

2023-2024 ANNUAL REPORT SUPPLEMENT

School District of Holmen

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2023 Annual Meeting Minutes



BELONG. SERVE. SUCCEED.

Core Values

- Empowerment
- Equity
- Excellence
- Integrity
- Safety



Mission

Preparing students for tomorrow through an engaging and inclusive educational community today.

STUDENT LEARNING

Each student will succeed in reaching rigorous learning standards as a result of instructors' use of an integrated and comprehensive service delivery model.

FISCAL

Provide and sustain the highest level of student learning in a fiscally responsible manner.

WORKFORCE

Recruit, engage, and retain diverse staff, aligned with our students and community, to ensure we are achieving the District's Vision and Mission.

COMMUNITY ENGAGEMENT

Engage community in the Vision and Mission by listening to their voice, building relationships, and valuing their input to identify opportunities for improvement.

HEALTH & SAFETY

Foster physical safety and social-emotional wellbeing for District staff and students.

School District of Holmen

2024 Dashboard—Focus Area Performance

STUDENT LEARNING	FISCAL	WORKFORCE	COMMUNITY ENGAGEMENT	HEALTH & SAFETY
Each student will succeed in reaching rigorous learning standards as a result of instructors' use of an integrated and comprehensive service delivery model. <i>Academic, Excellence, Character.</i>	Provide and sustain the highest level of student learning in a fiscally responsible manner. <i>Productivity, Sustainability.</i>	Recruit, engage, and retain diverse staff, aligned with our students and community, to ensure we are achieving the District's Vision and Mission. <i>Capacity, Capability, Continuity, Engagement.</i>	Engage community in our Vision and Mission by listening to their voice, building relationships, and valuing their input to identify opportunities for improvement.	Foster physical safety and social-emotional wellbeing for District staff and students. <i>Physical Safety, Social/Emotional Wellbeing</i>
Key Measures	Key Measures	Key Measures	Key Measures	Key Measures
Graduation Rate: 97% of SDH Students will graduate in 4 years. ▲	Expenditures per Student Performance: District target "comparative expenditures per pupil" within +/- 5% of state average. ●	Staff Engagement: ≥95% of staff indicated engagement in their work-based on survey responses. ●	Open Enrollment: In 3 years improve the net transfer change in the positive direction by 5%. ■	Worker's Compensation Experience Modifier: <1.00. ■
English Language Arts: 55% of students will earn proficient or advanced on the ELA portion of the WI Forward Exam. ●	Maintenance and Operations Cost per Square Foot: +/-10% of peer average. ●	Retention Rate—Educators: ≥90% retention of educators over a five year average. ●	Student Engagement: Increase by 5% on the survey question, "I feel like I belong at school." ■	Student Safety Survey: 90% or higher on survey question, "My school is safe." ■
Math: 55% of students will earn proficient or advanced on the math portion of the WI Forward Exam. ●	Transportation Cost per Pupil Mile: ≤ peer average. ●	Conduct Exit Survey: with staff who resign from the District. Track and monitor reasons leaving for those specific to demographic-related reasons. ●	Parent Engagement: 90% or higher on the survey question, "Does your family feel they belong at this school?" ●	Staff Work Life Balance: 90% or higher on the survey question, "I am able to sustain a healthy work-life balance." ▲
ACT Suite: Students will earn a predictive or composite score of 21. ▲	Fund Balance as % of Total Expenditures: General Fund goal 26.31%. Variance above the goal is 10% or plus 2.63%. ●			SEL Screener: 2022-23 research and purchase Social-Emotional screener for districtwide student use. ●
	Special Programs Support as % of Operational Expenditures: <120% of peer average. ▲			
	Fund Balance Nutrition Services as % of Expenditures: 06/30 goal sufficient to meet 3 month average monthly expenditures with a +/- 10% variance. ●			
Performance Key ● Our results met or exceeded our annual target. ▲ Our results improved last year, but did not meet the annual target. ■ Our results did not meet the annual target and did not improve from last year.				



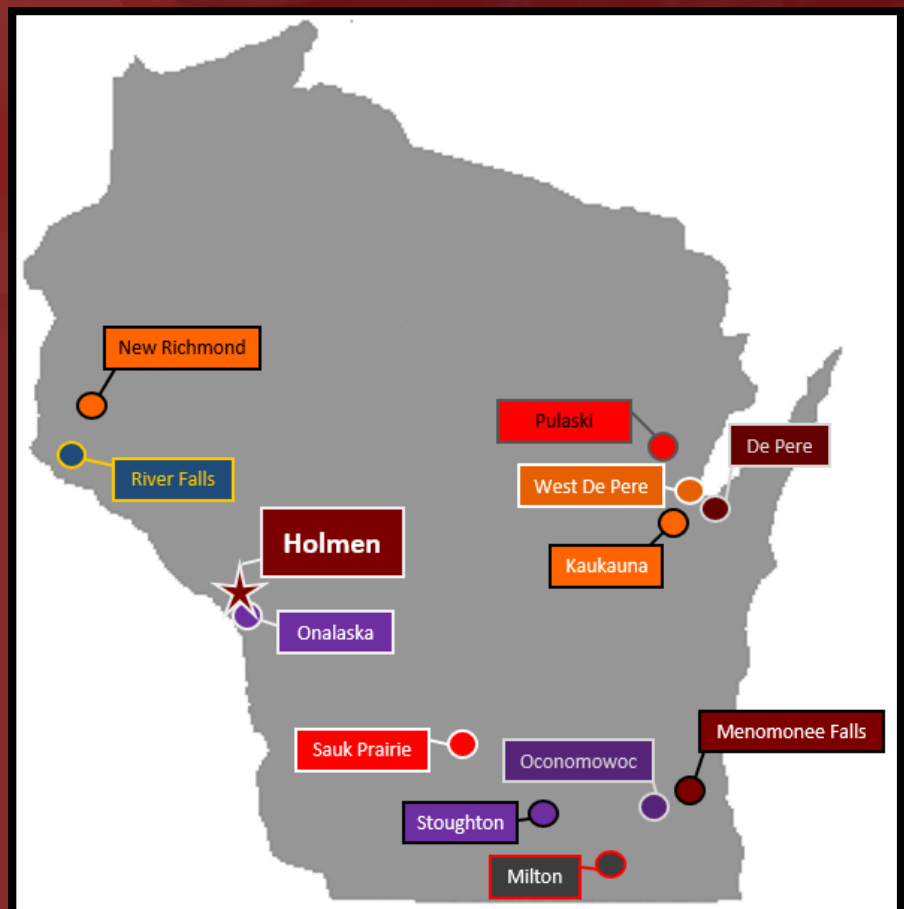
PEER DISTRICTS



Peer Criteria

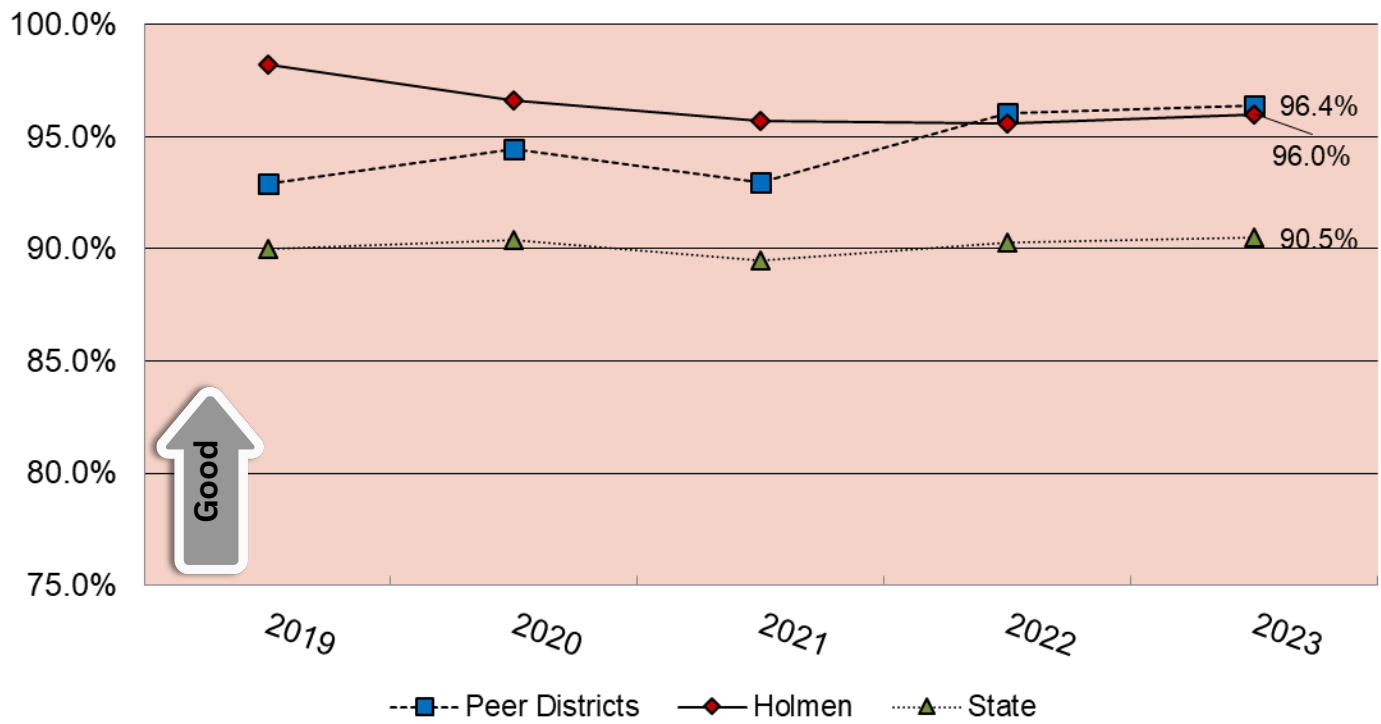
- Enrollment
- Economic Status
- Disability Status
- English Learner Status

* Peer districts were updated after the 2021-22 Annual Report.



STUDENT LEARNING

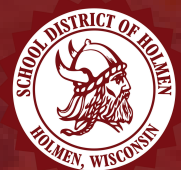
Holmen's 4 Year Graduation



Graduating high school is a critical milestone that opens doors to countless opportunities, from higher education to career advancement. It equips students with essential skills, knowledge, and experiences that prepare them for the challenges of tomorrow. In our district, we are committed to this goal, aligning with our vision of preparing students for the future through an engaging and inclusive educational community today. By fostering a supportive and dynamic learning environment, we ensure that each student is set on a path to success.

