

Oak Ridge Schools

FY18 Proposed Budget

Presentation to the Board of Education May 9, 2017

Overview of Presentation

Context and Baseline Information

Why? Focus on Students...

Comparisons

Achievements

Finances

Budget Approach

FY18 Budget Development



Oak Ridge 2020

Achieving Excellence in Education

Oak Ridge is known for its academic achievements and the quality of its educational system. It has always been a discriminator in where families choose to live. We want to aggressively pursue academic excellence and offer all we can to our future----today's students. **Oak Ridge 2020 is about continuous improvement and achieving excellence in education.** It is a strategic framework for education that envisions our future and sets strategic goals to realize that future.



Oak Ridge Schools District Roadmap

Oak Ridge Schools 2020

Mission Statement

Our Core Purpose

Provide an adaptive and challenging learning environment and instruction that prepares each student for excellence in education and the workplace, while cultivating integrity, responsibility and a sustained passion for continued learning.

Guiding Principles

Drivers of Our Words and Actions

Students First	It's all about the kids
Accountability	Responsibility for our actions and results
Equity	Opportunity, access, and achievement for all
Excellence	Our best individual and collective efforts and results
Engagement	Informed, trusting and supportive stakeholders
Integrity	Doing the right thing at all times
Teamwork	Mutual respect and teamwork are the foundation for success

Vision

What We Intend to Create and Experience

Every student receives the highest-quality education and graduates prepared for college, career and life success.

Strategic Directions

Our Focused Allocation of Resources

Goal 1: **Academic Excellence**...World-class, balanced curriculum and instruction focused on student achievement

Goal 2: **Educator Excellence**...Committed, innovative and qualified educators that are the direct link to our students

Goal 3: **Learning Environment Excellence**...Safe, secure and effective environment, classrooms and infrastructure that promote learning

Goal 4: **Operational Excellence**...Excellence in the administration, application, operation, and accountable stewardship of our valued educational resources to meet student needs

Goal 5: **Stakeholder Excellence**...A strong family, community and school partnership that values and supports excellence in education



KEY 1: All students' Reading proficiency at or above grade level by the end of 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 ACT Aspire's "College Readiness" benchmarks by the end of eighth grade



KEY 5: All students scoring an ACT composite of 27 or higher



KEY 6: All students are fluent in financial literacy by high school graduation



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

THE 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.



Students  Teachers
Energizing Minds

OAK RIDGE • SINCE 1943



We increased dual enrollment and industry certifications

In 2013, 17.1% of ORHS graduates had participated in dual enrollment courses.

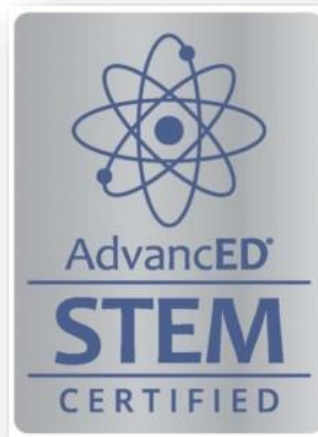
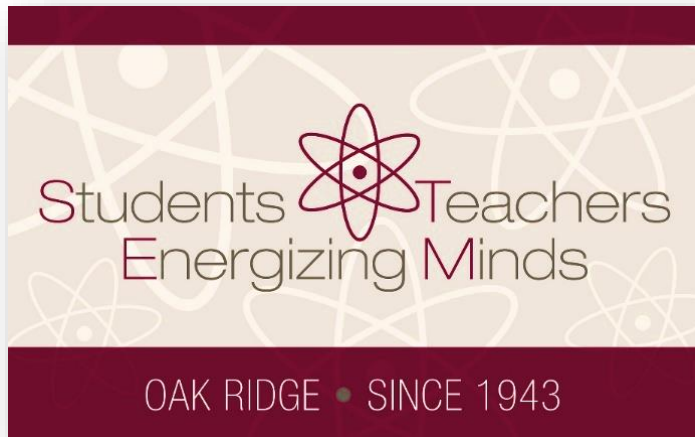
In 2016, 37.5% of ORHS graduates had participated in dual enrollment courses.

We awarded over 180 industry certifications—an all-time record!

