

BARTLETT CITY BOARD OF EDUCATION

BARTLETT CITY BOARD OF EDUCATION

WORK SESSION AGENDA BARTLETT CITY HALL 6400 STAGE ROAD, BARTLETT

7:00 PM

**PO Box 341148
Bartlett, TN 38134**

May 21, 2015

7:00 PM

INVOCATION

PLEDGE OF ALLEGIANCE

CALL TO ORDER & ROLL CALL

Official Business of the Day

APPROVAL OF AGENDA

REPORTS

Chairman's Report

Superintendent's Report

General Counsel's Report

Tennessee Legislative Network (TLN) Representative Report

Financial Report

STAFF ACTION ITEMS

District Coordinated School Health Application

Wireless Access/Network Infrastructure Contract

BCS Capital Improvement Plan 2015-2020

BOARD ACTION ITEMS

Superintendent Evaluation

2015-16 Proposed Special Revenue Budget

BCS Budget Amendment

BCS Sick Leave Bank

POLICY 2002: Annual Operating Budget REVISED

POLICY 2005: Accounting System REVISED

POLICY 2010: Gifts and Bequests NEW

POLICY 2013: Inventories NEW

POLICY 2016: Bids and Quotations REVISED

POLICY 2021: Expenses and Reimbursements REVISED

POLICY 2023: Salary Deductions - REVISED

POLICY 5033: Certificated Employees Sick Leave Bank NEW

ADJOURNMENT



CSH District Application
Signature Page
2015-2016 School Year

LEA/CONSORTIUM:	
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We certify our LEA's/consortium's commitment to the Coordinated School Health (CSH) model and implementation of the project coordination and improvement activities described in this application for continuation as a CSH initiative site. We further certify the administration's active support and commitment to employing a qualified, experienced individual to serve as Coordinator/Supervisor for School Health; sustaining a Coordinated School Health initiative according to state CSH standards and guidelines, including the organization and support of an Advisory Council, Staff Coordinating Council and Healthy School Teams; adoption/revision of appropriate school system policies to promote overall school health improvement goals and the integration of school health components; coordination of CSH efforts with other school health related projects in the school system; adherence to the CSH Scope of Services; maintenance of base expenditures in the eight school health components; support of continuing professional development of CSH staff and compliance with all state and federal laws and regulations as indicated on the attached compliance addendum page.

CSH SCOPE OF SERVICES

The LEA/consortium will meet the following requirements during this and subsequent grant periods:

- Ensure compliance with state *CSH Standards and Guidelines*;
- Employ a qualified, experienced individual (*one full-time employee*) to serve as Coordinator of Coordinated School Health, ensure the Coordinator's participation in state professional development/meetings (Annual CSH Institute and annual CSH Regional Professional Development Workshops), and guarantee the CSH Coordinator **works only on school health issues** and reports to someone in the Central Office;
- Collect and report baseline data on identified evaluation items, participate in the Middle School and High School *Youth Risk Behavior Survey (YRBS)* and report results to the state;
- Utilize CDC's *School Health Index* as the LEA's CSH assessment and planning tool. (Modules # 1-8);

- Maintain a local system and process for evaluation by developing and implementing an Action Plan;
- Submit program progress reports as requested by the Tennessee Department of Education;
- Maintain base expenditures in the eight school health components;
- Develop, support and sustain an active advisory council on school health, a staff coordinating council on school health, and individual healthy school teams;
- Orient and train administrators, teachers, and other school personnel on the CSH model at least annually;
- Ensure CSH participation by all schools in your LEA/consortium by the 2012-2013 school year;
- Engage in partnerships with the county health council and other community organizations/agencies concerned with the health and wellness of students and staff; and
- Seek additional external funding/in-kind support for CSH.

Signatures:

School Board Chair:		Date:	
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Director of Schools/ Superintendent:		Date:	
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CAPITAL IMPROVEMENT PLAN

2015-2020





ACKNOWLEDGEMENTS

Bartlett Schools Board of Education:

Erin Berry, Board Member
David Cook, Board Member
Shirley Jackson, Board Member
Jeff Norris, Chairman
Bryan Woodruff, Vice Chairman

Special Thanks To:

John Simi, Instructional Technology Supervisor
Scott Truitt, Network Administrator, Shared Services
Kim Taylor, Planner, City of Bartlett
Jeff Waller, Maintenance Foreman

Capital Improvement Planning Committee:

David Stephens, Superintendent
Ken Demetriou, Director of Operations
Dr. LeeAnn Kight, Director of Teaching of Learning
Korrie White, Director of Student Services
Teresa Winter, Chief Financial Officer
Nedra Jones, Planner, Shared Services
Mark Brown, Chief Administrative Officer, City of Bartlett
Terry Emerick, Director of Planning and Economic Development, City of Bartlett

Bartlett Schools:

Tim Jones, Principal, Bartlett High
John McDonald, Principal, Bartlett Academy
Dr. Keshia McMickens, Principal, Appling Middle
Cody Duncan, Principal, Bon Lin Middle
Ethan Randall, Principal, Elmore Park Middle
Marva Johnson, Principal, Altruria Elementary
Page Watson, Principal, Bartlett Elementary
Kassandra Berry, Principal, Bon Lin Elementary
Dr. BessAnne McKnight, Principal, Ellendale Elementary
Marie DeLockery, Principal, Oak Elementary
Portia Tate, Principal, Rivercrest Elementary

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Executive Summary

The Bartlett community voted through a referendum to create a municipal school district in July 2013. Less than one year later, the Tennessee Department of Education approved a local education agency for the Bartlett City Board of Education in May 2014. With State approval, Bartlett City Schools (BCS) was officially formed and assumed responsibility for the management, administration and operation of all 11 schools within its borders—firmly positioning itself as the largest municipal school district in Shelby County.

With the formation of Bartlett City Schools, the district set the creation of a capital plan as a priority. The Capital Improvement (CIP) is a five year comprehensive planning document that focuses on the facility improvement needs of the school district. The plan is built upon a framework of information and data on enrollment, programs and facilities¹. These three elements of the plan work interdependently, as changes in one area often will impact the other. As such, the district has committed to the on-going process of evaluating the physical condition of the district's school buildings and how well they support current and future student populations and educational initiatives.

Bartlett City Schools is comprised of six elementary schools, three middle schools, a ninth grade academy and one high school with programs ranging from special education pre-school to general education college and vocational career classes. The district began the 2014-15 school year with an enrollment over 8,500 students—including 1,469 non-resident students. As a municipal school district, Bartlett's first priority is to educate students who reside within its municipal limits. Students residing outside of its boundaries,

however, have also been afforded an opportunity to enroll in the district under the school board's non-resident admissions policy, adding to the district's overall enrollment.

Over the next five years, district-wide enrollment for Bartlett City Schools is projected to reach over 9,000 students. This growth will occur predominantly among residents of the school district. The number of students living outside the district, but attending on transfer is expected to decrease as the number of resident students increases over time. Students in grades 9 through 12 are projected to experience the most significant changes in enrollment. Enrollment among high school students will continue to grow as more Bartlett residents choose to remain in the district to attend high school and students who are currently enrolled outside of BCS return to the district. It is estimated that close to 1,000 resident students currently attend a school outside of the Bartlett school district. In anticipation of future growth from retention of present students and students returning to the district, school administrators, with financial support from the City of Bartlett, converted the former Shadowlawn Middle School into the Bartlett 9th Grade Academy prior to the 2014-15 school year. The Academy serves 9th grade students only and was created to improve student achievement. Students in grades 10 through 12 are housed at the Bartlett High campus and total 1,582 for the 2014-15 school year.

Bartlett City Schools also established an inter-local agreement (ILA) with Lakeland Schools System. The ILA allows 7th and 8th grade students living in the City of Lakeland who were enrolled in Bon Lin Middle prior to the formation of Bartlett City Schools to remain in the

Executive Summary (continued)

district through their exit grade. The ILA benefits a total of 120 students and expires at the end of the 2015-16 school year.

As changes occur within enrollment, academic programs are also adjusted to meet the needs of the student population. Several educational initiatives are identified in this plan to advance the academic rigor and achievement among Bartlett students. The district has plans for technology upgrades at all schools, expansion of Pre-K, and implementation of an elementary STEAM (science, technology, engineering, art and math) program as well as the STEM (science, technology, engineering and math) program within the middle and high schools. Many of these initiatives along with projected student population growth will have direct implications on building facilities and the demand for classroom space.

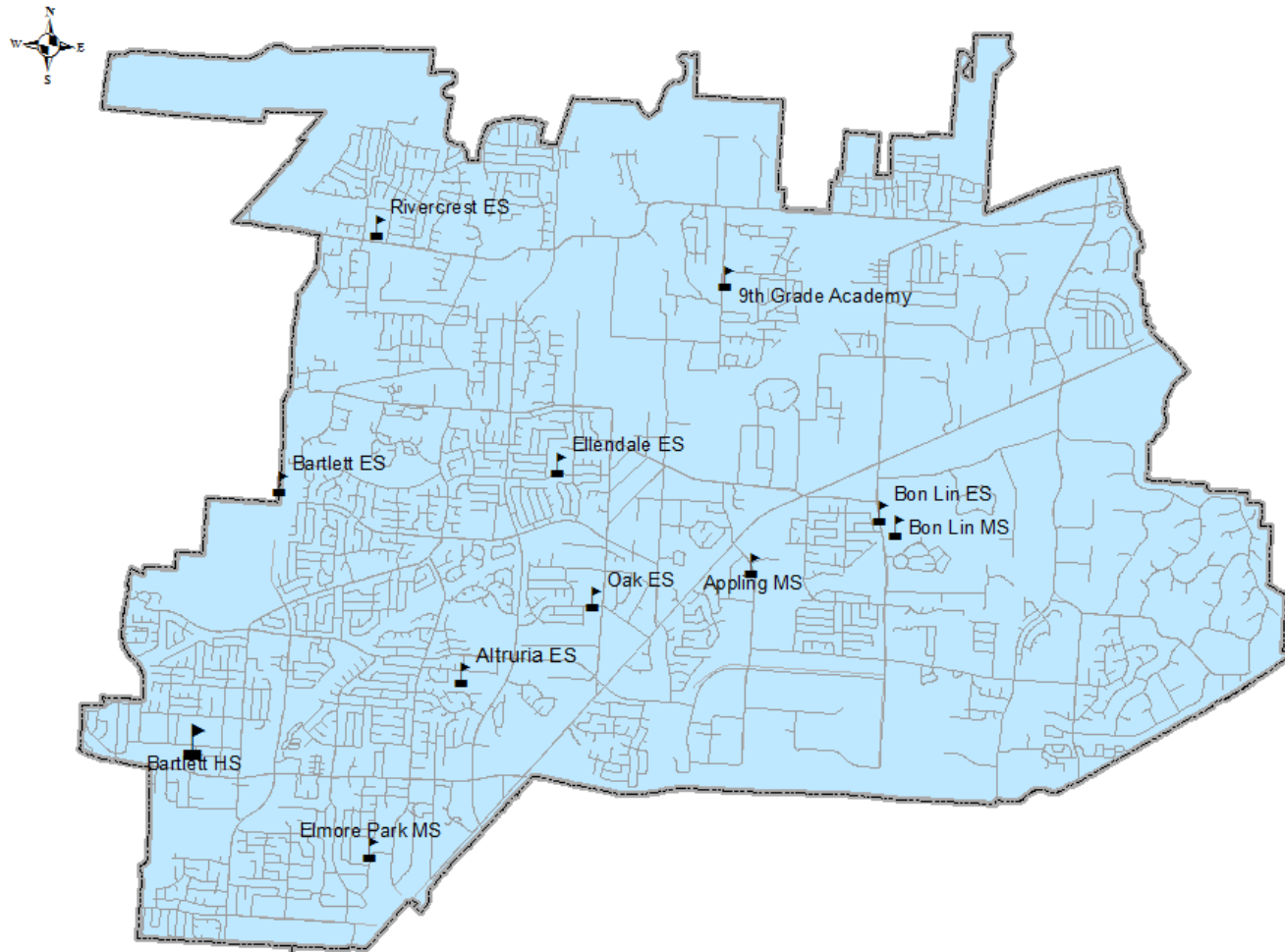
In planning for the future physical space needs of students and instructional programs, the district assesses the physical condition of each school building on an annual basis. The annual inspection evaluates the structural and mechanical components of each building, the general maintenance and repair needs, as well as site improvement needs. The assessment identified a total deferred maintenance expense of \$17.8 million dollars among the district's eleven schools. BCS anticipates receiving an annual share of capital improvement funds from the Shelby County Commission to help defray deferred maintenance costs and has received significant support from the City of Bartlett with grounds keeping, asphalt repair and other auxiliary services. BCS received a total of \$990,000 dollars in capital improvement funds for the 2014-15 school year from the Shelby County Commission. Over

the next five years, the district anticipates receiving an average of \$2.5 million dollars each fiscal year for a total of \$12.5 million dollars. The district has prioritized \$12.2 million dollars towards capital improvements in its five-year budget. The remaining \$5.6 million dollars in deferred maintenance consists of non-critical or minor capital projects that will be prioritized in the budget as major capital improvements are completed. Major capital improvements include such projects as new construction, building renovations or projects that will maintain health and safety and prevent potential risk. Minor capital improvements or non-critical deferred maintenance include projects that are necessary but are not yet critical, such as certain mechanical and system upgrades or interior and exterior painting.

Through the capital improvements budget the district has developed a strategy for allocating funds for deferred maintenance and other major capital costs to ensure the longevity of its facilities and ultimately the long-term success of its students and programs.

¹School District Master Planning, Carey, Kelly D. 2011

Map 1. Bartlett Schools



Planning Process

The process of developing the capital improvements plan began with the formation of a planning committee at the start of the 2014-15 school year. A planning committee was formed, representing the school administration, board of education, city personnel, and parents. In a series of meetings over several months, the committee provided its expertise and knowledge to critique information about the school community and established specific goals to ensure the successful implementation of the plan.

Plan Goals

The following goals were developed through the planning process and serve to guide the recommendations of the plan:

- Allocate facility resources and investments in a fiscally responsible manner to support capital improvements
- Operate and maintain school facilities in a manner that is cost efficient and cost effective
- Provide safe, secure and adequate school facilities
- Upgrade and renovate school buildings where facility design no longer supports the academic programs
- Upgrade existing school facilities to support innovative and advanced instructional technology infrastructure
- Maximize the efficient use of school facilities to accommodate current and future enrollment
- Expand middle and high school capacity to support projected demand
- Maintain the city's flagship high school to promote unification within the community
- Maintain cooperative joint use agreements and partnerships for the use of school facilities and city-owned facilities

Enrollment: Historical

Enrollment and demographics provide an accurate picture of the number of students attending Bartlett schools and the instructional needs they bring with them. Changes in enrollment and student demographics over time can have major implications on the physical space provided and how it is used. Enrollment can reveal patterns of growth, decline or stability that are often good indicators of future trends. Beyond the physical characteristics of gender, age and ethnicity, student demographics also assesses languages spoken, disabilities, and other academic, social and economic characteristics of the student population. This section of the plan provides an analysis of historical and current enrollment demographics for Bartlett schools.

Prior to the formation of Bartlett City Schools, school attendance zones extended beyond the municipal limits of Bartlett and included areas of unincorporated Shelby County. To perform an accurate analysis of historical student counts, the data has been modified to reflect patterns of enrollment among students residing within the municipal limits of Bartlett. Therefore, the patterns of historical student counts do not include students who would have lived in areas of unincorporated Shelby County but were zoned to a Bartlett school prior to the formation of the new school district. The historical patterns are indicative of changes that occurred within the general population through net migration and changes within the housing market and the economy.

A review of historical patterns shows the student population averaged 8,275 over a five year period between the 2009-10 and 2013-14 school year. The district had its largest population of students, 8,390 during the 2009-10 school year, but declined to 8,150 students by the 2011-12 school year. The district lost a total of 232 students between the 2010-11 and 2011-12 school year - most likely the result of greater restrictions instituted under the shared residency policy with the former Shelby County Schools administration. Despite this decrease, students living in the Bartlett schools district increased by 29 students the following school year in 2012, and another 93 students in the 2013-14 school year to 8,272.

