

School District of Onalaska Annual Report October 2023



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Board of Education



Ann Garrity (President)

garan@onalaskaschools.com

Term expires: April 2025



Aaron McDonald (Vice President)

mcdaa@onalaskaschools.com

Term expires: April 2024



Mark Cassellius (Treasurer)

casma@onalaskaschools.com

Term expires: April 2024



Erik Archer (Director)

arcer@onalaskaschools.com

Term expires: April 2026



Shawn McAlister (Director)

mcash@onalaskaschools.com

Term expires: April 2025



Brian Haefs (Clerk)

haebr@onalaskaschools.com

Term expires: April 2026



Tesia Marshik (Director)

marte@onalaskaschools.com

Term expires: April 2024

Board of Education

Governance:

The Board of Education, the elected representatives of the School District of Onalaska, governs the school district. The Board consists of seven members elected at large for terms of three years. On July 1, 1982, the district was reorganized under Unified School District Laws of Wisconsin. The basic change provides that the district is fiscally independent, that is, the Board is empowered to levy a school tax for the operation and maintenance of the district.

Agenda:

The meeting agenda is posted in each school, at the district office, on the district website, and sent to the media 24 hours prior to the meeting.

Meetings:

Regular meetings are held on the second and fourth Mondays of the month at 6:00 p.m. in the District Office Board Room at 237 2nd Ave S. The public and the news media are invited to attend.

Minutes:

The approved minutes are posted on the district website at www.onalaskaschools.com and the proceedings are also published in The La Crosse Tribune.

Functions of the Board of Education

The Onalaska Board of Education is the elected Board for the School District of Onalaska. Board policies are established for all phases of operating a PreK-12 school district. One major function of the Board is to establish broad policies for all phases of operating and maintaining a comprehensive PreK-12 educational system. Policies must address the day-to-day operations as well as provide directions for future growth and development. The Board functions within state laws, which usually provide specific powers and rules. In areas not highly specified, the Board has wide discretionary powers. The Board is charged with the responsibility of providing the best possible educational programs for the District's students based upon state and federal requirements, and community, state, and federal support. In order to carry out the day-to-day operations, the Board employs a full range of professional and support personnel. Once the Board has set the policies for the educational programs and direction for the district, it is required to develop, approve and levy the necessary finances to implement the programs.

A message from Board President Ann Garrity

On behalf of the Board of Education, I would like to express my gratitude to each member of our community - parents, guardians, teachers, staff, students, and residents - for your support and commitment to our schools. Your dedication to the education and well-being of our students is the cornerstone of our district's achievements.

Our schools have always been more than just buildings; they are the heart of our community. As we move forward, we remain committed to high levels of learning for ALL. Our focus remains on providing a safe, inclusive, and enriching environment for all our students to learn and grow.

We have lots to celebrate, Onalaska High School was recently recognized as one of the top high schools in the country. Our middle school is undergoing a major renovation. Amidst this renovation they continue to provide quality educational opportunities to students with increased collaboration within a much smaller learning space. Our elementary schools work together to ensure an equitable education experience for our youngest learners, building a strong foundation for their future.

We are so fortunate to live in this community that values education!

Sincerely,

A handwritten signature in cursive script, reading "Ann M. Garrity".

Ann M Garrity



A message from Superintendent Todd Antony

I am pleased to present this Annual Report in an effort to provide an accurate assessment of the current state of the District. This Annual Report provides instructional and financial highlights from 2022-23 and outlines our plan for accomplishing the Board of Education goals as articulated in the district's strategic plan. Continued success is built on strong relationships between everyone involved including our school board, our entire faculty and staff, students, families and the broader community.

We are now one year into our five-year strategic plan. The new structure has provided for greater focus and alignment of resources. This past year, a scorecard, which can be found on the [district's website](#), was developed to track progress toward the five-year objectives. Many components of the scorecard are measuring how Onalaska is doing compared to a set of similar Wisconsin public school districts. The district also developed our Core Values that were approved by the board this past summer. These are the values that direct our daily work and decision making. They are:

- Belonging - Ensuring that all are accepted, embraced, and valued as members of a cohesive community
- Engagement - Fostering a positive, student centered culture
- Continuous Improvement - Pursuing excellence through goal setting, feedback, reflection and growth
- Collaboration - Empowering one another to work interdependently to achieve common goals
- Integrity - Acting in an ethical manner with humility, honesty and transparency



A message from Superintendent Todd Antony (cont.)

Last year, the community approved two referendum questions related to the school district. The first was to authorize an operational referendum for the next five years. The operational referendum is necessary to sustain our high-quality services while addressing rising expenses related to inflation and uncertain funding support from the state over the past decade. Residents have approved a continuous series of operational referendums for the School District of Onalaska since 2006.

The second referendum question approved by the community is to completely renovate the middle school and address several needs at the high school. The district has approved Market and Johnson as the general contractor for the middle school project with the work beginning in August 2023. The anticipated completion date of both projects is the spring of 2025.

The current state budget, passed into law this summer, allows low spending districts such as Onalaska to raise their revenue limit from \$10,000 to \$11,000 per student. This begins to address the wide disparity of amounts that districts are allowed to spend on a per pupil basis. The legislation brings up the lowest spending districts up to the \$11,000 floor. There is still a wide gap amongst districts, but this begins to address the disparity. Additionally, this funding increase is important in that it will allow the district to move out from under the fiscal cliff created when the last state budget provided no new money to public schools, requiring them to function on one time federal pandemic funds. The increased revenue will also allow the district to better keep pace with inflation.

One method of measurement of our success is the state issued district and school accountability report cards. This year's Accountability Report Cards are not yet available. The 2022-23 Report Cards will be made public later this fall and can be accessed at the DPI website by going to <https://apps2.dpi.wi.gov/reportcards/> along with past report cards.

In addition to an outstanding academic program, the District can be proud of the elective offerings, fine arts programming and co-curricular opportunities for our students. Such programming ensures that we are cultivating the many interests and talents of our students and meeting the needs of the whole child. We do not see our work as culminating with high school graduation but as preparing our students for life after graduation as a productive member of our diverse community. As I move into my fifth year as superintendent, I can affirm that the state of the School District of Onalaska is sound and that our future is bright. We are driven by our mission of working together to ensure high levels of learning for all.

In closing, I encourage you to contact me with any questions or comments you might have regarding this Annual Report or any other aspect of the District.

Thank you for your continued support.



SCHOOL DISTRICT OF ONALASKA

Strategic Plan

2022 - 2027



OUR MISSION

Working together to ensure high levels of learning for all

OUR VISION

A model school district in service of students, staff, and community





Our Pillars & Five-Year Strategic Objectives



Student Engagement, Growth, and Achievement

- » Integrate essential academic and social emotional learning to ensure achievement for all.
- » Amplify student belonging and engagement.