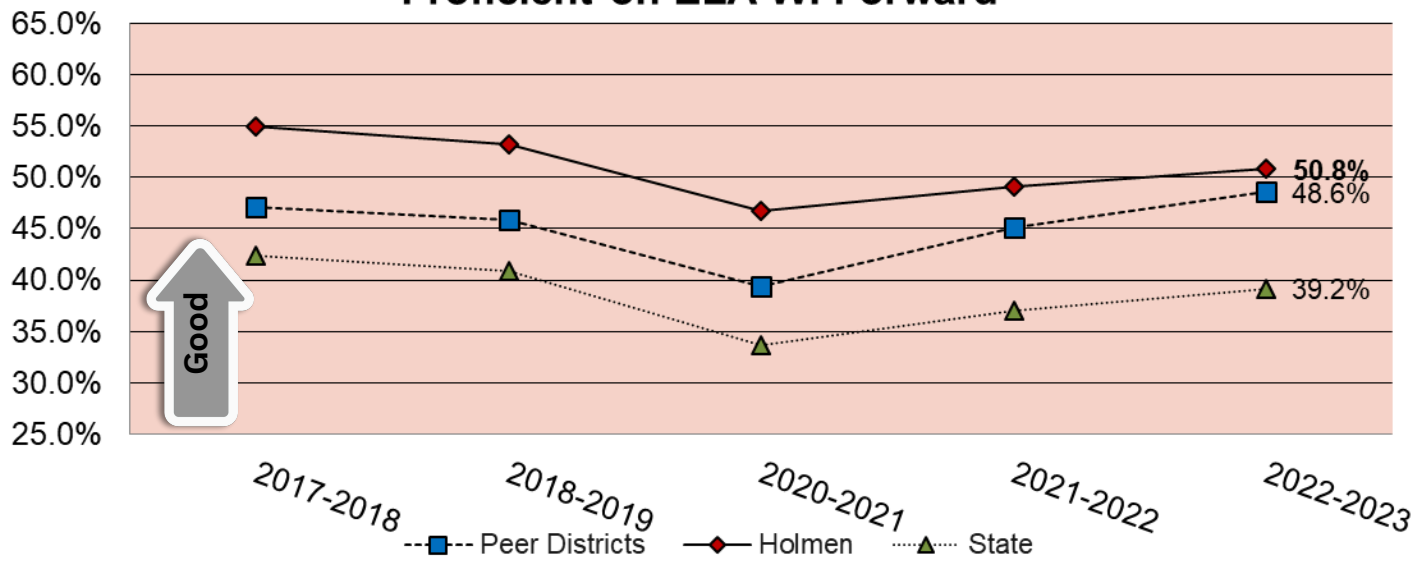
While our district's graduation data is strong, we are always striving for improvement. Our current four-year cohort graduation rate, though slightly below our peers, remains solidly above the state average and has reached a three year high of 96%. We are proud of the progress we have made but remain dedicated to providing the necessary resources and support to ensure every student reaches this important achievement.

*2022 Data uses new peer group.

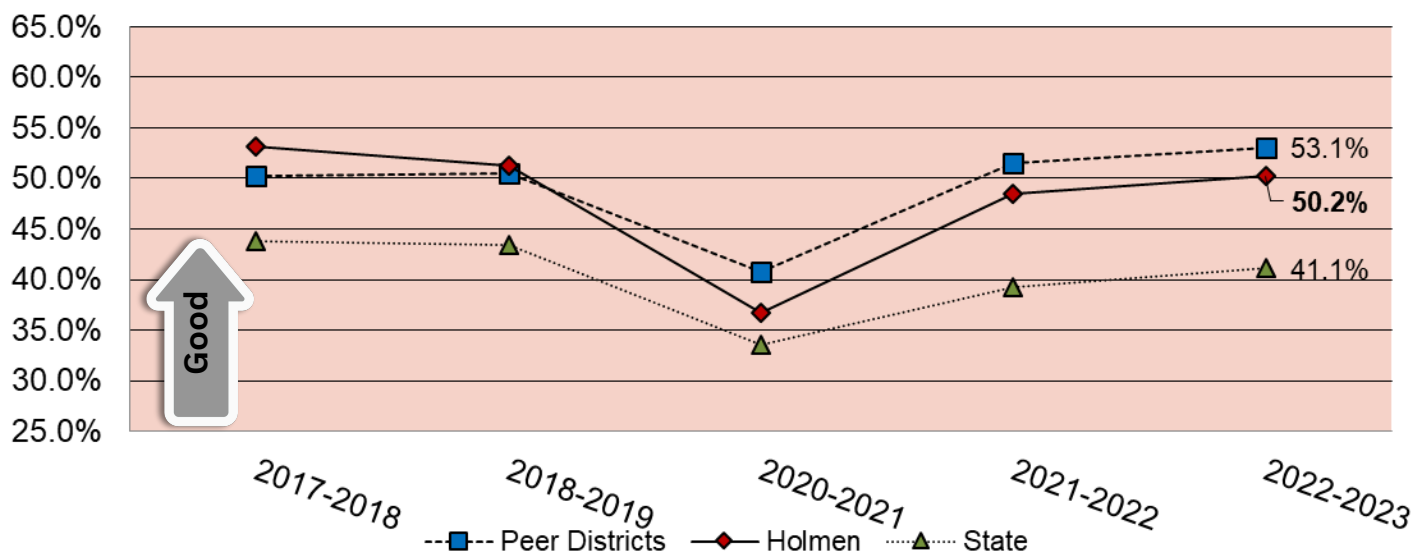


STUDENT LEARNING

Proficient on ELA WI Forward



Proficient on MATH WI Forward

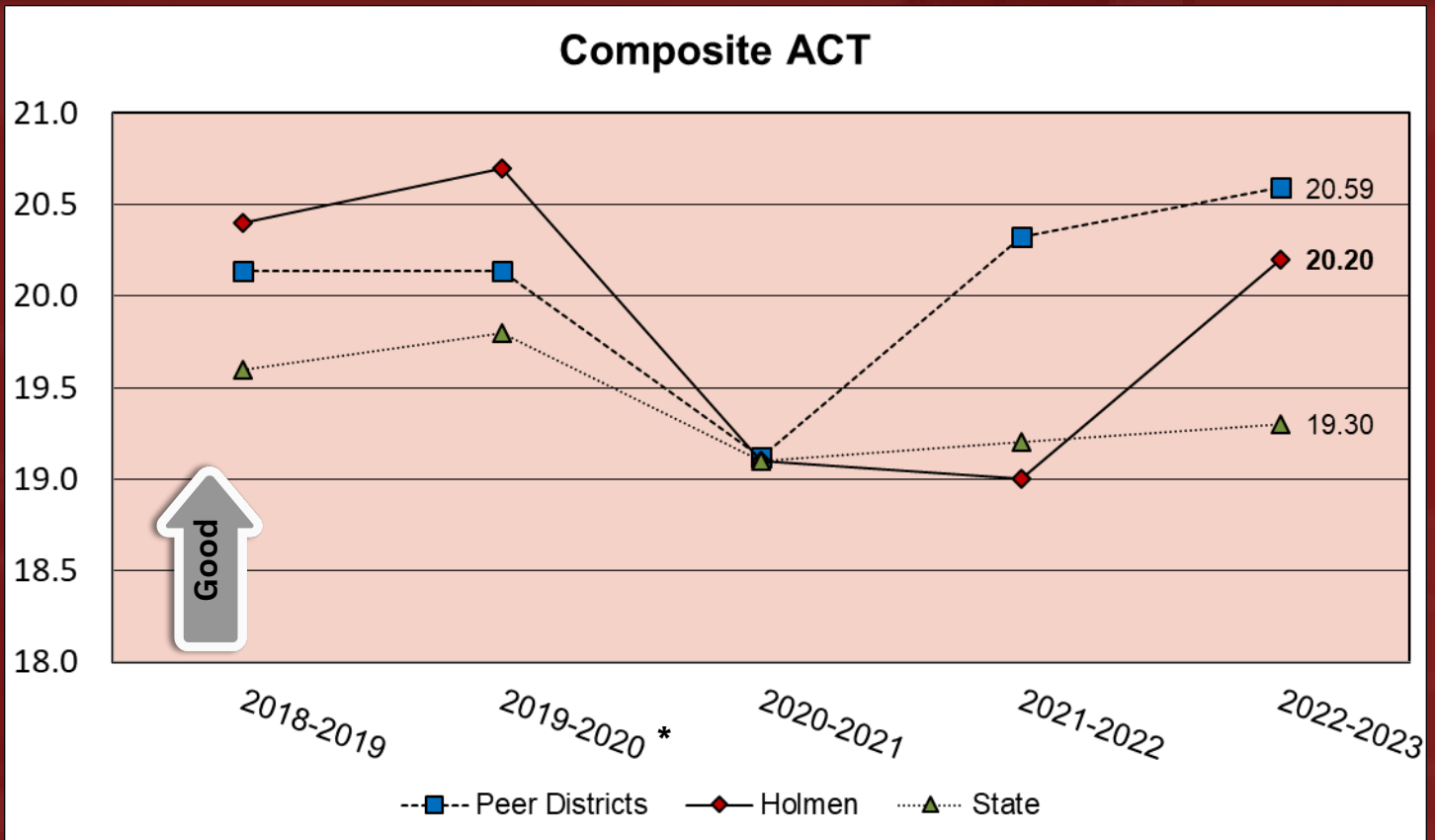


State Standardized Assessments provide an important perspective on student growth and achievement, serving as end-of-learning or summative assessments. The WI Forward Exam, administered annually to students in grades three through eight, offers valuable insights into our district's academic progress. Our 2022-2023 WI Forward data shows that the School District of Holmen continues to maintain a strong academic program. In English Language Arts (ELA), 50.8% of our students achieved proficiency, outperforming both the state and peer districts. In math, our district has made significant strides, with 50.2% of students scoring proficient, placing us slightly below the average of our peer districts but well above the state average.

As a district, we are committed to continuous improvement in these areas. To support student growth and achievement, we have updated our ELA curriculum and are in the process of updating math to ensure these curricular areas are well-aligned, rigorous, and delivered through the most effective instructional practices. These updates are designed to provide all students with the resources they need to succeed throughout their academic careers.

