



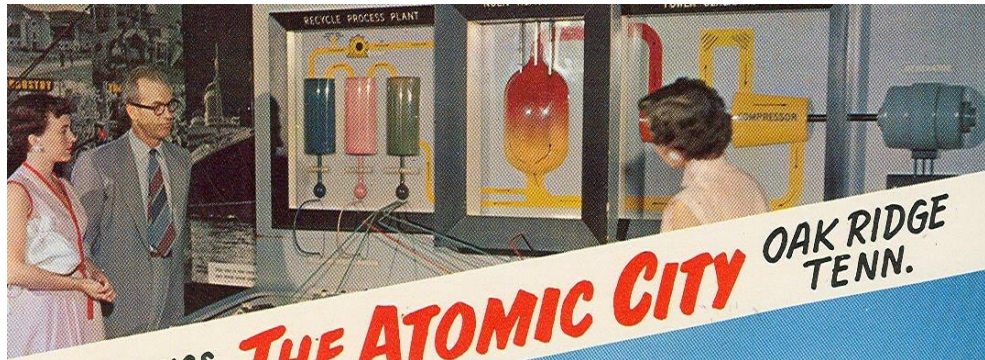
OAK RIDGE SCHOOLS FY15 PROPOSED BUDGET

PRESENTATION TO THE CITY COUNCIL

JUNE 2, 2014



OAK RIDGE "KEYS" TO SUCCESS





SEVEN KEYS TO COLLEGE AND CAREER READINESS

Improving the college and career readiness of all Oak Ridge students will provide them with a better foundation of knowledge and skills, allowing them to be prepared for a more technologically sophisticated and internationally competitive working world.



KEY 1: All students' Reading proficiency at or above grade level by the end of the third grade



KEY 2: All students' Math proficiency at or above grade level by the end of the fourth grade



KEY 3: All students Math and English proficiency at or above grade level by the end of the sixth grade



KEY 4: All students meeting EXPLORE's "College Readiness" benchmarks by the end of the eighth grade



KEY 5: All students are fluent in financial literacy by high school graduation



KEY 6: All students scoring an ACT composite of 27 or higher

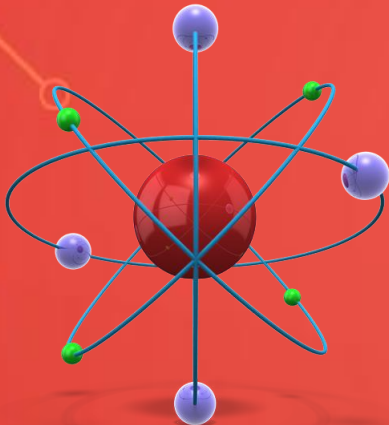


KEY 7: All students participate in a dual enrollment, AP Coursework, industry certification, or military preparation program by graduation

Elementary Keys

Middle School Keys

High School Keys



HOW DO WE WORK TOWARD THE KEYS?

1

. We set data-informed goals based on where we are and where we want to go.

2

We focus on STEM.

3

We maximize professional learning communities.

SETTING DATA-INFORMED GOALS



Every building and district department will create goals based on measures that build to the Keys of College and Career Readiness.

These goals will be on documents called *Score Cards*. Score Cards will allow us to see how well we are progressing toward our goals.