Family and Community Engagement

- » Foster meaningful relationships among families, school, and community to ensure access, representation, and voice.



Staff Recruitment, Development, and Retention

- » Create a diverse school community through intentional recruitment, competitive compensation, mentoring, collaboration, and active engagement in professional development.



Finance, Facilities, and Operations Stewardship

- » Align all resources with district priorities in an equitable and responsible manner.

Core Values

Belonging

Ensuring that all are accepted, embraced, and valued as members of a cohesive community.

Engagement

Fostering a positive, student-centered culture.

Continuous Improvement

Pursuing excellence through goal setting, feedback, reflection, and growth.

Collaboration

Empowering one another to work interdependently to achieve common goals.

Integrity

Acting in an ethical manner with humility, honesty and transparency.



WHO WE ARE

Established on the ancestral lands of the Ho-Chunk People, Onalaska exudes a small town feel with a proximity to larger urban amenities. We are nestled within a community that is incredibly supportive of its public schools. Our students consistently exceed expectations academically and participate in a wide variety of co-curricular offerings.

We pride ourselves on establishing and maintaining strong relationships between our students, staff, families, school board, and the broader community in support of our goals and objectives. Please feel free to reach out if you are interested in touring our facilities or have any questions, comments, celebrations, or concerns.

Thank you,
Todd L Antony, Superintendent

WHAT PEOPLE SAY

"Some very good and great teachers, a lot of opportunities for students, overall a quality education with great preparation for college."

"I speak highly of our district staff, administration, staff/admin. relationship, board, parents, and community as a whole. Onalaska is a great place to be!"

*"School ratings are very good.
Our children are learning so much."*

"Balanced, fair district that strives to provide for all students' needs."

"The staff at all levels have always been the best. Putting students first and their families. The administration has met the many challenges they face serving the various families that live in our community."

"The School District of Onalaska is a small district with a big district feel. The district is a wonderful district to work or enroll a family in."



SCHOOL DISTRICT OF ONALASKA

237 2nd Avenue South Onalaska, WI 54650

Phone: (608) 781-9700 | Fax: (608) 781-9712



@School District of Onalaska

onalaskaschools.com

Strategic Plan

2022 - 2027



OUR MISSION

Working together to ensure high levels of learning for all.

OUR VISION

A model school district in service of students, staff, and community.

2023-24 Annual Goals

Student Engagement, Growth, and Achievement

OBJECTIVE

Integrate essential academic and social emotional learning (SEL) to ensure achievement for all.

2023-24 GOALS

- » Provide professional development and instructional coaching aligned to best practices in literacy in grades K-12.
- » Provide professional development and instructional coaching aligned to best practices in math in grades 6-12.
- » Implement universal SEL curriculum and select SEL resources in grades PK through 5.
- » Create and implement an action plan which includes goals to improve College and Career Readiness results.

OBJECTIVE

Amplify student belonging and engagement.

2023-24 GOALS

- » Increase the percentage of students with under 10% of absences to 87%.
- » Increase composite score of the Life at School portion of the Student Experience Survey by .15.
- » Buildings create and implement a plan for the utilization of Assessment of Lagging Skills & Unsolved Problems (ALSUP) and Plan B conversations in all buildings.

Family and Community Engagement

OBJECTIVE

Foster meaningful relationships among families, school, and community to ensure access, representation, and voice.

2023-24 GOALS

- » Full implementation of the newly created family engagement survey results.
- » Using baseline data from 2023-24, determine end of 5 year overall target score on the self-assessment Staff Family Engagement Survey and the Family Experience Survey.
- » Develop and Implement Community Engagement Survey to identify areas for greater partnership opportunities with community organizations.

Staff Recruitment, Development, Retention

OBJECTIVE

Create a diverse school community through intentional recruitment, competitive compensation, mentoring, collaboration, and active engagement in professional development.

2023-24 GOALS

- » Increase composite score of employee satisfaction by .15 from the employee engagement survey.
- » Increase composite score of engagement in professional development by .15 from the employee engagement survey.
- » Propose board recommendations on market adjustments for teacher compensation.
- » Create new website platform, launch by December 31, 2023 and establish ongoing maintenance plan of all site pages.

Finance, Facilities, and Operations Stewardship

OBJECTIVE

Align all resources with district priorities in an equitable and responsible manner.

2023-24 GOALS

- » Execute all scheduled 2023-24 referendum projects on time and within budget.
- » Ensure that all areas of business operations are aligned to and supporting the district strategic plan.
- » Establish adequate and accurate budgets in order to facilitate intra and interdistrict data analysis for future resource allocation.

School District of Onalaska

Strategic Plan Scorecard

2022-2027

Normed Districts

STUDENT ENGAGEMENT, GROWTH, AND ACHIEVEMENT

Integrate essential academic and social emotional learning to ensure achievement for all

	Baseline	2022-23	2023-24	2024-25	2025-26	2026-27 Target
District Report Card Achievement Normed District Ranking	Top 7					Top 5
District Report Card Growth Normed District Ranking	Top 11					Top 5
Social Academic and Emotional Risk Screener % Low Risk	80.90%	78.49%				100%
Percent of Students College and Career Ready	89%	89% (baseline)				100%

Amplify student belonging and engagement

	Baseline	2022-23	2023-24	2024-25	2025-26	2026-27 Target
% Students with Under 10% Absences	79.13%	84.98%				90%
Student Survey (Life at School)	3.79	3.90				4.5

FAMILY AND COMMUNITY ENGAGEMENT

Foster meaningful relationships among families, school and community to ensure access, representation and voice

	Baseline	2022-23	2023-24	2024-25	2025-26	2026-27 Target
Family Experience Survey		--				
Staff Family Engagement Self-Assessment		--				
Community Engagement Survey		--				

STAFF RECRUITMENT, DEVELOPMENT, AND RETENTION

Create a diverse school community through intentional recruitment, competitive compensation, mentoring, collaboration, and active engagement in professional development

	Baseline	2022-23	2023-24	2024-25	2025-26	2026-27 Target
Retention Rate	80%	84.77%				92%
Engagement in Professional Development	3.67	--				4
Employee Satisfaction	3.89	--				4.25
Normed District Compensation Ranking	Top 11.5	Top 11.5				Top 5

FINANCE, FACILITIES, AND OPERATIONS STEWARDSHIP

Align all resources with district priorities in an equitable and responsible manner

