



**Oak Ridge City Council and Oak Ridge Schools Board of Education
Work Session Agenda**

**February 21, 2014
12:00 Noon**

Call to order in the Training Room, Municipal Building, 200 S. Tulane Avenue

- I. Partnership between the Oak Ridge Schools and the Oak Ridge Police Department
- II. Fiber Optic Network Update
- III. Review of Proposed Resolution from the City Manager and the School Superintendent about City/Schools Debt Financing and Joint Annual Capital Improvements Plan
- IV. Oak Ridge Schools Digital Transformation – Plans for the Future
- V. Blankenship Field Bleacher Update
- VI. Adjournment

Special Session of the Oak Ridge Schools Board of Education and City Council

A G E N D A

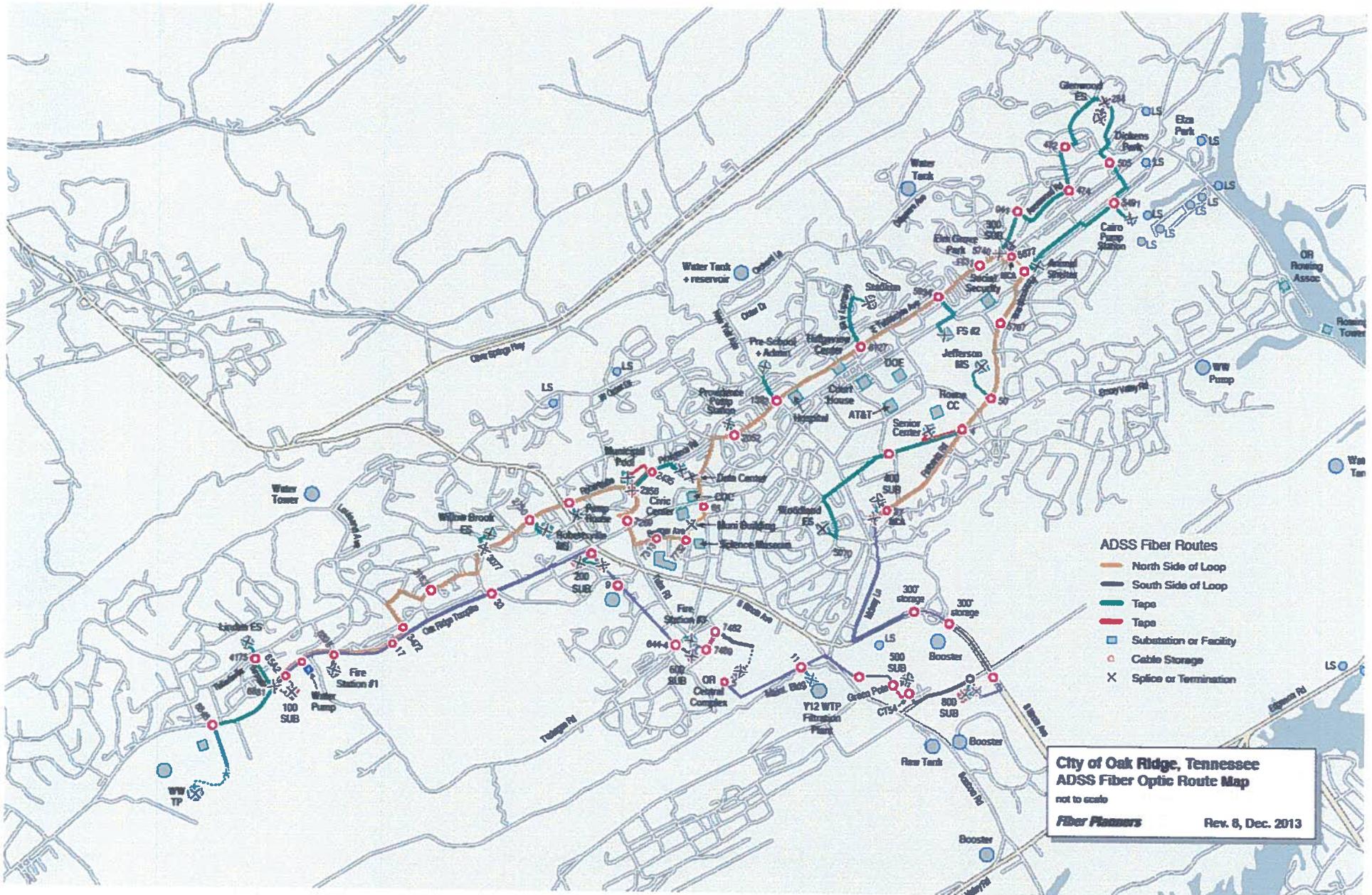
February 21, 2014

12:00 p.m.

**Training Room,
Municipal Building**

- Call to Order
- Partnership Between ORS and ORPD
- Fiber Optics Installation Update
- Review of Proposed Resolution from the City Manager and the School Superintendent Regarding City/School Debt Financing and Joint Annual CIP
- ORS Digital Transformation-Plans for the Future
- Status of Blankenship Field Bleachers per Recent Structure Analysis
- Adjournment

Oak Ridge Fiber Optic Communication System



A Cooperative Approach

City Funds

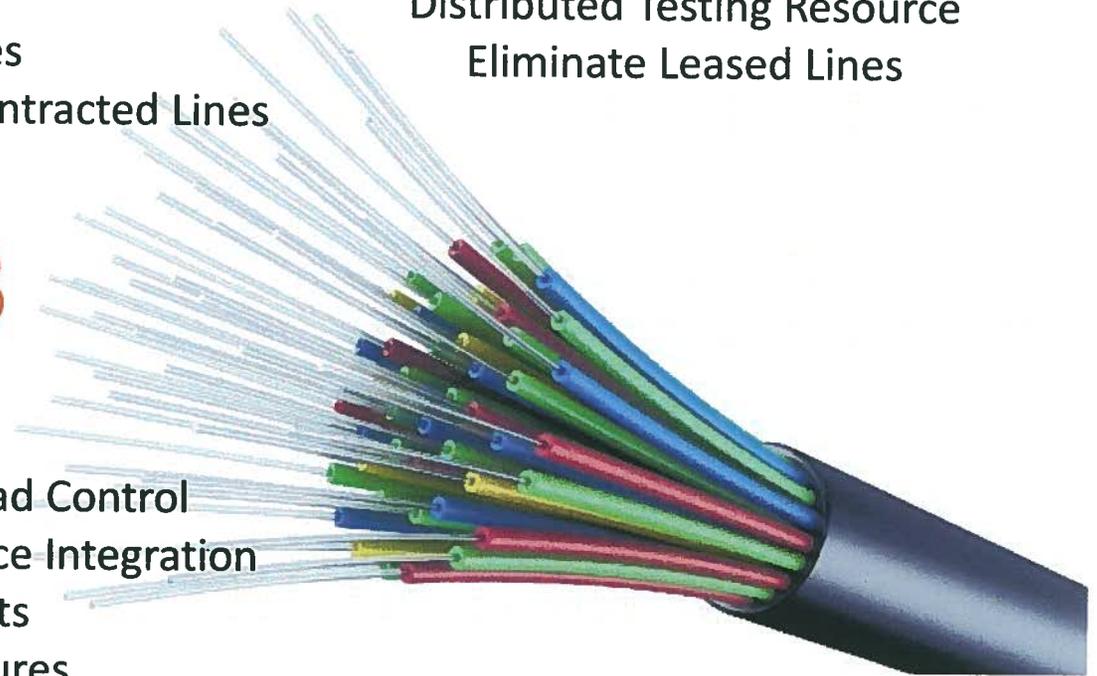
- Voice Between Facilities
- Data Between Facilities
- Wide Area Network Capabilities
- Savings from Elimination of Contracted Lines