Year	KG	1st	2nd	3rd	4th	5th	6th	7th	8th	9th	10th	11th	12th	Total K-12
2009-10	534	573	595	589	649	666	708	727	700	723	687	630	609	8,390
2010-11	535	571	596	583	646	665	714	731	706	721	687	617	610	8,382
2011-12	553	530	520	550	625	621	655	679	714	787	705	603	608	8,150
2012-13	582	568	547	559	575	636	620	668	688	793	721	660	562	8,179
2013-14	533	606	592	567	596	598	690	627	679	788	710	641	645	8,272

Enrollment: Historical

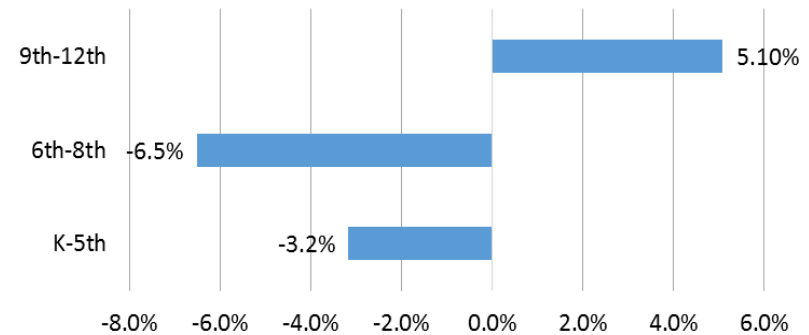
Table 2 illustrates the number of students enrolled by grade group. High school students in grades 9th through 12th, experienced the greatest increase among the three grade groups. Between the 2009 and 2013 school years, the number of high school students living in the district increased 5.1 percent, from 2,649 to 2,784 students. There was an average of 2,701 students over the five year period, with the largest student count of 2,784 in 2013-14.

Both the elementary and middle school populations declined between 2009 and 2013. The middle school grade group (6th-8th) experienced the greatest loss in student population, declining 6.5 percent, from 2,135 in the 2009-10 school year to 1,996 in the 2013-14 school year. The 6-8 grade group was highest in 2010-11 with 2,151 students, but decreased to less than 2,000 students in the 2013-14 school year.

The elementary grade group (K-5th) declined 3.2 percent over the five year period from 3,606 students in 2009-10 to 3,492 students in 2013-14. During the five year period, the number of elementary grade group lost over 200 students between 2009 and 2011. However, by the 2012-13 school year, the number of elementary grade group increased by 68 students, and gained another 25 students in 2013-14 school year.

Year	K-5th	6th-8th	9th-12th
2009-10	3,606	2,135	2,649
2010-11	3,596	2,151	2,635
2011-12	3,399	2,048	2,703
2012-13	3,467	1,976	2,736
2013-14	3,492	1,996	2,784

Chart 1. Percent Change in Enrollment
2009 -2013



Enrollment: Current

Table 3. Enrollment by Place of Residence														
Year	KG	1st	2nd	3rd	4th	5th	6th	7th	8th	9th	10th	11th	12th	Total
Bartlett	517	523	514	558	507	547	576	690	600	549	529	447	326	6,883
Bartlett ILA	0	0	0	0	0	0	0	48	72	0	0	0	0	120
Non-resident	161	133	131	147	147	121	103	48	49	70	67	79	93	1,349
Total	678	656	645	705	654	668	679	786	721	619	596	526	419	8,352

Note: Table 3 includes general and special education students enrolled in Bartlett City Schools. Enrollment does not include 220 pre-school students. Students enrolled through the inter-local agreement between Bartlett City Schools and Lakeland Schools System reside in the City of Lakeland. Ninth grade enrollment includes 41 students who attend Bartlett High.

For the 2014-15 school year, Bartlett City Schools had a total enrollment of 8,352 students - this includes students in the general education as well as the special education population. The majority of students attending Bartlett schools live within the city limits of Bartlett. Approximately 82 percent or 6,883 students are residents of Bartlett. There are also at least 1,100 students who live in the city of Bartlett, but enrolled in either the Shelby County Schools system or in one of other five municipal school districts in Shelby County. The district anticipates many of these students enrolling in a Bartlett school over time, which could bring the number of resident students to close to 8,000 students over time.

The non-resident student population accounts for 17.5 percent of total enrollment. Non-resident students live outside the school district but are allowed to enroll through an approved transfer. The remaining 1.4 percent of the student population reside in the neighboring jurisdiction of Lakeland, Tennessee. These students are enrolled in a Bartlett school through the inter-local agreement (ILA) between Bartlett City Schools and the Lakeland Schools System. The ILA allows 7th and 8th grade students who attended Bon Lin Middle under the previous administration of Shelby County Schools to maintain enrollment through the 2015-16 school year.

Table 4. Students Place of Residence and School of Attendance												
	Altruria	Bartlett ES	Bon Lin ES	Ellendale	Oak	Rivercrest	Appling	Bon Lin MS	Elmore Park	Bartlett Academy	Bartlett HS	Total
Bartlett	739	351	693	509	555	319	604	580	682	549	1,302	6,883
Non-resident	52	438	101	26	59	164	73	146	101	70	239	1,469
Total	791	789	794	535	614	483	677	726	783	619	1,541	8,352

Note: Table 4 includes general and special education students enrolled in Bartlett City Schools. Ninth grade enrollment includes 41 students who attend Bartlett High.

Table 4 above shows the number of resident and non-resident students enrolled by school. Bartlett Elementary has the largest number of non-resident students at 438, followed by Bartlett High at 239 students for the 2014-15 school year. Rivercrest Elementary, Bon Lin Elementary, Bon Lin Middle and Elmore Park Middle each have over 100 non-resident students enrolled for the current school year.

Enrollment: Current

Bartlett City Schools recognizes the importance of providing a learning environment that supports the varying cognitive and learning capabilities of all students. The district is committed to providing an educational experience that supports the academic achievement and success of both general education and special education students (SPED). The special education student population accounts for 13 percent of total enrollment and all students who require enhanced academic support are provided a self contained classroom experience. Classroom space is designed specifically for students who are categorized as functional skills (FS) and adaptive functional skills (AFS). These students require some form of occupational or physical therapy. Instruction is provided in a classroom designed with adjoining restroom facilities, storage and an open-floor plan without desks. Other special education instruction requiring a self contained classroom include speech, resource and Advanced Placement in an Exceptional Environment (APEX).

The district currently has a total of 103 students classified as functional skills or adaptive functional skills; 49 elementary, 20 middle and 34 high school students. The district has averaged 113 FS and AFS students since the 2009-10 school year. Students receiving specialized instruction in resource, speech, and APEX total more than 1,000.

Special education pre-school is provided for children ages 3 and 4 who have a disability, including developmental delays. There are a total of 52 special education (SPED) pre-school students being served in each elementary schools except Ellendale Elementary where there are space limitations. Each pre-school SPED classroom is equipped with a sink and a carpeted area.

Chart 2. Special Education (SPED) Enrollment

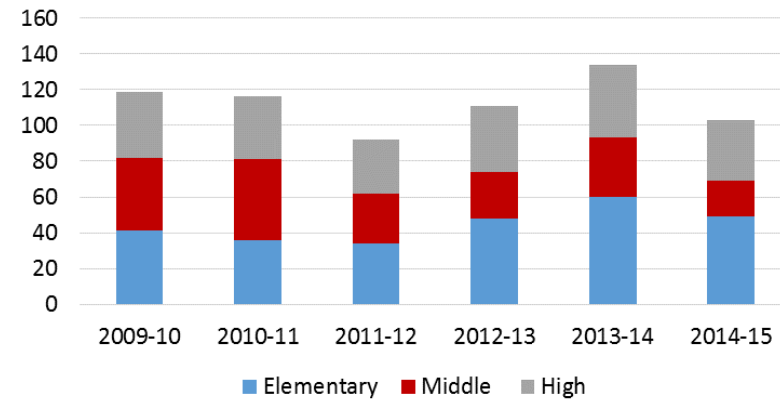
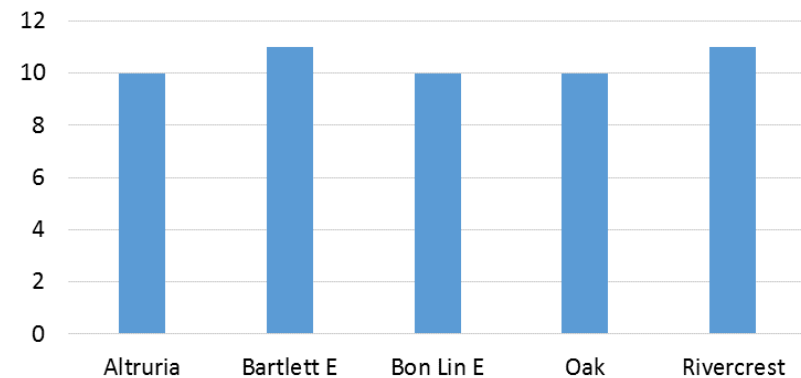


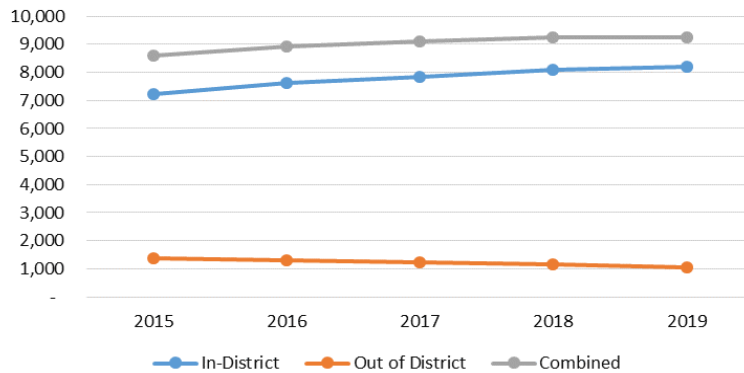
Chart 3. Special Education Pre-School 2014-15 Enrollment



Enrollment: Projected

Future enrollment is forecasted on a five year projection horizon using the cohort survival ratio (CSR) method. CSR is one of the most commonly used and accepted methods among districts experiencing relatively stable increases and decreases in enrollment. The CSR method relies on historical enrollment and birth data to capture the effects of in and out migration, housing changes, and natural trends in the population.² Enrollment projections are also supplemented with estimates on student growth resulting from new residential development and

Chart 4. District-wide Projected Enrollment

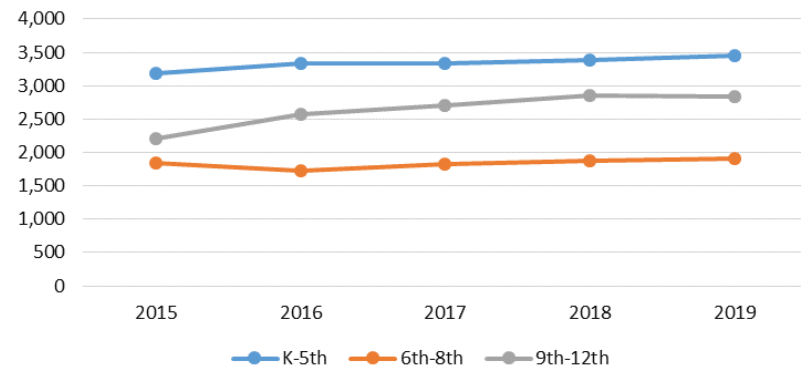


annexations. Projections are based on the K12 enrollment of general education students and excludes pre-school and special education enrollment. Bartlett’s K12 enrollment is projected to increase over the next five years. District enrollment, including both students living in the district (in-district) and outside of the district (out of district) is projected to reach over 9,000 students by the 2019-20 school year. As indicated in Chart 4, the projected growth will occur within the resident (in district) population, while the out of district population is expected

to decline over the five year period. The current in-district student population totals near 6,900 students and is projected to be over 8,200 students by the 2019-20 school year. The district expects that as the number of students living in the district increases, the number of out of district students allowed to enroll through the open enrollment policy will be reduced significantly. For the 2014-15 school year, the number of out of district students totaled over 1,400. The five year projection suggests out of district enrollment will decrease to slightly more than 1,000 students.

Chart 5 projects the number of in-district students by grade level. The most notable change is projected to occur within the high school population, students in grades 9 through 12, over the next five years. Current enrollment totals nearly 1,900 among high school students living in the district, and is projected to reach over 2,800 students in the 2019-20 school year.

Chart 5. Grade Group Projected Enrollment (In-District)



² Grip, R. S. (2009). The Cohort Survival Ration Method. Retrieved from www.statforecast.com/csr.

Enrollment: Projected

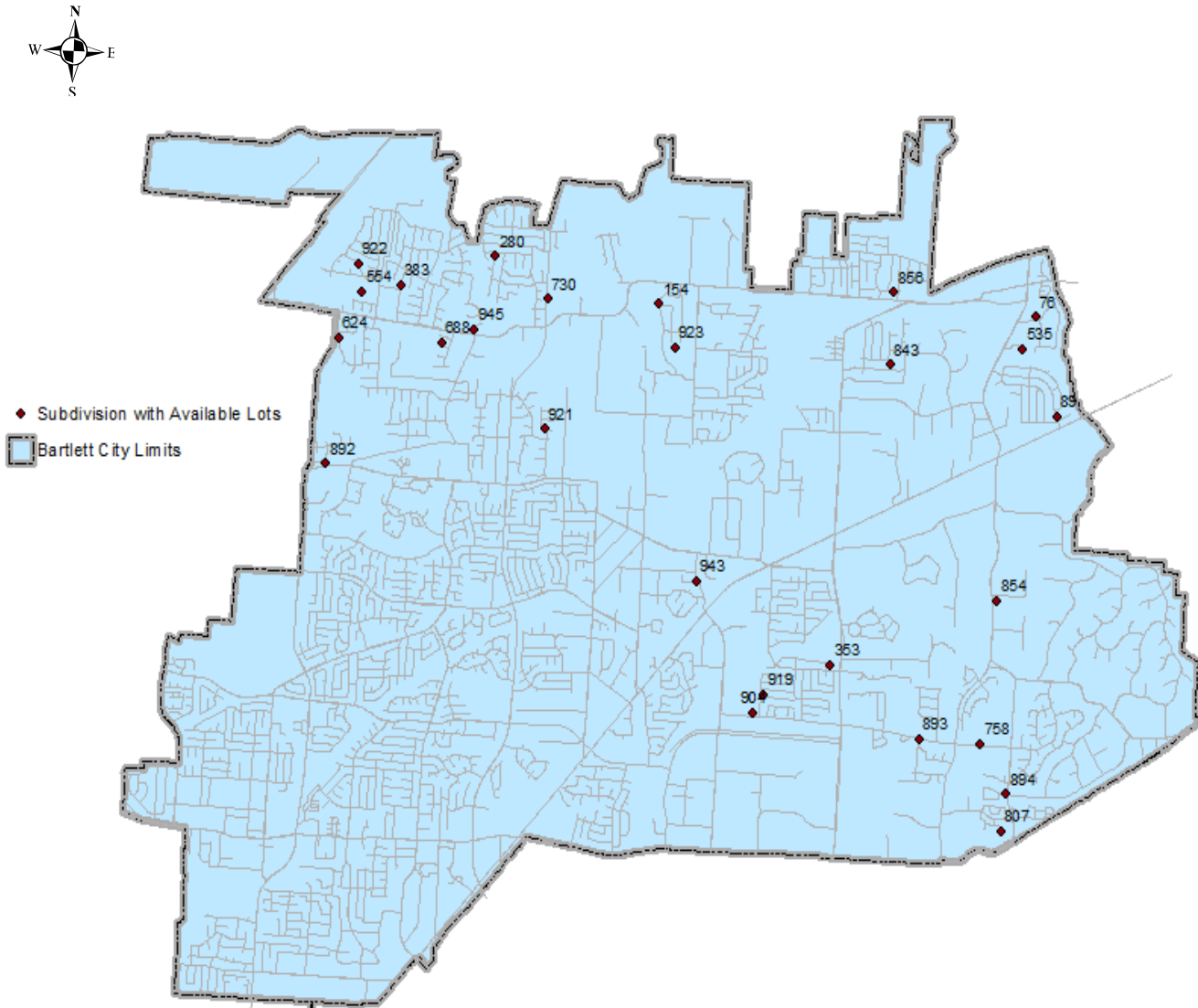
A build-out analysis provides another method for anticipating future demand on school facilities. It estimates the potential number of students generated from new housing if all vacant residential land is developed. The City of Bartlett has a total of 3,060 acres of vacant land zoned for residential development—densities range from one dwelling unit per acre to 8 dwelling units per acre. Table 5 illustrates the potential student yield from both single family and multifamily development if all vacant residential land is developed under the current zoning. Theoretically, a total of 7,301 dwelling units could be built, generating 2,527 students. This analysis provides a picture of a possible long range future. An analysis of the present lot inventory provides a more near term view of future development and potential student yields.

Following the recession of 2008, new home construction dropped sharply in Bartlett. The number of residential building permits issued averaged 306 between the year 2000 and 2007. In 2008, the number of permits issued for new home construction fell to 107 and reached its lowest for the decade at only 81 permits issued in 2010. The City has begun to experience a resurgence in new construction as permits for new homes totaled 202 for 2014, an increase of 27 percent from 2013.