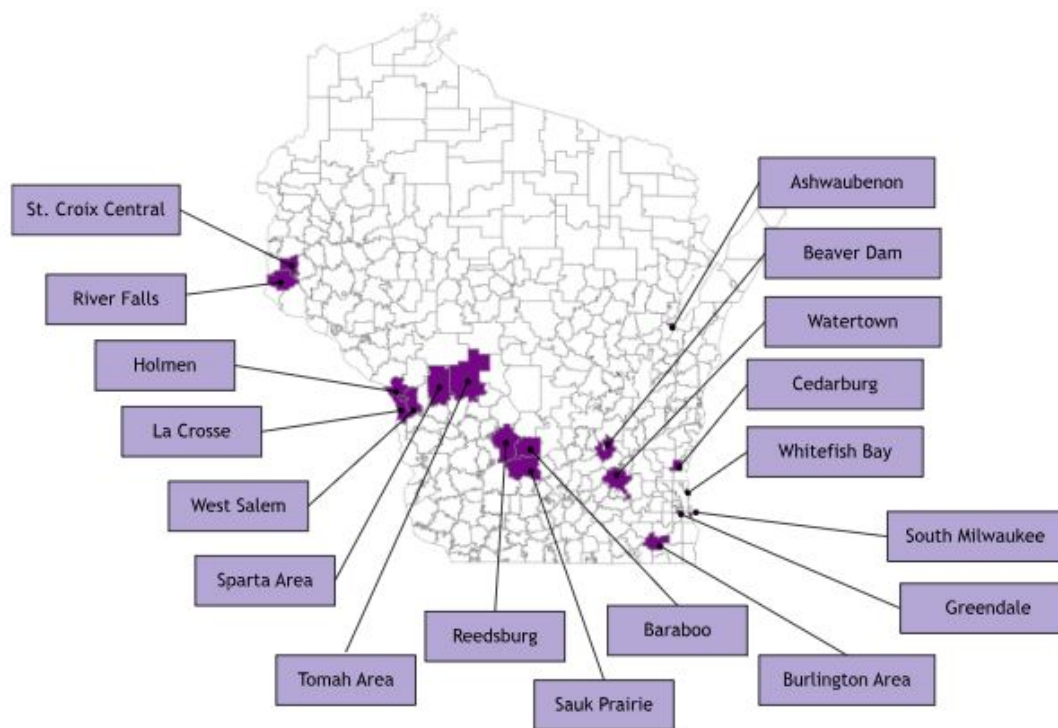
	Baseline	2022-23	2023-24	2024-25	2025-26	2026-27 Target
Operations Experience Survey Questions						
Align our resources to that of the top 5 comparable districts with the best student outcomes for optimal return on investment						



Archived 2022-23 Annual Goals

Student Engagement, Growth, and Achievement	Family and Community Engagement	Staff Recruitment, Development, Retention	Finance, Facilities, and Operations Stewardship	
<p>OBJECTIVE</p> <p>Integrate essential academic and social emotional learning (SEL) to ensure achievement for all.</p> <p>2023 GOALS</p> <ul style="list-style-type: none">» Develop vertically aligned REAL assessments in reading and writing K-12.» Establish a universal understanding of the importance of “target groups” for student growth and develop plans for collaborative teams to address student needs.» Extend math instructional coaching to grades 6-8 and refine assessment practices.» Develop PK-5 essential objectives for SEL.» Determine baseline percentage for College and Career Readiness indicators.	<p>OBJECTIVE</p> <p>Amplify student belonging and engagement.</p> <p>2023 GOALS</p> <ul style="list-style-type: none">» Increase the percentage of students who have under 10% of absences.» Increase composite score of the Life at School portion of the Student Experience Survey.» Refine equity vision statements, collective equity commitments, and final outcomes for the district’s equity work; continue collecting targeted equity data (i.e. Least Restrictive Environment, Exclusionary Discipline).	<p>OBJECTIVE</p> <p>Foster meaningful relationships among families, school, and community to ensure access, representation, and voice.</p> <p>2023 GOALS</p> <ul style="list-style-type: none">» Determine key indicators for an annual self-assessment rubric to measure Family and Community Engagement» Create a Family and Community Survey aligned to Family and Community Engagement rubric» Administer Family and Community Survey to obtain baseline data» Develop goals for improvement once baseline data for Family and Community Survey and Family and Community Engagement rubric have been analyzed	<p>OBJECTIVE</p> <p>Create a diverse school community through intentional recruitment, competitive compensation, mentoring, collaboration, and active engagement in professional development.</p> <p>2023 GOALS</p> <ul style="list-style-type: none">» Determine total compensation benchmark of normed schools.» Update the district financial system to align with universal data sharing requirements in order to participate in state compensation analysis.» Develop and implement a districtwide leadership rounding plan that supports all employee groups.» Develop and execute stay interview protocol and action plans as a result of the 21-22 employee perception survey on areas of retention and engagement.» Outline a recruitment campaign plan to develop and execute in the 23-24 school year.	<p>OBJECTIVE</p> <p>Align all resources with district priorities in an equitable and responsible manner.</p> <p>2023 GOALS</p> <ul style="list-style-type: none">» Review status of cash flow borrowing by reviewing bank records.» Review deferred maintenance list to determine adequate annual contribution to Trust.» Create a system where budget requests are aligned with the district strategic plan and include anticipated outcomes.» Incorporate consideration of school-by-school spending aligned to outcomes in the budgeting process.