Schools

- Voice and Data Communications
- Distributed Testing Resource
- Eliminate Leased Lines

Utility Needs

- SCADA Communications
- Real Time Data
- Demand Response & Direct Load Control
- Distributed Generation Resource Integration
- Customer Service Improvements
- AMI System – New Rate Structures
- Facility Security



Cooperative Advantages

Reliability

- *A looped system capable of withstanding single point failure*
- *An interested partner to do repairs, when they are needed*
- *Higher on the pole, safer from damage*

Cost Savings

- *Shared construction cost in the “utility zone”*
- *Shared Maintenance Cost*
- *Quick payback when compared to leased lines in use*

Flexibility

- *A high capacity system that exceeds the capabilities of the systems in place*
- *Expandable through electronics or cable*

Status



Memorandum of Understanding: **Signed**



Design: **Complete**



Fiber Optic Cable: **Ordered**

- Splicing Contract



Design of Labor and Materials Contract: **Complete**

- Award of Contract: **To City Council April**
- Make Ready Work: **95% North Loop**
75% Overall
- Materials Delivery: April, 2014
- Fiber in the Air: May 2014
- Splicing Project: Summer 2014
- First fiber ready for light: **August 2014**

Finish the Entire Project: Spring of 2015

CITY COUNCIL MEMORANDUM
14-05

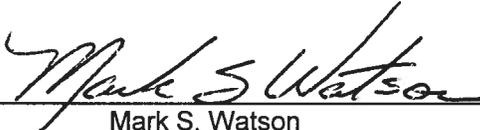
DATE: February 19, 2014
TO: Mayor and Members of City Council
Chairman and Members of Oak Ridge Schools Board of Education
FROM: Mark S. Watson, City Manager
SUBJECT: PROPOSED JOINT RESOLUTION

The City Manager and the School Superintendent have met frequently over the past several months to discuss numerous issues and the debt issue, which has been a point of concern for some time. At the work session and special meeting on Friday, February 21, 2014, both bodies—City Council and School Board—will review the attached resolution.

The resolution lays out a path forward with respect to the process on paying for the Oak Ridge High School debt issue and the handling of education sales tax. A methodology is put in place for future governing bodies to clearly understand how the debt is to be repaid and which sources will be utilized. Due to the questions on sales taxes generated within the City limits and without, the resolution provides for specific categories to be used by the School Board in the allocation of these funds.

Additionally, the City Manager and the School Superintendent have recommended the development of a joint annual Capital Improvements Program that will prioritize community needs and organizational needs for capital dollars. It is also recommended that a Joint Education Committee be established to develop strategic priorities and capital financing for future needs.

We look forward to discussing this further at the work session.


Mark S. Watson

Attachment

RESOLUTION

A JOINT RESOLUTION BETWEEN THE OAK RIDGE CITY COUNCIL AND THE OAK RIDGE SCHOOL BOARD RELATIVE TO RETIREMENT OF THE DEBT FOR THE OAK RIDGE HIGH SCHOOL DEBT AND FUTURE INITIATIVES INVOLVING OAK RIDGE AND ANDERSON COUNTY LOCAL OPTION SALES TAXES.

WHEREAS, the Oak Ridge City Council (City Council) and the Oak Ridge School Board (School Board) desire to clarify for present and future city councils and school boards the responsibilities and intentions for the retirement of all debt related to the Oak Ridge High School; and

WHEREAS, by Ordinance No. 13-04, City Council called for a referendum on a proposed 0.5% increase in the local option sales tax "provided, however, the revenue from such increase shall be appropriated and expended for the purpose of funding and paying for construction, renovation, purchase of capital equipment, and/or retirement of school construction debt service for the Oak Ridge High School, and at such time as the high school debt service is paid in full, the sales tax proceeds collected as a result of this increase shall be distributed as prescribed by state law"; and

WHEREAS, the referendum was held on August 5, 2004, and voters overwhelming approved the 0.5% increase in sales tax (from 2.25% to 2.75%) for the purposes set forth in the ordinance; and

WHEREAS, on May 30, 2006, Anderson County voters overwhelming passed a referendum raising the county's local option sales tax to 2.75%, which effectively created a new formula for the distribution of sales tax proceeds to Oak Ridge, Clinton, and Anderson County schools; and

WHEREAS, the City has continued to use the additional revenue from the local option sales tax increase for high school debt payments as transferred through the Oak Ridge Schools General Fund, however, due to changing community economics and increasing educational needs as required by the State of Tennessee, a review of current financial distribution is needed by the Oak Ridge School Board and the City of Oak Ridge and clarification is desired by City Council and the School Board for future governing bodies to understand the intent and use of this revenue; and

WHEREAS, the City of Oak Ridge recognizes debt retirement and debt servicing as one of its highest municipal responsibilities, while the Oak Ridge School Board recognizes that consistent and progressive education of our school children is a key responsibility and function, while both governing bodies wish to honor the voter approval for Oak Ridge High School bonds with no property tax increase; and

WHEREAS, City Council and the School Board desire to enter into this joint resolution setting forth the responsibilities and intentions with respect to existing debt, finances, and future capital expenditures for Oak Ridge Schools.

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF OAK RIDGE, TENNESSEE, AND THE OAK RIDGE SCHOOLS BOARD OF EDUCATION:

That the Oak Ridge City Council (City Council) and the Oak Ridge School Board (School Board) agree to use the revenues generated in the city limits of Oak Ridge by the 0.5% increase in the local option sales tax as approved by Oak Ridge voters on August 5, 2004, and modified by Anderson County votes on May 30, 2006, for the retirement of the debt issued for the 2006 Oak Ridge High School project.