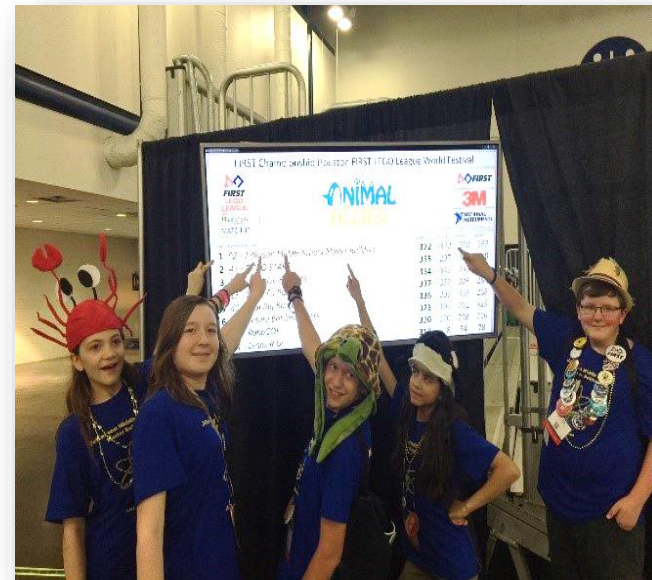
Key 7
All students participate in AP coursework, dual enrollment, industry certification, or military preparation program by graduation



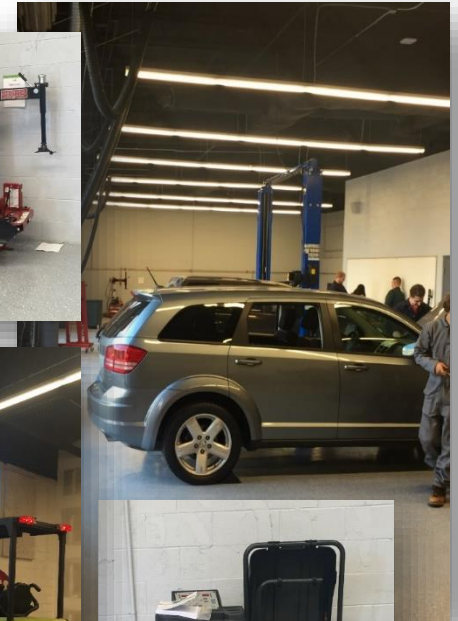
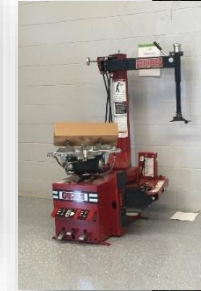
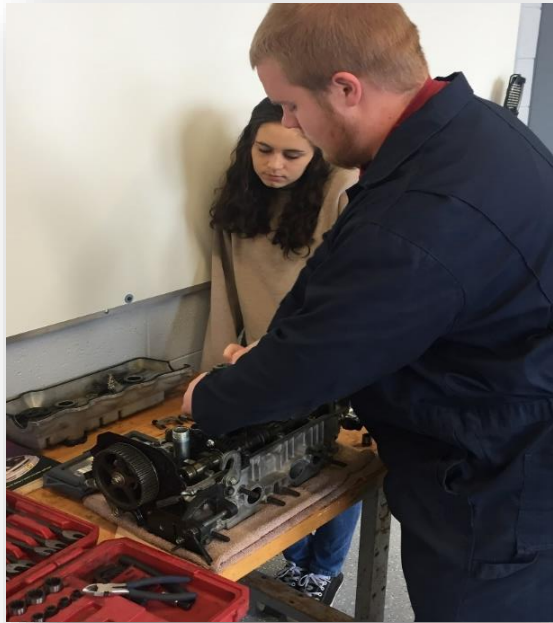
We are the 1st School District in Tennessee
to have all elementary and middle schools
STEM Certified!



We finished #1 in the WORLD by FIRST LEGO League Team in the Robotics Programming!



Automotive Maintenance and Light Repair



Navy Junior Reserve Officers Training Corps (NJROTC) Program



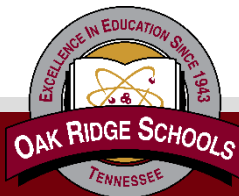
Dear Dr. Borchers:

I am pleased to inform you that the Secretary of the Navy approved the request to establish a Navy National Defense Cadet Corps (NNDCC) unit at Oak Ridge High School. We're looking forward to a great future at Oak Ridge High School as we work together to develop, particularly in those students who take part in NNDCC, the values and skills they will need to become better citizens and effective leaders.

Workforce of the future...

“Never again is someone going to pay you to give them answers they can look up online. They’ll only pay you to solve problems that don’t yet have answers.”

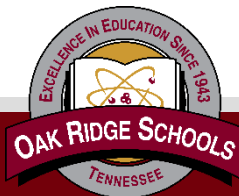
-Seth Godin

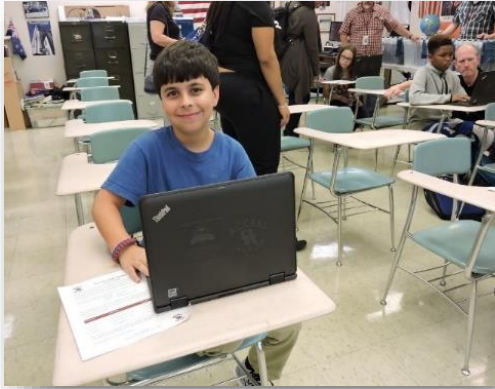


ACCESS Oak Ridge ORS Digital Vision



Empower all Oak Ridge students
with equitable access to digital learning
opportunities;
to innovate, design, collaborate,
and ultimately succeed
in local and global communities of the future.





