

Shelby County Board of Education

DISTRICT BUDGET



2018-19



Format and Organization of the District's Budget

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

The **Executive Summary Section** includes a list of District officials, a financial summary and general information about Shelby County Schools.

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

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

The *General Fund* includes a presentation of each department supported by General Fund dollars including details on how departments present their specific missions and goals, issues and trends, prior year performance highlights and significant budgetary issues in the current year. The General Fund 01 section is organized by major operational unit such as the Board of Education, Superintendent, Student Services, Human Resources or Academics. The Academics organizational unit, for example, is further broken down into many departments while the Board of Education is represented by a single department.

The District illustrates this information by departmental budgets which include a description of the departments and information on program changes. Most budgets provide information on the function's goals, objectives and measures. Staffing levels indicate the full-time equivalent (FTE) number of permanent full-time positions for that program. Part-time and temporary position information is not included. Some departmental budgets may appear to have a budget that is inconsistent with the staffing level. This is attributable to the department having budgeted dollars associated with part-time personnel, stipends, supplements or overtime costs.

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

The *Capital Projects* section includes descriptions and other relevant information on major capital projects. The Capital Projects Fund 07 accounts for the financial resources obtained and used for the acquisition, construction or improvement of capital facilities or infrastructure.

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

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

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

Shelby County Schools Fiscal Year 2018-19 FAST FACTS

District Facts Student Facts

223

School Location Site



Schools	141
Elementary Schools	82
Middle Schools	34
High Schools	25
Adult High School	2
Alternative Programs	17
Career & Technology Centers	4
Charter Schools	56
Special Education Centers	3

Academic and Athletic Scholarships offered to class of 2018

\$459

 Million


National Board Certified Teachers



102,571

Student Enrollment
(projected for 2018-19)



Educators

Teachers	6,095
Principals	157
Assistant Principals	194

15

2018 National Merit Scholarship Program—Recipients

Students' Ethnic Distribution 2017-18 School Year

African-American	82,808
Caucasian	7,582
Hispanic	15,601
Asian-Pacific Islander	4,226

FY19 General Fund Budget **\$1.054** Billion

\$10,280 per pupil expenditures



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

July 24, 2018

Citizens and Board Members
Shelby County Schools
Shelby County, TN

The Shelby County Board of Education (“Shelby County Schools”, “SCS” or the “District”) is pleased to present the fiscal year 2018-19 budget that uphold our commitment to improving learning and academic achievement for students. The budget reflects the investment of educating future leaders of tomorrow. In fiscal year 2018-19, the District has included an unprecedented investment of \$66.3 million to improve life for the future of Memphis by pouring resources in our schools, educators, students, and communities.

In fiscal year 2018-19, the General Fund budget totals \$1,054,423,509, which represents a slight 1.74% increase from the prior year budget of \$1,036,399,950. The General Fund budget represents \$14.5 million strategic compensation for teachers and principals, 60 additional Educational Assistants, 35 Guidance Counselors, 10 Behavioral Specialists, 29 Middle & High School Reading Specialists, 30 School Resource Officers, 6 Truancy Officers and investments in Career & Technical Education and advance instruction & post-secondary opportunities for students. These strategic investments are possible because the District continues to identify operational efficiencies, spend smarter with a focus on the highest academic return on investment, and use its General Fund balance in a strategic way.

The District presents an annual budget aligned with Destination 2025. Specifically, Destination 2025 is our strategic plan focused on achieving the mission with goals that 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 also uses the budget process to align resources with its five Destination 2025 strategic priorities to 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 fiscal year 2018-19 combined all funds budget:

- 1) *Strengthen Early Literacy - 22%*
- 2) *Improve Post-Secondary Readiness - 11%*
- 3) *Develop Teachers, Leaders and Central Office to Drive Student Success - 22%*
- 4) *Expand High-Quality School Options – 4%*
- 5) *Mobilize Family & Community Partners - 1%*

Note that a significant amount of investments in *Strategic Priority 1: Strengthen Early Learning* is made through other funds (e.g., Head Start, Voluntary Pre-K, Pre-School Expansion Grant), which is not represented in the percentage.

As Shelby County Schools transforms into a district with high quality options for students and parents, the District is taking aggressive measures to operate more efficiently and effectively while making significant investments by:

- Implementing 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 continued turnaround strategies such as the Innovation Zone (iZone) schools and Empowerment Zone schools.

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;
- Evaluate the return on investment of certain academic programming with the Chief of Schools;
- Increased transparency around resource allocation at the school level;
- Engaged parents, students, educators, community stakeholders and educators to identify potential investments to enhance high quality learning; and
- Focused on the best learning for all students.

As a part of this budget book, the District has introduced two new additional sections:

- Fiscal Sustainability Section provides a forward-looking view into our fiscal sustainability, identifying challenges, opportunities, and potential fiscal imbalances, and
- Equity Section examines whether resources are addressing the unique needs of our students. The Equity Section provides transparency on how resources are allocated throughout the District.

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 parents, students, Board members, community partners, teachers, principals, and employees who informed in the budget process and assisted with this effort.



ASSOCIATION OF
SCHOOL BUSINESS OFFICIALS
INTERNATIONAL

This Meritorious Budget Award is presented to

SHELBY COUNTY BOARD OF EDUCATION

for excellence in the preparation and issuance of its budget
for the Fiscal Year 2017–2018.

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



A handwritten signature in black ink, reading 'Charles E. Peterson, Jr.' The signature is written in a cursive style and is positioned above a horizontal line.

Charles E. Peterson, Jr. MBA, PRSBA, SFO
President

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

John D. Musso, CAE, RSBA
Executive Director

This page intentionally left blank.

Table of Contents

	<u>Page</u>
EXECUTIVE SUMMARY SECTION	1
I. Board of Education	2
II. Administration	3
III. Profile of Shelby County Schools - The School District	3
IV. Profile of Shelby County, Tennessee	5
V. Executive Highlights.....	8
i. SCS Strategic Beliefs, Priorities and Goals	8
ii. Benchmarks and Performance Results	9
iii. Budgetary Highlights.....	15
iv. Budget Development and Administration.....	18
v. Enrollment.....	19
vi. Staffing Levels	21
vii. Financial Overview	23
A. Combined Funds	24
B. Fund Balance	25
C. General Fund.....	28
D. Special Revenue Funds	33
E. Capital Projects Fund	37
F. Internal Service Funds	38
G. Tax Rates and Trends.....	39
viii. Budget Forecast	39
ix. Awards and Recognitions	43
ORGANIZATIONAL SECTION.....	45
I. Financial Structure and Environment of the District	46
i. Legal Status and Authority	46
ii. Description of Reporting Entity.....	46
iii. Geographical Area Served	47
iv. Education Landscape of Shelby County.....	52
v. Education Ecosystem.....	53
vi. School Options	57
vii. Academic Innovations	65
viii. Fund Structure	68
ix. Classification of Revenues and Expenditures.....	69
x. Basis of Accounting and Budgeting.....	71
II. Administrative Organizational Chart	72

Table of Contents

	<u>Page</u>
III. Schools Organizational Chart	73
IV. Shelby County Schools Goals and Priorities	74
V. Financial Management Goals.....	75
VI. Financial Policies and Law Requirements.....	75
i. Annual Operating Budget and Balanced Budget	75
ii. Procurement	75
iii. Internal Accounting Controls	75
iv. Risk Management	75
v. Debt Limits	76
vi. Fund Balance.....	76
vii. Investments.....	76
viii. Financial Reporting and Audit Requirements	76
VII. Budget Strategy	77
VIII. Budget Process and Calendar	78
IX. Annual Operating Budget Policy	84
X. Laws Affecting this Budget	84
i. Budget Approval	84
ii. Teacher Supply	85
iii. Charter Schools.....	85
iv. BEP Enhancement Act	85
v. Annual Charter School Authorizer Fees.....	85
vi. Every Student Succeed Act (ESSA)	85
vii. School Safety.....	85
XI. Key Factors Affecting the Budget	86
i. Equity.....	86
ii. Fiscal Sustainability	96
FINANCIAL SECTION	99
I. Major Revenue Sources and Trends.....	100
i. City of Memphis.....	101
ii. Shelby County	101
iii. Local Sales Tax.....	102
iv. State of Tennessee	102
v. Federal Government Funds.....	103
vi. Local Funds.....	103

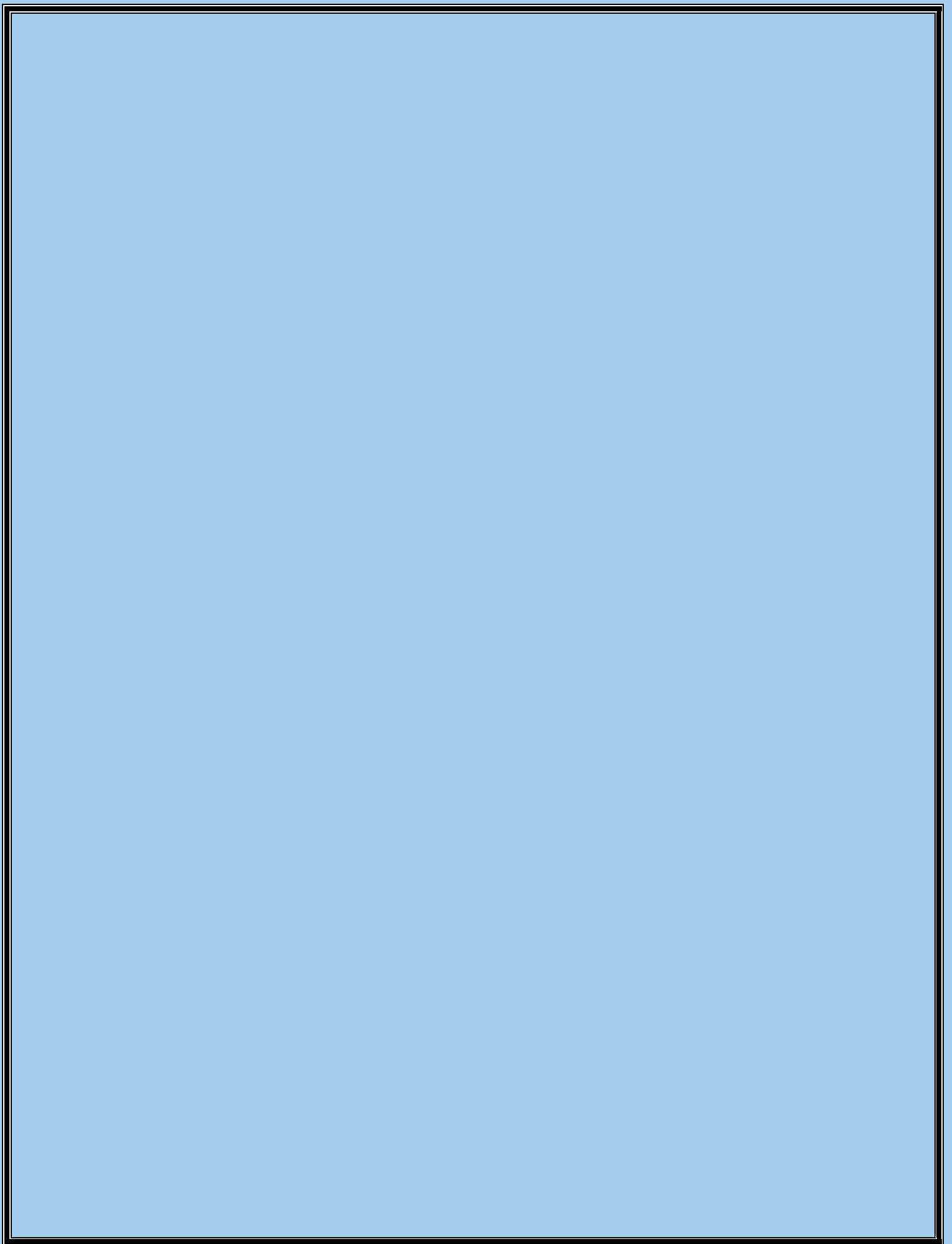
Table of Contents

	<u>Page</u>
II. EXPENDITURE CATEGORIES.....	105
III. BUDGET ASSUMPTIONS AND PROJECTIONS.....	113
IV. ALL FUND TYPES.....	118
V. GOVERNMENTAL FUNDS.....	121
i. All Governmental Fund Types	121
ii. General Fund.....	123
A. Departmental Detail	135
iii. Capital Projects Fund.....	179
iv. Special Revenue Funds	207
VI. PROPRIETARY FUNDS	251
i. Internal Service Funds	251
INFORMATIONAL SECTION	255
I. DISTRICT ENROLLMENT TRENDS.....	256
i. Enrollment History and Projections by School.....	256
ii. Enrollment Projection Methodology	261
II. BUDGET ASSUMPTIONS AND FORECASTS.....	262
III. Staffing Trends.....	266
i. Staffing Formula.....	266
ii. Staffing Levels	267
IV. SCHOOLS SECTION.....	268
i. History of Student Based Budgeting at SCS	268
ii. Theory of Action	269
iii. Student Based Budgeting	269
iv. SBB Flexibility	278
v. Guide on Understanding School Level Information.....	281
vi. School Level Information.....	281
• Elementary Schools	304
• Middle Schools.....	470
• High Schools	540
V. DEBT RETIREMENT SCHEDULE	596
VI. PROPERTY CLASSIFICATIONS AND ASSESSED PROPERTY VALUE.....	597
i. Assessed Value and Estimated Actual Value of taxable Property.....	597
ii. Impact on Taxpayers.....	599
iii. Principal Property Taxpayers.....	600

Table of Contents

	<u>Page</u>
VII. TAX RATE TRENDS.....	601
i. Property Tax Rates and Levies	601
ii. Tax Rate Trends	602
VIII. STATISTICAL AND OTHER INFORMATION	603
i. Income per Capita.....	603
ii. Principal Employers	603
iii. School Lunch Program	604
iv. General Fund Expenditure Per Pupil.....	605
IX. DISTRICT PERFORMANCE OBJECTIVES	605
X. SURVEYS	615
i. Students' Teacher Ratings.....	615
ii. Climate Survey	616
XI. RESOLUTION APPROVING SCS FISCAL YEAR 2017-18 BUDGET	621
XII. POSITION CONTROL AT FUND LEVEL.....	626
XIII. GLOSSARY OF TERMS	660
XIV. HELPFUL LINKS.....	674

EXECUTIVE SUMMARY





EXECUTIVE SUMMARY SECTION

This section includes the following information:

- I. Shelby County Board of Education
- II. Administration
- III. Profile of Shelby County Schools - The School District
- IV. Profile of Shelby County, Tennessee
- V. Executive Highlights
 - i. SCS Strategic Beliefs, Priorities and Goals
 - ii. Benchmarks and Performance Results
 - iii. Budgetary Highlights
 - iv. Budget Development and Administration
 - v. Enrollment
 - vi. Staffing Levels
 - vii. Financial Overview
 - A. Combined Funds
 - B. Fund Balance
 - C. General Fund
 - D. Special Revenue Funds
 - E. Capital Projects Fund
 - F. Internal Service Funds
 - G. Tax Rates and Trends
 - viii. Budget Forecast
 - ix. Awards and Recognitions



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. Shante K. Avant, Chair	VI	8/31/2018
Ms. Stephanie P. Love, Vice-Chair	III	8/31/2020
Mr. Christopher Caldwell	I	8/31/2018
Ms. Teresa D. Jones	II	8/31/2020
Mr. Kevin D. Woods	IV	8/31/2020
Mr. Scott McCormick	V	8/31/2020
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. ADMINISTRATION

Superintendent	Dorsey E. Hopson, II
Chief Internal Auditor	Leon Pattman
Chief General Counsel	Jennifer Ervin
Chief of Staff	Brian Stockton
Chief of Schools, Interim	Angela Whitelaw, Ed.D.
Chief of Business Operations	Beth Phalen
Chief of Communications	Natalia Powers
Chief Financial Officer	Lin Johnson
Chief of Human Resources	Trinette C. Small
Chief Information Officer	John Williams
Chief Innovation Officer	Bradley Leon
Chief of Student Services	Gerald L. Darling

III. PROFILE OF SHELBY COUNTY SCHOOLS – THE SCHOOL DISTRICT

Shelby County Schools is the largest school district in Tennessee and one of the top 25 largest districts in the nation, serving approximately 103,892 students in 2018. In school year 2017-18, the District encompassed a portfolio of school options for students and parents, including traditional schools, charter schools, optional schools, schools with optional programs, career and technology centers (CTCs), special education (SPED) centers, and alternative schools. Shelby County Schools also had 276 pre-kindergarten classrooms. Of those 276 pre-kindergarten classrooms, 31 were within community partner locations.

The history of Shelby County Schools is unique in terms of the significant structural changes that occurred to shape the District into its current form. In 2010, the United States Court of Appeals ruled that the City of Memphis must fund Memphis City Schools. In December 2010, Memphis City Schools Board of Education voted to surrender its school charter. In March 2011, voters across the City of Memphis approved the surrender of the school district’s charter. In July 2011, Memphis City Schools Board of Education voted to delay the school year due to the continued dispute with the City of Memphis. In August 2011, the United States Court ruled that Memphis City Schools would cease to exist at the end of school year 2012-13. Consequently, Memphis City Schools became a part of Shelby County Schools and operated under Shelby County Schools’ charter. In April 2013, Governor Bill Haslam approved the House Bill 1288, which paved the way for a segment of a larger school district to break away and form its own school district.

In July 2013, six suburban cities in Shelby County approved the creation of their own municipal school districts independent of Shelby County Schools. The consequence of the merger between Memphis City schools and Shelby County Schools and the demerger among Shelby County Schools and six municipal school districts created the current Shelby County Schools. The educational ecosystem within and surrounding Shelby County Schools is competitive with multiple public school operators. In 2013, Tennessee Department of Education launched the Achievement School District (ASD) to turn around schools ranked in the bottom 5% of academic achievement and growth. In school year 2017-18, ASD had 29 schools serving approximately 10,094 students in Shelby County Schools. Also, there were 51 charter schools authorized by Shelby County Schools in school year 2017-18; they served 15,045 students. Seven new charter schools were authorized



for the 2018-19 school year by the Shelby County Board of Education. As of print date for this document, there will be 56 charter schools in school year 2018-19 because two schools decided to close. Lastly, the six neighboring municipal school districts served approximately 30,000 students within Shelby County.

With the robust public school competition, the District is continuously transforming to provide a stable array of quality school options to students and parents. SCS base enrollment has declined from approximately 89,884 in school year 2016-17 to 88,630 in school year 2017-18. Over these years, SCS-authorized charter school enrollment grew to 15,262 students. In school year 2018-19, SCS anticipates an overall enrollment of 102,571 as a primary result of attrition outside of the District.

The chart below provides a data snapshot of student background, academic performance and social and developmental needs within SCS in school year 2017-18. Data has been taken from TN Department of Education.

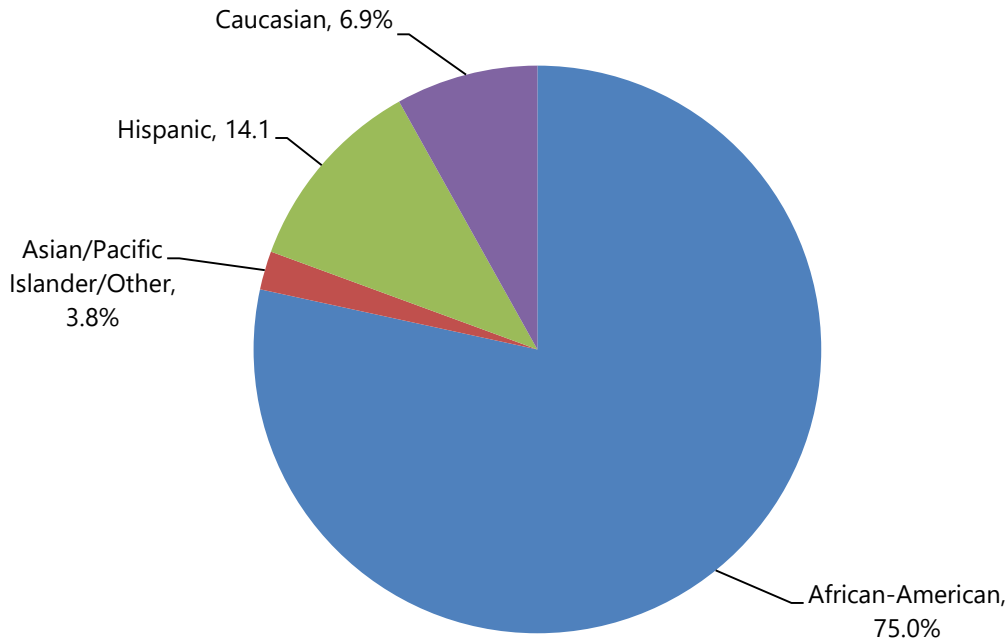
School Year 2017-18 SCS K-12 Enrollment 103,892	Number of SCS Schools 223	Economically Disadvantaged Students 58.6%	English Language Learners 12.9%
Students with Disabilities 12.3%	Homeless 860	Underrepresented Minorities 92.5%	Highly Qualified SCS Teachers 96.5%
Attendance 94.5%	Suspension Rate 11.2%	Graduation Rate 79.6%	Average ACT Composite 17.8
TVAAS Literacy Level 5	TVAAS Numeracy Level 1	TNReady HS ELA 19.8%	TNReady HS Math 7.6%

In school year 2017-18, nearly six of ten SCS students were considered economically disadvantaged. About 92.5% of SCS students were underrepresented minorities. Approximately nine out of ten underrepresented minority students were in Shelby County Schools. At least 12.9% of SCS students were English Language Learners and 12.3% were students with disabilities. Attendance was high at 94.5% across the District; however, suspension rate stood at 11.2% in school year 2017-18. Despite an increase in graduation rates over the past couple of years, the majority of SCS students are leaving the District unprepared for postsecondary opportunities with only 19.8% and 7.6% of TNReady testers ranked in the two top tiers of the ELA and Math assessments, respectively.



Based upon enrollment figures as reported to the State Department of Education, the student demographics during Fiscal Year 2017-18 was 75% African American, 6.9% Caucasian, 14.1% Hispanic and 3.8% other races and nationalities.

The chart below represents the District’s student demographics for Fiscal Year 2017-18.



IV. PROFILE OF SHELBY COUNTY, TENNESSEE

Shelby County Schools serves students across a diverse array of urban, rural, and suburban areas in Shelby County. It is the State’s largest, with the City of Memphis as the county seat. The county was incorporated in 1819. Its corporate limits contain 783 square miles and includes seven incorporated municipalities: Arlington, Bartlett, Collierville, Germantown, Lakeland, Memphis and Millington. The County’s 2010 population was 927,644 with the 2017 population estimated at 936,961 according to the U.S. Census Bureau. The County is empowered to levy, without limit, a property tax on both real and personal property located within its boundaries.

Government, trade, healthcare services, hospitality, warehousing, transportation and utilities are all prominent in the regional economy. Shelby County is located on the southwest corner of Tennessee at the east bank of the Mississippi River, which is within 600 miles of most major cities and commercial markets in the United States. The 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. Federal Express Corporation, Methodist Le Bonheur Healthcare, Wal-Mart Stores Incorporated, and Shelby County Schools are major employers in Shelby County.

Shelby County’s demographics are diverse with a growing population of Hispanics and Asians. The population is predominantly African-American and Caucasian with respective estimated percentages of 54.1% and 35.9% in 2017. The Hispanic population was approximately 6.4% or 59,966 individuals in 2017, according to the U.S. Census Bureau. More than 38 languages such as Spanish, Vietnamese, and Arabic are spoken throughout Shelby County, which represents the ethnic and cultural diversity.

Household socio-economic status illustrates disparities exist. The median household income in Shelby County was \$48,415 in 2017. Within Shelby County, the median household income in the City of Memphis was \$38,230 in 2017 compared to Germantown at \$113,392 in 2017. About one out of five individuals in Shelby County lived below the poverty level in 2017 and more than a quarter of individuals in the City of Memphis lived below poverty. Both exceeded the state’s poverty rate.



In 2017, large numbers of individuals were unemployed with unemployment rates of 3.7% and 4.3% in Shelby County and the City of Memphis, respectively.

Unsurprisingly, the economic well-being of students and families in our communities is strongly correlated with educational attainment. In Shelby County, the percentage of high school graduates was 3.1% lower than that of the City of Memphis in 2017, while the percentage of college graduates was 5.3% higher than that of City of Memphis. In addition, the median earning differences of a 25-year old individual with a bachelor’s degree was \$43,159 in City of Memphis and \$49,490 in Shelby County.

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	2017	2010	2017	2010	2017
High School Graduates (%)	84.9%	87.6%	81.2%	84.5%	82.5%	86.5%
College Degree Graduates (%)	27.8%	30.7%	22.5%	25.4%	22.7%	26.1%
People below Poverty Line (%)	19.7%	20.8%	25.4%	26.9%	16.5%	16.7%
Unemployment Rate	4.3%	3.7%	4.8%	4.3%	3.7%	3.5%
Median Earnings of 25 years old and over who have not earned High School diploma (or equivalency)	\$17,953	\$19,361	\$17,131	\$19,056	\$18,105	\$20,748
Median Earnings of 25 years old and over who are High School Graduates	\$24,661	\$25,390	\$22,376	\$23,592	\$25,293	\$27,073
Median Earnings of 25 years old and over who obtained a Bachelor’s degree	\$47,809	\$49,490	\$42,338	\$43,159	\$43,423	\$46,024

*Data Source: Bureau of Labor Statistics, Tennessee Department of Education, US Census, 2010-2017

Education is a powerful component to increase the economic well-being of our students and families. 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 communities and businesses. One of the goals of Destination 2025, the District’s 10-year strategic plan, is to create a more knowledgeable and productive workforce that ultimately benefits the entire County.



SHELBY COUNTY SCHOOLS: FY2018-19 DISTRICT BUDGET

EXECUTIVE SUMMARY

The below chart offers a three-year comparison with other large urban school districts across Tennessee.

MEASURE	SHELBY COUNTY SCHOOLS			DAVIDSON COUNTY SCHOOLS			HAMILTON COUNTY SCHOOLS			KNOX COUNTY SCHOOLS		
	2014-15	2015-16	2016-17	2014-15	2015-16	2016-17	2014-15	2015-16	2016-17	2014-15	2015-16	2016-17
Enrollment*	116,059	112,077	109,664	84,070	85,123	85,453	43,797	44,414	44,444	59,750	60,313	60,356
Number of Schools	221	221	221	154	163	163	79	79	78	90	91	90
Charter Schools	39	45	51	19	24	21	3	2	4	0	0	1
Economically Disadvantaged Students (%)	92,615 (79.8%)	66,238 (59.1%)	64,263 (58.6%)	63,305 (75.3%)	45,881 (53.9%)	43,239 (50.6%)	26,497 (60.5%)	15,856 (35.7%)	16,578 (37.3%)	23,900 (40.0%)	18,034 (29.2%)	17,081 (28.3%)
English Language Learners (%)	9,669 (8.3%)	9,467 (8.4%)	9,782 (8.9%)	13,655 (16.2%)	14,989 (17.6%)	16,165 (18.9%)	2,178 (5.0%)	2,556 (5.8%)	2,804 (6.3%)	2,597 (4.3%)	2,858 (4.7%)	3,094 (5.1%)
Students with Disabilities (%)	14,965 (12.9%)	14,059 (12.5%)	13,518 (12.3%)	10,465 (12.4%)	10,889 (12.8%)	11,166 (13.1%)	5,573 (12.7%)	5,587 (12.6%)	5,071 (12.8%)	8,332 (13.9%)	8,580 (14.2%)	8,686 (14.4%)
Attendance Rate	94.2%	94.4%	94.5%	94.4%	94.4%	93.8%	95.1%	94.3%	95.7%	95.7%	94.3%	94.2%
Suspension Rate	18.5%	16.1%	14.7%	10.7%	12.4%	10.2%	7.9%	8.7%	8.3%	6.1%	7.4%	6.8%
Highly Qualified Teachers (%)	96.5%	97.0%	96.5%	99.4%	98.1%	98.0%	99.8%	100%	98.0%	99.7%	99.6%	98.1%
TVAAS Literacy	Level 5	Level 5	Level 1	Level 5	Level 5	Level 3	Level 1	Level 5	Level 5	Level 5	Level 3	Level 5
TVAAS Numeracy	Level 5	Level 1	Level 1	Level 1	Level 1	Level 1	Level 1	Level 1	Level 1	Level 5	Level 5	Level 5
Graduation Rate	75.0%	78.7%	79.6%	81.6%	81.0%	80.3%	85.4%	83.8%	84.6%	90.0%	90.3%	89.6%
Average ACT Score	16.9	17.5	17.8	18.7	18.7	19.0	18.9	19.8	19.9	20.7	21.1	21.1

*Data Source: TN Department of Education, State Report Card. TN Department of Education Charter Schools.



V. EXECUTIVE HIGHLIGHTS

i. SCS Strategic Beliefs, 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 all college or career-ready students will enroll in a postsecondary opportunity.

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.

Five strategic priorities support the 80/90/100% College and Career Readiness goals and guide the District toward fulfilling Destination 2025. Below are the strategic priorities with associated success goals.

Priority 1: Strengthen Early Literacy

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

Priority 2: Improve Post-Secondary Readiness

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

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

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

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

Priority 4: Expand High-Quality School Options

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

Priority 5: Mobilize Family and Community Partners

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



ii. Benchmarks and Performance Results

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 2016-17 and investment commitments in 2018-19 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 2017-18:

In spring 2018, 27% of third-grade students in SCS were considered to be on track or mastered in Reading based on the TNReady English Language Arts (ELA) assessment. This is an increase of 5.6 percentage points from 2017, representing nearly 400 more students reading on grade level compared to the previous school year. While these increases demonstrate improvement toward the Destination 2025 goal of 90 percent proficiency, the District will need to make even more aggressive gains in future years to realize this goal.

Identified Challenges:

- Ensure strong implementation of Comprehensive Literacy Improvement Plans with Teachers
- Prepare Students for Increased Expectations of CCR Curriculum Standards
- Maintain Pre-K Gains

Proposed Investments in school year 2018-19:

- Expand the number of pre-kindergarten seats across the District
- Ensure each elementary school has at least a reading specialist
- Invest in standard-aligned curriculum to provide high rigor for all students
- Develop a new K-2 school for school year 2019-20 to address the early learning needs

Priority 2: Improve Post-Secondary Readiness

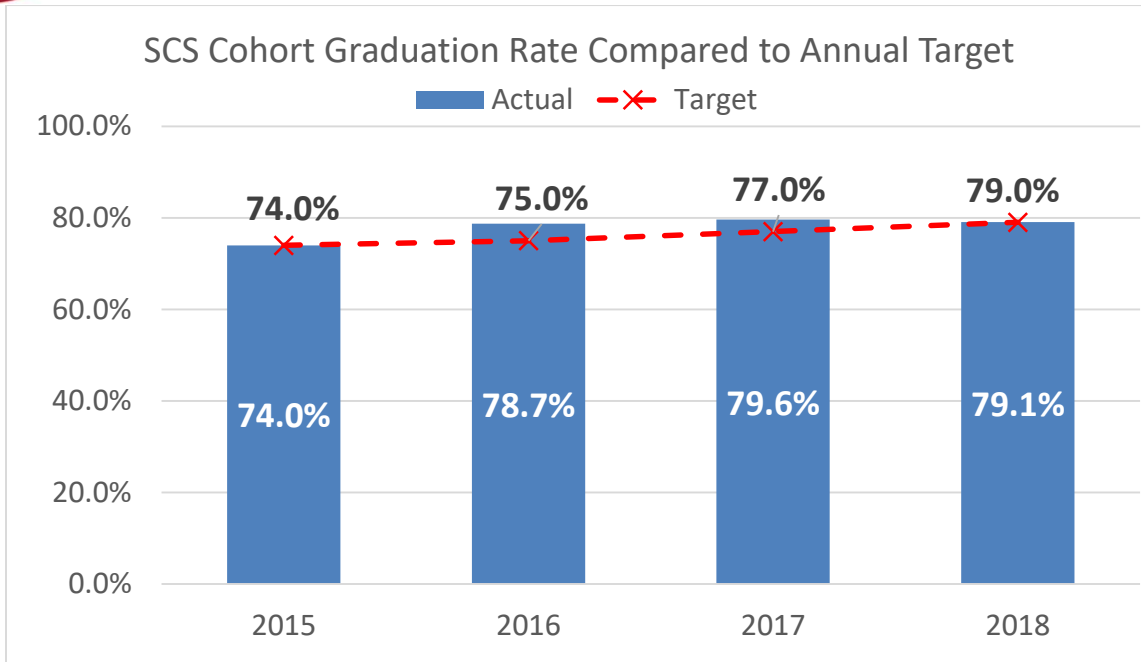
Goal No. 1: 90% of SCS students graduate on time by 2025

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

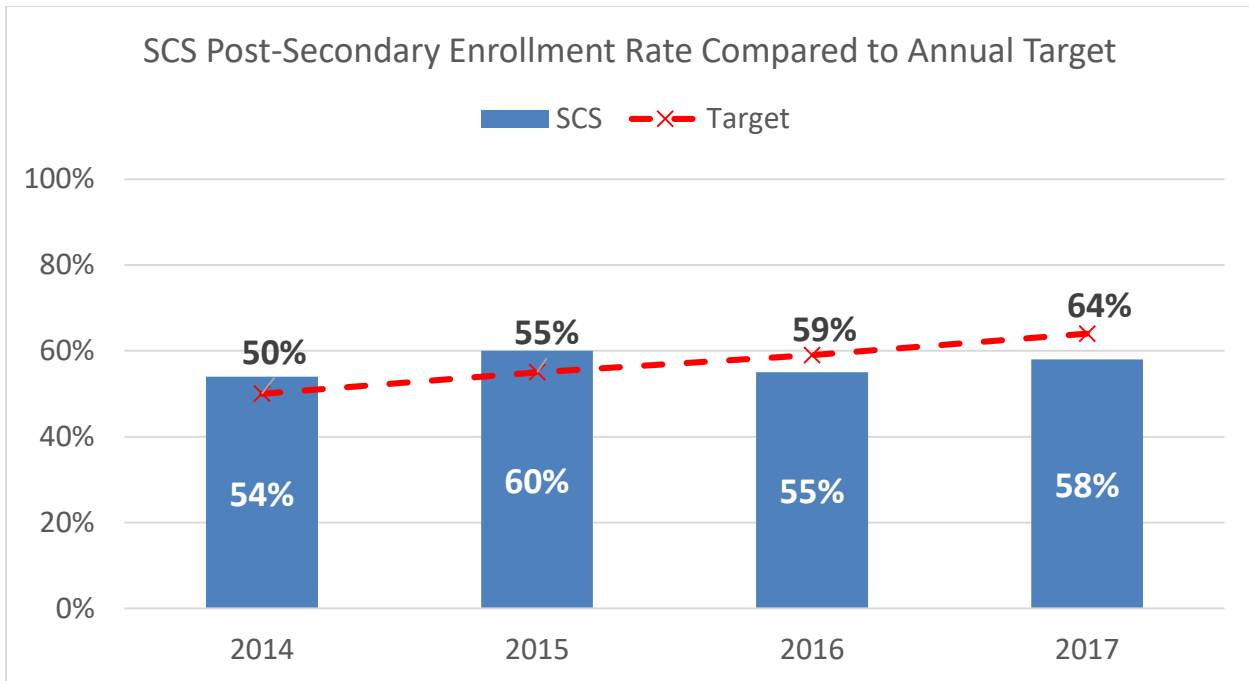
Progress as of school year 2017-18:

In 2018, 79.1% of SCS students graduated on time compared to 79.6% of students in 2017. Although the graduation rate decreased, this outcome exceeded the 2018 target by 0.1 percentage point. This current rate of improvement suggests that SCS is on track to achieve the 90% graduation rate goal by 2025. Despite steady district-wide improvement, graduation outcomes varied by high school. Including charter schools, 61% of SCS high schools met the 2018 target, meaning they are currently on track to meet the 90% graduation rate by 2025, 27% of schools already achieved a 90% graduation rate in 2018, and 33% improved their graduation rates from 2017 to 2018¹.

¹ This rate excludes Excel Center and Virtual School.



The post-secondary enrollment rates for 2018 graduates are not yet available, but enrollment rates for 2017 graduates show that the District achieved a total post-secondary enrollment rate of 58%. Note that this does not reflect post-secondary enrollment specifically for students who are considered college- or career-ready. SCS will begin to report both the overall post-secondary enrollment rate and the rate for just those students considered Ready Graduates by the State of Tennessee’s definition in next year’s annual report.



Identified Challenges:

- Improve student attendance
- Improve academic achievement, particularly intervening early to avoid dropouts
- Strengthen the quality of college and career pathways



Proposed Investments in school year 2018-19:

- Narrow the summer learning gap with 10,000 students in the Superintendent Summer Learning Academy
- Transform the Career & Technical Education program to focus on viable career pathways and certifications
- Strengthen the Advanced Instruction program to provide students with college-readiness opportunities
- Increase the ACT and explore preparation for middle and high school students

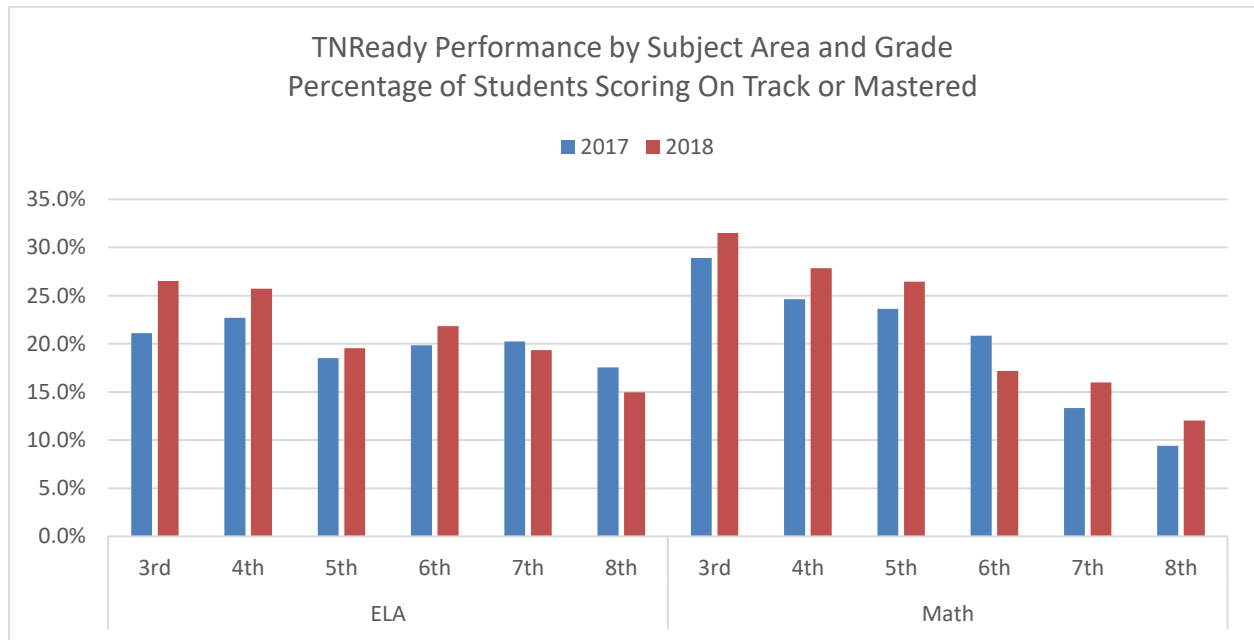
Priority 3: Develop Teachers, Leaders and Central Office to Drive Student Success

Goal: 60% of students are proficient on the TNReady assessment.

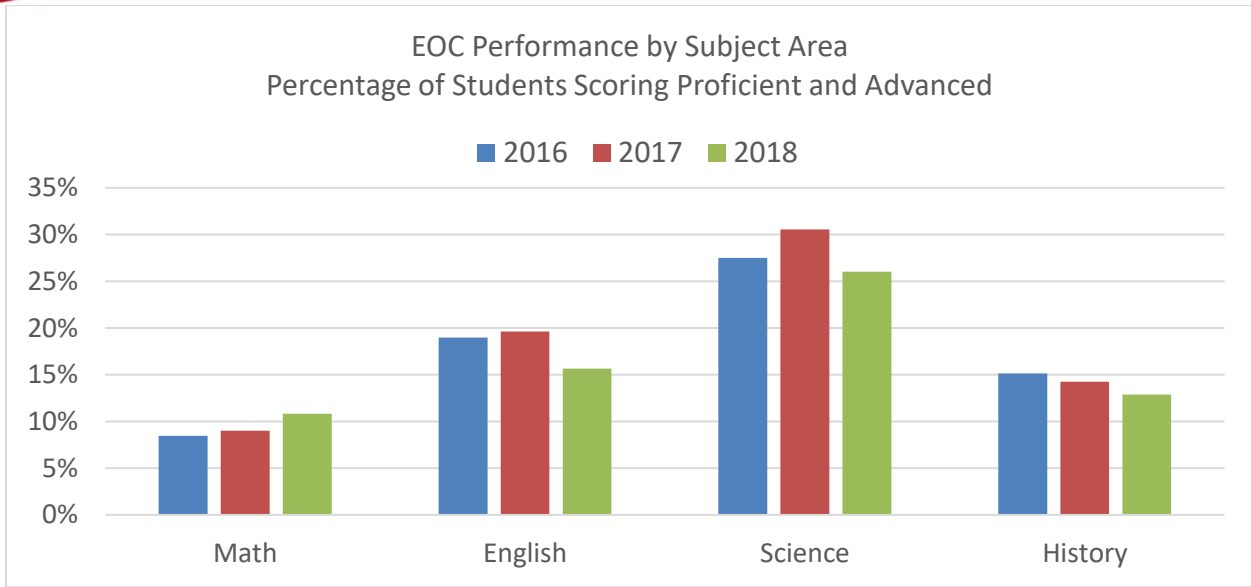
Progress as of school year 2017-18:

In 2018, SCS high schools earned a proficiency rate of 15.9%, while elementary and middle school students had overall proficiency rates of 26.8%.

TNReady Results for the 2017-18 school year saw the percentages of students scoring On Track or Mastered increase for all grade and subject areas except for 7th and 8th grade ELA and 6th grade math. For both subject areas, 3rd graders had the highest percentage of students at proficient and advanced with 26.5 percent in ELA and 31.5 percent in math.



For high school End-of-Course (EOC) exams, progress from the previous year was mixed. The percentage of students scoring On Track or Mastered improved in math courses compared to the previous year. However, all English, U.S. History, and Science courses saw declines. Grouping EOC results by subject area over the past three years shows a similar trend. Math saw an increase in 2018, while other subject areas saw declines.



Identified Challenges:

- Adapt to new curriculum standards
- Attract and retain our best educators

Proposed Investments in school year 2018-19:

- Continue to reward teachers for their performance with salary increases
- Establish the new River City partnership with University of Memphis to provide Math training for teachers
- Build greater capacity for Human Capital team by expanding the team and recruitment efforts
- Invest in our teachers, school leaders and school staff with compensation increases

Priority 4: Expand High-Quality School Options

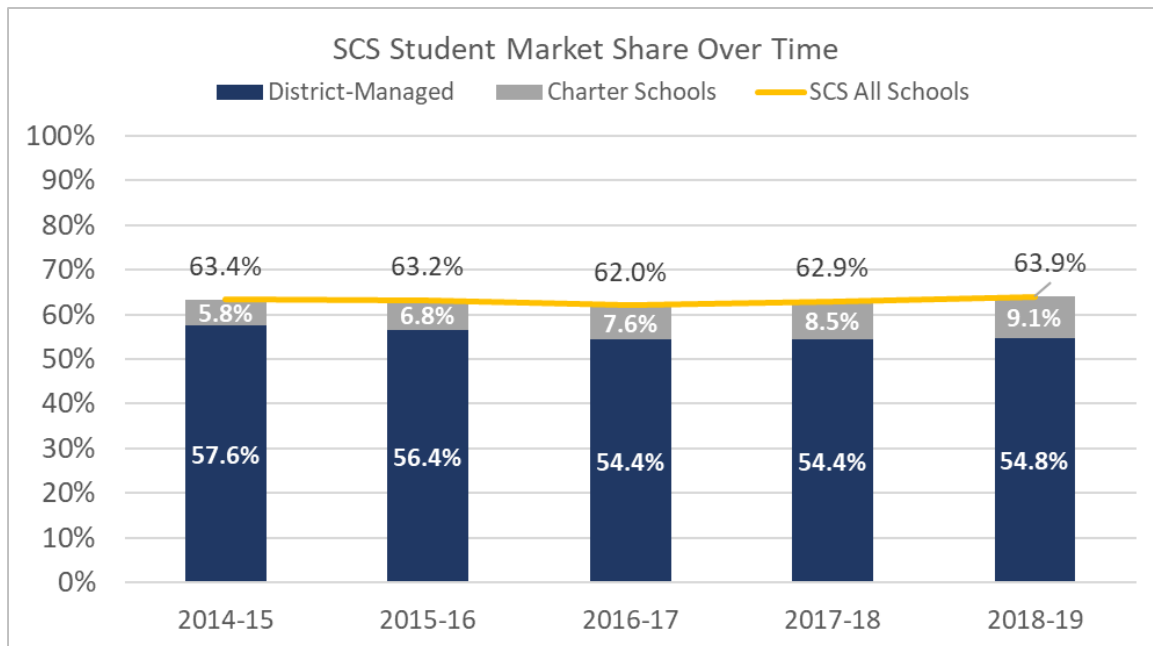
Goal: Student market share in SCS will increase 5% by 2025

Progress as of school year 2017-18:

Shelby County Schools’ student market share is currently estimated to be 63.0% based on K-12 enrollment counts on the 40th day of the 2018-19 school year and the most recent census estimates of the county-wide school-age population. Based on the best-available population estimates, SCS’ market share improved by one percentage point from 2017 to 2018, though this calculation may fluctuate as school-age population estimates are revised.² The overall student enrollment count remained steady from 2017-2018 to 2018-2019 while the county-wide school age population estimates declined during the reporting period.

² Since the previous Destination 2025 Annual Report was published in 2016, the U.S. Census Bureau has updated its Shelby County population estimates going back several historical years. Starting with this report, SCS will calculate market share using the most recent available five-year estimates provided by the American Community Survey and has adjusted the previous years’ calculations to reflect these estimates. Data for this report was captured 11/08/2018.

*ACS 5-year estimates were not available at the time of this report for the 2018-19 school year, so Annual population estimates were used - this data was captured on 11/08/2018.



In 2018, the number of District schools that earned Reward status grew from 9 to 37. These 37 schools were in the top quartile of schools across the State for their student growth and/or achievement results on the most recent TNReady assessment. Two schools were named Reward schools for the second consecutive year: Middle College High School and Westhaven Elementary.

Identified Challenges:

- Develop Comprehensive Measures of School Quality
- Address Declining Enrollment
- Equitable Resource Allocation

Proposed Investments in school year 2018-19:

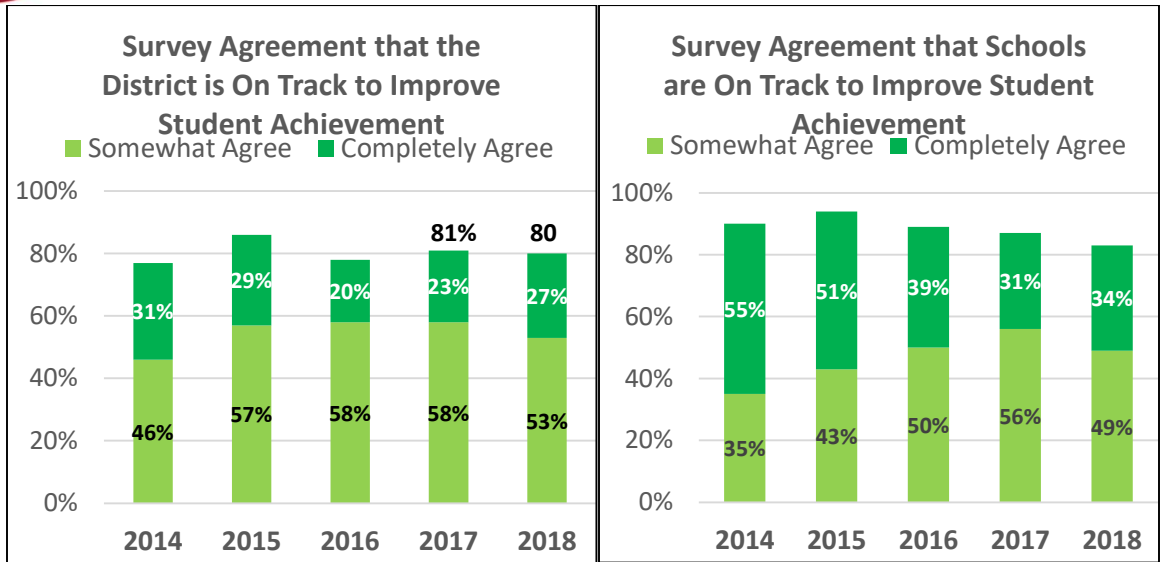
- Expand the Empowerment Zone across the Whitehaven community to promote academic achievement
- Invest more in our proven Innovation Zone intervention model by adding American Way Middle School
- Provide greater wraparound and community support to our schools through Communities in Schools

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 2017-18:

Based on SCS' most recent annual survey to parents, community members and District staff, 80% of stakeholders are confident in the District's efforts to improve student achievement. This represents a 1%-point decrease in confidence from the previous school year. Although confidence in SCS schools themselves remains even higher, the percentage of stakeholders who agree that the schools are on track to improve student achievement dropped slightly from 87% in 2017 to 83% in 2018.



The 2017 and 2018 surveys also asked SCS parents for their level of agreement on whether *their* children’s schools are on track to improve student achievement. In both years, a higher percentage of parents are very confident that their child’s schools are on track (44 percent) versus SCS schools in general (31 percent in 2017; 34 percent in 2018). As the District continues to make progress toward Destination 2025’s vision for college-and-career readiness, confidence from our community and their support remains key.

Identified Challenges:

- Deepen the Level of Family Engagement
- Strengthen Trust with Parents and Educators
- Improve Coordination with Partner Organization

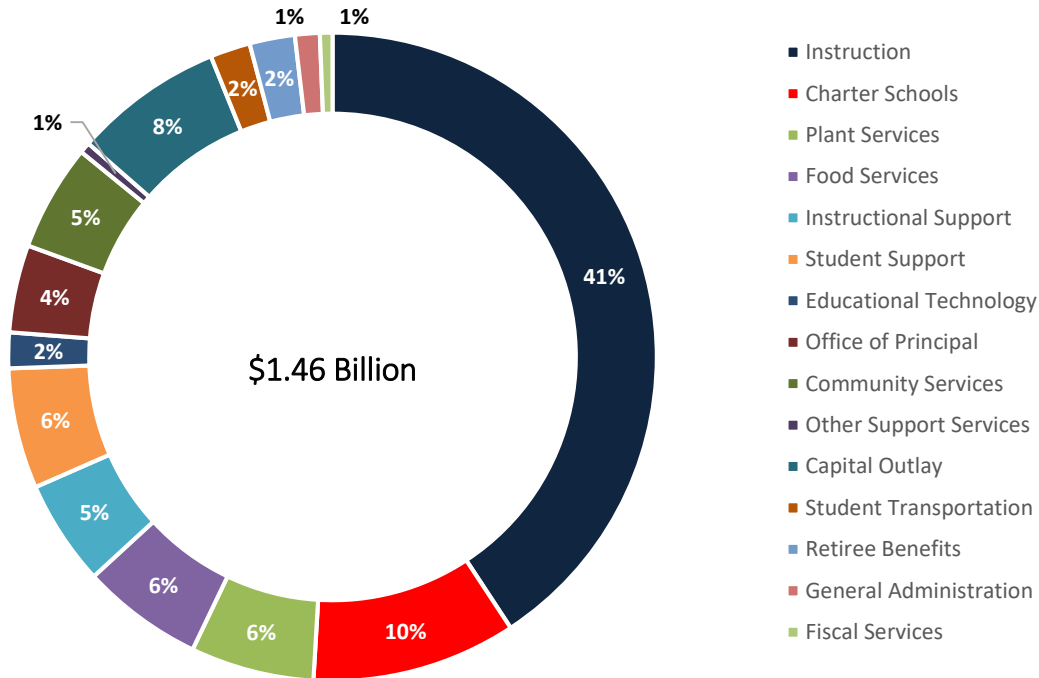
Proposed Investments in school year 2018-19:

- Strengthen communication and relationships with parents, students, employees, and community partners
- Foster more community partnerships to boost literacy proficiency throughout the District



iii. **Budgetary Highlights:** Our Overall Budget Aligned with Destination 2025

Shelby County Schools continues to make great academic strides, while becoming more efficient and being a prudent steward of public funds. The combined budget is \$1.46 billion dedicated to educate our students, which reflects a \$45 million increase in our total operations in fiscal year 2018-19 relative to the previous year budget. Approximately \$1.35 billion, or 93% of the fiscal year 2018-19 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 below chart provides a breakdown of the fiscal year 2018-19 combined budget expenditures.



Instruction: \$593.0 million
Activities directly linked to teaching students

Food Services: \$88.3 million
Preparation, delivery, and services of breakfasts, lunches, snacks, and other meals

Office of Principal: \$63.5 million
Activities performed by principals and assistant principals, include school office staff

Capital Outlay: \$108.4 million
Capital improvements and construction for the District and six municipal school districts

General Administration: \$18 million
Commission fees, legal services, communications, and others

Charter Schools: \$148.5 million
State and local revenue payments to charter schools

Instructional Support: \$76.5 million
Activities to facilitate and enhance instruction, including content and professional development

Community Services: \$77.3 million
Community development programs such as early childhood development and innovation and planning

Student Transportation: \$29.1 million
Transportation for regular, vocational, and special education instruction

Fiscal services: \$9.1 million
Accounting, budgeting, financial reporting, payroll, purchasing, and internal auditing

Plant Services: \$89.7 million
School maintenance, including grounds, buildings, equipment, and utilities

Student Support: \$87.5 million
Library, guidance, health, and technical services to students, including school safety

Other Support Services: \$7.9 million
Non-instructional services to students and staff by Human Resources and Information Technology Division

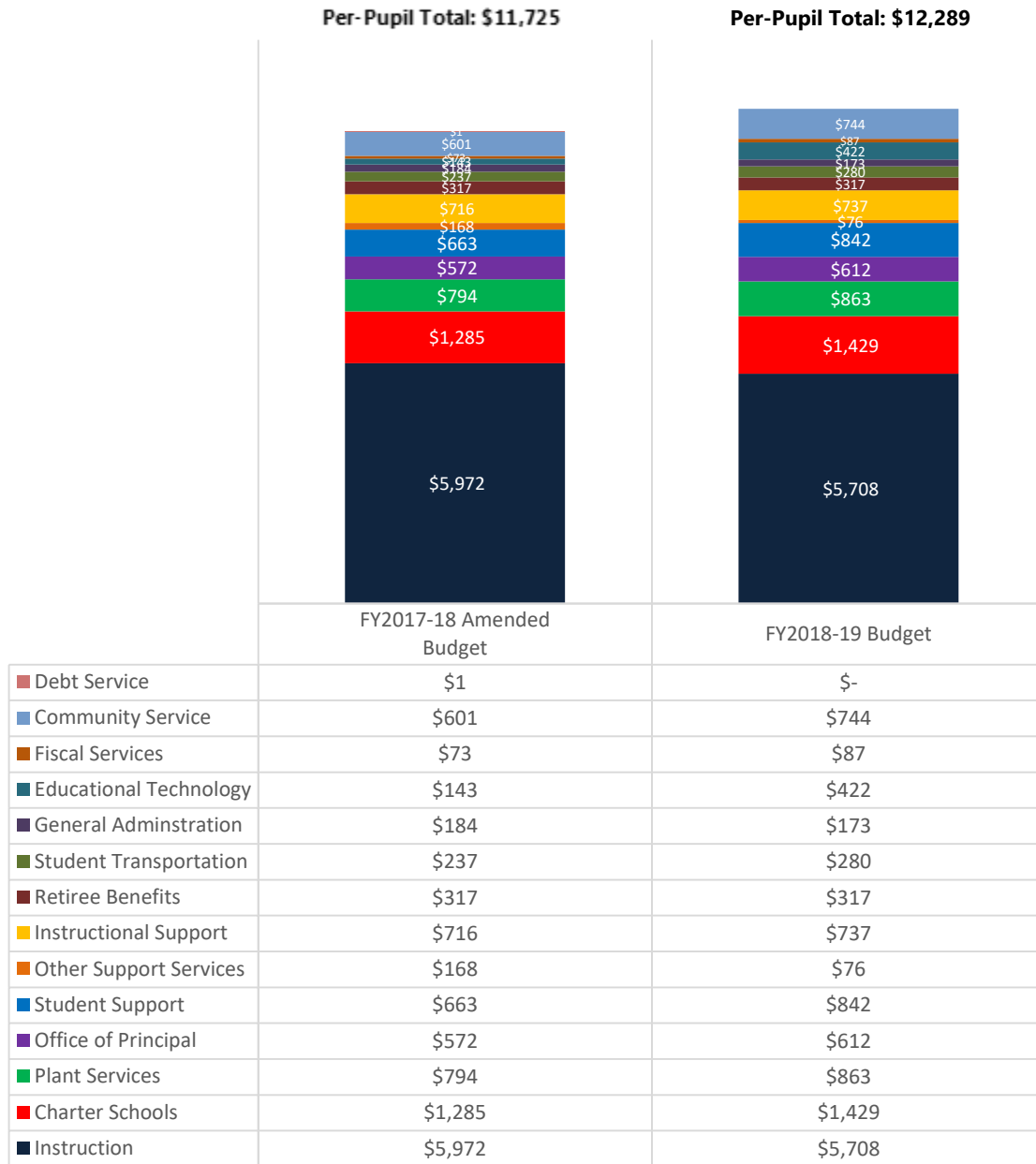
Retiree Benefits: \$32.9 million
District's contribution to 'pay as you go' retiree benefit costs

Education Technology: \$25.9 million
Accounts for school and district level technology expenditures, which includes telecommunication, LAN and WAN

Of the total \$1.46 billion all funds budget, the General Fund budget consists of about \$1.05 billion (or 72%) in fiscal year 2018-19, which serves as the primary operating fund for the District. The fiscal year 2018-19 General Fund budget reflects a \$18 million increase compared with the prior year budget.

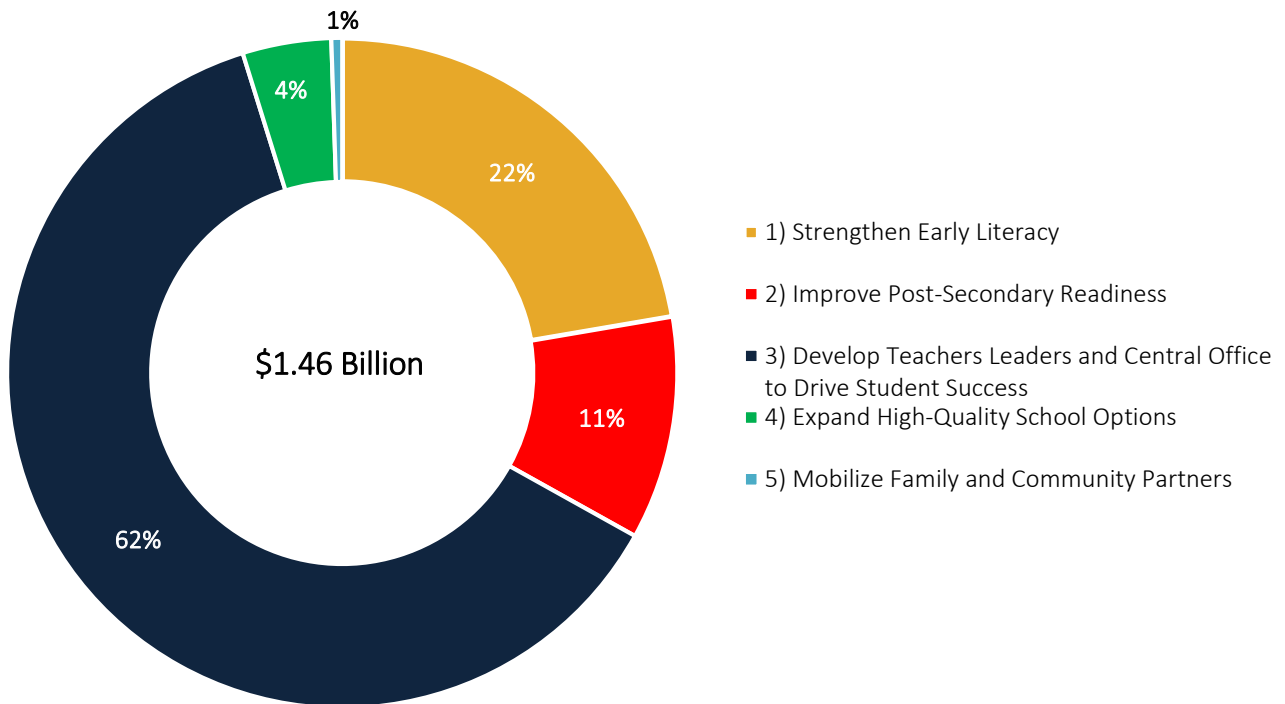


In fiscal year 2018-19, the per-pupil amount of the combined funds budget will increase from \$11,725 to \$12,289 as shown in the chart below.





The below chart highlights the alignment of the fiscal year 2018-19 budget with the Destination 2025 five strategic priorities. It indicates that the District is focusing on developing our teachers and school leaders and strengthening early literacy.



Destination 2025 Strategic Goal	Budget Amount	% of Total
1) Strengthen Early Literacy	\$324,697,707	22%
2) Improve Post-Secondary Readiness	\$156,879,416	11%
3) Develop Teachers Leaders and Central Office to Drive Student Success	\$903,975,438	62%
4) Expand High-Quality School Options	\$62,273,221	4%
5) Mobilize Family and Community Partners	\$7,619,902	1%
Grand Total	\$1,455,445,685	100%

Note: This chart represents the fiscal year 2018-19 combined budget as aligned to each SCS District Priority. SCS departmental leaders were asked to submit their budget requests by aligning each requested dollar to the five District priorities. During budget development and evaluation, amounts and proportions tied to district goals and priorities may have shifted based on analysis of program outcomes, expected revenues, additional grant funding or cost-saving measures.



iv. Budget Development and Administration

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

The budget process consists of the following factors:

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

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

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

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

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

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

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

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

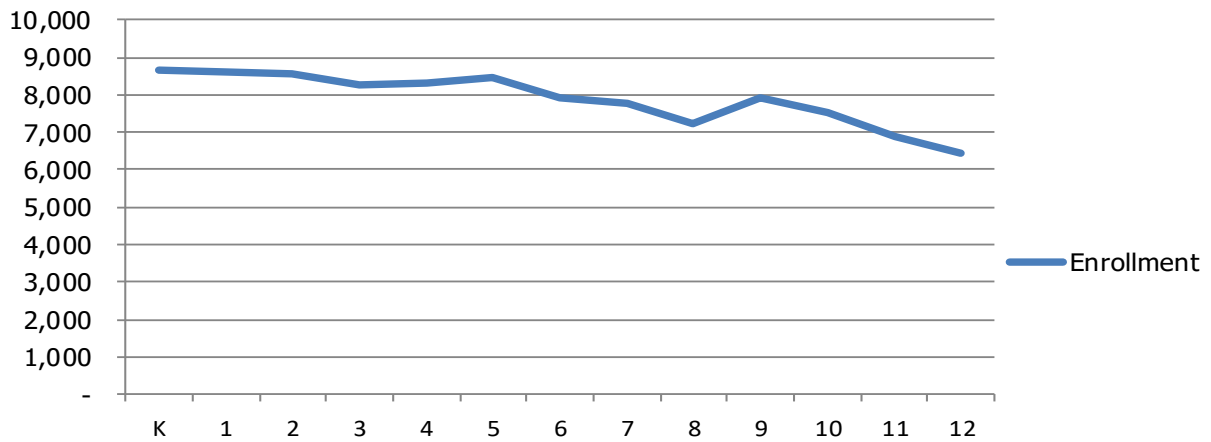
Funding levels are reviewed to ensure compliance with Federal and State maintenance of effort requirements. An activist approach is taken in the budget development process. Typically, a thorough mid-year review is performed on each function's current year expenditures and operations to guide the development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

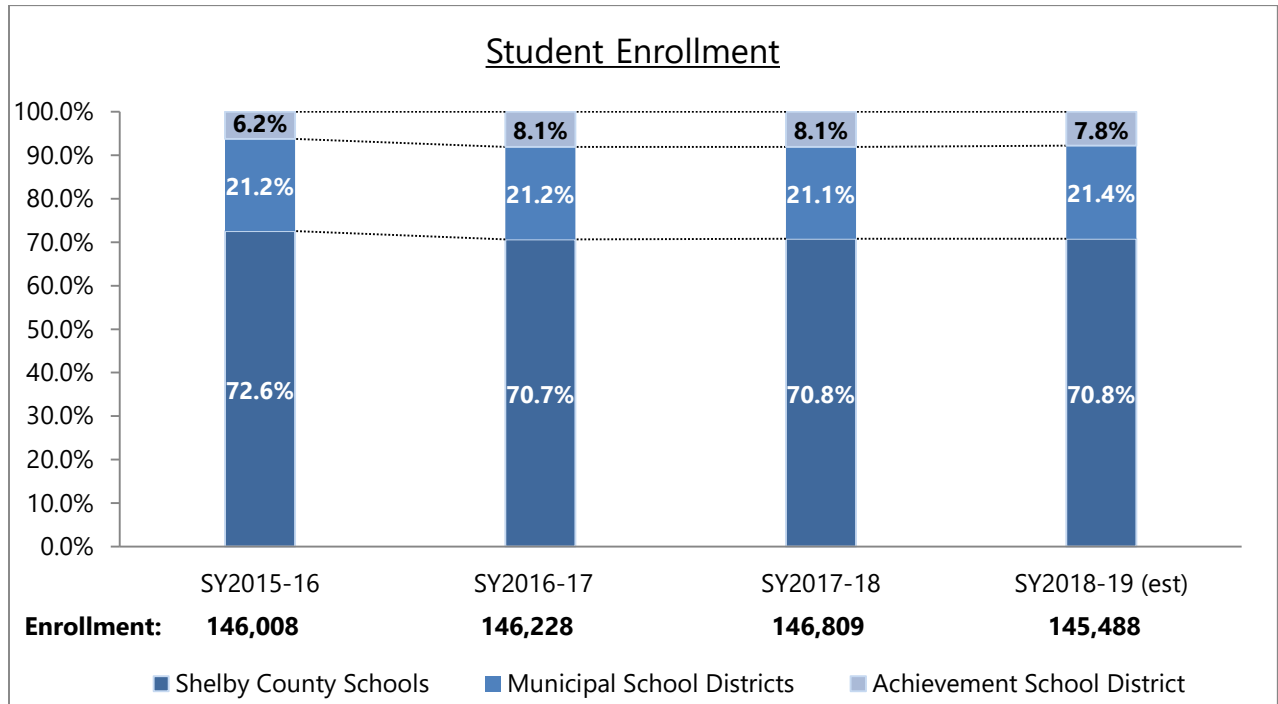


v. Enrollment

The District’s 40th day enrollment for Fiscal Year 2018-19 is listed below. The District currently serves 102,571 students in grades kindergarten through grade 12.

<u>Grade</u>	<u>Enrollment</u>
K	8,670
1	8,614
2	8,555
3	8,289
4	8,294
5	8,476
6	7,933
7	7,759
8	7,246
9	7,903
10	7,544
11	6,866
12	6,422
Totals	102,571





*Data Source: 20th Day Enrollment; SY 2017 and 2018 Enrollment Projections.

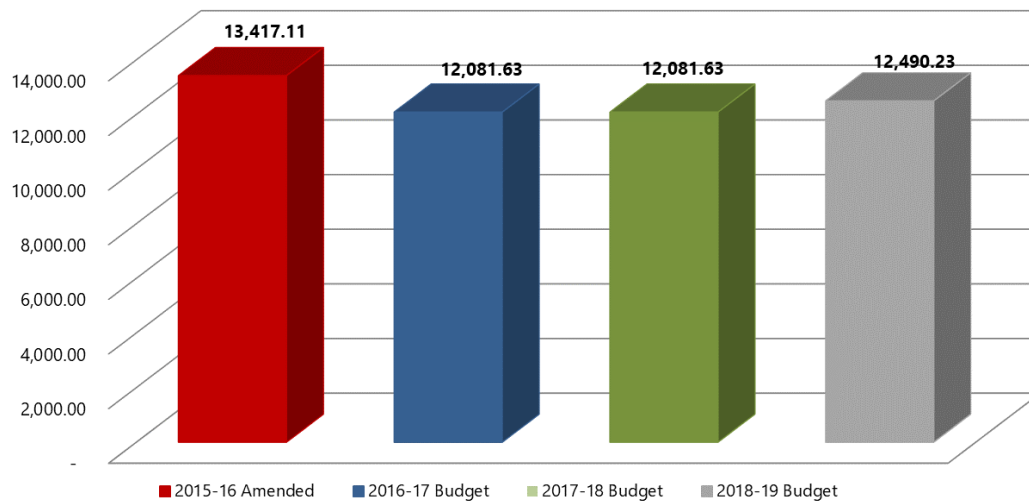
With the competition of neighboring school districts and ASD school takeovers, Shelby County Schools has experienced significant student enrollment attrition over the last couple of years. SCS student enrollment stood at 103,892 in school year 2017-18. The District student enrollment decreased slightly for the 2018-19 school year to 102,571.



vi. Staffing Levels

	2015-16 Amended	2016-17 Budget	2017-18 Budget	2018-19 Budget	Change from 2018 Amended Budget to 2019 Budget	Percentage Change from 2018 Amended Budget to 2019 Budget
Full-Time Employees						
Officials/Administrators	211.00	215.00	215.00	215.00	-	0.00%
Principals	170.00	160.00	160.00	157.00	(3.00)	-1.88%
Asst Principals, Non-Teaching	190.00	172.00	172.00	194.00	22.00	12.79%
Elementary Teachers	2,694.25	2,472.50	2,472.50	2,472.16	(0.34)	-0.01%
Secondary Teachers	2,228.00	1,860.00	1,860.00	1,911.65	51.65	2.78%
Other Teachers	2,485.62	2,166.95	2,166.95	2,168.50	1.55	0.07%
Guidance	283.00	262.00	262.00	313.00	51.00	19.47%
Psychological	77.00	76.00	76.00	76.00	-	0.00%
Librarians/Av Staff	190.00	166.00	166.00	166.00	-	0.00%
Consultants & Supervisors Of Instruction	114.00	108.00	108.00	120.00	12.00	11.11%
Other Professional Staff	518.00	538.00	538.00	600.08	62.08	11.54%
Teacher Aides	1,796.52	1,600.55	1,600.55	1,674.89	74.35	4.64%
Technicians	159.15	131.15	131.15	134.00	2.85	2.17%
Clerical/Secretarial Staff	789.50	665.50	665.50	729.20	63.70	9.57%
Service Workers	1,021.57	1,002.98	1,002.98	1,062.75	59.77	5.96%
Skilled Crafts	130.00	119.00	119.00	119.00	-	0.00%
Laborers And Helpers	256.00	258.00	258.00	258.00	-	0.00%
Professional Instructional	45.00	42.00	42.00	53.00	11.00	26.19%
Total	13,358.61	12,015.63	12,015.63	12,424.23	408.61	3.40%
Part-Time Staff Employees						
All Other	56.50	59.00	59.00	59.00	-	0.00%
Part-Time	2.00	7.00	7.00	7.00	-	0.00%
Total	58.50	66.00	66.00	66.00	-	0.00%
Total Full-Time & Part-Time Staff	13,417.11	12,081.63	12,081.63	12,490.23	408.61	3.38%

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



For Fiscal Year 2018-19, the District budgeted for 12,490.23 positions. School staffing needs are determined by the use of a staffing formula, which bases these needs upon changes in enrollment/ADM, the opening/closing of schools and other relevant factors.

Personnel costs account for 60% of the District’s expenditures for all funds and 69% of the District’s General Fund. The District has had a net increase of 408.6 positions in the Fiscal Year 2018-19 budget. This increase is attributed to an increase in enrollment and strategic investments for a major reorganization of operations within the District to gain efficiencies and improve academic effectiveness.

The chart above shows staffing levels for Fiscal Years 2016 through 2019. The District does not budget all part-time positions, but does budget an amount for part-time salaries, particularly in the Nutrition Services Fund for food service staffing. Budget Center Managers are responsible for restricting expenditures to remain within the allocated part-time budget.



vii. Financial Overview

Shelby County Schools is the largest school district in the state of Tennessee. The \$1.46 billion budget across all funds reflects the academic support and operations needed to serve the 102,571 students (including charter schools) in school year 2018-19. 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.





A. Combined Funds

The District’s total expenditure budget across all funds is approximately \$1.46 billion in fiscal year 2018-19. The total budgeted expenditures for all funds reflects a \$45 million or a 3.2% increase from the prior year budget.

Below is the budgeted financial statement of activities for all funds.

FISCAL YEAR 2018-19 ALL FUNDS BUDGET

	2015-16 Actual	2016-17 Actual	2017-18 Amended Budget	2018-19 Budget	Variance	% Change
Revenues						
City of Memphis	\$ 2,057,999	\$ 1,487,282	\$ 4,051,680	\$ 2,414,987	\$ (1,636,694)	-40.40%
Shelby County	470,850,728	476,996,206	522,894,174	578,519,284	55,625,110	10.64%
State of Tennessee	496,372,683	496,575,673	521,616,091	533,625,102	12,009,011	2.30%
Federal Government	210,227,109	255,289,957	274,949,247	248,743,291	(26,205,956)	-9.53%
Other local sources	41,401,165	35,022,248	27,994,615	35,566,710	7,572,095	27.05%
Total revenues	<u>1,220,909,685</u>	<u>1,265,371,366</u>	<u>1,351,505,807</u>	<u>1,398,869,374</u>	<u>47,363,566</u>	<u>3.50%</u>
Expenditures						
Instruction	535,154,662	561,774,294	620,767,482	592,967,959	(27,799,523)	-4.48%
Instructional support	61,200,058	66,153,997	45,142,681	76,520,908	31,378,227	69.51%
Student support	64,942,566	66,126,535	96,739,652	87,492,298	(9,247,354)	-9.56%
Office of principal	59,930,962	58,249,962	59,282,037	63,536,794	4,254,757	7.18%
General administration	20,726,227	18,298,386	17,689,915	17,963,121	273,206	1.54%
Education Technology	-	-	36,313,166	25,851,804	(10,461,362)	-28.81%
Fiscal services	6,055,040	5,928,603	8,406,355	9,078,444	672,089	8.00%
Other support services	39,241,911	52,002,075	13,485,511	7,871,475	(5,614,036)	-41.63%
Student transportation	29,060,032	25,821,447	26,883,639	29,102,292	2,218,653	8.25%
Plant services	81,940,195	86,303,384	95,281,705	89,651,472	(5,630,232)	-5.91%
Community service	48,226,811	52,387,556	63,691,181	77,329,245	13,638,064	21.41%
Charter schools	94,408,523	111,283,036	131,184,401	148,451,190	17,266,789	13.16%
Retiree benefits	34,700,842	34,595,674	32,389,091	32,889,091	500,000	1.54%
Food service	84,675,115	86,092,200	86,570,246	88,322,763	1,752,517	2.02%
Debt Service:						
Principal	550,011	72,267	96,125	-	(96,125)	-100.00%
Interest	-	347	-	-	-	-
Capital outlay	17,505,023	16,897,062	76,562,498	108,416,828	31,854,331	41.61%
Total expenditures	<u>1,178,317,978</u>	<u>1,241,986,825</u>	<u>1,410,485,684</u>	<u>1,455,445,685</u>	<u>44,960,001</u>	<u>3.19%</u>
Excess (deficiency) of revenues over expenditures	42,591,707	23,384,541	(58,979,877)	(56,576,311)		
Approved use of fund balance	-	-	58,979,877	56,576,311		
Net Change	42,591,707	23,384,541	-	-		
Beginning Fund Balance	204,370,233	225,055,402	240,050,167	181,070,290		
Increase (decrease) in reserve for encumbrance	(20,136,709)	(6,545,773)	-	-		
Transfers from Other Funds	(2,932,345)	(2,911,221)	-	-		
Sale of capital assets	1,162,518	1,067,217	-	-		
Ending Fund Balance	<u>\$ 225,055,402</u>	<u>\$ 240,050,167</u>	<u>\$ 181,070,290</u>	<u>\$ 124,493,979</u>		
Fund balance categories						
Nonspendable	5,804,694	9,835,193	6,781,775	6,781,775		
Restricted	43,828,417	53,520,642	30,017,835	29,419,382		
Assigned	32,274,990	72,154,767	21,844,409	10,844,409		
Unassigned	143,147,302	104,539,564	122,426,271	77,448,413		
Total ending fund balance	<u>225,055,402</u>	<u>240,050,167</u>	<u>181,070,290</u>	<u>124,493,979</u>		

Revenues

Overall, the total combined funds’ revenue stands at \$1.4 billion in fiscal year 2018-19, which represents a \$47.4 million (or 3.5% increase) from the prior fiscal year’s budgeted revenues. There are a number of drivers behind the revenue increase. First, the majority of capital project allocations were spent by the end of fiscal year 2017-18. Second, Shelby County Government awarded \$90.3 million in new capital allocations. As a result, the Capital Project fund budgeted revenues are \$37.2 million higher than that in the prior fiscal year. Conversely, the Federal Program Fund’s budgeted revenues are declining by \$17.3 million due to the loss of several grants such as the School Improvement Grant (SIG) and less carryover funds from Title I, Part A, Title II, Part A, and Individuals with Disabilities Education Act (IDEA), Part B. Additionally, the Special Revenue (Non-Federal) Fund revenues are increasing by



approximately \$5 million largely due to the increase in projected enrollment and fees for tuition-based After-School Childcare programs. A notable decrease in this fund is a result of the expiration of Bill and Melinda Gates Teacher & Leader Effectiveness (TLE) grant. Lastly, the Nutrition Service Fund's revenues are increasing by \$1.8 million (or 2%) as a result of a higher USDA donated commodity food factor and higher reimbursement rates to reflect USDA annual cost inflation adjustments.

Expenditures

The Total combined fund budgeted expenditures are increasing by \$45 million (or 3.2%) in fiscal year 2018-19 compared to the budgeted expenditures in fiscal year 2017-18. The capital project expenditures will be higher by \$31.9 million with the estimated completion of capital projects and the addition of new capital allocations. Conversely, the Federal Programs Fund budgeted expenditures are declining due to the loss of several grants such as the School Improvement Grant (SIG) and less carryover funds from Title I, Part A, Title II, Part A, and Individuals with Disabilities Education Act (IDEA), Part B. In fiscal year 2017-18, a district-wide technology need assessment was conducted and the use of federal grant carryover was used to meet those needs.

FISCAL YEAR 2018-19 ALL FUNDS BUDGET BY SPENDING CATEGORY

	2015-16 Actual	2016-17 Actual	2017-18 Amended Budget	2018-19 Budget	Variance	% Change
Revenues						
City of Memphis	\$ 2,057,999	\$ 1,487,282	\$ 4,051,680	\$ 2,414,987	\$ (1,636,694)	-40.40%
Shelby County	470,850,728	476,996,206	522,894,174	578,519,284	55,625,110	10.64%
State of Tennessee	496,372,683	496,575,673	521,616,091	533,625,102	12,009,011	2.30%
Federal Government	210,227,109	255,289,957	274,949,247	248,743,291	(26,205,956)	-9.53%
Other local sources	41,401,165	35,022,248	27,994,615	35,566,710	7,572,095	27.05%
Total revenues	1,220,909,685	1,265,371,366	1,351,505,807	1,398,869,374	47,363,566	3.50%
Expenditures						
Salaries	611,726,576	608,843,961	649,421,978	652,963,740	3,541,762	0.55%
Benefits	183,405,373	191,291,835	201,335,015	214,267,571	12,932,556	6.42%
Contracted services	93,335,000	101,848,512	137,620,932	142,044,022	4,423,089	3.21%
Professional services	19,211,223	20,929,622	3,948,624	11,710,067	7,761,443	196.56%
Property maintenance services	13,744,631	43,733,246	17,984,717	15,717,543	(2,267,174)	-12.61%
Travel	1,547,283	2,033,946	2,779,400	2,607,606	(171,793)	-6.18%
Supplies & materials	89,116,788	79,320,565	94,335,594	87,779,953	(6,555,641)	-6.95%
Furniture, equipment & building improvements	43,008,439	36,676,542	136,062,289	140,780,413	4,718,123	3.47%
Other objects	27,281,557	32,669,636	34,377,831	39,123,580	4,745,749	13.80%
Debt Service	550,011	13,355,923	96,125	-	(96,125)	-100.00%
Charter schools	95,391,097	111,283,036	132,523,177	148,451,189	15,928,012	12.02%
Total expenditures	1,178,317,978	1,241,986,825	1,410,485,684	1,455,445,685	44,960,001	3.19%
Excess (deficiency) of revenues						
Debt service	42,591,707	23,384,541	(58,979,877)	(56,576,311)		
Approved use of fund balance	-	-	58,979,877	56,576,311		
Net Change	42,591,707	23,384,541	-	-		
Beginning Fund Balance						
Increase (decrease) in reserve for encumbrance	204,370,233	225,055,402	240,050,167	181,070,290		
Transfers from Other Funds	(20,136,709)	(6,545,773)	-	-		
Transfers from Other Funds	(2,932,345)	(2,911,221)	-	-		
Sale of capital assets	1,162,518	1,067,218	-	-		
Ending Fund Balance	\$ 225,055,402	\$ 240,050,167	\$ 181,070,290	\$ 124,493,979		

B. Fund Balance

Shelby County Schools projects to start fiscal year 2018-19 with a fund balance for all funds of \$181,070,290 (unaudited), which is a \$59 million decline (or -24.6%) when compared with fiscal year 2017-18. Of this total, the General Fund makes up 80% or \$145,196,271.

The District recognizes the importance of maintaining a healthy unassigned General fund balance by refraining from using the unassigned balance for recurring expenditures. 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. SCS proposes to use \$41.0 million of unassigned General

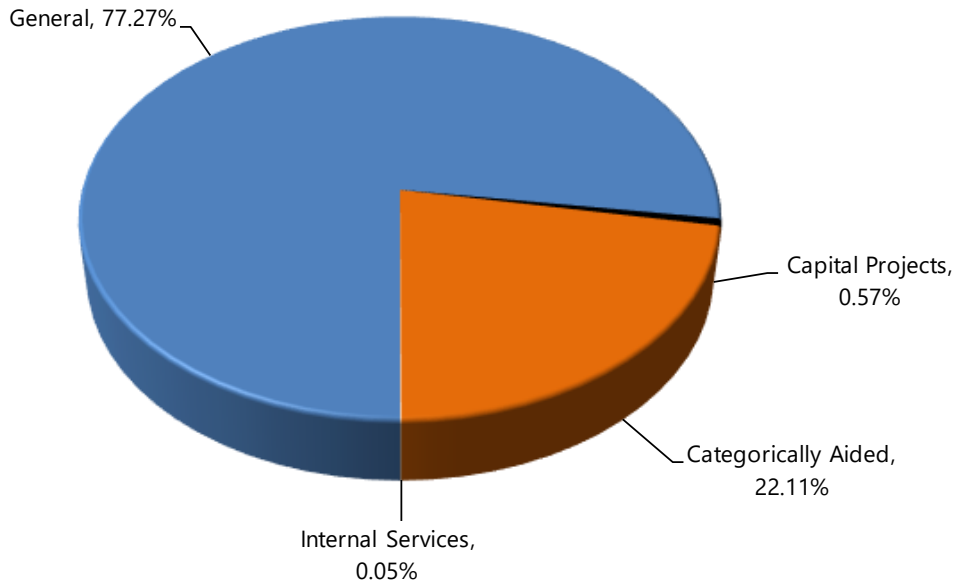


fund balance during fiscal year 2018-2019 to support the top priorities of the District in improving classroom support; instructional support; social and emotional support; and academic intervention and transformation to support our children. SCS also proposes to use \$8 million of assigned General fund balance to complete implementation of the enterprise resource system (ERP).

**Shelby County Schools
Highlights of the 2017-18 Budget
Summary of Fund Balance (All Funds)**

Funds	Projected Fund Balances July 1, 2017	Revenues	Expenses or Expenditures	Projected Fund Balances June 30, 2018
General	\$ 196,755,624	\$ 984,840,597	\$ 1,036,399,950	145,196,271
Capital Projects	6,218,216	71,136,577	76,562,497	792,296
Categorically Aided	35,886,340	291,841,357	293,302,915	34,424,782
Internal Services	1,189,987	3,687,275	4,220,323	656,943
Total	\$ 240,050,167	\$ 1,351,505,807	\$ 1,410,485,684	\$ 181,070,290

**2018-19
Projected Ending Fund Balances**





FISCAL YEAR 2017 and 2018 FUND BALANCES

Fund Name	Actual Balance 6/30/2017	Projected Balance 6/30/2018	FY17-18 % Change
General Fund			
Nonspendable	\$ 6,781,775	\$ 6,781,775	0%
Restricted	29,360,894	29,360,894	0%
Assigned	72,154,767	21,844,409	-70%
Unassigned	88,458,188	87,209,193	-1%
	<u>196,755,624</u>	<u>145,196,271</u>	<u>-26%</u>
Capital Projects Fund	6,218,216	792,296	-87%
Special Revenue Funds			
Categorically-Aided Non-Federal	9,863,160	8,401,603	-15%
Categorically-Aided Federal	-	-	0%
Food Service Fund	26,023,179	26,023,179	0%
Internal Service Funds			
Printing Services	490,460	490,461	0%
Supply Chain Management	464,672	-	-100%
ASD	234,856	166,482	-29%
Total All Funds	<u>\$ 240,050,167</u>	<u>\$ 181,070,290</u>	<u>-25%</u>

At the end of fiscal year 2017-2018, the total fund balance from all funds is forecasted to be \$181,070,290. The unassigned General fund balance is expected to be \$87.2 million or 8.27% of General Fund budgeted expenditures. According to Standard & Poor's, a strong available fund balance is 8-15% of expenditures.

	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 General Fund serves as the District’s primary 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 SCS General Fund budget is approximately \$1.05 billion in fiscal year 2018-19, which makes up about 75% of the District’s total budget across all funds. The General Fund expenditures budget in fiscal year 2018-19 reflects a slight increase relative to the prior year’s budget. The budget includes the use of \$49 million unassigned General fund balance.

The budgeted financial statement of activities for the General Fund is shown below.

FISCAL YEAR 2018-19 GENERAL FUND BUDGET

	2015-16 Actual	2016-17 Actual	2017-18 Amended Budget	2018-19 Budget	Variance	% Change
Revenues						
City of Memphis	\$ 2,057,999	\$ 1,487,282	\$ 1,333,333	\$ 1,333,334	\$ -	0.00%
Shelby County	438,891,698	455,925,298	454,550,944	471,266,753	16,715,809	3.68%
State of Tennessee	482,879,311	482,368,670	507,845,274	519,795,285	11,950,011	2.35%
Federal Government	13,863,446	25,092,423	15,766,787	5,207,357	(10,559,430)	-66.97%
Other local sources	7,423,537	8,193,125	5,344,259	7,820,780	2,476,521	46.34%
Total revenues	945,115,991	973,066,798	984,840,597	1,005,423,509	20,582,911	2.09%
Expenditures						
Instruction	475,263,224	482,895,178	524,571,984	515,329,546	(9,242,438)	-1.76%
Instructional support	31,726,411	34,356,441	35,172,026	36,370,007	1,197,981	3.41%
Student support	54,739,282	54,874,111	56,586,847	75,907,861	19,321,014	34.14%
Office of principal	59,728,458	58,239,286	59,282,037	63,496,255	4,214,218	7.11%
General administration	12,164,911	12,459,734	17,450,368	17,963,121	512,753	2.94%
Education Technology	-	-	36,313,166	25,851,804	(10,461,362)	-28.81%
Fiscal services	5,787,516	5,861,534	8,289,909	9,078,444	788,535	9.51%
Other support services	38,966,736	51,817,525	13,318,271	7,806,040	(5,512,231)	-41.39%
Student transportation	28,160,489	22,254,234	23,136,924	25,068,879	1,931,955	8.35%
Plant services	79,089,587	83,069,713	91,829,408	85,831,998	(5,997,410)	-6.53%
Community service	1,539,519	1,840,198	6,779,393	10,379,273	3,599,880	53.10%
Charter schools	94,408,523	111,283,036	131,184,401	148,451,190	17,266,789	13.16%
Retiree benefits	34,700,842	34,595,674	32,389,091	32,889,091	500,000	1.54%
Principal	550,011	72,267	96,125	-	(96,125)	-100.00%
Interest	-	347	-	-	-	-
Capital outlay	214,198	51,000	-	-	-	-
Total expenditures	916,825,509	953,670,278	1,036,399,950	1,054,423,509	18,023,559	1.74%
Excess (deficiency) of revenues over expenditures	28,290,482	19,396,520	(51,559,353)	(49,000,000)		
Approved use of fund balance	-	-	51,559,353	49,000,000		
Net Change	28,290,482	19,396,520	-	-		
Beginning Fund Balance	156,052,696	176,427,115	196,755,624	145,196,271		
Increase (decrease) in reserve for encumbrance	(3,877,150)	3,784,602	-	-		
Transfers To/(From) Other Funds	(4,191,881)	(3,077,819)	-	-		
Sale of capital assets	152,967	225,205	-	-		
Ending Fund Balance	\$ 176,427,115	\$ 196,755,624	\$ 145,196,271	\$ 96,196,271		
Fund balance categories						
Nonspendable	5,804,694	6,781,775	6,781,775	6,781,775		
Restricted	29,360,894	29,360,894	29,360,894	29,360,894		
Assigned	30,631,209	72,154,767	21,844,409	10,844,409		
Unassigned	110,630,319	88,458,188	87,209,193	49,209,193		
Total ending fund balance	176,427,115	196,755,624	145,196,271	96,196,271		

Revenues

State and Shelby County revenues make up 99% (or \$991.1 million) of General Fund budgeted revenues in fiscal year 2018-19. State Basic Education Program (BEP) funds, county property tax, and county sales tax revenues are the major sources of revenue and each is driven by the District’s enrollment. The narratives below indicate the assumptions for the fiscal year 2018-19 General Fund revenue budget.



Basic Education Program (BEP): The BEP allocation for Shelby County Schools, including the Achievement School District (ASD) and the State Board of Education, is estimated to increase by \$16.7 million in fiscal year 2018-19 compared to fiscal year 2017-18 budgeted revenues. The primary reason for the BEP funds increase is the state increase investment in education with relatively stable enrollment from a growing charter school sector. Note that the BEP allocation for only Shelby County Schools increased slightly.

The BEP allocation for Shelby County Schools (shown below) includes funding for ASD, State Board of Education, charter schools, and the District’s schools. Tennessee Code Annotated (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. Hence, 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.

Below is the preliminary estimate of BEP Allocation for Shelby County, including ASD, State Board of Education, and charter schools based on State estimates as of April 2018. The budget estimate does not match the State’s April estimate due to a lower direct certification enrollment level. The budget assumes a higher direct certification number based on internal analysis.

Shelby County
Basic Education Program Allocation
2018-2019 April Estimate - Revised

Instructional Salaries Funding				
Total Full Funding - Instructional				\$389,119,389
Less: Required Local Matching Funds 26.69%				<u>101,827,871</u>
State Share of Instructional Funding 73.31%	(1)			\$287,291,518
Instructional Benefits Funding				
Total Full Funding - Instructional				\$126,743,177
Less: Required Local Matching Funds 26.69%				<u>33,167,166</u>
State Share of Instructional Funding 73.31%	(2)			\$93,576,010
Classroom Funding				
Total Full Funding - Classroom				\$143,110,796
Less: Required Local Matching Funds 20.56%				<u>29,623,935</u>
State Share of Classroom Funding 79.44%	(3)			\$113,486,861
Non-Classroom Funding				
Total Full Funding - Non-Classroom				\$230,962,920
Less: Required Local Matching Funds 47.64%				<u>109,406,394</u>
State Share of Non-Classroom Funding 52.36%	(4)			\$121,556,526
Total State BEP Funding Allocation	(1) + (2) + (3) + (4)			\$615,910,915 (5)
Capital Outlay Reserved for Charter Schools				(6,050,196)
Funding Reserved for ASD and SBE				<u>(\$100,776,000)</u>
Total BEP State Funding Less Charter and ASD Reserve				\$509,084,719



The fiscal 2018-19 BEP estimate for ASD is forecasted at \$98.9 million based on FY 2018 estimated state revenues and local revenues.

THE ASD STATE'S BEP FUNDING CALCULATION

BEP Allocation	\$615,910,915
Estimated Local Revenue	\$ 452,749,500
Total State and Local Revenue	\$1,068,660,415
FY total ADMs	114,714
State and Local Revenue per pupil	\$ 9,315.87
times Total ASD ADM	\$ 10,618
Shelby funding to ASD	\$ 98,912,827

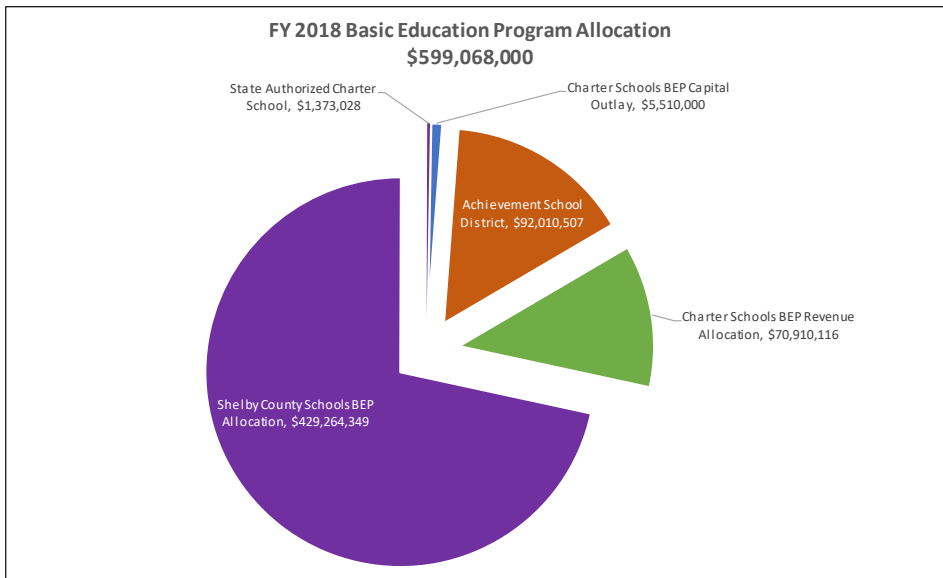
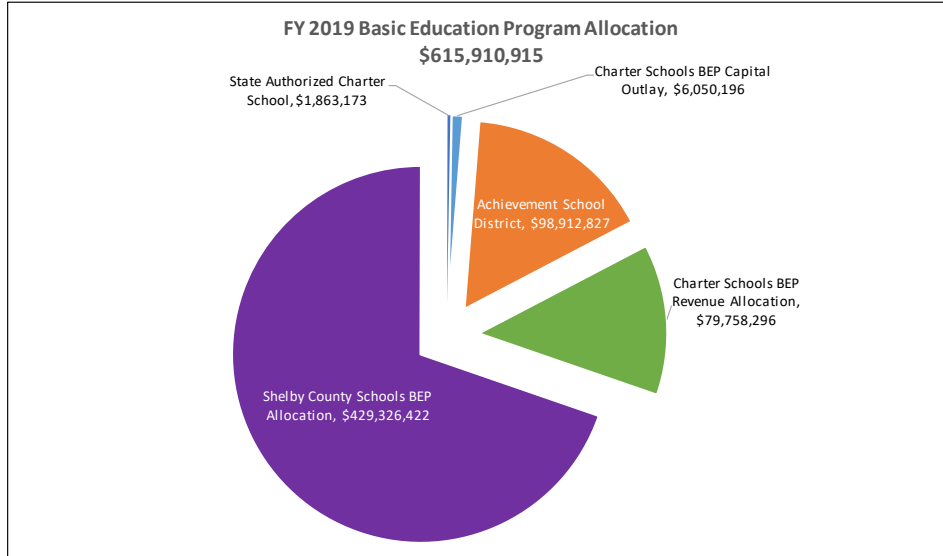
In fiscal year 2018-19, the State authorized Green Dot charter school program is forecasted to enroll approximately 200 students, resulting in \$1.9 million BEP allocation. The funding calculation mirrors that of the ASD.

THE STATE AUTHORIZED CHARTER SCHOOL BEP FUNDING CALCULATION

BEP Allocation	\$615,910,915
Estimated Local Revenue	\$ 452,749,500
Total State and Local Revenue	\$ 1,068,660,415
FY total ADMs	114,714
State and Local Revenue per pupil	\$ 9,315.87
times Total ASD ADM	\$ 200
Shelby funding to ASD	\$ 1,863,173



The below charts depict the distribution of the fiscal year 2018-19 and fiscal year 2017-18 estimated BEP allocations. The charter schools receive their capital outlay as a direct allocation from the State. The current year enrollments are used to calculate the final BEP allocations for ASD and charter schools.



County Property Tax: 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 2018-19 General Fund budget assumes that Shelby County’s total education budget will be funded at the same fiscal year 2017-18 level of \$419.5 million. As a result, SCS is budgeting for a decline in county property and wheel taxes in fiscal year 2018-19.

County Sales Tax: Sales tax revenues for the District are budgeted to increase slightly in fiscal year 2018-19 based on historical trends of sales tax collections. Similar to the county property tax revenues, county sales tax revenues are distributed among the District and the six municipal schools based on current year WFTEADA.



FISCAL YEAR 2018-19
GENERAL FUND BUDGET BY SPENDING CATEGORY

	2015-16 Actual	2016-17 Actual	2017-18 Amended Budget	2018-19 Budget	Variance	% Change
Revenues						
City of Memphis	\$ 2,057,999	\$ 1,487,282	\$ 1,333,333	\$ 1,333,334	\$ -	0.00%
Shelby County	438,891,698	455,925,298	454,550,944	471,266,753	16,715,809	3.68%
State of Tennessee	482,879,311	482,368,670	507,845,274	519,795,285	11,950,011	2.35%
Federal Government	13,863,446	25,092,423	15,766,787	5,207,357	(10,559,430)	-66.97%
Other local sources	7,423,537	8,193,125	5,344,259	7,820,780	2,476,521	46.34%
Total revenues	945,115,991	973,066,798	984,840,597	1,005,423,509	20,582,911	2.09%
Expenditures						
Salaries	512,160,705	501,685,172	535,921,778	539,309,212	3,387,434	0.63%
Benefits	160,072,385	165,925,237	171,310,082	185,377,648	14,067,566	8.21%
Contracted services	69,553,928	55,248,876	81,092,805	87,169,990	6,077,185	7.49%
Professional services	1,933,505	20,116,825	3,458,863	3,031,110	(427,753)	-12.37%
Property maintenance services	12,514,505	42,302,629	16,222,252	14,048,578	(2,173,674)	-13.40%
Travel	919,507	1,288,333	1,863,153	1,874,694	11,541	0.62%
Supplies & materials	38,030,078	27,267,248	42,667,726	38,346,297	(4,321,429)	-10.13%
Furniture, equipment & building improvements	11,853,704	51,000	30,872,450	20,670,456	(10,201,994)	-33.05%
Other objects	13,846,083	15,168,000	20,371,538	16,144,333	(4,227,205)	-20.75%
Debt Service	550,011	13,355,923	96,125	-	(96,125)	-100.00%
Charter schools	95,391,097	111,283,036	132,523,177	148,451,190	15,928,013	12.02%
Total expenditures	916,825,509	953,670,278	1,036,399,950	1,054,423,509	18,023,559	1.74%
Excess (deficiency) of revenues over expenditures	28,290,482	19,396,520	(51,559,353)	(49,000,000)		
Approved use of fund balance	-	-	51,559,353	49,000,000		
Net Change	28,290,482	19,396,520	-	-		
Beginning Fund Balance	156,052,696	176,427,115	196,755,624	145,196,271		
Increase (decrease) in reserve for encumbrance	(3,877,150)	3,784,602	-	-		
Transfers To/(From) Other Funds	(4,191,881)	(3,077,819)	-	-		
Sale of capital assets	152,967	225,205	-	-		
Ending Fund Balance	\$ 176,427,115	\$ 196,755,624	\$ 145,196,271	\$ 96,196,271		
Fund balance categories						
Nonspendable	5,804,694	6,781,775	6,781,775	6,781,775		
Restricted	29,360,894	29,360,894	29,360,894	29,360,894		
Assigned	30,631,209	72,154,767	21,844,409	10,844,409		
Unassigned	110,630,319	88,458,188	87,209,193	49,209,193		
Total ending fund balance	176,427,115	196,755,624	145,196,271	96,196,271		

Expenditures

General Fund expenditures are expected to remain relatively flat at \$1.05 billion in fiscal year 2018-19; this is a 1.4 percent increase over the prior year's expenditure budget. The General Fund budget includes the following investments in support of student learning and academic achievement:

- \$10.5 million for teacher compensation raises and bonuses
- 30 new School Resource Officers to provide an extra layer of school security and safety
- \$7.5 million investment in Career and Technical Education Redesign efforts
- Professional development for each elementary school to have at least one Reading Specialist
- 35 new Guidance Counselors, 10 new Behavioral Specialists and 6 new Truancy Officers added
- \$2.4 million to continue to expand the number of Pre-K seats in SCS
- Expansions of the Supt. Summer Learning Academy, Whitehaven eZone and iZone
- 60 additional Educational Assistant to provide classroom support to teachers
- Expansion of advanced instruction and early post-secondary opportunities to students
- \$2.6 Middle & High School Reading Interventionists

The budget includes a \$15 per hour living wage increase for all full time employees, an \$8 million planned use of fund balance to fund the ERP implementation, an increase of \$17.3 million in charter schools, and a reduction in utilities' costs offset by increases to transportation.



D. Special Revenue Funds

The District's Special Revenue Fund budget is approximately \$288.3 million in fiscal year 2018-19. The Special Revenue Fund accounts for proceeds of specific revenue 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 2018-19 SPECIAL REVENUE FUND

	2015-16 Actual	2016-17 Actual	2017-18 Amended Budget	2018-19 Budget	Variance	% Change
Revenues						
Shelby County	\$ -		\$ -	\$ -	\$ -	0.00%
State of Tennessee	13,493,372	14,207,003	13,770,817	13,829,817	59,000	0.43%
Federal Government	196,363,663	230,197,534	259,182,460	243,535,934	(15,646,526)	-6.04%
Other local sources	29,727,170	22,308,785	18,888,081	24,045,930	5,157,849	27.31%
Total revenues	<u>239,584,206</u>	<u>266,713,322</u>	<u>291,841,357</u>	<u>281,411,681</u>	<u>(10,429,676)</u>	<u>-3.57%</u>
Expenditures						
Instruction	58,338,513	78,050,892	95,426,403	76,626,963	(18,799,440)	-19.70%
Instructional support	29,448,436	31,790,626	9,963,557	40,143,830	30,180,273	302.91%
Student support	10,182,142	11,238,266	40,137,049	11,574,786	(28,562,263)	-71.16%
Office of principal	202,504	10,676	-	40,539	40,539	0.00%
General administration	8,561,316	5,838,652	239,547	-	(239,547)	-100.00%
Fiscal services	267,524	67,069	116,446	-	(116,446)	-100.00%
Other support services	202,652	126,735	-	-	-	100.00%
Student transportation	493,598	2,985,733	3,178,719	3,701,533	522,814	16.45%
Plant services	630,380	501,494	759,160	946,511	187,351	0.00%
Community service	46,687,292	50,547,358	56,911,788	66,949,972	10,038,184	17.64%
Charter schools	-	-	-	-	-	0.00%
Retiree benefits	-	-	-	-	-	0.00%
Food service	84,675,115	86,092,200	86,570,246	88,322,763	1,752,517	2.02%
Total expenditures	<u>239,689,471</u>	<u>267,249,701</u>	<u>293,302,915</u>	<u>288,306,897</u>	<u>(4,996,018)</u>	<u>-1.70%</u>
Excess (deficiency) of revenues over expenditures	(105,265)	(536,379)	(1,461,558)	(6,895,216)		
Approved use of fund balance	<u>105,265</u>	<u>536,379</u>	<u>1,461,558</u>	<u>6,895,216</u>		
Net Change	-	-	-	-		
Beginning Fund Balance	34,238,948	39,095,555	35,886,340	34,424,782		
Increase (decrease) in reserve for encumbrance	3,702,339	(2,818,923)	-	-		
Transfers from Other Funds	1,259,536	146,087	-	-		
Assignment - Other post employment benefits	-	-	-	-		
Planned used of fund balance	-	-	-	-		
Ending Fund Balance	<u>\$ 39,095,557</u>	<u>\$ 35,886,340</u>	<u>\$ 34,424,782</u>	<u>\$ 27,529,566</u>		



Special Revenue Funds: Non-Federal Programs

The Non-Federal Program Fund is self-supporting and the resources are generated from grants, donations, and fees from the state of Tennessee and the local community. The fund consists of resources that are spent on cognitive, social, emotional, student achievement and instructional supports. Some of the resources supplement the District’s student support and operational services. Memphis Education Fund’s School Improvement grant, after-school childcare, and other grants/fees have been used to address student achievement by improving instructional support and development.

FISCAL YEAR 2018-19 SPECIAL REVENUE – NON FEDERAL FUND

	2015-16 Actual	2016-17 Actual	2017-18 Amended Budget	2018-19 Budget	Variance	% Change
Revenues						
State of Tennessee	\$ 12,901,028	\$ 13,553,306	\$ 13,180,817	\$ 13,149,817	\$ (31,000)	-0.24%
Other local sources	18,722,757	18,626,153	15,306,514	20,295,979	4,989,465	32.60%
Total revenues	31,623,785	32,179,459	28,487,330	33,445,796	4,958,466	17.41%
Expenditures						
Instruction	290,203	933,544	4,228,700	4,447,398	218,698	5.17%
Instructional support	274,617	816,469	1,018,751	1,471,511	452,760	44.44%
Student support	58,191	29,650	35,493	60,000	24,507	69.05%
Office of principal	202,504	10,676	-	40,539	40,539	100.00%
General administration	8,561,316	5,838,652	239,247	-	(239,247)	0.00%
Fiscal services	267,524	67,069	116,446	-	(116,446)	-100.00%
Other support services	129,966	126,735	-	-	-	0.00%
Plant services	537,850	501,708	759,160	946,511	187,351	0.00%
Community service	19,255,715	20,019,564	23,551,091	33,375,053	9,823,962	41.71%
Food service	-	-	-	-	-	0.00%
Total expenditures	29,577,887	28,344,068	29,948,888	40,341,012	10,392,124	34.70%
Excess (deficiency) of revenues over expenditures	2,045,898	3,835,391	(1,461,558)	(6,895,216)		
Approved use of fund balance			1,461,558	6,895,216		
Net Change	2,045,898	3,835,391	-	-		
Beginning Fund Balance	3,770,962	6,578,574	9,863,161	8,401,603		
Increase (decrease) in reserve for encumbrance	(497,820)	(581,562)	-	-		
Transfers from Other Funds	1,259,536	30,758	-	-		
Ending Fund Balance	\$ 6,578,574	\$ 9,863,161	\$ 8,401,603	\$ 1,506,387		
Fund balance categories						
Nonspendable	-	-	-	-		
Restricted	4,934,793	-	-	-		
Assigned	1,643,781	-	-	-		
Unassigned		9,863,161	8,401,603	1,506,387		
Total ending fund balance	6,578,574	9,863,161	8,401,603	1,506,387		

About \$33.4 million of Non-Federal Programs Fund revenues are budgeted in fiscal year 2018-19.

In fiscal year 2018-19, the Non-Federal Programs Fund is budgeted at \$40.3 million in expenditures, which is \$10.4 million (or 34.7%) greater than the prior year’s amended budget. The Bill and Melinda Gates Foundation’s TLE grant ended with final \$2.9 million expenditures in fiscal year 2017-18. Through the TLE grant, the District was able to build internal capacity to sustain the work in the future. Consequently, there is a decline in professional services.

After-School Childcare budget is higher due to an increase in enrollment and tuition fees. Urban Strategies grant is budgeted at \$408,000 higher than it was in fiscal year 2016-17 as a result of increased funding.



Also, the SPED Medicaid Reimbursement grant increased \$370,122 above last year. The District has budgeted \$872,000 less in the School Improvement Teacher Town grant for fiscal year 2018-19 than in the prior fiscal year. These funds are used to support iZone schools and school improvement programs.

Special Revenue Funds: Federal Programs

The Federal Programs Fund budget includes several major federal grants such as Title I, IDEA Part B, Head Start, and Carl Perkins. 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 living with disabilities receive a free appropriate public education. Head Start is a comprehensive program designed to foster the healthy development of young children.

The Federal Programs Fund budget stands at \$159.5 million in fiscal year 2018-19, which represents a \$17.3 million budget decline compared to the prior fiscal year's budget. Below are the factors that resulted in a decline in federal funds:

- SCS has reduced its Title I, Part A; IDEA, Part B; and Title II, Part A carryover funds by \$14.8 million in fiscal year 2017-18;
- IDEA, Part B grant has been reduced proportionally with fewer students with disabilities projected;
- Title I School Improvement Grant (SIG Cohort 4) grant is scheduled to expire on September 30, 2018, which amounts to a \$4.1 million loss; and
- Pre-School Development grant has increased its contracted services spend, reducing the grant's carryover fund.

Conversely, Title IV (Student Support and Academic Enrichment) grant is budgeted to increase in fiscal year 2018-19. US Department of Education has communicated that several federal grant awards will have at least same or more amount in fiscal year 2018-19 than those in prior year.

Below is the Federal Programs Fund's budget for fiscal year 2018-19.

FISCAL YEAR 2018-19 SPECIAL REVENUE – FEDERAL FUND

	2015-16 Actual	2016-17 Actual	2017-18 Amended Budget	2018-19 Budget	Variance	% Change
Revenues						
City of Memphis						
Federal Government	\$ 125,436,469	152,813,433	\$ 176,783,781	\$ 159,476,121	\$ (17,307,660)	-9.79%
Total revenues	<u>125,436,469</u>	<u>152,813,433</u>	<u>176,783,781</u>	<u>159,476,121</u>	<u>(17,307,660)</u>	<u>-9.79%</u>
Expenditures						
Instruction	58,048,309	77,117,348	91,197,703	72,284,677	(18,913,026)	-20.74%
Instructional support	29,173,818	30,974,157	8,944,806	38,558,991	29,614,185	331.08%
Student support	10,123,951	11,208,616	40,101,556	11,326,001	(28,775,555)	-71.76%
General administration	-	-	300	-	(300)	-100.00%
Other support services	72,686	-	-	-	-	100.00%
Student transportation	493,598	2,985,733	3,178,719	3,731,533	552,814	17.39%
Plant services	92,529	(214)	-	-	-	0.00%
Community service	27,431,577	30,527,794	33,360,697	33,574,919	214,222	0.64%
Total expenditures	<u>125,436,469</u>	<u>152,813,433</u>	<u>176,783,781</u>	<u>159,476,121</u>	<u>(17,307,660)</u>	<u>-9.79%</u>
Excess (deficiency) of revenues over expenditures						
Net Change	-	-	-	-	-	-
Beginning Fund Balance						
Increase (decrease) in reserve for encumbrance	-	-	-	-	-	-
Transfers from Other Funds	-	-	-	-	-	-
Ending Fund Balance	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>		



Special Revenue Funds: Nutrition Services

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.

Proposed revenues in Nutrition Services are budgeted to increase by \$1.8 million (or 2%) to \$88.3 million in fiscal year 2018-19. The primary revenue increase is a result of higher reimbursement rates to reflect USDA annual cost inflation adjustment. State and other local sources of revenue are budgeted to remain relatively stable in fiscal year 2018-19.

FISCAL YEAR 2018-19 NUTRITION SERVICE FUND

	2015-16 Actual	2016-17 Actual	2017-18 Amended Budget	2018-19 Budget	Variance	% Change
Revenues						
State of Tennessee	\$ 592,345	\$ 653,697	\$ 590,000	\$ 680,000	\$ 90,000	15.25%
Federal Government	70,927,194	77,384,101	82,398,679	83,892,812	1,494,133	1.81%
Local option and state sales tax	11,004,413	-	-	-	-	0.00%
Other local sources	-	3,682,632	3,581,567	3,749,951	168,384	4.70%
Total revenues	82,523,952	81,720,430	86,570,246	88,322,763	1,752,517	2.02%
Expenditures						
Food services	84,675,115	86,092,200	86,570,246	88,322,763	1,752,517	2.02%
Total expenditures	84,675,115	86,092,200	86,570,246	88,322,763	1,752,517	2.02%
Excess (deficiency) of revenues over expenditures	(2,151,164)	(4,371,770)	-	-		
Approved use of fund balance	2,151,164	-	-	-		
Net Change	-	(4,371,770)	-	-		
Beginning Fund Balance	30,467,986	32,516,981	26,023,179	26,023,179		
Increase (decrease) in reserve for encumbrance	4,200,159	(2,237,361)	-	-		
Transfers from Other Funds	-	115,329	-	-		
Ending Fund Balance	\$ 32,516,981	\$ 26,023,179	\$ 26,023,179	\$ 26,023,179		

In the above schedule, the largest fiscal year 2018-19 budget increase occurs in supplies and materials. In fiscal year 2018-19, the District will be purchasing and installing a new food management system. Also, the District is planning to replace old and inoperable equipment and remodel serving lines at various sites in fiscal year 2018-19, which is shown as a \$966,345 increase in furniture, equipment and building improvements. Contracted services will increase in fiscal year 2018-19 due to the higher cost of rental of portable freezers for the warehouse and central kitchen.

Conversely, the largest fiscal year 2018-19 budget decline in expenditures is within salaries. The reason for the decline is that the need of substitute cafeteria workers will be reduced and replaced with more permanent part-time positions. Also, property maintenance expenditures are budgeted to decline as more old and inoperable equipment is replaced



E. Capital Projects Fund

The Capital Projects Fund budget is defined to account for financial resources used for the acquisition or construction of major capital facilities as well as major repairs of existing facilities. The total cost to complete a project is appropriated at the time the individual project is approved by the Shelby County Board of Education and Shelby County Commission.

FISCAL YEAR 2018-19 CAPITAL PROJECTS FUND

	2015-16 <u>Actual</u>	2016-17 <u>Actual</u>	2017-18 <u>Amended Budget</u>	2018-19 <u>Budget</u>	<u>Variance</u>	<u>% Change</u>
Revenues						
City of Memphis	\$ -	\$ -	\$ 2,718,347	\$ 1,081,653	(1,636,694)	-60.21%
Shelby County	31,959,030	21,070,908	68,343,230	107,252,531	38,909,301	56.93%
Other local sources	428,164	244,853	75,000	-	(75,000)	-100.00%
Total revenues	<u>32,387,194</u>	<u>21,315,761</u>	<u>71,136,577</u>	<u>108,334,184</u>	<u>37,197,607</u>	<u>52.29%</u>
Expenditures						
Capital outlay	17,505,023	16,846,062	76,562,497	108,416,828	31,854,331	41.61%
Total expenditures	<u>17,505,023</u>	<u>16,846,062</u>	<u>76,562,497</u>	<u>108,416,828</u>	<u>31,854,331</u>	<u>41.61%</u>
Excess (deficiency) of revenues over expenditures	14,882,171	4,469,699	(5,425,920)	(82,644)		
Approved use of fund balance	-		5,425,920	82,644		
Net Change	14,882,171	4,469,699	-	-		
Beginning Fund Balance						
Increase (decrease) in reserve for encumbrance	12,488,134	8,417,957	6,218,216	792,296		
Transfers from Other Funds	(19,961,898)	(7,511,452)	-	-		
Sale of capital assets	-	-	-	-		
Ending Fund Balance	<u>\$ 8,417,957</u>	<u>\$ 6,218,216</u>	<u>\$ 792,296</u>	<u>\$ 709,652</u>		
Fund balance categories						
Nonspendable	-	-	-	-		
Restricted	8,417,957	-	-	-		
Assigned						
Unassigned		6,218,216	792,296	709,652		
Total ending fund balance	<u>8,417,957</u>	<u>6,218,216</u>	<u>792,296</u>	<u>709,652</u>		

In fiscal year 2018-19, the Capital Projects budget totals about \$108.4 million, which is an increase of \$31.9 million over the prior year. This increase is largely due to approximately 76% of the current year projects being completed during fiscal year 2017-18 and \$90.3 million in new Shelby County appropriations. The fiscal 2018-19 budget request consist of three funding sources; \$107.3 million from Shelby County, \$1 million from the City of Memphis and \$82,644 in the planned use of fund balance. The \$90.3 million Capital request contains funds to complete the construction of two new schools (e.g., New Alcy Elementary and New Goodlett Elementary) as well as to fund other mechanical, roof replacement, and ADA projects from the deferred maintenance project list.



F. Internal Service Funds

The District’s Internal Service Funds are established to account for intragovernmental and intergovernmental services. The rates for Internal Funds are reviewed periodically throughout the year to ensure alignment with operating and designated reserves. Shelby County Schools has the following three appropriated Internal Service Funds: Printing Services, Warehouse (or Supply Chain), and Achievement School District (ASD).

FISCAL YEAR 2018-19 INTERNAL SERVICE FUNDS

	2015-16 Actual	2016-17 Actual	2017-18 Amended Budget	2018-19 Budget	Variance	% Change
Revenues						
Other local sources	\$ 3,822,294	\$ 4,275,485	\$ 3,687,275	\$ 3,700,000	12,725	0.35%
Total revenues	<u>3,822,294</u>	<u>4,275,485</u>	<u>3,687,275</u>	<u>3,700,000</u>	<u>12,725</u>	<u>0.35%</u>
Expenditures						
Instruction	1,552,925	828,222	769,096	1,011,450	242,354	31.51%
Instructional support	25,211	6,930	7,098	7,071	(27)	-0.38%
Student support	21,142	14,158	15,756	9,651	(6,105)	-38.75%
Other support services	72,523	57,815	167,240	65,435	(101,805)	-60.87%
Student transportation	405,945	581,480	567,996	331,880	(236,116)	-41.57%
Plant services	2,220,228	2,732,177	2,693,137	2,872,963	179,826	6.68%
Total expenditures	<u>4,297,976</u>	<u>4,220,781</u>	<u>4,220,323</u>	<u>4,298,450</u>	<u>78,126</u>	<u>1.85%</u>
Excess (deficiency) of revenues over expenditures	(475,682)	54,704	(533,047)	(598,450)		
Approved use of fund balance	<u>475,682</u>	<u>-</u>	<u>533,047</u>	<u>598,450</u>		
Net Change	-	54,704	-	-		
Beginning Fund Balance	1,590,455	1,114,773	1,189,987	656,940		
Increase (decrease) in reserve for encumbrance	-	-	-	-		
Transfers from Other Funds	-	20,511	-	-		
Ending Fund Balance	<u>\$ 1,114,773</u>	<u>\$ 1,189,987</u>	<u>\$ 656,940</u>	<u>\$ 58,490</u>		

In fiscal year 2018-19, the combined Internal Service Fund budgeted revenues remain relatively flat at \$3.7 million compared to prior year budgeted revenues. In fiscal year 2018-19, the combined Internal Service Fund budget is \$4.3 million of expenditures, which is \$78,126 more than the fiscal year 2017-18 budgeted expenditures. The primary reasons for the expenditure increase are a planned investment in new printing and warehouse equipment and an expected increase in services to a growing number of ASD students who will receive services from the District. Also, \$598,450 from the Printing Services fund balance will be used for the printing equipment purchase. The rates will also be reviewed periodically throughout the year to ensure alignment with operating and designated reserves.



G. Tax Rates and Trends

Tax Rates per \$100 Assessed Value

Fiscal Year	City	County	Total	City Allocation to School District	County Allocation to Schools
2001	\$ 3.37	\$ 3.54	\$ 6.91	\$ 0.895	\$ 1.68
2002	3.23	3.79	7.02	0.858	2.03
2003	3.23	3.79	7.02	0.858	2.03
2004	3.23	4.04	7.27	0.858	2.03
2005	3.23	4.04	7.27	0.858	2.03
2006	3.43	4.04	7.47	0.827	2.02
2007	3.43	4.04	7.47	0.827	2.02
2008	3.43	4.04	7.47	0.827	2.02
2009	3.25	4.04	7.29	0.190	2.02
2010	3.20	4.02	7.29	0.190	1.98
2011	3.20	4.02	7.22	0.190	1.90
2012	3.20	4.02	7.22	0.190	1.91
2013	3.11	4.02	7.13	0.190	1.94
2014	-	4.38	4.38	-	2.14
2015	-	4.37	4.37	-	2.14
2016	-	4.37	4.37	-	2.14
2017	-	4.37	4.37	-	2.14
2018	-	4.05	4.05	-	1.94

viii. BUDGET FORECAST

GENERAL FUND 3-YEAR PROJECTIONS:

A critical component of The Shelby County Board of Education’s Fiscal Year 2015-16 District Budget is Destination 2025, which is the District’s 80/90/100% strategic plan; by 2025, 80 percent of our children will graduate from high school, college or be career ready. Our school district will have a 90 percent graduation rate, and 100 percent of our students who graduate will enroll in a post-secondary opportunity.

Financial forecasts assist the organization in progressing towards these goals with the strategically-planned management of resources. These forecasts must consider the increasing enrollment of charter and state-designated Achievement School District (ASD) schools as the District’s enrollment declines. Shelby County Schools is evolving from its recent merger and demerger of municipal districts within the past three years and can now strategically evaluate its operations to improve academic outcomes.

In the face of declining enrollment, the District General Fund revenues are projected to decline each year. The forecasts also assume some increases to teacher salaries due to salary harmonization studies as well as performance raises. Additionally, the long-range forecasts below assume the beginning of a District feasibility study, approved by the Shelby County Board of Commissioners in Fiscal Year 2014-15, to research and fund future capital expenditures. SCS has experienced mounting financial pressures from the increase of charter schools, which is shown in the chart below. Charter school payments will climb by \$18.9 million in fiscal year 2018-19 based on six new charter schools opening.

The District projects over the next three years, Charter School payments to increase \$10 million each year. With charter school payments being the second largest expense behind instruction in fiscal year 2018-2019, it is prudent to evaluate investments in SCS authorized charter schools.



The District is at a critical juncture in evaluating its structure, both financially and operationally, to address the shortfalls projected for the near future.

**Shelby County Schools
General Fund
3 Year Projections**

	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
	ACTUAL	ACTUAL	AMENDED BUDGET	BUDGET	FORECAST BUDGET	FORECAST BUDGET	FORECAST BUDGET
REVENUES							
CITY OF MEMPHIS	\$ 2,057,999	\$ 1,487,282	\$ 1,333,333	\$ 1,333,334	\$ 1,333,334	\$ 1,333,334	\$ 1,333,334
SHELBY COUNTY	438,891,698	455,925,298	454,550,944	471,266,753	466,554,085	464,221,315	462,132,319
STATE OF TENNESSEE	482,879,311	482,368,670	507,845,274	519,795,285	514,597,332	512,024,345	509,617,831
FEDERAL GOVERNMENT	13,863,446	25,092,423	15,766,787	5,207,357	5,155,283	5,129,507	5,105,398
OTHER LOCAL SOURCES	7,423,537	8,193,125	5,344,259	7,820,780	7,742,572	7,703,859	7,667,651
PLANNED USE OF FUND BALANCE	-	-	-	-	-	-	-
TOTAL REVENUES	\$945,115,991	\$973,066,798	\$984,840,597	\$ 1,005,423,509	\$ 995,382,607	\$990,412,361	\$985,856,534
EXPENDITURES							
INSTRUCTION	475,263,224	482,895,178	524,571,984	515,329,546	486,474,422	484,045,308	481,818,733
INSTRUCTIONAL SUPPORT	31,726,411	34,356,441	35,172,026	36,370,007	34,333,522	34,162,084	34,004,941
STUDENT SUPPORT	54,739,282	54,874,111	56,586,847	75,907,861	71,657,511	71,299,704	70,971,730
OFFICE OF THE PRINCIPAL	59,728,458	58,239,286	59,282,037	63,496,255	59,940,875	59,641,572	59,367,225
GENERAL ADMINISTRATION	12,164,911	12,459,734	17,450,368	17,963,121	16,957,302	16,872,629	16,795,016
EDUCATION TECHNOLOGY	-	-	36,313,166	25,851,804	24,404,270	24,282,412	24,170,715
FISCAL SERVICES	5,787,516	5,861,534	8,289,909	9,078,444	8,570,110	8,527,317	8,488,092
OTHER SUPPORT SERVICES	38,966,736	51,817,525	13,318,271	7,806,040	7,368,952	7,332,157	7,298,429
STUDENT TRANSPORTATION	28,160,489	22,254,234	23,136,924	25,068,879	23,665,184	23,547,016	23,438,702
PLANT SERVICES	79,089,587	83,069,713	91,829,408	85,831,998	81,025,961	80,621,374	80,250,521
COMMUNITY SERVICE	1,539,519	1,840,198	6,779,393	10,379,273	9,798,101	9,749,176	9,704,330
CHARTER SCHOOLS	94,408,523	111,283,036	131,184,401	148,451,190	140,138,883	139,439,127	138,797,717
RETIREE BENEFITS	34,700,842	34,595,674	32,389,091	32,889,091	31,047,514	30,892,486	30,750,383
FOOD SERVICE	-	-	-	-	-	-	-
DEBT SERVICE	-	-	-	-	-	-	-
PRINCIPAL	550,011	72,267	96,125	-	-	-	-
INTEREST	-	347	-	-	-	-	-
CAPITAL OUTLAY	214,198	51,000	-	-	-	-	-
TOTAL EXPENDITURES	\$917,039,707	\$953,670,278	\$1,036,399,950	1,054,423,509	995,382,607	990,412,362	\$985,856,534



The Capital Fund is primarily based on funding from Shelby County Government. Funding for the county's portion of the CIP Budget is generally obtained through a short term borrowing program or the issuance of long term general obligation debt. Shelby County Government has developed a five-year Capital Improvement Plan (CIP) and allocates a portion for Shelby County Schools and the Municipals.

Capital Funding is allocated based on the Weighted Full-Time Equivalent Average. Weighted full-time equivalency average daily attendance or "WFTEADA", serves as the basis for allocation of education funds within the county. This is a calculation of the average of the highest two months of the first three months of attendance for grades K-12, multiplied times a unique weight for each grade level as provided by the State Department of Education. Other local sources include collection of rent and interest income. These amounts are held flat for the three-year projections.

**Shelby County Schools
Capital Fund
3 Year Projections**

	2015-16 ACTUAL	2016-17 ACTUAL	2017-18 AMENDED BUDGET	2018-19 BUDGET	2019-20 FORECAST BUDGET	2020-21 FORECAST BUDGET	2021-22 FORECAST BUDGET
REVENUES							
CITY OF MEMPHIS	\$ -	\$ -	\$ 2,718,347	\$ 1,081,653	\$ 1,081,653	\$ 1,081,653	\$ 1,081,653
SHELBY COUNTY	31,959,030	21,070,908	68,343,230	107,252,531	50,000,000	50,000,000	50,000,000
OTHER LOCAL SOURCES	428,164	244,853	75,000	-	-	-	-
PLANNED USE OF FUND BALANCE	-	-	-	-	-	-	-
TOTAL REVENUES	\$32,387,194	\$21,315,761	\$71,136,577	\$108,334,184	\$ 51,081,653	\$51,081,653	\$51,081,653
EXPENDITURES							
CAPITAL OUTLAY	17,505,023	16,846,062	76,562,497	108,416,828	51,081,653	51,081,653	51,081,653
TOTAL EXPENDITURES	\$17,505,023	\$16,846,062	\$76,562,497	\$108,416,828	\$51,081,653	\$51,081,653	\$51,081,653

The Non-Federal Program Fund is self-supporting. The resources are generated from grants, donations, and fees from the State of Tennessee and the local community. The fund consists of resources that are spent on cognitive, social, emotional, student achievement, and instructional supports. Some of the resources supplement the District's student support and operational services. The District projects a decrease based on a 1 to 2 percent decline in enrollment.

**Shelby County Schools
Non-Federal Programs Fund
3 Year Projections**

	2015-16 ACTUAL	2016-17 ACTUAL	2017-18 AMENDED BUDGET	2018-19 BUDGET	2019-20 FORECAST BUDGET	2020-21 FORECAST BUDGET	2021-22 FORECAST BUDGET
REVENUES							
STATE OF TENNESSEE	\$ 12,901,028	\$ 13,553,306	\$ 13,180,817	\$ 13,149,817	\$ 12,886,821	\$ 12,629,084	\$ 12,376,503
OTHER LOCAL SOURCES	18,722,757	18,626,153	15,306,514	20,295,979	19,890,059	19,492,258	19,102,413
PLANNED USE OF FUND BALANCE	-	-	-	-	-	-	-
TOTAL REVENUES	\$31,623,785	\$32,179,459	\$28,487,331	\$33,445,796	\$ 32,776,880	\$32,121,342	\$31,478,916
EXPENDITURES							
INSTRUCTION	\$ 290,203	\$ 933,544	\$ 4,228,700	\$ 4,447,398	\$ 3,613,490	\$ 3,541,220	\$ 3,470,395
INSTRUCTIONAL SUPPORT	274,617	816,469	1,018,751	1,471,511	1,195,596	1,171,684	1,148,250
STUDENT SUPPORT	58,191	29,650	35,493	60,000	48,750	47,775	46,819
OFFICE OF THE PRINCIPAL	202,504	10,676	-	40,539	32,938	32,279	31,633
GENERAL ADMINISTRATION	8,561,316	5,838,652	239,247	-	-	-	-
FISCAL SERVICES	267,524	67,069	116,446	-	-	-	-
OTHER SUPPORT SERVICES	129,966	126,735	-	-	-	-	-
PLANT SERVICES	537,851	501,708	759,160	946,511	769,036	753,655	738,582
COMMUNITY SERVICE	19,255,715	20,019,564	23,551,091	33,375,053	27,117,072	26,574,730	26,043,236
FOOD SERVICE	-	-	-	-	-	-	-
TOTAL EXPENDITURES	\$29,577,887	\$28,344,067	\$29,948,888	\$40,341,012	\$32,776,880	\$32,121,342	\$31,478,916



SCS Nutrition Services operations provide approximately 59,000 free reimbursable breakfast meals and 85,000 free reimbursable lunches daily across the District. The ratio of about 2 breakfast meals to 3 lunch meals is aligned with the national goal promulgated by the Food Research & Action Center, a national anti-hunger organization. The below chart highlights the trends of meals served to students over the past four years. The number of meals continues to decline with the enrollment loss due to less school-aged student population and growth of charter schools, ASD schools and municipal schools and is reflected in the forecast projections below.

**Shelby County Schools
Nutrition Fund
3 Year Projections**

	2015-16 ACTUAL	2016-17 ACTUAL	2017-18 AMENDED BUDGET	2018-19 BUDGET	2019-20 FORECAST BUDGET	2020-21 FORECAST BUDGET	2021-22 FORECAST BUDGET
REVENUES							
CITY OF MEMPHIS							
SHELBY COUNTY	\$ 592,345	\$ 653,697	\$ 590,000	\$ 680,000	\$ 666,400	\$ 653,072	\$ 640,011
FEDERAL GOVERNMENT	70,927,194	77,384,101	82,398,679	83,892,812	82,214,956	80,570,657	78,959,244
OTHER LOCAL SOURCES	11,004,413	3,682,632	3,581,567	3,749,951	3,674,952	3,601,453	3,529,424
PLANNED USE OF FUND BALANCE					-	-	-
TOTAL REVENUES	\$82,523,952	\$81,720,430	\$86,570,246	\$88,322,763	\$ 86,556,308	\$84,825,182	\$83,128,678
EXPENDITURES							
FOOD SERVICE	\$ 84,675,115	\$ 86,092,200	\$ 86,570,246	\$ 88,322,763	\$ 86,556,308	\$ 84,825,182	\$ 83,128,678
TOTAL EXPENDITURES	\$84,675,115	\$86,092,200	\$86,570,246	\$88,322,763	\$ 86,556,308	\$84,825,182	\$83,128,678

The Federal Programs Fund budget consists of several major federal grants such as Title I, IDEA Part B, Head Start, and Carl Perkins. 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 living with disabilities receive a free appropriate public education. Head Start is a comprehensive program designed to foster the healthy development of young children. Several factors contribute to the decline in federal funds, the District has reduced its operations and reimbursements due to a lower projected number of students.

**Shelby County Schools
Federal Fund
3 Year Projections**

	2015-16 ACTUAL	2016-17 ACTUAL	2017-18 AMENDED BUDGET	2018-19 BUDGET	2019-20 FORECAST BUDGET	2020-21 FORECAST BUDGET	2021-22 FORECAST BUDGET
REVENUES							
FEDERAL GOVERNMENT	\$ 125,436,469	\$ 152,813,433	\$ 176,783,781	\$ 159,643,122	\$ 156,450,260	\$ 153,321,254	\$ 150,254,829
PLANNED USE OF FUND BALANCE	-	-	-	-	-	-	-
TOTAL REVENUES	\$125,436,469	\$152,813,433	\$176,783,781	\$159,643,122	\$ 156,450,260	\$153,321,254	\$150,254,829
EXPENDITURES							
INSTRUCTION	58,048,310	77,117,348	91,197,703	72,179,565	70,735,974	69,321,254	67,934,829
INSTRUCTIONAL SUPPORT	29,173,818	30,974,157	8,944,806	38,672,319	37,898,873	37,140,895	36,398,077
STUDENT SUPPORT	10,123,951	11,208,616	40,101,556	11,514,786	11,284,490	11,058,800	10,837,624
GENERAL ADMINISTRATION	-	-	300	-	-	-	-
OTHER SUPPORT SERVICES	72,686	-	-	-	-	-	-
STUDENT TRANSPORTATION	493,598	2,985,733	3,178,719	3,701,533	3,627,502	3,554,952	3,483,853
PLANT SERVICES	92,529	(214)	-	-	-	-	-
COMMUNITY SERVICE	27,431,577	30,527,794	33,360,697	33,574,919	32,903,421	32,245,352	31,600,445
TOTAL EXPENDITURES	\$125,436,469	\$152,813,434	\$176,783,781	\$159,643,122	\$ 156,450,260	\$153,321,254	\$150,254,829

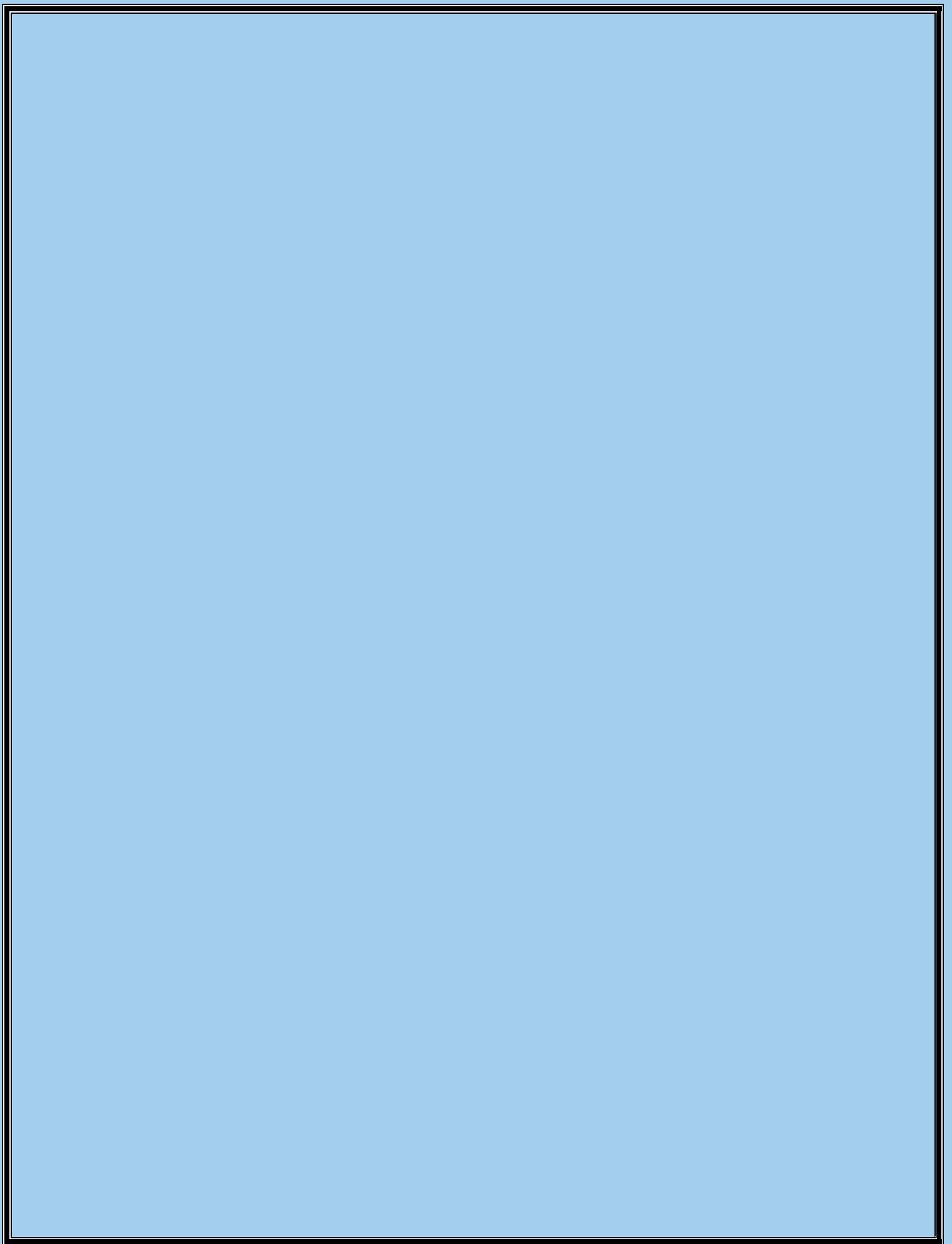
**ix. AWARDS AND RECOGNITIONS**

- SCS earned “Advancing” status for overall student performance and performance in student subgroups, which is the second highest accountability rating given by the Tennessee Department of Education.
- Thirty-seven (37) schools earned Reward status by the Tennessee Department of Education, which is the highest performance rating awarded by the State.
- Eleven (11) schools earned their way off the State’s Priority list, including five (5) that achieved Reward status.
- Eighty-four (84) SCS schools met or exceeded State benchmarks for student growth (TVAAS), which is 31 more than the previous year. Forty-six (46) schools earned a Level 5, which is the highest growth (TVAAS) rating – 16 more than the prior year, and 24 schools moved from a Level 1 to a Level 5.
- Superintendent Dorsey Hopson was named West Tennessee’s Education Supervisor of the Year by the Tennessee Department of Education.
- Germantown High School principal Barbara Harmon was one of nine finalists for Tennessee Principal of the Year.
- Berclair Elementary ESL teacher Elisa Bennett was named the West Tennessee ESL Educator of the Year by the Tennessee Teachers of English to Speakers of Other Languages (TESOL) organization.
- Shelby County Schools was honored as one of America’s Best Communities for Music Education by the NAMM Foundation for the eighth consecutive year.
- Central High School senior Amal Altareb and History teacher Mary Olson McIntosh were one of only 12 student-teacher combos chosen for the national Bezos Scholars leadership program.
- Melissa Collins of John P. Freeman Optional School, Tanya Hill of Kate Bond Elementary, Candace Hines of Peabody Elementary and Mark Wittman of Riverwood Elementary were selected as 2017-18 Hope Street Group Tennessee State Teacher Fellows.
- Maxine Smith STEAM Academy, Hickory Ridge Elementary and Northwest Prep Academy were recognized among America’s Healthiest Schools by the national Alliance for a Healthier Generation.
- SCS instructional advisor Alicia Nutall was one of 46 educators in the U.S. chosen for the ASCD’s 2017 Emerging Leaders Program.
- Dr. Melissa Collins, a teacher at John P. Freeman Optional School, was named a finalist for the 2018 Global Teacher Prize.
- The T-STEM Academy at East High School became the first school in America to partner with Cummins Inc. to launch the TEC: Technical Education for Communities program for students.
- Highland Oaks Middle School students won the 2018 National Junior High Chess Championship.
- Danisha Stewart of Trezevant High School was named the Belz-Lipman Holocaust Educator of the Year for West Tennessee.
- Four SCS teachers were selected by the State Collaborative on Reforming Education (SCORE) for the 2018-19 class of the Tennessee Educator Fellowship: Monica Brown, Oakshire ES; Dr. Sherwanda Y. Chism, Winridge ES; Colletta M. Daniels, Shrine School; and Neven Holland, Treadwell ES.



- Dr. Melissa Collins of John P. Freeman Optional School was chosen by the National Board for Professional Teaching Standards as a member of the inaugural class of National Board Fellows for 2018-19.
- Twenty-one (21) SCS students earned Advanced Placement (AP) Capstone Diplomas, which is the more than any Tennessee school district.
- The SCS Newsroom was honored with a National Award of Excellence by the National School Public Relations Association (NSPRA).
- The Department of Broadcast Services (C19TV/88.5FM) won three 2018 National Hometown Media Awards from the Alliance of Community Media (ACM).

ORGANIZATIONAL





ORGANIZATIONAL SECTION

This section includes the following information:

- I. Financial Structure and Environment of the District
 - i. Legal Status and Authority
 - ii. Description of Reporting Entity
 - iii. Geographical Area Served
 - iv. Education Landscape of Shelby County
 - v. Education Ecosystem
 - vi. School Options
 - vii. Academic Innovations
 - viii. Fund Structure
 - ix. Classification of Revenues and Expenditures
 - x. Basis of Accounting and Budgeting
- II. Administrative Organizational Chart
- III. Schools Organizational Chart
- IV. Shelby County Schools Goals and Priorities
- V. Financial Management Goals
- VI. Financial Policies and Law Requirements
 - i. Annual Operating Budget and Balanced Budget
 - ii. Procurement
 - iii. Internal Accounting Controls
 - iv. Risk Management
 - v. Debt Limits
 - vi. Fund Balance
 - vii. Investments
 - viii. Financial Reporting and Audit Requirements
- VII. Budget Strategy
- VIII. Budget Process and Calendar
- IX. Annual Operating Budget Policy
- X. Laws Affecting this Budget
 - i. Budget Approval
 - ii. Teacher Supply
 - iii. Charter Schools
 - iv. BEP Enhancement Act
 - v. Annual Charter School Authorizer Fees
 - vi. Every Student Succeed Act (ESSA) Financial Transparency
 - vii. School Safety
- XI. Key Factors Affecting the Budget
 - i. Equity
 - ii. Fiscal Sustainability



I. FINANCIAL STRUCTURE AND ENVIRONMENT OF THE DISTRICT

i. Legal Status and Authority

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

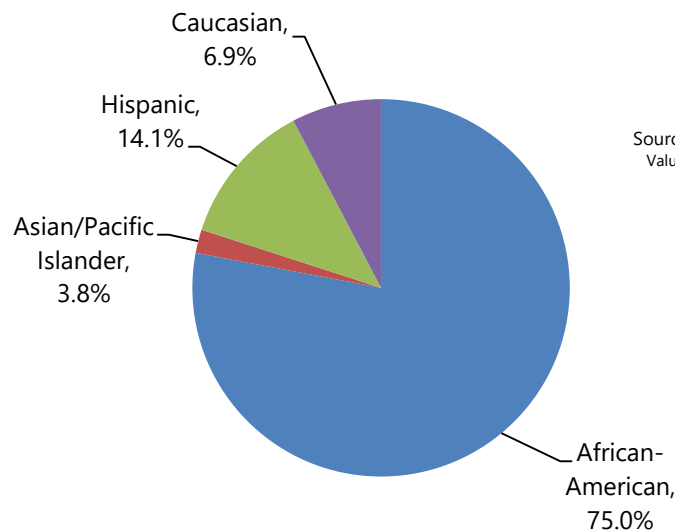
ii. Description of Reporting Entity

Shelby County Schools is the largest school system in the state of Tennessee and is within the top 25 largest districts in the nation. For Fiscal Year 2018-19, the District has budgeted for approximately 102,571 students in grades kindergarten through grade 12.

Shelby County Government was incorporated in 1819. The county is located on the southwest corner of Tennessee, at the east bank of the Mississippi River. Shelby is the State’s largest county with the City of Memphis as the county seat. The County’s 2010 population was 928,792 with the 2017 population estimated at 936,961, according to the U.S. Census Bureau. The County is empowered to levy, without limit, a property tax on both real and personal property located within its boundaries.

Based upon enrollment figures, the student demographic during Fiscal Year 2017-18 was 75.0 percent African American, 6.9 percent Caucasian, 14.1 percent Hispanic and 3.8 percent other races and nationalities.

The chart below represents the District’s student demographics for Fiscal Year 2017-18, per the Tennessee Department of Education Report Card.



Source: TN Dept. of Education Report Card
Values reflect October 1, 2017 enrollment data

The District encompasses 223 schools, including regular schools, charter schools, career and technology centers (CTC), special education centers (SPED) and alternative schools. Forty-eight schools are Optional Schools or offer Optional Programs that provide parents choices in selecting a public education that best suits their child.

For Fiscal Year 2018-19, SCS has 248 pre-kindergarten classrooms; 32 of which are within community partner locations.



The District has budgeted for over 6,000 teachers in Fiscal Year 2018-19, with more National Board Certified Teachers than any other district in the State. National Board Certified Teachers are teachers who have earned the highest certification standard a teacher can attain.

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

iii. Geographical Area Served

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

Zone 1

- Levi Elementary
- Belle ForElementaryt Elementary
- Riverwood Elementary
- Sea Isle Elementary
- Springdale Elementary
- Willow Oaks Elementary
- Winridge Elementary
- Richland Elementary
- Evans Elementary
- Oak ForrElementaryt Elementary
- Berclair Elementary
- Hamilton Elementary

Zone 2

- Balmoral-Ridgeway Elementary
- Chimney Rock Elementary
- Goodlett Elementary
- Southwind Elementary
- Delano Elementary
- Cromwell Elementary
- Crump Elementary
- Jackson Elementary
- Newberry Elementary
- Bethel Groove Elementary
- Campus School
- Alton Elementary
- Charjean Elementary

Zone 3

- Grahamwood Elementary
- Kate Bond Elementary
- Kingsbury Elementary
- Macon Hall Elementary
- Shady Grove Elementary
- Gardenview Elementary (7.5)
- Shelby Oaks Elementary
- Wells Station Elementary
- Cordova Elementary
- South Park Elementary
- Rozelle Elementary
- Peabody Elementary
- Germanshire Elementary

Zone 4

- Shrine School
- Egypt Elementary
- Dexter Elementary
- Highland Oaks Elementary
- Northaven Elementary
- Ross Elementary
- Germantown Elementary
- Double Tree Elementary
- Downtown Elementary
- Idlewild Elementary
- Vollentine Elementary
- WElementarytside Elementary
- White Station Elementary
- Hickory Ridge Elementary

Zone 5

- Barret's Chapel K-8
- Cummings K-8 (9.5)
- E.E. Jeter K-8
- Lowrance K-8
- Snowden K-8
- Cordova Middle
- Maxine Smith Middle
- Oakhaven Middle
- Colonial Middle
- Dexter Middle
- Mt. Pisgah Middle
- Kate Boad Middle
- White Station Middle

Zone 6

- Avon High
- Central High
- Cordova High
- White Sation High
- Bolton High
- Germantown High
- Overton High
- Ridgeway High
- Southwind High
- Kingsbury High
- Bellevue Middle
- Ridgeway Middle
- Kingsbury Middle
- Germantown Middle
- Highland Oaks Middle

Zone 7

- Sheffield Elementary
- Magnolia Elementary
- A.B.Hill Elementary
- Cherokee Elementary
- Treadwell Elementary
- Lucie E. Campbell Elementary
- Ford Road Elementary
- Westhaven Elementary
- Brownsville Road Elementary

Zone 8

- American Way Middle
- Riverview K-8
- Grandview Heights Middle
- Hamilton Middle
- Sherwood Middle
- Tredwell Middle
- Chickasaw Middle
- Douglass K-8

Zone 9

- Trezevant High
- Hamilton High
- Mitchell High
- Melrose High
- Westwood High
- Raleigh Egypt High
- Douglass High



Zone 10

WinchElementaryter Elementary
LaRose Elementary
Dunbar Elementary
Getwell Elementary
Hawkins Mill Elementary
Raliegh Bartlett Elementary
Bruce Elementary
Lucy Elementary
Brewster Elementary

Zone 11

Woodstock Middle
Georgian Hills Middle
Craigmont Middle
Knight Road Elementary
Hickory Ridge Middle
Scenic Hills Elementary
Sharpe Elementary
Keystone Elementary
Oakhaven Elementary
Sherword Elementary

Zone 12

Sheffield High
Oakhaven High
Manassas High
Kirby High
East High
Craigmont High
Wooddale High
B.T.Washington High

Zone 13 (Alternative)

Adolescent Parenting Program
Airways Achievement Academy
Gordon Achievement Academy
G.W.Carver Career Academy
Hope Academy
Ida B. Wells Academy
New Comers International Center
Northeast Prep Academy
Northwest Prep Academy

Zone 14 (E-Zone)

A.Maceo Walker Middle
Geeter K-8
Havenview Middle
Holmes Road Elementary
J.P.Freeman K-8
Oakshire Elementary
Robert R. Church Elementary
Whitehaven Elementary
Whitehaven High

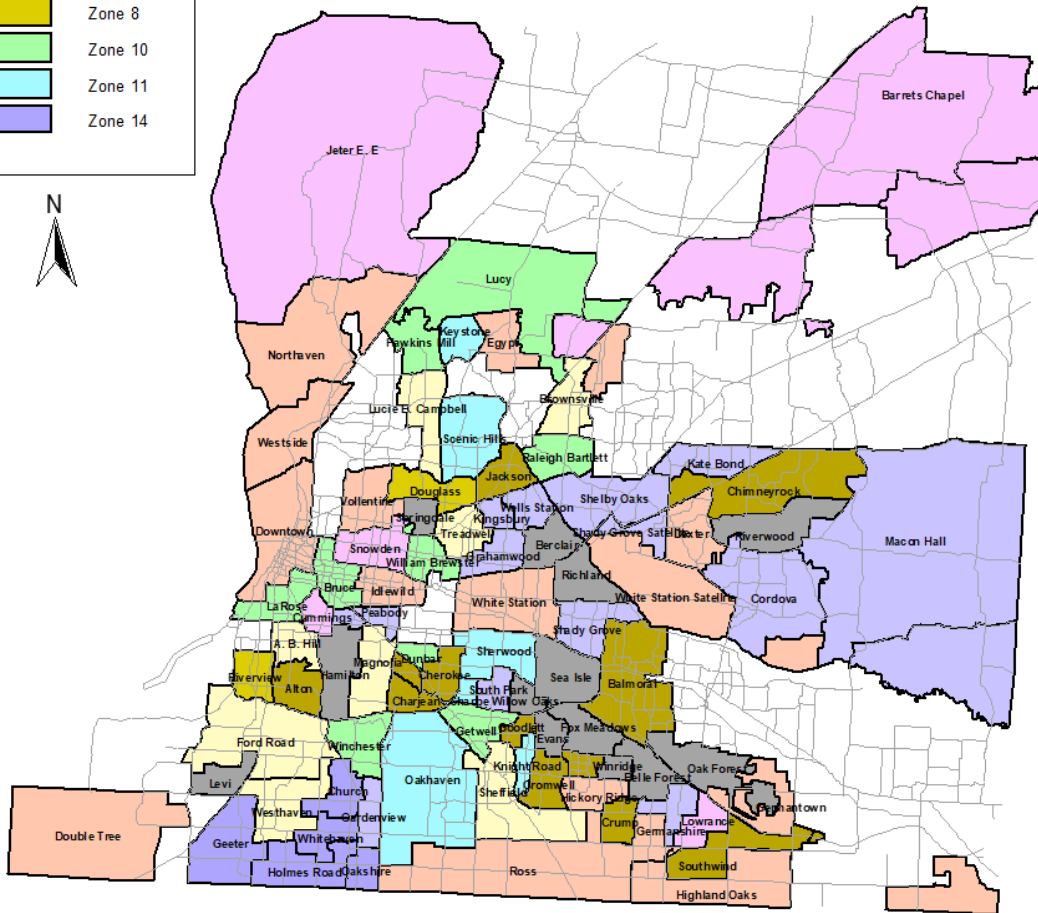
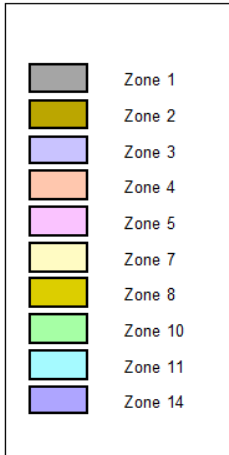
Zone 15 (CTE)

Kingsbury CTE
Sheffield CTE
Southwest CTE
Trezevant CTE
Kingsbury CTE
Hollis F. Price
Middle College High



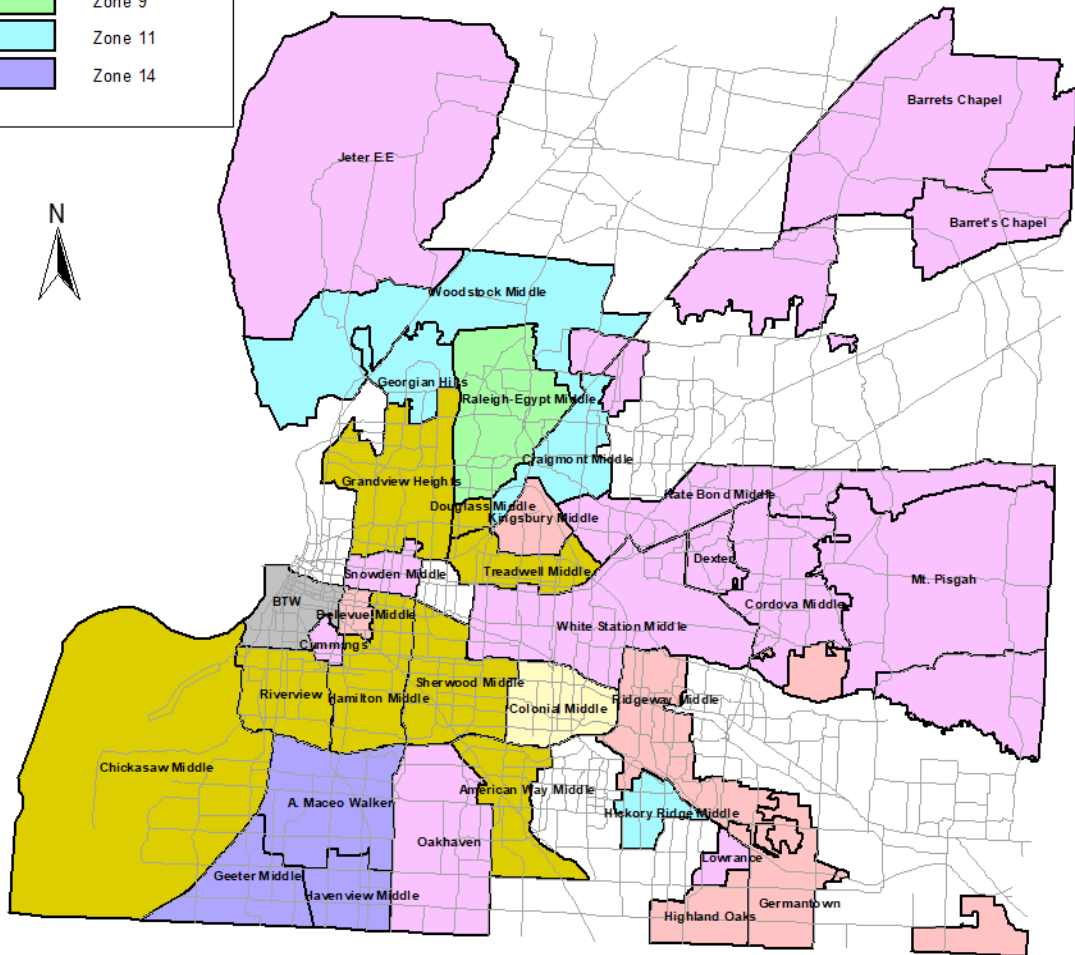
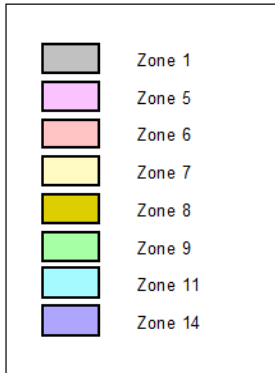


ILD Assignment SCS Elementary Schools



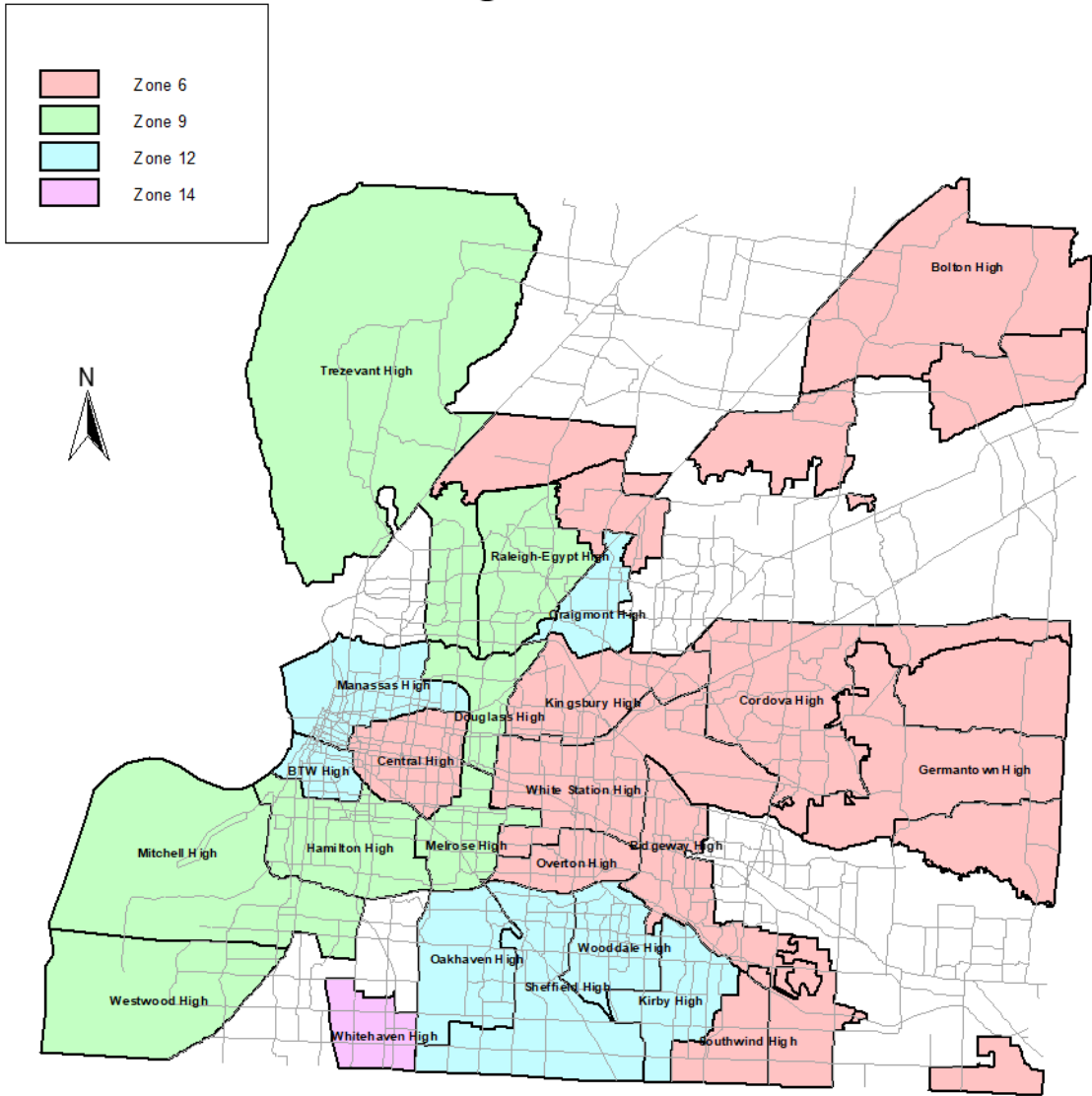


ILD Assignment SCS Middle Schools





ILD Assignment SCS High Schools

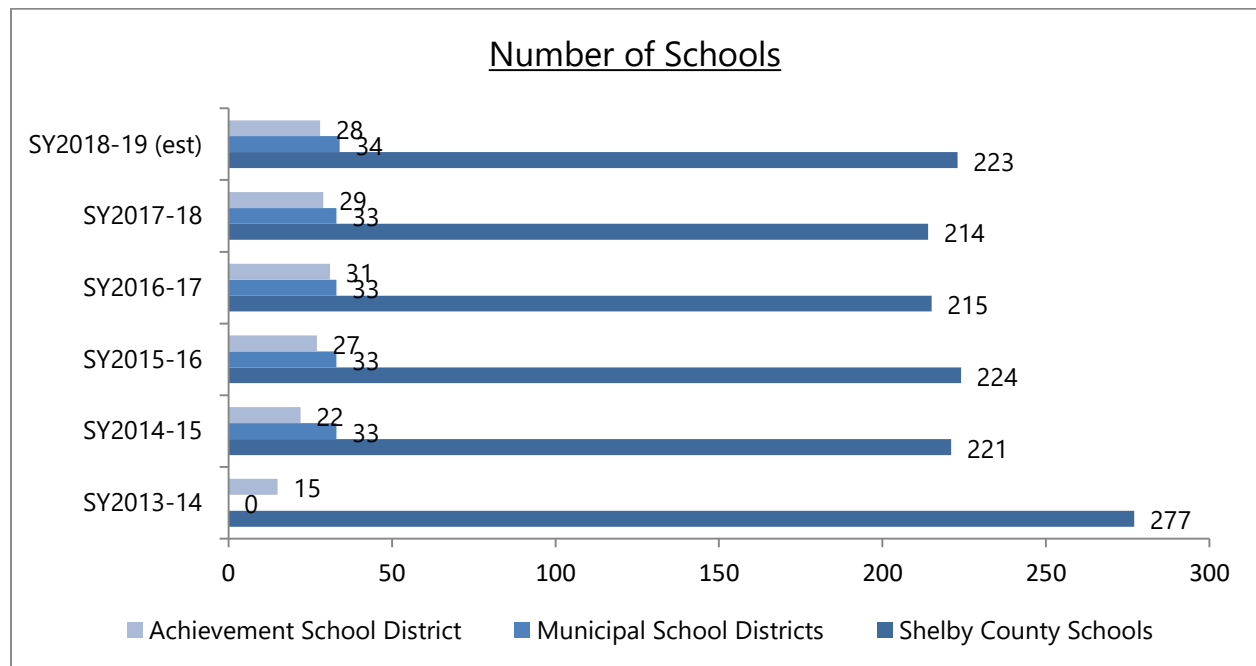




iv. Education Landscape of Shelby County

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).

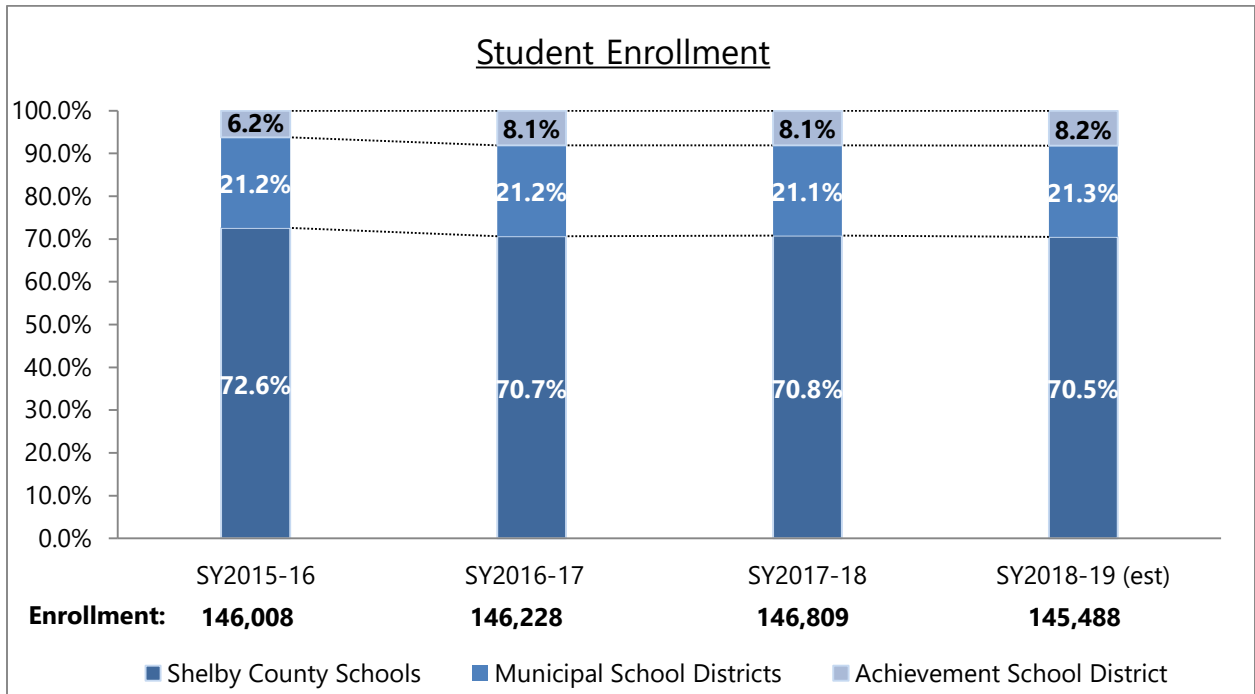
Shelby County Schools has the largest educational footprint in Shelby County with 223 schools in school year 2018-19. Over the past few years, the number of SCS schools has declined for three reasons. First, the creation of 6 municipal districts caused a loss of 33 schools. Second, the growth of ASD resulted in the takeover of 11 priority schools and the creation of 5 schools. Lastly, the District has closed 19 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 Actual; SY 2018 Actual

In school year 2018-19, Shelby County Schools closed Carnes Elementary school. Those students were re-zoned to Bruce Elementary. The ASD held the District harmless and did not take over any schools in school year 2018-19.

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 102,571 in school year 2018-19. That number also includes Charter School enrollment.



*Data Source: 20th Day Enrollment; SY 2017 and 2018 Enrollment Projections.

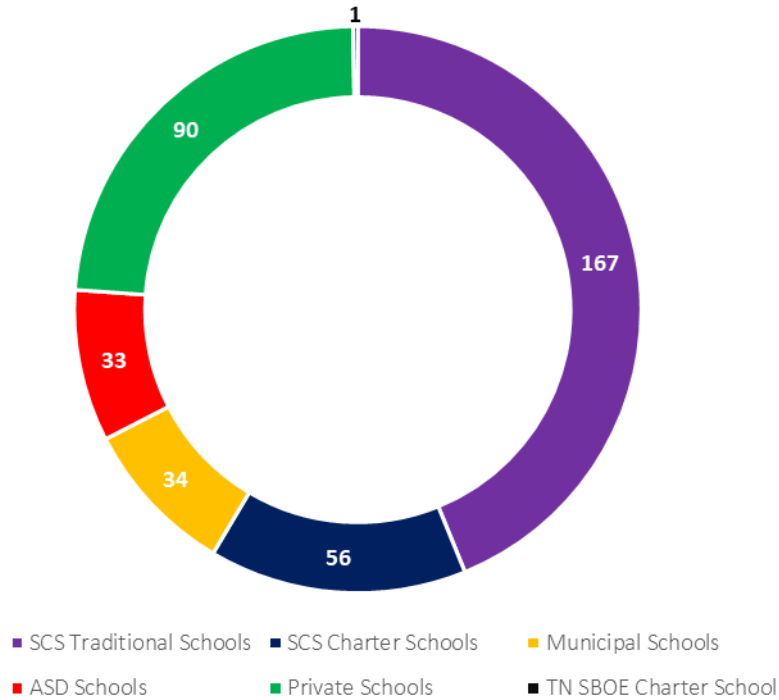
v. Education Ecosystem



The education ecosystem in Shelby County has changed significantly over the past five years. Shelby County Schools has evolved from a school district with minimal competition to a school district embedded in a unique landscape of educational options for students and parents. Few school districts have been sparked by competition and innovation as Shelby County Schools. Within the education ecosystem in Shelby County, SCS traditional and charter schools, six municipal school districts, Achievement School District, private schools, and a newly TN State Board authorized charter school serve as options for students in Shelby County.



The below chart illustrates the number of key school options in Shelby County.



Shelby County Schools: Shelby County Schools is the largest school district in the State of Tennessee. The District has the largest educational footprint in Shelby County with projected 223 schools that offer academic options ranging from career and technology education to blended learning. Notably, charter schools, Innovation Zone (or iZone) schools and optional schools are targeted to provide quality learning to our students.



Municipal School Districts: Municipal School Districts were created after the merger of Shelby County Schools and Memphis City Schools. State legislature passed a law that lifted the statewide ban on forming new school districts. The six incorporated municipalities had elections in which voters chose to establish their own independent school districts. In July 2014, the following school districts were created - Arlington Community Schools, Bartlett City Schools, Collierville Schools, Germantown Municipal School District, Lakeland School System, and Millington Municipal Schools.



TN State Board of Education: TN State Board of Education can authorize charter applicants seeking to establish a school in a district with at least one priority school. In July 2016, Shelby County Board of Education (SCBOE) voted not to approve the charter school application of Green Dot Charter High School. Green Dot appealed the decision with TN State Board of Education (SBOE). The SCBOE ruling was overturned by TN SBOE but an agreement between Green Dot and SCS was not reached. Consequently, TN SBOE authorized Green Dot Charter High School, which is projected to have 200 students in its second year. This is the first school the state board will oversee in Memphis and one of three that TN State Board of Education has authorized.



Private Schools: Private schools do not receive education funding from the state and tend to charge tuition. Private schools are typically run by an independent body. Because private schools are exempt from direct state oversight and testing, they can choose their own standards and educational approach. The Memphis Association of Independent Schools (MAIS) and the Catholic Diocese of Memphis represent a number of private schools in Memphis. There are 90 private schools in Memphis, Tennessee that serve 22,463 students. Memphis Jubilee Catholic Schools Network announced a school year 2018-19 closure of the entire network.



Achievement School District (ASD): The State of Tennessee established the ASD to turn around “persistently” low performing or Tier 1 schools across the state. Specifically, the 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. 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. The ASD has charter school authorizing power, meaning they may match failing schools that once belonged to the school district with charter operators.

With the entry of the Achievement School District, SCS enrollment has declined significantly. In school year 2012-13, the ASD had five schools and the number increased to 29 in school year 2017-18. Its student enrollment has grown respectively to the increase of schools; however, the ASD experienced the closure of two schools in school year 2017-18. In school year 2013-14, the ASD had 3,748 students. By school year 2017-18, its enrollment had increased to 10,094.

TN House Bill 921 defines when state takeovers occur. House Bill 921 prohibits the placement of a priority school in the ASD if, after the school is identified as a priority school but before the education commissioner determines that the school should be assigned to the ASD, the school demonstrates student achievement growth at a level of “above expectations” or greater, as represented by TVAAS. Also, ASD will close Grad Academy in school year 2018-19.



The below chart exhibits the ASD five cohorts of current schools since school year 2012-13.

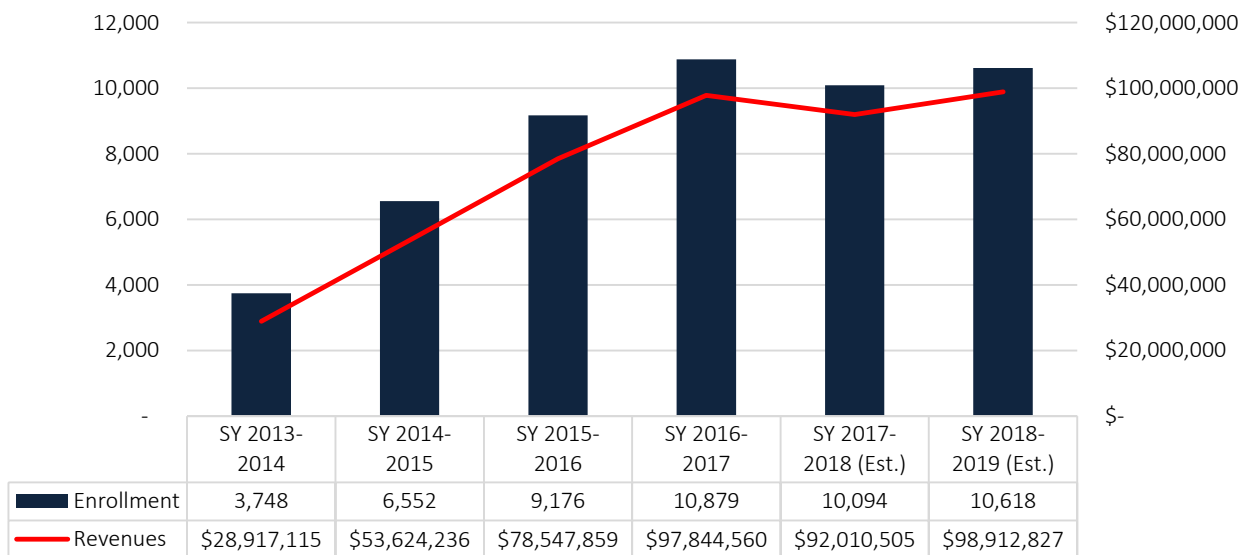
	ASD School	Former School	School Type	Operator	Opening Year	SY 2017-18 Enrollment
COHORT #1	Cornerstone Prep — Lester	Lester ES	ES	Capstone	2012	396
	Corning Achievement	Corning ES	ES	ASD Direct-Run	2012	137
	Frayser Achievement	Frayser ES	ES	ASD Direct-Run	2012	206
	Humes Prep Academy	Humes MS	MS	Gestalt	2012	237
	Westside Achievement	Westside MS	MS	ASD Direct-Run	2012	227
COHORT #2	Aspire Hanley #1	N/A	MS	Aspire	2013	497
	Aspire Hanley #2	Hanley ES	ES/MS	Aspire	2013	228
	Georgian Hills Achievement	Georgian Hills ES	ES	ASD Direct-Run	2013	257
	Grad Academy (<i>closure in 2018-19</i>)	South Side MS	High	New Tech Network	2013	468
	KIPP: Memphis Academy Elementary	Shannon ES	ES	KIPP Memphis	2013	417
	KIPP: Memphis Prep Middle	Corry MS	MS	KIPP Memphis	2013	391
	Whitney Achievement	Whitney ES	ES	ASD Direct-Run	2013	325
COHORT #3	Aspire Coleman ES	Coleman ES	ES	Aspire	2014	556
	Fairley HS	Fairley High	High	Green Dot	2014	505
	Freedom Prep	Westwood	ES	Freedom Prep	2014	573
	Lester Prep	Lester MS	MS	Capstone	2014	209
	MLK College Prep HS	Frayser High	High	Frayser Community Schools	2014	540
	Pathways in Education — Frayser	N/A	MS/ High	Pathways in Education	2014	121
	Pathways in Education — Whitehaven	N/A	MS/ High	Pathways in Education	2014	123
	Promise Spring Hill	Spring Hill ES	ES	Promise Academy	2014	339
COHORT #4	Cornerstone Prep, Denver	Denver ES	ES	Capstone	2015	567
	KIPP: Memphis Prep Elementary	N/A	ES	KIPP Memphis	2015	311
	Libertas School	Brookmeade ES	ES	Libertas	2015	219
	Memphis Scholars	Florida-Kansas ES	ES	Scholar Academies	2015	237
	Wooddale MS	Wooddale MS	MS	Green Dot	2015	382
COHORT #5	Hillcrest HS	Hillcrest HS	High	Green Dot	2016	437
	Kirby MS	Kirby MS	MS	Green Dot	2016	381
	Memphis Scholars Caldwell Guthrie ES	Caldwell Guthrie ES	ES	Scholar Academies	2016	511
	Memphis Scholars Raleigh MS	Raleigh Egypt MS	MS	Scholar Academies	2016	97

*Data Source: 20th Day Enrollment; SY 2018



Due to ASD enrollment growth, greater financial pressure has been placed on Shelby County Schools. 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). State law requires that charter schools, including those authorized by ASD, receive state and local funding based on current year enrollment. In school year 2018-19, the ASD revenue allocation is projected to be \$98.9 million.

ASD Enrollment and Revenue Allocation



vi. School Options

In Shelby County Schools, a number of high quality school choices exist for parents and students which include Charter Schools, Optional Schools, Career and Technical Education Programs, Schools for Exceptional Children, Specialty Schools that focus on obtaining college credits, and Alternative Schools. SCS has created a new transportation STEM (Science, Technology, Engineering and Math) High School.

SCS Authorized Charter Schools

A charter school is a public school that is established and operates under the terms of a charter agreement and in accordance with the Tennessee Public Charter Schools Act of 2002 (T.C.A. § 49-13). Governed by independent operators, charters are publicly funded, and as such, subject to the same performance standards outlined by the Tennessee State Board of Education as traditional public schools. Charter operators have flexibility to set their own hours, school calendar and hiring process; however, teachers must be state-certified.

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. Local boards of education, the Achievement School District (ASD), and the State Board of Education (SBE) serve as charter school authorizers in Tennessee.

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. Tennessee State Board of Education reviews appeals from charter school applicants who have been denied by their local boards of education and can choose to uphold or overturn a district's denial.

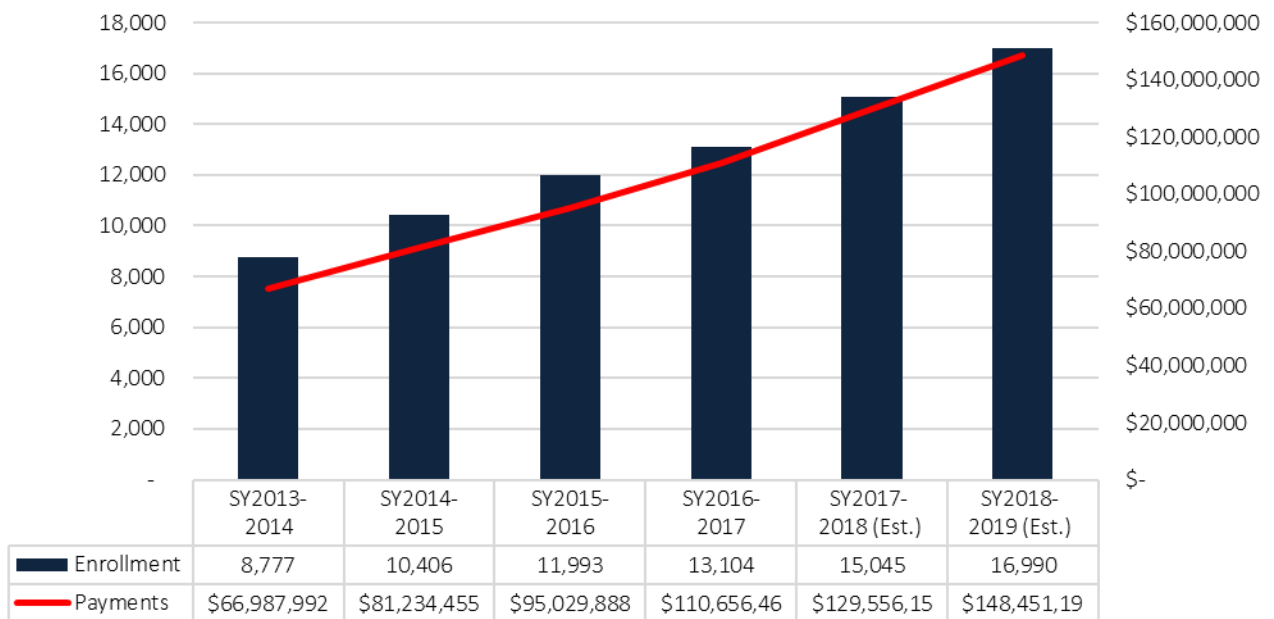
Charter schools may be closed if they demonstrate poor academic performance, violate their charter agreement or engage in practices of fiscal mismanagement. Shelby County Board of Education voted to close Omni Prep Lower, Omni Prep Middle, and Southern Avenue Middle for school year 2016-17. Shelby County Schools also revoked the New



Consortium of Law and Business for school year 2016-17. House Bill 125 made the 2017 priority list the first list for which charter schools appearing on a priority list must close at the end of the school year.

State law requires that charter schools receive state and local funding based on current year enrollment. The number of SCS authorized charter schools grew to projected 56 in school year 2018-19 from 51 in school year 2017-18. The DuBois High School of Arts and Technology and the DuBois High School of Leadership and Public Policy were scheduled to close in school year 2018-19. It is projected that an additional \$905,000 will be paid out to other charter schools for those students, driving the total payment to Charter schools to \$148.5 million.

SCS Authorized Charter School Payments



SCS has experienced mounting financial pressures from the increase of charter schools, which is shown in the chart above. With a 14.1% jump in annual charter school enrollment, the charter school payment will climb by \$17.3 million in fiscal year 2018-19 based on six new charter schools opening. With charter school payments being the second largest expense behind instruction in fiscal year 2018-2019, it is prudent to evaluate investments in SCS authorized charter schools.

Below is a list of SCS authorized charter schools, including grades served in school year 2018-19, overall TVAAS, and projected enrollment and payment in school years 2017-18 and 2018-19.

Charter School	SY 2018-19 Projected Grades Served	2017 Overall TVAAS	SY 2017-18 Projected Enrollment	FY 2017-18 Projected Payment	SY 2018-19 Projected Enrollment	FY 2018-19 Projected Payment
Arrow Academy	K-4	3	82	\$690,944	103	\$882,500
Aspire East Academy	K-3	N/A	184	\$1,550,411	263	\$2,253,377
Aurora Collegiate	K-5	3	336	\$2,831,185	336	\$2,878,840
Believe Memphis Academy	4-5	N/A	N/A	N/A	120	\$1,028,157
Circles of Success	K-5	1	228	\$1,921,161	226	\$1,936,363
City Boys Prep	6-8	1	66	\$574,171	60	\$529,120
City Girls Prep	6-8	1	97	\$843,858	78	\$687,856
City Univ. Independence	12	2	17	\$147,893	13	\$114,643



Charter School	SY 2018-19 Projected Grades Served	2017 Overall TVAAS	SY 2017-18 Projected Enrollment	FY 2017-18 Projected Payment	SY 2018-19 Projected Enrollment	FY 2018-19 Projected Payment
City University School of Liberal Arts	9-12	1	273	\$2,374,982	275	\$2,425,132
Crosstown High School	9-12	N/A	N/A	N/A	250	\$2,204,666
DuBois Elem Arts & Technology	K-5	1	244	\$2,055,979	222	\$1,957,743
DuBois Elem Entrepreneurship	K-5	2	305	\$2,569,974	297	\$2,619,143
DuBois High Arts & Technology	9-12	1	184	\$1,171,234	N/A	N/A
DuBois High Leadership & Public Policy	9-12	2	139	\$1,550,411	N/A	N/A
DuBois Middle Arts & Technology	6-8	2	157	\$1,322,905	165	\$1,455,080
DuBois Middle Leadership & Public Policy	6-8	1	187	\$1,575,689	191	\$1,684,365
Freedom Prep Elementary	K-5	N/A	243	\$2,113,995	314	\$2,769,061
Freedom Preparatory Academy	6-12	5	792	\$6,890,057	883	\$7,786,880
Freedom Prep Academy 4	6-7	N/A	N/A	N/A	240	\$2,116,479
Gateway University	9-10	N/A	114	\$991,751	226	\$1,993,018
Granville T. Woods Academy of Innovation	K-8	1	467	\$4,062,698	459	\$4,047,767
Kaleidoscope School	6-7	N/A	45	\$391,481	88	\$776,042
KIPP Memphis Academy Middle	5-8	1	376	\$3,271,037	335	\$2,954,252
KIPP Memphis Collegiate Elementary	K-4	1	486	\$4,227,990	430	\$3,792,026
KIPP Memphis Collegiate High	9-12	3	508	\$4,419,380	590	\$5,203,012
KIPP Memphis Collegiate Middle	5-8	4	345	\$3,001,351	367	\$3,236,450
Leadership Preparatory	K-4	N/A	193	\$1,626,246	251	\$2,213,484
Legacy Leadership	6-9	N/A	38	\$330,584	59	\$505,511
MAHS High	9-12	4	435	\$3,784,312	455	\$4,012,492
MAHS Middle	6-8	N/A	279	\$2,427,179	257	\$2,266,397
MASE	6-12	5	494	\$4,297,586	501	\$4,418,151
Memphis Business Academy Elementary	K-5	2	365	\$3,175,342	311	\$2,742,605
Memphis Business Academy High School	9-12	3	458	\$3,984,402	455	\$4,012,492
Memphis Business Academy Middle School	6-8	3	447	\$3,888,706	489	\$4,312,327
MBA Hickory Hill Elementary	K	N/A	N/A	N/A	100	\$881,867
MBA Hickory Hill Middle	6	N/A	N/A	N/A	100	\$881,867
Memphis College Prep	K-5	N/A	280	\$2,435,879	280	\$2,469,226
Memphis Delta Prep	K-5	1	259	\$2,253,188	296	\$2,610,325
Memphis Grizzlies Preparatory	5-8	5	327	\$2,844,758	320	\$2,821,972
Memphis Rise Academy	6-9	5	438	\$3,810,410	439	\$3,871,393
Memphis School of Excellence	6-12	5	545	\$4,741,264	586	\$5,167,737
Memphis School of Excellence Elementary	K-3	N/A	67	\$582,871	96	\$846,592
Memphis STEM Academy	K-3	N/A	121	\$1,052,648	176	\$1,552,085
Nexus STEM Academy Elementary	K-1	N/A	90	\$758,353	215	\$1,896,013
Nexus STEM Academy Middle	6-8	1	210	\$1,769,491	291	\$2,566,231
Perea Elementary	K	N/A	N/A	N/A	84	\$740,768
Power Center Academy Elementary School	K-4	N/A	532	\$4,482,709	642	\$5,661,582
Power Center Academy High School	9-12	1	649	\$5,468,568	637	\$5,617,488
Power Center Academy Middle School	6-8	1	453	\$3,940,904	451	\$3,977,217
Promise Academy	K-5	1	388	\$3,375,432	351	\$3,007,359
Promise Academy 3	K-2	N/A	N/A	N/A	180	\$1,542,236
Soulsville	6-12	5	648	\$5,460,142	661	\$5,663,432
Southern Avenue	K-5	1	433	\$3,766,913	413	\$3,538,574
Southwest Early College High	9-12	N/A	101	\$878,656	188	\$1,657,909
STAR Academy	K-5	3	241	\$2,030,701	254	\$2,239,941
The Excel Center	9-10	1	146	\$1,270,137	273	\$2,339,058
Veritas	6-8	2	282	\$2,453,278	138	\$1,216,976
Vision Prep	K-5	3	251	\$2,114,961	\$336	\$2,963,068



Optional Schools and Programs

SCS Optional Schools serves our students’ unique interests and learning styles. Entrance requirements for optional schools vary by school and program and are generally based on report cards and standardized test scores.

Below are several achievements of our Optional schools and programs.

- 100% graduation rate for four-year Optional high school students
- 22 Optional high school students were 2017 National Merit Scholarship Semifinalists
- Optional schools in SCS offer West Tennessee only K-12 International Baccalaureate feeder pattern
- Optional schools in SCS offer the state’s only K-12 feeder pattern for Chinese, Japanese and Russian
- 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 ACT composite score is 23.8 for Optional high school students
- Optional elementary and middle school students surpass the state average in every subject on the TCAP

Below are 48 Optional schools and Optional programs in traditional schools in school year 2018-2019.

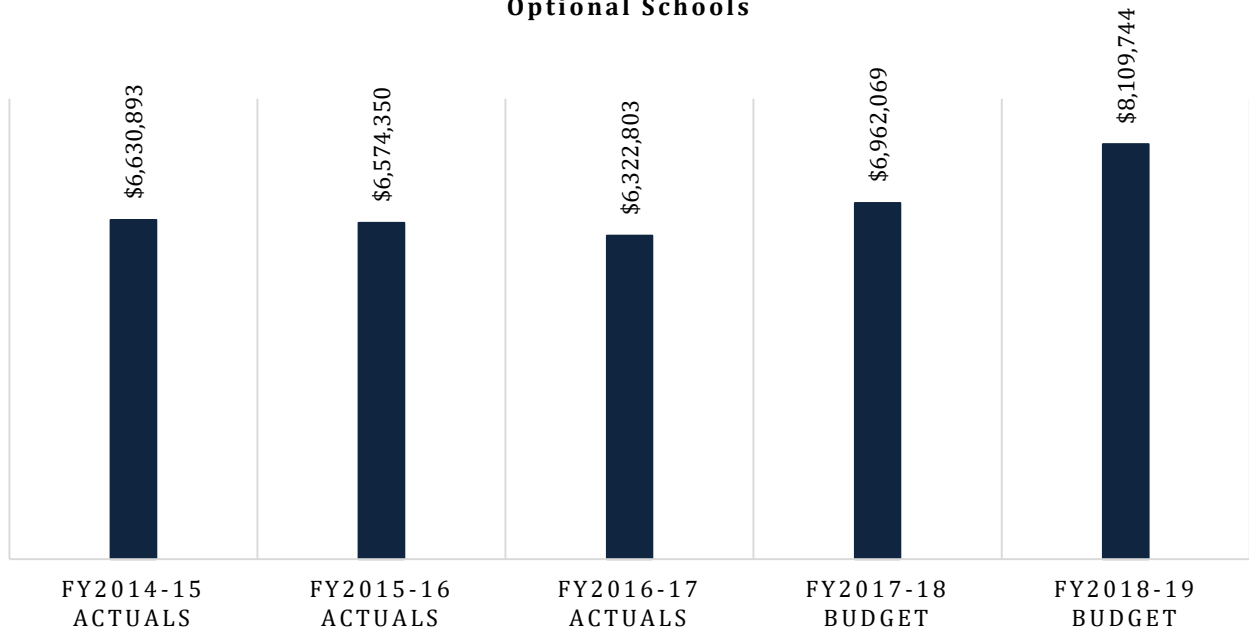
School	Program
Balmoral Ridgeway Elementary	International Baccalaureate World School Primary School Year Program
Bellevue Middle	College Preparatory
Bolton High	International Baccalaureate Diploma Program/Automotive Technology/IT
Brownsville Road Elementary	Enriched Academics
Carnes Elementary	Environmental Science
Central High	College Preparatory
Colonial Middle	Arts and Academics
Cordova Elementary	Enriched Academics
Cordova Middle	Enriched Academics & College Preparatory
Craigmont High	College Preparatory/International Studies
Craigmont Middle	Enriched Academics/International Studies
Cummings School	Enriched Academics/Developing Masterful Mathematical Minds (DM3)
Delano Elementary	Computer Technology
Double Tree Elementary	Montessori/Technology
Douglass Elementary (K-5)	Chess and Public Service
Douglass High	Public Service and Communication Arts
Douglass School (6-8)	Chess and Public Service
Downtown Elementary	Enriched Academics
East High	College Preparatory for Health – T-STEM Sciences/Engineering
Germantown Elementary	Enriched Academics/International Studies
Germantown High	International Baccalaureate Diploma Program/Creative and Performing Arts
Germantown Middle	College Preparatory
Grahamwood Elementary	Enriched Academics
Havenview Middle and STEAM School	Science, Technology, Arts and Mathematics (S.T.E.A.M.)
Idlewild Elementary	Science/Technology
John P. Freeman	College Preparatory
Keystone Elementary	Science, Engineering and Technology (SET)
Kingsbury High	Bioscience/ Technology/ Global Studies
Maxine Smith STEAM Academy	Science, Technology, Engineering, Arts, and Mathematics (S.T.E.A.M.)
Overton High	Creative and Performing Arts
Peabody Elementary	Enriched Academics
Ridgeway High	International Baccalaureate Diploma Program
Ridgeway Middle	International Baccalaureate World School Middle Years Program
Riverwood Elementary	Enriched Academics
Rozelle Elementary	Creative and Performing Arts
Sherwood Elementary	Enriched Academics



School	Program
Snowden School	Enriched Academics
Snowden School	College Preparatory
Springdale-Memphis Magnet Elementary	Exploratory Learning
Treadwell Elementary	Enriched Academics
Vollentine Elementary	Science Exploration
White Station High	College Preparatory
White Station Middle	College Preparatory
Whitehaven Elementary	Enriched Academics
Whitehaven High	College Preparatory/Business and Finance
William H. Brewster Elementary	Enriched Academics
Willow Oaks Elementary	Enriched Academics
Wooddale High	Aviation/Travel& Tourism to Hospitality and Tourism

Of these 48 programs, approximately 35,000 students participated in either Optional Schools or Optional Programs in school year 2017-18. The fiscal year 2018-19 budget for Optional Schools is \$6.9 million, which includes additional investments for advanced instruction and early post-secondary opportunities. On average, Optional Schools receive 1.5 additional teachers compared to traditional schools.

Optional Schools



Career & Technical Education

Shelby County School’s Career and Technical Education (CTE) program engages and prepares students for life success through career pathways to be successful in the future economy. Students learn in state-of the art classrooms with certified, professional instructors teaching rigorous, relevant lessons and applying practical application. In school year 2018-19, the CTE program is launching a new redesign with focused sets of Career Pathways.

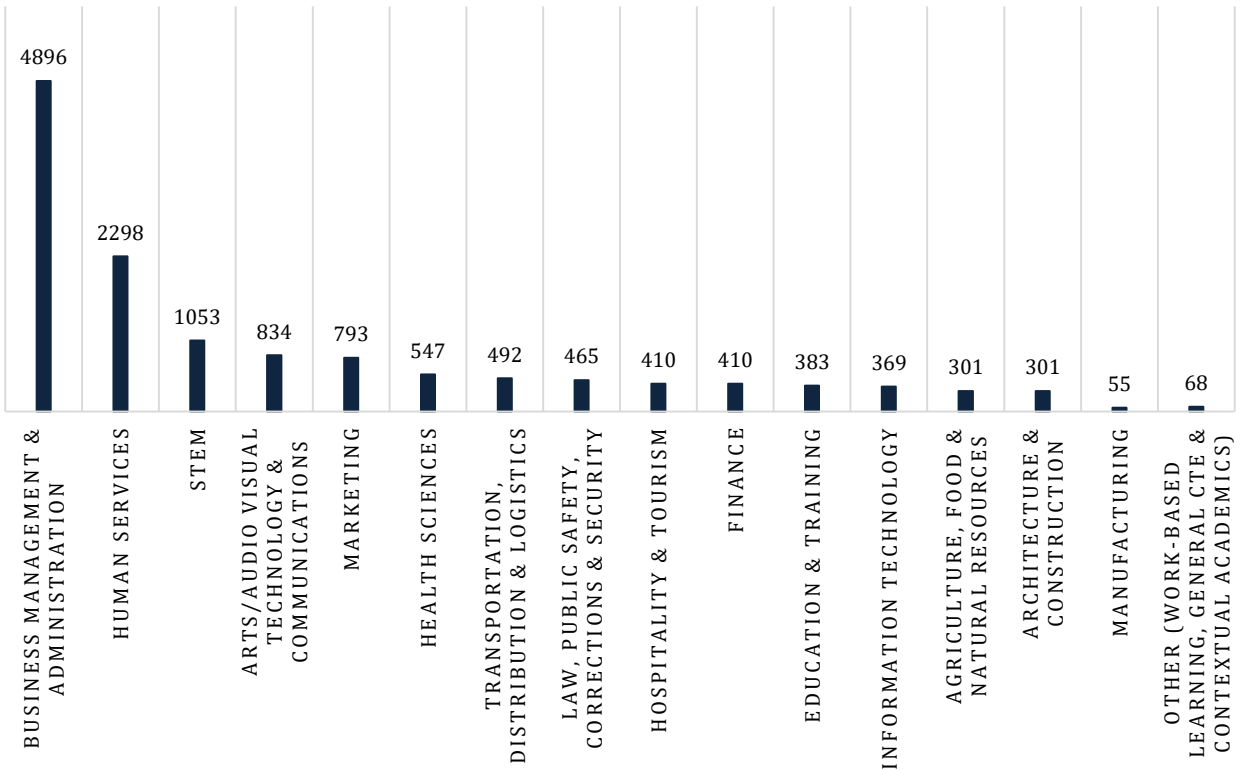
All CTE programs are aligned to the National Career Clusters Framework that enables clear pathways to licensing, industry certification, and advanced degrees. The programs offer highly technical training that is aligned with business/industry standards for today’s workforce. They promote career awareness and facilitate a smooth transition from high school to college. Students have an opportunity to enter a post-secondary institution to further their education or enter the job market with a high-paying skill. Articulation and/or dual credit with neighboring post-secondary institutions are available.



SCS currently offers Programs of Study aligned with all 16 Career Clusters listed below:

- Agriculture, Food Natural Resources
- Architecture & Construction
- Arts/Audio Visual Technology & Communications
- Business Management & Administration
- Education and Training
- Finance
- Health Sciences
- Hospitality and Tourism
- Human Services
- Information Technology
- Law, Public Safety, Corrections & Security
- Manufacturing
- Marketing
- Others (Work-Based Learning, General CTE & Contextual Academics)
- Science, Technology, Engineering, & Mathematics (STEM)
- Transportation, Distribution & Logistics

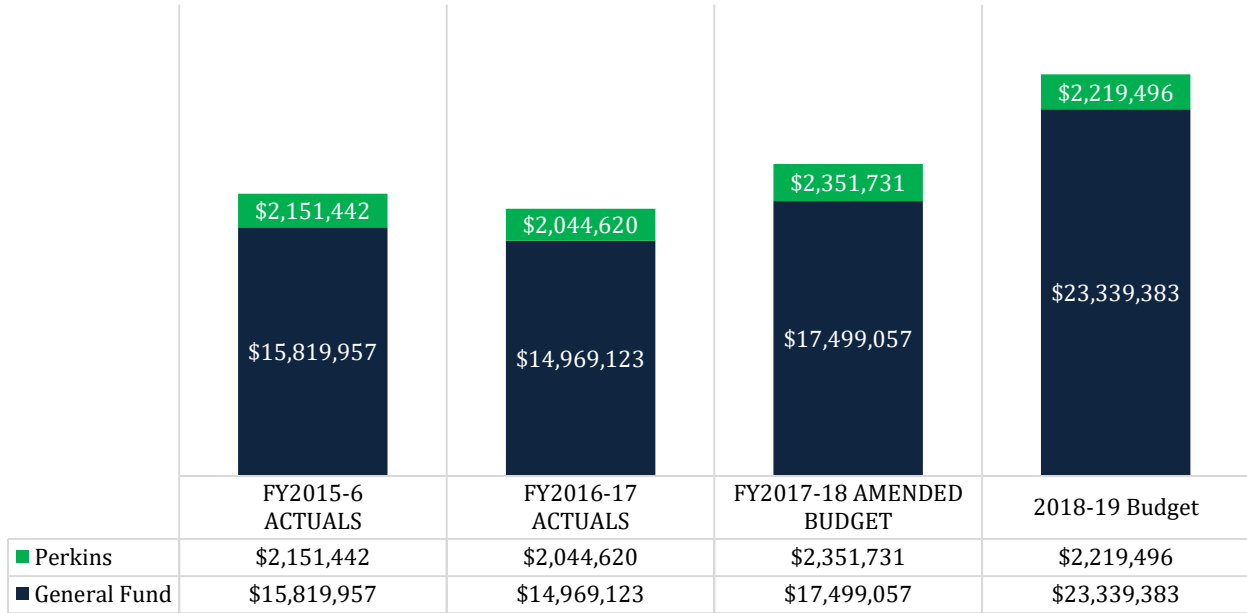
The below chart provides the enrollment for each of the 16 Career Clusters in school year 2016-17. Business Management, Human Services and STEM had the highest enrollment.





The General Fund and the Carl D. Perkins Federal Grant are the two major sources of funds for CTE. The Carl D. Perkins Federal grant is used to develop more fully the academic, career, and technical skills of secondary and postsecondary students who elect to enroll in career and technical education programs. Approximately \$2.3 million is budgeted for Carl Perkins Federal Grant in fiscal year 2018-19. The General Fund is the largest contributor of the CTE program with \$23.5 million budgeted in fiscal year 2018-19. This includes \$7 million of high impact investments to redesign the CTE program.

CTE Programs





Exceptional Children Schools

Avon Lenox High School and Shrine School are dedicated to assisting students achieve their maximum potential for effective independent living and functioning in a diverse society. Both schools strive to ensure that students with disabilities have the educational opportunities needed to develop the skills necessary for successful transition into post-graduation placements. Avon Lenox High School is recognized by U.S. News & World Report as one of America's best high schools for school years 2008-2009, 2009-2010, and 2010-2011. This school has experienced many years of accolades for services.

Staff assessments have shown that students have raised their TCAP-ALT scores, which has resulted in more students earning a classification in the advanced range. Students who take the Gateway exams have demonstrated a high level of performance in all areas. As a result, a number of students are currently working at various jobs in the community, living in independent housing, and participating in other social activities.

Specialty Schools

Middle College High School is an innovative and academics collaboration between Shelby County Schools and Christian Brothers University. Its goals are to ensure that students graduate from high school with positive self-concept, improved career options, and realistic college opportunities. By placing a high school in close proximity to a viable college environment and providing personalized support for academic and career preparation, Middle College enables capable students to complete their high school education, access college course work and credits before completing high school, and meet the challenges of the 21st century.

Hollis F. Price Middle College, an Early College High School, is an innovative and academic collaboration between Shelby County Schools and Lemoyne-Owen College, with the support of the Middle College National Consortium. Its goal is to provide a seamless integration and transition between high school and college to ensure that students earn both a high school diploma and two years of college credit within a five-year period. The school provides a small learning environment of personalized academic rigor and extensive support for those students who have great academic potential but may not fulfill that promise under the traditional high school setting.

Campus Schools

The University of Memphis and Shelby County Schools contracted to operate the Campus School, which is a laboratory school which promotes excellence in teaching and enthusiasm for learning. Through integration of research into an innovative curriculum, the school can offer its best to aspiring teachers and to the urban community it serves. A diverse school population allows for valuable relationships and collaborations - educational, cultural, social, and personal - among the stakeholders who are involved. Teachers, students, and parents working together can maximize outcomes to the benefit of all involved.

Alternative Schools

Alternative Schools educate over 7,500 students annually in nine K-8, high, and specialty schools. Alternative schools accommodate the comprehensive needs of students that are not adequately or consistently addressed in the traditional school environment. Students are offered an opportunity to continue their education, as opposed to being absent from the education process, and benefit from smaller, more structured and non-traditional environments. Programming includes high quality, personalized instruction in core curriculum areas, individualized intervention plans, behavioral intervention, and development of life skills including coping, anger, and behavioral management. With each school, behavioral adjustment techniques are utilized to provide sustained behavioral and academic improvement. Staff are actively engaged in ongoing professional development to support strategic implementations and continuous improvement. Schools re-entry support which includes academic and behavior monitoring services are also provided.



vii. Academic Innovations

Shelby County Schools is dedicated to fostering academic innovation across the District. Currently, there are four major innovations within the District: Innovation Zone (iZone), Empowerment Zone, Virtual and Blending Learning Schools, and T-STEAM Design. iZone has been the most established academic innovation with proven success in improving the academic performance of our students.

Innovation Zone (iZone)

SCS Innovation Zone (iZone) was created in 2012 to improve SCS priority schools ranked in the bottom five percent. Unlike traditional schools, iZone schools have complete autonomy in relation to the academic programs available for their school. iZone has been one of Shelby County Schools’ most successful initiatives since being established in 2012. In the last five years, 11 of the iZone schools have boasted double-digit test score gains, and seven have moved off state’s priority list.

In the iZone, the below five key strategies are implemented to improve student achievement.



Hire Highly Effective Talent: Highly effective school leaders, teachers and support staff are hired to ensure ambitious student achievement goals are met. Principals have the autonomy to select their own staff to improve student outcomes.



Empowered Principals: Empowerment in human capital, time and resources gives school leaders the leverage to greatly impact achievement.



Central-Level Instructional Support Team: Teachers receive intensive one-on-one coaching and instructional support provided by a central-level instructional support team experienced in turning around student achievement.



Extended Learning Day: Students are educated for one additional hour per day to provide more time for learning and enrichment.

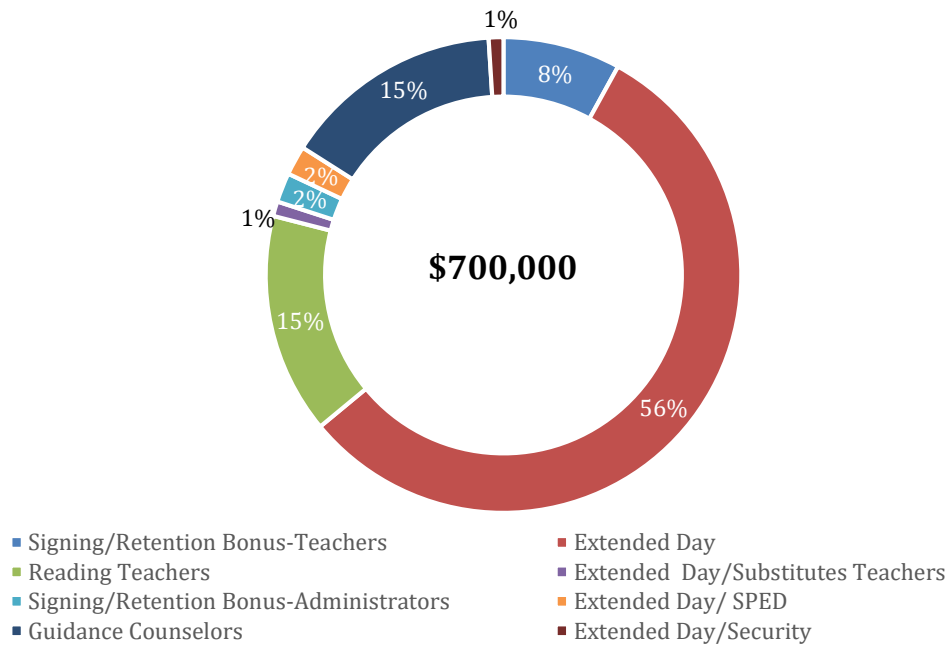


Student Support: Resources and wraparound services are provided to support student learning and to ensure their specific and individual needs are met.



In school year 2018-19, 12,172 students are expected to be a part of the iZone with the new addition of American Way Middle School.

iZone Intervention Costs



iZone schools receive additional funding through Federal and Discretionary Grants. Funding is used for additional class time for student and signing and retention bonuses for teachers and administrators, which are highlighted in the above chart.

Empowerment Zone

In school year 2016-17, the District launched a new turnaround model for schools that were at risk of being placed in Priority status by the state and recognized the need to be more aggressive and intentional about how we are supporting our struggling schools. 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. The majority of the schools in the Whitehaven area are in or currently at risk of being placed in Priority status; the model began with Havenview Middle School in school year 2016-17.

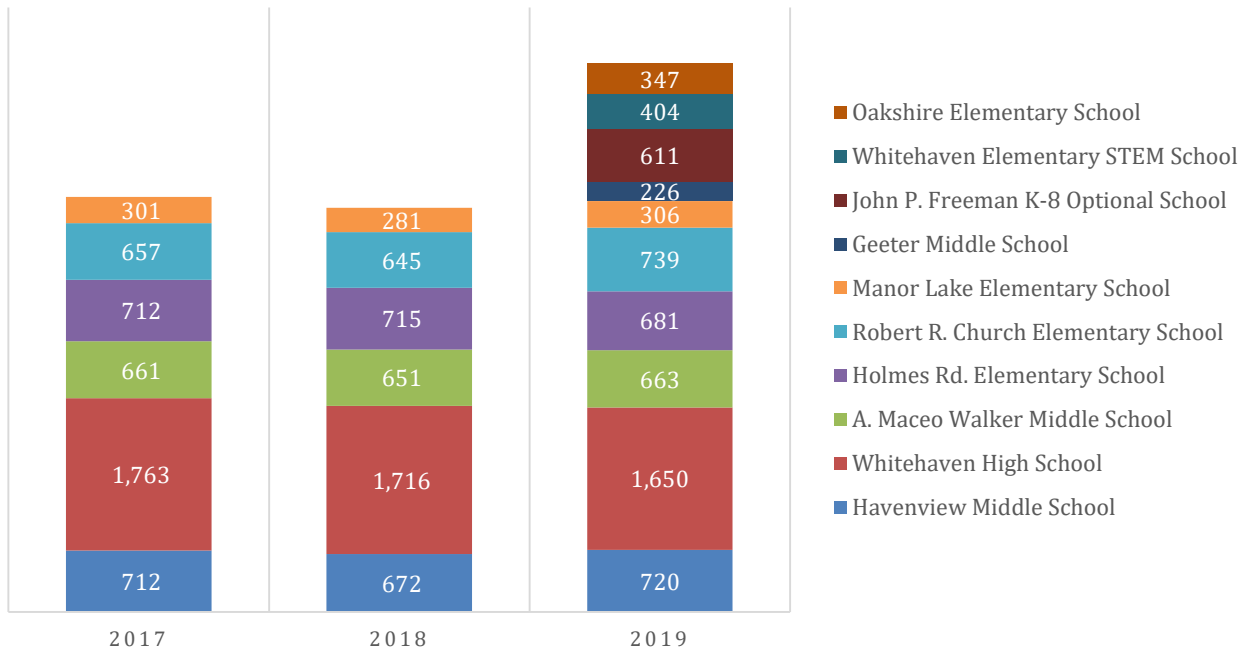
The unique driver of success in the Empowerment Zone is total vertical alignment across all schools in terms of academics, particularly in the core subject areas of math, language arts and science, as well as best teaching practices and school operational procedures. Vertical alignment means teachers 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 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. The proactive intervention strategy targets schools in the southwest area of the District, specifically the Whitehaven community.

In school year 2018-2019, Shelby County Schools will continue to invest in the Empowerment Zone. The newly merged Geeter K-8, Whitehaven Elementary, Oakshire Elementary, Robert Church Elementary, and John P Freeman Optional will join.