Key 1: All students' Reading proficiency at or above grade level by the end of 3rd grade							
Measures	Level 1 - Intervene	Level 2 - Concern	Level 3 - Midpoint	Level 4 - Progress	Level 5 - Vision	Baseline 2013-2014	Target 2014-2015
Proficiency on TCAP	0 - 60%	61 - 65%	66 - 70%	71 - 75%	76 - 100%	56.2%	
Proficiency on Literacy Software (TBD)							
Key 2: All students' Math proficiency at or above grade level by the end of 4th grade							
Measures	Level 1 - Intervene	Level 2 - Concern	Level 3 - Midpoint	Level 4 - Progress	Level 5 - Vision	Baseline 2013-2014	Target 2014-2015
Proficiency on TCAP	0 - 60%	61 - 65%	66 - 70%	71 - 75%	76 - 100%	57.8%	
Proficiency on Literacy Software (TBD)							
Key 3: All students' Math and English proficiency at or above grade level by the end of 6th grade							
Measures	Level 1 - Intervene	Level 2 - Concern	Level 3 - Midpoint	Level 4 - Progress	Level 5 - Vision	Baseline 2013-2014	Target 2014-2015
Proficiency on TCAP	0 - 40%	40 - 49%	50 - 59%	60 - 69%	70 - 100%	48.9%	
Proficiency on Math Placement Test	0 - 19%	20 - 29%	30 - 39%	40 - 49%	50 - 100%	26.9%	
Proficiency on Literacy Software (TBD)							
Key 4: All students meet EXPLORE "College Readiness" benchmarks in 8th grade							
Measures	Level 1 - Intervene	Level 2 - Concern	Level 3 - Midpoint	Level 4 - Progress	Level 5 - Vision	Baseline 2013-2014	Target 2014-2015
EXPLORE All 4 Tests	0 - 25%	25 - 30%	31 - 36%	37 - 42%	43 - 100%	33.2%	
Key 5: All students scoring an ACT Composite of 27 or higher							
Measures	Level 1 - Intervene	Level 2 - Concern	Level 3 - Midpoint	Level 4 - Progress	Level 5 - Vision	Baseline 2013-2014	Target 2014-2015
ACT Composite	0 - 17%	18 - 22%	23 - 27%	28 - 32%	33 - 100%	25.2%	
Key 6: All students proficient in financial literacy by graduation							
Measures	Level 1 - Intervene	Level 2 - Concern	Level 3 - Midpoint	Level 4 - Progress	Level 5 - Vision	Baseline 2013-2014	Target 2014-2015
Students with a C or Better in Personal Finance	0 - 89%	90 - 92.4%	92.5 - 94.9%	95 - 97.4%	97.5 - 100%	94.0%	
Key 7: All students participate in a Dual Enrollment or AP course, or an Industry Certification by graduation							
Measures	Level 1 - Intervene	Level 2 - Concern	Level 3 - Midpoint	Level 4 - Progress	Level 5 - Vision	Baseline 2013-2014	Target 2014-2015
Total Participation	0 - 64%	65 - 74%	75 - 84%	85 - 94%	95 - 100%	69.0%	



Students Teachers
Energizing Minds

OAK RIDGE • SINCE 1943

2

FOCUSING ON STEM



We need better technological infrastructure, including wireless, routing, and security.



We need devices so that students can access technology easily and adeptly at school and at home.



We need digital resources aligned to standards (from Discovery and other sources).

