

SSVC Progress Report as of July 6, 2017

Introduction

The School System Viability Committee (SSVC) has compiled the following list of questions and issues to be addressed in our research into the possibility of establishing a separate school district for Signal Mountain public schools. We have organized these questions into six categories, according to their subject matter. As you read through them, you will see that some deal with important policy issues, while others are more about technical, often obscure, financial questions.

Members of the community have inquired as to the progress our committee has made in addressing these issues. In an attempt to provide as much information as possible, we have prepared the following list of questions and comments that have been submitted to the committee, noting in each case the source of the question, as follows:

Sources: W = town web site
A = ad hoc group report
C = SSVC committee members
T = Town Council
O = Other

Where possible, the answers are given below following each question. In a few cases we are still awaiting information or have not yet reached the point of being able to provide answers, and this is noted as well. Eventually, a final report will be submitted to the Signal Mountain Town Council, and that document will be made available to the public.

Interested individuals are also invited to attend our meetings, and notice of the time and location is available from the Town Hall or on the Town web site.

Budget and Financial

1. Review and present proposed budget for school district and pro forma projections for 5, 10 and 15 years from now (W,A,C)

* We are nearing completion of an estimate of the first year budget, and are working on projecting revenues and expenditures out for the future. These documents are not yet ready to be posted online, but when completed we will make them available.

2. How will the phase-out of the Hall Tax affect the Town of Signal Mountain's ability to contribute to the operation of the schools? (C)

* This is a question for the Town Council

3. SM residents are currently paying additional taxes (at the rate of \$.15/\$100 assessed property value) to pay off the bond that financed the SMMHS construction. If this is the case, when the bond is paid off can this tax be continued and the proceeds used to satisfy the town's funding requirement, or is there a sunset provision in the tax? (W,A)

* There is a sunset provision in this tax, and when the bond is paid off in 2017 the tax will be retired.

4. How will Walden and unincorporated area residents contribute to the cost of operation of the school district? (W,A)

* This is still to be determined; ultimately it will be a question for the School Board to decide. However, state law limits the amount that can be charged to a county resident living outside the boundaries of the municipal school district, which cannot be greater than the per-pupil contribution to the school system budget required of the municipality for all students who live within the municipality and who attend public schools within the district. This contribution is calculated at the rate of \$.15 per \$100 of assessed property value within the municipality, divided by the number of pupils from within the municipality. For the Town of Signal Mountain in 2016, this came to approximately \$391,000, or \$275 per pupil, which is an obligation of the municipality, not the students or their families. This represents the maximum per-pupil amount that could have been charged to residents of Walden and unincorporated Hamilton County (UHC). This

amount will increase after 2017 when revised assessment values take effect.

Another possibility is for the Town of Signal Mountain to enter into inter-local agreements with Walden and Hamilton County on behalf of UHC residents, with such agreements specifying the amount and source of financial contributions to the operation of the Signal Mountain schools.

Our preliminary budget analysis contemplates that any such fees would be in lieu of current supply fees charged to all students, with exceptions being made for qualifying low-income families. This would be a decision for the school board.

5. How will the SM Town Council oversee funding of the school district? (W)

* This is a question for the Town Council. Section 49-2-402 of the Tennessee Code Annotated vests exclusive control with the governing board of the municipality, i.e., the Town Council.

6. How will bus service be managed and paid for? Will students from Walden and UHC have to pay for bus service? (W)

* Our projected budget assumes that bus service through independent contractors will be continued at no charge to all students in Walden and UHC.

7. How will insurance for schools and buses be negotiated and paid for? (W)

* Liability insurance would be covered under the general purpose school operating budget, which is funded by county, state, and municipal revenue sources.