***2021-22 Data uses new peer group.**

STUDENT LEARNING



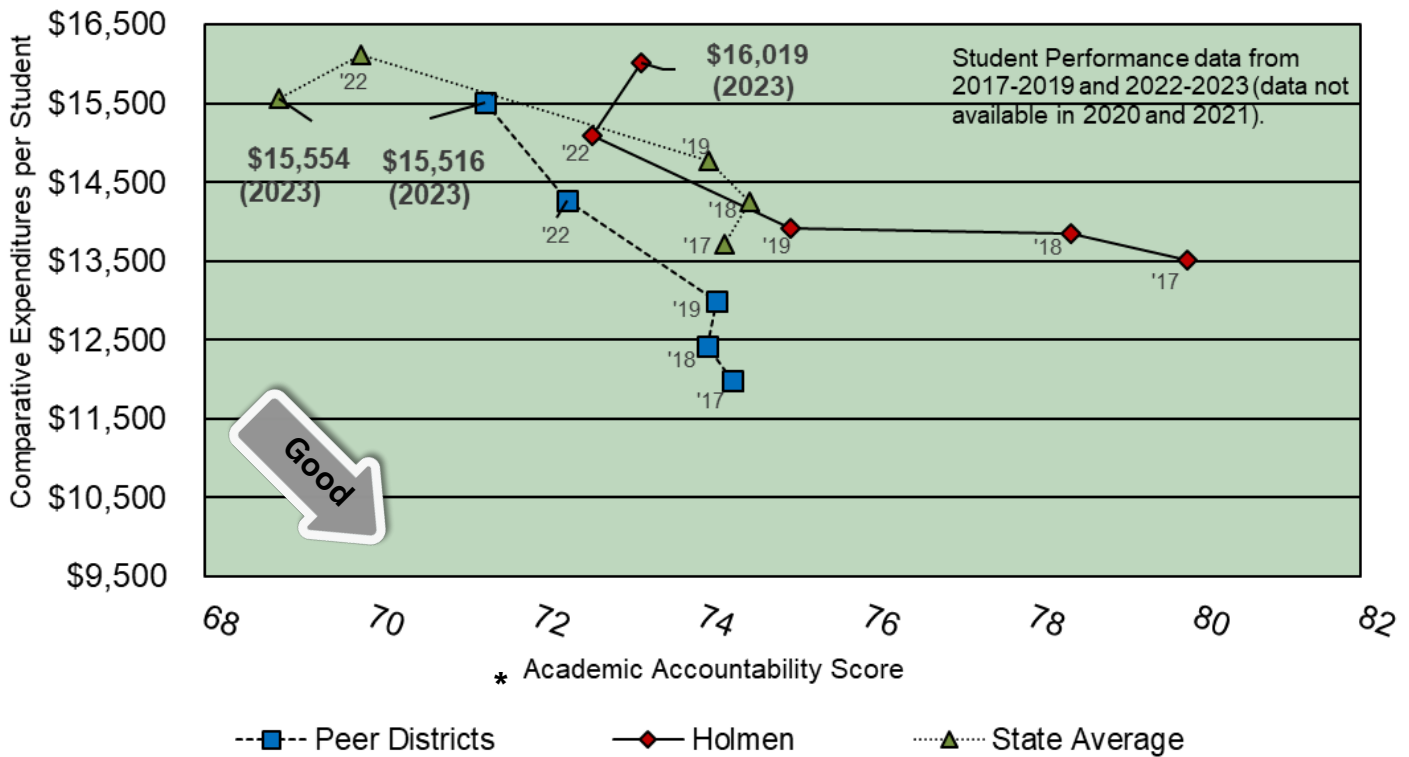
The ACT is another state standardized assessment administered annually to Wisconsin eleventh graders and serves as one of the state's accountability measures. The School District of Holmen uses the average composite ACT score as part of a balanced assessment system to track student achievement and growth. As a nationally recognized college entrance exam, the ACT provides valuable insight into students' readiness for post-secondary education and helps inform instruction that supports their future academic and career goals. Historically, our district's performance trends have closely aligned with those of the state and peer districts. For the 2022-2023 school year, our students achieved an average composite score of 20.2, marking a three-year high. While this score is slightly below the average of our peer districts, it remains above the state average.

*2021-22 Data uses new peer group.



FISCAL

Expenditures Per Student and Performance



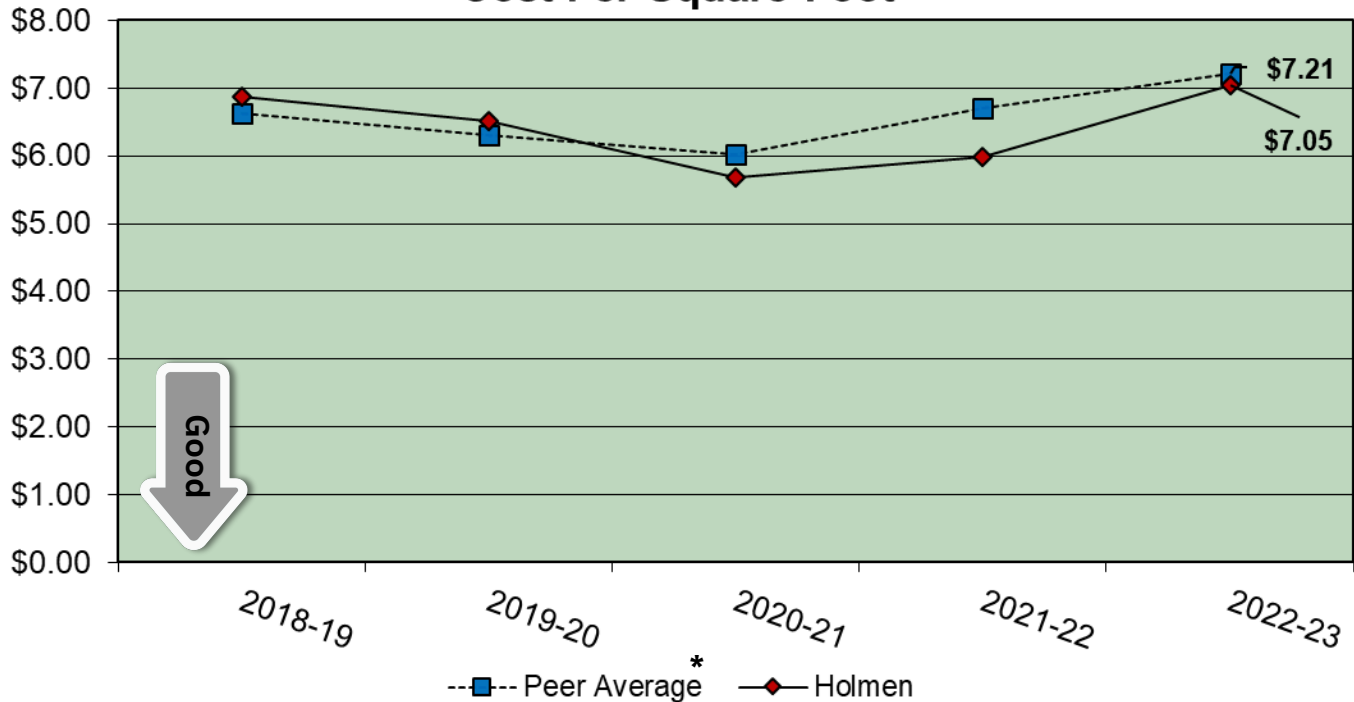
The **Expenditure Per Student Performance** measures both the comparative expenditure per pupil and student performance, using the academic accountability score. These two measures are then examined in relationship to one another. The District's expenditure per student performance can improve due to either our own improvement or the slide in performance by other peer districts. Conversely, our expenditure per student performance can decline due to either a slide in our own performance or an improvement by other peer districts. The comparative nature of the expenditure per student performance requires the District to make more effective choices on how we spend money.

*2022 Data uses new peer group.



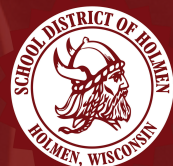
FISCAL

Maintenance and Operations Cost Per Square Foot



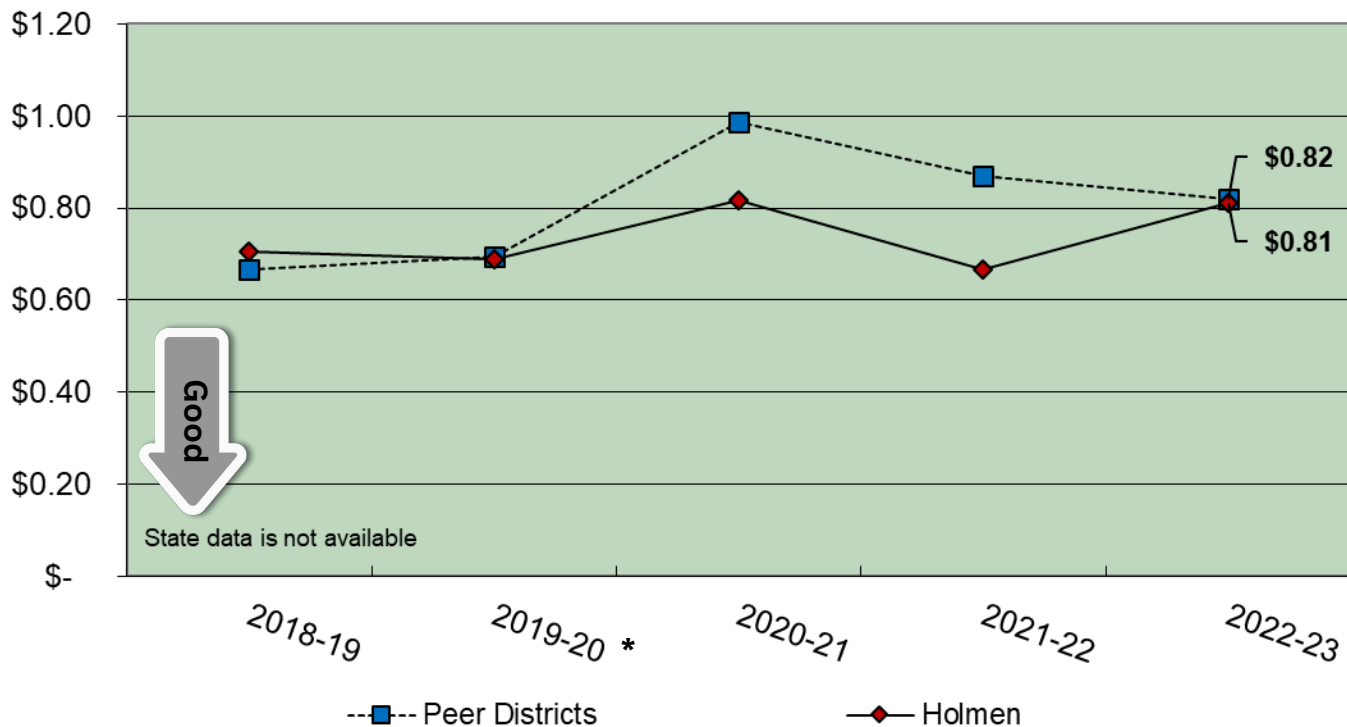
The **Maintenance and Operations Cost Per Square Foot** is a measure that compares Holmen's cost per square foot for maintenance operations, to that of our peer districts. The importance of this measure is to track our costs compared to our peers to ensure efficiency of operations, yet have the funding required to effectively maintain the fixed assets within the District. The cost of maintenance and operations have been comparable to our peers for several years. The 2018-2019 and 2019-2020 data includes safety initiatives not normally reported in maintenance and operations. In 2021-2022, we became part of a new peer group. The Holmen cost per square foot was \$7.05 in 2022-2023. The peer district average was \$7.21.

*2021-22 Data uses new peer group.