BE IT FURTHER RESOLVED that City Council and the School Board agree said revenues will be dedicated solely for that purpose and will not and cannot be used except for the purposes set forth in Ordinance No. 13-04, as approved by Oak Ridge voters on August 5, 2004, specifically: "for the purpose of funding and paying for construction, renovation, purchase of capital equipment, and/or retirement of school construction debt service for the Oak Ridge High School, and at such time as the high school debt service is paid in full, the sales tax proceeds collected as a result of this increase shall be distributed as prescribed by state law."

BE IT FURTHER RESOLVED that the City Council and School Board concur and define each governing body's intent that sales tax proceeds collected in Anderson County at .25% and proportionately provided to each Anderson County educational institution shall be further defined by sales tax generated in the Oak Ridge city limits and the remainder of Anderson County, with that portion generated in Oak Ridge city limits being fully applied to payment of the Oak Ridge High School debt and the Anderson County portion being applied according to state law to Oak Ridge Schools.

BE IT FURTHER RESOLVED that the Anderson County Trustee is approved and directed to transfer the above said revenues from within the city limits of Oak Ridge directly to the City or its designated bond trustee for the specific purposes set forth above, and in accordance with the present bond schedule expiring in 2041 or as paid in full earlier than said schedule adopted at the time of this joint resolution.

BE IT FURTHER RESOLVED that the Oak Ridge City Council and the Oak Ridge School Board agree that the local option sales tax revenues generated outside the city limits of Oak Ridge shall be designated reserved for and invested by the Oak Ridge School Board at its discretion in accordance with City Charter and state law in Technology Enhancements, Capital Repairs/Equipment, Educational Innovation Projects/Grants Match and Debt Reduction. At such time as high school related debt is paid in full earlier than said schedule or no later than Calendar Year 2041, the terms of this agreement and resolution shall cease.

BE IT FURTHER RESOLVED that after the debt is paid in full, the sales tax proceeds will revert to direct payment in accordance with applicable state law.

BE IT FURTHER RESOLVED that the City Council will delineate the use of its local option sales tax revenues and any other sources in its annual audit and provide said financials/reports to the School Board on debt retirement status.

BE IT FURTHER RESOLVED that the Oak Ridge City Council and the Oak Ridge School Board shall establish their intent to develop an annual joint Capital Improvements Program (CIP) establishing a priority based system for needed replacement, rehabilitation, new services, technology enhancement, and public safety as decided upon between the Superintendent of Schools and the City Manager.

BE IT FURTHER RESOLVED that a joint City/Education Committee be established between both bodies that will cause overall review of City/School priorities, legislation, anticipation of future bonding needs, and coordination with necessary support entities such as the Oak Ridge Education Foundation or state agencies.

BE IT FURTHER RESOLVED that a certified copy of this joint resolution shall be delivered to the Anderson County Trustee upon execution by City Council and the School Board.

This the _____ day of _____ 2014.

FOR THE CITY OF OAK RIDGE, TENNESSEE:

APPROVED AS TO FORM AND LEGALITY:

Kenneth R. Krushenski, City Attorney

Thomas L. Beehan, Mayor

Diana R. Stanley, City Clerk

FOR THE OAK RIDGE SCHOOLS

Bruce Borchers, Superintendent

OAK RIDGE BOARD OF EDUCATION:

W. Keys Fillauer, Chairman

DRAFT

Oak Ridge Schools-Leading in the 21st Century “Digital Transformation”

1. Technology Infrastructure= \$1,000,000

- Management Software
- Switches: 132 total
- Wireless Access Points (WAP): 387 total
- Installation



Note: This enterprise will satisfy us to 2022-2026.

2. 1:1 Integration Devices= \$1,100,000/year for four years (will need to replace after 4 years)...\$674,000/year after 2017)

- Microsoft Surface RT (K-5)
- Microsoft Surface Pro2 (6-12) and all staff
- Classroom set of five keyboards (K-2)
- One-to-one keyboards (3-12)
- ORS logo backpack (K-12)



3. Premiere PreK-12 Oak Ridge STEM Proposal=\$1,298,433.50 (over five years)

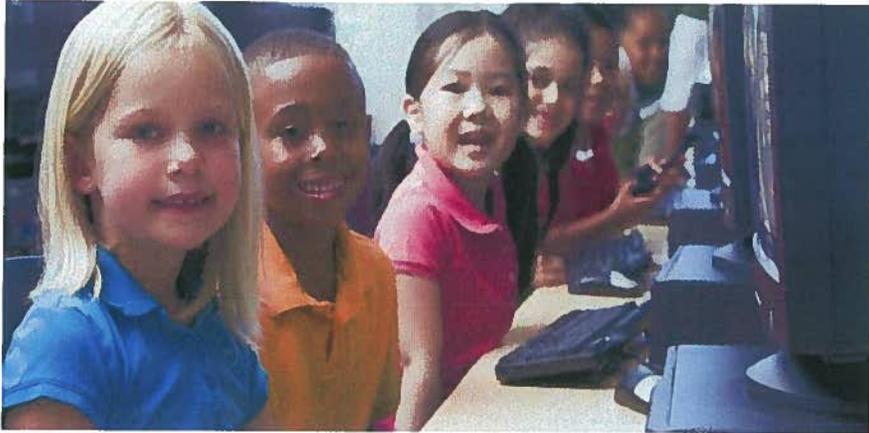
- Discovery Education Curriculum Services: \$269,385 or \$53,877 for 5 years
- Discovery Education Techbook Package: \$193,716 or \$38,743.20 for 5 years
- Discovery Education Content Management Services: \$273,500 or \$136,750 for 2 years
- Discovery Education Professional Development Services: \$672,500 or \$224,166 for 3 years
- Discovery Education Evaluation Services: \$45,000 or \$15,000 for 3 years

Discovery Education Proposal Timeline:

Service	Period 1	Period 2	Period 3	Period 4	Period 5	Period 6	Period 7
Discovery Education Curriculum	\$2,617.50	\$29,350	\$29,350	\$29,350	\$29,350	\$29,350	\$29,350
Discovery Education Techbook Package	\$0	\$67,481	\$25,247	\$25,247	\$25,247	\$25,247	\$25,247
Discovery Education Content Management	\$0	\$192,500	\$40,500	\$40,500	\$0	\$0	\$0
Discovery Education Professional Development	\$0	\$292,500	\$190,000	\$125,000	\$0	\$0	\$0
Discovery Education Evaluation	\$0	\$15,000	\$15,000	\$15,000	\$0	\$0	\$0
Total	\$2,617.50	\$596,831	300,097	\$235,097	\$54,597	\$54,597	\$54,597

Period 1: 07/01/2013 through 12/31/2013
 Period 2: 01/01/2014 through 12/31/2014
 Period 3: 01/01/2015 through 12/31/2015
 Period 4: 01/01/2016 through 12/31/2016

Period 5: 01/01/2017 through 12/31/2017
 Period 6: 01/01/2018 through 12/31/2018
 Period 7: 01/01/2019 through 12/31/2019