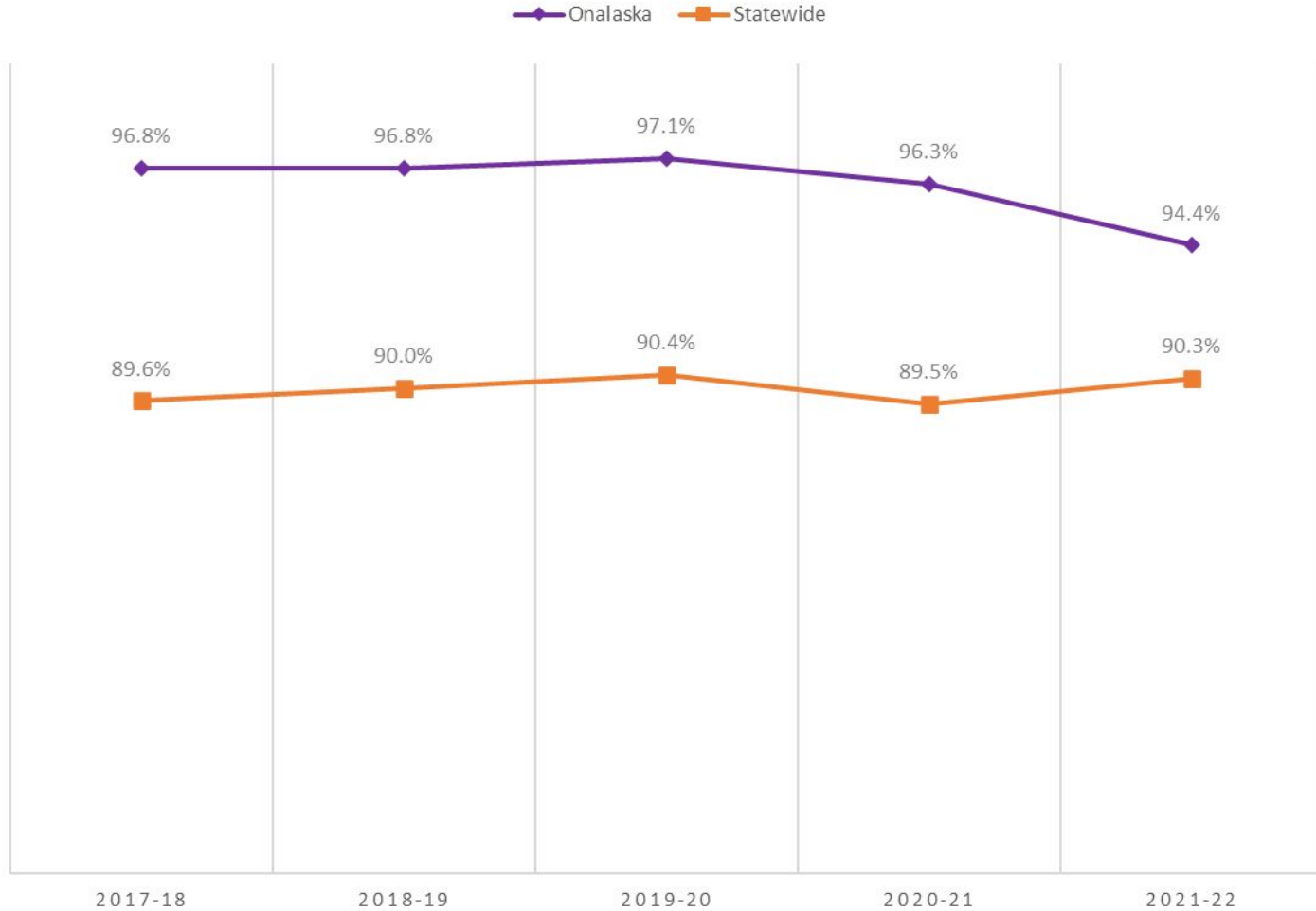
Normed Districts



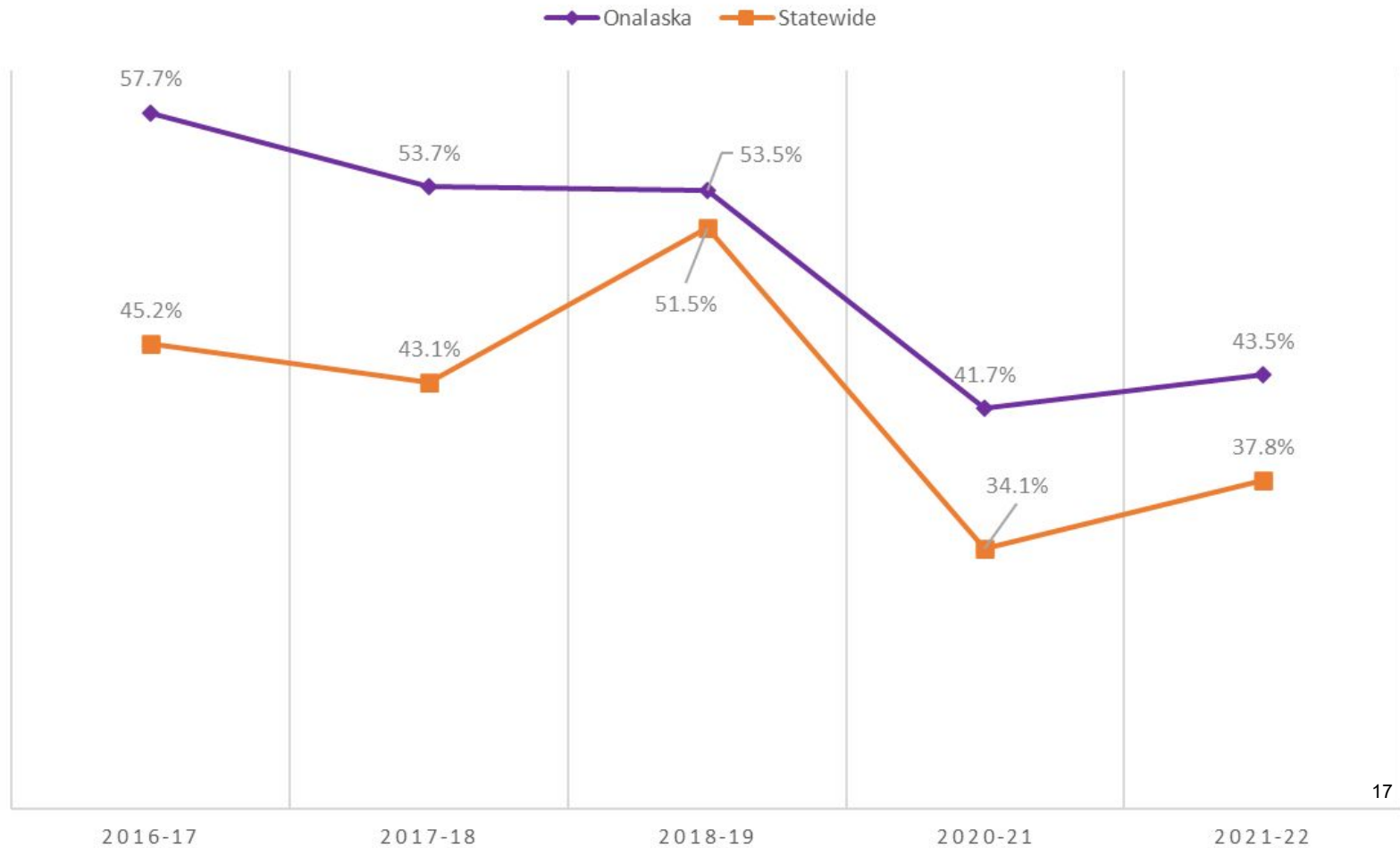
Normed Districts Criteria

- Enrollment
- Revenue Limit / Enrollment
- % Students with Disabilities
- % Students who are Economically Disadvantaged
- % Multilingual Learners