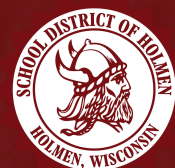
FISCAL

Pupil Transportation - Cost per Pupil Mile

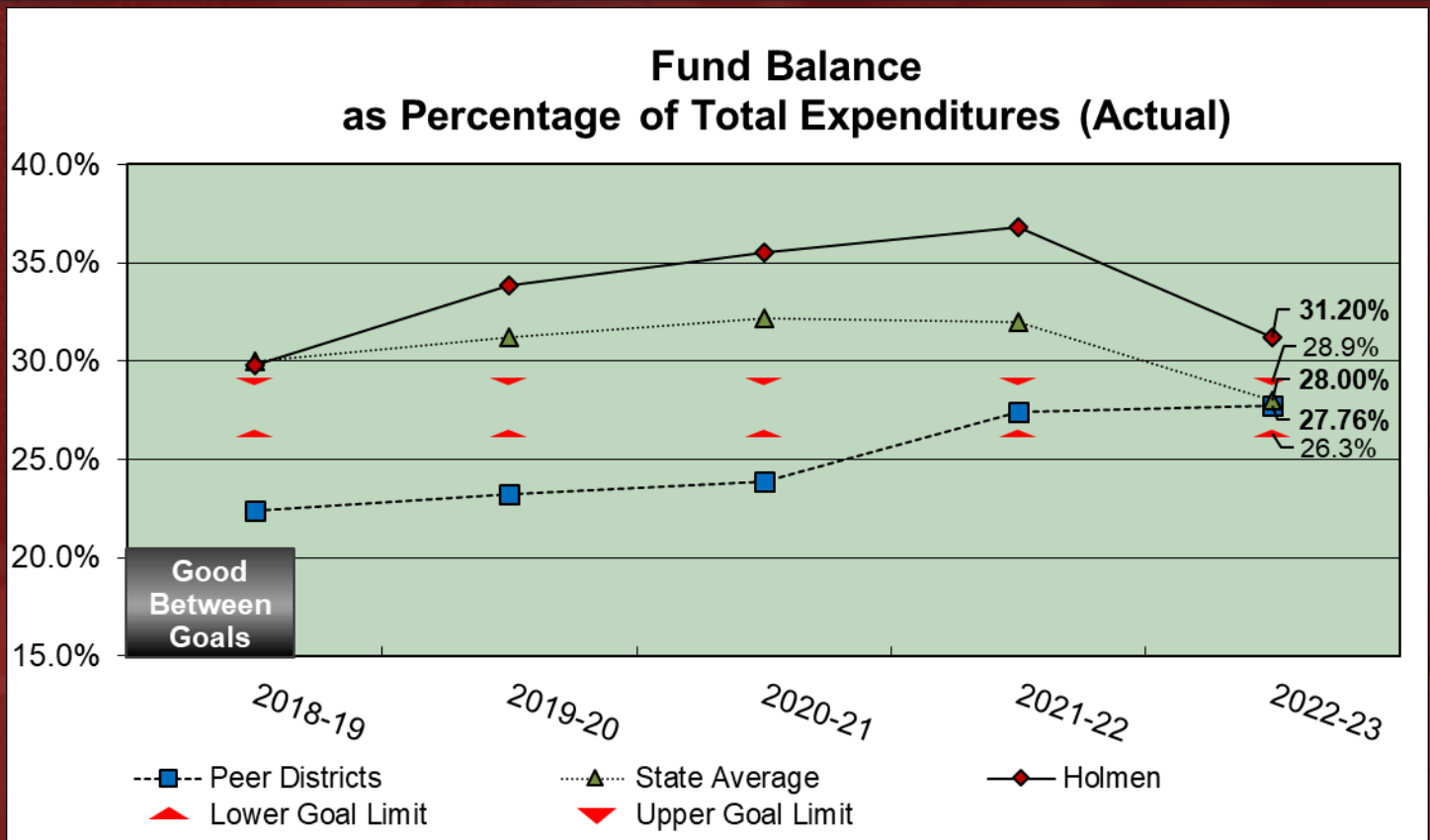


The cost efficiency of the ride to and from school can be measured by "**Cost Per Pupil Mile.**" The School District of Holmen parents, students, staff and community stakeholders have identified cost as a key performance factor in the delivery of transportation services. Cost efficiency, while maintaining quality, defines the value of transportation services. This shows the School District of Holmen's transportation service is a good value to the stakeholders of the District. Cost went up in 2017-2018 due to extra money added to the transportation budget for 3 extra buses purchased at the end of the fiscal year. 2020-2021 shows us increasing but not as significantly as our peers. 2021-2022 new peer districts were added and there is a larger gap with the new districts. 2022-2023 shows the cost closer to our peer districts.

*2021-22 Data uses new peer group.

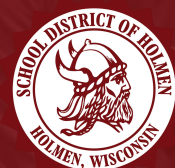


FISCAL



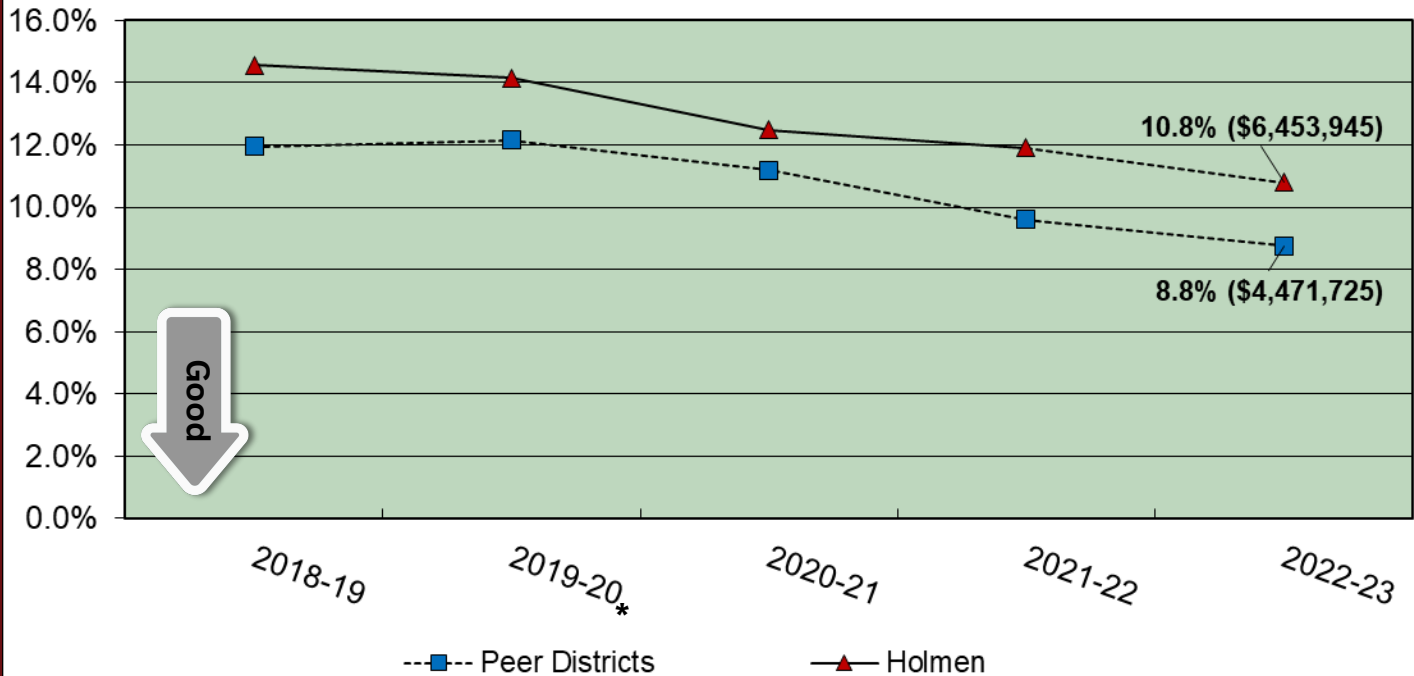
The **Fund Balance as a Percentage of Total Expenditures (FBPTE)** is a leading indicator that measures the overall financial stability of an organization. Financial stability and affluence is not the same thing. Just as a person can be poor yet remain financially stable, so can a school district. Financial stability comes from properly managing the more limited resources available.

*2022-23 Data uses new peer group.



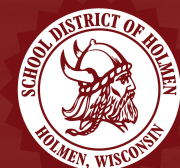
FISCAL

Special Programs Support as a Percentage of Operational Expenditures (Actual)

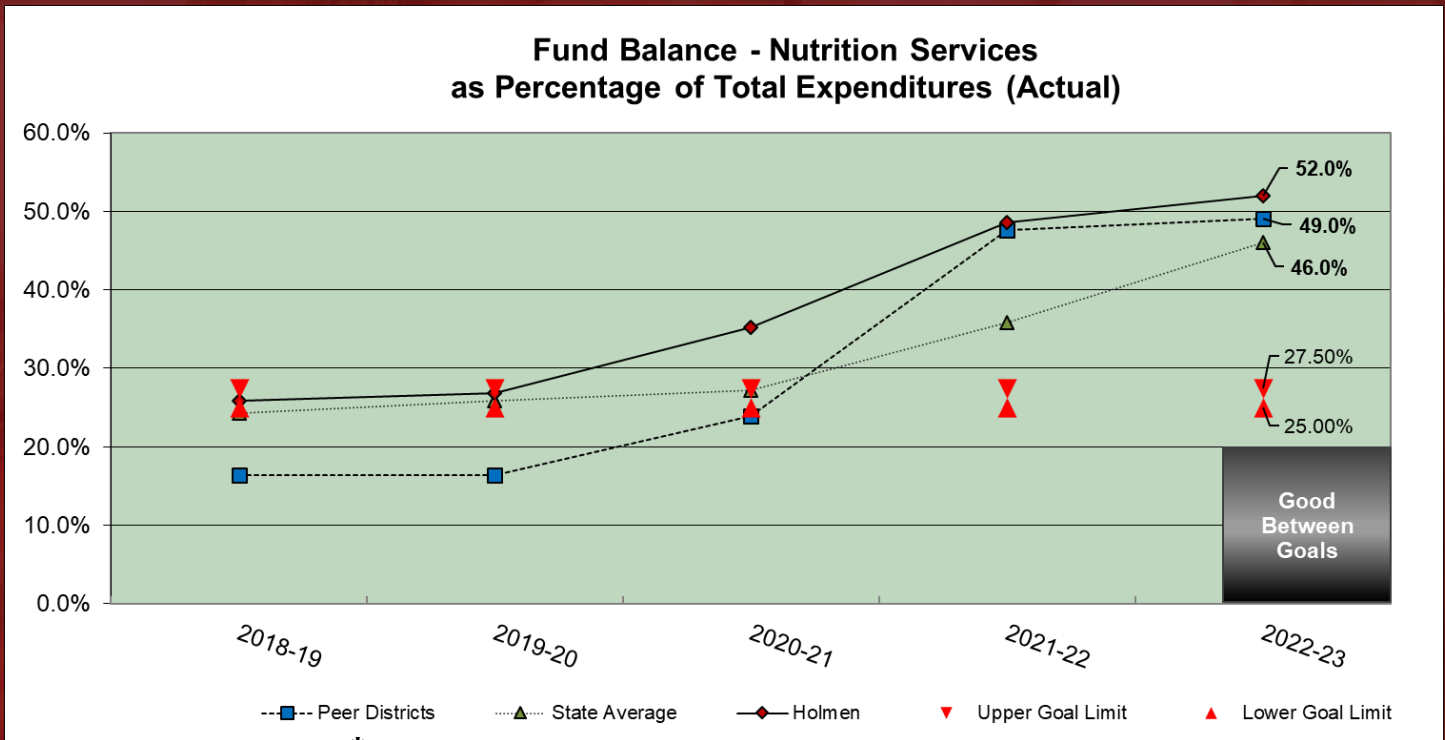


Revenue and expenditures related to students with exceptional education needs are recorded in a separate fund account. This account is not allowed to end a fiscal year in a deficit position. Federal and state special education revenue sources do not adequately support special programs. A transfer from the general operational fund account is necessary to support the cost of delivering special programs. The **Special Programs Support as a Percentage of the Operational Expenditure** indicates that the School District of Holmen spends 2% more of its operational budget on special programs than its peer districts. This measure requires the District to analyze more effective choices on how we spend money, while still meeting the needs of all students.