Oak Ridge Schools
Leading in the 21st Century
“Digital Transformation”



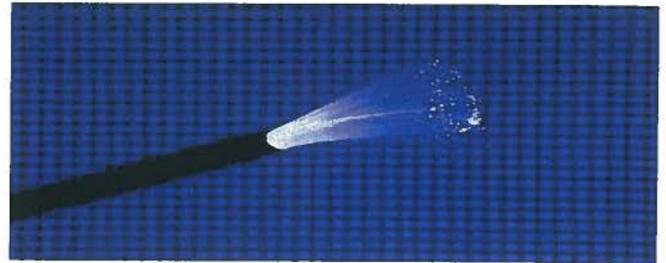
Building Wiring



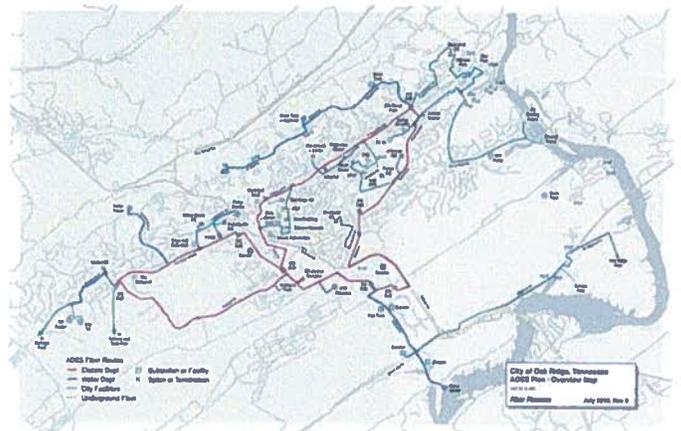
In the past, wiring throughout the district was severely substandard and in many cases critical electronic components were placed in classrooms on counters or shelves.

Currently all buildings have received upgraded wiring. This process has taken approximately 7 years to accomplish. (ORHS during renovation; Robertsville and Jefferson outside contractors with budgeted funding source; Willow Brook and Glenwood using outside contractors with ERATE Grant funding source. Linden and Woodland using internal low voltage technician and technology funds.)

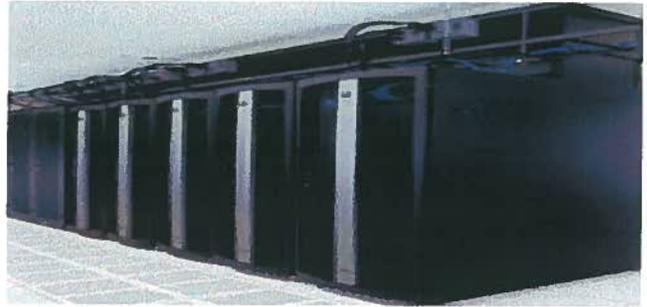
Fiber Optic WAN



The City/Schools fiber project has been in the planning stages for approximately 4 years. It is a large project that will provide many benefits for both the City and Schools. The total upfront investment by the schools will be \$367,000. The \$367,000 funding was developed in two fiscal years with \$175,000 supplied by the BOE in FY11 and the remaining portion of \$192,000 was supplied in FY14 via a Governor's technology grant designed to prepare schools for upcoming State mandated testing. When completed, the fiber project will eliminate the current costs of connectivity for the district which are calculated at approximately \$95,000 annually. All district locations are accounted for in this project.



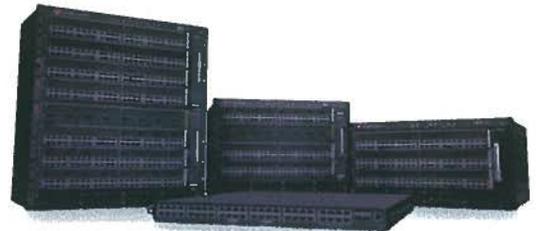
Data Center



The Data Center is the heart of the network. All technology function leads back to the data center.

- All communications (email, voice, Skyward Family Access, Internet, etc.)
- All security (camera recordings, building level access controls, etc.)
- All critical funding criteria (payroll, ADA/ADM, State compliance, etc.)
- Critical Daily Activities (attendance, café point of sale, library circulation, etc.)
- As well as the following; printing, building level HVAC controls, classroom projection, CTE classes, bus routes, files and documents, etc.
- Or one might say....Data Center Operations = Daily School Operations

Switches (Wired)



Following the plan for Oak Ridge Schools' One to One, all network electronics were to be delayed in purchase until the One to One was to begin in 2017 (due to limitations in funds). This would assure a compatible and homogeneous network environment ensuring success for Oak Ridge Schools' One to One. As the network currently exists...

ORHS – Cisco 3750 switches – 100Mb connectivity – Stopped selling in 2010

JM, RM, LN, WL, SAB, and PS – Cisco 3524 switches – 100Mb connectivity – Stopped selling in 2003

GW and WB – Enterasys switches – 1Gb connectivity – in current production

- GW & WB are pilot schools. The switches were bought with ERATE Grant funds in 2011.
- We have had 4 of the 3750 switches fail this year. We do not track the failures of the 3524s.

WAPs (Wireless)



As mentioned previously for wired, following the plan for Oak Ridge Schools One to One, all network electronics were to be delayed in purchase until the One to One was to begin in 2017 (due to limitations in funds). This would assure a compatible and homogeneous network environment ensuring success for Oak Ridge Schools' One to One. As the network currently exists...

ORHS, LN, WL, WB, GW, SAB, and PS – Meru – N speed compatible – shows promising results with documented issues when client count went beyond 1,000 wireless clients (2 year test)

JM & RM – Enterasys – N speed compatible – 6 months test with great results and no issues to date, requesting vendor to supply equipment to test at ORHS have an estimated 1 month wait.

* Both vendors have AC speed compatible devices available.

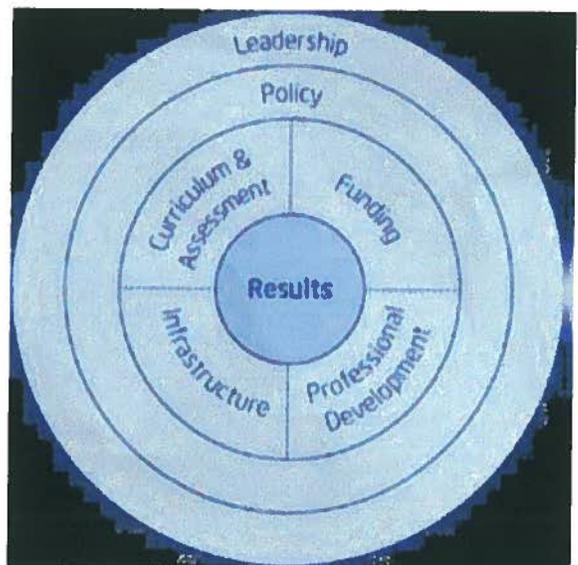
Classroom Technology



Over the past 9 years, Oak Ridge Schools has worked diligently at improving technology in the district. Through the benefit of leases, classroom technology has been upgraded to a minimal standard of having a projector, screen/active board and audio reinforcement. This has been a vast improvement for the district! However, this type of technology is approximately 10 years old and is used primarily to capture the students' attention during an instructor led 100+ year old type of pedagogy.