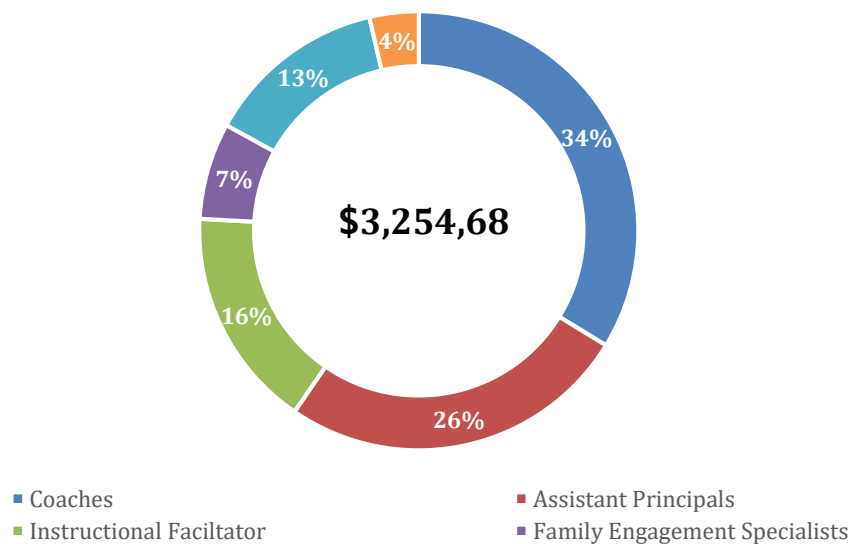
Student enrollment is listed in the below chart for the three years of the Empowerment Zone.

EMPOWERMENT ZONE STUDENT ENROLLMENT



The below chart reflects the school year 2018-19 average individual school investments made in the Empowerment Zone. All schools are not receiving the same level of resources. Some schools are sharing resources such as Interventionists and Instructional Facilitators.

Empowerment Zone Investments in 2019





Virtual & Blended Learning Schools

Shelby County Schools develop and deliver online Common Core aligned courses to allow 21st century learners the freedom to personalize their learning experience. Students are enrolled on a part-time or full-time basis and some schools opt to use the digital curriculum to teach courses using a blended learning approach. The Virtual Schools program also delivers a summer intervention program for students in grades 6 thru 12 who score between 50 and 69 in core courses. All students have 24-hour access to digital curriculum as well as access to an online teacher for 10-hours a week. Saturday tutorials are in place to support students who need face to face intervention.

viii. Fund Structure

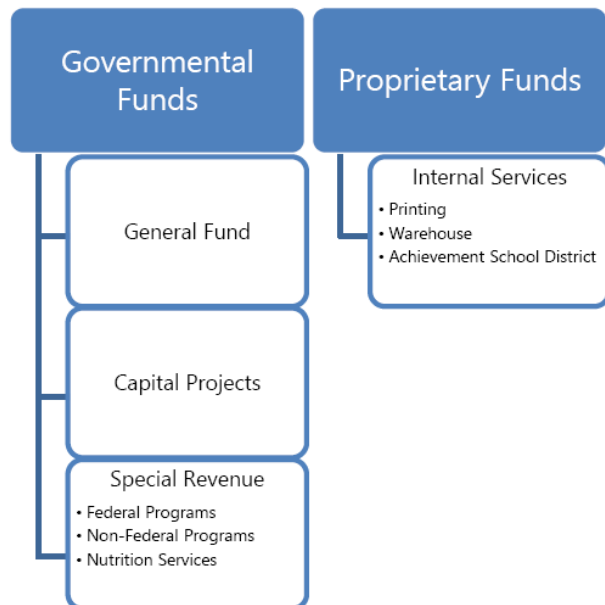
The District’s financial structure is established to reflect the use of funds for distinctive operations. The District’s accounts are maintained in accordance with the principles of fund accounting to ensure observance of limitations and restrictions on the resources available. The principles of fund 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.

Major Funds	Non-Major Fund	Proprietary Funds
General Fund Special Revenue Fund	Capital Projects Fund Nutrition Services Fund	Internal Services 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 the 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 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.

ix. Classification of Revenues and Expenditures

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

Shelby County Government:

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

State of Tennessee:

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

Federal Government:

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



Other Local Sources:

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

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

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

Expenditures, by state function and object code, include:

Functions

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

Object Codes

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



x. Basis of Accounting and Budgeting

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

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

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

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

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

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

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

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

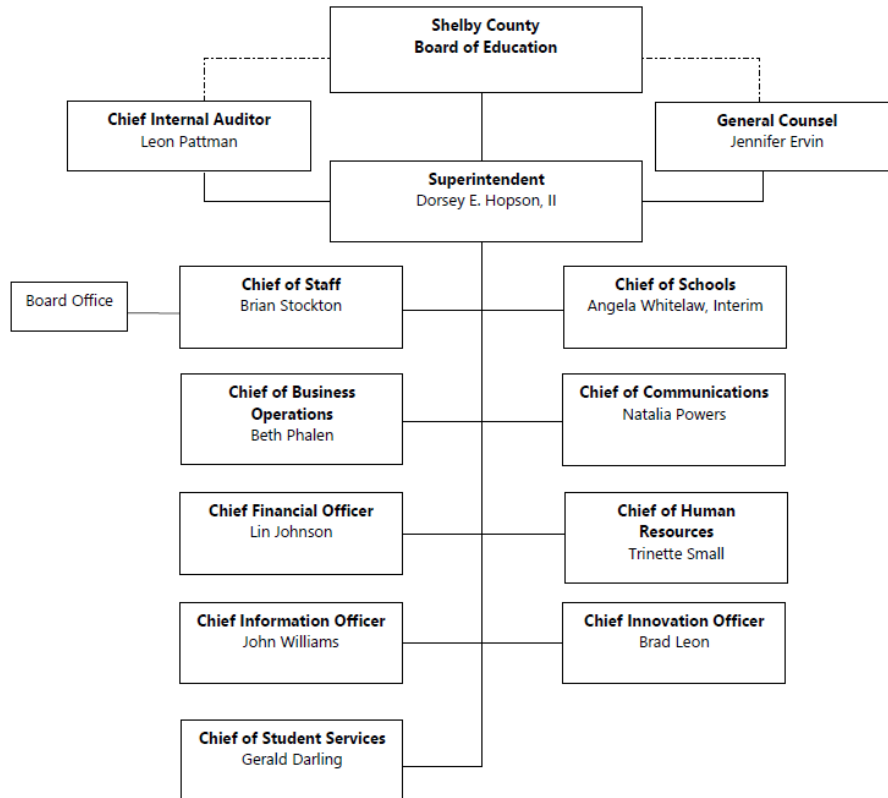


II. ADMINISTRATIVE ORGANIZATIONAL CHART

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.

SHELBY COUNTY SCHOOLS ORGANIZATIONAL CHART

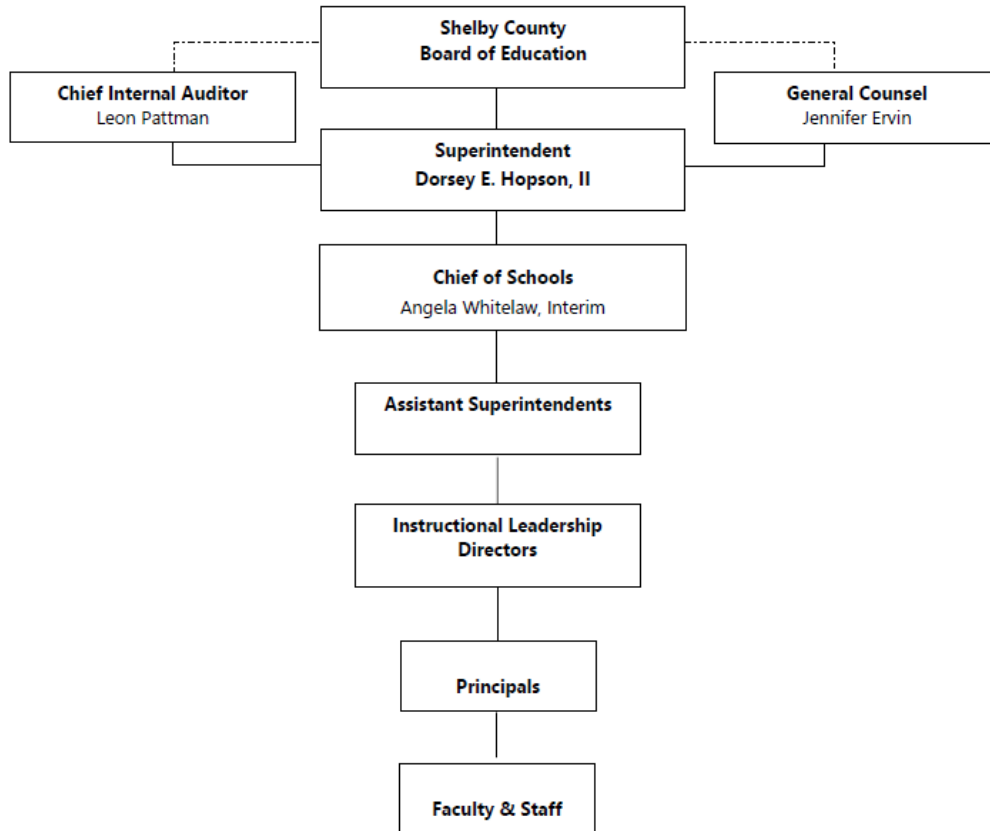




III. SCHOOLS ORGANIZATIONAL CHART

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.

**SHELBY COUNTY SCHOOLS
SCHOOLS ORGANIZATIONAL CHART**



SCS Board Members:

- | | | |
|----------------------------|-----------------------------------|--------------------------|
| Ms. Shante K. Avant, Chair | Ms. Stephanie P. Love, Vice-Chair | Mr. Christopher Caldwell |
| Ms. Teresa D. Jones | Mr. Kevin D. Woods | Mr. Scott McCormick |
| Ms. Miska Clay Bibbs | Mr. William "Billy" Orgel | Mr. Mike Kernell |

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



IV. SHELBY COUNTY SCHOOLS GOALS AND PRIORITIES

Priority 1: Strengthen Early Literacy

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

Priority 1: Proposed Strategies

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

Priority 2: Improve Post-Secondary Readiness

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

Priority 2: Proposed Strategies

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

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

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

Priority 3: Proposed Strategies

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

Priority 4: Expand High-Quality School Options

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

Priority 4: Proposed Strategies

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

Priority 5: Mobilize Family and Community Partners

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

Priority 5: Proposed Strategies

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

80/90/100% College and Career Readiness Goal

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



V. FINANCIAL MANAGEMENT GOALS

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

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

VI. FINANCIAL POLICIES AND LAW REQUIREMENTS

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.

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.

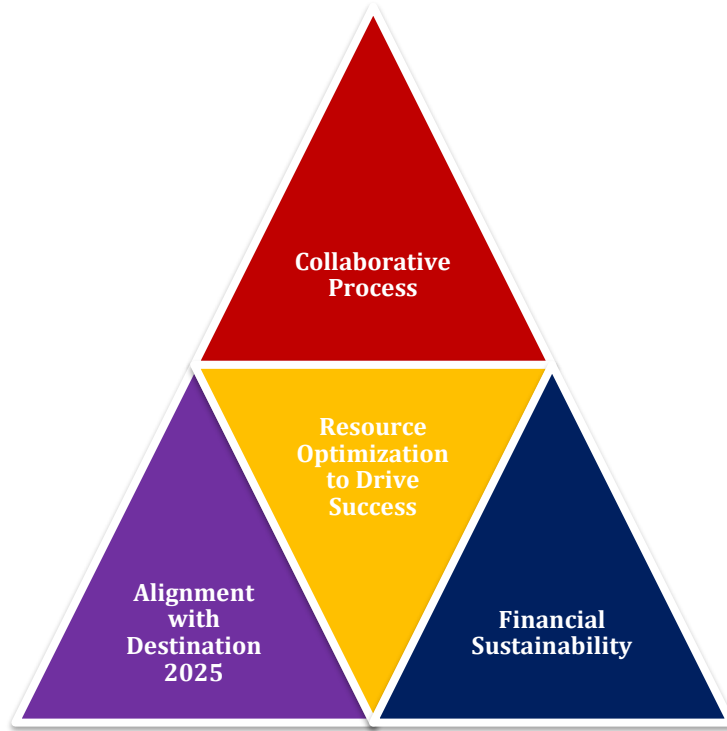
The Superintendent will also require revenue and expenditure budget projections for the General Fund on a monthly basis. If the projections indicate a significant over or under-expenditure condition by June 30, corrective action or budget amendments will be initiated by the budget center manager.

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.



VII. 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:

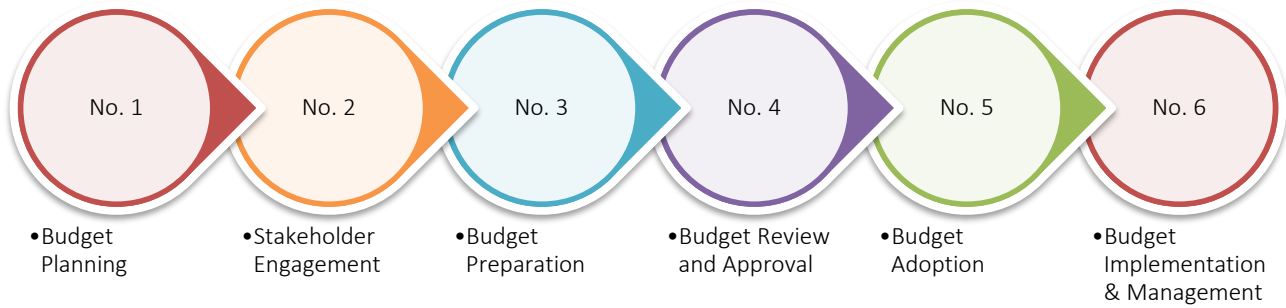
1. **Alignment with Destination 2025**
Construct a balanced budget that aligns resources with the strategic goals of Destination 2025.
2. **Resource Optimization to Drive Student Success**
Optimize the use of resources to drive higher student achievement and success.
3. **Financial Sustainability**
Sustain 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.



VIII. BUDGET PROCESS AND CALENDAR

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 assumptions are presented to the Board at a Board Work Session. Actual financial figures from prior years are used in modeling revenue and expenditure trends. Also, potential legislative and enrollment changes are incorporated in the budget projections. 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 the Budget staff. The budget calendar serves as a roadmap of the process, which is continually updated when date changes occur.



The fiscal year 2018-19 budget calendar is presented below.

Calendar for FY2018-19 Budget Development

Tuesday, October 24, 2017	Set annual strategies priorities aligned with Destination 2025 and establish SMART performance goals for each department around the strategic priorities
Friday, November 03, 2017	Present General, Federal, CIP, and Special Revenue Funds information packets, guidelines and enrollment projections to budget center managers
Tuesday, October 31, 2017	Begin the implementation of the community engagement plan around a collaborative budget development process. Hold budget workshops with teachers, parents, students and community partners.
Friday, December 08, 2017	Provide budget requests from Leadership Team
Monday, December 18, 2017	Host a SCS Cabinet retreat to review departmental budgets and alignment to priorities and needs assessments
Saturday, January 20, 2018	Host an annual Budget Retreat with Board
Tuesday, February 13, 2018	Conduct FY2018-19 Budget Public Feedback Session # 1
Friday, March 16, 2018	Deliver summary to General, Federal, CIP, and Special Revenue Budgets to Superintendent
Friday, March 23, 2018	Deliver initial budget to Shelby County Board of Education
Tuesday, April 3, 2018	Conduct FY2018-19 Budget Public Feedback Session # 2
Friday, April 13, 2018	Deliver proposed budget to Shelby County Board of Education
Thursday, April 26, 2018	Present proposed budget to Shelby County Board of Education for approval
Wednesday, May 02, 2018	Deliver proposed budget to Shelby County Board of Commissioners
Monday, May 14, 2018	Present Shelby County Board of Education’s FY2018-19 proposed budget for approval before Shelby County Board of Commissioners
Thursday, June 07, 2018	Present final budget to Shelby County Board of Education for approval as adopted budget
Wednesday, June 20, 2018	Present final budget to Shelby County Board of Commissioners for approval as adopted budget
Wednesday, August 01, 2018	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.

a. Greater Schools, Greater Communities

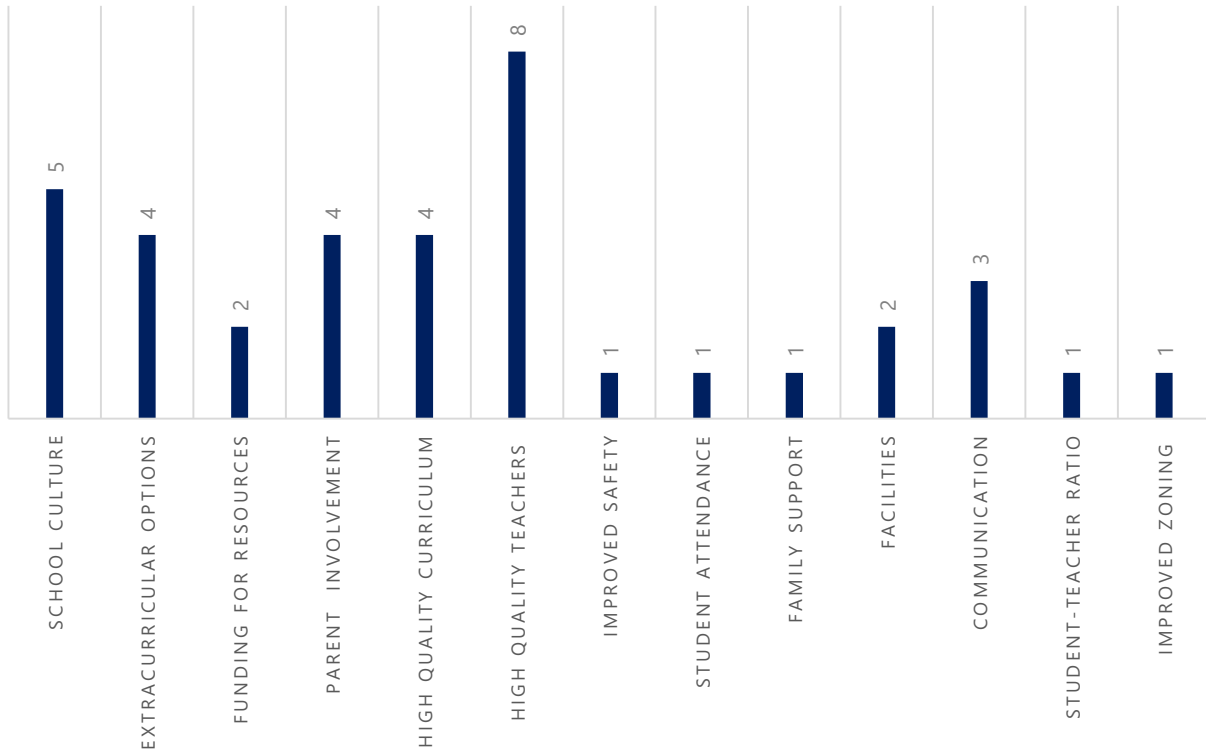
In school year 2016-17, the District launched a community engagement initiative, *Greater Schools, Greater Communities*, to understand school needs and identify elements of high quality learning from viewpoints of students, teachers, parents, community partners, school leaders, and district employees. *Greater Schools, Greater Communities* is a catalyst to encapsulate insights and feedback from various stakeholders and use the information to guide academic, operation, and financial decisions. As part of this community engagement initiative, 11 community workshops with 429 participants, four small focus groups with families, a public online survey with 155 responses, and input sessions with nearly 600 students were conducted. The illustration below highlights the common themes gathered from all of the insightful feedback.

COMMON THEMES		
<p>HIGH-QUALITY TEACHERS & STAFF</p>  <ul style="list-style-type: none"> • Great teachers committed to students and families • Passionate staff • Leadership matters • Ability to translate information into various languages • Quality educators who can engage students 	<p>HIGH-QUALITY CURRICULUM</p>  <ul style="list-style-type: none"> • Rigorous and varied courses • Equal opportunities in every school • Foreign language for elementary and STEM for more schools • College-level options and technical certifications 	<p>SCHOOL CLIMATE & CULTURE</p>  <ul style="list-style-type: none"> • Positive learning environment • Students should feel supported and prepared for success • Embrace diversity • Staff should believe in the school
<p>PARENT & COMMUNITY INVOLVEMENT</p>  <ul style="list-style-type: none"> • More opportunities for parent support and resources • Be a part of the decision-making process • Understand the community • Able to contact teachers • Parental curriculum 	<p>STAKEHOLDER COMMUNICATION</p>  <ul style="list-style-type: none"> • Open door policy • Open communication with teachers • More parent-teacher conferences • More information from the District 	

Additionally, Shelby County Schools held several budget workshops with school leaders and instructional leadership directors (ILDs) to understand what investments would be most effective and prudent. The District conducted 12 parent engagement workshops to learn about school needs and prioritization of those needs. The District also conducted two teacher focus groups around the budget and heard candid feedback about unaddressed needs and opportunities to leverage resources better.



During the parent workshops held in all nine school zones, parent voted on their ideas on the most important factors to improve school performance. The below chart highlights how 'high quality teachers' was the most frequent response across all nine school zones. 'School culture' was second with 'high quality curriculum', 'parent involvement' and 'extracurricular options' tied at third.



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 allocations help 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 school based budgets.

Each school's discretionary fund 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 variable 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.

As a part of the fiscal year 2018-19 budget process, school leaders had enhanced flexibility around their school staffing in compliance with state and federal regulations. Instead of providing schools with their staff allocations, school leaders had the options to repurpose a position for another one to address a greater academic need. The greater flexibility around school staffing allowed school leaders to be more responsive to their particular school needs.

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 enrollment projections take into account mobility factors such as birth rates and housing changes. In such a competitive educational ecosystem, enrollment projections consider enrollment changes in charter schools, Achievement School District, municipal school districts, and charter school authorized by TN State Board of Education.

For the General Fund, Basic Education Program (BEP) funds and County tax revenues are the major sources of funding. 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, which has typically occurred in April.

New and existing grant opportunities are evaluated to determine potential funding or revenue loss. Most grants have restrictions in terms of what the funds can be used for and how they are used.

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 Revenue Funds' budgets.

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 once the final budget has been approved. 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 department leaders to evaluate annual spend relative to the annual budget. Quarterly financial reports are presented to the Audit, Finance, & Budget Subcommittee of SCBE and Shelby County Board of Commissioners. Also, monthly financial projections are conducted to track spend against the budget across the District. The District uses the monthly financial projections to inform investment decisions throughout the fiscal years. Access to budget reports and financial audits are available online (<http://www.scsk12.org/finance/reports?PID=604>).

B. Budget Administration

When unforeseen circumstances arise during the fiscal year that require an amendment to the final adopted operating budget, adjustments can be accomplished in the following manner. The Superintendent or his designee is authorized to transfer budget amounts between state functions when approval has been provided by the Board and Shelby County Board of Commissioners. 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. Monthly financial meetings with department leaders help to foster effective discussions around financial performance and unanticipated expenses. Also, the monthly financial projections ensure regular analyses of the District's revenues and expenditures are performed and timely actions are taken.

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. The department administrator must identify funding for the increase as the department or division's budget must remain budget neutral. The Budget and Fiscal Planning team check that sustained funding is actually available. Savings realized through vacancies cannot be used to fund salary increase requests.

IX. 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.

X. 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. *Teacher Supply*

According to TCA §49-3-359, there is included in the Tennessee Basic Education Program (BEP), an amount of money to pay \$200 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.

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. *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. Beginning the 2017-18 school year, the minimum level of funding identified will be adjusted to reflect decreases in enrollment.

v. *Annual Charter School Authorizer Fees*

According to TCA §49-13-128, local board of education can receive an annual authorizer fee that is a percentage of a charter school's per student state and local funding for school year 2018-19. Specifically, the annual authorizer fee shall be the lesser of 3% of the annual per student state and local allocations or \$35,000 per school.

vi. *Every Student Succeed Act (ESSA) Financial Transparency*

A key component of ESSA focuses on fiscal transparency and school-level financial reporting. Beginning in school year 2018-19, this shift from current reporting practices requires states and districts to provide per-pupil expenditures of federal, state, and local funds for each individual school. The new law includes a host of new transparency requirements that will give the feds, states, districts, educators, advocates and education reporters a much clearer picture of how different populations of kids are doing and what kinds of access they have toward resources, including money.

vii. *School Safety*

In March 2018, Governor Bill Haslam proposed \$30 million to improve school safety across the state in an amendment to the fiscal year 2018-19 budget proposal. The funding included \$25 million in nonrecurring funds and \$5 million in recurring school safety grants. The Governor appointed a School Safety Working Group to review school safety in Tennessee and provide recommendations to enhance the security of school children.



XI. KEY FACTORS AFFECTING THE BUDGET

i. Equity

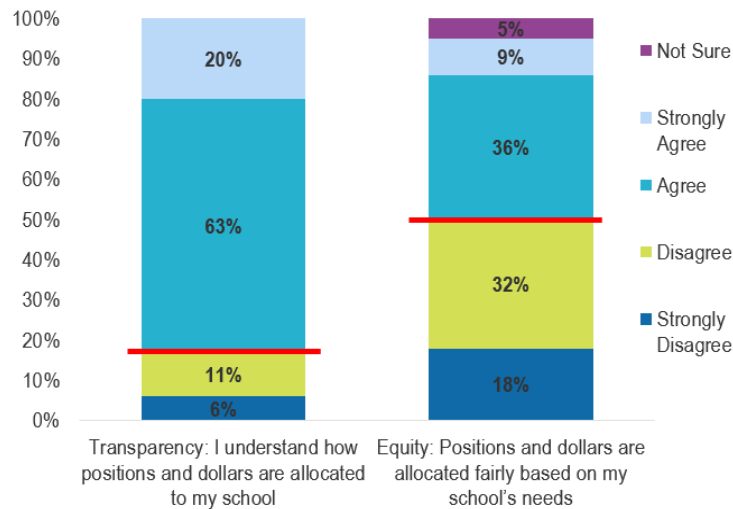
Introduction

Shelby County Schools is committed to ensuring all students have an equal opportunity for achievement with a clear goal of preparing all students fully for success in college and careers. Providing all students with appropriate resources and access to opportunities to meet their unique needs is a cornerstone of our mission. Shelby County Schools has begun the journey of exploring whether potential inequities exist and the best ways to address them if they do. As the District evaluates potential inequities, the scope is broader than the amount of financial resources in a particular school, but it explores access to quality talent, learning environment, and rigorous courses. Specifically, this section will attempt to examine the following questions.

- Are adequate resources provided to aid students with greatest needs?
- Are the most experienced and high quality teachers where they are needed most?
- Do all students have access to a quality learning environment?
- Do all students have access to rigorous course offerings?

Every Student Succeeds Act (ESSA) mandates that state and school districts report per-pupil spending levels at both the district and individual school levels, disaggregating federal, state, and local funds, as well as personnel and non-personnel expenditures. The purpose of this requirement is to uncover the inequities across and within local districts and inform resource allocation decisions to ensure quality education for all children.

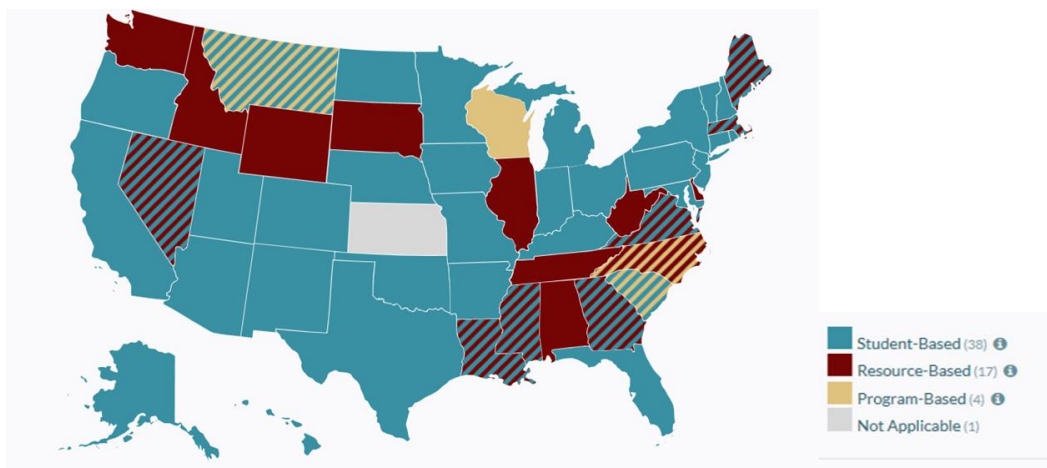
Prior to the ESSA financial transparency requirement, the District has taken numerous and major steps toward equitable resource allocation and financial transparency. In fiscal year 2017-18 budget, the District has provided more in-depth school level resource information, including teacher quality data, staffing allocations across all funds, school level financial resources across funds, student achievement data and student demographic data. This approach not only digs deeper into how resources are allocated to our schools, but also links those resources to student outcomes. SCS has continued this practice of financial transparency.





Also, SCS transitioned to a student-based budgeting system to increase transparency, equity, and flexibility of resource allocation. On March 21, 2017, Shelby County Board of Education approved a resolution for the District’s transition to a Student-based budgeting (SBB) system. Student-based budgeting is a strategy that strives to ensure resources follow students based on needs. SBB works when it is part of the district’s overall strategy to help school leaders more strategically organize school-level resources in support of high-quality instruction and ultimately, higher levels of student achievement. The launch of SBB is a three-year engagement. Yet, the overall SBB effort will be an on-going process that may require model adjustments, timeline changes, and additional support based on continuous feedback.

Our goal is to ensure that resources are allocated and used to address specific students’ needs. Equity does not mean that every child in a district receives equal resources. Instead, equity refers to students with similar characteristics receiving equal resources, while those students with dissimilar characteristics receiving appropriately dissimilar resources. SCS is not alone in the transition to SBB. Below is a map with 38 states that have transitioned fully or partially to SBB.



Source: <http://funded.edbuild.org/national#formula-type>

Equitable Resource Allocation

It is critical to examine whether resources are addressing the unique needs of our students. These are our initial attempts to analyze possible inequities in our resource allocation, but there will be more in-depth analyses conducted through the Student-Based Budgeting efforts. Broadly, we are examining three categories of student needs – Economically Disadvantaged, Special Education and English Language Learners (ELL).

Economically Disadvantaged

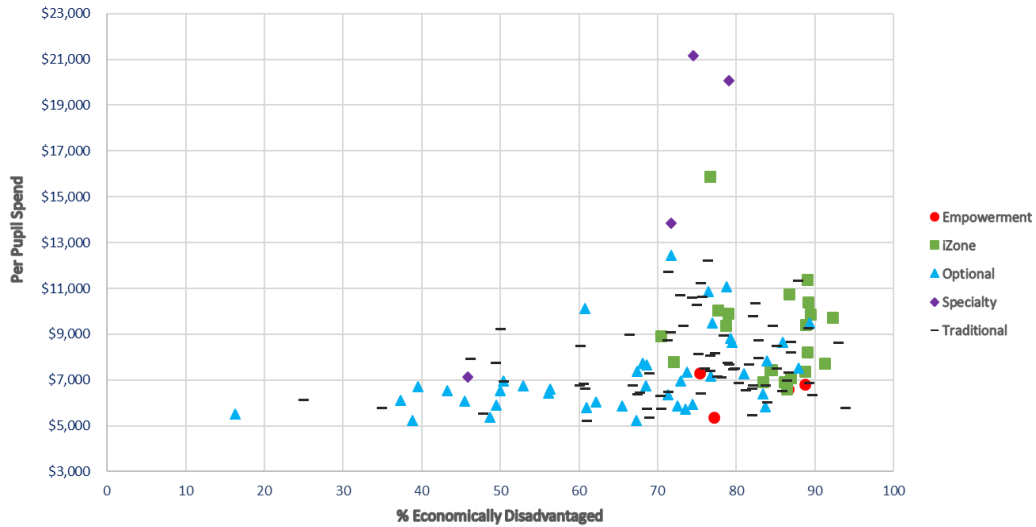
Students who are economically disadvantaged have additional barriers before them that can impede learning and academic progress. In school year 2017-18, the District had approximately 74,449 economically disadvantaged students. Moreover, Shelby County Schools has the highest population of economically disadvantaged students among the urban school districts across the state.

Note that the state's definition of "economically disadvantaged" counted all students receiving free or reduced-priced lunches, which included children with family incomes up to 185 percent of the poverty level. Now, economically disadvantaged students are considered students who are directly certified to receive free lunches, receive certain government assistance, and are migrant, homeless, runaway or foster children.



The below chart highlights additional investments provided to school with economically disadvantaged students with the goal of achieving academic success and narrowing the achievement gap. There is a positive association between the percentage of economically disadvantaged students and per pupil funding amounts.

Per Pupil Spend to Economically Disadvantaged Students



Special Education Needs

The District enhances educational opportunities through comprehensive services that address academic, social, health, emotional, psychological, and behavioral needs of our students. Schools are required to provide special education in the least restrictive environment, which means schools must teach students with disabilities in general education classroom whenever possible.

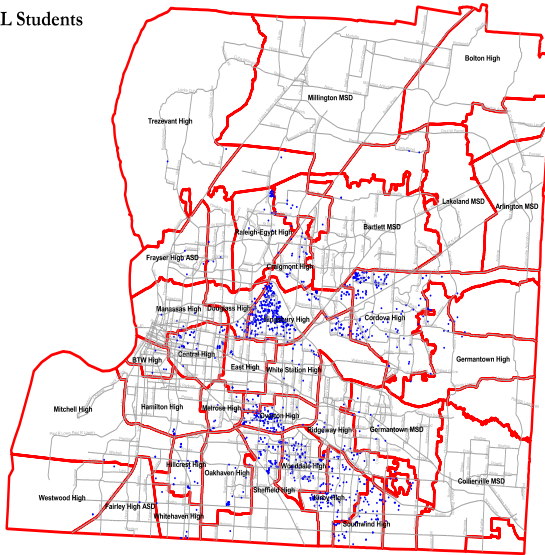
General fund and IDEA, Part B are the two major sources of funding for our students with special education needs. Maintenance of Effort (MOE) requirements are established to ensure that local or general fund spending on special education is lowered by the local school district, which is a grant condition of IDEA, Part B.

We acknowledge that not all special education needs are the same and some may be less or more severe. Note that there are two schools with high special-education need students (Avon-Lenox and Shrine). Both school have budgeted per pupil amounts that exceed \$20,000.



English Language Learners

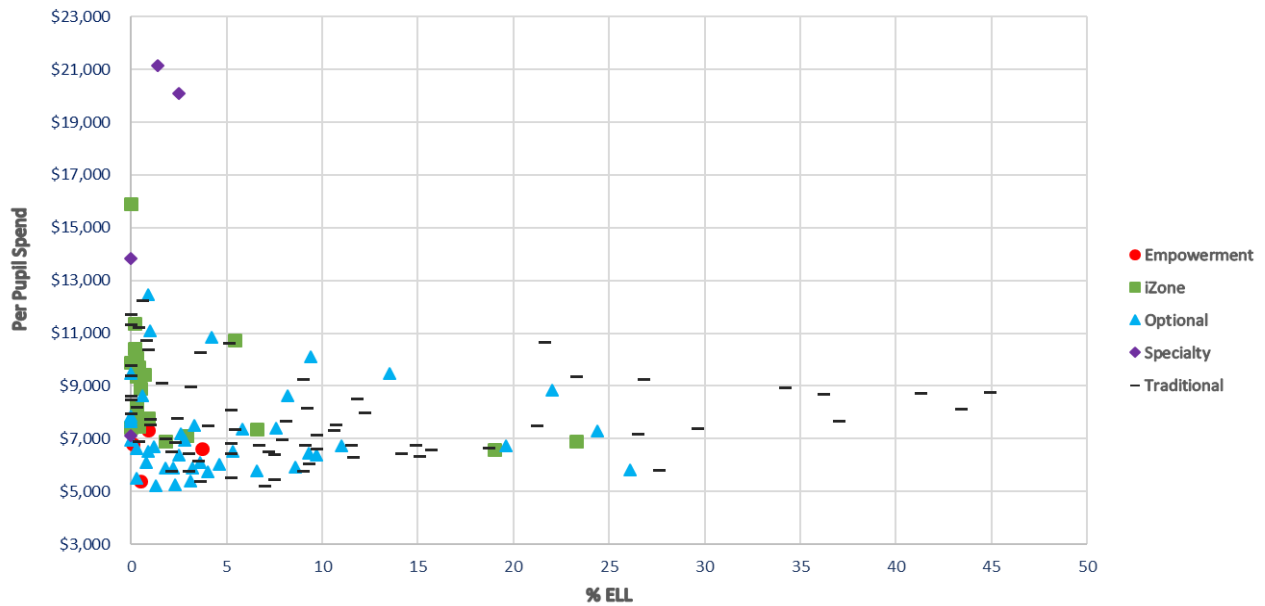
ELL Students



Bolton High	1		
Central High	60		
Cordova High	158		
Craigmont High	21	Overton High	96
Douglass High	16	Raleigh-Egypt High	14
East High	15	Ridgeway High	16
Germantown High	45	Sheffield High	140
Hamilton High	2	Southwind High	54
Kingsbury High	339	Trezevant High	1
Kirby High	60	Westwood High	1
Melrose High	3	White Station High	67
Mitchell High	2	Whitehaven High	8
Oakhaven High	7	Wooddale High	58

The above map of SCS High School ELL students provides an overall distribution and concentration in various communities. There was a total of 8,199 English Language Learners students enrolled in the District during the 2017-18 school year. ELL students are high mobile and new migrants, which places some at academic risk to graduate timely. Schools often require additional support to meet ELL students' socio-emotional, language development, and academic needs. The below chart indicates that the per pupil amount for schools with a high percentage of ELL students is relatively similar to those schools with a low percentage of ELL students.

Per Pupil Spend to English Language Learners (ELL)



Consequently, the District developed the Newcomer Program to offer orientation, support and targeted instruction for new immigrant students. The Newcomer program supports up to 100 students with interrupted formal education to transition them into a full ESL program and on a path to graduation.

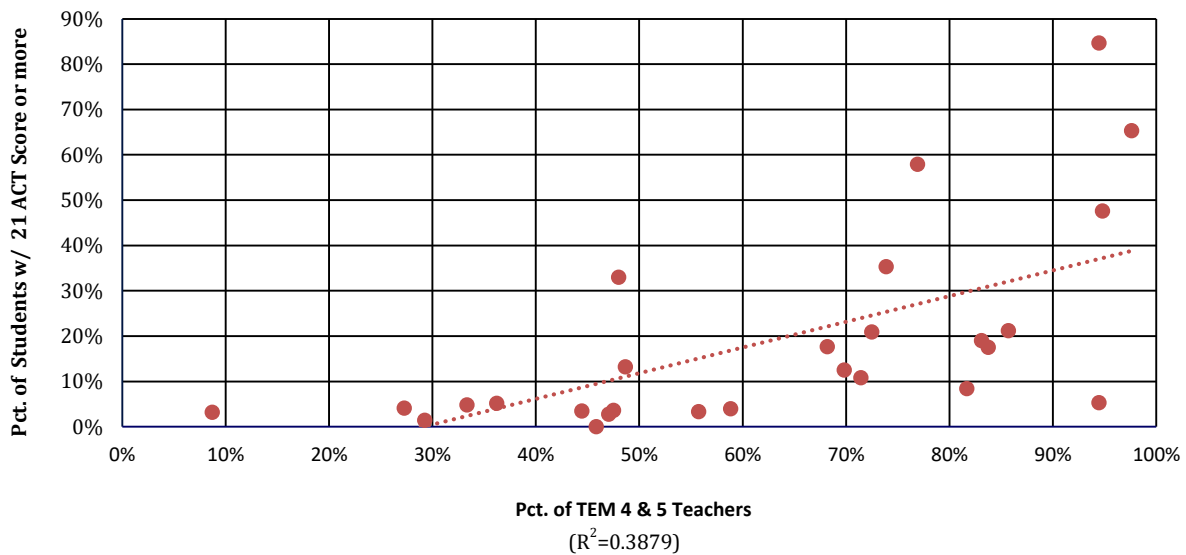


Access to Quality Talent

To reach Destination 2025 goals, it is critical that each student has access to quality instruction and teaching in his or her classroom each day. If we believe that quality teaching is important, what is the distribution of quality teachers across the District? Also, are highest quality teachers in schools where students have the greatest academic needs?

Historically, SCS has used a staff-based budgeting model to allocate school level positions to each school. The staff-based budgeting model is a simple, consistent way to provide an equal number of positions to schools. Conversely, the staff-based budgeting model assumes that the needs of the students in every schools are the same. SCS’s shifts to Student Based Budgeting for the 2018-19 school year, gives principals more autonomy to design their school and address specific priorities tied to their individual school.

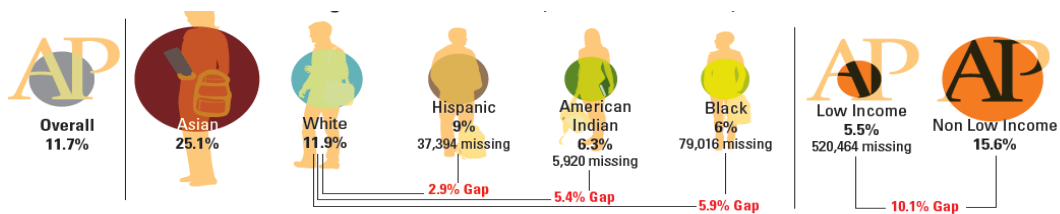
The below chart illustrates the importance of high quality teachers and college readiness. On average, schools with high percentages of TEM 4 and 5 teachers have higher percentages of students with 21 ACT scores or higher. Ensuring access to high quality teachers is paramount to guarantee academic achievement for all students.



Access to Rigorous Course Offerings

Advanced Placement (AP) and International Baccalaureate (IB) courses are designed to provide students with college preparation opportunities, including the chance to earn college credit and certificates. Also, AP and IB courses are signals for colleges that students are serious and prepared about a college education.

Nationally, there are AP participation gaps by race and economically disadvantaged students, which is highlighted below.



Participation in the AP program represents a small part of the student body; slightly more than 1 in 10 students participate. Clearly, some subgroups are more likely to participate, including Asian and middle and high-income students. White students participate at the average and low-income, black and American-Indian students are the least likely to participate; slightly more than 1 in 20 students. Gaps represent large numbers of students.

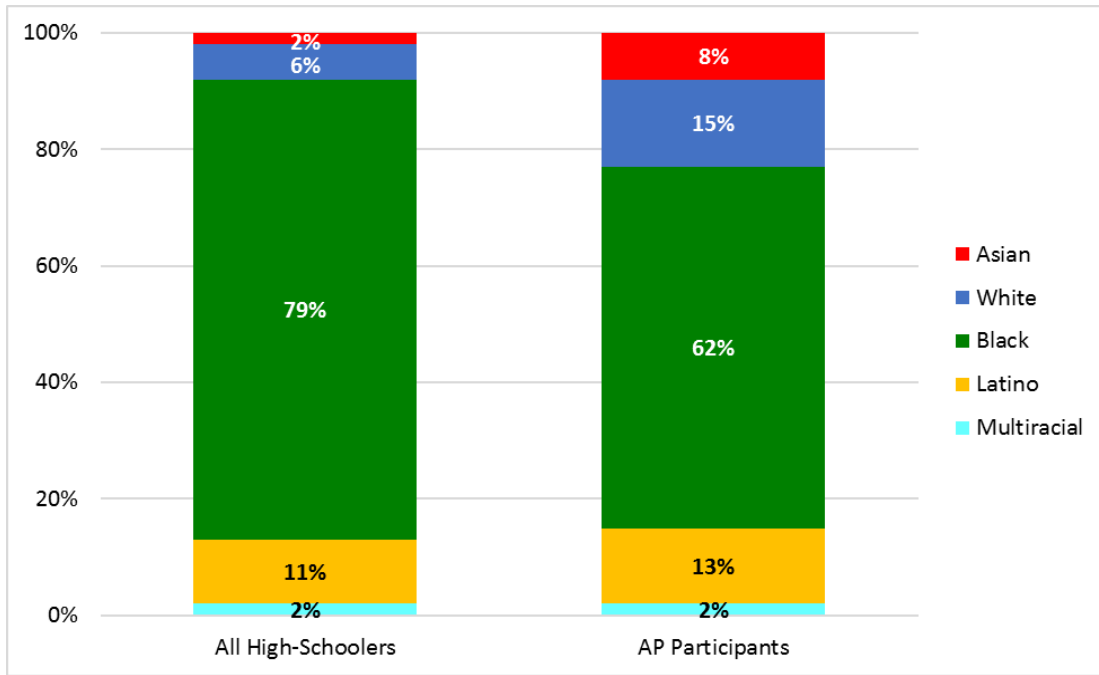


Advanced Placement Participation by Subgroup

One method of enhancing college-readiness is through rigorous college-preparatory coursework, such as Advanced Placement (AP). Students can begin taking AP courses as early as ninth grade, but the bulk of AP courses are taken in the 11th and 12th grade. Increasing AP participation among disadvantaged groups can help close achievement gaps, as well as gaps in different groups' college-readiness, college enrollment, and college success.

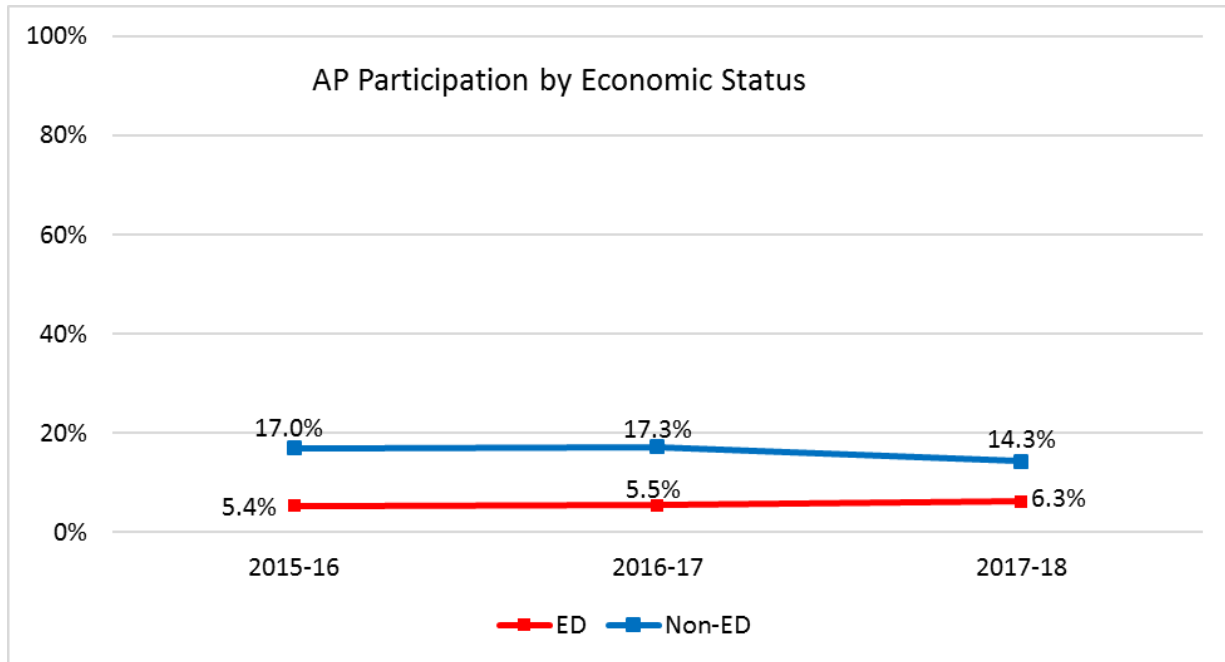
The chart below displays the 2017–18 racial/ethnic breakdown of AP participants compared to all students in grades 9–12. White and Asian students are overrepresented in AP courses, while Black students are underrepresented. Multiracial and Latino students, on the other hand, are at or near parity. (Students with other racial/ethnic designations were excluded because they constitute less than one percent of both AP participants and high-schoolers in general.)

2017–18 Racial/Ethnic Composition of AP Participants
Compared to All 9th–12th Graders



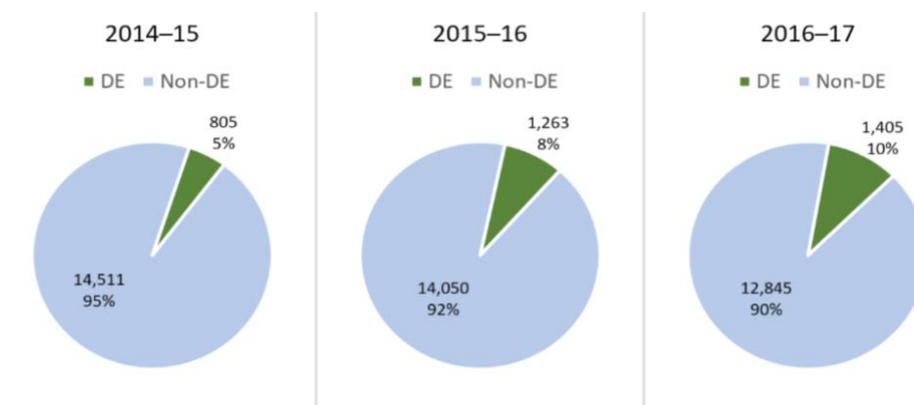


The chart below represents AP participation by economic status over the last three years. Economically disadvantaged (ED) students have lower AP participation than non-ED students, but the gap has narrowed by 3.6 percentage points over the last three years (from 11.6 in 2015–16 to 8.0 in 2017-18). This narrowing is the result of both a dip in non-ED participation as well as an increase in ED participation.



Dual-Enrollment Participation

Dual enrollment is primarily aimed at students in 11th and 12th grade. Participation in the program has risen substantially in the past two years: the share of dual-enrolled juniors and seniors has doubled, going from 5% in 2014–15 to 10% in 2016–17 (see below graph).



Note that the figures above represent dual-enrollment participation during the school year, but students participate in summer dual-enrollment opportunities as well. The number of participants for the summers of 2015, 2016 and 2017 were 182, 97 and 104, respectively.



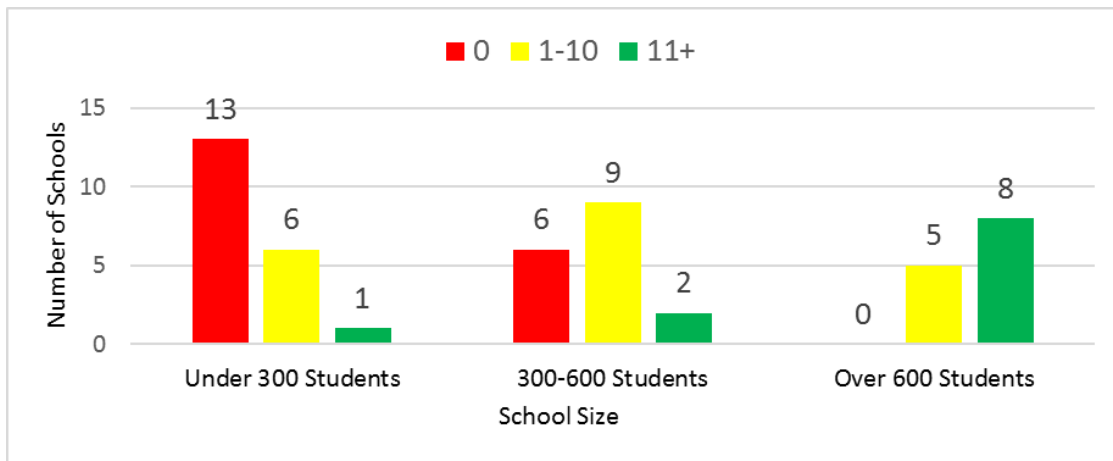
Advanced Course Options Available by School

In addition to dual enrollment, SCS offers other types of advanced courses, including honors, Advanced Placement (AP), and International Baccalaureate (IB)¹. In the middle grades, honors classes are the only available option, whereas all four advanced options (honors, DE, AP, and IB) are available at the high-school level.

Several factors affect a schools’ ability to offer advanced courses. Having students interested in and capable of the increased rigor of advanced coursework is one ingredient, and having teachers with the required subject-area knowledge and teaching skills is another. School size is also a major determinant, with smaller schools often being unable to offer multiple sections of many courses (a regular section and an advanced section), because there are not enough students or teachers. However, some small schools manage to offer more advanced courses than some large schools. Figures 2 and 3 show the number of advanced course offerings by school size for middle and high schools, respectively. The strong relationship between school size and advanced course offerings is clearly visible.

Note that in the remaining figures and tables, the number of courses offered refers to the number of unique advanced subjects that are available at a given school, not the number of times/sections the same course is offered for different groups of students. This analysis is meant to convey how many different types of courses an individual student could access at each school. For example, a high school may offer Algebra I Honors five times a day to different sections of students, but that course would be counted as one course offering that a student would consider taking.

Honors Courses Offered in Middle Schools 2016–17

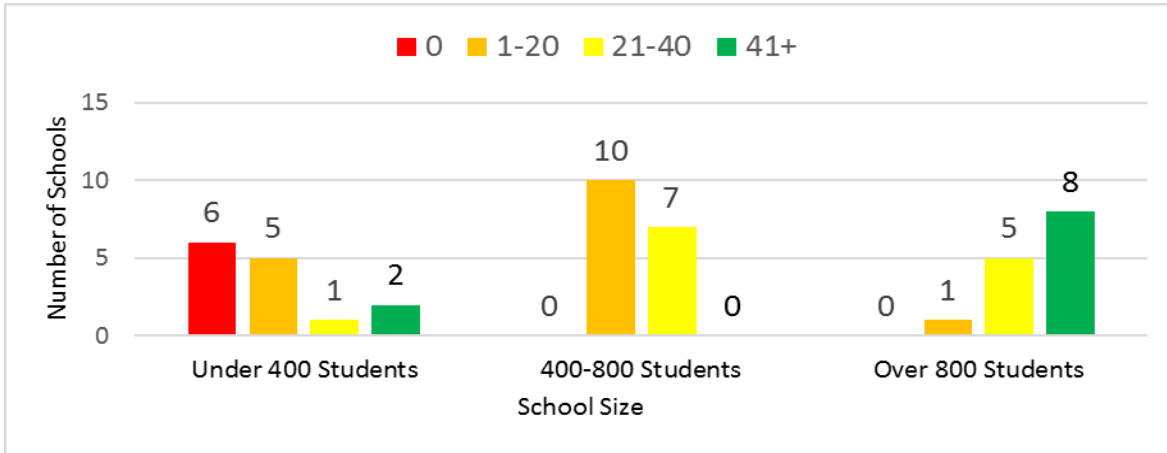


Of the District’s middle schools, 38% (19) do not offer any honors courses. Three of these are alternative schools, nine are charters, and seven are traditional schools. However, it is important to note that some charter schools use their own student schedule platforms and may offer honors courses that are not reported centrally to the District. Forty percent (20) middle schools offer 1–10 honors courses, and 22% (11) offer 11 or more. The highest number of honors courses offered by a middle school is 34.

SCS also offers CLUE and APEX courses, designed for students identified as intellectually gifted, but these programs are not included here



Number of Advanced* Courses Offered in High Schools 2016–17



* Dual Enrollment, Advanced Placement, International Baccalaureate, and Honors

Of the District’s high schools, 13% (6) do not offer any advanced courses. Three of these are alternative schools and three are charter schools. Note again that some charter schools use their own student schedule platforms and thus may offer advanced courses that are not reported centrally to the District. Thirty-six percent (16) offer 1–20 advanced courses, 29% (13) offer 21–40, and 22% (10) offer 41 or more. The highest number of advanced courses offered by a high school is 145.

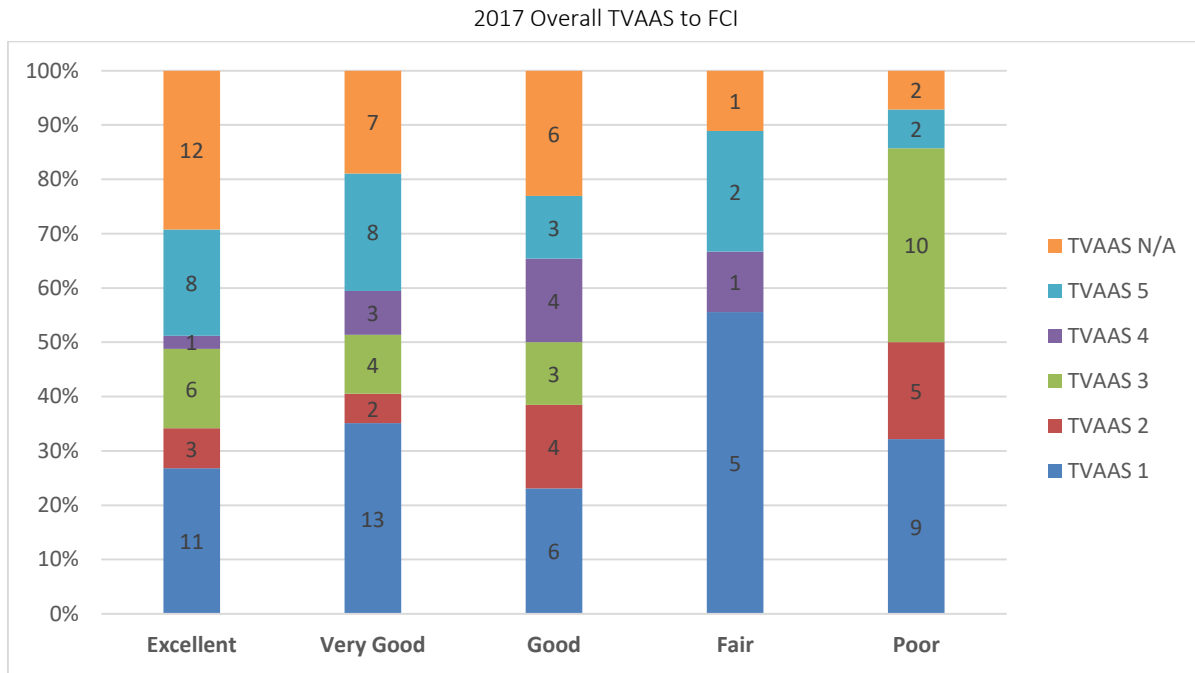


Access to Quality Learning Environment

A quality learning environment is vital to students’ health, behavior, learning, and academic growth. When facility conditions are poor, it can become a distraction from quality instruction, limit course options, and possess potential health and safety risks. Hence, the question arises, do schools do schools with poor facility conditions have lower academic proficiency rates as a marker for academic performance?

In school year 2015-16, Fleming-Marshall Architects JV and Self-Tucker Architects conducted a facility audit of our school buildings and provided a measure of the building condition. A higher index indicates worsening conditions of a building. 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 below chart indicates that some of our schools with poor facility conditions have less student academic growth measured by TVAAS. Conversely, there are schools with very good and excellent facility condition and TVAAS 1. This may reflect a new school facility, a school with high academic proficiency but low student growth or a school that had recent capital improvements. Overall, there are substantiated needs to improve facility conditions across the District.



Every Student Succeeds Act (ESSA) Requirements

Every Student Succeeds Act (ESSA) reauthorizes the 50-year-old Elementary and Secondary Education Act (ESEA), the nation’s national education law and longstanding commitment to equal opportunity for all students.

ESSA includes the following provisions that will help to ensure success for students and schools:

- Advances equity by upholding critical protections for America's disadvantaged and high-need students.
- Requires, for the first time, that all students in America be taught at high academic standards that will prepare them to succeed in college and careers.
- Ensures that vital information is provided to educators, families, students, and communities through annual statewide assessments that measure students' progress toward those high standards.
- Helps to support and grow local innovations—including evidence-based and place-based interventions developed by local leaders and educators—consistent with our Investing in Innovation and Promise Neighborhoods.



- Sustains and expands historic investments by increasing access to high-quality pre-schools.
- Maintains an expectation that there will be accountability and action to affect positive change in our lowest-performing schools, identifies where groups of students are not making progress, and targets where graduation rates are lower over extended periods of time.






A key component of the Every Student Succeeds Act (ESSA) focuses on fiscal transparency and school-level financial reporting. This shift from current reporting practices requires states and districts to provide per-pupil expenditures of federal, state, and local funds for each individual school. The new law includes a host of new transparency requirements that give the feds, states, districts, educators, advocates and education reporters a much clearer picture of how different populations of kids are doing and what their levels of access to resources, including money, happen to be.

ii. Fiscal Sustainability

Strategic Priorities

A long-term fiscal sustainability plan is critical to achieve Destination 2025 goals and strategic priorities. The plan provides a forward-looking view into our fiscal sustainability, identifying challenges, opportunities, and potential fiscal imbalances. Hence, a long-term fiscal sustainability plan is a planning document that includes historical information and financial projections. The plan serves as a cornerstone to proactively respond to enrollment and financial challenges.

The long-term fiscal sustainability process is guided by our Destination 2025 goals. Specifically, by 2025, 80 percent of seniors will be on track to learn in a post-secondary 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 post-secondary opportunity college or be career-ready. The following five strategic priorities support the Destination 2025 goals:

Priority 1	Priority 2	Priority 3	Priority 4	Priority 5
				
Strengthen Early Literacy	Improve Post-Secondary Readiness	Develop Teachers, Leaders & Central Office	Expand High Quality School Options	Mobilize Family & Community Partners



Long Term Financial Drivers

SCS revenues are closely linked to enrollment. Past enrollment declines has adversely affect District revenues. Since the merger, SCS average enrollment has declined by 4.7% annually. The education footprint in Shelby County has evolved greatly over the past few years with the growth of charter schools, ASD schools, TN State of Board authorized charter schools, and separation of the municipal school districts.

Below are the major financial drivers that could adversely affect the District’s financial outlook in the future.

Revenue Drivers	Charter School Competiton
	ASD Takeovers
	School Vouchers
	School Aged Population
	Loss of Grant Funds
Expense Pressures	Health Benefit Growth
	OPEB Liability
	Cost Inelasticity of Enrollment Decline
	Transportation Cost



Fiscal Sustainability Initiatives

Shelby County Schools has been able to navigate through financial risks and become financially stable. The District has implemented many initiatives to generate new revenues, avoid future costs, and achieve cost efficiencies. Below are updates on the progress of our long-term financial sustainability initiatives.

Student Recruitment & Retention

The District formed a task force to implement student recruitment and retention strategies. This school year, the District had 1,000 more students than it had budgeted initially.

Academics Transformation and Interventions

In 2012, SCS created the Innovation Zone (iZone) to improve schools ranked in the bottom five percent. The iZone has been one of SCS most successful initiatives since being established in 2012 under a state law allowing more flexibility and the use of federal money by traditional public school districts to improve chronically underperforming schools. In school year 2017-2018, the number of iZone schools increased from 21 to 23.

SCS also introduced a second model called the Empowerment Zone in school year 2016-2017 which focused on schools between the 6th and 10th percentiles in the State. The District recognizes the need to be more aggressive and intentional about supporting struggling schools, particularly those at risk of being placed in Priority status by the State. The Empowerment Zone includes six schools in the Whitehaven community – a community with several schools in the bottom 10 percent of schools in the State.

Staffing Flexibility

SCS led an annual strategic budgeting session with school leaders this year in January. The District provided school staffing position allocations with increased flexibility to meet unique school needs. For example, a school leader could exchange their third Librarian position for a Literacy Interventionist position. The District also hosted individual strategic budgeting sessions with school leaders in early February, more than a month earlier than in the past. These efforts were made to help school leaders retain and recruit quality talent earlier. Overall, the feedback from school leaders was positive for the increased flexibility in their school staffing.

Benefits and Compensation

SCS worked diligently to reduce growing healthcare cost. Recently, the District avoided a \$6 million increase in retiree life insurance and reduced our OPEB liability by having retirees to contribute 25%. Also, SCS has made changes to disability insurance, vision insurance, and medical insurance, which have resulted in significant cost avoidance.

Greater Schools, Greater Community

Last year, the District closed a number of low-performing traditional and charter schools. Instead of taking a broad approach to school closures, the District developed an assessment rubric that includes student enrollment, utilization, academic performance and facility condition criteria. 20 schools were flagged as critical focus schools under the assessment rubric and each will receive up to \$300,000 to make academic investments. The District approved the closure of one school for school year 2017-18 and to build two new school buildings in school year 2018-19.

Transportation

With the assistance of an external expert, the District was able to achieve approximately \$7.5 million in transportation cost savings. The District has experienced a consistent level of quality services through more efficient routes.

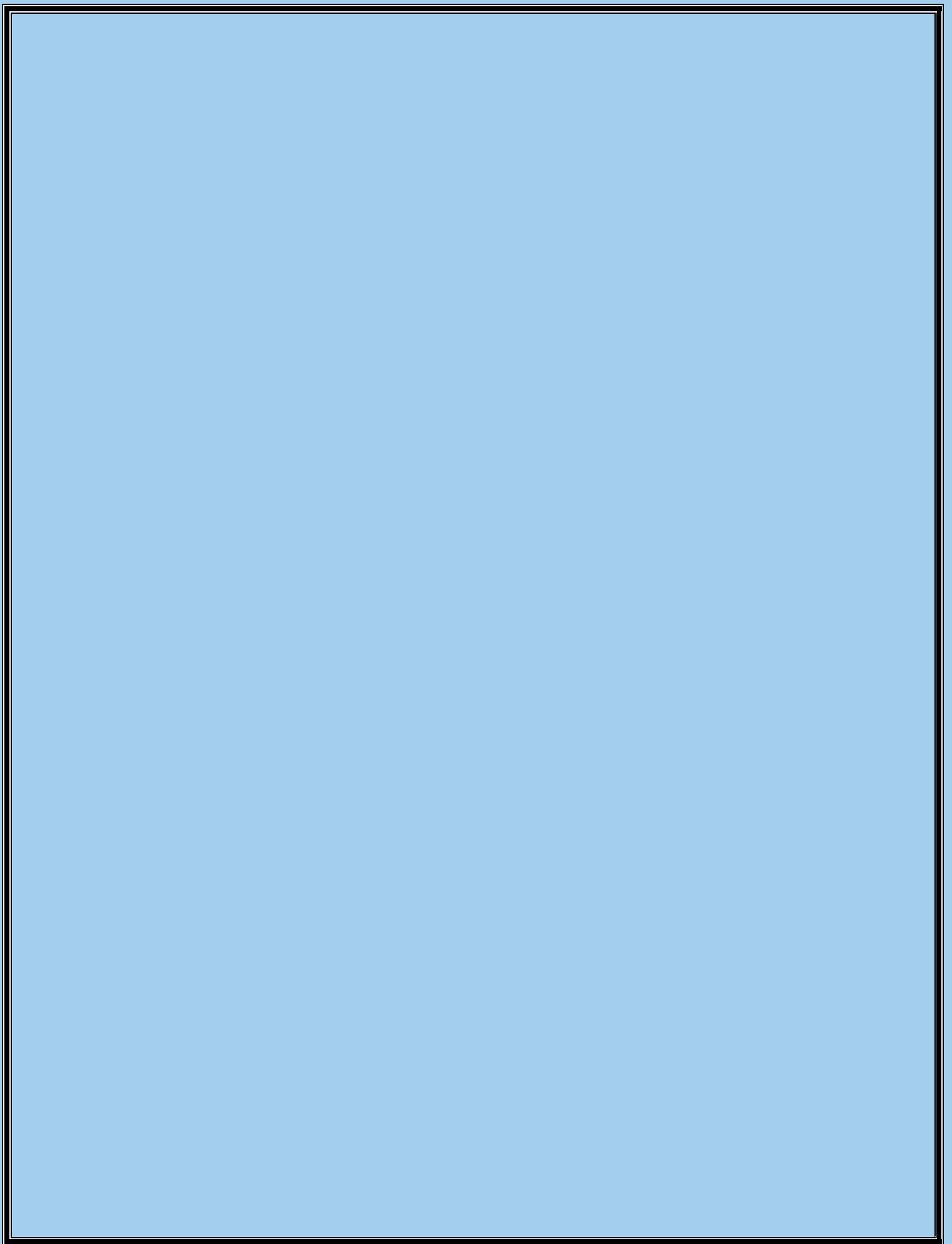
School Flexibility

In December 2016, the District began the initial phase of student-based budgeting designed to enable greater transparency, equity, and flexibility around how resources are allocated to meet students' needs. In 2017, the District Administration recommended a Board resolution to support the transition to student-based budgeting. The Chief of Schools team have been actively involved in the process. The launch of SBB is a three-year engagement, commencing with the 2016-2017 school year. The District has secured philanthropic support for the implementation of this model.

Long-Term Planning

SCS is implementing a new long-term fiscal sustainability plan which will be shared in 2019. This will be our first attempt to be forward-looking in our financial outlook considering potential risks and opportunities.

FINANCIAL





FINANCIAL SECTION

The Financial Section of the budget includes the following information:

I. MAJOR REVENUE SOURCES AND TRENDS

- i. City of Memphis
- ii. Shelby County
- iii. Local Sales Tax
- iv. State of Tennessee
- v. Federal Government Funds
- vi. Local Funds

II. EXPENDITURE CATEGORIES

III. BUDGET ASSUMPTIONS AND PROJECTIONS

IV. ALL FUND TYPES

V. GOVERNMENTAL FUNDS

- i. All Governmental Fund Types
- ii. General Fund
 - A. Departmental Detail
- iii. Capital Projects Fund
- iv. Special Revenue Funds

VI. PROPRIETARY FUNDS

- i. Internal Service Funds



I. MAJOR REVENUE SOURCES AND TRENDS

SCS has four major revenue sources:

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

The County of Shelby assesses a property tax rate that is earmarked for education. State law requires that local funding bodies adhere to the maintenance of effort rule; whereby, their budget must be maintained, at a minimum, to the same budget level as the previous year. If the budget is less, it cannot be reduced lower than the same per pupil funding as the previous year.

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

Revenues are budgeted based on enrollment projections that are developed by school and grade level accounting for mobility factors, birth rates and housing changes. Budget estimates are built utilizing forecasts from the County Trustee's Office, the State of Tennessee Commissioner of Finance and Administration and the Sparks Bureau of Business and Economic Research.

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

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

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

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

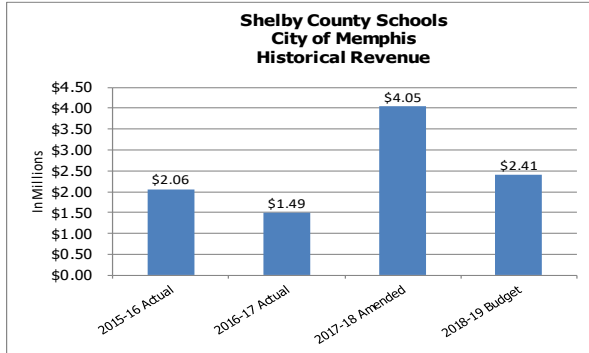
Local grants are revenues derived from outside sources other than the Federal or State governments. Revenues from local grants may be received through donations or a competitive application process. Expenditures are restricted for specific purposes.

Revenues of the District are classified by fund and source. Sources of revenues are described on the following pages.



i. City of Memphis

These funds are based upon the settlement agreement between the City of Memphis and Shelby County Board of Education regarding prior year funding. The former Memphis City Schools obtained a judgment in the amount of \$57.4 million dollars from the City of Memphis in 2009. A settlement agreement was reached by both parties in January 2015.



The settlement agreement also states the City will make available capital funding in an amount not to exceed \$3.8 million for qualifying capital expenditures in public educational facilities owned by the City or situated on property owned by the City.

ii. Shelby County

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

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

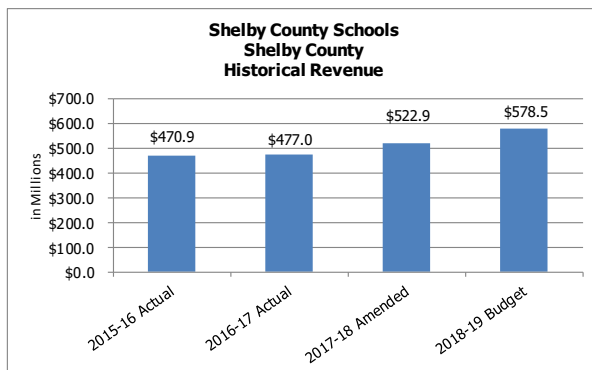
Other: These revenues are received from time-to-time from various sources other than taxes.

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

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

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

Wheel Tax: 100% of the County’s Wheel Tax has been designated for school operating costs for FY18. Prior to FY 17, up to 50% was designated for operations with the remainder used for repayment of school debt.



The chart to the left depicts all revenue received from **Shelby County Government**, including Local Sales Tax which is explained in item **iii.** of this section. Funds are traditionally distributed to the District based upon weighted full-time equivalent of average daily attendance (WFTEADA). While there has been and continues to be declining enrollment at Shelby County Schools, revenues from Shelby County Government have been trending upward due to additional allocations requested from the School Board via the County’s Wheel Tax collections. Revenue from Shelby County represents 41.4% of total funding and is considered a major revenue source in the Governmental Funds.



iii. Local Sales Tax

County Sales Tax: The first one-half of the \$0.0225 collected has been designated for education and is divided on a weighted full-time equivalent of average daily attendance basis between SCS schools and municipal schools. Revenue estimates include Trustee’s commission.

iv. State of Tennessee

Basic Education Program (BEP) - The State provides BEP funding to Local Education Agencies. BEP is a funding formula that determines the funding level required for each school system to provide a common, basic level of service for all students in the State of Tennessee. BEP was adopted by the state legislature in 1992 as part of the Education Improvement Act (EIA). The BEP formula contains 45 components that the legislature has deemed necessary for schools to succeed. The formula determines the actual state share of education funding by each county’s relative ability to pay or its “fiscal capacity”. School boards have broad flexibility in determining how to allocate state funds. The BEP component costs are recalculated and updated for inflation each year. Additional information about BEP can be found at the following link: <http://www.tn.gov/sbe/topic/bep>.

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

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

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

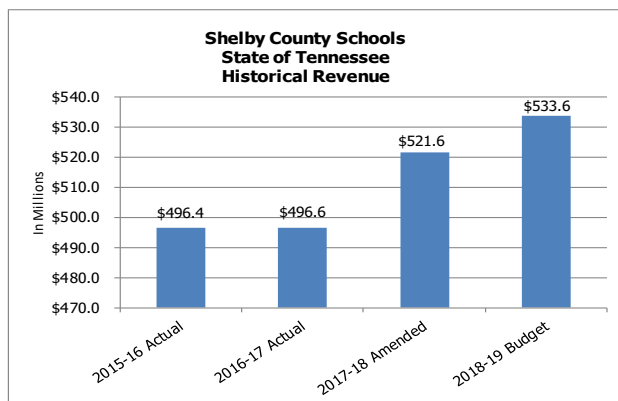
Extended Contract (Career Ladder) – This funding is restricted as a flow-through for Extended Contract expenditures that support Elementary Summer School and various other district programs.

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

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

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

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



Total Revenues received from the **State of Tennessee** are illustrated in the chart to the left. The District estimates that it will receive \$533.6 million in fiscal year 2018-19. The largest source of revenue from the State is BEP, which is based upon average daily membership. The District receives additional funding from the State for Extended Contract, Coordinated School Health, Safe Schools and Family Resource Centers. Revenue from the State represents 38.2% of total funding and is considered a major revenue source in the Governmental Funds.



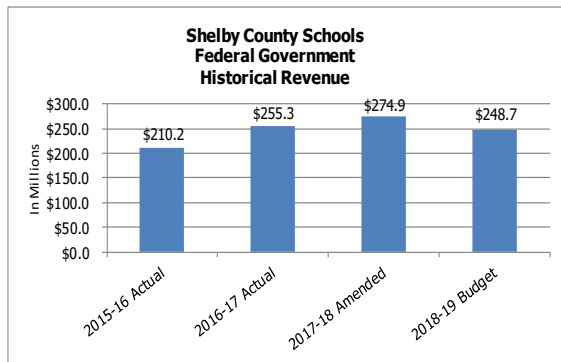
v. Federal Government Funds

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

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

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

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



The chart to the left illustrates the total Revenues received from the **Federal Government**. The District estimates that it will receive \$248.7 million in fiscal year 2018-19. Revenue from the Federal Government represents almost 17.8% of total funding and is considered a major revenue source in the Governmental Funds. Funding from the Federal Government is primarily for grants and services.

vi. Local Funds

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

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

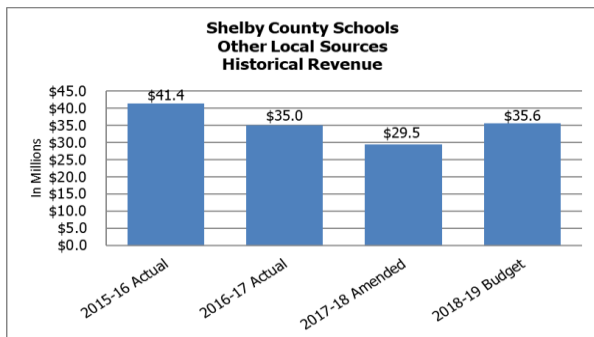
Judgment Recovery: This revenue represents legal settlement proceeds that are infrequent in nature.

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

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

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

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

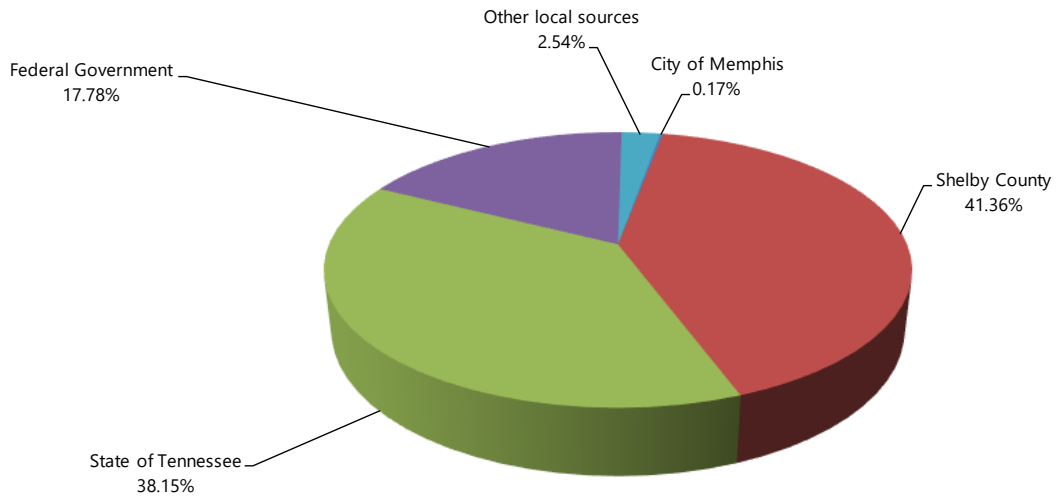


Tuition: This revenue is generated from tuition fees for students to attend various educational programs.



Shelby County Schools
 Highlights of the 2018-19 Budget Revenues
 All Funds

	2015-16 Actuals	2016-17 Actuals	2017-18 Amended Budget	2018-19 Budget	Percentage of 2018-19 Budget	Percentage Increase (Decrease)
City of Memphis	2,057,999	1,487,282	4,051,680	2,414,987	0.17%	-40.40%
Shelby County	470,850,728	476,996,206	522,894,174	578,519,284	41.36%	10.64%
State of Tennessee	496,372,683	496,575,673	521,616,091	533,625,102	38.15%	2.30%
Federal Government	210,227,109	255,289,957	274,949,247	248,743,291	17.78%	-9.53%
Other local sources	41,401,165	35,022,248	27,994,615	35,566,710	2.54%	27.05%
Totals	\$ 1,220,909,684	\$ 1,265,371,366	\$ 1,351,505,807	\$ 1,398,869,374	100.00%	3.50%





II. EXPENDITURE CATEGORIES

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

Functions

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

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

Student support - Services to promote attendance and health services.

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

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

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

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

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

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

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

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

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

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

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

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



Relationship Between State Functions and Financial Structure						
	General Fund Fund 01	Capital Projects Fund Fund 07	Special Revenue Fund Non-Federal Fund 08	Special Revenue Fund Nutrition Services Fund 10	Special Revenue Fund Federal Progams Fund 12	Internal Service Funds
71100-Regular Instruction Program	X		X		X	
71110-Regular Instruction -Other			X			
71150-Alternative Instruction Program	X		X			X
71200-Special Education Program	X		X		X	X
71300-Vocational Education Program	X				X	
71600-Adult Programs	X					
71900 Other	X					
72110-Attendance	X					
72120-Health Services	X		X		X	X
72130-Other Student Support	X		X		X	X
72210-Regular Instruction Program Support	X		X		X	
72215-Alternative Instruction Program Support	X				X	
72220-Special Education Program Support	X		X		X	X
72230-Vocational Education Program Support	X				X	
72250 - Education Technology	X					
72260-Adult Programs Support	X		X		X	
72310-Board of Education	X					
72320-Director of Schools	X					
72410-Office of the Principal	X		X			
72510-Fiscal Services	X					
72520-Human Services/Personnel	X					
72610-Operation of Plant	X	X	X			X
72620-Maintenance of Plant	X	X	X			X
72710-Transportation	X				X	X
72810-Central and Other	X					X
73100-Food Service				X		
73300-Community Services	X		X		X	
73400-Early Childhood Education	X		X		X	
73401-Childhood Education Admin	X		X		X	
73402-Childhood Education - Education	X		X		X	
73403-Childhood Education - Health					X	
76100 Regular Capital Outlay	X					
81300-Education Debt Service	X					
82130-Education Debt Service	X					
82230 Other Debt Service	X					
91300-Education Capital Projects	X					
91300-Education Capital Projects	X	X				
99000-Other Uses	X					
99100-Transfers Out	X	X	X		X	X
99900 Expense Closing Account	X	X	X	X	X	X



Object Codes

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

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

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

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

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

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

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



Relationship Between SCS Departmental Units and Funding Sources						
Department or Project Description	General Fund Fund 01	Capital Projects Fund Fund 07	Special Revenue Fund Non-Federal Fund 08	Special Revenue Fund Nutrition Services Fund 10	Special Revenue Fund Federal Programs Fund 12	Internal Service Funds
010000-Board of Education	X					
020000-Superintendent	X					
020100-Chief of Staff	X				X	
030000-General Counsel	X					
030100-Labor Relations	X					X
030200 Policy	X					
040000-Internal Audit	X					
100000-Academic Office	X		X		X	
101000-K-16 School Initiatives					X	
100001 RTTT-High School Initiatives Activity					X	
100002 RTTT-Plus Teachers Activity					X	
100003 RTTT-Expanded Robotics					X	
100004 RTTT-Kaplan's Act Test Prep					X	
100005 RTTT-Low Performing Schools Faculty					X	
100100 Department of Academics	X		X		X	
100200 Department of Schools and Leadership	X					
100210 Instructional Leadership Directors	X					
100220 Teacher and Leader Effectiveness and Evaluations	X		X			
100230 Leadership Development and Capacity Building	X		X		X	
100300 Department of Academic Operations and School Support	X				X	
100400 School Culture and Climate	X					
101000 K-16 School Initiatives	X				X	
102000-Curriculum	X				X	
102010-English Second Language	X				X	
102011 English Second Language Elementary	X					
102012 English Second Language Middle	X					
102013 English Second Language K8	X					
102014 English Second Language High	X					
102020-STEM	X					
102030-Literacy	X					
102040-Mathematics	X					
102050-Science	X					
102060-Social Studies	X					
102071-Elementary Music and Art	X		X			
102081-Summer School	X		X			
102083- Head Start In-Kind Match			X			
102084- Head Start In-kind Match			X			
102090-Early Childhood Programs (Pre-K)	X		X		X	
102091-Elementary Physical Education	X	X				
102100-Textbooks	X					
102200-World Languages	X					
102300-Band and Strings	X	X				
102310 Band Instrument Repair	X					
102400-Substitutes	X				X	
102500-Librarians	X					
102501-Librarians-Elementary	X					
102502-Librarians-Middle	X					
102503-Librarians - K-8	X					
102504-Librarians - High	X					
102600-Educational Support	X					
102700 District Initiatives	X					
103000-Career and Technical Education	X				X	
103010-Adult Education	X		X		X	
104000-Exceptional Children	X		X			X
104001-Exceptional Children - Elementary					X	
104002-Exceptional Children - Middle					X	
104003-Exceptional Children - K-8	X					
104004-Exceptional Children - High					X	
104010-Exceptional Children - Homebound & Hospital	X					
104020-Exceptional Children - Gifted	X					
104030-Exceptional Children Schools Admin	X					
104040-Exceptional Children Administration	X		X		X	



Relationship Between SCS Departmental Units and Funding Sources						
Department or Project Description	General Fund Fund 01	Capital Projects Fund Fund 07	Special Revenue Fund Non-Federal Fund 08	Special Revenue Fund Nutrition Services Fund 10	Special Revenue Fund Federal Programs Fund 12	Internal Service Funds
105000-Federal Programs			X		X	
106000 Director of Schools	X					
106010-Northwest Region					X	
106020-Northeast Region					X	
106030-Southwest Region	X				X	
106040-Southeast Region	X				X	
106050-Shelby Region	X				X	
106060 Principals	X		X		X	
106061-School Leadership - Elementary	X					
106062-School Leadership - Middle	X					
106063-School Leadership - K-8	X					
106064-School Leadership - High	X		X			
107000-Optional Schools	X		X		X	
108000-Alternative Schools	X				X	X
108010-Adolescent Parenting	X		X			
108020-SCS Prep Northwest	X					
108030-SCS Prep Northeast	X					
108040-SCS Prep Southwest	X					
108050-SCS Prep Southeast	X					
108060-Ida B Wells Academy	X					
109000-School Operations					X	
190000-Schools	X				X	
190001-General Education - Elementary	X				X	X
190002-General Education - Middle	X				X	X
190003-General Education - K-8	X		X		X	
190004-General Education - High	X				X	X
190100-Hollis F Price	X					
190200-Middle College	X					
190300-Career Ladder	X					
190400-Extended Contract	X					
190500-General Education - Other	X				X	
200000 Student Services Administration	X					
200100 School And Student Support	X				X	
201000-Attendance & Discipline	X					
202000-Safety & Security	X	X	X		X	X
202100-Safe Schools	X					
203000-Student Support	X		X		X	
203001 Student Support-Elementary			X			
203010-Athletics	X		X			
203020-ROTC	X					
203030-Drivers Ed	X					
203040-Guidance Counseling	X		X			
203041-Guidance Counseling - Elementary	X					
203042-Guidance Counseling - Middle	X					
203043-Guidance Counseling - K-8	X					
203044-Guidance Counseling - High	X					
203100-Money Due Board (School Reimbursement)	X					
204000-Health Services	X				X	
204100-Family Resource Center Health	X					
210000-Innovation Office	X		X		X	
211000-Charter Schools	X				X	
212000 District Innovations	X					
212010-Virtual School	X					
212020 K-16 Innovations	X					
220000-Planning and Accountability	X					
221000-Student Info Management	X					
222000-Assessment and Accountability	X				X	
223000-Research Planning and Improvement	X		X		X	
300000 Deputy Superintendent	X					
301000-Communications	X		X			
301010-Instructional Television	X					
302000-Community Outreach and Parental Engagement	X					
303000 - Voices of SCS			X			
310000-Talent Management						
311000-Performance Management	X					
312000-Professional Development	X				X	
313000-Recruitment and Staffing	X				X	
314000-Employee Services	X					
315000-Human Resources	X					
320000-Finance	X					



Relationship Between SCS Departmental Units and Funding Sources						
Department or Project Description	General Fund Fund 01	Capital Projects Fund Fund 07	Special Revenue Fund Non-Federal Fund 08	Special Revenue Fund Nutrition Services Fund 10	Special Revenue Fund Federal Programs Fund 12	Internal Service Funds
321000-Accounting	X		X			
322000-Budget and Fiscal Planning	X				X	
323000-Payroll	X					
324000 Contracts	X					
324010-Accounts Payable	X					
325000-Benefits	X					
325010-Benefits - Retirees	X					
330000-Operations Administration	X					X
331000-Business Operations Admin	X					
332000-Transportation	X					X
332010-Special Education Transportation	X					X
333000-Procurement	X	X				
334000-Facility Support - Mailroom	X		X			X
334100-Custodial and Grounds	X					X
334200-Utilities	X		X			X
334300-General Services	X				X	X
334400-Zone 4 Maintenance	X					
334500-Zone 2 Maintenance	X					
334600-Zone 1 Maintenance	X					X
334700-Zone 3 Maintenance	X					
335000-Facilities Planning and Property	X					
336000-Nutrition Services				X		
337000-Warehousing	X					X
340000-Information Technology	X					
341000-User Support Services	X					
342000-Business Applications Services	X					
343000-Infrastructure and Systems Support Services	X				X	
344000 Project Management Office	X					
350000 Deputy Superintendent	X					
400000-Debt Service	X					
560000-Other Potential Uses	X					
600000-Regular Capital Outlay		X				
0016-Consolidated Administration					X	
1005-Title I-Part A, Improving Academic Achievement					X	
1006-Title I A-Neglected					X	
1306-School Improvement Grant, Cohort 4					X	
1307-iZone Supplemental School Improvement Grant					X	
1505-Title I-D, Subpart 1, Neglected/Delinquen					X	
2005-Title II-Part A, Teacher and Principal Training and Recruiting					X	
3005-Title III-Part A, English Language Acquisition					X	
3006-Title III Immigrant Grant					X	
5010-IDEA Discretionary Supplemental Grant					X	
5011-Title IV Part A Student Support and Academic Enrichment					X	
5012-21st Century Community Learning Remaining Funds					X	
5013-21st Century Community Learning Grant FY19					X	
5515-STEM in the Library					X	
5022-21st Century Community Learning Center MASE Charter School					X	
7006-Title X McKinney-Vento					X	
8005-CTE Perkins Basic					X	
8108-Title IV Part A Student Support and Academic Enrichment					X	
8305-21st Century Community Learning Remaining Funds					X	
8709-Stop School Violence Threat Assessment					X	
8710-Stop School Violence Prevention and Mental Health Training					X	
8803-21st Century Community Learning Grant FY19					X	
8804-Read to be Ready Summer Literacy Grant					X	
8806-Read to be Ready Summer Literacy 2019					X	
8809-New Skills for Youth Mini Grant					X	
8810-WIN In School					X	
9005-IDEA, Part B					X	
9017-Substance Abuse Prevention & Treatment					X	
9027-Transition School to Work Program					X	
9028-Transition School to Work Program (FY19)					X	
9105-IDEA, Preschool					X	
9108-IDEA Pre-School Discretionary FY19					X	
9118-Priority School Improvement Grant					X	
9205-Project Aware					X	
9215-Memphis Virtual STEM Academy-East High					X	
9407-Head Start					X	
9408-Head Start					X	



Relationship Between SCS Departmental Units and Funding Sources						
Department or Project Description	General Fund Fund 01	Capital Projects Fund Fund 07	Special Revenue Fund Non-Federal Fund 08	Special Revenue Fund Nutrition Services Fund 10	Special Revenue Fund Federal Programs Fund 12	Internal Service Funds
9506-Pre-K Expansion					X	
9705-CDCP HIV/STD PREVENTION					X	
9706-CDCP HIV/STD PREVENTION (FY 2019)					X	
9707-CDCP HIV/STD PREVENTION (FY 2017)					X	
9806-Project Prevent					X	
9907-Project STAND					X	
9917-Comprehensive School Safety Initiative					X	
9920-SCS Seed Grant					X	
D396-Gear Up At The River					X	
D398-Gear Up 3.0					X	
D399-Gear Up 3.0 2019					X	
C735- New Goodlett Construction		X				
C804-A Maceo Walker MS Mechanical		X				
C804-A Maceo Walker MS Mechanical		X				
C748-Balmoral-Ridgeway ES Mechanical		X				
C748-Balmoral-Ridgeway ES Mechanical		X				
C823-Bayer Building		X				
C810-Bellevue MS Mechanical		X				
C810-Bellevue MS Mechanical		X				
C726-Berclair ES Mechanical		X				
C822-Berclair Mechanical 2		X				
C814-Brownsville RD Mechanical		X				
C991-Central High Renovations		X				
C999-Delano ES Classroom Addition		X				
C999-Delano ES Classroom Addition		X				
C759-Delano ES- Mechanical		X				
C815-Dunbar ES Mechanical		X				
C815-Dunbar ES Mechanical		X				
C738-East High Renovation		X				
C802-Georgian Hills MS Mechanical		X				
C802-Georgian Hills MS Mechanical		X				
C998-Grahamwood ES Classroom Addition		X				
C998-Grahamwood ES Classroom Addition		X				
C737-Hamilton HS Mechanical		X				
M100-Hamilton HS- Mechanical (City of Memphis)		X				
M100-Hamilton HS- Mechanical (City of Memphis)		X				
C755-Hanley ES / ASD Mechanical		X				
C755-Hanley ES / ASD Mechanical		X				
C803-Ida B Wells ES Mechanical		X				
C803-Ida B Wells ES Mechanical		X				
C739-Idlewild ES Mechanical		X				
C739-Idlewild ES Mechanical		X				
C740-Jackson ES Mechanical		X				
C740-Jackson ES Mechanical		X				
C758-Kate Bond ES- Mechanical		X				
C757-Kingsbury ES- Mechanical		X				
C819-Kingsbury HS Mechanical		X				
C994-Kingsbury HS/MS Mechanical		X				
C751-Larose ES Roof Replacement		X				
C817-Levi ES Mechanical		X				
C817-Levi ES Mechanical		X				
C762-Maxine Smith Academy - Roof (Partial Replacement)		X				
C805-Melrose HS Mechanical		X				
C805-Melrose HS Mechanical		X				
C806-Mitchell HS Mechanical		X				
C806-Mitchell HS Mechanical		X				
C756-Newberry ES- Mechanical		X				
C756-Newberry ES- Mechanical		X				
C807-Northeast Prep Academy Mechanical		X				
C807-Northeast Prep Academy Mechanical		X				
C995-Overton HS Roof Replacement		X				
C808-Raleigh Egypt MS Mechanical		X				
C997-Richland ES Classroom Addition		X				



Relationship Between SCS Departmental Units and Funding Sources						
Department or Project Description	General Fund Fund 01	Capital Projects Fund Fund 07	Special Revenue Fund Non-Federal Fund 08	Special Revenue Fund Nutrition Services Fund 10	Special Revenue Fund Federal Programs Fund 12	Internal Service Funds
C754-Ridgeway Balmoral ES Roof Replacement		X				
C996-Ridgeway HS Mechanical		X				
C820-Ridgeway HS Mechanical 2		X				
C820-Ridgeway HS Mechanical 2		X				
C749-Ridgeway HS Roof Replacement		X				
C753-Riverview MS Roof Replacement		X				
C711-Ross Road ES Wall Replacement		X				
C809-Rozelle ES Mechanical		X				
C809-Rozelle ES Mechanical		X				
C816-Shady Grove ES Mechanical		X				
C816-Shady Grove ES Mechanical		X				
C777-Sheffield High HVAC Underground Piping		X				
C761-Sheffield/Shrine-Roof Replacements		X				
C746-Shelby Oaks ES Mechanical		X				
C746-Shelby Oaks ES Mechanical		X				
C736-Sherwood MS- ADA		X				
M101-Sherwood MS- Mechanical /ADA (City of Memphis)		X				
C763-Sherwood MS-ADA		X				
C732-Snowden School K-8 Mechanical		X				
C731-Treadwell Elementary Mechanical		X				
C821-Treadwell ES/ MS Mechanical		X				
C821-Treadwell ES/ MS Mechanical		X				
C811-Trezevant HS Mechanical		X				
C811-Trezevant HS Mechanical		X				
6904-Unforeseen Emergencies		X				
6904-Unforeseen Emergencies		X				
6904-Unforeseen Emergencies		X				
6904-Unforeseen Emergencies		X				
6904-Unforeseen Emergencies		X				
C812-Westwood HS Mechanical		X				
C813-White Station HS Mechanical		X				
C813-White Station HS Mechanical		X				
C993-White Station HS Renovations		X				
C993-White Station HS Renovations		X				
C992-Whitehaven HS Renovations		X				
C992-Whitehaven HS Renovations		X				



III. BUDGET ASSUMPTIONS AND PROJECTIONS

A critical component of The Shelby County Board of Education's Fiscal Year 2018-19 District Budget is Destination 2025, the District's 80/90/100% strategic plan; by 2025, 80 percent of our children will graduate from high school college or career ready, our school district will have a 90 percent graduation rate, and 100 percent of our students who graduate will enroll in a post-secondary opportunity. Financial forecasts assist the organization in progressing towards these goals with the strategically-planned management of resources. These forecasts must consider the increasing enrollment of charter and state-designated Achievement School District (ASD) schools as the District's enrollment declines. At a projection of just over 102,571 students in Fiscal Year 2018-19, Shelby County Schools is evolving from its merger and demerger of municipal districts within the past three years and can now strategically evaluate its operations to improve academic outcomes.

In the face of declining enrollment and the reorganization of operations to gain efficiencies, the District projects future elimination of positions beyond the Fiscal Year 2018-19 budget. Generally, revenues are projected to remain flat or decline with the forecast, while expenditures such as gasoline, contracts, postage, utilities, etc., are expected to rise with inflationary factors. The forecasts also assume some increases to teacher salaries due to the implementation of the comprehensive performance based strategic compensation salary study. Additionally, the long-range forecasts above assume the beginnings of a District feasibility study in evaluating its structure, both financially and operationally, to address the shortfalls projected for the foreseeable future.

GENERAL:

1. Enrollment projections were developed by school site assuming a continual decline in base enrollment.
2. The number of SCS authorized charter schools grew to 51 in Fiscal Year 2017-18. For Fiscal Year 2018-19, the number of authorized charters will grow to 56. The expectation is a similar growth pattern for fiscal year 2019-20.
3. The District continues to recruit, train and retaining highly effective teachers to accelerate student achievement, which will require the redeployment of resources and adjustments to various practices and procedures within SCS.
4. The Achievement School District (ASD) is expected to close one school in school year 2018-19. In the same school year, the ASD revenue allocation to the ASD is expected to be \$98.9 million.

REVENUES:

1. The BEP allocation for Shelby County Schools, including ASD and State Board of Education, is estimated to increase in fiscal year 2018-19 relative to fiscal year 2017-18 BEP forecasted revenues. The increase in BEP fund is largely attributed to statewide investment in education, which is offset to the declining student population within the District. Note that the BEP allocation for only Shelby County Schools declined slightly. The BEP allocation for Shelby County Schools (on the next page) includes funding for ASD, State Board of Education, 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. Hence, 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 2019 BEP estimate below includes the ASD estimate of \$98.9 million based on FY 2018 state revenues, local revenues, and the FY 2018 enrollment estimate of 103,892 (includes ASD and Charters). In FY 2018-2019, the State charter operated by Green Dot and is expected to enroll approximately 200 students. We anticipate the funding calculation will mirror that of the ASD resulting in an estimated allocation of \$1.9 million.
2. The 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 2018-19 General Fund budget assumes that Shelby County's total education budget will be funded at \$427.3 million and the District's relative share



will decrease to 77.65%. As a result, SCS is budgeting for a \$4.0 million county property and wheel taxes revenue increase in fiscal year 2018-19.

3. The Sales tax revenues for the District are budgeted to increase marginally in fiscal year 2018- 19 due to a slight increase in sales tax collections. Similar to the county property tax revenues, county sales tax revenues are distributed among the District and the six municipal schools based on current year WFTEADA. Fiscal Year 2018-19 local property tax rates and revenue budgets for education are expected to decline based on the weighted full-time equivalency average daily attendance or "WFTEADA", which serves as the basis for allocation of education funds within the county. This is a calculation of the average of the highest two months of the first three months of attendance for grades K-12, multiplied times a unique weight for each grade level as provided by the State Department of Education.
4. The indirect cost rate for fiscal year 2018-2019; 17.01% for non-restricted programs (Nutrition) and 6.64% for restricted programs (Federal Grants).
5. The budget was balanced by enacting expenditure controls for efficient, economical, and effective use of resources.

EXPENDITURES:

1. Budget development will be focused on the District's strategic plan, academic goals and improvements as identified by the Superintendent, Shelby County Board of Education and stakeholders.
2. Emphasis will be placed on identification of efficiencies, re-engineering of operations, identification of revenue generators, and prudent review of alternative funding sources to maximize resources. Efficiencies and investments will be identified and tracked separately.
3. The budget will reflect appropriate rates for items such as: non-controllable items (contracts that cross fiscal years, mileage currently projected at \$0.54 per business mile, gasoline currently projected to be \$2.50 per gallon of unleaded, postage currently projected at \$.465 for first class postage, and utilities remaining flat over Fiscal Year 2018-19 actual utility costs); functional assignments as realigned; or necessary investments to support the strategic plan of the District.
4. The budget will be built to fund: mandated costs, grant matching requirements and substantiated cost for current programs; less efficiencies or cost savings; plus, initiatives required to reach the goals of high academically performing schools, safe schools, improved graduation rates, and fiscal accountability.
5. SCS will continue to provide health care through a Medicare Supplement to Medicare eligible retirees. The medical retiree board contribution will be based on the retiree cost share of 50% for Pre-65 and Post-65 Medicare Surround and 70% Medicare Advantage. The budget does not include a contribution towards the Other Post-Employment Benefits (OPEB) unfunded liability. As of June 30, 2016, the District's unfunded OPEB liability was \$1,250,652,565.
6. A life insurance Request for Proposal (RFP) has been issued, and projected life insurance rates for Fiscal Year 2018-19 may be affected.
7. Retirement benefit costs are adjusted by the State Department of Treasury on an annual basis. The District plans to use the current TCRS retirement rates for Fiscal Year 2018-19 budgeting (9.04% for certificated and 9.27% for classified employees) until information is available.
8. Budget development for staffing may result in revised teacher and support staff formulas for Fiscal Year 2017-18. The formulas will comply with State requirements.



GENERAL FUND 3-YEAR PROJECTIONS:

A critical component of The Shelby County Board of Education’s Fiscal Year 2018-19 District Budget is Destination 2025, the District’s 80/90/100% strategic plan; by 2025, 80 percent of our children will graduate from high school college or career ready, our school district will have a 90 percent graduation rate, and 100 percent of our students who graduate will enroll in a post-secondary opportunity.

Financial forecasts assist the organization in progressing towards these goals with the strategically-planned management of resources. These forecasts must consider the increasing enrollment of charter and state-designated Achievement School District (ASD) schools as the District’s enrollment declines. Shelby County Schools is evolving from its recent merger and demerger of municipal districts within the past three years and can now strategically evaluate its operations to improve academic outcomes.

In the face of declining enrollment, the District General Fund revenues are projected to decline each year. The forecasts also assume some increases to teacher salaries due to salary harmonization studies as well as performance raises. Additionally, the long-range forecasts below assume the beginnings of a District feasibility study, approved by the Shelby County Board of Commissioners in Fiscal Year 2014-15, to research and fund future capital expenditures. SCS has experienced mounting financial pressures from the increase of charter schools, which is shown in the chart below. Charter school payments will climb by \$18.9 million in fiscal year 2018-19 based on six new charter schools opening. This District projects over the next three years, Charter School payments to increase \$10 million each year. With charter school payments being the second largest expense behind instruction in fiscal year 2018-2019, it is prudent to evaluate investments in SCS authorized charter schools.

The District is at a critical juncture in evaluating its structure, both financially and operationally, to address the shortfalls projected for the foreseeable future.

**Shelby County Schools
General Fund
3 Year Projections**

	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
	ACTUAL	ACTUAL	AMENDED BUDGET	BUDGET	FORECAST BUDGET	FORECAST BUDGET	FORECAST BUDGET
REVENUES							
CITY OF MEMPHIS	\$ 2,057,999	\$ 1,487,282	\$ 1,333,333	\$ 1,333,334	\$ 1,333,334	\$ 1,333,334	\$ 1,333,334
SHELBY COUNTY	438,891,698	455,925,298	454,550,944	471,266,753	466,554,085	464,221,315	462,132,319
STATE OF TENNESSEE	482,879,311	482,368,670	507,845,274	519,795,285	514,597,332	512,024,345	509,617,831
FEDERAL GOVERNMENT	13,863,446	25,092,423	15,766,787	5,207,357	5,155,283	5,129,507	5,105,398
OTHER LOCAL SOURCES	7,423,537	8,193,125	5,344,259	7,820,780	7,742,572	7,703,859	7,667,651
PLANNED USE OF FUND BALANCE	-	-	-	-	-	-	-
TOTAL REVENUES	\$945,115,991	\$973,066,798	\$984,840,597	\$ 1,005,423,509	\$ 995,382,607	\$990,412,361	\$985,856,534
EXPENDITURES							
INSTRUCTION	475,263,224	482,895,178	524,571,984	515,329,546	486,474,422	484,045,308	481,818,733
INSTRUCTIONAL SUPPORT	31,726,411	34,356,441	35,172,026	36,370,007	34,333,522	34,162,084	34,004,941
STUDENT SUPPORT	54,739,282	54,874,111	56,586,847	75,907,861	71,657,511	71,299,704	70,971,730
OFFICE OF THE PRINCIPAL	59,728,458	58,239,286	59,282,037	63,496,255	59,940,875	59,641,572	59,367,225
GENERAL ADMINISTRATION	12,164,911	12,459,734	17,450,368	17,963,121	16,957,302	16,872,629	16,795,016
EDUCATION TECHNOLOGY	-	-	36,313,166	25,851,804	24,404,270	24,282,412	24,170,715
FISCAL SERVICES	5,787,516	5,861,534	8,289,909	9,078,444	8,570,110	8,527,317	8,488,092
OTHER SUPPORT SERVICES	38,966,736	51,817,525	13,318,271	7,806,040	7,368,952	7,332,157	7,298,429
STUDENT TRANSPORTATION	28,160,489	22,254,234	23,136,924	25,068,879	23,665,184	23,547,016	23,438,702
PLANT SERVICES	79,089,587	83,069,713	91,829,408	85,831,998	81,025,961	80,621,374	80,250,521
COMMUNITY SERVICE	1,539,519	1,840,198	6,779,393	10,379,273	9,798,101	9,749,176	9,704,330
CHARTER SCHOOLS	94,408,523	111,283,036	131,184,401	148,451,190	140,138,883	139,439,127	138,797,717
RETIREE BENEFITS	34,700,842	34,595,674	32,389,091	32,889,091	31,047,514	30,892,486	30,750,383
FOOD SERVICE	-	-	-	-	-	-	-
DEBT SERVICE	-	-	-	-	-	-	-
PRINCIPAL	550,011	72,267	96,125	-	-	-	-
INTEREST	-	347	-	-	-	-	-
CAPITAL OUTLAY	214,198	51,000	-	-	-	-	-
TOTAL EXPENDITURES	\$917,039,707	\$953,670,278	\$1,036,399,950	1,054,423,509	995,382,607	990,412,362	\$985,856,534



The Capital Fund is primarily based on funding from Shelby County Government. Funding for the county’s portion of the CIP Budget is generally obtained through a short term borrowing program or the issuance of long term general obligation debt. Shelby County Government has developed a five-year Capital Improvement Plan (CIP) and allocates a portion for Shelby County Schools and the Municipals.

Capital Funding is allocated based on the Weighted Full-Time Equivalent Average. Weighted full-time equivalency average daily attendance or “WFTEADA”, serves as the basis for allocation of education funds within the county. This is a calculation of the average of the highest two months of the first three months of attendance for grades K-12, multiplied times a unique weight for each grade level as provided by the State Department of Education. Other local sources include collection of rent and interest income. These amounts are held flat for the three year projections.

**Shelby County Schools
Capital Fund
3 Year Projections**

	2015-16 ACTUAL	2016-17 ACTUAL	2017-18 AMENDED BUDGET	2018-19 BUDGET	2019-20 FORECAST BUDGET	2020-21 FORECAST BUDGET	2021-22 FORECAST BUDGET
REVENUES							
CITY OF MEMPHIS	\$ -	\$ -	\$ 2,718,347	\$ 1,081,653	\$ 1,081,653	\$ 1,081,653	\$ 1,081,653
SHELBY COUNTY	31,959,030	21,070,908	68,343,230	107,252,531	50,000,000	50,000,000	50,000,000
OTHER LOCAL SOURCES	428,164	244,853	75,000	-	-	-	-
PLANNED USE OF FUND BALANCE	-	-	-	-	-	-	-
TOTAL REVENUES	\$32,387,194	\$21,315,761	\$71,136,577	\$108,334,184	\$ 51,081,653	\$51,081,653	\$51,081,653
EXPENDITURES							
CAPITAL OUTLAY	17,505,023	16,846,062	76,562,497	108,416,828	51,081,653	51,081,653	51,081,653
TOTAL EXPENDITURES	\$17,505,023	16,846,062	\$76,562,497	\$108,416,828	\$51,081,653	\$51,081,653	\$51,081,653

The Non-Federal Program Fund is self-supporting. The resources are generated from grants, donations, and fees from the state of Tennessee and the local community. The fund consists of resources that are spent on cognitive, social, emotional, student achievement, and instructional supports. Some of the resources supplement the District’s student support and operational services. The District projects a decrease based on a 1 to 2 percent decline in enrollment.

**Shelby County Schools
Discretionary Fund
3 Year Projections**

	2015-16 ACTUAL	2016-17 ACTUAL	2017-18 AMENDED BUDGET	2018-19 BUDGET	2019-20 FORECAST BUDGET	2020-21 FORECAST BUDGET	2021-22 FORECAST BUDGET
REVENUES							
STATE OF TENNESSEE	\$ 12,901,028	\$ 13,553,306	\$ 13,180,817	\$ 13,149,817	\$ 12,886,821	\$ 12,629,084	\$ 12,376,503
OTHER LOCAL SOURCES	18,722,757	18,626,153	15,306,514	20,295,979	19,890,059	19,492,258	19,102,413
PLANNED USE OF FUND BALANCE	-	-	-	-	-	-	-
TOTAL REVENUES	\$31,623,785	\$32,179,459	\$28,487,331	\$33,445,796	\$ 32,776,880	\$32,121,342	\$31,478,916
EXPENDITURES							
INSTRUCTION	\$ 290,203	\$ 933,544	\$ 4,228,700	\$ 4,447,398	\$ 3,613,490	\$ 3,541,220	\$ 3,470,395
INSTRUCTIONAL SUPPORT	274,617	816,469	1,018,751	1,471,511	1,195,596	1,171,684	1,148,250
STUDENT SUPPORT	58,191	29,650	35,493	60,000	48,750	47,775	46,819
OFFICE OF THE PRINCIPAL	202,504	10,676	-	40,539	32,938	32,279	31,633
GENERAL ADMINISTRATION	8,561,316	5,838,652	239,247	-	-	-	-
FISCAL SERVICES	267,524	67,069	116,446	-	-	-	-
OTHER SUPPORT SERVICES	129,966	126,735	-	-	-	-	-
PLANT SERVICES	537,851	501,708	759,160	946,511	769,036	753,655	738,582
COMMUNITY SERVICE	19,255,715	20,019,564	23,551,091	33,375,053	27,117,072	26,574,730	26,043,236
FOOD SERVICE	-	-	-	-	-	-	-
TOTAL EXPENDITURES	\$29,577,887	\$28,344,067	\$29,948,888	\$40,341,012	\$32,776,880	\$32,121,342	\$31,478,916



SCS Nutrition Services operations provide approximately 56,000 free reimbursable breakfast meals and 79,000 free reimbursable lunches daily across the District. The ratio of about 2 breakfast meals to 3 lunch meals is aligned with the national goal promulgated by the Food Research & Action Center, a national anti-hunger organization. The below chart highlights the trends of meals served to students over the past four years. The number of meals continues to decline with the enrollment loss due to less school-aged student population and growth of charter schools, ASD schools and municipal schools and is reflected in the forecast projections below.

**Shelby County Schools
Nutrition Fund
3 Year Projections**

	2015-16 ACTUAL	2016-17 ACTUAL	2017-18 AMENDED BUDGET	2018-19 BUDGET	2019-20 FORECAST BUDGET	2020-21 FORECAST BUDGET	2021-22 FORECAST BUDGET
REVENUES							
CITY OF MEMPHIS							
SHELBY COUNTY	\$ 592,345	\$ 653,697	\$ 590,000	\$ 680,000	\$ 666,400	\$ 653,072	\$ 640,011
FEDERAL GOVERNMENT	70,927,194	77,384,101	82,398,679	83,892,812	82,214,956	80,570,657	78,959,244
OTHER LOCAL SOURCES	11,004,413	3,682,632	3,581,567	3,749,951	3,674,952	3,601,453	3,529,424
PLANNED USE OF FUND BALANCE					-	-	-
TOTAL REVENUES	\$82,523,952	\$81,720,430	\$86,570,246	\$88,322,763	\$ 86,556,308	\$84,825,182	\$83,128,678
EXPENDITURES							
FOOD SERVICE	\$ 84,675,115	\$ 86,092,200	\$ 86,570,246	\$ 88,322,763	\$ 86,556,308	\$ 84,825,182	\$ 83,128,678
TOTAL EXPENDITURES	\$84,675,115	\$86,092,200	\$86,570,246	\$88,322,763	86,556,308	\$84,825,182	\$83,128,678

The Federal Programs Fund budget consists of several major federal grants as Title I, IDEA Part B, Head Start, and Carl Perkins. 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 living with disabilities receive a free appropriate public education. Head Start is a comprehensive program designed to foster the healthy development of young children. Several factors contribute to the decline in federal funds, the District has reduced its operations and reimbursements due to a lower projected number of students.

**Shelby County Schools
Federal Fund
3 Year Projections**

	2015-16 ACTUAL	2016-17 ACTUAL	2017-18 AMENDED BUDGET	2018-19 BUDGET	2019-20 FORECAST BUDGET	2020-21 FORECAST BUDGET	2021-22 FORECAST BUDGET
REVENUES							
FEDERAL GOVERNMENT	\$ 125,436,469	\$ 152,813,433	\$ 176,783,781	\$ 159,643,122	\$ 156,450,260	\$ 153,321,254	\$ 150,254,829
PLANNED USE OF FUND BALANCE	-	-	-	-	-	-	-
TOTAL REVENUES	\$125,436,469	\$152,813,433	\$176,783,781	\$159,643,122	\$ 156,450,260	\$153,321,254	\$150,254,829
EXPENDITURES							
INSTRUCTION	58,048,310	77,117,348	91,197,703	72,179,565	70,735,974	69,321,254	67,934,829
INSTRUCTIONAL SUPPORT	29,173,818	30,974,157	8,944,806	38,672,319	37,898,873	37,140,895	36,398,077
STUDENT SUPPORT	10,123,951	11,208,616	40,101,556	11,514,786	11,284,490	11,058,800	10,837,624
GENERAL ADMINISTRATION	-	-	300	-	-	-	-
OTHER SUPPORT SERVICES	72,686	-	-	-	-	-	-
STUDENT TRANSPORTATION	493,598	2,985,733	3,178,719	3,701,533	3,627,502	3,554,952	3,483,853
PLANT SERVICES	92,529	(214)	-	-	-	-	-
COMMUNITY SERVICE	27,431,577	30,527,794	33,360,697	33,574,919	32,903,421	32,245,352	31,600,445
TOTAL EXPENDITURES	\$125,436,469	\$152,813,434	\$176,783,781	\$159,643,122	156,450,260	\$153,321,254	\$150,254,829



IV. ALL FUND TYPES

SUMMARY OF BUDGETS – ALL FUNDS BY FUNCTION
 FISCAL YEAR 2018-19 BUDGET
 With Comparative Information for Fiscal Years 2015-16 through 2018-19

	2015-16 Actual	2016-17 Actual	2017-18 Amended Budget	2018-19 Budget	Variance	% Change
Revenues						
City of Memphis	\$ 2,057,999	\$ 1,487,282	\$ 4,051,680	\$ 2,414,987	\$ (1,636,694)	-40.40%
Shelby County	470,850,728	476,996,206	522,894,174	578,519,284	55,625,110	10.64%
State of Tennessee	496,372,683	496,575,673	521,616,091	533,625,102	12,009,011	2.30%
Federal Government	210,227,109	255,289,957	274,949,247	248,743,291	(26,205,956)	-9.53%
Other local sources	41,401,165	35,022,248	27,994,615	35,566,710	7,572,095	27.05%
Total revenues	<u>1,220,909,685</u>	<u>1,265,371,366</u>	<u>1,351,505,807</u>	<u>1,398,869,374</u>	<u>47,363,566</u>	<u>3.50%</u>
Expenditures						
Instruction	535,154,662	561,774,294	620,767,482	592,967,959	(27,799,523)	-4.48%
Instructional support	61,200,058	66,153,997	45,142,681	76,520,908	31,378,227	69.51%
Student support	64,942,566	66,126,535	96,739,652	87,492,298	(9,247,354)	-9.56%
Office of principal	59,930,962	58,249,962	59,282,037	63,536,794	4,254,757	7.18%
General administration	20,726,227	18,298,386	17,689,915	17,963,121	273,206	1.54%
Education Technology	-	-	36,313,166	25,851,804	(10,461,362)	-28.81%
Fiscal services	6,055,040	5,928,603	8,406,355	9,078,444	672,089	8.00%
Other support services	39,241,911	52,002,075	13,485,511	7,871,475	(5,614,036)	-41.63%
Student transportation	29,060,032	25,821,447	26,883,639	29,102,292	2,218,653	8.25%
Plant services	81,940,195	86,303,384	95,281,705	89,651,472	(5,630,232)	-5.91%
Community service	48,226,811	52,387,556	63,691,181	77,329,245	13,638,064	21.41%
Charter schools	94,408,523	111,283,036	131,184,401	148,451,190	17,266,789	13.16%
Retiree benefits	34,700,842	34,595,674	32,389,091	32,889,091	500,000	1.54%
Food service	84,675,115	86,092,200	86,570,246	88,322,763	1,752,517	2.02%
Debt Service:						
Principal	550,011	72,267	96,125	-	(96,125)	-100.00%
Interest	-	347	-	-	-	-
Capital outlay	17,505,023	16,897,062	76,562,498	108,416,828	31,854,331	41.61%
Total expenditures	<u>1,178,317,978</u>	<u>1,241,986,825</u>	<u>1,410,485,684</u>	<u>1,455,445,685</u>	<u>44,960,001</u>	<u>3.19%</u>
Excess (deficiency) of revenues over expenditures	42,591,707	23,384,541	(58,979,877)	(56,576,311)		
Approved use of fund balance	-	-	58,979,877	56,576,311		
Net Change	42,591,707	23,384,541	-	-		
Beginning Fund Balance	204,370,233	225,055,402	240,050,167	181,070,290		
Increase (decrease) in reserve for encumbrance	(20,136,709)	(6,545,773)	-	-		
Transfers from Other Funds	(2,932,345)	(2,911,221)	-	-		
Sale of capital assets	1,162,518	1,067,217	-	-		
Ending Fund Balance	<u>\$ 225,055,402</u>	<u>\$ 240,050,167</u>	<u>\$ 181,070,290</u>	<u>\$ 124,493,979</u>		
Fund balance categories						
Nonspendable	5,804,694	9,835,193	6,781,775	6,781,775		
Restricted	43,828,417	53,520,642	30,017,835	29,419,382		
Assigned	32,274,990	72,154,767	21,844,409	10,844,409		
Unassigned	143,147,302	104,539,564	122,426,271	77,448,413		
Total ending fund balance	<u>225,055,402</u>	<u>240,050,167</u>	<u>181,070,290</u>	<u>124,493,979</u>		



SUMMARY OF BUDGETS – ALL FUNDS BY OBJECT
FISCAL YEAR 2018-19 BUDGET
 With Comparative Information for Fiscal Years 2015-16 through 2018-19

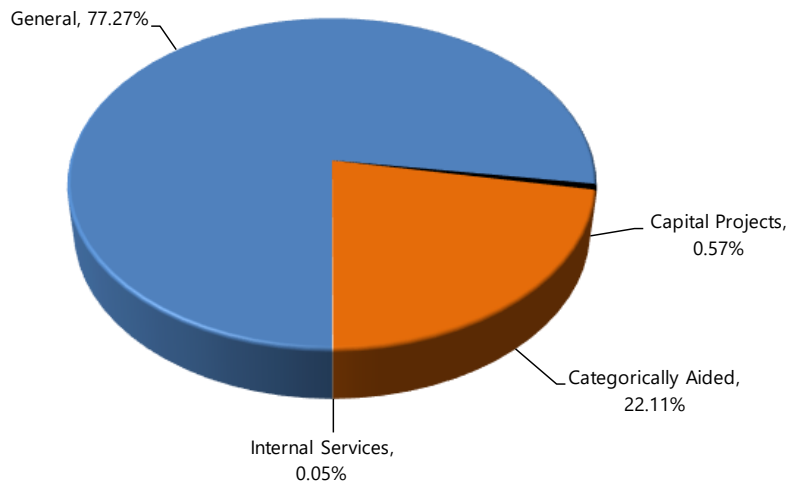
	2015-16 Actual	2016-17 Actual	2017-18 Amended Budget	2018-19 Budget	Variance	% Change
Revenues						
City of Memphis	\$ 2,057,999	\$ 1,487,282	\$ 4,051,680	\$ 2,414,987	\$ (1,636,694)	-40.40%
Shelby County	470,850,728	476,996,206	522,894,174	578,519,284	55,625,110	10.64%
State of Tennessee	496,372,683	496,575,673	521,616,091	533,625,102	12,009,011	2.30%
Federal Government	210,227,109	255,289,957	274,949,247	248,743,291	(26,205,956)	-9.53%
Other local sources	41,401,165	35,022,248	27,994,615	35,566,710	7,572,095	27.05%
Total revenues	<u>1,220,909,685</u>	<u>1,265,371,366</u>	<u>1,351,505,807</u>	<u>1,398,869,374</u>	<u>47,363,566</u>	<u>3.50%</u>
Expenditures						
Salaries	611,726,576	608,843,961	649,421,978	652,963,740	3,541,762	0.55%
Benefits	183,405,373	191,291,835	201,335,015	214,267,571	12,932,556	6.42%
Contracted services	93,335,000	101,848,512	137,620,932	142,044,022	4,423,089	3.21%
Professional services	19,211,223	20,929,622	3,948,624	11,710,067	7,761,443	196.56%
Property maintenance services	13,744,631	43,733,246	17,984,717	15,717,543	(2,267,174)	-12.61%
Travel	1,547,283	2,033,946	2,779,400	2,607,606	(171,793)	-6.18%
Supplies & materials	89,116,788	79,320,565	94,335,594	87,779,953	(6,555,641)	-6.95%
Furniture, equipment & building improvements	43,008,439	36,676,542	136,062,289	140,780,413	4,718,123	3.47%
Other objects	27,281,557	32,669,636	34,377,831	39,123,580	4,745,749	13.80%
Debt Service	550,011	13,355,923	96,125	-	(96,125)	-100.00%
Charter schools	95,391,097	111,283,036	132,523,177	148,451,189	15,928,012	12.02%
Total expenditures	<u>1,178,317,978</u>	<u>1,241,986,825</u>	<u>1,410,485,684</u>	<u>1,455,445,685</u>	<u>44,960,001</u>	<u>3.19%</u>
Excess (deficiency) of revenues						
Debt service	42,591,707	23,384,541	(58,979,877)	(56,576,311)		
Approved use of fund balance	-	-	58,979,877	56,576,311		
Net Change	<u>42,591,707</u>	<u>23,384,541</u>	<u>-</u>	<u>-</u>		
Beginning Fund Balance						
Increase (decrease) in reserve for encumbrance	204,370,233	225,055,402	240,050,167	181,070,290		
Transfers from Other Funds	(20,136,709)	(6,545,773)	-	-		
Transfers from Other Funds	(2,932,345)	(2,911,221)	-	-		
Sale of capital assets	1,162,518	1,067,218	-	-		
Ending Fund Balance	<u>\$ 225,055,402</u>	<u>\$ 240,050,167</u>	<u>\$ 181,070,290</u>	<u>\$ 124,493,979</u>		



Shelby County Schools
Highlights of the 2018-19 Budget
Fund Balance All Funds

Funds	Projected Fund Balances July 1, 2018	Revenues	Expenses or Expenditures	Projected Fund Balances June 30, 2019
General	\$ 145,196,271	\$ 1,005,423,509	\$ 1,054,423,509	96,196,271
Capital Projects	792,296	108,334,183	108,416,828	709,652
Categorically Aided	34,424,782	281,411,681	288,306,898	27,529,565
Internal Services	656,943	3,700,000	4,298,450	58,490
Total	\$ 181,070,290	\$ 1,398,869,373	\$ 1,455,445,685	\$ 124,493,979

**2018-19
Projected Ending Fund Balances**





V. GOVERNMENTAL FUNDS

i. All Governmental Fund Types

The District projects to start fiscal year 2017-18 with a fund balance for all funds of \$240,050,167 (unaudited), which is a \$15 million decrease when compared with 2016-17. Of this total, the General Fund makes up 82% or \$196,755,624.

The District recognizes the importance of maintaining a healthy unassigned general fund balance by refraining from using the unassigned balance for recurring expenditures. 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 District plans to use \$41 million of unassigned fund balance during fiscal year 2017-2018 to support the unprecedented \$66.3 million investments to improve classroom support; instructional support; social and emotional support; and academic intervention and transformation to support our children. In addition to the use of fund balance, the District also proposes to use additional \$8 million of assigned fund balance for the implementation of the enterprise resource system (ERP).

At the end of fiscal year 2017-2018, the total fund balance from all funds is \$181,070,290. The unassigned General fund balance is expected to be \$87.2 million (or 8.27% of General Fund budgeted expenditures). According to Standard & Poor's, an available fund balance is considered strong if the amount is 8-15% of expenditures.

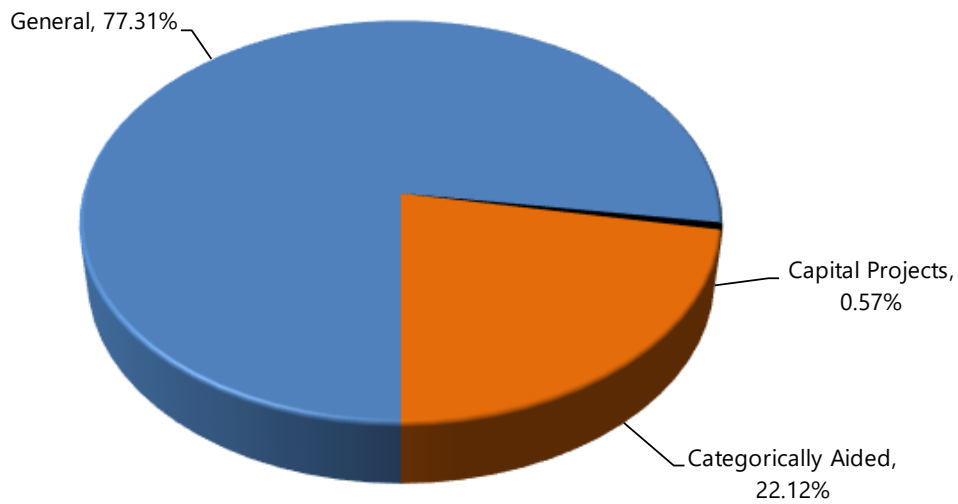


Shelby County Schools
 Highlights of the 2018-19 Budget
 Fund Balance All Governmental Funds

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

Funds	Projected Fund Balances July 1, 2018	Revenues	Expenses or Expenditures	Projected Fund Balances June 30, 2019
General	\$ 145,196,271	\$ 1,005,423,509	\$ 1,054,423,509	96,196,271
Capital Projects	792,296	108,334,183	108,416,828	709,652
Categorically Aided	34,424,782	281,411,681	288,306,898	27,529,565
Total	\$ 180,413,348	\$ 1,395,169,373	\$ 1,451,147,235	\$ 124,435,489

**2018-19
 Projected Ending Fund Balances**

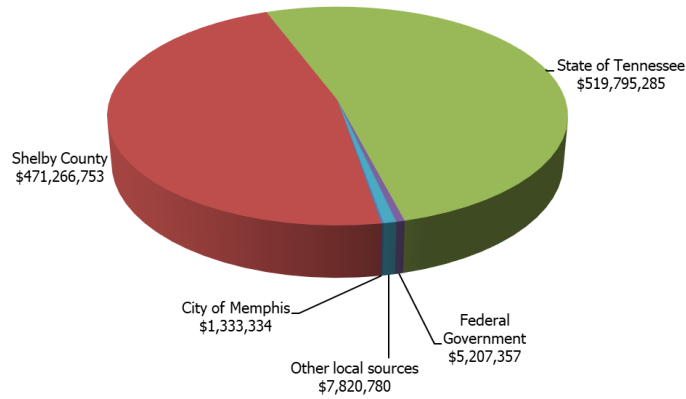




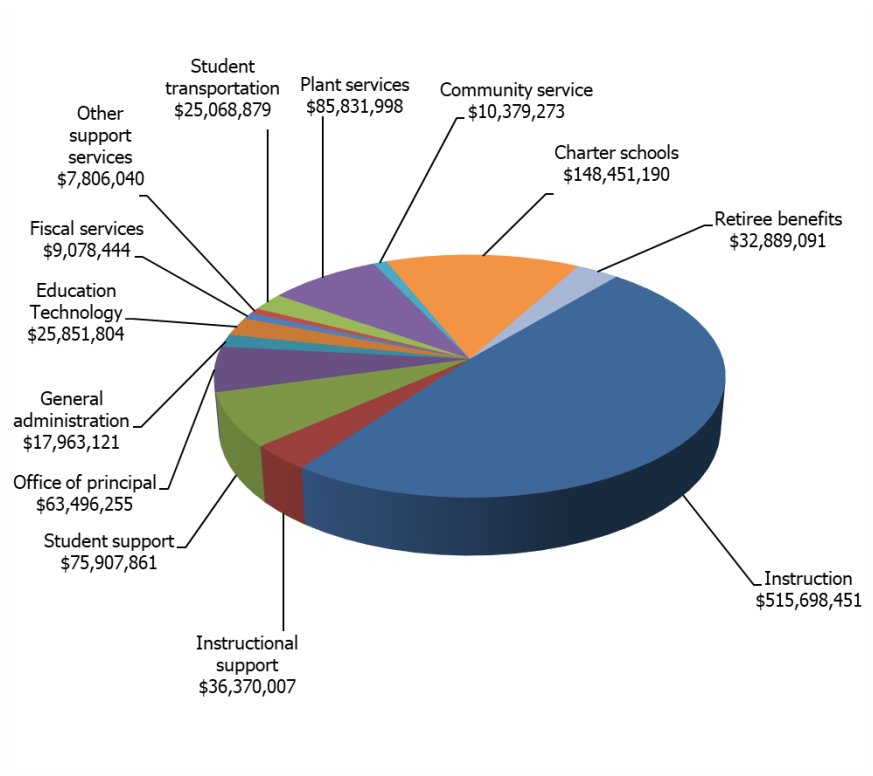
ii. General Fund

2018-19 GENERAL FUND SOURCE OF FUNDS AND EXPENDITURES

Source of Funds



2018-19 Budget
General Fund Expenditures





**GENERAL FUND BY FUNCTION
FISCAL YEAR 2018-19 BUDGET**

With Comparative Information for Fiscal Years 2015-16 through 2018-19

	2015-16 Actual	2016-17 Actual	2017-18 Amended Budget	2018-19 Budget	Variance	% Change
Revenues						
City of Memphis	\$ 2,057,999	\$ 1,487,282	\$ 1,333,333	\$ 1,333,334	\$ -	0.00%
Shelby County	438,891,698	455,925,298	454,550,944	471,266,753	16,715,809	3.68%
State of Tennessee	482,879,311	482,368,670	507,845,274	519,795,285	11,950,011	2.35%
Federal Government	13,863,446	25,092,423	15,766,787	5,207,357	(10,559,430)	-66.97%
Other local sources	7,423,537	8,193,125	5,344,259	7,820,780	2,476,521	46.34%
Total revenues	945,115,991	973,066,798	984,840,597	1,005,423,509	20,582,911	2.09%
Expenditures						
Instruction	475,263,224	482,895,178	524,571,984	515,329,546	(9,242,438)	-1.76%
Instructional support	31,726,411	34,356,441	35,172,026	36,370,007	1,197,981	3.41%
Student support	54,739,282	54,874,111	56,586,847	75,907,861	19,321,014	34.14%
Office of principal	59,728,458	58,239,286	59,282,037	63,496,255	4,214,218	7.11%
General administration	12,164,911	12,459,734	17,450,368	17,963,121	512,753	2.94%
Education Technology	-	-	36,313,166	25,851,804	(10,461,362)	-28.81%
Fiscal services	5,787,516	5,861,534	8,289,909	9,078,444	788,535	9.51%
Other support services	38,966,736	51,817,525	13,318,271	7,806,040	(5,512,231)	-41.39%
Student transportation	28,160,489	22,254,234	23,136,924	25,068,879	1,931,955	8.35%
Plant services	79,089,587	83,069,713	91,829,408	85,831,998	(5,997,410)	-6.53%
Community service	1,539,519	1,840,198	6,779,393	10,379,273	3,599,880	53.10%
Charter schools	94,408,523	111,283,036	131,184,401	148,451,190	17,266,789	13.16%
Retiree benefits	34,700,842	34,595,674	32,389,091	32,889,091	500,000	1.54%
Principal	550,011	72,267	96,125	-	(96,125)	-100.00%
Interest	-	347	-	-	-	-
Capital outlay	214,198	51,000	-	-	-	-
Total expenditures	916,825,509	953,670,278	1,036,399,950	1,054,423,509	18,023,559	1.74%
Excess (deficiency) of revenues over expenditures	28,290,482	19,396,520	(51,559,353)	(49,000,000)		
Approved use of fund balance	-	-	51,559,353	49,000,000		
Net Change	28,290,482	19,396,520	-	-		
Beginning Fund Balance	156,052,696	176,427,115	196,755,624	145,196,271		
Increase (decrease) in reserve for encumbrance	(3,877,150)	3,784,602	-	-		
Transfers To/(From) Other Funds	(4,191,881)	(3,077,819)	-	-		
Sale of capital assets	152,967	225,205	-	-		
Ending Fund Balance	\$ 176,427,115	\$ 196,755,624	\$ 145,196,271	\$ 96,196,271		



GENERAL FUND BY OBJECT
FISCAL YEAR 2018-19 BUDGET
 With Comparative Information for Fiscal Years 2015-16 through 2018-19

	2015-16 Actual	2016-17 Actual	2017-18 Amended Budget	2018-19 Budget	Variance	% Change
Revenues						
City of Memphis	\$ 2,057,999	\$ 1,487,282	\$ 1,333,333	\$ 1,333,334	\$ -	0.00%
Shelby County	438,891,698	455,925,298	454,550,944	471,266,753	16,715,809	3.68%
State of Tennessee	482,879,311	482,368,670	507,845,274	519,795,285	11,950,011	2.35%
Federal Government	13,863,446	25,092,423	15,766,787	5,207,357	(10,559,430)	-66.97%
Other local sources	7,423,537	8,193,125	5,344,259	7,820,780	2,476,521	46.34%
Total revenues	945,115,991	973,066,798	984,840,597	1,005,423,509	20,582,911	2.09%
Expenditures						
Salaries	512,160,705	501,685,172	535,921,778	539,309,212	3,387,434	0.63%
Benefits	160,072,385	165,903,237	171,310,082	185,377,648	14,067,566	8.21%
Contracted services	69,553,928	55,248,876	81,092,805	87,169,990	6,077,185	7.49%
Professional services	1,933,505	20,116,825	3,458,863	3,031,110	(427,753)	-12.37%
Property maintenance services	12,514,505	42,302,629	16,222,252	14,048,578	(2,173,674)	-13.40%
Travel	919,507	1,288,333	1,863,153	1,874,694	11,541	0.62%
Supplies & materials	38,030,078	27,267,248	42,667,726	38,346,297	(4,321,429)	-10.13%
Furniture, equipment & building improvements	11,853,704	51,000	30,872,450	20,670,456	(10,201,994)	-33.05%
Other objects	13,846,083	15,168,000	20,371,538	16,144,333	(4,227,205)	-20.75%
Debt Service	550,011	13,355,923	96,125	-	(96,125)	-100.00%
Charter schools	95,391,097	111,283,036	132,523,177	148,451,190	15,928,013	12.02%
			-			
Total expenditures	916,825,509	953,670,278	1,036,399,950	1,054,423,509	18,023,559	1.74%
Excess (deficiency) of revenues over expenditures	28,290,482	19,396,520	(51,559,353)	(49,000,000)		
Approved use of fund balance	-	-	51,559,353	49,000,000		
Net Change	28,290,482	19,396,520	-	-		
Beginning Fund Balance						
156,052,696	176,427,115	196,755,624	145,196,271			
Increase (decrease) in reserve for encumbrance	(3,877,150)	3,784,602	-	-		
Transfers To/(From)Other Funds	(4,191,881)	(3,077,819)	-	-		
Sale of capital assets	152,967	225,205	-	-		
Ending Fund Balance	\$ 176,427,115	\$ 196,755,624	\$ 145,196,271	\$ 96,196,271		
Fund balance categories						
Nonspendable	5,804,694	6,781,775	6,781,775	6,781,775		
Restricted	29,360,894	29,360,894	29,360,894	29,360,894		
Assigned	30,631,209	72,154,767	21,844,409	10,844,409		
Unassigned	110,630,319	88,458,188	87,209,193	49,209,193		
Total ending fund balance	176,427,115	196,755,624	145,196,271	96,196,271		



2018 – 2019 GENERAL FUND BUDGET
EXPENDITURE SUMMARY BY CABINET & DEPARTMENT

	2015-16 Actuals	2015-16 Positions	2016-17 Actuals	2016-17 Actuals
Board of Education				
010000 Board of Education	\$ 526,619	13.0	\$ 573,854	12.0
Total Board of Education	\$ 526,619	13.0	\$ 573,854	12.0
Superintendent				
020000 Superintendent	\$ 532,883	3.0	\$ 513,392	3.0
Total Superintendent	\$ 532,883	3.0	\$ 513,392	3.0
Chief of Staff				
020100 Chief of Staff	\$ 280,103	2.0	\$ 550,996	2.0
030200 Policy	414,958	4.0	406,871	4.0
301010 Instructional Television (GHS TV)	430,357	7.0	459,610	7.0
Total Chief of Staff	\$ 1,125,418	13.0	\$ 1,417,477	13.0
General Counsel				
030000 General Counsel	\$ 3,484,486	10.0	\$ 3,208,700	11.0
330000 Risk Management	1,835,791	5.0	1,644,100	-
Total General Counsel	\$ 5,320,277	15.0	\$ 4,852,800	11.0
Academic Admin Office				
100000 Academic Office	\$ 652,575	8.0	\$ 673,050	8.0
100100 Assistant Superintendent	200,767	3.0	336,930	3.0
102000 Curriculum	2,730,790	13.0	1,759,412	13.0
102002 Response to Intervention				
102010 English As a Second Language	1,943,416	62.0	1,564,421	9.0
102011 English As a Second Language Elementary	11,721,370	184.0	12,179,997	185.0
102012 English As a Second Language Middle	2,020,151	37.0	2,235,588	37.0
102013 English As a Second Language K8	434,232	9.0	370,386	9.0
102014 English As a Second Language High	1,753,280	29.0	1,758,599	28.0
102020 STEM	272,029	3.0	231,996	3.0
102030 Literacy	1,759,277	-	1,484,829	-
102040 Mathematics	932,291	1.0	906,086	1.0
102050 Science	252,745	1.0	251,804	1.0
102060 Social Studies	275,339	-	234,537	-
102084 Head Start In-Kind Match			31,469	
102088 Head Start-Other Facilities			278	
102090 Pre-K	561,086	7.0	1,021,042	6.0
102100 Textbooks	2,060,196	1.0	2,103,370	1.0
102200 World Languages	1,837,085	28.0	1,305,526	20.0
102300 Band and Strings	1,866,890	16.5	1,774,270	16.5
102500-Library Services	549,365	2.0	392,165	2.0
102600 Educational Support	429,430	5.0	453,715	5.0
103000 Career and Technical Education	15,819,957	234.0	14,969,123	211.0
104000 Exceptional Children	74,634,487	1,236.0	74,778,993	1,187.9
104003 Exceptional Children K8	-	-	-	-
104010 Exceptional Children-Homebound & Hospital	1,347,342	18.0	1,375,724	18.0
104020 Exceptional Children-Gifted	8,486,139	115.5	8,704,781	115.5
104040 Exceptional Children Administration	7,095,846	85.0	7,265,283	80.0
106010 Northwest Region	2,996	-	3,269	-
106020 Northeast Region	-	-	-	-
107000 Optional Schools	6,574,350	79.0	6,322,803	73.5
204000 Coordinated School Health	11,803,007	171.0	10,752,291	144.0
204100 Family Resource Health	148,685	2.0	146,740	2.0
215501 School Improvement & Accountability				
312000 Professional Development	1,581,252	16.0	1,818,780	15.0
Total Academic Admin	\$ 159,746,375	2,365.0	\$ 157,207,257	2,194.4



2018 – 2019 GENERAL FUND BUDGET
EXPENDITURE SUMMARY BY CABINET & DEPARTMENT

2017-18 Amended Budget	2017-18 Amended Positions	2018-19 Budget	2018-19 Positions	2019 vs 2018 Budget Variance	2019 vs 2018 Positions Variance	
						Board of Education
\$ 1,966,614	12.0	\$ 1,790,797	12.0	\$ (175,817)	-	010000 Board of Education
\$ 1,966,614	12.0	\$ 1,790,797	12.0	\$ (175,817)	-	Total Board of Education
						Superintendent
\$ 505,536	3.0	\$ 508,019	3.0	\$ 2,483	-	020000 Superintendent
\$ 505,536	3.0	\$ 508,019	3.0	\$ 2,483	-	Total Superintendent
						Chief of Staff
\$ 824,147	5.0	\$ 861,867	4.0	\$ 37,720	(1.0)	020100 Chief of Staff
416,875	4.0	267,227	3.0	(149,648)	(1.0)	030200 Policy
553,170	7.0	506,777	7.0	(46,393)	-	301010 Instructional Television (GHS TV)
\$ 1,794,192	16.0	\$ 1,635,871	14.0	\$ (158,321)	(2.0)	Total Chief of Staff
						General Counsel
\$ 4,791,423	10.0	\$ 4,688,360	12.0	\$ (103,063)	2.0	030000 General Counsel
2,115,785	4.0	2,141,551	4.0	25,766	-	330000 Risk Management
\$ 6,907,208	14.0	\$ 6,829,912	16.0	\$ (77,298)	2.0	Total General Counsel
						Academic Admin Office
\$ 1,689,079	26.0	\$ 1,671,862	23.0	\$ (17,217)	(3.0)	100000 Academic Office
472,882	3.0	480,033	4.0	7,151	1.0	100100 Assistant Superintendent
5,507,459	16.0	2,977,595	18.0	(2,529,864)	2.0	102000 Curriculum
		259,147	3.0	259,147	3.0	102002 Response to Intervention
1,402,110	6.0	1,862,475	8.0	460,365	2.0	102010 English As a Second Language
\$ 12,829,509	184.0	\$ 13,635,308	195.0	\$ 805,799	11.0	102011 English As a Second Language Elementary
2,520,327	38.0	2,519,066	38.0	(1,261)	-	102012 English As a Second Language Middle
602,163	8.0	579,183	8.0	(22,980)	-	102013 English As a Second Language K8
1,857,580	27.0	2,240,792	33.0	383,212	6.0	102014 English As a Second Language High
216,990	2.0	259,289	3.0	42,299	1.0	102020 STEM
294,405	-	225,876		(68,529)	-	102030 Literacy
168,556	1.0	162,305	1.0	(6,251)	-	102040 Mathematics
208,853	1.0	180,508	1.0	(28,345)	-	102050 Science
253,814	-	243,757		(10,057)	-	102060 Social Studies
33,032	-	32,507		(525)	-	102084 Head Start In-Kind Match
				-	-	102088 Head Start-Other Facilities
3,422,576	39.0	5,773,111	41.0	2,350,535	2.0	102090 Pre-K
1,135,656	1.0	2,838,694	2.0	1,703,038	1.0	102100 Textbooks
1,405,059	20.0	1,417,149	20.0	12,090	-	102200 World Languages
1,841,499	18.0	2,154,837	17.0	313,338	(1.0)	102300 Band and Strings
473,696	2.0	455,595	2.0	(18,101)	-	102500-Library Services
466,368	5.0	323,779	4.0	(142,589)	(1.0)	102600 Educational Support
17,499,057	202.0	23,507,957	260.0	6,008,900	58.0	103000 Career and Technical Education
74,985,672	1,077.0	71,441,939	1,115.0	(3,543,733)	38.0	104000 Exceptional Children
-	-			-	-	104003 Exceptional Children K8
1,320,665	17.0	1,340,177	17.0	19,512	-	104010 Exceptional Children-Homebound & Hospital
8,781,173	115.0	8,792,891	115.0	11,718	-	104020 Exceptional Children-Gifted
7,213,439	76.0	7,239,953	77.0	26,514	1.0	104040 Exceptional Children Administration
-	-			-	-	106010 Northwest Region
-	-			-	-	106020 Northeast Region
6,963,307	74.0	6,809,744	73.0	(153,563)	(1.0)	107000 Optional Schools
4,973,687	45.0	4,647,640	42.0	(326,047)	(3.0)	204000 Coordinated School Health
150,000	2.0	219,491	3.0	69,491	1.0	204100 Family Resource Health
		784,350	8.0	784,350	8.0	215501 School Improvement & Accountability
1,966,522	18.0	3,417,472	24.0	1,450,950	6.0	312000 Professional Development
\$ 160,655,133	2,023.0	\$ 168,494,483	2,154.0	\$ 7,839,349	132.0	Total Academic Admin



2018 – 2019 GENERAL FUND BUDGET
EXPENDITURE SUMMARY BY CABINET & DEPARTMENT

	2015-16 Actuals	2015-16 Positions	2016-17 Actuals	2016-17 Actuals
Chief of Schools				
100200 Department of Schools and Leadership	\$ 277,046	3.0	\$ 242,551	2.0
100210 Instructional Leadership Directors	1,637,532	12.0	1,630,417	11.0
100230 Leadership Development and Capacity Building	969,069	6.0	1,572,058	6.0
100300 Assistant Superintendent of Operations	1,052,447	18.0	1,457,199	21.0
102084 New Comers Program			-	-
103010 Project Graduation	1,987,498	7.0	711,949	-
108000 Alternative Schools	5,510,974	77.0	5,125,440	66.0
108010 Adolescent Parenting	1,274,128	21.0	1,273,481	21.0
108020 Prep Northwest	2,073,406	26.0	2,117,268	26.0
108030 Prep Northeast	1,756,010	27.0	1,827,301	25.0
108040 Carver High School	1,834,204	25.0	1,522,433	25.0
108050 Prep Southeast	-	-	-	-
108060 Ida B Wells Academy	1,567,039	22.0	1,584,388	22.0
201000 Attendance & Discipline	3,810,429	52.0	3,597,105	46.0
212010 Virtual School	5,233,635	8.0	5,920,428	10.0
215000 iZone	85		1,630,661.00	-
215500 Chief of Schools			4,864.00	-
302000 Community Outreach	829,747	7.0	785,589	7.0
302100 Parent Engagement				
Total Chief of Schools	\$ 29,813,249	311.0	\$ 31,003,132	288.0

	2015-16 Actuals	2015-16 Positions	2016-17 Actuals	2016-17 Actuals
Academics School Based				
102071 Elementary School Music and Art	14,636,565	225.0	14,997,910	222.0
102091 Elementary School Physical Education	9,198,002	140.0	9,389,424	134.0
102501 Librarians-Elementary	6,803,237	87.0	6,642,695	84.0
102502 Librarians-Middle	2,787,974	35.0	2,672,130	33.0
102503 Librarians K8	2,781,343	36.0	2,347,889	31.0
102504 Librarians-High	924,911	11.0	1,002,586	12.0
104030 Exceptional Children School Administration	495,008	6.0	499,239	6.0
106061 School Leadership-Elementary	24,191,356	322.0	23,326,817	307.0
106062 School Leadership-Middle	12,246,886	160.0	11,040,262	145.0
106063- School Leadership-K8	15,457,783	199.0	14,268,854	33.0
106064 School Leadership-High	3,018,433	48.0	2,988,157	196.0
190000 Schools / Fee Waiver	219,356	-	377,545	-
190001 General Education - Elementary	151,256,560	2,360.0	151,379,437	2,276.0
190002 General Education - Middle	49,760,037	752.0	47,023,876	685.0
190003 General Education K8	13,113,641	187.0	13,040,516	184.0
190004 General Education - High	67,593,198	1,019.0	66,830,988	982.0
190100 Hollis F Price	1,500,815	17.5	1,553,636	18.0
190200 Middle College	1,682,757	21.5	1,719,322	22.0
190500 Student Residential Mental Health	203,379	-	188,996	-
203011 Student Support SBB				
203041 Guidance Counseling	744,901	10.0	533,219	10.0
Total Academic School Based	\$ 378,616,142	5,636.0	\$ 371,823,497	5,378.0



2018 – 2019 GENERAL FUND BUDGET
EXPENDITURE SUMMARY BY CABINET & DEPARTMENT

2017-18 Amended Budget	2017-18 Amended Positions	2018-19 Budget	2018-19 Positions	2019 vs 2018 Budget Variance	2019 vs 2018 Positions Variance
------------------------	---------------------------	----------------	-------------------	------------------------------	---------------------------------

						Chief of Schools
\$ 4,174,075	9.0	1,413,663	6.0	\$ (2,760,412)	(3.0)	100200 Department of Schools and Leadership
2,796,342	18.0	2,217,899	14.0	\$ (578,443)	(4.0)	100210 Instructional Leadership Directors
2,014,363	5.0	1,263,222	5.0	\$ (751,141)	-	100230 Leadership Development and Capacity Building
10,724,263	24.0	2,566,017	30.0	\$ (8,158,246)	6.0	100300 Assistant Superintendent of Operations
845,490.07	11.0	930,456	12.0	\$ 84,966	1.0	102084 New Comers Program
414,002	62.0	1,276,450	5.0	\$ 862,448	(57.0)	103010 Project Graduation
6,439,944	77.0	8,603,218	67.0	\$ 2,163,274	(10.0)	108000 Alternative Schools
1,287,908	21.0	1,313,275	21.0	\$ 25,367	-	108010 Adolescent Parenting
2,123,195	26.0	1,961,435	26.0	\$ (161,760)	-	108020 Prep Northwest
1,856,165	25.0	1,773,272	24.0	\$ (82,893)	(1.0)	108030 Prep Northeast
1,719,930	25.0	1,693,105	24.0	\$ (26,825)	(1.0)	108040 Carver High School
-	-	-	-	\$ -	-	108050 Prep Southeast
1,740,083	23.0	1,557,823	21.0	\$ (182,260)	(2.0)	108060 Ida B Wells Academy
4,706,114	52.0	5,358,671	65.0	\$ 652,557	13.0	201000 Attendance & Discipline
2,981,138	13.0	2,338,736	9.0	\$ (642,402)	(4.0)	212010 Virtual School
7,793,417	33.0	5,689,109	30.0	\$ (2,104,308)	(3.0)	215000 iZone
13,244,525.00	158.0	5,742,485	15.0	\$ (7,502,040)	(143.0)	215500 Chief of Schools
392,523.00	3.0	106,454	-	\$ (286,069)	(3.0)	302000 Community Outreach
2,218,989	34.0	3,256,575	27.0	\$ 1,037,586	(7.0)	302100 Parent Engagement
\$ 67,472,466	619.0	\$ 49,061,865	401.0	\$ (18,410,600)	(218.0)	Total Chief of Schools

						Academics School Based
17,031,504	215.0	16,503,058	205.0	(528,446)	(10.0)	102071 Elementary School Music and Art
9,629,677	131.0	9,775,097	130.0	145,420	(1.0)	102091 Elementary School Physical Education
6,801,511	83.0	6,636,588	81.0	(164,923)	(2.0)	102501 Librarians-Elementary
2,663,664	32.0	2,268,634	27.0	(395,030)	(5.0)	102502 Librarians-Middle
2,302,704	28.0	2,403,769	28.0	101,065	-	102503 Librarians K8
1,068,160	11.0	1,078,556	11.0	10,396	-	102504 Librarians-High
580,176	6.0	522,704	6.0	(57,472)	-	104030 Exceptional Children School Administration
23,286,207	313.0	26,029,486	329.0	2,743,279	16.0	106061 School Leadership-Elementary
8,501,862	147.0	8,820,992	142.0	319,130	(5.0)	106062 School Leadership-Middle
14,059,132	187.0	15,626,206	198.0	1,567,074	11.0	106063- School Leadership-K8
3,023,610	47.0	4,073,148	56.0	1,049,538	9.0	106064 School Leadership-High
1,888,316	13.0	920,897	-	(967,419)	(13.0)	190000 Schools / Fee Waiver
156,290,774	2,275.0	166,205,483	2,370.0	9,914,709	95.0	190001 General Education - Elementary
47,897,367	668.0	52,556,321	731.0	4,658,954	63.0	190002 General Education - Middle
14,161,640	189.0	14,656,299	195.0	494,659	6.0	190003 General Education K8
71,200,716	994.0	75,049,124	1,046.0	3,848,408	52.0	190004 General Education - High
1,641,049	18.0	1,555,168	17.0	(85,881)	(1.0)	190100 Hollis F Price
1,790,634	22.0	1,781,709	22.0	(8,925)	-	190200 Middle College
206,908	-	210,000	-	3,092	-	190500 Student Residential Mental Health
7,500	-	2,748,631	90.0	2,741,131	90.0	203011 Student Support SBB
2,628,418	3.0	2,763,450	3.0	135,032	-	203041 Guidance Counseling
\$ 386,661,529	5,380.0	\$ 412,185,320	5,686.0	\$ 25,523,791	305.0	Total Academics School Based



2018 – 2019 GENERAL FUND BUDGET
EXPENDITURE SUMMARY BY CABINET & DEPARTMENT

	2015-16 Actuals	2015-16 Positions	2016-17 Actuals	2016-17 Actuals
Communications				
301000 Communications	\$ 1,897,450	20.0	\$ 1,848,454	20.0
303000 Voice of SCS				
Total Communications	\$ 1,897,450	20.0	\$ 1,848,454	20.0
Business Operations				
331000 Business Operations Admin	\$ 445,698	3.0	\$ 411,077	2.0
332000 Transportation	14,764,839	14.0	12,035,069	11.0
332010 Special Education Transportation	13,395,651	-	8,460,523	-
333000 Procurement	1,043,789	12.0	706,854	13.0
333100 Asset Management			138,943.00	-
334000 Facilities	24,632,532	393.0	26,250,916	367.0
334100 Custodial and Grounds	19,176,307	-	20,109,087	-
334200 Utilities	23,597,462	-	24,240,707	-
334300 General Services	2,367,419	-	2,236,581	-
334400 Zone 4 Maintenance	-	-	154	-
334500 Zone 2 Maintenance	1,053,385	-	1,388,222	-
334600 Zone 1 Maintenance	938,827	-	1,175,169	-
334700 Zone 3 Maintenance	1,200,117	-	1,455,079	-
335000 Facilities Planning and Property	422,419	4.0	380,802	3.0
337000 Warehousing	208,488	4.0	83,364	-
Total Business Operations	\$ 103,246,933	430.0	\$ 99,072,547	396.0
Finance Office				
320000 Finance	\$ 228,925	1.0	\$ 429,102	3.0
321000 Accounting and Reporting	979,796	11.0	896,361	9.0
322000 Budget and Fiscal Planning	499,410	6.0	525,762	5.0
323000 Payroll	707,383	9.0	872,458	9.0
324010 Accounts Payable	567,725	8.0	518,779	7.0
Total Finance Office	\$ 2,983,239	35.0	\$ 3,242,462	33.0
Human Resources				
030100 Labor Relations	\$ 195,211	2.0	\$ 425,248	4.0
100220 Teacher and Leader Effectiveness and Evaluation	297,083	4.0	264,187	2.0
102400 Substitutes	10,181,129	-	8,142,626	-
190300 Career Ladder	1,827,241	-	1,569,934	-
310000 Talent Management	-	-	-	-
313000 Recruitment and Staffing	2,134,246	42.0	2,214,527	31.0
314000 Employee Services	1,095,473	16.0	1,159,599	14.0
315000 Human Resources	301,504	-	173,086	1.0
Total Talent Management Office	\$ 16,031,887	64.0	\$ 13,949,207	52.0
Information Technology				
340000 Information Technology	\$ 5,181,634	3.0	\$ 13,770,574	3.0
340100 PARCC	9,351,842	-	340,454	-
341000 User Support Services	4,006,104	74.0	4,331,069	74.0
342000 Business Application Services	65,525	2.0	11,315	-
343000 Infrastructure and Systems support Services	9,321,586	35.0	9,272,769	35.0
344000 Project Management Office	432,212	10.0	361,617	8.0
345000 ERP				
Total Information Technology	\$ 28,358,903	124.0	\$ 28,087,798	120.0



2018 – 2019 GENERAL FUND BUDGET
EXPENDITURE SUMMARY BY CABINET & DEPARTMENT

2017-18 Amended Budget	2017-18 Amended Positions	2018-19 Budget	2018-19 Positions	2019 vs 2018 Budget Variance	2019 vs 2018 Positions Variance	
						Communications
\$ 3,107,151	22.0	\$ 2,016,539	14.0	\$ (1,090,612)	(8.0)	301000 Communications
		989,442	8.0	989,442	8.0	303000 Voice of SCS
\$ 3,107,151	22.0	\$ 3,005,981	22.0	\$ (101,170)	-	Total Communications
						Business Operations
\$ 1,113,573	2.0	\$ 1,653,075	12.0	\$ 539,502	10.0	331000 Business Operations Admin
14,075,446	10.0	13,908,385	9.0	(167,061)	(1.0)	332000 Transportation
8,102,271	7.0	10,230,403	1.0	2,128,132	(6.0)	332010 Special Education Transportation
889,021	11.0	1,509,302	15.0	620,281	4.0	333000 Procurement
541,417.00	4.0	518,115	4.0	(23,302)	-	333100 Asset Management
24,302,059	344.0	15,750,463	171.0	(8,551,596)	(173.0)	334000 Facilities
21,474,592	-	32,711,283	190.0	11,236,691	190.0	334100 Custodial and Grounds
34,295,418	-	21,295,418	-	(13,000,000)	-	334200 Utilities
2,362,154	-	2,309,114	-	(53,040)	-	334300 General Services
-	-	-	-	-	-	334400 Zone 4 Maintenance
-	-	-	-	-	-	334500 Zone 2 Maintenance
1,068,174	-	1,008,935	-	(59,239)	-	334600 Zone 1 Maintenance
2,074,911	-	1,709,150	-	(365,761)	-	334700 Zone 3 Maintenance
483,167	3.0	739,783	6.0	256,616	3.0	335000 Facilities Planning and Property
-	-	-	-	-	-	337000 Warehousing
\$ 110,782,203	381.0	\$ 103,343,426	408.0	\$ (7,438,777)	27.0	Total Business Operations
						Finance Office
\$ 689,784	10.0	\$ 1,063,433	8.0	\$ 373,649	(2.0)	320000 Finance
1,433,239	7.0	938,055	7.0	(495,184)	-	321000 Accounting and Reporting
937,829	8.0	1,235,021	11.0	297,192	3.0	322000 Budget and Fiscal Planning
907,740	3.0	1,186,874	7.0	279,134	4.0	323000 Payroll
516,828	10.0	529,718	11.0	12,890	1.0	324010 Accounts Payable
\$ 4,485,421	38.0	\$ 4,953,102	44.0	\$ 467,682	6.0	Total Finance Office
						Human Resources
\$ 468,596	4.0	\$ 680,105	6.0	\$ 211,509	2.0	030100 Labor Relations
1,295,537	15.0	1,914,802	9.0	619,265	(6.0)	100220 Teacher and Leader Effectiveness and Evaluation
6,786,967	-	6,082,959	-	(704,008)	-	102400 Substitutes
1,697,000	-	1,696,565	-	(435)	-	190300 Career Ladder
-	-	-	-	-	-	310000 Talent Management
3,302,721	27.0	2,449,673	25.0	(853,048)	(2.0)	313000 Recruitment and Staffing
1,540,735	20.0	1,269,107	17.0	(271,628)	(3.0)	314000 Employee Services
1,379,702	-	815,271	4.0	(564,431)	4.0	315000 Human Resources
\$ 16,471,259	66.0	\$ 14,908,483	61.0	\$ (1,562,776)	(5.0)	Total Talent Management Office
						Information Technology
\$ 10,237,431	4.0	\$ 7,554,365	3.0	\$ (2,683,066)	(1.0)	340000 Information Technology
-	-	-	-	-	-	340100 PARCC
5,766,684	76.0	5,194,134	75.0	(572,550)	(1.0)	341000 User Support Services
-	-	-	-	-	-	342000 Business Application Services
10,440,769	35.0	9,342,430	37.0	\$ (1,098,339)	2.0	343000 Infrastructure and Systems support Services
534,338	5.0	262,340	8.0	(271,998)	3.0	344000 Project Management Office
11,950,000	-	8,000,000	-	(3,950,000)	-	345000 ERP
\$ 38,929,221	120.0	\$ 30,353,269	123.0	\$ (8,575,952)	3.0	Total Information Technology



2018 – 2019 GENERAL FUND BUDGET
EXPENDITURE SUMMARY BY CABINET & DEPARTMENT

	2015-16 Actuals	2015-16 Positions	2016-17 Actuals	2016-17 Actuals
Strategy and Performance Management				
210000 Strategy	\$ 3,230,475	43.0	\$ 2,859,349	41.0
211100 Charter Schools Administration			218,074.00	-
220000 Planning and Accountability	178,735	2.0	170,725	2.0
221000 Student Info Management	2,149,583	17.0	1,298,419	17.0
222000 Assessment and Accountability	2,232,865	7.0	1,962,561	7.0
223000 Research Planning and Improvement	128,276	1.0	112,088	1.0
311000 Performance Management	473,733	6.0	590,247	6.0
Total Strategy and Performance Management	\$ 8,393,667	76.0	\$ 7,211,463	74.0
Internal Audit				
040000 Internal Audit	\$ 988,943	9.0	\$ 1,207,410	13.0
Total Internal Audit	\$ 988,943	9.0	\$ 1,207,410	13.0
Student Services				
102081 Summer School	\$ 1,777,008	-	\$ 2,015,410	-
100400 School Culture and Climate	1,593,454	8.0	665,709	7.0
190400 Extended Contract	60,357	-	-	-
200000 Student Services Administration	262,053	2.0	276,196	2.0
200100 School and Student Support	222,732	2.0	-	-
202000 Safety & Security	11,190,903	144.0	12,014,134	144.0
202100 Safe Schools	554,711	-	606,486	3.0
202200 Safe Schools:Non-Recurring				
203000 Student Support	3,253,255	105.0	3,993,334	95.0
203010 Athletics	3,612,218	4.0	3,054,601	4.0
203020 JROTC	3,362,382	57.0	2,927,812	48.0
203041 Guidance Counseling Elementary	6,991,797	92.0	6,741,485	89.0
203042 Guidance Counseling Middle	3,015,010	39.0	3,201,581	39.0
203043 Guidance Counseling K8	6,565,933	80.0	6,369,695	20.0
203044 Guidance Counseling High	1,132,427	32.0	1,585,690	89.0
203030 Driver Education	-	-	-	-
204200 Behavior and Mental Health Services	-	-	-	-
Total Student Services	\$ 43,594,240	565.0	\$ 43,452,133	540.0
Other				
010000 Trustee Commission	\$ 7,277,682	13.0	\$ 7,257,289	-
203100 Money Due Board(School Reimbursement)	1,451,317	-	1,400,667	-
211000 Charter Schools	94,408,523	-	111,283,036	-
325010 Benefits - Retirees	34,700,842	-	34,595,674	-
400000 Debt Service	550,011	-	72,614	-
560000 Other Potential Uses	1,935,678	-	9,543,535	-
560001 Academics Reallocation Plan	-	-	16,026,220	-
560002 Communications Reallocation Plan	-	-	336,989	-
560003 Chief of Schools Reallocation Plan	-	-	2,560,433	-
560004 Chief of Staff Reallocation Plan	-	-	1,450,497	-
560005 Finance Reallocation Plan	-	-	99,000	-
560006 HR Reallocation Plan	-	-	1,081,826	-
560007 IT Reallocation Plan	-	-	2,998,026	-
560008 Innovation Reallocation Plan	-	-	6,042	-
560009 Operations Reallocation Plan	-	-	1,490,238	-
560010 Student Services Reallocation Plan	-	-	1,080,267	-
Total Other	\$ 140,324,053	13.0	\$ 191,282,353	-
Total Expenditures	\$ 921,500,278	9,692.0	\$ 956,745,236	9,147.4



2018 – 2019 GENERAL FUND BUDGET
EXPENDITURE SUMMARY BY CABINET & DEPARTMENT

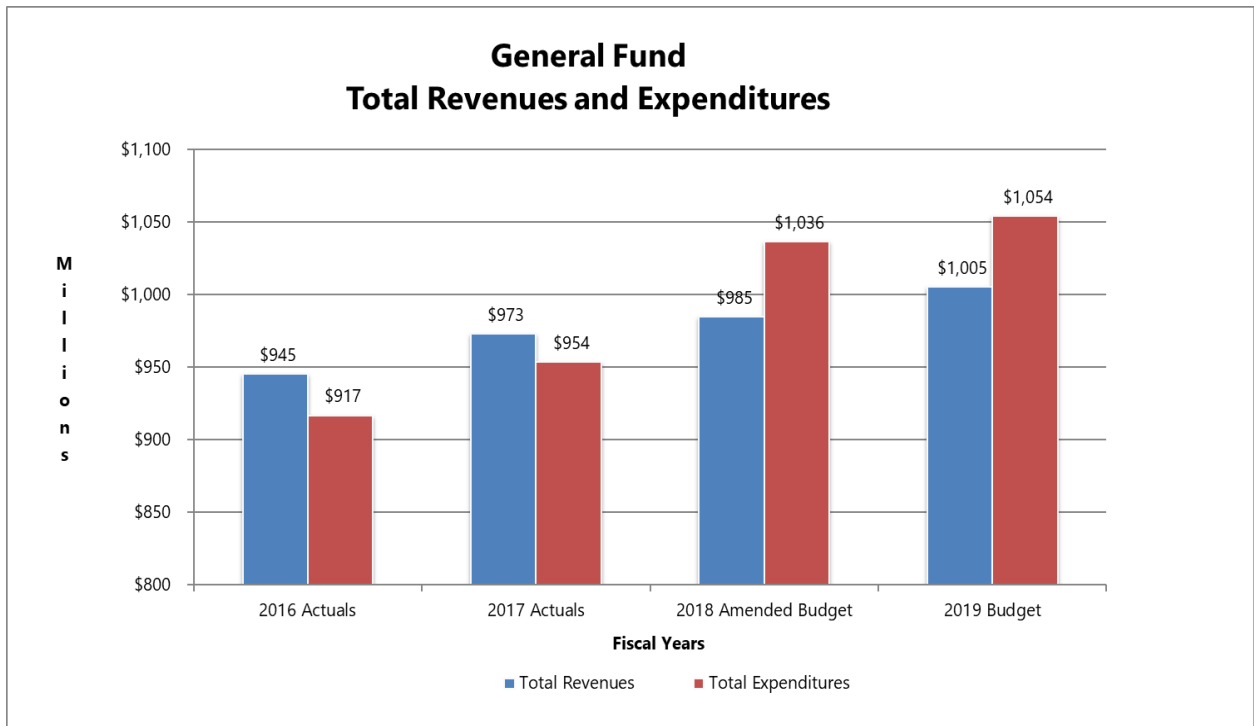
2017-18 Amended Budget	2017-18 Amended Positions	2018-19 Budget	2018-19 Positions	2019 vs 2018 Budget Variance	2019 vs 2018 Positions Variance	
						Strategy and Performance Management
\$ 340,602	3.0	\$ 405,583	3.0	\$ 64,981	-	210000 Strategy
604,965.00	6.0	1,873,655	9.0	1,268,690	3.0	211100 Charter Schools Administration
277,281	2.0	173,166	1.0	(104,115)	(1.0)	220000 Planning and Accountability
1,401,339	17.0	1,657,188	17.0	255,849	-	221000 Student Info Management
2,567,132	8.0	2,337,425	8.0	(229,707)	-	222000 Assessment and Accountability
124,015	1.0	124,065	1.0	50	-	223000 Research Planning and Improvement
698,435	6.0	1,182,918	6.0	484,483	-	311000 Performance Management
\$ 6,013,770	43.0	\$ 7,754,000	45.0	\$ 1,740,230	2.0	Total Strategy and Performance Management
						Internal Audit
\$ 1,280,775	13.0	\$ 1,338,916	18.0	\$ 58,141	5.0	040000 Internal Audit
\$ 1,280,775	13.0	\$ 1,338,916	18.0	\$ 58,141	5.0	Total Internal Audit
						Student Services
\$ 1,477,863	-	\$ 1,477,516		\$ (347)	-	102081 Summer School
711,546	7.0	217,040	7.0	\$ (494,506)	-	100400 School Culture and Climate
-	-	-	-	\$ -	-	190400 Extended Contract
269,652	2.0	300,080	2.0	\$ 30,428	-	200000 Student Services Administration
-	-	-	-	\$ -	-	200100 School and Student Support
13,513,722	146.0	17,009,326	184.0	\$ 3,495,604	38.0	202000 Safety & Security
712,906	2.0	1,099,600	1.0	\$ 386,694	(1.0)	202100 Safe Schools
-	-	5,388,095	-	\$ 5,388,095	-	202200 Safe Schools:Non-Recurring
4,890,688	169.0	4,257,712	32.0	\$ (632,976)	(137.0)	203000 Student Support
3,361,247	5.0	3,280,348	4.0	\$ (80,899)	(1.0)	203010 Athletics
3,152,908	47.0	3,125,872	46.0	\$ (27,036)	(1.0)	203020 JROTC
6,678,167	86.0	9,515,899	121.0	\$ 2,837,732	35.0	203041 Guidance Counseling Elementary
3,240,678	39.0	4,620,204	57.0	\$ 1,379,526	18.0	203042 Guidance Counseling Middle
6,400,258	75.0	6,119,406	72.0	\$ (280,852)	(3.0)	203043 Guidance Counseling K8
2,281,484	29.0	2,130,197	28.0	\$ (151,287)	(1.0)	203044 Guidance Counseling High
-	-	-	-	\$ -	-	203030 Driver Education
7,864,932.00	92.0	8,279,945	100.0	\$ 415,013	8.0	204200 Behavior and Mental Health Services
\$ 54,556,050	699.0	\$ 66,821,239	651.0	\$ 12,265,189	(45.0)	Total Student Services
						Other
\$ 7,295,304	-	\$ 7,231,570		\$ (63,734)	-	010000 Trustee Commission
2,053,830	-	1,545,615		(508,215)	-	203100 Money Due Board(School Reimbursement)
131,184,401	-	148,451,190		17,266,789	-	211000 Charter Schools
32,389,091	-	32,889,091		500,000	-	325010 Benefits - Retirees
96,125	-	-		(96,125)	-	400000 Debt Service
(221,689)	1.0	(8,678,640)	7.0	(8,456,951)	6.0	560000 Other Potential Uses
704,029	-	-		(704,029)	-	560001 Academics Reallocation Plan
159,622	-	-		(159,622)	-	560002 Communications Reallocation Plan
395,251	-	-		(395,251)	-	560003 Chief of Schools Reallocation Plan
257,820	-	-		(257,820)	-	560004 Chief of Staff Reallocation Plan
-	-	-		-	-	560005 Finance Reallocation Plan
107,298	-	-		(107,298)	-	560006 HR Reallocation Plan
-	-	-		-	-	560007 IT Reallocation Plan
-	-	-		-	-	560008 Innovation Reallocation Plan
390,342	-	-		(390,342)	-	560009 Operations Reallocation Plan
-	-	-		-	-	560010 Student Services Reallocation Plan
\$ 174,811,424	1.0	\$ 181,438,826	7.0	\$ 6,627,403	6.0	Total Other
\$ 1,036,399,950	9,450.0	\$ 1,054,423,509	9,635.2	\$ 18,023,557	217.0	Total Expenditures



REVENUE AND EXPENDITURE TRENDS

The fiscal year 2018-19 general fund revenue budget totals \$992,746,647, representing a .80% decrease from the fiscal year 2017-18 budget of \$984,840,597. State and Shelby County revenues make up 99% (or \$978.4 million) of General Fund budgeted revenues in fiscal year 2018-19. State Basic Education Program (BEP) funds, county property tax, and county sales tax revenues are the major sources of revenues and each is driven by the District’s enrollment.

The fiscal year 2018-19 general fund expenditure budget totals \$1,054,423,509, representing a 1.74% increase from the fiscal year 2017-18 appropriation of \$1,036,399,950. The increase is primary related to an unprecedented \$66.3 million investment to improve classroom support, instructional support, social and emotional support and academic intervention and transformation. Also, charter school payments increase \$17.3 million due to six new charters and projected enrollment growth in existing charters.





A. Departmental Detail

DEPARTMENTS

This section includes the following information:

- I. Introduction
- II. Departmental Financial Summary
- III. Departmental Budget Narratives

I. INTRODUCTION

Shelby County Schools strives to improve its operations, reduce administrative costs, and secure more resources for classrooms and schools. The fiscal year 2018-19 General Fund budget stands at \$1.05 billion, includes more than \$41 million of high impact investments. SCS is recommending the use of \$49 million of general fund balance with \$8 million designated for Enterprise Resource Planning (ERP) system and \$41 million for high impact investments.

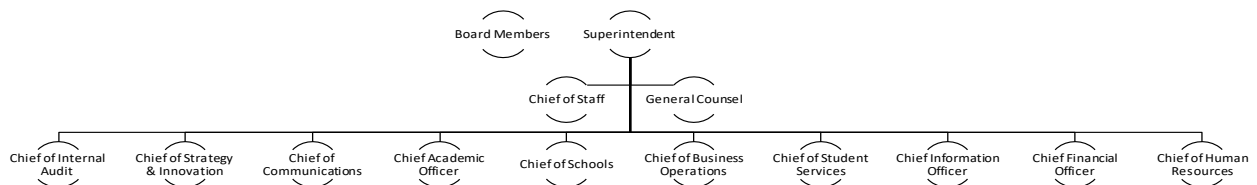
Despite our budget size, the needs of our students and schools demand even more investments. The General Fund budget for fiscal year 2018-19 includes the following investments in support of student learning and academic achievement:

- \$10.5 million for teacher compensation raises and bonuses
- 30 new School Resource Officers to provide an extra layer of school security and safety
- \$7.5 million investment in Career and Technical Education Redesign efforts
- Professional development for each elementary school to have at least one Reading Specialist
- 35 new Guidance Counselors, 10 new Behavioral Specialists and 6 new Truancy Officers added
- \$2.4 million to continue to expand the number of Pre-K seats in SCS
- Expansions of the Superintendent’s Summer Learning Academy, Whitehaven eZone and iZone
- 60 additional Educational Assistants to provide classroom support to teachers
- Expansion of advanced instruction and early post-secondary opportunities to students
- \$2.6 million to establish Reading Specialists in 29 middle and high schools

Within this recommended General Fund budget, there are no massive teacher or employee layoffs. This budget includes a \$15 per hour living wage increase for all full-time employees.

In general, the central office serves as a school support office that provides resources and guidance for operational and academic plans. Decisions for curriculum, school schedules, school hiring, and budgets are coordinated centrally, so that consistent academic standards are implemented throughout the District. With the implementation of Student Based Budgeting (SBB) for school year 2018-19, SCS is directing more funding back into our schools and providing principals with greater flexibility over their school schedule, staffing, school program and school level budgets. The SCS Theory of Action is managed performance with a gradual movement toward empowerment. The strategic school design component reflects the belief that some academic decisions are most effectively made at the school level. With an understanding of their students, school leaders can craft academic plans that are aligned, but meet the unique needs of the students.

Below is the central office organizational chart that provides support to our schools.



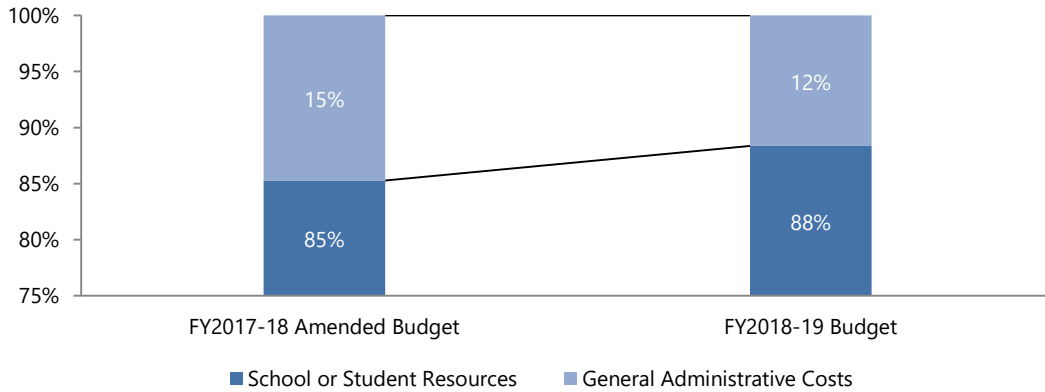


SCHOOL SUPPORT PROVIDED BY DEPARTMENT

Over the past several 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 2018-19, general administrative costs – general administration, fiscal services, community services, retiree benefits, debt service, and capital outlay will make up approximately 12% 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.

Percentage of General Administrative Costs



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

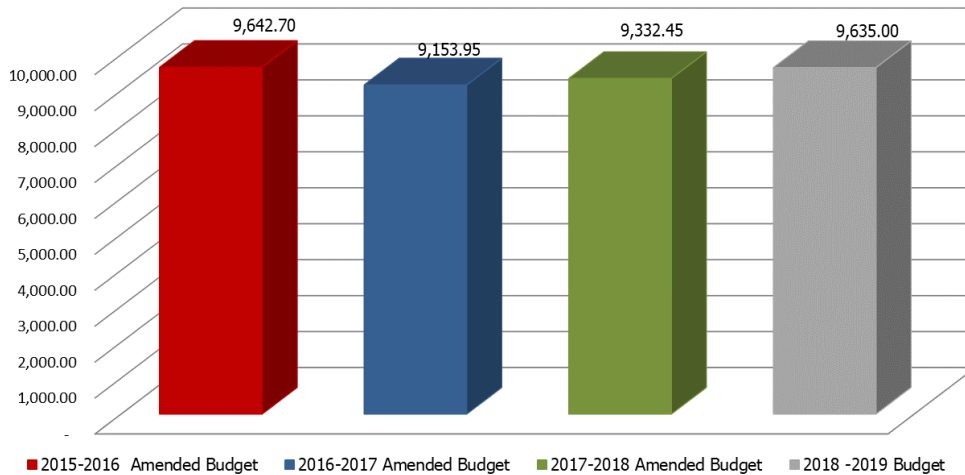
The District’s Fiscal Year 2018-19 budget for General Fund includes 9,588.0 full time positions, and 47.0 part-time positions. Staffing requirements for schools are determined by the use of a staffing model based on projected enrollment, the opening/closing of schools and other relevant factors. The 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.



	2015-2016 Amended Budget	2016-2017 Amended Budget	2017-2018 Amended Budget	2018 -2019 Budget	Change from 2019 Budget to 2018 Amended Budget	Percentage Change from 2019 Budget to 2018 Amended Budget
Full-Time Staff						
Officials/Administration/Management	156.00	161.00	161.29	167.00	5.71	3.54%
Principals	168.00	159.00	154.41	157.00	2.59	1.68%
Assistant Principals, Non-Teachers	183.00	160.00	170.15	194.00	23.85	14.02%
Elementary Classroom Teachers	2,380.25	2,294.50	2,315.15	2,310.16	(4.99)	-0.22%
Secondary Classroom Teachers	1,912.00	1,782.00	1,844.06	1,823.95	(20.11)	-1.09%
Other Classroom Teachers	2,087.45	1,965.45	1,986.67	1,960.50	(26.17)	-1.32%
Guidance	263.00	261.00	239.97	308.00	68.03	28.35%
Psychological	47.00	46.00	43.27	46.00	2.73	6.31%
Librarian/Audio/Visual	174.00	165.00	156.38	166.00	9.62	6.15%
Consultants/Supervisors	70.00	64.00	77.70	83.00	5.30	6.82%
Other Professional	343.00	379.00	350.12	429.64	79.52	22.71%
Teachers' Aides	626.00	608.00	684.51	759.75	75.24	10.99%
Technicians	118.00	91.00	109.17	101.00	(8.17)	-7.48%
Clerical/Secretarial	689.00	585.00	638.29	646.00	7.71	1.21%
Service Workers	99.00	99.00	98.35	129.00	30.65	31.16%
Skilled Crafts	130.00	118.00	116.05	118.00	1.95	1.68%
Laborers Unskilled	184.00	171.00	169.16	178.00	8.84	5.23%
Professional Instructional				11.00	11.00	100.00%
Totals	9,629.70	9,108.95	9,314.70	9,588.00	273.30	2.93%
Part-Time Staff						
All Others	12.00	38.00	14.75	44.00	29.25	198.31%
Part-time	1.00	7.00	3.00	3.00	-	0.00%
Totals	13.00	45.00	17.75	47.00	29.25	164.79%
Total Full-Time & Part-Time Staff	9,642.70	9,153.95	9,332.45	9,635.00	302.55	3.24%

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

Personnel costs account for 63.53% of the District’s expenditures for all funds and 68.73% of the District’s General Fund expenditures. The District has a net increase of 302.55 positions in the General Fund, which is the result of an increase in overall enrollment and an unparalleled reorganization of operations within the District to gain efficiencies and improve academic effectiveness. In addition, more resources were poured into our schools, educators, students, and communities.





II. DEPARTMENTAL FINANCIAL SUMMARY

In fiscal year 2018-19, Shelby County Schools proposes a \$1.05 billion General Fund budget with the high impact investments. Below are the individual departmental budgets for fiscal year 2018-19.

Department	FY 2017-18 Amended Budget	FY 2018-19 Budget	Variance	Percent Change
Academic Office	160,655,133	168,494,483	7,839,349	5%
Board of Education	1,966,614	1,790,797	(175,816)	-9%
Chief of Communications	3,107,151	3,005,981	(101,170)	-3%
Chief of Schools	67,472,466	49,061,865	(18,410,600)	-27%
Chief of Staff	1,794,192	1,635,871	(158,321)	-9%
Finance	4,485,421	4,953,102	467,682	10%
General Counsel	6,907,208	6,829,912	(77,296)	-1%
Human Capital and Talent Management	16,471,259	14,908,483	(1,562,776)	-9%
Information Technology	38,929,221	30,353,269	(8,575,952)	-22%
Internal Audit	1,280,775	1,338,916	58,141	5%
Operations	110,782,203	103,343,426	(7,438,777)	-7%
Strategy & Performance Management	6,013,770	7,754,000	1,740,230	29%
Student Services	54,556,050	66,821,239	12,265,189	22%
Superintendent	505,536	508,019	2,483	0%
Total	\$ 474,926,998	\$ 460,799,363	\$ (14,127,635)	-3%

Also, the total school level allocation budget stands at \$412.2 million in fiscal year 2018-19. The school level allocation budget is \$25.5 million greater than the prior year’s budget, which signifies SCS commitment to our students, teachers and school leaders.

Department	FY 2017-18 Amended Budget	FY 2018-19 Budget	Variance	Percent Change
Academic Operations-School Based Formula	\$ 386,661,529	\$ 412,185,320	\$ 25,523,791	7%

Below are the individual components of the Other Uses budget in fiscal year 2018-19. The total budget for Other Uses is \$181.4 million, resulting in a \$6.6 million increase compared with the prior year amount. Charter school payments are to increase by \$15.9 million; however, the increase in vacancy savings of about \$16.7 million will offset this particular increase.

Department	FY 2017-18 Amended Budget	FY 2018-19 Budget	Variance	Percent Change
Charter Schools	132,523,177	148,451,190	15,928,013	13%
Debt Budget	96,125	-	(96,125)	(100%)
Money Due Board	2,053,830	1,545,615	(508,215)	(25%)
Retirees	32,389,091	32,889,091	500,000	2%
Trustee Commissions	7,295,304	7,231,570	(63,734)	(1%)
Other Use	453,897	(8,678,640)	(9,132,536)	588%
Total	\$ 174,811,424	\$ 181,438,826	\$ 6,627,403	4%



In fiscal year 2018-19, 9,635 full and part-time FTE positions are included in the General Fund budget. The below chart represents the budgeted positions by department. Each department is responsible for staying within its allocated part-time staffing budget.

Department	FY2017-18			FY2018-19			2018 vs 2019 Variance	
	Filled	Unfilled	Total	Filled	Unfilled	Total	Variance	% Change
Superintendent	2	1	3	3	-	3	-	-
Board of Education	12	-	12	12	-	12	-	-
Chief of Staff	14	2	16	12	2	14	(2)	-13%
General Counsel	13	1	14	12	4	16	2	14%
Chief of Schools	290	329	619	341	56	397	(222)	-36%
Academic Office	1,889	133	2,022	1,984	169	2,153	131	7%
Academic Operations-School Based	5,230	151	5,381	5,203	458	5,662	281	5%
Operations	365	16	381	351	57	408	27	7%
Information Technology	95	25	120	106	17	123	3	3%
Internal Audit	10	3	13	11	7	18	5	38%
Communications	17	5	22	19	3	22	-	-
Finance	32	6	38	35	8	43	5	13%
Human Capital and Talent Management	55	11	66	44	17	61	(5)	-8%
Strategy & Performance Management	35	8	43	37	8	45	2	5%
Student Services	586	113	699	513	138	651	(48)	-7%
Other Use	-	1	1	5	2	7	6	600%
Total	8,645	805	9,450	8,688	946	9,635	185	2%



III. DEPARTMENTAL BUDGET NARRATIVES

For each department, including the Board of Education and the Office of the Superintendent, a narrative has been provided to highlight the mission, strategic priorities, budget, and structural changes. A position summary is also provided to show the total positions by fiscal year.

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 about the Board can be found at <http://www.scsk12.org/board/>.

Board Administrative Services

- Coordinate and attend Board meetings, including compiling and managing the agendas; meeting locations; and compiling, reporting and archiving meeting minutes
- Assist in coordinating and maintaining Board calendar; coordinating Board travel and training
- Manage Board members' requests for information from the Administration and local, state and federal governmental entities and organizations. Coordinate the resolutions and proclamations of the Board
- Coordinate with General Counsel of the teacher tenure process and student appeal hearings

Constituent Services

- Ensure proper routing of constituent concerns addressed to Board members, Superintendent and/or Chief of Staff to appropriate departments
- Distributes reports pertaining to constituent requests and/or concerns received from the Board and the District

Fiscal Year 2018-19 Priorities

- Coordinate and assist the Board in providing governance through the exercise of its legal authority to conduct required functions, which includes but is not limited to, providing financial resources and oversight by developing and adopting a budget; developing and evaluating Board policy; employing and evaluating the Superintendent; participating in educational planning; and authorizing the employment and dismissal of tenured teachers.
- Develop and implement a system of accountability that ensures Board Members and the Superintendent are accessible and responsive to addressing the needs of constituents.
- Coordinate and facilitate efficient and effective manner Board meetings, Board calendar, Board Member training, and other Board related administrative services.

Financial Summary

CATEGORY	FY2015-16 ACTUALS	FY2016-17 ACTUALS	FY2017-18 AMENDED	FY2018-19 BUDGET	2018 vs 2019	
					VARIANCE	% CHANGE
10000 Salaries	332,797	352,741	447,438	433,017	(14,421)	(3%)
20000 Employee Benefits	63,733	73,355	93,396	85,970	(7,426)	(8%)
30000 Contracted Services	75,805	95,230	839,882	1,196,700	356,818	42%
40000 Supplies and Materials	3,061	4,274	62,900	6,000	(56,900)	(90%)
50000 Other Charges	48,484	43,942	182,325	64,110	(118,215)	(65%)
70000 Capital Outlay	2,739	4,312	340,673	5,000	(335,673)	(99%)
Grand Total:	\$ 526,619	\$ 573,854	\$ 1,966,614	\$ 1,790,797	\$ (175,817)	(9%)



Divisional Budget

DIVISION	FY2015-16 ACTUALS	FY2016-17 ACTUALS	FY2017-18 AMENDED	FY2018-19 BUDGET	2018 vs 2019	
					VARIANCE	% CHANGE
BOARD OF EDUCATION	526,619	573,854	1,966,614	1,790,797	(175,817)	(9%)
Grand Total:	\$ 526,619	\$ 573,854	\$ 1,966,614	\$ 1,790,797	\$ (175,817)	(9%)

In fiscal year 2018-19, the adopted budget for the Board Office totals \$1,790,797, which is \$175,817 less than the prior year budget. The primary reason for the budget decline is a slight decrease in the Board’s Strategic School allocation to \$1 million from \$1.125 million.

Position Summary

STAFFING	FY2015-16 ACTUALS	FY2016-17 ACTUALS	FY2017-18			FY2018-19			2018 vs 2019	
			Filled	Unfilled	Total	Filled	Unfilled	Total	Variance	% Change
BOARD OF EDUCATION	13	12	12	-	12	12	-	12	-	-
Position Summary Total	13	12	12	-	12	12	-	12	-	-

All nine Board Member positions and three support staff positions are filled.



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 Destination 2025. Destination 2025 is a 10-year strategic plan that is designed not only to improve the quality of public education, but to also create a more knowledgeable and productive workforce, ultimately benefiting 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 students will enroll in a postsecondary opportunity college or be 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. In addition, the Superintendent is responsible for the following District 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

Fiscal Year 2017-18 Accomplishments

- Planned and executed year 2/phase 2 of the Whitehaven Empowerment Zone expansion plan
- Lead the redevelopment of the Southwest CTE Medical Device Laboratory
- Developed the Superintendent's Leadership Academy
- Achieved 300% growth in MWBE construction spending over previous year; spending as of February 2018 was \$15,400,000 with Black Owned Companies and \$8,500,000 with Women Owned Companies
- Procurement and Asset Management implemented a new Asset Management policy, administrative rules and regulations including new inventory/asset management procedures for district-wide physical inventory
- Completed district-wide wireless networking upgrades
- Deployment of over 3,000 computers for teachers and students
- Conducted the District's first county-wide school choice campaign that truly promotes all school options in SCS
- Launched multiple dedicated communication channels for Spanish speaking families
- Launched a new online newsroom to spotlight District news and accomplishments, including stories, video, photos and social media
- Won the Association of School Business Officials International (ASBOI) Meritorious Budget Award for FY2017-18 budget
- Produced a positive \$20.3 million general fund surplus without the planned use of \$3.5 million fund balance
- Implemented student-based budgeting for FY2018-19 for six pilot schools and eighteen early adopters as a start in addressing inequities and providing greater budget autonomy to principals.
- 98% of posted teacher vacancies filled by start of school
- Implemented New Teacher Compensation Plan



Fiscal Year 2018-19 Priorities

Under the leadership of the Superintendent, the District has a keen eye on Destination 2025 and the following five strategic priorities to reach the 80/90/100 goals:

- *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 enrolled 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 based on mastery of TN Core standards
- *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	FY2015-16 ACTUALS	FY2016-17 ACTUALS	FY2017-18 AMENDED	FY2018-19 BUDGET	2018 vs 2019	
					VARIANCE	% CHANGE
10000 Salaries	386,569	385,302	375,285	386,205	10,920	3%
20000 Employee Benefits	71,178	71,927	67,751	59,314	(8,436)	(12%)
30000 Contracted Services	59,854	42,352	50,290	58,290	8,000	16%
40000 Supplies and Materials	2,664	2,153	735	735	-	-
50000 Other Charges	6,402	11,487	11,475	3,475	(8,000)	(70%)
70000 Capital Outlay	6,216	171	-	-	-	-
Grand Total:	\$ 532,883	\$ 513,392	\$ 505,536	\$ 508,019	\$ 2,486	-

Divisional Budget

DIVISION	FY2015-16 ACTUALS	FY2016-17 ACTUALS	FY2017-18 AMENDED	FY2018-19 BUDGET	2018 vs 2019	
					VARIANCE	% CHANGE
SUPERINTENDENT	532,883	513,392	505,536	508,019	2,486	-
Grand Total:	\$ 532,883	\$ 513,392	\$ 505,536	\$ 508,019	\$ 2,486	-

In fiscal year 2018-19, the Office of the Superintendent’s budget is \$508,019, which is about \$2,400 more than its prior year budget.

Position Summary

STAFFING	FY2015-16 ACTUALS	FY2016-17 ACTUALS	FY2017-18			FY2018-19			2018 vs 2019	
			Filled	Unfilled	Total	Filled	Unfilled	Total	Variance	% Change
SUPERINTENDENT	3	3	2	1	3	3	-	3	-	-
Position Summary Total:	3	3	2	1	3	3	-	3	-	-

The Superintendent’s position and two support staff positions are filled.



CHIEF OF STAFF

The Office of the Chief of Staff provides assistance and guidance to the employees, parents, and constituents of Shelby County Schools. This office serves as the headquarters for solving problems and handling crises in an efficient manner. 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 Chief of Staff provides direction and advice to staff members but assumes ultimate responsibility for the results. Furthermore, the Chief of Staff assumes administrative duties and is held accountable for the smooth operation of the Superintendent and Board office. The Policy Department is responsible for reviewing, revising, and developing Board policies and administrative rules and regulations in support of and alignment with the District’s goals and priorities, complying with federal and state laws and regulations, training of relevant District personnel and stakeholders, interpreting; and implementing District policy, and developing annual or biennial compliance Board documents.

Fiscal Year 2017-18 Performance Highlights

- Developed the Superintendent’s Leadership Academy to provide professional development to Central Office staff
- Established district-wide ACT preparation efforts for all of our high schools with Peer Power, Inc.
- Planned the expansion of the Whitehaven Empowerment Zone in its second year
- Led the redevelopment of the Southwest CTE Medical Device Laboratory
- Spearheaded several special projects such as the development of Booker T. Washington High School South City Resource Center, Boys and Girls Club at Dunbar Elementary School and Craigmont High School, HBCU College Fair and Real Men Read Program

Fiscal Year 2018-19 Priorities

- Expand Arts programming across the District
- Revitalize the District’s Athletic facilities and fields
- Implement a new College Initiative

Financial Summary

CATEGORY	FY 2015-16 ACTUALS	FY 2016-17 ACTUALS	FY 2017-18 AMENDED	FY 2018-19 BUDGET	2018 vs 2019	
					VARIANCE	% CHANGE
10000 Salaries	857,768	1,026,845	1,172,546	987,448	(185,097)	(16%)
20000 Employee Benefits	183,835	249,054	303,818	243,519	(60,299)	(20%)
30000 Contracted Services	23,344	5,838	216,613	267,213	50,600	23%
40000 Supplies and Materials	16,237	99,325	52,757	53,256	499	1%
50000 Other Charges	(1,274)	28,996	3,810	79,810	76,000	1,995%
70000 Capital Outlay	45,508	7,419	44,648	4,625	(40,023)	(90%)
Grand Total:	\$ 1,125,418	\$ 1,417,477	\$ 1,794,192	\$ 1,635,871	\$ (158,321)	(9%)



Divisional Budgets

DIVISION	FY2015-16 ACTUALS	FY2016-17 ACTUALS	FY2017-18 AMENDED	FY2018-19 BUDGET	2018 vs 2019	
					VARIANCE	% CHANGE
CHIEF OF STAFF	280,103	550,996	824,147	861,867	37,719	5%
POLICY	414,958	406,871	416,875	267,227	(149,647)	(36%)
INSTRUCTIONAL TELEVISION (GHS TV)	430,357	459,610	553,170	506,777	(46,393)	(8%)
Grand Total:	\$ 1,125,418	\$ 1,417,477	\$ 1,794,192	\$ 1,635,871	\$ (158,321)	(9%)

In fiscal year 2018-19, the Chief of Staff’s budget is \$1.6 million, which is \$158,323 less than the prior year budget. The budget decline was primarily due to the elimination of one position in the Policy Department and another position in the Chief of Staff office. Also, equipment expenses for the Germantown High School Instructional Television Department decreased. In the Chief of Staff Office, decreases in salaries and benefits were offset by increases in professional development and contracted services.

Position Summary

STAFFING	FY2015-16 ACTUALS	FY2016-17 ACTUALS	FY2017-18			FY2018-19			2018 vs 2019	
			Filled	Unfilled	Total	Filled	Unfilled	Total	Variance	% Change
CHIEF OF STAFF	2	2	4	1	5	3	1	4	(1)	(20%)
INSTRUCTIONAL TELEVISION (GHS TV)	7	7	6	1	7	6	1	7	-	-
POLICY	4	4	4	-	4	3	-	3	(1)	(25%)
Position Summary Total	13	13	14	2	16	12	2	14	(2)	(13%)

The Chief of Staff Office is planning to eliminate one position in the Policy Department and another one in the Chief of Staff Office in fiscal year 2018-19.



GENERAL COUNSEL

The mission of the Office of the General Counsel is to provide, manage, and coordinate all legal services for Shelby County Schools in a professional and ethical manner to support and advance its mission and goals.



Major Services Provided

The Office of the General Counsel provides a variety of legal services to the Board of Education through its administration and staff of Shelby County Schools. The primary function of this department is to provide legal advice, consultation, and representation regarding legal issues impacting all levels of district operations. The Office of the General Counsel provides services primarily in the following areas.

- School board operations
- Open meetings act compliance
- Open records act compliance
- Litigation management and tort claim defense
- Due process hearings
- Facilities and capital projects
- Contracting and procurement
- District and school operations
- Policy and procedure advise & counsel
- Legislative monitoring and analysis
- Labor and employment Issues
- Educational operations issues
- Special education law
- General student rights
- Student records and privacy compliance
- Risk management (risk and loss prevention)
- Subpoena responses
- District safety and security
- Constitutional issues

Issues & Trends

- Adequacy of state funding
- Management of student personal information disputes with the TNDOE
- Investigations into grading improprieties
- Title VII and Title IX investigations and litigation

Fiscal Year 2017-18 Performance Highlights

- Open records request submission improvements
- Creation of contract templates
- Successful oversight of the completion of investigations in grading improprieties and other allegations of misconduct
- Development of a more synergistic relationship with other departments
- Successful handling of more cases in-house

Fiscal Year 2018-19 Priorities

- Anticipated increased legal spend due to increased activity in state funding litigation and additional investigations into grading improprieties of other SCS schools.



- Creation of Title IX Department

Financial Summary

CATEGORY	FY2015-16 ACTUALS	FY2016-17 ACTUALS	FY2017-18 AMENDED	FY2018-19 BUDGET	2018 vs 2019	
					VARIANCE	% CHANGE
10000 Salaries	1,546,401	1,364,984	1,335,881	1,441,993	106,111	8%
20000 Employee Benefits	277,097	281,250	342,017	343,617	1,600	-
30000 Contracted Services	1,875,034	1,886,901	3,137,810	2,747,803	(390,007)	(12%)
40000 Supplies and Materials	16,482	8,939	37,000	37,000	-	-
50000 Other Charges	1,453,486	1,158,242	1,744,500	1,949,500	205,000	12%
70000 Capital Outlay	151,777	152,484	310,000	310,000	-	-
Grand Total:	\$ 5,320,277	\$ 4,852,800	\$ 6,907,208	\$ 6,829,912	\$ (77,296)	(1%)

Divisional Budgets

DIVISION	FY2015-16 ACTUALS	FY2016-17 ACTUALS	FY2017-18 AMENDED	FY2018-19 BUDGET	2018 vs 2019	
					VARIANCE	% CHANGE
GENERAL COUNSEL	3,484,486	3,208,700	4,791,423	4,688,360	(103,063)	(2%)
RISK MANAGEMENT	1,835,791	1,644,100	2,115,785	2,141,551	25,767	1%
Grand Total:	\$ 5,320,277	\$ 4,852,800	\$ 6,907,208	\$ 6,829,912	\$ (77,296)	(1%)

In fiscal year 2018-19, the Office of General Counsel’s budget is \$6.8 million, which is about \$77,000 less than the prior year budget. A reduction in contracted legal services is the main reason for the budget decline. The Office of General Counsel has retooled the internal legal team and shifted resources from contracted legal services to full-time employees. Title IX department has been created under the Office of General Counsel.

Position Summary

STAFFING	FY2015-16 ACTUALS	FY2016-17 ACTUALS	FY2017-18			FY2018-19			2018 vs 2019	
			Filled	Unfilled	Total	Filled	Unfilled	Total	Variance	% Change
GENERAL COUNSEL	10	11	9	1	10	8	4	12	2	20%
RISK MANAGEMENT	5	0	4	-	4	4	-	4	-	-
Position Summary Total	15	11	13	1	14	12	4	16	2	14%

In fiscal year 2018-19, the Office of the General Counsel has a total of 16 budgeted positions, which is two more positions than that in fiscal year 2017-18. Two additional Title IX positions have been established in fiscal year 2018-19.



OFFICE OF SCHOOLS AND ACADEMICS

Our Vision

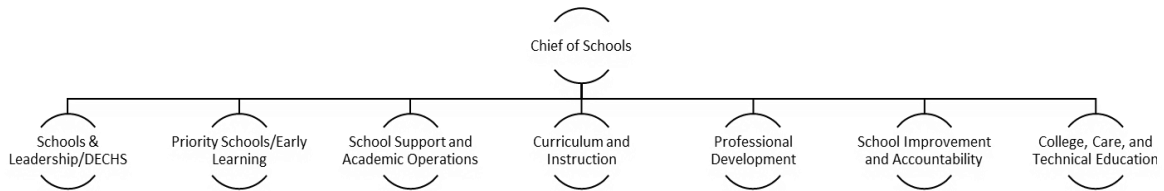
The Office of Schools and Academics is committed to preparing well-rounded graduates who compete globally, because they persevere through challenges, think critically, advocate for and drive their own learning experiences, and collaborate effectively with diverse peers.

Our Mission

Every day, Shelby County School students experience high levels of success with challenging content in our classrooms and show consistent academic growth and achievement each year.

The Office of Schools and Academics drives educational excellence across all schools, establishes clear vision and strategic direction for instructional leadership, school culture and school improvement initiatives, ensures significant student achievement gains, and works in close collaboration with Cabinet Chiefs to meet Destination 2025 goals. The Office of Schools and Academics supervises, coaches and supports principals and oversees teacher coaching, oversees the functions of schools and school leadership, Innovation Zone, Empowerment Zone and Virtual Schools. The Office of Schools and its major divisions work to act strategically, leverage resources effectively, improve individual and system learning, and build capacity to support, accelerate, and sustain significant school improvement district-wide.

The major divisions of the Office of Schools and Academics are highlighted below:



Priority Schools/Early Learning Major Accomplishments

Supported the rollout of Eureka Math and Expeditionary Learning curricula; reduced the number of schools on the priority school list by TDOE; developed a professional development plan for K-2 teachers in foundational skills; developed a plan of support for Early Adopters for Student-Based Budgeting; provided tiered support for teachers and school leaders around Instructional Leadership Teams (ILTs), the Cycle of Professional Learning (CPLs), Instructional Practice Guides (IPGs), and collaborative planning across zones.

Schools and Leadership Major Accomplishments

Provided tiered support for teachers and school leaders around Instructional Leadership Teams (ILTs), Cycle of Professional Learning (CPLs), Instructional Practice Guides (IPGs), and collaborative planning across zones; launched two leadership pipelines - University of Memphis and New Leaders for New Schools; implemented monthly professional learning for school leaders, zone meetings, instructional leadership team meetings, and principal meetings, alternating monthly; implemented teachers and leaders to learn from cohort; launched Critical Focus Schools Stat sessions.

Curriculum and Instruction/Professional Development Major Accomplishments

Launched the initial phase of EL implementation for grades K – 5; developed the District Implementation Guide: protocol designed to support schools and District leaders efforts to understand and implement RTI2 with fidelity; Developed screening for characteristics protocol to meet "Say Dyslexia Bill" requirements; rewrote K – 12 social studies curriculum using supplemental text; launched district-wide implementation and support of Eureka Math in grades K-8; launched district-wide implementation and support of EL education in grades K-8.

Alternative Education Major Accomplishments

Served 63% of the District’s suspended students; opened Newcomers International Center at Wooddale High School; 53.5% Project S.T.A.N.D. students received NCRC certification in 2016-17; 0% recidivism of offenses for Project S.T.A.N.D.



participants; Project G.R.A.D. served 807 students in 2016-18; 250 students graduated in May based on credits earned in Project G.R.A.D.

Customer Services Major Accomplishments

Reduced phone customer hold time by 5 seconds; from 34 seconds to 29 seconds; increased volume of calls answered by 3.5%; from 86.5% to 90%; developed “Customer Service WORKS” framework to establish five core values supported by expectations; implemented ½ day customer service professional development for Parent Welcome Center staff and school based clerical assistants – approximately 400 trained; provided ongoing support for clerical assistants with quarterly newsletter to include tips and reminders.

English as a Second Language Major Accomplishments

Aligned K-8 Curriculum with ESL Companion Guides for student scaffolds and language support; provided ongoing Bilingual Mentor training to support engagement of NELB families at school & district level; continued development of ESL Peer Coach program to support newly hired ESL teachers and transition to EL; increased exiting ELs from 11% to 14% from 2017 to 2018 (with revised exit data from TDOE)

Family and Community Engagement Department Major Accomplishments

Developed and implemented an online data collection to streamline the School Support Organization application process; initiated SCS Parent Ambassadors - Parent council that provides families an avenue for valued input that influences their children’s success; launched Families Connect/ Connected Families – parent engagement program consisting of training modules in English and Spanish designed to build parent capacity of families to support student learning at home; initiated SCS Parent Institutes - Family learning workshops designed to educate, empower, and build capacity of families through a structured and defined learning process that serves as a conduit for increased parental involvement and student achievement; initiated Team Read - collaborated with News Channel 3 on a city-wide volunteer campaign for program; initiated SCS Family Collaborative Support Team- interdepartmental coalition that creates an opportunity for collaboration that includes a vision of inclusion, equity, and accessibility of information to support academic achievement of our students by involving, equipping, and empowering our families.

Optional Schools and Advanced Academics Major Accomplishments

The T-STEM Academy at East High School, in partnership with the University of Memphis and various industry partners, opened as a world-class school, providing a rigorous college preparatory curriculum for students and preparing them for success in STEM careers, including the transportation sector and beyond. Students who remained in the Optional program for all four years of high school had a 100% graduation rate. The ACT Composite score average for SCS Optional school students is substantially higher than state and national averages. Optional students in grades three through eight have higher On Track/Mastered rates than Tennessee students on the TNReady Achievement Test in all subjects; Award-winning STEM/STEAM, college preparatory and creative and performing arts schools resulted in students being recognized as National Merit Scholars and receiving over \$200 million dollars in scholarship offers. Fourteen Optional high school students are 2018 National Merit Scholarship Semifinalists; three International Baccalaureate Diploma programs, one Middle Years program (MYP) and two Primary Years Program (PYP); The number of IB students who earned their IB diploma increased from 52% to 60% in 2016-17; The number of students participating in the Dual Enrollment Program increased from 1,203 to 1,361 and students were enrolled in a total of 2,888 Dual Enrollment courses in 2016-17; 96% of Dual Enrollment students earned college credit; 2,355 students enrolled in one or more AP courses in 2016-17. The number of AP courses offered increased from 129 to 134 in 2017-18. Of the 38 AP courses available through The College Board, SCS increased from 32 to 34 courses in 2017-18. AP courses are offered in 19 high schools and the Memphis Virtual School. Shelby County Schools maintained a 48% pass rate for AP exams (the pass rate for SCS with ASD and charters is 43%). 100% of SCS AP teachers are authorized by The College Board to teach AP courses. There are multiple 6-12 feeder patterns with seven world languages.

School Compliance Major Accomplishments

Collaborated with Finance to automate travel requisitions; donations automated; decreased school-based negative balances by 44%; established a viable qualified candidate financial secretary pool for principals to interview; established an Annual Compliance Summer Institute to train financial secretaries/principals on changes within the District for the upcoming school year; provided support to the financial secretaries either by financial secretary assistant or compliance associate; liaised with financial secretaries and Regions Bank with access to OnePass and iTreasury; supported School Funds Online accounting system; streamlined the year-end closeout process, which provided more accurate data; created

Financial



a curriculum of professional development for financial secretaries and principals for high performing financial and operational culture.

School Operations Major Accomplishments

Created, updated and disseminated a comprehensive Protocol and Procedures Manual for all principals twice per year; developed a 2-day School Operations Institute within the Summer Principals' Leadership Institute; secured funding, procured and distributed approximately \$1,000,000 worth of new student furniture to all schools; published a 2-year instructional calendar including two teacher PD/Administrative weeks; provided leadership over school and District opening and closing procedures; provided collaborative leadership over a cross-functional team to implement the School Closing Opening Repurposing Process (SCORP); developed and disseminated Principals' Accountability Calendar in both hard copy and online versions.

Student Equity Enrollment and Discipline Major Accomplishments

The S.E.E.D. department held the Shelby County Schools Annual Discipline Academy. Administrators were provided with discipline strategies to improve their responses to discipline and to learn more about proactive and progressive methods of responding to negative student behavior, and received professional development that addressed all federal and state compliance responsibilities; the S.E.E.D. department leads monthly Attendance & Discipline Stat Sessions that are held with a K-8 focus on reducing suspensions and chronic absenteeism and a 9-12 focus on reducing suspensions, chronic absenteeism, and increasing graduation rates. These sessions are action oriented and intended to inform practices and identify the most impactful supports and resources needed to address ESSA mandates. The S.E.E.D. department leads quarterly District Discipline Data (DDD) committee meetings with the purpose of promoting the District's Destination 2025 80/90/100 goals. Pivotal groups included in district data monitoring and feedback are the Department of Exceptional Children, Alternative Education, Curriculum and Instruction, Performance Management and Academic Operations and School Support. Chronic absenteeism improved by 2.3 percentage points over the past three years, going from 20% in 2014-15 down to 17.7% in 2016-17. Suspension rates improved by 8.3 percentage points from 36.4% in 2014-15 down to 28.1% in 2016-17. The S.E.E.D. department has provided homebound services to all general education students to ensure that they continue to receive educational services. The S.E.E.D. department created an "All Things ESSA: A District Guide to Help with Chronically Absent Students and Discipline". The S.E.E.D. department created a "District Attendance Clerical Manual" to streamline school clerical processes related to attendance.

Student Recruitment and Retention Major Accomplishments

Increased student enrollment and experienced over-projected enrollment for the last two years. Over 6,000 students enrolled in the Superintendent's Summer Learning Academy and showed an average growth of up to 4 months in math and 19 Lexile points in reading; recruited over 300 students to the District through SSLA, providing a potential budget impact of \$3,900,000; implemented a Summer Bridge transition program for middle and high school students.

Fiscal Year 2019-20 Priorities

Stabilize the Instructional Core

In SY17, the state of Tennessee adopted its new ELA and math instructional shifts and standards. This meant that materials adopted in SY13 (ELA) and SY14 (Math) no longer aligned to the newly prescribed shifts, standards, and instructional model(s). This investment is an attempt to rectify our current misalignment. We will continue to improve the climate for learning and conditions for success across all District schools. We will strengthen early literacy by continuing to improve Pre-K thru 3rd grade articulation and coordination. We will provide students and teachers with high-quality, CCR-aligned instructional materials and aligned professional learning to ensure rigorous core instruction. We will continue to improve implementation of the District's curriculum and related changes in teacher practices and student learning and develop shared District vision and strategies to accelerate progress in improving teaching and learning in mathematics. We will continue to develop teachers, leaders, and central office employees to drive student success.

Redesign College, Career, And Technical Education Programming

Destination 2025 priorities 2 and 4 call for the improvement and expansion of quality school options for students. This investment ensures that students not only have increased career-ready options, but that these options are the most in-demand career opportunities in the current marketplace.