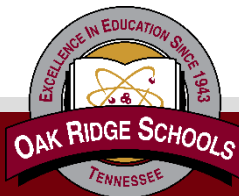
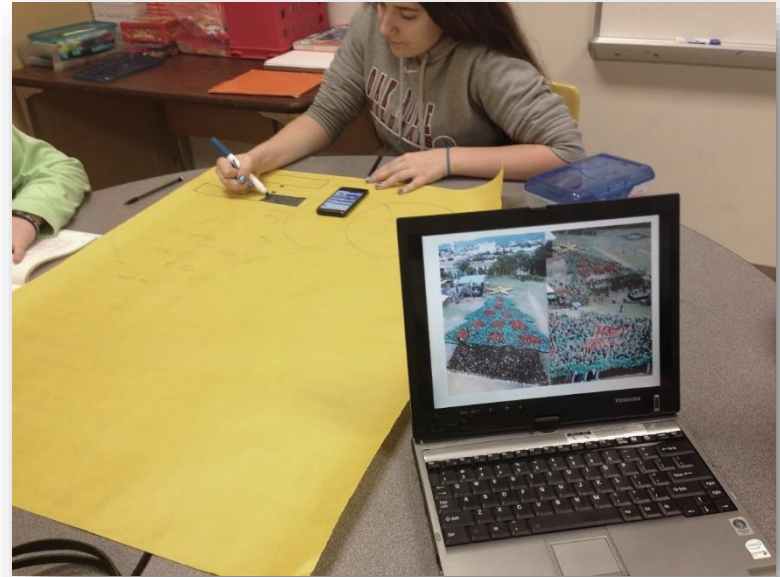
ACCESS
OR
OAK RIDGE



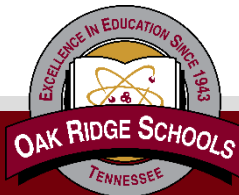
Digital Technology

The use of digital technology is intended to support our efforts in STEM, preparing for online state assessments, and achieving the Keys.

Currently 1:1 from 5th to 10th grade and will expand to 11th and 12th grades at ORHS for FY18.



Context: How Oak Ridge Compares



Projected FY'18 Enrollment

Glenwood	422
Linden	412
Willow Brook	379
Woodland	427
Jefferson	700
Robertsville	656
ORHS	1,377

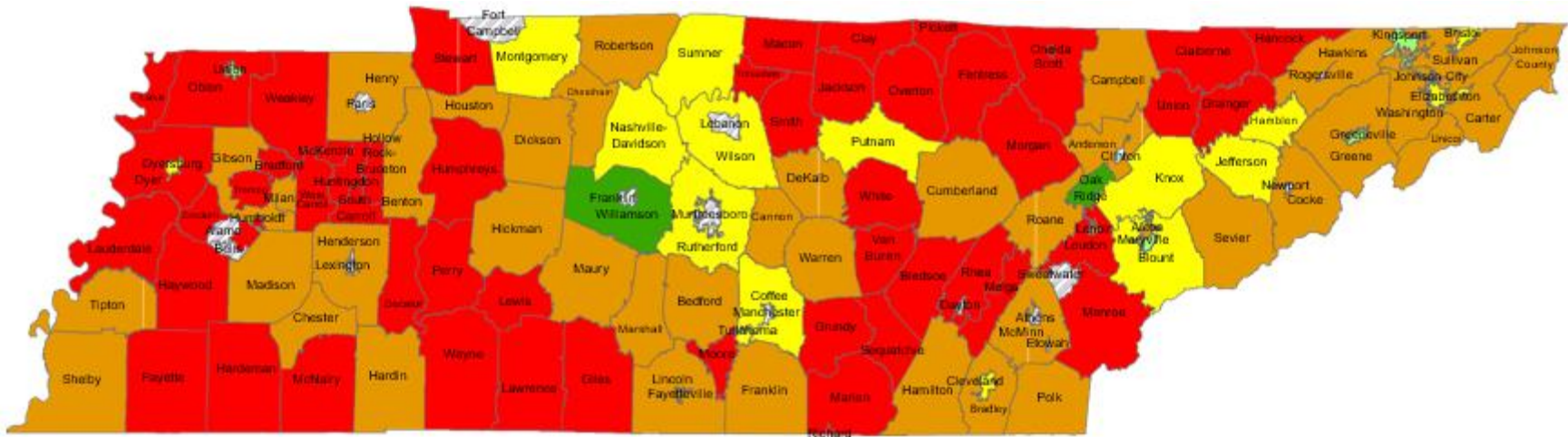
Projected FY'18 Staffing

Licensed Positions	398.68
Support Positions	264.51
TOTAL	663.19

82.7% of Operating Budget is Salaries and Benefits

Tennessee Public Schools

AP[®] Success by District: Class of 2016



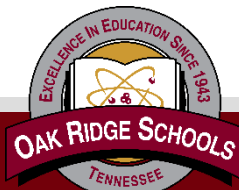
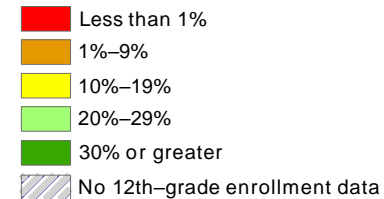
Sources:

2014–15 NCES 12th-grade district enrollment, 2016 College Board AP Cohort Data, and 2013–14 Proximity School District Boundary Files.

Notes:

The most recent enrollment data available were for the 2014–15 school year. A degree of caution should be exercised when reviewing performance estimates, as data may not reflect district enrollments for the 2015–16 school year. AP cohort data represent public school students from a given graduating class who scored 3 or higher on an AP Exam during high school.

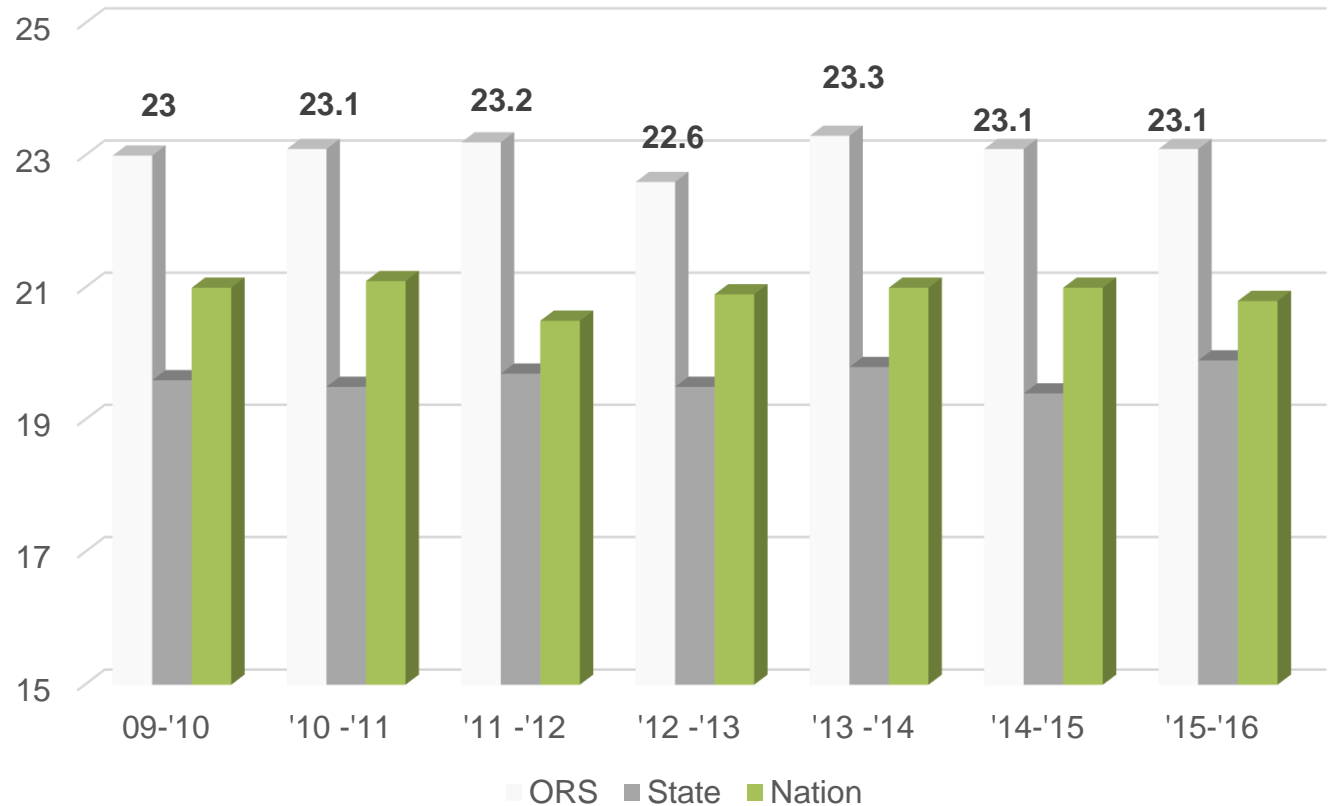
Percentage of 12th-graders who scored 3 or higher on an AP Exam during high school:



Academic Achievement - ACT

Oak Ridge High School students consistently outperform the state and national averages on the ACT college entrance examination.