*2021-22 Data uses new peer group.



FISCAL

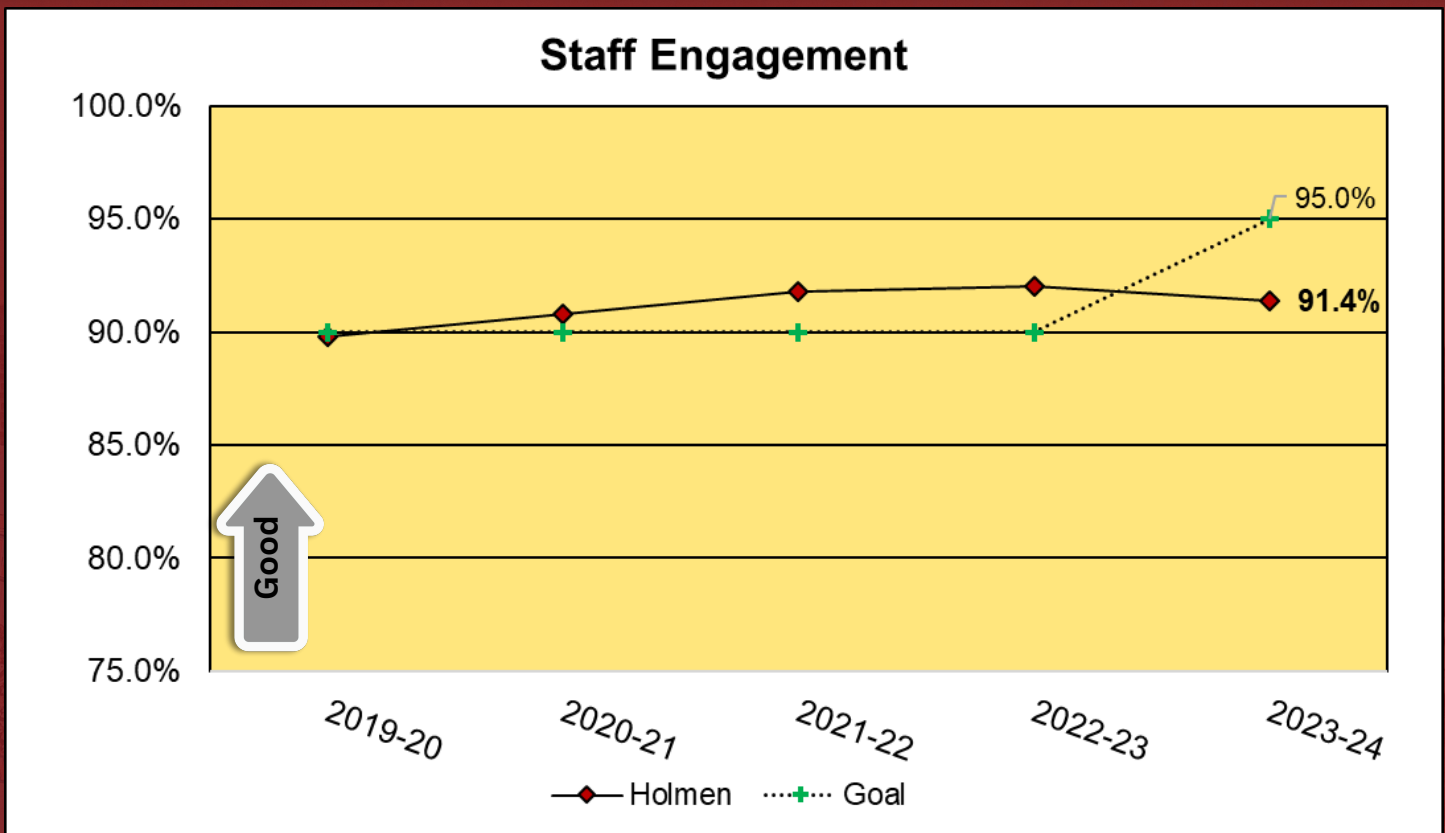


The Fund Balance as a Percentage of Total Expenditures is a leading indicator that measures the overall financial stability of the Nutrition Services Program. Financial stability comes from properly managing the limited resources available. Nutrition Services exceeded the upper limit of the goal by 24.5% due to higher than anticipated participation in the meal programs as well as taking advantage of programs offering additional funding, and managing program resources. This was a trend that was also reflected in the performance of our peer districts.

*2021-22 Data uses new peer group.



WORKFORCE



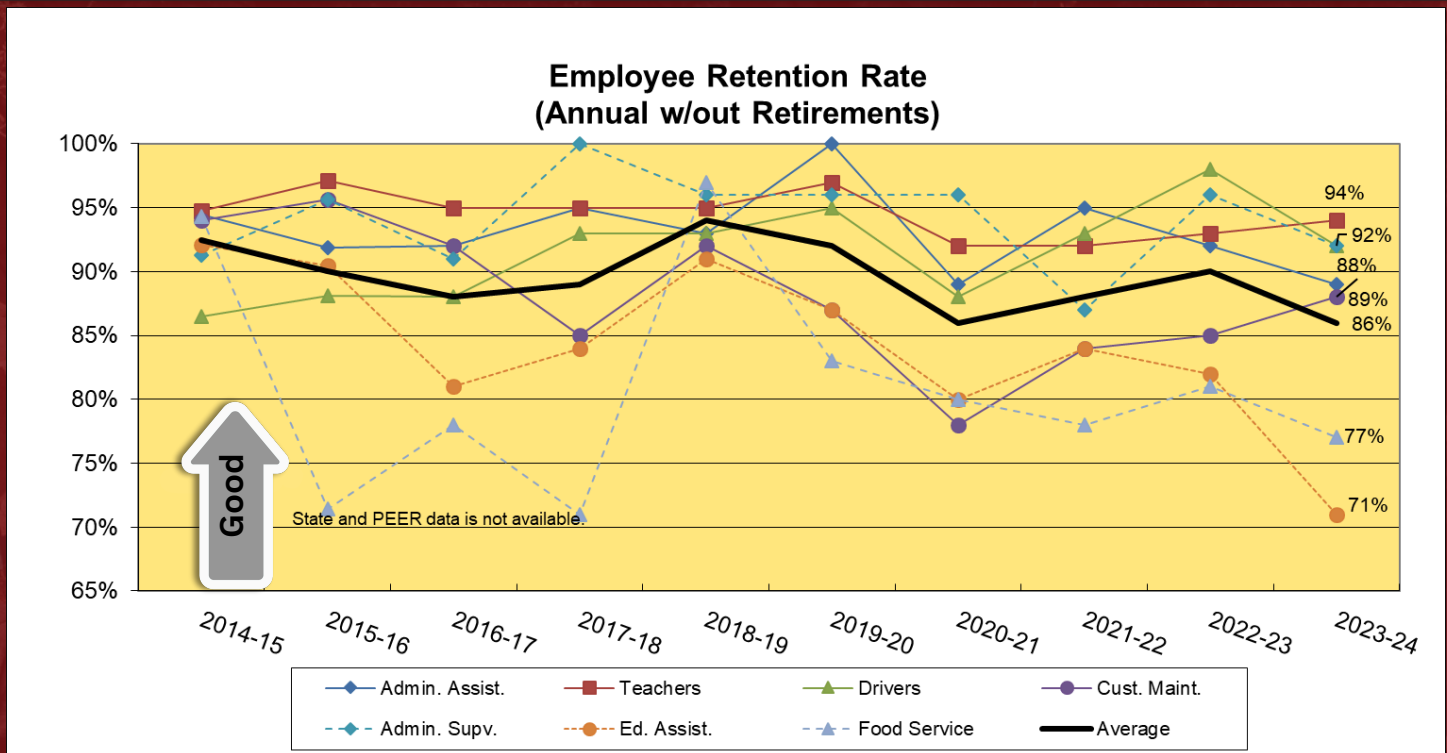
Each year, the District conducts a comprehensive survey to staff to gauge satisfaction across a range of topics related to their satisfaction in their work life. Some of the data received from this survey are included in the Staff Engagement measure. The survey feedback not only highlights areas for improvement but also showcases where we are succeeding. For instance, the recent survey results reflect an increased level of satisfaction among our staff members.

These high satisfaction levels are not just numbers on a page—they represent a thriving, engaged workforce that feels connected to the District's mission and goals. The questions in the survey are designed to capture key aspects of job satisfaction and performance, providing a clear picture of how well we are supporting our staff. The positive responses indicate that our employees are not just content with their roles but are enthusiastic contributors to our community.

By continuously monitoring these satisfaction levels and acting on the feedback provided, we ensure that our staff remains motivated and aligned with the District's vision. This, in turn, fosters a supportive and dynamic work environment where expertise and talent are both nurtured and shared, ultimately benefiting our entire educational community.



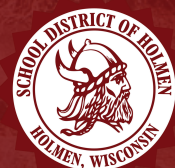
WORKFORCE



In the most recent fiscal year, the District has experienced a decline in staff retention rates, highlighting a concern within our educational community. The data indicates that specifically, many educational assistants are leaving their positions at an increased rate, which threatens the stability of classroom support and affects the overall quality of student care. This trend is concerning as it disrupts the learning environment and places additional strain on remaining staff members.