One to One

- What is a one to one?
 - A One to One provides every student with a personal computing device.
- What benefits does this provide?
 - Levels the playing field for students
 - Students



Enterasys by the Numbers

A perfect sized, experienced, innovative, and growing company

1. Consistent innovation: 800+ patents
2. Global presence: 5 continents, 90+ countries
3. 4th Largest Networking company in the world. Cisco, Huawei, HP and then Extreme.
4. Mission critical proven: 60,000+ customers
5. Solution approach to selling: over 500 partnerships
6. 3 years of continuous growth outperforming all other networking companies
7. 2000+ technology and customer centric employees
8. Highest Net Promoter Score! 8.1, same as Harley Davidson.
9. Sustained high global customer satisfaction: 95%



Industry Best Customer Support

Differentiated experience – global delivery

- Award winning technology
- Award winning processes
- Industry-best tenure
- 100% insourced
- Industry-best retention
- 95% customer satisfaction
- Industry best reference-ability (8.1 Net Promoter Score)

Gartner

“Customer feedback continues to highlight customer support and service as a differentiator.”
Enterprise LAN Magic Quadrant – 2008-2011



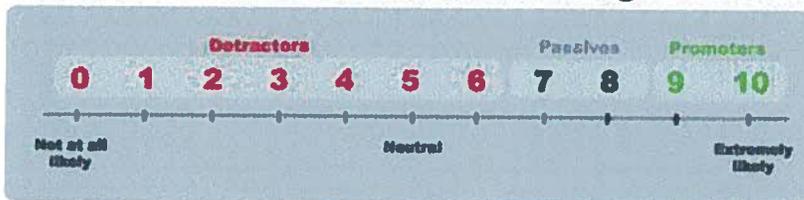
Net Promoter Score (NPS)

An industry accepted best measure of customer loyalty

Enterasys Net Promoter Score is **81%**

We have the most loyal customers in our industry

How likely are you to recommend to a colleague or friend?



$$\text{NPS} = \% \text{ of PROMOTERS (9s and 10s)} - \% \text{ of DETRACTORS (0 through 6)}$$

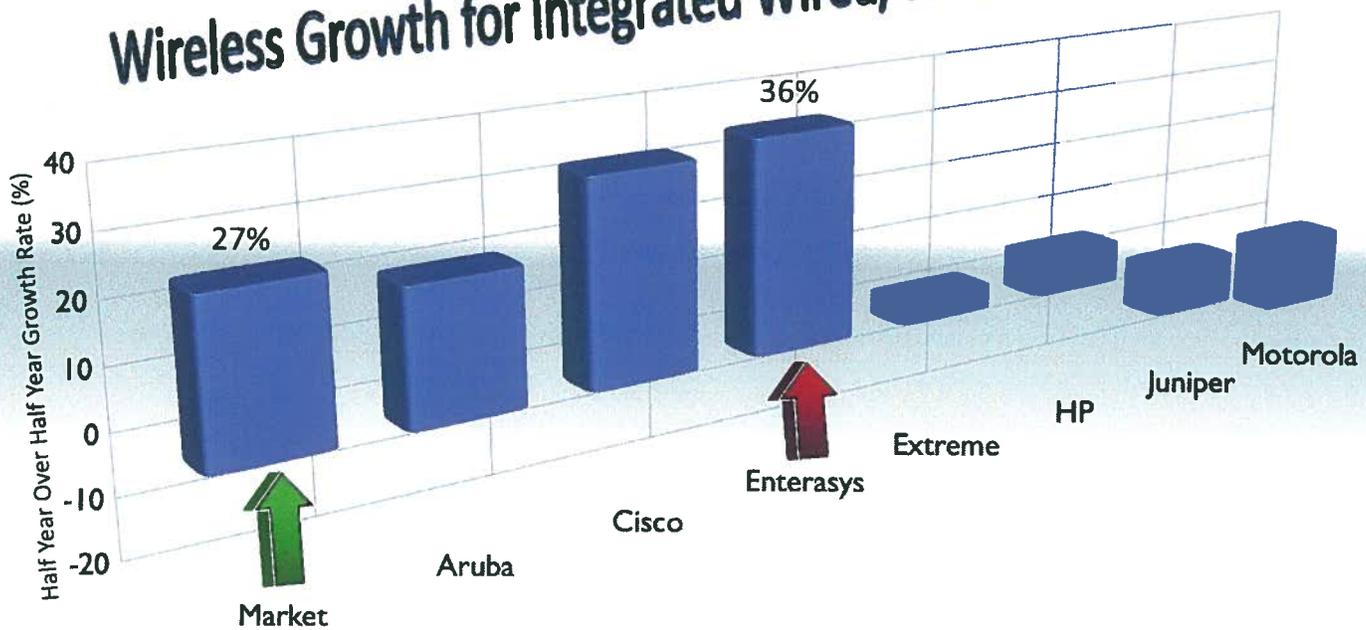
Company	NPS
Apple	72%
Amazon	70%
HP	60%
Cisco	57%
Dell	50%
Symantec	44%



Enterasys 2012 Wireless Growth

Outpacing the market

Wireless Growth for Integrated Wired/Wireless Providers



The New England Patriots

3D challenge: dynamic, dense, diverse ... experience matters

Why? "Because of our unique need to provide access for 70,000 users, we needed a very stable, scalable network that could be easily and centrally managed by our existing IT staff" said *Fred Kirsch, Patriots VP of interactive media.*

"The **Enterasys** solution gives us an end-to-end network solution including all the hardware, software, and wiring needed to provide ubiquitous and *reliable Wi-Fi access.*"



Customer & Solution Profile

Who: 68,000 fans

What: WiFi connectivity to deliver real-time video, game stats and access to social networks

When: All Patriots home games including UMass Football, New England Revolution Soccer and concert events

Where: Gillette Stadium, 68,000 fan capacity, over 4,000 wifi clients per acre

How: Indoor/outdoor Aps, Omni/directional antennas, full Enterasys backhaul LAN, unified management



IdentiFi™ - A Holistic Wi-Fi Solution

Distributed Intelligence across APs, controllers & management



Access Points

- Semiautonomous APs
- Custom design / purpose built
- Strong security – WPA2, WIDS/WIPS, AAA, Forensics
- 2x HD Video performance
- Optimized antennas for better RF coverage – better user experience
- Gig Ethernet ports – no bottleneck
- Energy efficient – low power consumption