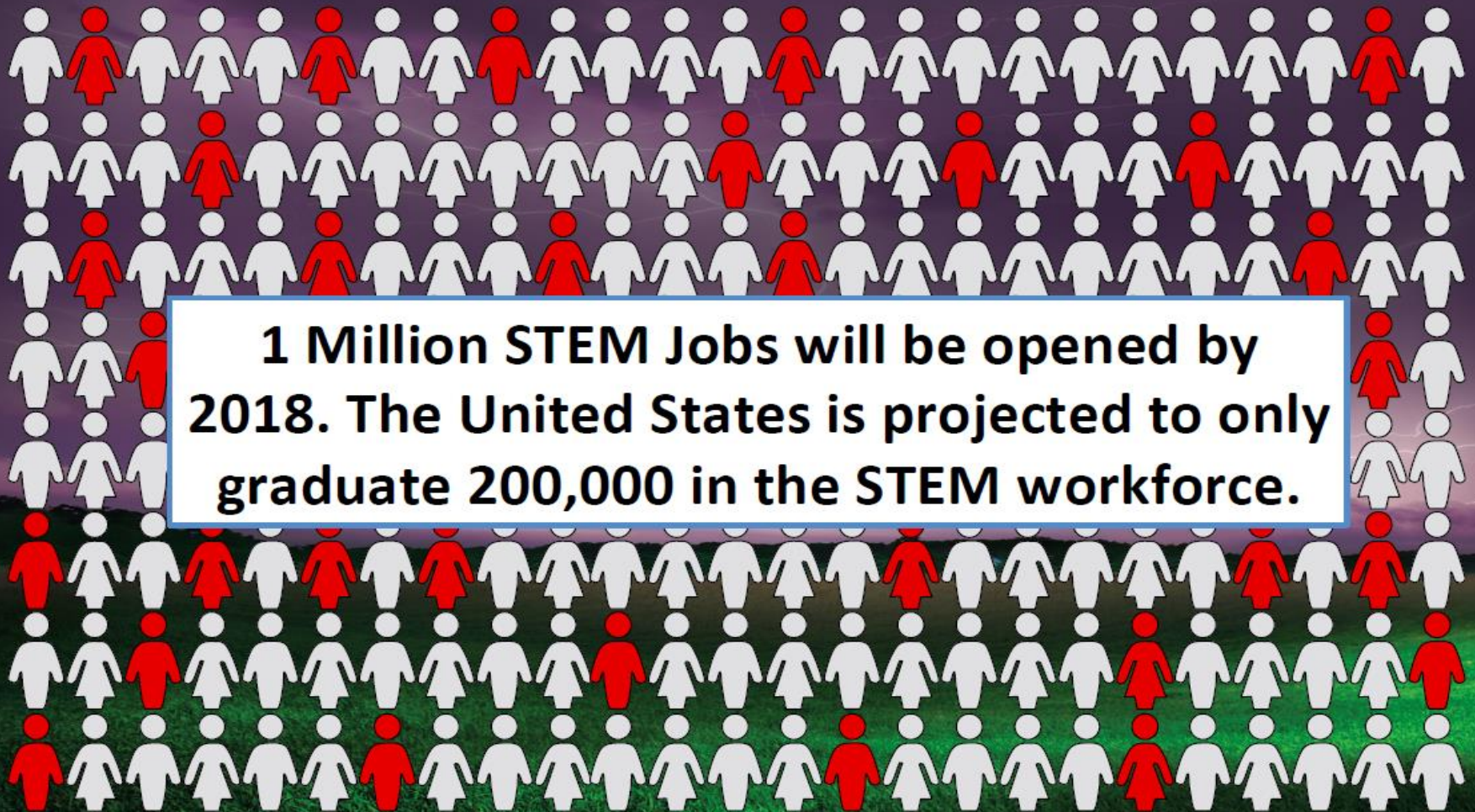


We need to highlight and expand the amazing opportunities in our schools and in our community.

We need professional development on incorporating digital resources into the classroom.

Workforce in STEM:

America is only graduating 1/5th of the STEM workforce needed



1 Million STEM Jobs will be opened by 2018. The United States is projected to only graduate 200,000 in the STEM workforce.

3

WHAT IS A PROFESSIONAL LEARNING COMMUNITY?

Teams of teachers who work collaboratively to answer the following four questions:

1. What do we want students to know?
2. How will we know when they have learned it?
3. How will we respond when they haven't learned it?
4. How will we respond if they already know it?



Context: How Oak Ridge Compares

District	Ratio
1. Memphis City	\$42,343
2. Shelby	\$42,089
3. Davidson	\$40,000
4. Bristol City	\$38,817
5. Johnson City	\$38,171
6. Paris SSD	\$37,745
7. Lebanon SSD	\$37,701
8. Tipton	\$37,630
9. Bradley	\$37,580
10. Kingsport City	\$37,446
11. Manchester City	\$36,897
12. Franklin SSD	\$36,460
13. Dayton City	\$36,415
14. Lenior City	\$36,412
15. Oak Ridge	\$36,407

Source: TEA State Website

CONTEXT: HOW OAK RIDGE COMPARES

- Teacher Compensation
 - Oak Ridge ranks 15th out of 136 Tennessee school districts for its average beginning teacher compensation.
 - We ranked 6th in 2003 but have now fallen to 15th
 - Oak Ridge currently has 6 more school days than the other State systems.