8. Will Walden and UHC residents have to pay fees to use recreational and athletic facilities built by the Town of Signal Mountain for the school district? (W)

* If these facilities become part of the school district and are being used for school purposes, there would be no additional fees for students to use them. However, if these facilities are owned and maintained by the town of Signal Mountain and are used for recreational purposes outside of school activities, the town could assess fees similar to

other recreational facilities located within the town boundary. This will need to be determined at a later date once the property issue has been resolved. This does not apply to soccer and baseball fields owned by the Town of Signal Mountain.

9. Will a separate SM school district receive all state and federal funds for students who are zoned for Hamilton County (i.e., Walden and UHC)? (W)

* Yes.

10. Will employee benefit costs be higher for a smaller school district than for HCDE? (W)

* Our preliminary budget analysis indicates benefit costs will be approximately the same.

11. Ultimately, who will be responsible to cover all costs of the school district? (W)

* Federal, state and county funds will flow through the municipality to pay for the school district expenses. Therefore, the municipality is ultimately responsible for paying all costs for the school district.

12. How much purchasing is bulk buying for 43,000 students in HCDE and how would that number change when purchasing power is based on a population of 2400? (W)

* This will have to be determined on an item-by-item basis. Some savings may be achieved by cooperative agreements with other agencies, but we cannot predict these at this time.

13. How much funding is required to support the IB program? What increase is the program expected to have in the future and is this included in budget projections? (W)

* The combined annual fee for an IB authorized school offering MYP and DP programs is \$19,442 plus the required professional development cost. The budgeted amount for the IB program was \$28,000, which exceeds the current annual fee and provides for professional development.

14. What programs and activities are paid for with parent contributions and/or MEF funds, and in what amounts? (C)

MEF Allocations	2015-16
Teacher Salaries & Benefits (50% MEF Distribution)	\$ 171,996
Technology (24% MEF Distribution)	\$ 82,558
Supplies (10% MEF Distribution)	\$ 34,399
Professional Development (7% MEF Distribution)	\$ 24,079
Other / Misc. (9% MEF Distribution)	\$ 30,959
Total MEF Distributions for Teachers & Supplies	\$ 343,991

Reference '15-16 MEF Distribution:

<http://meftoday.org/wp-content/uploads/2015/03/MEF-AR-postcard-front.jpg>

MEF contributes only to academic programs. Sports & Performing Arts are supported by separate booster organizations.

11 Staff Positions funded by MEF (4 full time & 7 part time):
 College Advisor, 2 Reading & 1 Math interventionists,
 Technology teacher, Computer Lab Instructor, 2 Art
 Teachers, Learning Center (provides academic assistance at
 MS/HS), Braindance Teacher, & Cafeteria Monitor

Additional '15-'16 MEF Contributions:
 342 iPads, tablets, computers, Funding for Learning Center
 at SMMHS, Classroom Materials & Supplies, Professional
 Development for 40 teachers, ACT Testing for 9th & 10th
 graders, College Prep Workshops, YIG & Model UN Support, 3D
 Printer & 2 science printers, IB support, Robotics programs
 at all 3 schools, Security Systems at Nolan & Thrasher, and
 more.

See <http://meftoday.org/> for further details.

There are 4 categories of expenses that parents currently contribute to:

- Day 1 general education fees.

- General Ed: Ongoing school fundraisers that occur throughout the year.
- Extracurricular activities.
- Special Programs. IB, Model UN, etc.

HC provides a teacher and stipend to instruct or coach all sports, band, and theater programs. Beyond teacher's salaries and stipends, HC does not budget anything else for these programs.

The Parents and Community pay for ALL supplies, equipment, uniforms, field maintenance, custodial care, band & orchestra equipment, theater lighting, theater equipment, props, & buses for band and football team to away games. These items are covered by Sports Fees, Sport Fundraisers, Performing Arts Fees, & various Booster organizations' fundraising efforts in the community. No one organization currently has the full picture of how much and what is covered by parent contributions since there are separate booster / support organizations for various activities.

15. What are possible areas of in-kind contributions by Town of SM? (C)

* So far we have identified several, including the following: school resource officer (SRO), maintenance of athletic fields, use of space owned by Town for administrative offices, provision of some custodial services by Town employees, sharing of technology officer services. We will continue to identify additional opportunities.