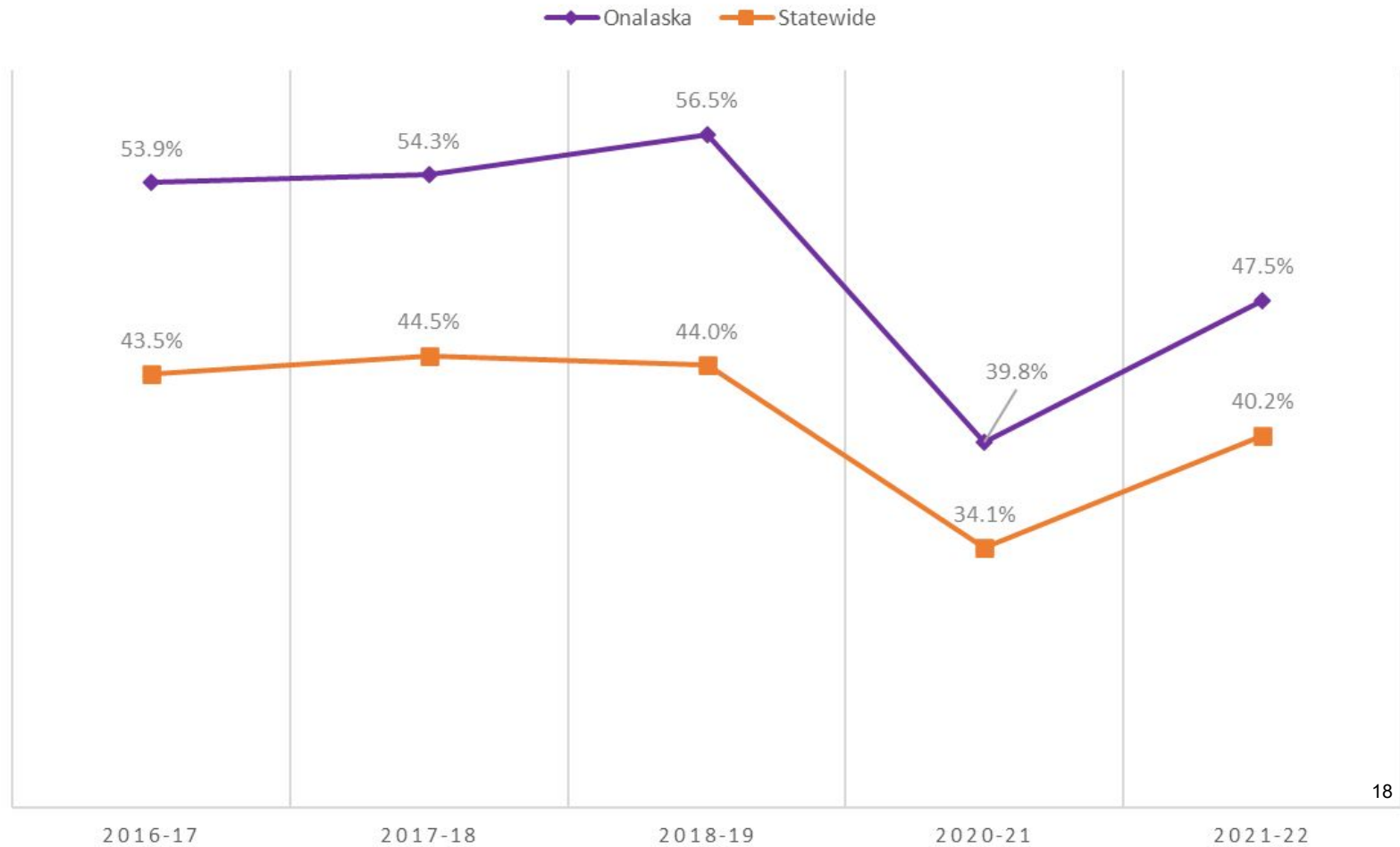
HIGH SCHOOL COMPLETION RATES



PROFICIENT ON ELA WI FORWARD

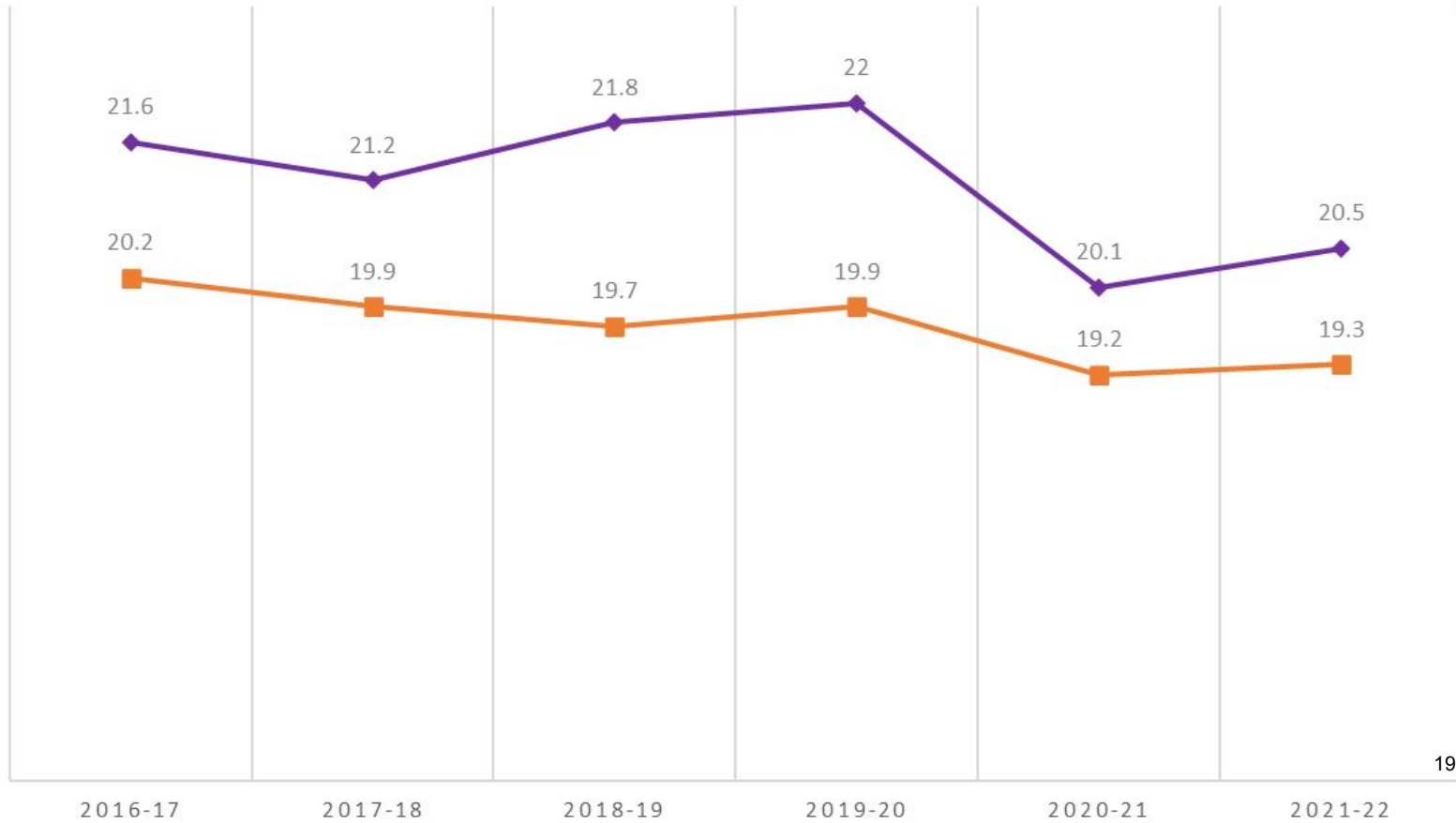


PROFICIENT ON MATHEMATICS WI FORWARD



COMPOSITE ACT

Onalaska Statewide



2023-24 Preliminary Budget, from Janet Rosseter

In the School District of Onalaska, we take pride in aligning our financial resources with the strategic priorities and the operational needs of our district. Staff have worked hard to develop and operationalize a strategic plan aligned with a scorecard that has annual goals containing specific action plans to achieve those goals. The budget is integral in supporting this work.

In Wisconsin, public schools have a July 1 through June 30 fiscal year. Yet each district adopts their original budget in late October - three months into the fiscal year. From development to final analysis, each budget is a two year process that begins each December (for the following July 1 fiscal year start) and finishes in December of the following year (six months after fiscal year end) with an independent auditor's report to the Board and community.

The Revenue limit is the main driver of individual school funding. The basic and simplified school funding formula is:

$$\text{Revenue Limit minus State Equalization Aid} = \text{Local Taxes}$$

In essence, the Revenue Limit controls the amount of funding available to offer programs and services for our students. In practical terms, by controlling revenue, expenses are controlled. Both the Revenue Limit and State Equalization Aid are controlled at the state level. Local taxes are the mathematical "remainder" of the equation. And like any math equation, as the left side goes up or down there is a direct and inverse impact on the other side of the equation. Districts can supplement their Revenue Limit to either maintain or offer additional programs and services by passing an Operational Referendum. Onalaska does have an Operational Revenue Limit override in effect through the 2027-28 fiscal year.