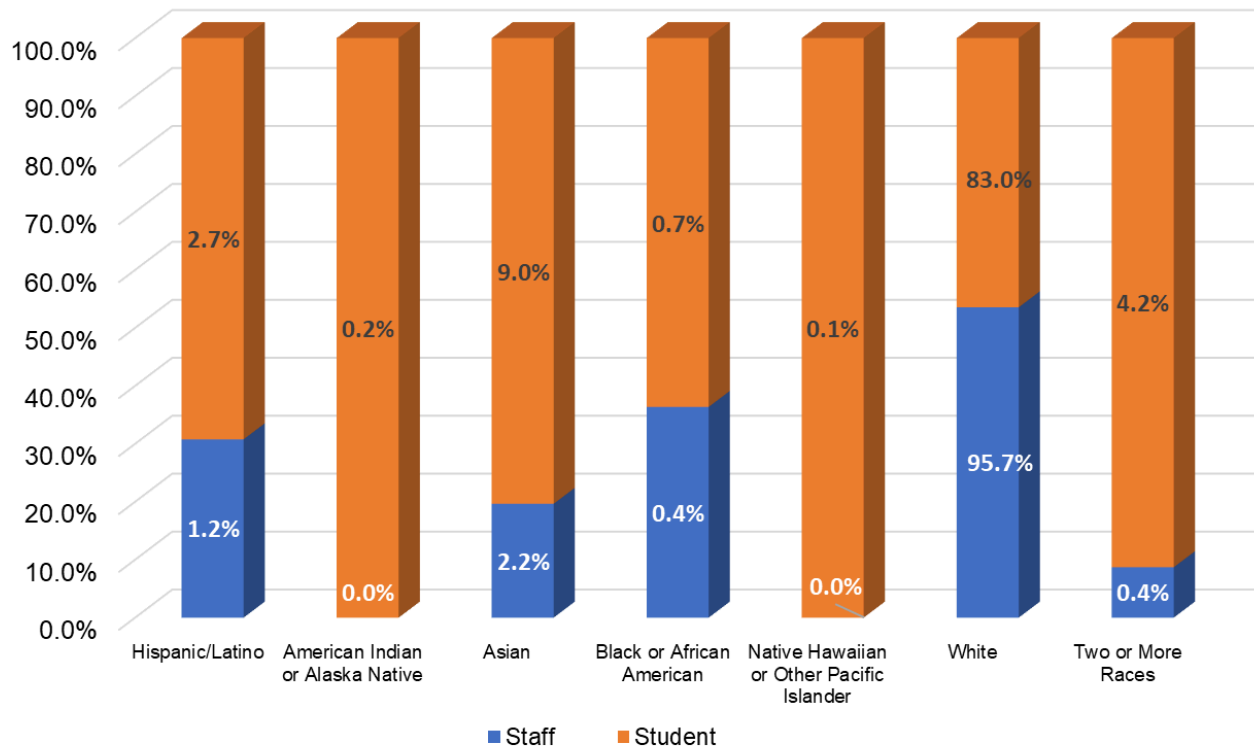
This downward trend not only affects the stability of our staff but also disrupts the continuity of educational experiences for our students, creating a ripple effect that can impact academic performance and school culture.

To address this challenge, we are committed to implementing strategic changes aimed at reversing this trend. Our approach will involve a comprehensive revision of the recruitment and hiring process to ensure a better fit between candidates and our district's needs. Additionally, we will enhance our onboarding procedures and focus on increasing staff engagement through ongoing professional development and support initiatives. By addressing these areas, we aim to create a more supportive and fulfilling work environment that will foster greater staff retention and ultimately benefit our students and community.



WORKFORCE

2023-24 Staff & Student Ethnicity



In our commitment to fostering an inclusive and supportive educational environment, another key area of focus is the alignment between staff and student diversity. Insights from our perception survey reveal a crucial factor in student belonging: the importance of seeing individuals who reflect their own racial and ethnic backgrounds among our school staff.

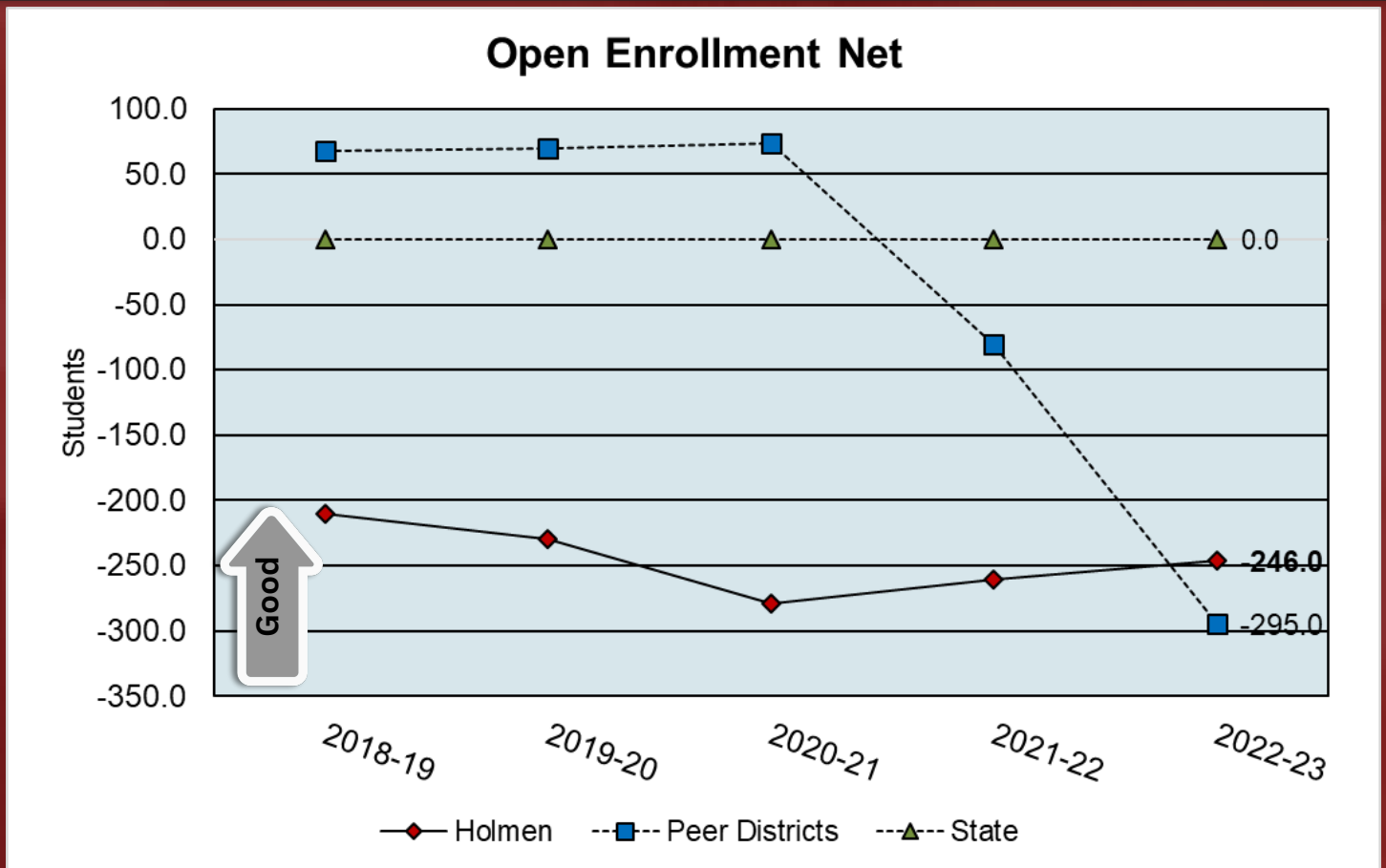
Our findings reveal a disparity between the demographic composition of our student body and our staff. This gap emphasizes the need for strategic action to enhance our recruitment practices. By understanding the current landscape of our staff and student demographics, we are better positioned to develop targeted strategies aimed at improving staff diversity.

We are committed to using this data to drive meaningful change. Our next steps involve refining our recruitment processes, focusing on outreach and engagement with diverse communities to attract a wider range of candidates. We believe that by building a more diverse workforce, we will not only meet the needs of our students more effectively but also enrich the educational experience for everyone.

In the coming year, we will continue our work to recruit a more diverse staff, monitor our progress, adjust our strategies, and share updates on our efforts to create a more inclusive and representative educational environment. We are dedicated to ensuring that every student sees themselves reflected in our staff and feels truly valued and included in our schools.



COMMUNITY ENGAGEMENT

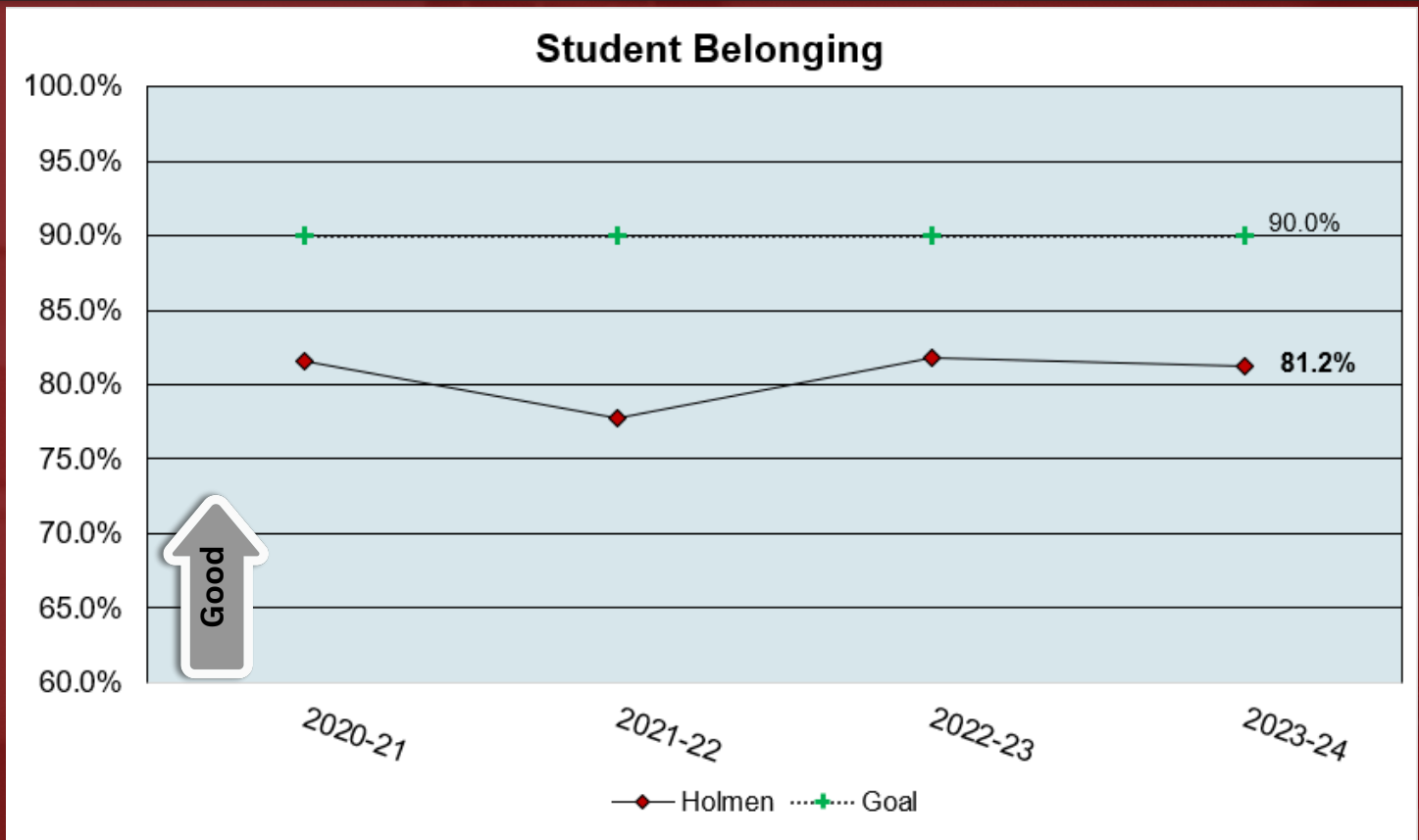


Open enrollment is the option that allows parents to apply for their child to attend public school in a school district other than the one in which they reside. Any Wisconsin resident in 4K to grade 12 may apply to attend a nonresident school district. The graph displays the open enrollment net which is the overall difference between the number of students leaving the District and the number of non-resident students enrolling into the District. The gap between resident students leaving and non-resident students enrolling is beginning to narrow.