Build quality partnerships with key community stakeholders

Priority 5 calls for the strategic mobilization of key partnerships. Our University of Memphis partnership is a comprehensive program of study that prepares current SCS elementary teachers for success in the implementation of Eureka Math. The Communities in Schools partnership provides daily, non-academic interventions to students in grades K-12 that support whole-child development.

Meet the behavioral and academic needs of all students through a variety of (RTI2) services

RTI2's underlying premise is that systems not wait until students fall far enough behind to qualify for special education to provide them with the help they need. Instead, systems should provide targeted and systematic interventions to all students as soon as they demonstrate the need. This investment provides the dollars necessary to ensure that all SCS students receive the support and instruction they need. We will improve implementation of targeted intervention by including timely screening of students, use of high quality, on-line resources and teacher-led instruction, regular progress monitoring and improvement, and more efficient record keeping and data tracking.

Strengthen and sustain SCS priority school model

To mitigate state takeover, SCS must commit to providing support, funding, interventions, and innovation to persistently low performing schools. We must take a coordinated approach to turning around these schools by focusing on and investing in the people who are doing this hard work and the support networks around those educators.

Financial Summary - Academics

CATEGORY	FY2015-16 ACTUALS	FY2016-17 ACTUALS	FY2017-18 AMENDED	FY2018-19 BUDGET	2018 vs 2019	
					VARIANCE	% CHANGE
10000 Salaries	110,753,435	109,247,928	109,811,995	118,710,092	8,898,097	8%
20000 Employee Benefits	27,540,535	28,527,929	30,106,824	31,934,530	1,827,706	6%
30000 Contracted Services	14,936,675	13,517,360	13,660,211	9,130,287	(4,529,925)	(33%)
40000 Supplies and Materials	4,998,670	4,536,351	4,213,239	5,881,079	1,667,840	40%
50000 Other Charges	916,921	806,514	1,250,141	1,288,128	37,987	3%
70000 Capital Outlay	600,139	571,175	1,612,723	1,550,367	(62,356)	(4%)
Grand Total:	\$ 159,746,375	\$ 157,207,257	\$ 160,655,133	\$ 168,494,483	\$ 7,839,349	5%



Divisional Budgets – Academics

DIVISION	FY2015-16 ACTUALS	FY2016-17 ACTUALS	FY2017-18 AMENDED	FY2018-19 BUDGET	2018 vs 2019	
					VARIANCE	% CHANGE
ACADEMIC OFFICE	652,575	673,050	1,689,079	1,671,862	(17,217)	(1%)
ASSISTANT SUPERINTENDENT OF ACADEMICS	200,767	336,930	472,882	480,033	7,151	2%
K-16 SCHOOL INITIATIVES	-	-	-	-	-	-
EAST HIGH SCHOOL REDESIGN	-	-	-	-	-	-
CURRICULUM	2,730,790	1,759,412	5,507,459	2,977,595	(2,529,863)	(46%)
RESPONSE TO INTERVENTION (RTI)	-	-	-	259,147	259,147	-
ENGLISH SECOND LANGUAGE	1,943,416	1,564,421	1,402,110	1,862,475	460,365	33%
ENGLISH SECOND LANGUAGE ELEMENTARY	11,721,370	12,179,997	12,829,509	13,635,308	805,799	6%
ENGLISH SECOND LANGUAGE MIDDLE	2,020,151	2,235,588	2,520,327	2,519,066	(1,261)	-
ENGLISH SECOND LANGUAGE K8	434,232	370,386	602,163	579,183	(22,980)	(4%)
ENGLISH SECOND LANGUAGE HIGH	1,753,280	1,758,599	1,857,580	2,240,792	383,212	18%
STEM	272,029	231,996	216,990	259,289	42,299	19%
LITERACY	1,759,277	1,484,829	294,405	225,876	(68,529)	(23%)
MATHEMATICS	932,291	906,086	168,556	162,305	(6,251)	(4%)
SCIENCE	252,745	251,804	208,853	180,508	(28,345)	(14%)
SOCIAL STUDIES	275,339	234,537	253,814	243,757	(10,057)	(4%)
HEAD START- IN-KIND/MATCH DISTRICT	-	31,469	33,032	32,507	(525)	(2%)
HEAD START-OTHER/FACILITIES	-	278	-	-	-	-
PRE-K	561,086	1,021,042	3,422,576	5,773,111	2,350,535	69%
TEXTBOOKS	2,060,196	2,103,370	1,135,655	2,838,694	1,703,039	150%
WORLD LANGUAGES	1,837,085	1,305,526	1,405,059	1,417,149	12,090	1%
BAND AND STRINGS	1,866,890	1,774,270	1,841,499	2,154,837	313,338	17%
LIBRARIANS	549,365	392,165	473,696	455,595	(18,102)	(4%)
EDUCATIONAL SUPPORT	429,430	453,715	466,368	323,779	(142,589)	(31%)
CAREER AND TECHNICAL EDUCATION	15,819,957	14,969,123	17,499,057	23,507,957	6,008,900	34%
EXCEPTIONAL CHILDREN	74,634,487	74,778,993	74,985,672	71,441,939	(3,543,733)	(5%)
EXCEPTIONAL CHILDREN-K8	-	-	-	-	-	-
EXCEPTIONAL CHILDREN-HOMEBOUND & HOSPITAL	1,347,342	1,375,724	1,320,665	1,340,177	19,512	1%
EXCEPTIONAL CHILDREN-GIFTED	8,486,139	8,704,781	8,781,173	8,792,891	11,719	-
EXCEPTIONAL CHILDREN ADMINISTRATION	7,095,846	7,265,283	7,213,439	7,239,953	26,515	-
INSTRUCTIONAL & DIRECTORS	2,996	3,269	-	-	-	-
OPTIONAL SCHOOLS	6,574,350	6,322,803	6,963,307	6,809,744	(153,563)	(2%)
COORDINATED SCHOOL HEALTH	11,803,007	10,752,291	4,973,687	4,647,640	(326,047)	(7%)
FAMILY RESOURCE CENTER	148,685	146,740	150,000	219,491	69,491	46%
SCHOOL ACCOUNTABILITY & IMPROVEMENT	-	-	-	784,350	784,350	-
PROFESSIONAL DEVELOPMENT	1,581,252	1,818,780	1,966,522	3,417,472	1,450,950	74%
Grand Total:	\$ 159,746,375	\$ 157,207,257	\$ 160,655,133	\$ 168,494,483	\$ 7,839,349	5%

The Office of Academics budget is \$168.5 million in fiscal year 2018-19, which is an \$7.8 million increase from the previous fiscal year’s budget. SCS has included a high impact investment for Career and Technical Education (CTE) in the fiscal year 2018-19. It is reflected by \$5.3 million increase on top of the \$2.3 million made in fiscal year 2017-18. In addition, the District is increasing the Academic budget to expand Pre-kindergarten (Pre-k) seats in fiscal year 2018-19. Lastly, SCS is increasing its investment in textbooks to ensure that students have a standard-aligned curriculum.



Position Summary – Academics

STAFFING	FY2015-16	FY2016-17	FY2017-18			FY2018-19			2018 vs 2019	
	ACTUALS	ACTUALS	Filled	Unfilled	Total	Filled	Unfilled	Total	Variance	% Change
ACADEMIC OFFICE	8	8	20	6	26	20	3	23	(3)	(10%)
ASSISTANT SUPERINTENDENT OF ACADEMICS	3	3	3	-	3	3	1	4	1	33%
BAND AND STRINGS	17	17	17	1	18	19	(2)	17	(1)	(3%)
CAREER AND TECHNICAL EDUCATION	234	211	197	5	202	199	61	260	58	29%
COORDINATED SCHOOL HEALTH CURRICULUM	171	144	37	8	45	40	1	41	(4)	(8%)
EDUCATIONAL SUPPORT	5	5	5	-	5	4	-	4	(1)	(20%)
ENGLISH SECOND LANGUAGE	62	9	6	-	6	8	-	8	2	1,000%
ENGLISH SECOND LANGUAGE ELEMENTARY	184	185	184	0	184	187	8	195	11	6%
ENGLISH SECOND LANGUAGE HIGH	29	28	27	-	27	32	1	33	6	22%
ENGLISH SECOND LANGUAGE K8	9	9	6	2	8	7	1	8	-	-
ENGLISH SECOND LANGUAGE MIDDLE	37	37	38	(1)	38	37	1	38	-	-
EXCEPTIONAL CHILDREN	1,236	1,188	1,008	69	1,077	1,057	58	1,115	39	4%
EXCEPTIONAL CHILDREN ADMINISTRATION	85	80	71	5	76	74	4	76	-	4%
EXCEPTIONAL CHILDREN-GIFTED	116	116	114	1	115	112	3	115	-	-
EXCEPTIONAL CHILDREN-HOMEBOUND & HOSPITAL	18	18	17	-	17	17	-	17	-	-
FAMILY RESOURCE CENTER	2	2	2	-	2	2	1	3	1	100%
HEAD START- IN-KIND/MATCH DISTRICT	0	0	6	(6)	0	-	-	0	-	-
LIBRARIANS	2	2	2	-	2	1	1	2	-	-
LITERACY	0	0	-	-	-	-	1	1	1	-
MATHEMATICS	1	1	1	-	1	1	-	1	-	-
OPTIONAL SCHOOLS	79	74	73	1	74	66	7	73	(1)	(2%)
PRE-K	7	6	6	33	39	38	3	41	2	5%
PROFESSIONAL DEVELOPMENT	16	15	15	3	18	19	5	24	6	33%
RESPONSE TO INTERVENTION (RTI)	0	0	-	-	-	-	3	3	3	-
SCHOOL ACCOUNTABILITY & IMPROVEMENT	0	0	-	-	-	1	7	8	8	-
SCIENCE	1	1	1	-	1	1	-	1	-	-
STEM	3	3	2	-	2	3	-	3	1	50%
TEXTBOOKS	1	1	1	-	1	-	2	2	1	100%
WORLD LANGUAGES	28	20	18	2	20	19	1	20	-	-
Position Summary Total	2,367	2,196	1,889	133	2,022	1,984	169	2,153	131	7%

In fiscal year 2018-19, the number of positions in the Office of Academics increased by 131. There are three reasons for the increase. First, part-time positions are being counted and reflected in fiscal year 2018-19 position count. Second, CTE added 58 new positions related to its redesign efforts. Third, additional Educational Assistants were added to the Exceptional Children budget.

Financial Summary – Schools

CATEGORY	FY2015-16	FY2016-17	FY2017-18	FY2018-19	2018 vs 2019	
	ACTUALS	ACTUALS	AMENDED	BUDGET	VARIANCE	% CHANGE
10000 Salaries	19,089,546	18,861,745	43,866,505	32,966,539	(10,899,966)	(25%)
20000 Employee Benefits	4,444,802	4,555,584	9,784,150	8,058,054	(1,726,095)	(18%)
30000 Contracted Services	2,087,433	2,697,154	8,352,586	6,827,463	(1,525,122)	(18%)
40000 Supplies and Materials	110,769	426,791	1,038,592	336,702	(701,891)	(68%)
50000 Other Charges	170,388	359,080	3,865,177	499,060	(3,366,117)	(87%)
70000 Capital Outlay	3,910,311	4,102,778	565,456	374,047	(191,409)	(34%)
Grand Total:	\$ 29,813,249	\$ 31,003,132	\$ 67,472,466	\$ 49,061,865	\$ (18,410,600)	(27%)



Divisional Budgets - Schools

DIVISION	FY2015-16 ACTUALS	FY2016-17 ACTUALS	FY2017-18 AMENDED	FY2018-19 BUDGET	2018 vs 2019	
					VARIANCE	% CHANGE
DEPARTMENT OF SCHOOLS & LEADERSHIP	277,046	242,551	4,174,075	1,413,663	(2,760,412)	(66%)
INSTRUCTIONAL LEADERSHIP DIRECTORS	1,637,532	1,630,417	2,796,342	2,217,899	(578,443)	(21%)
LEADERSHIP DEVELOPMENT & CAPACITY BUILDING	969,069	1,572,058	2,014,363	1,263,222	(751,141)	(37%)
ASSISTANT SUPERINTENDENT OF OPERATIONS	1,052,447	1,457,199	10,724,263	2,566,017	(8,158,246)	(76%)
NEW COMERS PROGRAM	-	-	845,490	930,456	84,966	10%
PROJECT GRADUATION	1,987,498	711,949	414,002	1,276,450	862,448	208%
ALTERNATIVE SCHOOLS	5,510,974	5,125,440	6,439,944	8,603,218	2,163,274	34%
ADOLESCENT PARENTING	1,274,128	1,273,481	1,287,908	1,313,275	25,367	2%
MCS PREP NORTHWEST	2,073,406	2,117,268	2,123,195	1,961,435	(161,760)	(8%)
MCS PREP NORTHEAST	1,756,010	1,827,301	1,856,165	1,773,272	(82,893)	(4%)
CARVER HS	1,834,204	1,522,433	1,719,930	1,693,105	(26,825)	(2%)
IDA B WELLS ACADEMY	1,567,039	1,584,388	1,740,083	1,557,823	(182,260)	(10%)
ATTENDANCE & DISCIPLINE	3,810,429	3,597,105	4,706,114	5,358,671	652,556	14%
VIRTUAL SCHOOLS	5,233,635	5,920,428	2,981,138	2,338,736	(642,402)	(22%)
IZONE	85	1,630,661	7,793,417	5,689,109	(2,104,308)	(27%)
CHIEF OF SCHOOLS	-	4,864	13,244,525	5,742,485	(7,502,039)	(57%)
COMMUNITY OUTREACH	829,747	785,589	392,523	106,454	(286,070)	(73%)
FAMILY AND COMMUNITY ENGAGEMENT	-	-	2,218,989	3,256,575	1,037,586	47%
Grand Total:	\$ 29,813,249	\$ 31,003,132	\$ 67,472,466	\$ 49,061,865	\$ (18,410,600)	(26%)

The Office of Schools budget is experiencing a \$18.4 million decline. The budget decline is a result of shifting resources centrally managed by the central office to schools where principals have more flexibility. This was an outcome of SBB.

Position Summary - Schools

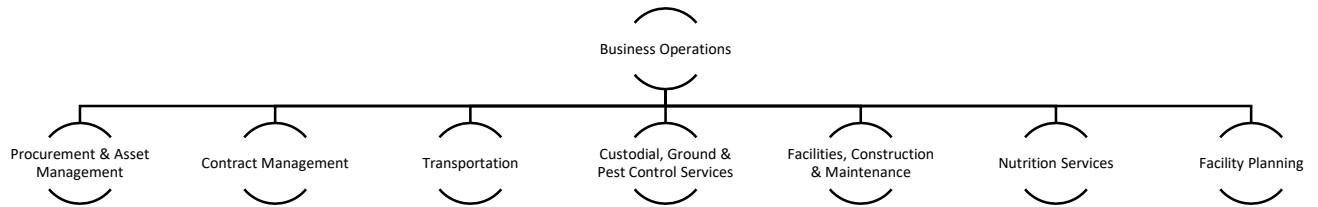
STAFFING	FY2015-16 ACTUALS	FY2016-17 ACTUALS	FY2017-18			FY2018-19			2018 vs 2019	
			Filled	Unfilled	Total	Filled	Unfilled	Total	Variance	% Change
ADOLESCENT PARENTING	21	21	21	-	21	21	-	21	-	-
ALTERNATIVE SCHOOLS	77	66	62	15	77	65	2	67	(10)	(13%)
ASSISTANT SUPERINTENDENT OF OPERATIONS	18	21	16	8	24	25	5	30	6	25%
ATTENDANCE & DISCIPLINE	52	46	46	6	52	45	16	61	9	23%
CARVER HS	25	25	24	1	25	24	-	24	(1)	(4%)
CHIEF OF SCHOOLS	0	0	1	157	158	15	-	15	(143)	(86%)
COMMUNITY OUTREACH	7	7	3	-	3	-	-	-	(3)	(100%)
DEPARTMENT OF SCHOOLS & LEADERSHIP	3	2	5	4	9	3	3	6	(3)	(33%)
FAMILY AND COMMUNITY ENGAGEMENT	0	0	4	30	34	12	15	27	(7)	(21%)
IDA B WELLS ACADEMY	22	22	22	1	23	21	-	21	(2)	(9%)
INSTRUCTIONAL LEADERSHIP DIRECTORS	12	11	12	6	18	14	-	14	(4)	(22%)
IZONE	0	0	16	17	33	22	8	30	(3)	(8%)
LEADERSHIP DEVELOPMENT & CAPACITY BUILDING	6	6	1	4	5	3	2	5	-	-
MCS PREP NORTHEAST	27	25	25	-	25	23	1	24	(1)	(4%)
MCS PREP NORTHWEST	26	26	25	1	26	24	2	26	-	62%
NEW COMERS PROGRAM	0	0	-	11	11	10	2	12	1	36%
PROJECT GRADUATION	7	0	1	61	62	5	-	5	(57)	(18%)
VIRTUAL SCHOOLS	8	10	6	7	13	9	-	9	(4)	138%
Position Summary Total	311	288	290	329	619	341	56	397	(222)	(36%)

The Office of Schools has 397 positions budgeted in fiscal year 2018-19, which is 222 positions fewer than the prior fiscal year. The main reason for the decline in budgeted positions is the shift of school-based positions into school level allocations.



BUSINESS OPERATIONS

The Office of Business Operation’s mission is to support the District’s mission, strategies and objectives by migrating to the most effective Business Operations operating model, enabling more focus on the core competency of providing the best education and environment possible for students.



Major Services Provided

Procurement and Asset Management Services

- Responsible for purchasing all goods and services for schools, offices, teachers, and staff for the best value
- Committed to bid practices that offer all vendors open and fair competition that comply with Board policies and all regulations
- Accountable to manage District assets

Contract Management

- Responsible for preparation, initiation, negotiation, completion, and storage of all contracts for the District in accordance with Board policy.

Transportation Services

- The Department of Transportation provides all eligible students safe, efficient and dependable transportation services to and from school, supporting a positive learning experience on a daily basis. Also responsible for bus routes and overseeing the operations of the transportation provider.

Custodial and Grounds Services

- Oversight of custodial vendors to ensure buildings are cleaned to a high quality and that environmentally safe procedures are used. In-house services include outdoor maintenance, grass cutting and pest control efforts for all District properties.

Facilities and Maintenance Services

- Provides the best possible building and environmental conditions in order to support the education of students.
- Services include new construction, additions, remodels, deferred maintenance and repairs.

Nutrition Services

- Nutrition Services oversee the creation and service of nutritious meals to all students. Core programs include traditional breakfast and lunch, breakfast in classrooms, grab n’ go lunch and supper. Other vital services include menu-planning, acquisition of food, supplies, and equipment.

Facilities Planning and Property Management

- Responsible for enrollment projections, capital planning, demographic trends, capacity analysis, data analysis with GIS, rezoning, school closures, and maintain school boundaries to ensure students have adequate accommodations for learning and receive full strength of academic activities.
- Accountable for management of real estate sales, leasing and mapping services for the District.



Fiscal Year 2017-18 Accomplishments

- Achieved 300% growth in MWBE construction spend over previous year; spend as of February 2018 is \$15,400,000 with Black Owned Companies and \$8,500,000 with Women Owned Companies
- Improved menu offerings and food presentation, which enabled Nutrition Services to achieve a 60% High School lunch participation rate; exceeded 59% target
- Through process improvement and training, addressed historical food inventory audit issues and achieved first ever zero deficiency audit
- Achieved \$2,000,000 cost savings in construction design fees with implementation of new procurement approach
- Procurement and Asset Management implemented a new Asset Management policy, administrative rules and regulations including new inventory/asset management procedures for district-wide physical inventory
- Procurement implemented several process improvements to address SCS Board Member concerns and address input from the Council of Great City Schools
- Addressed capacity issues in processing contracts, started up a new Contracts department and invested in additional resources

Fiscal Year 2018-19 Priorities

- Use available resources to ensure over \$75,000,000 in capital construction projects meet timing and budget expectations
- Migrate the Nutrition Services organization and food warehousing, currently located in several locations into fewer locations
- Move forward on the effort to optimize the footprint of SCS Administrative buildings
- Complete a district-wide physical inventory
- Restructure the Procurement organization, migrating from a transactional focus to a strategic sourcing capability
- Reinstate the function of Five-Year Capital Planning
- Complete demographic, enrollment, utilization and zoning analysis, and committee coordination for the 5-10 year School Optimization program
- Infuse resources into the school plant management structure to improve service to schools and implement drastically needed preventive maintenance programs into buildings
- Launch a Minority and Business Women Enterprises (MWBE) function and program

Key Performance Indicators

There are several key performance indicators (KPIs) to evaluate Business Operations. For Nutrition Services, the Nutrition Service fund balance is more than the peer range. USDA allows the Nutrition Service program to retain three months of operating expense in its fund balance. Lunch and breakfast participation rates have remained steady indicating that the District continues to serve a large number of students and maintains a high level of customer satisfaction. For Facility Maintenance, the custodial work cost per square foot has declined as a result of custodial costs being semi-fixed costs as well as other reductions.

Key Performance Indicator	Description	2014	2015	2016	2017	Variance	Peer Range
Nutrition Fund Balance Per Revenue	Fund Balance Divided by Total Revenue	29.9%	39.4%	35.9%	39.7%	3.8%	16.1% to 17%
Breakfast Participation Rate (Districtwide)	Total breakfast meals served divided by total district student enrollment times the number of school days in the year.	41.1%	49.5%	50.6%	50.1%	-0.5%	27.3% to 39.7%
Lunch Participation Rate (Districtwide)	Total lunch meals served, divided by total district student enrollment times the number of school days in the year.	54.1%	70.5%	71.5%	71.4%	-0.1%	58.7% to 61.9%
Custodial Work-Cost Per Square Foot	Total cost of district-operated custodial work plus total cost of contract-operated custodial work divided by total square footage of all non-vacant buildings.	\$1.08	\$1.58	\$1.47	\$1.00	-\$0.47	\$0.53 to \$5.30



Financial Summary

CATEGORY	FY2015-16 ACTUALS	FY2016-17 ACTUALS	FY2017-18 AMENDED	FY2018-19 BUDGET	2018 vs 2019	
					VARIANCE	% CHANGE
10000 Salaries	20,625,213	20,012,266	19,948,218	22,091,182	2,142,964	11%
20000 Employee Benefits	5,410,905	5,518,459	5,401,099	5,926,751	525,652	10%
30000 Contracted Services	47,428,239	41,134,873	45,299,222	48,855,199	3,555,977	8%
40000 Supplies and Materials	29,641,297	31,057,100	29,379,465	25,697,755	(3,681,710)	(13%)
50000 Other Charges	112,505	166,041	204,000	246,439	42,439	21%
70000 Capital Outlay	28,774	1,183,808	10,550,199	526,099	(10,024,100)	(95%)
Grand Total:	\$ 103,246,933	\$ 99,072,547	\$ 110,782,203	\$ 103,343,425	\$ (7,438,777)	(7%)

Divisional Budgets

DIVISION	FY2015-16 ACTUALS	FY2016-17 ACTUALS	FY2017-18 AMENDED	FY2018-19 BUDGET	2018 vs 2019	
					VARIANCE	% CHANGE
BUSINESS OPERATIONS ADMIN	445,698	411,077	1,113,573	1,653,075	539,503	48%
TRANSPORTATION	14,764,839	12,035,069	14,075,446	13,908,385	(167,060)	(1%)
SPECIAL EDUCATION TRANSPORTATION	13,395,651	8,460,523	8,102,271	10,230,403	2,128,132	26%
PROCUREMENT	1,043,789	706,854	889,022	1,509,302	620,281	70%
ASSET MANAGEMENT	-	138,943	541,417	518,115	(23,302)	(4%)
FACILITIES	24,632,532	26,250,916	24,302,059	15,750,463	(8,551,597)	(35%)
CUSTODIAL AND GROUNDS	19,176,307	20,109,087	21,474,592	32,711,283	11,236,691	52%
UTILITIES	23,597,462	24,240,707	34,295,418	21,295,418	(13,000,000)	(38%)
GENERAL SERVICES	2,367,419	2,236,581	2,362,154	2,309,114	(53,040)	(2%)
ZONE 4 MAINTENANCE	-	154	-	-	-	-
ZONE 2 MAINTENANCE	1,053,385	1,388,222	-	-	-	-
ZONE 1 MAINTENANCE	938,827	1,175,169	1,068,174	1,008,935	(59,239)	(6%)
ZONE 3 MAINTENANCE	1,200,117	1,455,079	2,074,911	1,709,150	(365,761)	(18%)
FACILITIES PLANNING AND PROPERTY	422,419	380,802	483,167	739,783	256,616	53%
NUTRITION SERVICES	-	-	-	-	-	-
WAREHOUSING	208,488	83,364	-	-	-	-
Grand Total:	\$ 103,246,933	\$ 99,072,547	\$ 110,782,203	\$ 103,343,426	\$ (7,438,777)	(7%)

In fiscal year 2018-19, the Office of Business Operations has a \$103.3 million budget, which is \$7.4 million less than the prior year budget. The main reason for the budget decline is the non-recurring expenses for beautification projects in the General Services Department.

Position Summary

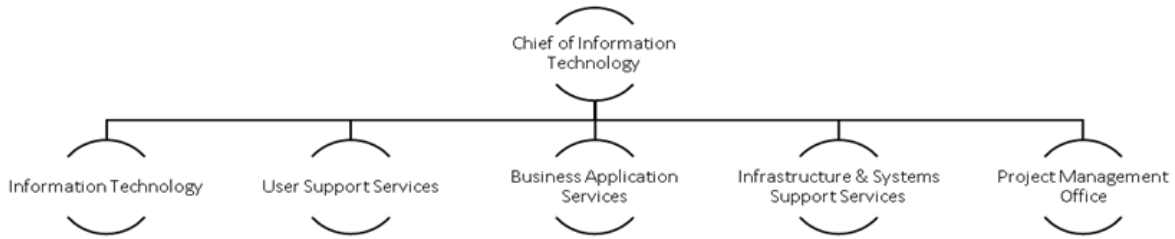
STAFFING	FY2015-16 ACTUALS	FY2016-17 ACTUALS	FY2017-18			FY2018-19			2018 vs 2019	
			Filled	Unfilled	Total	Filled	Unfilled	Total	Variance	Change
ASSET MANAGEMENT	0	0	2	2	4	3	1	4	-	-
BUSINESS OPERATIONS ADMIN	3	2	3	(1)	2	3	9	12	10	500%
CUSTODIAL AND GROUNDS	0	0	-	-	-	175	15	190	190	-
FACILITIES	393	367	340	4	344	156	15	171	(173)	(50%)
FACILITIES PLANNING AND PROPERTY	4	3	2	1	3	3	3	6	3	100%
PROCUREMENT	12	13	8	3	11	2	13	15	4	36%
SPECIAL EDUCATION TRANSPORTATION	0	0	-	7	7	1	-	1	(6)	(86%)
TRANSPORTATION	14	11	10	-	10	8	1	9	(1)	(10%)
Position Summary Total	426	396	365	16	381	351	57	408	27	7%

The Office of Business Operations has 408 positions in the fiscal year 2018-19 budget, which is a 27 positions greater than those in fiscal year 2017-18. A reorganization between the Custodial and Grounds Department and the Facilities Department has been planned in fiscal year 2018-19.



INFORMATION TECHNOLOGY

The purpose of the Information Technology (IT) Department is to provide high quality technology-based service in the most cost-effective manner, to facilitate teaching, learning, student achievement, and operational excellence in alignment with Shelby County School's mission and goals.



Major Services Provided

- Wide-area networking (WAN) services, including wireless
- Telephone services
- Project management
- Field support for technology
- Enterprise Application Support (ERP & Student Information System)
- Data systems & security

Fiscal Year 2017-18 Performance Highlights

- Launch of Enterprise Resource Planning (ERP) system to replace APECS
- Implementation of Power School student information system
- Completed District-wide wireless networking upgrades
- Deployment of over 3,000 computers for teachers and students
- Resolved all outstanding E-rate issues from 2013 thru 2016

Fiscal Year 2018-19 Priorities

- No significant changes to personnel or budget requirements from previous year.
- Implement cybersecurity awareness and training
- Single sign-on solution for students and teachers
- Development of technology plan in conjunction with Academic department
- Evaluate and replace (if necessary) district telephone systems
- Evaluate, plan & optimize all wired network infrastructure as required by USAC (E-rate)
- Network availability (as measured by industry standards) will be @ 99.99%
- All enterprise applications will have a minimum availability of 95%
- 75% of MS & HS will meet TNDOE "recommended" standard for student devices
- 95% of all student computers will meet state standard for TN Ready Testing



Key Performance Indicators

IT Spending Per Student and Devices per Student are two KPIs. Both indicators highlight increased spending on technology across the District, particularly in preparation for online test assessment and meeting our goals to have one device for each student. During FY2017, the District surpassed that goal.

Key Performance Indicator	Description	2014	2015	2016	2017	Variance	Peer Range
IT Spending Per Student	Total IT Staff Costs plus total IT hardware and services costs, divided by total student enrollment.	-	\$177	\$244	\$219	-\$25	\$181 to \$250
Devices per Student	Total number of desktops, laptops and tablets that are for student-only use or mixed-use divided by total student enrollment	-	0.51	0.75	1.05	0.30	0.17 to 1.14

Financial Summary

CATEGORY	FY2015-16 ACTUALS	FY2016-17 ACTUALS	FY2017-18 AMENDED	FY2018-19 BUDGET	2018 vs 2019	
					VARIANCE	% CHANGE
10000 Salaries	5,732,111	6,002,427	7,831,079	7,217,036	(614,042)	(8%)
20000 Employee Benefits	1,376,603	1,526,012	2,077,002	1,765,636	(311,366)	(15%)
30000 Contracted Services	11,828,695	16,395,677	16,092,970	13,155,697	2,937,273	(18%)
40000 Supplies and Materials	74,720	42,500	40,249	39,500	(749)	(2%)
50000 Other Charges	(235,416)	35,863	84,120	70,400	(13,720)	(16%)
70000 Capital Outlay	4,906,269	4,085,319	12,803,802	8,105,000	(4,698,802)	(37%)
Grand Total:	\$ 23,682,982	\$ 28,087,798	\$ 38,929,221	\$ 30,353,269	\$ (8,575,952)	(22%)

Divisional Budgets

DIVISION	FY2015-16 ACTUALS	FY2016-17 ACTUALS	FY2017-18 AMENDED	FY2018-19 BUDGET	2018 vs 2019	
					VARIANCE	% CHANGE
INFORMATION TECHNOLOGY	5,181,634	13,770,574	10,237,431	7,554,365	(2,683,066)	(26%)
PARCC	4,675,921	340,454	-	-	-	-
USER SUPPORT SERVICES	4,006,104	4,331,069	5,766,684	5,194,134	(572,550)	(10%)
BUSINESS APPLICATION SERVICES	65,525	11,315	-	-	-	-
INFRASTRUCTURE AND SYSTEMS SUPPORT SERVICES	9,321,586	9,272,769	10,440,769	9,342,430	(1,098,339)	(11%)
PROJECT MANAGEMENT OFFICE	432,212	361,617	534,338	262,340	(271,997)	(51%)
ERP	-	-	11,950,000	8,000,000	(3,950,000)	(33%)
Grand Total:	\$ 23,682,982	\$ 28,087,798	\$ 38,929,221	\$ 30,353,269	\$ 8,575,952	(22%)

In fiscal year 2018-19, the IT Department’s budget is \$30.3 million, which is about \$8.6 million less than the prior year’s budget. The largest budget declines are driven by the removal of non-recurring technology costs associated with one-time e-Rate funds in fiscal year 2017-18 and the \$3.95 million budget decline for the Enterprise Resource Planning system.

Position Summary

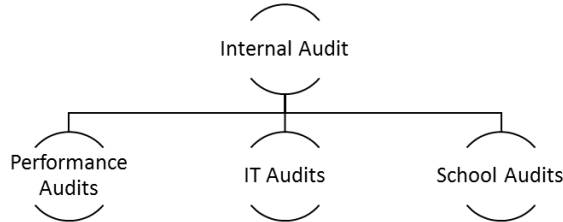
STAFFING	FY2015-16 ACTUALS	FY2016-17 ACTUALS	FY2017-18			FY2018-19			2018 vs 2019	
			Filled	Unfilled	Total	Filled	Unfilled	Total	Variance	Change
INFORMATION TECHNOLOGY	3	3	3	1	4	2	1	3	(1)	(25%)
INFRASTRUCTURE AND SYSTEMS SUPPORT SERVICES	35	35	31	4	35	33	4	37	2	6%
PROJECT MANAGEMENT OFFICE	10	8	5	-	5	5	3	8	3	60%
USER SUPPORT SERVICES	74	74	56	20	76	66	9	75	(1)	(1%)
Position Summary Total	122	120	95	25	120	106	17	123	3	3%

In fiscal year 2018-19, the IT Department has budgeted 123 positions, which is three more than the prior fiscal year. Of the 123 budgeted positions, 17 are unfilled.



INTERNAL AUDIT

The Office of Internal Audit’s mission is to assist Shelby County Schools with the efficient, effective, and economical delivery of high quality educational services to all students and to enhance and protect organizational value by providing risk-based and objective assurance, advice, and insight regarding operations, compliance, and other unspecified activities.



Major Services Provided

- Management consulting activity related to risk management, business process improvement, and governance
- School internal accounting manual compliance audits for approximately 153 schools
- Performance audits of district and school operations
- Equipment accountability reviews
- Fraud deterrence program and investigations
- Grant compliance audits
- Information technology audits
- Support and facilitation for Internal School Activity Fund independent annual audit

Fiscal Year 2017-18 Accomplishments

- Completed 153 school audits to meet external audit deadline
- Implemented audit management and analytics software for audit efficiency and effectiveness
- Achieved a composite 1.5 rating (based on a scale of 1-5 with 1 being highest rating) on audit feedback surveys for 90 percent of all audit project surveys
- Initiated Information Technology controls audit project
- Provided approximately 40 hours of CPE training to auditors
- Completed department reorganization by adding Internal Audit Supervisor and Senior Internal Auditor/Investigator positions

Fiscal Year 2018-19 Priorities

- Implement a plan to raise awareness of the fraud hotline reporting system
- Develop an infrastructure for conflict of interest training
- Conduct the enterprise-wide risk assessment to develop a two-year risk-based audit plan
- Support ERP implementation project to facilitate successful roll-out
- Expand footprint by initiating additional grant compliance and performance audits
- Finalize implementation of internal audit governance process and procedures



Financial Summary

CATEGORY	FY2015-16 ACTUALS	FY2016-17 ACTUALS	FY2017-18 AMENDED	FY2018-19 BUDGET	2018 vs 2019	
					VARIANCE	% CHANGE
10000 Salaries	560,300	751,758	869,267	949,162	79,895	9%
20000 Employee Benefits	125,987	197,328	233,198	255,569	22,371	10%
30000 Contracted Services	275,803	227,297	143,110	100,985	(42,125)	(29%)
40000 Supplies and Materials	3,944	2,485	3,000	5,000	2,000	67%
50000 Other Charges	5,285	27,850	23,300	28,200	4,900	21%
70000 Capital Outlay	17,624	692	8,900	-	(8,900)	(100%)
Grand Total:	\$ 988,943	\$ 1,207,410	\$ 1,280,775	\$ 1,338,916	\$ 58,141	5%

Divisional Summary

DIVISION	FY2015-16 ACTUALS	FY2016-17 ACTUALS	FY2017-18 AMENDED	FY2018-19 BUDGET	2018 vs 2019	
					VARIANCE	% CHANGE
INTERNAL AUDIT	988,943	1,207,410	1,280,775	1,338,916	58,141	5%
Grand Total:	\$ 988,943	\$ 1,207,410	\$ 1,280,775	\$ 1,338,916	\$ 58,141	5%

The Internal Audit department has a \$1.3 million budget in fiscal year 2018-19, which is \$58,141 greater than the prior year's budget. The main reason for the budget increase is a staff reorganization to lead performance audits, grant monitoring and state mandated school audits.

Position Summary

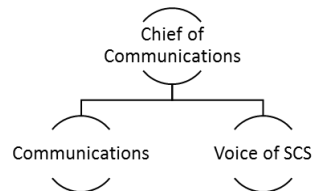
STAFFING	FY2015-16 ACTUALS	FY2016-17 ACTUALS	FY2017-18			FY2018-19			2018 vs 2019	
			Filed	Unfilled	Total	Filed	Unfilled	Total	Variance	% Change
INTERNAL AUDIT	9	13	10	3	13	11	7	18	5	38%
Position Summary Total:	9	13	10	3	13	11	7	18	5	38%

Internal Audit has 18 budgeted positions in fiscal year 2018-19, which is an increase of five positions. Additional positions such as an Internal Audit Director, two Internal Audit Supervisors, and one Senior Internal Auditor Investigator are established.



COMMUNICATIONS

The Department of Communications and Broadcast services provides strategic support for all schools and district departments in alignment with the goals and priorities of Destination 2025. We strive to inform 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 Office provides strategic planning, media relations, marketing and promotions, internal/external communication, social media, graphic design, bilingual communications, broadcast services, web development and video production support.

Issues & Trends

- Recruitment of students and effective teachers continue to be a major challenge and priority, so marketing investments are critical to support
- More immigrant/non-English speaking students/families are coming to our District, so more support is needed
- Our media tonality has a direct correlation to our public perception, so we must invest more time and implement more strategies

Fiscal Year 2017-18 Performance Highlights

- Increased public confidence in the District by 3%
- Grew the District's social media following by nearly 40%
- Surpassed the industry standard for employee message open rates by nearly 20%
- Conducted the District's first county-wide school choice campaign that promoted all school options in SCS
- Successfully implemented branding and style guidelines to enhance the District's visual identity
- Launched multiple dedicated communication channels for Spanish speaking families
- Revamped the District's school directory to enhance the school choice process for families and make performance data about our schools available to the public
- Launched a new online newsroom to spotlight District news and accomplishments, including stories, video, photos and social media
- Launched a new platform for custom district-managed school websites
- Conducted the third annual Operation Warm Hearts clothing drive, with over 600 new coats, hundreds of additional outerwear items and over \$6,000 in donations
- C19TV created a total of 250 videos and managed a total of 69 live broadcasts
- Recruited and retained approximately 4,500 district volunteers

Fiscal Year 2018-19 Priorities

- Increase student involvement in broadcast education by 25%
- Ensure 85% positive/neutral media coverage
- Increase total social media following by 15%
- Increase the Voice of SCS social media following by 25%
- Increase the SCS Newsroom views by 10% & gain 500 new social followers
- Enhance public confidence in the District by 3%
- Embed clear branding standards that reinforce district identity and values
- Identify/train communication leads in 75% of schools & complete training for 50% of departments
- Produce 350 new C19TV videos, including one highlight video per school



- Increase 88.5FM listenership by 15%
- Establish at least two dedicated communication channels for Hispanic families

Financial Summary

CATEGORY	FY2015-16 ACTUALS	FY2016-17 ACTUALS	FY2017-18 AMENDED	FY2018-19 BUDGET	2018 vs 2019	
					VARIANCE	% CHANGE
10000 Salaries	1,079,540	1,168,279	1,462,146	1,807,686	345,540	24%
20000 Employee Benefits	257,011	286,243	385,359	462,200	76,841	20%
30000 Contracted Services	282,968	280,492	762,515	257,515	(505,000)	(66%)
40000 Supplies and Materials	9,190	7,362	10,000	10,000	-	-
50000 Other Charges	178,909	103,684	424,801	416,250	(8,551)	(2%)
70000 Capital Outlay	89,832	2,394	62,330	52,330	(10,000)	(16%)
Grand Total:	\$ 1,897,450	\$ 1,848,454	\$ 3,107,151	\$ 3,005,981	\$ (101,170)	(3%)

Divisional Budgets

DIVISION	FY2015-16 ACTUALS	FY2016-17 ACTUALS	FY2017-18 AMENDED	FY2018-19 BUDGET	2018 vs 2019	
					VARIANCE	% CHANGE
COMMUNICATIONS	1,897,450	1,848,454	3,107,151	2,016,539	(1,090,612)	(35%)
VOICE OF SCS	-	-	-	989,442	989,442	-
Grand Total:	\$ 1,897,450	\$ 1,848,454	\$ 3,107,151	\$ 3,005,981	\$ (101,170)	(3%)

In fiscal year 2018-19, the Office of Communications has a \$3 million budget, which is about \$101,000 less than the prior year's budget. Reductions in one-time media and communication professional services investments are the main reason for the budget decline.

Position Summary

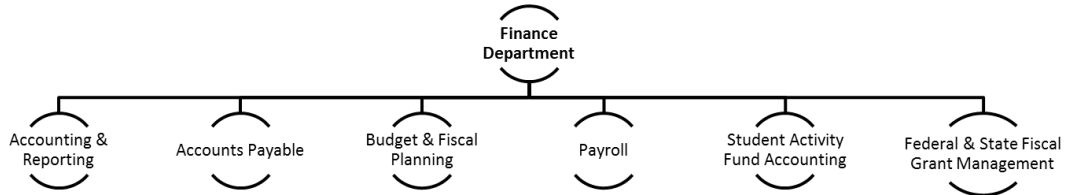
STAFFING	FY2015-16 ACTUALS	FY2016-17 ACTUALS	FY2017-18			FY2018-19			2018 vs 2019	
			Filled	Unfilled	Total	Filled	Unfilled	Total	Variance	% Change
COMMUNICATIONS	20	20	17	5	22	12	2	14	(8)	(27%)
VOICE OF SCS	0	0	-	-	-	7	1	8	8	-
Position Summary Total	20	20	17	5	22	19	3	22	-	0%

The Office of Communications has 22 budgeted positions in fiscal year 2018-19, which is the same number in fiscal year 2017-18. A reorganization of the Communications office will split out the Voice of SCS – the Broadcast and TV arm - in fiscal year 2018-19.



FINANCE

The mission of the Finance Office is to be a collaborative and exceptional strategic leader around how to create the greatest academic value with our resources (i.e., people, time, capital, money, and effort) and to support educational innovation and effectiveness that nurture the whole child and prepare all students for post-secondary readiness, particularly addressing potential resource inequities in meeting our students’ needs.



Major Services Provided

The Finance Office is responsible for managing the overall budget development, accounting, treasury, financial reporting, payroll, student activity fund accounting, grant management & compliance, 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 priorities.

Fiscal Year 2017-18 Accomplishments

- Launched student-based budgeting (SBB) for all schools with six cohort schools with full school design flexibility and 18 early adopter schools with significant school design flexibility
- Produced a \$20.3 million general fund surplus, or approximately 2% of general fund revenues, in fiscal year 2017-18
- Developed a General Fund with nearly \$70 million of investments that supports schools and impact students directly in fiscal year 2017-18
- Established new strategic budgeting process for schools that has received positive feedback from school leaders
- Garnered aggressively \$5.6 million in new grants such as Carl Perkins Equipment, Principal Pipeline, Pathways Tennessee – New Schools for Youth, Work-based Learning, Title IFV (Student Support and Academic Enrichment) and TN DOE State Priority School in fiscal year 2017-18
- Obtained an unmodified or “clean” opinion on the fiscal year 2016-17 financial audit and audit on the major federal award programs
- Won the Association of School Business Officials International (ASBOI) Meritorious Budget Award
- Received a clean fiscal monitoring review for ESSA and IDEA, Part B grants by the TN Department of Education
- Reduced carryover funds in Title I, Part A; Title II, Part A; and IDEA, Part B

Fiscal Year 2018-19 Priorities

- Ensure a successful first year of student-based budgeting (SBB) implementation for school leaders
- Successfully transition to the new ERP system by ensuring a smooth conversion for financials, grants and payroll
- Develop a long-term financial plan with the impact of the District transformation effort outlining the District’s pathway to fiscal sustainability
- Increase internal customer satisfaction rating with the Financial Department across the District
- Develop an onboarding financial series for new employees, implement a management training program, and conduct quarterly professional development meetings for fiscal employees to expand financial knowledge and reduce errors
- Improve efficiency and better utilization of resources within the department



Key Performance Indicators

Two KPIs are highlighted to evaluate the financial operations. First, the District continues to process more invoices per FTE per month, which exceeds our peers. Higher invoice processing rates contribute to increased efficiency and timely receipt of invoices. Second, payroll cost per paycheck is substantially lower than our peers and as was in previous years. This indicates the efficiency of payroll operations.

Key Performance Indicator	Description	2014	2015	2016	2017	Variance	Peer Range
Invoices Processed per FTE per Month	Total number of invoices handled by the AP department, divided by total number of AP staff (FTEs), divided by 12 months	1,178	1,134	1,076	1,149	73	852 to 2,707
Payroll Cost Per Pay Check	Total Payroll personnel costs plus total payroll and non-personnel costs, divided by total number of payroll checks.	\$2.21	\$2.64	\$2.49	\$1.50	(\$0.99)	\$3.13 to \$3.99

Financial Summary

CATEGORY	FY2015-16 ACTUALS	FY2016-17 ACTUALS	FY2017-18 AMENDED	FY2018-19 BUDGET	2018 vs 2019	
					VARIANCE	% CHANGE
10000 Salaries	2,245,524	2,282,546	3,151,338	3,721,673	570,334	18%
20000 Employee Benefits	499,391	514,454	774,062	834,086	60,024	8%
30000 Contracted Services	192,224	351,378	441,369	276,744	(164,625)	(37%)
40000 Supplies and Materials	12,672	24,416	28,547	26,500	(2,047)	(7%)
50000 Other Charges	32,883	46,233	64,388	83,100	18,712	29%
70000 Capital Outlay	3,045	23,435	25,717	11,000	(14,717)	(57%)
Grand Total:	\$ 2,985,739	\$ 3,242,462	\$ 4,485,421	\$ 4,953,102	\$ 467,682	10%

Divisional Budgets

DIVISION	FY2015-16 ACTUALS	FY2016-17 ACTUALS	FY2017-18 AMENDED	FY2018-19 BUDGET	2018 vs 2019	
					VARIANCE	% CHANGE
FEDERAL PROGRAMS	56	-	-	-	-	-
FINANCE	231,369	429,102	689,784	1,063,433	373,649	54%
ACCOUNTING AND REPORTING	979,796	896,361	1,433,239	938,055	(495,184)	(35%)
BUDGET AND FISCAL PLANNING	499,410	525,762	937,829	1,235,021	297,192	32%
PAYROLL	707,383	872,458	907,740	1,186,874	279,134	31%
ACCOUNTS PAYABLE	567,725	518,779	516,828	529,718	12,891	2%
Grand Total:	\$ 2,985,739	\$ 3,242,462	\$ 4,485,421	\$ 4,953,102	\$ 467,682	10%

In fiscal year 2018-19, the Office of Finance has a \$4.9million budget, which is \$467,682 more than the prior year's budget. The Office of Finance is reducing its reliance on contracted services to augment financial staff and is creating new internal positions.

Position Summary

STAFFING	FY2015-16 ACTUALS	FY2016-17 ACTUALS	FY2017-18			FY2018-19			2018 vs 2019	
			Filled	Unfilled	Total	Filled	Unfilled	Total	Variance	% Change
ACCOUNTING AND REPORTING	11	9	8	2	10	6	2	8	(2)	(20%)
ACCOUNTS PAYABLE	8	7	7	-	7	7	-	7	-	-
BUDGET AND FISCAL PLANNING	6	5	5	3	8	6	5	11	3	38%
FINANCE	1	3	2	1	3	6	1	7	4	1%
PAYROLL	9	9	10	-	10	10	-	10	-	-
Position Summary Total	35	33	32	6	38	35	8	43	5	13%

The Office of Finance has 43 budgeted positions in fiscal year 2018-19. Three positions were added to the Budget and Fiscal Planning department to provide school level support on SBB. Additionally, two new positions in Finance are a result of existing positions such as Executive Assistant and Executive Director of Grants being moved to the Office of Finance.



HUMAN CAPITAL AND TALENT MANAGEMENT

Our mission is to be strategic partners by maximizing the potential of our greatest asset – Our Employees. We are committed to delivering quality customer service, to recruiting, retaining and rewarding a talented workforce, contributing to improved student achievement and positioning SCS as an employer of choice.



Major Accomplishments:

- Exceeded teacher pool goals for 2017 by 120 candidates
- 98% of posted teacher vacancies filled by start of school
- Reduced the number of posted vacancies exceeding 30 days by over 50%
- Implemented New Teacher Compensation Plan
- Reduced Medical cost spend for 2017
- Implemented new Teacher and Non-Instructional Evaluation Platform (100% automated)

Potential Strategic Changes (i.e., Staff Restructuring, Efficiencies, Reallocations)

- Restructure and realignment of Talent Management and Enterprise to optimize the employee experience
- Investments in training programs for non-instructional employees
- Launch a robust employee engagement support program
- Reallocate funds for programs, initiatives and employees previously supported by private dollars
- Expand HR staff to ensure appropriate support throughout the employee life cycle

Financial Summary

CATEGORY	FY2015-16 ACTUALS	FY2016-17 ACTUALS	FY2017-18 AMENDED	FY2018-19 BUDGET	2018 vs 2019	
					VARIANCE	% CHANGE
10000 Salaries	14,099,892	12,152,488	11,580,580	10,627,329	(953,251)	(8%)
20000 Employee Benefits	1,693,905	1,557,055	2,359,882	2,291,133	(68,749)	(3%)
30000 Contracted Services	119,610	65,120	2,238,880	1,661,852	(577,028)	(26%)
40000 Supplies and Materials	27,930	26,972	42,775	64,775	22,000	51%
50000 Other Charges	63,192	138,867	213,909	226,169	12,260	6%
70000 Capital Outlay	27,358	8,705	35,233	37,225	1,992	6%
Grand Total:	\$ 16,031,887	\$ 13,949,207	\$ 16,471,259	\$ 14,908,483	\$ (1,562,776)	(9%)

Divisional Budgets

DIVISION	FY2015-16 ACTUALS	FY2016-17 ACTUALS	FY2017-18 AMENDED	FY2018-19 BUDGET	2018 vs 2019	
					VARIANCE	% CHANGE
LABOR RELATIONS	195,211	425,248	468,596	680,105	211,509	45%
TEACHER LEADER EFFECTIVENESS & EVALUATION	297,083	264,187	1,295,537	1,914,802	619,266	48%
SUBSTITUTES	10,181,129	8,142,626	6,786,967	6,082,959	(704,008)	(10%)
CAREER LADDER	1,827,241	1,569,934	1,697,000	1,696,565	(435)	-
TALENT MANAGEMENT	-	-	-	-	-	-
RECRUITMENT AND STAFFING	2,134,246	2,214,527	3,302,721	2,449,673	(853,048)	(26%)
EMPLOYEE SERVICES	1,095,473	1,159,599	1,540,735	460,071	(1,080,665)	(70%)
HUMAN RESOURCES	301,504	173,086	1,379,702	815,271	(564,431)	(41%)
BENEFITS	-	-	-	809,036	809,036	-
Grand Total:	\$ 16,031,887	\$ 13,949,207	\$ 16,471,259	\$ 14,908,483	\$ (1,562,776)	(9%)



Office of Human Capital and Talent Management’s budget is \$14.9 million in fiscal year 2018-19, which is approximately a \$1.6 million decrease from the prior year’s budget. Four PAR coach positions in the Teacher Effectiveness department will be moved to Academics in fiscal year 2018-19. Another \$704,000 is reduced in the Substitutes Budget and is a part of the school level budget allocations in fiscal year 2018-19.

Position Summary

STAFFING	FY2015-16 ACTUALS	FY2016-17 ACTUALS	FY2017-18			FY2018-19			2018 vs 2019	
			Filled	Unfilled	Total	Filled	Unfilled	Total	Variance	% Change
EMPLOYEE SERVICES	16	14	17	3	20	12	5	17	(3)	(15%)
HUMAN RESOURCES	0	1	-	-	-	2	2	4	4	-
LABOR RELATIONS	2	4	1	3	4	2	4	6	2	50%
RECRUITMENT AND STAFFING	42	31	22	5	27	20	5	25	(2)	(7%)
SUBSTITUTES	7	0	-	-	-	-	-	-	-	-
TEACHER LEADER EFFECTIVENESS & EVALUATION	4	2	15	-	15	8	1	9	(6)	(40%)
Position Summary Total	71	52	55	11	66	44	17	61	(5)	(8%)

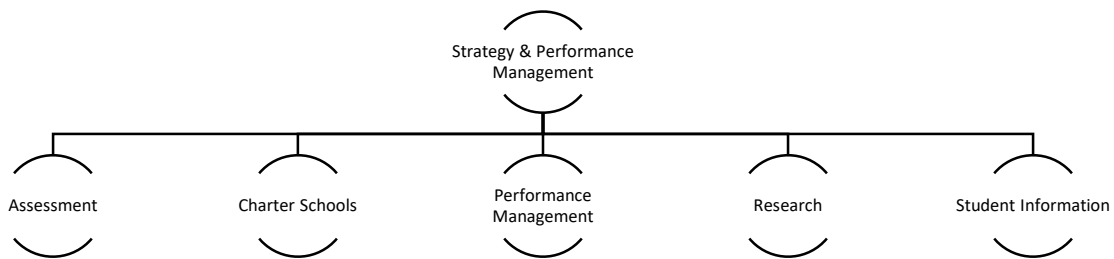
The Human Capital and Talent Management Office has 61 budgeted positions, or five positions less than the previous fiscal year. Of the 61 positions for fiscal year 2018-19, 44 positions are filled.



STRATEGY & PERFORMANCE MANAGEMENT

The Strategy & Performance Management team supports the District in reaching its ambitious goals by:

- Investigating emerging data trends and research to inform district decision-making
- Driving district-wide continuous improvement processes rooted in goals-based management
- Designing and executing valid, reliable data collection and program evaluations to assess our true impact on student outcomes
- Developing interactive dashboards and reports to deliver the latest data insights to leaders
- Authorizing, leading continuous improvement processes, and conducting oversight of the charter school sector
- Ensuring robust revenue for the District by managing our student information system
- Managing assessment processes so that we can effectively measure student learning throughout the District



Major Services Provided

- Managing high quality authorization processes for the charter school sector
- Managing continuous improvement processes and oversight for the charter school sector
- Managing our student information system and all associated training and support so that we receive maximum funding from the state of TN
- Coordinating high quality testing conditions so that we have an accurate sense of student learning throughout the District
- Leads data-driven continuous improvement processes aligned to the goals of Destination 2025 and departmental SMART goals
- Designs, publishes and maintains data dashboards for school and central office users and trains users to use data more strategically
- Conducts program evaluation and grant reporting for a variety of district programs and funding sources
- Provides regular performance updates to district leadership and community stakeholders on key student outcomes, district goals and Destination 2025 progress
- Provides ongoing data analysis and research support to central office departments for planning and reporting purposes
- New for FY19, lead the launch and implementation of a holistic data integration platform as a service (iPaaS) so that end users have access to integrated, standardized data and reporting across all major applications

Fiscal Year 2017-18 Accomplishments

- Completed continuous improvement “stat cycles” focused on graduation outcomes and the distribution of effective teachers. As a result, 10 of 14 participating schools improved their graduation rate in 2017, and the District moved its teacher hiring timeline up by nearly two months.
- Completed analysis and reporting requirements to support more than \$360,000 in grant funding and launched or completed program evaluations to assess the impact of more than \$10 million in District resources such as Response to Intervention (RTI2) and the Superintendent’s Summer Learning Academy.
- Published and maintained customized Tableau data dashboards available to all school leaders and select central office staff. As of December 2017, 515 Tableau users have accessed over 18,000 page views during the current school year.
- Launched monthly reports to the board on Key Performance Indicators (KPIs) and completed the District’s third Destination 2025 annual report.



- Implemented a new student information system and hit all key benchmarks with respect to migrating data from SMS on time.
- Launched the district school performance scorecard for all schools across the District.
- Implemented a number of new monitoring systems and protocols to manage charter school performance in line with national best practices.

Fiscal Year 2018-19 Priorities

- 95% of all students in TNReady online tested subjects will be successfully assessed online
- The charter sector will improve its success rate to the 43rd percentile in grades K-8 and the 45th percentile in high school
- PowerSchool average daily membership (ADM) will match ADM in the state EIS by, at minimum, 99%
- By June 2019, 90% of application-to-application data transfers are managed through the Integration Platform as a Service (iPaaS) solution.
- 85% of participants in the stat continuous improvement process believe this process helped improve outcomes on department or school goals.
- 80% of district leaders believe monthly RPM reports and the Annual Report have improved their understanding of Destination 2025 and informed their team’s work to support D2025.
- Between September 2018 and April 2019, 80% of principals and 100% of ILDs log into RPM data dashboards at least monthly.
- 100% of major recurring grant reporting and data analysis requests will be completed by agreed upon deadlines.
- 90% of recipients agree that Research program evaluations will inform their decision-making or help them improve program quality.
- Among those who request ad hoc RPM support, 95% of District staff agree that RPM has fulfilled data and research requests 1) that meet their needs; 2) in a timely manner.

Anticipated issues and trends for 2018-19 are as follows:

- Four charter schools will pursue renewal for the first time in this administration and board’s tenure.
- A state law requiring the closure of any charter school in the bottom 5% will likely impact a number of charter schools throughout the District given current performance trends.
- State end-of-year exams will be online for all schools across the District for the first time since the 15-16 school year.
- The launch of the new iPaaS solution will introduce major new team responsibilities to determine data definitions, business rules and data governance processes across a broad array of district applications. Another implication is that the iPaaS will allow the District to publish new predictive early warning dashboards as well as other dashboards and reports connected to new data sources that will require additional user training and support across the organization.
- The District purchased an enterprise-wide Power BI license in January 2018 that will allow all District staff with active directory credentials to have access to interactive dashboards. Eventually, RPM will transition away from its current Tableau data dashboard licenses to avoid duplication of resources. Similar to anticipated needs for the iPaaS above, the move from Tableau to Power BI will require additional user training and support for user groups such as teachers and central office staff who do not currently have access to Tableau dashboards.



Financial Summary

CATEGORY	FY2015-16 ACTUALS	FY2016-17 ACTUALS	FY2017-18 AMENDED	FY2018-19 BUDGET	2018 vs 2019	
					VARIANCE	% CHANGE
10000 Salaries	4,791,842	4,757,586	3,183,590	3,787,148	603,558	19%
20000 Employee Benefits	1,038,889	1,027,085	802,401	909,268	106,867	13%
30000 Contracted Services	1,044,314	57,628	388,468	1,586,014	1,197,546	308%
40000 Supplies and Materials	10,076	40,867	43,486	80,445	36,959	85%
50000 Other Charges	1,502,207	1,323,185	1,580,402	1,372,500	(207,902)	(13%)
70000 Capital Outlay	6,339	5,112	15,422	18,624	3,202	21%
Grand Total:	\$ 8,393,667	\$ 7,211,463	\$ 6,013,770	\$ 7,754,000	\$ 1,740,230	29%

Divisional Budgets

DIVISION	FY2015-16 ACTUALS	FY2016-17 ACTUALS	FY2017-18 AMENDED	FY2018-19 BUDGET	2018 vs 2019	
					VARIANCE	% CHANGE
INNOVATION OFFICE	3,230,475	2,859,349	340,602	405,583	64,981	19%
CHARTER SCHOOL ADMIN	-	218,074	604,965	1,873,655	1,268,689	210%
PLANNING AND ACCOUNTABILITY	178,735	170,725	277,281	173,166	(104,115)	(38%)
STUDENT INFO MANAGEMENT	2,149,583	1,298,419	1,401,339	1,657,188	255,849	18%
ASSESSMENT AND ACCOUNTABILITY	2,232,865	1,962,561	2,567,132	2,337,425	(229,707)	(9%)
RESEARCH PLANNING AND IMPROVEMENT	128,276	112,088	124,015	124,065	50	-
PERFORMANCE MANAGEMENT	473,733	590,247	698,435	1,182,918	484,483	69%
Grand Total:	\$ 8,393,667	\$ 7,211,463	\$ 6,013,770	\$ 7,754,000	\$ 1,740,230	29%

In fiscal year 2018-19, the budget of Strategy and Performance Management Department is \$7.8 million, which is approximately \$1.7 million more than the prior year's budget. The budget increase reflects the introduction of the charter school oversight administrative fee that starts in school year 2018-19. Additionally, the Performance Management Department proposes to add infrastructure through software for new Decision Analytics and Information Management processes.

Position Summary

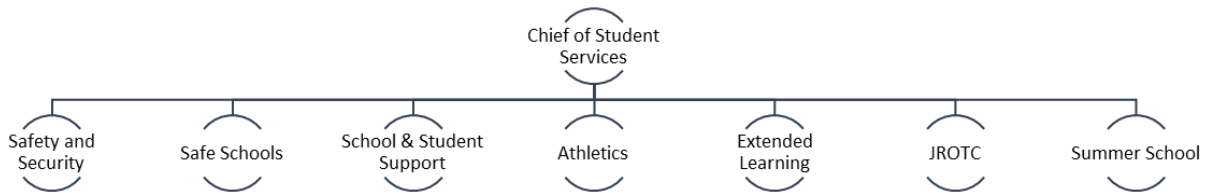
STAFFING	FY2015-16 ACTUALS	FY2016-17 ACTUALS	FY2017-18			FY2018-19			2018 vs 2019	
			Filled	Unfilled	Total	Filled	Unfilled	Total	Variance	% Change
ASSESSMENT AND ACCOUNTABILITY	7	7	8	-	8	8	-	8	-	-
CHARTER SCHOOL ADMIN	0	0	-	6	6	5	4	9	3	50%
INNOVATION OFFICE	43	41	3	-	3	2	1	3	-	-
PERFORMANCE MANAGEMENT	6	6	6	-	6	3	3	6	-	-
PLANNING AND ACCOUNTABILITY	2	2	1	1	2	1	-	1	(1)	(50%)
RESEARCH PLANNING AND IMPROVEMENT	1	1	1	-	1	1	-	1	-	-
STUDENT INFO MANAGEMENT	17	17	16	1	17	17	-	17	-	-
Position Summary Total	76	74	35	8	43	37	8	45	2	5%

The Strategy and Performance Management Department has 45 budgeted positions in fiscal 2018-19. The Strategy and Performance area is reorganizing to build capacity in the Charter School department to oversee a rapidly growing charter school sector.



STUDENT SERVICES

The mission of the Student Services Department 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
- School Age Child Care (Before and After School Program)
- Extended learning, Athletics
- Junior Reserve Officers’ training Corps (JROTC)

Safety and Security 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
- Project Prevent
- Fingerprinting/Background
- Emergency Management
- Surveillance – cameras, card access, Airphone systems and intrusion alarms

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/services/>.

Fiscal Year 2017-18 Accomplishments

Security:

- Implemented a district-wide system to consistently check all employees, vendors, and volunteers
- Completed all SCS officers 40 hours of in-service training required by state law
- Decreased the number of students transported to Juvenile Court for misdemeanor offenses
- Received National Award for School Safety by the National School Safety Advocacy Council
- Modified the online Emergency Management plans and drill logs based on state law changes
- Implemented a \$3.3 million 4-year safety grant from the Department of Justice to expand Safety and Security prevention/intervention programs in sixteen (16) middle school
- Reduced serious targeted incidents in schools for the 5th consecutive year
- Provided TRUST PAYS training to all security officers
- Completed Phase I of our CCTV expansion throughout the District

Safety:

- Increased truancy docket space at Juvenile Court
- Improved Student Attendance Review Board participation (S.A.R.B.)
- Partnered with DHS to be on the S.A.R.B.
- Improved SARB/SART notification process
- Implemented 3-tier system of intervention for Project Prevent
- Decreased number of discontinuances for Juvenile Court
- Increased uniform vouchers by 25,000
- Restructured School Based Probation Officer Liaison training
- Developed partnership with the University of Memphis in order to prevent childhood adverse trauma (PCAT)
- Reduced violence in Project Prevent schools
- Increased Safe Corridors programs

SHAPE:

- Provided additional Anger Regression training (ART) for SHAPE schools
- Provided additional training for all MPD Officers, Shelby County Sherriff Deputies and Juvenile Court officials on SHAPE Guidelines and Procedures
- Continued partnership with City of Memphis Youth office for summer youth employment for 2018-2019
- Provided in-service training for Command Staff of Memphis Police Department
- Increased partnership with SHAPE through active recruiting of community partner with meetings and presentations
- Reduced transports by an additional 3% from SHAPE Schools
- Conducted additional trainings for principals and staff at selected SHAPE Schools
- Developed suspension/expulsion pilot program in the District for certain expellable offenses at selected SHAPE Schools
- Expanded SHAPE program to 16 additional middle schools
- Provided staff person at 16 middle schools
- Expanded Footprints Management System to improve SHAPE case management
- Provided staff with literature on school based interventions
- Coordinated efforts with SHAPE staff on specific students at SHAPE schools
- Provided resources for student incentives to award positive behavior
- Provided summer SHAPE program for students that did not complete the program during the regular school year
- Provided after school meals for students in SHAPE program

Student Support:

- Reduced the rate of chronic absenteeism from 19% to 17.7%.
- Reduced the number of out of school suspensions rate 2.7% from 30.8 to 28.1
- Student Athletes maintained a 94% attendance rate.
- Served approximately 13,000 student athletes.
- Participated in 1st ever Title IX Girls Athletic Summit.
- Student Athletes maintained and averaged a 2.7 GPA or better.
- Added additional sports and enhanced the Shelby Metro Summer Camp Program.
- 94% of SCS student athletes reported in SMS.
- 3 High School Football State Championships.
- 2 High School Track and Field State Championships.
- 1 Middle School Track and Field State Championship.
- 1 High School Basketball State Championship.
- 42% of our high schools qualified for the level II JROTC Leadership Bowl.
- Our cadets won \$2.6 million in ROTC scholarships or appointment to Federal Service Academies, which was a 43% increase.
- Served approximately 8,176 students after school in the ELOP program
- 86% of students completed the FAFSA application.
- 82% of seniors completed a Tennessee Promise application.
- 100% of schools created and submitted PBIS/RTI-B Strategic Behavior Prevention & Intervention Plans.



- 85% of K-12 schools have had at least one person trained in Restorative Practices.
- 100% of schools have had their SWD Teams trained in Classroom Management, De-escalation, and School Climate improvement strategies.
- 4,425 students received mental health services.
- Over 28,000 student contacts in Tier 2 and 3 interventions, an increase of 12% from the previous two years.
- Responded to over 500 crisis calls, an increase of 16% over the most recent three-year average.
- Served approximately 270 students in the MMUDL/Chess Tournaments
- Added additional academic sport (Chess) to District Tournaments.
- Served approximately 4,592 students in the Summer School Program.
- Increased the number of high school participation on Student Congress by 20%; from 25 schools to 30 schools in 2017.
- Increased the number of high school student participants by 41%, from 60 in 2016 to 85 in 2017.
- Expanded Student Congress through a pilot program in middle schools: to include 5 middle schools (150 students).

Fiscal Year 2018-19 Priorities

- Conduct a RTI-B/PBIS Conference for Administrators/Teams so that 100% of the District's School Wide Discipline Teams can receive standardized professional development regarding MTSS.
- Identify 100% of our students participating in athletics and extended day programs/activities in SMS so that we can track the impact that extracurricular activities have on student success.
- Increase the number of students participating in extended learning opportunities by 5%.
- Implement our web-based ELOP e-payment and registration process.
- Implement the new Professional School Counseling Model and Policy
- Expand our Academic Competitions (Sports) to include Robotics.
- Implement the Multi-Tiered System of Support with Fidelity.
- Pilot the RTI-B framework in partnership with the University of Memphis.
- Secure \$3.3 million 4-year grant to expand Safety and Security and offset costs for new programs.
- Conduct the Discipline Academy for Administrators so that 100% of the District's Administrators can receive standardized professional development.
- Register 100% of our students in grades K-12 using the new Student Management System/online process for the 2018-19 school year.
- Identify 100% of our students participating in athletics and extended day programs/activities in SMS so that we can track the impact that extracurricular activities have on student success.
- Increase the number of students participating in extended learning opportunities by 5%.
- Complete Phase II of the CCTV upgrade on a district-wide level
- Review data on the newly implemented: NIJ Grant to ensure its effectiveness
- Modify all EMA brochures, pamphlets with new SCS logos, Homeland Security and state mandated information
- Implement all state law changes
- Conduct annual training for all SCS Safety and Security personnel.
- Decrease the number of truant students needing referral to Juvenile Court



Financial Summary

CATEGORY	FY2015-16 ACTUALS	FY2016-17 ACTUALS	FY2017-18 AMENDED	FY2018-19 BUDGET	2018 vs 2019	
					VARIANCE	% CHANGE
10000 Salaries	31,920,773	31,925,921	38,910,082	44,193,779	5,283,697	14%
20000 Employee Benefits	7,425,835	7,623,620	9,759,003	11,011,288	1,252,285	13%
30000 Contracted Services	2,026,655	1,892,066	2,314,203	3,918,749	1,604,546	69%
40000 Supplies and Materials	415,335	430,247	812,473	2,735,194	1,922,721	237%
50000 Other Charges	852,655	502,091	743,064	1,777,746	1,034,682	139%
70000 Capital Outlay	892,630	1,078,188	2,017,225	3,184,483	1,167,258	58%
Grand Total:	\$ 43,533,883	\$ 43,452,133	\$ 54,556,050	\$ 66,821,239	\$ 12,265,189	22%

Divisional Budgets

DIVISION	FY2015-16 ACTUALS	FY2016-17 ACTUALS	FY2017-18 AMENDED	FY2018-19 BUDGET	2018 vs 2019	
					VARIANCE	% CHANGE
SCHOOL CULTURE & CLIMATE	1,593,454	665,709	711,546	217,040	(494,506)	(69%)
SUMMER SCHOOL	1,777,008	2,015,410	1,477,863	1,477,516	(347)	-
STUDENT SERVICES ADMINISTRATION	262,053	276,196	269,652	300,080	30,428	11%
SCHOOL AND STUDENT SUPPORT	222,732	-	-	-	-	-
SAFETY & SECURITY	11,190,903	12,014,134	13,513,722	17,009,326	3,495,604	26%
SAFE SCHOOLS	554,711	606,486	712,906	6,487,695	5,774,789	810%
STUDENT SUPPORT	3,253,255	3,993,334	4,890,688	4,257,712	(632,976)	(13%)
ATHLETICS	3,612,218	3,054,601	3,361,247	3,280,348	(80,899)	(2%)
JROTC	3,362,382	2,927,812	3,152,908	3,125,872	(27,036)	(1%)
GUIDANCE COUNSELING-ELEMENTARY	6,991,797	6,741,485	6,678,167	9,515,899	2,837,732	42%
GUIDANCE COUNSELING-MIDDLE	3,015,010	3,201,581	3,240,678	4,620,204	1,379,526	43%
GUIDANCE COUNSELING-K8	6,565,933	6,369,695	6,400,258	6,119,406	(280,852)	(4%)
GUIDANCE COUNSELING-HIGH	1,132,427	1,585,690	2,281,484	2,130,197	(151,287)	(7%)
BEHAVIOR & MENTAL HEALTH SERVICES	-	-	7,864,932	8,279,945	415,013	5%
Grand Total:	\$ 43,533,883	\$ 43,452,133	\$ 54,556,051	\$ 66,821,239	\$ 12,265,189	22%

The Student Services’ budget is \$66.8 million in fiscal year 2018-19, which is about \$12.3 million more than the prior year’s budget. The primary reasons for the budget increase are increases in safety and security personnel; sports field repairs & locker room improvements; and an increase in professional counselors to comply with state guidelines.

Position Summary

STAFFING	FY2015-16 ACTUALS	FY2016-17 ACTUALS	FY2017-18			FY2018-19			2018 vs 2019	
			Filled	Unfilled	Total	Filled	Unfilled	Total	Variance	% Change
ATHLETICS	4	4	4	1	5	4	-	4	(1)	(20%)
BEHAVIOR & MENTAL HEALTH SERVICES	0	0	77	15	92	84	16	100	8	8%
GUIDANCE COUNSELING-ELEMENTARY	92	89	84	2	86	85	37	122	36	42%
GUIDANCE COUNSELING-HIGH	32	89	28	1	29	28	-	28	(1)	(3%)
GUIDANCE COUNSELING-K8	80	20	74	1	75	71	1	72	(3)	-4%
GUIDANCE COUNSELING-MIDDLE	39	39	38	1	39	39	18	57	18	46%
JROTC	57	48	42	5	47	42	4	46	(1)	(3%)
SAFE SCHOOLS	2	3	1	1	2	1	-	1	(1)	(50%)
SAFETY & SECURITY	144	144	140	6	146	133	46	179	33	23%
SCHOOL CULTURE & CLIMATE	8	7	7	-	7	7	-	7	-	-
STUDENT SERVICES ADMINISTRATION	2	2	2	-	2	1	1	2	-	-
STUDENT SUPPORT	105	95	89	80	169	18	15	33	(136)	-80%
Position Summary Total	565	540	586	113	699	513	138	651	(48)	(7%)

The Student Services Department has 651 budgeted positions in fiscal year 2018-19, which is 48 positions less than the prior fiscal year’s budget. The position decrease is largely due to the reduction of In-School Suspension and Study Hall Monitor positions that were moved from Student Services to school level budget allocations in fiscal year 2018-19. Notable additions in fiscal year 2018-19 include new School Resource Officers, Truancy Case Advocate Assistants & Managers and Professional Counselors.



ACADEMICS – SCHOOL BASED BUDGET

Financial Summary

CATEGORY	FY 2015-16 ACTUALS	FY 2016-17 ACTUALS	FY 2017-18 AMENDED	FY 2018-19 BUDGET	2018 vs 2019	
					VARIANCE	% CHANGE
10000 Salaries	297,582,357	288,168,982	300,969,088	306,192,454	5,223,365	2%
20000 Employee Benefits	74,650,576	76,369,378	74,699,239	85,857,274	11,158,035	15%
30000 Contracted Services	2,678,511	2,924,324	4,262,927	14,903,904	10,640,977	250%
40000 Supplies and Materials	2,286,495	2,942,476	3,586,249	2,862,836	(723,413)	(20%)
50000 Other Charges	545,024	520,594	881,387	794,325	(87,062)	(10%)
70000 Capital Outlay	871,187	897,744	2,262,639	1,574,527	(688,112)	(30%)
Grand Total:	\$ 378,614,150	\$ 371,823,498	\$ 386,661,529	\$ 412,185,320	\$ 25,523,791	7%

Divisional Budgets

DIVISION	FY 2015-16 ACTUALS	FY 2016-17 ACTUALS	FY 2017-18 AMENDED	FY 2018-19 BUDGET	2018 vs 2019	
					VARIANCE	% CHANGE
ELEMENTARY MUSIC AND ART	14,636,565	14,997,910	17,031,504	16,503,058	(528,446)	(3%)
ELEMENTARY PHYSICAL EDUCATION	9,198,002	9,389,424	9,629,678	9,775,097	145,420	2%
LIBRARIANS-ELEMENTARY	6,803,237	6,642,695	6,801,511	6,636,588	(164,923)	(2%)
LIBRARIANS-MIDDLE	2,787,974	2,672,130	2,663,664	2,268,634	(395,030)	(15%)
LIBRARIANS-K8	2,781,343	2,347,889	2,302,704	2,403,769	101,065	4%
LIBRARIANS-HIGH	924,911	1,002,586	1,068,160	1,078,556	10,396	1%
EXCEPTIONAL CHILDREN SCHOOLS ADMIN	493,016	499,239	580,176	522,704	(57,471)	(10%)
SCHOOL LEADERSHIP	-	-	-	-	-	-
SCHOOL LEADERSHIP-ELEMENTARY	24,191,356	23,326,817	23,286,207	26,029,486	2,743,279	12%
SCHOOL LEADERSHIP-MIDDLE	12,246,886	11,040,262	8,501,862	8,820,992	319,130	4%
SCHOOL LEADERSHIP-K8	15,457,783	14,268,854	14,059,132	15,626,206	1,567,074	11%
SCHOOL LEADERSHIP-HIGH	3,018,433	2,988,157	3,023,610	4,073,148	1,049,538	35%
SCHOOLS	219,356	377,545	1,888,316	920,897	(967,419)	(51%)
GENERAL EDUCATION - ELEMENTARY	151,256,560	151,379,437	156,290,774	166,205,483	9,914,709	6%
GENERAL EDUCATION - MIDDLE	49,760,037	47,023,876	47,897,367	52,556,321	4,658,954	10%
GENERAL EDUCATION - K8	13,113,641	13,040,516	14,161,640	14,656,299	494,659	3%
GENERAL EDUCATION - HIGH	67,593,198	66,830,988	71,200,716	75,049,124	3,848,408	5%
HOLLIS F PRICE	1,500,815	1,553,636	1,641,049	1,555,168	(85,881)	(5%)
MIDDLE COLLEGE	1,682,757	1,719,322	1,790,634	1,781,709	(8,925)	-
GENERAL EDUCATION - OTHER	203,379	188,996	206,908	210,000	3,092	1%
STUDENT SUPPORT SBB	-	-	7,500	2,748,631	2,741,131	36,548%
GUIDANCE COUNSELING	744,901	533,219	2,628,418	2,763,450	135,032	5%
Grand Total:	\$ 378,614,150	\$ 371,823,498	\$ 386,661,529	\$ 412,185,320	\$ 25,523,791	7%

The total school level allocation budget stands at \$412.2 million in fiscal year 2018-19. The school level allocation budget is \$25.5 million greater than the prior year's budget, which signifies SCS commitment to our students, teachers and school leaders.



Position Summary

STAFFING	FY2015-16	FY2016-17	FY2017-18			FY2018-19			2018 vs 2019	
	ACTUALS	ACTUALS	Filled	Unfilled	Total	Filled	Unfilled	Total	Variance	% Change
ELEMENTARY MUSIC AND ART	225	221	209	6	215	205	-	205	(10)	(5%)
ELEMENTARY PHYSICAL EDUCATION	140	134	129	2	131	130	0	130	(1)	(1%)
EXCEPTIONAL CHILDREN SCHOOLS ADMIN	6	6	6	-	6	5	1	6	-	-
GENERAL EDUCATION - ELEMENTARY	2,360	2,276	2,213	62	2,275	2,147	230	2,377	102	5%
GENERAL EDUCATION - HIGH	1,019	982	969	25	994	941	89	1,030	36	4%
GENERAL EDUCATION - K8	187	184	188	1	189	188	7	195	6	3%
GENERAL EDUCATION - MIDDLE	752	685	655	13	668	640	72	712	44	6%
GUIDANCE COUNSELING	10	10	3	-	3	3	-	3	-	-
HOLLIS F PRICE	18	18	17	1	18	17	-	17	(1)	(6%)
LIBRARIANS-ELEMENTARY	87	84	79	4	83	77	4	81	(2)	(1%)
LIBRARIANS-HIGH	11	12	10	1	11	10	1	11	-	-
LIBRARIANS-K8	36	31	28	(0)	28	27	1	28	0	1%
LIBRARIANS-MIDDLE	35	33	32	(0)	32	30	-	30	(2)	(6%)
MIDDLE COLLEGE	22	22	21	1	22	22	-	22	-	-
SCHOOL LEADERSHIP-ELEMENTARY	322	307	304	9	313	306	22	328	16	5%
SCHOOL LEADERSHIP-HIGH	48	196	44	3	47	47	9	56	9	19%
SCHOOL LEADERSHIP-K8	199	33	180	7	187	186	12	198	11	6%
SCHOOL LEADERSHIP-MIDDLE	160	145	143	4	147	142	3	145	(2)	(1%)
SCHOOLS	0	0	-	13	13	-	-	-	(13)	(100%)
STUDENT SUPPORT SBB	0	0	-	-	-	81	8	89	89	-
Position Summary Total	5,637	5,379	5,230	151	5,381	5,203	458	5,662	281	5%

The school level budget allocation includes 5,662 positions in fiscal year 2018-19, which is 281 more positions than in fiscal year 2017-18. The implementation of Student Based Budgeting (SBB) has given principals greater flexibility over their staffing and budget. With the new flexibility, principals have added educational assistants, classroom teachers, and interventionists using their SBB funding to gain high academic achievement.



OTHER USES

BENEFITS – RETIREES

Retired employee 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 56 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.

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 with money received from fundraisers and/or donations for supplies, equipment, and after school activities.

TRUSTEE COMMISSIONS

T. C. A. § 8-11-104 mandates that the Trustee accounts for, allocates, and disburses funds received by the county. The Trustee is required to adopt a system of bookkeeping and accounting that meets the standards outlined in the TCA. State law also specifies that the Trustee reports and makes settlements for all taxes collected during the preceding month by the tenth day of the new month. Schools receive approximately 48.97 percent of every dollar of the Tax Rate Distribution set by the Shelby County Board of Commissioners (using the 2016 Tax Rate). The amount is further allocated based upon the Weighted Full Time Equivalent Average Daily Attendance (WFTEADA). The WFTEADA is calculated by the State of Tennessee Department of Education and certified by the Superintendent of

Shelby County Schools. The WFTEADA is certified annually in March or April. The Trustee collects a commission of 2% for Local Sales Taxes and 1% for Property Taxes.

OTHER POTENTIAL USES

This function accounts for, the District's contribution to classified employee salary increases; funds to pay for the first quarter of teachers who need to be placed in schools after the second 20th day enrollment count; high cost special education; costs associated with ACT camp and Alternative Schools camps; district travel; Other Post-Employment Benefits (OPEB); savings from adjusting the retirement rate; and lapse time savings.



Financial Summary

CATEGORY	FY2015-16 ACTUALS	FY2016-17 ACTUALS	FY2017-18 AMENDED	FY2018-19 BUDGET	2018 vs 2019	
					VARIANCE	% CHANGE
10000 Salaries	353,606	3,101,001	(8,993,261)	18,311,188	27,304,449	(304%)
20000 Employee Benefits	34,980,184	37,505,706	34,120,883	4,210,719	(29,910,164)	(88%)
30000 Contracted Services	418,956	13,266,711	135,630,619	146,458,435	10,827,816	8%
40000 Supplies and Materials	31,546	10,849,705	3,316,558	210,200	(3,106,358)	(94%)
50000 Other Charges	14,862,613	11,089,149	9,094,741	7,231,570	(1,863,171)	(20%)
60000 Other	550,011	72,614	96,125	-	(96,125)	(100%)
70000 Capital Outlay	87,802	2,971,013	1,545,759	5,016,715	3,470,956	225%
Grand Total:	\$ 51,476,958	\$ 78,855,899	\$ 174,811,424	\$ 181,438,826	\$ 6,627,403	4%

The total budget for Other Uses is \$181.4 million, resulting in a \$6.6 million budget increase compared with the prior year amount. Charter school payments are to increase by \$17.3 million; however, the increase in vacancy savings offsets this particular increase.

Divisional Budgets

DIVISION	FY2015-16 ACTUALS	FY2016-17 ACTUALS	FY2017-18 AMENDED	FY2018-19 BUDGET	2018 vs 2019	
					VARIANCE	% CHANGE
Trustee Commissions	7,277,682	7,257,289	7,295,304	7,231,570	(63,734)	(1%)
MONEY DUE BOARD (SCHOOL REIMBURSEMENT)	346,898	245,152	2,053,831	1,545,615	(508,216)	(25%)
Charter Schools	-	12,097	131,184,401	148,451,190	17,266,789	13%
Retirees	34,700,842	34,595,674	32,389,091	32,889,091	500,000	2%
DEBT SERVICE	550,011	72,614	96,125	-	(96,125)	(100%)
OTHER POTENTIAL USES	8,601,525	9,543,535	(221,689)	(8,678,640)	(8,456,951)	3815%
ACADEMICS REALLOCATION PLAN	-	16,026,220	704,029	-	(704,029)	(100%)
COMMUNICATIONS REALLOCATION PLAN	-	336,989	159,622	-	(159,622)	-(100%)
CHIEF OF SCHOOLS REALLOCATION PLAN	-	2,560,433	395,251	-	(395,251)	(100%)
CHIEF OF STAFF REALLOCATION PLAN	-	1,450,497	257,820	-	(257,820)	-(100%)
FINANCE REALLOCATION PLAN	-	99,000	-	-	-	-
HR REALLOCATION PLAN	-	1,081,826	107,298	-	(107,298)	-(100%)
IT REALLOCATION PLAN	-	2,998,026	-	-	-	-
INNOVATION REALLOCATION PLAN	-	6,042	-	-	-	-
OPERATIONS REALLOCATION PLAN	-	1,490,238	390,342	-	(390,342)	-
STUDENT SERVICES REALLOCATION PLAN	-	1,080,267	-	-	-	-
SUPERINTENDENT REALLOCATION PLAN	-	-	-	-	-	-
Grand Total:	\$ 51,476,958	\$ 78,855,899	\$ 174,811,424	\$ 181,438,826	\$ 6,627,403	4%

Position Summary

STAFFING	FY2015-16 ACTUALS	FY2016-17 ACTUALS	FY2017-18			FY2018-19			2018 vs 2019	
			Filled	Unfilled	Total	Filled	Unfilled	Total	Variance	% Change
OTHER POTENTIAL USES	0	0	-	1	1	5	2	7	6	600%
Position Summary Total	-	-	-	1	1	5	2	7	6	600%

An increase of 6 positions in Other Potential Uses are related to exceptions. These positions are specifically for one-time investments in the General Fund for teaching positions lost in Title I/Federal Fund allocations for fiscal year 2018-19.



iii. CAPITAL PROJECTS FUND

This section includes the following information:

- I. Budget for Capital Projects Fund
- II. District’s Deferred Maintenance Needs
- III. Pending State Law for Public Charter School Facility Fund

Shelby County Schools ensures that students have the appropriate learning environment to excel by maintaining and repairing 176 school buildings. With appropriate and timely capital investments, disruptions to student learning can be prevented and a culture of excellence and care can be reinforced. In fiscal year 2016-17, the District launched the *Greater Schools, Greater Communities* campaign to understand the needs of our students, including facility needs. School improvements, renovations, and redesigns were common themes among different stakeholders. Shelby County Schools is dedicated to examine our portfolio of school buildings in ensuring quality education, efficiency, and equity.

I. BUDGET FOR CAPITAL PROJECTS FUND

In fiscal year 2018-19, the Capital Projects budget totals about \$108.4 million, which is a net increase of \$31.9 million over the prior year. The net increase is largely due to the addition of \$90.3 million in new Shelby County approved appropriations and approximately 76% of fiscal year 2017-18 projects being completed during that fiscal year. The fiscal 2018-19 budget consist of three funding sources; \$107.3 million from Shelby County, \$1 million in remaining qualifying capital expenditures for public educational facilities owned by the City of Memphis and \$82,644 in the planned use of fund balance. The \$90.3 million in new Capital appropriations contains funds to complete the construction of two new schools (e.g., New Alcy Elementary and New Goodlett Elementary) as well as to fund other mechanical, roof replacement, and ADA projects from the deferred maintenance project list.

FISCAL YEAR 2018-19
CAPITAL PROJECTS FUND BY FUNCTION

	2015-16 Actual	2016-17 Actual	2017-18 Amended Budget	2018-19 Budget	Variance	% Change
Revenues						
City of Memphis	\$ -	\$ -	\$ 2,718,347	\$ 1,081,653	(1,636,694)	-60.21%
Shelby County	31,959,030	21,070,908	68,343,230	107,252,531	38,909,301	56.93%
Other local sources	428,164	244,853	75,000	-	(75,000)	-100.00%
Total revenues	<u>32,387,194</u>	<u>21,315,761</u>	<u>71,136,577</u>	<u>108,334,184</u>	<u>37,197,607</u>	<u>52.29%</u>
Expenditures						
Capital outlay	17,505,023	16,846,062	76,562,497	108,416,828	31,854,331	41.61%
Total expenditures	<u>17,505,023</u>	<u>16,846,062</u>	<u>76,562,497</u>	<u>108,416,828</u>	<u>31,854,331</u>	<u>41.61%</u>
Excess (deficiency) of revenues over expenditures	14,882,171	4,469,699	(5,425,920)	(82,644)		
Approved use of fund balance	-	-	5,425,920	82,644		
Net Change	14,882,171	4,469,699	-	-		
Beginning Fund Balance	12,488,134	8,417,957	6,218,216	792,296		
Increase (decrease) in reserve for encumbrance	(19,961,898)	(7,511,452)	-	-		
Transfers from Other Funds	-	-	-	-		
Sale of capital assets	1,009,550	842,012	-	-		
Ending Fund Balance	<u>\$ 8,417,957</u>	<u>\$ 6,218,216</u>	<u>\$ 792,296</u>	<u>\$ 709,652</u>		
Fund balance categories						
Nonspendable	-	-	-	-		
Restricted	8,417,957	-	-	-		
Assigned	-	-	-	-		
Unassigned	-	6,218,216	792,296	709,652		
Total ending fund balance	<u>8,417,957</u>	<u>6,218,216</u>	<u>792,296</u>	<u>709,652</u>		



FISCAL YEAR 2018-19
CAPITAL PROJECTS FUND BY OBJECT

	2015-16 Actual	2016-17 Actual	2017-18 Amended Budget	2018-19 Budget	Variance	% Change
Revenues						
City of Memphis	\$ -	\$ -	\$ 2,718,347	\$ 1,081,653	\$ (1,636,694)	100.00%
Shelby County	31,959,030	21,070,908	68,343,230	107,252,531	38,909,301	54.70%
Other local sources	428,164	244,853	75,000	-	(75,000)	-100.00%
Total revenues	<u>32,387,194</u>	<u>21,315,761</u>	<u>71,136,577</u>	<u>108,334,184</u>	<u>37,197,607</u>	<u>52.29%</u>
Expenditures						
Contracted services	-	-	6,093,033	1,607,677	(4,485,357)	0.00%
Supplies & materials	3,385	161,805	49,640	-	(49,640)	0.00%
Furniture, equipment & building improvements	17,501,638	16,684,257	70,419,823	106,809,151	36,389,328	51.67%
Total expenditures	<u>17,505,023</u>	<u>16,846,062</u>	<u>76,562,497</u>	<u>108,416,828</u>	<u>31,854,331</u>	<u>41.61%</u>
Excess (deficiency) of revenues over expenditures	14,882,171	4,469,699	(5,425,920)	(82,644)		
Approved use of fund balance	-	-	5,425,920	82,644		
Beginning Fund Balance	12,488,134	8,417,957	6,218,216	792,296		
Increase (decrease) in reserve for encumbrance	(19,961,898)	(7,511,452)	-	-		
Transfers from Other Funds	-	-	-	-		
Sale of capital assets	1,009,550	842,012	-	-		
Ending Fund Balance	<u>\$ 8,417,957</u>	<u>\$ 6,218,216</u>	<u>\$ 792,296</u>	<u>\$ 709,652</u>		
Fund balance categories						
Nonspendable	-	-	-	-		
Restricted	8,417,957	6,218,216	792,296	709,652		
Assigned						
Unassigned						
Total ending fund balance	<u>8,417,957</u>	<u>6,218,216</u>	<u>792,296</u>	<u>709,652</u>		



Below is the Capital Project Fund budget by projects in fiscal year 2018-19:

Project	Initial Project Costs	Remaining Project Costs at End of FY 2017	2017-18 Amended Budget	2018-19 Budget	2018 vs 2019 Variance	% Change
6401 Mechanical Boilers & Air Conditioning	500,000	940	940		(940)	-100%
6904 Unforeseen Emergencies	4,938,974	4,938,974	4,856,330	82,644	(4,773,686)	-98%
C345 Germantown HS Classroom Additions & ADA	6,532,000	777,870	777,870		(777,870)	-100%
C706 Exterior and Interior Painting	940,717	94,017	94,017		(94,017)	-100%
C710 Demolitions (multiple)	549,633	549,633	549,633		(549,633)	-100%
C711 Ross Road ES Wall Replacement	4,100,500	198,662	193,192	5,470	(187,722)	-97%
C723 Snowden K-8 Roof Replacement	262,680	262,680	262,680		(262,680)	-100%
C726 Berclair ES Mechanical	1,636,800	1,367,190	1,162,112	205,079	(957,033)	-82%
C728 Macon Hall ES Mechanical	63,750	63,750	63,750		(63,750)	-100%
C730 Douglass K-8 Mechanical	37,375	37,375	37,375		(37,375)	-100%
C731 Treadwell ES/MS Mechanical	1,446,012	1,446,012	1,156,810	289,202	(867,607)	-75%
C732 Snowden K-8 Mechanical	2,700,000	2,700,000	2,295,000	405,000	(1,890,000)	-82%
C734 New Construction Alcy ES	21,686,370	902,248	902,248		(902,248)	-100%
C735 New Construction Goodlett ES	20,022,823	1,250,000	1,062,500	187,500	(875,000)	-82%
C736 Sherwood MS-ADA	1,299,927	1,212,073	1,030,262	181,811	(848,451)	-82%
C737 Hamilton HS - Mechanical	1,127,708	1,981,302	1,783,172	198,130	(1,585,042)	-82%
C738 East High Renovation	1,096,500	1,096,500	932,025	164,475	(767,550)	-82%
C739 Idlewild ES - Mechanical	1,200,000	1,495,176	1,270,900	224,276	(1,046,623)	-82%
C740 Jackson ES Mechanical	800,000	980,969	833,824	147,145	(686,678)	-82%
C746 Shelby Oaks ES Mechanical	1,404,010	1,404,010	1,193,409	210,602	(982,807)	-82%
C748 Balmoral-Ridgeway ES Mechanical	700,000	606,329	515,380	90,949	(424,430)	-82%
C749 Ridgeway HS Roof Replacement	920,000	903,200	767,720	135,480	(632,240)	-82%
C750 Kingsbury ES Roof Replacement	260,000	260,000	260,000		(260,000)	-100%
C751 Larose ES Roof Replacement	250,000	250,000	212,500	37,500	(175,000)	-82%
C752 Mt. Pisgah MS Roof Replacement	200,000	200,000	200,000		(200,000)	-100%
C753 Riverview MS Roof Replacement	440,000	440,000	374,000	66,000	(308,000)	-82%
C754 Ridgeway-Balmoral ES Roof Replacement	230,000	230,000	195,500	34,500	(161,000)	-82%
C755 Hanley ES - ASD	631,645	631,645	536,898	94,747	(442,152)	-82%
C756 Newberry ES-Mechanical	1,200,000	1,787,796	1,519,627	268,169	(1,251,457)	-82%
C757 Kingsbury ES-Mechanical	197,137	197,137	168,804	28,333	(140,471)	-83%
C758 Kate Bond ES-Mechanical	500,000	438,191	377,142	61,049	(316,094)	-84%
C759 Delano ES-Mechanical	600,000	600,000	510,000	90,000	(420,000)	-82%
C761 Sheffield/ Shrine- Roof Replacement	440,000	440,000	374,000	66,000	(308,000)	-82%
C762 Maxine Smith Acad.-Roof/Partial	369,975	369,975	314,479	55,496	(258,983)	-82%
C763 Sherwood MS- Mechanical	570,151	570,151	484,628	85,523	(399,106)	-82%
C777 Sheffield High HVAC Underground Piping Infrastructure	3,787,541	3,787,541	3,219,410	568,131	(2,651,279)	-82%
C801 Egypt ES Mechanical	650,000	650,000	650,000		(650,000)	-100%
C802 Georgian Hills MS Mechanical	1,848,918	1,848,918	1,571,580	277,338	(1,294,243)	-82%
C803 Ida B. Wells ES Mechanical	2,171,810	2,171,810	1,846,039	325,772	(1,520,267)	-82%
C804 A Maceo Walker MS Mechanical	889,085	889,085	755,722	133,363	(622,360)	-82%
C805 Melrose HS Mechanical	3,473,349	3,473,349	2,147,809	1,325,540	(822,270)	-38%
C806 Mitchell HS Mechanical	876,513	876,513	745,036	131,477	(613,559)	-82%
C807 Northeast Prep Academy Mechanical	1,109,242	1,109,242	942,856	166,386	(776,469)	-82%
C808 Raleigh Egypt MS Mechanical	1,046,161	1,046,161	1,033,111	13,050	(1,020,061)	-99%
C809 Rozelle ES Mechanical	1,422,186	1,422,186	1,208,858	213,328	(995,530)	-82%
C810 Bellevue MS Mechanical	310,476	310,476	120,997	189,479	68,481	57%
C811 Trezevant HS Mechanical	4,035,767	4,035,767	3,241,021	794,746	(2,446,274)	-75%
C812 Westwood HS Mechanical	149,880	149,880	129,357	20,523	(108,834)	-84%
C813 White Station HS Mechanical	3,668,104	3,668,104	3,117,888	550,216	(2,567,673)	-82%
C814 Brownsville RD Mechanical	421,863	421,863	362,000	59,863	(302,137)	-83%
C815 Dunbar ES Mechanical	1,349,765	1,349,765	1,086,218	263,547	(822,670)	-76%
C816 Shady Grove ES Mechanical	1,483,964	1,483,964	1,261,369	222,595	(1,038,775)	-82%
C817 Levi ES Mechanical	1,826,888	1,826,888	1,552,855	274,033	(1,278,822)	-82%
C819 Kingsbury HS Mechanical2	400,000	400,000	340,000	60,000	(280,000)	-82%
C820 Ridgeway HS Mechanical2	2,350,000	2,350,000	1,997,500	352,500	(1,645,000)	-82%
C821 Treadwell ES/ MS Mechanical2	1,259,261	1,259,261	1,014,769	244,492	(770,278)	-76%
C822 Berclair ES Mechanical2	311,000	311,000	264,350	46,650	(217,700)	-82%
C823 Bayer Building/Associated Capital Expenses	5,400,000	5,400,000	1,000,000	4,400,000	3,400,000	340%
C991 Central High Renovations	2,300,000	2,300,000	1,955,000	345,000	(1,610,000)	-82%
C992 Whitehaven HS Renovations	230,000	2,300,000	1,955,000	345,000	(1,610,000)	-82%
C993 White Station HS Renovations	2,300,000	2,300,000	1,955,000	345,000	(1,610,000)	-82%
C994 Kingsbury HS/MS Mechanical	500,000	105,080	89,318	15,762	(73,556)	-82%
C995 Overton HS Roof Replacement	700,000	700,000	595,000	105,000	(490,000)	-82%
C996 Ridgeway HS Mechanical	400,000	392,000	333,200	58,800	(274,400)	-82%
C997 Richland ES Classroom Addition	4,863,640	4,863,640	4,134,094	729,546	(3,404,548)	-82%
C998 Grahamwood ES Classroom Addition	4,800,000	4,616,900	3,924,365	692,535	(3,231,830)	-82%
C999 Delano ES Classroom Addition	2,383,180	2,383,180	2,025,703	357,477	(1,668,226)	-82%
M100 Hamilton HS - Mechanical (COM)	2,088,000	2,088,000	1,862,347	225,653	(1,636,694)	-88%
M101 Sherwood MS Mechanical (COM)	1,712,000	1,712,000	856,000	856,000		0%



Project	Initial Project Costs	Remaining Project Costs at End of FY 2017	2017-18 Amended Budget	2018-19 Budget	2018 vs 2019 Variance	% Change
C717 Grahamwood ES Roof Replacement	-	-	-	802,894	802,894	100%
C722 Sherwood ES Roof Replacement	-	-	-	382,720	382,720	100%
C734 New Construction Alcy ES	-	-	-	15,120,410	15,120,410	100%
C735 New Construction Goodlett ES	-	-	-	29,946,220	29,946,220	100%
C901 Alton ES Roofing	-	-	-	581,183	581,183	100%
C902 B. T. Washington HS HVAC	-	-	-	2,080,000	2,080,000	100%
C903 Barret's Chapel K-8 HVAC	-	-	-	624,000	624,000	100%
C904 Barret's Chapel K-8 Roofing	-	-	-	154,731	154,731	100%
C905 Chickasaw MS Roofing	-	-	-	764,660	764,660	100%
C906 Dexter ES HVAC	-	-	-	1,560,000	1,560,000	100%
C907 Douglass K-8 Roofing	-	-	-	449,800	449,800	100%
C908 E. E. Jeter K-8 HVAC	-	-	-	873,600	873,600	100%
C909 Germantown ES HVAC	-	-	-	709,280	709,280	100%
C910 Grahamwood ES HVAC	-	-	-	931,840	931,840	100%
C911 Hickory Ridge ES Fire Alarm Sys	-	-	-	234,000	234,000	100%
C912 Hickory Ridge ES HVAC	-	-	-	161,720	161,720	100%
C913 Highland Oaks ES HVAC	-	-	-	1,768,000	1,768,000	100%
C914 Holmes Rd ES HVAC	-	-	-	374,400	374,400	100%
C915 Jackson ES Elevator	-	-	-	156,000	156,000	100%
C916 Jackson ES Roofing	-	-	-	314,860	314,860	100%
C917 Lowrance K-8 HVAC	-	-	-	911,040	911,040	100%
C918 Lowrance K-8 Roofing	-	-	-	1,008,800	1,008,800	100%
C919 Macon Hall ES Construction	-	-	-	624,000	624,000	100%
C920 Maxine Smith Academy HVAC	-	-	-	1,643,200	1,643,200	100%
C921 Oakhaven ES HVAC	-	-	-	260,000	260,000	100%
C922 Oakhaven ES Roofing	-	-	-	141,237	141,237	100%
C923 Raleigh-Bartlett Meadows ES Fire Alarm Sys	-	-	-	260,000	260,000	100%
C924 Raleigh-Bartlett Meadows ES HVAC	-	-	-	218,504	218,504	100%
C925 Robert R. Church ES HVAC	-	-	-	388,856	388,856	100%
C926 Shelby Oaks ES Windows	-	-	-	234,166	234,166	100%
C927 Shrine/Sheffield ES HVAC	-	-	-	1,029,600	1,029,600	100%
C928 Snowden K-8 Windows	-	-	-	1,248,000	1,248,000	100%
C929 White Station ES Roofing	-	-	-	687,474	687,474	100%
C930 White Station HS Roofing	-	-	-	1,143,392	1,143,392	100%
C931 White Station MS Fire Alarm Sys	-	-	-	234,000	234,000	100%
C932 Whitehaven HS Fire Alarm Sys	-	-	-	312,000	312,000	100%
C933 Whitehaven HS HVAC	-	-	-	1,560,000	1,560,000	100%
C934 Whitehaven HS Windows	-	-	-	285,678	285,678	100%
C935 Whitney ES Roofing (ASD)	-	-	-	241,992	241,992	100%
C936 Cummings Gymnasium	-	-	-	437,750	437,750	100%
C937 Douglas K-8 Gymnasium	-	-	-	437,750	437,750	100%
C938 Germantown ES 12 Classroom Addition	-	-	-	3,141,500	3,141,500	100%
C939 Jackson ES 12 Classroom Addition	-	-	-	3,141,500	3,141,500	100%
C940 Kingsbury ES 12 Classroom Addition	-	-	-	3,141,500	3,141,500	100%
C941 Macon Hall ES 14 Classroom Addition	-	-	-	4,480,500	4,480,500	100%
C942 Newberry ES 12 Classroom Addition	-	-	-	3,141,500	3,141,500	100%
C943 Newberry ES Roof Replacement	-	-	-	635,440	635,440	100%
C950 Richland ES Gymnasium	-	-	-	437,750	437,750	100%
C951 Grahamwood ES Gymnasium	-	-	-	437,750	437,750	100%
C952 Delano ES Classroom Gymnasium	-	-	-	437,750	437,750	100%
Grand Total:	\$ 142,373,280	\$ 94,686,378	\$ 76,562,497	\$ 108,416,828	\$ 31,854,330	42%

New Construction of 21st Century Schools

New Alcy Elementary and New Goodlett Elementary will be constructed during fiscal year 2018-19. Estimated start date, completion date, and annual project costs for these two new schools are listed below.

Project Number:	C734
Project Name:	New Alcy Elementary School
Start Date:	6/4/2018
Estimated Completion Date:	7/15/2019
Description:	New Construction
FY2018-19 Project Costs:	\$15,120,410
Operating Budget Impact:	The District estimates \$0 impact to the District's operating budget

Project Number:	C735
Project Name:	New Goodlett Elementary School
Start Date:	6/4/2018
Estimated Completion Date:	7/15/2019
Description:	New Construction
FY2018-19 Project Costs:	\$30,133,720
Operating Budget Impact:	The District estimates \$0 impact to the District's operating budget

These schools will be 21st Century Schools designed to be creative, flexible, sustainable and cost effective. Also, they will provide students with access to outdoor learning environments and advanced technology. The 21st Century School's interchangeable systems will accommodate a variety of learning that includes large or small work groups, peer to peer learning, and individual exploration.

Curriculum design for 21st Century schools

As schools move into the 21st century, they are casting off the traditional model paradigm. 21st Century curriculum must be designed with more of an emphasis on skills needed for real-life without abandoning the core content of education. Now, the academic curriculum for 21st Century schools must be designed with a focus on what is now referred to as the 4-C's (creativity, critical thinking, communication and collaboration). Project Based Learning is a common 21st Century model. Specifically, students are working in teams to experience and explore relevant, real-world problems, questions, issues and challenges and then creating presentations and products to share what they have learned.

*Building design for 21st Century schools*

Currently, we must design schools, classrooms and spaces where students can collaborate and participate in real-life environments where they can learn how to work on teams. 21st Century schools should contain learning spaces that support active, student-driven and personalized learning. The building design should include features such as plenty of natural light; bright and bold colors; movable and portable furniture; advanced technology; energy efficient support; and flexible spaces.

The following list highlights the estimated start date, completion date, and annual project costs for FY18-19 Shelby County approved and funded deferred maintenance capital improvement projects.

Project Number: C804
Project Name: A Maceo Walker Middle School
Start Date: 3/5/2018
Estimated Completion Date: 10/31/2018
Description: Mechanical
FY2018-19 Project Costs: \$133,363
Operating Budget Impact: Approved funding to replace outdated HVAC system controls within the District. This should have a positive impact on Facilities' Budget.

Project Number: C748
Project Name: Balmoral-Ridgeway Elementary School
Start Date: 3/5/2018
Estimated Completion Date: 10/31/2018
Description: Mechanical
FY2018-19 Project Costs: \$90,949
Operating Budget Impact: Approved funding to replace outdated HVAC system controls within the District. This should have a positive impact on Facilities' Budget.

Project Number: C754
Project Name: Balmoral-Ridgeway Elementary School
Start Date: 4/15/2018
Estimated Completion Date: 10/3/2018
Description: Roof Replacement
FY2018-19 Project Costs: \$34,500
Operating Budget Impact: The District estimates \$0 impact to the District's operating budget

Project Number: C823
Project Name: Bayer Building
Start Date: TBD
Estimated Completion Date: TBD
Description: Structural
FY2018-19 Project Costs: \$4,400,000.00
Operating Budget Impact: The District estimates \$0 impact to the District's operating budget



Project Number: C726
Project Name: Berclair Elementary School
Start Date: 11/17/2017
Estimated Completion Date: 10/14/2018
Description: Mechanical
FY2018-19 Project Costs: \$205,079
Operating Budget Impact: Approved funding to replace outdated HVAC system controls within the District. This should have a positive impact on Facilities' Budget.

Project Number: C822
Project Name: Berclair Elementary School 2
Start Date: 2/1/2018
Estimated Completion Date: 10/31/2018
Description: Mechanical
FY2018-19 Project Costs: \$46,650
Operating Budget Impact: The District estimates \$0 impact to the District's operating budget

Project Number: C814
Project Name: Brownsville Road
Start Date: 3/5/2018
Estimated Completion Date: 10/31/2018
Description: Mechanical
FY2018-19 Project Costs: \$59,863
Operating Budget Impact: Approved funding to replace outdated HVAC system controls within the District. This should have a positive impact on Facilities' Budget.

Project Number: C991
Project Name: Central High School
Start Date: 2/1/2018
Estimated Completion Date: 7/1/2018
Description: Structural
FY2018-19 Project Costs: \$345,000
Operating Budget Impact: The District estimates \$0 impact to the District's operating budget

Project Number: C759
Project Name: Delano Elementary School
Start Date: 3/11/2019
Estimated Completion Date: 7/31/2019
Description: Mechanical
FY2018-19 Project Costs: \$90,000
Operating Budget Impact: The District estimates \$0 impact to the District's operating budget



Project Number: C999
Project Name: Delano Elementary School
Start Date: 3/5/2018
Estimated Completion Date: 11/7/2018
Description: Structural
FY2018-19 Project Costs: \$357,477
Operating Budget Impact: The District estimates \$0 impact to the District's operating budget

Project Number: C815
Project Name: Dunbar Elementary School
Start Date: 3/5/2018
Estimated Completion Date: 11/30/2018
Description: Mechanical
FY2018-19 Project Costs: \$263,547
Operating Budget Impact: Approved funding to replace outdated HVAC system controls within the District. This should have a positive impact on Facilities' Budget.

Project Number: C738
Project Name: East High School
Start Date: 10/16/2018
Estimated Completion Date: 3/1/2019
Description: Structural
FY2018-19 Project Costs: \$164,475
Operating Budget Impact: The District estimates \$0 impact to the District's operating budget

Project Number: C802
Project Name: Georgian Hills Middle School
Start Date: 3/5/2018
Estimated Completion Date: 10/1/2018
Description: Mechanical
FY2018-19 Project Costs: \$277,338
Operating Budget Impact: Approved funding to replace outdated HVAC system controls within the District. This should have a positive impact on Facilities' Budget.

Project Number: C998
Project Name: Grahamwood Elementary School
Start Date: 3/5/2018
Estimated Completion Date: 11/20/2018
Description: Structural
FY2018-19 Project Costs: \$692,535
Operating Budget Impact: The District estimates \$0 impact to the District's operating budget



Project Number: C737
Project Name: Hamilton High School
Start Date: 3/5/2018
Estimated Completion Date: 10/1/2018
Description: Mechanical
FY2018-19 Project Costs: \$198,130
Operating Budget Impact: Approved funding to replace outdated HVAC system controls within the District. This should have a positive impact on Facilities' Budget.

Project Number: C755
Project Name: Hanley Elementary School
Start Date: 3/5/2018
Estimated Completion Date: 10/1/2018
Description: Mechanical
FY2018-19 Project Costs: \$94,747
Operating Budget Impact: Approved funding to replace outdated HVAC system controls within the District. This should have a positive impact on Facilities' Budget.

Project Number: C803
Project Name: Ida B. Wells Elementary School
Start Date: 3/5/2018
Estimated Completion Date: 10-/1/2018
Description: Mechanical
FY2018-19 Project Costs: \$325,772
Operating Budget Impact: Approved funding to replace outdated HVAC system controls within the District. This should have a positive impact on Facilities' Budget.

Project Number: C739
Project Name: Idlewild Elementary School
Start Date: 3/5/2018
Estimated Completion Date: 8/1/2018
Description: Mechanical
FY2018-19 Project Costs: \$224,276
Operating Budget Impact: Approved funding to replace outdated HVAC system controls within the District. This should have a positive impact on Facilities' Budget.

Project Number: C740
Project Name: Jackson Elementary School
Start Date: 5/25/2018
Estimated Completion Date: 10/30/2018
Description: Mechanical
FY2018-19 Project Costs: \$147,145
Operating Budget Impact: Approved funding to replace outdated HVAC system controls within the District. This should have a positive impact on Facilities' Budget.



Project Number: C758
Project Name: Kate Bond Elementary School
Start Date: 3/5/2018
Estimated Completion Date: 10/1/2018
Description: Mechanical
FY2018-19 Project Costs: \$61,049
Operating Budget Impact: Approved funding to replace outdated HVAC system controls within the District. This should have a positive impact on Facilities' Budget.

Project Number: C757
Project Name: Kingsbury Elementary School
Start Date: 3/5/2018
Estimated Completion Date: 10/14/2018
Description: Mechanical
FY2018-19 Project Costs: \$28,333
Operating Budget Impact: The District estimates \$0 impact to the District's operating budget

Project Number: C819
Project Name: Kingsbury High School
Start Date: 2/4/2018
Estimated Completion Date: 5/4/2019
Description: Mechanical
FY2018-19 Project Costs: \$60,000
Operating Budget Impact: Approved funding to replace outdated HVAC system controls within the District. This should have a positive impact on Facilities' Budget.

Project Number: C994
Project Name: Kingsbury Middle/High School
Start Date: 2/4/2019
Estimated Completion Date: 5/4/2019
Description: Mechanical
FY2018-19 Project Costs: \$15,762
Operating Budget Impact: Approved funding to replace outdated HVAC system controls within the District. This should have a positive impact on Facilities' Budget.

Project Number: C751
Project Name: Larose Elementary School
Start Date: 3/5/2018
Estimated Completion Date: 10/14/2018
Description: Roof Replacement
FY2018-19 Project Costs: \$37,500
Operating Budget Impact: The District estimates \$0 impact to the District's operating budget



Project Number: C817
Project Name: Levi Elementary School
Start Date: 3/5/2018
Estimated Completion Date: 9/28/2018
Description: Mechanical
FY2018-19 Project Costs: \$274,033
Operating Budget Impact: Approved funding to replace outdated HVAC system controls within the District. This should have a positive impact on Facilities' Budget.

Project Number: C762
Project Name: Maxine Smith Academy
Start Date: 4/15/2018
Estimated Completion Date: 10/21/2018
Description: Roof Replacement (Partial)
FY2018-19 Project Costs: \$55,496
Operating Budget Impact: The District estimates \$0 impact to the District's operating budget

Project Number: C805
Project Name: Melrose High School
Start Date: 3/5/2018
Estimated Completion Date: 10/21/2018
Description: Mechanical
FY2018-19 Project Costs: \$1,325,540
Operating Budget Impact: Approved funding to replace outdated HVAC system controls within the District. This should have a positive impact on Facilities' Budget.

Project Number: C806
Project Name: Mitchell High School
Start Date: 3/5/2018
Estimated Completion Date: 10/21/2018
Description: Mechanical
FY2018-19 Project Costs: \$131,477
Operating Budget Impact: Approved funding to replace outdated HVAC system controls within the District. This should have a positive impact on Facilities' Budget.

Project Number: C756
Project Name: Newberry Elementary School
Start Date: 3/5/2018
Estimated Completion Date: 10/1/2018
Description: Mechanical
FY2018-19 Project Costs: \$268,169
Operating Budget Impact: Approved funding to replace outdated HVAC system controls within the District. This should have a positive impact on Facilities' Budget.



Project Number: C807
Project Name: Northeast Prep Academy
Start Date: 3/5/2018
Estimated Completion Date: 10/1/2018
Description: Mechanical
FY2018-19 Project Costs: \$166,386
Operating Budget Impact: Approved funding to replace outdated HVAC system controls within the District. This should have a positive impact on Facilities' Budget.

Project Number: C995
Project Name: Overton High School
Start Date: 1/20/2018
Estimated Completion Date: 7/1/2018
Description: Roof Replacement
FY2018-19 Project Costs: \$105,000
Operating Budget Impact: The District estimates \$0 impact to the District's operating budget

Project Number: C808
Project Name: Raleigh Egypt Middle School
Start Date: 3/5/2018
Estimated Completion Date: 10/1/2018
Description: Mechanical
FY2018-19 Project Costs: \$13,050
Operating Budget Impact: Approved funding to replace outdated HVAC system controls within the District. This should have a positive impact on Facilities' Budget.

Project Number: C997
Project Name: Richland Elementary School
Start Date: 3/5/2018
Estimated Completion Date: 11/20/2018
Description: Structural
FY2018-19 Project Costs: \$729,546
Operating Budget Impact: The District estimates \$0 impact to the District's operating budget

Project Number: C996
Project Name: Ridgeway High School
Start Date: 4/24/2018
Estimated Completion Date: 10/31/2018
Description: Mechanical
FY2018-19 Project Costs: \$58,800
Operating Budget Impact: Approved funding to replace outdated HVAC system controls within the District. This should have a positive impact on Facilities' Budget.



Project Number: C820
Project Name: Ridgeway High School
Start Date: 3/5/2018
Estimated Completion Date: 10/24/2018
Description: Mechanical 2
FY2018-19 Project Costs: \$352,500
Operating Budget Impact: Approved funding to replace outdated HVAC system controls within the District. This should have a positive impact on Facilities' Budget.

Project Number: C749
Project Name: Ridgeway High School
Start Date: 3/5/2018
Estimated Completion Date: 10/14/2018
Description: Roof Replacement
FY2018-19 Project Costs: \$135,480
Operating Budget Impact: The District estimates \$0 impact to the District's operating budget

Project Number: C753
Project Name: Riverview Middle School
Start Date: 6/18/2018
Estimated Completion Date: 12/9/2018
Description: Roof Replacement
FY2018-19 Project Costs: \$66,000
Operating Budget Impact: The District estimates \$0 impact to the District's operating budget

Project Number: C711
Project Name: Ross Road Elementary School
Start Date: 3/5/2018
Estimated Completion Date: Project Complete 2018
Description: Interior/Exterior
FY2018-19 Project Costs: \$5,470
Operating Budget Impact: The District estimates \$0 impact to the District's operating budget

Project Number: C809
Project Name: Rozelle Elementary School
Start Date: 3/5/2018
Estimated Completion Date: 10/24/2018
Description: Mechanical
FY2018-19 Project Costs: \$213,328
Operating Budget Impact: Approved funding to replace outdated HVAC system controls within the District. This should have a positive impact on Facilities' Budget.



Project Number: C816
Project Name: Shady Grove Elementary School
Start Date: 3/5/2018
Estimated Completion Date: 10/1/2018
Description: Mechanical
FY2018-19 Project Costs: \$222,595
Operating Budget Impact: Approved funding to replace outdated HVAC system controls within the District. This should have a positive impact on Facilities' Budget.

Project Number: C777
Project Name: Sheffield High School
Start Date: 4/15/2019
Estimated Completion Date: 9/23/2019
Description: Mechanical
FY2018-19 Project Costs: \$568,131
Operating Budget Impact: Approved funding to replace outdated HVAC system controls within the District. This should have a positive impact on Facilities' Budget.

Project Number: C736
Project Name: Sherwood Middle School
Start Date: 4/5/2018
Estimated Completion Date: 12/15/2018
Description: Mechanical
FY2018-19 Project Costs: \$181,811
Operating Budget Impact: The District estimates \$0 impact to the District's operating budget

Project Number: C763
Project Name: Sherwood Middle School
Start Date: 4/5/2018
Estimated Completion Date: 12/15/2018
Description: Mechanical
FY2018-19 Project Costs: \$85,523
Operating Budget Impact: The District estimates \$0 impact to the District's operating budget

Project Number: C761
Project Name: Sheffield/Shrine High School
Start Date: 10/12/2017
Estimated Completion Date: 3/18/2018
Description: Roof Replacement
FY2018-19 Project Costs: \$66,000
Operating Budget Impact: The District estimates \$0 impact to the District's operating budget



Project Number:	C746
Project Name:	Shelby Oaks Elementary School
Start Date:	3/5/2018
Estimated Completion Date:	7/1/2018
Description:	Mechanical
FY2018-19 Project Costs:	\$210,602
Operating Budget Impact:	The District estimates \$0 impact to the District's operating budget
Project Number:	C732
Project Name:	Snowden K-8
Start Date:	5/15/2018
Estimated Completion Date:	10/30/2018
Description:	Mechanical
FY2018-19 Project Costs:	\$405,000
Operating Budget Impact:	Approved funding to replace outdated HVAC system controls within the District. This should have a positive impact on Facilities' Budget.
Project Number:	C731
Project Name:	Treadwell Elementary School
Start Date:	3/5/2018
Estimated Completion Date:	11/30/2018
Description:	Mechanical
FY2018-19 Project Costs:	\$289,202
Operating Budget Impact:	Approved funding to replace outdated HVAC system controls within the District. This should have a positive impact on Facilities' Budget.
Project Number:	C821
Project Name:	Treadwell Elementary School/Middle School
Start Date:	3/5/2018
Estimated Completion Date:	10/14/2018
Description:	Mechanical
FY2018-19 Project Costs:	\$244,492
Operating Budget Impact:	Approved funding to replace outdated HVAC system controls within the District. This should have a positive impact on Facilities' Budget.
Project Number:	C810
Project Name:	Bellevue Middle School
Start Date:	5/27/2018
Estimated Completion Date:	7/29/2019
Description:	Mechanical
FY2018-19 Project Costs:	\$189,479
Operating Budget Impact:	Approved funding to replace outdated HVAC system controls within the District. This should have a positive impact on Facilities' Budget.



Project Number: C811
Project Name: Trezevant High School
Start Date: 3/5/2018
Estimated Completion Date: 10/24/2018
Description: Mechanical
FY2018-19 Project Costs: \$794,746
Operating Budget Impact: Approved funding to replace outdated HVAC system controls within the District. This should have a positive impact on Facilities' Budget.

Project Number: C812
Project Name: Westwood High School
Start Date: 3/5/2018
Estimated Completion Date: 10/24/2018
Description: Mechanical
FY2018-19 Project Costs: \$20,523
Operating Budget Impact: Approved funding to replace outdated HVAC system controls within the District. This should have a positive impact on Facilities' Budget.

Project Number: C992
Project Name: Whitehaven High School
Start Date: 7/1/2018
Estimated Completion Date: 1/30/2019
Description: Structural
FY2018-19 Project Costs: \$345,000
Operating Budget Impact: The District estimates \$0 impact to the District's operating budget

Project Number: C813
Project Name: White Station High School
Start Date: 3/5/2018
Estimated Completion Date: 10/24/2018
Description: Mechanical
FY2018-19 Project Costs: \$550,216
Operating Budget Impact: Approved funding to replace outdated HVAC system controls within the District. This should have a positive impact on Facilities' Budget.

Project Number: C993
Project Name: White Station High School
Start Date: 5/29/2018
Estimated Completion Date: 10/15/2018
Description: Structural
FY2018-19 Project Costs: \$345,000
Operating Budget Impact: The District estimates \$0 impact to the District's operating budget



Project Number: C717
Project Name: Grahamwood Elementary School
Start Date: TBD
Estimated Completion Date: TBD
Description: Roof Replacement
FY2018-19 Project Costs: \$802,894
Operating Budget Impact: The District estimates \$0 impact to the District's operating budget

Project Number: C722
Project Name: Sherwood Elementary School
Start Date: TBD
Estimated Completion Date: TBD
Description: Roof Replacement
FY2018-19 Project Costs: \$382,720
Operating Budget Impact: The District estimates \$0 impact to the District's operating budget

Project Number: C901
Project Name: Alton Elementary School
Start Date: TBD
Estimated Completion Date: TBD
Description: Roof Replacement
FY2018-19 Project Costs: \$581,183
Operating Budget Impact: The District estimates \$0 impact to the District's operating budget

Project Number: C902
Project Name: B.T. Washington High School
Start Date: TBD
Estimated Completion Date: TBD
Description: Mechanical
FY2018-19 Project Costs: \$2,080,000
Operating Budget Impact: The District estimates \$0 impact to the District's operating budget

Project Number: C903
Project Name: Barret's Chapel K-8
Start Date: TBD
Estimated Completion Date: TBD
Description: Mechanical
FY2018-19 Project Costs: \$624,000
Operating Budget Impact: The District estimates \$0 impact to the District's operating budget



Project Number: C904
Project Name: Barret’s Chapel K-8
Start Date: TBD
Estimated Completion Date: TBD
Description: Roof Replacement
FY2018-19 Project Costs: \$154,731
Operating Budget Impact: The District estimates \$0 impact to the District's operating budget

Project Number: C905
Project Name: Chickasaw Middle School
Start Date: TBD
Estimated Completion Date: TBD
Description: Roof Replacement
FY2018-19 Project Costs: \$764,660
Operating Budget Impact: The District estimates \$0 impact to the District's operating budget

Project Number: C906
Project Name: Dexter Elementary School
Start Date: TBD
Estimated Completion Date: TBD
Description: Mechanical
FY2018-19 Project Costs: \$1,560,000
Operating Budget Impact: The District estimates \$0 impact to the District's operating budget

Project Number: C907
Project Name: Douglas K-8
Start Date: TBD
Estimated Completion Date: TBD
Description: Roof Replacement
FY2018-19 Project Costs: \$449,800
Operating Budget Impact: The District estimates \$0 impact to the District's operating budget

Project Number: C908
Project Name: E.E. Jeter K-8
Start Date: TBD
Estimated Completion Date: TBD
Description: Mechanical
FY2018-19 Project Costs: \$873,600
Operating Budget Impact: The District estimates \$0 impact to the District's operating budget



Project Number: C909
Project Name: Germantown Elementary School
Start Date: TBD
Estimated Completion Date: TBD
Description: Mechanical
FY2018-19 Project Costs: \$709,280
Operating Budget Impact: The District estimates \$0 impact to the District's operating budget

Project Number: C910
Project Name: Grahamwood Elementary School
Start Date: TBD
Estimated Completion Date: TBD
Description: Mechanical
FY2018-19 Project Costs: \$931,840
Operating Budget Impact: The District estimates \$0 impact to the District's operating budget

Project Number: C911
Project Name: Hickory Ridge Elementary School
Start Date: TBD
Estimated Completion Date: TBD
Description: Fire Alarm System
FY2018-19 Project Costs: \$234,000
Operating Budget Impact: The District estimates \$0 impact to the District's operating budget

Project Number: C912
Project Name: Hickory Ridge Elementary School
Start Date: TBD
Estimated Completion Date: TBD
Description: Mechanical
FY2018-19 Project Costs: \$161,720
Operating Budget Impact: The District estimates \$0 impact to the District's operating budget

Project Number: C913
Project Name: Highland Oaks Elementary School
Start Date: TBD
Estimated Completion Date: TBD
Description: Mechanical
FY2018-19 Project Costs: \$1,768,000
Operating Budget Impact: The District estimates \$0 impact to the District's operating budget



Project Number: C914
Project Name: Holmes Road Elementary School
Start Date: TBD
Estimated Completion Date: TBD
Description: Mechanical
FY2018-19 Project Costs: \$374,400
Operating Budget Impact: The District estimates \$0 impact to the District's operating budget

Project Number: C915
Project Name: Jackson Elementary School
Start Date: TBD
Estimated Completion Date: TBD
Description: Elevator
FY2018-19 Project Costs: \$156,000
Operating Budget Impact: The District estimates \$0 impact to the District's operating budget

Project Number: C916
Project Name: Jackson Elementary School
Start Date: TBD
Estimated Completion Date: TBD
Description: Roof Replacement
FY2018-19 Project Costs: \$314,860
Operating Budget Impact: The District estimates \$0 impact to the District's operating budget

Project Number: C917
Project Name: Lowrance K-8
Start Date: TBD
Estimated Completion Date: TBD
Description: Mechanical
FY2018-19 Project Costs: \$911,040
Operating Budget Impact: The District estimates \$0 impact to the District's operating budget

Project Number: C918
Project Name: Lowrance K-8
Start Date: TBD
Estimated Completion Date: TBD
Description: Roof Replacement
FY2018-19 Project Costs: \$1,008,800
Operating Budget Impact: The District estimates \$0 impact to the District's operating budget



Project Number: C919
Project Name: Macon Hall Elementary School
Start Date: TBD
Estimated Completion Date: TBD
Description: Structural
FY2018-19 Project Costs: \$624,000
Operating Budget Impact: The District estimates \$0 impact to the District's operating budget

Project Number: C920
Project Name: Maxine Smith Academy
Start Date: TBD
Estimated Completion Date: TBD
Description: Mechanical
FY2018-19 Project Costs: \$1,643,200
Operating Budget Impact: The District estimates \$0 impact to the District's operating budget

Project Number: C921
Project Name: Oakhaven Elementary School
Start Date: TBD
Estimated Completion Date: TBD
Description: Mechanical
FY2018-19 Project Costs: \$260,000
Operating Budget Impact: The District estimates \$0 impact to the District's operating budget

Project Number: C922
Project Name: Oakhaven Elementary School
Start Date: TBD
Estimated Completion Date: TBD
Description: Roof Replacement
FY2018-19 Project Costs: \$141,237
Operating Budget Impact: The District estimates \$0 impact to the District's operating budget

Project Number: C923
Project Name: Raleigh-Bartlett Meadows Elementary School
Start Date: TBD
Estimated Completion Date: TBD
Description: Fire Alarm System
FY2018-19 Project Costs: \$260,000
Operating Budget Impact: The District estimates \$0 impact to the District's operating budget



Project Number: C924
Project Name: Raleigh-Bartlett Meadows Elementary School
Start Date: TBD
Estimated Completion Date: TBD
Description: Mechanical
FY2018-19 Project Costs: \$218,504
Operating Budget Impact: The District estimates \$0 impact to the District's operating budget

Project Number: C925
Project Name: Robert R. Church Elementary School
Start Date: TBD
Estimated Completion Date: TBD
Description: Mechanical
FY2018-19 Project Costs: \$388,856
Operating Budget Impact: The District estimates \$0 impact to the District's operating budget

Project Number: C926
Project Name: Shelby Oaks Elementary School
Start Date: TBD
Estimated Completion Date: TBD
Description: Window Replacement
FY2018-19 Project Costs: \$234,166
Operating Budget Impact: The District estimates \$0 impact to the District's operating budget

Project Number: C927
Project Name: Shrine/Sheffield Elementary School
Start Date: TBD
Estimated Completion Date: TBD
Description: Mechanical
FY2018-19 Project Costs: \$1,029,600
Operating Budget Impact: The District estimates \$0 impact to the District's operating budget

Project Number: C928
Project Name: Snowden K-8
Start Date: TBD
Estimated Completion Date: TBD
Description: Window Replacement
FY2018-19 Project Costs: \$1,248,000
Operating Budget Impact: The District estimates \$0 impact to the District's operating budget



Project Number: C929
Project Name: White Station Elementary School
Start Date: TBD
Estimated Completion Date: TBD
Description: Roof Replacement
FY2018-19 Project Costs: \$687,474
Operating Budget Impact: The District estimates \$0 impact to the District's operating budget

Project Number: C930
Project Name: White Station High School
Start Date: TBD
Estimated Completion Date: TBD
Description: Roof Replacement
FY2018-19 Project Costs: \$1,143,392
Operating Budget Impact: The District estimates \$0 impact to the District's operating budget

Project Number: C931
Project Name: White Station Middle School
Start Date: TBD
Estimated Completion Date: TBD
Description: Fire Alarm System
FY2018-19 Project Costs: \$234,000
Operating Budget Impact: The District estimates \$0 impact to the District's operating budget

Project Number: C932
Project Name: Whitehaven High School
Start Date: TBD
Estimated Completion Date: TBD
Description: Fire Alarm System
FY2018-19 Project Costs: \$312,000
Operating Budget Impact: The District estimates \$0 impact to the District's operating budget

Project Number: C933
Project Name: Whitehaven High School
Start Date: TBD
Estimated Completion Date: TBD
Description: Mechanical
FY2018-19 Project Costs: \$1,560,000
Operating Budget Impact: The District estimates \$0 impact to the District's operating budget



Project Number: C934
Project Name: Whitehaven High School
Start Date: TBD
Estimated Completion Date: TBD
Description: Window Replacement
FY2018-19 Project Costs: \$285,678
Operating Budget Impact: The District estimates \$0 impact to the District's operating budget

Project Number: C935
Project Name: Whitney Elementary School
Start Date: TBD
Estimated Completion Date: TBD
Description: Roof Replacement
FY2018-19 Project Costs: \$241,992
Operating Budget Impact: The District estimates \$0 impact to the District's operating budget

Project Number: C936
Project Name: Cummings
Start Date: TBD
Estimated Completion Date: TBD
Description: Gymnasium
FY2018-19 Project Costs: \$437,750
Operating Budget Impact: The District estimates \$0 impact to the District's operating budget

Project Number: C937
Project Name: Douglas K-8
Start Date: TBD
Estimated Completion Date: TBD
Description: Gymnasium
FY2018-19 Project Costs: \$437,750
Operating Budget Impact: The District estimates \$0 impact to the District's operating budget

Project Number: C938
Project Name: Germantown Elementary School
Start Date: TBD
Estimated Completion Date: TBD
Description: Structural
FY2018-19 Project Costs: \$3,141,500
Operating Budget Impact: The District estimates \$0 impact to the District's operating budget



Project Number: C939
Project Name: Jackson Elementary School
Start Date: TBD
Estimated Completion Date: TBD
Description: Structural
FY2018-19 Project Costs: \$3,141,500
Operating Budget Impact: The District estimates \$0 impact to the District's operating budget

Project Number: C940
Project Name: Kingsbury Elementary School
Start Date: TBD
Estimated Completion Date: TBD
Description: Structural
FY2018-19 Project Costs: \$3,141,500
Operating Budget Impact: The District estimates \$0 impact to the District's operating budget

Project Number: C941
Project Name: Macon Hall Elementary School
Start Date: TBD
Estimated Completion Date: TBD
Description: Structural
FY2018-19 Project Costs: \$4,480,500
Operating Budget Impact: The District estimates \$0 impact to the District's operating budget

Project Number: C942
Project Name: Newberry Elementary School
Start Date: TBD
Estimated Completion Date: TBD
Description: Structural
FY2018-19 Project Costs: \$3,141,500
Operating Budget Impact: The District estimates \$0 impact to the District's operating budget

Project Number: C943
Project Name: Newberry Elementary School
Start Date: TBD
Estimated Completion Date: TBD
Description: Roof Replacement
FY2018-19 Project Costs: \$635,440
Operating Budget Impact: The District estimates \$0 impact to the District's operating budget



Project Number: C950
Project Name: Richland Elementary School
Start Date: TBD
Estimated Completion Date: TBD
Description: Gymnasium
FY2018-19 Project Costs: \$437,750
Operating Budget Impact: The District estimates \$0 impact to the District's operating budget

Project Number: C951
Project Name: Grahamwood Elementary School
Start Date: TBD
Estimated Completion Date: TBD
Description: Gymnasium
FY2018-19 Project Costs: \$437,750
Operating Budget Impact: The District estimates \$0 impact to the District's operating budget

Project Number: C952
Project Name: Delano Elementary School
Start Date: TBD
Estimated Completion Date: TBD
Description: Gymnasium
FY2018-19 Project Costs: \$437,750
Operating Budget Impact: The District estimates \$0 impact to the District's operating budget



II. 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 on needs, 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 of Education, and the 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 176 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.

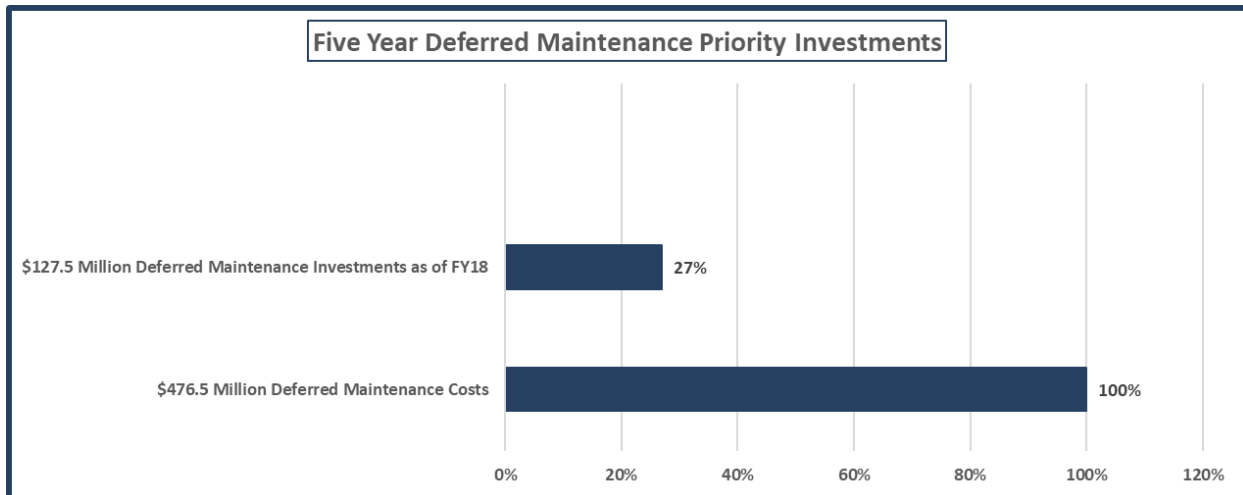
Importantly, the \$476.5 million in critical deferred maintenance does not indicate structural or system neglect. The District’s preventative maintenance efforts and skilled team keep buildings and systems functional temporarily to minimize disruptions to classroom learning. Our Facility Maintenance team conducts need assessments, categorizes capital needs, and maintains a detailed database of deficiencies, priorities and projected costs. This process provides a system-wide comparison of deferred maintenance projects and systematic plans to correct deficiencies.



About 11% of the \$476.5 million in critical deferred maintenance projects were addressed as of fiscal year 2016-17. 16% of the deferred maintenance projects were addressed in fiscal year 2017-18. The chart below highlights where investments were made in fiscal year 2017-18.

Category	Costs
ADA	\$ 2,605,712.40
Additions	\$ 10,395,310.00
Demolitions	\$ 549,633.00
Interior/Exterior	\$ 792,664.98
Mechanical	\$ 46,342,361.94
New Construction	\$ 1,964,748.00
New Purchase	\$ 1,000,000.00
Roofing	\$ 4,640,219.75
Structural	\$ 8,271,847.12
Grand Total	\$ 76,562,497.19

As of fiscal year 2017-18, \$127.5 million in critical deferred maintenance projects have been addressed. The chart below shows overall progress made to address critical deferred maintenance.



III. PENDING STATE LAW FOR PUBLIC CHARTER SCHOOL FACILITY FUND

House Bill No. 310 has been proposed to provide greater clarity on charter school oversight, funding to oversee charter schools, access to facilities for charter schools, and application and closure processes. Specifically, the House Bill No. 310 includes one-time state appropriation of \$6 million from the State General Fund to establish the Public Charter School Facility Fund (PCSFF).

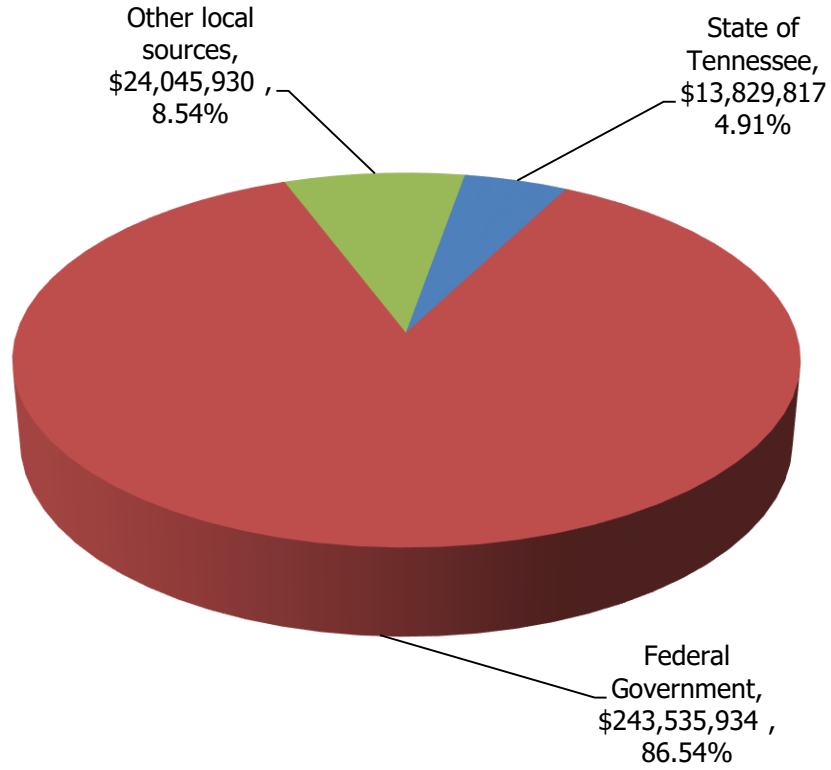
Section 24 of the proposed legislation establishes the PCSFF for the purpose of administering the public charter facilities program and assisting public charter schools in acquiring and improving property to educate students, including the purchase of property, general capital improvements to existing buildings and available buildings, assistance with any costs associated with the purchase or lease of underutilized or vacant property available, and with the repayment of debt incurred for existing capital outlay projects. More details about the fiscal impact can be found at <http://www.capitol.tn.gov/Bills/110/Fiscal/HB0310.pdf>.



iv. SPECIAL REVENUE FUNDS

2018-19 SPECIAL REVENUE FUNDS

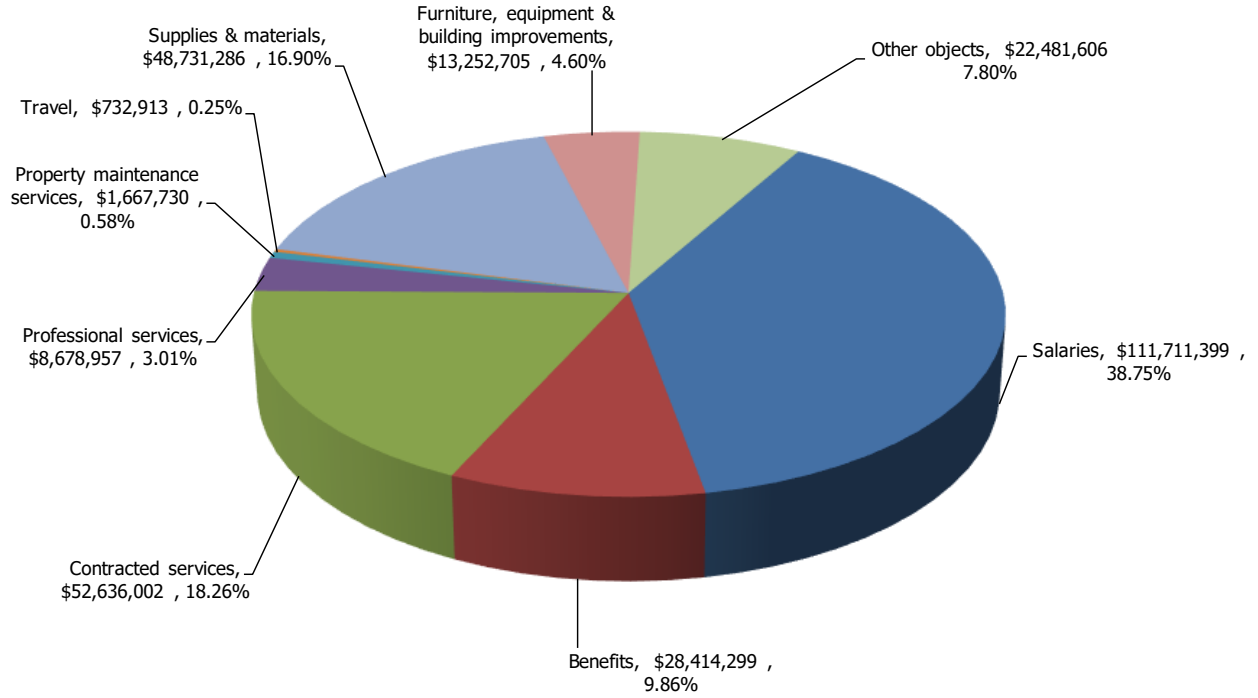
Revenues





2018-19 SPECIAL REVENUE FUNDS

Expenditures





SPECIAL REVENUE FUNDS BY FUNCTION
FISCAL YEAR 2018-19 BUDGET
ALL FUND TYPES
With Comparative Information for Fiscal Years 2015-16 through 2018-19

	2015-16 Actual	2016-17 Actual	2017-18 Amended Budget	2018-19 Budget	Variance	% Change
Revenues						
Shelby County	\$ -		\$ -	\$ -	\$ -	0.00%
State of Tennessee	13,493,372	14,207,003	13,770,817	13,829,817	59,000	0.43%
Federal Government	196,363,663	230,197,534	259,182,460	243,535,934	(15,646,526)	-6.04%
Other local sources	29,727,170	22,308,785	18,888,081	24,045,930	5,157,849	27.31%
Total revenues	<u>239,584,206</u>	<u>266,713,322</u>	<u>291,841,357</u>	<u>281,411,681</u>	<u>(10,429,676)</u>	<u>-3.57%</u>
Expenditures						
Instruction	58,338,513	78,050,892	95,426,403	76,626,963	(18,799,440)	-19.70%
Instructional support	29,448,436	31,790,626	9,963,557	40,143,830	30,180,273	302.91%
Student support	10,182,142	11,238,266	40,137,049	11,574,786	(28,562,263)	-71.16%
Office of principal	202,504	10,676	-	40,539	40,539	0.00%
General administration	8,561,316	5,838,652	239,547	-	(239,547)	-100.00%
Fiscal services	267,524	67,069	116,446	-	(116,446)	-100.00%
Other support services	202,652	126,735	-	-	-	100.00%
Student transportation	493,598	2,985,733	3,178,719	3,701,533	522,814	16.45%
Plant services	630,380	501,494	759,160	946,511	187,351	0.00%
Community service	46,687,292	50,547,358	56,911,788	66,949,972	10,038,184	17.64%
Charter schools	-	-	-	-	-	0.00%
Retiree benefits	-	-	-	-	-	0.00%
Food service	84,675,115	86,092,200	86,570,246	88,322,763	1,752,517	2.02%
Total expenditures	<u>239,689,471</u>	<u>267,249,701</u>	<u>293,302,915</u>	<u>288,306,897</u>	<u>(4,996,018)</u>	<u>-1.70%</u>
Excess (deficiency) of revenues over expenditures	(105,265)	(536,379)	(1,461,558)	(6,895,216)		
Approved use of fund balance	<u>105,265</u>	<u>536,379</u>	<u>1,461,558</u>	<u>6,895,216</u>		
Net Change	-	-	-	-		
Beginning Fund Balance	34,238,948	39,095,555	35,886,340	34,424,782		
Increase (decrease) in reserve for encumbrance	3,702,339	(2,818,923)	-	-		
Transfers from Other Funds	1,259,536	146,087	-	-		
Assignment - Other post employment benefits	-	-	-	-		
Planned used of fund balance	-	-	-	-		
Ending Fund Balance	<u>\$ 39,095,557</u>	<u>\$ 35,886,340</u>	<u>\$ 34,424,782</u>	<u>\$ 27,529,566</u>		



SPECIAL REVENUE FUNDS BY OBJECT
FISCAL YEAR 2018-19 BUDGET
ALL FUND TYPES
With Comparative Information for Fiscal Years 2015-16 through 2018-19

	2015-16 Actual	2016-17 Actual	2017-18 Amended Budget	2018-19 Budget	Variance	% Change
Revenues						
Shelby County	\$ -	-	-	-	-	-
State of Tennessee	13,493,372	14,207,003	13,770,817	13,829,817	59,000	0.43%
Federal Government	196,363,663	230,197,534	259,182,460	243,535,934	(15,646,526)	-6.04%
Other local sources	29,727,170	22,308,785	18,888,081	24,045,930	5,157,849	27.31%
Total revenues	<u>239,584,206</u>	<u>266,713,322</u>	<u>291,841,357</u>	<u>281,411,681</u>	<u>(10,429,676)</u>	<u>-3.57%</u>
Expenditures						
Salaries	97,150,764	105,398,448	111,729,267	111,711,399	(17,868)	-0.02%
Benefits	22,768,939	24,943,047	29,579,659	28,414,299	(1,165,360)	-3.94%
Contracted services	23,167,862	45,987,224	49,798,028	52,636,002	2,837,974	5.70%
Professional services	17,277,718	812,797	489,761	8,678,957	8,189,196	1672.08%
Property maintenance services	1,229,725	1,232,780	1,761,230	1,667,730	(93,500)	-5.31%
Travel	627,776	745,613	916,247	732,913	(183,334)	-20.01%
Supplies & materials	50,580,838	50,988,839	50,825,586	48,731,286	(2,094,300)	-4.12%
Furniture, equipment & building improvements	13,653,097	19,775,625	34,721,916	13,252,705	(21,469,211)	-61.83%
Other objects	13,232,752	17,365,329	13,481,221	22,481,606	9,000,385	66.76%
Debt Service	-	-	-	-	-	-
Total expenditures	<u>239,689,471</u>	<u>267,249,701</u>	<u>293,302,915</u>	<u>288,306,897</u>	<u>(4,996,019)</u>	<u>-1.70%</u>
Excess (deficiency) of revenues over expenditures	(105,265)	(536,379)	(1,461,558)	(6,895,216)		
Approved use of fund balance	<u>105,265</u>	<u>536,379</u>	<u>-</u>	<u>6,895,216</u>		
Beginning Fund Balance	34,238,948	39,095,555	35,886,340	34,424,782		
Increase (decrease) in reserve for encumbrance	(2,100,418)	(2,818,923)	-	-		
Transfers from Other Funds	1,707,896	146,087	-	-		
Assignment - Other post employment benefits	-	-	-	-		
Planned used of fund balance	-	-	-	-		
Ending Fund Balance	<u>\$ 33,846,426</u>	<u>\$ 35,886,340</u>	<u>\$ 34,424,782</u>	<u>\$ 27,529,566</u>		



ALL SPECIAL REVENUE FUNDS BY FUNCTION
FISCAL YEAR 2018-19 BUDGET

	Non-Federal Programs	Food Services	Federal Programs	Total Special Revenue
Revenues				
State of Tennessee	\$ 13,149,817	\$ 680,000	\$ -	\$ 13,829,817
Federal Government	-	83,892,812	159,643,122	243,535,934
Other local sources	20,295,979	3,749,951	-	24,045,930
Total revenues	<u>33,445,796</u>	<u>88,322,763</u>	<u>159,643,122</u>	<u>281,411,681</u>
Expenditures				
Instruction	4,447,398	-	72,179,565	76,626,963
Instructional support	1,471,511	-	38,672,319	40,143,830
Student support	60,000	-	11,514,786	11,574,786
General administration	-	-	-	-
Fiscal services	-	-	-	-
Other support services	-	-	-	-
Student transportation	-	-	3,701,533	3,701,533
Plant services	946,511	-	-	946,511
Community service	33,375,053	-	33,574,919	66,949,972
Food Service	-	88,322,763	-	88,322,763
Total expenditures	<u>40,341,012</u>	<u>88,322,763</u>	<u>159,643,122</u>	<u>288,306,897</u>
Excess (deficiency) of revenues over expenditures	(6,895,216)	-	-	(6,895,216)
	<u>6,895,216</u>	<u>-</u>	<u>-</u>	<u>6,895,216</u>
Beginning Fund Balance	8,401,603	26,023,179	-	34,424,782
Increase (decrease) in reserve for encumbrance	-	-	-	-
Tranfers from Other Funds	-	-	-	-
Ending Fund Balance	<u>\$ 1,506,387</u>	<u>\$ 26,023,179</u>	<u>\$ -</u>	<u>\$ 27,529,566</u>



ALL SPECIAL REVENUE FUNDS BY OBJECT
FISCAL YEAR 2018-19 BUDGET

	Non-Federal Programs	Food Services	Federal Programs	Total Special Revenue
Revenues				
State of Tennessee	\$ 13,149,817	\$ 680,000	\$ -	\$ 13,829,817
Federal Government	-	83,892,812	159,643,122	243,535,934
Other local sources	20,295,979	3,749,951	-	24,045,930
Total revenues	<u>33,445,796</u>	<u>88,322,763</u>	<u>159,643,122</u>	<u>281,411,681</u>
Expenditures				
Salaries	14,780,992	28,869,217	68,061,190	111,711,399
Benefits	3,422,213	7,102,134	17,889,952	28,414,299
Contracted services	9,443,665	4,803,366	38,388,971	52,636,002
Professional services	8,622,200	36,757	20,000	8,678,957
Property maintenance services	15,674	462,480	1,189,576	1,667,730
Travel	215,550	55,750	461,613	732,913
Supplies & materials	2,151,429	37,736,980	8,842,877	48,731,286
Furniture, equipment & building improvements	385,326	8,394,911	4,472,468	13,252,705
Other objects	1,303,963	861,168	20,316,475	22,481,606
Debt Service	-	-	-	-
	<u>40,341,012</u>	<u>88,322,763</u>	<u>159,643,122</u>	<u>288,306,897</u>
Excess (deficiency) of revenues over expenditures				
	(6,895,216)	-	-	(6,895,216)
	<u>6,895,216</u>	<u>-</u>	<u>-</u>	<u>6,895,216</u>
Beginning Fund Balance				
	8,401,603	26,023,179	-	34,424,782
Increase (decrease) in reserve for encumbrance	-	-	-	-
Tranfers from Other Funds	-	-	-	-
Ending Fund Balance	<u>\$ 1,506,387</u>	<u>\$ 26,023,179</u>	<u>\$ -</u>	<u>\$ 27,529,566</u>



SPECIAL REVENUE FUNDS
 CATEGORICALLY AIDED BY FUNCTION
 FISCAL YEAR 2018-19 BUDGET

	Non-Federal Programs	Federal Programs	Total Categorically - Aided Funds
Revenues			
State of Tennessee	\$ 13,149,817	\$ -	\$ 13,149,817
Federal Government	-	159,643,122	159,643,122
Other local sources	20,295,979	-	20,295,979
Total revenues	<u>33,445,796</u>	<u>159,643,122</u>	<u>193,088,918</u>
Expenditures			
Current:			
Instruction	4,447,398	72,179,565	76,626,963
Instructional support	1,471,511	38,672,319	40,143,830
Student support	60,000	11,514,786	11,574,786
General administration	-	-	-
Fiscal services	-	-	-
Other support services	-	-	-
Student transportation	-	3,701,533	3,701,533
Plant services	946,511	-	946,511
Community service	33,375,053	33,574,919	66,949,972
Indirect cost	-	-	-
Total expenditures	<u>40,341,012</u>	<u>159,643,122</u>	<u>199,984,134</u>
Excess (deficiency) of revenues over expenditures	<u>(6,895,216)</u>	<u>-</u>	<u>(6,895,216)</u>
Beginning Fund Balance	8,401,603	-	8,401,603
Increase (decrease) in reserve for encumbrance	-	-	-
Transfers from Other Funds	-	-	-
Ending Fund Balance	<u>\$ 1,506,387</u>	<u>\$ -</u>	<u>\$ 1,506,387</u>



SPECIAL REVENUE FUNDS
 CATEGORICALLY AIDED BY OBJECT
 FISCAL YEAR 2018-19 BUDGET

	Non-Federal Programs	Federal Programs	Total Categorically - Aided Funds
Revenues			
State of Tennessee	\$ 13,149,817	\$ -	\$ 13,149,817
Federal Government	-	159,643,122	159,643,122
Other local sources	20,295,979	-	20,295,979
Total revenues	<u>33,445,796</u>	<u>159,643,122</u>	<u>193,088,918</u>
Expenditures			
Current:			
Salaries	14,780,992	68,061,190	82,842,182
Benefits	3,422,213	17,889,952	21,312,165
Contracted services	9,443,665	38,388,971	47,832,636
Property maintenance services	15,674	1,189,576	1,205,250
Travel	215,550	461,613	677,163
Supplies & materials	2,151,429	8,842,877	10,994,306
Furniture, equipment & building improvements	385,326	4,472,468	4,857,794
Other objects	1,303,963	20,316,475	21,620,438
	<u>40,341,012</u>	<u>159,643,122</u>	<u>199,984,134</u>
Excess (deficiency) of revenues over expenditures	<u>(6,895,216)</u>	<u>-</u>	<u>(6,895,216)</u>
Beginning Fund Balance	8,401,603	-	8,401,603
Increase (decrease) in reserve for encumbrance	-	-	-
Tranfers from Other Funds	-	-	-
Ending Fund Balance	<u>\$ 1,506,387</u>	<u>\$ -</u>	<u>\$ 1,506,387</u>



FEDERAL PROGRAMS

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 opportunities to a population of students who often face significant challenges such as intergenerational poverty, inner city violence, and limited access to basic life necessities. The needs of our students have continued to grow. Federal grants provide additional resources to minimize the impact of the many hurdles our students face on their journey towards academic achievement. In general, federal grants are not provided to supplant academic services funded by local and state funds. Instead, they are used to supplement current academic services.

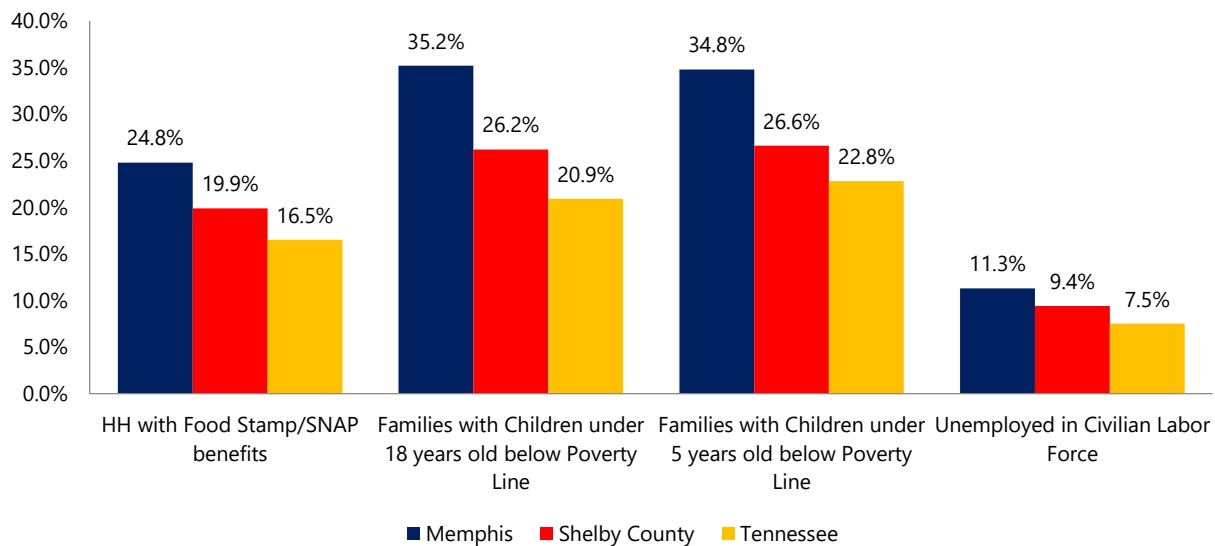
I. NEEDS OF SHELBY COUNTY SCHOOLS STUDENTS

Most of the District’s federal grants are dedicated to the provision of additional support to 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 some of the most vulnerable students in the State. Nearly 80% of all SCS students live within the city of Memphis, which is one of the poorest major US metropolitan cities. According to the latest US Census estimates, over 35% of the children under 18 years old in Memphis lived below the poverty line in 2016.

In the chart below, several socio-economic measures showcase higher levels of poverty in Shelby County and Memphis relative to that of Tennessee.



Source: 2016 Estimates from US Census Bureau, 2012-2016 American Community Survey 5-Year Estimates



Specifically, almost one-quarter of households in Memphis and a fifth of households in Shelby County relied on the Supplemental Nutrition Assistance Program (SNAP) benefits in 2016. Also, more than a third of families with children under 5 years old lived below the poverty line. Unemployment in Memphis and Shelby County outpaced that of Tennessee in 2016.

TN Department of Education (TDOE) has redefined 'economically disadvantaged' to differentiate needs, particularly under the Community Eligibility Provision. Previously, the term 'economically disadvantaged' was defined as students from families who met the eligibility requirements for free or reduced school meals. In school year 2016-17, the definition changed to reflect students who are direct-certified to receive free lunches based on their families receiving certain government assistance. Migrant, homeless, runaway and foster students also are directly certified as economically disadvantaged. Under the new definition of 'economically disadvantaged,' 58.6% of students in Shelby County Schools were considered economically disadvantaged in school year 2016-17.

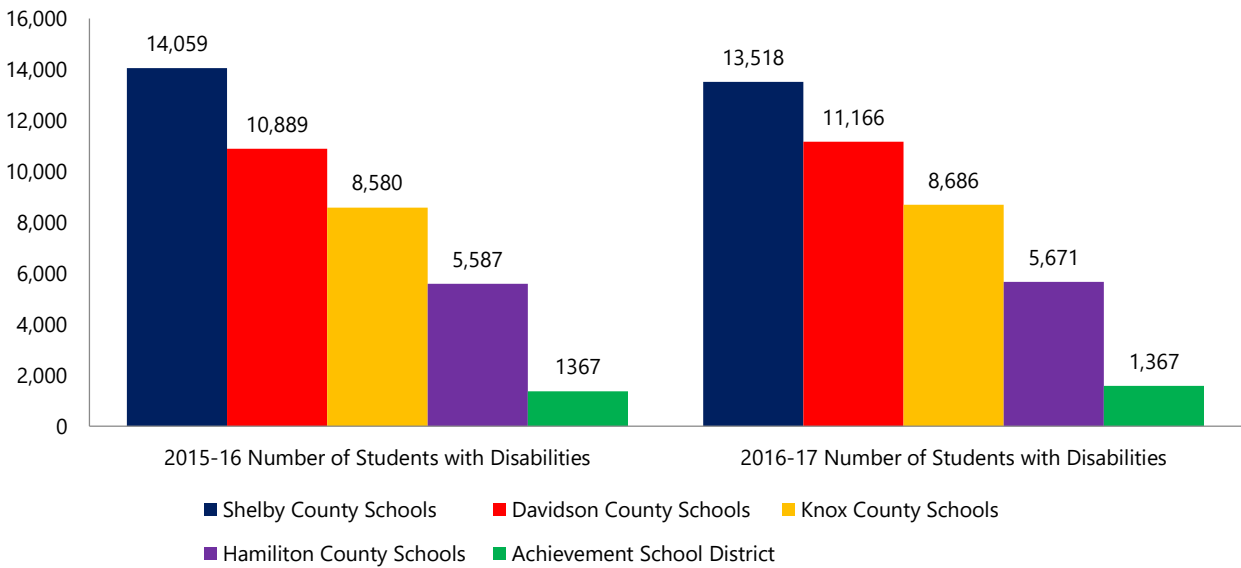
B. Special Learning Needs

Our students arrive at 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 a quality education to all students, regardless of socio-economic status, race, ethnicity, nationality, and disability. Each child with a disability must have an Individualized Education Plan (IEP) to ensure that their unique needs are being met. Specifically, an IEP is a legal document that outlines the child's learning needs, the services that the district will provide, and how progress will be measured.

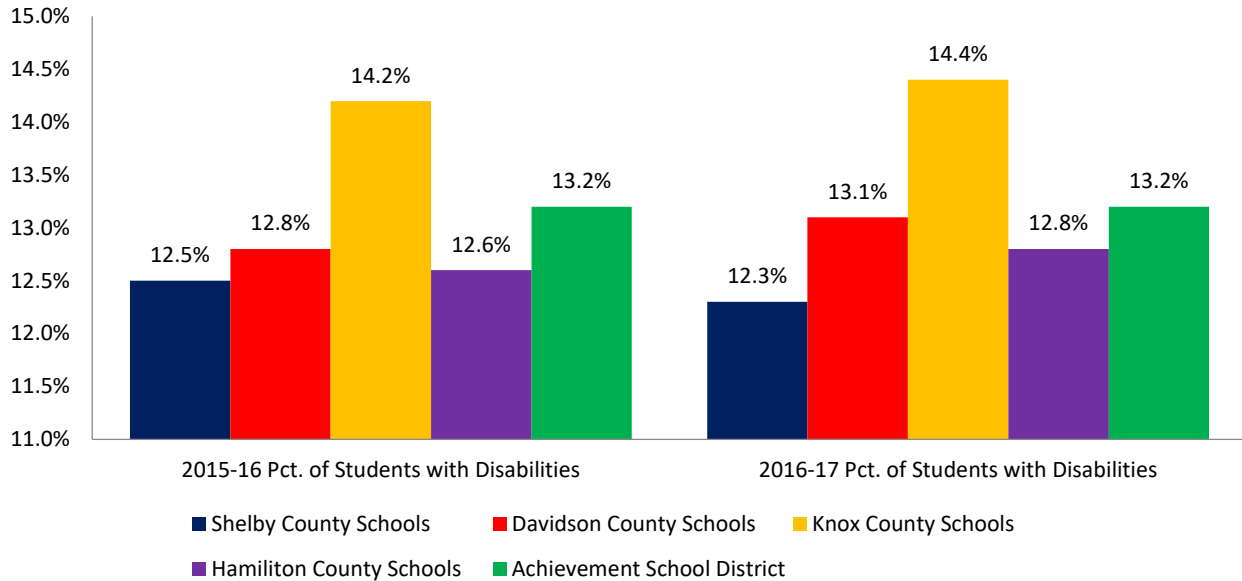
The District served approximately 13,500 students with disabilities in the school year 2016-17, which was 500 less than that in school year 2015-16. This is the largest number of students with disabilities among the large urban school districts in Tennessee, which is illustrated in the below chart.



*Data Source: State Report Card, School Years 2015-16 and 2016-17. URL: www.tn.gov/education/topic/report-card



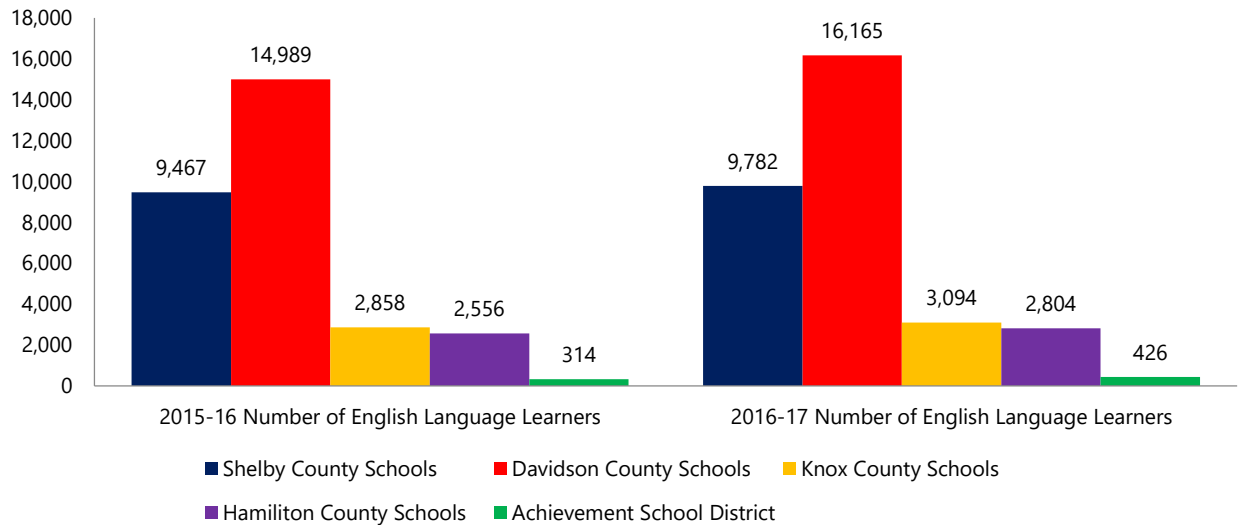
On a relative basis, slightly over 12% of the District’s student population had at least one disability in school year 2016-17. In the chart below, Shelby County Schools serves a similar population of students with disabilities as compared to other major school districts across the state.



*Data Source: State Report Card, School Years 2015-16 and 2016-17. URL: www.tn.gov/education/topic/report-card

English Language Learners

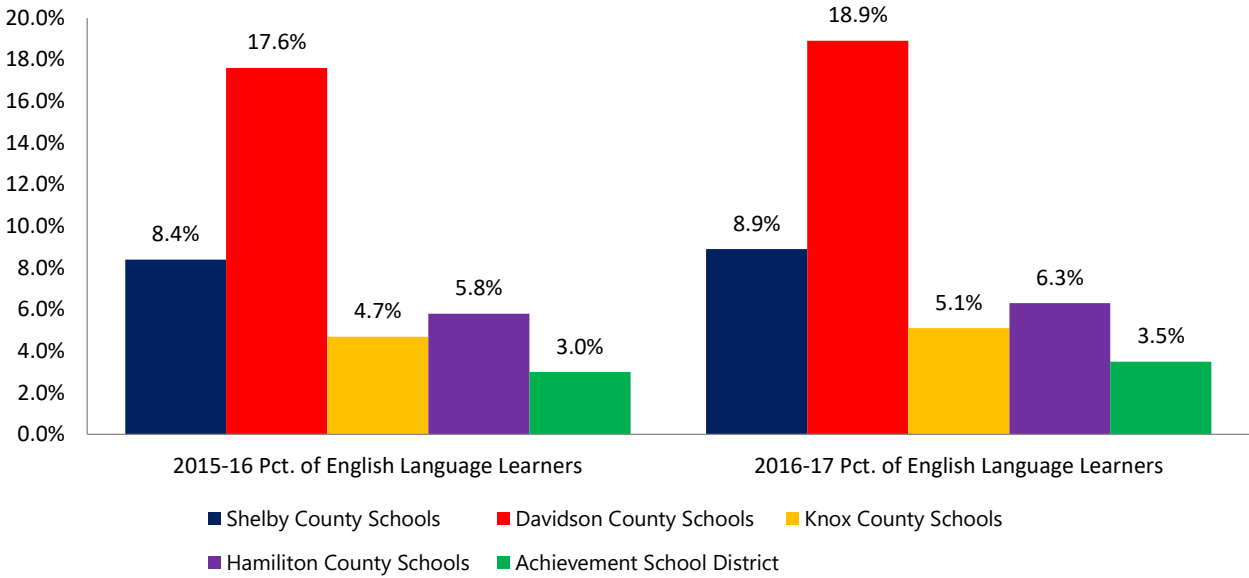
In school year 2016-17, Shelby County Schools had nearly 9,800 English Language Learners, which is 300 students more than that in the previous school year. Shelby County Schools had the second largest share of English Language Learners (ELL) among the large urban school districts in Tennessee. Fifty languages were represented among these students.



*Data Source: State Report Card, School Years 2015-16 and 2016-17. URL: www.tn.gov/education/topic/report-card



The relative share of ELL students continued to grow, standing at 8.9% in school year 2016-17. SCS continues to invest in the ELL program to maintain a 1:35 teacher-to-student ratio and to provide sufficient program capacity.



*Data Source: State Report Card, School Years 2015-16 and 2016-17. URL: www.tn.gov/education/topic/report-card

Early Childhood Intervention

Early learning and early literacy are critical for a child’s long-term success. In a 2011 study, children who do not read on grade level by 3rd grade are four times more likely to not have a high school diploma by age 19. Also, 3rd grade reading proficiency is a stronger predictor of high school dropouts than poverty. Hence, when a low-income student can read by 3rd grade, the student has approximately a 90% chance of graduating from high school. high school graduation.



II. BUDGET SUMMARY OF THE FEDERAL PROGRAMS FUND

	2015-16 Actual	2016-17 Actual	2017-18 Amended Budget	2018-19 Budget	Variance	% Change
Revenues						
City of Memphis						
Federal Government	\$ 125,436,469	152,813,433	\$ 176,783,781	\$ 159,643,122	\$ (17,140,659)	-9.70%
Total revenues	<u>125,436,469</u>	<u>152,813,433</u>	<u>176,783,781</u>	<u>159,643,122</u>	<u>(17,140,659)</u>	<u>-9.70%</u>
Expenditures						
Instruction	58,048,309	77,117,348	91,197,703	72,179,565	(19,018,138)	-20.85%
Instructional support	29,173,818	30,974,157	8,944,806	38,672,319	29,727,513	332.34%
Student support	10,123,951	11,208,616	40,101,556	11,514,786	(28,586,770)	-71.29%
General administration	-	-	300	-	(300)	-100.00%
Other support services	72,686	-	-	-	-	100.00%
Student transportation	493,598	2,985,733	3,178,719	3,701,533	522,814	16.45%
Plant services	92,529	(214)	-	-	-	0.00%
Community service	27,431,577	30,527,794	33,360,697	33,574,919	214,222	0.64%
Total expenditures	<u>125,436,469</u>	<u>152,813,433</u>	<u>176,783,781</u>	<u>159,643,122</u>	<u>(17,140,659)</u>	<u>-9.70%</u>

The Federal Programs Fund budget includes several major federal grants such as Title I, IDEA Part B, Head Start, and Carl Perkins. 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 living with disabilities receive a free appropriate public education. Head Start is a comprehensive program designed to foster the healthy development of young children.

The Federal Programs Fund budget stands at \$159.6 million in fiscal year 2018-19, which represents a \$17.1 million budget decline compared to the prior fiscal year’s budget. Below are the factors that resulted in a decline in federal funds:

- SCS has reduced its Title I, Part A; IDEA, Part B; and Title II, Part A by \$14.8 million for carryover funds from fiscal year 2017-18;
- IDEA, Part B grant has been reduced proportionally with fewer students with disabilities projected;
- Title I School Improvement Grant (SIG Cohort 4) grant is scheduled to expire on September 30, 2018, which amounts to a \$4.1 million loss; and
- Pre-School Development grant has increased its contracted services spend, reducing the grant’s carryover fund.

Conversely, the Title IV (Student Support and Academic Enrichment) grant is budgeted to increase in fiscal year 2018-19. The US Department of Education has communicated that several federal grant awards will have at least the same or a greater amount in fiscal year 2018-19 than in the prior year.



The financial statement below represents the Federal Programs Fund budget by object.

	2015-16 Actual	2016-17 Actual	2017-18 Amended Budget	2018-19 Budget	Variance	% Change
Revenues						
City of Memphis						
Federal Government	\$ 125,436,469	\$ 152,813,433	\$ 176,783,781	\$ 159,643,122	\$ (17,140,659)	-9.70%
Total revenues	<u>125,436,469</u>	<u>152,813,433</u>	<u>176,783,781</u>	<u>159,643,122</u>	<u>(17,140,659)</u>	<u>-9.70%</u>
Expenditures						
Salaries	61,259,017	65,239,468	67,461,691	68,061,190	599,499	0.89%
Benefits	15,294,067	16,344,861	19,133,208	17,889,952	(1,243,256)	-6.50%
Contracted services	7,311,425	32,690,298	36,880,545	38,388,971	1,508,426	4.09%
Professional services	16,873,560	8,721	10,269	20,000	9,731	94.76%
Property maintenance services	743,515	876,549	1,027,836	1,189,576	161,740	15.74%
Travel	489,852	447,040	561,301	461,613	(99,688)	-17.76%
Supplies & materials	7,842,543	12,511,257	13,943,238	8,842,877	(5,100,361)	-36.58%
Furniture, equipment & building improvements	8,978,721	15,748,754	26,870,271	4,472,468	(22,397,803)	-83.36%
Other objects	6,643,769	8,946,485	10,895,422	20,316,475	9,421,053	86.47%
Debt Service	-	-	-	-	-	0.00%
Transfers out	-	-	-	-	-	0.00%
Total expenditures	<u>125,436,469</u>	<u>152,813,433</u>	<u>176,783,781</u>	<u>159,643,122</u>	<u>(17,140,659)</u>	<u>-9.70%</u>

Furniture, equipment and building improvements will experience the largest budget decline of \$22.3 million in fiscal year 2018-19. The main reason behind this budget decline is that \$14 million of the Title I carryover was spent on school technology. Supplies and materials will experience a \$5.1 million decline in fiscal year 2018-19 with expiring SIG grants and reduced carryover funds from several federal grants.



III. SUMMARY OF MAJOR FEDERAL GRANTS

PROJECT	PROJECT NAME	FY 2017- 18 AMENDED BUDGET	FY 2018-19 PROPOSED BUDGET	FY 2018-19 POSITIONS	BUDGET VARIANCE	BUDGET VARIANCE PERCENTAGE CHANGE
1005	Title I Part A Improving Basic Programs Operated by LEAs	77,116,844	67,002,325	597.5	(10,114,519)	(13%)
9005	IDEA Part B	34,480,119	31,793,668	608.0	(2,686,451)	(8%)
9408	Head Start 2018	11,644,668	25,413,128	97.5	13,768,460	118%
9506	Pre-K Expansion (PDG)	7,903,702	7,497,976	79.0	(405,726)	(5%)
2005	Title II, Part A, Preparing, Training & Recruiting High Qu	7,246,749	5,272,861	41.0	(1,973,888)	(27%)
9118	Priority School Improvement Grant	-	2,999,999	-	2,999,999	100%
0016	Consolidated Administration	2,994,823	2,881,058	31.0	(113,766)	(4%)
5011	Title IV, Part A, Student Support and Academic Enrichme	1,508,890	2,401,467	6.0	892,577	59%
8005	Carl Perkins	2,351,730	2,219,496	10.0	(132,234)	(6%)
1306	Title I School Improvement Grant (SIG Cohort 4)	6,322,766	2,126,725	-	(4,196,041)	(66%)
9917	Comprehensive School Safety Initiative	1,259,642	1,617,955	3.2	358,313	28%
9806	Project Prevent	1,521,082	1,417,335	8.0	(103,747)	(7%)
1307	iZone School Improvement Grant	1,386,502	1,409,196	9.0	22,694	2%
3005	Title III, Part A, Language Instruction for English Learners	1,197,307	1,162,984	24.0	(34,323)	(3%)
9907	Project Stand	628,228	648,690	2.0	20,462	3%
5012	21st CCLC Remaining Funds	843,101	580,000	-	(263,101)	(31%)
9920	SCS SEED Grant	443,785	457,622	3.0	13,837	0%
1006	Title I Neglected	438,774	440,840	-	2,065	(.5%)
9707	CDCP HIV/STD PREVENTION (FY 2017)	501,042	376,139	3.0	(124,903)	(25%)
D396	Gear Up at the River	404,915	321,650	2.0	(83,265)	(21%)
8305	Workforce Investment Network Out Of School	620,680	275,455	2.0	(345,225)	(56%)
5022	21st CCLC Cohort 2017	-	263,101	-	263,101	100%
9105	IDEA Preschool	253,359	219,036	3.0	(34,323)	(14%)
D398	Gear Up 3.0	-	167,000	1.0	167,000	100%
1505	Title I, Part D	148,129	153,825	-	5,696	4%
7006	Title IX	134,155	134,155	1.0	(0)	-
9027	Transition School to Work Program	169,205	131,713	2.4	(37,492)	(22%)
8810	WIN IN School Grant	91,925	91,123	1.0	(802)	(1%)
8804	READ TO BE READY SUMMER LITERACY GRANT	-	90,820	-	90,820	100%
9017	Substance Abuse Prevention & Treatment	63,000	63,000	-	-	-
9705	CDCP HIV/STD PREVENTION	12,780	12,781	-	1	-
0210	Title I Part A School Imp. 1003 (a) Focus Schools	199,023	-	-	(199,023)	(100%)
1308	School Improvement Grant iZone Incubator	157,802	-	-	(157,802)	(100%)
1309	Title I School Improvement Turnaround Grant	536,100	-	-	(536,100)	(100%)
5008	Principal Pipeline Grant	125,000	-	-	(125,000)	(100%)
5010	IDEA Discretionary Supplemental Grant	44,541	-	-	(44,541)	(100%)
8725	TN Commission on Children & Youth (TCCY)	25,000	-	-	(25,000)	(100%)
8800	Read to be Ready Grant	587,211	-	-	(587,211)	(100%)
8807	CAREER TECHNICAL EQUIPMENT	209,611	-	-	(209,611)	(100%)
9016	IDEA Discretionary 2015-16	174,220	-	-	(174,220)	(100%)
9205	Project Aware	40,000	-	-	(40,000)	(100%)
9407	Head Start 2017	12,962,368	-	-	(12,962,368)	(100%)
8803	Read to be Ready Coaching Network	10,000	-	-	(10,000)	(100%)
8809	NEW SKILLS FOR YOUTH MINI G	25,000	-	-	(25,000)	(100%)
Grand Total		\$ 176,783,781	\$ 159,643,122	1,534.5	\$ (17,140,659)	(10%)

Below are details about federal grants with a budget over \$1 million in the FY2018-19 budget.

Every Student Succeeds Act (ESSA) Title I, Part A, Improving Basic Programs: Title I, Part A grants provide financial assistance to local educational agencies and schools with high percentages of children from low-income families to help ensure that all children meet challenging state academic standards. Also 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 and reach, at a minimum, proficiency on challenging state academic achievement standards and state academic assessments. Title I, Part A funds will also support teacher professional development by creating an Instructional Support Advisor Assessment team dedicated to creating quality district-wide assessments to ensure authentic, worthwhile standards aligned instruction.

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 Title I, Part A can be found on the website:

<https://www2.ed.gov/documents/essa-act-of-1965.pdf>

- *Participating Schools in FY2017-18:* All, except six of the District run schools and three Charter schools, are Title I eligible schools. The District also provides Title I services for eligible students who attend participating private schools.
- *Estimated number of students served in FY2017-18:* 100,844

Individuals with Disabilities Education Act (IDEA), Part B: IDEA, Part B provides funds to state educational agencies which flow to local educational agencies to help them ensure that children with disabilities, including children ages 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:

<https://www2.ed.gov/programs/osepgts/index.html>

- *Participating Schools in FY2017-18:* 201 Schools
- *Estimated number of students served in FY2017-18:* 16,210

ESSA Title II, Part A, Preparing, Training & Recruiting High Quality Teachers, Principals and School Leaders Supporting Effective Instruction: Title II, Part A, Training and Recruiting grants provide supplemental funding to improve student achievement. The funds are used to develop and implement initiatives to prepare, train, and recruit effective teachers, principals and school leaders. The program uses professional development, interventions, and holds districts and schools accountable for improvements in student academic performance. More details about Title II, Part A can be found on the website: <https://www2.ed.gov/documents/essa-act-of-1965.pdf>

- *Participating Schools in FY2017-18:* All SCS Schools
- *Estimated number of teachers and school leaders affected:* All teachers and school leaders in SCS schools

ESSA Title I School Improvement Grant (SIG Cohort 4): School Improvement Grants (SIG), are used to provide adequate resources to LEAs in order to raise substantially the achievement of the lowest-performing students in their lowest-performing schools. More details about SIG can be found on the website:

<https://www2.ed.gov/policy/elsec/leg/esea02/pg1.html#sec1003>

- *Participating Schools in FY2017-18:* Grandview Heights, Hamilton High, Melrose, Treadwell Elementary, Trezevant High
- *Estimated number of students served in FY2017-18:* 2,836

Preschool Development Grants (i.e., Pre-K 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 states 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 Preschool Development Grants Pre-K Expansion Grants) can be found on the website: <http://www2.ed.gov/programs/preschooldevelopmentgrants/index.html>

- *Participating Schools in FY2017-18:* 28 school based sites, 23 community partner sites
- *Estimated number of students served in FY2017-18:* 1,380

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 or 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>

- *Participating Schools in FY2017-18:* 43 schools
- *Estimated number of students served in FY 2017-18:* 19,129



Consolidated Administration: Consolidated Administration is the administrative portion of several federal grants, which are used to support the grant.

- *Participating Schools in FY2017-18:* Not Applicable
- *Estimated number of students served in FY2017-18:* Not Applicable

ESSA Title III, Part A, Language Instruction for English Learners and Immigrant Students: 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. Title III funds must be used for effective approaches and methodologies for teaching ELs. 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: <https://www2.ed.gov/documents/essa-act-of-1965.pdf>

- *Participating Schools in FY2017-18:* 105 Schools
- *Estimated number of students served in FY2017-18:* 10,451

ESSA Title I iZone Supplemental School Improvement Grant: School Improvement Grants (SIG), are used to provide adequate resources to LEAs in order to raise substantially the achievement of students in their lowest-performing schools. More details about SIG can be found on the website: <https://www2.ed.gov/policy/elsec/leg/esea02/pg1.html#sec1003>

- *Participating Schools in FY2017-18:* A. B Hill, Cherokee Elementary, Chickasaw Middle, Douglas High, Douglas K – 8, Ford Road Elementary, Geeter Middle, Grandview Heights Middle, Hamilton High, Hamilton Middle, Lucie E. Campbell Elementary, Magnolia Elementary, Melrose High, Mitchell High, Raleigh Egypt 6 – 12, Riverview K – 8, Sheffield Elementary, Sherwood Middle, Treadwell Elementary, Treadwell Middle, Trezevant High, Westhaven Elementary, Westwood High
- *Estimated number of students served in FY2017-18:* 11,106

Project Prevent: Project Prevent provides access to school-based counseling services for assistance in coping with trauma or anxiety through Project Prevents Special Project Coordinators (SPC) and referrals to the district's own licensed Mental Health Center as well as community-based counseling services through providers with whom the Mental Health Center has a Memorandum of Understanding. The program also provides school-based social and emotional supports for students to help address the effects of violence, conflict resolution and other school based strategies to prevent future violence, and a safer and improved school environment which focus on decreasing the incidence of violence, gang involvement, and substance abuse. In doing so the SPC's provide an array of interventions, to address the needs of a particular student. More details can be found on the website:

<https://www2.ed.gov/programs/projectprevent/index.html?exp=0>

- *Participating Schools in FY2017-18:* Craigmont Middle, Craigmont High, Kirby High, Hickory Ridge Middle,
- *Estimated number of students served in FY2017-18:* 275

Comprehensive School Safety Initiative: The Comprehensive School Safety Initiative (CSSI) is a program under the U.S. Department of Justice (DOJ), Office of Justice Programs (OJP), National Institute of Justice (NIJ). The CSSI program funds rigorous research to produce practical knowledge that can improve the safety of schools and students. Projects funded under the CSSI are designed to produce knowledge that can be applied to schools and school districts across the nation for years to come. RTI International, in collaboration with SCS's Safety and Security division, has designed a research study to expand GRASSY, SHAPE, PBIS, and other promising SCS practices and introduce new Safe Corridor policing. Two-thirds of grant funds are set aside for SCS programmatic expenses. There are sixteen middle schools that participate in the grant. More details can be found on the website:

<https://www.nij.gov/topics/crime/school-crime/Pages/school-safety-initiative.aspx>



- *Participating Schools in FY2017-18:* A. Maceo Walker, Colonial, Geeter, Georgian Hills, Lowrance, Oakhaven, Snowden, White Station, American Way, Chickasaw, Cordova, Cummings, Germanton, J.P. Freeman, Kate Bond, Kingsbury
- *Estimated number of students served in FY2017-18:* 475

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. Data reveals a need for strong early learning programs to strengthen literacy and numeracy skills in young children. More details about Head Start can be found on the website: <http://www.acf.hhs.gov/programs/ohs>

- *Participating Schools in FY2017-18:* 54 school based sites, 11 center based sites (Porter Leath)
- *Estimated number of students served in FY2017-18:* 3,200

ESSA Title IV, Part A, Student Support and Academic Enrichment - Title IV grant provides supplemental funds to improve students' academic achievement by increasing the capacity of States, local educational agencies, schools, and local communities to provide all students with access to a well-rounded education; improve school conditions for student learning; and improve the use of technology in order to improve the academic achievement and digital literacy of all students. More details about Title IV, Part A can be found on the website: <https://www2.ed.gov/documents/essa-act-of-1965.pdf>

- *Participating Schools in FY2017-18:* Not Available; New grant award in FY2017-18
- *Estimated number of students served in FY2017-18:* Not Available; New grant award in FY2017-18

District Priority School Improvement Grant: District Priority School Improvement Grant will provide resources to enable districts with the greatest capacity to turnaround the state's lowest-performing schools. The grant is designed to support a set of common, high-leverage school improvement strategies across all Priority schools.

- *Participating Schools in FY2017-18:* Not Available; New grant award in FY2018-19
- *Estimated number of students served in FY2017-18:* Not Available; New grant award in FY2018-19



NON-FEDERAL PROGRAMS FUND

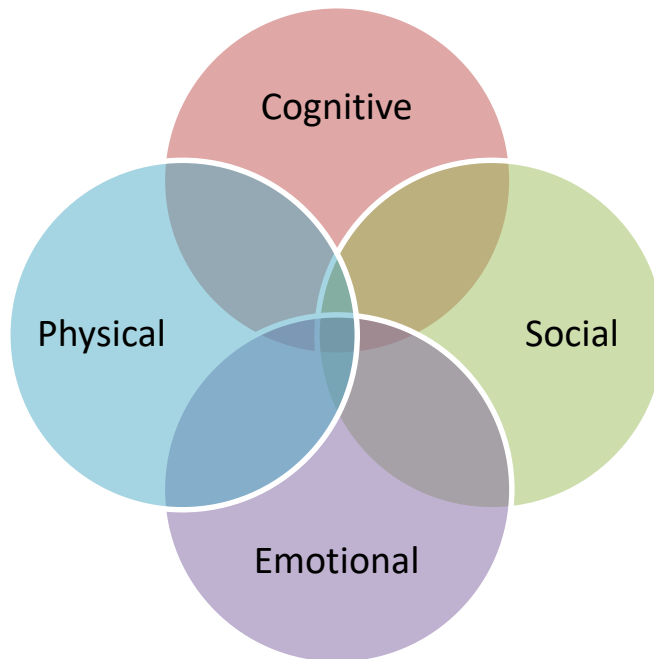
This section includes the following information:

- I. Needs of Shelby County Schools Students
- II. Financial Summary of the Non-Federal Programs Fund
- III. Summary of the Non-Federal Programs Revenue Sources

Shelby County Schools supports students in becoming academic scholars and 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 academic learning and innovation.

I. NEEDS OF SHELBY COUNTY SCHOOLS STUDENTS

Nurturing and growing the whole child is a critical focus for the District. The four developmental areas shown below support our Destination 2025 goals and ensure that our students are productive citizens.



In the report *Off to a Good Start*, the Urban Child Institute reported that 13% of babies born in Shelby County were preterm in 2013, which was slightly above the national average. Infants born preterm are at greater risk for physical and development health problems and tend to have more behavioral and social difficulties in their first few years of life¹.

The Urban Child Institute pointed out that there’s a strong link between parent education and poverty. Parents with more years of schooling are more likely to get higher-paying and stable jobs. Consequently, these parents may have more time and resources to provide a stimulating home environment for their children. Within Shelby County, about 40% of women who gave birth within the past 12 months had less than or equal to a high school diploma in 2013.

¹ *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.



About a third had completed some college, and about 25 percent earned a bachelor's degree or higher in 2013. The data highlights a need to provide a stimulating learning environment to children who may not have access to it.

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.

In a recent publication of *Parenting in America*³, 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. In Shelby County, the most prevalent adverse childhood experiences (ACEs) are substance abuse, emotional abuse and violence between adults in the home.

In a recent Columbia University empirical study, Social & Emotional Learning programs can have a 11 percentile point gain on student achievement performance. This study and others 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.

II. FINANCIAL SUMMARY OF THE NON-FEDERAL PROGRAMS FUND

The Non-Federal Program Fund is self-supporting and the resources are generated from grants, donations, and fees from the state of Tennessee and the local community. The fund consists of resources that are spent on cognitive, social, emotional, student achievement and instructional supports. Some of the resources supplement the District's student support and operational services. Memphis Education Fund's School Improvement grant, Bill and Melinda Gates Foundation's Teacher and Leader Effectiveness (TLE) grant, and other grants/fees have been used to address student achievement by improving instructional support and development.

About \$33.4 million of Non-Federal Programs Fund revenues are budgeted in fiscal year 2018-19.

In fiscal year 2018-19, the Non-Federal Programs Fund is budgeted at \$40.3 million in expenditures, which is \$10.4 million (or 34.7%) greater than the prior year's amended budget. After-School Childcare and School Age Childcare budgets are higher due to an increase in enrollment and tuition fees. Urban Strategies grant is budgeted at \$408,000 higher than it was in fiscal year 2017-18 as a result of increased funding.

The Bill and Melinda Gates Foundation's TLE grant ended with final \$2.9 million expenditures in fiscal year 2017-18. Through the TLE grant, the District was able to build internal capacity to sustain the work in the future. Consequently, there is a decline in professional services.

In addition, the SPED Medicaid Reimbursement grant increased \$370,122 above last year. These additional funds will provide professional and more efficient services for students with disabilities, such as professional development for specialty area therapists and assistive technology devices to improve effectiveness; supply augmentative and alternative communication devices for use with students who are nonverbal (on the autism spectrum) and students with intellectual disabilities. The District has budgeted \$872,000 less in the School Improvement Teacher Town grant for fiscal year 2018-19 than in the prior fiscal year. These funds are used to support iZone schools and school improvement programs.

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.

³ *Parenting in America*. Pew Research Center. December 17, 2015. URL: www.pewsocialtrends.org/2015/12/17/parenting-in-america



Below is the Non-Federal Programs Fund budget for fiscal year 2018-19 listed by state function.

	2015-16 Actual	2016-17 Actual	2017-18 Amended Budget	2018-19 Budget	Variance	% Change
Revenues						
State of Tennessee	\$ 12,901,028	\$ 13,553,306	\$ 13,180,817	\$ 13,149,817	\$ (31,000)	-0.24%
Other local sources	18,722,757	18,626,153	15,306,514	20,295,979	4,989,465	32.60%
Total revenues	31,623,785	32,179,459	28,487,330	33,445,796	4,958,466	17.41%
Expenditures						
Instruction	290,203	933,544	4,228,700	4,447,398	218,698	5.17%
Instructional support	274,617	816,469	1,018,751	1,471,511	452,760	44.44%
Student support	58,191	29,650	35,493	60,000	24,507	69.05%
Office of principal	202,504	10,676	-	40,539	40,539	100.00%
General administration	8,561,316	5,838,652	239,247	-	(239,247)	0.00%
Fiscal services	267,524	67,069	116,446	-	(116,446)	-100.00%
Other support services	129,966	126,735	-	-	-	0.00%
Plant services	537,850	501,708	759,160	946,511	187,351	0.00%
Community service	19,255,715	20,019,564	23,551,091	33,375,053	9,823,962	41.71%
Food service	-	-	-	-	-	0.00%
Total expenditures	29,577,887	28,344,068	29,948,888	40,341,012	10,392,124	34.70%
Excess (deficiency) of revenues over expenditures	2,045,898	3,835,391	(1,461,558)	(6,895,216)		
Approved use of fund balance			1,461,558	6,895,216		
Net Change	2,045,898	3,835,391	-	-		
Beginning Fund Balance	3,770,962	6,578,574	9,863,161	8,401,603		
Increase (decrease) in reserve for encumbrance	(497,820)	(581,562)	-	-		
Transfers from Other Funds	1,259,536	30,758	-	-		
Ending Fund Balance	\$ 6,578,574	\$ 9,863,161	\$ 8,401,603	\$ 1,506,387		
Fund balance categories						
Nonspendable	-	-	-	-		
Restricted	4,934,793	-	-	-		
Assigned	1,643,781	-	-	-		
Unassigned	-	9,863,161	8,401,603	1,506,387		
Total ending fund balance	6,578,574	9,863,161	8,401,603	1,506,387		

Below is the Non-Federal Programs Fund budget for fiscal year 2018-19 listed by major object.

	2015-16 Actual	2016-17 Actual	2017-18 Amended Budget	2018-19 Budget	Variance	% Change
Revenues						
State of Tennessee	\$ 12,901,028	\$ 13,553,306	\$ 13,180,817	\$ 13,149,817	\$ (31,000)	-0.24%
Other local sources	18,722,757	18,626,153	15,306,514	20,295,979	4,989,465	32.60%
Total revenues	31,623,785	32,179,459	28,487,330	33,445,796	4,958,466	17.41%
Expenditures						
Salaries	11,690,183	13,978,224	13,978,224	14,780,992	802,768	5.74%
Benefits	2,668,353	3,320,553	3,320,553	3,422,213	101,660	3.06%
Contracted services	12,707,478	8,206,779	8,569,933	9,443,665	873,732	10.20%
Professional services	384,126	781,566	450,112	8,622,200	8,172,088	-100.00%
Property maintenance services	9,287	11,394	11,394	15,674	4,280	37.56%
Travel	75,479	232,196	299,196	215,550	(83,646)	-27.96%
Supplies & materials	1,002,701	857,098	858,098	2,151,429	1,293,331	150.72%
Furniture, equipment & building improvements	301,433	423,079	423,079	385,326	(37,753)	-8.92%
Other objects	738,846	533,180	2,038,299	1,303,963	(734,336)	-36.03%
	29,577,887	28,344,069	29,948,888	40,341,012	10,392,124	34.70%
Excess (deficiency) of revenues over expenditures	2,045,898	3,835,390	(1,461,558)	(6,895,216)		
Approved use of fund balance			1,461,558	6,895,216		
Net Change	2,045,898	3,835,390	-	-		
Beginning Fund Balance	3,770,962	6,578,574	9,863,161	8,401,603		
Increase (decrease) in reserve for encumbrance	(497,820)	(581,562)	-	-		
Transfers from Other Funds	1,259,536	30,758	-	-		
Ending Fund Balance	\$ 6,578,574	\$ 9,863,161	\$ 8,401,603	\$ 1,506,387		



III. SUMMARY OF THE NON-FEDERAL PROGRAMS REVENUE SOURCES

Two charts provide different illustrations of the Non-Federal Programs Fund. The first chart provides a comparison of the last two fiscal year budgets for each project, including the number of fiscal year 2018-19 budgeted full-time positions.

Project	Project Name	2017-18	2018-19	2018-19	2018 vs 2019	
		Budget	Budget	Position	VARIANCE	% CHANGE
D085	After-School Childcare	6,968,638	15,915,414	24.63	8,946,776	128%
D525	Pre-K	9,999,506	10,799,506	95.50	800,000	8%
D770	School Improvement Teacher Town	4,189,430	3,316,633	14.00	(872,797)	-21%
D225	After-School Snacks	2,730,811	2,730,811	-	(0)	0%
D765	Shelby County Government Pre-K	1,803,521	2,103,821	27.00	300,300	17%
D795	SPED Medicaid Reimbursement	948,814	1,318,936	2.00	370,122	39%
D025	School Age Childcare	510,743	1,131,325	8.00	620,582	122%
D485	SCIAA Dues & Fines	616,342	730,893	-	114,551	19%
D961	Urban Strategies	93,465	501,490	4.00	408,025	437%
D075	Facility Rental	275,000	465,000	-	190,000	69%
D960	Lottery for Education Afterschool Programs (LEAPS)	417,500	417,500	-	-	0%
D065	TVA ENERNOC Demand Response Program	334,184	326,112	1.00	(8,072)	-2%
D045	Security-Ancillary Services	149,976	155,399	-	5,423	4%
D555	Research & Evaluation	62,838	152,576	2.00	89,738	143%
D957	Project Graduation	135,000	58,306	-	(76,694)	-57%
D465	Mental Health Records	10,000	40,000	-	30,000	300%
D125	Telecommunications Center UbS	29,681	29,681	-	-	0%
D590	GCA Scholarship and Athletic Donation	125,000	29,134	-	(95,866)	-77%
D956	Bolton College Trust	36,400	25,000	-	(11,400)	-31%
D570	Colonial Hearing & Vision Center	5,000	21,000	-	16,000	320%
D240	Class Piano Program	25,493	20,000	-	(5,493)	-22%
D958	Verizon Innovation Award	67,446	18,000	-	(49,446)	-73%
D415	Homeless Children & Youth Program	-	16,500	-	16,500	100%
D095	Very Special Arts Festival	5,000	10,500	-	5,500	110%
D670	Adolescent Parenting Program	5,000	6,562	-	1,562	31%
D245	Arts in Education: Artfest	600	915	-	315	52%
D055	Teacher and Leader Effectiveness	239,247	-	-	(239,247)	-100%
D103	Career and Technical Education	7,099	-	-	(7,099)	-100%
D205	Adopt a School Seminar	3,441	-	-	(3,441)	-100%
D275	Coalition of Large School Systems	116,446	-	-	(116,446)	-100%
D310	Work Based Learning Grant	25,000	-	-	(25,000)	-100%
D785	School Uniforms	2,390	-	-	(2,390)	-100%
D955	SIMS High School Robotics Program	1,877	-	-	(1,877)	-100%
D962	Teacher Leader Network Grant	8,000	-	-	(8,000)	-100%
Total		29,948,888	40,341,012	178.13	10,392,125	34.70%



SHELBY COUNTY SCHOOLS: FY2018-19 DISTRICT BUDGET

FINANCIAL

The second chart categorizes the fiscal year 2018-19 budgeted projects in different foci. Cognitive, social and emotional support are a key focus in the Non-Federal Programs Fund.

CATEGORY	PROJECT	PROJECT NAME	FY 2017-18 AMENDED BUDGET	FY 2018-19 ADOPTED BUDGET	FY 2018-19 POSITIONS	BUDGET VARIANCE	BUDGET VARIANCE PERCENTAGE CHANGE
Cognitive Social Emotional Support	D085	After-School Childcare (ELOP)	6,968,638	15,915,413	24.63	8,946,775	128%
		Pre-K	9,999,506	10,799,506	95.50	799,999	8%
	D225	After-School Snacks	2,730,811	2,730,811	-	-	0%
	D765	Shelby County Government Pre-K	1,803,521	2,103,821	27.00	300,300	17%
	D025	School Age Childcare	510,743	1,131,326	8.00	620,583	122%
	D485	SCIAA Dues & Fines	616,342	730,893	-	114,551	19%
	D961	Urban Strategies	93,465	501,490	4.00	408,025	437%
	D960	Lottery for Education Afterschool Programs (LEAPS)	417,500	417,500	0.00	-	0%
	D240	Class Piano Program	25,493	20,000	-	(5,493)	-22%
	D095	Very Special Arts Festival	5,000	10,500	-	5,500	0%
	D245	Arts in Education: Art Fest	600	915	-	315	53%
	D103	Career and Technical Education	7,099	-	-	(7,099)	-100%
		Cognitive Social Emotional Support Total		23,178,718	34,362,174	159.13	11,183,456
Operational Support	D075	Facility Rental	275,000	465,000	-	190,000	69%
	D065	TVA ENERNOC Demand Response Program	334,184	326,112	1.00	(8,072)	-2%
	D045	Security-Ancillary Services	149,976	155,399	-	5,423	4%
	D125	Telecommunications Center Ubs	29,681	29,681	-	-	0%
	D956	Bolton College Trust	36,400	25,000	-	(11,400)	-31%
	D275	Coalition of Large School Systems	116,446	-	-	(116,446)	-100%
		Operational Support Total	941,687	1,001,192	1.00	59,505	6%
Student Achievement / Instructional Support	D770	School Improvement Teacher Town	4,189,430	3,316,633	14.00	(872,797)	-21%
	D555	Research & Evaluation	62,838	152,576	2.00	89,738	143%
	D957	Project Graduation	135,000	58,306	-	(76,694)	-57%
	D958	Verizon Innovative Award	67,446	18,000	-	(49,446)	-73%
	D055	Teacher and Leader Effectiveness	239,247	-	-	(239,247)	-100%
	D955	SIMS High School Robotics Program	1,877	-	-	(1,877)	-100%
		Student Achievement / Instructional Support Total	4,695,838	3,545,515	16.00	(1,150,323)	-24%
Student Support Services	D795	SPED Medicaid Reimbursement	948,814	1,318,936	2.00	370,122	39%
	D465	Mental Health Records	10,000	40,000	-	30,000	100%
	D590	GCA Scholarship and Athletic Donation	125,000	29,134	-	(95,866)	0%
	D570	Colonial Hearing & Vision Center	5,000	21,000	-	16,000	320%
	D415	Homeless Children & Youth Program	-	16,500	-	16,500	0%
	D670	Adolescent Parenting Program	5,000	6,562	-	1,562	31%
	D205	Adopt a School Seminar	3,441	-	-	(3,441)	-100%
	D785	School Uniforms	2,390	-	-	(2,390)	-100%
	D962	Teacher Leader Network	8,000	-	-	(8,000)	-100%
	D310	Work Based Learning Grant	25,000	-	-	(25,000)	-100%
		Student Support Services Total	1,132,645	1,432,132	2.00	299,487	26%
		Grand Total	\$ 29,948,888	\$ 40,341,012	178.13	\$ 10,392,125	34.70%



Note that the final school-based grant allocations for fiscal year 2018-19 have not been made. As a result, the number of students served and participating schools are reflective of fiscal year 2017-18.

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

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: 5,740
 Revenue Classification: Local Tuition

FY2017-18 Participating Schools: Balmoral/Ridgeway Elementary, Barret’s Chapel School, Belle Forest Community School, Bellevue Middle, Brownsville Road Elementary, 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, Highland Oaks, Holmes Road Elementary, Idlewild Elementary, John P. Freeman School, Kate Bond Elementary, Kate Bond Middle, Keystone Elementary, Lowrance School, Elementary, Lucy Elementary, Newberry Elementary, Oak Forest Elementary, Oakhaven Elementary, Oakshire Elementary, Peabody Elementary, Raleigh Bartlett Meadows Elementary, Richland Elementary, Ridgeway Early Learning, Ridgeway Middle, Riverwood 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	2015-16	2016-17	2017-18	2018-19	2018 vs 2019	
Revenue	\$6,463,869	\$6,834,061	\$6,968,638	\$10,915,414	\$3,946,776	57%
Expenditure	\$4,301,365	\$4,815,927	\$6,968,638	\$15,915,414	\$8,946,776	128%
Excess (Deficiency)	\$2,162,505	\$2,018,133	\$0	(\$5,000,000)	\$0	0%
Fund Balance	\$3,752,564	\$5,770,697	\$5,770,697	\$770,697	(\$5,000,000)	-87%
Positions (FTE)	161	161	161	25	(136)	-85%

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 FY2017-18: 2,031
 Revenue Classification: Local Donations

FY2017-18 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 2015-16	Actual 2016-17	Budget 2017-18	Budget 2018-19	Variance	
					2018 vs 2019	
Revenue	\$11,471	\$16,178	\$5,000	\$10,500	\$5,500	110%
Expenditure	\$11,166	\$8,614	\$5,000	\$10,500	\$5,500	110%
Excess (Deficiency)	\$305	\$7,564	\$0	\$0	\$0	0%
Fund Balance	\$6,405	\$13,969	\$13,969	\$13,969	\$0	0%
Positions (FTE)	0	0	0	0	0	0%

D961 – Urban Strategies: The City of Memphis (“City”) and the Memphis Housing Authority (“MHA”) were awarded a \$29.5 million Choice Neighborhoods Implementation Grant (“CNI Grant”) from the U.S. Department of Housing and Urban Development (“HUD”). The CNI Grant targets the revitalization of the Foote Homes housing development and the surrounding 38126 neighborhood of Memphis. The CNI Grant funds the implementation of specific plans and the achievement of specific outcomes (“Strategy”) under each of the three components of the CNI Grant Application- Housing, People, and Neighborhood. This Grant requires that USI provide and/or coordinate a variety of supportive services to families living in Foote Homes and the surrounding 38126 zip code, as described in the People Strategy portion of the CNI application, and the South City Site Transformation Plan (“Transformation Plan”).

Category	Actual 2015-16	Actual 2016-17	Budget 2017-18	Budget 2018-19	Variance	
					2018 vs 2019	
Revenue	\$0	\$0	\$93,465	\$501,490	\$408,025	437%
Expenditure	\$0	\$0	\$93,465	\$501,490	\$408,025	437%
Excess (Deficiency)	\$0	\$0	\$0	\$0	\$0	0%
Fund Balance	\$0	\$0	\$0	\$0	\$0	0%
Positions (FTE)	0	0	0	4	4	100%

D225 – After-School Snacks: With the After-School Supper program, nutritious meals 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 suppers provided to students in the SACC program is reimbursed.

Number of Students Served in FY2017-18: 6,300
Revenue Classification: State of Tennessee Grant

FY2017-18 Participating Schools: Alcy Elementary, Alton Elementary, Aspire Public School, Balmoral/Ridgeway Elementary, Barrett’s Chapel School, Belle Forest Community School, Bellevue Middle, Berclair Elementary, Brownsville Road Elementary, Bruce Elementary, Cherokee, Chimneyrock Elementary, Colonial Middle, Cordova Elementary, Cordova Middle, Cromwell Elementary, Crump Elementary, Delano Elementary, Dexter Elementary,



Doubletree Elementary, Douglass, Downtown Elementary, Evans Elementary, Fox Meadows Elementary, Germanshire Elementary, Germantown Elementary, Germantown Middle, Goodlett Elementary, Grahamwood Elementary, Hickory Ridge Elementary, Highland Oaks Elementary, Holmes Road Elementary, Idlewild Elementary, Jackson Elementary, John P. Freeman School Optional, Kate Bond Elementary, Kate Bond Middle, Keystone Elementary, Kingsbury Elementary, Knight Road Elementary, Larose Elementary, Levi Elementary, Lowrance School, Lucie E. Campbell Elementary, Lucy Elementary, MASE, Newberry Elementary, Oak Forest Elementary, Oakhaven Elementary, 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, Sheffield Element, Shelby Oaks Elementary, Sherwood Elementary, Snowden School, Springdale Elementary, Treadwell Elementary, Treadwell Middle, Vollentine Elementary, Wells Station Elementary, , Whitehaven Elementary, White Station Elementary, White Station Middle, Willow Oaks Elementary, Dr. William Brewster Elementary, Winridge Elementary, Ridgeway Middle, and Southwind Elementary.

Category	Actual	Actual	Budget	Budget	Variance	%Change
	2015-16	2016-17	2017-18	2018-19	2018 vs 2019	
Revenue	\$2,359,384	\$2,157,781	\$2,730,811	\$2,730,811	\$0	0%
Expenditure	\$2,200,208	\$2,316,958	\$2,730,811	\$2,730,811	\$0	0%
Excess (Deficiency)	\$159,176	(\$159,176)	\$0	\$0	\$0	0%
Fund Balance	\$159,176	\$0	\$0	\$0	\$0	0%
Positions (FTE)	0	0	0	0	0	0%

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 aid repair. Also, states pay 20 dollars when a record request is made.

Number of Students Served in FY2017-18: 200
Revenue Classification: State of Tennessee Fees

FY2017-18 Participating Schools: Sea Isle Elementary, White Station Elementary, White Station Middle, White Station High.

Category	Actual	Actual	Budget	Budget	Variance	%Change
	2015-16	2016-17	2017-18	2018-19	2018 vs 2019	
Revenue	\$32,720	\$3,164	\$5,000	\$21,000	\$16,000	320%
Expenditure	\$560	\$0	\$5,000	\$21,000	\$16,000	320%
Excess (Deficiency)	\$0	\$3,164	\$0	\$0	\$0	0%
Fund Balance	\$32,160	\$35,324	\$35,324	\$35,324	\$0	0%
Positions (FTE)	0	0	0	0	0	0%

D465 - Mental Health Records: The Mental Health Records program is managed by the District’s Mental Health Center. The Center has in the past received funds from the Tennessee Social Security Administration for managing the mailing of confidential student records. The State Social Security Administration sends standard documentation for the release of mental health records and records are supplied within 30 workdays. These funds are used to support school projects where Mental Health Center staff participate.

Number of Students Served in FY2017-18: All SCS Students
Revenue Classification: State of Tennessee Fees
FY2017-18 Participating Schools: All SCS Schools



Category	Actual 2015-16	Actual 2016-17	Budget 2017-18	Budget 2018-19	Variance	%Change
	2018 vs 2019					
Revenue	\$57,084	\$2,321	\$10,000	\$40,000	\$30,000	300%
Expenditure	\$44,172	\$127	\$10,000	\$40,000	\$30,000	300%
Excess (Deficiency)	\$12,912	\$2,194	\$0	\$0	\$0	0%
Fund Balance	\$193,257	\$195,450	\$195,450	\$195,450	\$0	0%
Positions (FTE)	0	0	0	0	0	0%

D525 Pre-K (VPK): 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 (a) data driven kindergarten readiness; (b) early foundational reading skills; (c) early foundational numeracy skills; (d) curricula and instruction that engages children as active learners; (e) well-trained teachers and ongoing staff supervision and training; and (f) 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 FY2017-18: 1,635
Revenue Classification: State of Tennessee Grant

FY2017-18 Participating Schools: A. B. Hill Elementary, Alcy Elementary, Alton Elementary, Belle Forest, Bethel Grove Elementary, Bruce Elementary, Charjean Elementary, Cherokee, Crump Elementary, Cummings, Dexter Elementary, Doubletree Elementary, Douglass Elementary, Dunbar, Egypt, Evans, Ford Road, Fox Meadows, Gardenview, Getwell, Goodlett, Hamilton Elementary, Hawkins-Mill, Holmes Road, Jackson, Kate Bond, Keystone Elementary, Kingsbury Elementary, Knight Road Elementary, Larose, Levi, Lowrance, Lucie E. Campbell, Lucy, Magnolia, Manor Lake, Newberry, Northaven, Oakhaven, Oakshire, Ridgeway Early Learning Center, Robert R. Church, Ross, Scenic Hills, Sharpe, Sheffield, Sherwood, Southwind, South Park, Springdale, Treadwell, Vollentine, Wells Station, Westhaven, Westside, W. H. Brewster, Whitehaven, Winchester, Willow Oaks, Future Leaders, Great Adventure, Hope House, Horn Lake, Jessie Mahan, KIDazzle, Kiddie Kollege, Kindercare Raines, Kindercare Ridgeway, Kings and Queens, Lambs and Ivy, LaPetite Coleman, LaPetite Cordova, LaPetite New Allen, Memphis Business Academy, Miriam Child Development, New Sardis Childcare, Perea Preschool, Red Robin’s Academy, Riverdale Kiddie, Sensational Enlightenment, SWTCC Macon, Trinity Child Development.

