

Oak Ridge Schools

Every student prepared for college, career, and life success.

Who We Are



Oak Ridge
SCHOOLS

MISSION

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.

VISION

Every student prepared for college, career, and life success.

Who We Are

CORE VALUES

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



Oak Ridge
SCHOOLS

Engagement

Informed, trusting, and supportive stakeholders

Integrity

Doing the right thing at all times

Teamwork

Mutual Respect and teamwork are the foundation for success

Who We Are



National Blue Ribbon School

Linden Elementary was named a National Blue Ribbon School honoree, the highest designation given to schools nationally.



“A” Letter Grade Schools

Six Oak Ridge schools earned an “A” letter grade, the highest possible rating, and three earned perfect Level 5 scores in every scored component contributing to the overall grade.



Reward Schools

Four schools were named reward schools by the state of Tennessee, the top state distinction a school can earn.



Level 5 Growth District

The highest available rating given to a school district based on TVAAS based on growth rather than student proficiency on the state assessment



TSBA Excellence in Education

Recognized for the Seven Keys to College & Career Readiness



Students First

IT'S ALL ABOUT THE KIDS

- What's best for students and teachers
- Prioritize our academics
- Maintain and increase our program offerings for students
- Maintain or improve upon current level of academic excellence



LOOKING AHEAD

- 1** Population & Enrollment Growth
- 2** Oak Ridge Schools Facilities Condition
- 3** Recommendation
- 4** Considerations
- 5** Timeline & Logistics



Why We're Here

GROWTH

Our Community is growing and we are being proactive in addressing the needs of a larger student population.

Report of New Industries in Oak Ridge shows potential for significant job growth 2022-2030

Based on current growth rates and existing/planned projects, Oak Ridge could add ~2000 new households by 2030

How are we projecting growth?

MULTIFACETED APPROACH

- **COPE study**. Based on an in-depth 2020 study and updated with real-time data
- **City Research** - New industries, potential housing developments
- **Census Data** - Looking at the growth trends and how they've increased
- **RSP Associates** - Contracting with a leading K-12 school planning company to conduct in-depth building capacity and enrollment analysis to make sure we get it right. Boasts a 97% accuracy.

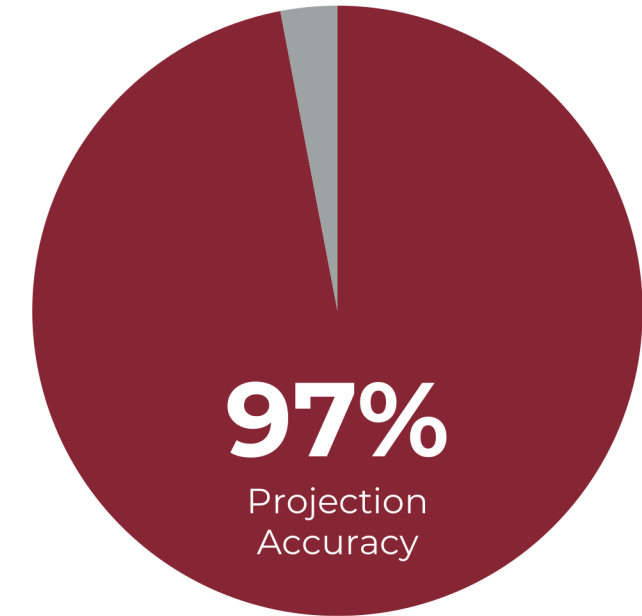
GUIDING PRINCIPLE:

Plan based on projections, execute based on actuals.



RSP & Associates

- Professional educational planning firm RSP was started with the desire and commitment to assist school districts in long-range planning.
- Over 30 years of planning experience
- Over 80 years of education experience
- Over 30 years of Geographic Information System (GIS) experience
- RSP has served over 130 clients in 13 states
- **Projection accuracy of 97% or greater**



Recent TN Clients

Rutherford County Schools (RCS)

- Enrollment Analysis, 2023/24
- Capacity Analysis, 2023/24
- Boundary Analysis, 2023/24

Clarksville-Montgomery County (CMCSS)

- Enrollment Analysis, 2022/23
- Boundary Analysis, 2023/24

Contracted Services

- **Enrollment Analysis:** January - June 2024
- **Capacity Utilization Analysis:** May - July 2024
- **Boundary Analysis (if necessary):** Fall 2024



RSP & Associates

How do they do it?

Statistical Forecast Model Methodology (SFM)

SFM is the central focus of everything RSP does. It is a social science... not an exact science; it identifies behavior trends to determine the propensity of them to be recreated

Variables examined for each planning area (but not limited to):

- natural cohort (district data)
- planning area subdivision lifecycle (a RSP variable)
- the value of homes (county assessor data)
- type of residential units like single-family, multi-family, townhome, mobile home, etc. (county assessor data)
- year units were built
- estimated female population (census data)
- estimated 0-4 population (census data)
- existing land use (county and city data)
- future land use (county and city data)
- capital improvement plan (county and city data)
- future development (county and city data)
- in-migration of students (district data) & out-migration of students (district data)

Built-Out $S_{c,t,x} = S_{c-1,t-1,x} * GC$

Let:

- S = The number of students, either an actual count or a projected count
- x = A subscript denoting an attendance area in the School District
- c = Grade level
- t = Time (years)
- GC = Growth component either modeling enrollment increase or decrease based on historical information, expressed as a real number

Developing $S_{c,t,x} = S_{c-1,t-1,x} + (BP_{t,x} * R_{c,x})$

Where: $BP_{t,x} = \left(\frac{(CP_x)(BT_x)(A_x)}{\sum_x (CP_x)(BT_x)(A_x)} \right) * CT$

Let:

- S = The number of students, either an actual count or a projected count
- x = A subscript denoting an attendance area in School District
- c = Grade level
- t = Time (years)
- BP = Building permit forecast as given by the Building Permit Allocation Model (BPAM) model
- R_{c,x} = Student Enrollment ratio of cohort c in planning area x
- CP = Capacity of a planning area as expressed by available housing units
- BT = Building history trend of planning area
- A = An index which models the likelihood of development
- CT = Building permit control total forecast



Population Growth

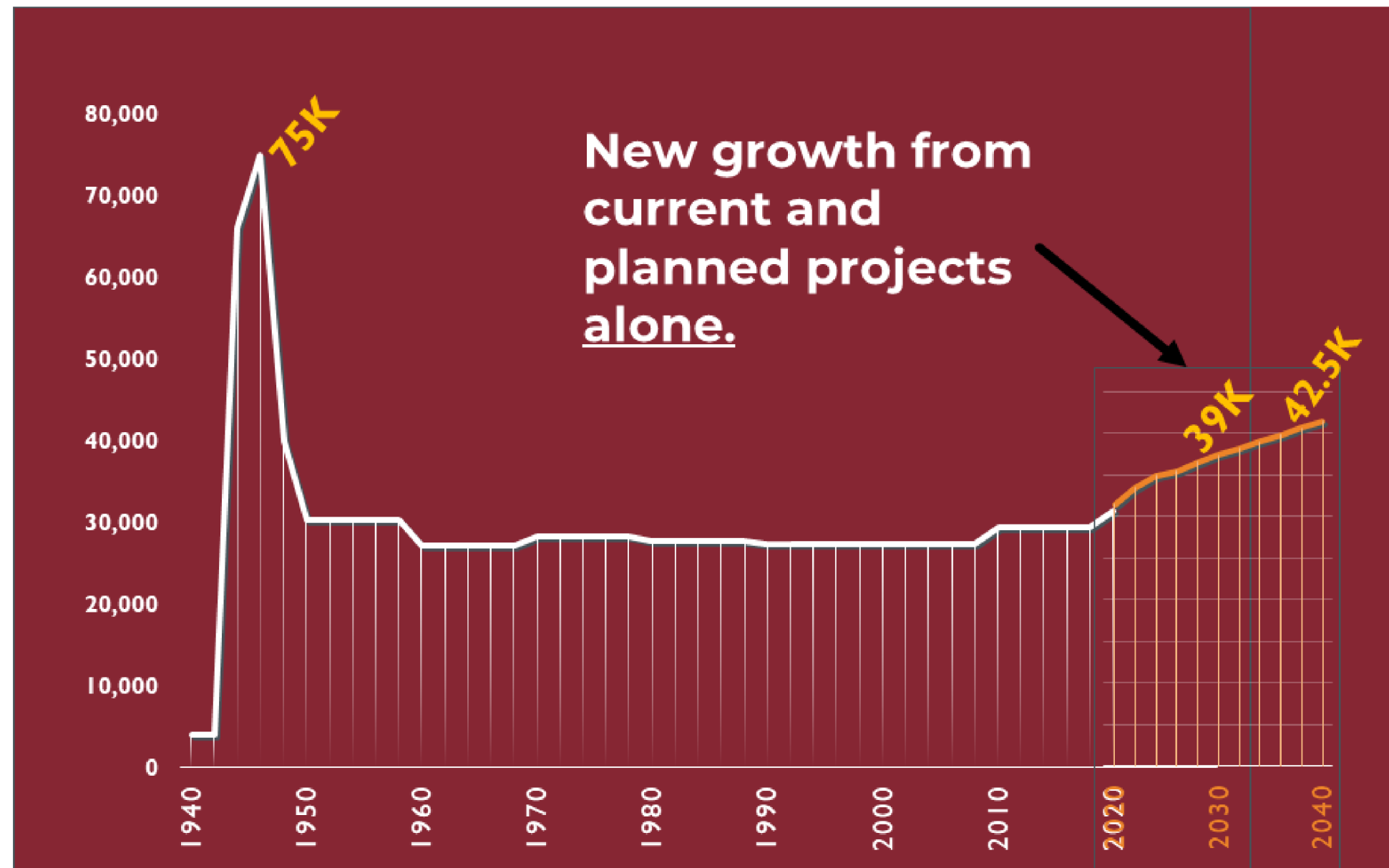
ILLUSTRATION OF POTENTIAL GROWTH

Developments	2023	2024	2025	2026	2027	2028	2029	Estimated Units by 2030	
The Preserve at Clinch River	100	90	90	90	90	90	90	640	
Groves Park	0	30	40	40	22	20	30	182	
Forest Creek Village	20	18	15	10	10	10	10	93	
Poplar Creek PUD	n/a	10	10	10	10	n/a	n/a	40	
Clark's Preserve PUD	4	4	4	n/a	n/a	n/a	n/a	12	
Crossroads at Wolf Creek PUD	5	5	5	n/a	n/a	n/a	n/a	15	
Summit Single-Family	25	20	11	n/a	n/a	n/a	n/a	56	
Rivers Run Villas & Rivers Run PUD	4	6	6	6	6	2	n/a	30	
Centennial Bluff	n/a	14	14	10	30	60	60	188	
Main Street Lofts PUD Phase2	60	60	n/a	n/a	n/a	n/a	n/a	120	
Summit Townhomes	90	n/a	n/a	n/a	n/a	n/a	n/a	90	
Mitchell Rd Apartments	n/a	n/a	120	120	120	n/a	n/a	360	
Groves Park Apartments	n/a	n/a	n/a	n/a	120	120	n/a	240	
Totals	308	257	315	286	408	302	190	2066	
Estimated Population	736	614	753	684	975	722	454		
2020-2029_10-YR PROJECTION OF CURRENT PROPOSALS: 2,066						2030 population increase: 4,938			
Potential 2030 Oak Ridge population:								38,417	

