrounds, and who typically require specialized or modified instruction in both the English language and in their academic courses.

**ELLCO** – Early Language Literacy Classroom Observation is a classroom observation tool for prekindergarten through 3<sup>rd</sup> grade that specifically addresses the role of environmental factors in early literacy and language development. It is useful for conducting a baseline assessment as well as determining progress in providing learning environments that are age appropriate, support children's evolving interests, and with the intentional direction of the teacher, engage children in exploring beyond their current knowledge and skills.

**ELP** – Executive Leadership Program is a program for executive leaders to increase their leadership ability by giving their own perspective on being a good leader and collaborating with other executives.

**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 is state required, standardized exams administered at or near the completion of a term of instruction.

**EPA** – Environmental Protection Agency: The EPA is an agency of the United States federal government whose mission is to protect human and environmental health.

**X. GLOSSARY OF TERMS (cont'd)**

**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 is business process management software that allows an organization to use a system of integrated applications to manage the business and automate many back office functions related to technology, services and human resources.

**ESL** – English as a Second Language A traditional term for the use or study of the [English language](#) by non-native speakers in an English-speaking environment.

**ESOL** – English for Speakers of Other Languages The program's overarching standard is that students will use English to communicate and demonstrate academic, social, and cultural understanding.

**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 refers to an educational program designed to assist individuals and families with knowledge and skills to meet the challenges of every-day living.

**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 is a nonprofit 501(c)(3) education association with a quarter million students preparing for careers in business and business-related fields.

**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 is a warm and welcoming place in the community where any family member can go, not only in times of need, but as a regular part of day-to-day life. Family Resource Centers offer parent education classes, child development activities, parent-to-parent support groups, afterschool and academic enrichment, GED and literacy instruction, health information, referrals and many other programs, activities and services. These services are modified and added to, depending on the needs and desires of local families.

**X. GLOSSARY OF TERMS (cont'd)**

**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.

**GAAP (Generally Accepted Accounting Principles)** – These are 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” generally taken by students who have not completed high school. A student attends GED classes to receive a high school equivalency certificate.)

**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 is a professional association of approximately 17,500 state, provincial, and local government finance officers in the [United States](#), [British Columbia](#), and [Canada](#). GFOA is headquartered in downtown [Chicago](#).

**GLEs** – Grade Level Expectations describe a connected series of learning competencies necessary to create proficient communicators. They describe the knowledge and skills that students should acquire from kindergarten through 10th grade. The continuum below describes the journey students would expect to experience along the pathway to communication competence. Students enter school learning about the syntax and semantics of language —and graduate as competent communicators in a multicultural society.



**X. GLOSSARY OF TERMS (cont'd)**

**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** – This is 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 HVAC systems control the ambient environment (temperature, humidity, air flow, and air filtering) and must be planned for and operated along with other data center components such as computing hardware, cabling, data storage, fire protection, physical security systems and power. The selection of an HVAC contractor is an important step in planning a data center.

**IC3** – Internet and Computing Core Certification: The **IC3** Digital Literacy **Certification** provides students and job-seekers with the foundation of knowledge they need to succeed in environments that require the use of **computers** and the **Internet**.

**IDEA** – Individuals with Disabilities Education Act is a federal law that requires schools to serve the educational needs of eligible students with disabilities.

**IEP** – Individualized Education Plan is a written document required for each child who is eligible to receive special **education** services. It is provided to a student who has been determined first to have a disability and, second, to need special **education** services because of that disability.

**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.

**X. GLOSSARY OF TERMS (cont'd)**

**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 is a site explaining the Bill and Melinda Gates foundation to support intensive partnerships for in grants to support four Intensive Partnership for Effective Teaching sites.

**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 a public **board of education** or other public authority legally constituted within a State for either administrative control or direction of, or to perform a service function for, public elementary schools or secondary schools in a city, county, township, school district.

**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 a person who has graduated from an accredited school of nursing and has become licensed to provide basic nursing care under the supervision of a physician or registered 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 program teaches film, technology, music and entrepreneurship.

**MCAS** – Microsoft Certified Application Specialist is a person certified to demonstrate technical competency in Microsoft Word, Excel, PowerPoint, and Access.

**MCS** – Memphis City Schools, the former school system which merged with Shelby County Schools on July 1, 2013. On that date, MCS ceased to exist.

**X. GLOSSARY OF TERMS (cont'd)**

**M-SCEA** – Memphis-Shelby County Education Association is the professional organization representing teachers, mental health employees, education support professionals (ESPs), and other educators in the Shelby County Schools.

**MET** – Measures of Effective Teaching designed to find out how evaluation methods could best be used to tell teachers more about the skills that make them most effective and to help districts identify and develop great 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 serves as the Mid-South's foremost minority business development organization and is highly respected by the corporate community as a trusted source of knowledge and expertise.