Controllers

- Physical / virtual controllers
- HA (no interruption)
- Flexible SFP+ (1G/10G)
- Hardware encryption acceleration
- Supports up to 2,000 APs and 32,000 users per controller
- 802.11ac ready



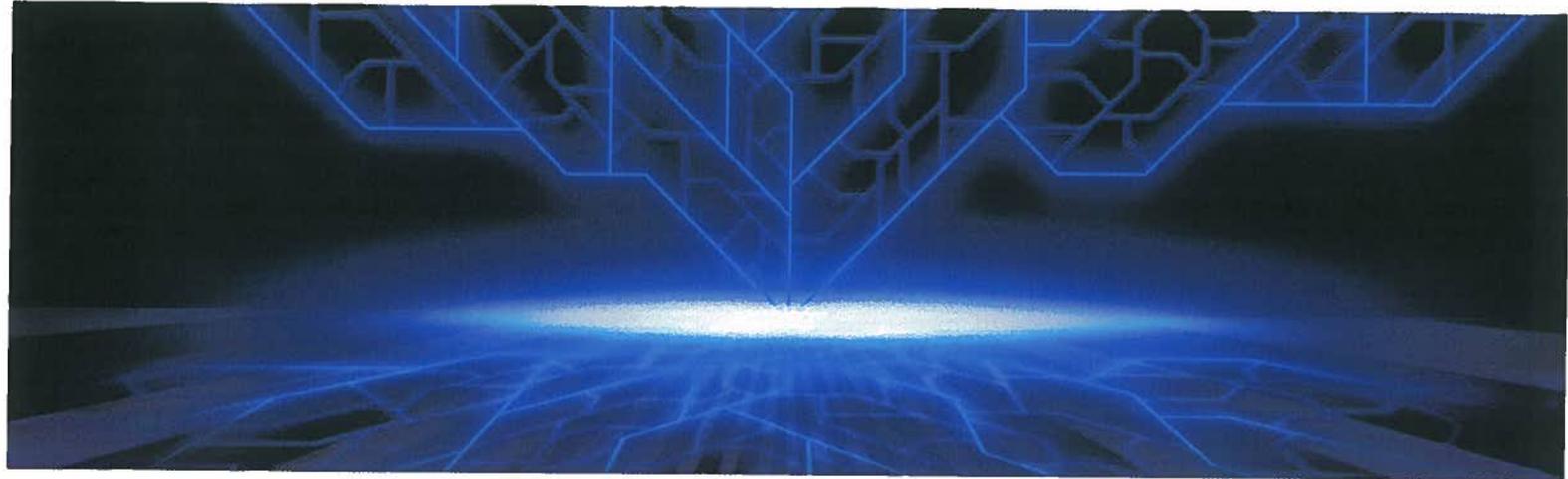
Management

- Unified visibility, control and automation
- Automated policy driven system for both the Wi-Fi & wired network delivers consistent user experience regardless of access
- Built in spectrum analysis & RF control
- Automated RF management
- Multiple data paths/roles per single SSID

Estimated Costs for Oak Ridge Schools -
\$1,000,000 as predicted in the Tech
Audit – Minimum of 8 – 12 year lifecycle

- Enterasys Switch Costs
 - 132 across district
- Wireless Access Points (WAPs)
 - 387 across district
- Management Software
- Installation

This enterprise will satisfy us to 2022-2026



THE Oak Ridge Digital Device



\$1,100,000/year for four years (will need to replace after 4 years)...\$674,000/year after 2017)

Microsoft Surface RTs (K-5)

Microsoft Surface Pro2 (6-12, all staff)



\$1,100,000/year for four years (will need to replace after 4 years)...\$674,000/year after 2017)

Microsoft Surface RTs (K-5)

Microsoft Surface Pro2 (6-12, all staff)

Classroom Keyboard sets (K-2)

1:1 Keyboards (3-12)



\$1,100,000/year for four years (will need to replace after 4 years)...\$674,000/year after 2017)

Microsoft Surface RTs (K-5)

Microsoft Surface Pro2 (6-12, all staff)

Classroom Keyboard sets (K-2)

1:1 Keyboards (3-12)

Oak Ridge Logo Backpacks (K-2; 3-12)





