



OAK RIDGE SCHOOLS FY15 PROPOSED BUDGET

PRESENTATION TO THE BOARD OF EDUCATION

MAY 14, 2014



OVERVIEW OF PRESENTATION

- Context and Baseline Information

Why? Focus on Students...

Comparisons

Achievements

Finances

- Budget Approach-Attract/Retain Students, Families, and Staff

FY15 Budget Development



CONTEXT/BASELINE INFORMATION



LISTENING TOUR...

“show up with questions rather than show up with answers...”

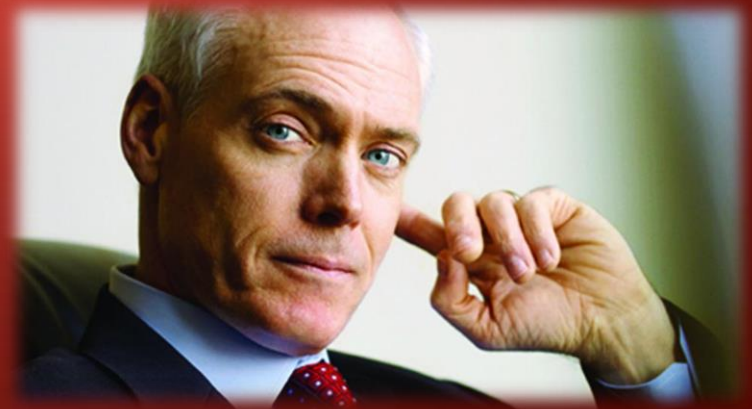
- **April (2013) – Present:**
 - **Board of Education**
 - **District administrators**
 - **District, building, & teacher leaders**
 - **Internal and external stakeholder groups**



OUT OF THE COMFORT ZONE

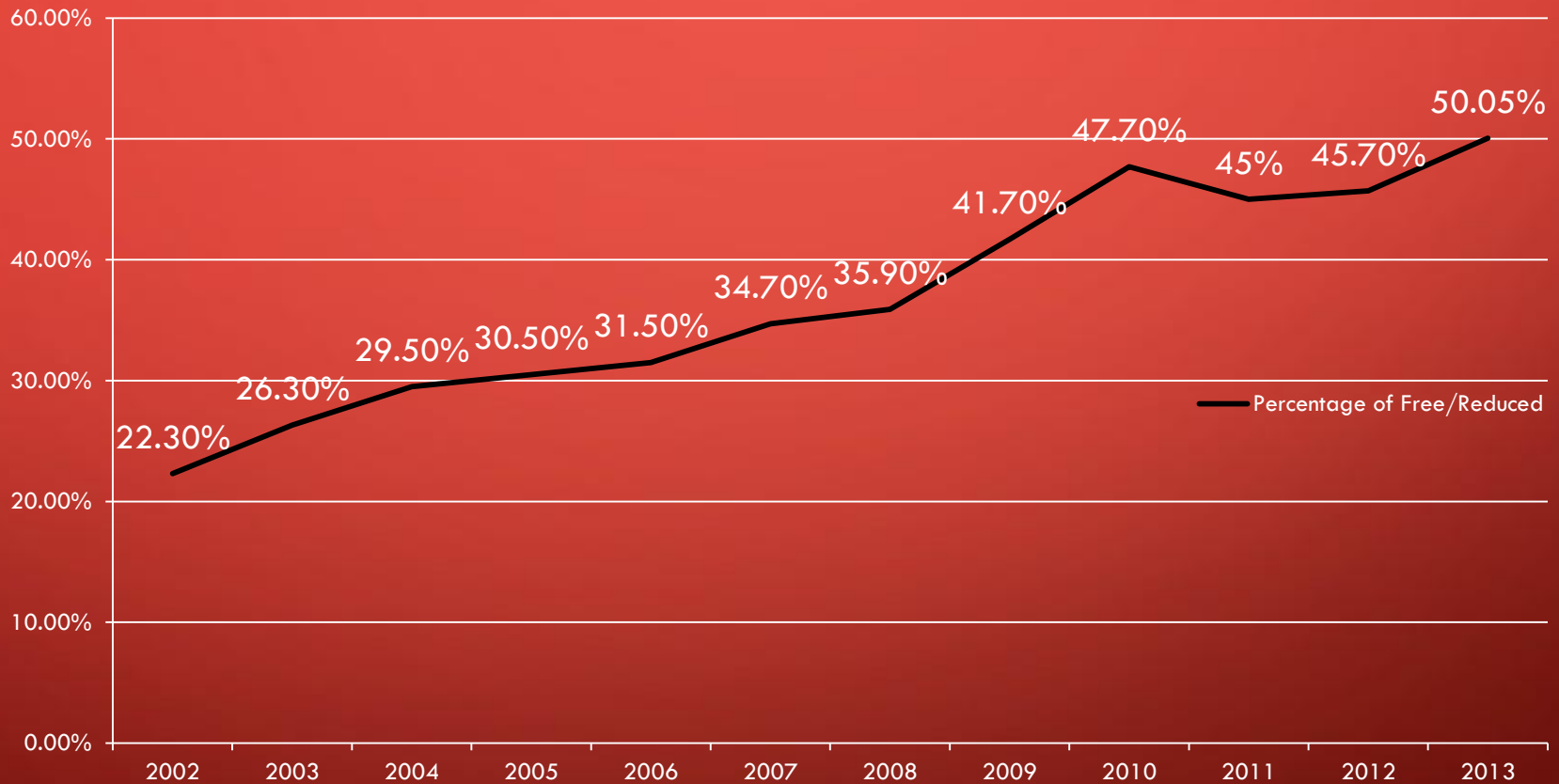
“When you start with an honest and diligent effort to determine the truth of the situation, the right decisions often become self-evident.... You absolutely cannot make a series of good decisions without first confronting the brutal facts.”

Jim Collins, 2001



CHANGES IN OUR STUDENT POPULATION...

Percentage of Free/Reduced



DEMOGRAPHICS BY BUILDING....