ACT Composite Score



Context: How Oak Ridge Compares

District	Salary
1. Achievement	\$47,500
2. Shelby	44,460
3. Kingsport	\$43,250
12. Bristol	\$39,793
15. Wilson	\$39,000
19. Lenoir City	\$37,883
20. Murfreesboro	\$37,835
21. Franklin	\$37,747
21. Maryville	\$37,747
23. Oak Ridge	\$37,499
39. Alcoa	\$36,515
42. Knox	\$36,095
51. Roane	\$35,825
53. Anderson	\$35,700

Teacher Compensation

- Oak Ridge ranks 23rd out of 144 Tennessee school districts for its beginning teacher compensation
- Oak Ridge ranked 15th in FY'14 but have now fallen to 23rd
- 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 12th out of 144 school districts according to 2015-2016 TDOE Statistical Report

District	Salary
1. Bartlett	\$109,021
2. Williamson	\$108,117
3. Germantown	\$106,835
4. Arlington	\$105,808
5. Collierville	\$104,965
6. Millington	\$104,331
7. Maryville	\$104,049
8. Lakeland	\$102,492
9. Davidson	\$101,986
10. Shelby	\$100,478
11. Franklin	\$98,043
12. Oak Ridge	\$96,070
13. Alcoa	\$95,671
14. Bristol	\$93,176
15. Knox	\$93,138

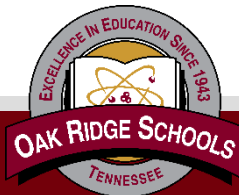
FY18 Position Changes

Reductions Due to Enrollment

- 2.0 FTE ORHS Teachers (attrition)
- .25 FTE Preschool Paraprofessional

Additions

- .5 Preschool Literacy Coach (Funded by Head Start)
- .5 Preschool Family Services Personnel (Funded by Head Start)
- .4 Preschool Education Coordinator (Funded by Head Start)
- .4 JMS Career Exploration Teacher
- 1.0 ORHS NJROTC Teacher
- .5 T&L Reading Coordinator (Funded .25 General Fund/.25 Title I)
- .25 T&L Math Coordinator (Funded by Title I)
- 1.0 IT Network Systems Administrator
- 2.0 MS Athletic Director Supplements



New Investments

SALARY- (Includes Salary and Benefits)

- Experience Step - \$355,201
- 59.17% of staff will receive **no increase**

NEW STAFFING - (Includes Salary and Benefits)

- Preschool Teacher
- Preschool Teacher Assistant
- Preschool Secretary (.5)
- Career Exploration Teacher (.4)
- NJROTC Teacher
- Reading Coach (.25)
- Systems Administrator - Technology

TOTAL - \$357,874

GRAND TOTAL NEW INVESTMENTS- \$713,075



Balancing the Budget

FY18 PROPOSED BUDGET DEFICIT -\$1,325,076
USE OF DISTRICT FUND BALANCE +\$1,325,076

Cost to Provide a Salary Adjustment
(This includes salaries and benefits)

1% - \$382,494

2% - \$764,988

3% - \$1,147,482

Note: Use of \$1,325,076 from Fund Balance would leave approximately \$3,174,128 for operational cash flow requirements and emergencies in the general fund or 5.92% of the operating expenditures. It is not recommended to drop below this level.



History of ORS Salary Adjustments

Fiscal Year	Salary Adjustments
FY'17	3.0%
FY'16	3.0%
FY '15	0%
FY '14	0%
FY '13	2.5%
FY '12	1.6%
FY '11	0%
FY '10	1.5%
FY '09	0%



The district should maintain sufficient financial reserves to provide for prudent financial management and for adequacy of cash flow to support operations. These reserves shall include two separate components: an operating reserve and a financial stabilization reserve.