Map 2 (page 11) identifies the location and number of lots available for development in subdivisions recorded with the City of Bartlett. The City's inventory includes 648 lots available for development in existing subdivisions. Assuming new home constructions returns to pre-recession averages, then it is possible the current inventory of available lots could be absorbed within 2 years; yielding about 112 students per year.

Zoning Classification	Maximum Units	Potential Student Yield			
		Total	ES	MS	HS
Single Family	Units	Total	ES	MS	HS
R-E	662	231	112	60	59
RS-10	1447	504	244	130	130
RS-12	1164	406	197	105	104
RS-15	3069	1069	517	277	275
RS-18	672	234	113	61	60
Total Single Family	7,013	2,444	1,183	633	629
Multi-family	Units	Total	ES	MS	HS
R-M	76	22	11	5	6
R-TH	211	62	30	14	18
Total Multi-family	288	84	41	19	24
Total	7,301	2,527	1,224	652	653

Map 2. City of Bartlett Recorded Subdivisions with Available Lots



Map ID	Subdivision	Available Lots
921	Bishops Ridge	2
554	Bluffs of Winding Oaks	26
922	Brookemeade	28
535	Brunswick Court	14
89	Brunswick Farms	36
894	Brunswick Forest P.D.	31
854	Brunswick Reserve	14
807	Brunswick Village	12
919	Country Creek	2
353	Country Meadows North	50
856	Delaney Square	28
904	Fletcher Hollow	11
154	Gailyn Manor	58
923	Hampton Grove	33
843	Hunters Walk North	24
892	Maher Trails	6
943	Montello	1
624	Ravencrest P.D.	8
893	Richland Valley P.D.	40
383	Rivercrest	8
280	Rockyford	25
945	Stonecrest	45
76	Valley at Brunswick P.D.	4
730	Walker Farms	43
688	Wellsgate	1
758	Windsor Park	98
Total		648

Source: MarketGraphics Research Inc. and City of Bartlett Engineering Department

Enrollment: Capacity

The demand for instructional and core facility space depends greatly upon the number of students enrolled and the programs offered from year to year. In order to meet demand, classroom capacity is adjusted on an annual basis. Although the overall square footage of a school building does not change, the capacity can fluctuate as it is influenced by several variables such as class size, class scheduling, and classroom design or use. At the start of each school year, district administrators monitor enrollment to determine the number of students enrolled per classroom and perform site visits to determine how classroom space is used. This assessment allows the district to determine the programmatic capacity of each school building.

Programmatic capacity is defined as the number of students that can be accommodated within classrooms designed for general education purposes. Classrooms designed for purposes other than general education such as art, music, computer and science labs, and special programs such as pre-school and special education are not included when determining programmatic capacity. Capacity numbers are calculated by multiplying the number of general education classrooms by the average class size or the student-teacher ratio as determined by the school district. The capacity is determined for general education classrooms that accommodate full size classes throughout the school day.

The utilization rate determines how efficiently the student population and programs operate within the available classroom space. A comparison of enrollment to programmatic capacity results in the utilization rate. As indicated in Table 6, utilization rates within the permanent building space range from a low of 49.6 percent at Rivercrest Elementary to a high of 91.4 percent at Bon Lin Elementary. Portables classrooms have been used in previous years

School	Enrollment	Capacity	Percent Utilization	Capacity w/Portables	Percent Utilization w/Portables
Alturia	785	881	89.1%	921	85.2%
Bartlett ES	778	860	90.5%	NA	NA
Bon Lin ES	795	870	91.4%	NA	NA
Ellendale	527	733	71.9%	NA	NA
Oak	606	925	65.5%	NA	NA
Rivercrest	474	955	49.6%	1,075	44.1%
Appling	666	775	85.9%	NA	NA
Bon Lin MS	725	825	87.9%	NA	NA
Elmore Park	775	907	85.4%	NA	NA
Academy	578	840	68.8%	NA	NA
Bartlett HS	1,582	1,880	84.1%	NA	NA

Note: Enrollment includes resident and non-resident students and does not include SPED or preschool students.

Enrollment: Demand Capacity

where enrollment exceeded capacity at Rivercrest Elementary and Altruria Elementary. However, current enrollment levels do not require the use of portable classrooms. Most of the portable classrooms are vacant or used for storage.

Optimal utilization of classroom space ranges from 85 to 95 percent. Current utilization rates indicate a need to increase enrollment at Ellendale Elementary, Oak Elementary, Rivercrest Elementary and Bartlett Academy.

Charts 6 thru 9 provide a comparison of projected in-district enrollment by grade group to current capacity. Capacity within the elementary and middle school grade groups will adequately support projected enrollment over the next five years. By the 2019-20 school year, elementary enrollment is projected to reach close to 3,500 with capacity for over 5,000 students among the five elementary schools. The 6th-8th grade group is projected to reach over 1,900 students with capacity for 2,500 among the three middle schools.

Chart 6. K-5th Enrollment (In-District) vs Capacity

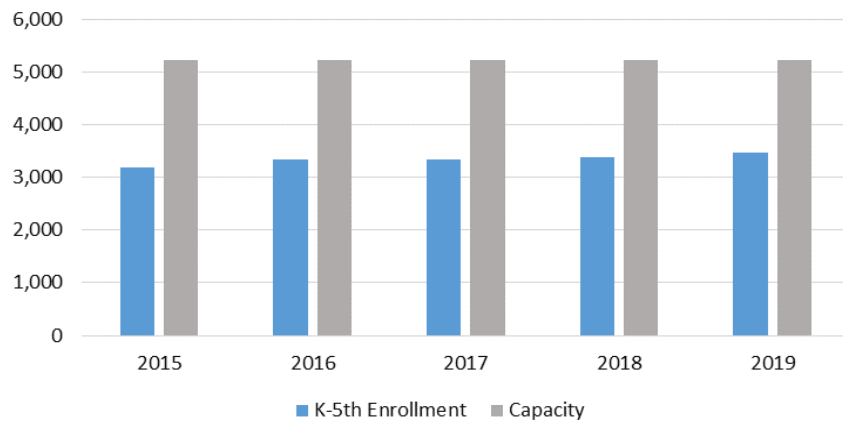
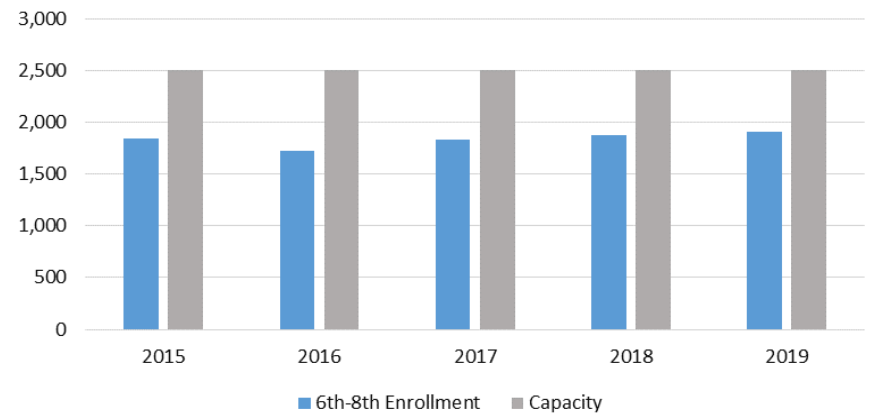


Chart 7. 6th-8th Enrollment (In-District) vs Capacity



Enrollment: Demand Capacity

In-district enrollment among 9th grade students is projected to maintain levels of 600 or more students over the next five years. Capacity levels total 840 at Bartlett Academy, excluding 13 classrooms that are un-usable due to planned renovations. Facility improvements will add capacity for 260 students or a total capacity of 1,100, which is more than sufficient to meet the anticipated enrollment among 9th grade students.

It is within the 10th-12th grade group where improvements to the physical space at Bartlett High will be necessary to accommodate projected growth. Students in grades 10 through 12 living in the district are expected to reach more than 2,200 by the 2019-20 school year. Current capacity at Bartlett High supports 1,880 students. Enrollment is projected to exceed current capacity levels by the 2015-16 school year.

Chart 8. 9th Enrollment (In-District) vs Capacity

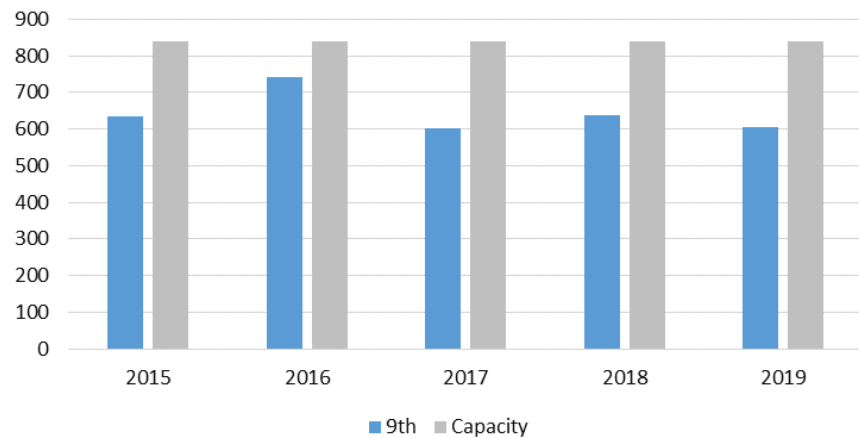
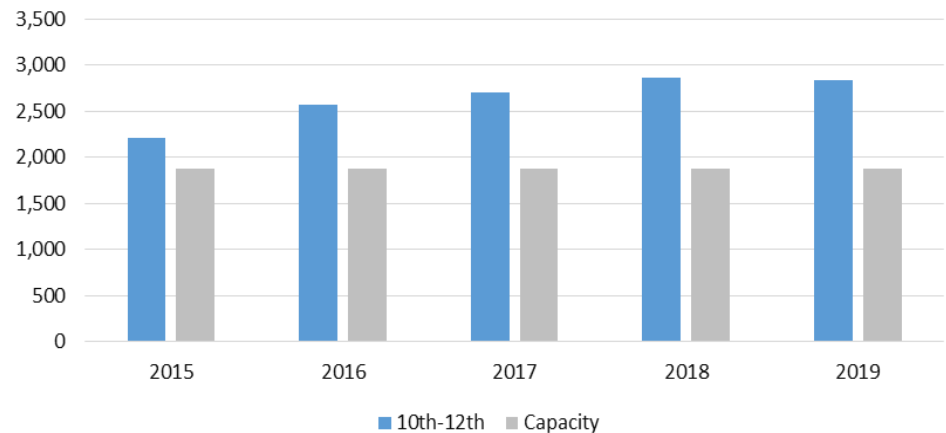


Chart 9. 10th -12th Enrollment (In-District) vs Capacity



PROGRAMS

Bartlett City Schools believes each student should have access to core academics and co-curricular (such as career and technical, fine arts, and athletics) programs to have a well-rounded education. The district aims to improve upon these programs at every grade level by identifying opportunities for academic enhancement and expansion. With the support of administrators, teachers, parents, and the Bartlett community, the district can provide an atmosphere of learning that ensures the long-term success of all students.

Elementary Schools

Elementary school programming provides instruction in core academic areas, as well as in physical education, music, and visual art. The program serves students in pre-kindergarten (Pre-K) through fifth grade.

Voluntary Pre-K classes promote a high quality academic environment, which fosters the love and joy of learning and promotes success in kindergarten and throughout a child's life. The district offers voluntary Pre-K instruction on the campuses of Bartlett Elementary, Oak Elementary, and Rivercrest Elementary. The Pre-K program is funded through the State of Tennessee and provides four-year-old children, with first priority to at-risk children, an opportunity to develop school readiness skills, both pre-academic and social.

In other elementary program initiatives, the district will launch a STEAM (Science, Technology, Engineering, Arts and Math) Honors program at Rivercrest Elementary in 2015. Future program offerings are slated to include elementary strings as well as foreign language offerings.

In evaluating the physical space to support the elementary program and its students, the district has identified over \$11 million dollars in deferred maintenance expense among the five elementary schools.

In addition to deferred maintenance costs, Altruria Elementary and Ellendale Elementary have the most significant capital expenses. Both schools require extensive renovations to the instructional space.

Middle Schools

The middle school program serves students in grades 6th through 8th and provides instruction in core academic areas as well as elective and honors courses. Students who qualify can enroll in honors level high school courses including Algebra I, Physical Science, and Spanish I. Program offerings are being expanded to reflect the district's STEM initiative.

The three middle school facilities adequately support the programs offered and the middle school student population. Each middle school facility has been rated as in fair to good condition and has a combined deferred maintenance costs of \$1.5 million dollars. As the district's newest facility, built in 2012, Elmore Park Middle has the least amount of deferred maintenance costs with expenses limited to technology upgrades of 63,660, while Appling Middle and Bon Lin Middle each have over \$500,000 in deferred maintenance.

Secondary Schools

The district offers comprehensive programming that includes general education, career and technical instruction as well as performing arts, dual enrollment, advanced placement, honors and a full range of elective courses for students in grades 9 through 12. Students can also participate in a wide variety of sports, club activities, and extracurricular offerings.

Bartlett High School is a centerpiece of the Bartlett community. As the City's flagship high school, plans are underway to identify specific facility improvement needs to enhance and expand programs. The district has plans to incorporate a STEM (Science, Technology, Engineering and Math) program as well as identify space to house the district's alterna-

PROGRAMS (continued)

tive school on the high school campus. Deferred maintenance totals \$3 million dollars; however additional improvements to the high school campus are still being determined.

Prior to the start of the 2014-15 school year, minor renovations were completed at the Bartlett 9th Grade Academy. With financial support from the City of Bartlett, the school district was able to invest \$80,000 in both interior and exterior improvements to the school building. The district plans to make additional improvements that include renovating the science labs and several classrooms that are currently not in use due to necessary repairs.

Special Populations

Bartlett City Schools has a diverse student body, with significant populations of students receiving special education services and English Language Learner support. As a result, a wide-range of services are offered to students with special needs from age 3 to 21. Services are provided for students with exceptional cognitive abilities, vision and hearing impairment, as well as those with learning & behavioral difficulties. More intensive services are offered at all campuses, with the exception of Bon Lin Middle. As a part of the curriculum, the district is expanding its gifted services to provide a full continuum of services with the initial focus at the middle school level.

Currently, there are five pre-school classrooms, with locations at Altruria Elementary, Bartlett Elementary, Bon Lin Elementary, Oak Elementary and Rivercrest Elementary. The pre-school program serves children ages 3 and 4 who have a disability, including developmental delays.

The district employs five English as Second Language (ESL) teachers to provide consultation and direct services to students who qualify. All teachers of any language instruction program for English Learn-

ers are fluent and competent in the four domains of language assessed by the English Language Proficiency Assessment: reading, writing, speaking and listening.

Technology

Technology is available on all campuses. The district provides a wired and wireless network at each school; however, the wireless network is aging and inadequate to meet future demands. Increasing use of the wireless network for instructional purposes such as online testing, intervention, and video streaming require an upgrade to the existing network environment. Through its one to one initiative, the district will provide students in grades 6 through 9 a personal electronic device with the start of the 2015-16 school year. The initiative will be expanded to a BYOD environment on the high school campus where students will be allowed to bring their own device, increasing the number of devices in use on the network. The district has developed a five year technology plan to meet this future demand. The plan lists the following needs to improve technology infrastructure over the next five years:

- Transition from one controller per school to district dual controllers
- Double the density of access point to meet user demands
- Replace aging network switches
- Install new network cabling for future needs
- Enhance uninterruptable power devices for brownouts, future Internet-based phones, and security cameras

Partnerships

Bartlett City Schools seeks to create and strengthen partnerships with key stakeholders. The relationship between the district and the City of Bartlett is critical to the overall success of the school system. The City of

PROGRAMS (continued)

Bartlett made significant financial contributions to the renovations completed at the Bartlett 9th Grade Academy and continues to work cooperatively with the district through joint or shared use of facilities.