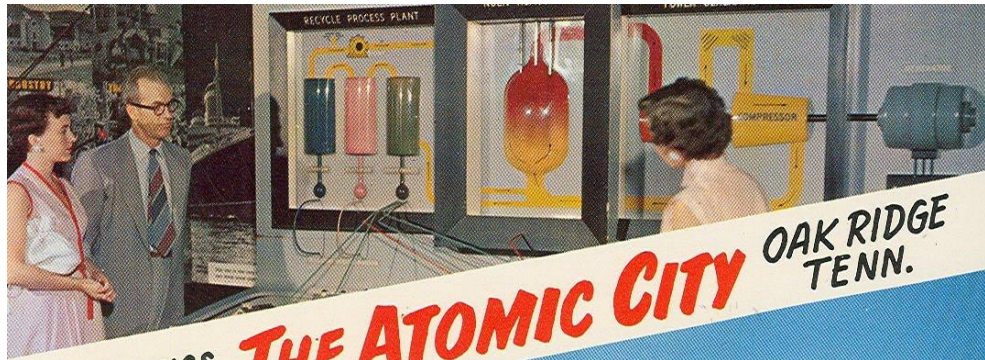
School	# of Students	# of Students in Poverty	% of Poverty
Preschool	217	183	84.33%
Linden Elem	495	226	45.66%
Glenwood Elem	370	231	62.43%
Willow Brook Elem	429	348	81.12%
Woodland Elem	429	179	41.72%
Jefferson MS	693	309	44.59%
Robertsville MS	707	384	54.31%
Oak Ridge HS	1398	535	38.27%
Oak Ridge Schools	4738	2395	50.55%

ULTIMATE GOAL:

To foster a district in which every school community and department collectively focuses on continuous improvements in learning for all students...including those that struggle. We do this so that our students can be successful in postsecondary education or training that leads to a sustaining career.



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

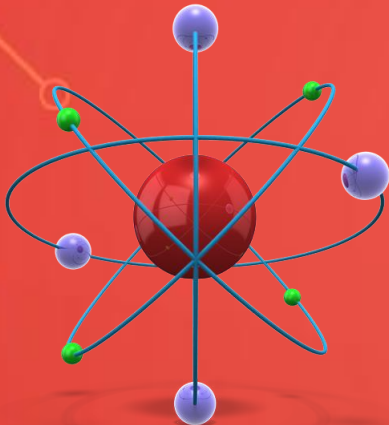


High School Keys



THE SEVEN KEYS WILL OPEN THE DOOR TO COLLEGE AND CAREER SUCCESS FOR OUR STUDENTS...

- They are significantly more demanding than the state requirements for earning a high school diploma. This is intentional.
- There will be situations where a student may not attain one Key or several Keys for any number of reasons.
- Our children are unique and how quickly or how much they progress will vary.
- Attaining all Seven Keys will increase the likelihood of a student being ready for college, but missing a Key does not close the doors to college or having a successful career for any student.
- It's important to look at all of a student's strengths, as well as the student's motivation to succeed.



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.

1

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%	

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.

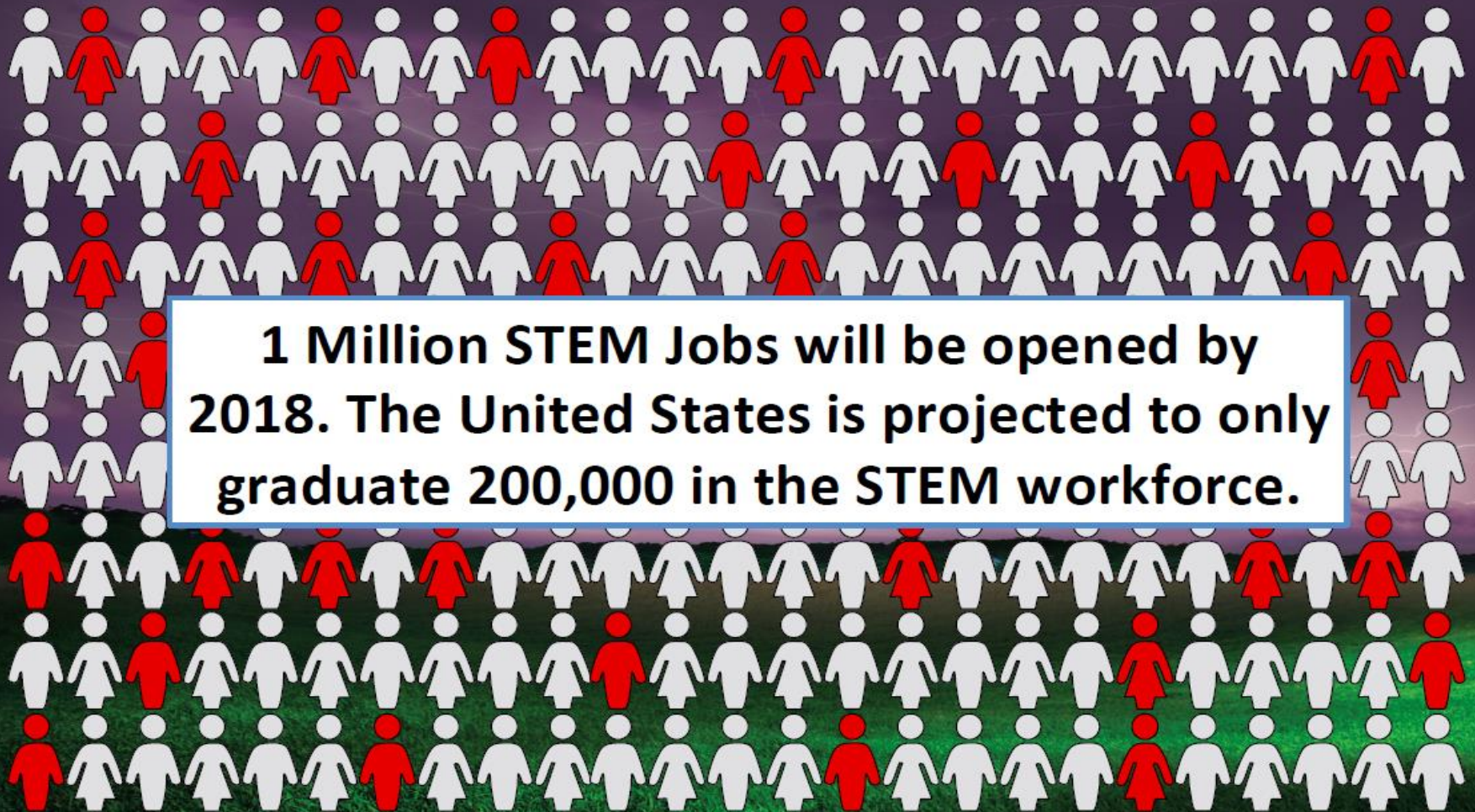


Students Teachers
Energizing Minds

OAK RIDGE • SINCE 1943

Workforce in STEM:

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



What Skills Employers Say Students Need

- Critical thinking & problem solving
- Communication/Collaboration
- Creativity

Oak Ridge Schools and Discovery Education

Partnering to create the
“Premier STEM School District in America”

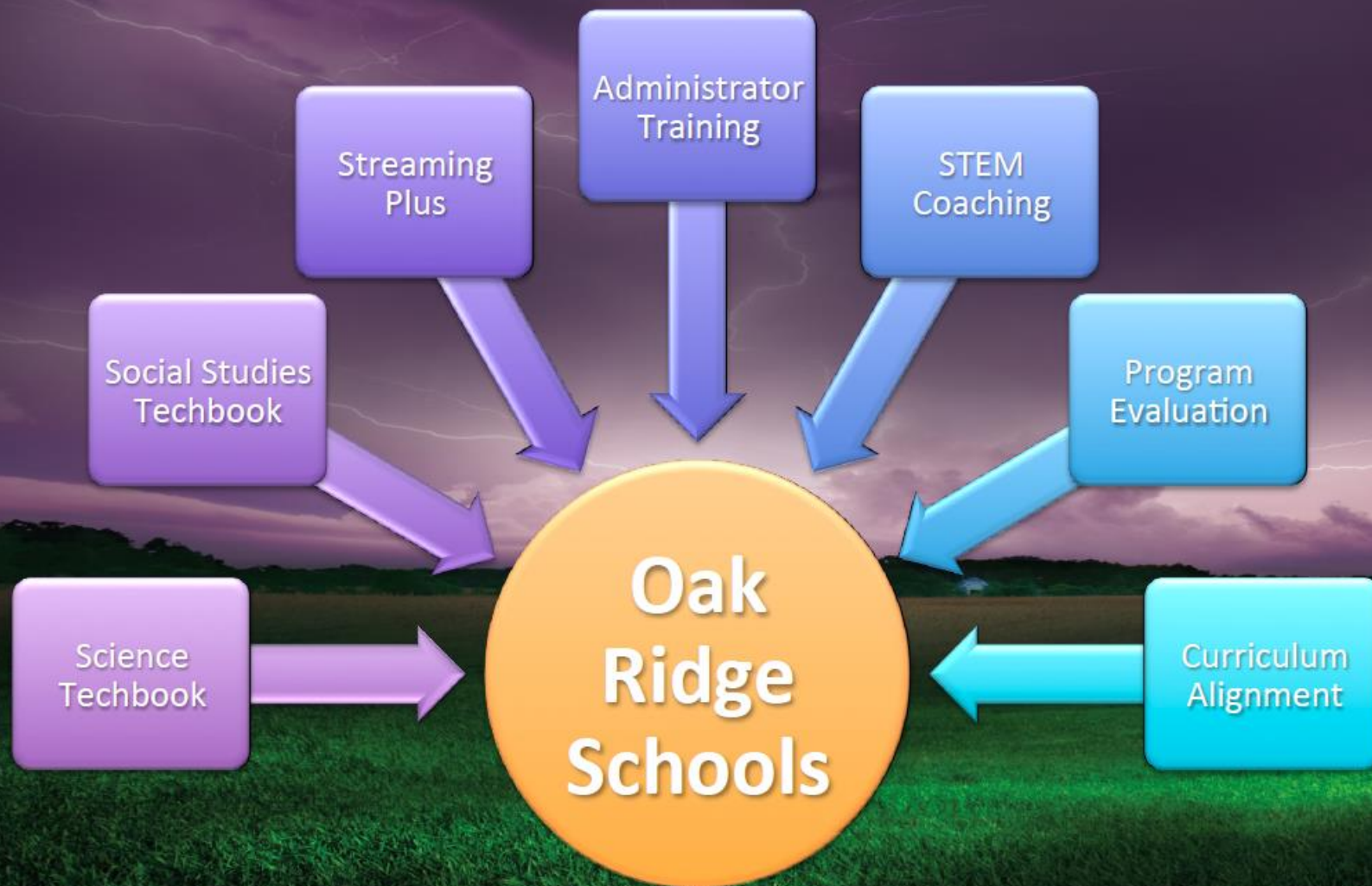


Students  Teachers
Energizing Minds

OAK RIDGE • SINCE 1943



What is Discovery Education?



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 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