Population Growth

ILLUSTRATION OF POTENTIAL GROWTH

Oak Ridge Population – There is **dramatic change underway.**



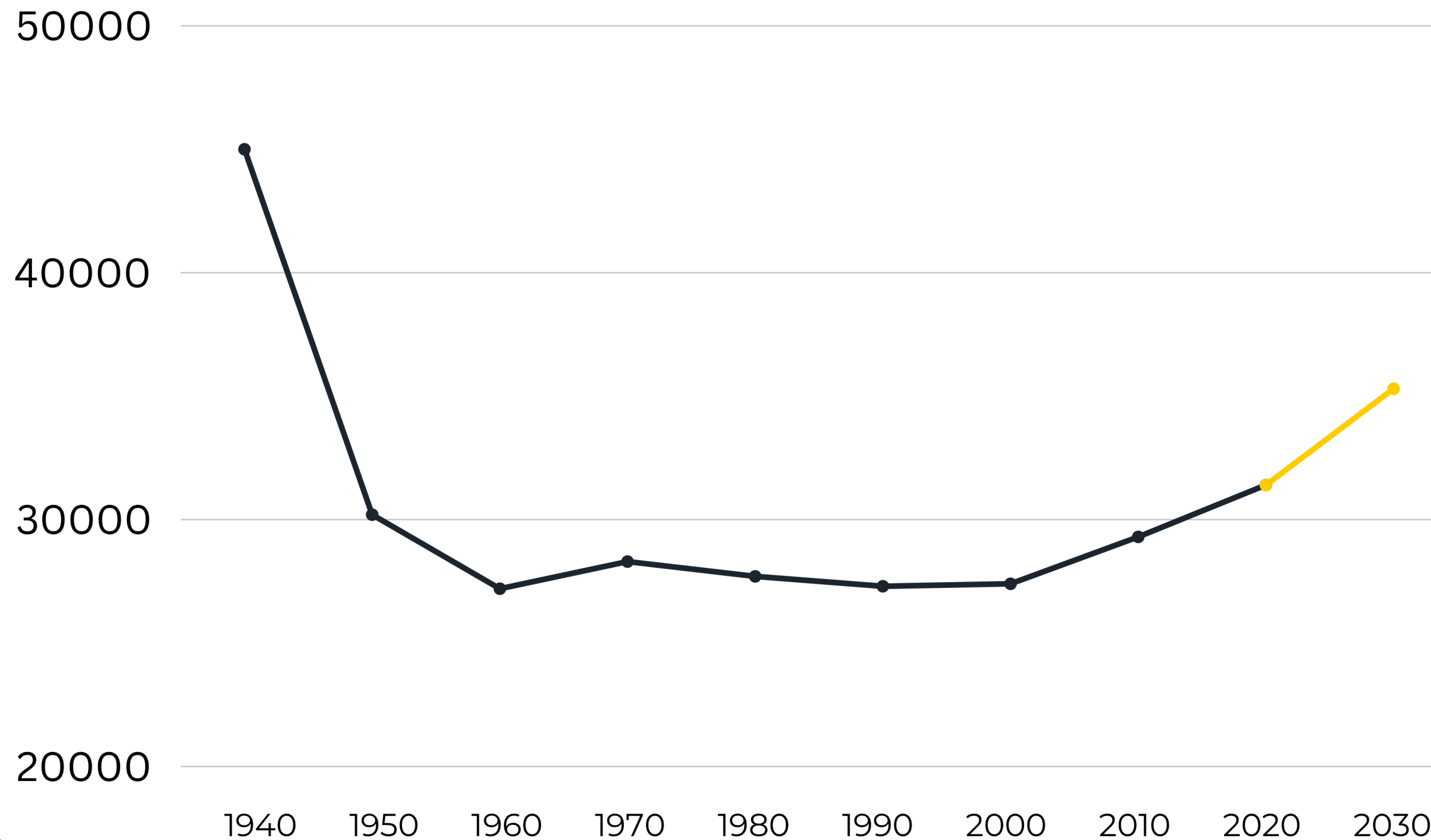
USCensus Figures from US Bureau of Census via secondary sources
Pre 1960 figures from <https://tennesseencyclopedia.net/entries/oak-ridge/>

Taken from “Oak Ridge - a City Moving Forward”, an UPDATE of the Oak Ridge Comprehensive Plan