THE machine to facilitate 21st
Century learning in Oak Ridge

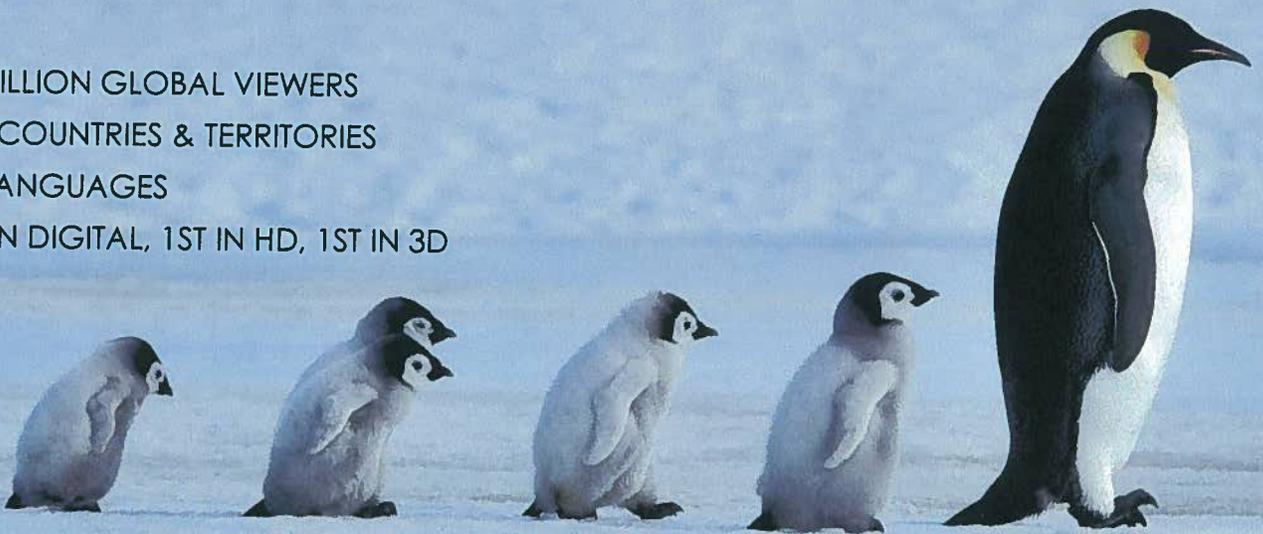
Discovery
EDUCATION™



Transforming
Teaching & Learning

Discovery
CHANNEL™

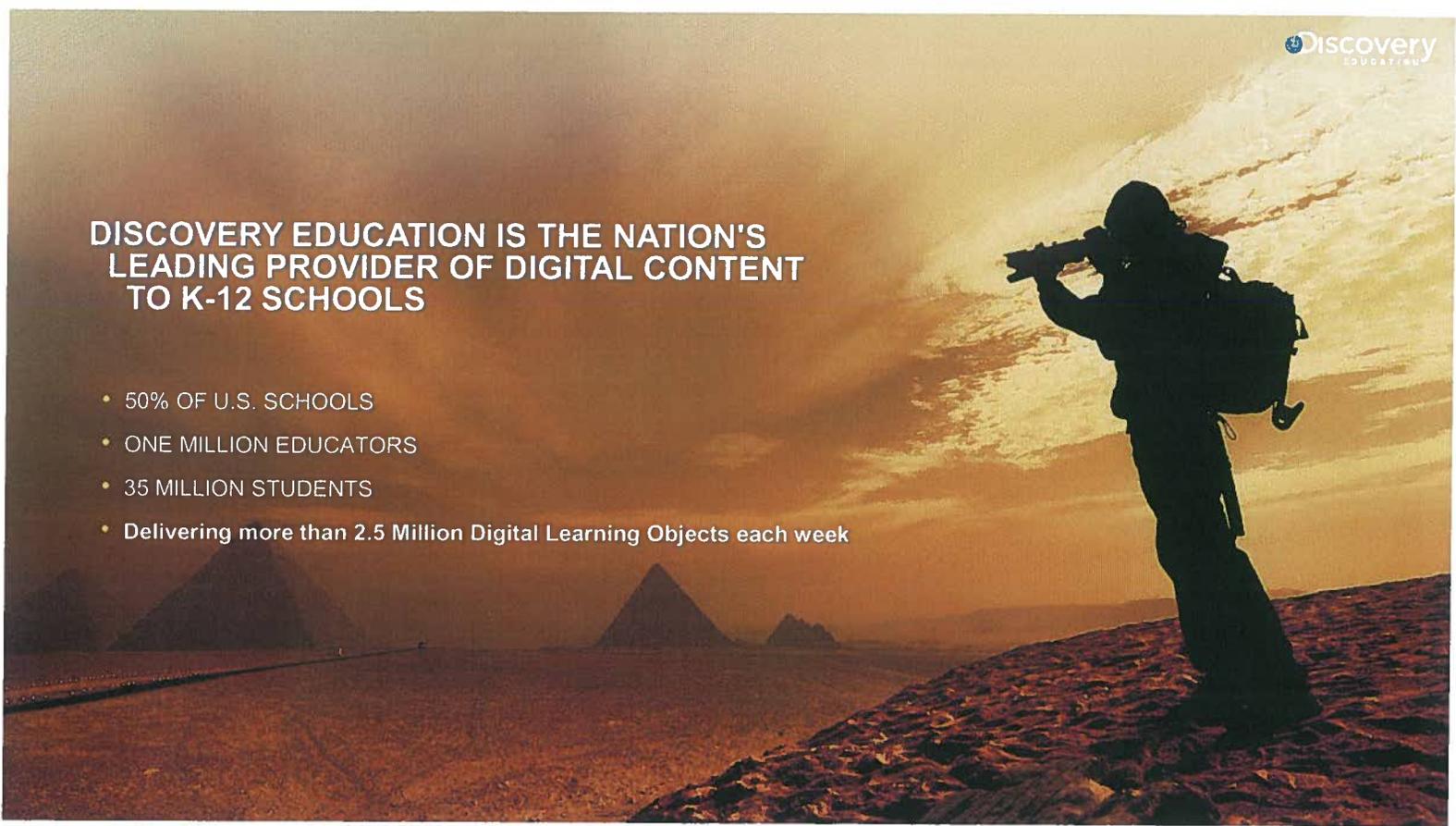
- 2+ BILLION GLOBAL VIEWERS
- 223 COUNTRIES & TERRITORIES
- 44 LANGUAGES
- 1ST IN DIGITAL, 1ST IN HD, 1ST IN 3D