Category	2015-16	2016-17	2017-18	2018-19	2018 vs 2019	
Revenue	\$10,050,369	\$9,901,647	\$9,999,506	\$10,799,506	\$800,000	8%
Expenditure	\$9,937,087	\$9,901,647	\$9,999,506	\$10,799,506	\$0	8%
Excess (Deficiency)	\$113,282	\$0	\$0	\$0	\$0	0%
Fund Balance	\$0	\$0	\$0	\$0	\$0	0%
Positions (FTE)	92	94	97	96	(2)	-2%

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 FY2017-18: 5,740
Revenue Classification: Tennessee Department of Health and Human Services Grant



FY2017-18 Participating Schools: Balmoral/Ridgeway Elementary, Barret’s 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, Highland Oaks, Holmes Road Elementary, Idlewild Elementary, John P. Freeman School, Kate Bond Elementary, Kate Bond Middle, Keystone Elementary, Lowrance School, Lucy Elementary, Newberry Elementary, Oak Forest Elementary, Oakhaven Elementary, Oakshire Elementary, Peabody Elementary, Raleigh Bartlett Meadows Elementary, Richland Elementary, Ridgeway Early Learning, Ridgeway Middle, Riverwood 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	Actual	Budget	Budget	Variance	%Change
	2015-16	2016-17	2017-18	2018-19	2018 vs 2019	
Revenue	\$365,414	\$960,802	\$510,743	\$693,031	\$182,288	36%
Expenditure	\$490,915	\$561,280	\$510,743	\$1,131,325	\$620,582	122%
Excess (Deficiency)	(\$125,501)	\$399,522	\$0	(\$438,294)	(\$438,294)	0%
Fund Balance	\$111,984	\$511,507	\$511,507	\$73,212	(\$438,294)	-86%
Positions (FTE)	17	16	16	8	(8)	-50%

D765 - Shelby County Government Pre-K (County Commission): 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 (a) data driven kindergarten readiness; (b) early foundational reading skills; (c) early foundational numeracy skills; (d) curricula and instruction that engages children as active learners; (e) well-trained teachers and ongoing staff supervision and training; and (f) Development in areas of language, cognitive, social-emotional and physical-addressed with a balance between direct instruction, group instruction, group activities, and a choice of center-based activities.

Number of Students Served in FY2017-18: 546

Revenue Classification: Shelby County Government through the State of Tennessee

FY2017-18 Participating Schools: A. B. Hill Elementary, Alton Elementary, Berclair Elementary, Bethel Grove Elementary, Dunbar, Egypt, Evans, Magnolia, Ridgeway Early Learning Center, Southwind, Springdale, and Winchester.

Category	Actual	Actual	Budget	Budget	Variance	%Change
	2015-16	2016-17	2017-18	2018-19	2018 vs 2019	
Revenue	\$2,350,801	\$1,888,616	\$1,803,521	\$2,103,821	\$300,300	17%
Expenditure	\$2,063,897	\$1,888,616	\$1,803,521	\$2,103,821	\$300,300	17%
Excess (Deficiency)	\$286,905	\$0	\$0	\$0	\$0	0%
Fund Balance	\$0	\$0	\$0	\$0	\$0	0%
Positions (FTE)	29	30	27	27	0	-10%

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.

Number of Students Served in FY2017-18: 6,474

Revenue Classification: State of Tennessee



FY2017-18 Participating Schools: All SCS Schools

Category	Actual 2015-16	Actual 2016-17	Budget 2017-18	Budget 2018-19	Variance	%Change
	2018 vs 2019					
Revenue	\$486,130	\$952,045	\$948,814	\$1,318,936	\$370,122	39%
Expenditure	\$69,064	\$252,885	\$948,814	\$1,318,936	\$370,122	39%
Excess (Deficiency)	\$417,066	\$699,160	\$0	\$0	\$0	0%
Fund Balance	\$417,066	\$1,116,226	\$1,116,226	\$1,116,226	\$0	0%
Positions (FTE)	1	1	1	2	1	100%

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 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 FY2017-18: 200

Revenue Classification: Local Donations

FY2017-18 Participating Schools: All SCS middle and high schools are eligible

Category	Actual 2015-16	Actual 2016-17	Budget 2017-18	Budget 2018-19	Variance	%Change
	2018 vs 2019					
Revenue	\$8,046	\$8,652	\$1,000	\$1,000	\$0	0%
Expenditure	\$4,805	\$5,421	\$5,000	\$6,562	\$1,562	31%
Excess (Deficiency)	\$3,241	\$3,231	(\$4,000)	(\$5,562)	(\$1,562)	39%
Fund Balance	\$6,331	\$9,562	\$5,562	\$0	(\$5,562)	-100%
Positions (FTE)	0	0	0	0	0	0%

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 FY2017-18: All students at participating schools

Revenue Classification: Local Donations and Annual Luncheon

FY2017-18 Participating Schools: A. Maceo Walker Middle, A.B. Hill, Adolescent Parenting Program, Alcy Elementary, Alton Elementary, B. T. Washington High, Balmoral/Ridgeway Elementary, Barret’s Chapel, Belle Forest Community School, Bellevue Middle, Berclair Elementary, Bethel Grove Elementary, Bolton High, Brownsville Road Elementary, Bruce Elementary, Campus, 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, Germantown Middle, Goodlett 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, Manassas High, 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, Volland 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	Actual	Budget	Budget	Variance	%Change
	2015-16	2016-17	2017-18	2018-19	2018 vs 2019	
Revenue	\$0	\$19	\$3,441	\$0	(\$3,441)	-100%
Expenditure	\$0	\$0	\$3,441	\$0	(\$3,441)	-100%
Excess (Deficiency)	\$0	\$19	\$0	\$0	\$0	0%
Fund Balance	\$3,422	\$3,441	\$3,441	\$3,441	\$0	0%
Positions (FTE)	0	0	0	0	0	0%

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 FY2017-18: 1,500
Revenue Classification: Local Sales of Student Art and Donations

FY2017-18 Participating Schools: All SCS schools

Category	Actual	Actual	Budget	Budget	Variance	%Change
	2015-16	2016-17	2017-18	2018-19	2018 vs 2019	
Revenue	\$1,020	\$1,603	\$600	\$915	\$315	52%
Expenditure	\$1,015	\$1,243	\$600	\$915	\$315	52%
Excess (Deficiency)	\$5	\$360	\$0	\$0	\$0	0%
Fund Balance	\$555	\$915	\$915	\$915	\$0	0%
Positions (FTE)	0	0	0	0	0	0%

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 teachers in the preparation of students to be successful on the end of course test. One program is designed to assist teachers in grading of daily quizzes, which will allow the student to have instantaneous feedback on their 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 stakeholders the opportunity to become more involved in the different activities of the school, thus promoting more school spirit.

Number of Students Served in FY2017-18: 1,624

Revenue Classification: Local Donations

FY2017-18 Participating Schools: Bolton High School

Category	Actual 2015-16	Actual 2016-17	Budget 2017-18	Budget 2018-19	Variance	%Change
					2018 vs 2019	
Revenue	\$0	\$15,688	\$36,400	\$25,000	(\$11,400)	-31%
Expenditure	\$0	\$15,688	\$36,400	\$25,000	(\$11,400)	-31%
Excess (Deficiency)	\$0	\$0	\$0	\$0	\$0	0%
Fund Balance	\$0	\$0	\$0	\$0	\$0	0%
Positions (FTE)	0	0	0	0	0	0%

D103 - Career and Technical Education: The Career and 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 are 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.

Revenue Classification: Local Donations

Category	Actual 2015-16	Actual 2016-17	Budget 2017-18	Budget 2018-19	Variance	%Change
					2018 vs 2019	
Revenue	\$50,847	\$30	\$7,099	\$0	(\$7,099)	-100%
Expenditure	\$43,777	\$0	\$7,099	\$0	(\$7,099)	-100%
Excess (Deficiency)	\$7,069	\$30	\$0	\$0	\$0	0%
Fund Balance	\$14,817	\$14,847	\$14,847	\$14,847	\$0	0%
Positions (FTE)	0	0	0	0	0	0%

D240 - Class Piano Program: The Class Piano Program offers after-school group piano instruction to all elementary students in the District beginning in the second grade. Preparatory Piano classes are offered in certain locations for kindergarten and first grade depending upon the availability of time in the piano teacher’s schedule and/or desire to teach younger age groups. 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 FY2017-18: 500

Revenue Classification: Local Tuition from Parents

FY2017-18 Participating Schools: Barret’s Chapel; Brownsville Road Elementary; Chimneyrock Elementary; Cordova Elementary; Delano Elementary; Double Tree Elementary; Downtown Elementary; Germantown Elementary; Grahamwood Elementary; Idlewild Elementary; John P. Freeman Optional School; Kate Bond Elementary; Macon Hall Elementary; Richland Elementary; Rozelle Elementary; Shady Grove Elementary; Shelby Oaks Elementary; Southwind Elementary; and White Station Elementary.



Category	Actual 2015-16	Actual 2016-17	Budget 2017-18	Budget 2018-19	Variance	%Change
	2018 vs 2019					
Revenue	\$29,509	\$17,513	\$25,493	\$20,000	(\$5,493)	-22%
Expenditure	\$14,019	\$26,708	\$25,493	\$20,000	(\$5,493)	-22%
Excess (Deficiency)	\$15,490	\$0	\$0	\$0	\$0	0%
Fund Balance	\$15,552	\$15,552	\$15,552	\$15,552	\$0	0%
Positions (FTE)	0	0	0	0	0	0%

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 2015-16	Actual 2016-17	Budget 2017-18	Budget 2018-19	Variance	%Change
	2018 vs 2019					
Revenue	\$0	\$191,446	\$116,446	\$0	(\$116,446)	-100%
Expenditure	\$0	\$75,000	\$116,446	\$0	(\$116,446)	-100%
Excess (Deficiency)	\$0	\$116,446	\$0	\$0	\$0	0%
Fund Balance	\$0	\$116,446	\$116,446	\$116,446	\$0	0%
Positions (FTE)	0	0	0	0	0	0%

D075 - Facility Rental: This project captures charge-back fees for facilities over-time incurred due to various district property rentals to outside organizations. The revenue is received from 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.

Revenue Classification: Local Rental Agreements

Category	Actual 2015-16	Actual 2016-17	Budget 2017-18	Budget 2018-19	Variance	%Change
	2018 vs 2019					
Revenue	\$264,009	\$193,050	\$275,000	\$465,000	\$190,000	69%
Expenditure	\$245,576	\$266,585	\$275,000	\$465,000	\$190,000	69%
Excess (Deficiency)	\$18,433	(\$73,535)	\$0	\$0	\$0	0%
Fund Balance	\$576,156	\$502,621	\$502,621	\$502,621	\$0	0%
Positions (FTE)	0	0	0	0	0	0%

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 twenty \$5,000 annual academic scholarships for a total of \$100,000 per year, an overall total of \$400,000. Also, GCA committed to \$50,000 per year for athletic funding for middle and high schools for an overall total of \$200,000.

Number of Students Served in FY2017-18: 150

Revenue Classification: Local Donations

FY2017-18 Participating Schools: All Senior Students at SCS High Schools



Category	Actual 2015-16	Actual 2016-17	Budget 2017-18	Budget 2018-19	Variance	%Change
					2018 vs 2019	
Revenue	\$150,098	\$245,600	\$125,000	\$29,134	(\$95,866)	-77%
Expenditure	\$161,009	\$167,055	\$125,000	\$29,134	(\$95,866)	-77%
Excess (Deficiency)	(\$10,911)	\$78,545	\$0	\$0	\$0	0%
Fund Balance	\$75,589	\$154,134	\$154,134	\$154,134	\$0	0%
Positions (FTE)	0	0	0	0	0	0%

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, payment of school fees, payment of graduation fees, payment of college admission 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 FY2017-18: 1,200

Revenue Classification: Local Donations

FY2017-18 Participating Schools: All SCS Schools

Category	Actual 2015-16	Actual 2016-17	Budget 2017-18	Budget 2018-19	Variance	%Change
					2018 vs 2019	
Revenue	\$1,150	\$1,091	\$0	\$16,500	\$16,500	100%
Expenditure	\$6,107	\$1,950	\$0	\$16,500	\$16,500	100%
Excess (Deficiency)	(\$4,957)	(\$859)	\$0	\$0	\$0	0%
Fund Balance	\$22,132	\$21,273	\$21,273	\$21,273	\$0	0%
Positions (FTE)	0	0	0	0	0	0%

D555 - Research and Evaluation: The Research and Evaluation program provides evaluation services for special projects in the district. These include assessment support, data extraction and formatting, data analysis, and reporting support. The services performed are primarily for grant-funded programs and initiatives including the Youth Risk Behavior Survey (YRBS) and School Health Profiles for the Centers for Disease Control and Prevention, the Gates Foundation’s Intensive Partnership Study through RAND and AIR, and the New Leaders district evaluation conducted by RAND. Other work includes support for GEAR UP and an evaluation of the Memphis Teacher Residency program. These programs have funding earmarked for the services performed and the funds are placed in this account.

Number of Students Served in FY2017-18: All SCS Students

Revenue Classification: Local Fees for Services

FY2017-18 Participating Schools: All SCS Schools

Category	Actual 2015-16	Actual 2016-17	Budget 2017-18	Budget 2018-19	Variance	%Change
					2018 vs 2019	
Revenue	\$110,425	\$93,902	\$62,838	\$152,576	\$89,738	143%
Expenditure	\$139,324	\$206,867	\$62,838	\$152,576	\$89,738	143%
Excess (Deficiency)	(\$28,899)	(\$112,965)	\$0	\$0	\$0	0%
Fund Balance	\$202,881	\$89,916	\$89,916	\$89,916	\$0	0%
Positions (FTE)	3	3	2	2	0	0%



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 FY2017-18: 11,680
Revenue Classification: Local Grant (Teacher Town Memphis, Inc.)

FY2017-18 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	Actual	Budget	Budget	Variance	%Change
	2015-16	2016-17	2017-18	2018-19	2018 vs 2019	
Revenue	\$137,116	\$589,188	\$4,189,430	\$3,316,633	(\$872,797)	-21%
Expenditure	\$86,663	\$639,641	\$4,189,430	\$3,316,633	(\$872,797)	-21%
Excess (Deficiency)	\$0	(\$50,453)	\$0	\$0	\$0	0%
Fund Balance	\$50,453	\$0	\$0	\$0	\$0	0%
Positions (FTE)	0	3	11	14	3	27%

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 FY2017-18: 400
Revenue Classification: Local Donations

FY2017-18 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	Actual	Budget	Budget	Variance	%Change
	2015-16	2016-17	2017-18	2018-19	2018 vs 2019	
Revenue	\$766	\$259	\$2,390	\$0	(\$2,390)	-100%
Expenditure	\$3,497	\$0	\$2,390	\$0	(\$2,390)	-100%
Excess (Deficiency)	(\$2,730)	\$259	\$0	\$0	\$0	0%
Fund Balance	\$2,131	\$2,390	\$2,390	\$2,390	\$0	0%
Positions (FTE)	0	0	0	0	0	0%

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 dues paid by all Middle and High Schools. This revenue covers the cost of athletic programming i.e. in-services, game day hospitality, coaches’ clinics etc... and expenses associated with non-revenue sports i.e. track, soccer etc.

Number of Students Served in FY2017-18: All student-athletes at SCS Middle and High Schools
Revenue Classification: Local Fundraising Activities at the Schools

FY2017-18 Participating Schools: All Shelby County Middle and High Schools



Category	Actual 2015-16	Actual 2016-17	Budget 2017-18	Budget 2018-19	Variance	%Change
	2018 vs 2019					
Revenue	\$402,509	\$430,835	\$429,617	\$430,893	\$1,276	0%
Expenditure	\$0	\$0	\$616,342	\$730,893	\$0	0%
Excess (Deficiency)	\$402,509	\$430,835	(\$186,725)	(\$300,000)	(\$113,275)	61%
Fund Balance	\$384,055	\$814,891	\$628,166	(\$300,000)	(\$928,166)	-148%
Positions (FTE)	0	0	0	0	0	0%

D045 Security-Ancillary: The Shelby County School District provides security services for school sponsored events. Schools make a request for Security Officers to work these events, and they are billed for the security services provided. Money received from the schools and identification badge replacement costs are deposited to this fund as revenue. Funds collected as a result of fingerprint/background checks are also deposited into this account and invoiced as payment to the Safran-Morpho Trust.

Number of Students Served in FY2017-18: All SCS Students
Revenue Classification: Local Fees and Billing for fingerprinting and background checks

FY2017-18 Participating Schools: All SCS Schools

Category	Actual 2015-16	Actual 2016-17	Budget 2017-18	Budget 2018-19	Variance	%Change
	2018 vs 2019					
Revenue	\$156,748	\$112,235	\$149,976	\$155,399	\$5,423	4%
Expenditure	\$79,036	\$136,758	\$149,976	\$155,399	\$5,423	4%
Excess (Deficiency)	\$77,712	(\$24,523)	\$0	\$0	\$0	0%
Fund Balance	\$89,898	\$65,375	\$65,375	\$65,375	\$0	0%
Positions (FTE)	0	0	0	0	0	0%

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.

Number of Students Served in FY2017-18: All SCS Students
Revenue Classification: Local Grant (e.g., Bill and Melinda Gates Foundation)

FY2017-18 Participating Schools: All SCS Schools

Category	Actual 2015-16	Actual 2016-17	Budget 2017-18	Budget 2018-19	Variance	%Change
	2018 vs 2019					
Revenue	\$8,576,775	\$6,873,182	\$239,247	\$0	(\$239,247)	-100%
Expenditure	\$8,829,717	\$6,870,114	\$239,247	\$0	(\$239,247)	-100%
Excess (Deficiency)	(\$252,942)	\$3,068	\$0	\$0	\$0	0%
Fund Balance	(\$3,068)	(\$0)	(\$0)	(\$0)	\$0	0%
Positions (FTE)	32	8	0	0	0	0%



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 broadcasting technology 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/completers of the A/V Production program. Moreover, funds are used to maintain the visibility and credibility of WQOX 88.5FM Radio and C19TV 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 FY2017-18: 90

Revenue Classification: Local Donations & Fees from Work in the District

FY2017-18 Participating Schools: Hamilton High, Overton High, Cordova High, Ridgeway High, Douglass High, Craigmont High, Middle College High, Southwind High and Wooddale High

Category	Actual 2015-16	Actual 2016-17	Budget 2017-18	Budget 2018-19	Variance	%Change
	2018 vs 2019					
Revenue	\$3,862	\$5,081	\$29,681	\$29,681	\$0	0%
Expenditure	\$28,668	\$13,354	\$29,681	\$29,681	\$0	0%
Excess (Deficiency)	(\$24,806)	(\$8,274)	\$0	\$0	\$0	0%
Fund Balance	\$56,527	\$48,253	\$48,253	\$48,253	\$0	0%
Positions (FTE)	0	0	0	0	0	0%

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.

Revenue Classification: Local Donations (TVA is a government-owned independent organization).

Category	Actual 2015-16	Actual 2016-17	Budget 2017-18	Budget 2018-19	Variance	% Change
	2018 vs 2019					
Revenue	\$170,411	\$170,315	\$334,184	\$326,112	(\$8,072)	-2%
Expenditure	\$227,383	\$109,889	\$334,184	\$326,112	(\$8,072)	-2%
Excess (Deficiency)	(\$56,972)	\$60,426	\$0	\$0	\$0	0%
Fund Balance	\$189,871	\$250,296	\$250,296	\$250,296	\$0	0%
Positions (FTE)	0	1	1	1	0	0%

D957 –Project Graduation: The Project Graduation program’s goals are to promote high school graduates who are college and career ready and who enroll in post-secondary opportunities. Research consistently shows that making learning convenient and flexible is essential to a students’ success as they matriculate toward attaining high school diplomas. Program costs are used to facilitate innovations 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 2015-16	Actual 2016-17	Budget 2017-18	Budget 2018-19	Variance	% Change
	2018 vs 2019					
Revenue	\$200,245	\$808	\$0	\$57,497	\$57,497	0%
Expenditure	\$7,748	\$0	\$135,000	\$58,306	(\$76,694)	-57%
Excess (Deficiency)	\$192,497	\$808	(\$135,000)	(\$809)	\$0	0%
Fund Balance	\$192,497	\$193,306	\$58,306	\$57,497	(\$809)	-1%
Positions (FTE)	0	0	0	0	0	0%

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 FY2017-18: 200

Revenue Classification: Local Donations

Category	Actual 2015-16	Actual 2016-17	Budget 2017-18	Budget 2018-19	Variance	% Change
	2018 vs 2019					
Revenue	\$20,000	\$0	\$67,000	\$18,000	(\$49,000)	-73%
Expenditure	\$4,700	\$14,854	\$67,446	\$18,000	(\$49,446)	-73%
Excess (Deficiency)	\$15,300	(\$14,854)	(\$446)	\$0	\$0	0%
Fund Balance	\$15,300	\$446	\$0	\$0	\$0	0%
Positions (FTE)	0	0	0	0	0	0%

D960 – 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 field trips and supplemental enrichment/academic activities. LEAPs were established at eight 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 FY2017-18: 560 (allotted by grant)

Revenue Classification: State of Tennessee Grant

FY2017-18 Participating Schools: Aspire Public School, Cherokee Elementary, Douglass School, Goodlett Elementary, Kingsbury Elementary, Larose Elementary, Treadwell Middle, Vollentine Elementary.

Category	Actual 2015-16	Actual 2016-17	Budget 2017-18	Budget 2018-19	Variance	%Change
	2018 vs 2019					
Revenue	\$0	\$0	\$417,500	\$417,500	\$0	0%
Expenditure	\$0	\$0	\$417,500	\$417,500	(\$0)	0%
Excess (Deficiency)	\$0	\$0	\$0	\$0	\$0	100%
Fund Balance	\$0	\$0	\$0	\$0	\$0	100%
Positions (FTE)	0	0	0	0	0	100%



This page intentionally left blank.



NUTRITION SERVICES FUND

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
- V. Summary of Key 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 are significant challenges 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 a basic need 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 has at least two healthy meals every school day.

A. Child Hunger

Memphis TN-MS-AR was ranked the 3rd worst food hardship metropolitan area with a 22.6 rate among 100 metropolitan statistical areas (MSA) with the largest number of respondents to the Gallup-Heathways survey in 2015. Specifically, 22.6% 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 needed¹.

Top 20 MSAs with Worst Food Hardship Rates in 2015		
	Food Hardship Rate	Rank
Bakersfield, CA	24.2	1
Lakeland-Winter Haven, FL	23.2	2
Memphis, TN-MS-AR	22.6	3
Jackson, MS	22.6	3
Fresno, CA	22.4	5
Augusta-Richmond County, GA-SC	22.4	5
Youngstown-Warren-Boardman, OH-PA	22.3	7
New Orleans-Metairie, LA	22.3	7
Greensboro-High Point, NC	22.2	9
Columbia, SC	22.0	10
Dayton, OH	21.7	11
Baton Rouge, LA	21.3	12
Chattanooga, TN-GA	21.1	13
Winston-Salem, NC	20.6	14
El Paso, TX	20.2	15
Albuquerque, NM	20.1	16
Tulsa, OK	19.9	17
Tucson, AZ	19.6	18
Miami-Fort Lauderdale-West Palm Beach, FL	19.4	19
Birmingham-Hoover, AL	19.4	19
Pensacola-Ferry Pass-Brent, FL	19.4	19

¹ How Hungry is America? FRAC’s National, State and Local Index of Food Hardship. September 2016. <http://frac.org/wp-content/uploads/food-hardship-2016-1.pdf>



In December 2015, the US Conference of Mayors conducted a hunger and homelessness survey for 22 cities. The US Conference of Mayors estimated 35% of emergency food assistance demand was unmet in Memphis. It highlighted the vast need of our families and students being unmet, even with food kitchens and pantries.

Last, Memphis was ranked as the 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 healthier 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 loss². With food deserts in Memphis, our students' likelihood of obesity increases, placing their health at risk.

<i>Highest Obesity Rates, by Community</i>	
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

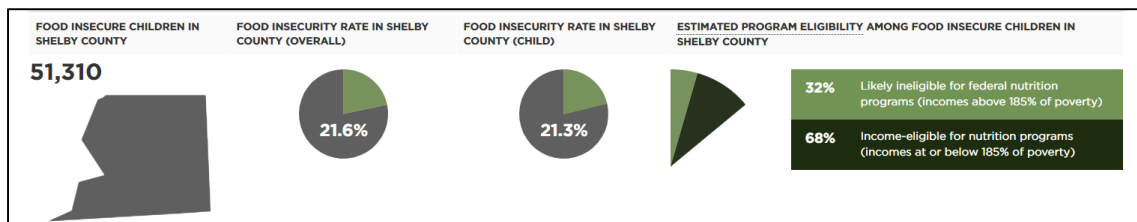
Jan. 1-Dec. 29, 2014
Gallup-Healthways Well-Being Index
GALLUP

Source: Gallup-Healthways State of American Well-Being 2014 Obesity Rankings. <http://www.well-beingindex.com/2014-obesity-report>

B. 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 2015 Feeding America survey, an estimated 51,310 children in Shelby County were unsure about when or where their next meal would come³.

The child food insecurity rate in Shelby County was 21.3% in 2015, 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 17.9% in 2015. The illustration below highlights the need of addressing our students' basic needs in order to facilitate appropriate learning.



² "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>

³ "Map the Meal Gap." Feeding America. 2015. URL: map.feedingamerica.org/county/2015/child/Tennessee/county/Shelby



III. OVERVIEW OF NUTRITION SERVICES DEPARTMENT

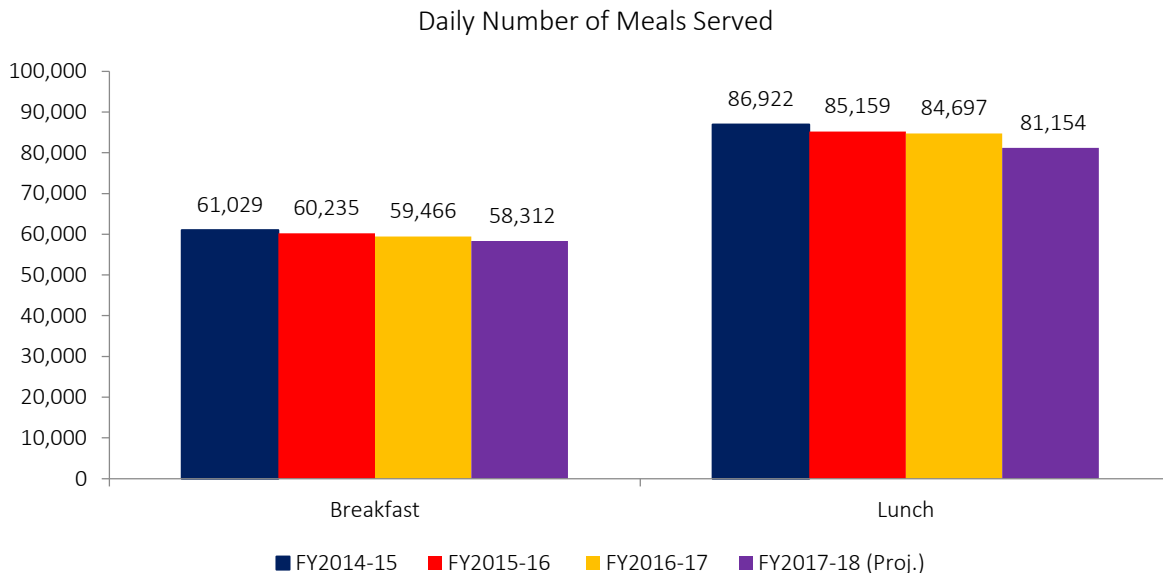
Shelby County Schools has provided breakfast and lunches to students under the Community Eligibility Provision (CEP) since school year 2014-15. CEP is a provision from the Healthy, Hunger-Free Kids Act of 2010 that allows schools and local educational agencies with high poverty rates to provide free 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 fully the free meal rate for each eligible meal. CEP has significantly contributed to simplifying program administration and eliminating the stigma associated with free meals for our students.

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.

SCS Nutrition Services operations provide about 58,300 free reimbursable breakfast meals and 81,200 free reimbursable lunches daily across the District. The ratio of about two breakfast meals to three lunch meals is aligned with the national goal promulgated by the Food Research & Action Center, a national anti-hunger organization. The below chart highlights a declining trend of meals served to students over the past four years due to fewer students.



In summer 2017, the Summer Food Service Program served 278,206 breakfasts, 528,506 lunches, 161,929 snacks, and 10,830 suppers. Also, SCS is partnering with local, state, regional and national groups to implement and expand Farm to School opportunities in Shelby County. Farm to School connects schools (K-12) and local farms with the objectives of serving healthy meals in school cafeterias, improving student nutrition, providing agriculture, health and nutrition education opportunities, and supporting local and regional farmers. There are 122 gardens throughout the District.



In school year 2018-19, 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 menu choices and minimize substitutions;
- Improve efficiencies and accountability in inventory management, and
- Improve cafeteria surrounding and equipment.

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.

Proposed revenues in Nutrition Services are budgeted to increase by \$1.8 million (or 2%) to \$88.3 million in fiscal year 2018-19. The primary revenue increase is a result of higher reimbursement rates to reflect USDA annual cost inflation adjustment. State and other local sources of revenue are budgeted to remain relatively stable in fiscal year 2018-19.

The below chart is the proposed Nutrition Services Fund budget for fiscal year 2018-19 by program activity⁴.

	2015-16 Actual	2016-17 Actual	2017-18 Amended Budget	2018-19 Budget	Variance	% Change
Revenues						
State of Tennessee	\$ 592,345	\$ 653,697	\$ 590,000	\$ 680,000	\$ 90,000	15.25%
Federal Government	70,927,194	77,384,101	82,398,679	83,892,812	1,494,133	1.81%
Local option and state sales tax	11,004,413	-	-	-	-	0.00%
Other local sources	-	3,682,632	3,581,567	3,749,951	168,384	4.70%
Total revenues	82,523,952	81,720,430	86,570,246	88,322,763	1,752,517	2.02%
Expenditures						
Food services	84,675,115	86,092,200	86,570,246	88,322,763	1,752,517	2.02%
Total expenditures	84,675,115	86,092,200	86,570,246	88,322,763	1,752,517	2.02%
Excess (deficiency) of revenues over expenditures	(2,151,164)	(4,371,770)	-	-	-	-
Approved use of fund balance	2,151,164	-	-	-	-	-
Net Change	-	(4,371,770)	-	-	-	-
Beginning Fund Balance	30,467,986	32,516,981	26,023,179	26,023,179		
Increase (decrease) in reserve for encumbrance	4,200,159	(2,237,361)	-	-		
Transfers from Other Funds	-	115,329	-	-		
Ending Fund Balance	\$ 32,516,981	\$ 26,023,179	\$ 26,023,179	\$ 26,023,179		

⁴ During fiscal year 2016-17, the Board approved an amendment for the \$6.5 million use of fund balance.



The below chart is the Nutrition Services Fund budget for fiscal year 2018-19 by object category.

	2015-16 Actual	2016-17 Actual	2017-18 Amended Budget	2018-19 Budget	Variance	% Change
Revenues						
State of Tennessee	\$ 592,345	\$ 653,697	\$ 590,000	\$ 680,000	\$ 90,000	\$ 0.15
Federal Government	70,927,194	77,384,101	82,398,679	83,892,812	1,494,133	1.81%
Other local sources	-	3,682,632	3,581,567	3,749,951	168,384	4.70%
Total revenues	82,523,952	81,720,430	86,570,246	88,322,763	1,752,517	2.02%
Expenditures						
Salaries	24,201,564	26,180,756	30,289,352	28,869,217	(1,420,135)	-4.69%
Benefits	4,806,519	5,277,633	7,125,898	7,102,134	(23,764)	-0.33%
Contracted services	3,148,959	5,090,147	4,347,550	4,803,366	455,816	10.48%
Professional services	20,032	22,510	29,380	36,757	7,377	25.11%
Property maintenance services	476,923	344,837	722,000	462,480	(259,520)	-35.94%
Travel	62,445	66,377	55,750	55,750	-	0.00%
Supplies & materials	41,735,594	37,620,484	36,024,250	37,736,980	1,712,730	4.75%
Furniture, equipment & building improvements	4,372,943	3,603,792	7,428,566	8,394,911	966,345	13.01%
Other objects	5,850,137	7,885,665	547,500	861,168	313,668	57.29%
Total expenditures	84,675,116	86,092,200	86,570,246	88,322,763	1,752,517	2.02%
Excess (deficiency) of revenues over expenditures	(2,151,164)	(4,371,770)	-	-		
Approved use of fund balance	-	-	-	-		
Beginning Fund Balance	30,467,986	32,516,981	26,023,179	26,023,179		
Increase (decrease) in reserve for encumbrance	4,200,159	(2,237,361)	-	-		
Transfers from Other Funds	-	115,329	-	-		
Ending Fund Balance	\$ 32,516,981	\$ 26,023,179	\$ 26,023,179	\$ 26,023,179		

In the above schedule, the largest fiscal year 2018-19 budget increase occurs in supplies and materials. In fiscal year 2018-19, the District will be purchasing and installing a new food management system. Also, the District is planning to replace old and inoperable equipment and remodel serving lines at various sites in fiscal year 2018-19, which is show as a \$966,345 increase in furniture, equipment and building improvements. Contracted services will increase in fiscal year 2018-19 due to the higher cost of rental of portable freezers for the warehouse and central kitchen.

Conversely, the largest fiscal year 2018-19 budget decline in expenditures is within salaries. The reason for the decline is that the need of substitute cafeteria workers will be reduced and replaced with more permanent part-time positions. Also, property maintenance expenditures are budgeted to decline as more old and inoperable equipment is replaced

In fiscal year 2018-19, the total number of budgeted positions is expected to increase by 1.5 FTE (or 0.1%).

	2015-16 Actual	2016-17 Actual	2017-18 Amended Budget	2018-19 Budget	Variance	% Change
Positions (FTE)	1,079.01	1,084.81	1,107.02	1,108.50	1.48	0.13%

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 fiscal year 2018-19 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 Extended Learning Opportunity Program (ELOP), charging ELOP for each meal. ELOP in turn receives reimbursement from the USDA through the Tennessee Department of Human Services (DHS). More details about the ELOP program can be found at: <https://scselop.org/>

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. The program served 3,047 suppers each day and 3,101 snacks per day as of January 2017. Also, the Department provided more than 4,685 suppers daily to the District's ELOP, which is double the number of students served in 2013.

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 of 2017, the District's Summer Food Service Program served 278,206 breakfasts, 528,506 lunches, 161,929 snacks, and 10,830 suppers. Compared to the prior summer, this is an increase of 27% for breakfasts and 3.4% for lunches with the introduction of Superintendent Summer Learning Academy. 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 2016-17, FFVP grants amounted to \$509,951 and were awarded to 20 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 2017-18, the Nutrition Services Department provides afternoon snacks to Head Start students, averaging 2,204 snacks 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 (14 private and parochial schools), and catering comprise 4% of total revenue.



VI. PROPRIETARY FUNDS

i. INTERNAL SERVICE FUNDS

Shelby County Schools 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 Fund provides for planning, implementing, and controlling the operations of the supply chain with the purpose of satisfying customer requirements as efficiently as possible. It encompasses all activities involved in requisitions, 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; and educational and vocational materials.
- **Achievement School District (ASD):** ASD fund accounts for special education, facilities, security operations (i.e., producing security badges), risk management, and transportation services the District either manages or provides to the ASD. SCS has a Memorandum of Understanding (MOU) with the ASD, which outlines the responsibilities of both SCS and the ASD as it relates to services and district-owned properties.

The ASD Fund is the largest internal services fund with special education services driving the budget. Both Printing and Warehouse Funds operate on a traditional fee and service model.

Budgeting practices for both Printing Services and Warehouse Funds are to ensure that expected revenues and expenditures are balanced for the current year. It is the District’s practice for the Printing and Warehouse Funds to 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 for 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 is the fiscal year 2018-19 budget for each of the three Internal Service Funds by program activity.

Fiscal Year 2018-19 Budget
Internal Service Fund

	Printing Services	Warehouse	ASD	Total Internal Service Fund
Revenues				
Other local sources	\$ 580,501	\$ 1,619,499	\$ 1,500,000	\$ 3,700,000
Total revenues	<u>580,501</u>	<u>1,619,499</u>	<u>1,500,000</u>	<u>3,700,000</u>
Expenditures				
Current:				
Instruction	-	-	1,011,450	1,011,450
Instructional support	-	-	7,071	7,071
Student support	-	-	9,651	9,651
Other support services	65,436	-	-	65,436
Student transportation	-	-	331,880	331,880
Plant services	1,113,515	1,619,499	139,949	2,872,963
Total expenditures	<u>1,178,951</u>	<u>1,619,499</u>	<u>1,500,000</u>	<u>4,298,450</u>
Excess (deficiency) of revenues over expenditures	(598,450)	-	-	(598,450)
Net Change	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Beginning Fund Balance	490,460	-	166,480	656,940
Increase (decrease) in reserve for encumbrance	-	-	-	-
Transfers from Other Funds	-	-	-	-
Ending Fund Balance	<u>\$ (107,989)</u>	<u>\$ -</u>	<u>\$ 166,480</u>	<u>\$ 58,490</u>



In fiscal year 2018-19, the combined Internal Service Fund budgeted revenues remain relatively flat at \$3.7 million compared to prior year budgeted revenues. In fiscal year 2018-19, the combined Internal Service Fund budget is \$4.3 million of expenditures, which is \$78,100 more than the fiscal year 2017-18 budgeted expenditures. The primary reasons for the increase in expenditures is a planned investment in new printing and warehouse equipment and an expected increase in services to a growing number of ASD students who will receive services from the District. Also, \$598,500 from the Printing Services fund balance will be used for the printing equipment purchase. The rates will also be reviewed periodically throughout the year to ensure alignment with operating and designated reserves.

Below is the combined Internal Service Fund by program activity and by object category.

<u>Fiscal Year 2018-19 Budget</u>				
Internal Service Fund				
	Printing Services	Warehouse	ASD	Total Internal Service Fund
Revenues				
Other local sources	\$ 580,501	\$ 1,619,499	\$ 1,500,000	\$ 3,700,000
Total revenues	<u>580,501</u>	<u>1,619,499</u>	<u>1,500,000</u>	<u>3,700,000</u>
Expenditures				
Salaries	365,621	972,500	605,006	1,943,127
Benefits	85,906	272,276	117,442	475,624
Contracted services	48,970	-	581,382	630,353
Property maintenance services	-	1,235	-	1,235
Supplies & materials	630,354	22,828	49,190	702,371
Furniture, equipment & building improvements	48,100	-	-	48,100
Total expenditures	<u>1,178,951</u>	<u>1,619,499</u>	<u>1,500,000</u>	<u>4,298,450</u>
Excess (deficiency) of revenues over expenditures	(598,450)	-	-	(598,450)
	<u>598,450</u>	<u>-</u>	<u>-</u>	<u>598,450</u>
Debt service				
Beginning Fund Balance	490,460	-	166,480	656,940
Increase (decrease) in reserve for encumbrance	-	-	-	-
Transfers from Other Funds	-	-	-	-
Ending Fund Balance	<u>\$ (107,989)</u>	<u>\$ -</u>	<u>\$ 166,480</u>	<u>\$ 58,490</u>



Below is the Internal Service Fund by program activity, with comparative year data.

Fiscal Year 2018-19 Budget
Internal Service Fund

	2015-16 Actual	2016-17 Actual	2017-18 Amended Budget	2018-19 Budget	Variance	% Change
Revenues						
Other local sources	\$ 3,822,294	\$ 4,275,485	\$ 3,687,275	\$ 3,700,000	12,725	0.35%
Total revenues	<u>3,822,294</u>	<u>4,275,485</u>	<u>3,687,275</u>	<u>3,700,000</u>	<u>12,725</u>	<u>0.35%</u>
Expenditures						
Instruction	1,552,925	828,222	769,096	1,011,450	242,354	31.51%
Instructional support	25,211	6,930	7,098	7,071	(27)	-0.38%
Student support	21,142	14,158	15,756	9,651	(6,105)	-38.75%
Other support services	72,523	57,815	167,240	65,435	(101,805)	-60.87%
Student transportation	405,945	581,480	567,996	331,880	(236,116)	-41.57%
Plant services	2,220,228	2,732,177	2,693,137	2,872,963	179,826	6.68%
Total expenditures	<u>4,297,976</u>	<u>4,220,781</u>	<u>4,220,323</u>	<u>4,298,450</u>	<u>78,126</u>	<u>1.85%</u>
Excess (deficiency) of revenues over expenditures						
	(475,682)	54,704	(533,047)	(598,450)		
Approved use of fund balance	<u>475,682</u>	<u>-</u>	<u>533,047</u>	<u>598,450</u>		
Net Change	-	54,704	-	-		
Beginning Fund Balance						
	1,590,455	1,114,773	1,189,987	656,940		
Increase (decrease) in reserve for encumbrance	-	-	-	-		
Transfers from Other Funds	-	20,511	-	-		
Ending Fund Balance	<u>\$ 1,114,773</u>	<u>\$ 1,189,987</u>	<u>\$ 656,940</u>	<u>\$ 58,490</u>		
Fund balance categories						
Nonspendable	-	-	-	-		
Restricted	1,114,773	1,189,987	656,940	58,490		
Assigned	-	-	-	-		
Unassigned	-	-	-	-		
Total ending fund balance	<u>1,114,773</u>	<u>1,189,987</u>	<u>656,940</u>	<u>58,490</u>		

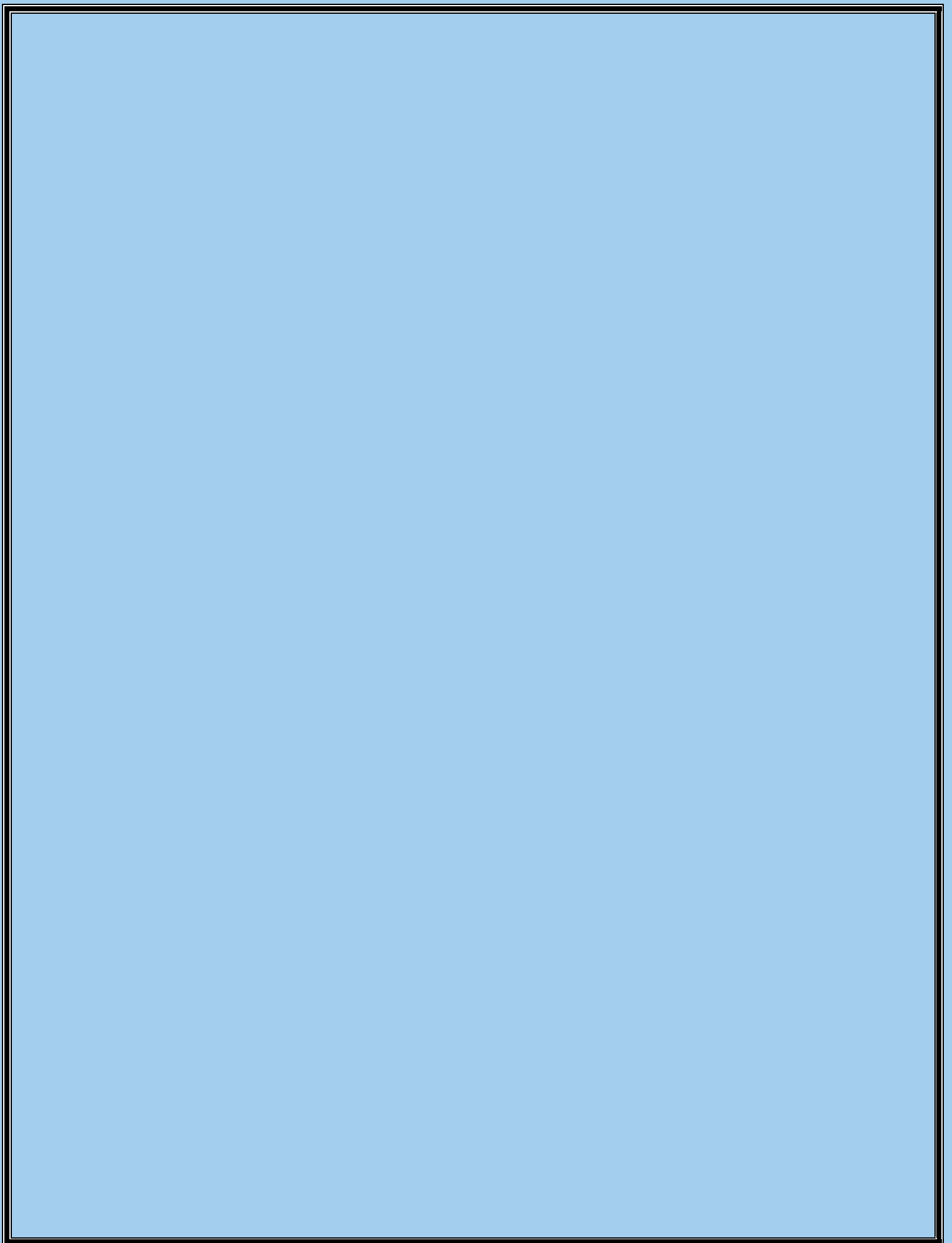


Below is the Internal Service Fund by object category, with comparative year data.

Fiscal Year 2018-19 Budget
Internal Service Fund

	2015-16 Actual	2016-17 Actual	2017-18 Amended Budget	2018-19 Budget	Variance	% Change
Revenues						
Other local sources	\$ 3,822,294	\$ 4,275,485	\$ 3,687,275	\$ 3,700,000	\$ 12,724	0.35%
Total revenues	<u>3,822,294</u>	<u>4,275,485</u>	<u>3,687,275</u>	<u>3,700,000</u>	<u>12,724</u>	<u>0.35%</u>
Expenditures						
Salaries	2,415,107	1,760,341	1,770,933	1,943,128	172,195	9.72%
Benefits	564,049	445,551	445,274	475,624	30,350	6.82%
Contracted services	613,210	612,412	637,066	630,353	(6,713)	-1.05%
Property maintenance services	401	197,837	1,235	1,235	-	0.00%
Travel	-	-	-	-	-	0.00%
Supplies & materials	502,486	902,673	792,642	702,371	(90,271)	-11.39%
Furniture, equipment & building improvements	-	114,660	48,100	48,100	(0)	0.00%
Other objects	<u>202,722</u>	<u>187,307</u>	<u>525,072</u>	<u>497,640</u>	<u>(27,433)</u>	<u>100.00%</u>
Total expenditures	<u>4,297,975</u>	<u>4,220,781</u>	<u>4,220,323</u>	<u>4,298,450</u>	<u>78,129</u>	<u>1.85%</u>
Excess (deficiency) of revenues over expenditures	(475,682)	54,704	(533,047)	(598,450)		
Approved use of fund balance	<u>475,682</u>	<u>-</u>	<u>533,047</u>	<u>598,450</u>		
Beginning Fund Balance	1,590,455	1,114,773	1,189,987	656,940		
Increase (decrease) in reserve for encumbrance	-	-	-	-		
Transfers from Other Funds	-	20,511	-	-		
Ending Fund Balance	<u>\$ 1,114,773</u>	<u>\$ 1,189,987</u>	<u>\$ 656,940</u>	<u>\$ 58,490</u>		
Fund balance categories						
Nonspendable	-	-	-	-		
Restricted	1,114,773	1,189,987	656,940	58,490		
Assigned	-	-	-	-		
Unassigned	-	-	-	-		
Total ending fund balance	<u>1,114,773</u>	<u>1,189,987</u>	<u>656,940</u>	<u>58,490</u>		

INFORMATIONAL





INFORMATIONAL SECTION

This section includes the following information:

- I. DISTRICT ENROLLMENT TRENDS
 - i. Enrollment History and Projections by School
 - ii. Enrollment Projection Methodology

- II. BUDGET ASSUMPTIONS AND FORECASTS

- III. STAFFING TRENDS
 - i. Staffing Formula
 - ii. Staffing Levels

- IV. SCHOOLS
 - i. History of Student Based Budgeting at SCS
 - ii. Theory of Action
 - iii. Student Based Budgeting (SBB)
 - iv. SBB Flexibility
 - v. Guide on Understanding School Level Information
 - vi. School Level Information
 - Elementary Schools
 - Middle Schools
 - High Schools

- V. DEBT RETIREMENT SCHEDULE

- VI. PROPERTY CLASSIFICATIONS AND ASSESSED PROPERTY VALUE
 - i. Assessed Value and Estimated Actual Value of Taxable Property
 - ii. Impact on Taxpayers
 - iii. Principal Property Taxpayers

- VII. TAX RATE TRENDS
 - i. Property Tax Rates and Levies
 - ii. Tax Rate Trends

- VIII. STATISTICAL AND OTHER INFORMATION
 - i. Income per Capita
 - ii. Principal Employers
 - iii. School Lunch Program
 - iv. General Fund Expenditure Per Pupil

- IX. DISTRICT PERFORMANCE OBJECTIVES

- X. SURVEYS
 - i. Students' Teacher Ratings
 - ii. Climate Survey

- XI. RESOLUTION APPROVING SCS FISCAL YEAR 2018-19 BUDGET

- XII. POSITION CONTROL AT FUND LEVEL

- XIII. GLOSSARY OF TERMS

- XIV. HELPFUL LINKS



I. DISTRICT ENROLLMENT TRENDS

i. Enrollment History and Projections by School

School/Building	2016	2017	2018	2019	2020	2021	2022
A. B. Hill ES (1909)	296	258	226	214	212	209	206
A. Maceo Walker MS (2003)	662	661	665	688	716	706	696
Alcy ES (1970)	225	225	219			-	-
Alton ES (1969)	274	248	254	265	270	266	262
American Way MS (2003)	674	666	697	700	701	691	681
B.T. Washington HS (1949)	562	523	477	444	436	430	424
Barret's Chapel ES (1960)	636	636	587	484	457	451	444
Bellevue MS (1928)	488	503	559	570	560	552	544
Belle Forrest ES	1,078	1,084	1,169	1,143	1,144	1,128	1,112
Berclair ES (1953)	562	603	611	616	623	614	606
Bethel Grove ES (1932)	234	217	206	221	199	196	193
Bolton HS (1960)	1,509	1,324	1,029	912	848	836	824
Brownsville Rd ES (1966)	537	526	563	581	575	567	559
Bruce ES (1999)	308	297	432	430	413	407	401
Caldwell-Guthrie ES (1998)	430	-	-			-	-
Carnes ES (1905)	244	229	-			-	-
Carver HS (1956)	192	-	-			-	-
Central HS (1915)	1,594	1,604	1,512	1,482	1,432	1,412	1,392
Charjean ES (1950)	342	341	363	315	307	303	298
Cherokee ES (1951)	504	527	483	438	395	389	384
Chickasaw MS (1970)	405	342	296	335	368	363	358
Chimneyrock (2011)	725	712	892	910	939	926	913
Colonial MS (1954)	1,055	1,060	1,075	1,120	1,097	1,082	1,066
Cordova ES (2002)	638	619	813	794	819	808	796
Cordova HS (1997)	2,031	2,028	2,302	2,263	2,268	2,236	2,204
Cordova MS (1993)	683	659	719	785	813	802	790
Craigmont HS (1978)	954	936	856	865	840	828	816
Craigmont MS (2001)	640	637	566	564	557	549	541
Cromwell ES (1963)	534	541	500	464	425	419	413
Crump ES (1999)	671	647	615	569	533	526	518
Cummings ES (1961)	480	451	512	530	543	535	528
Delano ES (1957)	222	221	237	265	273	269	265
Dexter ES (2002)	728	843	834	823	820	809	797
Dexter MS (2002)	488	363	400	375	378	373	367
Double Tree ES (1977)	295	272	333	367	369	364	359
Douglass ES (1964)	394	370	418	449	459	453	446
Douglass HS (2008)	491	447	525	537	557	549	541
Downtown ES (2003)	531	628	611	607	613	604	596
Dunbar ES (1955)	291	282	241	241	217	214	211
East HS (1948)	554	522	363	372	371	366	361
E.E. Jeter (1949)	347	350	377	405	431	425	419
Egypt ES (1964)	524	514	530	512	505	498	491
Evans ES (1965)	444	450	455	452	420	414	408



School/Building	2016	2017	2018	2019	2020	2021	2022
Fairley ES (1960)	518	-	-			-	-
Ford Road ES (1952)	558	527	533	507	512	505	498
Fox Meadows ES (1965)	578	592	552	577	574	566	558
Gardenview ES (1967)	332	319	249	240	230	227	224
Geeter MS (1961)	414	403	265	623	604	596	587
Georgian Hills MS (1959)	291	272	249	296	274	270	266
Germanshire ES (2001)	762	758	779	778	766	755	745
Germantown ES (1975)	642	648	622	618	611	602	594
Germantown HS (1964)	2,092	2,086	1,992	1,918	1,883	1,857	1,830
Germantown MS (1979)	648	674	717	709	710	700	690
Getwell ES (2001)	344	332	305	333	321	317	312
Goodlett ES (1964)	460	458	453	423	900	887	875
Grahamwood ES (1953)	1,016	1,008	985	971	995	981	967
Grandview Hts. ES (1953)	593	564	445	458	486	479	472
Hamilton ES (1964)	480	463	290	312	310	306	301
Hamilton HS (1972)	666	627	602	629	611	602	594
Hamilton MS (1946)	416	383	257	219	202	199	196
Havenview MS (1960)	704	664	718	726	714	704	694
Hawkins Mill ES (1965)	319	309	321	318	311	307	302
Hickory Ridge ES (2001)	826	831	759	666	619	610	602
Hickory Ridge MS (2001)	884	854	828	871	876	864	851
Highland Oaks ES (1993)	873	829	847	778	766	755	745
Highland Oaks MS (2009)	742	692	687	730	715	705	695
Hillcrest HS (1962)	513	-	-			-	-
Holmes Road ES (2001)	546	562	646	572	584	576	568
Idlewild ES (1903)	485	493	491	490	497	490	483
Jackson ES (1957)	351	346	327	292	274	270	266
John P. Freeman MS (1973)	552	567	590	632	662	653	643
Kate Bond ES (1993)	1,101	1,095	830	824	801	790	779
Kate Bond MS (2012)	1,152	1,167	1,123	1,158	1,145	1,129	1,113
Keystone ES (1991)	373	459	473	423	405	399	394
Kingsbury ES (1959)	569	582	546	483	453	447	440
Kingsbury MS (1955)	617	609	601	628	639	630	621
Kingsbury HS (1950)	1,181	1,215	1,357	1,273	1,232	1,215	1,198
Kirby HS (1980)	1,015	967	876	844	780	769	758
Kirby MS (1987)	543	-	-			-	-
Knight Road ES (1959)	454	470	501	493		-	-
Larose ES (1963)	368	337	296	277	275	271	267



School/Building	2016	2017	2018	2019	2020	2021	2022
Levi ES (1992)	490	480	440	422	412	406	400
Lowrance K-8 (1995)	804	786	829	797	807	796	784
Lucie E. Campbell ES (2002)	510	492	486	505	503	496	489
Lucy ES (1921)	462	435	387	381	355	350	345
Macon Hall ES (1997)	1,132	1,136	1,157	1,163	1,164	1,148	1,131
Magnolia ES (1950)	242	224	282	336	361	356	351
Manassas HS-New (2007)	364	345	498	437	400	394	389
Manor Lake ES (1971)	277	248	314			-	-
Maxine Smith STEAM Academy (2015)	253	330	338	359	371	366	361
Melrose HS (1970)	647	617	578	564	542	534	527
Memphis Health Careers Academy (2007)	73	-	-			-	-
Middle College High	283	321	288	326	326	321	317
Mitchell HS (1957,2002)	540	527	449	451	442	436	430
Mt. Pisgah Middle (2007)	497	486	476	493	514	507	500
Newberry ES (1970)	365	369	454	459	463	457	450
Northaven ES (1978)	301	297	295	312	313	309	304
Northside HS (1967)	261	-	-			-	-
Oak Forest ES (1994)	502	482	380	400	408	402	397
Oakhaven ES (1957)	618	608	628	565	545	537	530
Oakhaven HS (1956)	378	355	358	367	374	369	364
Oakhaven MS (1963)	329	379	317	296	313	309	304
Oakshire ES (1966)	430	424	368	345	314	310	305
Overton HS (1959)	1,222	1,201	1,162	1,117	1,097	1,082	1,066
Peabody ES (1909)	379	377	336	368	367	362	357
Raineshaven ES (1959)	402	-	-			-	-
Raleigh-Bartlett ES (1976)	437	445	453	463	462	456	449
Raleigh-Egypt HS (1969)	745	742	1,006	983	986	972	958
Raleigh-Egypt MS (1969)	479	-	-			-	-
Richland ES (1957)	797	797	798	831	836	824	813
Ridgeway/Balmoral ES (1970)	331	307	317	330	334	329	325
Ridgeway HS (1970)	1,195	1,188	1,273	1,154	1,124	1,108	1,093
Ridgeway MS (2001)	652	623	696	745	762	751	741
Riverview MS (1967)	495	443	411	397	368	363	358
Riverwood ES (2011)	1,018	1,011	939	951	949	936	922
Robert R. Church ES (2001)	620	600	726	687	668	659	649
Ross ES (1976)	842	829	702	655	608	599	591
Rozelle ES (1914)	272	268	238	239	232	229	226
Scenic Hills ES (1957)	291	281	316	282	280	276	272
Sea Isle ES (1955)	459	455	448	423	398	392	387
Shady Grove ES (1962)	413	415	392	378	379	374	368
Sharpe ES (1954)	433	399	292	303	264	260	257
Sheffield ES (1970)	372	636	576	565	554	546	538
Sheffield HS (1966)	768	765	745	646	604	596	587
Shelby Oaks ES (1990)	809	793	910	822	825	813	802
Sherwood ES (1950)	645	640	691	571	530	523	515
Sherwood MS (1957)	896	835	789	783	728	718	708



School/Building	2016	2017	2018	2019	2020	2021	2022
Snowden ES (1909)	1,466	1,446	1,369	1,306	1,255	1,237	1,220
South Park ES (1998)	511	516	565	484	468	461	455
Southwind ES (1990)	760	735	726	698	682	672	663
Southwind HS (2007)	1,535	1,507	1,501	1,640	1,667	1,644	1,620
Spring Hill ES (1956)	158	-	-	-	-	-	-
Springdale ES (1940)	262	259	259	244	242	239	235
Treadwell ES (1985)	638	614	693	691	691	681	672
Treadwell MS (1948)	389	383	456	462	477	470	464
Trezevant HS (1960)	668	633	530	516	514	507	500
Vollentine ES (1930)	221	210	298	292	278	274	270
Wells Station ES (1954)	738	733	736	728	734	724	713
Westhaven ES (1956)	-	923	746	759	756	745	735
Westside ES (1952)	334	320	323	315	309	305	300
Westwood HS (1958)	392	385	346	352	333	328	324
White Station ES (1933)	654	655	626	619	617	608	600
White Station HS (1952)	2,199	2,203	2,199	2,129	2,097	2,068	2,038
White Station MS (1960,2007)	1,291	1,286	1,273	1,260	1,228	1,211	1,194
Whitehaven ES (1949)	452	439	427	472	459	453	446
Whitehaven HS (1931)	1,855	1,779	1,683	1,693	1,692	1,668	1,645
William H. Brewster ES (2006)	392	379	416	425	430	424	418
Willow Oaks ES (1951)	680	681	682	730	738	728	717
Winchester ES (1960)	596	616	546	579	599	591	582
Winridge ES (2001)	548	538	485	478	468	461	455
Wooddale HS (1967)	1,062	962	759	588	485	478	471
Woodstock Middle (1956)	335	331	260	312	301	297	293
Total	93,320	89,452	88,076	86,639	85,442	84,246	83,050

Schools on non-District Property	2016	2017	2018	2019	2020	2021	2022
Campus Elementary	329	326	329	344	333	328	324
Hollis F. Price Middle College	110	106	120	129	109	107	106
Memphis Virutal Schools	78	-	105	141	141	142	145
Total	517	432	554	614	583	578	575

Charter Schools	2016	2017	2018	2019	2020	2021	2022
Arrow Academy	81	81	84	74	73	78	83
Aspire College Prep Academy	-	120	185	280	375	401	426
Aster College Prep	-	-	-	-	120	128	136
Aurora Collegiate Academy	202	270	337	338	343	366	390
Believe Memphis Academy	-	-	-	107	167	178	190
Circles of Success Learning Academy	242	231	212	235	246	263	279
City Boys Prep	56	56	66	88	110	117	125
City Girls Prep	82	83	97	99	110	117	125
City University School of Independence	22	22	17	16	16	17	18
City University School of Liberal Arts	300	300	273	266	282	301	320



Charter Schools	2016	2017	2018	2019	2020	2021	2022
Crosstown High	-	-	-	149	294	314	334
Dubois Elem for Entrepreneurship	244	265	306	218	233	249	265
Dubois Middle for Entrepreneurship	148	-	-	-	-	-	-
Dubois High for Entrepreneurship	23	-	-	-	-	-	-
Dubois Elem Arts & Technology	276	274	244	201	195	208	222
Dubois High Arts & Technology	160	300	192	-	-	-	-
Dubois Middle Arts & Technology	208	205	160	124	135	144	153
Dubois High Leadership/Public Policy	22	200	143	-	-	-	-
Dubois Middle Leadership/Public Policy	142	125	190	129	132	141	150
The Excel Center	-	-	349	199	244	261	277
Freedom Prep Academy	608	695	793	615	869	928	987
Freedom Prep Elementary	-	168	239	323	394	421	448
Freedom Prep Academy Sherwood	-	-	-	-	288	308	327
Gateway University	-	-	115	152	229	245	260
Granville T. Woods Academy of Innovation	290	314	475	406	415	443	471
Grizzlies Academy	259	251	326	346	344	367	391
KIPP Academy at Cypress	887	891	881	1,588	1,686	1,801	1,915
KIPP Diamond (est. 2009)	549	658	846	-	-	-	-
Kaleidoscope School of Memphis	-	-	44	71	96	103	109
Leadership Prep Charter School	84	150	197	263	254	271	289
Legacy Leadership Academy	-	-	37	3	-	-	-
Memphis Academy of Health Sciences MS	267	265	283	311	296	316	336
Memphis Academy of Health Sciences HS	388	386	439	426	435	465	494
Memphis Academy of Science & Engineering	409	401	503	616	622	664	707
Memphis Business Academy ES	335	333	406	305	272	290	309
Memphis Business Academy MS	314	317	452	483	483	516	549
Memphis Business Academy HS	382	377	460	469	510	545	579
Memphis Business Academy Hickory Hill ES	-	-	-	70	88	94	100
Memphis Business Academy Hickory Hill MS	-	-	-	28	54	58	61
Memphis College Preparatory	316	309	266	248	245	262	278
Memphis Delta Preparatory	-	300	286	237	341	364	387
Memphis Goodwill Excel Center	-	136	-	-	-	-	-
Memphis Merit Academy	-	-	-	-	120	128	136
Memphis Rise Academy	208	324	438	517	669	714	760
Memphis School of Excellence	456	453	618	697	742	792	843
Memphis Stem Elementary	-	68	122	187	231	247	262
Moving Ahead School of Scholars	100	150	-	-	-	-	-
Nexus STEM Academy	-	145	300	-	-	-	-
New Consortium of Business Law	188	-	-	-	-	-	-
Omni Prep Academy - North Pointe Lower	138	-	-	-	-	-	-
Omni Prep Academy - North Pointe Middle	149	-	-	-	-	-	-
Perea Elementary	-	-	-	74	142	152	161
Power Center Academy	1,259	1,448	1,640	2,007	2,228	2,380	2,531
Promise Academy	432	422	392	363	372	397	423
Soulsville Academy	641	639	647	647	690	737	784
Southern Avenue Elementary	647	436	437	370	346	370	393
Southwest Early College High	-	-	102	178	273	292	310
Star Academy	244	238	229	281	307	328	349
Veritas College Preparatory	173	134	147	146	150	160	170
Vision Prep	161	240	287	368	397	424	451
Unknown from Closing Schools	-	247	-	-	-	-	-
Total Charter School Enrollments	12,092	13,427	15,262	15,318	17,663	18,864	20,064
District Total Enrollment	105,929	103,311	103,892	102,571	103,688	103,688	103,688



Note: Shelby County Schools lost four schools (Caldwell-Guthrie Elementary, Hillcrest High, Kirby Middle and Raleigh-Egypt Middle) as a result of the ASD takeover. The District closed Memphis Health Careers Academy, Springhill Elementary, Messick Adult High, Carver High and Northside High. Additionally, Fairley Elementary and Raineshaven Elementary have closed and students from both schools attend the new Westhaven Elementary school.

ii. Enrollment Projection Methodology

Enrollment projections are conducted using a cohort survival methodology. This method involves moving students up from one grade to the next and applying survival ratios to capture an approximate rate of change. Survival ratios are developed using recent trend data to estimate the rate at which a full grade cohort will move from one grade to the next over the course of future years.

Live birth data is used to project kindergarten classes for future years. Birth data, provided by the Memphis and Shelby County Health Department, is available to Shelby County Schools by zip code. As with other grades, a survival ratio called the birth-to-kindergarten ratio is developed. Birth-to-kindergarten ratios capture the rate to which births in a given zip code will matriculate to kindergarten five years later. Trend data of births versus kindergarten enrollment over the course of several years assists with developing the birth-to-kindergarten ratio.

Classes entering new schools (for example, 6th grade for middle and 9th grade for high) are estimated by multiplying the total students from zones of feeder schools by a survival ratio developed by examining the likelihood that students from one feeder school will attend the next school in the feeder pattern and the average change in class size from one year to the next for each feeder school. Finally, a percentage of students who may attend from outside of the feeder school boundaries are added to the total to account for transfers.

Cohort survival enrollment projection methodology is the most common process for forecasting future school enrollment. This method is used by many school districts across the country, including some of the largest. New York City, Los Angeles, Chicago and Broward County, Florida are examples of school districts that employ this method. In fact, it is recommended for use by the New York State Education Department.

Use of the cohort analysis model began in the 1950s. However, in the 1970s, school districts began to commonly use this method. Many municipalities and regional governments use cohort survival analysis to forecast population for their respective political geographies.

Benefits to using cohort survival methodology are:

- It is relatively easy to use.
- The method can account for numerous factors (such as migration, retention, population flux, dropouts, failures, etc.).
- It normally demonstrates a high degree of short-term accuracy.

Drawbacks of the methodology are:

- Accuracy is lessened in areas of instability since it assumes that the future will be similar to the past.
- It does not account for single, critical events (e.g., a major employer closing).
- Forecasts beyond roughly five years are less reliable than more short-term periods of time.



II. BUDGET ASSUMPTIONS AND FORECASTS

A critical component of The Shelby County Board of Education's Fiscal Year 2018-19 District Budget is Destination 2025, the District's 80/90/100% strategic plan; by 2025, 80 percent of our children will graduate from high school college or be career ready, our school district will have a 90 percent graduation rate, and 100 percent of our students who graduate will enroll in a post-secondary opportunity. Financial forecasts assist the organization in progressing towards these goals with the strategically-planned management of resources. These forecasts must consider the increasing enrollment of charter and state-designated Achievement School District (ASD) schools as the District's enrollment declines. With an enrollment of 102,571 students in Fiscal Year 2018-19, Shelby County Schools is evolving from its merger and demerger of municipal districts within the past three years and can now strategically evaluate its operations to improve academic outcomes.

In the face of declining enrollment and the reorganization of operations to gain efficiencies, the District projects future elimination of positions beyond the Fiscal Year 2018-19 budget. Generally, revenues are projected to remain flat or decline with the forecast, while expenditures such as gasoline, contracts, postage, utilities, etc., are expected to rise with inflationary factors. The forecasts also assume some increases to teacher salaries due to the implementation of the comprehensive performance based strategic compensation salary study. Additionally, the long-range forecasts above assume the beginnings of a District feasibility study in evaluating its structure, both financially and operationally, to address the shortfalls projected for the foreseeable future.

A critical component of The Shelby County Board of Education's Fiscal Year 2015-16 District Budget is Destination 2025, which is the District's 80/90/100% strategic plan; by 2025, 80 percent of our children will graduate from high school, college or be career ready. Our school district will have a 90 percent graduation rate, and 100 percent of our students who graduate will enroll in a post-secondary opportunity.

Financial forecasts assist the organization in progressing towards these goals with the strategically-planned management of resources. These forecasts must consider the increasing enrollment of charter and state-designated Achievement School District (ASD) schools as the District's enrollment declines. Shelby County Schools is evolving from its recent merger and demerger of municipal districts within the past three years and can now strategically evaluate its operations to improve academic outcomes.

In the face of declining enrollment, the District General Fund revenues are projected to decline each year. The forecasts also assume some increases to teacher salaries due to salary harmonization studies as well as performance raises. Additionally, the long-range forecasts below assume the beginning of a District feasibility study, approved by the Shelby County Board of Commissioners in Fiscal Year 2014-15, to research and fund future capital expenditures. SCS has experienced mounting financial pressures from the increase of charter schools, which is shown in the chart below. Charter school payments will climb by \$18.9 million in fiscal year 2018-19 based on six new charter schools opening.

The District projects over the next three years, Charter School payments to increase \$10 million each year. With charter school payments being the second largest expense behind instruction in fiscal year 2018-2019, it is prudent to evaluate investments in SCS authorized charter schools.

The District is at a critical juncture in evaluating its structure, both financially and operationally, to address the shortfalls projected for the near future.



**Shelby County Schools
General Fund
3 Year Projections**

	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
REVENUES	ACTUAL	ACTUAL	AMENDED BUDGET	BUDGET	FORECAST BUDGET	FORECAST BUDGET	FORECAST BUDGET
CITY OF MEMPHIS	\$ 2,057,999	\$ 1,487,282	\$ 1,333,333	\$ 1,333,334	\$ 1,333,334	\$ 1,333,334	\$ 1,333,334
SHELBY COUNTY	438,891,698	455,925,298	454,550,944	471,266,753	466,554,085	464,221,315	462,132,319
STATE OF TENNESSEE	482,879,311	482,368,670	507,845,274	519,795,285	514,597,332	512,024,345	509,617,831
FEDERAL GOVERNMENT	13,863,446	25,092,423	15,766,787	5,207,357	5,155,283	5,129,507	5,105,398
OTHER LOCAL SOURCES	7,423,537	8,193,125	5,344,259	7,820,780	7,742,572	7,703,859	7,667,651
PLANNED USE OF FUND BALANCE	-	-	-	-	-	-	-
TOTAL REVENUES	\$945,115,991	\$973,066,798	\$984,840,597	\$ 1,005,423,509	\$ 995,382,607	\$990,412,361	\$985,856,534
EXPENDITURES	ACTUAL	ACTUAL	AMENDED BUDGET	BUDGET	FORECAST BUDGET	FORECAST BUDGET	FORECAST BUDGET
INSTRUCTION	475,263,224	482,895,178	524,571,984	515,329,546	486,474,422	484,045,308	481,818,733
INSTRUCTIONAL SUPPORT	31,726,411	34,356,441	35,172,026	36,370,007	34,333,522	34,162,084	34,004,941
STUDENT SUPPORT	54,739,282	54,874,111	56,586,847	75,907,861	71,657,511	71,299,704	70,971,730
OFFICE OF THE PRINCIPAL	59,728,458	58,239,286	59,282,037	63,496,255	59,940,875	59,641,572	59,367,225
GENERAL ADMINISTRATION	12,164,911	12,459,734	17,450,368	17,963,121	16,957,302	16,872,629	16,795,016
EDUCATION TECHNOLOGY	-	-	36,313,166	25,851,804	24,404,270	24,282,412	24,170,715
FISCAL SERVICES	5,787,516	5,861,534	8,289,909	9,078,444	8,570,110	8,527,317	8,488,092
OTHER SUPPORT SERVICES	38,966,736	51,817,525	13,318,271	7,806,040	7,368,952	7,332,157	7,298,429
STUDENT TRANSPORTATION	28,160,489	22,254,234	23,136,924	25,068,879	23,665,184	23,547,016	23,438,702
PLANT SERVICES	79,089,587	83,069,713	91,829,408	85,831,998	81,025,961	80,621,374	80,250,521
COMMUNITY SERVICE	1,539,519	1,840,198	6,779,393	10,379,273	9,798,101	9,749,176	9,704,330
CHARTER SCHOOLS	94,408,523	111,283,036	131,184,401	148,451,190	140,138,883	139,439,127	138,797,717
RETIREE BENEFITS	34,700,842	34,595,674	32,389,091	32,889,091	31,047,514	30,892,486	30,750,383
FOOD SERVICE	-	-	-	-	-	-	-
DEBT SERVICE	-	-	-	-	-	-	-
PRINCIPAL	550,011	72,267	96,125	-	-	-	-
INTEREST	-	347	-	-	-	-	-
CAPITAL OUTLAY	214,198	51,000	-	-	-	-	-
TOTAL EXPENDITURES	\$917,039,707	\$953,670,278	\$1,036,399,950	1,054,423,509	995,382,607	990,412,362	\$985,856,534



The Capital Fund is primarily based on funding from Shelby County Government. Funding for the county’s portion of the CIP Budget is generally obtained through a short term borrowing program or the issuance of long term general obligation debt. Shelby County Government has developed a five-year Capital Improvement Plan (CIP) and allocates a portion for Shelby County Schools and the Municipals.

Capital Funding is allocated based on the Weighted Full-Time Equivalent Average. Weighted full-time equivalency average daily attendance or “WFEADA”, serves as the basis for allocation of education funds within the county. This is a calculation of the average of the highest two months of the first three months of attendance for grades K-12, multiplied times a unique weight for each grade level as provided by the State Department of Education. Other local sources include collection of rent and interest income. These amounts are held flat for the three year projections.

**Shelby County Schools
Capital Fund
3 Year Projections**

<u>REVENUES</u>	2015-16 ACTUAL	2016-17 ACTUAL	2017-18 AMENDED BUDGET	2018-19 BUDGET	2019-20 FORECAST BUDGET	2020-21 FORECAST BUDGET	2021-22 FORECAST BUDGET
CITY OF MEMPHIS	\$ -	\$ -	\$ 2,718,347	\$ 1,081,653	\$ 1,081,653	\$ 1,081,653	\$ 1,081,653
SHELBY COUNTY	31,959,030	21,070,908	68,343,230	107,252,531	50,000,000	50,000,000	50,000,000
OTHER LOCAL SOURCES	428,164	244,853	75,000	-	-	-	-
PLANNED USE OF FUND BALANCE	-	-	-	-	-	-	-
TOTAL REVENUES	\$32,387,194	\$21,315,761	\$71,136,577	\$108,334,184	\$ 51,081,653	\$51,081,653	\$51,081,653

<u>EXPENDITURES</u>	2015-16 ACTUAL	2016-17 ACTUAL	2017-18 AMENDED BUDGET	2018-19 BUDGET	2019-20 FORECAST BUDGET	2020-21 FORECAST BUDGET	2021-22 FORECAST BUDGET
CAPITAL OUTLAY	17,505,023	16,846,062	76,562,497	108,416,828	51,081,653	51,081,653	51,081,653
TOTAL EXPENDITURES	\$17,505,023	16,846,062	\$76,562,497	\$108,416,828	\$51,081,653	\$51,081,653	\$51,081,653

The Non-Federal Program Fund is self-supporting. The resources are generated from grants, donations, and fees from the state of Tennessee and the local community. The fund consists of resources that are spent on cognitive, social, emotional, student achievement, and instructional supports. Some of the resources supplement the District’s student support and operational services. The District projects a decrease based on a 1 to 2 percent decline in enrollment.

**Shelby County Schools
Non-Federal Program Fund
3 Year Projections**

<u>REVENUES</u>	2015-16 ACTUAL	2016-17 ACTUAL	2017-18 AMENDED BUDGET	2018-19 BUDGET	2019-20 FORECAST BUDGET	2020-21 FORECAST BUDGET	2021-22 FORECAST BUDGET
STATE OF TENNESSEE	\$ 12,901,028	\$ 13,553,306	\$ 13,180,817	\$ 13,149,817	\$ 12,886,821	\$ 12,629,084	\$ 12,376,503
OTHER LOCAL SOURCES	18,722,757	18,626,153	15,306,514	20,295,979	19,890,059	19,492,258	19,102,413
PLANNED USE OF FUND BALANCE	-	-	-	-	-	-	-
TOTAL REVENUES	\$31,623,785	\$32,179,459	\$28,487,331	\$33,445,796	\$ 32,776,880	\$32,121,342	\$31,478,916

<u>EXPENDITURES</u>	2015-16 ACTUAL	2016-17 ACTUAL	2017-18 AMENDED BUDGET	2018-19 BUDGET	2019-20 FORECAST BUDGET	2020-21 FORECAST BUDGET	2021-22 FORECAST BUDGET
INSTRUCTION	\$ 290,203	\$ 933,544	\$ 4,228,700	\$ 4,447,398	\$ 3,613,490	\$ 3,541,220	\$ 3,470,395
INSTRUCTIONAL SUPPORT	274,617	816,469	1,018,751	1,471,511	1,195,596	1,171,684	1,148,250
STUDENT SUPPORT	58,191	29,650	35,493	60,000	48,750	47,775	46,819
OFFICE OF THE PRINCIPAL	202,504	10,676	-	40,539	32,938	32,279	31,633
GENERAL ADMINISTRATION	8,561,316	5,838,652	239,247	-	-	-	-
FISCAL SERVICES	267,524	67,069	116,446	-	-	-	-
OTHER SUPPORT SERVICES	129,966	126,735	-	-	-	-	-
PLANT SERVICES	537,851	501,708	759,160	946,511	769,036	753,655	738,582
COMMUNITY SERVICE	19,255,715	20,019,564	23,551,091	33,375,053	27,117,072	26,574,730	26,043,236
FOOD SERVICE	-	-	-	-	-	-	-
TOTAL EXPENDITURES	\$29,577,887	\$28,344,067	\$29,948,888	\$40,341,012	\$32,776,880	\$32,121,342	\$31,478,916



SCS Nutrition Services operations provide approximately 59,000 free reimbursable breakfast meals and 85,000 free reimbursable lunches daily across the District. The ratio of about 2 breakfast meals to 3 lunch meals is aligned with the national goal promulgated by the Food Research & Action Center, a national anti-hunger organization. The below chart highlights the trends of meals served to students over the past four years. The number of meals continues to decline with the enrollment loss due to less school-aged student population and growth of charter schools, ASD schools and municipal schools and is reflected in the forecast projections below.

Shelby County Schools

Nutrition Fund

3 Year Projections

	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
	ACTUAL	ACTUAL	AMENDED BUDGET	BUDGET	FORECAST BUDGET	FORECAST BUDGET	FORECAST BUDGET
REVENUES							
CITY OF MEMPHIS							
SHELBY COUNTY	\$ 592,345	\$ 653,697	\$ 590,000	\$ 680,000	\$ 666,400	\$ 653,072	\$ 640,011
FEDERAL GOVERNMENT	70,927,194	77,384,101	82,398,679	83,892,812	82,214,956	80,570,657	78,959,244
OTHER LOCAL SOURCES	11,004,413	3,682,632	3,581,567	3,749,951	3,674,952	3,601,453	3,529,424
PLANNED USE OF FUND BALANCE					-	-	-
TOTAL REVENUES	\$82,523,952	\$81,720,430	\$86,570,246	\$88,322,763	\$ 86,556,308	\$84,825,182	\$83,128,678
EXPENDITURES							
FOOD SERVICE	\$ 84,675,115	\$ 86,092,200	\$ 86,570,246	\$ 88,322,763	\$ 86,556,308	\$ 84,825,182	\$ 83,128,678
TOTAL EXPENDITURES	\$84,675,115	\$86,092,200	\$86,570,246	\$88,322,763	\$6,556,308	\$84,825,182	\$83,128,678

The Federal Programs Fund budget consists of several major federal grants as Title I, IDEA Part B, Head Start, and Carl Perkins. 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 living with disabilities receive a free appropriate public education. Head Start is a comprehensive program designed to foster the healthy development of young children. Several factors contribute to the decline in federal funds, the District has reduced its operations and reimbursements due to a lower projected number of students.

Shelby County Schools

Federal Fund

3 Year Projections

	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
	ACTUAL	ACTUAL	AMENDED BUDGET	BUDGET	FORECAST BUDGET	FORECAST BUDGET	FORECAST BUDGET
REVENUES							
FEDERAL GOVERNMENT	\$ 125,436,469	\$ 152,813,433	\$ 176,783,781	\$ 159,643,122	\$ 156,450,260	\$ 153,321,254	\$ 150,254,829
PLANNED USE OF FUND BALANCE							
TOTAL REVENUES	\$125,436,469	\$152,813,433	\$176,783,781	\$159,643,122	\$ 156,450,260	\$153,321,254	\$150,254,829
EXPENDITURES							
INSTRUCTION	58,048,310	77,117,348	91,197,703	72,179,565	70,735,974	69,321,254	67,934,829
INSTRUCTIONAL SUPPORT	29,173,818	30,974,157	8,944,806	38,672,319	37,898,873	37,140,895	36,398,077
STUDENT SUPPORT	10,123,951	11,208,616	40,101,556	11,514,786	11,284,490	11,058,800	10,837,624
GENERAL ADMINISTRATION	-	-	300	-	-	-	-
OTHER SUPPORT SERVICES	72,686	-	-	-	-	-	-
STUDENT TRANSPORTATION	493,598	2,985,733	3,178,719	3,701,533	3,627,502	3,554,952	3,483,853
PLANT SERVICES	92,529	(214)	-	-	-	-	-
COMMUNITY SERVICE	27,431,577	30,527,794	33,360,697	33,574,919	32,903,421	32,245,352	31,600,445
TOTAL EXPENDITURES	\$125,436,469	\$152,813,434	\$176,783,781	\$159,643,122	\$156,450,260	\$153,321,254	\$150,254,829



III. STAFFING TRENDS

i. Staffing Formula

Below and on the following page are the District’s school staffing formulas for school year 2018-19. These staffing formulas are adhered to closely with the exception of smaller schools that may need additional staffing for scheduling and otherwise as deemed necessary for academic progress.

Classroom Teacher Allocations

Grade Level	Teacher to Student Ratio
K - 3	1:20
4 – 5	1:24.75
6 – 8	1:24.95 (student enrollment 600 or fewer) 1:23.75 (student enrollment greater than 600)
9 – 12	1:26.05 (student enrollment 1,200 or fewer) 1:24.5 (student enrollment greater than 1,200)

Career and Technical staffing assignments are determined by the Career and Technical Education department. Generally, a high school receives one additional general classroom teacher for every four CTE teachers at their school location.

Based on the state 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

Grade Level	Education Improvement Act Average	Education Improvement Act Maximum
Grades K-3	20	25
Grades 4-6	25	30
Grades 7-12	30	35
Career and Technical Education	20	25

Source: <https://www.tn.gov/assets/entities/tacir/attachments/InfraAppendixF.pdf>



ii. Staffing Levels

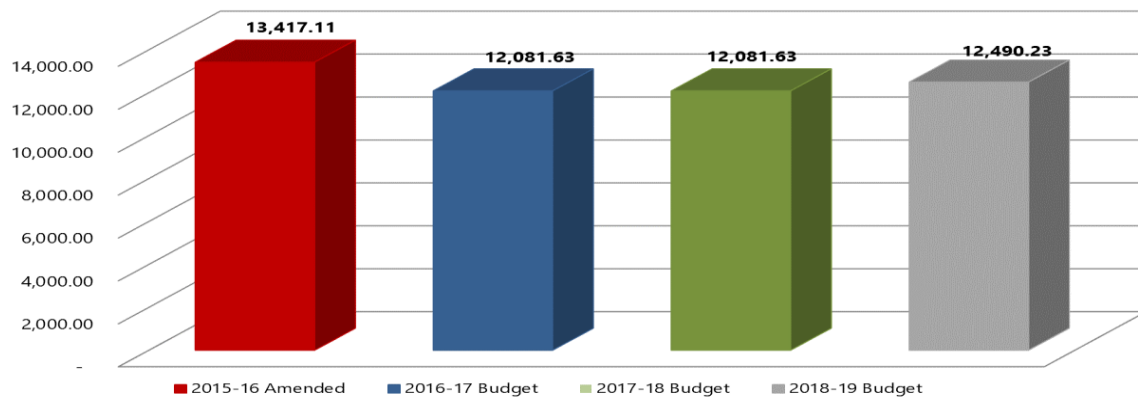
	2015-16 Amended	2016-17 Budget	2017-18 Budget	2018-19 Budget	Change from 2018 Amended Budget to 2019 Budget	Percentage Change from 2018 Amended Budget to 2019 Budget
Full-Time Employees						
Officials/Administrators	211.00	215.00	215.00	215.00	-	0.00%
Principals	170.00	160.00	160.00	157.00	(3.00)	-1.88%
Asst Principals, Non-Teaching	190.00	172.00	172.00	194.00	22.00	12.79%
Elementary Teachers	2,694.25	2,472.50	2,472.50	2,472.16	(0.34)	-0.01%
Secondary Teachers	2,228.00	1,860.00	1,860.00	1,911.65	51.65	2.78%
Other Teachers	2,485.62	2,166.95	2,166.95	2,168.50	1.55	0.07%
Guidance	283.00	262.00	262.00	313.00	51.00	19.47%
Psychological	77.00	76.00	76.00	76.00	-	0.00%
Librarians/Av Staff	190.00	166.00	166.00	166.00	-	0.00%
Consultants & Supervisors Of Instruction	114.00	108.00	108.00	120.00	12.00	11.11%
Other Professional Staff	518.00	538.00	538.00	600.08	62.08	11.54%
Teacher Aides	1,796.52	1,600.55	1,600.55	1,674.89	74.35	4.64%
Technicians	159.15	131.15	131.15	134.00	2.85	2.17%
Clerical/Secretarial Staff	789.50	665.50	665.50	729.20	63.70	9.57%
Service Workers	1,021.57	1,002.98	1,002.98	1,062.75	59.77	5.96%
Skilled Crafts	130.00	119.00	119.00	119.00	-	0.00%
Laborers And Helpers	256.00	258.00	258.00	258.00	-	0.00%
Professional Instructional	45.00	42.00	42.00	53.00	11.00	26.19%
Total	13,358.61	12,015.63	12,015.63	12,424.23	408.61	3.40%
Part-Time Staff Employees						
All Other	56.50	59.00	59.00	59.00	-	0.00%
Part-Time	2.00	7.00	7.00	7.00	-	0.00%
Total	58.50	66.00	66.00	66.00	-	0.00%
Total Full-Time & Part-Time Staff	13,417.11	12,081.63	12,081.63	12,490.23	408.61	3.38%

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

For Fiscal Year 2018-19, the District budgeted for 12,490.23 positions. School staffing needs are determined by the use of a staffing formula, which bases these needs upon changes in enrollment/ADM, the opening/closing of schools and other relevant factors.

Personnel costs account for 60% of the District's expenditures for all funds and 69% of the District's General Fund. The District has had a net increase of 408.6 positions in the Fiscal Year 2018-19 budget. This increase is attributed to an increase in enrollment and strategic investments for a major reorganization of operations within the District to gain efficiencies and improve academic effectiveness.

The chart below shows staffing levels for Fiscal Years 2016 through 2019. The District does not budget all part-time positions, but does budget an amount for part-time salaries, particularly in the Nutrition Services Fund staffing. Budget Center Managers are responsible for restricting expenditures to remain within the allocated part-time budget.





IV. SCHOOLS

This section includes the following information:

- i. History of Student Based Budgeting at SCS
- ii. Theory of Action
- iii. Student Based Budgeting (SBB)
- iv. SBB Flexibility
- v. Guide on Understanding School Level Information
- vi. School Level Information

Shelby County Schools has made major steps toward greater financial transparency around resource allocations among our schools. This section is our best effort to provide detailed insights on financial and human resources in schools. The school level financial information may uncover historical and legacy inequities in resource allocations. Currently, the District is pursuing Student-Based Budgeting (SBB) as a key strategy to provide greater transparency, equity, and flexibility around how resources are allocated based on our students' needs. SCS is committed to making more equitable and purposeful school level funding decisions that are guided by our students' needs. Our intention is to improve the financial reporting of budgeted resources in future iterations of the budget book.

i. History of Student Based Budgeting at SCS

Shelby County Schools has made major steps toward greater financial transparency around resource allocations among our schools. This section is our best effort to provide detailed insights on financial and human resources in schools. The school level financial information may uncover historical and legacy inequities in resource allocations. Currently, the District is pursuing Student-Based Budgeting (SBB) as a key strategy to provide greater transparency, equity, and flexibility around how resources are allocated based on our students' needs. SCS is committed to making more equitable and purposeful school level funding decisions that are guided by our students' needs. Our intention is to improve the financial reporting of budgeted resources in future iterations of the budget book.

Since the school year 2013-14, the Achievement School District (ASD) acquired SCS schools on the priority list, except for school year 2018-19. This has provided an extra layer of stability that will allow the District to invest in our schools. ASD Klondike Elementary was closed for school year 2017-18. The majority of those 164 students attended Volland Elementary. Carnes Elementary School was also closed for school year 2017-18. Those students were rezoned to Bruce and Downtown Elementary Schools for the next school year.

Consequently, Shelby County Schools has budgeted \$412.1 million in school based budget for fiscal year 2018-19.

In a recent survey about our school funding, 83% of SCS school leaders either agreed or strongly agreed that they understood how positions and dollars were allocated to their schools. Yet, only 45% of SCS school leaders either agreed or strongly agreed that positions and dollars were allocated fairly based on their schools' needs.

A healthy budgeting system fosters greater equity, transparency and flexibility around resources. Student-based budgeting (SBB) is a strategy that strives to ensure resources follow students based on needs. SBB works when it is part of the district's overall strategy to help school leaders organize school-level resources strategically in support of high-quality instruction.

On March 28, 2017, the entire Board affirmed its commitment to use student-based budgeting as one of key strategies to provide greater transparency, equity and flexibility around how resources can be allocated and used to address specific students' needs. The launch of SBB is a three-year engagement with the partnership of Education Resources Strategies. Yet, the overall SBB effort will be an on-going process that may require model adjustments, timeline changes and additional support based on continuous feedback.

With the SBB effort, schools may gain or lose resources. SCS is committed to mitigate any adverse impact on schools and classroom learning. To prepare for the 2018-19 school year, the District conducted a pilot of six schools around SBB in



school year 2017-18. Those six schools included: Kingsbury Elementary, Kingsbury Middle, Kingsbury High, Craigmont Middle, Craigmont High and Brownsville Road Elementary.

ii. Theory of Action

Conventional practices tend to be focused on the district, compliance, and program fidelity. Conversely, strategic budgeting practices link resources to academic goals, ensure resources are used to improve student learning, and meet students' needs. Strategic budgeting practices track whether and how resources are used to improve academic achievement. Shelby County Schools is providing school leaders with strategic budgeting practices and tools to improve student learning and meet students' needs. These practices are critical to achieving the District's Destination 2025 goals and strategic priorities. These practices will equip school leaders with the decision-making guidance to achieve high academic achievement with greater school decision flexibility and will enable school leaders to produce high-quality options throughout the District. SCS Vision serves as our north star. Destination 2025 Strategic Goals and Priorities outline what is needed to realize our vision. Our Theory of Action (Managed Performance Empowerment) establishes a method to fulfill our Destination 2025 strategic goals and priorities.

As an enabler of our Theory of Action, in school year 2017-18, SCS launched Student Based Budgeting (SBB) to provide funding equity to students regardless of their ZIP codes, provide proven school leaders with greater flexibility for their academic goals, and foster high levels of innovation and success across the District. To learn more about SBB, you can access the SBB Principal Handbook on the website back2students.com.

iii. Student Based Budgeting (SBB)

In the 2018-19 school year, SCS implemented two initiatives – Strategic School Design and Student Based Budgeting (SBB). Both initiatives serve as a mechanism to create more equity, transparency and flexibility. Student Based Budgeting and school redesign are major levers to transform the District into a nationally recognized model for educational innovation and effectiveness. Through the use of Student Based Budgeting, the District will distribute funds to schools in a more equitable and transparent manner.

SBB is a funding model that allocates dollars (instead of staff) to schools based on the number of students enrolled. The model is weighted using objective, measurable facts about each individual student that drives education costs. In simpler terms, with SBB, dollars follow the student and are based on each student's needs. Furthermore, schools may be able to earn more flexibility in deciding what to do with those funds once they reach the school. We believe that schools, alongside their Instructional Leadership Directors (ILDs), will work from similar starting points to build increasingly diverse and customized plans. The purpose of a school's budget, then, is to support and reflect its academic plan.

SBB Methodology & Policies

In one sense, Student Based Budgeting is very simple: the money follows the student, period. But while this basic principle drives almost every aspect of our new school funding system, there are a handful of other details needed to fully understand how SBB works. In this section, a complete explanation of how Student Based Budgeting works in Shelby County Schools will be provided.

SBB Pool vs. Non-SBB Pool (a.k.a. Locked and Special Fund Allocations)

SBB is the District's primary mechanism for allocating resources to schools, but it is not the only method. Each school will receive most of its dollars through Student Based Budgeting; empowered schools will have discretion to spend those dollars within a set of boundaries and non-empowered schools will use those dollars to purchase their staffing allocations dictated by district staffing ratios. In addition, as in the past, each school will also receive an additional set of staff FTEs and supplies according to the District's objectives (a.k.a. Locked Allocations) and may receive certain grant dollars (e.g. Title I, SIG Grant) according to the terms of the grant (a.k.a. Special Fund Allocations).

SBB Pool: The total dollar sum that goes directly through Student-Based Budgeting is known as the **SBB Pool**. How big is the pool? It's the sum total of all the resources that schools are responsible for budgeting.

For example, if schools were only responsible for budgeting for teachers, secretaries, and pencils, and the total cost of teacher compensation was \$150M, secretaries \$15M, and pencils \$100K, the size of the SBB Pool would be $\$150M + \$15M + \$100K = \$161.1M$.



Based on the set of resources that schools budgeted for the 2018-19 school year, the size of the pool is \$377 million. Later in this section, more details on which resources are allocated and managed by schools and what makes up the SBB will be shared.

Special Fund Allocations: As in previous years, schools will continue to receive dollars from state and federal grants (e.g. Title I Allocations, SIG Grants, etc.). These dollars are considered “outside of the pool” and do not “follow the student,” but schools often do have control over spending them, depending on the terms of the grant. Schools have the flexibility to seek additional grants.

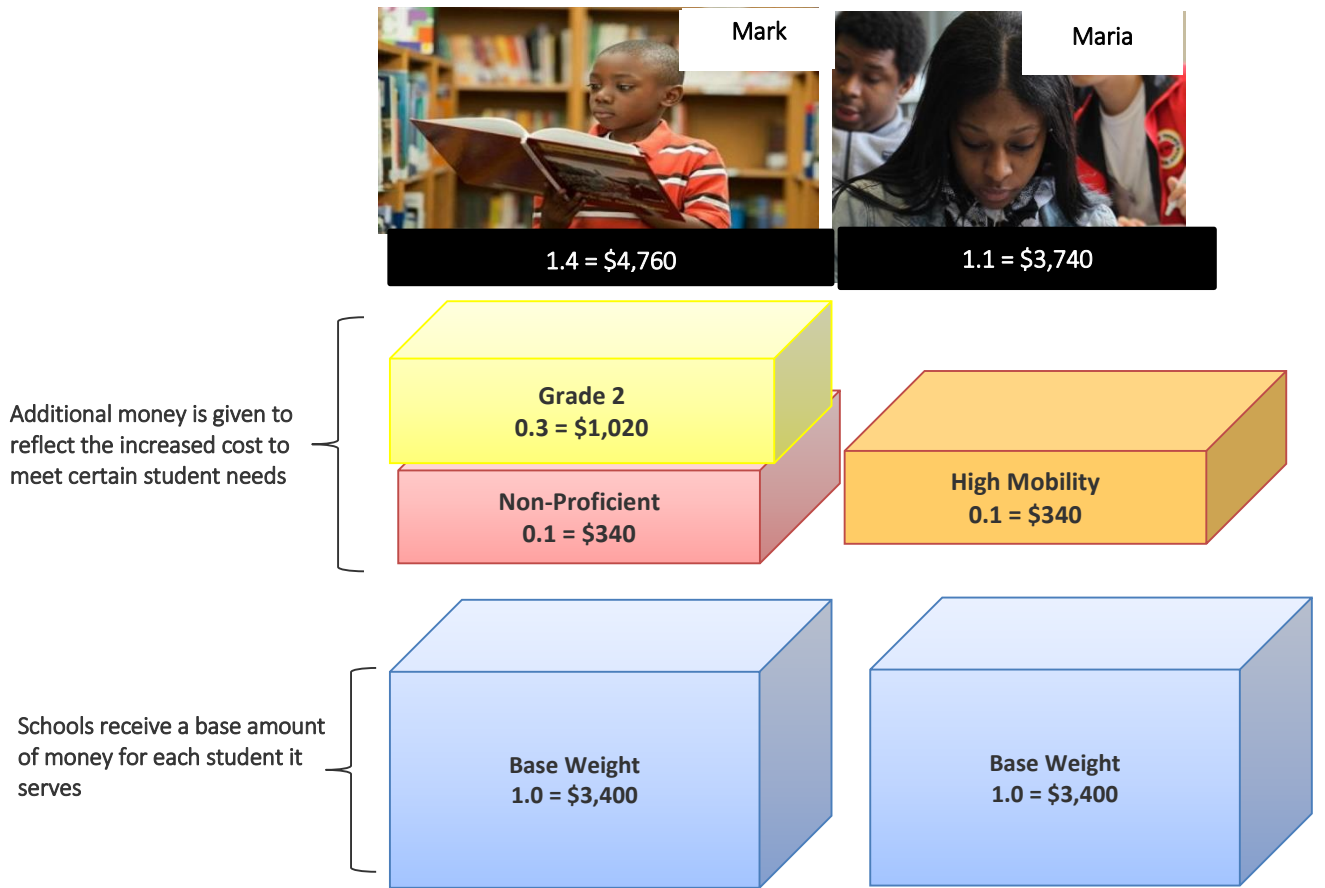
Locked Allocations: Also, as in previous years, schools will receive certain staff FTEs, equipment, and materials according to the District’s support plan (e.g. social workers, custodians, special education staff, etc.). Those staff, equipment, and materials that schools are not responsible for budgeting will be allocated to buildings according to the decisions made by their department.

Type of Resource	In the SBB Pool?	Follows the student?	Empowered schools choose how to spend?
SBB Pool Dollars	Yes	Yes	Yes
Special Fund Allocations	No	Depends on the grant terms	Sometimes
Locked Allocations	No	No	No

Weight Characteristics and Amounts

The dollars in the SBB Pool “follow the student.” At its most basic level, this would mean taking the \$377 million in the SBB Pool, dividing 87,128 students, and sending \$4,327 to each school for every single student on its roster. But a key piece of our strategy is the belief that it costs a different amount of money to provide an appropriate education for different types of students. Accordingly, the same \$4,327 is not allocated for every student; instead, we use objective, measurable criteria to target more resources for certain students who we know need more help to learn, and therefore to schools with the neediest populations. These dollars are assigned as “categorical weights.”

The money a school receives on behalf of each student is the sum of the “base weight”—an amount that each student receives—plus special categorical weights for which each student qualifies. In the example below, both students receive the base weight, and each receives a different set of need weights according to their respective attributes.



A set of recommended student characteristics are prioritized and used by District to direct extra resources to the highest need schools. SCS looked for characteristics that were:

- **Relevant:** The characteristic must represent a real student need that demands more resources to educate.
- **Measurable:** The characteristic must be indisputably and objectively measurable, so we can all agree on which students qualify for it.
- **Student-Based:** The characteristic must be linked to an individual student, not a school's decisions, such that any student will trigger the same funding level regardless of which school he or she attends. For this reason, the District chose "incoming" student characteristics (e.g. 8th grade performance for HS students) when possible.



These are the characteristics used for the District’s SBB formula for school year 2018-19:

Student Need	Rationale
<p>Base Weight</p>	<ul style="list-style-type: none"> • Base Weight - \$3,400 for all K12 General Education Setting Students • Students with Disabilities (SWD) Increment-- \$825 or 0.24 for all SWD self-contained students. These students do not receive the full base weight because their instructional resources are locked. This means that schools will continue to receive Special Ed teachers/TAs from the Special Ed department. These students only need an “incremental” amount to cover their share of the school’s administrative, operational, and other school-wide services.
<p>Grade Weight: K-5 with emphasis on K-2</p>	<ul style="list-style-type: none"> • Grade Level - \$1,020 or 0.3 for K-2; \$680 or 0.2 for grades 3-5 • Based on the resources that are unlocked to schools, ES require a slightly higher weight to cover their lower class size requirements. Additionally, many of the locked resources (i.e., athletics, CTE, security, custodial, etc.) are places where SS are likely to receive a higher share than ES. • K-2 is weighted more since literacy is a critical district focus area and highly predictive of future outcomes. <p><u>DATA USED:</u> 2018-19 Projected enrollments by grade</p>
<p>Incoming Student Performance (High and Low)</p>	<ul style="list-style-type: none"> • <i>Incoming</i> student performance (high and low) – \$340 or 0.1 • Student performance is one of the most important indicators of student need at a school. • Note that this will be calculated as incoming student performance (i.e., in MS/HS, we will look at the TNReady performance of its incoming 6th graders and 9th graders when they were 5th graders and 8th graders respectively, and use those percentages to determine need) <p><u>DATA USED:</u> ES/K-8 since incoming performance data is not available,</p> <ul style="list-style-type: none"> • Low Performance: 2016-17 TNReady Below/Approaching Proficient % of 4th graders in 2017-18 enrollment year • High Performance: 2016-17 TNReady Advanced % of 4th graders in 2017-18 enrollment year MS/HS/6-12 • Low Performance: 2016-17 TNReady Below/Approaching Proficient % of Incoming 6th/9th graders in 2017-18 enrollment year • High Performance: 2016-17 TNReady Advanced % of Incoming 6th/9th graders in 2017-18 enrollment year
<p>Mobility</p>	<ul style="list-style-type: none"> • Mobility – \$340 or 0.1 • Schools with highly mobile populations have greater levels of need. Mobility is weighted instead of poverty because mobility is highly correlated to poverty but provides a more nuanced look at need. <p><u>DATA USED:</u> Mobility rate (defined by the number of students who transferred into the school after the 20th day divided by the number of students who ever attended the school, excluding students who attended for less than 1 week) calculated using year-end SY 2016-17 data.</p>



Enrollment Projections and Fall Adjustments

Since school-by-school enrollment cannot be measured until the beginning of the school year but budget planning must begin the previous winter, we rely on *projected* enrollment figures to apply the aforementioned student weights and generate school budgets. The District puts a high premium on accurate projection numbers in order to give schools accurate preliminary budgets and enable targeted planning. But since it is nearly impossible to project school enrollments perfectly many months in advance, the District also developed a policy to adjust school budgets in a manner similar to how adjustments currently occur in the fall.

Baseline Services and Baseline Supplement

Pursuant to the resource flexibility guidelines listed in this document, empowered schools have significant flexibility over what resources they choose to purchase. Outside of the guidelines outlined in the resource flexibility section, the District will not instruct empowered schools on what to purchase. Nonetheless, the District is committed to ensuring that, *should they choose*, schools have enough money to purchase a standard set of resources that have traditionally been a part of most SCS schools. That standard set of resources is referred to as “baseline services.” It is the minimum set of services that the SBB allocation will provide for all schools, regardless of their size and student characteristics. If a school’s initial SBB allocation (i.e. student enrollment multiplied by student weights) is not sufficient to pay for these services, the District will add money to the school’s allocation to increase it to the baseline. The Finance Department will retain a reserve amount from the SBB Pool that is sufficient enough to cover this “baseline supplement.” Very small schools are those most likely to fall short of being able to afford “baseline services” on their own, so the resources listed below should be considered appropriate in the context of a small school (<300 students). Resources that schools are not responsible for paying for are not included in “baseline services;” refer to the resource flexibility section for additional details on which resources schools are responsible for paying the cost for.

Position / Service	Grades K-8	Grades 9-12	Source
General Education Teachers	K-3rd: 20:1 4th-6th: 25:1 7th-8th: 30:1	30:1	TN Class Size Requirement
Physical Ed. Teachers	K-4th: 350:1 5th-6th: 265:1 7th-8th: N/A	N/A	TN Basic Education Program (BEP) funding formula
Art & Music Teachers	K-6th: 525:1 7th-8th: N/A	N/A	TN BEP
Assistant Principals	1 FTE: 550 to 1099 1.5 FTE: 1100 to 1319 2 FTE: 1320+	1 FTE: 1 to 649 2 FTE: 650 to 1249 3 FTE: 1250 to 1499 4 FTE: 1500 to 1749 5 FTE: 1750+	K-8th: BEP + SCS Hybrid* 9th-12th: SCS Staffing Formula**
Librarians	0.5 FTE: 1 to 264 1 FTE: 265+	0.5 FTE: 1 to 299 1 FTE: 300 to 999 2 FTE: 1000 to 2249 3 FTE: 2250 to 3000	TN BEP
Clerical Assistants	0.5 FTE: 1 to 224 1 FTE: 225 to 374 + 1 FTE for every add 'l 375 students		TN BEP
Financial Secretaries	1 per school		District Requirement



Substitute Teachers	\$45.78 pp	FY19 Short-term sub budget pp
Instructional Supplies	\$200 per teacher	District Requirement

SCS Staffing Supplement

During the transition to Student Based Budgeting in the first year of implementation (SY2018-19), SCS ensured that all schools received the amount of funds equivalent to what they would have received under the SY17-18 Staffing Ratios. If a school’s initial SBB allocation AND baseline supplement was not sufficient to pay for these services, the District added additional money to the school’s allocation, bringing it up to the amount required to repurchase SCS SY17-18 staffing allocations associated with the SBB Pool. A reserve was with-held from the SBB Pool by the Finance department that is sufficient to cover this “SCS Staffing Supplement.” Again, outside of the guidelines outlined in the resource flexibility section, the District does not instruct empowered schools on what to purchase.

Transition Hold Harmless Policy

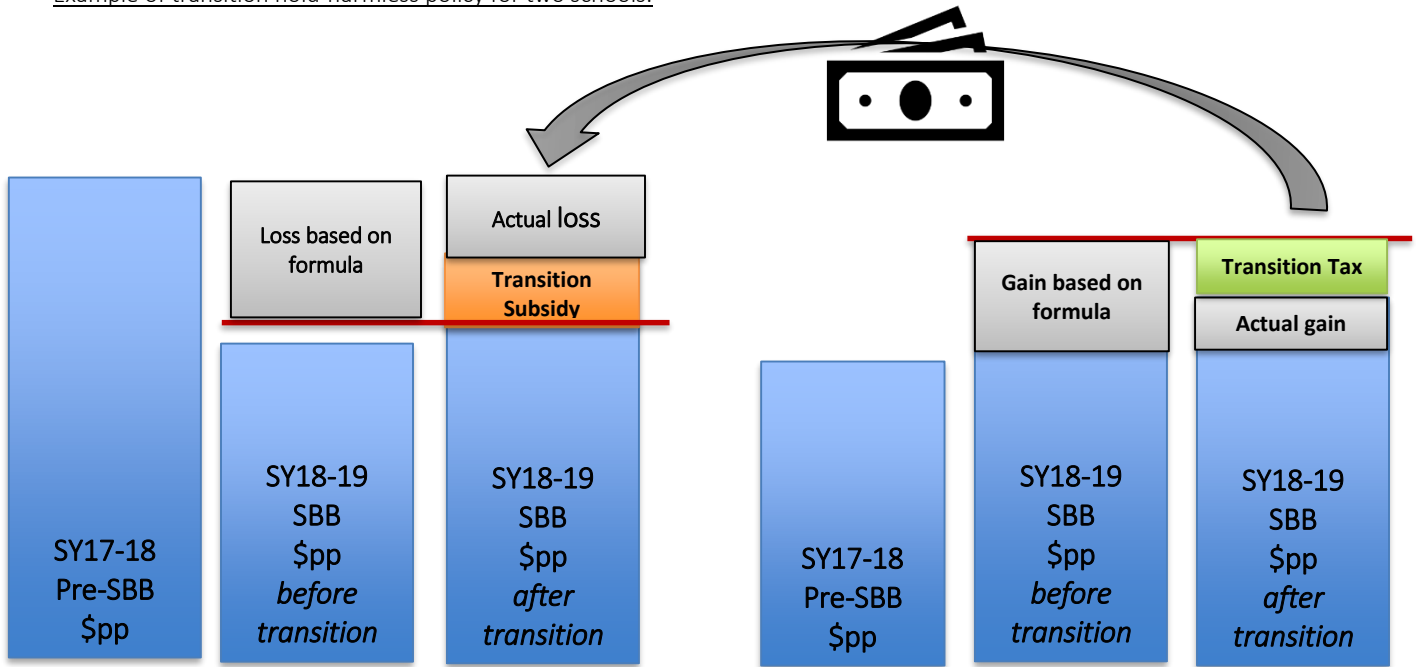
Student Based Budgeting is a very different method of allocating resources than the staffing allocation-based method that SCS has used in prior years. Prior to SBB, there were significant unplanned variations among different schools’ per-pupil levels of funding. Small schools tended to receive more (per-pupil) than large schools; underutilized schools tended to receive more than those filled to capacity; and some schools simply received more because of years-old staffing decisions. Excluding temporary SIG grants, schools with higher student needs did not necessarily receive more. Under SBB, a more equitable distribution of resources assures that all schools are funded at a similar level to one another (on a per-pupil basis), with remaining differences directly tied to differences in student need.

This equitable distribution means, of course, that some schools will receive more than they did in prior years, while others will receive less. In the long term, the District is confident that this new method of appropriating resources will be both effective and fair. In the short term, the District will take caution measures to ensure that schools don’t experience swings in funding so dramatic as to disrupt the learning environments that teachers and staff build upon each year. To this end, the first few years of SCS’s transition into SBB includes a **soft-landing** policy in which no school can gain more than 6.0% or lose more than 2.5% or the dollar equivalent of 2 Teacher FTEs of its SY17-18 per-pupil funding level each year. **This transition policy will not apply indefinitely; the District will revisit this policy next year.**



For example, a school may receive a “transition subsidy” to ease the transition to SBB. Alternatively, a school may be charged a “transition tax” levied so that the District may temporarily subsidize schools that are losing funds under SBB.

Example of transition hold-harmless policy for two schools:



School A was overfunded relative to its enrollment/student need profile, so it will lose money in the shift to SBB.

In SY18-19, it will receive a “transition subsidy” to limit its loss at the lesser of 2.5% or 2 Teacher FTEs.

School B was underfunded relative to its enrollment/student need profile, so it will gain money in the shift to SBB.

In SY18-19, it will only experience a gain of 6.0% because it will need to pay a “transition tax” to allow the District to subsidize all the “transition awards” at losing schools.

Note: The transition hold-harmless policy applies to losses due to the SBB formula ONLY and does not apply to loss in funds due to declining enrollment.

Q&A: Enrollment and Transition Policy under SBB

How does enrollment impact my budget?

SCS is anticipating declining enrollment next year. Because overall enrollment is declining, the District’s overall funding is decreasing and as a result, schools with declining enrollment will see a decrease in their funding. **This has nothing to do with the transition to SBB.** Even if the District were not moving to SBB, schools with declining enrollment would also be seeing a decrease in their funding.

KEY TAKEAWAY: Schools with declining enrollment will see a decrease in their funding that has nothing to do with the transition to SBB. They are losing money due to enrollment changes and NOT due to SBB funding changes.



But what about the Transition Policy? Isn't there a loss limit or gain limit?

Yes, but SCS is only capping the losses and gains that resulted from the transition to SBB. SCS is not capping gains and losses as a result of changes in a school's enrollment. The -2.5%/+6.0% caps are calculated on a dollar per pupil (\$pp) basis and not on a total dollar basis, to isolate the change due to the transition to SBB.

SBB Transition Gain Cap	+6.0% on a \$pp basis
SBB Transition Loss Cap	Lesser of -2.5% or 2 Teacher FTEs on a \$pp basis

So, for example, in School A who is losing money under the new SBB formula:

Total Enrollment	500
SY17-18 Unlocked Comparison \$pp	\$5,000 pp
SY18-19 SBB Allocations \$pp	\$4,500 pp
If no loss limit existed, School A would experience a loss due to the transition to SBB of	-\$500 pp or -10% loss on \$pp basis
But with the SCS transition policy, School A's loss is limited to 2.5%	School A will receive a "transition subsidy" of \$187,500 to limits its losses to just -\$125 pp or -2.5% loss on \$pp basis

In School B who is gaining money under the new SBB formula:

Total Enrollment	500
SY17-18 Unlocked Comparison \$pp	\$5,000 pp
SY18-19 SBB Allocations \$pp	\$5,500 pp
If no gain limit existed, School A would experience a gain due to the transition to SBB of	+\$500 pp or +10% gain on \$pp basis
But with the SCS transition policy, School A's gain is capped at 7.0% ...	School B will pay a "transition tax" of \$150,000 to cap its gains at +\$300 pp or +6.0% gain on \$pp basis.

There are two exceptions to the gain limit cap:

- Cohort schools are exempt. If they are slated to gain money in the transition to SBB, they will be exempt from the gain limit and be allowed to experience their full gain in Year 1.
- Six traditional schools are exempt in Year 1 because if the gain limit is imposed, they will be unable to meet the staffing formula requirements that is being applied to all traditional schools this year. This is a temporary exemption that will be revisited in Year 2.

Why am I paying a "transition tax" or receiving a "transition subsidy"?

The transition policy is another policy to ensure stability in the transition to SBB. Under the transition policy, schools will not gain or lose more than a certain % on a \$pp basis in the first year of SBB. This is to ensure that no school will experience a dramatic swing in funding that would compromise its ability to support its students.

If you are receiving a transition subsidy, this means that your school is supposed to lose more under the SBB formula, but your loss is being capped at lesser of 2.5% or 2 FTE on a \$pp basis. This subsidy is being paid by the transition tax on gaining schools.

If you are paying a transition tax, this means that your school is supposed to gain more under SBB but your gain is being capped at 6.0% on a \$pp basis. Funds are being withheld from you to subsidize other schools to limit their losses.



How does this all come together?

There are a few potential scenarios that your school could fall into:

School A: Increasing enrollment + gaining under SBB

1. Change due to Enrollment	+5%	School A's enrollment is increasing and its funding is increasing under SBB because it has higher levels of student need relative to other schools in the District. This means School A will experience an increase in overall school funding.
2. Change due to SBB Transition	+5%	
= Total Change to Budget	+10%	

School B: Increasing enrollment + losing under SBB

1. Change due to Enrollment	+5%	School B's enrollment is increasing but its funding is decreasing under SBB because it has lower levels of student need relative to other schools in the District.
2. Change due to SBB Transition	-2.5%	
= Total Change to Budget	+2.5%	The overall school funding will depend on the relative size of the two factors. In School B, the impact of the change due to enrollment is greater than the change due to SBB transition, so it will experience a net increase overall.

School C: Decreasing enrollment + gaining under SBB

1. Change due to Enrollment	-10%	School C's enrollment is decreasing but its funding is increasing under SBB because it has higher levels of student need relative to other schools in the District.
2. Change due to SBB Transition	+5%	
= Total Change to Budget	-4%	The overall school funding will depend on the relative size of the two factors. School C is losing significant enrollment, so although it does gain under SBB, it's not enough to offset the impact of the budget change due to enrollment.

School D: Decreasing enrollment + losing under SBB

1. Change due to Enrollment	-5%	School D's enrollment is decreasing and its funding is decreasing under SBB because it has lower levels of student need relative to other schools in the District. This means School D will experience a decrease in overall school funding.
2. Change due to SBB Transition	-2.5%	
= Total Change to Budget	-7.5%	

School E: No enrollment change + losing under SBB

1. Change due to Enrollment	0%	School E's enrollment is not changing and its funding is decreasing under SBB because it has lower levels of student need relative to other schools in the District. This means School E will experience a decrease in overall school funding that is entirely due to the SBB formula.
2. Change due to SBB Transition	-2.5%	
= Total Change to Budget	-2.5%	



Average Salary & Benefits – SBB Pool Only

Salaries and benefits are calculated based on a District-wide average by position type. Salaries and benefits are not adjusted based on the actual person occupying the position. Therefore, schools are not penalized for higher salaries and schools cannot recoup funds for employees with a salary that's lower than the average salary. Similarly, schools will not recoup any portion of a position's benefits including employees not receiving benefits.

<i>Position Title (SBB Pool Only)</i>	<i>Avg. Compensation used for Budgeting*</i>
Classroom Teacher (General Ed)	\$71,634
Assistant Principal	\$101,417
Librarian	\$81,448
Educational Assistant (General Ed)	\$27,717
Financial Secretary	\$51,364
Clerical Assistant	\$37,398
In-School Suspension Assistant/Study Hall Monitor	\$29,918
Interventionist	\$53,825

*Note: The District will continue to budget Title I allocations with actual salaries and benefits.

iv. SBB Flexibility

In school year 2018-19, SCS instituted school-based flexibility. All schools began making decisions centered around their Strategic School Design Plans to meet the needs of their students. SCS will phase-in flexibility for school leaders. Schools are categorized into three groups: Cohorts, Early Adopters, and Traditional Schools. The level of flexibility school leaders receive depends upon their group. Cohorts and Early Adopters receive enhanced autonomy. Traditional schools receive limited or restricted autonomy.

Guardrails (or Basic Expectations)

Regardless of the level of flexibility received, all schools first must demonstrate evidence that they are implementing the curriculum with 100% fidelity. School plans should firstly be based on resource decisions aligned with building an ILT whose members have proven expertise in the content area they support and ensuring that teachers have sufficient time for shared content and grade teams to learn and collaborate. Principals must utilize the ILT to develop effective collaborative lesson plans and to participate in the development of Cycles of Professional Learning. In addition, principals should utilize Instructional Practice Guides during informal observations to provide richer feedback and plan development for teachers.

In addition to these baseline guardrails, Early adopters and Cohort principals with their ILDs are expected to focus on securing expert support for Cycles of Professional Learning and Cycles of Observation and Coaching. They are also expected to ensure sufficient time exists for collaborative planning in PLCs (90 minutes per grade or content area weekly).

Traditional School Flexibility

Traditional schools will have baseline flexibilities within the goal of implementing the curriculum with full fidelity. Traditional schools may make cost neutral trades in positions (e.g. an extra teacher in lieu of a librarian). These changes should be proposed during their Strategic Budget Session and discussed and approved by the Budget Advisor and their respective Instructional Leadership Director (ILD). If extra funds remain above the school's staffing plan, principals must provide justifications and alignment to their 60-day plan in order to apply their resources to the following list.



Level I	Traditional Schools in Good Standing	Priority Schools / Critical Focus Schools
Trade-Offs	<ul style="list-style-type: none"> • Part-Time staff • Teachers • Librarians • Study Hall Monitors • In-School Suspension (ISS) • Educational Assistants 	<ul style="list-style-type: none"> • Part-Time staff • Teachers • Librarians • Study Hall Monitors • In-School Suspension (ISS) • Educational Assistants
Other Budgets	<ul style="list-style-type: none"> • Substitute Budget • Technology (with CIO approval) 	<ul style="list-style-type: none"> • Substitute Budget • Technology (with CIO approval)
Special Fund Allocations	<ul style="list-style-type: none"> • Title I (for eligible schools) 	<ul style="list-style-type: none"> • Title I (for eligible schools)
Supports	<ul style="list-style-type: none"> • Support for Intervention – Tier II and Tier III students (Teacher Assistants) • Support for Before and After School Tutoring (Tutoring (with additional small group supports for accountability subgroups - ELL, SWD)) • Part-time Clerical Assistant for attendance only to address COOS 	<ul style="list-style-type: none"> • Support – Teacher on • Assignment to support the process • End of Course Support – Teacher Assistant • Parental engagement • Staffing bonuses • ACT Prep teacher allocated to address Ready Graduate Indicator • Full-time Family Specialist to address COOS. The rates at many of these schools are significantly above the district average • WIDA prep materials/ tutoring hours for ELL students • Teacher- on-Assignment to assist with culture/climate issues
Extra Funds Available	<ul style="list-style-type: none"> • Teachers • Teacher Assistants • Assistant Principals • Study Hall Monitor • ISS Assistant • Behavioral Specialist • Part-time Teachers 	<ul style="list-style-type: none"> • Teachers • Teacher Assistants • Assistant Principals • Study Hall Monitor • ISS Assistant • Behavioral Specialist • Part-time Teachers

Traditional schools must also meet baseline guardrail guidelines to implement the curriculum with 100% fidelity. School plans must show evidence to support a strong ILT, how ILT develop effective collaborative lesson plans and how ILT participate in the development of Cycles of Professional Learning. Principals should utilize Instructional Practice Guides during informal observations to provide richer feedback and plan development for teachers.

Early Adopter & Cohort Flexibility

In keeping with the strategic focus of the District and as was expressed in the design session, Early Adopter and Cohort schools must use their flexibilities to improve expert support and to expand collaborative planning time to 90 minutes per grade or content area weekly. Since Early Adopter and Cohort principals and ILDs have participated in almost a year of Strategic School Design (SSD) professional learning, they have full discretion to use their flexibility to align with their SSD plans as previously developed with their school teams.



In the chart below are examples of the flexibility available to principals of Early Adopter and Cohort schools if additional resources are available.

Level 2	Cohorts	Early Adopters
Trade-Offs	<ul style="list-style-type: none"> Teachers Librarians Study Hall Monitors In-School Suspension Educational Assistants 	<ul style="list-style-type: none"> Teachers Librarians Study Hall Monitors In-School Suspension Educational Assistants
Supports	<ul style="list-style-type: none"> Support to improve GOOD FIRST TEACHING Support for Tier II and Tier III students (Teachers, TAs) Wrap---Around Services for High Schools (ACT Tutoring –1/2 credit) Support for Collaborative Planning Support for Parent Engagement (Parent Liaison, Parent Specialist, etc.) Stipends for additional support to support academics Administrative support EOC support Funds to support Speakers, field trips to improve Social Emotional Learning 	<ul style="list-style-type: none"> Support to improve GOOD FIRST TEACHING Support for Tier II and Tier III students (Teachers, TAs) Wrap---Around Services for High Schools (ACT Tutoring –1/2 credit) Support for Collaborative Planning Support for Parent Engagement (Parent Liaison, Parent Specialist, etc.) Stipends for additional support to support academics Administrative support EOC support Funds to support Speakers, field trips to improve Social Emotional Learning
Other Budgets	<ul style="list-style-type: none"> Substitute Budget 	<ul style="list-style-type: none"> Substitute Budget
Special Fund Allocations	<ul style="list-style-type: none"> Title I (for eligible schools) 	<ul style="list-style-type: none"> Title I (for eligible schools)
Level 2	Cohorts	Early Adopters
Personnel	<ul style="list-style-type: none"> Create new positions 	<ul style="list-style-type: none"> None
Curriculum	<ul style="list-style-type: none"> Criteria for selecting: Retention of teachers, ILT rating, 2-year trend of TVASS 4 or 5, 3.5 or higher on TEAM 	<ul style="list-style-type: none"> Criteria for selecting: Retention of teachers, ILT rating, 2-year trend of TVASS 4 or 5, 3.5 or higher on TEAM
Supplemental Materials	<ul style="list-style-type: none"> Criteria for selecting: Retention of teachers, ILT rating, 2---year trend of TVASS 4 or 5, 3.5 or higher on TEAM, or Assistant Superintendent’s recommendations 	<ul style="list-style-type: none"> Criteria for selecting: Retention of teachers, ILT rating, 2---year trend of TVASS 4 or 5, 3.5 or higher on TEAM, or Assistant Superintendent’s recommendations

Cohort and Early Adopters must also meet baseline guardrail guidelines and must show evidence of securing expert support for Cycles of PLC of Observation and Coaching and ensuring sufficient time for collaborative planning in PLCs.

Examples of resource options that support expert support and collaborative planning time are as follows:

Expert support

- School purchases a literacy specialist position to coach teachers and facilitate ELA PLCs (the ILT previously had an AP with science experience and a PLC coach with math experience; there were no other coaches)
- School exchanges current Assistant Principal position for an instructional leadership position that is targeted to address ELA or math needs.
- School purchases an additional math teaching position to provide two math lead teachers release time to coach teachers, model lessons, and support PLC meeting, planning and facilitation.



Collaborative planning time

- School purchases additional instructional aide positions to cover lunch so that recess time can be added adjacent to weekly collaborative planning time. Additionally, instructional aides can be used to provide support at other times during day, provided that instructional time is preserved, to free teachers for planning.
- School purchases additional support position(s) to double supports one day per week for all or targeted grades or content areas so that teachers have a double planning block.
- School purchases time for substitutes to cover classes for two grades or content areas on Fridays every three weeks for 160 consecutive minutes. This time, which teams receive on a rotating basis, added to the 45 minutes per week of regular collaborative planning time equals an average of 90 minutes per week for deep collaborative planning time.
- One of the PLC coaches, Assistant Principals, or other full-time non-teaching position is transformed to a half-time teaching position, thereby enabling changes to the schedule.

v. Guide on Understanding School Level Information

In an effort to provide greater transparency of school level spending, the District provides detailed information of how funds are allocated to individual schools. The District has expanded the level of detailed information provided for school level budgets. This is a continuation of the process started in the previous fiscal year. The following pages contain school level information for each school such as 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 provided is intended to provide an overview of the trajectory of individual schools over the past three years and also provide details for projected budgets for the coming year. When reviewing school level details, it is important to note that the information provided includes actual results and data from school years 2015-2016, 2016-2017, and 2017-2018, as well as the budgets for the 2018-2019 school year. Actual staffing, enrollment and spending at the school level for school year 2017-2018 may vary from the budget based upon demographics, enrollment, and staffing changes. The variance between school years 2017-2018 and 2018-2019 is not the actual year-over-year impact of financials or staffing by school. In future years, the District will continue to provide actual data for the current school year.

vi. School Level Information

Below are definitions and details for school level data.

Staffing Laws

Teachers - TN State Board of Education has established rules related to class size for K-12 grades in Chapter 0520-01-03 Minimum Requirements for the Approval of Public Schools (0520-01-03-.03 Administration of Schools, Requirement B (3)). According to these rules, local boards of education shall have policies providing for class sizes in grades kindergarten through twelve (12) as follows:

Grade Level	Average	Maximum
Grades K-3	20	25
Grades 4-6	25	30
Grades 7-12	30	35
Career and Technical Education	20	25

The average class size for a grade-level unit (such as the unit K-3) shall not exceed the stated average, although individual classes within that grade-level unit may exceed the average. No class shall exceed the prescribed maximum size. Class size limits may be exceeded in such areas as typewriting and instrumental and vocal music classes, provided that the effectiveness of the instructional program in these areas is not impaired.

Note: there is a proposed state policy to limit the maximum class size for career technical education for school year 2018-19.

Librarians – the TN State Board of Education has established rules about Library Information Center personnel in Chapter 0520-01-03 Minimum Requirements for the Approval of Public Schools (0520-01-03-.07 Library Information Center,



Requirement E (2)). According to the rules, schools including grades kindergarten through eight (K-8) or any combination thereof shall provide library information personnel as follows:

Enrollment	Librarian Allocation
< 400	None, faculty member shall serve as a library information coordinator.
0 – 549	0.5
= or > 500	1

For high schools, the following library information personnel shall be provided as follows:

Enrollment	Clerical Staff Allocation
< 300	0.5
300 – 1,500	1
= or > 1,500	2

Guidance Counselors – for school year 2018-19, the TN State Board of Education’s School Counseling Model & Standards Policy (5.103) will be effective. TN State Board of Education has recommended current student-to-counselor ratios as calculated in the Basic Education Program (BEP) formula as follows:

- Elementary (grades K – 5): 500:1
- Secondary (grades 6 – 12): 350:1

Recognizing the need for school counseling support, SCS will use these ratios for guidance counselors.

SCS Staffing Formulas

Below are the District’s school staffing formulas for school year 2018-19. These staffing formulas are adhered to closely with the exception of smaller schools that may need additional staffing for scheduling and otherwise as deemed necessary for academic progress.

Classroom Teacher Allocations

Grade Level	Teacher to Student Ratio
K - 3	1:20
4 – 5	1:24.75
6 – 8	1:24.95 (student enrollment 600 or fewer) 1:23.75 (student enrollment greater than 600)
9 – 12	1:26.05 (student enrollment 1,200 or fewer) 1:24.5 (student enrollment greater than 1,200)

Career and Technical staffing assignments are determined by the Career and Technical Education department. Generally, a high school receives one additional general classroom teacher for every four CTE teachers at their school location.



Assistant Principal Allocations

Elementary Schools

Enrollment	Assistant Principal Allocation
1 – 549	0
55 – 1,099	1
= or > 1,110	2

Middle and High Schools

Enrollment	Assistant Principal Allocation
1 – 650	1
651 – 1,249	2
1,250 – 1,499	3
1,500 – 1,750	4
= or > 1,751	5

Librarian Allocations

Elementary Schools

Enrollment	Librarian Allocation
1 – 1,049	1
= or > 1,050	2

Middle and High Schools

Enrollment	Librarian Allocation
1 – 1,049	1
1,050 – 1,750	2
= or > 1,751	3

Clerical Staff Allocations

Elementary Schools

Enrollment	Clerical Staff Allocation
1 – 749	2
750 – 1,099	3
= or > 1,100	4

Middle and High Schools

Enrollment	Clerical Staff Allocation
1 – 499	2
500 – 749	3
750 – 1,099	4
1,100 – 1,649	5
1,650 – 2,049	6
= or > 2,050	7



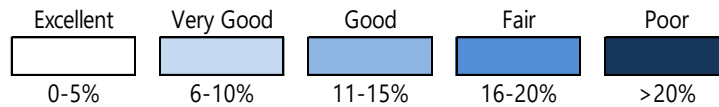
School Information

Grade Level – indicates the grade specific published objectives for learning skill proficiency. Grade-level proficiency refers to reading, writing, math, oral communication, and group-process skills. The grade levels presented are for FY2017-18. There are no new grade configurations anticipated for FY2018-19.

School Type – specifies the school type such as Alternative, CTE, Traditional, Early Adopter, Cohort, iZone, Optional and Empowerment.

Facility Measures

Facility Condition Index (FCI) – a measure of a building’s condition. A higher index indicates worsening conditions of a building. This calculation is equal to “Total Dollars of Building Repair + Upgrades + Renewal Needs / Current Replacement of the Facility”. A FCI of 0 - 5% indicates 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 greater than 20% indicates a building that is in poor condition. The following firms were used to determine FCI for all buildings: OT Marshall Architects, Fleming & Associates Architects, Self-Tucker Architects and AllWorld Project Management.



FY2017-18 Utilization – rate calculated by dividing the Baseline Enrollment by the 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, the capacity utilization level provides insight into the overall slack that exist in schools at a given point in time. If a school is operating 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.

Square Footage – a measure of 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 includes all space utilized as 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, the assumption is that 1,000 students can fit into 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 all academic programs operating at their best. CDC and Pre-K are included in the capacity formula due to differing class sizes, funding, and enrollment reporting methods. CDC and Pre-K are zoned in sections, not by address.

Student Demographics

Economically Disadvantaged Students – for Tennessee school districts participating in Community Eligibility Provision, an alternate definition of “Economically Disadvantaged” (ED) was needed; only students who are direct certified are counted. Based on USDA guidelines, students are considered direct certified through any of the following measures: Supplemental Nutrition Assistance Program (SNAP), Temporary Assistance to Needy Families (TANF), Homeless, Migrants, Runaways, certified foster children and students enrolled in Head Start or Even Start programs (those operated by the school system).

Using the state 2017-18 Accountability and BEP Funding definition, 58.6% of the District’s student population are considered as Economically Disadvantaged.

Students with Disabilities – students who have, have had or are currently 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.



English Language Learners – Tennessee students speak more than 140 languages. For most of these 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.

Achievement & Proficiency

ACT 21% - percentage of students scoring 21 or above on the ACT test.

Attendance Rate – student attendance is measured and reported by the department as a rate and is based on a comparison of the number of school days attended to the total possible days attended.

Average ACT Composite Score – the ACT composite score or overall ACT score is the average of scores for each test (English, mathematics, reading and science) rounded to the nearest whole number. It ranges from 1 (low) to 36 (high).

Graduation Rate – percentage of students who graduated from high school within four years, including a summer for those students who entered the ninth grade four years earlier. The District's graduation rate was 79.6% for school year 2017-18.

TEM (Teacher Effective Measure) – teacher evaluation system implemented in the District during the 2015-16 school year. The purpose of the TEM evaluation system is to ensure that all educators receive honest feedback about their practice that will enable them to continue to improve their practice and ultimately better serve our students.

- TEM 1: Significantly Below Expectations
- TEM 2: Below Expectations
- TEM 3: Meeting Expectations
- TEM 4: Above Expectations
- TEM 5: Significantly Above Expectations

TNReady – state student achievement assessment for reading, writing, and math in grades 3 – 11 designed to assess what is being taught in Tennessee's classrooms. TNReady was developed by Tennessee educators to better assess student knowledge, as well as critical thinking and problem solving skills – in other words, all of the things a student will need to succeed following high school.

TVAAS (Tennessee Value-Added Assessment System) – measures the impact schools and teachers have on their students' academic progress. For the 2017-18 school year, TVAAS components do **NOT** include grades 4-8 due to the suspension of testing in grades 3-8.

- TVAAS 1 (least effective) – schools whose students are making substantially less progress than the standard for academic growth (the school's index is less than -2).
- TVAAS 2 (approaching average effectiveness) – schools whose students are making less progress than the standard for academic growth (the school's index is equal to or greater than -2 but less than -1).
- TVAAS 3 (average effectiveness) – schools whose students are making the same amount of progress as the standard for academic growth (the school's index is equal to or greater than -1 but less than 1)
- TVAAS 4 (above average effectiveness) – schools whose students are making more progress than the standard for academic growth (the school's index is equal to or greater than 1 but less than 2)
- TVAAS 5 (most effective) – schools whose students are making substantially more progress than the standard for academic growth (the school's index is 2 or greater)

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 the 20th day attendance period.



School Staff Position Allocations

Assistant/Vice Principals – responsible for the supervision, discipline, and monitoring of students. Under the direction of the Principal, the assistant/vice principal is responsible for executing and enforcing school board policies, administrative rules and regulations. There is no distinct difference between an assistant principal and a vice principal; the title is based upon the position HR has assigned to each school in the past.

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 responsible for each student's overall academic program. Additionally, ESL, CTE and ROTC teachers are included as classroom teachers. The only teachers not included are those teachers not assigned to a classroom.

Counselors – renders services to individuals or groups of students by applying the principles, techniques, methods or procedures of the counseling profession, including appraisal activities (as defined by law), counseling, consulting and referral activities.

Education Assistants – provides additional instructional support in the classroom for teachers.

Instructional Facilitators – performs as an instructional specialist in selected schools to increase the effectiveness of onsite programs and to improve utilization of instructional materials. Additionally, the instructional facilitator promotes development, implementation and coordination of the school's instructional goals.

Librarians – works professionally in the school's library to provide access to information. Also provides social or technical programming and instruction for information literacy. A minimum of 1 librarian is allocated to every school.

Nutrition – includes cafeteria nutrition technicians and managers that work in the school cafeteria.

Other – clerical and other student support personnel such as in-school suspension and study hall monitors.

Principal – each school has one principal position. Principals are responsible for implementing and enforcing school board policies and administrative rules.

Special Skills – teachers for Optional Schools; World Languages; Elementary Music, Art and Physical Education (MAPS); and Band & Strings.

Student/Teacher Ratio – the number of students assigned to a school divided by the number of teachers assigned to the school regardless of the funding source.

Financial Information

General Fund Expenditures – the primary expenditure fund of the district which reflects discretionary salaries and other expenses.

IDEA, Part B Federal Allocation – Since the enactment of the original legislation – Individuals with Disabilities Education Act (<http://idea.ed.gov/>) in 1975, children (ages 3-21) receive special education and related services under Part B of IDEA. Part B is so named because it is the second part of the law itself. Part B is Assistance for Education of All Children with Disabilities. <http://www.parentcenterhub.org/repository/partb/>

Other Special Revenue & Federal Funds – Other local and federal grants (Pre-K, Leap Program, Title III, etc.)

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.



Additional Considerations in Analyzing the Data

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

- District budgets are prepared using actual salaries and benefits. Therefore, there may be significant variances in dollar amounts with little or no changes in positions.
- Not all IDEA and Pre-K federal funds are allocated to schools due to centralized programmatic decisions. Some funds are retained centrally to be used for all students across the District.
- Federal grants (e.g., Title I and IDEA Part B) allocation amounts reflect the amount in fiscal year 2017-18. The grant amounts for fiscal year 2018-19 are pending the final grant awards, which is determined in the early summer.

Some schools such as E.E. Jeter receive additional teachers and school staffing to provide a full academic schedule. Some position decreases may not be directly linked to enrollment; they may be due to programs moved from one school to another school.



SHELBY COUNTY SCHOOLS: FY2018-19 DISTRICT BUDGET

INFORMATIONAL

Elementary School Summary

FY 2018-19 FINANCIAL BUDGET													
SCHOOL NAME	SCHOOL TYPE	FY 2018-19 STUDENT DEMOGRAPHICS				ENGLISH LANGUAGE LEARNERS		GENERAL FUND	TITLE I	IDEA	OTHER	TOTAL	PER PUPIL EXPENDITURE
		ENROLLMENT	ECONOMICALLY DISADVANTAGED	STUDENTS WITH DISABILITIES	LANGUAGE LEARNERS	GENERAL FUND	TITLE I						
1 A B Hill Elementary School	iZone	212	77%	24%	-	2,959,944	177,905	169,189	62,334	3,369,372	15,893		
2 Alton Elementary School	Traditional	244	71%	6%	-	2,407,910	167,790	-	295,556	2,871,256	11,767		
3 Balmoral-Ridgeway Elementary School	Optional	313	74%	4%	6%	2,164,629	112,450	22,893	-	2,299,977	7,348		
4 Belle Forest Elementary School	Traditional	1,194	69%	9%	8%	6,027,030	332,010	125,802	205,188	6,358,020	5,325		
5 Berclair Elementary School	Traditional	609	79%	9%	3%	3,858,097	330,010	113,468	307,844	4,611,419	7,572		
6 Bethel Grove Elementary School	Traditional	196	75%	16%	0%	1,869,404	150,535	78,858	102,823	2,201,620	11,233		
7 Brewster Elementary School, William H	Optional	406	89%	15%	14%	3,081,878	274,890	87,359	402,137	3,846,264	9,474		
8 Brownsville Road Elementary	Optional	575	77%	9%	3%	3,717,388	249,305	58,787	31,049	4,056,529	7,055		
9 Bruce Elementary School	Traditional	462	77%	11%	9%	3,280,146	260,015	116,647	121,820	3,778,628	8,179		
10 Charjean Elementary School	Traditional	372	85%	6%	23%	3,007,872	218,365	-	259,126	3,485,363	9,369		
11 Cherokee Elementary School	iZone	478	86%	6%	2%	2,706,607	304,045	-	197,405	3,308,057	6,921		
12 Chimneyrock Elementary School	Traditional	883	60%	12%	12%	5,096,857	269,535	328,313	297,614	5,892,319	6,673		
13 Cordova Elementary School	Optional	787	56%	12%	9%	4,500,253	243,950	129,881	115,897	4,989,981	6,341		
14 Cromwell Elementary School	Traditional	521	69%	11%	11%	3,376,747	264,775	95,046	-	3,736,568	7,172		
15 Crump Elementary School	Traditional	579	83%	8%	12%	4,044,913	342,720	32,289	116,840	4,536,762	7,836		
16 Delano Elementary School	Optional	297	73%	2%	-	1,961,429	101,745	-	-	2,063,174	6,947		
17 Dexter Elementary School	Traditional	811	67%	11%	9%	4,583,931	312,970	261,795	265,465	5,424,161	6,688		
18 Double Tree Elementary School	Optional	331	68%	9%	-	2,225,681	186,830	-	151,302	2,563,812	7,746		
19 Downton Elementary School	Optional	612	43%	6%	1%	3,495,572	253,470	-	160,754	3,909,796	6,389		
20 Dunbar Elementary School	Traditional	228	88%	5%	-	2,305,177	164,815	23,411	126,069	2,619,472	11,489		
21 Egypt Central Elementary School	Traditional	535	81%	5%	16%	3,071,838	312,970	-	69,783	3,454,591	6,457		
22 Evans Elementary School	Traditional	470	82%	6%	19%	2,713,414	301,070	33,140	79,421	3,127,045	6,653		
23 Ford Road Elementary School	iZone	536	84%	10%	0%	3,274,057	329,630	158,382	140,780	3,902,849	7,281		
24 Fox Meadows Elementary School	Traditional	538	77%	14%	5%	3,658,542	328,440	191,993	171,356	4,350,331	8,086		
25 Gardenvue Elementary School	Traditional	223	76%	23%	1%	2,236,693	161,840	251,324	78,968	2,728,824	12,237		
26 Germanshire Elementary School	Traditional	807	67%	11%	8%	4,492,917	317,730	91,270	200,196	5,102,113	6,322		
27 Germantown Elementary School	Optional	623	45%	10%	8%	4,142,424	139,230	150,161	88,741	4,520,556	7,256		
28 Getwell Elementary School	Traditional	290	74%	10%	5%	2,307,628	205,870	115,869	449,725	3,079,092	10,618		
29 Goodlett Elementary School	Traditional	453	89%	5%	27%	3,324,401	277,270	-	538,563	4,140,234	9,140		
30 Grahamwood Elementary School	Optional	991	53%	8%	20%	6,130,088	268,345	51,861	152,263	6,602,556	6,663		
31 Hamilton Elementary School	Traditional	266	75%	13%	4%	2,182,440	188,615	89,052	275,484	2,735,592	10,284		
32 Hawkins Mill Elementary School	Traditional	322	82%	10%	-	2,613,738	197,540	70,567	274,865	3,156,711	9,803		
33 Hickory Ridge Elementary School	Traditional	751	85%	8%	18%	5,004,906	433,755	127,811	-	5,566,473	7,412		
34 Highland Oaks Elementary School	Traditional	824	68%	7%	11%	4,702,365	318,920	29,267	199,160	5,249,712	6,371		
35 Holmes Road Elementary School	Empowerment	681	75%	10%	1%	4,293,141	380,800	132,130	334,405	5,140,477	7,548		
36 Idlewild Elementary School	Optional	497	37%	5%	1%	3,024,008	-	23,878	-	3,047,885	6,133		
37 Jackson Elementary School	Traditional	317	56%	1%	0%	2,340,328	183,855	-	231,273	2,755,456	8,692		
38 Kate Bond Elementary School	Traditional	798	87%	7%	36%	5,458,066	282,030	90,217	129,566	5,959,879	7,469		
39 Keystone Elementary School	Optional	449	80%	19%	1%	3,328,882	282,625	167,421	95,426	3,874,354	8,629		
40 Kingsbury Elementary School	Traditional	554	83%	16%	41%	3,819,416	336,770	206,846	390,634	4,753,666	8,581		
41 Knight Road Elementary School	Traditional	506	75%	9%	43%	3,602,626	326,655	112,596	509,263	4,551,139	8,994		
42 LaRose Elementary School	Traditional	289	87%	9%	0%	2,257,943	189,805	-	214,366	2,662,114	9,211		



SHELBY COUNTY SCHOOLS: FY2018-19 DISTRICT BUDGET

INFORMATIONAL

Elementary School Summary

SCHOOL NAME	SCHOOL TYPE	FY 2017-18 STUDENT DEMOGRAPHICS										FY 2018-19 FINANCIAL BUDGET					PER PUPIL EXPENDITURE
		ENROLLMENT		ECONOMICALLY DISADVANTAGED		STUDENTS WITH DISABILITIES		ENGLISH LANGUAGE LEARNERS		GENERAL FUND		TITLE I	IDEA	OTHER	TOTAL		
		K-12	K-12	DISADVANTAGED	DISADVANTAGED	DISABILITIES	DISABILITIES	LEARNERS	LEARNERS	GENERAL FUND	GENERAL FUND						
42 LaRose Elementary School	Traditional	289	87%	87%	0%	9%	0%	189,805	2,257,943	189,805	-	214,366	2,662,114	9,211			
43 Levi Elementary School	Traditional	422	80%	10%	0%	10%	0%	292,145	2,333,446	292,145	-	283,818	2,909,410	6,894			
44 Lowrance K-8 School	Traditional	830	71%	11%	7%	7%	7%	282,030	4,885,748	282,030	54,617	174,082	5,396,477	6,502			
45 Lucile E. Campbell Elementary	izone	466	79%	17%	0%	17%	0%	353,430	3,517,974	353,430	210,276	289,377	4,371,056	9,380			
46 Lucy Elementary School	Traditional	366	66%	12%	3%	12%	3%	180,880	2,942,225	180,880	60,340	190,551	3,373,996	9,219			
47 Macon-Hall Elementary School	Traditional	1,168	48%	8%	5%	8%	5%	84,267	6,311,363	-	84,267	-	6,395,630	5,476			
48 Magnolia Elementary School	izone	503	73%	14%	1%	14%	1%	177,905	3,481,036	177,905	141,071	119,976	3,919,988	7,793			
49 Manor Lake Elementary School	Traditional	306	73%	12%	-	12%	-	186,830	2,352,938	186,830	-	332,178	2,871,947	9,385			
50 Newberry Elementary School	Traditional	463	61%	7%	10%	7%	10%	268,345	2,730,815	268,345	70,723	-	3,069,883	6,630			
51 Northaven Elementary School	Traditional	281	82%	14%	1%	14%	1%	188,615	2,611,865	188,615	57,880	57,733	2,916,092	10,378			
52 Oak Forest School	Optional	352	61%	9%	9%	9%	9%	145,775	3,045,359	145,775	108,261	264,058	3,563,452	10,123			
53 Oakhaven Elementary School	Traditional	642	84%	7%	15%	7%	15%	351,050	3,790,161	351,050	22,677	104,748	4,268,636	6,649			
54 Oakshire Elementary School	Traditional	347	79%	9%	1%	9%	1%	226,695	2,777,716	226,695	-	78,250	3,082,661	8,884			
55 Peabody Elementary School	Optional	335	69%	4%	-	4%	-	147,560	2,301,223	147,560	-	117,203	2,565,986	7,660			
56 Raleigh-Bartlett Meadows School	Traditional	471	80%	9%	4%	9%	4%	605,710	2,749,728	605,710	-	175,495	3,530,933	7,497			
57 Richland Elementary School	Traditional	852	25%	13%	4%	13%	4%	5,032,927	5,032,927	-	125,500	-	5,158,427	6,054			
58 Riverwood Elementary School	Optional	912	50%	10%	5%	10%	5%	77,497	5,791,460	-	77,497	-	5,868,956	6,435			
59 Robert R. Church Elementary School	Traditional	738	87%	8%	5%	8%	5%	427,210	4,608,277	427,210	56,073	468,684	5,560,244	7,534			
60 Ross Elementary School	Traditional	638	82%	9%	8%	9%	8%	427,210	4,220,314	427,210	-	178,693	4,826,217	7,565			
61 Rozelle Elementary School	Optional	220	77%	12%	-	12%	-	135,065	1,948,635	-	-	-	2,083,700	9,471			
62 Scenic Hills Elementary School	Traditional	306	73%	10%	1%	10%	1%	213,010	2,818,793	213,010	79,523	172,899	3,284,225	10,733			
63 Sea Isle Elementary School	Traditional	448	50%	19%	9%	19%	9%	110,397	3,787,625	110,397	97,522	97,522	4,141,914	9,245			
64 Shady Grove Elementary School	Traditional	374	80%	21%	21%	21%	21%	163,625	2,618,782	163,625	28,563	-	2,810,970	7,516			
65 Sharpe Elementary School	Traditional	268	76%	22%	22%	22%	22%	201,705	2,302,959	201,705	-	353,016	2,857,680	10,663			
66 Sheffield Elementary School	Traditional	612	78%	4%	27%	4%	27%	304,640	3,651,018	304,640	-	344,510	4,300,168	7,026			
67 Shelby Oaks Elementary School	Traditional	902	68%	14%	14%	14%	14%	403,410	5,078,284	403,410	27,526	232,119	5,741,340	6,365			
68 Sherwood Elementary School	Optional	696	69%	8%	11%	8%	11%	429,590	3,889,105	429,590	56,827	224,300	4,599,823	6,609			
69 Shrine School	Specialty	127	75%	99%	1%	99%	1%	967,265	1,718,909	-	967,265	-	2,686,174	21,151			
70 South Park Elementary School	Traditional	572	78%	14%	34%	14%	34%	363,545	4,067,185	363,545	157,801	453,966	5,042,497	8,816			
71 Southwind Elementary School	Traditional	716	61%	9%	5%	9%	5%	262,990	4,175,486	262,990	112,608	482,306	4,823,064	6,736			
72 Springdale Elementary School	Optional	253	79%	10%	1%	10%	1%	177,310	2,303,602	177,310	-	323,560	2,804,472	11,085			
73 Treadwell Elementary School	Optional	703	79%	22%	22%	22%	22%	445,655	4,345,225	445,655	-	1,333,609	6,124,489	8,712			
74 Volentine Elementary School	Optional	284	72%	19%	1%	19%	1%	189,210	2,752,987	189,210	321,988	299,193	3,563,378	12,547			
75 Wells Station Elementary School	Traditional	731	71%	7%	45%	7%	45%	387,345	5,139,003	387,345	118,679	699,535	6,344,561	8,679			
76 Westhaven Elementary School	izone	773	85%	15%	-	15%	-	496,230	4,780,220	496,230	184,466	215,270	5,676,187	7,343			
77 Westside Elementary School	Traditional	312	86%	2%	2%	2%	2%	201,705	1,926,276	201,705	-	55,297	2,183,279	6,998			
78 White Station Elementary School	Traditional	626	50%	14%	8%	14%	8%	173,145	3,891,914	173,145	214,758	-	4,279,817	6,837			
79 Whitehaven Elementary STEM School	Optional	402	69%	3%	3%	3%	3%	206,465	2,653,787	206,465	-	193,112	3,053,564	7,595			
80 Willow Oaks Elementary School	Optional	676	81%	24%	24%	24%	24%	398,055	4,223,196	398,055	-	216,787	4,838,038	7,157			
81 Winchester Elementary School	Traditional	537	78%	7%	10%	7%	10%	341,530	3,340,842	341,530	-	151,587	3,833,958	7,140			
82 Winridge Elementary School	Traditional	465	85%	12%	12%	12%	12%	280,840	3,212,199	280,840	112,064	351,186	3,956,289	8,508			
Elementary School Totals		42,925	72%	10%	11%	10%	11%	\$ 284,761,940	\$ 20,334,720	\$ 7,299,166	\$ 16,667,754	\$ 329,063,580	\$ 7,666				



SHELBY COUNTY SCHOOLS: FY2018-19 DISTRICT BUDGET

INFORMATIONAL

Elementary School Summary

SCHOOL NAME	SCHOOL TYPE	FY 2018-19 K-12 ENROLLMENT				FY 2018-19 STAFFING				WORLD LANGUAGE TEACHERS	BAND AND STRINGS	ESL TEACHERS	TOTAL TEACHERS	TEACHER TO STUDENT RATIO	TEACHERS WITH TEM 9 OR ABOVE	
		GENERAL ED. CLASSROOM TEACHERS	SPEED. TEACHERS	CAREER AND TECHNOLOGY TEACHERS	TITLE I TEACHERS	OPTIONAL SCHOOL TEACHERS	OPTIONAL SCHOOL TEACHERS	ESL TEACHERS	ESL TEACHERS							
1 A B Hill Elementary School	Izone	212	7	-	-	-	-	-	-	-	-	-	19	1:12	71%	
2 Alton Elementary School	Optional	244	14	2	-	-	-	-	-	-	-	-	16	1:15	100%	
3 Balmoral-Ridge Elementary School	Optional	313	15	2	-	-	-	1	1	1	1	1	20	1:16	95%	
4 Belle Forest Elementary School	Traditional	1,194	56	3	-	-	-	-	-	-	-	3	62	1:18	0%	
5 Berclair Elementary School	Traditional	609	29	4	-	-	-	-	-	-	-	8	41	1:14	98%	
6 Bethel Grove Elementary School	Traditional	196	11	3	-	-	-	-	-	-	-	-	14	1:14	96%	
7 Brewster Elementary School, William H	Optional	406	20	4	-	-	-	-	-	-	-	4	29	1:14	97%	
8 Brownsville Road Elementary	Optional	575	25	4	-	-	-	1	1	1	1	1	31	1:17	80%	
9 Bruce Elementary School	Traditional	462	24	4	-	-	-	-	-	-	-	2	30	1:13	93%	
10 Churjian Elementary School	Traditional	372	20	1	-	-	-	-	-	-	-	3	24	1:16	85%	
11 Cherokee Elementary School	Izone	478	21	2	-	-	-	-	-	-	-	1	23	1:22	88%	
12 Chimneyrock Elementary School	Traditional	883	40	7	-	-	-	1	1	1	1	3	51	1:18	98%	
13 Cordova Elementary School	Optional	787	37	5	-	-	-	-	-	-	-	2	45	1:18	94%	
14 Cromwell Elementary School	Traditional	521	24	5	-	-	-	1	1	1	1	2	32	1:17	97%	
15 Crump Elementary School	Traditional	579	28	2	-	-	-	-	-	-	-	4	34	1:16	91%	
16 Delano Elementary School	Optional	297	15	-	-	-	-	-	-	1	1	-	16	1:18	90%	
17 Dexter Elementary School	Traditional	811	39	8	-	-	-	-	-	-	-	3	50	1:16	94%	
18 Double Tree Elementary School	Optional	331	16	1	-	-	-	-	-	1	1	-	18	1:18	100%	
19 Downtown Elementary School	Optional	612	30	2	-	-	-	-	-	1	1	-	33	1:18	98%	
20 Dumar Elementary School	Traditional	228	13	2	-	-	-	-	-	-	-	-	15	1:18	83%	
21 Egypt Central Elementary School	Traditional	535	25	1	-	-	-	-	-	-	-	5	31	1:16	97%	
22 Evans Elementary School	Traditional	470	22	2	-	-	-	-	-	-	-	3	27	1:17	100%	
23 Ford Road Elementary School	Izone	536	26	5	-	-	-	-	-	-	-	-	31	1:18	97%	
24 Fox Meadows Elementary School	Traditional	538	25	6	-	-	-	1	1	1	1	2	34	1:16	100%	
25 Gardenview Elementary School	Traditional	223	11	5	-	-	-	-	-	-	-	-	16	1:14	80%	
26 Germanshire Elementary School	Traditional	807	38	4	-	-	-	-	-	-	-	2	44	1:18	96%	
27 Germantown Elementary School	Optional	623	30	5	-	-	-	-	-	1	1	2	39	1:16	96%	
28 Getwell Elementary School	Traditional	290	15	4	-	-	-	-	-	-	-	-	20	1:14	67%	
29 Goodlett Elementary School	Traditional	453	21	1	-	-	-	2	2	2	2	5	29	1:14	100%	
30 Grahamwood Elementary School	Optional	991	46	4	-	-	-	2	2	2	2	5	58	1:15	100%	
31 Hamilton Elementary School	Traditional	266	14	3	-	-	-	-	-	-	-	1	18	1:16	100%	
32 Hawkins Mill Elementary School	Traditional	322	17	3	-	-	-	-	-	-	-	-	20	1:17	88%	
33 Hickory Ridge Elementary School	Traditional	751	33	4	-	-	-	-	-	-	-	6	43	1:17	100%	
34 Highland Oaks Elementary School	Traditional	824	38	4	-	-	-	-	-	-	-	3	45	1:19	92%	
35 Holmes Road Elementary School	Empowerment	681	32	6	-	-	-	1	1	1	1	-	39	1:16	93%	
36 Idlewild Elementary School	Optional	497	21	1	-	-	-	-	-	2	2	1	25	1:18	100%	
37 Jackson Elementary School	Traditional	317	15	2	-	-	-	1	1	1	1	5	23	1:14	93%	
38 Kate Bond Elementary School	Traditional	798	37	5	-	-	-	-	-	-	-	10	52	1:16	99%	
39 Keystone Elementary School	Optional	449	21	3	-	-	-	-	-	1	1	-	25	1:16	100%	
40 Kingsbury Elementary School	Traditional	554	25	3	-	-	-	1	1	1	1	8	37	1:13	100%	
41 Knight Road Elementary School	Traditional	506	22	4	-	-	-	-	-	-	-	-	5	31	1:14	75%
42 LakRose Elementary School	Traditional	289	17	2	-	-	-	-	-	-	-	1	20	1:15	100%	



SHELBY COUNTY SCHOOLS: FY2018-19 DISTRICT BUDGET

INFORMATIONAL

Elementary School Summary

SCHOOL NAME	SCHOOL TYPE	FY 2018-19 K-12 ENROLLMENT				GENERAL ED.				FY 2018-19 STAFFING				TEACHER TO STUDENT RATIO	TEACHERS WITH TEM 3 OR ABOVE	
		CLASSROOM TEACHERS	SPECD. TEACHERS	CAREER AND TECHNOLOGY TEACHERS	TITLE I TEACHERS	OPTIONAL SCHOOL TEACHERS	WORLD LANGUAGE TEACHERS	BAND AND STRINGS	ESL TEACHERS	TOTAL TEACHERS						
43 Levi Elementary School	Traditional	422	21	3	-	-	-	-	-	-	-	-	24	1:17	100%	
44 Lowrance K-8 School	Traditional	830	34	5	-	2	-	-	-	-	-	1	2	44	1:18	100%
45 Lucie E. Campbell Elementary	Izone	466	22	8	-	-	-	-	-	-	-	-	-	30	1:15	97%
46 Lucy Elementary School	Traditional	366	19	5	-	-	-	-	-	-	-	-	1	25	1:14	76%
47 Macon-Hall Elementary School	Traditional	1,168	55	7	-	-	-	-	-	-	-	-	1	63	1:18	100%
48 Magnolia Elementary School	Izone	503	27	4	-	-	-	-	-	-	-	-	-	31	1:13	100%
49 Manor Lake Elementary School	Traditional	306	16	1	-	-	-	-	-	-	-	-	-	17	1:17	82%
50 Newberry Elementary School	Traditional	463	22	3	-	1	-	-	-	-	-	-	2	28	1:18	100%
51 Northaven Elementary School	Traditional	281	15	4	-	-	-	-	-	-	-	-	-	19	1:15	100%
52 Oak Forest School	Optional	352	17	3	-	-	-	1	-	1	-	-	2	24	1:16	100%
53 Oakhaven Elementary School	Traditional	642	30	3	-	-	-	1	-	-	-	-	4	38	1:17	97%
54 Oakshire Elementary School	Traditional	347	16	2	-	-	-	-	-	-	-	-	0	18	1:18	92%
55 Peabody Elementary School	Optional	335	16	-	-	-	-	3	-	1	-	-	-	20	1:17	89%
56 Raleigh-Bartlett Meadows School	Traditional	471	22	2	-	-	-	-	-	-	-	-	1	25	1:18	100%
57 Richland Elementary School	Traditional	852	42	4	-	-	-	-	-	-	-	-	1	47	1:17	100%
58 Riverwood Elementary School	Optional	912	43	5	-	-	-	1	-	-	-	-	3	52	1:17	96%
59 Robert R. Church Elementary School	Traditional	738	34	4	-	-	-	-	-	-	-	-	-	39	1:17	95%
60 Ross Elementary School	Traditional	638	28	4	-	-	-	-	-	-	-	-	3	35	1:17	96%
61 Rozelle Elementary School	Optional	220	12	1	-	-	-	-	-	1	-	-	-	14	1:16	100%
62 Scenic Hills Elementary School	Traditional	306	15	4	-	-	-	-	-	-	-	-	-	19	1:14	100%
63 Sea Isle Elementary School	Traditional	448	23	10	-	-	-	-	-	-	-	-	1	34	1:13	98%
64 Shady Grove Elementary School	Traditional	374	19	2	-	-	-	-	-	1	-	-	3	25	1:15	100%
65 Sharpe Elementary School	Traditional	268	13	2	-	-	-	-	-	-	-	-	2	17	1:14	100%
66 Sheffield Elementary School	Traditional	612	29	1	-	-	-	-	-	-	-	-	4	34	1:17	74%
67 Shelby Oaks Elementary School	Traditional	902	42	4	-	-	-	-	-	-	-	-	5	51	1:17	97%
68 Sherwood Elementary School	Optional	696	32	3	-	1	-	-	-	-	-	-	2	39	1:17	89%
69 Shrine School	Specialty	127	-	16	1	-	-	-	-	-	-	-	-	16	1:7	0%
70 South Park Elementary School	Traditional	572	27	9	-	-	-	-	-	-	-	-	7	43	1:13	84%
71 Southwind Elementary School	Traditional	716	36	5	-	-	-	-	-	-	-	-	3	44	1:17	100%
72 Springdale Elementary School	Optional	253	14	2	-	1	-	-	-	-	-	-	-	18	1:14	100%
73 Treadwell Elementary School	Optional	703	33	2	-	-	-	-	-	1	-	-	5	41	1:15	96%
74 Volentine Elementary School	Optional	284	17	7	-	-	-	-	-	1	-	-	-	25	1:12	95%
75 Wells Station Elementary School	Traditional	731	35	6	-	1	-	-	-	-	-	-	12	54	1:13	100%
76 Westhaven Elementary School	Izone	773	72	14	-	-	-	-	-	-	-	-	-	88	1:17	100%
77 Westside Elementary School	Traditional	312	15	1	-	1	-	-	-	-	-	-	1	18	1:15	100%
78 White Station Elementary School	Traditional	626	29	6	-	-	-	-	-	-	-	-	2	37	1:15	100%
79 Whitehaven Elementary/STEM School	Optional	402	19	1	-	1	-	-	-	-	-	-	1	23	1:18	97%
80 Willow Oaks Elementary School	Optional	676	30	3	-	-	-	-	-	1	-	-	5	39	1:16	91%
81 Winchester Elementary School	Traditional	537	26	2	-	-	-	-	-	-	-	-	4	32	1:16	86%
82 Winridge Elementary School	Traditional	465	22	5	-	-	-	2	-	-	-	-	3	32	1:15	92%
Elementary School Totals		42,925	2,079	318	1	23	4	24	178	2,628	1:16.00					



SHELBY COUNTY SCHOOLS: FY2018-19 DISTRICT BUDGET

INFORMATIONAL

Elementary School Summary

FY 2018-19
K-12

SCHOOL NAME	SCHOOL TYPE	ENROLLMENT	TEACHERS	SPECIAL SKILLS	OTHER	PRINCIPALS	ASSISTANT/ VICE- PRINCIPALS	GUIDANCE COUNSELORS	EDUCATIONAL ASSTANTS	LIBRARIANS	INSTRUCTIONAL FACILITATOR
1 A B Hill Elementary School	iZone	212	12	2	9	1	1	1	18	1	1
2 Alton Elementary School	Traditional	244	14	2	13	1	1	1	2	1	1
3 Balmora-Ridgeway Elementary School	Optional	313	15	5	16	1	4	-	1	4	1
4 Belle Forest Elementary School	Traditional	1,194	56	8	61	1	2	3	16	1	2
5 Berclair Elementary School	Traditional	609	29	4	9	1	1	2	13	1	2
6 Bethel Grove Elementary School	Traditional	196	11	2	12	1	-	1	8	1	1
7 Brewster Elementary School, William H	Optional	406	20	4	21	1	1	1	7	1	2
8 Brownsville Road Elementary	Optional	575	25	5	12	1	1	2	10	1	2
9 Bruce Elementary School	Traditional	462	24	3	9	1	1	1	8	-	1
10 Charlean Elementary School	Traditional	372	20	3	15	1	-	1	5	1	2
11 Cherokee Elementary School	iZone	478	21	3	20	1	2	1	5	1	2
12 Chimneyrock Elementary School	Optional	883	41	6	19	1	2	2	21	1	2
13 Cordova Elementary School	Optional	787	37	7	8	1	1	2	13	1	2
14 Cromwell Elementary School	Traditional	521	25	4	21	1	1	2	10	1	2
15 Crump Elementary School	Traditional	579	28	5	12	1	1	2	6	1	2
16 Delano Elementary School	Optional	297	15	3	21	1	-	1	1	1	1
17 Dexter Elementary School	Traditional	811	39	6	10	1	1	2	20	1	1
18 Double Tree Elementary School	Optional	331	16	4	31	1	-	1	7	1	1
19 Downtown Elementary School	Optional	612	30	5	10	1	1	2	7	1	2
20 Dunbar Elementary School	Traditional	228	13	3	7	1	-	1	4	1	2
21 Egypt Central Elementary School	Traditional	535	25	4	25	1	1	2	5	1	1
22 Evans Elementary School	Traditional	470	22	3	10	1	-	1	3	1	2
23 Ford Road Elementary School	iZone	536	26	4	21	1	1	2	9	1	1
24 Fox Meadows Elementary School	Traditional	538	26	4	34	1	-	1	13	1	1
25 Gardenview Elementary School	Traditional	223	11	2	11	1	-	1	12	1	1
26 Germanshire Elementary School	Traditional	807	38	6	17	1	2	2	10	1	2
27 Germantown Elementary School	Optional	623	30	7	5	1	1	2	13	1	1
28 Getwell Elementary School	Traditional	290	15	3	8	1	-	1	8	1	1
29 Goodlett Elementary School	Traditional	453	23	3	23	1	1	2	3	1	1
30 Grahamwood Elementary School	Optional	991	48	7	12	1	1	2	9	1	1
31 Hamilton Elementary School	Traditional	266	14	2	8	1	-	1	5	-	2
32 Hawkins Mill Elementary School	Traditional	322	17	2	6	1	-	1	5	1	1
33 Hickory Ridge Elementary School	Traditional	751	33	6	30	1	1	2	9	1	3
34 Highland Oaks Elementary School	Traditional	824	38	6	17	1	1	2	12	2	2
35 Holmes Road Elementary School	Empowerment	681	32	6	18	1	2	2	16	1	3
36 Idlewild Elementary School	Optional	497	21	5	5	1	1	1	5	1	-
37 Jackson Elementary School	Traditional	317	16	3	13	1	-	1	3	1	1
38 Kate Bond Elementary School	Traditional	798	37	6	18	1	1	2	10	1	2
39 Keystone Elementary School	Optional	449	21	4	8	1	1	1	15	1	1
40 Kingsbury Elementary School	Traditional	554	26	4	24	1	1	3	13	1	2
41 Knight Road Elementary School	Traditional	506	22	4	33	1	-	2	6	1	1



SHELBY COUNTY SCHOOLS: FY2018-19 DISTRICT BUDGET

INFORMATIONAL

FY 2017-18

SCHOOL NAME	SCHOOL TYPE	ENROLLMENT	TEACHERS	SPECIAL SKILLS	OTHER	PRINCIPALS	ASSISTANT/ VICE- PRINCIPALS	GUIDANCE COUNSELORS	EDUCATIONAL ASSISTANTS	LIBRARIANS	INSTRUCTIONAL FACILITATOR
1 A B Hill Elementary School	iZone	207	18	2	3	1	-	1	11	1	1
2 Alcy Elementary School	Traditional	212	15	2	7	1	-	1	3	1	1
3 Alton Elementary School	Traditional	242	16	2	9	1	-	1	1	1	2
4 Balmoral-Ridgeway Elementary School	Optional	279	18	5	3	1	-	1	1	1	2
5 Belle Forest Elementary School	Traditional	1,121	62	8	11	1	2	2	12	1	2
6 Berclair Elementary School	Traditional	572	42	5	7	1	1	1	7	1	2
7 Bethel Grove Elementary School	Traditional	233	17	2	3	1	-	1	5	1	1
8 Brewster Elementary School, William H	Optional	410	30	4	5	1	-	1	6	1	1
9 Brownsville Road Elementary	Optional	566	34	4	4	1	1	1	8	1	2
10 Bruce Elementary School	Traditional	450	34	3	4	1	1	1	4	1	1
11 Charlean Elementary School	Traditional	409	25	3	8	1	-	1	3	1	1
12 Cherokee Elementary School	iZone	462	23	3	5	1	-	1	3	1	1
13 Chimneyrock Elementary School	Traditional	838	48	6	6	1	2	1	19	1	2
14 Cordova Elementary School	Optional	817	46	7	4	1	1	1	10	1	2
15 Cromwell Elementary School	Traditional	506	31	4	4	1	1	1	9	1	2
16 Crump Elementary School	Traditional	584	36	5	8	1	1	1	4	1	2
17 Delano Elementary School	Optional	276	15	3	3	1	-	1	1	1	1
18 Dexter Elementary School	Traditional	904	56	6	5	1	1	1	19	1	2
19 Double Tree Elementary School	Optional	316	18	4	3	1	-	1	6	1	1
20 Downtown Elementary School	Optional	686	38	6	6	1	1	-	4	1	1
21 Dunbar Elementary School	Traditional	280	16	3	2	1	-	1	3	1	1
22 Egypt Central Elementary School	Traditional	497	32	4	7	1	-	1	4	1	1
23 Evans Elementary School	Traditional	450	26	5	6	1	-	1	3	1	1
24 Ford Road Elementary School	iZone	554	31	5	7	1	1	1	8	1	1
25 Fox Meadows Elementary School	Traditional	556	35	6	4	1	1	1	12	1	1
26 Gardenview Elementary School	Traditional	274	20	2	3	1	-	1	11	1	1
27 Germanshire Elementary School	Traditional	823	46	6	7	1	1	1	8	1	1
28 Germantown Elementary School	Optional	632	39	7	3	1	1	1	8	1	1
29 Getwell Elementary School	Traditional	304	22	3	5	1	-	1	7	1	1
30 Goodlett Elementary School	Traditional	455	31	4	9	1	-	1	3	1	1
31 Grahamwood Elementary School	Optional	975	63	9	6	1	1	1	7	1	1
32 Hamilton Elementary School	Traditional	296	19	3	8	1	-	1	9	1	1
33 Hawkins Mill Elementary School	Traditional	299	18	2	6	1	-	1	5	1	2
34 Hickory Ridge Elementary School	Traditional	815	49	5	7	1	1	1	9	1	1
35 Highland Oaks Elementary School	Traditional	802	43	8	8	1	1	1	8	1	2
36 Holmes Road Elementary School	Empowerment	715	44	5	3	1	1	1	12	1	1
37 Idlewild Elementary School	Optional	456	26	5	2	1	-	1	3	1	1
38 Jackson Elementary School	Traditional	336	24	3	4	1	-	1	2	1	1
39 Kate Bond Elementary School	Traditional	949	60	6	7	1	1	2	8	1	2
40 Keystone Elementary School	Optional	498	31	4	3	1	1	1	12	1	1
41 Kingsbury Elementary School	Traditional	549	43	5	6	1	1	1	10	1	1
42 Knight Road Elementary School	Traditional	521	36	4	7	1	-	1	6	1	1



SHELBY COUNTY SCHOOLS: FY2018-19 DISTRICT BUDGET

INFORMATIONAL

Elementary School Summary

FY 2018-19 K-12		SCHOOL NAME	SCHOOL TYPE	ENROLLMENT	TEACHERS	SPECIAL SKILLS	OTHER	PRINCIPALS	ASSISTANT/ VICE- PRINCIPALS	GUIDANCE COUNSELORS	EDUCATIONAL ASSTANTS	LIBRARIANS	INSTRUCTIONAL FACILITATOR
42	LaRose Elementary School	Traditional	289	17	11	3	11	1	-	1	3	1	1
43	Levi Elementary School	Traditional	422	21	3	422	12	1	-	1	1	1	2
44	Lowrance K-8 School	Traditional	830	36	5	41	41	1	3	2	11	1	2
45	Lucie E. Campbell Elementary	iZone	466	22	3	466	17	1	1	1	13	1	2
46	Lucy Elementary School	Traditional	366	19	3	366	6	1	-	1	7	1	2
47	Macon-Hall Elementary School	Traditional	1,168	55	8	11	11	1	2	3	10	1	-
48	Magnolia Elementary School	iZone	503	27	2	8	27	1	1	1	11	1	1
49	Manor Lake Elementary School	Traditional	306	16	3	12	12	1	-	1	2	1	1
50	Newberry Elementary School	Traditional	463	23	3	13	13	1	-	1	7	1	1
51	Northaven Elementary School	Traditional	281	15	3	17	16	1	1	1	6	1	1
52	Oak Forest School	Optional	352	17	5	16	16	1	-	1	11	1	1
53	Oakhaven Elementary School	Traditional	642	31	4	17	17	1	1	2	3	1	2
54	Oakshire Elementary School	Traditional	347	16	3	10	10	1	2	1	3	1	2
55	Peabody Elementary School	Optional	335	16	7	335	6	1	-	1	2	1	1
56	Raleigh-Bartlett Meadows School	Traditional	471	22	3	17	17	1	-	1	5	1	1
57	Richland Elementary School	Traditional	852	42	6	9	9	1	2	2	9	1	-
58	Riverwood Elementary School	Optional	912	43	7	9	9	1	2	2	11	1	-
59	Robert R. Church Elementary School	Traditional	738	34	6	25	25	1	2	2	9	1	2
60	Ross Elementary School	Traditional	638	28	5	22	22	1	1	2	6	1	2
61	Rozelle Elementary School	Optional	220	12	3	14	14	1	-	1	1	1	1
62	Scenic Hills Elementary School	Traditional	306	15	3	18	18	1	1	1	5	1	1
63	Sea Isle Elementary School	Traditional	448	23	3	8	8	1	1	1	14	1	1
64	Shady Grove Elementary School	Traditional	374	19	4	374	7	1	1	1	3	1	1
65	Sharpe Elementary School	Traditional	268	13	3	8	8	1	-	2	3	1	1
66	Sheffield Elementary School	Traditional	612	29	4	4	24	1	1	2	2	1	2
67	Shelby Oaks Elementary School	Traditional	902	42	6	13	12	1	1	2	12	1	2
68	Sherwood Elementary School	Optional	696	33	6	32	32	1	1	2	8	1	2
69	Shrine School	Specialty	127	-	-	3	3	-	1	1	35	1	-
70	South Park Elementary School	Traditional	572	27	4	9	17	1	1	2	17	1	2
71	Southwind Elementary School	Traditional	716	36	4	10	10	1	1	2	14	1	1
72	Springdale Elementary School	Optional	253	14	4	11	11	1	-	1	4	1	1
73	Treadwell Elementary School	Optional	703	33	7	12	12	1	1	2	5	1	2
74	Vollentine Elementary School	Optional	284	17	4	15	15	1	1	1	14	1	1
75	Wells Station Elementary School	Traditional	731	36	5	17	17	1	1	2	11	1	2
76	Westhaven Elementary School	iZone	773	37	4	25	25	1	1	2	16	1	1
77	Westside Elementary School	Traditional	312	16	3	7	7	1	-	1	3	1	1
78	White Station Elementary School	Traditional	626	29	4	7	7	1	1	2	12	1	2
79	Whitehaven Elementary STEM School	Optional	402	20	4	37	37	1	2	1	5	1	2
80	Willow Oaks Elementary School	Optional	676	30	6	18	18	1	1	2	5	1	2
81	Winchester Elementary School	Traditional	537	26	5	10	10	1	1	2	7	1	1
82	Winridge Elementary School	Traditional	465	24	4	19	19	1	1	1	9	1	1
Elementary School Totals				42,925	2,063	340	1,262	81	63	125	704	81	116



This page intentionally left blank.



SHELBY COUNTY SCHOOLS: FY2017-18 DISTRICT BUDGET

Middle School Summary

INFORMATIONAL

FY 2018-19 FINANCIAL BUDGET												
SCHOOL NAME	SCHOOL TYPE	STUDENTS				GENERAL FUND	TITLE I	IDEA	OTHER	TOTAL	PER PUPIL EXPENDITURE	
		K-12 ENROLLMENT	ECONOMICALLY DISADVANTAGED	WITH DISABILITIES	ENGLISH LANGUAGE LEARNERS							
1 A. Maceo Walker Middle School	Empowerment	663	87%	19%	4%	3,890,185	386,750	202,662	-	4,479,597	6,757	
2 American Way Middle School	Traditional	708	90%	15%	15%	3,749,750	417,095	107,372	40,420	4,314,637	6,120	
3 Avon-Lenoخ	Specialty	138	-	99%	3%	2,297,573	-	473,378	-	2,770,951	20,079	
4 Barrt's Chapel K-8 School	Traditional	565	49%	13%	2%	4,083,260	157,080	76,407	-	4,316,747	7,640	
5 Bellevue Middle School	Optional	578	66%	2%	2%	3,122,198	196,350	-	-	3,318,548	5,741	
6 Chickasaw Middle School	izone	289	89%	22%	0%	2,147,304	180,880	48,893	-	2,377,077	8,225	
7 Colonial Middle School	Optional	1,073	71%	9%	10%	6,085,422	526,575	32,170	87,645	6,731,813	6,274	
8 Cordova Middle School	Optional	709	61%	11%	7%	3,755,243	198,135	58,792	-	4,012,169	5,659	
9 Craigmont Middle School	Optional	542	88%	15%	3%	3,550,424	325,465	108,232	-	3,984,121	7,351	
10 Cummings K-8 School	Optional	533	84%	6%	-	3,492,838	305,830	-	383,376	4,182,044	7,846	
11 Dexter Middle School	Traditional	404	70%	12%	5%	2,090,682	129,710	27,855	-	2,248,247	5,565	
12 Douglass K-8 School	izone/Optional	414	87%	9%	5%	3,848,310	320,110	29,467	251,798	4,449,685	10,748	
13 E. E. Jeter K-8 School	Traditional	392	46%	13%	2%	3,116,421	-	-	-	3,116,421	7,950	
14 Geeter Middle School	izone	225	89%	16%	1%	2,106,555	169,575	115,127	33,249	2,424,506	10,776	
15 Georgian Hills Middle School	Traditional	309	60%	19%	-	2,371,635	147,560	103,867	-	2,623,062	8,489	
16 Germantown Middle School	Optional	744	50%	8%	3%	3,837,116	168,385	228,473	-	4,233,975	5,691	
17 Grandview Heights Middle School	izone	399	89%	23%	0%	2,652,959	274,295	225,850	1,298,272	4,451,376	11,156	
18 Hamilton Middle School	izone	257	92%	19%	0%	2,256,785	157,080	86,832	-	2,500,696	9,730	
19 Havenview Middle School	owernent/Optional	721	89%	14%	0%	4,528,759	418,880	46,015	-	4,993,654	6,926	
20 Hickory Ridge Middle School	Traditional	819	84%	12%	9%	4,345,095	478,975	58,868	-	4,882,937	5,962	
21 Highland Oaks Middle School	Traditional	645	69%	13%	3%	3,437,543	248,710	32,706	-	3,718,959	5,766	
22 John P. Freeman K-8 Optional School	Optional	610	77%	10%	30%	4,184,908	167,790	-	-	4,352,698	7,136	
23 Kate Bond Middle School	Traditional	1,125	70%	13%	12%	6,457,796	405,790	147,337	-	7,010,923	6,232	
24 Kingsbury Middle School	Traditional	601	94%	17%	28%	2,982,032	317,730	55,501	69,756	3,425,018	5,699	
25 Maxine Smith STEAM Academy	Optional	353	16%	1%	0%	1,944,904	-	-	-	1,944,904	5,510	
26 Mt Pisgah Middle School	Traditional	469	35%	11%	2%	2,620,888	-	36,239	-	2,657,127	5,666	
27 Oakhaven Middle School	Traditional	327	75%	11%	5%	1,878,801	182,665	-	45,997	2,107,463	6,445	
28 Ridgeway Middle School	Optional	703	73%	12%	2%	3,654,564	293,335	119,561	-	4,067,461	5,786	
29 Riverview K-8 School	izone	392	79%	16%	-	3,372,354	255,850	144,651	112,617	3,885,472	9,912	
30 Sherwood Middle School	izone	750	89%	14%	7%	4,739,115	481,355	233,070	-	5,453,539	7,271	
31 Snowden K-8 School	Optional	1,323	62%	6%	5%	7,310,928	517,055	50,851	106,574	7,985,408	6,036	
32 Treadwell Middle School	izone	478	83%	14%	23%	2,806,235	257,040	50,635	117,054	3,230,964	6,759	
33 White Station Middle School	Optional	1,261	46%	10%	4%	7,339,118	-	248,102	-	7,587,221	6,017	
34 Woodstock Middle School	Traditional	259	72%	16%	2%	2,210,804	147,560	-	-	2,358,364	9,106	
Middle School Totals		19,775	71%	13%	7%	\$ 122,268,504	\$ 8,233,610	\$ 3,148,913	\$ 2,546,760	\$ 136,197,787	\$ 6,887	



SHELBY COUNTY SCHOOLS: FY2017-18 DISTRICT BUDGET

INFORMATIONAL

Middle School Summary

SCHOOL NAME	SCHOOL TYPE	FY 2018-19 K-12 ENROLLMENT		GENERAL ED. CLASSROOM TEACHERS		SPED. TEACHERS		CAREER AND TECHNOLOGY TEACHERS		FY 2018-19 STAFFING		WORLD LANGUAGE TEACHERS	BAND AND STRINGS	ESL TEACHERS	TOTAL TEACHERS	TEACHER TO STUDENT RATIO	TEACHERS WITH TEM 3 OR ABOVE	
		TEACHERS	TEACHERS	TEACHERS	TEACHERS	TEACHERS	TEACHERS	TEACHERS	TEACHERS	TEACHERS	TEACHERS							
1 A. Macco Walker Middle School	Empowerment	663	27	27	7	-	-	-	-	-	-	-	-	1	35	1:18	100%	
2 American Way Middle School	Traditional	705	30	30	8	1	1	1	1	1	42	-	-	3	42	1:17	76%	
3 Avon-Lenox	Specialty	138	1	15	15	-	-	-	-	-	-	-	1	-	17	1:10	100%	
4 Barret's Chapel K-8 School	Traditional	565	31	4	4	-	-	-	-	-	-	-	-	-	36	1:16	98%	
5 Bellevue Middle School	Optional	278	24	24	2	1	1	1	1	1	30	1	1	1	30	1:20	100%	
6 Chickasaw Middle School	iZone	289	13	6	6	-	-	-	-	-	-	-	-	-	20	1:13	100%	
7 Colonial Middle School	Optional	1,073	47	6	6	2	2	2	2	2	2	1	1	3	61	1:17	100%	
8 Cordova Middle School	Optional	709	30	6	6	1	1	1	1	1	39	-	-	1	39	1:18	92%	
9 Craigmont Middle School	Optional	542	23	23	7	-	-	-	-	-	3	1	1	1	37	1:15	78%	
10 Cummings K-8 School	Optional	533	29	3	3	3	3	3	3	3	1	-	-	-	34	1:12	95%	
11 Dexter Middle School	Traditional	404	15	4	4	-	-	-	-	-	1	-	-	1	21	1:16	96%	
12 Douglass K-8 School	iZone/Optional	414	25	5	5	-	-	-	-	-	1	-	-	2	33	1:10	100%	
13 E. E. Jeter K-8 School	Traditional	392	24	3	3	3	3	3	3	3	-	-	-	-	27	1:13	97%	
14 Geeter Middle School	iZone	225	13	4	4	-	-	-	-	-	-	-	-	-	17	1:14	55%	
15 Georgian Hills Middle School	Traditional	309	15	5	5	-	-	-	-	-	1	-	-	-	21	1:14	89%	
16 Germantown Middle School	Optional	744	32	7	7	7	7	7	7	7	1	2	-	1	44	1:17	98%	
17 Grandview Heights Middle School	iZone	399	16	8	8	-	-	-	-	-	-	-	-	-	24	1:12	100%	
18 Hamilton Middle School	iZone	257	14	4	4	-	-	-	-	-	-	-	-	-	18	1:15	74%	
19 Havenview Middle School	Empowerment/Optional	721	30	6	6	1	1	1	1	1	37	1	-	-	37	1:17	91%	
20 Hickory Ridge Middle School	Traditional	819	35	6	6	1	1	3	3	3	-	-	1	2	47	1:17	94%	
21 Highland Oaks Middle School	Traditional	645	28	6	6	-	-	-	-	-	-	-	-	-	35	1:19	86%	
22 John P. Freeman K-8 Optional School	Optional	610	29	-	-	-	-	-	-	-	1	2	1	1	33	1:17	95%	
23 Kate Bond Middle School	Traditional	1,125	49	11	11	2	2	-	-	-	-	-	-	1	5	66	1:16	90%
24 Kingsbury Middle School	Traditional	601	24	5	5	1	1	2	2	2	-	-	-	6	37	1:16	82%	
25 Maxine Smith STEAM Academy	Optional	353	14	-	-	1	1	1	1	1	1	1	-	-	16	1:20	131%	
26 Mt Pisgah Middle School	Traditional	469	20	3	3	-	-	-	-	-	-	-	1	1	25	1:19	97%	
27 Oakhaven Middle School	Traditional	327	14	2	2	2	2	1	1	1	1	-	-	1	18	1:16	100%	
28 Ridgeway Middle School	Optional	703	30	3	3	-	-	-	-	-	2	1	1	1	38	1:19	97%	
29 Riverview K-8 School	iZone	392	24	6	6	-	-	-	-	-	-	-	-	-	30	1:14	92%	
30 Sherwood Middle School	iZone	750	31	11	11	-	-	-	-	-	3	-	-	1	46	1:16	98%	
31 Snowden K-8 School	Optional	1,323	59	4	4	-	-	-	-	-	2	1	1	2	71	1:18	99%	
32 Treadwell Middle School	iZone	478	20	4	4	-	-	-	-	-	1	-	-	3	28	1:16	96%	
33 White Station Middle School	Optional	1,261	54	12	12	-	-	-	-	-	1	3	1	1	72	1:17	100%	
34 Woodstock Middle School	Traditional	259	13	3	3	-	-	-	-	-	-	-	-	1	17	1:15	74%	
Middle School Totals		19,775	883	186	11	27	16	12	10	36	1,169	1,170	1,170	1,169	1:17.00			



SHELBY COUNTY SCHOOLS: FY2017-18 DISTRICT BUDGET

INFORMATIONAL

Middle School Summary

FY 2018-19
K-12

SCHOOL NAME	SCHOOL TYPE	ENROLLMENT	TEACHERS	SPECIAL SKILLS	OTHER	PRINCIPALS	ASSISTANT/ VICE- PRINCIPALS	GUIDANCE COUNSELORS	EDUCATIONAL ASSTANTS	LIBRARIANS	INSTRUCTIONAL FACILITATOR	
1 A. Maceo Walker Middle School	Empowerment	663	27	-	-	12	1	2	2	10	1	3
2 American Way Middle School	Traditional	705	30	-	21	1	1	2	3	7	1	2
3 Avon-LenoX	Specialty	138	1	1	4	4	-	1	1	36	1	-
4 Barret's Chapel K-8 School	Traditional	565	32	3	8	1	1	1	2	5	1	1
5 Bellevue Middle School	Optional	578	34	3	25	24	1	1	2	1	1	1
6 Chickasaw Middle School	iZone	289	14	-	8	1	1	1	1	4	1	1
7 Colonial Middle School	Optional	1,073	49	4	26	1	4	2	4	9	1	4
8 Cordova Middle School	Optional	709	31	1	17	1	1	2	3	3	1	1
9 Craigmont Middle School	Optional	542	26	3	17	1	1	1	2	9	1	1
10 Cummings K-8 School	Optional	533	30	4	19	1	1	1	2	2	1	2
11 Dexter Middle School	Traditional	404	16	-	7	1	1	1	2	3	1	1
12 Douglass K-8 School	iZone/Optional	414	25	3	13	25	1	1	2	9	1	1
13 E. E. Jeter K-8 School	Traditional	392	24	2	8	1	1	1	2	4	1	-
14 Geeter Middle School	iZone	225	13	-	14	1	2	1	1	4	1	2
15 Georgian Hills Middle School	Traditional	309	15	-	11	1	1	1	1	5	1	1
16 Germantown Middle School	Optional	744	33	3	21	1	2	3	10	1	1	1
17 Grandview Heights Middle School	iZone	399	16	-	16	1	1	2	2	8	1	4
18 Hamilton Middle School	iZone	257	14	-	8	1	1	1	1	3	1	1
19 Havenview Middle School	werment/Optional	721	30	1	24	1	2	3	2	1	1	5
20 Hickory Ridge Middle School	Traditional	819	38	1	13	1	2	4	2	1	1	2
21 Highland Oaks Middle School	Traditional	645	29	-	21	1	2	2	2	2	1	2
22 John P. Freeman K-8 Optional School	Optional	610	30	5	11	1	2	2	1	1	1	2
23 Kate Bond Middle School	Traditional	1,125	49	1	25	1	3	4	4	13	1	3
24 Kingsbury Middle School	Traditional	601	26	-	18	1	1	1	2	2	1	2
25 Maxine Smith STEAM Academy	Optional	353	14	2	6	1	1	1	1	-	1	-
26 Mt Pisgah Middle School	Traditional	469	20	1	7	1	1	1	2	1	1	1
27 Oakhaven Middle School	Traditional	327	15	-	10	1	1	1	1	3	-	2
28 Ridgeway Middle School	Optional	703	30	4	22	1	2	2	2	5	1	1
29 Riverview K-8 School	iZone	392	24	2	10	1	1	2	2	8	1	2
30 Sherwood Middle School	iZone	750	34	-	17	1	2	3	10	1	1	2
31 Snowden K-8 School	Optional	1,323	61	10	20	1	3	4	9	4	2	3
32 Treadwell Middle School	iZone	478	21	-	18	1	1	2	4	1	1	1
33 White Station Middle School	Optional	1,261	54	5	8	1	3	4	4	12	2	-
34 Woodstock Middle School	Traditional	259	13	-	11	1	1	1	1	1	1	1
Middle School Totals		19,775	908	58	493	33	52	75	207	35	56	56



This page intentionally left blank.



SHELBY COUNTY SCHOOLS: FY2018-19 DISTRICT BUDGET

INFORMATIONAL

High School Summary

FY 2017-18 STUDENT DEMOGRAPHICS													FY 2018-19 FINANCIAL BUDGET								
SCHOOL NAME	SCHOOL TYPE	ENROLLMENT	ECONOMICALLY DISADVANTAGED	STUDENTS WITH DISABILITIES	ENGLISH LANGUAGE LEARNERS	GENERAL FUND	TITLE I	IDEA	OTHER	TOTAL	PER PUPIL EXPENDITURE	FY 2018-19									
												K-12	ENROLLMENT								
1	B T Washington High School	462	93%	17%	-	3,608,769	304,640	84,224	-	3,989,633	8,636										
2	Bolton High School	994	40%	15%	1%	6,344,027	296,905	150,139	117,664	6,908,735	6,950										
3	Central High School	1,487	74%	7%	4%	7,816,906	571,200	134,309	-	8,522,414	5,731										
4	Cordova High School	2,332	64%	12%	7%	11,319,521	604,520	202,875	38,507	12,165,422	5,217										
5	Craigmont High School	824	83%	14%	3%	4,780,491	434,945	51,306	-	5,266,742	6,392										
6	Douglass High School	528	87%	15%	3%	3,377,899	265,965	107,104	-	3,750,968	7,104										
7	East High School	351	76%	11%	4%	3,608,203	170,170	32,321	-	3,810,694	10,857										
8	Germanatown High School	1,992	39%	9%	2%	10,164,141	-	266,901	-	10,431,041	5,236										
9	Hamilton High School	579	89%	19%	0%	4,279,401	368,305	226,046	902,026	5,775,779	9,975										
10	Hollis F. Price Middle College High	120	72%	-	-	1,602,053	58,310	-	-	1,660,363	13,836										
11	Kingsbury High School	1,451	84%	14%	26%	7,544,218	527,170	134,181	228,784	8,434,352	5,813										
12	Kirby High School	819	82%	17%	7%	4,950,436	434,350	159,061	-	5,543,847	6,769										
13	Manassas High School	478	76%	21%	1%	3,078,409	290,955	229,784	-	3,599,148	7,530										
14	Melrose High School	547	91%	18%	1%	3,339,743	332,605	-	557,690	4,230,039	7,733										
15	Middle College High	291	46%	3%	-	2,015,266	60,690	-	-	2,075,956	7,134										
16	Mitchell High School	437	70%	16%	1%	3,246,216	261,800	51,781	339,599	3,899,397	8,923										
17	Oakhaven High School	341	86%	14%	2%	2,027,836	198,135	-	-	2,225,971	6,528										
18	Overton High School	1,140	74%	11%	9%	6,210,396	478,975	79,879	-	6,769,250	5,938										
19	Raleigh-Egypt High School	1,049	89%	18%	2%	6,727,942	253,470	186,625	40,539	7,208,576	6,872										
20	Ridgeway High School	1,342	67%	10%	1%	6,415,411	430,185	164,722	-	7,010,318	5,224										
21	Sheffield High School	720	86%	15%	19%	4,279,109	386,750	50,954	35,018	4,751,830	6,600										
22	Southwind High School	1,501	69%	12%	4%	7,487,590	446,250	151,035	-	8,084,875	5,386										
23	Trezewant High School	498	89%	20%	0%	3,575,244	311,780	143,419	1,165,559	5,196,002	10,434										
24	Westwood High School	342	78%	22%	0%	3,113,387	213,010	84,500	32,178	3,443,076	10,067										
25	White Station High School	2,166	49%	9%	3%	11,014,995	458,745	241,328	-	11,715,068	5,409										
26	Whitehaven High School	1,648	77%	12%	1%	8,263,547	668,185	28,641	-	8,960,373	5,437										
27	Wooddale High School	662	86%	16%	8%	5,181,863	382,585	153,750	-	5,718,198	8,638										
High School Totals												25,101	73%	13%	5%	\$145,365,019	\$ 9,210,600	\$ 3,114,884	\$ 3,457,565	\$ 161,148,068	\$ 6,420



SHELBY COUNTY SCHOOLS: FY2018-19 DISTRICT BUDGET

INFORMATIONAL

High School Summary

SCHOOL NAME	SCHOOL TYPE	FY 2018-19 K-12 ENROLLMENT		GENERAL ED. CLASSROOM TEACHERS		SPED. TEACHERS		CAREER AND TECHNOLOGY TEACHERS		TITLE I TEACHERS		OPTIONAL SCHOOL TEACHERS		WORLD LANGUAGE TEACHERS		BAND AND STRINGS		ESL TEACHERS		TOTAL TEACHERS		TEACHER TO STUDENT RATIO		TEACHERS WITH TEM 3 OR ABOVE		
		462	25	6	2	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
1 B T Washington High School	Traditional	462	25	6	2	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
2 Bolton High School	Optional	994	41	11	10	10	3	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2
3 Central High School	Optional	1,487	62	6	4	4	2	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
4 Cordova High School	Traditional	2,332	91	14	12	12	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
5 Craigmont High School	Optional	824	33	7	5	5	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
6 Douglass High School	Zone/Optional	528	17	6	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
7 East High School	Optional	351	31	4	4	4	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
8 Germantown High School	Optional	1,992	78	11	12	12	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
9 Hamilton High School	Zone	579	19	13	7	7	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
10 Hollis F. Price Middle College High	Specialty	120	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
11 Kingsbury High School	Optional	1,451	59	12	3	3	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2
12 Kirby High School	Traditional	819	31	11	5	5	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
13 Manassas High School	Traditional	478	18	8	3	3	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
14 Metrose High School	Zone	547	18	7	7	7	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
15 Middle College High	Specialty	291	-	1	1	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
16 Mitchell High School	Zone	437	17	6	2	2	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
17 Oakhaven High School	Traditional	341	17	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2
18 Overton High School	Optional	1,140	48	8	2	2	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
19 Raleigh Egypt High School	Traditional	1,049	42	13	5	5	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
20 Ridgeway High School	Optional	1,342	56	6	3	3	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2
21 Sheffield High School	Zone	720	27	7	4	4	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1
22 Southwind High School	Traditional	1,501	56	12	10	10	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6
23 Trezevant High School	Zone	498	20	8	2	2	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
24 Westwood High School	Zone	342	17	6	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2
25 White Station High School	Optional	2,166	90	14	4	4	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
26 Whitehaven High School	Optional/Optional	1,648	62	8	12	12	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
27 Wooddale High School	Optional	662	25	8	5	5	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
High School Totals		25,101	999	215	127	127	62	19	4	4	5	32	1,335	1,19.00	1,19.00	1,19.00	1,19.00	1,19.00	1,19.00	1,19.00	1,19.00	1,19.00	1,19.00	1,19.00	1,19.00	



SHELBY COUNTY SCHOOLS: FY2018-19 DISTRICT BUDGET

INFORMATIONAL

High School Summary

FY 2018-19
K-12

SCHOOL NAME	SCHOOL TYPE	ENROLLMENT	TEACHERS	SPECIAL SKILLS	OTHER	PRINCIPALS	ASSISTANT/ VICE-PRINCIPALS	GUIDANCE COUNSELORS	EDUCATIONAL ASSISTANTS	LIBRARIANS	INSTRUCTIONAL FACILITATOR
1 B T Washington High School	Traditional	462	28	-	20	1	2	2	4	1	1
2 Bolton High School	Optional	994	44	2	23	1	3	4	10	1	2
3 Central High School	Optional	1,487	64	5	17	1	5	7	11	2	4
4 Cordova High School	Traditional	2,332	95	1	41	1	7	7	18	2	2
5 Craigmont High School	Optional	824	34	1	17	1	3	3	8	1	3
6 Douglas High School	iZone/Optional	528	19	1	21	1	2	2	5	1	1
7 East High School	Optional	351	32	1	15	1	2	1	1	1	1
8 Gemantown High School	Optional	1,992	78	1	34	1	5	6	12	2	-
9 Hamilton High School	iZone	579	22	1	16	1	2	2	11	1	3
10 Hollis F. Price Middle College High	Specialty	120	-	-	14	-	1	1	-	-	-
11 Kingsbury High School	Optional	1,451	61	1	29	1	4	5	9	1	3
12 Kirby High School	Traditional	819	34	-	18	1	2	3	7	1	2
13 Manassas High School	Traditional	478	19	-	26	1	1	2	8	1	3
14 Melrose High School	iZone	547	22	-	16	1	1	2	2	1	1
15 Middle College High	Specialty	291	-	-	20	-	1	1	2	1	-
16 Mitchell High School	iZone	437	17	-	30	1	1	2	6	1	1
17 Oakhaven High School	Traditional	341	19	-	14	1	1	1	-	1	1
18 Overton High School	Optional	1,140	51	6	25	1	3	4	5	1	2
19 Raleigh Egypt High School	Traditional	1,049	44	-	38	1	4	4	8	2	2
20 Ridgeway High School	Optional	1,342	56	-	18	1	5	5	7	1	2
21 Sheffield High School	iZone	720	28	-	34	1	2	3	3	1	2
22 Southwind High School	Traditional	1,501	62	-	31	1	5	5	8	2	1
23 Trezevant High School	iZone	498	23	-	23	1	2	2	6	1	2
24 Westwood High School	iZone	342	18	-	20	1	1	1	4	1	2
25 White Station High School	Optional	2,166	93	6	33	1	5	7	8	3	3
26 Whitehaven High School	werment/Optional	1,648	65	3	57	-	4	5	3	2	2
27 Wooddale High School	Optional	662	28	1	32	1	3	3	8	1	3
High School Totals		25,101	1,055	30	680	24	77	90	174	34	49



ELEMENTARY SCHOOLS DATA



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: 574	FY2018-19 Utilization: 40%	FCI: 7
-------------------------------	------------------------------	----------------------------------	---------------------------------	--------------------------------------	------------------

School Measure	FY2015-16	FY2016-17	FY2017-18	FY2018-19	FY18 vs. FY19
	Actuals	Actuals	Amended	Budget	Variance
Enrollment					
Pre-K	45	52	51	51	-
K-12	298	230	207	212	5
Attendance Rate	91.8%	93.4%	93.7%	-	NA
Student-Teacher Ratio	1:13	1:12	1:12	1:12	-

Student Demographics					
Economically Disadvantaged (%)	90.9%	85.2%	76.6%	-	-
Students with Disabilities (%)	18.1%	21.1%	24.1%	-	-
English Language Learners (%)	0%	0%	0%	-	-

Key School Positions - All Funding Sources					
Principal	1	1	1	1	-
Vice/Assistant Principal	1	0	1	1	-
Classroom Teacher	23	22	21	21	-
Special Skills	3	2	3	2	-1
Counselor	1	1	1	1	-
Educational Assistant	11	12	16	16	-
Instructional Facilitator	1	1	1	1	-
Librarian	1	1	1	1	-
Nutrition	6	3	5	1	-4
Other	2	2	5	5	-

School Level Funds					
General Fund	\$2,129,695	\$2,385,572	\$2,541,324	\$2,301,774	-\$239,550
Title I	\$191,050	\$150,979	\$142,323	\$177,905	\$35,581
IDEA, Part B	\$155,550	\$170,623	\$169,189	\$150,755	-\$18,433
Other Special Revenue & Federal Funds	\$99,613	\$60,940	\$92,333	\$153,555	\$61,221
Total	\$2,575,910	\$2,768,117	\$2,945,171	\$2,783,989	-\$161,181

Teacher Quality					
Teachers with TEM 3 or above (%)	74%	71%			
TEM 5	5%	0%			
TEM 4	16%	29%			
TEM 3	53%	42%			



School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
TVAAS Literacy	1	5	s	s	s
TVAAS Numeracy	3	5	s	s	s

Total SBB Allocation		\$1,310,937
1. SBB Allocations	Dollars allocated to the school through the SBB formula and baseline policy	\$981,002
2. SBB Transition Supplements	Dollars either given or withheld as part of a district-wide strategy to maintain stability during the transition to SBB	\$329,935
How has funding changed under SBB?	Note that this comparison only looks at "unlocked dollars" (i.e. dollars that are now part of the SBB Allocation)	
	Last Year (1819)	\$1,363,668
	This Year (1920)	\$1,310,937
	Total Difference	\$(52,731)
	Changes to enrollment impact the budget BEFORE SBB applies	
Estimated change to the budget due to Enrollment changes	Change from	\$(19,117)
Estimated changes to the budget due to SBB transition	Change from SBB	\$(33,614)

Detailed Breakdown

1. SBB Allocations		\$981,002		
SBB Weights	Weight	Amount per Student	Enrollment	Total
Base Weight				
All Students	1	\$3,400	211	\$717,400
Grade Weights				
Grade K	0.30	\$1,020	38	\$38,760
Grade 1	0.30	\$1,020	35	\$35,700
Grade 2	0.30	\$1,020	39	\$39,780
Grade 3	0.20	\$680	31	\$21,080
Grade 4	0.20	\$680	32	\$21,760
Grade 5	0.20	\$680	36	\$24,480
Mobility Weights				
Mobility	0.10	\$340	55	\$18,700
Academic Performance Weights				
Incoming Low Proficiency	0.10	\$340	181	\$61,540
Incoming High Proficiency	0.10	\$340	3	\$1,020
Increments for Locked Students				
SWD Self-Contained	825.00	\$825	10	\$8,250
Baseline Supplement: This supplement ensures that all schools have sufficient resources to cover a "base" set of services to meet state requirements (i.e. class size minimums, staffing requirements, etc.). Schools not receiving the supplement are already above the "base" set of services.				\$0
SBB Allocations Total			\$988,470	

2. SBB Transition Supplements \$329,935

Staffing Supplement

This is an additional temporary supplement that SCS is offering this year to support a smoother transition into SBB. This supplement ensures that all schools have sufficient resources to cover SCS's previously used staffing ratios. Schools not receiving this supplement are already able to cover staffing ratios. \$100,129

	Dollar per Pupil Next Year (2018-2019)	Dollar per Pupil This Year (2017-2018)	Difference in Dollar per Pupil
	\$6,213	6,372.28	\$(159)
		% Change in Dollar per Pupil	Transition Policy Dollars
		-3%	\$229,806
SBB Total Supplements TOTAL			\$329,935



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: 399	FY2018-19 Utilization: 63%	FCI: 25
-------------------------------	------------------------------------	----------------------------------	---------------------------------	--------------------------------------	-------------------

School Measure	FY2015-16	FY2016-17	FY2017-18	FY2018-19	FY18 vs. FY19
	Actuals	Actuals	Amended	Budget	Variance
Enrollment					
Pre-K	40	40	40	40	-
K-12	275	251	242	244	2
Attendance Rate	95%	95.4%	95.3%	-	NA
Student-Teacher Ratio	1:15	1:15	1:15	1:15	-

Student Demographics					
Economically Disadvantaged (%)	98.5%	84.1%	71.3%	-	-
Students with Disabilities (%)	10.8%	7%	5.7%	-	-
English Language Learners (%)	0%	0%	0%	-	-

Key School Positions - All Funding Sources					
Principal	1	1	1	1	-
Classroom Teacher	18	19	19	19	-
Special Skills	3	2	3	2	-1
Counselor	1	1	1	1	-
Educational Assistant	1	1	3	3	-
Instructional Facilitator	1	1	1	1	-
Librarian	1	1	1	1	-
Nutrition	5	3	5	1	-4
Other	6	3	5	5	-

School Level Funds					
General Fund	\$1,789,738	\$2,114,580	\$1,993,412	\$2,004,708	\$11,296
Title I	\$150,622	\$132,099	\$138,845	\$167,790	\$28,944
Other Special Revenue & Federal Funds	\$147,867	\$135,407	\$136,018	\$359,717	\$223,698
Total	\$2,088,228	\$2,382,086	\$2,268,276	\$2,532,216	\$263,939

Teacher Quality					
Teachers with TEM 3 or above (%)	95%	100%			
TEM 5	32%	55%			
TEM 4	36%	40%			
TEM 3	27%	5%			



School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
TVAAS Literacy	4	1	s	s	s
TVAAS Numeracy	5	1	s	s	s

Total SBB Allocation		\$1,445,525
1. SBB Allocations	Dollars allocated to the school through the SBB formula and baseline policy	\$1,148,212
2. SBB Transition Supplements	Dollars either given or withheld as part of a district-wide strategy to maintain stability during the transition to SBB	\$297,313
How has funding changed under SBB?	Note that this comparison only looks at "unlocked dollars" (i.e. dollars that are now part of the SBB Allocation)	
	Last Year (1819)	\$1,615,179
	This Year (1920)	\$1,445,525
	Total Difference	\$(169,654)
	Changes to enrollment impact the budget BEFORE SBB applies	
Estimated change to the budget due to Enrollment changes	Change from	\$(132,589)
Estimated changes to the budget due to SBB transition	Change from SBB	\$(37,065)

Detailed Breakdown

1. SBB Allocations \$1,148,212

SBB Weights	Weight	Amount per Student	Enrollment	Total
Base Weight				
All Students	1	\$3,400	246	\$836,400
Grade Weights				
Grade K	0.30	\$1,020	53	\$54,060
Grade 1	0.30	\$1,020	55	\$56,100
Grade 2	0.30	\$1,020	37	\$37,740
Grade 3	0.20	\$680	36	\$24,480
Grade 4	0.20	\$680	34	\$23,120
Grade 5	0.20	\$680	31	\$21,080
Mobility Weights				
Mobility	0.10	\$340	40	\$13,600
Academic Performance Weights				
Incoming Low Proficiency	0.10	\$340	156	\$53,040
Incoming High Proficiency	0.10	\$340	13	\$4,420
Increments for Locked Students				
SWD Self-Contained	0.24	\$825	29	\$23,925
Baseline Supplement: This supplement ensures that all schools have sufficient resources to cover a "base" set of services to meet state requirements (i.e. class size minimums, staffing requirements, etc.). Schools not receiving the supplement are already above the "base" set of services.				\$0

SBB Allocations Total \$1,147,965

2. SBB Transition Supplements \$297,313

Staffing Supplement

This is an additional temporary supplement that SCS is offering this year to support a smoother transition into SBB. This supplement ensures that all schools have sufficient resources to cover SCS's previously used staffing ratios. Schools not receiving this supplement are already able to cover staffing ratios. \$236,562

Dollar per Pupil Next Year (2018-2019)	Dollar per Pupil This Year (2017-2018)	Difference in Dollar per Pupil
\$5,876	6,026.79	\$(151)

% Change in Dollar per Pupil	Transition Policy Dollars
-7%	\$60,750

SBB Total Supplements TOTAL \$297,313



Balmoral-Ridgeway Elementary School

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

Grade Level: K-5	School Type: Optional	Square Footage: 38,940	Student Capacity: 254	FY2018-19 Utilization: 114%	FCI: 27
----------------------------	---------------------------------	----------------------------------	---------------------------------	---------------------------------------	-------------------

School Measure	FY2015-16	FY2016-17	FY2017-18	FY2018-19	FY18 vs. FY19
	Actuals	Actuals	Amended	Budget	Variance
Enrollment					
Pre-K	0	0	-	-	-
K-12	316	289	279	313	34
Attendance Rate	95.3%	96.1%	96.4%	-	NA
Student-Teacher Ratio	1:17	1:16	1:16	1:16	-

Student Demographics					
Economically Disadvantaged (%)	43.2%	41.4%	73.7%	-	-
Students with Disabilities (%)	10.4%	7.8%	4%	-	-
English Language Learners (%)	6.3%	4.4%	5.8%	-	-

Key School Positions - All Funding Sources					
Principal	1	1	1	1	-
Classroom Teacher	19	17	18	17	-1
Special Skills	6	5	5	4	-1
Counselor	1	1	1	1	-
Educational Assistant	3	3	4	4	-
Instructional Facilitator	1	1	1	1	-
Librarian	1	1	-	-	-
Nutrition	5	2	4	1	-3
Other	2	2	3	3	-

School Level Funds					
General Fund	\$2,003,124	\$2,102,291	\$2,073,364	\$2,039,070	-\$34,293
Title I	\$127,875	\$135,103	\$124,627	\$112,455	-\$12,172
IDEA, Part B	\$20,263	\$22,566	\$22,893	\$22,711	-\$181
Total	\$2,151,263	\$2,259,961	\$2,220,885	\$2,174,237	-\$46,648

Teacher Quality					
Teachers with TEM 3 or above (%)	92%	95%			
TEM 5	13%	10%			
TEM 4	50%	55%			
TEM 3	29%	30%			



School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
TVAAS Literacy	4	3	s	s	s
TVAAS Numeracy	2	3	s	s	s

Total SBB Allocation				\$1,505,183
1. SBB Allocations	Dollars allocated to the school through the SBB formula and baseline policy			\$1,505,183
2. SBB Transition Supplements	Dollars either given or withheld as part of a district-wide strategy to maintain stability during the transition to SBB			\$0
How has funding changed under SBB?	Note that this comparison only looks at "unlocked dollars" (i.e. dollars that are now part of the SBB Allocation)		Last Year (1819)	\$1,483,941
			This Year (1920)	\$1,505,183
			Total Difference	\$21,243
	Changes to enrollment impact the budget BEFORE SBB applies			
	Estimated change to the budget due to Enrollment changes		Change from	\$(14,223)
	Estimated changes to the budget due to SBB transition		Change from SBB	\$35,466

Detailed Breakdown

1. SBB Allocations					\$1,505,183
SBB Weights	Weight	Amount per Student	Enrollment	Total	
Base Weight					
All Students	1	\$3,400	310	\$1,054,000	
Grade Weights					
Grade K	0.30	\$1,020	53	\$54,060	
Grade 1	0.30	\$1,020	55	\$56,100	
Grade 2	0.30	\$1,020	51	\$52,020	
Grade 3	0.20	\$680	44	\$29,920	
Grade 4	0.20	\$680	48	\$32,640	
Grade 5	0.20	\$680	59	\$40,120	
Mobility Weights					
Mobility	0.10	\$340	22	\$7,480	
Academic Performance Weights					
Incoming Low Proficiency	0.10	\$340	200	\$68,000	
Incoming High Proficiency	0.10	\$340	25	\$8,500	
Increments for Locked Students					
SWD Self-Contained	825.00	\$825	10	\$8,250	
Baseline Supplement: This supplement ensures that all schools have sufficient resources to cover a "base" set of services to meet state requirements (i.e. class size minimums, staffing requirements, etc.). Schools not receiving the supplement are already above the "base" set of services.				\$101,409	
SBB Allocations Total				\$1,411,090	

2. SBB Transition Supplements \$0

Staffing Supplement

This is an additional temporary supplement that SCS is offering this year to support a smoother transition into SBB. This supplement ensures that all schools have sufficient resources to cover SCS's previously used staffing ratios. Schools not receiving this supplement are already able to cover staffing ratios. \$0

Dollar per Pupil Next Year (2018-2019)	Dollar per Pupil This Year (2017-2018)	Difference in Dollar per Pupil
\$4,855	4,741.02	\$114

% Change in Dollar per Pupil	Transition Policy Dollars
2%	\$0

SBB Total Supplements TOTAL \$0



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: 913	FY2018-19 Utilization: 123%	FCI: 1
-------------------------------	------------------------------------	-----------------------------------	---------------------------------	---------------------------------------	------------------

School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
Enrollment					
Pre-K	40	40	50	50	-
K-12	1099	1122	1121	1194	73
Attendance Rate	94.5%	94.7%	95%	-	NA
Student-Teacher Ratio	1:18	1:18	1:18	1:18	-

Student Demographics					
Economically Disadvantaged (%)	76.7%	70%	69.4%	-	-
Students with Disabilities (%)	10.5%	9.6%	9.1%	-	-
English Language Learners (%)	10.8%	10%	7.9%	-	-

Key School Positions - All Funding Sources					
Principal	1	1	1	1	-
Vice/Assistant Principal	2	2	3	3	-
Classroom Teacher	62	64	64	64	-
Special Skills	7	7	8	7	-1
Counselor	2	2	3	3	-
Educational Assistant	14	13	12	12	-
Instructional Facilitator	2	2	1	1	-
Librarian	1	1	1	1	-
Bilingual Cultural Mentor	1	1	1	1	-
Nutrition	0	0	13	2	-11
Other	6	9	13	13	-

School Level Funds					
General Fund	\$5,234,022	\$5,274,492	\$5,888,452	\$5,695,379	-\$193,073
Title I	\$542,995	\$653,652	\$687,109	\$0	-
IDEA, Part B	\$78,024	\$96,814	\$125,801	\$94,836	-\$30,965
Other Special Revenue & Federal Funds	\$217,061	\$193,210	\$235,021	\$224,114	-\$10,907
Total	\$6,072,104	\$6,218,169	\$6,936,386	\$6,014,330	-\$922,056

Teacher Quality					
Teachers with TEM 3 or above (%)	96%	100%			
TEM 5	54%	0%			
TEM 4	35%	0%			
TEM 3	8%	0%			



School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
TVAAS Literacy	2	3	s	s	s
TVAAS Numeracy	2	5	s	s	s

Total SBB Allocation					\$5,421,702
1. SBB Allocations	Dollars allocated to the school through the SBB formula and baseline policy				\$5,444,695
2. SBB Transition Supplements	Dollars either given or withheld as part of a district-wide strategy to maintain stability during the transition to SBB				\$(22,993)
How has funding changed under SBB?	Note that this comparison only looks at "unlocked dollars" (i.e. dollars that are now part of the SBB Allocation)		Last Year (1819)	\$5,131,991	
			This Year (1920)	\$5,421,702	
			Total Difference	\$289,711	
	Changes to enrollment impact the budget BEFORE SBB applies		Change from	\$(17,178)	
	Estimated change to the budget due to Enrollment changes		Change from SBB	\$306,889	

Detailed Breakdown

1. SBB Allocations					\$5,444,695
SBB Weights	Weight	Amount per Student	Enrollment	Total	
Base Weight					
All Students	1	\$3,400	1,191	\$4,049,400	
Grade Weights					
Grade K	0.30	\$1,020	200	\$204,000	
Grade 1	0.30	\$1,020	202	\$206,040	
Grade 2	0.30	\$1,020	188	\$191,760	
Grade 3	0.20	\$680	185	\$125,800	
Grade 4	0.20	\$680	203	\$138,040	
Grade 5	0.20	\$680	213	\$144,840	
Mobility Weights					
Mobility	0.10	\$340	140	\$47,600	
Academic Performance Weights					
Incoming Low Proficiency	0.10	\$340	886	\$301,240	
Incoming High Proficiency	0.10	\$340	45	\$15,300	
Increments for Locked Students					
SWD Self-Contained	0.24	\$825	25	\$20,625	
Baseline Supplement: This supplement ensures that all schools have sufficient resources to cover a "base" set of services to meet state requirements (i.e. class size minimums, staffing requirements, etc.). Schools not receiving the supplement are already above the "base" set of services.					\$0
SBB Allocations Total				\$5,444,645	

2. SBB Transition Supplements \$(22,993)

Staffing Supplement

This is an additional temporary supplement that SCS is offering this year to support a smoother transition into SBB. This supplement ensures that all schools have sufficient resources to cover SCS's previously used staffing ratios. Schools not receiving this supplement are already able to cover staffing ratios. \$0

Dollar per Pupil Next Year (2018-2019)	Dollar per Pupil This Year (2017-2018)	Difference in Dollar per Pupil
\$4,552	4,294.55	\$258

% Change in Dollar per Pupil	Transition Policy Dollars
6%	\$(22,993)

SBB Total Supplements TOTAL \$(22,993)



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:** 76,722 **Student Capacity:** 636 **FY2018-19 Utilization:** 93% **FCI:** 28

School Measure	FY2015-16	FY2016-17	FY2017-18	FY2018-19	FY18 vs. FY19
	Actuals	Actuals	Amended	Budget	Variance
Enrollment					
Pre-K	40	40	40	40	-
K-12	555	589	572	609	37
Attendance Rate	94.8%	94.5%	94.7%	-	NA
Student-Teacher Ratio	1:15	1:15	1:14	1:14	-

Student Demographics					
Economically Disadvantaged (%)	66.4%	61.9%	79.1%	-	-
Students with Disabilities (%)	8.9%	9.6%	8.8%	-	-
English Language Learners (%)	46.2%	37.7%	37%	-	-

Key School Positions - All Funding Sources					
Principal	1	1	1	1	-
Vice/Assistant Principal	1	1	1	1	-
Classroom Teacher	38	40	41	41	-
Special Skills	5	4	4	4	-
Counselor	1	1	2	2	-
Educational Assistant	4	8	10	10	-
Instructional Facilitator	1	2	2	2	-
Librarian	1	1	1	1	-
Bilingual Cultural Mentor	1	1	1	1	-
Nutrition	7	4	6	1	-5
Other	10	6	4	4	-

School Level Funds					
General Fund	\$3,762,477	\$3,856,239	\$3,946,538	\$3,679,316	-\$267,221
Title I	\$330,232	\$354,245	\$355,581	\$332,010	-\$23,571
IDEA, Part B	\$74,385	\$106,295	\$113,467	\$76,175	-\$37,292
Other Special Revenue & Federal Funds	\$96,986	\$112,483	\$186,787	\$333,266	\$146,478
Total	\$4,264,081	\$4,429,264	\$4,602,375	\$4,420,769	-\$181,606

Teacher Quality					
Teachers with TEM 3 or above (%)	97%	98%			
TEM 5	24%	40%			
TEM 4	55%	46%			
TEM 3	18%	13%			



School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
TVAAS Literacy	1	5	s	s	s
TVAAS Numeracy	4	5	s	s	s

Total SBB Allocation \$2,805,864

1. SBB Allocations	Dollars allocated to the school through the SBB formula and baseline policy				\$2,802,603
2. SBB Transition Supplements	Dollars either given or withheld as part of a district-wide strategy to maintain stability during the transition to SBB				\$3,262
How has funding changed under SBB?	Note that this comparison only looks at "unlocked dollars" (i.e. dollars that are now part of the SBB Allocation)	Last Year (1819)	\$2,860,220		
		This Year (1920)	\$2,805,864		
		Total Difference	\$(54,356)		
	Changes to enrollment impact the budget BEFORE SBB applies				
	Estimated change to the budget due to Enrollment changes	Change from	\$14,090		
	Estimated changes to the budget due to SBB transition	Change from SBB	\$(68,446)		

Detailed Breakdown

1. SBB Allocations \$2,802,603

SBB Weights	Weight	Amount per Student	Enrollment	Total
Base Weight				
All Students	1	\$3,400	612	\$2,080,800
Grade Weights				
Grade K	0.30	\$1,020	111	\$113,220
Grade 1	0.30	\$1,020	113	\$115,260
Grade 2	0.30	\$1,020	102	\$104,040
Grade 3	0.20	\$680	91	\$61,880
Grade 4	0.20	\$680	96	\$65,280
Grade 5	0.20	\$680	99	\$67,320
Mobility Weights				
Mobility	0.10	\$340	78	\$26,520
Academic Performance Weights				
Incoming Low Proficiency	0.10	\$340	482	\$163,880
Incoming High Proficiency	0.10	\$340	12	\$4,080
Increments for Locked Students				
SWD Self-Contained	0.24	\$825	0	\$-
Baseline Supplement: This supplement ensures that all schools have sufficient resources to cover a "base" set of services to meet state requirements (i.e. class size minimums, staffing requirements, etc.). Schools not receiving the supplement are already above the "base" set of services.				\$0

SBB Allocations Total \$2,802,280

2. SBB Transition Supplements \$3,262

Staffing Supplement

This is an additional temporary supplement that SCS is offering this year to support a smoother transition into SBB. This supplement ensures that all schools have sufficient resources to cover SCS's previously used staffing ratios. Schools not receiving this supplement are already able to cover staffing ratios. \$3,262

Dollar per Pupil Next Year (2018-2019)	Dollar per Pupil This Year (2017-2018)	Difference in Dollar per Pupil
\$4,585	4,696.58	\$(112)

% Change in Dollar per Pupil	Transition Policy Dollars
-2%	\$0

SBB Total Supplements TOTAL \$3,262



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: 398	FY2018-19 Utilization: 59%	FCI: 12
-------------------------------	------------------------------------	----------------------------------	---------------------------------	--------------------------------------	-------------------

School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
Enrollment					
Pre-K	40	39	40	40	-
K-12	234	234	233	196	-37
Attendance Rate	92.9%	94.5%	94.9%	-	NA
Student-Teacher Ratio	1:15	1:14	1:14	1:14	-

Student Demographics					
Economically Disadvantaged (%)	83.4%	84.1%	75.4%	-	-
Students with Disabilities (%)	15.8%	16.3%	15.9%	-	-
English Language Learners (%)	0%	0.7%	0.4%	-	-

Key School Positions - All Funding Sources					
Principal	1	1	1	1	-
Classroom Teacher	16	18	17	17	-
Special Skills	3	2	3	2	-1
Counselor	1	1	1	1	-
Educational Assistant	5	5	11	11	-
Instructional Facilitator	1	1	1	1	-
Librarian	1	1	1	1	-
Nutrition	4	2	4	1	-3
Other	2	2	3	3	-

School Level Funds					
General Fund	\$1,858,090	\$1,865,173	\$1,786,415	\$1,993,047	\$206,632
Title I	\$156,312	\$138,928	\$128,836	\$150,535	\$21,698
IDEA, Part B	\$90,369	\$79,733	\$78,858	\$75,689	-\$3,168
Other Special Revenue & Federal Funds	\$98,005	\$102,256	\$102,823	\$130,680	\$27,857
Total	\$2,202,778	\$2,186,092	\$2,096,933	\$2,349,952	\$253,019

Teacher Quality					
Teachers with TEM 3 or above (%)	84%	96%			
TEM 5	16%	17%			
TEM 4	53%	57%			
TEM 3	16%	22%			



School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
TVAAS Literacy	2	4	s	s	s
TVAAS Numeracy	2	4	s	s	s

Total SBB Allocation \$1,165,682

1. SBB Allocations	Dollars allocated to the school through the SBB formula and baseline policy				\$922,521
2. SBB Transition Supplements	Dollars either given or withheld as part of a district-wide strategy to maintain stability during the transition to SBB				\$243,161
How has funding changed under SBB?	Note that this comparison only looks at "unlocked dollars" (i.e. dollars that are now part of the SBB Allocation)	Last Year (1819)	\$1,249,607		
		This Year (1920)	\$1,165,682		
		Total Difference	\$(83,925)		
	Changes to enrollment impact the budget BEFORE SBB applies	Change from	\$(60,956)		
	Estimated changes to the budget due to SBB transition	Change from SBB	\$(22,969)		

Detailed Breakdown

1. SBB Allocations \$922,521

SBB Weights	Weight	Amount per Student	Enrollment	Total
Base Weight				
All Students	1	\$3,400	195	\$663,000
Grade Weights				
Grade K	0.30	\$1,020	36	\$36,720
Grade 1	0.30	\$1,020	38	\$38,760
Grade 2	0.30	\$1,020	34	\$34,680
Grade 3	0.20	\$680	22	\$14,960
Grade 4	0.20	\$680	31	\$21,080
Grade 5	0.20	\$680	34	\$23,120
Mobility Weights				
Mobility	0.10	\$340	27	\$9,180
Academic Performance Weights				
Incoming Low Proficiency	0.10	\$340	156	\$53,040
Incoming High Proficiency	0.10	\$340	0	\$-
Increments for Locked Students				
SWD Self-Contained	0.24	\$825	34	\$28,050
Baseline Supplement: This supplement ensures that all schools have sufficient resources to cover a "base" set of services to meet state requirements (i.e. class size minimums, staffing requirements, etc.). Schools not receiving the supplement are already above the "base" set of services.				\$0

SBB Allocations Total \$922,590

2. SBB Transition Supplements \$243,161

Staffing Supplement

This is an additional temporary supplement that SCS is offering this year to support a smoother transition into SBB. This supplement ensures that all schools have sufficient resources to cover SCS's previously used staffing ratios. Schools not receiving this supplement are already able to cover staffing ratios. \$243,161

Dollar per Pupil Next Year (2018-2019)	Dollar per Pupil This Year (2017-2018)	Difference in Dollar per Pupil
\$5,978	6,095.64	\$(118)

% Change in Dollar per Pupil	Transition Policy Dollars
-3%	\$0

SBB Total Supplements TOTAL \$243,161



Brownsville Road Elementary

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

Grade Level: K-5	School Type: Optional	Square Footage: 66,545	Student Capacity: 654	FY2018-19 Utilization: 88%	FCI: 14
----------------------------	---------------------------------	----------------------------------	---------------------------------	--------------------------------------	-------------------

School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
Enrollment					
Pre-K	0	0	-	-	-
K-12	538	579	566	575	9
Attendance Rate	94.3%	94.9%	95.8%	-	NA
Student-Teacher Ratio	1:18	1:17	1:17	1:17	-

Student Demographics					
Economically Disadvantaged (%)	62.4%	64%	76.7%	-	-
Students with Disabilities (%)	10.1%	9.3%	8.7%	-	-
English Language Learners (%)	8.6%	4.2%	2.6%	-	-

Key School Positions - All Funding Sources					
Principal	1	1	1	1	-
Vice/Assistant Principal	0	1	1	1	-
Classroom Teacher	30	34	33	33	-
Special Skills	7	5	5	5	-
Counselor	1	1	2	2	-
Educational Assistant	5	9	8	8	-
Instructional Facilitator	1	2	2	2	-
Librarian	1	1	1	1	-
Bilingual Cultural Mentor	1	1	1	1	-
Nutrition	7	3	5	1	-4
Other	2	2	4	4	-

School Level Funds					
General Fund	\$3,411,151	\$3,196,202	\$3,480,402	\$3,157,115	-\$323,286
Title I	\$268,564	\$354,392	\$296,001	\$249,305	-\$46,696
IDEA, Part B	\$56,762	\$53,583	\$58,786	\$51,531	-\$7,255
Other Special Revenue & Federal Funds	\$30,470	\$30,520	\$31,048	\$28,079	-\$2,969
Total	\$3,766,948	\$3,634,699	\$3,866,239	\$3,486,030	-\$380,208

Teacher Quality					
Teachers with TEM 3 or above (%)	91%	80%			
TEM 5	9%	15%			
TEM 4	47%	32%			
TEM 3	34%	34%			



School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
TVAAS Literacy	1	4	s	s	s
TVAAS Numeracy	1	3	s	s	s

Total SBB Allocation					\$2,659,363
1. SBB Allocations	Dollars allocated to the school through the SBB formula and baseline policy				\$2,630,728
2. SBB Transition Supplements	Dollars either given or withheld as part of a district-wide strategy to maintain stability during the transition to SBB				\$28,636
How has funding changed under SBB?	Note that this comparison only looks at "unlocked dollars" (i.e. dollars that are now part of the SBB Allocation)	Last Year (1819)	\$2,829,337		
		This Year (1920)	\$2,659,363		
		Total Difference	\$(169,974)		
	Changes to enrollment impact the budget BEFORE SBB applies	Change from	\$(239,162)		
	Estimated changes to the budget due to SBB transition	Change from SBB	\$69,189		

Detailed Breakdown

1. SBB Allocations					\$2,630,728
SBB Weights	Weight	Amount per Student	Enrollment	Total	
Base Weight					
All Students	1	\$3,400	574	\$1,951,600	
Grade Weights					
Grade K	0.30	\$1,020	101	\$103,020	
Grade 1	0.30	\$1,020	103	\$105,060	
Grade 2	0.30	\$1,020	78	\$79,560	
Grade 3	0.20	\$680	78	\$53,040	
Grade 4	0.20	\$680	100	\$68,000	
Grade 5	0.20	\$680	114	\$77,520	
Mobility Weights					
Mobility	0.10	\$340	71	\$24,140	
Academic Performance Weights					
Incoming Low Proficiency	0.10	\$340	442	\$150,280	
Incoming High Proficiency	0.10	\$340	11	\$3,740	
Increments for Locked Students					
SWD Self-Contained	0.24	\$825	18	\$14,850	
Baseline Supplement: This supplement ensures that all schools have sufficient resources to cover a "base" set of services to meet state requirements (i.e. class size minimums, staffing requirements, etc.). Schools not receiving the supplement are already above the "base" set of services.					\$0
SBB Allocations Total				\$2,630,810	

2. SBB Transition Supplements **\$28,636**

Staffing Supplement

This is an additional temporary supplement that SCS is offering this year to support a smoother transition into SBB. This supplement ensures that all schools have sufficient resources to cover SCS's previously used staffing ratios. Schools not receiving this supplement are already able to cover staffing ratios.