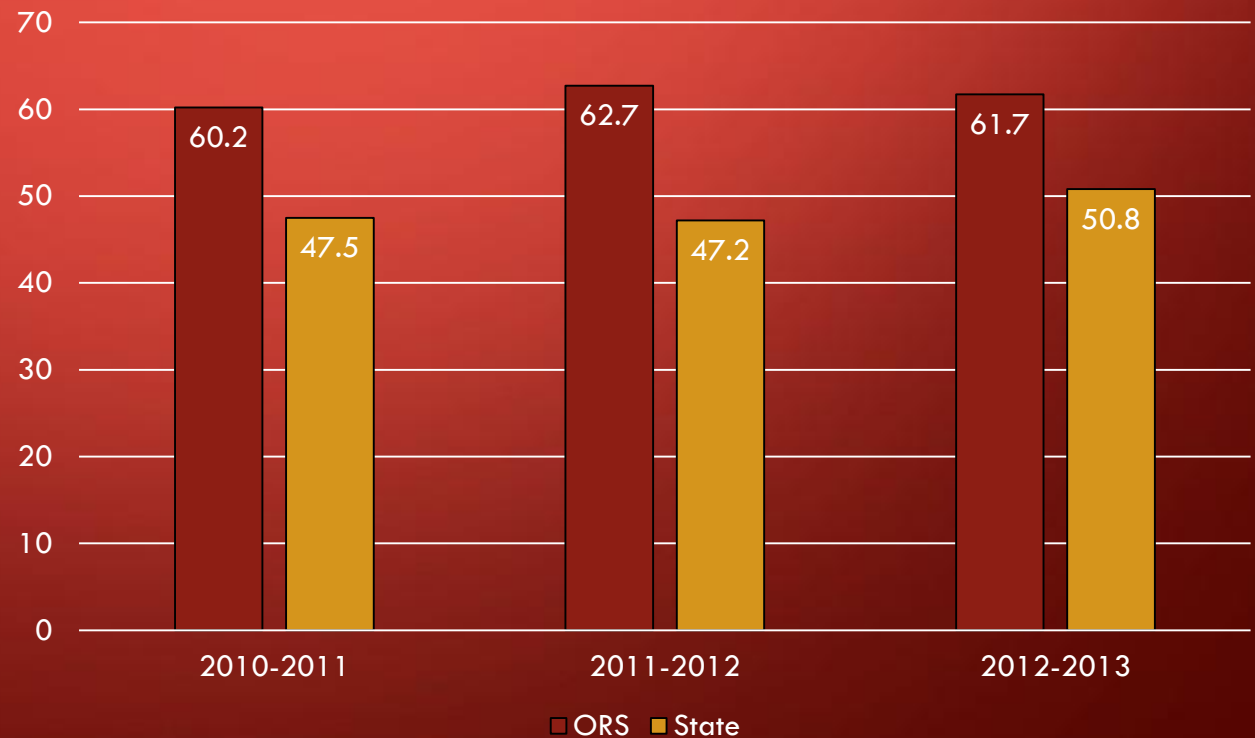
- Comparison of average Administrator Compensation
 - Oak Ridge ranks 6th out of 135 school districts according to 2011-2012 TEA ranking data

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

ACADEMIC ACHIEVEMENT – TCAP RLA

Oak Ridge has outperformed the State for the last three years by at least 10.9% points.

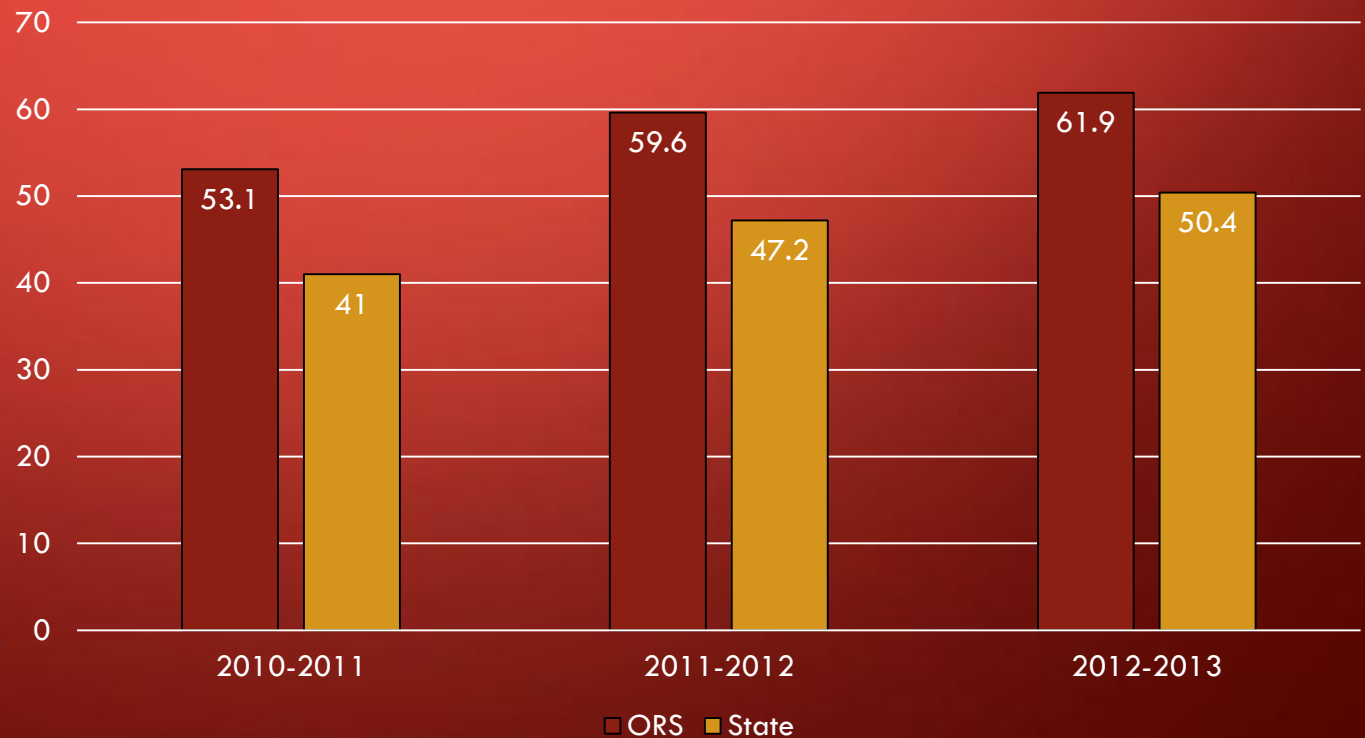
Reading/Language Arts 3rd-8th TCAP



ACADEMIC ACHIEVEMENT – TCAP MATH

Oak Ridge has outperformed the State for the last three years by at least 11.5% points.