*2021-22 Data uses new peer group.



COMMUNITY ENGAGEMENT

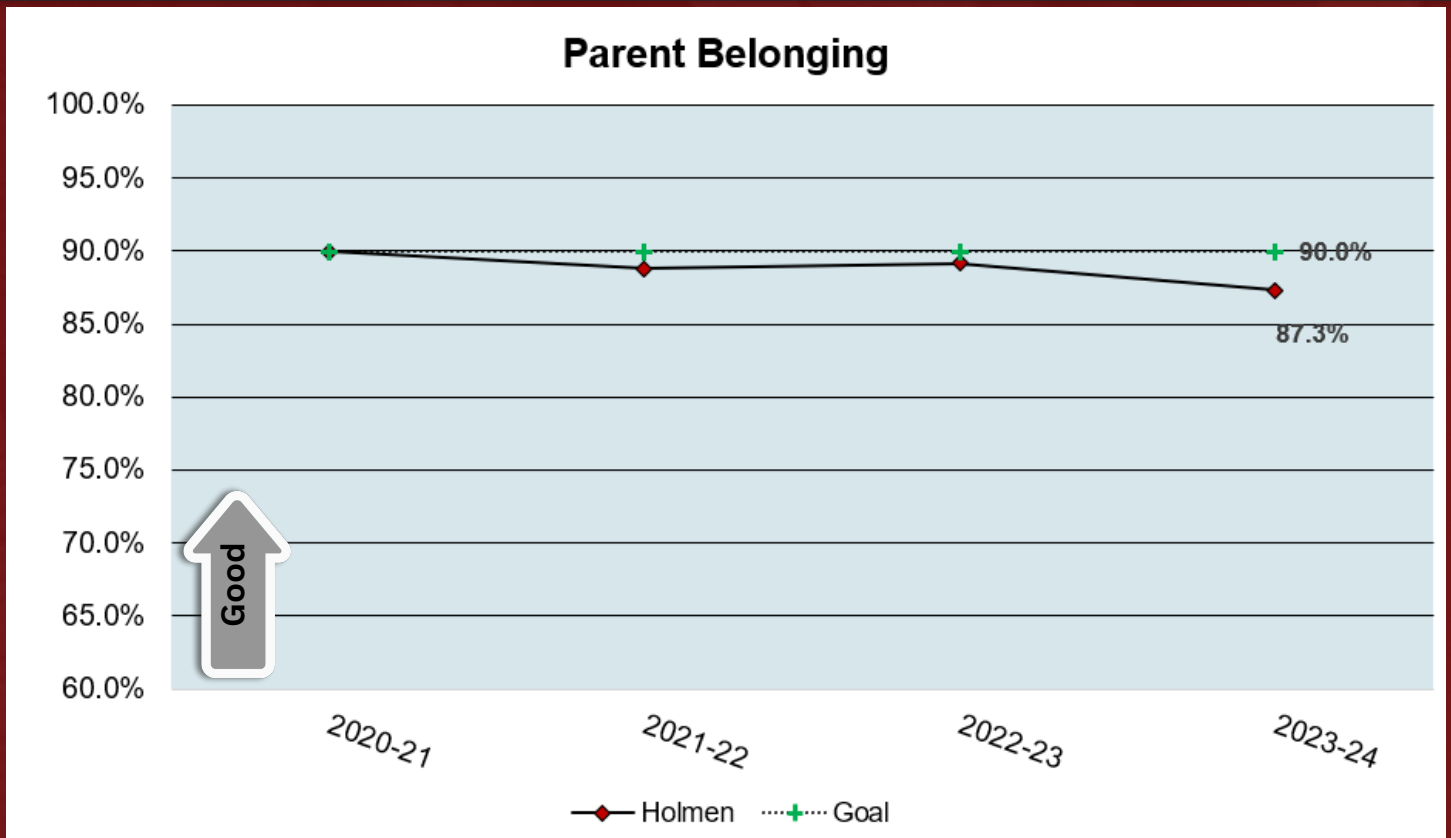


The Vision statement of the School District of Holmen, “Belong. Serve. Succeed.” was developed with community feedback and adopted in 2020. The theme of Belonging has been woven into the culture of the District and made a priority. When students feel they belong, they often feel included, safe, valued, and ready to learn.

Annually, our students in grades three through twelve are surveyed on their satisfaction on a variety of topics. With a strategic focus on belonging, this graph displays one survey item, “I feel like I belong at school.” The 2023-24 results decreased from the prior year. The School District of Holmen continues to focus on this measure with strategic actions and recognizes the need for improvement.



COMMUNITY ENGAGEMENT

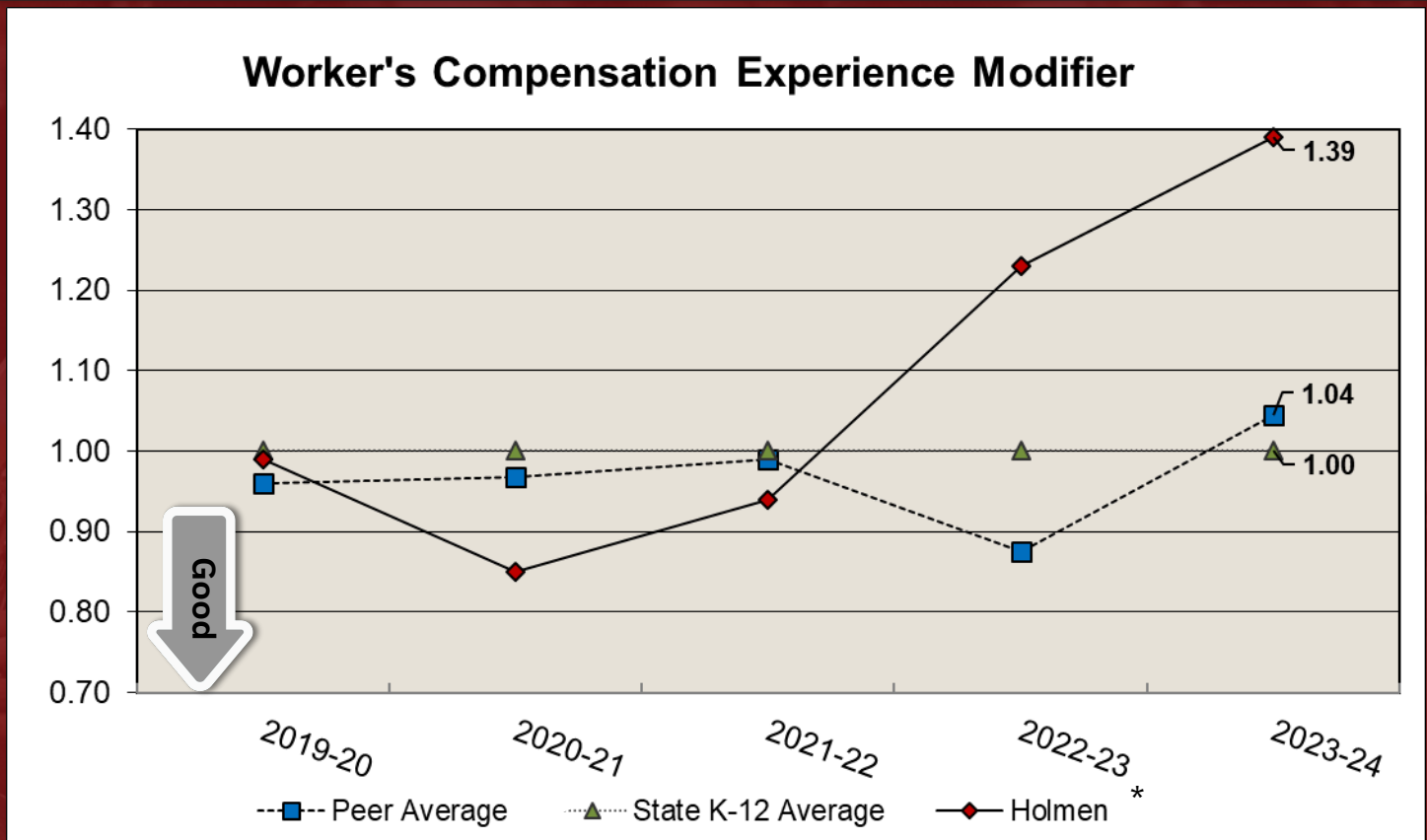


The Vision statement of the School District of Holmen, “Belong. Serve. Succeed.” was developed with community feedback and adopted in 2020. The theme of Belonging has been woven into the culture of the District and made a priority. When families feel they belong, they are more engaged in the school community and their child’s learning.

Annually, our parents are surveyed on their satisfaction on a variety of topics. One of the survey questions is, “Does your family feel they belong at this school?” The 2023-24 results decreased from the prior year. The School District of Holmen continues to focus on this measure and strives for continued improvement, recognizing the importance of relationships with families.

