

Shelby County Board of Education

DISTRICT BUDGET

Fiscal Year 2016-2017



Students Deserve More!

160 S. Hollywood St. | Memphis, TN 38112 | 901-416-5300 | www.scsk12.org



**Shelby County Schools
Shelby County, Tennessee**

**District Budget
Fiscal Year 2016-17**

Prepared by:
Shelby County Schools
Finance Office





August 1, 2016

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) 2016-17 is the District's financial roadmap 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 the District's strategic plan, Destination 2025, which goals are 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 by 2025.

The District is pleased to present the Budget for FY2016-17 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 FY2016-17 General Fund Budget totals \$958,913,051, which represents an approximate \$21.3 million decline from the prior year budget of \$980,176,106. Yet, the budget includes strategic investments such as 3% salary raises for level 3 and above teachers, C.L.U.E positions and iZone interventions, while incorporating savings from the proposed closures of low-performing, underutilized schools and the reduction of operational services.

The District has been nimble, strategically planning to manage its resources and footprint with the increasing enrollment of charter and state-designated Achievement School District (ASD) schools, while the District's enrollment declines. With just over 100,000 projected students, Shelby County Schools is evolving from its merger and demerger of municipal districts in the past three years to provide the best educational experience possible.

During FY2015-16, the Board adopted five strategic priorities in support of Destination 2025 to help focus our efforts to serve our students in the most effective and efficient manner. These priorities are listed below, along with the allocation of the District's total FY2016-17 budget of \$1,338,863,661:

- 1) *Strengthen Early Literacy - 4%*
- 2) *Improve Post-Secondary Readiness - 51%*
- 3) *Develop Teachers, Leaders and Central Office to Drive Student Success - 18%*
- 4) *Expand High-Quality School Options - 16%*
- 5) *Mobilize Family & Community Partners - 11%*

The District is delivering great results with less resources. For example, SCS improved its District-wide proficiency rates in nine of ten tested subjects between 2014 and 2015 based on the mastery of TNCore standards. The District's rate of growth met or exceeded that of Tennessee in seven of ten subjects and SCS achieved the state's highest student growth score (Level 5) as measured by the Tennessee-Value Added Assessment System.

The District serves some of the highest-need students in the state, with nearly 9 out of 10 SCS students being considered economically disadvantaged. As a result, the District feeds roughly 60,000 breakfasts and more than 80,000 lunches daily. These daily meals improve nutrition, fight childhood hunger and simultaneously provide our students with the sustenance needed to succeed at school. The District also serves students with disabilities, students who are gifted, English Language Learners and others living with behavioral, physical, mental or other special needs. With the needs of all District students in mind, SCS has had to shift resources to maintain or increase related programming.

As the educational landscape of Shelby County changes, the District is taking aggressive measures to operate more efficiently and effectively in this evolving educational landscape by:

- Moving toward a student-based budget model that will provide more autonomy to principals, while providing intentional programming for students based on their specific needs;
- Assessing its footprint to provide the best learning environment for our students with the efficient use of school capacity;
- Evaluating how to right-size the central office to provide support and autonomy to school leaders and teachers; and
- Investing in strategies that deliver results such as the Innovation Zone (iZone) schools and new Empowerment Zone schools that utilize innovative interventions to propel student achievement.

During the budgeting process, the District has conducted the following initiatives:

- Aligned budget submissions to the priorities within the District's 80/90/100% Strategic Plan;
- Reviewed enrollment trends and revenue sources;
- Met with parents, educators, Board members, community stakeholders and educators to discuss possible investments, cost savings and revenue generation ideas;
- Shared with community members our *Students Deserve More!* campaign that candidly discusses the financial burdens faced by our District, making it difficult to strive for or maintain our students' educational and post-secondary achievement goals; and
- Focused on the best learning for ALL students.

As a part of this budget book, the District has introduced a new additional section for the first time, which provides school-level financial information. The School-Level section is the District's on-going effort to provide greater transparency on how resources are allocated throughout the District. Additionally, it serves as the start of an on-going initiative to move toward a more equitable, fairer way to distribute resources to schools by shedding light on historical and legacy inequities that have existed in the past. The District will continue to refine the school-level financial information in the future and to address inequities in resources.

We appreciate your support of public education and Shelby County Schools.

Acknowledgments

The preparation of this document was accomplished through the commitment and dedication of the Department of Finance. We would also like to thank all District personnel who assisted with this effort.



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 budget
for the Fiscal Year 2015-2016.

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



Brenda Burkett

Brenda R. Burkett, CPA, CSBA, SFO
President

John D. Musso

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, 2015

Jeffrey R. Enoch

Executive Director

TABLE OF CONTENTS

	<u>Page</u>
INTRODUCTION SECTION	1
I. SHELBY COUNTY BOARD OF EDUCATION	1
II. PROFILE OF SHELBY COUNTY, TENNESSEE	2
III. PROFILE OF SHELBY COUNTY SCHOOLS.....	3
IV. ALL FUNDS BUDGET SUMMARY	4
V. STRATEGIC PRIORITIES AND GOALS	7
VI. SUMMARY	11
BUDGET PROCESS SECTION	13
I. BUDGET STRATEGY	13
II. BUDGET PROCESS	14
III. ANNUAL OPERATING BUDGET POLICY	20
IV. LAWS AFFECTING THIS BUDGET	21
DISTRICT SECTION	23
I. EDUCATION LANDSCAPE OF SHELBY COUNTY	23
II. PROFILE OF SCS SCHOOL OPTIONS.....	25
BUDGET SUMMARY SECTION	31
I. APPROPRIATED FUND STRUCTURE	31
II. FINANCIAL SUMMARY OF FUNDS.....	33
A. COMBINED FUNDS.....	33
B. FUND BALANCE	35
C. GENERAL FUND.....	36
D. SPECIAL REVENUE FUNDS	41
E. CAPITAL PROJECTS FUND.....	45
F. INTERNAL SERVICE FUNDS	46
III. FINANCIAL POLICIES AND LAW REQUIREMENTS.....	47
DEPARTMENT SECTION	51
I. ORGANIZATIONAL STRUCTURE.....	51

TABLE OF CONTENTS

	<u>Page</u>
II. SCHOOL SUPPORT PROVIDED BY DEPARTMENT.....	52
III. KEY PERFORMANCE INDICATORS.....	55
IV. DEPARTMENT FINANCIAL SUMMARY.....	57
V. DEPARTMENTAL BUDGET NARRATIVES	58
• BOARD OF EDUCATION.....	58
• SUPERINTENDENT.....	60
• CHIEF OF STAFF.....	62
• GENERAL COUNSEL.....	63
• ACADEMICS	64
• BUSINESS OPERATIONS.....	89
• INFORMATION TECHNOLOGY.....	92
• INTERNAL AUDIT	94
• COMMUNICATIONS.....	96
• FINANCE OFFICE.....	98
• HUMAN RESOURCES	100
• INNOVATION	102
• STUDENT SERVICES	104
• OTHER USES	107
SCHOOLS SECTION	109
I. SUMMARY.....	109
II. ENROLLMENT PROJECTIONS AND STAFFING METHODOLOGY	112
III. GUIDE ON UNDERSTANDING SCHOOL LEVEL FINANCIAL INFORMATION.....	115
IV. SCHOOL LEVEL FINANCIAL INFORMATION.....	120
FEDERAL PROGRAMS SECTION	193
I. NEEDS OF SHELBY COUNTY SCHOOLS STUDENTS.....	193
II. BUDGET SUMMARY OF THE FEDERAL PROGRAMS FUND	197
III. SUMMARY OF MAJOR FEDERAL GRANTS	200
NON-FEDERAL PROGRAMS.....	203
I. INTRODUCTION	203
II. NEEDS OF SHELBY COUNTY SCHOOLS STUDENTS.....	203

TABLE OF CONTENTS

	<u>Page</u>
III. FINANCIAL SUMMARY OF THE NON-FEDERAL PROGRAMS FUND	203
IV. SUMMARY OF THE NON-FEDERAL PROGRAMS REVENUE SOURCES	205
NUTRITION SERVICES FUND	223
I. INTRODUCTION	223
II. CHILDREN’S NUTRITIONAL NEEDS IN MEMPHIS AND SHELBY COUNTY	223
III. OVERVIEW OF NUTRITION SERVICES DEPARTMENT	225
IV. FINANCIAL SUMMARY OF THE NUTRITION SERVICES FUND	226
V. SUMMARY OF NUTRITION SERVICES FUND GRANTS	228
CAPITAL PROJECTS FUND	231
I. DISTRICTS DEFERRED MAINTENANCE NEEDS	231
II. PRE-EXISTING CAPITAL PROJECTS FOR SHELBY COUNTY SCHOOLS	232
III. NEWLY APPROVED SCS CAPITAL PROJECTS IN FY2015-16	237
IV. CAPITAL PROJECTS SUMMARY FOR MUNICIPAL SCHOOL DISTRICTS.....	243
V. BUDGET FOR CAPITAL PROJECTS FUND	244
INTERNAL SERVICES FUNDS	247
INFORMATIONAL SECTION.....	251
I. PROPERTY CLASSIFICATIONS AND ASSESSED PROPERTY VALUE	251
II. TAX RATE TRENDS	252
III. STATISTICAL AND OTHER INFORMATION	253
VI. RESOLUTION APPROVING SCS FISCAL YEAR 2016-17 BUDGET.....	256
GLOSSARY	261

This page intentionally left blank.

INTRODUCTION SECTION

This section includes the following information:

- I. Shelby County Board of Education
- II. Profile of Shelby County, Tennessee
- III. Profile of Shelby County Schools
- IV. All Funds Budget Summary
- V. SCS Strategic Priorities and Goals

I. SHELBY COUNTY BOARD OF EDUCATION

The Shelby County Board of Education (SCBE) governs the business operations of Shelby County Schools (SCS or District) which is comprised of nine elected Board members representing Shelby County, excluding six municipalities that have created independent school districts. 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. SCBE serves residents within the boundaries of the District and non-residents under conditions specified by State law and the Board.

BOARD MEMBER	DISTRICT	TERM EXPIRATION
Ms. Teresa D. Jones, Chair	II	8/31/2020
Mr. Kevin D. Woods, Vice-Chair	IV	8/31/2020
Mr. Christopher Caldwell	I	8/31/2018
Ms. Stephanie P. Love	III	8/31/2020
Mr. Scott McCormick	V	8/31/2020
Ms. Shante K. Avant	VI	8/31/2018
Ms. Miska Clay Bibbs	VII	8/31/2020
Mr. William "Billy" Orgel	VIII	8/31/2018
Mr. Mike Kernell	IX	8/31/2018

All regular Business Meetings of the Shelby County Board of Education are held at the Francis E. Coe Administration Building, 160 S. Hollywood Street, at 5:30 p.m. on the final Tuesday of each month. The Board holds Work Sessions on Tuesdays one week prior to all regular business meetings. All Shelby County Board of Education Work Sessions and Business Meetings are open to the public, and both sessions are televised on the District's cable channel C19 and radio station 88.5 FM.

II. PROFILE OF SHELBY COUNTY, TENNESSEE

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 County is the State’s largest county with the City of Memphis as the county seat. Its 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.

Shelby County currently operates under a Mayor-Commission style of government with the Mayor as Chief Executive Officer. The Mayor oversees the operations of the County’s seven divisions. The 13 members of the Shelby County Board of Commissioners - as the county’s 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.

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. Shelby County is a major hub for national distribution as a result of its central location and access to the interstate, Mississippi River, rail and airport. The County is empowered to levy, without limit, a property tax on both real and personal property located within its boundaries.

Below are key economic measures for Shelby County, the City of Memphis, and the State of Tennessee, which serve as long-term markers in educating our children to drive the future workforces and economies in the County and the City.

KEY ECONOMIC INDICATOR	SHELBY COUNTY		CITY OF MEMPHIS		STATE OF TENNESSEE	
	2010	2014	2010	2014	2010	2014
High School Graduates (%)	84.9%	86.7%	81.2%	83.5%	82.5%	84.9%
College Degree Graduates (%)	27.8%	29.8%	22.5%	24.7%	22.7%	24.9%
People below Poverty Line (%)	19.7%	21.3%	25.4%	27.4%	16.5%	17.8%
Unemployment Rate	4.3%	6.6%	4.8%	7.0%	3.7%	6.1%
Median Earnings of 25 years old and over who have not earned High School diploma (or equivalency)	\$17,953	\$18,258	\$17,131	\$17,261	\$18,105	\$18,643
Median Earnings of 25 years old and over who are High School Graduates	\$24,661	\$25,381	\$22,376	\$23,402	\$25,293	\$25,823
Median Earnings of 25 years old and over who obtained a Bachelor’s degree	\$47,809	\$47,773	\$42,338	\$42,433	\$43,423	\$44,295

*Data Source: US Census, American Fact Finder, Economic Survey, American Community Survey, 2010-2014

While progress is being made, more investment in education is needed to fuel the economic engines of the County and the City. About one out of five individuals in Shelby County lived below the poverty level in 2014 and more than a quarter of individuals in the City of Memphis lived below poverty. Both exceeded the state's poverty rate. In 2014, a large number of individuals were unemployed with unemployment rates of 6.6% and 7.0% in Shelby County and the City of Memphis, respectively.

Education is a powerful component to increase the economic well-being of our students and families. The median earnings of a 25-year old individual with a high school diploma versus one with a bachelor's degree in Shelby County and the City of Memphis were \$22,392 and \$19,031, respectively. When their expected lifetime earnings are extrapolated, the difference would be about \$1.3 million and \$1.1 million in Shelby County and the City of Memphis respectively, assuming an annual 1% inflation rate and a 70-year life expectancy.

Increasing the percentage of high school graduates and students who are college or career-ready through investments in education improves not only the lives of our families and children, but also our community and businesses. One of the goals of Destination 2025, the District's 10-year strategic plan, is to create a more knowledgeable, productive workforce that ultimately benefits the entire County.

III. PROFILE OF SHELBY COUNTY SCHOOLS

In January 1871, the first Shelby County-funded school opened its doors. After five months of operations, the trustee for the school reported spending \$554.20. At that time, the expansion of Shelby County education was gradual with limited room for all of the students to attend when they reported to school.

Shelby County Schools is a component unit of Shelby County Government, which is defined as the oversight entity by Governmental Accounting Standards Board (GASB) Codification Section 2100. Financial reporting for the District follows the criteria established by the GASB.

On July 1, 2013, Shelby County Schools became one of the largest school districts in the country by merging with Memphis City Schools. During the 2013-14 school year, SCS educated approximately 140,000 students in over 270 locations. This included all public schools (traditional, specialty and charter schools authorized by the District) in the County.

In school year 2014-15, 33 schools joined one of six new municipal school districts. Additionally, the Tennessee Achievement School District (ASD) acquired seven district-run schools ranked in the bottom 5% of academic achievement and growth.¹ Consequently, in school year 2014-15, the District enrollment dropped to 116,059 students in grades kindergarten through twelfth grade.

Despite enrollment loss, Shelby County Schools remains one of the largest school systems in Tennessee and within the top 25 largest districts in the nation. In school year 2015-16, the District encompassed 224 schools, including traditional schools, charter schools, career and technology centers (CTCs), special education (SPED) centers and alternative schools. Forty-seven schools were Optional Schools or offered Optional Programs that provided parents choices in selecting a public education that best suited their children's needs. In school year 2015-16, SCS had 248 pre-kindergarten classrooms. Of those 248 pre-kindergarten classrooms, 33 were within community partner locations.

¹ The ASD was created by the Tennessee Department of Education in January 2010 to transform persistently low performing schools.

DEMOGRAPHIC MEASURE	SHELBY COUNTY SCHOOLS		DAVIDSON COUNTY SCHOOLS		HAMILTON COUNTY SCHOOLS		KNOX COUNTY SCHOOLS	
	2013-14	2014-15	2013-14	2014-15	2013-14	2014-15	2013-14	2014-15
Enrollment ¹	149,928	116,059	82,806	84,070	43,531	43,797	59,232	59,750
TVAAS	5	5	5	5	1	1	5	5
Number of Schools	277	221	156	154	78	79	89	90
Charter Schools	37	39	17	19	3	3	0	0
Economically Disadvantaged Students (%)	103,300 (68.9%)	92,615 (79.8%)	60,200 (72.7%)	63,305 (75.3%)	25,553 (58.7%)	26,497 (60.5%)	29,320 (49.5%)	23,900 (40.0%)
English Language Learners (%)	9,967 (6.6%)	9,669 (8.3%)	12,675 (15.3%)	13,655 (16.2%)	1,942 (4.5%)	2,178 (5.0%)	2,179 (3.7%)	2,597 (4.3%)
Students with Disabilities (%)	19,880 (13.3%)	14,965 (12.9%)	10,297 (12.4%)	10,465 (12.4%)	5,729 (13.2%)	5,573 (12.7%)	8,429 (14.2%)	8,332 (13.9%)
Underrepresented Minorities (%)	119,200 (79.8%)	106,189 (91.9%)	57,053 (68.9%)	58,057 (69.3%)	18,457 (42.4%)	19,052 (43.5%)	15,223 (25.7%)	16,073 (26.9%)

*Data Source: TN Department of Education, State Report Card, TN Charter School Center, State of Sector: Tennessee Charter Schools, 2013-14. TN Department of Education Charter Schools 2015 Annual Report.

The above chart highlights that Shelby County Schools is serving an increased share of students with significant needs, while achieving higher than expected year-to-year academic growth among our students. Shelby County Schools continues to prove significant improvements according to the Tennessee Value-Added Assessment System (TVAAS), which has ranked the District as a level 5 system over the last two school years. These results are attributed to the increased focus on high quality options such as – early literacy, instructional and leadership support, Innovation Zone (iZone) schools, and a very detailed strategic plan.

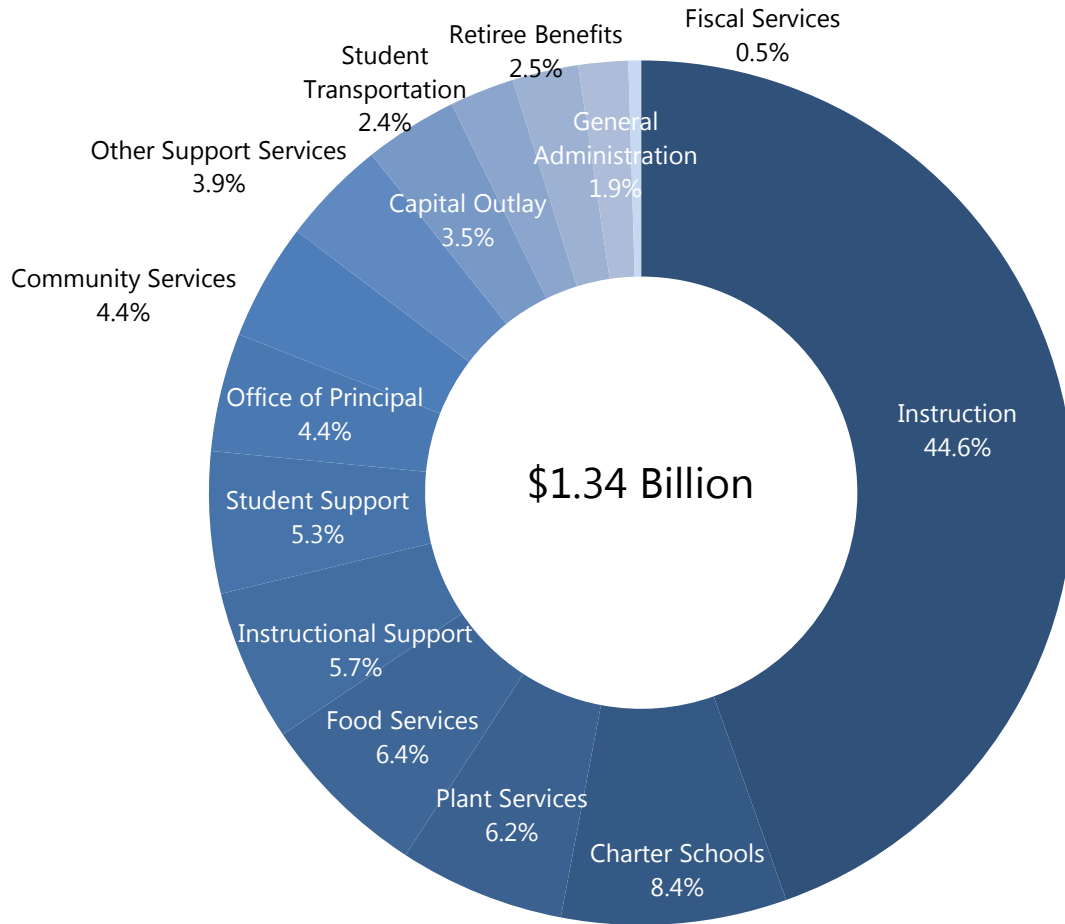
In school year 2014-15, about 80% of our students were economically disadvantaged, which was higher than our state urban school district peers. About 92% of our students were underrepresented minorities in school year 2014-15. Approximately three out of ten underrepresented minority students in Tennessee were in Shelby County Schools. Also, about 13% of our students had a disability and about 8% were English Language Learners (ELLs) in school year 2014-15.

IV. ALL FUNDS BUDGET SUMMARY

Shelby County Schools continues to make great academic strides, while becoming more efficient and being a prudent steward of public funds. The District reduced its total operations by \$188 million between fiscal year 2013-14 and 2014-15, which occurred mostly in the General Fund. The total FY2016-17 combined fund budget needed to educate and serve our students is approximately \$1.34 billion, which is \$2.9 million lower than the FY2015-16 budget.

Approximately \$1.1 billion, or 87% of the FY2016-17 total budget, is focused on educational services to our students ranging from instruction to school safety and support services to food services to charter schools. The chart on the next page provides a breakdown of the FY2016-17 total all funds budget.

¹ Enrollment represents the total number of students enrolled in a school or district on October 1st.



Instruction: \$596.5 million
Activities directly linked to teaching students

Charter Schools: \$112.8 million
State and local revenue payments to charter schools

Plant Services: \$83.0 million
School maintenance, including grounds, buildings, equipment, and utilities

Food Services: \$85.4 million
Preparation, delivery, and services of breakfasts, lunches, snacks, and other meals

Instructional Support: \$76.1 million
Activities to facilitate and enhance instruction, including content and professional development

Student Support: \$71.0 million
Library, guidance, health, and technical services to students, including school safety

Office of Principal: \$59.3 million
Activities performed by principals and assistant principals, include school office staff

Community Services: \$58.6 million
Community development programs such as early childhood development and innovation and planning

Other Support Services: \$52.7 million
Non-instructional services to students and staff by Human Resources and Information Technology Division

Capital Outlay: \$46.9 million
Capital improvements and construction for the District and six municipal school districts

Student Transportation: \$32.3 million
Transportation for regular, vocational, and special education instruction

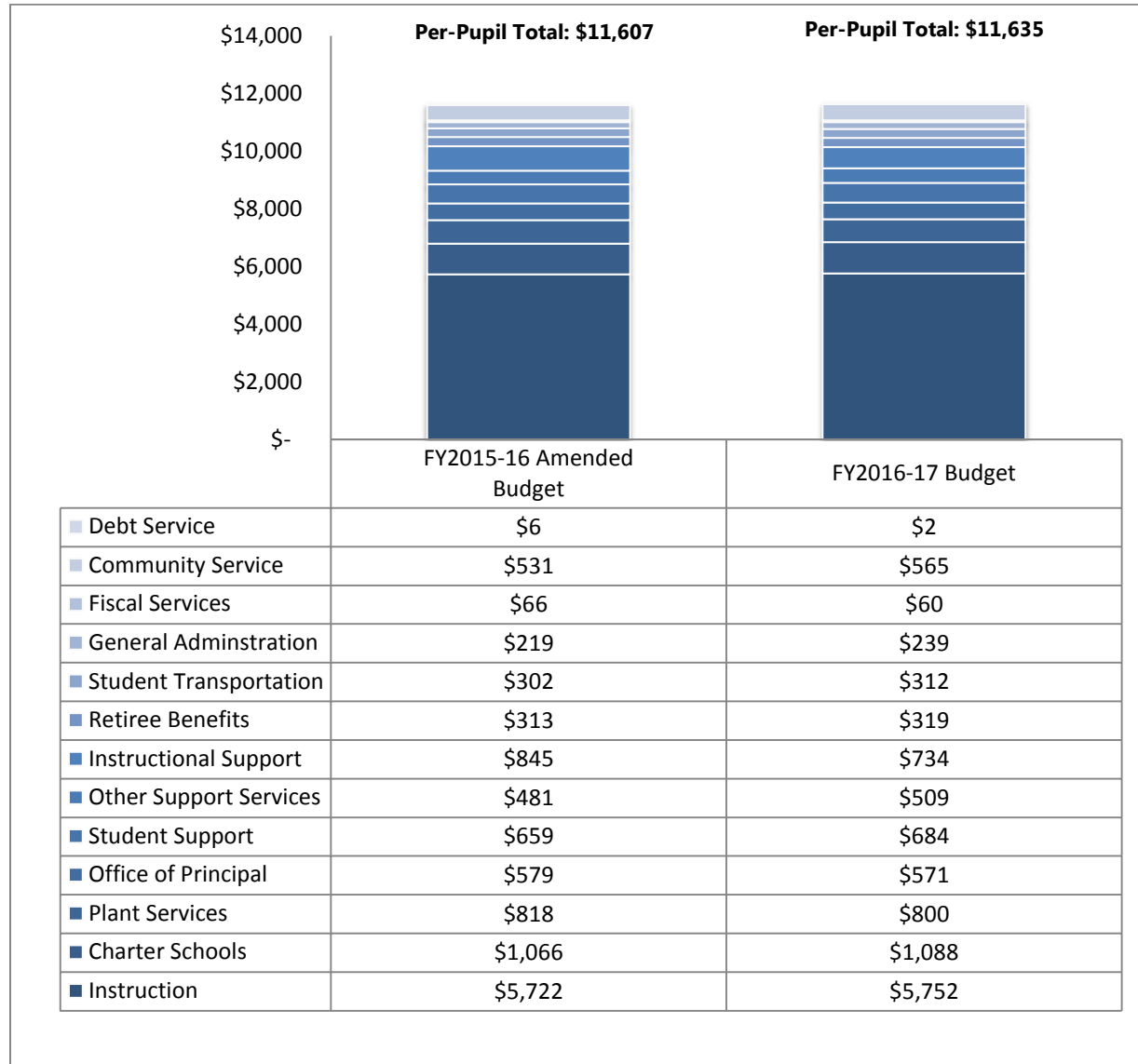
Retiree Benefits: \$33.1 million
District's contribution to 'pay as you as go' retiree benefit costs

General Administration: \$24.8 million
Commission fees, legal services, communications, and other central expenses

Fiscal services: \$6.2 million
Accounting, budgeting, financial reporting, payroll, purchasing, and internal auditing

Debt Services: \$181,542
Payment of debt principal and interest

Of the total \$1.34 billion all funds budget, the general fund budget consists of about \$958.9 million (or 72%) in fiscal year 2016-17, which serves as the primary operating fund for the District. The fiscal year 2016-17 general fund budget reflects a \$21.3 million decline compared with the prior year budget. In fiscal year 2016-17, the per-pupil amount of the all funds budget will increase to \$11,635 from \$11,607 as shown in the chart below.



Approximately \$905 million of the general fund budget is projected to support schools in fiscal year 2016-17. With the growth of charter schools, charter school payments have taken a larger share of the District’s general fund.

V. SCS STRATEGIC PRIORITIES AND GOALS

Shelby County Schools established the 10-year strategic plan “Destination 2025”, which was designed not only to improve the quality of public education, but also to create a more knowledgeable, productive workforce and ultimately benefit our entire community. Our long-term success is evaluated by the following three measures.

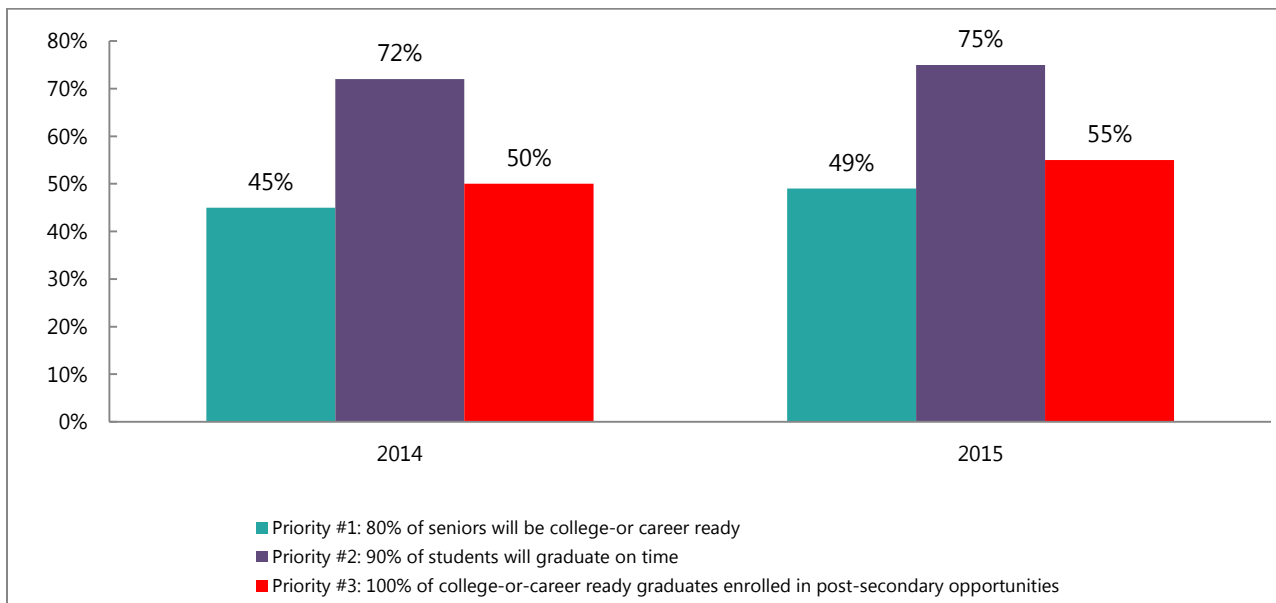


Specifically, by 2025, 80 percent of seniors will be on track to learn in a postsecondary classroom or enter the workforce straight out of high school; 90 percent of students will earn their high school diploma on time; and every student will enroll in a postsecondary opportunity college or career-ready.

To achieve the 80/90/100% College and Career Readiness goals, the District holds the following beliefs.

- Proficiency in literacy is the foundation of all learning, and we are committed to making that a top priority for students.
- As we raise expectations of our students, innovative and varied practices are needed in the classroom to provide students with learning experiences that will prepare them for life after graduation.
- Successful teachers and leaders are the drivers for student success. That means continuing to provide educators with the support and tools needed to make classroom teaching impactful.
- Although 2025 is in the future, the work is happening to produce engaged and prepared students.
- By devoting time and other resources to schools, community members can have a direct impact on student achievement.

The chart below highlights the District’s overall progress towards meeting these strategic goals.



Five strategic priorities support the 80/90/100% College and Career Readiness goals and guide the District toward fulfilling Destination 2025. The below summary is the District's progress for the most recently completed school year 2014-15 and investment commitments made in 2015-16 school year.

Priority 1: Strengthen Early Literacy

Goal: 90% of third graders are proficient in reading and language arts by 2025

Progress as of school year 2014-15:

Third-grade literacy improved from 30% in 2013-14 to 32% in 2014-15, which was measured by student proficiency on the Tennessee Comprehensive Assessment Program (TCAP) Reading & Language Arts (RLA) assessment. However, this improvement was not enough to meet SCS's target of 35% proficiency in third-grade RLA in 2015. Across grades 3–8, no grade level achieved its annual proficiency goal for TCAP RLA, and most grades declined in proficiency, a trend seen in most districts across Tennessee.

Investments made in school year 2015-16:

- Added 50 new Pre-K classrooms to serve 1,000 additional students
- Provided additional wrap-around services
- Aligned curriculum standards from Pre-K to third grade with a receipt of a \$8.75 million federal grant
- Executed a comprehensive district-wide literacy plan that included 30 full-time literacy coaches, literacy training for all teachers and school leaders, professional development and resources

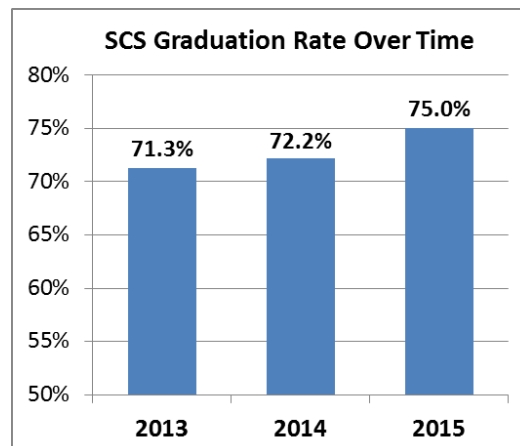
Priority 2: Improve Post-Secondary Readiness

Goal No. 1: 90% of SCS students graduate on time by 2025

Goal No. 2: 100% of college- or –career-ready SCS graduates will enroll in a post-secondary opportunity

Progress as of school year 2014-15:

In 2015, 75% of SCS students graduated on time compared to 72% of students in 2014. This outcome exceeded our Destination 2025 target of 74%, meaning that SCS is on track to achieve 90% graduation by 2025 at the current rate of improvement. Despite the steady District-wide improvement, graduation outcomes varied by high school. Although the majority of SCS high schools achieved graduation rates of 80% or better, 38% of high schools graduated less than 70% of students on time in 2015.



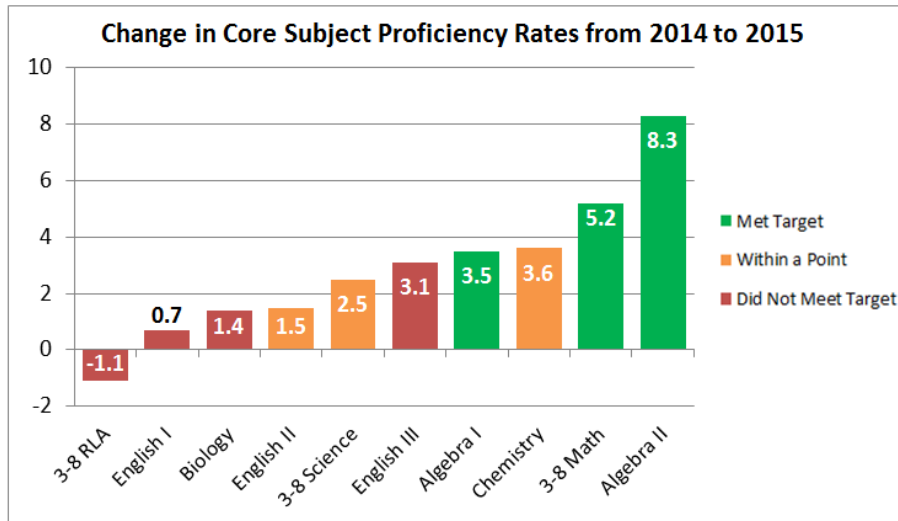
Also, SCS achieved one of the highest TNPromise application rates among all districts in Tennessee during this inaugural year of the program. TNPromise is a new statewide scholarship that gives students the opportunity to enroll in a two-year post-secondary program for free. Nearly 6,500 students — 83% of SCS seniors — successfully completed TN Promise applications, and more than 3,600 remained eligible after completing all program requirements through May 2015.

Investments made in school year 2015-16:

- Added 15 extra social workers to provide in-school support to students
- Reopened five truancy centers to address chronic absenteeism through mentoring, family engagements, and access to wrap-around services
- Added 15 new school counselors to provide college and career counseling support to students
- Developed an early warning system to help educators and school officials intervene in a timely manner with students falling behind

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

Goal: 80% of students are college- or career-ready based on mastery of TNCore standards



Progress as of school year 2014-15:

SCS improved District-wide proficiency rates in nine of ten tested subjects between 2014 and 2015. The District’s rate of growth met or exceeded that of Tennessee in seven of ten subjects, and SCS achieved the state’s highest student growth score (Level 5) as measured by TVAAS for the fourth consecutive year. In terms of the goals of Destination 2025, SCS met the three math targets for 2015, meaning our students are on track to reach 80% mastery by 2025. SCS was also within one proficiency point of meeting the three other Destination 2025 targets – English II, TCAP Science and Chemistry. However, the District has struggled to meet targets for most reading and English subjects, further reinforcing the urgency for our first priority: strengthening early literacy.

Investments made in school year 2015-16:

- Improved retention rates among top performing teachers from 90% in 2014 to 93% in 2015
- Created competitive compensation systems to attract and retain classroom and school leaders through the Teacher & Leader Effectiveness (TLE) grant
- Provided new curriculum standards and additional support to schools for the new online TNReady assessment

Priority 4: Expand High-Quality School Options

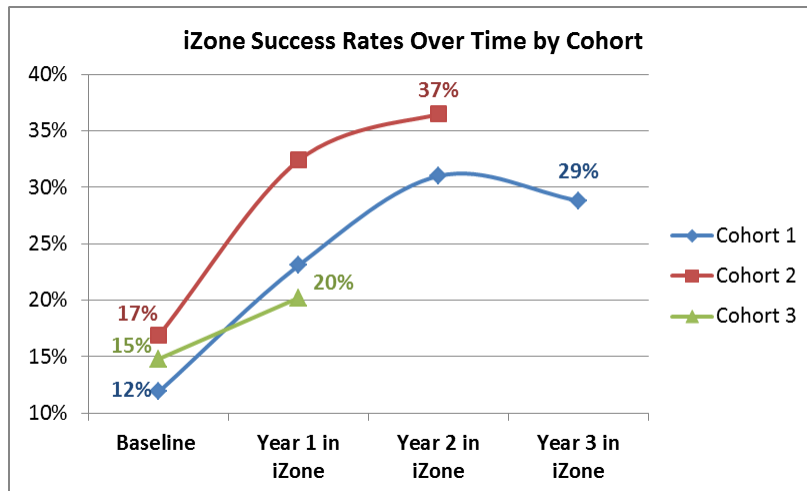
Goal: Student market share in SCS will increase 5% by 2025

Progress as of school year 2014-15:

SCS market share declined to 60.6% in 2015 from 61.0% in 2014. Presently, school quality in SCS is uneven. As of 2015, more than one fifth of schools on Tennessee’s Reward schools list are from SCS. These 35 schools, including seven charter schools and three iZone schools, are among the top 5% of schools in the state in terms of student proficiency and/or growth.

Conversely, 47 schools, including four charters, were named to the state’s Priority list—the bottom 5% of schools in terms of academic proficiency—in 2014. From 2014 to 2015, the percentage of Reward schools within SCS has remained constant at 18%, while the percentage of Priority schools within SCS decreased from 24% to 18%. This decline was due in part to the strategic efforts of SCS and the state-led ASD to redirect school resources toward their respective turnaround efforts. Six Priority schools have been converted to ASD schools for the 2015-16 school year, while three other schools closed and reassigned students to SCS’s iZone schools.

SCS’s iZone model continued to be a leading approach in Shelby County and across the state of Tennessee as a model for turning around Priority schools. Six of 13 schools that joined the iZone before 2014-15 were already removed from the Priority list, and all three cohorts of schools have made student achievement gains ranging from 5 to 20 points since joining the iZone.

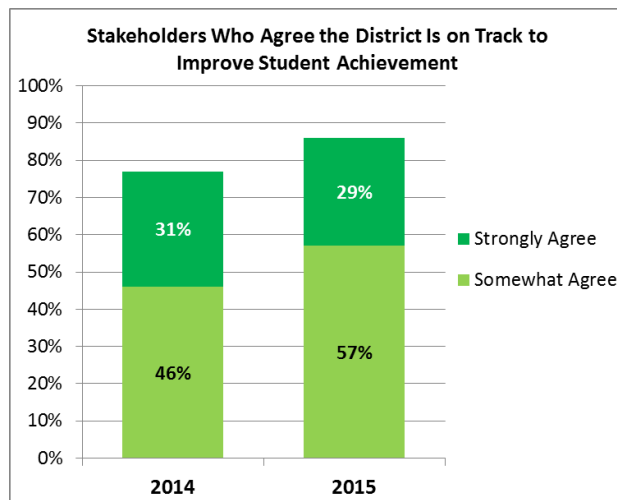


Investments made in school year 2015-16:

- Invested in the District’s turnaround model in iZone schools
- Improve the partnership with charter school operators, including establishing a charter compact
- Establish new school models that focus on different career training and specialized learning

Priority 5: Mobilize Family and Community Partners

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



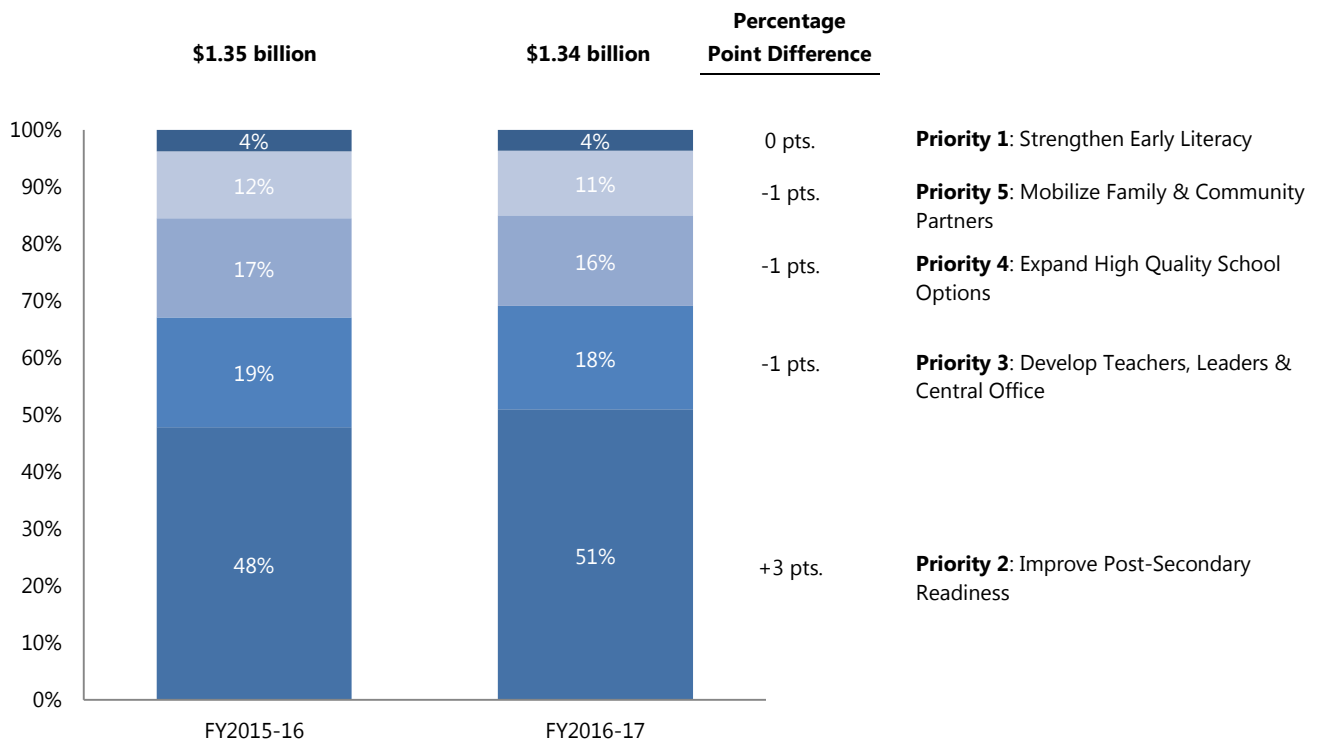
Progress as of school year 2014-15:

Based on SCS’s annual survey to school staff, District staff and external stakeholders, community confidence in the District and its schools has grown between 2014 and 2015. The percentage of survey participants who somewhat or strongly agreed that the District was on track to improve student achievement increased from 77% to 86% in 2015. Community confidence in schools is even higher – 94% of participants agreed that schools are on track to improving student achievement.

Investments made in school year 2015-16:

- Launched a free MySCS app and redesigned the District website to focus on parents and students
- Established a Welcome Center at central office for students and their families to have a one-stop shop to access district resources and supports
- Redesigned the Family and Community Engagement Division to mobilize families and community partners

The chart below reflects the alignment of the fiscal year 2016-17 budget for the five strategic priorities with an increased focus of \$682 million on improving post-secondary readiness.



Note – In the 2016-17 school year the District will maintain the budgeted investment areas approved and implemented in 2015-16 school year.

VI. SUMMARY

Shelby County Schools continues to make academic progress with fewer resources in serving our students and families with significant challenges. The District continues to invest in the future of our students guided by the goals of Destination 2025.

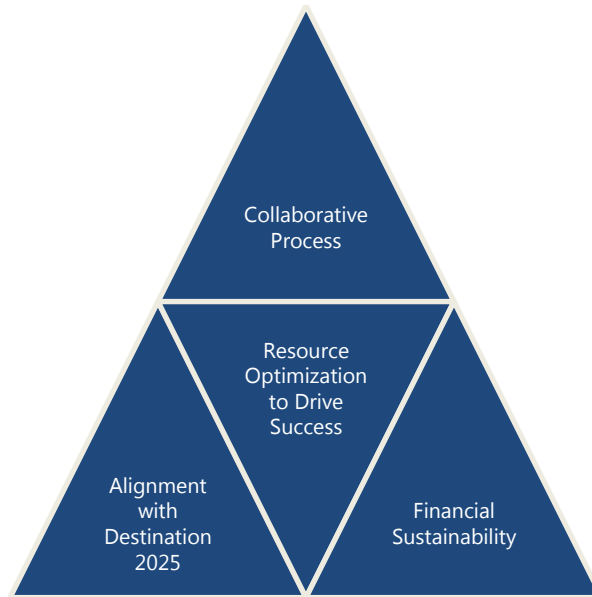
This page intentionally left blank.

BUDGET PROCESS SECTION

This section includes the following information:

- I. Budget Strategy
- II. Budget Process
- III. Annual Operating Budget Policy
- IV. Laws Affecting this Budget

I. BUDGET STRATEGY



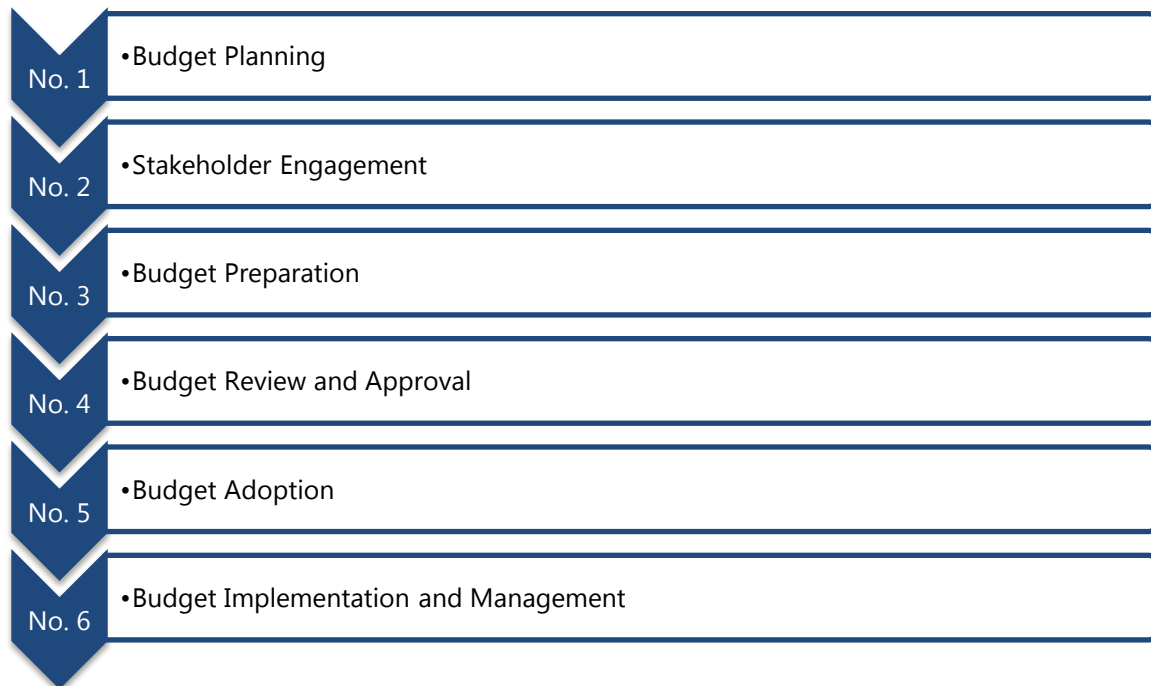
The annual budget is a roadmap on how the District allocates resources to support its strategic priorities. The following four key guiding principles were established to guide the annual budget development process.

1. **Alignment with Destination 2025**
Construct a balanced budget that aligns resources with the strategic goals of Destination 2025.
2. **Resource Optimization to Drive Student Success**
Optimize the use of resources to drive higher student achievement and success.
3. **Financial Sustainability**
Sustain the District's fiscal health by operating more efficiently and effectively.
4. **Collaboration with Key Stakeholders**
Implement a budget process that incorporates the voices of school leaders, teachers, parents, and community and activates them as agents of change.

II. BUDGET PROCESS

The budget process is a year-round process, which includes budget development, adoption, and management. The budget development process starts in September by preparing a roadmap that jumpstarts the District-wide budget discussion. Departments, schools, parents, and community begin in October to shape the District's budget for the upcoming fiscal year.

Specifically, the budget process includes the six steps listed below.



No. 1: Budget Planning

The budget planning phase has two key components. First, a refinement of financial projections for the upcoming fiscal year is conducted and used as a public call for action. The preliminary budget projections including the assumptions are presented to the Board at a Board Work Session. Second, a budget calendar is developed that aligns with the four budget guiding principles. Feedback is solicited from the Cabinet and the Board on concerns and priorities. After revisions, the calendar is presented to the Board at a Board Work Session and implemented by staff.

The fiscal year 2016-17 budget calendar is presented on the following page.

Calendar for FY2016-17 Budget Development

October 20, 2015	Present draft budget calendar to Superintendent and Cabinet for review
October 22, 2015	Submit draft budget assumptions and calendar at Board Work Session for point of information; Solicit input from Board Members on concerns and priorities
December 1, 2015	Preliminary enrollment projections provided to Finance Department
December 8, 2015	Present General, CIP, and Special Revenue Fund information packets, guidelines and enrollment projections to Cabinet leaders
December 22, 2015	Budget requests due from Cabinet leaders
January 18, 2016	Deliver draft General, CIP, and Special Revenue Budgets to Superintendent
January 25 – 29, 2016	SCS internal staff review of General, CIP and Special Revenue Fund Budgets
February 26, 2016	Deliver initial budget to Shelby County Board of Education
March 1, 2016	Board review of FY2016-17 budget
March 3, 2016- April 5, 2016	Individual board/staff reviews
May 13, 2016	Deliver proposed budget to Shelby County Board of Education
May 16, 2016	Present proposed budget to Shelby County Board of Education for approval
May 18, 2016	Deliver proposed budget to Shelby County Board of Commissioners
May 25, 2016	Presentation of Shelby County Board of Education's FY2016-17 budget before Shelby County Board of Commissioners and administration
June 20, 2016	Approval of Shelby County Board of Education's FY2016-17 budget by Shelby County Board of Commissioners
July 26, 2016	Final FY2016-17 budget approval by Shelby County Board of Education
August 1, 2016	Submit budget to State of Tennessee

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

No. 2: Stakeholder Engagement

After completing the budget planning phase, the engagement of school leaders, teachers, parents, community leaders, and department leaders serves as a critical step in ensuring multiple views and needs are reflected in the budget process. Stakeholder engagement starts in November, which allows the District to vet and incorporate ideas in the budget. Also, stakeholder engagement moves parallel alongside the budget preparation phase, building consensus around recommendations.

The chart below highlights various forms of stakeholder engagement, including online surveys, brainstorming sessions, teacher and principal sessions, focus groups, community forums, and budget workshops.

School Leaders	Teachers	Parents & Community	Board & Department Leads
<ul style="list-style-type: none"> • CFO attended school zone meetings with school principals to hear budget concerns and areas for greater resource investment. • Eight school principals and both Assistant Superintendents participated in a brainstorming session on how to reduce the budget gap while minimizing the impact to schools in November. • Five school principals participated in a strategic budget workshop in December. • 10 Instructional Leadership Development coaches participated in budget discussions related to possible efficiencies, savings, and needs in February. 	<ul style="list-style-type: none"> • More than 1,000 teachers responded to a survey on what areas of increased investment are needed under the Destination 2025 priorities. • Teachers and principals attended a working session on the budget. 	<ul style="list-style-type: none"> • Two community events hosted to mobilize religious leaders, community leaders, and corporations on how to support the District. • Three focus groups were conducted on investments, cost savings, and revenue generation ideas with 22 parents from 19 schools. • Superintendent launched <i>Students Deserve More</i> campaign in response to declining state and local funding. 	<ul style="list-style-type: none"> • Board members contributed ideas related to cost reductions and investments for the District in January. • Community forums hosted by the Board in April and May to discuss proposed budget and school closures. • Two day budget workshops were hosted that aligned Destination 2025 priorities with the budget and identified areas for possible greater efficiencies. • Monthly budget meetings were held, which included drilling deep into departmental budgets to identify areas of investments and cost savings.

In school year 2015-16, the Superintendent launched the Students Deserve More campaign to increase understanding of the District’s budget and to mobilize parents, students, and community leaders to have an active voice in the budget process. Specifically, the campaign is designed to engage various stakeholders around funding to meet the needs of our students.



No. 3: Budget Preparation

Formulation of the budget begins with enrollment projections. Enrollment projections drive staffing and expenditure allocations for local schools. In addition, they are based on the second twenty-day attendance count and are finalized annually in December.

A. 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 and are 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. 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 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 market-driven.

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 the Budget and Fiscal Planning team, a line item justification must be completed which aligns to District goals and priorities. The supporting documents enable the Budget and Fiscal Planning team to determine if all cost allocations are justifiable and accurate. These documents also help the District determine where cost savings can be maximized.

B. Revenues

The estimation of revenues begins in October and is 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. Educational revenues from various County taxes, including sales taxes, are 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 finalize its budget.

C. Capital Budget

The budget development process for the Capital Projects Fund budget is prepared 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 Deferred Maintenance 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.

No. 4: Budget Review and 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 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.

No. 5: Budget Adoption

Once the Shelby County Board of Commissioners approves the proposed budget, the Board adopts the budget. 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 the Superintendent develop such a budget for the operation of SCS annually.

The Board further recognizes that the budget provides the framework for both expenditures and revenues for the year and translates into financial terms for the educational programs and priorities of 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 ePlan 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 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.

No. 6: Budget Implementation and Management

The Budget and Fiscal Planning department loads the adopted budget into the financial system by July 1. As the budget is expended, department leaders, Accounting and Reporting, and the Budget and Fiscal Planning team conduct monthly meetings to monitor the budget.

A. Budget Management

Each month, financial reports are shared with the department leaders and the Superintendent to evaluate annual spend relative to the annual budget. Monthly financial projections are conducted to track spend against the budget across the District. Access to budget reports is available electronically at any time.

B. Budget Administration

When unforeseen circumstances arise during the fiscal year that requires 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.

C. 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 Budget and Fiscal Planning team maintains the position control budget.

Human Resources must first approve any salary increase that is requested for an employee by a department administrator for purposes of reclassification, equity or other circumstances, 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.

III. ANNUAL OPERATING BUDGET POLICY

According to [Annual Operating Budget Policy](#) (SCBE policy 2001), 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.

Specifically, 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."

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](#) provides details about the operating budget and the requirement for a "balanced" budget.

IV. LAWS AFFECTING THIS BUDGET

i. Budget Approval

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 Tennessee Public Chapter 170, Acts of 2015 allows counties to operate under a continuation budget through August 31. Counties with extraordinary circumstances preventing the adoption of a budget resolution by August 31 may request approval from the Comptroller of the Treasury to operate until September 30.

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.

ii. BEP Enhancement Act

The General Assembly in Tennessee passed the Basic Education Program (BEP) Enhancement Act in April 2016 to strengthen the K-12 funding formula. The BEP Enhancement Act will support the largest investment in K-12 education ever funded without a tax increase. This Act will support investments such as improving teacher salaries; doubling the state's current investment in technology; better serving high need student populations; and addressing enrollment growth and inflationary costs. (*Source TN Department of Education*)

Although, the BEP Enhancement Act will help to increase teacher salaries and insurance benefits, there are notable changes to BEP allocations to the District, as follows:

- Any LEA that was on stability funding during 2015-16 school year will have their 2016-17 school year minimum level of funding adjusted to reflect decreases in enrollment experienced in 2014-15 school year.
- Beginning the 2017-18 school year, the minimum level of funding identified will be adjusted to reflect decreases in enrollment.
- Average instructional salaries and wages will be \$44,430 for fiscal year 2016-17 and may be adjusted for subsequent fiscal years according to the general appropriations act.
- The cost differential factor (CDF) will be funded at 25% in 2016-17 and will be eliminated from the formula in subsequent years as increases are made to instructional salaries and wages.
- Funds generated for teacher medical insurance in the BEP will be based on twelve months of employment vs. 11 months in 2015-16 fiscal year.
- The staffing formula shall provide for the following student-to-teacher ratios:
 - English Language Learner (ELL) = 1:25 for teachers; 1:250 for translators;
 - Special Education (SPED) will be based on the level and extent of services provided and related to the student's individualized education program (IEP).
- Classroom technology funds have increased to \$40 million to be distributed amongst school districts in TN.

More details about House Bill 2574 can be found at: <https://www.tn.gov/governor/article/2016-legislation-bep-enhancement-act>

iii. Charter Schools

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.

iv. Teacher Stipends

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). The teachers shall use this money for instructional purposes. In a practical manner, the District must allocate this amount to the school for each teacher after the start of the school year.

DISTRICT SECTION

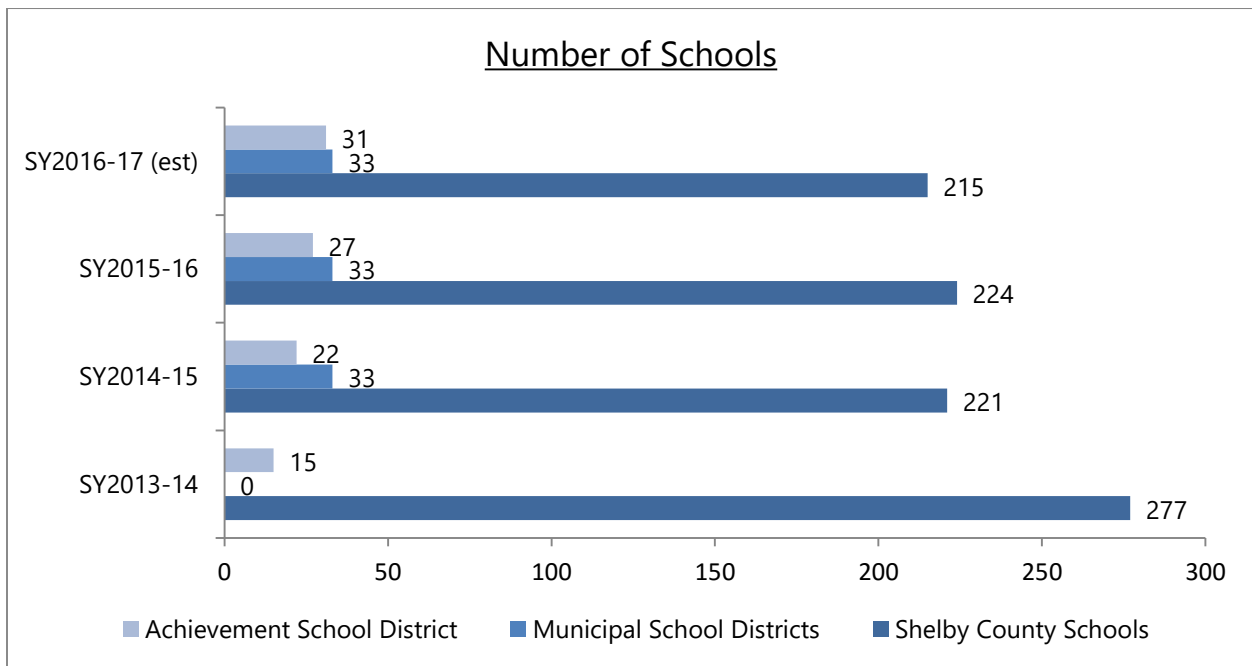
This section includes the following information:

- I. Education Landscape of Shelby County
- II. Profile of SCS School Options

I. EDUCATION LANDSCAPE OF SHELBY COUNTY

Shelby County Schools is part of a unique education landscape that includes eight local education agencies (LEAs) within Shelby County. The eight LEAs include: Shelby County Schools; six municipal school districts located in Arlington, Bartlett, Collierville, Germantown, Lakeland and Millington; and the Achievement School District (ASD).

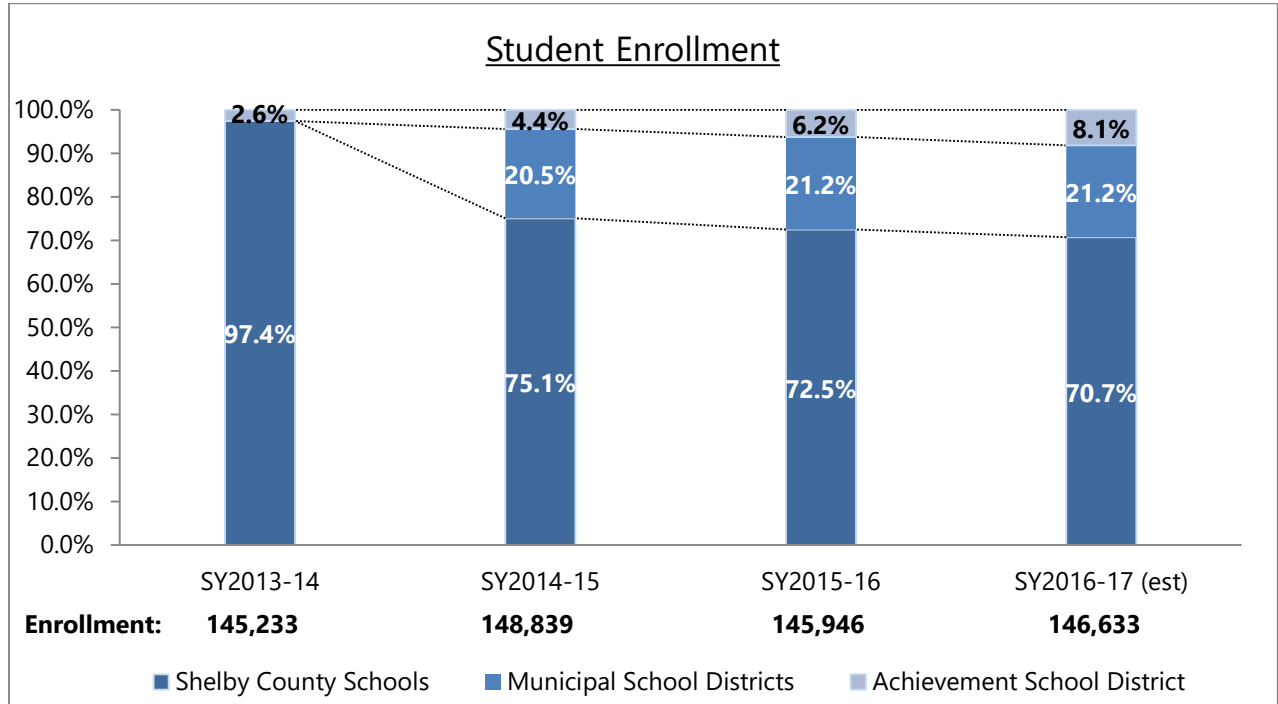
Shelby County Schools had the largest educational footprint in Shelby County with 224 schools in school year 2015-16. Over the past few years, the number of SCS schools declined for three reasons. First, the creation of 6 municipal districts caused a loss of 33 schools. Second, the growth of ASD resulted in the takeover of 11 priority schools and the creation of 5 schools. Lastly, the District closed 18 schools to gain more efficient use of academic resources.



*Data Source: SY 2014 and 2015 TN Department of Education, State Report Card; SY 2016 Actual; SY 2017 Projected Schools

In school year 2016-17, Shelby County Schools will lose four schools (i.e., Caldwell-Guthrie Elementary School, Hillcrest High School, Kirby Middle School, and Raleigh-Egypt Middle School) as a result of the ASD takeover. The District will close the Memphis Health Careers Academy, Springhill Elementary, Messick Adult High, Carver High School, and Northside High School. Additionally, Fairley Elementary School and Raineshaven Elementary School have closed and students from both schools attend the new Westhaven Elementary School. Five new charter schools have opened and four charter schools have closed in school year 2016-17.

With the competition of neighboring school districts and ASD school takeovers, Shelby County Schools has experienced significant student enrollment attrition over the last couple of years. SCS student enrollment stood at 93,837 in school year 2015-16. The District expects continued student enrollment loss of 3,548 students in school year 2016-17.



*Data Source: 20th Day Enrollment; SY 2016 and 2017 Enrollment Projections.

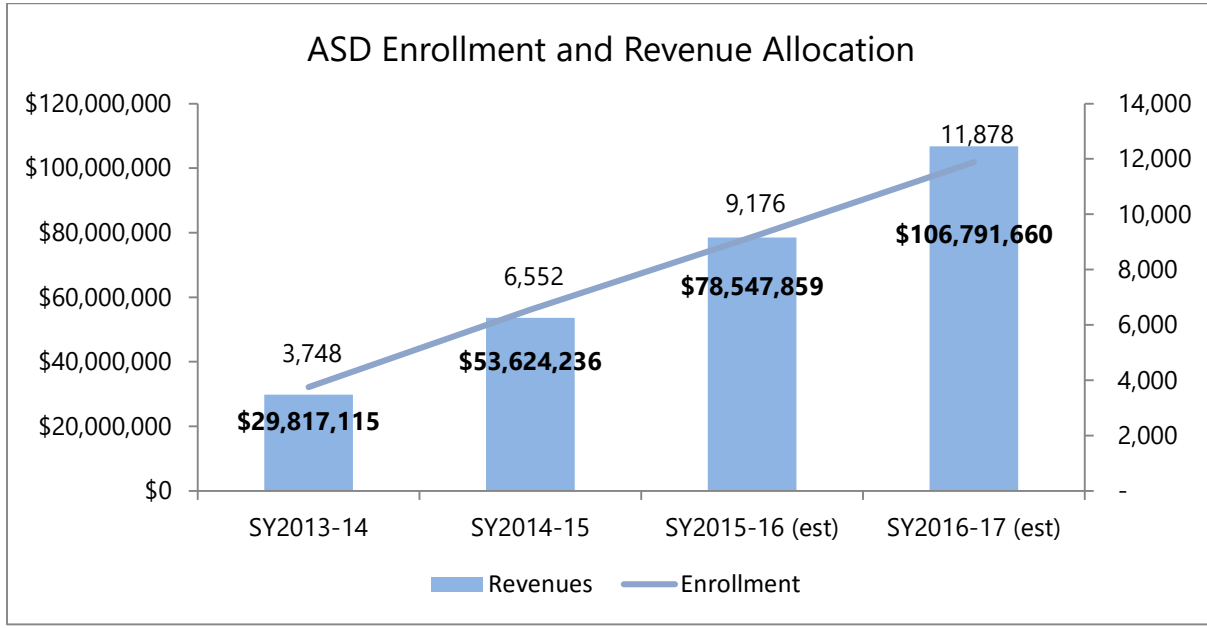
Achievement School District

A major contributor to SCS enrollment decline has been the growth of the Achievement School District. The State of Tennessee established this district to turn around “persistently” low performing or Tier 1 schools across the state. Specifically, ASD was charged with the mission to move schools from the bottom five percent in the state to the top 25% in the state within five years.

ASD has charter school authorizing power, meaning they are allowed to match failing schools that once belonged to the school district with charter operators. Since the ASD first arrived in Shelby County, the number of schools, including partially run schools, increased from five in school year 2012-13 to 27 in school year 2015-16. The total number of ASD schools includes five schools that were not originally a part of Shelby County Schools. ASD will grow to 31 schools in the Shelby County School’s footprint with four additional schools in school year 2016-17.

Currently, only students who are zoned to a school in the ASD or a school in the bottom five percent are qualified to attend an ASD school. ASD student enrollment in Shelby County Schools has increased more than twofold to 9,176 in school year 2015-16 compared to school year 2013-14 with 3,748 students. In school year 2016-17, ASD enrollment projection is expected to increase to 11,878 students, which amounts to a 29% hike in student enrollment.

ASD enrollment growth places substantial financial pressure on Shelby County Schools. First, the State of Tennessee provides a share of Shelby County Schools’ local and state funds to ASD as a direct allocation from the Basic Education Program (BEP). In the chart below, ASD revenue allocation increased from \$29.8 million in school year 2013-14 to an estimated \$78.6 million in school year 2015-16. With the additional four SCS schools slated to become a part of ASD in school year 2016-17, the revenue allocation is expected to increase to \$106.8 million. This represents a 36% increase from the prior year revenue allocation.

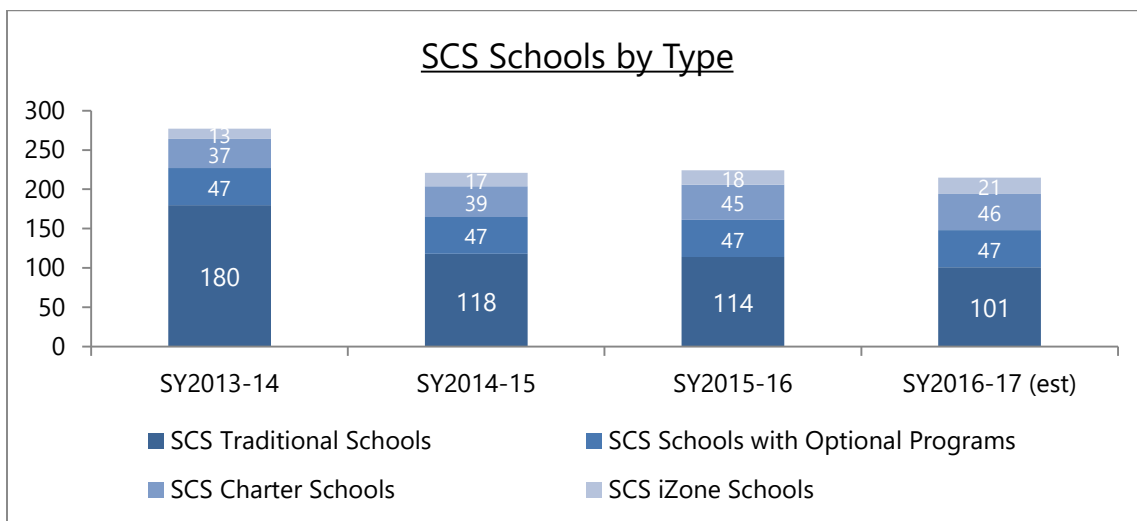


ASD also receives a greater share of state funding provided to Shelby County Schools. As a growing local education agency, ASD revenue allocation is based on current year enrollment.

II. PROFILE OF SCS SCHOOL OPTIONS

In Shelby County Schools, several school options exist for parents and students ranging from career and technology centers to blended learning schools. Notably, charter schools, Innovation (or iZone) schools, and optional schools or centers with optional programs are targeted to provide quality learning to our students.

Shelby County Schools experienced charter school growth, while maintaining stable growth in iZone schools, optional schools, and schools with optional programs. The growth in the chart below highlights the District’s continued investment in using different interventions to provide high quality education to our students.



SCS Authorized Charter Schools

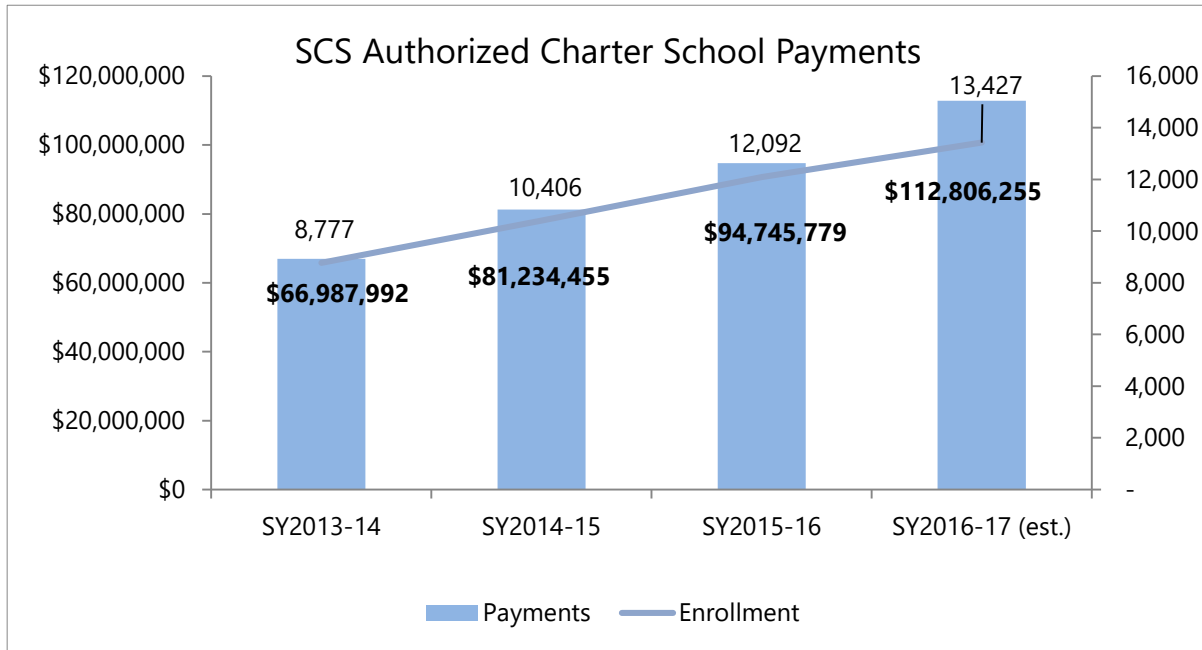
SCS Authorized Charter Schools have experienced the highest enrollment growth in the District footprint. The number of SCS authorized charter schools grew to 45 in school year 2015-16 from 37 in school year 2013-14.

The proliferation of SCS authorized charter schools has been a result of state laws. In 2002, the State of Tennessee passed the Tennessee Public Charter Schools Act. This 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.

Charter schools were established in Tennessee in 2003 as an alternative for students assigned to failing urban schools. Charter operators have flexibility to set their own hours, school calendar and hiring process; 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), any child may attend a charter school in Tennessee, regardless of family income or the No Child Left Behind (NCLB) status of the child’s home school. There are no longer caps on the number of charter schools permitted in any given district.

SCBE provides funding to SCS authorized charter schools as a pass-through of state and local funds. 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.

Similar to ASD, SCS authorized charter schools receive a greater share of state funds provided to Shelby County Schools. Charter school revenue allocation is based on current year enrollment.



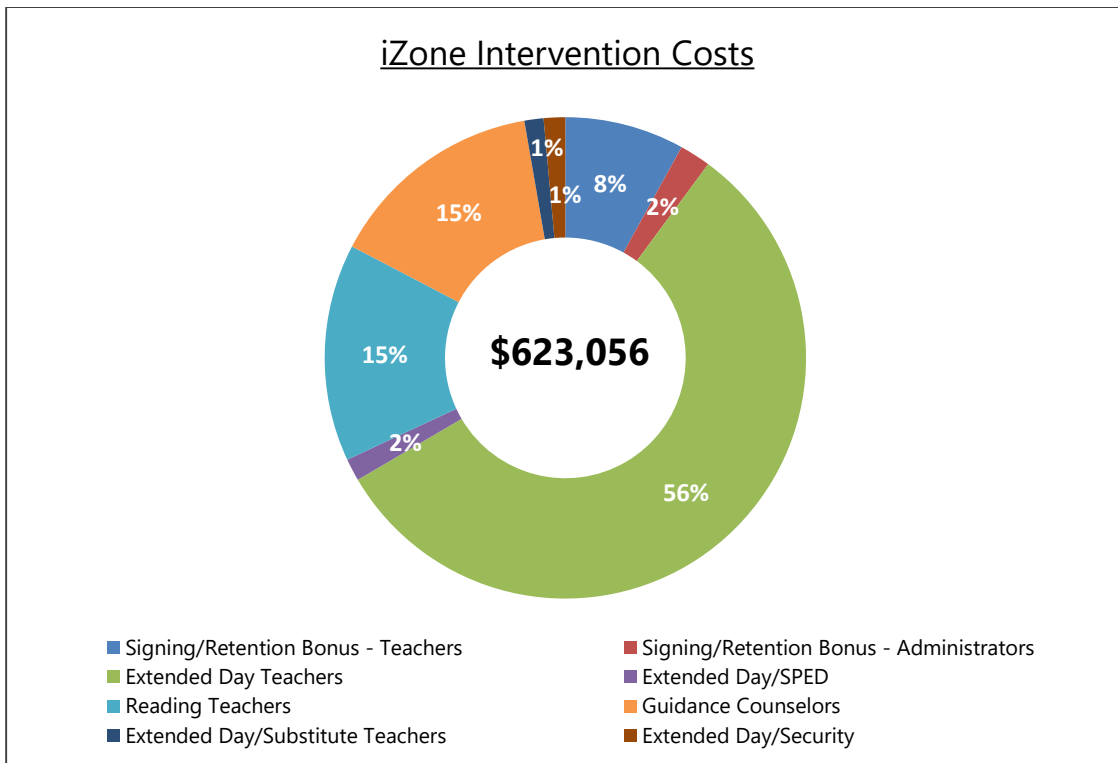
With the elimination of the cap on charter schools, the District has experienced mounting financial pressures from the increase of charter schools, which is shown in the chart above. With a 10% jump in annual charter school enrollment, the charter school payment will climb by \$18.1 million in fiscal year 2016-17 based on the fiscal year 2015-16 amended budget. Although four charter schools have closed in fiscal year 2016-17 due to low performance, the projected payment for SCS authorized charter schools is \$112.8 million due to five new charter schools and additional enrollment for existing charter schools.

With charter school payments being the second largest expense behind instruction in fiscal year 2016-2017, it is prudent to evaluate our investments in SCS authorized charter schools. The District invested \$14.1 million in the bottom 10% charter schools for school year 2015-2016. Four of the charter schools in the bottom 10% will close in fiscal year 2016-2017.

Innovation Zone (iZone) Schools

SCS Innovation Zone (iZone) was created in 2012 to improve schools ranked in the bottom five percent. iZone schools are state priority schools, but they remain under SCS management and receive additional funding to implement new operational and academic changes. 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.

Unlike traditional schools, iZone schools have complete autonomy in relation to the academic programs available for their school. iZone schools receive additional funding through a School Improvement Grant (SIG). Additional support and incentives totaling \$623,056 per school are highlighted in the following chart.



In Shelby County Schools, there are 18 iZone schools in school year 2015-16. In school year 2016-17, three more iZone schools are slated to help turn around our lowest performing schools. The iZone has been one of Shelby County Schools’ most successful initiatives since being established in 2012 under a state law allowing more flexibility and the use of federal money to traditional public school districts to improve chronically underperforming schools. In four years, 11 of the iZone schools have boasted double-digit test score gains, and seven have moved off the state’s priority list.

Optional Schools and Programs

SCS Optional schools cater to students’ unique interests and learning styles and are renowned across the State and country. Entrance requirements for optional schools vary by school and program and are generally based on report cards and standardized test scores. There were 47 Optional schools in school year 2015-2016.

Specialized programs include the following foci:

- College Prep
- International Baccalaureate (IB)
- Dual Language Immersion
- Montessori
- Global Health Studies
- Creative and Performing Arts (CAPA)
- Science, Technology, Engineering, Arts, and Mathematics (STEAM)
- Engineering
- International Studies
- Information Technology

Below are several achievements of our Optional schools and programs.

- 100% graduation rate for four-year Optional high school students
- Sixteen Optional high school students are 2016 National Merit Scholarship Semifinalists
- Optional schools in SCS offer the state's only K-12 feeder pattern for Chinese, Japanese and Russian
- Nine Optional schools named to the 2015 Tennessee Reward Schools list
- Thirty-two (32) of thirty-eight (38) available Advanced Placement courses offered in our Optional high schools
- The only high school Aviation program offering students a private pilot's license
- The average pre-ACT score of tenth grade Optional students is 20.3, compared to 17.2 as the national average
- The average composite score of the ACT is 23.8 for Optional high school students
- Optional elementary and middle school students surpass the state average in every subject on the TCAP

Empowerment Zone

The District is launching a new turnaround model for schools that are at risk of being placed in Priority status by the state. The innovative pilot, known as the Empowerment Zone, will launch in 2016-17. The proactive intervention strategy will target schools in the southwest area of the District, specifically the Whitehaven community.

Key Investments:

- The District recognized the need to be more aggressive and intentional about how we are supporting our struggling schools, particularly those at risk of being placed in Priority status by the State. It is critical that we are proactive in providing interventions that will ensure students are learning on grade level and progressing toward on-time graduation.
- The Empowerment Zone model is an innovative and proactive strategy designed to provide strategic interventions to students who need them most through improved school culture, climate and curriculum.
- As with our Innovation Zone, the Empowerment Zone model is added evidence of our commitment to strengthening feeder patterns and enhancing communities as we strive toward the reality of Destination 2025.
- In school year 2016-17 the Empowerment Zone will begin with Havenview Middle School. A. Maceo Walker Middle School, Holmes Rd. Elementary School, Robert R. Church Elementary School and Manor Lake Elementary School are projected to join in the future.
- Each school in the Empowerment Zone may receive a different level of intervention support depending on the school's performance and the needs of students.
- The unique driver of success in the Empowerment Zone is total vertical alignment across all schools in terms of academics, particularly in the core subject areas of math, language arts and science, as well as best teaching practices and school operational procedures.

- Vertical alignment means teachers can collaborate and interact with students across the Empowerment Zone, providing more access to diverse and competitive courses, like world languages, business and technology, that will prepare them for college and careers.
- Parents, educators and community stakeholders will form a unified leadership council and PTSA to ensure they have an active voice in decisions that impact students across the Empowerment Zone and are good for the community as a whole.

This page intentionally left blank.

Budget Summary

This section includes the following information:

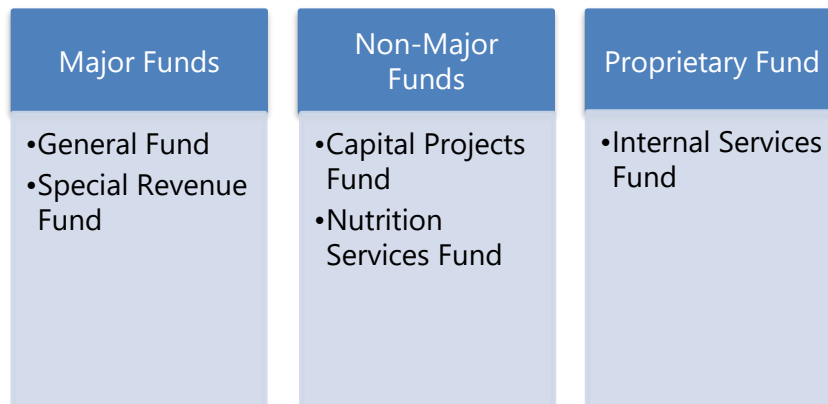
- I. Appropriated Fund Structure
- II. Financial Summary of Funds
 - A. Combined Funds
 - B. Fund Balance
 - C. General Fund
 - D. Special Revenue Funds
 - E. Capital Projects Fund
 - F. Internal Service Funds
- III. Financial Policies and Law Requirements

Shelby County Schools is the largest school district in the state of Tennessee. The \$1.34 billion budget across all funds reflects the academic support and operations needed to serve the 103,716 students (including charter schools) in school year 2016-17. This section provides details about the District’s primary operations; federal, state and local-sponsored programs; nutrition service operations; capital projects; and operations supported internally.

I. APPROPRIATED FUND STRUCTURE

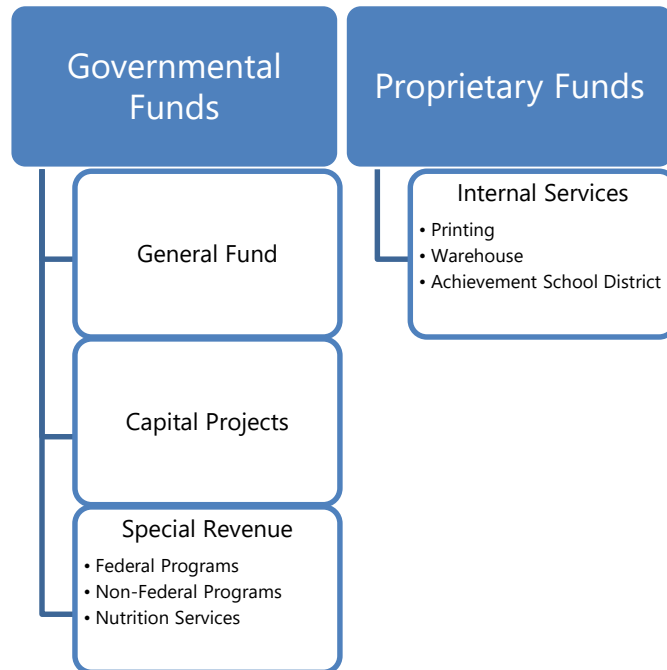
The District’s financial structure is established to reflect the use of funds for distinctive operations. The District’s accounts are maintained in accordance with the principles of fund accounting to ensure observance of limitations and restrictions on the resources available. The principles of fund 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 comprise its assets, liabilities, fund equity, revenues and expenditures. The District operates two major funds, two non-major funds, and one proprietary fund.



Funds are categorized as major or non-major based upon factors that include relative size, impacts of the fund on other programs and services, and significance of the fund to the public.

The graphic below categorizes individual fund types as Governmental or Proprietary based upon how funds are appropriated.



Descriptions of the different fund types used by the District are as follows:

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

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

The *Special Revenue* Fund accounts for the proceeds of specific revenue sources legally restricted to expenditures for specified purposes in the following funds:

- *Federal and Non-Federal Programs* represent funds that the Board receives from various agencies, which are to be spent for specified purposes based upon contractual agreements. The funds are restricted or committed for specific purposes. The Non-Federal Programs Fund is local or state funding and Federal Programs Fund is federal government funding.
- *Nutrition Services* Fund accounts for the financial operations of preparing and serving regular and incidental meals, lunches and snacks in connection with school functions. Revenue is provided primarily from U.S. Department of Agriculture, and is to be spent specifically for the cafeterias. Thus, these funds are restricted, and the Nutrition Services Fund is used to ensure these funds are segregated from other funds.

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

Note that 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.

II. FINANCIAL SUMMARY OF FUNDS

A. Combined Funds

The District's total expenditure budget across all funds is approximately \$1.34 billion in fiscal year 2016-17. The total expenditures budget for all funds reflects a slight decline of \$2.9 million from the prior year budget. Below is the budgeted financial statement of activities for all funds.

Fiscal Year 2016-17 Budget Combined Funds

	2013 - 14 Actual	2014- 15 Actual	2015-16 Amended Budget	2016-17 Budget	Variance	% Change
Revenues						
City of Memphis	\$ 193,746	\$ 8,225,000	\$ 2,057,997	\$ 1,333,333	\$ (724,664)	-35.21%
Shelby County	557,773,447	436,419,011	471,717,867	496,260,206	24,542,339	5.20%
State of Tennessee	634,426,006	506,266,991	497,741,841	487,935,689	(9,806,152)	-1.97%
Federal Government	193,897,043	215,801,613	280,520,248	297,190,542	16,670,294	5.94%
Other local sources	50,137,167	44,767,306	42,304,490	43,982,627	1,678,137	3.97%
Total revenues	1,436,427,409	1,211,479,921	1,294,342,443	1,326,702,397	32,359,954	2.50%
Expenditures						
Instruction	772,067,264	582,093,848	605,814,470	596,527,817	(9,286,653)	-1.53%
Instructional support	52,083,955	80,209,856	89,494,893	76,136,569	(13,358,324)	-14.93%
Student support	97,457,162	62,548,229	69,736,533	70,953,824	1,217,291	1.75%
Office of principal	82,912,396	62,323,711	61,322,119	59,257,016	(2,065,103)	-3.37%
General administration	27,534,083	18,050,697	23,223,671	24,782,705	1,559,034	6.71%
Fiscal services	7,018,550	5,299,420	7,001,999	6,207,120	(794,879)	-11.35%
Other support services	36,519,021	40,848,444	50,922,592	52,740,605	1,818,013	3.57%
Student transportation	33,401,128	30,296,105	31,959,449	32,315,785	356,336	1.11%
Plant services	110,441,901	89,375,961	86,596,474	82,995,151	(3,601,323)	-4.16%
Community service	22,294,340	43,373,466	56,212,093	58,574,531	2,362,438	4.20%
Charter schools	67,060,263	81,234,455	94,745,779	112,806,255	18,060,476	19.06%
Retiree benefits	30,164,526	31,961,282	33,135,196	33,135,196	-	0.00%
Food service	76,274,567	74,876,662	88,092,909	85,353,242	(2,739,667)	-3.11%
Debt Service:						
Principal	547,383	547,383	547,384	72,267	(475,117)	-86.80%
Interest	111,556	2,628	111,601	109,275	(2,326)	-2.08%
Capital outlay	10,550,000	35,269,392	42,821,642	46,896,303	4,074,661	9.52%
Total expenditures	1,426,438,095	1,238,311,539	1,341,738,804	1,338,863,661	(2,875,143)	-0.21%
Excess (deficiency) of revenues over expenditures	9,989,314	(26,831,618)	(47,396,361)	(12,161,264)		
Approved use of fund balance	-	26,831,618	47,396,361	-		
Beginning Fund Balance	205,703,025	217,599,751	204,370,233	156,973,872		
Increase (decrease) in reserve for encumbrance	1,907,412	23,225,260	-	-		
Transfers from Other Funds	-	(19,500,000)	-	-		
Sale of capital assets	-	9,876,840	-	-		
Ending Fund Balance	\$ 217,599,751	\$ 204,370,233	\$ 156,973,872	\$ 144,812,608		
Fund balance categories						
Nonspendable	7,636,851	6,799,292	6,799,292	6,799,292		
Restricted	67,045,993	82,759,762	82,759,762	82,759,762		
Assigned	34,547,426	54,883,849	7,487,488	7,487,488		
Unassigned	108,369,481	59,927,330	59,927,330	47,766,066		
Total ending fund balance	217,599,751	204,370,233	156,973,872	144,812,608		

Revenues

State and Shelby County funds are the District's two largest revenue sources, making up 74.2% of the budgeted revenues in fiscal year 2016-17. The bulk of the state revenue is allocated as part of the State's Basic Education Program (BEP) funds. BEP revenues are calculated based upon the State's funding formula that factors in historical and projected enrollment at SCS, the ASD and charter schools; instructional classroom and non-classroom needs; local matching calculations; and the impact of changes related to the ASD, Charter Schools and SCS.

State revenues are budgeted to decline \$9.8 million versus the prior year budget, primarily related to projected enrollment decline. Shelby County is expected to lose students due to the ASD's takeover of four schools that had 2,004

students and incremental student attrition to neighboring school districts. This translates into about \$9.3 million budgeted BEP revenue decline in fiscal year 2016-17, despite the proposed changes to the state BEP funds.

Federal grants make up approximately 22.4% or \$297.2 million of total budgeted revenues and include grants like Title I, IDEA Part B, and Head Start. Title I funds aim to bridge the gap between low-income students and other students by providing each child with fair and equal opportunities to achieve an exceptional education. IDEA ensures students with disabilities receive a free appropriate public education. Head Start is a comprehensive program designed to foster the healthy development of young children. Additional information on these programs is provided in the Special Revenue fund section.

The \$32.4 million annual revenue increase in the fiscal year 2016-17 budget is driven by two major factors:

A. Increase in Federal Revenues: Federal revenues are budgeted to increase \$16.7 million compared to the prior year budget. The majority of the increase is due to anticipated carryover from the Title I budget from the prior year.

B. Increase in Capital Projects Revenues: Capital projects revenues are expected to increase by \$2.2 million. This is due to the completion of preexisting capital projects and newly approved projects granted in fiscal year 2015-2016 reimbursable by the Shelby County Government. Shelby County Schools is scheduled to complete the majority of its newly approved capital projects in fiscal year 2016-17 with the exception of CNC Roof and Truss Replacement scheduled to be completed in fiscal year 2018.

Expenditures

The District's budgeted expenditures across all funds will decline compared with prior year. Projected expenditures are budgeted at \$1.34 billion, representing a \$2.9 million decline relative to the prior year's budget. The drop in expenditures occurred in the following two major categories: Instruction and Instructional Support.

1. Instruction: Instructional expenditures are budgeted to decline by \$9.3 million due to both the rightsizing of school-based personnel caused by enrollment decline and the reduction of academic programs and services supported by state, county, and federal revenues.

2. Instructional Support: Instructional support expenditures are budgeted to decrease by \$13.4 million largely due to the loss of school-based personnel caused by the enrollment decline. Instructional support includes such positions as educational assistants and guidance counselors.

B. Fund Balance

The District projects to start fiscal year 2016-17 with a fund balance for all funds of \$156,973,872 (unaudited) which is a \$47.4 million decrease when compared with 2015-16. Of this total, the General Fund makes up 76% or \$119,949,950.