CONTEXT: HOW OAK RIDGE COMPARES

- Comparison of average Administrator Compensation
 - Oak Ridge ranks 6th out of 135 school districts according to 2011-2012 TEA ranking data

District	Ratio
1. Shelby	\$105,354
2. Davidson	\$97,458
3. Williamson	\$97,102
4. Maryville City	\$96,935
5. Alcoa City	\$93,380
6. Oak Ridge	\$90,319
17. Knox	\$82,135
32. Blount	\$76,120
35. Roane	\$75,431
41. Anderson	\$74,307

CONTEXT: HOW OAK RIDGE COMPARES IN THE AREA OF 1:1 DEVICES



- Maryville City Schools
 - Passed a tax increase
 - All teachers will receive a laptop and professional development for FY15
 - FY 16: K-3rd receive a tablet, 4th-12th receive a laptop; all devices will go home with kids
- Blount County
 - Has revised their policies and will be implementing a Bring Your Own Device Program
- Other Tennessee Districts
 - Kingsport City Schools
 - Bristol City Schools
 - Lenoir City Schools
 - Greeneville City Schools
 - Jefferson County
 - Robertson County
 - Giles County
 - Jackson Madison
 - Scott County

CONTEXT: CAPITAL FUNDING

- Proposed FY15 Capital Improvement Funding from the City is estimated at \$0.
- The School District is operating in a “Fix on Failure” mode.
- Preventive Maintenance is not possible due to lack of funding.
- History of CIP funding levels is as follows: * 2013 CIP funding was \$0.00 but emergency repairs were needed at Woodland Elementary. Repairs = \$500,000

Fiscal Year	Planning Commission Recommendation	Funded
2014	\$750,000	\$250,000
2013*	\$750,000	\$500,000
2012	\$700,000	\$700,000
2011	\$700,000	\$700,000
2010	\$600,000	\$600,000
2009	\$600,000	\$600,000