Operating Reserve

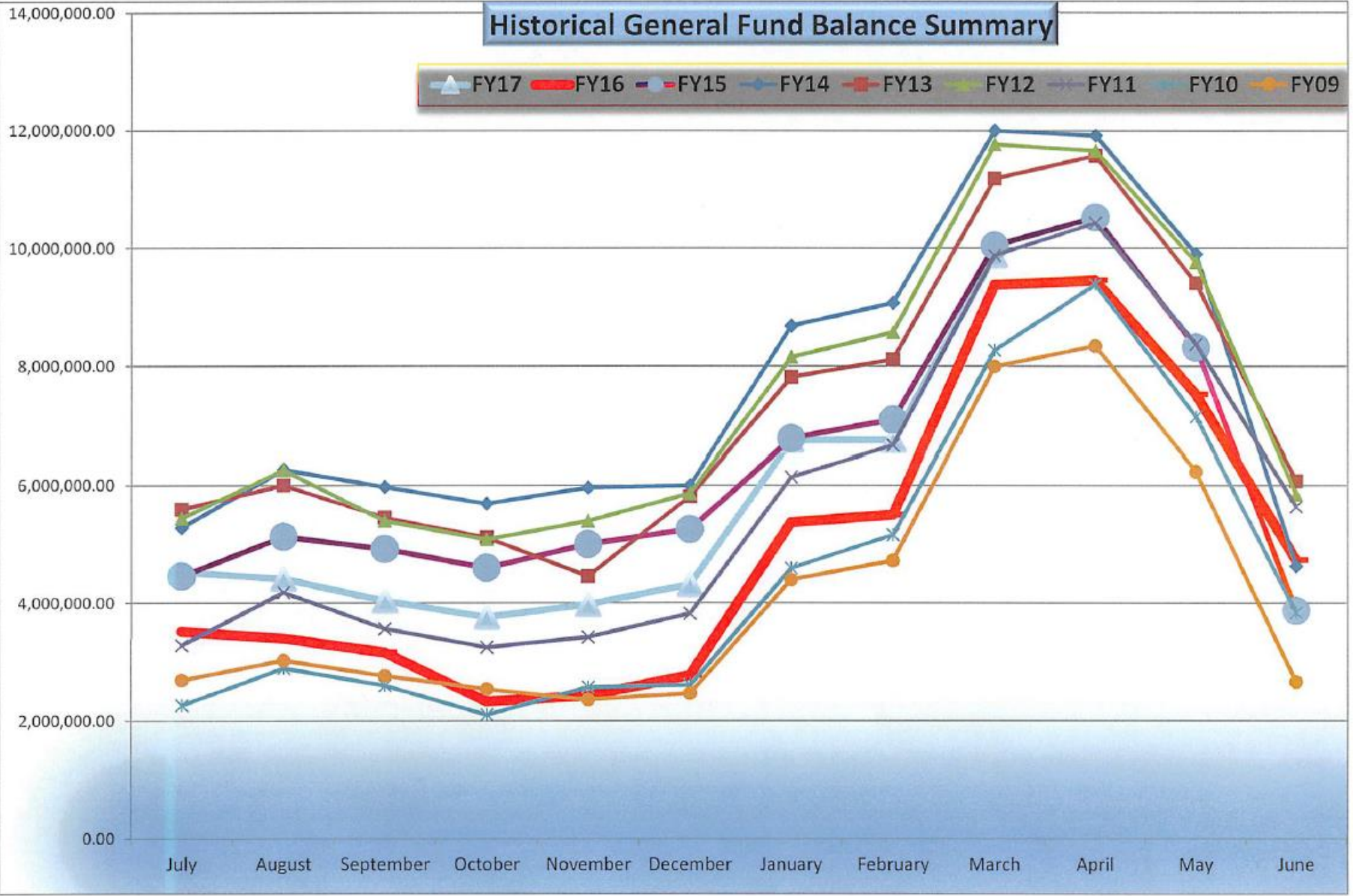
Because of the cyclical nature of district revenues and expenses, the purpose of the operating reserve is to cover cash flow needs for normal district operations during each fiscal year. The operating reserve component should be approximately six percent (6%) of the budget's expenditures for these funds.