Population Growth

CITY OF OAK RIDGE GROWTH RATE

ACCORDING TO US CENSUS DATA



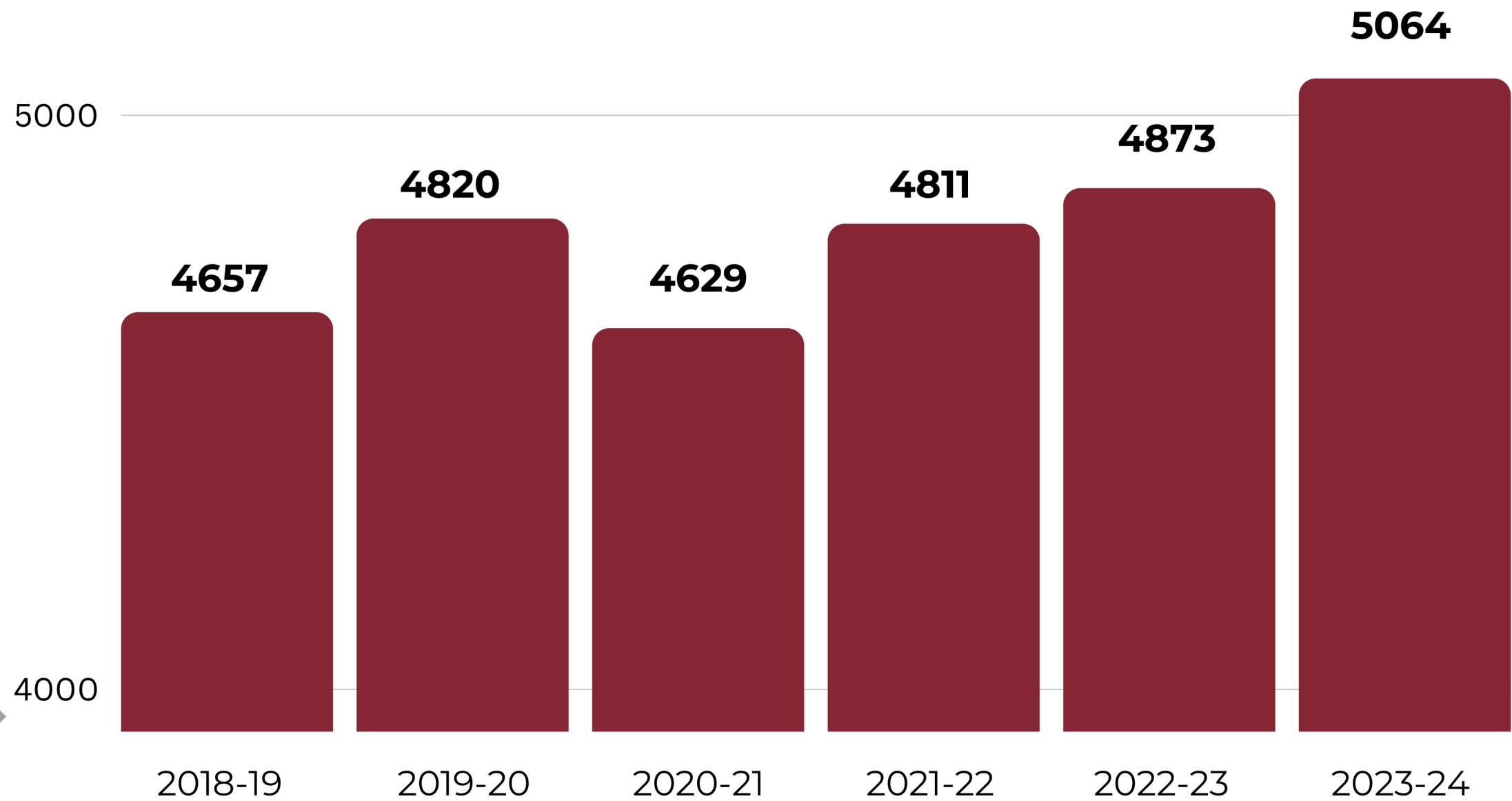
2014-2024
1.06%
GROWTH RATE

2021-2024
5.4%
GROWTH RATE

actual
projected

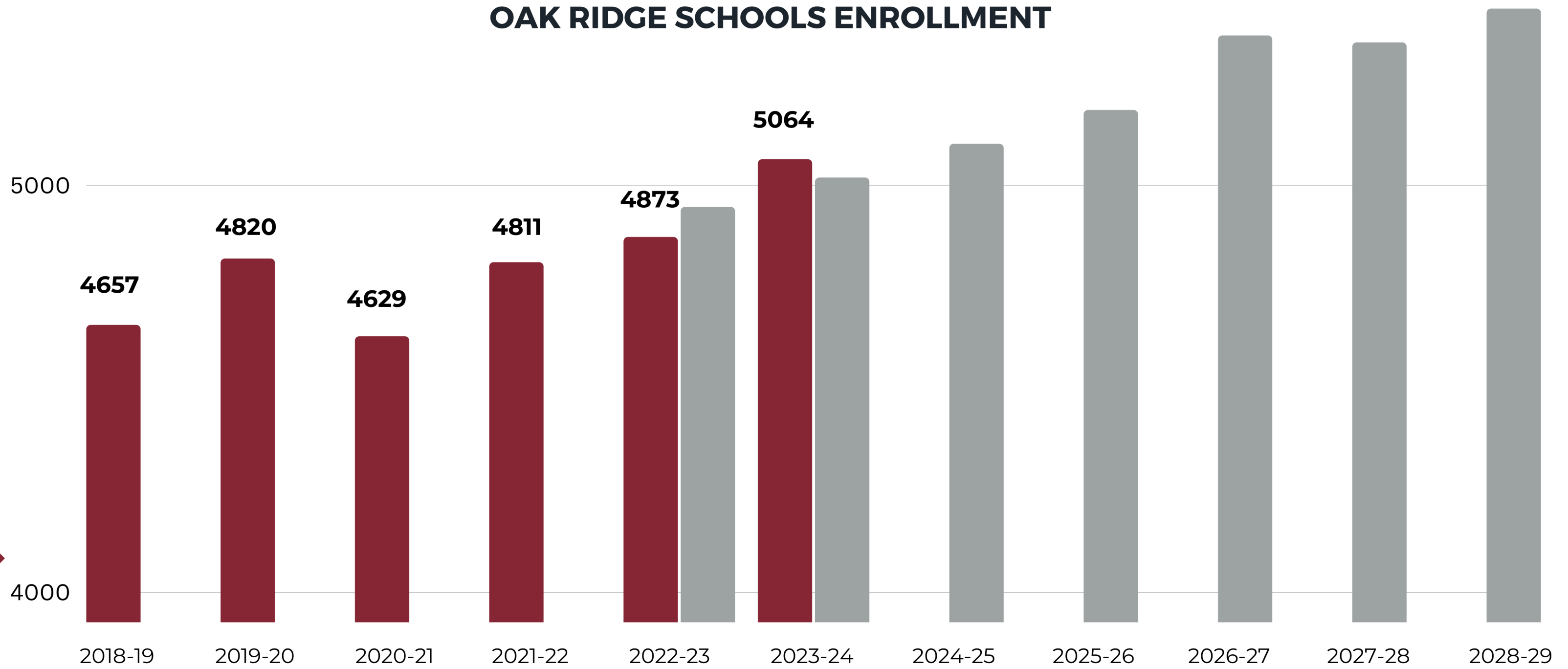
Enrollment Growth

OAK RIDGE SCHOOLS ENROLLMENT



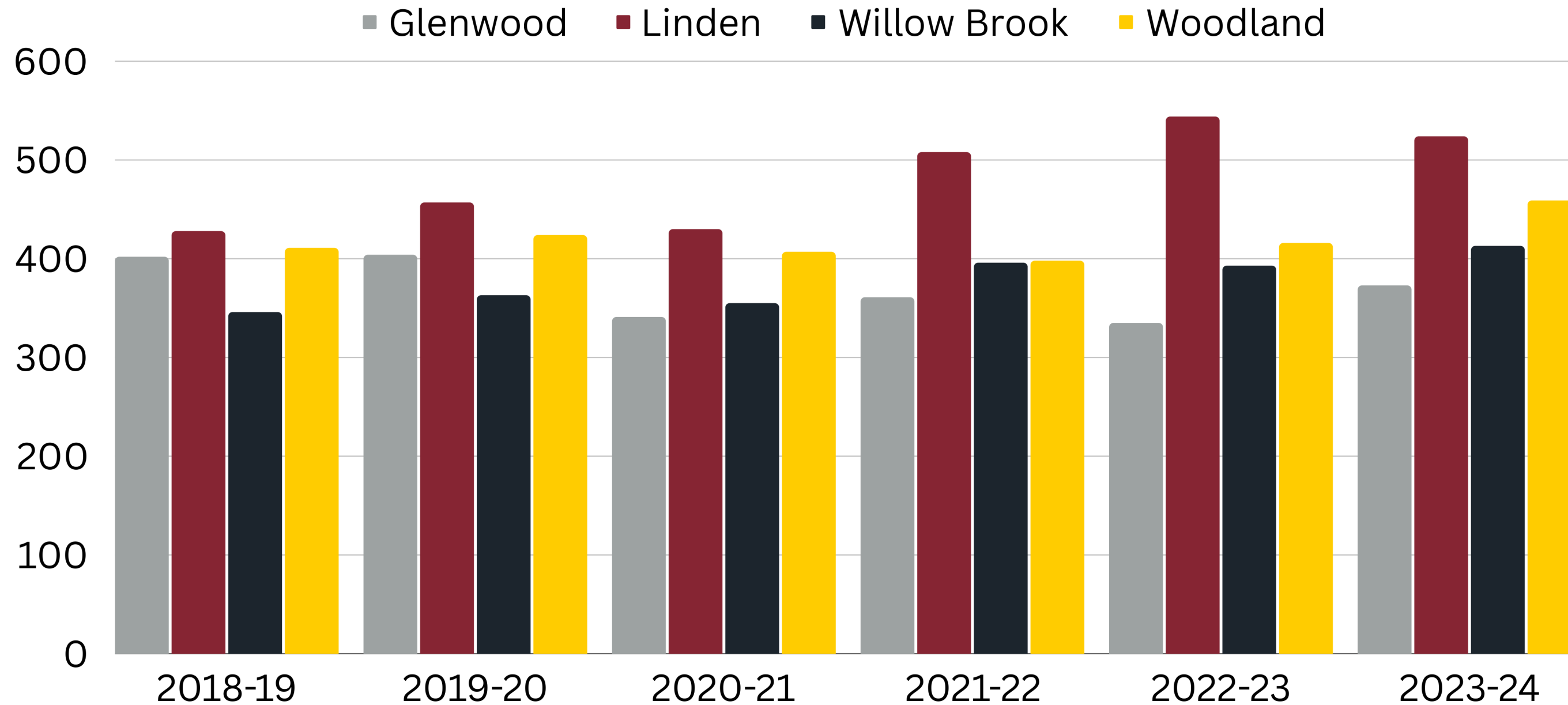
Enrollment Growth

OAK RIDGE SCHOOLS ENROLLMENT



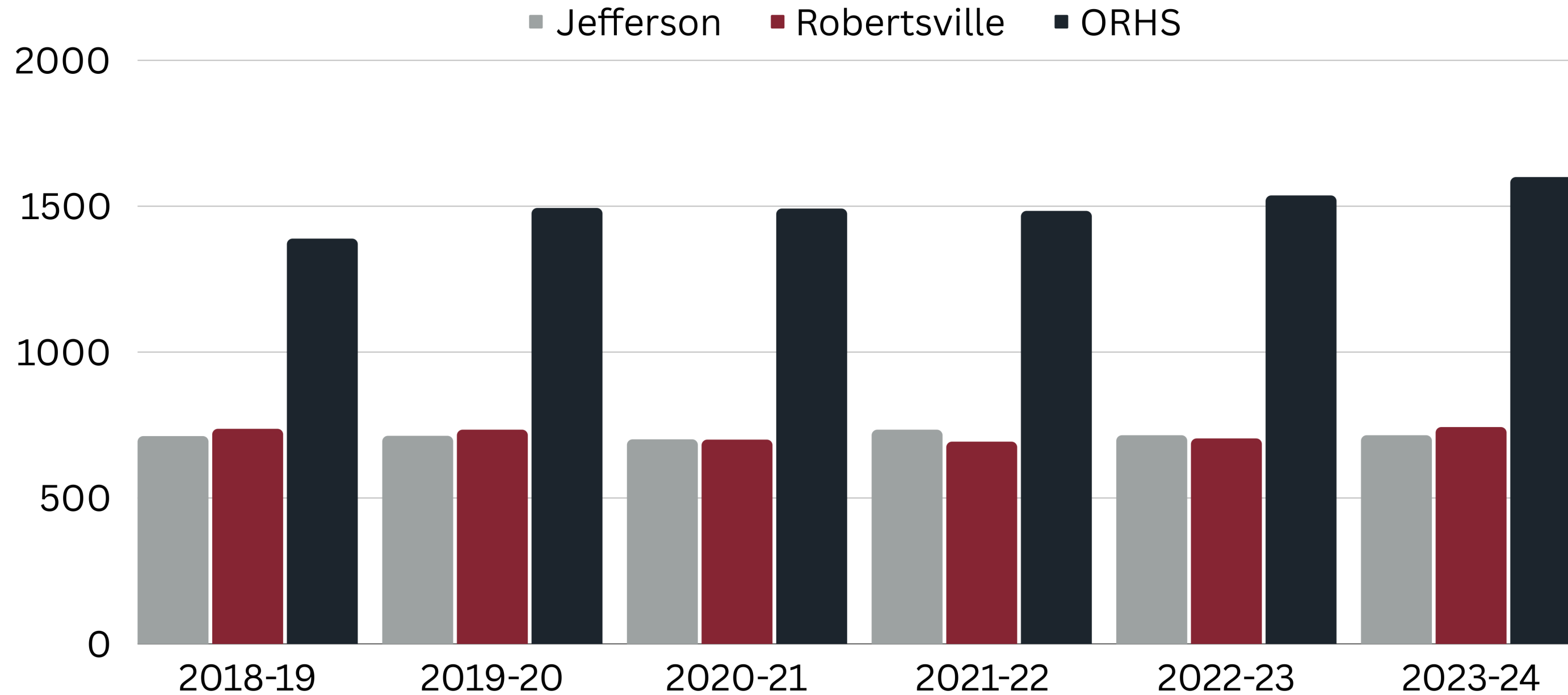
Enrollment Growth

ELEMENTARY ENROLLMENT BY BUILDING



Enrollment Growth

SECONDARY ENROLLMENT BY BUILDING



How do we determine capacity?

FUNCTIONAL CAPACITY

- **State Law** mandates specific classroom ratios that vary based on grade level
- We have used **20 students/classroom** to determine capacity in elementary school as an average
 - ex. Kindergarten class at 17, 3rd grade class at 23
- **Why 20 Students?**
 - Personalized Instruction
 - Behavior Management
 - Social Emotional Benefits
 - Employee Satisfaction and Retention
 - Shared space functionality (cafeteria, gym, library)

Total Number of Classrooms

x

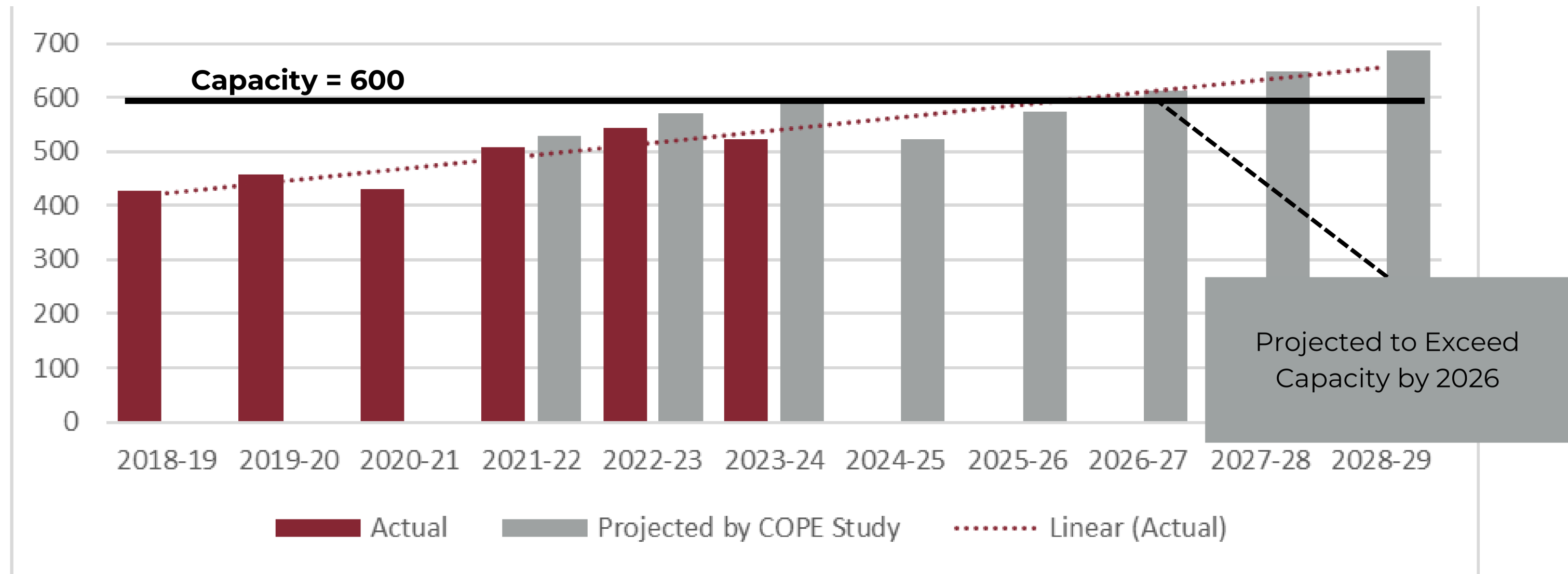
20 students (K-3)