\$28,636

	Dollar per Pupil Next Year (2018-2019)	Dollar per Pupil This Year (2017-2018)	Difference in Dollar per Pupil
	\$4,633	4,512.50	\$121
		% Change in Dollar per Pupil	Transition Policy Dollars
		2%	\$0

SBB Total Supplements TOTAL **\$28,636**



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: 522	FY2018-19 Utilization: 68%	FCI: 6
-------------------------------	------------------------------------	----------------------------------	---------------------------------	--------------------------------------	------------------

School Measure	FY2015-16	FY2016-17	FY2017-18	FY2018-19	FY18 vs. FY19
	Actuals	Actuals	Amended	Budget	Variance
Enrollment					
Pre-K	35	33	31	31	-
K-12	308	355	450	462	12
Attendance Rate	94.7%	94.8%	95.2%	-	NA
Student-Teacher Ratio	1:15	1:15	1:13	1:13	-

Student Demographics					
Economically Disadvantaged (%)	69.5%	67.2%	77.3%	-	-
Students with Disabilities (%)	9.2%	9.6%	10.6%	-	-
English Language Learners (%)	18.7%	12.2%	9.2%	-	-

Key School Positions - All Funding Sources					
Principal	1	1	1	1	-
Vice/Assistant Principal	0	0	1	1	-
Classroom Teacher	21	25	32	32	-
Special Skills	3	2	3	3	-
Counselor	1	1	1	1	-
Educational Assistant	4	4	8	8	-
Instructional Facilitator	1	1	1	1	-
Librarian	1	1	1	1	-
Nutrition	7	3	9	1	-8
Other	3	3	7	7	-

School Level Funds					
General Fund	\$2,192,699	\$3,137,858	\$3,111,826	\$3,013,173	-\$98,652
Title I	\$167,157	\$181,835	\$250,892	\$260,015	\$9,122
IDEA, Part B	\$91,080	\$121,964	\$82,618	\$78,622	-\$3,995
Other Special Revenue & Federal Funds	\$83,978	\$94,127	\$89,564	\$207,128	\$117,563
Total	\$2,534,915	\$3,535,785	\$3,534,901	\$3,558,940	\$24,038

Teacher Quality					
Teachers with TEM 3 or above (%)	95%	93%			
TEM 5	67%	15%			
TEM 4	24%	59%			
TEM 3	5%	19%			



School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
TVAAS Literacy	1	3	s	s	s
TVAAS Numeracy	1	5	s	s	s

Total SBB Allocation			\$2,390,903	
1. SBB Allocations	Dollars allocated to the school through the SBB formula and baseline policy			\$2,123,066
2. SBB Transition Supplements	Dollars either given or withheld as part of a district-wide strategy to maintain stability during the transition to SBB			\$267,836
How has funding changed under SBB?	Note that this comparison only looks at "unlocked dollars" (i.e. dollars that are now part of the SBB Allocation)	Last Year (1819)	\$2,324,820	
		This Year (1920)	\$2,390,903	
		Total Difference	\$66,082	
	Changes to enrollment impact the budget BEFORE SBB applies			
	Estimated change to the budget due to Enrollment changes	Change from	\$127,387	
	Estimated changes to the budget due to SBB transition	Change from SBB	\$(61,305)	

Detailed Breakdown

1. SBB Allocations **\$2,123,066**

SBB Weights	Weight	Amount per Student	Enrollment	Total
Base Weight				
All Students	1	\$3,400	462	\$1,570,800
Grade Weights				
Grade K	0.30	\$1,020	79	\$80,580
Grade 1	0.30	\$1,020	80	\$81,600
Grade 2	0.30	\$1,020	71	\$72,420
Grade 3	0.20	\$680	82	\$55,760
Grade 4	0.20	\$680	73	\$49,640
Grade 5	0.20	\$680	77	\$52,360
Mobility Weights				
Mobility	0.10	\$340	57	\$19,380
Academic Performance Weights				
Incoming Low Proficiency	0.10	\$340	394	\$133,960
Incoming High Proficiency	0.10	\$340	4	\$1,360
Increments for Locked Students				
SWD Self-Contained	0.24	\$825	6	\$4,950
Baseline Supplement: This supplement ensures that all schools have sufficient resources to cover a "base" set of services to meet state requirements (i.e. class size minimums, staffing requirements, etc.). Schools not receiving the supplement are already above the "base" set of services.				\$0

SBB Allocations Total **\$2,122,810**

2. SBB Transition Supplements **\$267,836**

Staffing Supplement

This is an additional temporary supplement that SCS is offering this year to support a smoother transition into SBB. This supplement ensures that all schools have sufficient resources to cover SCS's previously used staffing ratios. Schools not receiving this supplement are already able to cover staffing ratios. \$0

	Dollar per Pupil Next Year (2018-2019)	Dollar per Pupil This Year (2017-2018)	Difference in Dollar per Pupil
	\$5,175	5,307.81	\$(133)

% Change in Dollar per Pupil	Transition Policy Dollars
-13%	\$267,836

SBB Total Supplements TOTAL **\$267,836**



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: 348	FY2018-19 Utilization: 116%	FCI: 37
----------------------------	------------------------------------	----------------------------------	---------------------------------	---------------------------------------	-------------------

School Measure	FY2015-16	FY2016-17	FY2017-18	FY2018-19	FY18 vs. FY19
	Actuals	Actuals	Amended	Budget	Variance
Enrollment					
Pre-K	20	20	20	20	-
K-12	345	404	409	372	-37
Attendance Rate	93.3%	95%	94.9%	-	NA
Student-Teacher Ratio	1:16	1:17	1:16	1:16	-

Student Demographics					
Economically Disadvantaged (%)	88.6%	86.3%	84.6%	-	-
Students with Disabilities (%)	5.8%	3.8%	6.4%	-	-
English Language Learners (%)	29.6%	21.9%	23.3%	-	-

Key School Positions - All Funding Sources					
Principal	1	1	1	1	-
Vice/Assistant Principal	0	0	1	1	-
Classroom Teacher	21	26	22	22	-
Special Skills	3	2	3	2	-1
Counselor	1	1	1	1	-
Educational Assistant	1	1	4	4	-
Instructional Facilitator	1	1	1	1	-
Librarian	1	1	1	1	-
Bilingual Cultural Mentor	1	1	1	1	-
Nutrition	9	4	7	1	-6
Other	10	6	6	6	-

School Level Funds					
General Fund	\$2,257,520	\$2,334,019	\$2,585,404	\$2,308,829	-\$276,574
Title I	\$228,844	\$160,842	\$203,322	\$218,365	\$15,042
Other Special Revenue & Federal Funds	\$133,195	\$88,387	\$134,696	\$312,665	\$177,969
Total	\$2,619,561	\$2,583,250	\$2,923,423	\$2,839,860	-\$83,562

Teacher Quality					
Teachers with TEM 3 or above (%)	92%	85%			
TEM 5	29%	26%			
TEM 4	50%	41%			
TEM 3	13%	19%			



School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
TVAAS Literacy	2	3	s	s	s
TVAAS Numeracy	3	4	s	s	s

Total SBB Allocation \$2,093,770

1. SBB Allocations	Dollars allocated to the school through the SBB formula and baseline policy				\$1,904,483
2. SBB Transition Supplements	Dollars either given or withheld as part of a district-wide strategy to maintain stability during the transition to SBB				\$189,287
How has funding changed under SBB?	Note that this comparison only looks at "unlocked dollars" (i.e. dollars that are now part of the SBB Allocation)	Last Year (1819)	\$2,049,320		
		This Year (1920)	\$2,093,770		
		Total Difference	\$44,450		
	Changes to enrollment impact the budget BEFORE SBB applies	Change from	\$98,136		
	Estimated change to the budget due to SBB transition	Change from SBB	\$(53,686)		

Detailed Breakdown

1. SBB Allocations \$1,904,483

SBB Weights	Weight	Amount per Student	Enrollment	Total
Base Weight				
All Students	1	\$3,400	372	\$1,264,800
Grade Weights				
Grade K	0.30	\$1,020	55	\$56,100
Grade 1	0.30	\$1,020	57	\$58,140
Grade 2	0.30	\$1,020	59	\$60,180
Grade 3	0.20	\$680	69	\$46,920
Grade 4	0.20	\$680	68	\$46,240
Grade 5	0.20	\$680	64	\$43,520
Mobility Weights				
Mobility	0.10	\$340	80	\$27,200
Academic Performance Weights				
Incoming Low Proficiency	0.10	\$340	317	\$107,780
Incoming High Proficiency	0.10	\$340	0	\$-
Increments for Locked Students				
SWD Self-Contained	0.24	\$825	13	\$10,725
Baseline Supplement: This supplement ensures that all schools have sufficient resources to cover a "base" set of services to meet state requirements (i.e. class size minimums, staffing requirements, etc.). Schools not receiving the supplement are already above the "base" set of services.				\$183,019

SBB Allocations Total \$1,721,605

2. SBB Transition Supplements \$189,287

Staffing Supplement

This is an additional temporary supplement that SCS is offering this year to support a smoother transition into SBB. This supplement ensures that all schools have sufficient resources to cover SCS's previously used staffing ratios. Schools not receiving this supplement are already able to cover staffing ratios. \$0

Dollar per Pupil Next Year (2018-2019)	Dollar per Pupil This Year (2017-2018)	Difference in Dollar per Pupil
\$5,628	5,772.73	\$(144)

% Change in Dollar per Pupil	Transition Policy Dollars
-11%	\$189,287

SBB Total Supplements TOTAL \$189,287



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: 608	FY2018-19 Utilization: 78%	FCI: 4
-------------------------------	------------------------------	----------------------------------	---------------------------------	--------------------------------------	------------------

School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
Enrollment					
Pre-K	40	40	40	40	-
K-12	503	473	462	478	16
Attendance Rate	93.5%	94.1%	93.7%	-	NA
Student-Teacher Ratio	1:19	1:19	1:22	1:22	-

Student Demographics					
Economically Disadvantaged (%)	85.8%	85.3%	86.1%	-	-
Students with Disabilities (%)	7.3%	6%	6.3%	-	-
English Language Learners (%)	1.8%	1.7%	1.8%	-	-

Key School Positions - All Funding Sources					
Principal	1	1	1	1	-
Classroom Teacher	25	31	27	26	-1
Special Skills	3	3	4	3	-1
Counselor	0	1	1	1	-
Educational Assistant	5	5	7	7	-
Instructional Facilitator	1	1	2	2	-
Librarian	0	1	1	1	-
Nutrition	7	3	8	1	-7
Other	3	3	6	6	-

School Level Funds					
General Fund	\$2,371,739	\$2,464,843	\$2,519,002	\$2,456,038	-\$62,964
Title I	\$228,785	\$304,492	\$277,156	\$304,045	\$26,888
IDEA, Part B	\$40,293	\$0	\$0	\$0	\$0
Other Special Revenue & Federal Funds	\$186,393	\$160,556	\$145,855	\$453,659	\$307,803
Total	\$2,827,212	\$2,929,892	\$2,942,014	\$3,213,742	\$271,727

Teacher Quality					
Teachers with TEM 3 or above (%)	100%	88%			
TEM 5	47%	3%			
TEM 4	40%	24%			
TEM 3	13%	61%			



School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
TVAAS Literacy	1	4	s	s	s
TVAAS Numeracy	1	1	s	s	s

Total SBB Allocation \$2,105,440

1. SBB Allocations	Dollars allocated to the school through the SBB formula and baseline policy				\$2,231,377
2. SBB Transition Supplements	Dollars either given or withheld as part of a district-wide strategy to maintain stability during the transition to SBB				\$(125,937)
How has funding changed under SBB?	Note that this comparison only looks at "unlocked dollars" (i.e. dollars that are now part of the SBB Allocation)	Last Year (1819)	\$2,088,176		
		This Year (1920)	\$2,105,440		
		Total Difference	\$17,264		
	Changes to enrollment impact the budget BEFORE SBB applies	Change from	\$(160,321)		
	Estimated change to the budget due to SBB transition	Change from SBB	\$177,584		

Detailed Breakdown

1. SBB Allocations \$2,231,377

SBB Weights	Weight	Amount per Student	Enrollment	Total
Base Weight				
All Students	1	\$3,400	481	\$1,635,400
Grade Weights				
Grade K	0.30	\$1,020	87	\$88,740
Grade 1	0.30	\$1,020	89	\$90,780
Grade 2	0.30	\$1,020	65	\$66,300
Grade 3	0.20	\$680	87	\$59,160
Grade 4	0.20	\$680	79	\$53,720
Grade 5	0.20	\$680	74	\$50,320
Mobility Weights				
Mobility	0.10	\$340	87	\$29,580
Academic Performance Weights				
Incoming Low Proficiency	0.10	\$340	423	\$143,820
Incoming High Proficiency	0.10	\$340	3	\$1,020
Increments for Locked Students				
SWD Self-Contained	0.24	\$825	15	\$12,375
Baseline Supplement: This supplement ensures that all schools have sufficient resources to cover a "base" set of services to meet state requirements (i.e. class size minimums, staffing requirements, etc.). Schools not receiving the supplement are already above the "base" set of services.				\$0

SBB Allocations Total \$2,231,215

2. SBB Transition Supplements \$(125,937)

Staffing Supplement

This is an additional temporary supplement that SCS is offering this year to support a smoother transition into SBB. This supplement ensures that all schools have sufficient resources to cover SCS's previously used staffing ratios. Schools not receiving this supplement are already able to cover staffing ratios. \$0

Dollar per Pupil Next Year (2018-2019)	Dollar per Pupil This Year (2017-2018)	Difference in Dollar per Pupil
\$4,377	4,008.02	\$369

% Change in Dollar per Pupil	Transition Policy Dollars
16%	\$(125,937)

SBB Total Supplements TOTAL \$(125,937)



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: 105,775	Student Capacity: 861	FY2018-19 Utilization: 98%	FCI: 11
-------------------------------	------------------------------------	-----------------------------------	---------------------------------	--------------------------------------	-------------------

School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
Enrollment					
Pre-K	20	40	40	40	-
K-12	729	844	838	883	45
Attendance Rate	94.9%	95.4%	95.9%	-	NA
Student-Teacher Ratio	1:16	1:17	1:18	1:18	-

Student Demographics					
Economically Disadvantaged (%)	35.6%	40.7%	60%	-	-
Students with Disabilities (%)	15.2%	12.2%	12%	-	-
English Language Learners (%)	7.7%	9.4%	11.5%	-	-

Key School Positions - All Funding Sources					
Principal	1	1	1	1	-
Vice/Assistant Principal	1	1	2	2	-
Classroom Teacher	44	50	53	53	-
Special Skills	6	5	6	5	-1
Counselor	1	1	2	2	-
Educational Assistant	14	14	16	16	-
Instructional Facilitator	1	2	2	2	-
Librarian	1	1	1	1	-
Bilingual Cultural Mentor	0	0	1	1	-
Nutrition	8	5	9	2	-7
Other	4	4	5	5	-

School Level Funds					
General Fund	\$4,578,440	\$4,808,595	\$4,918,571	\$5,028,163	\$109,592
Title I	\$342,110	\$286,145	\$279,994	\$269,535	-\$10,459
IDEA, Part B	\$99,064	\$241,482	\$287,766	\$141,313	-\$146,452
Other Special Revenue & Federal Funds	\$93	\$176,295	\$187,514	\$200,048	\$12,534
Total	\$5,019,708	\$5,512,519	\$5,673,846	\$5,639,060	-\$34,785

Teacher Quality					
Teachers with TEM 3 or above (%)	98%	98%			
TEM 5	37%	26%			
TEM 4	49%	52%			
TEM 3	12%	21%			



School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
TVAAS Literacy	2	3	s	s	s
TVAAS Numeracy	5	1	s	s	s

Total SBB Allocation \$3,996,376

1. SBB Allocations	Dollars allocated to the school through the SBB formula and baseline policy				\$4,033,488
2. SBB Transition Supplements	Dollars either given or withheld as part of a district-wide strategy to maintain stability during the transition to SBB				\$(37,112)
How has funding changed under SBB?	Note that this comparison only looks at "unlocked dollars" (i.e. dollars that are now part of the SBB Allocation)	Last Year (1819)	\$4,026,178		
		This Year (1920)	\$3,996,376		
		Total Difference	\$(29,803)		
	Changes to enrollment impact the budget BEFORE SBB applies	Estimated change to the budget due to Enrollment changes	Change from	\$(323,607)	
		Estimated changes to the budget due to SBB transition	Change from SBB	\$293,805	

Detailed Breakdown

1. SBB Allocations \$4,033,488

SBB Weights	Weight	Amount per Student	Enrollment	Total
Base Weight				
All Students	1	\$3,400	881	\$2,995,400
Grade Weights				
Grade K	0.30	\$1,020	153	\$156,060
Grade 1	0.30	\$1,020	155	\$158,100
Grade 2	0.30	\$1,020	141	\$143,820
Grade 3	0.20	\$680	132	\$89,760
Grade 4	0.20	\$680	141	\$95,880
Grade 5	0.20	\$680	159	\$108,120
Mobility Weights				
Mobility	0.10	\$340	108	\$36,720
Academic Performance Weights				
Incoming Low Proficiency	0.10	\$340	620	\$210,800
Incoming High Proficiency	0.10	\$340	70	\$23,800
Increments for Locked Students				
SWD Self-Contained	0.24	\$825	18	\$14,850
Baseline Supplement: This supplement ensures that all schools have sufficient resources to cover a "base" set of services to meet state requirements (i.e. class size minimums, staffing requirements, etc.). Schools not receiving the supplement are already above the "base" set of services.				\$0

SBB Allocations Total \$4,033,310

2. SBB Transition Supplements \$(37,112)

Staffing Supplement

This is an additional temporary supplement that SCS is offering this year to support a smoother transition into SBB. This supplement ensures that all schools have sufficient resources to cover SCS's previously used staffing ratios. Schools not receiving this supplement are already able to cover staffing ratios. \$0

	Dollar per Pupil Next Year (2018-2019)	Dollar per Pupil This Year (2017-2018)	Difference in Dollar per Pupil
	\$4,536	4,202.69	\$333
		% Change in Dollar per Pupil	Transition Policy Dollars
		9%	\$(37,112)
SBB Total Supplements TOTAL			\$(37,112)



Cordova Elementary School

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

Grade Level: PreK-5	School Type: Optional	Square Footage: 104,994	Student Capacity: 837	FY2018-19 Utilization: 97%	FCI: 3
-------------------------------	---------------------------------	-----------------------------------	---------------------------------	--------------------------------------	------------------

School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
Enrollment					
Pre-K	0	0	-	-	-
K-12	638	813	817	787	-30
Attendance Rate	95.8%	95.5%	95.8%	-	NA
Student-Teacher Ratio	1:17	1:18	1:18	1:18	-

Student Demographics					
Economically Disadvantaged (%)	30.5%	35.7%	56.1%	-	-
Students with Disabilities (%)	13.2%	11.8%	12%	-	-
English Language Learners (%)	6%	6.4%	9.3%	-	-

Key School Positions - All Funding Sources					
Principal	1	1	1	1	-
Vice/Assistant Principal	1	1	1	1	-
Classroom Teacher	38	46	48	48	-
Special Skills	7	6	7	7	-
Counselor	1	1	2	2	-
Educational Assistant	12	12	12	12	-
Instructional Facilitator	1	2	2	2	-
Librarian	1	1	1	1	-
Nutrition	5	3	7	1	-6
Other	2	3	4	4	-

School Level Funds					
General Fund	\$4,418,342	\$4,546,968	\$4,530,494	\$4,679,145	\$148,651
Title I	\$308,437	\$252,009	\$281,167	\$243,950	-\$37,217
IDEA, Part B	\$128,169	\$132,010	\$129,881	\$98,886	-\$30,994
Other Special Revenue & Federal Funds	\$0	\$105,625	\$115,897	\$117,219	\$1,322
Total	\$4,854,949	\$5,036,614	\$5,057,440	\$5,139,201	\$81,761

Teacher Quality					
Teachers with TEM 3 or above (%)	98%	94%			
TEM 5	51%	18%			
TEM 4	37%	48%			
TEM 3	10%	28%			



School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
TVAAS Literacy	1	5	s	s	s
TVAAS Numeracy	2	3	s	s	s

Total SBB Allocation \$3,600,750

1. SBB Allocations	Dollars allocated to the school through the SBB formula and baseline policy				\$3,600,750
2. SBB Transition Supplements	Dollars either given or withheld as part of a district-wide strategy to maintain stability during the transition to SBB				\$0
How has funding changed under SBB?	Note that this comparison only looks at "unlocked dollars" (i.e. dollars that are now part of the SBB Allocation)	Last Year (1819)	\$3,649,712		
		This Year (1920)	\$3,600,750		
		Total Difference	\$(48,961)		
	Changes to enrollment impact the budget BEFORE SBB applies	Estimated change to the budget due to Enrollment changes	Change from	\$(112,645)	
		Estimated changes to the budget due to SBB transition	Change from SBB	\$63,684	

Detailed Breakdown

1. SBB Allocations \$3,600,750

SBB Weights	Weight	Amount per Student	Enrollment	Total
Base Weight				
All Students	1	\$3,400	785	\$2,669,000
Grade Weights				
Grade K	0.30	\$1,020	142	\$144,840
Grade 1	0.30	\$1,020	144	\$146,880
Grade 2	0.30	\$1,020	133	\$135,660
Grade 3	0.20	\$680	121	\$82,280
Grade 4	0.20	\$680	125	\$85,000
Grade 5	0.20	\$680	120	\$81,600
Mobility Weights				
Mobility	0.10	\$340	82	\$27,880
Academic Performance Weights				
Incoming Low Proficiency	0.10	\$340	622	\$211,480
Incoming High Proficiency	0.10	\$340	11	\$3,740
Increments for Locked Students				
SWD Self-Contained	0.24	\$825	15	\$12,375
Baseline Supplement: This supplement ensures that all schools have sufficient resources to cover a "base" set of services to meet state requirements (i.e. class size minimums, staffing requirements, etc.). Schools not receiving the supplement are already above the "base" set of services.				\$0

SBB Allocations Total \$3,600,735

2. SBB Transition Supplements \$0

Staffing Supplement

This is an additional temporary supplement that SCS is offering this year to support a smoother transition into SBB. This supplement ensures that all schools have sufficient resources to cover SCS's previously used staffing ratios. Schools not receiving this supplement are already able to cover staffing ratios. \$0

Dollar per Pupil Next Year (2018-2019)	Dollar per Pupil This Year (2017-2018)	Difference in Dollar per Pupil
\$4,587	4,505.82	\$81

% Change in Dollar per Pupil	Transition Policy Dollars
2%	\$0

SBB Total Supplements TOTAL \$0



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:** 593 **FY2018-19 Utilization:** 86% **FCI:** 9

School Measure	FY2015-16	FY2016-17	FY2017-18	FY2018-19	FY18 vs. FY19
	Actuals	Actuals	Amended	Budget	Variance
Enrollment					
Pre-K	0	0	-	-	-
K-12	537	512	506	521	15
Attendance Rate	93.2%	95.4%	96.4%	-	NA
Student-Teacher Ratio	1:16	1:17	1:17	1:17	-

Student Demographics					
Economically Disadvantaged (%)	77.7%	77.2%	68.9%	-	-
Students with Disabilities (%)	14.3%	12.5%	11.3%	-	-
English Language Learners (%)	15.5%	11%	10.6%	-	-

Key School Positions - All Funding Sources					
Principal	1	1	1	1	-
Vice/Assistant Principal	1	1	1	1	-
Classroom Teacher	33	29	32	29	-3
Special Skills	6	3	4	3	-1
Counselor	1	1	2	2	-
Educational Assistant	10	9	9	9	-
Instructional Facilitator	1	2	1	1	-
Librarian	1	1	1	1	-
Nutrition	7	4	7	1	-6
Other	4	3	3	3	-

School Level Funds					
General Fund	\$3,205,070	\$3,174,346	\$3,340,119	\$3,045,433	-\$294,686
Title I	\$291,194	\$308,249	\$303,947	\$264,775	-\$39,172
IDEA, Part B	\$85,498	\$92,251	\$95,045	\$87,641	-\$7,403
Other Special Revenue & Federal Funds	\$401	\$0	\$0	\$0	\$0
Total	\$3,582,164	\$3,574,847	\$3,739,113	\$3,397,850	-\$341,263

Teacher Quality					
Teachers with TEM 3 or above (%)	97%	97%			
TEM 5	22%	24%			
TEM 4	56%	58%			
TEM 3	19%	16%			



School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
TVAAS Literacy	3	3	s	s	s
TVAAS Numeracy	3	5	s	s	s

Total SBB Allocation		\$2,413,622
1. SBB Allocations	Dollars allocated to the school through the SBB formula and baseline policy	\$2,413,622
2. SBB Transition Supplements	Dollars either given or withheld as part of a district-wide strategy to maintain stability during the transition to SBB	\$0
How has funding changed under SBB?	Note that this comparison only looks at "unlocked dollars" (i.e. dollars that are now part of the SBB Allocation)	
	Last Year (1819)	\$2,606,804
	This Year (1920)	\$2,413,622
	Total Difference	\$(193,182)
	Changes to enrollment impact the budget BEFORE SBB applies	
Estimated change to the budget due to Enrollment changes	Change from	\$(173,163)
Estimated changes to the budget due to SBB transition	Change from SBB	\$(20,019)

Detailed Breakdown

1. SBB Allocations		\$2,413,622		
SBB Weights	Weight	Amount per Student	Enrollment	Total
Base Weight				
All Students	1	\$3,400	520	\$1,768,000
Grade Weights				
Grade K	0.30	\$1,020	87	\$88,740
Grade 1	0.30	\$1,020	89	\$90,780
Grade 2	0.30	\$1,020	83	\$84,660
Grade 3	0.20	\$680	82	\$55,760
Grade 4	0.20	\$680	80	\$54,400
Grade 5	0.20	\$680	99	\$67,320
Mobility Weights				
Mobility	0.10	\$340	93	\$31,620
Academic Performance Weights				
Incoming Low Proficiency	0.10	\$340	399	\$135,660
Incoming High Proficiency	0.10	\$340	6	\$2,040
Increments for Locked Students				
SWD Self-Contained	0.24	\$825	42	\$34,650
Baseline Supplement: This supplement ensures that all schools have sufficient resources to cover a "base" set of services to meet state requirements (i.e. class size minimums, staffing requirements, etc.). Schools not receiving the supplement are already above the "base" set of services.				\$0
SBB Allocations Total			\$2,413,630	

2. SBB Transition Supplements \$0

Staffing Supplement

This is an additional temporary supplement that SCS is offering this year to support a smoother transition into SBB. This supplement ensures that all schools have sufficient resources to cover SCS's previously used staffing ratios. Schools not receiving this supplement are already able to cover staffing ratios. \$0

Dollar per Pupil Next Year (2018-2019)	Dollar per Pupil This Year (2017-2018)	Difference in Dollar per Pupil
\$4,642	4,680.08	\$(38)

% Change in Dollar per Pupil	Transition Policy Dollars
-1%	\$0

SBB Total Supplements TOTAL \$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:** 732 **FY2018-19 Utilization:** 87% **FCI:** 25

School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
Enrollment					
Pre-K	20	20	20	20	-
K-12	673	635	584	579	-5
Attendance Rate	94.4%	94.9%	95.6%	-	NA
Student-Teacher Ratio	1:17	1:17	1:16	1:16	-

Student Demographics					
Economically Disadvantaged (%)	70.4%	69.4%	82.8%	-	-
Students with Disabilities (%)	9.6%	8.3%	8.4%	-	-
English Language Learners (%)	17.8%	11.7%	12.2%	-	-

Key School Positions - All Funding Sources					
Principal	1	1	1	1	-
Vice/Assistant Principal	1	1	1	1	-
Classroom Teacher	40	40	34	34	-
Special Skills	6	4	6	4	-2
Counselor	1	1	2	2	-
Educational Assistant	7	4	5	5	-
Instructional Facilitator	1	2	2	2	-
Librarian	1	1	1	1	-
Bilingual Cultural Mentor	1	1	2	2	-
Nutrition	11	6	8	1	-7
Other	5	5	4	4	-

School Level Funds					
General Fund	\$4,095,543	\$3,911,674	\$3,953,190	\$3,842,574	-\$110,616
Title I	\$362,412	\$356,035	\$348,280	\$342,720	-\$5,560
IDEA, Part B	\$32,159	\$31,677	\$32,289	\$29,658	-\$2,630
Other Special Revenue & Federal Funds	\$114,270	\$117,261	\$78,449	\$341,409	\$262,960
Total	\$4,604,386	\$4,416,648	\$4,412,210	\$4,556,362	\$144,152

Teacher Quality					
Teachers with TEM 3 or above (%)	98%	91%			
TEM 5	41%	17%			
TEM 4	50%	53%			
TEM 3	7%	21%			



School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
TVAAS Literacy	1	3	s	s	s
TVAAS Numeracy	3	4	s	s	s

Total SBB Allocation \$2,761,483

1. SBB Allocations	Dollars allocated to the school through the SBB formula and baseline policy				\$2,761,483
2. SBB Transition Supplements	Dollars either given or withheld as part of a district-wide strategy to maintain stability during the transition to SBB				\$0
How has funding changed under SBB?	Note that this comparison only looks at "unlocked dollars" (i.e. dollars that are now part of the SBB Allocation)	Last Year (1819)	\$2,905,635		
		This Year (1920)	\$2,761,483		
		Total Difference	\$(144,152)		
	Changes to enrollment impact the budget BEFORE SBB applies	Change from	\$(345,487)		
	Estimated changes to the budget due to SBB transition	Change from SBB	\$201,335		

Detailed Breakdown

1. SBB Allocations \$2,761,483

SBB Weights	Weight	Amount per Student	Enrollment	Total
Base Weight				
All Students	1	\$3,400	578	\$1,965,200
Grade Weights				
Grade K	0.30	\$1,020	91	\$92,820
Grade 1	0.30	\$1,020	93	\$94,860
Grade 2	0.30	\$1,020	96	\$97,920
Grade 3	0.20	\$680	96	\$65,280
Grade 4	0.20	\$680	95	\$64,600
Grade 5	0.20	\$680	107	\$72,760
Mobility Weights				
Mobility	0.10	\$340	75	\$25,500
Academic Performance Weights				
Incoming Low Proficiency	0.10	\$340	391	\$132,940
Incoming High Proficiency	0.10	\$340	41	\$13,940
Increments for Locked Students				
SWD Self-Contained	0.24	\$825	17	\$14,025
Baseline Supplement: This supplement ensures that all schools have sufficient resources to cover a "base" set of services to meet state requirements (i.e. class size minimums, staffing requirements, etc.). Schools not receiving the supplement are already above the "base" set of services.				\$121,964
SBB Allocations Total				\$2,639,845

2. SBB Transition Supplements \$0

Staffing Supplement

This is an additional temporary supplement that SCS is offering this year to support a smoother transition into SBB. This supplement ensures that all schools have sufficient resources to cover SCS's previously used staffing ratios. Schools not receiving this supplement are already able to cover staffing ratios. \$0

Dollar per Pupil Next Year (2018-2019)	Dollar per Pupil This Year (2017-2018)	Difference in Dollar per Pupil
\$4,778	4,429.32	\$348

% Change in Dollar per Pupil	Transition Policy Dollars
8%	\$0

SBB Total Supplements TOTAL \$0



Delano Elementary School

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

Grade Level: K-5	School Type: Optional	Square Footage: 34,000	Student Capacity: 234	FY2018-19 Utilization: 115%	FCI: 37
----------------------------	---------------------------------	----------------------------------	---------------------------------	---------------------------------------	-------------------

School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
Enrollment					
Pre-K	0	0	-	-	-
K-12	222	269	276	297	21
Attendance Rate	96%	96.3%	96.9%	-	NA
Student-Teacher Ratio	1:17	1:18	1:18	1:18	-

Student Demographics					
Economically Disadvantaged (%)	70.1%	66.7%	72.9%	-	-
Students with Disabilities (%)	2.7%	1.6%	1.7%	-	-
English Language Learners (%)	0%	0%	0%	-	-

Key School Positions - All Funding Sources					
Principal	1	1	1	1	-
Classroom Teacher	13	15	16	16	-
Special Skills	4	3	4	3	-1
Counselor	1	1	1	1	-
Educational Assistant	1	1	2	2	-
Instructional Facilitator	1	1	1	1	-
Librarian	1	1	1	1	-
Nutrition	5	2	4	1	-3
Other	2	2	2	2	-

School Level Funds					
General Fund	\$1,953,290	\$1,900,743	\$2,139,206	\$1,973,271	-\$165,935
Title I	\$133,773	\$130,679	\$124,708	\$101,745	-\$22,963
Other Special Revenue & Federal Funds	\$397	\$0	\$0	\$0	\$0
Total	\$2,087,461	\$2,031,422	\$2,263,915	\$2,075,016	-\$188,899

Teacher Quality					
Teachers with TEM 3 or above (%)	100%	90%			
TEM 5	25%	19%			
TEM 4	75%	57%			
TEM 3	0%	14%			



School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
TVAAS Literacy	2	4	s	s	s
TVAAS Numeracy	5	5	s	s	s

Total SBB Allocation		\$1,596,268
1. SBB Allocations	Dollars allocated to the school through the SBB formula and baseline policy	\$1,505,412
2. SBB Transition Supplements	Dollars either given or withheld as part of a district-wide strategy to maintain stability during the transition to SBB	\$90,855
How has funding changed under SBB?	Note that this comparison only looks at "unlocked dollars" (i.e. dollars that are now part of the SBB Allocation)	
	Last Year (1819)	\$1,322,988
	This Year (1920)	\$1,596,268
	Total Difference	\$273,280
	Changes to enrollment impact the budget BEFORE SBB applies	
	Estimated change to the budget due to Enrollment changes	Change from \$314,210
	Estimated changes to the budget due to SBB transition	Change from SBB \$(40,930)

Detailed Breakdown

1. SBB Allocations		\$1,505,412		
SBB Weights	Weight	Amount per Student	Enrollment	Total
Base Weight				
All Students	1	\$3,400	297	\$1,009,800
Grade Weights				
Grade K	0.30	\$1,020	91	\$92,820
Grade 1	0.30	\$1,020	70	\$71,400
Grade 2	0.30	\$1,020	40	\$40,800
Grade 3	0.20	\$680	30	\$20,400
Grade 4	0.20	\$680	36	\$24,480
Grade 5	0.20	\$680	30	\$20,400
Mobility Weights				
Mobility	0.10	\$340	2	\$680
Academic Performance Weights				
Incoming Low Proficiency	0.10	\$340	175	\$59,500
Incoming High Proficiency	0.10	\$340	27	\$9,180
Increments for Locked Students				
SWD Self-Contained	0.24	\$825	19	\$15,675
Baseline Supplement: This supplement ensures that all schools have sufficient resources to cover a "base" set of services to meet state requirements (i.e. class size minimums, staffing requirements, etc.). Schools not receiving the supplement are already above the "base" set of services.				\$140,271
SBB Allocations Total			\$1,365,135	

2. SBB Transition Supplements \$90,855

Staffing Supplement

This is an additional temporary supplement that SCS is offering this year to support a smoother transition into SBB. This supplement ensures that all schools have sufficient resources to cover SCS's previously used staffing ratios. Schools not receiving this supplement are already able to cover staffing ratios. \$0

	Dollar per Pupil Next Year (2018-2019)	Dollar per Pupil This Year (2017-2018)	Difference in Dollar per Pupil
	\$5,375	5,512.45	\$(138)
		% Change in Dollar per Pupil	Transition Policy Dollars
		-8%	\$90,855
SBB Total Supplements TOTAL			\$90,855



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: 801	FY2018-19 Utilization: 112%	FCI: 11
-------------------------------	------------------------------------	-----------------------------------	---------------------------------	---------------------------------------	-------------------

School Measure	FY2015-16	FY2016-17	FY2017-18	FY2018-19	FY18 vs. FY19
	Actuals	Actuals	Amended	Budget	Variance
Enrollment					
Pre-K	80	60	60	60	-
K-12	736	900	904	811	-93
Attendance Rate	95%	95.2%	95.7%	-	NA
Student-Teacher Ratio	1:14	1:16	1:16	1:16	-

Student Demographics					
Economically Disadvantaged (%)	44.1%	45.6%	66.8%	-	-
Students with Disabilities (%)	11.4%	11.4%	10.6%	-	-
English Language Learners (%)	13.2%	9.7%	9.1%	-	-

Key School Positions - All Funding Sources					
Principal	1	1	1	1	-
Vice/Assistant Principal	1	1	1	1	-
Classroom Teacher	51	60	54	54	-
Special Skills	6	6	6	6	-
Counselor	1	1	2	2	-
Educational Assistant	14	18	27	27	-
Instructional Facilitator	1	2	1	1	-
Librarian	1	1	1	1	-
Nutrition	7	4	8	2	-6
Other	3	3	6	6	-

School Level Funds					
General Fund	\$4,760,581	\$6,085,893	\$4,628,035	\$4,590,500	-\$37,534
Title I	\$332,450	\$399,555	\$344,584	\$312,970	-\$31,614
IDEA, Part B	\$140,864	\$225,123	\$261,795	\$292,156	\$30,360
Other Special Revenue & Federal Funds	\$151,986	\$217,774	\$234,158	\$260,082	\$25,924
Total	\$5,385,883	\$6,928,346	\$5,468,573	\$5,455,709	-\$12,863

Teacher Quality					
Teachers with TEM 3 or above (%)	89%	94%			
TEM 5	22%	11%			
TEM 4	40%	50%			
TEM 3	27%	33%			



School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
TVAAS Literacy	2	5	s	s	s
TVAAS Numeracy	3	2	s	s	s

Total SBB Allocation \$3,727,093

1. SBB Allocations	Dollars allocated to the school through the SBB formula and baseline policy				\$3,727,093
2. SBB Transition Supplements	Dollars either given or withheld as part of a district-wide strategy to maintain stability during the transition to SBB				\$0
How has funding changed under SBB?	Note that this comparison only looks at "unlocked dollars" (i.e. dollars that are now part of the SBB Allocation)	Last Year (1819)	\$3,758,514		
		This Year (1920)	\$3,727,093		
		Total Difference	\$(31,421)		
	Changes to enrollment impact the budget BEFORE SBB applies	Estimated change to the budget due to Enrollment changes	Change from	\$(41,252)	
		Estimated changes to the budget due to SBB transition	Change from SBB	\$9,831	

Detailed Breakdown

1. SBB Allocations \$3,727,093

SBB Weights	Weight	Amount per Student	Enrollment	Total
Base Weight				
All Students	1	\$3,400	811	\$2,757,400
Grade Weights				
Grade K	0.30	\$1,020	134	\$136,680
Grade 1	0.30	\$1,020	131	\$133,620
Grade 2	0.30	\$1,020	127	\$129,540
Grade 3	0.20	\$680	144	\$97,920
Grade 4	0.20	\$680	140	\$95,200
Grade 5	0.20	\$680	135	\$91,800
Mobility Weights				
Mobility	0.10	\$340	101	\$34,340
Academic Performance Weights				
Incoming Low Proficiency	0.10	\$340	595	\$202,300
Incoming High Proficiency	0.10	\$340	38	\$12,920
Increments for Locked Students				
SWD Self-Contained	0.24	\$825	43	\$35,475
Baseline Supplement: This supplement ensures that all schools have sufficient resources to cover a "base" set of services to meet state requirements (i.e. class size minimums, staffing requirements, etc.). Schools not receiving the supplement are already above the "base" set of services.				\$0

SBB Allocations Total \$3,727,195

2. SBB Transition Supplements \$0

Staffing Supplement

This is an additional temporary supplement that SCS is offering this year to support a smoother transition into SBB. This supplement ensures that all schools have sufficient resources to cover SCS's previously used staffing ratios. Schools not receiving this supplement are already able to cover staffing ratios. \$0

Dollar per Pupil Next Year (2018-2019)	Dollar per Pupil This Year (2017-2018)	Difference in Dollar per Pupil
\$4,596	4,583.55	\$12

% Change in Dollar per Pupil	Transition Policy Dollars
0%	\$0

SBB Total Supplements TOTAL \$0



Double Tree Elementary School

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

Grade Level: PreK-5	School Type: Optional	Square Footage: 51,144	Student Capacity: 463	FY2018-19 Utilization: 71%	FCI: 15
-------------------------------	---------------------------------	----------------------------------	---------------------------------	--------------------------------------	-------------------

School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
Enrollment					
Pre-K	20	20	20	20	-
K-12	297	327	316	331	15
Attendance Rate	95.4%	95.8%	95.3%	-	NA
Student-Teacher Ratio	1:17	1:18	1:18	1:18	-

Student Demographics					
Economically Disadvantaged (%)	57.6%	64.7%	68.1%	-	-
Students with Disabilities (%)	9.3%	7.6%	8.5%	-	-
English Language Learners (%)	0%	0%	0%	-	-

Key School Positions - All Funding Sources					
Principal	1	1	1	1	-
Classroom Teacher	17	20	23	23	-
Special Skills	4	3	4	3	-1
Counselor	1	1	1	1	-
Educational Assistant	7	7	8	8	-
Instructional Facilitator	1	1	1	1	-
Librarian	1	1	1	1	-
Nutrition	7	3	6	1	-5
Other	2	2	4	4	-

School Level Funds					
General Fund	\$2,125,313	\$2,180,583	\$2,109,240	\$2,252,537	\$143,297
Title I	\$167,404	\$186,327	\$190,071	\$186,830	-\$3,241
IDEA, Part B	\$38,903	\$0	\$0	\$0	\$0
Other Special Revenue & Federal Funds	\$62,578	\$141,853	\$151,301	\$273,084	\$121,782
Total	\$2,394,200	\$2,508,763	\$2,450,612	\$2,712,451	\$261,839

Teacher Quality					
Teachers with TEM 3 or above (%)	95%	100%			
TEM 5	10%	0%			
TEM 4	65%	45%			
TEM 3	20%	55%			



School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
TVAAS Literacy	1	3	s	s	s
TVAAS Numeracy	3	3	s	s	s

Total SBB Allocation **\$1,607,850**

1. SBB Allocations	Dollars allocated to the school through the SBB formula and baseline policy	\$1,528,133
2. SBB Transition Supplements	Dollars either given or withheld as part of a district-wide strategy to maintain stability during the transition to SBB	\$79,717
<p style="margin-left: 40px;">Note that this comparison only looks at "unlocked dollars" (i.e. dollars that are now part of the SBB Allocation)</p>		
How has funding changed under SBB?	<p style="margin-left: 40px;">Last Year (1819) \$1,649,077</p> <p style="margin-left: 40px;">This Year (1920) \$1,607,850</p> <p style="margin-left: 40px;">Total Difference \$(41,227)</p> <p style="margin-left: 40px;">Changes to enrollment impact the budget BEFORE SBB applies</p> <p style="margin-left: 40px;">Estimated change to the budget due to Enrollment changes Change from \$-</p> <p style="margin-left: 40px;">Estimated changes to the budget due to SBB transition Change from SBB \$(41,227)</p>	

Detailed Breakdown

1. SBB Allocations **\$1,528,133**

SBB Weights	Weight	Amount per Student	Enrollment	Total
Base Weight				
All Students	1	\$3,400	333	\$1,132,200
Grade Weights				
Grade K	0.30	\$1,020	55	\$56,100
Grade 1	0.30	\$1,020	57	\$58,140
Grade 2	0.30	\$1,020	67	\$68,340
Grade 3	0.20	\$680	43	\$29,240
Grade 4	0.20	\$680	49	\$33,320
Grade 5	0.20	\$680	62	\$42,160
Mobility Weights				
Mobility	0.10	\$340	47	\$15,980
Academic Performance Weights				
Incoming Low Proficiency	0.10	\$340	256	\$87,040
Incoming High Proficiency	0.10	\$340	14	\$4,760
Increments for Locked Students				
SWD Self-Contained	825.00	\$825	10	\$8,250
Baseline Supplement: This supplement ensures that all schools have sufficient resources to cover a "base" set of services to meet state requirements (i.e. class size minimums, staffing requirements, etc.). Schools not receiving the supplement are already above the "base" set of services.				
				\$0

SBB Allocations Total **\$1,535,530**

2. SBB Transition Supplements **\$79,717**

Staffing Supplement

This is an additional temporary supplement that SCS is offering this year to support a smoother transition into SBB. This supplement ensures that all schools have sufficient resources to cover SCS's previously used staffing ratios. Schools not receiving this supplement are already able to cover staffing ratios. \$35,804

	Dollar per Pupil Next Year (2018-2019)	Dollar per Pupil This Year (2017-2018)	Difference in Dollar per Pupil
	\$4,828	4,952.18	\$(124)
		% Change in Dollar per Pupil	Transition Policy Dollars
		-3%	\$43,913
SBB Total Supplements TOTAL			\$79,717



Downtown Elementary School

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

Grade Level: PreK-5	School Type: Optional	Square Footage: 84,070	Student Capacity: 702	FY2018-19 Utilization: 92%	FCI: 5
-------------------------------	---------------------------------	----------------------------------	---------------------------------	--------------------------------------	------------------

School Measure	FY2015-16	FY2016-17	FY2017-18	FY2018-19	FY18 vs. FY19
	Actuals	Actuals	Amended	Budget	Variance
Enrollment					
Pre-K	20	40	-	-	-
K-12	539	646	686	612	-74
Attendance Rate	95.8%	96.2%	96.3%	-	NA
Student-Teacher Ratio	1:17	1:20	1:18	1:18	-

Student Demographics					
Economically Disadvantaged (%)	56%	51.1%	43.2%	-	-
Students with Disabilities (%)	5.6%	6.3%	5.8%	-	-
English Language Learners (%)	0%	1.1%	0.9%	-	-

Key School Positions - All Funding Sources					
Principal	1	1	1	1	-
Vice/Assistant Principal	1	1	1	1	-
Classroom Teacher	31	33	37	37	-
Special Skills	7	5	6	5	-1
Counselor	1	0	2	2	-
Educational Assistant	4	4	8	8	-
Instructional Facilitator	2	1	2	2	-
Librarian	1	1	1	1	-
Nutrition	13	7	10	2	-8
Other	2	2	4	4	-

School Level Funds					
General Fund	\$3,253,159	\$3,423,949	\$3,459,252	\$3,520,746	\$61,493
Title I	\$306,175	\$255,022	\$285,379	\$253,470	-\$31,909
Other Special Revenue & Federal Funds	\$189	\$148,555	\$160,753	\$164,917	\$4,164
Total	\$3,559,525	\$3,827,527	\$3,905,385	\$3,939,133	\$33,748

Teacher Quality					
Teachers with TEM 3 or above (%)	97%	98%			
TEM 5	47%	55%			
TEM 4	44%	28%			
TEM 3	6%	15%			



School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
TVAAS Literacy	5	3	s	s	s
TVAAS Numeracy	5	5	s	s	s

Total SBB Allocation		\$2,986,245
1. SBB Allocations	Dollars allocated to the school through the SBB formula and baseline policy	\$2,760,688
2. SBB Transition Supplements	Dollars either given or withheld as part of a district-wide strategy to maintain stability during the transition to SBB	\$225,557
How has funding changed under SBB?	Note that this comparison only looks at "unlocked dollars" (i.e. dollars that are now part of the SBB Allocation)	
	Last Year (1819)	\$3,042,732
	This Year (1920)	\$2,986,245
	Total Difference	\$(56,486)
	Changes to enrollment impact the budget BEFORE SBB applies	
	Estimated change to the budget due to Enrollment changes	Change from \$20,084
	Estimated changes to the budget due to SBB transition	Change from SBB \$(76,570)

Detailed Breakdown

1. SBB Allocations		\$2,760,688		
SBB Weights	Weight	Amount per Student	Enrollment	Total
Base Weight				
All Students	1	\$3,400	610	\$2,074,000
Grade Weights				
Grade K	0.30	\$1,020	109	\$111,180
Grade 1	0.30	\$1,020	111	\$113,220
Grade 2	0.30	\$1,020	105	\$107,100
Grade 3	0.20	\$680	88	\$59,840
Grade 4	0.20	\$680	97	\$65,960
Grade 5	0.20	\$680	100	\$68,000
Mobility Weights				
Mobility	0.10	\$340	39	\$13,260
Academic Performance Weights				
Incoming Low Proficiency	0.10	\$340	377	\$128,180
Incoming High Proficiency	0.10	\$340	59	\$20,060
Increments for Locked Students				
SWD Self-Contained	0.24	\$825	0	\$-
Baseline Supplement: This supplement ensures that all schools have sufficient resources to cover a "base" set of services to meet state requirements (i.e. class size minimums, staffing requirements, etc.). Schools not receiving the supplement are already above the "base" set of services.				\$0
SBB Allocations Total			\$2,760,800	

2. SBB Transition Supplements \$225,557

Staffing Supplement

This is an additional temporary supplement that SCS is offering this year to support a smoother transition into SBB. This supplement ensures that all schools have sufficient resources to cover SCS's previously used staffing ratios. Schools not receiving this supplement are already able to cover staffing ratios. \$45,540

	Dollar per Pupil Next Year (2018-2019)	Dollar per Pupil This Year (2017-2018)	Difference in Dollar per Pupil
	\$4,895	5,021.01	\$(126)
	% Change in Dollar per Pupil		Transition Policy Dollars
	-9%		\$180,017
SBB Total Supplements TOTAL			\$225,557



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	FY2018-19 Utilization: 77%	FCI: 33
-------------------------------	------------------------------------	----------------------------------	---------------------------------	--------------------------------------	-------------------

School Measure	FY2015-16	FY2016-17	FY2017-18	FY2018-19	FY18 vs. FY19
	Actuals	Actuals	Amended	Budget	Variance
Enrollment					
Pre-K	40	40	40	40	-
K-12	289	291	280	228	-52
Attendance Rate	92.7%	93%	94%	-	NA
Student-Teacher Ratio	1:18	1:16	1:18	1:18	-

Student Demographics					
Economically Disadvantaged (%)	85.1%	84.3%	87.8%	-	-
Students with Disabilities (%)	7.6%	6.3%	5.4%	-	-
English Language Learners (%)	0%	0%	0%	-	-

Key School Positions - All Funding Sources					
Principal	1	1	1	1	-
Classroom Teacher	16	20	16	16	-
Special Skills	3	2	3	2	-1
Counselor	1	1	1	1	-
Educational Assistant	3	3	3	3	-
Instructional Facilitator	1	1	2	2	-
Librarian	1	1	1	1	-
Nutrition	6	3	5	1	-4
Other	3	3	4	4	-

School Level Funds					
General Fund	\$1,707,058	\$1,952,939	\$1,885,216	\$1,766,502	-\$118,713
Title I	\$150,905	\$151,344	\$138,697	\$164,815	\$26,117
IDEA, Part B	\$20,459	\$22,952	\$23,410	\$0	-\$23,410
Other Special Revenue & Federal Funds	\$115,679	\$96,287	\$127,006	\$98,705	-\$28,300
Total	\$1,994,102	\$2,223,524	\$2,174,331	\$2,030,023	-\$144,307

Teacher Quality					
Teachers with TEM 3 or above (%)	94%	83%			
TEM 5	28%	6%			
TEM 4	28%	61%			
TEM 3	39%	17%			



School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
TVAAS Literacy	1	3	s	s	s
TVAAS Numeracy	1	5	s	s	s

Total SBB Allocation		\$1,406,597
1. SBB Allocations	Dollars allocated to the school through the SBB formula and baseline policy	\$1,102,999
2. SBB Transition Supplements	Dollars either given or withheld as part of a district-wide strategy to maintain stability during the transition to SBB	\$303,598
How has funding changed under SBB?	Note that this comparison only looks at "unlocked dollars" (i.e. dollars that are now part of the SBB Allocation)	
	Last Year (1819)	\$1,517,933
	This Year (1920)	\$1,406,597
	Total Difference	\$(111,336)
	Changes to enrollment impact the budget BEFORE SBB applies	
Estimated change to the budget due to Enrollment changes	Change from	\$(75,269)
Estimated changes to the budget due to SBB transition	Change from SBB	\$(36,067)

Detailed Breakdown

1. SBB Allocations		\$1,102,999		
SBB Weights	Weight	Amount per Student	Enrollment	Total
Base Weight				
All Students	1	\$3,400	230	\$782,000
Grade Weights				
Grade K	0.30	\$1,020	30	\$30,600
Grade 1	0.30	\$1,020	32	\$32,640
Grade 2	0.30	\$1,020	52	\$53,040
Grade 3	0.20	\$680	41	\$27,880
Grade 4	0.20	\$680	35	\$23,800
Grade 5	0.20	\$680	40	\$27,200
Mobility Weights				
Mobility	0.10	\$340	37	\$12,580
Academic Performance Weights				
Incoming Low Proficiency	0.10	\$340	203	\$69,020
Incoming High Proficiency	0.10	\$340	0	\$-
Increments for Locked Students				
SWD Self-Contained	0.24	\$825	0	\$-
Baseline Supplement: This supplement ensures that all schools have sufficient resources to cover a "base" set of services to meet state requirements (i.e. class size minimums, staffing requirements, etc.). Schools not receiving the supplement are already above the "base" set of services.				\$44,186
SBB Allocations Total			\$1,058,760	

2. SBB Transition Supplements \$303,598

Staffing Supplement

This is an additional temporary supplement that SCS is offering this year to support a smoother transition into SBB. This supplement ensures that all schools have sufficient resources to cover SCS's previously used staffing ratios. Schools not receiving this supplement are already able to cover staffing ratios. \$208,900

	Dollar per Pupil Next Year (2018-2019)	Dollar per Pupil This Year (2017-2018)	Difference in Dollar per Pupil
	\$6,116	6,272.45	\$(157)
		% Change in Dollar per Pupil	Transition Policy Dollars
		-10%	\$94,698
SBB Total Supplements TOTAL			\$303,598



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:** 598 **FY2018-19 Utilization:** 87% **FCI:** 32

School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
Enrollment					
Pre-K	40	40	40	40	-
K-12	527	520	497	535	38
Attendance Rate	93.8%	94.6%	95.8%	-	NA
Student-Teacher Ratio	1:16	1:16	1:16	1:16	-

Student Demographics					
Economically Disadvantaged (%)	80.3%	81.3%	81.2%	-	-
Students with Disabilities (%)	5.5%	4.7%	4.8%	-	-
English Language Learners (%)	24.2%	16.4%	15.7%	-	-

Key School Positions - All Funding Sources					
Principal	1	1	1	1	-
Vice/Assistant Principal	1	0	-	-	-
Classroom Teacher	32	35	31	31	-
Special Skills	5	3	4	3	-1
Counselor	1	1	2	2	-
Educational Assistant	5	5	5	5	-
Instructional Facilitator	1	1	1	1	-
Librarian	1	1	1	1	-
Bilingual Cultural Mentor	1	1	1	1	-
Nutrition	8	4	7	1	-6
Other	4	4	7	7	-

School Level Funds					
General Fund	\$2,733,047	\$2,896,207	\$3,098,393	\$2,728,487	-\$369,906
Title I	\$271,174	\$276,350	\$307,350	\$312,970	\$5,619
IDEA, Part B	\$13,981	\$0	\$0	\$0	\$0
Other Special Revenue & Federal Funds	\$56,057	\$68,528	\$108,364	\$248,464	\$140,100
Total	\$3,074,261	\$3,241,086	\$3,514,108	\$3,289,921	-\$224,186

Teacher Quality					
Teachers with TEM 3 or above (%)	91%	97%			
TEM 5	0%	11%			
TEM 4	47%	34%			
TEM 3	44%	51%			



School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
TVAAS Literacy	3	3	s	s	s
TVAAS Numeracy	2	1	s	s	s

Total SBB Allocation		\$2,462,689
1. SBB Allocations	Dollars allocated to the school through the SBB formula and baseline policy	\$2,462,689
2. SBB Transition Supplements	Dollars either given or withheld as part of a district-wide strategy to maintain stability during the transition to SBB	\$0
How has funding changed under SBB?	Note that this comparison only looks at "unlocked dollars" (i.e. dollars that are now part of the SBB Allocation)	
	Last Year (1819)	\$2,345,467
	This Year (1920)	\$2,462,689
	Total Difference	\$117,222
	Changes to enrollment impact the budget BEFORE SBB applies	
	Estimated change to the budget due to Enrollment changes	Change from \$53,713
Estimated changes to the budget due to SBB transition	Change from SBB \$63,509	

Detailed Breakdown

1. SBB Allocations		\$2,462,689		
SBB Weights	Weight	Amount per Student	Enrollment	Total
Base Weight				
All Students	1	\$3,400	536	\$1,822,400
Grade Weights				
Grade K	0.30	\$1,020	83	\$84,660
Grade 1	0.30	\$1,020	85	\$86,700
Grade 2	0.30	\$1,020	82	\$83,640
Grade 3	0.20	\$680	106	\$72,080
Grade 4	0.20	\$680	94	\$63,920
Grade 5	0.20	\$680	86	\$58,480
Mobility Weights				
Mobility	0.10	\$340	97	\$32,980
Academic Performance Weights				
Incoming Low Proficiency	0.10	\$340	404	\$137,360
Incoming High Proficiency	0.10	\$340	7	\$2,380
Increments for Locked Students				
SWD Self-Contained	0.24	\$825	22	\$18,150
Baseline Supplement: This supplement ensures that all schools have sufficient resources to cover a "base" set of services to meet state requirements (i.e. class size minimums, staffing requirements, etc.). Schools not receiving the supplement are already above the "base" set of services.				\$0
SBB Allocations Total			\$2,462,750	

2. SBB Transition Supplements \$0

Staffing Supplement

This is an additional temporary supplement that SCS is offering this year to support a smoother transition into SBB. This supplement ensures that all schools have sufficient resources to cover SCS's previously used staffing ratios. Schools not receiving this supplement are already able to cover staffing ratios. \$0

Dollar per Pupil Next Year (2018-2019)	Dollar per Pupil This Year (2017-2018)	Difference in Dollar per Pupil
\$4,595	4,476.08	\$118
% Change in Dollar per Pupil		Transition Policy Dollars
3%		\$0
SBB Total Supplements TOTAL \$0		



Evans Elementary School

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

Grade Level: PreK-5 **School Type:** Traditional **Square Footage:** 67,246 **Student Capacity:** 508 **FY2018-19 Utilization:** 88% **FCI:** 14

School Measure	FY2015-16	FY2016-17	FY2017-18	FY2018-19	FY18 vs. FY19
	Actuals	Actuals	Amended	Budget	Variance
Enrollment					
Pre-K	40	40	40	40	-
K-12	445	449	450	470	20
Attendance Rate	94.8%	95.3%	96.1%	-	NA
Student-Teacher Ratio	1:16	1:17	1:17	1:17	-

Student Demographics					
Economically Disadvantaged (%)	76.6%	77.3%	82%	-	-
Students with Disabilities (%)	8.5%	5.3%	6%	-	-
English Language Learners (%)	29%	24.2%	18.7%	-	-

Key School Positions - All Funding Sources					
Principal	1	1	1	1	-
Classroom Teacher	28	29	29	29	-
Special Skills	5	5	3	3	-
Counselor	1	1	1	1	-
Educational Assistant	3	3	3	3	-
Instructional Facilitator	1	1	2	2	-
Librarian	1	1	1	1	-
Bilingual Cultural Mentor	1	1	1	1	-
Nutrition	8	4	9	1	-8
Other	3	4	6	6	-

School Level Funds					
General Fund	\$2,460,171	\$2,641,512	\$2,601,004	\$2,692,258	\$91,253
Title I	\$210,285	\$242,860	\$266,266	\$301,070	\$34,803
IDEA, Part B	\$24,247	\$2,523	\$0	\$0	\$0
Other Special Revenue & Federal Funds	\$74,018	\$78,604	\$79,420	\$114,303	\$34,883
Total	\$2,768,722	\$2,965,500	\$2,946,691	\$3,107,632	\$160,940

Teacher Quality					
Teachers with TEM 3 or above (%)	97%	100%			
TEM 5	10%	27%			
TEM 4	66%	60%			
TEM 3	21%	13%			



School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
TVAAS Literacy	2	4	s	s	s
TVAAS Numeracy	5	2	s	s	s

Total SBB Allocation \$2,224,527

1. SBB Allocations	Dollars allocated to the school through the SBB formula and baseline policy				\$2,224,527
2. SBB Transition Supplements	Dollars either given or withheld as part of a district-wide strategy to maintain stability during the transition to SBB				\$0
How has funding changed under SBB?	Note that this comparison only looks at "unlocked dollars" (i.e. dollars that are now part of the SBB Allocation)	Last Year (1819)	\$2,096,698		
		This Year (1920)	\$2,224,527		
		Total Difference	\$127,830		
	Changes to enrollment impact the budget BEFORE SBB applies	Estimated change to the budget due to Enrollment changes	Change from	\$(106,323)	
		Estimated changes to the budget due to SBB transition	Change from SBB	\$234,153	

Detailed Breakdown

1. SBB Allocations \$2,224,527

SBB Weights	Weight	Amount per Student	Enrollment	Total
Base Weight				
All Students	1	\$3,400	468	\$1,591,200
Grade Weights				
Grade K	0.30	\$1,020	86	\$87,720
Grade 1	0.30	\$1,020	88	\$89,760
Grade 2	0.30	\$1,020	67	\$68,340
Grade 3	0.20	\$680	87	\$59,160
Grade 4	0.20	\$680	76	\$51,680
Grade 5	0.20	\$680	64	\$43,520
Mobility Weights				
Mobility	0.10	\$340	50	\$17,000
Academic Performance Weights				
Incoming Low Proficiency	0.10	\$340	352	\$119,680
Incoming High Proficiency	0.10	\$340	12	\$4,080
Increments for Locked Students				
SWD Self-Contained	0.24	\$825	3	\$2,475
Baseline Supplement: This supplement ensures that all schools have sufficient resources to cover a "base" set of services to meet state requirements (i.e. class size minimums, staffing requirements, etc.). Schools not receiving the supplement are already above the "base" set of services.				\$89,704

SBB Allocations Total \$2,134,615

2. SBB Transition Supplements \$0

Staffing Supplement

This is an additional temporary supplement that SCS is offering this year to support a smoother transition into SBB. This supplement ensures that all schools have sufficient resources to cover SCS's previously used staffing ratios. Schools not receiving this supplement are already able to cover staffing ratios. \$0

Dollar per Pupil Next Year (2018-2019)	Dollar per Pupil This Year (2017-2018)	Difference in Dollar per Pupil
\$4,753	4,252.94	\$500

% Change in Dollar per Pupil	Transition Policy Dollars
12%	\$0

SBB Total Supplements TOTAL \$0



Ford Road Elementary School

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

Grade Level: PreK-5 **School Type:** iZone **Square Footage:** 78,213 **Student Capacity:** 598 **FY2018-19 Utilization:** 93% **FCI:** 12

School Measure	FY2015-16	FY2016-17	FY2017-18	FY2018-19	FY18 vs. FY19
	Actuals	Actuals	Amended	Budget	Variance
Enrollment					
Pre-K	40	40	40	40	-
K-12	554	555	554	536	-18
Attendance Rate	92.8%	94.8%	94.5%	-	NA
Student-Teacher Ratio	1:16	1:17	1:18	1:18	-

Student Demographics					
Economically Disadvantaged (%)	84.5%	81.3%	84.3%	-	-
Students with Disabilities (%)	10.9%	12.1%	10.1%	-	-
English Language Learners (%)	0%	0.2%	0.4%	-	-

Key School Positions - All Funding Sources					
Principal	1	1	1	1	-
Vice/Assistant Principal	1	1	1	1	-
Classroom Teacher	34	36	34	34	-
Special Skills	5	4	4	4	-
Counselor	1	1	2	2	-
Educational Assistant	6	6	10	10	-
Instructional Facilitator	1	1	1	1	-
Librarian	1	1	1	1	-
Nutrition	10	6	8	1	-7
Other	5	5	8	8	-

School Level Funds					
General Fund	\$3,021,784	\$3,234,981	\$3,300,250	\$3,150,077	-\$150,173
Title I	\$327,285	\$334,766	\$302,112	\$329,630	\$27,517
IDEA, Part B	\$87,650	\$140,905	\$158,381	\$155,672	-\$2,709
Other Special Revenue & Federal Funds	\$160,625	\$136,120	\$140,779	\$274,071	\$133,291
Total	\$3,597,346	\$3,846,774	\$3,901,525	\$3,909,451	\$7,926

Teacher Quality					
Teachers with TEM 3 or above (%)	97%	97%			
TEM 5	24%	21%			
TEM 4	53%	45%			
TEM 3	21%	30%			



School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
TVAAS Literacy	1	3	s	s	s
TVAAS Numeracy	1	3	s	s	s

Total SBB Allocation \$2,512,616

1. SBB Allocations	Dollars allocated to the school through the SBB formula and baseline policy				\$2,505,269
2. SBB Transition Supplements	Dollars either given or withheld as part of a district-wide strategy to maintain stability during the transition to SBB				\$7,347
How has funding changed under SBB?	Note that this comparison only looks at "unlocked dollars" (i.e. dollars that are now part of the SBB Allocation)	Last Year (1819)	\$2,595,453		
		This Year (1920)	\$2,512,616		
		Total Difference	\$(82,837)		
	Changes to enrollment impact the budget BEFORE SBB applies	Estimated change to the budget due to Enrollment changes	Change from	\$(249,059)	
		Estimated changes to the budget due to SBB transition	Change from SBB	\$166,222	

Detailed Breakdown

1. SBB Allocations \$2,505,269

SBB Weights	Weight	Amount per Student	Enrollment	Total
Base Weight				
All Students	1	\$3,400	537	\$1,825,800
Grade Weights				
Grade K	0.30	\$1,020	104	\$106,080
Grade 1	0.30	\$1,020	106	\$108,120
Grade 2	0.30	\$1,020	93	\$94,860
Grade 3	0.20	\$680	86	\$58,480
Grade 4	0.20	\$680	74	\$50,320
Grade 5	0.20	\$680	74	\$50,320
Mobility Weights				
Mobility	0.10	\$340	97	\$32,980
Academic Performance Weights				
Incoming Low Proficiency	0.10	\$340	432	\$146,880
Incoming High Proficiency	0.10	\$340	15	\$5,100
Increments for Locked Students				
SWD Self-Contained	0.24	\$825	32	\$26,400
Baseline Supplement: This supplement ensures that all schools have sufficient resources to cover a "base" set of services to meet state requirements (i.e. class size minimums, staffing requirements, etc.). Schools not receiving the supplement are already above the "base" set of services.				\$0

SBB Allocations Total \$2,505,340

2. SBB Transition Supplements \$7,347

Staffing Supplement

This is an additional temporary supplement that SCS is offering this year to support a smoother transition into SBB. This supplement ensures that all schools have sufficient resources to cover SCS's previously used staffing ratios. Schools not receiving this supplement are already able to cover staffing ratios. \$7,347

	Dollar per Pupil Next Year (2018-2019)	Dollar per Pupil This Year (2017-2018)	Difference in Dollar per Pupil
	\$4,679	4,369.45	\$310

% Change in Dollar per Pupil	Transition Policy Dollars
7%	\$0

SBB Total Supplements TOTAL \$7,347



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: 698	FY2018-19 Utilization: 81%	FCI: 5
-------------------------------	------------------------------------	----------------------------------	---------------------------------	--------------------------------------	------------------

School Measure	FY2015-16	FY2016-17	FY2017-18	FY2018-19	FY18 vs. FY19
	Actuals	Actuals	Amended	Budget	Variance
Enrollment					
Pre-K	36	36	36	36	-
K-12	596	566	556	538	-18
Attendance Rate	93.7%	94.1%	94.3%	-	NA
Student-Teacher Ratio	1:17	1:16	1:16	1:16	-

Student Demographics					
Economically Disadvantaged (%)	70.2%	83.2%	76.6%	-	-
Students with Disabilities (%)	12.4%	13.1%	13.5%	-	-
English Language Learners (%)	8.8%	6.9%	5.2%	-	-

Key School Positions - All Funding Sources					
Principal	1	1	1	1	-
Vice/Assistant Principal	1	1	1	1	-
Classroom Teacher	36	36	37	36	-1
Special Skills	6	5	4	4	-
Counselor	1	1	1	1	-
Educational Assistant	8	9	14	14	-
Instructional Facilitator	1	1	1	1	-
Librarian	1	1	1	1	-
Nutrition	7	4	6	1	-5
Other	2	2	6	6	-

School Level Funds					
General Fund	\$3,536,115	\$3,723,252	\$3,507,075	\$3,589,601	\$82,525
Title I	\$295,154	\$269,556	\$327,523	\$328,440	\$917
IDEA, Part B	\$94,546	\$181,041	\$191,992	\$171,629	-\$20,363
Other Special Revenue & Federal Funds	\$164,303	\$170,295	\$207,206	\$201,702	-\$5,504
Total	\$4,090,120	\$4,344,144	\$4,233,797	\$4,291,373	\$57,575

Teacher Quality					
Teachers with TEM 3 or above (%)	97%	100%			
TEM 5	34%	46%			
TEM 4	53%	41%			
TEM 3	11%	13%			



School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
TVAAS Literacy	2	3	s	s	s
TVAAS Numeracy	1	3	s	s	s

Total SBB Allocation		\$2,475,156
1. SBB Allocations	Dollars allocated to the school through the SBB formula and baseline policy	\$2,475,156
2. SBB Transition Supplements	Dollars either given or withheld as part of a district-wide strategy to maintain stability during the transition to SBB	\$0
How has funding changed under SBB?	Note that this comparison only looks at "unlocked dollars" (i.e. dollars that are now part of the SBB Allocation)	
	Last Year (1819)	\$2,622,412
	This Year (1920)	\$2,475,156
	Total Difference	\$(147,256)
	Changes to enrollment impact the budget BEFORE SBB applies	
	Estimated change to the budget due to Enrollment changes	Change from \$(120,891)
Estimated changes to the budget due to SBB transition	Change from SBB \$(26,365)	

Detailed Breakdown

1. SBB Allocations		\$2,475,156			
SBB Weights	Weight	Amount per Student	Enrollment	Total	
Base Weight					
All Students	1	\$3,400	538	\$1,829,200	
Grade Weights					
Grade K	0.30	\$1,020	92	\$93,840	
Grade 1	0.30	\$1,020	90	\$91,800	
Grade 2	0.30	\$1,020	87	\$88,740	
Grade 3	0.20	\$680	93	\$63,240	
Grade 4	0.20	\$680	99	\$67,320	
Grade 5	0.20	\$680	77	\$52,360	
Mobility Weights					
Mobility	0.10	\$340	83	\$28,220	
Academic Performance Weights					
Incoming Low Proficiency	0.10	\$340	457	\$155,380	
Incoming High Proficiency	0.10	\$340	15	\$5,100	
Increments for Locked Students					
SWD Self-Contained	0.24	\$825	0	\$-	
Baseline Supplement: This supplement ensures that all schools have sufficient resources to cover a "base" set of services to meet state requirements (i.e. class size minimums, staffing requirements, etc.). Schools not receiving the supplement are already above the "base" set of services.					\$0
SBB Allocations Total				\$2,475,200	

2. SBB Transition Supplements \$0

Staffing Supplement	
This is an additional temporary supplement that SCS is offering this year to support a smoother transition into SBB. This supplement ensures that all schools have sufficient resources to cover SCS's previously used staffing ratios. Schools not receiving this supplement are already able to cover staffing ratios.	\$0

	Dollar per Pupil Next Year (2018-2019)	Dollar per Pupil This Year (2017-2018)	Difference in Dollar per Pupil
	\$4,601	4,649.67	\$(49)
		% Change in Dollar per Pupil	Transition Policy Dollars
		-1%	\$0
SBB Total Supplements TOTAL			\$0



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: 419	FY2018-19 Utilization: 69%	FCI: 29
-------------------------------	------------------------------------	----------------------------------	---------------------------------	--------------------------------------	-------------------

School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
Enrollment					
Pre-K	20	20	20	20	-
K-12	330	291	274	223	-51
Attendance Rate	95.3%	97.1%	94.3%	-	NA
Student-Teacher Ratio	1:14	1:14	1:14	1:14	-

Student Demographics					
Economically Disadvantaged (%)	80.5%	78.7%	76.3%	-	-
Students with Disabilities (%)	15.2%	21.6%	23.4%	-	-
English Language Learners (%)	0%	0.6%	0.6%	-	-

Key School Positions - All Funding Sources					
Principal	1	1	1	1	-
Classroom Teacher	23	22	19	19	-
Special Skills	3	2	3	2	-1
Counselor	1	1	1	1	-
Educational Assistant	8	9	8	8	-
Instructional Facilitator	1	1	1	1	-
Librarian	1	1	1	1	-
Nutrition	6	3	5	1	-4
Other	2	2	5	5	-

School Level Funds					
General Fund	\$1,889,300	\$1,723,705	\$1,833,670	\$1,674,450	-\$159,219
Title I	\$172,203	\$158,801	\$157,633	\$161,840	\$4,206
IDEA, Part B	\$152,467	\$205,609	\$251,323	\$129,721	-\$121,602
Other Special Revenue & Federal Funds	\$70,543	\$38,490	\$78,967	\$120,203	\$41,235
Total	\$2,284,515	\$2,126,606	\$2,321,595	\$2,086,215	-\$235,379

Teacher Quality					
Teachers with TEM 3 or above (%)	77%	80%			
TEM 5	14%	5%			
TEM 4	36%	30%			
TEM 3	27%	45%			



School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
TVAAS Literacy	2	4	s	s	s
TVAAS Numeracy	1	5	s	s	s

Total SBB Allocation \$1,193,251

1. SBB Allocations	Dollars allocated to the school through the SBB formula and baseline policy	\$1,037,366
2. SBB Transition Supplements	Dollars either given or withheld as part of a district-wide strategy to maintain stability during the transition to SBB	\$155,886

How has funding changed under SBB?

Note that this comparison only looks at "unlocked dollars" (i.e. dollars that are now part of the SBB Allocation)	Last Year (1819)	\$1,327,656
	This Year (1920)	\$1,193,251
	Total Difference	\$(134,405)
Changes to enrollment impact the budget BEFORE SBB applies		
Estimated change to the budget due to Enrollment changes	Change from	\$(103,809)
Estimated changes to the budget due to SBB transition	Change from SBB	\$(30,596)

Detailed Breakdown

1. SBB Allocations \$1,037,366

SBB Weights	Weight	Amount per Student	Enrollment	Total
Base Weight				
All Students	1	\$3,400	224	\$761,600
Grade Weights				
Grade K	0.30	\$1,020	38	\$38,760
Grade 1	0.30	\$1,020	40	\$40,800
Grade 2	0.30	\$1,020	38	\$38,760
Grade 3	0.20	\$680	33	\$22,440
Grade 4	0.20	\$680	45	\$30,600
Grade 5	0.20	\$680	30	\$20,400
Mobility Weights				
Mobility	0.10	\$340	46	\$15,640
Academic Performance Weights				
Incoming Low Proficiency	0.10	\$340	201	\$68,340
Incoming High Proficiency	0.10	\$340	0	\$-
Increments for Locked Students				
SWD Self-Contained	0.24	\$825	0	\$-
Baseline Supplement: This supplement ensures that all schools have sufficient resources to cover a "base" set of services to meet state requirements (i.e. class size minimums, staffing requirements, etc.). Schools not receiving the supplement are already above the "base" set of services.				\$0

SBB Allocations Total \$1,037,340

2. SBB Transition Supplements \$155,886

Staffing Supplement

This is an additional temporary supplement that SCS is offering this year to support a smoother transition into SBB. This supplement ensures that all schools have sufficient resources to cover SCS's previously used staffing ratios. Schools not receiving this supplement are already able to cover staffing ratios. \$130,425

Dollar per Pupil Next Year (2018-2019)	Dollar per Pupil This Year (2017-2018)	Difference in Dollar per Pupil
\$5,327	5,463.61	\$(137)

% Change in Dollar per Pupil	Transition Policy Dollars
-5%	\$25,461

SBB Total Supplements TOTAL \$155,886



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: 717	FY2018-19 Utilization: 114%	FCI: 2
-------------------------------	------------------------------------	----------------------------------	---------------------------------	---------------------------------------	------------------

School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
Enrollment					
Pre-K	55	44	44	44	-
K-12	765	814	823	807	-16
Attendance Rate	95.7%	95.8%	96.1%	-	NA
Student-Teacher Ratio	1:17	1:18	1:18	1:18	-

Student Demographics					
Economically Disadvantaged (%)	56.7%	53.7%	67.4%	-	-
Students with Disabilities (%)	11.5%	11.3%	10.6%	-	-
English Language Learners (%)	9.6%	7%	7.5%	-	-

Key School Positions - All Funding Sources					
Principal	1	1	1	1	-
Vice/Assistant Principal	1	1	2	2	-
Classroom Teacher	44	46	46	46	-
Special Skills	6	5	6	6	-
Counselor	1	1	2	2	-
Educational Assistant	10	9	11	11	-
Instructional Facilitator	1	1	2	2	-
Librarian	1	1	1	1	-
Bilingual Cultural Mentor	1	1	1	1	-
Nutrition	11	6	7	1	-6
Other	4	4	4	4	-

School Level Funds					
General Fund	\$4,279,067	\$4,468,383	\$4,524,318	\$4,514,318	-\$9,999
Title I	\$364,504	\$348,930	\$375,499	\$317,730	-\$57,769
IDEA, Part B	\$80,122	\$86,565	\$91,269	\$105,832	\$14,562
Other Special Revenue & Federal Funds	\$0	\$179,583	\$199,995	\$203,821	\$3,825
Total	\$4,723,694	\$5,083,462	\$5,191,083	\$5,141,702	-\$49,380

Teacher Quality					
Teachers with TEM 3 or above (%)	96%	96%			
TEM 5	26%	32%			
TEM 4	57%	52%			
TEM 3	13%	12%			



School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
TVAAS Literacy	1	5	s	s	s
TVAAS Numeracy	1	5	s	s	s

Total SBB Allocation		\$3,700,851
1. SBB Allocations	Dollars allocated to the school through the SBB formula and baseline policy	\$3,700,851
2. SBB Transition Supplements	Dollars either given or withheld as part of a district-wide strategy to maintain stability during the transition to SBB	\$0
How has funding changed under SBB?	Note that this comparison only looks at "unlocked dollars" (i.e. dollars that are now part of the SBB Allocation)	
	Last Year (1819)	\$3,722,185
	This Year (1920)	\$3,700,851
	Total Difference	\$(21,334)
	Changes to enrollment impact the budget BEFORE SBB applies	
Estimated change to the budget due to Enrollment changes	Change from	\$32,528
Estimated changes to the budget due to SBB transition	Change from SBB	\$(53,863)

Detailed Breakdown

1. SBB Allocations		\$3,700,851		
SBB Weights	Weight	Amount per Student	Enrollment	Total
Base Weight				
All Students	1	\$3,400	808	\$2,747,200
Grade Weights				
Grade K	0.30	\$1,020	128	\$130,560
Grade 1	0.30	\$1,020	131	\$133,620
Grade 2	0.30	\$1,020	144	\$146,880
Grade 3	0.20	\$680	139	\$94,520
Grade 4	0.20	\$680	121	\$82,280
Grade 5	0.20	\$680	145	\$98,600
Mobility Weights				
Mobility	0.10	\$340	73	\$24,820
Academic Performance Weights				
Incoming Low Proficiency	0.10	\$340	576	\$195,840
Incoming High Proficiency	0.10	\$340	31	\$10,540
Increments for Locked Students				
SWD Self-Contained	825.00	\$825	10	\$8,250
Baseline Supplement: This supplement ensures that all schools have sufficient resources to cover a "base" set of services to meet state requirements (i.e. class size minimums, staffing requirements, etc.). Schools not receiving the supplement are already above the "base" set of services.				\$35,231
SBB Allocations Total			\$3,673,110	

2. SBB Transition Supplements \$0

Staffing Supplement

This is an additional temporary supplement that SCS is offering this year to support a smoother transition into SBB. This supplement ensures that all schools have sufficient resources to cover SCS's previously used staffing ratios. Schools not receiving this supplement are already able to cover staffing ratios. \$0

Dollar per Pupil Next Year (2018-2019)	Dollar per Pupil This Year (2017-2018)	Difference in Dollar per Pupil
\$4,580	4,646.92	\$(67)

% Change in Dollar per Pupil	Transition Policy Dollars
-1%	\$0

SBB Total Supplements TOTAL \$0



Germantown Elementary School

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

Grade Level: K-5 **School Type:** Optional **Square Footage:** 84,584 **Student Capacity:** 602 **FY2018-19 Utilization:** 105% **FCI:** 13

School Measure	FY2015-16	FY2016-17	FY2017-18	FY2018-19	FY18 vs. FY19
	Actuals	Actuals	Amended	Budget	Variance
Enrollment					
Pre-K	0	0	-	-	-
K-12	644	632	632	623	-9
Attendance Rate	96.1%	96.6%	96.5%	-	NA
Student-Teacher Ratio	1:17	1:16	1:16	1:16	-

Student Demographics					
Economically Disadvantaged (%)	29.8%	29.5%	44.7%	-	-
Students with Disabilities (%)	8.4%	9.1%	9.7%	-	-
English Language Learners (%)	9.2%	8.2%	7.6%	-	-

Key School Positions - All Funding Sources					
Principal	1	1	1	1	-
Vice/Assistant Principal	1	1	1	1	-
Classroom Teacher	39	40	39	39	-
Special Skills	10	6	8	7	-1
Counselor	1	1	2	2	-
Educational Assistant	9	9	13	13	-
Instructional Facilitator	1	1	1	1	-
Librarian	1	1	1	1	-
Nutrition	5	3	7	1	-6
Other	2	2	2	2	-

School Level Funds					
General Fund	\$4,098,681	\$4,157,934	\$4,096,147	\$4,061,263	-\$34,883
Title I	\$132,210	\$143,820	\$154,395	\$139,230	-\$15,165
IDEA, Part B	\$49,721	\$136,842	\$150,160	\$135,271	-\$14,889
Other Special Revenue & Federal Funds	\$72,784	\$8,649	\$0	\$86,987	\$86,987
Total	\$4,353,398	\$4,447,247	\$4,400,703	\$4,422,752	\$22,049

Teacher Quality					
Teachers with TEM 3 or above (%)	89%	96%			
TEM 5	32%	45%			
TEM 4	41%	28%			
TEM 3	16%	23%			



School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
TVAAS Literacy	2	4	s	s	s
TVAAS Numeracy	5	5	s	s	s

Total SBB Allocation \$2,932,849

1. SBB Allocations	Dollars allocated to the school through the SBB formula and baseline policy				\$2,840,241
2. SBB Transition Supplements	Dollars either given or withheld as part of a district-wide strategy to maintain stability during the transition to SBB				\$92,609
How has funding changed under SBB?	Note that this comparison only looks at "unlocked dollars" (i.e. dollars that are now part of the SBB Allocation)	Last Year (1819)	\$2,979,127		
		This Year (1920)	\$2,932,849		
		Total Difference	\$(46,278)		
	Changes to enrollment impact the budget BEFORE SBB applies	Change from	\$28,924		
	Estimated changes to the budget due to SBB transition	Change from SBB	\$(75,201)		

Detailed Breakdown

1. SBB Allocations \$2,840,241

SBB Weights	Weight	Amount per Student	Enrollment	Total
Base Weight				
All Students	1	\$3,400	624	\$2,121,600
Grade Weights				
Grade K	0.30	\$1,020	100	\$102,000
Grade 1	0.30	\$1,020	102	\$104,040
Grade 2	0.30	\$1,020	95	\$96,900
Grade 3	0.20	\$680	102	\$69,360
Grade 4	0.20	\$680	120	\$81,600
Grade 5	0.20	\$680	105	\$71,400
Mobility Weights				
Mobility	0.10	\$340	50	\$17,000
Academic Performance Weights				
Incoming Low Proficiency	0.10	\$340	336	\$114,240
Incoming High Proficiency	0.10	\$340	129	\$43,860
Increments for Locked Students				
SWD Self-Contained	0.24	\$825	22	\$18,150
Baseline Supplement: This supplement ensures that all schools have sufficient resources to cover a "base" set of services to meet state requirements (i.e. class size minimums, staffing requirements, etc.). Schools not receiving the supplement are already above the "base" set of services.				\$0

SBB Allocations Total \$2,840,150

2. SBB Transition Supplements \$92,609

Staffing Supplement

This is an additional temporary supplement that SCS is offering this year to support a smoother transition into SBB. This supplement ensures that all schools have sufficient resources to cover SCS's previously used staffing ratios. Schools not receiving this supplement are already able to cover staffing ratios. \$0

Dollar per Pupil Next Year (2018-2019)	Dollar per Pupil This Year (2017-2018)	Difference in Dollar per Pupil
\$4,700	4,820.59	\$(121)

% Change in Dollar per Pupil	Transition Policy Dollars
-6%	\$92,609

SBB Total Supplements TOTAL \$92,609



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:** 683 **FY2018-19 Utilization:** 48% **FCI:** 8

School Measure	FY2015-16	FY2016-17	FY2017-18	FY2018-19	FY18 vs. FY19
	Actuals	Actuals	Amended	Budget	Variance
Enrollment					
Pre-K	70	55	55	55	-
K-12	344	327	304	290	-14
Attendance Rate	94%	95.6%	95.1%	-	NA
Student-Teacher Ratio	1:14	1:14	1:14	1:14	-

Student Demographics					
Economically Disadvantaged (%)	83.6%	78.9%	74.3%	-	-
Students with Disabilities (%)	15.9%	11.3%	10.3%	-	-
English Language Learners (%)	12.6%	9.6%	5.1%	-	-

Key School Positions - All Funding Sources					
Principal	1	1	1	1	-
Classroom Teacher	24	27	26	26	-
Special Skills	3	2	3	2	-1
Counselor	1	1	1	1	-
Educational Assistant	8	8	10	10	-
Instructional Facilitator	1	1	1	1	-
Librarian	1	1	1	1	-
Bilingual Cultural Mentor	1	1	1	1	-
Nutrition	7	4	5	1	-4
Other	9	5	4	4	-

School Level Funds					
General Fund	\$2,239,649	\$2,123,395	\$2,171,130	\$2,297,916	\$126,786
Title I	\$183,645	\$172,101	\$173,168	\$205,870	\$32,702
IDEA, Part B	\$110,313	\$96,278	\$115,869	\$177,471	\$61,602
Other Special Revenue & Federal Funds	\$239,824	\$249,946	\$326,232	\$495,614	\$169,382
Total	\$2,773,432	\$2,641,721	\$2,786,400	\$3,176,873	\$390,473

Teacher Quality					
Teachers with TEM 3 or above (%)	96%	67%			
TEM 5	13%	8%			
TEM 4	46%	42%			
TEM 3	38%	17%			



School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
TVAAS Literacy	3	3	s	s	s
TVAAS Numeracy	1	4	s	s	s

Total SBB Allocation \$1,506,923

1. SBB Allocations	Dollars allocated to the school through the SBB formula and baseline policy				\$1,506,923
2. SBB Transition Supplements	Dollars either given or withheld as part of a district-wide strategy to maintain stability during the transition to SBB				\$0
How has funding changed under SBB?	Note that this comparison only looks at "unlocked dollars" (i.e. dollars that are now part of the SBB Allocation)	Last Year (1819)	\$1,504,300		
		This Year (1920)	\$1,506,923		
		Total Difference	\$2,623		
	Changes to enrollment impact the budget BEFORE SBB applies	Change from	\$(102,566)		
	Estimated changes to the budget due to SBB transition	Change from SBB	\$105,189		

Detailed Breakdown

1. SBB Allocations \$1,506,923

SBB Weights	Weight	Amount per Student	Enrollment	Total
Base Weight				
All Students	1	\$3,400	287	\$975,800
Grade Weights				
Grade K	0.30	\$1,020	53	\$54,060
Grade 1	0.30	\$1,020	55	\$56,100
Grade 2	0.30	\$1,020	41	\$41,820
Grade 3	0.20	\$680	54	\$36,720
Grade 4	0.20	\$680	43	\$29,240
Grade 5	0.20	\$680	41	\$27,880
Mobility Weights				
Mobility	0.10	\$340	56	\$19,040
Academic Performance Weights				
Incoming Low Proficiency	0.10	\$340	237	\$80,580
Incoming High Proficiency	0.10	\$340	0	\$-
Increments for Locked Students				
SWD Self-Contained	0.24	\$825	3	\$2,475
Baseline Supplement: This supplement ensures that all schools have sufficient resources to cover a "base" set of services to meet state requirements (i.e. class size minimums, staffing requirements, etc.). Schools not receiving the supplement are already above the "base" set of services.				\$183,072

SBB Allocations Total \$1,323,715

2. SBB Transition Supplements \$0

Staffing Supplement

This is an additional temporary supplement that SCS is offering this year to support a smoother transition into SBB. This supplement ensures that all schools have sufficient resources to cover SCS's previously used staffing ratios. Schools not receiving this supplement are already able to cover staffing ratios. \$0

Dollar per Pupil Next Year (2018-2019)	Dollar per Pupil This Year (2017-2018)	Difference in Dollar per Pupil
\$5,251	4,884.09	\$367

% Change in Dollar per Pupil	Transition Policy Dollars
8%	\$0

SBB Total Supplements TOTAL \$0



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: 233	FY2018-19 Utilization: 193%	FCI: 44
-------------------------------	------------------------------------	----------------------------------	---------------------------------	---------------------------------------	-------------------

School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
Enrollment					
Pre-K	34	34	34	34	-
K-12	459	451	455	453	-2
Attendance Rate	94.7%	94.8%	95%	-	NA
Student-Teacher Ratio	1:15	1:14	1:14	1:14	-

Student Demographics					
Economically Disadvantaged (%)	75.6%	78%	89.1%	-	-
Students with Disabilities (%)	6.9%	6.7%	4.5%	-	-
English Language Learners (%)	32.5%	31%	26.8%	-	-

Key School Positions - All Funding Sources					
Principal	1	1	2	2	-
Vice/Assistant Principal	0	0	1	1	-
Classroom Teacher	30	37	28	28	-
Special Skills	4	3	4	3	-1
Counselor	1	1	1	1	-
Educational Assistant	3	3	3	3	-
Instructional Facilitator	1	1	1	1	-
Librarian	1	1	1	1	-
Bilingual Cultural Mentor	1	1	1	1	-
Nutrition	6	3	7	1	-6
Other	11	6	7	6	-1

School Level Funds					
General Fund	\$2,910,987	\$2,988,731	\$2,899,981	\$2,900,168	\$187
Title I	\$243,441	\$307,188	\$257,706	\$277,270	\$19,563
IDEA, Part B	\$9,024	\$0	\$0	\$0	\$0
Other Special Revenue & Federal Funds	\$163,436	\$217,612	\$180,711	\$424,876	\$244,164
Total	\$3,326,890	\$3,513,532	\$3,338,400	\$3,602,315	\$263,915

Teacher Quality					
Teachers with TEM 3 or above (%)	90%	100%			
TEM 5	3%	19%			
TEM 4	47%	51%			
TEM 3	40%	30%			



School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
TVAAS Literacy	2	2	s	s	s
TVAAS Numeracy	1	5	s	s	s

Total SBB Allocation		\$2,233,667
1. SBB Allocations	Dollars allocated to the school through the SBB formula and baseline policy	\$2,081,196
2. SBB Transition Supplements	Dollars either given or withheld as part of a district-wide strategy to maintain stability during the transition to SBB	\$152,471
How has funding changed under SBB?	Note that this comparison only looks at "unlocked dollars" (i.e. dollars that are now part of the SBB Allocation)	
	Last Year (1819)	\$2,275,736
	This Year (1920)	\$2,233,667
	Total Difference	\$(42,068)
	Changes to enrollment impact the budget BEFORE SBB applies	
	Estimated change to the budget due to Enrollment changes	Change from \$15,205
Estimated changes to the budget due to SBB transition	Change from SBB \$(57,274)	

Detailed Breakdown

1. SBB Allocations		\$2,081,196		
SBB Weights	Weight	Amount per Student	Enrollment	Total
Base Weight				
All Students	1	\$3,400	452	\$1,536,800
Grade Weights				
Grade K	0.30	\$1,020	70	\$71,400
Grade 1	0.30	\$1,020	72	\$73,440
Grade 2	0.30	\$1,020	73	\$74,460
Grade 3	0.20	\$680	73	\$49,640
Grade 4	0.20	\$680	85	\$57,800
Grade 5	0.20	\$680	79	\$53,720
Mobility Weights				
Mobility	0.10	\$340	60	\$20,400
Academic Performance Weights				
Incoming Low Proficiency	0.10	\$340	355	\$120,700
Incoming High Proficiency	0.10	\$340	12	\$4,080
Increments for Locked Students				
SWD Self-Contained	0.24	\$825	15	\$12,375
Baseline Supplement: This supplement ensures that all schools have sufficient resources to cover a "base" set of services to meet state requirements (i.e. class size minimums, staffing requirements, etc.). Schools not receiving the supplement are already above the "base" set of services.				\$6,402
SBB Allocations Total			\$2,074,815	

2. SBB Transition Supplements \$152,471

Staffing Supplement

This is an additional temporary supplement that SCS is offering this year to support a smoother transition into SBB. This supplement ensures that all schools have sufficient resources to cover SCS's previously used staffing ratios. Schools not receiving this supplement are already able to cover staffing ratios. \$0

	Dollar per Pupil Next Year (2018-2019)	Dollar per Pupil This Year (2017-2018)	Difference in Dollar per Pupil
	\$4,942	5,068.45	\$(127)
		% Change in Dollar per Pupil	Transition Policy Dollars
		-9%	\$152,471
SBB Total Supplements TOTAL			\$152,471



Grahamwood Elementary School

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

Grade Level: PreK-6	School Type: Optional	Square Footage: 87,612	Student Capacity: 911	FY2018-19 Utilization: 108%	FCI: 13
-------------------------------	---------------------------------	----------------------------------	---------------------------------	---------------------------------------	-------------------

School Measure	FY2015-16	FY2016-17	FY2017-18	FY2018-19	FY18 vs. FY19
	Actuals	Actuals	Amended	Budget	Variance
Enrollment					
Pre-K	0	0	-	-	-
K-12	1017	988	975	991	16
Attendance Rate	95.8%	96.3%	96.1%	-	NA
Student-Teacher Ratio	1:16	1:16	1:15	1:15	-

Student Demographics					
Economically Disadvantaged (%)	42.9%	39.9%	52.9%	-	-
Students with Disabilities (%)	11.9%	8.2%	7.6%	-	-
English Language Learners (%)	23.2%	18.9%	19.6%	-	-

Key School Positions - All Funding Sources					
Principal	1	1	1	1	-
Vice/Assistant Principal	1	1	1	1	-
Classroom Teacher	62	63	64	64	-
Special Skills	11	8	9	8	-1
Counselor	1	1	2	2	-
Educational Assistant	8	8	12	12	-
Instructional Facilitator	2	1	1	1	-
Librarian	1	1	1	1	-
Bilingual Cultural Mentor	1	1	1	1	-
Nutrition	7	4	9	2	-7
Other	4	3	5	5	-

School Level Funds					
General Fund	\$5,996,310	\$6,062,837	\$6,185,633	\$6,382,073	\$196,439
Title I	\$235,349	\$392,656	\$310,519	\$268,345	-\$42,174
IDEA, Part B	\$74,164	\$42,013	\$51,860	\$55,034	\$3,173
Other Special Revenue & Federal Funds	\$152,014	\$68,973	\$31,413	\$80,589	\$49,176
Total	\$6,457,839	\$6,566,482	\$6,579,426	\$6,786,042	\$206,616

Teacher Quality					
Teachers with TEM 3 or above (%)	100%	100%			
TEM 5	86%	86%			
TEM 4	12%	13%			
TEM 3	2%	1%			



School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
TVAAS Literacy	4	5	s	s	s
TVAAS Numeracy	5	3	s	s	s

Total SBB Allocation \$4,460,311

1. SBB Allocations	Dollars allocated to the school through the SBB formula and baseline policy				\$4,460,311
2. SBB Transition Supplements	Dollars either given or withheld as part of a district-wide strategy to maintain stability during the transition to SBB				\$0
How has funding changed under SBB?	Note that this comparison only looks at "unlocked dollars" (i.e. dollars that are now part of the SBB Allocation)	Last Year (1819)	\$4,279,115		
		This Year (1920)	\$4,460,311		
		Total Difference	\$181,196		
	Changes to enrollment impact the budget BEFORE SBB applies	Change from	\$79,161		
	Estimated change to the budget due to SBB transition	Change from SBB	\$102,035		

Detailed Breakdown

1. SBB Allocations \$4,460,311

SBB Weights	Weight	Amount per Student	Enrollment	Total
Base Weight				
All Students	1	\$3,400	991	\$3,369,400
Grade Weights				
Grade K	0.30	\$1,020	175	\$178,500
Grade 1	0.30	\$1,020	157	\$160,140
Grade 2	0.30	\$1,020	167	\$170,340
Grade 3	0.20	\$680	160	\$108,800
Grade 4	0.20	\$680	165	\$112,200
Grade 5	0.20	\$680	167	\$113,560
Mobility Weights				
Mobility	0.10	\$340	72	\$24,480
Academic Performance Weights				
Incoming Low Proficiency	0.10	\$340	437	\$148,580
Incoming High Proficiency	0.10	\$340	218	\$74,120
Increments for Locked Students				
SWD Self-Contained	0.24	\$825	0	\$-
Baseline Supplement: This supplement ensures that all schools have sufficient resources to cover a "base" set of services to meet state requirements (i.e. class size minimums, staffing requirements, etc.). Schools not receiving the supplement are already above the "base" set of services.				\$0

SBB Allocations Total \$4,460,120

2. SBB Transition Supplements \$0

Staffing Supplement

This is an additional temporary supplement that SCS is offering this year to support a smoother transition into SBB. This supplement ensures that all schools have sufficient resources to cover SCS's previously used staffing ratios. Schools not receiving this supplement are already able to cover staffing ratios. \$0

Dollar per Pupil Next Year (2018-2019)	Dollar per Pupil This Year (2017-2018)	Difference in Dollar per Pupil
\$4,501	4,397.86	\$103

% Change in Dollar per Pupil	Transition Policy Dollars
2%	\$0

SBB Total Supplements TOTAL \$0



Hamilton Elementary School

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

Grade Level: PreK-5	School Type: Traditional	Square Footage: 81,740	Student Capacity: 623	FY2018-19 Utilization: 52%	FCI: 6
-------------------------------	------------------------------------	----------------------------------	---------------------------------	--------------------------------------	------------------

School Measure	FY2015-16	FY2016-17	FY2017-18	FY2018-19	FY18 vs. FY19
	Actuals	Actuals	Amended	Budget	Variance
Enrollment					
Pre-K	20	40	20	20	-
K-12	478	325	296	266	-30
Attendance Rate	94.6%	96.7%	95.5%	-	NA
Student-Teacher Ratio	1:17	1:16	1:16	1:16	-

Student Demographics					
Economically Disadvantaged (%)	88.8%	79.6%	74.9%	-	-
Students with Disabilities (%)	9.8%	10.6%	12.9%	-	-
English Language Learners (%)	5.3%	7.9%	3.6%	-	-

Key School Positions - All Funding Sources					
Principal	1	1	1	1	-
Classroom Teacher	28	22	20	20	-
Special Skills	4	2	3	2	-1
Counselor	1	1	1	1	-
Educational Assistant	9	10	8	8	-
Instructional Facilitator	1	1	1	1	-
Librarian	1	1	-	-	-
Nutrition	8	4	5	1	-4
Other	10	6	6	6	-

School Level Funds					
General Fund	\$2,203,857	\$1,928,861	\$1,965,820	\$1,845,727	-\$120,092
Title I	\$139,593	\$128,224	\$172,192	\$188,615	\$16,422
IDEA, Part B	\$50,977	\$46,812	\$56,354	\$55,081	-\$1,273
Other Special Revenue & Federal Funds	\$218,185	\$55,691	\$95,051	\$213,461	\$118,409
Total	\$2,612,614	\$2,159,589	\$2,289,418	\$2,302,884	\$13,466

Teacher Quality					
Teachers with TEM 3 or above (%)	100%	100%			
TEM 5	27%	40%			
TEM 4	60%	48%			
TEM 3	13%	12%			



School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
TVAAS Literacy	4	1	s	s	s
TVAAS Numeracy	5	1	s	s	s

Total SBB Allocation		\$1,454,728
1. SBB Allocations	Dollars allocated to the school through the SBB formula and baseline policy	\$1,434,082
2. SBB Transition Supplements	Dollars either given or withheld as part of a district-wide strategy to maintain stability during the transition to SBB	\$20,647
How has funding changed under SBB?	Note that this comparison only looks at "unlocked dollars" (i.e. dollars that are now part of the SBB Allocation)	
	Last Year (1819)	\$1,576,166
	This Year (1920)	\$1,454,728
	Total Difference	\$(121,438)
	Changes to enrollment impact the budget BEFORE SBB applies	
Estimated change to the budget due to Enrollment changes	Change from	\$(84,137)
Estimated changes to the budget due to SBB transition	Change from SBB	\$(37,301)

Detailed Breakdown

1. SBB Allocations		\$1,434,082		
SBB Weights	Weight	Amount per Student	Enrollment	Total
Base Weight				
All Students	1	\$3,400	266	\$904,400
Grade Weights				
Grade K	0.30	\$1,020	53	\$54,060
Grade 1	0.30	\$1,020	50	\$51,000
Grade 2	0.30	\$1,020	40	\$40,800
Grade 3	0.20	\$680	42	\$28,560
Grade 4	0.20	\$680	42	\$28,560
Grade 5	0.20	\$680	39	\$26,520
Mobility Weights				
Mobility	0.10	\$340	71	\$24,140
Academic Performance Weights				
Incoming Low Proficiency	0.10	\$340	234	\$79,560
Incoming High Proficiency	0.10	\$340	3	\$1,020
Increments for Locked Students				
SWD Self-Contained	0.24	\$825	43	\$35,475
Baseline Supplement: This supplement ensures that all schools have sufficient resources to cover a "base" set of services to meet state requirements (i.e. class size minimums, staffing requirements, etc.). Schools not receiving the supplement are already above the "base" set of services.				\$159,942
SBB Allocations Total			\$1,274,095	

2. SBB Transition Supplements \$20,647

Staffing Supplement

This is an additional temporary supplement that SCS is offering this year to support a smoother transition into SBB. This supplement ensures that all schools have sufficient resources to cover SCS's previously used staffing ratios. Schools not receiving this supplement are already able to cover staffing ratios. \$0

	Dollar per Pupil Next Year (2018-2019)	Dollar per Pupil This Year (2017-2018)	Difference in Dollar per Pupil
	\$5,469	5,609.13	\$(140)
		% Change in Dollar per Pupil	Transition Policy Dollars
		-4%	\$20,647
SBB Total Supplements TOTAL			\$20,647



Hawkins Mill Elementary School

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

Grade Level: PreK-5	School Type: Traditional	Square Footage: 67,350	Student Capacity: 499	FY2018-19 Utilization: 63%	FCI: 11
-------------------------------	------------------------------------	----------------------------------	---------------------------------	--------------------------------------	-------------------

School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
Enrollment					
Pre-K	35	26	26	26	-
K-12	320	314	299	322	23
Attendance Rate	93.3%	94%	94.9%	-	NA
Student-Teacher Ratio	1:16	1:17	1:17	1:17	-

Student Demographics					
Economically Disadvantaged (%)	85.5%	86.2%	82.1%	-	-
Students with Disabilities (%)	9.8%	9.1%	9.5%	-	-
English Language Learners (%)	0%	0%	0%	-	-

Key School Positions - All Funding Sources					
Principal	1	1	1	1	-
Vice/Assistant Principal	0	0	1	1	-
Classroom Teacher	20	20	19	19	-
Special Skills	3	2	3	2	-1
Counselor	1	1	1	1	-
Educational Assistant	4	5	6	6	-
Instructional Facilitator	1	1	1	1	-
Librarian	1	1	1	1	-
Nutrition	6	3	5	1	-4
Other	11	6	3	3	-

School Level Funds					
General Fund	\$1,867,633	\$2,066,309	\$2,055,910	\$1,878,999	-\$176,911
Title I	\$135,377	\$134,437	\$173,874	\$197,540	\$23,665
IDEA, Part B	\$69,050	\$54,867	\$70,566	\$61,015	-\$9,550
Other Special Revenue & Federal Funds	\$91,688	\$55,866	\$89,395	\$115,872	\$26,477
Total	\$2,163,749	\$2,311,480	\$2,389,747	\$2,253,428	-\$136,319

Teacher Quality					
Teachers with TEM 3 or above (%)	88%	88%			
TEM 5	18%	6%			
TEM 4	47%	29%			
TEM 3	24%	53%			



School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
TVAAS Literacy	1	4	s	s	s
TVAAS Numeracy	1	5	s	s	s

Total SBB Allocation		\$1,693,840
1. SBB Allocations	Dollars allocated to the school through the SBB formula and baseline policy	\$1,579,261
2. SBB Transition Supplements	Dollars either given or withheld as part of a district-wide strategy to maintain stability during the transition to SBB	\$114,579
How has funding changed under SBB?	Note that this comparison only looks at "unlocked dollars" (i.e. dollars that are now part of the SBB Allocation)	
	Last Year (1819)	\$1,705,100
	This Year (1920)	\$1,693,840
	Total Difference	\$(11,260)
	Changes to enrollment impact the budget BEFORE SBB applies	
Estimated change to the budget due to Enrollment changes	Change from	\$32,172
Estimated changes to the budget due to SBB transition	Change from SBB	\$(43,432)

Detailed Breakdown

1. SBB Allocations		\$1,579,261		
SBB Weights	Weight	Amount per Student	Enrollment	Total
Base Weight				
All Students	1	\$3,400	324	\$1,101,600
Grade Weights				
Grade K	0.30	\$1,020	46	\$46,920
Grade 1	0.30	\$1,020	48	\$48,960
Grade 2	0.30	\$1,020	66	\$67,320
Grade 3	0.20	\$680	51	\$34,680
Grade 4	0.20	\$680	55	\$37,400
Grade 5	0.20	\$680	58	\$39,440
Mobility Weights				
Mobility	0.10	\$340	51	\$17,340
Academic Performance Weights				
Incoming Low Proficiency	0.10	\$340	299	\$101,660
Incoming High Proficiency	0.10	\$340	4	\$1,360
Increments for Locked Students				
SWD Self-Contained	0.24	\$825	9	\$7,425
Baseline Supplement: This supplement ensures that all schools have sufficient resources to cover a "base" set of services to meet state requirements (i.e. class size minimums, staffing requirements, etc.). Schools not receiving the supplement are already above the "base" set of services.				\$75,081
SBB Allocations Total			\$1,504,105	

2. SBB Transition Supplements \$114,579

Staffing Supplement

This is an additional temporary supplement that SCS is offering this year to support a smoother transition into SBB. This supplement ensures that all schools have sufficient resources to cover SCS's previously used staffing ratios. Schools not receiving this supplement are already able to cover staffing ratios. \$0

	Dollar per Pupil Next Year (2018-2019)	Dollar per Pupil This Year (2017-2018)	Difference in Dollar per Pupil
	\$5,228	5,361.95	\$(134)
		% Change in Dollar per Pupil	Transition Policy Dollars
		-9%	\$114,579
SBB Total Supplements TOTAL			\$114,579



Hickory Ridge Elementary School

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

Grade Level: K-5	School Type: Traditional	Square Footage: 83,060	Student Capacity: 672	FY2018-19 Utilization: 123%	FCI: 4
----------------------------	------------------------------------	----------------------------------	---------------------------------	---------------------------------------	------------------

School Measure	FY2015-16	FY2016-17	FY2017-18	FY2018-19	FY18 vs. FY19
	Actuals	Actuals	Amended	Budget	Variance
Enrollment					
Pre-K	0	0	-	-	-
K-12	830	826	815	751	-64
Attendance Rate	94.5%	95%	94.9%	-	NA
Student-Teacher Ratio	1:16	1:17	1:17	1:17	-

Student Demographics					
Economically Disadvantaged (%)	75.6%	73.8%	85.1%	-	-
Students with Disabilities (%)	10.1%	8.3%	8.2%	-	-
English Language Learners (%)	26.6%	17.4%	18%	-	-

Key School Positions - All Funding Sources					
Principal	1	1	1	1	-
Vice/Assistant Principal	1	1	1	1	-
Classroom Teacher	51	49	41	41	-
Special Skills	5	4	6	6	-
Counselor	1	1	2	2	-
Educational Assistant	11	10	9	9	-
Instructional Facilitator	1	1	3	3	-
Librarian	1	1	1	1	-
Bilingual Cultural Mentor	1	1	1	1	-
Nutrition	11	7	10	1	-9
Other	4	4	5	5	-

School Level Funds					
General Fund	\$4,844,828	\$4,572,824	\$4,815,288	\$4,156,363	-\$658,925
Title I	\$451,758	\$413,781	\$422,410	\$433,755	\$11,344
IDEA, Part B	\$147,935	\$114,224	\$127,811	\$115,918	-\$11,892
Other Special Revenue & Federal Funds	\$35	\$0	\$0	\$0	\$0
Total	\$5,444,556	\$5,100,830	\$5,365,510	\$4,706,036	-\$659,473

Teacher Quality					
Teachers with TEM 3 or above (%)	98%	100%			
TEM 5	53%	18%			
TEM 4	37%	57%			
TEM 3	8%	25%			



School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
TVAAS Literacy	1	3	s	s	s
TVAAS Numeracy	1	5	s	s	s

Total SBB Allocation \$3,440,207

1. SBB Allocations	Dollars allocated to the school through the SBB formula and baseline policy				\$3,440,207
2. SBB Transition Supplements	Dollars either given or withheld as part of a district-wide strategy to maintain stability during the transition to SBB				\$0
How has funding changed under SBB?	Note that this comparison only looks at "unlocked dollars" (i.e. dollars that are now part of the SBB Allocation)	Last Year (1819)	\$3,506,092		
		This Year (1920)	\$3,440,207		
		Total Difference	\$(65,886)		
	Changes to enrollment impact the budget BEFORE SBB applies	Change from	\$(91,186)		
	Estimated change to the budget due to SBB transition	Change from SBB	\$25,300		

Detailed Breakdown

1. SBB Allocations \$3,440,207

SBB Weights	Weight	Amount per Student	Enrollment	Total
Base Weight				
All Students	1	\$3,400	749	\$2,546,600
Grade Weights				
Grade K	0.30	\$1,020	132	\$134,640
Grade 1	0.30	\$1,020	134	\$136,680
Grade 2	0.30	\$1,020	111	\$113,220
Grade 3	0.20	\$680	114	\$77,520
Grade 4	0.20	\$680	127	\$86,360
Grade 5	0.20	\$680	131	\$89,080
Mobility Weights				
Mobility	0.10	\$340	106	\$36,040
Academic Performance Weights				
Incoming Low Proficiency	0.10	\$340	624	\$212,160
Incoming High Proficiency	0.10	\$340	6	\$2,040
Increments for Locked Students				
SWD Self-Contained	0.24	\$825	7	\$5,775
Baseline Supplement: This supplement ensures that all schools have sufficient resources to cover a "base" set of services to meet state requirements (i.e. class size minimums, staffing requirements, etc.). Schools not receiving the supplement are already above the "base" set of services.				\$0

SBB Allocations Total \$3,440,115

2. SBB Transition Supplements \$0

Staffing Supplement

This is an additional temporary supplement that SCS is offering this year to support a smoother transition into SBB. This supplement ensures that all schools have sufficient resources to cover SCS's previously used staffing ratios. Schools not receiving this supplement are already able to cover staffing ratios. \$0

Dollar per Pupil Next Year (2018-2019)	Dollar per Pupil This Year (2017-2018)	Difference in Dollar per Pupil
\$4,593	4,559.29	\$34

% Change in Dollar per Pupil	Transition Policy Dollars
1%	\$0

SBB Total Supplements TOTAL \$0



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: 941	FY2018-19 Utilization: 89%	FCI: 10
-------------------------------	------------------------------------	-----------------------------------	---------------------------------	--------------------------------------	-------------------

School Measure	FY2015-16	FY2016-17	FY2017-18	FY2018-19	FY18 vs. FY19
	Actuals	Actuals	Amended	Budget	Variance
Enrollment					
Pre-K	40	40	40	40	-
K-12	876	835	802	824	22
Attendance Rate	94.4%	94.7%	96.5%	-	NA
Student-Teacher Ratio	1:18	1:18	1:19	1:19	-

Student Demographics					
Economically Disadvantaged (%)	50.2%	49.2%	67.7%	-	-
Students with Disabilities (%)	9.8%	8.3%	7.2%	-	-
English Language Learners (%)	9.1%	9.9%	10.7%	-	-

Key School Positions - All Funding Sources					
Principal	1	1	1	1	-
Vice/Assistant Principal	1	1	1	1	-
Classroom Teacher	49	46	47	47	-
Special Skills	9	7	6	6	-
Counselor	1	1	2	2	-
Educational Assistant	13	9	13	13	-
Instructional Facilitator	2	2	1	1	-
Librarian	1	1	2	2	-
Nutrition	11	5	10	2	-8
Other	5	5	5	5	-

School Level Funds					
General Fund	\$4,337,330	\$4,352,995	\$4,665,936	\$4,300,334	-\$365,601
Title I	\$279,953	\$448,788	\$362,894	\$318,920	-\$43,974
IDEA, Part B	\$22,470	\$21,854	\$29,266	\$39,641	\$10,374
Other Special Revenue & Federal Funds	\$189	\$182,438	\$198,959	\$172,904	-\$26,055
Total	\$4,639,944	\$5,006,077	\$5,257,056	\$4,831,800	-\$425,256

Teacher Quality					
Teachers with TEM 3 or above (%)	80%	92%			
TEM 5	9%	8%			
TEM 4	31%	38%			
TEM 3	40%	47%			



School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
TVAAS Literacy	1	3	s	s	s
TVAAS Numeracy	1	5	s	s	s

Total SBB Allocation \$3,773,326

1. SBB Allocations	Dollars allocated to the school through the SBB formula and baseline policy				\$3,773,326
2. SBB Transition Supplements	Dollars either given or withheld as part of a district-wide strategy to maintain stability during the transition to SBB				\$0
How has funding changed under SBB?	Note that this comparison only looks at "unlocked dollars" (i.e. dollars that are now part of the SBB Allocation)	Last Year (1819)	\$3,627,727		
		This Year (1920)	\$3,773,326		
		Total Difference	\$145,599		
	Changes to enrollment impact the budget BEFORE SBB applies	Estimated change to the budget due to Enrollment changes	Change from	\$(102,672)	
		Estimated changes to the budget due to SBB transition	Change from SBB	\$248,271	

Detailed Breakdown

1. SBB Allocations \$3,773,326

SBB Weights	Weight	Amount per Student	Enrollment	Total
Base Weight				
All Students	1	\$3,400	824	\$2,801,600
Grade Weights				
Grade K	0.30	\$1,020	128	\$130,560
Grade 1	0.30	\$1,020	130	\$132,600
Grade 2	0.30	\$1,020	126	\$128,520
Grade 3	0.20	\$680	149	\$101,320
Grade 4	0.20	\$680	138	\$93,840
Grade 5	0.20	\$680	153	\$104,040
Mobility Weights				
Mobility	0.10	\$340	84	\$28,560
Academic Performance Weights				
Incoming Low Proficiency	0.10	\$340	697	\$236,980
Incoming High Proficiency	0.10	\$340	12	\$4,080
Increments for Locked Students				
SWD Self-Contained	0.24	\$825	9	\$7,425
Baseline Supplement: This supplement ensures that all schools have sufficient resources to cover a "base" set of services to meet state requirements (i.e. class size minimums, staffing requirements, etc.). Schools not receiving the supplement are already above the "base" set of services.				\$3,803

SBB Allocations Total \$3,769,525

2. SBB Transition Supplements \$0

Staffing Supplement

This is an additional temporary supplement that SCS is offering this year to support a smoother transition into SBB. This supplement ensures that all schools have sufficient resources to cover SCS's previously used staffing ratios. Schools not receiving this supplement are already able to cover staffing ratios. \$0

Dollar per Pupil Next Year (2018-2019)	Dollar per Pupil This Year (2017-2018)	Difference in Dollar per Pupil
\$4,579	4,277.98	\$301

% Change in Dollar per Pupil	Transition Policy Dollars
7%	\$0

SBB Total Supplements TOTAL \$0



Holmes Road Elementary School

1083 Holmes Rd., Memphis, TN 38116
 Phone: (901) 416-6469 Fax: (901) 416-2469

Grade Level: PreK-5	School Type: Empowerment	Square Footage: 84,633	Student Capacity: 642	FY2018-19 Utilization: 111%	FCI: 4
-------------------------------	------------------------------------	----------------------------------	---------------------------------	---------------------------------------	------------------

School Measure	FY2015-16	FY2016-17	FY2017-18	FY2018-19	FY18 vs. FY19
	Actuals	Actuals	Amended	Budget	Variance
Enrollment					
Pre-K	75	94	94	94	-
K-12	546	712	715	681	-34
Attendance Rate	93.4%	93.6%	94.6%	-	NA
Student-Teacher Ratio	1:16	1:16	1:16	1:16	-

Student Demographics					
Economically Disadvantaged (%)	70.5%	73.9%	75.3%	-	-
Students with Disabilities (%)	12.3%	11.5%	10.3%	-	-
English Language Learners (%)	0%	1.2%	0.9%	-	-

Key School Positions - All Funding Sources					
Principal	1	1	1	1	-
Vice/Assistant Principal	1	1	2	2	-
Classroom Teacher	35	48	40	40	-
Special Skills	4	5	6	5	-1
Counselor	1	1	2	2	-
Educational Assistant	9	13	17	17	-
Instructional Facilitator	2	1	3	3	-
Librarian	1	1	1	1	-
Nutrition	7	4	8	1	-7
Other	2	1	6	6	-

School Level Funds					
General Fund	\$3,754,664	\$3,616,928	\$4,248,036	\$3,806,596	-\$441,439
Title I	\$322,197	\$443,182	\$499,797	\$380,800	-\$118,997
IDEA, Part B	\$123,868	\$108,976	\$102,995	\$134,908	\$31,913
Other Special Revenue & Federal Funds	\$135,203	\$326,225	\$364,405	\$407,687	\$43,281
Total	\$4,335,934	\$4,495,312	\$5,215,233	\$4,729,992	-\$485,241

Teacher Quality					
Teachers with TEM 3 or above (%)	91%	93%			
TEM 5	20%	23%			
TEM 4	49%	35%			
TEM 3	23%	35%			



School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
TVAAS Literacy	1	3	s	s	s
TVAAS Numeracy	1	5	s	s	s

Total SBB Allocation		\$3,155,049
1. SBB Allocations	Dollars allocated to the school through the SBB formula and baseline policy	\$3,134,162
2. SBB Transition Supplements	Dollars either given or withheld as part of a district-wide strategy to maintain stability during the transition to SBB	\$20,887
How has funding changed under SBB?	Note that this comparison only looks at "unlocked dollars" (i.e. dollars that are now part of the SBB Allocation)	
	Changes to enrollment impact the budget BEFORE SBB applies	
	Estimated change to the budget due to Enrollment changes	Change from \$23,759
	Estimated changes to the budget due to SBB transition	Change from SBB \$(80,899)

Detailed Breakdown

1. SBB Allocations		\$3,134,162		
SBB Weights	Weight	Amount per Student	Enrollment	Total
Base Weight				
All Students	1	\$3,400	681	\$2,315,400
Grade Weights				
Grade K	0.30	\$1,020	89	\$90,780
Grade 1	0.30	\$1,020	91	\$92,820
Grade 2	0.30	\$1,020	124	\$126,480
Grade 3	0.20	\$680	142	\$96,560
Grade 4	0.20	\$680	112	\$76,160
Grade 5	0.20	\$680	123	\$83,640
Mobility Weights				
Mobility	0.10	\$340	84	\$28,560
Academic Performance Weights				
Incoming Low Proficiency	0.10	\$340	607	\$206,380
Incoming High Proficiency	0.10	\$340	10	\$3,400
Increments for Locked Students				
SWD Self-Contained	0.24	\$825	17	\$14,025
Baseline Supplement: This supplement ensures that all schools have sufficient resources to cover a "base" set of services to meet state requirements (i.e. class size minimums, staffing requirements, etc.). Schools not receiving the supplement are already above the "base" set of services.				\$0
SBB Allocations Total			\$3,134,205	

2. SBB Transition Supplements \$20,887

Staffing Supplement

This is an additional temporary supplement that SCS is offering this year to support a smoother transition into SBB. This supplement ensures that all schools have sufficient resources to cover SCS's previously used staffing ratios. Schools not receiving this supplement are already able to cover staffing ratios. \$0

Dollar per Pupil Next Year (2018-2019)	Dollar per Pupil This Year (2017-2018)	Difference in Dollar per Pupil
\$4,633	4,751.76	\$(119)
% Change in Dollar per Pupil		Transition Policy Dollars
-3%		\$20,887
SBB Total Supplements TOTAL		\$20,887



Idlewild Elementary School

1950 Linden, Memphis, TN 38104
 Phone: (901) 416-4566 Fax: (901) 416-4492

Grade Level: K-5 **School Type:** Optional **Square Footage:** 65,025 **Student Capacity:** 473 **FY2018-19 Utilization:** 97% **FCI:** 28

School Measure	FY2015-16	FY2016-17	FY2017-18	FY2018-19	FY18 vs. FY19
	Actuals	Actuals	Amended	Budget	Variance
Enrollment					
Pre-K	0	0	-	-	-
K-12	485	458	456	497	41
Attendance Rate	96.4%	97.2%	97.3%	-	NA
Student-Teacher Ratio	1:18	1:18	1:18	1:18	-

Student Demographics					
Economically Disadvantaged (%)	30.1%	27.7%	37.3%	-	-
Students with Disabilities (%)	6.1%	5.4%	5.1%	-	-
English Language Learners (%)	0%	0.9%	0.8%	-	-

Key School Positions - All Funding Sources					
Principal	1	1	1	1	-
Vice/Assistant Principal	0	0	1	1	-
Classroom Teacher	27	26	26	26	-
Special Skills	6	5	5	5	-
Counselor	1	1	1	1	-
Educational Assistant	3	4	5	5	-
Instructional Facilitator	1	1	-	-	-
Librarian	1	1	1	1	-
Nutrition	5	2	5	-	-5
Other	2	2	2	2	-

School Level Funds					
General Fund	\$2,833,447	\$2,897,225	\$2,898,188	\$2,805,854	-\$92,333
Title I	\$119,767	\$116,556	\$0	\$0	-
IDEA, Part B	\$44,625	\$23,814	\$23,877	\$22,784	-\$1,093
Other Special Revenue & Federal Funds	\$197	\$757	\$0	\$40,913	\$40,913
Total	\$2,998,037	\$3,038,353	\$2,922,066	\$2,869,551	-\$52,514

Teacher Quality					
Teachers with TEM 3 or above (%)	100%	100%			
TEM 5	68%	79%			
TEM 4	29%	15%			
TEM 3	4%	6%			



School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
TVAAS Literacy	5	3	s	s	s
TVAAS Numeracy	5	4	s	s	s

Total SBB Allocation \$2,244,115

1. SBB Allocations	Dollars allocated to the school through the SBB formula and baseline policy				\$2,244,115
2. SBB Transition Supplements	Dollars either given or withheld as part of a district-wide strategy to maintain stability during the transition to SBB				\$0
How has funding changed under SBB?	Note that this comparison only looks at "unlocked dollars" (i.e. dollars that are now part of the SBB Allocation)	Last Year (1819)	\$2,172,933		
		This Year (1920)	\$2,244,115		
		Total Difference	\$71,182		
	Changes to enrollment impact the budget BEFORE SBB applies	Estimated change to the budget due to Enrollment changes	Change from	\$30,979	
		Estimated changes to the budget due to SBB transition	Change from SBB	\$40,203	

Detailed Breakdown

1. SBB Allocations \$2,244,115

SBB Weights	Weight	Amount per Student	Enrollment	Total
Base Weight				
All Students	1	\$3,400	498	\$1,693,200
Grade Weights				
Grade K	0.30	\$1,020	90	\$91,800
Grade 1	0.30	\$1,020	92	\$93,840
Grade 2	0.30	\$1,020	78	\$79,560
Grade 3	0.20	\$680	79	\$53,720
Grade 4	0.20	\$680	83	\$56,440
Grade 5	0.20	\$680	76	\$51,680
Mobility Weights				
Mobility	0.10	\$340	19	\$6,460
Academic Performance Weights				
Incoming Low Proficiency	0.10	\$340	230	\$78,200
Incoming High Proficiency	0.10	\$340	113	\$38,420
Increments for Locked Students				
SWD Self-Contained	825.00	\$825	10	\$8,250
Baseline Supplement: This supplement ensures that all schools have sufficient resources to cover a "base" set of services to meet state requirements (i.e. class size minimums, staffing requirements, etc.). Schools not receiving the supplement are already above the "base" set of services.				\$0

SBB Allocations Total \$2,251,570

2. SBB Transition Supplements \$0

Staffing Supplement

This is an additional temporary supplement that SCS is offering this year to support a smoother transition into SBB. This supplement ensures that all schools have sufficient resources to cover SCS's previously used staffing ratios. Schools not receiving this supplement are already able to cover staffing ratios. \$0

	Dollar per Pupil Next Year (2018-2019)	Dollar per Pupil This Year (2017-2018)	Difference in Dollar per Pupil
	\$4,506	4,425.53	\$81

% Change in Dollar per Pupil	Transition Policy Dollars
2%	\$0

SBB Total Supplements TOTAL \$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:** 243 **FY2018-19 Utilization:** 139% **FCI:** 37

School Measure	FY2015-16	FY2016-17	FY2017-18	FY2018-19	FY18 vs. FY19
	Actuals	Actuals	Amended	Budget	Variance
Enrollment					
Pre-K	20	20	20	20	-
K-12	352	340	336	317	-19
Attendance Rate	94.5%	95.2%	95.5%	-	NA
Student-Teacher Ratio	1:14	1:15	1:14	1:14	-

Student Demographics					
Economically Disadvantaged (%)	80.9%	71.9%	56.3%	-	-
Students with Disabilities (%)	10.8%	6.9%	1%	-	-
English Language Learners (%)	43.9%	35.2%	0.3%	-	-

Key School Positions - All Funding Sources					
Principal	1	1	1	1	-
Classroom Teacher	26	25	22	22	-
Special Skills	3	2	3	3	-
Counselor	1	1	1	1	-
Educational Assistant	3	3	3	3	-
Instructional Facilitator	1	1	1	1	-
Librarian	1	1	1	1	-
Bilingual Cultural Mentor	1	1	1	1	-
Nutrition	7	3	6	1	-5
Other	9	5	3	3	-

School Level Funds					
General Fund	\$2,275,976	\$2,334,408	\$2,292,499	\$2,165,469	-\$127,030
Title I	\$172,223	\$188,654	\$177,805	\$183,855	\$6,049
IDEA, Part B	\$22,566	\$0	\$0	\$0	\$0
Other Special Revenue & Federal Funds	\$50,311	\$70,690	\$79,926	\$106,792	\$26,866
Total	\$2,521,078	\$2,593,754	\$2,550,231	\$2,456,116	-\$94,115

Teacher Quality					
Teachers with TEM 3 or above (%)	100%	93%			
TEM 5	11%	15%			
TEM 4	56%	48%			
TEM 3	33%	30%			



School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
TVAAS Literacy	4	3	s	s	s
TVAAS Numeracy	5	3	s	s	s

Total SBB Allocation				\$1,506,969
1. SBB Allocations	Dollars allocated to the school through the SBB formula and baseline policy			\$1,506,969
2. SBB Transition Supplements	Dollars either given or withheld as part of a district-wide strategy to maintain stability during the transition to SBB			\$0
How has funding changed under SBB?	Note that this comparison only looks at "unlocked dollars" (i.e. dollars that are now part of the SBB Allocation)		Last Year (1819)	\$1,578,420
			This Year (1920)	\$1,506,969
			Total Difference	\$(71,451)
	Changes to enrollment impact the budget BEFORE SBB applies			
	Estimated change to the budget due to Enrollment changes		Change from	\$(85,320)
Estimated changes to the budget due to SBB transition		Change from SBB	\$13,869	

Detailed Breakdown

1. SBB Allocations					\$1,506,969
SBB Weights	Weight	Amount per Student	Enrollment	Total	
Base Weight					
All Students	1	\$3,400	315	\$1,071,000	
Grade Weights					
Grade K	0.30	\$1,020	49	\$49,980	
Grade 1	0.30	\$1,020	51	\$52,020	
Grade 2	0.30	\$1,020	55	\$56,100	
Grade 3	0.20	\$680	44	\$29,920	
Grade 4	0.20	\$680	54	\$36,720	
Grade 5	0.20	\$680	62	\$42,160	
Mobility Weights					
Mobility	0.10	\$340	61	\$20,740	
Academic Performance Weights					
Incoming Low Proficiency	0.10	\$340	246	\$83,640	
Incoming High Proficiency	0.10	\$340	16	\$5,440	
Increments for Locked Students					
SWD Self-Contained	0.24	\$825	15	\$12,375	
Baseline Supplement: This supplement ensures that all schools have sufficient resources to cover a "base" set of services to meet state requirements (i.e. class size minimums, staffing requirements, etc.). Schools not receiving the supplement are already above the "base" set of services.				\$46,855	
SBB Allocations Total				\$1,460,095	

2. SBB Transition Supplements \$0

Staffing Supplement

This is an additional temporary supplement that SCS is offering this year to support a smoother transition into SBB. This supplement ensures that all schools have sufficient resources to cover SCS's previously used staffing ratios. Schools not receiving this supplement are already able to cover staffing ratios. \$0

Dollar per Pupil Next Year (2018-2019)	Dollar per Pupil This Year (2017-2018)	Difference in Dollar per Pupil
\$4,784	4,740.00	\$44

% Change in Dollar per Pupil	Transition Policy Dollars
1%	\$0

SBB Total Supplements TOTAL \$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: 811	FY2018-19 Utilization: 120%	FCI: 9
-------------------------------	------------------------------------	-----------------------------------	---------------------------------	---------------------------------------	------------------

School Measure	FY2015-16	FY2016-17	FY2017-18	FY2018-19	FY18 vs. FY19
	Actuals	Actuals	Amended	Budget	Variance
Enrollment					
Pre-K	0	0	-	-	-
K-12	1102	975	949	798	-151
Attendance Rate	95.2%	95.5%	96.1%	-	NA
Student-Teacher Ratio	1:16	1:17	1:16	1:16	-

Student Demographics					
Economically Disadvantaged (%)	49.9%	44.4%	86.9%	-	-
Students with Disabilities (%)	10.7%	9.8%	7%	-	-
English Language Learners (%)	39.5%	32.6%	36.2%	-	-

Key School Positions - All Funding Sources					
Principal	1	1	1	1	-
Vice/Assistant Principal	2	1	1	1	-
Classroom Teacher	69	58	55	54	-1
Special Skills	7	6	6	6	-
Counselor	2	2	2	2	-
Educational Assistant	10	10	14	14	-
Instructional Facilitator	2	2	2	2	-
Librarian	1	1	1	1	-
Bilingual Cultural Mentor	1	1	1	1	-
Nutrition	9	5	8	2	-6
Other	5	4	4	4	-

School Level Funds					
General Fund	\$5,721,474	\$5,346,882	\$5,172,791	\$5,183,094	\$10,303
Title I	\$454,536	\$372,279	\$311,761	\$282,030	-\$29,731
IDEA, Part B	\$121,946	\$88,164	\$90,217	\$154,744	\$64,527
Other Special Revenue & Federal Funds	\$31,964	\$102,301	\$129,566	\$128,359	-\$1,206
Total	\$6,329,922	\$5,909,627	\$5,704,336	\$5,748,228	\$43,892

Teacher Quality					
Teachers with TEM 3 or above (%)	99%	99%			
TEM 5	29%	46%			
TEM 4	44%	44%			
TEM 3	26%	9%			



School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
TVAAS Literacy	5	3	s	s	s
TVAAS Numeracy	5	4	s	s	s

Total SBB Allocation				\$3,627,368
1. SBB Allocations	Dollars allocated to the school through the SBB formula and baseline policy			\$3,627,368
2. SBB Transition Supplements	Dollars either given or withheld as part of a district-wide strategy to maintain stability during the transition to SBB			\$0
How has funding changed under SBB?	Note that this comparison only looks at "unlocked dollars" (i.e. dollars that are now part of the SBB Allocation)		Last Year (1819)	\$3,762,818
			This Year (1920)	\$3,627,368
			Total Difference	\$(135,449)
	Changes to enrollment impact the budget BEFORE SBB applies			
	Estimated change to the budget due to Enrollment changes		Change from	\$(135,842)
Estimated changes to the budget due to SBB transition		Change from SBB	\$392	

Detailed Breakdown

1. SBB Allocations					\$3,627,368
SBB Weights	Weight	Amount per Student	Enrollment	Total	
Base Weight					
All Students	1	\$3,400	801	\$2,723,400	
Grade Weights					
Grade K	0.30	\$1,020	108	\$110,160	
Grade 1	0.30	\$1,020	110	\$112,200	
Grade 2	0.30	\$1,020	141	\$143,820	
Grade 3	0.20	\$680	136	\$92,480	
Grade 4	0.20	\$680	145	\$98,600	
Grade 5	0.20	\$680	161	\$109,480	
Mobility Weights					
Mobility	0.10	\$340	59	\$20,060	
Academic Performance Weights					
Incoming Low Proficiency	0.10	\$340	470	\$159,800	
Incoming High Proficiency	0.10	\$340	77	\$26,180	
Increments for Locked Students					
SWD Self-Contained	0.24	\$825	0	\$-	
Baseline Supplement: This supplement ensures that all schools have sufficient resources to cover a "base" set of services to meet state requirements (i.e. class size minimums, staffing requirements, etc.). Schools not receiving the supplement are already above the "base" set of services.				\$31,316	
SBB Allocations Total				\$3,596,180	

2. SBB Transition Supplements \$0

Staffing Supplement

This is an additional temporary supplement that SCS is offering this year to support a smoother transition into SBB. This supplement ensures that all schools have sufficient resources to cover SCS's previously used staffing ratios. Schools not receiving this supplement are already able to cover staffing ratios. \$0

Dollar per Pupil Next Year (2018-2019)	Dollar per Pupil This Year (2017-2018)	Difference in Dollar per Pupil
\$4,529	4,528.06	\$0

% Change in Dollar per Pupil	Transition Policy Dollars
0%	\$0

SBB Total Supplements TOTAL \$0



Keystone Elementary School

4301 Old Allen Rd., Memphis, TN 38128
 Phone: (901) 416-3924 Fax: (901) 416-3947

Grade Level: PreK-5	School Type: Optional	Square Footage: 84,641	Student Capacity: 522	FY2018-19 Utilization: 95%	FCI: 20
-------------------------------	---------------------------------	----------------------------------	---------------------------------	--------------------------------------	-------------------

School Measure	FY2015-16	FY2016-17	FY2017-18	FY2018-19	FY18 vs. FY19
	Actuals	Actuals	Amended	Budget	Variance
Enrollment					
Pre-K	50	38	41	41	-
K-12	375	495	498	449	-49
Attendance Rate	93.2%	93%	93.6%	-	NA
Student-Teacher Ratio	1:14	1:16	1:16	1:16	-

Student Demographics					
Economically Disadvantaged (%)	80.1%	80.4%	79.5%	-	-
Students with Disabilities (%)	20%	19.5%	19%	-	-
English Language Learners (%)	0%	0%	0.6%	-	-

Key School Positions - All Funding Sources					
Principal	1	1	1	1	-
Vice/Assistant Principal	1	1	1	1	-
Classroom Teacher	27	33	30	30	-
Special Skills	5	4	5	4	-1
Counselor	1	1	1	1	-
Educational Assistant	12	12	15	15	-
Instructional Facilitator	1	1	1	1	-
Librarian	1	1	1	1	-
Nutrition	7	4	7	1	-6
Other	2	2	5	5	-

School Level Funds					
General Fund	\$3,285,474	\$3,405,174	\$2,992,732	\$3,079,314	\$86,581
Title I	\$269,977	\$271,464	\$259,049	\$282,625	\$23,575
IDEA, Part B	\$101,986	\$145,336	\$167,421	\$151,551	-\$15,869
Other Special Revenue & Federal Funds	\$78,358	\$93,026	\$95,426	\$123,660	\$28,234
Total	\$3,735,797	\$3,915,001	\$3,514,629	\$3,637,151	\$122,522

Teacher Quality					
Teachers with TEM 3 or above (%)	100%	100%			
TEM 5	53%	39%			
TEM 4	28%	39%			
TEM 3	19%	22%			



School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
TVAAS Literacy	2	3	s	s	s
TVAAS Numeracy	3	4	s	s	s

Total SBB Allocation \$2,125,800

1. SBB Allocations	Dollars allocated to the school through the SBB formula and baseline policy				\$2,125,800
2. SBB Transition Supplements	Dollars either given or withheld as part of a district-wide strategy to maintain stability during the transition to SBB				\$0
How has funding changed under SBB?	Note that this comparison only looks at "unlocked dollars" (i.e. dollars that are now part of the SBB Allocation)	Last Year (1819)	\$2,287,121		
		This Year (1920)	\$2,125,800		
		Total Difference	\$(161,320)		
	Changes to enrollment impact the budget BEFORE SBB applies	Estimated change to the budget due to Enrollment changes	Change from	\$(170,116)	
		Estimated changes to the budget due to SBB transition	Change from SBB	\$8,796	

Detailed Breakdown

1. SBB Allocations \$2,125,800

SBB Weights	Weight	Amount per Student	Enrollment	Total
Base Weight				
All Students	1	\$3,400	448	\$1,523,200
Grade Weights				
Grade K	0.30	\$1,020	73	\$74,460
Grade 1	0.30	\$1,020	75	\$76,500
Grade 2	0.30	\$1,020	82	\$83,640
Grade 3	0.20	\$680	69	\$46,920
Grade 4	0.20	\$680	72	\$48,960
Grade 5	0.20	\$680	77	\$52,360
Mobility Weights				
Mobility	0.10	\$340	96	\$32,640
Academic Performance Weights				
Incoming Low Proficiency	0.10	\$340	392	\$133,280
Incoming High Proficiency	0.10	\$340	28	\$9,520
Increments for Locked Students				
SWD Self-Contained	0.24	\$825	35	\$28,875
Baseline Supplement: This supplement ensures that all schools have sufficient resources to cover a "base" set of services to meet state requirements (i.e. class size minimums, staffing requirements, etc.). Schools not receiving the supplement are already above the "base" set of services.				\$15,406

SBB Allocations Total \$2,110,355

2. SBB Transition Supplements \$0

Staffing Supplement

This is an additional temporary supplement that SCS is offering this year to support a smoother transition into SBB. This supplement ensures that all schools have sufficient resources to cover SCS's previously used staffing ratios. Schools not receiving this supplement are already able to cover staffing ratios. \$0

Dollar per Pupil Next Year (2018-2019)	Dollar per Pupil This Year (2017-2018)	Difference in Dollar per Pupil
\$4,745	4,725.46	\$20

% Change in Dollar per Pupil	Transition Policy Dollars
0%	\$0

SBB Total Supplements TOTAL \$0



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:** 358 **FY2018-19 Utilization:** 152% **FCI:** 10

School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
Enrollment					
Pre-K	35	56	56	56	-
K-12	570	543	549	554	5
Attendance Rate	94.5%	94.2%	94.9%	-	NA
Student-Teacher Ratio	1:12	1:12	1:13	1:13	-

Student Demographics					
Economically Disadvantaged (%)	73.5%	70%	82.8%	-	-
Students with Disabilities (%)	19.7%	18.4%	16.3%	-	-
English Language Learners (%)	49.8%	42.9%	41.3%	-	-

Key School Positions - All Funding Sources					
Principal	1	1	1	1	-
Vice/Assistant Principal	1	1	1	1	-
Classroom Teacher	46	45	40	39	-1
Special Skills	6	4	4	3	-1
Counselor	1	1	3	3	-
Educational Assistant	16	11	11	11	-
Instructional Facilitator	1	1	2	2	-
Librarian	1	1	1	1	-
Bilingual Cultural Mentor	1	1	1	1	-
Nutrition	7	3	6	1	-5
Other	2	3	4	4	-

School Level Funds					
General Fund	\$3,836,607	\$3,817,723	\$3,847,537	\$3,510,947	-\$336,589
Title I	\$294,016	\$300,734	\$330,848	\$336,770	\$5,921
IDEA, Part B	\$237,613	\$202,947	\$206,845	\$197,337	-\$9,507
Other Special Revenue & Federal Funds	\$114,473	\$267,534	\$250,604	\$532,585	\$281,980
Total	\$4,482,710	\$4,588,940	\$4,635,835	\$4,577,640	-\$58,194

Teacher Quality					
Teachers with TEM 3 or above (%)	98%	100%			
TEM 5	46%	50%			
TEM 4	46%	48%			
TEM 3	7%	2%			



School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
TVAAS Literacy	3	3	s	s	s
TVAAS Numeracy	5	3	s	s	s

Total SBB Allocation **\$2,586,339**

1. SBB Allocations	Dollars allocated to the school through the SBB formula and baseline policy	\$2,542,430															
2. SBB Transition Supplements	Dollars either given or withheld as part of a district-wide strategy to maintain stability during the transition to SBB	\$43,910															
<p style="margin-left: 40px;">Note that this comparison only looks at "unlocked dollars" (i.e. dollars that are now part of the SBB Allocation)</p> <table border="0" style="margin-left: 40px;"> <tr> <td style="width: 15%;">Last Year (1819)</td> <td style="width: 45%;"></td> <td style="width: 15%; text-align: right;">\$2,457,268</td> </tr> <tr> <td>This Year (1920)</td> <td></td> <td style="text-align: right;">\$2,586,339</td> </tr> <tr> <td>Total Difference</td> <td></td> <td style="text-align: right;">\$129,072</td> </tr> </table> <p>Changes to enrollment impact the budget BEFORE SBB applies</p> <table border="0" style="margin-left: 40px;"> <tr> <td style="width: 15%;">Estimated change to the budget due to Enrollment changes</td> <td style="width: 45%;">Change from</td> <td style="width: 15%; text-align: right;">\$8,903</td> </tr> <tr> <td>Estimated changes to the budget due to SBB transition</td> <td>Change from SBB</td> <td style="text-align: right;">\$120,168</td> </tr> </table>			Last Year (1819)		\$2,457,268	This Year (1920)		\$2,586,339	Total Difference		\$129,072	Estimated change to the budget due to Enrollment changes	Change from	\$8,903	Estimated changes to the budget due to SBB transition	Change from SBB	\$120,168
Last Year (1819)		\$2,457,268															
This Year (1920)		\$2,586,339															
Total Difference		\$129,072															
Estimated change to the budget due to Enrollment changes	Change from	\$8,903															
Estimated changes to the budget due to SBB transition	Change from SBB	\$120,168															

Detailed Breakdown

1. SBB Allocations **\$2,542,430**

SBB Weights	Weight	Amount per Studen	Enrollment	Total
Base Weight				
All Students	1	\$3,400	554	\$1,883,600
Grade Weights				
Grade K	0.30	\$1,020	103	\$105,060
Grade 1	0.30	\$1,020	105	\$107,100
Grade 2	0.30	\$1,020	76	\$77,520
Grade 3	0.20	\$680	70	\$47,600
Grade 4	0.20	\$680	95	\$64,600
Grade 5	0.20	\$680	105	\$71,400
Mobility Weights				
Mobility	0.10	\$340	56	\$19,040
Academic Performance Weights				
Incoming Low Proficiency	0.10	\$340	465	\$158,100
Incoming High Proficiency	0.10	\$340	8	\$2,720
Increments for Locked Students				
SWD Self-Contained	0.24	\$825	7	\$5,775
Baseline Supplement: This supplement ensures that all schools have sufficient resources to cover a "base" set of services to meet state requirements (i.e. class size minimums, staffing requirements, etc.). Schools not receiving the supplement are already above the "base" set of services.				\$0

SBB Allocations Total **\$2,542,515**

2. SBB Transition Supplements **\$43,910**

Staffing Supplement

This is an additional temporary supplement that SCS is offering this year to support a smoother transition into SBB. This supplement ensures that all schools have sufficient resources to cover SCS's previously used staffing ratios. Schools not receiving this supplement are already able to cover staffing ratios . \$43,910

	Dollar per Pupil Next Year (2018-2019)	Dollar per Pupil This Year (2017-2018)	Difference in Dollar per Pupil
	\$4,668	4,451.57	\$217
	% Change in Dollar per Pupil	Transition Policy Dollars	
	4%		\$0

SBB Total Supplements TOTAL **\$43,910**



Knight Road Elementary School

3237 Knight Rd., Memphis, TN 38118
 Phone: (901) 416-2514 Fax: (901) 416-2516

Grade Level: PreK-5	School Type: Traditional	Square Footage: 53,093	Student Capacity: 373	FY2018-19 Utilization: 138%	FCI: 36
-------------------------------	------------------------------------	----------------------------------	---------------------------------	---------------------------------------	-------------------

School Measure	FY2015-16	FY2016-17	FY2017-18	FY2018-19	FY18 vs. FY19
	Actuals	Actuals	Amended	Budget	Variance
Enrollment					
Pre-K	40	40	40	40	-
K-12	481	516	521	506	-15
Attendance Rate	94.9%	93.7%	96.1%	-	NA
Student-Teacher Ratio	1:14	1:14	1:14	1:14	-

Student Demographics					
Economically Disadvantaged (%)	82.5%	77.3%	75.1%	-	-
Students with Disabilities (%)	11.9%	8.5%	9.1%	-	-
English Language Learners (%)	44.6%	41.5%	43.4%	-	-

Key School Positions - All Funding Sources					
Principal	1	1	1	1	-
Classroom Teacher	34	40	37	37	-
Special Skills	4	3	4	3	-1
Counselor	1	1	2	2	-
Educational Assistant	7	6	7	7	-
Instructional Facilitator	1	1	1	1	-
Librarian	1	1	1	1	-
Bilingual Cultural Mentor	1	1	2	2	-
Nutrition	7	5	8	1	-7
Other	11	7	7	7	-

School Level Funds					
General Fund	\$2,759,094	\$3,059,066	\$3,168,021	\$3,153,577	-\$14,443
Title I	\$265,465	\$296,470	\$309,282	\$326,655	\$17,372
IDEA, Part B	\$110,489	\$110,772	\$112,595	\$105,813	-\$6,782
Other Special Revenue & Federal Funds	\$195,896	\$204,864	\$217,158	\$495,505	\$278,346
Total	\$3,330,945	\$3,671,173	\$3,807,057	\$4,081,550	\$274,493

Teacher Quality					
Teachers with TEM 3 or above (%)	77%	75%			
TEM 5	3%	6%			
TEM 4	40%	25%			
TEM 3	34%	44%			



School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
TVAAS Literacy	1	5	s	s	s
TVAAS Numeracy	1	5	s	s	s

Total SBB Allocation		\$2,514,383
1. SBB Allocations	Dollars allocated to the school through the SBB formula and baseline policy	\$2,330,994
2. SBB Transition Supplements	Dollars either given or withheld as part of a district-wide strategy to maintain stability during the transition to SBB	\$183,389
How has funding changed under SBB?	Note that this comparison only looks at "unlocked dollars" (i.e. dollars that are now part of the SBB Allocation)	
	Changes to enrollment impact the budget BEFORE SBB applies	
	Estimated change to the budget due to Enrollment changes	Change from \$35,817
	Estimated changes to the budget due to SBB transition	Change from SBB \$(64,471)

Detailed Breakdown

1. SBB Allocations \$2,330,994

SBB Weights	Weight	Amount per Student	Enrollment	Total
Base Weight				
All Students	1	\$3,400	504	\$1,713,600
Grade Weights				
Grade K	0.30	\$1,020	84	\$85,680
Grade 1	0.30	\$1,020	86	\$87,720
Grade 2	0.30	\$1,020	86	\$87,720
Grade 3	0.20	\$680	73	\$49,640
Grade 4	0.20	\$680	83	\$56,440
Grade 5	0.20	\$680	92	\$62,560
Mobility Weights				
Mobility	0.10	\$340	66	\$22,440
Academic Performance Weights				
Incoming Low Proficiency	0.10	\$340	466	\$158,440
Incoming High Proficiency	0.10	\$340	3	\$1,020
Increments for Locked Students				
SWD Self-Contained	0.24	\$825	7	\$5,775
Baseline Supplement: This supplement ensures that all schools have sufficient resources to cover a "base" set of services to meet state requirements (i.e. class size minimums, staffing requirements, etc.). Schools not receiving the supplement are already above the "base" set of services.				\$0

SBB Allocations Total \$2,331,035

2. SBB Transition Supplements \$183,389

Staffing Supplement

This is an additional temporary supplement that SCS is offering this year to support a smoother transition into SBB. This supplement ensures that all schools have sufficient resources to cover SCS's previously used staffing ratios. Schools not receiving this supplement are already able to cover staffing ratios. \$0

	Dollar per Pupil Next Year (2018-2019)	Dollar per Pupil This Year (2017-2018)	Difference in Dollar per Pupil
	\$4,989	5,116.78	\$(128)
		% Change in Dollar per Pupil	Transition Policy Dollars
		-10%	\$183,389
SBB Total Supplements TOTAL			\$183,389



LaRose Elementary School

864 S. Wellington Street, Memphis, TN 38126
 Phone: (901) 416-7848 Fax: (901) 416-7850

Grade Level: PreK-5	School Type: Traditional	Square Footage: 94,426	Student Capacity: 503	FY2018-19 Utilization: 73%	FCI: 7
-------------------------------	------------------------------------	----------------------------------	---------------------------------	--------------------------------------	------------------

School Measure	FY2015-16	FY2016-17	FY2017-18	FY2018-19	FY18 vs. FY19
	Actuals	Actuals	Amended	Budget	Variance
Enrollment					
Pre-K	20	17	20	20	-
K-12	397	367	340	289	-51
Attendance Rate	92.7%	93.9%	94%	-	NA
Student-Teacher Ratio	1:17	1:15	1:15	1:15	-

Student Demographics					
Economically Disadvantaged (%)	89.3%	87%	86.9%	-	-
Students with Disabilities (%)	6.5%	6.9%	8.7%	-	-
English Language Learners (%)	0%	0.3%	0.3%	-	-

Key School Positions - All Funding Sources					
Principal	1	1	1	1	-
Classroom Teacher	24	26	18	18	-
Special Skills	3	2	3	2	-1
Counselor	1	1	1	1	-
Educational Assistant	3	3	2	2	-
Instructional Facilitator	1	1	1	1	-
Librarian	1	1	1	1	-
Nutrition	7	3	5	1	-4
Other	2	2	3	3	-

School Level Funds					
General Fund	\$2,317,183	\$2,141,491	\$2,230,373	\$1,840,298	-\$390,074
Title I	\$324,913	\$211,463	\$171,095	\$189,805	\$18,709
Other Special Revenue & Federal Funds	\$67,347	\$95,434	\$116,001	\$316,419	\$200,418
Total	\$2,709,443	\$2,448,389	\$2,517,469	\$2,346,522	-\$170,946

Teacher Quality					
Teachers with TEM 3 or above (%)	100%	100%			
TEM 5	56%	78%			
TEM 4	36%	19%			
TEM 3	8%	4%			



School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
TVAAS Literacy	5	5	s	s	s
TVAAS Numeracy	5	5	s	s	s

Total SBB Allocation \$1,553,082

1. SBB Allocations	Dollars allocated to the school through the SBB formula and baseline policy				\$1,433,349
2. SBB Transition Supplements	Dollars either given or withheld as part of a district-wide strategy to maintain stability during the transition to SBB				\$119,733
How has funding changed under SBB?	Note that this comparison only looks at "unlocked dollars" (i.e. dollars that are now part of the SBB Allocation)	Last Year (1819)	\$1,576,483		
		This Year (1920)	\$1,553,082		
		Total Difference	\$(23,401)		
	Changes to enrollment impact the budget BEFORE SBB applies	Estimated change to the budget due to Enrollment changes	Change from	\$16,422	
		Estimated changes to the budget due to SBB transition	Change from SBB	\$(39,823)	

Detailed Breakdown

1. SBB Allocations \$1,433,349

SBB Weights	Weight	Amount per Student	Enrollment	Total
Base Weight				
All Students	1	\$3,400	291	\$989,400
Grade Weights				
Grade K	0.30	\$1,020	46	\$46,920
Grade 1	0.30	\$1,020	48	\$48,960
Grade 2	0.30	\$1,020	53	\$54,060
Grade 3	0.20	\$680	53	\$36,040
Grade 4	0.20	\$680	55	\$37,400
Grade 5	0.20	\$680	36	\$24,480
Mobility Weights				
Mobility	0.10	\$340	55	\$18,700
Academic Performance Weights				
Incoming Low Proficiency	0.10	\$340	267	\$90,780
Incoming High Proficiency	0.10	\$340	0	\$-
Increments for Locked Students				
SWD Self-Contained	0.24	\$825	0	\$-
Baseline Supplement: This supplement ensures that all schools have sufficient resources to cover a "base" set of services to meet state requirements (i.e. class size minimums, staffing requirements, etc.). Schools not receiving the supplement are already above the "base" set of services.				\$86,714

SBB Allocations Total \$1,346,740

2. SBB Transition Supplements \$119,733

Staffing Supplement

This is an additional temporary supplement that SCS is offering this year to support a smoother transition into SBB. This supplement ensures that all schools have sufficient resources to cover SCS's previously used staffing ratios. Schools not receiving this supplement are already able to cover staffing ratios. \$0

Dollar per Pupil Next Year (2018-2019)	Dollar per Pupil This Year (2017-2018)	Difference in Dollar per Pupil
\$5,337	5,473.90	\$(137)

% Change in Dollar per Pupil	Transition Policy Dollars
-10%	\$119,733

SBB Total Supplements TOTAL \$119,733



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: 413	FY2018-19 Utilization: 118%	FCI: 16
-------------------------------	------------------------------------	----------------------------------	---------------------------------	---------------------------------------	-------------------

School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
Enrollment					
Pre-K	40	40	40	40	-
K-12	495	486	483	422	-61
Attendance Rate	93.3%	94%	94.2%	-	NA
Student-Teacher Ratio	1:17	1:17	1:17	1:17	-

Student Demographics					
Economically Disadvantaged (%)	85.7%	86.8%	80.3%	-	-
Students with Disabilities (%)	9.5%	10%	10%	-	-
English Language Learners (%)	0%	0.6%	0.4%	-	-

Key School Positions - All Funding Sources					
Principal	1	1	1	1	-
Classroom Teacher	29	32	23	23	-
Special Skills	4	3	5	3	-2
Counselor	1	1	1	1	-
Educational Assistant	1	2	1	1	-
Instructional Facilitator	2	2	2	2	-
Librarian	1	1	1	1	-
Nutrition	9	4	7	1	-6
Other	10	6	10	10	-

School Level Funds					
General Fund	\$2,420,164	\$2,305,217	\$2,336,592	\$2,256,119	-\$80,473
Title I	\$268,476	\$267,342	\$257,569	\$292,145	\$34,575
Other Special Revenue & Federal Funds	\$177,058	\$99,910	\$159,188	\$358,447	\$199,259
Total	\$2,865,699	\$2,672,471	\$2,753,349	\$2,906,711	\$153,361

Teacher Quality					
Teachers with TEM 3 or above (%)	96%	100%			
TEM 5	48%	59%			
TEM 4	33%	34%			
TEM 3	15%	7%			



School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
TVAAS Literacy	5	1	s	s	s
TVAAS Numeracy	1	3	s	s	s

Total SBB Allocation		\$1,938,966
1. SBB Allocations	Dollars allocated to the school through the SBB formula and baseline policy	\$1,924,313
2. SBB Transition Supplements	Dollars either given or withheld as part of a district-wide strategy to maintain stability during the transition to SBB	\$14,653
How has funding changed under SBB?	Note that this comparison only looks at "unlocked dollars" (i.e. dollars that are now part of the SBB Allocation)	
	Last Year (1819)	\$2,036,032
	This Year (1920)	\$1,938,966
	Total Difference	\$(97,067)
	Changes to enrollment impact the budget BEFORE SBB applies	
	Estimated change to the budget due to Enrollment changes	Change from \$ (47,350)
	Estimated changes to the budget due to SBB transition	Change from SBB \$(49,717)

Detailed Breakdown

1. SBB Allocations		\$1,924,313		
SBB Weights	Weight	Amount per Student	Enrollment	Total
Base Weight				
All Students	1	\$3,400	420	\$1,428,000
Grade Weights				
Grade K	0.30	\$1,020	70	\$71,400
Grade 1	0.30	\$1,020	68	\$69,360
Grade 2	0.30	\$1,020	85	\$86,700
Grade 3	0.20	\$680	61	\$41,480
Grade 4	0.20	\$680	77	\$52,360
Grade 5	0.20	\$680	59	\$40,120
Mobility Weights				
Mobility	0.10	\$340	68	\$23,120
Academic Performance Weights				
Incoming Low Proficiency	0.10	\$340	314	\$106,760
Incoming High Proficiency	0.10	\$340	15	\$5,100
Increments for Locked Students				
SWD Self-Contained	0.24	\$825	0	\$-
Baseline Supplement: This supplement ensures that all schools have sufficient resources to cover a "base" set of services to meet state requirements (i.e. class size minimums, staffing requirements, etc.). Schools not receiving the supplement are already above the "base" set of services.				\$0
SBB Allocations Total			\$1,924,400	

2. SBB Transition Supplements \$14,653

Staffing Supplement

This is an additional temporary supplement that SCS is offering this year to support a smoother transition into SBB. This supplement ensures that all schools have sufficient resources to cover SCS's previously used staffing ratios. Schools not receiving this supplement are already able to cover staffing ratios. \$0

	Dollar per Pupil Next Year (2018-2019)	Dollar per Pupil This Year (2017-2018)	Difference in Dollar per Pupil
	\$4,617	4,734.96	\$(118)
		% Change in Dollar per Pupil	Transition Policy Dollars
		-3%	\$14,653
SBB Total Supplements TOTAL			\$14,653



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: 839	FY2018-19 Utilization: 97%	FCI: 12
----------------------------	------------------------------------	-----------------------------------	---------------------------------	--------------------------------------	-------------------

School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
Enrollment					
Pre-K	40	40	40	40	-
K-12	806	811	793	830	37
Attendance Rate	95.9%	96%	95.9%	-	NA
Student-Teacher Ratio	1:18	1:18	1:18	1:18	-

Student Demographics					
Economically Disadvantaged (%)	44%	48.2%	71.3%	-	-
Students with Disabilities (%)	12.1%	21.2%	11.1%	-	-
English Language Learners (%)	9%	10.8%	7.2%	-	-

Key School Positions - All Funding Sources					
Principal	1	1	1	1	-
Vice/Assistant Principal	2	2	3	3	-
Classroom Teacher	46	48	47	47	-
Special Skills	7	5	6	5	-1
Counselor	4	2	2	2	-
Educational Assistant	6	6	12	12	-
Instructional Facilitator	2	1	1	1	-
Librarian	1	1	1	1	-
Nutrition	11	6	11	1	-10
Other	6	6	8	8	-

School Level Funds					
General Fund	\$4,463,135	\$4,678,416	\$4,810,700	\$4,608,894	-\$201,805
Title I	\$281,097	\$358,410	\$276,952	\$282,030	\$5,078
IDEA, Part B	\$44,422	\$53,100	\$54,617	\$55,079	\$461
Other Special Revenue & Federal Funds	\$63,168	\$165,643	\$174,081	\$206,949	\$32,867
Total	\$4,851,823	\$5,255,570	\$5,316,351	\$5,152,953	-\$163,398

Teacher Quality					
Teachers with TEM 3 or above (%)	92%	100%			
TEM 5	12%	38%			
TEM 4	64%	54%			
TEM 3	16%	8%			



School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
TVAAS Literacy	1	3	s	s	s
TVAAS Numeracy	5	2	s	s	s

Total SBB Allocation \$3,513,418

1. SBB Allocations	Dollars allocated to the school through the SBB formula and baseline policy				\$3,513,418
2. SBB Transition Supplements	Dollars either given or withheld as part of a district-wide strategy to maintain stability during the transition to SBB				\$0
How has funding changed under SBB?	Note that this comparison only looks at "unlocked dollars" (i.e. dollars that are now part of the SBB Allocation)	Last Year (1819)	\$3,495,122		
		This Year (1920)	\$3,513,418		
		Total Difference	\$18,296		
	Changes to enrollment impact the budget BEFORE SBB applies	Estimated change to the budget due to Enrollment changes	Change from	\$-	
		Estimated changes to the budget due to SBB transition	Change from SBB	\$18,296	

Detailed Breakdown

1. SBB Allocations \$3,513,418

SBB Weights	Weight	Amount per Student	Enrollment	Total
Base Weight				
All Students	1	\$3,400	827	\$2,811,800
Grade Weights				
Grade K	0.30	\$1,020	89	\$90,780
Grade 1	0.30	\$1,020	91	\$92,820
Grade 2	0.30	\$1,020	75	\$76,500
Grade 3	0.20	\$680	95	\$64,600
Grade 4	0.20	\$680	80	\$54,400
Grade 5	0.20	\$680	80	\$54,400
Mobility Weights				
Mobility	0.10	\$340	49	\$16,660
Academic Performance Weights				
Incoming Low Proficiency	0.10	\$340	663	\$225,420
Incoming High Proficiency	0.10	\$340	23	\$7,820
Increments for Locked Students				
SWD Self-Contained	0.24	\$825	22	\$18,150
Baseline Supplement: This supplement ensures that all schools have sufficient resources to cover a "base" set of services to meet state requirements (i.e. class size minimums, staffing requirements, etc.). Schools not receiving the supplement are already above the "base" set of services.				\$0
SBB Allocations Total				\$3,513,350

2. SBB Transition Supplements \$0

Staffing Supplement

This is an additional temporary supplement that SCS is offering this year to support a smoother transition into SBB. This supplement ensures that all schools have sufficient resources to cover SCS's previously used staffing ratios. Schools not receiving this supplement are already able to cover staffing ratios.

	Dollar per Pupil Next Year (2018-2019)	Dollar per Pupil This Year (2017-2018)	Difference in Dollar per Pupil
	\$4,248	4,226.27	\$22

% Change in Dollar per Pupil	Transition Policy Dollars
1%	\$0

SBB Total Supplements TOTAL \$0



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: 573	FY2018-19 Utilization: 84%	FCI: 6
-------------------------------	------------------------------	----------------------------------	---------------------------------	--------------------------------------	------------------

School Measure	FY2015-16	FY2016-17	FY2017-18	FY2018-19	FY18 vs. FY19
	Actuals	Actuals	Amended	Budget	Variance
Enrollment					
Pre-K	55	42	42	42	-
K-12	510	480	471	466	-5
Attendance Rate	91.2%	92.1%	93.8%	-	NA
Student-Teacher Ratio	1:15	1:15	1:15	1:15	-

Student Demographics					
Economically Disadvantaged (%)	82.7%	93.7%	78.7%	-	-
Students with Disabilities (%)	15.9%	15.2%	16.5%	-	-
English Language Learners (%)	0%	0.2%	0.3%	-	-

Key School Positions - All Funding Sources					
Principal	1	1	1	1	-
Vice/Assistant Principal	1	1	1	1	-
Classroom Teacher	33	36	35	35	-
Special Skills	4	3	4	3	-1
Counselor	1	1	1	1	-
Educational Assistant	13	11	15	14	-1
Instructional Facilitator	1	2	2	2	-
Librarian	1	1	1	1	-
Nutrition	7	4	8	1	-7
Other	5	4	7	7	-

School Level Funds					
General Fund	\$3,111,164	\$3,522,792	\$3,385,898	\$3,432,413	\$46,515
Title I	\$257,632	\$259,042	\$306,763	\$353,430	\$46,666
IDEA, Part B	\$208,328	\$208,087	\$210,275	\$187,209	-\$23,066
Other Special Revenue & Federal Funds	\$193,860	\$180,593	\$218,877	\$417,616	\$198,738
Total	\$3,770,985	\$4,170,516	\$4,121,815	\$4,390,669	\$268,854

Teacher Quality					
Teachers with TEM 3 or above (%)	94%	97%			
TEM 5	18%	39%			
TEM 4	42%	42%			
TEM 3	33%	17%			



School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
TVAAS Literacy	1	5	s	s	s
TVAAS Numeracy	5	5	s	s	s

Total SBB Allocation \$2,169,349

1. SBB Allocations	Dollars allocated to the school through the SBB formula and baseline policy				\$2,169,349
2. SBB Transition Supplements	Dollars either given or withheld as part of a district-wide strategy to maintain stability during the transition to SBB				\$0
How has funding changed under SBB?	Note that this comparison only looks at "unlocked dollars" (i.e. dollars that are now part of the SBB Allocation)	Last Year (1819)	\$2,199,492		
		This Year (1920)	\$2,169,349		
		Total Difference	\$(30,143)		
	Changes to enrollment impact the budget BEFORE SBB applies	Estimated change to the budget due to Enrollment changes	Change from	\$(23,300)	
		Estimated changes to the budget due to SBB transition	Change from SBB	\$(6,844)	

Detailed Breakdown

1. SBB Allocations \$2,169,349

SBB Weights	Weight	Amount per Student	Enrollment	Total
Base Weight				
All Students	1	\$3,400	467	\$1,587,800
Grade Weights				
Grade K	0.30	\$1,020	69	\$70,380
Grade 1	0.30	\$1,020	71	\$72,420
Grade 2	0.30	\$1,020	73	\$74,460
Grade 3	0.20	\$680	83	\$56,440
Grade 4	0.20	\$680	79	\$53,720
Grade 5	0.20	\$680	92	\$62,560
Mobility Weights				
Mobility	0.10	\$340	74	\$25,160
Academic Performance Weights				
Incoming Low Proficiency	0.10	\$340	405	\$137,700
Incoming High Proficiency	0.10	\$340	9	\$3,060
Increments for Locked Students				
SWD Self-Contained	0.24	\$825	31	\$25,575
Baseline Supplement: This supplement ensures that all schools have sufficient resources to cover a "base" set of services to meet state requirements (i.e. class size minimums, staffing requirements, etc.). Schools not receiving the supplement are already above the "base" set of services.				\$0

SBB Allocations Total \$2,169,275

2. SBB Transition Supplements \$0

Staffing Supplement

This is an additional temporary supplement that SCS is offering this year to support a smoother transition into SBB. This supplement ensures that all schools have sufficient resources to cover SCS's previously used staffing ratios. Schools not receiving this supplement are already able to cover staffing ratios. \$0

Dollar per Pupil Next Year (2018-2019)	Dollar per Pupil This Year (2017-2018)	Difference in Dollar per Pupil
\$4,645	4,659.94	\$(15)

% Change in Dollar per Pupil	Transition Policy Dollars
0%	\$0

SBB Total Supplements TOTAL \$0



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: 768	FY2018-19 Utilization: 51%	FCI: 12
-------------------------------	------------------------------------	-----------------------------------	---------------------------------	--------------------------------------	-------------------

School Measure	FY2015-16	FY2016-17	FY2017-18	FY2018-19	FY18 vs. FY19
	Actuals	Actuals	Amended	Budget	Variance
Enrollment					
Pre-K	36	36	36	36	-
K-12	457	394	338	366	28
Attendance Rate	93.9%	94.8%	95.2%	-	NA
Student-Teacher Ratio	1:17	1:15	1:14	1:14	-

Student Demographics					
Economically Disadvantaged (%)	65.5%	65.8%	66.4%	-	-
Students with Disabilities (%)	14.2%	13.5%	12.4%	-	-
English Language Learners (%)	9%	3.2%	3.1%	-	-

Key School Positions - All Funding Sources					
Principal	1	1	1	1	-
Classroom Teacher	27	28	24	24	-
Special Skills	8	2	3	2	-1
Counselor	1	1	1	1	-
Educational Assistant	6	4	9	9	-
Instructional Facilitator	2	2	1	1	-
Librarian	1	1	1	1	-
Nutrition	9	4	7	1	-6
Other	2	2	4	4	-

School Level Funds					
General Fund	\$2,511,795	\$2,770,205	\$2,541,989	\$2,434,737	-\$107,251
Title I	\$205,880	\$217,662	\$222,102	\$180,880	-\$41,222
IDEA, Part B	\$59,182	\$59,350	\$60,339	\$57,489	-\$2,850
Other Special Revenue & Federal Funds	\$70,716	\$106,241	\$107,579	\$108,876	\$1,296
Total	\$2,847,575	\$3,153,460	\$2,932,011	\$2,781,982	-\$150,028

Teacher Quality					
Teachers with TEM 3 or above (%)	100%	76%			
TEM 5	22%	6%			
TEM 4	48%	27%			
TEM 3	30%	42%			



School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
TVAAS Literacy	1	4	s	s	s
TVAAS Numeracy	3	4	s	s	s

Total SBB Allocation		\$1,834,609
1. SBB Allocations	Dollars allocated to the school through the SBB formula and baseline policy	\$1,724,669
2. SBB Transition Supplements	Dollars either given or withheld as part of a district-wide strategy to maintain stability during the transition to SBB	\$109,940
How has funding changed under SBB?	Note that this comparison only looks at "unlocked dollars" (i.e. dollars that are now part of the SBB Allocation)	
	Last Year (1819)	\$2,020,461
	This Year (1920)	\$1,834,609
	Total Difference	\$(185,852)
	Changes to enrollment impact the budget BEFORE SBB applies	
Estimated change to the budget due to Enrollment changes	Change from	\$(138,810)
Estimated changes to the budget due to SBB transition	Change from SBB	\$(47,041)

Detailed Breakdown

1. SBB Allocations		\$1,724,669		
SBB Weights	Weight	Amount per Student	Enrollment	Total
Base Weight				
All Students	1	\$3,400	366	\$1,244,400
Grade Weights				
Grade K	0.30	\$1,020	59	\$60,180
Grade 1	0.30	\$1,020	57	\$58,140
Grade 2	0.30	\$1,020	58	\$59,160
Grade 3	0.20	\$680	54	\$36,720
Grade 4	0.20	\$680	69	\$46,920
Grade 5	0.20	\$680	69	\$46,920
Mobility Weights				
Mobility	0.10	\$340	75	\$25,500
Academic Performance Weights				
Incoming Low Proficiency	0.10	\$340	318	\$108,120
Incoming High Proficiency	0.10	\$340	3	\$1,020
Increments for Locked Students				
SWD Self-Contained	0.24	\$825	0	\$-
Baseline Supplement: This supplement ensures that all schools have sufficient resources to cover a "base" set of services to meet state requirements (i.e. class size minimums, staffing requirements, etc.). Schools not receiving the supplement are already above the "base" set of services.				\$37,797
SBB Allocations Total			\$1,687,080	

2. SBB Transition Supplements \$109,940

Staffing Supplement

This is an additional temporary supplement that SCS is offering this year to support a smoother transition into SBB. This supplement ensures that all schools have sufficient resources to cover SCS's previously used staffing ratios. Schools not receiving this supplement are already able to cover staffing ratios. \$0

	Dollar per Pupil Next Year (2018-2019)	Dollar per Pupil This Year (2017-2018)	Difference in Dollar per Pupil
	\$5,013	5,141.12	\$(129)
		% Change in Dollar per Pupil	Transition Policy Dollars
		-8%	\$109,940
SBB Total Supplements TOTAL			\$109,940



Macon-Hall Elementary School

9800 Macon Rd., Cordova, TN 38018
 Phone: (901) 416-2625 Fax: (901) 759-4536

Grade Level: PreK-5	School Type: Traditional	Square Footage: 93,481	Student Capacity: 971	FY2018-19 Utilization: 116%	FCI: 13
-------------------------------	------------------------------------	----------------------------------	---------------------------------	---------------------------------------	-------------------

School Measure	FY2015-16	FY2016-17	FY2017-18	FY2018-19	FY18 vs. FY19
	Actuals	Actuals	Amended	Budget	Variance
Enrollment					
Pre-K	0	0	-	-	-
K-12	1128	1129	1136	1168	32
Attendance Rate	96.1%	96.5%	96.4%	-	NA
Student-Teacher Ratio	1:18	1:18	1:18	1:18	-

Student Demographics					
Economically Disadvantaged (%)	26.4%	24.8%	47.8%	-	-
Students with Disabilities (%)	11%	8.8%	7.9%	-	-
English Language Learners (%)	5%	4.8%	5.2%	-	-

Key School Positions - All Funding Sources					
Principal	1	1	1	1	-
Vice/Assistant Principal	2	2	2	2	-
Classroom Teacher	62	63	65	65	-
Special Skills	11	7	9	8	-1
Counselor	2	2	3	3	-
Educational Assistant	9	10	10	10	-
Instructional Facilitator	1	2	1	1	-
Librarian	1	1	1	1	-
Nutrition	10	6	10	3	-7
Other	4	3	4	4	-

School Level Funds					
General Fund	\$5,940,799	\$6,135,355	\$6,261,498	\$6,185,967	-\$75,531
Title I	\$366,843	\$257,377	\$257,136	\$0	-
IDEA, Part B	\$39,344	\$79,347	\$84,266	\$54,980	-\$29,286
Total	\$6,346,987	\$6,472,080	\$6,602,901	\$6,240,947	-\$361,954

Teacher Quality					
Teachers with TEM 3 or above (%)	99%	100%			
TEM 5	66%	69%			
TEM 4	24%	20%			
TEM 3	9%	11%			



School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
TVAAS Literacy	5	5	s	s	s
TVAAS Numeracy	5	2	s	s	s

Total SBB Allocation \$5,248,685

1. SBB Allocations	Dollars allocated to the school through the SBB formula and baseline policy				\$5,248,685
2. SBB Transition Supplements	Dollars either given or withheld as part of a district-wide strategy to maintain stability during the transition to SBB				\$0
How has funding changed under SBB?	Note that this comparison only looks at "unlocked dollars" (i.e. dollars that are now part of the SBB Allocation)	Last Year (1819)	\$5,130,569		
		This Year (1920)	\$5,248,685		
		Total Difference	\$118,117		
	Changes to enrollment impact the budget BEFORE SBB applies	Estimated change to the budget due to Enrollment changes	Change from	\$35,383	
		Estimated changes to the budget due to SBB transition	Change from SBB	\$82,733	

Detailed Breakdown

1. SBB Allocations \$5,248,685

SBB Weights	Weight	Amount per Student	Enrollment	Total
Base Weight				
All Students	1	\$3,400	1,168	\$3,971,200
Grade Weights				
Grade K	0.30	\$1,020	168	\$171,360
Grade 1	0.30	\$1,020	170	\$173,400
Grade 2	0.30	\$1,020	198	\$201,960
Grade 3	0.20	\$680	186	\$126,480
Grade 4	0.20	\$680	222	\$150,960
Grade 5	0.20	\$680	224	\$152,320
Mobility Weights				
Mobility	0.10	\$340	97	\$32,980
Academic Performance Weights				
Incoming Low Proficiency	0.10	\$340	577	\$196,180
Incoming High Proficiency	0.10	\$340	175	\$59,500
Increments for Locked Students				
SWD Self-Contained	0.24	\$825	15	\$12,375
Baseline Supplement: This supplement ensures that all schools have sufficient resources to cover a "base" set of services to meet state requirements (i.e. class size minimums, staffing requirements, etc.). Schools not receiving the supplement are already above the "base" set of services.				\$0

SBB Allocations Total \$5,248,715

2. SBB Transition Supplements \$0

Staffing Supplement

This is an additional temporary supplement that SCS is offering this year to support a smoother transition into SBB. This supplement ensures that all schools have sufficient resources to cover SCS's previously used staffing ratios. Schools not receiving this supplement are already able to cover staffing ratios. \$0

Dollar per Pupil Next Year (2018-2019)	Dollar per Pupil This Year (2017-2018)	Difference in Dollar per Pupil
\$4,494	4,422.90	\$71

% Change in Dollar per Pupil	Transition Policy Dollars
2%	\$0

SBB Total Supplements TOTAL \$0



Magnolia Elementary School

2061 Livewell Cir., Memphis, TN 38114
 Phone: (901) 416-4578 Fax: (901) 416-4580

Grade Level: PreK-5	School Type: iZone	Square Footage: 76,804	Student Capacity: 574	FY2018-19 Utilization: 39%	FCI: 10
-------------------------------	------------------------------	----------------------------------	---------------------------------	--------------------------------------	-------------------

School Measure	FY2015-16	FY2016-17	FY2017-18	FY2018-19	FY18 vs. FY19
	Actuals	Actuals	Amended	Budget	Variance
Enrollment					
Pre-K	40	40	40	40	-
K-12	241	224	217	503	286
Attendance Rate	93.3%	93.6%	93.7%	-	NA
Student-Teacher Ratio	1:13	1:12	1:13	1:13	-

Student Demographics					
Economically Disadvantaged (%)	86.3%	86%	72%	-	-
Students with Disabilities (%)	13.9%	12.2%	13.7%	-	-
English Language Learners (%)	0%	0%	0.9%	-	-

Key School Positions - All Funding Sources					
Principal	1	1	1	1	-
Vice/Assistant Principal	0	0	1	1	-
Classroom Teacher	18	20	27	27	-
Special Skills	3	2	3	2	-1
Counselor	1	1	1	1	-
Educational Assistant	6	8	12	12	-
Instructional Facilitator	1	1	1	1	-
Librarian	1	1	1	1	-
Nutrition	6	3	6	1	-5
Other	4	2	5	5	-

School Level Funds					
General Fund	\$2,171,182	\$2,426,455	\$3,221,156	\$2,660,260	-\$560,896
Title I	\$125,141	\$127,702	\$196,846	\$177,905	-\$18,941
IDEA, Part B	\$107,573	\$115,375	\$141,070	\$102,744	-\$38,325
Other Special Revenue & Federal Funds	\$121,441	\$92,863	\$178,477	\$469,293	\$290,815
Total	\$2,525,339	\$2,762,397	\$3,737,551	\$3,410,203	-\$327,348

Teacher Quality					
Teachers with TEM 3 or above (%)	91%	100%			
TEM 5	9%	8%			
TEM 4	45%	67%			
TEM 3	36%	25%			



School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
TVAAS Literacy	1	4	s	s	s
TVAAS Numeracy	1	1	s	s	s

Total SBB Allocation		\$2,632,859
1. SBB Allocations	Dollars allocated to the school through the SBB formula and baseline policy	\$2,344,265
2. SBB Transition Supplements	Dollars either given or withheld as part of a district-wide strategy to maintain stability during the transition to SBB	\$288,593
How has funding changed under SBB?	Note that this comparison only looks at "unlocked dollars" (i.e. dollars that are now part of the SBB Allocation)	
	Changes to enrollment impact the budget BEFORE SBB applies	
	Estimated change to the budget due to Enrollment changes	Change from \$96,633
	Estimated changes to the budget due to SBB transition	Change from SBB \$(67,509)

Detailed Breakdown

1. SBB Allocations \$2,344,265

SBB Weights	Weight	Amount per Student	Enrollment	Total
Base Weight				
All Students	1	\$3,400	503	\$1,710,200
Grade Weights				
Grade K	0.30	\$1,020	89	\$90,780
Grade 1	0.30	\$1,020	93	\$94,860
Grade 2	0.30	\$1,020	87	\$88,740
Grade 3	0.20	\$680	78	\$53,040
Grade 4	0.20	\$680	78	\$53,040
Grade 5	0.20	\$680	78	\$53,040
Mobility Weights				
Mobility	0.10	\$340	94	\$31,960
Academic Performance Weights				
Incoming Low Proficiency	0.10	\$340	467	\$158,780
Incoming High Proficiency	0.10	\$340	0	\$-
Increments for Locked Students				
SWD Self-Contained	0.24	\$825	12	\$9,900
Baseline Supplement: This supplement ensures that all schools have sufficient resources to cover a "base" set of services to meet state requirements (i.e. class size minimums, staffing requirements, etc.). Schools not receiving the supplement are already above the "base" set of services.				\$0

SBB Allocations Total \$2,344,340

2. SBB Transition Supplements \$288,593

Staffing Supplement

This is an additional temporary supplement that SCS is offering this year to support a smoother transition into SBB. This supplement ensures that all schools have sufficient resources to cover SCS's previously used staffing ratios. Schools not receiving this supplement are already able to cover staffing ratios. \$0

	Dollar per Pupil Next Year (2018-2019)	Dollar per Pupil This Year (2017-2018)	Difference in Dollar per Pupil
	\$5,234	5,368.52	\$(134)
		% Change in Dollar per Pupil	Transition Policy Dollars
		-13%	\$288,593
SBB Total Supplements TOTAL			\$288,593



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: 519	FY2018-19 Utilization: 58%	FCI: 22
-------------------------------	------------------------------------	----------------------------------	---------------------------------	--------------------------------------	-------------------

School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
Enrollment					
Pre-K	40	40	40	40	-
K-12	278	301	281	306	25
Attendance Rate	92.4%	93.4%	94.4%	-	NA
Student-Teacher Ratio	1:15	1:17	1:17	1:17	-

Student Demographics					
Economically Disadvantaged (%)	85.8%	85.3%	73.2%	-	-
Students with Disabilities (%)	12.4%	11%	11.5%	-	-
English Language Learners (%)	0%	0%	0%	-	-

Key School Positions - All Funding Sources					
Principal	1	1	-	-	-
Classroom Teacher	18	22	-	-	-
Special Skills	3	2	-	-	-
Counselor	1	1	-	-	-
Educational Assistant	3	3	1	1	-
Instructional Facilitator	1	1	1	1	-
Librarian	1	1	-	-	-
Nutrition	6	3	1	-	-1
Other	10	6	1	1	-

School Level Funds					
General Fund	\$1,883,991	\$2,123,899	\$1,999,655	\$11,465	-\$1,988,190
Title I	\$161,642	\$164,123	\$182,620	\$186,830	\$4,209
IDEA, Part B	\$31,117	\$0	\$0	\$0	\$0
Other Special Revenue & Federal Funds	\$199,359	\$159,113	\$169,166	\$0	-\$169,166
Total	\$2,276,111	\$2,447,135	\$2,351,442	\$198,295	-\$2,153,147

Teacher Quality					
Teachers with TEM 3 or above (%)	72%	82%			
TEM 5	33%	5%			
TEM 4	28%	64%			
TEM 3	11%	14%			



School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
TVAAS Literacy	1	1	s	s	s
TVAAS Numeracy	1	3	s	s	s

Total SBB Allocation		\$1,636,406
1. SBB Allocations	Dollars allocated to the school through the SBB formula and baseline policy	\$1,580,543
2. SBB Transition Supplements	Dollars either given or withheld as part of a district-wide strategy to maintain stability during the transition to SBB	\$55,863
How has funding changed under SBB?	Note that this comparison only looks at "unlocked dollars" (i.e. dollars that are now part of the SBB Allocation)	
	Last Year (1819)	\$1,766,123
	This Year (1920)	\$1,636,406
	Total Difference	\$(129,717)
	Changes to enrollment impact the budget BEFORE SBB applies	
Estimated change to the budget due to Enrollment changes	Change from	\$(87,758)
Estimated changes to the budget due to SBB transition	Change from SBB	\$(41,959)

Detailed Breakdown

1. SBB Allocations		\$1,580,543		
SBB Weights	Weight	Amount per Student	Enrollment	Total
Base Weight				
All Students	1	\$3,400	306	\$1,040,400
Grade Weights				
Grade K	0.30	\$1,020	53	\$54,060
Grade 1	0.30	\$1,020	55	\$56,100
Grade 2	0.30	\$1,020	51	\$52,020
Grade 3	0.20	\$680	44	\$29,920
Grade 4	0.20	\$680	40	\$27,200
Grade 5	0.20	\$680	63	\$42,840
Mobility Weights				
Mobility	0.10	\$340	59	\$20,060
Academic Performance Weights				
Incoming Low Proficiency	0.10	\$340	275	\$93,500
Incoming High Proficiency	0.10	\$340	3	\$1,020
Increments for Locked Students				
SWD Self-Contained	0.24	\$825	40	\$33,000
Baseline Supplement: This supplement ensures that all schools have sufficient resources to cover a "base" set of services to meet state requirements (i.e. class size minimums, staffing requirements, etc.). Schools not receiving the supplement are already above the "base" set of services.				\$130,250
SBB Allocations Total			\$1,450,120	

2. SBB Transition Supplements \$55,863

Staffing Supplement

This is an additional temporary supplement that SCS is offering this year to support a smoother transition into SBB. This supplement ensures that all schools have sufficient resources to cover SCS's previously used staffing ratios. Schools not receiving this supplement are already able to cover staffing ratios. \$0

	Dollar per Pupil Next Year (2018-2019)	Dollar per Pupil This Year (2017-2018)	Difference in Dollar per Pupil
	\$5,348	5,484.85	\$(137)
		% Change in Dollar per Pupil	Transition Policy Dollars
		-6%	\$55,863
SBB Total Supplements TOTAL			\$55,863



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: 308	FY2018-19 Utilization: 143%	FCI: 14
----------------------------	------------------------------------	----------------------------------	---------------------------------	---------------------------------------	-------------------

School Measure	FY2015-16	FY2016-17	FY2017-18	FY2018-19	FY18 vs. FY19
	Actuals	Actuals	Amended	Budget	Variance
Enrollment					
Pre-K	0	0	-	-	-
K-12	395	442	441	463	22
Attendance Rate	95.6%	96.3%	95.8%	-	NA
Student-Teacher Ratio	1:16	1:18	1:18	1:18	-

Student Demographics					
Economically Disadvantaged (%)	71.6%	76.3%	60.8%	-	-
Students with Disabilities (%)	10.4%	7.8%	7.4%	-	-
English Language Learners (%)	12.7%	10.4%	9.7%	-	-

Key School Positions - All Funding Sources					
Principal	1	1	1	1	-
Classroom Teacher	25	25	28	28	-
Special Skills	3	3	3	3	-
Counselor	1	1	1	1	-
Educational Assistant	8	7	7	7	-
Instructional Facilitator	1	1	2	2	-
Librarian	1	1	1	1	-
Nutrition	8	4	7	1	-6
Other	3	3	4	4	-

School Level Funds					
General Fund	\$2,474,117	\$2,630,526	\$2,733,137	\$2,751,805	\$18,668
Title I	\$166,540	\$261,409	\$274,218	\$268,345	-\$5,873
IDEA, Part B	\$93,813	\$66,211	\$70,722	\$68,134	-\$2,587
Other Special Revenue & Federal Funds	\$0	\$0	\$0	\$70,933	\$70,933
Total	\$2,734,471	\$2,958,147	\$3,078,077	\$3,159,218	\$81,141

Teacher Quality					
Teachers with TEM 3 or above (%)	100%	100%			
TEM 5	29%	48%			
TEM 4	58%	34%			
TEM 3	13%	17%			



School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
TVAAS Literacy	5	5	s	s	s
TVAAS Numeracy	5	3	s	s	s

Total SBB Allocation \$2,088,412

1. SBB Allocations	Dollars allocated to the school through the SBB formula and baseline policy				\$2,122,795
2. SBB Transition Supplements	Dollars either given or withheld as part of a district-wide strategy to maintain stability during the transition to SBB				\$(34,382)
How has funding changed under SBB?	Note that this comparison only looks at "unlocked dollars" (i.e. dollars that are now part of the SBB Allocation)	Last Year (1819)	\$1,876,381		
		This Year (1920)	\$2,088,412		
		Total Difference	\$212,031		
	Changes to enrollment impact the budget BEFORE SBB applies	Estimated change to the budget due to Enrollment changes	Change from	\$93,819	
		Estimated changes to the budget due to SBB transition	Change from SBB	\$118,212	

Detailed Breakdown

1. SBB Allocations \$2,122,795

SBB Weights	Weight	Amount per Student	Enrollment	Total
Base Weight				
All Students	1	\$3,400	462	\$1,570,800
Grade Weights				
Grade K	0.30	\$1,020	68	\$69,360
Grade 1	0.30	\$1,020	70	\$71,400
Grade 2	0.30	\$1,020	76	\$77,520
Grade 3	0.20	\$680	71	\$48,280
Grade 4	0.20	\$680	84	\$57,120
Grade 5	0.20	\$680	93	\$63,240
Mobility Weights				
Mobility	0.10	\$340	52	\$17,680
Academic Performance Weights				
Incoming Low Proficiency	0.10	\$340	349	\$118,660
Incoming High Proficiency	0.10	\$340	14	\$4,760
Increments for Locked Students				
SWD Self-Contained	0.24	\$825	29	\$23,925
Baseline Supplement: This supplement ensures that all schools have sufficient resources to cover a "base" set of services to meet state requirements (i.e. class size minimums, staffing requirements, etc.). Schools not receiving the supplement are already above the "base" set of services.				\$0

SBB Allocations Total \$2,122,745

2. SBB Transition Supplements \$(34,382)

Staffing Supplement

This is an additional temporary supplement that SCS is offering this year to support a smoother transition into SBB. This supplement ensures that all schools have sufficient resources to cover SCS's previously used staffing ratios. Schools not receiving this supplement are already able to cover staffing ratios. \$0

Dollar per Pupil Next Year (2018-2019)	Dollar per Pupil This Year (2017-2018)	Difference in Dollar per Pupil
\$4,520	4,264.50	\$256

% Change in Dollar per Pupil	Transition Policy Dollars
8%	\$(34,382)

SBB Total Supplements TOTAL \$(34,382)



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: 583	FY2018-19 Utilization: 51%	FCI: 15
-------------------------------	------------------------------------	----------------------------------	---------------------------------	--------------------------------------	-------------------

School Measure	FY2015-16	FY2016-17	FY2017-18	FY2018-19	FY18 vs. FY19
	Actuals	Actuals	Amended	Budget	Variance
Enrollment					
Pre-K	20	20	20	20	-
K-12	300	299	284	281	-3
Attendance Rate	92.8%	93.4%	94.4%	-	NA
Student-Teacher Ratio	1:13	1:15	1:15	1:15	-

Student Demographics					
Economically Disadvantaged (%)	83.9%	82%	82.4%	-	-
Students with Disabilities (%)	13.4%	14%	13.7%	-	-
English Language Learners (%)	0%	2.3%	0.9%	-	-

Key School Positions - All Funding Sources					
Principal	1	1	1	1	-
Classroom Teacher	24	22	22	22	-
Special Skills	3	2	3	2	-1
Counselor	1	1	1	1	-
Educational Assistant	5	3	7	7	-
Instructional Facilitator	1	1	1	1	-
Librarian	1	1	1	1	-
Nutrition	8	3	5	1	-4
Other	2	2	4	4	-

School Level Funds					
General Fund	\$2,093,948	\$2,395,994	\$2,188,896	\$2,368,760	\$179,863
Title I	\$172,218	\$178,880	\$183,095	\$188,615	\$5,519
IDEA, Part B	\$28,021	\$48,424	\$57,879	\$50,168	-\$7,710
Other Special Revenue & Federal Funds	\$50,904	\$57,701	\$57,732	\$82,635	\$24,902
Total	\$2,345,093	\$2,681,000	\$2,487,604	\$2,690,179	\$202,575

Teacher Quality					
Teachers with TEM 3 or above (%)	100%	100%			
TEM 5	54%	61%			
TEM 4	38%	30%			
TEM 3	8%	9%			



School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
TVAAS Literacy	5	1	s	s	s
TVAAS Numeracy	5	3	s	s	s

Total SBB Allocation		\$1,603,445
1. SBB Allocations	Dollars allocated to the school through the SBB formula and baseline policy	\$1,360,920
2. SBB Transition Supplements	Dollars either given or withheld as part of a district-wide strategy to maintain stability during the transition to SBB	\$242,526
How has funding changed under SBB?	Note that this comparison only looks at "unlocked dollars" (i.e. dollars that are now part of the SBB Allocation)	
	Last Year (1819)	\$1,679,426
	This Year (1920)	\$1,603,445
	Total Difference	\$(75,981)
	Changes to enrollment impact the budget BEFORE SBB applies	
Estimated change to the budget due to Enrollment changes	Change from	\$(34,867)
Estimated changes to the budget due to SBB transition	Change from SBB	\$(41,114)

Detailed Breakdown

1. SBB Allocations		\$1,360,920		
SBB Weights	Weight	Amount per Student	Enrollment	Total
Base Weight				
All Students	1	\$3,400	283	\$962,200
Grade Weights				
Grade K	0.30	\$1,020	45	\$45,900
Grade 1	0.30	\$1,020	47	\$47,940
Grade 2	0.30	\$1,020	51	\$52,020
Grade 3	0.20	\$680	39	\$26,520
Grade 4	0.20	\$680	46	\$31,280
Grade 5	0.20	\$680	55	\$37,400
Mobility Weights				
Mobility	0.10	\$340	87	\$29,580
Academic Performance Weights				
Incoming Low Proficiency	0.10	\$340	225	\$76,500
Incoming High Proficiency	0.10	\$340	6	\$2,040
Increments for Locked Students				
SWD Self-Contained	0.24	\$825	0	\$-
Baseline Supplement: This supplement ensures that all schools have sufficient resources to cover a "base" set of services to meet state requirements (i.e. class size minimums, staffing requirements, etc.). Schools not receiving the supplement are already above the "base" set of services.				\$49,389
SBB Allocations Total			\$1,311,380	

2. SBB Transition Supplements \$242,526

Staffing Supplement

This is an additional temporary supplement that SCS is offering this year to support a smoother transition into SBB. This supplement ensures that all schools have sufficient resources to cover SCS's previously used staffing ratios. Schools not receiving this supplement are already able to cover staffing ratios. \$0

	Dollar per Pupil Next Year (2018-2019)	Dollar per Pupil This Year (2017-2018)	Difference in Dollar per Pupil
	\$5,666	5,811.16	\$(145)
		% Change in Dollar per Pupil	Transition Policy Dollars
		-17%	\$242,526
SBB Total Supplements TOTAL			\$242,526



Oak Forest School

7440 Nonconnah View Cove, Memphis, TN 38119
 Phone: (901) 416-2257 Fax: (901) 416-2264

Grade Level: K-5	School Type: Optional	Square Footage: 87,550	Student Capacity: 473	FY2018-19 Utilization: 100%	FCI: 6
----------------------------	---------------------------------	----------------------------------	---------------------------------	---------------------------------------	------------------

School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
Enrollment					
Pre-K	40	40	40	40	-
K-12	503	472	465	352	-113
Attendance Rate	95.3%	95.9%	96.3%	-	NA
Student-Teacher Ratio	1:16	1:16	1:16	1:16	-

Student Demographics					
Economically Disadvantaged (%)	56%	49.8%	60.8%	-	-
Students with Disabilities (%)	11.8%	9.4%	9.2%	-	-
English Language Learners (%)	8.9%	8.6%	9.4%	-	-

Key School Positions - All Funding Sources					
Principal	1	1	1	1	-
Classroom Teacher	31	29	28	28	-
Special Skills	7	5	5	5	-
Counselor	1	1	1	1	-
Educational Assistant	9	10	11	11	-
Instructional Facilitator	1	1	1	1	-
Librarian	1	1	1	1	-
Bilingual Cultural Mentor	1	1	1	1	-
Nutrition	7	3	7	1	-6
Other	2	2	4	4	-

School Level Funds					
General Fund	\$3,031,058	\$2,866,214	\$2,761,920	\$2,816,253	\$54,332
Title I	\$204,448	\$206,937	\$171,273	\$145,775	-\$25,498
IDEA, Part B	\$126,611	\$97,378	\$108,260	\$133,376	\$25,115
Other Special Revenue & Federal Funds	\$42,825	\$245,320	\$253,857	\$262,265	\$8,407
Total	\$3,404,945	\$3,415,851	\$3,295,312	\$3,357,669	\$62,357

Teacher Quality					
Teachers with TEM 3 or above (%)	97%	100%			
TEM 5	53%	55%			
TEM 4	29%	35%			
TEM 3	16%	10%			



School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
TVAAS Literacy	5	3	s	s	s
TVAAS Numeracy	3	2	s	s	s

Total SBB Allocation				\$1,795,388
1. SBB Allocations	Dollars allocated to the school through the SBB formula and baseline policy			\$1,795,388
2. SBB Transition Supplements	Dollars either given or withheld as part of a district-wide strategy to maintain stability during the transition to SBB			\$0
How has funding changed under SBB?	Note that this comparison only looks at "unlocked dollars" (i.e. dollars that are now part of the SBB Allocation)		Last Year (1819)	\$1,906,048
			This Year (1920)	\$1,795,388
			Total Difference	\$(110,660)
	Changes to enrollment impact the budget BEFORE SBB applies			
	Estimated change to the budget due to Enrollment changes		Change from	\$(136,507)
Estimated changes to the budget due to SBB transition		Change from SBB	\$25,847	

Detailed Breakdown

1. SBB Allocations					\$1,795,388
SBB Weights	Weight	Amount per Student	Enrollment	Total	
Base Weight					
All Students	1	\$3,400	350	\$1,190,000	
Grade Weights					
Grade K	0.30	\$1,020	54	\$55,080	
Grade 1	0.30	\$1,020	56	\$57,120	
Grade 2	0.30	\$1,020	77	\$78,540	
Grade 3	0.20	\$680	37	\$25,160	
Grade 4	0.20	\$680	59	\$40,120	
Grade 5	0.20	\$680	67	\$45,560	
Mobility Weights					
Mobility	0.10	\$340	40	\$13,600	
Academic Performance Weights					
Incoming Low Proficiency	0.10	\$340	270	\$91,800	
Incoming High Proficiency	0.10	\$340	15	\$5,100	
Increments for Locked Students					
SWD Self-Contained	0.24	\$825	22	\$18,150	
Baseline Supplement: This supplement ensures that all schools have sufficient resources to cover a "base" set of services to meet state requirements (i.e. class size minimums, staffing requirements, etc.). Schools not receiving the supplement are already above the "base" set of services.				\$175,218	
SBB Allocations Total				\$1,620,230	

2. SBB Transition Supplements \$0

Staffing Supplement

This is an additional temporary supplement that SCS is offering this year to support a smoother transition into SBB. This supplement ensures that all schools have sufficient resources to cover SCS's previously used staffing ratios. Schools not receiving this supplement are already able to cover staffing ratios. \$0

Dollar per Pupil Next Year (2018-2019)	Dollar per Pupil This Year (2017-2018)	Difference in Dollar per Pupil
\$5,130	5,055.83	\$74

% Change in Dollar per Pupil	Transition Policy Dollars
1%	\$0

SBB Total Supplements TOTAL \$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: 562	FY2018-19 Utilization: 111%	FCI: 7
-------------------------------	------------------------------------	----------------------------------	---------------------------------	---------------------------------------	------------------

School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
Enrollment					
Pre-K	20	20	20	20	-
K-12	614	622	617	642	25
Attendance Rate	93.6%	94.3%	94.8%	-	NA
Student-Teacher Ratio	1:17	1:17	1:17	1:17	-

Student Demographics					
Economically Disadvantaged (%)	75.8%	72.9%	83.7%	-	-
Students with Disabilities (%)	8.6%	7.6%	7%	-	-
English Language Learners (%)	16.8%	14.5%	14.9%	-	-

Key School Positions - All Funding Sources					
Principal	1	1	1	1	-
Vice/Assistant Principal	1	1	1	1	-
Classroom Teacher	36	39	33	33	-
Special Skills	5	4	4	4	-
Counselor	1	1	2	2	-
Educational Assistant	6	7	1	1	-
Instructional Facilitator	2	2	2	2	-
Librarian	1	1	1	1	-
Bilingual Cultural Mentor	1	1	1	1	-
Nutrition	8	4	7	1	-6
Other	3	1	6	6	-

School Level Funds					
General Fund	\$3,520,473	\$3,589,882	\$3,818,109	\$3,160,787	-\$657,321
Title I	\$320,944	\$285,647	\$408,146	\$351,050	-\$57,096
IDEA, Part B	\$61,010	\$21,416	\$22,677	\$22,711	\$34
Other Special Revenue & Federal Funds	\$99,288	\$103,654	\$104,748	\$129,371	\$24,622
Total	\$4,001,717	\$4,000,601	\$4,353,680	\$3,663,920	-\$689,760

Teacher Quality					
Teachers with TEM 3 or above (%)	94%	97%			
TEM 5	42%	32%			
TEM 4	39%	45%			
TEM 3	12%	21%			



School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
TVAAS Literacy	1	4	s	s	s
TVAAS Numeracy	1	4	s	s	s

Total SBB Allocation \$2,960,609

1. SBB Allocations	Dollars allocated to the school through the SBB formula and baseline policy				\$2,960,609
2. SBB Transition Supplements	Dollars either given or withheld as part of a district-wide strategy to maintain stability during the transition to SBB				\$0
How has funding changed under SBB?	Note that this comparison only looks at "unlocked dollars" (i.e. dollars that are now part of the SBB Allocation)	Last Year (1819)	\$2,841,613		
		This Year (1920)	\$2,960,609		
		Total Difference	\$118,996		
	Changes to enrollment impact the budget BEFORE SBB applies	Estimated change to the budget due to Enrollment changes	Change from	\$40,466	
		Estimated changes to the budget due to SBB transition	Change from SBB	\$78,530	

Detailed Breakdown

1. SBB Allocations \$2,960,609

SBB Weights	Weight	Amount per Student	Enrollment	Total
Base Weight				
All Students	1	\$3,400	641	\$2,179,400
Grade Weights				
Grade K	0.30	\$1,020	96	\$97,920
Grade 1	0.30	\$1,020	98	\$99,960
Grade 2	0.30	\$1,020	112	\$114,240
Grade 3	0.20	\$680	99	\$67,320
Grade 4	0.20	\$680	111	\$75,480
Grade 5	0.20	\$680	125	\$85,000
Mobility Weights				
Mobility	0.10	\$340	92	\$31,280
Academic Performance Weights				
Incoming Low Proficiency	0.10	\$340	594	\$201,960
Incoming High Proficiency	0.10	\$340	0	\$-
Increments for Locked Students				
SWD Self-Contained	0.24	\$825	10	\$8,250
Baseline Supplement: This supplement ensures that all schools have sufficient resources to cover a "base" set of services to meet state requirements (i.e. class size minimums, staffing requirements, etc.). Schools not receiving the supplement are already above the "base" set of services.				\$0

SBB Allocations Total \$2,960,810

2. SBB Transition Supplements \$0

Staffing Supplement

This is an additional temporary supplement that SCS is offering this year to support a smoother transition into SBB. This supplement ensures that all schools have sufficient resources to cover SCS's previously used staffing ratios. Schools not receiving this supplement are already able to cover staffing ratios. \$0

Dollar per Pupil Next Year (2018-2019)	Dollar per Pupil This Year (2017-2018)	Difference in Dollar per Pupil
\$4,619	4,496.22	\$123

% Change in Dollar per Pupil	Transition Policy Dollars
3%	\$0

SBB Total Supplements TOTAL \$0



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: 428	FY2018-19 Utilization: 98%	FCI: 30
-------------------------------	------------------------------------	----------------------------------	---------------------------------	--------------------------------------	-------------------

School Measure	FY2015-16	FY2016-17	FY2017-18	FY2018-19	FY18 vs. FY19
	Actuals	Actuals	Amended	Budget	Variance
Enrollment					
Pre-K	20	20	20	20	-
K-12	431	421	413	347	-66
Attendance Rate	97.3%	97.4%	96.3%	-	NA
Student-Teacher Ratio	1:17	1:17	1:18	1:18	-

Student Demographics					
Economically Disadvantaged (%)	75.1%	78.6%	78.9%	-	-
Students with Disabilities (%)	9.4%	9.1%	9.4%	-	-
English Language Learners (%)	0%	1.4%	1%	-	-

Key School Positions - All Funding Sources					
Principal	1	1	1	1	-
Vice/Assistant Principal	0	0	2	2	-
Classroom Teacher	25	26	19	19	-
Special Skills	4	3	3	3	-
Counselor	1	1	1	1	-
Educational Assistant	4	4	4	3	-1
Instructional Facilitator	1	1	2	2	-
Librarian	1	1	1	1	-
Nutrition	7	4	7	1	-6
Other	2	2	5	5	-

School Level Funds					
General Fund	\$2,529,581	\$2,298,478	\$2,638,487	\$2,476,201	-\$162,286
Title I	\$241,350	\$221,510	\$213,945	\$226,695	\$12,749
IDEA, Part B	\$27,114	\$0	\$0	\$0	\$0
Other Special Revenue & Federal Funds	\$74,078	\$78,050	\$78,250	\$123,390	\$45,140
Total	\$2,872,124	\$2,598,038	\$2,930,683	\$2,826,287	-\$104,396

Teacher Quality					
Teachers with TEM 3 or above (%)	88%	92%			
TEM 5	15%	17%			
TEM 4	65%	63%			
TEM 3	8%	13%			



School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
TVAAS Literacy	2	3	s	s	s
TVAAS Numeracy	1	2	s	s	s

Total SBB Allocation				\$1,680,226
1. SBB Allocations	Dollars allocated to the school through the SBB formula and baseline policy			\$1,652,194
2. SBB Transition Supplements	Dollars either given or withheld as part of a district-wide strategy to maintain stability during the transition to SBB			\$28,031
How has funding changed under SBB?	Note that this comparison only looks at "unlocked dollars" (i.e. dollars that are now part of the SBB Allocation)		Last Year (1819)	\$1,770,489
			This Year (1920)	\$1,680,226
			Total Difference	\$(90,263)
	Changes to enrollment impact the budget BEFORE SBB applies			
	Estimated change to the budget due to Enrollment changes		Change from	\$(175,205)
Estimated changes to the budget due to SBB transition		Change from SBB	\$84,941	

Detailed Breakdown

1. SBB Allocations					\$1,652,194
SBB Weights	Weight	Amount per Student	Enrollment	Total	
Base Weight					
All Students	1	\$3,400	346	\$1,176,400	
Grade Weights					
Grade K	0.30	\$1,020	59	\$60,180	
Grade 1	0.30	\$1,020	61	\$62,220	
Grade 2	0.30	\$1,020	53	\$54,060	
Grade 3	0.20	\$680	60	\$40,800	
Grade 4	0.20	\$680	53	\$36,040	
Grade 5	0.20	\$680	60	\$40,800	
Mobility Weights					
Mobility	0.10	\$340	54	\$18,360	
Academic Performance Weights					
Incoming Low Proficiency	0.10	\$340	314	\$106,760	
Incoming High Proficiency	0.10	\$340	3	\$1,020	
Increments for Locked Students					
SWD Self-Contained	0.24	\$825	19	\$15,675	
Baseline Supplement: This supplement ensures that all schools have sufficient resources to cover a "base" set of services to meet state requirements (i.e. class size minimums, staffing requirements, etc.). Schools not receiving the supplement are already above the "base" set of services.				\$39,909	
SBB Allocations Total				\$1,612,315	

2. SBB Transition Supplements \$28,031

Staffing Supplement

This is an additional temporary supplement that SCS is offering this year to support a smoother transition into SBB. This supplement ensures that all schools have sufficient resources to cover SCS's previously used staffing ratios. Schools not receiving this supplement are already able to cover staffing ratios.