2023-24 Preliminary Budget (cont.)

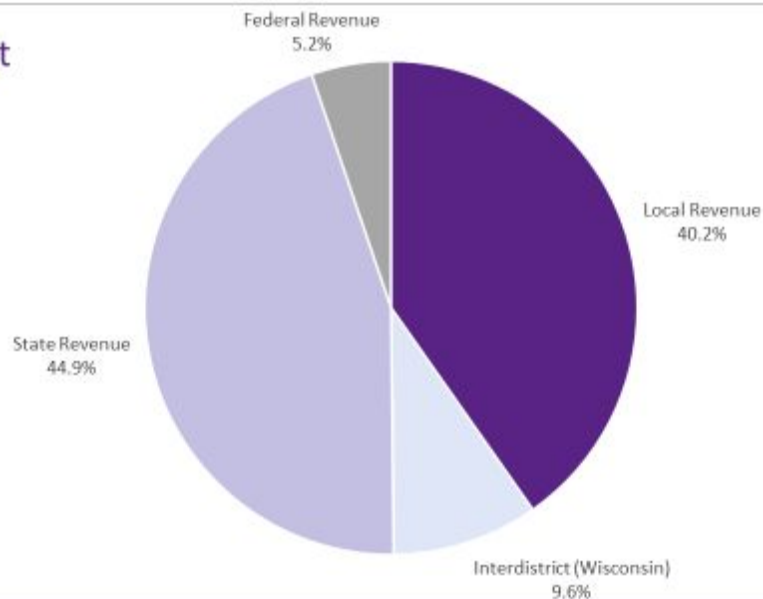
The following budget information shown includes information for the Operating Funds. These are the funds that account for general school operations. The 2022-23 year information has not been finalized through audit at this point. Even though the District is well into the 2023-24 fiscal year, there are a multitude of budget factors that are yet to be finalized to arrive at the 2023-24 Original Budget. These will be finalized in late October at which time the Original Budget will be adopted. The budget is a living document and as such it is refined and updated throughout the year. The budget revisions are presented to the Board for approval on a quarterly basis.

For further budget information, please visit the Finance page under District Services at www.onalaskaschools.com or contact me at 608-781-9700.

Janet Rosseter, Director of Finance & Business Services

Operating Funds Revenue (F10 & F27)

2023-24 Budget



Operating Funds Revenue (F10 & F27)

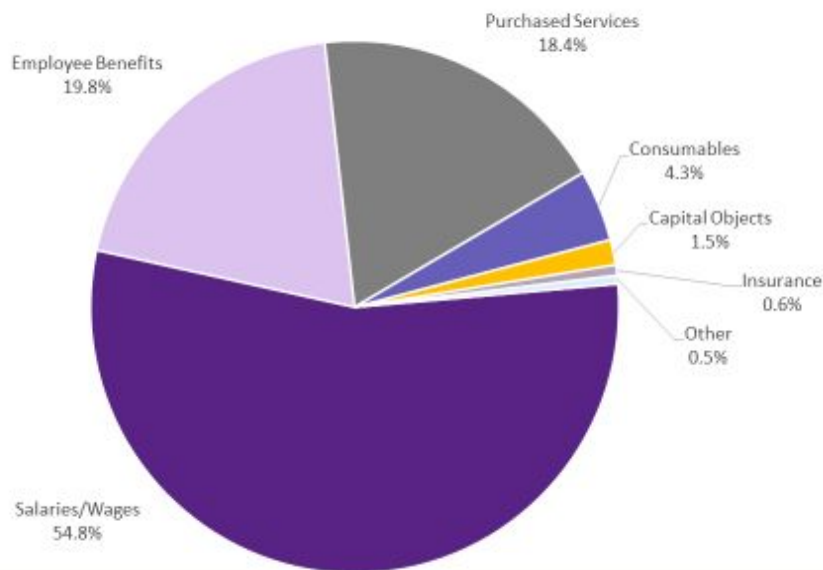
Account	Source	2021-22	2022-23		2023-24
		Actual	Budget	Unaudited	Budget
100	Operating Transfer -In	3,990,359	4,593,636	3,833,869	4,360,615
200	Local Revenue	17,336,532	15,982,344	16,152,766	18,810,587
300	Interdistrict (Wisconsin)	4,290,030	4,281,200	4,315,826	4,479,104
500	Intermediate Revenue	15,913	4,890	35,049	10,000
600	State Revenue	19,285,157	20,967,324	21,034,463	21,001,580
700	Federal Revenue	2,348,319	3,698,590	3,185,811	2,442,710
800	Other Financing Sources	47,715	153,302	153,302	5,000
900	Other Revenue	108,473	66,000	89,442	56,300
	Total Revenue by Source	\$47,422,498	\$49,747,286	\$48,800,528	\$51,165,896