25 students (4-6)

30 students (7-12)

Enrollment Growth

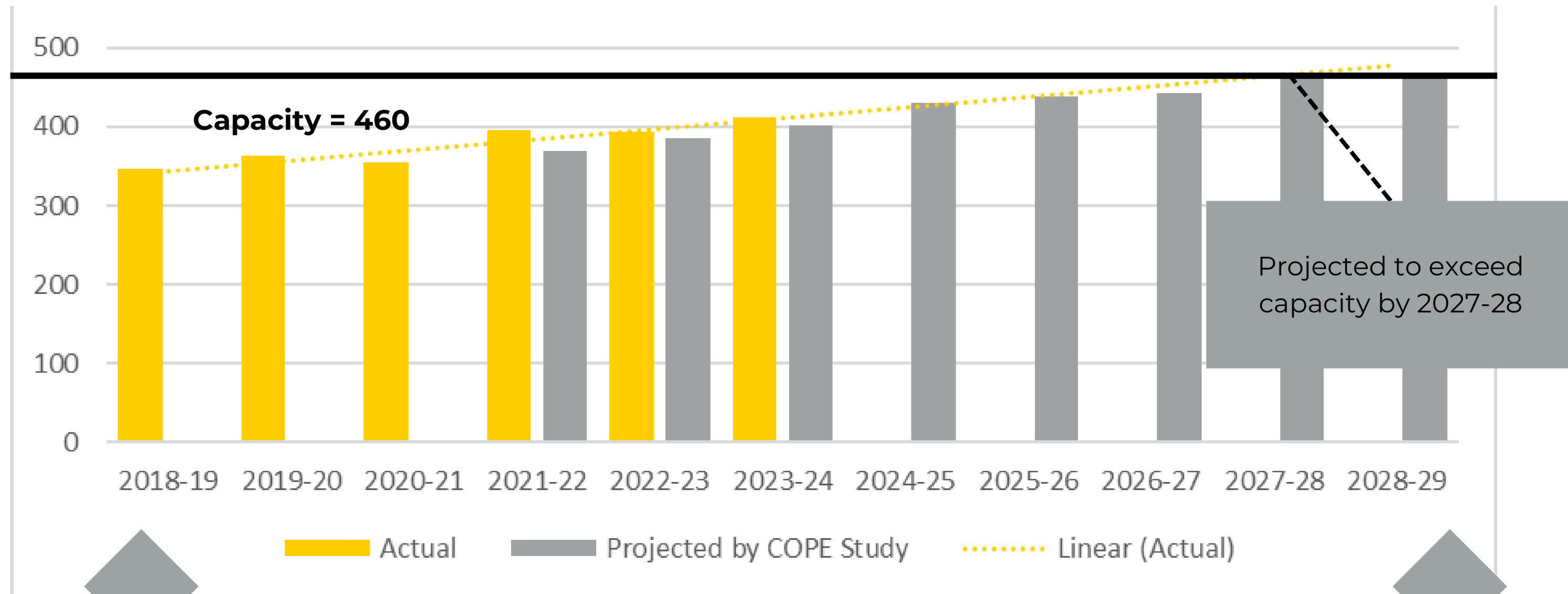
LINDEN ENROLLMENT VS. PROJECTED



Projections prior to 2024-25 are from original study conducted in 2020
Projections from 2024-25 forward are updated to reflect actual enrollment.