Math 3rd-8th TCAP



ACADEMIC ACHIEVEMENT - AP

Students with AP Scores of 3 or Higher



ACADEMIC ACHIEVEMENT - EXPLORE

Both Robertsville and Jefferson consistently outperform National averages

Robertsville Middle School							
	Fall 2011		Fall 2012		Fall 2013		
	RMS	Nation	RMS	Nation	RMS	Nation	
English	15.9	14.7	16.8	14.7	16.7	14.7	
Math	16.4	15.5	16.3	15.5	16.7	15.5	
Reading	15.4	14.6	16.4	14.6	15.9	14.6	
Science	17.4	16.6	17.8	16.6	17.9	16.6	
Composite	16.4	15.5	16.9	15.5	16.9	15.5	

Jefferson Middle School							
	Fall 2011		Fall 2012		Fall 2013		
	JMS	Nation	JMS	Nation	JMS	Nation	
English	18.4	14.7	17.4	14.7	18.7	14.7	
Math	18.1	15.5	17.0	15.5	18.0	15.5	
Reading	16.9	14.6	16.4	14.6	17.4	14.6	
Science	19.2	16.6	18.3	16.6	19.2	16.6	
Composite	18.3	15.5	17.4	15.5	18.4	15.5	

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
 - Greeneville City Schools
 - Jefferson County
 - Robertson County
 - Giles County
 - Jackson Madison
 - Scott County

MAJOR REVENUE ASSUMPTIONS

- Assessed valuation and tax rates remain the same as 2013-14.
- Projected Sales and Property tax estimates based upon 2013-14 actual collections.
- BEP Funding based on the May Estimate received from the State of TN.
- City Allocation based upon FY12 Funding Level.

MAJOR EXPENDITURE ASSUMPTIONS

- Salaries include an experience step for all staff on schedules and a 2% Cost of Living Adjustment.
- Student transportation based on current route schedule with increase consistent with approved contract.
- Supplies and services are based on 2013-14 budget, with minimal increases included only where necessary.
- No increase projected for health, dental, vision or life insurance.
- Retirement rates have been adjusted to current levels.

PROJECTED INVESTMENT

Based on the major revenue assumptions and major expenditure assumptions, the projected investment for a Budget to “Retain Students-Families-Staff” is (\$3,819,675).

CONTEXT: REASON FOR THE INVESTMENT

- Flat Revenue Sources
- Inflationary costs:
 - Student transportation
 - Salaries
 - Operating Expenses

CONTEXT: CAPITAL FUNDING

- Proposed FY15 Capital Improvement Funding from the City is estimated at \$300,000.
- 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: FUND BALANCES

- The State of TN requires that a fund balance representing 3% of operating expenditures is maintained.
- Best School Business Management practices support maintaining a fund balance of 8-10%.
- Ending fund balance for 2012-13 was 12.71% of operating expenditures.
- Ending fund balance for 2013-14 is expected to be 6.14%.
- **Fund balances cannot be a permanent solution when an “investment” is needed**; it can be used as a tool to deal with an investment, but only for non-recurring expenses.

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

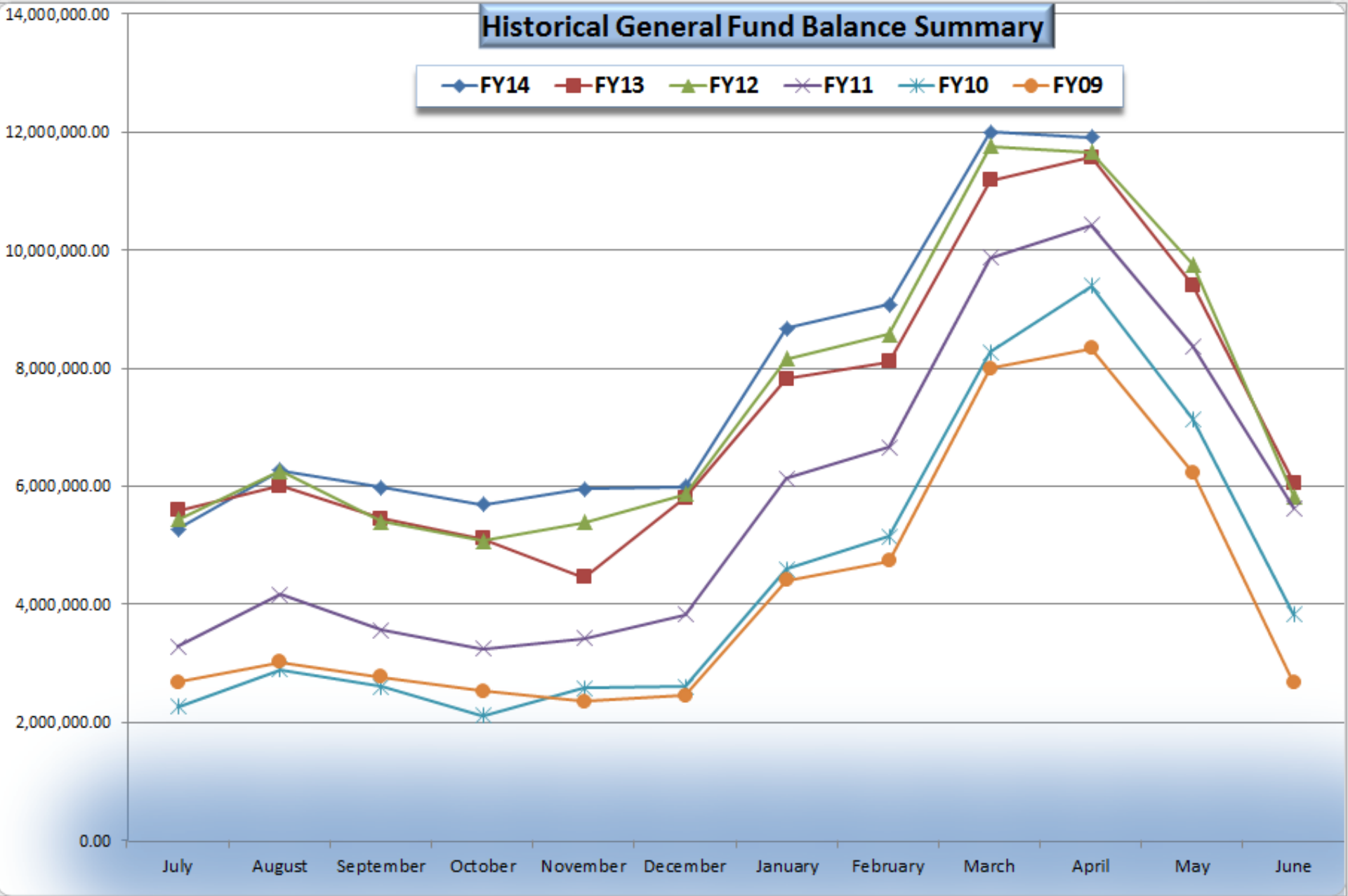
A separate financial stabilization reserve should be established to minimize the disruptive impact of major adverse financial changes on district programs and budget. Such adverse financial changes might be related to emergency facility repairs, student enrollment changes, reductions in state or local 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.