Presentation in whole dollars may create minor rounding errors

Operating Funds Expense by Object (F10 & F27)

The What

2023-24 Budget



Interfund
Transfers Are
Eliminated

Operating Funds Expense by Object (F10 & F27)

The What

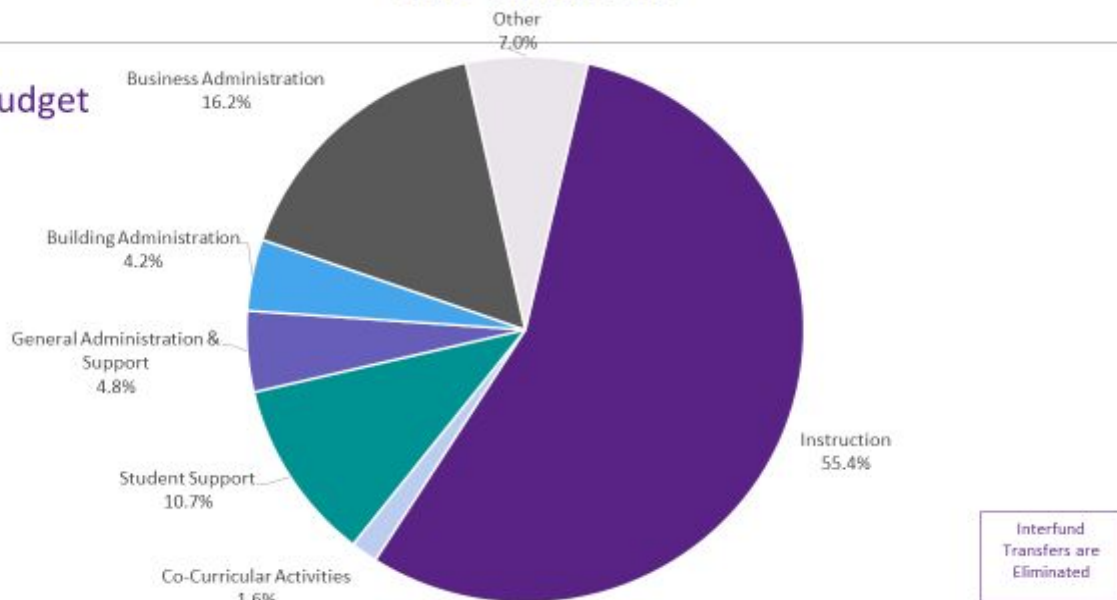
		2021-22	2022-23		2023-24
Account	Object	Actual	Budget	Unaudited	Budget
100	Salaries/Wages	22,789,917	24,375,719	23,779,923	25,462,246
200	Employee Benefits	8,459,030	9,397,614	8,736,842	9,175,493
300	Purchased Services	8,061,299	8,740,646	8,350,487	8,544,687
400	Consumables	1,374,269	1,586,529	1,579,819	2,017,445
500	Capital Objects	658,013	758,272	974,952	711,810
600	Operating Debt	20,962	36,411	35,211	37,100
700	Insurance	261,305	287,900	287,935	297,655
800	Transfer Out	4,090,359	4,650,090	3,890,323	4,721,415
900	Other	211,637	163,922	189,795	198,045
	Total Expenditures by Object	\$45,926,791	\$49,997,103	\$47,825,287	\$51,165,896

Presentation in whole dollars may create minor rounding errors

Operating Funds Expense by Function (F10 & F27)

The What For

2023-24 Budget



Operating Funds Expense by Function (F10 & F27)

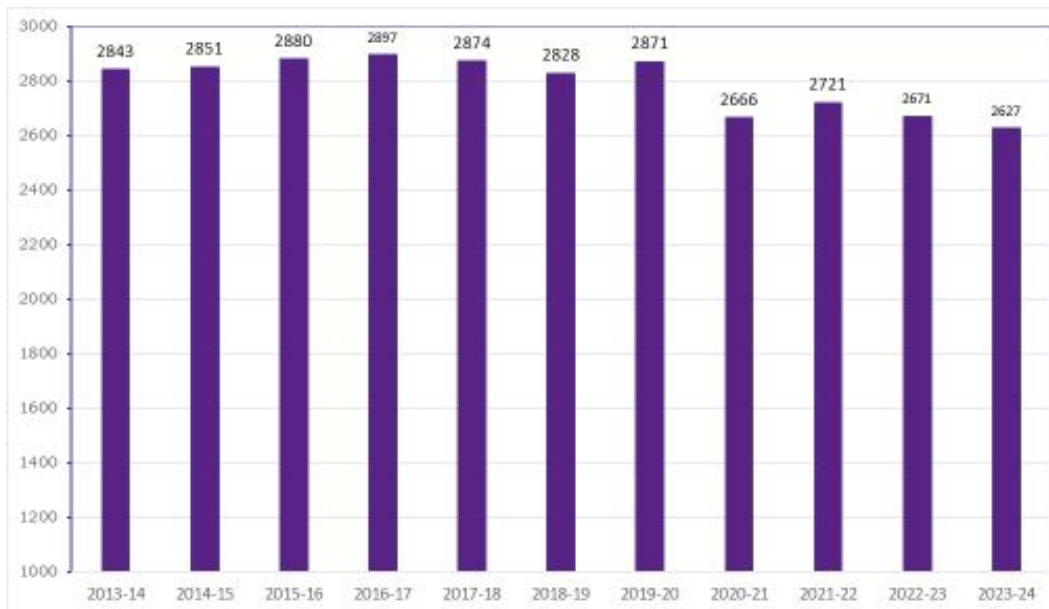
The What For

Account	Function	2021-22	2022-23		2023-24
		Actual	Budget	Unaudited	Budget
110000	Instruction	23,022,199	24,810,738	23,711,695	25,747,421
160000	Co-Curricular Activities	724,852	786,938	790,116	724,519
210000	Student Support	4,513,604	5,152,038	4,971,973	4,980,442
230000	General Administration & Support	1,782,226	2,115,765	2,023,685	2,222,859
240000	Building Administration	1,725,967	1,841,131	1,841,538	1,966,157
250000	Business Administration	6,828,531	7,329,869	7,400,505	7,535,012
410000	Interfund Transfers	4,090,359	4,650,090	3,890,323	4,721,415
430000	Other	3,239,053	3,310,535	3,195,452	3,268,071
	Total Expenditures by Function	\$45,926,791	\$49,997,104	\$47,825,287	\$51,165,896