\$28,031

Dollar per Pupil Next Year (2018-2019)	Dollar per Pupil This Year (2017-2018)	Difference in Dollar per Pupil
\$4,856	4,610.65	\$245

% Change in Dollar per Pupil	Transition Policy Dollars
4%	\$0

SBB Total Supplements TOTAL \$28,031



Peabody Elementary School

2086 Young Ave., Memphis, TN 38104
 Phone: (901) 416-4606 Fax: (901) 416-4611

Grade Level: PreK-5	School Type: Optional	Square Footage: 53,997	Student Capacity: 383	FY2018-19 Utilization: 97%	FCI: 21
-------------------------------	---------------------------------	----------------------------------	---------------------------------	--------------------------------------	-------------------

School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
Enrollment					
Pre-K	20	20	20	20	-
K-12	379	371	364	335	-29
Attendance Rate	95.2%	96%	96%	-	NA
Student-Teacher Ratio	1:17	1:18	1:17	1:17	-

Student Demographics					
Economically Disadvantaged (%)	54.3%	48.6%	68.6%	-	-
Students with Disabilities (%)	8.9%	5.6%	4%	-	-
English Language Learners (%)	0%	0.3%	0%	-	-

Key School Positions - All Funding Sources					
Principal	1	1	1	1	-
Classroom Teacher	22	21	19	19	-
Special Skills	8	6	7	6	-1
Counselor	1	1	1	1	-
Educational Assistant	3	3	4	4	-
Instructional Facilitator	1	1	1	1	-
Librarian	1	1	1	1	-
Nutrition	5	1	5	1	-4
Other	2	3	4	4	-

School Level Funds					
General Fund	\$2,392,903	\$2,158,416	\$2,116,574	\$2,254,408	\$137,833
Title I	\$142,150	\$142,603	\$159,846	\$147,560	-\$12,286
Other Special Revenue & Federal Funds	\$95	\$104,066	\$117,202	\$119,458	\$2,255
Total	\$2,535,149	\$2,405,086	\$2,393,623	\$2,521,426	\$127,802

Teacher Quality					
Teachers with TEM 3 or above (%)	86%	89%			
TEM 5	25%	29%			
TEM 4	32%	29%			
TEM 3	29%	32%			



School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
TVAAS Literacy	5	4	s	s	s
TVAAS Numeracy	1	4	s	s	s

Total SBB Allocation \$1,650,455

1. SBB Allocations	Dollars allocated to the school through the SBB formula and baseline policy				\$1,650,455
2. SBB Transition Supplements	Dollars either given or withheld as part of a district-wide strategy to maintain stability during the transition to SBB				\$0
How has funding changed under SBB?	Note that this comparison only looks at "unlocked dollars" (i.e. dollars that are now part of the SBB Allocation)	Last Year (1819)	\$1,716,231		
		This Year (1920)	\$1,650,455		
		Total Difference	\$(65,776)		
	Changes to enrollment impact the budget BEFORE SBB applies	Estimated change to the budget due to Enrollment changes	Change from	\$(92,637)	
		Estimated changes to the budget due to SBB transition	Change from SBB	\$26,861	

Detailed Breakdown

1. SBB Allocations \$1,650,455

SBB Weights	Weight	Amount per Student	Enrollment	Total
Base Weight				
All Students	1	\$3,400	333	\$1,132,200
Grade Weights				
Grade K	0.30	\$1,020	51	\$52,020
Grade 1	0.30	\$1,020	50	\$51,000
Grade 2	0.30	\$1,020	58	\$59,160
Grade 3	0.20	\$680	51	\$34,680
Grade 4	0.20	\$680	64	\$43,520
Grade 5	0.20	\$680	59	\$40,120
Mobility Weights				
Mobility	0.10	\$340	16	\$5,440
Academic Performance Weights				
Incoming Low Proficiency	0.10	\$340	226	\$76,840
Incoming High Proficiency	0.10	\$340	45	\$15,300
Increments for Locked Students				
SWD Self-Contained	825.00	\$825	10	\$8,250
Baseline Supplement: This supplement ensures that all schools have sufficient resources to cover a "base" set of services to meet state requirements (i.e. class size minimums, staffing requirements, etc.). Schools not receiving the supplement are already above the "base" set of services.				\$139,284
SBB Allocations Total				\$1,518,530

2. SBB Transition Supplements \$0

Staffing Supplement

This is an additional temporary supplement that SCS is offering this year to support a smoother transition into SBB. This supplement ensures that all schools have sufficient resources to cover SCS's previously used staffing ratios. Schools not receiving this supplement are already able to cover staffing ratios. \$0

Dollar per Pupil Next Year (2018-2019)	Dollar per Pupil This Year (2017-2018)	Difference in Dollar per Pupil
\$4,956	4,875.66	\$81

% Change in Dollar per Pupil	Transition Policy Dollars
2%	\$0

SBB Total Supplements TOTAL \$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: 348	FY2018-19 Utilization: 130%	FCI: 7
-------------------------------	------------------------------------	----------------------------------	---------------------------------	---------------------------------------	------------------

School Measure	FY2015-16	FY2016-17	FY2017-18	FY2018-19	FY18 vs. FY19
	Actuals	Actuals	Amended	Budget	Variance
Enrollment					
Pre-K	20	40	40	40	-
K-12	449	452	450	471	21
Attendance Rate	93.1%	94.5%	95%	-	NA
Student-Teacher Ratio	1:18	1:18	1:18	1:18	-

Student Demographics					
Economically Disadvantaged (%)	71.8%	72.2%	79.6%	-	-
Students with Disabilities (%)	13.3%	9.3%	9.3%	-	-
English Language Learners (%)	2.1%	4.9%	4%	-	-

Key School Positions - All Funding Sources					
Principal	1	1	1	1	-
Classroom Teacher	25	25	28	28	-
Special Skills	3	3	3	3	-
Counselor	1	1	1	1	-
Educational Assistant	3	4	5	5	-
Instructional Facilitator	1	1	1	1	-
Librarian	1	1	1	1	-
Nutrition	7	3	7	1	-6
Other	2	2	4	4	-

School Level Funds					
General Fund	\$2,457,753	\$2,592,958	\$2,752,378	\$2,630,923	-\$121,454
Title I	\$229,953	\$246,217	\$255,573	\$605,710	\$350,136
Other Special Revenue & Federal Funds	\$0	\$161,261	\$175,394	\$173,446	-\$1,948
Total	\$2,687,707	\$3,000,437	\$3,183,346	\$3,410,080	\$226,733

Teacher Quality					
Teachers with TEM 3 or above (%)	84%	100%			
TEM 5	16%	17%			
TEM 4	36%	62%			
TEM 3	32%	21%			



School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
TVAAS Literacy	4	3	s	s	s
TVAAS Numeracy	5	4	s	s	s

Total SBB Allocation \$2,182,142

1. SBB Allocations	Dollars allocated to the school through the SBB formula and baseline policy				\$2,182,142
2. SBB Transition Supplements	Dollars either given or withheld as part of a district-wide strategy to maintain stability during the transition to SBB				\$0
How has funding changed under SBB?	Note that this comparison only looks at "unlocked dollars" (i.e. dollars that are now part of the SBB Allocation)	Last Year (1819)	\$2,094,180		
		This Year (1920)	\$2,182,142		
		Total Difference	\$87,962		
	Changes to enrollment impact the budget BEFORE SBB applies	Change from	\$(13,339)		
	Estimated changes to the budget due to SBB transition	Change from SBB	\$101,301		

Detailed Breakdown

1. SBB Allocations \$2,182,142

SBB Weights	Weight	Amount per Student	Enrollment	Total
Base Weight				
All Students	1	\$3,400	468	\$1,591,200
Grade Weights				
Grade K	0.30	\$1,020	85	\$86,700
Grade 1	0.30	\$1,020	87	\$88,740
Grade 2	0.30	\$1,020	83	\$84,660
Grade 3	0.20	\$680	71	\$48,280
Grade 4	0.20	\$680	64	\$43,520
Grade 5	0.20	\$680	78	\$53,040
Mobility Weights				
Mobility	0.10	\$340	59	\$20,060
Academic Performance Weights				
Incoming Low Proficiency	0.10	\$340	394	\$133,960
Incoming High Proficiency	0.10	\$340	7	\$2,380
Increments for Locked Students				
SWD Self-Contained	0.24	\$825	36	\$29,700
Baseline Supplement: This supplement ensures that all schools have sufficient resources to cover a "base" set of services to meet state requirements (i.e. class size minimums, staffing requirements, etc.). Schools not receiving the supplement are already above the "base" set of services.				\$0
SBB Allocations Total				\$2,182,240

2. SBB Transition Supplements \$0

Staffing Supplement

This is an additional temporary supplement that SCS is offering this year to support a smoother transition into SBB. This supplement ensures that all schools have sufficient resources to cover SCS's previously used staffing ratios. Schools not receiving this supplement are already able to cover staffing ratios. \$0

Dollar per Pupil Next Year (2018-2019)	Dollar per Pupil This Year (2017-2018)	Difference in Dollar per Pupil
\$4,663	4,446.24	\$216

% Change in Dollar per Pupil	Transition Policy Dollars
5%	\$0

SBB Total Supplements TOTAL \$0



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: 512	FY2018-19 Utilization: 156%	FCI: 1
-------------------------------	------------------------------------	----------------------------------	---------------------------------	---------------------------------------	------------------

School Measure	FY2015-16	FY2016-17	FY2017-18	FY2018-19	FY18 vs. FY19
	Actuals	Actuals	Amended	Budget	Variance
Enrollment					
Pre-K	0	0	-	-	-
K-12	795	801	800	852	52
Attendance Rate	96.6%	96.7%	96.3%	-	NA
Student-Teacher Ratio	1:16	1:16	1:17	1:17	-

Student Demographics					
Economically Disadvantaged (%)	14.4%	13.3%	24.9%	-	-
Students with Disabilities (%)	14.8%	11.1%	13%	-	-
English Language Learners (%)	4.1%	2.2%	3.5%	-	-

Key School Positions - All Funding Sources					
Principal	1	1	1	1	-
Vice/Assistant Principal	1	1	1	1	-
Classroom Teacher	49	49	51	51	-
Special Skills	6	5	6	6	-
Counselor	1	1	2	2	-
Educational Assistant	16	11	7	7	-
Librarian	1	1	1	1	-
Nutrition	6	3	8	1	-7
Other	4	3	4	4	-

School Level Funds					
General Fund	\$5,058,013	\$4,883,246	\$5,121,264	\$4,919,928	-\$201,336
IDEA, Part B	\$40,688	\$79,101	\$125,499	\$81,579	-\$43,920
Other Special Revenue & Federal Funds	\$94	\$0	\$0	\$0	\$0
Total	\$5,098,796	\$4,962,348	\$5,246,764	\$5,001,507	-\$245,256

Teacher Quality					
Teachers with TEM 3 or above (%)	100%	100%			
TEM 5	82%	70%			
TEM 4	16%	26%			
TEM 3	2%	4%			



School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
TVAAS Literacy	4	5	s	s	s
TVAAS Numeracy	5	5	s	s	s

Total SBB Allocation				\$4,016,803
1. SBB Allocations	Dollars allocated to the school through the SBB formula and baseline policy			\$4,016,803
2. SBB Transition Supplements	Dollars either given or withheld as part of a district-wide strategy to maintain stability during the transition to SBB			\$0
How has funding changed under SBB?	Note that this comparison only looks at "unlocked dollars" (i.e. dollars that are now part of the SBB Allocation)		Last Year (1819)	\$3,638,869
			This Year (1920)	\$4,016,803
			Total Difference	\$377,934
	Changes to enrollment impact the budget BEFORE SBB applies			
	Estimated change to the budget due to Enrollment changes		Change from	\$241,377
Estimated changes to the budget due to SBB transition		Change from SBB	\$136,558	

Detailed Breakdown

1. SBB Allocations					\$4,016,803
SBB Weights	Weight	Amount per Student	Enrollment	Total	
Base Weight					
All Students	1	\$3,400	852	\$2,896,800	
Grade Weights					
Grade K	0.30	\$1,020	140	\$142,800	
Grade 1	0.30	\$1,020	148	\$150,960	
Grade 2	0.30	\$1,020	138	\$140,760	
Grade 3	0.20	\$680	136	\$92,480	
Grade 4	0.20	\$680	145	\$98,600	
Grade 5	0.20	\$680	145	\$98,600	
Mobility Weights					
Mobility	0.10	\$340	25	\$8,500	
Academic Performance Weights					
Incoming Low Proficiency	0.10	\$340	327	\$111,180	
Incoming High Proficiency	0.10	\$340	189	\$64,260	
Increments for Locked Students					
SWD Self-Contained	0.24	\$825	37	\$30,525	
Baseline Supplement: This supplement ensures that all schools have sufficient resources to cover a "base" set of services to meet state requirements (i.e. class size minimums, staffing requirements, etc.). Schools not receiving the supplement are already above the "base" set of services.				\$181,425	
SBB Allocations Total				\$3,835,465	

2. SBB Transition Supplements \$0

Staffing Supplement

This is an additional temporary supplement that SCS is offering this year to support a smoother transition into SBB. This supplement ensures that all schools have sufficient resources to cover SCS's previously used staffing ratios. Schools not receiving this supplement are already able to cover staffing ratios. \$0

Dollar per Pupil Next Year (2018-2019)	Dollar per Pupil This Year (2017-2018)	Difference in Dollar per Pupil
\$4,715	4,554.28	\$160

% Change in Dollar per Pupil	Transition Policy Dollars
4%	\$0

SBB Total Supplements TOTAL \$0



Riverwood Elementary School

1330 Stern Lane Cordova, TN 38016
 Phone: (901) 416-0198 Fax: (901) 416-2248

Grade Level: PreK-5 **School Type:** Optional **Square Footage:** 107,565 **Student Capacity:** 786 **FY2018-19 Utilization:** 124% **FCI:** 1

School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
Enrollment					
Pre-K	0	0	-	-	-
K-12	1017	977	959	912	-47
Attendance Rate	96.5%	96.8%	96.7%	-	NA
Student-Teacher Ratio	1:17	1:17	1:17	1:17	-

Student Demographics					
Economically Disadvantaged (%)	29.1%	27%	50%	-	-
Students with Disabilities (%)	12.9%	9.6%	9.6%	-	-
English Language Learners (%)	10.4%	6.4%	5.3%	-	-

Key School Positions - All Funding Sources					
Principal	1	1	1	1	-
Vice/Assistant Principal	2	1	2	2	-
Classroom Teacher	61	58	57	57	-
Special Skills	10	7	7	7	-
Counselor	1	1	2	2	-
Educational Assistant	18	14	12	12	-
Instructional Facilitator	1	2	2	2	-
Librarian	1	1	1	1	-
Nutrition	9	5	10	1	-9
Other	3	3	3	3	-

School Level Funds					
General Fund	\$5,751,625	\$5,823,067	\$5,729,939	\$5,866,621	\$136,682
Title I	\$297,369	\$267,598	\$277,192	\$0	-
IDEA, Part B	\$53,014	\$70,648	\$77,496	\$68,532	-\$8,964
Other Special Revenue & Federal Funds	\$134	\$0	\$0	\$0	\$0
Total	\$6,102,143	\$6,161,314	\$6,084,627	\$5,935,153	-\$149,474

Teacher Quality					
Teachers with TEM 3 or above (%)	98%	96%			
TEM 5	47%	53%			
TEM 4	33%	29%			
TEM 3	18%	13%			



School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
TVAAS Literacy	2	5	s	s	s
TVAAS Numeracy	1	5	s	s	s

Total SBB Allocation					\$4,116,816
1. SBB Allocations	Dollars allocated to the school through the SBB formula and baseline policy				\$4,116,816
2. SBB Transition Supplements	Dollars either given or withheld as part of a district-wide strategy to maintain stability during the transition to SBB				\$0
How has funding changed under SBB?					
Note that this comparison only looks at "unlocked dollars" (i.e. dollars that are now part of the SBB Allocation)		Last Year (1819)	\$4,197,475		
		This Year (1920)	\$4,116,816		
		Total Difference	\$(80,659)		
Changes to enrollment impact the budget BEFORE SBB applies					
Estimated change to the budget due to Enrollment changes		Change from	\$ (120,694)		
Estimated changes to the budget due to SBB transition		Change from SBB	\$40,035		

Detailed Breakdown

1. SBB Allocations **\$4,116,816**

SBB Weights	Weight	Amount per Student	Enrollment	Total
Base Weight				
All Students	1	\$3,400	912	\$3,100,800
Grade Weights				
Grade K	0.30	\$1,020	139	\$141,780
Grade 1	0.30	\$1,020	136	\$138,720
Grade 2	0.30	\$1,020	160	\$163,200
Grade 3	0.20	\$680	140	\$95,200
Grade 4	0.20	\$680	169	\$114,920
Grade 5	0.20	\$680	168	\$114,240
Mobility Weights				
Mobility	0.10	\$340	69	\$23,460
Academic Performance Weights				
Incoming Low Proficiency	0.10	\$340	563	\$191,420
Incoming High Proficiency	0.10	\$340	71	\$24,140
Increments for Locked Students				
SWD Self-Contained	0.24	\$825	11	\$9,075
Baseline Supplement: This supplement ensures that all schools have sufficient resources to cover a "base" set of services to meet state requirements (i.e. class size minimums, staffing requirements, etc.). Schools not receiving the supplement are already above the "base" set of services.				\$0

SBB Allocations Total **\$4,116,955**

2. SBB Transition Supplements **\$0**

Staffing Supplement

This is an additional temporary supplement that SCS is offering this year to support a smoother transition into SBB. This supplement ensures that all schools have sufficient resources to cover SCS's previously used staffing ratios. Schools not receiving this supplement are already able to cover staffing ratios . \$0

	Dollar per Pupil Next Year (2018-2019)	Dollar per Pupil This Year (2017-2018)	Difference in Dollar per Pupil
	\$4,514	4,470.15	\$44

% Change in Dollar per Pupil	Transition Policy Dollars
1%	\$0

SBB Total Supplements TOTAL **\$0**



Robert R. Church Elementary School

4100 Mill Branch Rd. Memphis, TN 38116
 Phone: (901) 416-0198 Fax: (901) 416-2248

Grade Level: PreK-5	School Type: Traditional	Square Footage: 81,500	Student Capacity: 662	FY2018-19 Utilization: 99%	FCI: 7
-------------------------------	------------------------------------	----------------------------------	---------------------------------	--------------------------------------	------------------

School Measure	FY2015-16	FY2016-17	FY2017-18	FY2018-19	FY18 vs. FY19
	Actuals	Actuals	Amended	Budget	Variance
Enrollment					
Pre-K	20	40	20	20	-
K-12	621	657	645	738	93
Attendance Rate	94.4%	94.9%	94.7%	-	NA
Student-Teacher Ratio	1:17	1:17	1:17	1:17	-

Student Demographics					
Economically Disadvantaged (%)	80.5%	81%	86.6%	-	-
Students with Disabilities (%)	10.2%	8.9%	8.2%	-	-
English Language Learners (%)	5.8%	5.5%	5.4%	-	-

Key School Positions - All Funding Sources					
Principal	1	1	1	1	-
Vice/Assistant Principal	1	1	2	2	-
Classroom Teacher	36	40	40	40	-
Special Skills	8	5	6	5	-1
Counselor	1	1	2	2	-
Educational Assistant	8	8	9	9	-
Instructional Facilitator	2	2	2	2	-
Librarian	1	1	1	1	-
Nutrition	9	5	10	2	-8
Other	3	3	8	8	-

School Level Funds					
General Fund	\$3,630,221	\$4,032,899	\$4,537,056	\$3,984,321	-\$552,734
Title I	\$368,202	\$356,744	\$392,933	\$427,210	\$34,276
IDEA, Part B	\$54,881	\$55,041	\$56,072	\$55,335	-\$736
Other Special Revenue & Federal Funds	\$239,171	\$121,739	\$138,889	\$487,431	\$348,541
Total	\$4,292,477	\$4,566,425	\$5,124,951	\$4,954,298	-\$170,652

Teacher Quality					
Teachers with TEM 3 or above (%)	100%	95%			
TEM 5	21%	12%			
TEM 4	56%	35%			
TEM 3	23%	49%			



School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
TVAAS Literacy	1	3	s	s	s
TVAAS Numeracy	1	5	s	s	s

Total SBB Allocation		\$3,432,765
1. SBB Allocations	Dollars allocated to the school through the SBB formula and baseline policy	\$3,432,765
2. SBB Transition Supplements	Dollars either given or withheld as part of a district-wide strategy to maintain stability during the transition to SBB	\$0
How has funding changed under SBB?	Note that this comparison only looks at "unlocked dollars" (i.e. dollars that are now part of the SBB Allocation)	
	Last Year (1819)	\$3,373,327
	This Year (1920)	\$3,432,765
	Total Difference	\$59,438
	Changes to enrollment impact the budget BEFORE SBB applies	
	Estimated change to the budget due to Enrollment changes	Change from \$ (53,901)
Estimated changes to the budget due to SBB transition	Change from SBB \$113,339	

Detailed Breakdown

1. SBB Allocations		\$3,432,765		
SBB Weights	Weight	Amount per Student	Enrollment	Total
Base Weight				
All Students	1	\$3,400	739	\$2,512,600
Grade Weights				
Grade K	0.30	\$1,020	145	\$147,900
Grade 1	0.30	\$1,020	147	\$149,940
Grade 2	0.30	\$1,020	119	\$121,380
Grade 3	0.20	\$680	97	\$65,960
Grade 4	0.20	\$680	121	\$82,280
Grade 5	0.20	\$680	110	\$74,800
Mobility Weights				
Mobility	0.10	\$340	117	\$39,780
Academic Performance Weights				
Incoming Low Proficiency	0.10	\$340	681	\$231,540
Incoming High Proficiency	0.10	\$340	0	\$-
Increments for Locked Students				
SWD Self-Contained	0.24	\$825	8	\$6,600
Baseline Supplement: This supplement ensures that all schools have sufficient resources to cover a "base" set of services to meet state requirements (i.e. class size minimums, staffing requirements, etc.). Schools not receiving the supplement are already above the "base" set of services.				\$0
SBB Allocations Total			\$3,432,780	

2. SBB Transition Supplements \$0

Staffing Supplement

This is an additional temporary supplement that SCS is offering this year to support a smoother transition into SBB. This supplement ensures that all schools have sufficient resources to cover SCS's previously used staffing ratios. Schools not receiving this supplement are already able to cover staffing ratios. \$0

Dollar per Pupil Next Year (2018-2019)	Dollar per Pupil This Year (2017-2018)	Difference in Dollar per Pupil
\$4,645	4,491.78	\$153

% Change in Dollar per Pupil	Transition Policy Dollars
3%	\$0

SBB Total Supplements TOTAL \$0



Ross Elementary School

4890 Ross Rd., Memphis, TN 38141
 Phone: (901) 416-1990 Fax: (901) 416-1964

Grade Level: PreK-5 **School Type:** Traditional **Square Footage:** 137,162 **Student Capacity:** 1097 **FY2018-19 Utilization:** 70% **FCI:** 21

School Measure	FY2015-16	FY2016-17	FY2017-18	FY2018-19	FY18 vs. FY19
	Actuals	Actuals	Amended	Budget	Variance
Enrollment					
Pre-K	55	43	40	40	-
K-12	844	768	715	638	-77
Attendance Rate	93.2%	94.2%	94.7%	-	NA
Student-Teacher Ratio	1:17	1:17	1:17	1:17	-

Student Demographics					
Economically Disadvantaged (%)	70%	67.6%	81.6%	-	-
Students with Disabilities (%)	10.7%	8.6%	9.3%	-	-
English Language Learners (%)	11.4%	9.6%	8.1%	-	-

Key School Positions - All Funding Sources					
Principal	1	1	1	1	-
Vice/Assistant Principal	1	1	1	1	-
Classroom Teacher	49	48	40	40	-
Special Skills	6	5	6	5	-1
Counselor	1	1	2	2	-
Educational Assistant	9	9	6	6	-
Instructional Facilitator	2	2	4	4	-
Librarian	1	1	1	1	-
Nutrition	9	5	8	2	-6
Other	4	4	8	8	-

School Level Funds					
General Fund	\$4,307,685	\$4,148,409	\$3,847,806	\$3,906,434	\$58,627
Title I	\$434,184	\$429,724	\$406,164	\$427,210	\$21,045
IDEA, Part B	\$24,302	\$0	\$0	\$0	\$0
Other Special Revenue & Federal Funds	\$157,928	\$177,032	\$178,693	\$232,297	\$53,604
Total	\$4,924,101	\$4,755,167	\$4,432,663	\$4,565,941	\$133,277

Teacher Quality					
Teachers with TEM 3 or above (%)	88%	96%			
TEM 5	29%	10%			
TEM 4	41%	53%			
TEM 3	18%	33%			



School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
TVAAS Literacy	1	3	s	s	s
TVAAS Numeracy	1	1	s	s	s

Total SBB Allocation				\$2,921,954
1. SBB Allocations	Dollars allocated to the school through the SBB formula and baseline policy			\$2,921,954
2. SBB Transition Supplements	Dollars either given or withheld as part of a district-wide strategy to maintain stability during the transition to SBB			\$0
How has funding changed under SBB?	Note that this comparison only looks at "unlocked dollars" (i.e. dollars that are now part of the SBB Allocation)		Last Year (1819)	\$3,187,387
			This Year (1920)	\$2,921,954
			Total Difference	\$(265,434)
	Changes to enrollment impact the budget BEFORE SBB applies		Change from	\$(261,788)
	Estimated change to the budget due to Enrollment changes		Change from SBB	\$(3,646)

Detailed Breakdown

1. SBB Allocations **\$2,921,954**

SBB Weights	Weight	Amount per Student	Enrollment	Total
Base Weight				
All Students	1	\$3,400	637	\$2,165,800
Grade Weights				
Grade K	0.30	\$1,020	104	\$106,080
Grade 1	0.30	\$1,020	106	\$108,120
Grade 2	0.30	\$1,020	96	\$97,920
Grade 3	0.20	\$680	99	\$67,320
Grade 4	0.20	\$680	115	\$78,200
Grade 5	0.20	\$680	117	\$79,560
Mobility Weights				
Mobility	0.10	\$340	112	\$38,080
Academic Performance Weights				
Incoming Low Proficiency	0.10	\$340	524	\$178,160
Incoming High Proficiency	0.10	\$340	8	\$2,720
Increments for Locked Students				
SWD Self-Contained	0.24	\$825	0	\$-
Baseline Supplement: This supplement ensures that all schools have sufficient resources to cover a "base" set of services to meet state requirements (i.e. class size minimums, staffing requirements, etc.). Schools not receiving the supplement are already above the "base" set of services.				\$0

SBB Allocations Total **\$2,921,960**

2. SBB Transition Supplements **\$0**

Staffing Supplement

This is an additional temporary supplement that SCS is offering this year to support a smoother transition into SBB. This supplement ensures that all schools have sufficient resources to cover SCS's previously used staffing ratios. Schools not receiving this supplement are already able to cover staffing ratios. \$0

Dollar per Pupil Next Year (2018-2019)	Dollar per Pupil This Year (2017-2018)	Difference in Dollar per Pupil
\$4,587	4,592.78	\$(6)

% Change in Dollar per Pupil	Transition Policy Dollars
0%	\$0

SBB Total Supplements TOTAL **\$0**



Rozelle Elementary School

993 Roland, Memphis, TN 38114
 Phone: (901) 416-4612 Fax: (901) 416-4619

Grade Level: K-5	School Type: Optional	Square Footage: 58,750	Student Capacity: 379	FY2018-19 Utilization: 65%	FCI: 38
----------------------------	---------------------------------	----------------------------------	---------------------------------	--------------------------------------	-------------------

School Measure	FY2015-16	FY2016-17	FY2017-18	FY2018-19	FY18 vs. FY19
	Actuals	Actuals	Amended	Budget	Variance
Enrollment					
Pre-K	0	0	-	-	-
K-12	272	247	228	220	-8
Attendance Rate	95.2%	96.1%	95.8%	-	NA
Student-Teacher Ratio	1:16	1:16	1:16	1:16	-

Student Demographics					
Economically Disadvantaged (%)	67.5%	67.5%	76.9%	-	-
Students with Disabilities (%)	10.1%	9.8%	12%	-	-
English Language Learners (%)	0%	0%	0%	-	-

Key School Positions - All Funding Sources					
Principal	1	1	1	1	-
Classroom Teacher	17	15	15	15	-
Special Skills	5	4	5	4	-1
Counselor	1	1	1	1	-
Educational Assistant	2	2	1	1	-
Instructional Facilitator	1	1	1	1	-
Librarian	1	1	1	1	-
Nutrition	5	2	4	1	-3
Other	2	2	3	3	-

School Level Funds					
General Fund	\$2,144,516	\$2,007,840	\$1,903,764	\$1,922,629	\$18,865
Title I	\$127,944	\$140,551	\$131,363	\$135,065	\$3,701
IDEA, Part B	\$22,137	\$0	\$0	\$0	\$0
Other Special Revenue & Federal Funds	\$5,630	\$19,466	\$0	\$0	\$0
Total	\$2,300,228	\$2,167,858	\$2,035,127	\$2,057,694	\$22,566

Teacher Quality					
Teachers with TEM 3 or above (%)	90%	100%			
TEM 5	43%	50%			
TEM 4	33%	45%			
TEM 3	14%	5%			



School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
TVAAS Literacy	3	3	s	s	s
TVAAS Numeracy	5	3	s	s	s

Total SBB Allocation				\$1,238,928
1. SBB Allocations	Dollars allocated to the school through the SBB formula and baseline policy			\$990,081
2. SBB Transition Supplements	Dollars either given or withheld as part of a district-wide strategy to maintain stability during the transition to SBB			\$248,847
How has funding changed under SBB?	Note that this comparison only looks at "unlocked dollars" (i.e. dollars that are now part of the SBB Allocation)		Last Year (1819)	\$1,250,970
			This Year (1920)	\$1,238,928
			Total Difference	\$(12,042)
	Changes to enrollment impact the budget BEFORE SBB applies			
	Estimated change to the budget due to Enrollment changes		Change from	\$(70,097)
Estimated changes to the budget due to SBB transition		Change from SBB	\$58,055	

Detailed Breakdown

1. SBB Allocations					\$990,081
SBB Weights	Weight	Amount per Student	Enrollment	Total	
Base Weight					
All Students	1	\$3,400	219	\$744,600	
Grade Weights					
Grade K	0.30	\$1,020	38	\$38,760	
Grade 1	0.30	\$1,020	40	\$40,800	
Grade 2	0.30	\$1,020	28	\$28,560	
Grade 3	0.20	\$680	33	\$22,440	
Grade 4	0.20	\$680	32	\$21,760	
Grade 5	0.20	\$680	48	\$32,640	
Mobility Weights					
Mobility	0.10	\$340	24	\$8,160	
Academic Performance Weights					
Incoming Low Proficiency	0.10	\$340	144	\$48,960	
Incoming High Proficiency	0.10	\$340	10	\$3,400	
Increments for Locked Students					
SWD Self-Contained	0.24	\$825	0	\$-	
Baseline Supplement: This supplement ensures that all schools have sufficient resources to cover a "base" set of services to meet state requirements (i.e. class size minimums, staffing requirements, etc.). Schools not receiving the supplement are already above the "base" set of services.					\$0
SBB Allocations Total				\$990,080	

2. SBB Transition Supplements \$248,847

Staffing Supplement

This is an additional temporary supplement that SCS is offering this year to support a smoother transition into SBB. This supplement ensures that all schools have sufficient resources to cover SCS's previously used staffing ratios. Schools not receiving this supplement are already able to cover staffing ratios. \$248,847

Dollar per Pupil Next Year (2018-2019)	Dollar per Pupil This Year (2017-2018)	Difference in Dollar per Pupil
\$5,657	5,392.11	\$265

% Change in Dollar per Pupil	Transition Policy Dollars
4%	\$0

SBB Total Supplements TOTAL \$248,847



Scenic Hills Elementary School

3450 Scenic Highway Memphis, TN 38128
 Phone: (901) 416-4342 Fax: (901) 416-4303

Grade Level: PreK-5	School Type: Traditional	Square Footage: 48,338	Student Capacity: 379	FY2018-19 Utilization: 75%	FCI: 34
-------------------------------	------------------------------------	----------------------------------	---------------------------------	--------------------------------------	-------------------

School Measure	FY2015-16	FY2016-17	FY2017-18	FY2018-19	FY18 vs. FY19
	Actuals	Actuals	Amended	Budget	Variance
Enrollment					
Pre-K	40	40	40	40	-
K-12	291	284	278	306	28
Attendance Rate	93.1%	93.7%	95.2%	-	NA
Student-Teacher Ratio	1:14	1:14	1:14	1:14	-

Student Demographics					
Economically Disadvantaged (%)	82%	84.2%	72.8%	-	-
Students with Disabilities (%)	8.7%	11.5%	10.2%	-	-
English Language Learners (%)	0%	0%	0.8%	-	-

Key School Positions - All Funding Sources					
Principal	1	1	1	1	-
Vice/Assistant Principal	0	0	1	1	-
Classroom Teacher	21	24	21	21	-
Special Skills	3	2	3	2	-1
Counselor	1	1	1	1	-
Educational Assistant	4	4	9	9	-
Instructional Facilitator	1	1	2	2	-
Librarian	1	1	1	1	-
Nutrition	7	3	8	1	-7
Other	3	3	5	5	-

School Level Funds					
General Fund	\$1,903,904	\$2,351,374	\$2,316,978	\$2,075,023	-\$241,954
Title I	\$150,896	\$155,990	\$183,432	\$213,010	\$29,577
IDEA, Part B	\$21,053	\$63,325	\$79,523	\$85,564	\$6,041
Other Special Revenue & Federal Funds	\$164,117	\$172,074	\$172,898	\$240,724	\$67,825
Total	\$2,239,972	\$2,742,764	\$2,752,832	\$2,614,323	-\$138,509

Teacher Quality					
Teachers with TEM 3 or above (%)	91%	100%			
TEM 5	9%	8%			
TEM 4	45%	36%			
TEM 3	36%	56%			



School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
TVAAS Literacy	1	3	s	s	s
TVAAS Numeracy	2	4	s	s	s

Total SBB Allocation				\$1,650,025
1. SBB Allocations	Dollars allocated to the school through the SBB formula and baseline policy			\$1,650,025
2. SBB Transition Supplements	Dollars either given or withheld as part of a district-wide strategy to maintain stability during the transition to SBB			\$0
How has funding changed under SBB?	Note that this comparison only looks at "unlocked dollars" (i.e. dollars that are now part of the SBB Allocation)		Last Year (1819)	\$1,671,085
			This Year (1920)	\$1,650,025
			Total Difference	\$(21,059)
	Changes to enrollment impact the budget BEFORE SBB applies			
	Estimated change to the budget due to Enrollment changes		Change from	\$(57,624)
Estimated changes to the budget due to SBB transition		Change from SBB	\$36,564	

Detailed Breakdown

1. SBB Allocations					\$1,650,025
SBB Weights	Weight	Amount per Student	Enrollment	Total	
Base Weight					
All Students	1	\$3,400	308	\$1,047,200	
Grade Weights					
Grade K	0.30	\$1,020	53	\$54,060	
Grade 1	0.30	\$1,020	55	\$56,100	
Grade 2	0.30	\$1,020	47	\$47,940	
Grade 3	0.20	\$680	58	\$39,440	
Grade 4	0.20	\$680	39	\$26,520	
Grade 5	0.20	\$680	56	\$38,080	
Mobility Weights					
Mobility	0.10	\$340	47	\$15,980	
Academic Performance Weights					
Incoming Low Proficiency	0.10	\$340	264	\$89,760	
Incoming High Proficiency	0.10	\$340	6	\$2,040	
Increments for Locked Students					
SWD Self-Contained	825.00	\$825	10	\$8,250	
Baseline Supplement: This supplement ensures that all schools have sufficient resources to cover a "base" set of services to meet state requirements (i.e. class size minimums, staffing requirements, etc.). Schools not receiving the supplement are already above the "base" set of services.				\$232,032	
SBB Allocations Total				\$1,425,370	

2. SBB Transition Supplements \$0

Staffing Supplement

This is an additional temporary supplement that SCS is offering this year to support a smoother transition into SBB. This supplement ensures that all schools have sufficient resources to cover SCS's previously used staffing ratios. Schools not receiving this supplement are already able to cover staffing ratios. \$0

Dollar per Pupil Next Year (2018-2019)	Dollar per Pupil This Year (2017-2018)	Difference in Dollar per Pupil
\$5,357	5,238.51	\$119

% Change in Dollar per Pupil	Transition Policy Dollars
2%	\$0

SBB Total Supplements TOTAL \$0



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 **FY2018-19 Utilization:** 94% **FCI:** 16

School Measure	FY2015-16	FY2016-17	FY2017-18	FY2018-19	FY18 vs. FY19
	Actuals	Actuals	Amended	Budget	Variance
Enrollment					
Pre-K	50	40	40	40	-
K-12	461	439	434	448	14
Attendance Rate	95%	95.5%	95.7%	-	NA
Student-Teacher Ratio	1:14	1:13	1:13	1:13	-

Student Demographics					
Economically Disadvantaged (%)	41.1%	43.2%	50%	-	-
Students with Disabilities (%)	20.8%	20.3%	18.5%	-	-
English Language Learners (%)	11.3%	8.9%	9%	-	-

Key School Positions - All Funding Sources					
Principal	1	1	1	1	-
Vice/Assistant Principal	1	1	1	1	-
Classroom Teacher	34	33	36	35	-1
Special Skills	4	3	3	2	-1
Counselor	1	1	1	1	-
Educational Assistant	13	13	15	15	-
Instructional Facilitator	1	1	1	1	-
Librarian	1	1	1	1	-
Nutrition	5	3	5	1	-4
Other	3	4	5	5	-

School Level Funds					
General Fund	\$3,538,013	\$3,636,018	\$3,790,275	\$3,673,167	-\$117,108
Title I	\$162,587	\$187,468	\$159,481	\$146,370	-\$13,111
IDEA, Part B	\$96,796	\$100,862	\$110,396	\$127,753	\$17,357
Other Special Revenue & Federal Funds	\$285	\$89,467	\$97,522	\$97,444	-\$77
Total	\$3,797,682	\$4,013,818	\$4,157,676	\$4,044,735	-\$112,940

Teacher Quality					
Teachers with TEM 3 or above (%)	94%	98%			
TEM 5	33%	18%			
TEM 4	44%	55%			
TEM 3	17%	25%			



School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
TVAAS Literacy	1	4	s	s	s
TVAAS Numeracy	3	4	s	s	s

Total SBB Allocation		\$2,214,892
1. SBB Allocations	Dollars allocated to the school through the SBB formula and baseline policy	\$2,042,025
2. SBB Transition Supplements	Dollars either given or withheld as part of a district-wide strategy to maintain stability during the transition to SBB	\$172,867
How has funding changed under SBB?	Note that this comparison only looks at "unlocked dollars" (i.e. dollars that are now part of the SBB Allocation)	
	Changes to enrollment impact the budget BEFORE SBB applies	
	Estimated change to the budget due to Enrollment changes	Change from \$146,723
	Estimated changes to the budget due to SBB transition	Change from SBB \$(56,792)
		Last Year (1819) \$2,124,961 This Year (1920) \$2,214,892 Total Difference \$89,931

Detailed Breakdown

1. SBB Allocations		\$2,042,025		
SBB Weights	Weight	Amount per Student	Enrollment	Total
Base Weight				
All Students	1	\$3,400	449	\$1,526,600
Grade Weights				
Grade K	0.30	\$1,020	86	\$87,720
Grade 1	0.30	\$1,020	88	\$89,760
Grade 2	0.30	\$1,020	64	\$65,280
Grade 3	0.20	\$680	67	\$45,560
Grade 4	0.20	\$680	63	\$42,840
Grade 5	0.20	\$680	81	\$55,080
Mobility Weights				
Mobility	0.10	\$340	33	\$11,220
Academic Performance Weights				
Incoming Low Proficiency	0.10	\$340	326	\$110,840
Incoming High Proficiency	0.10	\$340	21	\$7,140
Increments for Locked Students				
SWD Self-Contained	0.24	\$825	0	\$-
Baseline Supplement: This supplement ensures that all schools have sufficient resources to cover a "base" set of services to meet state requirements (i.e. class size minimums, staffing requirements, etc.). Schools not receiving the supplement are already above the "base" set of services.				\$0
SBB Allocations Total			\$2,042,040	

2. SBB Transition Supplements \$172,867

Staffing Supplement

This is an additional temporary supplement that SCS is offering this year to support a smoother transition into SBB. This supplement ensures that all schools have sufficient resources to cover SCS's previously used staffing ratios. Schools not receiving this supplement are already able to cover staffing ratios. \$0

Dollar per Pupil Next Year (2018-2019)	Dollar per Pupil This Year (2017-2018)	Difference in Dollar per Pupil
\$4,933	5,059.43	\$(126)

% Change in Dollar per Pupil	Transition Policy Dollars
-10%	\$172,867

SBB Total Supplements TOTAL \$172,867



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:** 268 **FY2018-19 Utilization:** 143% **FCI:** 20

School Measure	FY2015-16	FY2016-17	FY2017-18	FY2018-19	FY18 vs. FY19
	Actuals	Actuals	Amended	Budget	Variance
Enrollment					
Pre-K	0	0	-	-	-
K-12	415	383	371	374	3
Attendance Rate	94.1%	95.1%	94.5%	-	NA
Student-Teacher Ratio	1:16	1:16	1:15	1:15	-

Student Demographics					
Economically Disadvantaged (%)	53.1%	51.7%	79.8%	-	-
Students with Disabilities (%)	10.7%	8.1%	8.5%	-	-
English Language Learners (%)	25.7%	21%	21.2%	-	-

Key School Positions - All Funding Sources					
Principal	1	1	1	1	-
Vice/Assistant Principal	0	0	1	1	-
Classroom Teacher	26	24	25	25	-
Special Skills	7	3	4	3	-1
Counselor	2	1	1	1	-
Educational Assistant	4	3	4	4	-
Instructional Facilitator	1	1	1	1	-
Librarian	1	1	1	1	-
Bilingual Cultural Mentor	0	1	1	1	-
Nutrition	7	3	5	1	-4
Other	2	2	2	2	-

School Level Funds					
General Fund	\$2,545,122	\$2,585,485	\$2,654,527	\$2,642,771	-\$11,755
Title I	\$181,249	\$171,906	\$176,328	\$163,625	-\$12,703
IDEA, Part B	\$28,119	\$28,096	\$28,563	\$27,384	-\$1,178
Other Special Revenue & Federal Funds	\$-5	\$0	\$187	\$0	-\$187
Total	\$2,754,485	\$2,785,488	\$2,859,605	\$2,833,781	-\$25,824

Teacher Quality					
Teachers with TEM 3 or above (%)	100%	100%			
TEM 5	67%	39%			
TEM 4	27%	57%			
TEM 3	7%	4%			



School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
TVAAS Literacy	1	1	s	s	s
TVAAS Numeracy	3	5	s	s	s

Total SBB Allocation		\$1,903,568
1. SBB Allocations	Dollars allocated to the school through the SBB formula and baseline policy	\$1,903,568
2. SBB Transition Supplements	Dollars either given or withheld as part of a district-wide strategy to maintain stability during the transition to SBB	\$0
How has funding changed under SBB?	Note that this comparison only looks at "unlocked dollars" (i.e. dollars that are now part of the SBB Allocation)	
	Last Year (1819)	\$1,800,010
	This Year (1920)	\$1,903,568
	Total Difference	\$103,557
	Changes to enrollment impact the budget BEFORE SBB applies	
	Estimated change to the budget due to Enrollment changes	Change from \$ (46,875)
	Estimated changes to the budget due to SBB transition	Change from SBB \$150,432

Detailed Breakdown

1. SBB Allocations		\$1,903,568		
SBB Weights	Weight	Amount per Student	Enrollment	Total
Base Weight				
All Students	1	\$3,400	374	\$1,271,600
Grade Weights				
Grade K	0.30	\$1,020	72	\$73,440
Grade 1	0.30	\$1,020	69	\$70,380
Grade 2	0.30	\$1,020	58	\$59,160
Grade 3	0.20	\$680	51	\$34,680
Grade 4	0.20	\$680	64	\$43,520
Grade 5	0.20	\$680	60	\$40,800
Mobility Weights				
Mobility	0.10	\$340	53	\$18,020
Academic Performance Weights				
Incoming Low Proficiency	0.10	\$340	285	\$96,900
Incoming High Proficiency	0.10	\$340	3	\$1,020
Increments for Locked Students				
SWD Self-Contained	0.24	\$825	10	\$8,250
Baseline Supplement: This supplement ensures that all schools have sufficient resources to cover a "base" set of services to meet state requirements (i.e. class size minimums, staffing requirements, etc.). Schools not receiving the supplement are already above the "base" set of services.				\$185,720
SBB Allocations Total			\$1,717,770	

2. SBB Transition Supplements \$0

Staffing Supplement

This is an additional temporary supplement that SCS is offering this year to support a smoother transition into SBB. This supplement ensures that all schools have sufficient resources to cover SCS's previously used staffing ratios. Schools not receiving this supplement are already able to cover staffing ratios. \$0

Dollar per Pupil Next Year (2018-2019)	Dollar per Pupil This Year (2017-2018)	Difference in Dollar per Pupil
\$5,090	4,687.53	\$402

% Change in Dollar per Pupil	Transition Policy Dollars
9%	\$0

SBB Total Supplements TOTAL \$0



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: 279	FY2018-19 Utilization: 126%	FCI: 40
-------------------------------	------------------------------------	----------------------------------	---------------------------------	---------------------------------------	-------------------

School Measure	FY2015-16	FY2016-17	FY2017-18	FY2018-19	FY18 vs. FY19
	Actuals	Actuals	Amended	Budget	Variance
Enrollment					
Pre-K	40	40	40	40	-
K-12	445	352	351	268	-83
Attendance Rate	94.3%	94.8%	95.1%	-	NA
Student-Teacher Ratio	1:15	1:15	1:14	1:14	-

Student Demographics					
Economically Disadvantaged (%)	80.8%	78.5%	75.6%	-	-
Students with Disabilities (%)	7.8%	8.3%	6.1%	-	-
English Language Learners (%)	26.9%	23.2%	21.6%	-	-

Key School Positions - All Funding Sources					
Principal	1	1	1	1	-
Classroom Teacher	29	28	24	24	-
Special Skills	4	3	3	2	-1
Counselor	2	2	2	2	-
Educational Assistant	6	3	4	4	-
Instructional Facilitator	1	1	1	1	-
Librarian	1	1	1	1	-
Nutrition	8	4	5	1	-4
Other	11	7	7	7	-

School Level Funds					
General Fund	\$2,264,108	\$2,349,193	\$2,084,140	\$2,357,806	\$273,666
Title I	\$187,672	\$141,902	\$165,747	\$201,705	\$35,957
IDEA, Part B	\$28,899	\$10,727	\$0	\$0	\$0
Other Special Revenue & Federal Funds	\$132,081	\$195,934	\$240,251	\$415,735	\$175,484
Total	\$2,612,762	\$2,697,757	\$2,490,139	\$2,975,247	\$485,107

Teacher Quality					
Teachers with TEM 3 or above (%)	100%	100%			
TEM 5	50%	93%			
TEM 4	43%	7%			
TEM 3	7%	0%			



School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
TVAAS Literacy	4	2	s	s	s
TVAAS Numeracy	5	3	s	s	s

Total SBB Allocation				\$1,361,652
1. SBB Allocations	Dollars allocated to the school through the SBB formula and baseline policy			\$1,361,652
2. SBB Transition Supplements	Dollars either given or withheld as part of a district-wide strategy to maintain stability during the transition to SBB			\$0
How has funding changed under SBB?	Note that this comparison only looks at "unlocked dollars" (i.e. dollars that are now part of the SBB Allocation)		Last Year (1819)	\$1,579,967
			This Year (1920)	\$1,361,652
			Total Difference	\$(218,315)
	Changes to enrollment impact the budget BEFORE SBB applies			
	Estimated change to the budget due to Enrollment changes		Change from	\$(222,816)
Estimated changes to the budget due to SBB transition		Change from SBB	\$4,501	

Detailed Breakdown

1. SBB Allocations					\$1,361,652
SBB Weights	Weight	Amount per Student	Enrollment	Total	
Base Weight					
All Students	1	\$3,400	268	\$911,200	
Grade Weights					
Grade K	0.30	\$1,020	49	\$49,980	
Grade 1	0.30	\$1,020	45	\$45,900	
Grade 2	0.30	\$1,020	43	\$43,860	
Grade 3	0.20	\$680	42	\$28,560	
Grade 4	0.20	\$680	50	\$34,000	
Grade 5	0.20	\$680	39	\$26,520	
Mobility Weights					
Mobility	0.10	\$340	65	\$22,100	
Academic Performance Weights					
Incoming Low Proficiency	0.10	\$340	244	\$82,960	
Incoming High Proficiency	0.10	\$340	10	\$3,400	
Increments for Locked Students					
SWD Self-Contained	0.24	\$825	0	\$-	
Baseline Supplement: This supplement ensures that all schools have sufficient resources to cover a "base" set of services to meet state requirements (i.e. class size minimums, staffing requirements, etc.). Schools not receiving the supplement are already above the "base" set of services.				\$113,341	
SBB Allocations Total				\$1,248,480	

2. SBB Transition Supplements \$0

Staffing Supplement

This is an additional temporary supplement that SCS is offering this year to support a smoother transition into SBB. This supplement ensures that all schools have sufficient resources to cover SCS's previously used staffing ratios. Schools not receiving this supplement are already able to cover staffing ratios. \$0

Dollar per Pupil Next Year (2018-2019)	Dollar per Pupil This Year (2017-2018)	Difference in Dollar per Pupil
\$5,081	5,064.00	\$17

% Change in Dollar per Pupil	Transition Policy Dollars
0%	\$0

SBB Total Supplements TOTAL \$0



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: 47000	Student Capacity: 453	FY2018-19 Utilization: 131%	FCI: 22
-------------------------------	------------------------------------	---------------------------------	---------------------------------	---------------------------------------	-------------------

School Measure	FY2015-16	FY2016-17	FY2017-18	FY2018-19	FY18 vs. FY19
	Actuals	Actuals	Amended	Budget	Variance
Enrollment					
Pre-K	20	20	20	20	-
K-12	586	592	599	612	13
Attendance Rate	93.7%	95.2%	95.5%	-	NA
Student-Teacher Ratio	1:17	1:16	1:17	1:17	-

Student Demographics					
Economically Disadvantaged (%)	80.2%	76%	77.6%	-	-
Students with Disabilities (%)	6.7%	6.1%	4.3%	-	-
English Language Learners (%)	24.2%	23.5%	26.5%	-	-

Key School Positions - All Funding Sources					
Principal	1	1	1	1	-
Vice/Assistant Principal	1	1	1	1	-
Classroom Teacher	35	38	35	35	-
Special Skills	6	4	4	3	-1
Counselor	1	1	1	1	-
Educational Assistant	3	3	2	2	-
Instructional Facilitator	2	1	2	2	-
Librarian	1	1	1	1	-
Bilingual Cultural Mentor	1	1	1	1	-
Nutrition	10	5	10	2	-8
Other	11	7	7	7	-

School Level Funds					
General Fund	\$3,118,727	\$3,117,088	\$3,806,259	\$3,538,196	-\$268,063
Title I	\$332,888	\$342,867	\$339,523	\$304,640	-\$34,883
IDEA, Part B	\$752	\$0	\$0	\$0	\$0
School Improvement Grants (SIG)	\$29,547	\$18,931	\$0	\$0	\$0
Other Special Revenue & Federal Funds	\$167,476	\$88,405	\$150,356	\$261,483	\$111,127
Total	\$3,649,392	\$3,567,293	\$4,296,138	\$4,104,319	-\$191,819

Teacher Quality					
Teachers with TEM 3 or above (%)	83%	74%			
TEM 5	3%	5%			
TEM 4	33%	26%			
TEM 3	47%	42%			



School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
TVAAS Literacy	1	1	s	s	s
TVAAS Numeracy	4	1	s	s	s

Total SBB Allocation \$2,824,982

1. SBB Allocations	Dollars allocated to the school through the SBB formula and baseline policy				\$2,824,982
2. SBB Transition Supplements	Dollars either given or withheld as part of a district-wide strategy to maintain stability during the transition to SBB				\$0
How has funding changed under SBB?	Note that this comparison only looks at "unlocked dollars" (i.e. dollars that are now part of the SBB Allocation)	Last Year (1819)	\$2,815,159		
		This Year (1920)	\$2,824,982		
		Total Difference	\$9,824		
	Changes to enrollment impact the budget BEFORE SBB applies	Estimated change to the budget due to Enrollment changes	Change from	\$(40,799)	
		Estimated changes to the budget due to SBB transition	Change from SBB	\$50,623	

Detailed Breakdown

1. SBB Allocations \$2,824,982

SBB Weights	Weight	Amount per Student	Enrollment	Total
Base Weight				
All Students	1	\$3,400	612	\$2,080,800
Grade Weights				
Grade K	0.30	\$1,020	102	\$104,040
Grade 1	0.30	\$1,020	104	\$106,080
Grade 2	0.30	\$1,020	100	\$102,000
Grade 3	0.20	\$680	129	\$87,720
Grade 4	0.20	\$680	76	\$51,680
Grade 5	0.20	\$680	101	\$68,680
Mobility Weights				
Mobility	0.10	\$340	114	\$38,760
Academic Performance Weights				
Incoming Low Proficiency	0.10	\$340	532	\$180,880
Incoming High Proficiency	0.10	\$340	10	\$3,400
Increments for Locked Students				
SWD Self-Contained	825.00	\$825	10	\$8,250
Baseline Supplement: This supplement ensures that all schools have sufficient resources to cover a "base" set of services to meet state requirements (i.e. class size minimums, staffing requirements, etc.). Schools not receiving the supplement are already above the "base" set of services.				\$0

SBB Allocations Total \$2,832,290

2. SBB Transition Supplements \$0

Staffing Supplement

This is an additional temporary supplement that SCS is offering this year to support a smoother transition into SBB. This supplement ensures that all schools have sufficient resources to cover SCS's previously used staffing ratios. Schools not receiving this supplement are already able to cover staffing ratios. \$0

Dollar per Pupil Next Year (2018-2019)	Dollar per Pupil This Year (2017-2018)	Difference in Dollar per Pupil
\$4,616	4,533.27	\$83

% Change in Dollar per Pupil	Transition Policy Dollars
2%	\$0

SBB Total Supplements TOTAL \$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: 637	FY2018-19 Utilization: 136%	FCI: 11
-------------------------------	------------------------------------	----------------------------------	---------------------------------	---------------------------------------	-------------------

School Measure	FY2015-16	FY2016-17	FY2017-18	FY2018-19	FY18 vs. FY19
	Actuals	Actuals	Amended	Budget	Variance
Enrollment					
Pre-K	40	40	40	40	-
K-12	812	869	886	902	16
Attendance Rate	95.8%	95.9%	96.1%	-	NA
Student-Teacher Ratio	1:17	1:17	1:17	1:17	-

Student Demographics					
Economically Disadvantaged (%)	62.5%	61.8%	67.7%	-	-
Students with Disabilities (%)	10%	8.7%	9.7%	-	-
English Language Learners (%)	14.7%	12.5%	14.1%	-	-

Key School Positions - All Funding Sources					
Principal	1	1	1	1	-
Vice/Assistant Principal	1	1	1	1	-
Classroom Teacher	49	50	50	50	-
Special Skills	6	5	6	6	-
Counselor	1	1	2	2	-
Educational Assistant	8	8	13	13	-
Instructional Facilitator	2	2	2	2	-
Librarian	1	1	1	1	-
Bilingual Cultural Mentor	1	1	1	1	-
Nutrition	9	5	11	2	-9
Other	3	3	5	5	-

School Level Funds					
General Fund	\$4,843,852	\$4,834,719	\$5,085,922	\$4,738,367	-\$347,555
Title I	\$372,160	\$478,138	\$513,935	\$403,410	-\$110,525
IDEA, Part B	\$27,124	\$27,136	\$27,526	\$24,895	-\$2,630
Other Special Revenue & Federal Funds	\$38,261	\$210,685	\$221,923	\$223,008	\$1,084
Total	\$5,281,399	\$5,550,679	\$5,849,307	\$5,389,681	-\$459,626

Teacher Quality					
Teachers with TEM 3 or above (%)	96%	97%			
TEM 5	40%	26%			
TEM 4	46%	55%			
TEM 3	11%	16%			



School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
TVAAS Literacy	3	2	s	s	s
TVAAS Numeracy	3	2	s	s	s

Total SBB Allocation \$4,110,766

1. SBB Allocations	Dollars allocated to the school through the SBB formula and baseline policy				\$4,110,766
2. SBB Transition Supplements	Dollars either given or withheld as part of a district-wide strategy to maintain stability during the transition to SBB				\$0
How has funding changed under SBB?	Note that this comparison only looks at "unlocked dollars" (i.e. dollars that are now part of the SBB Allocation)	Last Year (1819)	\$4,050,841		
		This Year (1920)	\$4,110,766		
		Total Difference	\$59,925		
	Changes to enrollment impact the budget BEFORE SBB applies	Change from	\$(163,757)		
	Estimated change to the budget due to SBB transition	Change from SBB	\$223,682		

Detailed Breakdown

1. SBB Allocations \$4,110,766

SBB Weights	Weight	Amount per Student	Enrollment	Total
Base Weight				
All Students	1	\$3,400	902	\$3,066,800
Grade Weights				
Grade K	0.30	\$1,020	148	\$150,960
Grade 1	0.30	\$1,020	150	\$153,000
Grade 2	0.30	\$1,020	152	\$155,040
Grade 3	0.20	\$680	149	\$101,320
Grade 4	0.20	\$680	152	\$103,360
Grade 5	0.20	\$680	151	\$102,680
Mobility Weights				
Mobility	0.10	\$340	105	\$35,700
Academic Performance Weights				
Incoming Low Proficiency	0.10	\$340	688	\$233,920
Incoming High Proficiency	0.10	\$340	23	\$7,820
Increments for Locked Students				
SWD Self-Contained	0.24	\$825	0	\$-
Baseline Supplement: This supplement ensures that all schools have sufficient resources to cover a "base" set of services to meet state requirements (i.e. class size minimums, staffing requirements, etc.). Schools not receiving the supplement are already above the "base" set of services.				\$0

SBB Allocations Total \$4,110,600

2. SBB Transition Supplements \$0

Staffing Supplement

This is an additional temporary supplement that SCS is offering this year to support a smoother transition into SBB. This supplement ensures that all schools have sufficient resources to cover SCS's previously used staffing ratios. Schools not receiving this supplement are already able to cover staffing ratios. \$0

Dollar per Pupil Next Year (2018-2019)	Dollar per Pupil This Year (2017-2018)	Difference in Dollar per Pupil
\$4,557	4,309.41	\$248

% Change in Dollar per Pupil	Transition Policy Dollars
6%	\$0

SBB Total Supplements TOTAL \$0



Sherwood Elementary School

1156 Robin Hood Lane Memphis, TN 38111
 Phone: (902) 416-4864 Fax: (901) 416-4869

Grade Level: PreK-5	School Type: Optional	Square Footage: 94,516	Student Capacity: 562	FY2018-19 Utilization: 116%	FCI: 15
-------------------------------	---------------------------------	----------------------------------	---------------------------------	---------------------------------------	-------------------

School Measure	FY2015-16	FY2016-17	FY2017-18	FY2018-19	FY18 vs. FY19
	Actuals	Actuals	Amended	Budget	Variance
Enrollment					
Pre-K	40	40	40	40	-
K-12	653	651	655	696	41
Attendance Rate	93.7%	94.3%	96%	-	NA
Student-Teacher Ratio	1:17	1:18	1:17	1:17	-

Student Demographics					
Economically Disadvantaged (%)	77%	76.8%	68.5%	-	-
Students with Disabilities (%)	9.6%	8.3%	7.7%	-	-
English Language Learners (%)	14.5%	13.5%	11%	-	-

Key School Positions - All Funding Sources					
Principal	1	1	1	1	-
Vice/Assistant Principal	1	1	1	1	-
Classroom Teacher	39	38	37	37	-
Special Skills	7	6	7	6	-1
Counselor	1	1	2	2	-
Educational Assistant	8	9	6	6	-
Instructional Facilitator	1	1	2	2	-
Librarian	1	1	1	1	-
Bilingual Cultural Mentor	1	1	2	2	-
Nutrition	12	6	15	3	-12
Other	4	4	7	7	-

School Level Funds					
General Fund	\$3,629,895	\$3,780,960	\$3,974,340	\$3,572,935	-\$401,404
Title I	\$310,544	\$314,978	\$389,328	\$429,590	\$40,261
IDEA, Part B	\$76,514	\$56,411	\$56,826	\$51,838	-\$4,988
Other Special Revenue & Federal Funds	\$120,243	\$225,531	\$229,300	\$222,579	-\$6,721
Total	\$4,137,198	\$4,377,881	\$4,649,796	\$4,276,943	-\$372,852

Teacher Quality					
Teachers with TEM 3 or above (%)	98%	89%			
TEM 5	38%	11%			
TEM 4	38%	48%			
TEM 3	21%	30%			



School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
TVAAS Literacy	1	3	s	s	s
TVAAS Numeracy	1	3	s	s	s

Total SBB Allocation \$3,180,566

1. SBB Allocations	Dollars allocated to the school through the SBB formula and baseline policy				\$3,180,566
2. SBB Transition Supplements	Dollars either given or withheld as part of a district-wide strategy to maintain stability during the transition to SBB				\$0
How has funding changed under SBB?	Note that this comparison only looks at "unlocked dollars" (i.e. dollars that are now part of the SBB Allocation)	Last Year (1819)	\$3,010,974		
		This Year (1920)	\$3,180,566		
		Total Difference	\$169,592		
	Changes to enrollment impact the budget BEFORE SBB applies	Change from	\$98,135		
	Estimated change to the budget due to SBB transition	Change from SBB	\$71,457		

Detailed Breakdown

1. SBB Allocations \$3,180,566

SBB Weights	Weight	Amount per Student	Enrollment	Total
Base Weight				
All Students	1	\$3,400	697	\$2,369,800
Grade Weights				
Grade K	0.30	\$1,020	99	\$100,980
Grade 1	0.30	\$1,020	101	\$103,020
Grade 2	0.30	\$1,020	131	\$133,620
Grade 3	0.20	\$680	108	\$73,440
Grade 4	0.20	\$680	128	\$87,040
Grade 5	0.20	\$680	130	\$88,400
Mobility Weights				
Mobility	0.10	\$340	75	\$25,500
Academic Performance Weights				
Incoming Low Proficiency	0.10	\$340	543	\$184,620
Incoming High Proficiency	0.10	\$340	27	\$9,180
Increments for Locked Students				
SWD Self-Contained	0.24	\$825	6	\$4,950
Baseline Supplement: This supplement ensures that all schools have sufficient resources to cover a "base" set of services to meet state requirements (i.e. class size minimums, staffing requirements, etc.). Schools not receiving the supplement are already above the "base" set of services.				\$0

SBB Allocations Total \$3,180,550

2. SBB Transition Supplements \$0

Staffing Supplement

This is an additional temporary supplement that SCS is offering this year to support a smoother transition into SBB. This supplement ensures that all schools have sufficient resources to cover SCS's previously used staffing ratios. Schools not receiving this supplement are already able to cover staffing ratios. \$0

Dollar per Pupil Next Year (2018-2019)	Dollar per Pupil This Year (2017-2018)	Difference in Dollar per Pupil
\$4,563	4,460.70	\$103

% Change in Dollar per Pupil	Transition Policy Dollars
2%	\$0

SBB Total Supplements TOTAL \$0



Shrine School

4259 Forestview Dr., Memphis, TN 38118
 Phone: (901) 416-2400 Fax: (901) 416-2395

Grade Level: PreK-8 **School Type:** Specialty **Square Footage:** 46,320 **Student Capacity:** N/A **FY2018-19 Utilization:** 0% **FCI:** 18

School Measure	FY2015-16	FY2016-17	FY2017-18	FY2018-19	FY18 vs. FY19
	Actuals	Actuals	Amended	Budget	Variance
Enrollment					
Pre-K	0	0	-	-	-
K-12	94	127	127	127	-
Attendance Rate	87.1%	87.8%	0%	-	NA
Student-Teacher Ratio	1:6	1:7	1:7	1:7	-

Student Demographics					
Economically Disadvantaged (%)	47.6%	83%	74.5%	-	-
Students with Disabilities (%)	97.8%	100%	98.6%	-	-
English Language Learners (%)	0%	1.4%	1.4%	-	-

Key School Positions - All Funding Sources					
Vice/Assistant Principal	0	0	1	1	-
Classroom Teacher	17	17	18	18	-
Counselor	1	0	1	1	-
Educational Assistant	34	34	36	35	-1
Librarian	1	1	1	1	-
Other	5	3	3	3	-

School Level Funds					
General Fund	\$1,832,927	\$1,856,305	\$1,800,573	\$1,741,708	-\$58,865
Title I	\$59,483	\$2,596	\$0	\$0	-
IDEA, Part B	\$879,257	\$891,827	\$967,265	\$895,068	-\$72,197
Total	\$2,771,668	\$2,750,729	\$2,767,838	\$2,636,776	-\$131,062

Teacher Quality					
Teachers with TEM 3 or above (%)	100%	100%			
TEM 5	18%	0%			
TEM 4	71%	0%			
TEM 3	11%	0%			



School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
TVAAS Literacy	0	0	s	s	s
TVAAS Numeracy	0	0	s	s	s

Total SBB Allocation					\$-
1. SBB Allocations	Dollars allocated to the school through the SBB formula and baseline policy				\$-
2. SBB Transition Supplements	Dollars either given or withheld as part of a district-wide strategy to maintain stability during the transition to SBB				\$0
How has funding changed under SBB?	Note that this comparison only looks at "unlocked dollars" (i.e. dollars that are now part of the SBB Allocation)			Last Year (1819)	\$-
				This Year (1920)	\$-
				Total Difference	\$-
	Changes to enrollment impact the budget BEFORE SBB applies				
	Estimated change to the budget due to Enrollment changes			Change from	\$-
	Estimated changes to the budget due to SBB transition			Change from SBB	\$-

Detailed Breakdown

1. SBB Allocations					\$0
SBB Weights	Weight	Amount per Student	Enrollment	Total	
Base Weight					
All Students	1	\$3,400	127	\$431,800	
Grade Weights					
Grade K	0.00	\$0	0	\$-	
Grade 1	0.00	\$0	0	\$-	
Grade 2	0.00	\$0	0	\$-	
Grade 3	0.00	\$0	0	\$-	
Grade 4	0.00	\$0	0	\$-	
Grade 5	0.00	\$0	0	\$-	
Mobility Weights					
Mobility	0.00	\$0	0	\$-	
Academic Performance Weights					
Incoming Low Proficiency	0.00	\$0	0	\$-	
Incoming High Proficiency	0.00	\$0	0	\$-	
Increments for Locked Students					
SWD Self-Contained	0.00	\$0	0	\$-	
Baseline Supplement: This supplement ensures that all schools have sufficient resources to cover a "base" set of services to meet state requirements (i.e. class size minimums, staffing requirements, etc.). Schools not receiving the supplement are already above the "base" set of services.					\$0
SBB Allocations Total				\$431,800	

2. SBB Transition Supplements

Staffing Supplement		\$0
This is an additional temporary supplement that SCS is offering this year to support a smoother transition into SBB. This supplement ensures that all schools have sufficient resources to cover SCS's previously used staffing ratios. Schools not receiving this supplement are already able to cover staffing ratios.		\$0

	Dollar per Pupil Next Year (2018-2019)	Dollar per Pupil This Year (2017-2018)	Difference in Dollar per Pupil
	\$0	0.00	\$0

% Change in Dollar per Pupil	Transition Policy Dollars
0	\$0

SBB Total Supplements TOTAL



South Park Elementary School

1736 Getwell Road Memphis, TN 38111
 Phone: (901) 416-5024 Fax: (901) 416-5025

Grade Level: PreK-5	School Type: Traditional	Square Footage: 77,075	Student Capacity: 438	FY2018-19 Utilization: 123%	FCI: 4
-------------------------------	------------------------------------	----------------------------------	---------------------------------	---------------------------------------	------------------

School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
Enrollment					
Pre-K	60	60	60	60	-
K-12	523	540	552	572	20
Attendance Rate	94.5%	95.3%	95.2%	-	NA
Student-Teacher Ratio	1:12	1:13	1:13	1:13	-

Student Demographics					
Economically Disadvantaged (%)	78.6%	79.5%	78.4%	-	-
Students with Disabilities (%)	12.7%	12.8%	13.6%	-	-
English Language Learners (%)	47.2%	37.3%	34.2%	-	-

Key School Positions - All Funding Sources					
Principal	1	1	1	1	-
Vice/Assistant Principal	1	1	1	1	-
Classroom Teacher	44	49	41	41	-
Special Skills	4	3	4	4	-
Counselor	1	1	2	2	-
Educational Assistant	14	15	16	16	-
Instructional Facilitator	2	2	2	2	-
Librarian	1	1	1	1	-
Bilingual Cultural Mentor	1	1	1	1	-
Nutrition	9	5	8	1	-7
Other	9	5	4	4	-

School Level Funds					
General Fund	\$3,715,325	\$3,708,391	\$4,051,637	\$3,682,334	-\$369,302
Title I	\$322,924	\$316,576	\$333,811	\$363,545	\$29,733
IDEA, Part B	\$109,730	\$144,244	\$157,801	\$75,066	-\$82,735
Other Special Revenue & Federal Funds	\$299,613	\$289,649	\$341,200	\$521,141	\$179,940
Total	\$4,447,593	\$4,458,862	\$4,884,451	\$4,642,088	-\$242,363

Teacher Quality					
Teachers with TEM 3 or above (%)	90%	84%			
TEM 5	21%	11%			
TEM 4	33%	47%			
TEM 3	36%	27%			



School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
TVAAS Literacy	1	3	s	s	s
TVAAS Numeracy	1	3	s	s	s

Total SBB Allocation		\$2,659,473
1. SBB Allocations	Dollars allocated to the school through the SBB formula and baseline policy	\$2,645,019
2. SBB Transition Supplements	Dollars either given or withheld as part of a district-wide strategy to maintain stability during the transition to SBB	\$14,453
How has funding changed under SBB?	Note that this comparison only looks at "unlocked dollars" (i.e. dollars that are now part of the SBB Allocation)	
	Last Year (1819)	\$2,676,893
	This Year (1920)	\$2,659,473
	Total Difference	\$(17,421)
	Changes to enrollment impact the budget BEFORE SBB applies	
Estimated change to the budget due to Enrollment changes	Change from	\$(174,960)
Estimated changes to the budget due to SBB transition	Change from SBB	\$157,540

Detailed Breakdown

1. SBB Allocations		\$2,645,019		
SBB Weights	Weight	Amount per Student	Enrollment	Total
Base Weight				
All Students	1	\$3,400	572	\$1,944,800
Grade Weights				
Grade K	0.30	\$1,020	89	\$90,780
Grade 1	0.30	\$1,020	91	\$92,820
Grade 2	0.30	\$1,020	97	\$98,940
Grade 3	0.20	\$680	101	\$68,680
Grade 4	0.20	\$680	90	\$61,200
Grade 5	0.20	\$680	104	\$70,720
Mobility Weights				
Mobility	0.10	\$340	67	\$22,780
Academic Performance Weights				
Incoming Low Proficiency	0.10	\$340	528	\$179,520
Incoming High Proficiency	0.10	\$340	7	\$2,380
Increments for Locked Students				
SWD Self-Contained	0.24	\$825	15	\$12,375
Baseline Supplement: This supplement ensures that all schools have sufficient resources to cover a "base" set of services to meet state requirements (i.e. class size minimums, staffing requirements, etc.). Schools not receiving the supplement are already above the "base" set of services.				\$0
SBB Allocations Total			\$2,644,995	

2. SBB Transition Supplements \$14,453

Staffing Supplement	
This is an additional temporary supplement that SCS is offering this year to support a smoother transition into SBB. This supplement ensures that all schools have sufficient resources to cover SCS's previously used staffing ratios. Schools not receiving this supplement are already able to cover staffing ratios.	\$14,453

Dollar per Pupil Next Year (2018-2019)	Dollar per Pupil This Year (2017-2018)	Difference in Dollar per Pupil
\$4,649	4,374.01	\$275

% Change in Dollar per Pupil	Transition Policy Dollars
6%	\$0

SBB Total Supplements TOTAL \$14,453



Southwind Elementary School

8155 Meadowvale 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: 937	FY2018-19 Utilization: 78%	FCL: 15
-------------------------------	------------------------------------	-----------------------------------	---------------------------------	--------------------------------------	-------------------

School Measure	FY2015-16	FY2016-17	FY2017-18	FY2018-19	FY18 vs. FY19
	Actuals	Actuals	Amended	Budget	Variance
Enrollment					
Pre-K	60	60	60	60	-
K-12	757	734	719	716	-3
Attendance Rate	95.5%	95.8%	95.6%	-	NA
Student-Teacher Ratio	1:16	1:17	1:17	1:17	-

Student Demographics					
Economically Disadvantaged (%)	46.8%	46%	60.5%	-	-
Students with Disabilities (%)	10.2%	9.7%	8.8%	-	-
English Language Learners (%)	7.4%	5.1%	5.2%	-	-

Key School Positions - All Funding Sources					
Principal	1	1	1	1	-
Vice/Assistant Principal	1	1	1	1	-
Classroom Teacher	48	45	47	47	-
Special Skills	7	5	4	3	-1
Counselor	1	1	2	2	-
Educational Assistant	12	12	15	15	-
Instructional Facilitator	1	1	1	1	-
Librarian	1	1	1	1	-
Nutrition	10	6	8	2	-6
Other	3	4	5	5	-

School Level Funds					
General Fund	\$4,161,820	\$4,021,119	\$4,041,273	\$4,015,315	-\$25,958
Title I	\$425,275	\$249,189	\$296,870	\$262,990	-\$33,880
IDEA, Part B	\$108,364	\$104,482	\$112,607	\$110,961	-\$1,645
Other Special Revenue & Federal Funds	\$89,165	\$256,083	\$268,544	\$288,525	\$19,980
Total	\$4,784,625	\$4,630,874	\$4,719,296	\$4,677,792	-\$41,503

Teacher Quality					
Teachers with TEM 3 or above (%)	100%	100%			
TEM 5	37%	40%			
TEM 4	47%	53%			
TEM 3	16%	8%			



School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
TVAAS Literacy	4	3	s	s	s
TVAAS Numeracy	5	5	s	s	s

Total SBB Allocation				\$3,237,547
1. SBB Allocations	Dollars allocated to the school through the SBB formula and baseline policy			\$3,237,547
2. SBB Transition Supplements	Dollars either given or withheld as part of a district-wide strategy to maintain stability during the transition to SBB			\$0
How has funding changed under SBB?	Note that this comparison only looks at "unlocked dollars" (i.e. dollars that are now part of the SBB Allocation)		Last Year (1819)	\$3,296,580
			This Year (1920)	\$3,237,547
			Total Difference	\$(59,033)
	Changes to enrollment impact the budget BEFORE SBB applies			
	Estimated change to the budget due to Enrollment changes		Change from	\$(36,326)
	Estimated changes to the budget due to SBB transition		Change from SBB	\$(22,707)

Detailed Breakdown

1. SBB Allocations					\$3,237,547
SBB Weights	Weight	Amount per Student	Enrollment	Total	
Base Weight					
All Students	1	\$3,400	718	\$2,441,200	
Grade Weights					
Grade K	0.30	\$1,020	113	\$115,260	
Grade 1	0.30	\$1,020	115	\$117,300	
Grade 2	0.30	\$1,020	110	\$112,200	
Grade 3	0.20	\$680	135	\$91,800	
Grade 4	0.20	\$680	120	\$81,600	
Grade 5	0.20	\$680	125	\$85,000	
Mobility Weights					
Mobility	0.10	\$340	65	\$22,100	
Academic Performance Weights					
Incoming Low Proficiency	0.10	\$340	415	\$141,100	
Incoming High Proficiency	0.10	\$340	52	\$17,680	
Increments for Locked Students					
SWD Self-Contained	0.24	\$825	15	\$12,375	
Baseline Supplement: This supplement ensures that all schools have sufficient resources to cover a "base" set of services to meet state requirements (i.e. class size minimums, staffing requirements, etc.). Schools not receiving the supplement are already above the "base" set of services.					\$0
SBB Allocations Total				\$3,237,615	

2. SBB Transition Supplements \$0

Staffing Supplement

This is an additional temporary supplement that SCS is offering this year to support a smoother transition into SBB. This supplement ensures that all schools have sufficient resources to cover SCS's previously used staffing ratios. Schools not receiving this supplement are already able to cover staffing ratios. \$0

Dollar per Pupil Next Year (2018-2019)	Dollar per Pupil This Year (2017-2018)	Difference in Dollar per Pupil
\$4,509	4,540.74	\$(32)

% Change in Dollar per Pupil	Transition Policy Dollars
-1%	\$0

SBB Total Supplements TOTAL \$0



Springdale Elementary School

880 North Hollywood Memphis, TN 38108
 Phone: (901) 416-4883 Fax: (901) 416-9280

Grade Level: PreK-5 **School Type:** Optional **Square Footage:** 58,986 **Student Capacity:** 279 **FY2018-19 Utilization:** 92% **FCI:** 35

School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
Enrollment					
Pre-K	20	20	20	20	-
K-12	265	258	241	253	12
Attendance Rate	94.7%	94.6%	94.1%	-	NA
Student-Teacher Ratio	1:13	1:15	1:14	1:14	-

Student Demographics					
Economically Disadvantaged (%)	89.3%	88.3%	78.8%	-	-
Students with Disabilities (%)	11.8%	10.4%	10.3%	-	-
English Language Learners (%)	0%	0.4%	1%	-	-

Key School Positions - All Funding Sources					
Principal	1	1	1	1	-
Classroom Teacher	20	19	19	19	-
Special Skills	4	3	4	4	-
Counselor	1	1	1	1	-
Educational Assistant	2	1	4	4	-
Instructional Facilitator	1	1	1	1	-
Librarian	1	1	1	1	-
Nutrition	6	3	5	1	-4
Other	9	5	3	3	-

School Level Funds					
General Fund	\$1,998,975	\$2,263,569	\$2,238,798	\$2,058,972	-\$179,825
Title I	\$221,057	\$205,491	\$224,588	\$177,310	-\$47,278
IDEA, Part B	\$3,829	\$0	\$0	\$0	\$0
Other Special Revenue & Federal Funds	\$122,809	\$121,339	\$129,805	\$318,596	\$188,791
Total	\$2,346,672	\$2,590,401	\$2,593,191	\$2,554,879	-\$38,312

Teacher Quality					
Teachers with TEM 3 or above (%)	95%	100%			
TEM 5	23%	54%			
TEM 4	55%	42%			
TEM 3	18%	4%			



School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
TVAAS Literacy	1	5	s	s	s
TVAAS Numeracy	5	4	s	s	s

Total SBB Allocation		\$1,439,229
1. SBB Allocations	Dollars allocated to the school through the SBB formula and baseline policy	\$1,155,700
2. SBB Transition Supplements	Dollars either given or withheld as part of a district-wide strategy to maintain stability during the transition to SBB	\$283,528
How has funding changed under SBB?	Note that this comparison only looks at "unlocked dollars" (i.e. dollars that are now part of the SBB Allocation)	
	Last Year (1819)	\$1,481,921
	This Year (1920)	\$1,439,229
	Total Difference	\$(42,692)
	Changes to enrollment impact the budget BEFORE SBB applies	
Estimated change to the budget due to Enrollment changes	Change from	\$(5,789)
Estimated changes to the budget due to SBB transition	Change from SBB	\$(36,903)

Detailed Breakdown

1. SBB Allocations		\$1,155,700		
SBB Weights	Weight	Amount per Student	Enrollment	Total
Base Weight				
All Students	1	\$3,400	255	\$867,000
Grade Weights				
Grade K	0.30	\$1,020	39	\$39,780
Grade 1	0.30	\$1,020	41	\$41,820
Grade 2	0.30	\$1,020	41	\$41,820
Grade 3	0.20	\$680	45	\$30,600
Grade 4	0.20	\$680	45	\$30,600
Grade 5	0.20	\$680	44	\$29,920
Mobility Weights				
Mobility	0.10	\$340	28	\$9,520
Academic Performance Weights				
Incoming Low Proficiency	0.10	\$340	177	\$60,180
Incoming High Proficiency	0.10	\$340	10	\$3,400
Increments for Locked Students				
SWD Self-Contained	825.00	\$825	10	\$8,250
Baseline Supplement: This supplement ensures that all schools have sufficient resources to cover a "base" set of services to meet state requirements (i.e. class size minimums, staffing requirements, etc.). Schools not receiving the supplement are already above the "base" set of services.				\$0
SBB Allocations Total			\$1,162,890	

2. SBB Transition Supplements \$283,528

Staffing Supplement

This is an additional temporary supplement that SCS is offering this year to support a smoother transition into SBB. This supplement ensures that all schools have sufficient resources to cover SCS's previously used staffing ratios. Schools not receiving this supplement are already able to cover staffing ratios. \$86,057

	Dollar per Pupil Next Year (2018-2019)	Dollar per Pupil This Year (2017-2018)	Difference in Dollar per Pupil
	\$5,644	5,788.75	\$(145)
		% Change in Dollar per Pupil	Transition Policy Dollars
		-2%	\$197,472
SBB Total Supplements TOTAL			\$283,528



Treadwell Elementary School

3538 Given Ave. Memphis, TN 38122
 Phone: (901) 416-6130 Fax: (901) 416-6132

Grade Level: K-5 **School Type:** Optional **Square Footage:** 55,512 **Student Capacity:** 618 **FY2018-19 Utilization:** 104% **FCI:** 36

School Measure	FY2015-16	FY2016-17	FY2017-18	FY2018-19	FY18 vs. FY19
	Actuals	Actuals	Amended	Budget	Variance
Enrollment					
Pre-K	40	40	40	40	-
K-12	644	644	644	703	59
Attendance Rate	96%	95.8%	96.5%	-	NA
Student-Teacher Ratio	1:14	1:14	1:15	1:15	-

Student Demographics					
Economically Disadvantaged (%)	83.6%	81.9%	79.3%	-	-
Students with Disabilities (%)	6.8%	7%	5.3%	-	-
English Language Learners (%)	27.8%	23.6%	22%	-	-

Key School Positions - All Funding Sources					
Principal	1	1	1	1	-
Vice/Assistant Principal	1	1	1	1	-
Classroom Teacher	45	90	46	46	-
Special Skills	8	15	7	7	-
Counselor	1	2	2	2	-
Educational Assistant	7	6	8	8	-
Instructional Facilitator	2	3	1	1	-
Librarian	1	2	1	1	-
Bilingual Cultural Mentor	1	1	1	1	-
Other	10	9	8	8	-

School Level Funds					
General Fund	\$3,461,757	\$3,747,148	\$4,372,297	\$4,065,586	-\$306,710
Title I	\$214,216	\$406,137	\$397,202	\$445,655	\$48,452
IDEA, Part B	\$4,607	\$0	\$0	\$0	\$0
School Improvement Grants (SIG)	\$1,157,134	\$990,822	\$925,268	\$277,670	-\$647,597
Other Special Revenue & Federal Funds	\$207,832	\$189,870	\$191,794	\$411,374	\$219,580
Total	\$5,045,547	\$5,333,978	\$5,886,562	\$5,200,287	-\$686,274

Teacher Quality					
Teachers with TEM 3 or above (%)	100%	96%			
TEM 5	56%	26%			
TEM 4	33%	62%			
TEM 3	11%	8%			



School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
TVAAS Literacy	1	3	s	s	s
TVAAS Numeracy	1	2	s	s	s

Total SBB Allocation \$3,247,628

1. SBB Allocations	Dollars allocated to the school through the SBB formula and baseline policy				\$3,247,628
2. SBB Transition Supplements	Dollars either given or withheld as part of a district-wide strategy to maintain stability during the transition to SBB				\$0
How has funding changed under SBB?	Note that this comparison only looks at "unlocked dollars" (i.e. dollars that are now part of the SBB Allocation)	Last Year (1819)	\$3,082,313		
		This Year (1920)	\$3,247,628		
		Total Difference	\$165,316		
	Changes to enrollment impact the budget BEFORE SBB applies	Change from	\$17,638		
	Estimated change to the budget due to SBB transition	Change from SBB	\$147,677		

Detailed Breakdown

1. SBB Allocations \$3,247,628

SBB Weights	Weight	Amount per Student	Enrollment	Total
Base Weight				
All Students	1	\$3,400	703	\$2,390,200
Grade Weights				
Grade K	0.30	\$1,020	122	\$124,440
Grade 1	0.30	\$1,020	124	\$126,480
Grade 2	0.30	\$1,020	142	\$144,840
Grade 3	0.20	\$680	103	\$70,040
Grade 4	0.20	\$680	92	\$62,560
Grade 5	0.20	\$680	120	\$81,600
Mobility Weights				
Mobility	0.10	\$340	120	\$40,800
Academic Performance Weights				
Incoming Low Proficiency	0.10	\$340	602	\$204,680
Incoming High Proficiency	0.10	\$340	6	\$2,040
Increments for Locked Students				
SWD Self-Contained	0.24	\$825	0	\$-
Baseline Supplement: This supplement ensures that all schools have sufficient resources to cover a "base" set of services to meet state requirements (i.e. class size minimums, staffing requirements, etc.). Schools not receiving the supplement are already above the "base" set of services.				\$0

SBB Allocations Total \$3,247,680

2. SBB Transition Supplements \$0

Staffing Supplement

This is an additional temporary supplement that SCS is offering this year to support a smoother transition into SBB. This supplement ensures that all schools have sufficient resources to cover SCS's previously used staffing ratios. Schools not receiving this supplement are already able to cover staffing ratios. \$0

	Dollar per Pupil Next Year (2018-2019)	Dollar per Pupil This Year (2017-2018)	Difference in Dollar per Pupil
	\$4,620	4,409.60	\$210

% Change in Dollar per Pupil	Transition Policy Dollars
5%	\$0

SBB Total Supplements TOTAL \$0



Vollentine Elementary School

1682 Vollintine, Memphis, TN 38107
 Phone: (901) 416-4632 Fax: (901) 416-3603

Grade Level: PreK-5	School Type: Optional	Square Footage: 75,100	Student Capacity: 514	FY2018-19 Utilization: 45%	FCI: 14
-------------------------------	---------------------------------	----------------------------------	---------------------------------	--------------------------------------	-------------------

School Measure	FY2015-16	FY2016-17	FY2017-18	FY2018-19	FY18 vs. FY19
	Actuals	Actuals	Amended	Budget	Variance
Enrollment					
Pre-K	20	20	20	20	-
K-12	216	232	396	284	-112
Attendance Rate	94.1%	94.3%	96.3%	-	NA
Student-Teacher Ratio	1:14	1:13	1:12	1:12	-

Student Demographics					
Economically Disadvantaged (%)	86.5%	81.9%	71.7%	-	-
Students with Disabilities (%)	14.2%	19.9%	18.5%	-	-
English Language Learners (%)	0%	0.3%	0.9%	-	-

Key School Positions - All Funding Sources					
Principal	1	1	1	1	-
Vice/Assistant Principal	0	0	1	1	-
Classroom Teacher	16	20	25	25	-
Special Skills	4	2	4	3	-1
Counselor	1	1	1	1	-
Educational Assistant	5	10	14	14	-
Instructional Facilitator	1	1	1	1	-
Librarian	1	1	1	1	-
Nutrition	6	3	6	1	-5
Other	2	2	5	4	-1

School Level Funds					
General Fund	\$2,019,800	\$2,762,922	\$2,570,809	\$2,552,210	-\$18,599
Title I	\$131,424	\$115,278	\$198,117	\$189,210	-\$8,907
IDEA, Part B	\$151,353	\$289,651	\$321,987	\$298,576	-\$23,411
Other Special Revenue & Federal Funds	\$39,845	\$92,259	\$72,485	\$375,260	\$302,775
Total	\$2,342,423	\$3,260,112	\$3,163,400	\$3,415,257	\$251,857

Teacher Quality					
Teachers with TEM 3 or above (%)	94%	95%			
TEM 5	28%	27%			
TEM 4	33%	45%			
TEM 3	33%	23%			



School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
TVAAS Literacy	1	3	s	s	s
TVAAS Numeracy	3	5	s	s	s

Total SBB Allocation		\$1,819,511
1. SBB Allocations	Dollars allocated to the school through the SBB formula and baseline policy	\$1,432,800
2. SBB Transition Supplements	Dollars either given or withheld as part of a district-wide strategy to maintain stability during the transition to SBB	\$386,712
How has funding changed under SBB?	Note that this comparison only looks at "unlocked dollars" (i.e. dollars that are now part of the SBB Allocation)	
	Last Year (1819)	\$1,925,513
	This Year (1920)	\$1,819,511
	Total Difference	\$(106,002)
	Changes to enrollment impact the budget BEFORE SBB applies	
Estimated change to the budget due to Enrollment changes	Change from	\$(59,348)
Estimated changes to the budget due to SBB transition	Change from SBB	\$(46,654)

Detailed Breakdown

1. SBB Allocations		\$1,432,800		
SBB Weights	Weight	Amount per Student	Enrollment	Total
Base Weight				
All Students	1	\$3,400	283	\$962,200
Grade Weights				
Grade K	0.30	\$1,020	33	\$33,660
Grade 1	0.30	\$1,020	44	\$44,880
Grade 2	0.30	\$1,020	53	\$54,060
Grade 3	0.20	\$680	61	\$41,480
Grade 4	0.20	\$680	38	\$25,840
Grade 5	0.20	\$680	54	\$36,720
Mobility Weights				
Mobility	0.10	\$340	58	\$19,720
Academic Performance Weights				
Incoming Low Proficiency	0.10	\$340	228	\$77,520
Incoming High Proficiency	0.10	\$340	0	\$-
Increments for Locked Students				
SWD Self-Contained	0.24	\$825	0	\$-
Baseline Supplement: This supplement ensures that all schools have sufficient resources to cover a "base" set of services to meet state requirements (i.e. class size minimums, staffing requirements, etc.). Schools not receiving the supplement are already above the "base" set of services.				\$136,763
SBB Allocations Total			\$1,296,080	

2. SBB Transition Supplements \$386,712

Staffing Supplement

This is an additional temporary supplement that SCS is offering this year to support a smoother transition into SBB. This supplement ensures that all schools have sufficient resources to cover SCS's previously used staffing ratios. Schools not receiving this supplement are already able to cover staffing ratios. \$11,141

Dollar per Pupil Next Year (2018-2019)	Dollar per Pupil This Year (2017-2018)	Difference in Dollar per Pupil
\$6,429	6,594.22	\$(165)

% Change in Dollar per Pupil	Transition Policy Dollars
-23%	\$375,571

SBB Total Supplements TOTAL \$386,712



Wells Station Elementary School

1610 Wells Station Road Memphis, TN 38108
 Phone: (901) 416-2172 Fax: (901) 416-2175

Grade Level: PreK-5	School Type: Traditional	Square Footage: 100,258	Student Capacity: 747	FY2018-19 Utilization: 96%	FCI: 12
-------------------------------	------------------------------------	-----------------------------------	---------------------------------	--------------------------------------	-------------------

School Measure	FY2015-16	FY2016-17	FY2017-18	FY2018-19	FY18 vs. FY19
	Actuals	Actuals	Amended	Budget	Variance
Enrollment					
Pre-K	20	20	40	40	-
K-12	733	714	710	731	21
Attendance Rate	94.4%	95%	95.2%	-	NA
Student-Teacher Ratio	1:14	1:13	1:13	1:13	-

Student Demographics					
Economically Disadvantaged (%)	74.9%	67.6%	71.2%	-	-
Students with Disabilities (%)	10.6%	8.1%	7.3%	-	-
English Language Learners (%)	61.8%	46.9%	44.9%	-	-

Key School Positions - All Funding Sources					
Principal	1	1	1	1	-
Vice/Assistant Principal	1	1	1	1	-
Classroom Teacher	51	56	57	57	-
Special Skills	4	3	6	5	-1
Counselor	1	1	2	2	-
Educational Assistant	8	10	11	11	-
Instructional Facilitator	1	1	2	2	-
Librarian	1	1	1	1	-
Bilingual Cultural Mentor	1	1	1	1	-
Nutrition	8	5	6	1	-5
Other	12	7	8	8	-

School Level Funds					
General Fund	\$4,950,297	\$5,002,626	\$5,203,847	\$5,123,604	-\$80,242
Title I	\$353,389	\$333,868	\$433,744	\$387,345	-\$46,399
IDEA, Part B	\$61,293	\$106,845	\$118,678	\$110,304	-\$8,373
Other Special Revenue & Federal Funds	\$199,957	\$271,913	\$263,842	\$534,337	\$270,495
Total	\$5,564,938	\$5,715,253	\$6,020,112	\$6,155,592	\$135,479

Teacher Quality					
Teachers with TEM 3 or above (%)	100%	100%			
TEM 5	59%	46%			
TEM 4	37%	51%			
TEM 3	4%	3%			



School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
TVAAS Literacy	3	4	s	s	s
TVAAS Numeracy	5	2	s	s	s

Total SBB Allocation \$3,353,093

1. SBB Allocations	Dollars allocated to the school through the SBB formula and baseline policy				\$3,353,093
2. SBB Transition Supplements	Dollars either given or withheld as part of a district-wide strategy to maintain stability during the transition to SBB				\$0
How has funding changed under SBB?	Note that this comparison only looks at "unlocked dollars" (i.e. dollars that are now part of the SBB Allocation)	Last Year (1819)	\$3,268,055		
		This Year (1920)	\$3,353,093		
		Total Difference	\$85,038		
	Changes to enrollment impact the budget BEFORE SBB applies	Change from	\$27,046		
	Estimated change to the budget due to SBB transition	Change from SBB	\$57,992		

Detailed Breakdown

1. SBB Allocations \$3,353,093

SBB Weights	Weight	Amount per Student	Enrollment	Total
Base Weight				
All Students	1	\$3,400	731	\$2,485,400
Grade Weights				
Grade K	0.30	\$1,020	118	\$120,360
Grade 1	0.30	\$1,020	120	\$122,400
Grade 2	0.30	\$1,020	128	\$130,560
Grade 3	0.20	\$680	111	\$75,480
Grade 4	0.20	\$680	135	\$91,800
Grade 5	0.20	\$680	119	\$80,920
Mobility Weights				
Mobility	0.10	\$340	74	\$25,160
Academic Performance Weights				
Incoming Low Proficiency	0.10	\$340	551	\$187,340
Incoming High Proficiency	0.10	\$340	16	\$5,440
Increments for Locked Students				
SWD Self-Contained	0.24	\$825	34	\$28,050
Baseline Supplement: This supplement ensures that all schools have sufficient resources to cover a "base" set of services to meet state requirements (i.e. class size minimums, staffing requirements, etc.). Schools not receiving the supplement are already above the "base" set of services.				\$0

SBB Allocations Total \$3,352,910

2. SBB Transition Supplements \$0

Staffing Supplement

This is an additional temporary supplement that SCS is offering this year to support a smoother transition into SBB. This supplement ensures that all schools have sufficient resources to cover SCS's previously used staffing ratios. Schools not receiving this supplement are already able to cover staffing ratios. \$0

Dollar per Pupil Next Year (2018-2019)	Dollar per Pupil This Year (2017-2018)	Difference in Dollar per Pupil
\$4,587	4,507.66	\$79

% Change in Dollar per Pupil	Transition Policy Dollars
2%	\$0

SBB Total Supplements TOTAL \$0



Westhaven Elementary School

4585 Hodge Rd, Memphis, TN 38109
 Phone: (901) 416-8202

Grade Level: PK-5 **School Type:** iZone **Square Footage:** 90,356 **Student Capacity:** 662 **FY2018-19 Utilization:** 105% **FCI:** 0

School Measure	FY2015-16	FY2016-17	FY2017-18	FY2018-19	FY18 vs. FY19
	Actuals	Actuals	Amended	Budget	Variance
Enrollment					
Pre-K	0	51	51	51	-
K-12	0	698	715	773	58
Attendance Rate	0%	94.5%	95.3%	-	NA
Student-Teacher Ratio	1:0	1:17	1:17	1:17	-

Student Demographics					
Economically Disadvantaged (%)	0%	78.5%	84.5%	-	-
Students with Disabilities (%)	0%	13%	14.7%	-	-
English Language Learners (%)	0%	0%	0%	-	-

Key School Positions - All Funding Sources					
Principal	0	1	1	1	-
Vice/Assistant Principal	0	1	1	1	-
Classroom Teacher	0	46	47	47	-
Special Skills	0	4	6	4	-2
Counselor	0	1	2	2	-
Educational Assistant	0	13	18	18	-
Instructional Facilitator	0	0	1	1	-
Librarian	0	1	1	1	-
Nutrition	0	5	11	1	-10
Other	0	5	9	9	-

School Level Funds					
General Fund	\$0	\$0	\$4,829,222	\$4,900,672	\$71,450
Title I	\$0	\$0	\$450,050	\$496,230	\$46,179
IDEA, Part B	\$0	\$0	\$184,466	\$193,767	\$9,301
Other Special Revenue & Federal Funds	\$0	\$0	\$201,459	\$340,666	\$139,207
Total	\$0	\$0	\$5,665,198	\$5,931,336	\$266,138

Teacher Quality					
Teachers with TEM 3 or above (%)	NA%	100%			
Teachers with TEM 3 or above (%)	NA%	100%			
TEM 5	0%	50%			
TEM 4	0%	50%			
TEM 3	0%	0%			



School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
TVAAS Literacy	N/A	1	s	s	s
TVAAS Numeracy	N/A	5	s	s	s

Total SBB Allocation		\$3,569,343
1. SBB Allocations	Dollars allocated to the school through the SBB formula and baseline policy	\$3,569,343
2. SBB Transition Supplements	Dollars either given or withheld as part of a district-wide strategy to maintain stability during the transition to SBB	\$0
How has funding changed under SBB?	Note that this comparison only looks at "unlocked dollars" (i.e. dollars that are now part of the SBB Allocation)	
	Last Year (1819)	\$3,223,255
	This Year (1920)	\$3,569,343
	Total Difference	\$346,087
	Changes to enrollment impact the budget BEFORE SBB applies	
Estimated change to the budget due to Enrollment changes	Change from	\$152,864
Estimated changes to the budget due to SBB transition	Change from SBB	\$193,223

Detailed Breakdown

1. SBB Allocations		\$3,569,343		
SBB Weights	Weight	Amount per Student	Enrollment	Total
Base Weight				
All Students	1	\$3,400	773	\$2,628,200
Grade Weights				
Grade K	0.30	\$1,020	130	\$132,600
Grade 1	0.30	\$1,020	132	\$134,640
Grade 2	0.30	\$1,020	124	\$126,480
Grade 3	0.20	\$680	122	\$82,960
Grade 4	0.20	\$680	125	\$85,000
Grade 5	0.20	\$680	140	\$95,200
Mobility Weights				
Mobility	0.10	\$340	112	\$38,080
Academic Performance Weights				
Incoming Low Proficiency	0.10	\$340	555	\$188,700
Incoming High Proficiency	0.10	\$340	55	\$18,700
Increments for Locked Students				
SWD Self-Contained	0.24	\$825	47	\$38,775
Baseline Supplement: This supplement ensures that all schools have sufficient resources to cover a "base" set of services to meet state requirements (i.e. class size minimums, staffing requirements, etc.). Schools not receiving the supplement are already above the "base" set of services.				\$0
SBB Allocations Total			\$3,569,335	

2. SBB Transition Supplements \$0

Staffing Supplement

This is an additional temporary supplement that SCS is offering this year to support a smoother transition into SBB. This supplement ensures that all schools have sufficient resources to cover SCS's previously used staffing ratios. Schools not receiving this supplement are already able to cover staffing ratios. \$0

Dollar per Pupil Next Year (2018-2019)	Dollar per Pupil This Year (2017-2018)	Difference in Dollar per Pupil
\$4,618	4,367.55	\$250

% Change in Dollar per Pupil	Transition Policy Dollars
6%	\$0

SBB Total Supplements TOTAL \$0



Westside Elementary School

3347 Dawn Drive Memphis, TN 38127
 Phone: (901) 416-3725 Fax: (901) 416-3729

Grade Level: PreK-5	School Type: Traditional	Square Footage: 49,474	Student Capacity: 423	FY2018-19 Utilization: 73%	FCI: 17
-------------------------------	------------------------------------	----------------------------------	---------------------------------	--------------------------------------	-------------------

School Measure	FY2015-16	FY2016-17	FY2017-18	FY2018-19	FY18 vs. FY19
	Actuals	Actuals	Amended	Budget	Variance
Enrollment					
Pre-K	20	20	20	20	-
K-12	337	310	300	312	12
Attendance Rate	94.9%	95.5%	94.1%	-	NA
Student-Teacher Ratio	1:15	1:16	1:15	1:15	-

Student Demographics					
Economically Disadvantaged (%)	85.2%	86.7%	86.4%	-	-
Students with Disabilities (%)	9.7%	7.3%	8%	-	-
English Language Learners (%)	6%	3.9%	1.8%	-	-

Key School Positions - All Funding Sources					
Principal	1	1	1	1	-
Classroom Teacher	22	21	19	18	-1
Special Skills	3	2	3	2	-1
Counselor	1	1	1	1	-
Educational Assistant	2	1	3	3	-
Instructional Facilitator	1	1	1	1	-
Librarian	1	1	1	1	-
Nutrition	6	3	4	1	-3
Other	2	2	3	3	-

School Level Funds					
General Fund	\$2,099,778	\$2,014,727	\$1,921,453	\$1,891,224	-\$30,229
Title I	\$142,802	\$152,776	\$191,081	\$201,705	\$10,623
IDEA, Part B	\$4,950	\$0	\$0	\$0	\$0
Other Special Revenue & Federal Funds	\$75,237	\$55,094	\$55,297	\$80,404	\$25,107
Total	\$2,322,768	\$2,222,598	\$2,167,832	\$2,173,334	\$5,501

Teacher Quality					
Teachers with TEM 3 or above (%)	100%	100%			
TEM 5	62%	39%			
TEM 4	33%	43%			
TEM 3	5%	17%			



School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
TVAAS Literacy	1	5	s	s	s
TVAAS Numeracy	1	3	s	s	s

Total SBB Allocation		\$1,519,530
1. SBB Allocations	Dollars allocated to the school through the SBB formula and baseline policy	\$1,506,145
2. SBB Transition Supplements	Dollars either given or withheld as part of a district-wide strategy to maintain stability during the transition to SBB	\$13,385
How has funding changed under SBB?	Note that this comparison only looks at "unlocked dollars" (i.e. dollars that are now part of the SBB Allocation)	
	Last Year (1819)	\$1,528,425
	This Year (1920)	\$1,519,530
	Total Difference	\$(8,895)
	Changes to enrollment impact the budget BEFORE SBB applies	
Estimated change to the budget due to Enrollment changes	Change from	\$30,067
Estimated changes to the budget due to SBB transition	Change from SBB	\$(38,962)

Detailed Breakdown

1. SBB Allocations		\$1,506,145		
SBB Weights	Weight	Amount per Student	Enrollment	Total
Base Weight				
All Students	1	\$3,400	311	\$1,057,400
Grade Weights				
Grade K	0.30	\$1,020	59	\$60,180
Grade 1	0.30	\$1,020	61	\$62,220
Grade 2	0.30	\$1,020	43	\$43,860
Grade 3	0.20	\$680	51	\$34,680
Grade 4	0.20	\$680	55	\$37,400
Grade 5	0.20	\$680	42	\$28,560
Mobility Weights				
Mobility	0.10	\$340	80	\$27,200
Academic Performance Weights				
Incoming Low Proficiency	0.10	\$340	259	\$88,060
Incoming High Proficiency	0.10	\$340	9	\$3,060
Increments for Locked Students				
SWD Self-Contained	0.24	\$825	0	\$-
Baseline Supplement: This supplement ensures that all schools have sufficient resources to cover a "base" set of services to meet state requirements (i.e. class size minimums, staffing requirements, etc.). Schools not receiving the supplement are already above the "base" set of services.				\$63,317
SBB Allocations Total			\$1,442,620	

2. SBB Transition Supplements \$13,385

Staffing Supplement

This is an additional temporary supplement that SCS is offering this year to support a smoother transition into SBB. This supplement ensures that all schools have sufficient resources to cover SCS's previously used staffing ratios. Schools not receiving this supplement are already able to cover staffing ratios. \$0

	Dollar per Pupil Next Year (2018-2019)	Dollar per Pupil This Year (2017-2018)	Difference in Dollar per Pupil
	\$4,886	5,011.23	\$(125)
		% Change in Dollar per Pupil	Transition Policy Dollars
		-3%	\$13,385
SBB Total Supplements TOTAL			\$13,385



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: 562	FY2018-19 Utilization: 113%	FCI: 10
-------------------------------	------------------------------------	----------------------------------	---------------------------------	---------------------------------------	-------------------

School Measure	FY2015-16	FY2016-17	FY2017-18	FY2018-19	FY18 vs. FY19
	Actuals	Actuals	Amended	Budget	Variance
Enrollment					
Pre-K	0	0	-	-	-
K-12	654	637	643	626	-17
Attendance Rate	95.9%	96.4%	96.1%	-	NA
Student-Teacher Ratio	1:14	1:15	1:15	1:15	-

Student Demographics					
Economically Disadvantaged (%)	35.8%	31.7%	50.4%	-	-
Students with Disabilities (%)	15.9%	15.2%	14.4%	-	-
English Language Learners (%)	9.9%	9.3%	7.9%	-	-

Key School Positions - All Funding Sources					
Principal	1	1	1	1	-
Vice/Assistant Principal	1	1	1	1	-
Classroom Teacher	46	43	42	42	-
Special Skills	6	4	4	4	-
Counselor	1	1	2	2	-
Educational Assistant	11	10	10	10	-
Instructional Facilitator	1	1	1	1	-
Librarian	1	1	1	1	-
Nutrition	9	4	7	1	-6
Other	2	2	2	2	-

School Level Funds					
General Fund	\$4,069,990	\$3,915,905	\$3,763,153	\$3,895,030	\$131,877
Title I	\$232,494	\$209,094	\$177,601	\$173,145	-\$4,456
IDEA, Part B	\$151,697	\$163,964	\$214,757	\$166,037	-\$48,720
Other Special Revenue & Federal Funds	\$190	\$0	\$0	\$0	\$0
Total	\$4,454,372	\$4,288,964	\$4,155,513	\$4,234,213	\$78,700

Teacher Quality					
Teachers with TEM 3 or above (%)	100%	100%			
TEM 5	53%	55%			
TEM 4	36%	33%			
TEM 3	11%	12%			



School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
TVAAS Literacy	1	3	s	s	s
TVAAS Numeracy	5	2	s	s	s

Total SBB Allocation		\$2,897,333
1. SBB Allocations	Dollars allocated to the school through the SBB formula and baseline policy	\$2,799,982
2. SBB Transition Supplements	Dollars either given or withheld as part of a district-wide strategy to maintain stability during the transition to SBB	\$97,351
How has funding changed under SBB?	Note that this comparison only looks at "unlocked dollars" (i.e. dollars that are now part of the SBB Allocation)	
	Last Year (1819)	\$2,933,587
	This Year (1920)	\$2,897,333
	Total Difference	\$(36,254)
	Changes to enrollment impact the budget BEFORE SBB applies	
	Estimated change to the budget due to Enrollment changes	Change from \$38,037
	Estimated changes to the budget due to SBB transition	Change from SBB \$(74,291)

Detailed Breakdown

1. SBB Allocations		\$2,799,982		
SBB Weights	Weight	Amount per Student	Enrollment	Total
Base Weight				
All Students	1	\$3,400	625	\$2,125,000
Grade Weights				
Grade K	0.30	\$1,020	113	\$115,260
Grade 1	0.30	\$1,020	115	\$117,300
Grade 2	0.30	\$1,020	100	\$102,000
Grade 3	0.20	\$680	96	\$65,280
Grade 4	0.20	\$680	97	\$65,960
Grade 5	0.20	\$680	104	\$70,720
Mobility Weights				
Mobility	0.10	\$340	40	\$13,600
Academic Performance Weights				
Incoming Low Proficiency	0.10	\$340	307	\$104,380
Incoming High Proficiency	0.10	\$340	58	\$19,720
Increments for Locked Students				
SWD Self-Contained	825.00	\$825	10	\$8,250
Baseline Supplement: This supplement ensures that all schools have sufficient resources to cover a "base" set of services to meet state requirements (i.e. class size minimums, staffing requirements, etc.). Schools not receiving the supplement are already above the "base" set of services.				\$0
SBB Allocations Total			\$2,807,470	

2. SBB Transition Supplements \$97,351

Staffing Supplement

This is an additional temporary supplement that SCS is offering this year to support a smoother transition into SBB. This supplement ensures that all schools have sufficient resources to cover SCS's previously used staffing ratios. Schools not receiving this supplement are already able to cover staffing ratios. \$33,890

	Dollar per Pupil Next Year (2018-2019)	Dollar per Pupil This Year (2017-2018)	Difference in Dollar per Pupil
	\$4,636	4,754.60	\$(119)
		% Change in Dollar per Pupil	Transition Policy Dollars
		-3%	\$63,461
SBB Total Supplements TOTAL			\$97,351



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: Optional	Square Footage: 49,885	Student Capacity: 433	FY2018-19 Utilization: 106%	FCI: 33
-------------------------------	---------------------------------	----------------------------------	---------------------------------	---------------------------------------	-------------------

School Measure	FY2015-16	FY2016-17	FY2017-18	FY2018-19	FY18 vs. FY19
	Actuals	Actuals	Amended	Budget	Variance
Enrollment					
Pre-K	40	40	40	40	-
K-12	455	460	448	402	-46
Attendance Rate	95.1%	94.8%	94.4%	-	NA
Student-Teacher Ratio	1:21	1:18	1:18	1:18	-

Student Demographics					
Economically Disadvantaged (%)	69%	67.4%	69.1%	-	-
Students with Disabilities (%)	7.5%	6.1%	3.4%	-	-
English Language Learners (%)	0%	2%	2.8%	-	-

Key School Positions - All Funding Sources					
Principal	1	1	1	1	-
Vice/Assistant Principal	0	0	2	2	-
Classroom Teacher	22	28	27	26	-1
Special Skills	6	4	4	3	-1
Counselor	1	1	2	2	-
Educational Assistant	3	3	6	6	-
Instructional Facilitator	1	1	1	1	-
Librarian	1	1	1	1	-
Nutrition	7	3	6	1	-5
Other	3	2	5	5	-

School Level Funds					
General Fund	\$2,442,003	\$2,236,866	\$2,586,809	\$2,732,149	\$145,339
Title I	\$234,871	\$255,966	\$238,730	\$206,465	-\$32,265
IDEA, Part B	\$0	\$192	\$0	\$0	\$0
Other Special Revenue & Federal Funds	\$77,431	\$186,183	\$193,112	\$222,514	\$29,402
Total	\$2,754,306	\$2,679,209	\$3,018,651	\$3,161,129	\$142,477

Teacher Quality					
Teachers with TEM 3 or above (%)	92%	97%			
TEM 5	24%	39%			
TEM 4	32%	42%			
TEM 3	36%	16%			



School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
TVAAS Literacy	3	3	s	s	s
TVAAS Numeracy	5	1	s	s	s

Total SBB Allocation		\$1,924,626
1. SBB Allocations	Dollars allocated to the school through the SBB formula and baseline policy	\$1,835,055
2. SBB Transition Supplements	Dollars either given or withheld as part of a district-wide strategy to maintain stability during the transition to SBB	\$89,571
How has funding changed under SBB?	Note that this comparison only looks at "unlocked dollars" (i.e. dollars that are now part of the SBB Allocation)	
	Last Year (1819)	\$2,013,064
	This Year (1920)	\$1,924,626
	Total Difference	\$(88,438)
	Changes to enrollment impact the budget BEFORE SBB applies	
Estimated change to the budget due to Enrollment changes	Change from	\$(39,089)
Estimated changes to the budget due to SBB transition	Change from SBB	\$(49,349)

Detailed Breakdown

1. SBB Allocations		\$1,835,055		
SBB Weights	Weight	Amount per Student	Enrollment	Total
Base Weight				
All Students	1	\$3,400	404	\$1,373,600
Grade Weights				
Grade K	0.30	\$1,020	60	\$61,200
Grade 1	0.30	\$1,020	62	\$63,240
Grade 2	0.30	\$1,020	59	\$60,180
Grade 3	0.20	\$680	68	\$46,240
Grade 4	0.20	\$680	69	\$46,920
Grade 5	0.20	\$680	86	\$58,480
Mobility Weights				
Mobility	0.10	\$340	56	\$19,040
Academic Performance Weights				
Incoming Low Proficiency	0.10	\$340	271	\$92,140
Incoming High Proficiency	0.10	\$340	14	\$4,760
Increments for Locked Students				
SWD Self-Contained	0.24	\$825	11	\$9,075
Baseline Supplement: This supplement ensures that all schools have sufficient resources to cover a "base" set of services to meet state requirements (i.e. class size minimums, staffing requirements, etc.). Schools not receiving the supplement are already above the "base" set of services.				\$0
SBB Allocations Total			\$1,834,875	

2. SBB Transition Supplements \$89,571

Staffing Supplement

This is an additional temporary supplement that SCS is offering this year to support a smoother transition into SBB. This supplement ensures that all schools have sufficient resources to cover SCS's previously used staffing ratios. Schools not receiving this supplement are already able to cover staffing ratios. \$0

	Dollar per Pupil Next Year (2018-2019)	Dollar per Pupil This Year (2017-2018)	Difference in Dollar per Pupil
	\$4,764	4,886.08	\$(122)
		% Change in Dollar per Pupil	Transition Policy Dollars
		-7%	\$89,571
SBB Total Supplements TOTAL			\$89,571



William H Brewster Elementary School

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

Grade Level: PreK-5 **School Type:** Optional **Square Footage:** 95,220 **Student Capacity:** 528 **FY2018-19 Utilization:** 77% **FCI:** 1

School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
Enrollment					
Pre-K	40	40	40	40	-
K-12	390	409	410	406	-4
Attendance Rate	92%	95.4%	95.9%	-	NA
Student-Teacher Ratio	1:13	1:14	1:14	1:14	-

Student Demographics					
Economically Disadvantaged (%)	75%	76.2%	89.3%	-	-
Students with Disabilities (%)	15.7%	15.6%	14.8%	-	-
English Language Learners (%)	20.6%	16.1%	13.5%	-	-

Key School Positions - All Funding Sources					
Principal	1	1	1	1	-
Classroom Teacher	29	34	30	30	-
Special Skills	4	3	4	3	-1
Counselor	1	1	1	1	-
Educational Assistant	6	8	6	6	-
Instructional Facilitator	1	1	2	2	-
Librarian	1	1	1	1	-
Bilingual Cultural Mentor	1	1	1	1	-
Nutrition	8	4	8	1	-7
Other	12	6	6	6	-

School Level Funds					
General Fund	\$2,819,195	\$2,893,849	\$2,966,613	\$2,872,135	-\$94,478
Title I	\$225,857	\$244,087	\$246,644	\$274,890	\$28,246
IDEA, Part B	\$107,813	\$90,324	\$87,359	\$81,918	-\$5,440
Other Special Revenue & Federal Funds	\$200,507	\$193,589	\$190,584	\$535,151	\$344,567
Total	\$3,353,374	\$3,421,851	\$3,491,201	\$3,764,095	\$272,894

Teacher Quality					
Teachers with TEM 3 or above (%)	100%	97%			
TEM 5	48%	24%			
TEM 4	42%	53%			
TEM 3	10%	21%			



School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
TVAAS Literacy	1	3	s	s	s
TVAAS Numeracy	1	5	s	s	s

Total SBB Allocation \$1,908,438

1. SBB Allocations	Dollars allocated to the school through the SBB formula and baseline policy				\$1,908,438
2. SBB Transition Supplements	Dollars either given or withheld as part of a district-wide strategy to maintain stability during the transition to SBB				\$0
How has funding changed under SBB?	Note that this comparison only looks at "unlocked dollars" (i.e. dollars that are now part of the SBB Allocation)	Last Year (1819)	\$1,878,688		
		This Year (1920)	\$1,908,438		
		Total Difference	\$29,749		
	Changes to enrollment impact the budget BEFORE SBB applies	Change from	\$(13,747)		
	Estimated change to the budget due to Enrollment changes	Change from SBB	\$43,496		

Detailed Breakdown

1. SBB Allocations \$1,908,438

SBB Weights	Weight	Amount per Student	Enrollment	Total
Base Weight				
All Students	1	\$3,400	407	\$1,383,800
Grade Weights				
Grade K	0.30	\$1,020	69	\$70,380
Grade 1	0.30	\$1,020	71	\$72,420
Grade 2	0.30	\$1,020	66	\$67,320
Grade 3	0.20	\$680	73	\$49,640
Grade 4	0.20	\$680	63	\$42,840
Grade 5	0.20	\$680	65	\$44,200
Mobility Weights				
Mobility	0.10	\$340	52	\$17,680
Academic Performance Weights				
Incoming Low Proficiency	0.10	\$340	355	\$120,700
Incoming High Proficiency	0.10	\$340	0	\$-
Increments for Locked Students				
SWD Self-Contained	0.24	\$825	15	\$12,375
Baseline Supplement: This supplement ensures that all schools have sufficient resources to cover a "base" set of services to meet state requirements (i.e. class size minimums, staffing requirements, etc.). Schools not receiving the supplement are already above the "base" set of services.				\$27,014

SBB Allocations Total \$1,881,355

2. SBB Transition Supplements \$0

Staffing Supplement

This is an additional temporary supplement that SCS is offering this year to support a smoother transition into SBB. This supplement ensures that all schools have sufficient resources to cover SCS's previously used staffing ratios. Schools not receiving this supplement are already able to cover staffing ratios. \$0

Dollar per Pupil Next Year (2018-2019)	Dollar per Pupil This Year (2017-2018)	Difference in Dollar per Pupil
\$4,689	4,582.17	\$107

% Change in Dollar per Pupil	Transition Policy Dollars
2%	\$0

SBB Total Supplements TOTAL \$0



Willow Oaks Elementary School

4417 Willow Rd., Memphis, TN 38117
 Phone: (901) 416-2196 Fax: (901) 416-2198

Grade Level: K-5	School Type: Optional	Square Footage: 71,759	Student Capacity: 547	FY2018-19 Utilization: 121%	FCI: 3
----------------------------	---------------------------------	----------------------------------	---------------------------------	---------------------------------------	------------------

School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
Enrollment					
Pre-K	20	20	20	20	-
K-12	679	662	653	676	23
Attendance Rate	94.9%	95.6%	95.7%	-	NA
Student-Teacher Ratio	1:16	1:16	1:16	1:16	-

Student Demographics					
Economically Disadvantaged (%)	72.9%	70%	81%	-	-
Students with Disabilities (%)	8.5%	6%	5.8%	-	-
English Language Learners (%)	28.1%	23.2%	24.4%	-	-

Key School Positions - All Funding Sources					
Principal	1	1	1	1	-
Vice/Assistant Principal	1	1	1	1	-
Classroom Teacher	43	43	43	43	-
Special Skills	6	5	6	5	-1
Counselor	1	1	2	2	-
Educational Assistant	4	4	7	7	-
Instructional Facilitator	2	2	2	2	-
Librarian	1	1	1	1	-
Bilingual Cultural Mentor	1	1	1	1	-
Nutrition	7	3	9	2	-7
Other	11	5	5	5	-

School Level Funds					
General Fund	\$3,959,499	\$3,879,950	\$4,093,044	\$3,968,699	-\$124,344
Title I	\$420,261	\$276,359	\$381,156	\$398,055	\$16,898
IDEA, Part B	\$22,172	\$0	\$0	\$25,119	\$25,119
Other Special Revenue & Federal Funds	\$188,607	\$133,950	\$115,080	\$316,624	\$201,543
Total	\$4,590,540	\$4,290,260	\$4,589,281	\$4,708,498	\$119,216

Teacher Quality					
Teachers with TEM 3 or above (%)	100%	91%			
TEM 5	44%	22%			
TEM 4	35%	50%			
TEM 3	21%	20%			



School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
TVAAS Literacy	1	4	s	s	s
TVAAS Numeracy	1	5	s	s	s

Total SBB Allocation \$3,067,183

1. SBB Allocations	Dollars allocated to the school through the SBB formula and baseline policy				\$3,067,183
2. SBB Transition Supplements	Dollars either given or withheld as part of a district-wide strategy to maintain stability during the transition to SBB				\$0
How has funding changed under SBB?	Note that this comparison only looks at "unlocked dollars" (i.e. dollars that are now part of the SBB Allocation)	Last Year (1819)	\$3,100,082		
		This Year (1920)	\$3,067,183		
		Total Difference	\$(32,899)		
	Changes to enrollment impact the budget BEFORE SBB applies	Estimated change to the budget due to Enrollment changes	Change from	\$(67,491)	
		Estimated changes to the budget due to SBB transition	Change from SBB	\$34,592	

Detailed Breakdown

1. SBB Allocations \$3,067,183

SBB Weights	Weight	Amount per Student	Enrollment	Total
Base Weight				
All Students	1	\$3,400	674	\$2,291,600
Grade Weights				
Grade K	0.30	\$1,020	106	\$108,120
Grade 1	0.30	\$1,020	108	\$110,160
Grade 2	0.30	\$1,020	113	\$115,260
Grade 3	0.20	\$680	97	\$65,960
Grade 4	0.20	\$680	116	\$78,880
Grade 5	0.20	\$680	134	\$91,120
Mobility Weights				
Mobility	0.10	\$340	55	\$18,700
Academic Performance Weights				
Incoming Low Proficiency	0.10	\$340	520	\$176,800
Incoming High Proficiency	0.10	\$340	31	\$10,540
Increments for Locked Students				
SWD Self-Contained	0.24	\$825	0	\$-
Baseline Supplement: This supplement ensures that all schools have sufficient resources to cover a "base" set of services to meet state requirements (i.e. class size minimums, staffing requirements, etc.). Schools not receiving the supplement are already above the "base" set of services.				\$0

SBB Allocations Total \$3,067,140

2. SBB Transition Supplements \$0

Staffing Supplement

This is an additional temporary supplement that SCS is offering this year to support a smoother transition into SBB. This supplement ensures that all schools have sufficient resources to cover SCS's previously used staffing ratios. Schools not receiving this supplement are already able to cover staffing ratios. \$0

Dollar per Pupil Next Year (2018-2019)	Dollar per Pupil This Year (2017-2018)	Difference in Dollar per Pupil
\$4,551	4,499.39	\$51

% Change in Dollar per Pupil	Transition Policy Dollars
1%	\$0

SBB Total Supplements TOTAL \$0



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: 462	FY2018-19 Utilization: 143%	FCI: 6
-------------------------------	------------------------------------	----------------------------------	---------------------------------	---------------------------------------	------------------

School Measure	FY2015-16	FY2016-17	FY2017-18	FY2018-19	FY18 vs. FY19
	Actuals	Actuals	Amended	Budget	Variance
Enrollment					
Pre-K	40	40	40	40	-
K-12	592	660	690	537	-153
Attendance Rate	94.7%	94.5%	95%	-	NA
Student-Teacher Ratio	1:16	1:17	1:16	1:16	-

Student Demographics					
Economically Disadvantaged (%)	85.2%	83%	78.1%	-	-
Students with Disabilities (%)	8%	7.5%	6.7%	-	-
English Language Learners (%)	14.3%	10.6%	9.7%	-	-

Key School Positions - All Funding Sources					
Principal	1	1	1	1	-
Vice/Assistant Principal	1	1	1	1	-
Classroom Teacher	36	40	34	35	1
Special Skills	4	5	4	4	-
Counselor	1	1	2	2	-
Educational Assistant	5	6	7	7	-
Instructional Facilitator	1	1	1	1	-
Librarian	1	1	1	1	-
Bilingual Cultural Mentor	2	2	2	2	-
Nutrition	6	4	7	1	-6
Other	9	3	6	6	-

School Level Funds					
General Fund	\$3,465,521	\$3,217,929	\$3,154,981	\$3,090,377	-\$64,603
Title I	\$348,247	\$290,134	\$317,563	\$341,530	\$23,966
IDEA, Part B	\$27,190	\$0	\$0	\$0	\$0
Other Special Revenue & Federal Funds	\$151,811	\$94,476	\$166,614	\$340,978	\$174,364
Total	\$3,992,771	\$3,602,540	\$3,639,159	\$3,772,886	\$133,726

Teacher Quality					
Teachers with TEM 3 or above (%)	97%	86%			
TEM 5	32%	5%			
TEM 4	55%	33%			
TEM 3	10%	49%			



School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
TVAAS Literacy	1	3	s	s	s
TVAAS Numeracy	1	3	s	s	s

Total SBB Allocation		\$2,598,063
1. SBB Allocations	Dollars allocated to the school through the SBB formula and baseline policy	\$2,510,029
2. SBB Transition Supplements	Dollars either given or withheld as part of a district-wide strategy to maintain stability during the transition to SBB	\$88,033
<p>Note that this comparison only looks at "unlocked dollars" (i.e. dollars that are now part of the SBB Allocation)</p> <p>How has funding changed under SBB?</p>		
	Last Year (1819)	\$2,813,545
	This Year (1920)	\$2,598,063
	Total Difference	\$(215,482)
Changes to enrollment impact the budget BEFORE SBB applies		
	Estimated change to the budget due to Enrollment changes	Change from \$(148,865)
	Estimated changes to the budget due to SBB transition	Change from SBB \$(66,617)

Detailed Breakdown

1. SBB Allocations		\$2,510,029		
SBB Weights	Weight	Amount per Student	Enrollment	Total
Base Weight				
All Students	1	\$3,400	537	\$1,825,800
Grade Weights				
Grade K	0.30	\$1,020	88	\$89,760
Grade 1	0.30	\$1,020	90	\$91,800
Grade 2	0.30	\$1,020	114	\$116,280
Grade 3	0.20	\$680	91	\$61,880
Grade 4	0.20	\$680	78	\$53,040
Grade 5	0.20	\$680	76	\$51,680
Mobility Weights				
Mobility	0.10	\$340	189	\$64,260
Academic Performance Weights				
Incoming Low Proficiency	0.10	\$340	453	\$154,020
Incoming High Proficiency	0.10	\$340	4	\$1,360
Increments for Locked Students				
SWD Self-Contained	0.24	\$825	0	\$-
Baseline Supplement: This supplement ensures that all schools have sufficient resources to cover a "base" set of services to meet state requirements (i.e. class size minimums, staffing requirements, etc.). Schools not receiving the supplement are already above the "base" set of services.				\$0
SBB Allocations Total			\$2,509,880	

2. SBB Transition Supplements \$88,033

Staffing Supplement

This is an additional temporary supplement that SCS is offering this year to support a smoother transition into SBB. This supplement ensures that all schools have sufficient resources to cover SCS's previously used staffing ratios. Schools not receiving this supplement are already able to cover staffing ratios. \$0

	Dollar per Pupil Next Year (2018-2019)	Dollar per Pupil This Year (2017-2018)	Difference in Dollar per Pupil
	\$4,838	4,962.16	\$(124)
		% Change in Dollar per Pupil	Transition Policy Dollars
		-6%	\$88,033
SBB Total Supplements TOTAL			\$88,033



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:** 638 **FY2018-19 Utilization:** 81% **FCI:** 3

School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
Enrollment					
Pre-K	0	0	-	-	-
K-12	538	514	493	465	-28
Attendance Rate	94%	94.9%	96%	-	NA
Student-Teacher Ratio	1:16	1:15	1:15	1:15	-

Student Demographics					
Economically Disadvantaged (%)	76.9%	78.2%	85.1%	-	-
Students with Disabilities (%)	10.2%	12.7%	11.8%	-	-
English Language Learners (%)	11.1%	10.2%	11.8%	-	-

Key School Positions - All Funding Sources					
Principal	1	1	1	1	-
Vice/Assistant Principal	0	1	1	1	-
Classroom Teacher	33	35	30	30	-
Special Skills	4	3	4	3	-1
Counselor	1	1	1	1	-
Educational Assistant	6	12	8	8	-
Instructional Facilitator	1	1	2	2	-
Librarian	1	1	1	1	-
Bilingual Cultural Mentor	1	1	1	1	-
Nutrition	7	4	7	1	-6
Other	12	6	4	4	-

School Level Funds					
General Fund	\$3,491,281	\$3,274,658	\$3,086,659	\$3,033,664	-\$52,995
Title I	\$231,330	\$254,059	\$284,541	\$280,840	-\$3,701
IDEA, Part B	\$119,302	\$101,653	\$112,064	\$98,072	-\$13,991
Other Special Revenue & Federal Funds	\$132,105	\$119,653	\$80,857	\$259,680	\$178,823
Total	\$3,974,019	\$3,750,024	\$3,564,122	\$3,672,257	\$108,134

Teacher Quality					
Teachers with TEM 3 or above (%)	100%	92%			
TEM 5	49%	8%			
TEM 4	37%	53%			
TEM 3	14%	31%			



School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
TVAAS Literacy	1	2	s	s	s
TVAAS Numeracy	4	5	s	s	s

Total SBB Allocation				\$2,145,751
1. SBB Allocations	Dollars allocated to the school through the SBB formula and baseline policy			\$2,145,751
2. SBB Transition Supplements	Dollars either given or withheld as part of a district-wide strategy to maintain stability during the transition to SBB			\$0
How has funding changed under SBB?	Note that this comparison only looks at "unlocked dollars" (i.e. dollars that are now part of the SBB Allocation)		Last Year (1819)	\$2,286,773
			This Year (1920)	\$2,145,751
			Total Difference	\$(141,022)
	Changes to enrollment impact the budget BEFORE SBB applies			
	Estimated change to the budget due to Enrollment changes		Change from	\$(90,330)
Estimated changes to the budget due to SBB transition		Change from SBB	\$(50,692)	

Detailed Breakdown

1. SBB Allocations **\$2,145,751**

SBB Weights	Weight	Amount per Student	Enrollment	Total
Base Weight				
All Students	1	\$3,400	462	\$1,570,800
Grade Weights				
Grade K	0.30	\$1,020	72	\$73,440
Grade 1	0.30	\$1,020	74	\$75,480
Grade 2	0.30	\$1,020	78	\$79,560
Grade 3	0.20	\$680	77	\$52,360
Grade 4	0.20	\$680	86	\$58,480
Grade 5	0.20	\$680	75	\$51,000
Mobility Weights				
Mobility	0.10	\$340	98	\$33,320
Academic Performance Weights				
Incoming Low Proficiency	0.10	\$340	358	\$121,720
Incoming High Proficiency	0.10	\$340	38	\$12,920
Increments for Locked Students				
SWD Self-Contained	0.24	\$825	20	\$16,500
Baseline Supplement: This supplement ensures that all schools have sufficient resources to cover a "base" set of services to meet state requirements (i.e. class size minimums, staffing requirements, etc.). Schools not receiving the supplement are already above the "base" set of services.				\$0
SBB Allocations Total				\$2,145,580

2. SBB Transition Supplements **\$0**

Staffing Supplement

This is an additional temporary supplement that SCS is offering this year to support a smoother transition into SBB. This supplement ensures that all schools have sufficient resources to cover SCS's previously used staffing ratios. Schools not receiving this supplement are already able to cover staffing ratios. \$0

	Dollar per Pupil Next Year (2018-2019)	Dollar per Pupil This Year (2017-2018)	Difference in Dollar per Pupil
	\$4,644	4,754.21	\$(110)
		% Change in Dollar per Pupil	Transition Policy Dollars
		-2%	\$0
SBB Total Supplements TOTAL			\$0



This page intentionally left blank.



MIDDLE SCHOOLS DATA



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:** Empowerment **Square Footage:** 136,253 **Student Capacity:** 878 **FY2018-19 Utilization:** 75% **FCI:** 5

School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
----------------	----------------------	----------------------	----------------------	---------------------	---------------------------

Enrollment

K-12	663	661	651	663	12
Attendance Rate	88.3%	92%	92.1%	-	NA
Student-Teacher Ratio	1:17	1:17	1:18	1:18	-

Student Demographics

Economically Disadvantaged (%)	78%	82.7%	86.6%	-	-
Students with Disabilities (%)	23.8%	21.8%	18.9%	-	-
English Language Learners (%)	4.8%	4.2%	3.7%	-	-

Key School Positions - All Funding Sources

Principal	1	1	1	1	-
Vice/Assistant Principal	2	2	2	2	-
Classroom Teacher	40	39	39	39	-
Counselor	2	2	2	2	-
Educational Assistant	10	8	9	9	-
Instructional Facilitator	1	1	2	2	-
Librarian	1	1	1	1	-
Nutrition	8	4	7	1	-6
Other	5	4	7	7	-

School Level Funds

General Fund	\$3,265,540	\$3,640,049	\$3,449,294	\$3,538,142	\$88,848
Title I	\$309,201	\$354,947	\$374,679	\$386,750	\$12,070
IDEA, Part B	\$177,007	\$186,815	\$202,662	\$199,289	-\$3,372
School Improvement Grants (SIG)	\$65,069	\$16,996	\$0	\$0	\$0
Other Special Revenue & Federal Funds	\$0	\$0	\$30,000	\$0	-\$30,000
Total	\$3,816,818	\$4,198,808	\$4,056,635	\$4,124,182	\$67,546

Teacher Quality

Teachers with TEM 3 or above (%)	100%	100%		
TEM 5	21%	26%		
TEM 4	38%	57%		
TEM 3	41%	17%		



School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
TVAAS Literacy	2	4	s	s	s
TVAAS Numeracy	2	5	s	s	s

Total SBB Allocation		\$2,507,105
1. SBB Allocations	Dollars allocated to the school through the SBB formula and baseline policy	\$2,504,106
2. SBB Transition Supplements	Dollars either given or withheld as part of a district-wide strategy to maintain stability during the transition to SBB	\$2,999
How has funding changed under SBB?	Note that this comparison only looks at "unlocked dollars" (i.e. dollars that are now part of the SBB Allocation)	
	Last Year (1819)	\$2,521,473
	This Year (1920)	\$2,507,105
	Total Difference	\$(14,369)
	Changes to enrollment impact the budget BEFORE SBB applies	
	Estimated change to the budget due to Enrollment changes	Change from \$30,797
	Estimated changes to the budget due to SBB transition	Change from SBB \$(45,165)

Detailed Breakdown

1. SBB Allocations		\$2,504,106		
SBB Weights	Weight	Amount per Student	Enrollment	Total
Base Weight				
All Students	1	\$3,400	663	\$2,254,200
Grade Weights				
Grade K	0.30	\$1,020	0	\$-
Grade 1	0.30	\$1,020	0	\$-
Grade 2	0.30	\$1,020	0	\$-
Grade 3	0.20	\$680	0	\$-
Grade 4	0.20	\$680	0	\$-
Grade 5	0.20	\$680	0	\$-
Mobility Weights				
Mobility	0.10	\$340	117	\$39,780
Academic Performance Weights				
Incoming Low Proficiency	0.10	\$340	606	\$206,040
Incoming High Proficiency	0.10	\$340	4	\$1,360
Increments for Locked Students				
SWD Self-Contained	0.24	\$825	3	\$2,475
Baseline Supplement: This supplement ensures that all schools have sufficient resources to cover a "base" set of services to meet state requirements (i.e. class size minimums, staffing requirements, etc.). Schools not receiving the supplement are already above the "base" set of services.				\$0
SBB Allocations Total			\$2,503,855	

2. SBB Transition Supplements \$2,999

Staffing Supplement

This is an additional temporary supplement that SCS is offering this year to support a smoother transition into SBB. This supplement ensures that all schools have sufficient resources to cover SCS's previously used staffing ratios. Schools not receiving this supplement are already able to cover staffing ratios. \$2,999

Dollar per Pupil Next Year (2018-2019)	Dollar per Pupil This Year (2017-2018)	Difference in Dollar per Pupil
\$3,781	3,849.58	\$(68)

% Change in Dollar per Pupil	Transition Policy Dollars
-2%	\$0

SBB Total Supplements TOTAL \$2,999



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: 878	FY2018-19 Utilization: 79%	FCI: 5
----------------------------	------------------------------------	-----------------------------------	---------------------------------	--------------------------------------	------------------

School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
Enrollment					
K-12	680	691	685	705	20
Attendance Rate	94.5%	94.3%	93.2%	-	NA
Student-Teacher Ratio	1:17	1:16	1:17	1:17	-

Student Demographics					
Economically Disadvantaged (%)	74.5%	73.3%	89.6%	-	-
Students with Disabilities (%)	16.8%	17.3%	14.8%	-	-
English Language Learners (%)	14.8%	14.9%	15.1%	-	-

Key School Positions - All Funding Sources					
Principal	1	1	1	1	-
Vice/Assistant Principal	2	2	2	2	-
Classroom Teacher	40	42	41	41	-
Counselor	1	1	3	3	-
Educational Assistant	4	4	7	6	-1
Instructional Facilitator	2	2	1	1	-
Librarian	1	1	1	1	-
Bilingual Cultural Mentor	1	1	1	1	-
Nutrition	8	4	8	1	-7
Other	5	6	8	8	-

School Level Funds					
General Fund	\$3,369,972	\$3,459,243	\$3,854,178	\$3,794,057	-\$60,121
Title I	\$350,860	\$447,203	\$465,566	\$417,095	-\$48,471
IDEA, Part B	\$55,495	\$108,538	\$107,372	\$98,168	-\$9,203
School Improvement Grants (SIG)	\$58,660	\$12,404	\$0	\$0	\$0
Other Special Revenue & Federal Funds	\$38,603	\$39,719	\$70,420	\$37,006	-\$33,413
Total	\$3,873,591	\$4,067,109	\$4,497,537	\$4,346,327	-\$151,209

Teacher Quality					
Teachers with TEM 3 or above (%)	76%	76%			
TEM 5	6%	5%			
TEM 4	39%	34%			
TEM 3	30%	37%			



School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
TVAAS Literacy	1	3	s	s	s
TVAAS Numeracy	1	1	s	s	s

Total SBB Allocation				\$2,655,654
1. SBB Allocations	Dollars allocated to the school through the SBB formula and baseline policy			\$2,649,820
2. SBB Transition Supplements	Dollars either given or withheld as part of a district-wide strategy to maintain stability during the transition to SBB			\$5,834
How has funding changed under SBB?	Note that this comparison only looks at "unlocked dollars" (i.e. dollars that are now part of the SBB Allocation)		Last Year (1819)	\$2,611,375
			This Year (1920)	\$2,655,654
			Total Difference	\$44,279
	Changes to enrollment impact the budget BEFORE SBB applies			
	Estimated change to the budget due to Enrollment changes		Change from	\$64,525
Estimated changes to the budget due to SBB transition		Change from SBB	\$(20,246)	

Detailed Breakdown

1. SBB Allocations					\$2,649,820
SBB Weights	Weight	Amount per Student	Enrollment	Total	
Base Weight					
All Students	1	\$3,400	705	\$2,397,000	
Grade Weights					
Grade K	0.30	\$1,020	0	\$-	
Grade 1	0.30	\$1,020	0	\$-	
Grade 2	0.30	\$1,020	0	\$-	
Grade 3	0.20	\$680	0	\$-	
Grade 4	0.20	\$680	0	\$-	
Grade 5	0.20	\$680	0	\$-	
Mobility Weights					
Mobility	0.10	\$340	97	\$32,980	
Academic Performance Weights					
Incoming Low Proficiency	0.10	\$340	643	\$218,620	
Incoming High Proficiency	0.10	\$340	3	\$1,020	
Increments for Locked Students					
SWD Self-Contained	0.24	\$825	0	\$-	
Baseline Supplement: This supplement ensures that all schools have sufficient resources to cover a "base" set of services to meet state requirements (i.e. class size minimums, staffing requirements, etc.). Schools not receiving the supplement are already above the "base" set of services.					\$0
SBB Allocations Total				\$2,649,620	

2. SBB Transition Supplements \$5,834

Staffing Supplement

This is an additional temporary supplement that SCS is offering this year to support a smoother transition into SBB. This supplement ensures that all schools have sufficient resources to cover SCS's previously used staffing ratios. Schools not receiving this supplement are already able to cover staffing ratios. \$5,834

Dollar per Pupil Next Year (2018-2019)	Dollar per Pupil This Year (2017-2018)	Difference in Dollar per Pupil
\$3,767	3,795.60	\$(29)

% Change in Dollar per Pupil	Transition Policy Dollars
-1%	\$0

SBB Total Supplements TOTAL \$5,834



Avon-Lenox

310 N. Avon Rd, Memphis, TN 38117
 Phone: (901) 416-2124 Fax: (901) 416-2126

Grade Level: 9-12	School Type: Specialty	Square Footage: 33,242	Student Capacity: N/A	FY2018-19 Utilization: 1%	FCI: 16
-----------------------------	----------------------------------	----------------------------------	---------------------------------	-------------------------------------	-------------------

School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
----------------	----------------------	----------------------	----------------------	---------------------	---------------------------

Enrollment

K-12	104	138	138	138	-
Attendance Rate	92.5%	92.6%	0%	-	NA
Student-Teacher Ratio	1:8	1:9	1:10	1:10	-

Student Demographics

Economically Disadvantaged (%)	38.7%	78.6%	0%	-	-
Students with Disabilities (%)	98.6%	99.3%	99.4%	-	-
English Language Learners (%)	0%	0%	2.5%	-	-

Key School Positions - All Funding Sources

Vice/Assistant Principal	1	1	1	1	-
Classroom Teacher	12	14	18	18	-
Special Skills	1	0	1	-	-1
Counselor	1	1	1	1	-
Educational Assistant	26	26	36	36	-
Librarian	1	1	1	1	-
Nutrition	0	1	3	-	-3
Other	3	3	4	4	-

School Level Funds

General Fund	\$1,941,897	\$2,288,592	\$2,388,476	\$2,451,192	\$62,715
Title I	\$42,404	\$14,968	\$0	\$0	-
IDEA, Part B	\$317,945	\$394,003	\$473,378	\$462,775	-\$10,602
Total	\$2,302,247	\$2,697,564	\$2,861,854	\$2,913,968	\$52,113

Teacher Quality

Teachers with TEM 3 or above (%)	100%	100%		
TEM 5	100%	100%		
TEM 4	0%	0%		
TEM 3	0%	0%		



School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
TVAAS Literacy	0	0	s	s	s
TVAAS Numeracy	0	0	s	s	s

Total SBB Allocation					\$-
1. SBB Allocations	Dollars allocated to the school through the SBB formula and baseline policy				\$-
2. SBB Transition Supplements	Dollars either given or withheld as part of a district-wide strategy to maintain stability during the transition to SBB				\$0
How has funding changed under SBB?	Note that this comparison only looks at "unlocked dollars" (i.e. dollars that are now part of the SBB Allocation)			Last Year (1819)	\$-
				This Year (1920)	\$-
				Total Difference	\$-
	Changes to enrollment impact the budget BEFORE SBB applies				
	Estimated change to the budget due to Enrollment changes			Change from	\$-
	Estimated changes to the budget due to SBB transition			Change from SBB	\$-

Detailed Breakdown

1. SBB Allocations					\$0
SBB Weights	Weight	Amount per Student	Enrollment	Total	
Base Weight					
All Students	1	\$3,400	138	\$469,200	
Grade Weights					
Grade K	0.00	\$0	0	\$-	
Grade 1	0.00	\$0	0	\$-	
Grade 2	0.00	\$0	0	\$-	
Grade 3	0.00	\$0	0	\$-	
Grade 4	0.00	\$0	0	\$-	
Grade 5	0.00	\$0	0	\$-	
Mobility Weights					
Mobility	0.00	\$0	0	\$-	
Academic Performance Weights					
Incoming Low Proficiency	0.00	\$0	0	\$-	
Incoming High Proficiency	0.00	\$0	0	\$-	
Increments for Locked Students					
SWD Self-Contained	0.00	\$0	0	\$-	
Baseline Supplement: This supplement ensures that all schools have sufficient resources to cover a "base" set of services to meet state requirements (i.e. class size minimums, staffing requirements, etc.). Schools not receiving the supplement are already above the "base" set of services.					\$0
SBB Allocations Total				\$469,200	

2. SBB Transition Supplements \$0

Staffing Supplement

This is an additional temporary supplement that SCS is offering this year to support a smoother transition into SBB. This supplement ensures that all schools have sufficient resources to cover SCS's previously used staffing ratios. Schools not receiving this supplement are already able to cover staffing ratios. \$0

	Dollar per Pupil Next Year (2018-2019)	Dollar per Pupil This Year (2017-2018)	Difference in Dollar per Pupil
	\$0	0.00	\$0

% Change in Dollar per Pupil	Transition Policy Dollars
0	\$0

SBB Total Supplements TOTAL \$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: 87,165	Student Capacity: 640	FY2018-19 Utilization: 98%	FCI: 6
----------------------------	------------------------------------	----------------------------------	---------------------------------	--------------------------------------	------------------

School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
Enrollment					
Pre-K	0	0	-	-	-
K-12	636	630	608	565	-43
Attendance Rate	95.8%	95%	95.6%	-	NA
Student-Teacher Ratio	1:15	1:16	1:16	1:16	-

Student Demographics					
Economically Disadvantaged (%)	0%	38.5%	49.4%	-	-
Students with Disabilities (%)	0%	27.5%	13.4%	-	-
English Language Learners (%)	0%	4.3%	2.4%	-	-

Key School Positions - All Funding Sources					
Principal	1	1	1	1	-
Vice/Assistant Principal	2	2	1	1	-
Classroom Teacher	42	40	36	36	-
Special Skills	4	3	3	2	-1
Counselor	2	2	2	2	-
Educational Assistant	6	6	6	6	-
Instructional Facilitator	1	1	1	1	-
Librarian	1	1	1	1	-
Nutrition	6	3	5	1	-4
Other	5	4	4	4	-

School Level Funds					
General Fund	\$3,755,632	\$4,864,249	\$3,648,166	\$3,527,524	-\$120,642
Title I	\$196,859	\$182,423	\$200,074	\$157,080	-\$42,994
IDEA, Part B	\$98,222	\$76,596	\$76,406	\$72,574	-\$3,832
Other Special Revenue & Federal Funds	\$284	\$0	\$0	\$0	\$0
Total	\$4,050,999	\$5,123,269	\$3,924,647	\$3,757,178	-\$167,469

Teacher Quality					
Teachers with TEM 3 or above (%)	98%	98%			
TEM 5	57%	52%			
TEM 4	34%	36%			
TEM 3	7%	9%			



School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
TVAAS Literacy	1	1	s	s	s
TVAAS Numeracy	1	1	s	s	s

Total SBB Allocation		\$2,829,680
1. SBB Allocations	Dollars allocated to the school through the SBB formula and baseline policy	\$2,374,308
2. SBB Transition Supplements	Dollars either given or withheld as part of a district-wide strategy to maintain stability during the transition to SBB	\$455,372
How has funding changed under SBB?	Note that this comparison only looks at "unlocked dollars" (i.e. dollars that are now part of the SBB Allocation)	
	Last Year (1819)	\$3,102,922
	This Year (1920)	\$2,829,680
	Total Difference	\$(273,242)
	Changes to enrollment impact the budget BEFORE SBB applies	
Estimated change to the budget due to Enrollment changes	Change from	\$(200,687)
Estimated changes to the budget due to SBB transition	Change from SBB	\$(72,556)

Detailed Breakdown

1. SBB Allocations		\$2,374,308		
SBB Weights	Weight	Amount per Student	Enrollment	Total
Base Weight				
All Students	1	\$3,400	564	\$1,917,600
Grade Weights				
Grade K	0.30	\$1,020	48	\$48,960
Grade 1	0.30	\$1,020	50	\$51,000
Grade 2	0.30	\$1,020	50	\$51,000
Grade 3	0.20	\$680	49	\$33,320
Grade 4	0.20	\$680	54	\$36,720
Grade 5	0.20	\$680	70	\$47,600
Mobility Weights				
Mobility	0.10	\$340	51	\$17,340
Academic Performance Weights				
Incoming Low Proficiency	0.10	\$340	312	\$106,080
Incoming High Proficiency	0.10	\$340	32	\$10,880
Increments for Locked Students				
SWD Self-Contained	0.24	\$825	10	\$8,250
Baseline Supplement: This supplement ensures that all schools have sufficient resources to cover a "base" set of services to meet state requirements (i.e. class size minimums, staffing requirements, etc.). Schools not receiving the supplement are already above the "base" set of services.				\$45,477
SBB Allocations Total			\$2,328,750	

2. SBB Transition Supplements \$455,372

Staffing Supplement

This is an additional temporary supplement that SCS is offering this year to support a smoother transition into SBB. This supplement ensures that all schools have sufficient resources to cover SCS's previously used staffing ratios. Schools not receiving this supplement are already able to cover staffing ratios. \$307,611

	Dollar per Pupil Next Year (2018-2019)	Dollar per Pupil This Year (2017-2018)	Difference in Dollar per Pupil
	\$5,017	5,145.81	\$(129)
		% Change in Dollar per Pupil	Transition Policy Dollars
		-8%	\$147,761
SBB Total Supplements TOTAL			\$455,372



Bellevue Middle School

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

Grade Level: 6-8	School Type: Optional	Square Footage: 93,972	Student Capacity: 543	FY2018-19 Utilization: 96%	FCI: 7
----------------------------	---------------------------------	----------------------------------	---------------------------------	--------------------------------------	------------------

School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
----------------	----------------------	----------------------	----------------------	---------------------	---------------------------

Enrollment

K-12	488	524	521	578	57
Attendance Rate	97.8%	97.6%	97%	-	NA
Student-Teacher Ratio	1:20	1:19	1:20	1:20	-

Student Demographics

Economically Disadvantaged (%)	46.5%	43.3%	65.5%	-	-
Students with Disabilities (%)	4.4%	3%	2.3%	-	-
English Language Learners (%)	4.1%	3.2%	1.8%	-	-

Key School Positions - All Funding Sources

Principal	1	1	1	1	-
Vice/Assistant Principal	1	1	1	1	-
Classroom Teacher	25	26	31	30	-1
Special Skills	3	3	2	2	-
Counselor	1	1	2	2	-
Educational Assistant	4	2	2	2	-
Instructional Facilitator	1	1	1	1	-
Librarian	1	1	1	1	-
Nutrition	6	4	7	1	-6
Other	3	4	4	4	-

School Level Funds

General Fund	\$2,955,919	\$3,033,517	\$3,163,338	\$3,144,512	-\$18,826
Title I	\$196,737	\$177,700	\$203,552	\$196,350	-\$7,202
IDEA, Part B	\$21,211	\$0	\$0	\$0	\$0
Total	\$3,173,869	\$3,211,217	\$3,366,890	\$3,340,862	-\$26,028

Teacher Quality

Teachers with TEM 3 or above (%)	100%	100%		
TEM 5	19%	30%		
TEM 4	74%	61%		
TEM 3	7%	9%		



School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
TVAAS Literacy	2	1	s	s	s
TVAAS Numeracy	1	1	s	s	s

Total SBB Allocation				\$2,127,817
1. SBB Allocations	Dollars allocated to the school through the SBB formula and baseline policy			\$2,127,817
2. SBB Transition Supplements	Dollars either given or withheld as part of a district-wide strategy to maintain stability during the transition to SBB			\$0
How has funding changed under SBB?	Note that this comparison only looks at "unlocked dollars" (i.e. dollars that are now part of the SBB Allocation)		Last Year (1819)	\$2,059,207
			This Year (1920)	\$2,127,817
			Total Difference	\$68,610
	Changes to enrollment impact the budget BEFORE SBB applies			
	Estimated change to the budget due to Enrollment changes		Change from	\$51,206
Estimated changes to the budget due to SBB transition		Change from SBB	\$17,404	

Detailed Breakdown

1. SBB Allocations **\$2,127,817**

SBB Weights	Weight	Amount per Student	Enrollment	Total
Base Weight				
All Students	1	\$3,400	577	\$1,961,800
Grade Weights				
Grade K	0.30	\$1,020	0	\$-
Grade 1	0.30	\$1,020	0	\$-
Grade 2	0.30	\$1,020	0	\$-
Grade 3	0.20	\$680	0	\$-
Grade 4	0.20	\$680	0	\$-
Grade 5	0.20	\$680	0	\$-
Mobility Weights				
Mobility	0.10	\$340	39	\$13,260
Academic Performance Weights				
Incoming Low Proficiency	0.10	\$340	369	\$125,460
Incoming High Proficiency	0.10	\$340	37	\$12,580
Increments for Locked Students				
SWD Self-Contained	0.24	\$825	18	\$14,850
Baseline Supplement: This supplement ensures that all schools have sufficient resources to cover a "base" set of services to meet state requirements (i.e. class size minimums, staffing requirements, etc.). Schools not receiving the supplement are already above the "base" set of services.				\$0
SBB Allocations Total				\$2,127,950

2. SBB Transition Supplements **\$0**

Staffing Supplement

This is an additional temporary supplement that SCS is offering this year to support a smoother transition into SBB. This supplement ensures that all schools have sufficient resources to cover SCS's previously used staffing ratios. Schools not receiving this supplement are already able to cover staffing ratios.

\$0

Dollar per Pupil Next Year (2018-2019)	Dollar per Pupil This Year (2017-2018)	Difference in Dollar per Pupil
\$3,688	3,657.56	\$30

% Change in Dollar per Pupil	Transition Policy Dollars
1%	\$0

SBB Total Supplements TOTAL **\$0**



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:** 623 **FY2018-19 Utilization:** 47% **FCI:** 7

School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
----------------	----------------------	----------------------	----------------------	---------------------	---------------------------

Enrollment

K-12	405	292	241	289	48
Attendance Rate	92.2%	90.6%	91.3%	-	NA
Student-Teacher Ratio	1:19	1:15	1:13	1:13	-

Student Demographics

Economically Disadvantaged (%)	86.2%	96.4%	89%	-	-
Students with Disabilities (%)	15.4%	17.5%	21.7%	-	-
English Language Learners (%)	0%	0%	0.3%	-	-

Key School Positions - All Funding Sources

Principal	1	1	1	1	-
Vice/Assistant Principal	1	1	1	1	-
Classroom Teacher	21	19	19	19	-
Counselor	1	1	1	1	-
Educational Assistant	3	1	4	4	-
Instructional Facilitator	1	1	1	1	-
Librarian	1	1	-	-	-
Nutrition	5	3	4	1	-3
Other	4	4	5	5	-

School Level Funds

General Fund	\$1,970,348	\$2,037,715	\$1,952,229	\$1,907,948	-\$44,280
Title I	\$179,764	\$174,318	\$176,702	\$180,880	\$4,177
IDEA, Part B	\$32,186	\$45,551	\$48,892	\$45,423	-\$3,469
Other Special Revenue & Federal Funds	\$1,281	\$18,849	\$0	\$65,874	\$65,874
Total	\$2,183,580	\$2,276,436	\$2,177,824	\$2,200,125	\$22,301

Teacher Quality

Teachers with TEM 3 or above (%)	100%	100%		
TEM 5	5%	36%		
TEM 4	50%	45%		
TEM 3	45%	18%		



School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
TVAAS Literacy	3	4	s	s	s
TVAAS Numeracy	3	5	s	s	s

Total SBB Allocation		\$1,263,794
1. SBB Allocations	Dollars allocated to the school through the SBB formula and baseline policy	\$1,104,461
2. SBB Transition Supplements	Dollars either given or withheld as part of a district-wide strategy to maintain stability during the transition to SBB	\$159,333
How has funding changed under SBB?	Note that this comparison only looks at "unlocked dollars" (i.e. dollars that are now part of the SBB Allocation)	
	Last Year (1819)	\$1,285,006
	This Year (1920)	\$1,263,794
	Total Difference	\$(21,212)
	Changes to enrollment impact the budget BEFORE SBB applies	
Estimated change to the budget due to Enrollment changes	Change from	\$(4,446)
Estimated changes to the budget due to SBB transition	Change from SBB	\$(16,765)

Detailed Breakdown

1. SBB Allocations		\$1,104,461		
SBB Weights	Weight	Amount per Student	Enrollment	Total
Base Weight				
All Students	1	\$3,400	288	\$979,200
Grade Weights				
Grade K	0.30	\$1,020	0	\$-
Grade 1	0.30	\$1,020	0	\$-
Grade 2	0.30	\$1,020	0	\$-
Grade 3	0.20	\$680	0	\$-
Grade 4	0.20	\$680	0	\$-
Grade 5	0.20	\$680	0	\$-
Mobility Weights				
Mobility	0.10	\$340	53	\$18,020
Academic Performance Weights				
Incoming Low Proficiency	0.10	\$340	272	\$92,480
Incoming High Proficiency	0.10	\$340	0	\$-
Increments for Locked Students				
SWD Self-Contained	0.24	\$825	18	\$14,850
Baseline Supplement: This supplement ensures that all schools have sufficient resources to cover a "base" set of services to meet state requirements (i.e. class size minimums, staffing requirements, etc.). Schools not receiving the supplement are already above the "base" set of services.				\$0
SBB Allocations Total			\$1,104,550	

2. SBB Transition Supplements \$159,333

Staffing Supplement	
This is an additional temporary supplement that SCS is offering this year to support a smoother transition into SBB. This supplement ensures that all schools have sufficient resources to cover SCS's previously used staffing ratios. Schools not receiving this supplement are already able to cover staffing ratios.	\$159,333

Dollar per Pupil Next Year (2018-2019)	Dollar per Pupil This Year (2017-2018)	Difference in Dollar per Pupil
\$4,388	4,446.39	\$(58)

% Change in Dollar per Pupil	Transition Policy Dollars
-2%	\$0

SBB Total Supplements TOTAL \$159,333



Colonial Middle School

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

Grade Level: 6-8 **School Type:** Optional **Square Footage:** 153,438 **Student Capacity:** 1037 **FY2018-19 Utilization:** 102% **FCI:** 1

School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
----------------	----------------------	----------------------	----------------------	---------------------	---------------------------

Enrollment

K-12	1057	1062	1056	1073	17
Attendance Rate	95.8%	95.4%	95.5%	-	NA
Student-Teacher Ratio	1:17	1:17	1:17	1:17	-

Student Demographics

Economically Disadvantaged (%)	51.8%	50.6%	71.3%	-	-
Students with Disabilities (%)	11.1%	10.2%	8.7%	-	-
English Language Learners (%)	11.8%	9.2%	9.7%	-	-

Key School Positions - All Funding Sources

Principal	1	1	1	1	-
Vice/Assistant Principal	2	2	2	2	-
Classroom Teacher	63	62	63	63	-
Special Skills	5	5	5	5	-
Counselor	3	3	4	4	-
Educational Assistant	7	8	7	7	-
Instructional Facilitator	1	2	4	4	-
Librarian	2	1	1	1	-
Bilingual Cultural Mentor	1	2	1	1	-
Nutrition	11	6	14	2	-12
Other	6	6	7	7	-

School Level Funds

General Fund	\$6,104,786	\$6,088,406	\$6,142,242	\$6,266,614	\$124,371
Title I	\$547,476	\$481,942	\$545,946	\$526,575	-\$19,371
IDEA, Part B	\$0	\$30,120	\$32,170	\$34,978	\$2,808
Perkins	\$9,583	\$0	\$0	\$0	\$0
Other Special Revenue & Federal Funds	\$114,837	\$39,330	\$0	\$0	\$0
Total	\$6,776,684	\$6,639,799	\$6,720,360	\$6,828,168	\$107,808

Teacher Quality

Teachers with TEM 3 or above (%)	100%	100%		
TEM 5	48%	33%		
TEM 4	45%	52%		
TEM 3	7%	14%		



School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
TVAAS Literacy	1	5	s	s	s
TVAAS Numeracy	1	1	s	s	s

Total SBB Allocation		\$3,951,710
1. SBB Allocations	Dollars allocated to the school through the SBB formula and baseline policy	\$3,951,710
2. SBB Transition Supplements	Dollars either given or withheld as part of a district-wide strategy to maintain stability during the transition to SBB	\$0
How has funding changed under SBB?	Note that this comparison only looks at "unlocked dollars" (i.e. dollars that are now part of the SBB Allocation)	
	Last Year (1819)	\$3,990,092
	This Year (1920)	\$3,951,710
	Total Difference	\$(38,382)
	Changes to enrollment impact the budget BEFORE SBB applies	
Estimated change to the budget due to Enrollment changes	Change from	\$(51,343)
Estimated changes to the budget due to SBB transition	Change from SBB	\$12,961

Detailed Breakdown

1. SBB Allocations		\$3,951,710		
SBB Weights	Weight	Amount per Student	Enrollment	Total
Base Weight				
All Students	1	\$3,400	1,074	\$3,651,600
Grade Weights				
Grade K	0.30	\$1,020	0	\$-
Grade 1	0.30	\$1,020	0	\$-
Grade 2	0.30	\$1,020	0	\$-
Grade 3	0.20	\$680	0	\$-
Grade 4	0.20	\$680	0	\$-
Grade 5	0.20	\$680	0	\$-
Mobility Weights				
Mobility	0.10	\$340	50	\$17,000
Academic Performance Weights				
Incoming Low Proficiency	0.10	\$340	798	\$271,320
Incoming High Proficiency	0.10	\$340	35	\$11,900
Increments for Locked Students				
SWD Self-Contained	0.24	\$825	0	\$-
Baseline Supplement: This supplement ensures that all schools have sufficient resources to cover a "base" set of services to meet state requirements (i.e. class size minimums, staffing requirements, etc.). Schools not receiving the supplement are already above the "base" set of services.				\$0
SBB Allocations Total			\$3,951,820	

2. SBB Transition Supplements \$0

Staffing Supplement

This is an additional temporary supplement that SCS is offering this year to support a smoother transition into SBB. This supplement ensures that all schools have sufficient resources to cover SCS's previously used staffing ratios. Schools not receiving this supplement are already able to cover staffing ratios. \$0

Dollar per Pupil Next Year (2018-2019)	Dollar per Pupil This Year (2017-2018)	Difference in Dollar per Pupil
\$3,679	3,667.36	\$12

% Change in Dollar per Pupil	Transition Policy Dollars
0%	\$0

SBB Total Supplements TOTAL \$0



Cordova Middle School

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

Grade Level: 6-8 **School Type:** Optional **Square Footage:** 147,873 **Student Capacity:** 1160 **FY2018-19 Utilization:** 59% **FCI:** 14

School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
----------------	----------------------	----------------------	----------------------	---------------------	---------------------------

Enrollment

K-12	684	686	663	709	46
Attendance Rate	96.5%	96.7%	96.9%	-	NA
Student-Teacher Ratio	1:18	1:18	1:18	1:18	-

Student Demographics

Economically Disadvantaged (%)	29.9%	32.1%	61%	-	-
Students with Disabilities (%)	121%	12.4%	11%	-	-
English Language Learners (%)	6.4%	5.3%	6.6%	-	-

Key School Positions - All Funding Sources

Principal	1	1	1	1	-
Vice/Assistant Principal	2	2	2	2	-
Classroom Teacher	37	38	41	41	-
Special Skills	1	1	1	1	-
Counselor	2	2	3	3	-
Educational Assistant	4	5	5	5	-
Instructional Facilitator	1	1	1	1	-
Librarian	1	1	1	1	-
Nutrition	8	4	7	1	-6
Other	4	5	7	7	-

School Level Funds

General Fund	\$3,579,604	\$3,652,448	\$3,660,557	\$3,753,564	\$93,007
Title I	\$228,786	\$176,695	\$204,898	\$198,135	-\$6,763
IDEA, Part B	\$60,908	\$82,631	\$58,791	\$101,493	\$42,701
Total	\$3,869,299	\$3,911,775	\$3,924,247	\$4,053,192	\$128,945

Teacher Quality

Teachers with TEM 3 or above (%)	94%	92%		
TEM 5	29%	33%		
TEM 4	43%	38%		
TEM 3	23%	21%		



School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
TVAAS Literacy	1	2	s	s	s
TVAAS Numeracy	1	1	s	s	s

Total SBB Allocation		\$2,652,042
1. SBB Allocations	Dollars allocated to the school through the SBB formula and baseline policy	\$2,639,346
2. SBB Transition Supplements	Dollars either given or withheld as part of a district-wide strategy to maintain stability during the transition to SBB	\$12,696
How has funding changed under SBB?	Note that this comparison only looks at "unlocked dollars" (i.e. dollars that are now part of the SBB Allocation)	
	Last Year (1819)	\$2,751,613
	This Year (1920)	\$2,652,042
	Total Difference	\$(99,571)
	Changes to enrollment impact the budget BEFORE SBB applies	
Estimated change to the budget due to Enrollment changes	Change from	\$(38,323)
Estimated changes to the budget due to SBB transition	Change from SBB	\$(61,248)

Detailed Breakdown

1. SBB Allocations		\$2,639,346		
SBB Weights	Weight	Amount per Student	Enrollment	Total
Base Weight				
All Students	1	\$3,400	708	\$2,407,200
Grade Weights				
Grade K	0.30	\$1,020	0	\$-
Grade 1	0.30	\$1,020	0	\$-
Grade 2	0.30	\$1,020	0	\$-
Grade 3	0.20	\$680	0	\$-
Grade 4	0.20	\$680	0	\$-
Grade 5	0.20	\$680	0	\$-
Mobility Weights				
Mobility	0.10	\$340	54	\$18,360
Academic Performance Weights				
Incoming Low Proficiency	0.10	\$340	566	\$192,440
Incoming High Proficiency	0.10	\$340	17	\$5,780
Increments for Locked Students				
SWD Self-Contained	0.24	\$825	19	\$15,675
Baseline Supplement: This supplement ensures that all schools have sufficient resources to cover a "base" set of services to meet state requirements (i.e. class size minimums, staffing requirements, etc.). Schools not receiving the supplement are already above the "base" set of services.				\$0
SBB Allocations Total			\$2,639,455	

2. SBB Transition Supplements \$12,696

Staffing Supplement

This is an additional temporary supplement that SCS is offering this year to support a smoother transition into SBB. This supplement ensures that all schools have sufficient resources to cover SCS's previously used staffing ratios. Schools not receiving this supplement are already able to cover staffing ratios. \$12,696

Dollar per Pupil Next Year (2018-2019)	Dollar per Pupil This Year (2017-2018)	Difference in Dollar per Pupil
\$3,746	3,832.33	\$(87)

% Change in Dollar per Pupil	Transition Policy Dollars
-3%	\$0

SBB Total Supplements TOTAL \$12,696



Craigmont Middle School

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

Grade Level: 6-8	School Type: Optional	Square Footage: 148,352	Student Capacity: 855	FY2018-19 Utilization: 69%	FCI: 3
----------------------------	---------------------------------	-----------------------------------	---------------------------------	--------------------------------------	------------------

School Measure	FY2015-16	FY2016-17	FY2017-18	FY2018-19	FY18 vs. FY19
	Actuals	Actuals	Amended	Budget	Variance

Enrollment

K-12	641	592	557	542	-15
Attendance Rate	93.9%	96.7%	95.8%	-	NA
Student-Teacher Ratio	1:17	1:16	1:15	1:15	-

Student Demographics

Economically Disadvantaged (%)	67.7%	65.2%	87.9%	-	-
Students with Disabilities (%)	19.1%	16.4%	14.8%	-	-
English Language Learners (%)	4.3%	3.7%	3.3%	-	-

Key School Positions - All Funding Sources

Principal	1	1	1	1	-
Vice/Assistant Principal	2	2	1	1	-
Classroom Teacher	38	37	35	35	-
Special Skills	3	3	3	3	-
Counselor	1	1	2	2	-
Educational Assistant	8	9	9	9	-
Instructional Facilitator	1	1	1	1	-
Librarian	1	1	1	1	-
Nutrition	11	5	9	1	-8
Other	4	4	6	6	-

School Level Funds

General Fund	\$3,673,041	\$5,366,129	\$3,380,205	\$3,370,683	-\$9,522
Title I	\$292,362	\$258,448	\$371,353	\$325,465	-\$45,888
IDEA, Part B	\$104,645	\$106,588	\$108,232	\$109,966	\$1,734
Other Special Revenue & Federal Funds	\$0	\$0	\$30,000	\$0	-\$30,000
Total	\$4,070,049	\$5,731,166	\$3,889,791	\$3,806,114	-\$83,676

Teacher Quality

Teachers with TEM 3 or above (%)	84%	78%		
TEM 5	21%	22%		
TEM 4	42%	25%		
TEM 3	21%	31%		



School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
TVAAS Literacy	2	3	s	s	s
TVAAS Numeracy	1	2	s	s	s

Total SBB Allocation		\$2,036,671
1. SBB Allocations	Dollars allocated to the school through the SBB formula and baseline policy	\$2,036,671
2. SBB Transition Supplements	Dollars either given or withheld as part of a district-wide strategy to maintain stability during the transition to SBB	\$0
How has funding changed under SBB?	Note that this comparison only looks at "unlocked dollars" (i.e. dollars that are now part of the SBB Allocation)	
	Last Year (1819)	\$2,242,969
	This Year (1920)	\$2,036,671
	Total Difference	\$(206,299)
	Changes to enrollment impact the budget BEFORE SBB applies	
	Estimated change to the budget due to Enrollment changes	Change from \$(210,044)
	Estimated changes to the budget due to SBB transition	Change from SBB \$3,745

Detailed Breakdown

1. SBB Allocations		\$2,036,671		
SBB Weights	Weight	Amount per Student	Enrollment	Total
Base Weight				
All Students	1	\$3,400	542	\$1,842,800
Grade Weights				
Grade K	0.30	\$1,020	0	\$-
Grade 1	0.30	\$1,020	0	\$-
Grade 2	0.30	\$1,020	0	\$-
Grade 3	0.20	\$680	0	\$-
Grade 4	0.20	\$680	0	\$-
Grade 5	0.20	\$680	0	\$-
Mobility Weights				
Mobility	0.10	\$340	72	\$24,480
Academic Performance Weights				
Incoming Low Proficiency	0.10	\$340	463	\$157,420
Incoming High Proficiency	0.10	\$340	13	\$4,420
Increments for Locked Students				
SWD Self-Contained	0.24	\$825	9	\$7,425
Baseline Supplement: This supplement ensures that all schools have sufficient resources to cover a "base" set of services to meet state requirements (i.e. class size minimums, staffing requirements, etc.). Schools not receiving the supplement are already above the "base" set of services.				\$0
SBB Allocations Total			\$2,036,545	

2. SBB Transition Supplements \$0

Staffing Supplement

This is an additional temporary supplement that SCS is offering this year to support a smoother transition into SBB. This supplement ensures that all schools have sufficient resources to cover SCS's previously used staffing ratios. Schools not receiving this supplement are already able to cover staffing ratios. \$0

Dollar per Pupil Next Year (2018-2019)	Dollar per Pupil This Year (2017-2018)	Difference in Dollar per Pupil
\$3,758	3,750.79	\$7

% Change in Dollar per Pupil	Transition Policy Dollars
0%	\$0

SBB Total Supplements TOTAL \$0



Cummings K-8 School

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

Grade Level: PreK-8 **School Type:** Optional **Square Footage:** 120,729 **Student Capacity:** 640 **FY2018-19 Utilization:** 65% **FCI:** 19

School Measure	FY2015-16	FY2016-17	FY2017-18	FY2018-19	FY18 vs. FY19
	Actuals	Actuals	Amended	Budget	Variance
Enrollment					
Pre-K	38	38	38	38	-
K-12	480	418	371	533	162
Attendance Rate	94.5%	94.3%	96.2%	-	NA
Student-Teacher Ratio	1:14	1:13	1:12	1:12	-

Student Demographics					
Economically Disadvantaged (%)	83.9%	84.9%	83.9%	-	-
Students with Disabilities (%)	9.7%	16.3%	6.1%	-	-
English Language Learners (%)	0%	0%	0%	-	-

Key School Positions - All Funding Sources					
Principal	1	1	1	1	-
Vice/Assistant Principal	1	1	1	1	-
Classroom Teacher	35	35	35	35	-
Special Skills	4	3	4	3	-1
Counselor	2	2	2	2	-
Educational Assistant	3	3	2	2	-
Instructional Facilitator	2	2	1	1	-
Librarian	1	1	1	1	-
Nutrition	8	4	9	1	-8
Other	11	6	5	5	-

School Level Funds					
General Fund	\$3,294,451	\$3,358,031	\$3,319,958	\$3,123,682	-\$196,275
Title I	\$230,599	\$242,022	\$280,740	\$305,830	\$25,089
IDEA, Part B	\$59,403	\$0	\$0	\$0	\$0
Other Special Revenue & Federal Funds	\$202,084	\$187,280	\$187,926	\$220,163	\$32,236
Total	\$3,786,539	\$3,787,334	\$3,788,625	\$3,649,675	-\$138,949

Teacher Quality					
Teachers with TEM 3 or above (%)	94%	95%			
TEM 5	14%	20%			
TEM 4	57%	43%			
TEM 3	23%	33%			



School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
TVAAS Literacy	5	2	s	s	s
TVAAS Numeracy	1	1	s	s	s

Total SBB Allocation **\$2,725,869**

1. SBB Allocations	Dollars allocated to the school through the SBB formula and baseline policy				\$2,301,977
2. SBB Transition Supplements	Dollars either given or withheld as part of a district-wide strategy to maintain stability during the transition to SBB				\$423,892
How has funding changed under SBB?	Note that this comparison only looks at "unlocked dollars" (i.e. dollars that are now part of the SBB Allocation)	Last Year (1819)	\$2,811,558		
		This Year (1920)	\$2,725,869		
		Total Difference	\$(85,689)		
	Changes to enrollment impact the budget BEFORE SBB applies	Estimated change to the budget due to Enrollment changes	Change from	\$(15,795)	
		Estimated changes to the budget due to SBB transition	Change from SBB	\$(69,894)	

Detailed Breakdown

1. SBB Allocations **\$2,301,977**

SBB Weights	Weight	Amount per Student	Enrollment	Total
Base Weight				
All Students	1	\$3,400	531	\$1,805,400
Grade Weights				
Grade K	0.30	\$1,020	71	\$72,420
Grade 1	0.30	\$1,020	65	\$66,300
Grade 2	0.30	\$1,020	57	\$58,140
Grade 3	0.20	\$680	51	\$34,680
Grade 4	0.20	\$680	43	\$29,240
Grade 5	0.20	\$680	56	\$38,080
Mobility Weights				
Mobility	0.10	\$340	58	\$19,720
Academic Performance Weights				
Incoming Low Proficiency	0.10	\$340	485	\$164,900
Incoming High Proficiency	0.10	\$340	0	\$-
Increments for Locked Students				
SWD Self-Contained	0.24	\$825	16	\$13,200
Baseline Supplement: This supplement ensures that all schools have sufficient resources to cover a "base" set of services to meet state requirements (i.e. class size minimums, staffing requirements, etc.). Schools not receiving the supplement are already above the "base" set of services.				\$0

SBB Allocations Total **\$2,302,080**

2. SBB Transition Supplements **\$423,892**

Staffing Supplement

This is an additional temporary supplement that SCS is offering this year to support a smoother transition into SBB. This supplement ensures that all schools have sufficient resources to cover SCS's previously used staffing ratios. Schools not receiving this supplement are already able to cover staffing ratios. \$380,286

Dollar per Pupil Next Year (2018-2019)	Dollar per Pupil This Year (2017-2018)	Difference in Dollar per Pupil
\$5,133	5,265.09	\$(132)

% Change in Dollar per Pupil	Transition Policy Dollars
-5%	\$43,606

SBB Total Supplements TOTAL **\$423,892**



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: 998	FY2018-19 Utilization: 39%	FCI: 15
----------------------------	------------------------------------	-----------------------------------	---------------------------------	--------------------------------------	-------------------

School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
----------------	----------------------	----------------------	----------------------	---------------------	---------------------------

Enrollment

K-12	489	387	375	404	29
Attendance Rate	95%	94.6%	95.5%	-	NA
Student-Teacher Ratio	1:17	1:16	1:16	1:16	-

Student Demographics

Economically Disadvantaged (%)	38.8%	40.5%	70.4%	-	-
Students with Disabilities (%)	15.2%	14.8%	12.1%	-	-
English Language Learners (%)	17.9%	5.7%	5.2%	-	-

Key School Positions - All Funding Sources

Principal	1	1	1	1	-
Vice/Assistant Principal	1	1	1	1	-
Classroom Teacher	28	23	22	21	-1
Special Skills	2	0	-	-	-
Counselor	1	1	2	2	-
Educational Assistant	4	4	3	3	-
Instructional Facilitator	1	1	1	1	-
Librarian	1	1	1	1	-
Nutrition	5	3	4	1	-3
Other	3	3	3	3	-

School Level Funds

General Fund	\$2,152,325	\$2,071,599	\$2,117,955	\$2,127,116	\$9,160
Title I	\$162,487	\$135,527	\$141,268	\$129,710	-\$11,558
IDEA, Part B	\$50,892	\$27,528	\$27,854	\$29,913	\$2,059
Total	\$2,365,706	\$2,234,655	\$2,287,079	\$2,286,740	-\$339

Teacher Quality

Teachers with TEM 3 or above (%)	88%	96%		
TEM 5	33%	15%		
TEM 4	38%	50%		
TEM 3	17%	31%		



School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
TVAAS Literacy	4	5	s	s	s
TVAAS Numeracy	1	5	s	s	s

Total SBB Allocation		\$1,515,725
1. SBB Allocations	Dollars allocated to the school through the SBB formula and baseline policy	\$1,515,725
2. SBB Transition Supplements	Dollars either given or withheld as part of a district-wide strategy to maintain stability during the transition to SBB	\$0
How has funding changed under SBB?	Note that this comparison only looks at "unlocked dollars" (i.e. dollars that are now part of the SBB Allocation)	
	Last Year (1819)	\$1,501,895
	This Year (1920)	\$1,515,725
	Total Difference	\$13,830
	Changes to enrollment impact the budget BEFORE SBB applies	
Estimated change to the budget due to Enrollment changes	Change from	\$18,868
Estimated changes to the budget due to SBB transition	Change from SBB	\$(5,038)

Detailed Breakdown

1. SBB Allocations		\$1,515,725		
SBB Weights	Weight	Amount per Student	Enrollment	Total
Base Weight				
All Students	1	\$3,400	403	\$1,370,200
Grade Weights				
Grade K	0.30	\$1,020	0	\$-
Grade 1	0.30	\$1,020	0	\$-
Grade 2	0.30	\$1,020	0	\$-
Grade 3	0.20	\$680	0	\$-
Grade 4	0.20	\$680	0	\$-
Grade 5	0.20	\$680	0	\$-
Mobility Weights				
Mobility	0.10	\$340	48	\$16,320
Academic Performance Weights				
Incoming Low Proficiency	0.10	\$340	350	\$119,000
Incoming High Proficiency	0.10	\$340	4	\$1,360
Increments for Locked Students				
SWD Self-Contained	0.24	\$825	11	\$9,075
Baseline Supplement: This supplement ensures that all schools have sufficient resources to cover a "base" set of services to meet state requirements (i.e. class size minimums, staffing requirements, etc.). Schools not receiving the supplement are already above the "base" set of services.				\$0
SBB Allocations Total			\$1,515,955	

2. SBB Transition Supplements \$0

Staffing Supplement

This is an additional temporary supplement that SCS is offering this year to support a smoother transition into SBB. This supplement ensures that all schools have sufficient resources to cover SCS's previously used staffing ratios. Schools not receiving this supplement are already able to cover staffing ratios. \$0

Dollar per Pupil Next Year (2018-2019)	Dollar per Pupil This Year (2017-2018)	Difference in Dollar per Pupil
\$3,761	3,773.60	\$(12)

% Change in Dollar per Pupil	Transition Policy Dollars
0%	\$0

SBB Total Supplements TOTAL \$0



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:** 556 **FY2018-19 Utilization:** 62% **FCI:** 15

School Measure	FY2015-16	FY2016-17	FY2017-18	FY2018-19	FY18 vs. FY19
	Actuals	Actuals	Amended	Budget	Variance
Enrollment					
Pre-K	20	20	20	20	-
K-12	401	344	310	414	104
Attendance Rate	96.5%	94.9%	94.3%	-	NA
Student-Teacher Ratio	1:11	1:10	1:10	1:10	-

Student Demographics					
Economically Disadvantaged (%)	84.5%	81.9%	86.7%	-	-
Students with Disabilities (%)	12.1%	21.9%	9.3%	-	-
English Language Learners (%)	5.6%	14.6%	5.4%	-	-

Key School Positions - All Funding Sources					
Principal	1	1	1	1	-
Vice/Assistant Principal	1	1	1	1	-
Classroom Teacher	36	36	32	32	-
Special Skills	5	3	4	3	-1
Counselor	2	2	2	2	-
Educational Assistant	8	5	11	10	-1
Instructional Facilitator	1	1	1	1	-
Librarian	1	1	1	1	-
Bilingual Cultural Mentor	1	1	-	-	-
Nutrition	5	3	9	1	-8
Other	5	4	4	4	-

School Level Funds					
General Fund	\$3,586,759	\$3,674,904	\$3,828,280	\$3,518,260	-\$310,020
Title I	\$183,950	\$182,363	\$248,265	\$320,110	\$71,844
IDEA, Part B	\$61,564	\$28,976	\$29,466	\$52,625	\$23,158
Other Special Revenue & Federal Funds	\$228,100	\$110,059	\$76,773	\$361,168	\$284,395
Total	\$4,060,373	\$3,996,304	\$4,182,786	\$4,252,163	\$69,377

Teacher Quality					
Teachers with TEM 3 or above (%)	98%	100%			
TEM 5	50%	69%			
TEM 4	45%	25%			
TEM 3	3%	6%			



School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
TVAAS Literacy	4	5	s	s	s
TVAAS Numeracy	5	3	s	s	s

Total SBB Allocation **\$2,385,823**

1. SBB Allocations	Dollars allocated to the school through the SBB formula and baseline policy				\$1,764,466
2. SBB Transition Supplements	Dollars either given or withheld as part of a district-wide strategy to maintain stability during the transition to SBB				\$621,357
How has funding changed under SBB?	Note that this comparison only looks at "unlocked dollars" (i.e. dollars that are now part of the SBB Allocation)	Last Year (1819)	\$2,482,633		
		This Year (1920)	\$2,385,823		
		Total Difference	\$(96,811)		
	Changes to enrollment impact the budget BEFORE SBB applies				
	Estimated change to the budget due to Enrollment changes	Change from	\$(35,636)		
	Estimated changes to the budget due to SBB transition	Change from SBB	\$(61,175)		

Detailed Breakdown

1. SBB Allocations **\$1,764,466**

SBB Weights	Weight	Amount per Student	Enrollment	Total
Base Weight				
All Students	1	\$3,400	412	\$1,400,800
Grade Weights				
Grade K	0.30	\$1,020	37	\$37,740
Grade 1	0.30	\$1,020	39	\$39,780
Grade 2	0.30	\$1,020	42	\$42,840
Grade 3	0.20	\$680	41	\$27,880
Grade 4	0.20	\$680	39	\$26,520
Grade 5	0.20	\$680	50	\$34,000
Mobility Weights				
Mobility	0.10	\$340	53	\$18,020
Academic Performance Weights				
Incoming Low Proficiency	0.10	\$340	328	\$111,520
Incoming High Proficiency	0.10	\$340	25	\$8,500
Increments for Locked Students				
SWD Self-Contained	0.24	\$825	11	\$9,075
Baseline Supplement: This supplement ensures that all schools have sufficient resources to cover a "base" set of services to meet state requirements (i.e. class size minimums, staffing requirements, etc.). Schools not receiving the supplement are already above the "base" set of services.				\$7,771

SBB Allocations Total **\$1,756,675**

2. SBB Transition Supplements **\$621,357**

Staffing Supplement

This is an additional temporary supplement that SCS is offering this year to support a smoother transition into SBB. This supplement ensures that all schools have sufficient resources to cover SCS's previously used staffing ratios. Schools not receiving this supplement are already able to cover staffing ratios.

\$554,406

	Dollar per Pupil Next Year (2018-2019)	Dollar per Pupil This Year (2017-2018)	Difference in Dollar per Pupil
	\$5,791	5,939.31	\$(148)

% Change in Dollar per Pupil	Transition Policy Dollars
-6%	\$66,951

SBB Total Supplements TOTAL **\$621,357**



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: 320	FY2018-19 Utilization: 118%	FCI: 9
----------------------------	------------------------------------	----------------------------------	---------------------------------	---------------------------------------	------------------

School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
Enrollment					
Pre-K	0	0	-	-	-
K-12	346	379	379	392	13
Attendance Rate	95.3%	96.2%	95.9%	-	NA
Student-Teacher Ratio	1:12	1:12	1:13	1:13	-

Student Demographics					
Economically Disadvantaged (%)	34.5%	29.5%	46.2%	-	-
Students with Disabilities (%)	17.1%	20.2%	13.3%	-	-
English Language Learners (%)	0%	2.2%	2.1%	-	-

Key School Positions - All Funding Sources					
Principal	1	1	1	1	-
Vice/Assistant Principal	1	1	1	1	-
Classroom Teacher	30	30	28	28	-
Special Skills	3	2	3	2	-1
Counselor	2	2	2	2	-
Educational Assistant	4	4	5	5	-
Librarian	1	1	1	1	-
Nutrition	5	2	5	1	-4
Other	4	4	4	4	-

School Level Funds					
General Fund	\$2,884,422	\$2,832,638	\$2,904,354	\$2,875,963	-\$28,391
Title I	\$153,425	\$98,826	\$82,192	\$0	-
IDEA, Part B	\$30,109	\$0	\$0	\$33,055	\$33,055
Total	\$3,067,957	\$2,931,465	\$2,986,547	\$2,909,019	-\$77,528

Teacher Quality					
Teachers with TEM 3 or above (%)	100%	97%			
TEM 5	37%	13%			
TEM 4	47%	50%			
TEM 3	17%	33%			



School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
TVAAS Literacy	1	4	s	s	s
TVAAS Numeracy	1	5	s	s	s

Total SBB Allocation \$2,380,015

1. SBB Allocations	Dollars allocated to the school through the SBB formula and baseline policy				\$1,689,747
2. SBB Transition Supplements	Dollars either given or withheld as part of a district-wide strategy to maintain stability during the transition to SBB				\$690,268
How has funding changed under SBB?	Note that this comparison only looks at "unlocked dollars" (i.e. dollars that are now part of the SBB Allocation)	Last Year (1819)	\$2,390,710		
		This Year (1920)	\$2,380,015		
		Total Difference	\$(10,695)		
	Changes to enrollment impact the budget BEFORE SBB applies	Estimated change to the budget due to Enrollment changes	Change from	\$50,331	
		Estimated changes to the budget due to SBB transition	Change from SBB	\$(61,026)	

Detailed Breakdown

1. SBB Allocations \$1,689,747

SBB Weights	Weight	Amount per Student	Enrollment	Total
Base Weight				
All Students	1	\$3,400	388	\$1,319,200
Grade Weights				
Grade K	0.30	\$1,020	35	\$35,700
Grade 1	0.30	\$1,020	37	\$37,740
Grade 2	0.30	\$1,020	45	\$45,900
Grade 3	0.20	\$680	47	\$31,960
Grade 4	0.20	\$680	50	\$34,000
Grade 5	0.20	\$680	42	\$28,560
Mobility Weights				
Mobility	0.10	\$340	22	\$7,480
Academic Performance Weights				
Incoming Low Proficiency	0.10	\$340	200	\$68,000
Incoming High Proficiency	0.10	\$340	55	\$18,700
Increments for Locked Students				
SWD Self-Contained	825.00	\$825	10	\$8,250
Baseline Supplement: This supplement ensures that all schools have sufficient resources to cover a "base" set of services to meet state requirements (i.e. class size minimums, staffing requirements, etc.). Schools not receiving the supplement are already above the "base" set of services.				\$61,719

SBB Allocations Total \$1,635,490

2. SBB Transition Supplements \$690,268

Staffing Supplement

This is an additional temporary supplement that SCS is offering this year to support a smoother transition into SBB. This supplement ensures that all schools have sufficient resources to cover SCS's previously used staffing ratios. Schools not receiving this supplement are already able to cover staffing ratios. \$609,568

	Dollar per Pupil Next Year (2018-2019)	Dollar per Pupil This Year (2017-2018)	Difference in Dollar per Pupil
	\$6,134	6,291.34	\$(157)

% Change in Dollar per Pupil	Transition Policy Dollars
-3%	\$80,700

SBB Total Supplements TOTAL \$690,268



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: 623	FY2018-19 Utilization: 50%	FCI: 8
----------------------------	------------------------------	-----------------------------------	---------------------------------	--------------------------------------	------------------

School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
----------------	----------------------	----------------------	----------------------	---------------------	---------------------------

Enrollment

K-12	414	309	272	225	-47
Attendance Rate	94.3%	93.4%	97%	-	NA
Student-Teacher Ratio	1:17	1:15	1:14	1:14	-

Student Demographics

Economically Disadvantaged (%)	80.7%	78.3%	88.8%	-	-
Students with Disabilities (%)	22.6%	25.7%	16.1%	-	-
English Language Learners (%)	0%	1.2%	0.7%	-	-

Key School Positions - All Funding Sources

Principal	1	1	1	1	-
Vice/Assistant Principal	1	1	2	2	-
Classroom Teacher	24	20	35	35	-
Special Skills	0	0	3	2	-1
Counselor	1	1	2	2	-
Educational Assistant	6	5	9	9	-
Instructional Facilitator	1	1	1	1	-
Librarian	1	1	1	1	-
Nutrition	6	3	6	1	-5
Other	4	3	7	7	-

School Level Funds

General Fund	\$2,163,182	\$1,865,221	\$2,246,169	\$3,660,934	\$1,414,765
Title I	\$146,283	\$187,111	\$352,880	\$169,575	-\$183,305
IDEA, Part B	\$168,602	\$107,451	\$115,126	\$102,737	-\$12,389
Other Special Revenue & Federal Funds	\$1,398	\$0	\$30,000	\$0	-\$30,000
Total	\$2,479,467	\$2,159,784	\$2,744,175	\$3,933,247	\$1,189,071

Teacher Quality

Teachers with TEM 3 or above (%)	100%	55%		
TEM 5	29%	5%		
TEM 4	48%	14%		
TEM 3	24%	36%		



School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
TVAAS Literacy	1	5	s	s	s
TVAAS Numeracy	1	1	s	s	s

Total SBB Allocation		\$1,258,653
1. SBB Allocations	Dollars allocated to the school through the SBB formula and baseline policy	\$864,451
2. SBB Transition Supplements	Dollars either given or withheld as part of a district-wide strategy to maintain stability during the transition to SBB	\$394,202
How has funding changed under SBB?	Note that this comparison only looks at "unlocked dollars" (i.e. dollars that are now part of the SBB Allocation)	
	Last Year (1819)	\$1,273,530
	This Year (1920)	\$1,258,653
	Total Difference	\$(14,877)
	Changes to enrollment impact the budget BEFORE SBB applies	
Estimated change to the budget due to Enrollment changes	Change from	\$(183,311)
Estimated changes to the budget due to SBB transition	Change from SBB	\$168,434

Detailed Breakdown

1. SBB Allocations		\$864,451		
SBB Weights	Weight	Amount per Student	Enrollment	Total
Base Weight				
All Students	1	\$3,400	226	\$768,400
Grade Weights				
Grade K	0.30	\$1,020	0	\$-
Grade 1	0.30	\$1,020	0	\$-
Grade 2	0.30	\$1,020	0	\$-
Grade 3	0.20	\$680	0	\$-
Grade 4	0.20	\$680	0	\$-
Grade 5	0.20	\$680	0	\$-
Mobility Weights				
Mobility	0.10	\$340	48	\$16,320
Academic Performance Weights				
Incoming Low Proficiency	0.10	\$340	218	\$74,120
Incoming High Proficiency	0.10	\$340	2	\$680
Increments for Locked Students				
SWD Self-Contained	0.24	\$825	6	\$4,950
Baseline Supplement: This supplement ensures that all schools have sufficient resources to cover a "base" set of services to meet state requirements (i.e. class size minimums, staffing requirements, etc.). Schools not receiving the supplement are already above the "base" set of services.				\$0
SBB Allocations Total				\$864,470

2. SBB Transition Supplements \$394,202

Staffing Supplement

This is an additional temporary supplement that SCS is offering this year to support a smoother transition into SBB. This supplement ensures that all schools have sufficient resources to cover SCS's previously used staffing ratios. Schools not receiving this supplement are already able to cover staffing ratios. \$394,202

Dollar per Pupil Next Year (2018-2019)	Dollar per Pupil This Year (2017-2018)	Difference in Dollar per Pupil
\$5,569	4,823.98	\$745

% Change in Dollar per Pupil	Transition Policy Dollars
15%	\$0

SBB Total Supplements TOTAL \$394,202



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	FY2018-19 Utilization: 79%	FCI: 9
----------------------------	------------------------------------	----------------------------------	---------------------------------	--------------------------------------	------------------

School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
----------------	----------------------	----------------------	----------------------	---------------------	---------------------------

Enrollment

K-12	290	295	272	309	37
Attendance Rate	91.7%	95.2%	93.6%	-	NA
Student-Teacher Ratio	1:15	1:15	1:14	1:14	-

Student Demographics

Economically Disadvantaged (%)	84.8%	85.9%	60.1%	-	-
Students with Disabilities (%)	17.9%	18.9%	19.4%	-	-
English Language Learners (%)	0%	0%	0%	-	-

Key School Positions - All Funding Sources

Principal	1	1	1	1	-
Vice/Assistant Principal	1	1	1	1	-
Classroom Teacher	20	20	22	22	-
Counselor	1	1	1	1	-
Educational Assistant	4	4	10	10	-
Instructional Facilitator	1	1	1	1	-
Librarian	1	1	1	1	-
Nutrition	2	1	4	1	-3
Other	3	4	6	6	-

School Level Funds

General Fund	\$1,788,170	\$2,016,298	\$2,091,989	\$2,101,822	\$9,832
Title I	\$207,255	\$218,990	\$158,551	\$147,560	-\$10,991
IDEA, Part B	\$97,925	\$102,560	\$103,866	\$133,743	\$29,876
Other Special Revenue & Federal Funds	\$0	\$0	\$30,000	\$0	-\$30,000
Total	\$2,093,352	\$2,337,849	\$2,384,408	\$2,383,126	-\$1,282

Teacher Quality

Teachers with TEM 3 or above (%)	74%	89%		
TEM 5	5%	0%		
TEM 4	5%	26%		
TEM 3	63%	63%		



School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
TVAAS Literacy	1	3	s	s	s
TVAAS Numeracy	1	1	s	s	s

Total SBB Allocation		\$1,589,775
1. SBB Allocations	Dollars allocated to the school through the SBB formula and baseline policy	\$1,216,518
2. SBB Transition Supplements	Dollars either given or withheld as part of a district-wide strategy to maintain stability during the transition to SBB	\$373,257
How has funding changed under SBB?	Note that this comparison only looks at "unlocked dollars" (i.e. dollars that are now part of the SBB Allocation)	
	Last Year (1819)	\$1,519,725
	This Year (1920)	\$1,589,775
	Total Difference	\$70,050
	Changes to enrollment impact the budget BEFORE SBB applies	
Estimated change to the budget due to Enrollment changes	Change from	\$110,813
Estimated changes to the budget due to SBB transition	Change from SBB	\$(40,763)

Detailed Breakdown

1. SBB Allocations		\$1,216,518		
SBB Weights	Weight	Amount per Student	Enrollment	Total
Base Weight				
All Students	1	\$3,400	309	\$1,050,600
Grade Weights				
Grade K	0.30	\$1,020	0	\$-
Grade 1	0.30	\$1,020	0	\$-
Grade 2	0.30	\$1,020	0	\$-
Grade 3	0.20	\$680	0	\$-
Grade 4	0.20	\$680	0	\$-
Grade 5	0.20	\$680	0	\$-
Mobility Weights				
Mobility	0.10	\$340	55	\$18,700
Academic Performance Weights				
Incoming Low Proficiency	0.10	\$340	294	\$99,960
Incoming High Proficiency	0.10	\$340	0	\$-
Increments for Locked Students				
SWD Self-Contained	0.24	\$825	8	\$6,600
Baseline Supplement: This supplement ensures that all schools have sufficient resources to cover a "base" set of services to meet state requirements (i.e. class size minimums, staffing requirements, etc.). Schools not receiving the supplement are already above the "base" set of services.				\$40,606
SBB Allocations Total				\$1,175,860

2. SBB Transition Supplements \$373,257

Staffing Supplement

This is an additional temporary supplement that SCS is offering this year to support a smoother transition into SBB. This supplement ensures that all schools have sufficient resources to cover SCS's previously used staffing ratios. Schools not receiving this supplement are already able to cover staffing ratios. \$47,701

	Dollar per Pupil Next Year (2018-2019)	Dollar per Pupil This Year (2017-2018)	Difference in Dollar per Pupil
	\$5,145	5,276.82	\$(132)

% Change in Dollar per Pupil	Transition Policy Dollars
-23%	\$325,556

SBB Total Supplements TOTAL \$373,257



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: Optional	Square Footage: 80,000	Student Capacity: 807	FY2018-19 Utilization: 78%	FCI: 15
----------------------------	---------------------------------	----------------------------------	---------------------------------	--------------------------------------	-------------------

School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
----------------	----------------------	----------------------	----------------------	---------------------	---------------------------

Enrollment

K-12	648	656	656	744	88
Attendance Rate	97.1%	98.3%	97.8%	-	NA
Student-Teacher Ratio	1:17	1:17	1:17	1:17	-

Student Demographics

Economically Disadvantaged (%)	29.7%	28.6%	49.5%	-	-
Students with Disabilities (%)	11.3%	11.2%	8.3%	-	-
English Language Learners (%)	4.2%	3.3%	3.2%	-	-

Key School Positions - All Funding Sources

Principal	1	1	1	1	-
Vice/Assistant Principal	2	2	2	2	-
Classroom Teacher	38	37	40	39	-1
Special Skills	3	3	3	3	-
Counselor	1	1	3	3	-
Educational Assistant	7	7	10	10	-
Instructional Facilitator	1	1	1	1	-
Librarian	1	1	1	1	-
Nutrition	7	3	5	2	-3
Other	4	5	6	6	-

School Level Funds

General Fund	\$3,416,870	\$3,598,008	\$3,910,574	\$3,801,551	-\$109,023
Title I	\$229,266	\$196,161	\$174,262	\$168,385	-\$5,877
IDEA, Part B	\$136,004	\$205,543	\$228,473	\$221,161	-\$7,311
Total	\$3,782,141	\$3,999,713	\$4,313,309	\$4,191,097	-\$122,211

Teacher Quality

Teachers with TEM 3 or above (%)	94%	98%		
TEM 5	3%	19%		
TEM 4	47%	57%		
TEM 3	44%	21%		



School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
TVAAS Literacy	2	5	s	s	s
TVAAS Numeracy	1	5	s	s	s

Total SBB Allocation \$2,764,512

1. SBB Allocations	Dollars allocated to the school through the SBB formula and baseline policy				\$2,736,016
2. SBB Transition Supplements	Dollars either given or withheld as part of a district-wide strategy to maintain stability during the transition to SBB				\$28,496
How has funding changed under SBB?	Note that this comparison only looks at "unlocked dollars" (i.e. dollars that are now part of the SBB Allocation)	Last Year (1819)	\$2,683,021		
		This Year (1920)	\$2,764,512		
		Total Difference	\$81,491		
	Changes to enrollment impact the budget BEFORE SBB applies	Estimated change to the budget due to Enrollment changes	Change from	\$89,434	
		Estimated changes to the budget due to SBB transition	Change from SBB	\$(7,943)	

Detailed Breakdown

1. SBB Allocations \$2,736,016

SBB Weights	Weight	Amount per Student	Enrollment	Total
Base Weight				
All Students	1	\$3,400	744	\$2,529,600
Grade Weights				
Grade K	0.30	\$1,020	0	\$-
Grade 1	0.30	\$1,020	0	\$-
Grade 2	0.30	\$1,020	0	\$-
Grade 3	0.20	\$680	0	\$-
Grade 4	0.20	\$680	0	\$-
Grade 5	0.20	\$680	0	\$-
Mobility Weights				
Mobility	0.10	\$340	42	\$14,280
Academic Performance Weights				
Incoming Low Proficiency	0.10	\$340	471	\$160,140
Incoming High Proficiency	0.10	\$340	53	\$18,020
Increments for Locked Students				
SWD Self-Contained	0.24	\$825	17	\$14,025
Baseline Supplement: This supplement ensures that all schools have sufficient resources to cover a "base" set of services to meet state requirements (i.e. class size minimums, staffing requirements, etc.). Schools not receiving the supplement are already above the "base" set of services.				\$0

SBB Allocations Total \$2,736,065

2. SBB Transition Supplements \$28,496

Staffing Supplement

This is an additional temporary supplement that SCS is offering this year to support a smoother transition into SBB. This supplement ensures that all schools have sufficient resources to cover SCS's previously used staffing ratios. Schools not receiving this supplement are already able to cover staffing ratios.