Facilities Overview: Bartlett High (BHS)



Grades Served:	10th - 12th
Square Feet:	220,160
Site Size (acres):	26.44
Year Built:	1962
Renovations/ Additions:	1992, 1994 1996, 1997 2001
Portables:	None

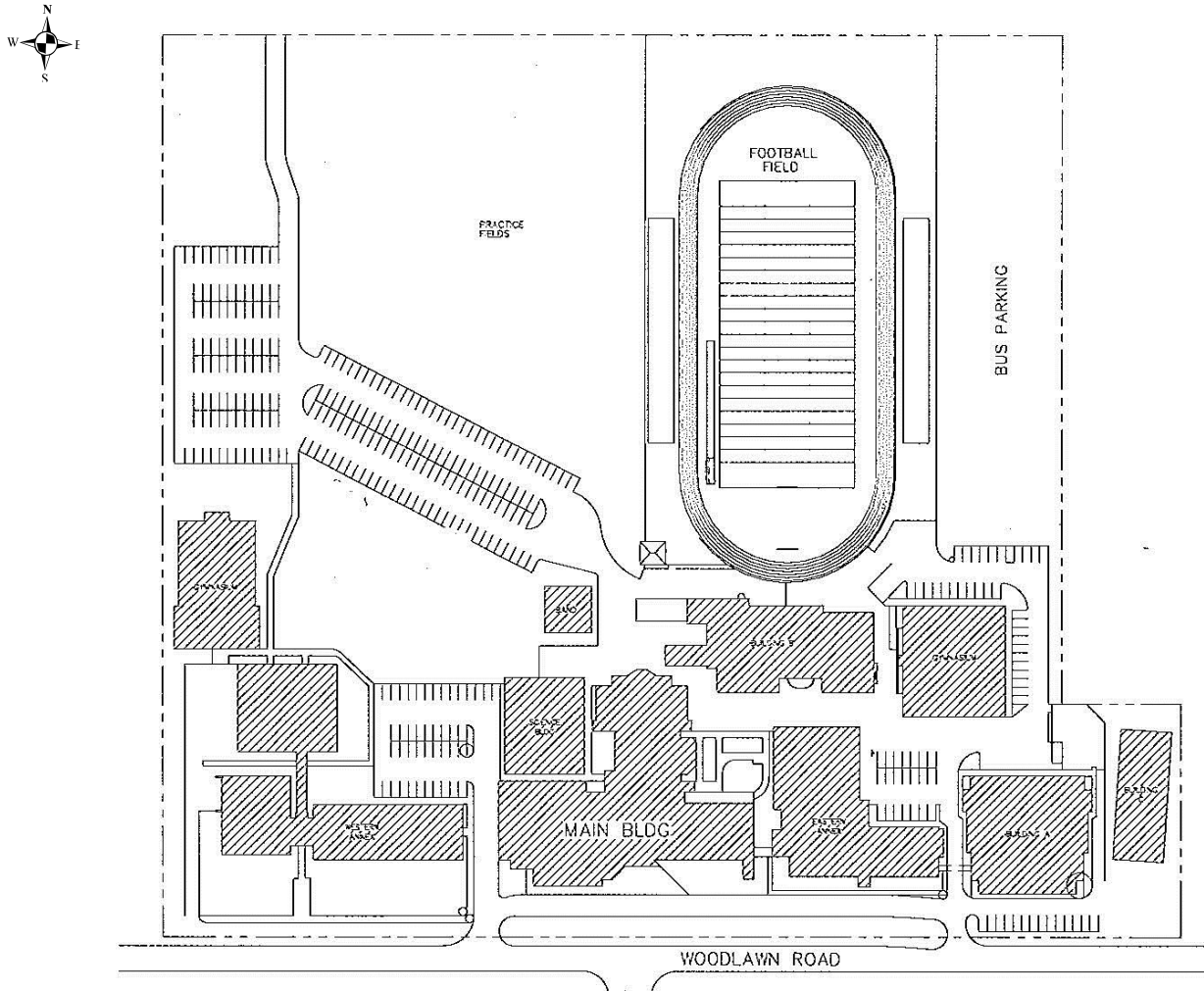
Building Features:

- 109 classrooms
- Vocational rooms
- Special education rooms
- Television and video rooms
- Art rooms
- Band room
- Drama room
- Science labs
- Computer labs
- Main office
- Library
- Gymnasiums
- Auditorium

Needs/Challenges:

- Campus buildings not connected
- Damage to carpet in main office
- Renovations to main office and entrance
- Dark lighting and damage to carpet in auditorium
- Roof leaks in band room
- Insufficient parking
- Damage to parking lot surfaces
- Poor parking configuration and traffic circulation in front

Facilities Overview: Bartlett High Site Plan



Facilities Overview: Bartlett Academy (BA)



Grades Served:	9th
Square Feet:	108,936
Site Size(acres):	16.1
Year Built:	1967
Renovations/	1972, 1999
Additions:	2011
Portables:	None

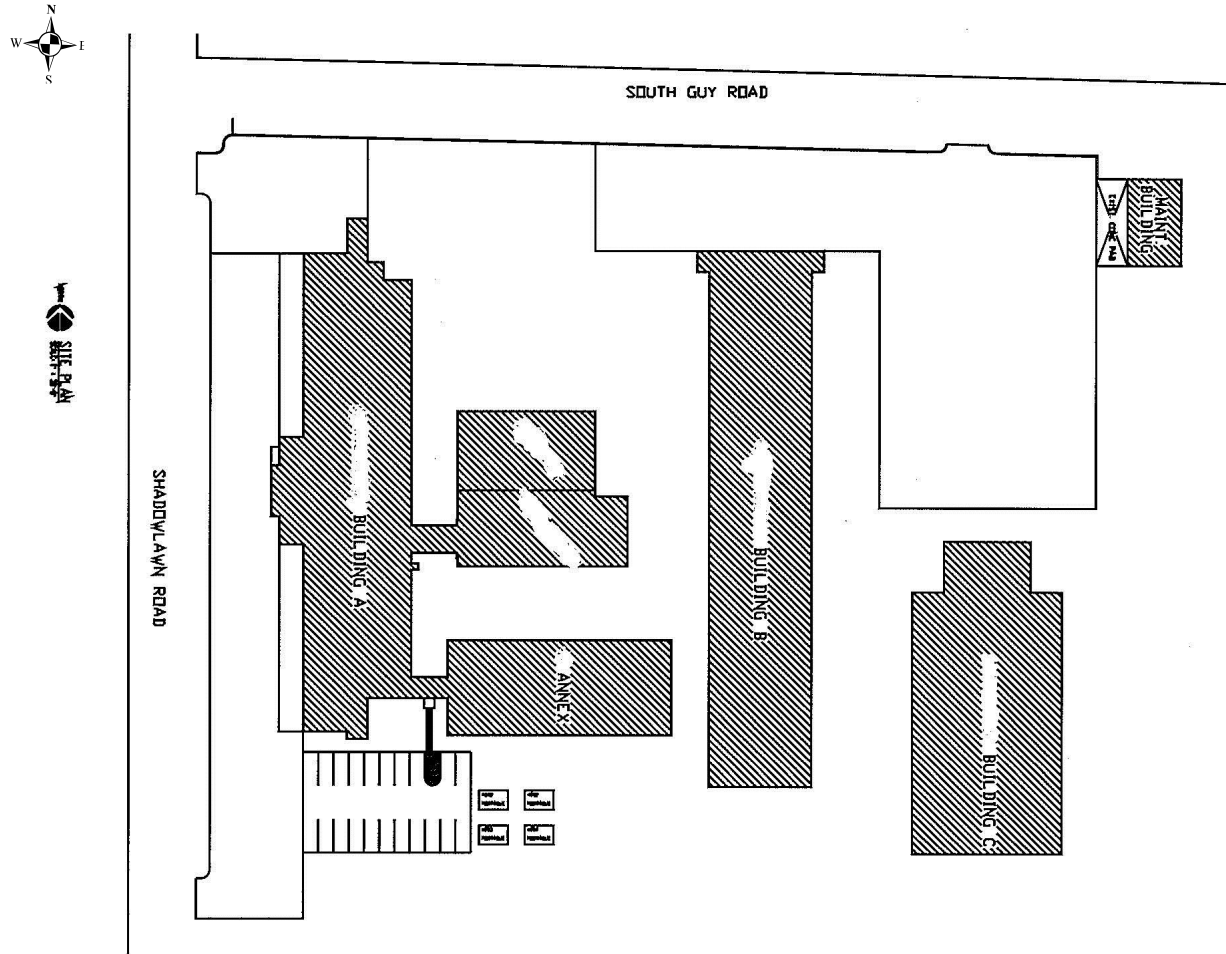
Building Features:

- New construction of fine arts building and cafeteria completed 2011
- Interior and exterior renovations completed 2014
- 58 classrooms
- Vocational rooms
- Special education rooms
- Art room
- Band room
- Drama room
- Science labs
- Computer lab
- Main office
- Library

Needs/Challenges:

- Larger library
- Parking for special events
- Interior lighting in south main building
- Roof and window leaks
- Additional electrical outlets in classrooms
- Classroom renovations

Facilities Overview: Bartlett Academy Site Plan



Facilities Overview: Appling Middle (AMS)



Grades Served:	6th-8th
Square Feet:	96,000
Site Size (acres):	18.04
Year Built:	1995
Renovations/	None
Additions:	
Portables:	None

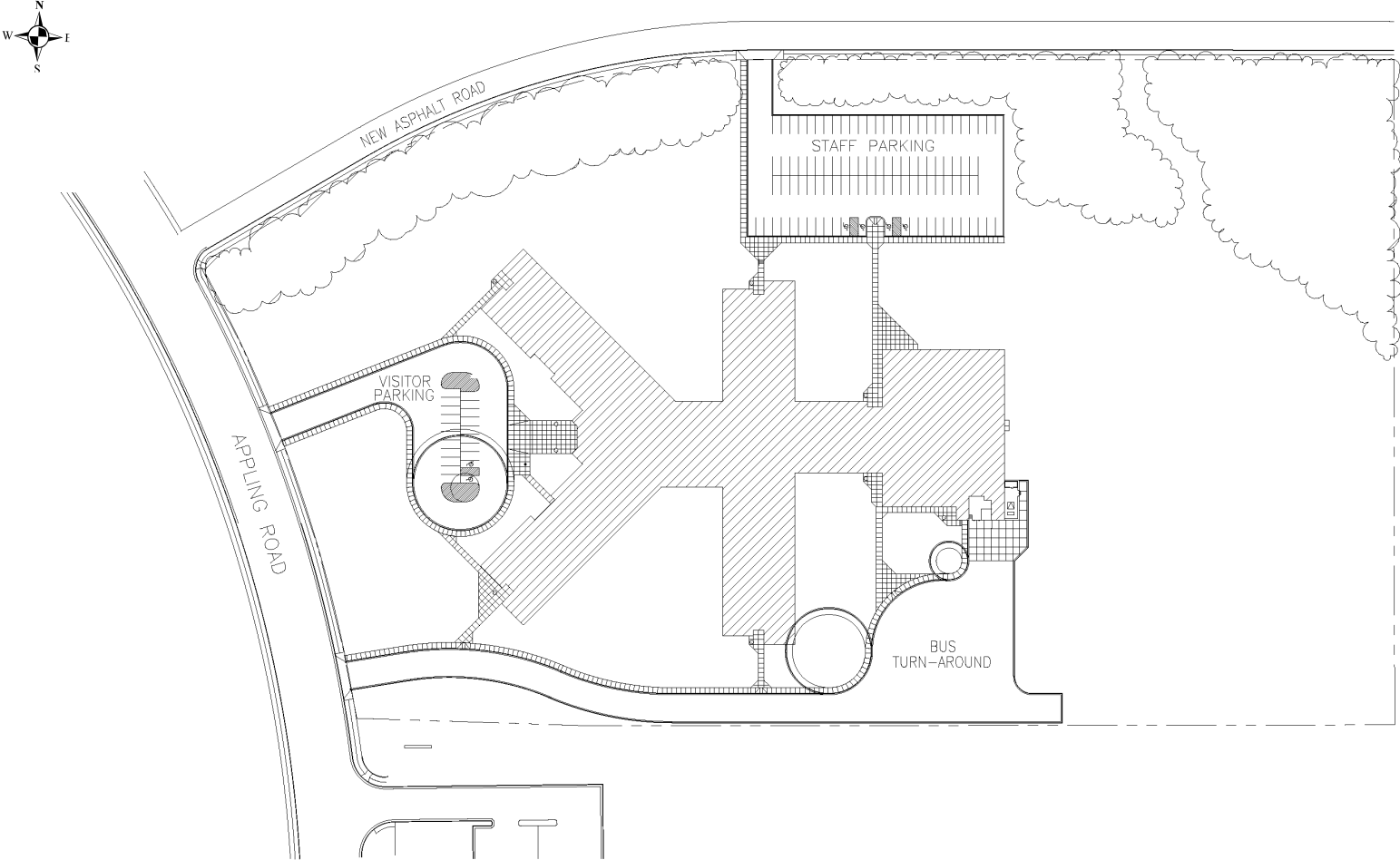
Building Features:

- 50 classrooms
- Special education rooms
- Art rooms
- Band room
- Choral room
- Science labs
- Computer labs
- Main office
- Library
- Gymnasium
- Cafeteria
-

Needs/Challenges:

- Overcrowding in 8th grade classes
- Sound system in gymnasium
- Tile floor damage
- Strings classroom
- Traffic circulation
- 20 year old A/C system and controls

Facilities Overview: Appling Middle Site Plan



Facilities Overview: Bon Lin Middle (BLMS)



Grades Served:	6th-8th
Square Feet:	111,442
Site Size (acres):	14.06
Year Built:	2008
Renovations/	None
Additions:	
Portables:	None

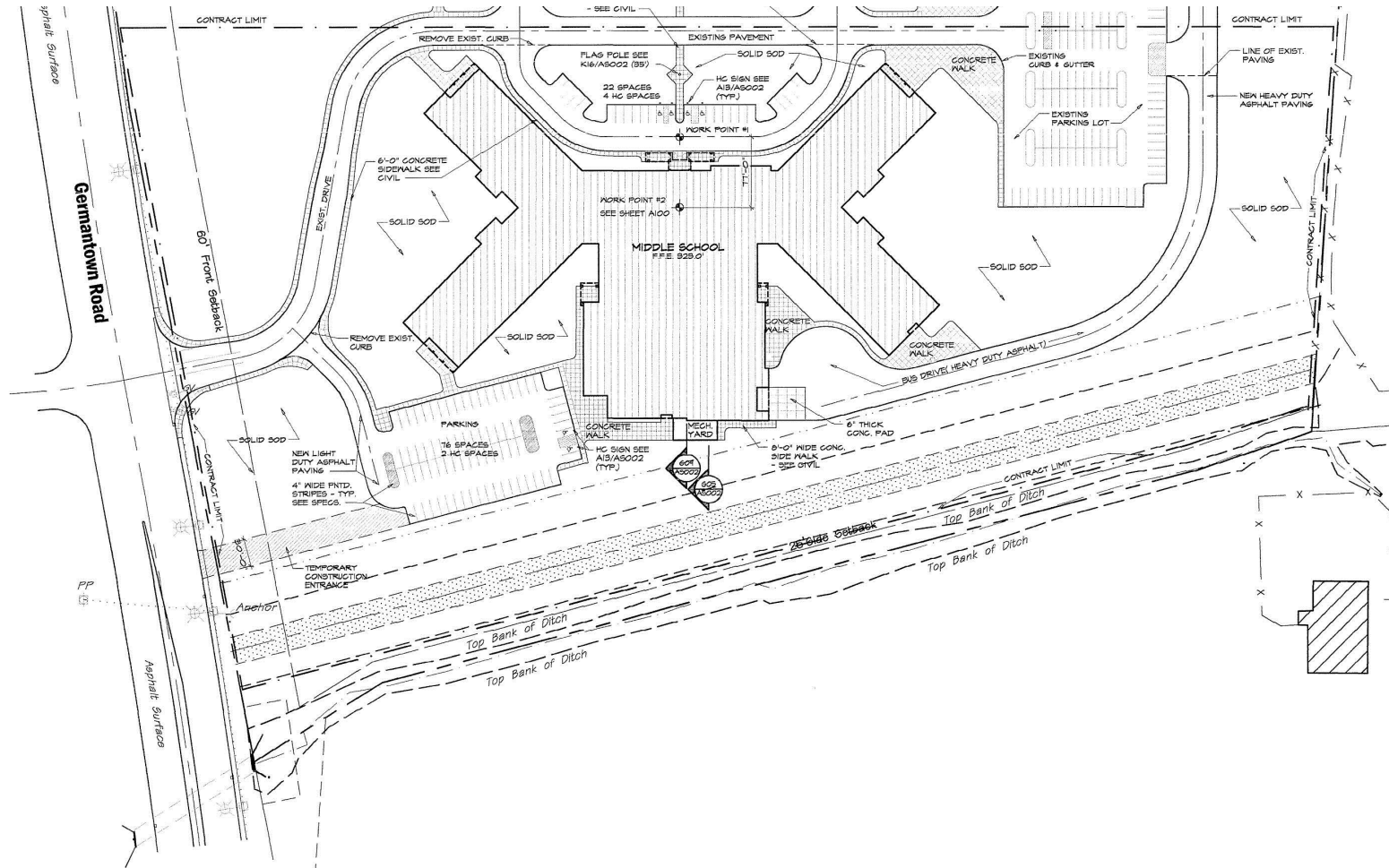
Building Features:

- 52 classrooms
- Special education rooms
- Art rooms
- Band room
- Choral room
- Strings room
- Science labs
- Computer lab
- Main office
- Library
- Gymnasium
- Cafeteria

Needs/Challenges:

- Roof leaks
- Computer hardware for testing
- Sound proofing band and choral rooms
- Damage to parking lot and driveway surfaces

Facilities Overview: Bon Lin Middle Site Plan



Facilities Overview: Elmore Park Middle (EPMS)



Grades Served:	6th-8th
Square Feet:	109,746
Site Size (acres):	16.99
Year Built:	2012
Renovations/	None
Additions:	
Portables:	None

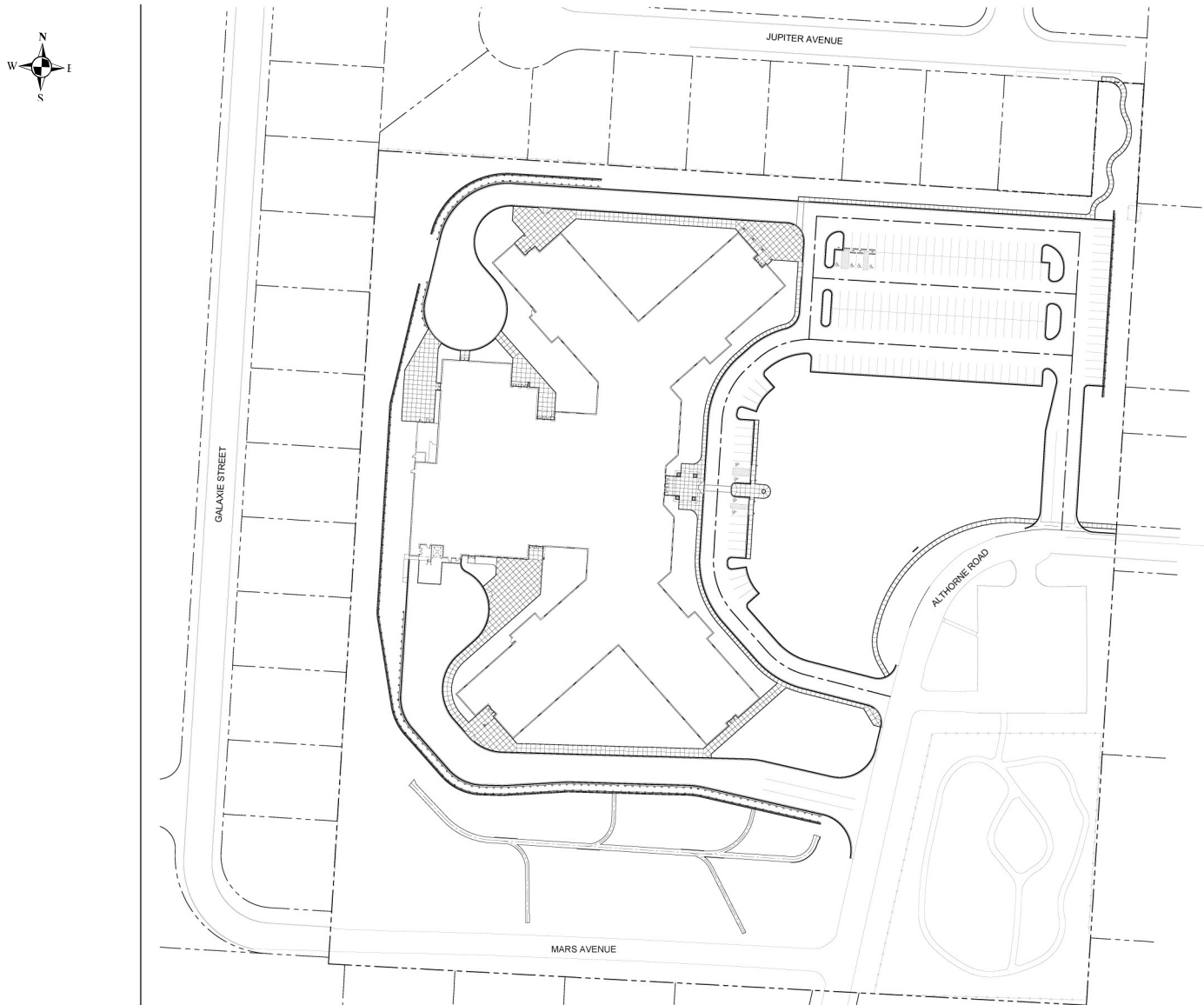
Building Features:

- Newest facility
- 52 classrooms
- Special education rooms
- Art rooms
- Band room
- Choral room
- Science labs
- Computer labs
- Main office
- Library
- Gymnasium
- Cafeteria

Needs/Challenges:

- Growing special education population
- Parking for special events
- Traffic circulation and queuing limitations

Facilities Overview: Elmore Park Middle Site Plan



Facilities Overview: Altruria Elementary (AES)



Grades Served:	Preschool - 5th
Square Feet:	88,321
Site Size (acres):	10.00
Year Built:	1976
Renovations/	None
Additions:	
Portables:	2

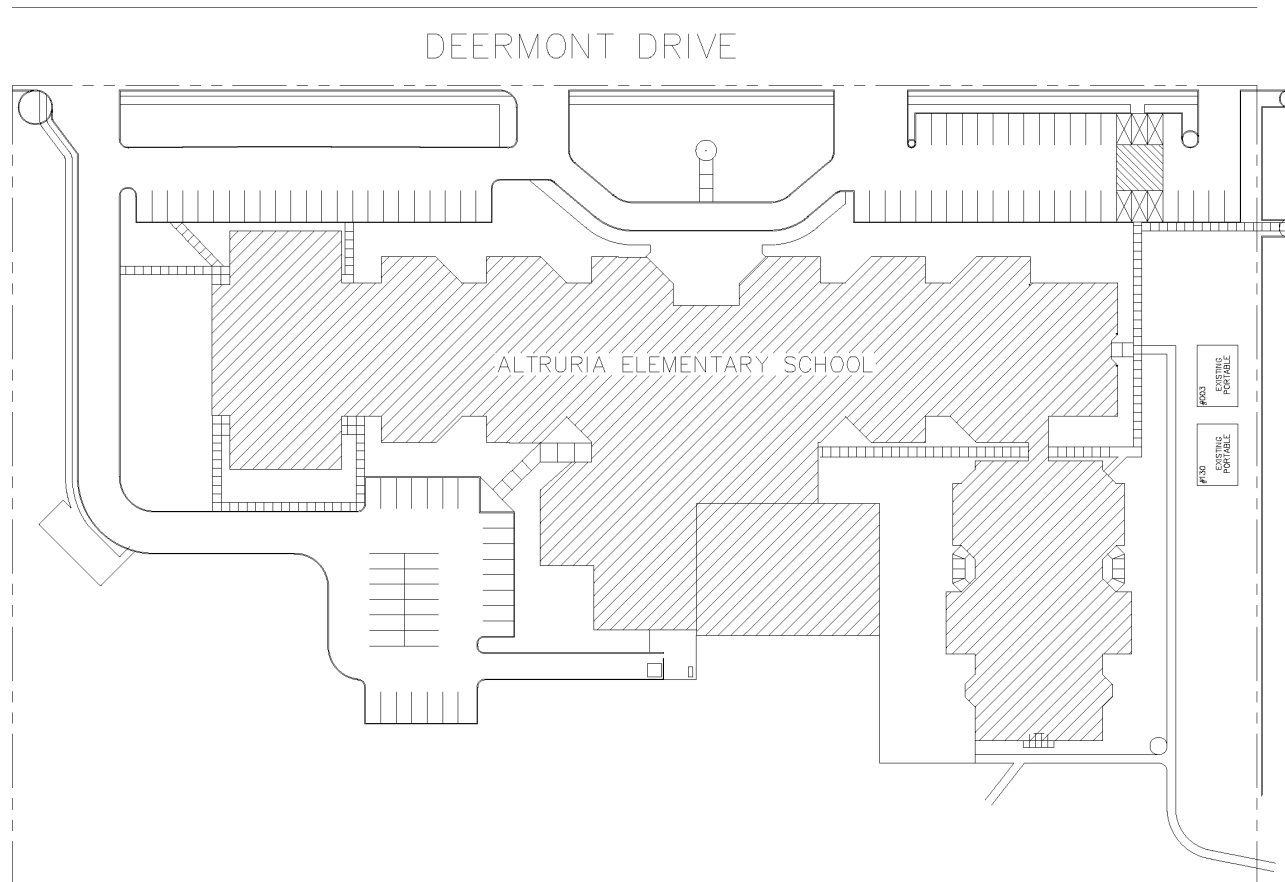
Building Features:

- 55 classrooms
- Preschool room
- Special education rooms
- Art rooms
- Music rooms
- Main office
- Library
- Gymnasium
- Cafeteria

Needs/Challenges:

- Art rooms lack kilns
- Music rooms lack carpet
- Only two adult restrooms
- Poor lighting in gymnasium
- No science or computer labs
- Roof leaks
- Teachers lounge with restrooms
- Accessibility improvements
- Instructional space renovations

Facilities Overview: Altruria Elementary Site Plan



Facilities Overview: Bartlett Elementary (BES)



Grades Served:	Preschool – 5th
Square Feet:	104,630
Site Size (acres):	18.00
Year Built:	1990
Renovations/	None
Additions:	
Portables:	None

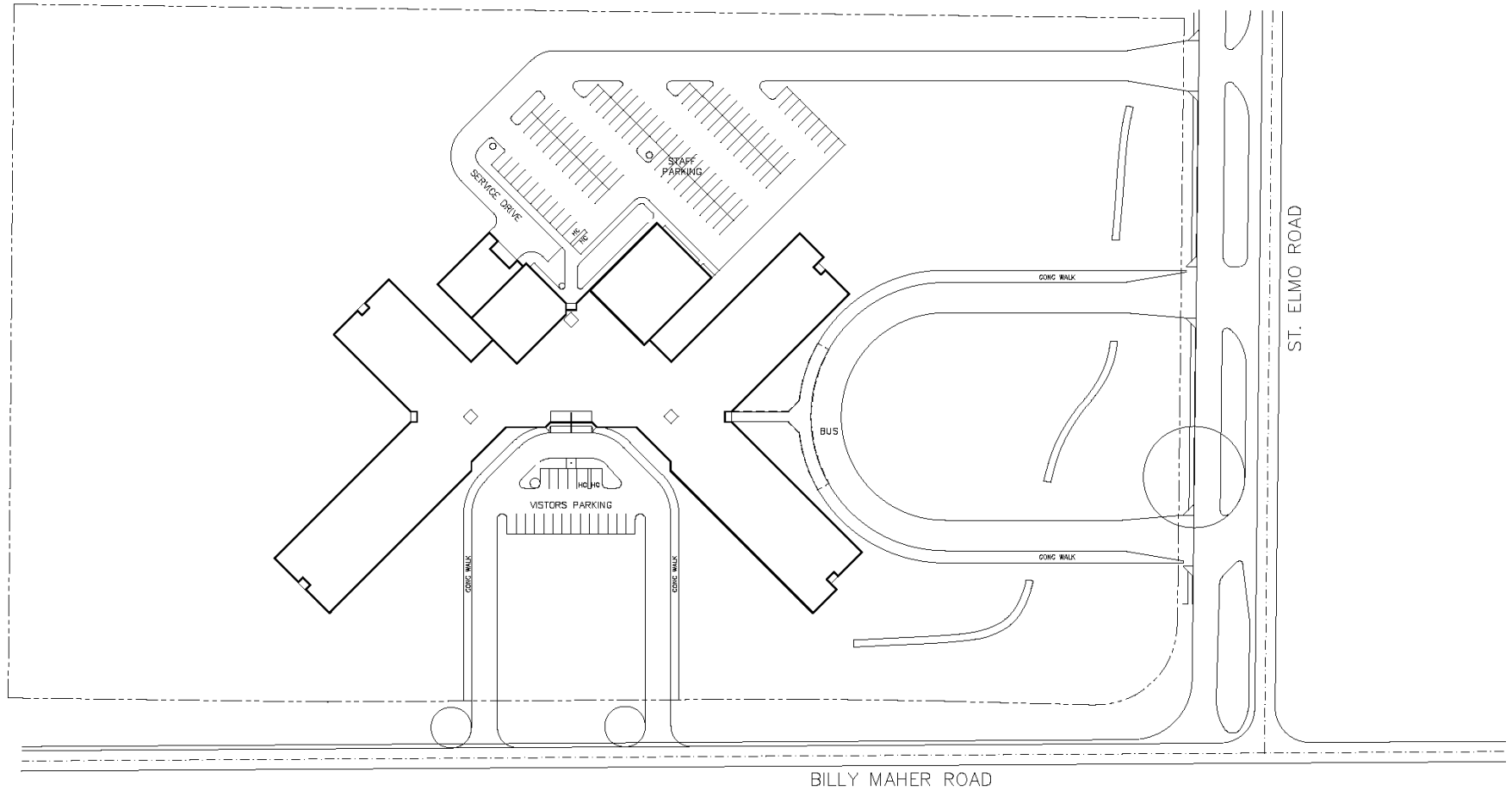
Building Features:

- 65 classrooms
- Preschool rooms
- Special education rooms
- Art rooms
- Music rooms
- Computer labs
- Science lab
- Main office
- Library
- Gymnasium

Needs/Challenges:

- Traffic circulation
- Interior painting
- Upgrades to technology bandwidth and access points

Facilities Overview: Bartlett Elementary Site Plan



Facilities Overview: Bon Lin Elementary (BLES)



Grades Served:	Preschool - 5th
Square Feet:	110,658
Site Size (acres)	20.00
Year Built:	2005
Renovations/	None
Additions:	
Portables:	None

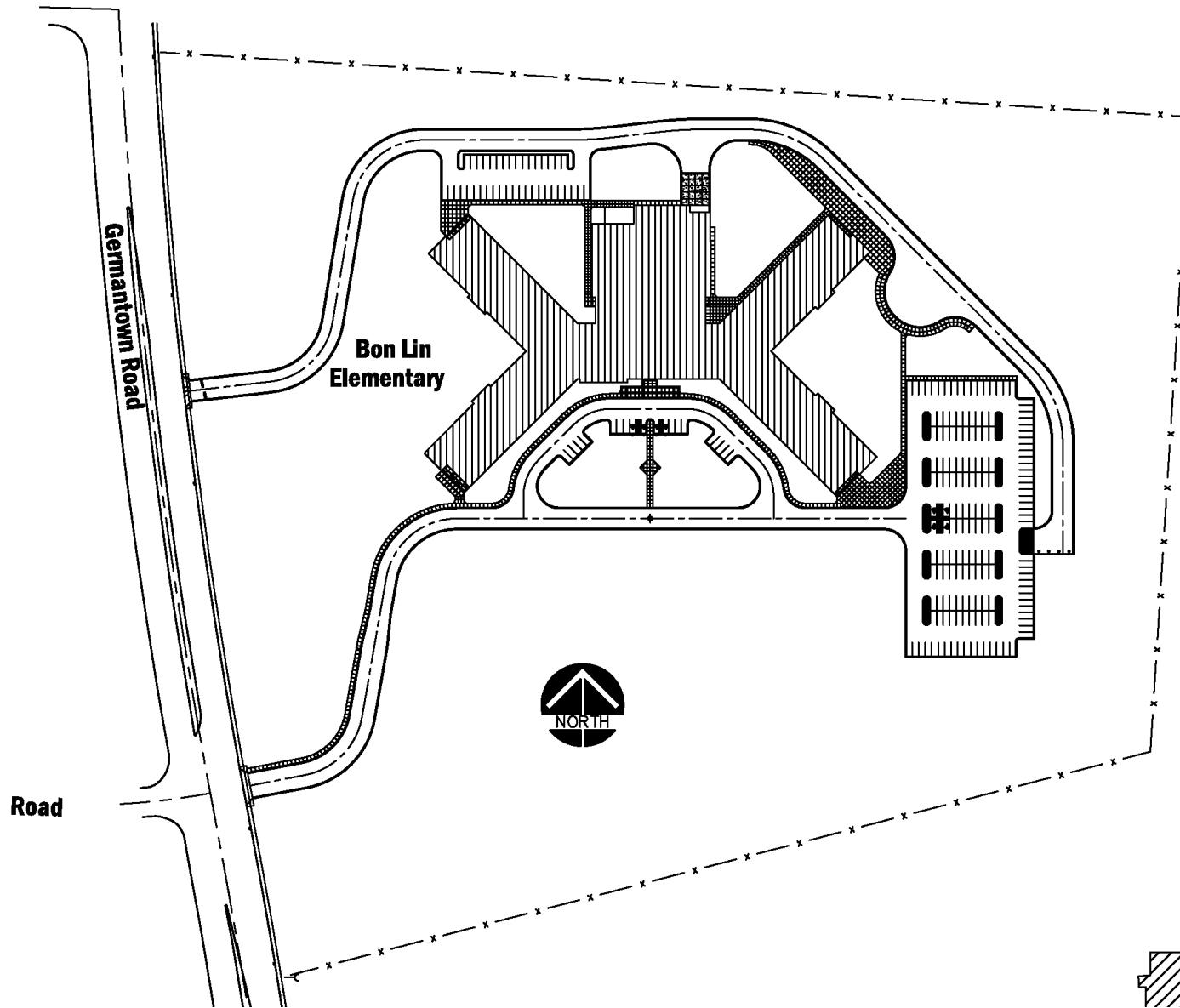
Building Features:

- 63 classrooms
- Preschool room
- Special education rooms
- Art rooms
- Music rooms
- Computer labs
- Science lab
- Main office
- Library
- Gymnasium

Needs/Challenges:

- Traffic circulation
- Roof leaks
- Damage to parking lot and driveway

Facilities Overview: Bon Lin Elementary Site Plan



Facilities Overview: Ellendale Elementary (EES)



Grades Served:	Kg – 5th
Square Feet:	84,693
Site Size (acres):	10.00
Year Built:	1976
Renovations/	1979, 1984
Additions:	
Portables:	None

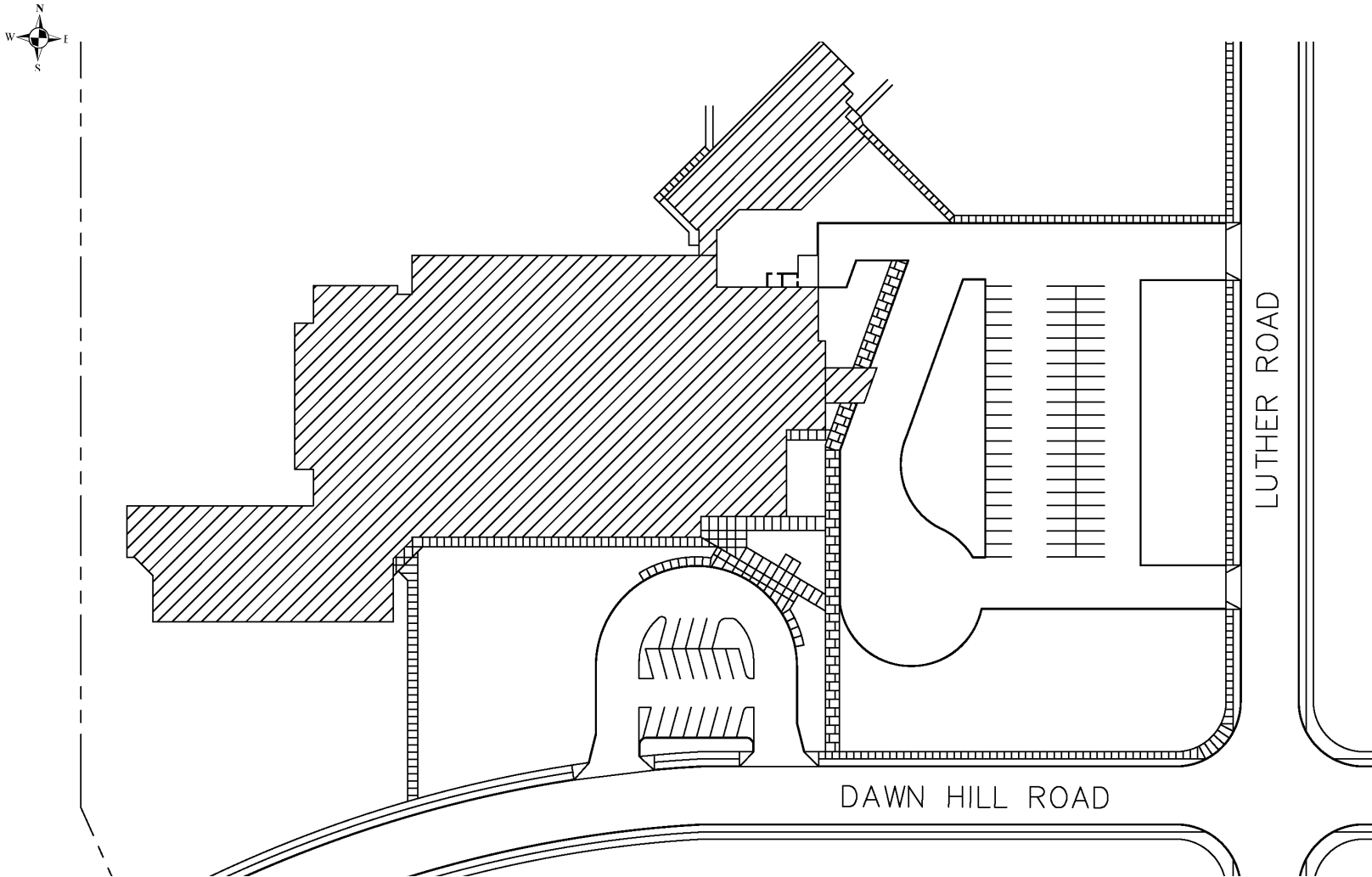
Building Features:

- 53 classrooms
- Special education rooms
- Art room
- Music room
- Computer labs
- Science lab
- Main office
- Library
- Gymnasium
- Cafeteria

Needs/Challenges:

- Inadequate science and computer labs
- Art room lacks sink and kiln
- Sinks and water fountains are too high for students in lower grades
- Inadequate main office configuration
- Inadequate teachers lounge
- Interior hallway to connect north and south building wings
- Inadequate parking for special events
- Roof leaks
- No playground area on campus
- Inadequate bookroom storage
- 4th and 5th grade classrooms too small
- Inadequate storage for library, art and music instruction
- Instructional space renovations

Facilities Overview: Ellendale Elementary Site Plan



Facilities Overview: Oak Elementary (OES)



Grades Served:	Preschool – 5th
Square Feet:	106,420
Site Size (acres):	15.00
Year Built:	1986
Renovations/ Additions:	1987, 2000
Portables:	None

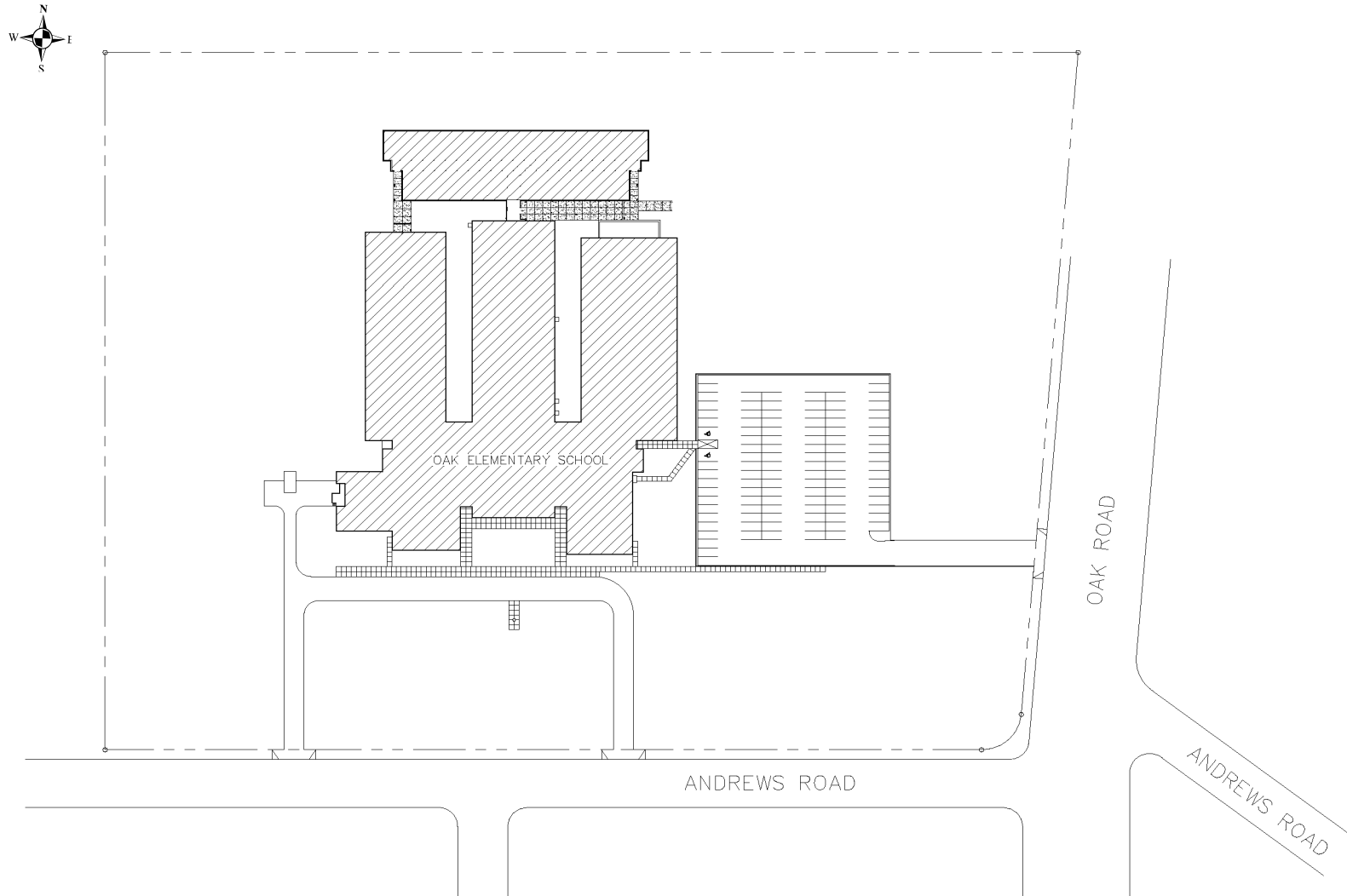
Building Features:

- 69 classrooms
- Preschool rooms
- Special education rooms
- Art room
- Music rooms
- Computer labs
- Science lab
- Main office
- Library
- Gymnasium

Needs/Challenges:

- Front office reconfiguration
- Floor tile damage
- Roof leaks

Facilities Overview: Oak Elementary Site Plan



Facilities Overview: Rivercrest Elementary (RES)



Grades Served:	Preschool—5th
Square Feet:	109,536
Site Size (acres):	18.00
Year Built:	1998
Renovations/	2007
Additions:	
Portables:	6

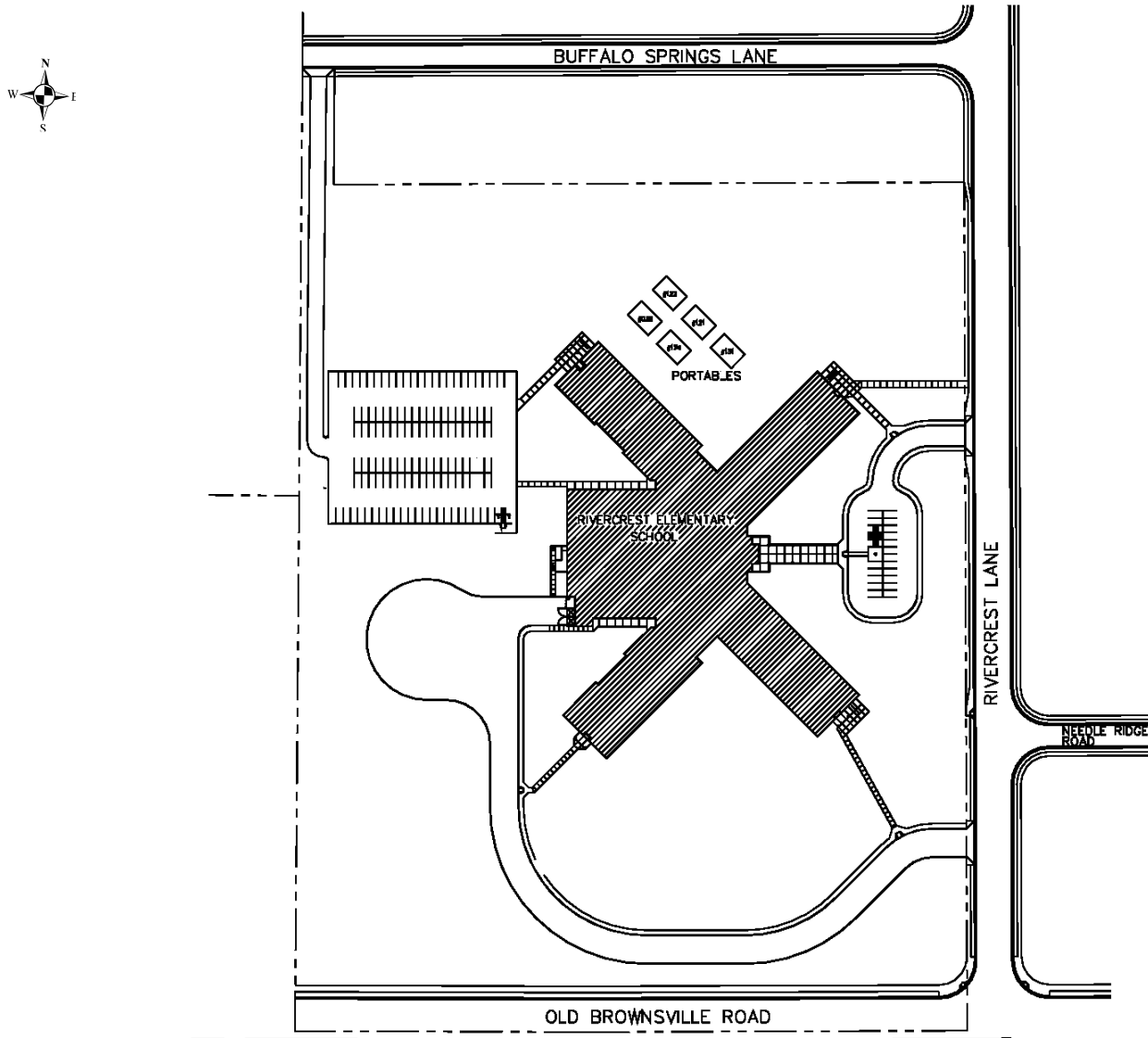
Building Features:

- 64 classrooms
- Preschool rooms
- Special education rooms
- Art room
- Music room
- Computer lab
- Science lab
- Main office
- Library
- Gymnasium

Needs/Challenges:

- Roof leaks
- HVAC upgrades
- Flooring in lobby and hallways
- Technology bandwidth upgrades