CONTEXT: CAPITAL FUNDING

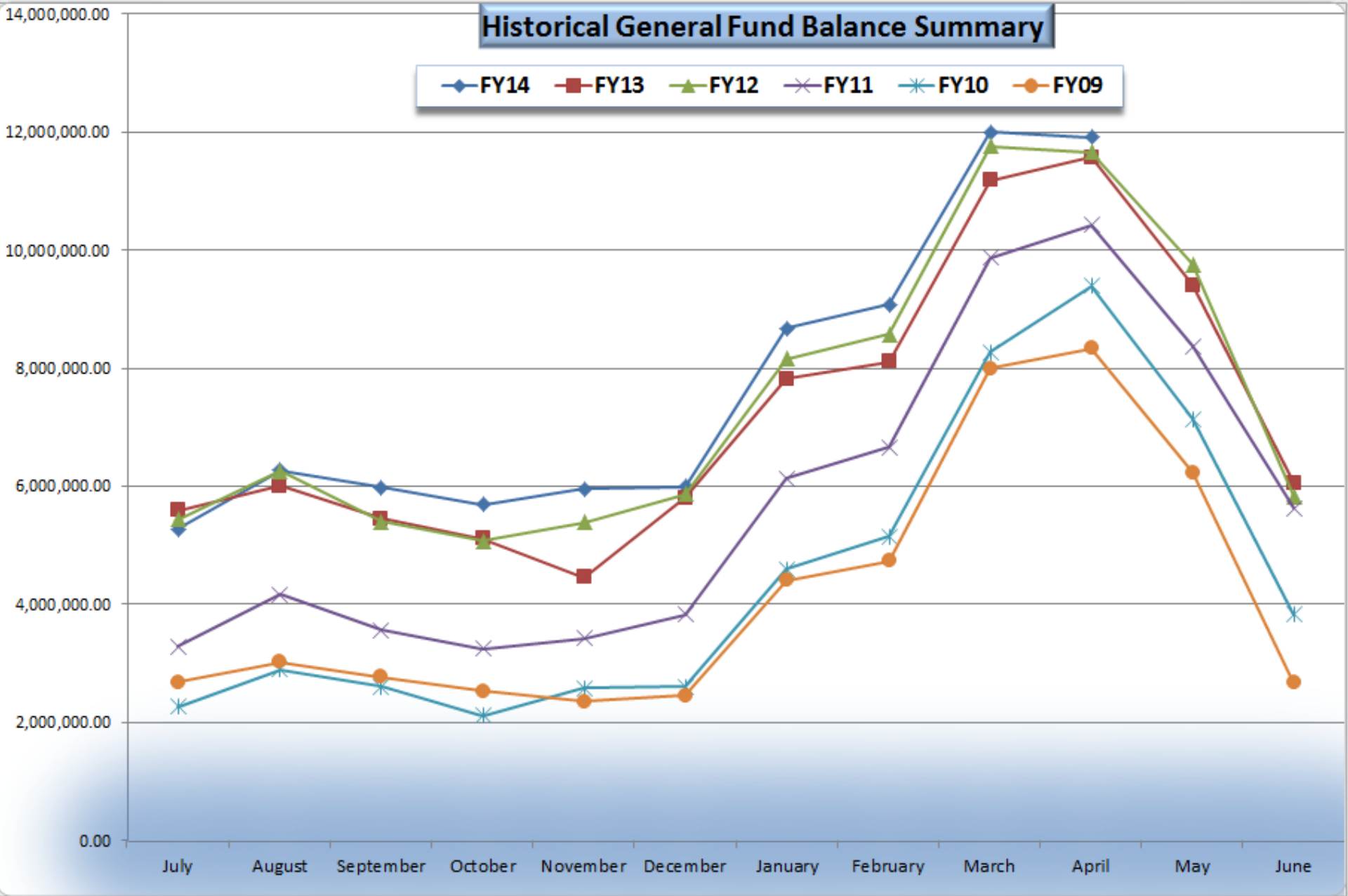
- Referendum generated county sales tax receipts collected outside of Oak Ridge in the amount of approximately \$300,000 (withheld from the City's allocation to the schools in previous years) will be used in FY15 to complete portions of the following capital projects:
 - Blankenship Bleachers
 - Robertsville Middle School Restroom Renovation
- Additional capital projects scheduled for FY15 which will be delayed due to lack of CIP funding include:
 - Robertsville HVAC Renovation
 - District wide carpet replacement
 - District wide paving and sidewalk repair and replacement