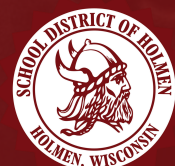


HEALTH & SAFETY

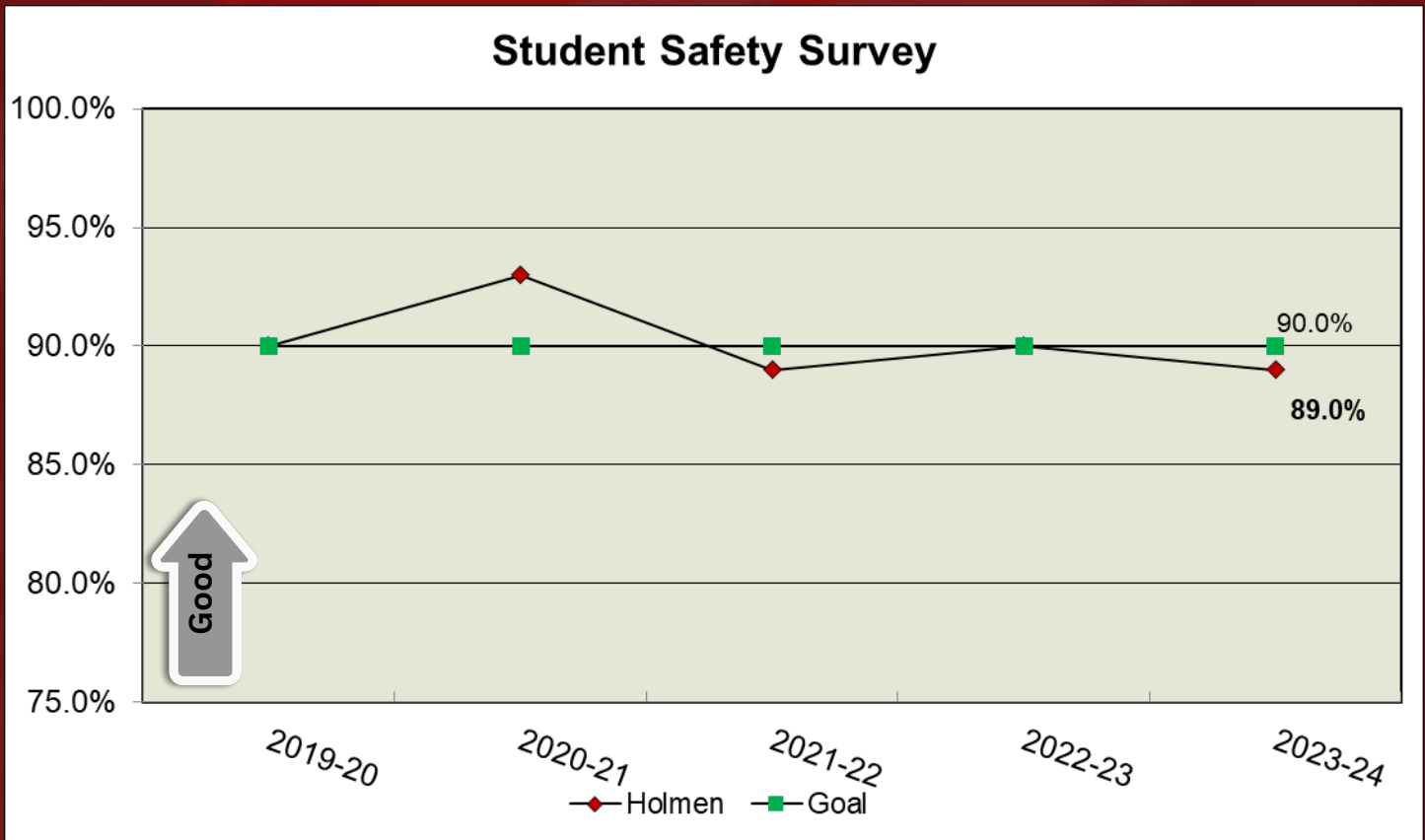


The **Worker's Compensation Experience Modifier** is impacted by lost work time, claims cost, litigation, frequency of claims and injury type. Programs and initiatives aimed at reducing workers' compensation costs can reduce the modifier, resulting in lower insurance premium costs. An experience modifier below 1.00 indicates injury and lost work time are lower than average. The District strives for a modifier less than 1.00. A safe workplace reduces absenteeism, medical and indemnity expenses and the annual worker's compensation insurance premium. A reduction in absenteeism produces a reduction in substitute expenses, supporting the District's efforts to keep high quality, regular employees in place serving our students, staff and community.

*2022-23 Data uses new peer group.



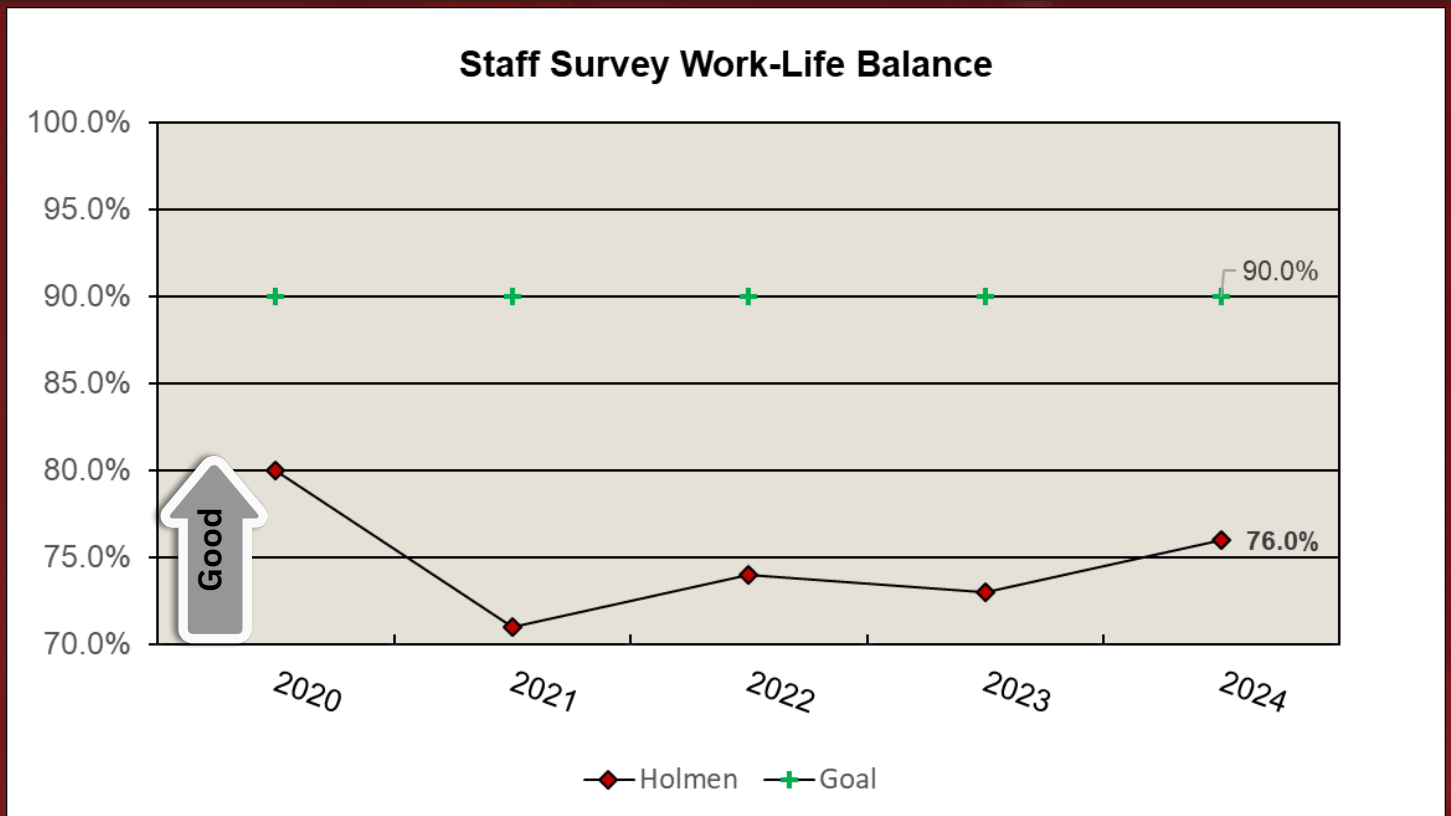
HEALTH & SAFETY



A part of a good learning environment is providing a safe place to learn. Annually, our students are surveyed to answer the question: My school is safe. Students are asked to think about safety in the classroom, hallways, sidewalks, and playground in order to choose the answer that best reflects how safe they feel at school. In the spring of 2024, the School District of Holmen dropped slightly below our goal of at least 90.0% of our students' reporting their school is safe. The District will continue to focus on the health and safety of our students.



HEALTH & SAFETY



A part of a good school culture is encouraging staff to have a healthy balance between work and home priorities. Annually, our staff are surveyed to answer the question: I am able to sustain a healthy work-life balance. The School District of Holmen staff reported a slight increase in reporting to have a healthy work-life balance; however, this continues to fall below our goal of at least 90.0%. The District will continue to focus on providing opportunities for staff to develop and sustain a balance between two very important priorities.



SCHOOL DISTRICT OF HOLMEN
2023 ANNUAL MEETING OF THE ELECTORS MINUTES
Monday, October 23, 2023 6:00 p.m.
School Board Meeting Room
1019 McHugh Road
Holmen, Wisconsin 54636

01. School Board President Jennifer Dieck calls the meeting to order

- 1.01 Official notice of budget hearing and annual meeting
- 1.02 Pledge of Allegiance
- 1.03 Introduction of School Board members
- 1.04 Recognition of District officials
- 1.05 Recognition of people who have helped with the Annual Meeting preparation
- 1.06 District Administrator's Report by Dr. Kristin Mueller

02. School District's attorney reviews procedures under which the meeting will be conducted and qualifications for voting

The School District of Holmen's attorney, Sven Strutz, introduced the intent of the meeting, meeting procedures, and voting qualifications.

03. Election of chairperson to conduct the budget hearing and the annual meeting

Motion made by Barb Wuensch, N6905 Pine Lane, Holmen, WI, to nominate Jennifer Dieck as chairperson of the meeting. Motion carried on a voice vote.

04. Approval of 2022 Annual Meeting Minutes

Motion made by Cheryl Hancock of 1007 Deerfield Street, Holmen, WI, to approve the 2022 Annual Meeting Minutes as provided in the Annual Report. Motion seconded by Khadijah Islam of W8243 Tower Street, Onalaska. Motion carried on a voice vote.

05. 2023-24 Budget Summary Report by Julie Holman, Executive Director of Finance & Operations

5.01 2023-24 Annual Meeting Presentation

Julie Holman, Executive Director of Finance and Operations, presented the 2023-24 budget summary report.

06. Public hearing and review of the 2023-24 Budget by Julie Holman, Executive Director of Finance & Operations

The following individual spoke on this matter:

Patrick Barlow, 907 Dana Lane, Holmen

07. Treasurer's Report by Krystal Matt, Director of Business Services

Director of Business Services Krystal Matt submitted the Treasurer's Report.

08. New Business

8.01 Set annual salaries of School Board Members for 2023-24

Motion made by Cheryl Hancock, 1007 Deerfield Street, Holmen, WI, second by Patrick Barlow, 907 Dana Lane, Holmen, to approve the annual salaries of School Board members for 2023-24 as \$3,600.00. Motion carried on a voice vote.

8.02 Reimbursement of School Board Members' expenses

Motion made by Kristin Mueller of N6811 Roberts Road, Holmen, WI, second by Nina Swanson, 1909 Pinecrest Avenue, Holmen, to authorize payment of actual and necessary expenses of School Board members when traveling in performance of duties in accordance with po 0144.1 Compensation and travel reimbursement procedures in the School District of Holmen. Motion carried on a voice vote.

8.03 Recommend property tax levy for the 2023-24 school year

Motion made by Barb Wuensch, N6905 Pine Lane, Holmen, WI, second by Chris Lau of 802 Granum Street, Holmen, to recommend a tax levy for the 2023-24 school year in the amount of nineteen million, nine hundred sixty-seven thousand, five hundred eighty-two dollars (\$19,967,582) upon all taxable property in the School District of Holmen for the purposes of operating and maintaining the district schools, community service programs, and for paying for debt for school projects. Motion carried on a voice vote.

8.04 Authorization for Short-Term Borrowing



Motion made by Khadijah Islam of W8243 Tower Street, Onalaska, second by Lindsay Nied, N8350 Ducke Drive, Holmen, WI, to authorize the School District of Holmen to borrow up to \$1,000,000 for the 2023-24 school year for short-term purposes. Motion carried on a voice vote.

8.05 Set date and time for 2024 Annual Meeting or authorize School Board to set the date and time

Motion made by Bridget Todd-Robbins of 811 Greenwood Street, Holmen, WI, second by Maggie Smith, 1318 Crockett Drive, Holmen, WI, to set the date of the 2024 Annual Meeting for October 28, 2024. Motion carried on a voice vote.

8.06 Other business as permitted at an annual meeting

09. Adjournment

Motion by Khadijah Islam of W8243 Tower Street, Onalaska, to adjourn at 7:45 p.m. Motion carried on a voice vote.

Submitted by Maggie Smith, Board Clerk.