16. Can Town guarantee no new tax to fund schools? (C)

* This is a question for the Town Council. It can be noted that several of the municipalities in Shelby County voted to increase sales tax by one-half cent, and at least one voted for a property tax to fund new school construction. However, ultimately this is a question to be determined by the voters, upon recommendation by the Town Council.

17. Can we get a breakdown of the cost of HCDE Superintendent's office/central office expenses? (C)

* We have obtained this information, which will be included in our final report.

18. What will be the consequence of diverting state-mandated support from SM budget? (C)

* This is ultimately a question for the Town Council; in part it will depend on the ability to apply in-kind cost sharing and synergies for various school-related expenditures.

19. What is the current tuition for students enrolled in SM schools who live in Sequatchie County? Would this change if a new school district were formed? (A)

* The tuition for out-of-county residents is limited by state law at the amount that the county provides for each regular in-county student. Currently for Hamilton County this is approximately \$3,292. The new school board would be responsible for setting tuition for non-resident students. The committee is using the assumption that the non-resident students would be charged an amount equivalent to the Hamilton County per-student funding portion, since the state funds follow the student but county funds do not follow the student for out-of-county residents. However, a new school district would have the option to negotiate an inter-local agreement with Sequatchie County that would allow their mountain students to attend the Signal Mountain schools by allowing the Sequatchie County funds to follow those students. This would result in a reduced overall tuition charged per student since the parents would only need to make up the difference between the Sequatchie County and Hamilton County per-student funding.

20. What is the current salary for school nurses assigned to SM schools? For psychologists? (A)

* There are 3 full time nurses assigned to Signal Mountain Schools with an average salary and benefits expense of \$30,000 & \$16,744 each, respectively.

There are 3 psychologists serving the Signal Mountain Schools with an average salary and benefits expense of \$52,454 & \$18,950 each, respectively.

21. What is the annual substitute teacher expense for each SM school? (A)

* HCDE reports the following expenses:
Nolan: \$35,000; Thrasher: \$22,500; SMMHS: \$78,750

22. What is the percent salary rate HCDE uses for life insurance expenditures? Is this a standard rate throughout the state or is it set by each district? (A)

* \$1.60 per employee per month. We are still checking on whether this is a standard rate.

23. Are there other fringes and benefits expenditures that apply to employee salary expenses, in addition to social security, state retirement, life insurance, Medicare tax, and health insurance? (A)

* Long term disability insurance is provided at a rate of \$0.20/\$100 of covered payroll.

24. What are the annual custodial expenses for each SM school? (A)

* Nolan: \$100,518; Thrasher: \$76,360; SMMHS: \$331,145

25. What are the annual maintenance and repair expenses for each SM school? (A)

* HCDE reports the following:
Nolan: \$40,000; Thrasher: \$50,000; SMMHS: \$60,000

26. What are the annual utility expenses for each SM school? (A)

*Nolan: \$115,804; Thrasher: \$78,562; SMMHS: \$280,363

27. What is the annual building and liability insurance expense for each SM school? (A)

* Hamilton County provided a rough estimate for the property and casualty insurance for the three schools at \$145,000.

28. What is the annual cost of instructional supplies for each SM school? (A)

* HCDE reports the instructional supplies for exceptional education are as follows: Nolan: \$8,611; Thrasher: \$7,511; SMMHS: \$9,011. The regular education supplies expense has not yet been received from HCDE. These figures do not include funds provided by MEF and parent supply fees.

29. What is the annual cost of textbooks for each SM school? (A)

* District-wide the cost of textbooks is approximately \$4 million. The pro-rata share of this expense for Signal Mountain students would be approximately \$230,000.