CONTEXT: FY15 PROJECTED FUND BALANCES

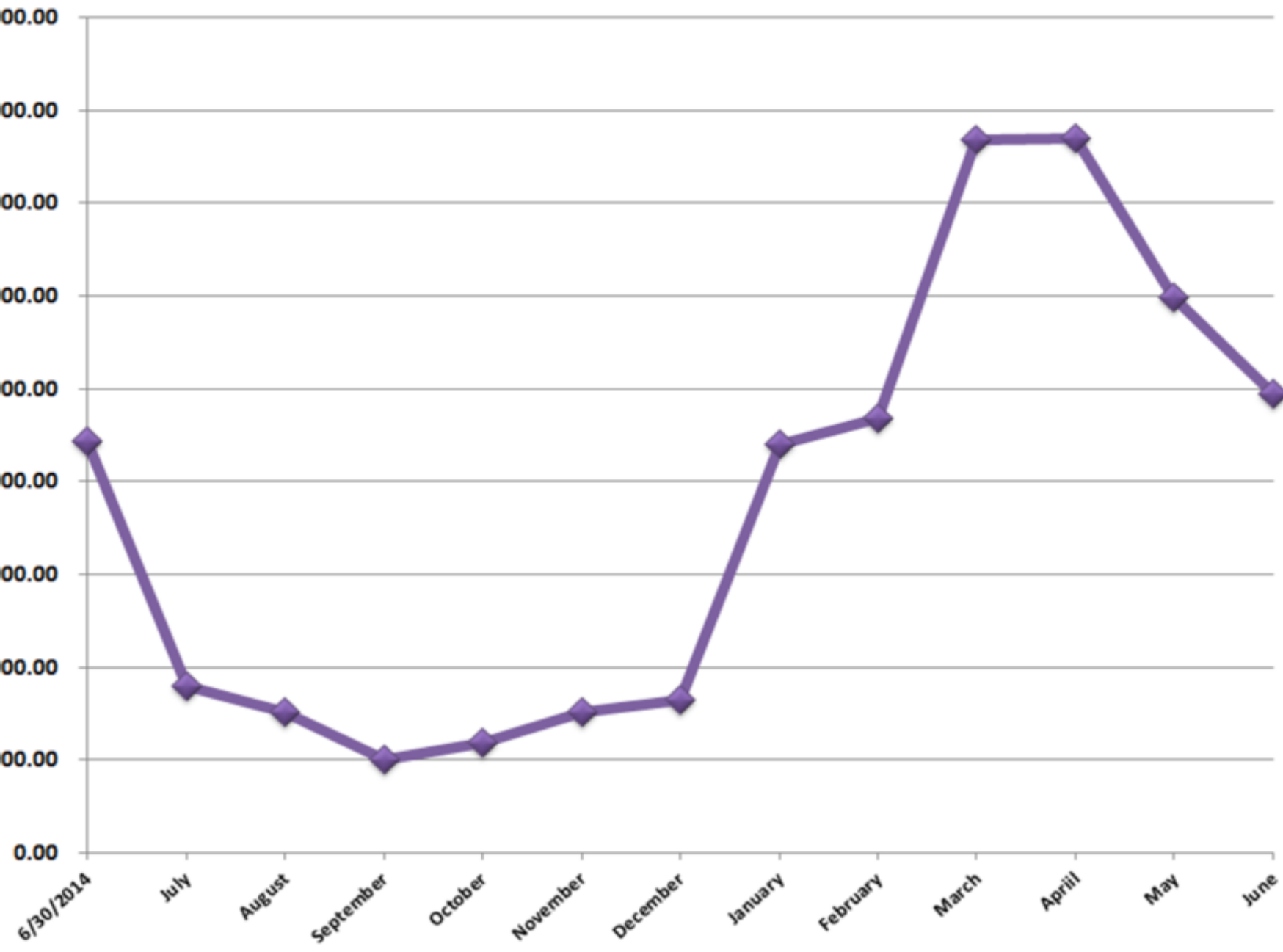
- Within a fiscal year, fund balances fluctuate because a major source of revenue, local property taxes, is not received until January and March and because BEP funds from the State are not received during the months of May and July. Expenditures are paid each month throughout the year averaging \$4.1 million per month (payroll and benefits average \$3.6 million per month).

Historical General Fund Balance Summary

FY14 FY13 FY12 FY11 FY10 FY09



FY15 Projected General Fund Fund Balance



BUDGET APPROACH RETAIN AND ATTRACT STUDENTS, FAMILIES, AND STAFF



BUDGET TARGET

Budget Descriptions	Lose SFS	Modified-R SFS	Retain SFS	Attract SFS
Deficit	\$332,786	\$332,786	\$332,786	\$332,786
ACA Mandate	\$53,840	\$76,840	\$76,840	\$76,840
Teacher Assistants	\$0	\$0	\$0	\$5,213
Plus Behavior Intervention	\$0	\$0	\$0	\$106,073
Plus 1:1 Enhancements	\$61,000	\$762,500	\$838,025	\$850,175
Plus Technology Personnel	\$260,433	\$468,502	\$873,897	\$949,797
Plus General Educators	\$75,900	\$75,900	\$75,900	\$487,901
Plus Special Education Tchrs.	\$0	\$121,849	\$121,849	\$232,824
Plus Specialists (Math/Rdg.)	\$0	\$0	\$0	\$419,074
Plus Central Office Adm	\$46,234	\$212,134	\$212,134	\$288,034
Plus Administrative Asst.	\$0	\$0	\$0	\$39,844
Plus Maintenance	\$0	\$104,579	\$104,579	\$212,227
Enhance Salaries (Step/2%)	\$420,512	\$1,138,802	\$1,138,802	\$1,138,802
Total Budget Target	\$1,250,705	\$3,293,892	\$3,775,712	\$5,139,590

PROJECTED INVESTMENT

The projected investment for a Budget to
“Retain Students-Families-Staff (modified)” is
\$3,293,892.