CONTEXT: FY15 PROJECTED FUND BALANCES

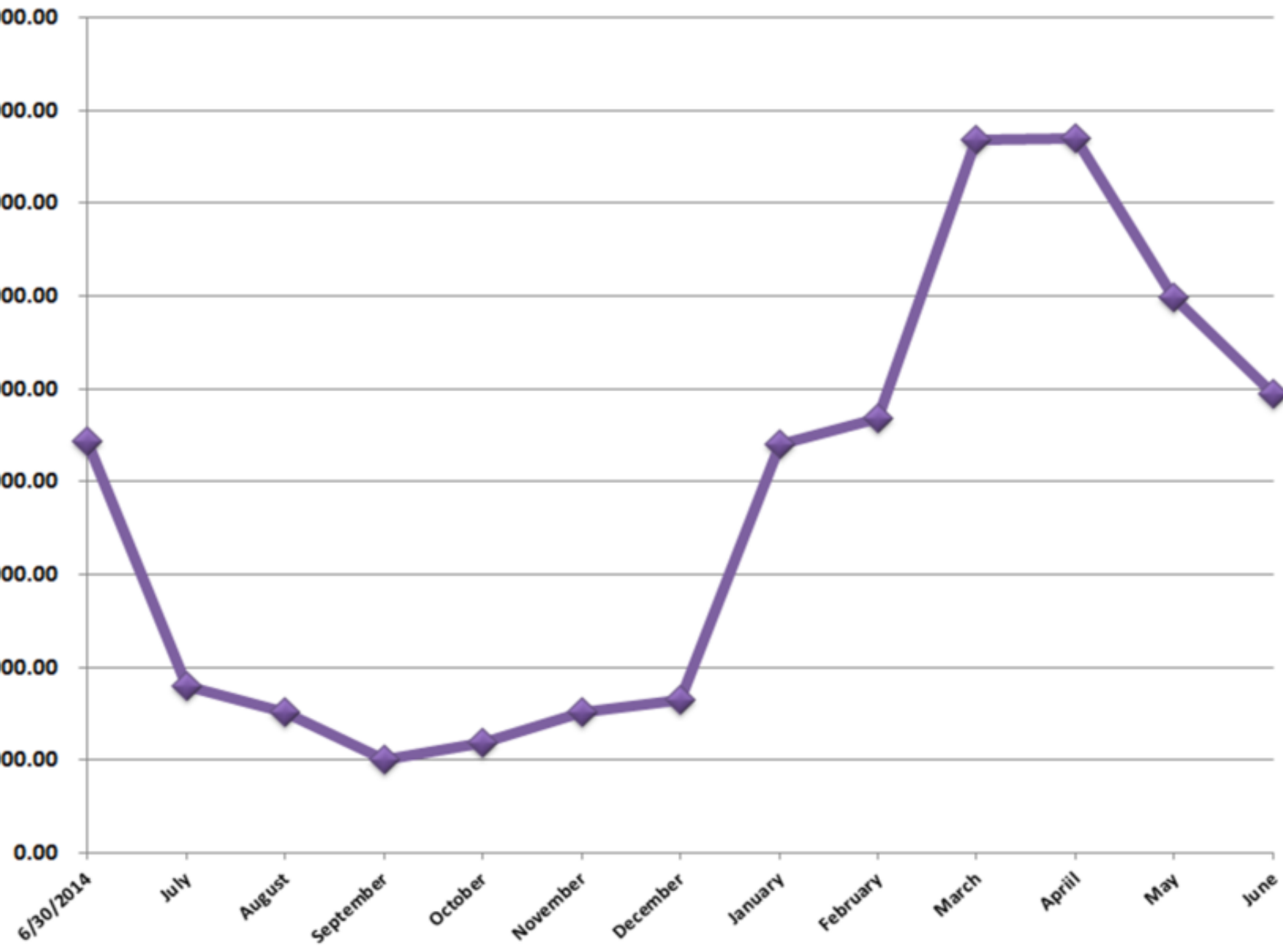
- Within a fiscal year, fund balances fluctuate because a major source of revenue, local property taxes, is not received until January and March and because BEP funds from the State are not received during the months of May and July. Expenditures are paid each month throughout the year averaging \$4.1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