\$28,496

Dollar per Pupil Next Year (2018-2019)	Dollar per Pupil This Year (2017-2018)	Difference in Dollar per Pupil
\$3,716	3,726.42	\$(11)

% Change in Dollar per Pupil	Transition Policy Dollars
-1%	\$0

SBB Total Supplements TOTAL \$28,496



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:** 623 **FY2018-19 Utilization:** 79% **FCI:** 12

School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
----------------	----------------------	----------------------	----------------------	---------------------	---------------------------

Enrollment

K-12	596	494	411	399	-12
Attendance Rate	90%	91.2%	91%	-	NA
Student-Teacher Ratio	1:15	1:13	1:12	1:12	-

Student Demographics

Economically Disadvantaged (%)	87.5%	86.3%	89%	-	-
Students with Disabilities (%)	21.1%	21.6%	22.7%	-	-
English Language Learners (%)	0%	0%	0.2%	-	-

Key School Positions - All Funding Sources

Principal	1	1	1	1	-
Vice/Assistant Principal	2	1	1	1	-
Classroom Teacher	40	70	32	28	-4
Counselor	1	2	2	2	-
Educational Assistant	7	10	8	9	1
Instructional Facilitator	2	4	3	3	-
Librarian	1	2	1	1	-
Nutrition	7	7	11	2	-9
Other	6	10	6	3	-3

School Level Funds

General Fund	\$2,655,462	\$2,355,162	\$2,516,312	\$2,557,449	\$41,137
Title I	\$266,641	\$285,064	\$270,547	\$274,295	\$3,747
IDEA, Part B	\$147,324	\$189,566	\$225,849	\$196,437	-\$29,411
School Improvement Grants (SIG)	\$1,213,533	\$1,214,946	\$338,661	\$218,645	-\$120,016
Other Special Revenue & Federal Funds	\$0	\$0	\$30,000	\$0	-\$30,000
Total	\$4,282,961	\$4,044,739	\$3,381,371	\$3,246,828	-\$134,543

Teacher Quality

Teachers with TEM 3 or above (%)	79%	100%		
TEM 5	15%	40%		
TEM 4	30%	46%		
TEM 3	33%	14%		



School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
TVAAS Literacy	5	5	s	s	s
TVAAS Numeracy	5	2	s	s	s

Total SBB Allocation				\$1,517,087
1. SBB Allocations	Dollars allocated to the school through the SBB formula and baseline policy			\$1,517,087
2. SBB Transition Supplements	Dollars either given or withheld as part of a district-wide strategy to maintain stability during the transition to SBB			\$0
How has funding changed under SBB?	Note that this comparison only looks at "unlocked dollars" (i.e. dollars that are now part of the SBB Allocation)		Last Year (1819)	\$1,689,988
			This Year (1920)	\$1,517,087
			Total Difference	\$(172,901)
	Changes to enrollment impact the budget BEFORE SBB applies			
	Estimated change to the budget due to Enrollment changes		Change from	\$(177,694)
Estimated changes to the budget due to SBB transition		Change from SBB	\$4,793	

Detailed Breakdown

1. SBB Allocations					\$1,517,087
SBB Weights	Weight	Amount per Student	Enrollment	Total	
Base Weight					
All Students	1	\$3,400	400	\$1,360,000	
Grade Weights					
Grade K	0.30	\$1,020	0	\$-	
Grade 1	0.30	\$1,020	0	\$-	
Grade 2	0.30	\$1,020	0	\$-	
Grade 3	0.20	\$680	0	\$-	
Grade 4	0.20	\$680	0	\$-	
Grade 5	0.20	\$680	0	\$-	
Mobility Weights					
Mobility	0.10	\$340	93	\$31,620	
Academic Performance Weights					
Incoming Low Proficiency	0.10	\$340	367	\$124,780	
Incoming High Proficiency	0.10	\$340	2	\$680	
Increments for Locked Students					
SWD Self-Contained	0.24	\$825	0	\$-	
Baseline Supplement: This supplement ensures that all schools have sufficient resources to cover a "base" set of services to meet state requirements (i.e. class size minimums, staffing requirements, etc.). Schools not receiving the supplement are already above the "base" set of services.					\$0
SBB Allocations Total				\$1,517,080	

2. SBB Transition Supplements \$0

Staffing Supplement

This is an additional temporary supplement that SCS is offering this year to support a smoother transition into SBB. This supplement ensures that all schools have sufficient resources to cover SCS's previously used staffing ratios. Schools not receiving this supplement are already able to cover staffing ratios. \$0

Dollar per Pupil Next Year (2018-2019)	Dollar per Pupil This Year (2017-2018)	Difference in Dollar per Pupil
\$3,793	3,780.73	\$12

% Change in Dollar per Pupil	Transition Policy Dollars
0%	\$0

SBB Total Supplements TOTAL \$0



Hamilton Middle School

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

Grade Level: 6-8 **School Type:** iZone **Square Footage:** 136,797 **Student Capacity:** 1197 **FY2018-19 Utilization:** 22% **FCI:** 14

School Measure	FY2015-16	FY2016-17	FY2017-18	FY2018-19	FY18 vs. FY19
	Actuals	Actuals	Amended	Budget	Variance

Enrollment

K-12	422	267	251	257	6
Attendance Rate	90.8%	89%	88.2%	-	NA
Student-Teacher Ratio	1:19	1:15	1:15	1:15	-

Student Demographics

Economically Disadvantaged (%)	85.8%	90.2%	92.2%	-	-
Students with Disabilities (%)	18.9%	19.9%	19.1%	-	-
English Language Learners (%)	0%	0%	0.4%	-	-

Key School Positions - All Funding Sources

Principal	1	1	1	1	-
Vice/Assistant Principal	1	1	1	1	-
Classroom Teacher	22	18	18	18	-
Counselor	1	1	1	1	-
Educational Assistant	4	3	2	2	-
Instructional Facilitator	1	1	1	1	-
Librarian	1	1	-	-	-
Nutrition	7	3	6	1	-5
Other	6	4	4	4	-

School Level Funds

General Fund	\$1,999,297	\$2,227,865	\$1,867,477	\$1,790,606	-\$76,870
Title I	\$188,031	\$107,188	\$152,462	\$157,080	\$4,617
IDEA, Part B	\$93,301	\$98,302	\$86,831	\$54,604	-\$32,226
Other Special Revenue & Federal Funds	\$587	\$0	\$0	\$0	\$0
Total	\$2,281,218	\$2,433,356	\$2,106,771	\$2,002,291	-\$104,479

Teacher Quality

Teachers with TEM 3 or above (%)	100%	74%		
TEM 5	16%	11%		
TEM 4	74%	26%		
TEM 3	11%	37%		



School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
TVAAS Literacy	1	4	s	s	s
TVAAS Numeracy	1	1	s	s	s

Total SBB Allocation \$1,421,639

1. SBB Allocations	Dollars allocated to the school through the SBB formula and baseline policy				\$971,020
2. SBB Transition Supplements	Dollars either given or withheld as part of a district-wide strategy to maintain stability during the transition to SBB				\$450,619
How has funding changed under SBB?	Note that this comparison only looks at "unlocked dollars" (i.e. dollars that are now part of the SBB Allocation)	Last Year (1819)	\$1,486,459		
		This Year (1920)	\$1,421,639		
		Total Difference	\$(64,820)		
	Changes to enrollment impact the budget BEFORE SBB applies	Change from	\$(28,368)		
	Estimated changes to the budget due to SBB transition	Change from SBB	\$(36,452)		

Detailed Breakdown

1. SBB Allocations \$971,020

SBB Weights	Weight	Amount per Student	Enrollment	Total
Base Weight				
All Students	1	\$3,400	257	\$873,800
Grade Weights				
Grade K	0.30	\$1,020	0	\$-
Grade 1	0.30	\$1,020	0	\$-
Grade 2	0.30	\$1,020	0	\$-
Grade 3	0.20	\$680	0	\$-
Grade 4	0.20	\$680	0	\$-
Grade 5	0.20	\$680	0	\$-
Mobility Weights				
Mobility	0.10	\$340	55	\$18,700
Academic Performance Weights				
Incoming Low Proficiency	0.10	\$340	224	\$76,160
Incoming High Proficiency	0.10	\$340	2	\$680
Increments for Locked Students				
SWD Self-Contained	0.24	\$825	2	\$1,650
Baseline Supplement: This supplement ensures that all schools have sufficient resources to cover a "base" set of services to meet state requirements (i.e. class size minimums, staffing requirements, etc.). Schools not receiving the supplement are already above the "base" set of services.				\$0

SBB Allocations Total \$970,990

2. SBB Transition Supplements \$450,619

Staffing Supplement

This is an additional temporary supplement that SCS is offering this year to support a smoother transition into SBB. This supplement ensures that all schools have sufficient resources to cover SCS's previously used staffing ratios. Schools not receiving this supplement are already able to cover staffing ratios. \$288,849

Dollar per Pupil Next Year (2018-2019)	Dollar per Pupil This Year (2017-2018)	Difference in Dollar per Pupil
\$5,532	5,673.51	\$(142)

% Change in Dollar per Pupil	Transition Policy Dollars
-14%	\$161,770

SBB Total Supplements TOTAL \$450,619



Havenview Middle School

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

Grade Level: 6-8 **School Type:** Empowerment/Optional **Square Footage:** 104,745 **Student Capacity:** 827 **FY2018-19 Utilization:** 86% **FCI:** 7

School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
----------------	----------------------	----------------------	----------------------	---------------------	---------------------------

Enrollment

K-12	714	712	672	721	49
Attendance Rate	92.1%	96.7%	92.7%	-	NA
Student-Teacher Ratio	1:19	1:17	1:17	1:17	-

Student Demographics

Economically Disadvantaged (%)	69.9%	68.6%	88.7%	-	-
Students with Disabilities (%)	22.3%	18.8%	13.5%	-	-
English Language Learners (%)	0%	0.5%	0.1%	-	-

Key School Positions - All Funding Sources

Principal	1	1	1	1	-
Vice/Assistant Principal	2	2	2	2	-
Classroom Teacher	38	41	38	38	-
Special Skills	1	1	1	1	-
Counselor	1	3	3	3	-
Educational Assistant	2	2	2	2	-
Instructional Facilitator	2	5	5	5	-
Librarian	1	1	1	1	-
Nutrition	6	3	6	1	-5
Other	5	6	7	7	-

School Level Funds

General Fund	\$4,169,824	\$4,247,095	\$4,151,543	\$3,776,054	-\$375,488
Title I	\$348,084	\$360,772	\$392,126	\$418,880	\$26,753
IDEA, Part B	\$47,164	\$50,002	\$46,015	\$50,217	\$4,202
Other Special Revenue & Federal Funds	\$0	\$8,740	\$0	\$0	\$0
Total	\$4,565,074	\$4,666,611	\$4,589,685	\$4,245,152	-\$344,533

Teacher Quality

Teachers with TEM 3 or above (%)	81%	91%		
TEM 5	16%	23%		
TEM 4	27%	45%		
TEM 3	38%	23%		



School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
TVAAS Literacy	1	1	s	s	s
TVAAS Numeracy	1	3	s	s	s

Total SBB Allocation		\$2,715,142
1. SBB Allocations	Dollars allocated to the school through the SBB formula and baseline policy	\$2,702,449
2. SBB Transition Supplements	Dollars either given or withheld as part of a district-wide strategy to maintain stability during the transition to SBB	\$12,693
How has funding changed under SBB?	Note that this comparison only looks at "unlocked dollars" (i.e. dollars that are now part of the SBB Allocation)	
	Last Year (1819)	\$2,974,279
	This Year (1920)	\$2,715,142
	Total Difference	\$(259,137)
	Changes to enrollment impact the budget BEFORE SBB applies	
Estimated change to the budget due to Enrollment changes	Change from	\$(189,518)
Estimated changes to the budget due to SBB transition	Change from SBB	\$(69,619)

Detailed Breakdown

1. SBB Allocations		\$2,702,449		
SBB Weights	Weight	Amount per Student	Enrollment	Total
Base Weight				
All Students	1	\$3,400	720	\$2,448,000
Grade Weights				
Grade K	0.30	\$1,020	0	\$-
Grade 1	0.30	\$1,020	0	\$-
Grade 2	0.30	\$1,020	0	\$-
Grade 3	0.20	\$680	0	\$-
Grade 4	0.20	\$680	0	\$-
Grade 5	0.20	\$680	0	\$-
Mobility Weights				
Mobility	0.10	\$340	64	\$21,760
Academic Performance Weights				
Incoming Low Proficiency	0.10	\$340	646	\$219,640
Incoming High Proficiency	0.10	\$340	2	\$680
Increments for Locked Students				
SWD Self-Contained	0.24	\$825	15	\$12,375
Baseline Supplement: This supplement ensures that all schools have sufficient resources to cover a "base" set of services to meet state requirements (i.e. class size minimums, staffing requirements, etc.). Schools not receiving the supplement are already above the "base" set of services.				\$0
SBB Allocations Total			\$2,702,455	

2. SBB Transition Supplements \$12,693

Staffing Supplement

This is an additional temporary supplement that SCS is offering this year to support a smoother transition into SBB. This supplement ensures that all schools have sufficient resources to cover SCS's previously used staffing ratios. Schools not receiving this supplement are already able to cover staffing ratios. \$0

	Dollar per Pupil Next Year (2018-2019)	Dollar per Pupil This Year (2017-2018)	Difference in Dollar per Pupil
	\$3,771	3,867.72	\$(97)
		% Change in Dollar per Pupil	Transition Policy Dollars
		-3%	\$12,693
SBB Total Supplements TOTAL			\$12,693



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: 803	FY2018-19 Utilization: 108%	FCI: 6
----------------------------	------------------------------------	-----------------------------------	---------------------------------	---------------------------------------	------------------

School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
----------------	----------------------	----------------------	----------------------	---------------------	---------------------------

Enrollment

K-12	884	867	841	819	-22
Attendance Rate	96.6%	96.3%	95.1%	-	NA
Student-Teacher Ratio	1:17	1:17	1:17	1:17	-

Student Demographics

Economically Disadvantaged (%)	61.5%	63.9%	83.9%	-	-
Students with Disabilities (%)	15.9%	13.5%	12%	-	-
English Language Learners (%)	11.2%	9%	9.3%	-	-

Key School Positions - All Funding Sources

Principal	1	1	1	1	-
Vice/Assistant Principal	2	2	2	2	-
Classroom Teacher	51	50	51	51	-
Special Skills	1	1	1	1	-
Counselor	3	3	4	4	-
Educational Assistant	3	3	2	2	-
Instructional Facilitator	2	2	2	2	-
Librarian	1	1	1	1	-
Nutrition	9	5	9	2	-7
Other	5	5	5	5	-

School Level Funds

General Fund	\$4,413,004	\$4,455,648	\$4,281,966	\$4,530,331	\$248,364
Title I	\$478,756	\$508,917	\$473,101	\$478,975	\$5,873
IDEA, Part B	\$81,878	\$57,630	\$58,867	\$55,191	-\$3,675
Total	\$4,973,640	\$5,022,196	\$4,813,935	\$5,064,498	\$250,562

Teacher Quality

Teachers with TEM 3 or above (%)	98%	94%		
TEM 5	6%	10%		
TEM 4	59%	50%		
TEM 3	33%	35%		



School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
TVAAS Literacy	2	4	s	s	s
TVAAS Numeracy	1	3	s	s	s

Total SBB Allocation		\$3,061,957
1. SBB Allocations	Dollars allocated to the school through the SBB formula and baseline policy	\$3,061,957
2. SBB Transition Supplements	Dollars either given or withheld as part of a district-wide strategy to maintain stability during the transition to SBB	\$0
How has funding changed under SBB?	Note that this comparison only looks at "unlocked dollars" (i.e. dollars that are now part of the SBB Allocation)	
	Changes to enrollment impact the budget BEFORE SBB applies	
	Estimated change to the budget due to Enrollment changes	Change from \$ (34,418)
	Estimated changes to the budget due to SBB transition	Change from SBB \$ (70,058)

Detailed Breakdown

1. SBB Allocations		\$3,061,957		
SBB Weights	Weight	Amount per Student	Enrollment	Total
Base Weight				
All Students	1	\$3,400	819	\$2,784,600
Grade Weights				
Grade K	0.30	\$1,020	0	\$-
Grade 1	0.30	\$1,020	0	\$-
Grade 2	0.30	\$1,020	0	\$-
Grade 3	0.20	\$680	0	\$-
Grade 4	0.20	\$680	0	\$-
Grade 5	0.20	\$680	0	\$-
Mobility Weights				
Mobility	0.10	\$340	76	\$25,840
Academic Performance Weights				
Incoming Low Proficiency	0.10	\$340	729	\$247,860
Incoming High Proficiency	0.10	\$340	6	\$2,040
Increments for Locked Students				
SWD Self-Contained	0.24	\$825	2	\$1,650
Baseline Supplement: This supplement ensures that all schools have sufficient resources to cover a "base" set of services to meet state requirements (i.e. class size minimums, staffing requirements, etc.). Schools not receiving the supplement are already above the "base" set of services.				\$0
SBB Allocations Total			\$3,061,990	

2. SBB Transition Supplements \$0

Staffing Supplement

This is an additional temporary supplement that SCS is offering this year to support a smoother transition into SBB. This supplement ensures that all schools have sufficient resources to cover SCS's previously used staffing ratios. Schools not receiving this supplement are already able to cover staffing ratios. \$0

Dollar per Pupil Next Year (2018-2019)	Dollar per Pupil This Year (2017-2018)	Difference in Dollar per Pupil
\$3,739	3,824.19	\$(86)

% Change in Dollar per Pupil	Transition Policy Dollars
-2%	\$0

SBB Total Supplements TOTAL \$0



Highland Oaks Middle School

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

Grade Level: 6-8	School Type: Traditional	Square Footage: 120,000	Student Capacity: 1021	FY2018-19 Utilization: 76%	FCI: 1
----------------------------	------------------------------------	-----------------------------------	----------------------------------	--------------------------------------	------------------

School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
----------------	----------------------	----------------------	----------------------	---------------------	---------------------------

Enrollment

K-12	734	781	753	645	-108
Attendance Rate	95%	95.9%	99.3%	-	NA
Student-Teacher Ratio	1:18	1:19	1:19	1:19	-

Student Demographics

Economically Disadvantaged (%)	88.9%	44.7%	68.6%	-	-
Students with Disabilities (%)	18.5%	15.5%	12.7%	-	-
English Language Learners (%)	3.2%	3.7%	3%	-	-

Key School Positions - All Funding Sources

Principal	1	1	1	1	-
Vice/Assistant Principal	2	2	2	2	-
Classroom Teacher	40	41	40	40	-
Special Skills	3	3	-	-	-
Counselor	2	2	2	2	-
Educational Assistant	3	3	3	3	-
Instructional Facilitator	1	2	2	2	-
Librarian	1	1	1	1	-
Nutrition	9	5	7	1	-6
Other	7	5	6	6	-

School Level Funds

General Fund	\$3,476,135	\$3,440,717	\$3,118,678	\$3,378,177	\$259,499
Title I	\$294,926	\$268,034	\$272,176	\$248,710	-\$23,466
IDEA, Part B	\$60,912	\$32,105	\$32,706	\$52,746	\$20,040
Total	\$3,831,974	\$3,740,857	\$3,423,561	\$3,679,634	\$256,072

Teacher Quality

Teachers with TEM 3 or above (%)	95%	86%		
TEM 5	5%	14%		
TEM 4	76%	55%		
TEM 3	14%	17%		



School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
TVAAS Literacy	1	5	s	s	s
TVAAS Numeracy	1	5	s	s	s

Total SBB Allocation		\$2,529,647
1. SBB Allocations	Dollars allocated to the school through the SBB formula and baseline policy	\$2,411,789
2. SBB Transition Supplements	Dollars either given or withheld as part of a district-wide strategy to maintain stability during the transition to SBB	\$117,858
How has funding changed under SBB?	Note that this comparison only looks at "unlocked dollars" (i.e. dollars that are now part of the SBB Allocation)	
	Last Year (1819)	\$2,751,630
	This Year (1920)	\$2,529,647
	Total Difference	\$(221,984)
	Changes to enrollment impact the budget BEFORE SBB applies	
Estimated change to the budget due to Enrollment changes	Change from	\$(157,121)
Estimated changes to the budget due to SBB transition	Change from SBB	\$(64,863)

Detailed Breakdown

1. SBB Allocations		\$2,411,789			
SBB Weights	Weight	Amount per Student	Enrollment	Total	
Base Weight					
All Students	1	\$3,400	644	\$2,189,600	
Grade Weights					
Grade K	0.30	\$1,020	0	\$-	
Grade 1	0.30	\$1,020	0	\$-	
Grade 2	0.30	\$1,020	0	\$-	
Grade 3	0.20	\$680	0	\$-	
Grade 4	0.20	\$680	0	\$-	
Grade 5	0.20	\$680	0	\$-	
Mobility Weights					
Mobility	0.10	\$340	54	\$18,360	
Academic Performance Weights					
Incoming Low Proficiency	0.10	\$340	558	\$189,720	
Incoming High Proficiency	0.10	\$340	10	\$3,400	
Increments for Locked Students					
SWD Self-Contained	0.24	\$825	13	\$10,725	
Baseline Supplement: This supplement ensures that all schools have sufficient resources to cover a "base" set of services to meet state requirements (i.e. class size minimums, staffing requirements, etc.). Schools not receiving the supplement are already above the "base" set of services.					\$0
SBB Allocations Total				\$2,411,805	

2. SBB Transition Supplements \$117,858

Staffing Supplement

This is an additional temporary supplement that SCS is offering this year to support a smoother transition into SBB. This supplement ensures that all schools have sufficient resources to cover SCS's previously used staffing ratios. Schools not receiving this supplement are already able to cover staffing ratios. \$24,289

	Dollar per Pupil Next Year (2018-2019)	Dollar per Pupil This Year (2017-2018)	Difference in Dollar per Pupil
	\$3,928	4,028.74	\$(101)
		% Change in Dollar per Pupil	Transition Policy Dollars
		-7%	\$93,569
SBB Total Supplements TOTAL			\$117,858



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: 685	FY2018-19 Utilization: 79%	FCI: 30
----------------------------	---------------------------------	----------------------------------	---------------------------------	--------------------------------------	-------------------

School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
Enrollment					
Pre-K	0	0	-	-	-
K-12	552	544	539	610	71
Attendance Rate	98.8%	97.9%	97.6%	-	NA
Student-Teacher Ratio	1:17	1:18	1:17	1:17	-

Student Demographics					
Economically Disadvantaged (%)	38.1%	35%	76.6%	-	-
Students with Disabilities (%)	2%	2.9%	10.4%	-	-
English Language Learners (%)	0%	0.3%	29.6%	-	-

Key School Positions - All Funding Sources					
Principal	1	1	1	1	-
Vice/Assistant Principal	1	1	2	2	-
Classroom Teacher	33	31	36	36	-
Special Skills	9	5	7	5	-2
Counselor	2	2	2	2	-
Educational Assistant	2	1	1	1	-
Instructional Facilitator	1	1	2	2	-
Librarian	1	1	1	1	-
Nutrition	5	3	6	1	-5
Other	4	4	6	6	-

School Level Funds					
General Fund	\$3,668,967	\$3,711,402	\$3,944,049	\$3,970,870	\$26,821
Title I	\$172,216	\$226,770	\$186,400	\$167,790	-\$18,610
Other Special Revenue & Federal Funds	\$189	\$0	\$0	\$0	\$0
Total	\$3,841,374	\$3,938,172	\$4,130,449	\$4,138,660	\$8,211

Teacher Quality					
Teachers with TEM 3 or above (%)	100%	95%			
TEM 5	46%	24%			
TEM 4	30%	54%			
TEM 3	24%	17%			



School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
TVAAS Literacy	2	5	s	s	s
TVAAS Numeracy	3	5	s	s	s

Total SBB Allocation		\$2,853,440
1. SBB Allocations	Dollars allocated to the school through the SBB formula and baseline policy	\$2,619,726
2. SBB Transition Supplements	Dollars either given or withheld as part of a district-wide strategy to maintain stability during the transition to SBB	\$233,715
How has funding changed under SBB?	Note that this comparison only looks at "unlocked dollars" (i.e. dollars that are now part of the SBB Allocation)	
	Last Year (1819)	\$2,816,439
	This Year (1920)	\$2,853,440
	Total Difference	\$37,002
	Changes to enrollment impact the budget BEFORE SBB applies	
Estimated change to the budget due to Enrollment changes	Change from	\$110,167
Estimated changes to the budget due to SBB transition	Change from SBB	\$(73,165)

Detailed Breakdown

1. SBB Allocations		\$2,619,726		
SBB Weights	Weight	Amount per Student	Enrollment	Total
Base Weight				
All Students	1	\$3,400	611	\$2,077,400
Grade Weights				
Grade K	0.30	\$1,020	75	\$76,500
Grade 1	0.30	\$1,020	77	\$78,540
Grade 2	0.30	\$1,020	55	\$56,100
Grade 3	0.20	\$680	43	\$29,240
Grade 4	0.20	\$680	66	\$44,880
Grade 5	0.20	\$680	51	\$34,680
Mobility Weights				
Mobility	0.10	\$340	2	\$680
Academic Performance Weights				
Incoming Low Proficiency	0.10	\$340	179	\$60,860
Incoming High Proficiency	0.10	\$340	126	\$42,840
Increments for Locked Students				
SWD Self-Contained	0.24	\$825	11	\$9,075
Baseline Supplement: This supplement ensures that all schools have sufficient resources to cover a "base" set of services to meet state requirements (i.e. class size minimums, staffing requirements, etc.). Schools not receiving the supplement are already above the "base" set of services.				\$108,825
SBB Allocations Total			\$2,510,795	

2. SBB Transition Supplements \$233,715

Staffing Supplement	
This is an additional temporary supplement that SCS is offering this year to support a smoother transition into SBB. This supplement ensures that all schools have sufficient resources to cover SCS's previously used staffing ratios. Schools not receiving this supplement are already able to cover staffing ratios.	\$210,090

	Dollar per Pupil Next Year (2018-2019)	Dollar per Pupil This Year (2017-2018)	Difference in Dollar per Pupil
	\$4,670	4,789.86	\$(120)
		% Change in Dollar per Pupil	Transition Policy Dollars
		-4%	\$23,625
SBB Total Supplements TOTAL			\$233,715



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: 1108	FY2018-19 Utilization: 102%	FCI: 2
----------------------------	------------------------------------	-----------------------------------	----------------------------------	---------------------------------------	------------------

School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
----------------	----------------------	----------------------	----------------------	---------------------	---------------------------

Enrollment

K-12	1156	1130	1110	1125	15
Attendance Rate	94.6%	96.2%	95.1%	-	NA
Student-Teacher Ratio	1:17	1:17	1:16	1:16	-

Student Demographics

Economically Disadvantaged (%)	44.4%	41.5%	70.3%	-	-
Students with Disabilities (%)	14.3%	13.4%	13.1%	-	-
English Language Learners (%)	15.8%	13.7%	11.6%	-	-

Key School Positions - All Funding Sources

Principal	1	1	1	1	-
Vice/Assistant Principal	2	2	3	3	-
Classroom Teacher	69	68	70	70	-
Special Skills	1	1	1	1	-
Counselor	3	3	4	4	-
Educational Assistant	8	9	14	14	-
Instructional Facilitator	3	3	3	3	-
Librarian	2	2	1	1	-
Bilingual Cultural Mentor	1	1	1	1	-
Nutrition	9	5	9	3	-6
Other	7	7	6	6	-

School Level Funds

General Fund	\$5,888,822	\$5,795,518	\$6,249,910	\$6,038,075	-\$211,835
Title I	\$456,649	\$413,710	\$462,900	\$405,790	-\$57,110
IDEA, Part B	\$154,481	\$142,029	\$147,337	\$162,434	\$15,096
Other Special Revenue & Federal Funds	\$0	\$2,353	\$0	\$0	\$0
Total	\$6,499,953	\$6,353,611	\$6,860,148	\$6,606,299	-\$253,848

Teacher Quality

Teachers with TEM 3 or above (%)	95%	90%		
TEM 5	13%	16%		
TEM 4	51%	54%		
TEM 3	31%	20%		



School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
TVAAS Literacy	1	4	s	s	s
TVAAS Numeracy	1	1	s	s	s

Total SBB Allocation \$4,193,122

1. SBB Allocations	Dollars allocated to the school through the SBB formula and baseline policy				\$4,193,122
2. SBB Transition Supplements	Dollars either given or withheld as part of a district-wide strategy to maintain stability during the transition to SBB				\$0
How has funding changed under SBB?	Note that this comparison only looks at "unlocked dollars" (i.e. dollars that are now part of the SBB Allocation)	Last Year (1819)	\$4,176,184		
		This Year (1920)	\$4,193,122		
		Total Difference	\$16,939		
	Changes to enrollment impact the budget BEFORE SBB applies	Change from	(\$58,510)		
	Estimated change to the budget due to SBB transition	Change from SBB	\$75,449		

Detailed Breakdown

1. SBB Allocations \$4,193,122

SBB Weights	Weight	Amount per Student	Enrollment	Total
Base Weight				
All Students	1	\$3,400	1,126	\$3,828,400
Grade Weights				
Grade K	0.30	\$1,020	0	\$-
Grade 1	0.30	\$1,020	0	\$-
Grade 2	0.30	\$1,020	0	\$-
Grade 3	0.20	\$680	0	\$-
Grade 4	0.20	\$680	0	\$-
Grade 5	0.20	\$680	0	\$-
Mobility Weights				
Mobility	0.10	\$340	111	\$37,740
Academic Performance Weights				
Incoming Low Proficiency	0.10	\$340	846	\$287,640
Incoming High Proficiency	0.10	\$340	41	\$13,940
Increments for Locked Students				
SWD Self-Contained	0.24	\$825	31	\$25,575
Baseline Supplement: This supplement ensures that all schools have sufficient resources to cover a "base" set of services to meet state requirements (i.e. class size minimums, staffing requirements, etc.). Schools not receiving the supplement are already above the "base" set of services.				\$0

SBB Allocations Total \$4,193,295

2. SBB Transition Supplements \$0

Staffing Supplement

This is an additional temporary supplement that SCS is offering this year to support a smoother transition into SBB. This supplement ensures that all schools have sufficient resources to cover SCS's previously used staffing ratios. Schools not receiving this supplement are already able to cover staffing ratios. \$0

Dollar per Pupil Next Year (2018-2019)	Dollar per Pupil This Year (2017-2018)	Difference in Dollar per Pupil
\$3,724	3,656.90	\$67

% Change in Dollar per Pupil	Transition Policy Dollars
2%	\$0

SBB Total Supplements TOTAL \$0



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: 403	FY2018-19 Utilization: 152%	FCI: 7
----------------------------	------------------------------------	-----------------------------------	---------------------------------	---------------------------------------	------------------

School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
----------------	----------------------	----------------------	----------------------	---------------------	---------------------------

Enrollment

K-12	607	612	599	601	2
Attendance Rate	95.8%	93.4%	94.2%	-	NA
Student-Teacher Ratio	1:16	1:16	1:16	1:16	-

Student Demographics

Economically Disadvantaged (%)	64.2%	66.7%	93.9%	-	-
Students with Disabilities (%)	18.7%	17.8%	16.6%	-	-
English Language Learners (%)	38.5%	30.9%	27.6%	-	-

Key School Positions - All Funding Sources

Principal	1	1	1	1	-
Vice/Assistant Principal	1	1	1	1	-
Classroom Teacher	38	38	40	40	-
Counselor	1	1	2	2	-
Educational Assistant	2	2	2	2	-
Instructional Facilitator	2	2	2	2	-
Librarian	1	1	1	1	-
Bilingual Cultural Mentor	1	1	1	1	-
Other	5	4	4	4	-

School Level Funds

General Fund	\$2,756,449	\$2,783,386	\$2,868,257	\$2,925,837	\$57,579
Title I	\$349,348	\$266,404	\$323,237	\$317,730	-\$5,507
IDEA, Part B	\$44,287	\$47,133	\$55,501	\$45,423	-\$10,078
Other Special Revenue & Federal Funds	\$71,317	\$45,249	\$46,425	\$66,484	\$20,058
Total	\$3,221,404	\$3,142,174	\$3,293,422	\$3,355,474	\$62,052

Teacher Quality

Teachers with TEM 3 or above (%)	94%	82%		
TEM 5	9%	8%		
TEM 4	50%	39%		
TEM 3	34%	34%		



School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
TVAAS Literacy	1	3	s	s	s
TVAAS Numeracy	1	3	s	s	s

Total SBB Allocation		\$2,237,203
1. SBB Allocations	Dollars allocated to the school through the SBB formula and baseline policy	\$2,237,203
2. SBB Transition Supplements	Dollars either given or withheld as part of a district-wide strategy to maintain stability during the transition to SBB	\$0
How has funding changed under SBB?	Note that this comparison only looks at "unlocked dollars" (i.e. dollars that are now part of the SBB Allocation)	
	Last Year (1819)	\$2,212,441
	This Year (1920)	\$2,237,203
	Total Difference	\$24,762
	Changes to enrollment impact the budget BEFORE SBB applies	
Estimated change to the budget due to Enrollment changes	Change from	\$18,530
Estimated changes to the budget due to SBB transition	Change from SBB	\$6,232

Detailed Breakdown

1. SBB Allocations		\$2,237,203			
SBB Weights	Weight	Amount per Student	Enrollment	Total	
Base Weight					
All Students	1	\$3,400	602	\$2,046,800	
Grade Weights					
Grade K	0.30	\$1,020	0	\$-	
Grade 1	0.30	\$1,020	0	\$-	
Grade 2	0.30	\$1,020	0	\$-	
Grade 3	0.20	\$680	0	\$-	
Grade 4	0.20	\$680	0	\$-	
Grade 5	0.20	\$680	0	\$-	
Mobility Weights					
Mobility	0.10	\$340	59	\$20,060	
Academic Performance Weights					
Incoming Low Proficiency	0.10	\$340	484	\$164,560	
Incoming High Proficiency	0.10	\$340	9	\$3,060	
Increments for Locked Students					
SWD Self-Contained	0.24	\$825	3	\$2,475	
Baseline Supplement: This supplement ensures that all schools have sufficient resources to cover a "base" set of services to meet state requirements (i.e. class size minimums, staffing requirements, etc.). Schools not receiving the supplement are already above the "base" set of services.					\$0
SBB Allocations Total				\$2,236,955	

2. SBB Transition Supplements \$0

Staffing Supplement

This is an additional temporary supplement that SCS is offering this year to support a smoother transition into SBB. This supplement ensures that all schools have sufficient resources to cover SCS's previously used staffing ratios. Schools not receiving this supplement are already able to cover staffing ratios. \$0

Dollar per Pupil Next Year (2018-2019)	Dollar per Pupil This Year (2017-2018)	Difference in Dollar per Pupil
\$3,716	3,705.93	\$10

% Change in Dollar per Pupil	Transition Policy Dollars
0%	\$0

SBB Total Supplements TOTAL \$0



Maxine Smith STEAM Academy

750 E Pkwy S, Memphis, TN 38104
 Phone: (901) 416-4536

Grade Level: 6-8	School Type: Optional	Square Footage: 95,345	Student Capacity: 244	FY2018-19 Utilization: 132%	FCI: 11
----------------------------	---------------------------------	----------------------------------	---------------------------------	---------------------------------------	-------------------

School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
----------------	----------------------	----------------------	----------------------	---------------------	---------------------------

Enrollment

K-12	253	324	339	353	14
Attendance Rate	98.9%	98.7%	97.6%	-	NA
Student-Teacher Ratio	1:16	1:19	1:20	1:20	-

Student Demographics

Economically Disadvantaged (%)	15.5%	11.2%	16.3%	-	-
Students with Disabilities (%)	1.2%	1.6%	0.6%	-	-
English Language Learners (%)	0%	0.3%	0.3%	-	-

Key School Positions - All Funding Sources

Principal	1	1	1	1	-
Vice/Assistant Principal	1	1	1	1	-
Classroom Teacher	16	17	19	19	-
Special Skills	2	2	2	2	-
Counselor	1	1	1	1	-
Librarian	1	1	1	1	-
Nutrition	6	3	5	1	-4
Other	3	3	4	4	-

School Level Funds

General Fund	\$1,712,826	\$1,831,318	\$1,950,142	\$1,928,165	-\$21,976
Total	\$1,712,826	\$1,831,318	\$1,950,142	\$1,928,165	-\$21,976

Teacher Quality

Teachers with TEM 3 or above (%)	94%	131%		
TEM 5	63%	67%		
TEM 4	19%	36%		
TEM 3	13%	29%		



School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
TVAAS Literacy	N/A	1	s	s	s
TVAAS Numeracy	N/A	5	s	s	s

Total SBB Allocation					\$1,362,461
1. SBB Allocations	Dollars allocated to the school through the SBB formula and baseline policy				\$1,257,109
2. SBB Transition Supplements	Dollars either given or withheld as part of a district-wide strategy to maintain stability during the transition to SBB				\$105,352
How has funding changed under SBB?	Note that this comparison only looks at "unlocked dollars" (i.e. dollars that are now part of the SBB Allocation)		Last Year (1819)	\$1,350,027	
			This Year (1920)	\$1,362,461	
			Total Difference	\$12,434	
	Changes to enrollment impact the budget BEFORE SBB applies				
	Estimated change to the budget due to Enrollment changes		Change from	\$47,369	
	Estimated changes to the budget due to SBB transition		Change from SBB	\$(34,935)	

Detailed Breakdown

1. SBB Allocations **\$1,257,109**

SBB Weights	Weight	Amount per Student	Enrollment	Total
Base Weight				
All Students	1	\$3,400	354	\$1,203,600
Grade Weights				
Grade K	0.30	\$1,020	0	\$-
Grade 1	0.30	\$1,020	0	\$-
Grade 2	0.30	\$1,020	0	\$-
Grade 3	0.20	\$680	0	\$-
Grade 4	0.20	\$680	0	\$-
Grade 5	0.20	\$680	0	\$-
Mobility Weights				
Mobility	0.10	\$340	1,338	\$454,920
Academic Performance Weights				
Incoming Low Proficiency	340.00	\$58	19,705	\$1,142,890
Incoming High Proficiency	340.00	\$96	32,640	\$3,133,440
Increments for Locked Students				
SWD Self-Contained	825.00	\$0	825	\$-
Baseline Supplement: This supplement ensures that all schools have sufficient resources to cover a "base" set of services to meet state requirements (i.e. class size minimums, staffing requirements, etc.). Schools not receiving the supplement are already above the "base" set of services.				\$0

SBB Allocations Total **\$5,934,850**

2. SBB Transition Supplements **\$105,352**

Staffing Supplement

This is an additional temporary supplement that SCS is offering this year to support a smoother transition into SBB. This supplement ensures that all schools have sufficient resources to cover SCS's previously used staffing ratios. Schools not receiving this supplement are already able to cover staffing ratios.

\$83,130

	Dollar per Pupil Next Year (2018-2019)	Dollar per Pupil This Year (2017-2018)	Difference in Dollar per Pupil
	\$3,849	3,947.45	\$(99)
		% Change in Dollar per Pupil	Transition Policy Dollars
		38364.51	\$22,222
SBB Total Supplements TOTAL			\$105,352



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: 1197	FY2018-19 Utilization: 42%	FCI: 3
----------------------------	------------------------------------	-----------------------------------	----------------------------------	--------------------------------------	------------------

School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
----------------	----------------------	----------------------	----------------------	---------------------	---------------------------

Enrollment

K-12	498	499	481	469	-12
Attendance Rate	98.1%	97.2%	95.9%	-	NA
Student-Teacher Ratio	1:19	1:18	1:19	1:19	-

Student Demographics

Economically Disadvantaged (%)	21.5%	25%	34.9%	-	-
Students with Disabilities (%)	13.3%	11.4%	10.6%	-	-
English Language Learners (%)	0%	2%	2.1%	-	-

Key School Positions - All Funding Sources

Principal	1	1	1	1	-
Vice/Assistant Principal	1	1	1	1	-
Classroom Teacher	26	28	26	26	-
Special Skills	0	1	1	1	-
Counselor	1	1	2	2	-
Educational Assistant	0	0	1	1	-
Instructional Facilitator	1	1	1	1	-
Librarian	1	1	1	1	-
Nutrition	5	3	4	1	-3
Other	3	3	4	4	-

School Level Funds

General Fund	\$2,449,131	\$2,504,225	\$2,468,006	\$2,498,644	\$30,638
Title I	\$118,108	\$120,126	\$103,942	\$0	-
Total	\$2,567,239	\$2,624,351	\$2,571,949	\$2,498,644	-\$73,304

Teacher Quality

Teachers with TEM 3 or above (%)	100%	97%		
TEM 5	48%	23%		
TEM 4	52%	50%		
TEM 3	0%	23%		



School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
TVAAS Literacy	1	3	s	s	s
TVAAS Numeracy	1	1	s	s	s

Total SBB Allocation		\$1,898,504
1. SBB Allocations	Dollars allocated to the school through the SBB formula and baseline policy	\$1,720,928
2. SBB Transition Supplements	Dollars either given or withheld as part of a district-wide strategy to maintain stability during the transition to SBB	\$177,576
How has funding changed under SBB?	Note that this comparison only looks at "unlocked dollars" (i.e. dollars that are now part of the SBB Allocation)	
	Last Year (1819)	\$2,009,593
	This Year (1920)	\$1,898,504
	Total Difference	\$(111,089)
	Changes to enrollment impact the budget BEFORE SBB applies	
Estimated change to the budget due to Enrollment changes	Change from	\$(62,410)
Estimated changes to the budget due to SBB transition	Change from SBB	\$(48,680)

Detailed Breakdown

1. SBB Allocations		\$1,720,928		
SBB Weights	Weight	Amount per Student	Enrollment	Total
Base Weight				
All Students	1	\$3,400	468	\$1,591,200
Grade Weights				
Grade K	0.30	\$1,020	0	\$-
Grade 1	0.30	\$1,020	0	\$-
Grade 2	0.30	\$1,020	0	\$-
Grade 3	0.20	\$680	0	\$-
Grade 4	0.20	\$680	0	\$-
Grade 5	0.20	\$680	0	\$-
Mobility Weights				
Mobility	0.10	\$340	39	\$13,260
Academic Performance Weights				
Incoming Low Proficiency	0.10	\$340	322	\$109,480
Incoming High Proficiency	0.10	\$340	21	\$7,140
Increments for Locked Students				
SWD Self-Contained	0.24	\$825	0	\$-
Baseline Supplement: This supplement ensures that all schools have sufficient resources to cover a "base" set of services to meet state requirements (i.e. class size minimums, staffing requirements, etc.). Schools not receiving the supplement are already above the "base" set of services.				\$0
SBB Allocations Total			\$1,721,080	

2. SBB Transition Supplements \$177,576

Staffing Supplement

This is an additional temporary supplement that SCS is offering this year to support a smoother transition into SBB. This supplement ensures that all schools have sufficient resources to cover SCS's previously used staffing ratios. Schools not receiving this supplement are already able to cover staffing ratios. \$0

	Dollar per Pupil Next Year (2018-2019)	Dollar per Pupil This Year (2017-2018)	Difference in Dollar per Pupil
	\$4,057	4,160.65	\$(104)
		% Change in Dollar per Pupil	Transition Policy Dollars
		-12%	\$177,576
SBB Total Supplements TOTAL			\$177,576



Oakhaven Middle School

3125 Ladbrook 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	FY2018-19 Utilization: 98%	FCI: 11
----------------------------	------------------------------------	-----------------------------------	---------------------------------	--------------------------------------	-------------------

School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
----------------	----------------------	----------------------	----------------------	---------------------	---------------------------

Enrollment

K-12	328	319	285	327	42
Attendance Rate	93.8%	95.4%	94.7%	-	NA
Student-Teacher Ratio	1:18	1:19	1:16	1:16	-

Student Demographics

Economically Disadvantaged (%)	73.1%	73%	75.4%	-	-
Students with Disabilities (%)	17.2%	14.6%	10.8%	-	-
English Language Learners (%)	11.1%	6.3%	5.2%	-	-

Key School Positions - All Funding Sources

Principal	1	1	1	1	-
Vice/Assistant Principal	1	1	1	1	-
Classroom Teacher	18	16	17	16	-1
Counselor	1	1	1	1	-
Educational Assistant	1	1	2	2	-
Instructional Facilitator	1	1	2	2	-
Librarian	1	1	-	-	-
Other	11	6	4	4	-

School Level Funds

General Fund	\$1,855,119	\$1,754,528	\$1,748,607	\$1,663,309	-\$85,298
Title I	\$128,494	\$188,226	\$173,853	\$182,665	\$8,811
IDEA, Part B	\$26,969	\$0	\$0	\$0	\$0
Total	\$2,010,583	\$1,942,755	\$1,922,461	\$1,845,974	-\$76,487

Teacher Quality

Teachers with TEM 3 or above (%)	88%	100%		
TEM 5	19%	56%		
TEM 4	56%	39%		
TEM 3	13%	6%		



School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
TVAAS Literacy	5	1	s	s	s
TVAAS Numeracy	5	1	s	s	s

Total SBB Allocation \$1,320,954

1. SBB Allocations	Dollars allocated to the school through the SBB formula and baseline policy				\$1,252,394
2. SBB Transition Supplements	Dollars either given or withheld as part of a district-wide strategy to maintain stability during the transition to SBB				\$68,560
How has funding changed under SBB?	Note that this comparison only looks at "unlocked dollars" (i.e. dollars that are now part of the SBB Allocation)	Last Year (1819)	\$1,421,116		
		This Year (1920)	\$1,320,954		
		Total Difference	\$(100,162)		
	Changes to enrollment impact the budget BEFORE SBB applies	Estimated change to the budget due to Enrollment changes	Change from	\$(66,291)	
		Estimated changes to the budget due to SBB transition	Change from SBB	\$(33,871)	

Detailed Breakdown

1. SBB Allocations \$1,252,394

SBB Weights	Weight	Amount per Student	Enrollment	Total
Base Weight				
All Students	1	\$3,400	327	\$1,111,800
Grade Weights				
Grade K	0.30	\$1,020	0	\$-
Grade 1	0.30	\$1,020	0	\$-
Grade 2	0.30	\$1,020	0	\$-
Grade 3	0.20	\$680	0	\$-
Grade 4	0.20	\$680	0	\$-
Grade 5	0.20	\$680	0	\$-
Mobility Weights				
Mobility	0.10	\$340	56	\$19,040
Academic Performance Weights				
Incoming Low Proficiency	0.10	\$340	294	\$99,960
Incoming High Proficiency	0.10	\$340	3	\$1,020
Increments for Locked Students				
SWD Self-Contained	0.24	\$825	25	\$20,625
Baseline Supplement: This supplement ensures that all schools have sufficient resources to cover a "base" set of services to meet state requirements (i.e. class size minimums, staffing requirements, etc.). Schools not receiving the supplement are already above the "base" set of services.				\$0

SBB Allocations Total \$1,252,445

2. SBB Transition Supplements \$68,560

Staffing Supplement

This is an additional temporary supplement that SCS is offering this year to support a smoother transition into SBB. This supplement ensures that all schools have sufficient resources to cover SCS's previously used staffing ratios. Schools not receiving this supplement are already able to cover staffing ratios . \$12,675

	Dollar per Pupil Next Year (2018-2019)	Dollar per Pupil This Year (2017-2018)	Difference in Dollar per Pupil
	\$4,040	4,143.20	\$(104)

% Change in Dollar per Pupil	Transition Policy Dollars
-8%	\$55,885

SBB Total Supplements TOTAL \$68,560



Ridgeway Middle School

6333 Quince Road Memphis, TN 38018
 Phone: (901) 416-1588 Fax: (901) 416-1545

Grade Level: 6-8	School Type: Optional	Square Footage: 143,000	Student Capacity: 855	FY2018-19 Utilization: 78%	FCI: 6
----------------------------	---------------------------------	-----------------------------------	---------------------------------	--------------------------------------	------------------

School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
----------------	----------------------	----------------------	----------------------	---------------------	---------------------------

Enrollment

K-12	652	669	661	703	42
Attendance Rate	95.8%	96.8%	95.6%	-	NA
Student-Teacher Ratio	1:19	1:19	1:19	1:19	-

Student Demographics

Economically Disadvantaged (%)	48.7%	45.5%	72.5%	-	-
Students with Disabilities (%)	12.9%	11.3%	12.1%	-	-
English Language Learners (%)	3.2%	2.3%	2.2%	-	-

Key School Positions - All Funding Sources

Principal	1	1	1	1	-
Vice/Assistant Principal	2	2	2	2	-
Classroom Teacher	34	36	37	37	-
Special Skills	4	4	3	3	-
Counselor	1	1	3	3	-
Educational Assistant	4	7	4	4	-
Instructional Facilitator	1	1	1	1	-
Librarian	1	1	1	1	-
Nutrition	10	6	12	1	-11
Other	5	4	5	5	-

School Level Funds

General Fund	\$3,285,502	\$3,395,997	\$3,425,479	\$3,259,380	-\$166,099
Title I	\$320,630	\$234,988	\$312,237	\$293,335	-\$18,902
IDEA, Part B	\$164,512	\$115,636	\$119,561	\$84,805	-\$34,755
Total	\$3,770,644	\$3,746,622	\$3,857,277	\$3,637,520	-\$219,756

Teacher Quality

Teachers with TEM 3 or above (%)	88%	97%		
TEM 5	3%	10%		
TEM 4	67%	43%		
TEM 3	18%	43%		



School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
TVAAS Literacy	1	1	s	s	s
TVAAS Numeracy	1	3	s	s	s

Total SBB Allocation		\$2,671,165
1. SBB Allocations	Dollars allocated to the school through the SBB formula and baseline policy	\$2,614,973
2. SBB Transition Supplements	Dollars either given or withheld as part of a district-wide strategy to maintain stability during the transition to SBB	\$56,193
How has funding changed under SBB?	Note that this comparison only looks at "unlocked dollars" (i.e. dollars that are now part of the SBB Allocation)	
	Changes to enrollment impact the budget BEFORE SBB applies	
	Estimated change to the budget due to Enrollment changes	Change from \$23,383
	Estimated changes to the budget due to SBB transition	Change from SBB \$(68,491)

Detailed Breakdown

1. SBB Allocations \$2,614,973

SBB Weights	Weight	Amount per Student	Enrollment	Total
Base Weight				
All Students	1	\$3,400	703	\$2,390,200
Grade Weights				
Grade K	0.30	\$1,020	0	\$-
Grade 1	0.30	\$1,020	0	\$-
Grade 2	0.30	\$1,020	0	\$-
Grade 3	0.20	\$680	0	\$-
Grade 4	0.20	\$680	0	\$-
Grade 5	0.20	\$680	0	\$-
Mobility Weights				
Mobility	0.10	\$340	46	\$15,640
Academic Performance Weights				
Incoming Low Proficiency	0.10	\$340	574	\$195,160
Incoming High Proficiency	0.10	\$340	12	\$4,080
Increments for Locked Students				
SWD Self-Contained	0.24	\$825	12	\$9,900
Baseline Supplement: This supplement ensures that all schools have sufficient resources to cover a "base" set of services to meet state requirements (i.e. class size minimums, staffing requirements, etc.). Schools not receiving the supplement are already above the "base" set of services.				\$0

SBB Allocations Total \$2,614,980

2. SBB Transition Supplements \$56,193

Staffing Supplement

This is an additional temporary supplement that SCS is offering this year to support a smoother transition into SBB. This supplement ensures that all schools have sufficient resources to cover SCS's previously used staffing ratios. Schools not receiving this supplement are already able to cover staffing ratios.

\$39,238

Dollar per Pupil Next Year (2018-2019)	Dollar per Pupil This Year (2017-2018)	Difference in Dollar per Pupil
\$3,800	3,897.09	\$(97)

% Change in Dollar per Pupil	Transition Policy Dollars
-4%	\$16,955

SBB Total Supplements TOTAL \$56,193



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: 540	FY2018-19 Utilization: 92%	FCI: 15
----------------------------	------------------------------	-----------------------------------	---------------------------------	--------------------------------------	-------------------

School Measure	FY2015-16	FY2016-17	FY2017-18	FY2018-19	FY18 vs. FY19
	Actuals	Actuals	Amended	Budget	Variance
Enrollment					
Pre-K	0	0	-	-	-
K-12	503	500	424	392	-32
Attendance Rate	91.7%	94.1%	93.5%	-	NA
Student-Teacher Ratio	1:15	1:15	1:14	1:14	-

Student Demographics					
Economically Disadvantaged (%)	88.8%	83.7%	79%	-	-
Students with Disabilities (%)	18.1%	31.6%	15.5%	-	-
English Language Learners (%)	0%	0%	0%	-	-

Key School Positions - All Funding Sources					
Principal	1	1	1	1	-
Vice/Assistant Principal	2	1	1	1	-
Classroom Teacher	34	33	32	32	-
Special Skills	3	2	3	2	-1
Counselor	2	2	2	2	-
Educational Assistant	8	9	7	7	-
Instructional Facilitator	2	2	2	2	-
Librarian	1	1	1	1	-
Nutrition	8	4	9	1	-8
Other	4	4	3	3	-

School Level Funds					
General Fund	\$3,156,000	\$3,429,388	\$3,314,264	\$3,082,483	-\$231,780
Title I	\$275,365	\$263,511	\$265,122	\$255,850	-\$9,272
IDEA, Part B	\$141,483	\$152,052	\$144,651	\$134,185	-\$10,465
Other Special Revenue & Federal Funds	\$309,802	\$40,929	\$84,908	\$64,320	-\$20,587
Total	\$3,882,651	\$3,885,882	\$3,808,947	\$3,536,840	-\$272,106

Teacher Quality					
Teachers with TEM 3 or above (%)	93%	92%			
TEM 5	17%	14%			
TEM 4	48%	47%			
TEM 3	28%	31%			



School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
TVAAS Literacy	2	5	s	s	s
TVAAS Numeracy	1	5	s	s	s

Total SBB Allocation \$2,246,780

1. SBB Allocations	Dollars allocated to the school through the SBB formula and baseline policy				\$1,634,085
2. SBB Transition Supplements	Dollars either given or withheld as part of a district-wide strategy to maintain stability during the transition to SBB				\$612,695
How has funding changed under SBB?	Note that this comparison only looks at "unlocked dollars" (i.e. dollars that are now part of the SBB Allocation)	Last Year (1819)	\$2,357,483		
		This Year (1920)	\$2,246,780		
		Total Difference	\$(110,702)		
	Changes to enrollment impact the budget BEFORE SBB applies	Estimated change to the budget due to Enrollment changes	Change from	\$(115,563)	
		Estimated changes to the budget due to SBB transition	Change from SBB	\$4,861	

Detailed Breakdown

1. SBB Allocations \$1,634,085

SBB Weights	Weight	Amount per Student	Enrollment	Total
Base Weight				
All Students	1	\$3,400	388	\$1,319,200
Grade Weights				
Grade K	0.30	\$1,020	30	\$30,600
Grade 1	0.30	\$1,020	32	\$32,640
Grade 2	0.30	\$1,020	27	\$27,540
Grade 3	0.20	\$680	20	\$13,600
Grade 4	0.20	\$680	42	\$28,560
Grade 5	0.20	\$680	33	\$22,440
Mobility Weights				
Mobility	0.10	\$340	78	\$26,520
Academic Performance Weights				
Incoming Low Proficiency	0.10	\$340	354	\$120,360
Incoming High Proficiency	0.10	\$340	0	\$-
Increments for Locked Students				
SWD Self-Contained	0.24	\$825	15	\$12,375
Baseline Supplement: This supplement ensures that all schools have sufficient resources to cover a "base" set of services to meet state requirements (i.e. class size minimums, staffing requirements, etc.). Schools not receiving the supplement are already above the "base" set of services.				\$0

SBB Allocations Total \$1,633,835

2. SBB Transition Supplements \$612,695

Staffing Supplement

This is an additional temporary supplement that SCS is offering this year to support a smoother transition into SBB. This supplement ensures that all schools have sufficient resources to cover SCS's previously used staffing ratios. Schools not receiving this supplement are already able to cover staffing ratios.

\$612,695

Dollar per Pupil Next Year (2018-2019)	Dollar per Pupil This Year (2017-2018)	Difference in Dollar per Pupil
\$5,791	5,778.14	\$13

% Change in Dollar per Pupil	Transition Policy Dollars
-1%	\$0

SBB Total Supplements TOTAL \$612,695



Sherwood Middle School

3480 Rhodes Avenue Memphis, TN 38111
 Phone: (901) 416-4870 Fax: (901) 416-4881

Grade Level: 6-8	School Type: iZone	Square Footage: 141,952	Student Capacity: 895	FY2018-19 Utilization: 92%	FCI: 20
----------------------------	------------------------------	-----------------------------------	---------------------------------	--------------------------------------	-------------------

School Measure	FY2015-16	FY2016-17	FY2017-18	FY2018-19	FY18 vs. FY19
	Actuals	Actuals	Amended	Budget	Variance

Enrollment

K-12	898	821	778	750	-28
Attendance Rate	90.4%	92.7%	93.7%	-	NA
Student-Teacher Ratio	1:15	1:16	1:16	1:16	-

Student Demographics

Economically Disadvantaged (%)	79.4%	80%	88.7%	-	-
Students with Disabilities (%)	18.9%	17.2%	13.5%	-	-
English Language Learners (%)	6.5%	5.6%	6.6%	-	-

Key School Positions - All Funding Sources

Principal	1	1	1	1	-
Vice/Assistant Principal	3	2	2	2	-
Classroom Teacher	59	52	50	50	-
Counselor	2	2	3	3	-
Educational Assistant	11	11	12	12	-
Instructional Facilitator	1	2	2	2	-
Librarian	1	1	1	1	-
Nutrition	8	5	9	2	-7
Other	6	5	9	9	-

School Level Funds

General Fund	\$4,741,304	\$4,899,593	\$4,468,487	\$4,494,231	\$25,743
Title I	\$520,922	\$445,104	\$454,015	\$481,355	\$27,339
IDEA, Part B	\$228,460	\$215,853	\$203,935	\$215,743	\$11,808
Other Special Revenue & Federal Funds	\$197,711	\$0	\$30,000	\$78,824	\$48,824
Total	\$5,688,398	\$5,560,551	\$5,156,438	\$5,270,155	\$113,716

Teacher Quality

Teachers with TEM 3 or above (%)	98%	98%		
TEM 5	13%	22%		
TEM 4	79%	61%		
TEM 3	6%	15%		



School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
TVAAS Literacy	3	4	s	s	s
TVAAS Numeracy	1	3	s	s	s

Total SBB Allocation		\$2,838,696
1. SBB Allocations	Dollars allocated to the school through the SBB formula and baseline policy	\$2,824,816
2. SBB Transition Supplements	Dollars either given or withheld as part of a district-wide strategy to maintain stability during the transition to SBB	\$13,879
How has funding changed under SBB?	Note that this comparison only looks at "unlocked dollars" (i.e. dollars that are now part of the SBB Allocation)	
	Last Year (1819)	\$2,946,829
	This Year (1920)	\$2,838,696
	Total Difference	\$(108,134)
	Changes to enrollment impact the budget BEFORE SBB applies	
Estimated change to the budget due to Enrollment changes	Change from	\$(87,681)
Estimated changes to the budget due to SBB transition	Change from SBB	\$(20,453)

Detailed Breakdown

1. SBB Allocations		\$2,824,816		
SBB Weights	Weight	Amount per Student	Enrollment	Total
Base Weight				
All Students	1	\$3,400	750	\$2,550,000
Grade Weights				
Grade K	0.30	\$1,020	0	\$-
Grade 1	0.30	\$1,020	0	\$-
Grade 2	0.30	\$1,020	0	\$-
Grade 3	0.20	\$680	0	\$-
Grade 4	0.20	\$680	0	\$-
Grade 5	0.20	\$680	0	\$-
Mobility Weights				
Mobility	0.10	\$340	107	\$36,380
Academic Performance Weights				
Incoming Low Proficiency	0.10	\$340	696	\$236,640
Incoming High Proficiency	0.10	\$340	3	\$1,020
Increments for Locked Students				
SWD Self-Contained	825.00	\$825	10	\$8,250
Baseline Supplement: This supplement ensures that all schools have sufficient resources to cover a "base" set of services to meet state requirements (i.e. class size minimums, staffing requirements, etc.). Schools not receiving the supplement are already above the "base" set of services.				\$0
SBB Allocations Total			\$2,832,290	

2. SBB Transition Supplements \$13,879

Staffing Supplement

This is an additional temporary supplement that SCS is offering this year to support a smoother transition into SBB. This supplement ensures that all schools have sufficient resources to cover SCS's previously used staffing ratios. Schools not receiving this supplement are already able to cover staffing ratios. \$13,879

Dollar per Pupil Next Year (2018-2019)	Dollar per Pupil This Year (2017-2018)	Difference in Dollar per Pupil
\$3,785	3,812.20	\$(27)

% Change in Dollar per Pupil	Transition Policy Dollars
-1%	\$0

SBB Total Supplements TOTAL \$13,879



Snowden K-8 School

1870 N. Parkway, Memphis, TN 31812
 Phone: (901) 416-4621 Fax: (901) 416-4620

Grade Level: PreK-8	School Type: Optional	Square Footage: 199,849	Student Capacity: 1268	FY2018-19 Utilization: 109%	FCI: 17
-------------------------------	---------------------------------	-----------------------------------	----------------------------------	---------------------------------------	-------------------

School Measure	FY2015-16	FY2016-17	FY2017-18	FY2018-19	FY18 vs. FY19
	Actuals	Actuals	Amended	Budget	Variance
Enrollment					
Pre-K	20	20	20	20	-
K-12	1474	1382	1336	1323	-13
Attendance Rate	94.9%	95.8%	95.7%	-	NA
Student-Teacher Ratio	1:18	1:18	1:18	1:18	-

Student Demographics					
Economically Disadvantaged (%)	47.9%	49.3%	62.2%	-	-
Students with Disabilities (%)	6.9%	12%	5.9%	-	-
English Language Learners (%)	6.4%	8.8%	4.6%	-	-

Key School Positions - All Funding Sources					
Principal	1	1	1	1	-
Vice/Assistant Principal	4	3	3	3	-
Classroom Teacher	80	77	74	74	-
Special Skills	12	9	10	9	-1
Counselor	3	3	4	4	-
Educational Assistant	10	8	6	6	-
Instructional Facilitator	2	2	2	2	-
Librarian	2	2	2	2	-
Nutrition	10	6	12	1	-11
Other	7	6	7	7	-

School Level Funds					
General Fund	\$7,611,787	\$7,370,686	\$7,047,387	\$6,879,826	-\$167,560
Title I	\$519,084	\$538,329	\$623,583	\$517,055	-\$106,528
IDEA, Part B	\$22,293	\$48,606	\$50,850	\$0	-\$50,850
Other Special Revenue & Federal Funds	\$68,068	\$116,538	\$100,729	\$100,624	-\$104
Total	\$8,221,234	\$8,074,161	\$7,822,551	\$7,497,506	-\$325,045

Teacher Quality					
Teachers with TEM 3 or above (%)	99%	99%			
TEM 5	51%	33%			
TEM 4	36%	50%			
TEM 3	12%	16%			



School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
TVAAS Literacy	3	5	s	s	s
TVAAS Numeracy	1	4	s	s	s

Total SBB Allocation \$5,526,628

1. SBB Allocations	Dollars allocated to the school through the SBB formula and baseline policy				\$5,472,302
2. SBB Transition Supplements	Dollars either given or withheld as part of a district-wide strategy to maintain stability during the transition to SBB				\$54,327
How has funding changed under SBB?	Note that this comparison only looks at "unlocked dollars" (i.e. dollars that are now part of the SBB Allocation)	Last Year (1819)	\$5,755,543		
		This Year (1920)	\$5,526,628		
		Total Difference	\$(228,914)		
	Changes to enrollment impact the budget BEFORE SBB applies	Estimated change to the budget due to Enrollment changes	Change from	\$(237,901)	
		Estimated changes to the budget due to SBB transition	Change from SBB	\$8,987	

Detailed Breakdown

1. SBB Allocations \$5,472,302

SBB Weights	Weight	Amount per Student	Enrollment	Total
Base Weight				
All Students	1	\$3,400	1,322	\$4,494,800
Grade Weights				
Grade K	0.30	\$1,020	104	\$106,080
Grade 1	0.30	\$1,020	106	\$108,120
Grade 2	0.30	\$1,020	116	\$118,320
Grade 3	0.20	\$680	127	\$86,360
Grade 4	0.20	\$680	142	\$96,560
Grade 5	0.20	\$680	143	\$97,240
Mobility Weights				
Mobility	0.10	\$340	85	\$28,900
Academic Performance Weights				
Incoming Low Proficiency	0.10	\$340	825	\$280,500
Incoming High Proficiency	0.10	\$340	134	\$45,560
Increments for Locked Students				
SWD Self-Contained	0.24	\$825	12	\$9,900
Baseline Supplement: This supplement ensures that all schools have sufficient resources to cover a "base" set of services to meet state requirements (i.e. class size minimums, staffing requirements, etc.). Schools not receiving the supplement are already above the "base" set of services.				\$0

SBB Allocations Total \$5,472,340

2. SBB Transition Supplements \$54,327

Staffing Supplement

This is an additional temporary supplement that SCS is offering this year to support a smoother transition into SBB. This supplement ensures that all schools have sufficient resources to cover SCS's previously used staffing ratios. Schools not receiving this supplement are already able to cover staffing ratios.

\$54,327

Dollar per Pupil Next Year (2018-2019)	Dollar per Pupil This Year (2017-2018)	Difference in Dollar per Pupil
\$4,181	4,173.71	\$7

% Change in Dollar per Pupil	Transition Policy Dollars
-1%	\$0

SBB Total Supplements TOTAL \$54,327



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:** 598 **FY2018-19 Utilization:** 64% **FCI:** 10

School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
----------------	----------------------	----------------------	----------------------	---------------------	---------------------------

Enrollment

K-12	389	382	389	478	89
Attendance Rate	91.3%	93.5%	92.4%	-	NA
Student-Teacher Ratio	1:14	1:15	1:16	1:16	-

Student Demographics

Economically Disadvantaged (%)	73.5%	68.4%	83.4%	-	-
Students with Disabilities (%)	17%	14.7%	13.6%	-	-
English Language Learners (%)	22.9%	22.5%	23.3%	-	-

Key School Positions - All Funding Sources

Principal	1	1	1	1	-
Vice/Assistant Principal	1	1	1	1	-
Classroom Teacher	27	26	29	29	-
Counselor	1	1	2	2	-
Educational Assistant	4	3	5	5	-
Instructional Facilitator	1	1	2	2	-
Librarian	1	1	1	1	-
Bilingual Cultural Mentor	0	1	1	1	-
Nutrition	15	8	13	3	-10
Other	4	3	3	3	-

School Level Funds

General Fund	\$2,296,646	\$2,561,710	\$2,678,729	\$2,872,695	\$193,965
Title I	\$192,507	\$217,244	\$273,634	\$257,040	-\$16,594
IDEA, Part B	\$49,641	\$48,221	\$50,634	\$77,794	\$27,159
Other Special Revenue & Federal Funds	\$139,794	\$21,602	\$9,781	\$262,083	\$252,302
Total	\$2,678,589	\$2,848,779	\$3,012,779	\$3,469,613	\$456,833

Teacher Quality

Teachers with TEM 3 or above (%)	100%	96%		
TEM 5	48%	31%		
TEM 4	39%	42%		
TEM 3	13%	23%		



School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
TVAAS Literacy	5	3	s	s	s
TVAAS Numeracy	1	5	s	s	s

Total SBB Allocation		\$1,811,090
1. SBB Allocations	Dollars allocated to the school through the SBB formula and baseline policy	\$1,811,090
2. SBB Transition Supplements	Dollars either given or withheld as part of a district-wide strategy to maintain stability during the transition to SBB	\$0
How has funding changed under SBB?	Note that this comparison only looks at "unlocked dollars" (i.e. dollars that are now part of the SBB Allocation)	
	Last Year (1819)	\$1,723,400
	This Year (1920)	\$1,811,090
	Total Difference	\$87,690
	Changes to enrollment impact the budget BEFORE SBB applies	
Estimated change to the budget due to Enrollment changes	Change from	\$52,111
Estimated changes to the budget due to SBB transition	Change from SBB	\$35,578

Detailed Breakdown

1. SBB Allocations		\$1,811,090		
SBB Weights	Weight	Amount per Student	Enrollment	Total
Base Weight				
All Students	1	\$3,400	477	\$1,621,800
Grade Weights				
Grade K	0.30	\$1,020	0	\$-
Grade 1	0.30	\$1,020	0	\$-
Grade 2	0.30	\$1,020	0	\$-
Grade 3	0.20	\$680	0	\$-
Grade 4	0.20	\$680	0	\$-
Grade 5	0.20	\$680	0	\$-
Mobility Weights				
Mobility	0.10	\$340	76	\$25,840
Academic Performance Weights				
Incoming Low Proficiency	0.10	\$340	438	\$148,920
Incoming High Proficiency	0.10	\$340	2	\$680
Increments for Locked Students				
SWD Self-Contained	0.24	\$825	17	\$14,025
Baseline Supplement: This supplement ensures that all schools have sufficient resources to cover a "base" set of services to meet state requirements (i.e. class size minimums, staffing requirements, etc.). Schools not receiving the supplement are already above the "base" set of services.				\$0
SBB Allocations Total			\$1,811,265	

2. SBB Transition Supplements \$0

Staffing Supplement

This is an additional temporary supplement that SCS is offering this year to support a smoother transition into SBB. This supplement ensures that all schools have sufficient resources to cover SCS's previously used staffing ratios. Schools not receiving this supplement are already able to cover staffing ratios. \$0

Dollar per Pupil Next Year (2018-2019)	Dollar per Pupil This Year (2017-2018)	Difference in Dollar per Pupil
\$3,797	3,722.25	\$75

% Change in Dollar per Pupil	Transition Policy Dollars
2%	\$0

SBB Total Supplements TOTAL \$0



White Station Middle School

5465 Mason Road Memphis, TN 38120
 Phone: (901) 416-2184 Fax: (901) 416-2187

Grade Level: 6-8	School Type: Optional	Square Footage: 144,411	Student Capacity: 878	FY2018-19 Utilization: 147%	FCI: 2
----------------------------	---------------------------------	-----------------------------------	---------------------------------	---------------------------------------	------------------

School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
----------------	----------------------	----------------------	----------------------	---------------------	---------------------------

Enrollment

K-12	1289	1289	1273	1261	-12
Attendance Rate	96.1%	96.5%	95.8%	-	NA
Student-Teacher Ratio	1:17	1:17	1:17	1:17	-

Student Demographics

Economically Disadvantaged (%)	22.4%	23%	45.5%	-	-
Students with Disabilities (%)	13%	11.5%	10%	-	-
English Language Learners (%)	4.6%	4.5%	3.6%	-	-

Key School Positions - All Funding Sources

Principal	1	1	1	1	-
Vice/Assistant Principal	3	3	3	3	-
Classroom Teacher	74	75	74	74	-
Special Skills	5	5	5	5	-
Counselor	3	3	4	4	-
Educational Assistant	11	12	10	10	-
Instructional Facilitator	1	1	2	2	-
Librarian	2	2	2	2	-
Nutrition	8	4	6	1	-5
Other	6	6	5	5	-

School Level Funds

General Fund	\$7,228,219	\$7,332,394	\$7,209,905	\$7,080,932	-\$128,973
Title I	\$226,918	\$301,248	\$288,940	\$0	-
IDEA, Part B	\$150,239	\$219,284	\$248,102	\$275,392	\$27,290
Other Special Revenue & Federal Funds	\$-7	\$0	\$0	\$0	\$0
Total	\$7,605,369	\$7,852,927	\$7,746,949	\$7,356,324	-\$390,624

Teacher Quality

Teachers with TEM 3 or above (%)	99%	100%		
TEM 5	83%	81%		
TEM 4	12%	19%		
TEM 3	4%	0%		



School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
TVAAS Literacy	5	4	s	s	s
TVAAS Numeracy	5	5	s	s	s

Total SBB Allocation					\$4,604,936
1. SBB Allocations	Dollars allocated to the school through the SBB formula and baseline policy				\$4,585,464
2. SBB Transition Supplements	Dollars either given or withheld as part of a district-wide strategy to maintain stability during the transition to SBB				\$19,472
How has funding changed under SBB?	Note that this comparison only looks at "unlocked dollars" (i.e. dollars that are now part of the SBB Allocation)			Last Year (1819)	\$4,732,727
				This Year (1920)	\$4,604,936
				Total Difference	\$(127,791)
	Changes to enrollment impact the budget BEFORE SBB applies				
	Estimated change to the budget due to Enrollment changes			Change from	\$(11,224)
	Estimated changes to the budget due to SBB transition			Change from SBB	\$(116,567)

Detailed Breakdown

1. SBB Allocations \$4,585,464

SBB Weights	Weight	Amount per Student	Enrollment	Total
Base Weight				
All Students	1	\$3,400	1,262	\$4,290,800
Grade Weights				
Grade K	0.30	\$1,020	0	\$-
Grade 1	0.30	\$1,020	0	\$-
Grade 2	0.30	\$1,020	0	\$-
Grade 3	0.20	\$680	0	\$-
Grade 4	0.20	\$680	0	\$-
Grade 5	0.20	\$680	0	\$-
Mobility Weights				
Mobility	0.10	\$340	55	\$18,700
Academic Performance Weights				
Incoming Low Proficiency	0.10	\$340	526	\$178,840
Incoming High Proficiency	0.10	\$340	249	\$84,660
Increments for Locked Students				
SWD Self-Contained	0.24	\$825	15	\$12,375
Baseline Supplement: This supplement ensures that all schools have sufficient resources to cover a "base" set of services to meet state requirements (i.e. class size minimums, staffing requirements, etc.). Schools not receiving the supplement are already above the "base" set of services.				\$0

SBB Allocations Total \$4,585,375

2. SBB Transition Supplements \$19,472

Staffing Supplement

This is an additional temporary supplement that SCS is offering this year to support a smoother transition into SBB. This supplement ensures that all schools have sufficient resources to cover SCS's previously used staffing ratios. Schools not receiving this supplement are already able to cover staffing ratios.

\$19,472

	Dollar per Pupil Next Year (2018-2019)	Dollar per Pupil This Year (2017-2018)	Difference in Dollar per Pupil
	\$3,649	3,741.29	\$(92)

% Change in Dollar per Pupil	Transition Policy Dollars
-3%	\$0

SBB Total Supplements TOTAL \$19,472



Woodstock Middle School

5885 Woodstock Cuba Rd., Memphis, TN 38053
 Phone: (901) 416-4180 Fax: (901) 416-4182

Grade Level: 6-8	School Type: Traditional	Square Footage: 84,850	Student Capacity: 773	FY2018-19 Utilization: 36%	FCI: 16
----------------------------	------------------------------------	----------------------------------	---------------------------------	--------------------------------------	-------------------

School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
----------------	----------------------	----------------------	----------------------	---------------------	---------------------------

Enrollment

K-12	336	275	266	259	-7
Attendance Rate	93.2%	94.1%	99.9%	-	NA
Student-Teacher Ratio	1:16	1:14	1:15	1:15	-

Student Demographics

Economically Disadvantaged (%)	70.3%	82.3%	71.6%	-	-
Students with Disabilities (%)	18.4%	19.2%	16.3%	-	-
English Language Learners (%)	0%	1.4%	1.6%	-	-

Key School Positions - All Funding Sources

Principal	1	1	1	1	-
Vice/Assistant Principal	1	1	1	1	-
Classroom Teacher	21	18	20	19	-1
Counselor	1	1	1	1	-
Educational Assistant	3	2	2	2	-
Instructional Facilitator	1	1	1	1	-
Librarian	1	1	1	1	-
Nutrition	6	3	5	1	-4
Other	4	5	4	4	-

School Level Funds

General Fund	\$1,895,297	\$1,922,899	\$1,914,985	\$1,677,932	-\$237,053
Title I	\$127,790	\$157,692	\$176,067	\$147,560	-\$28,507
Other Special Revenue & Federal Funds	\$0	\$0	\$30,000	\$0	-\$30,000
Total	\$2,023,087	\$2,080,591	\$2,121,053	\$1,825,492	-\$295,561

Teacher Quality

Teachers with TEM 3 or above (%)	85%	74%		
TEM 5	10%	0%		
TEM 4	40%	37%		
TEM 3	35%	37%		



School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
TVAAS Literacy	1	3	s	s	s
TVAAS Numeracy	1	1	s	s	s

Total SBB Allocation		\$1,402,047
1. SBB Allocations	Dollars allocated to the school through the SBB formula and baseline policy	\$979,122
2. SBB Transition Supplements	Dollars either given or withheld as part of a district-wide strategy to maintain stability during the transition to SBB	\$422,924
How has funding changed under SBB?	Note that this comparison only looks at "unlocked dollars" (i.e. dollars that are now part of the SBB Allocation)	
	Last Year (1819)	\$1,487,965
	This Year (1920)	\$1,402,047
	Total Difference	\$(85,919)
	Changes to enrollment impact the budget BEFORE SBB applies	
Estimated change to the budget due to Enrollment changes	Change from	\$(49,969)
Estimated changes to the budget due to SBB transition	Change from SBB	\$(35,950)

Detailed Breakdown

1. SBB Allocations		\$979,122		
SBB Weights	Weight	Amount per Student	Enrollment	Total
Base Weight				
All Students	1	\$3,400	259	\$880,600
Grade Weights				
Grade K	0.30	\$1,020	0	\$-
Grade 1	0.30	\$1,020	0	\$-
Grade 2	0.30	\$1,020	0	\$-
Grade 3	0.20	\$680	0	\$-
Grade 4	0.20	\$680	0	\$-
Grade 5	0.20	\$680	0	\$-
Mobility Weights				
Mobility	0.10	\$340	51	\$17,340
Academic Performance Weights				
Incoming Low Proficiency	0.10	\$340	232	\$78,880
Incoming High Proficiency	0.10	\$340	0	\$-
Increments for Locked Students				
SWD Self-Contained	0.24	\$825	3	\$2,475
Baseline Supplement: This supplement ensures that all schools have sufficient resources to cover a "base" set of services to meet state requirements (i.e. class size minimums, staffing requirements, etc.). Schools not receiving the supplement are already above the "base" set of services.				\$0
SBB Allocations Total				\$979,295

2. SBB Transition Supplements \$422,924

Staffing Supplement

This is an additional temporary supplement that SCS is offering this year to support a smoother transition into SBB. This supplement ensures that all schools have sufficient resources to cover SCS's previously used staffing ratios. Schools not receiving this supplement are already able to cover staffing ratios. \$281,590

	Dollar per Pupil Next Year (2018-2019)	Dollar per Pupil This Year (2017-2018)	Difference in Dollar per Pupil
	\$5,413	5,552.11	\$(139)
		% Change in Dollar per Pupil	Transition Policy Dollars
		-13%	\$141,334
SBB Total Supplements TOTAL			\$422,924



This page intentionally left blank.



HIGH SCHOOLS DATA



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: 548	FY2018-19 Utilization: 104%	FCI: 9
-----------------------------	------------------------------------	-----------------------------------	---------------------------------	---------------------------------------	------------------

School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
----------------	----------------------	----------------------	----------------------	---------------------	---------------------------

Enrollment

K-12	561	573	544	462	-82
Attendance Rate	90%	90.4%	88.3%	-	NA
Student-Teacher Ratio	1:14	1:15	1:14	1:14	-

Student Demographics

Economically Disadvantaged (%)	85.9%	83.8%	92.9%	-	-
Students with Disabilities (%)	22.3%	20.2%	16.9%	-	-
English Language Learners (%)	0%	0%	0%	-	-

Key School Positions - All Funding Sources

Principal	1	1	-	-	-
Vice/Assistant Principal	2	2	3	3	-
Classroom Teacher	41	38	35	35	-
Counselor	2	2	2	2	-
Educational Assistant	4	4	6	6	-
Instructional Facilitator	1	1	1	1	-
Librarian	1	1	1	1	-
Nutrition	11	6	11	2	-9
Other	7	7	8	8	-

School Level Funds

General Fund	\$3,470,940	\$3,369,845	\$3,372,864	\$3,200,234	-\$172,630
Title I	\$302,542	\$317,261	\$290,918	\$304,640	\$13,721
IDEA, Part B	\$66,997	\$82,898	\$84,223	\$81,938	-\$2,285
Total	\$3,840,480	\$3,770,005	\$3,748,006	\$3,586,812	-\$161,194

Teacher Quality

Teachers with TEM 3 or above (%)	94%	78%		
TEM 5	57%	5%		
TEM 4	29%	24%		
TEM 3	9%	49%		

Postsecondary Readiness

Graduation Rate	89.4%	90.5%		
Average ACT Composite Score	14.40	13.90		
ACT21+ (%)	3.4%	1.1%		



School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
TNReady Algebra I (%)	78.4%	25.8%	s	s	s
TNReady Algebra II (%)	69.8%	47.8%	s	s	s
TNReady Biology I (%)	45.5%	41.8%	s	s	s
TNReady Chemistry (%)	27.9%	42.4%	s	s	s
TNReady English I (%)	36.3%	1.9%	s	s	s
TNReady English II (%)	24.8%	4.5%	s	s	s
TNReady English III (%)	10.3%	6.3%	s	s	s
TNReady Math (%)	8.9%	6.3%	s	s	s
TNReady RLA (%)	5.9%	5.4%	s	s	s
TNReady Science (%)	11.8%	13.9%	s	s	s
TVAAS Literacy	1	3	s	s	s
TVAAS Numeracy	5	5	s	s	s

Total SBB Allocation		\$2,394,558
1. SBB Allocations	Dollars allocated to the school through the SBB formula and baseline policy	\$1,758,643
2. SBB Transition Supplements	Dollars either given or withheld as part of a district-wide strategy to maintain stability during the transition to SBB	\$635,915
How has funding changed under SBB?		
	Note that this comparison only looks at "unlocked dollars" (i.e. dollars that are now part of the SBB Allocation)	
	Last Year (1819)	\$2,509,116
	This Year (1920)	\$2,394,558
	Total Difference	\$(114,558)
Changes to enrollment impact the budget BEFORE SBB applies		
	Estimated change to the budget due to Enrollment changes	Change from \$(53,159)
	Estimated changes to the budget due to SBB transition	Change from SBB \$(61,399)

Detailed Breakdown

1. SBB Allocations		\$1,758,643		
SBB Weights	Weight	Amount per Student	Enrollment	Total
Base Weight				
All Students	1	\$3,400	462	\$1,570,800
Grade Weights				
Grade K	0.30	\$1,020	0	\$-
Grade 1	0.30	\$1,020	0	\$-
Grade 2	0.30	\$1,020	0	\$-
Grade 3	0.20	\$680	0	\$-
Grade 4	0.20	\$680	0	\$-
Grade 5	0.20	\$680	0	\$-
Mobility Weights				
Mobility	0.10	\$340	77	\$26,180
Academic Performance Weights				
Incoming Low Proficiency	0.10	\$340	422	\$143,480
Incoming High Proficiency	0.10	\$340	5	\$1,700
Increments for Locked Students				
SWD Self-Contained	0.24	\$825	20	\$16,500
Baseline Supplement: This supplement ensures that all schools have sufficient resources to cover a "base" set of services to meet state requirements (i.e. class size minimums, staffing requirements, etc.). Schools not receiving the supplement are already above the "base" set of services.				\$0
SBB Allocations Total			\$1,758,660	

2. SBB Transition Supplements \$635,915

Staffing Supplement	
This is an additional temporary supplement that SCS is offering this year to support a smoother transition into SBB. This supplement ensures that all schools have sufficient resources to cover SCS's previously used staffing ratios. Schools not receiving this supplement are already able to cover staffing ratios.	\$625,219

	Dollar per Pupil Next Year (2018-2019)	Dollar per Pupil This Year (2017-2018)	Difference in Dollar per Pupil
	\$5,183	5,315.92	\$(133)
		% Change in Dollar per Pupil	Transition Policy Dollars
		-4%	\$10,696
SBB Total Supplements TOTAL			\$635,915



Bolton High School

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

Grade Level: 9-12	School Type: Optional	Square Footage: 293,200	Student Capacity: 2019	FY2018-19 Utilization: 65%	FCI: 9
-----------------------------	---------------------------------	-----------------------------------	----------------------------------	--------------------------------------	------------------

School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
----------------	----------------------	----------------------	----------------------	---------------------	---------------------------

Enrollment

K-12	1515	1318	1167	994	-173
Attendance Rate	97.1%	95.4%	91%	-	NA
Student-Teacher Ratio	1:18	1:18	1:19	1:19	-

Student Demographics

Economically Disadvantaged (%)	32.9%	34.6%	39.5%	-	-
Students with Disabilities (%)	13.8%	14.5%	14.6%	-	-
English Language Learners (%)	0.9%	1.1%	1.2%	-	-

Key School Positions - All Funding Sources

Principal	1	1	1	1	-
Vice/Assistant Principal	4	3	2	2	-
Classroom Teacher	86	73	60	60	-
Special Skills	2	1	1	1	-
Counselor	5	5	4	4	-
Educational Assistant	11	10	9	9	-
Instructional Facilitator	2	1	2	2	-
Librarian	2	1	1	1	-
Nutrition	13	6	9	4	-5
Other	7	7	8	8	-

School Level Funds

General Fund	\$6,850,870	\$6,206,832	\$6,114,544	\$5,301,001	-\$813,543
Title I	\$434,149	\$389,733	\$339,443	\$296,905	-\$42,538
IDEA, Part B	\$113,495	\$142,849	\$150,139	\$151,100	\$960
Other Special Revenue & Federal Funds	\$0	\$14,300	\$20,000	\$0	-\$20,000
Total	\$7,398,516	\$6,753,716	\$6,624,126	\$5,749,006	-\$875,120

Teacher Quality

Teachers with TEM 3 or above (%)	86%	93%		
TEM 5	6%	9%		
TEM 4	39%	39%		
TEM 3	41%	45%		

Postsecondary Readiness

Graduation Rate	80.9%	85%		
Average ACT Composite Score	18.30	19.30		
ACT21+ (%)	26.3%	33%		



School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
TNReady Algebra I (%)	42.1%	1.6%	s	s	s
TNReady Algebra II (%)	26%	5%	s	s	s
TNReady Biology I (%)	49.3%	32.8%	s	s	s
TNReady Chemistry (%)	31%	15.8%	s	s	s
TNReady English I (%)	68.3%	13%	s	s	s
TNReady English II (%)	52.3%	23.5%	s	s	s
TNReady English III (%)	21.9%	20.5%	s	s	s
TVAAS Literacy	3	4	s	s	s
TVAAS Numeracy	1	1	s	s	s

Total SBB Allocation		\$3,740,658
1. SBB Allocations	Dollars allocated to the school through the SBB formula and baseline policy	\$3,748,376
2. SBB Transition Supplements	Dollars either given or withheld as part of a district-wide strategy to maintain stability during the transition to SBB	\$(7,718)
How has funding changed under SBB?	Note that this comparison only looks at "unlocked dollars" (i.e. dollars that are now part of the SBB Allocation)	
	Last Year (1819)	\$3,585,726
	This Year (1920)	\$3,740,658
	Total Difference	\$154,932
	Changes to enrollment impact the budget BEFORE SBB applies	
	Estimated change to the budget due to Enrollment changes	Change from \$(56,804)
	Estimated changes to the budget due to SBB transition	Change from SBB \$211,735

Detailed Breakdown

1. SBB Allocations					\$3,748,376
SBB Weights	Weight	Amount per Student	Enrollment	Total	
Base Weight					
All Students	1	\$3,400	994	\$3,379,600	
Grade Weights					
Grade K	0.30	\$1,020	0	\$-	
Grade 1	0.30	\$1,020	0	\$-	
Grade 2	0.30	\$1,020	0	\$-	
Grade 3	0.20	\$680	0	\$-	
Grade 4	0.20	\$680	0	\$-	
Grade 5	0.20	\$680	0	\$-	
Mobility Weights					
Mobility	0.10	\$340	96	\$32,640	
Academic Performance Weights					
Incoming Low Proficiency	0.10	\$340	901	\$306,340	
Incoming High Proficiency	0.10	\$340	5	\$1,700	
Increments for Locked Students					
SWD Self-Contained	0.24	\$825	34	\$28,050	
Baseline Supplement: This supplement ensures that all schools have sufficient resources to cover a "base" set of services to meet state requirements (i.e. class size minimums, staffing requirements, etc.). Schools not receiving the supplement are already above the "base" set of services.					\$0
SBB Allocations Total				\$3,748,330	

2. SBB Transition Supplements \$(7,718)

Staffing Supplement

This is an additional temporary supplement that SCS is offering this year to support a smoother transition into SBB. This supplement ensures that all schools have sufficient resources to cover SCS's previously used staffing ratios. Schools not receiving this supplement are already able to cover staffing ratios. \$0

	Dollar per Pupil Next Year (2018-2019)	Dollar per Pupil This Year (2017-2018)	Difference in Dollar per Pupil
	\$3,763	3,550.22	\$213
		% Change in Dollar per Pupil	Transition Policy Dollars
		6%	\$(7,718)
SBB Total Supplements TOTAL			\$(7,718)



Central High School

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

Grade Level: 9-12	School Type: Optional	Square Footage: 283,230	Student Capacity: 1447	FY2018-19 Utilization: 109%	FCI: 4
-----------------------------	---------------------------------	-----------------------------------	----------------------------------	---------------------------------------	------------------

School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
----------------	----------------------	----------------------	----------------------	---------------------	---------------------------

Enrollment

K-12	1595	1578	1563	1487	-76
Attendance Rate	93.9%	93.6%	96.8%	-	NA
Student-Teacher Ratio	1:21	1:20	1:20	1:20	-

Student Demographics

Economically Disadvantaged (%)	47.7%	45.3%	73.5%	-	-
Students with Disabilities (%)	7.9%	7.6%	7.4%	-	-
English Language Learners (%)	3.8%	3%	4%	-	-

Key School Positions - All Funding Sources

Principal	1	1	1	1	-
Vice/Assistant Principal	4	4	4	4	-
Classroom Teacher	77	77	77	77	-
Special Skills	5	4	6	6	-
Counselor	5	5	6	5	-1
Educational Assistant	6	9	8	8	-
Instructional Facilitator	2	2	4	4	-
Librarian	2	2	2	2	-
Nutrition	12	6	11	1	-10
Other	9	9	9	9	-

School Level Funds

General Fund	\$7,741,659	\$7,451,574	\$7,802,836	\$7,569,729	-\$233,107
Title I	\$828,791	\$629,013	\$591,565	\$571,200	-\$20,365
IDEA, Part B	\$119,339	\$118,979	\$134,308	\$102,326	-\$31,981
Total	\$8,689,790	\$8,199,568	\$8,528,710	\$8,243,255	-\$285,454

Teacher Quality

Teachers with TEM 3 or above (%)	97%	98%	
TEM 5	60%	24%	
TEM 4	31%	50%	
TEM 3	6%	24%	

Postsecondary Readiness

Graduation Rate	87.2%	89.7%	
Average ACT Composite Score	17.90	19.30	
ACT21+ (%)	22.7%	35.3%	



School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
TNReady Algebra I (%)	71.6%	2.3%	s	s	s
TNReady Algebra II (%)	39%	13.8%	s	s	s
TNReady Biology I (%)	50%	52.5%	s	s	s
TNReady Chemistry (%)	28.4%	23.2%	s	s	s
TNReady English I (%)	68.5%	22.6%	s	s	s
TNReady English II (%)	61.5%	25.5%	s	s	s
TNReady English III (%)	35.3%	26%	s	s	s
TVAAS Literacy	3	5	s	s	s
TVAAS Numeracy	1	1	s	s	s

Total SBB Allocation		\$5,501,164						
1. SBB Allocations	Dollars allocated to the school through the SBB formula and baseline policy	\$5,501,164						
2. SBB Transition Supplements	Dollars either given or withheld as part of a district-wide strategy to maintain stability during the transition to SBB	\$0						
How has funding changed under SBB?	Note that this comparison only looks at "unlocked dollars" (i.e. dollars that are now part of the SBB Allocation)	<table border="0"> <tr> <td>Last Year (1819)</td> <td>\$5,394,527</td> </tr> <tr> <td>This Year (1920)</td> <td>\$5,501,164</td> </tr> <tr> <td>Total Difference</td> <td>\$106,637</td> </tr> </table>	Last Year (1819)	\$5,394,527	This Year (1920)	\$5,501,164	Total Difference	\$106,637
Last Year (1819)	\$5,394,527							
This Year (1920)	\$5,501,164							
Total Difference	\$106,637							
	Changes to enrollment impact the budget BEFORE SBB applies							
	Estimated change to the budget due to Enrollment changes	Change from \$ (117,195)						
	Estimated changes to the budget due to SBB transition	Change from SBB \$223,832						

Detailed Breakdown				
1. SBB Allocations				\$5,501,164
SBB Weights	Weight	Amount per Student	Enrollment	Total
Base Weight				
All Students	1	\$3,400	1,486	\$5,052,400
Grade Weights				
Grade K	0.30	\$1,020	0	\$-
Grade 1	0.30	\$1,020	0	\$-
Grade 2	0.30	\$1,020	0	\$-
Grade 3	0.20	\$680	0	\$-
Grade 4	0.20	\$680	0	\$-
Grade 5	0.20	\$680	0	\$-
Mobility Weights				
Mobility	0.10	\$340	87	\$29,580
Academic Performance Weights				
Incoming Low Proficiency	0.10	\$340	1,184	\$402,560
Incoming High Proficiency	0.10	\$340	32	\$10,880
Increments for Locked Students				
SWD Self-Contained	0.24	\$825	7	\$5,775
Baseline Supplement: This supplement ensures that all schools have sufficient resources to cover a "base" set of services to meet state requirements (i.e. class size minimums, staffing requirements, etc.). Schools not receiving the supplement are already above the "base" set of services.				\$0
SBB Allocations Total				\$5,501,195

2. SBB Transition Supplements \$0

Staffing Supplement

This is an additional temporary supplement that SCS is offering this year to support a smoother transition into SBB. This supplement ensures that all schools have sufficient resources to cover SCS's previously used staffing ratios. Schools not receiving this supplement are already able to cover staffing ratios. \$0

	Dollar per Pupil Next Year (2018-2019)	Dollar per Pupil This Year (2017-2018)	Difference in Dollar per Pupil
	\$3,702	3,551.37	\$151
		% Change in Dollar per Pupil	Transition Policy Dollars
		4%	\$0
SBB Total Supplements TOTAL			\$0



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: 2151	FY2018-19 Utilization: 106%	FCI: 8
-----------------------------	------------------------------------	-----------------------------------	----------------------------------	---------------------------------------	------------------

School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
----------------	----------------------	----------------------	----------------------	---------------------	---------------------------

Enrollment

K-12	2033	2285	2289	2332	43
Attendance Rate	95%	93.8%	95.7%	-	NA
Student-Teacher Ratio	1:20	1:19	1:19	1:19	-

Student Demographics

Economically Disadvantaged (%)	30.7%	31.9%	64.4%	-	-
Students with Disabilities (%)	11.5%	11.6%	12.4%	-	-
English Language Learners (%)	5.8%	6%	7%	-	-

Key School Positions - All Funding Sources

Principal	1	1	1	1	-
Vice/Assistant Principal	5	5	6	6	-
Classroom Teacher	102	119	126	126	-
Special Skills	1	1	1	1	-
Counselor	5	5	7	7	-
Educational Assistant	13	16	16	16	-
Instructional Facilitator	2	2	2	2	-
Librarian	3	2	2	2	-
Bilingual Cultural Mentor	1	1	1	1	-
Nutrition	12	7	11	3	-8
Other	13	12	12	12	-

School Level Funds

General Fund	\$10,010,060	\$10,347,837	\$11,261,768	\$10,992,070	-\$269,697
Title I	\$739,954	\$794,093	\$635,700	\$604,520	-\$31,180
IDEA, Part B	\$132,617	\$167,056	\$202,875	\$129,923	-\$72,951
Other Special Revenue & Federal Funds	\$37,882	\$37,966	\$38,506	\$35,662	-\$2,843
Total	\$10,920,515	\$11,346,953	\$12,138,850	\$11,762,176	-\$376,673

Teacher Quality

Teachers with TEM 3 or above (%)	95%	95%		
TEM 5	26%	33%		
TEM 4	48%	40%		
TEM 3	21%	23%		

Postsecondary Readiness

Graduation Rate	87.4%	87.2%		
Average ACT Composite Score	17.20	17.50		
ACT21+ (%)	19.8%	20.9%		



School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
TNReady Algebra I (%)	52%	2.3%	s	s	s
TNReady Algebra II (%)	30.8%	5.7%	s	s	s
TNReady Biology I (%)	42.3%	35.4%	s	s	s
TNReady Chemistry (%)	12.9%	17.8%	s	s	s
TNReady English I (%)	62.9%	19.4%	s	s	s
TNReady English II (%)	56.1%	25.2%	s	s	s
TNReady English III (%)	22.6%	17.9%	s	s	s
TVAAS Literacy	5	1	s	s	s
TVAAS Numeracy	1	1	s	s	s

Total SBB Allocation		\$8,018,214						
1. SBB Allocations	Dollars allocated to the school through the SBB formula and baseline policy	\$8,694,026						
2. SBB Transition Supplements	Dollars either given or withheld as part of a district-wide strategy to maintain stability during the transition to SBB	\$(675,812)						
How has funding changed under SBB?	Note that this comparison only looks at "unlocked dollars" (i.e. dollars that are now part of the SBB Allocation)	<table border="0"> <tr> <td>Last Year (1819)</td> <td>\$7,457,310</td> </tr> <tr> <td>This Year (1920)</td> <td>\$8,018,214</td> </tr> <tr> <td>Total Difference</td> <td>\$560,904</td> </tr> </table>	Last Year (1819)	\$7,457,310	This Year (1920)	\$8,018,214	Total Difference	\$560,904
Last Year (1819)	\$7,457,310							
This Year (1920)	\$8,018,214							
Total Difference	\$560,904							
	Changes to enrollment impact the budget BEFORE SBB applies							
	Estimated change to the budget due to Enrollment changes	Change from \$107,043						
	Estimated changes to the budget due to SBB transition	Change from SBB \$453,861						

Detailed Breakdown

1. SBB Allocations		\$8,694,026		
SBB Weights	Weight	Amount per Student	Enrollment	Total
Base Weight				
All Students	1	\$3,400	2,332	\$7,928,800
Grade Weights				
Grade K	0.30	\$1,020	0	\$-
Grade 1	0.30	\$1,020	0	\$-
Grade 2	0.30	\$1,020	0	\$-
Grade 3	0.20	\$680	0	\$-
Grade 4	0.20	\$680	0	\$-
Grade 5	0.20	\$680	0	\$-
Mobility Weights				
Mobility	0.10	\$340	197	\$66,980
Academic Performance Weights				
Incoming Low Proficiency	0.10	\$340	2,022	\$687,480
Incoming High Proficiency	0.10	\$340	17	\$5,780
Increments for Locked Students				
SWD Self-Contained	0.24	\$825	6	\$4,950
Baseline Supplement: This supplement ensures that all schools have sufficient resources to cover a "base" set of services to meet state requirements (i.e. class size minimums, staffing requirements, etc.). Schools not receiving the supplement are already above the "base" set of services.				
SBB Allocations Total				\$8,693,990

2. SBB Transition Supplements \$(675,812)

Staffing Supplement

This is an additional temporary supplement that SCS is offering this year to support a smoother transition into SBB. This supplement ensures that all schools have sufficient resources to cover SCS's previously used staffing ratios. Schools not receiving this supplement are already able to cover staffing ratios. \$0

	Dollar per Pupil Next Year (2018-2019)	Dollar per Pupil This Year (2017-2018)	Difference in Dollar per Pupil
	\$3,438	3,243.72	\$195
		% Change in Dollar per Pupil	Transition Policy Dollars
		15%	\$(675,812)
SBB Total Supplements TOTAL			\$(675,812)



Craigmont High School

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

Grade Level: 9-12	School Type: Optional	Square Footage: 324,517	Student Capacity: 1234	FY2018-19 Utilization: 74%	FCI: 4
-----------------------------	---------------------------------	-----------------------------------	----------------------------------	--------------------------------------	------------------

School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
----------------	----------------------	----------------------	----------------------	---------------------	---------------------------

Enrollment

K-12	957	918	860	824	-36
Attendance Rate	94%	92.8%	89.9%	-	NA
Student-Teacher Ratio	1:20	1:20	1:19	1:19	-

Student Demographics

Economically Disadvantaged (%)	57.1%	54.3%	83.4%	-	-
Students with Disabilities (%)	13.4%	13.8%	13.7%	-	-
English Language Learners (%)	2.6%	2.4%	2.5%	-	-

Key School Positions - All Funding Sources

Principal	1	1	1	1	-
Vice/Assistant Principal	2	2	3	3	-
Classroom Teacher	48	46	47	47	-
Special Skills	1	1	1	1	-
Counselor	3	3	3	3	-
Educational Assistant	10	9	8	8	-
Instructional Facilitator	2	2	3	3	-
Librarian	1	1	1	1	-
Nutrition	8	4	7	1	-6
Other	8	8	9	9	-

School Level Funds

General Fund	\$4,604,306	\$4,594,128	\$4,843,673	\$4,663,212	-\$180,461
Title I	\$445,643	\$400,779	\$454,874	\$434,945	-\$19,929
IDEA, Part B	\$54,310	\$50,440	\$51,305	\$47,594	-\$3,710
Total	\$5,104,261	\$5,045,349	\$5,349,853	\$5,145,752	-\$204,101

Teacher Quality

Teachers with TEM 3 or above (%)	86%	94%		
TEM 5	14%	17%		
TEM 4	39%	53%		
TEM 3	33%	25%		

Postsecondary Readiness

Graduation Rate	81.8%	88.2%		
Average ACT Composite Score	15.50	16.00		
ACT21+ (%)	8.2%	12.5%		



School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
TNReady Algebra I (%)	56.4%	2.3%	s	s	s
TNReady Algebra II (%)	26.7%	5%	s	s	s
TNReady Biology I (%)	25.2%	17.6%	s	s	s
TNReady Chemistry (%)	2.6%	4%	s	s	s
TNReady English I (%)	54.9%	7.4%	s	s	s
TNReady English II (%)	37.3%	18.1%	s	s	s
TNReady English III (%)	18%	16.7%	s	s	s
TVAAS Literacy	4	2	s	s	s
TVAAS Numeracy	1	1	s	s	s

Total SBB Allocation \$3,130,302

1. SBB Allocations	Dollars allocated to the school through the SBB formula and baseline policy	\$3,130,302
2. SBB Transition Supplements	Dollars either given or withheld as part of a district-wide strategy to maintain stability during the transition to SBB	\$0
How has funding changed under SBB?	<p>Note that this comparison only looks at "unlocked dollars" (i.e. dollars that are now part of the SBB Allocation)</p> <p>Changes to enrollment impact the budget BEFORE SBB applies</p> <p>Estimated change to the budget due to Enrollment changes</p> <p>Estimated changes to the budget due to SBB transition</p>	<p>Last Year (1819) \$2,770,419</p> <p>This Year (1920) \$3,130,302</p> <p>Total Difference \$359,883</p> <p>Change from \$ (164,079)</p> <p>Change from SBB \$523,963</p>

Detailed Breakdown

1. SBB Allocations \$3,130,302

SBB Weights	Weight	Amount per Student	Enrollment	Total
Base Weight				
All Students	1	\$3,400	826	\$2,808,400
Grade Weights				
Grade K	0.30	\$1,020	0	\$-
Grade 1	0.30	\$1,020	0	\$-
Grade 2	0.30	\$1,020	0	\$-
Grade 3	0.20	\$680	0	\$-
Grade 4	0.20	\$680	0	\$-
Grade 5	0.20	\$680	0	\$-
Mobility Weights				
Mobility	0.10	\$340	101	\$34,340
Academic Performance Weights				
Incoming Low Proficiency	0.10	\$340	788	\$267,920
Incoming High Proficiency	0.10	\$340	2	\$680
Increments for Locked Students				
SWD Self-Contained	0.24	\$825	23	\$18,975
Baseline Supplement: This supplement ensures that all schools have sufficient resources to cover a "base" set of services to meet state requirements (i.e. class size minimums, staffing requirements, etc.). Schools not receiving the supplement are already above the "base" set of services.				\$0
SBB Allocations Total				\$3,130,315

2. SBB Transition Supplements \$0

Staffing Supplement

This is an additional temporary supplement that SCS is offering this year to support a smoother transition into SBB. This supplement ensures that all schools have sufficient resources to cover SCS's previously used staffing ratios. Schools not receiving this supplement are already able to cover staffing ratios. \$0

	Dollar per Pupil Next Year (2018-2019)	Dollar per Pupil This Year (2017-2018)	Difference in Dollar per Pupil
	\$3,790	3,155.37	\$634
		% Change in Dollar per Pupil	Transition Policy Dollars
		20%	\$0
SBB Total Supplements TOTAL			\$0



Douglass High School

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

Grade Level:	School Type:	Square Footage:	Student Capacity:	FY2018-19 Utilization:	FCI:
9-12	iZone	146,568	757	67%	1

School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
----------------	-------------------	-------------------	-------------------	------------------	------------------------

Enrollment

K-12	487	506	482	528	46
Attendance Rate	88.1%	93.2%	90%	-	NA
Student-Teacher Ratio	1:16	1:17	1:17	1:17	-

Student Demographics

Economically Disadvantaged (%)	70%	76.1%	86.9%	-	-
Students with Disabilities (%)	17.4%	17.6%	15.4%	-	-
English Language Learners (%)	3.2%	2%	2.9%	-	-

Key School Positions - All Funding Sources

Principal	1	1	1	1	-
Vice/Assistant Principal	1	1	2	2	-
Classroom Teacher	31	29	31	31	-
Special Skills	2	2	2	2	-
Counselor	2	2	2	2	-
Educational Assistant	6	5	6	6	-
Instructional Facilitator	1	1	1	1	-
Librarian	1	1	1	1	-
Nutrition	10	3	7	1	-6
Other	7	7	9	9	-

School Level Funds

General Fund	\$3,047,581	\$3,182,728	\$3,380,695	\$3,352,181	-\$28,514
Title I	\$354,127	\$366,276	\$305,528	\$265,965	-\$39,563
IDEA, Part B	\$156,646	\$113,659	\$107,104	\$104,298	-\$2,805
Other Special Revenue & Federal Funds	\$0	\$0	\$30,000	\$0	-\$30,000
Total	\$3,558,355	\$3,662,665	\$3,823,328	\$3,722,444	-\$100,883

Teacher Quality

Teachers with TEM 3 or above (%)	100%	100%		
TEM 5	70%	56%		
TEM 4	21%	42%		
TEM 3	9%	2%		

Postsecondary Readiness

Graduation Rate	70.2%	75.8%		
Average ACT Composite Score	15.10	15.80		
ACT21+ (%)	3.8%	5.3%		



School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
TNReady Algebra I (%)	47.3%	18.2%	s	s	s
TNReady Algebra II (%)	23.7%	0.9%	s	s	s
TNReady Biology I (%)	36%	4.3%	s	s	s
TNReady Chemistry (%)	2.6%	3%	s	s	s
TNReady English I (%)	52.3%	7.6%	s	s	s
TNReady English II (%)	38.9%	9.6%	s	s	s
TNReady English III (%)	17.6%	7.7%	s	s	s
TVAAS Literacy	4	1	s	s	s
TVAAS Numeracy	5	3	s	s	s

Total SBB Allocation		\$1,801,419
1. SBB Allocations	Dollars allocated to the school through the SBB formula and baseline policy	\$1,982,861
2. SBB Transition Supplements	Dollars either given or withheld as part of a district-wide strategy to maintain stability during the transition to SBB	\$(181,442)
How has funding changed under SBB?	Note that this comparison only looks at "unlocked dollars" (i.e. dollars that are now part of the SBB Allocation)	
	Last Year (1819)	\$1,728,420
	This Year (1920)	\$1,801,419
	Total Difference	\$72,999
	Changes to enrollment impact the budget BEFORE SBB applies	
	Estimated change to the budget due to Enrollment changes	Change from \$(28,968)
	Estimated changes to the budget due to SBB transition	Change from SBB \$101,967

Detailed Breakdown

1. SBB Allocations		\$1,982,861		
SBB Weights	Weight	Amount per Student	Enrollment	Total
Base Weight				
All Students	1	\$3,400	528	\$1,795,200
Grade Weights				
Grade K	0.30	\$1,020	0	\$-
Grade 1	0.30	\$1,020	0	\$-
Grade 2	0.30	\$1,020	0	\$-
Grade 3	0.20	\$680	0	\$-
Grade 4	0.20	\$680	0	\$-
Grade 5	0.20	\$680	0	\$-
Mobility Weights				
Mobility	0.10	\$340	44	\$14,960
Academic Performance Weights				
Incoming Low Proficiency	0.10	\$340	478	\$162,520
Incoming High Proficiency	0.10	\$340	3	\$1,020
Increments for Locked Students				
SWD Self-Contained	0.24	\$825	11	\$9,075
Baseline Supplement: This supplement ensures that all schools have sufficient resources to cover a "base" set of services to meet state requirements (i.e. class size minimums, staffing requirements, etc.). Schools not receiving the supplement are already above the "base" set of services.				\$0
SBB Allocations Total			\$1,982,775	

2. SBB Transition Supplements \$(181,442)

Staffing Supplement

This is an additional temporary supplement that SCS is offering this year to support a smoother transition into SBB. This supplement ensures that all schools have sufficient resources to cover SCS's previously used staffing ratios. Schools not receiving this supplement are already able to cover staffing ratios. \$0

	Dollar per Pupil Next Year (2018-2019)	Dollar per Pupil This Year (2017-2018)	Difference in Dollar per Pupil
	\$3,412	3,218.66	\$193
		% Change in Dollar per Pupil	Transition Policy Dollars
		17%	\$(181,442)
SBB Total Supplements TOTAL			\$(181,442)



East High School

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

Grade Level: 9-12	School Type: Optional	Square Footage: 189,493	Student Capacity: 1338	FY2018-19 Utilization: 39%	FCI: 8
-----------------------------	---------------------------------	-----------------------------------	----------------------------------	--------------------------------------	------------------

School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
----------------	----------------------	----------------------	----------------------	---------------------	---------------------------

Enrollment

K-12	555	517	436	351	-85
Attendance Rate	88.4%	87.4%	90.6%	-	NA
Student-Teacher Ratio	1:24	1:24	1:12	1:12	-

Student Demographics

Economically Disadvantaged (%)	68.3%	69.1%	76.4%	-	-
Students with Disabilities (%)	13.9%	14.2%	11%	-	-
English Language Learners (%)	0%	4.2%	4.2%	-	-

Key School Positions - All Funding Sources

Principal	1	1	1	1	-
Vice/Assistant Principal	1	1	2	2	-
Classroom Teacher	23	22	36	36	-
Special Skills	1	1	1	1	-
Counselor	3	2	1	1	-
Educational Assistant	1	1	1	1	-
Instructional Facilitator	2	2	1	1	-
Librarian	1	1	1	1	-
Nutrition	6	3	5	1	-4
Other	7	7	9	9	-

School Level Funds

General Fund	\$3,160,120	\$3,587,812	\$3,523,325	\$3,470,198	-\$53,126
Title I	\$219,106	\$330,412	\$180,846	\$170,170	-\$10,676
IDEA, Part B	\$33,307	\$31,689	\$32,320	\$29,690	-\$2,630
Other Special Revenue & Federal Funds	\$14,854	\$40	\$0	\$0	\$0
Total	\$3,427,388	\$3,949,956	\$3,736,492	\$3,670,058	-\$66,433

Teacher Quality

Teachers with TEM 3 or above (%)	73%	86%		
TEM 5	26%	11%		
TEM 4	41%	61%		
TEM 3	11%	14%		

Postsecondary Readiness

Graduation Rate	76.1%	79.7%		
Average ACT Composite Score	15.30	16.60		
ACT21+ (%)	4.7%	10.8%		



School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
TNReady Algebra I (%)	43.3%	0%	s	s	s
TNReady Algebra II (%)	21.8%	0.8%	s	s	s
TNReady Biology I (%)	17.4%	18.3%	s	s	s
TNReady Chemistry (%)	9.3%	1.6%	s	s	s
TNReady English I (%)	34.1%	6.7%	s	s	s
TNReady English II (%)	37.1%	14.2%	s	s	s
TNReady English III (%)	10.2%	7.6%	s	s	s
TVAAS Literacy	2	4	s	s	s
TVAAS Numeracy	1	1	s	s	s

Total SBB Allocation		\$2,731,303						
1. SBB Allocations	Dollars allocated to the school through the SBB formula and baseline policy	\$1,297,130						
2. SBB Transition Supplements	Dollars either given or withheld as part of a district-wide strategy to maintain stability during the transition to SBB	\$1,434,173						
How has funding changed under SBB?	Note that this comparison only looks at "unlocked dollars" (i.e. dollars that are now part of the SBB Allocation)	<table border="0"> <tr> <td>Last Year (1819)</td> <td>\$2,797,341</td> </tr> <tr> <td>This Year (1920)</td> <td>\$2,731,303</td> </tr> <tr> <td>Total Difference</td> <td>\$(66,038)</td> </tr> </table>	Last Year (1819)	\$2,797,341	This Year (1920)	\$2,731,303	Total Difference	\$(66,038)
Last Year (1819)	\$2,797,341							
This Year (1920)	\$2,731,303							
Total Difference	\$(66,038)							
	Changes to enrollment impact the budget BEFORE SBB applies							
	Estimated change to the budget due to Enrollment changes	Change from \$ (206,664)						
	Estimated changes to the budget due to SBB transition	Change from SBB \$ 140,626						

Detailed Breakdown

1. SBB Allocations					\$1,297,130
SBB Weights	Weight	Amount per Student	Enrollment	Total	
Base Weight					
All Students	1	\$3,400	351	\$1,193,400	
Grade Weights					
Grade K	0.30	\$1,020	0	\$-	
Grade 1	0.30	\$1,020	0	\$-	
Grade 2	0.30	\$1,020	0	\$-	
Grade 3	0.20	\$680	0	\$-	
Grade 4	0.20	\$680	0	\$-	
Grade 5	0.20	\$680	0	\$-	
Mobility Weights					
Mobility	0.10	\$340	70	\$23,800	
Academic Performance Weights					
Incoming Low Proficiency	0.10	\$340	235	\$79,900	
Incoming High Proficiency	0.10	\$340	0	\$-	
Increments for Locked Students					
SWD Self-Contained	0.24	\$825	0	\$-	
Baseline Supplement: This supplement ensures that all schools have sufficient resources to cover a "base" set of services to meet state requirements (i.e. class size minimums, staffing requirements, etc.). Schools not receiving the supplement are already above the "base" set of services.					\$0
SBB Allocations Total				\$1,297,100	

2. SBB Transition Supplements \$1,434,173

Staffing Supplement

This is an additional temporary supplement that SCS is offering this year to support a smoother transition into SBB. This supplement ensures that all schools have sufficient resources to cover SCS's previously used staffing ratios. Schools not receiving this supplement are already able to cover staffing ratios. \$1,434,173

	Dollar per Pupil Next Year (2018-2019)	Dollar per Pupil This Year (2017-2018)	Difference in Dollar per Pupil
	\$7,781	7,380.85	\$401
		% Change in Dollar per Pupil	Transition Policy Dollars
		5%	\$0
SBB Total Supplements TOTAL			\$1,434,173



Germantown High School

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

Grade Level: 9-12	School Type: Optional	Square Footage: 272,375	Student Capacity: 2028	FY2018-19 Utilization: 101%	FCI: 14
-----------------------------	---------------------------------	-----------------------------------	----------------------------------	---------------------------------------	-------------------

School Measure	FY2015-16	FY2016-17	FY2017-18	FY2018-19	FY18 vs. FY19
	Actuals	Actuals	Amended	Budget	Variance

Enrollment

K-12	2091	2048	2047	1992	-55
Attendance Rate	95.7%	95.3%	95.4%	-	NA
Student-Teacher Ratio	1:20	1:19	1:19	1:19	-

Student Demographics

Economically Disadvantaged (%)	21.4%	19.2%	38.8%	-	-
Students with Disabilities (%)	9.4%	8.9%	8.6%	-	-
English Language Learners (%)	1.7%	1.3%	2.3%	-	-

Key School Positions - All Funding Sources

Principal	1	1	1	1	-
Vice/Assistant Principal	5	5	6	6	-
Classroom Teacher	106	106	103	103	-
Special Skills	1	1	1	1	-
Counselor	5	5	6	6	-
Educational Assistant	11	11	10	10	-
Instructional Facilitator	1	2	-	-	-
Librarian	2	2	2	2	-
Nutrition	10	6	11	4	-7
Other	17	17	18	18	-

School Level Funds

General Fund	\$10,010,134	\$10,219,483	\$10,174,503	\$10,109,044	-\$65,459
Title I	\$560,578	\$75,019	\$0	\$0	-
IDEA, Part B	\$228,153	\$235,673	\$266,900	\$203,374	-\$63,526
Total	\$10,798,865	\$10,530,176	\$10,441,403	\$10,312,418	-\$128,985

Teacher Quality

Teachers with TEM 3 or above (%)	99%	99%		
TEM 5	72%	76%		
TEM 4	25%	19%		
TEM 3	3%	4%		

Postsecondary Readiness

Graduation Rate	96.5%	96%		
Average ACT Composite Score	21.00	21.00		
ACT21+ (%)	46.5%	47.6%		



School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
TNReady Algebra I (%)	71.1%	8.5%	s	s	s
TNReady Algebra II (%)	53.3%	25.7%	s	s	s
TNReady Biology I (%)	74.5%	58%	s	s	s
TNReady Chemistry (%)	42%	43.9%	s	s	s
TNReady English I (%)	74.8%	28.6%	s	s	s
TNReady English II (%)	74.6%	47.9%	s	s	s
TNReady English III (%)	48.2%	36.4%	s	s	s
TVAAS Literacy	5	2	s	s	s
TVAAS Numeracy	3	3	s	s	s

Total SBB Allocation		\$7,060,691						
1. SBB Allocations	Dollars allocated to the school through the SBB formula and baseline policy	\$7,397,614						
2. SBB Transition Supplements	Dollars either given or withheld as part of a district-wide strategy to maintain stability during the transition to SBB	\$(336,923)						
How has funding changed under SBB?	Note that this comparison only looks at "unlocked dollars" (i.e. dollars that are now part of the SBB Allocation)	<table border="0"> <tr> <td>Last Year (1819)</td> <td>\$6,674,398</td> </tr> <tr> <td>This Year (1920)</td> <td>\$7,060,691</td> </tr> <tr> <td>Total Difference</td> <td>\$386,293</td> </tr> </table>	Last Year (1819)	\$6,674,398	This Year (1920)	\$7,060,691	Total Difference	\$386,293
Last Year (1819)	\$6,674,398							
This Year (1920)	\$7,060,691							
Total Difference	\$386,293							
	Changes to enrollment impact the budget BEFORE SBB applies							
	Estimated change to the budget due to Enrollment changes	Change from \$ (13,369)						
	Estimated changes to the budget due to SBB transition	Change from SBB \$399,662						

Detailed Breakdown

1. SBB Allocations					\$7,397,614
SBB Weights	Weight	Amount per Student	Enrollment	Total	
Base Weight					
All Students	1	\$3,400	1,993	\$6,776,200	
Grade Weights					
Grade K	0.30	\$1,020	0	\$-	
Grade 1	0.30	\$1,020	0	\$-	
Grade 2	0.30	\$1,020	0	\$-	
Grade 3	0.20	\$680	0	\$-	
Grade 4	0.20	\$680	0	\$-	
Grade 5	0.20	\$680	0	\$-	
Mobility Weights					
Mobility	0.10	\$340	112	\$38,080	
Academic Performance Weights					
Incoming Low Proficiency	0.10	\$340	1,561	\$530,740	
Incoming High Proficiency	0.10	\$340	70	\$23,800	
Increments for Locked Students					
SWD Self-Contained	0.24	\$825	35	\$28,875	
Baseline Supplement: This supplement ensures that all schools have sufficient resources to cover a "base" set of services to meet state requirements (i.e. class size minimums, staffing requirements, etc.). Schools not receiving the supplement are already above the "base" set of services.					\$0
SBB Allocations Total				\$7,397,695	

2. SBB Transition Supplements \$(336,923)

Staffing Supplement

This is an additional temporary supplement that SCS is offering this year to support a smoother transition into SBB. This supplement ensures that all schools have sufficient resources to cover SCS's previously used staffing ratios. Schools not receiving this supplement are already able to cover staffing ratios. \$0

	Dollar per Pupil Next Year (2018-2019)	Dollar per Pupil This Year (2017-2018)	Difference in Dollar per Pupil
	\$3,543	3,342.21	\$201
	% Change in Dollar per Pupil		Transition Policy Dollars
	11%		\$(336,923)
SBB Total Supplements TOTAL			\$(336,923)



Hamilton High School

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

Grade Level: 9-12	School Type: iZone	Square Footage: 336,151	Student Capacity: 1234	FY2018-19 Utilization: 61%	FCI: 9
-----------------------------	------------------------------	-----------------------------------	----------------------------------	--------------------------------------	------------------

School Measure	FY2015-16	FY2016-17	FY2017-18	FY2018-19	FY18 vs. FY19
	Actuals	Actuals	Amended	Budget	Variance

Enrollment

K-12	664	758	741	579	-162
Attendance Rate	84.6%	85.8%	82.3%	-	NA
Student-Teacher Ratio	1:15	1:15	1:17	1:17	-

Student Demographics

Economically Disadvantaged (%)	82.9%	80.6%	89.4%	-	-
Students with Disabilities (%)	15.7%	19.5%	18.7%	-	-
English Language Learners (%)	0%	0.3%	0.3%	-	-

Key School Positions - All Funding Sources

Principal	1	1	1	1	-
Vice/Assistant Principal	2	2	2	2	-
Classroom Teacher	44	94	49	48	-1
Counselor	1	4	2	2	-
Educational Assistant	6	15	13	13	-
Instructional Facilitator	1	4	2	2	-
Librarian	1	1	1	1	-
Nutrition	7	6	11	2	-9
Other	11	19	11	9	-2

School Level Funds

General Fund	\$4,066,432	\$4,045,731	\$4,103,643	\$4,266,529	\$162,885
Title I	\$374,542	\$333,981	\$353,494	\$368,305	\$14,810
IDEA, Part B	\$192,651	\$208,662	\$226,046	\$247,372	\$21,326
School Improvement Grants (SIG)	\$1,310,441	\$1,147,055	\$539,913	\$149,097	-\$390,815
Other Special Revenue & Federal Funds	\$0	\$85,547	\$129,610	\$95,821	-\$33,788
Total	\$5,944,067	\$5,820,978	\$5,352,708	\$5,127,126	-\$225,582

Teacher Quality

Teachers with TEM 3 or above (%)	94%	81%		
TEM 5	21%	6%		
TEM 4	39%	40%		
TEM 3	33%	35%		

Postsecondary Readiness

Graduation Rate	49.1%	72.7%		
Average ACT Composite Score	14.10	14.20		
ACT21+ (%)	0.7%	0%		



School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
TNReady Algebra I (%)	49.5%	0.5%	s	s	s
TNReady Algebra II (%)	34.2%	0.7%	s	s	s
TNReady Biology I (%)	17.3%	24.4%	s	s	s
TNReady Chemistry (%)	6.9%	0%	s	s	s
TNReady English I (%)	26.2%	4.2%	s	s	s
TNReady English II (%)	18.8%	7%	s	s	s
TNReady English III (%)	6.8%	6.1%	s	s	s
TVAAS Literacy	1	1	s	s	s
TVAAS Numeracy	1	1	s	s	s

Total SBB Allocation		\$2,014,093
1. SBB Allocations	Dollars allocated to the school through the SBB formula and baseline policy	\$2,229,788
2. SBB Transition Supplements	Dollars either given or withheld as part of a district-wide strategy to maintain stability during the transition to SBB	\$(215,694)
How has funding changed under SBB?	Note that this comparison only looks at "unlocked dollars" (i.e. dollars that are now part of the SBB Allocation)	
	Last Year (1819)	\$2,021,092
	This Year (1920)	\$2,014,093
	Total Difference	\$(6,999)
	Changes to enrollment impact the budget BEFORE SBB applies	
	Estimated change to the budget due to Enrollment changes	Change from \$ (121,004)
	Estimated changes to the budget due to SBB transition	Change from SBB \$ 114,005

Detailed Breakdown

1. SBB Allocations					\$2,229,788
SBB Weights	Weight	Amount per Student	Enrollment	Total	
Base Weight					
All Students	1	\$3,400	581	\$1,975,400	
Grade Weights					
Grade K	0.30	\$1,020	0	\$-	
Grade 1	0.30	\$1,020	0	\$-	
Grade 2	0.30	\$1,020	0	\$-	
Grade 3	0.20	\$680	0	\$-	
Grade 4	0.20	\$680	0	\$-	
Grade 5	0.20	\$680	0	\$-	
Mobility Weights					
Mobility	0.10	\$340	129	\$43,860	
Academic Performance Weights					
Incoming Low Proficiency	0.10	\$340	559	\$190,060	
Incoming High Proficiency	0.10	\$340	0	\$-	
Increments for Locked Students					
SWD Self-Contained	0.24	\$825	25	\$20,625	
Baseline Supplement: This supplement ensures that all schools have sufficient resources to cover a "base" set of services to meet state requirements (i.e. class size minimums, staffing requirements, etc.). Schools not receiving the supplement are already above the "base" set of services.					\$0
SBB Allocations Total				\$2,229,945	

2. SBB Transition Supplements \$(215,694)

Staffing Supplement

This is an additional temporary supplement that SCS is offering this year to support a smoother transition into SBB. This supplement ensures that all schools have sufficient resources to cover SCS's previously used staffing ratios. Schools not receiving this supplement are already able to cover staffing ratios. \$0

	Dollar per Pupil Next Year (2018-2019)	Dollar per Pupil This Year (2017-2018)	Difference in Dollar per Pupil
	\$3,467	3,270.38	\$196
		% Change in Dollar per Pupil	Transition Policy Dollars
		17%	\$(215,694)
SBB Total Supplements TOTAL			\$(215,694)



Hollis F. Price Middle College High

807 Walker Ave. Memphis, TN 38126
 Phone: (901) 435-1765 Fax: (901) 435-1779

Grade Level: 9-12	School Type: Specialty	Square Footage: 95,345	Student Capacity: N/A	FY2018-19 Utilization: 100%	FCI: 0
-----------------------------	----------------------------------	----------------------------------	---------------------------------	---------------------------------------	------------------

School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
----------------	----------------------	----------------------	----------------------	---------------------	---------------------------

Enrollment

K-12	110	112	118	120	2
Attendance Rate	95.2%	96.6%	96.1%	-	NA
Student-Teacher Ratio	1:8	1:8	1:9	1:9	-

Student Demographics

Economically Disadvantaged (%)	0%	78.9%	71.7%	-	-
Students with Disabilities (%)	0%	0%	0%	-	-
English Language Learners (%)	0%	0%	0%	-	-

Key School Positions - All Funding Sources

Vice/Assistant Principal	1	1	1	1	-
Classroom Teacher	13	12	12	11	-1
Counselor	1	1	1	1	-
Other	4	4	4	4	-

School Level Funds

General Fund	\$1,594,820	\$1,603,622	\$1,603,762	\$1,415,358	-\$188,404
Title I	\$25,382	\$41,614	\$62,460	\$58,310	-\$4,150
Total	\$1,620,203	\$1,645,236	\$1,666,223	\$1,473,668	-\$192,554

Teacher Quality

Teachers with TEM 3 or above (%)	100%	100%		
TEM 5	27%	38%		
TEM 4	47%	38%		
TEM 3	8%	23%		

Postsecondary Readiness

Graduation Rate	96.6%	100%		
Average ACT Composite Score	20.00	20.60		
ACT21+ (%)	33.3%	57.9%		



School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
TNReady Algebra I (%)	90.9%	23.1%	s	s	s
TNReady Algebra II (%)	59.5%	39%	s	s	s
TNReady Biology I (%)	93.5%	93.9%	s	s	s
TNReady Chemistry (%)	54.8%	58.3%	s	s	s
TNReady English I (%)	96.2%	33.3%	s	s	s
TNReady English II (%)	83.4%	43.3%	s	s	s
TNReady English III (%)	60%	50%	s	s	s
TVAAS Literacy	5	5	s	s	s
TVAAS Numeracy	5	5	s	s	s

Total SBB Allocation		\$-
1. SBB Allocations	Dollars allocated to the school through the SBB formula and baseline policy	\$-
2. SBB Transition Supplements	Dollars either given or withheld as part of a district-wide strategy to maintain stability during the transition to SBB	\$0
How has funding changed under SBB?	Note that this comparison only looks at "unlocked dollars" (i.e. dollars that are now part of the SBB Allocation)	
	Last Year (1819)	\$-
	This Year (1920)	\$-
	Total Difference	\$-
	Changes to enrollment impact the budget BEFORE SBB applies	
	Estimated change to the budget due to Enrollment changes	Change from \$-
Estimated changes to the budget due to SBB transition	Change from SBB \$-	

Detailed Breakdown

1. SBB Allocations					\$0
SBB Weights	Weight	Amount per Student	Enrollment	Total	
Base Weight					
All Students	1	\$3,400	118	\$401,200	
Grade Weights					
Grade K	0.00	\$0	0	\$-	
Grade 1	0.00	\$0	0	\$-	
Grade 2	0.00	\$0	0	\$-	
Grade 3	0.00	\$0	0	\$-	
Grade 4	0.00	\$0	0	\$-	
Grade 5	0.00	\$0	0	\$-	
Mobility Weights					
Mobility	0.00	\$0	0	\$-	
Academic Performance Weights					
Incoming Low Proficiency	0.00	\$0	0	\$-	
Incoming High Proficiency	0.00	\$0	0	\$-	
Increments for Locked Students					
SWD Self-Contained	0.00	\$0	0	\$-	
Baseline Supplement: This supplement ensures that all schools have sufficient resources to cover a "base" set of services to meet state requirements (i.e. class size minimums, staffing requirements, etc.). Schools not receiving the supplement are already above the "base" set of services.					\$0
SBB Allocations Total				\$401,200	

2. SBB Transition Supplements \$0

Staffing Supplement

This is an additional temporary supplement that SCS is offering this year to support a smoother transition into SBB. This supplement ensures that all schools have sufficient resources to cover SCS's previously used staffing ratios. Schools not receiving this supplement are already able to cover staffing ratios. \$0

	Dollar per Pupil Next Year (2018-2019)	Dollar per Pupil This Year (2017-2018)	Difference in Dollar per Pupil
	\$0	0.00	\$0
		% Change in Dollar per Pupil	Transition Policy Dollars
		0	\$0
SBB Total Supplements TOTAL			\$0



Kingsbury High School

1270 N. Graham, Memphis, TN 38122
 Phone: (901) 416-6060 Fax: (901) 416-6061

Grade Level: 9-12	School Type: Optional	Square Footage: 219,210	Student Capacity: 1122	FY2018-19 Utilization: 114%	FCI: 7
-----------------------------	---------------------------------	-----------------------------------	----------------------------------	---------------------------------------	------------------

School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
----------------	----------------------	----------------------	----------------------	---------------------	---------------------------

Enrollment

K-12	1184	1277	1365	1451	86
Attendance Rate	93.7%	92.5%	87.8%	-	NA
Student-Teacher Ratio	1:19	1:18	1:19	1:19	-

Student Demographics

Economically Disadvantaged (%)	49.8%	47.1%	83.7%	-	-
Students with Disabilities (%)	13.1%	13.4%	14%	-	-
English Language Learners (%)	21.6%	22.6%	26.1%	-	-

Key School Positions - All Funding Sources

Principal	1	1	1	1	-
Vice/Assistant Principal	2	3	4	4	-
Classroom Teacher	61	70	77	77	-
Special Skills	1	1	1	1	-
Counselor	4	4	5	5	-
Educational Assistant	9	12	9	9	-
Instructional Facilitator	2	2	3	3	-
Librarian	2	2	1	1	-
Bilingual Cultural Mentor	3	3	2	2	-
Nutrition	12	6	12	3	-9
Other	11	11	14	14	-

School Level Funds

General Fund	\$6,227,678	\$6,708,035	\$7,313,483	\$6,704,156	-\$609,326
Title I	\$563,656	\$694,223	\$553,699	\$527,170	-\$26,529
IDEA, Part B	\$168,249	\$118,843	\$134,180	\$135,549	\$1,368
Other Special Revenue & Federal Funds	\$167,381	\$100,625	\$234,420	\$269,939	\$35,519
Total	\$7,126,965	\$7,621,728	\$8,235,783	\$7,636,814	-\$598,968

Teacher Quality

Teachers with TEM 3 or above (%)	97%	92%		
TEM 5	17%	16%		
TEM 4	35%	32%		
TEM 3	45%	43%		

Postsecondary Readiness

Graduation Rate	67.9%	70.4%		
Average ACT Composite Score	16.10	16.40		
ACT21+ (%)	13.8%	13.2%		



School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
TNReady Algebra I (%)	46.4%	3.2%	s	s	s
TNReady Algebra II (%)	32.2%	2.2%	s	s	s
TNReady Biology I (%)	36.3%	23.4%	s	s	s
TNReady Chemistry (%)	15.6%	14.3%	s	s	s
TNReady English I (%)	42.5%	9.5%	s	s	s
TNReady English II (%)	44.5%	16.5%	s	s	s
TNReady English III (%)	22.3%	17.8%	s	s	s
TVAAS Literacy	4	3	s	s	s
TVAAS Numeracy	1	1	s	s	s

Total SBB Allocation \$5,465,376

1. SBB Allocations	Dollars allocated to the school through the SBB formula and baseline policy			\$5,465,376
2. SBB Transition Supplements	Dollars either given or withheld as part of a district-wide strategy to maintain stability during the transition to SBB			\$0
How has funding changed under SBB?	Note that this comparison only looks at "unlocked dollars" (i.e. dollars that are now part of the SBB Allocation)	Last Year (1819)	\$4,745,982	
		This Year (1920)	\$5,465,376	
		Total Difference	\$719,394	
	Changes to enrollment impact the budget BEFORE SBB applies	Estimated change to the budget due to Enrollment changes	Change from	\$269,619
		Estimated changes to the budget due to SBB transition	Change from SBB	\$449,776

Detailed Breakdown

1. SBB Allocations \$5,465,376

SBB Weights	Weight	Amount per Student	Enrollment	Total
Base Weight				
All Students	1	\$3,400	1,451	\$4,933,400
Grade Weights				
Grade K	0.30	\$1,020	0	\$-
Grade 1	0.30	\$1,020	0	\$-
Grade 2	0.30	\$1,020	0	\$-
Grade 3	0.20	\$680	0	\$-
Grade 4	0.20	\$680	0	\$-
Grade 5	0.20	\$680	0	\$-
Mobility Weights				
Mobility	0.10	\$340	168	\$57,120
Academic Performance Weights				
Incoming Low Proficiency	0.10	\$340	1,350	\$459,000
Incoming High Proficiency	0.10	\$340	5	\$1,700
Increments for Locked Students				
SWD Self-Contained	0.24	\$825	17	\$14,025
Baseline Supplement: This supplement ensures that all schools have sufficient resources to cover a "base" set of services to meet state requirements (i.e. class size minimums, staffing requirements, etc.). Schools not receiving the supplement are already above the "base" set of services.				\$0
SBB Allocations Total				\$5,465,245

2. SBB Transition Supplements \$0

Staffing Supplement

This is an additional temporary supplement that SCS is offering this year to support a smoother transition into SBB. This supplement ensures that all schools have sufficient resources to cover SCS's previously used staffing ratios. Schools not receiving this supplement are already able to cover staffing ratios. \$0

	Dollar per Pupil Next Year (2018-2019)	Dollar per Pupil This Year (2017-2018)	Difference in Dollar per Pupil
	\$3,767	3,456.65	\$310
		% Change in Dollar per Pupil	Transition Policy Dollars
		9%	\$0
SBB Total Supplements TOTAL			\$0



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: 1332	FY2018-19 Utilization: 81%	FCI: 11
-----------------------------	------------------------------------	-----------------------------------	----------------------------------	--------------------------------------	-------------------

School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
----------------	----------------------	----------------------	----------------------	---------------------	---------------------------

Enrollment

K-12	1019	1073	1003	819	-184
Attendance Rate	90.3%	90.4%	87.2%	-	NA
Student-Teacher Ratio	1:18	1:19	1:18	1:18	-

Student Demographics

Economically Disadvantaged (%)	57.5%	56.4%	82.1%	-	-
Students with Disabilities (%)	17.7%	18.8%	16.5%	-	-
English Language Learners (%)	6.1%	5.4%	6.7%	-	-

Key School Positions - All Funding Sources

Principal	1	1	1	1	-
Vice/Assistant Principal	2	2	2	2	-
Classroom Teacher	57	56	60	60	-
Counselor	4	4	3	3	-
Educational Assistant	8	7	12	12	-
Instructional Facilitator	2	2	2	2	-
Librarian	1	1	1	1	-
Nutrition	9	5	11	2	-9
Other	12	12	9	9	-

School Level Funds

General Fund	\$5,263,516	\$5,088,887	\$4,758,309	\$5,285,479	\$527,170
Title I	\$555,062	\$491,434	\$442,933	\$434,350	-\$8,583
IDEA, Part B	\$168,269	\$157,133	\$159,061	\$155,544	-\$3,516
Total	\$5,986,848	\$5,737,455	\$5,360,303	\$5,875,374	\$515,070

Teacher Quality

Teachers with TEM 3 or above (%)	93%	97%		
TEM 5	30%	35%		
TEM 4	47%	47%		
TEM 3	16%	15%		

Postsecondary Readiness

Graduation Rate	72.9%	73.2%		
Average ACT Composite Score	14.80	15.60		
ACT21+ (%)	4.5%	8.4%		



School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
TNReady Algebra I (%)	67.1%	2.2%	s	s	s
TNReady Algebra II (%)	34.5%	1.5%	s	s	s
TNReady Biology I (%)	37%	21.6%	s	s	s
TNReady Chemistry (%)	12%	6.2%	s	s	s
TNReady English I (%)	43.5%	3.3%	s	s	s
TNReady English II (%)	40.7%	14.3%	s	s	s
TNReady English III (%)	18.5%	10.9%	s	s	s
TVAAS Literacy	3	1	s	s	s
TVAAS Numeracy	1	1	s	s	s

Total SBB Allocation		\$2,913,931						
1. SBB Allocations	Dollars allocated to the school through the SBB formula and baseline policy	\$3,107,788						
2. SBB Transition Supplements	Dollars either given or withheld as part of a district-wide strategy to maintain stability during the transition to SBB	\$(193,857)						
How has funding changed under SBB?	Note that this comparison only looks at "unlocked dollars" (i.e. dollars that are now part of the SBB Allocation)	<table border="0"> <tr> <td>Last Year (1819)</td> <td>\$2,997,374</td> </tr> <tr> <td>This Year (1920)</td> <td>\$2,913,931</td> </tr> <tr> <td>Total Difference</td> <td>\$(83,443)</td> </tr> </table>	Last Year (1819)	\$2,997,374	This Year (1920)	\$2,913,931	Total Difference	\$(83,443)
Last Year (1819)	\$2,997,374							
This Year (1920)	\$2,913,931							
Total Difference	\$(83,443)							
	Changes to enrollment impact the budget BEFORE SBB applies							
	Estimated change to the budget due to Enrollment changes	Change from \$ (248,383)						
	Estimated changes to the budget due to SBB transition	Change from SBB \$ 164,939						

Detailed Breakdown

1. SBB Allocations					\$3,107,788
SBB Weights	Weight	Amount per Student	Enrollment	Total	
Base Weight					
All Students	1	\$3,400	819	\$2,784,600	
Grade Weights					
Grade K	0.30	\$1,020	0	\$-	
Grade 1	0.30	\$1,020	0	\$-	
Grade 2	0.30	\$1,020	0	\$-	
Grade 3	0.20	\$680	0	\$-	
Grade 4	0.20	\$680	0	\$-	
Grade 5	0.20	\$680	0	\$-	
Mobility Weights					
Mobility	0.10	\$340	152	\$51,680	
Academic Performance Weights					
Incoming Low Proficiency	0.10	\$340	767	\$260,780	
Incoming High Proficiency	0.10	\$340	0	\$-	
Increments for Locked Students					
SWD Self-Contained	0.24	\$825	13	\$10,725	
Baseline Supplement: This supplement ensures that all schools have sufficient resources to cover a "base" set of services to meet state requirements (i.e. class size minimums, staffing requirements, etc.). Schools not receiving the supplement are already above the "base" set of services.					\$0
SBB Allocations Total				\$3,107,785	

2. SBB Transition Supplements \$(193,857)

Staffing Supplement

This is an additional temporary supplement that SCS is offering this year to support a smoother transition into SBB. This supplement ensures that all schools have sufficient resources to cover SCS's previously used staffing ratios. Schools not receiving this supplement are already able to cover staffing ratios. \$0

	Dollar per Pupil Next Year (2018-2019)	Dollar per Pupil This Year (2017-2018)	Difference in Dollar per Pupil
	\$3,558	3,356.52	\$201
		% Change in Dollar per Pupil	Transition Policy Dollars
		13%	\$(193,857)
SBB Total Supplements TOTAL			\$(193,857)



Manassas High School

1111 Manassas, Memphis, TN 38107
 Phone: (901) 416-3244 Fax: (901) 416-3248

Grade Level:	School Type:	Square Footage:	Student Capacity:	FY2018-19 Utilization:	FCI:
9-12	Traditional	139,338	659	77%	1

School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
----------------	----------------------	----------------------	----------------------	---------------------	---------------------------

Enrollment					
K-12	369	509	512	478	-34
Attendance Rate	93.3%	88.1%	90.3%	-	NA
Student-Teacher Ratio	1:14	1:17	1:18	1:18	-

Student Demographics					
Economically Disadvantaged (%)	80.1%	75.9%	75.9%	-	-
Students with Disabilities (%)	24.1%	24.5%	21.2%	-	-
English Language Learners (%)	0%	0.9%	1%	-	-

Key School Positions - All Funding Sources					
Principal	1	1	1	1	-
Vice/Assistant Principal	1	2	1	1	-
Classroom Teacher	27	30	30	30	-
Counselor	2	2	2	2	-
Educational Assistant	9	8	9	9	-
Instructional Facilitator	1	2	3	3	-
Librarian	1	1	1	1	-
Nutrition	8	5	4	1	-3
Other	7	8	9	9	-

School Level Funds					
General Fund	\$3,383,482	\$3,082,530	\$2,982,518	\$3,049,158	\$66,639
Title I	\$276,541	\$342,975	\$281,783	\$290,955	\$9,171
IDEA, Part B	\$51,246	\$152,024	\$197,229	\$182,377	-\$14,852
Other Special Revenue & Federal Funds	\$0	\$0	\$30,000	\$57,547	\$27,547
Total	\$3,711,269	\$3,577,531	\$3,491,531	\$3,580,037	\$88,506

Teacher Quality					
Teachers with TEM 3 or above (%)	84%	76%			
TEM 5	36%	3%			
TEM 4	28%	24%			
TEM 3	20%	48%			

Postsecondary Readiness					
Graduation Rate	64.5%	76.3%			
Average ACT Composite Score	14.10	14.50			
ACT21+ (%)	2.1%	4.2%			



School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
TNReady Algebra I (%)	49.4%	2.2%	s	s	s
TNReady Algebra II (%)	25.9%	0%	s	s	s
TNReady Biology I (%)	45.4%	10.2%	s	s	s
TNReady Chemistry (%)	2.5%	0%	s	s	s
TNReady English I (%)	31.6%	8.4%	s	s	s
TNReady English II (%)	29.2%	10.2%	s	s	s
TNReady English III (%)	18.2%	11.2%	s	s	s
TVAAS Literacy	3	3	s	s	s
TVAAS Numeracy	1	1	s	s	s

Total SBB Allocation		\$1,756,138						
1. SBB Allocations	Dollars allocated to the school through the SBB formula and baseline policy	\$1,824,878						
2. SBB Transition Supplements	Dollars either given or withheld as part of a district-wide strategy to maintain stability during the transition to SBB	\$(68,740)						
How has funding changed under SBB?	Note that this comparison only looks at "unlocked dollars" (i.e. dollars that are now part of the SBB Allocation)	<table border="0"> <tr> <td>Last Year (1819)</td> <td>\$1,757,458</td> </tr> <tr> <td>This Year (1920)</td> <td>\$1,756,138</td> </tr> <tr> <td>Total Difference</td> <td>\$(1,320)</td> </tr> </table>	Last Year (1819)	\$1,757,458	This Year (1920)	\$1,756,138	Total Difference	\$(1,320)
Last Year (1819)	\$1,757,458							
This Year (1920)	\$1,756,138							
Total Difference	\$(1,320)							
	Changes to enrollment impact the budget BEFORE SBB applies							
	Estimated change to the budget due to Enrollment changes	Change from \$ (100,724)						
	Estimated changes to the budget due to SBB transition	Change from SBB \$99,404						

Detailed Breakdown

1. SBB Allocations					\$1,824,878
SBB Weights	Weight	Amount per Student	Enrollment	Total	
Base Weight					
All Students	1	\$3,400	477	\$1,621,800	
Grade Weights					
Grade K	0.30	\$1,020	0	\$-	
Grade 1	0.30	\$1,020	0	\$-	
Grade 2	0.30	\$1,020	0	\$-	
Grade 3	0.20	\$680	0	\$-	
Grade 4	0.20	\$680	0	\$-	
Grade 5	0.20	\$680	0	\$-	
Mobility Weights					
Mobility	0.10	\$340	126	\$42,840	
Academic Performance Weights					
Incoming Low Proficiency	0.10	\$340	471	\$160,140	
Incoming High Proficiency	0.10	\$340	0	\$-	
Increments for Locked Students					
SWD Self-Contained	0.24	\$825	0	\$-	
Baseline Supplement: This supplement ensures that all schools have sufficient resources to cover a "base" set of services to meet state requirements (i.e. class size minimums, staffing requirements, etc.). Schools not receiving the supplement are already above the "base" set of services.					\$0
SBB Allocations Total				\$1,824,780	

2. SBB Transition Supplements \$(68,740)

Staffing Supplement

This is an additional temporary supplement that SCS is offering this year to support a smoother transition into SBB. This supplement ensures that all schools have sufficient resources to cover SCS's previously used staffing ratios. Schools not receiving this supplement are already able to cover staffing ratios. \$0

	Dollar per Pupil Next Year (2018-2019)	Dollar per Pupil This Year (2017-2018)	Difference in Dollar per Pupil
	\$3,682	3,473.24	\$208
	% Change in Dollar per Pupil		Transition Policy Dollars
	10%		\$(68,740)
SBB Total Supplements TOTAL			\$(68,740)



Melrose High School

2870 Deadrick, Memphis, TN 38114
 Phone: (901) 416-5974 Fax: (901) 416-5984

Grade Level:	School Type:	Square Footage:	Student Capacity:	FY2018-19 Utilization:	FCI:
9-12	iZone	280,000	1123	53%	17

School Measure	FY2015-16	FY2016-17	FY2017-18	FY2018-19	FY18 vs. FY19
	Actuals	Actuals	Amended	Budget	Variance

Enrollment

K-12	651	595	575	547	-28
Attendance Rate	89.7%	90.2%	89.5%	-	NA
Student-Teacher Ratio	1:17	1:17	1:18	1:18	-

Student Demographics

Economically Disadvantaged (%)	92.7%	86.6%	91.2%	-	-
Students with Disabilities (%)	18.9%	17.1%	18%	-	-
English Language Learners (%)	0%	0.7%	0.5%	-	-

Key School Positions - All Funding Sources

Principal	1	1	1	1	-
Vice/Assistant Principal	2	1	1	1	-
Classroom Teacher	39	72	36	35	-1
Counselor	1	2	2	2	-
Educational Assistant	3	5	2	2	-
Instructional Facilitator	2	3	1	1	-
Librarian	1	2	1	1	-
Nutrition	9	4	5	1	-4
Other	9	13	7	7	-

School Level Funds

General Fund	\$3,064,179	\$3,058,974	\$3,231,868	\$3,145,739	-\$86,129
Title I	\$304,727	\$341,789	\$317,305	\$332,605	\$15,300
School Improvement Grants (SIG)	\$843,967	\$741,006	\$330,654	\$159,449	-\$171,205
Other Special Revenue & Federal Funds	\$0	\$0	\$30,000	\$0	-\$30,000
Total	\$4,212,873	\$4,141,770	\$3,909,828	\$3,637,793	-\$272,034

Teacher Quality

Teachers with TEM 3 or above (%)	95%	100%		
TEM 5	32%	24%		
TEM 4	49%	35%		
TEM 3	14%	41%		

Postsecondary Readiness

Graduation Rate	75.7%	69.7%		
Average ACT Composite Score	14.90	15.60		
ACT21+ (%)	4.3%	4%		



School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
TNReady Algebra I (%)	56.7%	1.6%	s	s	s
TNReady Algebra II (%)	23.8%	5%	s	s	s
TNReady Biology I (%)	28.1%	35.5%	s	s	s
TNReady Chemistry (%)	7.9%	7.7%	s	s	s
TNReady English I (%)	33.1%	3.8%	s	s	s
TNReady English II (%)	26.7%	6.4%	s	s	s
TNReady English III (%)	8.7%	7%	s	s	s
TVAAS Literacy	3	2	s	s	s
TVAAS Numeracy	1	1	s	s	s

Total SBB Allocation \$1,711,719

1. SBB Allocations	Dollars allocated to the school through the SBB formula and baseline policy			\$2,083,925
2. SBB Transition Supplements	Dollars either given or withheld as part of a district-wide strategy to maintain stability during the transition to SBB			\$(372,206)
How has funding changed under SBB?	Note that this comparison only looks at "unlocked dollars" (i.e. dollars that are now part of the SBB Allocation)	Last Year (1819)	\$1,663,105	
		This Year (1920)	\$1,711,719	
		Total Difference	\$48,614	
	Changes to enrollment impact the budget BEFORE SBB applies			
	Estimated change to the budget due to Enrollment changes	Change from	(\$88,890)	
	Estimated changes to the budget due to SBB transition	Change from SBB	\$137,504	

Detailed Breakdown

1. SBB Allocations \$2,083,925

SBB Weights	Weight	Amount per Student	Enrollment	Total
Base Weight				
All Students	1	\$3,400	549	\$1,866,600
Grade Weights				
Grade K	0.30	\$1,020	0	\$-
Grade 1	0.30	\$1,020	0	\$-
Grade 2	0.30	\$1,020	0	\$-
Grade 3	0.20	\$680	0	\$-
Grade 4	0.20	\$680	0	\$-
Grade 5	0.20	\$680	0	\$-
Mobility Weights				
Mobility	0.10	\$340	96	\$32,640
Academic Performance Weights				
Incoming Low Proficiency	0.10	\$340	508	\$172,720
Incoming High Proficiency	0.10	\$340	2	\$680
Increments for Locked Students				
SWD Self-Contained	0.24	\$825	14	\$11,550
Baseline Supplement: This supplement ensures that all schools have sufficient resources to cover a "base" set of services to meet state requirements (i.e. class size minimums, staffing requirements, etc.). Schools not receiving the supplement are already above the "base" set of services.				
				\$0

SBB Allocations Total \$2,084,190

2. SBB Transition Supplements \$(372,206)

Staffing Supplement

This is an additional temporary supplement that SCS is offering this year to support a smoother transition into SBB. This supplement ensures that all schools have sufficient resources to cover SCS's previously used staffing ratios. Schools not receiving this supplement are already able to cover staffing ratios. \$0

	Dollar per Pupil Next Year (2018-2019)	Dollar per Pupil This Year (2017-2018)	Difference in Dollar per Pupil
	\$3,118	2,867.42	\$250
		% Change in Dollar per Pupil	Transition Policy Dollars
		32%	\$(372,206)
SBB Total Supplements TOTAL			\$(372,206)



Middle College High

750 E. Parkway S Memphis, TN 38104
 Phone: (901) 416-4550 Fax: (901) 416-4555

Grade Level: 9-12	School Type: Specialty	Square Footage: 95,345	Student Capacity: N/A	FY2018-19 Utilization: 100%	FCI: 0
-----------------------------	----------------------------------	----------------------------------	---------------------------------	---------------------------------------	------------------

School Measure	FY2015-16	FY2016-17	FY2017-18	FY2018-19	FY18 vs. FY19
	Actuals	Actuals	Amended	Budget	Variance

Enrollment

K-12	283	301	295	291	-4
Attendance Rate	97.5%	97.2%	97.5%	-	NA
Student-Teacher Ratio	1:15	1:16	1:16	1:16	-

Student Demographics

Economically Disadvantaged (%)	33.3%	51%	45.9%	-	-
Students with Disabilities (%)	2.8%	2.7%	2.8%	-	-
English Language Learners (%)	0%	0%	0%	-	-

Key School Positions - All Funding Sources

Vice/Assistant Principal	1	1	1	1	-
Classroom Teacher	18	17	20	19	-1
Counselor	1	1	1	1	-
Educational Assistant	0	0	2	2	-
Librarian	1	1	1	1	-
Other	5	5	5	5	-

School Level Funds

General Fund	\$1,975,810	\$2,015,389	\$2,036,223	\$1,862,665	-\$173,558
Title I	\$74,655	\$71,270	\$64,174	\$60,690	-\$3,484
Total	\$2,050,465	\$2,086,659	\$2,100,398	\$1,923,355	-\$177,043

Teacher Quality

Teachers with TEM 3 or above (%)	100%	100%		
TEM 5	53%	61%		
TEM 4	47%	33%		
TEM 3	0%	6%		

Postsecondary Readiness

Graduation Rate	100%	100%		
Average ACT Composite Score	21.30	23.40		
ACT21+ (%)	59.5%	84.7%		



School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
TNReady Algebra I (%)	92.3%	46.9%	s	s	s
TNReady Algebra II (%)	64.5%	60.2%	s	s	s
TNReady Biology I (%)	86.1%	97.9%	s	s	s
TNReady Chemistry (%)	47.2%	72.9%	s	s	s
TNReady English I (%)	95.4%	63%	s	s	s
TNReady English II (%)	91.2%	72.4%	s	s	s
TNReady English III (%)	41.2%	75.7%	s	s	s
TVAAS Literacy	5	3	s	s	s
TVAAS Numeracy	5	5	s	s	s

Total SBB Allocation		\$-
1. SBB Allocations	Dollars allocated to the school through the SBB formula and baseline policy	\$-
2. SBB Transition Supplements	Dollars either given or withheld as part of a district-wide strategy to maintain stability during the transition to SBB	\$0
How has funding changed under SBB?	Note that this comparison only looks at "unlocked dollars" (i.e. dollars that are now part of the SBB Allocation)	
	Last Year (1819)	\$-
	This Year (1920)	\$-
	Total Difference	\$-
	Changes to enrollment impact the budget BEFORE SBB applies	
	Estimated change to the budget due to Enrollment changes	Change from \$-
Estimated changes to the budget due to SBB transition	Change from SBB \$-	

Detailed Breakdown

1. SBB Allocations					\$0
SBB Weights	Weight	Amount per Student	Enrollment	Total	
Base Weight					
All Students	1	\$3,400	295	\$1,003,000	
Grade Weights					
Grade K	0.00	\$0	0	\$-	
Grade 1	0.00	\$0	0	\$-	
Grade 2	0.00	\$0	0	\$-	
Grade 3	0.00	\$0	0	\$-	
Grade 4	0.00	\$0	0	\$-	
Grade 5	0.00	\$0	0	\$-	
Mobility Weights					
Mobility	0.00	\$0	0	\$-	
Academic Performance Weights					
Incoming Low Proficiency	0.00	\$0	0	\$-	
Incoming High Proficiency	0.00	\$0	0	\$-	
Increments for Locked Students					
SWD Self-Contained	0.00	\$0	0	\$-	
Baseline Supplement: This supplement ensures that all schools have sufficient resources to cover a "base" set of services to meet state requirements (i.e. class size minimums, staffing requirements, etc.). Schools not receiving the supplement are already above the "base" set of services.					\$0
SBB Allocations Total				\$1,003,000	

2. SBB Transition Supplements \$0

Staffing Supplement	
This is an additional temporary supplement that SCS is offering this year to support a smoother transition into SBB. This supplement ensures that all schools have sufficient resources to cover SCS's previously used staffing ratios. Schools not receiving this supplement are already able to cover staffing ratios.	\$0

	Dollar per Pupil Next Year (2018-2019)	Dollar per Pupil This Year (2017-2018)	Difference in Dollar per Pupil
	\$0	0.00	\$0
		% Change in Dollar per Pupil	Transition Policy Dollars
		0	\$0
SBB Total Supplements TOTAL			\$0



Mitchell High School

658 Mitchell, Memphis, TN 38109
 Phone: (901) 416-8174 Fax: (901) 416-8176

Grade Level: 9-12	School Type: iZone	Square Footage: 117,630	Student Capacity: 951	FY2018-19 Utilization: 55%	FCI: 5
-----------------------------	------------------------------	-----------------------------------	---------------------------------	--------------------------------------	------------------

School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
----------------	----------------------	----------------------	----------------------	---------------------	---------------------------

Enrollment

K-12	535	527	506	437	-69
Attendance Rate	92.7%	90%	88.9%	-	NA
Student-Teacher Ratio	1:19	1:19	1:19	1:19	-

Student Demographics

Economically Disadvantaged (%)	72.3%	68%	70.4%	-	-
Students with Disabilities (%)	16.4%	17%	15.8%	-	-
English Language Learners (%)	0%	0.7%	0.5%	-	-

Key School Positions - All Funding Sources

Principal	1	1	1	1	-
Vice/Assistant Principal	1	1	1	1	-
Classroom Teacher	28	28	27	27	-
Counselor	1	1	2	2	-
Educational Assistant	4	5	6	6	-
Instructional Facilitator	1	1	1	1	-
Librarian	1	1	1	1	-
Nutrition	4	2	3	1	-2
Other	17	12	11	11	-

School Level Funds

General Fund	\$3,072,752	\$3,253,803	\$3,002,487	\$3,050,636	\$48,149
Title I	\$347,617	\$321,954	\$331,423	\$261,800	-\$69,623
IDEA, Part B	\$40,641	\$51,424	\$51,781	\$50,256	-\$1,524
Perkins	\$17,161	\$0	\$0	\$0	\$0
Other Special Revenue & Federal Funds	\$0	\$26,890	\$124,256	\$87,042	-\$37,214
Total	\$3,478,173	\$3,654,073	\$3,509,948	\$3,449,736	-\$60,212

Teacher Quality

Teachers with TEM 3 or above (%)	88%	97%		
TEM 5	12%	13%		
TEM 4	54%	20%		
TEM 3	23%	63%		

Postsecondary Readiness

Graduation Rate	87.3%	76%		
Average ACT Composite Score	14.20	15.10		
ACT21+ (%)	2.9%	4.8%		



School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
TNReady Algebra I (%)	42.8%	0%	s	s	s
TNReady Algebra II (%)	24.8%	6.6%	s	s	s
TNReady Biology I (%)	35.5%	14%	s	s	s
TNReady Chemistry (%)	6.3%	1.3%	s	s	s
TNReady English I (%)	37.2%	1.8%	s	s	s
TNReady English II (%)	34.8%	12.2%	s	s	s
TNReady English III (%)	12.3%	0.9%	s	s	s
TVAAS Literacy	1	4	s	s	s
TVAAS Numeracy	3	4	s	s	s

Total SBB Allocation		\$1,618,310						
1. SBB Allocations	Dollars allocated to the school through the SBB formula and baseline policy	\$1,642,605						
2. SBB Transition Supplements	Dollars either given or withheld as part of a district-wide strategy to maintain stability during the transition to SBB	\$(24,295)						
How has funding changed under SBB?	Note that this comparison only looks at "unlocked dollars" (i.e. dollars that are now part of the SBB Allocation)	<table border="0"> <tr> <td>Last Year (1819)</td> <td>\$1,652,766</td> </tr> <tr> <td>This Year (1920)</td> <td>\$1,618,310</td> </tr> <tr> <td>Total Difference</td> <td>\$(34,456)</td> </tr> </table>	Last Year (1819)	\$1,652,766	This Year (1920)	\$1,618,310	Total Difference	\$(34,456)
Last Year (1819)	\$1,652,766							
This Year (1920)	\$1,618,310							
Total Difference	\$(34,456)							
	Changes to enrollment impact the budget BEFORE SBB applies							
	Estimated change to the budget due to Enrollment changes	Change from \$ (126,058)						
	Estimated changes to the budget due to SBB transition	Change from SBB \$91,602						

Detailed Breakdown

1. SBB Allocations					\$1,642,605
SBB Weights	Weight	Amount per Student	Enrollment	Total	
Base Weight					
All Students	1	\$3,400	436	\$1,482,400	
Grade Weights					
Grade K	0.30	\$1,020	0	\$-	
Grade 1	0.30	\$1,020	0	\$-	
Grade 2	0.30	\$1,020	0	\$-	
Grade 3	0.20	\$680	0	\$-	
Grade 4	0.20	\$680	0	\$-	
Grade 5	0.20	\$680	0	\$-	
Mobility Weights					
Mobility	0.10	\$340	53	\$18,020	
Academic Performance Weights					
Incoming Low Proficiency	0.10	\$340	416	\$141,440	
Incoming High Proficiency	0.10	\$340	0	\$-	
Increments for Locked Students					
SWD Self-Contained	825.00	\$825	10	\$8,250	
Baseline Supplement: This supplement ensures that all schools have sufficient resources to cover a "base" set of services to meet state requirements (i.e. class size minimums, staffing requirements, etc.). Schools not receiving the supplement are already above the "base" set of services.					\$0
SBB Allocations Total				\$1,650,110	

2. SBB Transition Supplements \$(24,295)

Staffing Supplement

This is an additional temporary supplement that SCS is offering this year to support a smoother transition into SBB. This supplement ensures that all schools have sufficient resources to cover SCS's previously used staffing ratios. Schools not receiving this supplement are already able to cover staffing ratios. \$0

	Dollar per Pupil Next Year (2018-2019)	Dollar per Pupil This Year (2017-2018)	Difference in Dollar per Pupil
	\$3,712	3,501.62	\$210
	% Change in Dollar per Pupil		Transition Policy Dollars
	6%		\$(24,295)
SBB Total Supplements TOTAL			\$(24,295)



Oakhaven High School

3125 Ladbrook Rd., Memphis, TN 38118
 Phone: (901) 416-2300 Fax: (901) 416-2301

Grade Level:	School Type:	Square Footage:	Student Capacity:	FY2018-19 Utilization:	FCI:
9-12	Traditional	152,940	534	68%	11

School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
----------------	----------------------	----------------------	----------------------	---------------------	---------------------------

Enrollment

K-12	376	362	350	341	-9
Attendance Rate	91.9%	94%	90.8%	-	NA
Student-Teacher Ratio	1:17	1:16	1:17	1:17	-

Student Demographics

Economically Disadvantaged (%)	69.4%	67.2%	85.8%	-	-
Students with Disabilities (%)	13%	13.3%	13.9%	-	-
English Language Learners (%)	0%	2.9%	2.1%	-	-

Key School Positions - All Funding Sources

Principal	1	1	1	1	-
Vice/Assistant Principal	1	1	1	1	-
Classroom Teacher	22	21	25	25	-
Counselor	1	1	1	1	-
Educational Assistant	1	1	-	-	-
Instructional Facilitator	1	1	1	1	-
Librarian	1	1	1	1	-
Nutrition	8	4	7	1	-6
Other	6	6	5	5	-

School Level Funds

General Fund	\$2,164,644	\$2,133,729	\$1,966,820	\$2,106,462	\$139,641
Title I	\$176,485	\$211,202	\$192,994	\$198,135	\$5,141
IDEA, Part B	\$5,793	\$0	\$0	\$0	\$0
Total	\$2,346,924	\$2,344,931	\$2,159,814	\$2,304,597	\$144,782

Teacher Quality

Teachers with TEM 3 or above (%)	55%	57%		
TEM 5	0%	0%		
TEM 4	20%	9%		
TEM 3	35%	48%		

Postsecondary Readiness

Graduation Rate	76%	84.6%		
Average ACT Composite Score	14.50	14.90		
ACT21+ (%)	6%	2.5%		



School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
TNReady Algebra I (%)	53.2%	0%	s	s	s
TNReady Algebra II (%)	54.9%	0%	s	s	s
TNReady Biology I (%)	39.1%	32%	s	s	s
TNReady Chemistry (%)	15.9%	9.3%	s	s	s
TNReady English I (%)	39.6%	5.4%	s	s	s
TNReady English II (%)	32.6%	9.1%	s	s	s
TNReady English III (%)	7.7%	7.7%	s	s	s
TVAAS Literacy	3	4	s	s	s
TVAAS Numeracy	1	1	s	s	s

Total SBB Allocation \$1,554,178

1. SBB Allocations	Dollars allocated to the school through the SBB formula and baseline policy			\$1,316,637
2. SBB Transition Supplements	Dollars either given or withheld as part of a district-wide strategy to maintain stability during the transition to SBB			\$237,541
How has funding changed under SBB?	Note that this comparison only looks at "unlocked dollars" (i.e. dollars that are now part of the SBB Allocation)	Last Year (1819)	\$1,571,946	
		This Year (1920)	\$1,554,178	
		Total Difference	\$(17,768)	
	Changes to enrollment impact the budget BEFORE SBB applies	Estimated change to the budget due to Enrollment changes	Change from	\$(142,144)
		Estimated changes to the budget due to SBB transition	Change from SBB	\$124,376

Detailed Breakdown

1. SBB Allocations \$1,316,637

SBB Weights	Weight	Amount per Student	Enrollment	Total
Base Weight				
All Students	1	\$3,400	342	\$1,162,800
Grade Weights				
Grade K	0.30	\$1,020	0	\$-
Grade 1	0.30	\$1,020	0	\$-
Grade 2	0.30	\$1,020	0	\$-
Grade 3	0.20	\$680	0	\$-
Grade 4	0.20	\$680	0	\$-
Grade 5	0.20	\$680	0	\$-
Mobility Weights				
Mobility	0.10	\$340	55	\$18,700
Academic Performance Weights				
Incoming Low Proficiency	0.10	\$340	319	\$108,460
Incoming High Proficiency	0.10	\$340	0	\$-
Increments for Locked Students				
SWD Self-Contained	0.24	\$825	32	\$26,400

Baseline Supplement: This supplement ensures that all schools have sufficient resources to cover a "base" set of services to meet state requirements (i.e. class size minimums, staffing requirements, etc.). Schools not receiving the supplement are already above the "base" set of services. \$0

SBB Allocations Total \$1,316,360

2. SBB Transition Supplements \$237,541

Staffing Supplement

This is an additional temporary supplement that SCS is offering this year to support a smoother transition into SBB. This supplement ensures that all schools have sufficient resources to cover SCS's previously used staffing ratios. Schools not receiving this supplement are already able to cover staffing ratios. \$237,541

	Dollar per Pupil Next Year (2018-2019)	Dollar per Pupil This Year (2017-2018)	Difference in Dollar per Pupil
	\$4,544	4,180.71	\$364
		% Change in Dollar per Pupil	Transition Policy Dollars
		8%	\$0
SBB Total Supplements TOTAL			\$237,541



Overton High School

1770 Lanier, Memphis, TN 38117
 Phone: (901) 416-2136 Fax: (901) 416-2135

Grade Level: 9-12	School Type: Optional	Square Footage: 177,940	Student Capacity: 1289	FY2018-19 Utilization: 93%	FCI: 8
-----------------------------	---------------------------------	-----------------------------------	----------------------------------	--------------------------------------	------------------

School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
----------------	----------------------	----------------------	----------------------	---------------------	---------------------------

Enrollment

K-12	1224	1197	1206	1140	-66
Attendance Rate	92.2%	92%	90.7%	-	NA
Student-Teacher Ratio	1:19	1:19	1:19	1:19	-

Student Demographics

Economically Disadvantaged (%)	50.2%	47%	74.4%	-	-
Students with Disabilities (%)	11.3%	10.8%	10.7%	-	-
English Language Learners (%)	5.9%	9.1%	8.6%	-	-

Key School Positions - All Funding Sources

Principal	1	1	1	1	-
Vice/Assistant Principal	3	2	3	3	-
Classroom Teacher	63	62	68	68	-
Special Skills	4	3	5	5	-
Counselor	3	3	4	4	-
Educational Assistant	5	5	6	6	-
Instructional Facilitator	2	2	2	2	-
Librarian	2	1	1	1	-
Bilingual Cultural Mentor	0	0	1	1	-
Nutrition	8	4	11	2	-9
Other	10	10	9	9	-

School Level Funds

General Fund	\$5,858,719	\$6,203,259	\$6,073,957	\$6,161,868	\$87,911
Title I	\$570,613	\$501,317	\$486,337	\$478,975	-\$7,362
IDEA, Part B	\$68,863	\$83,683	\$79,879	\$102,497	\$22,618
Total	\$6,498,196	\$6,788,260	\$6,640,174	\$6,743,341	\$103,167

Teacher Quality

Teachers with TEM 3 or above (%)	99%	97%		
TEM 5	60%	52%		
TEM 4	25%	31%		
TEM 3	13%	14%		

Postsecondary Readiness

Graduation Rate	85.6%	81.3%		
Average ACT Composite Score	16.60	17.40		
ACT21+ (%)	18%	19%		



School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
TNReady Algebra I (%)	43.6%	2.4%	s	s	s
TNReady Algebra II (%)	51.2%	6.2%	s	s	s
TNReady Biology I (%)	48.3%	47.8%	s	s	s
TNReady Chemistry (%)	23%	18.6%	s	s	s
TNReady English I (%)	56.8%	16.2%	s	s	s
TNReady English II (%)	52.1%	29.4%	s	s	s
TNReady English III (%)	28.3%	20.7%	s	s	s
TVAAS Literacy	5	1	s	s	s
TVAAS Numeracy	1	1	s	s	s

Total SBB Allocation \$4,128,262

1. SBB Allocations	Dollars allocated to the school through the SBB formula and baseline policy			\$4,246,807
2. SBB Transition Supplements	Dollars either given or withheld as part of a district-wide strategy to maintain stability during the transition to SBB			\$(118,545)
How has funding changed under SBB?	Note that this comparison only looks at "unlocked dollars" (i.e. dollars that are now part of the SBB Allocation)	Last Year (1819)	\$4,027,589	
		This Year (1920)	\$4,128,262	
		Total Difference	\$100,673	
	Changes to enrollment impact the budget BEFORE SBB applies	Estimated change to the budget due to Enrollment changes	Change from	\$(133,003)
		Estimated changes to the budget due to SBB transition	Change from SBB	\$233,675

Detailed Breakdown

1. SBB Allocations \$4,246,807

SBB Weights	Weight	Amount per Student	Enrollment	Total
Base Weight				
All Students	1	\$3,400	1,142	\$3,882,800
Grade Weights				
Grade K	0.30	\$1,020	0	\$-
Grade 1	0.30	\$1,020	0	\$-
Grade 2	0.30	\$1,020	0	\$-
Grade 3	0.20	\$680	0	\$-
Grade 4	0.20	\$680	0	\$-
Grade 5	0.20	\$680	0	\$-
Mobility Weights				
Mobility	0.10	\$340	89	\$30,260
Academic Performance Weights				
Incoming Low Proficiency	0.10	\$340	973	\$330,820
Incoming High Proficiency	0.10	\$340	6	\$2,040
Increments for Locked Students				
SWD Self-Contained	825.00	\$825	10	\$8,250
Baseline Supplement: This supplement ensures that all schools have sufficient resources to cover a "base" set of services to meet state requirements (i.e. class size minimums, staffing requirements, etc.). Schools not receiving the supplement are already above the "base" set of services.				
				\$0

SBB Allocations Total \$4,254,170

2. SBB Transition Supplements \$(118,545)

Staffing Supplement

This is an additional temporary supplement that SCS is offering this year to support a smoother transition into SBB. This supplement ensures that all schools have sufficient resources to cover SCS's previously used staffing ratios. Schools not receiving this supplement are already able to cover staffing ratios. \$0

	Dollar per Pupil Next Year (2018-2019)	Dollar per Pupil This Year (2017-2018)	Difference in Dollar per Pupil
	\$3,615	3,410.32	\$205
		% Change in Dollar per Pupil	Transition Policy Dollars
		6%	\$(118,545)
SBB Total Supplements TOTAL			\$(118,545)



Raleigh Egypt High School

3970 Voltaire, Memphis, TN 38128
 Phone: (901) 416-4108 Fax: (901) 416-4143

Grade Level: 6-12 **School Type:** iZone **Square Footage:** 145,850 **Student Capacity:** 1095 **FY2018-19 Utilization:** 83% **FCI:** 18

School Measure	FY2015-16	FY2016-17	FY2017-18	FY2018-19	FY18 vs. FY19
	Actuals	Actuals	Amended	Budget	Variance

Enrollment

K-12	745	911	831	1049	218
Attendance Rate	90.7%	90%	86.9%	-	NA
Student-Teacher Ratio	1:19	1:15	1:15	1:15	-

Student Demographics

Economically Disadvantaged (%)	74.1%	72.8%	89.2%	-	-
Students with Disabilities (%)	11.8%	15.7%	17.8%	-	-
English Language Learners (%)	5.4%	3.9%	2.3%	-	-

Key School Positions - All Funding Sources

Principal	1	1	1	1	-
Vice/Assistant Principal	2	3	4	4	-
Classroom Teacher	40	59	62	62	-
Counselor	3	4	4	4	-
Educational Assistant	3	6	10	10	-
Instructional Facilitator	1	2	3	3	-
Librarian	1	1	2	2	-
Nutrition	5	3	7	1	-6
Other	15	10	13	13	-

School Level Funds

General Fund	\$5,377,618	\$6,100,378	\$6,101,797	\$6,071,144	-\$30,652
Title I	\$433,082	\$497,063	\$662,821	\$253,470	-\$409,351
IDEA, Part B	\$75,969	\$150,923	\$186,625	\$103,074	-\$83,550
School Improvement Grants (SIG)	\$77,711	\$18,684	\$0	\$0	\$0
Other Special Revenue & Federal Funds	\$0	\$41,196	\$70,539	\$37,107	-\$33,432
Total	\$5,964,382	\$6,808,246	\$7,021,783	\$6,464,796	-\$556,987

Teacher Quality

Teachers with TEM 3 or above (%)	85%	95%		
TEM 5	13%	10%		
TEM 4	23%	46%		
TEM 3	49%	39%		

Postsecondary Readiness

Graduation Rate	68.8%	67.6%		
Average ACT Composite Score	15.00	15.10		
ACT21+ (%)	5.2%	3.3%		



School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
TNReady Algebra I (%)	73.7%	3.1%	s	s	s
TNReady Algebra II (%)	44.9%	3.1%	s	s	s
TNReady Biology I (%)	20.8%	8%	s	s	s
TNReady Chemistry (%)	4.6%	4.2%	s	s	s
TNReady English I (%)	32.9%	5.5%	s	s	s
TNReady English II (%)	26.4%	17.3%	s	s	s
TNReady English III (%)	15.3%	12.7%	s	s	s
TVAAS Literacy	3	5	s	s	s
TVAAS Numeracy	1	1	s	s	s

Total SBB Allocation \$3,922,893

1. SBB Allocations	Dollars allocated to the school through the SBB formula and baseline policy			\$3,922,893
2. SBB Transition Supplements	Dollars either given or withheld as part of a district-wide strategy to maintain stability during the transition to SBB			\$0
How has funding changed under SBB?	Note that this comparison only looks at "unlocked dollars" (i.e. dollars that are now part of the SBB Allocation)	Last Year (1819)	\$3,760,235	
		This Year (1920)	\$3,922,893	
		Total Difference	\$162,658	
	Changes to enrollment impact the budget BEFORE SBB applies			
	Estimated change to the budget due to Enrollment changes	Change from	(\$35,507)	
	Estimated changes to the budget due to SBB transition	Change from SBB	\$198,165	

Detailed Breakdown

1. SBB Allocations \$3,922,893

SBB Weights	Weight	Amount per Student	Enrollment	Total
Base Weight				
All Students	1	\$3,400	1,049	\$3,566,600
Grade Weights				
Grade K	0.30	\$1,020	0	\$-
Grade 1	0.30	\$1,020	0	\$-
Grade 2	0.30	\$1,020	0	\$-
Grade 3	0.20	\$680	0	\$-
Grade 4	0.20	\$680	0	\$-
Grade 5	0.20	\$680	0	\$-
Mobility Weights				
Mobility	0.10	\$340	165	\$56,100
Academic Performance Weights				
Incoming Low Proficiency	0.10	\$340	862	\$293,080
Incoming High Proficiency	0.10	\$340	9	\$3,060
Increments for Locked Students				
SWD Self-Contained	0.24	\$825	5	\$4,125
Baseline Supplement: This supplement ensures that all schools have sufficient resources to cover a "base" set of services to meet state requirements (i.e. class size minimums, staffing requirements, etc.). Schools not receiving the supplement are already above the "base" set of services.				\$0
SBB Allocations Total				\$3,922,965

2. SBB Transition Supplements \$0

Staffing Supplement

This is an additional temporary supplement that SCS is offering this year to support a smoother transition into SBB. This supplement ensures that all schools have sufficient resources to cover SCS's previously used staffing ratios. Schools not receiving this supplement are already able to cover staffing ratios. \$0

	Dollar per Pupil Next Year (2018-2019)	Dollar per Pupil This Year (2017-2018)	Difference in Dollar per Pupil
	\$3,740	3,550.74	\$189
		% Change in Dollar per Pupil	Transition Policy Dollars
		5%	\$0
SBB Total Supplements TOTAL			\$0



Ridgeway High School

2009 Ridgeway Rd, Memphis, TN 38119
 Phone: (901) 416-8820 Fax: (901) 416-1545

Grade Level: 9-12	School Type: Optional	Square Footage: 247,000	Student Capacity: 1330	FY2018-19 Utilization: 94%	FCI: 6
-----------------------------	---------------------------------	-----------------------------------	----------------------------------	--------------------------------------	------------------

School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
----------------	----------------------	----------------------	----------------------	---------------------	---------------------------

Enrollment

K-12	1190	1246	1262	1342	80
Attendance Rate	91.6%	93.4%	88.5%	-	NA
Student-Teacher Ratio	1:21	1:20	1:20	1:20	-

Student Demographics

Economically Disadvantaged (%)	43.3%	41.5%	67.3%	-	-
Students with Disabilities (%)	9.8%	9.7%	10.1%	-	-
English Language Learners (%)	1.7%	1.5%	1.3%	-	-

Key School Positions - All Funding Sources

Principal	1	1	1	1	-
Vice/Assistant Principal	3	4	4	4	-
Classroom Teacher	56	61	62	62	-
Special Skills	3	2	2	2	-
Counselor	4	4	5	5	-
Educational Assistant	6	6	8	8	-
Instructional Facilitator	2	2	2	2	-
Librarian	2	1	1	1	-
Nutrition	10	5	10	1	-9
Other	7	7	8	8	-

School Level Funds

General Fund	\$6,094,428	\$6,034,167	\$6,329,444	\$5,963,087	-\$366,356
Title I	\$557,811	\$510,317	\$375,947	\$430,185	\$54,237
IDEA, Part B	\$50,572	\$146,763	\$164,721	\$180,563	\$15,841
Other Special Revenue & Federal Funds	\$47,288	\$0	\$0	\$0	\$0
Total	\$6,750,101	\$6,691,247	\$6,870,114	\$6,573,835	-\$296,278

Teacher Quality

Teachers with TEM 3 or above (%)	87%	95%		
TEM 5	19%	30%		
TEM 4	45%	38%		
TEM 3	23%	27%		

Postsecondary Readiness

Graduation Rate	78.2%	82.2%		
Average ACT Composite Score	16.10	17.30		
ACT21+ (%)	14.6%	17.7%		



School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
TNReady Algebra I (%)	47.4%	2.3%	s	s	s
TNReady Algebra II (%)	30.2%	4.6%	s	s	s
TNReady Biology I (%)	34.6%	29.4%	s	s	s
TNReady Chemistry (%)	14.9%	3.4%	s	s	s
TNReady English I (%)	64.4%	7.9%	s	s	s
TNReady English II (%)	51.1%	23.1%	s	s	s
TNReady English III (%)	13.7%	13.9%	s	s	s
TVAAS Literacy	3	1	s	s	s
TVAAS Numeracy	1	1	s	s	s

Total SBB Allocation \$4,977,599

1. SBB Allocations	Dollars allocated to the school through the SBB formula and baseline policy	\$5,025,780															
2. SBB Transition Supplements	Dollars either given or withheld as part of a district-wide strategy to maintain stability during the transition to SBB	\$(48,181)															
How has funding changed under SBB?	<p>Note that this comparison only looks at "unlocked dollars" (i.e. dollars that are now part of the SBB Allocation)</p> <table border="1"> <thead> <tr> <th></th> <th>Last Year (1819)</th> <th>This Year (1920)</th> </tr> </thead> <tbody> <tr> <td>Total Difference</td> <td>\$4,601,371</td> <td>\$4,977,599</td> </tr> <tr> <td>Changes to enrollment impact the budget BEFORE SBB applies</td> <td></td> <td></td> </tr> <tr> <td>Estimated change to the budget due to Enrollment changes</td> <td>Change from</td> <td>\$94,477</td> </tr> <tr> <td>Estimated changes to the budget due to SBB transition</td> <td>Change from SBB</td> <td>\$281,751</td> </tr> </tbody> </table>		Last Year (1819)	This Year (1920)	Total Difference	\$4,601,371	\$4,977,599	Changes to enrollment impact the budget BEFORE SBB applies			Estimated change to the budget due to Enrollment changes	Change from	\$94,477	Estimated changes to the budget due to SBB transition	Change from SBB	\$281,751	
	Last Year (1819)	This Year (1920)															
Total Difference	\$4,601,371	\$4,977,599															
Changes to enrollment impact the budget BEFORE SBB applies																	
Estimated change to the budget due to Enrollment changes	Change from	\$94,477															
Estimated changes to the budget due to SBB transition	Change from SBB	\$281,751															

Detailed Breakdown

1. SBB Allocations \$5,025,780

SBB Weights	Weight	Amount per Student	Enrollment	Total
Base Weight				
All Students	1	\$3,400	1,342	\$4,562,800
Grade Weights				
Grade K	0.30	\$1,020	0	\$-
Grade 1	0.30	\$1,020	0	\$-
Grade 2	0.30	\$1,020	0	\$-
Grade 3	0.20	\$680	0	\$-
Grade 4	0.20	\$680	0	\$-
Grade 5	0.20	\$680	0	\$-
Mobility Weights				
Mobility	0.10	\$340	85	\$28,900
Academic Performance Weights				
Incoming Low Proficiency	0.10	\$340	1,220	\$414,800
Incoming High Proficiency	0.10	\$340	3	\$1,020
Increments for Locked Students				
SWD Self-Contained	0.24	\$825	22	\$18,150
Baseline Supplement: This supplement ensures that all schools have sufficient resources to cover a "base" set of services to meet state requirements (i.e. class size minimums, staffing requirements, etc.). Schools not receiving the supplement are already above the "base" set of services.				
				\$0

SBB Allocations Total \$5,025,670

2. SBB Transition Supplements \$(48,181)

Staffing Supplement

This is an additional temporary supplement that SCS is offering this year to support a smoother transition into SBB. This supplement ensures that all schools have sufficient resources to cover SCS's previously used staffing ratios. Schools not receiving this supplement are already able to cover staffing ratios. \$0

	Dollar per Pupil Next Year (2018-2019)	Dollar per Pupil This Year (2017-2018)	Difference in Dollar per Pupil
	\$3,709	3,499.14	\$210
		% Change in Dollar per Pupil	Transition Policy Dollars
		7%	\$(48,181)
SBB Total Supplements TOTAL			\$(48,181)



Sheffield High School

4315 Sheffield Avenue Memphis, TN 38118
 Phone: (901) 416-2370 Fax: (901) 416-2407

Grade Level: 9-12	School Type: iZone	Square Footage: 193,236	Student Capacity: 991	FY2018-19 Utilization: 76%	FCI: 11
-----------------------------	------------------------------	-----------------------------------	---------------------------------	--------------------------------------	-------------------

School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
----------------	----------------------	----------------------	----------------------	---------------------	---------------------------

Enrollment

K-12	771	757	754	720	-34
Attendance Rate	91.7%	89.5%	85.4%	-	NA
Student-Teacher Ratio	1:18	1:18	1:18	1:18	-

Student Demographics

Economically Disadvantaged (%)	66%	58.9%	86.4%	-	-
Students with Disabilities (%)	15.5%	12.7%	15.3%	-	-
English Language Learners (%)	11.3%	17.4%	19%	-	-

Key School Positions - All Funding Sources

Principal	1	1	1	1	-
Vice/Assistant Principal	2	2	2	2	-
Classroom Teacher	42	41	41	41	-
Counselor	2	2	3	3	-
Educational Assistant	4	5	7	7	-
Instructional Facilitator	2	1	2	2	-
Librarian	1	1	1	1	-
Bilingual Cultural Mentor	1	1	1	1	-
Nutrition	8	4	9	1	-8
Other	8	10	12	12	-

School Level Funds

General Fund	\$3,928,676	\$3,872,137	\$3,889,700	\$3,823,113	-\$66,586
Title I	\$420,270	\$371,317	\$397,444	\$386,750	-\$10,694
IDEA, Part B	\$50,012	\$62,126	\$50,953	\$100,150	\$49,196
Other Special Revenue & Federal Funds	\$34,432	\$34,378	\$65,017	\$32,114	-\$32,903
Total	\$4,433,392	\$4,339,959	\$4,403,116	\$4,342,127	-\$60,988

Teacher Quality

Teachers with TEM 3 or above (%)	88%	83%		
TEM 5	30%	8%		
TEM 4	40%	40%		
TEM 3	18%	35%		

Postsecondary Readiness

Graduation Rate	68.4%	69.3%		
Average ACT Composite Score	14.20	14.30		
ACT21+ (%)	2%	2.6%		



School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
TNReady Algebra I (%)	53.8%	1.1%	s	s	s
TNReady Algebra II (%)	25.5%	0.7%	s	s	s
TNReady Biology I (%)	34.8%	17.2%	s	s	s
TNReady Chemistry (%)	21.3%	3.9%	s	s	s
TNReady English I (%)	31.8%	5.3%	s	s	s
TNReady English II (%)	37.1%	11.6%	s	s	s
TNReady English III (%)	12.3%	7.9%	s	s	s
TVAAS Literacy	2	1	s	s	s
TVAAS Numeracy	1	1	s	s	s

Total SBB Allocation		\$2,543,310						
1. SBB Allocations	Dollars allocated to the school through the SBB formula and baseline policy	\$2,761,442						
2. SBB Transition Supplements	Dollars either given or withheld as part of a district-wide strategy to maintain stability during the transition to SBB	\$(218,132)						
How has funding changed under SBB?	Note that this comparison only looks at "unlocked dollars" (i.e. dollars that are now part of the SBB Allocation)	<table border="0"> <tr> <td>Last Year (1819)</td> <td>\$2,397,655</td> </tr> <tr> <td>This Year (1920)</td> <td>\$2,543,310</td> </tr> <tr> <td>Total Difference</td> <td>\$145,656</td> </tr> </table>	Last Year (1819)	\$2,397,655	This Year (1920)	\$2,543,310	Total Difference	\$145,656
Last Year (1819)	\$2,397,655							
This Year (1920)	\$2,543,310							
Total Difference	\$145,656							
	Changes to enrollment impact the budget BEFORE SBB applies							
	Estimated change to the budget due to Enrollment changes	Change from \$ (49,065)						
	Estimated changes to the budget due to SBB transition	Change from SBB \$194,721						

Detailed Breakdown

1. SBB Allocations					\$2,761,442
SBB Weights	Weight	Amount per Student	Enrollment	Total	
Base Weight					
All Students	1	\$3,400	718	\$2,441,200	
Grade Weights					
Grade K	0.30	\$1,020	0	\$-	
Grade 1	0.30	\$1,020	0	\$-	
Grade 2	0.30	\$1,020	0	\$-	
Grade 3	0.20	\$680	0	\$-	
Grade 4	0.20	\$680	0	\$-	
Grade 5	0.20	\$680	0	\$-	
Mobility Weights					
Mobility	0.10	\$340	171	\$58,140	
Academic Performance Weights					
Incoming Low Proficiency	0.10	\$340	681	\$231,540	
Incoming High Proficiency	0.10	\$340	0	\$-	
Increments for Locked Students					
SWD Self-Contained	0.24	\$825	37	\$30,525	
Baseline Supplement: This supplement ensures that all schools have sufficient resources to cover a "base" set of services to meet state requirements (i.e. class size minimums, staffing requirements, etc.). Schools not receiving the supplement are already above the "base" set of services.					\$0
SBB Allocations Total				\$2,761,405	

2. SBB Transition Supplements \$(218,132)

Staffing Supplement

This is an additional temporary supplement that SCS is offering this year to support a smoother transition into SBB. This supplement ensures that all schools have sufficient resources to cover SCS's previously used staffing ratios. Schools not receiving this supplement are already able to cover staffing ratios. \$0

	Dollar per Pupil Next Year (2018-2019)	Dollar per Pupil This Year (2017-2018)	Difference in Dollar per Pupil
	\$3,542	3,271.02	\$271
		% Change in Dollar per Pupil	Transition Policy Dollars
		18%	\$(218,132)
SBB Total Supplements TOTAL			\$(218,132)



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: 2155	FY2018-19 Utilization: 69%	FCI: 1
-----------------------------	------------------------------------	-----------------------------------	----------------------------------	--------------------------------------	------------------

School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
----------------	----------------------	----------------------	----------------------	---------------------	---------------------------

Enrollment

K-12	1533	1487	1459	1501	42
Attendance Rate	92.3%	93.3%	92%	-	NA
Student-Teacher Ratio	1:19	1:19	1:18	1:18	-

Student Demographics

Economically Disadvantaged (%)	35.9%	35.8%	68.9%	-	-
Students with Disabilities (%)	11.8%	12.2%	11.5%	-	-
English Language Learners (%)	2.8%	2.6%	3.6%	-	-

Key School Positions - All Funding Sources

Principal	1	1	1	1	-
Vice/Assistant Principal	4	4	5	5	-
Classroom Teacher	81	79	88	88	-
Counselor	5	5	5	5	-
Educational Assistant	11	10	10	10	-
Instructional Facilitator	1	1	1	1	-
Librarian	2	2	2	2	-
Nutrition	10	6	11	3	-8
Other	7	7	8	8	-

School Level Funds

General Fund	\$7,286,585	\$7,463,542	\$7,605,206	\$7,506,050	-\$99,156
Title I	\$527,588	\$618,854	\$469,479	\$446,250	-\$23,229
IDEA, Part B	\$100,426	\$106,072	\$151,034	\$140,178	-\$10,856
Total	\$7,914,600	\$8,188,469	\$8,225,720	\$8,092,478	-\$133,241

Teacher Quality

Teachers with TEM 3 or above (%)	99%	95%		
TEM 5	21%	28%		
TEM 4	58%	56%		
TEM 3	20%	11%		

Postsecondary Readiness

Graduation Rate	82%	79.3%		
Average ACT Composite Score	16.50	17.20		
ACT21+ (%)	12%	17.5%		



School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
TNReady Algebra I (%)	69.6%	1.1%	s	s	s
TNReady Algebra II (%)	41.4%	6.7%	s	s	s
TNReady Biology I (%)	35%	27.3%	s	s	s
TNReady Chemistry (%)	29.4%	22.7%	s	s	s
TNReady English I (%)	57.3%	11.2%	s	s	s
TNReady English II (%)	51.5%	20.1%	s	s	s
TNReady English III (%)	30.5%	23.9%	s	s	s
TVAAS Literacy	3	1	s	s	s
TVAAS Numeracy	1	3	s	s	s

Total SBB Allocation		\$5,163,400						
1. SBB Allocations	Dollars allocated to the school through the SBB formula and baseline policy	\$5,633,361						
2. SBB Transition Supplements	Dollars either given or withheld as part of a district-wide strategy to maintain stability during the transition to SBB	\$(469,961)						
How has funding changed under SBB?	Note that this comparison only looks at "unlocked dollars" (i.e. dollars that are now part of the SBB Allocation)	<table border="0"> <tr> <td>Last Year (1819)</td> <td>\$4,874,377</td> </tr> <tr> <td>This Year (1920)</td> <td>\$5,163,400</td> </tr> <tr> <td>Total Difference</td> <td>\$289,023</td> </tr> </table>	Last Year (1819)	\$4,874,377	This Year (1920)	\$5,163,400	Total Difference	\$289,023
Last Year (1819)	\$4,874,377							
This Year (1920)	\$5,163,400							
Total Difference	\$289,023							
	Changes to enrollment impact the budget BEFORE SBB applies							
	Estimated change to the budget due to Enrollment changes	Change from \$(3,245)						
	Estimated changes to the budget due to SBB transition	Change from SBB \$292,268						

Detailed Breakdown

1. SBB Allocations		\$5,633,361		
SBB Weights	Weight	Amount per Student	Enrollment	Total
Base Weight				
All Students	1	\$3,400	1,501	\$5,103,400
Grade Weights				
Grade K	0.30	\$1,020	0	\$-
Grade 1	0.30	\$1,020	0	\$-
Grade 2	0.30	\$1,020	0	\$-
Grade 3	0.20	\$680	0	\$-
Grade 4	0.20	\$680	0	\$-
Grade 5	0.20	\$680	0	\$-
Mobility Weights				
Mobility	0.10	\$340	103	\$35,020
Academic Performance Weights				
Incoming Low Proficiency	0.10	\$340	1,358	\$461,720
Incoming High Proficiency	0.10	\$340	8	\$2,720
Increments for Locked Students				
SWD Self-Contained	0.24	\$825	37	\$30,525
Baseline Supplement: This supplement ensures that all schools have sufficient resources to cover a "base" set of services to meet state requirements (i.e. class size minimums, staffing requirements, etc.). Schools not receiving the supplement are already above the "base" set of services.				\$0
SBB Allocations Total			\$5,633,385	

2. SBB Transition Supplements \$(469,961)

Staffing Supplement

This is an additional temporary supplement that SCS is offering this year to support a smoother transition into SBB. This supplement ensures that all schools have sufficient resources to cover SCS's previously used staffing ratios. Schools not receiving this supplement are already able to cover staffing ratios. \$0

	Dollar per Pupil Next Year (2018-2019)	Dollar per Pupil This Year (2017-2018)	Difference in Dollar per Pupil
	\$3,440	3,245.26	\$195
		% Change in Dollar per Pupil	Transition Policy Dollars
		16%	\$(469,961)
SBB Total Supplements TOTAL			\$(469,961)



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: 1414	FY2018-19 Utilization: 44%	FCI: 19
-----------------------------	------------------------------	-----------------------------------	----------------------------------	--------------------------------------	-------------------

School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
----------------	----------------------	----------------------	----------------------	---------------------	---------------------------

Enrollment

K-12	675	625	580	498	-82
Attendance Rate	87%	84.7%	84.3%	-	NA
Student-Teacher Ratio	1:19	1:18	1:17	1:17	-

Student Demographics

Economically Disadvantaged (%)	80.3%	77%	89.1%	-	-
Students with Disabilities (%)	19.7%	19.1%	19.5%	-	-
English Language Learners (%)	0%	0.3%	0.2%	-	-

Key School Positions - All Funding Sources

Principal	1	1	1	1	-
Vice/Assistant Principal	3	2	2	2	-
Classroom Teacher	36	69	35	33	-2
Counselor	2	4	1	1	-
Educational Assistant	9	16	10	10	-
Instructional Facilitator	1	4	1	1	-
Librarian	1	2	1	1	-
Nutrition	12	7	13	3	-10
Other	8	16	16	13	-3

School Level Funds

General Fund	\$3,300,083	\$3,233,083	\$3,285,634	\$3,242,846	-\$42,787
Title I	\$250,726	\$297,630	\$295,564	\$311,780	\$16,215
IDEA, Part B	\$130,641	\$135,722	\$143,418	\$161,986	\$18,567
School Improvement Grants (SIG)	\$1,079,411	\$1,236,899	\$606,202	\$271,976	-\$334,225
Other Special Revenue & Federal Funds	\$0	\$0	\$30,000	\$0	-\$30,000
Total	\$4,760,863	\$4,903,337	\$4,360,819	\$3,988,588	-\$372,230

Teacher Quality

Teachers with TEM 3 or above (%)	89%	88%		
TEM 5	18%	3%		
TEM 4	50%	44%		
TEM 3	21%	41%		

Postsecondary Readiness

Graduation Rate	76.4%	64.4%		
Average ACT Composite Score	14.00	14.70		
ACT21+ (%)	2.3%	2.8%		



School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
TNReady Algebra I (%)	30.2%	1.1%	s	s	s
TNReady Algebra II (%)	32.7%	0%	s	s	s
TNReady Biology I (%)	21.9%	5.6%	s	s	s
TNReady Chemistry (%)	4.1%	1.5%	s	s	s
TNReady English I (%)	23%	0.6%	s	s	s
TNReady English II (%)	21.1%	3.4%	s	s	s
TNReady English III (%)	7%	2.3%	s	s	s
TVAAS Literacy	1	1	s	s	s
TVAAS Numeracy	1	1	s	s	s

Total SBB Allocation		\$2,076,457						
1. SBB Allocations	Dollars allocated to the school through the SBB formula and baseline policy	\$1,913,507						
2. SBB Transition Supplements	Dollars either given or withheld as part of a district-wide strategy to maintain stability during the transition to SBB	\$162,951						
How has funding changed under SBB?	Note that this comparison only looks at "unlocked dollars" (i.e. dollars that are now part of the SBB Allocation)	<table border="0"> <tr> <td>Last Year (1819)</td> <td>\$2,287,613</td> </tr> <tr> <td>This Year (1920)</td> <td>\$2,076,457</td> </tr> <tr> <td>Total Difference</td> <td>\$(211,156)</td> </tr> </table>	Last Year (1819)	\$2,287,613	This Year (1920)	\$2,076,457	Total Difference	\$(211,156)
Last Year (1819)	\$2,287,613							
This Year (1920)	\$2,076,457							
Total Difference	\$(211,156)							
	Changes to enrollment impact the budget BEFORE SBB applies							
	Estimated change to the budget due to Enrollment changes	Change from \$ (157,914)						
	Estimated changes to the budget due to SBB transition	Change from SBB \$(53,243)						

Detailed Breakdown

1. SBB Allocations					\$1,913,507
SBB Weights	Weight	Amount per Student	Enrollment	Total	
Base Weight					
All Students	1	\$3,400	499	\$1,696,600	
Grade Weights					
Grade K	0.30	\$1,020	0	\$-	
Grade 1	0.30	\$1,020	0	\$-	
Grade 2	0.30	\$1,020	0	\$-	
Grade 3	0.20	\$680	0	\$-	
Grade 4	0.20	\$680	0	\$-	
Grade 5	0.20	\$680	0	\$-	
Mobility Weights					
Mobility	0.10	\$340	98	\$33,320	
Academic Performance Weights					
Incoming Low Proficiency	0.10	\$340	494	\$167,960	
Incoming High Proficiency	0.10	\$340	0	\$-	
Increments for Locked Students					
SWD Self-Contained	0.24	\$825	19	\$15,675	
Baseline Supplement: This supplement ensures that all schools have sufficient resources to cover a "base" set of services to meet state requirements (i.e. class size minimums, staffing requirements, etc.). Schools not receiving the supplement are already above the "base" set of services.					\$0
SBB Allocations Total				\$1,913,555	

2. SBB Transition Supplements \$162,951

Staffing Supplement

This is an additional temporary supplement that SCS is offering this year to support a smoother transition into SBB. This supplement ensures that all schools have sufficient resources to cover SCS's previously used staffing ratios. Schools not receiving this supplement are already able to cover staffing ratios. \$0

	Dollar per Pupil Next Year (2018-2019)	Dollar per Pupil This Year (2017-2018)	Difference in Dollar per Pupil
	\$4,161	4,267.94	\$(107)
		% Change in Dollar per Pupil	Transition Policy Dollars
		-10%	\$162,951
SBB Total Supplements TOTAL			\$162,951



Westwood High School

4480 Westmont Avenue Memphis, TN 38109
 Phone: (901) 416-8000 Fax: (901) 416-8027

Grade Level: 9-12 **School Type:** iZone **Square Footage:** 181,342 **Student Capacity:** 1003 **FY2018-19 Utilization:** 33% **FCI:** 42

School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
----------------	----------------------	----------------------	----------------------	---------------------	---------------------------

Enrollment

K-12	391	332	279	342	63
Attendance Rate	90.1%	87.7%	84.3%	-	NA
Student-Teacher Ratio	1:14	1:13	1:11	1:11	-

Student Demographics

Economically Disadvantaged (%)	74.7%	85.8%	77.7%	-	-
Students with Disabilities (%)	22.8%	23.3%	22%	-	-
English Language Learners (%)	0%	0%	0.3%	-	-

Key School Positions - All Funding Sources

Principal	1	1	1	1	-
Vice/Assistant Principal	1	1	1	1	-
Classroom Teacher	27	25	26	26	-
Counselor	1	1	2	2	-
Educational Assistant	6	5	5	5	-
Instructional Facilitator	1	1	1	1	-
Librarian	1	1	1	1	-
Nutrition	5	3	5	1	-4
Other	13	8	8	8	-

School Level Funds

General Fund	\$2,627,155	\$2,911,693	\$2,981,329	\$2,628,638	-\$352,690
Title I	\$268,686	\$274,690	\$275,210	\$213,010	-\$62,200
IDEA, Part B	\$103,587	\$85,817	\$84,500	\$108,810	\$24,310
Other Special Revenue & Federal Funds	\$0	\$0	\$30,000	\$0	-\$30,000
Total	\$2,999,430	\$3,272,201	\$3,371,039	\$2,950,459	-\$420,580

Teacher Quality

Teachers with TEM 3 or above (%)	90%	81%		
TEM 5	5%	11%		
TEM 4	43%	33%		
TEM 3	43%	37%		

Postsecondary Readiness

Graduation Rate	65.2%	77.9%		
Average ACT Composite Score	14.30	14.60		
ACT21+ (%)	3.4%	3.5%		



School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
TNReady Algebra I (%)	50%	2%	s	s	s
TNReady Algebra II (%)	22.4%	0%	s	s	s
TNReady Biology I (%)	26.9%	21.4%	s	s	s
TNReady Chemistry (%)	6.8%	2.6%	s	s	s
TNReady English I (%)	45.2%	3%	s	s	s
TNReady English II (%)	27.4%	13%	s	s	s
TNReady English III (%)	11.9%	16%	s	s	s
TVAAS Literacy	2	1	s	s	s
TVAAS Numeracy	1	1	s	s	s

Total SBB Allocation		\$1,617,531						
1. SBB Allocations	Dollars allocated to the school through the SBB formula and baseline policy	\$1,315,167						
2. SBB Transition Supplements	Dollars either given or withheld as part of a district-wide strategy to maintain stability during the transition to SBB	\$302,364						
How has funding changed under SBB?	Note that this comparison only looks at "unlocked dollars" (i.e. dollars that are now part of the SBB Allocation)	<table border="0"> <tr> <td>Last Year (1819)</td> <td>\$1,663,843</td> </tr> <tr> <td>This Year (1920)</td> <td>\$1,617,531</td> </tr> <tr> <td>Total Difference</td> <td>\$(46,312)</td> </tr> </table>	Last Year (1819)	\$1,663,843	This Year (1920)	\$1,617,531	Total Difference	\$(46,312)
Last Year (1819)	\$1,663,843							
This Year (1920)	\$1,617,531							
Total Difference	\$(46,312)							
	Changes to enrollment impact the budget BEFORE SBB applies							
	Estimated change to the budget due to Enrollment changes	Change from \$ (4,837)						
	Estimated changes to the budget due to SBB transition	Change from SBB \$(41,475)						

Detailed Breakdown

1. SBB Allocations		\$1,315,167
SBB Weights	Weight	Amount per Student
Base Weight		
All Students	1	\$3,400
Grade Weights		
Grade K	0.30	\$1,020
Grade 1	0.30	\$1,020
Grade 2	0.30	\$1,020
Grade 3	0.20	\$680
Grade 4	0.20	\$680
Grade 5	0.20	\$680
Mobility Weights		
Mobility	0.10	\$340
Academic Performance Weights		
Incoming Low Proficiency	0.10	\$340
Incoming High Proficiency	0.10	\$340
Increments for Locked Students		
SWD Self-Contained	0.24	\$825
Baseline Supplement: This supplement ensures that all schools have sufficient resources to cover a "base" set of services to meet state requirements (i.e. class size minimums, staffing requirements, etc.). Schools not receiving the supplement are already above the "base" set of services.		\$0
SBB Allocations Total		\$1,315,055

2. SBB Transition Supplements \$302,364

Staffing Supplement

This is an additional temporary supplement that SCS is offering this year to support a smoother transition into SBB. This supplement ensures that all schools have sufficient resources to cover SCS's previously used staffing ratios. Schools not receiving this supplement are already able to cover staffing ratios. \$197,509

	Dollar per Pupil Next Year (2018-2019)	Dollar per Pupil This Year (2017-2018)	Difference in Dollar per Pupil
	\$4,716	4,836.75	\$(121)
		% Change in Dollar per Pupil	Transition Policy Dollars
		-10%	\$104,855
SBB Total Supplements TOTAL			\$302,364



White Station High School

514 S. Perkins Memphis, TN 38117
 Phone: (901) 416-8880 Fax: (901) 416-8911

Grade Level: 9-12	School Type: Optional	Square Footage: 247,624	Student Capacity: 1991	FY2018-19 Utilization: 109%	FCI: 9
-----------------------------	---------------------------------	-----------------------------------	----------------------------------	---------------------------------------	------------------

School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
----------------	----------------------	----------------------	----------------------	---------------------	---------------------------

Enrollment

K-12	2203	2175	2170	2166	-4
Attendance Rate	96.5%	95.2%	97.1%	-	NA
Student-Teacher Ratio	1:20	1:19	1:20	1:20	-

Student Demographics

Economically Disadvantaged (%)	25.6%	24%	48.7%	-	-
Students with Disabilities (%)	8.3%	9.2%	8.9%	-	-
English Language Learners (%)	2.3%	1.7%	3.1%	-	-

Key School Positions - All Funding Sources

Principal	1	1	1	1	-
Vice/Assistant Principal	5	5	5	5	-
Classroom Teacher	111	112	117	117	-
Special Skills	5	5	6	6	-
Counselor	5	5	7	7	-
Educational Assistant	5	6	11	11	-
Instructional Facilitator	2	3	3	3	-
Librarian	2	2	3	3	-
Nutrition	11	7	10	2	-8
Plant/Maintenance	1	1	1	1	-
Other	13	13	18	18	-

School Level Funds

General Fund	\$10,689,711	\$11,009,810	\$10,980,038	\$11,048,522	\$68,484
Title I	\$715,864	\$438,595	\$513,446	\$458,745	-\$54,701
IDEA, Part B	\$126,171	\$216,530	\$241,327	\$429,070	\$187,742
Other Special Revenue & Federal Funds	\$0	\$1,876	\$0	\$0	\$0
Total	\$11,531,748	\$11,666,813	\$11,734,813	\$11,936,337	\$201,524

Teacher Quality

Teachers with TEM 3 or above (%)	99%	100%		
TEM 5	83%	81%		
TEM 4	14%	17%		
TEM 3	2%	2%		

Postsecondary Readiness

Graduation Rate	85.9%	85.1%		
Average ACT Composite Score	22.20	23.70		
ACT21+ (%)	55.2%	65.3%		



School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
TNReady Algebra I (%)	57.2%	19.1%	s	s	s
TNReady Algebra II (%)	73.9%	41.1%	s	s	s
TNReady Biology I (%)	74.8%	64.8%	s	s	s
TNReady Chemistry (%)	61.2%	70%	s	s	s
TNReady English I (%)	77.7%	46.8%	s	s	s
TNReady English II (%)	76.7%	56.6%	s	s	s
TNReady English III (%)	55.7%	46.5%	s	s	s
TVAAS Literacy	5	1	s	s	s
TVAAS Numeracy	5	1	s	s	s

Total SBB Allocation		\$7,902,214						
1. SBB Allocations	Dollars allocated to the school through the SBB formula and baseline policy	\$7,924,600						
2. SBB Transition Supplements	Dollars either given or withheld as part of a district-wide strategy to maintain stability during the transition to SBB	\$(22,387)						
How has funding changed under SBB?	Note that this comparison only looks at "unlocked dollars" (i.e. dollars that are now part of the SBB Allocation)	<table border="0"> <tr> <td>Last Year (1819)</td> <td>\$7,585,646</td> </tr> <tr> <td>This Year (1920)</td> <td>\$7,902,214</td> </tr> <tr> <td>Total Difference</td> <td>\$316,567</td> </tr> </table>	Last Year (1819)	\$7,585,646	This Year (1920)	\$7,902,214	Total Difference	\$316,567
Last Year (1819)	\$7,585,646							
This Year (1920)	\$7,902,214							
Total Difference	\$316,567							
	Changes to enrollment impact the budget BEFORE SBB applies							
	Estimated change to the budget due to Enrollment changes	Change from \$ (130,728)						
	Estimated changes to the budget due to SBB transition	Change from SBB \$447,295						

Detailed Breakdown

1. SBB Allocations		\$7,924,600		
SBB Weights	Weight	Amount per Student	Enrollment	Total
Base Weight				
All Students	1	\$3,400	2,167	\$7,367,800
Grade Weights				
Grade K	0.30	\$1,020	0	\$-
Grade 1	0.30	\$1,020	0	\$-
Grade 2	0.30	\$1,020	0	\$-
Grade 3	0.20	\$680	0	\$-
Grade 4	0.20	\$680	0	\$-
Grade 5	0.20	\$680	0	\$-
Mobility Weights				
Mobility	0.10	\$340	89	\$30,260
Academic Performance Weights				
Incoming Low Proficiency	0.10	\$340	1,328	\$451,520
Incoming High Proficiency	0.10	\$340	218	\$74,120
Increments for Locked Students				
SWD Self-Contained	825.00	\$825	10	\$8,250
Baseline Supplement: This supplement ensures that all schools have sufficient resources to cover a "base" set of services to meet state requirements (i.e. class size minimums, staffing requirements, etc.). Schools not receiving the supplement are already above the "base" set of services.				
SBB Allocations Total				\$7,931,950

2. SBB Transition Supplements \$(22,387)

Staffing Supplement

This is an additional temporary supplement that SCS is offering this year to support a smoother transition into SBB. This supplement ensures that all schools have sufficient resources to cover SCS's previously used staffing ratios. Schools not receiving this supplement are already able to cover staffing ratios. \$0

	Dollar per Pupil Next Year (2018-2019)	Dollar per Pupil This Year (2017-2018)	Difference in Dollar per Pupil
	\$3,647	3,440.20	\$206
		% Change in Dollar per Pupil	Transition Policy Dollars
		6%	\$(22,387)
SBB Total Supplements TOTAL			\$(22,387)



Whitehaven High School

4851 Elvis Presley Blvd. Memphis, TN 38116
 Phone: (901) 416-3000 Fax: (901) 416-3058

Grade Level: 9-12 **School Type:** Empowerment/Optional **Square Footage:** 212,776 **Student Capacity:** 1465 **FY2018-19 Utilization:** 120% **FCI:** 8

School Measure	FY2015-16	FY2016-17	FY2017-18	FY2018-19	FY18 vs. FY19
	Actuals	Actuals	Amended	Budget	Variance

Enrollment

K-12	1852	1763	1716	1648	-68
Attendance Rate	97.2%	96.3%	91%	-	NA
Student-Teacher Ratio	1:20	1:20	1:20	1:20	-

Student Demographics

Economically Disadvantaged (%)	49.4%	48%	77.1%	-	-
Students with Disabilities (%)	10.9%	10.8%	11.9%	-	-
English Language Learners (%)	0%	0.4%	0.5%	-	-

Key School Positions - All Funding Sources

Principal	1	0	-	-	-
Vice/Assistant Principal	5	5	6	6	-
Classroom Teacher	92	87	87	87	-
Special Skills	3	3	3	3	-
Counselor	5	5	5	5	-
Educational Assistant	3	2	3	3	-
Instructional Facilitator	2	2	3	3	-
Librarian	2	2	2	2	-
Nutrition	15	8	16	2	-14
Other	14	13	15	15	-

School Level Funds

General Fund	\$8,305,616	\$8,240,348	\$8,399,145	\$8,464,647	\$65,501
Title I	\$991,854	\$727,395	\$654,373	\$668,185	\$13,812
IDEA, Part B	\$27,960	\$28,173	\$28,640	\$27,547	-\$1,093
Other Special Revenue & Federal Funds	\$7	\$0	\$0	\$0	\$0
Total	\$9,325,439	\$8,995,918	\$9,082,159	\$9,160,379	\$78,220

Teacher Quality

Teachers with TEM 3 or above (%)	87%	96%		
TEM 5	17%	50%		
TEM 4	36%	36%		
TEM 3	34%	10%		

Postsecondary Readiness

Graduation Rate	89.2%	91.7%		
Average ACT Composite Score	16.80	17.60		
ACT21+ (%)	16.2%	21.2%		



School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
TNReady Algebra I (%)	62.9%	5.8%	s	s	s
TNReady Algebra II (%)	49.7%	14.7%	s	s	s
TNReady Biology I (%)	44.6%	32.4%	s	s	s
TNReady Chemistry (%)	26.6%	17.4%	s	s	s
TNReady English I (%)	58.8%	13.1%	s	s	s
TNReady English II (%)	55.7%	27.3%	s	s	s
TNReady English III (%)	29.2%	22.8%	s	s	s
TVAAS Literacy	5	5	s	s	s
TVAAS Numeracy	5	1	s	s	s

Total SBB Allocation		\$5,735,503
1. SBB Allocations	Dollars allocated to the school through the SBB formula and baseline policy	\$6,162,569
2. SBB Transition Supplements	Dollars either given or withheld as part of a district-wide strategy to maintain stability during the transition to SBB	\$(427,065)
How has funding changed under SBB?	<p>Note that this comparison only looks at "unlocked dollars" (i.e. dollars that are now part of the SBB Allocation)</p> <p>Changes to enrollment impact the budget BEFORE SBB applies</p> <p>Estimated change to the budget due to Enrollment changes</p> <p>Estimated changes to the budget due to SBB transition</p>	<p>Last Year (1819) \$5,594,493</p> <p>This Year (1920) \$5,735,503</p> <p>Total Difference \$141,010</p> <p>Change from \$ (183,641)</p> <p>Change from SBB \$324,651</p>

Detailed Breakdown

1. SBB Allocations					\$6,162,569
SBB Weights	Weight	Amount per Student	Enrollment	Total	
Base Weight					
All Students	1	\$3,400	1,650	\$5,610,000	
Grade Weights					
Grade K	0.30	\$1,020	0	\$-	
Grade 1	0.30	\$1,020	0	\$-	
Grade 2	0.30	\$1,020	0	\$-	
Grade 3	0.20	\$680	0	\$-	
Grade 4	0.20	\$680	0	\$-	
Grade 5	0.20	\$680	0	\$-	
Mobility Weights					
Mobility	0.10	\$340	97	\$32,980	
Academic Performance Weights					
Incoming Low Proficiency	0.10	\$340	1,431	\$486,540	
Incoming High Proficiency	0.10	\$340	12	\$4,080	
Increments for Locked Students					
SWD Self-Contained	0.24	\$825	35	\$28,875	
Baseline Supplement: This supplement ensures that all schools have sufficient resources to cover a "base" set of services to meet state requirements (i.e. class size minimums, staffing requirements, etc.). Schools not receiving the supplement are already above the "base" set of services.					\$0
SBB Allocations Total				\$6,162,475	

2. SBB Transition Supplements \$(427,065)

Staffing Supplement

This is an additional temporary supplement that SCS is offering this year to support a smoother transition into SBB. This supplement ensures that all schools have sufficient resources to cover SCS's previously used staffing ratios. Schools not receiving this supplement are already able to cover staffing ratios. \$0

	Dollar per Pupil Next Year (2018-2019)	Dollar per Pupil This Year (2017-2018)	Difference in Dollar per Pupil
	\$3,476	3,279.30	\$197
		% Change in Dollar per Pupil	Transition Policy Dollars
		14%	\$(427,065)
SBB Total Supplements TOTAL			\$(427,065)



Wooddale High School

5151 Scottsdale Memphis, TN 38118
 Phone: (901) 416-2440 Fax: (901) 416-2476

Grade Level: 9-12	School Type: Optional	Square Footage: 263,513	Student Capacity: 1234	FY2018-19 Utilization: 71%	FCI: 5
-----------------------------	---------------------------------	-----------------------------------	----------------------------------	--------------------------------------	------------------

School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
----------------	----------------------	----------------------	----------------------	---------------------	---------------------------

Enrollment

K-12	1066	872	778	662	-116
Attendance Rate	90.6%	89%	88.3%	-	NA
Student-Teacher Ratio	1:18	1:17	1:17	1:17	-

Student Demographics

Economically Disadvantaged (%)	59.2%	60.2%	85.9%	-	-
Students with Disabilities (%)	14.6%	16.9%	16.2%	-	-
English Language Learners (%)	8.7%	8.6%	8.2%	-	-

Key School Positions - All Funding Sources

Principal	1	1	1	1	-
Vice/Assistant Principal	2	2	2	3	1
Classroom Teacher	60	51	37	37	-
Special Skills	1	1	-	-	-
Counselor	3	4	2	2	-
Educational Assistant	7	6	7	7	-
Instructional Facilitator	1	1	3	3	-
Librarian	2	1	1	1	-
Nutrition	11	6	7	2	-5
Other	9	8	10	10	-

School Level Funds

General Fund	\$4,816,092	\$4,691,872	\$4,480,347	\$3,763,179	-\$717,168
Title I	\$406,307	\$550,324	\$479,024	\$382,585	-\$96,439
IDEA, Part B	\$176,788	\$148,708	\$153,750	\$109,444	-\$44,305
School Improvement Grants (SIG)	\$61,441	\$743	\$0	\$0	\$0
Other Special Revenue & Federal Funds	\$0	\$0	\$30,000	\$0	-\$30,000
Total	\$5,460,629	\$5,391,648	\$5,143,122	\$4,255,209	-\$887,913

Teacher Quality

Teachers with TEM 3 or above (%)	94%	81%		
TEM 5	17%	5%		
TEM 4	35%	31%		
TEM 3	42%	45%		

Postsecondary Readiness

Graduation Rate	52.5%	57.5%		
Average ACT Composite Score	15.00	15.30		
ACT21+ (%)	7.1%	5.2%		



School Measure	FY2015-16 Actuals	FY2016-17 Actuals	FY2017-18 Amended	FY2018-19 Budget	FY18 vs. FY19 Variance
TNReady Algebra I (%)	47.9%	2.7%	s	s	s
TNReady Algebra II (%)	24.7%	5.2%	s	s	s
TNReady Biology I (%)	29.9%	18.3%	s	s	s
TNReady Chemistry (%)	13.9%	9.6%	s	s	s
TNReady English I (%)	36.9%	4.4%	s	s	s
TNReady English II (%)	30.2%	12.5%	s	s	s
TNReady English III (%)	0%	18.1%	s	s	s
TVAAS Literacy	3	1	s	s	s
TVAAS Numeracy	1	1	s	s	s

Total SBB Allocation		\$2,551,321						
1. SBB Allocations	Dollars allocated to the school through the SBB formula and baseline policy	\$2,551,321						
2. SBB Transition Supplements	Dollars either given or withheld as part of a district-wide strategy to maintain stability during the transition to SBB	\$0						
How has funding changed under SBB?	Note that this comparison only looks at "unlocked dollars" (i.e. dollars that are now part of the SBB Allocation)	<table border="0"> <tr> <td>Last Year (1819)</td> <td>\$2,842,814</td> </tr> <tr> <td>This Year (1920)</td> <td>\$2,551,321</td> </tr> <tr> <td>Total Difference</td> <td>\$(291,493)</td> </tr> </table>	Last Year (1819)	\$2,842,814	This Year (1920)	\$2,551,321	Total Difference	\$(291,493)
Last Year (1819)	\$2,842,814							
This Year (1920)	\$2,551,321							
Total Difference	\$(291,493)							
	Changes to enrollment impact the budget BEFORE SBB applies							
	Estimated change to the budget due to Enrollment changes	Change from \$ (421,293)						
	Estimated changes to the budget due to SBB transition	Change from SBB \$129,800						

Detailed Breakdown

1. SBB Allocations		\$2,551,321		
SBB Weights	Weight	Amount per Student	Enrollment	Total
Base Weight				
All Students	1	\$3,400	661	\$2,247,400
Grade Weights				
Grade K	0.30	\$1,020	0	\$-
Grade 1	0.30	\$1,020	0	\$-
Grade 2	0.30	\$1,020	0	\$-
Grade 3	0.20	\$680	0	\$-
Grade 4	0.20	\$680	0	\$-
Grade 5	0.20	\$680	0	\$-
Mobility Weights				
Mobility	0.10	\$340	145	\$49,300
Academic Performance Weights				
Incoming Low Proficiency	0.10	\$340	655	\$222,700
Incoming High Proficiency	0.10	\$340	0	\$-
Increments for Locked Students				
SWD Self-Contained	0.24	\$825	39	\$32,175
Baseline Supplement: This supplement ensures that all schools have sufficient resources to cover a "base" set of services to meet state requirements (i.e. class size minimums, staffing requirements, etc.). Schools not receiving the supplement are already above the "base" set of services.				\$0
SBB Allocations Total			\$2,551,575	

2. SBB Transition Supplements \$0

Staffing Supplement

This is an additional temporary supplement that SCS is offering this year to support a smoother transition into SBB. This supplement ensures that all schools have sufficient resources to cover SCS's previously used staffing ratios. Schools not receiving this supplement are already able to cover staffing ratios. \$0

	Dollar per Pupil Next Year (2018-2019)	Dollar per Pupil This Year (2017-2018)	Difference in Dollar per Pupil
	\$3,860	3,663.42	\$196
		% Change in Dollar per Pupil	Transition Policy Dollars
		5%	\$0
SBB Total Supplements TOTAL			\$0



This page intentionally left blank.