**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 is a certification that measures a candidate's knowledge, skill, and experience in managing and using the different MS Office applications and the Windows operating System. It is also a general term to describe the various sub-certifications for specific Office applications.

**MOU** – Memorandum of Understanding A legal document outlining the terms and details of an agreement between parties, including each parties requirements and responsibilities.

**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 is the not-for-profit association that promotes the pleasures and benefits of making music and strengthens the \$17 billion global music products industry.

**NCLB** – No Child Left Behind was a program implemented during the 2002-2003 school year at legacy MCS. It required schools to have 100 percent proficiency among students in math, reading and language arts as of fiscal year 2014. The schools also had to 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.

**X. GLOSSARY OF TERMS (cont'd)**

**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.

**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 are students who age is higher than average age in particular grade.

**OASYS/MLP** – Observation and Appraisal System/My Learning Plan: MyLearningPlan OASYS, a web-based Observation and Appraisal Management System, offers district leaders Fast and Easy scheduling, managing, completing, and reporting of all components of the evaluation process for teachers, principals, administrators and non-instructional staff, including: Informal walkthroughs, Self-reflective assessments, Peer reviews and observation, Student learning objectives, Student growth data, Portfolio evaluation, Individual or team action research, Principal evaluation, Student Learning Objectives (SLOs, Any custom components), Any custom components.

**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** – This is 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 is a practice test under condition close as the actual tests, e.g. SAT, ACT, GED, and others.

**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 Positive behavior support is an application of a behaviorally-based systems approach to enhance the capacity of schools, families, and communities to design effective environments that improve the link between research-validated practices and the environments in which teaching and learning occurs.

**Per Pupil Expenditure (Local, State and Federal)** – This is the total current operating expenditures on a per pupil basis. Some examples are instructional materials, maintenance, and transportation.

**X. GLOSSARY OF TERMS (cont'd)**

**Performance Measures** – Data collected to determine how well a service center, function or program is achieving its goals and objectives.

**PLC** – Professional Learning Communities is a coaching model used in the Teacher and Leader Effectiveness program.

**POS** – A Program of Study is a comprehensive, structured approach for delivering academic and career and technical education to prepare students for postsecondary education and career success.

**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.

**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 seeks to enrich the educational and life experiences of students through leadership

**QSCB** – Qualified School Construction Bond are authorized by the federal government through the American Recovery and Reinvestment Act (ARRA) of 2009. The bonds provide federal tax credits for bondholders in lieu of interest in order to significantly reduce an issuer's cost of borrowing.

**QZAB** – Quality Zone Academy Bonds is a provision of the tax code that provides a source of funding that may be used for new construction.

**REA** – Research, Evaluation & Assessment: The REA Department assists schools and the school district by collecting, interpreting and communicating findings. REA assists staff to integrate data into the district improvement process and encourage data-based decision making.

**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.

**X. GLOSSARY OF TERMS (cont'd)**

**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 requires a large base of knowledge used to assess, plan and intervene to promote health, prevent disease and help patients cope with illness.

**R.O.T.C.** – Reserve Officer Training Corps to develop professional officers who have varied educational backgrounds in major fields of interest and have the professional knowledge and standards needed for future growth.

**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.

**Senior High School** – This is 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' high school 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 to prepare educators to assist children, youth and adults with disabilities to be academically and socially successful life-long learners.

**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 is a new initiative focused on aggressively and quickly narrowing the achievement gap in the district's most high-need schools

**X. GLOSSARY OF TERMS (cont'd)**

**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 engages students in integrated learning as they explore the world around them, create innovative solutions to problems and communicate their results while learning Science, Technology, Engineering, Art and Math.

**STEM** – Science, Technology, Engineering and Math STEM is a curriculum based on the idea of educating students in four specific disciplines — science, technology, engineering and mathematics — in an interdisciplinary and applied approach.

**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 means children or students who require special education because of: autism; communication disorders; deaf, blindness; emotional disturbances; hearing impairments, including deafness; intellectual disability; orthopedic impairments; other health impairments; specific learning disabilities; traumatic brain injuries; or visual impairments, including blindness.

**T&I** – Trade and Industrial Education allows individuals from specific areas of industry, business, or health to enter the teaching profession based on occupational experience and the minimum education level required for the field.

**TACIR** – Tennessee Advisory Commission on Intergovernmental Relations Consisting of public officials from state and local government and private citizen members, the Tennessee Advisory Commission on Intergovernmental Relations (TACIR) "serves as a forum for the discussion and resolution of intergovernmental problems."

**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)

**TDOE** – Tennessee Department of Education

**X. GLOSSARY OF TERMS (concl'd)**

**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 focuses on what it takes to attract, develop, and retain a world-class corps of educators.