The unassigned portion of the general fund’s balance, which is available for spending at the Board’s discretion, is approximately 50% or \$59,927,330. The District recognizes the importance of maintaining a healthy unassigned general fund balance by refraining from using the unassigned balance for recurring expenditures. Therefore, the District reduced its FY2017 general fund budget by \$21.3 million. The remainder of the general fund balance is non-spendable, restricted, committed, or assigned to indicate that it is 1) not in spendable form, 2) restricted for specific purposes, or 3) assigned for specific purposes. The chart and graph below outline the components of the balances by fund.

Fiscal Years 2015 and 2016 Fund Balances

Fund Name	Actual Balance 6/30/2015	Projected Balance 6/30/2016	FY15-16 % Change
General Fund (1)			
Nonspendable	\$ 6,799,292	\$ 6,799,292	0.00%
Restricted	34,442,225	34,442,225	0.00%
Assigned	54,883,849	18,781,103	-65.78%
Unassigned	59,927,330	59,927,330	0.00%
	<u>156,052,696</u>	<u>119,949,950</u>	<u>-23.13%</u>
Capital Projects Fund (2)	12,488,134	7,189,505	-42.43%
Special Revenue Funds (3)			
Categorically-Aided Non-Federal	3,770,962	3,156,228	-16.30%
Food Service Fund	30,467,986	26,081,985	-14.40%
Internal Service Funds (4)			
Printing Services	438,432	190,220	-56.61%
Supply Chain Management	861,210	405,984	-52.86%
ASD	290,813	-	-100.00%
Total All Funds	<u>\$ 204,370,233</u>	<u>\$ 156,973,872</u>	<u>-23.19%</u>

FY2016 Significant changes:

- The general fund has a fund balance change of 23.13% due to the \$36.1 million planned use of fund balance in FY2015-2016.
- The majority of the CIP projects were completed in FY 2016 resulting in a 42.43% decline in fund balance
- The Categorically-Aided Non Federal Special Revenue fund has a 16.30% decrease in fund balance primarily due to the FY 2017 planned use of funds received for the After-School Childcare program.
- About half of the fund balances in Printing Services and Supply Chain Management will be used to replace obsolete equipment.

According to Standard & Poor’s, an available fund balance is considered strong if the amount is 8-15% of expenditures. The District’s General Fund unassigned fund balance (\$56.4 million) is 6% of fiscal year 2016-17 budgeted general fund expenditures (\$958.9 million).

	Available Fund Balance as % of Expenditures
1 (Very Strong)	>15%
2 (Strong)	8-15%
3 (Adequate)	4-8%
4 (Weak)	1-4%
5 (Very Weak)	<1%

C. General Fund

The District's General Fund budget is approximately \$958.9 million in fiscal year 2016-17, which makes up about 72% of the District's total budget across all funds. The fiscal year 2016-17 General Fund budget reflects a \$21.3 million decline relative to the prior year's budget. The General Fund serves as the District's main operating fund, which includes school personnel salaries and benefits, academic programs, extra-curricular and enrichment programs, special education services, transportation, and charter school payments. The budgeted financial statement of activities for the General Fund is shown below.

Fiscal Year 2016-17 Budget General Fund

	2013 - 14 Actual	2014- 15 Actual	2015-16 Amended Budget	2016-17 Budget	Variance	% Change
Revenues						
City of Memphis	\$ -	\$ 8,000,000	\$ 2,057,997	\$ 1,333,333	(724,664)	-35.21%
Shelby County	552,399,840	431,706,384	435,561,881	456,703,938	21,142,057	4.85%
State of Tennessee	619,406,951	492,578,157	482,470,919	473,332,804	(9,138,115)	-1.89%
Federal Government	11,793,324	11,473,778	11,456,709	14,860,566	3,403,857	29.71%
Other local sources	6,438,605	8,278,680	12,525,854	9,182,410	(3,343,444)	-26.69%
Total revenues	1,190,038,720	952,036,999	944,073,360	955,413,051	11,339,691	1.20%
Expenditures						
Instruction	688,422,223	512,613,728	515,682,580	481,993,624	(33,688,956)	-6.53%
Instructional support	49,593,987	45,972,200	37,840,610	34,222,002	(3,618,608)	-9.56%
Student support	58,203,512	52,386,321	51,905,273	53,147,783	1,242,510	2.39%
Office of principal	82,912,396	61,750,336	61,145,350	59,257,016	(1,888,334)	-3.09%
General administration	14,217,272	11,421,859	12,894,162	12,961,245	67,083	0.52%
Fiscal services	5,843,281	5,417,252	6,721,564	5,907,120	(814,444)	-12.12%
Other support services	35,445,445	39,533,980	50,670,031	52,445,858	1,775,827	3.50%
Student transportation	31,520,326	28,071,487	29,575,606	31,994,073	2,418,467	8.18%
Plant services	105,636,605	86,298,884	83,384,278	79,176,098	(4,208,180)	-5.05%
Community service	971,087	1,121,939	1,816,692	1,685,239	(131,453)	-7.24%
Charter schools	66,987,992	81,234,455	94,745,779	112,806,255	18,060,476	19.06%
Retiree benefits	30,164,526	31,961,282	33,135,196	33,135,196	-	0.00%
Debt Service:	-	-	-	-	-	-
Principal	547,383	547,383	547,384	72,267	(475,117)	-86.80%
Interest	111,556	2,628	111,601	109,275	(2,326)	-2.08%
Capital outlay	-	-	-	-	-	-
Total expenditures	1,170,577,591	958,333,734	980,176,106	958,913,051	(21,263,055)	-2.17%
Excess (deficiency) of revenues over expenditures	19,461,129	(6,296,735)	(36,102,746)	(3,500,000)		
Approved use of fund balance	-	6,296,735	36,102,746	-		
Beginning Fund Balance	158,035,881	179,023,412	156,052,696	119,949,950		
Increase (decrease) in reserve for encumbrance	1,526,402	(738,159)	-	-		
Transfers To/(From)Other Funds	-	(21,207,896)	-	-		
Sale of capital assets	-	5,272,074	-	-		
Ending Fund Balance	\$ 179,023,412	\$ 156,052,696	\$ 119,949,950	\$ 116,449,950		
Fund balance categories						
Nonspendable	7,636,851	6,799,292	6,799,292	6,799,292		
Restricted	28,469,654	34,442,225	34,442,225	34,442,225		
Assigned	34,547,426	54,883,849	18,781,103	18,781,103		
Unassigned	108,369,481	59,927,330	59,927,330	56,427,330		
Total ending fund balance	179,023,412	156,052,696	119,949,950	116,449,950		

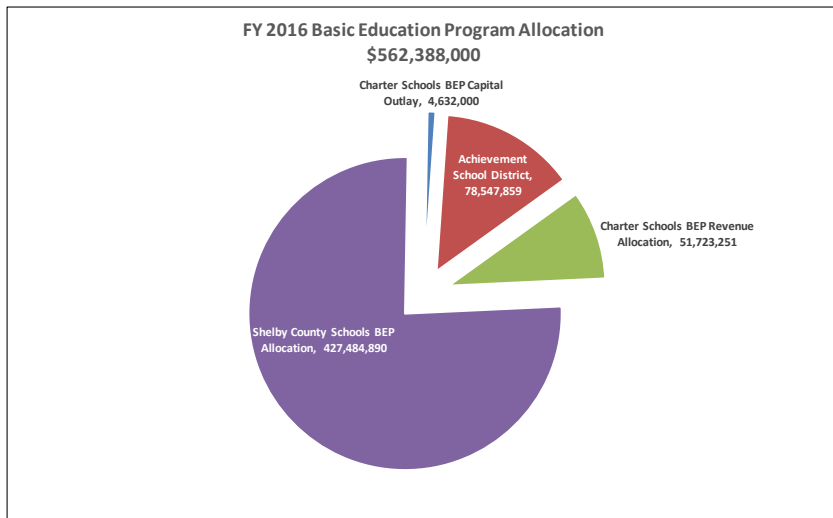
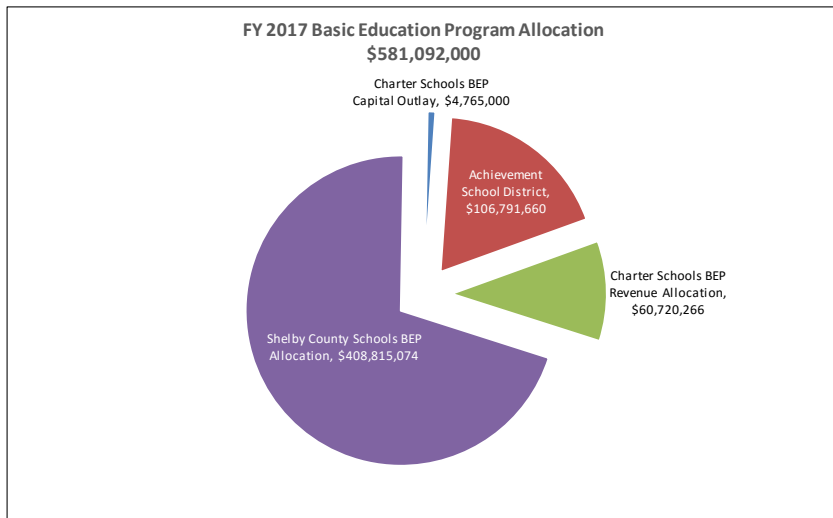
Revenues

As noted previously, the economic outlook for Shelby County and the City of Memphis remains unstable due to the area's higher levels of unemployment and poverty, compared to the state of Tennessee. About 1 in 5 individuals in Shelby County lived below the poverty level in 2014 and more than a quarter of the individuals in the City of Memphis lived below poverty. Both areas exceed the state's 2014 poverty rate of 17.8 percent. Also in 2014, Shelby County and the City of Memphis experienced unemployment levels of 6.6% and 7% respectively, as compared to the state rate of 6.1%.

State and Shelby County revenues make up 97% (or \$930 million) of General Fund budgeted revenues in fiscal year 2016-17. State BEP funds, county property tax, and county sales tax revenues are the major sources of revenues and each are driven by the District’s enrollment. The information below details the assumptions for the 2016-17 budget.

BEP: The District anticipates the budgeted loss of about \$9.3 million in BEP funding in fiscal year 2016-17. Given the declining enrollment of Shelby County Schools (including ASD participation in the District), the District receives funding from the state which calculates BEP allocation in fiscal year 2016-17 based on prior-year enrollment, which was 115,932 students in school year 2015-16. However, the District’s share of BEP funds to ASD is based on current year enrollment, which results in ASD receiving a larger share of the initial allocation. With about 2,700 students shifting to ASD authorized schools in fiscal year 2016-17, the District is estimating an actual revenue loss of \$9.7 million, while factoring in the proposed reduction in the BEP cost differential factor and proposed BEP funding enhancements. As mentioned previously, the State deducts the ASD’s share of both state and local funds from the BEP allocation. Thus, the \$9.7 million revenue decline includes the BEP allocation for SCS and charter schools.

The charts below show the distribution of the FY 2016 and FY 2017 estimated BEP allocations. The charter schools receive their capital outlay as a direct allocation from the State. As a result of the BEP enhancements, the total BEP allocation for all schools within the SCS geographical area increased \$18.7 million in fiscal year 2017. The current year enrollments are used to calculate the final BEP allocations for ASD and charter schools. Based on this methodology, SCS is projecting its share of the BEP allocation to decrease \$16.3 million due to the expansion of ASD and charter schools.



The BEP allocation for Shelby County Schools (shown below) includes funding for ASD, charter schools, and the District's schools. T.C.A. § 49-1-614 (d) (1) states the ASD shall receive from the LEA, as appropriate, an amount equal to the per student state and local funds received by the LEA for the students enrolled in the ASD. Therefore, the BEP allocation to Shelby County Schools is less the estimated local and state funds for the ASD. In addition, the ASD receives funding based on the current year enrollment for ASD and the District. The FY 2017 BEP estimate below includes the ASD estimate of \$103.6 million based on FY 2017 estimated state revenues, FY 2016 budgeted local revenues, and the FY 2016 BEP enrollment estimate of 115,932 (includes ASD and Charters). The FY 2017 budget includes an ASD estimate of \$106.8 million based on FY 2017 projected revenues for both state and local funds; and the FY 2017 projected enrollment.

The State's BEP funding calculation:

Shelby County			
Basic Education Program Allocation			
2016-2017			
June Estimate			
Instructional Salaries Funding			
Total Full Funding - Instructional		\$369,497,000	
Less: Required Local Matching Funds 26.89%		<u>99,345,000</u>	
State Share of Instructional Funding 73.11%	(1)	\$270,152,000	
Instructional Benefits Funding			
Total Full Funding - Instructional		\$108,231,000	
Less: Required Local Matching Funds 26.89%		<u>29,100,000</u>	
State Share of Instructional Funding 73.11%	(2)	\$79,131,000	
Classroom Funding			
Total Full Funding - Classroom		\$140,541,000	
Less: Required Local Matching Funds 21.37%		<u>30,029,000</u>	
State Share of Classroom Funding 78.63%	(3)	\$110,512,000	
Non-Classroom Funding			
Total Full Funding - Non-Classroom		\$226,936,000	
Less: Required Local Matching Funds 49.06%		<u>111,339,000</u>	
State Share of Non-Classroom Funding 50.94%	(4)	\$115,597,000	
Total State BEP Funding Allocation	(1) + (2) + (3) + (4)	\$575,392,000	(5)
BEP Allocation is Minimum Funding Provision		\$581,092,000	
Capital Outlay Reserved for Charter Schools		(\$4,765,000)	
Funding Reserved for Achievement School District		(\$103,586,000)	
Total BEP State Funding Less Charter and ASD Reserve		\$472,741,000	
Total Required Local Matching Funds		<u>269,813,000</u>	(6)
Total BEP Funding - State and Local		\$845,205,000	(5) + (6)

The State's ASD funding calculation:

Shelby County allocation	
FY17 BEP Allocation	581,092,000
Estimated Local Revenue	<u>429,939,564</u>
Total State and Local Revenue	1,011,031,564
SY16 total LEA ADMs	<u>115,932</u>
State and Local Revenue per pupil	\$ 8,720.90
times Total ASD ADM	11,878
Shelby funding to ASD	\$ 103,586,000.00

County Property Tax: The District is budgeting for approximately \$19 million county property and wheel taxes revenue increase in fiscal year 2016-17. County property tax revenues for education are distributed among the District and the six municipal school districts. The District's share is determined by its current year weighted full time equivalent average daily attendance (WFTEADA) relative to the other school districts in Shelby County. The fiscal year 2016-17 budget assumes that the county's total education budget will be funded at \$419.5 million and the District's share will decrease to about 77.8%. The District's BEP Maintenance of Effort for the County will be re-calculated over a three-year period with the fiscal year 2016-17 as the third year.

County Sales Tax: Sales tax revenues for the District are budgeted to decrease marginally in fiscal year 2016-17 due to enrollment and lower expected sales tax collections. Similar to the county property tax revenue, county sales tax revenues are distributed among the District and the six municipal schools based on current year WFTEADA.

Expenditures

The District's General Fund expenditures are expected to drop by \$21.3 million to \$958.9 million in fiscal year 2016-17. The largest factor in this decline is the \$33.7 million reduction in the instruction state function category from \$515.7 million in FY 2015-16 to \$482.0 million in FY 2016-17. This category's decrease includes cuts in school-based personnel and school-based supporting personnel and related expenditures such as supplies/materials/contracts as a result of enrollment declines. There is also a reduction in the Plant Services State Function category of \$4.2 million reflecting efficiencies in utilities; facilities support staff reductions and a reduction in the custodial contract. While there are other declines related to enrollment and efficiencies in other state functions (such as Instructional Support, Office of the Principal and Other Support Services), those reductions are offset by the \$18.1 million increase in charter school payments from \$94.7 million in FY2015-16 to \$112.8 million in FY2016-17.

District-wide, the General Fund school-related reductions include a diminished pre-kindergarten gifted program, less special education services, less student transportation buses and less academic program services. More details about the departmental cuts can be found in the Department section of this book.

**Fiscal Year 2016-17 Budget
General Fund by Spending Category**

	2013 - 14 Actual	2014- 15 Actual	2015-16 Amended Budget	2016-17 Budget	Variance	% Change
Revenues						
City of Memphis	\$ -	\$ 8,000,000	\$ 2,057,997	\$ 1,333,333	(724,664.00)	-35.21%
Shelby County	552,399,840	431,706,384	435,561,881	456,703,938	21,142,057.00	4.85%
State of Tennessee	619,406,951	492,578,157	482,470,919	473,332,804	(9,138,115.00)	-1.89%
Federal Government	11,793,324	11,473,778	11,456,709	14,860,566	3,403,857.00	29.71%
Other local sources	6,438,605	8,278,680	12,525,854	9,182,410	(3,343,444.00)	-26.69%
Total revenues	1,190,038,720	952,036,999	944,073,360	955,413,051	11,339,691	1.20%
Expenditures						
Salaries	718,441,654	542,727,534	532,164,008	507,418,632	(24,745,376)	-4.65%
Benefits	215,474,892	173,705,141	181,359,912	177,531,404	(3,828,508)	-2.11%
Contracted services	64,388,666	69,801,988	68,186,886	68,109,608	(77,278)	-0.11%
Professional services	1,020,414	1,281,905	2,076,761	2,391,544	314,783	15.16%
Property maintenance services	16,301,341	20,147,580	17,982,876	17,452,510	(530,366)	-2.95%
Travel	1,132,067	853,435	1,245,110	1,637,095	391,985	31.48%
Supplies & materials	63,417,453	51,933,302	42,994,170	40,154,371	(2,839,799)	-6.61%
Furniture, equipment & building improvements	4,766,427	4,297,045	13,927,936	13,128,314	(799,622)	-5.74%
Other objects	17,995,324	11,801,338	23,851,108	18,101,776	(5,749,332)	-24.11%
Debt Service	658,939	550,011	658,985	181,542	(477,443)	-72.45%
Charter schools	66,980,414	81,234,455	95,728,354	112,806,255	17,077,901	17.84%
Total expenditures	1,170,577,591	958,333,734	980,176,106	958,913,051	(21,263,055)	-2.17%
Excess (deficiency) of revenues over expenditures	19,461,129	(6,296,735)	(36,102,746)	(3,500,000)		
Approved use of fund balance	-	6,296,735	36,102,746	-		
Beginning Fund Balance	158,035,881	179,023,412	156,052,696	119,949,950		
Increase (decrease) in reserve for encumbrance	1,526,402	(738,159)	-	-		
Transfers To/(From)Other Funds	-	(21,207,896)	-	-		
Sale of capital assets	-	5,272,074	-	-		
Ending Fund Balance	\$ 179,023,412	\$ 156,052,696	\$ 119,949,950	\$ 116,449,950		
Fund balance categories						
Nonspendable	7,636,851	6,799,292	6,799,292	6,799,292		
Restricted	28,469,654	34,442,225	34,442,225	34,442,225		
Assigned	34,547,426	54,883,849	18,781,103	18,781,103		
Unassigned	108,369,481	59,927,330	59,927,330	56,427,330		
Total ending fund balance	179,023,412	156,052,696	119,949,950	116,449,950		

The majority of the 6.76% decline in salaries and benefits is attributable to Academic –Schools’ reductions in school-based staff for projected enrollment decreases. The reorganization of the Career and Technical department, Exceptional Children staff reductions, transfer of iZone teachers to federal programs, and central office staff reductions make up the remaining decrease in salaries and benefits.

Custodial, facility, transportation services, and the suspension of the document imaging program for Human Resources are the primary drivers of the reduction in contracted services. Information Technology identified the majority of savings in the property maintenance category.

The reduction in supplies and materials is primarily due to reductions in utility and fuel costs. Fuel expenditures are projected to remain consistent with current year actual costs. Utilities declined due to the shift of schools to the Achievement School District and school closures.

The fiscal year 2015-2016 budget included one-time funding for Information Technology-related equipment for an educational assessment tool. Virtual Schools’ equipment reduction is due to an alternative funding source to partially cover the cost of software and related maintenance. Due to the aforementioned reductions, furniture, equipment & building improvements decreased 5.74%.

The other objects category decreased 24.11% due to reductions in Teacher and Leader Effectiveness contributions. The District made the final payment on Qualified Zone Academy Bonds (QZAB) II resulting in a 72.45% decline in debt service. The budget allocation for charter schools will increase 17.84% due to five new charter schools offset by four charter school closures in fiscal year 2016-17.

D. Special Revenue Funds

The District's Special Revenue Funds budget is approximately \$328.2 million in fiscal year 2016-17, which makes up about 24.5% of the total District budget across all funds. Special Revenue Funds account for proceeds of specific revenues sources legally restricted or committed to expenditures for specified purposes such as Federal Programs, Non-Federal programs, and Nutrition Services. Below is the Special Revenue Fund's budgeted financial statement of activities.

**Fiscal Year 2016-17 Budget
Special Revenue Funds**

	2013 - 14 Actual	2014- 15 Actual	2015-16 Amended Budget	2016-17 Budget	Variance	% Change
Revenues						
City of Memphis	\$ 193,746	\$ 225,000	\$ -	\$ -	-	0.00%
State of Tennessee	15,019,055	13,688,834	15,270,922	14,602,885	(668,037)	-4.37%
Federal Government	182,103,719	204,327,835	269,063,539	282,329,976	13,266,437	4.93%
Other local sources	37,871,076	30,002,613	24,612,637	29,764,483	5,151,846	20.93%
Total revenues	<u>235,187,596</u>	<u>248,244,282</u>	<u>308,947,098</u>	<u>326,697,344</u>	<u>17,750,246</u>	<u>5.75%</u>
Expenditures						
Instruction	83,073,788	68,607,918	89,315,861	112,814,238	23,498,377	26.31%
Instructional support	2,470,272	34,237,656	51,654,283	41,914,567	(9,739,716)	-18.86%
Student support	39,205,979	10,161,908	17,831,260	17,806,041	(25,219)	-0.14%
Office of principal	-	573,375	176,769	-	(176,769)	-100.00%
General administration	13,261,932	6,628,838	10,329,509	11,821,460	1,491,951	14.44%
Fiscal services	1,175,269	(117,832)	280,435	300,000	19,565	6.98%
Other support services	1,007,107	1,182,845	115,863	213,426	97,563	84.21%
Student transportation	975,752	655,426	898,593	41,966	(856,627)	-95.33%
Plant services	1,002,722	686,827	856,950	1,014,871	157,921	18.43%
Community service	21,323,253	42,251,527	54,395,401	56,889,292	2,493,891	4.58%
Charter schools	-	-	-	-	-	0.00%
Food service	76,274,567	74,876,662	88,092,909	85,353,242	(2,739,667)	-3.11%
Total expenditures	<u>239,770,641</u>	<u>239,745,150</u>	<u>313,947,833</u>	<u>328,169,103</u>	<u>14,221,270</u>	<u>4.53%</u>
Excess (deficiency) of revenues over expenditures	(4,583,045)	8,499,132	(5,000,735)	(1,471,759)		
Approved use of fund balance	<u>4,583,045</u>	<u>-</u>	<u>5,000,735</u>	<u>-</u>		
Beginning Fund Balance	29,688,861	26,132,338	34,238,948	29,238,214		
Increase (decrease) in reserve for encumbrance	1,026,522	(2,100,418)	-	-		
Transfers from Other Funds	-	1,707,896	-	-		
Ending Fund Balance	<u>\$ 26,132,338</u>	<u>\$ 34,238,948</u>	<u>\$ 29,238,213</u>	<u>\$ 27,766,455</u>		

The fiscal year 2016-17 Special Revenue Funds expenditure budget reflects a \$14.2 million increase relative to the prior year's budget.

Special Revenue Funds: Non-Federal Programs

The District's Non-Federal Programs Fund budget is approximately \$41.8 million in fiscal year 2016-17, which reflects a \$5.3 million increase in expenditures relative to the prior year's budget. Non-Federal Programs include local donations, tuition, fees, and state grants such as Lottery Education Afterschool Programs (LEAPs) and Voluntary Pre-Kindergarten Program. Below is the budgeted financial statement of activities for Non-Federal Programs Fund.

Fiscal Year 2016-17 Budget
Non-Federal Programs Fund

	2013 - 14 Actual	2014- 15 Actual	2015-16 Amended Budget	2016-17 Budget	Variance	% Change
Revenues						
City of Memphis	\$ 193,746	\$ 225,000	\$ -	\$ -	\$ -	0.00%
Shelby County	-	-	-	-	-	0.00%
State of Tennessee	14,319,907	13,009,277	14,590,922	13,922,885	(668,037)	-4.58%
Federal Government	-	-	9,939,784	-	(9,939,784)	0.00%
Local option and state sales tax	-	-	-	-	-	0.00%
Charges for services	-	-	-	-	-	0.00%
Other local sources	19,200,587	20,348,437	21,356,339	26,432,422	5,076,083	23.77%
Total revenues	<u>33,714,240</u>	<u>33,582,714</u>	<u>35,947,261</u>	<u>40,355,307</u>	<u>(5,531,738)</u>	<u>12.26%</u>
Expenditures						
Instruction	2,551,794	715,456	943,290	4,153,785	3,210,495	340.35%
Instructional support	67,518	149,508	494,343	511,574	17,231	3.49%
Student support	48,987	37,455	105,190	71,181	(34,009)	-32.33%
Office of principal	-	266,433	165,862	-	(165,862)	-100.00%
General administration	13,261,932	6,628,838	10,329,509	11,821,460	1,491,951	14.44%
Fiscal services	1,175,269	(117,832)	280,435	300,000	19,565	6.98%
Other support services	1,007,107	1,182,845	115,863	21,772	(94,091)	-81.21%
Plant services	1,002,722	596,388	718,250	1,014,871	296,621	41.30%
Community service	19,978,687	21,509,306	23,406,451	23,932,423	525,972	2.25%
Food service	47,186	49,250	2,802	-	(2,802)	0.00%
Total expenditures	<u>39,141,202</u>	<u>31,017,647</u>	<u>36,561,995</u>	<u>41,827,066</u>	<u>5,265,071</u>	<u>14.40%</u>
Excess (deficiency) of revenues over expenditures	(5,426,962)	2,565,067	(614,734)	(1,471,759)		
Approved use of fund balance	<u>5,426,962</u>	<u>-</u>	<u>614,734</u>	<u>-</u>		
Beginning Fund Balance	7,202,282	3,075,832	3,770,962	3,156,228		
Increase (decrease) in reserve for encumbrance	1,300,512	(3,577,833)	-	-		
Transfers from Other Funds	-	1,707,896	-	-		
Ending Fund Balance	<u>\$ 3,075,832</u>	<u>\$ 3,770,962</u>	<u>\$ 3,156,228</u>	<u>\$ 1,684,469</u>		

The primary reason for the \$5.5 million revenue decrease in Non-Federal Programs Fund is due to less funding from the Teacher and Leader Effectiveness (TLE) grant, which expired June 30, 2016. Since a no-cost extension has been granted, the remaining \$11.8 million of the grant can be spent in fiscal year 2016-17.

Special Revenue Funds: Federal Programs

The District's Federal Programs budget is approximately \$201 million in fiscal year 2016-17, which reflects a \$11.7 million increase in expenditures relative to the prior year's budget. Federal Program accounts for federal funds for such major federal grants as Title I, IDEA Part B; Head Start, and Title I School Improvement Grants. Below is the Federal Programs Fund's budgeted financial statement of activities.

Fiscal Year 2016-17 Budget
Federal Programs Fund

	2013 - 14 Actual	2014 - 15 Actual	2015-16 Amended Budget	2016-17 Budget	Variance	% Change
Revenues						
Federal Government	\$ 124,402,058	\$ 133,900,091	\$ 189,295,731	\$ 200,988,795	\$ 11,693,064	6.18%
Total revenues	<u>124,402,058</u>	<u>133,900,091</u>	<u>189,295,731</u>	<u>200,988,795</u>	<u>11,693,064</u>	<u>6.18%</u>
Expenditures						
Instruction	80,521,994	67,892,462	88,372,571	108,660,453	20,287,882	22.96%
Instructional support	2,402,754	34,088,148	51,159,940	41,402,993	(9,756,947)	-19.07%
Student support	39,156,992	10,124,453	17,726,070	17,734,860	8,790	0.05%
Office of principal	-	306,942	10,907	-	(10,907)	-100.00%
Other support services	-	-	-	191,654	191,654	100.00%
Student transportation	975,752	655,426	898,593	41,966	(856,627)	-95.33%
Plant services	-	90,439	138,700	-	(138,700)	-100.00%
Community service	1,344,566	20,742,221	30,988,950	32,956,869	1,967,919	6.35%
Charter schools	-	-	-	-	-	-
Total expenditures	<u>124,402,058</u>	<u>133,900,091</u>	<u>189,295,731</u>	<u>200,988,795</u>	<u>11,693,064</u>	<u>6.18%</u>
Excess (deficiency) of revenues over expenditures	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Beginning Fund Balance	-	-	-	-	-	-
Increase (decrease) in reserve for encumbrance	-	-	-	-	-	-
Transfers from Other Funds	-	-	-	-	-	-
Ending Fund Balance	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

Federal Programs Fund revenues are budgeted to increase primarily due to anticipated carryover from Title I.

Special Revenue Funds: Nutrition Services

The District's Nutrition Services Fund budget is approximately \$85.4 million in fiscal year 2016-17, which reflects a \$2.7 million decline in expenditures relative to the prior year's budget. The Nutrition Services Fund accounts for the acquisition of food, supplies and equipment; the preparation of meals; and the service of nutritious breakfast and lunch meals to nearly 95,000 students. Below is the Nutrition Services Fund's budgeted financial statement of activities.

Fiscal Year 2016-17 Budget
Nutrition Services Fund

	2013 - 14 Actual	2014 - 15 Actual	2015 - 16 Amended Budget	2016 - 17 Budget	Variance	% Change
Revenues						
State of Tennessee	\$ 699,148	\$ 679,557	\$ 680,000	\$ 680,000	\$ -	0.00%
Federal Government	57,701,661	70,427,744	79,767,808	81,341,181	1,573,373	1.97%
Other local sources	18,670,489	9,654,176	3,256,298	3,332,061	75,763	2.33%
Total revenues	<u>77,071,298</u>	<u>80,761,477</u>	<u>83,704,106</u>	<u>85,353,242</u>	<u>1,649,136</u>	<u>1.97%</u>
Expenditures						
Food services	76,227,381	74,827,412	88,090,107	85,353,242	(2,736,865)	-3.11%
Total expenditures	<u>76,227,381</u>	<u>74,827,412</u>	<u>88,090,107</u>	<u>85,353,242</u>	<u>(2,736,865)</u>	<u>-3.11%</u>
Excess (deficiency) of revenues over expenditures	843,917	5,934,065	(4,386,001)	-		
Approved use of fund balance	-	-	4,386,001	-		
Beginning Fund Balance	22,486,579	23,056,506	30,467,986	26,081,985		
Increase (decrease) in reserve for encumbrance	(273,990)	1,477,415	-	-		
Transfers from Other Funds	-	-	-	-		
Ending Fund Balance	<u>\$ 23,056,506</u>	<u>\$ 30,467,986</u>	<u>\$ 26,081,985</u>	<u>\$ 26,081,985</u>		

The largest decline in expenditures in the Nutrition Services Fund fiscal year 2016-17 budget is in furniture, equipment and building improvements. In fiscal year 2015-16 the budget anticipated a one-time expenditure for the expansion of the outboard freezer at the Central Nutrition Center and included approved use of fund balance to complete this project. Due to exigent circumstances this project was put on an indefinite hold and not included in the fiscal year 2016-17 budget. Similarly, large planned fiscal year 2015-16 expenditures for central kitchen equipment and vehicles were not repeated in the fiscal year 2016-17 budget.

E. Capital Projects Fund

The District's Capital Projects Fund budget is approximately \$46.9 million in fiscal year 2016-17, which makes up about 3.5% of the District's total budget across all funds. The fiscal year 2016-17 Capital Projects Fund budget reflects an increase relative to the prior year's budget.

The Capital Projects Fund accounts for the main capital improvement expenditures for the District and the municipal projects approved prior to the demerger. The projects include life safety improvements; heating, ventilation, air conditioning (HVAC) systems; roof replacements; renovations; window replacements; Americans with Disabilities Act (ADA) upgrades; and other deferred maintenance needs. County capital funding is the primary revenue source for the budgeted Capital Projects Fund. Below is the Capital Projects Fund budgeted financial statement of activities.

Fiscal Year 2016-17 Budget Capital Projects Fund

	2013 - 14 Actual	2014- 15 Actual	2015-16 Amended Budget	2016-17 Budget	Variance	% Change
Revenues						
Shelby County	\$ 5,373,607	\$ 4,712,627	\$ 36,155,986	\$ 39,556,268	3,400,282	9.40%
Other local sources	396,853	377,666	1,367,027	150,530	(1,216,497)	-88.99%
Total revenues	<u>5,770,460</u>	<u>5,090,293</u>	<u>37,523,013</u>	<u>39,706,798</u>	<u>2,183,785</u>	<u>5.82%</u>
Expenditures						
Capital outlay	10,550,000	35,269,392	42,821,642	46,896,303	4,074,661	9.52%
Total expenditures	<u>10,550,000</u>	<u>35,269,392</u>	<u>42,821,642</u>	<u>46,896,303</u>	<u>4,074,661</u>	<u>9.52%</u>
Excess (deficiency) of revenues over expenditures	(4,779,540)	(30,179,099)	(5,298,629)	(7,189,505)		
Approved use of fund balance	<u>4,779,540</u>	<u>30,179,099</u>	<u>5,298,629</u>	<u>-</u>		
Beginning Fund Balance	17,423,682	11,998,630	12,488,134	7,189,505		
Increase (decrease) in reserve for encumbrance	(645,512)	26,063,837	-	-		
Transfers from Other Funds	-	-	-	-		
Sale of capital assets	-	4,604,766	-	-		
Ending Fund Balance	<u>\$ 11,998,630</u>	<u>\$ 12,488,134</u>	<u>\$ 7,189,505</u>	<u>\$ -</u>		

County capital funding is provided on a reimbursable basis, so the revenue declines as capital projects are completed. Shelby County Schools completed the majority of capital projects in fiscal year 2015-16, and has received additional funding of \$26.2 million for capital needs.

F. Internal Service Funds

The District's Internal Service Funds are established to achieve a fee for service and to break even. Rates are reviewed periodically throughout the year to ensure revenues/fees are in line with expenditures.

Shelby County Schools has the following three Internal Service Funds:

- *Printing Services Fund* provides economical printing to SCS District administrative offices and schools.
- *Warehouse Fund* encompasses all the activities involved in the requisition, receipt, and distribution of inventory necessary for the functioning of Shelby County Schools.
- *Achievement School District (ASD) Fund* accounts for various services such as special education, facility maintenance, and other services provided by SCS for the ASD.

Fiscal Year 2016-17 Budget Internal Service Funds

	2013 - 14 Actual	2014- 15 Actual	2015-16 Amended Budget	2016-17 Budget	Variance	% Change
Revenues						
Other local sources	\$ 5,430,633	\$ 6,108,347	\$ 3,798,972	\$ 4,885,204	1,086,232	28.59%
Total revenues	<u>5,430,633</u>	<u>6,108,347</u>	<u>3,798,972</u>	<u>4,885,204</u>	<u>1,086,232</u>	<u>28.59%</u>
Expenditures						
Instruction	571,253	872,202	816,029	1,719,955	903,926	110.77%
Instructional support	19,696	-	-	-	-	0.00%
Student support	47,671	-	-	-	-	0.00%
General administration	54,879	-	-	-	-	0.00%
Other support services	66,469	131,619	136,698	81,321	(55,377)	-40.51%
Student transportation	905,050	1,569,192	1,485,250	279,746	(1,205,504)	-81.17%
Plant services	3,802,574	2,390,250	2,355,246	2,804,182	448,936	19.06%
Charter schools	72,271	-	-	-	-	0.00%
Total expenditures	<u>5,539,863</u>	<u>4,963,263</u>	<u>4,793,223</u>	<u>4,885,204</u>	<u>91,981</u>	<u>1.92%</u>
Excess (deficiency) of revenues over expenditures	(109,230)	1,145,084	(994,251)	-		
Approved use of fund balance	<u>109,230</u>	<u>-</u>	<u>994,251</u>	<u>-</u>		
Beginning Fund Balance	554,601	445,371	1,590,455	596,204		
Increase (decrease) in reserve for encumbrance	-	-	-	-		
Transfers from Other Funds	-	-	-	-		
Ending Fund Balance	<u>\$ 445,371</u>	<u>\$ 1,590,455</u>	<u>\$ 596,204</u>	<u>\$ 596,204</u>		

The ASD fund is the largest internal services fund with special education services driving the budget. Both the printing and warehouse funds operate on a traditional fee for service model.

III. FINANCIAL POLICIES AND LAW REQUIREMENTS

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

The following eight Board policies and financial reporting law requirements related to financial reporting helps to ensure appropriate and efficient internal fiscal controls around fiscal management.

i. *Annual Operating Budget and Balanced Budget*

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

ii. *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.

iii. *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.

iv. *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.

v. *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%.¹

vi. *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.

vii. *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.

viii. *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.

¹ Source: Shelby County Government Fiscal Year 2014-15 Budget Debt Service Section pg. 4.

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.

This page intentionally left blank.

DEPARTMENT SECTION

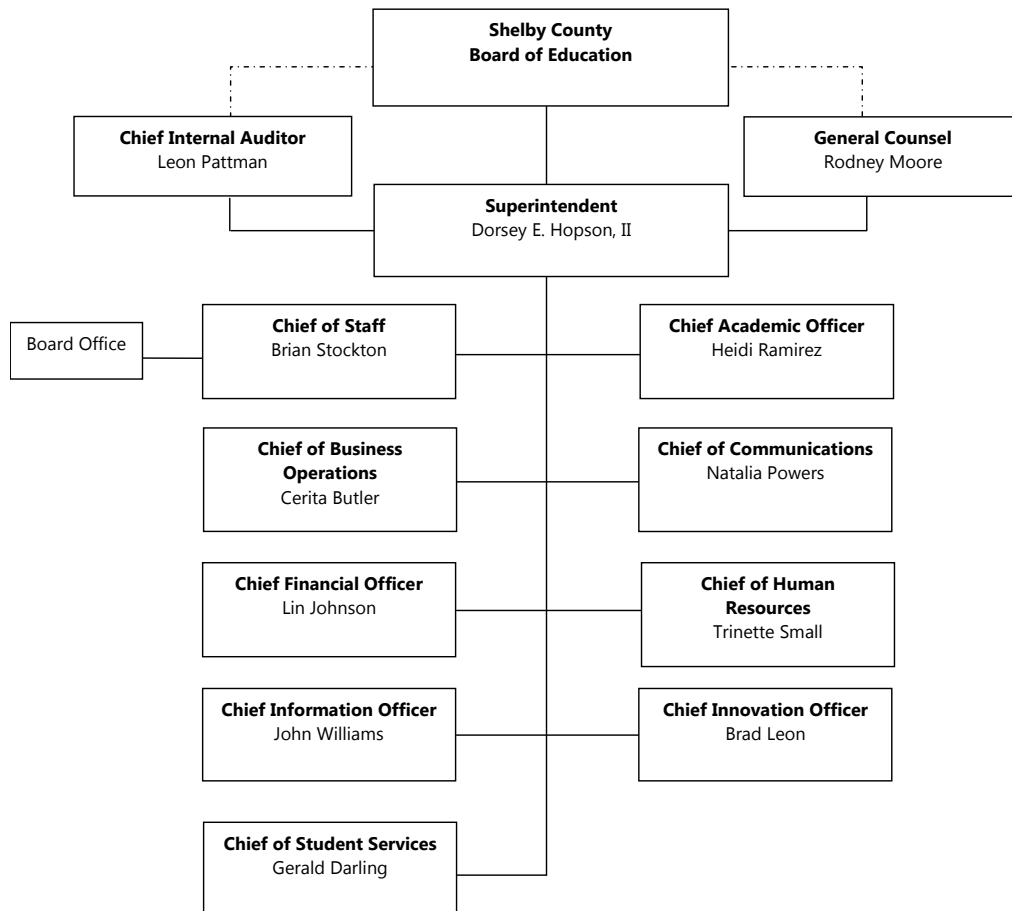
This section includes the following information:

- I. SCS Organizational Structure
- II. School Support Provided by Department
- III. SCS Key Performance Indicators
- IV. Department Financial Summary
- V. Departmental Budget Narratives

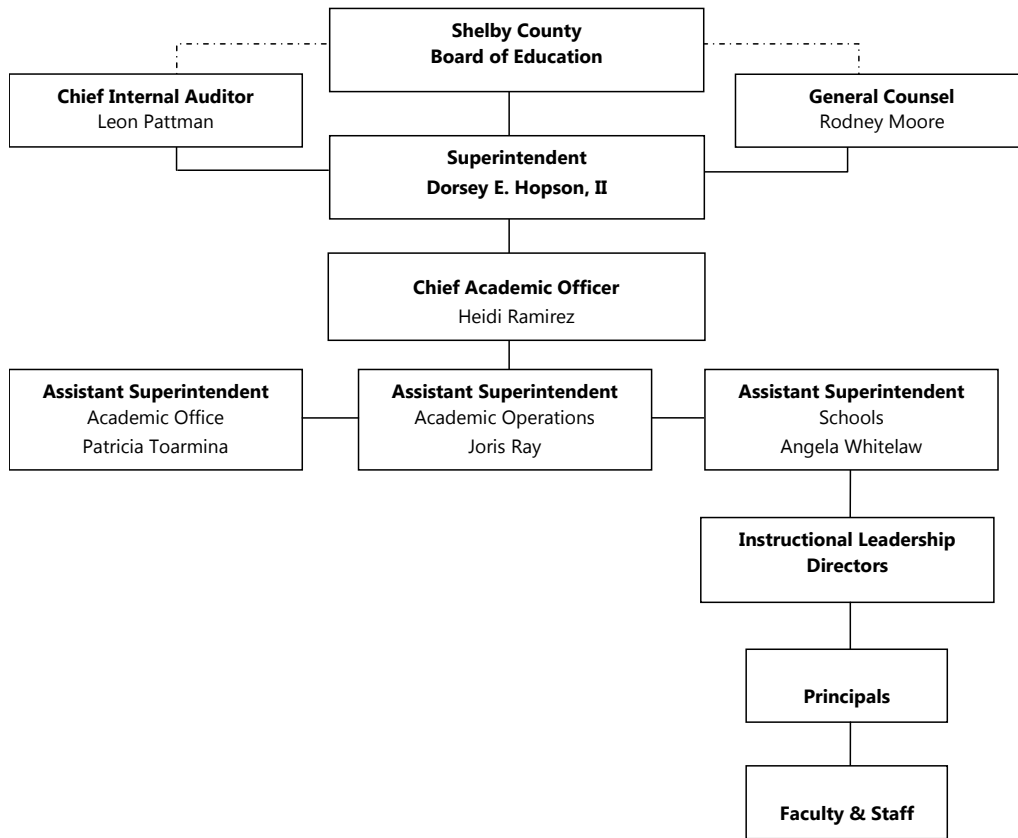
I. SCS ORGANIZATIONAL STRUCTURE

Shelby County Schools prepares our students by providing resources and support to facilitate high quality learning. The District reduces administrative hurdles and inefficiencies from limiting our students’ academic progress. Also, academic and school support tends to be centralized to reduce the burden on school leaders. Consequently, the central office and general administrative functions range from creating a safe and secure learning environment to placing the best possible teachers and school leaders in front of our students each day.

The below organizational structure of Shelby County Schools outlines the various departments that help to drive progress toward the District’s Destination 2025 goals.



Under the Chief Academic Officer, schools are provided further operational, instructional, and school leadership support. The District has instructional leadership directors that ensure our principals can cultivate strong teachers.

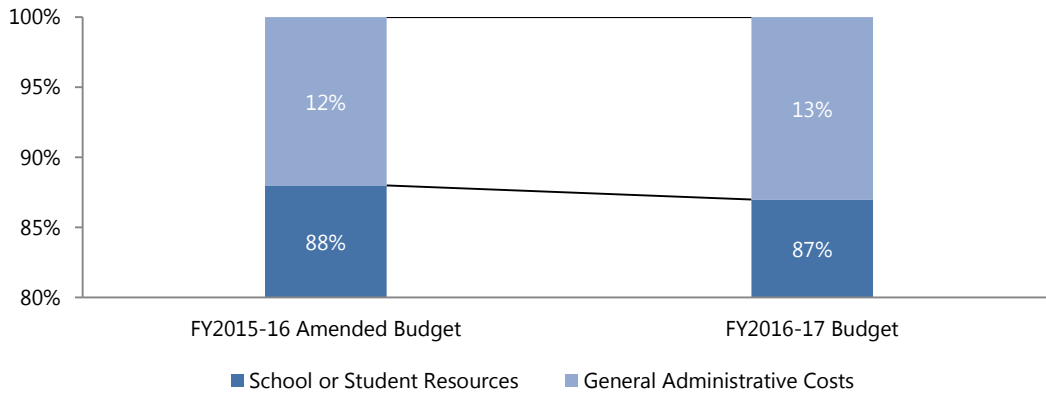


II. SCHOOL SUPPORT PROVIDED BY DEPARTMENT

Over the last couple of years, Shelby County Schools continues to improve its operational efficiencies and reduce administrative costs, which push more funding into our classrooms and schools. In general, the District provides central office support and guidance to schools around operational and academic plans. Decisions for curriculum, school schedules, school hiring, and budget are centralized to ensure that consistent academic standards are implemented throughout the District and each student has an opportunity to receive a high quality education.

In fiscal year 2016-17, general administrative costs – general administration, fiscal services, community services, retiree benefits, debt service, and capital outlay will make up approximately 13% of the District’s total budget. The vast majority of the District’s budget is directed to the education of our students, which include services such as school leadership, instruction, food services, transportation, academic enrichment, and school safety. In the chart below, the District is proposing to shrink its central office staff relative to last budget year. On a per-pupil basis, the cost of the central office staff will total \$257.88 compared to \$320.50 in the prior year.

Percentage of General Administrative Costs



More importantly, the District has made significant inroads in cutting layers of bureaucracy and establishing best practices to ensure that funds are spent appropriately. Since the merger, Shelby County Schools has made the improvements listed below as stewards of public funds.

- Post requests for quotes (RFQs) on the District’s website to increase public transparency.
- Developed a new inventory management process to ensure better control over assets.
- Established a new annual operating budgeting policy that aligns with best practices and standards.

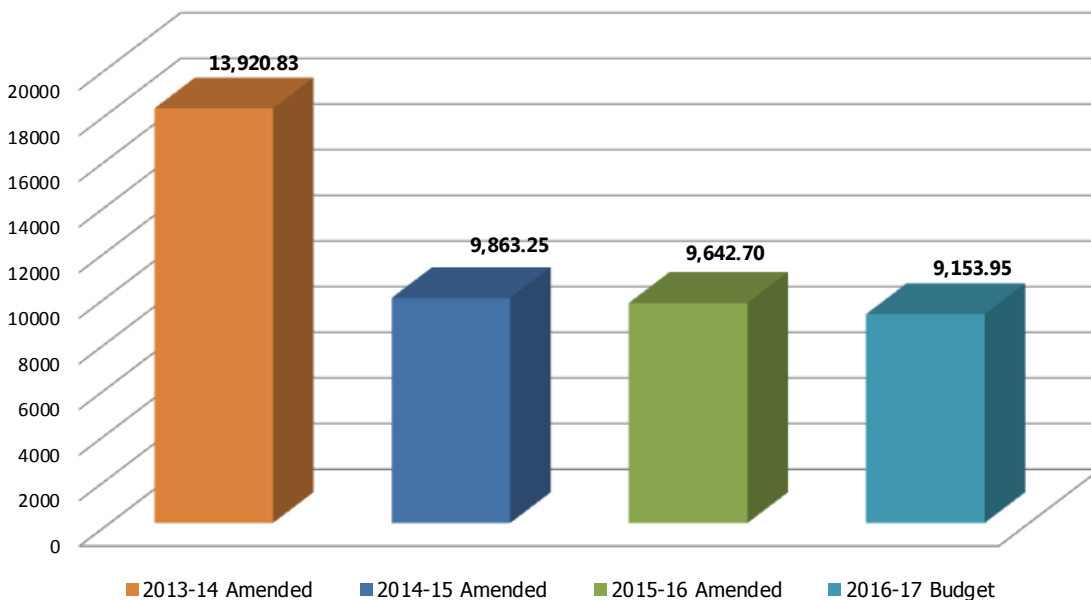
STAFFING LEVELS

The District’s Fiscal Year 2016-17 budget for General Fund includes 9,108.95 full time positions, and 45.00 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. The chart below represents budgeted positions by staffing levels. The District does not budget all part-time positions, but does budget an amount for part-time salaries. Departments are responsible for restricting expenditures to remain within the allocated part-time budget.

	2013-14 Amended	2014-15 Amended	2015-16 Amended	2016-17 Budget	Change from 2016 Amended Budget to 2017 Budget	Percentage Change from 2016 Amended Budget to 2017 Budget
Full-Time Employees						
Officials/Administrators	178.50	138.00	156.00	161.00	5.00	3.21%
Principals	226.00	178.00	168.00	159.00	(9.00)	-5.36%
Asst Principals, Non-Teaching	301.00	188.00	183.00	160.00	(23.00)	-12.57%
Elementary Teachers	3,400.50	2,485.50	2,380.25	2,294.50	(85.75)	-3.60%
Secondary Teachers	3,069.00	2,037.00	1,912.00	1,782.00	(130.00)	-6.80%
Other Teachers	2,739.65	2,069.75	2,087.45	1,965.45	(122.00)	-5.84%
Guidance	348.00	255.00	263.00	261.00	(2.00)	-0.76%
Psychological	63.00	48.00	47.00	46.00	(1.00)	-2.13%
Librarians/Av Staff	244.00	191.00	174.00	165.00	(9.00)	-5.17%
Consultants & Supervisors Of Instruction	54.00	49.00	70.00	64.00	(6.00)	-8.57%
Other Professional Staff	354.00	298.00	343.00	379.00	36.00	10.50%
Teacher Aides	872.20	636.00	626.00	608.00	(18.00)	-2.88%
Technicians	138.00	120.00	118.00	91.00	(27.00)	-22.88%
Clerical/Secretarial Staff	1,067.50	694.00	689.00	585.00	(104.00)	-15.09%
Service Workers	100.00	99.00	99.00	99.00	-	0.00%
Skilled Crafts	225.00	146.00	130.00	118.00	(12.00)	-9.23%
Laborers And Helpers	472.00	209.00	184.00	171.00	(13.00)	-7.07%
Total	13,852.35	9,841.25	9,629.70	9,108.95	(520.75)	-5.41%
Part-Time Staff Employees						
All Other	59.48	12.00	12.00	38.00	(26.00)	-216.67%
Part-Time	9.00	10.00	1.00	7.00	(6.00)	-600.00%
Total	68.48	22.00	13.00	45.00	(32.00)	-246.15%
Total Full-Time & Part-Time Staff	13,920.83	9,863.25	9,642.70	9,153.95	(488.75)	-5.07%

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

Personnel costs account for 61.8% of the District’s expenditures for all funds and 71.4% of the District’s General Fund expenditures. The District has eliminated positions in the fiscal year 2016-17 budget as a result of a decline in enrollment, school closures, and reorganization of operations to gain efficiencies. This is the impact of the past three years’ reductions in enrollment and a commitment to right-size the District.



III. SCS KEY PERFORMANCE INDICATORS

Shelby County Schools participates in the Council of the Great City Schools (CGCS), a national organization exclusively representing the needs of 68 large urban public school districts. The organization also provides a network for school districts sharing common problems to exchange information, and to collectively address new challenges as they strive to deliver the best possible education for urban youth.

Shelby County Schools measures its operational performance with key performance indicators (KPIs). Below are some key performance indicators that highlight the continued work of the District to improve its operations.

Finance Department

Key Performance Indicator	Description	2013	2014	2015	Variance	Peer Range
Invoices Processed per FTE per Month	Total number of invoices handled by the Accounts Payable (AP) department, divided by total number of AP staff (FTEs), divided by 12 months	1,145	1,178	1,196	18	778 to 852
Payroll Cost Per Pay Check	Total Payroll personnel costs plus total payroll and non-personnel costs, divided by total number of payroll checks.	\$1.75	\$2.21	\$2.23	\$0.02	\$3.99 to \$3.80
Cash/Investment Equity per \$100K Revenue	Total cash and investment equity, divided by total district operating revenue over 100,000.	\$19,830	\$19,122	\$21,904	\$2,782	\$34,954 to \$31,735

As noted in the key performance indicators above, invoice processing has increased year over year and is higher than the peer range. Higher invoice processing rates contribute to increased efficiencies and timely receipt of invoices. Payroll cost per pay check is lower than the peer range, indicating a more efficient payroll operation. Cash and investment equity is lower than the peer range, but continues to improve.

Business Services Department, including Nutrition Services

Key Performance Indicator	Description	2013	2014	2015	Variance	Peer Range
Nutrition Fund Balance Per Revenue	Fund Balance Divided by Total Revenue	28.2%	29.9%	35.9%	6.0%	16.1% to 17%
Lunch Participation Rate (Districtwide)	Total lunch meals served, divided by total district student enrollment times the number of school days in the year.	46.9%	53.9%	67.8%	13.9%	64.0% to 62.8%
Warehouse Stock Turn Ratio	Total dollar value of annual issues/sales at purchase price at all measured warehouses (including school/office supplies, textbooks, food service items, facility maintenance items, and transportation maintenance items) divided by the 12-month average.	N/A	\$6.39	\$6.58	\$0.19	\$2.90 to \$2.70
Custodial Work-Cost Per Student	Total custodial work costs (contractor and district operated), divided by total student enrollment.	\$423	\$203	\$239	\$36	\$274 to \$271
Procurement Cost Per Purchase Order	Total Purchasing department costs, divided by the total number of purchase orders that were processed by the Purchasing department, excluding P- card transactions and construction.	\$ 35	\$ 29	\$ 21	\$ (7.96)	\$46 to \$63

Nutrition Fund balance is higher than the peer range. USDA allows a Food Service program to have a three month operating expense fund balance along with any necessary contingencies. Lunch participation rates have increased. Higher participation rates indicate customer satisfaction in food selections and greater students being served due to Community Eligibility Provision. Warehouse stock turn ratios are high, which indicate cost declines and increased savings. Custodial work cost per student has increased due to enrollment decline. Overall, custodial cost has positively declined by 8.97%.

Student Support

Key Performance Indicator	Description	2013	2014	2015	Variance	Peer Median
Safety & Security Expenditures Per Student	Total safety and security expenditures, divided by total student enrollment	N/A	82.29	109.66	27	\$61 to \$68
Safety & Security Staff Per Student	Total safety and security staff, divided by total student enrollment over one thousand.	N/A	1.01	0.76	(0)	1.3 to 1.3
Incidents/Assault/Battery Incidents per 1,000 Students	Total number of assault/ battery incidents, divided by total student enrollment over one thousand.	N/A	N/A	7.62	N/A	4.4 to 5.1
Incidents/Bullying/Harassment Incidents per 1,000 Students	Total number of bullying/ harassment incidents, divided by total district enrollment over one thousand.	N/A	N/A	1.51	N/A	2.7 to 2.7

Safety and Security expenditures have increased as the District strives to consistently reduce school incidents to the peer median as one of the nation’s largest school systems. With the support of the County and City, the District continues to strive to reduce assault incidents.

Human Resources

Key Performance Indicator	Description	2013	2014	2015	Variance	Peer Median
HR Cost per \$100k Revenue	Total HR department costs, divided by total district operating revenues over \$100,000.	N/A	\$ 179.92	\$ 258.98	\$ 79.06	\$458 to \$544
HR Cost per District FTE	Total HR department costs, divided by total number of District Employees	N/A	\$ 399.59	\$ 481.62	\$ 82.03	\$428 to \$514
Teacher Retention/Teachers Hired 1 Year Ago	Number of teachers retained after one years, divided by number of teachers that were newly hired one years ago.	N/A	N/A	43%	N/A	74% to 76%
Teacher Retention/Teachers Hired 3 Year Ago	Number of teachers retained after three years, divided by number of teachers that were newly hired three years ago.	N/A	N/A	53%	N/A	57% to 59%
Teacher Retention/Teachers Hired 5 Year Ago	Number of teachers retained after five years, divided by number of teachers that were newly hired five years ago.	N/A	N/A	57%	N/A	55% to 51%

The District’s human resources cost for recruiting, staffing, labor relations, and talent management is lower than the peer range in relation to revenues. However, human resources cost is aligned per full time employees within the peer range. Teacher retention rates after the first year are significantly lower than the peer range, but are aligned after the 3rd and 5th years.

Information Technology

Key Performance Indicator	Description	2013	2014	2015	Variance	Peer Range
IT Spending Per Student	Total IT Staff Costs plus total IT hardware and services costs, divided by total student enrollment.	N/A	\$186.57	\$251.78	\$65.21	\$177 to \$194
IT Spending Percent of District Budget	Total IT Staff Costs plus total IT hardware and services costs, divided by total district operating expenditures.	N/A	1.96%	2.43%	0.47%	1.73% to 1.94%

Information Technology spending increased as Shelby County Schools moved to the Common Core State Standards and implemented the Partnership for Assessment of Readiness for College Careers (PARCC) ultimately resulting in additional purchases of hardware and software.

IV. DEPARTMENT FINANCIAL SUMMARY

In the General Fund budget \$18.5 million of costs were reduced in our departments.

Department	FY 2015-16 Amended Budget	FY2016-17 Budget	Variance	Percentage Change
Board of Education	\$ 8,201,929	\$ 7,948,533	\$ (253,396)	-3%
Superintendent	567,621	516,639	(50,982)	-9%
Chief of Staff	1,630,531	1,488,217	(142,314)	-9%
General Counsel	3,793,435	3,783,716	(9,719)	0%
Academic Administration	183,188,738	168,879,115	(14,309,623)	-8%
Business Operations	110,485,725	108,529,637	(1,956,088)	-2%
Information Technology	30,584,035	31,065,737	481,702	2%
Internal Audit	1,275,736	1,201,033	(74,703)	-6%
Communications	3,812,350	3,404,236	(408,114)	-11%
Finance	3,278,555	2,976,447	(302,108)	-9%
Human Resources	15,199,031	13,611,567	(1,587,464)	-10%
Innovation	17,680,288	18,255,649	575,361	3%
Student Services	30,453,153	28,650,245	(1,802,908)	-6%
Other Potential Uses	16,913,414	(2,164,230)	(19,077,644)	-113%
Total	\$ 427,064,542	\$ 388,146,541	\$ (38,918,001)	-9%

As a result of the ASD takeover in fiscal year 2016-17, the formula based school positions (e.g., teachers, principals, assistant principals, counselors, educational assistants) are expected to decline, which represents a budget drop to \$421.4 million.

Department	FY 2015-16 Amended Budget	FY2016-17 Budget	Variance	Percentage Change
Academic Schools	\$ 422,163,615	\$ 421,382,273	\$ (781,342)	0%

Charter School payments are expected to increase by \$18 million in fiscal year 2016-17, which applies additional financial pressure on the District. Also, the amount of debt services payment declines as the District's bond nears the end of its term.

Department	FY 2015-16 Amended Budget	FY2016-17 Budget	Variance	Percentage Change
Other Uses:				
Benefits - Retirees	\$ 33,135,196	\$ 33,135,196	\$ -	0%
Charter Schools	94,745,779	112,806,255	18,060,476	19%
Debt Service	658,985	181,542	(477,443)	-72%
Money Due Board(School Reimbursement)	2,407,989	3,261,244	853,255	35%
Total	\$ 130,947,949	\$ 149,384,237	\$ 18,436,288	14%
General Fund Grand Total	\$ 980,176,106	\$ 958,913,051	\$ (21,263,055)	-2%

V. DEPARTMENTAL BUDGET NARRATIVES

For each department, including the Office of the Shelby County Board of Education and the Office of the Superintendent, a narrative has been provided to highlight the mission, strategic goals, budget and structural changes.

BOARD OF EDUCATION

The Shelby County Board of Education (SCBE) governs the business operations of Shelby County Schools (SCS). SCBE is comprised of nine elected Board members representing Shelby County, excluding municipalities that have created their own school districts.

MAJOR SERVICES PROVIDED

The Office of Shelby County Board of Education provides administrative support to the Board as it relates to its legal duties and obligations in the governance of the school system, including coordinating and facilitating policy development; intergovernmental affairs; and constituent services. More details can be found about the Board website at <http://www.scsk12.org/uf/webadmin/foundation/board/>.

FISCAL YEAR 2015-16 ACCOMPLISHMENTS

Under the oversight of SCBE, Shelby County Schools achieved a number of accolades, including the following most notable ones:

- Recognized by the Tennessee Department of Education as a Level 5 district for student growth for the fourth year in a row.
- Met 9 of 10 of our achievement goals in 2015, including being aligned with or outpacing the State scores in seven tested subject areas.
- Possessed 35 schools on the State's Reward List, which represents schools that are either in the top five percent of schools for performance or the top five percent for year-over-year progress in the State.
- Demonstrated academic improvement over the 2014 achievement goals for 13 iZone schools, which included proficiency gains in 9 of 10 subject areas, including math and science.
- Increased the District's overall graduation rate to 75 percent, including double-digit growth in four high schools, 20 schools with graduation rates over 80 percent and two schools with 100 percent graduation rates.

FISCAL YEAR 2016-17 PRIORITIES

Under the governance of SCBE, Destination 2025 establishes the District's five strategic priorities next fiscal year.

- **Priority 1: Strengthen Early Literacy**
Goal: 90% of third graders are reading on grade level by 2025
- **Priority 2: Improve Post-Secondary Readiness**
Goal: 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 3: Develop Teachers, Leaders and Central Office to Drive Student Success**
Goal: 80% of seniors graduate college- or career-ready
- **Priority 4: Expand High-Quality School Options**
Goal: Student market share in SCS will increase 5% by 2025
- **Priority 5: Mobilize Family and Community Partners**
Goal: By 2025, we will increase community confidence in the District to 90%

FINANCIAL SUMMARY

CATEGORY	FY2013-14	FY2014-15	FY2015-16	FY2016-17	2016 vs 2017	
	ACTUAL	ACTUAL	AMENDED	BUDGET	VARIANCE	% CHANGE
Salaries	\$ 288,944	\$ 117,458	\$ 402,330	\$ 349,822	\$ (52,508)	-13%
Benefits	62,617	19,078	99,514	81,115	(18,399)	-18%
Contracted services	50,073	133,660	111,217	96,250	(14,967)	-13%
Supplies and materials	633	2,297	9,650	5,200	(4,450)	-46%
Other charges	9,247,759	7,364,613	7,569,718	7,411,846	(157,872)	-2%
Capital outlay	-	1,867	9,500	4,300	(5,200)	-55%
TOTAL	\$ 9,650,025	\$ 7,638,974	\$ 8,201,929	\$ 7,948,533	\$ (253,396)	-3%

In fiscal year 2016-17, the Office of the Board will have a 3% budget reduction (or negative \$253,396) compared to the fiscal year 2015-16 budget. The County Commission's fees makes up the majority of the Board Office's budget, which is under "Other Charges". In fiscal year 2016-17, the County Commission fees are expected to decline due to decreased enrollment.

POSITION SUMMARY

STAFFING*	FY2013-14	FY2014-15	FY2015-16	FY2016-17	2016 vs 2017	
	ACTUAL	ACTUAL	AMENDED	BUDGET	VARIANCE	% CHANGE
Board of Education	15.0	13.0	13.0	12.0	(1.0)	-8%
TOTAL	15.0	13.0	13.0	12.0	(1.0)	-8%

*Staffing for FY2015-16 includes nine Board members, and four support staff positions.

In fiscal year 2016-17 the Board will eliminate the Intern Central Office position.

SUPERINTENDENT

The Superintendent ensures that Shelby County Schools' mission of preparing all students for success in learning, leadership and life is met. The Superintendent is the Chief Architect of the Destination 2025. Destination 2025 is a 10-year strategic plan that is designed not only to improve the quality of public education, but also to create a more knowledgeable, productive workforce and ultimately benefit our entire community. Specifically, by 2025, 80 percent of seniors will be on track to learn in a postsecondary classroom or enter the workforce straight out of high school; 90 percent of students will earn their high school diploma on time; and 100 percent of student will enroll in a postsecondary opportunity college or career-ready.

MAJOR SERVICES PROVIDED

The Superintendent is responsible for the strategic direction of Shelby County Schools as the Chief Executive Officer and the Secretary of the Shelby County Board of Education. The Superintendent oversees the development of procedures for implementation of policies adopted by the Board.

Also, the Superintendent is responsible for the following District's objectives:

- To accelerate the academic performance of all students
- To establish a holistic accountability system that evaluates the academic, operational, and financial performance of the school district
- To build and strengthen family and community partnerships to support the academic and character development of all students
- To create a school community that listens to student input and promotes student leadership and healthy youth development
- To maintain a positive, safe, and respectful environment for all students and staff
- To create a school community that is sensitive and responsive to the needs of an increasingly diverse population

Details about the current Superintendent Dorsey Hopson, II can be found on the District's website: <http://www.scsk12.org/uf/webadmin/foundation/superintendent/>.

FISCAL YEAR 2015-16 ACCOMPLISHMENTS

Under the leadership of the Superintendent, Shelby County Schools achieved a number of accolades, including the following most notable ones:

- Recognized by the Tennessee Department of Education as a Level 5 district for student growth for the fourth year in a row.
- Met 9 of 10 of our achievement goals in 2015, including being aligned with or outpacing the State scores in seven tested subject areas.
- Possessed 35 schools on the State's Reward List, which represents schools that are either in the top five percent of schools for performance or the top five percent for year-over-year progress in the State.
- Demonstrated academic improvement over the 2014 achievement goals for 13 iZone schools, which included proficiency gains in 9 of 10 subject areas, including math and science.
- Increased the District's overall graduation rate to 75 percent, including double-digit growth in four high schools, 20 schools with graduation rates over 80 percent and two schools with 100 percent graduation rates.

FISCAL YEAR 2016-17 PRIORITIES

Under the leadership of the Superintendent, Destination 2025 establishes the District’s five strategic priorities next fiscal year.

- **Priority 1: Strengthen Early Literacy**
Goal: 90% of third graders are reading on grade level by 2025
- **Priority 2: Improve Post-Secondary Readiness**
Goal: 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 3: Develop Teachers, Leaders and Central Office to Drive Student Success**
Goal: 80% of seniors graduate college- or career-ready
- **Priority 4: Expand High-Quality School Options**
Goal: Student market share in SCS will increase 5% by 2025
- **Priority 5: Mobilize Family and Community Partners**
Goal: By 2025, we will increase community confidence in the District to 90%

FINANCIAL SUMMARY

CATEGORY	FY2013-14	FY2014-15	FY2015-16	FY2016-17	2016 vs 2017	
	ACTUAL	ACTUAL	AMENDED	BUDGET	VARIANCE	% CHANGE
Salaries	\$ 644,834	\$ 365,766	\$ 377,194	\$ 377,791	\$ 597	0%
Benefits	95,487	80,411	70,799	81,348	10,549	15%
Contracted services	52,206	45,274	93,571	52,500	(41,071)	-44%
Supplies and materials	1,752	11,148	9,205	1,000	(8,205)	-89%
Other charges	5,221	8,790	10,800	4,000	(6,800)	-63%
Capital outlay	3,170	2,903	6,052	-	(6,052)	-100%
TOTAL	\$ 802,670	\$ 514,292	\$ 567,621	\$ 516,639	\$ (50,982)	-9%

In fiscal year 2016-17, the Office of the Superintendent will have a 9% budget reduction (or negative \$50,982) compared to fiscal year 2015-16 budget. The budget is \$516,639, which mostly supports the Superintendent, Executive Assistant, and Receptionist positions. The largest budget reduction amount is in contracted services, which declines by \$41,071 due to less educational memberships. The Office of the Superintendent is streamlining its office administrative costs.

POSITION SUMMARY

STAFFING*	FY2013-14	FY2014-15	FY2015-16	FY2016-17	2016 vs 2017	
	ACTUAL	ACTUAL	AMENDED	BUDGET	VARIANCE	% CHANGE
Superintendent	4.0	3.0	3.0	3.0	-	0%
TOTAL	4.0	3.0	3.0	3.0	-	0%

*Staffing includes Superintendent and two support staff positions.

CHIEF OF STAFF

The Office of the Chief of Staff ensures all directives of the Superintendent are accomplished. In pursuit of this goal, the Chief of Staff serves as chair of the Superintendent's senior leadership team and liaison to the Shelby County Board of Education, in addition to leading and managing special projects initiated by the Superintendent.

MAJOR SERVICES PROVIDED

The Office of the Chief of Staff is comprised of the Chief of Staff, Policy Department and Project Management Office. Through leadership and coordination of the efforts in these areas, our goal is to ensure thoughtful and responsible development of governing policies and operational procedures, as well as a culture of support and service that enables all staff to share in the mission of our ambitious 80/90/100% Strategic Plan.

FISCAL YEAR 2016-17 PRIORITIES

- Develop a robust central office development and accountability plan
- Work with the Communications Department to coordinate special events for the Superintendent

FINANCIAL SUMMARY

CATEGORY	FY2013-14	FY2014-15	FY2015-16	FY2016-17	2016 vs 2017	
	ACTUAL	ACTUAL	AMENDED	BUDGET	VARIANCE	% CHANGE
Salaries	\$ 741,036	\$ 814,641	\$ 1,249,458	\$ 1,106,116	\$ (143,342)	-11%
Benefits	168,134	194,730	316,783	304,696	(12,087)	-4%
Contracted services	8,696	4,286	15,390	4,340	(11,050)	-72%
Supplies and materials	8,023	7,826	13,630	49,240	35,610	261%
Other charges	7,298	189	18,270	9,700	(8,570)	-47%
Capital outlay	6,655	5,000	17,000	14,125	(2,875)	-17%
TOTAL	\$ 939,843	\$ 1,026,671	\$ 1,630,531	\$ 1,488,217	\$ (142,314)	-9%

In fiscal year 2016-17, the Office of the Chief of Staff will have a 9% budget reduction (or negative \$142,314) compared to the fiscal year 2015-16 budget. The bulk of the Office's budget reduction is the elimination of two vacant Advisor positions within the Project Management Office, amounting to \$155,429 for salaries and benefits.

DIVISIONAL BUDGETS

DIVISION	FY2013-14	FY2014-15	FY2015-16	FY2016-17	2016 vs 2017	
	ACTUAL	ACTUAL	AMENDED	BUDGET	VARIANCE	% CHANGE
Chief Of Staff	\$ 401,296	\$ 619,953	\$ 285,968	\$ 310,848	\$ 24,880	9%
Policy	263,102	406,718	430,915	412,406	(18,509)	-4%
Deputy Superintendent	275,445	-	-	-	-	0%
Project Management Office	-	-	913,648	764,963	(148,685)	-16%
TOTAL	939,843	1,026,671	1,630,531	1,488,217	(142,314)	-9%

Again, the reduction is largely due to the elimination of two Advisor positions within the Project Management Office costing approximately \$155,429 in salaries and benefits.

POSITION SUMMARY

STAFFING*	FY2013-14	FY2014-15	FY2015-16	FY2016-17	2016 vs 2017	
	ACTUAL	ACTUAL	AMENDED	BUDGET	VARIANCE	% CHANGE
Chief Of Staff	12.0	6.0	2.0	2.0	-	0%
Policy	-	4.0	4.0	4.0	-	0%
Project Management Office	-	-	10.0	8.0	(2.0)	-20%
TOTAL	12.0	10.0	16.0	14.0	(2.0)	-13%

The Office of the Chief of Staff will reduce its staffing from 16 to 14 positions in FY2016-17.

GENERAL COUNSEL

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.

MAJOR SERVICES PROVIDED

The General Counsel's office handles all legal matters for the District, including all lawsuits and claims with the assistance of its staff and the Risk Management team who handles small claims. The Legal Department handles Equal Employment Opportunity Commission (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 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 department will have access to forms to use by request.

FINANCIAL SUMMARY

CATEGORY	FY2013-14	FY2014-15	FY2015-16	FY2016-17	2016 vs 2017	
	ACTUAL	ACTUAL	AMENDED	BUDGET	VARIANCE	% CHANGE
Salaries	\$ 908,912	\$ 1,012,010	\$ 903,764	\$ 1,087,297	\$ 183,533	20%
Benefits	228,061	210,784	229,612	286,389	56,777	25%
Contracted services	747,528	1,118,777	1,729,533	1,508,706	(220,827)	-13%
Supplies and materials	9,374	10,536	34,200	32,148	(2,052)	-6%
Other charges	1,256,200	390,147	885,326	858,836	(26,490)	-3%
Capital outlay	8,355	(904)	11,000	10,340	(660)	-6%
TOTAL	\$ 3,158,430	\$ 2,741,351	\$ 3,793,435	\$ 3,783,716	\$ (9,719)	0%

The Office of the General Counsel will have a reduction in fiscal year 2016-17 of \$9,719, reducing its total budget to about \$3.8 million. This reduction is due to a decrease in outside legal services.

POSITION SUMMARY

STAFFING*	FY2013-14	FY2014-15	FY2015-16	FY2016-17	2016 vs 2017	
	ACTUAL	ACTUAL	AMENDED	BUDGET	VARIANCE	% CHANGE
General Counsel	9.0	10.0	10.0	10.0	-	0%
Contracts	4.0	-	-	-	-	0%
TOTAL	13.0	10.0	10.0	10.0	-	0%

The Office of the General Counsel team remains the same with 10 positions. This includes the Contracts department, which was folded into the Office of the General Counsel in fiscal year 2014-15. The General Counsel office increased in salaries and benefits by \$240,310 due to a departmental reorganization.

CHIEF ACADEMIC OFFICE

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:

- Teaching and Learning, 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, coordinated school health), Early Childhood Education (including Head Start), Career and Technical Education, Federal Programs, 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 and Leader Effectiveness and Evaluation.
- Academic Operations and School Support, including School Operations, Academic Operations, and Alternative and Adult Education.

The Chief Academic Office also coordinates grants development, secondary school reform, school counseling, 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—including improving student attendance and instructional culture, alignment of various programs and initiatives to academic goals and priorities, and strategic support and accountability for school improvement.

FISCAL YEAR 2015-16 ACCOMPLISHMENTS

- Improved school climate, including decreased suspension rates from 37.7 percent in 2014-15 to 22.3 percent in 2015-16 (through the same fifth 20th-day period).
- Improved student attendance from 93.9 percent in 2014-15 to 94.7 percent in 2015-16 (through the same fifth 20th-day period).
- Increased participation in and quality of Pre-K programming.
- Improved implementation of the District's literacy framework, the Comprehensive Literacy Improvement Plan (CLIP).
 - Increased alignment of a variety of professional development and instructional resources to the TNCore literacy standards, CLIP, and Teacher Effectiveness Measure.
 - Increased time dedicated to literacy instruction, instructional time spent on developing literacy foundations, and use of complex texts between spring and fall 2015, as measured by independent observations of a sample of SCS classrooms.
- Increased access to targeted supports for struggling students.
 - Launched districtwide, K-12, universal screening and benchmark assessment.
 - Improved K-8 implementation of Response to Instruction and Intervention.
 - Launched districtwide implementation of on-line credit recovery and literacy and math intervention for high schoolers.
 - Increased participation and completion in Seamless Alignment and Integrated Learning Support (SAILS), from 14 high schools and 254 students in 2014-15 to 19 high schools and 597 students in 2016, with over 97% of participating SCS students completing the program and, therefore, not having to take remedial math when they enter college. Four schools have a 100% student completion rate.

- Improved teacher and leader support and recognition.
 - Redesigned the teacher coaching model, including by better selecting and training coaches, to increase the number of teachers who receive job-embedded coaching and improve the content focus and quality of that support.
 - Engaged more than 900 teachers in the design and/or facilitation of professional learning for their colleagues and continued to increase participant satisfaction and reports of PD quality responsiveness to teacher needs.
 - Improved timeliness and accuracy of feedback/evaluations.
 - Awarded performance-based, bonuses to staff in 33 district schools--including more than \$439,000 to 344 grant eligible employees in ten TIF-Project AIM schools and more than \$677,144 to 435 grant eligible employees from TIF-In the Zone 23 schools.
- Improved districtwide academic performance, as measured by state standardized tests in 2014-15.
 - Improved student performance in nine of ten state tested subject areas.
 - Out-paced or equaled State growth/change in proficiency rate in seven of 10 tested subject areas.
 - Improved academic performance for Students with Disabilities across multiple subjects and grades (e.g., K-5 literacy, HS ELA, HS mathematics).
 - Maintained districtwide level 5 TVAAS rating--the highest academic growth level—for the fourth year in a row. Seventy-five SCS schools achieved TVAAS 5.
 - Achieved State Reward School status (for progress and/or absolute performance) at 35 schools, including 11 high schools.
- Increased high school graduation rate from 72.2 in 2013-14 to 75% in 2014-15, beating our annual goal.
 - Increased the number of schools with graduation rates above 80% to over 20, including two schools with rates of 100%.
 - Increased graduation rates for all measured student subgroups (by gender, race, economically disadvantaged, English language learners, students with disabilities).
- Improved college and career readiness.
 - Increased enrollment in Advanced Placement (AP) courses from 2396 students in 2014-15 and 3961 students in 2015-16, including improved participation for under-represented groups, from 258 in 2013-14 to 314 in 2014-15 for African-American students and 65 in 2013-14 to 79 in 2014-15 for Latino students.
 - Increased districtwide completion of TN Promise application by SCS seniors, to 83% with more than half of schools with 100% completion rates in 2014-15.
 - Increased districtwide completion of Federal Application for Financial Student Aid (FAFSA) to more than 88% of all seniors in 2015, as compared to the national average of 55%.
 - Increased the number of students earning career certifications, from 187 to 366 between 2013-14 and 2014-15.
 - Piloted program to provide the highly-sought-after, Career Readiness Certification (CRC) in 2014-15 and have more than 250 students pursuing the certification in 2015-16.

FISCAL YEAR 2016-17 PRIORITIES

- Continue to improve the climate for learning and conditions for success across all district schools.
- Strengthen early literacy by continuing to increase Pre-K market share, kindergarten readiness, and high-quality instruction (e.g., aligned to literacy foundations) in the early grades.
- Develop teachers, leaders, and central office staff by continuing to assess, adapt, coordinate and improve professional learning, particularly focused on the college and career ready standards.
- Improve post-secondary readiness by improving implementation of the literacy framework and TNCore standards; providing targeted, high-quality intervention and other supports to struggling students; and increasing access to college and/or career ready coursework.
- Expand high-quality school options by providing targeted support to struggling schools (e.g., priority schools), offering an array of enrichment and advanced programs; and leading various school and Career and Technical Education (CTE) pathways and program redesigns.

FINANCIAL SUMMARY – CHIEF ACADEMIC OFFICE

CATEGORY	FY2013-14	FY2014-15	FY2015-16	FY2016-17	2016 vs 2017	
	ACTUAL	ACTUAL	AMENDED	BUDGET	VARIANCE	% CHANGE
Salaries	\$ 598,411	\$ 440,714	\$ 683,584	\$ 764,313	\$ 80,729	12%
Benefits	134,743.12	88,662.07	158,200.00	174,619.00	16,419.00	10%
Contracted services	7,767.53	6,090.73	8,727.00	4,350.00	(4,377.00)	-50%
Supplies and materials	14,752.29	1,225.35	3,140.00	3,140.00	-	0%
Other charges	7,786.58	7,608.77	9,500.00	9,500.00	-	0%
Capital outlay	-	-	6,656	6,656	-	-
TOTAL	\$ 763,460	\$ 544,301	\$ 869,807	\$ 962,578	\$ 92,771	11%

FISCAL/ORGANIZATIONAL CHANGES IN FISCAL YEAR 2016-17

- Maintain minimal central office operations and staff and student supports (e.g., interventions, internships) previously supported by external funding. (Note: CAO administrative local fund budget does not reflect additional position cuts per various grant sources, e.g., 4 TIF-funded positions.)

FINANCIAL SUMMARY –ACADEMIC DEPARTMENTS

CATEGORY	FY2013-14	FY2014-15	FY2015-16	FY2016-17	2016 vs 2017	
	ACTUAL	ACTUAL	AMENDED	BUDGET	VARIANCE	% CHANGE
Executive Office-CAO	\$ 763,460	\$ 544,301	\$ 869,807	\$ 962,578	\$ 92,771	11%
Teaching and Learning	193,489,607	151,747,183	155,506,986	145,413,192	(10,093,794.47)	(0.06)
Schools and Leadership	-	1,213,332	4,828,823	3,937,463	(891,360)	-18%
Academic Operations	21,089,733	16,686,057	20,480,868	17,057,484	(3,423,383.85)	-17%
School Based-Academics	608,542,245	452,169,826	430,766,713	421,382,273	(9,384,440)	-2%
Other Executive Divisions	3,560,910	1,407,128	1,940,264	1,508,398	(431,866.35)	-22%
TOTAL	\$ 827,445,955	\$ 623,767,827	\$ 614,393,462	\$ 590,261,388	\$ (24,132,074)	-4%

FISCAL/ORGANIZATIONAL CHANGES IN FISCAL YEAR 2016-17

- See summaries by detailed department budgets.

FINANCIAL SUMMARY SCHOOL BASED – ACADEMICS

CATEGORY	FY2013-14	FY2014-15	FY2015-16	FY2016-17	2016 vs 2017	
	ACTUAL	ACTUAL	AMENDED	BUDGET	VARIANCE	% CHANGE
Salaries	\$ 476,210,867	\$ 350,870,102	\$ 323,207,562	\$ 321,039,893	\$ (2,167,669)	-1%
Benefits	124,526,894	93,647,649	91,235,932	93,131,913	1,895,981	2%
Contracted services	2,557,828	2,984,789	3,208,466	3,075,950	(132,516)	-4%
Supplies and materials	3,294,246	2,920,535	2,640,581	2,484,270	(156,311)	-6%
Other charges	747,447	602,947	858,966	702,200	(156,766)	-18%
Capital outlay	1,204,964	1,143,803	1,012,109	948,047	(64,062)	-6%
TOTAL	\$ 608,542,245	\$ 452,169,826	\$ 422,163,615	\$ 421,382,273	\$ (781,342)	0%

POSITION SUMMARY SCHOOL BASED – ACADEMICS

DIVISION	FY2013-14	FY2014-15	FY2015-16	FY2016-17	2016 vs 2017	
	ACTUAL	ACTUAL	AMENDED	BUDGET	VARIANCE	% CHANGE
English Second Language Elementary	\$ 11,386,860	\$ 10,743,368	\$ 12,567,800	\$ 12,478,102	\$ (89,698)	-1%
English Second Language Middle	2,272,491	1,886,145	2,570,680	2,476,814	(93,866)	-4%
English Second Language K8	492,751	436,888	568,748	603,189	34,441	6%
English Second Language High	1,621,249	1,520,027	2,067,402	1,886,777	(180,625)	-9%
Elementary Music And Art	21,553,258	17,299,608	13,999,538	13,732,174	(267,364)	-2%
Elementary Physical Education	10,666,417	8,245,922	9,108,992	9,216,760	107,768	1%
Librarians-Elementary	9,186,519	7,457,782	6,406,567	6,873,265	466,698	7%
Librarians-Middle	3,787,692	3,129,870	2,894,367	2,787,139	(107,228)	-4%
Librarians-K8	3,829,385	2,983,063	3,073,154	2,543,760	(529,394)	-17%
Librarians-High	570,029	828,630	1,294,795	1,140,867	(153,928)	-12%
Exceptional Children Schools Admin	489,016	495,008	504,377	505,322	945	0%
Principals	(107,435)	-	-	-	-	0%
School Leadership-Elementary	36,888,389	26,199,293	24,004,568	23,936,013	(68,555)	0%
School Leadership-Middle	18,516,923	13,655,600	12,224,732	11,248,885	(975,847)	-8%
School Leadership-K8	20,953,639	15,772,631	15,652,196	2,534,990	(13,117,206)	-84%
School Leadership-High	3,040,484	2,820,151	2,258,966	14,882,336	12,623,370	559%
Schools	396,168	651,325	463,091	401,277	(61,814)	-13%
General Education - Elementary	201,816,193	162,123,540	157,980,243	157,498,373	(481,870)	0%
General Education - Middle	95,606,169	63,351,886	51,072,292	49,340,802	(1,731,490)	-3%
General Education - K8	18,331,743	14,286,265	12,992,344	13,593,311	600,967	5%
General Education - High	119,430,153	75,962,427	69,833,676	70,486,900	653,224	1%
Hollis F Price	1,513,036	1,573,084	1,571,157	1,576,163	5,006	0%
Middle College	1,810,323	1,811,195	1,835,678	1,782,030	(53,648)	-3%
General Education - Other	160,400	50,232	228,800	136,000	(92,800)	-41%
Guidance Counseling-Elementary	9,475,950	7,677,086	6,051,926	7,036,991	985,065	16%
Guidance Counseling-Middle	5,075,520	3,538,562	2,918,697	3,151,980	233,283	8%
Guidance Counseling-K8	8,458,489	6,649,635	6,346,012	1,482,012	(4,864,000)	-77%
Guidance Counseling-High	1,320,435	1,020,601	1,672,820	8,050,041	6,377,221	381%
TOTAL	\$ 608,542,245	\$ 452,169,826	\$ 422,163,615	\$ 421,382,273	\$ (781,342)	0%

FISCAL/ORGANIZATIONAL CHANGES IN FISCAL YEAR 2016-17

- Reduced school-based staffing based primarily on staffing formula--allocations by student enrollment projections.

TEACHING AND LEARNING

The Department of Teaching and Learning works to continuously improve the academic vision, infrastructure, programs, and supports to appropriately and effectively meet the needs to positively affect SCS schools, staff, students and community. The Department also promotes and supports rigorous academic goals, and collaborates with all academic departments to support principals and teachers.

MAJOR SERVICES PROVIDED

The Department of Teaching and Learning 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, coordinated school health), Early Childhood Education Pre-K (including Head Start), Career and Technical Education, Optional Schools, Federal Programs and Professional Development and Support.

CATEGORY	FY2013-14	FY2014-15	FY2015-16	FY2016-17	2016 vs 2017	
	ACTUAL	ACTUAL	AMENDED	BUDGET	VARIANCE	% CHANGE
Salaries	\$ -	\$ 150,860	\$ 264,317	\$ 263,560	\$ (757)	0%
Benefits	-	44,865.9	63,261.0	69,143.0	5,882	9%
Contracted services	-	-	5,000	5,000	-	0%
Supplies and materials	-	319.8	10,500.0	6,600.0	(3,900)	-37%
Other charges	-	-	3,000	3,000	-	0%
Capital outlay	-	-	6,700.0	2,500.0	(4,200)	-63%
TOTAL	\$ -	\$ 196,046	\$ 352,778	\$ 349,803	\$ (2,975)	-1%

FISCAL/ORGANIZATIONAL CHANGES IN FISCAL YEAR 2016-17

- Maintain current staffing and operations.
- Reduce supplies and materials.

DIVISION OF EARLY CHILDHOOD EDUCATION

The mission of the Shelby County Schools Early Childhood Education Division is to provide high quality early education for all children that will maximize school readiness and empower children and families to become successful, lifelong learners and productive citizens. The Division of Early Childhood set academic goals that are aligned with the District's strategic plan, as indicated by the increase in the percentage of Pre-K students meeting grade level expectations for early literacy over the next five years.

FISCAL YEAR 2015-16 ACCOMPLISHMENTS

- Expanded Pre-K participation and service (Priority 1).
 - Increased the percentage of SCS kindergarten students that received Pre-K services prior to the kindergarten school year from 27% to 57%.
 - Provided 100% of our students and families with comprehensive services to foster parent-child relationships, family well-being, and connections to peers and the community.
- Expanded the Early Childhood Division to include a K-2 Team that provides tiered instructional support, professional development, coaching, data digs and evaluations for teachers K – 2 (Priority 3).
- Created a Community Partner Academy to provide technical assistance to local childcare facilities in an effort to establish a collaborative partnership with Shelby County Schools (Priority 5).
- Increased program quality, including district-aligned focus on literacy teaching and learning (Priority 1 and 2).
 - Provided high quality materials and resources (curriculum and furnishings) to 27 new classrooms and 33 community partner classrooms.
 - Implemented a 50-minute literacy block for Pre-K students per CLIP framework.
 - Accelerated students' development of phonemic awareness, letter knowledge, and vocabulary to improve kindergarten readiness.

FISCAL YEAR 2016-17 PRIORITIES

- Increase local access to Pre-K by increasing the number of Pre-K seats available for Shelby County students in high need areas by 140 seats.
- Improve capacity of local childcare providers, including by increasing community childcare center participation in the Community Partner Academy and other technical assistance efforts to prepare them for a partnership with Shelby County Schools (e.g., as a host Voluntary Pre-K site).
- Improve program quality by providing teachers and teacher assistants with ongoing professional development with particular focus on improving instructional support strategies in the areas of concept development, quality of feedback, and language modeling.
- Build capacity of early childhood teachers to provide positive teacher to student interactions in the domains of emotional support, classroom organization, and instructional support that increase students' learning and development.
- Align the Shelby County Schools' curriculum maps and pacing guides for Pre-K through second grade to the TN-ELDS and TN Standards.
- Accelerate student learning:
 - Increase the number of kindergarten students that are meeting grade level expectations for literacy.
 - Increase the number of first and second grade students that are meeting grade level expectations for literacy and numeracy.

CATEGORY	FY2013-14	FY2014-15	FY2015-16	FY2016-17	2016 vs 2017	
	ACTUAL	ACTUAL	AMENDED	BUDGET	VARIANCE	% CHANGE
Salaries	\$ 99,323	\$ 120,000	\$ 547,000	\$ 506,639	\$ (40,361)	-7%
Benefits	21,405	25,324	127,369	123,634	(3,735)	-3%
Contracted services	501	38	9,000	3,000	(6,000)	-67%
Supplies and materials	-	-	-	-	-	0%
Other charges	-	-	34,000	20,000	(14,000)	-41%
Capital outlay	-	-	-	-	-	0%
TOTAL	\$ 121,228	\$ 145,361	\$ 717,369	\$ 653,273	\$ (64,096)	-9%

FISCAL/ORGANIZATIONAL CHANGES IN FISCAL YEAR 2016-17

- Reduce professional development training for the K-2 staff
(Note: Most early childhood programming is supported through external grants.)

DIVISION OF CURRICULUM AND INSTRUCTION

The Division of Curriculum and Instruction is responsible for providing a curricular 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 that 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.

Additionally, Curriculum and Instruction provides instructional support aimed at improving student achievement and teacher effectiveness by direct onsite support to teachers, coaches, and other leaders, initiation and support of curricular programs and services, and professional development at the school and district levels.

FISCAL YEAR 2015-16 ACCOMPLISHMENTS

- Implemented a new, districtwide, automated library and textbook management system to more accurately and efficiently track district materials.
- Increased alignment of a variety of professional learning and instructional resources to the TNCore literacy standards and the District’s framework for improving literacy teaching and learning—the Comprehensive Literacy Improvement Plan (CLIP) (Priority 1, 2, and 3).
 - Developed teacher and leader CLIP guides, including Look-Fors and “cross-walks” with the Teacher Effectiveness Measures (TEM).
 - Developed new, standards-aligned curriculum maps—in all grades and core content areas, K-12--to foster consistent scope, sequencing, and pacing of instructional content across all district schools, while addressing the lack of standards alignment in our current textbooks.
 - Developed TNCore- and CLIP-aligned professional development (with other divisions) for teachers, coaches, and school leaders.
 - Increased teacher buy-in to the District’s vision; 89% of surveyed teachers agreed that our literacy plan will result in increased levels of learning for their students across all content areas (per teacher survey, August 2015).
- Improved literacy instruction, including use of time (Priority 1 and 2).
 - Increased the average number of instructional minutes (per 20-minute period) spent reading or listening to a text by more than 61%, from spring 2015 to fall 2015 (in externally-observed lessons, per Literacy Quality Review).
 - Increased time in explicit reading foundations instruction in grades K-3 from 32% to

44% from spring 2015 to fall 2015 (in externally-observed lessons, per Literacy Quality Review).

- Improved support for struggling students (Priority 1 and 2).
 - Launched districtwide, K-12 common universal screening systems (including assessments and standards).
 - Increased provision of Tier II, targeted interventions for K-8 students and launched Response to Intervention (RTI²) and credit recovery programs for high school intervention (in preparation for full implementation in SY 2016-2017).
- Improved support for English Language Learners
 - Increased the percentile rank of ELL 6-8 grade students in RLA from the 50th percentile in 2013-14 to the 68th percentile in 2015.
 - Increased the percentile rank of ELL 3-5 grade students in Math from the 50th percentile in 2013-14 to 53rd percentile in 2014-15.
 - Increased the percentile rank of ELL 6-8 grade students in Math from the 47th percentile to 52nd percentile.
 - Launched technology training classes for new immigrant parents through two Title III Supplemental Immigrant Grants for ESL (Priority 5).