V. DEBT RETIREMENT SCHEDULE

Outstanding Debt

Shelby County Schools does not have legal authority to issue general obligation debt and relies upon Shelby County Government for financing its capital needs.

Shelby County Schools does not have any long-term debt obligations.



VI. PROPERTY CLASSIFICATIONS AND ASSESSED PROPERTY VALUE

i. Assessed Value and Estimated Actual Value of Taxable Property

Shelby County, Tennessee

Fiscal Year	Tax Year	Residential Property (b)	Commercial Property (b)	Personal Property (b)	Public Utilities (a)
2009	2008	10,259,997,845	5,530,133,410	1,402,492,320	896,680,554
2010 (d)	2009	10,954,449,590	6,285,548,950	1,468,617,700	948,762,385
2011	2010	10,794,438,245	6,116,755,995	1,388,887,495	1,012,006,455
2012	2011	10,721,303,794	5,828,574,575	1,380,179,795	1,069,425,931
2013	2012	10,649,905,970	5,660,543,555	1,438,945,120	1,098,465,902
2014 (d)	2013	9,588,110,655	5,919,308,700	1,533,153,805	1,125,314,171
2015	2014	9,553,959,920	5,650,054,415	1,473,774,000	1,289,100,925
2016	2015	9,595,800,610	5,701,519,115	1,426,582,015	1,215,978,130
2017	2016	9,658,521,795	5,751,939,895	1,461,401,325	1,230,992,434
2018	2017	10,670,453,067	6,762,678,035	1,518,565,427	1,295,842,498

(a) Public Utilities information is based on information received from the State of Tennessee Comptroller of the Treasury assessments.

(b) Assessed value is the most current tax year value prepared by the County Assessor of Property as of April 20 prior to the beginning of each fiscal year.

(c) The State of Tennessee tax statutes 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

(d) The effect of property reappraisals are reflected in FY 2006, 2010, 2014, and 2018 amounts.



**Revenue Capacity Information
Assessed and Estimated Value of Taxable Property
Last Ten Fiscal Years**

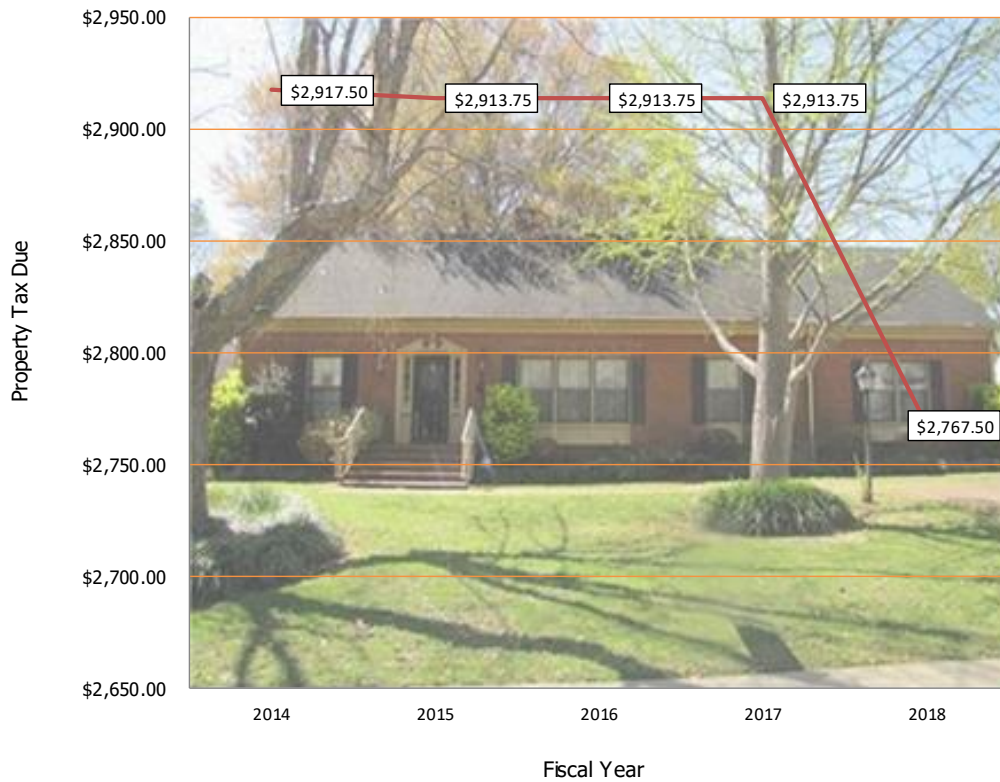
Total Taxable Assessed Value	Total Direct Tax Rate	Estimated Actual Taxable Value	Assessed Value as a Percentage of Actual Value (c)
18,089,304,129	4.04	61,383,315,080	29.47%
19,657,378,625	4.02	66,374,654,928	29.62%
19,312,088,190	4.02	65,216,500,736	29.61%
18,999,484,095	4.02	64,287,973,983	29.55%
18,847,860,547	4.02	63,834,911,731	29.53%
18,165,887,331	4.38	60,586,935,365	29.98%
17,966,889,260	4.37	59,884,233,964	30.00%
17,939,879,870	4.37	59,897,289,027	29.95%
18,102,855,449	4.37	60,418,966,162	29.96%
20,247,539,027	4.11	67,338,526,740	30.07%



ii. Impact on Taxpayers

	Fiscal Year				
	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</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	\$ 3.40	\$ 3.40	\$ 3.40	\$ 3.40	\$ 3.27
Shelby County	4.38	4.37	4.37	4.37	4.11
Total Combined Tax Rate	<u>\$ 7.78</u>	<u>\$ 7.77</u>	<u>\$ 7.77</u>	<u>\$ 7.77</u>	<u>\$ 7.38</u>
Property tax due	\$2,917.50	\$2,913.75	\$2,913.75	\$ 2,913.75	\$2,767.50
Property tax increase (decrease) from prior year	\$ 243.75	\$ (3.75)	\$ -	\$ -	\$ (146.25)

Property Tax on \$150,000 Home in Shelby County





iii. Principal Property Tax Payers

Shelby County, Tennessee

**Revenue Capacity Information
Property Tax Levies and Collections
Last Ten Fiscal Years**

County Direct Rates	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
General Funds	1.22	1.23	1.33	1.36	1.36	1.45	1.45	1.45	1.45	1.49
Education (a)	2.02	1.98	1.90	1.91	1.91	2.14	2.14	2.14	2.14	1.94
Debt Service	0.80	0.81	0.79	0.75	0.75	0.79	0.78	0.78	0.78	0.62
Total Direct Rate	4.04	4.02	4.02	4.02	4.02	4.38	4.37	4.37	4.37	4.05
Rural School Bonds (b)	0.05	0.04	0.04	0.04	0.04	0.04	0.00	0.00	0.00	0.00
City & Town Rates										
Memphis (c)	3.25	3.20	3.20	3.19	3.11	3.40	3.40	3.40	3.40	3.19
Arlington	1.00	1.00	1.00	1.00	1.15	1.15	1.15	1.15	1.15	1.15
Bartlett	1.54	1.49	1.49	1.49	1.49	1.62	1.62	1.62	1.62	1.83
Collierville	1.28	1.18	1.18	1.43	1.43	1.53	1.53	1.78	1.78	1.83
Germantown	1.54	1.43	1.43	1.49	1.49	1.93	1.93	1.93	1.93	1.95
Lakeland (d)	0.00	0.00	0.00	0.00	0.85	0.85	0.85	1.40	1.40	1.25
Millington	1.23	1.23	1.23	1.23	1.23	1.53	1.53	1.53	1.53	1.53

- (a) Direct rates apply to all property 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 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 of the Memphis (about 30% of the county population). That rate was discontinued effective July 1, 2014.
- (d) Overlapping rates those that apply only to property owners within the named municipality. These rates are in addition to the Direct rate for those areas.
- (e) Approximately 70% (or over two-thirds) of the County's population resides in the City of Memphis.
- (f) Prior to FY 2014 the City of Lakeland did not have a property tax.



VII. TAX RATE TRENDS

i. Property Tax Rates and Levies

Shelby County, Tennessee

Revenue Capacity Information
Property Tax Levies and Collections
Last Ten Fiscal Years

Fiscal Year	Original Taxes	Collected within the Fiscal Year of the Levy			Collections	Adjusted Tax Levy	Total Collections to Date		
		Amount	Percentage of Original Levy	in Subsequent Years			Percentage	Percentage	
Ended June 30,	Tax Year	Levied for the Fiscal Year	Amount	Percentage of Original Levy	in Subsequent Years	Adjusted Tax Levy	Amount	of Adjusted Levy	of Original Levy
2009	2008	736,461,361	684,698,542	92.97%	45,600,215	730,825,997	730,298,757	99.93%	99.16%
2010	(a) 2009	791,055,910	719,276,815	90.93%	34,602,482	755,375,587	753,879,297	99.80%	95.30%
2011	2010	776,865,051	713,667,892	91.87%	29,901,124	746,458,748	743,569,016	99.61%	95.71%
2012	2011	764,302,988	710,934,070	93.02%	30,284,600	745,929,752	741,218,670	99.37%	96.98%
2013	2012	760,525,341	713,245,234	93.78%	27,529,133	745,211,280	740,774,367	99.40%	97.40%
2014	(a) 2013	798,327,814	741,958,610	92.94%	24,464,957	770,506,815	766,423,567	99.47%	96.00%
2015	2014	783,507,158	750,097,124	95.74%	20,115,064	775,147,167	770,212,188	99.36%	98.30%
2016	2015	784,554,974	754,081,040	96.12%	18,683,210	779,210,554	772,764,250	99.17%	98.50%
2017	2016	791,094,783	761,608,732	96.27%	16,390,759	787,771,708	777,999,491	98.76%	98.34%
2018	2017	832,173,142	797,712,672	95.86%	N/A	823,187,542	797,712,672	96.91%	95.86%

(a) The effect of property reappraisals are reflected in FY 2010, 2014, and 2018 amounts.
Source: Shelby County Trustee Offices.



ii. Tax Rate Trends

Shelby County, Tennessee

Revenue Capacity Information
Property Tax Levies and Collections
Last Ten Fiscal Years

County Direct Rates	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
General Funds	1.22	1.23	1.33	1.36	1.36	1.45	1.45	1.45	1.45	1.49
Education (a)	2.02	1.98	1.90	1.91	1.91	2.14	2.14	2.14	2.14	1.94
Debt Service	0.80	0.81	0.79	0.75	0.75	0.79	0.78	0.78	0.78	0.62
Total Direct Rate	4.04	4.02	4.02	4.02	4.02	4.38	4.37	4.37	4.37	4.05
Rural School Bonds (b)	0.05	0.04	0.04	0.04	0.04	0.04	0.00	0.00	0.00	0.00
City & Town Rates										
Memphis (c)	3.25	3.20	3.20	3.19	3.11	3.40	3.40	3.40	3.40	3.19
Arlington	1.00	1.00	1.00	1.00	1.15	1.15	1.15	1.15	1.15	1.15
Bartlett	1.54	1.49	1.49	1.49	1.49	1.62	1.62	1.62	1.62	1.83
Collierville	1.28	1.18	1.18	1.43	1.43	1.53	1.53	1.78	1.78	1.83
Germantown	1.54	1.43	1.43	1.49	1.49	1.93	1.93	1.93	1.93	1.95
Lakeland (d)	0.00	0.00	0.00	0.00	0.85	0.85	0.85	1.40	1.40	1.25
Millington	1.23	1.23	1.23	1.23	1.23	1.53	1.53	1.53	1.53	1.53

- (a) Direct rates apply to all property 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 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 of the Memphis (about 30% of the county population). That rate was discontinued effective July 1, 2014.
- (d) Overlapping rates those that apply only to property owners within the named municipality. These rates are in addition to the Direct rate for those areas.
- (e) Approximately 70% (or over two-thirds) of the County's population resides in the City of Memphis.
- (f) Prior to FY 2014 the City of Lakeland did not have a property tax.

Source: Shelby County Government Finance Department



VIII. STATISTICAL AND OTHER INFORMATION

i. Income Per Capita

<u>Fiscal Year</u>	<u>Population</u>	<u>Personal Income</u>	<u>Per Capita Income</u>	<u>Unemployment Rate</u>
2008	920,685	\$ 36,928,724	\$ 40,110	7.0%
2009	922,541	\$ 35,471,764	\$ 38,450	10.1%
2010	928,792	\$ 36,711,896	\$ 39,534	10.0%
2011	933,529	\$ 38,439,044	\$ 41,176	9.9%
2012	939,672	\$ 40,257,876	\$ 42,842	9.1%
2013	939,074	\$ 39,873,746	\$ 42,461	9.7%
2014	938,405	\$ 41,016,892	\$ 43,709	7.9%
2015	938,069	\$ 42,356,302	\$ 45,153	6.6%
2016	934,603	\$ 41,064,587	43,938	5.5%
2017	934,603	\$ 44,003,913	47,083	4.4%
2018	936,961	\$ 44,683,670	47,690	3.7%

ii. Principal Employers

Shelby County, Tennessee

**Demographic and Economic Information
Principal Employers
Current Year and Nine Years Ago**

<u>Employer</u>	<u>2018</u>			<u>2009</u>		
	<u>Employees</u>	<u>Rank</u>	<u>Percentage of Total Employment</u>	<u>Employees</u>	<u>Rank</u>	<u>Percentage of Total Employment</u>
FedEx Corp	30,000	1	4.65%	32,000	1	3.90%
Tennessee State Government	14,200	2	2.20%	9,000	4	1.10%
United States Government	13,200	3	2.05%	14,600	3	1.78%
Methodist Le Bonheur Healthcare	13,000	4	2.02%	8,260	5	1.01%
Shelby County Schools (a)	11,500	5	1.78%	5,200	10	0.63%
City of Memphis	7,000	6	1.09%	7,080	6	0.86%
The Kroger Company	6,927	7	1.07%			
Wal-Mart Stores Inc.	6,800	8	1.05%	6,000	9	0.73%
Baptist Memorial Health Care Corp.	6,467	9	1.00%	6,470	7	0.79%
Naval Support Activity Mid-South	6,500	10	1.01%			
Memphis City Schools (a)				16,184	2	1.97%
Shelby County Government				6,110	8	0.74%
Total	115,594		17.92%	110,904		13.52%

(a) In 2013 Shelby County Schools and Memphis City Schools merged into a single school district that is now Shelby County Schools. Sources:

Largest employer data is taken from the Memphis Business Journal Book of Lists 2017-2018 published Dec 29, 2017. Total employment data is included in the Book of Lists 2017-2018 Metro Area includes Tipton and Fayette counties in Tennessee; Desoto, Marshall, Tate, and Tuncia counties in Mississippi; and Crittenden County in Arkansas.

Total Employment:	2018	645,000
	2009	820,513



iii. School Lunch Program

SHELBY COUNTY SCHOOLS

	<u>2018</u>	<u>2017</u>
Charge per lunch to students		
Paid Elementary	\$0.00	\$0.00
Paid Secondary	\$0.00	\$0.00
Paid High School	\$0.00	\$0.00
Reduced	\$0.00	\$0.00
Charge per lunch to adults	\$3.75	\$2.00
Number of days served	175	179
Number of free lunches served	13,979,805	14,504,635
Percent of total lunches served	100.00%	100.00%
Average number of free lunches served daily	79,885	81,031
Number of paid lunches served at reduced price	0	0
Percent of total lunches served	0.00%	0.00%
Number of paid lunches served at regular price	0	0
Percent of total lunches served	0.00%	0.00%
Average number of paid lunches served daily:		
At reduced price	0	0
At regular price	0	0
Total number of lunches served	13,979,805	14,504,635
Average number of lunches served daily	79,885	81,030
Weighted FTE Average Daily Attendance		

Source: Tennessee Department of Education School Nutrition Program Year-to-Date Meal Counts/Participation

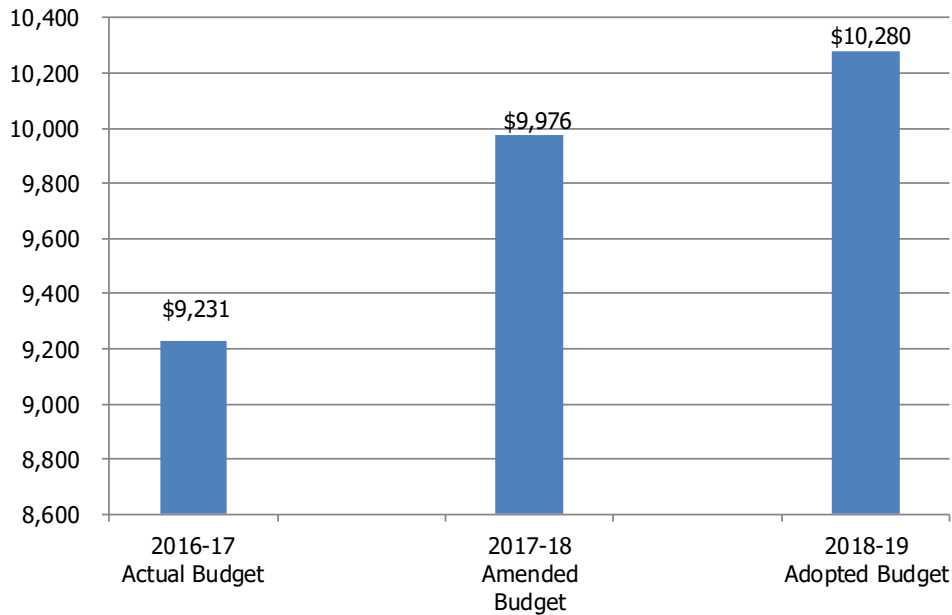
Note: In FY2015, the Shelby County Board of Education implemented the Community Eligibility Provision (CEP) for all schools served by its Division of Nutrition Services. Under Section 104a of the Healthy, Hunger-Free Kids Act, CEP permits the District to serve every student a breakfast and a lunch every day at no charge, regardless of economic status. Because of the percentage of students served who can be directly certified as free without a meal application, USDA reimburses the district for every eligible breakfast and lunch served at 100% of the free meal rate.



iv. General Fund Expenditure Per Pupil

	2016-17 Actual Budget	2017-18 Amended Budget	2018-19 Adopted Budget
(A) Expenditure	\$ 953,670,278	\$ 1,036,399,950	\$ 1,054,423,509
(B) 40 Day Enrollment	103,311	103,892	102,571
(A/B) Expenditure per Pupil	\$ 9,231	\$ 9,976	\$ 10,280

Expenditure Per Pupil



IX. DISTRICT PERFORMANCE OBJECTIVES

Key Findings

The KPIs for October report on achievement in math and English/Language Arts (ELA) and gaps in achievement by student subgroups, such as race/ethnicity and economically disadvantaged (ED). Additional indicators address student growth and overall school improvement, measured by TVAAS growth scores, and the four-year cohort graduation rate. While achievement results measure success, regardless of a student’s growth score, and vice versa, the two together provide a more comprehensive account of a student’s performance. This month’s KPIs are aligned to both Priority 1 and Priority 2 of Destination 2025: Strengthen Early Literacy and Improve Post-Secondary Readiness.

- In 2018, SCS earned a TVAAS composite score of 2. This improvement from 2017 indicates that more students are closer to growing at or above the expected amount each year.



- Overall, 58% of schools earned a Level 3 or above TVAAS composite score in 2018, an increase from 36% in 2017.
- Since 2017, 47% of district-managed schools have improved their TVAAS composite scores, and 17% (20 schools) showed the largest amount of growth possible, improving from Level 1 to Level 5.
- Forty-seven percent of schools demonstrated improvements in success rate since 2017, and 14% of schools, majority elementary, made proficiency gains of five points or more.
- TNReady proficiency rates improved in ELA from 20% to 22% and in math from 21% to 23%. Below rates also improved from 2017 to 2018, decreasing in ELA from 34% to 31% and modestly in math from 42.9% to 42.7%.
- TNReady end of course (EOC) proficiency rates in math increased by two percentage points in 2018; however, ELA proficiency rates decreased by four percentage points. This change over time is mirrored by the State.
- Gaps in achievement exist across race/ethnicity and ED for all ELA and math subjects and grades. Success rates of non-Black/Hispanic/Native American (non-BHNA) students and non-ED students exceeded those of their BHNA and ED peers both within and between schools.
- At both the District and State levels, achievement gaps across race/ethnicity and ED decreased from 2017 to 2018 in EOC ELA subjects.
- The cohort graduation rate dropped slightly from 79.6% in 2017 to 79.1% in 2018; however, SCS continues to meet the target rates set by Destination 2025. Graduation rate improvements across race/ethnicity subgroups varied. Black students showed an increase in graduation rate from 2017 to 2018 while rates for white and Hispanic students decreased.

TVAAS Growth Rates

The TVAAS assessment system measures year-to-year student growth and is calculated by comparing a student’s performance to that of his peers who performed similarly on past assessments. Because TVAAS compares the performance of students to the performance of their peers who are receiving the same standards of instruction at the same time, an improvement or decline in TVAAS scores is not influenced by any overall change in proficiency.

In 2018, SCS earned a composite TVAAS score of 2. This improvement from 2017 indicates that more students are closer to growing at or above the expected amount each year (designated by a Level 3 score)

Figure 1: 2018 School TVAAS Composites by Grade Band

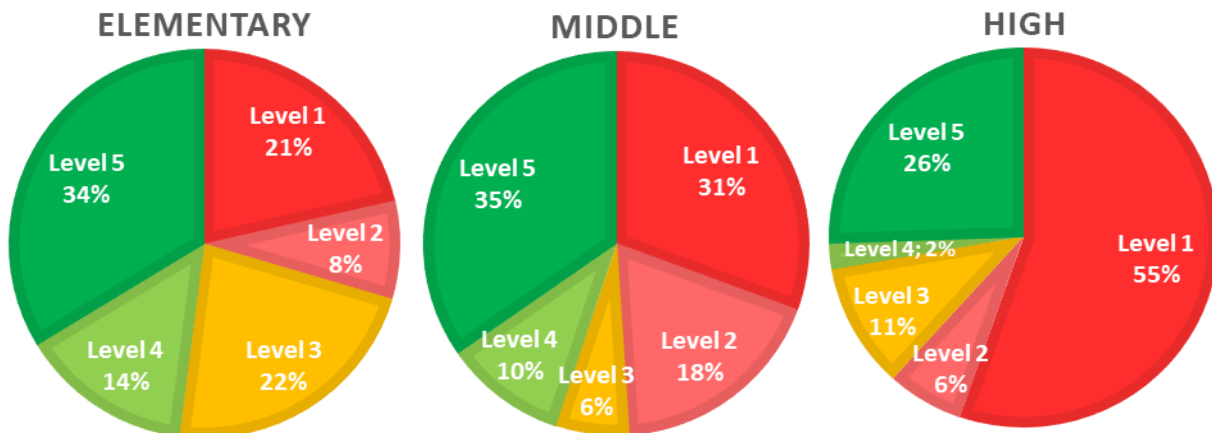


Figure 1 shows that 70% of elementary schools, 51% of middle schools, and 38% of high schools earned a Level 3 or above composite score in 2018. This translates to an increase from 2017 of 29 percentage points for elementary schools, 25 for middle schools, and TWO for high schools. Overall, the percentage of schools that earned a Level 3



and above increased 22 percentage points from 36% in 2017 to 58% in 2018. In individual subjects, SCS earned a Level 3 and above across nine subjects and grade bands, which are shown in Table 1.

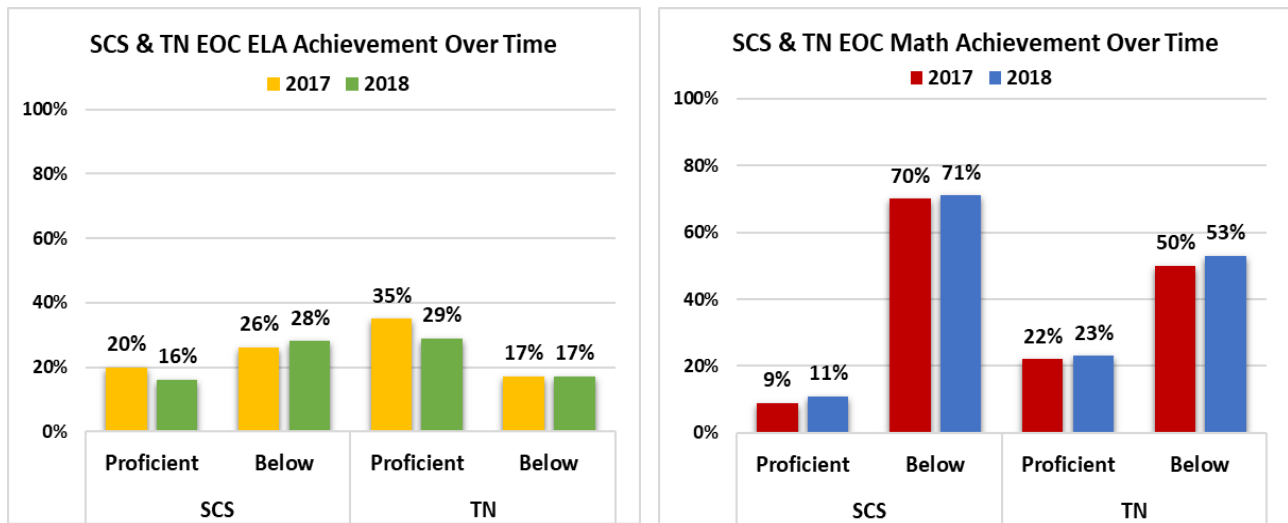
Table 1: 2018 TVAAS Level 3 and Above by Subject and Grade

Subject	Grade	TVAAS Level
Social Studies	6	Level 3
Biology I	9-12	Level 3
English I	9-12	Level 3
Integrated Math I	9-12	Level 3
Math	3, 5, 7	Level 4
Social Studies	7	Level 5
ELA	3-8	Level 5
Science	5-8	Level 5
Integrated Math II-III	9-12	Level 5

Trends in TNReady Proficiency Rates

Proficiency rates are determined by the percentage of students achieving on-track or mastered scores on the TNReady assessments. Although the District saw improvement in high school math proficiency in 2018, high school ELA proficiency decreased by four percentage points from 20% in 2017 to 16% in 2018. As illustrated in Figure 2, the District’s improvement in math and decline in ELA proficiencies are mirrored by the State. Additionally, the percentage of students who did not achieve on-track or mastered scores is represented by the below rate. Both SCS and Tennessee saw an increase in the below rates for math and ELA, excluding the State’s below rate for ELA which remained stagnant at 17%.

Figure 2: District and State Achievement Over Time in EOC Math and ELA

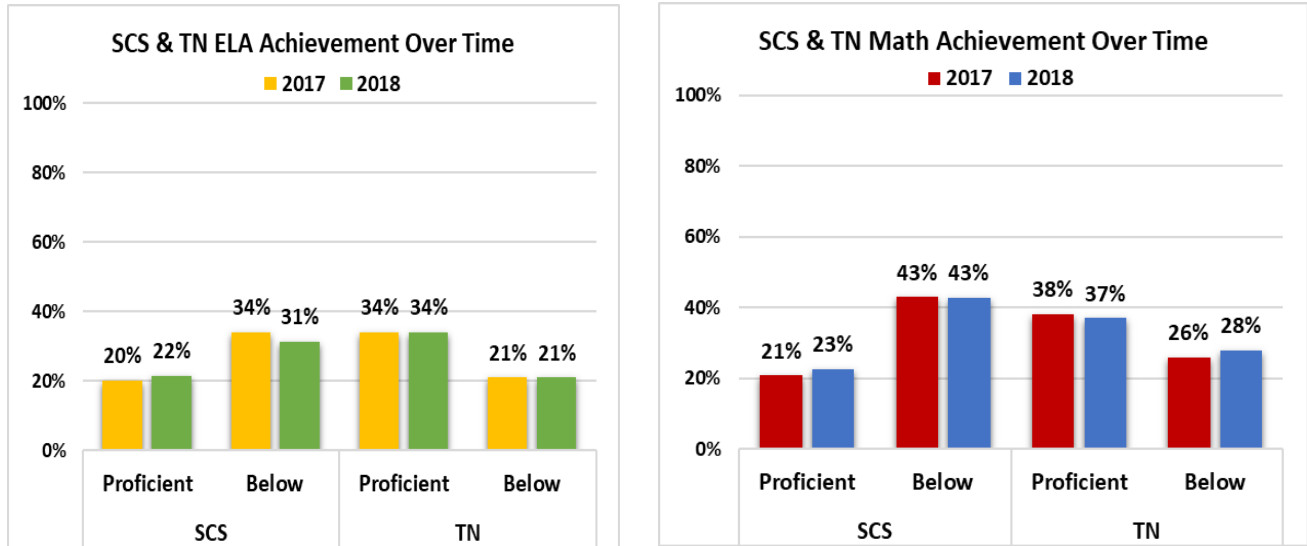


As Figure 3 shows, SCS elementary and middle schools demonstrated improvements in both proficiency rates and below rates from 2017 to 2018. Although the state’s proficiency rates for students in grades 3-8 decreased in math and remained the same in ELA, SCS proficiency increased 2 percentage points in both ELA (20% to 22%) and math



(21% to 23%). Additionally, SCS below rates decreased from 34% to 31% in ELA and decreased modestly from 42.9% to 42.7% in math, contrasting the increase in the State’s below rate for math.

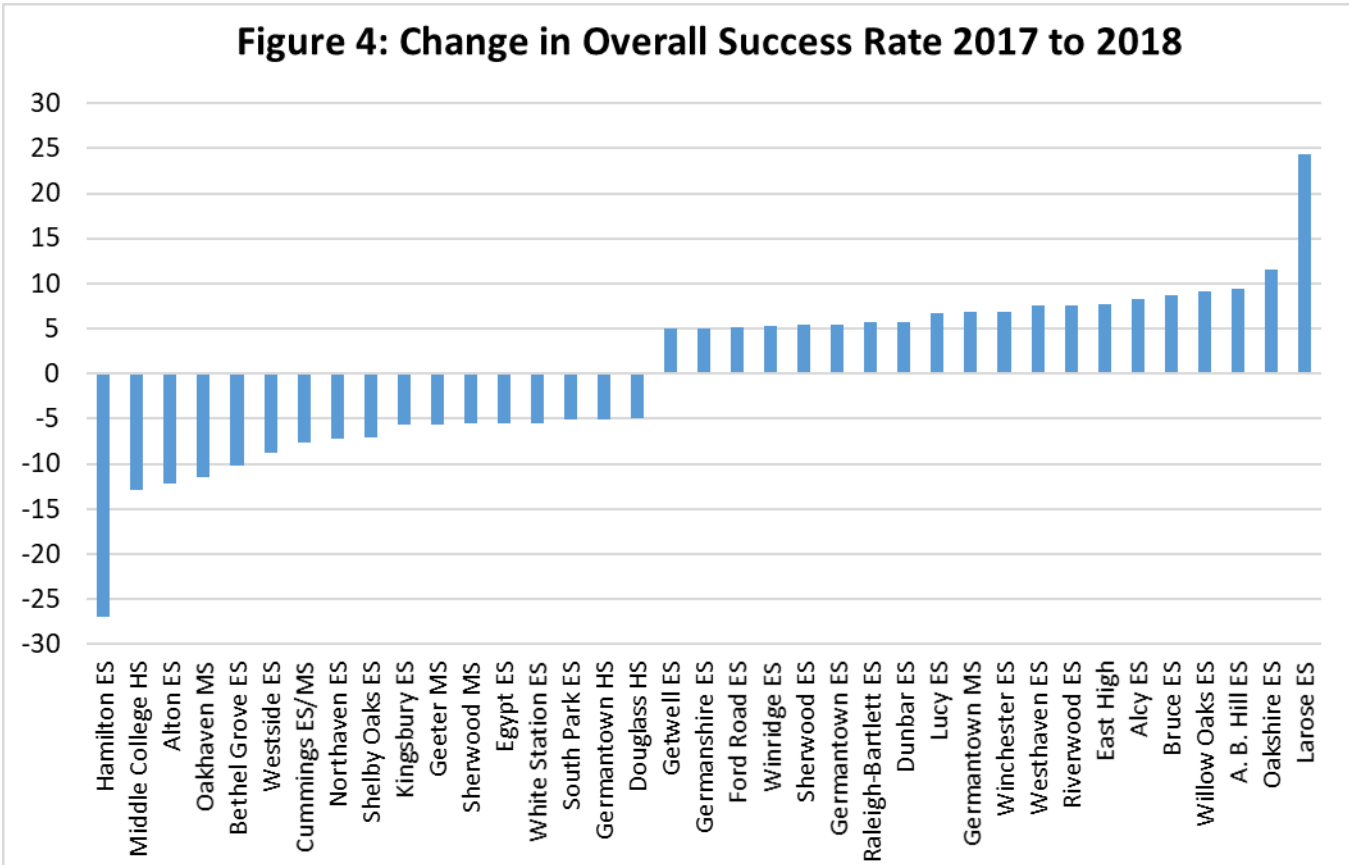
Figure 3: District and State Achievement Over Time in Grades 3-8 Math and ELA



Sixty-seven schools (47%) improved their success rates from 2017 to 2018, and 14% of schools, majority elementary, made proficiency gains of five points or more. The change in overall success rate for those schools is shown in figure 4 below.



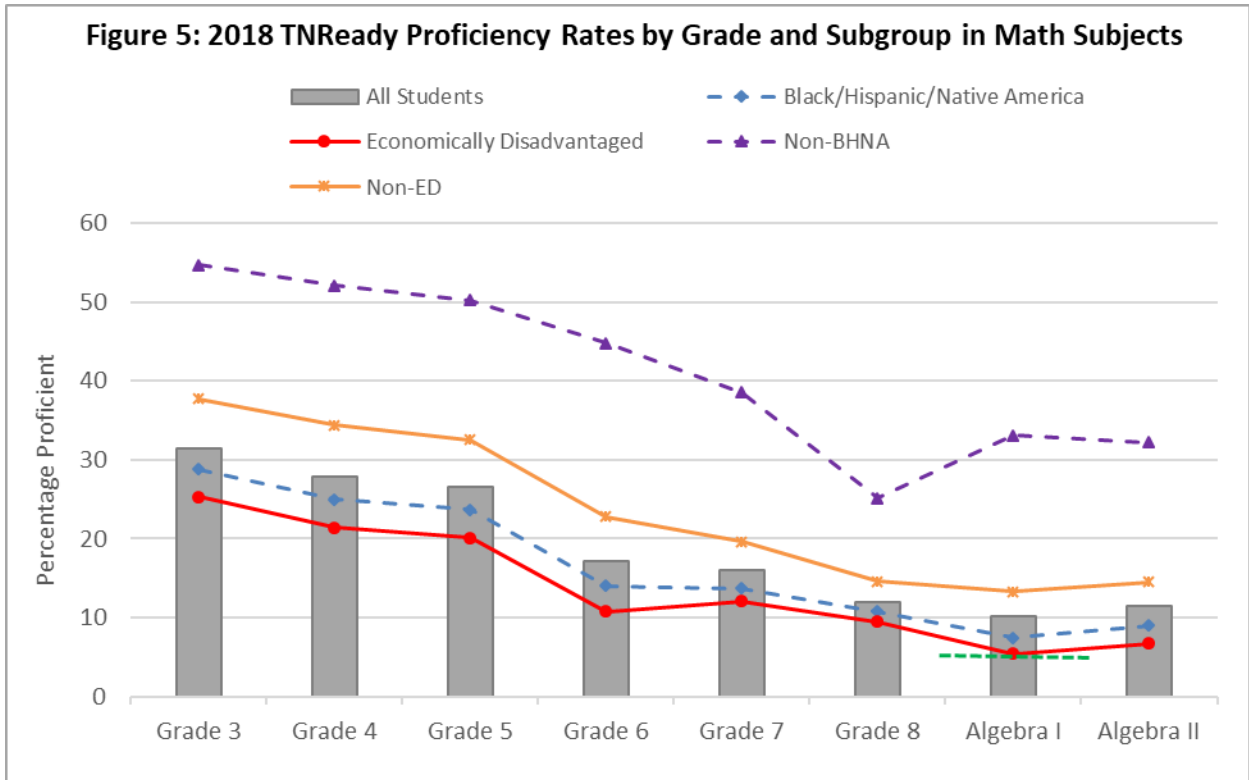
Figure 4: Change in Overall Success Rate 2017 to 2018



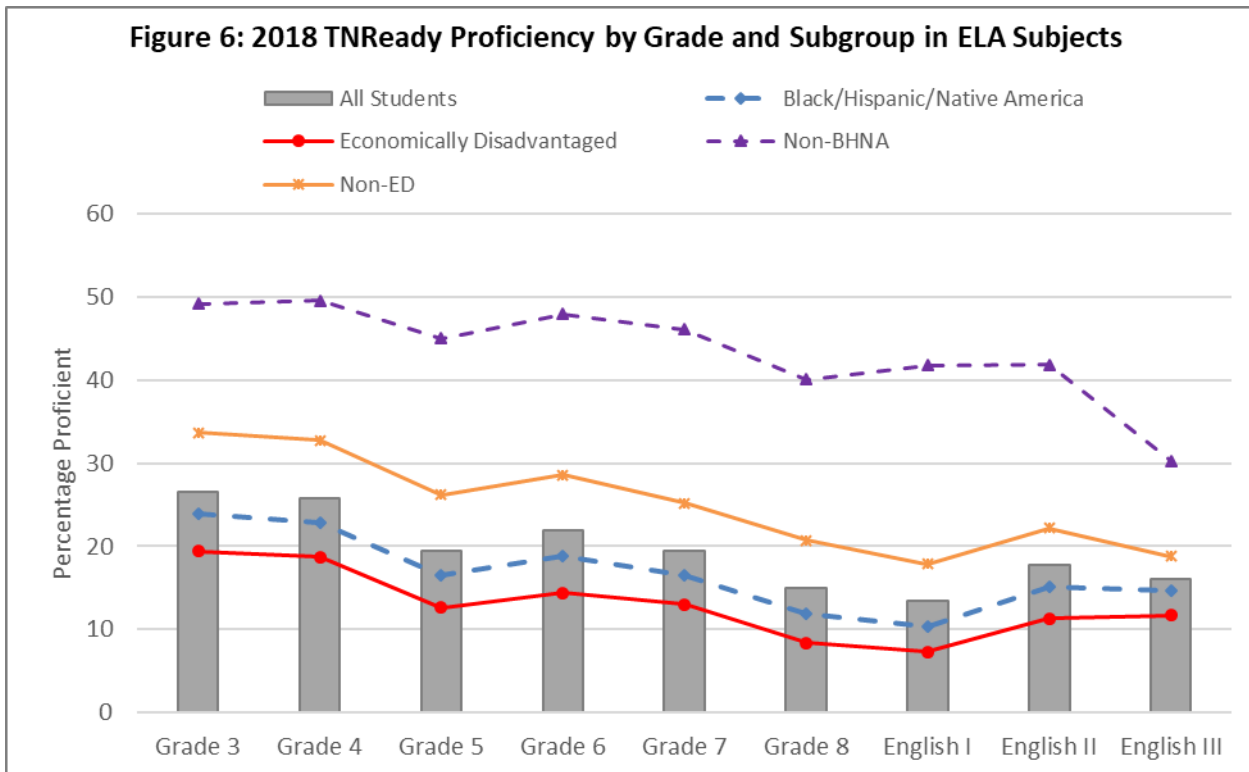
TNReady Proficiency Rates by Subgroup

Achievement gaps across race/ethnicity and ED persisted in all math and ELA subjects and grade levels in 2018. As Figures 5 and 6 illustrate, proficiency rates for Black/Hispanic/Native American (BHNA) students and ED students were lower than those for all students in each subject and grade; however, proficiency rates for non-BHNA and non-ED student exceeded those of all students in each subject and grade. The widest gaps in achievement in math were found between ED and non-BHNA students in grade 4, gap of -31 percentage points; grade 5, gap of -30; and grade 6, gap of -34. The widest achievement gaps in ELA were found between ED and non-BHNA students in grade 6, gap of -35; grade 7, gap of -33; and English II, gap of -35. These results mirror the achievement gaps seen in 2017.

*Note that 7th and 8th graders who took Algebra I (759 students) are included in the calculations for overall proficiency rate. When these students are removed to examine the rate for only high school students, the Algebra I proficiency rate drops from 10% to 5%. Because the majority of students in Algebra I were in 8th or 9th grade, and 47% of 8th graders were proficient compared to only 6% of 9th graders, emphasis should be placed on increasing interventions and improving the outcomes of our 9th grade Algebra I students.



*Algebra I rate without 7th and 8th graders -----

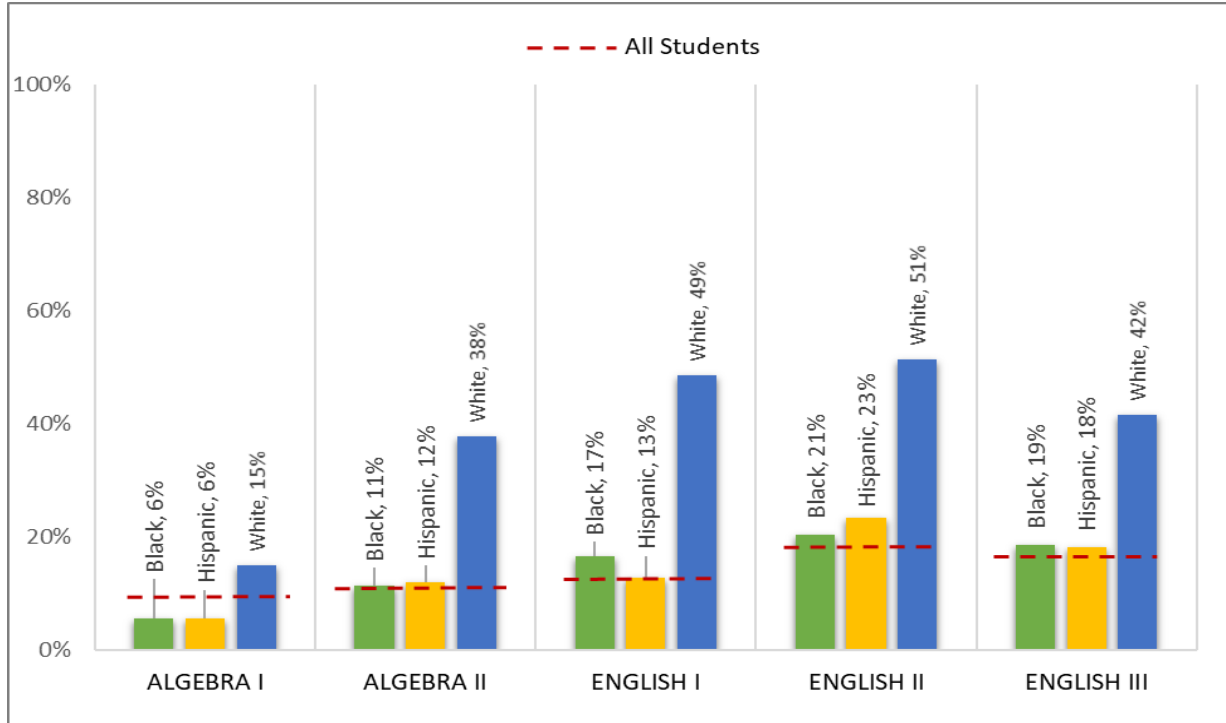




To examine the achievement gaps across race/ethnicity further, RPM isolated proficiency rates for a subset of high schools with the highest concentration of non-BHNA students. These seven schools¹ account for 36% of total high school enrollment, yet account for 88% of white student enrollment and 55% of Hispanic student enrollment. Figure 7 reports subgroup proficiency rates for the subset, and Figure 8 reports proficiency rates for schools not in that subset. Notably, in the subset of schools, proficiency rates for black and Hispanic students increase to meet or exceed the overall proficiency rates in Algebra II and English I-III. This is not a trend seen in the schools outside of this subset, in which proficiency rates remain lower than overall rates for black students across all subjects and in Algebra I and English I for Hispanic students.

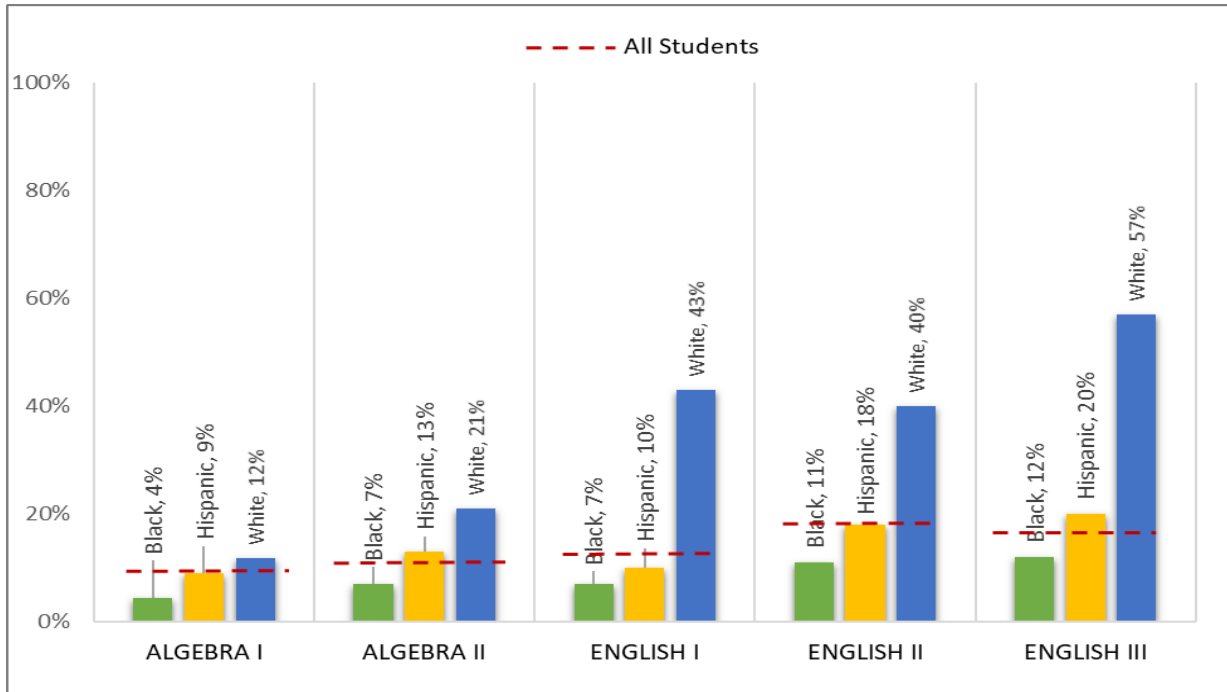
Examining this subset by students who are economically disadvantaged yields similar results, as this subset represents 32% of the District’s ED high school students. ED status is determined by factoring in both family income and family size. The following figures show that achievement gaps for ED and race/ethnicity are more pronounced in the subset than in schools not in the subset for all subjects, excluding the race/ethnicity gap in English I and English III. This suggests that some progress has been made in closing the race/ethnicity gap in those two subjects since 2017. Further, in schools outside of the subset, proficiency rates for both ED and non-ED students were lower than the overall proficiency rates in each subject. In the subset of schools, however, proficiency rates for non-ED students surpassed the overall proficiency rates in every subject, except Algebra I. This exploration of race/ethnicity and ED at the school level reveals that achievement gaps in TNReady subjects are reflected both within and between schools in SCS.

Figure 7: TNReady Proficiency Rates by Race/Ethnicity & Subject for School Subset



¹This subset includes Bolton, Central, Cordova, Germantown, Kingsbury, Overton, and White Station High Schools.

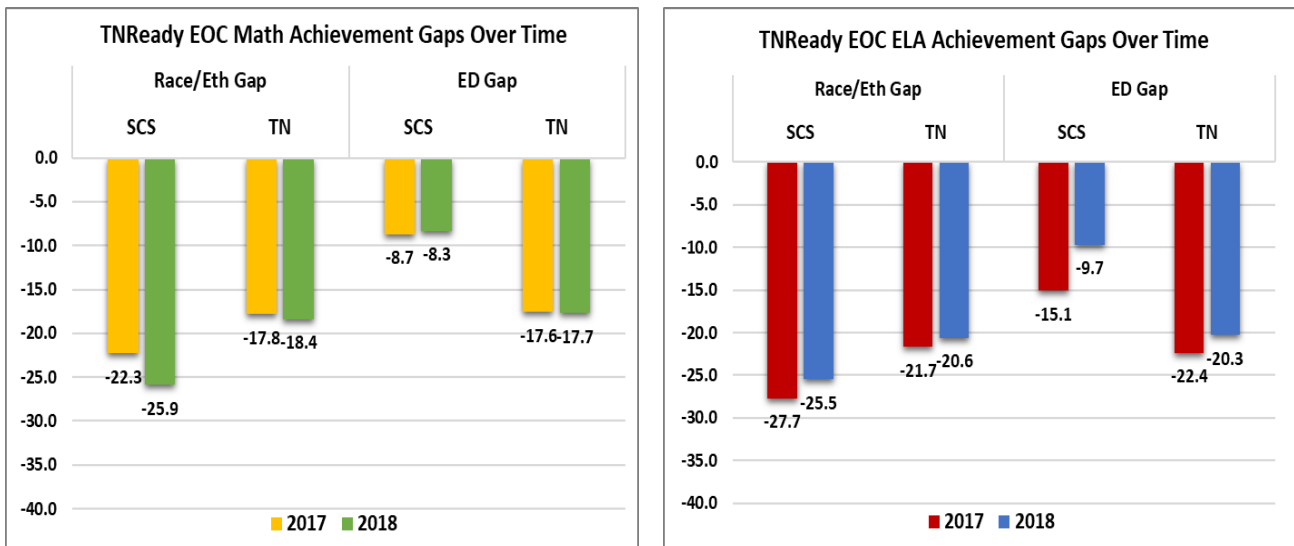
Figure 8: TNReady Proficiency Rates by Race/Ethnicity & Subject for Schools NOT in Subset



State and District Achievement Gaps

Gaps in achievement across race/ethnicity and ED exists at both the district and state level. From 2017 to 2018, SCS and the State worked to decrease the achievement gaps in ELA subjects, with SCS showing the most substantial change by decreasing the achievement gap for ED by 5.4 percentage points from -15.1 to -9.7. In EOC math subjects, both Tennessee and SCS saw an increase in the achievement gap across race/ethnicity. SCS showed a modest decrease (-0.4 percentage points) in the ED gap in math from 2017 to 2018.

Figure 9: State and District Achievement Gaps Over Time in EOC Subjects



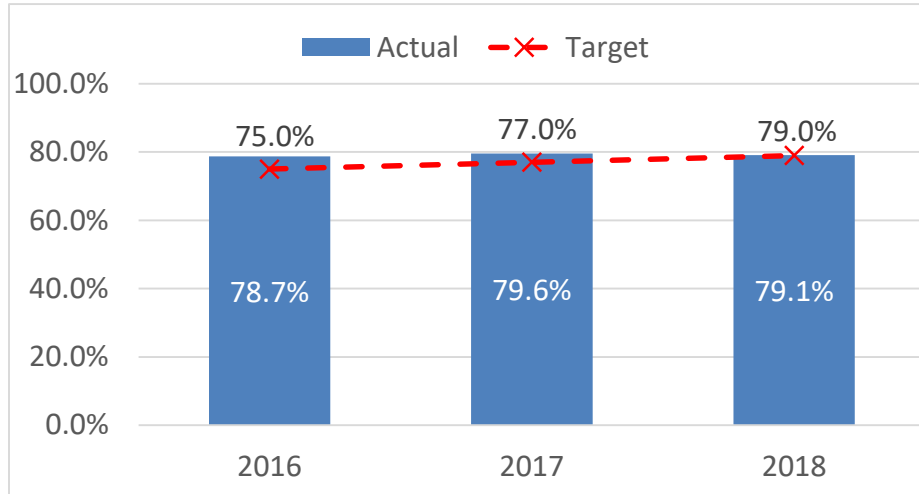
Trends in Cohort Graduation Rate

The cohort graduation rate measures the proportion of students who attain a regular high school diploma within four years (plus the last summer if needed) of starting ninth grade. SCS's cohort graduation rate increased steadily from



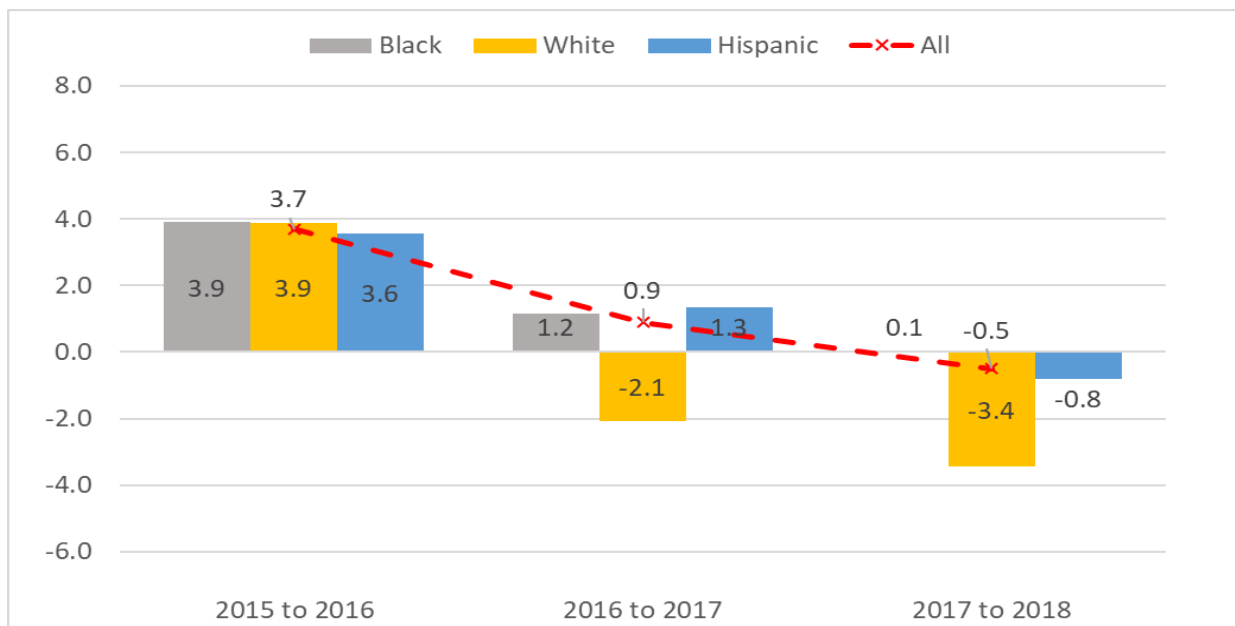
74.6% in 2014 to 79.6% in 2017. Although the rate modestly decreased to 79.1% in 2018, SCS continues to meet the target goals set by Destination 2025.

Figure 10: Trends in Graduation Rate – D2025 Target vs. Actual



Examining the cohort graduation rate by race/ethnicity subgroups reveals that black students had the highest graduation rate (80.5%) in 2018, and Hispanic students had the lowest graduation rate (70.9%). The graduation rate for white students was 73.8%, but this subgroup had the greatest decline in graduation rate, dropping -3.4 percentage points from 2017 to 2018. As Figure 11 shows, the graduation rate for the Hispanic subgroup also decreased from 2017 to 2018, while the rate for the black subgroup showed a slight increase of 0.1 percentage points.

Figure 11: Annual Change in Graduation Rate by Race/Eth Subgroup



Recommendations



Based on the KPI data presented in 2017, the district made recommendations to advance progress towards reaching the goals of Destination 2025.

2017 Recommendations	Progress Made Since Then
Support all schools in implementing a rigorous curriculum	<ul style="list-style-type: none"> ➤ The District continues to focus on the four cornerstones of high quality instruction (Instructional Core, Instructional Practice Guides, Instructional Leadership Teams, and Cycles of Professional Learning) to ensure teachers are equipped to enact rigorous instruction through the use of curriculum implementation. ➤ SCS was one of four districts to receive national recognition from the Center for American Progress for adopting highly rated instructional materials across the board.
Continue to identify and intervene with students who are falling behind on credits and coursework early	<ul style="list-style-type: none"> ➤ Programs such as Project Graduation and Grade Results provide classroom and online opportunities for students to earn the credits they need to graduate on time and recover failing grades by demonstrating mastery on skills and standards they may have struggled with in previous coursework. ➤ All schools now have access to student early warning data for grades 1-12 to identify and intervene with those at risk for not graduating on time.
Continue to support student-based budgeting that will allocate school resources according to student need	<ul style="list-style-type: none"> ➤ All schools now receive funding allocations weighted for student need including weightings specifically for high- and low-performing schools. ➤ Six schools are currently implementing new instructional designs based on strategic budgeting and the District is identifying 12-15 schools for cohort 2 based on performance.
Identify and share best practices from schools that showed high TVAAS growth and/or increases in success rate	<ul style="list-style-type: none"> ➤ The Office of School Leadership Development utilizes high-performing principals to provide ongoing PD on best practices and instructional strategies during Leadership Development Week and ILD zone meetings.



X. SURVEYS

i. Students' Teacher Ratings

Each year, SCS students complete a student perception survey to assess their classroom experiences and teachers' instructional practices. The Tripod survey provides overall ratings for each teacher as well as scores for each of the seven Tripod domains on a scale of 1 – 5. The scores used to calculate the means were the scores for educators across both Fall and Spring. These would be the scores that were ultimately reported for educators in their evaluations. Mean scores for SCS teachers in Spring 2018 are provided below.

Tripod Domain	Mean Score	Description
Overall	3.32	Composite rating for all seven Student Perception survey domains (Scored on a 5-point scale)
Classroom Management	3.09	Foster orderly, respectful, and on-task classroom behavior
Captivate	3.24	Spark and maintain student interest in learning
Care	3.26	Demonstrate warmth and provide emotional support
Challenge	3.46	Press for efforts and rigorous thinking
Clarify	3.35	Explain clearly, check for understanding and resolve confusion
Confer	3.41	Encourage and value students' ideas and input
Consolidate	3.41	Help students integrate and synthesize key ideas



ii. Climate Survey

SHELBY COUNTY SCHOOLS 2017-18 SCHOOL CLIMATE SURVEY FOR PARENTS

Shelby County Schools
2017-2018 School Parent Feedback Survey
N = 2370

1. How would you rate the SCS District's efforts to keep parents informed of important information?	Percent of Parents Who Responded
I am very informed (I receive updates and can easily find information when I need it)	62
I am somewhat informed (I Receive some updates but usually have to find information on my own)	28
I am not very informed (I rarely receive updates and have a hard time finding information on my own)	7
I am totally uninformed (I do not receive updates and do not/cannot access information on my own)	2

2. When seeking information about SCS, what source(s) do you use most often?	Percent of Parents Who Responded
SCS Website	73
SCS Social Media (Facebook, Twitter, Instagram)	40
88.5FM or C19TV	24
Calling/Emailing the District	57
Local School Office	47
Principal/Teacher	53
Other School Parents	33
Friends/Family	37
Local Print News	45
Local TV News	39
I don't know where to find information	42

3. When receiving information from SCS, what is your preferred method of contact?	Percent of Parents Who Responded
Phone Call	61
Text Message	67
Email	55
In Person (school meetings, teacher conferences, etc.)	55
School newsletter	69
Social media	79

4. When you have a question or concern, how are you most likely to contact SCS?	Percent of Parents Who Responded
Main SCS Phone (416-5300_	26
Send an email: SCSHelp@scsk12.org	5
Call or visit a school	58
Visit Board of Education or admin building	2
Visit Parent Welcome Center	1
Contact SCS via social media (Facebook/Twitter)	1
I have not tried to contact SCS	5



Shelby County Schools
 2017-2018 School Parent Feedback Survey (continued)
 N = 2370

5. How easy is it to find what you are looking for on the SCS website?	Percent of Parents Who Responded
Very easy (1-2 clicks from the homepage)	30
Somewhat easy (3-5 clicks)	50
Difficult (6+ clicks)	14
I don't use the website	6

6. Where have you seen or heard SCS advertisements?	Percent of Parents Who Responded
Billboards	41
Radio	41
Social Media	44
Newspaper/Magazine	11
TV	34
Website	55
Movie Theater Screens	2
Buses/Bus Stops	11

7. Have you used our new School Performance Scorecard to view and compare academic	Percent of Parents Who Responded
Yes	29
No	71

8. How often have you visited our SCS Newsroom for news and information?	Percent of Parents Who Responded
I visit frequently	10
I visit a few times per month	17
I have visited once or twice	32
I have never visited the SCS Newsroom	41

9. Would you be interested in a parent newsletter that you could subscribe to for news, events, student activities, parent involvement opportunities and more?	Percent of Parents Who Responded
Yes, very interested	61
Somewhat interested	25
No interested	14

10. How often do you attend PTO/PTA meetings or events at your child's school?	Percent of Parents Who Responded
Never	22
1 -3 times a year	54
4 or more times a year	24



Shelby County Schools
2017-2018 School Parent Feedback Survey (continued)
N = 2370

11. What are the factors that may prevent you from attending PTO/PTA events?	Percent of Parents Who Responded
I don't have access to transportation	4
My work schedule conflicts with meetings	54
I don't have access to childcare	5
I am too busy	9
I don't know when PTO/PTA meetings are scheduled	15
None	19

12. What time(s) of day would work best for you to attend meetings at your child's school?	Percent of Parents Who Responded
Morning during the school day	17
Afternoon during the school day	8
3 or 3:30 p.m.	6
4 or 4:30 p.m.	10
5 or 5:30 p.m.	20
6 or 6:30 p.m.	25
7 p.m. or later	12

13. If you are unable to attend PTO/PTA meetings, what is the best way to receive updates?	Percent of Parents Who Responded
Email	52
Newsletter	7
Social Media (Facebook, Twitter, Instagram, etc.)	3
Phone Call	9
Text Message	30

14. Please rate your agreement with the following statements:	Percent of Parents Who Responded			
	Strongly Agree	Somewhat Agree	Somewhat Disagree	Strongly Disagree
I feel that the District supports my child's needs.	29	44	15	12
I feel that my child's schools supports his/her needs.	41	35	11	13
Discipline at my child's school is under control.	41	34	11	13
My child's school has a safe, supportive learning environment.	47	33	11	9



**Shelby County Schools
2017-2018 School Parent Feedback Survey (continued)
N = 2370**

15. SCS is committed to providing families with high-quality service. Please provide feedback on how your service experience has been with your child's school this year:	Percent of Parents Who Responded		
	Yes	Sometimes/ Somewhat	No
Have school staff been welcoming in assisting you?	66	27	7
Have school staff been prompt in assisting you?	61	29	11
Have school staff treated you with respect?	77	18	5
Were school staff knowledgeable in assisting you or finding someone who could assist you?	69	24	7
Have school staff adequately addressed your needs or concerns?	59	29	12
Has the school environment been orderly when you have visited?	74	19	7

16. When you have questions or concerns, do you know who to contact at the school?	Percent of Parents Who Responded
Yes	74
Sometimes/Somewhat	20
No	6

17. Overall, how satisfied are you with the quality of customer service you have experienced at your child's school?	Percent of Parents Who Responded
Highly Satisfied	52
Somewhat Satisfied	31
Somewhat Dissatisfied	10
Highly Dissatisfied	7

18. Please indicate if you attended any of the following this school year:	Percent of Parents Who Attended
School Open Houses	80
Parent-Teacher Conferences	83
Annual Title I Parent Meetings	49

19. Were you given the opportunity to participate in school committees (for example, Textbook Committee, School Improvement Plan Committee, etc.)?	Percent of Parents Who Responded
Yes, and I was able to participate	18
Yes, I was informed about school committees, but I was not able to participate	39
No, I was not informed of any school committees	43



Shelby County Schools
2017-2018 School Parent Feedback Survey (continued)
N = 2370

20. Areas where you think the school should invest its resources in the coming year:	Number of Times Selected
Buy and use educational materials and resources for helping your child achieve at higher levels	1089
Help you understand what your child needs to learn and be able to do at his/her grade level.	846
Help your child improve his/her achievement by providing assistance or tutoring with homework assignments.	1005
Provide parent training to make sense of test results such as the TNReady or End of Course tests to help your child learn.	577
Pay for training the principals, teachers, and school staff in ways of communicating and working with parents and students.	739
Teach your child about school violence, safety issues, and conflict awareness.	606
Provide training for teachers and staff on ways of working with special needs students.	473
Provide training for teachers and staff on ways of working with non-English speaking students.	275



XI. RESOLUTION APPROVING SCS FISCAL YEAR 2018-19 BUDGET

Item #: 4

Moved by: JONES

Prepared by: Joshua Spas

Seconded by: _____

Reviewed by: Kim Koratsky

RESOLUTION APPROVING THE SHELBY COUNTY BOARD OF EDUCATION'S OPERATING AND CAPITAL IMPROVEMENT BUDGETS FOR FISCAL YEAR 2019 IN THE AMOUNT OF \$1,455,445,685.00 AS ADOPTED BY THE SHELBY COUNTY BOARD OF EDUCATION. SPONSORED BY COMMISSIONER WALTER L. BAILEY, JR.

WHEREAS, The Shelby County Board of Education adopted the Fiscal Year 2019 Operating Budget of the Shelby County Board of Education by Resolution on June 26, 2018, as per Exhibit A, which is attached hereto and incorporated herein by reference; and

WHEREAS, The Operating Budget of the Shelby County Board of Education for Fiscal Year 2019 was reviewed by the Budget Committee of the Shelby County Board of Commissioners on June 13, 2018; 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 \$427,259,000.00 as the total amount of operating funding for Education for Fiscal Year 2019, as approved in the Shelby County Government Operating Budget adopted on June 18, 2018, to be allocated to the various school systems within Shelby County on the basis of the Average Daily Attendance (ADA) ratio; and



WHEREAS, The Shelby County Board of Commissioners has appropriated \$116,281,967.00 as the total amount of capital improvement funding for Education for Fiscal Year 2019, as approved in the Shelby County Government Capital Improvement Budget adopted on June 18, 2018, to be allocated to the various school systems within Shelby County on the basis of the Average Daily Attendance (ADA) ratio; and

WHEREAS, The Capital Projects included in the Shelby County Board of Education budget for Fiscal Year 2019 must be and were approved and appropriated by the Shelby County Board of Commissioners on June 18, 2018; 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.

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 2019 is approved in the total amount of \$1,455,445,685.00 as per Exhibit A which is attached hereto and incorporated herein by reference.

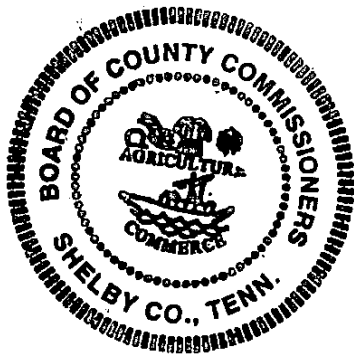
BE IT FURTHER RESOLVED, That total funding from Shelby County Government to the Shelby County Board of Education for school operations shall not exceed the amount calculated on the basis of actual Average Daily Attendance (ADA), currently budgeted in the estimated amount of \$331,766,614.00.

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.
County Mayor

Date: 7-30-18

ATTEST:

Clerk of County Commission

ADOPTED: July 23, 2018



**RESOLUTION APPROVING THE SHELBY COUNTY BOARD OF EDUCATION'S
FISCAL YEAR 2018-19 BUDGET**

WHEREAS, T.C.A. § 49-2-301(W)(i) provides that the budget shall set forth in itemized form the amount necessary to operate the schools for the scholastic year beginning on July 1, following, or on such date as provided for by charter or private legislative act;

WHEREAS, Pursuant to the Shelby County Board of Education Policy Manual, Section 2001, the Shelby County Superintendent presented a Proposed Budget to the Shelby County Board of Education showing the amount necessary to carry out the functions of the District's public school system for the coming fiscal year;

WHEREAS, the District's Proposed Budget was prepared using zero/goal based budgeting and aligned to the District's mission Destination 2025, the 80/90/100% strategic plan; which by 2025, 80 percent of our children will graduate from high school college or career ready, our school district will have a 90-percent graduation rate and 100 percent of our students who graduate will enroll in a post-secondary opportunity;

WHEREAS, Proposed General Fund revenue figures cannot be finalized until the Shelby County Board of Commissioners approves the tax rate for education in June or July 2018;

WHEREAS, the Board of Education reviewed the Proposed General Fund budget for Shelby County Schools and recommends it be approved to fund the District's operating budget for Fiscal Year 2018-19;

WHEREAS, the Superintendent is recommending that Planned Use of Fund Balance in the amount of \$49,000,000 be appropriated to balance the Fiscal Year 2018-19 Proposed General Fund Budget;

WHEREAS, the Board of Education reviewed the Proposed budgets for other funds within Shelby County Schools and recommends the following for Fiscal Year 2018-19: 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; the expenditure budget be approved to fund the Nutrition Services Fund; and the expenditure budget be approved to fund the Internal Service Funds;

WHEREAS, the Superintendent is recommending that planned use of fund balance in the amount of \$82,644 be appropriated to balance the Fiscal Year 2018-19 Proposed Capital Projects Budget;

WHEREAS, the Superintendent is recommending that planned use of fund balance in the amount of \$6,895,216 be appropriated to balance the Fiscal Year 2018-19 Proposed Non-Federal Programs Fund Budget.

WHEREAS, the Superintendent is recommending that planned use of fund balance in the amount of \$598,450 be appropriated to balance the Fiscal Year 2018-19 Proposed Internal Service Funds Budget.



NOW THEREFORE BE IT RESOLVED that the Board of Education approves the Fiscal Year 2018-19 Proposed General Fund Budget in the amount of \$1,054,423,509 for submission to the Shelby County Board of Commissioners.

BE IT FURTHER RESOLVED that Shelby County Schools shall receive additional non-recurring funds not to exceed \$6,600,000 by close of Fiscal Year 2018, but not later than October 1, 2018 from 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 \$49,000,000 to balance the Fiscal Year 2018-19 Proposed General Fund Budget.

BE IT FURTHER RESOLVED that the Board of Education approves the Fiscal Year 2018-19 Proposed Capital Projects Fund Budget in the amount of \$108,416,828.

BE IT FURTHER RESOLVED that the Board of Education approves the use of Planned Use of Fund Balance in the amount of \$82,644 to balance the Fiscal Year 2018-19 Proposed Capital Projects Fund Budget.

BE IT FURTHER RESOLVED that the Board of Education approves the Fiscal Year 2018-19 Proposed Non-Federal Programs Fund Budget in the amount of \$40,341,012

BE IT FURTHER RESOLVED that the Board of Education approves the use of Planned Use of Fund Balance in the amount of \$6,895,216 to balance the Fiscal Year 2018-19 Proposed Non-Federal Programs Fund Budget.

BE IT FURTHER RESOLVED that the Board of Education approves the Fiscal Year 2018-19 Proposed Federal Programs Fund Budget in the amount of \$159,643,122.

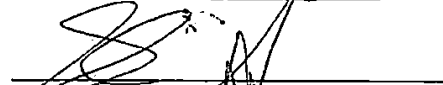
BE IT FURTHER RESOLVED that the Board of Education approves the Fiscal Year 2018-19 Proposed Nutrition Services Programs Fund Budget in the amount of \$88,322,763.

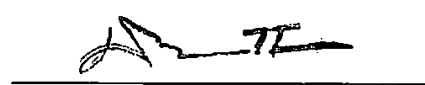
BE IT FURTHER RESOLVED that the Board of Education approves the Fiscal Year 2018-19 Proposed Internal Service Funds Budget in the amount of \$4,298,450.

BE IT FURTHER RESOLVED that the Board of Education approves the use of Planned Use of Fund Balance in the amount of \$598,450 to balance the Fiscal Year 2018-19 Proposed Internal Service Funds Budget.

BE IT FURTHER RESOLVED that the Board of Education approves the Shelby County Schools' Proposed Operating Budget for all funds for Fiscal Year 2018-19 as recommended by the Superintendent, as shown on Exhibit A.

On this 26 day of JUNE 2018.


Shante K. Avdell, Chair
Shelby County Board of Education


Dorsey E. Hopson, II, Superintendent
Secretary to the Board



XII. POSITION CONTROL AT FUND LEVEL

**SHELBY COUNTY SCHOOLS
POSITION SUMMARY BY DEPARTMENT
GENERAL FUND**

Job Description	2015-16 Actual	2016-17 Actual	2017-18 Amended Budget	2018-19 Budget	2019 vs 2018 Variance
ACADEMICS					
Administrative Assistant for Pre-K			1.00		(1.00)
Classroom Teacher Pre K			15.00		(15.00)
Early Childhood Educational Assistant			11.00		(11.00)
Academic Schools Support Manager	3.00	3.00	2.00	3.00	1.00
Admin Assistant for Assistant Superintendent	3.00	3.00	1.00	1.00	-
Administrative Assistant	1.00	1.00			-
Administrative Assistant Curriculum & Instruction			1.00	1.00	-
Administrative Assistant for Alternative Schools	1.00	1.00			-
Administrative Assistant for CTE	1.00	-			-
Administrative Assistant for Director of Coordinat	1.00	1.00			-
Administrative Assistant for Director of School Op	1.00	1.00			-
Administrative Assistant for Exceptional Children	4.00	4.00	4.00	4.00	-
Administrative Assistant for Policy	-	-			-
Administrative Assistant for Regional Offices	1.00	-			-
Administrative Assistant for School Operations	1.00	1.00			-
Administrative Assistant Performance Management a			1.00	1.00	-
Administrative Assistant, Curriculum & Instruction	1.00	1.00			-
Administrative Assistant, Performance Management	-	-			-
Administrative Assistant, Performance Management a	1.00	1.00			-
Administrative Secretary II	-	-			-
Adult Ed Instructor	-	-			-
Adult Education Advisor	-	-			-
Adult Vocational/Apprenticeship Advisor	1.00	-			-
Advisor School Operations	1.00	1.00			-
Alternative Educ Spec - 10 MOS	2.00	2.00			-
Alternative Educ Specialist	6.00	5.00			-
Alternative Schools Analyst	1.00	2.00			-
Alternative Schools Transition Analyst	1.00	1.00			-
Analyst Academic Operations and School Support Com	-	-			-
Analyst Academic Ops and School Supt Compliance	1.00	1.00			-
AP Advisor	1.00	1.00	1.00	1.00	-
AP Analyst	-	-			-
Arts Advisor	1.00	1.00	1.00	1.00	-
Assessment Advisor				4.00	4.00
Assistant for Health Services/School Nursing Manag	1.00	1.00	1.00	1.00	-
Assistant for Mental Health Center Services Manage	1.00	1.00	1.00	1.00	-
Assistant Principal High	118.00	105.00			-
Assistant Principal-Elementary/Middle	51.00	44.00			-
Assistant Principal-Vocational	2.00	-			-
Assistant Superintendent Academic Office	1.00	1.00		1.00	1.00
Assistant Superintendent Academic Operations	1.00	1.00			-
Assistant Superintendent of Academic Programs			1.00		(1.00)
Assistant Superintendent Schools	1.00	1.00			-
Assistant to the CAO	1.00	1.00			-
Behavior Analyst	-	-			-
Behavioral Specialist	4.00	4.00	3.00	3.00	-
Behavioral Support/Student Leadership Manager	1.00	1.00			-
Bilingual Cultural Mentor	14.00	13.00		15.00	15.00
Bilingual Cultural Mentor II	1.00	1.00		1.00	1.00
Bilingual Mentor/Counselor	9.00	9.00	5.00	8.00	3.00
Budget Assistant for Curriculum	1.00	1.00	1.00		(1.00)
Budget Specialist	1.00	1.00	1.00		(1.00)
Call Center Assistant	5.00	5.00			-
Call Center Manager	2.00	2.00			-
Case Worker	1.00	1.00			-



Job Description	2015-16 Actual	2016-17 Actual	2017-18 Amended Budget	2018-19 Budget	2019 vs 2018 Variance
Chief Academic Officer	1.00	1.00	1.00	1.00	-
Child Care Administrator	1.00	1.00			-
Classroom Teacher Con Home Ec	45.00	41.00	37.52	37.00	(0.52)
Classroom Teacher ESL	247.00	244.00		249.50	249.50
Classroom Teacher K-3	85.00	80.00			-
Classroom Teacher K-5	2,110.00	2,037.00			-
Classroom Teacher K-8	177.25	175.50			-
Classroom Teacher Secondary	1,910.00	1,792.00	0.64	6.00	5.36
Classroom Teacher Special ED	1,035.35	999.35	961.29	929.21	(32.08)
Classroom Teacher Special Skills	477.10	454.10	99.38	95.50	(3.88)
Classroom Teacher-Vocational	174.00	157.00	150.68	203.00	52.32
Clerical Assistant	270.00	256.00			-
Clerical Assistant – CSH	1.00	1.00	1.00		(1.00)
Clerical Assistant for CTE	-	-			-
Clerk	-	-			-
Clerk for Exceptional Children	3.00	3.00	3.00	3.00	-
Clerk for Regional Office	-	-			-
Clinic/Health Promotion Manager	1.00	1.00	1.00	1.00	-
Community Contact Assistant	-	-			-
Coordinated School Health Manager	1.00	1.00	1.00	1.00	-
Coordinated School Health Program Assistant	1.00	1.00	1.00	1.00	-
Counseling Services Manager (ES)	1.00	1.00			-
Counseling Services Manager (HS)	1.00	1.00			-
Counseling Services Manager (MS)	1.00	1.00			-
Counselor Alcohol / Drug	5.00	5.00			-
COUNSELOR-ALCOHOL/DRUG	-	-			-
Course Design Associate				1.00	1.00
Curriculum Support Manager			1.00		(1.00)
Curriculum Development Advisor			3.00		(3.00)
Data Analyst	2.00	-			-
Data Processing Associate	1.00	1.00	1.00	1.00	-
Data Processing Clerk	-	-			-
Deduction Adjustment	-	-			-
Director				1.00	1.00
Director (I) of Exceptional Children	1.00	1.00	1.00	1.00	-
Director Early Childhood			1.00	1.00	-
Director Early Childhood	1.00	1.00			-
Director English language Learners			1.00		(1.00)
Director I - Instructional Support	-	-			-
DIRECTOR II			1.00		(1.00)
Director of Alternative Schools	1.00	1.00			-
Director of Career & Technical Education	1.00	1.00	1.00	1.00	-
Director of Coordinated School Health	1.00	1.00			-
Director of Curriculum & Instruction	1.00	1.00	1.00	1.00	-
Director of Exceptional Children	1.00	1.00		1.00	1.00
Director of Leadership Devel	-	-			-
Director of Leadership Development	2.00	2.00			-
Director of Optional Schools	1.00	1.00	1.00	1.00	-
Director of Professional Development Support & Co			1.00	1.00	-
Director of Professional Development, Support & Co	1.00	1.00			-
Director of School Operations	1.00	1.00			-
District/Charge Nurse	4.00	4.00	4.00	4.00	-
Dual Enrollment Advisor			1.00	1.00	-
Dual Enrollment/Post Secondary Specialist	1.00	1.00			-
Early Childhood Educational Assistant			4.00	15.00	11.00
EASY IEP Support Specialist	2.00	2.00	2.00	2.00	-
Educational Assistant	14.00	12.00		1.00	1.00
Educational Asst - Early Childhood	5.00	5.00			-



Job Description	2015-16 Actual	2016-17 Actual	2017-18 Amended Budget	2018-19 Budget	2019 vs 2018 Variance
Educational Asst - Elementary	169.00	167.00			-
Educational Asst - Instructional	3.00	3.00	17.00	16.00	(1.00)
Educational Asst - Special ED	274.00	274.00	182.52	246.00	63.48
Educational Asst-Instructional	8.00	7.00	5.00	5.00	-
Educational Support Manager	1.00	1.00	1.00	1.00	-
Employee Health Clerk	1.00	-			-
ESL Advisor	1.00	1.00			-
Exceptional Children Advisor			16.00	18.00	2.00
Exceptional Children Advisor	17.00	17.00			-
Executive Assistant to the Chief Academic Officer	1.00	1.00	1.00		(1.00)
Family Resource Center Associate	2.00	2.00	2.00	2.00	-
Family Resource Center Associates	-	-			-
Financial Advisor	-	-			-
Financial Analyst Fiscal Services			1.00	1.00	-
Financial Analyst for Student Support	1.00	1.00	1.00	0.50	(0.50)
General Office Secretary	-	-			-
Grant Analyst - Academics			1.00		(1.00)
Grant Manager	1.00	1.00	1.00	1.00	-
Grant Writer Advisor	-	-			-
Guidance Counselor	-	-			-
Health Services/School Nursing Manager	1.00	1.00	1.00	1.00	-
Health Technician	15.00	13.00	13.00	11.00	(2.00)
High School Initiatives Advisor	1.00	1.00	1.00	1.00	-
HPELW Advisor	1.00	1.00	1.00	1.00	-
Humanities Manager	1.00	1.00	1.00	1.00	-
In-School Suspension Assistant	4.00	4.00			-
Instructional Advisor HPELW			1.00	1.00	-
Instructional Advisor Pre-K			4.00	6.00	2.00
Instructional Advisor, Arts	2.00	2.00			-
Instructional Advisor, HPELW	1.00	1.00			-
Instructional Advisor, Pre-K	4.00	4.00	1.00		(1.00)
Instructional Advisor, World Language	1.00	1.00			-
Instructional and Special Program Manager	-	-			-
Instructional Curriculum Coach	2.00	2.00			-
Instructional Facilitator	6.00	6.00			-
Instructional Leadership Director	11.00	11.00			-
Instructional Leadership Director, Northeast	-	-			-
Instructional Leadership Director, Northwest	-	-			-
Instructional Leadership Director, Shelby	-	-			-
Instructional Leadership Director, Southeast	-	-			-
Instructional Leadership Director, Southwest	-	-			-
Instructional Support Analyst 1	3.00	2.00	1.00	1.00	-
Instructional Support Analyst I	-	-			-
Instructional Support Manager	2.00	2.00	2.00	2.00	-
Interim Teacher	-	-			-
Internal Auditor	1.00	-			-
IT Instructional Specialists	5.00	5.00	5.00	5.00	-
IT Manager-Instructional Technology	1.00	1.00	1.00	1.00	-
IT Support Advisor	1.00	1.00	1.00	1.00	-
Librarian	174.00	165.00	2.00	2.00	-
Library Services Advisor	1.00	1.00	1.00	1.00	-
Licensed Practical Nurse	45.00	35.00	51.00	48.00	(3.00)
Literacy Advisor	1.00	1.00	1.00	1.00	-
Manager Academic Operations and School Support	-	-			-
Manager Academic Ops and School Support	-	-			-
Manager Academic Ops and School Support Compliance	1.00	1.00			-
Manager Alternative Schools	1.00	1.00			-



Job Description	2015-16 Actual	2016-17 Actual	2017-18 Amended Budget	2018-19 Budget	2019 vs 2018 Variance
Manager Early Childhood			1.00	1.00	-
Manager I, Exceptional Children Supervisor	-	-			-
Manager Training	-	-			-
Manager, Academic Operations and School Support Co	-	-			-
Manager, Early Childhood	1.00	-			-
Mathematics Advisor	1.00	1.00	1.00	1.00	-
Mental Health Center Services Manager	1.00	1.00			-
MIS Data Specialists	1.00	1.00	1.00		(1.00)
New Teacher Associate	1.00	-			-
Nursing Supervisor	1.00	-			-
Office Associate	1.00	1.00	1.00	1.00	-
Operations Manager	-	-		3.00	3.00
Optional Schools Assistant	1.00	1.00	1.00	1.00	-
P/T Instructor CTE	-	-			-
Part Time Instructor Adult Ed	1.00	-			-
Part-time Certified ESL Tester	-	-			-
Physical and Occupational Therapist	21.00	13.00	12.00	12.00	-
Pre-K Advisor	-	-			-
Pre-K Manager	1.00	1.00			-
Pre-Service/New Teacher Analyst	-	-			-
Prevention Counselor	-	-			-
Principal Coaching A	-	-			-
Principal Coaching Advisor	1.00	1.00			-
Principal-Elementary	87.00	85.00			-
Principal-K-8	5.00	5.00			-
Principal-Middle	29.00	27.00			-
Principal-Senior	29.00	25.00			-
Private School & Compliance Advisor	1.00	1.00	1.00	1.00	-
Professional Counselor	263.00	256.00	1.00	1.00	-
Professional Development & Evaluation Clerk	1.00	1.00	1.00	1.00	-
Professional Development and Eval Clerk	-	-			-
Professional Development Specialist	-	-	3.00		(3.00)
Program Mgr-Options Academy	-	-			-
Program/Project Assistant for Optional Schools	1.00	1.00	1.00	1.00	-
Psychologist	40.00	39.00	27.00	26.00	(1.00)
Psychology Intern	1.00	4.00	4.00	4.00	-
Reading Teacher	-	-			-
Receptionist	3.00	2.00	2.00	1.00	(1.00)
Records Clerk	1.00	1.00			-
Records Clerk for Educational Support	2.00	2.00	2.00	2.00	-
Records Clerk for Humanities	1.00	1.00	1.00	1.00	-
Records Clerk for STEM	1.00	1.00		1.00	1.00
Records Clerk I	-	-			-
Records Clerk II	5.00	5.00	1.00		(1.00)
Recruitment Manager	-	4.00			-
Reflective Practice Analyst	1.00	2.00	2.00	2.00	-
Regional Manager of Exceptional Children	4.00	4.00	4.00	4.00	-
Regional Superintendent, Northeast	-	-			-
Regional Superintendent, Northwest	-	-			-
Regional Superintendent, Shelby	-	-			-
Regional Superintendent, Southeast	-	-			-
Regional Superintendent, Southwest	-	-			-
Registered Nurse	19.00	8.00	8.00	7.00	(1.00)
Registered Nurse-Clinical Lead	3.00	3.00	3.00	4.00	1.00
Research Analyst	1.00	1.00	0.25		(0.25)



Job Description	2015-16 Actual	2016-17 Actual	2017-18 Amended Budget	2018-19 Budget	2019 vs 2018 Variance
Research Analyst (Coord. School Health)	1.00	1.00	1.00	1.00	-
Resource Specialist-Special ED	4.00	4.00	4.00	3.00	(1.00)
Response to Intervention Specialist			3.00		(3.00)
School Operations Academic Manager	2.00	2.00	1.00	1.00	-
SCHOOL REDESIGN MANAGER	-	1.00	1.00	1.00	-
School Secretary	165.00	155.00	5.00	4.00	(1.00)
Science Advisor	1.00	1.00	1.00	1.00	-
Secretarial Specialist	-	-			-
Senior Accountant			1.00	1.00	-
Senior Manager Health Services			1.00	1.00	-
SIM Data Specialist				1.00	1.00
Social Studies Advisor	1.00	1.00	1.00	1.00	-
Social Worker	88.00	73.00	1.00	1.00	-
Specailty Principal - VoTech	-	-			-
Special Education Clerical	-	-			-
Special Insruction	-	2.00			-
Special Instruction	2.00				-
Special Project Assistant	2.00	2.00			-
Special Project Coordinator - Coordinated School H	6.00	6.00	6.00	6.00	-
Specialty Principal	9.00	8.00			-
Specialty Principal - Special Education	3.00	3.00			-
Specialty Principal - VoTech	5.00	4.00	4.00	4.00	-
Specialty Principal/Alternative	1.00	1.00			-
Spec-Prevention/Intervention	1.00	1.00			-
STEM Manager	1.00	1.00	1.00	1.00	-
Student Data Analyst	1.00	1.00	1.00		(1.00)
Supervising Psychologist(Coord. School Health)	5.00	5.00			-
Supervising Psychologist(Exceptional Children)	2.00	2.00	2.00	2.00	-
Systems Analyst	1.00	1.00			-
Teacher	2.00	2.00	2.00	2.00	-
Teacher - Surplus	-	-			-
Teacher and Leader Development Manager	1.00	1.00	1.00	1.00	-
Teacher and Leadership Effectiveness Ma	-	-			-
Teacher and Leadership Effectiveness Manager	1.00	1.00			-
Teacher Effectiveness A	-	-			-
Teacher Effectiveness Advisor	1.00	1.00			-
Textbook Advisor	1.00	1.00	1.00		(1.00)
Training Specialist	-	-			-
Vice Principal	11.00	11.00			-
World Language Advisor	1.00	1.00			-
Administrative Assistant for Pre-K	-	-	-	1.00	1.00
Advisor	-	-	-	10.00	10.00
Budget Analyst - Part Time	-	-	-	0.40	0.40
Budget Specialist for Curriculum	-	-	-	1.00	1.00
Business Manager Chief of Schools	-	-	-	1.00	1.00
Classroom Teacher Pre K	-	-	-	15.00	15.00
Clerical Assistant CSH	-	-	-	1.00	1.00
Clerical Assistant Office of Schools	-	-	-	1.00	1.00
Clerical Assistant Textbook	-	-	-	1.00	1.00
Director II Career & Technical Education (CTE)	-	-	-	1.00	1.00
Early College Advisor	-	-	-	1.00	1.00
ESL Director	-	-	-	1.00	1.00
Family Resource Center Specialist	-	-	-	1.00	1.00
Instructional Advisor Arts	-	-	-	2.00	2.00
Instructional Advisor World Language	-	-	-	1.00	1.00
Manager of Curriculum	-	-	-	1.00	1.00
Professional Development	-	-	-	3.00	3.00
RTI Advisor	-	-	-	1.00	1.00
RTI Analyst	-	-	-	1.00	1.00
RTI Assistant	-	-	-	1.00	1.00
Teacher In Training	-	-	-	19.00	19.00
Textbook Manager	-	-	-	1.00	1.00
Transition Specialist	-	-	-	0.44	0.44
ACADEMICS Total	8,452.70	8,042.95	1,765.28	2,153.55	388.27



Job Description	2015-16 Actual	2016-17 Actual	2017-18 Amended Budget	2018-19 Budget	2019 vs 2018 Variance
ACADEMICS OPERATIONS-SCHOOL BASED FORMULA					
Extended Day Pool (Stipend)	-	-	-	-	-
Assistant Principal High	-	-	107.00	114.00	7.00
Assistant Principal-Elementary/Middle	-	-	47.50	63.00	15.50
Behavioral Specialist	-	-	-	17.00	17.00
Bilingual Cultural Mentor	-	-	14.00	-	(14.00)
Bilingual Cultural Mentor II	-	-	1.00	-	(1.00)
Bilingual Mentor/Counselor	-	-	3.00	1.00	(2.00)
Classroom Teacher ESL	-	-	251.84	-	(251.84)
Classroom Teacher K-3	-	-	77.52	97.88	20.36
Classroom Teacher K-5	-	-	2,022.48	1,963.88	(58.60)
Classroom Teacher K-8	-	-	166.00	168.00	2.00
Classroom Teacher Secondary	-	-	1,704.00	1,717.14	13.14
Classroom Teacher Special ED	-	-	1.00	1.00	-
Classroom Teacher Special Skills	-	-	346.72	333.50	(13.22)
Clerical Assistant	-	-	251.00	260.00	9.00
Counseling Services Manager (ES)	-	-	1.00	1.00	-
Counseling Services Manager (HS)	-	-	1.00	1.00	-
Counseling Services Manager (MS)	-	-	1.00	1.00	-
Educational Assistant	-	-	3.00	24.00	21.00
Educational Asst - Elementary	-	-	172.00	229.75	57.75
Executive Principal-Empowerment Zone	-	-	1.00	1.00	-
Family Engagement Specialist	-	-	-	6.00	6.00
IB Coordinator	-	-	1.00	-	(1.00)
In-School Suspension Assistant	-	-	-	81.00	81.00
Instructional Curriculum Coach	-	-	3.00	16.00	13.00
Instructional Facilitator	-	-	-	9.00	9.00
Interventionist	-	-	-	27.00	27.00
Librarian	-	-	153.40	149.00	(4.40)
Principal-Elementary	-	-	84.00	83.00	(1.00)
Principal-K-8	-	-	5.00	5.00	-
Principal-Middle	-	-	27.00	27.00	-
Principal-Senior	-	-	24.00	24.00	-
Professional Counselor	-	-	232.04	2.00	(230.04)
School Secretary	-	-	145.00	136.00	(9.00)
Secondary Classroom Teacher	-	-	2.00	-	(2.00)
Special Instruction	-	-	2.00	1.00	(1.00)
Special Project Assistant	-	-	1.00	-	(1.00)
Special Project Assistant (Beh. Sup. / Stud. Leade	-	-	-	1.00	1.00
Specialty Principal	-	-	2.00	2.00	-
Specialty Principal - Special Education	-	-	2.00	2.00	-
Study Hall Monitor	-	-	-	20.00	20.00
Teacher Assistant	-	-	-	5.00	5.00
Vice Principal	-	-	11.00	15.00	4.00
Classroom Teacher Pre K	-	-	-	1.00	1.00
Teacher In Training	-	-	-	42.00	42.00
Computer Lab Assistant	-	-	-	3.00	3.00
Education Assistant - Interventionist	-	-	-	2.00	2.00
Executive Principal T-STEM	-	-	-	1.00	1.00
School Compliance Financial Assistant	-	-	-	8.00	8.00
ACADEMICS OPERATIONS-SCHOOL BASED FORMULA Total	-	-	5,866.50	5,662.15	(204.35)
BOARD OF EDUCATION					
Board Administrative Assistant	1.00	1.00	1.00	1.00	-
Board Clerical Assistant	-	-	-	-	-
Board Member	9.00	9.00	9.00	9.00	-
Director of Policy	-	-	-	-	-
Intern Central Office	1.00	-	-	-	-
Manager Board Office	1.00	1.00	1.00	1.00	-
Policy and Legislative Advisor	1.00	1.00	1.00	1.00	-
Policy Development Advisor	-	-	-	-	-
BOARD OF EDUCATION Total	13.00	12.00	12.00	12.00	-



Job Description	2015-16 Actual	2016-17 Actual	2017-18 Amended Budget	2018-19 Budget	2019 vs 2018 Variance
BUSINESS OPERATIONS					-
Administrative Assistant	1.00	-		1.00	1.00
Administrative Assistant for Director of Facilitie	1.00	1.00			-
Administrative Assistant for Director of Transport	1.00	1.00	1.00		(1.00)
Administrative Assistant to Director of Procuremen	1.00	1.00	1.00		(1.00)
Advisor Highly Specialized Business Operations	1.00	1.00			-
Applications Support Analyst	-	-			-
Asbestos Supervisor	1.00	1.00	1.00	1.00	-
Asset Management Clerical			1.00	1.00	-
Asset Management Manager			1.00	1.00	-
Associate General Counsel				1.00	1.00
Asst. Lot Manager	-	-			-
Bus Assistant	-	-			-
Bus Driver	-	-			-
Buyer for Procurement	5.00	5.00	5.00		(5.00)
Chief of Business Operations	1.00	1.00	1.00	1.00	-
Clerical Assistant-Fast Lane Transactional Strate			1.00	1.00	-
Clerical Assistant-Fast Lane Transactional, Strate	1.00	1.00			-
Compliance Specialist	1.00	1.00	1.00	1.00	-
Computer Systems Specialist	1.00	1.00	1.00		(1.00)
Contract Advisor				2.00	2.00
Crewperson	20.00	20.00	16.00	14.00	(2.00)
Customer Service Representative Transportation	2.00	1.00	1.00		(1.00)
Data Info Specialist	1.00	1.00	1.00	1.00	-
Deputy of Business Operations			1.00		(1.00)
Director of Business Operations	-	-			-
Director of Custodial and Grounds	1.00	1.00	1.00	1.00	-
Director of Facilities	1.00	1.00			-
Director of Facility Planning	-	-		1.00	1.00
Director of General Services	1.00	1.00	1.00		(1.00)
Director of Maintenance	-	-			-
Director of Procurement	1.00	1.00	1.00	1.00	-
Director of Transportation	1.00	1.00	1.00		(1.00)
Director Planning			1.00		(1.00)
Draftsman	1.00	1.00	1.00	1.00	-
Energy Manager	1.00	1.00	1.00	1.00	-
Executive Assistant to the Chief of Business Opera	-	-		1.00	1.00
Executive Director of Facilities			1.00	1.00	-
FAC Specialist	2.00	2.00	2.00		(2.00)
Facility Planning Advisor	1.00	1.00			-
Facility Planning and Property Management Analyst			1.00	1.00	-
Facility Planning Manager	-	-			-
Fast Lane Transactional Team Transactional Assista	2.00	2.00	2.00		(2.00)
Financial Analyst (Facilities)	1.00	1.00	1.00	1.00	-
Front Desk Clerical Support	1.00	1.00			-
GIS Planning Advisor	1.00	1.00	1.00	1.00	-
Grounds Supervisor	4.00	4.00	4.00	4.00	-
Heavy Equipment Mechanic	1.00	1.00	1.00	1.00	-
Heavy Equipment Operator	2.00	2.00	2.00	2.00	-
Highly Specialized Advisor	-	-			-
HVAC Mechanic I	-	-			-
HVAC Mechanic II	5.00	5.00			-
Interventionist				1.00	1.00
Inventory Clerk	7.00	7.00	6.00	5.00	(1.00)
Lead Mechanic I Certified	1.00	1.00	1.00	1.00	-
Lot Manager	-	-			-
Low Voltage Advisor	1.00	1.00	1.00	1.00	-
Mail Clerk	1.00	1.00	1.00	1.00	-
Maint Mechanic - A	-	-			-
Maint Tech I - Sheet Metal Worker	3.00	3.00	3.00	3.00	-
Maint Tech II - Carpenter	16.00	14.00	14.00	13.00	(1.00)
Maint Tech II - Carpenter/Welder	3.00	3.00	3.00	3.00	-
Maint Tech III - Bricklayer	3.00	3.00	3.00	2.00	(1.00)
Maint Tech III - Painter	8.00	7.00	7.00	7.00	-
Maint Tech III - Plasterer	1.00	1.00	1.00	1.00	-
Maint Tech IV - Roofer	8.00	7.00	6.00	6.00	-
Maintenance Technician-Electrician			18.00	17.00	(1.00)
Maintenance Technician-HVAC			27.00	27.00	-



Job Description	2015-16 Actual	2016-17 Actual	2017-18 Amended Budget	2018-19 Budget	2019 vs 2018 Variance
BUSINESS OPERATIONS					-
Maintenance Technician-Plumber			12.00	12.00	-
Manager of Major Construction	1.00	1.00	1.00		(1.00)
Manager of Minor Construction	1.00	1.00	1.00		(1.00)
Manager, Planning	1.00	1.00			-
Manager, Quality Control-Business Ops	1.00	-			-
Master Electrician	1.00	1.00	1.00	1.00	-
Master HVAC	1.00	1.00	1.00	1.00	-
Master Maint Tech Electrician	1.00	1.00			-
Master Maint Tech-Electrician	24.00	20.00	3.00	1.00	(2.00)
Master Maint Tech-HVAC	25.00	23.00	1.00	1.00	-
Master Maint Tech-Plumber	14.00	14.00	1.00		(1.00)
Master of Plumbing	1.00	1.00	1.00	1.00	-
Mechanic	-	-			-
Mechanic I - Certified	5.00	4.00	4.00	3.00	(1.00)
Minor Projects/ASD Supervisor	1.00	1.00	1.00	1.00	-
Musical Instrument Repair Tech	2.00	2.00	2.00	2.00	-
Network Install Analyst-Sr	-	-			-
Network Installation Analyst	3.00	3.00	3.00	3.00	-
Network Install Analyst	-	-			-
Painting Supervisor	1.00	1.00			-
Pest Control Manager	1.00	1.00	1.00	1.00	-
Pest Control Technician I	5.00	4.00	4.00	4.00	-
Pest Control Technician II	2.00	2.00	2.00	2.00	-
Plant Manager	133.00	121.00	123.00	124.00	1.00
PMO Manager				1.00	1.00
Procurement Manager	1.00	2.00	1.00		(1.00)
Project Facilitator I	2.00	1.00	1.00	1.00	-
Project Facilitator II	2.00	2.00	2.00	1.00	(1.00)
Project Management Lead	1.00	1.00	1.00	2.00	1.00
Project Manager				3.00	3.00
Record Clerk	4.00	4.00	4.00	4.00	-
Record/Payroll Clerk	-	-			-
Roofing Supervisor	-	-			-
Route Manager (Gen Ed or SPED)	1.00	-			-
Routing Specialist (Gen Ed SPED)			2.00	2.00	-
Routing Specialist (Gen Ed, SPED)	2.00	2.00			-
Small Engine Mechanic	1.00	1.00	1.00	1.00	-
Steam - Pipe Fitter	1.00	1.00	1.00	1.00	-
Strategic Sourcing Services Team - P-Card Manager	-	-			-
Sub Bus Assistant	-	-			-
Sub Bus Driver	-	-			-
Technician - Asbestos Abatement I	2.00	2.00	2.00	1.00	(1.00)
Technician - Asbestos Abatement II	8.00	8.00	7.00	6.00	(1.00)
Technician - Asbestos Abatement III	4.00	4.00	4.00	4.00	-
Technician - Electronics II	3.00	3.00	3.00	3.00	-
Transportation Advisor	1.00	1.00	1.00	1.00	-
Transportation Data Analyst	1.00	1.00	1.00	1.00	-
Transportation Manager	-	-		1.00	1.00
Transportation Radio Dispatcher	-	-			-
Transportation Records Clerk	-	-			-
Transportation Routing Analyst	2.00	2.00	2.00	2.00	-
Transportation Safety Specialist	2.00	1.00	1.00	1.00	-
Transportation Specialist	1.00	1.00			-
Truck Driver	2.00	1.00	1.00		(1.00)
Truck Driver II	2.00	2.00	2.00	2.00	-
Truck Driver-Maintenance	26.00	26.00	24.00	23.00	(1.00)
Warehouse Clerk	1.00	1.00	1.00		(1.00)
Warehouse First Line Supervisor	3.00	3.00	4.00	3.00	(1.00)
Zone 1-4 HVAC Supervisor	3.00	3.00	3.00	3.00	-
Zone 1-4 Manager	3.00	2.00	2.00	3.00	1.00
Zone 1-4 Supervisor - Custodial & Grounds	4.00	4.00	4.00	4.00	-
Zone 1A-4B Supervisor	6.00	6.00	6.00	6.00	-
Academic Sourcing Manager				1.00	1.00



Job Description	2015-16 Actual	2016-17 Actual	2017-18 Amended Budget	2018-19 Budget	2019 vs 2018 Variance
BUSINESS OPERATIONS					
Administrative Specialist	-	-	-	1.00	1.00
Assistant Zone Supervisor Plant Manager	-	-	-	4.00	4.00
Business Manager of Operations	-	-	-	1.00	1.00
Buyer Facilities Construction	-	-	-	1.00	1.00
Buyer Information Technology	-	-	-	1.00	1.00
Capacity Planning Advisor	-	-	-	1.00	1.00
Clerical Assistant Contract Management	-	-	-	1.00	1.00
Construction Manager	-	-	-	2.00	2.00
Contract Manager	-	-	-	1.00	1.00
Customer Service Associate	-	-	-	1.00	1.00
Demographer	-	-	-	1.00	1.00
Diesel Mechanic Certified	-	-	-	1.00	1.00
Director of Construction	-	-	-	1.00	1.00
Director of Facilities Maintenance	-	-	-	1.00	1.00
Director of Grounds	-	-	-	1.00	1.00
Director of Plant Managers	-	-	-	1.00	1.00
Executive Director Enterprise Initiatives	-	-	-	1.00	1.00
Executive Director of Business Operations	-	-	-	1.00	1.00
Facilities Construction Sourcing Manager	-	-	-	1.00	1.00
Fire and Life Safety Compliance Specialist	-	-	-	1.00	1.00
General Services Manager	-	-	-	1.00	1.00
Information Technology Sourcing Manager	-	-	-	1.00	1.00
Manager Planning	-	-	-	1.00	1.00
MWBE Manager	-	-	-	1.00	1.00
MWBE Specialist	-	-	-	2.00	2.00
Operations Specialist Facilities/Warehousing	-	-	-	1.00	1.00
Senior Buyer Academics	-	-	-	1.00	1.00
Senior Buyer Facilities Construction	-	-	-	1.00	1.00
Senior Buyer Information Technology	-	-	-	1.00	1.00
System Support and Data Specialist	-	-	-	1.00	1.00
Vendor Coordinator	-	-	-	1.00	1.00
Zone Supervisor Plant Manager Org	-	-	-	4.00	4.00
BUSINESS OPERATIONS Total	430.00	399.00	389.00	408.00	19.00
CHIEF OF SCHOOLS					
Literacy Interventionist	-	-	10.00	-	(10.00)
Literacy Interventionist (Raleigh Egypt)	-	-	1.00	-	(1.00)
Math Interventionist	-	-	10.00	-	(10.00)
Math Interventionist (Raleigh Egypt)	-	-	1.00	-	(1.00)
Secondary Classroom Teacher	-	-	3.00	-	(3.00)
Academic Schools Support Manager	-	-	-	1.00	1.00
Admin Assistant for Assistant Superintendent	-	-	1.00	2.00	1.00
Administrative Assistant	-	-	1.00	2.00	1.00
Administrative Assistant for Alternative Schools	-	-	1.00	1.00	-
Administrative Assistant for Director of Attendanc	-	-	1.00	1.00	-
Administrative Assistant for Director of School Op	-	-	1.00	1.00	-
Administrative Assistant for Parent & Community En	-	-	1.00	1.00	-
Administrative Assistant for School Operations	-	-	1.00	1.00	-
Advisor School Operations	-	-	1.00	1.00	-
Alternative Educ Spec - 10 MOS	-	-	1.00	1.00	-
Alternative Educ Specialist	-	-	5.00	4.00	(1.00)
Alternative Educ Specialist 10-Mos	-	-	1.00	-	(1.00)
Alternative Schools Analyst	-	-	2.00	2.00	-
Alternative Schools Transition Analyst	-	-	1.00	1.00	-
Art Teacher	-	-	1.00	-	(1.00)
Assistant Principal High	-	-	3.00	3.00	-
Assistant Principal-Elementary/Middle	-	-	3.00	3.00	-
Assistant Superintendent Academic Operations	-	-	1.00	1.00	-
Assistant Superintendent of Priority Schools	-	-	1.00	1.00	-
Assistant Superintendent Schools	-	-	1.00	1.00	-
Attendance & Discipline Specialist	-	-	1.00	-	(1.00)
Attendance and Discipline Analyst	-	-	5.00	6.00	1.00
Attendance and Discipline Assistant	-	-	3.00	3.00	-



Job Description	2015-16 Actual	2016-17 Actual	2017-18 Amended Budget	2018-19 Budget	2019 vs 2018 Variance
CHIEF OF SCHOOLS					
Attendance and Discipline Receptionist	-	-	2.00	2.00	-
Attendance Discipline and Hearing Official	-	-	11.00	-	(11.00)
Band Teacher	-	-	1.00	-	(1.00)
Behavior Analyst	-	-	2.00	1.00	(1.00)
Behavior Specialist	-	-	26.00	-	(26.00)
Behavioral Specialist	-	-	6.00	7.00	1.00
Bilingual Cultural Mentor	-	-	-	1.00	1.00
Budget Analyst (Part-Time)	-	-	-	-	-
Call Center Assistant	-	-	5.00	7.00	2.00
Call Center Manager	-	-	1.00	-	(1.00)
Call Center Representative	-	-	2.00	-	(2.00)
Case Worker	-	-	1.00	1.00	-
Chief of Schools	-	-	1.00	1.00	-
Child Care Administrator	-	-	1.00	1.00	-
Classroom Teacher	-	-	1.00	-	(1.00)
Classroom Teacher	-	-	2.00	-	(2.00)
Classroom Teacher ESL	-	-	4.00	4.00	-
Classroom Teacher K-3	-	-	-	1.00	1.00
Classroom Teacher K-5	-	-	7.00	9.00	2.00
Classroom Teacher K-8	-	-	1.00	1.00	-
Classroom Teacher Secondary	-	-	109.64	114.00	4.36
Classroom Teacher Special ED	-	-	3.00	3.00	-
Clerical Assistant	-	-	5.00	6.00	1.00
Clerical Assistant (Part-Time)	-	-	-	-	-
Community Engagement Specialist	-	-	1.00	4.00	3.00
Course Design Associate	-	-	2.00	1.00	(1.00)
Director Family and Community Engagement	-	-	1.00	1.00	-
Director II of Instructional Support	-	-	1.00	-	(1.00)
Director of Alternative Schools	-	-	1.00	1.00	-
Director of Attendance & Discipline	-	-	1.00	1.00	-
Director of Leadership Development	-	-	1.00	1.00	-
Director of School Compliance	-	-	1.00	1.00	-
Director of School Improvement	-	-	1.00	-	(1.00)
Director of School Improvement & Accountability	-	-	1.00	-	(1.00)
Director of School Operations	-	-	1.00	1.00	-
Director Virtual Schools and Online Learning	-	-	1.00	1.00	-
Educational Assistant	-	-	22.00	9.00	(13.00)
Educational Asst - Early Childhood	-	-	5.00	5.00	-
Educational Asst - Elementary	-	-	-	1.00	1.00
Educational Asst - Instructional	-	-	3.00	3.00	-
Educational Asst - Special ED	-	-	11.00	11.00	-
Educational Asst-Instructional	-	-	2.00	2.00	-
Elementary Teacher	-	-	2.00	-	(2.00)
Enrollment Support Assistant	-	-	1.00	1.00	-
Executive Assistant	-	-	1.00	-	(1.00)
Executive Assistant to the Chief of Schools	-	-	1.00	-	(1.00)
Exploratory Teacher	-	-	1.00	-	(1.00)
Extended Day	-	-	-	-	-
Family Engagement Specialist	-	-	30.00	16.00	(14.00)
Grant Writer Advisor	-	-	-	1.00	1.00
Guidance Counselor	-	-	20.00	-	(20.00)
Highly Specialized Advisor	-	-	5.00	4.00	(1.00)
In-School Suspension Assistant	-	-	5.00	-	(5.00)
Instructional Curriculum Coach	-	-	2.00	18.00	16.00
Instructional Curriculum Coach Math	-	-	1.00	-	(1.00)
Instructional Facilitator	-	-	11.00	6.00	(5.00)
Instructional Facilitators	-	-	2.00	-	(2.00)
Instructional Leadership Director	-	-	18.00	13.00	(5.00)
Instructional Science Coach	-	-	3.00	-	(3.00)
Instructional Support Advisor	-	-	20.00	6.00	(14.00)
Instructional Support Analyst 1	-	-	-	1.00	1.00
Interventionist	-	-	1.00	-	(1.00)
Interventionist - Literacy	-	-	1.00	-	(1.00)
Interventionist - Math	-	-	1.00	-	(1.00)
I-Zone Clerk	-	-	-	1.00	1.00
Leadership Development Advisor	-	-	1.00	-	(1.00)



Job Description	2015-16 Actual	2016-17 Actual	2017-18 Amended Budget	2018-19 Budget	2019 vs 2018 Variance
CHIEF OF SCHOOLS					
Learning Management Support Advisor	-	-	2.00	2.00	-
Learning Support Specialist ELA	-	-	1.00	-	(1.00)
Learning Support Specialist Foreign Languages	-	-	1.00	-	(1.00)
Learning Support Specialist Math	-	-	1.00	-	(1.00)
Learning Support Specialist Science	-	-	1.00	-	(1.00)
Learning Support Specialist Social Studies	-	-	1.00	-	(1.00)
Librarian	-	-	2.00	1.00	(1.00)
Literacy Interventionist	-	-	1.00	-	(1.00)
Manager Academic Ops and School Support	-	-	-	1.00	1.00
Manager Academic Ops and School Support Compliance	-	-	1.00	1.00	-
Manager Alternative Schools	-	-	1.00	1.00	-
Manager Family and School Support	-	-	1.00	1.00	-
Manager of Academic Leadership Support	-	-	1.00	-	(1.00)
Manager Virtual School Academics	-	-	1.00	1.00	-
Manager Virtual School Operations	-	-	1.00	1.00	-
Math Intervention Teacher	-	-	1.00	-	(1.00)
Parent Liason	-	-	1.00	-	(1.00)
Part-time clerical	-	-	-	-	-
Part-time Homebound Teacher	-	-	4.00	-	(4.00)
Part-time salaries	-	-	-	-	-
Part-time teachers	-	-	-	-	-
Pool Bilingual Cultural Mentors	-	-	1.00	-	(1.00)
Pool Classroom Teachers	-	-	1.00	-	(1.00)
Pool Clerical staff (Financial Sec., intake, gen office, assessment)	-	-	1.00	-	(1.00)
Professional Counselor	-	-	3.00	4.00	1.00
Professional School Counselor	-	-	1.00	-	(1.00)
Project Graduation Advisor	-	-	1.00	1.00	-
Project Graduation Manager	-	-	1.00	1.00	-
Project Manager	-	-	1.00	-	(1.00)
Reading Intervention Teacher	-	-	1.00	-	(1.00)
Receptionist	-	-	1.00	1.00	-
Records Clerk	-	-	2.00	1.00	(1.00)
Records Clerk II	-	-	1.00	1.00	-
Science Teacher	-	-	2.00	-	(2.00)
School Compliance Associate	-	-	2.00	2.00	-
School Compliance Specialist	-	-	1.00	1.00	-
School Improvement Inst. Advisor	-	-	12.00	-	(12.00)
School Operations Academic Manager	-	-	2.00	2.00	-
School Secretary	-	-	4.00	4.00	-
Science Teacher	-	-	1.00	-	(1.00)
Site Administrator - Alternative Schools	-	-	30.00	3.00	(27.00)
Social Worker	-	-	1.00	1.00	-
Special Project Assistant	-	-	1.00	1.00	-
Special Project Coordinator	-	-	2.00	1.00	(1.00)
Speciality Principal	-	-	1.00	-	(1.00)
Specialty Principal	-	-	6.00	6.00	-
Specialty Principal - Special Education	-	-	1.00	1.00	-
Specialty Principal/Alternative	-	-	1.00	1.00	-
STEM Teacher	-	-	1.00	-	(1.00)
Stipends	-	-	-	-	-
Teacher Assistant	-	-	21.00	-	(21.00)
Teacher On Assignment	-	-	1.00	1.00	-
Transcript Analyst	-	-	2.00	2.00	-
Writing Lab Teacher	-	-	1.00	-	(1.00)
Teacher In Training	-	-	-	3.00	3.00
504 Clerical Assistant	-	-	-	1.00	1.00
504 Compliance Advisor	-	-	-	3.00	3.00
504 Compliance Assistant	-	-	-	4.00	4.00
504 Compliance Associate	-	-	-	3.00	3.00
Advisor Family Partnership and School Support	-	-	-	2.00	2.00



Job Description	2015-16 Actual	2016-17 Actual	2017-18 Amended Budget	2018-19 Budget	2019 vs 2018 Variance
CHIEF OF SCHOOLS					
Attendance Discipline and Hearing Official	-	-	-	11.00	11.00
Clerical Assistant Family Partnerships	-	-	-	1.00	1.00
Data Specialist Enrollment	-	-	-	2.00	2.00
Newcomer Program Advisor	-	-	-	1.00	1.00
School Operations Manager	-	-	-	1.00	1.00
Senior Manager of Customer Services	-	-	-	1.00	1.00
Specialist Multicultural Family	-	-	-	1.00	1.00
Student Recruitment Advisor	-	-	-	3.00	3.00
Student Recruitment Specialist	-	-	-	1.00	1.00
Director iZone Instructional Support	-	-	-	1.00	1.00
Executive Assistant-Chief of Schools	-	-	-	1.00	1.00
Graduation Coach	-	-	-	2.00	2.00
Instructional Leadership Director iZone	-	-	-	2.00	2.00
Instructional Math/Literacy Coach	-	-	-	1.00	1.00
Learning Support Specialist	-	-	-	2.00	2.00
CHIEF OF SCHOOLS Total	-	-	566.64	397.00	(169.64)
CHIEF OF STAFF					
Administrative Assistant for Policy	1.00	1.00	1.00	1.00	-
ASSISTANT CHIEF OF STAFF			1.00		(1.00)
Broadcast Engineer				1.00	1.00
Business Advisor	-	-			-
Business Manager				1.00	1.00
Chief of Staff	1.00	1.00	1.00	1.00	-
Communication Specialist				1.00	1.00
Deputy Superintendent	-	-			-
Director of Policy	1.00	1.00	1.00		(1.00)
Ed Pioneer Fellow	-	-			-
Executive Assistant to Deputy Superintendent	-	-			-
Executive Assistant to the Chief of Staff	1.00	1.00	1.00	1.00	-
Highly Specialized Strategic Planning Advisor			1.00	1.00	-
Hybrid Teacher			1.00	1.00	-
IT Process Advisor	-	-			-
PMO Manager	-	-			-
Policy Development Advisor	2.00	2.00	2.00	2.00	-
Records Clerk	-	-			-
Strategic Planning Analyst	-	-			-
Teacher Resource Center Clerk				1.00	1.00
Video Coordinator				3.00	3.00
CHIEF OF STAFF Total	6.00	6.00	9.00	14.00	5.00
COMMUNICATIONS					
Administrative Assistant for Communications	1.00	1.00	1.00		(1.00)
Administrative Assistant for Parent & Community En	1.00	1.00			-
Audio/Visual Production Tech	2.00	2.00	2.00	2.00	-
Bilingual Communications Associate			1.00		(1.00)
Broadcast Production Advisor	1.00	1.00	1.00	1.00	-
Broadcast Production Associate	1.00	1.00	1.00	1.00	-
Broadcasting Specialist	1.00	1.00	1.00	1.00	-
Call Center Assistant	-	-			-
Call Center Manager	-	-			-
Chief Communications Officer	-	1.00			-
Chief Engineer	1.00	1.00	1.00	1.00	-
Chief of Communications			1.00	1.00	-
Clerk for Communications/TV	1.00	1.00	1.00		(1.00)
Communication Manager Public Information Officer	1.00	1.00	1.00	1.00	-
Communication Specialist	1.00	1.00			-
Communications Advisor			1.00	1.00	-
Communications Specialist	1.00	1.00			-
Community Engagement Analyst	-	-			-
Community Engagement Specialist	2.00	2.00	1.00		(1.00)
Director, Family and Community Engagement	1.00	1.00			-
Director, Parent & Community Engagement	-	-			-
District Receptionist	1.00	1.00	1.00	1.00	-
Executive Director of Communications	1.00	-			-
External Communications Analyst	1.00	1.00			-
External Communications Associate	-	-			-
External Communications Manager	-	-			-
General Manager	1.00	1.00	1.00	1.00	-



Job Description	2015-16 Actual	2016-17 Actual	2017-18 Amended Budget	2018-19 Budget	2019 vs 2018 Variance
COMMUNICATIONS					-
Grant Writer Advisor	1.00	1.00	1.00		(1.00)
Graphics Advisor	1.00	1.00	1.00	1.00	-
Graphics Specialist	1.00	1.00	1.00	1.00	-
Internal Communications Analyst	1.00	1.00	1.00	1.00	-
Internal Communications Manager	1.00	1.00	1.00	1.00	-
Manager Community Outreach and Programming			1.00		(1.00)
Manager of Parent & Community Engagement	-	-			-
Manager, Community Outreach and Programming	1.00	1.00			-
Manager, Family and School Support	1.00	1.00			-
Marketing Manager - Communications	1.00	1.00	1.00		(1.00)
MEDIA RELATIONS ASSOCIATE			1.00	1.00	-
Parent Engagement Analyst (District Wide)	-	-			-
Teacher Resource Center Clerk	1.00	1.00			-
Video Coordinator	4.00	4.00			-
Web Support Specialist			1.00	1.00	-
Webmaster	1.00	1.00	1.00		(1.00)
Administrative Assistant Broadcast				1.00	1.00
Bilingual Communications Analyst				1.00	1.00
Exec. Assist. to the Chief of Communications				1.00	1.00
Special Projects Communications Manager				1.00	1.00
Web Services Advisor				1.00	1.00
COMMUNICATIONS Total	33.00	33.00	25.00	22.00	(3.00)
FINANCE					-
Accountant			2.00	3.00	1.00
Accounting Associate	2.00	2.00	1.00	1.00	-
Accounting Specialist			1.00		(1.00)
Accounts Payable Associate	7.00	6.00	5.00	5.00	-
Accounts Payable Specialist			1.00	1.00	-
Broad Resident/Ed Pioneer	-	1.00			-
Budget Advisor School Finance			1.00	2.00	1.00
Budget Analyst			2.00	2.00	-
Budget Associate	1.00	1.00		1.00	1.00
Chief Financial Officer	1.00	1.00	1.00	1.00	-
Deputy Chief Finance Officer	-	1.00			-
Deputy Chief Financial Officer	1.00	-	1.00	1.00	-
Director			1.00		(1.00)
Director Accounting and Budget			1.00		(1.00)
Director AP Payroll & Finance Operations			1.00	1.00	-
Director of Accounting & Reporting	1.00	-		1.00	1.00
Director of Budget & Fiscal Planning	1.00	-		1.00	1.00
Director of Payroll	1.00	1.00			-
Fiscal Assistant	1.00	1.00	2.00	1.00	(1.00)
Grant Manager	-	-			-
Manager of Accounting & Reporting	2.00	2.00	1.00	1.00	-
Manager of Accounts Payable	1.00	1.00	1.00	1.00	-
Manager of Budget	2.00	2.00	1.00	2.00	1.00
Manager of Financial & Business Systems	-	-			-
Payroll Associate	5.00	5.00	5.00	5.00	-
Payroll Manager	1.00	1.00	1.00	1.00	-
Payroll Specialist	1.00	1.00	1.00	1.00	-
Senior Accountant (Accounting)	5.00	5.00	2.00	2.00	-
Senior Accountant (Budget)	2.00	2.00			-
Senior Accountant(Student Activity&Financial Oper)			1.00	1.00	-
Senior Budget Analyst			2.00	2.00	-
Director II-State & Federal Grants				1.00	1.00
Director School Support /Fiscal Compliance				1.00	1.00
Director Special Projects				1.00	1.00
Executive Assistant to the CFO				1.00	1.00
Financial Analyst (Federal Programs)				1.00	1.00
Financial Systems Advisor				1.00	1.00
FINANCE Total	35.00	33.00	35.00	43.00	8.00



Job Description	2015-16 Actual	2016-17 Actual	2017-18 Amended Budget	2018-19 Budget	2019 vs 2018 Variance
GENERAL COUNSEL					-
Technology and Communications Advisor	1.00	1.00			-
Administrative Assistant for Risk Management Manag	1.00	-			-
Associate Counsel	2.00	-			-
Associate General Counsel	-	4.00	5.00	4.00	(1.00)
Chief General Counsel			1.00	1.00	-
Chief Litigation Officer	-	-			-
Contract Advisor	1.00	-			-
Data Assistant	1.00	1.00			-
Deputy General Counsel	-	1.00	1.00	1.00	-
Director of Contract Management & Compliance	1.00	1.00			-
Executive Legal Assistant	1.00	1.00	1.00	1.00	-
General Counsel	1.00	1.00			-
Legal Assistant			1.00	1.00	-
Legal Secretary	1.00	1.00	1.00	1.00	-
Paralegal	-	-			-
Risk Advisor-Risk/Liability and Student Accident	1.00	1.00	1.00	1.00	-
Risk Management Manager	1.00	1.00	1.00	1.00	-
Safety Office - OSHA/Environmental Concerns/Inspe	1.00	1.00	1.00	1.00	-
Special Project Assistant - Employee Accidents	1.00	1.00	1.00	1.00	-
Special Project Coordinator				1.00	1.00
Special Project Specialist - Inspections/Safety Co	-	-			-
Sr. Associate Counsel	2.00	1.00			-
Technology and Communications Advisor	-	-			-
Associate General Counsel Business Transactions				1.00	1.00
Federal Programs Advisor				1.00	1.00
GENERAL COUNSEL Total	16.00	16.00	14.00	16.00	2.00
HUMAN RESOURCES					-
Technology and Communications Advisor			1.00		(1.00)
Administrative Assistant	1.00	1.00			-
Administrative Assistant Director and Employee Se			1.00	1.00	-
Administrative Assistant- Employee Services	-	-			-
Administrative Assistant, Director and Employee Se	1.00	1.00			-
Administrative Assistant, Performance Management	-	-			-
Administrative Assistant, Performance Management a	-	-			-
Assocaite, Compliance CNC	1.00	-			-
Associate Employee Evaluation and Support			1.00	1.00	-
Associate, Employee Evaluation and Support	1.00	-			-
Benefits Manager	-	-			-
Chief Human Capital Officer	-	-			-
Chief of Human Resources	1.00	1.00	1.00	1.00	-
Classroom Teacher Secondary			6.00		(6.00)
Communications and Customer Services Analyst	1.00	-			-
Compensation Advisor	2.00	2.00	2.00	1.00	(1.00)
Compensation Analyst	2.00	2.00	1.00	1.00	-
Compensation Associate	1.00	1.00	1.00		(1.00)
Compensation Manager	1.00	1.00			-
Compensation Specialist			1.00	1.00	-
Compliance Associate	-	1.00	1.00	1.00	-
Customer Service Rep Human Resources			1.00	2.00	1.00
Customer Service Rep, Human Resources	1.00	1.00			-
Dir. Employee Rel & Performance Sup			1.00		(1.00)
Director of Employee Services	-	-			-
Director of HR Operations and Strategy	1.00	1.00			-
Director of Human Capital Office	1.00	1.00	1.00	1.00	-
Director of Labor Relations	1.00	1.00			-
Director of Performance Management	-	-			-
District Receptionist	-	-			-
EEO Specialist	-	-			-
Employee Connect Clerk	4.00	4.00	4.00	3.00	(1.00)
Employee Connect Manager	1.00	1.00	1.00	1.00	-
Employee Enterprise Associate	3.00	3.00	3.00	3.00	-
Employee Enterprise Clerk	1.00	-			-
Employee Enterprise Manager	1.00	1.00	1.00	1.00	-
Employee Systems Specialist	1.00	1.00	1.00	1.00	-
Executive Assistant Human Resources			1.00	1.00	-
Executive Assistant to the Chief Human Capital Off	-	-			-
Executive Assistant to the Chief Innovation Office	-	-			-
Executive Assistant, Human Resources	1.00	1.00			-



Job Description	2015-16 Actual	2016-17 Actual	2017-18 Amended Budget	2018-19 Budget	2019 vs 2018 Variance
HUMAN RESOURCES					-
Finance Specialist	-	-			-
Highly Specialized Human Capital Advisor	-	-			-
HR Business Partner			2.00		(2.00)
HR Business Partner Instructional			2.00	3.00	1.00
HR Business Partner Non-Instructional			2.00	2.00	-
HR Business Partner, Instructional	4.00	2.00			-
HR Business Partner, Non-Instructional	1.00	1.00			-
HR Talent Associate Instructional			2.00	2.00	-
HR Talent Associate, Instructional	3.00	3.00			-
HR Talent Associate, Non-Instructional	1.00	1.00			-
HR Talent Recruiter			1.00		(1.00)
HR Talent Specialist Instructional			6.00	5.00	(1.00)
HR Talent Specialist Non-Instructional			1.00	1.00	-
HR Talent Specialist, Instructional	3.00	3.00			-
HR Talent Specialist, Non-Instructional	1.00	1.00			-
Human Capital Analyst	1.00	-			-
Human Capital Associate	-	-			-
Labor EEOC Associate	1.00	1.00			-
Labor EEOC Specialist			1.00		(1.00)
Labor Relations Administrative Assistant	-	-			-
Labor Relations Advisor	-	2.00			-
Lead Labor Relations Advisor			1.00	1.00	-
Manager Instructional Evaluation & Effectiveness			1.00		(1.00)
Manager Non-Instructional Evaluation & Employee D			1.00	1.00	-
Manager of Budget & Compensation	-	-			-
Manager of Labor Relations	-	-	1.00	1.00	-
Manager of Recruitment & Staffing	1.00	1.00	1.00	1.00	-
Manager, Instructional Evaluation & Effectiveness	1.00	1.00			-
Manager, Non-Instructional Evaluation & Employee D	1.00	1.00			-
Non-Instructional Advisor	1.00	-			-
Non-Instructional Associate	-	-			-
Non-Instructional Evaluation Specialist	1.00	1.00	1.00	1.00	-
Pending Placement Teacher K-12	7.00	-			-
Recruitment and Staffing Advisor	-	-			-
Recruitment Assistant, Talent Acquisition	2.00	-			-
Selector Talent Acquisition			2.00	2.00	-
Selector, Talent Acquisition	3.00	-			-
Senior Compensation Advisor			1.00	2.00	1.00
Senior Compensation Manager	1.00	-	1.00	1.00	-
Specialist HR Employee Services			1.00	1.00	-
Specialist, HR Employee Services	1.00	1.00			-
Staffing Advisor	-	-			-
Staffing Associate	-	-			-
Strategic Planning Analyst	1.00	-			-
Talent Acquisition Advisor	1.00	1.00	1.00	1.00	-
Talent Acquisition Associate	1.00	1.00	1.00	1.00	-
Talent Acquisition Manager	1.00	1.00	1.00	1.00	-
Teacher and Leader Effectiveness Advisor	1.00	1.00	2.00	2.00	-
Teacher and Leadership Effectiveness Manager			1.00	1.00	-
Teacher Effectiveness Advisor			1.00	1.00	-
Teacher Evaluation Analyst	1.00	1.00	1.00	1.00	-
Technology Analyst	-	-			-
Technology and Communications Advisor				1.00	1.00
Director of Labor Empl Rel / Perf Mgmt & Sup				1.00	1.00
Employee Relations Advisor				1.00	1.00
Employee Relations Specialist				1.00	1.00
Investigator				1.00	1.00
Senior HR Data Analyst				1.00	1.00
Sr. HR Business Strategist & Consultant				1.00	1.00
Talent Acquisition Recruiter				2.00	2.00
HUMAN RESOURCES Total	68.00	49.00	66.00	61.00	(5.00)
INFORMATION TECHNOLOGY					-
Application Support I	-	-			-
Application Support Lead	-	-			-
Assistant to the Project Management Office	1.00	1.00			-
Associate, School Support	-	-			-



Job Description	2015-16 Actual	2016-17 Actual	2017-18 Amended Budget	2018-19 Budget	2019 vs 2018 Variance
INFORMATION TECHNOLOGY					-
Business Advisor	2.00	1.00	1.00	1.00	-
Business Analyst	-	-	-	-	-
Chief Information Officer	1.00	1.00	1.00	1.00	-
Data Center Manager	-	-	-	-	-
Database Administrator	-	-	-	-	-
Database Advisor (ERP)	1.00	1.00	1.00	1.00	-
Database Advisor (Software Development)	-	-	-	-	-
Director of Business Relationships & Customer Ser	-	-	-	-	-
Director of Business Relationships & Customer Serv	1.00	1.00	1.00	1.00	-
Director of Educational Technology Services	-	-	-	-	-
Director of Technical Services	-	-	-	-	-
Director Systems Development and Integration I	-	-	-	-	-
Director-Project Management Office	1.00	1.00	-	-	-
ED-Tech Analyst	-	-	-	-	-
Educational Technology Manager	1.00	-	-	-	-
Executive Assistant to the Chief Information Offic	-	-	-	-	-
Executive Director of IT	-	-	-	-	-
Field Support Manager	-	-	-	-	-
Highly Specialized Advisor-Strategic Planning	-	-	-	-	-
Highly Specialized Strategic Planning Advisor	-	-	1.00	1.00	-
Information Assurance Officer	1.00	1.00	1.00	-	(1.00)
Interim Executive Director- Information Technology	1.00	1.00	1.00	1.00	-
IT - Advisor Budget E-Rate	-	-	1.00	-	(1.00)
IT - Advisor, Budget E-Rate	1.00	1.00	-	-	-
IT Budget and E-Rate Specialist	1.00	1.00	1.00	-	(1.00)
IT Database Advisor	3.00	3.00	3.00	3.00	-
IT Departmental Assistant	2.00	2.00	2.00	2.00	-
IT Director	-	-	-	-	-
IT Enterprise Email Analyst	2.00	2.00	2.00	2.00	-
IT Front Desk	-	-	-	-	-
IT Instructional Specialists	-	-	-	-	-
IT Manager - Process Manager	-	-	-	-	-
IT Manager - System Administration and Security	1.00	1.00	1.00	1.00	-
IT Manager-Application Development	1.00	1.00	1.00	1.00	-
IT Manager-Instructional Technology	-	-	-	-	-
IT Manager-Technology Development	1.00	1.00	1.00	1.00	-
IT Manager-Technology Field Support	3.00	3.00	3.00	3.00	-
IT Network/Telecom Manager	1.00	1.00	1.00	1.00	-
IT Process Advisor	-	-	-	-	-
IT Programmer Advisor	4.00	4.00	4.00	4.00	-
IT Project Advisor	-	-	-	-	-
IT Project Analyst	-	-	-	-	-
IT Report Analyst	3.00	3.00	3.00	3.00	-
IT Support Analyst	59.00	59.00	47.00	46.00	(1.00)
IT Support Associate	-	-	12.00	12.00	-
IT Systems Administrator Analyst	1.00	1.00	2.00	2.00	-
Mail Analyst	-	-	-	-	-
Manager Application Support	-	-	-	-	-
Manager of Application Development I	-	-	-	-	-
Manager of Technology Development I	-	-	-	-	-
Manager Tech Support	-	-	-	-	-
Manager, Project Management Office	1.00	1.00	-	-	-
Network Administration Manager	-	-	-	-	-
Network Administrator	-	-	-	-	-
Network Analyst	5.00	5.00	5.00	5.00	-
Process Advisor	1.00	1.00	2.00	2.00	-
Programmer Advisor (Software Development)	-	-	-	-	-
Programmer Advisor ERP	2.00	2.00	2.00	2.00	-
Project Advisor	3.00	2.00	2.00	2.00	-
Project Analyst	1.00	1.00	-	-	-
Project Coordinator	-	-	-	-	-
Project Manager	-	-	-	2.00	2.00
Quality Assurance	-	-	-	-	-
Report Analyst (ERP)	1.00	1.00	1.00	1.00	-
Report Analyst (Software Development)	-	-	-	-	-



Job Description	2015-16 Actual	2016-17 Actual	2017-18 Amended Budget	2018-19 Budget	2019 vs 2018 Variance
Service Desk Associate	10.00	10.00	10.00	10.00	-
Service Desk Manager	-	-	-	1.00	1.00
Software Developer Manager	-	-	-	-	-
Specialist Mainframe Migration	-	-	-	-	-
Sr. Technical Operations Manager	-	-	-	-	-
Storage Specialist	-	-	-	-	-
System Administrator	3.00	3.00	3.00	3.00	-
Systems Administration Manager	-	-	-	-	-
Systems Administrator	-	-	-	-	-
Technical Support I	-	-	-	-	-
Technical Support II	-	-	-	-	-
Technical Support III	-	-	-	-	-
Technical Support Lead I	-	-	-	-	-
Technical Support Lead II	-	-	-	-	-
Technical Support Lead III	-	-	-	-	-
Telecom Analyst	4.00	4.00	4.00	4.00	-
TTC - Front Desk	-	-	-	-	-
VM Specialist	-	-	-	-	-
IT Business Analyst	-	-	-	1.00	1.00
IT Business Technology Advisor	-	-	-	1.00	1.00
IT Systems Security Analyst	-	-	-	1.00	1.00
Manager Project Management Office	-	-	-	1.00	1.00
INFORMATION TECHNOLOGY Total	124.00	121.00	120.00	123.00	3.00
STRATEGY & PERFORMANCE MANAGEMENT					
Accountability & Accreditation Advisor	-	-	-	-	-
Advisor Academic Quality & Accountability	-	-	1.00	1.00	-
Advisor Research & Perf Imprvt	-	-	1.00	-	(1.00)
Advisor School Development	-	-	1.00	1.00	-
Advisor, Research & Perf Imprvt	1.00	1.00	-	-	-
Analyst, SIM Team Leader - Elementary	-	-	-	-	-
Assessment & Accountability Assistant	1.00	1.00	1.00	1.00	-
Assessment Advisor	2.00	2.00	2.00	2.00	-
Assessment and Accountability Analyst	1.00	1.00	1.00	1.00	-
Assessment Specialist	1.00	1.00	2.00	2.00	-
Campus Monitor	-	-	-	-	-
Carryover Position	-	-	-	-	-
Charter Planning/Authorization Advisor	1.00	1.00	-	-	-
Charter School Specialist Organizational Quality	-	-	1.00	1.00	-
Charter School Specialist School Recruitment & Development	-	-	1.00	-	(1.00)
Charter Support Specialist	1.00	1.00	-	-	-
Chief of Strategy & Performance Management	1.00	1.00	1.00	1.00	-
Chief of Planning & Accountability	-	-	-	-	-
Classroom Teacher K-3	2.00	2.00	-	-	-
Classroom Teacher Secondary	12.00	12.00	-	-	-
Data Analyst	2.00	2.00	2.00	2.00	-
Director II, Planning & Accountability	1.00	1.00	-	-	-
Director of Assessment & Accountability	1.00	1.00	1.00	1.00	-
Director of Charter Schools	1.00	1.00	1.00	1.00	-
Director of Performance Management	1.00	1.00	1.00	1.00	-
Director of Research, Planning & Improvement	1.00	1.00	-	-	-
Director of Student Information Management	1.00	1.00	1.00	1.00	-
Director of Virtual Learning & Online Instruction	-	-	-	-	-
Director Virtual Schools and Online Learning	1.00	1.00	-	-	-
Enrollment Support Assistant	1.00	1.00	-	-	-
Executive Assistant to the Chief Innovation Office	1.00	1.00	1.00	-	(1.00)
Executive Director of Planning & Accountability	-	-	1.00	1.00	-
GED Testing Associate	1.00	1.00	1.00	1.00	-
Highly Specialized Advisor for Planning & Accounta	-	-	-	-	-
Highly Specialized Advisor Strategy & Innovation	-	-	1.00	1.00	-
Highly Specialized Advisor, Strategy & Innovation	1.00	1.00	-	-	-
Highly Specialized Human Capital Advisor	1.00	1.00	-	-	-
Highly Specialized Shared Services Advisor	1.00	1.00	-	-	-
Instructional Curriculum Coach	15.00	15.00	-	-	-
Instructional Leadership Director	-	-	-	-	-
Instructional Leadership Director – iZone	1.00	2.00	-	-	-
I-Zone Clerk	1.00	1.00	-	-	-



Job Description	2015-16 Actual	2016-17 Actual	2017-18 Amended Budget	2018-19 Budget	2019 vs 2018 Variance
Learning Management Support Advisor	2.00	2.00			-
Learning Support Specialist, Literacy	-	-			-
Learning Support Specialist, Math	-	-			-
Learning Support Specialist, Science	1.00	1.00			-
Manager Organizational Quality			1.00	1.00	-
Manager Research			1.00	1.00	-
Manager Virtual School Academics	1.00	1.00			-
Manager Virtual School Operations	1.00	1.00			-
Part-time Online Teacher	1.00	1.00			-
Part-time Online Tutor	1.00	1.00			-
Performance Management Advisor	2.00	2.00	2.00		(2.00)
Performance Management Manager	1.00	-	1.00		(1.00)
Principal Effectiveness Advisor	-	-			-
Principal Evaluation Analyst	-	-			-
Professional Development Advisor, Literacy	1.00	-			-
Professional Development Advisor-Math	1.00	-			-
Professional Development Advisor-Science	1.00	-			-
Reading Teacher	-	-			-
Records Assistant	4.00	4.00	4.00	4.00	-
Regional Superintendent, I-Zone	1.00	1.00			-
Research & Program Evaluation Advisor	-	-			-
Research Analyst	-	-			-
Research Associate	-	-			-
SIM Data Specialist	8.00	8.00	8.00	10.00	2.00
SIM Team Leader	3.00	3.00	3.00	3.00	-
Strategic Initiatives Professional	-	-			-
Student Information Management Advisor	-	-			-
Student Records Manager	1.00	1.00	1.00	1.00	-
Teacher and Leadership Effectiveness Manager	-	-			-
Teacher Effectiveness Advisor	-	-			-
Teacher Evaluation Analyst	-	-			-
TEI Project & Knowledge Manager	-	1.00			-
Virtual School Instructor-Part Time	-	-			-
Virtual School Principal	-	-			-
Virtual School Vice Principal	1.00	1.00			-
Analytics Advisor				1.00	1.00
Charter School Specialist Recruitment&Development				1.00	1.00
Executive Assistant to the Chief of Strategy				1.00	1.00
Manager Decision Analytics & Information Mgmt				1.00	1.00
Senior Manager Decision Analytics Information				1.00	1.00
Student Safety Manager Charter Oversight				1.00	1.00
STRATEGY & PERFORMANCE MANAGEMENT Total	86.00	84.00	43.00	45.00	2.00
INTERNAL AUDIT					
Accounting Assistant for Internal Audit	-	-			-
Associate Internal Auditor	1.00	4.00	4.00	4.00	-
Audit Director			1.00	1.00	-
Audit Supervisor			2.00	2.00	-
Chief Internal Auditor	1.00	1.00	1.00	1.00	-
Executive Assistant to the Chief Internal Auditor	1.00	1.00	1.00	1.00	-
INFORMATION TECHNOLOGY AUDITOR	-	1.00	1.00	1.00	-
Internal Audit Manager	1.00	1.00			-
Internal Auditor	3.00	3.00	3.00	3.00	-
Senior Internal Auditor (Operations)	1.00	1.00			-
Senior Internal Auditor (School Support Accounting)	1.00	1.00		1.00	1.00
Internal Audit Director				1.00	1.00
Internal Audit Supervisor				2.00	2.00
Senior Internal Auditor Investigator				1.00	1.00
INTERNAL AUDIT Total	9.00	13.00	13.00	18.00	5.00
OTHER USE					
Administrative Assistant				1.00	1.00
Broadcast Engineer	1.00	1.00	1.00		(1.00)
Business Manager			1.00		(1.00)
Classroom Teacher Secondary				4.00	4.00
Communication Specialist	1.00		1.00		(1.00)
Financial Analyst Fiscal Services				1.00	1.00
Instructional Curriculum Coach				1.00	1.00
Teacher Resource Center Clerk			1.00		(1.00)
Video Coordinator	1.00		3.00		(3.00)
OTHER USE Total	3.00	1.00	7.00	7.00	-



Job Description	2015-16 Actual	2016-17 Actual	2017-18 Amended Budget	2018-19 Budget	2019 vs 2018 Variance
STUDENT SERVICES					-
Admin Assistant to School & Safety Manager	1.00	1.00	1.00		(1.00)
Administrative Assistant	1.00	1.00	1.00		(1.00)
Administrative Assistant for Athletics Manager	1.00	1.00	1.00	1.00	-
Administrative Assistant for Director of Attendanc	1.00	1.00			-
Administrative Assistant for Director of Coordinat			1.00	1.00	-
Administrative Assistant for Director of Student S	1.00	1.00	1.00		(1.00)
Administrative Assistant for Manager of ROTC	1.00	1.00	1.00	1.00	-
Administrative Assistant for Safety & Security Adv	-	-			-
Administrative Assistant to the Student Safety Man	-	-			-
Alarm/CCTV Assistant	4.00	4.00	4.00		(4.00)
Alarm/CCTV Technician	1.00	1.00	1.00		(1.00)
Assistant Manager of ROTC	-	-			-
Athletics Head Trainer	1.00	1.00	1.00	1.00	-
Athletics Manager	1.00	1.00	1.00	1.00	-
Athletics Specialist	1.00	1.00	2.00	2.00	-
Athletics Trainer	1.00	1.00	1.00	1.00	-
Attendance and Discipline Analyst	5.00	5.00			-
Attendance and Discipline Assistant	3.00	3.00			-
Attendance and Discipline Receptionist	2.00	2.00			-
Attendance, Discipline, and Hearing Official	11.00	11.00			-
Behavioral Specialist	1.00	1.00	2.00	21.00	19.00
Behavioral Support/Student Leadership Manager	-	-	1.00	1.00	-
Campus Monitor				1.00	1.00
Chief of Safety Security & Student Support			1.00	1.00	-
Chief of Safety, Security & Student Support	1.00	1.00			-
Chief of Student Services	-	-			-
Classroom Teacher Misc	-	-			-
Classroom Teacher Secondary	8.00	8.00			-
Classroom Teacher Special ED	3.00	3.00			-
Clerical Assistant			2.00	3.00	1.00
Command Sgt. Major	1.00	1.00	1.00	1.00	-
Counselor Alcohol / Drug			5.00	5.00	-
Criminal Investigative Manager	2.00	2.00	2.00	2.00	-
Criminal Investigator/Supervisor	-	-			-
Data Info Specialist	1.00	1.00	1.00	1.00	-
Director II of Schools and Student Support	1.00	1.00			-
Director of Attendance & Discipline	1.00	1.00			-
Director of Safety & Security	1.00	1.00	1.00	1.00	-
Director of Student Support	1.00	1.00	1.00		(1.00)
Educational Asst - Special ED	8.00	8.00			-
Emergency Management Advisor	1.00	1.00	1.00	1.00	-
Executive Director of Schools and Student Support			1.00	1.00	-
Executive Assistant (Safety & Security)	1.00	1.00	1.00		(1.00)
Executive Assistant to Chief of Student Services	1.00	1.00	1.00		(1.00)
Executive Assistant to Director II of Schools and	-	-			-
Executive Assistant to the Chief Academic Officer	1.00	1.00	1.00	1.00	-
Executive Director of Safety & Security	-	-			-
Extended Learning Specialist	1.00	1.00	1.00	1.00	-
Financial Analyst for Student Support				0.50	0.50
Fingerprint/Background Analyst			2.00	2.00	-
Fingerprint/Background Specialist	2.00	2.00	2.00	2.00	-
GRASSY Special Project Coordinator I (Gang Counsel	5.00	5.00	5.00	5.00	-
In-School Suspension Assistant	66.00	61.00	60.00	2.00	(58.00)
Instructional Facilitator	1.00	1.00			-
Instructional Supervisor-Driver Educ	-	-			-
Manager of ROTC	1.00	1.00	1.00	1.00	-
Mobile Security Officer	99.00	99.00	99.00	128.00	29.00
Part-time Homebound Teacher	8.00	2.00			-
Professional Counselor	-	-	4.00	283.00	279.00
Psychologist			10.00	10.00	-
Records Clerk II			2.00	2.00	-
Records Clerk to GRASSY Special Projects Coordinat	-	-			-
Records Clerk to Truancy Manager	4.00	4.00	4.00	4.00	-
ROTC Instructor	51.00	42.00	41.28	41.00	(0.28)
ROTC Logistics Management Specialist	1.00	1.00	1.00	1.00	-
Safety and Security Senior Advisor	1.00	1.00	1.00	1.00	-



Job Description	2015-16 Actual	2016-17 Actual	2017-18 Amended Budget	2018-19 Budget	2019 vs 2018 Variance
STUDENT SERVICES					-
Security Advisor			1.00	1.00	-
Security Manager	-	-			-
Security Supervisor	1.00	1.00			-
Security System Operator	6.00	6.00	6.00	6.00	-
Security Systems Operator PART TIME	5.00	5.00	5.00	3.00	(2.00)
SENIOR MANAGER MENTAL HEALTH CENTER			1.00	1.00	-
Sergeant	2.00	2.00	2.00	4.00	2.00
SHAPE Advisor			1.00	1.00	-
SHAPE Program Special Projects Specialist	1.00	1.00			-
Social Worker			66.00	72.00	6.00
Special Project Advisor	1.00	1.00	1.00	3.00	2.00
Special Project Assistant	2.00	2.00	2.00	2.00	-
Special Project Assistant (Beh. Sup. / Stud. Leade	1.00	1.00	1.00		(1.00)
Spec-Prevention/Intervention	-	-	1.00	1.00	-
Sr Technology Project Admin	1.00	-			-
Statistical Analyst	1.00	-	1.00		(1.00)
Student Safety Manager	1.00	1.00	1.00	1.00	-
Study Hall Monitor	30.00	26.00	25.00	2.00	(23.00)
Supervising Psychologist(Coord. School Health)			5.00	4.00	(1.00)
Systems Analyst	-	-	1.00	1.00	-
Teacher On Assignment	1.00	1.00			-
Training NCO	1.00	1.00	1.00	1.00	-
Truancy Attendance Specialist	2.00	2.00	2.00	2.00	-
Truancy Attendance Teacher	3.00	3.00	3.00	3.00	-
Truancy Manager	-	-			-
Truancy Records Clerk	-	-			-
Alarm/CCTV Installation Analyst				1.00	1.00
Alarm/CCTV Technical Associate				4.00	4.00
Security Financial Analyst				-	-
Social Work Supervisor				1.00	1.00
Student Leadership Advisor				1.00	1.00
Truancy Case Advocate Assistant				4.00	4.00
STUDENT SERVICES Total	368.00	342.00	397.28	650.50	253.22
SUPERINTENDENT					-
Broad Resident	-	-			-
Executive Assistant to the Superintendent	1.00	1.00			-
Receptionist for Superintendent	1.00	1.00	1.00	1.00	-
Senior Executive Coordinator			1.00	1.00	-
Superintendent	1.00	1.00	1.00	1.00	-
SUPERINTENDENT Total	3.00	3.00	3.00	3.00	-
Grand Total	9,646.70	9,154.95	9,331.70	9,635.20	303.50



**SHELBY COUNTY SCHOOLS
POSITION SUMMARY BY PROJECT
NON-FEDERAL PROGRAMS**

Job Description	2015-16 Budget	2016-17 Budget	2017-18 Amended Budget	2018-19 Budget	2019 vs 2018 Variance
D025 School Age Childcare					-
Classroom Teacher			1.00		(1.00)
ELOP (School Age Childcare) Assistant	3.00	3.00	103.64	2.00	(101.64)
ELOP Monitor	10.00	10.00		-	-
ELOP Monitor SUBSTITUTES	0.50	0.50		-	-
ELOP Supervisor (School Age Childcare)			48.23		(48.23)
ELOP Tutor			7.50		(7.50)
Financial Analyst for Student Support	1.00	1.00		1.00	1.00
Program Administrator	1.00	1.00		2.00	2.00
Receptionist				2.00	2.00
School Age Child Care Manager	1.00	1.00		1.00	1.00
Special Project Assistant (School Age Childcare)			1.00		(1.00)
D025 School Age Childcare Total	16.50	16.50	161.37	8.00	(153.37)
D055 Teacher and Leader Effectiveness					-
Administrative Assistant	-	-			-
Classroom Observer	20.00	-			-
Classroom Teacher Secondary	6.00	-			-
Compensation Advisor	-	-			-
Compensation Analyst	-	-			-
Data Analyst	-	-			-
Instructional Leadership Director, Northeast	2.00	-			-
Instructional Support Analyst 1	-	-			-
Instructional Support Manager	-	-			-
Labor Relations Advisor	2.00	-			-
Performance Management Manager	-	-			-
Professional Development & Evaluation Clerk	-	-			-
Reflective Practice Analyst	-	-			-
Strategic Compensation Advisor	-	-			-
Teacher and Leader Development Manager	-	-			-
Teacher and Leader Effectiveness Advisor	1.00	1.00			-
Teacher Evaluation Analyst	1.00	1.00			-
D055 Teacher and Leader Effectiveness Total	32.00	2.00			-
D065 TVA ENERNOC Demand Response Program					-
Project Leader - Green Schools	1.00	1.00	1.00	1.00	-
D065 TVA ENERNOC Demand Response Program Tot:	1.00	1.00	1.00	1.00	-
D085 After School Childcare					-
Classroom Teacher				1.00	1.00
Classroom Teacher K-3	1.00	1.00			
ELOP Assistant (School Age Childcare)	108.98	104.32	13.00		(13.00)
ELOP Supervisor (School Age Child Care)	48.49	48.49		23.63	23.63
ELOP Tutor	8.50	3.00			-
Financial Analyst for Student Support			1.00		(1.00)
Program Administrator			1.00		(1.00)
Receptionist	-	2.00			
School Age Child Care Manager			1.00		(1.00)
Special Project Assistant (School Age Child Care)	1.00	1.00			
D085 After School Childcare Total	167.97	159.81	16.00	24.63	8.63



Job Description	2015-16 Budget	2016-17 Budget	2017-18 Amended Budget	2018-19 Budget	2019 vs 2018 Variance
D435 LEAP Program					
ELOP (School Age Childcare) Assistant			6.67	-	(6.67)
ELOP Assistant (School Age Child Care)	16.49	10.45			-
ELOP Monitor				-	-
ELOP Monitor SUBSTITUTES				-	-
ELOP Supervisor (School Age Child Care)	5.04	4.41			-
ELOP Supervisor (School Age Childcare)			2.52		(2.52)
ELOP Tutor	6.00	-	1.50		(1.50)
Financial Analyst for Student Support				-	-
Program Administrator	-	1.00	1.00	-	(1.00)
Project Manager	1.00	-	1.00		(1.00)
Receptionist	2.00	-	2.00	-	(2.00)
School Age Child Care Manager				-	-
D435 LEAP Program Total	30.53	15.86	14.69	-	(14.69)
D525 Pre-K					
Administrative Assistant for Pre-K	1.00	1.00	1.00	1.00	-
Assistant Pre-K	-	-			-
Assistant Pre-K Program			1.00	1.00	-
Classroom Teacher K-3	-	-			-
Classroom Teacher K-5	-	-		1.00	1.00
Classroom Teacher-Pre K	82.00	82.00	79.70		(79.70)
Clerical Assistant	1.00	1.00		2.00	2.00
Educational Asst - Early Childhood	-	-	10.00	6.00	(4.00)
Grant Fiscal Associate	-	-			-
Grant Fiscal Associate Pre-K			1.00	1.00	-
Instructional Advisor Pre-K			2.00	1.00	(1.00)
Instructional Advisor, Pre-K	3.00	3.00			-
Manager Early Childhood			2.00	2.00	-
Manager Early Childhood	2.00	2.00			-
Manager Grant Fiscal	-	-	0.33	0.50	0.17
Program/Project Assistant for Pre-K	1.00	1.00			-
Records Clerk for Pre-K	1.00	1.00			-
Senior Accountant	1.00	1.00			-
Classroom Teacher Pre K				80.00	80.00
D525 Pre-K Total	92.00	92.00	97.03	95.50	(1.53)
D555 Research & Evaluation					
Assessment Specialist	1.00	1.00			-
Research Analyst	1.00	1.00	1.00		(1.00)
Research Assistant	1.00	1.00			-
Research Associate	-	-	1.00	1.00	-
Senior Research Advisor				1.00	1.00
D555 Research & Evaluation Total	3.00	3.00	2.00	2.00	-
D765 Shelby County Government Pre-K					
Classroom Teacher-Pre K	14.00	14.00	13.00		(13.00)
Educational Asst - Early Childhood	14.00	14.00	13.00	1.00	(12.00)
Instructional Advisor Pre-K			1.00	12.00	11.00
Instructional Advisor, Pre-K	1.00	1.00			-
Classroom Teacher Pre-K				13.00	13.00
Educational Assistant				1.00	1.00
D765 Shelby County Government Pre-K Total	29.00	29.00	27.00	27.00	-



Job Description	2015-16 Budget	2016-17 Budget	2017-18 Amended Budget	2018-19 Budget	2019 vs 2018 Variance
D770 School Improvement Teacher Town					-
Classroom Teacher Secondary				1.00	1.00
Clerical Assistant				1.00	1.00
Instructional Leadership Director	-	-	1.00		(1.00)
Instructional Support Advisor	-	-	6.00	5.00	(1.00)
Instructional Support Manager	-	-	1.00	1.00	-
Manager Literacy Instructional Support	1.00	1.00	1.00	1.00	-
Manager Mathematics Instructional Support	1.00	1.00	1.00	1.00	-
Manager Science Instructional Support	1.00	1.00	1.00	1.00	-
Instructional Curriculum Coach				1.00	1.00
Teacher In Training				2.00	2.00
D770 School Improvement Teacher Town Total	3.00	3.00	11.00	14.00	3.00
D795 SPED Medicaid Reimbursement					-
Medicaid Specialist	1.00	1.00	1.00	1.00	-
Nurse Practitioner				1.00	1.00
D795 SPED Medicaid Reimbursement Total	1.00	1.00	1.00	2.00	1.00
D961 Urban Strategies					-
Family Engagement Specialist				3.00	3.00
Student & Community Relations Advisor				1.00	1.00
D961 Urban Strategies Total				4.00	4.00
Grand Total	376.00	323.17	331.09	178.13	(152.96)



**SHELBY COUNTY SCHOOLS
POSITION SUMMARY
NUTRITION SERVICES**

Job Description	2015-16 Actual	2016-17 Budget	2017-18 Budget	2018-19 Budget	2019 vs 2018 variance
Accountant	-	-	-	-	-
Accountant - Senior	3.00	3.00	4.00	4.00	-
Accounting Associate	-	-	1.00	-	(1.00)
Admin Assistant for Dir of Nutrition Operations	1.00	1.00	1.00	1.00	-
Admin Assistant for Dir of Nutrition Services	1.00	1.00	1.00	1.00	-
Admin Assistant for Dir of Nutrition Support	-	-	-	-	-
Administrative Secretary I	1.00	1.00	-	1.00	1.00
Analyst, Distribution	1.00	-	-	2.00	2.00
Analyst, Planning and Logistics	1.00	-	-	1.00	1.00
Assocaite, Compliance CNC	2.00	-	-	2.00	2.00
Associate, Planning and Logistics	1.00	-	-	1.00	1.00
Associate, Warehouse & Distribution Inventory	1.00	-	1.00	1.00	-
Buyer	1.00	1.00	1.00	1.00	-
Cafeteria Equip Repair Spec	-	-	1.00	-	(1.00)
Catering Assistant	-	-	1.00	-	(1.00)
Central Kitchen Manager	1.00	1.00	1.00	-	(1.00)
Clerical Assistant	1.00	1.00	1.00	1.00	-
Clerical Assistant (Part-Time)	0.50	0.50	0.50	-	(0.50)
Clerk for Distribution	1.00	1.00	1.00	1.00	-
Clerk for Distribution (File)	-	1.00	1.00	-	(1.00)
Clerk for Planning and Procurement	4.00	4.00	1.00	4.00	3.00
Clerk Nutrition Services	8.00	9.00	9.00	8.00	(1.00)
Compliance Associate	-	1.00	1.00	-	(1.00)
Compliance Associate - Special Programs	-	1.00	1.00	-	(1.00)
Compliance Programming, Education and Training Man	-	-	-	-	-
Compliance Specialist	1.00	1.00	1.00	1.00	-
Culinary Specialist	2.00	2.00	2.00	2.00	-
Data Processing Specialist	-	-	1.00	-	(1.00)
Dietitian	2.00	3.00	3.00	3.00	-
Director of Central Nutrition Operations	-	1.00	1.00	-	(1.00)
Director of Nutrition	1.00	1.00	1.00	1.00	-
Director of Nutrition Finance	1.00	-	-	1.00	1.00
Director of Nutrition Logistics & Supply Chain	-	-	1.00	-	(1.00)
Director of Nutrition Operations	1.00	1.00	-	1.00	1.00
Director of Nutrition Support	-	-	-	-	-
Distribution Analyst	-	1.00	1.00	-	(1.00)
Distribution Area Supervisor Shipping (Logistics)	-	1.00	1.00	-	(1.00)
Distribution Area Supervisor Support (Inventory)	-	1.00	1.00	-	(1.00)
Distribution Area Supervisor Warehouse Ops	-	1.00	1.00	-	(1.00)
Distribution Manager	1.00	1.00	1.00	1.00	-
Employee Enterprise Associate	-	-	-	-	-
Equipment Maintenance Specialist	3.00	3.00	3.00	3.00	-
Equipment Operations Assistant	1.00	1.00	1.00	1.00	-
Equipment Operations Manager	-	1.00	1.00	-	(1.00)
Equipment Operations Supervisor	1.00	1.00	1.00	1.00	-



**SHELBY COUNTY SCHOOLS
POSITION SUMMARY
NUTRITION SERVICES**

Job Description	2015-16 Actual	2016-17 Budget	2017-18 Budget	2018-19 Budget	2019 vs 2018 variance
Accountant	-	-	-	-	-
Accountant - Senior	3.00	3.00	4.00	4.00	-
Accounting Associate	-	-	1.00	-	(1.00)
Admin Assistant for Dir of Nutrition Operations	1.00	1.00	1.00	1.00	-
Admin Assistant for Dir of Nutrition Services	1.00	1.00	1.00	1.00	-
Admin Assistant for Dir of Nutrition Support	-	-	-	-	-
Administrative Secretary I	1.00	1.00	-	1.00	1.00
Analyst, Distribution	1.00	-	-	2.00	2.00
Analyst, Planning and Logistics	1.00	-	-	1.00	1.00
Assocaite, Compliance CNC	2.00	-	-	2.00	2.00
Associate, Planning and Logistics	1.00	-	-	1.00	1.00
Associate, Warehouse & Distribution Inventory	1.00	-	1.00	1.00	-
Buyer	1.00	1.00	1.00	1.00	-
Cafeteria Equip Repair Spec	-	-	1.00	-	(1.00)
Catering Assistant	-	-	1.00	-	(1.00)
Central Kitchen Manager	1.00	1.00	1.00	-	(1.00)
Clerical Assistant	1.00	1.00	1.00	1.00	-
Clerical Assistant (Part-Time)	0.50	0.50	0.50	-	(0.50)
Clerk for Distribution	1.00	1.00	1.00	1.00	-
Clerk for Distribution (File)	-	1.00	1.00	-	(1.00)
Clerk for Planning and Procurement	4.00	4.00	1.00	4.00	3.00
Clerk Nutrition Services	8.00	9.00	9.00	8.00	(1.00)
Compliance Associate	-	1.00	1.00	-	(1.00)
Compliance Associate - Special Programs	-	1.00	1.00	-	(1.00)
Compliance Programming, Education and Training Man	-	-	-	-	-
Compliance Specialist	1.00	1.00	1.00	1.00	-
Culinary Specialist	2.00	2.00	2.00	2.00	-
Data Processing Specialist	-	-	1.00	-	(1.00)
Dietitian	2.00	3.00	3.00	3.00	-
Director of Central Nutrition Operations	-	1.00	1.00	-	(1.00)
Director of Nutrition	1.00	1.00	1.00	1.00	-
Director of Nutrition Finance	1.00	-	-	1.00	1.00
Director of Nutrition Logistics & Supply Chain	-	-	1.00	-	(1.00)
Director of Nutrition Operations	1.00	1.00	-	1.00	1.00
Director of Nutrition Support	-	-	-	-	-
Distribution Analyst	-	1.00	1.00	-	(1.00)
Distribution Area Supervisor Shipping (Logistics)	-	1.00	1.00	-	(1.00)
Distribution Area Supervisor Support (Inventory)	-	1.00	1.00	-	(1.00)
Distribution Area Supervisor Warehouse Ops	-	1.00	1.00	-	(1.00)
Distribution Manager	1.00	1.00	1.00	1.00	-
Employee Enterprise Associate	-	-	-	-	-
Equipment Maintenance Specialist	3.00	3.00	3.00	3.00	-
Equipment Operations Assistant	1.00	1.00	1.00	1.00	-
Equipment Operations Manager	-	1.00	1.00	-	(1.00)
Equipment Operations Supervisor	1.00	1.00	1.00	1.00	-



Job Description	2015-16 Actual	2016-17 Budget	2017-18 Budget	2018-19 Budget	2019 vs 2018 variance
Executive Assistant to the Chief of Business Opera	-	-	-	-	-
Farm Education Program Manager				1.00	1.00
Farm Manager	2.00	2.00	2.00	1.00	(1.00)
First Line Supervisor Operations				1.00	1.00
Floating Clerk Nutrition Services	1.00	1.00	1.00	1.00	-
Food Quality Control Specialist	2.00	2.00	2.00	2.00	-
Food Quality Control Supervisor	-	1.00	1.00	-	(1.00)
Food Quality Control Technican	-	-	-	1.00	1.00
Food Safety Specialist	1.00	1.00	1.00	1.00	-
Fork Lift Operator	7.00	10.00	10.00	10.00	-
HR Business Partner (CNC)			1.00	-	(1.00)
HR Business Partner (Non-instructional)				1.00	1.00
HR Manager	-	1.00	1.00	1.00	-
HR Talent Associate (Non-instructional)	-	1.00	-	-	-
HR Talent Specialist (Non-instructional)	-	1.00	-	-	-
HR Talent Specialist, Non-Instructional	1.00	-	-	-	-
Human Resources Manager	1.00	-	-	-	-
Human Resources Supervisor	-	-	-	-	-
Information Technology Manager	1.00	1.00	1.00	1.00	-
Inventory Associate	-	1.00	1.00	-	(1.00)
Inventory Clerk	4.00	6.00	6.00	6.00	-
IT Field Technician	1.00	1.00	1.00	1.00	-
Lead Nutrition Production Assistant	7.00	7.00	7.00	-	(7.00)
Logistics Analyst	-	1.00	1.00	-	(1.00)
Logistics Associate	-	1.00	1.00	-	(1.00)
Logistics Specialist	-	-	-	-	-
Lunchroom Monitor	12.25	12.25	12.25	13.00	0.75
Manager, Equipment Operations	1.00	-	-	1.00	1.00
Manager, Quality Control-Business Ops	-	1.00	1.00	1.00	-
Meal Planning Analyst	-	-	-	-	-
Mechanic	-	1.00	1.00	1.00	-
Menu Planning Associate	1.00	1.00	1.00	1.00	-
Menu Planning Manager			1.00	1.00	-
Network Specialist	5.00	5.00	5.00	5.00	-
Nutrition First Line Supervisor (Charter Driver)	-	1.00	1.00	-	(1.00)
Nutrition Production Support				19.00	19.00
Nutrition Service Analyst	1.00	1.00	1.00	1.00	-
Nutrition Service Mobile Support				39.52	39.52
Nutrition Service Nutrition Instructor	2.00	2.00	2.00	2.00	-
Nutrition Services Area Mgr	9.00	9.00	9.00	10.00	1.00
Operations Specialist, Facilities/Warehousing	-	-	-	-	-
Part-time Certified Tutor				1.00	1.00
Planning and Analysis Manager	1.00	1.00	1.00	-	(1.00)
Planning and Analysis Associate				1.00	1.00
Planning and Procurement Manager	1.00	1.00	1.00	1.00	-
Plant Manager	-	1.00	1.00	1.00	-



Job Description	2015-16 Actual	2016-17 Budget	2017-18 Budget	2018-19 Budget	2019 vs 2018 Variance
Production Assistant	60.00	60.00	60.00	-	(60.00)
Quality Technician CNC			2.00	2.00	-
Receptionist for Nutrition Office	1.00	1.00	1.00	1.00	-
Recycling Operator	1.00	1.00	1.00	-	(1.00)
Refrigeration Repair Person	4.00	4.00	4.00	4.00	-
Sanitation Technician	-	-	-	-	-
School Nutrition Technician	594.89	593.90	609.67	660.21	50.54
School Nutrition Technician II	33.68	38.08	38.08	2.76	(35.32)
School Operations Manager	1.00	1.00	1.00	1.00	-
SEMS Personnel Clerk II	-	-	-	-	-
Senior Buyer	-	1.00	1.00	1.00	-
Substitute Truck Driver Nutrition	-	-	-	-	-
Supervisor Trainee, School Nutrition	-	-	-	-	-
Supervisor, Distribution Area (Inventory Control)	1.00	-	-	1.00	1.00
Supervisor, Distribution Area (Shipping)	1.00	-	-	1.00	1.00
Supervisor, Distribution Area (Warehouse Ops)	1.00	-	-	1.00	1.00
Supervisor, Food Quality Control	1.00	-	-	1.00	1.00
Supervisor, Nutrition Production	2.00	2.00	2.00	2.00	-
Supervisor, School Nutrition	44.00	-	-	29.00	29.00
Supervisor, School Nutrition I	-	24.00	24.00	-	(24.00)
Supervisor, School Nutrition II	100.00	100.00	100.00	99.00	(1.00)
Supervisor, School Nutrition III	68.00	68.00	68.00	68.00	-
Supervisor, School Nutrition IV	9.00	9.00	9.00	9.00	-
Supply Chain Manager				1.00	1.00
Talent Acquisition Associate	1.00	-	-	1.00	1.00
Talent Associate (Non-instructional)			1.00	-	(1.00)
Talent Specialist (Non-instructional)			1.00	-	(1.00)
Technician, Sanitation	2.00	-	-	-	-
Training & Food Safety Manager	1.00	1.00	1.00	2.00	1.00
Truck Driver II	22.00	28.00	28.00	21.00	(7.00)
Warehouse Clerk	-	-	-	-	-
Warehouse First Line Assistant	1.00	1.00	2.00	1.00	(1.00)
Warehouse First Line Supervisor	1.00	-	-	-	-
Warehouse First Line Supervisor - 2nd Shift	-	1.00	1.00	1.00	-
Warehouse Lead	3.00	3.00	3.00	4.00	1.00
Warehouse Sanitation Technician	-	4.00	4.00	2.00	(2.00)
Warehouse Worker	20.00	22.00	22.00	22.00	-
	1,077.32	1,083.73	1,106.50	1,108.49	1.99



**SHELBY COUNTY SCHOOLS
POSITION SUMMARY BY PROJECT
FEDERAL PROGRAMS**

Job Description	2015-16 Actual	2016-17 Actual	2017-18 Amended Budget	2018-19 Budget	2019 vs 2018 Variance
0016 Consolidated Administration					
Associate Federal Programs Data Associate				1.00	1.00
Clerical Assistant (Family & Community Engagement)	1.00	1.00	1.00		(1.00)
Director of Federal Programs	1.00	1.00	1.00		(1.00)
Director of Grants Program				1.00	1.00
Director, School Support /Fiscal Compliance	1.00	1.00	1.00		(1.00)
Family Engagement Specialist	4.00	4.00	4.00	1.00	(3.00)
Federal Programs Advisor - School Support/Fiscal C				1.00	1.00
Federal Programs Advisor - School Support/Program				3.00	3.00
Federal Programs Advisor (Programs)				3.00	3.00
Federal Programs Analyst	1.00	1.00	1.00	1.00	-
Federal Programs Associate (Grants)				1.00	1.00
Federal Programs Associate (Programs)	1.00	1.00	1.00	1.00	-
Federal Programs Inventory Assistant	2.00	2.00	2.00	2.00	-
Federal Programs Inventory Associate	1.00	1.00	1.00	2.00	1.00
Federal Programs Manager	2.00	2.00	3.00	3.00	-
Financial Analyst (Federal Programs)	2.00	2.00	2.00	2.00	-
Fiscal Compliance Administrative Assistant	1.00	1.00	1.00	1.00	-
Grant Planning and Budgeting Director				1.00	1.00
Grants Administrative Assistant	1.00	1.00	1.00	1.00	-
Grants Planning & Budget Director	-	-	1.00		(1.00)
Instructional Facilitator				2.00	2.00
Licensure and Compliance Specialist	1.00	1.00	1.00	1.00	-
Manager Grants and Special Populations Compliance				1.00	1.00
Program Compliance Administrative Assistant	1.00	1.00	1.00	1.00	-
Research Analyst	1.00	1.00	1.00		(1.00)
Research Associate	1.00	1.00	1.00	1.00	-
0016 Consolidated Administration Total	22.00	22.00	24.00	31.00	7.00
0210 Title I, Part A School Imp. 1003 (a) Focus Schools					
Bilingual Cultural Mentor	2.00	2.00	-		-
Classroom Teacher K-5	-	-	1.00		(1.00)
Educational Asst - Instructional	6.00	6.00	-		-
0210 Title I, Part A School Imp. 1003 (a) Focus Schools Total	8.00	8.00	1.00		(1.00)
1005 Title I, Part A, Improving Academic Achievement					
Associaite, Compliance CNC	1.00	-	-		-
Associate Federal Programs Data Associate	1.00	1.00	1.00		(1.00)
Behavioral Specialist				3.00	3.00
Bilingual Cultural Mentor				4.00	4.00
Certified Tutor	1.00	1.00	1.00		(1.00)
Classroom Teacher 4-6	3.00	3.00	1.00	1.00	-
Classroom Teacher ESL	0.50	0.50	3.00		(3.00)
Classroom Teacher K-3	1.00	1.00	-		-
Classroom Teacher K-5	45.00	41.00	14.00	24.00	10.00
Classroom Teacher K-8				3.00	3.00
Classroom Teacher Secondary	62.00	58.00	72.50	82.79	10.29
Classroom Teacher Special ED	3.00	3.00	-		-
Classroom Teacher Special Skills	3.00	3.00	-	1.00	1.00
Clerical Assistant (Family & Community Engagement)	-	-	-	1.00	1.00
Community Engagement Analyst	-	-	-		-
Community Engagement Specialist	-	-	-		-
Compliance Associate	-	1.00	-		-
Computer Lab Assistant	56.00	53.00	56.00	77.88	21.88
Education Assistant - Interventionist	2.00	2.00	2.00	4.00	2.00
Educational Assistant	69.00	63.00	67.00	96.50	29.50
Educational Asst - Early Childhood	-	-	-		-
Educational Asst - Elementary	13.00	12.00	13.00	21.25	8.25
Family Engagement Specialist	27.00	26.00	35.00	35.88	0.88
Federal Programs Advisor	1.00	1.00	0.20		(0.20)
Federal Programs Advisor - Grants & Special Popula	1.00	1.00	1.00	1.00	-
Federal Programs Advisor - School Support/Fiscal C	2.00	2.00	1.00		(1.00)
Federal Programs Advisor - School Support/Program	3.00	3.00	1.00		(1.00)
Federal Programs Advisor (Programs)	1.00	1.00	3.00		(3.00)
Federal Programs Associate (Grants)	-	1.00	1.00		(1.00)



Job Description	2015-16 Actual	2016-17 Actual	2017-18 Amended Budget	2018-19 Budget	2019 vs 2018 Variance
1005 Title I, Part A, Improving Academic Achievement					-
Federal Programs Manager	1.00	1.00	-	-	-
Federal Programs Specialist			1.00	2.00	1.00
Instructional Advisor ESL			2.00	2.00	-
Instructional Curriculum Coach	188.00	180.00	-	-	-
Instructional Facilitator			195.00	197.16	2.16
Instructional Math/Literacy Coach				9.00	9.00
Instructional Supervisor	1.00	1.00	-	-	-
Instructional Support Advisor				16.00	16.00
Librarian	-	-	-	-	-
Licensure and Compliance Specialist	1.00	1.00	-	-	-
Manager, Grants and Special Populations Compliance	-	-	1.00	-	(1.00)
Parent Engagement Analyst (Grant Funded)	4.00	4.00	-	-	-
Parent Liaison	1.00	1.00	4.00	6.00	2.00
Part time Certified Tutor	1.00	1.00	-	-	-
Professional Counselor	-	-	-	2.00	2.00
Research Analyst	-	-	-	-	-
Research Associate	-	-	-	-	-
Teacher Assistant				1.00	1.00
Teacher In Training				4.00	4.00
In-School Suspension Assistant				2.00	2.00
1005 Title I, Part A, Improving Academic Achievement Total	492.50	466.50	475.70	597.46	121.76
1307 iZone Supplemental School Improvement Grant					-
Administrative Assistant			1.00	1.00	-
Advisor			1.00	1.00	-
Data Analyst	1.00	1.00	-	-	-
Federal Programs Manager			1.00	-	(1.00)
Highly Specialized Human Capital Advisor	1.00	1.00	-	-	-
Instructional Curriculum Coach	6.00	6.00	-	6.00	6.00
Instructional Facilitator			4.00	-	(4.00)
Instructional Leadership Director iZone				1.00	1.00
Instructional Leadership Director-iZone Pre-Reorg			1.00	-	(1.00)
1307 iZone Supplemental School Improvement Grant Total	8.00	8.00	8.00	9.00	1.00
1308 School Improvement Grant iZone Incubator					-
Instructional Curriculum Coach	4.00	4.00	-	-	-
Instructional Support Manager	1.00	1.00	-	-	-
1308 School Improvement Grant iZone Incubator Total	5.00	5.00	-	-	-
1309 Title I, School Improvement Turnaround Grant					-
Classroom Teacher K-3		-	1.00	-	(1.00)
Classroom Teacher Secondary		-	3.00	-	(3.00)
Educational Asst - Instructional	16.00	20.00	17.00	-	(17.00)
Grant Analyst - Academics	1.00	1.00	1.00	-	(1.00)
Professional Counselor		-	1.00	-	(1.00)
1309 Title I, School Improvement Turnaround Grant Total	17.00	21.00	23.00	-	(23.00)
1505 Title I, Part D, Subpart 1, Neglected/Delinquent					-
Federal Programs Advisor - School Support/Program	-	-	0.20	-	(0.20)
Part-time Certified Tutor				-	-
1505 Title I, Part D, Subpart 1, Neglected/Delinquent Total	-	-	0.20	-	(0.20)
2005 Title II, Part A, Training & Recruiting					-
Curriculum Development Advisor	-	-	12.00	-	(12.00)
Honors Advisor				1.00	1.00
Honors Analyst	1.00	1.00	1.00	-	(1.00)
Instructional Advisor Literacy				4.00	4.00
Instructional Advisor Mathematics				4.00	4.00
Instructional Advisor Science				2.00	2.00
Instructional Advisor Social Studies				2.00	2.00
Instructional Advisor, Literacy	4.00	4.00	-	-	-
Instructional Advisor, Mathematics	4.00	4.00	-	-	-
Instructional Advisor, Science	3.00	3.00	-	-	-
Instructional Advisor, Social Studies	1.00	1.00	-	-	-
Instructional Facilitator	3.00	3.00	-	-	-



Job Description	2015-16 Actual	2016-17 Actual	2017-18 Amended Budget	2018-19 Budget	2019 vs 2018 Variance
2005 Title II, Part A, Training & Recruiting					-
Instructional Math/Literacy Coach	40.00	40.00	-		-
Instructional Support Advisor			55.00	22.00	(33.00)
Instructional Support Analyst	-	1.00	1.00		(1.00)
Instructional Support Analyst 1				1.00	1.00
New Leaders-New Schools	7.00	12.00	12.00		(12.00)
PAR Consulting Teacher	-	1.00	-		-
Recruitment and Staffing Advisor	2.00	2.00	2.00	2.00	-
Research Advisor				3.00	3.00
Research Analyst	3.00	3.00	3.00		(3.00)
Teacher On Assignment	1.00	1.00	1.00		(1.00)
2005 Title II, Part A, Training & Recruiting Total	69.00	76.00	87.00	41.00	(46.00)
3005 Title III, Part A, English Language Acquisition					-
Bilingual Cultural Mentor	25.00	25.00	25.00	24.00	(1.00)
Instructional Advisor, ESL	2.00	2.00	-		-
Part-time Certified Tutor				-	-
Research Evaluator	-	-	-		-
3005 Title III, Part A, English Language Acquisition Total	27.00	27.00	25.00	24.00	(1.00)
4306 Title IV- 21st Century					-
ELOP Assistant (School Age Child Care)	5.04	-	-		-
ELOP Supervisor (School Age Child Care)	0.63	-	-		-
ELOP Tutor	5.25	-	-		-
Program Administrator	1.00	-	-		-
Project Manager	1.00	1.00	-		-
Receptionist	2.00	2.00	-		-
4306 Title IV- 21st Century Total	14.92	3.00	-		-
4326 Title IV- 21st Century Primetime 7					-
ELOP Assistant (School Age Child Care)	16.38	-	-		-
ELOP Supervisor (School Age Child Care)	5.41	-	-		-
ELOP Tutor	6.25	-	-		-
ELOP Tutor SUBSTITUTE	-	0.50	-		-
Program Administrator	1.00	-	0.25		(0.25)
Project Manager			0.25		(0.25)
Receptionist	2.00	2.00	0.50		(0.50)
Supervisor Child Care SUBSTITUTE	-	0.63	-		-
4326 Title IV- 21st Century Primetime 7 Total	31.04	3.13	1.00		(1.00)
4402 21st Century Primetime 6- Cohort 2					-
ELOP Assistant (School Age Child Care)	15.12	-	-		-
ELOP Supervisor (School Age Child Care)	5.04	-	-		-
ELOP Tutor	6.00	6.00	-		-
Program Administrator	1.00	-	-		-
Project Manager	1.00	-	-		-
Receptionist	2.00	-	-		-
4402 21st Century Primetime 6- Cohort 2 Total	30.16	6.00	-		-
7006 Title X Homeless					-
Federal Programs Specialist	2.00	2.00	1.00		(1.00)
7006 Title X Homeless Total	2.00	2.00	1.00		(1.00)
8305 Workforce Investment Network Out of School					-
Clerical Assistant	1.00	1.00	1.00	-	(1.00)
WIN/WFD Manager	1.00	1.00	1.00	1.00	-
WIN-OS Associate	3.00	3.00	3.00	1.00	(2.00)
8305 Workforce Investment Network Out of School Total	5.00	5.00	5.00	2.00	(3.00)
8810 WIN In School Grant					-
WIN-OS Associate				1.00	1.00
8810 WIN In School Grant Total				1.00	1.00
9005 IDEA, Part B					-
Administrative Assistant for Exceptional Children	2.00	2.00	2.00	2.00	-
Applications Support Analyst for Exception Childre	1.00	1.00	1.00		(1.00)
Applications Support Analyst for Exception Children				1.00	1.00
Classroom Teacher Special ED	1.00	1.00	1.00	1.00	-
Clerical Assistant	1.00	1.00	1.65	1.00	(0.65)
Clerk for Exceptional Children	6.00	6.00	6.00	6.00	-
Data Info Specialist	1.00	1.00	1.00	1.00	-
Deaf Interpreter	16.00	16.00	12.00	12.00	-



Job Description	2015-16 Actual	2016-17 Actual	2017-18 Amended Budget	2018-19 Budget	2019 vs 2018 Variance
9005 IDEA, Part B					-
Educational Asst - Special BD				493.00	493.00
Educational Asst - Special ED	491.00	465.00	492.00		(492.00)
Exceptional Children Advisor				7.00	7.00
Exceptional Children Advisor	7.00	7.00	7.00		(7.00)
Financial Advisor	1.00	1.00	1.00	1.00	-
Financial Support Specialist	1.00	1.00	1.00	1.00	-
Instructional Facilitator	1.00	1.00	1.00	1.00	-
Lead Physical/Occupational Therapist	1.00	1.00	1.00	1.00	-
Licensed Practical Nurse	32.15	32.15	24.00	24.00	-
Nutrition Assistant				1.00	1.00
Nutrition Service Assistant Mgr	1.00	1.00	1.00		(1.00)
Physical and Occupational Therapist	17.00	17.00	12.00	12.00	-
Psychologist	30.00	30.00	30.00	30.00	-
Regional Manager of Exceptional Children	2.00	2.00	2.00	2.00	-
Resource Specialist-Special ED	1.00	1.00	-		-
Social Worker	9.00	9.00	9.00	9.00	-
Social Worker Advisor	1.00	1.00	-		-
Special Needs Attendant	2.00	2.00	2.00	2.00	-
Technician - Electronics II	1.00	1.00	-		-
Voc/Habilitation Specialist	1.00	1.00	-		-
9005 IDEA, Part B Total	627.15	601.15	607.65	608.00	0.35
9105 IDEA, Preschool					-
Classroom Teacher Special ED	2.00	2.00	2.00	2.00	-
Educational Asst - Special ED	2.00	2.00	1.00	1.00	-
9105 IDEA, Preschool Total	4.00	4.00	3.00	3.00	-
9506 Pre-K Expansion (PDG)					-
Classroom Teacher K-3	1.00	1.00	1.00		(1.00)
Classroom Teacher Pre K				38.00	38.00
Classroom Teacher-Pre K	25.00	35.00	37.00		(37.00)
Early Childhood Educational Assistant	2.00	2.00	1.00	2.00	1.00
Educational Asst - Early Childhood	24.00	34.00	37.00	36.00	(1.00)
Finance Clerk II	2.00	2.00	2.00	1.00	(1.00)
Fiscal Associate Pre-K				1.00	1.00
Instructional Advisor Pre-K				1.00	1.00
Instructional Advisor, Pre-K	1.00	3.00	2.00		(2.00)
Manager Grant Fiscal	-	-	0.33		(0.33)
Program Project Assistant	1.00	1.00	-		-
9506 Pre-K Expansion (PDG) Total	56.00	78.00	80.33	79.00	(1.33)
9705 CDCP HIV/STD PREVENTION					-
Research Analyst	1.00	1.00	0.75	1.00	0.25
Special Project Coordinator I	2.00	2.00	2.00	2.00	-
9705 CDCP HIV/STD PREVENTION Total	3.00	3.00	2.75	3.00	0.25
9806 Project Prevent					-
Criminal Investigator/Supervisor	1.00	1.00	1.00	1.00	-
Data Info Specialist	1.00	1.00	1.00	1.00	-
Federal Programs Advisor	1.00	1.00	1.00		(1.00)
Program Advisor				-	-
Records Clerk	2.00	2.00	2.00		(2.00)
Record's Clerk				2.00	2.00
Special Project Coordinator I	2.00	2.00	4.00	4.00	-
9806 Project Prevent Total	7.00	7.00	9.00	8.00	(1.00)
9917 Comprehensive School Safety Initiative					-
Clerical Assistant			1.00	1.00	-
Data Analyst			0.20	0.20	-
Professional Counselor			1.00	1.00	-
Project Advisor			1.00	1.00	-
9917 Comprehensive School Safety Initiative Total			3.20	3.20	-
D396 Gear Up at the River					-
Clerical Assistant	1.00	1.00	1.00	1.00	-
Instructional Facilitator	1.00	1.00	1.00	1.00	-
Intern Central Office	1.00	-	-	-	-
D396 Gear Up at the River Total	3.00	2.00	2.00	2.00	-



Job Description	2015-16 Actual	2016-17 Actual	2017-18 Amended Budget	2018-19 Budget	2019 vs 2018 Variance
9920 SCS Seed Grant					-
Director New Teacher Program				1.00	1.00
Instructional Curriculum Coach			2.00		(2.00)
PLC Advisor				2.00	2.00
Director New Teacher Program			1.00		(1.00)
9920 SCS Seed Grant Total			3.00	3.00	-
9907 Project Stand					-
Alternative Schools Analyst				1.00	1.00
Part time Certified Tutor				-	-
Project Stand Manager			1.00	1.00	-
Project Stand Transition Specialist			1.00	1.00	-
9907 Project Stand Total			2.00	3.00	1.00
1006 Title 1 A, Neglected					-
Federal Programs Advisor			0.60		(0.60)
Part-time Certified Tutor				-	-
1006 Title 1 A, Neglected Total			0.60	-	(0.60)
9406 Head Start (2016, 2017, 2018)					-
Administrative Assistant	1.00	1.00	-		-
Advisor Compliance Pre-K/Head Start			1.00	1.00	-
Assistant Pre-K Program			2.00	2.00	-
Compliance Advisor	1.00	1.00	-		-
Compliance Associate Pre-K/Head Start			1.00	1.00	-
Data Analyst			1.00	1.00	-
Data Compliance Assistant	1.00	1.00	-		-
Director Head Start			1.00	1.00	-
Early Childhood Educational Assistant	79.00	79.00	69.00	66.00	(3.00)
Education Advisor	1.00	1.00	1.00	1.00	-
Educational Assistant	3.00	3.00	1.00	4.00	3.00
Educational Asst - Early Childhood				5.00	5.00
Environmental Health & Safety Compliance Advisor			1.00	1.00	-
Facilities Coordinator			1.00		(1.00)
Facilities Proj Advisor Early Childhood Head Start				1.00	1.00
Head Start Program Advisor			1.00		(1.00)
Head Start Project Support Assistant	1.00	1.00	1.00	1.00	-
Health Services Program Advisor				1.00	1.00
Instructional Advisor, Pre-K	3.00	3.00	5.00	6.00	1.00
Manager Grant Fiscal			0.34	0.50	0.16
Pre-School Screener- Part-Time	2.00	2.00	-		-
Senior Accountant	1.00	1.00	-	2.00	2.00
Senior Accountant Advisor	2.00	2.00	3.00	1.00	(2.00)
Strategic Initiatives Manager	1.00	1.00	1.00		(1.00)
Teacher Assistant				1.00	1.00
Warehouse Worker			1.00	1.00	-
9406 Head Start (2016, 2017, 2018) Total	96.00	96.00	91.34	97.50	6.16
8005 Carl Perkins					-
Administrative Assistant for CTE	1.00	1.00	-		-
Agriculture/Industrial Education Advisor	1.00	1.00	1.00		(1.00)
Assessment Advisor	2.00	2.00	2.00		(2.00)
Business Technology Advisor	1.00	1.00	1.00		(1.00)
Classroom Teacher-Vocational	4.00	3.00	3.00		(3.00)
Curriculum Advisor for CTE	1.00	1.00	1.00		(1.00)
FCS/Health Sciences Advisor	1.00	1.00	1.00		(1.00)
Financial Analyst Fiscal Services	1.00	1.00	1.00		(1.00)
Instructional and Special Program Manager			1.00		(1.00)
Marketing/Media Advisor	1.00	1.00	1.00		(1.00)
Operations Specialist, Equipment/Inventory	1.00	1.00	1.00		(1.00)
Operations Specialist, Facilities/Warehousing	1.00	1.00	1.00		(1.00)
Program Project Assistant for CTE	2.00	2.00	2.00		-
College Career & Technical Education Manager				2.00	-
College Career & Technical Education Advisor				1.00	1.00
College Career & Technical Education Advisor				4.00	4.00
Early College Advisor				2.00	2.00
Student Data Analyst				1.00	1.00
8005 Carl Perkins Total	17.00	16.00	16.00	10.00	(6.00)
9028 Transition School to Work					-
Classroom Teacher Special BD				0.84	0.84
Transition Specialist				1.56	1.56
9028 Transition School to Work Total				2.40	2.40



Job Description	2015-16 Actual	2016-17 Actual	2017-18 Amended Budget	2018-19 Budget	2019 vs 2018 Variance
5011 Title IV, Part A, Student Support and Academic Enrichment					-
Clerical Assistant				1.00	1.00
Director of Federal Programs				1.00	1.00
Federal Programs Advisor - School Support/Program				4.00	4.00
5011 Title IV, Part A, Student Support and Academic Enrichment Total					6.00
1306 Title I, School Improvement Grant, Cohort IV					-
Behavioral Specialist	4.00	2.00	5.00		(5.00)
Classroom Teacher Con Home Ec	4.00	-	10.00		(10.00)
Classroom Teacher ESL	5.67	-	6.00		(6.00)
Classroom Teacher K-3	31.00	-	2.00		(2.00)
Classroom Teacher K-5	2.00	-	3.00		(3.00)
Classroom Teacher Secondary	120.00	14.00	8.00		(8.00)
Classroom Teacher Special ED	36.00	-	-		-
Classroom Teacher Special Skills	6.80	-	-		-
Classroom Teacher-Vocational	14.00	-	-		-
Computer Lab Assistant	5.00	2.00	5.00		(5.00)
Educational Assistant	1.00	1.00	4.00		(4.00)
Educational Asst - Special ED	23.00	-	-		-
Family Engagement Specialist	6.00	2.00	3.00		(3.00)
GRADUATION COACH	2.00	1.00	2.00		(2.00)
Instructional Facilitator	8.00	2.00	1.00		(1.00)
Librarian	4.00	-	-		-
Professional Counselor	6.00	-	-		-
ROTC Instructor	6.00	-	-		-
1306 Title I, School Improvement Grant, Cohort IV Total					(49.00)
7006 Title IX Homeless					-
Federal Programs Specialist				1.00	1.00
7006 Title IX Homeless Total					1.00
Grand Total	1,829.24	1,483.78	1,520.77	1,534.56	13.79

**SHELBY COUNTY SCHOOLS
POSITION SUMMARY
INTERNAL SERVICE FUNDS**

Job Description	2015-16 Actual	2016-17 Budget	2017-18 Budget	2018-19 Budget	2019 vs 2018 Variance
PRINTING SERVICES					
Graphics Specialist	1.00	1.00	1.00	1.00	-
Print Shop Supervisor	1.00	1.00	1.00	-	(1.00)
Printing Specialist	6.00	6.00	6.00	6.00	-
WAREHOUSE					
Fork Lift Operator	2.00	2.00	2.00	1.00	(1.00)
Inventory Clerk	1.00	1.00	1.00	2.00	1.00
Record Clerk	1.00	1.00	1.00	1.00	-
Truck Driver				1.00	1.00
Truck Driver II	6.00	6.00	6.00	9.00	3.00
Warehouse Clerk	1.00	1.00	-	-	-
Warehouse First Line Supervisor	1.00	1.00	-	-	-
Warehouse Manager	1.00	1.00	1.00	1.00	-
Warehouseman	7.00	7.00	7.00	4.00	(3.00)
Warehouse Clerk	4.00	4.00	6.00	6.00	-
Warehouse First Line Supervisor	1.00	1.00	2.00	2.00	-
GRAND TOTAL	33.00	33.00	34.00	34.00	0.00



This page intentionally left blank.



XIII. 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.

ADA – Americans with Disabilities Act.

ADM – Average Daily Membership (count of students in public schools).

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 – Foundational statements and expectations 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 (CFR) – 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 County 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.

Equity (Funding) – Students with the same types of needs get the same amount of funding, regardless of which school they attend.

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.

Flexibility – different decisions around how resources can be allocated and used to address specific students’.

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 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.

Special Education (SPED) Services – 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.

Standards Aligned System – A comprehensive, researched-based resource to improve student achievement.

Statute – A written law passed by the State legislature enacted to prescribe conduct, appropriate public monies and, in general, promote the public welfare.

Student-based Budgeting (SBB) – A funding model that allocates school level budget based on different student needs.

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.

Surplus – The amount by which government income exceeds spending.

Suspension – A student who is not allowed to attend school for a period of time not greater than ten days, but who remains as a part of the school.

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.

TDOE – Tennessee Department of Education.

ToA – A theory of action is a coordinated method for delivering high quality instruction. It is a coherent set of strategies that shall ensure academic rigor and maximize student learning at all levels by shaping management goals, policies, strategic planning and budgets.

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.



XIV. HELPFUL LINKS

Greater Memphis Chamber

<http://www.memphischamber.com/>

LiveScience

<http://www.livescience.com/43296-what-is-stem-education.html>

Measures of Effective Teaching

<http://www.metproject.org/>

Memphis-Shelby County Education Association

<http://mscea.org/>

PBIS|Positive Behavioral Interventions & Supports

<https://www.pbis.org/school>

Shelby County Board of Education

<http://www.scsk12.org/board/>

Shelby County Government

<http://shelbycountyttn.gov>

Shelby County Schools

<http://www.scsk12.org>

Tennessee Advisory Commission on Intergovernmental Relations (TACIR)

<https://www.tn.gov/tacir/>

Tennessee Department of Education

<https://www.tn.gov/education.html>

Tennessee Department of Education State Report Card

<https://www.tn.gov/education/data/report-card.html>

Tennessee Department of Education TVAAS web page

<https://tvaas.sas.com/welcome.html?as=c>

The Commercial Appeal

<http://www.commercialappeal.com>

TNTP

<http://tntp.org/about-tntp>

U.S. Department of Education

<http://www2.ed.gov/about/offices/list/ovae/pi/AdultEd/adultbe.html>

USLegal

<http://definitions.uslegal.com/a/average-daily-attendance/>



This page intentionally left blank.

Board of Education

Shante K. Avant, Chair
District 6

Stephanie P. Love, Vice-Chair
District 3

Chris Caldwell
District 1

Teresa Jones
District 2

Kevin Woods
District 4

Scott McCormick
District 5

Miska Clay-Bibbs
District 7

William "Billy" Orgel
District 8

Mike Kernell
District 9

Dorsey E. Hopson II, Superintendent