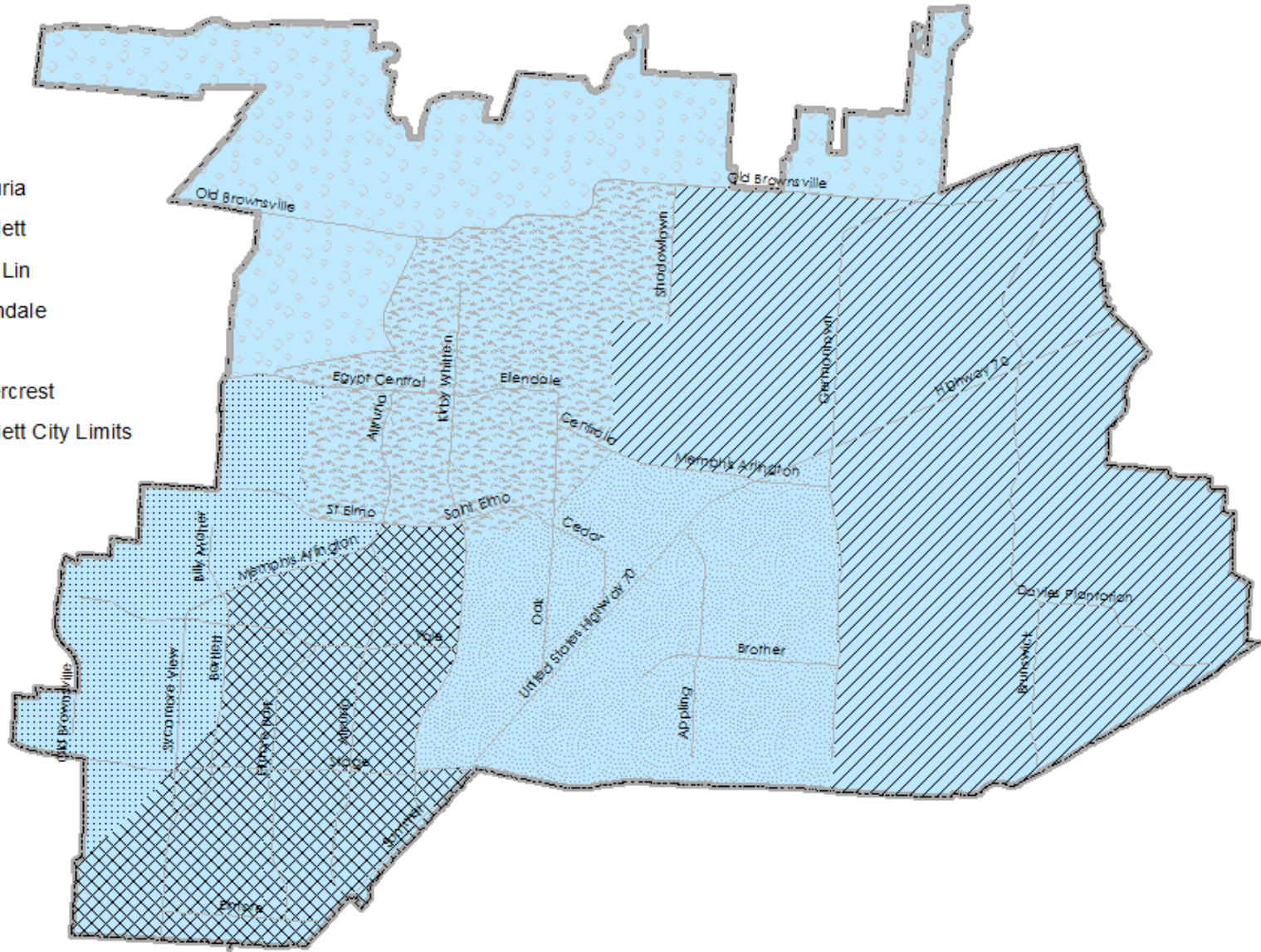
Facilities Overview: Rivercrest Elementary Site Plan



Map 5. Elementary Attendance Zones



- Altruria
- Bartlett
- Bon Lin
- Ellendale
- Oak
- Rivercrest
- Bartlett City Limits



Facilities Overview: Bartlett Schools Central Office



Square Feet: 7,300
 Site Size (acres): N/A
 Year Built: 1963
 Renovations/
 Additions: 1991

Building Features:

- 25 private offices/18 cubicles
- 1 conference room
- Office of the superintendent
- Finance
- Payroll
- Business Information
- Purchasing
- Human Resources
- Benefits
- Operations
- Planning
- Teaching and Learning
- Student Services
- Federal Programs
- Instructional Technology

Needs/Challenges:

- Additional office space and restroom facilities
- Front office reconfiguration
- New office space as BHS enrollment increases

Facilities Overview: Bartlett Schools Bus Lot



Bartlett Schools has one bus lot located behind Bartlett High School. The lot accommodates a fleet of 61 school buses, the bus lot manager's office, a mechanics office and a fueling station.

Facilities Assessment

Bartlett City Schools is committed to maintaining the structural soundness of all school facilities. Each year, a facilities audit is conducted to assess the physical condition of each building. The audit is a comprehensive report on the current condition of the school site and the structural and mechanical infrastructure of each building. The purpose of the audit is to identify facility deficiencies and hazards that require regular maintenance and corrective action. The facilities audit resulted in a summary of needs based on the following categories:

<u>Site</u>	<u>Structural</u>	<u>Electrical</u>	<u>ADA</u>	<u>Technology</u>	<u>Other</u>
<ul style="list-style-type: none"> • Parking lots • Driveways • Sidewalks • Drainage • Playgrounds 	<ul style="list-style-type: none"> • Roofs • HVAC • Plumbing • Foundation • Windows • Flooring • Ceiling 	<ul style="list-style-type: none"> • Security systems • Fire alarms • Intercoms • Lighting 	<ul style="list-style-type: none"> • Accessibility • Entrances • Hallways • Restrooms • Playgrounds 	<ul style="list-style-type: none"> • Switches • Controllers • Wiring • Cabling • Access points 	<ul style="list-style-type: none"> • Portables • Food Service • General repairs not included in the other categories

Facilities Assessment

School	Year Built	Additions / Renovations	Sq. Ft.	Site	Structural	Electrical	ADA	Technology	Other	Total
Bartlett HS	1962	1992, 1994 1996, 1997 2001	327,069	\$555,000	\$1,485,000	\$550,000	\$150,000	\$176,075	\$150,000	\$3,066,075
Bartlett Academy	1967	1972, 1999	68,250	\$365,000	\$1,265,000	\$195,000	\$0	\$57,911	\$0	\$1,882,911
Appling	1995	None	96,000	\$20,000	\$370,000	\$145,000	\$75,000	\$42,995	\$25,000	\$677,995
Bon Lin MS	2008	None	110,369	\$300,000	\$115,000	\$100,000	\$0	\$75,038	\$0	\$590,038
Elmore Park	2012	None	109,746	\$0	\$0	\$0	\$0	\$63,660	\$0	\$63,660
Altruria	1976	None	88,321	\$915,000	\$2,405,000	\$445,000	\$200,000	\$37,895	\$240,000	\$4,242,895
Bartlett ES	1990	None	104,630	\$660,000	\$670,000	\$70,000	\$100,000	\$47,350	\$50,000	\$1,597,350
Bon Lin ES	2005	None	110,658	\$75,000	\$30,000	\$45,000	\$0	\$60,289	\$0	\$210,289
Ellendale	1976	1979, 1984	84,693	\$120,000	\$1,235,000	\$385,000	\$150,000	\$40,871	\$230,000	\$2,160,871
Oak	1986	1987, 2000	106,420	\$370,000	\$590,000	\$71,000	\$0	\$46,761	\$60,000	\$1,137,761
Rivercrest	1998	2007	109,536	\$515,000	\$1,545,000	\$120,000	\$0	\$62,344	\$0	\$2,242,344
Total				\$3,895,000	\$9,710,000	\$2,126,000	\$675,000	\$711,189	\$755,000	\$17,872,189

Costs are in 2015 dollars.

Table 7 summarizes the deferred maintenance costs at each school. The deferred maintenance costs among the district's eight schools totals over \$17.8 million dollars. Structural repairs total \$9.7 million dollars and account for more than half of total maintenance costs. Site and electrical improvements total \$6 million dollars, technology improvements total \$711,189 and all other costs including ADA total \$1.4 million dollars.

Historically, capital expenses associated with technology have not been included in deferred maintenance costs, but given the prolonged period of replacement and the age of the technology infrastructure, costs have risen beyond normal funding allocations through the district's general operating budget. The current wireless infrastructure is well past its replacement age at each school, with most schools over seven years old. The district anticipates receiving over \$400,000 dollars from the State of Tennessee to pay some of the technology costs and will pursue additional funding through the Federal Communications Commission's E-Rate Program. E-Rate is a program that allows schools and libraries to apply for federal funds to help reduce telecommunications costs. In the event the school district is not able to secure funds through the E-Rate program, costs associated the technology network upgrade have been added to the capital improvements budget (Table 9).

Facilities Assessment

Estimates on repair and replacement costs are also provided to establish a rating or facilities condition index (FCI) on the overall state of the building. The FCI is a ratio of the deferred maintenance costs to the replacement value. A low FCI is indicative a building in good condition. For example ,an FCI of .1 indicates a 10 percent deficiency, which is generally considered low and an FCI of 0.7 would indicate the building needs extensive repairs or replacement³. The district has determined that an FCI of 0.5 or higher would indicate the need to replace a building structure.

Table 8. Facility Condition Index

School	Improvement Costs	Replacement Value ³	FCI
Bartlett High	\$3,066,075	\$39,487,100	.08
Bartlett Academy	\$1,882,911	\$14,734,500	.13
Appling Middle	\$677,995	\$11,779,000	.06
Bon Lin Middle	\$590,038	\$13,377,000	.04
Elmore Park Middle	\$63,660	\$13,173,000	.00
Altruria Elementary	\$4,242,895	\$11,752,300	.36
Bartlett Elementary	\$1,597,350	\$13,654,100	.12
Bon Lin Elementary	\$210,289	\$14,825,000	.01
Ellendale Elementary	\$2,160,871	\$10,840,700	.20
Oak Elementary	\$1,137,761	\$13,914,300	.08
Rivercrest Elementary	\$2,242,344	\$14,828,700	.15

²VFA Inc. 2012. Facility Condition Index, Retrieved from www.vfa.com.

³Huber & Lamb Appraisal Group, Inc., Member of the Tennessee Municipal League Risk Management Pool. Valuation Report for Town of Bartlett, March 2014.

Facility Improvements

In formulating a budget of capital improvement needs, the district developed a set of criteria to prioritize projects. The following categories were used to prioritize facility improvements:

Priority 1

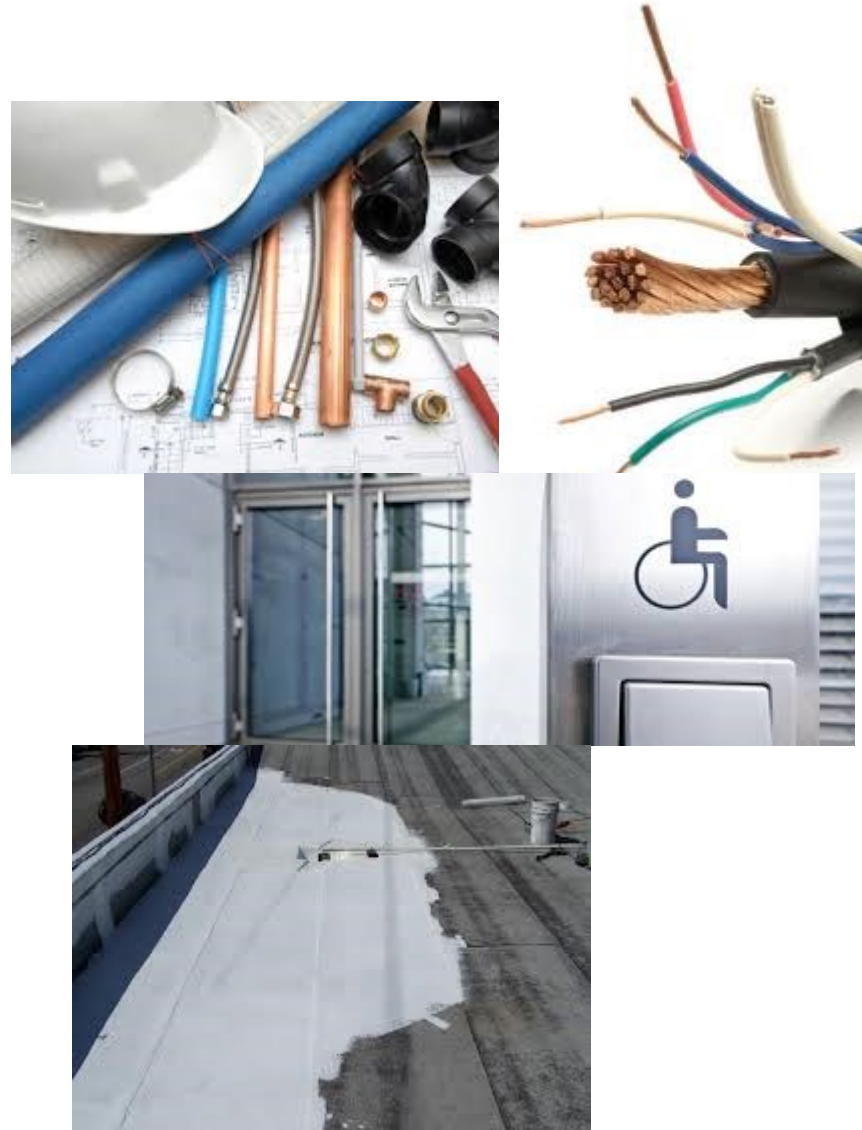
Major Capital Improvements and Critical Deferred Maintenance: projects include but are not limited to new construction, major building additions and renovations, land acquisitions, roof and HVAC replacements or projects that maintain health and safety, prevent potential risk or are mandated by law

Priority 2

Minor Capital Improvements and Non-critical Deferred Maintenance: projects that are necessary, but not considered critical, can include but are not limited to mechanical and system upgrades, change in facility use or repurposing, or energy conservation

Priority 3

Deferrable and Desirable: projects capable of being deferred up to five years or improve the quality, convenience or bring a facility up to district standards



Facility Improvements

The capital improvement budget has been developed with the assumption that each municipal school district will receive a percentage of Shelby County government's capital funding for education based on the average daily attendance. The district anticipates receiving an average of 2.5 million dollars for each fiscal year in the five-year budget. The district will rely on funds from the general fund budget to cover other deferred maintenance costs.

Table 9. Bartlett Schools Five-Year CIP Estimated Budget

Budget Year	PROJECTS	Estimated Budget*
FY 15/16	Ellendale Elementary Abatement and Floor Replacement	\$ 500,000.00
	Ellendale Elementary Roof Repair	\$ 100,000.00
	Altruria Elementary Roof and HVAC Unit Replacement	\$ 1,500,000.00
	Bartlett Academy Interior Building Renovations	\$ 500,000.00
	TOTAL	\$ 2,600,000.00
FY 16/17	Ellendale Elementary Interior Building Renovations	\$ 1,500,000.00
	Altruria Elementary Abatement and Floor Replacement	\$ 200,000.00
	Bartlett Academy Roof and HVAC Replacement	\$ 500,000.00
	Technology Network Infrastructure Upgrades	\$ 300,000.00
	Bartlett Academy Security System Upgrade	\$ 75,000.00
TOTAL	\$ 2,575,000.00	
FY 17/18	Altruria Elementary Interior Building Renovations	\$ 1,000,000.00
	Oak Elementary Roof Repair	\$ 300,000.00
	Oak Elementary Building Renovations	\$ 375,000.00
	Appling Middle HVAC Replacement	\$ 450,000.00
	Rivercrest Elementary HVAC Repair	\$ 300,000.00
	Security System upgrades (Bartlett Elementary and Oak Elementary)	\$ 125,000.00
TOTAL	\$ 2,550,000.00	
FY 18/19	Bon Lin Elementary/Middle Parking Lot Repaving	\$ 750,000.00
	Bartlett Elementary Parking Lot Repaving and Site Drainage Improvements	\$ 660,000.00
	Rivercrest Elementary Parking Lot Repaving	\$ 400,000.00
	Bartlett High Parking Lot Repaving	\$ 400,000.00
	Bartlett High Band Building Roof and HVAC Replacement	\$ 200,000.00
	Security System Upgrades (Rivercrest Elementary, Appling Middle)	\$ 100,000.00
TOTAL	\$ 2,510,000.00	

Table 9. Bartlett Schools Five-Year CIP Estimated Budget (continued)

Budget Year	<u>PROJECTS</u>	Estimated Budget*
FY 19/20	Bartlett Elementary Generator Installation	\$ 50,000.00
	Oake Elementary Generator Installation	\$ 50,000.00
	Bartlett High Generator Replacement	\$ 125,000.00
	Security System upgrades (Bon Lin ES/MS, Elmore Park MS)	\$ 150,000.00
	Maintenance and Warehouse Facility Improvements	\$ 200,000.00
	Oak Elementary Parking Lot Repaving	\$ 300,000.00
	Bon Lin Elementary Roof Replacement	\$ 400,000.00
	Oak Elementary Playground Renovations	\$ 50,000.00
	Rivercrest Elementary Playground Renovations	\$ 100,000.00
	Bartlett High Parking Lot Repaving	\$ 250,000.00
	Bartlett Academy Parking Lot Repaving	\$ 200,000.00
	 Bartlett City Schools Central Office Entrance Reconfiguration and Renovations	 \$ 150,000.00
	TOTAL	\$ 2,025,000.00
	 GRAND TOTAL BCS CIP 2015-2020	 \$ 12,260,000.00

* Estimated budgets are stated in 2015 dollars and are subject to inflation.



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Bartlett City Schools offers educational and employment opportunities without regard to race, color, creed, national origin, religion, sex, age, or disability and adheres to the provisions of the Family Education Rights and Privacy Act (FERPA). This document was prepared by Shared Services Planning 5650 Woodlawn Street, Bartlett, Tennessee 38134 in cooperation with Bartlett City Schools.

BARTLETT CITY SCHOOLS
SICK LEAVE BANK GUIDELINES

I. PURPOSE

The purpose of the Sick Leave Bank is to provide sick leave to contributing members who have suffered an unplanned personal illness, injury, disability, or quarantine and whose personal sick leave is exhausted.