CATEGORY	FY2013-14	FY2014-15	FY2015-16	FY2016-17	2016 vs 2017	
	ACTUAL	ACTUAL	AMENDED	BUDGET	VARIANCE	% CHANGE
Salaries	\$ 7,325,253	\$ 6,042,504	\$ 5,082,125	\$ 4,975,837	\$ (106,288)	-2%
Benefits	1,943,841	1,531,903	1,333,125	1,373,509	40,384	3%
Contracted services	3,187,384	1,207,487	3,885,439	3,602,475	(282,964)	-7%
Supplies and materials	8,770,249	9,307,557	4,777,997	3,185,847	(1,592,150)	-33%
Other charges	197,773	155,374	218,943	214,566	(4,377)	-2%
Capital outlay	994,806	207,757	271,962	173,283	(98,679)	-36%
TOTAL	\$ 22,419,306	\$ 18,452,582	\$ 15,569,591	\$ 13,525,517	\$ (2,044,074)	-13%

FISCAL/ORGANIZATIONAL CHANGES IN FISCAL YEAR 2016-17

- Reduce local travel, including for itinerant staff (e.g., ESL, music, art)
- Reduce contracted services, including external support for professional development, ESL, interpreters, busing for student enrichment activities and instructional support programs
- Reduce supplies and materials including supplemental literacy, math, science, and ESL resources (e.g., classrooms, libraries, calculators), as well as number of student licenses for various on-line learning programs
- Reduce teacher stipends, limiting teacher participation in professional development and curriculum development design, as well as teacher leadership opportunities
- Reduce purchase of textbooks
 - Reduce purchase of replacement textbooks and consumables (e.g., workbooks)
 - Does not budget for any new, districtwide textbook purchases (leaving prior adoptions incomplete)
- Eliminate eight (8) World Language teacher positions

DIVISION OF PROFESSIONAL DEVELOPMENT AND SUPPORT

The Professional Development and Support Division believes that leaders and teachers must receive targeted, high-quality professional development that illuminates the demands of the College and Career Readiness (CCR) Standards and builds staff knowledge, mindset, and skills to reach these demands.

We act on the following priorities:

- Create a clear district-wide vision and explicit expectations for high-quality professional learning experiences, job-embedded coaching, and implementation support.

- Design, consult on, and review professional development, coaching, and implementation supports to ensure their alignment to this emerging vision for high-quality professional development.
- Design and provide high-quality, universally accessible, professional learning experiences, job-embedded coaching and implementation support, to support leaders, coaches, and teachers in deeply understanding and being able to meaningfully respond to the demands of the CCR standards to ensure that students reach those demands.
- Develop systems that allow district and department leaders to thoroughly examine and monitor the alignment, quality, and impact of all professional learning experiences.

MAJOR SERVICES PROVIDED

The Professional Development and Support Division oversees the required teacher professional developments throughout the school year including District Learning Days, as well as New Teacher Induction programs. Additionally, the Division supports pre-service teacher placement and district-led, school-based, teacher coaching.

FISCAL YEAR 2015-16 ACCOMPLISHMENTS

- Improved teacher engagement and recognition in professional learning (Priority 3).
 - Engaged more than 900 teachers in the design and/or facilitation of professional learning for their colleagues.
 - Increased development, uploading, and viewing of teacher instructional practice videos.
- Improved overall access to and quality of professional learning experiences for teachers (Priority 3).
 - Improved coordination of PD activities and evaluation across district divisions.
 - Increased the number of centrally-directed, District Learning Days to support clear and consistent expectations and support for the CS vision—across schools, grades, and content areas.
 - Increased voluntary participation in district-provided professional development, particularly during the summer.
 - Increased the percentage of core teachers reporting that District Learning Days helped them improve teaching the CCR standards, to 75% as compared to 39% last year.
 - Increased buy-in for district-wide improvement efforts. For example, 89% of surveyed teachers agreed that our literacy plan will result in increased levels of learning for their students across all content areas in August 2015.
- Launched new professional development pilots (e.g., school-based, teacher PD cohorts) to leverage teacher collaboration, curricular resources, and job-embedded supports) to improve teacher learning and application of new practices (Priority 3).
- Redesigned the teacher coaching model, including by better selecting and training coaches, to increase the number of teachers who receive job-embedded coaching and improve the content focus and quality of that support (Priority 3).

FISCAL YEAR 16-17 PRIORITIES

- Continue to coordinate and provide professional learning for teachers, coaches, and schools leaders that focus on college and career standards, including by better leveraging curriculum-specific PD.
- Build coach capacity to support TNCore and CCR instructional shifts and district priorities.
- Improve evaluation of professional learning experiences, including teacher coaching, for impacts on teacher practice and student learning.

CATEGORY	FY2013-14	FY2014-15	FY2015-16	FY2016-17	2016 vs 2017	
	ACTUAL	ACTUAL	AMENDED	BUDGET	VARIANCE	% CHANGE
Salaries	\$ 440,495	\$ 365,244	\$ 1,484,140	\$ 1,220,482	\$ (263,658)	-18%
Benefits	102,489	86,777	386,277	343,365	(42,912)	-11%
Contracted services	(25,386)	8,961	376,999	453,600	76,601	20%
Supplies and materials	78,539	28,812	100,000	65,000	(35,000)	-35%
Other charges	12,460	53,847	48,000	9,000	(39,000)	-81%
Capital outlay	-	-	-	-	-	0%
TOTAL	\$ 608,597	\$ 543,640	\$ 2,395,416	\$ 2,091,447	\$ (303,969)	-13%

FISCAL/ORGANIZATIONAL CHANGES IN FISCAL YEAR 16-17

- Eliminate one position
- Reduce funds for substitutes for teacher professional development participation
- Reduce supplies and costs associated with district-wide coaching institutes
- Reduce professional development resources for division staff

DIVISION OF EXCEPTIONAL CHILDREN

The Division of Exceptional Children (DEC) provides vision, leadership, and expertise to schools and central office staff regarding the implementation of curricular and instructional initiatives that support the achievement of students with Individual Education Programs (IEPs)—both students with disabilities and those identified as intellectually gifted—in compliance with state and federal mandates. It is the commitment of this division to ensure that students with IEPs have access to a full continuum of services while being educated with nondisabled peers to the maximum extent possible. We envision our students being contributing members of society, participating successfully in college, careers, and independent living to the greatest degree possible.

Additionally, the DEC directs coordinated school health programs, including schoolwide supports to improve school climate, behavioral health management, health promotions for students and staff (e.g., health screenings and fairs, nursing services) using the Centers for Disease Control (CDC) whole child-focused model. DEC school psychologists and social workers, in coordination with guidance counselors and other staff play a key role in promoting a positive climate for learning, identifying students in need of additional socio-emotional supports, and providing targeted support as needed.

MAJOR SERVICES PROVIDED

The major services provided by the DEC can be found at <http://www.scsk12.org/uf/webadmin/foundation/exceptional/>

FISCAL YEAR 2015-16 ACCOMPLISHMENTS

- Improved early and timely identification of students with disabilities (Priority 1 and 2).
 - Evaluated 97.36% percent of children within 60 days of parental consent for initial evaluation in school year 2015-16, as of December 1, 2015, an increase from 95.27% in 2013-14. (These data represent progress on the federal and state requirement to improve the timely evaluation of students who are referred for special education consideration.)
 - Provided districtwide training and support to improve implementation of response to Instruction and Intervention (RTI²) to ensure early identification and support of struggling students and an effective process for the evaluation and identification of students with specific learning disabilities.
 - Improved support for young children with IEPs, including:
 - Improved early childhood IEP accuracy to 96.82%.
 - Provided early childhood education and intervention to 926 children with disabilities, ages 3-5.

- Increased the percent of students with IEPs served in the general education setting 80% or more of the day, from 66.8% (9,022 of 13,495) in 2014-15 to 68.1% (8,751 of 12,847) in 2015-16 (from the Dec. 1, 2014 and 2015 Federal Tables). (These data represent progress on the state and federal requirement to improve Least Restrictive Environment (LRE).)
- Improved teacher and school support, including engaging special education staff in TNCore-/CCR-aligned professional development (Priority 3).
- Improved parent engagement, including *Exceptional Children Advisory Council* meetings, *Parent Training* opportunities, and the *Parent Summit and Transition Fair*, as well as school site-based training activities.
- Increased access to Creative Learning in a Unique Environment (CLUE), for intellectually gifted children, including increases in both the total number of SCS students participating and participation of students from traditionally, under-represented groups 2014-15 to 2015-16 (Priority 2 and 5).
- Provided workplace experiences for students with disabilities in programs on the Campus of the University of Memphis and at LeBonheur Children's Hospital, engaged 530 students in *Disability Mentoring Day* hosted by 32 industry and community partners, and engaged more than 200 parents and families in the *Parent Summit and Transition Fair*. Fifteen additional community partners provided *Work-Based Learning* experiences through schools' *Community-Based Instruction* programs which impact more than 500 students districtwide (Priority 2).
- Increased the academic performance of students with disabilities (SWD) (Priority 1, 2).
 - Increased the percentage of SWD scoring P/A in Reading/Language Arts (grades 3-8) by 17.1 percentage points, from 2013-2014 to 2014-2015.
 - Increased the percentage of SWD scoring Proficient/Advanced (P/A) in English II/III by 3.1 percentage points, from 2013-2014 to 2014-2015.
 - Increased the percentage of SWD scoring P/A in Mathematics (grades 3-8) by 19 percentage points, from 2013-2014 to 2014-2015.
- Increased graduation rate for students with disabilities, from 41.4% in 2012-13 to 52.8% in 2014-15. Of note, 727 seniors with IEPs are on track to graduate with a regular diploma, school year ending May 2016, compared to 589 in 2014-15 (Priority 2).

FISCAL YEAR 2016-17 PRIORITIES

- Maintain high levels of special education program quality and compliance.
- Improve program efficiencies, including processing of large volume of records requested from within the District, Social Security, the Legal Justice System, other Districts and States
- Continue to collaborate with other divisions to ensure early identification and intervention of struggling students (including through RTI2, Pre-K, and other efforts) and evaluation, identification, and high-quality support of students with disabilities as early as possible.
- Build staff capacity to ensure high-quality services and supports, including through professional development on TNCore and CCR standards and instructional shifts/practices, instructionally appropriate IEPs, RTI2, transitions, and inclusion/least restrictive environment (LRE).
- Accelerate progress of students with disabilities, as measured by key indicators of appropriate inclusion (LRE), academic achievement, and graduation rates.
- Continue to improve access to and quality of CLUE programming, including increased alignment to TNCore and CCR standards and district priorities.

CATEGORY	FY2013-14	FY2014-15	FY2015-16	FY2016-17	2016 vs 2017	
	ACTUAL	ACTUAL	AMENDED	BUDGET	VARIANCE	% CHANGE
Salaries	\$ 91,144,296	\$ 68,608,704	\$ 72,713,292	\$ 69,715,427	\$ (2,997,865)	-4%
Benefits	24,150,621	18,442,473	20,934,949	20,203,717	(731,232)	-3%
Contracted services	7,919,398	6,467,773	2,450,269	2,448,132	(2,137)	0%
Supplies and materials	2,283,418	1,588,176	805,411	782,483	(22,928)	-3%
Other charges	46,011	77,701	89,170	89,170	-	0%
Capital outlay	368,764	194,403	206,230	206,230	-	0%
TOTAL	\$ 125,912,508	\$ 95,379,230	\$ 97,199,321	\$ 93,445,159	\$ (3,754,162)	-4%

FISCAL/ORGANIZATION CHANGES IN FISCAL YEAR 2016-17

- Reduced contracted services, limiting external support for professional development and capacity building, additional classroom resources, etc. (e.g, OT, PT and Speech Therapists)
- Reallocated resources to support Special Education Assistant and Psychologist Intern positions
- Eliminated 8 Occupational Therapist positions
- Eliminated 4 RN positions and 12 LPN positions
- Eliminated 20 special education classroom teacher positions.

COORDINATED SCHOOL HEALTH

Coordinated School Health includes four components:

- Health Services/School Nurse Program provides services to meet the health needs of all students in a manner that minimizes the disruption of the educational process, improves attendance and provides health information. Staff collaborates with other internal and external stakeholders to improve the health and educational experience of all students by implementing comprehensive and child centered quality health service programs, according to SCS Policy, Tennessee State Law and the Departments of Education and Health Guidelines and mandates.
- Health Promotions includes opportunities to improve individual health for staff and students through activities such as health assessments, health education and health-related fitness activities; preventative care, exams, student screenings, family care centers and student health clinics. These opportunities encourage healthy lifestyles that contribute to improved health, improved morale, and a greater personal commitment to the school's overall coordinated school health program.
- Coordinated School Health Grant connects physical, emotional and social health with education through eight inter-related components: Nutrition Services, Comprehensive Health Education, Health Services, Physical Education, Family and Community Involvement, Counseling, Social Services and Psychological Services, and Healthy School Environment and Health Promotions for Staff. All are designed to provide wrap-around services for students and improve their academic achievement.
- Mental Health Center promotes safe and drug-free schools, fosters the emotional well-being of students, and works to eliminate barriers to student success. This component of Coordinated School Health is responsible for providing K - 12 students with an array of school-based, psychological and social support services, ranging from universal prevention to intensive, individual treatment. Services provided include early intervention for students who use alcohol or drugs, threat assessment for students who carry weapons or have made a serious threat of violence, and intensive mental health services for Alternative School students. The Center also offers outreach activities for students, their parents and other community stakeholders.

MAJOR SERVICES PROVIDED

The major services provided by Coordinated School Health can be found at the following link on the SCS website: <http://www.scsk12.org/uf/webadmin/foundation/exceptional/>

FISCAL YEAR 2015-16 ACCOMPLISHMENTS

- Met identified health needs of students (IEP/504/General Education/Early Childhood student population).
- Improved staff capacity to support student health needs.
 - Provided professional development to over 4,000 staff on medication administration, Men’s Health Initiative, Go Noodles and Fitness Training, Health and Lifetime Fitness.
- Improved students’ overall health.
 - Conducted over 104,000 health screenings.
 - Provided activities such as Walking School Bus, Healthy Relationship Month, Smarter Lunch Rooms, and Project Prevent and SHAPE.
 - Increased by 4 percentage points direct Mental Health services, from 2014 to 2015.
- Provided Enroll America Outreach information to 1,244 uninsured families (Priority 5).

FISCAL YEAR 2016-17 PRIORITIES

- Expand support for improved school climate and student attendance, in coordination with other district divisions.
- Align procedures and practices to conform to the Response to Intervention for Behavior (RtI:B) model, Tier III interventions to Students with Disabilities, and provide staff training.
- Continue to explore opportunities for efficiencies and allocate health services and resources based on students’ needs.
- Promote and monitor student and staff wellness.

CATEGORY	FY2013-14	FY2014-15	FY2015-16	FY2016-17	2016 vs 2017	
	ACTUAL	ACTUAL	AMENDED	BUDGET	VARIANCE	% CHANGE
Salaries	\$ 7,928,706	\$ 7,592,288	\$ 8,797,971	\$ 8,291,303	\$ (506,668)	-6%
Benefits	2,196,413	2,006,055	2,532,337	2,379,354	(152,983)	-6%
Contracted services	3,147,039	3,135,535	2,738,891	2,419,160	(319,731)	-12%
Supplies and materials	163,088	99,171	100,239	114,859	14,620	15%
Other charges	96,723	47,010	62,508	51,564	(10,944)	-18%
Capital outlay	26,017	22,268	40,465	40,465	-	0%
TOTAL	\$ 13,557,986	\$ 12,902,327	\$ 14,272,411	\$ 13,296,705	\$ (975,706)	-7%

FISCAL/ORGANIZATION CHANGES IN FISCAL YEAR 2016-17

- Restructured and reduced nursing services, eliminating 1 LPN positions and 8 RN positions.
- Reduced contracted services.
- Eliminated Social Workers (13) and Psychologists (1) positions.
- Eliminated Health Technician (2) and Employee Health Clerk (1) positions.
- Reduced travel and mileage.

DIVISION OF OPTIONAL SCHOOLS AND ADVANCED ACADEMICS

The Division of Optional Schools and Advanced Academics provides new and innovative theme-based programs in response to community and industry interests and needs, advancing the District’s strategic plan and specific pursuit of Priority 4, Expand High Quality School Options. These programs increase educational quality, equity, and access, which sustain and increase enrollment in Shelby County Schools. With a variety of educational choices available, thousands of families choose the SCS Optional program for their children. The specialized, theme-based programs in Optional Schools enable students to develop their individual gifts and talents in a rigorous, academic environment. Specialized programs include West Tennessee’s only K-12 International Baccalaureate (IB) Programme, multiple K-12 feeder patterns with the opportunity to learn one of seven world languages, three national Grammy Foundation award-winning schools, and the only high school where students can earn a private pilot’s license. Advanced Academics provides specialized support to schools

to enable them to offer highly rigorous courses through Honors, Advanced Placement, International Baccalaureate, and Dual Enrollment programs, preparing students for college and career success.

MAJOR SERVICES PROVIDED

Optional Schools and Advanced Academics works with school leaders and various district departments to provide Optional Schools with strategic planning and support in the development and implementation of advanced academic offerings, including through the provision of instructional materials and supplies aligned to program content, specialized teachers, professional development, program reviews, and funding for integral field trips and competitions. Honors, IB, AP, and Dual Enrollment courses provide students the opportunity to complete academically challenging coursework and strengthen their preparation for post-secondary success. As such, the Division coordinates all dual enrollment programming and provides leadership in developing and maintaining meaningful relationships with college and university partners.

The Division is responsible for the continual marketing and advertising of the Optional programs. The Division coordinates the Optional enrollment process, ensuring the integrity of the Optional programs. The Division also maintains records, monitors progress, and makes continuous improvements to ensure equitable access to high-quality programming for all SCS students.

FISCAL YEAR 2015-16 ACCOMPLISHMENTS

- Expanded access to high quality academic programs and schools (Priority 2 and 4).
 - Increased Advanced Placement (AP) exams taken from 3,348 to 3,657, including improved performance for under-represented groups.
 - Increased AP participation for under-represented groups, from 258 in 2013-14 to 314 in 2014-15 for African-American students and 65 in 2013-14 to 79 in 2014-15 for Latino students.
 - Increased dual enrollment course-taking to over 2,600 courses in 2015-16.
- Built staff and program capacity (Priority 3).
 - Ensured 100% of Advanced Placement courses are approved by College Board, and taught by College Board AP Certified teachers.
 - Expanded college and university partnerships, including dual enrollment agreements.
- Improved academic achievement and post-secondary readiness (Priority 1 and 2).
 - Exceeded the average state performance in every subject on the TCAP for Optional elementary and middle school students.
 - Increased AP passing rates from 38% pass rate in 2013-14 to 43% pass rate in 2014-15.
 - Increased the number of students earning International Baccalaureate (IB) diplomas to 64 of 91 students (70%) in 2014-15 over the prior year's 43 of 74 (58%) students.
 - Achieved 94% pass rate for Dual Enrollment; students are increasingly earning college credit while enrolled in high school.
 - Exceeded ACT College Readiness benchmarks in all subjects--Optional high school students as compared to national averages.
 - Achieved a 100% graduation rate for students who remained in the Optional program for all four years of high school.
- Earned state and national recognitions (Priority 4).
 - Awarded over \$200 million dollars in student scholarship offers.
 - Recognized education leader with 16 2016 National Merit Scholarship Semifinalists
 - Invited by the U.S. Department of Education to participate in a national roundtable on Dual Enrollment, based on our program success.

FISCAL YEAR 2016-17 PRIORITIES

- Improve coordination and collaborative learning across district divisions to promote best practices and build teacher, coach, leader, and central office capacity to improve teaching and learning.
- Provide effective strategic planning support to the school community, enhancing Optional programs

and Advanced Academic course offerings.

- Provide professional development and specialized training, enabling theme-based program teachers, IB teachers, and AP teachers to provide high quality, research-based, cutting edge classroom learning experiences for students.
- Increase enrollment in Advanced Academic programs, particularly for underrepresented populations.
- Develop and sustain career and college/university partnerships.
- Implement high quality marketing and outreach to increase student enrollment in SCS Optional programs.

CATEGORY	FY2013-14	FY2014-15	FY2015-16	FY2016-17	2016 vs 2017	
	ACTUAL	ACTUAL	AMENDED	BUDGET	VARIANCE	% CHANGE
Salaries	\$ 4,134,468	\$ 4,498,718	\$ 4,724,357	\$ 4,105,889	\$ (618,468)	-13%
Benefits	1,067,362	1,190,808	1,282,091	1,170,962	(111,129)	-9%
Contracted services	69,441	141,024	266,453	203,127	(63,326)	-24%
Supplies and materials	225,653	360,243	463,112	325,366	(137,746)	-30%
Other charges	296,749	313,149	723,523	660,530	(62,993)	-9%
Capital outlay	251,898	126,951	83,125	61,632	(21,493)	-26%
TOTAL	\$ 6,045,570	\$ 6,630,892	\$ 7,542,660	\$ 6,527,506	\$ (1,015,154)	-13%

FISCAL/ORGANIZATIONAL CHANGES IN FISCAL YEAR 2016-17

- Reduce advertising and printing of marketing materials.
- Reduce specialty program professional development, program-specific materials and supplies, and student opportunities for field trips and competition participation.
- Reduce support for AP and IB exam fees and Dual Enrollment programming and materials (limited to economically disadvantaged students).
- Eliminate six (6), school-based Optional program positions.
- Reduce funds for supplemental staffing.
- Support an Innovative Schools Manager position to help create redesign and help develop the portfolio innovative programs and schools across SCS neighborhoods

DIVISION OF CAREER AND TECHNICAL EDUCATION

The Division of Career and Technical Education (CTE) works to engage and prepare students for 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 helps students learn in state-of-the-art classrooms with certified professional instructors teaching rigorous and relevant lessons with practical applications. CTE programs are aligned to the 16 National Career Clusters Frameworks that create clear pathways to licensing, industry certification, and advanced degrees. CTE currently offers 54 Programs of Study (POS) aligned with the 16 Career Clusters.

MAJOR SERVICE PROVIDED

In alignment with Destination 2025, CTE program goals include increasing academic rigor through literacy and numeracy integration via work based learning experiences and early post-secondary opportunities. To meet 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, program areas include: Health Science; Advanced Manufacturing; Transportation, Distribution and Logistics; Business Management & Administration; and Information Technology Management.

FISCAL YEAR 2015-16 ACCOMPLISHMENTS

- Increased student, family, and community exploration and awareness of career development programs and opportunities (Priority 5).

- Participated in Lightweight Innovations for Tomorrow (LIFT), “What’s So Cool about Manufacturing” video contest, a partnership with the Greater Memphis Alliance for a Competitive Workforce to introduce middle school students to careers in advanced manufacturing and help students prepare for them. Students partnered with participating local manufacturers to produce a video focused on career opportunities in manufacturing.
- Engaged 300 SCS STEM students in National Manufacturing Day Industry Tours designed to create awareness of career opportunities in local manufacturing companies—in partnership with Memphis Area Chamber of Commerce.
- Participated and earned honors in a variety of regional, state and national CTE-related competitions and expositions.
- Supported the professional learning of CTE teachers and program staff to more meaningfully and effectively integrate and promote literacy learning across content areas.
- Developed new programs to better align to student interests and industry demands, including: Diesel Technology dual credit program at Trezevant CTC; Agriculture program at Southwind High School; Broadcasting & Media Communications program at Middle College High School (Priority 2 and 4).
- Expanded post-secondary partnerships and related Memoranda of Understanding to increase college and career readiness opportunities (Priority 2 and 4).
 - Launched dual enrollment/dual credit program in Diesel, Automotive Repair and Advanced Manufacturing (Machining) with Tennessee College of Applied Technology (TCAT).
 - Launched dual enrollment program in Health Science and Business Technology with Southwest Tennessee Community College.
 - Established a partnership with University of Memphis to offer Advanced Placement Computer Science beginning in August 2016.
- Increased opportunities for and completion of career pathways and professional certifications (Priority 2).
 - Increased CTE concentrator completion rate from 92.27% to 93.26%.
 - Piloted student and staff training the National Career Readiness Certification (CRC) in Summer 2015 and launched certification program in Fall 2015, with more than 250 students from six sites currently participating (in partnership with the Greater Memphis Alliance for Competitive Workforce and the Workforce Investment Network). The CRC certifies that students have the core employability skills required across multiple industries and occupations.
- Improved CTE student outcomes (priority 2).
 - Increased CTE Concentrator Academic Attainment in Mathematics from 43.77% to 47.76%.
 - Increased CTE Concentrator graduation rate from 91.01% to 92.58%.

FISCAL YEAR 2016-17 PRIORITIES

- Improve strategic alignment between high-quality CTE programs and labor market needs to equip students with 21st century skills and prepare them for in-demand occupations in high-growth industry sectors by developing a multi-year, CTE strategic plan in collaboration with industry partners.
- Improve capacity of CTE teachers and program staff, both in career and technical education and literacy integration, through improved data analysis, progress monitoring, and professional learning opportunities.
- Strengthen collaborations among secondary and post-secondary institutions, employers, and industry partners to improve the quality of CTE programs.
- Increase career pathways that lead to industry credentials (stackable) and continue to increase the share of CTE students completing pathways and earning professional certifications and/or dual credit
- Ensure accountability for program participation, career development and academic outcomes based on common definitions and clear metrics for performance at the course, program, school and district levels.
- Increase emphasis on innovation, including reform of state policies and practices and new program development to support implementation of effective programs and practice.

CATEGORY	FY2013-14	FY2014-15	FY2015-16	FY2016-17	2016 vs 2017	
	ACTUAL	ACTUAL	AMENDED	BUDGET	VARIANCE	% CHANGE
Salaries	\$ 19,471,877	\$ 13,538,959	\$ 13,260,369	\$ 11,877,462	\$ (1,382,907)	-10%
Benefits	5,132,139	3,584,426	3,697,836	3,329,670	(368,166)	-10%
Contracted services	43,960	68,159	123,611	82,468	(41,143)	-33%
Supplies and materials	167,014	255,773	278,641	186,510	(92,131)	-33%
Other charges	9,421	24,963	50,960	27,657	(23,303)	-46%
Capital outlay	-	24,824	46,024	20,015	(26,009)	-57%
TOTAL	\$ 24,824,411	\$ 17,497,105	\$ 17,457,441	\$ 15,523,782	\$ (1,933,659)	-11%

FISCAL/ORGANIZATIONAL CHANGES IN FISCAL YEAR 2016-17

- Eliminate 23 CTE positions (21 teachers, 1 administrator, and 1 administrative/clerical position).
- Reduce College & Career Pathway Options in schools.
- Reduce site based budget allocation in four (4) Career and Technology Centers.
- Reduce funds for equipment repair, lease and maintenance agreements.
- Reduce allocations to teachers and schools for consumable supplies and materials needed for implementation of state approved curriculum.
- Reduce contracted services, decreasing external support for professional learning, program design and instructional resources (e.g., on-line learning).

DIVISION OF FEDERAL PROGRAMS, GRANTS AND COMPLIANCE

Federal Programs, Grants and Compliance (FPG&C) provides support for the attainment of the District’s strategic priorities by planning, leading, and directing Elementary and Secondary Education Act (ESEA) programs and related grants. These grant programs provide opportunities for the acceleration of academic performance of all students as well as professional development opportunities for teachers and principals in order to impact classroom instruction in a positive manner. District managed schools, charter schools, institutions for neglected children, institutions for delinquent children, and children and teachers in participating private schools are served.

MAJOR SERVICES PROVIDED

Services include development and implementation of grant programs and budgets as well as internal controls to ensure program and fiscal compliance with applicable statutes, regulations, policies, and procedures; collection, analysis, and interpretation of relevant data; development and presentation of program and fiscal reports to State and federal agencies; provision of technical assistance regarding federal and State statutes and regulations; and development and implementation of procedures to safeguard District assets obtained through grant programs. FPG&C also ensures that expenditures are aligned with project goals and approved grant applications.

FISCAL YEAR 2015-16 ACCOMPLISHMENTS

- Obtained funding for twenty-eight grants (Priority 1, 2, 3, and 5).
- Supported school development and implementation of Title I School improvement plans, including collaboration with other divisions to support strategic planning and Professional Learning Community (PLC) Coach training and development (Priority 1, 2, 3, and 5).
- Obtained State approval of 199 Title I schools’ budgets and School Plans.
- Met 100% of the requirements for successful closure of prior year Elementary and Secondary Education Act (ESEA) Program Monitoring.
- Met 100% of the requirements for successful closure of prior year Joint Fiscal Monitoring for ESEA, First to the Top, and School Improvement Grants.
- Experienced no A-133 Single Audit Findings.

FISCAL YEAR 2017 PRIORITIES

- Provide professional development, support and funding for Title I Professional Learning Communities (PLC) Coaches.
- Provide additional support for Title I priority schools.
- Provide support, funding, and/or professional development for increased teacher and leader effectiveness, including to aspiring and current school leaders, as well as instructional coaches, professional development staff, Instructional Leadership Directors and other staff who provide direct support to schools.

DEPARTMENT OF SCHOOLS AND LEADERSHIP

The Department of Schools and Leadership is focused on the belief that every student in the District will have effective leaders who will develop teachers to lead quality instruction in all classrooms. Through the utilization of a rigorous curriculum with a focus on TN-Ready standards, students will be college and career ready. The Department is responsible for: Principal Support and Supervision, Leadership Development and Capacity Building (including pipelines to the principalship), Teacher Leadership, and Teacher and Leader Effectiveness and Evaluation. A team of Instructional Leadership Directors (ILD) who serve as coaches, as well as supervisors, staffs the Department.

The Department focuses on four areas:

- Communicating an academic vision and strategies for academic success
- Recruiting and selecting effective school leaders
- Building and developing effective school leaders and instructional leadership teams
- Holding school leaders accountable for school improvement and academic success

CATEGORY	FY2013-14	FY2014-15	FY2015-16	FY2016-17	2016 vs 2017	
	ACTUAL	ACTUAL	AMENDED	BUDGET	VARIANCE	% CHANGE
Salaries	\$ -	\$ 190,064	\$ 207,510	\$ 172,759	\$ (34,751)	-17%
Benefits	-	52,700	58,105	35,024	(23,081)	-40%
Contracted services	-	13,811	22,158	19,000	(3,158)	-14%
Supplies and materials	-	8,267	19,422	34,500	15,078	78%
Other charges	-	59	-	1,945	1,945	0%
Capital outlay	-	14,216	4,320	2,278	(2,042)	-47%
TOTAL	\$ -	\$ 279,116	\$ 311,515	\$ 265,506	\$ (46,009)	-15%

FISCAL/ORGANIZATION CHANGES IN FISCAL YEAR 2016-17

- Reduce in-town travel, currently supporting travel for school support.
- Reduce the number and type of professional development opportunities, including supplies and materials, for ILDs and principals.
- Reduce contract services, limiting external professional development and capacity building support.
- Reduce equipment, including replacement of staff computers.
- Eliminate the Receptionist position.

DIVISION OF PRINCIPAL SUPPORT AND SUPERVISION

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.

MAJOR SERVICES PROVIDED

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, and collaborate with other units in the central office to provide necessary resources to improve school leadership.

FISCAL YEAR 2015-16 ACCOMPLISHMENTS

- Launched the implementation of the Coordinated School Teams (CSTs), a strategy to re-design and re-culture how central office departments coordinate and customize school support (Priority 3).
- Sustained progress in improving instructional culture across schools, as measured by the Insight Culture and Climate Index from 2014 to 2015. Based on the Instructional Culture Insight survey’s 2015-2016 mid-year administration:
 - 80% to 85% of teachers agreed or strongly agreed that “School leaders promote a safe, productive learning environment and are committed to improving my instructional practice”.
 - 79% to 83% % of teachers agreed or strongly agreed that “I get enough feedback on my instructional practice,” and “the feedback I get from being observed helps me improve student outcomes” (Priority 3).
- Retained 93% of Level 4 and Level 5 teachers in 2015 (Priority 3).
- Achieved 13-percentage point increase in graduation rate to 75 percent in 2014-15 from 62 percent in 2008-2009 (Priority 2).
- Earned state Reward Schools recognition at 35 schools in 2015 (for schools that have made the greatest gains from the previous year and the schools that achieved at the highest levels of absolute performance across the State) (Priority 1 and 2).

FISCAL YEAR 2016-17 PRIORITIES

- Improve student engagement and school climate, as evidenced in improved student attendance in elementary, middle, and high schools.
- Continue to improve instructional climate across all district schools, as measured by the Insight Culture Index, attendance, and suspensions.
- Build teacher, leader, and instructional leadership team capacity to support TNCore instructional shifts and district priorities and accelerate student learning.
- Continue to support and improve the development and retention of effective teachers and school leaders.

CATEGORY	FY2013-14	FY2014-15	FY2015-16	FY2016-17	2016 vs 2017	
	ACTUAL	ACTUAL	AMENDED	BUDGET	VARIANCE	% CHANGE
Salaries	\$ 421,942	\$ 1,364,454	\$ 1,468,516	\$ 1,320,000	\$ (148,516)	-10%
Benefits	98,368	294,747	337,232	291,547	(45,685)	-14%
Contracted services	6,171	4,969	-	25,000	25,000	0%
Supplies and materials	10,073	5,703	-	14,500	14,500	0%
Other charges	-	-	-	2,000	2,000	0%
Capital outlay	5,681	4,724	-	7,000	7,000	0%
TOTAL	\$ 542,235	\$ 1,674,597	\$ 1,805,748	\$ 1,660,047	\$ (145,701)	-8%

FISCAL/ORGANIZATION CHANGES IN FISCAL YEAR 2016-17

- Eliminate two positions in the Division of Principal Support and Supervision
- Reduce the number and type of professional development opportunities, including supplies and materials, for ILDs and principals.
- Reduce contract services, limiting external professional development and capacity building support.
- Reduce printing costs.

DIVISION OF LEADERSHIP DEVELOPMENT AND CAPACITY BUILDING

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 the strategic needs.

MAJOR SERVICES PROVIDED

The Division has the 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. In addition, the division clearly communicates to aspiring and current school leaders what specific action steps they must take to achieve greater academic success for their students.

FISCAL YEAR 2015-16 ACCOMPLISHMENTS

- Increased attention and focus on improving school culture and climate, including implementation of Restorative Practices and PBIS.
- Developed a comprehensive, strategic vision for leadership development, including a “grow our own” approach and the launch of the *Lead Up* program for 30 selected SCS Assistant Principals and/or PLC Coaches.
- Aligned the professional learning for Instructional Leadership Teams to TNCore and CCR standards and district priorities—across stakeholders.
- Provided high-quality, one-on-one principal mentoring and support, as needed.

FISCAL YEAR 2016-17 PRIORITIES

- Establish leadership development grounded in the expectations of developing principals who can manage change in schools, leading students to become college and career ready.
- Continue to learn from, improve on, and leverage existing practices (e.g., principal hiring, evaluation) and partnerships (e.g., New Leaders).
- Launch and implement a district-based, year-long school leadership residency program, entitled Shelby PLUS, focusing on preparing top-performing assistant principals to step into the leadership role of principal.
- Offer innovative professional learning opportunities to existing school leaders to enhance their instructional coaching abilities through in-person and on-line support.

CATEGORY	FY2013-14	FY2014-15	FY2015-16	FY2016-17	2016 vs 2017	
	ACTUAL	ACTUAL	AMENDED	BUDGET	VARIANCE	% CHANGE
Salaries	\$ -	\$ -	\$ 523,707	\$ 511,809	\$ (11,898)	-2%
Benefits	-	-	141,990	139,676	(2,314)	-2%
Contracted services	-	-	1,131,000	1,087,132	(43,868)	-4%
Supplies and materials	-	-	184,000	30,000	(154,000)	-84%
Other charges	-	-	241,410	15,000	(226,410)	-94%
Capital outlay	-	-	50,000	12,500	(37,500)	-75%
TOTAL	\$ -	\$ -	\$ 2,272,107	\$ 1,796,117	\$ (475,990)	-21%

FISCAL/ORGANIZATION CHANGES IN FISCAL YEAR 2016-17

- Eliminate one position in the Division of Leadership Development and Capacity Building
- Add Teacher Effective Advisor position (existing position, currently grant-funded).
- Reduce contracted services and materials and supplies.
- Reduce printing costs.
- Reduce equipment.

DIVISION OF TEACHER AND LEADER EFFECTIVENESS AND EVALUATION

The Teacher and Leadership Effectiveness and Evaluation division works to provide support and guidance for the implementation of the Teacher Effectiveness mode (TEM) for teachers and the Tennessee Educator Acceleration Model (TEAM) for school administrators utilizing data analysis, research, feedback from stakeholder and emerging best practices.

MAJOR SERVICES PROVIDED

Teacher efficacy is a key lever to improve student performance and outcomes. To this end, our work is to equip District and school leaders with the knowledge and resources needed to provide meaningful, actionable feedback to promote teacher growth and development. This work includes providing support to both teachers and school leaders in the implementation of TEM and compliance for TEAM; training, norming, and front-facing communications for the TEM Observation Framework; working collaboratively and directly with teachers, principals, the State and District leaders to improve/refine the teacher evaluation system; and collaborating with Instructional Leadership Directors to ensure understanding and fidelity of the evaluation framework and data.

FISCAL YEAR 2015-16 ACCOMPLISHMENTS

- Improved the quality of observer training to ensure meaningful, accurate, timely, and specific provision of feedback to teachers.
 - Improved the systems for tracking and analyzing key observation data.
 - Re-designed the research-driven approach to observer training, including the development of an archive of over thirty pre-scored training videos, co-observations, and related learning walks.
 - Implemented a rigorous observer certification and re-certification process for all district evaluators to increase reliability of teacher ratings.
 - Maintained high levels of teacher confidence in fairness/accuracy of ratings (as measured both on Insight Index and as compared to a sample of other larger districts).
- Provided ongoing support and coaching for school leaders and teachers to improve teacher quality through actionable, targeted reflection and feedback.
- Improved teacher effectiveness; as demonstrated by doubled the share of teachers earning the highest and second highest performance categories in TVAAS since 2009.

FISCAL YEAR 2016-17 PRIORITIES

- Implement the District's vision for high quality, TNCore- and CCR-aligned instruction by developing and/or revising tools and resources that illustrate and further explain the District's vision for high-quality instruction as outlined by the TEM observation rubric.
- Build our leaders' ability to:
 - Conduct high quality, lesson-level analysis to identify the primary area of focus for a teacher.
 - Provide accurate, meaningful feedback that improves teacher efficacy and student achievement.
 - Develop teachers' understanding of the TEM rubric and its alignment to the CCR-standards and our Comprehensive Literacy Improvement Plan.

- Manage the evaluation process at the school sites in a way that ensures that leaders and teachers receive the feedback and development they need for to improve their practice.
- Build SCS teachers:
 - Confidence and trust in the TEM Evaluation framework and our SCS leaders' ability to observe, accurately assess, and provide feedback on the teacher's practice.
 - Proficiency with the tools and resources associated with the TEM.

CATEGORY	FY2013-14	FY2014-15	FY2015-16	FY2016-17	2016 vs 2017	
	ACTUAL	ACTUAL	AMENDED	BUDGET	VARIANCE	% CHANGE
Salaries	\$ -	\$ -	\$ 327,624	\$ 140,980	\$ (186,644)	-57%
Benefits	-	-	81,229	35,363	(45,866)	-56%
Contracted services	-	-	1,002	16,000	14,998	1497%
Supplies and materials	-	-	24,718	13,450	(11,268)	-46%
Other charges	-	-	4,880	10,000	5,120	105%
Capital outlay	-	-	-	-	-	0%
TOTAL	\$ -	\$ -	\$ 439,453	\$ 215,793	\$ (223,660)	-51%

FISCAL/ORGANIZATION CHANGES IN FISCAL YEAR 2016-17

- Eliminate one position in the Division of Teacher and Leadership Effectiveness
- Reduce materials and supplies.
- Reduce printing costs.
- Reduce equipment.

ACADEMIC OPERATIONS AND SCHOOL SUPPORT

The mission of Academic Operations and School Support (AOSS) is to create safe learning environments and a climate of success by providing support for schools, growing the trust of all stakeholders through strong customer service, helping principals focus on instruction by eliminating operational barriers, establishing clear operational procedures, and supporting the overall district academic goals and strategic plan.

The goal of AOSS is to eliminate operational barriers that impede instruction by streamlining operational procedures and creating synergy among internal departments to provide high-quality solutions and execute prompt crisis response. Another focus of the work is to provide operational services training to school-based, non-instructional personnel. AOSS also addresses stakeholder concerns through exemplary customer service at the district Parent Welcome Center.

AOSS includes three divisions:

- School Operations, which includes the Parent Welcome Center, school messenger, and "Situation Room" to resolve emergent issues. This division is charged with providing support and guidance to the District and its stakeholders.
- School Compliance, which includes fiscal operations and safeguarding of school financial resources.
- Adult and Alternative Education, which a non-traditional academic program design to meet the educational, behavior and social needs of students.

DIVISION OF SCHOOL OPERATIONS

School Operations provides timely and responsive support for issues and concerns brought forth by school administrators, central office staff, families, and other stakeholders. School administrators and central office staff are supported through streamlined operational procedures, quality customer service, and delivery of prompt crisis response. Parents and constituents receive immediate assistance with questions or concerns by calling the District Call Center or by visiting the Parent Welcome Center in person.

MAJOR SERVICES PROVIDED

- Provide a communication channel for resolution of issues and constituent inquiries at the Parent Welcome Center
- Support school administrators in handling of school operations and procedural issues
- Deliver expedited crisis response to schools
- Serve as liaison between school principals and central office administration in order to minimize time spent by school personnel on operational tasks
- Investigate and resolve 100% of parent and constituent concerns related to the operation of schools
- Develop and implement district-wide procedures for a successful opening and closing of schools
- Provide technical and administrative support to school and central office administrators during the spring and fall school staff adjustment period
- Ensure the seamless transition of structural changes to schools through the School Closure Opening and Realignment Process (SCORP)
- Provide updates to the Protocol and Procedures Manual in accordance with district, state, and federal guidelines, and disseminate to school principals

FISCAL YEAR 2015-16 ACCOMPLISHMENTS

- Opened the Parent Welcome Center in fall 2015 to establish a clear communication channel for resolving concerns and offer services that impact a wide variety of constituents and needs; services provided in English and Spanish
- Translated district-wide calls to parents via School Messenger into Spanish to send to Spanish-speaking homes
- Published a Protocol and Procedures Manual to ensure clear, common policies and practices are understood and implemented by principals and school staff, district-wide
- Supported coordinated, cross-organizational problem solving of school operations issues, most notably through execution of a "Situation Room" to resolve emergent issues in real-time during the first weeks of school

FISCAL YEAR 2016-17 PRIORITIES

- Improve the overall climate for learning across SCS schools by: collaborating with various district divisions to increase student attendance; decrease the number of behavioral incidents, suspensions, and Student Attendance Review Team reports; and more purposefully leverage alternative education placements
- Continue to improve the quality and timeliness of school operations support to help school and district leaders' better focus on instructional leadership
- Collaborate with various departments to ensure an integrated, electronic approach to customer service tracking and analytics to better understand and resolve systemic problems

DIVISION OF SCHOOL COMPLIANCE

The AOSS School Compliance Office aligns schools' business practices with state guidelines that govern the Student Activity Fund. This office ensures effective and consistent fiscal operation and adequate safeguarding of schools' financial resources. School Compliance utilizes a systematic and disciplined approach to evaluate and improve the effectiveness of internal controls and business processes, promote district integrity, and align applicable laws with district priorities. In addition, this department is responsible for the processing and approval of all district field trips, school travel, and mileage reimbursement.

MAJOR SERVICES PROVIDED

- Ensure high-quality, consistent expectations, professional development, and oversight of financial secretaries to ensure integrity of financial operations and reporting across all schools
- Approve and process all district schools' requests for field trips, travel, and mileage
- Conduct a minimum of 10 random audits of school managements' response to Internal Audit findings per semester
- Provide on-going training (including updates and policy changes) for all district Financial Secretaries

FISCAL YEAR 2015-16 ACCOMPLISHMENTS

- Developed a financial secretary think tank to solve issues and improve service
- Established a new hiring process, onboarding, and training modules for school financial secretaries
- Processed all travel within 24 hours of request acceptance in an effort to save revenue for the District by promptly issuing trip ID numbers for lower cost airline tickets, registration fees, and travelers being able to stay at the host hotel
- Captured electronic data daily which allows AOSS Compliance to analyze data that shows total costs, frequent travelers, and conferences that were attended the most
- Reviewed and approved field trips within 48 hours of date received
- Provided 1-on-1 support to school based staff for timely and accurate completion of travel authorization and field trip requests

FISCAL YEAR 2016-17 PRIORITIES

- Implement a district-wide Summer Institute for Financial Secretaries; develop a differentiated training plan for new and experience Financial Secretaries
- On-board new Financial Secretaries including in-service training prior to beginning responsibilities at school site
- Pre-screen Financial Secretary candidates in order to provide principals with a qualified pool for vacancies.
- Incorporate functional responsibility for school Financial Secretaries into the AOSS department
- Develop a Financial Secretaries Policy and Procedures Manual to ensure clear, common policies and practices are understood and implemented by principals and school staff, district-wide

	FY2013-14	FY2014-15	FY2015-16	FY2016-17	2016 vs 2017	
CATEGORY	ACTUAL	ACTUAL	AMENDED	BUDGET	VARIANCE	% CHANGE
Salaries	\$ -	\$ 287,608	\$ 965,209	\$ 1,274,583	\$ 309,374	32%
Benefits	-	82,497	306,960	341,988	35,028	11%
Contracted services	-	1,057	112,000	22,000	(90,000)	-80%
Supplies and materials	-	-	25,000	5,000	(20,000)	-80%
Other charges	-	-	29,130	9,466	(19,664)	-68%
Capital outlay	-	-	15,000	15,000	-	0%
TOTAL	\$ -	\$ 371,163	\$ 1,453,299	\$ 1,668,037	\$ 214,738	15%

FISCAL/ORGANIZATION CHANGES IN FISCAL YEAR 2016-17

- Reduce contracted services
- Reduce supplies and materials

DIVISION OF ALTERNATIVE AND ADULT EDUCATION

The Division of Alternative and Adult Education (DAAE) is committed to providing a non-traditional academic program to meet the educational, behavioral, and social needs of at-risk students. This Division is dedicated to improving academic achievement through positive, rigorous classroom experiences that encourage students to make sound decisions and solve problems as leaders in our community.

MAJOR SERVICES PROVIDED

The major services provided by the Department of Alternative Schools can be found at the following link on the SCS website: <http://www.scsk12.org/uf/alternative/>

- Provide continued educational services for students who are expelled for 11-180 school days
- Student Intervention Program (Success Schools) for students who may be experiencing difficulty academically or socially
- Implement individualized academic and behavior plans to meet the specific needs to set goals for students
- Provide an accelerated graduation program to navigate students back on track for on-time graduation

FISCAL YEAR 2015-16 ACCOMPLISHMENTS

Ida B. Wells Academy

- Received the Destination 2025 Literacy Award for “TOP Middle School-Highest Literacy Gains” for SCS; increased student growth in literacy from 27.1% in Spring 2014 to 36.1% Spring 2015.
- Named a Reward School for 2011-12 school year.

Northwest Prep Academy

- Showed the greatest reduction in its school suspension rate for 2014-15.
- Recognized among the District’s top five schools for increasing the graduation rate from 43% to 50.8%; increased by 7.8 percentage points for all students and from 30.8% in 2013-14 to 71.9% in 2014-15 for students with disabilities.

Division of Alternative and Adult Education

- Graduated 522 students for the 2014-15 school year and serviced 562 students through Project Graduation in spring 2015.

FISCAL YEAR 2016-17 PRIORITIES

- Increase programmatic efficiencies, including better leveraging of instructional technology and data-based management.
- Improve program impact.

CATEGORY	FY2013-14	FY2014-15	FY2015-16	FY2016-17	2016 vs 2017	
	ACTUAL	ACTUAL	AMENDED	BUDGET	VARIANCE	% CHANGE
Salaries	\$ 17,085,613	\$ 12,276,643	\$ 14,217,910	\$ 10,640,535	\$ (3,577,375)	-25%
Benefits	4,331,977	3,159,048	3,738,877	3,022,372	(716,505)	-19%
Contracted services	1,200,241	134,347	217,180	296,566	79,386	37%
Supplies and materials	379,509	329,261	468,866	301,613	(167,253)	-36%
Other charges	59,433	65,142	115,079	882,145	767,066	667%
Capital outlay	171,439	348,986	269,656	246,216	(23,440)	-9%
TOTAL	\$ 23,228,212	\$ 16,313,426	\$ 19,027,569	\$ 15,389,447	\$ (3,638,122)	-19%

FISCAL/ORGANIZATIONAL CHANGES IN FISCAL YEAR 2016-17

- Consolidate programming--Martin Luther King, Jr. Transition Center with Southwest Prep Academy.
- Eliminate educational services offered at Jail East and Juvenile Court through Hope Academy (estimated savings/cost: \$625,000).
- Cease provision of adult education programming via Messick Adult Center to focus on core work in improving Pre-K-12 teaching and learning.

BUSINESS OPERATIONS

The Office of Business Operations strives to 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. The Office of Business Operations is comprised of Procurement Services, Nutrition Services, Facilities, Facilities Planning, Transportation and Risk Management Services. Business Operations has the unique distinction of providing the District with additional fiscal contributions through the efforts of various departments.

MAJOR SERVICES PROVIDED

Facility Planning

The Department of Facility Planning prepares analyses including: enrollment projections, capital planning, demographic trends, space and capacity, geo coding and school boundaries to ensure our students have adequate accommodations for learning.

Facilities and Maintenance

The Department of Facilities provides the highest quality, best maintained and most reliable environmental conditions and facilities services conducive for supporting Shelby County Schools' students and staff.

Nutrition Services

The Department of Nutrition Services' main purpose is to provide every child with nutritious meals that support healthy minds and bodies by placing healthy kids in front of educators ready to learn. The Department seeks to maximize the number of nutritious meals served to children throughout the year while operating as a self-supporting entity relying primarily upon funds from the USDA. Note that Nutrition Services are separated and reported in the special revenue fund.

Transportation

The Department of Transportation's mission is to ensure that all eligible students are provided safe, efficient and dependable transportation services to and from school that support a positive learning experience on a daily basis.

Procurement and Asset Management

Procurement Services is responsible for purchasing all goods and services for schools, offices, teachers and staff of Shelby County Schools for the best value. The Procurement Services Department is committed to bid practices that offer all vendors open and fair competition that comply with Board policies and all regulations governing the procurement process. Asset Management is responsible for effective and efficient district -wide management programs for the recording, inventorying, and accounting of fixed assets and personal property owned by Shelby County Schools.

Risk Management

The Risk Management Department is committed to providing our students, employees, and the community with an environment that is safe, healthy and comfortable. Our primary purpose is to assure that all Shelby County School sites are free from recognized hazards.

FISCAL YEAR 2015-16 ACCOMPLISHMENTS

- Business Operations conducted the largest and most successful surplus auction in District history
- Procurement realized a cost savings of approximately \$440,000 during the TN Ready computer purchase and rollout program
- Procurement conducted the first "How to do Business with SCS" workshop which was focused on providing local small, minority, women, and disadvantaged businesses with information on SCS process, procurement opportunities, and RFP/Bid best practices
- Nutrition Services has experienced continued growth in meal service including traditional breakfast and lunch, breakfast in the classroom, grab n' go lunch and a supper program

- Facility Planning realized revenue from the sale and lease of District property for \$1,083,200
- Transportation Department was recognized by the Council of Great City Schools as a Top Performing District in eight key transportation areas
- Risk Management managed a 22% reduction in the total amount of paid liability claims

FISCAL YEAR 2016-17 PRIORITIES

- Business Operations will continue to provide improved vendor management across all departmental contracts
- Procurement and Asset Management will implement a newly revised Asset Management policy, administrative rules and regulations including new inventory/asset management procedures for a District wide physical inventory
- Nutrition Services primary focus will be upon further improving both menu offerings and food presentation in order to increase student satisfaction and participation
- Facilities and Facility Planning will prepare the Five-Year Capital Plan and the Annual Capital Budget

FINANCIAL SUMMARY

CATEGORY	FY2013-14	FY2014-15	FY2015-16	FY2016-17	2016 vs 2017	
	ACTUAL	ACTUAL	AMENDED	BUDGET	VARIANCE	% CHANGE
Salaries	\$ 33,782,482	\$ 23,104,414	\$ 21,098,710	\$ 19,202,303	\$ (1,896,407)	-9%
Benefits	9,661,830	6,733,889	6,321,061	6,038,259	(282,802)	-4%
Contracted services	40,512,009	50,428,240	49,938,727	50,297,550	358,823	1%
Supplies and materials	46,909,707	33,433,968	31,057,128	31,003,014	(54,114)	0%
Other charges	2,011,273	321,837	1,541,999	1,426,411	(115,588)	-7%
Capital outlay	843,015	320,326	528,100	562,100	34,000	6%
TOTAL	\$ 133,720,315	\$ 114,342,674	\$ 110,485,725	\$ 108,529,637	\$ (1,956,088)	-2%

In fiscal year 2016-17, the Office of Business Operations will have a budget reduction of roughly \$2.0 million (or -2%) in comparison to the fiscal year 2015-16 amended budget. The fiscal year 2016-17 budget for Business Operations stands at \$108.5 million.

The reduction of \$1.9 million in the area of salaries is due to the elimination of 32 positions, mostly in the Department of Facility Support. Supplies and materials throughout Business Operations were cut by approximately \$54,000. Also, the department expects to achieve a \$445,887 saving in utilities. Lastly, there is a \$358,823 increase in the area of contracted services for the District's outsourced custodial contract and outsourced school bus services.

DIVISIONAL BUDGETS

DIVISION	FY2013-14	FY2014-15	FY2015-16	FY2016-17	2016 vs 2017	
	ACTUAL	ACTUAL	AMENDED	BUDGET	VARIANCE	% CHANGE
Business Operations Admin	\$ 346,760	\$ 366,294	\$ 467,676	\$ 595,586	\$ 127,910	27%
Custodial And Grounds	23,298,935.5	19,823,548.2	19,475,937.0	19,050,859.0	(425,078.0)	-2%
Facilities Planning And Property	-	474,716.3	611,884.1	438,474.0	(173,410.1)	-28%
Facility Support/Mailroom	32,811,307.4	29,380,601.6	26,079,238.9	24,018,353.0	(2,060,885.9)	-8%
General Services	2,429,257.4	2,889,106.6	2,304,615.1	2,065,761.0	(238,854.1)	-10%
Operations Administration	4,807,932.8	1,231,916.4	2,374,461.6	2,087,022.0	(287,439.6)	-12%
Procurement	1,100,615.2	766,371.0	1,375,986.0	1,134,054.0	(241,932.0)	-18%
Special Education Transportation	7,671,734.4	12,886,858.8	14,119,732.0	14,798,375.0	678,643.0	5%
Transportation	23,848,591.5	15,184,628.5	15,455,874.0	17,195,698.0	1,739,824.0	11%
Utilities	32,968,814.5	27,608,620.7	24,836,865.0	24,390,978.0	(445,887.0)	-2%
Warehousing	214,975.1	223,228.5	269,210.6	228,427.0	(40,783.6)	-15%
Zone 1 Maintenance	759,818.0	1,052,046.3	920,269.0	723,656.0	(196,613.0)	-21%
Zone 2 Maintenance	1,148,794.6	1,159,689.0	1,016,583.0	881,205.0	(135,378.0)	-13%
Zone 3 Maintenance	1,178,664.1	1,307,585.7	1,177,392.6	921,189.0	(256,203.6)	-22%
Zone 4 Maintenance	1,134,115.2	(12,537.0)	-	-	-	0%
TOTAL	\$ 133,720,315	\$ 114,342,674	\$ 110,485,725	\$ 108,529,637	\$ (1,956,088)	-2%

POSITION SUMMARY

	FY2013-14	FY2014-15	FY2015-16	FY2016-17	2016 vs 2017	
STAFFING*	ACTUAL	ACTUAL	AMENDED	BUDGET	VARIANCE	% CHANGE
Operations Administration	7.0	7.0	5.0	4.0	(1.0)	-20%
Business Operations Admin	2.0	4.0	3.0	2.0	(1.0)	-33%
Transportation	272.5	14.0	14.0	11.0	(3.0)	-21%
Special Education Transportation	72.2	-	-	-	-	0%
Procurement	15.0	13.0	12.0	13.0	1.0	8%
Facility Support/Mailroom	555.0	434.0	393.0	367.0	(26.0)	-7%
Facilities Planning And Property	1.0	5.0	4.0	3.0	(1.0)	-25%
Warehousing	4.0	4.0	4.0	3.0	(1.0)	-25%
TOTAL	928.7	481.0	435.0	403.0	(32.0)	-7%

FISCAL/ORGANIZATIONAL CHANGES IN FISCAL YEAR 2016-17

The Asset Management team will report to Procurement Services. Also, the Facilities Planning department will now be led by a Facility Planning Manager instead of a Director.

INFORMATION TECHNOLOGY

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.

MAJOR SERVICES PROVIDED

- Information Technology is a customer-focused division that provides technology-related services to all schools and administrative units within Shelby County Schools. The IT division provides support, consultation and problem solving resolutions for the SCS customers in the technology arena.
- User Support Services consist of IT Service Desk, IT Support Technology and Instructional Technology staff. User Support Services provides direct technical support to all schools and administrative support staff.
- Business Application Services consist of IT Application Development and the IT Business Support staff. Business Application Services provides computer-based services over the SCS network by using the most recently set standards and protocols.
- Infrastructure & Systems Support Services (ISSS) consist of Network, Telecommunications, Security, Datacenter Operations and Systems Administration. The ISSS staff provides SCS with continuous support by managing and improving the SCS IT networking systems.

For more services provided by the Information Technology Department located at the following link on the SCS website: <http://www.scsk12.org/uf/webadmin/foundation/it/>.

FISCAL YEAR 2015-16 ACCOMPLISHMENTS

- Increased security and performance of systems substantially by implementing new anti-virus software and critical system updates.
- Implemented new district wide systems remote management system for improved responsiveness to user issues and endpoint performance.
- Added 19 legacy SCS schools to the ENA VOIP systems at no charge.
- Agreed to Volume Licensing Agreement (VLA) with Microsoft that provides consolidated billing for all Microsoft software including Office 365 for staff and students.
- Provided technology and support to ensure all schools were prepared for TN Ready online testing.
- Identified over \$300,000 in budget savings by eliminating or renegotiating contracts.

FISCAL YEAR 2016-17 PRIORITIES

- Provide vision and leadership in the evaluation and implementation of emerging technologies.
- Upgrade current technology hardware, software and network infrastructure to optimize performance and availability.
- Evaluate business processes and identify efficiencies by leveraging the use of existing or emerging technologies.
- Expand and enhance technology support tools to meet internal customer's current needs and expectations.
- Select, deploy, and support integrated computer-based application system (ERP) that helps integrate information between all business functions.
- Establish new processes for school spending on technology resources.
- Continue preparations for rollout of new student information system in SY 17-18.

FINANCIAL SUMMARY

CATEGORY	FY2013-14	FY2014-15	FY2015-16	FY2016-17	2016 vs 2017	
	ACTUAL	ACTUAL	AMENDED	BUDGET	VARIANCE	% CHANGE
Salaries	\$ 7,809,368	\$ 6,331,185	\$ 6,036,005	\$ 6,937,040	\$ 901,035	15%
Benefits	1,998,521	1,637,755	2,277,544	1,989,778	(287,766)	-13%
Contracted services	14,385,375	19,564,729	16,679,634	16,264,921	(414,713)	-2%
Supplies and materials	6,250	11,070	123,448	42,000	(81,448)	-66%
Other charges	209,871	16,759	166,800	67,700	(99,100)	-59%
Capital outlay	74,401	10,252	5,300,605	5,764,298	463,693	9%
TOTAL	\$ 24,483,786	\$ 27,571,750	\$ 30,584,035	\$ 31,065,737	\$ 481,702	2%

DIVISIONAL BUDGETS

DIVISION	FY2013-14	FY2014-15	FY2015-16	FY2016-17	2016 vs 2017	
	ACTUAL	ACTUAL	AMENDED	BUDGET	VARIANCE	% CHANGE
Business Applications Services	\$ 2,214,917	\$ 884,296	\$ 1,290,651	\$ 53,754	\$ (1,236,897)	-96%
Information Technology	4,114,572	5,372,477	9,965,517	14,484,033	4,518,516	45%
Infrastructure And Systems Support Services	13,159,181	16,251,419	9,754,750	10,646,735	891,985	9%
Parcc	-	-	5,009,105	340,454	(4,668,651)	-93%
User Support Services	4,995,116	5,063,557	4,564,012	5,540,761	976,749	21%
TOTAL	24,483,786	27,571,750	30,584,035	31,065,737	481,702	2%

The largest budget decline in the Information Technology Department is a result of expiring one-time funding from the Partnership for Assessment of Readiness for College and Careers (PARCC), which was a \$5 million program funded through the State of Tennessee for information technology-related capital outlay for an educational assessment tool. These funds are not included in the budget for fiscal year 2016-17. Additionally, the Information Technology department received e-Rate reimbursement from the Federal Communications Commission -Universal Service Fund to be used for school and library programs

POSITION SUMMARY

STAFFING*	FY2013-14	FY2014-15	FY2015-16	FY2016-17	2016 vs 2017	
	ACTUAL	ACTUAL	AMENDED	BUDGET	VARIANCE	% CHANGE
Information Technology	6.0	4.0	3.0	3.0	-	0%
User Support Services	84.0	75.0	74.0	74.0	-	0%
Business Applications Services	33.0	14.0	2.0	1.0	(1.0)	-50%
Infrastructure And Systems Support Services	39.0	38.0	35.0	35.0	-	0%
TOTAL	162.0	131.0	114.0	113.0	(1.0)	-1%

The Information Technology Department will eliminate one Educational Technology Manager position, which is currently vacant. The remaining reductions in salaries and benefits are derived from the elimination of part-time/temporary dollars allocated for the IT help desk.

FISCAL/ORGANIZATIONAL CHANGES IN FISCAL YEAR 2016-17

- Reduction in professional development training budget.
- Eliminate temporary staffing positions.

INTERNAL AUDIT

The Office of Internal Audit provides District leadership and the Board with an independent, objective assurance and consulting activity. Our efforts are designed to add value and improve operations by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes.

MAJOR SERVICES PROVIDED

- School internal accounting manual compliance audits for approximately 174 schools
- Performance audits of District and school operations
- Equipment accountability reviews
- Fraud deterrence program and investigations
- Grants compliance audits
- Information technology audits
- Support and facilitation for School Internal Activity Fund independent annual audit
- Management consulting activity related to risk management, business process improvement, governance, etc.

FISCAL YEAR 2015-16 ACCOMPLISHMENTS

- Led the effort to prepare, compile and report financial statements for the School Internal Activity Fund for 174 schools
- Completed the Tennessee Internal School Uniform Accounting Policy Manual compliance audits for 174 schools
- Earned an unmodified opinion for the School Internal Activity Fund
- Implemented quality control procedures over audit products
- Initiated professional development activities for professional audit staff
- Developed internal audit governance structure to bring department in compliance with International Standards for the Professional Practice of Internal Auditing (commonly referred to as the International Professional Practices Framework (IPPF)
- Led effort to re-align and improve school accounting support and fiscal reporting
- Led effort to address critical deficiencies in the school accounting support software

FISCAL YEAR 2016-17 PRIORITIES

- Finalize implementation of internal audit governance process and procedures
- Conduct the enterprise-wide risk assessment to develop a risk-based audit plan
- Implement audit management and analytics software for audit efficiency and effectiveness
- Finalize the re-alignment and process improvement for school accounting and fiscal reporting

FINANCIAL SUMMARY

CATEGORY	FY2013-14	FY2014-15	FY2015-16	FY2016-17	2016 vs 2017	
	ACTUAL	ACTUAL	AMENDED	BUDGET	VARIANCE	% CHANGE
Salaries	\$ 713,120	\$ 580,472	\$ 630,586	\$ 852,639	\$ 222,053	35%
Benefits	175,293	134,574	156,203	228,681	72,478	46%
Contracted services	19,855	48,070	299,447	100,398	(199,049)	-66%
Supplies and materials	3,967	3,683	5,000	5,000	-	0%
Other charges	715	3,343	17,500	14,315	(3,185)	-18%
Capital outlay	-	1,995	167,000	-	(167,000)	-100%
TOTAL	\$ 912,951	\$ 772,137	\$ 1,275,736	\$ 1,201,033	\$ (74,703)	-6%

The Office of Internal Audit will have a 6% budget reduction (or negative \$74,703) in fiscal year 2016-17. The largest portion of the reduction is related to a decrease in capital outlay of \$167,000, which in fiscal year 2015-16 was used to pay for new student activity fund software. In fiscal year 2016-17, the Office will also rely on

District internal audit employees rather than contracted internal auditors, which causes a \$199,000 reduction in contracted services. The addition of four audit positions in fiscal year 2016-17 causes an increase of approximately \$294,531 in total salaries and benefits.

POSITION SUMMARY

	FY2013-14	FY2014-15	FY2015-16	FY2016-17	2016 vs 2017	
STAFFING*	ACTUAL	ACTUAL	AMENDED	BUDGET	VARIANCE	% CHANGE
Internal Audit	11.0	9.0	9.0	13.0	4.0	44%
TOTAL	11.0	9.0	9.0	13.0	4.0	44%

FISCAL/ORGANIZATIONAL CHANGES IN FISCAL YEAR 2016-17

The Internal Audit Department will finalize the re-alignment and process improvement for school accounting support.

COMMUNICATIONS

The Communications Department provides strategic and creative support for all schools and District departments in alignment with the goals and priorities of Destination 2025. We strive to inform and engage internal and external stakeholders, while promoting the accomplishments of our teachers, students and staff to build trust in the District and support for student success.

MAJOR SERVICES PROVIDED

The Communications Department provides strategic planning, media relations, marketing and promotions, internal/external communication, social media, graphic design, web development and video production support. The newly formed community engagement team provides support to schools and serves as the link between the District and the community through volunteer opportunities, community/business partnerships, and family support.

FISCAL YEAR 2015-16 ACCOMPLISHMENTS

- Successfully conducted a countywide awareness campaign for the District’s first online registration period, which included a large-scale kickoff event and grand opening of the District’s Parent Welcome Center
- Nearly tripled our combined social media following compared to same period in 2014-15
- Drastically improved tonality of media coverage compared to 2014-15, increasing our percentage of positive/neutral news from 50% to 85%
- Conducted the District’s first “Operation: Warm Hearts” stuff the bus clothing drive, which helped provide winter clothing to hundreds of students in need
- Reorganized and realigned the community engagement team to better support the needs of our schools
- Produced 90 videos including news stories, live events and press conferences that highlight the efforts of our students and supports our goal of telling the District story better
- Developed a series of 25 videos highlighting the efforts of our teachers and schools in alignment with Destination 2025
- Conducted live streaming of all high school graduations (watched in 25 different countries)

FISCAL YEAR 2016-17 PRIORITIES

- Improve community confidence rating (in alignment with Priority 5)
- Contribute to the District’s goal for increased enrollment (in alignment with Priority 4)
- Build a strong office of communications and community engagement
- Strengthen internal awareness about the importance of timely communications and community/family engagement
- Strengthen TLE Advisory Board engagement
- Enhance outreach and partnerships to provide meaningful resources to our schools and empower them to become advocates of Destination 2025

FINANCIAL SUMMARY

CATEGORY	FY2013-14	FY2014-15	FY2015-16	FY2016-17	2016 vs 2017	
	ACTUAL	ACTUAL	AMENDED	BUDGET	VARIANCE	% CHANGE
Salaries	\$ 1,947,781	\$ 1,888,389	\$ 1,904,744	\$ 2,155,755	\$ 251,011	13%
Benefits	470,841	447,173	501,750	606,838	105,088	21%
Contracted services	307,350	398,599	635,541	476,490	(159,051)	-25%
Supplies and materials	98,681	108,257	110,600	20,240	(90,360)	-82%
Other charges	75,710	66,018	246,925	130,942	(115,983)	-47%
Capital outlay	114,312	154,868	412,790	13,971	(398,819)	-97%
TOTAL	\$ 3,014,675	\$ 3,063,303	\$ 3,812,350	\$ 3,404,236	\$ (408,114)	-11%

The Communications Department will have \$408,114 in reductions in the areas of contracted services, supplies and furniture/equipment categories that provide resources such as marketing, printing, materials and

equipment for events and services provided by the entire division. These budget reductions will decrease its overall budget to \$3.4 million. The goal is for businesses and partners to help support some of these expenses and possibly explore the idea of creating a revenue-generating fund for the office.

DIVISIONAL BUDGETS

DIVISION	FY2013-14	FY2014-15	FY2015-16	FY2016-17	2016 vs 2017	
	ACTUAL	ACTUAL	AMENDED	BUDGET	VARIANCE	% CHANGE
Communications	\$ 1,641,541	\$ 1,735,724	\$ 2,330,104	\$ 2,029,227	\$ (300,877)	-13%
Family And Community Engagement	611,455	496,633	532,923	491,135	(41,788)	-8%
Instructional Television	761,679	830,946	949,323	883,874	\$ (65,449)	-7%
TOTAL	\$ 3,014,675	\$ 3,063,303	\$ 3,812,350	\$ 3,404,236	\$ (408,114)	-11%

POSITION SUMMARY

STAFFING*	FY2013-14	FY2014-15	FY2015-16	FY2016-17	2016 vs 2017	
	ACTUAL	ACTUAL	AMENDED	BUDGET	VARIANCE	% CHANGE
Communications	23.0	19.0	20.0	20.0	-	0%
Instructional Television	7.0	6.0	7.0	7.0	-	0%
Family And Community Engagement	4.0	5.0	7.0	7.0	-	0%
TOTAL	34.0	30.0	34.0	34.0	-	0%

The Communications Department fiscal year 2016-17 budget reflects an increase in salaries and benefits to reflect the addition of the Chief Communications Officer position created during the 2015-16 fiscal year and other staff salary adjustments. The Communications Department's team will maintain the same number of positions in fiscal year 2016-17.

FINANCE OFFICE

The Finance Department is responsible for managing the overall budget development, accounting, treasury, financial reporting, financial services operation and position control for 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 complete and accurate; safeguarding the assets of the District to minimize risk of financial loss; and creating tools to provide high-quality financial information that support the District's strategic priorities.

MAJOR SERVICES PROVIDED

- To conduct payroll functions as well as time and attendance reporting for the District.
- To ensure the timely disbursement of payments to vendors, contractors, and others in compliance with District policies and contractual terms.
- To present monthly and annual financial conditions, along with other information necessary for the understanding of the District's financial affairs.
- To provide financial planning management services to schools, District departments, the Superintendent, the Board of Education and community stakeholders to ensure financial integrity and effective use of resources.

More information about the major services provided by the Finance Department can be found at the following link on the SCS website: <http://www.scsk12.org/uf/webadmin/foundation/finance/>.

FISCAL YEAR 2015-16 ACCOMPLISHMENTS

- Developed a long-term financial plan to achieve a structural balance and fiscal sustainability
- Obtained an unmodified opinion on the Comprehensive Annual Financial Report (CAFR) for FY2014-15
- Received Association of School Business Officials International (ASBOI) Meritorious Budget Award and the Government Finance Officer Association (GFOA) Distinguished Budget Presentation Award, both for the FY2015-16 budget
- Won the Certificates for Excellence in Financial Reporting by GFOA and ASBOI for the FY2014-15 CAFR
- Implemented a new process that provided greater budget autonomy to school principals as a way to allocate resources toward unique needs

FISCAL YEAR 2016-17 PRIORITIES

- Enhance financial operations to mitigate risk of fiscal loss, increase efficiency, and improve transparency
- Collaborate with schools in developing a funding model that allocate resources based on student needs
- Continue to explore opportunities for cost savings, particularly in lowering the District's OPEB liability
- Implement expanded functionality and control within position management along with Human Resources

FINANCIAL SUMMARY

CATEGORY	FY2013-14	FY2014-15	FY2015-16	FY2016-17	2016 vs 2017	
	ACTUAL	ACTUAL	AMENDED	BUDGET	VARIANCE	% CHANGE
Salaries	\$ 2,492,972	\$ 2,303,646	\$ 2,322,274	\$ 2,218,203	\$ (104,071)	-4%
Benefits	577,717	548,977	564,436	553,099	(11,337)	-2%
Contracted services	262,310	393,371	274,947	139,342	(135,605)	-49%
Supplies and materials	65,190	32,781	44,995	29,945	(15,050)	-33%
Other charges	31,339	52,800	58,403	28,358	(30,045)	-51%
Capital outlay	16,810	5,432	13,500	7,500	(6,000)	-44%
TOTAL	\$ 3,446,337	\$ 3,337,007	\$ 3,278,555	\$ 2,976,447	\$ (302,108)	-9%

In fiscal year 2016-17, the Finance Department will have a budget reduction of \$302,108 (or -9%) relative to the FY2015-16 amended budget. Budget declines are expected to affect salaries, contracted services, and supplies and materials. First, the salary reflects the elimination of one vacant Budget & Fiscal Planning Director position, an Accounts Payable Associate, and one vacant Accounting Director position as well as other reductions as a result of staff attrition and retirement. Second, the proposed \$135,605 budget decline in contracted services is a

result of reduced professional development and temporary staff assistance anticipated for the upcoming year's annual financial audit. Additionally, the \$15,050 budget reduction in supplies reflects greater efficiencies anticipated through less postal mailings and supplies purchases.

DIVISIONAL BUDGETS

DIVISION	FY2013-14	FY2014-15	FY2015-16	FY2016-17	2016 vs 2017	
	ACTUAL	ACTUAL	AMENDED	BUDGET	VARIANCE	% CHANGE
Accounting & Reporting	\$ 919,918	\$ 909,066	\$ 1,082,085	\$ 807,544	\$ (274,541)	-25%
Accounts Payable	553,445	558,055	579,855	518,022	(61,833)	-11%
Budget And Fiscal Planning	530,195	534,456	575,905	466,398	(109,507)	-19%
Finance	433,686	494,476	265,924	503,837	237,913	89%
Payroll	1,009,093	840,953	774,786	680,646	(94,140)	-12%
TOTAL	\$ 3,446,337	\$ 3,337,007	\$ 3,278,555	\$ 2,976,447	\$ (302,108)	-9%

The Accounting and Reporting Division expects to experience the largest budget reduction due to the elimination of the Accounting Director and temporary salary budget.

POSITION SUMMARY

STAFFING*	FY2013-14	FY2014-15	FY2015-16	FY2016-17	2016 vs 2017	
	ACTUAL	ACTUAL	AMENDED	BUDGET	VARIANCE	% CHANGE
Finance	2.0	2.0	1.0	3.0	2.0	200%
Accounting	11.0	11.0	10.0	9.0	(1.0)	-10%
Budget And Fiscal Planning	7.0	7.0	6.0	5.0	(1.0)	-17%
Payroll	11.0	10.0	9.0	9.0	-	0%
Accounts Payable	8.0	8.0	8.0	7.0	(1.0)	-13%
TOTAL	39.0	38.0	34.0	33.0	(1.0)	-6%

As of February 2016, 33 of the 34 budgeted positions in FY2015-16 were filled. One vacant position – Budget & Fiscal Planning Director – existed in the second half of FY2015-16. This position along with an Accounts Payable Associate position will be eliminated in the FY2016-17 proposed budget. A Deputy Chief Financial Officer position was added.

FISCAL/ORGANIZATIONAL CHANGES IN FISCAL YEAR 2016-17

One major organizational change is expected in FY2016-17. The accounting function for Student Activity Fund will become a part of the Finance Department.

HUMAN RESOURCES

It is the mission of the SCS Human Resources Office to be a strategic partner by maximizing the potential of our greatest asset- our EMPLOYEES. We are committed to delivery of quality customer service, to recruiting, retaining and rewarding a talented workforce, contributing to IMPROVED STUDENT ACHIEVEMENT and positioning Shelby County as an employer of choice.

MAJOR SERVICES PROVIDED

- Talent Management
 - Instructional & Non-Instructional Recruitment
 - Instructional & Non-Instructional Staffing
 - Instructional & Non-Instructional Employee Performance Support & Management
 - Instructional Licensure & Compliance
- Employee & Labor Relations
 - Labor Contract Management
 - Employee Discipline & Conflict Resolution
- Employee Enterprise
 - Employment Verification
 - Employee Records Management
 - Employee Connect Service Center
- Employee Benefits
 - Benefits Administration for Active Employees & Retirees
 - Employee Wellness
- Compensation
 - Salary & Pay Administration for Instructional & Non-Instructional Staff
 - Compensation Management
- Career Ladder – administration of funds allocated by the Tennessee Department of Education to pay teachers to provide extended learning programs to students
 - Teacher eligibility and verification
 - Pay administration to eligible teachers

FISCAL YEAR 2015-16 ACCOMPLISHMENTS

- Engaged employees in a Health Risk Assessment campaign that resulted in an increase of 3,200 additional participants
- Enhanced Wellness Program: Onsite screenings (School based flu-shot campaign and biometric screening), health awareness (Men's health event, fitness program-added 10 dedicated sites with 16 sessions each with a fitness trainer) and health advocacy engagement
- Recruited 2,073 teacher candidates for the 2015-2016 Candidate Pool
- Developed new teacher recruitment website
- Completed second year of facilitating a successful annual close out and first payroll
- Completed first phase of legacy personnel file archive project – logging approximately 10,200 files
- Implemented new non-instructional performance evaluation framework district-wide
- Reorganized the classified and certified recruitment and staffing teams to better serve internal customers (principals and hiring managers)
- Opened school with 99% of classrooms having a permanent, full-time teacher
- Filled ~1,800 vacancies with internal and external candidates
- 93% of high-performing (TEM 4/5) teachers retained with the District between the 2014-15 and 2015-16 school year
- Developed and launched new processes for hiring of non-teaching positions (central office/non-instructional) to improve new hire quality

FISCAL YEAR 2016-17 PRIORITIES

- Create and develop employee engagement strategies focused on retaining, rewarding and recognizing employees
- Create advanced talent acquisition strategies focused on the sourcing and recruiting of instructional staff
- Create employee self-service platforms for unique employee groups including managers and general employee populations
- Develop Absence Management strategies and platform for all District employees

FINANCIAL SUMMARY

CATEGORY	FY2013-14	FY2014-15	FY2015-16	FY2016-17	2016 vs 2017	
	ACTUAL	ACTUAL	AMENDED	BUDGET	VARIANCE	% CHANGE
Salaries	\$ 14,834,867	\$ 12,844,972	\$ 11,930,065	\$ 11,061,048	\$ (869,017)	-7%
Benefits	1,706,024	1,507,361	2,374,806	2,196,705	(178,101)	-7%
Contracted services	32,495	165,048	626,589	117,880	(508,709)	-81%
Supplies and materials	13,463	35,990	34,500	29,325	(5,175)	-15%
Other charges	18,697	74,573	200,761	180,676	(20,085)	-10%
Capital outlay	9,655	29,481	32,310	25,933	(6,377)	-20%
TOTAL	\$ 16,615,202	\$ 14,657,425	\$ 15,199,031	\$ 13,611,567	\$ (1,587,464)	-10%

The Human Resources Department will have a 10% budget reduction (or -\$1,587,464) in fiscal year 2016-17 compared with the fiscal year 2015-16 budget. In fiscal year 2016-17, the Human Resources Department's budget will total about \$13.6 million. Human Resources is reducing its staffing team by 18 positions and will reduce the budget for Substitutes by \$1.1 million.

DIVISIONAL BUDGETS

DIVISION	FY2013-14	FY2014-15	FY2015-16	FY2016-17	2016 vs 2017	
	ACTUAL	ACTUAL	AMENDED	BUDGET	VARIANCE	% CHANGE
Career Ladder	3,554,305	2,238,860	2,186,463	2,186,463	-	0%
Employee Services	1,251,603	1,118,995	1,344,413	1,213,915	(130,498)	-10%
Human Resources	152	309,342	829,478	235,504	(593,974)	-72%
Labor Relations	190,716	199,819	204,850	384,982	180,132	88%
Recruitment And Staffing	348,598	620,967	2,358,551	2,449,096	90,545	4%
Substitutes	10,418,368	9,326,454	8,254,995	7,141,607	(1,113,388)	-13%
Talent Management	851,461	842,987	20,280	-	(20,280)	-100%
TOTAL	\$ 16,615,202	\$ 14,657,425	\$ 15,199,031	\$ 13,611,567	\$ (1,587,464)	-10%

The largest budget reduction will occur in the Substitutes budget by about \$1.1 million through paying substitute teachers a reduced daily rate comparable with neighboring school districts.

POSITION SUMMARY

STAFFING*	FY2013-14	FY2014-15	FY2015-16	FY2016-17	2016 vs 2017	
	ACTUAL	ACTUAL	AMENDED	BUDGET	VARIANCE	% CHANGE
Labor Relations	3.0	2.0	2.0	4.0	2.0	100%
Substitutes	-	-	7.0	-	(7.0)	-100%
Talent Management	15.0	11.0	-	-	-	0%
Recruitment And Staffing	8.0	9.0	42.0	31.0	(11.0)	-26%
Employee Services	19.0	17.0	16.0	14.0	(2.0)	-13%
TOTAL	45.0	39.0	67.0	49.0	(18.0)	-27%

INNOVATION

Our mission is to ensure that our schools reach the top 25 percent in student achievement in the state of Tennessee through increased access to high-quality options that promote school-based empowerment, strong leadership and a culture of high expectations.

MAJOR SERVICES PROVIDED

- iZone: Focused turnaround leadership to move our schools from the bottom 5% to the top 25%
- Charter Schools: Management/Oversight of burgeoning charter school sector (45 schools with more than 10,000 students)
- Virtual School: Access to full and part time online coursework to position our district to reach its 2025 goals; further, full time implementation for the blended learning pilot
- Performance Management & Research: creation of dashboards, management of Ed-Fi data systems, facilitator of internal continuous improvement processes like goals-based management and stat cycles.
- Student Information Management: management and maintenance of student information systems including the training and support of school based staff
- Assessment and Accountability: Implementation of mandatory state assessments; district sponsored formative assessments including the training and support of school based and central office staff

FISCAL YEAR 2015-16 ACCOMPLISHMENTS

- Made some of the largest student achievement gains across the state in our iZone schools
- Completed the District’s Destination 2025 strategic plan and annual report
- Implemented a blended learning pilot in 18 schools
- Trained district and school staff for TNReady administration
- Designed and implemented a comprehensive performance management system
- Raised \$14 million from private philanthropy to support key SCS initiatives

FISCAL YEAR 2016-17 PRIORITIES

- All 18 iZone schools are on track to reach the top 25% in student achievement in five years
- K-8 charter schools improve from the 20th percentile to the 30th percentile in achievement
- 9 – 12 charter schools improve from the 22nd percentile to the 32nd percentile in achievement
- Schools reduce test security breaches and irregularities by 5%
- At least 70% of part-time and 85% of full-time virtual school students pass their courses

FINANCIAL SUMMARY

CATEGORY	FY2013-14	FY2014-15	FY2015-16	FY2016-17	2016 vs 2017	
	ACTUAL	ACTUAL	AMENDED	BUDGET	VARIANCE	% CHANGE
Salaries	\$ 3,993,877	\$ 4,270,658	\$ 8,100,031	\$ 9,407,895	\$ 1,307,864	16%
Benefits	916,195	865,624	2,224,250	2,155,832	(68,418)	-3%
Contracted services	4,567,039	536,752	1,877,865	1,352,038	(525,827)	-28%
Supplies and materials	29,454	2,331,688	40,718	33,981	(6,737)	-17%
Other charges	920,123	442,356	1,712,750	1,581,023	(131,727)	-8%
Capital outlay	576	821,145	3,724,674	3,724,880	206	0%
TOTAL	\$ 10,427,263	\$ 9,268,222	\$ 17,680,288	\$ 18,255,649	\$ 575,361	3%

DIVISIONAL BUDGETS

DIVISION	FY2013-14	FY2014-15	FY2015-16	FY2016-17	2016 vs 2017	
	ACTUAL	ACTUAL	AMENDED	BUDGET	VARIANCE	% CHANGE
Assessment And Accountability	\$ 1,814,722	\$ 1,224,928	\$ 2,503,837	\$ 2,416,261	\$ (87,576)	-3%
Innovation Office	819,224	1,037,676	5,602,742	7,209,485	1,606,743	29%
Performance Management	439,199	159,453	657,656	664,773	7,117	1%
Planning And Accountability	404,661	302,001	304,074	286,751	(17,323)	-6%
Research Planning And Improvement	349,473	232,139	130,204	112,583	(17,621)	-14%
Student Info Management	1,575,632	1,210,334	2,286,032	1,543,251	(742,781)	-32%
Virtual School	5,024,353	5,101,692	6,195,742	6,022,545	(173,197)	-3%
TOTAL	\$ 10,427,263	\$ 9,268,222	\$ 17,680,288	\$ 18,255,649	\$ 575,361	3%

The Innovation departments will have an increase of \$575,361 or 3%. The increase is due to attrition savings identified in the District that allowed for additional funds to be allocated to the Innovation departments to meet operational needs.

POSITION SUMMARY

STAFFING*	FY2013-14	FY2014-15	FY2015-16	FY2016-17	2016 vs 2017	
	ACTUAL	ACTUAL	AMENDED	BUDGET	VARIANCE	% CHANGE
Innovation Office	6.0	8.0	43.0	41.0	(2.0)	-5%
Virtual School	8.0	9.0	10.0	10.0	-	0%
Planning And Accountability	2.0	2.0	2.0	2.0	-	0%
Student Info Management	19.0	17.0	17.0	17.0	-	0%
Assessment and Accountability	8.0	7.0	7.0	7.0	-	0%
Research Planning and Improvement	6.0	3.0	1.0	1.0	-	0%
Performance Management	5.0	3.0	6.0	6.0	-	0%
TOTAL	54.0	49.0	86.0	84.0	(2.0)	-2%

FISCAL/ORGANIZATIONAL CHANGES IN FISCAL YEAR 2016-17

- Elimination of part time staff to manage our virtual school
- Reduction in formative assessment cost

STUDENT SERVICES

The mission of the department of Student Services is to provide support for students and schools as well as a safe, secure and nurturing learning environment District-wide that is conducive to education. This will be achieved by promoting good attendance and discipline, safety and security, before and after school programs, and supporting schools with various concerns.

MAJOR SERVICES PROVIDED

The Department of Student Services works to ensure the best level of safety and security for our students, staff and visitors and provides District leadership for academic engagement support for students through the following programs/divisions; Student Support Services, Attendance and Discipline, School Age Child Care (Before and After School Program), Extended learning, Athletics, and Junior Reserve Officers training Corps (JROTC). Safety and Security works to ensure safe, secure and nurturing learning environments for students. Essential programs and services include: Gang Reduction Assistance for Saving Society's Youth (G.R.A.S.S.Y.); gang intervention and prevention program in identified schools; School House Adjustment Program Enterprise (S.H.A.P.E.), Youth Court, School Based Probation Liaison and Project Prevent. The department also provides emergency management oversight, including the maintenance and approval of all school level emergency management plans.

For a detailed list of all of the services provided by the Student Services Department can be found at the following link on the SCS website: <http://www.scsk12.org/uf/webadmin/foundation/services/>.

FISCAL YEAR 2015-16 ACCOMPLISHMENTS

- Registered 100% of our K-12 students using the new online tool Infosnap
- Improved district attendance across grade bands
- Decreased suspensions and expulsions by more than 5%
- Served over 6000 students in our before and after school childcare programs
- Developed an operations manual for SACC and improved operational and financial efficiencies
- Identified over 90% of our student athletes in SMS
- Produced an informational video highlighting the benefits of SCIAA
- 88% of seniors completed a FAFSA application
- 85% of seniors completed a Tennessee Promise Application
- Secured over \$361 million dollars in scholarships across all populations
- Implemented online drill log system (state required)
- Decreased serious targeted crimes inside Shelby County Schools by 5%
- Decreased gang activity by 5%
- Decreased the number of students transported to Juvenile Court for misdemeanor offenses
- Reduced truancy by 3%; restructured truancy court docket process and opened four (4) additional truancy centers
- Produced an informational video for students highlighting the Guiding Principles to Effective Interaction with Law Enforcement
- Received National Award for School Safety by the National School Safety Advocacy Council
- Received the International Association for Truancy and Dropout Prevent Award (IATDP)
- Expanded Youth Court; Youth Court recognized by Juvenile Court and the State of Tennessee Bar Association
- Upgraded camera system in identified schools
- Established contracts for Project Prevent (Craigmont High/Middle and Kirby High/Middle Schools)
- Implemented automated SART/SARB notification
- Restructured School Based Liaison Program with Juvenile Court

FISCAL YEAR 2016-17 PRIORITIES

- Conduct the Discipline Academy for Administrators to ensure that 100% of the District's Administrators can receive standardized professional development
- Register 100% of students in grades k-12 using the new online process for the 2016-17 school year
- Identify 100% of students participating in athletics and extended day programs/activities in SMS to track the impact that extracurricular activities have on student success
- Increase the number of students participating in extended learning opportunities by 5%
- Continue reduction in serious targeted crimes inside of Shelby County Schools
- Continue to upgrade camera systems throughout the district
- Continue to reduce truancy throughout the district
- Continue to decrease the number of students transported to Juvenile Court for misdemeanor offense
- Foster 100% principal participation in the online submission of the Multi-Hazard Emergency Disaster Plans and drill logs
- Continue collaboration with Law Enforcement to ensure the safety of students on and off school campuses
- Continue to reduce gang activity in schools; develop job opportunities for gang involved youth; develop a gang location grid by area
- Re-evaluate GRASSY contracts
- Increase parent participation in SARB meetings by 10%
- Increase Youth Court participation

FINANCIAL SUMMARY

CATEGORY	FY2013-14	FY2014-15	FY2015-16	FY2016-17	2016 vs 2017	
	ACTUAL	ACTUAL	AMENDED	BUDGET	VARIANCE	% CHANGE
Salaries	\$ 24,262,780	\$ 21,103,440	\$ 20,290,834	\$ 19,065,301	\$ (1,225,533)	-6%
Benefits	5,304,665	4,685,835	4,480,963	4,970,919	489,956	11%
Contracted services	2,903,197	3,752,375	2,825,927	2,590,897	(235,030)	-8%
Supplies and materials	590,323	570,326	833,724	622,980	(210,744)	-25%
Other charges	684,108	532,414	959,801	690,226	(269,575)	-28%
Capital outlay	296,385	571,027	1,061,903	709,922	(351,981)	-33%
TOTAL	\$ 34,041,458	\$ 31,215,417	\$ 30,453,153	\$ 28,650,245	\$ (1,802,908)	-6%

DIVISIONAL BUDGETS

DIVISION	FY2013-14	FY2014-15	FY2015-16	FY2016-17	2016 vs 2017	
	ACTUAL	ACTUAL	AMENDED	BUDGET	VARIANCE	% CHANGE
Athletics	\$ 3,861,365	\$ 3,946,955	\$ 3,862,886	\$ 3,243,794	\$ (619,092)	-16%
Attendance & Discipline	3,073,869	3,901,540	3,857,781	3,589,544	(268,237)	-7%
Drivers Ed	1,024,567	15,155	-	-	-	0%
Extended Contract	1,024,844	896,234	60,357	-	(60,357)	-100%
ROTC	3,981,002	3,342,539	3,816,300	3,099,752	(716,548)	-19%
Safe Schools	699,271	544,217	817,419	778,530	(38,889)	-5%
Safety & Security	11,669,165	12,063,161	11,627,349	12,097,141	469,792	4%
School And Student Support	-	216,676	239,342	-	(239,342)	-100%
Student Services Administration	-	-	207,575	274,751	67,176	32%
Student Support	6,233,541	4,714,585	4,263,015	4,049,539	(213,476)	-5%
Summer School	2,473,834	1,574,356	1,701,129	1,517,194	(183,935)	-11%
TOTAL	\$ 34,041,458	\$ 31,215,417	\$ 30,453,153	\$ 28,650,245	\$ (1,802,908)	-6%

Student Services will have a reduction of approximately \$1.8 million (or -6%) between the amended budget in fiscal year 2016 and the budget in fiscal year 2017. Attendance and Discipline will eliminate 6 part-time (filled) Home-bound teacher positions (filled). The Extended Contract Program is no longer being funded through the State of Tennessee and is therefore being eliminated in Fiscal Year 2017. Additionally, the School and Student Support Department, which consisted of one Director and one administrative assistant, will move to the Student Support Department.

POSITION SUMMARY

STAFFING*	FY2013-14	FY2014-15	FY2015-16	FY2016-17	2016 vs 2017	
	ACTUAL	ACTUAL	AMENDED	BUDGET	VARIANCE	% CHANGE
Student Services Administration	-	-	2.0	2.0	-	0%
School And Student Support	-	2.0	2.0	-	(2.0)	-100%
Attendance & Discipline	49.0	50.0	52.0	46.0	(6.0)	-12%
Safety & Security	141.0	137.0	144.0	144.0	-	0%
Safe Schools	-	1.0	2.0	3.0	1.0	50%
Student Support	137.0	110.0	105.0	95.0	(10.0)	-10%
Athletics	4.0	4.0	4.0	4.0	-	0%
ROTC	77.0	57.0	57.0	48.0	(9.0)	-16%
Drivers Ed	18.0	-	-	-	-	0%
Family Resource Center	-	-	-	-	-	0%
Summer School	-	-	-	-	-	0%
Family Resource Center	2.0	-	-	-	-	0%
TOTAL	428.0	361.0	368.0	342.0	(26.0)	-7%

FISCAL/ORGANIZATIONAL CHANGES IN FISCAL YEAR 2016-17

- Attendance and Discipline will be moving to a new location
- Coordinated School Health, Guidance Counselors, and PBIS were included within Student Services for the FY 2016 Adopted Budget, but were moved to Academics during FY 2016

OTHER USES

BENEFITS – RETIREES

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.

CHARTER SCHOOLS

This function records the local and state revenue allocations transferred to the 46 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 2nd, 3rd, 6th, and 7th twenty-day periods.

DEBT SERVICE

This department provides for the debt requirements of the District. Currently the district is repaying interest free Qualified Zone Academy Bonds (QZAB) that was awarded for major improvements to the vocational schools and various science labs. The principal for QZAB bonds is \$72,267 and the commission for the QZAB bonds is \$346. The budget also includes \$109,275 for Qualified School Construction Bonds (QSCB) administrative fees to Shelby County Government.