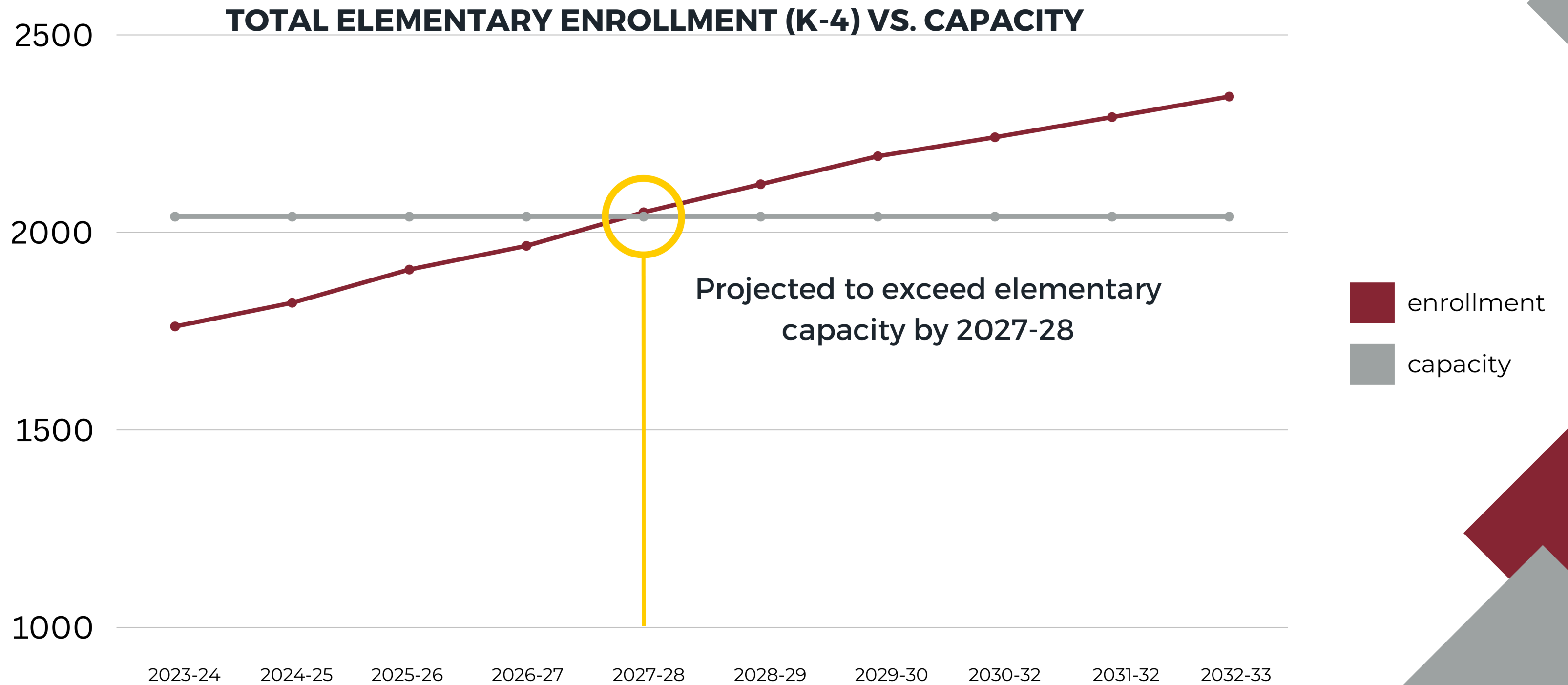
Enrollment Growth

WILLOW BROOK ENROLLMENT VS. PROJECTED

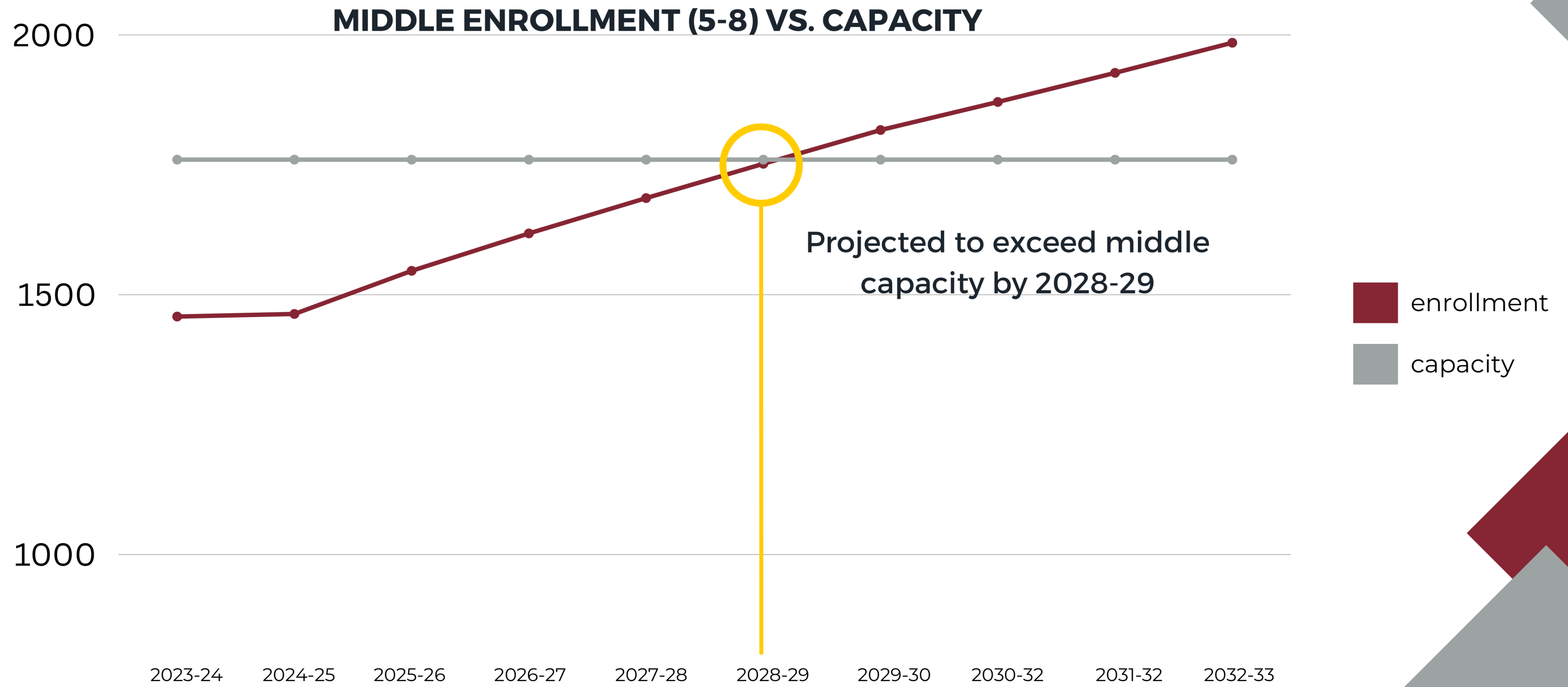


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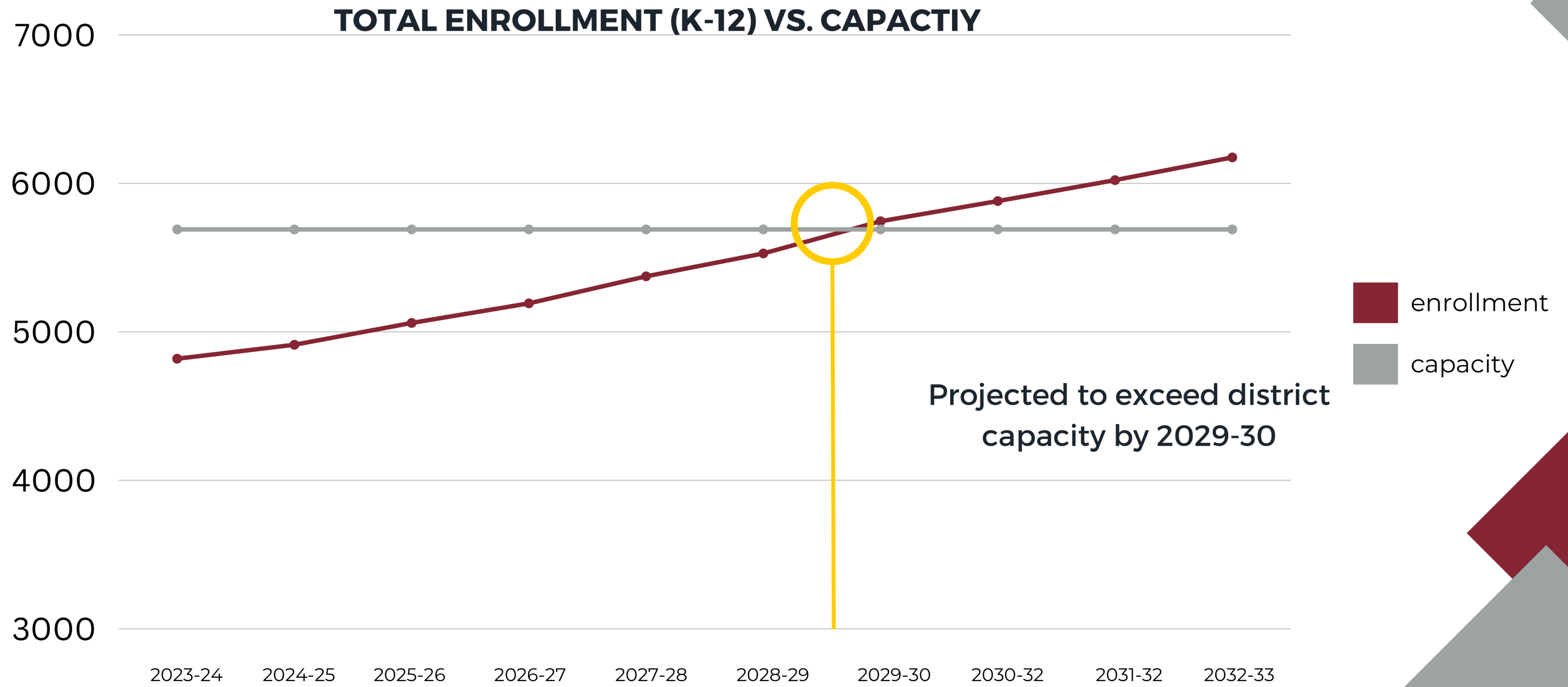
Enrollment Growth

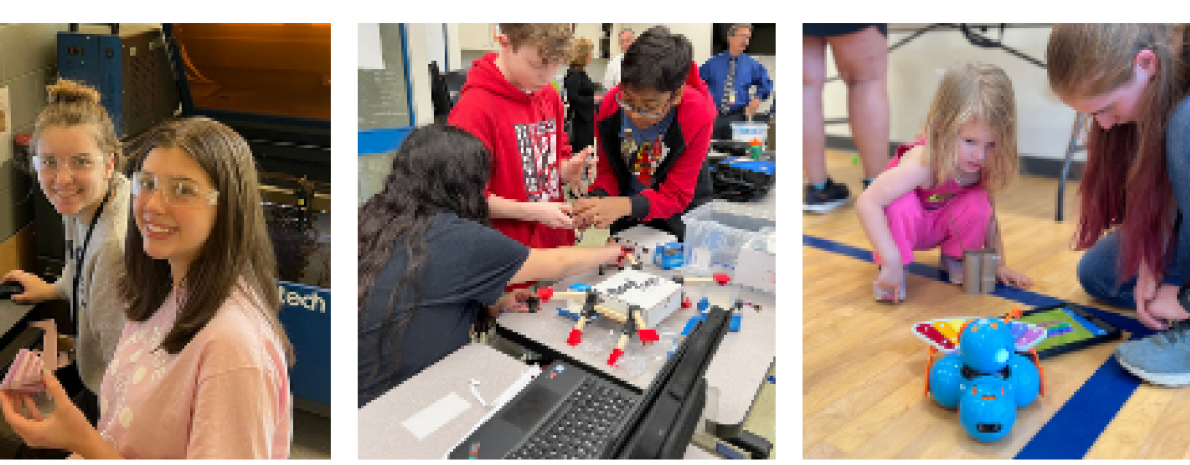


Enrollment Growth



Enrollment Growth





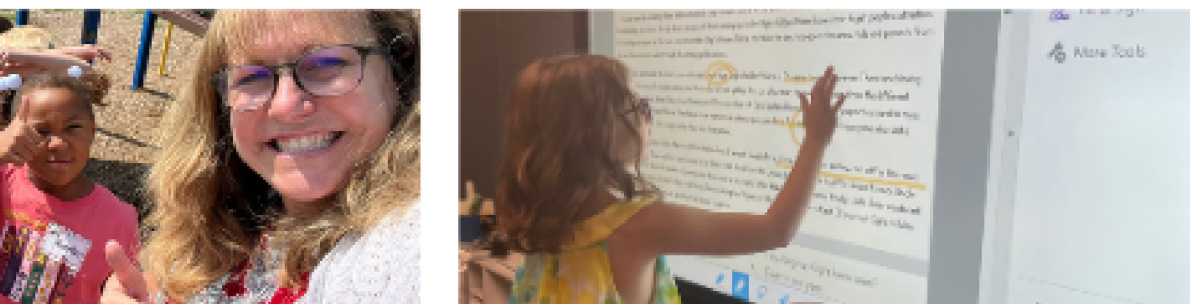
Why We're Here



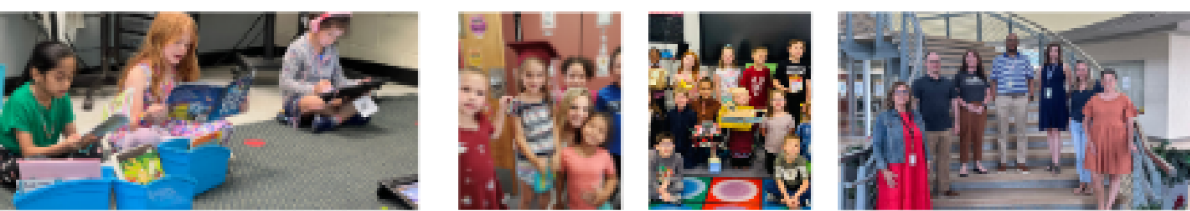
CONDITION



Building age and infrastructure negatively impacts safety and accessibility for Oak Ridge Students.



In order to maintain the established level of excellence in ORS, proactive investments in ORS future are needed.

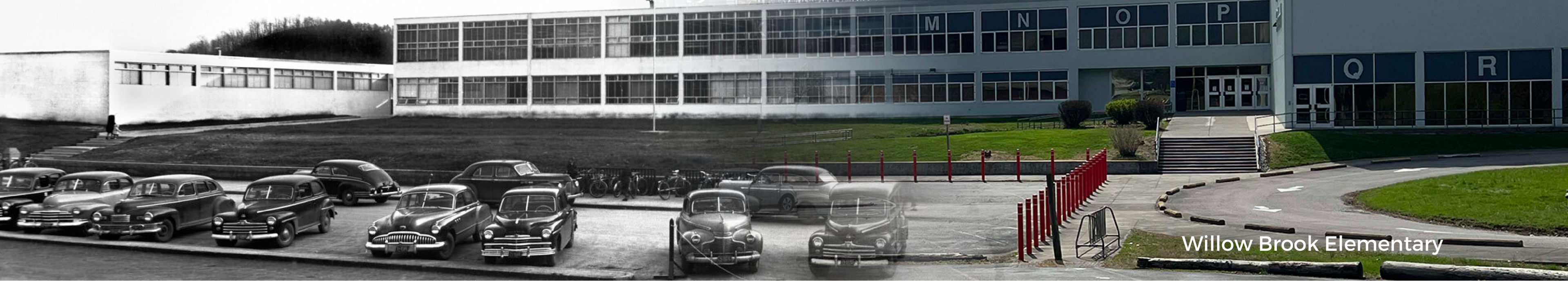


Condition

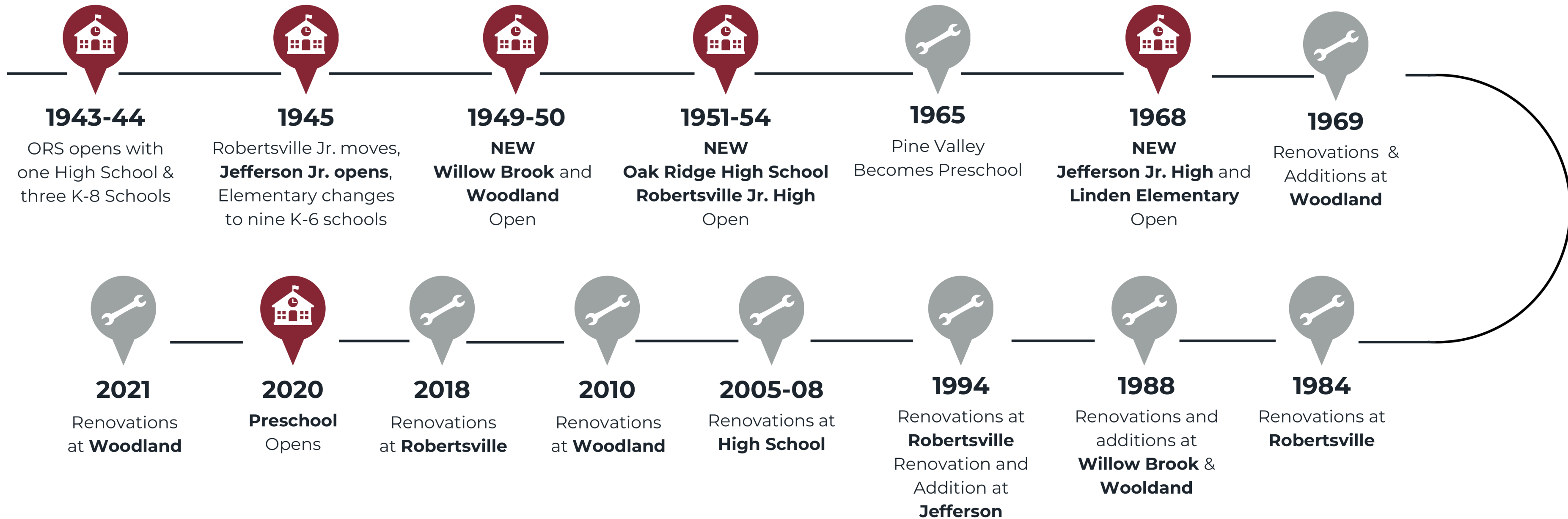


Building Age

- **Oak Ridge Schools has three buildings 73-80 years old**, placing them well behind the national average of 44 years. **National Center for Education Statistics (NCES) 1999 study.*



BUILDING AGE TIMELINE



Condition



Building Age

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Safety

- **Three ORS elementary campuses do not have Sprinkler Systems.** (Linden, Willow Brook, Woodland)
- Deteriorating conditions in portables that have far exceeded the industry-established life expectancy.