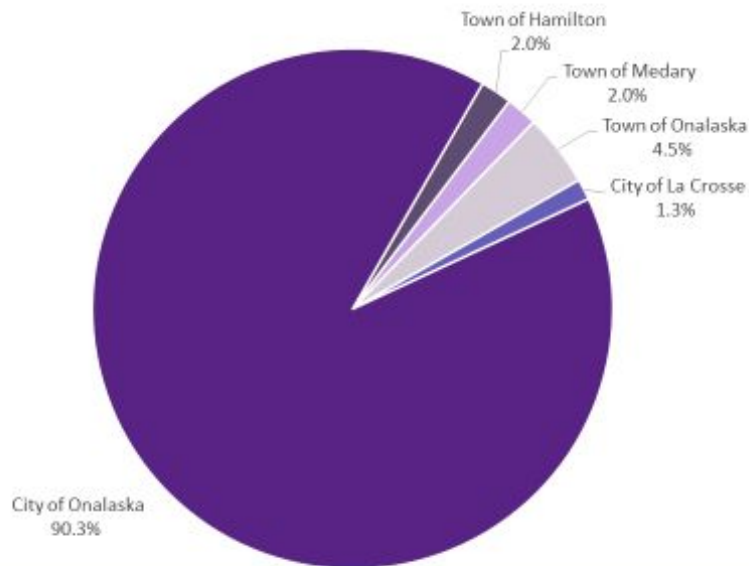
Presentation in whole dollars may create minor rounding errors

Historical Yearly Membership

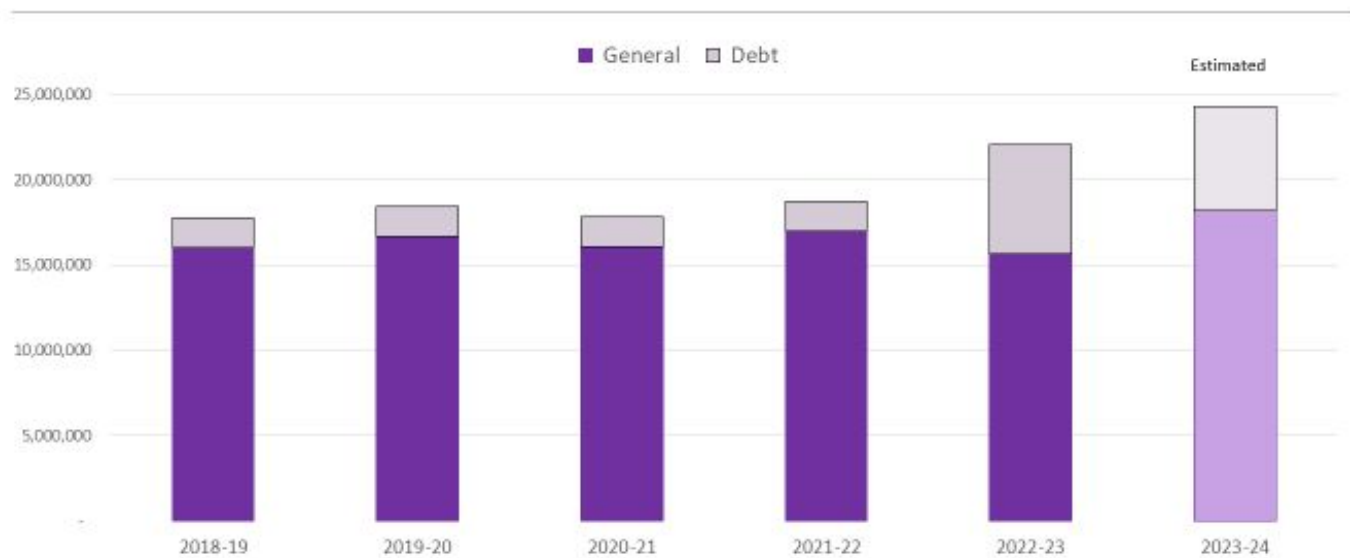
Membership vs Enrollment:
Membership subtracts open enrollment in,
Adds open enrollment out,
Prorates special educ preschool at .5 FTE,
Prorates 4K at .6 FTE



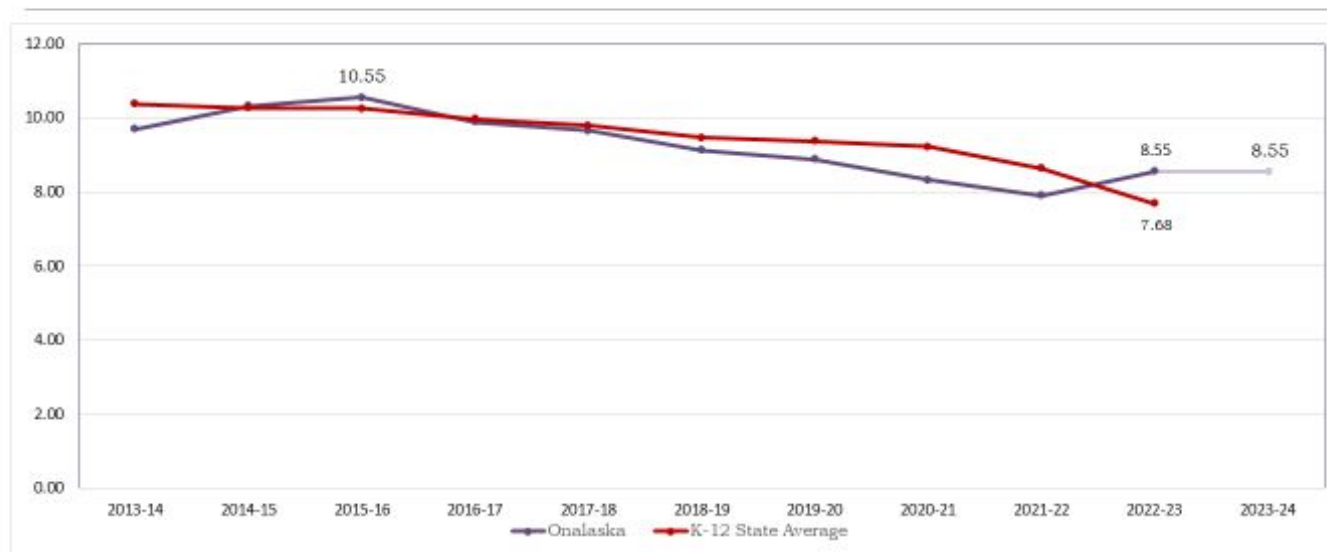
Property Value By Municipality



Historical Levy Amounts



Historical Mill Rates



Caution: Mill rates are misleading to predict actual individual tax impact