MONEY DUE BOARD (SCHOOL REIMBURSEMENT)

The 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, and after school daycare expenses. Salaries and benefits are mainly for after school daycare employees.

OTHER POTENTIAL USES

This function accounts for the District's contribution to teacher salary increases, high cost special education, District travel, and Other Post-Employment Benefits (OPEB), savings from adjusting the unemployment rate and lapse time savings.

Below are items budgeted in Other Potential Uses:

Description	Amount Budgeted
Teacher salary raise of 3%	\$ 13,296,859
Salary harmonization	1,169,200
Lapse time savings	(19,729,962)
Out of Town Travel	381,227
High cost SPED	425,679
Unemployment benefits reduction	(975,983)
Communications	268,750
Other Post Employment Benefits (OPEB)	3,000,000
Total	\$ (2,164,230)

FINANCIAL SUMMARY

CATEGORY	FY2013-14	FY2014-15	FY2015-16	FY2016-17	2016 vs 2017	
	ACTUAL	ACTUAL	AMENDED	BUDGET	VARIANCE	% CHANGE
Salaries	\$ 451,191	\$ 1,117,982	\$ 7,882,205	\$ (4,393,187)	\$ (12,275,392)	-156%
Benefits	30,231,300	32,258,506	34,449,247	31,535,179	(2,914,068)	-8%
Contracted services	67,860,426	82,556,076	93,125,044	115,631,890	22,506,846	24%
Supplies and materials	294,094	468,690	750,633	725,460	(25,173)	-3%
Other charges	(188)	1,179,698	7,979,257	3,000,000	(4,979,257)	-62%
Debt Service	658,939	550,011	658,985	181,542	(477,443)	-72%
Capital outlay	369,526	285,721	626,376	539,123	(87,253)	-14%
TOTAL	\$ 99,865,290	\$ 118,416,685	\$ 145,471,747	\$ 147,220,007	\$ 1,748,260	1%

DIVISIONAL BUDGETS

DIVISION	FY2013-14	FY2014-15	FY2015-16	FY2016-17	2016 vs 2017	
	ACTUAL	ACTUAL	AMENDED	BUDGET	VARIANCE	% CHANGE
Benefits - Retirees	\$ 30,164,526	\$ 31,961,282	\$ 33,135,196	\$ 33,135,196	\$ -	0%
Charter Schools	66,987,992	81,234,456	94,745,779	112,806,255	18,060,476	19%
Debt Service	658,939	550,011	658,985	181,542	(477,443)	-72%
Money Due Board(School Reimbursement)	1,659,226	1,967,241	2,407,989	3,261,244	853,255	35%
Other Potential Uses	394,606	2,703,695	14,523,798	(2,164,230)	(16,688,028)	-115%
TOTAL	\$ 99,865,290	\$ 118,416,685	\$ 145,471,747	\$ 147,220,007	\$ 1,748,260	1%

The largest increase in Other Uses is related to the Charter Schools budget which is increasing by \$18 million, due to 5 additional charter schools and increased enrollment to the existing charters for grade additions. The increase is offset by the closure of 4 charter schools at the end of 2015-16.

Schools Section

This section includes the following information:

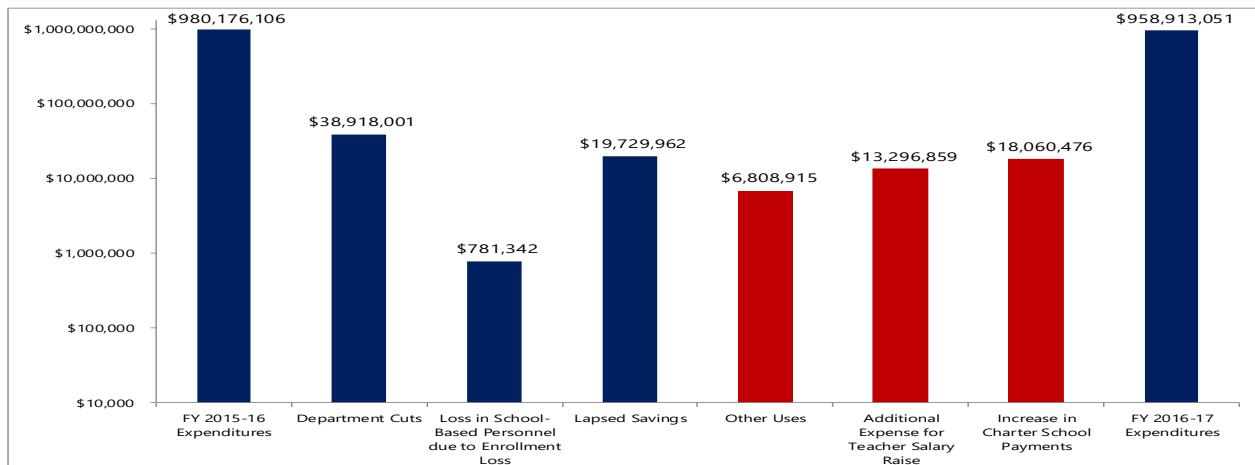
- I. Summary
- II. Enrollment Projections and Staffing Methodology
- III. Guide on Understanding School Level Financial Information
- IV. School Level Financial Information
 - Elementary Schools
 - Middle Schools
 - High Schools
 - Specialty and Alternative Schools
 - Charter Schools

For the first time this year, SCS is publishing school level budget detail as part of an effort to begin the process of providing greater transparency around resource allocation within our schools. The school level financial information has uncovered historical and legacy inequities in resource allocation. This is the first step in a process that is intended to result in more equitable and purposeful school level funding decisions that are guided by student needs. Our intention is to improve on both the allocation and reporting of budgeted resources in future iterations of budget books. In fiscal year 2016-17, the District will begin work to move toward more equitable and fairer resource allocation by establishing the groundwork for student-based allocation.

It should be noted that the school level allocations as shown do not fully reflect use of budget dollars that are currently reported in central administrative budgets and in some instances are shared by multiple schools. SCS expects to be able to more accurately report on these types of resources in the coming year.

I. SUMMARY

In fiscal year 2016-17, the District is budgeted to decrease about \$21.3 million in General Fund expenditures as a result of ASD school takeover and student attrition to neighboring school districts. This projected enrollment loss of 3,548 students, will continue to exert downward pressure on the District’s overall funding levels and in turn will result in a decrease of more than 450 overall school-based positions. As shown in the chart below, school-based personnel expenditures are expected to decrease by \$781,342 while charter school payments are budgeted to increase by \$18.1 million.



The budgeted reduction in school-based personnel (SBP) in fiscal year 2016-17 is attributed to three factors. First, the District is expected to lose four schools to the Achievement School District in fiscal year 2016-17, resulting in a loss of 4 Principals, 3 Assistant Principals, and 86 Classroom Teachers. Second, the closure of Memphis Health Career Academy, Spring Hill Elementary, Northside and Carver High; and rezoning of several schools such as Fairley Elementary, Raineshaven Elementary and Westhaven Elementary contributed to the decline of 4 Principals, 3 Assistant Principals, and 88 Classroom Teachers. Last, the increased competition from SCS authorized charter schools and neighboring school districts have contributed to the remaining amount of the budgeted reduction in school-based personnel.

ACADEMIC SCHOOLS FINANCIAL SUMMARY

CATEGORY	FY2013-14	FY2014-15	FY2015-16	FY2016-17	2016 vs 2017	
	ACTUAL	ACTUAL	AMENDED	BUDGET	VARIANCE	% CHANGE
Salaries	\$ 476,210,867	\$ 350,870,102	\$ 323,207,562	\$ 321,039,893	\$ (2,167,669)	-1%
Benefits	124,526,894	93,647,649	91,235,932	93,131,913	1,895,981	2%
Contracted services	2,557,828	2,984,789	3,208,466	3,075,950	(132,516)	-4%
Supplies and materials	3,294,246	2,920,535	2,640,581	2,484,270	(156,311)	-6%
Other charges	747,447	602,947	858,966	702,200	(156,766)	-18%
Capital outlay	1,204,964	1,143,803	1,012,109	948,047	(64,062)	-6%
TOTAL	\$ 608,542,245	\$ 452,169,826	\$ 422,163,615	\$ 421,382,273	\$ (781,342)	0%

ACADEMIC SCHOOLS DIVISIONAL BUDGETS

DIVISION	FY2013-14	FY2014-15	FY2015-16	FY2016-17	2016 vs 2017	
	ACTUAL	ACTUAL	AMENDED	BUDGET	VARIANCE	% CHANGE
English Second Language Elementary	\$ 11,386,860	\$ 10,743,368	\$ 12,567,800	\$ 12,478,102	\$ (89,698)	-1%
English Second Language Middle	2,272,491	1,886,145	2,570,680	2,476,814	(93,866)	-4%
English Second Language K8	492,751	436,888	568,748	603,189	34,441	6%
English Second Language High	1,621,249	1,520,027	2,067,402	1,886,777	(180,625)	-9%
Elementary Music And Art	21,553,258	17,299,608	13,999,538	13,732,174	(267,364)	-2%
Elementary Physical Education	10,666,417	8,245,922	9,108,992	9,216,760	107,768	1%
Librarians-Elementary	9,186,519	7,457,782	6,406,567	6,873,265	466,698	7%
Librarians-Middle	3,787,692	3,129,870	2,894,367	2,787,139	(107,228)	-4%
Librarians-K8	3,829,385	2,983,063	3,073,154	2,543,760	(529,394)	-17%
Librarians-High	570,029	828,630	1,294,795	1,140,867	(153,928)	-12%
Exceptional Children Schools Admin	489,016	495,008	504,377	505,322	945	0%
Principals	(107,435)	-	-	-	-	0%
School Leadership-Elementary	36,888,389	26,199,293	24,004,568	23,936,013	(68,555)	0%
School Leadership-Middle	18,516,923	13,655,600	12,224,732	11,248,885	(975,847)	-8%
School Leadership-K8	20,953,639	15,772,631	15,652,196	2,534,990	(13,117,206)	-84%
School Leadership-High	3,040,484	2,820,151	2,258,966	14,882,336	12,623,370	559%
Schools	396,168	651,325	463,091	401,277	(61,814)	-13%
General Education - Elementary	201,816,193	162,123,540	157,980,243	157,498,373	(481,870)	0%
General Education - Middle	95,606,169	63,351,886	51,072,292	49,340,802	(1,731,490)	-3%
General Education - K8	18,331,743	14,286,265	12,992,344	13,593,311	600,967	5%
General Education - High	119,430,153	75,962,427	69,833,676	70,486,900	653,224	1%
Hollis F Price	1,513,036	1,573,084	1,571,157	1,576,163	5,006	0%
Middle College	1,810,323	1,811,195	1,835,678	1,782,030	(53,648)	-3%
General Education - Other	160,400	50,232	228,800	136,000	(92,800)	-41%
Guidance Counseling-Elementary	9,475,950	7,677,086	6,051,926	7,036,991	985,065	16%
Guidance Counseling-Middle	5,075,520	3,538,562	2,918,697	3,151,980	233,283	8%
Guidance Counseling-K8	8,458,489	6,649,635	6,346,012	1,482,012	(4,864,000)	-77%
Guidance Counseling-High	1,320,435	1,020,601	1,672,820	8,050,041	6,377,221	381%
TOTAL	\$ 608,542,245	\$ 452,169,826	\$ 422,163,615	\$ 421,382,273	\$ (781,342)	0%

The Academics Schools budget is reduced by \$781,342. The reductions are in the areas of teacher positions and other school-based staff due to projected enrollment decreases.

ACADEMIC SCHOOLS POSITION SUMMARY

STAFFING*	FY2013-14	FY2014-15	FY2015-16	FY2016-17	2016 vs 2017	
	ACTUAL	ACTUAL	AMENDED	BUDGET	VARIANCE	% CHANGE
English Second Language Elementary	180.5	163.3	184.0	185.0	1.0	1%
English Second Language Middle	34.0	30.0	37.0	37.0	-	0%
English Second Language K8	8.0	7.0	9.0	9.0	-	0%
English Second Language High	25.0	21.0	29.0	28.0	(1.0)	-3%
Elementary Music And Art	328.6	223.2	225.4	221.6	(3.8)	-2%
Elementary Physical Education	195.2	144.2	140.2	134.0	(6.2)	-4%
Librarians-Elementary	122.0	94.0	87.0	84.0	(3.0)	-3%
Librarians-Middle	53.0	39.0	35.0	33.0	(2.0)	-6%
Librarians-K8	47.0	38.0	36.0	31.0	(5.0)	-14%
Librarians-High	17.0	15.0	11.0	12.0	1.0	9%
Exceptional Children Schools Admin	6.0	6.0	6.0	6.0	-	0%
School Leadership-Elementary	530.0	343.0	322.0	307.0	(15.0)	-5%
School Leadership-Middle	260.0	179.0	160.0	145.0	(15.0)	-9%
School Leadership-K8	290.0	203.0	199.0	33.0	(166.0)	-83%
School Leadership-High	43.0	41.0	48.0	196.0	148.0	308%
General Education - Elementary	3,236.0	2,408.0	2,360.0	2,276.0	(84.0)	-4%
General Education - Middle	1,518.0	912.0	751.5	684.5	(67.0)	-9%
General Education - K8	259.5	192.5	187.3	183.5	(3.8)	-2%
General Education - High	1,527.0	1,060.0	1,019.0	982.0	(37.0)	-4%
Hollis F Price	17.5	17.5	17.5	17.5	-	0%
Middle College	21.5	21.5	21.5	21.5	-	0%
Guidance Counseling-Elementary	127.0	101.0	92.0	89.0	(3.0)	-3%
Guidance Counseling-Middle	71.0	45.0	39.0	39.0	-	0%
Guidance Counseling-K8	102.0	78.0	80.0	20.0	(60.0)	-75%
Guidance Counseling-High	19.0	13.0	32.0	89.0	57.0	178%
TOTAL	9,037.8	6,395.2	6,128.4	5,863.6	(264.8)	-4%

II. ENROLLMENT PROJECTIONS AND STAFFING 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.

On the next two pages, the District's school staffing formulas for school year 2016-17 are presented. These staffing formulas are adhered to closely, except for smaller schools that need additional staffing for scheduling and additional staffing is deemed necessary for academic progress.

2016-17
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 (Non Commissioned Officer)
100-150	1	1
151-250	1	2
251-350	1	3
351-499	1	4

**2016-17
Shelby County Schools Staffing Formula**

Assistant Principals									
High School			Middle School			Elementary			
Enrollment		Staff	Enrollment		Staff	Enrollment		Staff	
1	650	1	1	650	1	1	549		0
651	1,249	2	651	1,249	2	550	1,099		1
1250	1,499	3	1,250	1,499	3	>1,100			2
1500	1,750	4	1,500	1,750	4				
>1,751		5	>1,751		5				
Guidance Counselors									
High School			Middle School			Elementary			
Enrollment		Staff	Enrollment		Staff	Enrollment		Staff	
1	749	1	1	749	1	1	Per School		1
750	999	2	750	999	2				
1000	1,499	3	1,000	1,499	3				
1500	1,600	4	1,500	1,600	4				
>1601		5	>1601		5				
Librarians									
High School			Middle School			Elementary			
Enrollment		Staff	Enrollment		Staff	Enrollment		Staff	
1	1,049	1	1	1,049	1	1	1,049		1
1,050	1,750	2	1,050	1,750	2	>1,050			2
>1,751		3	>1,751		3				
Clerical									
High School			Middle School			Elementary			
Enrollment		Staff	Enrollment		Staff	Enrollment		Staff	
1	499	2	1	499	2	1	749		2
500	749	3	500	749	3	750	1,099		3
750	1,099	4	750	1,099	4	>1,100			4
1100	1,649	5	1,100	1,649	5				
1650	2,049	6	1,650	2,049	6				
>2,050		7	>2,050		7				
Elementary Physical Education, Music & Art Teachers									
Physical Education			Art and Music						
Homeroom Teachers		Staff	Homeroom Teachers		Staff				
1	20	1	1	15	0.6				
21	22	1.2	16	20	0.8				
23		1.4	21	25	1				
24	25	1.6	26	30	1.4				
26		1.8	31	35	1.6				
27	45	2	36	40	1.8				
27	45	2	36	40	1.8				
46	47	2.2	41	45	2				
48	49	2.4	46	50	2.2				
50	51	2.6	51	55	2.4				
52	53	2.8	56	60	2.6				
54	55	3	61	65	2.8				
56	57	3.2							
58	60	3.4							
Elementary Educational Assistants									
Enrollment		Staff							
1	449	1							
450	649	2							
650	850	3							
>851		4							
High School Study Hall									
1 per school									
High School In School Suspension									
1 per school									
Middle School In School Suspension									
1 per school									

Based on the State of Tennessee average and maximum class size requirements, the District utilizes a smaller student-to-teacher ratio. The chart below reflects the State requirements.

STATE OF TENNESSEE CLASS SIZE REQUIREMENTS

	<u>EIA Average</u>	<u>EIA Maximum</u>
Pre Kindergarten	20	20
Kindergarten through Grade 3	20	25
Grades 4-6	25	30
Grades 7-12	30	35
Vocational Education	20	25

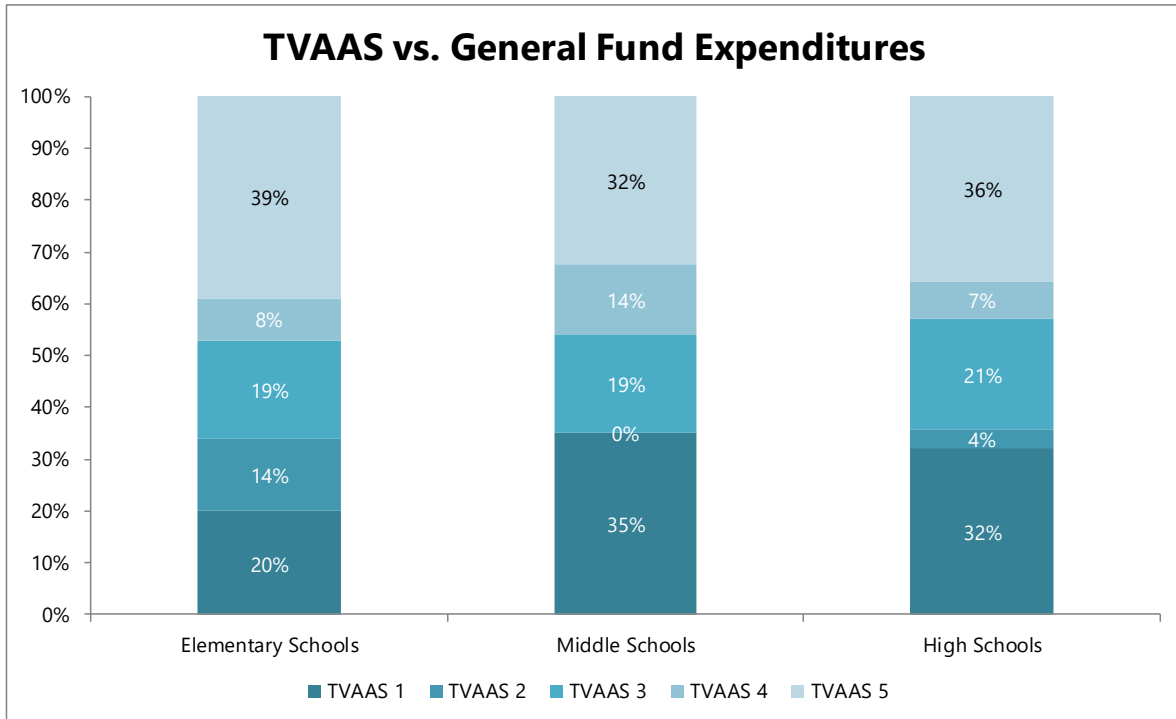


III. GUIDE ON UNDERSTANDING SCHOOL LEVEL FINANCIAL INFORMATION

In an effort to provide greater transparency on school level spending, the District is providing new detail on how funds are allocated to individual schools. This is the start of a process that will continue to evolve and the District plans on expanding the level of detail provided on school level budgets in the coming years. The pages that follow contain individual school level information that include: academic progress measures, facility details, socio-economic indicators of our students, budgeted school-based position allocations, and general fund and federal grant allocations.

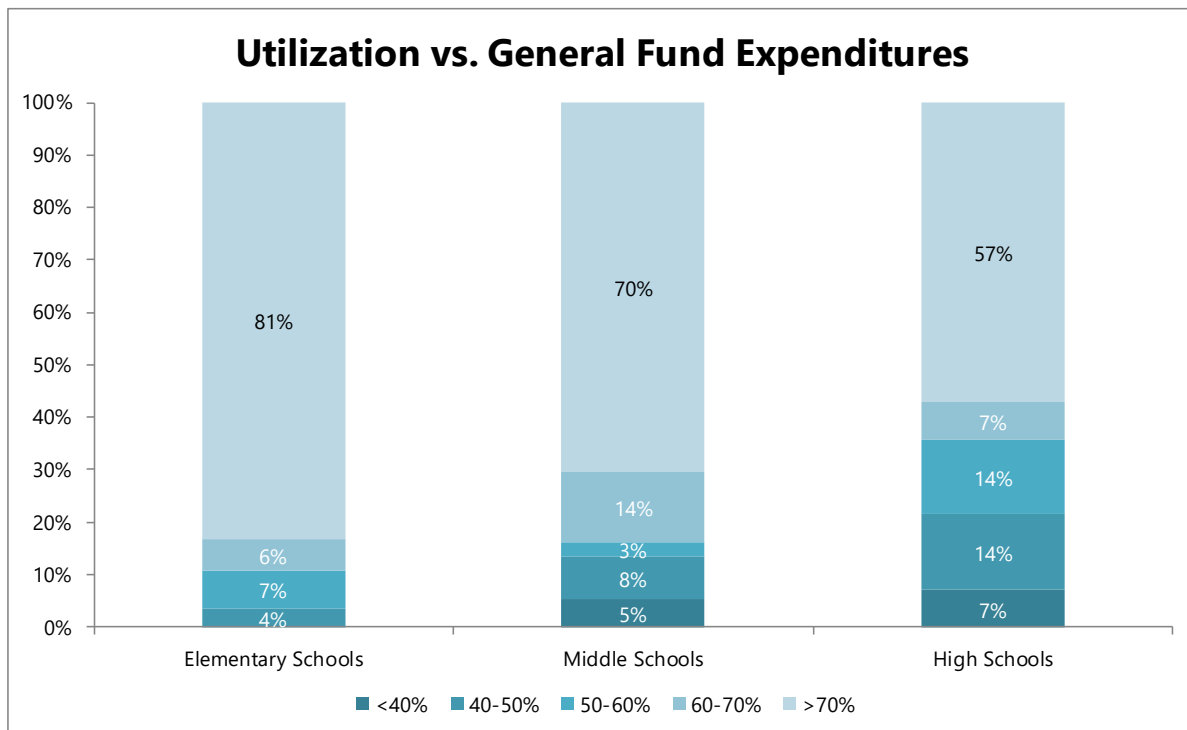
The school-level information included is intended to provide an overview of the trajectory of individual schools over the past four years and provide detail on projected budgets for the coming year. When reviewing school level detail, it is important to note that the information provided includes actual results and data from school years 2013-2014 and 2014-2015, budget data from 2015-2016 and proposed budget for the upcoming school year, 2016-2017. Actual staffing, enrollment and spending at the school level for the current school year 2015-2016 may vary from budget based upon demographics, enrollment and staffing changes and the variance shown between 2016 and 2017 is not the actual year over year impact on financials or staffing by school. In future years, the District will endeavor to include actual figures for the current school year.

Overall, the majority of resources are in schools with 3 or above TVAAS scores, which highlights positive academic return on the public fund invested in the District.



Also, a number of schools are making significant academic progress with the challenge of a large economic disadvantaged student population and less resources.

Lastly, approximately 53% of the school-based General Fund budgeted allocation are in schools with utilization rates of 70% or above. Nevertheless, the chart below suggests future opportunities for greater facility usage and efficiency through appropriate rightsizing of the District’s footprint.



Below are definitions and details about each of the school level data.

School Information

Grade Level: Grade-level proficiency means the grade-specific published objectives for learning skill proficiency. Grade-level proficiency refers to reading, writing, math, oral communication, and group-process skills. The grades level presented are for FY2015-16. As of now there are no grade configurations expected in FY2016-17.

School Type: Specified schools such as Alternative, Career/Tech, Traditional, iZone, Charter, ASD and Municipal. Traditional and iZone schools are considered neighborhood schools for FY2015-16. As for FY 2016-17 schools converted to iZone will come from a traditional school.

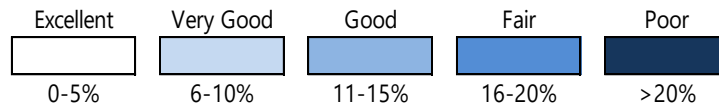
Facility Measures

Square Footage: Is measured by measuring the length and width of the building only, including the boiler room and other usable space. This does not include portables and outside lands.

Student Capacity: Refers to programmatic capacity, which is a measure of how many general education K-12 students will fit in a building. It takes into account all the space used by SPED classrooms, Pre-K classrooms, art rooms, music rooms, PE rooms, computer labs, administrative uses, health professional uses, optional program uses, etc. If a building has a design capacity of 1,000, there is an assumption that 1,000 students can fit in that building. However, this is not the case. There are various uses that take up classroom space that cannot be used by general K-12 enrollment (baseline enrollment). This measures how many general-education students can fit into a school comfortably with the academic programs operating at their best.

FY2015-16 Utilization: This rate is calculated by taking the Baseline Enrollment/Programmatic Capacity. Baseline enrollment includes Pre-K. The capacity utilization rate is a metric used to measure the rate at which potential output levels are being met or used. Displayed as a percentage, capacity utilization levels give insight into the overall slack that is in the schools at a given point in time. If a school is running at a 70% capacity utilization rate, it has room to increase production up to a 100% utilization rate without incurring the expensive costs of building a new plant or facility.

Facility Condition Index (FCI): This index is a measure of a building’s condition. A higher index indicates worsening conditions of a building. The calculation is equal to **“Total Dollars of Building Repair + Upgrades + Renewal Needs / the Current Replacement Value of the Building components”**. A zero to 5% FCI demonstrates a building in excellent condition; a 6-10% FCI indicates a building in very good condition; an 11-15% FCI indicates a building in good condition; a 16-20% FCI indicates a building in fair condition; and a FCI percentage over 20% indicates a building that is in poor condition. The firms used to determine FCI are the following: OT Marshall Architects, Fleming & Associates Architects, Self Tucker Architects and AllWorld Project Management.



Socio-economic Indicators

Economically Disadvantaged Students: Families who meet certain income criteria making them eligible to receive free or reduced meals at school.

Limited English Proficient Students: Tennessee students speak more than 140 languages. For these many students, English is not the first language they learned to speak, but it is the first language in which they have learned to read and write. ESL classes vary from district to district and from school to school, and are designed to address such challenges. - See more at: <https://www.tn.gov/education/topic/english-learners#sthash.MAlFKbk.dpuf>.

Students with Disabilities: A Section 504 student is defined as an individual who has, has had, or is regarded as having a physical or mental impairment which substantially impacts one or more major life activities including walking, seeing, hearing, speaking, breathing, learning, working, caring for oneself, or performing manual tasks.

Enrollment Data

Enrollment: The number of students enrolled at a school based on the 20th day attendance period.

Pre-Kindergarten enrollment: The number of pre-kindergarten students enrolled at a school based on the 20th day attendance period.

K-12 enrollment: The number of K-12 students enrolled at a school based on 20th day attendance period.

School Staff Position Allocations

Student/Teacher Ratio: The ratio is calculated by the number of students assigned in a school based on staffing formula per grade level from K to 12 which allocates the number of teachers.

Principal: Implements and enforces school board policies, administrative rules and regulations. Each school has one principal position budgeted in fiscal year 2016-17.

Assistant/Vice Principals: Responsible for the supervision, discipline, and monitoring of students. He is under the direction of the Building Principal to implement and enforces school board policies, administrative rules and regulations. There is not a distinct difference of assistant/vice principal; it is based on what HR had already assigned per school.

Classroom Teachers: The role of the classroom teacher is to manage the classroom in a manner that meets the individual needs of each student in the class. This includes promoting learning and supplementing activities, coordinating and collaborating with support staff, using a variety of teaching approaches, and adapting instruction to include all students. The classroom teacher is in charge of each student's overall academic program. Additionally, ESL, CTE and ROTC are included as classroom teachers. The only teachers this does not include are those teachers not assigned a classroom.

Music, Arts, and Physical Education (MAPS) Teachers: Elementary teachers who specialized in one of the three listed. Although MAPS teachers in elementary are distinct, they are still counted in staffing formula per school, student to teacher ratio.

Counselors: Render services to individuals or groups of students involving the applications of principles, techniques, methods or procedures of the counseling profession, including appraisal activities, as defined by the law, counseling, consulting and referral activities. At the discretions of the principal, he might opt to have a counselor rather than a librarian.

Education Assistants: Educational Assistants provide additional instructional support in the classroom for teachers.

Financial Information

General Fund Expenditures: The primary expenditure funds of the district which reflect the discretionary salaries and other expenses.

Title I Allocation: Federal Funds that supplements state and local funding for low-achieving children, especially in high-poverty schools. The program finances the additional academic support and learning opportunities that are often required to help disadvantaged students progress along with their classmates.

IDEA, Part B Federal Allocation: Since the enactment of the original legislation called individuals with Disabilities Education Act (<http://idea.ed.gov/>) in 1975, children and youth (ages 3-22) receive special education and related services under Part B of IDEA. Part B is so named because it's the second part of the law itself. Part B is Assistance for Education of All Children with Disabilities. <http://www.parentcenterhub.org/repository/partb/>

On the next page, the school-level information for the District schools is presented. Note that the information for Specialty, Alternative, and SCS authorized charter schools is limited.

Sources:

<http://eric.ed.gov/?id=ED344010>; http://www.scsk12.org/uf/webadmin/foundation/aim/files/2014/TVAAS_Elem-Middle-High.pdf; <https://www.tn.gov/education/topic/english-learners>; <http://www.rcs.k12.tn.us/education/dept/dept.php?sectionid=2029>; <https://www.tn.gov/education/topic/report-card>; <http://www.aubschools.com/234.cfm>; <http://www.teachingvisuallyimpaired.com/role-of-the-classroom-teacher.html>; <http://www2.ed.gov/about/overview/budget/titlei/fy13/index.html>;

Additional Considerations in Analyzing the Data

Again, there are several considerations in reviewing the data, which are follows:

Note that the District prepares the budgets using actual salary and benefits. Therefore, there may be some significant variances in the dollars with little or no changes in positions.

Note that the staffing formula changed after school year 2013-14, which resulted in lower staffing allocations in school years 2014-15 and 2015-16.

Note that not all IDEA federal funding is allocated to schools due to centralized programmatic decisions. Some of the funding is centralized to be used for all students with disabilities across the schools.

Note that there are some small schools such as E.E. Jeter that receive additional teachers and school staff to provide a full academic schedule.

Note that CTE teachers are not included in the school level information.

IV. SCHOOL LEVEL FINANCIAL INFORMATION

A B Hill Elementary School

345 E. Olive, Memphis, TN 38116
 Phone:(901) 416-7844 • Fax:(901) 416-7890

Grade Level: PreK-5 **School Type:** iZone **Square Footage:** 79,293 **Student Capacity:** 580 **FY 2015-16 Utilization:** 51.0% **FCI:** 7%

Economically Disadvantaged: FY2013-14 97.7% FY2014-15 96.8% **Limited English Proficiency:** FY2013-14 0.3% FY2014-15 0.0% **Students with Disabilities:** FY2013-14 23.1% FY2014-15 22.5%

	FY2013-14 Actual	FY2014-15 Actual	FY 2015-16 Budget	FY2016-17 Budget	Variance 2016 vs 2017	
Enrollment	328	304	335	283	(52)	-15.5%
Pre-K	20	19	37	25	(12)	-32.4%
K-12	308	285	298	258	(40)	-13.4%
Student/Teacher Ratio	24:1	22:1	20:1	20:1		
Staff FTEs (General Fund Only)						
Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Assistant/Vice Principals	0.0	0.0	1.0	0.0	(1.0)	-100.0%
Classroom Teachers	13.0	13.0	15.0	13.0	(2.0)	-13.3%
MAPS	2.6	2.2	2.2	2.2	0.0	0.0%
Counselors	1.0	1.0	1.0	1.0	0.0	0.0%
Educational Assistants	1.0	1.0	1.0	1.0	0.0	0.0%
Expenditures:						
General Fund	\$3,357,127	\$2,081,697	\$2,041,444	\$1,915,526	(\$125,918)	-6.2%
Title I Allocation	\$120,593	\$128,972	\$166,241	\$145,736	(\$20,505)	-12.3%
IDEA Federal Allocation	\$85,213	\$108,514	\$138,465	\$114,294	(\$24,171)	-17.5%

A. Maceo Walker Middle School

1900 East Raines Rd., Memphis, TN 38116
 Phone:(901) 416-1030 • Fax:(901) 416-1075

Grade Level: 6-8 **School Type:** Traditional **Square Footage:** 136,253 **Student Capacity:** 855 **FY 2015-16 Utilization:** 77.0% **FCI:** 5%

Economically Disadvantaged: FY2013-14 93.8% FY2014-15 0.0% **Limited English Proficiency:** FY2013-14 5.6% FY2014-15 5.2% **Students with Disabilities:** FY2013-14 21.7% FY2014-15 21.4%

	FY2013-14 Actual	FY2014-15 Actual	FY 2015-16 Budget	FY2016-17 Budget	Variance 2016 vs 2017	
Enrollment	447	669	663	661	(2)	-0.3%
Pre-K	0	0	0	0	-	0.0%
K-12	447	669	663	661	(2)	-0.3%
Student/Teacher Ratio	25:1	23:1	24:1	24:1		
Staff FTEs (General Fund Only)						
Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Assistant/Vice Principals	1.0	2.0	2.0	2.0	0.0	0.0%
Classroom Teachers	18.0	29.0	28.0	28.0	0.0	0.0%
MAPS	0.0	0.0	0.0	0.0	0.0	0.0%
Counselors	1.0	1.0	2.0	2.0	0.0	0.0%
Educational Assistants	0.0	0.0	0.0	0.0	0.0	0.0%
Expenditures:						
General Fund	\$2,618,854	\$3,474,541	\$3,202,313	\$3,590,046	\$387,733	12.1%
Title I Allocation	\$190,219	\$365,977	\$327,120	\$336,456	\$9,336	2.9%
IDEA Federal Allocation	\$102,038	\$151,475	\$226,693	\$230,703	\$4,010	1.8%

Alcy Elementary School

1750 Alcy Rd., Memphis, TN 38114
 Phone:(901) 416-7800 • Fax:(901) 416-7862

Grade Level: K-5 **School Type:** Traditional **Square Footage:** 60,313 **Student Capacity:** 374 **FY 2015-16 Utilization:** 61.0% **FCI:** 28%

Economically Disadvantaged: FY2013-14 94.6% FY2014-15 98.4% **Limited English Proficiency:** FY2013-14 0.6% FY2014-15 0.0% **Students with Disabilities:** FY2013-14 14.9% FY2014-15 16.8%

	FY2013-14 Actual	FY2014-15 Actual	FY 2015-16 Budget	FY2016-17 Budget	Variance 2016 vs 2017	
Enrollment	335	323	251	245	(6)	-2.4%
Pre-K	20	19	20	20	-	0.0%
K-12	315	304	231	225	(6)	-2.6%
Student/Teacher Ratio	23:1	20:1	21:1	19:1		
Staff FTEs (General Fund Only)						
Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Assistant/Vice Principals	1.0	0.0	0.0	0.0	0.0	0.0%
Classroom Teachers	14.0	15.0	11.0	12.0	1.0	9.1%
MAPS	2.2	2.2	2.2	2.2	0.0	0.0%
Counselors	1.0	1.0	1.0	1.0	0.0	0.0%
Educational Assistants	1.0	1.0	1.0	1.0	0.0	0.0%
Expenditures:						
General Fund	\$1,736,224	\$1,902,211	\$1,707,160	\$1,562,804	(\$144,356)	-8.5%
Title I Allocation	\$126,258	\$147,783	\$115,102	\$123,707	\$8,605	7.5%
IDEA Federal Allocation	\$21,049	\$26,770	\$28,156	\$28,670	\$514	1.8%

Alton Elementary School

2020 Alton, Memphis, TN 38106
 Phone:(901) 416-7430 • Fax:(901) 416-7414

Grade Level: PreK-5 **School Type:** Traditional **Square Footage:** 55,934 **Student Capacity:** 394 **FY 2015-16 Utilization:** 70.0% **FCI:** 25%

Economically Disadvantaged: FY2013-14 98.5% FY2014-15 98.5% **Limited English Proficiency:** FY2013-14 0.0% FY2014-15 0.3% **Students with Disabilities:** FY2013-14 16.9% FY2014-15 15.3%

	FY2013-14 Actual	FY2014-15 Actual	FY 2015-16 Budget	FY2016-17 Budget	Variance 2016 vs 2017	
Enrollment	346	359	295	268	(27)	-9.2%
Pre-K	20	20	20	20	-	0.0%
K-12	326	339	275	248	(27)	-9.8%
Student/Teacher Ratio	23:1	23:1	20:1	21:1		
Staff FTEs (General Fund Only)						
Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Assistant/Vice Principals	0.0	0.0	0.0	0.0	0.0	0.0%
Classroom Teachers	14.0	15.0	14.0	12.0	(2.0)	-14.3%
MAPS	2.2	2.2	2.2	2.2	0.0	0.0%
Counselors	1.0	1.0	1.0	1.0	0.0	0.0%
Educational Assistants	1.0	1.0	1.0	1.0	0.0	0.0%
Expenditures:						
General Fund	\$1,927,716	\$2,024,305	\$1,900,641	\$1,645,977	(\$254,664)	-13.4%
Title I Allocation	\$201,284	\$147,688	\$137,016	\$133,302	(\$3,714)	-2.7%
IDEA Federal Allocation	\$0	\$0	\$0	\$0	\$0	0.0%

American Way Middle School

3805 American Way, Memphis, TN 38118
 Phone:(901) 416-1250 • Fax:(901) 416-1251

Grade Level: 6-8 **School Type:** Traditional **Square Footage:** 140,970 **Student Capacity:** 855 **FY 2015-16 Utilization:** 79.0% **FCI:** 5%

Economically Disadvantaged: FY2013-14 97.8% FY2014-15 92.9% **Limited English Proficiency:** FY2013-14 13.9% FY2014-15 14.6% **Students with Disabilities:** FY2013-14 20.7% FY2014-15 19.4%

	FY2013-14 Actual	FY2014-15 Actual	FY 2015-16 Budget	FY2016-17 Budget	Variance 2016 vs 2017	
Enrollment	696	705	680	666	(14)	-2.1%
Pre-K	0	0	0	0	-	0.0%
K-12	696	705	680	666	(14)	-2.1%
Student/Teacher Ratio	22:1	24:1	23:1	24:1		
Staff FTEs (General Fund Only)						
Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Assistant/Vice Principals	1.0	2.0	2.0	2.0	0.0	0.0%
Classroom Teachers	32.0	29.0	29.0	28.0	(1.0)	-3.4%
MAPS	0.0	0.0	0.0	0.0	0.0	0.0%
Counselors	0.0	1.0	1.0	1.0	0.0	0.0%
Educational Assistants	0.0	0.0	0.0	0.0	0.0	0.0%
Expenditures:						
General Fund	\$3,895,556	\$3,443,389	\$3,333,631	\$3,169,932	(\$163,699)	-4.9%
Title I Allocation	\$1,323,032	\$337,436	\$340,515	\$324,195	(\$16,320)	-4.8%
IDEA Federal Allocation	\$68,861	\$55,780	\$75,335	\$77,261	\$1,926	2.6%

B T Washington High School

715 S. Lauderdale, Memphis, TN 38126
 Phone:(901) 416-7240 • Fax:(901) 416-7228

Grade Level: 9-12 **School Type:** Traditional **Square Footage:** 202,918 **Student Capacity:** 549 **FY 2015-16 Utilization:** 102.0% **FCI:** 9%

Economically Disadvantaged: FY2013-14 98.5% FY2014-15 98.8% **Limited English Proficiency:** FY2013-14 0.0% FY2014-15 0.2% **Students with Disabilities:** FY2013-14 18.5% FY2014-15 23.2%

	FY2013-14 Actual	FY2014-15 Actual	FY 2015-16 Budget	FY2016-17 Budget	Variance 2016 vs 2017	
Enrollment	395	583	561	446	(115)	-20.5%
Pre-K	0	0	0	0	-	0.0%
K-12	395	583	561	446	(115)	-20.5%
Student/Teacher Ratio	25:1	21:1	20:1	16:1		
Staff FTEs (General Fund Only)						
Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Assistant/Vice Principals	1.0	1.0	2.0	1.0	(1.0)	-50.0%
Classroom Teachers	16.0	28.0	28.0	28.0	0.0	0.0%
MAPS	0.0	0.0	0.0	0.0	0.0	0.0%
Counselors	1.0	2.0	2.0	2.0	0.0	0.0%
Educational Assistants	0.0	0.0	0.0	0.0	0.0	0.0%
Expenditures:						
General Fund	\$2,663,485	\$3,568,742	\$3,348,379	\$3,525,366	\$176,987	5.3%
Title I Allocation	\$257,107	\$234,172	\$245,042	\$265,020	\$19,978	8.2%
IDEA Federal Allocation	\$29,937	\$62,694	\$88,168	\$82,700	(\$5,468)	-6.2%

Balmoral-Ridgeway Elementary School

5905 Grosvenor, 38119
 Phone:(901) 416-2128 • Fax:(901) 416-2130

Grade Level: K-5 **School Type:** Traditional **Square Footage:** 38,940 **Student Capacity:** 284 **FY 2015-16 Utilization:** 111.0% **FCI:** 27%

Economically Disadvantaged: FY2013-14 75.9% FY2014-15 75.5% **Limited English Proficiency:** FY2013-14 6.3% FY2014-15 7.3% **Students with Disabilities:** FY2013-14 10.9% FY2014-15 9.7%

	FY2013-14 Actual	FY2014-15 Actual	FY 2015-16 Budget	FY2016-17 Budget	Variance 2016 vs 2017	
Enrollment	320	330	316	307	(9)	-2.8%
Pre-K	0	0	0	0	-	0.0%
K-12	320	330	316	307	(9)	-2.8%
Student/Teacher Ratio	20:1	19:1	20:1	20:1		
Staff FTEs (General Fund Only)						
Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Assistant/Vice Principals	1.0	0.0	0.0	0.0	0.0	0.0%
Classroom Teachers	16.0	17.0	16.0	15.0	(1.0)	-6.3%
MAPS	2.6	2.6	2.2	2.2	0.0	0.0%
Counselors	1.0	1.0	1.0	1.0	0.0	0.0%
Educational Assistants	1.0	1.0	1.0	1.0	0.0	0.0%
Expenditures:						
General Fund	\$2,248,114	\$2,151,076	\$2,109,975	\$1,920,694	(\$189,281)	-9.0%
Title I Allocation	\$119,366	\$123,872	\$120,165	\$127,224	\$7,059	5.9%
IDEA Federal Allocation	\$18,265	\$554	\$0	\$0	\$0	0.0%

Barret's Chapel K-8 School

10280 Godwin Rd., Memphis, TN 38002
 Phone:(901) 416-0325 • Fax:(901) 829-2343

Grade Level: K-8 **School Type:** Traditional **Square Footage:** 81,021 **Student Capacity:** 630 **FY 2015-16 Utilization:** 101.0% **FCI:** 6%

Economically Disadvantaged: FY2013-14 37.2% FY2014-15 58.1% **Limited English Proficiency:** FY2013-14 1.0% FY2014-15 1.2% **Students with Disabilities:** FY2013-14 16.1% FY2014-15 16.2%

	FY2013-14 Actual	FY2014-15 Actual	FY 2015-16 Budget	FY2016-17 Budget	Variance 2016 vs 2017	
Enrollment	304	659	636	636	-	0.0%
Pre-K	0	0	0	0	-	0.0%
K-12	304	659	636	636	-	0.0%
Student/Teacher Ratio	20:1	20:1	19:1	20:1		
Staff FTEs (General Fund Only)						
Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Assistant/Vice Principals	0.0	2.0	2.0	1.0	(1.0)	-50.0%
Classroom Teachers	15.0	33.0	33.0	32.0	(1.0)	-3.0%
MAPS	2.2	2.6	2.6	2.6	0.0	0.0%
Counselors	1.0	2.0	2.0	2.0	0.0	0.0%
Educational Assistants	1.0	1.0	2.0	2.0	0.0	0.0%
Expenditures:						
General Fund	\$2,037,539	\$3,885,398	\$3,708,348	\$3,636,058	(\$72,290)	-1.9%
Title I Allocation	\$0	\$82,794	\$202,477	\$230,563	\$28,086	13.9%
IDEA Federal Allocation	\$21,289	\$89,608	\$122,576	\$101,480	(\$21,096)	-17.2%

Belle Forest Elementary School

3135 Ridgeway Rd., Memphis, TN 38115
 Phone:(901) 416-7200 • Fax:(901) 416-7198

Grade Level: PreK-5 **School Type:** Traditional **Square Footage:** 106,000 **Student Capacity:** 945 **FY 2015-16 Utilization:** 116.0% **FCI:** 1%

Economically Disadvantaged: FY2013-14 90.3% FY2014-15 76.7% **Limited English Proficiency:** FY2013-14 10.5% FY2014-15 10.8% **Students with Disabilities:** FY2013-14 10.7% FY2014-15 10.5%

	FY2013-14 Actual	FY2014-15 Actual	FY 2015-16 Budget	FY2016-17 Budget	Variance 2016 vs 2017	
Enrollment	994	1,209	1,128	1,124	(4)	-0.4%
Pre-K	40	56	29	40	11	37.9%
K-12	954	1,153	1,099	1,084	(15)	-1.4%
Student/Teacher Ratio	23:1	22:1	21:1	21:1		
Staff FTEs (General Fund Only)						
Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Assistant/Vice Principals	2.0	2.0	2.0	2.0	0.0	0.0%
Classroom Teachers	41.0	52.0	52.0	51.0	(1.0)	-1.9%
MAPS	5.6	6.0	7.6	7.4	(0.2)	-2.6%
Counselors	1.0	2.0	2.0	2.0	0.0	0.0%
Educational Assistants	4.0	4.0	4.0	4.0	0.0	0.0%
Expenditures:						
General Fund	\$4,169,463	\$4,693,076	\$5,449,994	\$5,228,823	(\$221,171)	-4.1%
Title I Allocation	\$212,036	\$377,182	\$537,239	\$562,938	\$25,699	4.8%
IDEA Federal Allocation	\$77,347	\$80,332	\$118,087	\$125,315	\$7,228	6.1%

Bellevue Middle School

575 S. Bellevue, Memphis, TN 38104
 Phone:(901) 416-4488 • Fax:(901) 416-4490

Grade Level: 6-8 **School Type:** Traditional **Square Footage:** 93,972 **Student Capacity:** 544 **FY 2015-16 Utilization:** 90.0% **FCI:** 7%

Economically Disadvantaged: FY2013-14 78.4% FY2014-15 69.9% **Limited English Proficiency:** FY2013-14 3.7% FY2014-15 3.5% **Students with Disabilities:** FY2013-14 5.0% FY2014-15 5.7%

	FY2013-14 Actual	FY2014-15 Actual	FY 2015-16 Budget	FY2016-17 Budget	Variance 2016 vs 2017	
Enrollment	481	458	488	503	15	3.1%
Pre-K	0	0	0	0	-	0.0%
K-12	481	458	488	503	15	3.1%
Student/Teacher Ratio	22:1	23:1	24:1	24:1		
Staff FTEs (General Fund Only)						
Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Assistant/Vice Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Classroom Teachers	22.0	20.0	20.0	21.0	1.0	5.0%
MAPS	0.0	0.0	0.0	0.0	0.0	0.0%
Counselors	1.0	1.0	1.0	1.0	0.0	0.0%
Educational Assistants	0.0	0.0	0.0	0.0	0.0	0.0%
Expenditures:						
General Fund	\$2,854,401	\$2,575,663	\$2,489,839	\$2,741,068	\$251,229	10.1%
Title I Allocation	\$201,267	\$193,730	\$166,940	\$194,389	\$27,449	16.4%
IDEA Federal Allocation	\$12,605	\$47,827	\$58,968	\$59,329	\$361	0.6%

Berclair Elementary School

810 N. Perkins, Memphis, TN 38122
 Phone:(901) 416-8800 • Fax:(901) 416-8802

Grade Level: PreK-5 **School Type:** Traditional **Square Footage:** 46,139 **Student Capacity:** 278 **FY 2015-16 Utilization:** 198.0% **FCI:** 28%

Economically Disadvantaged: FY2013-14 92.1% FY2014-15 96.3% **Limited English Proficiency:** FY2013-14 49.5% FY2014-15 49.4% **Students with Disabilities:** FY2013-14 9.4% FY2014-15 9.6%

	FY2013-14 Actual	FY2014-15 Actual	FY 2015-16 Budget	FY2016-17 Budget	Variance 2016 vs 2017	
Enrollment	676	655	575	633	58	10.1%
Pre-K	40	39	20	30	10	50.0%
K-12	636	616	555	603	48	8.6%
Student/Teacher Ratio	23:1	22:1	21:1	22:1		
Staff FTEs (General Fund Only)						
Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Assistant/Vice Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Classroom Teachers	28.0	28.0	26.0	28.0	2.0	7.7%
MAPS	4.6	4.8	4.6	4.8	0.2	4.3%
Counselors	1.0	1.0	1.0	1.0	0.0	0.0%
Educational Assistants	2.0	2.0	2.0	2.0	0.0	0.0%
Expenditures:						
General Fund	\$3,567,481	\$3,618,932	\$3,497,580	\$3,841,864	\$344,284	9.8%
Title I Allocation	\$244,363	\$258,938	\$246,382	\$342,146	\$95,764	38.9%
IDEA Federal Allocation	\$16,840	\$25,091	\$27,296	\$27,230	(\$66)	-0.2%

Bethel Grove Elementary School

2459 Arlington, Memphis, TN 38114
 Phone:(901) 416-5012 • Fax:(901) 416-5005

Grade Level: PreK-5 **School Type:** Traditional **Square Footage:** 54,324 **Student Capacity:** 374 **FY 2015-16 Utilization:** 63.0% **FCI:** 12%

Economically Disadvantaged: FY2013-14 97.4% FY2014-15 95.8% **Limited English Proficiency:** FY2013-14 0.0% FY2014-15 0.3% **Students with Disabilities:** FY2013-14 16.3% FY2014-15 17.9%

	FY2013-14 Actual	FY2014-15 Actual	FY 2015-16 Budget	FY2016-17 Budget	Variance 2016 vs 2017	
Enrollment	327	328	254	237	(17)	-6.7%
Pre-K	20	20	20	20	-	0.0%
K-12	307	308	234	217	(17)	-7.3%
Student/Teacher Ratio	22:1	22:1	20:1	18:1		
Staff FTEs (General Fund Only)						
Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Assistant/Vice Principals	0.0	0.0	0.0	0.0	0.0	0.0%
Classroom Teachers	14.0	14.0	12.0	12.0	0.0	0.0%
MAPS	2.2	2.2	2.2	2.2	0.0	0.0%
Counselors	1.0	1.0	1.0	1.0	0.0	0.0%
Educational Assistants	1.0	1.0	1.0	1.0	0.0	0.0%
Expenditures:						
General Fund	\$1,888,016	\$2,015,495	\$1,820,192	\$1,706,693	(\$113,499)	-6.2%
Title I Allocation	\$129,085	\$135,439	\$123,382	\$119,732	(\$3,650)	-3.0%
IDEA Federal Allocation	\$48,726	\$63,958	\$65,664	\$66,253	\$589	0.9%

Bolton High School

7323 Brunswick Rd., Memphis, TN 38002
 Phone:(901) 416-1435 • Fax:(901) 829-2435

Grade Level: 9-12 **School Type:** Traditional **Square Footage:** 293,200 **Student Capacity:** 2,020 **FY 2015-16 Utilization:** 75.0% **FCI:** 9%

Economically Disadvantaged: FY2013-14 38.0% FY2014-15 32.2% **Limited English Proficiency:** FY2013-14 1.0% FY2014-15 0.7% **Students with Disabilities:** FY2013-14 13.0% FY2014-15 13.8%

	FY2013-14 Actual	FY2014-15 Actual	FY 2015-16 Budget	FY2016-17 Budget	Variance 2016 vs 2017	
Enrollment	1,961	1,878	1,515	1,324	(191)	-12.6%
Pre-K	0	0	0	0	-	0.0%
K-12	1,961	1,878	1,515	1,324	(191)	-12.6%
Student/Teacher Ratio	25:1	26:1	27:1	30:1		
Staff FTEs (General Fund Only)						
Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Assistant/Vice Principals	5.0	5.0	4.0	3.0	(1.0)	-25.0%
Classroom Teachers	77.0	71.0	57.0	44.0	(13.0)	-22.8%
MAPS	0.0	0.0	0.0	0.0	0.0	0.0%
Counselors	5.0	5.0	5.0	5.0	0.0	0.0%
Educational Assistants	0.0	0.0	0.0	0.0	0.0	0.0%
Expenditures:						
General Fund	\$9,353,706	\$9,508,584	\$8,385,286	\$6,349,139	(\$2,036,147)	-24.3%
Title I Allocation	\$0	\$321,436	\$425,621	\$426,394	\$773	0.2%
IDEA Federal Allocation	\$121,295	\$138,517	\$159,546	\$155,141	(\$4,405)	-2.8%

Brewster Elementary School, William H

2605 Sam Cooper Blvd. 38112
 Phone:(901) 416-7150 • Fax:(901) 416-7151

Grade Level: PreK-5 **School Type:** Traditional **Square Footage:** 95,220 **Student Capacity:** 523 **FY 2015-16 Utilization:** 75.0% **FCI:** 1%

Economically Disadvantaged: FY2013-14 94.8% FY2014-15 95.9% **Limited English Proficiency:** FY2013-14 17.2% FY2014-15 18.4% **Students with Disabilities:** FY2013-14 11.4% FY2014-15 15.5%

	FY2013-14 Actual	FY2014-15 Actual	FY 2015-16 Budget	FY2016-17 Budget	Variance 2016 vs 2017	
Enrollment	523	524	432	419	(13)	-3.0%
Pre-K	40	40	42	40	(2)	-4.8%
K-12	483	484	390	379	(11)	-2.8%
Student/Teacher Ratio	23:1	23:1	21:1	20:1		
Staff FTEs (General Fund Only)						
Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Assistant/Vice Principals	0.0	0.0	0.0	0.0	0.0	0.0%
Classroom Teachers	21.0	21.0	19.0	19.0	0.0	0.0%
MAPS	2.6	2.6	2.6	2.6	0.0	0.0%
Counselors	1.0	1.0	1.0	1.0	0.0	0.0%
Educational Assistants	1.0	1.0	1.0	1.0	0.0	0.0%
Expenditures:						
General Fund	\$2,814,487	\$2,878,142	\$2,778,175	\$2,674,089	(\$104,086)	-3.7%
Title I Allocation	\$134,469	\$196,758	\$186,544	\$205,445	\$18,901	10.1%
IDEA Federal Allocation	\$3,621	\$61,320	\$94,244	\$87,620	(\$6,624)	-7.0%

Brownsville Road Elementary

5292 Banbury, Memphis, TN 38134
 Phone:(901) 416-4300 • Fax:(901) 416-4302

Grade Level: K-5 **School Type:** Traditional **Square Footage:** 66,545 **Student Capacity:** 675 **FY 2015-16 Utilization:** 80.0% **FCI:** 14%

Economically Disadvantaged: FY2013-14 87.6% FY2014-15 94.7% **Limited English Proficiency:** FY2013-14 9.8% FY2014-15 8.2% **Students with Disabilities:** FY2013-14 13.5% FY2014-15 10.5%

	FY2013-14 Actual	FY2014-15 Actual	FY 2015-16 Budget	FY2016-17 Budget	Variance 2016 vs 2017	
Enrollment	614	588	538	526	(12)	-2.2%
Pre-K	0	0	0	0	-	0.0%
K-12	614	588	538	526	(12)	-2.2%
Student/Teacher Ratio	21:1	21:1	22:1	21:1		
Staff FTEs (General Fund Only)						
Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Assistant/Vice Principals	1.0	1.0	0.0	0.0	0.0	0.0%
Classroom Teachers	29.0	28.0	25.0	25.0	0.0	0.0%
MAPS	4.8	4.8	3.6	3.6	0.0	0.0%
Counselors	1.0	1.0	1.0	1.0	0.0	0.0%
Educational Assistants	2.0	2.0	2.0	2.0	0.0	0.0%
Expenditures:						
General Fund	\$3,689,685	\$3,548,714	\$3,269,593	\$2,930,434	(\$339,159)	-10.4%
Title I Allocation	\$393,081	\$255,452	\$239,916	\$251,849	\$11,933	5.0%
IDEA Federal Allocation	\$11,528	\$20,865	\$23,798	\$23,739	(\$59)	-0.2%

Bruce Elementary School

581 South Bellevue Blvd., Memphis, TN 38104
 Phone:(901) 416-4495 • Fax:(901) 416-4494

Grade Level: PreK-5 **School Type:** Traditional **Square Footage:** 68,491 **Student Capacity:** 500 **FY 2015-16 Utilization:** 62.0% **FCI:** 6%

Economically Disadvantaged: FY2013-14 93.0% FY2014-15 94.7% **Limited English Proficiency:** FY2013-14 20.8% FY2014-15 20.4% **Students with Disabilities:** FY2013-14 12.2% FY2014-15 12.1%

	FY2013-14 Actual	FY2014-15 Actual	FY 2015-16 Budget	FY2016-17 Budget	Variance 2016 vs 2017	
Enrollment	390	363	334	317	(17)	-5.1%
Pre-K	20	24	26	20	(6)	-23.1%
K-12	370	339	308	297	(11)	-3.6%
Student/Teacher Ratio	22:1	23:1	21:1	20:1		
Staff FTEs (General Fund Only)						
Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Assistant/Vice Principals	0.0	0.0	0.0	0.0	0.0	0.0%
Classroom Teachers	17.0	15.0	15.0	15.0	0.0	0.0%
MAPS	2.6	2.2	2.2	2.2	0.0	0.0%
Counselors	1.0	1.0	1.0	1.0	0.0	0.0%
Educational Assistants	1.0	1.0	1.0	1.0	0.0	0.0%
Expenditures:						
General Fund	\$2,263,489	\$1,913,679	\$1,942,300	\$2,031,150	\$88,850	4.6%
Title I Allocation	\$200,757	\$183,161	\$148,044	\$157,270	\$9,226	6.2%
IDEA Federal Allocation	\$76,072	\$113,855	\$121,222	\$93,539	(\$27,683)	-22.8%

Carnes Elementary School

943 J. W. Williams Ln., Memphis, TN 38105
 Phone:(901) 416-3206 • Fax:(901) 416-3208

Grade Level: PreK-5 **School Type:** Traditional **Square Footage:** 74,000 **Student Capacity:** 555 **FY 2015-16 Utilization:** 44.0% **FCI:** 28%

Economically Disadvantaged: FY2013-14 97.0% FY2014-15 98.8% **Limited English Proficiency:** FY2013-14 4.1% FY2014-15 5.0% **Students with Disabilities:** FY2013-14 10.7% FY2014-15 9.9%

	FY2013-14 Actual	FY2014-15 Actual	FY 2015-16 Budget	FY2016-17 Budget	Variance 2016 vs 2017	
Enrollment	286	279	262	249	(13)	-5.0%
Pre-K	16	17	18	20	2	11.1%
K-12	270	262	244	229	(15)	-6.1%
Student/Teacher Ratio	21:1	22:1	20:1	21:1		
Staff FTEs (General Fund Only)						
Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Assistant/Vice Principals	0.0	0.0	0.0	0.0	0.0	0.0%
Classroom Teachers	13.0	12.0	12.0	11.0	(1.0)	-8.3%
MAPS	2.2	2.2	2.2	2.2	0.0	0.0%
Counselors	1.0	1.0	1.0	1.0	0.0	0.0%
Educational Assistants	1.0	1.0	1.0	1.0	0.0	0.0%
Expenditures:						
General Fund	\$1,818,496	\$1,673,646	\$1,594,190	\$1,381,743	(\$212,447)	-13.3%
Title I Allocation	\$120,521	\$106,101	\$115,373	\$124,526	\$9,153	7.9%
IDEA Federal Allocation	\$19,730	\$29,394	\$32,183	\$31,974	(\$209)	-0.6%

Central High School

306 S. Bellevue, Memphis, TN 38104
 Phone:(901) 416-4500 • Fax:(901) 416-4506

Grade Level: 9-12 **School Type:** Traditional **Square Footage:** 283,230 **Student Capacity:** 1,448 **FY 2015-16 Utilization:** 110.0% **FCI:** 4%

Economically Disadvantaged: FY2013-14 63.0% FY2014-15 76.4% **Limited English Proficiency:** FY2013-14 4.1% FY2014-15 3.6% **Students with Disabilities:** FY2013-14 6.7% FY2014-15 7.4%

	FY2013-14 Actual	FY2014-15 Actual	FY 2015-16 Budget	FY2016-17 Budget	Variance 2016 vs 2017	
Enrollment	1,599	1,635	1,595	1,604	9	0.6%
Pre-K	0	0	0	0	-	0.0%
K-12	1,599	1,635	1,595	1,604	9	0.6%
Student/Teacher Ratio	24:1	26:1	26:1	26:1		
Staff FTEs (General Fund Only)						
Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Assistant/Vice Principals	5.0	5.0	4.0	4.0	0.0	0.0%
Classroom Teachers	68.0	63.0	62.0	61.0	(1.0)	-1.6%
MAPS	0.0	0.0	0.0	0.0	0.0	0.0%
Counselors	5.0	5.0	5.0	5.0	0.0	0.0%
Educational Assistants	0.0	0.0	0.0	0.0	0.0	0.0%
Expenditures:						
General Fund	\$7,954,979	\$7,811,302	\$7,294,198	\$7,402,189	\$107,991	1.5%
Title I Allocation	\$316,919	\$443,338	\$736,692	\$679,718	(\$56,974)	-7.7%
IDEA Federal Allocation	\$28,508	\$27,818	\$22,808	\$22,751	(\$57)	-0.2%

Charjean Elementary School

2140 Charjean Rd., Memphis, TN 38114
 Phone:(901) 416-5016 • Fax:(901) 416-5018

Grade Level: K-5 **School Type:** Traditional **Square Footage:** 39,352 **Student Capacity:** 318 **FY 2015-16 Utilization:** 108.0% **FCI:** 37%

Economically Disadvantaged: FY2013-14 95.2% FY2014-15 99.3% **Limited English Proficiency:** FY2013-14 26.4% FY2014-15 28.5% **Students with Disabilities:** FY2013-14 8.4% FY2014-15 6.1%

	FY2013-14 Actual	FY2014-15 Actual	FY 2015-16 Budget	FY2016-17 Budget	Variance 2016 vs 2017	
Enrollment	460	424	366	361	(5)	-1.4%
Pre-K	20	17	21	20	(1)	-4.8%
K-12	440	407	345	341	(4)	-1.2%
Student/Teacher Ratio	22:1	21:1	20:1	20:1		
Staff FTEs (General Fund Only)						
Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Assistant/Vice Principals	0.0	0.0	0.0	0.0	0.0	0.0%
Classroom Teachers	20.0	19.0	17.0	17.0	0.0	0.0%
MAPS	3.4	2.6	2.6	2.6	0.0	0.0%
Counselors	1.0	1.0	1.0	1.0	0.0	0.0%
Educational Assistants	2.0	2.0	1.0	1.0	0.0	0.0%
Expenditures:						
General Fund	\$2,431,766	\$2,397,168	\$2,246,973	\$2,128,914	(\$118,059)	-5.3%
Title I Allocation	\$179,946	\$204,973	\$170,792	\$187,532	\$16,740	9.8%
IDEA Federal Allocation	\$0	\$19,653	\$30,836	\$0	(\$30,836)	-100.0%

Cherokee Elementary School

3061 Kimball, Memphis, TN 38114
 Phone:(901) 416-5028 • Fax:(901) 416-5010

Grade Level: PreK-5 **School Type:** iZone **Square Footage:** 61,286 **Student Capacity:** 610 **FY 2015-16 Utilization:** 82.0% **FCI:** 4%

Economically Disadvantaged: FY2013-14 94.4% FY2014-15 88.6% **Limited English Proficiency:** FY2013-14 2.3% FY2014-15 1.7% **Students with Disabilities:** FY2013-14 10.7% FY2014-15 7.7%

	FY2013-14 Actual	FY2014-15 Actual	FY 2015-16 Budget	FY2016-17 Budget	Variance 2016 vs 2017	
Enrollment	525	555	543	567	24	4.4%
Pre-K	39	38	40	40	-	0.0%
K-12	486	517	503	527	24	4.8%
Student/Teacher Ratio	24:1	22:1	21:1	21:1		
Staff FTEs (General Fund Only)						
Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Assistant/Vice Principals	0.0	0.0	0.0	0.0	0.0	0.0%
Classroom Teachers	20.0	23.0	24.0	25.0	1.0	4.2%
MAPS	2.6	2.6	3.6	4.6	1.0	27.8%
Counselors	1.0	1.0	1.0	1.0	0.0	0.0%
Educational Assistants	1.0	1.0	2.0	2.0	0.0	0.0%
Expenditures:						
General Fund	\$2,203,379	\$2,476,950	\$2,418,336	\$2,910,698	\$492,362	20.4%
Title I Allocation	\$160,272	\$201,375	\$269,790	\$307,015	\$37,225	13.8%
IDEA Federal Allocation	\$23,331	\$33,600	\$32,183	\$50,273	\$18,090	56.2%

Chickasaw Middle School

4060 Westmont, Memphis, TN 38109
 Phone:(901) 416-8134 • Fax:(901) 416-8139

Grade Level: 7-8 **School Type:** iZone **Square Footage:** 138,044 **Student Capacity:** 624 **FY 2015-16 Utilization:** 65.0% **FCI:** 7%

Economically Disadvantaged: FY2013-14 95.1% FY2014-15 99.8% **Limited English Proficiency:** FY2013-14 0.2% FY2014-15 0.0% **Students with Disabilities:** FY2013-14 20.7% FY2014-15 18.8%

	FY2013-14 Actual	FY2014-15 Actual	FY 2015-16 Budget	FY2016-17 Budget	Variance 2016 vs 2017	
Enrollment	473	436	405	342	(63)	-15.6%
Pre-K	0	0	0	0	-	0.0%
K-12	473	436	405	342	(63)	-15.6%
Student/Teacher Ratio	24:1	23:1	25:1	24:1		
Staff FTEs (General Fund Only)						
Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Assistant/Vice Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Classroom Teachers	20.0	19.0	16.0	14.0	(2.0)	-12.5%
MAPS	0.0	0.0	0.0	0.0	0.0	0.0%
Counselors	1.0	1.0	1.0	1.0	0.0	0.0%
Educational Assistants	0.0	0.0	0.0	0.0	0.0	0.0%
Expenditures:						
General Fund	\$2,481,511	\$2,180,062	\$1,833,596	\$1,888,724	\$55,128	3.0%
Title I Allocation	\$569,540	\$206,639	\$190,851	\$187,532	(\$3,319)	-1.7%
IDEA Federal Allocation	\$26,807	\$53,821	\$50,820	\$42,076	(\$8,744)	-17.2%

Chimneyrock Elementary School

8601 Chimneyrock Blvd., Memphis, TN 38016
 Phone:(901) 416-2067 • Fax:(901) 416-3791

Grade Level: PreK-5 **School Type:** Traditional **Square Footage:** 90,611 **Student Capacity:** 665 **FY 2015-16 Utilization:** 109.0% **FCI:** 11%

Economically Disadvantaged: FY2013-14 62.3% FY2014-15 70.3% **Limited English Proficiency:** FY2013-14 8.9% FY2014-15 9.1% **Students with Disabilities:** FY2013-14 13.8% FY2014-15 13.4%

	FY2013-14 Actual	FY2014-15 Actual	FY 2015-16 Budget	FY2016-17 Budget	Variance 2016 vs 2017	
Enrollment	861	856	749	868	119	15.9%
Pre-K	21	20	20	40	20	100.0%
K-12	840	836	729	828	99	13.6%
Student/Teacher Ratio	22:1	23:1	21:1	21:1		
Staff FTEs (General Fund Only)						
Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Assistant/Vice Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Classroom Teachers	38.0	37.0	35.0	39.0	4.0	11.4%
MAPS	5.6	5.6	5.2	5.6	0.4	7.7%
Counselors	1.0	1.0	1.0	1.0	0.0	0.0%
Educational Assistants	4.0	3.0	3.0	3.0	0.0	0.0%
Expenditures:						
General Fund	\$4,418,113	\$4,298,868	\$4,252,157	\$4,501,003	\$248,846	5.9%
Title I Allocation	\$191,207	\$196,384	\$252,815	\$345,454	\$92,639	36.6%
IDEA Federal Allocation	\$0	\$17,507	\$23,387	\$79,107	\$55,720	238.3%

Colonial Middle School

1370 Colonial Rd., Memphis, TN 38117
 Phone:(901) 416-8980 • Fax:(901) 416-8996

Grade Level: 6-8 **School Type:** Traditional **Square Footage:** 153,438 **Student Capacity:** 1,038 **FY 2015-16 Utilization:** 102.0% **FCI:** 1%

Economically Disadvantaged: FY2013-14 80.7% FY2014-15 93.8% **Limited English Proficiency:** FY2013-14 7.3% FY2014-15 9.6% **Students with Disabilities:** FY2013-14 10.4% FY2014-15 12.0%

	FY2013-14 Actual	FY2014-15 Actual	FY 2015-16 Budget	FY2016-17 Budget	Variance 2016 vs 2017	
Enrollment	1,072	1,092	1,057	1,060	3	0.3%
Pre-K	0	0	0	0	-	0.0%
K-12	1,072	1,092	1,057	1,060	3	0.3%
Student/Teacher Ratio	22:1	24:1	23:1	24:1		
Staff FTEs (General Fund Only)						
Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Assistant/Vice Principals	2.0	2.0	2.0	2.0	0.0	0.0%
Classroom Teachers	49.0	46.0	45.0	45.0	0.0	0.0%
MAPS	0.0	0.0	0.0	0.0	0.0	0.0%
Counselors	3.0	3.0	3.0	3.0	0.0	0.0%
Educational Assistants	0.0	0.0	0.0	0.0	0.0	0.0%
Expenditures:						
General Fund	\$5,961,634	\$6,015,422	\$5,967,279	\$6,166,157	\$198,878	3.3%
Title I Allocation	\$266,017	\$398,899	\$416,409	\$460,400	\$43,991	10.6%
IDEA Federal Allocation	\$0	\$0	\$0	\$0	\$0	0.0%

Cordova Elementary School

750 Sanga Rd., Cordova, TN 38018
 Phone:(901) 416-1700 • Fax:(901) 416-1701

Grade Level: PreK-5 **School Type:** Traditional **Square Footage:** 88,164 **Student Capacity:** 637 **FY 2015-16 Utilization:** 100.0% **FCI:** 3%

Economically Disadvantaged: FY2013-14 53.9% FY2014-15 63.1% **Limited English Proficiency:** FY2013-14 7.2% FY2014-15 6.5% **Students with Disabilities:** FY2013-14 12.8% FY2014-15 12.1%

	FY2013-14 Actual	FY2014-15 Actual	FY 2015-16 Budget	FY2016-17 Budget	Variance 2016 vs 2017	
Enrollment	641	678	638	748	110	17.2%
Pre-K	0	0	0	0	-	0.0%
K-12	641	678	638	748	110	17.2%
Student/Teacher Ratio	21:1	21:1	21:1	21:1		
Staff FTEs (General Fund Only)						
Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Assistant/Vice Principals	2.0	1.0	1.0	1.0	0.0	0.0%
Classroom Teachers	30.0	33.0	30.0	35.0	5.0	16.7%
MAPS	4.8	5.6	4.8	5.2	0.4	8.3%
Counselors	1.0	1.0	1.0	1.0	0.0	0.0%
Educational Assistants	3.0	3.0	3.0	3.0	0.0	0.0%
Expenditures:						
General Fund	\$4,211,652	\$4,357,312	\$4,192,849	\$4,386,293	\$193,444	4.6%
Title I Allocation	\$82,066	\$201,074	\$175,444	\$245,000	\$69,556	39.6%
IDEA Federal Allocation	\$29,249	\$55,458	\$64,159	\$87,324	\$23,165	36.1%

Cordova High School

1800 Berryhill Rd., Cordova, TN 38018
 Phone:(901) 416-4540 • Fax:(901) 416-4545

Grade Level: 9-12 **School Type:** Traditional **Square Footage:** 278,000 **Student Capacity:** 2,151 **FY 2015-16 Utilization:** 94.0% **FCI:** 8%

Economically Disadvantaged: FY2013-14 59.6% FY2014-15 68.5% **Limited English Proficiency:** FY2013-14 6.0% FY2014-15 5.1% **Students with Disabilities:** FY2013-14 10.5% FY2014-15 12.1%

	FY2013-14 Actual	FY2014-15 Actual	FY 2015-16 Budget	FY2016-17 Budget	Variance 2016 vs 2017	
Enrollment	1,709	2,039	2,033	2,028	(5)	-0.2%
Pre-K	0	0	0	0	-	0.0%
K-12	1,709	2,039	2,033	2,028	(5)	-0.2%
Student/Teacher Ratio	26:1	28:1	27:1	27:1		
Staff FTEs (General Fund Only)						
Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Assistant/Vice Principals	5.0	5.0	5.0	5.0	0.0	0.0%
Classroom Teachers	66.0	74.0	74.0	74.0	0.0	0.0%
MAPS	0.0	0.0	0.0	0.0	0.0	0.0%
Counselors	5.0	5.0	5.0	5.0	0.0	0.0%
Educational Assistants	0.0	0.0	0.0	0.0	0.0	0.0%
Expenditures:						
General Fund	\$8,903,233	\$9,464,995	\$9,526,583	\$9,432,899	(\$93,684)	-1.0%
Title I Allocation	\$259,273	\$494,197	\$897,561	\$799,924	(\$97,637)	-10.9%
IDEA Federal Allocation	\$35,407	\$41,960	\$66,870	\$83,362	\$16,492	24.7%

Cordova Middle School

900 Sanga Rd., Cordova, TN 38018
 Phone:(901) 416-2189 • Fax:(901) 416-2191

Grade Level: 6-8 **School Type:** Traditional **Square Footage:** 147,873 **Student Capacity:** 1,160 **FY 2015-16 Utilization:** 59.0% **FCI:** 14%

Economically Disadvantaged: FY2013-14 57.8% FY2014-15 58.7% **Limited English Proficiency:** FY2013-14 5.3% FY2014-15 5.5% **Students with Disabilities:** FY2013-14 10.7% FY2014-15 12.1%

	FY2013-14 Actual	FY2014-15 Actual	FY 2015-16 Budget	FY2016-17 Budget	Variance 2016 vs 2017	
Enrollment	793	780	684	659	(25)	-3.7%
Pre-K	0	0	0	0	-	0.0%
K-12	793	780	684	659	(25)	-3.7%
Student/Teacher Ratio	21:1	24:1	24:1	24:1		
Staff FTEs (General Fund Only)						
Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Assistant/Vice Principals	2.0	2.0	2.0	2.0	0.0	0.0%
Classroom Teachers	37.0	33.0	29.0	27.0	(2.0)	-6.9%
MAPS	0.0	0.0	0.0	0.0	0.0	0.0%
Counselors	2.0	2.0	2.0	2.0	0.0	0.0%
Educational Assistants	0.0	0.0	0.0	0.0	0.0	0.0%
Expenditures:						
General Fund	\$4,649,783	\$4,194,436	\$4,075,500	\$3,298,837	(\$776,663)	-19.1%
Title I Allocation	\$77,152	\$200,242	\$280,240	\$229,727	(\$50,513)	-18.0%
IDEA Federal Allocation	\$0	\$32,727	\$40,332	\$37,147	(\$3,185)	-7.9%

Craigmont High School

3333 Covington Pike, Memphis, TN 38128
 Phone:(901) 416-4312 • Fax:(901) 416-7675

Grade Level: 9-12 **School Type:** Traditional **Square Footage:** 324,517 **Student Capacity:** 1,234 **FY 2015-16 Utilization:** 77.0% **FCI:** 4%

Economically Disadvantaged: FY2013-14 82.6% FY2014-15 73.4% **Limited English Proficiency:** FY2013-14 1.8% FY2014-15 1.3% **Students with Disabilities:** FY2013-14 10.5% FY2014-15 11.5%

	FY2013-14 Actual	FY2014-15 Actual	FY 2015-16 Budget	FY2016-17 Budget	Variance 2016 vs 2017	
Enrollment	1,007	1,045	957	936	(21)	-2.2%
Pre-K	0	0	0	0	-	0.0%
K-12	1,007	1,045	957	936	(21)	-2.2%
Student/Teacher Ratio	29:1	30:1	31:1	31:1		
Staff FTEs (General Fund Only)						
Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Assistant/Vice Principals	2.0	2.0	2.0	2.0	0.0	0.0%
Classroom Teachers	35.0	35.0	31.0	30.0	(1.0)	-3.2%
MAPS	0.0	0.0	0.0	0.0	0.0	0.0%
Counselors	2.0	3.0	3.0	2.0	(1.0)	-33.3%
Educational Assistants	0.0	0.0	0.0	0.0	0.0	0.0%
Expenditures:						
General Fund	\$4,802,146	\$4,919,836	\$4,700,926	\$4,521,307	(\$179,619)	-3.8%
Title I Allocation	\$242,849	\$464,225	\$413,993	\$431,420	\$17,427	4.2%
IDEA Federal Allocation	\$21,175	\$24,936	\$27,296	\$55,439	\$28,143	103.1%

Craigmont Middle School

3455 Covington Pike, Memphis, TN 38128
 Phone:(901) 416-7780 • Fax:(901) 416-1454

Grade Level: 6-8 **School Type:** Traditional **Square Footage:** 148,352 **Student Capacity:** 855 **FY 2015-16 Utilization:** 75.0% **FCI:** 3%

Economically Disadvantaged: FY2013-14 88.6% FY2014-15 81.3% **Limited English Proficiency:** FY2013-14 5.2% FY2014-15 5.4% **Students with Disabilities:** FY2013-14 16.2% FY2014-15 16.8%

	FY2013-14 Actual	FY2014-15 Actual	FY 2015-16 Budget	FY2016-17 Budget	Variance 2016 vs 2017	
Enrollment	691	680	641	637	(4)	-0.6%
Pre-K	0	0	0	0	-	0.0%
K-12	691	680	641	637	(4)	-0.6%
Student/Teacher Ratio	22:1	25:1	24:1	24:1		
Staff FTEs (General Fund Only)						
Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Assistant/Vice Principals	2.0	2.0	2.0	2.0	0.0	0.0%
Classroom Teachers	31.0	27.0	27.0	27.0	0.0	0.0%
MAPS	0.0	0.0	0.0	0.0	0.0	0.0%
Counselors	1.0	1.0	1.0	1.0	0.0	0.0%
Educational Assistants	0.0	0.0	0.0	0.0	0.0	0.0%
Expenditures:						
General Fund	\$4,011,198	\$3,924,987	\$3,606,881	\$3,686,293	\$79,412	2.2%
Title I Allocation	\$437,565	\$308,672	\$296,736	\$325,329	\$28,593	9.6%
IDEA Federal Allocation	\$31,969	\$71,723	\$81,219	\$80,951	(\$268)	-0.3%

Cromwell Elementary School

4989 Cromwell, Memphis, TN 38118
 Phone:(901) 416-2500 • Fax:(901) 416-2517

Grade Level: K-5 **School Type:** Traditional **Square Footage:** 45,580 **Student Capacity:** 611 **FY 2015-16 Utilization:** 88.0% **FCI:** 9%

Economically Disadvantaged: FY2013-14 94.1% FY2014-15 90.2% **Limited English Proficiency:** FY2013-14 10.9% FY2014-15 13.1% **Students with Disabilities:** FY2013-14 11.9% FY2014-15 13.1%

	FY2013-14 Actual	FY2014-15 Actual	FY 2015-16 Budget	FY2016-17 Budget	Variance 2016 vs 2017	
Enrollment	596	511	537	541	4	0.7%
Pre-K	0	0	0	0	-	0.0%
K-12	596	511	537	541	4	0.7%
Student/Teacher Ratio	21:1	21:1	21:1	21:1		
Staff FTEs (General Fund Only)						
Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Assistant/Vice Principals	2.0	1.0	1.0	1.0	0.0	0.0%
Classroom Teachers	29.0	24.0	26.0	26.0	0.0	0.0%
MAPS	4.8	4.8	4.6	4.6	0.0	0.0%
Counselors	1.0	1.0	1.0	1.0	0.0	0.0%
Educational Assistants	2.0	2.0	2.0	2.0	0.0	0.0%
Expenditures:						
General Fund	\$3,521,257	\$3,161,210	\$2,850,728	\$3,149,512	\$298,784	10.5%
Title I Allocation	\$276,849	\$295,224	\$252,813	\$274,449	\$21,636	8.6%
IDEA Federal Allocation	\$57,467	\$61,755	\$66,123	\$126,320	\$60,197	91.0%

Crump Elementary School

4405 Crump Rd., Memphis, TN 38141
 Phone:(901) 416-1970 • Fax:(901) 416-1973

Grade Level: PreK-5 **School Type:** Traditional **Square Footage:** 60,483 **Student Capacity:** 710 **FY 2015-16 Utilization:** 95.0% **FCI:** 25%

Economically Disadvantaged: FY2013-14 89.9% FY2014-15 99.7% **Limited English Proficiency:** FY2013-14 16.4% FY2014-15 17.4% **Students with Disabilities:** FY2013-14 11.6% FY2014-15 10.3%

	FY2013-14 Actual	FY2014-15 Actual	FY 2015-16 Budget	FY2016-17 Budget	Variance 2016 vs 2017	
Enrollment	873	795	694	667	(27)	-3.9%
Pre-K	19	20	21	20	(1)	-4.8%
K-12	854	775	673	647	(26)	-3.9%
Student/Teacher Ratio	22:1	22:1	22:1	22:1		
Staff FTEs (General Fund Only)						
Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Assistant/Vice Principals	2.0	1.0	1.0	1.0	0.0	0.0%
Classroom Teachers	38.0	35.0	31.0	30.0	(1.0)	-3.2%
MAPS	5.6	5.6	5.2	4.8	(0.4)	-7.7%
Counselors	1.0	1.0	1.0	1.0	0.0	0.0%
Educational Assistants	3.0	3.0	3.0	2.0	(1.0)	-33.3%
Expenditures:						
General Fund	\$4,862,192	\$4,789,220	\$4,507,980	\$3,951,175	(\$556,805)	-12.4%
Title I Allocation	\$208,806	\$339,483	\$372,796	\$340,219	(\$32,577)	-8.7%
IDEA Federal Allocation	\$38,372	\$77,632	\$83,652	\$56,673	(\$26,979)	-32.3%

Cummings K-8 School

1037 Cummings, Memphis, TN 38106
 Phone:(901) 416-7810 • Fax:(901) 416-7812

Grade Level: PreK-8 **School Type:** Traditional **Square Footage:** 120,729 **Student Capacity:** 641 **FY 2015-16 Utilization:** 75.0% **FCI:** 19%

Economically Disadvantaged: FY2013-14 92.4% FY2014-15 99.1% **Limited English Proficiency:** FY2013-14 0.2% FY2014-15 0.2% **Students with Disabilities:** FY2013-14 11.8% FY2014-15 12.0%

	FY2013-14 Actual	FY2014-15 Actual	FY 2015-16 Budget	FY2016-17 Budget	Variance 2016 vs 2017	
Enrollment	646	610	518	483	(35)	-6.8%
Pre-K	37	33	38	32	(6)	-15.8%
K-12	609	577	480	451	(29)	-6.0%
Student/Teacher Ratio	18:1	19:1	17:1	16:1		
Staff FTEs (General Fund Only)						
Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Assistant/Vice Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Classroom Teachers	33.0	30.0	29.0	28.0	(1.0)	-3.4%
MAPS	2.6	2.6	2.2	2.2	0.0	0.0%
Counselors	2.0	2.0	2.0	2.0	0.0	0.0%
Educational Assistants	1.0	1.0	1.0	1.0	0.0	0.0%
Expenditures:						
General Fund	\$3,812,198	\$3,565,110	\$3,386,352	\$3,311,770	(\$74,582)	-2.2%
Title I Allocation	\$230,649	\$264,717	\$240,610	\$240,618	\$8	0.0%
IDEA Federal Allocation	\$34,202	\$58,413	\$56,988	\$61,931	\$4,943	8.7%

Delano Elementary School

1716 Delano Rd., Memphis, TN 38127
 Phone:(901) 416-3932 • Fax:(901) 416-3934

Grade Level: K-5 **School Type:** Traditional **Square Footage:** 34,000 **Student Capacity:** 210 **FY 2015-16 Utilization:** 106.0% **FCI:** 37%

Economically Disadvantaged: FY2013-14 92.1% FY2014-15 92.1% **Limited English Proficiency:** FY2013-14 0.0% FY2014-15 0.0% **Students with Disabilities:** FY2013-14 2.3% FY2014-15 2.9%

	FY2013-14 Actual	FY2014-15 Actual	FY 2015-16 Budget	FY2016-17 Budget	Variance 2016 vs 2017	
Enrollment	215	446	435	421	(14)	-3.2%
Pre-K	0	204	213	200	(13)	-6.1%
K-12	215	242	222	221	(1)	-0.5%
Student/Teacher Ratio	20:1	20:1	20:1	18:1		
Staff FTEs (General Fund Only)						
Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Assistant/Vice Principals	0.0	0.0	0.0	0.0	0.0	0.0%
Classroom Teachers	11.0	12.0	11.0	12.0	1.0	9.1%
MAPS	2.2	2.2	2.2	2.2	0.0	0.0%
Counselors	0.5	1.0	1.0	1.0	0.0	0.0%
Educational Assistants	1.0	1.0	1.0	1.0	0.0	0.0%
Expenditures:						
General Fund	\$1,637,876	\$1,838,096	\$1,729,160	\$1,732,875	\$3,715	0.2%
Title I Allocation	\$143,460	\$140,308	\$99,245	\$114,003	\$14,758	14.9%
IDEA Federal Allocation	\$0	\$0	\$0	\$0	\$0	0.0%

Dexter Elementary School

7105 Dexter Rd., Memphis, TN 38016
 Phone:(901) 416-0355 • Fax:(901) 373-8561

Grade Level: PreK-4 **School Type:** Traditional **Square Footage:** 116,200 **Student Capacity:** 747 **FY 2015-16 Utilization:** 98.0% **FCI:** 11%

Economically Disadvantaged: FY2013-14 56.9% FY2014-15 65.1% **Limited English Proficiency:** FY2013-14 15.1% FY2014-15 13.1% **Students with Disabilities:** FY2013-14 11.5% FY2014-15 13.7%

	FY2013-14 Actual	FY2014-15 Actual	FY 2015-16 Budget	FY2016-17 Budget	Variance 2016 vs 2017	
Enrollment	682	800	756	863	107	14.2%
Pre-K	40	36	20	20	-	0.0%
K-12	642	764	736	843	107	14.5%
Student/Teacher Ratio	23:1	25:1	20:1	21:1		
Staff FTEs (General Fund Only)						
Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Assistant/Vice Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Classroom Teachers	28.0	31.0	36.0	40.0	4.0	11.1%
MAPS	5.6	5.6	5.6	5.6	0.0	0.0%
Counselors	1.0	1.0	1.0	1.0	0.0	0.0%
Educational Assistants	4.0	3.0	3.0	4.0	1.0	33.3%
Expenditures:						
General Fund	\$3,591,286	\$4,271,032	\$4,068,905	\$4,671,703	\$602,798	14.8%
Title I Allocation	\$148,218	\$172,694	\$237,586	\$250,775	\$13,189	5.6%
IDEA Federal Allocation	\$78,955	\$157,716	\$139,830	\$210,238	\$70,408	50.4%

Dexter Middle School

6988 Raleigh LaGrange Rd., Memphis, TN 38018
 Phone:(901) 416-0360 • Fax:(901) 373-3378

Grade Level: 5-8 **School Type:** Traditional **Square Footage:** 112,072 **Student Capacity:** 1,023 **FY 2015-16 Utilization:** 48.0% **FCI:** 15%

Economically Disadvantaged: FY2013-14 59.9% FY2014-15 69.0% **Limited English Proficiency:** FY2013-14 9.0% FY2014-15 9.5% **Students with Disabilities:** FY2013-14 12.7% FY2014-15 16.1%

	FY2013-14 Actual	FY2014-15 Actual	FY 2015-16 Budget	FY2016-17 Budget	Variance 2016 vs 2017	
Enrollment	402	529	489	363	(126)	-25.8%
Pre-K	0	0	0	0	-	0.0%
K-12	402	529	489	363	(126)	-25.8%
Student/Teacher Ratio	22:1	24:1	24:1	24:1		
Staff FTEs (General Fund Only)						
Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Assistant/Vice Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Classroom Teachers	18.0	22.0	20.0	15.0	(5.0)	-25.0%
MAPS	0.0	0.0	0.0	0.0	0.0	0.0%
Counselors	1.0	1.0	1.0	1.0	0.0	0.0%
Educational Assistants	0.0	0.0	0.0	0.0	0.0	0.0%
Expenditures:						
General Fund	\$2,154,715	\$2,567,841	\$2,616,314	\$2,138,764	(\$477,550)	-18.3%
Title I Allocation	\$111,219	\$124,025	\$180,385	\$189,058	\$8,673	4.8%
IDEA Federal Allocation	\$26,356	\$67,346	\$72,569	\$55,098	(\$17,471)	-24.1%

Double Tree Elementary School

4560 Double Tree, Memphis, TN 38109
 Phone:(901) 416-8144 • Fax:(901) 416-8149

Grade Level: PreK-5 **School Type:** Traditional **Square Footage:** 51,144 **Student Capacity:** 460 **FY 2015-16 Utilization:** 65.0% **FCI:** 15%

Economically Disadvantaged: FY2013-14 88.4% FY2014-15 88.2% **Limited English Proficiency:** FY2013-14 0.0% FY2014-15 0.0% **Students with Disabilities:** FY2013-14 9.3% FY2014-15 10.4%

	FY2013-14 Actual	FY2014-15 Actual	FY 2015-16 Budget	FY2016-17 Budget	Variance 2016 vs 2017	
Enrollment	459	384	317	292	(25)	-7.9%
Pre-K	20	20	20	20	-	0.0%
K-12	439	364	297	272	(25)	-8.4%
Student/Teacher Ratio	21:1	20:1	19:1	21:1		
Staff FTEs (General Fund Only)						
Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Assistant/Vice Principals	0.0	0.0	0.0	0.0	0.0	0.0%
Classroom Teachers	21.0	18.0	16.0	13.0	(3.0)	-18.8%
MAPS	3.2	2.6	2.6	2.6	0.0	0.0%
Counselors	1.0	1.0	1.0	1.0	0.0	0.0%
Educational Assistants	2.0	1.0	1.0	1.0	0.0	0.0%
Expenditures:						
General Fund	\$2,673,653	\$2,388,625	\$2,292,769	\$1,827,353	(\$465,416)	-20.3%
Title I Allocation	\$232,137	\$181,068	\$127,545	\$130,854	\$3,309	2.6%
IDEA Federal Allocation	\$0	\$30,176	\$39,923	\$40,783	\$860	2.2%

Douglass K-8 School

1650 Ash St., Memphis, TN 38108
 Phone:(901) 416-5946 • Fax:(901) 416-8085

Grade Level: PreK-8 **School Type:** iZone **Square Footage:** 93,447 **Student Capacity:** 546 **FY 2015-16 Utilization:** 73.0% **FCI:** 15%

Economically Disadvantaged: FY2013-14 94.9% FY2014-15 97.3% **Limited English Proficiency:** FY2013-14 9.3% FY2014-15 8.0% **Students with Disabilities:** FY2013-14 13.6% FY2014-15 14.4%

	FY2013-14 Actual	FY2014-15 Actual	FY 2015-16 Budget	FY2016-17 Budget	Variance 2016 vs 2017	
Enrollment	396	675	595	545	(50)	-8.4%
Pre-K	20	189	194	175	(19)	-9.8%
K-12	376	486	401	370	(31)	-7.7%
Student/Teacher Ratio	15:1	16:1	15:1	15:1		
Staff FTEs (General Fund Only)						
Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Assistant/Vice Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Classroom Teachers	25.0	30.0	26.0	25.0	(1.0)	-3.8%
MAPS	2.6	2.6	2.2	2.2	0.0	0.0%
Counselors	2.0	2.0	2.0	2.0	0.0	0.0%
Educational Assistants	1.0	1.0	1.0	1.0	0.0	0.0%
Expenditures:						
General Fund	\$3,427,519	\$3,857,764	\$3,825,923	\$3,899,018	\$73,095	1.9%
Title I Allocation	\$131,738	\$204,215	\$212,483	\$203,940	(\$8,543)	-4.0%
IDEA Federal Allocation	\$48,848	\$72,846	\$128,399	\$122,549	(\$5,850)	-4.6%

Douglass High School

3200 Mt. Olive Road, Memphis, TN 38108
 Phone:(901) 416-0990 • Fax:(901) 416-9887

Grade Level: 9-12 **School Type:** Traditional **Square Footage:** 146,568 **Student Capacity:** 757 **FY 2015-16 Utilization:** 65.0% **FCI:** 1%