Historical General Fund Balance Summary

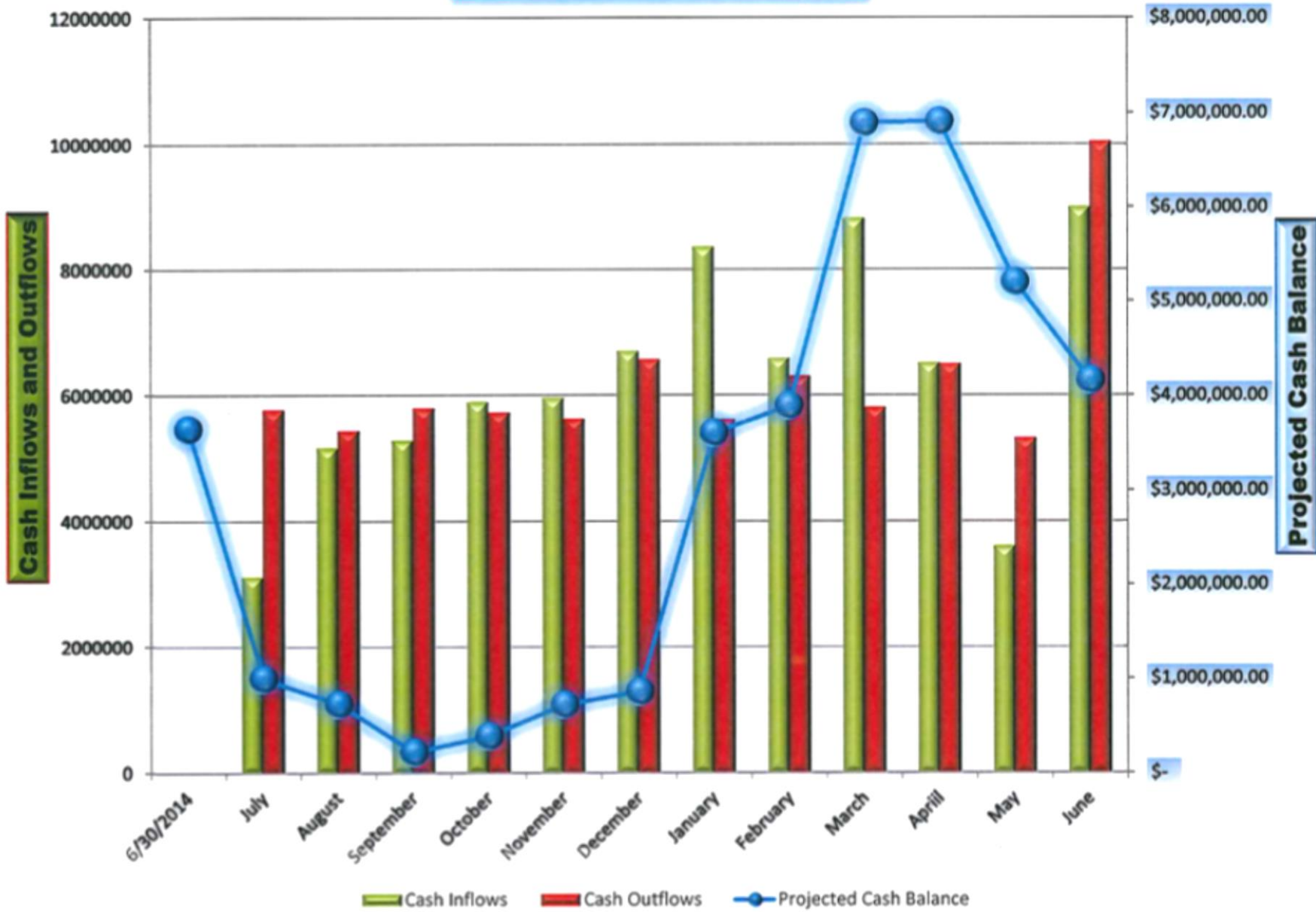
FY14 FY13 FY12 FY11 FY10 FY09



FY15 Projected General Fund Fund Balance



Cash Flow Projection FY15



BUDGET APPROACH RETAIN AND ATTRACT STUDENTS, FAMILIES, AND STAFF



BUDGET PROCESS

- Executive Committee met with all Principals, Supervisors and Directors to review budget requests.
- Executive Committee used the district's scorecard performance indicators to evaluate potential reductions with the goal to minimize the negative impact to student learning.
- Difficult process considering \$3.4 million in previous reductions and competing priorities within the budget.

BUDGET TARGET

Budget Descriptions	Lose SFS	Retain SFS	Attract SFS
Deficit	\$364,211	\$364,211	\$364,211
ACA Mandate	\$123,840	\$146,840	\$146,840
Teacher Assistants	\$0	\$0	\$5,213
Plus Behavior Intervention	\$0	\$0	\$106,073
Plus 1:1 Enhancements	\$0	\$807,500	\$818,750
Plus Technology Personnel	\$260,433	\$797,997	\$949,797
Plus General Educators	\$0	\$0	\$412,001
Plus Special Education Tchrs.	\$0	\$121,849	\$218,324
Plus Specialists (Math/Rdg.)	\$0	\$0	\$419,074
Plus Central Office Adm	\$46,234	\$212,134	\$288,034
Plus Administrative Asst.	\$0	\$0	\$39,844
Plus Maintenance	\$0	\$148,542	\$154,427
Enhance Salaries (Step/2%)	\$420,512	\$1,138,802	\$1,138,802
Total Budget Target	*		

PROPOSED FY15 (2014-15 SCHOOL YEAR) BUDGET REDUCTIONS: LOSING STUDENTS- FAMILIES-STAFF

	Description	Cost Savings
1	Reduce Teaching Positions Increase Elementary class sizes to state standard Increase MS Class Sizes to Standard ...5-6 (25), 7-12 (30) Reduce ORHS Teaching Positions- 15 sections	\$300,000
2	Reduce Reg. Ed. Teacher Assistant Positions - All levels	\$346,131
3	Combine Elementary Secretary/Bookkeeper positions	\$188,392
4	Reduce Transportation Services Increase walk zone to one mile Eliminate Preschool transportation	\$447,606
Total Budget Target		\$1,282,130

WHAT HAPPENS IF WE LOSE STUDENTS-FAMILIES-STAFF?

- What will not happen next year
 - Technology Initiative; 1:1
 - Small class sizes
 - Teacher Assistants working with students
 - Bookkeeper positions will be eliminated; Secretaries acquire duties
 - Smaller walk zones for buses; students will walk up to a mile
 - Preschool Bus Transportation
 - Additional Custodians to maintain attractive buildings
 - Elementary Behavior Class to meet the changing needs of Oak Ridge students
 - Additional Special Education teachers to work with a growing high-need population
 - 2% raises for system employees
 - Math and Reading Specialists to work with students struggling to achieve academically

PROPOSED FY15 (2014-15 SCHOOL YEAR) BUDGET REDUCTIONS: RETAINING STUDENTS-FAMILIES-STAFF

	Description	Cost Savings
1	Reduce Teaching Positions Increase Elementary class sizes to state standard Increase MS Class Sizes to Standard ...5-6 (25), 7-12 (30) Reduce ORHS Teaching Positions- 30 sections	\$1,669,800
2	Reduce Reg. Ed. Teacher Assistant Positions - All levels	\$1,004,846
3	Eliminate Elementary Strings Program	\$68,997
4	Eliminate Family Resource Center Support	\$44,150
5	Reduce Clerical positions (Special Ed Services- Combine Elementary Bookkeeper/Secretary positions)	\$202,735
6	Reduce ORHS Assistant Principal position	\$115,987

PROPOSED FY15 (2014-15 SCHOOL YEAR) BUDGET REDUCTIONS: RETAINING STUDENTS-FAMILIES-STAFF

	Description	Cost Savings
7	Reduce Transportation Services Increase walk zone to one mile Eliminate Preschool transportation	\$447,606
8	Reduce Coaching/Extra-Curricular Stipends	\$84,796
9	Reduce staff travel	\$13,905
10	Reduce Staff Development	\$19,890
Total Budget Target		\$3,775,712

WHAT HAPPENS IF WE RETAIN STUDENTS-FAMILIES-STAFF?