MAJOR DIFFERENCES BETWEEN FY14 AND FY15

Making the Digital Transition for our students.....1:1

- A 3-year 1:1 rollout (devices only) as follows:
 - 2014-2015: Middle School and all Staff (\$2,135,373 or \$533,843/year))
 - 2015-2016: Grades 3-4 & 9-10 Added (\$1,245,696 or \$311,424)
 - 2016-2017: Grades K-2 & 11-12 Added (\$1,245,696 or \$311,424)
- Addition of 4 technology technicians and 1 CATIF position (Curriculum and Technology Integration Facilitators) (\$468,502)
- Salary increase to retain/attract high quality staff (\$1,138,802-includes steps/lanes and 2%)

3 YEAR ROLLOUT - DEVICES – YEAR 1

FY15

- Grades 5 – 8 = \$1,579,213
- All Staff=\$556,160

FY16

- Grades 3-4 & 9-10 = \$1,245,696

FY17

- Grades K-2 & 11-12= \$1,245,696

(Note: all of these costs would be broken out over 4 year leases)

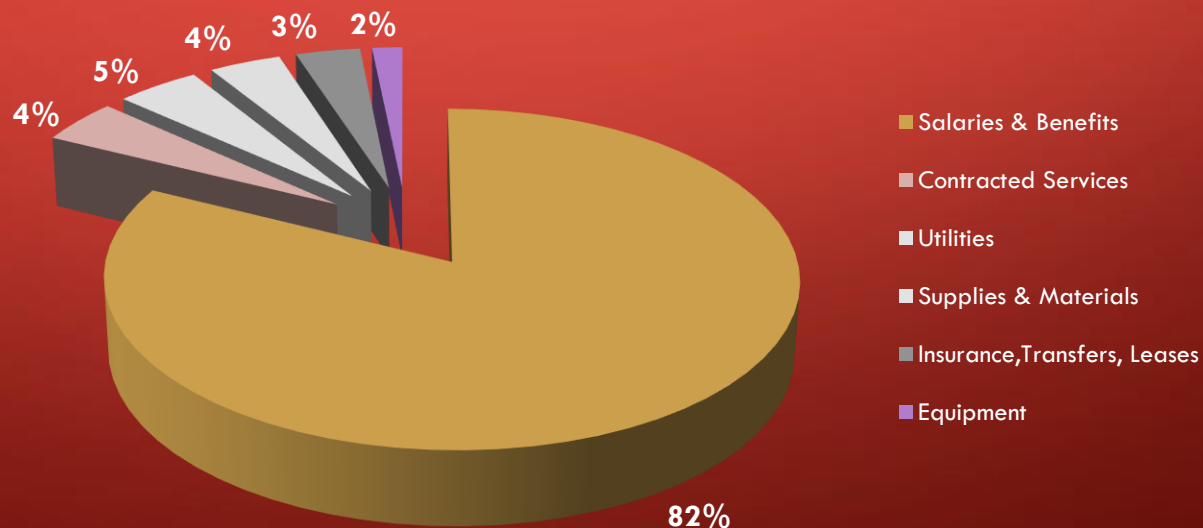
TECHNICIAN SUPPORT LEVELS

- The International Society for Technology in Education (ISTE) promotes a technician-to-computer ratio in a range from 1-to-250 to 1-to-75 representing a rating scale from “low efficiency” to “high efficiency”
- The industry standard for technician-to-computer ratio is 1-to-150
- In the Department of Education’s national technology plan, the average ratio for schools is 1-to-612; **Oak Ridge Schools’ current technician-to-computer is 1-to-850**
 - The national plan does not make a recommendation as to what a proper technician-to-computer ratio should be
- Based on the above information the state of Wyoming adopted a technician-to-computer ratio of 1-to-350
- Using a 1:350 computer ratio would equate to 9 technicians with 1 senior technician. This is what we are requesting for the one to one. In a one to one we should be staffed at 12 technicians and one senior technician.