Condition

Accessibility

- **Compliance vs. The Right Thing**
- Elementary School **playgrounds are not ADA accessible.**
- Wheelchair access at Linden, while in compliance, does not provide ease of access to the building in line with other entrances.



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Condition

Student Achievement

To accommodate growth projections, **learning spaces would be divided or converted**, negatively impacting the quality of instructional space and programming opportunities.



Building Age

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Learning Spaces Converted since 2020

Linden Elementary

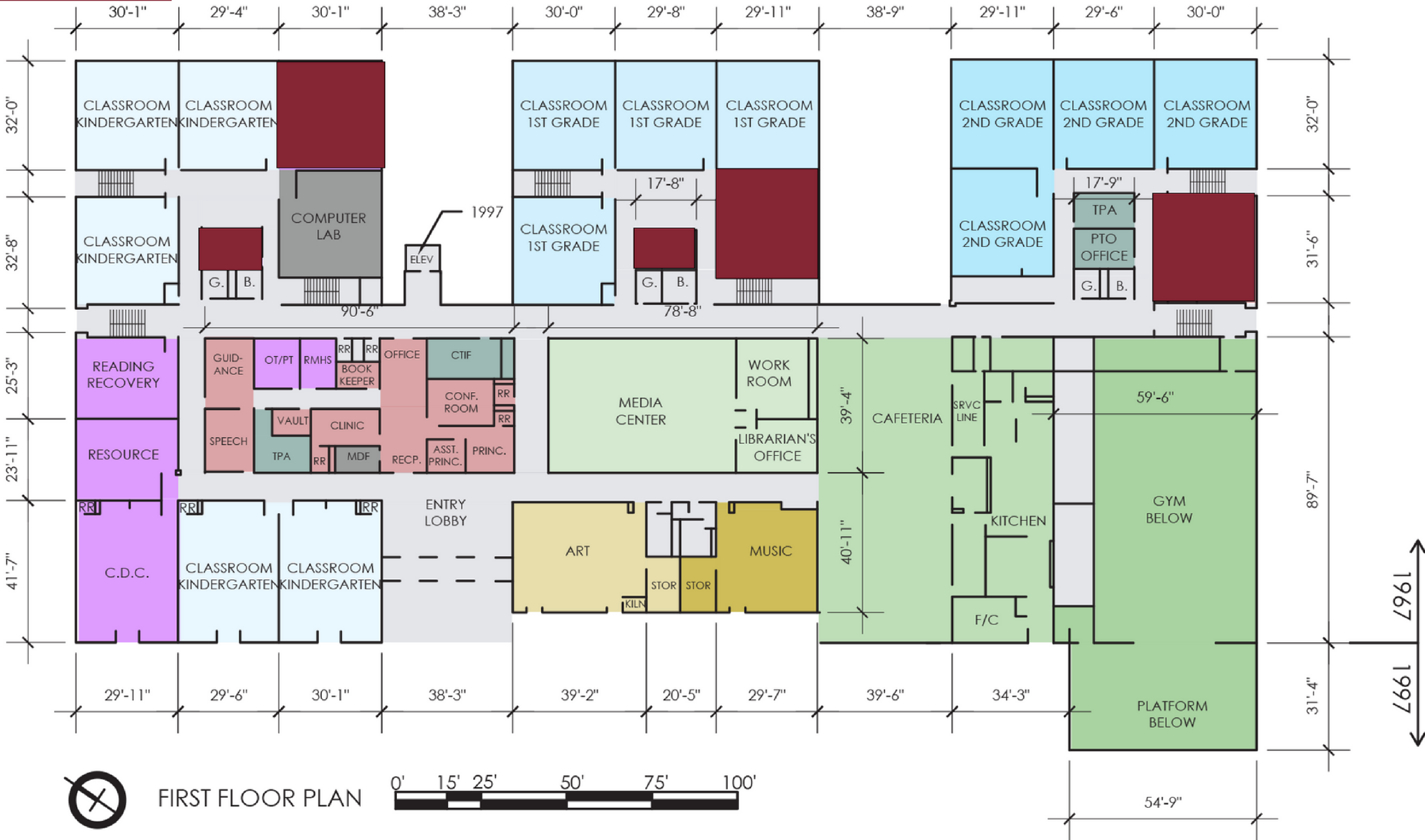
FIRST FLOOR



Learning Spaces Converted since 2020

Linden Elementary

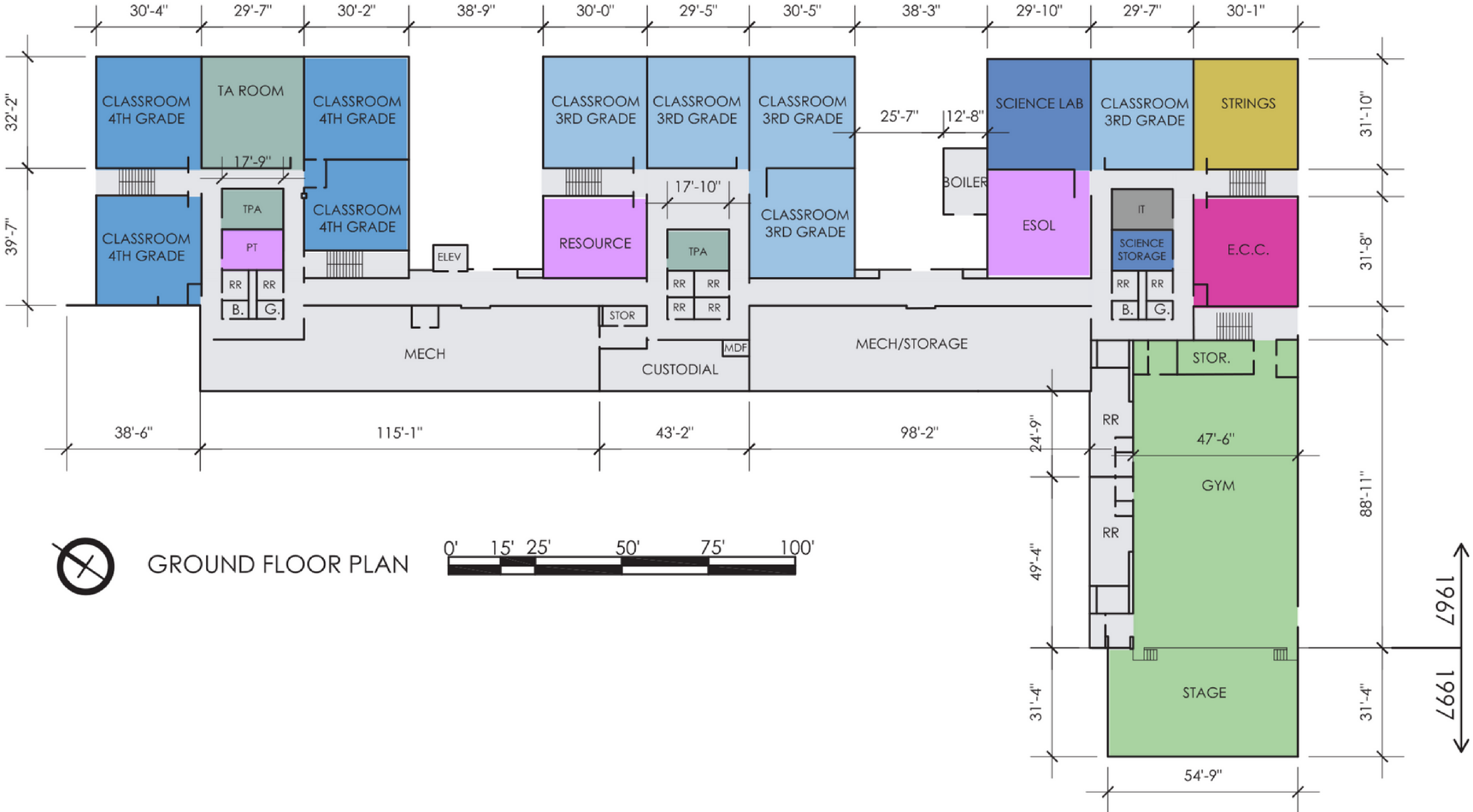
FIRST FLOOR



Learning Spaces Converted since 2020

Linden Elementary

GROUND FLOOR

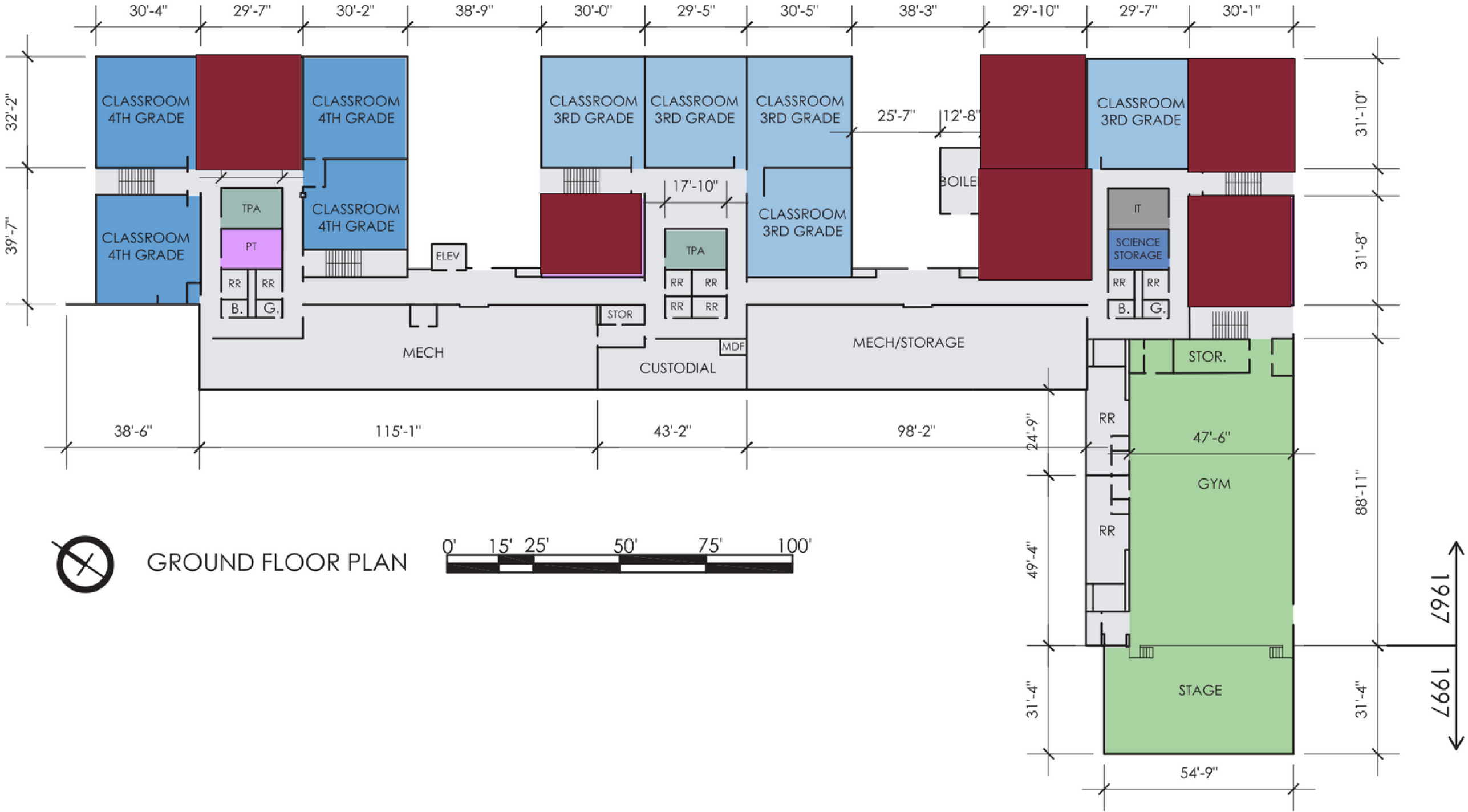


2020

Learning Spaces Converted since 2020

Linden Elementary

GROUND FLOOR



2023

How do we address these needs?