Economically Disadvantaged: FY2013-14 92.2% FY2014-15 94.5% **Limited English Proficiency:** FY2013-14 2.6% FY2014-15 2.6% **Students with Disabilities:** FY2013-14 20.6% FY2014-15 17.9%

	FY2013-14 Actual	FY2014-15 Actual	FY 2015-16 Budget	FY2016-17 Budget	Variance 2016 vs 2017	
Enrollment	574	531	487	447	(40)	-8.2%
Pre-K	0	0	0	0	-	0.0%
K-12	574	531	487	447	(40)	-8.2%
Student/Teacher Ratio	0	30:1	29:1	28:1		
Staff FTEs (General Fund Only)						
Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Assistant/Vice Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Classroom Teachers	0.0	18.0	17.0	16.0	(1.0)	-5.9%
MAPS	0.0	0.0	0.0	0.0	0.0	0.0%
Counselors	1.0	1.0	2.0	2.0	0.0	0.0%
Educational Assistants	0.0	0.0	0.0	0.0	0.0	0.0%
Expenditures:						
General Fund	\$3,188,095	\$3,028,839	\$2,792,599	\$2,878,809	\$86,210	3.1%
Title I Allocation	\$137,930	\$253,085	\$227,003	\$237,040	\$10,037	4.4%
IDEA Federal Allocation	\$131,521	\$166,939	\$175,285	\$175,472	\$187	0.1%

Downtown Elementary School

10 N. Fourth, Memphis, TN 38103
 Phone:(901) 416-8400 • Fax:(901) 416-8406

Grade Level: PreK-5 **School Type:** Traditional **Square Footage:** 84,070 **Student Capacity:** 691 **FY 2015-16 Utilization:** 77.0% **FCI:** 5%

Economically Disadvantaged: FY2013-14 84.6% FY2014-15 78.4% **Limited English Proficiency:** FY2013-14 2.0% FY2014-15 1.5% **Students with Disabilities:** FY2013-14 8.8% FY2014-15 6.1%

	FY2013-14 Actual	FY2014-15 Actual	FY 2015-16 Budget	FY2016-17 Budget	Variance 2016 vs 2017	
Enrollment	619	608	559	637	78	14.0%
Pre-K	20	18	20	40	20	100.0%
K-12	599	590	539	597	58	10.8%
Student/Teacher Ratio	22:1	23:1	20:1	21:1		
Staff FTEs (General Fund Only)						
Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Assistant/Vice Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Classroom Teachers	27.0	26.0	27.0	28.0	1.0	3.7%
MAPS	4.8	4.8	4.6	4.8	0.2	4.3%
Counselors	1.0	1.0	1.0	1.0	0.0	0.0%
Educational Assistants	2.0	2.0	2.0	2.0	0.0	0.0%
Expenditures:						
General Fund	\$3,306,175	\$3,218,490	\$2,914,672	\$3,241,262	\$326,590	11.2%
Title I Allocation	\$198,217	\$230,990	\$221,550	\$280,999	\$59,449	26.8%
IDEA Federal Allocation	\$30,815	\$26,345	\$28,132	\$22,751	(\$5,381)	-19.1%

Dunbar Elementary School

2606 Select, Memphis, TN 38114
 Phone:(901) 416-5000 • Fax:(901) 416-5002

Grade Level: PreK-5 **School Type:** Traditional **Square Footage:** 56,155 **Student Capacity:** 379 **FY 2015-16 Utilization:** 77.0% **FCI:** 33%

Economically Disadvantaged: FY2013-14 96.9% FY2014-15 98.7% **Limited English Proficiency:** FY2013-14 0.0% FY2014-15 0.0% **Students with Disabilities:** FY2013-14 12.4% FY2014-15 11.3%

	FY2013-14 Actual	FY2014-15 Actual	FY 2015-16 Budget	FY2016-17 Budget	Variance 2016 vs 2017	
Enrollment	374	330	309	302	(7)	-2.3%
Pre-K	20	20	20	20	-	0.0%
K-12	354	310	289	282	(7)	-2.4%
Student/Teacher Ratio	24:1	19:1	21:1	20:1		
Staff FTEs (General Fund Only)						
Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Assistant/Vice Principals	0.0	0.0	0.0	0.0	0.0	0.0%
Classroom Teachers	15.0	16.0	14.0	14.0	0.0	0.0%
MAPS	2.2	2.6	2.2	2.2	0.0	0.0%
Counselors	1.0	1.0	1.0	1.0	0.0	0.0%
Educational Assistants	1.0	1.0	1.0	1.0	0.0	0.0%
Expenditures:						
General Fund	\$1,741,666	\$1,680,306	\$1,512,617	\$1,610,525	\$97,908	6.5%
Title I Allocation	\$127,881	\$178,161	\$149,689	\$155,757	\$6,068	4.1%
IDEA Federal Allocation	\$19,367	\$24,009	\$24,651	\$32,517	\$7,866	31.9%

E. E. Jeter K-8 School

7662 Benjestown Rd, Millington, TN 38053
 Phone:(901) 416-2955 • Fax:(901) 876-3600

Grade Level: K-8 **School Type:** Traditional **Square Footage:** 70,058 **Student Capacity:** 336 **FY 2015-16 Utilization:** 103.0% **FCI:** 9%

Economically Disadvantaged: FY2013-14 51.7% FY2014-15 55.9% **Limited English Proficiency:** FY2013-14 2.7% FY2014-15 2.4% **Students with Disabilities:** FY2013-14 17.7% FY2014-15 16.2%

	FY2013-14 Actual	FY2014-15 Actual	FY 2015-16 Budget	FY2016-17 Budget	Variance 2016 vs 2017	
Enrollment	186	333	346	350	4	1.2%
Pre-K	0	0	0	0	-	0.0%
K-12	186	333	346	350	4	1.2%
Student/Teacher Ratio	17:1	14:1	14:1	14:1		
Staff FTEs (General Fund Only)						
Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Assistant/Vice Principals	0.0	1.0	1.0	1.0	0.0	0.0%
Classroom Teachers	11.0	24.0	25.0	25.0	0.0	0.0%
MAPS	2.6	2.2	2.2	2.2	0.0	0.0%
Counselors	0.5	2.0	2.0	2.0	0.0	0.0%
Educational Assistants	1.0	1.0	1.0	1.0	0.0	0.0%
Expenditures:						
General Fund	\$1,439,656	\$2,593,184	\$2,685,016	\$2,797,333	\$112,317	4.2%
Title I Allocation	\$23,284	\$62,013	\$102,734	\$117,705	\$14,971	14.6%
IDEA Federal Allocation	\$21,116	\$44,685	\$73,116	\$32,780	(\$40,336)	-55.2%

East High School

3206 Poplar, Memphis, TN 38111
 Phone:(901) 416-6160 • Fax:(901) 416-6161

Grade Level: 9-12 **School Type:** Traditional **Square Footage:** 189,493 **Student Capacity:** 1,364 **FY 2015-16 Utilization:** 41.0% **FCI:** 8%

Economically Disadvantaged: FY2013-14 84.8% FY2014-15 78.2% **Limited English Proficiency:** FY2013-14 0.4% FY2014-15 0.7% **Students with Disabilities:** FY2013-14 14.1% FY2014-15 13.6%

	FY2013-14 Actual	FY2014-15 Actual	FY 2015-16 Budget	FY2016-17 Budget	Variance 2016 vs 2017	
Enrollment	765	582	555	522	(33)	-5.9%
Pre-K	0	0	0	0	-	0.0%
K-12	765	582	555	522	(33)	-5.9%
Student/Teacher Ratio	29:1	25:1	33:1	33:1		
Staff FTEs (General Fund Only)						
Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Assistant/Vice Principals	2.0	1.0	1.0	1.0	0.0	0.0%
Classroom Teachers	26.0	23.0	17.0	16.0	(1.0)	-5.9%
MAPS	0.0	0.0	0.0	0.0	0.0	0.0%
Counselors	2.0	2.0	3.0	2.0	(1.0)	-33.3%
Educational Assistants	0.0	0.0	0.0	0.0	0.0	0.0%
Expenditures:						
General Fund	\$3,614,101	\$3,264,363	\$2,464,095	\$2,459,805	(\$4,290)	-0.2%
Title I Allocation	\$257,364	\$397,548	\$207,175	\$219,287	\$12,112	5.8%
IDEA Federal Allocation	\$40,732	\$38,427	\$36,142	\$36,735	\$593	1.6%

Egypt Central Elementary School

4160 Karen Cove, Memphis, TN 38128
 Phone:(901) 416-4150 • Fax:(901) 416-4163

Grade Level: PreK-5 **School Type:** Traditional **Square Footage:** 57,636 **Student Capacity:** 534 **FY 2015-16 Utilization:** 99.0% **FCI:** 32%

Economically Disadvantaged: FY2013-14 94.7% FY2014-15 95.2% **Limited English Proficiency:** FY2013-14 30.4% FY2014-15 26.5% **Students with Disabilities:** FY2013-14 8.4% FY2014-15 6.8%

	FY2013-14 Actual	FY2014-15 Actual	FY 2015-16 Budget	FY2016-17 Budget	Variance 2016 vs 2017	
Enrollment	660	651	547	534	(13)	-2.4%
Pre-K	19	21	20	20	-	0.0%
K-12	641	630	527	514	(13)	-2.5%
Student/Teacher Ratio	21:1	23:1	21:1	21:1		
Staff FTEs (General Fund Only)						
Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Assistant/Vice Principals	1.0	1.0	1.0	0.0	(1.0)	-100.0%
Classroom Teachers	30.0	28.0	25.0	24.0	(1.0)	-4.0%
MAPS	0.0	4.8	3.6	3.6	0.0	0.0%
Counselors	1.0	1.0	1.0	1.0	0.0	0.0%
Educational Assistants	0.0	2.0	2.0	2.0	0.0	0.0%
Expenditures:						
General Fund	\$3,342,835	\$3,304,772	\$3,244,773	\$2,644,624	(\$600,149)	-18.5%
Title I Allocation	\$126,966	\$285,769	\$281,532	\$276,819	(\$4,713)	-1.7%
IDEA Federal Allocation	\$34,208	\$26,053	\$22,808	\$22,751	(\$57)	-0.2%

Evans Elementary School

4949 Cottonwood, Memphis, TN 38118
 Phone:(901) 416-2504 • Fax:(901) 416-8475

Grade Level:	School Type:	Square Footage:	Student Capacity:	FY 2015-16 Utilization:	FCI:
PreK-5	Traditional	67,246	505	88.0%	14%
Economically Disadvantaged:		Limited English Proficiency:		Students with Disabilities:	
FY2013-14	FY2014-15	FY2013-14	FY2014-15	FY2013-14	FY2014-15
96.3%	95.1%	18.6%	26.3%	11.2%	12.5%

	FY2013-14 Actual	FY2014-15 Actual	FY 2015-16 Budget	FY2016-17 Budget	Variance 2016 vs 2017	
Enrollment	643	468	465	470	5	1.1%
Pre-K	20	20	20	20	-	0.0%
K-12	623	448	445	450	5	1.1%
Student/Teacher Ratio	22:1	22:1	20:1	21:1		
Staff FTEs (General Fund Only)						
Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Assistant/Vice Principals	1.0	0.0	0.0	0.0	0.0	0.0%
Classroom Teachers	28.0	20.0	22.0	21.0	(1.0)	-4.5%
MAPS	4.8	2.6	3.2	3.2	0.0	0.0%
Counselors	1.0	1.0	1.0	1.0	0.0	0.0%
Educational Assistants	2.0	2.0	1.0	1.0	0.0	0.0%
Expenditures:						
General Fund	\$3,106,184	\$2,407,013	\$2,332,475	\$2,488,685	\$156,210	6.7%
Title I Allocation	\$242,345	\$273,317	\$217,820	\$223,632	\$5,812	2.7%
IDEA Federal Allocation	\$25,443	\$29,323	\$32,183	\$29,770	(\$2,413)	-7.5%

Ford Road Elementary School

3336 Ford Rd, Memphis, TN 38109
 Phone:(901) 416-8150 • Fax:(901) 416-8156

Grade Level:	School Type:	Square Footage:	Student Capacity:	FY 2015-16 Utilization:	FCI:
PreK-5	iZone	78,213	591	94.0%	12%
Economically Disadvantaged:		Limited English Proficiency:		Students with Disabilities:	
FY2013-14	FY2014-15	FY2013-14	FY2014-15	FY2013-14	FY2014-15
96.5%	0.0%	0.4%	1.6%	11.9%	14.0%

	FY2013-14 Actual	FY2014-15 Actual	FY 2015-16 Budget	FY2016-17 Budget	Variance 2016 vs 2017	
Enrollment	553	682	594	567	(27)	-4.5%
Pre-K	32	39	40	40	-	0.0%
K-12	521	643	554	527	(27)	-4.9%
Student/Teacher Ratio	23:1	24:1	21:1	22:1		
Staff FTEs (General Fund Only)						
Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Assistant/Vice Principals	0.0	1.0	1.0	0.0	(1.0)	-100.0%
Classroom Teachers	23.0	27.0	27.0	24.0	(3.0)	-11.1%
MAPS	3.2	4.6	4.6	3.6	(1.0)	-21.7%
Counselors	1.0	1.0	1.0	1.0	0.0	0.0%
Educational Assistants	2.0	2.0	2.0	2.0	0.0	0.0%
Expenditures:						
General Fund	\$2,354,620	\$2,938,691	\$3,054,504	\$2,871,998	(\$182,506)	-6.0%
Title I Allocation	\$136,955	\$278,753	\$281,449	\$282,667	\$1,218	0.4%
IDEA Federal Allocation	\$21,477	\$89,607	\$100,606	\$101,966	\$1,360	1.4%

Fox Meadows Elementary School

2960 Emerald, Memphis, TN 38115
 Phone:(901) 416-2530 • Fax:(901) 416-2550

Grade Level: PreK-5 **School Type:** Traditional **Square Footage:** 93,872 **Student Capacity:** 733 **FY 2015-16 Utilization:** 81.0% **FCI:** 5%

Economically Disadvantaged: FY2013-14 93.7% FY2014-15 87.9% **Limited English Proficiency:** FY2013-14 8.2% FY2014-15 9.0% **Students with Disabilities:** FY2013-14 11.1% FY2014-15 12.6%

	FY2013-14 Actual	FY2014-15 Actual	FY 2015-16 Budget	FY2016-17 Budget	Variance 2016 vs 2017	
Enrollment	704	733	628	624	(4)	-0.6%
Pre-K	20	33	32	32	-	0.0%
K-12	684	700	596	592	(4)	-0.7%
Student/Teacher Ratio	22:1	22:1	21:1	22:1		
Staff FTEs (General Fund Only)						
Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Assistant/Vice Principals	2.0	1.0	1.0	1.0	0.0	0.0%
Classroom Teachers	31.0	32.0	28.0	27.0	(1.0)	-3.6%
MAPS	5.2	5.2	4.8	4.8	0.0	0.0%
Counselors	1.0	1.0	1.0	1.0	0.0	0.0%
Educational Assistants	3.0	3.0	2.0	2.0	0.0	0.0%
Expenditures:						
General Fund	\$4,120,237	\$3,908,118	\$3,851,136	\$3,458,615	(\$392,521)	-10.2%
Title I Allocation	\$240,911	\$308,765	\$281,808	\$305,201	\$23,393	8.3%
IDEA Federal Allocation	\$69,243	\$84,371	\$91,662	\$91,862	\$200	0.2%

Gardenview Elementary School

4075 Hartz Drive, Memphis, TN 38116
 Phone:(901) 416-3068 • Fax:(901) 416-6773

Grade Level: PreK-5 **School Type:** Traditional **Square Footage:** 55,570 **Student Capacity:** 421 **FY 2015-16 Utilization:** 79.0% **FCI:** 29%

Economically Disadvantaged: FY2013-14 92.8% FY2014-15 96.9% **Limited English Proficiency:** FY2013-14 0.9% FY2014-15 0.5% **Students with Disabilities:** FY2013-14 16.1% FY2014-15 17.7%

	FY2013-14 Actual	FY2014-15 Actual	FY 2015-16 Budget	FY2016-17 Budget	Variance 2016 vs 2017	
Enrollment	367	402	350	339	(11)	-3.1%
Pre-K	20	18	20	20	-	0.0%
K-12	347	384	330	319	(11)	-3.3%
Student/Teacher Ratio	25:1	24:1	21:1	21:1		
Staff FTEs (General Fund Only)						
Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Assistant/Vice Principals	0.0	0.0	0.0	0.0	0.0	0.0%
Classroom Teachers	14.0	16.0	16.0	15.0	(1.0)	-6.3%
MAPS	2.2	2.2	2.6	2.2	(0.4)	-15.4%
Counselors	1.0	1.0	1.0	1.0	0.0	0.0%
Educational Assistants	1.0	1.0	1.0	1.0	0.0	0.0%
Expenditures:						
General Fund	\$1,957,664	\$1,975,638	\$1,902,262	\$2,065,735	\$163,473	8.6%
Title I Allocation	\$1,002	\$113,865	\$170,375	\$175,284	\$4,909	2.9%
IDEA Federal Allocation	\$96,861	\$110,405	\$167,825	\$168,524	\$699	0.4%

Geeter Middle School

4649 Horn Lake, Memphis, TN 38109
 Phone:(901) 416-8157 • Fax:(901) 416-8160

Grade Level: 6-8 **School Type:** iZone **Square Footage:** 105,957 **Student Capacity:** 674 **FY 2015-16 Utilization:** 61.0% **FCI:** 8%

Economically Disadvantaged: FY2013-14 94.3% FY2014-15 99.3% **Limited English Proficiency:** FY2013-14 0.7% FY2014-15 0.7% **Students with Disabilities:** FY2013-14 18.6% FY2014-15 20.6%

	FY2013-14 Actual	FY2014-15 Actual	FY 2015-16 Budget	FY2016-17 Budget	Variance 2016 vs 2017	
Enrollment	403	442	414	403	(11)	-2.7%
Pre-K	0	0	0	0	-	0.0%
K-12	403	442	414	403	(11)	-2.7%
Student/Teacher Ratio	25:1	26:1	24:1	25:1		
Staff FTEs (General Fund Only)						
Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Assistant/Vice Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Classroom Teachers	16.0	17.0	17.0	16.0	(1.0)	-5.9%
MAPS	0.0	0.0	0.0	0.0	0.0	0.0%
Counselors	1.0	1.0	1.0	1.0	0.0	0.0%
Educational Assistants	0.0	0.0	0.0	0.0	0.0	0.0%
Expenditures:						
General Fund	\$2,092,703	\$2,102,500	\$1,987,995	\$2,290,021	\$302,026	15.2%
Title I Allocation	\$369,599	\$198,217	\$226,442	\$216,846	(\$9,596)	-4.2%
IDEA Federal Allocation	\$105,689	\$106,270	\$133,016	\$128,586	(\$4,430)	-3.3%

Georgian Hills Middle School

3925 Denver Rd., Memphis, TN 38127
 Phone:(901) 416-3740 • Fax:(901) 416-6500

Grade Level: 6-8 **School Type:** Traditional **Square Footage:** 87,069 **Student Capacity:** 374 **FY 2015-16 Utilization:** 77.0% **FCI:** 9%

Economically Disadvantaged: FY2013-14 98.5% FY2014-15 99.4% **Limited English Proficiency:** FY2013-14 0.3% FY2014-15 0.3% **Students with Disabilities:** FY2013-14 17.4% FY2014-15 20.0%

	FY2013-14 Actual	FY2014-15 Actual	FY 2015-16 Budget	FY2016-17 Budget	Variance 2016 vs 2017	
Enrollment	327	310	290	272	(18)	-6.2%
Pre-K	0	0	0	0	-	0.0%
K-12	327	310	290	272	(18)	-6.2%
Student/Teacher Ratio	25:1	22:1	21:1	21:1		
Staff FTEs (General Fund Only)						
Principals	1.0	1.0	0.0	0.0	0.0	0.0%
Assistant/Vice Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Classroom Teachers	13.0	14.0	14.0	13.0	(1.0)	-7.1%
MAPS	0.0	0.0	0.0	0.0	0.0	0.0%
Counselors	1.0	1.0	1.0	1.0	0.0	0.0%
Educational Assistants	0.0	0.0	0.0	0.0	0.0	0.0%
Expenditures:						
General Fund	\$1,792,626	\$1,989,241	\$1,815,489	\$1,654,578	(\$160,911)	-8.9%
Title I Allocation	\$101,348	\$141,437	\$157,558	\$143,567	(\$13,991)	-8.9%
IDEA Federal Allocation	\$41,745	\$121,267	\$120,664	\$113,390	(\$7,274)	-6.0%

Germanshire Elementary School

3965 S.Germantown Rd., Memphis, TN 38125
 Phone:(901) 416-3733 • Fax:(901) 416-3723

Grade Level: PreK-5 **School Type:** Traditional **Square Footage:** 89,228 **Student Capacity:** 729 **FY 2015-16 Utilization:** 105.0% **FCI:** 2%

Economically Disadvantaged: FY2013-14 80.5% FY2014-15 85.5% **Limited English Proficiency:** FY2013-14 12.4% FY2014-15 11.7% **Students with Disabilities:** FY2013-14 10.3% FY2014-15 11.3%

	FY2013-14 Actual	FY2014-15 Actual	FY 2015-16 Budget	FY2016-17 Budget	Variance 2016 vs 2017	
Enrollment	748	807	777	778	1	0.1%
Pre-K	20	31	12	20	8	66.7%
K-12	728	776	765	758	(7)	-0.9%
Student/Teacher Ratio	23:1	22:1	21:1	22:1		
Staff FTEs (General Fund Only)						
Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Assistant/Vice Principals	2.0	1.0	1.0	1.0	0.0	0.0%
Classroom Teachers	32.0	35.0	36.0	35.0	(1.0)	-2.8%
MAPS	5.2	5.2	5.6	5.2	(0.4)	-7.1%
Counselors	1.0	1.0	1.0	1.0	0.0	0.0%
Educational Assistants	3.0	3.0	3.0	3.0	0.0	0.0%
Expenditures:						
General Fund	\$3,406,735	\$3,715,612	\$3,634,753	\$3,928,157	\$293,404	8.1%
Title I Allocation	\$749,558	\$213,053	\$344,701	\$340,718	(\$3,984)	-1.2%
IDEA Federal Allocation	\$37,411	\$102,217	\$116,993	\$118,058	\$1,065	0.9%

Germantown Elementary School

2730 Cross Country Dr., Germantown, TN 38138
 Phone:(901) 416-0945 • Fax:(901) 756-2302

Grade Level: K-5 **School Type:** Traditional **Square Footage:** 84,584 **Student Capacity:** 623 **FY 2015-16 Utilization:** 103.0% **FCI:** 13%

Economically Disadvantaged: FY2013-14 32.9% FY2014-15 45.9% **Limited English Proficiency:** FY2013-14 6.6% FY2014-15 9.6% **Students with Disabilities:** FY2013-14 9.6% FY2014-15 10.0%

	FY2013-14 Actual	FY2014-15 Actual	FY 2015-16 Budget	FY2016-17 Budget	Variance 2016 vs 2017	
Enrollment	773	643	644	648	4	0.6%
Pre-K	0	0	0	0	-	0.0%
K-12	773	643	644	648	4	0.6%
Student/Teacher Ratio	22:1	18:1	21:1	21:1		
Staff FTEs (General Fund Only)						
Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Assistant/Vice Principals	2.0	1.0	1.0	1.0	0.0	0.0%
Classroom Teachers	35.0	35.0	31.0	31.0	0.0	0.0%
MAPS	6.0	5.6	5.2	5.2	0.0	0.0%
Counselors	1.0	1.0	1.0	1.0	0.0	0.0%
Educational Assistants	3.0	2.0	3.0	3.0	0.0	0.0%
Expenditures:						
General Fund	\$4,184,702	\$4,372,267	\$3,959,699	\$3,795,193	(\$164,506)	-4.2%
Title I Allocation	\$0	\$145,479	\$166,483	\$189,482	\$22,999	13.8%
IDEA Federal Allocation	\$70,759	\$89,044	\$88,471	\$94,242	\$5,771	6.5%

Germantown High School

7653 Old Poplar Pike, Germantown, TN 38138
 Phone:(901) 416-0971 • Fax:(901) 416-0963

Grade Level: 9-12 **School Type:** Traditional **Square Footage:** 272,375 **Student Capacity:** 2,053 **FY 2015-16 Utilization:** 102.0% **FCI:** 14%

Economically Disadvantaged: FY2013-14 29.8% FY2014-15 51.6% **Limited English Proficiency:** FY2013-14 1.4% FY2014-15 1.2% **Students with Disabilities:** FY2013-14 8.9% FY2014-15 9.2%

	FY2013-14 Actual	FY2014-15 Actual	FY 2015-16 Budget	FY2016-17 Budget	Variance 2016 vs 2017	
Enrollment	2,029	2,001	2,091	2,086	(5)	-0.2%
Pre-K	0	0	0	0	-	0.0%
K-12	2,029	2,001	2,091	2,086	(5)	-0.2%
Student/Teacher Ratio	25:1	26:1	27:1	28:1		
Staff FTEs (General Fund Only)						
Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Assistant/Vice Principals	5.0	5.0	5.0	5.0	0.0	0.0%
Classroom Teachers	81.0	78.0	77.0	75.0	(2.0)	-2.6%
MAPS	0.0	0.0	0.0	0.0	0.0	0.0%
Counselors	5.0	5.0	5.0	5.0	0.0	0.0%
Educational Assistants	0.0	0.0	0.0	0.0	0.0	0.0%
Expenditures:						
General Fund	\$10,215,285	\$10,321,314	\$9,459,404	\$9,474,671	\$15,267	0.2%
Title I Allocation	\$0	\$278,574	\$457,829	\$517,360	\$59,531	13.0%
IDEA Federal Allocation	\$129,641	\$200,699	\$226,904	\$247,690	\$20,786	9.2%

Germantown Middle School

7925 C.D. Smith Rd., Germantown, TN 38138
 Phone:(901) 416-0950 • Fax:(901) 416-0952

Grade Level: 6-8 **School Type:** Traditional **Square Footage:** 80,000 **Student Capacity:** 808 **FY 2015-16 Utilization:** 80.0% **FCI:** 15%

Economically Disadvantaged: FY2013-14 37.4% FY2014-15 99.4% **Limited English Proficiency:** FY2013-14 3.5% FY2014-15 5.7% **Students with Disabilities:** FY2013-14 11.6% FY2014-15 14.1%

	FY2013-14 Actual	FY2014-15 Actual	FY 2015-16 Budget	FY2016-17 Budget	Variance 2016 vs 2017	
Enrollment	665	633	648	674	26	4.0%
Pre-K	0	0	0	0	-	0.0%
K-12	665	633	648	674	26	4.0%
Student/Teacher Ratio	22:1	21:1	23:1	24:1		
Staff FTEs (General Fund Only)						
Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Assistant/Vice Principals	2.0	2.0	2.0	2.0	0.0	0.0%
Classroom Teachers	30.0	30.0	28.0	28.0	0.0	0.0%
MAPS	0.0	0.0	0.0	0.0	0.0	0.0%
Counselors	1.0	2.0	1.0	1.0	0.0	0.0%
Educational Assistants	0.0	0.0	0.0	0.0	0.0	0.0%
Expenditures:						
General Fund	\$3,579,740	\$3,590,101	\$3,023,753	\$3,408,691	\$384,938	12.7%
Title I Allocation	\$0	\$131,535	\$180,445	\$193,243	\$12,798	7.1%
IDEA Federal Allocation	\$65,586	\$114,488	\$109,788	\$142,868	\$33,080	30.1%

Getwell Elementary School

2795 Getwell Rd., Memphis, TN 38118
 Phone:(901) 416-0267 • Fax:(901) 416-6774

Grade Level: PreK-5 **School Type:** Traditional **Square Footage:** 87,025 **Student Capacity:** 681 **FY 2015-16 Utilization:** 50.0% **FCI:** 8%

Economically Disadvantaged: FY2013-14 97.7% FY2014-15 0.0% **Limited English Proficiency:** FY2013-14 11.1% FY2014-15 12.2% **Students with Disabilities:** FY2013-14 11.5% FY2014-15 13.8%

	FY2013-14 Actual	FY2014-15 Actual	FY 2015-16 Budget	FY2016-17 Budget	Variance 2016 vs 2017	
Enrollment	472	493	414	382	(32)	-7.7%
Pre-K	39	57	70	50	(20)	-28.6%
K-12	433	436	344	332	(12)	-3.5%
Student/Teacher Ratio	25:1	24:1	19:1	21:1		
Staff FTEs (General Fund Only)						
Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Assistant/Vice Principals	0.0	0.0	0.0	0.0	0.0	0.0%
Classroom Teachers	17.0	18.0	18.0	16.0	(2.0)	-11.1%
MAPS	2.6	2.6	2.6	2.6	0.0	0.0%
Counselors	1.0	1.0	1.0	1.0	0.0	0.0%
Educational Assistants	1.0	1.0	1.0	1.0	0.0	0.0%
Expenditures:						
General Fund	\$2,286,812	\$2,450,903	\$2,297,960	\$2,206,720	(\$91,240)	-4.0%
Title I Allocation	\$211,372	\$173,472	\$178,668	\$176,343	(\$2,325)	-1.3%
IDEA Federal Allocation	\$59,598	\$99,898	\$106,527	\$106,932	\$405	0.4%

Goodlett Elementary School

3001 Goodlett, Memphis, TN 38118
 Phone:(901) 416-2510 • Fax:(901) 416-2512

Grade Level: PreK-5 **School Type:** Traditional **Square Footage:** 51,813 **Student Capacity:** 251 **FY 2015-16 Utilization:** 183.0% **FCI:** 44%

Economically Disadvantaged: FY2013-14 95.4% FY2014-15 97.6% **Limited English Proficiency:** FY2013-14 29.5% FY2014-15 35.4% **Students with Disabilities:** FY2013-14 8.4% FY2014-15 8.5%

	FY2013-14 Actual	FY2014-15 Actual	FY 2015-16 Budget	FY2016-17 Budget	Variance 2016 vs 2017	
Enrollment	489	529	493	490	(3)	-0.6%
Pre-K	34	34	34	32	(2)	-5.9%
K-12	455	495	459	458	(1)	-0.2%
Student/Teacher Ratio	22:1	23:1	22:1	22:1		
Staff FTEs (General Fund Only)						
Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Assistant/Vice Principals	0.0	0.0	0.0	0.0	0.0	0.0%
Classroom Teachers	21.0	22.0	21.0	21.0	0.0	0.0%
MAPS	2.6	3.2	3.2	3.2	0.0	0.0%
Counselors	1.0	1.0	1.0	1.0	0.0	0.0%
Educational Assistants	1.0	1.0	2.0	2.0	0.0	0.0%
Expenditures:						
General Fund	\$2,378,444	\$2,648,964	\$2,641,930	\$2,587,909	(\$54,021)	-2.0%
Title I Allocation	\$376,147	\$191,084	\$218,209	\$247,146	\$28,937	13.3%
IDEA Federal Allocation	\$20,817	\$29,319	\$32,183	\$32,368	\$185	0.6%

Grahamwood Elementary School

3950 Summer, Memphis, TN 38122
 Phone:(901) 416-5952 • Fax:(901) 416-5954

Grade Level: PreK-6 **School Type:** Traditional **Square Footage:** 87,612 **Student Capacity:** 930 **FY 2015-16 Utilization:** 109.0% **FCI:** 13%

Economically Disadvantaged: FY2013-14 54.5% FY2014-15 57.4% **Limited English Proficiency:** FY2013-14 21.3% FY2014-15 23.5% **Students with Disabilities:** FY2013-14 12.2% FY2014-15 11.6%

	FY2013-14 Actual	FY2014-15 Actual	FY 2015-16 Budget	FY2016-17 Budget	Variance 2016 vs 2017	
Enrollment	993	1,025	1,017	1,008	(9)	-0.9%
Pre-K	0	0	0	0	-	0.0%
K-12	993	1,025	1,017	1,008	(9)	-0.9%
Student/Teacher Ratio	22:1	22:1	22:1	21:1		
Staff FTEs (General Fund Only)						
Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Assistant/Vice Principals	2.0	1.0	1.0	1.0	0.0	0.0%
Classroom Teachers	46.0	47.0	47.0	47.0	0.0	0.0%
MAPS	6.6	6.6	6.6	6.6	0.0	0.0%
Counselors	2.0	1.0	1.0	1.0	0.0	0.0%
Educational Assistants	4.0	4.0	4.0	4.0	0.0	0.0%
Expenditures:						
General Fund	\$6,126,751	\$6,004,187	\$5,908,687	\$5,886,533	(\$22,154)	-0.4%
Title I Allocation	\$115,653	\$253,193	\$404,818	\$363,122	(\$41,696)	-10.3%
IDEA Federal Allocation	\$42,618	\$62,261	\$76,433	\$77,557	\$1,124	1.5%

Grandview Heights Middle School

2342 Clifton, Memphis, TN 38127
 Phone:(901) 416-3940 • Fax:(901) 416-3923

Grade Level: 6-8 **School Type:** iZone **Square Footage:** 65,810 **Student Capacity:** 649 **FY 2015-16 Utilization:** 92.0% **FCI:** 12%

Economically Disadvantaged: FY2013-14 95.6% FY2014-15 99.0% **Limited English Proficiency:** FY2013-14 0.9% FY2014-15 0.7% **Students with Disabilities:** FY2013-14 15.4% FY2014-15 18.2%

	FY2013-14 Actual	FY2014-15 Actual	FY 2015-16 Budget	FY2016-17 Budget	Variance 2016 vs 2017	
Enrollment	547	703	596	564	(32)	-5.4%
Pre-K	0	0	0	0	-	0.0%
K-12	547	703	596	564	(32)	-5.4%
Student/Teacher Ratio	25:1	24:1	25:1	26:1		
Staff FTEs (General Fund Only)						
Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Assistant/Vice Principals	1.0	2.0	2.0	1.0	(1.0)	-50.0%
Classroom Teachers	22.0	29.0	24.0	22.0	(2.0)	-8.3%
MAPS	0.0	0.0	0.0	0.0	0.0	0.0%
Counselors	1.0	1.0	1.0	1.0	0.0	0.0%
Educational Assistants	0.0	0.0	0.0	0.0	0.0	0.0%
Expenditures:						
General Fund	\$2,573,694	\$3,473,379	\$3,193,312	\$2,999,144	(\$194,168)	-6.1%
Title I Allocation	\$131,774	\$301,973	\$334,068	\$305,656	(\$28,412)	-8.5%
IDEA Federal Allocation	\$42,170	\$152,329	\$208,711	\$157,093	(\$51,618)	-24.7%

Hamilton Elementary School

1378 Ethlyn, Memphis, TN 38106
 Phone:(901) 416-7826 • Fax:(901) 416-7827

Grade Level:	School Type:	Square Footage:	Student Capacity:	FY 2015-16 Utilization:	FCI:
PreK-5	Traditional	81,740	608	79.0%	6%
Economically Disadvantaged:		Limited English Proficiency:		Students with Disabilities:	
FY2013-14	FY2014-15	FY2013-14	FY2014-15	FY2013-14	FY2014-15
97.3%	98.0%	5.1%	5.2%	8.6%	6.3%

	FY2013-14 Actual	FY2014-15 Actual	FY 2015-16 Budget	FY2016-17 Budget	Variance 2016 vs 2017	
Enrollment	568	579	498	483	(15)	-3.0%
Pre-K	20	19	20	20	-	0.0%
K-12	548	560	478	463	(15)	-3.1%
Student/Teacher Ratio	23:1	22:1	21:1	21:1		
Staff FTEs (General Fund Only)						
Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Assistant/Vice Principals	0.0	0.0	0.0	0.0	0.0	0.0%
Classroom Teachers	24.0	25.0	23.0	22.0	(1.0)	-4.3%
MAPS	3.2	3.6	3.4	3.2	(0.2)	-5.9%
Counselors	1.0	1.0	1.0	1.0	0.0	0.0%
Educational Assistants	2.0	2.0	2.0	2.0	0.0	0.0%
Expenditures:						
General Fund	\$2,533,669	\$2,677,910	\$2,723,436	\$2,615,377	(\$108,059)	-4.0%
Title I Allocation	\$184,866	\$261,843	\$248,220	\$250,591	\$2,371	1.0%
IDEA Federal Allocation	\$0	\$16,832	\$25,949	\$50,132	\$24,183	93.2%

Hamilton High School

1363 Person, Memphis, TN 38106
 Phone:(901) 416-7838 • Fax:(901) 416-7829

Grade Level:	School Type:	Square Footage:	Student Capacity:	FY 2015-16 Utilization:	FCI:
9-12	iZone	336,151	1,547	43.0%	9%
Economically Disadvantaged:		Limited English Proficiency:		Students with Disabilities:	
FY2013-14	FY2014-15	FY2013-14	FY2014-15	FY2013-14	FY2014-15
90.2%	84.7%	0.2%	0.4%	16.7%	17.5%

	FY2013-14 Actual	FY2014-15 Actual	FY 2015-16 Budget	FY2016-17 Budget	Variance 2016 vs 2017	
Enrollment	825	725	664	627	(37)	-5.6%
Pre-K	0	0	0	0	-	0.0%
K-12	825	725	664	627	(37)	-5.6%
Student/Teacher Ratio	29:1	35:1	35:1	31:1		
Staff FTEs (General Fund Only)						
Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Assistant/Vice Principals	2.0	2.0	2.0	1.0	(1.0)	-50.0%
Classroom Teachers	28.0	21.0	19.0	20.0	1.0	5.3%
MAPS	0.0	0.0	0.0	0.0	0.0	0.0%
Counselors	2.0	1.0	1.0	1.0	0.0	0.0%
Educational Assistants	0.0	0.0	0.0	0.0	0.0	0.0%
Expenditures:						
General Fund	\$4,494,574	\$4,108,468	\$3,659,689	\$3,992,858	\$333,169	9.1%
Title I Allocation	\$119,079	\$250,252	\$318,833	\$322,857	\$4,024	1.3%
IDEA Federal Allocation	\$72,197	\$109,170	\$105,763	\$108,830	\$3,067	2.9%

Hamilton Middle School

1478 Wilson St, Memphis, TN 38106
 Phone:(901) 416-7832 • Fax:(901) 416-3314

Grade Level:	School Type:	Square Footage:	Student Capacity:	FY 2015-16 Utilization:	FCI:
6-8	iZone	136,797	1,198	35.0%	14%
Economically Disadvantaged:		Limited English Proficiency:		Students with Disabilities:	
FY2013-14	FY2014-15	FY2013-14	FY2014-15	FY2013-14	FY2014-15
95.0%	0.0%	0.0%	0.2%	15.8%	14.4%

	FY2013-14 Actual	FY2014-15 Actual	FY 2015-16 Budget	FY2016-17 Budget	Variance 2016 vs 2017	
Enrollment	259	411	422	383	(39)	-9.2%
Pre-K	0	0	0	0	-	0.0%
K-12	259	411	422	383	(39)	-9.2%
Student/Teacher Ratio	20:1	20:1	25:1	24:1		
Staff FTEs (General Fund Only)						
Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Assistant/Vice Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Classroom Teachers	13.0	21.0	17.0	16.0	(1.0)	-5.9%
MAPS	0.0	0.0	0.0	0.0	0.0	0.0%
Counselors	1.0	1.0	1.0	1.0	0.0	0.0%
Educational Assistants	0.0	0.0	0.0	0.0	0.0	0.0%
Expenditures:						
General Fund	\$1,685,849	\$2,387,946	\$1,900,656	\$2,256,400	\$355,744	18.7%
Title I Allocation	\$121,273	\$174,337	\$232,804	\$212,874	(\$19,930)	-8.6%
IDEA Federal Allocation	\$0	\$0	\$0	\$81,096	\$81,096	0.0%

Havenview Middle School *

1481 Hester, Memphis, TN 38116
 Phone:(901) 416-3092 • Fax:(901) 416-3093

Grade Level:	School Type:	Square Footage:	Student Capacity:	FY 2015-16 Utilization:	FCI:
6-8	Empowerment Zone	104,745	828	86.0%	7%
Economically Disadvantaged:		Limited English Proficiency:		Students with Disabilities:	
FY2013-14	FY2014-15	FY2013-14	FY2014-15	FY2013-14	FY2014-15
88.4%	69.8%	0.5%	0.7%	20.7%	19.7%

	FY2013-14 Actual	FY2014-15 Actual	FY 2015-16 Budget	FY2016-17 Budget	Variance 2016 vs 2017	
Enrollment	792	719	714	664	(50)	-7.0%
Pre-K	0	0	0	0	-	0.0%
K-12	792	719	714	664	(50)	-7.0%
Student/Teacher Ratio	21:1	23:1	24:1	24:1		
Staff FTEs (General Fund Only)						
Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Assistant/Vice Principals	2.0	2.0	2.0	2.0	0.0	0.0%
Classroom Teachers	37.0	31.0	30.0	28.0	(2.0)	-6.7%
MAPS	0.0	0.0	0.0	0.0	0.0	0.0%
Counselors	2.0	1.0	1.0	1.0	0.0	0.0%
Educational Assistants	0.0	0.0	0.0	0.0	0.0	0.0%
Expenditures:						
General Fund	\$4,085,778	\$3,668,192	\$3,560,536	\$3,773,412	\$212,876	6.0%
Title I Allocation	\$173,126	\$264,141	\$422,369	\$335,333	(\$87,036)	-20.6%
IDEA Federal Allocation	\$16,361	\$17,309	\$27,296	\$27,086	(\$210)	-0.8%

*Note: Investment for Empowerment Zone FY 2016-17

Hawkins Mill Elementary School

4295 Mountain Terrace, Memphis, TN 38127
 Phone:(901) 416-3944 • Fax:(901) 416-3948

Grade Level:	School Type:	Square Footage:	Student Capacity:	FY 2015-16 Utilization:	FCI:
PreK-5	Traditional	67,350	516	62.0%	11%
Economically Disadvantaged:		Limited English Proficiency:		Students with Disabilities:	
FY2013-14	FY2014-15	FY2013-14	FY2014-15	FY2013-14	FY2014-15
97.2%	97.4%	0.0%	0.0%	12.9%	12.1%

	FY2013-14 Actual	FY2014-15 Actual	FY 2015-16 Budget	FY2016-17 Budget	Variance 2016 vs 2017	
Enrollment	377	377	353	341	(12)	-3.4%
Pre-K	20	31	33	32	(1)	-3.0%
K-12	357	346	320	309	(11)	-3.4%
Student/Teacher Ratio	22:1	22:1	20:1	21:1		
Staff FTEs (General Fund Only)						
Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Assistant/Vice Principals	0.0	0.0	0.0	0.0	0.0	0.0%
Classroom Teachers	16.0	16.0	16.0	15.0	(1.0)	-6.3%
MAPS	2.6	2.2	2.6	2.2	(0.4)	-15.4%
Counselors	1.0	1.0	1.0	1.0	0.0	0.0%
Educational Assistants	1.0	1.0	1.0	1.0	0.0	0.0%
Expenditures:						
General Fund	\$1,970,193	\$1,913,756	\$1,750,247	\$1,798,905	\$48,658	2.8%
Title I Allocation	\$173,986	\$156,025	\$152,780	\$167,852	\$15,072	9.9%
IDEA Federal Allocation	\$51,590	\$89,322	\$98,889	\$71,442	(\$27,447)	-27.8%

Hickory Ridge Elementary School

3890 Hickory Hill Rd., Memphis, TN 38115
 Phone:(901) 416-1195 • Fax:(901) 416-1474

Grade Level:	School Type:	Square Footage:	Student Capacity:	FY 2015-16 Utilization:	FCI:
K-5	Traditional	83,060	668	124.0%	4%
Economically Disadvantaged:		Limited English Proficiency:		Students with Disabilities:	
FY2013-14	FY2014-15	FY2013-14	FY2014-15	FY2013-14	FY2014-15
95.7%	94.5%	26.0%	27.9%	10.8%	10.4%

	FY2013-14 Actual	FY2014-15 Actual	FY 2015-16 Budget	FY2016-17 Budget	Variance 2016 vs 2017	
Enrollment	816	865	830	831	1	0.1%
Pre-K	0	0	0	0	-	0.0%
K-12	816	865	830	831	1	0.1%
Student/Teacher Ratio	22:1	22:1	21:1	21:1		
Staff FTEs (General Fund Only)						
Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Assistant/Vice Principals	2.0	1.0	1.0	1.0	0.0	0.0%
Classroom Teachers	37.0	40.0	39.0	39.0	0.0	0.0%
MAPS	5.6	5.6	5.6	5.6	0.0	0.0%
Counselors	1.0	1.0	1.0	1.0	0.0	0.0%
Educational Assistants	3.0	3.0	3.0	3.0	0.0	0.0%
Expenditures:						
General Fund	\$4,606,829	\$4,854,638	\$5,089,734	\$4,871,874	(\$217,860)	-4.3%
Title I Allocation	\$136,426	\$411,990	\$434,576	\$445,885	\$11,309	2.6%
IDEA Federal Allocation	\$85,845	\$145,429	\$155,787	\$159,064	\$3,277	2.1%

Hickory Ridge Middle School

3920 Ridgeway Rd., Memphis, TN 38115
 Phone:(901) 416-9337 • Fax:(901) 416-9210

Grade Level: 6-8 **School Type:** Traditional **Square Footage:** 139,685 **Student Capacity:** 828 **FY 2015-16 Utilization:** 107.0% **FCI:** 6%

Economically Disadvantaged: FY2013-14 87.8% FY2014-15 88.9% **Limited English Proficiency:** FY2013-14 10.3% FY2014-15 11.0% **Students with Disabilities:** FY2013-14 17.2% FY2014-15 16.5%

	FY2013-14 Actual	FY2014-15 Actual	FY 2015-16 Budget	FY2016-17 Budget	Variance 2016 vs 2017	
Enrollment	855	902	884	854	(30)	-3.4%
Pre-K	0	0	0	0	-	0.0%
K-12	855	902	884	854	(30)	-3.4%
Student/Teacher Ratio	22:1	24:1	24:1	24:1		
Staff FTEs (General Fund Only)						
Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Assistant/Vice Principals	2.0	2.0	2.0	2.0	0.0	0.0%
Classroom Teachers	39.0	38.0	37.0	36.0	(1.0)	-2.7%
MAPS	0.0	0.0	0.0	0.0	0.0	0.0%
Counselors	2.0	2.0	2.0	2.0	0.0	0.0%
Educational Assistants	0.0	0.0	0.0	0.0	0.0	0.0%
Expenditures:						
General Fund	\$4,488,678	\$4,609,752	\$4,494,133	\$4,415,916	(\$78,217)	-1.7%
Title I Allocation	\$278,785	\$409,452	\$432,648	\$416,932	(\$15,716)	-3.6%
IDEA Federal Allocation	\$72,310	\$76,847	\$82,787	\$87,803	\$5,016	6.1%

Highland Oaks Elementary School

5252 Annandale Dr., Memphis, TN 38125
 Phone:(901) 416-0330 • Fax:(901) 756-2304

Grade Level: PreK-5 **School Type:** Traditional **Square Footage:** 107,971 **Student Capacity:** 944 **FY 2015-16 Utilization:** 93.0% **FCI:** 10%

Economically Disadvantaged: FY2013-14 73.5% FY2014-15 69.1% **Limited English Proficiency:** FY2013-14 7.3% FY2014-15 7.9% **Students with Disabilities:** FY2013-14 10.7% FY2014-15 10.7%

	FY2013-14 Actual	FY2014-15 Actual	FY 2015-16 Budget	FY2016-17 Budget	Variance 2016 vs 2017	
Enrollment	1,046	1,073	916	869	(47)	-5.1%
Pre-K	40	40	40	40	-	0.0%
K-12	1,006	1,033	876	829	(47)	-5.4%
Student/Teacher Ratio	22:1	23:1	22:1	21:1		
Staff FTEs (General Fund Only)						
Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Assistant/Vice Principals	2.0	1.0	1.0	1.0	0.0	0.0%
Classroom Teachers	45.0	45.0	40.0	39.0	(1.0)	-2.5%
MAPS	6.0	6.8	5.6	5.6	0.0	0.0%
Counselors	1.0	1.0	1.0	1.0	0.0	0.0%
Educational Assistants	4.0	4.0	4.0	3.0	(1.0)	-25.0%
Expenditures:						
General Fund	\$4,924,068	\$5,051,336	\$4,727,724	\$4,547,369	(\$180,355)	-3.8%
Title I Allocation	\$194,264	\$278,877	\$399,317	\$366,080	(\$33,237)	-8.3%
IDEA Federal Allocation	\$61,594	\$47,738	\$56,510	\$47,486	(\$9,024)	-16.0%

Highland Oaks Middle School

5600 Meadowbriar Trail, Memphis, TN 38125
 Phone:(901) 416-0340 • Fax:(901) 432-0345

Grade Level:	School Type:	Square Footage:	Student Capacity:	FY 2015-16 Utilization:	FCI:
6-8	Traditional	120,000	1,021	72.0%	1%
Economically Disadvantaged:		Limited English Proficiency:		Students with Disabilities:	
FY2013-14	FY2014-15	FY2013-14	FY2014-15	FY2013-14	FY2014-15
68.7%	56.7%	2.2%	3.2%	10.1%	13.1%

	FY2013-14 Actual	FY2014-15 Actual	FY 2015-16 Budget	FY2016-17 Budget	Variance 2016 vs 2017	
Enrollment	850	786	734	692	(42)	-5.7%
Pre-K	0	0	0	0	-	0.0%
K-12	850	786	734	692	(42)	-5.7%
Student/Teacher Ratio	22:1	24:1	24:1	24:1		
Staff FTEs (General Fund Only)						
Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Assistant/Vice Principals	2.0	2.0	2.0	2.0	0.0	0.0%
Classroom Teachers	39.0	33.0	31.0	29.0	(2.0)	-6.5%
MAPS	0.0	0.0	0.0	0.0	0.0	0.0%
Counselors	2.0	2.0	2.0	1.0	(1.0)	-50.0%
Educational Assistants	0.0	0.0	0.0	0.0	0.0	0.0%
Expenditures:						
General Fund	\$3,925,055	\$3,774,394	\$3,493,542	\$3,376,691	(\$116,851)	-3.3%
Title I Allocation	\$240,141	\$250,464	\$259,907	\$241,567	(\$18,340)	-7.1%
IDEA Federal Allocation	\$89,936	\$111,823	\$120,767	\$85,479	(\$35,288)	-29.2%

Holmes Road Elementary School

1083 Holmes Rd., Memphis, TN 38116
 Phone:(901) 416-6469 • Fax:(901) 416-2469

Grade Level:	School Type:	Square Footage:	Student Capacity:	FY 2015-16 Utilization:	FCI:
PreK-5	Traditional	84,633	673	81.0%	4%
Economically Disadvantaged:		Limited English Proficiency:		Students with Disabilities:	
FY2013-14	FY2014-15	FY2013-14	FY2014-15	FY2013-14	FY2014-15
90.3%	91.9%	0.3%	1.0%	13.7%	12.9%

	FY2013-14 Actual	FY2014-15 Actual	FY 2015-16 Budget	FY2016-17 Budget	Variance 2016 vs 2017	
Enrollment	666	665	597	711	114	19.1%
Pre-K	58	70	51	40	(11)	-21.6%
K-12	608	595	546	671	125	22.9%
Student/Teacher Ratio	25:1	25:1	21:1	22:1		
Staff FTEs (General Fund Only)						
Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Assistant/Vice Principals	1.0	0.0	1.0	1.0	0.0	0.0%
Classroom Teachers	24.0	24.0	26.0	31.0	5.0	19.2%
MAPS	4.8	3.6	4.6	5.2	0.6	13.0%
Counselors	1.0	1.0	1.0	1.0	0.0	0.0%
Educational Assistants	3.0	3.0	2.0	3.0	1.0	50.0%
Expenditures:						
General Fund	\$3,281,710	\$3,016,911	\$2,871,874	\$3,430,987	\$559,113	19.5%
Title I Allocation	\$136,324	\$264,997	\$260,466	\$296,955	\$36,489	14.0%
IDEA Federal Allocation	\$78,357	\$101,547	\$118,007	\$128,735	\$10,728	9.1%

Idlewild Elementary School

1950 Linden, Memphis, TN 38104
 Phone:(901) 416-4566 • Fax:(901) 416-4492

Grade Level: K-5 **School Type:** Traditional **Square Footage:** 65,025 **Student Capacity:** 449 **FY 2015-16 Utilization:** 108.0% **FCI:** 28%

Economically Disadvantaged: FY2013-14 49.5% FY2014-15 53.3% **Limited English Proficiency:** FY2013-14 1.3% FY2014-15 1.1% **Students with Disabilities:** FY2013-14 8.5% FY2014-15 7.6%

	FY2013-14 Actual	FY2014-15 Actual	FY 2015-16 Budget	FY2016-17 Budget	Variance 2016 vs 2017	
Enrollment	459	471	485	493	8	1.6%
Pre-K	0	0	0	0	-	0.0%
K-12	459	471	485	493	8	1.6%
Student/Teacher Ratio	21:1	21:1	21:1	21:1		
Staff FTEs (General Fund Only)						
Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Assistant/Vice Principals	0.0	0.0	0.0	0.0	0.0	0.0%
Classroom Teachers	22.0	22.0	23.0	23.0	0.0	0.0%
MAPS	2.6	3.2	3.4	3.4	0.0	0.0%
Counselors	0.0	1.0	1.0	1.0	0.0	0.0%
Educational Assistants	2.0	2.0	2.0	2.0	0.0	0.0%
Expenditures:						
General Fund	\$2,930,359	\$3,013,265	\$2,966,034	\$2,763,231	(\$202,803)	-6.8%
Title I Allocation	\$131,108	\$124,009	\$118,989	\$137,414	\$18,425	15.5%
IDEA Federal Allocation	\$0	\$0	\$0	\$23,654	\$23,654	0.0%

Jackson Elementary School

3925 Wales, Memphis, TN 38108
 Phone:(901) 416-4222 • Fax:(901) 416-4277

Grade Level: K-5 **School Type:** Traditional **Square Footage:** 44,568 **Student Capacity:** 244 **FY 2015-16 Utilization:** 144.0% **FCI:** 37%

Economically Disadvantaged: FY2013-14 98.7% FY2014-15 99.3% **Limited English Proficiency:** FY2013-14 55.9% FY2014-15 50.9% **Students with Disabilities:** FY2013-14 9.8% FY2014-15 9.0%

	FY2013-14 Actual	FY2014-15 Actual	FY 2015-16 Budget	FY2016-17 Budget	Variance 2016 vs 2017	
Enrollment	396	421	373	366	(7)	-1.9%
Pre-K	20	20	21	20	(1)	-4.8%
K-12	376	401	352	346	(6)	-1.7%
Student/Teacher Ratio	24:1	22:1	20:1	20:1		
Staff FTEs (General Fund Only)						
Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Assistant/Vice Principals	0.0	0.0	0.0	0.0	0.0	0.0%
Classroom Teachers	16.0	18.0	18.0	17.0	(1.0)	-5.6%
MAPS	2.2	2.6	2.6	2.6	0.0	0.0%
Counselors	1.0	1.0	1.0	1.0	0.0	0.0%
Educational Assistants	1.0	1.0	1.0	1.0	0.0	0.0%
Expenditures:						
General Fund	\$2,299,407	\$2,278,152	\$2,247,153	\$2,234,413	(\$12,740)	-0.6%
Title I Allocation	\$147,801	\$162,237	\$176,753	\$182,279	\$5,526	3.1%
IDEA Federal Allocation	\$0	\$22,581	\$22,808	\$36,280	\$13,472	59.1%

John P. Freeman K-8 Optional School

5250 Tulane Rd., Memphis, TN 38109
 Phone:(901) 416-3156 • Fax:(901) 416-3127

Grade Level: K-8 **School Type:** Optional **Square Footage:** 98,000 **Student Capacity:** 686 **FY 2015-16 Utilization:** 81.0% **FCI:** 30%

Economically Disadvantaged: FY2013-14 61.3% FY2014-15 67.7% **Limited English Proficiency:** FY2013-14 0.5% FY2014-15 0.6% **Students with Disabilities:** FY2013-14 1.7% FY2014-15 1.1%

	FY2013-14 Actual	FY2014-15 Actual	FY 2015-16 Budget	FY2016-17 Budget	Variance 2016 vs 2017	
Enrollment	592	538	552	567	15	2.7%
Pre-K	0	0	0	0	-	0.0%
K-12	592	538	552	567	15	2.7%
Student/Teacher Ratio	19:1	19:1	18:1	19:1		
Staff FTEs (General Fund Only)						
Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Assistant/Vice Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Classroom Teachers	31.0	29.0	30.0	30.0	0.0	0.0%
MAPS	2.6	2.6	2.6	2.6	0.0	0.0%
Counselors	2.0	2.0	2.0	2.0	0.0	0.0%
Educational Assistants	1.0	1.0	1.0	1.0	0.0	0.0%
Expenditures:						
General Fund	\$4,023,016	\$3,989,193	\$3,716,734	\$3,593,313	(\$123,421)	-3.3%
Title I Allocation	\$170,421	\$136,334	\$203,853	\$211,366	\$7,513	3.7%
IDEA Federal Allocation	\$0	\$0	\$0	\$0	\$0	0.0%

Kate Bond Elementary School

2727 Kate Bond Rd., Memphis, TN 38133
 Phone:(901) 416-0020 • Fax:(901) 416-0021

Grade Level: PreK-5 **School Type:** Traditional **Square Footage:** 107,748 **Student Capacity:** 812 **FY 2015-16 Utilization:** 136.0% **FCI:** 9%

Economically Disadvantaged: FY2013-14 74.1% FY2014-15 85.2% **Limited English Proficiency:** FY2013-14 41.2% FY2014-15 39.6% **Students with Disabilities:** FY2013-14 13.4% FY2014-15 12.0%

	FY2013-14 Actual	FY2014-15 Actual	FY 2015-16 Budget	FY2016-17 Budget	Variance 2016 vs 2017	
Enrollment	1,122	1,072	1,102	975	(127)	-11.5%
Pre-K	0	0	0	0	-	0.0%
K-12	1,122	1,072	1,102	975	(127)	-11.5%
Student/Teacher Ratio	22:1	21:1	22:1	21:1		
Staff FTEs (General Fund Only)						
Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Assistant/Vice Principals	2.0	2.0	2.0	1.0	(1.0)	-50.0%
Classroom Teachers	51.0	51.0	51.0	46.0	(5.0)	-9.8%
MAPS	7.4	7.4	7.4	6.6	(0.8)	-10.8%
Counselors	2.0	2.0	2.0	1.0	(1.0)	-50.0%
Educational Assistants	4.0	4.0	4.0	4.0	0.0	0.0%
Expenditures:						
General Fund	\$6,610,516	\$6,489,696	\$6,284,621	\$5,722,083	(\$562,538)	-9.0%
Title I Allocation	\$175,597	\$344,950	\$465,364	\$450,630	(\$14,734)	-3.2%
IDEA Federal Allocation	\$78,330	\$132,254	\$155,329	\$126,864	(\$28,465)	-18.3%

Kate Bond Middle School

2737 Kate Bond Rd., Memphis, TN 38133
 Phone:(901) 416-0640 • Fax:(901) 416-0634

Grade Level: 6-8 **School Type:** Traditional **Square Footage:** 165,749 **Student Capacity:** 1,156 **FY 2015-16 Utilization:** 100.0% **FCI:** 2%

Economically Disadvantaged: FY2013-14 75.9% FY2014-15 89.4% **Limited English Proficiency:** FY2013-14 14.7% FY2014-15 15.8% **Students with Disabilities:** FY2013-14 13.4% FY2014-15 14.5%

	FY2013-14 Actual	FY2014-15 Actual	FY 2015-16 Budget	FY2016-17 Budget	Variance 2016 vs 2017	
Enrollment	1,234	1,213	1,156	1,167	11	1.0%
Pre-K	0	0	0	0	-	0.0%
K-12	1,234	1,213	1,156	1,167	11	1.0%
Student/Teacher Ratio	22:1	24:1	24:1	24:1		
Staff FTEs (General Fund Only)						
Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Assistant/Vice Principals	2.0	2.0	2.0	2.0	0.0	0.0%
Classroom Teachers	56.0	50.0	49.0	49.0	0.0	0.0%
MAPS	0.0	0.0	0.0	0.0	0.0	0.0%
Counselors	3.0	3.0	3.0	3.0	0.0	0.0%
Educational Assistants	0.0	0.0	0.0	0.0	0.0	0.0%
Expenditures:						
General Fund	\$5,828,729	\$5,856,400	\$5,943,610	\$5,925,111	(\$18,499)	-0.3%
Title I Allocation	\$261,290	\$463,380	\$435,850	\$480,932	\$45,082	10.3%
IDEA Federal Allocation	\$159,610	\$206,749	\$236,362	\$210,987	(\$25,375)	-10.7%

Keystone Elementary School

4301 Old Allen Rd., Memphis, TN 38128
 Phone:(901) 416-3924 • Fax:(901) 416-3947

Grade Level: PreK-5 **School Type:** Traditional **Square Footage:** 84,641 **Student Capacity:** 504 **FY 2015-16 Utilization:** 74.0% **FCI:** 20%

Economically Disadvantaged: FY2013-14 95.0% FY2014-15 97.4% **Limited English Proficiency:** FY2013-14 0.5% FY2014-15 0.0% **Students with Disabilities:** FY2013-14 13.4% FY2014-15 20.8%

	FY2013-14 Actual	FY2014-15 Actual	FY 2015-16 Budget	FY2016-17 Budget	Variance 2016 vs 2017	
Enrollment	438	495	409	492	83	20.3%
Pre-K	20	33	34	33	(1)	-2.9%
K-12	418	462	375	459	84	22.4%
Student/Teacher Ratio	23:1	24:1	20:1	22:1		
Staff FTEs (General Fund Only)						
Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Assistant/Vice Principals	0.0	1.0	1.0	1.0	0.0	0.0%
Classroom Teachers	18.0	19.0	19.0	21.0	2.0	10.5%
MAPS	2.6	2.6	2.6	3.2	0.6	23.1%
Counselors	1.0	1.0	1.0	1.0	0.0	0.0%
Educational Assistants	1.0	1.0	1.0	2.0	1.0	100.0%
Expenditures:						
General Fund	\$2,610,253	\$3,067,979	\$3,166,715	\$3,144,414	(\$22,301)	-0.7%
Title I Allocation	\$226,859	\$177,068	\$181,442	\$245,671	\$64,229	35.4%
IDEA Federal Allocation	\$31,454	\$99,707	\$108,285	\$108,445	\$160	0.1%

Kingsbury Elementary School

4055 Bayliss, Memphis, TN 38108
 Phone:(901) 416-6020 • Fax:(901) 416-6041

Grade Level: PreK-6 **School Type:** Traditional **Square Footage:** 65,250 **Student Capacity:** 375 **FY 2015-16 Utilization:** 194.0% **FCI:** 10%

Economically Disadvantaged: FY2013-14 96.0% FY2014-15 99.7% **Limited English Proficiency:** FY2013-14 53.0% FY2014-15 57.1% **Students with Disabilities:** FY2013-14 23.2% FY2014-15 21.9%

	FY2013-14 Actual	FY2014-15 Actual	FY 2015-16 Budget	FY2016-17 Budget	Variance 2016 vs 2017	
Enrollment	665	645	601	557	(44)	-7.3%
Pre-K	41	20	31	31	-	0.0%
K-12	624	625	570	526	(44)	-7.7%
Student/Teacher Ratio	24:1	24:1	21:1	21:1		
Staff FTEs (General Fund Only)						
Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Assistant/Vice Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Classroom Teachers	26.0	26.0	27.0	25.0	(2.0)	-7.4%
MAPS	3.2	4.6	4.8	3.6	(1.2)	-25.0%
Counselors	1.0	1.0	1.0	1.0	0.0	0.0%
Educational Assistants	2.0	2.0	2.0	2.0	0.0	0.0%
Expenditures:						
General Fund	\$3,660,664	\$3,708,424	\$3,675,070	\$3,646,349	(\$28,721)	-0.8%
Title I Allocation	\$222,551	\$266,273	\$293,924	\$244,583	(\$49,341)	-16.8%
IDEA Federal Allocation	\$68,673	\$259,188	\$307,568	\$338,643	\$31,075	10.1%

Kingsbury High School

1270 N. Graham, Memphis, TN 38122
 Phone:(901) 416-6060 • Fax:(901) 416-6061

Grade Level: 9-12 **School Type:** Traditional **Square Footage:** 219,210 **Student Capacity:** 1,122 **FY 2015-16 Utilization:** 105.0% **FCI:** 7%

Economically Disadvantaged: FY2013-14 87.1% FY2014-15 56.2% **Limited English Proficiency:** FY2013-14 17.7% FY2014-15 18.2% **Students with Disabilities:** FY2013-14 14.9% FY2014-15 12.9%

	FY2013-14 Actual	FY2014-15 Actual	FY 2015-16 Budget	FY2016-17 Budget	Variance 2016 vs 2017	
Enrollment	1,146	1,151	1,184	1,215	31	2.6%
Pre-K	0	0	0	0	-	0.0%
K-12	1,146	1,151	1,184	1,215	31	2.6%
Student/Teacher Ratio	26:1	29:1	28:1	26:1		
Staff FTEs (General Fund Only)						
Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Assistant/Vice Principals	2.0	2.0	2.0	2.0	0.0	0.0%
Classroom Teachers	44.0	40.0	42.0	47.0	5.0	11.9%
MAPS	0.0	0.0	0.0	0.0	0.0	0.0%
Counselors	3.0	3.0	4.0	4.0	0.0	0.0%
Educational Assistants	0.0	0.0	0.0	0.0	0.0	0.0%
Expenditures:						
General Fund	\$5,310,349	\$5,271,514	\$5,359,293	\$5,758,647	\$399,354	7.5%
Title I Allocation	\$297,688	\$450,097	\$584,032	\$585,205	\$1,173	0.2%
IDEA Federal Allocation	\$96,069	\$129,228	\$157,131	\$182,984	\$25,853	16.5%

Kingsbury Middle School

1276 N. Graham, Memphis, TN 38122
 Phone:(901) 416-6040 • Fax:(901) 416-6058

Grade Level: 7-8 **School Type:** Traditional **Square Footage:** 219,210 **Student Capacity:** 380 **FY 2015-16 Utilization:** 161.0% **FCI:** 7%

Economically Disadvantaged: FY2013-14 91.9% FY2014-15 94.1% **Limited English Proficiency:** FY2013-14 42.1% FY2014-15 43.5% **Students with Disabilities:** FY2013-14 13.5% FY2014-15 16.8%

	FY2013-14 Actual	FY2014-15 Actual	FY 2015-16 Budget	FY2016-17 Budget	Variance 2016 vs 2017	
Enrollment	615	649	607	609	2	0.3%
Pre-K	0	0	0	0	-	0.0%
K-12	615	649	607	609	2	0.3%
Student/Teacher Ratio	24:1	23:1	23:1	23:1		
Staff FTEs (General Fund Only)						
Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Assistant/Vice Principals	1.0	2.0	1.0	1.0	0.0	0.0%
Classroom Teachers	26.0	28.0	26.0	26.0	0.0	0.0%
MAPS	0.0	0.0	0.0	0.0	0.0	0.0%
Counselors	1.0	1.0	1.0	1.0	0.0	0.0%
Educational Assistants	0.0	0.0	0.0	0.0	0.0	0.0%
Expenditures:						
General Fund	\$2,717,911	\$2,962,086	\$3,019,416	\$2,980,282	(\$39,134)	-1.3%
Title I Allocation	\$169,851	\$319,831	\$302,239	\$337,757	\$35,518	11.8%
IDEA Federal Allocation	\$42,053	\$61,157	\$65,091	\$56,125	(\$8,966)	-13.8%

Kirby High School

4080 Kirby Parkway, Memphis, TN 38115
 Phone:(901) 416-1960 • Fax:(901) 416-1968

Grade Level: 9-12 **School Type:** Traditional **Square Footage:** 206,224 **Student Capacity:** 1,332 **FY 2015-16 Utilization:** 76.0% **FCI:** 11%

Economically Disadvantaged: FY2013-14 81.1% FY2014-15 94.0% **Limited English Proficiency:** FY2013-14 4.0% FY2014-15 4.6% **Students with Disabilities:** FY2013-14 15.0% FY2014-15 15.2%

	FY2013-14 Actual	FY2014-15 Actual	FY 2015-16 Budget	FY2016-17 Budget	Variance 2016 vs 2017	
Enrollment	1,307	1,135	1,019	967	(52)	-5.1%
Pre-K	0	0	0	0	-	0.0%
K-12	1,307	1,135	1,019	967	(52)	-5.1%
Student/Teacher Ratio	26:1	28:1	30:1	29:1		
Staff FTEs (General Fund Only)						
Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Assistant/Vice Principals	3.0	2.0	2.0	2.0	0.0	0.0%
Classroom Teachers	51.0	41.0	34.0	33.0	(1.0)	-2.9%
MAPS	0.0	0.0	0.0	0.0	0.0	0.0%
Counselors	3.0	4.0	4.0	2.0	(2.0)	-50.0%
Educational Assistants	0.0	0.0	0.0	0.0	0.0	0.0%
Expenditures:						
General Fund	\$6,828,621	\$5,947,907	\$5,302,240	\$4,851,760	(\$450,480)	-8.5%
Title I Allocation	\$413,632	\$450,058	\$517,833	\$491,933	(\$25,900)	-5.0%
IDEA Federal Allocation	\$187,724	\$183,673	\$202,773	\$201,185	(\$1,588)	-0.8%

Knight Road Elementary School

3237 Knight Rd., Memphis, TN 38118
 Phone:(901) 416-2514 • Fax:(901) 416-2516

Grade Level:	School Type:	Square Footage:	Student Capacity:	FY 2015-16 Utilization:	FCI:
PreK-5	Traditional	53,093	385	120.0%	36%
Economically Disadvantaged:		Limited English Proficiency:		Students with Disabilities:	
FY2013-14	FY2014-15	FY2013-14	FY2014-15	FY2013-14	FY2014-15
97.1%	97.7%	39.6%	41.3%	11.4%	11.2%

	FY2013-14 Actual	FY2014-15 Actual	FY 2015-16 Budget	FY2016-17 Budget	Variance 2016 vs 2017	
Enrollment	530	549	521	510	(11)	-2.1%
Pre-K	20	33	40	40	-	0.0%
K-12	510	516	481	470	(11)	-2.3%
Student/Teacher Ratio	23:1	22:1	22:1	20:1		
Staff FTEs (General Fund Only)						
Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Assistant/Vice Principals	0.0	0.0	0.0	0.0	0.0	0.0%
Classroom Teachers	22.0	23.0	22.0	23.0	1.0	4.5%
MAPS	3.4	3.4	2.6	2.6	0.0	0.0%
Counselors	1.0	1.0	1.0	1.0	0.0	0.0%
Educational Assistants	2.0	2.0	2.0	2.0	0.0	0.0%
Expenditures:						
General Fund	\$2,634,942	\$2,693,098	\$2,768,180	\$2,813,790	\$45,610	1.6%
Title I Allocation	\$261,262	\$249,238	\$242,467	\$250,618	\$8,151	3.4%
IDEA Federal Allocation	\$74,564	\$101,161	\$107,551	\$144,098	\$36,547	34.0%

LaRose Elementary School

864 S. Wellington Street, Memphis, TN 38126
 Phone:(901) 416-7848 • Fax:(901) 416-7850

Grade Level:	School Type:	Square Footage:	Student Capacity:	FY 2015-16 Utilization:	FCI:
PreK-5	Traditional	94,426	521	71.0%	7%
Economically Disadvantaged:		Limited English Proficiency:		Students with Disabilities:	
FY2013-14	FY2014-15	FY2013-14	FY2014-15	FY2013-14	FY2014-15
96.9%	96.1%	0.0%	0.0%	7.6%	7.3%

	FY2013-14 Actual	FY2014-15 Actual	FY 2015-16 Budget	FY2016-17 Budget	Variance 2016 vs 2017	
Enrollment	442	440	416	327	(89)	-21.4%
Pre-K	19	31	19	20	1	5.3%
K-12	423	409	397	307	(90)	-22.7%
Student/Teacher Ratio	22:1	20:1	21:1	20:1		
Staff FTEs (General Fund Only)						
Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Assistant/Vice Principals	0.0	0.0	0.0	0.0	0.0	0.0%
Classroom Teachers	19.0	20.0	19.0	15.0	(4.0)	-21.1%
MAPS	2.6	2.6	2.6	2.2	(0.4)	-15.4%
Counselors	1.0	1.0	1.0	1.0	0.0	0.0%
Educational Assistants	1.0	1.0	1.0	1.0	0.0	0.0%
Expenditures:						
General Fund	\$2,386,230	\$2,433,769	\$2,188,498	\$2,221,233	\$32,735	1.5%
Title I Allocation	\$79,890	\$215,831	\$256,898	\$181,525	(\$75,373)	-29.3%
IDEA Federal Allocation	\$10,524	\$0	\$0	\$0	\$0	0.0%

Levi Elementary School

135 W. Levi Road, Memphis, TN 38109
 Phone:(901) 416-8166 • Fax:(901) 416-8167

Grade Level: PreK-5 **School Type:** Traditional **Square Footage:** 71,179 **Student Capacity:** 430 **FY 2015-16 Utilization:** 114.0% **FCI:** 16%

Economically Disadvantaged: FY2013-14 94.5% FY2014-15 99.2% **Limited English Proficiency:** FY2013-14 0.8% FY2014-15 0.8% **Students with Disabilities:** FY2013-14 7.6% FY2014-15 10.9%

	FY2013-14 Actual	FY2014-15 Actual	FY 2015-16 Budget	FY2016-17 Budget	Variance 2016 vs 2017	
Enrollment	425	516	535	520	(15)	-2.8%
Pre-K	41	38	40	40	-	0.0%
K-12	384	478	495	480	(15)	-3.0%
Student/Teacher Ratio	23:1	23:1	22:1	22:1		
Staff FTEs (General Fund Only)						
Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Assistant/Vice Principals	0.0	0.0	0.0	0.0	0.0	0.0%
Classroom Teachers	17.0	21.0	23.0	22.0	(1.0)	-4.3%
MAPS	2.6	3.4	3.4	3.2	(0.2)	-5.9%
Counselors	1.0	1.0	1.0	1.0	0.0	0.0%
Educational Assistants	1.0	2.0	2.0	2.0	0.0	0.0%
Expenditures:						
General Fund	\$1,969,608	\$2,288,957	\$2,352,201	\$2,441,447	\$89,246	3.8%
Title I Allocation	\$128,770	\$227,689	\$240,486	\$267,034	\$26,548	11.0%
IDEA Federal Allocation	\$17,934	\$5,072	\$0	\$0	\$0	0.0%

Lowrance K-8 School

7740 Lowrance Rd., Memphis, TN 38125
 Phone:(901) 416-2330 • Fax:(901) 759-3011

Grade Level: K-8 **School Type:** Traditional **Square Footage:** 112,145 **Student Capacity:** 855 **FY 2015-16 Utilization:** 94.0% **FCI:** 12%

Economically Disadvantaged: FY2013-14 80.1% FY2014-15 71.1% **Limited English Proficiency:** FY2013-14 7.1% FY2014-15 9.6% **Students with Disabilities:** FY2013-14 14.4% FY2014-15 12.2%

	FY2013-14 Actual	FY2014-15 Actual	FY 2015-16 Budget	FY2016-17 Budget	Variance 2016 vs 2017	
Enrollment	973	930	826	806	(20)	-2.4%
Pre-K	20	38	20	20	-	0.0%
K-12	953	892	806	786	(20)	-2.5%
Student/Teacher Ratio	23:1	23:1	22:1	22:1		
Staff FTEs (General Fund Only)						
Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Assistant/Vice Principals	3.0	2.0	2.0	2.0	0.0	0.0%
Classroom Teachers	41.0	38.0	36.0	35.0	(1.0)	-2.8%
MAPS	3.6	4.8	3.4	3.2	(0.2)	-5.9%
Counselors	3.0	2.0	2.0	2.0	0.0	0.0%
Educational Assistants	2.0	2.0	2.0	2.0	0.0	0.0%
Expenditures:						
General Fund	\$4,909,545	\$4,927,807	\$4,727,810	\$4,558,948	(\$168,862)	-3.6%
Title I Allocation	\$192,227	\$373,380	\$318,941	\$334,405	\$15,464	4.8%
IDEA Federal Allocation	\$56,643	\$69,544	\$79,346	\$56,837	(\$22,509)	-28.4%

Lucie E. Campbell Elementary

3232 Birchfield, Memphis, TN 38118
 Phone:(901) 416-1000 • Fax:(901) 416-1001

Grade Level: PreK-5 **School Type:** iZone **Square Footage:** 84,740 **Student Capacity:** 593 **FY 2015-16 Utilization:** 86.0% **FCI:** 6%

Economically Disadvantaged: FY2013-14 96.4% FY2014-15 99.5% **Limited English Proficiency:** FY2013-14 0.5% FY2014-15 0.0% **Students with Disabilities:** FY2013-14 16.0% FY2014-15 19.8%

	FY2013-14 Actual	FY2014-15 Actual	FY 2015-16 Budget	FY2016-17 Budget	Variance 2016 vs 2017	
Enrollment	461	413	552	532	(20)	-3.6%
Pre-K	41	44	42	40	(2)	-4.8%
K-12	420	369	510	492	(18)	-3.5%
Student/Teacher Ratio	25:1	23:1	21:1	21:1		
Staff FTEs (General Fund Only)						
Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Assistant/Vice Principals	0.0	0.0	1.0	1.0	0.0	0.0%
Classroom Teachers	17.0	16.0	24.0	23.0	(1.0)	-4.2%
MAPS	2.6	2.2	3.6	3.4	(0.2)	-5.6%
Counselors	1.0	1.0	1.0	1.0	0.0	0.0%
Educational Assistants	1.0	2.0	2.0	2.0	0.0	0.0%
Expenditures:						
General Fund	\$2,300,928	\$2,206,800	\$2,664,746	\$3,211,253	\$546,507	20.5%
Title I Allocation	\$123,006	\$133,570	\$257,943	\$263,446	\$5,503	2.1%
IDEA Federal Allocation	\$119,862	\$130,432	\$135,177	\$232,921	\$97,744	72.3%

Lucy Elementary School

6269 Amherst Rd., Millington, TN 38053
 Phone:(901) 416-2610 • Fax:(901) 416-2068

Grade Level: PreK-5 **School Type:** Traditional **Square Footage:** 102,446 **Student Capacity:** 789 **FY 2015-16 Utilization:** 59.0% **FCI:** 12%

Economically Disadvantaged: FY2013-14 82.0% FY2014-15 91.1% **Limited English Proficiency:** FY2013-14 9.8% FY2014-15 7.2% **Students with Disabilities:** FY2013-14 13.8% FY2014-15 15.4%

	FY2013-14 Actual	FY2014-15 Actual	FY 2015-16 Budget	FY2016-17 Budget	Variance 2016 vs 2017	
Enrollment	777	576	490	469	(21)	-4.3%
Pre-K	39	37	33	34	1	3.0%
K-12	738	539	457	435	(22)	-4.8%
Student/Teacher Ratio	23:1	22:1	22:1	22:1		
Staff FTEs (General Fund Only)						
Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Assistant/Vice Principals	0.0	0.0	0.0	0.0	0.0	0.0%
Classroom Teachers	32.0	24.0	21.0	20.0	(1.0)	-4.8%
MAPS	5.2	4.8	3.2	2.6	(0.6)	-18.8%
Counselors	1.0	1.0	1.0	1.0	0.0	0.0%
Educational Assistants	3.0	3.0	2.0	1.0	(1.0)	-50.0%
Expenditures:						
General Fund	\$3,540,521	\$2,911,373	\$2,563,438	\$2,315,479	(\$247,959)	-9.7%
Title I Allocation	\$267,535	\$287,145	\$218,734	\$226,130	\$7,396	3.4%
IDEA Federal Allocation	\$70,382	\$61,047	\$65,184	\$60,896	(\$4,288)	-6.6%

Macon-Hall Elementary School

9800 Macon Rd., Cordova, TN 38018
 Phone:(901) 416-2625 • Fax:(901) 759-4536

Grade Level:	School Type:	Square Footage:	Student Capacity:	FY 2015-16 Utilization:	FCI:
PreK-5	Traditional	93,481	1,010	112.0%	13%
Economically Disadvantaged:		Limited English Proficiency:		Students with Disabilities:	
FY2013-14	FY2014-15	FY2013-14	FY2014-15	FY2013-14	FY2014-15
42.5%	54.8%	4.9%	4.0%	11.0%	12.0%

	FY2013-14 Actual	FY2014-15 Actual	FY 2015-16 Budget	FY2016-17 Budget	Variance 2016 vs 2017	
Enrollment	1,223	1,156	1,128	1,099	(29)	-2.6%
Pre-K	0	0	0	0	-	0.0%
K-12	1,223	1,156	1,128	1,099	(29)	-2.6%
Student/Teacher Ratio	22:1	22:1	21:1	21:1		
Staff FTEs (General Fund Only)						
Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Assistant/Vice Principals	2.0	2.0	2.0	2.0	0.0	0.0%
Classroom Teachers	56.0	53.0	53.0	52.0	(1.0)	-1.9%
MAPS	8.2	8.4	8.4	7.6	(0.8)	-9.5%
Counselors	2.0	2.0	2.0	2.0	0.0	0.0%
Educational Assistants	4.0	4.0	4.0	4.0	0.0	0.0%
Expenditures:						
General Fund	\$6,072,113	\$6,044,512	\$5,839,233	\$5,593,392	(\$245,841)	-4.2%
Title I Allocation	\$185,518	\$246,130	\$282,412	\$287,599	\$5,187	1.8%
IDEA Federal Allocation	\$26,382	\$26,452	\$27,705	\$22,751	(\$4,954)	-17.9%

Magnolia Elementary School

2061 Livewell Cir., Memphis, TN 38114
 Phone:(901) 416-4578 • Fax:(901) 416-4580

Grade Level:	School Type:	Square Footage:	Student Capacity:	FY 2015-16 Utilization:	FCI:
PreK-5	iZone	76,804	594	41.0%	10%
Economically Disadvantaged:		Limited English Proficiency:		Students with Disabilities:	
FY2013-14	FY2014-15	FY2013-14	FY2014-15	FY2013-14	FY2014-15
96.4%	0.0%	0.0%	1.0%	17.0%	12.7%

	FY2013-14 Actual	FY2014-15 Actual	FY 2015-16 Budget	FY2016-17 Budget	Variance 2016 vs 2017	
Enrollment	355	320	263	244	(19)	-7.2%
Pre-K	20	20	22	20	(2)	-9.1%
K-12	335	300	241	224	(17)	-7.1%
Student/Teacher Ratio	24:1	21:1	20:1	19:1		
Staff FTEs (General Fund Only)						
Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Assistant/Vice Principals	0.0	0.0	0.0	0.0	0.0	0.0%
Classroom Teachers	14.0	14.0	12.0	12.0	0.0	0.0%
MAPS	2.6	2.2	2.2	2.2	0.0	0.0%
Counselors	1.0	1.0	1.0	1.0	0.0	0.0%
Educational Assistants	1.0	1.0	1.0	1.0	0.0	0.0%
Expenditures:						
General Fund	\$2,065,737	\$2,085,174	\$1,885,977	\$2,106,148	\$220,171	11.7%
Title I Allocation	\$179,345	\$142,675	\$117,374	\$120,913	\$3,539	3.0%
IDEA Federal Allocation	\$27,002	\$80,229	\$91,428	\$82,771	(\$8,657)	-9.5%

Manassas High School

1111 Manassas, Memphis, TN 38107
 Phone:(901) 416-3244 • Fax:(901) 416-3248

Grade Level: 9-12 **School Type:** Traditional **Square Footage:** 139,338 **Student Capacity:** 659 **FY 2015-16 Utilization:** 56.0% **FCI:** 1%

Economically Disadvantaged: FY2013-14 92.2% FY2014-15 81.7% **Limited English Proficiency:** FY2013-14 1.5% FY2014-15 0.6% **Students with Disabilities:** FY2013-14 21.1% FY2014-15 23.4%

	FY2013-14 Actual	FY2014-15 Actual	FY 2015-16 Budget	FY2016-17 Budget	Variance 2016 vs 2017	
Enrollment	526	465	369	345	(24)	-6.5%
Pre-K	0	0	0	0	-	0.0%
K-12	526	465	369	345	(24)	-6.5%
Student/Teacher Ratio	29:1	29:1	23:1	22:1		
Staff FTEs (General Fund Only)						
Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Assistant/Vice Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Classroom Teachers	18.0	16.0	16.0	16.0	0.0	0.0%
MAPS	0.0	0.0	0.0	0.0	0.0	0.0%
Counselors	1.0	1.0	2.0	2.0	0.0	0.0%
Educational Assistants	0.0	0.0	0.0	0.0	0.0	0.0%
Expenditures:						
General Fund	\$2,946,820	\$2,780,638	\$2,778,432	\$3,127,997	\$349,565	12.6%
Title I Allocation	\$189,148	\$199,548	\$198,370	\$170,180	(\$28,190)	-14.2%
IDEA Federal Allocation	\$14,103	\$31,028	\$50,427	\$55,535	\$5,108	10.1%

Manor Lake Elementary School

4900 Horn Lake Rd., Memphis, TN 38109
 Phone:(901) 416-8170 • Fax:(901) 416-8172

Grade Level: PreK-5 **School Type:** Traditional **Square Footage:** 65,640 **Student Capacity:** 515 **FY 2015-16 Utilization:** 54.0% **FCI:** 22%

Economically Disadvantaged: FY2013-14 96.4% FY2014-15 87.8% **Limited English Proficiency:** FY2013-14 0.0% FY2014-15 0.0% **Students with Disabilities:** FY2013-14 12.2% FY2014-15 10.2%

	FY2013-14 Actual	FY2014-15 Actual	FY 2015-16 Budget	FY2016-17 Budget	Variance 2016 vs 2017	
Enrollment	432	382	318	377	59	18.6%
Pre-K	40	38	40	39	(1)	-2.5%
K-12	392	344	278	338	60	21.6%
Student/Teacher Ratio	22:1	22:1	19:1	21:1		
Staff FTEs (General Fund Only)						
Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Assistant/Vice Principals	0.0	0.0	0.0	0.0	0.0	0.0%
Classroom Teachers	18.0	16.0	15.0	16.0	1.0	6.7%
MAPS	2.6	2.6	2.6	2.2	(0.4)	-15.4%
Counselors	1.0	1.0	1.0	1.0	0.0	0.0%
Educational Assistants	1.0	1.0	1.0	1.0	0.0	0.0%
Expenditures:						
General Fund	\$2,146,326	\$1,903,316	\$1,764,964	\$1,770,418	\$5,454	0.3%
Title I Allocation	\$149,358	\$169,941	\$152,384	\$137,826	(\$14,558)	-9.6%
IDEA Federal Allocation	\$50,098	\$33,061	\$60,150	\$64,480	\$4,330	7.2%

Maxine Smith STEAM Academy

750 E Pkwy S, Memphis, TN 38104
 Phone:(901) 416-4536

Grade Level:	School Type:	Square Footage:	Student Capacity:	FY 2015-16 Utilization:	FCI:
6-8	Traditional	95,345	245	103.0%	11%
Economically Disadvantaged:		Limited English Proficiency:		Students with Disabilities:	
FY2013-14	FY2014-15	FY2013-14	FY2014-15	FY2013-14	FY2014-15
0.0%	33.3%	0.0%	0.0%	0.0%	0.7%

	FY2013-14 Actual	FY2014-15 Actual	FY 2015-16 Budget	FY2016-17 Budget	Variance 2016 vs 2017	
Enrollment	N/A	138	253	330	77	30.4%
Pre-K	N/A	0	0	0	-	0.0%
K-12	N/A	138	253	330	77	30.4%
Student/Teacher Ratio	N/A	12:1	19:1	24:1		
Staff FTEs (General Fund Only)						
Principals	N/A	1.0	1.0	1.0	0.0	0.0%
Assistant/Vice Principals	N/A	1.0	1.0	1.0	0.0	0.0%
Classroom Teachers	N/A	12.0	13.0	14.0	1.0	7.7%
MAPS	N/A	0.0	0.0	0.0	0.0	0.0%
Counselors	N/A	1.0	1.0	1.0	0.0	0.0%
Educational Assistants	N/A	0.0	0.0	0.0	0.0	0.0%
Expenditures:						
General Fund	N/A	\$1,138,190	\$1,487,477	\$1,734,506	\$247,029	16.6%
Title I Allocation	N/A	\$0	\$0	\$0	\$0	0.0%
IDEA Federal Allocation	N/A	\$400	\$0	\$0	\$0	0.0%

Melrose High School

2870 Deadrick, Memphis, TN 38114
 Phone:(901) 416-5974 • Fax:(901) 416-5984

Grade Level:	School Type:	Square Footage:	Student Capacity:	FY 2015-16 Utilization:	FCI:
9-12	iZone	280,000	1,124	58.0%	17%
Economically Disadvantaged:		Limited English Proficiency:		Students with Disabilities:	
FY2013-14	FY2014-15	FY2013-14	FY2014-15	FY2013-14	FY2014-15
93.4%	96.8%	0.1%	0.4%	14.4%	17.3%

	FY2013-14 Actual	FY2014-15 Actual	FY 2015-16 Budget	FY2016-17 Budget	Variance 2016 vs 2017	
Enrollment	870	752	651	617	(34)	-5.2%
Pre-K	0	0	0	0	-	0.0%
K-12	870	752	651	617	(34)	-5.2%
Student/Teacher Ratio	28:1	30:1	33:1	32:1		
Staff FTEs (General Fund Only)						
Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Assistant/Vice Principals	3.0	2.0	2.0	1.0	(1.0)	-50.0%
Classroom Teachers	31.0	25.0	20.0	19.0	(1.0)	-5.0%
MAPS	0.0	0.0	0.0	0.0	0.0	0.0%
Counselors	2.0	1.0	1.0	1.0	0.0	0.0%
Educational Assistants	0.0	0.0	0.0	0.0	0.0	0.0%
Expenditures:						
General Fund	\$4,639,293	\$4,306,901	\$3,729,772	\$3,272,792	(\$456,980)	-12.3%
Title I Allocation	\$223,919	\$357,586	\$308,922	\$332,347	\$23,425	7.6%
IDEA Federal Allocation	\$32,174	\$2,594	\$0	\$0	\$0	0.0%

Mitchell High School

658 Mitchell, Memphis, TN 38109
 Phone:(901) 416-8174 • Fax:(901) 416-8176

Grade Level: 9-12 **School Type:** Traditional **Square Footage:** 117,630 **Student Capacity:** 952 **FY 2015-16 Utilization:** 56.0% **FCI:** 5%

Economically Disadvantaged: FY2013-14 88.0% FY2014-15 90.0% **Limited English Proficiency:** FY2013-14 0.0% FY2014-15 0.0% **Students with Disabilities:** FY2013-14 16.3% FY2014-15 17.1%

	FY2013-14 Actual	FY2014-15 Actual	FY 2015-16 Budget	FY2016-17 Budget	Variance 2016 vs 2017	
Enrollment	541	551	535	527	(8)	-1.5%
Pre-K	0	0	0	0	-	0.0%
K-12	541	551	535	527	(8)	-1.5%
Student/Teacher Ratio	27:1	29:1	28:1	29:1		
Staff FTEs (General Fund Only)						
Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Assistant/Vice Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Classroom Teachers	20.0	19.0	19.0	18.0	(1.0)	-5.3%
MAPS	0.0	0.0	0.0	0.0	0.0	0.0%
Counselors	1.0	1.0	1.0	1.0	0.0	0.0%
Educational Assistants	0.0	0.0	0.0	0.0	0.0	0.0%
Expenditures:						
General Fund	\$2,878,574	\$2,856,510	\$2,600,848	\$2,696,787	\$95,939	3.7%
Title I Allocation	\$224,986	\$179,410	\$183,458	\$253,229	\$69,771	38.0%
IDEA Federal Allocation	\$28,560	\$5,625	\$22,808	\$22,751	(\$57)	-0.2%

Mt Pisgah Middle School

1444 Pisgah Rd, Cordova, TN 38016
 Phone:(901) 756-2386

Grade Level: 5-8 **School Type:** Traditional **Square Footage:** 125,900 **Student Capacity:** 1,223 **FY 2015-16 Utilization:** 41.0% **FCI:** 3%

Economically Disadvantaged: FY2013-14 45.9% FY2014-15 44.4% **Limited English Proficiency:** FY2013-14 1.7% FY2014-15 2.0% **Students with Disabilities:** FY2013-14 11.8% FY2014-15 13.2%

	FY2013-14 Actual	FY2014-15 Actual	FY 2015-16 Budget	FY2016-17 Budget	Variance 2016 vs 2017	
Enrollment	533	507	498	483	(15)	-3.0%
Pre-K	0	0	0	0	-	0.0%
K-12	533	507	498	483	(15)	-3.0%
Student/Teacher Ratio	23:1	23:1	25:1	25:1		
Staff FTEs (General Fund Only)						
Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Assistant/Vice Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Classroom Teachers	23.0	22.0	20.0	19.0	(1.0)	-5.0%
MAPS	0.0	0.0	0.0	0.0	0.0	0.0%
Counselors	1.0	1.0	1.0	1.0	0.0	0.0%
Educational Assistants	0.0	0.0	0.0	0.0	0.0	0.0%
Expenditures:						
General Fund	\$3,011,533	\$2,627,304	\$2,536,859	\$2,313,354	(\$223,505)	-8.8%
Title I Allocation	\$111,476	\$111,838	\$112,733	\$120,861	\$8,128	7.2%
IDEA Federal Allocation	\$37,624	\$400	\$0	\$0	\$0	0.0%