**TNTP** – The New Teacher Project a national nonprofit committed to ending the injustice of educational inequality. Founded by teachers in 1997, TNTP works with schools, districts and states to provide excellent teachers to the students who need them most and advance policies and practices that ensure effective teaching in every classroom.

**Travel** - Costs of transportation, meals, lodging and other expenses associated with traveling on business for the District.

**TSA** – Technology Student Association is a national, non-profit organization of middle and high school students who are engaged in science, technology, engineering, and mathematics (STEM).

**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 Equivalent 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 (Student Enrollment)

**WTSBOA** – West Tennessee School Band and Orchestra Association promotes the study of instrumental music through band and orchestra programs in the schools of West Tennessee.





## **XI. HELPFUL LINKS**

### **about tech**

<http://compnetworking.about.com/od/cisconetworking/g/ccna-certification-cisco.htm>

### **CISCO**

<http://www.cisco.com/web/learning/certifications/associate/ccna/index.html>

### **Education.com**

<http://www.education.com/reference/article/individualized-education-program-iep1/>

### **Explore HEALTH Careers.org**

[http://explorehealthcareers.org/en/Career/21/Registered\\_Nurse\\_RN](http://explorehealthcareers.org/en/Career/21/Registered_Nurse_RN)

### **FBLA – Future Business Leaders of America**

<http://www.fbla-pbl.org/>

### **Greater Memphis Chamber**

<http://www.memphischamber.com/>

### **INVESTOPEDIA**

<http://www.investopedia.com/terms/e/environmental-protection-agency.asp>

### **LiveScience**

<http://www.livescience.com/43296-what-is-stem-education.html>

### **Measures of Effective Teaching**

<http://www.metproject.org/>

### **Memphis-Shelby County Education Association**

<http://www.gomea.com/showpage.asp?id=MEA&page=aboutmea>

### **Microsoft**

<https://www.microsoft.com/learning/en-us/mos-certification.aspx>

### **Middle and Secondary Education**

<http://mse.education.gsu.edu/programs/bachelors-and-non-degree-programs/trade-industrial-education-t-i-or-healthcare-science-technology-education-hste/>

### **Missouri Coordinated School Health Coalition**

<http://www.healthykidsmo.org/mcshc/what.php>

### **MIT | Public Service Center**

<http://web.mit.edu/mitpsc/pressroom/beyond-the-infinite/online/fall12/outreach.html>

### **MPS | Minneapolis Public Schools**

<http://rea.mpls.k12.mn.us/>

### **MyLearning Plan**

<https://www.mylearningplan.com/content/products/mlpoasys/>



**XI. HELPFUL LINKS (cont'd)**

**NAMM | Believe In Music**

<https://www.namm.org/about>

**National Child Care Information Center**

<http://www.easdpa.org/student-services/Psychology/pdfs/assessment-literacy.pdf>

**Oregon Department of Education**

<http://www.ode.state.or.us/search/page/?id=3719>

**PBIS | Positive Behavioral Interventions & Supports**

<https://www.pbis.org/school>

**Rutgers | Career Equity Resource Center**

<http://cerc.rutgers.edu/what-cte/ctsos>

**Shelby County Board of Education**

<http://www.scsk12.org/uf/board/>

**Shelby County Government**

<http://shelbycountyttn.gov>

**Shelby County Schools**

<http://www.scsk12.org>

**SREB/Southern Regional Education Board**

[http://www.sreb.org/page/1084/technology\\_centers\\_that\\_work.html](http://www.sreb.org/page/1084/technology_centers_that_work.html)

**Teach Memphis**

<http://www.teachmemphis.org>

**TeachTarget | Search HealthIT**

<http://searchhealthit.techtarget.com/definition/Centers-for-Disease-Control-and-Prevention-CDC>

**Tennessee Advisory Commission on Intergovernmental Relations (TACIR)**

<http://www.state.tn.us/tacir/about.html>

**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>



**XI. HELPFUL LINKS (concl'd)**

**The Glossary of Education Reform**

<http://edglossary.org/career-and-technical-education/>

**The MMBC Continuum**

<http://mmbc-memphis.org/docs/aboutus.htm>

**TNTP**

<http://tntp.org/about-tntp>

**TSA | Technology Student Association**

<http://www.tsaweb.org/TSA-Facts>

**U.S. Department of Education**

<http://www2.ed.gov/about/offices/list/ovae/pi/AdultEd/adultbe.html>

**USLegal**

<http://definitions.uslegal.com/a/average-daily-attendance/>

**Webopedia**

[http://www.webopedia.com/TERM/A/Adobe\\_Certified\\_Associate\\_ACA.html](http://www.webopedia.com/TERM/A/Adobe_Certified_Associate_ACA.html)

**WTSBOA | West Tennessee School Band and Orchestra Association**

[http://www.wtsboa.com/about\\_wtsboa.html](http://www.wtsboa.com/about_wtsboa.html)

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