II. ADMINISTRATION

A. TRUSTEES

- i. The Sick Leave Bank shall be administered by a Committee of Trustees. The Committee shall be composed of five (5) members: two (2) members appointed by the Bartlett City Board of Education from its membership, two (2) members appointed by the Bartlett Education Association from its membership, and the Superintendent, who shall serve as Chairperson.
- ii. All appointments shall be for three (3) year staggered terms, and Trustees may succeed themselves. Trustee appointments may be replaced prior to the expiration of the then-current term only because of death, retirement, resignation, and/or discontinuation of employment with Bartlett City Schools.
- iii. A vacancy is to be filled for the remainder of the term in the same manner as the original appointment.
- iv. All terms begin on August 1.

B. PARTICIPATION

- i. All persons employed in the District who are entitled to sick leave under the provisions of T.C.A. §49-5-710 shall be eligible to participate in the Sick Leave Bank; however, a minimum participation of twenty (20) teachers shall be required to establish the Bank.
- ii. Any teacher who elects to participate in the Bank shall initially have two (2) days of sick leave deducted from his/her personal accumulation and deposited into the Sick Leave Bank.
- iii. Teachers who elect to participate shall so indicate on the approved application form during the months of August, September, or October of any year.
- iv. By written notice to the Trustees, a member may withdraw from the Bank participation on any June 30. Membership withdrawal results in forfeiture of all days contributed.

- v. At any time the number of days in the Sick Leave Bank is less than twenty (20), or one (1) per member if there are more than twenty (20) members, or at any time deemed advisable, the Trustees shall assess each member one (1) or more days of accumulated sick leave. If a member has no accumulated sick leave at the time of assessment, the first earned days shall be donated as they are accrued by the teacher.
- vi. Donations of sick leave to the Bank are non-refundable and non-transferable.

III. USE OF BANK

- A. Members of the Sick Leave Bank shall be eligible to make application to the Bank for sick leave only after having been a member of the Bank for thirty (30) calendar days.
- B. A participant shall not receive any sick leave from the Bank until after having exhausted all accumulated sick leave, personal leave and vacation leave, including all paid Board extensions.
- C. Leave grants from the Bank, approved by the Trustees, shall not be more than twenty (20) consecutive days for which the individual applicant would have otherwise lost pay. Applications may submit requests for extensions of such leave grants before or after their prior grants expire. The maximum number of days any participant may receive in any fiscal year is sixty (60). The maximum number of days any participant may receive as a result of any one illness or recurring diagnosed illness, or accident is ninety (90) days.
- D. In the event a member is physically or mentally unable to make a request to the Sick Leave Bank for use of sick leave days, a family member or agent may file the request.
- E. If the Trustees determine it necessary, they may require a physician's certificate of condition from any member requesting additional leave. Refusal to comply will result in denial of the pending request for use of sick leave days from the Bank.
- F. Sick leave granted a member from the Bank need not be repaid by the individual except as all members are uniformly assessed.
- G. Grants of sick leave from the Sick Leave Bank shall not be made to any member on account of any elective surgery, or illness of any member of the participant's family, or during any period the member is receiving disability benefits from social security or the state retirement plan, or for the period of disability when monies are paid to the member under the Board's Workers Compensation Policy.

IV. PROCEDURES

- A. Contributions to the Bank must be made on a Sick Leave Bank Donation Form.

Enrollment dates are August, September, and October of any year.

- B. A request to draw upon the Bank must be made upon a Sick Leave Bank Request Form and submitted to the trustees within thirty (30) calendar days prior to the first date usage is requested. In unusual cases, exceptions may be considered.
 - C. A request to draw from the Bank must be accompanied by a physician's statement on the approved form confirming the cause of illness or injury and must be signed by the physician.
 - D. The Trustees shall act affirmatively or negatively on all applications within ten (10) calendar days of the application.
 - E. An applicant at his/her expense may be required to have a medical review by a physician approved by the Trustees.
 - F. Any person submitting a request to draw on the Bank must have made his/her proper contribution for the fiscal year in which the request is made.
 - G. All records of the Sick Leave Bank shall be kept in or by the District office that handles regular sick leave records. The Trustees shall inform such office of all applications they approve and the amount of additional leave granted the member. Bartlett City Schools Human Resources office will serve as the Sick Leave Bank repository.
- V. LOSS OF BENEFITS
- A. A member shall lose the right to obtain the benefits of the Sick Leave Bank by:
 - i. Resignation or termination of employment with Bartlett City Schools;
 - ii. Cancellation of participation which is effective on June 30 next;
 - iii. Refusal to honor such assessment as may be required from time to time by the Trustees to maintain an adequate number of reserve days in the Bank;
 - iv. Being on approved leave of absence with the exception of personal illness or disability leave; or
 - v. Retirement.
- VI. DISSOLUTION OF BANK
- A. In the event the Sick Leave Bank is dissolved, the total days on deposit shall be returned to the then-participating members and credited to their personal sick leave accumulation in proportion to the number of days each has contributed individually.
 - B. Days returned under this section and credited to the individual participant's accumulation shall be rounded to the nearest one-half (1/2) day

POLICY 2002: Annual Operating Budget

All school ~~system-district~~ budgets are the operational plans, stated in financial terms, which describe all programs to be conducted in the ~~school-system~~district during the fiscal year.

The annual ~~school~~ budget process is an important function of school ~~system-district~~ operations and shall include an analysis of previous staffing, curriculum, and facilities as well as, and projections requiring additional staffing, curriculum modifications, and additional facilities. The budget shall set forth, in itemized form, the amount necessary to operate Bartlett City Schools for the fiscal year July 1 through June 30.

PREPARATION PROCEDURES

Public school budgeting is regulated and controlled by federal and state legislation, Tennessee State Board of Education rules and regulations, the Tennessee Internal School Uniform Accounting Policy Manual ~~a system of school fiscal accounting~~, ~~the Bartlett City Charter~~, and ~~local~~ Bartlett City Board of Education requirements.

Budget proposals shall be balanced, consistent with Board policies, and recognize contractual obligations and shall include provisions for:

1. Programs to meet the needs of the entire BCS student body;
2. Staffing arrangements adequate for proposed programs;
3. Maintenance of District equipment and facilities; and
4. Efficiency and economy¹

The Superintendent and ~~Board~~ Chairman-of the Board will prepare a budget preparation calendar to assist with the planning and preparation of the budget. and an annual budget each fiscal year.² The calendar shall be used as a guide for coordinating the budgetary activities of the district, collecting data, reviewing problems, and making budget decisions. The Superintendent shall be responsible for preparation of the Board budget and shall establish procedures for the involvement of staff as appropriate.³ ~~The budget shall set forth, in itemized form, the amount necessary to operate Bartlett City Schools for the fiscal year July 1 through June 30. The budget proposal shall be balanced and should include provisions for programs that meet the needs of the entire student body, staffing arrangements adequate for proposed programs, and maintenance of the district's equipment and facilities.~~

BUDGET OFFICER

The Superintendent is designated as the budget officer to oversee the daily administration of the ~~District~~system's budget. ~~The Superintendent will establish procedures for the involvement of department heads, principals, and other district staff.~~

¹ Tennessee Internal School Uniform Accounting Policy Manual; Section 4-19

² T.C.A. §49-2-301(b)(W); T.C.A. §49-2-203(a)(10)

³ T.C.A. §49-2-301(b)(W)

FINAL ADOPTION PROCEDURE

The Board shall adopt a budget and submit it to the Bartlett Board of Mayor and Aldermen no later than forty-five (45) days prior to the actual date the budget is to be adopted by the ~~local legislative body~~City.⁴

The Superintendent shall file with the Commissioner of Education a copy of the budget within ten (10) days after its adoption.⁵

⁴ T.C.A. §6-36-110; T.C.A. §49-2-203(a)(10)

⁵ T.C.A. §49-2-301(b)(Z); TRR/MS 0520-1-2-.13(2)(a)

POLICY 2005: ~~Internal Accounting Manual~~ Accounting System

The Superintendent shall maintain a system of accounting and reporting pursuant to the regulations prescribed by the Tennessee Commissioner of Education.¹ The system of accounting shall provide a detailed and accurate account of all receipts and disbursements of school funds.²

The Bartlett City Board of Education adopts the "~~Tennessee Internal Uniform Accounting Policy Manual~~" as a guide for each school's internal school accounting system. The principal of each school shall be responsible for the management of all internal accounts under his/her jurisdiction in accordance with this manual, and "~~Tennessee Internal Uniform Accounting Policy Manual~~." A copy of the manual will be supplied to each school.³

¹ T.C.A. §49-3-316(a)(1)

² T.C.A. §49-2-301(b)(1)(D)

³ T.C.A. §49-2-110(d)

Policy 2010 – Gifts and Bequests NEW

The Superintendent is authorized to accept gifts to the District and may designate others to accept gifts for particular schools on behalf of the Board.¹ The Board will officially express appreciation to the donor, and all major gifts shall be reported to the Board and publicly announced.

In instances where the Superintendent or his/her designee doubts the appropriateness or usefulness of an offered gift, the gift may be declined or the matter referred to the Board.

In accepting gifts and donations, the following guidelines should be followed:

1. Unless otherwise expressly specified in writing, all property contributed, given, or otherwise placed on school premises shall for all intents and purposes be a gift and shall become District property subject to the same controls and regulations that govern the use of other District-owned property.
2. Contributions of equipment or services that may involve major costs for installation, maintenance, or initial or continuing financial commitments from school funds shall be presented by the Superintendent for Board consideration and appeal.
3. Individuals or organizations wanting to contribute supplies or equipment shall consult with school officials about the feasibility of accepting such contributions.

¹ T.C.A. §49-6-2006(a)

Policy 2013 – Inventories NEW

The Superintendent shall establish an accurate inventory system for all school real and personal (e.g., material and equipment) property, and these procedures shall be implemented at each District facility. Administrative personnel shall ensure that a physical count of all such property is taken at the end of each fiscal year, and this inventory shall be properly entered on the appropriate records for accounting purposes.¹

For equipment procured with federal funds, the Superintendent shall establish procedures that meet all federal requirements, including guidelines for the purchasing, inventorying, security, and disposition of all equipment.²

Each school shall maintain a complete inventory with a duplicate maintained in the Central Office.

¹ Tennessee Internal School Uniform Accounting Policy Manual; Section 4-23; Section 4-25

² EDGAR 34 Subtitle A Part 80.32

POLICY 2016: Bids and Quotations

All purchases of supplies, materials, equipment, and contractual services in excess of ten thousand dollars (\$10,000), including those of individual schools, shall be based on competitive bids. These bids shall be solicited by advertisement in a newspaper of general circulation within the District. However, ~~the said~~ newspaper advertisement may be waived by the purchasing agent in an emergency. Where appropriate, the purchasing agent may satisfy advertising and bid requirements by use of a comprehensive list of vendors; provided, that the vendors on the list are given notice to bid; and provided further, that the purchasing agent shall advertise at least annually for prospective vendors in a newspaper of general circulation and shall update the list of vendors following the advertisement.¹

All purchases of ten thousand dollars (\$10,000) or less, including those of individual schools, may be made in the open market without newspaper notice, but shall, whenever possible, be based on at least three (3) competitive bids in accordance with applicable state law.²

The lowest and best bid shall be accepted, provided the purchaser reserves the right to reject any or all bids or any part of any bid and, if applicable, to accept the bid which is best as evidenced by reasons relative to the purpose of the purchase. Any bid may be withdrawn prior to the scheduled time for the opening of bids. Any bid received after the time and date specified shall not be considered.

The bidder to whom the award is made may be required to enter into a written contract.

The practice of splitting an order or dividing items to be purchased in order to avoid the use of bidding or other purchasing procedures is strictly prohibited.

Exceptions to Competitive Bidding

The following are exceptions to the competitive bidding requirement:

1. Contracts for legal services, educational consultants, and similar services by professional persons or groups of high ethical standards;³
2. Liability Insurance purchased through a plan authorized and approved by any organization of governmental entities representing cities and counties;⁴
3. Purchases of goods or contracts for services from sole source and single source providers. A sole source provider shall be a supplier of goods and services exempt from the bid process based on the unavailability of any supplier capable of performing the function of the sole source product or service. A single source provider shall be a single supplier of goods and services among others in a competitive marketplace which for a justifiable reason has predominant qualifications and unique attributes only possessed by that source. Factors considered shall include availability of the product or service, compatibility of the product or service with existing District products, programs, or

¹ T.C.A. §49-2-203(a)(3); T.C.A. §49-2-203(a)(3)(A)(B); T.C.A. §49-2-206

² T.C.A. §49-2-203(b)

³ T.C.A. §12-4-106

⁴ T.C.A. §29-20-407

resources, standardization of the product or service with existing District products, programs, or resources, and grant or contract requirements; or

4. Purchases of supplies, equipment, and services under the same terms of a competitive bid issued by any Tennessee local education agency (LEA) or other local governmental unit.⁵

⁵ T.C.A. §12-3-1201

Policy 2021 – Expenses and Reimbursements

The Bartlett City Board of Education shall periodically review the District's expense allowances and reimbursement guidelines. The Superintendent or his/her designee shall develop travel expense forms and administrative procedures to ensure consistency and transparency with the implementation of this policy.

School Personnel

With prior approval from the Superintendent or his/her designee, school personnel who incur expenses in carrying out their authorized duties will be reimbursed upon submission of an approved Travel Expense Report and supporting receipts. Requests for reimbursements shall be submitted to the Chief Financial Officer within thirty (30) days of the date of completion of travel.

The Superintendent may grant travel authorization without prior Board action when the travel expense has been anticipated and incorporated into the operational budget of the program involved.

The Board shall be responsible for all expenses pertaining to staff development. Student activity funds shall not be used for this purpose.¹

Board Members

Attendance at conventions, educational meetings, or other travel for Board business shall be authorized in advance by the Board-Executive Committee in accordance with Policy 1017 – Board Member Development Opportunities.²

Members of the Bartlett City Board of Education shall be reimbursed for transportation, lodging, meals, and other authorized expenses in accordance with BCS Travel Regulations and the BCS Travel Expense Report Form when traveling on Board business.³ Requests for reimbursements shall be submitted to the Board Secretary within thirty (30) days of the date of completion of travel.

¹ *Tennessee Internal School Uniform Accounting Policy Manual*, Section 5-18

² T.C.A. §49-2-2001(e)

³ T.C.A. §49-2-2001

Policy 2023 – Salary Deductions

Salary deductions made from an employee's paycheck require proper written authorization of the employee, except as otherwise provided by federal/state law, court order, ~~and~~ or as a conditions of employment. Examples of deductions not requiring employee authorization include, but are not limited to, the following:

1. Withholding tax, social security, Medicare;
2. Tennessee Consolidated Retirement System contributions;
3. Group life insurance contributions;
4. Garnishments;
5. Unauthorized absences; and
6. Criminal background check;

An employee may schedule additional voluntary deductions by written request submitted on forms provided by the Superintendent~~to the Superintendent~~ or his/her designee. An employee may change or terminate such salary deductions upon written notification according to administrative procedures~~. to the Superintendent or his/her designee.~~

The Superintendent or his/her designee shall develop the requisitededuction-request forms and administrative procedures to implement this policy.

POLICY 5033: Certificated Employees Sick Leave Bank NEW

The Bartlett City Board of Education operates a Sick Leave Bank for certificated employees as authorized and prescribed by state law.¹ The purpose of the Sick Leave Bank is to provide sick leave to teachers who have suffered an unplanned personal illness, injury, disability, or quarantine and whose personal sick leave is exhausted.

To form a Sick Leave Bank, a minimum of twenty (20) teachers from the District shall petition the Board for permission to establish a Sick Leave Bank. Upon approval, teachers wishing to participate shall initially give two (2) days of sick leave. These days are to be deducted from the teacher's personal accumulation and donated to the Sick Leave Bank. All donations are nonrefundable and nontransferable.²

At any time the number of days in the Bank is less than twenty (20), or one (1) per teacher if there are more than twenty (20) members, or at any time deemed advisable, the Trustees shall assess each member one (1) or more days of accumulated sick leave. If a teacher has no accumulated sick leave at the time of assessment, the first earned days shall be donated as they are accrued by the teacher.

A teacher member may request an allotment of days for the employee's personal illness only in the manner designated by the Trustees. The need for these days must be verified by a statement from a doctor.

By written notice to the Trustees, a teacher may withdraw from Bank participation on June 30 of any year. Membership withdrawal results in forfeiture of all days contributed.

The Sick Leave Bank shall be operated in accordance with state law.

¹ T.C.A. §49-5-801 *et. seq.*

² T.C.A. §49-5-807