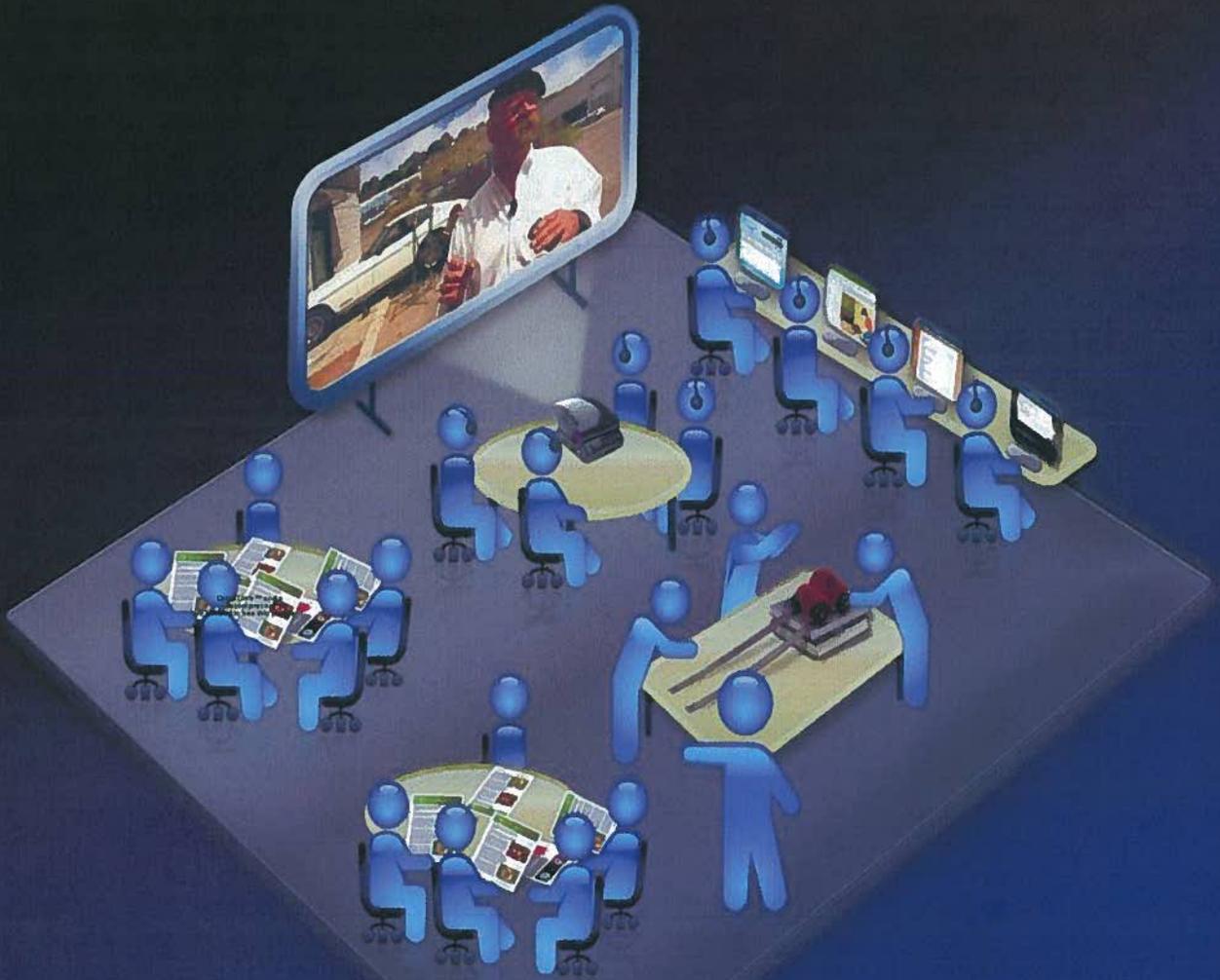


14 U.S. Television Networks • 23 International Brands • 30+ Websites • Licensing • Social Media • Digital Media • Discovery Education

DISCOVERY EDUCATION IS THE NATION'S LEADING PROVIDER OF DIGITAL CONTENT TO K-12 SCHOOLS

- 50% OF U.S. SCHOOLS
- ONE MILLION EDUCATORS
- 35 MILLION STUDENTS
- Delivering more than 2.5 Million Digital Learning Objects each week





National Programs. Local Opportunities.

Challenge Based Learning



Science/STEM Tools



Health/Wellness/
Safety Education



A man in a light blue dress shirt and dark tie is pointing at a whiteboard in a classroom. The whiteboard has some faint blue markings and diagrams. The background shows a classroom setting with a whiteboard and a framed picture on the wall.

**OUR MISSION IS HELPING EDUCATORS
TRANSFORM PUBLIC EDUCATION**

80 HOURS OF ONGOING, HIGH QUALITY PD OVER 2 YEARS TIME
TO CHANGE A TEACHER'S PRACTICE

TEACHERS NEED 160 HOURS OF HIGH QUALITY ONGOING PD
OVER 3 YEARS TIME TO CHANGE THE CULTURE

Digital Curriculum

- **STEM-Discovery Proposal**
- Discovery Education Curriculum Services: \$269,385 or \$53,877 for 5 years
- Discovery Education Techbook Package: \$193,716 or \$38,743.20 for 5 years
- Discovery Education Content Management Services: \$273,500 or \$136,750 for 2 years
- Discovery Education Professional Development Services: \$672,500 or \$224,166 for 3 years
- Discovery Education Evaluation Services: \$45,000 or \$15,000 for 3 years

Total for entire proposal over 5 years= **\$1,298,433.50**

Discovery Education Proposal Timeline:

Service	Period 1	Period 2	Period 3	Period 4	Period 5	Period 6	Period 7
Discovery Education Curriculum	\$2,617.50	\$29,350	\$29,350	\$29,350	\$29,350	\$29,350	\$29,350
Discovery Education Techbook Package	\$0	\$67,481	\$25,247	\$25,247	\$25,247	\$25,247	\$25,247
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Discovery Education Evaluation	\$0	\$15,000	\$15,000	\$15,000	\$0	\$0	\$0
Total	\$2,617.50	\$596,831	300,097	\$235,097	\$54,597	\$54,597	\$54,597

Period 1: 07/01/2013 through 12/31/2013

Period 2: 01/01/2014 through 12/31/2014

Period 3: 01/01/2015 through 12/31/2015

Period 4: 01/01/2016 through 12/31/2016

Period 5: 01/01/2017 through 12/31/2017

Period 6: 01/01/2018 through 12/31/2018

Period 7: 01/01/2019 through 12/31/2019



Project RED

REVOLUTIONIZING EDUCATION

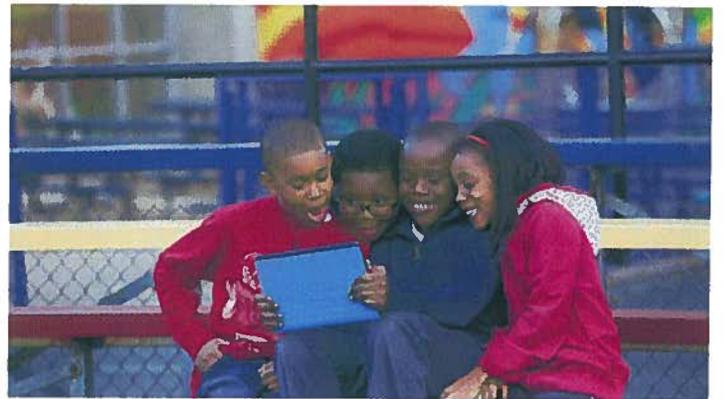
Policies

Training: students/staff/families

Care

Processes/Procedures

Surveys



Tentative Implementation

Spring 2014

Early February: student contest around “branding”

staff implementation/training: CaTIFS, Technology team, Curriculum and Instruction committee

Mid-February: pick pilots (Elementary, Middle, ORHS)

begin teacher training @ pilots

Early March: student training, in class (ORS Staff/Microsoft Employees)

Mid-March: Press conference around 1:1 initiative

begin family trainings (pilots and all schools). Family trainings will run once, every two weeks, at various schools. Informational only/“play”

April: begin voluntary all ORS staff trainings (1 hour workshops through August)

Follow-up formal trainings with pilot classroom teachers

Early May: survey pilot teachers/students about initial implementation; analyze results for Fall pilots

Late May: begin collection/imaging/storage

SWOT/C

Tentative Implementation

Fall 2014

Mid-August: continue Spring 2014 pilots

pick 2nd pilots (Elementary, Middle, ORHS) begin teacher training @ pilots
continue voluntary staff trainings through May 2015 (1 hour workshops)

Early September: student training, in class (ORS Staff/Microsoft Employees)

formal family trainings (pilots and all schools). Family trainings will
run once, every two weeks, at various schools. Preparation for
bring-home portion of plan in January

Mid-October: Follow-up formal trainings with pilot classroom teachers

Early November: survey all pilot teachers/students about implementation; analyze
results

SWOT/C

December: students at pilots take devices home for holidays (with signoff)

Tentative Implementation Spring 2015

Early January: full deployment ORS

student training, in class (ORS Staff/Microsoft Employees)

Mid January: Press conference around 1:1 initiative

continue family trainings running, at least, once a month at various schools

staff trainings, various workshops through Spring 2015

Mid March: staff video contest around successful implementation strategies

Early May: survey pilot teachers/students about initial implementation; analyze results

Late May: begin collection/imaging/storage

SWOT/C