Newberry Elementary School

5540 Newberry, Memphis, TN 38118
 Phone:(901) 416-2518 • Fax:(901) 416-8184

Grade Level: K-5 **School Type:** Traditional **Square Footage:** 45,170 **Student Capacity:** 324 **FY 2015-16 Utilization:** 117.0% **FCI:** 14%

Economically Disadvantaged: FY2013-14 90.5% FY2014-15 99.5% **Limited English Proficiency:** FY2013-14 7.6% FY2014-15 9.5% **Students with Disabilities:** FY2013-14 18.5% FY2014-15 15.6%

	FY2013-14 Actual	FY2014-15 Actual	FY 2015-16 Budget	FY2016-17 Budget	Variance 2016 vs 2017	
Enrollment	432	430	395	369	(26)	-6.6%
Pre-K	0	0	0	0	-	0.0%
K-12	432	430	395	369	(26)	-6.6%
Student/Teacher Ratio	23:1	22:1	21:1	22:1		
Staff FTEs (General Fund Only)						
Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Assistant/Vice Principals	0.0	0.0	0.0	0.0	0.0	0.0%
Classroom Teachers	19.0	20.0	19.0	17.0	(2.0)	-10.5%
MAPS	2.6	2.6	2.6	2.6	0.0	0.0%
Counselors	1.0	1.0	1.0	1.0	0.0	0.0%
Educational Assistants	1.0	1.0	1.0	1.0	0.0	0.0%
Expenditures:						
General Fund	\$2,659,494	\$2,578,057	\$2,575,095	\$2,280,518	(\$294,577)	-11.4%
Title I Allocation	\$170,439	\$187,402	\$163,553	\$143,871	(\$19,682)	-12.0%
IDEA Federal Allocation	\$72,596	\$90,085	\$183,396	\$103,377	(\$80,019)	-43.6%

Northaven Elementary School

5157 North Circle Rd., Memphis, TN 38127
 Phone:(901) 416-2800 • Fax:(901) 353-8586

Grade Level: PreK-5 **School Type:** Traditional **Square Footage:** 70,350 **Student Capacity:** 579 **FY 2015-16 Utilization:** 52.0% **FCI:** 15%

Economically Disadvantaged: FY2013-14 97.1% FY2014-15 97.4% **Limited English Proficiency:** FY2013-14 1.9% FY2014-15 1.8% **Students with Disabilities:** FY2013-14 16.0% FY2014-15 11.8%

	FY2013-14 Actual	FY2014-15 Actual	FY 2015-16 Budget	FY2016-17 Budget	Variance 2016 vs 2017	
Enrollment	459	508	322	319	(3)	-0.9%
Pre-K	39	17	22	22	-	0.0%
K-12	420	491	300	297	(3)	-1.0%
Student/Teacher Ratio	22:1	18:1	20:1	23:1		
Staff FTEs (General Fund Only)						
Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Assistant/Vice Principals	0.0	1.0	0.0	0.0	0.0	0.0%
Classroom Teachers	19.0	28.0	15.0	13.0	(2.0)	-13.3%
MAPS	2.6	2.6	2.2	2.2	0.0	0.0%
Counselors	1.0	2.0	1.0	1.0	0.0	0.0%
Educational Assistants	1.0	1.0	1.0	1.0	0.0	0.0%
Expenditures:						
General Fund	\$2,592,037	\$3,505,034	\$2,538,264	\$2,182,439	(\$355,825)	-14.0%
Title I Allocation	\$99,010	\$220,627	\$159,652	\$160,894	\$1,242	0.8%
IDEA Federal Allocation	\$36,679	\$53,261	\$56,390	\$28,856	(\$27,534)	-48.8%

Oak Forest School

7440 Nonconnah View Cove, Memphis, TN 38119
 Phone:(901) 416-2257 • Fax:(901) 416-2264

Grade Level: K-5 **School Type:** Traditional **Square Footage:** 87,550 **Student Capacity:** 514 **FY 2015-16 Utilization:** 98.0% **FCI:** 6%

Economically Disadvantaged: FY2013-14 73.0% FY2014-15 70.6% **Limited English Proficiency:** FY2013-14 12.3% FY2014-15 11.6% **Students with Disabilities:** FY2013-14 13.1% FY2014-15 14.3%

	FY2013-14 Actual	FY2014-15 Actual	FY 2015-16 Budget	FY2016-17 Budget	Variance 2016 vs 2017	
Enrollment	598	585	543	522	(21)	-3.9%
Pre-K	39	40	40	40	-	0.0%
K-12	559	545	503	482	(21)	-4.2%
Student/Teacher Ratio	24:1	24:1	22:1	22:1		
Staff FTEs (General Fund Only)						
Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Assistant/Vice Principals	1.0	0.0	0.0	0.0	0.0	0.0%
Classroom Teachers	23.0	23.0	23.0	22.0	(1.0)	-4.3%
MAPS	3.6	3.4	3.4	3.4	0.0	0.0%
Counselors	1.0	1.0	1.0	1.0	0.0	0.0%
Educational Assistants	2.0	2.0	2.0	2.0	0.0	0.0%
Expenditures:						
General Fund	\$3,514,913	\$3,216,799	\$3,123,174	\$3,101,087	(\$22,087)	-0.7%
Title I Allocation	\$249,781	\$161,778	\$205,990	\$192,633	(\$13,357)	-6.5%
IDEA Federal Allocation	\$118,493	\$129,610	\$141,225	\$176,496	\$35,271	25.0%

Oakhaven Elementary School

3795 Bishops Bridge, Memphis, TN 38118
 Phone:(901) 416-2320 • Fax:(901) 416-2335

Grade Level: PreK-5 **School Type:** Traditional **Square Footage:** 74,500 **Student Capacity:** 558 **FY 2015-16 Utilization:** 111.0% **FCI:** 7%

Economically Disadvantaged: FY2013-14 96.5% FY2014-15 89.2% **Limited English Proficiency:** FY2013-14 24.3% FY2014-15 18.9% **Students with Disabilities:** FY2013-14 10.6% FY2014-15 9.8%

	FY2013-14 Actual	FY2014-15 Actual	FY 2015-16 Budget	FY2016-17 Budget	Variance 2016 vs 2017	
Enrollment	531	640	634	628	(6)	-0.9%
Pre-K	20	20	20	20	-	0.0%
K-12	511	620	614	608	(6)	-1.0%
Student/Teacher Ratio	23:1	22:1	21:1	22:1		
Staff FTEs (General Fund Only)						
Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Assistant/Vice Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Classroom Teachers	22.0	28.0	29.0	28.0	(1.0)	-3.4%
MAPS	3.6	4.8	4.8	4.8	0.0	0.0%
Counselors	1.0	1.0	1.0	1.0	0.0	0.0%
Educational Assistants	2.0	2.0	2.0	2.0	0.0	0.0%
Expenditures:						
General Fund	\$3,080,273	\$3,433,427	\$3,292,131	\$3,426,118	\$133,987	4.1%
Title I Allocation	\$252,755	\$237,312	\$305,066	\$328,380	\$23,314	7.6%
IDEA Federal Allocation	\$38,057	\$47,285	\$54,880	\$55,463	\$583	1.1%

Oakhaven High School

3125 Ladbroke Rd., Memphis, TN 38118
 Phone:(901) 416-2300 • Fax:(901) 416-2301

Grade Level: 9-12 **School Type:** Traditional **Square Footage:** 152,940 **Student Capacity:** 535 **FY 2015-16 Utilization:** 70.0% **FCI:** 11%

Economically Disadvantaged: FY2013-14 86.2% FY2014-15 98.8% **Limited English Proficiency:** FY2013-14 1.1% FY2014-15 1.9% **Students with Disabilities:** FY2013-14 12.9% FY2014-15 12.4%

	FY2013-14 Actual	FY2014-15 Actual	FY 2015-16 Budget	FY2016-17 Budget	Variance 2016 vs 2017	
Enrollment	442	421	376	357	(19)	-5.1%
Pre-K	0	0	0	0	-	0.0%
K-12	442	421	376	357	(19)	-5.1%
Student/Teacher Ratio	26:1	23:1	24:1	22:1		
Staff FTEs (General Fund Only)						
Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Assistant/Vice Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Classroom Teachers	17.0	18.0	16.0	16.0	0.0	0.0%
MAPS	0.0	0.0	0.0	0.0	0.0	0.0%
Counselors	1.0	1.0	1.0	1.0	0.0	0.0%
Educational Assistants	0.0	0.0	0.0	0.0	0.0	0.0%
Expenditures:						
General Fund	\$2,327,563	\$2,373,541	\$2,096,554	\$2,023,030	(\$73,524)	-3.5%
Title I Allocation	\$412,059	\$177,807	\$188,413	\$196,571	\$8,158	4.3%
IDEA Federal Allocation	\$19,056	\$26,084	\$25,949	\$26,035	\$86	0.3%

Oakhaven Middle School

3125 Ladbroke Rd., Memphis, TN 38118
 Phone:(901) 416-2380 • Fax:(901) 416-9780

Grade Level: 6-8 **School Type:** Traditional **Square Footage:** 152,940 **Student Capacity:** 324 **FY 2015-16 Utilization:** 101.0% **FCI:** 11%

Economically Disadvantaged: FY2013-14 96.7% FY2014-15 0.0% **Limited English Proficiency:** FY2013-14 5.5% FY2014-15 13.1% **Students with Disabilities:** FY2013-14 16.6% FY2014-15 14.8%

	FY2013-14 Actual	FY2014-15 Actual	FY 2015-16 Budget	FY2016-17 Budget	Variance 2016 vs 2017	
Enrollment	271	305	328	379	51	15.5%
Pre-K	0	0	0	0	-	0.0%
K-12	271	305	328	379	51	15.5%
Student/Teacher Ratio	21:1	22:1	23:1	25:1		
Staff FTEs (General Fund Only)						
Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Assistant/Vice Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Classroom Teachers	13.0	14.0	14.0	15.0	1.0	7.1%
MAPS	0.0	0.0	0.0	0.0	0.0	0.0%
Counselors	1.0	1.0	1.0	1.0	0.0	0.0%
Educational Assistants	0.0	0.0	0.0	0.0	0.0	0.0%
Expenditures:						
General Fund	\$1,632,049	\$1,789,832	\$1,818,213	\$1,967,449	\$149,236	8.2%
Title I Allocation	\$131,284	\$128,676	\$159,710	\$211,709	\$51,999	32.6%
IDEA Federal Allocation	\$0	\$31,554	\$35,435	\$27,337	(\$8,098)	-22.9%

Oakshire Elementary School

1765 E. Holmes, Memphis, TN 38116
 Phone:(901) 416-3140 • Fax:(901) 416-3142

Grade Level: PreK-5 **School Type:** Traditional **Square Footage:** 51,892 **Student Capacity:** 404 **FY 2015-16 Utilization:** 107.0% **FCI:** 30%

Economically Disadvantaged: FY2013-14 93.2% FY2014-15 98.8% **Limited English Proficiency:** FY2013-14 1.5% FY2014-15 0.2% **Students with Disabilities:** FY2013-14 20.5% FY2014-15 16.5%

	FY2013-14 Actual	FY2014-15 Actual	FY 2015-16 Budget	FY2016-17 Budget	Variance 2016 vs 2017	
Enrollment	502	524	451	444	(7)	-1.6%
Pre-K	20	20	20	20	-	0.0%
K-12	482	504	431	424	(7)	-1.6%
Student/Teacher Ratio	23:1	21:1	21:1	20:1		
Staff FTEs (General Fund Only)						
Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Assistant/Vice Principals	1.0	1.0	0.0	0.0	0.0	0.0%
Classroom Teachers	21.0	24.0	21.0	21.0	0.0	0.0%
MAPS	2.6	3.2	3.2	3.2	0.0	0.0%
Counselors	1.0	1.0	1.0	1.0	0.0	0.0%
Educational Assistants	1.0	2.0	1.0	1.0	0.0	0.0%
Expenditures:						
General Fund	\$2,531,830	\$2,816,306	\$2,953,914	\$2,521,029	(\$432,885)	-14.7%
Title I Allocation	\$567,586	\$208,812	\$202,738	\$224,037	\$21,299	10.5%
IDEA Federal Allocation	\$0	\$17,756	\$32,183	\$27,982	(\$4,201)	-13.1%

Overton High School

1770 Lanier, Memphis, TN 38117
 Phone:(901) 416-2136 • Fax:(901) 416-2135

Grade Level: 9-12 **School Type:** Traditional **Square Footage:** 177,940 **Student Capacity:** 1,290 **FY 2015-16 Utilization:** 95.0% **FCI:** 8%

Economically Disadvantaged: FY2013-14 77.2% FY2014-15 79.8% **Limited English Proficiency:** FY2013-14 5.5% FY2014-15 5.2% **Students with Disabilities:** FY2013-14 11.7% FY2014-15 10.8%

	FY2013-14 Actual	FY2014-15 Actual	FY 2015-16 Budget	FY2016-17 Budget	Variance 2016 vs 2017	
Enrollment	1,336	1,277	1,224	1,194	(30)	-2.5%
Pre-K	0	0	0	0	-	0.0%
K-12	1,336	1,277	1,224	1,194	(30)	-2.5%
Student/Teacher Ratio	24:1	25:1	26:1	27:1		
Staff FTEs (General Fund Only)						
Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Assistant/Vice Principals	3.0	3.0	3.0	2.0	(1.0)	-33.3%
Classroom Teachers	56.0	51.0	48.0	45.0	(3.0)	-6.3%
MAPS	0.0	0.0	0.0	0.0	0.0	0.0%
Counselors	3.0	3.0	3.0	3.0	0.0	0.0%
Educational Assistants	0.0	0.0	0.0	0.0	0.0	0.0%
Expenditures:						
General Fund	\$6,770,842	\$6,466,542	\$6,290,096	\$5,570,135	(\$719,961)	-11.4%
Title I Allocation	\$331,944	\$433,303	\$449,110	\$465,517	\$16,407	3.7%
IDEA Federal Allocation	\$44,587	\$95,749	\$105,179	\$80,896	(\$24,283)	-23.1%

Peabody Elementary School

2086 Young Ave., Memphis, TN 38104
 Phone:(901) 416-4606 • Fax:(901) 416-4611

Grade Level: PreK-5 **School Type:** Traditional **Square Footage:** 53,997 **Student Capacity:** 384 **FY 2015-16 Utilization:** 99.0% **FCI:** 21%

Economically Disadvantaged: FY2013-14 72.6% FY2014-15 72.7% **Limited English Proficiency:** FY2013-14 1.7% FY2014-15 1.0% **Students with Disabilities:** FY2013-14 10.8% FY2014-15 8.6%

	FY2013-14 Actual	FY2014-15 Actual	FY 2015-16 Budget	FY2016-17 Budget	Variance 2016 vs 2017	
Enrollment	429	427	399	397	(2)	-0.5%
Pre-K	20	20	20	20	-	0.0%
K-12	409	407	379	377	(2)	-0.5%
Student/Teacher Ratio	23:1	21:1	21:1	21:1		
Staff FTEs (General Fund Only)						
Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Assistant/Vice Principals	0.0	0.0	0.0	0.0	0.0	0.0%
Classroom Teachers	18.0	19.0	18.0	18.0	0.0	0.0%
MAPS	2.6	2.6	2.6	2.6	0.0	0.0%
Counselors	1.0	1.0	1.0	1.0	0.0	0.0%
Educational Assistants	1.0	1.0	1.0	1.0	0.0	0.0%
Expenditures:						
General Fund	\$2,646,706	\$2,775,790	\$2,610,650	\$2,492,632	(\$118,018)	-4.5%
Title I Allocation	\$166,396	\$138,183	\$123,416	\$132,380	\$8,964	7.3%
IDEA Federal Allocation	\$0	\$0	\$0	\$26,018	\$26,018	0.0%

Raleigh-Bartlett Meadows School

5195 Twin Woods, Memphis, TN 38134
 Phone:(901) 416-4336 • Fax:(901) 416-4339

Grade Level: PreK-5 **School Type:** Traditional **Square Footage:** 51,891 **Student Capacity:** 365 **FY 2015-16 Utilization:** 122.0% **FCI:** 7%

Economically Disadvantaged: FY2013-14 93.0% FY2014-15 89.0% **Limited English Proficiency:** FY2013-14 9.7% FY2014-15 8.7% **Students with Disabilities:** FY2013-14 13.1% FY2014-15 12.9%

	FY2013-14 Actual	FY2014-15 Actual	FY 2015-16 Budget	FY2016-17 Budget	Variance 2016 vs 2017	
Enrollment	492	468	469	485	16	3.4%
Pre-K	19	19	20	40	20	100.0%
K-12	473	449	449	445	(4)	-0.9%
Student/Teacher Ratio	23:1	22:1	21:1	20:1		
Staff FTEs (General Fund Only)						
Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Assistant/Vice Principals	0.0	0.0	0.0	0.0	0.0	0.0%
Classroom Teachers	21.0	20.0	21.0	22.0	1.0	4.8%
MAPS	2.6	3.2	3.2	3.2	0.0	0.0%
Counselors	1.0	1.0	1.0	1.0	0.0	0.0%
Educational Assistants	1.0	1.0	1.0	1.0	0.0	0.0%
Expenditures:						
General Fund	\$2,357,194	\$2,488,748	\$2,404,591	\$2,543,215	\$138,624	5.8%
Title I Allocation	\$139,960	\$212,641	\$206,612	\$236,909	\$30,297	14.7%
IDEA Federal Allocation	\$0	\$0	\$0	\$0	\$0	0.0%

Raleigh Egypt High School *

3970 Voltaire, Memphis, TN 38128
 Phone:(901) 416-4108 • Fax:(901) 416-4143

Grade Level: 6-12 **School Type:** Traditional **Square Footage:** 145,850 **Student Capacity:** 1,252 **FY 2015-16 Utilization:** 60.0% **FCI:** 18%

Economically Disadvantaged: FY2013-14 90.6% FY2014-15 94.4% **Limited English Proficiency:** FY2013-14 4.6% FY2014-15 3.5% **Students with Disabilities:** FY2013-14 15.5% FY2014-15 13.2%

	FY2013-14 Actual	FY2014-15 Actual	FY 2015-16 Budget	FY2016-17 Budget	Variance 2016 vs 2017	
Enrollment	762	720	745	742	(3)	-0.4%
Pre-K	0	0	0	0	-	0.0%
K-12	762	720	745	742	(3)	-0.4%
Student/Teacher Ratio	26:1	29:1	29:1	19:1		
Staff FTEs (General Fund Only)						
Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Assistant/Vice Principals	2.0	2.0	3.0	3.0	0.0	0.0%
Classroom Teachers	29.0	25.0	26.0	39.0	13.0	50.0%
MAPS	0.0	0.0	0.0	0.0	0.0	0.0%
Counselors	2.0	2.0	3.0	3.0	0.0	0.0%
Educational Assistants	0.0	0.0	0.0	0.0	0.0	0.0%
Expenditures:						
General Fund	\$4,256,985	\$4,073,347	\$3,493,253	\$4,477,046	\$983,793	28.2%
Title I Allocation	\$384,059	\$307,049	\$365,991	\$376,840	\$10,849	3.0%
IDEA Federal Allocation	\$0	\$30,828	\$46,093	\$51,438	\$5,345	11.6%

*Note: Potential investment due to reconfiguration to grades 6-12 for FY 2016-17

Richland Elementary School

5440 Rich Rd., Memphis, TN 38120
 Phone:(901) 416-2148 • Fax:(901) 416-2150

Grade Level: PreK-5 **School Type:** Traditional **Square Footage:** 59,833 **Student Capacity:** 489 **FY 2015-16 Utilization:** 163.0% **FCI:** 1%

Economically Disadvantaged: FY2013-14 26.6% FY2014-15 21.8% **Limited English Proficiency:** FY2013-14 5.6% FY2014-15 4.3% **Students with Disabilities:** FY2013-14 17.6% FY2014-15 16.1%

	FY2013-14 Actual	FY2014-15 Actual	FY 2015-16 Budget	FY2016-17 Budget	Variance 2016 vs 2017	
Enrollment	803	822	795	797	2	0.3%
Pre-K	0	0	0	0	-	0.0%
K-12	803	822	795	797	2	0.3%
Student/Teacher Ratio	22:1	22:1	21:1	21:1		
Staff FTEs (General Fund Only)						
Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Assistant/Vice Principals	2.0	1.0	1.0	1.0	0.0	0.0%
Classroom Teachers	37.0	38.0	37.0	38.0	1.0	2.7%
MAPS	5.6	5.6	5.6	5.6	0.0	0.0%
Counselors	1.0	1.0	1.0	1.0	0.0	0.0%
Educational Assistants	3.0	3.0	4.0	3.0	(1.0)	-25.0%
Expenditures:						
General Fund	\$5,151,064	\$5,395,276	\$5,170,699	\$5,120,121	(\$50,578)	-1.0%
Title I Allocation	\$0	\$0	\$0	\$0	\$0	0.0%
IDEA Federal Allocation	\$27,275	\$57,381	\$72,547	\$59,721	(\$12,826)	-17.7%

Ridgeway High School

2009 Ridgeway Rd, Memphis, TN 38119
 Phone:(901) 416-8820 • Fax:(901) 416-1545

Grade Level: 9-12 **School Type:** Traditional **Square Footage:** 247,000 **Student Capacity:** 1,278 **FY 2015-16 Utilization:** 93.0% **FCI:** 6%

Economically Disadvantaged: FY2013-14 68.8% FY2014-15 75.6% **Limited English Proficiency:** FY2013-14 1.7% FY2014-15 2.2% **Students with Disabilities:** FY2013-14 11.3% FY2014-15 11.4%

	FY2013-14 Actual	FY2014-15 Actual	FY 2015-16 Budget	FY2016-17 Budget	Variance 2016 vs 2017	
Enrollment	1,088	1,207	1,190	1,188	(2)	-0.2%
Pre-K	0	0	0	0	-	0.0%
K-12	1,088	1,207	1,190	1,188	(2)	-0.2%
Student/Teacher Ratio	25:1	29:1	28:1	28:1		
Staff FTEs (General Fund Only)						
Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Assistant/Vice Principals	3.0	3.0	3.0	3.0	0.0	0.0%
Classroom Teachers	43.0	42.0	43.0	42.0	(1.0)	-2.3%
MAPS	0.0	0.0	0.0	0.0	0.0	0.0%
Counselors	3.0	3.0	3.0	3.0	0.0	0.0%
Educational Assistants	0.0	0.0	0.0	0.0	0.0	0.0%
Expenditures:						
General Fund	\$5,670,343	\$5,764,972	\$5,542,596	\$5,603,573	\$60,977	1.1%
Title I Allocation	\$278,128	\$332,158	\$485,610	\$529,539	\$43,929	9.0%
IDEA Federal Allocation	\$25,800	\$60,460	\$76,910	\$82,302	\$5,392	7.0%

Ridgeway Middle School

6333 Quince Road Memphis, TN 38018
 Phone:(901) 416-1588 • Fax:(901) 416-1545

Grade Level: 6-8 **School Type:** Traditional **Square Footage:** 143,000 **Student Capacity:** 879 **FY 2015-16 Utilization:** 74.0% **FCI:** 6%

Economically Disadvantaged: FY2013-14 75.3% FY2014-15 61.1% **Limited English Proficiency:** FY2013-14 4.4% FY2014-15 3.1% **Students with Disabilities:** FY2013-14 12.9% FY2014-15 12.9%

	FY2013-14 Actual	FY2014-15 Actual	FY 2015-16 Budget	FY2016-17 Budget	Variance 2016 vs 2017	
Enrollment	698	682	652	623	(29)	-4.4%
Pre-K	0	0	0	0	-	0.0%
K-12	698	682	652	623	(29)	-4.4%
Student/Teacher Ratio	22:1	24:1	23:1	24:1		
Staff FTEs (General Fund Only)						
Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Assistant/Vice Principals	2.0	2.0	2.0	1.0	(1.0)	-50.0%
Classroom Teachers	32.0	29.0	28.0	26.0	(2.0)	-7.1%
MAPS	0.0	0.0	0.0	0.0	0.0	0.0%
Counselors	2.0	1.0	1.0	1.0	0.0	0.0%
Educational Assistants	0.0	0.0	0.0	0.0	0.0	0.0%
Expenditures:						
General Fund	\$3,719,866	\$3,446,124	\$3,283,207	\$2,974,146	(\$309,061)	-9.4%
Title I Allocation	\$185,831	\$228,755	\$268,991	\$283,687	\$14,696	5.5%
IDEA Federal Allocation	\$0	\$0	\$0	\$22,751	\$22,751	0.0%

Riverview K-8 School

241 Majuba Ave, Memphis, TN 38109
Phone:(901) 416-7340

Grade Level: K-8 **School Type:** iZone **Square Footage:** 150,850 **Student Capacity:** 556 **FY 2015-16 Utilization:** 89.0% **FCI:** 15%

Economically Disadvantaged: FY2013-14 95.7% FY2014-15 94.0% **Limited English Proficiency:** FY2013-14 0.0% FY2014-15 0.0% **Students with Disabilities:** FY2013-14 23.0% FY2014-15 15.1%

	FY2013-14 Actual	FY2014-15 Actual	FY 2015-16 Budget	FY2016-17 Budget	Variance 2016 vs 2017	
Enrollment	161	350	503	443	(60)	-11.9%
Pre-K	0	0	0	0	-	0.0%
K-12	161	350	503	443	(60)	-11.9%
Student/Teacher Ratio	12:1	15:1	22:1	20:1		
Staff FTEs (General Fund Only)						
Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Assistant/Vice Principals	1.0	1.0	2.0	1.0	(1.0)	-50.0%
Classroom Teachers	14.0	24.0	23.0	22.0	(1.0)	-4.3%
MAPS	2.2	2.2	2.2	2.2	0.0	0.0%
Counselors	1.0	1.0	2.0	2.0	0.0	0.0%
Educational Assistants	1.0	1.0	1.0	1.0	0.0	0.0%
Expenditures:						
General Fund	\$1,458,360	\$2,468,418	\$2,473,298	\$3,021,745	\$548,447	22.2%
Title I Allocation	\$108,109	\$225,531	\$272,951	\$241,905	(\$31,046)	-11.4%
IDEA Federal Allocation	\$0	\$30,131	\$46,093	\$109,915	\$63,822	138.5%

Riverwood Elementary School

1330 Stern Lane Cordova, TN 38016
Phone:(901) 416-0198 • Fax:(901) 416-2248

Grade Level: PreK-5 **School Type:** Traditional **Square Footage:** 107,565 **Student Capacity:** 765 **FY 2015-16 Utilization:** 133.0% **FCI:** 1%

Economically Disadvantaged: FY2013-14 48.3% FY2014-15 61.6% **Limited English Proficiency:** FY2013-14 10.1% FY2014-15 10.3% **Students with Disabilities:** FY2013-14 14.6% FY2014-15 14.8%

	FY2013-14 Actual	FY2014-15 Actual	FY 2015-16 Budget	FY2016-17 Budget	Variance 2016 vs 2017	
Enrollment	1,062	1,141	1,017	922	(95)	-9.3%
Pre-K	0	0	0	0	-	0.0%
K-12	1,062	1,141	1,017	922	(95)	-9.3%
Student/Teacher Ratio	22:1	22:1	21:1	21:1		
Staff FTEs (General Fund Only)						
Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Assistant/Vice Principals	2.0	2.0	2.0	1.0	(1.0)	-50.0%
Classroom Teachers	48.0	51.0	48.0	43.0	(5.0)	-10.4%
MAPS	6.8	6.8	6.8	6.0	(0.8)	-11.8%
Counselors	2.0	1.0	1.0	1.0	0.0	0.0%
Educational Assistants	4.0	4.0	4.0	4.0	0.0	0.0%
Expenditures:						
General Fund	\$6,465,304	\$6,429,527	\$6,400,537	\$5,493,882	(\$906,655)	-14.2%
Title I Allocation	\$92,869	\$214,221	\$256,696	\$286,970	\$30,274	11.8%
IDEA Federal Allocation	\$27,553	\$112,587	\$130,060	\$107,885	(\$22,175)	-17.0%

Robert R. Church Elementary School

4100 Mill Branch Rd. Memphis, TN 38116
 Phone:(901) 416-0198 • Fax:(901) 416-2248

Grade Level: School Type: Square Footage: Student Capacity: FY 2015-16 Utilization: FCI:
 PreK-5 Traditional 81,500 658 94.0% 7%

Economically Disadvantaged: Limited English Proficiency: Students with Disabilities:
 FY2013-14 FY2014-15 FY2013-14 FY2014-15 FY2013-14 FY2014-15
 96.6% 99.1% 5.2% 6.5% 12.1% 11.1%

	FY2013-14 Actual	FY2014-15 Actual	FY 2015-16 Budget	FY2016-17 Budget	Variance 2016 vs 2017	
Enrollment	745	761	640	620	(20)	-3.1%
Pre-K	20	20	19	20	1	5.3%
K-12	725	741	621	600	(21)	-3.4%
Student/Teacher Ratio	23:1	22:1	21:1	21:1		
Staff FTEs (General Fund Only)						
Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Assistant/Vice Principals	2.0	1.0	1.0	1.0	0.0	0.0%
Classroom Teachers	32.0	33.0	29.0	28.0	(1.0)	-3.4%
MAPS	5.2	5.2	4.8	4.8	0.0	0.0%
Counselors	1.0	1.0	1.0	1.0	0.0	0.0%
Educational Assistants	3.0	3.0	2.0	2.0	0.0	0.0%
Expenditures:						
General Fund	\$3,766,545	\$4,079,725	\$3,895,764	\$3,384,325	(\$511,439)	-13.1%
Title I Allocation	\$178,897	\$293,674	\$320,887	\$318,917	(\$1,970)	-0.6%
IDEA Federal Allocation	\$41,433	\$57,615	\$61,969	\$57,975	(\$3,994)	-6.4%

Ross Elementary School

4890 Ross Rd., Memphis, TN 38141
 Phone:(901) 416-1990 • Fax:(901) 416-1964

Grade Level: School Type: Square Footage: Student Capacity: FY 2015-16 Utilization: FCI:
 PreK-5 Traditional 137,162 1,034 82.0% 21%

Economically Disadvantaged: Limited English Proficiency: Students with Disabilities:
 FY2013-14 FY2014-15 FY2013-14 FY2014-15 FY2013-14 FY2014-15
 88.9% 80.7% 11.3% 12.0% 12.0% 12.0%

	FY2013-14 Actual	FY2014-15 Actual	FY 2015-16 Budget	FY2016-17 Budget	Variance 2016 vs 2017	
Enrollment	1,070	1,056	893	879	(14)	-1.6%
Pre-K	40	52	49	50	1	2.0%
K-12	1,030	1,004	844	829	(15)	-1.8%
Student/Teacher Ratio	22:1	24:1	22:1	22:1		
Staff FTEs (General Fund Only)						
Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Assistant/Vice Principals	2.0	2.0	1.0	1.0	0.0	0.0%
Classroom Teachers	46.0	42.0	39.0	38.0	(1.0)	-2.6%
MAPS	6.6	6.0	5.6	6.0	0.4	7.1%
Counselors	2.0	2.0	1.0	1.0	0.0	0.0%
Educational Assistants	1.0	4.0	3.0	3.0	0.0	0.0%
Expenditures:						
General Fund	\$5,639,811	\$5,198,168	\$4,887,058	\$4,427,545	(\$459,513)	-9.4%
Title I Allocation	\$307,955	\$391,196	\$392,156	\$402,735	\$10,579	2.7%
IDEA Federal Allocation	\$17,942	\$23,299	\$24,600	\$24,683	\$83	0.3%

Rozelle Elementary School

993 Roland, Memphis, TN 38114
 Phone:(901) 416-4612 • Fax:(901) 416-4619

Grade Level: School Type: Square Footage: Student Capacity: FY 2015-16 Utilization: FCI:
 K-5 Traditional 58,750 376 72.0% 38%

Economically Disadvantaged: Limited English Proficiency: Students with Disabilities:
 FY2013-14 FY2014-15 FY2013-14 FY2014-15 FY2013-14 FY2014-15
 89.8% 72.7% 0.0% 0.0% 10.2% 12.2%

	FY2013-14 Actual	FY2014-15 Actual	FY 2015-16 Budget	FY2016-17 Budget	Variance 2016 vs 2017	
Enrollment	265	278	272	268	(4)	-1.5%
Pre-K	0	0	0	0	-	0.0%
K-12	265	278	272	268	(4)	-1.5%
Student/Teacher Ratio	20:1	20:1	19:1	19:1		
Staff FTEs (General Fund Only)						
Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Assistant/Vice Principals	0.0	0.0	0.0	0.0	0.0	0.0%
Classroom Teachers	13.0	14.0	14.0	14.0	0.0	0.0%
MAPS	2.2	2.2	2.2	2.2	0.0	0.0%
Counselors	1.0	1.0	1.0	1.0	0.0	0.0%
Educational Assistants	1.0	1.0	1.0	1.0	0.0	0.0%
Expenditures:						
General Fund	\$2,023,787	\$2,093,446	\$2,088,185	\$2,101,725	\$13,540	0.6%
Title I Allocation	\$119,624	\$81,269	\$123,907	\$128,318	\$4,411	3.6%
IDEA Federal Allocation	\$15,008	\$21,032	\$22,808	\$22,751	(\$57)	-0.2%

Scenic Hills Elementary School

3450 Scenic Highway Memphis, TN 38128
 Phone:(901) 416-4342 • Fax:(901) 416-4303

Grade Level: School Type: Square Footage: Student Capacity: FY 2015-16 Utilization: FCI:
 PreK-5 Traditional 48,338 378 77.0% 34%

Economically Disadvantaged: Limited English Proficiency: Students with Disabilities:
 FY2013-14 FY2014-15 FY2013-14 FY2014-15 FY2013-14 FY2014-15
 93.7% 96.3% 1.2% 0.0% 12.5% 12.3%

	FY2013-14 Actual	FY2014-15 Actual	FY 2015-16 Budget	FY2016-17 Budget	Variance 2016 vs 2017	
Enrollment	470	390	332	321	(11)	-3.3%
Pre-K	39	40	41	40	(1)	-2.4%
K-12	431	350	291	281	(10)	-3.4%
Student/Teacher Ratio	24:1	23:1	19:1	20:1		
Staff FTEs (General Fund Only)						
Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Assistant/Vice Principals	0.0	0.0	0.0	0.0	0.0	0.0%
Classroom Teachers	18.0	15.0	15.0	14.0	(1.0)	-6.7%
MAPS	2.6	2.6	2.2	2.2	0.0	0.0%
Counselors	1.0	1.0	1.0	1.0	0.0	0.0%
Educational Assistants	1.0	1.0	1.0	1.0	0.0	0.0%
Expenditures:						
General Fund	\$2,210,491	\$2,066,978	\$1,976,004	\$1,895,726	(\$80,278)	-4.1%
Title I Allocation	\$54,678	\$115,979	\$158,959	\$144,794	(\$14,165)	-8.9%
IDEA Federal Allocation	\$16,985	\$18,161	\$27,695	\$27,731	\$36	0.1%

Sea Isle Elementary School

5250 Sea Isle Road Memphis, TN 38117
 Phone:(901) 416-2104 • Fax:(901) 416-2109

Grade Level: PreK-5 **School Type:** Traditional **Square Footage:** 79,703 **Student Capacity:** 468 **FY 2015-16 Utilization:** 99.0% **FCI:** 16%

Economically Disadvantaged: FY2013-14 68.8% FY2014-15 57.3% **Limited English Proficiency:** FY2013-14 10.0% FY2014-15 9.7% **Students with Disabilities:** FY2013-14 21.4% FY2014-15 22.3%

	FY2013-14 Actual	FY2014-15 Actual	FY 2015-16 Budget	FY2016-17 Budget	Variance 2016 vs 2017	
Enrollment	539	553	478	475	(3)	-0.6%
Pre-K	20	38	17	20	3	17.6%
K-12	519	515	461	455	(6)	-1.3%
Student/Teacher Ratio	25:1	25:1	21:1	22:1		
Staff FTEs (General Fund Only)						
Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Assistant/Vice Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Classroom Teachers	21.0	21.0	22.0	21.0	(1.0)	-4.5%
MAPS	3.2	3.2	3.2	3.2	0.0	0.0%
Counselors	1.0	1.0	1.0	1.0	0.0	0.0%
Educational Assistants	2.0	2.0	2.0	2.0	0.0	0.0%
Expenditures:						
General Fund	\$3,582,059	\$3,681,183	\$3,679,076	\$3,457,264	(\$221,812)	-6.0%
Title I Allocation	\$121,010	\$137,764	\$175,173	\$178,952	\$3,779	2.2%
IDEA Federal Allocation	\$115,455	\$126,611	\$136,627	\$160,841	\$24,214	17.7%

Shady Grove Elementary School

5360 Shady Grove Road Memphis, TN 38120
 Phone:(901) 416-2166 • Fax:(901) 416-2168

Grade Level: PreK-5 **School Type:** Traditional **Square Footage:** 48,401 **Student Capacity:** 267 **FY 2015-16 Utilization:** 156.0% **FCI:** 20%

Economically Disadvantaged: FY2013-14 81.3% FY2014-15 84.6% **Limited English Proficiency:** FY2013-14 20.0% FY2014-15 22.7% **Students with Disabilities:** FY2013-14 12.2% FY2014-15 12.2%

	FY2013-14 Actual	FY2014-15 Actual	FY 2015-16 Budget	FY2016-17 Budget	Variance 2016 vs 2017	
Enrollment	460	450	415	415	-	0.0%
Pre-K	0	0	0	0	-	0.0%
K-12	460	450	415	415	-	0.0%
Student/Teacher Ratio	22:1	21:1	21:1	21:1		
Staff FTEs (General Fund Only)						
Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Assistant/Vice Principals	0.0	0.0	0.0	0.0	0.0	0.0%
Classroom Teachers	21.0	21.0	20.0	20.0	0.0	0.0%
MAPS	3.2	3.2	2.6	2.6	0.0	0.0%
Counselors	1.0	1.0	1.0	1.0	0.0	0.0%
Educational Assistants	2.0	2.0	1.0	1.0	0.0	0.0%
Expenditures:						
General Fund	\$2,830,872	\$2,751,174	\$2,840,944	\$2,686,583	(\$154,361)	-5.4%
Title I Allocation	\$144,121	\$172,437	\$177,157	\$199,279	\$22,122	12.5%
IDEA Federal Allocation	\$0	\$57,630	\$23,798	\$33,341	\$9,543	40.1%

Sharpe Elementary School

3431 Sharpe, Memphis, TN 38111
 Phone:(901) 416-2166 • Fax:(901) 416-5022

Grade Level: PreK-5 **School Type:** Traditional **Square Footage:** 47,130 **Student Capacity:** 286 **FY 2015-16 Utilization:** 155.0% **FCI:** 40%

Economically Disadvantaged: FY2013-14 94.9% FY2014-15 94.9% **Limited English Proficiency:** FY2013-14 19.6% FY2014-15 23.2% **Students with Disabilities:** FY2013-14 12.5% FY2014-15 10.3%

	FY2013-14 Actual	FY2014-15 Actual	FY 2015-16 Budget	FY2016-17 Budget	Variance 2016 vs 2017	
Enrollment	570	551	485	439	(46)	-9.5%
Pre-K	40	37	40	40	-	0.0%
K-12	530	514	445	399	(46)	-10.3%
Student/Teacher Ratio	23:1	22:1	20:1	22:1		
Staff FTEs (General Fund Only)						
Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Assistant/Vice Principals	0.0	0.0	0.0	0.0	0.0	0.0%
Classroom Teachers	23.0	23.0	22.0	18.0	(4.0)	-18.2%
MAPS	3.2	3.6	3.0	2.6	(0.4)	-13.3%
Counselors	1.0	1.0	1.0	1.0	0.0	0.0%
Educational Assistants	2.0	2.0	1.0	1.0	0.0	0.0%
Expenditures:						
General Fund	\$2,602,453	\$2,771,307	\$2,851,226	\$2,389,199	(\$462,027)	-16.2%
Title I Allocation	\$83,847	\$255,564	\$220,488	\$201,342	(\$19,146)	-8.7%
IDEA Federal Allocation	\$23,247	\$47,543	\$59,821	\$64,873	\$5,052	8.4%

Sheffield Elementary School

4290 Chuck, Memphis, TN 38118
 Phone:(901) 416-2360 • Fax:(901) 416-2371

Grade Level: PreK-5 **School Type:** Traditional **Square Footage:** 46,320 **Student Capacity:** 428 **FY 2015-16 Utilization:** 120.7% **FCI:** 18%

Economically Disadvantaged: FY2013-14 97.1% FY2014-15 98.6% **Limited English Proficiency:** FY2013-14 24.7% FY2014-15 26.9% **Students with Disabilities:** FY2013-14 8.8% FY2014-15 7.4%

	FY2013-14 Actual	FY2014-15 Actual	FY 2015-16 Budget	FY2016-17 Budget	Variance 2016 vs 2017	
Enrollment	599	601	606	656	50	8.3%
Pre-K	19	20	20	20	-	0.0%
K-12	580	581	586	636	50	8.5%
Student/Teacher Ratio	21:1	22:1	22:1	21:1		
Staff FTEs (General Fund Only)						
Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Assistant/Vice Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Classroom Teachers	27.0	27.0	27.0	30.0	3.0	11.1%
MAPS	4.8	4.8	2.6	4.6	2.0	76.9%
Counselors	1.0	1.0	1.0	1.0	0.0	0.0%
Educational Assistants	0.0	2.0	2.0	2.0	0.0	0.0%
Expenditures:						
General Fund	\$3,023,387	\$3,069,760	\$3,301,854	\$3,470,480	\$168,626	5.1%
Title I Allocation	\$247,327	\$210,365	\$280,260	\$243,495	(\$36,765)	-13.1%
IDEA Federal Allocation	\$0	\$0	\$0	\$0	\$0	0.0%

Sheffield High School

4315 Sheffield Avenue Memphis, TN 38118
 Phone:(901) 416-2370 • Fax:(901) 416-2407

Grade Level: 9-12 **School Type:** Traditional **Square Footage:** 193,236 **Student Capacity:** 992 **FY 2015-16 Utilization:** 78.0% **FCI:** 11%

Economically Disadvantaged: FY2013-14 90.4% FY2014-15 90.9% **Limited English Proficiency:** FY2013-14 9.0% FY2014-15 10.4% **Students with Disabilities:** FY2013-14 16.0% FY2014-15 16.1%

	FY2013-14 Actual	FY2014-15 Actual	FY 2015-16 Budget	FY2016-17 Budget	Variance 2016 vs 2017	
Enrollment	842	789	771	765	(6)	-0.8%
Pre-K	0	0	0	0	-	0.0%
K-12	842	789	771	765	(6)	-0.8%
Student/Teacher Ratio	27:1	27:1	29:1	29:1		
Staff FTEs (General Fund Only)						
Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Assistant/Vice Principals	2.0	2.0	2.0	2.0	0.0	0.0%
Classroom Teachers	31.0	29.0	27.0	26.0	(1.0)	-3.7%
MAPS	0.0	0.0	0.0	0.0	0.0	0.0%
Counselors	2.0	2.0	2.0	2.0	0.0	0.0%
Educational Assistants	0.0	0.0	0.0	0.0	0.0	0.0%
Expenditures:						
General Fund	\$4,224,653	\$4,225,016	\$3,964,320	\$3,886,730	(\$77,590)	-2.0%
Title I Allocation	\$155,518	\$363,581	\$360,635	\$410,323	\$49,688	13.8%
IDEA Federal Allocation	\$43,854	\$48,193	\$50,565	\$50,576	\$11	0.0%

Shelby Oaks Elementary School

6053 Summer Avenue Memphis, TN 38134
 Phone:(901) 416-4305 • Fax:(901) 416-4311

Grade Level: PreK-5 **School Type:** Traditional **Square Footage:** 74,069 **Student Capacity:** 652 **FY 2015-16 Utilization:** 124.0% **FCI:** 11%

Economically Disadvantaged: FY2013-14 93.7% FY2014-15 90.0% **Limited English Proficiency:** FY2013-14 18.9% FY2014-15 18.0% **Students with Disabilities:** FY2013-14 12.2% FY2014-15 10.3%

	FY2013-14 Actual	FY2014-15 Actual	FY 2015-16 Budget	FY2016-17 Budget	Variance 2016 vs 2017	
Enrollment	904	952	852	833	(19)	-2.2%
Pre-K	41	40	40	40	-	0.0%
K-12	863	912	812	793	(19)	-2.3%
Student/Teacher Ratio	23:1	23:1	21:1	21:1		
Staff FTEs (General Fund Only)						
Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Assistant/Vice Principals	2.0	1.0	1.0	1.0	0.0	0.0%
Classroom Teachers	38.0	40.0	38.0	37.0	(1.0)	-2.6%
MAPS	5.6	5.6	5.4	5.4	0.0	0.0%
Counselors	1.0	1.0	1.0	1.0	0.0	0.0%
Educational Assistants	3.0	3.0	3.0	3.0	0.0	0.0%
Expenditures:						
General Fund	\$5,050,044	\$4,986,257	\$4,884,516	\$4,599,078	(\$285,438)	-5.8%
Title I Allocation	\$252,376	\$284,446	\$376,430	\$404,244	\$27,814	7.4%
IDEA Federal Allocation	\$17,544	\$32,191	\$25,828	\$28,075	\$2,247	8.7%

Sherwood Elementary School

1156 Robin Hood Lane Memphis, TN 38111
 Phone:(902) 416-4864 • Fax:(901) 416-4869

Grade Level:	School Type:	Square Footage:	Student Capacity:	FY 2015-16 Utilization:	FCI:
PreK-5	Traditional	94,516	543	120.0%	15%
Economically Disadvantaged:		Limited English Proficiency:		Students with Disabilities:	
FY2013-14	FY2014-15	FY2013-14	FY2014-15	FY2013-14	FY2014-15
93.0%	94.2%	11.3%	14.0%	11.2%	11.8%

	FY2013-14 Actual	FY2014-15 Actual	FY 2015-16 Budget	FY2016-17 Budget	Variance 2016 vs 2017	
Enrollment	758	753	674	675	1	0.1%
Pre-K	34	40	21	35	14	66.7%
K-12	724	713	653	640	(13)	-2.0%
Student/Teacher Ratio	23:1	23:1	21:1	21:1		
Staff FTEs (General Fund Only)						
Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Assistant/Vice Principals	2.0	1.0	1.0	1.0	0.0	0.0%
Classroom Teachers	31.0	31.0	31.0	30.0	(1.0)	-3.2%
MAPS	5.6	5.2	4.8	4.8	0.0	0.0%
Counselors	1.0	1.0	1.0	1.0	0.0	0.0%
Educational Assistants	3.0	3.0	3.0	2.0	(1.0)	-33.3%
Expenditures:						
General Fund	\$4,006,433	\$3,857,629	\$3,633,873	\$3,613,155	(\$20,718)	-0.6%
Title I Allocation	\$719,365	\$366,070	\$290,175	\$315,485	\$25,310	8.7%
IDEA Federal Allocation	\$31,449	\$93,720	\$53,123	\$58,319	\$5,196	9.8%

Sherwood Middle School

3480 Rhodes Avenue Memphis, TN 38111
 Phone:(901) 416-4870 • Fax:(901) 416-4881

Grade Level:	School Type:	Square Footage:	Student Capacity:	FY 2015-16 Utilization:	FCI:
6-8	iZone	141,952	895	100.0%	20%
Economically Disadvantaged:		Limited English Proficiency:		Students with Disabilities:	
FY2013-14	FY2014-15	FY2013-14	FY2014-15	FY2013-14	FY2014-15
97.0%	99.4%	5.9%	5.3%	17.3%	19.4%

	FY2013-14 Actual	FY2014-15 Actual	FY 2015-16 Budget	FY2016-17 Budget	Variance 2016 vs 2017	
Enrollment	525	682	898	835	(63)	-7.0%
Pre-K	0	0	0	0	-	0.0%
K-12	525	682	898	835	(63)	-7.0%
Student/Teacher Ratio	25:1	22:1	22:1	24:1		
Staff FTEs (General Fund Only)						
Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Assistant/Vice Principals	1.0	2.0	3.0	2.0	(1.0)	-33.3%
Classroom Teachers	21.0	31.0	40.0	35.0	(5.0)	-12.5%
MAPS	0.0	0.0	0.0	0.0	0.0	0.0%
Counselors	2.0	2.0	2.0	2.0	0.0	0.0%
Educational Assistants	0.0	0.0	0.0	0.0	0.0	0.0%
Expenditures:						
General Fund	\$2,759,411	\$3,639,985	\$3,985,208	\$4,821,668	\$836,460	21.0%
Title I Allocation	\$320,243	\$223,218	\$434,163	\$447,135	\$12,972	3.0%
IDEA Federal Allocation	\$21,477	\$86,732	\$90,491	\$183,730	\$93,239	103.0%

Snowden K-8 School

1870 N. Parkway, Memphis, TN 31812
 Phone:(901) 416-4621 • Fax:(901) 416-4620

Grade Level: School Type: Square Footage: Student Capacity: FY 2015-16 Utilization: FCI:
 PreK-8 Traditional 199,849 1,270 116.0% 17%

Economically Disadvantaged: Limited English Proficiency: Students with Disabilities:
 FY2013-14 FY2014-15 FY2013-14 FY2014-15 FY2013-14 FY2014-15
 65.0% 59.0% 4.4% 5.6% 8.2% 7.8%

	FY2013-14 Actual	FY2014-15 Actual	FY 2015-16 Budget	FY2016-17 Budget	Variance 2016 vs 2017	
Enrollment	1,522	1,549	1,494	1,466	(28)	-1.9%
Pre-K	20	20	20	20	-	0.0%
K-12	1,502	1,529	1,474	1,446	(28)	-1.9%
Student/Teacher Ratio	21:1	22:1	22:1	22:1		
Staff FTEs (General Fund Only)						
Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Assistant/Vice Principals	3.0	4.0	4.0	3.0	(1.0)	-25.0%
Classroom Teachers	70.0	68.0	66.0	65.0	(1.0)	-1.5%
MAPS	5.2	5.2	6.0	5.6	(0.4)	-6.7%
Counselors	4.0	4.0	3.0	3.0	0.0	0.0%
Educational Assistants	3.0	3.0	3.0	3.0	0.0	0.0%
Expenditures:						
General Fund	\$8,390,951	\$8,409,503	\$8,278,556	\$7,572,526	(\$706,030)	-8.5%
Title I Allocation	\$222,609	\$453,051	\$485,317	\$497,059	\$11,742	2.4%
IDEA Federal Allocation	\$40,900	\$89,028	\$62,859	\$54,702	(\$8,157)	-13.0%

South Park Elementary School

1736 Getwell Road Memphis, TN 38111
 Phone:(901) 416-5024 • Fax:(901) 416-5025

Grade Level: School Type: Square Footage: Student Capacity: FY 2015-16 Utilization: FCI:
 PreK-5 Traditional 77,075 433 121.0% 4%

Economically Disadvantaged: Limited English Proficiency: Students with Disabilities:
 FY2013-14 FY2014-15 FY2013-14 FY2014-15 FY2013-14 FY2014-15
 96.0% 98.1% 39.7% 44.8% 14.6% 14.4%

	FY2013-14 Actual	FY2014-15 Actual	FY 2015-16 Budget	FY2016-17 Budget	Variance 2016 vs 2017	
Enrollment	680	706	582	576	(6)	-1.0%
Pre-K	58	58	59	60	1	1.7%
K-12	622	648	523	516	(7)	-1.3%
Student/Teacher Ratio	25:1	25:1	21:1	22:1		
Staff FTEs (General Fund Only)						
Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Assistant/Vice Principals	1.0	1.0	1.0	0.0	(1.0)	-100.0%
Classroom Teachers	25.0	26.0	25.0	24.0	(1.0)	-4.0%
MAPS	3.6	4.8	3.6	3.6	0.0	0.0%
Counselors	1.0	1.0	1.0	1.0	0.0	0.0%
Educational Assistants	2.0	2.0	2.0	2.0	0.0	0.0%
Expenditures:						
General Fund	\$3,401,105	\$3,916,955	\$4,049,533	\$3,643,477	(\$406,056)	-10.0%
Title I Allocation	\$196,308	\$315,005	\$275,617	\$275,242	(\$375)	-0.1%
IDEA Federal Allocation	\$82,217	\$78,185	\$102,516	\$110,980	\$8,464	8.3%

Southwind Elementary School

8155 Meadowdale Drive, Memphis, TN 38125
 Phone:(901) 416-2805 • Fax:(901) 416-2807

Grade Level: PreK-5 **School Type:** Traditional **Square Footage:** 108,000 **Student Capacity:** 891 **FY 2015-16 Utilization:** 85.0% **FCI:** 15%

Economically Disadvantaged: FY2013-14 69.3% FY2014-15 74.7% **Limited English Proficiency:** FY2013-14 6.2% FY2014-15 8.0% **Students with Disabilities:** FY2013-14 13.8% FY2014-15 12.0%

	FY2013-14 Actual	FY2014-15 Actual	FY 2015-16 Budget	FY2016-17 Budget	Variance 2016 vs 2017	
Enrollment	956	909	778	738	(40)	-5.1%
Pre-K	19	21	21	20	(1)	-4.8%
K-12	937	888	757	718	(39)	-5.2%
Student/Teacher Ratio	23:1	23:1	21:1	21:1		
Staff FTEs (General Fund Only)						
Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Assistant/Vice Principals	2.0	1.0	1.0	1.0	0.0	0.0%
Classroom Teachers	41.0	38.0	36.0	34.0	(2.0)	-5.6%
MAPS	6.0	6.0	5.6	5.2	(0.4)	-7.1%
Counselors	1.0	1.0	1.0	1.0	0.0	0.0%
Educational Assistants	4.0	3.0	3.0	3.0	0.0	0.0%
Expenditures:						
General Fund	\$4,575,443	\$4,596,808	\$4,375,302	\$4,203,226	(\$172,076)	-3.9%
Title I Allocation	\$237,943	\$310,284	\$322,413	\$313,493	(\$8,920)	-2.8%
IDEA Federal Allocation	\$94,388	\$129,441	\$144,092	\$144,595	\$503	0.3%

Southwind High School

7900 East Shelby Dr., Memphis, TN 38125
 Phone:(901) 416-3250 • Fax:(901) 752-2898

Grade Level: 9-12 **School Type:** Traditional **Square Footage:** 326,926 **Student Capacity:** 2,180 **FY 2015-16 Utilization:** 70.0% **FCI:** 1%

Economically Disadvantaged: FY2013-14 61.7% FY2014-15 53.4% **Limited English Proficiency:** FY2013-14 2.3% FY2014-15 2.6% **Students with Disabilities:** FY2013-14 9.9% FY2014-15 10.7%

	FY2013-14 Actual	FY2014-15 Actual	FY 2015-16 Budget	FY2016-17 Budget	Variance 2016 vs 2017	
Enrollment	1,799	1,641	1,533	1,507	(26)	-1.7%
Pre-K	0	0	0	0	-	0.0%
K-12	1,799	1,641	1,533	1,507	(26)	-1.7%
Student/Teacher Ratio	27:1	26:1	29:1	28:1		
Staff FTEs (General Fund Only)						
Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Assistant/Vice Principals	5.0	4.0	4.0	4.0	0.0	0.0%
Classroom Teachers	66.0	64.0	53.0	53.0	0.0	0.0%
MAPS	0.0	0.0	0.0	0.0	0.0	0.0%
Counselors	5.0	5.0	5.0	4.0	(1.0)	-20.0%
Educational Assistants	0.0	0.0	0.0	0.0	0.0	0.0%
Expenditures:						
General Fund	\$8,020,283	\$7,778,424	\$7,153,462	\$7,080,688	(\$72,774)	-1.0%
Title I Allocation	\$231,290	\$533,230	\$667,344	\$603,758	(\$63,586)	-9.5%
IDEA Federal Allocation	\$111,992	\$108,841	\$121,654	\$108,473	(\$13,181)	-10.8%

Springdale Elementary School

880 North Hollywood Memphis, TN 38108
 Phone:(901) 416-4883 • Fax:(901) 416-9280

Grade Level: School Type: Square Footage: Student Capacity: FY 2015-16 Utilization: FCI:
 PreK-5 Traditional 58,986 278 95.0% 35%

Economically Disadvantaged: Limited English Proficiency: Students with Disabilities:
 FY2013-14 FY2014-15 FY2013-14 FY2014-15 FY2013-14 FY2014-15
 98.1% 92.9% 0.0% 0.0% 11.7% 12.2%

	FY2013-14 Actual	FY2014-15 Actual	FY 2015-16 Budget	FY2016-17 Budget	Variance 2016 vs 2017	
Enrollment	329	314	286	279	(7)	-2.4%
Pre-K	20	19	21	20	(1)	-4.8%
K-12	309	295	265	259	(6)	-2.3%
Student/Teacher Ratio	21:1	20:1	19:1	22:1		
Staff FTEs (General Fund Only)						
Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Assistant/Vice Principals	0.0	0.0	0.0	0.0	0.0	0.0%
Classroom Teachers	15.0	15.0	14.0	12.0	(2.0)	-14.3%
MAPS	2.2	2.2	2.2	2.2	0.0	0.0%
Counselors	1.0	1.0	1.0	1.0	0.0	0.0%
Educational Assistants	0.0	1.0	1.0	1.0	0.0	0.0%
Expenditures:						
General Fund	\$2,092,231	\$2,252,127	\$1,990,650	\$1,917,739	(\$72,911)	-3.7%
Title I Allocation	\$107,311	\$147,615	\$140,164	\$136,707	(\$3,457)	-2.5%
IDEA Federal Allocation	\$25,143	\$23,244	\$24,600	\$24,539	(\$61)	-0.2%

Treadwell Elementary School

3538 Given Ave. Memphis, TN 38122
 Phone:(901) 416-6130 • Fax:(901) 416-6132

Grade Level: School Type: Square Footage: Student Capacity: FY 2015-16 Utilization: FCI:
 K-5 iZone 55,512 619 103.0% 36%

Economically Disadvantaged: Limited English Proficiency: Students with Disabilities:
 FY2013-14 FY2014-15 FY2013-14 FY2014-15 FY2013-14 FY2014-15
 94.2% 86.7% 31.3% 30.5% 8.5% 8.4%

	FY2013-14 Actual	FY2014-15 Actual	FY 2015-16 Budget	FY2016-17 Budget	Variance 2016 vs 2017	
Enrollment	732	767	684	654	(30)	-4.4%
Pre-K	39	40	40	40	-	0.0%
K-12	693	727	644	614	(30)	-4.7%
Student/Teacher Ratio	21:1	22:1	21:1	21:1		
Staff FTEs (General Fund Only)						
Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Assistant/Vice Principals	2.0	1.0	1.0	1.0	0.0	0.0%
Classroom Teachers	33.0	33.0	30.0	29.0	(1.0)	-3.3%
MAPS	5.2	5.2	4.8	4.8	0.0	0.0%
Counselors	1.0	1.0	1.0	1.0	0.0	0.0%
Educational Assistants	3.0	1.0	2.0	2.0	0.0	0.0%
Expenditures:						
General Fund	\$3,101,053	\$3,362,149	\$3,558,861	\$3,760,034	\$201,173	5.7%
Title I Allocation	\$249,844	\$356,543	\$357,472	\$321,982	(\$35,490)	-9.9%
IDEA Federal Allocation	\$20,226	\$29,429	\$32,183	\$28,643	(\$3,540)	-11.0%

Treadwell Middle School

920 N. Highland Memphis, TN 38122
 Phone:(901) 416-6100 • Fax:(901) 416-6133

Grade Level: 6-8 **School Type:** iZone **Square Footage:** 145,870 **Student Capacity:** 624 **FY 2015-16 Utilization:** 62.0% **FCI:** 10%

Economically Disadvantaged: FY2013-14 94.4% FY2014-15 84.7% **Limited English Proficiency:** FY2013-14 18.9% FY2014-15 24.0% **Students with Disabilities:** FY2013-14 15.1% FY2014-15 16.6%

	FY2013-14 Actual	FY2014-15 Actual	FY 2015-16 Budget	FY2016-17 Budget	Variance 2016 vs 2017	
Enrollment	392	421	389	383	(6)	-1.5%
Pre-K	0	0	0	0	-	0.0%
K-12	392	421	389	383	(6)	-1.5%
Student/Teacher Ratio	25:1	26:1	24:1	26:1		
Staff FTEs (General Fund Only)						
Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Assistant/Vice Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Classroom Teachers	16.0	16.0	16.0	15.0	(1.0)	-6.3%
MAPS	0.0	0.0	0.0	0.0	0.0	0.0%
Counselors	1.0	1.0	1.0	1.0	0.0	0.0%
Educational Assistants	0.0	0.0	0.0	0.0	0.0	0.0%
Expenditures:						
General Fund	\$1,971,566	\$1,956,098	\$1,879,396	\$2,167,532	\$288,136	15.3%
Title I Allocation	\$117,622	\$166,317	\$180,028	\$195,335	\$15,307	8.5%
IDEA Federal Allocation	\$31,715	\$54,893	\$74,686	\$68,483	(\$6,203)	-8.3%

Trezevant High School

3350 Trezevant, Memphis, TN 38127
 Phone:(901) 416-3760 • Fax:(901) 416-3761

Grade Level: 9-12 **School Type:** iZone **Square Footage:** 269,765 **Student Capacity:** 1,415 **FY 2015-16 Utilization:** 47.0% **FCI:** 19%

Economically Disadvantaged: FY2013-14 95.8% FY2014-15 98.4% **Limited English Proficiency:** FY2013-14 0.2% FY2014-15 0.5% **Students with Disabilities:** FY2013-14 20.7% FY2014-15 19.6%

	FY2013-14 Actual	FY2014-15 Actual	FY 2015-16 Budget	FY2016-17 Budget	Variance 2016 vs 2017	
Enrollment	641	578	675	633	(42)	-6.2%
Pre-K	0	0	0	0	-	0.0%
K-12	641	578	675	633	(42)	-6.2%
Student/Teacher Ratio	29:1	30:1	29:1	29:1		
Staff FTEs (General Fund Only)						
Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Assistant/Vice Principals	1.0	1.0	3.0	2.0	(1.0)	-33.3%
Classroom Teachers	22.0	19.0	23.0	22.0	(1.0)	-4.3%
MAPS	0.0	0.0	0.0	0.0	0.0	0.0%
Counselors	1.0	1.0	2.0	2.0	0.0	0.0%
Educational Assistants	0.0	0.0	0.0	0.0	0.0	0.0%
Expenditures:						
General Fund	\$3,319,749	\$2,941,280	\$3,288,949	\$3,449,729	\$160,780	4.9%
Title I Allocation	\$108,415	\$310,612	\$367,474	\$341,326	(\$26,148)	-7.1%
IDEA Federal Allocation	\$118,576	\$168,582	\$161,126	\$146,344	(\$14,782)	-9.2%

Vollentine Elementary School

1682 Vollintine, Memphis, TN 38107
 Phone:(901) 416-4632 • Fax:(901) 416-3603

Grade Level: School Type: Square Footage: Student Capacity: FY 2015-16 Utilization: FCI:
 PreK-5 Traditional 75,100 553 40.0% 14%

Economically Disadvantaged: Limited English Proficiency: Students with Disabilities:
 FY2013-14 FY2014-15 FY2013-14 FY2014-15 FY2013-14 FY2014-15
 96.0% 97.9% 0.0% 0.0% 10.9% 12.7%

	FY2013-14 Actual	FY2014-15 Actual	FY 2015-16 Budget	FY2016-17 Budget	Variance 2016 vs 2017	
Enrollment	322	309	238	230	(8)	-3.4%
Pre-K	19	18	22	20	(2)	-9.1%
K-12	303	291	216	210	(6)	-2.8%
Student/Teacher Ratio	22:1	19:1	18:1	19:1		
Staff FTEs (General Fund Only)						
Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Assistant/Vice Principals	0.0	0.0	0.0	0.0	0.0	0.0%
Classroom Teachers	14.0	15.0	12.0	11.0	(1.0)	-8.3%
MAPS	2.6	2.2	2.2	2.2	0.0	0.0%
Counselors	1.0	1.0	1.0	1.0	0.0	0.0%
Educational Assistants	1.0	1.0	1.0	1.0	0.0	0.0%
Expenditures:						
General Fund	\$2,052,286	\$2,121,963	\$1,829,035	\$1,636,957	(\$192,078)	-10.5%
Title I Allocation	\$147,608	\$133,163	\$118,423	\$113,722	(\$4,701)	-4.0%
IDEA Federal Allocation	\$42,874	\$59,430	\$65,872	\$89,943	\$24,071	36.5%

Wells Station Elementary School

1610 Wells Station Road Memphis, TN 38108
 Phone:(901) 416-2172 • Fax:(901) 416-2175

Grade Level: School Type: Square Footage: Student Capacity: FY 2015-16 Utilization: FCI:
 PreK-5 Traditional 69,001 404 228.0% 12%

Economically Disadvantaged: Limited English Proficiency: Students with Disabilities:
 FY2013-14 FY2014-15 FY2013-14 FY2014-15 FY2013-14 FY2014-15
 91.9% 99.2% 62.3% 63.2% 13.2% 11.3%

	FY2013-14 Actual	FY2014-15 Actual	FY 2015-16 Budget	FY2016-17 Budget	Variance 2016 vs 2017	
Enrollment	723	791	753	754	1	0.1%
Pre-K	20	20	20	20	-	0.0%
K-12	703	771	733	734	1	0.1%
Student/Teacher Ratio	22:1	21:1	22:1	21:1		
Staff FTEs (General Fund Only)						
Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Assistant/Vice Principals	2.0	1.0	1.0	1.0	0.0	0.0%
Classroom Teachers	32.0	36.0	34.0	35.0	1.0	2.9%
MAPS	5.2	5.2	5.2	5.2	0.0	0.0%
Counselors	1.0	1.0	1.0	1.0	0.0	0.0%
Educational Assistants	3.0	3.0	3.0	3.0	0.0	0.0%
Expenditures:						
General Fund	\$4,730,567	\$4,819,399	\$4,874,996	\$4,605,790	(\$269,206)	-5.5%
Title I Allocation	\$219,991	\$292,422	\$329,627	\$382,056	\$52,429	15.9%
IDEA Federal Allocation	\$108,031	\$83,628	\$70,648	\$67,750	(\$2,898)	-4.1%

Westhaven Elementary School *

4585 Hodge Rd, Memphis, TN 38109
 Phone:(901) 416-8202

Grade Level:	School Type:	Square Footage:	Student Capacity:	FY 2015-16 Utilization:	FCI:
PK-5	Traditional	888,246	800	120.4%	0%
Economically Disadvantaged:		Limited English Proficiency:		Students with Disabilities:	
FY2013-14	FY2014-15	FY2013-14	FY2014-15	FY2013-14	FY2014-15
96.5%	N/A	0.0%	N/A	28.3%	N/A

	FY2013-14 Actual	FY2014-15 Actual	FY 2015-16 Budget	FY2016-17 Budget	Variance 2016 vs 2017	
Enrollment	530	N/A	N/A	763	763	100.0%
Pre-K	39	N/A	N/A	40	40	100.0%
K-12	491	N/A	N/A	723	723	100.0%
Student/Teacher Ratio	26:1	N/A	N/A	21:1		
Staff FTEs (General Fund Only)						
Principals	1.0	N/A	N/A	1.0	1.0	100.0%
Assistant/Vice Principals	1.0	N/A	N/A	1.0	1.0	100.0%
Classroom Teachers	19.0	N/A	N/A	34.0	34.0	100.0%
MAPS	6.2	N/A	N/A	5.2	5.2	100.0%
Counselors	8.0	N/A	N/A	1.0	1.0	100.0%
Educational Assistants	4.0	N/A	N/A	3.0	3.0	100.0%
Expenditures:						
General Fund	\$2,765,688	N/A	N/A	\$3,153,286	\$3,153,286	100.0%
Title I Allocation	\$203,636	N/A	N/A	\$488,756	\$488,756	100.0%
IDEA Federal Allocation	\$250,891	N/A	N/A	\$0	\$0	0.0%

*Note: Westhaven Elementary School - Closed at the end of FY 2013-14 for reconstruction. The new facility is re-opening the FY 2016-17 school year. Students from the former Fairley and Rainshaven Elementary schools are being re-zoned to attend.

Westside Elementary School

3347 Dawn Drive Memphis, TN 38127
 Phone:(901) 416-3725 • Fax:(901) 416-3729

Grade Level:	School Type:	Square Footage:	Student Capacity:	FY 2015-16 Utilization:	FCI:
PreK-5	Traditional	49,474	421	79.0%	17%
Economically Disadvantaged:		Limited English Proficiency:		Students with Disabilities:	
FY2013-14	FY2014-15	FY2013-14	FY2014-15	FY2013-14	FY2014-15
97.5%	0.0%	3.0%	3.8%	12.8%	11.9%

	FY2013-14 Actual	FY2014-15 Actual	FY 2015-16 Budget	FY2016-17 Budget	Variance 2016 vs 2017	
Enrollment	386	339	358	340	(18)	-5.0%
Pre-K	20	20	21	20	(1)	-4.8%
K-12	366	319	337	320	(17)	-5.0%
Student/Teacher Ratio	22:1	21:1	20:1	20:1		
Staff FTEs (General Fund Only)						
Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Assistant/Vice Principals	0.0	0.0	0.0	0.0	0.0	0.0%
Classroom Teachers	17.0	15.0	17.0	16.0	(1.0)	-5.9%
MAPS	2.6	2.6	2.6	2.6	0.0	0.0%
Counselors	1.0	1.0	1.0	1.0	0.0	0.0%
Educational Assistants	1.0	1.0	1.0	1.0	0.0	0.0%
Expenditures:						
General Fund	\$1,915,194	\$2,006,375	\$1,865,034	\$2,078,945	\$213,911	11.5%
Title I Allocation	\$123,350	\$121,240	\$160,932	\$179,117	\$18,185	11.3%
IDEA Federal Allocation	\$20,887	\$27,641	\$29,376	\$29,362	(\$14)	0.0%

Westwood High School

4480 Westmont Avenue Memphis, TN 38109
 Phone:(901) 416-8000 • Fax:(901) 416-8027

Grade Level: 9-12 **School Type:** Traditional **Square Footage:** 181,342 **Student Capacity:** 978 **FY 2015-16 Utilization:** 40.0% **FCI:** 42%

Economically Disadvantaged: FY2013-14 86.3% FY2014-15 96.5% **Limited English Proficiency:** FY2013-14 0.0% FY2014-15 0.2% **Students with Disabilities:** FY2013-14 23.9% FY2014-15 24.0%

	FY2013-14 Actual	FY2014-15 Actual	FY 2015-16 Budget	FY2016-17 Budget	Variance 2016 vs 2017	
Enrollment	490	425	391	385	(6)	-1.5%
Pre-K	0	0	0	0	-	0.0%
K-12	490	425	391	385	(6)	-1.5%
Student/Teacher Ratio	29:1	27:1	24:1	24:1		
Staff FTEs (General Fund Only)						
Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Assistant/Vice Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Classroom Teachers	17.0	16.0	16.0	16.0	0.0	0.0%
MAPS	0.0	0.0	0.0	0.0	0.0	0.0%
Counselors	1.0	1.0	1.0	1.0	0.0	0.0%
Educational Assistants	0.0	0.0	0.0	0.0	0.0	0.0%
Expenditures:						
General Fund	\$2,857,129	\$2,713,524	\$2,581,371	\$2,367,056	(\$214,315)	-8.3%
Title I Allocation	\$161,932	\$191,907	\$178,877	\$192,238	\$13,361	7.5%
IDEA Federal Allocation	\$178,770	\$227,607	\$255,062	\$188,698	(\$66,364)	-26.0%

White Station Elementary School

4840 Chickasaw Road Memphis, TN 38117
 Phone:(901) 416-8900 • Fax:(901) 416-8911

Grade Level: PreK-5 **School Type:** Traditional **Square Footage:** 76,420 **Student Capacity:** 603 **FY 2015-16 Utilization:** 109.0% **FCI:** 10%

Economically Disadvantaged: FY2013-14 65.4% FY2014-15 64.8% **Limited English Proficiency:** FY2013-14 10.1% FY2014-15 11.0% **Students with Disabilities:** FY2013-14 20.2% FY2014-15 19.5%

	FY2013-14 Actual	FY2014-15 Actual	FY 2015-16 Budget	FY2016-17 Budget	Variance 2016 vs 2017	
Enrollment	672	657	654	655	1	0.2%
Pre-K	0	0	0	0	-	0.0%
K-12	672	657	654	655	1	0.2%
Student/Teacher Ratio	22:1	23:1	21:1	21:1		
Staff FTEs (General Fund Only)						
Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Assistant/Vice Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Classroom Teachers	30.0	29.0	31.0	31.0	0.0	0.0%
MAPS	4.8	4.8	5.2	5.2	0.0	0.0%
Counselors	1.0	1.0	1.0	1.0	0.0	0.0%
Educational Assistants	2.0	2.0	3.0	3.0	0.0	0.0%
Expenditures:						
General Fund	\$4,309,174	\$4,248,011	\$4,194,935	\$3,961,632	(\$233,303)	-5.6%
Title I Allocation	\$244,177	\$161,625	\$251,749	\$224,010	(\$27,739)	-11.0%
IDEA Federal Allocation	\$139,218	\$211,352	\$223,563	\$231,886	\$8,323	3.7%

White Station High School

514 S. Perkins Memphis, TN 38117
 Phone:(901) 416-8880 • Fax:(901) 416-8911

Grade Level: 9-12 **School Type:** Traditional **Square Footage:** 247,624 **Student Capacity:** 1,991 **FY 2015-16 Utilization:** 110.0% **FCI:** 9%

Economically Disadvantaged: FY2013-14 41.4% FY2014-15 55.0% **Limited English Proficiency:** FY2013-14 2.1% FY2014-15 2.1% **Students with Disabilities:** FY2013-14 7.5% FY2014-15 8.2%

	FY2013-14 Actual	FY2014-15 Actual	FY 2015-16 Budget	FY2016-17 Budget	Variance 2016 vs 2017	
Enrollment	2,309	2,330	2,203	2,203	-	0.0%
Pre-K	0	0	0	0	-	0.0%
K-12	2,309	2,330	2,203	2,203	-	0.0%
Student/Teacher Ratio	23:1	26:1	25:1	25:1		
Staff FTEs (General Fund Only)						
Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Assistant/Vice Principals	5.0	5.0	5.0	5.0	0.0	0.0%
Classroom Teachers	99.0	91.0	88.0	88.0	0.0	0.0%
MAPS	0.0	0.0	0.0	0.0	0.0	0.0%
Counselors	5.0	5.0	5.0	5.0	0.0	0.0%
Educational Assistants	0.0	0.0	0.0	0.0	0.0	0.0%
Expenditures:						
General Fund	\$11,335,929	\$11,007,444	\$10,546,183	\$10,288,898	(\$257,285)	-2.4%
Title I Allocation	\$198,921	\$470,849	\$712,664	\$626,599	(\$86,065)	-12.1%
IDEA Federal Allocation	\$124,652	\$125,440	\$159,257	\$160,043	\$786	0.5%

White Station Middle School

5465 Mason Road Memphis, TN 38120
 Phone:(901) 416-2184 • Fax:(901) 416-2187

Grade Level: 6-8 **School Type:** Traditional **Square Footage:** 144,411 **Student Capacity:** 903 **FY 2015-16 Utilization:** 143.0% **FCI:** 2%

Economically Disadvantaged: FY2013-14 39.3% FY2014-15 41.5% **Limited English Proficiency:** FY2013-14 4.0% FY2014-15 4.8% **Students with Disabilities:** FY2013-14 11.6% FY2014-15 12.1%

	FY2013-14 Actual	FY2014-15 Actual	FY 2015-16 Budget	FY2016-17 Budget	Variance 2016 vs 2017	
Enrollment	1,272	1,312	1,289	1,286	(3)	-0.2%
Pre-K	0	0	0	0	-	0.0%
K-12	1,272	1,312	1,289	1,286	(3)	-0.2%
Student/Teacher Ratio	22:1	24:1	24:1	24:1		
Staff FTEs (General Fund Only)						
Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Assistant/Vice Principals	3.0	3.0	3.0	3.0	0.0	0.0%
Classroom Teachers	58.0	55.0	54.0	54.0	0.0	0.0%
MAPS	0.0	0.0	0.0	0.0	0.0	0.0%
Counselors	3.0	3.0	3.0	3.0	0.0	0.0%
Educational Assistants	0.0	0.0	0.0	0.0	0.0	0.0%
Expenditures:						
General Fund	\$7,391,634	\$7,167,090	\$7,030,412	\$7,079,395	\$48,983	0.7%
Title I Allocation	\$125,923	\$233,007	\$302,838	\$330,592	\$27,754	9.2%
IDEA Federal Allocation	\$61,125	\$101,745	\$129,844	\$176,260	\$46,416	35.7%

Whitehaven Elementary STEM School

4783 Elvis Presley Blvd. Memphis, TN 38116
 Phone:(901) 416-7431 • Fax:(901) 416-9358

Grade Level: PreK-5 **School Type:** Traditional **Square Footage:** 49,885 **Student Capacity:** 451 **FY 2015-16 Utilization:** 101.0% **FCI:** 33%

Economically Disadvantaged: FY2013-14 91.6% FY2014-15 94.9% **Limited English Proficiency:** FY2013-14 0.4% FY2014-15 0.4% **Students with Disabilities:** FY2013-14 7.8% FY2014-15 8.4%

	FY2013-14 Actual	FY2014-15 Actual	FY 2015-16 Budget	FY2016-17 Budget	Variance 2016 vs 2017	
Enrollment	541	574	475	459	(16)	-3.4%
Pre-K	41	39	20	20	-	0.0%
K-12	500	535	455	439	(16)	-3.5%
Student/Teacher Ratio	24:1	23:1	22:1	22:1		
Staff FTEs (General Fund Only)						
Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Assistant/Vice Principals	0.0	0.0	0.0	0.0	0.0	0.0%
Classroom Teachers	21.0	23.0	21.0	20.0	(1.0)	-4.8%
MAPS	2.6	3.2	3.0	3.2	0.2	6.7%
Counselors	1.0	1.0	1.0	1.0	0.0	0.0%
Educational Assistants	1.0	2.0	2.0	1.0	(1.0)	-50.0%
Expenditures:						
General Fund	\$2,643,688	\$2,537,241	\$2,611,385	\$2,298,979	(\$312,406)	-12.0%
Title I Allocation	\$199,950	\$205,728	\$204,488	\$211,763	\$7,275	3.6%
IDEA Federal Allocation	\$0	\$5,511	\$23,387	\$0	(\$23,387)	-100.0%

Whitehaven High School

4851 Elvis Presley Blvd. Memphis, TN 38116
 Phone:(901) 416-3000 • Fax:(901) 416-3058

Grade Level: 9-12 **School Type:** Traditional **Square Footage:** 212,776 **Student Capacity:** 1,465 **FY 2015-16 Utilization:** 127.0% **FCI:** 8%

Economically Disadvantaged: FY2013-14 77.7% FY2014-15 80.0% **Limited English Proficiency:** FY2013-14 0.1% FY2014-15 0.2% **Students with Disabilities:** FY2013-14 9.0% FY2014-15 10.0%

	FY2013-14 Actual	FY2014-15 Actual	FY 2015-16 Budget	FY2016-17 Budget	Variance 2016 vs 2017	
Enrollment	1,919	1,852	1,852	1,779	(73)	-3.9%
Pre-K	0	0	0	0	-	0.0%
K-12	1,919	1,852	1,852	1,779	(73)	-3.9%
Student/Teacher Ratio	25:1	28:1	28:1	28:1		
Staff FTEs (General Fund Only)						
Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Assistant/Vice Principals	5.0	5.0	5.0	5.0	0.0	0.0%
Classroom Teachers	76.0	66.0	67.0	64.0	(3.0)	-4.5%
MAPS	0.0	0.0	0.0	0.0	0.0	0.0%
Counselors	5.0	5.0	5.0	5.0	0.0	0.0%
Educational Assistants	0.0	0.0	0.0	0.0	0.0	0.0%
Expenditures:						
General Fund	\$9,251,649	\$8,829,603	\$8,645,358	\$8,173,209	(\$472,149)	-5.5%
Title I Allocation	\$456,330	\$556,117	\$953,440	\$812,530	(\$140,910)	-14.8%
IDEA Federal Allocation	\$0	\$36,216	\$39,615	\$55,714	\$16,099	40.6%

Willow Oaks Elementary School

4417 Willow Rd., Memphis, TN 38117
 Phone:(901) 416-2196 • Fax:(901) 416-2198

Grade Level: K-5 **School Type:** Traditional **Square Footage:** 71,759 **Student Capacity:** 564 **FY 2015-16 Utilization:** 121.0% **FCI:** 3%

Economically Disadvantaged: FY2013-14 91.3% FY2014-15 85.6% **Limited English Proficiency:** FY2013-14 28.3% FY2014-15 29.0% **Students with Disabilities:** FY2013-14 9.3% FY2014-15 8.1%

	FY2013-14 Actual	FY2014-15 Actual	FY 2015-16 Budget	FY2016-17 Budget	Variance 2016 vs 2017	
Enrollment	729	713	699	701	2	0.3%
Pre-K	19	20	20	20	-	0.0%
K-12	710	693	679	681	2	0.3%
Student/Teacher Ratio	22:1	22:1	21:1	21:1		
Staff FTEs (General Fund Only)						
Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Assistant/Vice Principals	2.0	1.0	1.0	1.0	0.0	0.0%
Classroom Teachers	32.0	32.0	32.0	32.0	0.0	0.0%
MAPS	5.2	5.2	5.2	5.2	0.0	0.0%
Counselors	1.0	1.0	1.0	1.0	0.0	0.0%
Educational Assistants	3.0	3.0	3.0	3.0	0.0	0.0%
Expenditures:						
General Fund	\$4,283,793	\$4,230,082	\$4,159,777	\$4,161,677	\$1,900	0.0%
Title I Allocation	\$204,594	\$324,809	\$299,255	\$352,816	\$53,561	17.9%
IDEA Federal Allocation	\$15,690	\$19,118	\$22,808	\$22,751	(\$57)	-0.2%

Winchester Elementary School

3587 Boeingshire, Memphis, TN 38116
 Phone:(901) 416-3152 • Fax:(901) 416-3154

Grade Level: PreK-5 **School Type:** Traditional **Square Footage:** 82,664 **Student Capacity:** 470 **FY 2015-16 Utilization:** 127.0% **FCI:** 6%

Economically Disadvantaged: FY2013-14 98.4% FY2014-15 86.5% **Limited English Proficiency:** FY2013-14 30.2% FY2014-15 26.2% **Students with Disabilities:** FY2013-14 16.3% FY2014-15 11.5%

	FY2013-14 Actual	FY2014-15 Actual	FY 2015-16 Budget	FY2016-17 Budget	Variance 2016 vs 2017	
Enrollment	407	519	612	636	24	3.9%
Pre-K	20	23	20	20	-	0.0%
K-12	387	496	592	616	24	4.1%
Student/Teacher Ratio	0	22:1	21:1	21:1		
Staff FTEs (General Fund Only)						
Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Assistant/Vice Principals	0.0	0.0	1.0	1.0	0.0	0.0%
Classroom Teachers	0.0	23.0	28.0	29.0	1.0	3.6%
MAPS	3.2	2.6	4.8	4.8	0.0	0.0%
Counselors	1.0	1.0	1.0	1.0	0.0	0.0%
Educational Assistants	2.0	1.0	2.0	2.0	0.0	0.0%
Expenditures:						
General Fund	\$2,288,445	\$2,540,820	\$2,768,859	\$3,235,914	\$467,055	16.9%
Title I Allocation	\$133,682	\$191,787	\$286,717	\$339,182	\$52,465	18.3%
IDEA Federal Allocation	\$9,073	\$42,756	\$68,168	\$56,601	(\$11,567)	-17.0%

Winridge Elementary School

3500 Ridgeway Road Memphis, TN 38115
 Phone:(901) 416-6618 • Fax:(901) 416-4467

Grade Level: K-5 **School Type:** Traditional **Square Footage:** 84,214 **Student Capacity:** 669 **FY 2015-16 Utilization:** 82.0% **FCI:** 3%

Economically Disadvantaged: FY2013-14 93.3% FY2014-15 99.2% **Limited English Proficiency:** FY2013-14 10.7% FY2014-15 11.0% **Students with Disabilities:** FY2013-14 11.7% FY2014-15 12.3%

	FY2013-14 Actual	FY2014-15 Actual	FY 2015-16 Budget	FY2016-17 Budget	Variance 2016 vs 2017	
Enrollment	625	528	538	538	-	0.0%
Pre-K	0	0	0	0	-	0.0%
K-12	625	528	538	538	-	0.0%
Student/Teacher Ratio	22:1	20:1	21:1	21:1		
Staff FTEs (General Fund Only)						
Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Assistant/Vice Principals	1.0	1.0	0.0	0.0	0.0	0.0%
Classroom Teachers	29.0	26.0	26.0	26.0	0.0	0.0%
MAPS	5.2	4.8	4.6	4.6	0.0	0.0%
Counselors	1.0	1.0	1.0	1.0	0.0	0.0%
Educational Assistants	2.0	2.0	2.0	2.0	0.0	0.0%
Expenditures:						
General Fund	\$3,500,636	\$3,346,953	\$3,029,036	\$3,215,209	\$186,173	6.1%
Title I Allocation	\$256,969	\$273,886	\$295,421	\$291,327	(\$4,094)	-1.4%
IDEA Federal Allocation	\$19,721	\$29,863	\$25,589	\$23,415	(\$2,174)	-8.5%

Wooddale High School

5151 Scottsdale Memphis, TN 38118
 Phone:(901) 416-2440 • Fax:(901) 416-2476

Grade Level: 9-12 **School Type:** Traditional **Square Footage:** 263,513 **Student Capacity:** 1,234 **FY 2015-16 Utilization:** 86.0% **FCI:** 5%

Economically Disadvantaged: FY2013-14 86.6% FY2014-15 97.8% **Limited English Proficiency:** FY2013-14 6.7% FY2014-15 5.9% **Students with Disabilities:** FY2013-14 12.4% FY2014-15 13.5%

	FY2013-14 Actual	FY2014-15 Actual	FY 2015-16 Budget	FY2016-17 Budget	Variance 2016 vs 2017	
Enrollment	1,338	1,189	1,066	962	(104)	-9.8%
Pre-K	0	0	0	0	-	0.0%
K-12	1,338	1,189	1,066	962	(104)	-9.8%
Student/Teacher Ratio	24:1	27:1	30:1	30:1		
Staff FTEs (General Fund Only)						
Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Assistant/Vice Principals	3.0	2.0	2.0	2.0	0.0	0.0%
Classroom Teachers	55.0	44.0	35.0	32.0	(3.0)	-8.6%
MAPS	0.0	0.0	0.0	0.0	0.0	0.0%
Counselors	3.0	3.0	3.0	3.0	0.0	0.0%
Educational Assistants	0.0	0.0	0.0	0.0	0.0	0.0%
Expenditures:						
General Fund	\$6,701,037	\$6,393,024	\$5,651,865	\$5,051,923	(\$599,942)	-10.6%
Title I Allocation	\$522,162	\$570,596	\$549,508	\$492,092	(\$57,416)	-10.4%
IDEA Federal Allocation	\$180,714	\$207,752	\$224,262	\$200,322	(\$23,940)	-10.7%

Woodstock Middle School

5885 Woodstock Cuba Rd., Memphis, TN 38053
 Phone:(901) 416-4180 • Fax:(901) 416-4182

Grade Level:	School Type:	Square Footage:	Student Capacity:	FY 2015-16 Utilization:	FCI:
6-8	Traditional	84,850	773	43.0%	16%
Economically Disadvantaged:		Limited English Proficiency:		Students with Disabilities:	
FY2013-14	FY2014-15	FY2013-14	FY2014-15	FY2013-14	FY2014-15
81.9%	74.9%	3.7%	5.6%	17.6%	22.1%

	FY2013-14 Actual	FY2014-15 Actual	FY 2015-16 Budget	FY2016-17 Budget	Variance 2016 vs 2017	
Enrollment	433	339	336	331	(5)	-1.5%
Pre-K	0	0	0	0	-	0.0%
K-12	433	339	336	331	(5)	-1.5%
Student/Teacher Ratio	11:1	16:1	24:1	25:1		
Staff FTEs (General Fund Only)						
Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Assistant/Vice Principals	1.0	1.0	1.0	1.0	0.0	0.0%
Classroom Teachers	38.0	21.0	14.0	13.0	(1.0)	-7.1%
MAPS	0.0	0.0	0.0	0.0	0.0	0.0%
Counselors	1.0	2.0	1.0	1.0	0.0	0.0%
Educational Assistants	0.0	0.0	0.0	0.0	0.0	0.0%
Expenditures:						
General Fund	\$2,419,245	\$2,562,158	\$2,085,275	\$1,843,153	(\$242,122)	-11.6%
Title I Allocation	\$133,418	\$201,511	\$155,233	\$166,784	\$11,551	7.4%
IDEA Federal Allocation	\$0	\$0	\$0	\$0	\$0	0.0%

ACHIEVEMENT SCHOOL DISTRICT

The Achievement School District was created to propel the bottom 5% of schools in Tennessee to the top 25% in the state. In doing so, the ASD hopes to dramatically expand our students' life and career options, engage parents and community members in new and exciting ways, and ensure a bright future for the state of Tennessee.

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
Cornerstone Preparatory School-Denver Campus	Capstone Education Group	PK-5	2015	Denver 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
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 Middle School	KIPP Memphis Collegiate Schools	5-7	2013	Corry Middle School
Lester Prep	Capstone Education Group	6-8	2014	Lester Middle School
Libertas School at Brookmeade	Libertas School of Memphis	PK-1	2015	Brookmeade Elementary 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
Klondike Preparatory Academy	Gestalt Community Schools	K-5	2013	Klondike Elementary School
Achievement School District	Scholar Academies	PK-5	2016	Caldwell-Guthrie Elementary
Achievement School District	Green Dot Public Schools	9-12	2016	Hillcrest High School
Achievement School District	Green Dot Public Schools	6-8	2016	Kirby Middle School
Achievement School District	Scholar Academies	6-8	2016	Raleigh-Egypt Middle School

CHARTER SCHOOLS

In 2002, the State of Tennessee passed the Tennessee Public Charter Schools Act. The charter schools are supported by SCS as a pass-through from State and local funding sources. With the closure of 4 charter schools and 5 new charter schools opening in fiscal year 2016-17, Shelby County Schools' total charters will grow to 46.

Arrow Academy of Excellence	Memphis Academy of Health Sciences Middle
Aspire East Collegiate Academy	Memphis Academy of Science and Engineering
Aurora Collegiate Academy	Memphis Business Academy Elementary
Circles of Success Learning Academy	Memphis Business Academy High
City University Boys Prep	Memphis Business Academy Middle
City University Girls Prep	Memphis College Prep
City University School of Independence	Memphis Delta Prep
City University School of Liberal Arts	Memphis Goodwill Excel Center
DuBois Elem School of Arts & Technology	Memphis Grizzlies Prep
DuBois Elem School of Entrepreneurship	Memphis RISE Academy
DuBois High of Leadership & Public Policy	Memphis School of Excellence
DuBois High School of Arts & Technology	Memphis STEM Academy
DuBois Middle School of Arts & Technology	Moving Ahead School of Scholars Learning Academy
DuBois Middle School of Leadership & Public Policy	Nexus STEM Academy
Freedom Prep Academy	Power Center Academy Elementary
Freedom Prep Elementary	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 (K-5)
KIPP Memphis Collegiate High	STAR Academy College Prep
KIPP Memphis Collegiate Middle	The Soulsville Charter School
Leadership Preparatory Charter School	Veritas College Prep
Memphis Academy for Health Sciences High	Vision Prep

The Tennessee Charter School Center reports a total of 80 charter schools in the State. Besides Memphis, the only other charter schools are operated in Chattanooga, Knoxville, and Nashville.

FEDERAL PROGRAMS FUND SECTION

This section includes the following information:

- I. Needs of Shelby County Schools Students
- II. Budget Summary of the Federal Programs Fund
- III. Summary of Major Federal Grants

Shelby County Schools provides quality educational learning among a student population who often faces significant challenges such as intergenerational poverty, inner city violence, and limited access to basic life necessities. Over the last three years, the needs of our students have grown. Federal grants provide additional resources to minimize the impact of these hurdles that our students face on their journey toward academic achievement. Generally, federal grants are not provided to supplant academic services funded by local and state funds, but are used to supplement current academic services to students.