Financial Stabilization Reserve

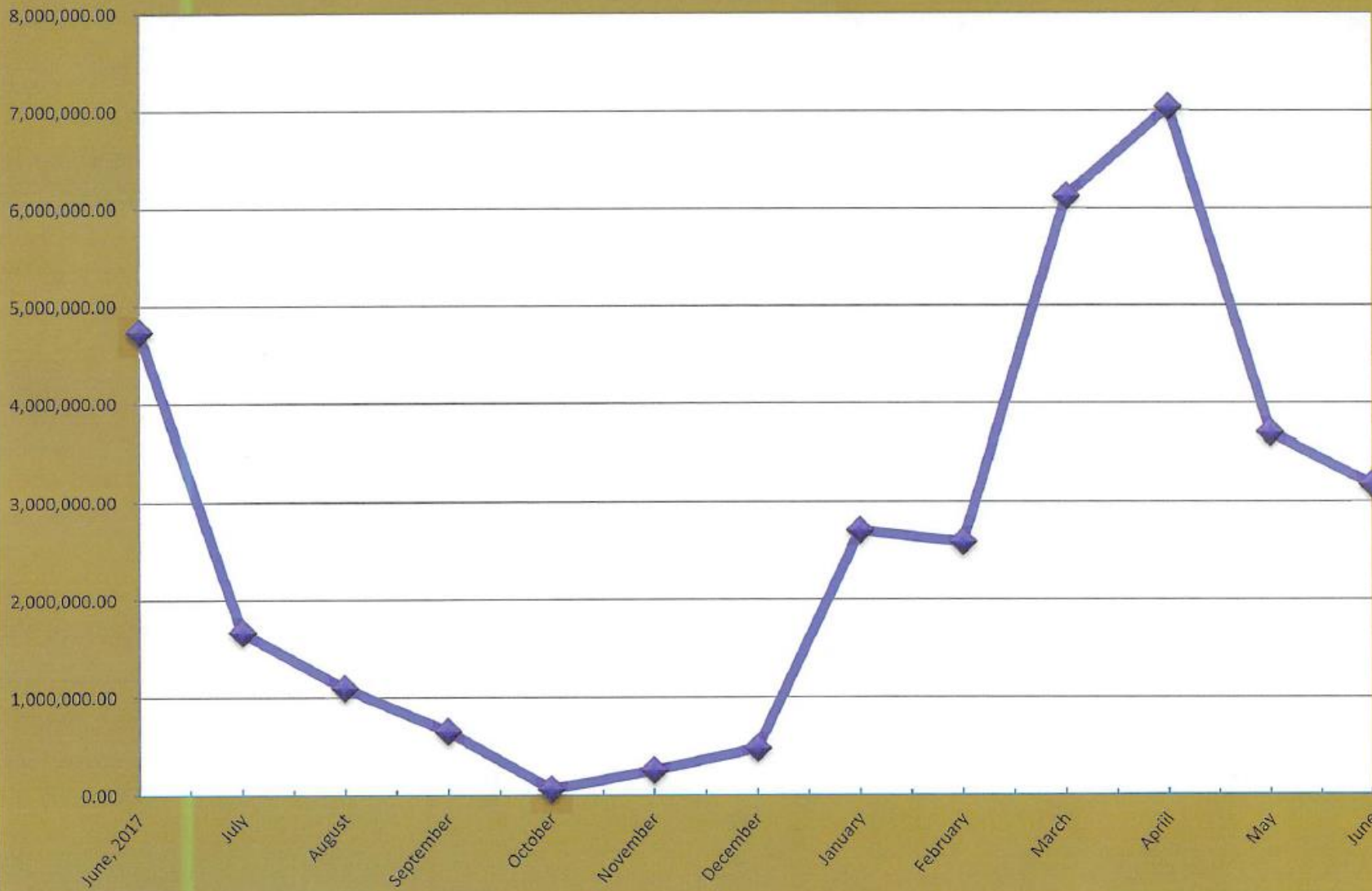
A separate financial stabilization reserve should be established to minimize the disruptive impact of major adverse financial changes on district programs and budget. Such adverse financial changes might be related to emergency facility repairs, student enrollment changes, reductions in state or local funding, etc. The funding goal for this reserve should be four percent (4%) of annual operating expenditures (excluding carryovers), but may increase based on the potential needs of the district, the condition of facilities, economic prospects and/or other pertinent factors. Any funds drawn from this reserve during a fiscal year must be approved by the Board and should be replenished in succeeding years as part of the regular budget process.

Historical General Fund Balance Summary

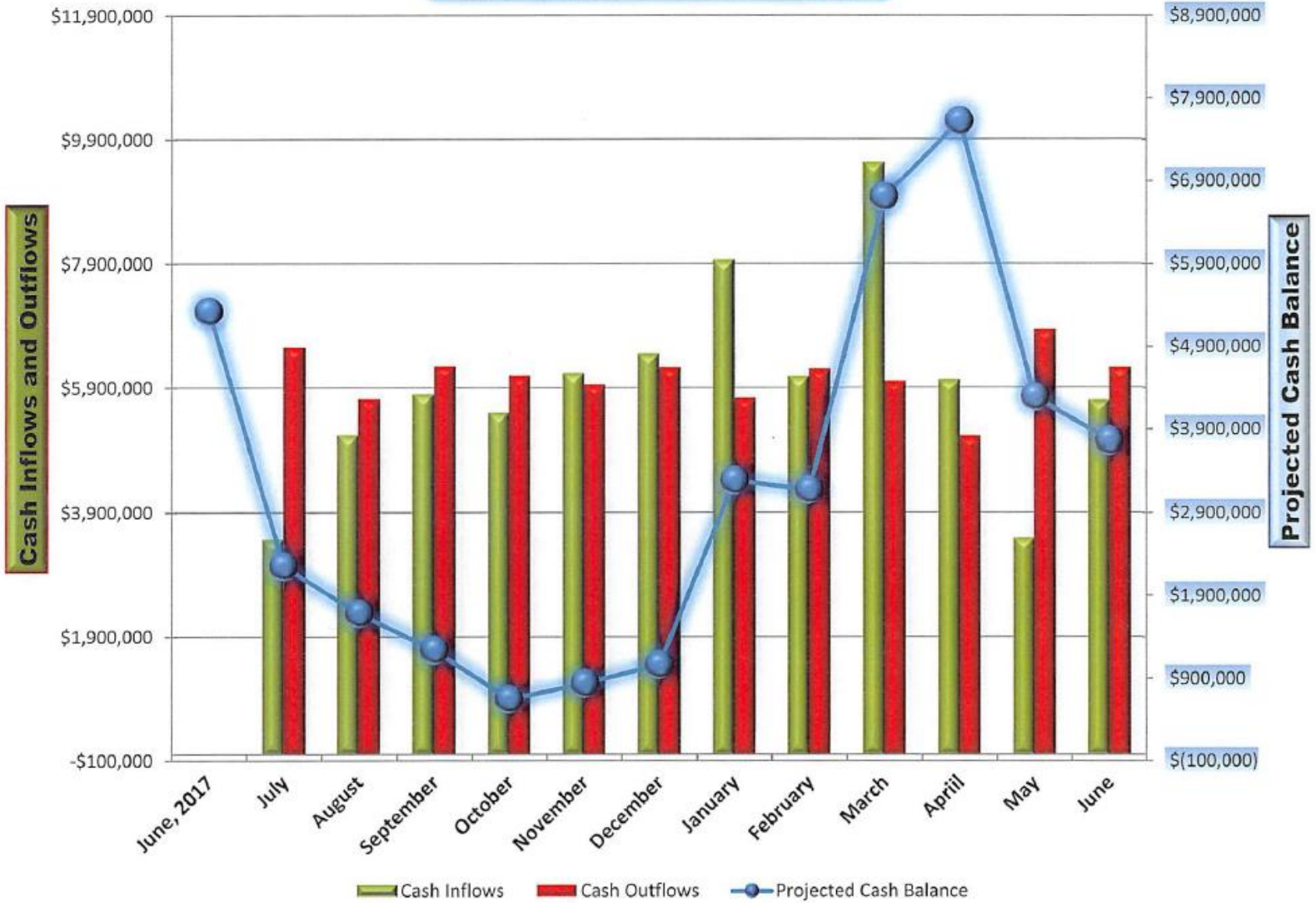
▲ FY17
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FY18 Projected General Fund Fund Balance