OUR RECOMMENDATION

- **Acquire** land on West Side.
- **Budget** for design and soft costs - 2024-25.
- **Build** a *new, 800 student elementary school* to replace current Linden Elementary and absorb additional growth on the west side.
- **Renovate** Woodland to become an *800 student elementary school* to serve the east side of town.
- **Renovate** Willow Brook & Glenwood to become 600 student elementary schools.
- **Restructure** to move 5th grade back to elementary, creating four K-5 schools, two 6-8 middle schools, and one 9-12 high school.
- **Redistrict** as needed to balance schools.



Additional Considerations

PARITY

Important to provide an equal experience for all our students - one building shouldn't be built or improved while the others are neglected.

i.e. If one elementary school has a STEM lab, all should have a STEM lab

COMMUNITY

LONGEVITY

ACADEMICS



Additional Considerations

PARITY

COMMUNITY

LONGEVITY

ACADEMICS

- A long-term, comprehensive plan reduces the impact on families. Short term solutions could result in redistricting multiple times which negatively impacts students and families.
- Creating parity amongst our schools, and improving all elementary schools, assures an equal opportunity for all community members, regardless of neighborhood.



Additional Considerations

PARITY

COMMUNITY

LONGEVITY

ACADEMICS

- Our recommendation is intended to support Oak Ridge Schools over the next 20 years.
- Our recommendation addresses each school, extending the lifespan of all our buildings.



Additional Considerations

PARITY

COMMUNITY

LONGEVITY

ACADEMICS

WHY MOVE 5TH GRADE BACK TO ELEMENTARY?

- Curriculum is typically designed to align K - 5, as are most academic systems and software.
- The maturity level of fifth grade students is better suited to elementary school than middle school.
- State testing and, as a result, district assessments are scheduled K - 5, 6 - 8 and 9 - 12.
- Social Emotional Learning curriculum is designed K - 5, 6 - 8 and 9 - 12, and currently is fractured between buildings.
- State Accountability Formulas are different for K - 5 vs. 6 - 8.

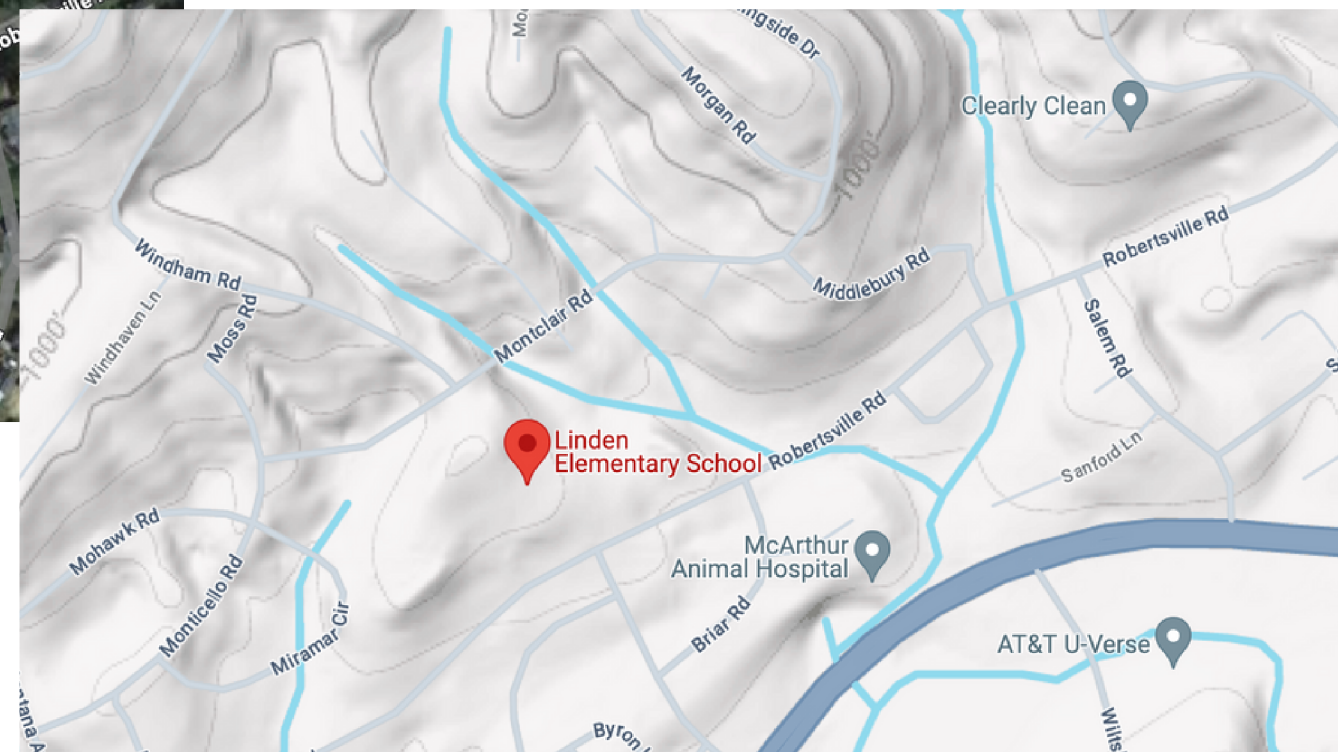
Why Not Keep Linden?

- Site circulation challenges for parent traffic, buses, and emergency vehicles
- Significant site improvements would be required
- High potential for unsuitable soils and depressions
- Topography challenges will be expensive to overcome

**SITE CONCERNS
CONSTRAINTS**

**BUILDING
INFRASTRUCTURE**

**FINANCIAL
CONSIDERATIONS**



Why Not Keep Linden?

- Significant additions and renovations would be required for capacity
 - Core spaces were not designed for the additional capacity.
- Adding capacity would necessitate renovations to the existing building and would trigger substantial building code and ADA Accessibility improvements.
- The utility infrastructure is over 50 years old
- Addressing the above would require gutting the building down to the support structure.

**SITE CONCERNS
CONSTRAINTS**

**BUILDING
INFRASTRUCTURE**

**FINANCIAL
CONSIDERATIONS**

Why Not Keep Linden?

- Renovations and Additions could near the cost of a new building.
- **Potential costs:**
 - 85,000 sf of existing renovation @ \$175 per sf = **\$14,875,000**
 - 13,000 sf two story addition @ \$350 per sf = **\$4,550,000**
 - Additional site improvements @ **\$3,000,000**
 - **Total = \$22,425,000**
- Existing maintenance and utility costs are out of line with other facilities.
- Repurposing of recent capital projects at Linden are possible, and land can be sold to recoup costs.

**SITE CONCERNS
CONSTRAINTS**

**BUILDING
INFRASTRUCTURE**

**FINANCIAL
CONSIDERATIONS**

Why not operate five elementary schools?

UNSUSTAINABLE INCREASED ANNUAL OPERATING COSTS

New K-4 Elementary School - Five K-4 Elementary Schools	
Staffing (Salaries/Benefits)	\$4,300,000
Utilities (est. per year)	\$150,000
Additional Admin for 800 Student School	\$150,000
Total Recurring Additional Cost Per Year	\$4,450,000.00

x 20 years = \$89,000,000

Keep 4 Elementary Schools, K-5	
Additional Staff Per School*	\$621,000
Additional Admin for two 800 Student Schools	\$300,000
Schools	4
Total Recurring Additional Cost Per Year	\$2,784,000.00

x 20 years = \$55,680,000






**\$33.3 MILLION MORE
IN ANNUAL COSTS OVER 20 YEARS**

*** Staffing Assumptions:**

- 4 Additional PE Teachers - 1 per school
- 4 Additional SPED Teachers - 1 per school
- 4 CTE/STEM Teachers - 1 per school
- 4 Additional Office Staff - 1 per school
- 4 Additional Counselors - 1 per school
- 4 Additional Custodians - 1 per school
- 2 Additional IT Techs - 0.5 per school
- 1 ESL Teacher - Shared
- 1 ITC - Shared

Recommendation

ACTIONS

		COST (• Costs do not include land purchase)	
		(2023 dollars)	(Escalated 5% per year)
2024	New Land Acquisition Acquire land for new school.		
2025	Complete Design and Bid for Construction	\$ 2,200,000	\$ 2,200,000
2027	 New Linden Elementary School Completed	\$ 32,000,000	\$ 38,896,200
	New K-5 800 student elementary school in western Linden district.		
	 Renovation/Addition to Willow Brook Elementary	\$ 6,500,000	\$ 7,900,791
	Additions with renovations to core to increase capacity to a 600 student school.		
2028	 Additions and Renovations to Glenwood and Woodland	\$ 12,000,000	\$ 15,315,378
	Additions to increase capacity at Glenwood to 600 student school and Woodland to 800 student school.		
	Shift 5th grade to elementary schools		
	Redistrict as needed System wide redistricting to relieve new Linden Elementary School and balance buildings		
2032	 Additions and Renovations to Jefferson	\$ 8,000,000	\$12,410,625
	Add two story, 10 classroom addition, two story addition for expanded administration, two story addition for guidance / conference, expand cafeteria and add roof garden above, cover courtyard for multipurpose space, upgrade infrastructure, and address code deficiencies.		
2033	 Additions and Renovations to Robertsville	\$8,750,000	\$ 14,252,828
	As needed for deferred maintenance. Add two story 8 classroom addition, renovate vacated spaces for expanded administration, expand cafeteria, upgrade infrastructure, and address code deficiencies.		
		Total: \$ 69.5 MILLION	Total: \$ 91 MILLION