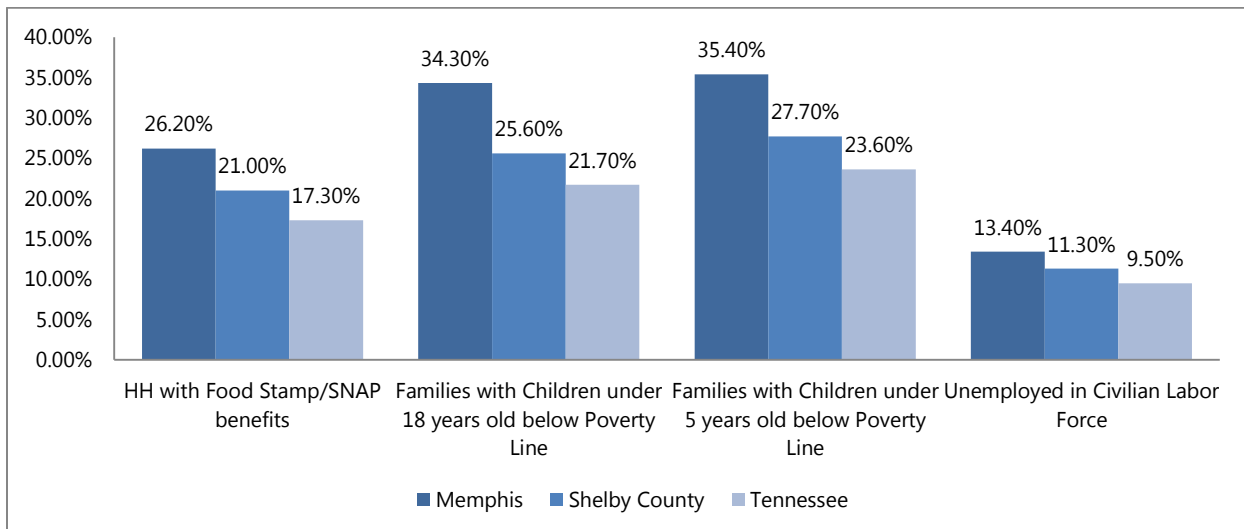
I. NEEDS OF SHELBY COUNTY SCHOOLS STUDENTS

The majority of District’s federal grants are dedicated to providing additional support students who live in poverty and have special learning needs. This section highlights the obstacles that our families and students must overcome to reach their full academic potential.

A. Poverty

Shelby County Schools serves a diverse population of students and families with different backgrounds. About 78% of Shelby County Schools student population lives within the city of Memphis, which is one of the poorest major metropolitan cities in the United States. According to the latest US Census estimates, 42.3% of the children under 18 years old in Memphis lived below the poverty line in 2014. In 2015, nearly 9 out of 10 Shelby County Schools students are considered economically disadvantaged, which is defined as students from families who meet the eligibility requirements for free or reduced school meals.

The below chart highlights several socio-economic measures, which showcase higher poverty levels in Shelby County and Memphis relative to that of Tennessee in 2014. More than a quarter of households in Memphis and a fifth of households in Shelby County relied on the Supplemental Nutrition Assistance Program (SNAP) benefits in 2014. The unemployment rate in both Memphis and Shelby County outpaced Tennessee. Also, more than a third of families with children under 5 years old lived below the poverty line.



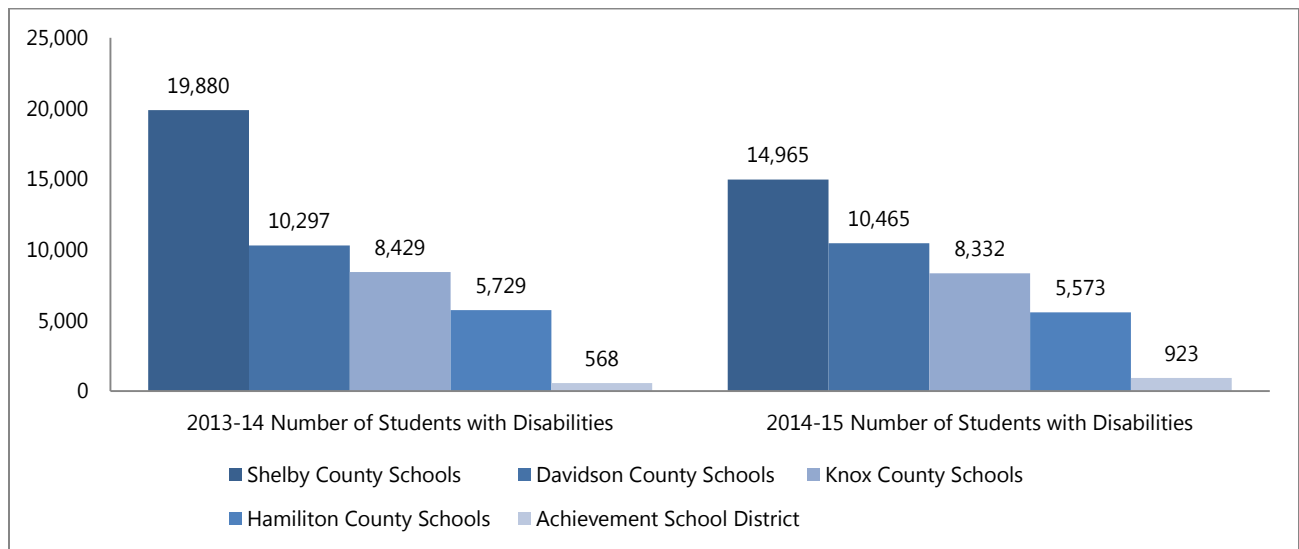
*Data source: 2014 Estimates from US Census Bureau, 2010-2014 American Community Survey 5-Year Estimates

B. Special Learning Needs

Our students arrive to our schools with different needs. On a daily basis, Shelby County Schools serves students who have physical, emotional, mental, and behavioral disabilities; students who speak English as a second language; and younger students who lack the wraparound services and academic support to establish a strong educational foundation.

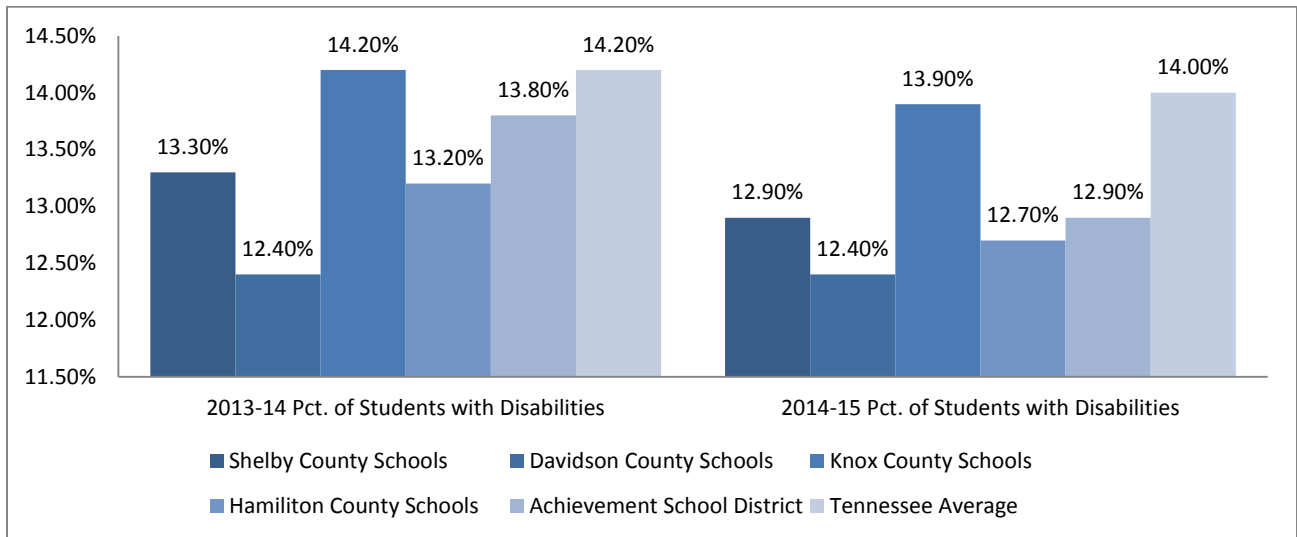
Student with Disabilities

Shelby County Schools provides quality education to all students, regardless of socio-economic status, race, ethnicity, nationality, and disability. The District served nearly 15,000 students with disabilities in the school year 2014-2015. This is the largest number of students with disabilities among the large urban school districts in Tennessee, which is illustrated in the below chart. In school year 2015-16, the District is serving an estimated 18,000 students with disabilities.



*Data Source: State Report Card, School Years 2013-14 and 2014-15. URL: www.tn.gov/education/topic/report-card

On a relative basis, about 13% of the District’s student population had at least one disability in school year 2014-15. In the chart below, Shelby County Schools served an equal or larger share of students with disabilities than most of the large urban school districts in the state, except for Knox County Schools and ASD.

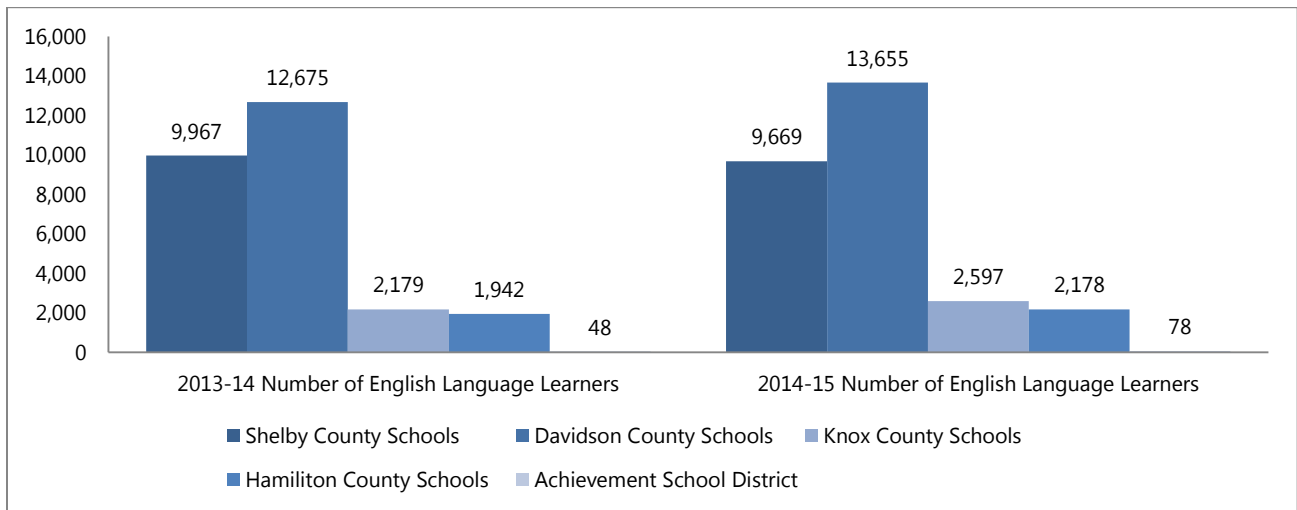


*Data Source: State Report Card, School Years 2013-14 and 2014-15. URL: www.tn.gov/education/topic/report-card

Each child who receives special education services must have an Individual Education Plan (IEP), which is a legal document that outlines the child’s learning needs, the services that the District will provide, and how progress will be measured.

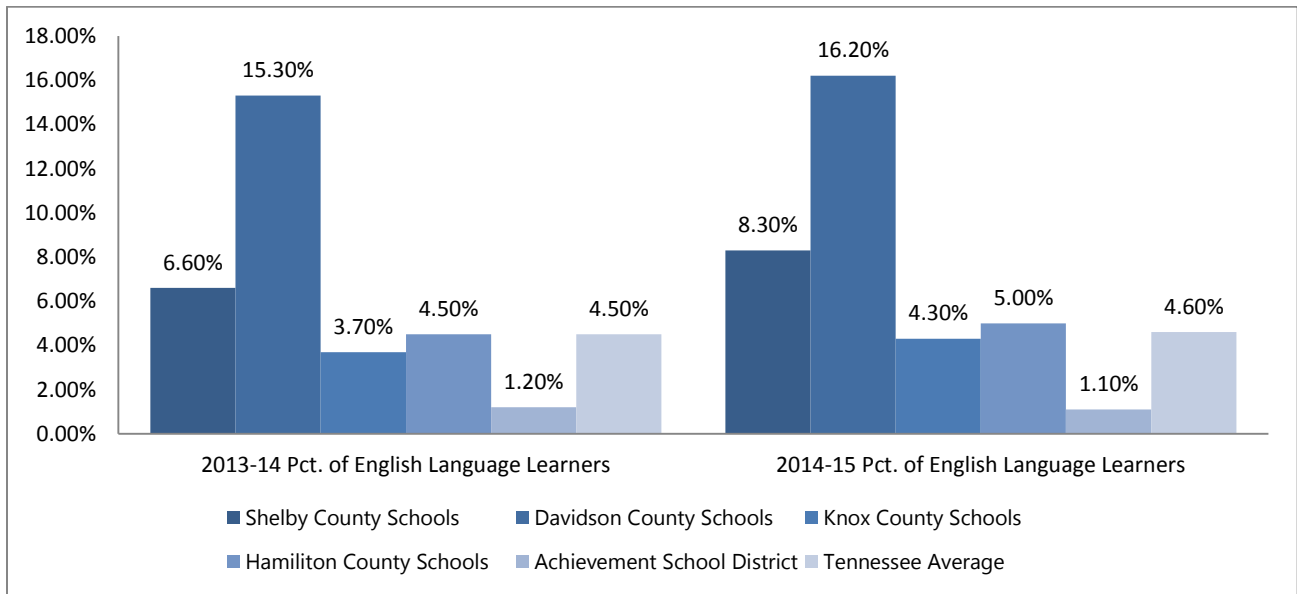
English Language Learners

Nearly 9,700 Shelby County Schools’ students were English Language Learners in school year 2014-15. This reflects a 22.3% of the statewide 44,508 English Language Learner total population. More than 40 languages were represented among these students. In school year 2015-16, the District expects to serve an estimate of 9,800 English Language Learners.



*Data Source: State Report Card, School Years 2013-14 and 2014-15. URL: www.tn.gov/education/topic/report-card

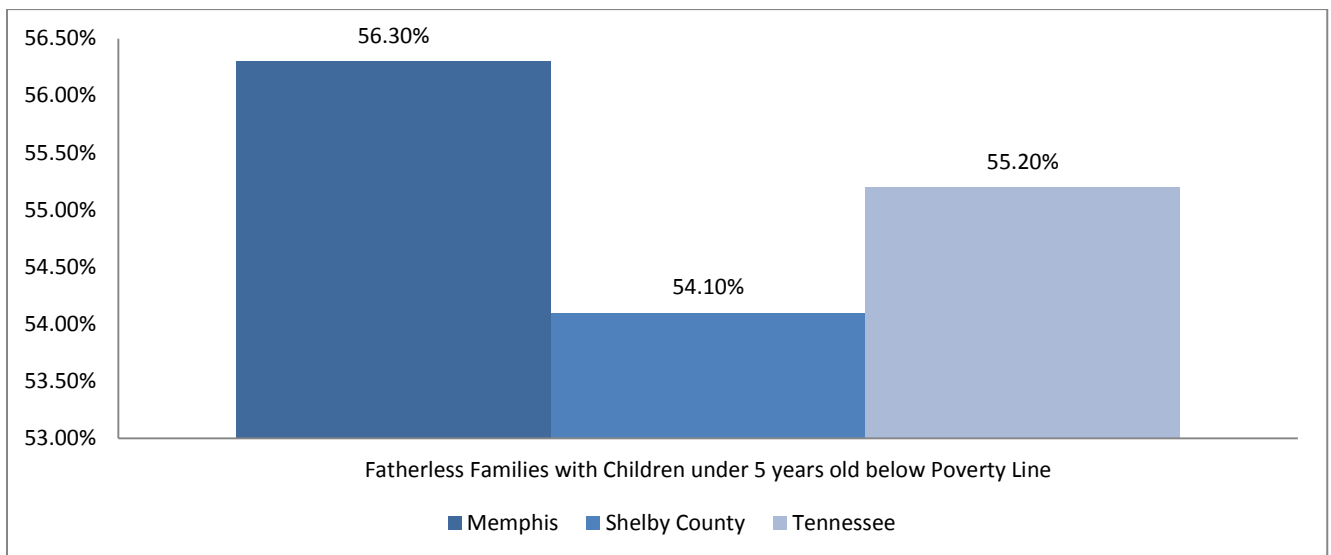
English Language Learners grew to 8.3% of the District’s student population in school year 2014-15 compared to 6.6% in school year 2013-14. Shelby County Schools had the second largest share of English Language Learners among the large urban school districts in Tennessee, which is highlighted in the below chart. As the citizen population becomes more diverse, the increase of English Language Learners is expected to continue.



*Data Source: State Report Card, School Years 2013-14 and 2014-15. URL: www.tn.gov/education/topic/report-card

Early Childhood Intervention

In 2014, about 54% of fatherless families in Shelby County with young children under five years old lived below the poverty line. Both Memphis and Tennessee had similar profiles with 56% and 55% of these families below the poverty line, respectively. These families are raising our youngest children with inadequate resources, which can have adverse effect on their children’s future academic progress. More importantly, the school readiness of young children relies heavily on the role of parents as their children’s first teachers.



*Data source: 2014 Estimates from US Census Bureau, 2010-2014 American Community Survey 5-Year Estimates

II. BUDGET SUMMARY OF THE FEDERAL PROGRAMS FUND

	2013 - 14 Actual	2014- 15 Actual	2015-16 Amended Budget	2016-17 Budget	Variance	% Change
Revenues						
Federal Government	\$ 124,402,058	\$ 133,900,091	\$ 189,295,731	\$ 200,988,795	\$ 11,693,064	6.18%
Total revenues	<u>124,402,058</u>	<u>133,900,091</u>	<u>189,295,731</u>	<u>200,988,795</u>	<u>11,693,064</u>	<u>6.18%</u>
Expenditures						
Instruction	80,521,994	67,892,462	88,372,571	108,660,453	20,287,882	22.96%
Instructional support	2,402,754	34,088,148	51,159,940	41,402,993	(9,756,947)	-19.07%
Student support	39,156,992	10,124,453	17,726,070	17,734,860	8,790	0.05%
Office of principal	-	306,942	10,907	-	(10,907)	-100.00%
Other support services	-	-	-	191,654	191,654	100.00%
Student transportation	975,752	655,426	898,593	41,966	(856,627)	-95.33%
Plant services	-	90,439	138,700	-	(138,700)	-100.00%
Community service	1,344,566	20,742,221	30,988,950	32,956,869	1,967,919	6.35%
Charter schools	-	-	-	-	-	-
Total expenditures	<u>124,402,058</u>	<u>133,900,091</u>	<u>189,295,731</u>	<u>200,988,795</u>	<u>11,693,064</u>	<u>6.18%</u>
Excess (deficiency) of revenues over expenditures	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>		
Beginning Fund Balance	-	-	-	-		
Increase (decrease) in reserve for encumbrance	-	-	-	-		
Transfers from Other Funds	-	-	-	-		
Ending Fund Balance	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>		

In fiscal year 2016-17, the budget stands at \$201 million in revenues, which is a \$11.7 million budget increase from the prior year.

There is an increase to the Federal Programs Fund budget, which is mostly related to carryover from the 2015-16 school year. There are however seven grants that expired on June 30, 2016. First, the Title I School Improvement III Grant is the largest expiring grant at \$3.8 million. Second, Teacher Incentive Grants expired June 30, 2016 with a combined budget of \$3.8 million. Third, the District received a no-cost-extension for the SIG Cohort II Grant in the amount of \$1.7 million in fiscal year 2015-16; however, this grant expired June 30, 2016. Lastly, three additional grants (e.g., Safe Communities, School Leadership, and Workforce Investment Network In School) expired on June 30, 2016 totaling \$700,000. These seven grants housed 17 positions that are scheduled to be eliminated at the end of fiscal year 2015-16, unless additional federal funds are awarded. Federal Programs Fund budget will also be impacted by the loss of four schools to the ASD and declining enrollment.

The District has budgeted \$15 million in other federal awards and carry-overs because we have been aggressive in seeking federal funds to supplement our state and local funds. Additionally, we have budgeted for outstanding purchase orders for grants that ended in June, but may be liquidated during the first quarter of the fiscal year.

The financial statement below represents the Federal Programs Fund budget by object.

	2013 - 14 Actual	2014- 15 Actual	2015-16 Amended Budget	2016-17 Budget	Variance	% Change
Revenues						
Federal Government	\$ 123,859,441	\$ 133,900,091	\$ 189,295,731	\$ 200,988,795	\$ 11,693,064	6.18%
Other local sources	542,617		-	-		
Total revenues	<u>124,402,058</u>	<u>133,900,091</u>	<u>189,295,731</u>	<u>200,988,795</u>	<u>11,693,064</u>	<u>6.18%</u>
Expenditures						
Salaries	66,250,370	64,317,290	76,302,798	65,623,409	(10,679,389)	-14.00%
Benefits	16,943,626	16,623,891	25,689,270	18,982,041	(6,707,229)	-26.11%
Contracted services	12,650,709	23,882,818	39,684,685	85,099,389	45,414,704	114.44%
Professional services	87,500	31,160	37,779	-	(37,779)	-100.00%
Property maintenance services	916,669	733,505	1,511,840	1,312,672	(199,168)	-13.17%
Travel	628,684	483,324	694,085	434,842	(259,243)	-37.35%
Supplies & materials	10,975,440	10,506,525	13,799,431	11,257,545	(2,541,886)	-18.42%
Furniture, equipment & building improvements	9,772,730	11,853,778	14,997,151	9,405,603	(5,591,548)	-37.28%
Other objects	6,176,330	5,467,800	16,578,692	8,873,294	(7,705,398)	-46.48%
Total expenditures	<u>124,402,058</u>	<u>133,900,091</u>	<u>189,295,731</u>	<u>200,988,795</u>	<u>11,693,064</u>	<u>6.18%</u>
Excess (deficiency) of revenues over expenditures	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>		
Beginning Fund Balance	-	-	-	-		
Increase (decrease) in reserve for encumbrance	-	-	-	-		
Transfers from Other Funds	-	-	-	-		
Ending Fund Balance	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>		

For the fiscal year 2016-17 budget, the largest budget increase will occur in contracted services, which amounts to \$45.4 million. There is a significant decrease in salaries and benefits due to school closures and ASD takeovers. Also, there are 17 positions that will be eliminated due to grants that expired on June 30, 2016. The bulk of these positions are administrative such as Analysts, Clerks, Administrative Assistants, and Instructional Support positions. This only makes up a small percentage of the \$11 million decline in salaries. The majority of the decline is due to the decreased budgets for part-time salaries and stipends.

PROJ. NUMBER	PROJECT NAME	2013-14 Actual	2014-15 Actual	2015-16 Amended Budget	2016-17 Budget	Variance Between FY 2016 Amended Budget and FY 2017 Budget	%Change
4402	21st Century Primetime 6- Cohort 2	-	-	672,560	635,178	(37,382)	-5.56%
9705	CDCP HIV/STD PREVENTION	215,385	395,452	370,000	400,244	30,244	8.17%
0016	Consolidated Administration	2,871,681	2,079,585	1,955,114	1,893,304	(61,810)	-3.16%
8005	Carl Perkins	2,291,651	2,260,917	2,648,368	2,704,305	55,937	2.11%
0890	Exceptional Children Voc.	48,146	-	-	-	-	-
0531	First To The Top Renewal	359,665	-	-	-	-	-
0521	First To The Top Residency	970,247	-	-	-	-	-
0470	First To The Top Reward Schools	271,709	-	-	-	-	-
D396	Gear Up at the River	252,170	276,900	290,440	292,297	1,857	0.64%
9406	Head Start (2016-17)	-	20,619,740	24,638,275	24,523,979	(114,296)	-0.46%
9016	IDEA Discretionary	-	96,639	48,649	-	(48,649)	-100.00%
9005	IDEA, Part B	24,847,565	28,745,243	38,318,191	36,169,486	(2,148,705)	-5.61%
9105	IDEA, Preschool	413,217	721,099	386,247	253,230	(133,017)	-34.44%
D775	Innovative Educator Network	-	112,486	-	-	-	-
1307	iZone Supplemental School Improvement Grant	-	-	1,000,000	1,193,670	193,670	19.37%
9915	Juvenile Justice System Improvement	-	23,677	29,483	-	(29,483)	-100.00%
5404	Memphis Virtual STEM Academy	61,456	37,768	-	-	-	-
9215	Memphis Virtual STEM Academy - East High	-	34,262	-	-	-	-
0001	Other Federal Awards	-	-	3,723,717	15,000,000	11,276,283	302.82%
9506	Pre-K Expansion (PDG)	-	-	6,830,821	9,041,781	2,210,960	32.37%
9115	Priority Schools Planning Grant	-	438,589	730,456	-	(730,456)	-100.00%
9205	Project Aware	-	23,727	79,510	74,165	(5,345)	-6.72%
9806	Project Prevent	-	150,018	883,391	858,511	(24,880)	-2.82%
5805	Race To The Top	12,704,835	11,310,754	-	-	-	-
9905	Safe Communities	-	88,467	138,700	-	(138,700)	-100.00%
1308	School Improvement Grant iZone Incubator	-	-	666,667	624,601	(42,066)	-6.31%
9605	School Leadership Initiative	273,301	544,552	288,158	-	(288,158)	-100.00%
0570	STEM 2014	520,570	-	-	-	-	-
6005	Teacher Incentive Fund MCS	740,655	977,413	3,081,503	-	(3,081,503)	-100.00%
6104	Teacher Incentive Fund SCS	954,691	114,033	738,356	-	(738,356)	-100.00%
1804	Tennessee Math and Science Partnership	154,266	238,688	80,337	-	(80,337)	-100.00%
1006	Title 1 A, Neglected	-	-	183,617	188,204	4,587	2.50%
0210	Title I, Part A School Imp. 1003 (a) Focus Schools	-	-	634,872	493,732	(141,140)	-22.23%
1005	Title I, Part A, Improving Academic Achievement	56,693,614	49,397,273	75,412,513	84,463,435	9,050,922	12.00%
1505	Title I, Part D, Subpart 1, Neglected/Delinquent	59,945	142,678	154,885	153,466	(1,419)	-0.92%
1704	Title I, Reading Initiative	304,579	344,000	25,420	-	(25,420)	-100.00%
1155	Title I, School Improvement Grant, Cohort II	5,916,606	4,200,878	1,760,333	-	(1,760,333)	-100.00%
1306	Title I, School Improvement Grant, Cohort IV	-	-	4,963,377	7,483,683	2,520,306	50.78%
1309	Title I, School Improvement Turnaround Grant	-	-	833,333	912,769	79,436	9.53%
1206	Title I, School Improvement III	3,659,761	1,613,028	3,421,061	-	(3,421,061)	-100.00%
2005	Title II, Part A, Training & Recruiting	6,865,042	5,695,016	10,782,645	10,419,663	(362,982)	-3.37%
3005	Title III, Part A, English Language Acquisition	962,510	876,418	1,373,636	1,176,511	(197,125)	-14.35%
3006	Title III, ESEA Supplemental Immigrant Grant	-	-	34,219	-	(34,219)	-100.00%
3007	Title III, English Language Acquisition	-	-	14,554	-	(14,554)	-100.00%
4306	Title IV- 21st Century	719,298	427,075	590,000	441,562	(148,438)	-25.16%
4315	Title IV - Part B	150,894	232,756	-	-	-	-
4326	Title IV- 21st Century Primetime 7	358,262	573,267	590,000	679,106	89,106	15.10%
4335	Title IV- 21st Century Primetime 6	-	422,039	-	-	-	-
7006	Title X Homeless	246,510	178,885	165,500	165,758	258	0.16%
8725	TN Commission on Children & Youth (TCCY)	-	-	37,500	37,511	11	0.03%
8667	TCASN - Hamilton High	87,894	-	-	-	-	-
9027	Transition School To Work Program	-	-	-	140,000	140,000	100.00%
8106	Win-Grassy	112,402	78,544	-	-	-	-
8206	Workforce Investment Network In School	145,944	202,881	-	-	-	-
8305	Workforce Investment Network Out of School	167,587	225,344	719,323	568,644	(150,679)	-20.95%
		124,402,058	133,900,091	189,295,731	200,988,795	11,693,064	6.18%

Major Changes to Federal Programs Funds

- * 9506 Pre-K Expansion (PDG) An additional 10 Pre-K Classrooms
- * 9115 Priority Schools Planning Grant Received a no-cost-extension in 2015. Grant expired June 30, 2016
- * 6005 Teacher Incentive Fund MCS Grant expired June 30th, 2016
- * 1005 Title I, Part A, Improving Academic Achievement Anticipated increase due to estimated carryover
- * 1155 Title I, School Improvement Grant, Cohort II Received a no-cost-extension in 2015. Grant expired June 30, 2016
- * 1206 Title I, School Improvement III Grant expired June 30th, 2016

III. Summary of Major Federal Grants

**Shelby County Schools
2016-17
Fund 12 Summary by Project**

Project Number	Project Name	FY 2016-17 Budget	FY 2016-17 Positions
1005	ESEA Title I Part A	\$ 84,463,435	465.50
9005	IDEA, Part B	\$ 36,169,486	601.20
9406	Head Start	\$ 24,523,979	96.00
2005	Title II, Part A, Training & Recruiting	\$ 10,419,663	71.00
9506	Pre-K Expansion	\$ 9,041,781	78.00
1306	Title I School Improvement Grant, Cohort IV	\$ 7,483,683	24.00
8005	Carl Perkins	\$ 2,704,305	16.00
0016	Consolidated Admin	\$ 1,893,304	22.00
3005	Title III, Part A, English Language Acquisition	\$ 1,176,511	27.00
1307	I-Zone Supplemental School Improvement Grant	\$ 1,193,670	8.00
1309	School Improvement Turnaround Grant	\$ 912,769	21.00
9806	Project Prevent	\$ 858,511	7.00
4326	Title IV 21st Century Primetime 7	\$ 679,106	3.00
4402	21st Century Primetime 6	\$ 635,178	6.00
1308	School Improvement Incubator Grant	\$ 624,601	5.00
8305	Workforce Investment Network Out of School	\$ 568,644	5.00
0210	Focus Schools	\$ 493,732	8.00
4306	Title IV 21st Century	\$ 441,562	3.00
9705	CDCP HIV/STD Prevention	\$ 400,244	3.00
D396	Gear Up At The River	\$ 292,297	2.00
9105	IDEA, Preschool	\$ 253,230	4.00
1006	Title 1 A, Neglected	\$ 188,204	-
7006	Title X Homeless	\$ 165,758	2.00
1505	Title I D, Delinquent	\$ 153,466	-
9027	Transition School To Work Program	\$ 140,000	2.00
9205	Project Aware	\$ 74,165	-
8725	TCCY Grant	\$ 37,511	-
0001	Other Federal Awards	\$ 15,000,000	
TOTAL		\$ 200,988,795	1479.70

Below are details about those federal grants with a budget over \$1 million in the FY2016-17 budget.

Elementary and Secondary Education Act (ESEA) Title I, Part A: ESEA Title I, Part A grants provide financial assistance to local educational agencies and schools with high numbers or high percentages of children from low-income families to help ensure that all children meet challenging state academic standards. Also, ESEA Title I, Part A funds are used for activities designed to increase the achievement of low-achieving students and ensure all children have a fair, equal, and significant opportunity to obtain a high quality education. ESEA Title I, Part A funds supplement state and local funds and are allocated through statutory formulas based on census poverty estimates and the cost of education in Tennessee. Each school conducts a comprehensive needs assessment and implements a school plan. More details about ESEA Title I, Part A can be found on the website: www2.ed.gov/programs/titleiparta/index.html/.

- *FY2015-16 Participating Schools:* All, except three of the District run schools, are Title I eligible schools, including the District authorized charter schools. The District provides Title I services for eligible students who attend participating private
- *Estimated number of students served in FY2015-16:* 112,000

Individuals with Disabilities Education Act (IDEA), Part B: IDEA, Part B provides funds to state educational agencies and through them to local educational agencies to help them ensure that children with disabilities, including children aged three through five, have access to a free appropriate public education to meet each child's unique needs and prepare each child for further education, employment, and independent living. The grants supplement state and local funds for special education services. More details about IDEA, Part B can be found on the website: <http://www2.ed.gov/programs/osepgrts/index.html>.

- *FY2015-16 Participating Schools:* 169 Schools
- *Estimated number of students served in FY2015-16:* 14,050

Head Start: The main objective of Head Start is to promote school readiness by enhancing the social and cognitive development of low-income children through the provision of comprehensive health, educational, nutritional, social and other services. Another objective is to involve parents in their children's learning and to help parents make progress toward their educational, literacy and employment goals. Head Start supports the District's first strategic priority under its Destination 2025 plan, Strengthen Early Literacy, by encouraging family engagement and early childhood reading and development. More details about Head Start can be found on the website: <http://www.acf.hhs.gov/programs/ohs>.

- *FY2015-16 Participating Schools:* 61 school based sites, 11 center based sites (Porter Leath)
- *Estimated number of students served in FY2015-16:* 3,900

ESEA Title II, Part A, Training & Recruiting: ESEA Title II, Part A, Training and Recruiting grants provide supplemental funding to improve student achievement. The funds are used to elevate teacher and principal quality through recruitment, hiring, and retention strategies and to increase the number of highly qualified teachers in the classroom and highly qualified principals and assistant principals in schools. The program uses scientifically based professional development interventions and holds districts and schools accountable for improvements in student academic performance. More details about ESEA Title II, Part A can be found on the website: <http://www2.ed.gov/policy/elsec/leg/esea02/pg20.html>.

- *FY2015-16 Participating Schools:* All SCS Schools
- *Estimated number of teachers and school leaders affected:* All teachers and school leaders in SCS schools

ESEA Title I School Improvement Grant (SIG): School Improvement Grants (SIG), authorized under section 1003(g) of Title I of the Elementary and Secondary Education Act of 1965, are awards to State educational agencies (SEAs) that SEAs use to make competitive sub grants to local educational agencies that demonstrate the greatest need for the funds and the strongest commitment to use the funds to provide adequate resources

in order to raise substantially the achievement of students in their lowest-performing schools. More details about ESEA Title II, Part A can be found on the website: <http://www2.ed.gov/programs/sif/index.html>.

- *FY2015-16 Participating Schools:* Grandview Heights, Hamilton High, Melrose, Treadwell Elementary, Trezevant
- *Estimated number of students served in FY2015-16:* 3,000

Preschool Development Grants (i.e., PreK Expansion Grants): Preschool Development Grants support states to (1) build or enhance their infrastructure to provide high-quality preschool programs, and (2) expand high-quality preschool programs in high-need communities. Tennessee was selected as one of the state to serve as a model for expanding preschool to all 4-year-olds from low- and moderate-income families. The TN Department of Education selected Shelby County Schools to expand preschool programs within the district. More details about the Preschool Development Grants – Expansion Grants can be found on the website: <http://www2.ed.gov/programs/preschooldevelopmentgrants/index.html>.

- *FY2015-16 Participating Schools:* 19 school based sites, 28 community partner sites
- *Estimated number of students served in FY2015-16:* 1,180

Carl D. Perkins Career and Technical Education- Basic Grants: Carl D. Perkins Career and Technical Education grants support secondary and postsecondary programs that build the academic, career, and technical skills of young people and adults. The funds can be used to support critical components of career pathways initiatives, including curriculum development, program development, and support services. Federal funding is distributed through Title I of Perkins IV, which supports career and technical education (CTE) activities for both youth and adults. More details about the Perkins grants can be found on the website: <http://www2.ed.gov/policy/sectech/leg/perkins/index.html>.

- *FY2015-16 Participating Schools:* 40 schools
- *Estimated number of students served in FY2015-16:* 26,464

Consolidated Administration: Consolidated Administration is the administrative portions of several federal grants, which are used to support the grant.

- *FY2015-16 Participating Schools:* Not Applicable
- *Estimated number of students served in FY2015-16:* Not Applicable

ESEA Title III, Part A, English Language Acquisition: ESEA Title III, Part A aims to ensure that English language learners (ELL) and immigrant students attain English language proficiency and meet the state's challenging academic achievement standards. Schools use the funds to implement language instruction educational programs designed to help Limited English Proficient (LEP) students achieve these standards. Approaches and methodologies used must be based on scientifically based research. Local Educational Agencies (LEA) may develop and implement new language instruction programs and expand or enhance existing programs. LEAs also may implement school-wide programs within individual schools or implement system-wide programs to restructure, reform, or upgrade all programs, activities, or operations related to the education of their LEP students. More details about the Title III, Part A grants can be found on the website: <http://www2.ed.gov/policy/elsec/leg/esea02/pg40.html>.

- *FY2015-16 Participating Schools:* 111 Schools
- *Estimated number of students served in FY2015-16:* 9,500

NON-FEDERAL PROGRAMS FUND SECTION

This section includes the following information:

- I. Introduction
- II. Needs of Shelby County Schools Students
- III. Financial Summary of the Non-Federal Programs Fund
- IV. Summary of the Non-Federal Programs Revenue Sources

I. INTRODUCTION

Shelby County Schools supports students to become academic scholars and to be productive citizens. The District provides academic enrichment programs to complement the academic learning in the classroom. Most of the special revenue funds are dedicated to enhancing the academic learning of our students and to support academic innovation.

II. NEEDS OF SHELBY COUNTY SCHOOLS STUDENTS

In a recent publication of *Parenting in America*¹, the Pew Research Center found that 47% of families with incomes less than \$30,000 expressed concerns about their children getting shot. About 59% of these families worried about their children being kidnapped and about 40% feared that their children would get in trouble with the law. While these findings are based on a national survey, the concerns about safety are shared by many of our parents.

Additionally, the Urban Child Institute reported a national survey finding that 57.6% of parents did not visit the library with their children in the past month. About 14.2% of parents did not tell a story to their children in the past week and approximately 20.5% did not perform crafts with their children in the past week². Parental involvement can be limited, particularly among families below the poverty line, parents who have multiple jobs and are the sole breadwinner, and families who have limited access to resources in their communities.

Both of these publications highlight the importance of providing a safe and enriched learning environment for students and the competing demands that pull parents away from being actively involved in their children's lives. Shelby County Schools believes that each child deserves access to opportunities to grow academically, socially, and emotionally.

III. FINANCIAL SUMMARY OF THE NON-FEDERAL PROGRAMS FUND

The FY2016-17 Non-Federal Program Fund budget is \$41.8 million, which is \$5.3 million more than the prior year budget. The District was awarded \$90 million over seven years to improve student performance through the Bill and Melinda Gates Foundation's Teacher and Leader Effectiveness (TLE) Grant. The TLE Grant was planned to expire June 30, 2016. Yet, the District received a no cost extension to spend the remaining \$11.8 million balance, which was caused by slow spend during the merger and demerger of the District. However, two positions funded by the Teacher and Leader Effectiveness program are shifting to the General Fund in fiscal year 2016-17 in an effort to sustain the TLE work. Also, two of the TLE positions will be funded by the Federal Programs Fund; 26 positions will be eliminated for fiscal year 2016-17. The TLE Grant will increase by \$1.3 million between fiscal year 2015-16 and 2016-17. In addition, the District has budgeted to receive \$3 million more from School Improvement Teacher Town in fiscal year 2016-17, which will be used to support the Innovation Zone schools and school improvement programs. Additionally, After-School Childcare will increase by \$468,000 fiscal year 2016-17 due to increased student participation.

¹ *Parenting in America*. Pew Research Center. December 17, 2015. URL: www.pewsocialtrends.org/2015/12/17/parenting-in-america

² *Off to a Good Start: Social and Emotional Development of Memphis Children*. The Urban Child Institute. URL: www.urbanchildinstitute.org/resources/publications/off-to-a-good-start.

Below is the Non-Federal Programs Fund budget by state function.

	2013 - 14 Actual	2014- 15 Actual	2015-16 Amended Budget	2016-17 Budget	Variance	% Change
Revenues						
City of Memphis	\$ 193,746	\$ 225,000	\$ -	\$ -	\$ -	0.00%
Shelby County	-	-	-	-	-	0.00%
State of Tennessee	14,319,907	13,009,277	14,590,922	13,922,885	(668,037)	-4.58%
Federal Government	-	-	9,939,784	-	(9,939,784)	0.00%
Local option and state sales tax	-	-	-	-	-	0.00%
Charges for services	-	-	-	-	-	0.00%
Other local sources	19,200,587	20,348,437	21,356,339	26,432,422	5,076,083	23.77%
Total revenues	33,714,240	33,582,714	35,947,261	40,355,307	(5,531,738)	12.26%
Expenditures						
Instruction	2,551,794	715,456	943,290	4,153,785	3,210,495	340.35%
Instructional support	67,518	149,508	494,343	511,574	17,231	3.49%
Student support	48,987	37,455	105,190	71,181	(34,009)	-32.33%
Office of principal	-	266,433	165,862	-	(165,862)	-100.00%
General administration	13,261,932	6,628,838	10,329,509	11,821,460	1,491,951	14.44%
Fiscal services	1,175,269	(117,832)	280,435	300,000	19,565	6.98%
Other support services	1,007,107	1,182,845	115,863	21,772	(94,091)	-81.21%
Plant services	1,002,722	596,388	718,250	1,014,871	296,621	41.30%
Community service	19,978,687	21,509,306	23,406,451	23,932,423	525,972	2.25%
Food service	47,186	49,250	2,802	-	(2,802)	0.00%
Total expenditures	39,141,202	31,017,647	36,561,995	41,827,066	5,265,071	14.40%
Excess (deficiency) of revenues over expenditures	(5,426,962)	2,565,067	(614,734)	(1,471,759)		
Approved use of fund balance	5,426,962	-	614,734	-		
Beginning Fund Balance	7,202,282	3,075,832	3,770,962	3,156,228		
Increase (decrease) in reserve for encumbrance	1,300,512	(3,577,833)	-	-		
Transfers from Other Funds	-	1,707,896	-	-		
Ending Fund Balance	\$ 3,075,832	\$ 3,770,962	\$ 3,156,228	\$ 1,684,469		

Below is the Non-Federal Programs Fund budget in fiscal year 2016-17 by major object.

	2013 - 14 Actual	2014- 15 Actual	2015-16 Amended Budget	2016-17 Budget	Variance	% Change
Revenues						
City of Memphis	\$ 193,746	\$ 225,000	\$ -	\$ -	\$ -	-
State of Tennessee	14,319,907	13,009,277	14,590,922	13,922,885	(668,037)	-4.58%
Other local sources	19,200,587	20,348,437	21,356,339	26,432,422	5,076,083	23.77%
Total revenues	33,714,240	33,582,714	35,947,261	40,355,307	4,408,046	12.26%
Expenditures						
Salaries	14,321,065	13,735,957	11,711,383	15,087,132	3,375,749	28.82%
Benefits	3,461,664	3,175,229	3,241,911	3,716,029	474,118	14.62%
Contracted services	17,099,412	10,849,397	16,078,006	19,318,476	3,240,470	20.15%
Professional services	-	495,085	623,098	-	(623,098)	-100.00%
Property maintenance services	15,987	14,412	11,388	3,492	(7,896)	-69.34%
Travel	64,404	51,613	171,005	450,078	279,073	163.20%
Supplies & materials	3,040,119	1,255,741	2,260,748	1,457,812	(802,936)	-35.52%
Furniture, equipment & building improvements	116,497	759,981	774,507	212,614	(561,893)	-72.55%
Other objects	1,022,054	680,232	1,689,949	1,581,433	(108,516)	-6.42%
Total expenditures	39,141,202	31,017,647	36,561,995	41,827,066	5,265,071	14.40%
Excess (deficiency) of revenues over expenditures	(5,426,962)	2,565,067	(614,734)	(1,471,759)		
Approved use of fund balance	5,426,962	-	614,734	-		
Beginning Fund Balance	7,202,282	3,075,832	3,770,962	3,156,228		
Increase (decrease) in reserve for encumbrance	1,300,512	(3,577,833)	-	-		
Transfers from Other Funds	-	1,707,896	-	-		
Ending Fund Balance	\$ 3,075,832	\$ 3,770,962	\$ 3,156,228	\$ 1,684,469		

IV. SUMMARY OF THE NON-FEDERAL PROGRAMS REVENUE SOURCES

Below is the Non-Federal Programs Fund budget by project.

Project	Project Name	2013-14	2014-15	2015-16	2016-17	2016 vs 2017	
		Actual	Actual	Amended Budget	Budget	VARIANCE	% CHANGE
D670	Adolescent Parenting Program	\$ -	\$ -	\$ 5,244	\$ 5,000	\$ (244)	-4.65%
D205	Adopt a School Seminar	1,807	8,854	-	12,000	12,000	100.00%
D735	Aetna School Gardens Grant	16,050	21,450	-	-	-	0.00%
D085	After-School Childcare	5,238,087	5,775,794	6,500,000	6,968,638	468,638	7.21%
D225	After-School Snacks	2,064,944	2,457,385	2,730,811	2,730,811	-	0.00%
D235	Art Educators Grant	1,215	(335)	-	-	-	0.00%
D245	Arts in Education: Artfest	-	-	1,020	5,016	3,996	391.76%
D956	Bolton College Trust	-	-	-	25,000	25,000	0.00%
D745	Bond Building Lighting Upgrade	67,316	-	-	-	-	0.00%
D103	Career and Technical Education	-	-	56,117	36,000	(20,117)	-35.85%
D240	Class Piano Program	-	-	25,190	39,036	13,846	54.97%
D275	Coalition of Large School Systems	145,460	-	-	250,000	250,000	0.00%
D755	College Bound Summer Melt Pilot Project	27,831	169	-	-	-	0.00%
D570	Colonial Hearing & Vision Center	-	-	35,000	35,000	-	0.00%
D660	Disability Mentoring	-	-	-	4,000	4,000	100.00%
D935	Dollar General Literacy Grant	-	2,000	-	-	-	0.00%
D294	Energy Efficient Schools Initiative	137,144	60,001	-	-	-	0.00%
D075	Facility Rental	265,184	233,146	300,000	540,000	240,000	80.00%
D355	Farm to School Planning	31,136	-	-	-	-	0.00%
D590	GCA Scholarship and Athletic Donation	-	53,500	166,428	130,000	(36,428)	-21.89%
9305	Headstart	(3,300)	-	-	-	-	0.00%
D185	Healthy School Whole Child Program	10,916	-	-	-	-	0.00%
D415	Homeless Children & Youth Program	2,973	-	6,107	4,500	(1,607)	-26.31%
D925	Hyde, Poplar and Pyramid Peak Foundations Hamilton	-	202,501	-	-	-	0.00%
D435	LEAP Program	1,136,858	608,136	590,000	600,000	10,000	1.69%
D445	Connect Mentoring Program	-	-	-	2,145	2,145	100.00%
D455	Memphis Youth Works	18,400	-	-	-	-	0.00%
D465	Mental Health Records	(2,874)	37,285	80,000	30,000	(50,000)	-62.50%
D475	MET Research Study-BMGF	2,692	-	-	-	-	0.00%
D485	SCIAA Dues & Fines	336,221	284,378	349,502	325,785	(23,717)	-6.79%
D505	National Science Foundation - UOM Grant	100,393	80,014	-	-	-	0.00%
D525	Pre-K	10,802,289	9,883,548	10,565,248	10,478,074	(87,174)	-0.83%
D555	Research & Evaluation	67,518	147,349	216,007	265,897	49,890	23.10%
D771	Safeguarding iZone Successes	-	-	-	315,000	315,000	100.00%
D025	School Age Childcare	474,324	431,322	508,551	575,041	66,490	13.07%
D770	School Improvement Teacher Town	-	-	137,116	3,200,000	3,062,884	2233.79%
D785	School Uniforms	-	1,743	6,369	2,000	(4,369)	-68.60%
D045	Security-Ancillary Services	42,297	100,672	120,000	150,000	30,000	25.00%
D765	Shelby County Government Pre-K	-	2,053,251	2,458,345	2,284,543	(173,802)	-7.07%
D605	Shelby Metro Basketball	195,732	223,005	-	225,000	225,000	0.00%
D955	SIMS High School Robotics Program	-	3,908	10,000	20,000	10,000	100.00%
D815	Southwind CTE Farm Hoop Houses	-	27,800	2,802	-	(2,802)	0.00%
D795	SPED Medicaid Reimbursement	-	2,159	199,676	199,677	1	0.00%
D645	Student Ticket Subsidy	77,095	78,531	74,862	84,000	9,138	12.21%
D055	Teacher and Leader Effectiveness	14,144,766	8,077,406	10,547,372	11,843,232	1,295,860	12.29%
D125	Telecommunications Center UbS	20,090	56,790	40,000	46,800	6,800	17.00%
D735	Toyota Family Literacy Program	15,567	-	-	-	-	0.00%
D685	Transition	3,175,263	(109,634)	280,435	50,000	(230,435)	-82.17%
D065	TVA ENERNOC Demand Response Program	490,779	202,561	298,250	324,871	26,621	8.93%
D095	Very Special Arts Festival	12,999	12,958	11,543	10,000	(1,543)	-13.37%
D725	Wellness Initiative Plough Foundation	24,032	-	-	-	-	0.00%
D958	Verizon Innovation Award	-	-	20,000	-	(20,000)	100.00%
D957	Adult High School	-	-	220,000	10,000	(210,000)	100.00%
	Total	39,141,202	31,017,647	36,561,995	41,827,066	5,265,071	14.40%

Note that the final school-based grant allocations for fiscal year 2016-17 have not been made. Consequently, the number of students served and participating schools are reflective of fiscal year 2015-16.

Non-Federal Grant Summary by Project

Non-Federal Programs Fund grants of the District are comprised of state grants, local grants, tuition and fees. State grants 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. Local grants, tuition or fees are derived from outside sources other than State governments. Revenues from local grants may be received through donations or a competitive application process.

State of Tennessee

D225 – After-School Snacks: With the After-School Snacks program, nutritious snacks are provided by the District's Nutritional Services Department 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

Number of Students Served in FY2015-16: 6,300
Revenue Classification: State of Tennessee Grant

FY2015-16 Participating Schools: Alcy Elementary, Alton Elementary, Balmoral/Ridgeway Elementary, Barretts Chapel School, Belle Forest Community School, Bellevue Middle, Berclair Elementary, Brownsville Road Elementary, Bruce Elementary, Caldwell-Gurthrie Elementary, Carnes Elementary, Chimneyrock Elementary, Charjean Elementary, Colonial Middle, Cordova Elementary, Cordova Middle, Cromwell Elementary, Crump Elementary, Cummings Elementary, Delano Elementary, Dexter Elementary, Doubletree Elementary, Downtown Elementary, Evans Elementary, Fox Meadows Elementary, Germanshire Elementary, Germantown Elementary, Germantown Middle, Getwell Elementary, Goodlet Elementary, Grahamwood Elementary, Hamilton Elementary, Hawkins Mills Elementary, Hickory Ridge Elementary, Holmes Road Elementary, Idlewild Elementary, Jackson Elementary, John P. Freeman School Optional, Kate Bond Elementary, Kate Bond Middle, Keystone Elementary, Kirby Middle, Knight Road Elementary, Levi Elementary, Lowrance School, Lucie E. Campbell Elementary, Lucy Elementary, Manor Lake Elementary, Maxine Smith Steam Academy, Mitchell High, Newberry Elementary, Oak Forest Elementary, Oakhaven Elementary, Oakhaven Middle, Oakshire Elementary, Peabody Elementary, Raleigh Bartlett Elementary, Richland Elementary, Ridgeway Early Learning, Riverwood Elementary, Robert R. Church Elementary, Ross Elementary, Rozelle Elementary, Scenic Hills Elementary, Sea Isle Elementary, Sharpe Elementary, Sheffield Element, Shelby Oaks Elementary, Sherwood Elementary, Snowden School, South Park Elementary, Springdale Elementary, Treadwell Elementary, Wells Station Elementary, Westwood High, Whitehaven Elementary, White Station Elementary, White Station Middle, Willow Oaks Elementary, Winchester Elementary, Dr. William Brewster Elementary, Winridge Elementary, Northside High, Ridgeway Middle, and Southwind Elementary.

Category	Actual	Actual	Budget	Budget	Variance	% Change
	2013-14	2014-15	2015-16	2016-17	2016 vs 2017	
Revenue	\$2,064,944	\$2,457,340	\$2,730,811	\$2,730,811	-	-
Expenditure	\$2,064,944	\$2,457,385	\$2,730,811	\$2,730,811	-	-
Excess (Deficiency)	-	-\$45	-	-	-	-
Fund Balance	-	-	-	-	-	-
Positions (FTE)	-	-	-	-	-	-

D570 - Colonial Hearing and Vision Center: Colonial Hearing and Vision Center provides speech therapy, vision and audiology services to SCS students and other students in the community. These services assist in providing quality education to students with these types of disabilities. Ear molds are necessary for hearing aids and the SCS Audiologists fit those molds to SCS students and other students in the community. Some students are members of state run insurances. Fees are charged for the ear molds and the handling of hearing aide repair. Also, States pay \$20.00 when a record request is made.

Number of Students Served in FY2015-16: 200

Revenue Classification: State of Tennessee Fees

FY2015-16 Participating Schools: Sea Isle Elementary, White Station Elementary, White Station Middle, White Station High.

Category	Actual 2013-14	Actual 2014-15	Budget 2015-16	Budget 2016-17	Variance	% Change
					2016 vs 2017	
Revenue	-	-	\$35,000	\$35,000	-	-
Expenditure	-	-	\$35,000	\$35,000	-	-
Excess (Deficiency)	-	-	-	-	-	-
Fund Balance	-	-	-	-	-	-
Positions (FTE)	-	-	-	-	-	-

D435 – Lottery for Education After-school Programs (LEAPs): LEAPs address student achievement, improving student behavior, involving parents in the learning process, providing quality professional development and establishing community learning centers. LEAPs focus on reading and math through a variety of materials, resources, and support activities including tutoring and 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. LEAPs were established at seven schools, which were identified by the State as having the greatest academic need. LEAPs Grants are funded from uncollected lottery winnings. More details about LEAPs can be found on the website: <https://www.tn.gov/education/topic/extended-learning>.

Number of Students Served in FY2015-16: 380

Revenue Classification: State of Tennessee Grant

FY2015-16 Participating Schools: Kirby Middle, Mitchell High, Northside High, Oakhaven Middle, Willow Elementary, Winchester Elementary, and Westwood High.

Category	Actual 2013-14	Actual 2014-15	Budget 2015-16	Proposed 2016-17	Variance	% Change
					2016 vs 2017	
Revenue	\$1,140,970	\$499,865	\$590,000	\$600,000	10,000	2%
Expenditure	\$1,136,858	\$608,136	\$590,000	\$600,000	10,000	2%
Excess (Deficiency)	\$4,112	-\$108,271	-	-	-	-
Fund Balance	-	-	-	-	-	-
Positions (FTE)	1	2	30	16	(14)	-47.35%

D465 - Mental Health Records: The Mental Health Records program is managed by the District's Mental Health Center. The Center receives funds from the Tennessee Social Security Administration for managing the mailing of confidential student records. The State 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 where Mental Health Center staff participate.

Number of Students Served in FY2015-16: All SCS Students
Revenue Classification: State of Tennessee Fees

FY2015-16 Participating Schools: All SCS Schools

Category	Actual 2013-14	Actual 2014-15	Budget 2015-16	Budget 2016-17	Variance	% Change
					2016 vs 2017	
Revenue	\$344	\$89,085	\$80,000	-	(80,000)	-100.00%
Expenditure	-\$2,874	\$37,285	\$80,000	\$30,000	(50,000)	-62.50%
Excess (Deficiency)	\$3,218	\$51,800	-	-\$30,000	-	-
Fund Balance	-	-	-	-	-	-
Positions (FTE)	-	-	-	-	-	-

D525 Pre-K: Pre-K program provides high quality early education that promotes the cognitive, social, emotional, and physical development of young children by providing services that will maximize kindergarten readiness and empower children to begin their educational journey with an appropriate educational foundation.

Number of Students Served in FY2015-16: 1,635
Revenue Classification: State of Tennessee Grant

FY2015-16 Participating Schools: A. B. Hill Elementary, Alcy Elementary, Alton Elementary, Belle Forest, Berclair, Bethel Grove Elementary, Bruce Elementary, Caldwell-Guthrie, Carnes Elementary, Charjean E Elementary, Cherokee, Crump Elementary, Cummings, Dexter Elementary, Doubletree Elementary, Douglass High, Dunbar, Egypt, Evans, Fairley, Ford Road, Fox Meadows, Gardenview, Getwell, Goodlett, Hamilton Elementary, Hawkins-Mill, Holmes Road, Keystone Elementary, Kingsbury Elementary, Knight Road Elementary, Larose, Levi, Lucie E. Campbell, Magnolia Manor Lake, Northaven, Oakhaven, Oakshire, Raineshaven, Ridgeway, Robert R. Church, Ross, Scenic Hills, Sharpe, Sheffield, Sherwood, Southwind, Springdale, Treadwell, Vollentine, Wells Station, Westside, W. H. Brewster, Whitehaven, Winchester, and Willow Oaks.

Category	Actual 2013-14	Actual 2014-15	Budget 2015-16	Budget 2016-17	Variance	% Change
					2016 vs 2017	
Revenue	\$10,803,042	\$9,769,421	\$10,565,248	\$10,478,074	(87,174)	-0.83%
Expenditure	\$10,802,289	\$9,883,548	\$10,565,248	\$10,478,074	(87,174)	-0.83%
Excess (Deficiency)	\$753	-\$114,127	-	-	-	-
Fund Balance	-	-	-	-	-	-
Positions (FTE)	168	98	92	92	-	-

D025 - School Age Child Care: School Age Child Care (SACC) serves as a support service to the District's students, parents, and surrounding communities. SACC is an extension of the regular school day with a focus on learning through fun, stimulating activities and developmental practices. 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.

Number of Students Served in FY2015-16: 4,663
Revenue Classification: Tennessee Department of Health and Human Services Grant

FY2015-16 Participating Schools: Balmoral/Ridgeway Elementary, Barretts Chapel School, Belle Forest Community School, Bellevue Middle, Bruce Elementary, Chimneyrock Elementary, Colonial Middle, Cordova Elementary, Cordova Middle, Cromwell Elementary, Crump Elementary, Delano Elementary, Dexter Elementary, Doubletree Elementary, Downtown Elementary, Evans Elementary, Fox Meadows Elementary, Germanshire Elementary, Germantown Elementary, Germantown Middle, Grahamwood Elementary, Hickory Ridge Elementary, Holmes Road Elementary, Idlewild Elementary, John P. Freeman School, Kate Bond Elementary, Kate Bond Middle, Keystone Elementary, Lowrance School, Lucie E. Campbell Elementary, Lucy Elementary, Maxine Smith Steam Academy, Newberry Elementary, Oak Forest Elementary, Oakhaven Elementary, Oakshire Elementary, Peabody Elementary, Raleigh Bartlett Meadows Elementary, Richland Elementary, Ridgeway Early Learning, Ridgeway Middle, Riverwood Elementary, Robert R. Church Elementary, Ross Elementary, Rozelle Elementary, Scenic Hills Elementary, Sea Isle Elementary, Shelby Oaks Elementary, Sherwood Elementary, Snowden School, Southwind Elementary, Whitehaven Elementary, White Station Elementary, and White Station Middle.

Category	Actual 2013-14	Actual 2014-15	Budget 2015-16	Budget 2016-17	Variance	% Change
	2016 vs 2017					
Revenue	\$484,191	\$402,036	\$303,417	476,551	173,134	57.06%
Expenditure	\$474,324	\$431,322	\$508,551	\$575,041	66,490	13.07%
Excess (Deficiency)	\$9,867	-\$29,286	-\$205,134	-\$98,490	-	-
Fund Balance	-	-	-	-	-	-
Positions (FTE)	5	4	17	17	-	-

D765 - Shelby County Government Pre-K: The program provides high quality early education that will promote the cognitive, social, emotional, and physical development of young children by providing 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 driven 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.

Number of Students Served in FY2015-16: 546

Revenue Classification: Shelby County Government through the State of Tennessee

FY2015-16 Participating Schools: A. B. Hill Elementary, Alton Elementary, Bethel Grove Elementary, Caldwell-Guthrie, Carnes Elementary, Dexter Elementary, Dunbar, Egypt, Evans, Magnolia, Ridgeway, Southwind and Winchester.

Category	Actual 2013-14	Actual 2014-15	Budget 2015-16	Budget 2016-17	Variance	% Change
	2016 vs 2017					
Revenue	-	\$1,754,284	\$2,458,345	\$2,284,543	(173,802)	-7.07%
Expenditure	-	\$2,053,251	\$2,458,345	\$2,284,543	(173,802)	-7.07%
Excess (Deficiency)	-	-\$298,967	-	-	-	-
Fund Balance	-	-	-	-	-	-
Positions (FTE)	-	32	29	29	-	-

D795 - SPED Medicaid Reimbursement: The District’s Exceptional Children Department bills TennCare (Medicaid) to receive reimbursements for related services provided to students with individualized education programs (IEPs). Related services provided to students with IEPs may include: audiologist services, evaluation and testing, nursing services, occupational therapy, physical therapy, psychological services, bus monitors and social work services. The program is managed by one employee who works with Public Consulting Group (PCG) to implement TennCare fee for services for the provision of related services for students with IEPs. PCG will collect 9.95% of fees collected.

Number of Students Served in FY2015-16: 6,474
Revenue Classification: State of Tennessee

FY2015-16 Participating Schools: All SCS Schools

Category	Actual 2013-14	Actual 2014-15	Budget 2015-16	Budget 2016-17	Variance	% Change
					2016 vs 2017	
Revenue	-	\$2,160	\$199,676	\$199,677	1	-
Expenditure	-	\$2,160	\$199,676	\$199,677	1	-
Excess (Deficiency)	-	-	-	-	-	-
Fund Balance	-	-	-	-	-	-
Positions (FTE)	-	1	1	1	-	-

D645 - Student Ticket Subsidy: 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 and encourage schools to expose Tennessee students to a broad variety of cultural experiences, arts disciplines and artists. The maximum award is \$3,000 per fiscal year for each school.

Number of Students Served in FY2015-16: 16,730
Revenue Classification: State of Tennessee Arts Commission Grant

FY2015-16 Participating Schools: Georgian Hills Middle School, Delano Elementary, Germanshire Elementary, American Way Middle School, Caldwell-Guthrie Elementary School, Knight Road Elementary School, Jackson Elementary, Bruce Elementary School, Middle College High School, Balmoral Ridgeway Elementary, Belle Forest Community School, Bellevue Middle School, Brownsville Road Elementary School, Carnes Elementary School, Crump Elementary, Egypt Elementary School, Germanshire Elementary, Grahamwood Elementary School, Grandview Heights Middle, Hamilton Elementary School, Hamilton Middle School, Highland Oaks Elementary School, Idlewild Elementary School, Jackson Elementary, Kirby Middle School, Levi Elementary School, Macon-Hall Elementary School, Maxine Smith STEAM Academy, Melrose High School, Memphis Business Academy, Oakhaven Elementary, Raineshaven Elementary, Raleigh Egypt Middle School, Scenic Hills Elementary, Sherwood Elementary School, South Park Elementary, Southwind Elementary School, Springdale Elementary, Treadwell Elementary School, Westside Elementary, Whitehaven High School.

Category	Actual 2013-14	Actual 2014-15	Budget 2015-16	Budget 2016-17	Variance	% Change
					2016 vs 2017	
Revenue	\$77,095	\$78,532	\$80,515	\$84,000	3,485	4.33%
Expenditure	\$77,095	\$78,532	\$80,515	\$84,000	3,485	4.33%
Excess (Deficiency)	-	-	-	-	-	-
Fund Balance	-	-	-	-	-	-
Positions (FTE)	-	-	-	-	-	-

Donations, Fees, Tuition

D670 - Adolescent Parenting Program: Shelby County Schools Adolescent Parenting Program is designed to provide a safe, healthy, educational environment to the student and their child. The program is preventing dropouts by meeting a primary need for teen mothers. Providing childcare will allow the students to complete their education. The program offers 3 areas of focus including fashion merchandising, computer technology and childcare development. Students can continue their studies through our home bound program for up to six weeks to eight weeks after the baby is born.

Number of Students Served in FY2015-16: 200
Revenue Classification: Local Donations

FY2015-16 Participating Schools: All SCS middle and high schools are eligible

Category	Actual 2013-14	Actual 2014-15	Budget 2015-16	Budget 2016-17	Variance	%Change
	2016 vs 2017					
Revenue	-	\$3,090	\$5,046	\$5,000	(46)	-0.91%
Expenditure	-	-	\$5,244	\$5,000	(244)	-4.65%
Excess (Deficiency)	-	\$3,090	-\$198	-	198	-
Fund Balance	-	-	-	-	-	-
Positions (FTE)	-	-	-	-	-	-

D205 - Adopt a School Seminar: The Adopt-A-School Seminar supports programs, seminars and luncheons that increase better awareness and community relationships with 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.

Number of Students Served in FY2015-16: All students at participating schools
Revenue Classification: Local Donations and Annual Luncheon

FY2015-16 Participating Schools: A. Maceo Walker Middle, A.B. Hill, Adolescent Parenting Program, Alcy Elementary, Alton Elementary, B. T. Washington High, Balmoral/Ridgeway Elementary, Belle Forest Community School, Bellevue Middle, Berclair Elementary, Bethel Grove Elementary, Brownsville Road Elementary, Bruce Elementary, Carnes Elementary, Carver High, Central High, Charjean Elementary, Cherokee Elementary, Chickasaw Middle, Chimneyrock Elementary, Colonial Middle, Cordova Elementary, Cordova High, Cordova Middle, Craigmont High, Craigmont Middle, Cromwell Elementary, Crump Elementary, Cummings School, Delano Optional Elementary, Dexter Elementary, Dexter Middle, Double Tree Elementary, Douglass (K-8), Downtown Elementary, Dunbar Elementary, East High & Career and Technology Center, Egypt Elementary, Evans Elementary, Fairley Elementary, Ford Road Elementary, Fox Meadows Elementary, Gardenview Elementary, Geeter Middle, Germanshire Elementary, Hamilton High, Havenview Middle, Hawkins Mill Elementary, Hickory Ridge Elementary, Hickory Ridge Middle, Highland Oaks Elementary, Hillcrest High, Hollis F. Price Middle College High, Holmes Road Elementary, Hamilton High, Havenview Middle, Hawkins Mill Elementary, Hickory Ridge Elementary, Hickory Ridge Middle, Highland Oaks Elementary, Hillcrest High, Hollis F. Price Middle College High, Holmes Road Elementary, HOPE Academy, Ida B.Wells Academy, Idlewild Elementary, Jackson Elementary, John P. Freeman Optional, Kate Bond Elementary, Kate Bond Middle, Keystone Elementary, Kingsbury Elementary, Kingsbury High, Kingsbury Middle, Kingsbury Career and Technology Ctr., Kirby High, Kirby Middle, Knight Road Elementary, LaRose Elementary, Lowrance Elementary, Lucie E. Campbell Elementary, Lucy Elementary, Magnolia Elementary, Memphis Health Careers Academy, Middle College High, Mitchell High, Newberry Elementary, Northside High, Oak Forest Elementary, Oakhaven Elementary, Overton High, Peabody Elementary, Raineshaven Elementary, Raleigh Bartlett Meadows, Raleigh-Egypt High, Raleigh-Egypt Middle, Richland Elementary, Ridgeway Middle, Riverview K-8, Riverwood Elementary, Robert R. Church, Ross Elementary, Rozelle Elementary, Scenic Hills Elementary, Sea Isle Elementary, Shady Grove Elementary, Sharpe

Elementary, Sheffield Career and Technology Center High, Sheffield Elementary, Sheffield High, Shelby Oaks Elementary, Shelby Oaks Elementary, Sherwood Elementary, Sharpe Elementary, Sheffield Career and Technology Center High, Sheffield Elementary, Sheffield Career and Technology Center High, Sheffield Elementary, Sheffield High, Shelby Oaks Elementary, Sherwood Elementary, Sherwood Middle, Shrine School Elementary, Snowden School, South Park Elementary, South Side Middle, Southwind Elementary, Spring Hill Elementary, Springdale Elementary, Treadwell Elementary, Treadwell Middle, Trezevant Career and Technology Center, Trezevant High, Vance Middle, Veritas College Prep, Vollentine Elementary, Wells Station Elementary, Westhaven Success, Westside Elementary, Westwood Elementary, Westwood High, White Station Elementary, White Station High, White Station Middle, Whitehaven Elementary, Whitehaven High, William Brewster Elem., Willow Oaks Elementary, Winchester Elementary, Winridge Elementary, Wooddale High, and Wooddale Middle.

Category	Actual 2013-14	Actual 2014-15	Budget 2015-16	Budget 2016-17	Variance	% Change
	2016 vs 2017					
Revenue	-	-	-	\$8,600	8,600	-
Expenditure	\$1,807	\$8,854	-	\$12,000	12,000	-
Excess (Deficiency)	-\$1,807	-\$8,854	-	-\$3,400	(3,400)	-
Fund Balance	-	-	-	-	-	-
Positions (FTE)	-	-	-	-	-	-

D085 - After-School Childcare: The After-School Child Care Program serves a tremendous need to the District's students and parents. The before and after care services are an extension of the regular school day with a focus on learning through stimulating activities and developmental practices. All programs must meet SCS standards based on guidelines set by the National After-School Association.

Number of students served: 4,663
Revenue Classification: Local Tuition

FY2015-16 Participating Schools: Balmoral/Ridgeway Elementary, Barretts Chapel School, Belle Forest Community School, Bellevue Middle, Bruce Elementary, Chimneyrock Elementary, Colonial Middle, Cordova Elementary, Cordova Middle, Cromwell Elementary, Crump Elementary, Delano Elementary, Dexter Elementary, Doubletree Elementary, Downtown Elementary, Evans Elementary, Fox Meadows Elementary, Germanshire Elementary, Germantown Elementary, Germantown Middle, Grahamwood Elementary, Hickory Ridge Elementary, Holmes Road Elementary, Idlewild Elementary, John P. Freeman School, Kate Bond Elementary, Kate Bond Middle, Keystone Elementary, Lowrance School, Lucie E. Campbell Elementary, Lucy Elementary, Maxine Smith Steam Academy, Newberry Elementary, Oak Forest Elementary, Oakhaven Elementary, Oakshire Elementary, Peabody Elementary, Raleigh Bartlett Meadows Elementary, Richland Elementary, Ridgeway Early Learning, Ridgeway Middle, Riverwood Elementary, Robert R. Church Elementary, Ross Elementary, Rozelle Elementary, Scenic Hills Elementary, Sea Isle Elementary, Shelby Oaks Elementary, Sherwood Elementary, Snowden School, Southwind Elementary, Whitehaven Elementary, White Station Elementary, and White Station Middle.

Category	Actual 2013-14	Actual 2014-15	Budget 2015-16	Budget 2016-17	Variance	% Change
	2016 vs 2017					
Revenue	\$4,973,750	\$6,501,944	\$6,500,001	\$6,968,638	468,637	7.21%
Expenditure	\$5,238,087	\$5,775,794	\$6,500,000	\$6,968,638	468,638	7.21%
Excess (Deficiency)	-\$264,337	\$726,150	\$1	-	(1)	-
Fund Balance	-	-	\$1	\$1	-	-
Positions (FTE)	46	49	161	160	-1	-0.56%

D245 - Arts in Education-ArtsFest: The District receives funds from ArtsFest project sales and donations from various organizations to support Arts in Education events that document the impact of fine arts initiatives on student achievement. This funding supports items such as collaboration with professional artists, student artistic events, marketing, and other special projects.

Number of Students Served in FY2015-16: 1,500
Revenue Classification: Local Sales of Student Art and Donations

FY2015-16 Participating Schools: All SCS schools

Category	Actual 2013-14	Actual 2014-15	Budget 2015-16	Budget 2016-17	Variance	% Change
					2016 vs 2017	
Revenue	-	-	\$1,020	\$5,016	3,996	391.76%
Expenditure	-	-	\$1,020	\$5,016	3,996	391.76%
Excess (Deficiency)	-	-	-	-	-	-
Fund Balance	-	-	-	-	-	-
Positions (FTE)	-	-	-	-	-	-

D956 - Bolton College Trust: The Bolton College Board of Trustee has approved a grant award to Bolton High School. There are various programs designed to assist the teachers in the preparation of the student to be successful on the end of course test. One program is designed to assist the teachers in grading of daily quizzes, which will allow the students to have instantaneous feedback on the progress on a daily basis. The use of a web calendar allows the school to schedule the activities both during school hours and after school to make sure that facilities are not over scheduled. This calendar will allow the stakeholders the opportunity to become more involved in the different activities of the school, thus promoting more school spirit.

Number of Students Served in FY2015-16: 1,624
Revenue Classification: Local Donations

FY2015-16 Participating Schools: Bolton High School

Category	Actual 2013-14	Actual 2014-15	Budget 2015-16	Budget 2016-17	Variance	% Change
					2016 vs 2017	
Revenue	-	-	-	\$25,000	25,000	100.00%
Expenditure	-	-	-	\$25,000	25,000	100.00%
Excess (Deficiency)	-	-	-	-	-	-
Fund Balance	-	-	-	-	-	-
Positions (FTE)	-	-	-	-	-	-

D103 - Career and Technical Education: Career Technical Education is a program to develop more fully the academic and technical skills of secondary students and post-secondary students enrolled in career and technical education programs. The funds in the CTE account have been used to offset student expenses for competitive events, advisory committee meetings, and budget year transition emergencies associated with contracted services for student transportation and lodging.

Category	Actual 2013-14	Actual 2014-15	Budget 2015-16	Budget 2016-17	Variance	% Change
					2016 vs 2017	
Revenue	-	-	\$40,000	\$36,000	(4,000)	-10.00%
Expenditure	-	-	\$40,000	\$36,000	(4,000)	-10.00%
Excess (Deficiency)	-	-	-	-	-	-
Fund Balance	-	-	-	-	-	-
Positions (FTE)	-	-	-	-	-	-

D240 - Class Piano Program: The Class Piano Program offers after-school group piano instruction to all elementary students in District beginning in second grade. Preparatory Piano classes are offered in certain locations for kindergarten and first grade dependent upon the availability of time in the piano teacher’s schedule. Class Piano offers 60 minutes of weekly instruction in the target content. Class enrollment is limited to twelve students per class. Fees are collected from the students to pay for instruction, equipment, materials and recital attendance.

Number of Students Served in FY2015-16: 800
Revenue Classification: Local Tuition from Parents

FY2015-16 Participating Schools: Brownsville Road Elementary, Cordova Elementary, Cordova Middle, Delano Elementary, Downtown Elementary, Double Tree Elementary, Grahamwood Elementary, Idlewild Elementary, John P. Freeman Optional School, Kate Bond Elementary, Oak Forrest Elementary, Richland Elementary, Rozelle CAPA Elementary, Shady Grove Elementary, Sherwood Elementary, Southwind Elementary, and White Station Elementary.

Category	Actual 2013-14	Actual 2014-15	Budget 2015-16	Budget 2016-17	Variance	% Change
					2016 vs 2017	
Revenue	-	-	\$38,190	\$39,036	846	2.22%
Expenditure	-	-	\$38,190	\$39,036	846	2.22%
Excess (Deficiency)	-	-	-	-	-	-
Fund Balance	-	-	-	-	-	-
Positions (FTE)	-	-	-	-	-	-

D275 - Coalition of Large School Systems: The five largest public school systems in the State of Tennessee have formed a coalition for the purpose of jointly exploring legislative options that will serve the unique interest of large school systems. As custodian of CLASS Funds for the District, Shelby County Schools established this project to document transactions for CLASS.

Revenue Classification: Local Donations

Category	Actual 2013-14	Actual 2014-15	Budget 2015-16	Budget 2016-17	Variance	% Change
					2016 vs 2017	
Revenue	-	-	-	\$250,000	250,000	100.00%
Expenditure	\$145,460	-	-	\$250,000	250,000	100.00%
Excess (Deficiency)	\$145,460	-	-	-	-	-
Fund Balance	-	-	-	-	-	-
Positions (FTE)	-	-	-	-	-	-

D445 - CONNECT Mentoring Program: 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.

Revenue Classification: Local Donations

Category	Actual 2013-14	Actual 2014-15	Budget 2015-16	Budget 2016-17	Variance	% Change
					2016 vs 2017	
Revenue	-	-	-	\$2,145	2,145	-
Expenditure	-	-	-	\$2,145	2,145	-
Excess (Deficiency)	-	-	-	-	-	-
Fund Balance	-	-	-	-	-	-
Positions (FTE)	-	-	-	-	-	-

D660 - Disability Mentoring: The District’s Exceptional Children Department works with employers in the city to provide a day of mentoring for our high school students with disabilities. The initiative has been a collaborative effort between the Exceptional Children Department, Corporate Connection, Work Force Investment, and the Memphis Advisory Council. Employers have provided staff, space and time to allow our students to experience a day in the workplace. The District had 32 businesses and 330 students participate over the past two years. This program uses contributions to host an Appreciation Day for the employers who participate. Some businesses are willing to provide space and contributions for meals, but cannot fund the whole event.

Category	Actual 2013-14	Actual 2014-15	Budget 2015-16	Budget 2016-17	Variance	% Change
					2016 vs 2017	
Revenue	-	-	\$4,000	\$4,000	-	-
Expenditure	-	-	\$4,000	\$4,000	-	-
Excess (Deficiency)	-	-	-	-	-	-
Fund Balance	-	-	-	-	-	-
Positions (FTE)	-	-	-	-	-	-

D075 - Facility Rental: This project captures charge-back fees for facility over-time incurred due to various district property rentals to outside organizations.

Revenue Classification: Local Rental Agreements

Category	Actual 2013-14	Actual 2014-15	Budget 2015-16	Budget 2016-17	Variance	% Change
					2016 vs 2017	
Revenue	\$251,321	\$262,418	\$300,000	\$250,000	(50,000)	-16.67%
Expenditure	\$265,184	\$233,146	\$300,000	\$540,000	240,000	80.00%
Excess (Deficiency)	-\$13,864	\$29,272	-	-\$290,000	-	-
Fund Balance	-	-	-	-	-	-
Positions (FTE)	-	-	-	-	-	-

D590 - GCA Scholarship and Athletic Donations: GCA Service Group, Inc. has committed to annual academic scholarships and athletic funding per the custodial contract agreement. GCA committed to fourteen, \$5,000 annual academic scholarships for a total of \$70,000 per year, an overall total of \$350,000. Also, GCA committed to \$30,000 per year for athletic funding for middle and high schools for an overall total of \$150,000.

Number of Students Served in FY2015-16: 150

Revenue Classification: Local Donations

FY2015-16 Participating Schools: All Senior Students at SCS High Schools

Category	Actual 2013-14	Actual 2014-15	Budget 2015-16	Budget 2016-17	Variance	% Change
					2016 vs 2017	
Revenue	-	\$140,000	\$161,428	\$130,000	(31,428)	-19.47%
Expenditure	-	\$53,500	\$166,428	\$130,000	(36,428)	-21.89%
Excess (Deficiency)	-	\$86,500	-\$5,000	-	-	-
Fund Balance	-	-	-	-	-	-
Positions (FTE)	-	1	-	-	-	-

D415 - Homeless Children and Youth Program: SCS Homeless Children and Youth Program provides uninterrupted and continuous resources and services to displaced children, youth and their families in Shelby County Schools and to meet all mandates consistent with the 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 teenager 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. The program is planning to use fund balance for FY 2017 costs.

Number of Students Served in FY2015-16: 1,000

Revenue Classification: Local Donations

FY2015-16 Participating Schools: All SCS Schools

Category	Actual 2013-14	Actual 2014-15	Budget 2015-16	Budget 2016-17	Variance	% Change
					2016 vs 2017	
Revenue	\$1,130	\$1,657	\$1,150	-	(1,150)	-100.00%
Expenditure	\$2,973	-	\$6,107	\$4,500	(1,607)	-26.31%
Excess (Deficiency)	-\$1,843	\$1,657	-\$4,957	-\$4,500	-	-
Fund Balance	-	-	-	-	-	-
Positions (FTE)	-	-	-	-	-	-

D555 - Research and Evaluation: Research and Evaluation program provides assessment support and performs 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 programs have funding earmarked for the services performed and the funds are placed in this account.

Number of Students Served in FY2015-16: All SCS Students

Revenue Classification: Local Fees for Services

FY2015-16 Participating Schools: All SCS Schools

Category	Actual 2013-14	Actual 2014-15	Budget 2015-16	Budget 2016-17	Variance	% Change
					2016 vs 2017	
Revenue	\$121,550	\$110,035	\$109,875	\$205,000	95,125	86.58%
Expenditure	\$67,518	\$147,349	\$216,007	\$265,897	49,890	23.10%
Excess (Deficiency)	\$54,032	-\$37,314	-\$106,132	-\$60,897	45,235	-42.62%
Fund Balance	-	-	-	-	-	-
Positions (FTE)	2	3	3	3	-	-

D771 - Safeguarding iZone Successes: The Assisi Foundation of Memphis, Inc. has approved a grant award via the School Seed Foundation to support iZone efforts. The funding is over a three-year period and will allow Shelby County Schools to carry ten current iZone schools through a completion of their five years of iZone support, impacting approximately 5,600 students and building success not only for these schools, but also for three high schools that are among the state’s 2015 Priority Schools.

Number of Students Served in FY2015-16: 11,680

Revenue Classification: Local Grant (Assisi Foundation)

FY2015-16 Participating Schools: A. B. Hill Elementary, Cherokee Elementary, Chickasaw Middle, Douglass K-8, Douglas High, Fairley Elementary, Ford Road Elementary, Geeter Middle, Grandview Heights Middle, Hamilton High, Hamilton Middle, Lucie E. Campbell, Magnolia Elementary, Melrose High, Mitchell High, Riverview School, Sherwood Middle, Treadwell Elementary, Treadwell Middle, Trezevant High, Westhaven Elementary, and Westwood High.

Category	Actual 2013-14	Actual 2014-15	Budget 2015-16	Budget 2016-17	Variance	% Change
					2016 vs 2017	
Revenue	-	-	\$315,000	\$315,000	-	-
Expenditure	-	-	\$315,000	\$315,000	-	-
Excess (Deficiency)	-	-	-	-	-	-
Fund Balance	-	-	-	-	-	-
Positions (FTE)	-	-	-	-	-	-

D770 School Improvement Teachers Town: The Innovation Zone (iZone) is a special subset of autonomous Shelby County Schools that initially received additional funding through a School Improvement Grant to implement one of the state –approved turnaround models to improve student achievement. For eligibility to enter the iZone, a school must be considered a Priority School, one which falls in the bottom five percent of schools in the state.

Number of Students Served in FY2015-16: 11,680
Revenue Classification: Local Grant (Teacher Town Memphis, Inc.)

FY2015-16 Participating schools: A. B. Hill Elementary, Cherokee Elementary, Chickasaw Middle, Douglass K-8, Douglas High, Fairley Elementary, Ford Road Elementary, Geeter Middle, Grandview Heights Middle,, Hamilton High, Hamilton Middle, Lucie E. Campbell, Magnolia Elementary, Melrose High, Mitchell High, Riverview School, Sherwood Middle, Treadwell Elementary, Treadwell Middle Trezevant High, Westhaven Elementary, and Westwood High.

Category	Actual 2013-14	Actual 2014-15	Budget 2015-16	Budget 2016-17	Variance	% Change
					2016 vs 2017	
Revenue	-	-	\$1,800,000	\$2,400,000	600,000	33.33%
Expenditure	-	-	\$1,000,000	\$3,200,000	2,200,000	220.00%
Excess (Deficiency)	-	-	\$800,000	-\$800,000	-	-
Fund Balance	-	-	\$800,000	-	-	-
Positions (FTE)	-	-	3	3	-	-

D785 School Uniforms: Orion Federal Credit Union awarded the District school uniforms. The purpose was to assist in providing uniforms to students in the District.

Number of Students Served in FY2015-16: 400
Revenue Classification: Local Donations

FY2015-16 Participating schools: Alcy Elementary, Bethel Grove Elementary, Carnes Elementary, Egypt Elementary, Gardenview Elementary, Getwell Elementary, Graham Elementary, Hamilton Elementary, Hawkins Mill Elementary, Kate Bond, Lincoln Elementary, Riverview K-8, Ross Elementary, Shady Grove Elementary, Shelby County Family Resource Center, Snowden Elementary, South Park Treatment, Vollentine Elementary, Whitehaven Elementary, Truancy and Family Resource Center.

Category	Actual 2013-14	Actual 2014-15	Budget 2015-16	Budget 2016-17	Variance	% Change
					2016 vs 2017	
Revenue	-	\$6,604	\$869	\$2,000	1,131	130.15%
Expenditure	-	\$1,743	\$6,369	\$2,000	(4,369)	-68.60%
Excess (Deficiency)	-	\$4,861	-\$5,500	-	-	-100.00%
Fund Balance	-	-	-	-	-	-
Positions (FTE)	-	-	-	-	-	-

D485 - SCIAA Dues and Fines: The Shelby County Interscholastic Athletic Association (SCIAA) Dues and Fines are to be used for SCIAA related athletic needs through the collection of money received from imposed fines or penalties for missed meetings by coaches, fines or forfeitures of games, and 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. The revenue also covers any expenses for all non-revenue sports such as Track and Field, Power-lifting, and Wrestling.

Number of Students Served in FY2015-16: All Students at SCS Middle and High Schools
Revenue Classification: Local Fundraising Activities at the Schools

FY2015-16 Participating Schools: All Shelby County Middle and High Schools

Category	Actual 2013-14	Actual 2014-15	Budget 2015-16	Budget 2016-17	Variance	% Change
	2016 vs 2017					
Revenue	\$210,785	\$284,400	\$349,501	\$235,184	(114,317)	-32.71%
Expenditure	\$336,221	\$284,378	\$349,502	\$325,785	(23,717)	-6.79%
Excess (Deficiency)	-\$125,435	\$22	-\$1	-\$90,601	-	-
Fund Balance	-	-	-	-	-	-
Positions (FTE)	-	-	-	-	-	-

D045 - Security-Ancillary Services: The 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.

Number of Students Served in FY2015-16: All SCS Students
Revenue Classification: Local Fees and Billing for fingerprinting and background checks

FY2015-16 Participating Schools: All SCS Schools

Category	Actual 2013-14	Actual 2014-15	Budget 2015-16	Budget 2016-17	Variance	% Change
	2016 vs 2017					
Revenue	\$77,243	\$112,151	\$150,000	\$150,000	-	-
Expenditure	\$42,297	\$100,672	\$150,000	\$150,000	-	-
Excess (Deficiency)	\$34,946	\$11,479	-	-	-	-
Fund Balance	-	-	-	-	-	-
Positions (FTE)	-	-	-	-	-	-

D955 - SIMS High School Robotics Program: The SIMS Robotics Program allows students to participant in a robotics teams representing Shelby County Schools. They compete in various tournaments such as For Inspiration and Recognition of Science and Technology (FIRST), LEGO League (FLL), and West TN Championship Tournament. Students compete in multiple technology-based challenges using LEGO robots designed by their teams. The FLL competitions are designed to help students develop valuable life skills and discover exciting career possibilities, while learning that they can make a positive contribution to society. The events are free and open to the public.

Number of Students Served in FY2015-16: 230
Revenue Classification: Local Donations

FY2015-16 Participating Schools: Kingsbury High, Memphis Business Academy High, East STEM Academy, Manassas High, White Station High, Mitchell High and Craigmont High

Category	Actual 2013-14	Actual 2014-15	Budget 2015-16	Budget 2016-17	Variance	% Change
					2016 vs 2017	
Revenue	-	\$10,000	\$10,000	\$20,000	10,000	100.00%
Expenditure	-	\$3,908	\$8,061	\$20,000	11,939	148.11%
Excess (Deficiency)	-	\$6,092	\$1,939	-	-	-
Fund Balance	-	-	\$1,939	\$1,939	-	-
Positions (FTE)	-	-	-	-	-	-

D055 - Teacher and Leader Effectiveness: The Teacher and Leader Effectiveness program 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 program 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 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.

Number of Students Served in FY2015-16: All SCS Students
Revenue Classification: Local Grant (e.g., Bill and Melinda Gates Foundation)

FY2015-16 Participating Schools: All SCS Schools

Category	Actual 2013-14	Actual 2014-15	Budget 2015-16	Budget 2016-17	Variance	% Change
					2016 vs 2017	
Revenue	\$12,335,251	\$10,175,355	\$24,898,142	\$11,843,232	(13,054,910)	-52.43%
Expenditure	\$14,144,766	\$8,077,406	\$24,898,142	\$11,843,232	(13,054,910)	-52.43%
Excess (Deficiency)	-\$1,809,515	\$2,097,949	-	-	-	-
Fund Balance	\$45,031	-	-	-	-	-
Positions (FTE)	5	25	32	2	(30)	-93.75%

D125 - Telecommunications Center UBS: 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. Also, the funds are used to recruit potential students from feeder schools to become graduates of the Electronic Media Program. Moreover, 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.

Number of Students Served in FY2015-16: 90
Revenue Classification: Local Donations & Fees from Work in the District

FY2015-16 Participating Schools: Hamilton High, Overton High, Cordova High, Kirby High, Ridgeway High, Douglas High, Craigmont High, Middle College and Wooddale High.

Category	Actual 2013-14	Actual 2014-15	Budget 2015-16	Budget 2016-17	Variance	% Change
					2016 vs 2017	
Revenue	\$29,550	\$63	\$40,000	\$46,800	6,800	17.00%
Expenditure	\$20,090	\$56,790	\$40,000	\$46,800	6,800	17.00%
Excess (Deficiency)	\$9,459	-\$56,727	-	-	-	-
Fund Balance	-	-	-	-	-	-
Positions (FTE)	-	-	-	-	-	-

D685-Transition: The Shelby County Schools Transition Project funding was earmarked to assist with the merger of the former Memphis City Schools and legacy Shelby County Schools. The FY2016-17 revenues budgeted are the residual funds remaining from the Shelby County Schools Transition Project.

Revenue Classification: Local Donations

Category	Actual 2013-14	Actual 2014-15	Budget 2015-16	Budget 2016-17	Variance	% Change
					2016 vs 2017	
Revenue	-	-	-	\$50,000	50,000	-
Expenditure	\$3,175,263	-\$109,634	\$280,435	\$50,000	(230,435)	-82.17%
Excess (Deficiency)	-\$3,175,263	\$109,634	-\$280,435	-	-	-
Fund Balance	-	-	-	-	-	-
Positions (FTE)	-	-	-	-	-	-

D065 - TVA ENERNOC Demand Response Program: This is an incentive program offered by the Tennessee Valley Authority in which SCS agrees 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 payments received for participation in the program fund several energy efficiency projects such as controls for lighting and HVAC systems, and the installation of higher efficiency mechanical equipment. These projects will contribute toward reduced utility cost and help guard against future rate increases.

Number of students served: 450-900 directly and 24,000 indirectly

Revenue Classification: Local Donations (TVA is a government-owned independent organization)

FY2015-16 Participating schools: Arrow Academy, Belle Forest Elementary, Campus Elementary, Carnes Elementary, Cordova Elementary, Cromwell Elementary, Cummings Elementary Egypt Elementary, Evans Elementary, Fairley Elementary, Germanshire Elementary, Idlewild Elementary, Jackson Elementary, Keystone Elementary, Kingsbury Elementary, Lowrance School, Lucie E. Campbell Elementary, Magnolia Elementary, Springdale Elementary, Treadwell Elementary, Whitehaven Elementary, A. Maceo Walker Middle, Cordova Middle, Craigmont High, Middle College High, Hamilton Middle, Havenview Middle, Hickory Ridge Middle, , Kate Bond Middle, Maxine Smith Steam Academy, Memphis Academy of Health Sciences Middle, Kingsbury CTC, Kingsbury High, Kingsbury Middle, Raleigh-Egypt High, Sherwood Middle, Shrine School, Snowden Middle, Southwind High, Treadwell Middle, and Wooddale Middle.

Category	Actual 2013-14	Actual 2014-15	Budget 2015-16	Budget 2016-17	Variance	% Change
					2016 vs 2017	
Revenue	\$410,281	\$192,801	\$298,250	\$231,000	(67,250)	-
Expenditure	\$490,779	\$202,561	\$298,250	\$324,871	26,621	8.93%
Excess (Deficiency)	-\$80,498	-\$9,760	-	-\$93,871	-	-
Fund Balance	-	-	-	-\$93,871	-	-
Positions (FTE)	-	-	1	1	-	-

D095 - Very Special Arts Festival: 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 that offers our students with disabilities a means to participate, learn and enjoy the arts at the international, national and local level.

Number of Students Served in FY2015-16: 2,031
Revenue Classification: Local Donations

FY2015-16 Participating Schools: A. B. Hill Elementary, A. Maceo Walker, American Way Middle, Avon-Lenox High School, Barret's Chapel K-8, Belle Forest Community School, Bethel Grove Elementary, Bolton High, Booker T. Washington, Caldwell-Guthrie, Carver High, Central High, Chimneyrock Elementary, Colonial Middle, Cordova Elementary, Cordova High, Cordova Middle, Craigmont High, Craigmont Middle, Cromwell, Dexter Elementary, Dexter Middle, Douglass High, East High, Ford Road Elementary, Gardenview, Geeter Middle, Geeter Middle, Germantown Elementary, Germantown High, Germantown Middle, Gordon Achievement, Grandview Heights Middle, Hamilton Elementary, Hamilton High, Hamilton Middle, Hickory Ridge Middle, Highland Oaks Elementary, Highland Oaks Middle, Hillcrest High, Holmes Road, Kate Bond Middle, Keystone Elementary, Kingsbury Elementary, Kingsbury High, Kingsbury Middle, Kirby High, Kirby Middle, Knight Road Elementary, Lowrance Elementary, Lucie E. Campbell, Manassas High, Martin Luther King Alternative, Melrose High, Mitchell High, Northaven Elementary, Oak Forest Elementary, Oakhaven High, Overton High, Raineshaven, Raleigh-Egypt High, Raleigh-Egypt Middle, Ridgeway High, Riverview K-8, Riverview K-8, Ross Elementary, Sea Isle Elementary, Sheffield High, Sherwood Middle, Shrine School, South Park Elementary, Southwind High, Treadwell Middle, Trezevant High, Vollentine Elementary, W.H. Brewster, Westwood High, White Station High, White Station Middle, Whitehaven High, Wooddale High, and Woodstock Middle.