EXPENDITURE REDUCTIONS

- Salary and benefit costs account for 82% of the district's operating budget.
- Staffing, like all other school districts, is our largest investment.
- Therefore, significant reductions will result in fewer staff members.

Expenditure Summary



EXPENDITURE REDUCTIONS

Staffing reductions

Each year some district employees retire or resign.

To date, we have received 23 retirements or resignations.

If there is not enough attrition to cover the position reductions, layoffs may be necessary in 2014-15.

OAK RIDGE REVENUE OPTIONS

Tax Rate Impact



\$0.01

= \$90,000

Retaining (mod) Students-Families-Staff \$0.37

Retaining Students-Families-Staff \$0.42

Attracting Students-Families-Staff \$0.57

OAK RIDGE REVENUE OPTIONS: IMPACT

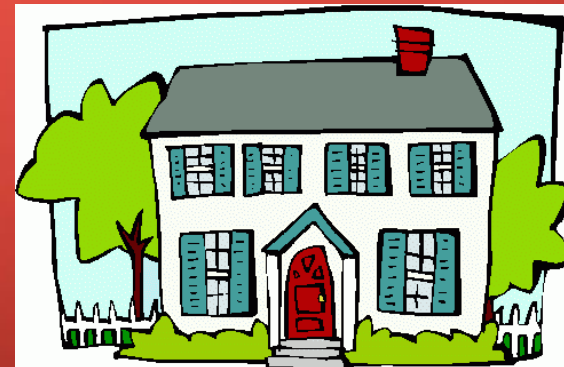
Retaining (Modified) Students-Families-Staff

\$100,000 Home



\$7.62 a month

\$200,000 Home



\$15.25 a month

\$0.37 Needed to Fund Investment

OAK RIDGE REVENUE OPTIONS: IMPACT

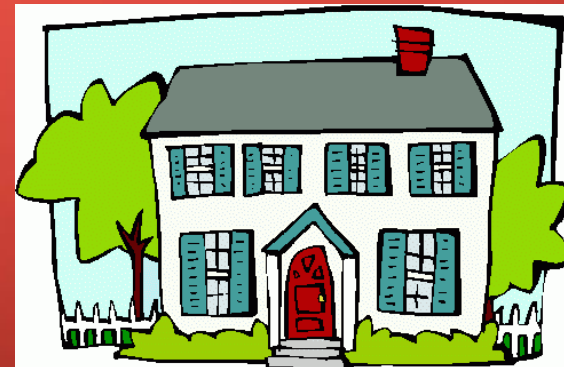
Retaining Students-Families-Staff

\$100,000 Home



\$8.74 a month

\$200,000 Home



\$17.48 a month

\$0.42 Needed to Fund Investment

OAK RIDGE REVENUE OPTIONS: IMPACT

Attracting Students-Families-Staff

\$100,000 Home



\$11.90 a month

\$200,000 Home



\$23.79 a month

\$0.57 Needed to Fund Investment

NEXT STEPS

- June 2nd: City Council Mtg, 7:00 pm
 - Board of Education to Present to City Council
 - Public Hearing for Appropriations Ordinance
- June 9th: City Council Mtg, 7:00 pm
 - First Reading of Appropriations Ordinance
- June 16th: City Council Mtg, 7:00 pm
 - Second Reading of Appropriations Ordinance
- June 23rd: Regular Board Mtg, 6:00 pm
- June 24th: Assistant Superintendent of Schools/Director of Business and Support Services
 - Instructional Allocations Distributed to Principals





“Thus we began. With a sense of adventure, with a determination to make the most of a situation, we started out...looking forward to giving the children of Oak Ridge the best schools we could develop.”

A.H. Blankenship

1st Superintendent of Schools

Oak Ridge, Tennessee