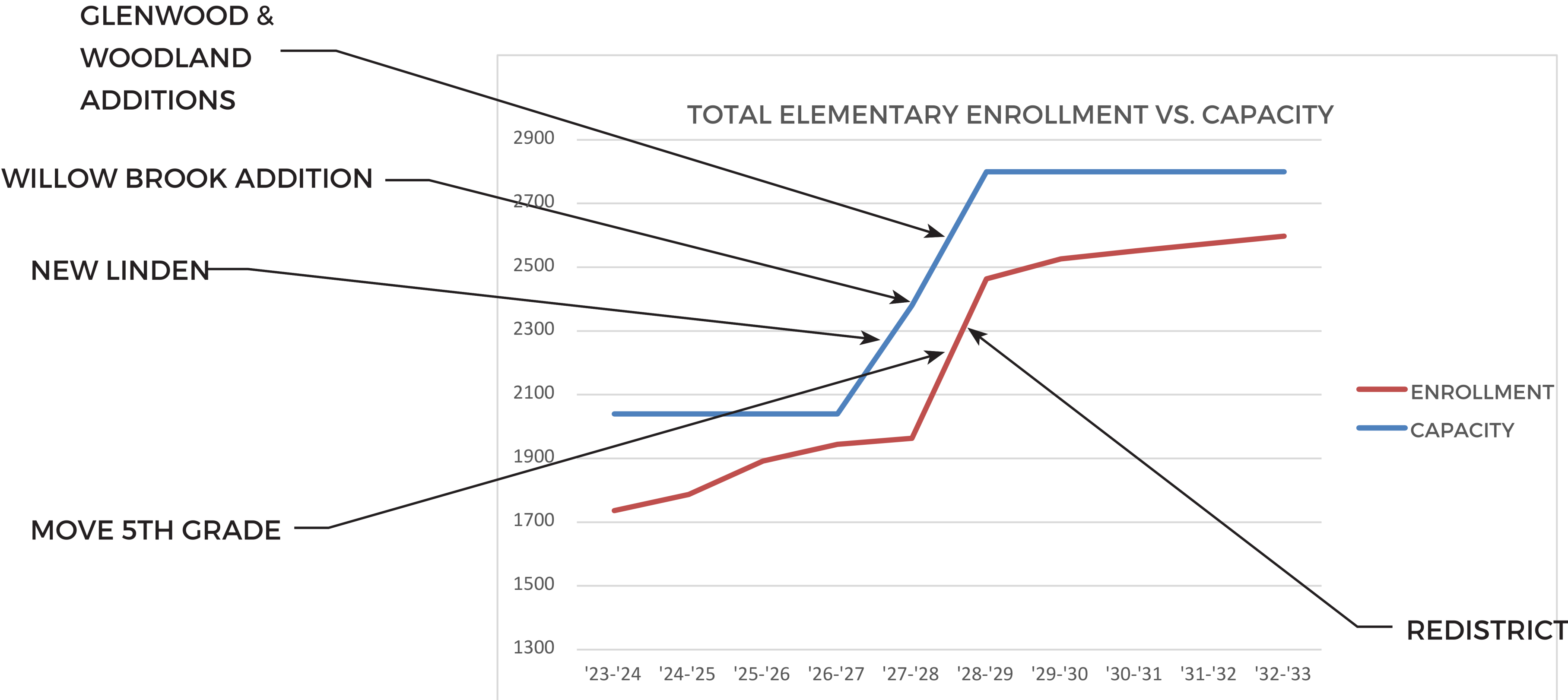
Timeline Considerations

BUILD AHEAD OF GROWTH

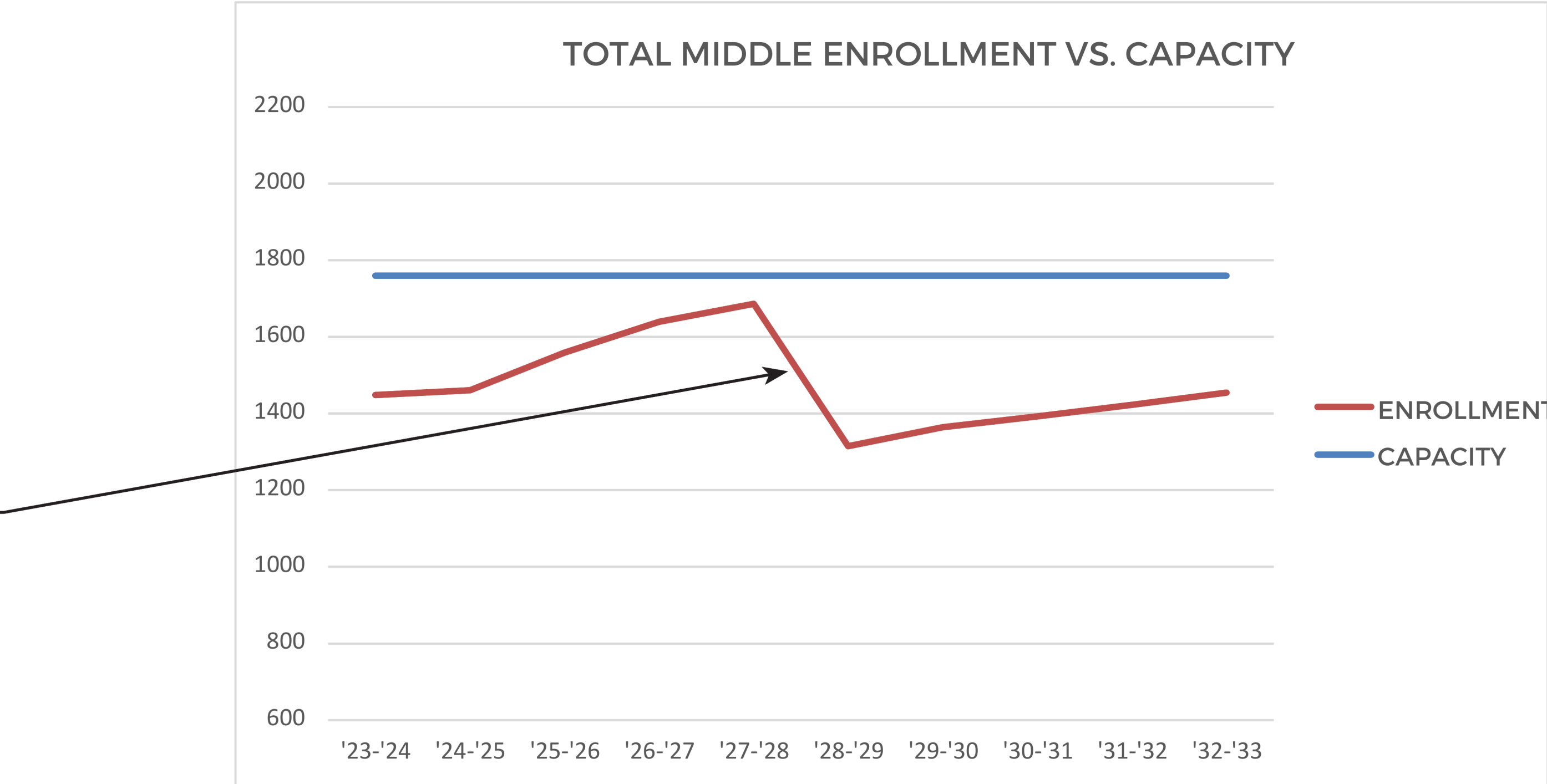
- Create space to move students into during renovations.
- Construction and renovations take time - a new school would take roughly 36 months from the time it's funded until completion



ENROLLMENT PROJECTIONS



ENROLLMENT PROJECTIONS



MOVE 5TH GRADE

How do we address these needs?

OUR RECOMMENDATION

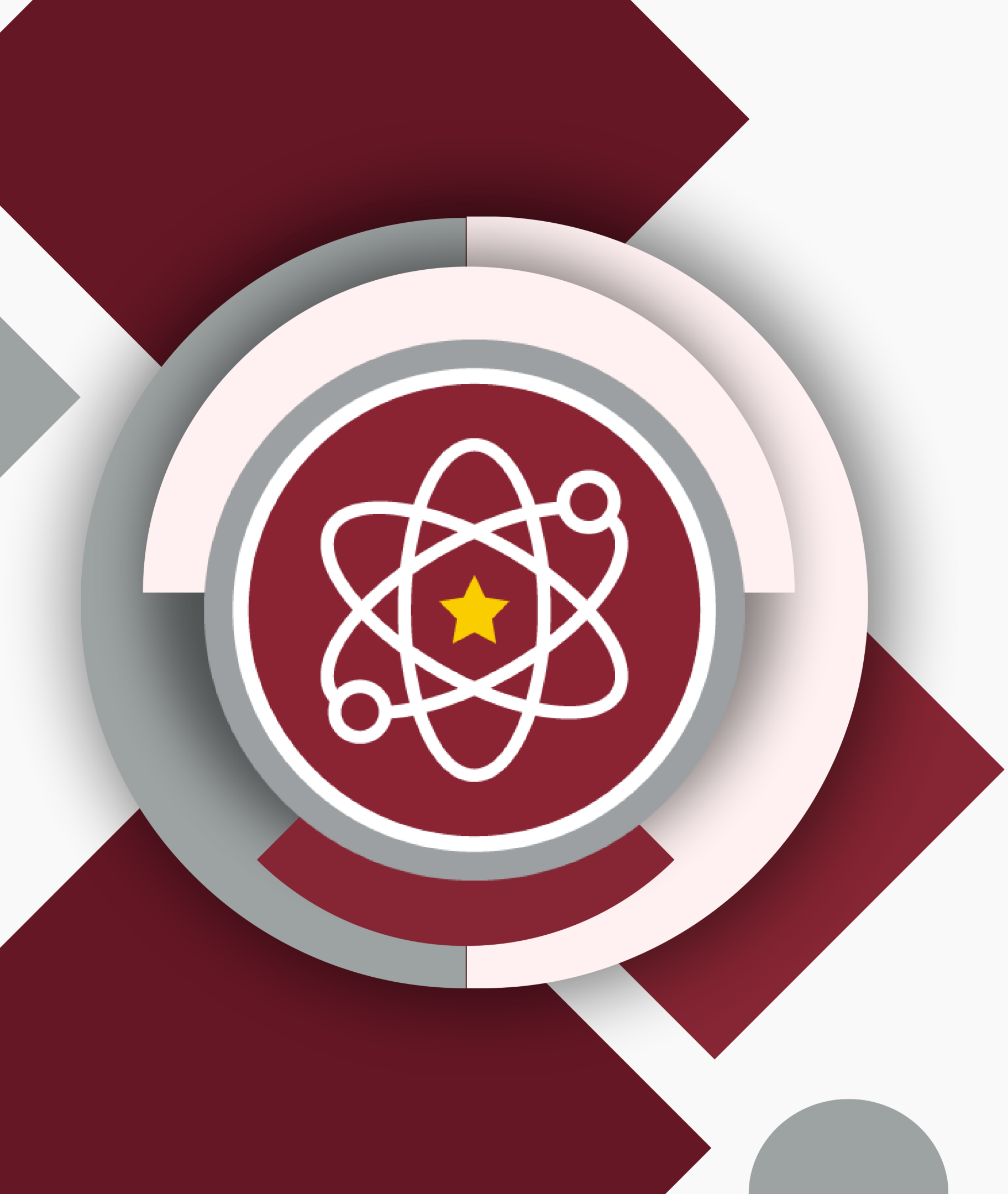
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Plan based on projections, execute based on actuals.

NEXT STEPS:

- Budget \$2.2 million in 2024-25 cycle for Building Design and associated soft costs
- Acquire Land on West Side.
- ORS to continue work with RSP to refine enrollment projections and capacity needs.



Thank you!