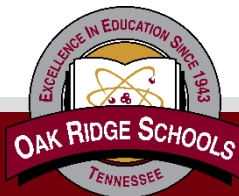


Cash Flow Projection FY18



Expenditures Funded with Fund Balance

Debt Service	\$425,000
Site Development-Equipment	\$25,000
Capital Outlay -Building Improvement	\$127,500
Capital Outlay -Engineering	\$10,000
Capital Outlay -Consultants	\$5,000
District Potential IRS Liability	\$100,000
Instructional Equipment-Furniture	\$65,000
Textbooks	\$157,256
Technology-Temporary Help/Software	\$103,000
Trustee Commissions	\$250,000
Maintenance Truck/Transportation Equipment	\$37,000
Preschool Contracted Services	\$20,320
GRAND TOTAL	\$1,325,076



Next Steps

May 9: Special Board of Education Mtg, 5:30 pm

Budget presented to Board of Education, City Council Members invited

May 11: Special Board of Education Mtg, 5:30 pm

Work Session – Budget Development Discussion

May 15: Special Board of Education Mtg, 5:30 pm

Line by Line Review of Budget

May 17: Special Board of Education Mtg, 5:30 pm

Public Hearing of Budget-First Reading

May 22: Regular Board of Education Mtg., 6:00 pm

Adoption of Budget – Second Reading

May 30: Special Meeting of City Council – 7:00 pm

Presentation of Fiscal 2018 Budget

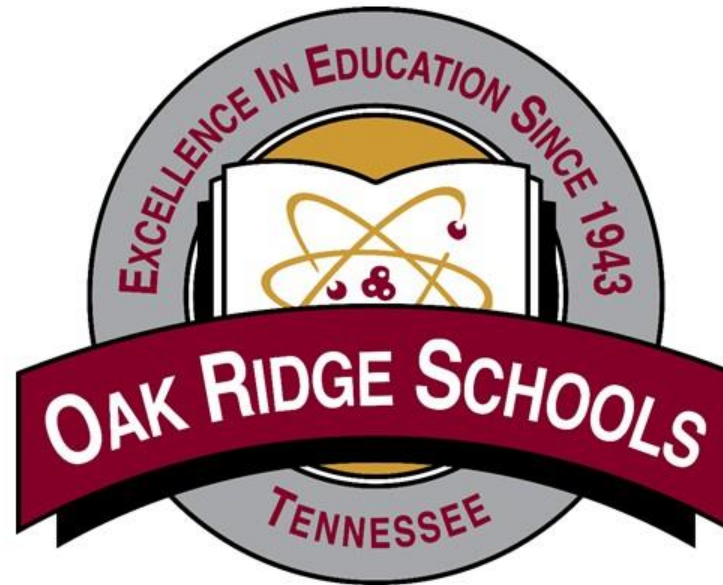
June 5: City Council Meeting – 7:00 pm

Public Hearing of Budget – First Reading

June 12: City Council Meeting – 7:00 pm

Public Hearing – Second Reading

Welcome to Oak Ridge



Voted #1 District in Tennessee [Niche.com/K12](https://niche.com/k12)