- Technology Initiative, 1:1 begins
- Additional Special Education personnel to work with a growing high-need population
- Additional Custodian to maintain attractive buildings
- Upgraded Digital Projectors for Oak Ridge High School Classrooms
- Class size maintains K-12 current levels
- Technology personnel to actively troubleshoot and maintain 1:1 environment
- 2% raise for all system employees

PROPOSED FY15 (2014-15 SCHOOL YEAR) BUDGET REDUCTIONS: ATTRACTING STUDENTS-FAMILIES-STAFF

	Description	Cost Savings
1	Reduce Teaching Positions Increase Elementary class sizes to state standard Increase MS Class Sizes to Standard ...5-6 (25), 7-12 (30) Reduce ORHS Teaching Positions- 30 sections	\$1,669,800
2	Reduce Reg. Ed. Teacher Assistant Positions - All levels	\$1,004,846
3	Reduce Clerical positions (Special Ed Services- Combine Elementary Bookkeeper/Secretary positions)	\$217,088
4	Reduce ORHS Assistant Principal position	\$115,987
5	Reduce Transportation Services Increase walk zone to one mile Eliminate Preschool transportation	\$447,606
6	Eliminate Elementary Strings	\$68,997

PROPOSED FY15 (2014-15 SCHOOL YEAR) BUDGET REDUCTIONS: ATTRACTING STUDENTS-FAMILIES-STAFF

	Description	Cost Savings
7	Eliminate Family Resource Center	\$44,150
8	Reduce Nurses (four staff)	\$207,715
9	Reduce Coaching/Extra-Curricular Stipends	\$124,000
10	Reduce Teacher Contract by six days	\$600,000
11	Reduce staff travel	\$80,000
12	Reduce Staff Development	\$82,390
Total Budget Target		\$5,139,590

With reducing in every possible department and in each school to minimum State standards, we need an additional \$491,364 investment.

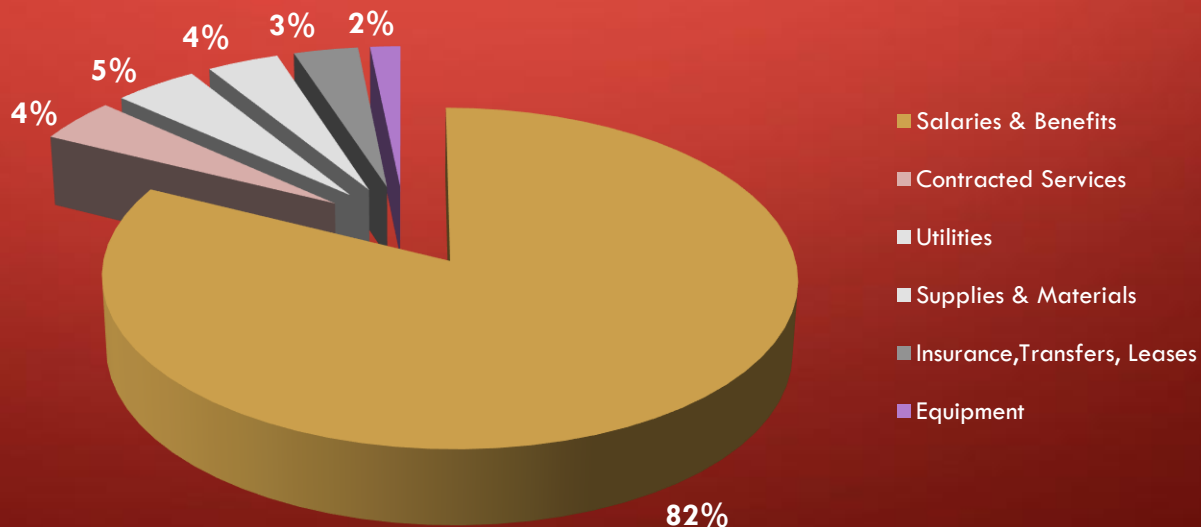
WHAT HAPPENS IF WE ATTRACT STUDENTS-FAMILIES-STAFF?

- Technology Initiative; 1:1
- Small class sizes
- Technology personnel to actively troubleshoot and maintain 1:1 environment
- Teacher Assistants working with students
- Preschool Bus Transportation
- Additional Custodians to maintain attractive buildings
- Elementary Behavior Class to meet the changing needs of Oak Ridge students
- Additional Special Education teachers to work with a growing high-need population
- 2% raises for system employees
- Math and Reading Specialists to work with students struggling to achieve academically
- Elementary Behavior Class to meet the changing needs of Oak Ridge students

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

Losing Students-Families-Staff \$0.14

Retaining Students-Families-Staff \$0.42

Attracting Students-Families-Staff \$0.57

OAK RIDGE REVENUE OPTIONS: IMPACT

Losing Students-Families-Staff

\$100,000 Home



\$2.97 a month

\$200,000 Home



\$5.94 a month

\$0.14 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

Determination of Budget Priorities/Choices:

- Lose Students-Families-Staff
- Retain Students-Families-Staff
- Attract Students-Families-Staff

At a minimum, we are recommending to:

Retain or Attract Students, Families, and Staff.

NEXT STEPS



- May 21st: Special Board of Education Mtg, 5:30 pm
 - Work Session: Budget Development Discussion
- May 22nd: Special Board of Education Mtg, 5:30 pm
 - Line by Line Review of Budget
- May 27th: Regular Board Mtg, 5:30 pm
 - Public Hearing of Budget-First Reading
 - City Council Work Session, 7:00 pm
- May 28th: Special Board of Education Mtg, 4:30 pm
 - Work Session, if Needed
- May 29th: Special Board of Education Mtg, 4:30 pm
 - Second Reading, Adoption of Budget
- June 2nd: City Council Mtg, 7:00 pm
 - Board of Education to Present to City Council
 - Public Hearing for Appropriations Ordinance

NEXT STEPS



- 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



WHAT WE KNOW TODAY DOES NOT MAKE
YESTERDAY WRONG; IT MAKES TOMORROW BETTER.
- CAROL COMMODORE



“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