Category	Actual 2013-14	Actual 2014-15	Budget 2015-16	Budget 2016-17	Variance	% Change
					2016 vs 2017	
Revenue	\$4,655	\$5,119	\$11,543	\$10,000	(1,543)	-13.37%
Expenditure	\$12,999	\$12,958	\$11,543	\$10,000	(1,543)	-13.37%
Excess (Deficiency)	-\$8,344	-\$7,839	-	-	-	-
Fund Balance	-	-	-	-	-	-
Positions (FTE)	-	-	-	-	-	-

D957 – Adult High School Program: The Adult High School program’s goals are to produce graduates 1) who are college and career ready and 2) who enroll in post-secondary opportunities. For adult students, the research consistently shows that making learning convenient and flexible is essential to their success matriculating through the program. Program costs are used to facilitate innovation in program delivery, such as distance learning and student self-monitoring practices, and expansion to the Project Graduation program. Program expenditures include technology hardware and software, student consumable study aids, supplies, and other contracted services.

Revenue Classification: Local Donations

Category	Actual 2013-14	Actual 2014-15	Budget 2015-16	Budget 2016-17	Variance	% Change
					2016 vs 2017	
Revenue	-	-	\$220,000	\$10,000	(210,000)	-95.45%
Expenditure	-	-	\$220,000	\$10,000	(210,000)	-95.45%
Excess (Deficiency)	-	-	-	-	-	-
Fund Balance	-	-	-	-	-	-
Positions (FTE)	-	-	-	-	-	-

D958 - Verizon Innovation Award: This award is a program to improve student engagement and achievement in STEM. The program builds on engineering related assets already in place at East High School (e.g., CAD Software, an engineering computer lab, and postsecondary partnerships) and links those assets to CLOUD 901, the new state-of-the-art social, creative production, and performance technology lab where teens can develop 21st century skills.

Number of Students Served in FY2015-16: 200

Revenue Classification: Local Donations

Category	Actual 2013-14	Actual 2014-15	Budget 2015-16	Budget 2016-17	Variance	% Change
					2016 vs 2017	
Revenue	-	-	\$20,000	-	(20,000)	-100.00%
Expenditure	-	-	\$20,000	\$10,000	(10,000)	-50.00%
Excess (Deficiency)	-	-	-	-\$10,000	-	-
Fund Balance	-	-	-	-	-	-
Positions (FTE)	-	-	-	-	-	-

NUTRITION SERVICES FUND SECTION

This section includes the following information:

- I. Introduction
- II. Children’s Nutritional Needs in Memphis and Shelby County
- III. Overview of Nutrition Services Department
- IV. Financial Summary of the Nutrition Services Fund
Summary of Nutrition Services Fund Grants

I. INTRODUCTION

Shelby County Schools places healthy children in front of educators ready to learn with nutritious meals that support healthy minds and bodies. The District seeks to maximize the number of nutritious meals served to children throughout the year, while operating as a self-supporting operation that relies almost exclusively on US Department of Agriculture (USDA) funds. The District prepares healthy meals not only for our schools, but also for private schools, charter schools, and Achievement School District (ASD) schools.

II. CHILDREN’S NUTRITIONAL NEEDS IN MEMPHIS AND SHELBY COUNTY

Hunger and food insecurity among children is significant challenge in both the City of Memphis and Shelby County. Many children skip basic meals, have limited access to healthy food options, and are uncertain when they will eat their next meal. Both hunger and food insecurity are by-products of the significant poverty in the city and the county. When a student has their basic needs such as food unmet, it is unreasonable to expect that he will reach his fullest learning potential. Shelby County Schools understand the importance of addressing these stifling by-products of poverty by guaranteeing each student at least two healthy meals every school day.

Child Hunger: Of the 100 Metropolitan Statistical Areas (MSAs) with the largest number of respondents to the Gallup-Healthways survey in 2013-2014, Memphis TN-MS-AR experienced a Food Hardship Rate of 22.7, which ranked eighth. Specifically, 22.7% of Memphis household respondents indicated that there had been times in the past 12 months when they did not have enough money to buy food that they or their family needed.

Food Hardship in 2013-2014 by Metropolitan Statistical Area (MSA), by Rank		
MSA	Food Hardship Rate	Rank
Greensboro-High Point, NC	27.9	1
Baton Rouge, LA	24.9	2
Fresno, CA	24.9	2
Bakersfield, CA	24.3	4
Jackson, MS	22.9	5
Augusta-Richmond County, GA-SC	22.8	6
Columbia, SC	22.8	6
Memphis, TN-MS-AR	22.7	8
Dayton, OH	22.6	9
Riverside-San Bernardino-Ontario, CA	22.4	10
Little Rock-N Little Rock-Conway, AR	22.1	11
Greenville-Mauldin-Easley, SC	22.0	12
Chattanooga, TN-GA	21.7	13
New Orleans-Metairie-Kenner, LA	21.7	13
Louisville-Jefferson County, KY-IN	21.4	15
Deltona-Daytona Beach-Ormond Beach, FL	21.3	16
San Antonio, TX	21.3	16
Cape Coral-Fort Myers, FL	21.0	18
Oklahoma City, OK	21.0	18
Pensacola-Ferry Pass-Brent, FL	21.0	18

Source: How Hungry is America? FRAC’s National, State and Local Index of Food Hardship. April 2015. http://frac.org/pdf/food_hardship_2014.pdf

Memphis was ranked 6th MSA with the highest obesity rates in America in 2014, according to the Gallup-Healthways Well-Being Survey. When it comes to obesity and communities, on average, the more unhealthy

food offerings that exist nearby, the more likely it is that someone will make poor food choices. Research indicated that obesity can lead to increased health risk and productivity loss¹.

Highest Obesity Rates, by Community
Based on self-reported height and weight

	% Obese
Baton Rouge, La.	35.9
Harrisburg-Carlisle, Pa.	35.3
Little Rock-North Little Rock-Conway, Ark.	34.1
Tulsa, Okla.	33.5
Dayton, Ohio	33.5
Memphis, Tenn.-Mo.-Ark.	33.2
Toledo, Ohio	33.1
Bakersfield, Calif.	33.1
Worcester, Mass.	33.0
Indianapolis-Carmel-Anderson, Ind.	32.2

Jan. 1-Dec. 29, 2014
Gallup-Healthways Well-Being Index
GALLUP

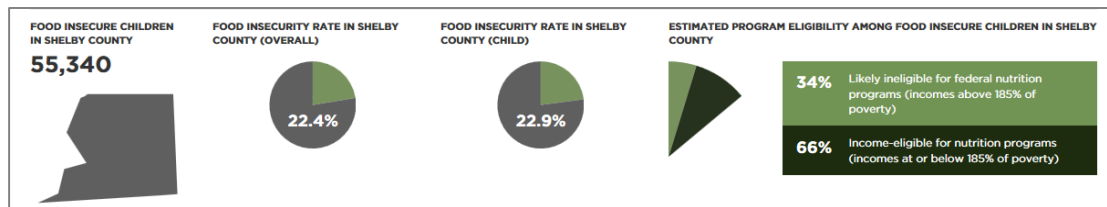
Source: Gallup-Healthways State of American Well-Being 2014 Obesity Rankings. <http://www.well-beingindex.com/2014-obesity-report>

Child Food Insecurity:

The main problem in most urban areas is food insecurity – the lack of consistently available food. Food insecurity is a USDA measure of lack of access, at times, to enough food for an active, healthy life for all household members and limited or uncertain availability of nutritionally adequate foods.

According to a 2014 Feeding America survey, an estimated 55,340 children in Shelby County were unsure about when or where their next meal would come². This reflects a 7.1% increase compared to an estimated 51,670 children in Shelby County who were vulnerable to hunger in 2012.

The child food insecurity rate in Shelby County was 22.9% in 2014, which translates to 1 out of 5 children in Shelby County are unsure about his or her next meal. Also, the child food insecurity rate in Shelby County was higher than the national rate of 20.9% in 2014. The above illustration highlights the need of addressing our students’ basic needs in order to facilitate appropriate learning.



Source: "Map the Meal Gap." Feeding America. 2014. URL: map.feedingamerica.org/county/2014/child/Tennessee/county/shelby

¹ "In U.S., Poor Health Tied to Big Losses for All Job Types." 2013. URL: <http://www.gallup.com/poll/162344/poor-health-tied-big-losses-job-types.aspx>

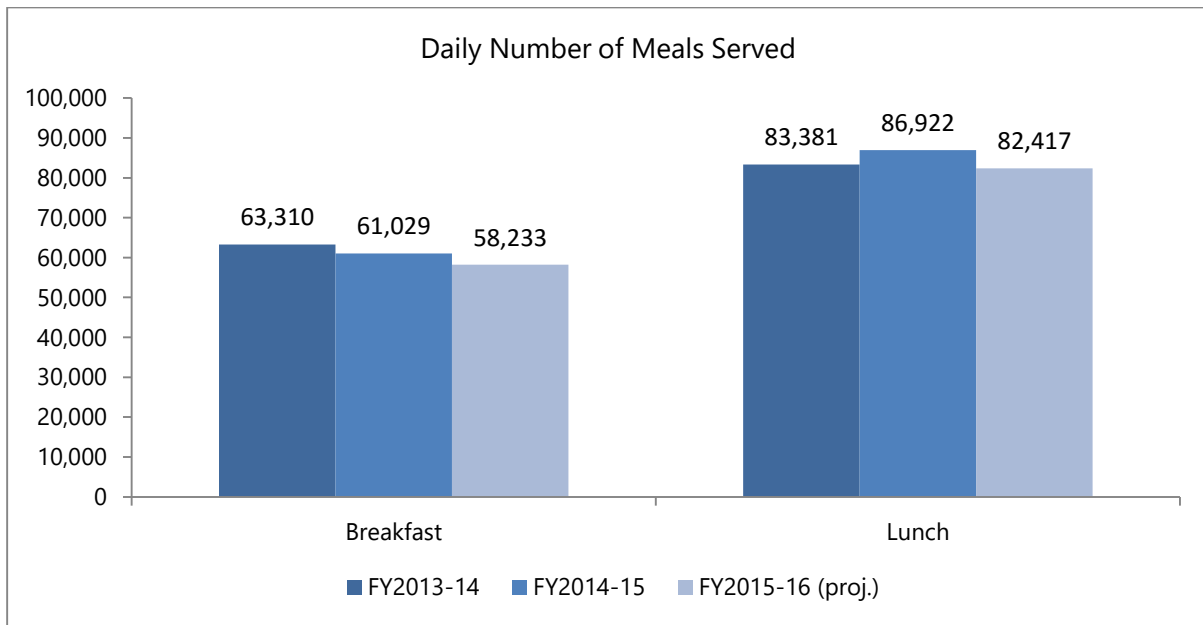
² "Map the Meal Gap." Feeding America. 2014. URL: map.feedingamerica.org/county/2014/child/Tennessee/county/shelby

III. OVERVIEW OF NUTRITION SERVICES DEPARTMENT

Shelby County Schools has provided breakfast and lunches to students under the Community Eligibility Provision (CEP) since school year 2014-15. CEP is a provision from the Healthy, Hunger-Free Kids Act of 2010 that allows schools and local educational agencies with high poverty rates to provide free breakfast and lunch to all students. CEP eliminates the burden of collecting household applications to determine eligibility for school meals and relies instead on information that meets one of several eligibility criteria:

- Families who participate in the Supplemental Nutrition Assistance Program (SNAP);
- Families who participate in Temporary Assistance for Needy Families (TANF);
- Students who are foster children or homeless; or
- Students who participate in Head Start.

The US Department of Agriculture (USDA) through the Tennessee Department of Education School Nutrition Program reimburses the District 100% of the free meal rate for each eligible meal. CEP has significantly contributed to simplifying program administration and eliminating the stigma of free meals for our students. The below chart highlights the numbers of meals served to students over the last few years.



USDA National School Lunch Program (NSLP) and School Breakfast Program (SBP) are our key weapons in the fight against childhood hunger and for improved childhood nutrition. These two meal programs are the heart of Nutrition Services’ operations, directly and indirectly providing approximately 95% of the division’s revenue in the form of per meal reimbursements, USDA foods, and state matching funds that originate with the USDA.

Enrollment in the District as a whole has shifted over the last years due to the increased presence of ASD, the growth of charter schools, the formation of municipal school districts and the overall decline in the school aged population across Shelby County. Despite the enrollment shifts, the Nutrition Services Department has maintained its customer base by serving all District schools, all ASD operated schools, and nearly all charter schools authorized by Shelby County Schools and ASD.

In January 2016, the Nutrition Services Department served approximately 60,000 free USDA-reimbursable breakfasts and approximately 86,351 free USDA-reimbursable lunches on a daily basis. The ratio of breakfasts to lunches meets the national goal promulgated by the Food Research & Action Center.

In school year 2015-16, the Nutrition Services Department has focused on several key initiatives. Success in our school cafeterias is dependent upon the right menus, staffing, equipment, food and supplies in the schools. Nutrition Services has continued and will continue to focus on each of those components of success. The following major projects are below:

- Implementing a new biometric time and attendance system;
- Optimizing the operations of the Central Kitchen;
- Improving and better documenting standard operating procedures; and

In school year 2016-17, a primary focus will be upon further improving both menu offerings and food presentation in order to increase student satisfaction and participation. The Nutrition Services Department will enhance operating efficiencies, quality, and service to students and schools through the following goals:

- Improve high school lunch participation to 57.5%,
- Increase inventory asset utilization, and
- Pass the triennial USDA Administrative Review with no critical findings.

IV. FINANCIAL SUMMARY OF THE NUTRITION SERVICES FUND

The Nutrition Services Fund receives limited state or local governmental funding for nutrition services, except for USDA flow-through funds and payments for services rendered to private schools., The Nutrition Services Fund resembles an enterprise fund in which revenues are volume generated and expenses are optimized to maintain appropriate contingency funds and quality customer satisfaction.

In fiscal year 2016-17, the revenues in Nutrition Services are budgeted to increase by \$1.6 million (or 2%) to \$85.4 million as a result of higher USDA donated ("commodity") foods, not an increase at non-SCS sites. Federal and state revenues are budgeted to remain relatively stable in fiscal year 2016-17. Note that reimbursement rates are expected to increase by 2.6% due to the administration of USDA annual inflation adjustment, but this increase is offset by student enrollment decline.

Below is the Nutrition Services Fund budget for fiscal year 2016-17 by program activity.

	2013 - 14 Actual	2014- 15 Actual	2015-16 Amended Budget	2016-17 Budget	Variance	% Change
Revenues						
State of Tennessee	\$ 699,148	\$ 679,557	\$ 680,000	\$ 680,000	\$ -	0.00%
Federal Government	57,701,661	70,427,744	79,767,808	81,341,181	1,573,373	1.97%
Other local sources	18,670,489	9,654,176	3,256,298	3,332,061	75,763	2.33%
Total revenues	<u>77,071,298</u>	<u>80,761,477</u>	<u>83,704,106</u>	<u>85,353,242</u>	<u>1,649,136</u>	<u>1.97%</u>
Expenditures						
Food services	76,227,381	74,827,412	88,090,107	85,353,242	(2,736,865)	-3.11%
Total expenditures	<u>76,227,381</u>	<u>74,827,412</u>	<u>88,090,107</u>	<u>85,353,242</u>	<u>(2,736,865)</u>	<u>-3.11%</u>
Excess (deficiency) of revenues over expenditures	843,917	5,934,065	(4,386,001)	-		
Approved use of fund balance	-	-	4,386,001			
Beginning Fund Balance	22,486,579	23,056,506	30,467,986	26,081,985		
Increase (decrease) in reserve for encumbrance	(273,990)	1,477,415	-	-		
Transfers from Other Funds	-	-	-	-		
Ending Fund Balance	<u>\$ 23,056,506</u>	<u>\$ 30,467,986</u>	<u>\$ 26,081,985</u>	<u>\$ 26,081,985</u>		

Note: During fiscal year 2015-16, the Board approved an amendment for the \$4.4 million use of fund balance.

Below represents the Nutrition Services Fund budget for fiscal year 2016-17 by cost category.

	2013 - 14 Actual	2014- 15 Actual	2015-16 Amended Budget	2016-17 Budget	Variance	% Change
Revenues						
State of Tennessee	\$ 699,148	\$ 679,557	\$ 680,000	\$ 680,000	\$ -	\$ -
Federal Government	57,701,661	70,427,744	79,767,808	81,341,181	1,573,373	1.97%
Other local sources	18,670,489	9,654,176	3,256,298	3,332,061	75,763	2.33%
Total revenues	<u>77,071,298</u>	<u>80,761,477</u>	<u>83,704,106</u>	<u>85,353,242</u>	<u>1,649,136</u>	<u>1.97%</u>
Expenditures						
Salaries	26,766,753	21,945,227	23,955,967	28,052,868	4,096,901	17.10%
Benefits	5,778,330	5,034,510	5,336,772	7,059,108	1,722,336	32.27%
Contracted services	2,597,981	2,235,497	3,514,989	1,813,300	(1,701,689)	-48.41%
Professional services	-	14,068	21,500	27,940	6,440	29.95%
Property maintenance services	405,624	627,153	589,000	470,100	(118,900)	-20.19%
Travel	57,586	57,726	55,750	55,750	-	0.00%
Supplies & materials	34,214,186	34,923,572	36,649,887	36,657,600	7,713	0.02%
Furniture, equipment & building improvements	2,308,358	3,845,354	11,833,717	4,893,849	(6,939,868)	-58.64%
Other objects	4,098,563	6,144,305	6,132,525	6,322,727	190,202	3.10%
Total expenditures	<u>76,227,381</u>	<u>74,827,412</u>	<u>88,090,107</u>	<u>85,353,242</u>	<u>(2,736,865)</u>	<u>-3.11%</u>
Excess (deficiency) of revenues over expenditures	843,917	5,934,065	(4,386,001)	-		
Approved use of fund balance	-	-	4,386,001	-		
Beginning Fund Balance	22,486,579	23,056,506	30,467,986	26,081,985		
Increase (decrease) in reserve for encumbrance	(273,990)	1,477,415	-	-		
Transfers from Other Funds	-	-	-	-		
Ending Fund Balance	<u>\$ 23,056,506</u>	<u>\$ 30,467,986</u>	<u>\$ 26,081,985</u>	<u>\$ 26,081,985</u>		

First, the largest decline in expenditures in the Nutrition Services Fund fiscal year 2016-17 budget is in furniture, equipment and building improvements. In fiscal year 2015-16 the budget anticipated a one-time expenditure for the expansion of the outboard freezer at the Central Nutrition Center and included approved use of fund balance to complete this project. Due to exigent circumstances this project was put on an indefinite hold and not included in the fiscal year 2016-17 budget. Similarly, large planned fiscal year 2015-16 expenditures for central kitchen equipment and vehicles were not repeated in the fiscal year 2016-17 budget.

Second, garbage fees were eliminated in the proposed Nutrition Service Fund budget because the expense is no longer reimbursable eligible by the USDA.

Third, the increase in the other objects cost category reflects a higher indirect cost due to a higher proposed indirect cost rate.

Last, the budget reflects a reduction in contracted expenses for district substitutes and temporary agency employees as an increasing number of School Nutrition Technician I and II positions are filled by permanent employees.

In fiscal year 2016-17, the total number of budgeted positions is expected to increase by 6 FTE, or .59%. Salaries increased by \$4.1 million as a result of reorganizing positions and an increase in part-time, overtime and substitutes' salaries.

	2013-14 Actual	2014-15 Actual	2015-16 Amended Budget	2016-17 Budget	Variance	% Change
Positions (FTE)	1,097.92	979.19	1,077.32	1,083.73	6.41	0.59%

V. SUMMARY OF NUTRITION SERVICES FUND GRANTS

Unlike other federal grants, most Nutrition Services grant programs are not awarded an established amount for a particular objective. Instead, the Nutrition Services Division receives a reimbursement for each eligible meal served at an annually adjusted rate. Below are details about nutrition services grants that make up the FY2016-17 budget.

USDA National School Lunch Program (NSLP) and School Breakfast Program (SBP): These are two federally assisted meal programs, which directly and indirectly provide approximately 96% of the department's revenue in the form of per meal reimbursements, USDA food, and state matching funds which originate with the USDA.

More details about USDA NSLP and SBP can be found at: <http://www.fns.usda.gov/nslp/national-school-lunch-program-nslp>

USDA Child and Adult Food Care Program (CACFP) Afterschool Program: Childhood hunger is not restricted to the school day. CACFP Afterschool Program provides suppers and snacks for children participating in eligible after school programs. The Nutrition Services Department provides meals to the District's School Age Child Care (SACC), charging SACC for each meal. SACC in turn receives reimbursement from the USDA through the Tennessee Department of Human Services (DHS).

In school year 2014-15, the Nutrition Services Department expanded the number of children served in the CACFP Afterschool program by providing 'at risk' meals in community centers, nonprofit organizations and schools and receiving meal reimbursements directly through the Tennessee DHS. As of January 2016, the program served 2,898 suppers each day and 2,371 snacks per day. Also, the Department provided more than 4,680 suppers daily to the District's SACC, which is double the number of students served in 2013.

More details about SACC can be found at:

<http://www.scsk12.org/uf/academic/files/2013/july22/SACC%20Program%20Start%20Up%20Guide%20SY%202013-14.pdf>

USDA Summer Food Service Program: The USDA Summer Food Service Program provides breakfasts, lunches, suppers and snacks in high need communities during the summer. The Nutrition Services Department provides these meals at a wide variety of locations, including community centers, nonprofits and apartment complexes. The Department is reimbursed per meal through the Tennessee DHS.

In the summer 2015, the District's Summer Food Service Program served 233,880 breakfasts, 627,023 lunches, 302,143 snacks, and 26,385 suppers. Compared to the prior summer, this is an increase of 0.1% for breakfasts, 4.6% for lunches, 11.0% for snacks, and 5.9% for suppers, which can be attributed to an increase in the number of community sites served and broader awareness campaign about the program.

More details about the USDA Summer Food Service Program can be found at:

<http://www.fns.usda.gov/sfsp/summer-food-service-program-sfsp>

USDA Fresh Fruit and Vegetable Program (FFVP): Many children in economically disadvantaged communities, especially those in food deserts served only by fast food chains and convenience stores, are not exposed to nutritious foods. USDA FFVP introduces school children to a variety of produce that they otherwise might not have the opportunity to eat. Unlike other Nutrition Services' programs, FFVP is a grant that principals in eligible schools must apply to participate. For the schools receiving the grant, Nutrition Services provides fruit and vegetable snacks twice per week to their students. USDA through TNSNP reimburses the department for the cost of the food, labor and purchased equipment up to the limit of the grants. In fiscal year 2015-2016, FFVP grants amounted to \$1.66 million and were awarded to 79 schools.

More details about the USDA Fresh Fruit and Vegetable Program can be found at:

<http://www.fns.usda.gov/ffvp/fresh-fruit-and-vegetable-program>

USDA CACFP Snacks for Head Start: For our youngest students, morning and afternoon snacks enhance their educational experience. Recognizing this, Federal Head Start regulations require that these students receive these snacks. The District's Nutrition Services Department and Early Childhood Education Division work with the Tennessee School Nutrition Program, Tennessee DHS, and the USDA Southeast Regional Office. In school year 2015-16, the Nutrition Services Department started to provide morning and afternoon snacks to Head Start students, averaging 4,435 snacks each morning and each afternoon.

More details about the USDA CACFP Snacks for Head Start Program can be found at:

<http://www.fns.usda.gov/cacfp/child-day-care-centers>

Other Revenue Sources: Programs such as a la carte items and adult meals, meals provided to other school food authorities (13 private and parochial schools), and catering comprise 4% of total revenue.

This page intentionally left blank.

CAPITAL PROJECTS FUND SECTION

This section includes the following information:

- I. District’s Deferred Maintenance Needs
- II. Pre-Existing Capital Projects for Shelby County Schools
- III. Newly Approved SCS Capital Projects in FY2015-16
- IV. Capital Projects Summary for Municipal School Districts
- V. Budget for Capital Projects Fund

Shelby County Schools ensures that students have the appropriate learning environment to excel by maintaining and repairing 182 school buildings. The proper capital investments can prevent disruptions to student learning and reinforce a culture of excellence and care.

I. DISTRICT’S DEFERRED MAINTENANCE NEEDS

In fiscal year 2015-16, the District engaged Fleming-Marshall JV and Self Tucker Architects to conduct a capital deferred maintenance study that evaluated the condition of facilities owned and operated by the District. The review included a comprehensive assessment of existing physical conditions that identified, inventoried, and quantified physical deficiencies and hazards that require critical maintenance and corrective action. After the evaluation of the facility conditions was completed, deferred maintenance projects were ranked based need, enrollment changes, work order history, risk, and utilization. Also, the District consulted with subject matter experts about the prioritization, which included engineers, school principals, and the strategic planning team. The prioritization of the deferred maintenance projects was reviewed by the facility planning staff, the Superintendent, Shelby County School Board, and Shelby County Board of Commissioners.

About \$476.5 million of capital deferred maintenance costs over five years were identified as top priorities, which are categorized below.



The \$476.5 million in critical deferred maintenance indicates that aged buildings and equipment are deteriorating at a rapid rate. Of the 182 school buildings, 143 are 40 years old or older. The average life expectancy of boilers and chillers is 25-30 years old and many of the District's buildings have the original ones. Also, many of the heating and cooling ventilation systems exceed the average life expectancy, which is approximately 15 – 20 years old. The US Department of Energy indicates that a school building over 40 years old will begin to deteriorate rapidly and most schools should be abandoned after 60 years old.

Importantly, the \$476.5 million in critical deferred maintenance does not indicate structural or system neglect. The District's preventative maintenance efforts and skilled team keeps buildings and systems functional temporarily to minimize disruptions to classroom learning.

Note that all of the \$476.5 million is estimated deferred maintenance cost over five years with about \$77.7 million in FY2017. The District is pairing its preliminary footprint analysis with the critical deferred maintenance study to make appropriate long-term capital investments in schools.

II. PRE-EXISTING CAPITAL PROJECTS FOR SHELBY COUNTY SCHOOLS

The Capital Projects budget accounts 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.

In FY2014, Shelby County provided the District and the six municipal school districts with \$52.2 million for new constructions and facility repairs. Of the \$52.2 million, \$46.3 million was designated for Shelby County Schools. At the end of fiscal year 2015-16, \$10.6 million of the \$46.3 million will remain to complete the following projects which includes encumbrances.

- Westhaven Elementary – new 900 student capacity school
- Berclair Elementary – 20 classroom addition
- Wells Station Elementary – 20 classroom addition
- Chimneyrock Elementary – 12 classroom addition
- Cordova Elementary – 10 classroom addition
- Germantown High –ADA upgrades and auditorium renovations

Also, the District plans to use \$7.3 million in capital projects fund balance for the following projects.

- Contingency Reserves for Roofing, ADA, Life Safety and other Unforeseen Emergencies - \$4.6 million
- Dexter Middle School Gym Floor Replacement - \$16,215
- Springdale Elementary School Exterior Door Replacement - \$63,592
- Bolton High School Bleacher Replacement - \$250,000
- Exterior and Interior Painting of Schools - \$32,500
- Replacement of outdated HVAC system Controls - \$855,760
- Demolition of Vacant Properties - \$1,499,332

Note that the contingency reserves for unexpected capital emergencies represent 11% of the Capital Fund budget in fiscal year 2016-17.

List of Previously Approved Shelby County Schools Capital Projects

Capital Project	School Data				Reimbursements					Completion Status
	Projected FY2016-17 Enrollment	Programmatic Capacity	Utilization	FCI	Initial Allocation	Actual FY2015	Expected FY2016	Remaining Amount at the End of FY2016	Budgeted FY2017 Allocation	
Berclair 20 Classroom Addition*	603	278	212%	28%	\$ 4,692,000	\$ 148,050	\$ 4,108,172	\$ 435,778	\$ 435,778	83%
Wells Station 20 Classroom Addition*, **	734	324	234%	12%	\$ 5,076,000	\$ 176,999	\$ 4,350,484	\$ 548,516	\$ 548,516	72%
Chimneyrock Elem 20 Classroom Addition	828	665	115%	11%	\$ 4,000,000	\$ 12,000	\$ 2,437,075	\$ 1,550,925	\$ 1,550,925	5%
Cordova Elem 14 Classroom Addition*	748	637	104%	3%	\$ 4,000,000	\$ 135,004	\$ 3,174,842	\$ 690,154	\$ 690,154	74%
Germantown HS Classroom Additions & ADA	2086	2053	103%	14%	\$ 6,532,000	\$ -	\$ 1,633,000	\$ 4,899,000	\$ 4,899,000	25%
Westhaven ES New School	723	N/A	N/A	N/A	\$ 13,500,000	\$ 631,467	\$ 11,856,946	\$ 1,011,587	\$ 1,011,587	70%
Woodstock MS Grade Reconfiguration**	331	773	43%	16%	\$ 16,507	\$ 16,507	\$ -	\$ -	\$ -	100%
Barrett's Elem Grade Reconfiguration*, ***	636	630	101%	6%	\$ 266,667	\$ 46,307	\$ 174,955	\$ 45,405	\$ 45,405	100%
Jeter Elem Grade Reconfiguration**	350	379	82%	33%	\$ 16,507	\$ 16,507	\$ -	\$ -	\$ -	100%
Oakhaven HS Exterior Window Replacement*, **	734	535	71%	11%	\$ 1,575,900	\$ 1,012,056	\$ 52,388	\$ 511,456	\$ 511,456	100%
Whitehaven Elem Exterior Window Replacement*, ***	439	451	100%	33%	\$ 753,300	\$ 81,685	\$ 632,179	\$ 39,436	\$ 39,436	100%
Jackson Elem Exterior Window Replacement*, ***	346	244	152%	37%	\$ 723,300	\$ -	\$ 495,335	\$ 227,965	\$ 227,965	60%
Kingsbury HS Roof - Single Ply/Comp Shingles	1215	1502	119%	7%	\$ 1,074,000	\$ -	\$ 1,074,000	\$ -	\$ -	100%
Kate Bond Elem Roof - Single Ply*, ***	975	812	137%	9%	\$ 550,000	\$ -	\$ 463,019	\$ 86,982	\$ 86,982	75%
Denver Elem Roof - Single Ply**	ASD	720	80%	13%	\$ 129,000	\$ 129,000	\$ -	\$ -	\$ -	100%
Delano Elem Roof Replacement	221	210	106%	37%	\$ 91,627	\$ -	\$ 91,627	\$ -	\$ -	100%
JP Freeman Roof - Single Ply*, ***	567	686	80%	30%	\$ 780,000	\$ -	\$ 676,724	\$ 103,276	\$ 103,276	75%
Chiller Replacement - Administration Building*, ***	N/A	N/A	N/A	N/A	\$ 463,333	\$ -	\$ 438,336	\$ 24,997	\$ 24,997	90%
Oak Forest Elem - SCUUV/RTU	482	514	100%	6%	\$ 640,000	\$ -	\$ 640,000	\$ -	\$ -	100%
Chiller Replacement - Keystone	459	504	83%	20%	\$ 251,667	\$ -	\$ 251,667	\$ -	\$ -	100%
Mechanical-HVAC Upgrades/Chillers	N/A	N/A	N/A	N/A	\$ 580,000	\$ -	\$ 580,000	\$ -	\$ -	0%
Grand Total					\$ 45,711,807	\$ 2,405,582	\$ 33,130,749	\$ 10,175,477	\$ 10,175,477	

* Excess funds will be reallocated in FY 2017.

** Projects completed in 2015.

*** Projects completed in 2016.

Facility Condition Index (FCI) – This index is a measure of a building's condition. A higher index indicates worsening conditions of a building. The calculation is equal to Total Dollars of Building Repair plus Upgrades plus Renewal Needs divided by the Current Replacement Value of the Building Components. A zero to 5% FCI demonstrates a building in good condition; a 5-10% FCI indicates a building in fair condition; a 10 – 30% FCI indicates a building in poor condition. The firms used to determine FCI are the following: O.T. Marshall Architects, Fleming & Associates Architects, Self Tucker Architects, and All World Project Management.

Note that \$1.1M was reallocated. Of the \$1.1M, \$545,000 is reflected in newly approved projects.

Below are previously County approved and funded capital improvement projects for Shelby County Schools.

Project: C305 Berclair Elementary – 20 Classroom Addition

Start Date: 5/12/2014
 Estimated Completion Date: 8/01/2016
 Description: Approved funding for a classroom addition and ADA upgrades.
 FY2016-17 Project Costs: \$435,778
 Operating Budget Impact: The impact on the operating budget is minimal increase to Utilities due to added square footage.

Project: C315 Wells Station Elementary – 20 Classroom Addition

Start Date: 5/12/2014
 Estimated Completion Date: 8/01/2016
 Description: Approved funding for a classroom addition and ADA upgrades.
 FY2016-17 Project Costs: \$548,516
 Operating Budget Impact: The impact on the operating budget is minimal increase to Utilities due to added square footage.

Project: C325 Chimneyrock Elementary – 20 Classroom Addition

Start Date: 5/12/2014
 Estimated Completion Date: 8/1/2016
 Description: Approved funding for a classroom addition and ADA upgrades.
 FY2016-17 Project Costs: \$1,550,925
 Operating Budget Impact: The impact on the operating budget is minimal increase to Utilities due to added square footage.

Project: C335 Cordova Elementary – 10 Classroom Addition

Start Date: 5/12/2014
 Estimated Completion Date: 8/01/2016
 Description: Approved funding for a classroom addition and ADA upgrades.
 FY2016-17 Project Costs: \$690,154
 Operating Budget Impact: The impact on the operating budget is minimal increase to Utilities due to added square footage.

Project: C345 Germantown HS – ADA Upgrades and Auditorium Renovations

Start Date: 1/01/2016
 Estimated Completion Date: 8/01/2017
 Description: Funding for unforeseen maintenance and repairs throughout the District
 FY2016-17 Project Costs: \$4,899,000
 Operating Budget Impact: Approved funding for a classroom addition and ADA upgrades. The impact on the operating budget is minimal increase to Utilities due to added square footage.

Project: C355 Westhaven Elementary

Start Date: 06/1/2014

Estimated Completion Date: 8/01/2016

Description: Funding for unforeseen maintenance and repairs throughout the District

FY2016-17 Project Costs: \$1,011,586

Operating Budget Impact: Approved funding for the construction of a new elementary school. This has no impact on the operating budget due to two elementary schools closing and consolidating into the one newly constructed Westhaven Elementary.

Project: C375 Barrett's Elem – Grade Reconfiguration

Start Date: 7/29/2014

Estimated Completion Date: 2/15/2016

Description: Building Modifications for 2014-15 post merger students.

FY2016-17 Project Costs: \$45,405

Operating Budget Impact: There is \$0 impact to the District's operating budget.

Project: C395 Oakhaven High - Window Replacement

Start Date: 10/1/2014

Estimated Completion Date: 1/19/2016

Description: Funding for window replacement

FY2016-17 Project Costs: \$511,456

Operating Budget Impact: The District estimates \$0 impact to the District's operating budget as the capital project is for window replacement.

Project: C405 Whitehaven Elementary - Window Replacement

Start Date: 12/1/2014

Estimated Completion Date: 4/30/2016

Description: Funding for window replacement

FY2016-17 Project Costs: \$39,436

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: 2/1/2015

Estimated Completion Date: 6/30/2016

Description: Funding for window replacement

FY2016-17 Project Costs: \$227,965

Operating Budget Impact: The District estimates \$0 impact to the District's operating budget as the capital project is for window replacement.

Project: C445 Kate Bond Elem Roof - Single Ply

Start Date: 9/1/2014

Estimated Completion Date: 6/30/2016

Description: Funding to replace roof

FY2016-17 Project Costs: \$86,982

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: 11/1/2014

Estimated Completion Date: 6/30/2016

Description: Funding to replace roof

FY2016-17 Project Costs: \$103,276

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: C555 Administration Building – Chiller Replacement

Start Date: 9/1/2014

Estimated Completion Date: 4/29/2016

Description: Replace existing HVAC equipment

FY2016-17 Project Costs: \$24,997

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.

III. NEWLY APPROVED SCS CAPITAL PROJECTS IN FY2015-16

An additional \$26.3 million has been requested from Shelby County for mechanical and roof replacements in fiscal year 2016-2017 with a total budget of \$42.4 million. This also includes a reallocation of county funds for \$545k.

List of Newly Approved Shelby County Schools Capital Projects

Capital Project	School Data				Budget & Status				Estimated Project Completion Date
	Projected FY2016-17 Enrollment	Programmatic Capacity	Utilization	FCI	Initial Project Allocation	Expected FY2016 Spend	Budgeted FY2017 Allocation	Budgeted FY2018 Allocation	
Ross ES Wall Replacement	829	1094	78%	21%	\$ 4,100,500	\$ 424,692	\$ 3,675,808	\$ -	6/30/2017
Central Nutrition Center Roof Replacement	N/A	N/A	N/A	15%	\$ 5,520,000	\$ 120,000	\$ 2,945,750	\$ 2,454,250	6/30/2017
Chimney Rock ES Roof Replacement	828	665	109%	11%	\$ 783,000	\$ -	\$ 783,000	\$ -	4/1/2017
Grahamwood ES Roof Replacement	1008	930	109%	13%	\$ 772,013	\$ -	\$ 772,013	\$ -	3/1/2017
Evans ES Roof Replacement	450	505	88%	14%	\$ 406,913	\$ -	\$ 406,913	\$ -	4/1/2017
Levi ES Roof Replacement	480	430	114%	16%	\$ 527,000	\$ -	\$ 527,000	\$ -	3/1/2017
Newberry ES Roof Replacement	369	324	117%	14%	\$ 611,000	\$ -	\$ 611,000	\$ -	1/1/2017
Oakshire ES Roof Replacement	424	404	107%	30%	\$ 507,535	\$ -	\$ 507,535	\$ -	1/1/2017
Sherwood ES Roof Replacement	640	543	120%	15%	\$ 368,000	\$ -	\$ 368,000	\$ -	6/30/2017
Snowden K-8 Roof Replacement	1446	1270	116%	17%	\$ 648,000	\$ -	\$ 648,000	\$ -	6/30/2017
Whitehaven ES Roof Replacement	439	451	101%	33%	\$ 262,225	\$ -	\$ 262,225	\$ -	1/1/2017
Berclair ES Mechanical	603	278	199%	28%	\$ 1,325,800	\$ -	\$ 1,325,800	\$ -	12/1/2016
Cordova HS Mechanical	2028	2151	96%	8%	\$ 3,240,000	\$ -	\$ 3,240,000	\$ -	6/30/2017
Macon Hall ES Mechanical	1099	1010	112%	13%	\$ 1,300,000	\$ -	\$ 1,300,000	\$ -	6/30/2017
Kingsbury HS Mechanical	1215	1122	105%	7%	\$ 980,000	\$ -	\$ 980,000	\$ -	12/1/2016
Douglass K-8 Mechanical	370	546	73%	15%	\$ 1,210,000	\$ -	\$ 1,210,000	\$ -	10/1/2016
Treadwell ES/MS Mechanical	614	624	62%	10%	\$ 1,446,012	\$ -	\$ 1,446,012	\$ -	12/1/2016
Snowden K-8 Mechanical	1446	1270	116%	17%	\$ 2,700,000	\$ -	\$ 2,700,000	\$ -	6/30/2017
Grand Total					\$ 26,707,998	\$ 544,692	\$ 23,709,056	\$ 2,454,250	

Facility Condition Index (FCI) – This index is a measure of a building’s condition. A higher index indicates worsening conditions of a building. The calculation is equal to Total Dollars of Building Repair plus Upgrades plus Renewal Needs divided by the Current Replacement Value of the Building Components. A zero to 5% FCI demonstrates a building in good condition; a 5-10% FCI indicates a building in fair condition; a 10 – 30% FCI indicates a building in poor condition. The firms used to determine FCI are the following: O.T. Marshall Architects, Fleming & Associates Architects, Self Tucker Architects, and All World Project Management.

Below are capital improvement projects for Shelby County Schools that the County approved in May 2016.

Project: C712 Central Nutrition Center Roof Replacement

Start Date: 5/6/2016
 Estimated Completion Date: 6/30/2017
 FY2016-17 Project Costs: \$5,400,000
 Operating Budget Impact: The District estimates \$0 impact to the District's operating budget.

Project: C711 Ross Elementary Wall Replacement

Start Date: 5/6/2016
 Estimated Completion Date: 1/1/2017
 Description: Funding to replace the tilt up wall.
 FY2016-17 Project Costs: \$3,675,808
 Operating Budget Impact: The District estimates \$0 impact to the District's operating budget.

Project: C716 Chimneyrock Roof Replacement

Start Date: 7/1/2016
 Estimated Completion Date: 4/1/2017
 FY2016-17 Project Costs: \$783,000
 Operating Budget Impact: This has no impact on the operating budget.

Project: C717 Grahamwood Roof Replacement

Start Date: 7/1/2016
 Estimated Completion Date: 3/1/2017
 FY2016-17 Project Costs: \$772,013
 Operating Budget Impact: This has no impact on the operating budget.

Project: C718 Evans Elementary School Roof Replacement

Start Date: 7/1/2016
 Estimated Completion Date: 4/1/2017
 FY2016-17 Project Costs: \$406,913
 Operating Budget Impact: This has no impact on the operating budget.

Project: C719 Levi Elementary School Roof Replacement

Start Date: 7/1/2016

Estimated Completion Date: 3/1/2017
 FY2016-17 Project Costs: \$527,000
 Operating Budget Impact: This has no impact on the operating budget.

Project: C720 Newberry Roof Replacement

Start Date: 7/1/2016
 Estimated Completion Date: 1/1/2017
 FY2016-17 Project Costs: \$611,000
 Operating Budget Impact: Approved funding for the demolition of vacant properties owned by the District. This has no impact on the operating budget.

Project: C721 Oakshire Roof Replacement

Start Date: 7/1/2016
 Estimated Completion Date: 1/1/2017
 FY2016-17 Project Costs: \$507,535
 Operating Budget Impact: Approved funding for the demolition of vacant properties owned by the District. This has no impact on the operating budget.

Project: C722 Sherwood Elementary School Roof Replacement

Start Date: 7/1/2016
 Estimated Completion Date: 6/30/2017
 FY2016-17 Project Costs: \$368,000
 Operating Budget Impact: This has no impact on the operating budget.

Project: C723 Snowden Elementary School Roof Replacement

Start Date: 7/1/2016
 Estimated Completion Date: 6/30/2017
 FY2016-17 Project Costs: \$648,000
 Operating Budget Impact: This has no impact on the operating budget.

Project: C724 Whitehaven Elem Roof Replacement

Start Date: 7/1/2016
 Estimated Completion Date: 1/1/2017
 FY2016-17 Project Costs: \$262,225
 Operating Budget Impact: This has no impact on the operating budget.

Project: C726 Berclair Elem Mechanical

Start Date: 7/1/2016

Estimated Completion Date: 12/1/2016

Description: Funding to replace boilers, SCUUV, split systems, and roof top units.
FY2016-17 Project Costs: \$1,325,800

Operating Budget Impact: This has no impact on the operating budget.

Project: C727 Cordova High School Mechanical

Start Date: 7/1/2016

Estimated Completion Date: 6/30/2017

Description: Funding to replace split systems and roof top units.
FY2016-17 Project Costs: \$3,240,000

Operating Budget Impact: Approved funding to replace outdated HVAC system controls within the District. This should have a positive impact on the Utilities' budget.

Project: C728 Macon Hall Mechanical

Start Date: 7/1/2016

Estimated Completion Date: 6/30/2017

Description: Funding to replace roof top units.

FY2016-17 Project Costs: \$1,300,000

Operating Budget Impact: Approved funding to replace outdated HVAC system controls within the District. This should have a positive impact on the Utilities' budget.

Project: C729 Kingsbury High School Mechanical

Start Date: 7/1/2016

Estimated Completion Date: 12/1/2016

Description: Funding to replace boilers and SCUUV.

FY2016-17 Project Costs: \$980,000

Operating Budget Impact: Approved funding to replace outdated HVAC system controls within the District. This should have a positive impact on the Utilities' budget.

Project: C730 Douglass K-8 Mechanical

Start Date: 7/1/2016

Estimated Completion Date: 10/1/2016

Description: Funding to replace cooling tower, chillers, kitchen hood, split systems, fan coil units, and air handler unit.

FY2016-17 Project Costs: \$1,210,000

Operating Budget Impact: Approved funding to replace outdated HVAC system controls within the District. This should have a positive impact on the Utilities' budget.

Project: C731 Treadwell Mechanical

Start Date: 7/1/2016

Estimated Completion Date: 12/1/2016

Description: Funding to replace boilers, SCUUV, split systems, fan coil units, and exhaust fans.

FY2016-17 Project Costs: \$1,446,012

Operating Budget Impact: Approved funding to replace outdated HVAC system controls within the District. This should have a positive impact on the Utilities' budget.

Project: C732 Snowden School Mechanical

Start Date: 7/1/2016

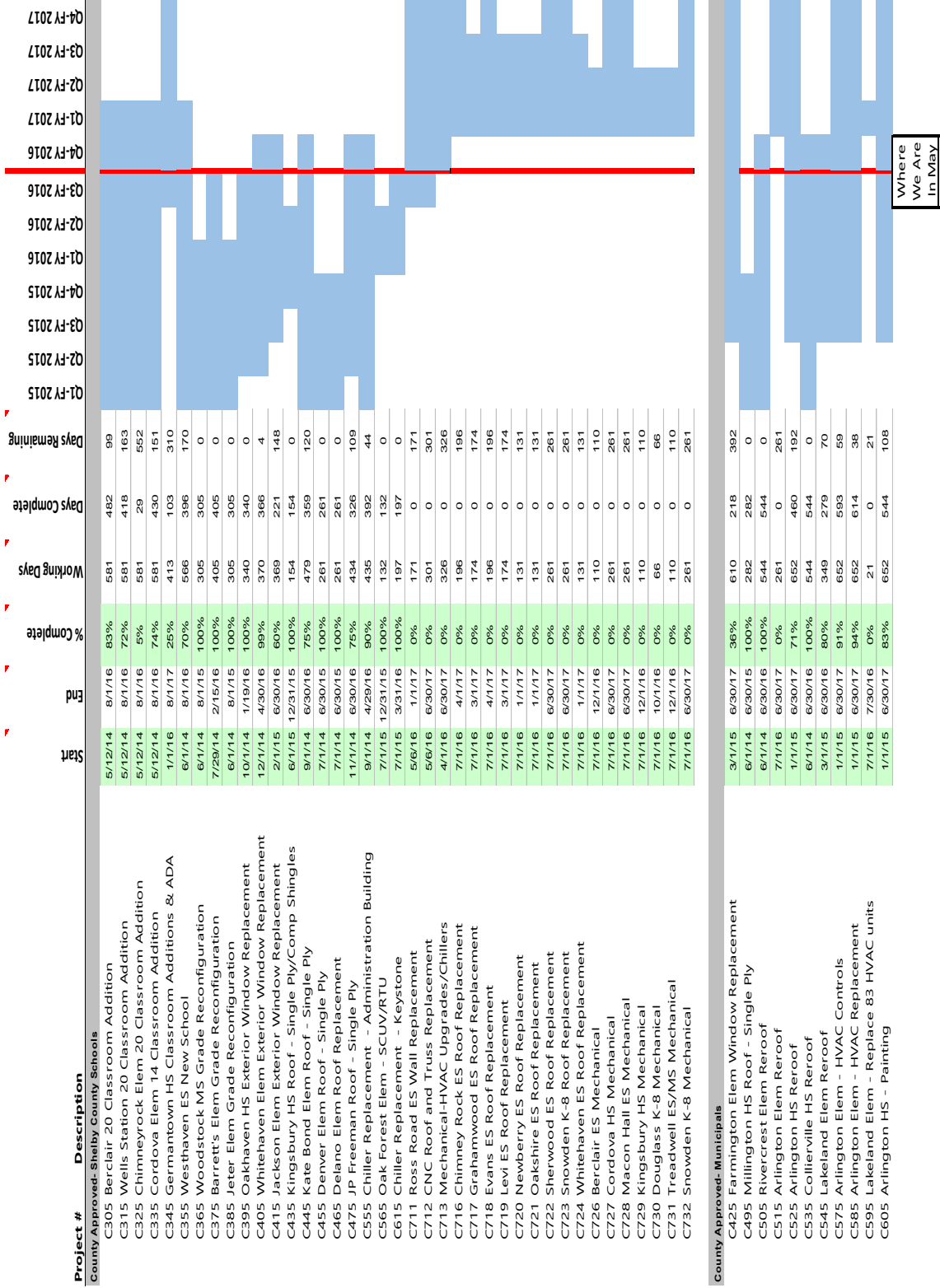
Estimated Completion Date: 6/30/2017

Description: Funding to replace split systems and fan coil units.

FY2016-17 Project Costs: \$2,700,000

Operating Budget Impact: Approved funding to replace outdated HVAC system controls within the District. This should have a positive impact on the Utilities' budget.

The below chart provides the completion status of approved capital improvement projects for SCS by the County.



Where We Are In May

IV. CAPITAL PROJECTS SUMMARY FOR MUNICIPAL SCHOOL DISTRICTS

As part of the \$52.2 million for new constructions and facility repairs in fiscal year 2014, the municipal school districts received \$5.9 million for the below capital projects. Note that SCS received all of the funds for the municipal school district prior to the demerger.

Project: C425 Farmington Elementary School Window Replacement

Start Date: 3/1/2016

Estimated Completion Date: 6/30/2017

FY2016-17 Project Costs: \$626,060

Operating Budget Impact: The District estimates \$0 impact to the District's operating budget.

Project: C515 Arlington Elementary School – Roof Replacement

Start Date: 7/1/2016

Estimated Completion Date: 6/30/2017

FY2016-17 Project Costs: \$40,000

Operating Budget Impact: The District estimates \$0 impact to the District's operating budget.

Project: C525 Arlington High School – Roof Replacement

Start Date: 1/1/2015

Estimated Completion Date: 6/30/2017

FY2016-17 Project Costs: \$23,520

Operating Budget Impact: The District estimates \$0 impact to the District's operating budget.

Project: C545 Lakeland Elementary School – Land Purchase

Start Date: 3/1/2015

Estimated Completion Date: 6/30/2016

FY2016-17 Project Costs: \$150,000

Operating Budget Impact: The District estimates \$0 impact to the District's operating budget.

Project: C575 Arlington Elementary School – Replacement of HVAC Controls

Start Date: 1/1/2015

Estimated Completion Date: 6/30/2017

FY2016-17 Project Costs: \$8,000

Operating Budget Impact: The District estimates \$0 impact to the District's operating budget.

Project: C585 Arlington Elementary School – HVAC Replacement

Start Date: 1/1/2015

Estimated Completion Date: 6/30/2017

FY2016-17 Project Costs: \$17,258

Operating Budget Impact: The District estimates \$0 impact to the District's operating budget.

Project: C595 Lakeland Elementary School – Replace 83 HVAC Units

Start Date: 7/1/2016

Estimated Completion Date: 7/30/2016

FY2016-17 Project Costs: \$240,000

Operating Budget Impact: The District estimates \$0 impact to the District's operating budget.

Project: C605 Arlington High School – Interior Painting

Start Date: 1/1/2015

Estimated Completion Date: 6/30/2017

FY2016-17 Project Costs: \$56,596

Operating Budget Impact: The District estimates \$0 impact to the District's operating budget.

V. BUDGET FOR CAPITAL PROJECTS FUND

In FY2016-17, the Capital Projects budget totals about \$46.9 million. The FY2016-17 Capital Projects budget does not reflect any future appropriated capital funds by Shelby County.

Fiscal Year 2016-17 Budget
Capital Projects Fund

	2013 - 14 Actual	2014- 15 Actual	2015-16 Amended Budget	2016-17 Budget	Variance	% Change
Revenues						
Shelby County	\$ 5,373,607	\$ 4,712,627	\$ 36,155,986	\$ 39,556,268	3,400,282	9.40%
Other local sources	396,853	377,666	1,367,027	150,530	(1,216,497)	-88.99%
Total revenues	<u>5,770,460</u>	<u>5,090,293</u>	<u>37,523,013</u>	<u>39,706,798</u>	<u>2,183,785</u>	<u>5.82%</u>
Expenditures						
Capital outlay	10,550,000	35,269,392	42,821,642	46,896,303	4,074,661	9.52%
Total expenditures	<u>10,550,000</u>	<u>35,269,392</u>	<u>42,821,642</u>	<u>46,896,303</u>	<u>4,074,661</u>	<u>9.52%</u>
Excess (deficiency) of revenues over expenditures	(4,779,540)	(30,179,099)	(5,298,629)	(7,189,505)		
Approved use of fund balance	<u>4,779,540</u>	<u>30,179,099</u>	<u>5,298,629</u>	<u>-</u>		
Beginning Fund Balance	17,423,682	11,998,630	12,488,134	7,189,505		
Increase (decrease) in reserve for encumbrance	(645,512)	26,063,837	-	-		
Transfers from Other Funds	-	-	-	-		
Sale of capital assets	-	4,604,766	-	-		
Ending Fund Balance	<u>\$ 11,998,630</u>	<u>\$ 12,488,134</u>	<u>\$ 7,189,505</u>	<u>\$ -</u>		



**SHELBY COUNTY SCHOOLS CAPITAL IMPROVEMENT PLAN
BUILDINGS AND PROPERTY PROJECT SUMMARY**

FY 2017 -2018

PROJECT ALLOCATIONS BY YEAR			
PROJECT TITLE:	FY 2017	FY 2018	Total
<u>SCS County Projects</u>			
ERP	4,510,301		4,510,301
Berclair 20 Classroom Addition	435,778	-	435,778
Wells Station 20 Classroom Addition	548,516	-	548,516
Chimneyrock Elem 20 Classroom Addition	1,550,925	-	1,550,925
Cordova Elem 14 Classroom Addition	525,154	-	525,154
Brookemeade Roof Replacement	165,000	-	165,000
Germantown HS Classroom Additions & ADA	4,899,000	-	4,899,000
Westhaven ES New School	1,011,587	-	1,011,587
Barrett's Elem Grade Reconfiguration	45,405	-	45,405
Oakhaven HS Exterior Window Replacement	511,456	-	511,456
Whitehaven Elem Exterior Window Replacement	39,436	-	39,436
Jackson Elem Exterior Window Replacement	227,965	-	227,965
Kate Bond Elem Roof - Single Ply	86,982	-	86,982
JP Freeman Roof - Single Ply	103,276	-	103,276
Chiller Replacement - Administration Building	24,997	-	24,997
Ross Road ES Wall Replacement	3,675,808	-	3,675,808
CNC Roof and Truss Replacement	2,945,750	2,454,250	5,400,000
Chimney Rock ES Roof Replacement	783,000	-	783,000
Grahamwood ES Roof Replacement	772,013	-	772,013
Evans ES Roof Replacement	406,913	-	406,913
Levi ES Roof Replacement	527,000	-	527,000
Newberry ES Roof Replacement	611,000	-	611,000
Oakshire ES Roof Replacement	507,535	-	507,535
Sherwood ES Roof Replacement	368,000	-	368,000
Snowden K-8 Roof Replacement	648,000	-	648,000
Whitehaven ES Roof Replacement	262,225	-	262,225
Berclair ES Mechanical	1,325,800	-	1,325,800
Cordova HS Mechanical	3,240,000	-	3,240,000
Macon Hall ES Mechanical	1,300,000	-	1,300,000
Kingsbury HS Mechanical	980,000	-	980,000
Douglass K-8 Mechanical	1,210,000	-	1,210,000
Treadwell ES/MS Mechanical	1,446,012	-	1,446,012
Snowden K-8 Mechanical	2,700,000	-	2,700,000
	\$ 38,394,834	\$ 2,454,250	\$ 40,849,084
<u>Municipal County Projects</u>			
Farmington Elem Window Replacement	626,060	-	626,060
Arlington Elem Reroof	40,000	-	40,000
Arlington HS Reroof	23,520	-	23,520
Lakeland Elem Reroof	150,000	-	150,000
Arlington Elem - HVAC Controls	8,000	-	8,000
Arlington Elem - HVAC Replacement	17,258	-	17,258
Lakeland Elem - Replace 83 HVAC units	240,000	-	240,000
Arlington HS - Painting	56,596	-	56,596
	\$ 1,161,434	\$ -	\$ 1,161,434
<u>Fund Balance Assignments</u>			
Roofing	1,274,550		1,274,550
ADA Improvements	577,784		577,784
Unforeseen Emergencies	2,409,730		2,409,730
Unforeseen Emergencies	154,376		154,376
Life Safety	206,196		206,196
Dexter Middle – Gym Floor	16,215		16,215
Springdale Elementary – Exterior Door Replacement	63,592		63,592
Bolton High – Bleacher Replacement	250,000		250,000
Exterior and Interior Painting	32,500		32,500
Building Automation Controls	855,760		855,760
Demolitions	1,499,332		1,499,332
	\$ 7,340,035	\$ -	\$ 7,340,035
Total Projects	\$ 46,896,303	\$ 2,454,250	\$ 49,350,553

This page intentionally left blank.

INTERNAL SERVICE FUNDS

The District has the following three appropriated Internal Service Funds:

- **Printing Services:** Printing Services provide secure confidential and economical printing for the Shelby County Schools District administrative offices as well as schools and other support divisions.
- **Warehouse (or Supply Chain):** 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. The 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.
- **Achievement School District (ASD):** ASD fund accounts for special education, facilities, security operations (security badges), risk management, and transportation services (fuel charges) 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.

Below are the Internal Service Fund by fund type.

<u>Fiscal Year 2016-17 Budget</u>				
Internal Service Fund				
	Printing Services	Warehouse	ASD	Total Internal
Revenues				
Other local sources	\$ 915,733	\$ 1,415,120	\$ 2,554,351	\$ 4,885,204
Total revenues	<u>915,733</u>	<u>1,415,120</u>	<u>2,554,351</u>	<u>4,885,204</u>
Expenditures				
Current:				
Instruction	-	-	1,719,955	1,719,955
Other support services	67,107	-	14,214	81,321
Student transportation	-	-	279,746	279,746
Plant services	848,626	1,415,120	540,436	2,804,182
Total expenditures	<u>915,733</u>	<u>1,415,120</u>	<u>2,554,351</u>	<u>4,885,204</u>
Excess (deficiency) of revenues over expenditures	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Beginning Fund Balance	190,220	405,984	-	596,204
Increase (decrease) in reserve for encumbrance	-	-	-	-
Transfers from Other Funds	-	-	-	-
Ending Fund Balance	<u>\$ 190,220</u>	<u>\$ 405,984</u>	<u>\$ -</u>	<u>596,204</u>

Budgeting practices for both Printing Services and Warehouse Funds are to ensure that expected revenues and expenditures are balanced for the current year. In fiscal year 2015-16, the fund balances, excluding designated and operating reserves, in both funds are expected to be used for equipment purchases. The printing and warehouse funds will spend \$178,000 and \$243,000, respectively, for equipment purchases. In fiscal year 2016-17, rates will be reviewed periodically throughout the year to ensure revenues and expenditures are balanced. In fiscal year 2016-17, the Achievement School District Fund is budgeted to break even.

In the chart below, the \$903,926 increase in instructional expenses is largely due to additional special education services provided to ASD. Also, the \$1.2 million reduction in student transportation in the fiscal year 2016-17 budget is a result of a change in SCS's agreement with the ASD that requires ASD to pay Durham directly for its contracted transportation services, excluding fuel charges.

Below are the Internal Service Funds by program activity.

<u>Fiscal Year 2016-17 Budget</u>						
Internal Service Fund						
	2013 - 14 Actual	2014- 15 Actual	2015-16 Amended Budget	2016-17 Budget	Variance	% Change
Revenues						
Other local sources	\$ 5,430,633	\$ 6,108,347	\$ 3,798,972	\$ 4,885,204	1,086,232	28.59%
Total revenues	<u>5,430,633</u>	<u>6,108,347</u>	<u>3,798,972</u>	<u>4,885,204</u>	<u>1,086,232</u>	<u>28.59%</u>
Expenditures						
Instruction	571,253	872,202	816,029	1,719,955	903,926	110.77%
Instructional support	19,696	-	-	-	-	0.00%
Student support	47,671	-	-	-	-	0.00%
General administration	54,879	-	-	-	-	0.00%
Other support services	66,469	131,619	136,698	81,321	(55,377)	-40.51%
Student transportation	905,050	1,569,192	1,485,250	279,746	(1,205,504)	-81.17%
Plant services	3,802,574	2,390,250	2,355,246	2,804,182	448,936	19.06%
Charter schools	72,271	-	-	-	-	0.00%
Total expenditures	<u>5,539,863</u>	<u>4,963,263</u>	<u>4,793,223</u>	<u>4,885,204</u>	<u>91,981</u>	<u>1.92%</u>
Excess (deficiency) of revenues over expenditures	(109,230)	1,145,084	(994,251)	-		
Approved use of fund balance	<u>109,230</u>	<u>-</u>	<u>994,251</u>	<u>-</u>		
Beginning Fund Balance	554,601	445,371	1,590,455	596,204		
Increase (decrease) in reserve for encumbrance	-	-	-	-		
Transfers from Other Funds	-	-	-	-		
Ending Fund Balance	<u>\$ 445,371</u>	<u>\$ 1,590,455</u>	<u>\$ 596,204</u>	<u>\$ 596,204</u>		

Printing and Warehouse Funds have fund balances that include an operating reserve and a designated reserve. The operating reserve provides 90-day cash liquidity to sustain operations in case of an emergency. The designated reserve provides a specific purpose such as replacing equipment, purchasing vehicles, or completing remodels. After the reserves in each fund are met, a rate is reviewed and adjusted accordingly to ensure funds are self-sustaining.

Below are financial statements for the Internal Service Funds reported by object level.

Fiscal Year 2016-17 Budget
Internal Service Fund

	2013 - 14 Actual	2014- 15 Actual	2015-16 Amended Budget	2016-17 Budget	Variance	% Change
Revenues						
Other local sources	\$ 5,430,633	\$ 6,108,347	\$ 3,798,972	\$ 4,885,204	\$ 1,086,232	28.59%
Total revenues	<u>5,430,633</u>	<u>6,108,347</u>	<u>3,798,972</u>	<u>4,885,204</u>	<u>1,086,232</u>	<u>28.59%</u>
Expenditures						
Salaries	2,122,991	2,100,573	1,932,731	2,741,336	808,605	41.84%
Benefits	529,895	483,362	533,469	681,472	148,003	27.74%
Contracted services	1,054,423	1,700,903	1,849,158	538,776	(1,310,382)	-70.86%
Property maintenance services	43,061	35,393	169,595	100,000	(69,595)	-41.04%
Travel	20	-	-	-	-	0.00%
Supplies & materials	1,269,418	473,786	230,964	620,181	389,217	168.52%
Furniture, equipment & building improvements	14,831	2,137	77,307	110,000	32,693	42.29%
Other objects	505,224	167,109	-	93,439	93,439	100.00%
Total expenditures	<u>5,539,863</u>	<u>4,963,263</u>	<u>4,793,223</u>	<u>4,885,204</u>	<u>91,981</u>	<u>1.92%</u>
Excess (deficiency) of revenues over expenditures	(109,230)	1,145,084	(994,251)	-		
Approved use of fund balance	<u>109,230</u>	<u>-</u>	<u>994,251</u>	<u>-</u>		
Beginning Fund Balance	554,601	445,371	1,590,455	596,204		
Increase (decrease) in reserve for encumbrance	-	-	-	-		
Transfers from Other Funds	-	-	-	-		
Ending Fund Balance	<u>\$ 445,371</u>	<u>\$ 1,590,455</u>	<u>\$ 596,204</u>	<u>\$ 596,204</u>		

This page intentionally left blank.

INFORMATIONAL SECTION

This section includes the following information:

- I. Property Classifications and Assessed Property Value
 - A. Assessed and Estimated Value of Taxable Property
 - B. Principal Property Taxpayers
- II. Tax Rate Trends
- III. Statistical and Other Information
 - A. Income per Capita
 - B. Impact on Taxpayers
 - C. Principal Employers
- IV. Resolution Approving SCS Fiscal Year 2016-17 Budget

I. Property Classifications and Assessed Property Value

A. Assessed and Estimated Value of Taxable Property

Fiscal Year	Tax Year	Total Direct Tax Rate	Total Taxable Assessed Value (a)	Estimated Actual Taxable Value	Assessed Value as % of Actual Value (b)	Assessed Values by Source			
						Residential Property	Commercial Property	Personal Property	Public Utilities
2002	2001	3.79	15,119,655,559	49,858,145,639	30.33%	50.8%	33.9%	8.6%	6.7%
2003	2002	3.79	15,226,786,429	50,347,238,284	30.24%	51.1%	33.8%	8.9%	6.3%
2004	2003	4.04	15,113,967,063	50,379,365,307	30.00%	52.8%	32.8%	8.6%	5.8%
2005	2004	4.04	15,185,856,085	50,841,730,464	29.87%	54.1%	31.8%	8.1%	6.0%
2006	2005	4.04	17,220,258,313	57,726,276,478	29.83%	54.7%	31.8%	7.5%	6.0%
2007	2006	4.04	17,502,758,132	58,862,669,304	29.73%	55.4%	31.1%	7.6%	5.9%
2008	2007	4.04	17,720,591,975	59,900,899,755	29.58%	56.5%	30.7%	7.3%	5.5%
2009	2008	4.04	18,089,304,129	61,383,315,080	29.47%	56.7%	30.6%	7.8%	5.0%
2010	2009	4.02	19,657,378,625	66,374,654,928	29.62%	55.7%	32.0%	7.5%	4.8%
2011	2010	4.02	18,942,064,619	64,183,574,936	29.51%	57.8%	33.2%	7.3%	5.3%
2012	2011	4.02	18,999,484,095	64,287,973,983	29.55%	56.4%	30.7%	7.3%	5.6%
2013	2012	4.02	18,847,860,547	63,834,911,731	29.53%	56.5%	30.0%	7.6%	5.8%
2014	2013	4.38	18,165,887,331	60,586,935,365	29.98%	52.8%	32.6%	8.4%	6.2%
2015	2014	4.37	17,966,889,260	59,884,233,964	30.00%	53.2%	31.4%	8.2%	7.2%

(a) Assessed value is the most current tax year value prepared by the Property Assessor as of year-end.

(b) The State of Tennessee tax statues classify property as follows for computing assessed valuations:

- Real Estate-Residential and Farms** 25% of actual value
- Real Estate-Commercial and Industrial** 40% of actual value
- Personal Property-Commercial and Industrial** 30% of actual value
- Public Utilities** 55% of actual value

B. Principal Property Tax Payers

Rank	Name of Taxpayer	Type of Business	Percentage of	
			Taxable Assessed Value	Total Assessed Value
1	Federal Express Corporation	Transportation	\$ 734,388,695	4.09%
2	Bellsouth Telecommunications Inc.	Telecommunications	120,490,733	0.67%
3	AT&T Mobility LLC	Telecommunications	65,960,941	0.37%
4	Belz Investco GP	Real Estate	63,567,345	0.35%
5	AMISUB (SFH) Inc.	Health Care	64,702,465	0.36%
6	G&I VII Retail Carriage LLC	Retail Operations	60,166,600	0.33%
7	Kroger Companies	Grocery Retailers	58,437,820	0.33%
8	Galleria at Wolfchase LLC	Retail Operations	58,329,440	0.32%
9	Lightman Michael A	Commercial Real Estate	55,338,335	0.31%
10	Boyle Investment Co.	Commercial Real Estate	46,110,715	0.26%
Total Assessed Valuation of Top 10 Taxpayers			1,327,493,089	7.39%
Balance of Assessed Valuation			16,639,396,171	92.61%
Total Assessed Valuation			\$17,966,889,260	100.00%

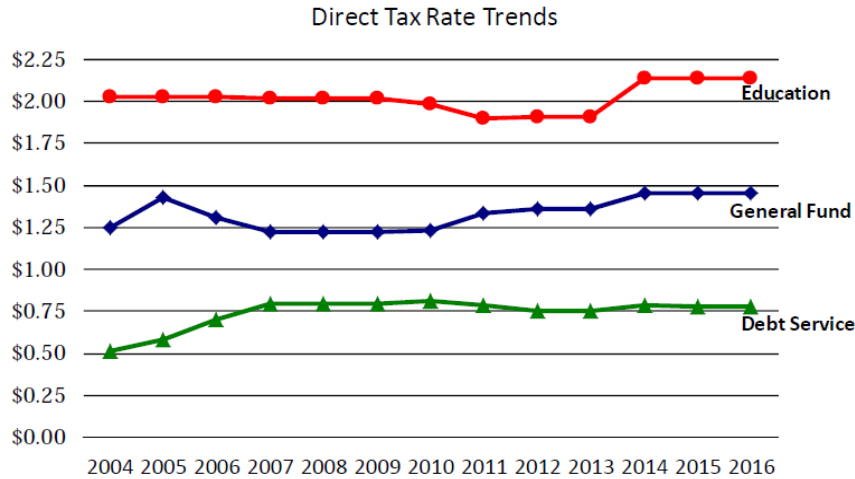
SOURCE: SHELBY COUNTY ASSESSOR AND TRUSTEE OFFICES, FISCAL 2015.

II. Tax Rate Trends

Direct and Overlapping Property Tax Rates Trends

FISCAL YEAR	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
DIRECT TAX RATES: (a)													
General Fund	1.43	1.31	1.22	1.22	1.22	1.22	1.23	1.33	1.36	1.36	1.45	1.45	1.45
Education (b)	2.03	2.03	2.02	2.02	2.02	2.02	1.98	1.90	1.91	1.91	2.14	2.14	2.14
Debt Service	0.58	0.70	0.80	0.80	0.80	0.80	0.81	0.79	0.75	0.75	0.79	0.78	0.78
Total Direct Rate	4.04	4.04	4.04	4.04	4.04	4.04	4.02	4.02	4.02	4.02	4.38	4.37	4.37
Rural School Bonds (c)	0.05	0.05	0.05	0.05	0.05	0.05	0.04	0.04	0.04	0.04	0.04	-	-
Total Tax Rate	4.09	4.09	4.09	4.09	4.09	4.09	4.06	4.06	4.06	4.06	4.42	4.37	4.37
OVERLAPPING RATES: (d)													
Memphis (e)	3.23	3.23	3.43	3.43	3.43	3.25	3.20	3.20	3.20	3.20	3.40	3.40	3.40
Arlington	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.15	1.15	1.15
Bartlett	1.38	1.38	1.31	1.31	1.54	1.54	1.49	1.49	1.49	1.49	1.62	1.62	1.62
Collierville	1.45	1.47	1.47	1.28	1.28	1.28	1.18	1.18	1.43	1.43	1.43	1.53	1.78
Germantown	1.30	1.70	1.54	1.54	1.54	1.54	1.43	1.43	1.49	1.49	1.93	1.93	1.93
Millington	1.23	1.23	1.23	1.23	1.23	1.23	1.23	1.23	1.23	1.23	1.53	1.53	1.53
Lakeland (f)	-	-	-	-	-	-	-	-	-	-	0.85	0.85	1.40

- (a) Direct rates apply to all property owners within Shelby County
- (b) The portion of property taxes designated for education is allocated among the Shelby County Board of Education and the municipal school districts based on the average daily attendance.
- (c) Beginning in 2003 an additional tax rate was established to fund Rural School Bonds and was applied only to taxpayers living outside the City of Memphis (about 30% of the county population). That rate was discontinued effective July 1, 2014.
- (d) Overlapping rates are those that apply only to property owners within the named municipality. These rates are in addition to the Direct rates for those areas.
- (e) Approximately 70% (or over two-thirds) of the County's population resides in the City of Memphis.
Note: Tax rate changes in 2010 and 2014 reflect the results of countywide reappraisals.
- (f) Prior to FY 2014 the City of Lakeland did not have a property tax.



III. Statistical and Other Information

A. Income per Capita

<u>Year</u>	<u>County Population</u>	<u>Personal Income</u>	<u>Per Capita Income</u>	<u>Unemployment Rate</u>
2000	898,211	\$ 27,941,148	\$ 31,108	3.9%
2001	899,345	\$ 29,824,183	\$ 33,162	4.5%
2002	902,634	\$ 30,688,100	\$ 33,998	5.4%
2003	906,733	\$ 31,504,263	\$ 34,745	6.0%
2004	909,643	\$ 33,095,510	\$ 36,383	6.1%
2005	913,201	\$ 34,129,205	\$ 37,373	6.2%
2006	920,106	\$ 36,103,204	\$ 39,238	5.7%
2007	921,119	\$ 37,635,149	\$ 40,858	5.3%
2008	920,685	\$ 37,507,530	\$ 40,739	7.0%
2009	922,541	\$ 35,634,694	\$ 38,627	10.1%
2010	928,792	\$ 36,813,844	\$ 39,630	10.1%
2011	934,405	\$ 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	7.9%

Source: PER CAPITA AND PERSONAL INCOME CENSUS BUREAU MIDYEAR POPULATION ESTIMATES; ESTIMATES FOR 2010-2013 REFLECT COUNTY POPULATION ESTIMATES AVAILABLE AS OF MARCH 2014; UNEMPLOYMENT: CENSUSREPORTER.ORG.

B. Impact on Taxpayers

	Fiscal Year				
	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</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	\$ 3.11	\$ 3.40	\$ 3.40	\$ 3.40
Shelby County	4.02	4.02	4.38	4.37	4.37
Total Combined Tax Rate	<u>\$ 7.21</u>	<u>\$ 7.13</u>	<u>\$ 7.78</u>	<u>\$ 7.77</u>	<u>\$ 7.77</u>
Property tax due	\$ 2,703.75	\$ 2,673.75	\$ 2,917.50	\$ 2,913.75	\$ 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



C. Principal Employers

Rank	Employer	Type of Business	Number of Local Employees	Percentage of Total Employment
1	Federal Express Corporation	Transportation	30,000	4.9%
2	Shelby County Schools	Public School System	16,000	2.6%
3	United State Government	Federal Government	13,700	2.2%
4	Tennessee State Government	State Government	12,400	2.0%
5	Methodist Le Bonheur Healthcare	Health Care	10,889	1.8%
6	Baptist Memorial Health Care Corp	Health Care	8,680	1.4%
7	Naval Support Activity Mid South	Military Installation	7,500	1.2%
8	City of Memphis	City Government	6,665	1.1%
9	Shelby County Government	County Government	5,776	0.9%
10	Wal-Mart Stores Inc.	Retail Operations	5,300	0.9%
Total Employed by Top 10			116,910	19.1%
Total Employed by Other Employers			495,090	80.9%
Total Shelby County Employment			612,000	100.0%

Source: LARGEST EMPLOYER DATA IS TAKEN FROM THE MEMPHIS BUSINESS JOURNAL BOOK OF LISTS 2015 PUBLISHED DEC. 26, 2014. TOTAL EMPLOYMENT DATA IS INCLUDED IN THE BOOK OF LISTS 2015.

IV. Resolution Approving SCS Fiscal Year 2016-17 BudgetItem #: 30Moved by: REAVESPrepared by: Wanda RichardsSeconded by: BROOKSReviewed by: Kim Koratsky

RESOLUTION APPROVING THE SHELBY COUNTY BOARD OF EDUCATION OPERATING BUDGET FOR FISCAL YEAR 2017 AS ADOPTED BY THE SHELBY COUNTY BOARD OF EDUCATION. SPONSORED BY COMMISSIONER DAVID REAVES.

WHEREAS, The Shelby County Board of Education adopted the Fiscal Year 2017 Operating Budget of the Shelby County Board of Education on June 30, 2016; and

WHEREAS, The Operating Budget of the Shelby County Board of Education for Fiscal Year 2017 was reviewed by the Budget Committee of the Shelby County Board of Commissioners on June 29, 2016; and

WHEREAS, Tennessee Code Annotated, Section 49-2-4101 requires the Shelby County Board of Commissioners to adopt a budget of the Shelby County Board of Education; and

WHEREAS, The Shelby County Board of Commissioners has appropriated \$419,471,000.00, as the total amount of funding for Education for Fiscal Year 2017, as approved in the Shelby County Government Operating Budget adopted on June 29, 2016, to be allocated to the various school systems within Shelby County on the basis of the Average Daily Attendance (ADA) ratio; and

WHEREAS, Tennessee Code Annotated, Section 49-2-301 requires that any change in the expenditure of money as provided for by the budget shall first be ratified by the local school board and the appropriate legislative body; and

WHEREAS, The Shelby County Board of Education has not submitted a detailed Capital Projects budget and the County has not appropriated CIP funds for Shelby County Schools for Fiscal Year 2017. The Capital Improvement budget included in Exhibit A represents carry-forward of prior year funding.

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COUNTY COMMISSIONERS OF SHELBY COUNTY, TENNESSEE, That the Operating Budget of the Shelby County Board of Education for Fiscal Year 2017 is approved in the total amount of \$1,338,863,661.00, as summarized in Exhibit A, which is attached hereto and incorporated herein by reference.


BE IT FURTHER RESOLVED, That total funding from Shelby County Government to the Shelby County Board of Education for school operations shall not exceed the amount calculated on the basis of actual Average Daily Attendance (ADA), currently budgeted in the estimated amount of \$329,788,100.00.

BE IT FURTHER RESOLVED, That the Planned Uses of Fund Balance, as presented in the attached Exhibit A, are hereby approved.

BE IT FURTHER RESOLVED, That a copy of this Resolution and the attached Exhibit A are to be placed on file and incorporated into the Minutes of this meeting of the Shelby County Board of Commissioners as evidence of this action.

BE IT FURTHER RESOLVED, That this Resolution shall become effective in accordance with the Shelby County Charter, Article II, Section 2.06(B)





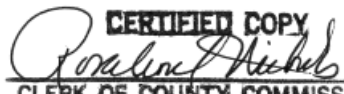
Mark H. Luttrell, Jr.
Shelby County Mayor

Date: 8-8-16

ATTEST:


Clerk of County Commission

ADOPTED: August 1, 2016

CERTIFIED COPY


CLERK OF COUNTY COMMISSION
DATE 8/16/16



**RESOLUTION APPROVING THE SHELBY COUNTY BOARD OF EDUCATION'S
FISCAL YEAR 2016-17 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 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 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 General Fund budget for Shelby County Schools and recommends it be approved to fund the District's operating budget for Fiscal Year 2016-17;

WHEREAS, the Superintendent is recommending that Planned Use of Fund Balance in the amount of \$3,500,000 be appropriated to balance the Fiscal Year 2016-17 General Fund Budget;

WHEREAS, the Board of Education reviewed the budgets for other funds within Shelby County Schools and recommends the following for Fiscal Year 2017: 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 \$7,189,505 be appropriated to balance the Fiscal Year 2016-17 Capital Projects Budget;

WHEREAS, the Superintendent is recommending that planned use of fund balance in the amount of \$1,471,759 be appropriated to balance the Fiscal Year 2016-17 Non-Federal Programs Fund Budget;

NOW THEREFORE BE IT RESOLVED that the Board of Education approves the Fiscal Year 2016-17 General Fund Budget in the amount of \$958,913,051 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 \$3,500,000 to balance the Fiscal Year 2016-17 General Fund Budget.

BE IT FURTHER RESOLVED that the Board of Education approves the Fiscal Year 2016-17 Capital Projects Fund Budget in the amount of \$46,896,303.

BE IT FURTHER RESOLVED that the Board of Education approves the use of Planned Use of Fund Balance in the amount of \$7,189,505 to balance the Fiscal Year 2016-17 Capital Projects Fund Budget.

BE IT FURTHER RESOLVED that the Board of Education approves the Fiscal Year 2016-17 Non-Federal Programs Fund Budget in the amount of \$41,827,066.

BE IT FURTHER RESOLVED that the Board of Education approves the use of Planned Use of Fund Balance in the amount of \$1,471,759 to balance the Fiscal Year 2016-17 Non-Federal Programs Fund Budget.

BE IT FURTHER RESOLVED that the Board of Education approves the Fiscal Year 2016-17 Federal Programs Fund Budget in the amount of \$200,988,795.

BE IT FURTHER RESOLVED that the Board of Education approves the Fiscal Year 2016-17 Nutrition Services Programs Fund Budget in the amount of \$85,353,242.

BE IT FURTHER RESOLVED that the Board of Education approves the Fiscal Year 2016-17 Operating Budget for the Internal Service Fund Budget in the amount of \$4,885,204.

On this 6th day of July 2016.



Teresa Jones
Chair
Shelby County Board of Education



Dorsey E. Hopson, II
Superintendent
Secretary to the Board

GLOSSARY OF TERMS

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.

Achievement School District (ASD) – 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.

Actual – Expenditures and/or revenues realized in the past.

Adopted Budget – A plan of financial operation, legally approved by the Board, to provide an estimate of expenditures for a given fiscal year and a proposed means of financing them.

Allocation – Funds set aside or designated for specific purposes. An allocation does not authorize the expenditure of funds.

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

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.

Assistant/Vice Principals – Responsible for the supervision, discipline, and monitoring of students. He is under the direction of the Building Principal to implement and enforces school board policies, administrative rules and regulations.

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.

Basic Education Program (BEP) – is the funding formula through which the state of Tennessee education dollars is generated and distributed to Tennessee schools.

Benefits – This category of spending includes the District’s contribution to employee medical insurance, life insurance, social security, retirement and unemployment compensation.

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.

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.

Career and Technology Centers (CTCs) – Provide high-quality CTE 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.

Career and Technical Education (CTE) – 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.

Certificated Employee – This is a District employee that is required to possess a state credential. All regularly employed teachers, librarians and counselors are certificated employees.

Classified Employee – This is a District employee who is not required to possess a state credential. Examples include instructional aides; secretaries, clerks and other office staff; and maintenance and custodial workers.

Classroom Teachers – The role of the classroom teacher is to manage the classroom in a manner that meets the individual needs of each student in the class. This includes promoting learning and supplementing activities, coordinating and collaborating with support staff, using a variety of teaching approaches, and adapting instruction to include all students. The classroom teacher is in charge of each student's overall academic program. Additionally, ESL, CTE and ROTC are included as classroom teachers. The only teachers this does not include are those teachers not assigned a classroom.

Code of Federal Regulations (CDR) – 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.

Comprehensive Annual Financial Report (CAFR) – 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.

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.

Coordinated School Health (CSH) – 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.

Cost of Living Adjustment (COLA) – An increase in salaries to offset the adverse effect of inflation on compensation.

Cost per Pupil – Current expenditures for a given period of time divided by a pupil unit of measure.

Counselor – Renders services to a student or group of students involving the application of principles, techniques, methods or procedures of the counseling profession, including appraisal activities, as defined by the law, counseling, consulting and referral activities.

Creative Learning in a Unique Environment (C.L.U.E) – An education program designed to meet the needs of academically talented and gifted students in the Shelby Count Schools.

Deficit – The excess of expenditures over revenues for a given fund during a defined accounting period.

Department –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 9th-grade that dropped out of school by the end of 12th grade.

Economically Disadvantaged Students – Students from families who meet certain income criteria making them eligible to receive free or reduced meals at school.

Education Assistants – Educational Assistants provide additional instructional support in the classroom for teachers.

Education Information System (EIS) – is a process to keep up with students’ data information within school district.

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.

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.

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.

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.

English as a Second Language (ESL) – A traditional term for the use or study of the English language by non-native speakers in an English-speaking environment.

English for Speakers of Other Languages (ESOL) –The program’s overarching standard is that students will use English to communicate and demonstrate academic, social, and cultural understanding.

English Language Learners (ELL) – 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.

Enrollment – The number of students enrolled at a school based on the 20th day attendance period.

Enterprise Resource Planning (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.

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.

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.

Every Student Succeeds Act (ESSA) – Federal Law which replaces the No Child Left Behind (NCLB) and requires states to incorporate nonacademic factors into their accountability systems which could help promote a broader vision of school success that extends beyond traditional measures, such as standardized-test scores.

Expenditures – The incurrence of an actual liability in accordance with the District’s authority.

Facility Condition Index (FCI) – This index is a measure of a building’s condition. A higher index indicates worsening conditions of a building. The calculation is equal to Total Dollars of Building Repair + Upgrades+ Renewal Needs/ the Current Replacement Value of the Building Components. A zero to 5% FCI demonstrates a building in good condition; a 5-10% FCI indicates a building in fair condition; a 10 – 30% FCI indicates a building in poor condition. The firms used to determine FCI are the following: O.T. Marshall Architects, Fleming & Associates Architects, Self Tucker Architects, and AllWorld Project Management.

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.

Family Resource Centers (FRCs) – 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.

Financial Accounting Standards Board (FASB) – The FASB defines GAAP for private sector entities. Occasionally, GASB and FASB make FASB standards applicable to National, State or local governments.

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.

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. (During a leap year, an FTE of 1.00 is equal to 2,088 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; Assigned – a. Intended use established by highest level of decision making b. Intended use established by body designated for that purpose. c. Intended use established by official designated for that purpose.

Fund Balance; Non-spendable – a. Portion of net resources that cannot be spent because of their form. b. Portion of net resources that cannot be spent because they must be maintained intact.

Fund Balance; Restricted – a. Limitations imposed by creditors, grantors, contributors, or laws and regulations of other governments. b. Limitations imposed by law through constitutional provisions or enabling legislation.

Fund Balance; Unassigned – 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.

General Educational Development (GED) – (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.

General Fund Expenditures – Discretionary salaries and other expenses from the General Fund.

Generally Accepted Accounting Principles (GAAP) – 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.

Government Finance Officers Association (GFOA) – 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](#).

Governmental Accounting Standards Board (GASB) – The oversight body that establishes governmental GAAP, equivalent to the private sector FASB.

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.

Grade Level – Grade-level proficiency means the grade-specific published objectives for learning skill. proficiency. Grade-level proficiency refers to reading, writing, math, oral communication, and group-process skills.

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.

Health Insurance Portability and Accountability Act (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.

Heating, Ventilation and Air Conditioning (HVAC) – 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.

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.

IDEA, Part B Federal Allocation – Since the enactment of the original legislation called Individuals with Disabilities Education Act (<http://idea.ed.gov/>) in 1975, children and youth (ages 3-21) with disabilities receive special education and related services under Part B of IDEA.

Independent Audit – An audit conducted by certified public accounting (CPA) auditors who are independent of the District.

Individualized Education Plan (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.

Instruction – The activities dealing directly with the teaching of students or improving the quality of teaching.

Internal Control – The development and management of the accounting system regarding: (1) the safeguarding of assets against loss from unauthorized use or disposition; and (2) the reliability of financial records for preparing financial statements and maintaining accountability over assets.

Internal Services 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.

K-12 Enrollment – The number of K-12 students enrolled at a school based on the 20th day attendance period.

Liability – Debt or other legal obligations resulting from past transactions which must be liquidated, renewed or refunded at some future date.

Licensed Practical Nurse (LPN) – 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.

Limited English Proficient Students – Tennessee students speak more than 140 languages. For these many students, English is not the first language they learned to speak, but it is the first language in which they have learned to read and write. ESL classes vary from district to district and from school to school, and are designed to address such challenges. See more at:

<https://www.tn.gov/education/topic/english-learners#sthash.MAlfKbk.dpuf>.

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."

Local Education Agency (LEA) – 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.

Maintenance of Effort (MOE) – (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. "MOE" generally refers to a requirement placed upon many federally funded grant programs that the State Education Agency (SEA) and Local Education Agencies (LEAs) or school districts, demonstrate that the level of State and local funding remains constant from year to year.

Major Funds – A fund is considered major if it is the primary operating fund of the Board and meets the following criteria: a. Total assets, liabilities, revenues, or expenditures/expenses of that individual fund are at

least 10% of the corresponding total for all funds of that category or type, and b. Total assets, liabilities, revenues, or expenditures/expenses of that individual fund are at least five percent of the corresponding total for all funds. Major funds are organized into three major categories: governmental, proprietary, and fiduciary.

Measures of Effective Teaching (MET) – Measures 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.

Memorandum of Understanding (MOU) – A legal document outlining the terms and details of an agreement between parties, including each parties' requirements and responsibilities.

Memphis-Shelby County Education Association (M-SCEA) – The professional organization representing teachers, mental health employees, education support professionals (ESPs), and other educators in the Shelby County Schools.

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.

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.

Minority and Disadvantaged Women Business Enterprises M/DWBEs – 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.

Mission – A clear, concise statement of broad purpose for a department or division.

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.

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. In this document, the term usually refers to the six other school district municipalities within Shelby County, TN including: Arlington, Bartlett, Collierville, Germantown, Millington and Lakeland.

Music, Arts, and Physical Education Teachers (MAPS) – Elementary teachers who specialized in one of the three listed. Although MAPS teachers in elementary are distinct, they are still counted in staffing formula per school, student to teacher ratio.

No Child Left Behind (NCLB) – A federal Law that require 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.

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.

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.

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.

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 such as staff development, travel when staff members travel to/from training and any supplies or material that are a part of the cost of providing the training.

Other Post-Employment Benefits (OPEB) – Benefits (other than pensions) that U.S. state and local governments provide to their retired employees. These benefits principally involve health care benefits, but also may include life insurance, disability, legal and other services. Retired employees of the District receiving benefits through the District’s program may participate in post-employment benefits.

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.

Performance Measures – Data collected to determine how well a service center, function or program is achieving its goals and objectives.

Position Control Budget – The number of authorized positions funded by the Operating Budget.

Positive Behavior Intervention and Supports (PBIS) – 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.

Pre-Kindergarten Enrollment – The number of pre-kindergarten students enrolled at a school based on the 20th day attendance period.

Principal – Implements and enforces school board policies, administrative rules and regulations. Each school has one principal position budgeted in fiscal year 2016-17.

Professional Learning Communities (PLC) –A coaching model used in the Teacher and Leader Effectiveness program.

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.

Qualified School Construction Bond (QSCB) – 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.

Quality Zone Academy Bonds (QZAB) – Federal grant for qualified schools as a provision of the tax code that provides a source of funding that may be used for new construction.

Reserve Officer Training Corps (R.O.T.C) – Develop professional officers who have varied educational backgrounds in major fields of interest and have the professional knowledge and standards needed for future growth.

Resolution – An official enactment by the Shelby County Board of Education to establish legal authority for Shelby County School officials to obligate or to expend funds.

Revenue – Funds that the District receives as income to support expenditures.

Risk Management – The group manages a program for Shelby County Schools’ employees who may have been injured or become ill because of their jobs.

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.

SCBE – Shelby County Board of Education

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.

School-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.

School Type – Specified schools such as Alternative, Career/Tech, Traditional, iZone, Charter, ASD and Municipal. Traditional and iZone schools are considered neighborhood schools for FY2015-16.

Science, Technology, Engineering, Arts and Math (STEAM) – 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.

Science, Technology, Engineering and Math (STEM) – A curriculum based on the idea of educating students in four specific disciplines — science, technology, engineering and mathematics — in an interdisciplinary and applied approach.

SCS – Shelby County Schools

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 – Federal law requiring a comprehensive district-wide audit of all Federal financial assistance.

Southern Association of Colleges and Schools (SACS) – Accredited elementary, middle and high schools based on rigorous standards for school improvement that focus on student performance.

Special Revenue Funds – A fund used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes.

Specific, Measurable, Achievable, Relevant, and Time-Based Goal (SMART) – Performance goals that are established by department annually.

SPEDs – Special education services that assist children, youth and adults with disabilities to be academically and socially successful life-long learners.

Square Footage – Measured length and width of the building, including boiler rooms and other usable space. This does not include portables and outside lands.

Statute – A written law passed by the State legislature enacted to prescribe conduct, appropriate public monies and, in general, promote the public welfare.

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.

Student Capacity – Refers to programmatic capacity, which is a measure of how much general education K-12 students will fit in a building. It takes into account all the space used by SPED classrooms, Pre-K classrooms, art rooms, music rooms, PE rooms, computer labs, administrative uses, health professional uses, optional program uses, etc. If a building has a design capacity of 1,000, there is an assumption that 1,000 students can fit in that building. However, this is not the case. There are various uses that take up classroom space that cannot be used by the general K-12 enrollment (baseline enrollment). What is measured is how many general education students can fit into a school comfortably with the academic programs operating at their best.

Student/Teacher Ratio – The ratio is calculated by the number of students assigned in a school based on staffing formula per grade level from K to 12 which allocates the number of teachers.

Students With Disabilities (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.

Suspension – A student who is not allowed to attend school for a period of time not greater than ten days, but who remains on the school rolls.

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.

TCA – Tennessee Code Annotated (Tennessee Statutory Law)

TDOE – Tennessee Department of Education

Teacher & Leader Effectiveness Program (TLE) – A program which focuses on what it takes to attract, develop, and retain a world-class corps of educators.

Teacher Permits – 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.

Technology Student Association (TSA) – A national, non-profit organization of middle and high school students who are engaged in science, technology, engineering, and mathematics (STEM).

Tennessee Value-Added Assessment System (TVASS) – One method used to measure the influence of a district or school on the academic progress rates of individual students or groups of students and teachers from year-to-year.

The New Teacher Project (TNTP) – 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.

Title I Allocation – Federal Funds that supplement state and local funding for low-achieving children, especially in high-poverty schools. The program finances the additional academic support and learning opportunities that are often required to help disadvantaged students progress along with their classmates.

Travel - Costs of transportation, meals, lodging and other expenses associated with traveling on business for the District.

United States Code (USC) – The USC is the general and permanent federal laws of the United States.

Utilization – This is a rate calculated by taking the Baseline Enrollment / Programmatic Capacity. Baseline enrollment includes Pre-K. The capacity utilization rate is a metric used to measure the rate at which potential output levels are being met or used. Displayed as a percentage, capacity utilization levels give insight into the overall slack that is in the school at a given point in time.

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)

This page intentionally left blank.

Board of Education

Teresa Jones, Chair

Shante K. Avant, Vice-Chair

Miska Clay-Bibbs

Chris Caldwell

Mike Kernell

Stephanie P. Love

Scott McCormick

William "Billy" Orgel

Kevin Woods

Dorsey E. Hopson II, Superintendent