30. What is the annual cost of dataline and telephone communications for each SM school? (A)

	Nolan	Thrasher	SMMHS	Central Office	Allocation to SM
Internet Service Provider (ENA)	\$ 15,660	\$ 15,660	\$ 18,060		\$ 49,380.00
eGress- 5GB				\$ 198,000	\$ 11,378.26
Web Filtering	\$ 619	\$ 581	\$ 1,230		\$ 2,642.00
Telephone Service	\$ 5,874	\$ 6,570	\$ 12,450		\$ 24,894.00
Total DataLine and Telephone Services					\$ 88,294.26

31. What is the annual cost of hardware and software licenses for each SM school? (A)

	Nolan	Thrasher	SMMHS	Central Office	Allocation to SM
Microsoft EES Agreement				\$ 15,860	\$ 911.41
Air Watch Mobile Device Management	\$ 662	\$ 27	\$ 79		\$ 768.00
SchoolInSites Websites	\$ 900	\$ 900	\$ 900	\$ 1,200	\$ 2,768.96
Total Hardware/Software Licences					\$ 4,448.37

32. What is the annual cost of equipment for each SM school? (A)
 The Equipment Expense for Exceptional Education are as follows.

Nolan	Thrasher	SMMHS
\$ 53,131.00	\$ 8,384.00	\$ 44,444.00

Other 5 year Maintenance and Equipment Costs are as follows:

5 Year Maintenance & Equipment Cost	Nolan	Thrasher	SMMHS
DHCP Server	\$ 2,750	\$ 2,750	\$ 2,750
Camera Server	\$ 3,000	\$ 3,000	\$ 3,000
Teacher/Staff Computer Devices	\$ 30,000	\$ 29,000	\$ 60,500
Computer Labs (assume 50 @ Nolan/Thrasher; 100 at SMMHS)	\$ 23,200	\$ 23,200	\$ 46,400

33. What is the annual cost of disposal fees for each SM school?
 (A)

* Nolan: \$4,719; Thrasher: \$3,455; SMMHS: \$6,872

34. What would the trustee commission expense be for SM schools?
 (A)

* This is a fee charged by Hamilton County for services in the collection and distribution of tax funds, equal to 2% of property tax and 1% of all other revenue.

35. What is the annual cost of contract services for each SM school, including College Access, plant operations, child care, field trips, etc.? (A)

Hamilton County provided the following response regarding the special ed contract services. No other contract services information has been provided at this time.

<u>Nolan</u>	<u>Thrasher</u>	<u>SMMHS</u>	<u>Total</u>
\$43,359.74	\$40,800.00	\$29,759.74	\$113,919.48

Orange Grove per student cost is \$29,759.74 (including bus)
 Siskin per student cost is \$13,600 (does not include bus)

36. What is the annual cost of Exceptional Education contracts with private agencies for each SM school? Which agencies currently service SM zoned students? Which agencies are available to SM students? (A)

* HCDE reports the following:

Nolan: \$73,836; Thrasher: \$28,812; SMMHS: \$18,228

Services provided by Stellar Therapy and Occupational Therapy/Physical Therapy Services.

37. What is the cost for all other non-salary expenses that are under \$500,000 total for HCDE that were not captured in the previous categories above for each SM school? (e.g., legal fees, copier costs, gasoline, testing, equipment, vehicle repair, etc.) (A)

* We have not yet received a breakdown of these costs.

38. What is the HCDE per employee health insurance expenditure? How much has this changed over the past five years? (A)

* Hamilton County budgets \$9,500 per year per employee for health insurance costs. Health insurance expenditures have increased 3 to 4% per year over the past 5 years.

39. How do the health benefits for HCDE health insurance plan differ from the Tennessee State Insurance plan for educators? (A)

* School districts are required to provide equal or better health benefits as the State of Tennessee. HCDE plans are audited each year and were found to be of better actuarial value than the state plans.

40. How much does each employee pay for their portion of the HCDE total health insurance premium, for single, married, and married with children options? (A)

<u>Benefit Plan</u>	<u>Employer Contribution (Annual)</u>	<u>Employee Contribution (Annual)</u>
Blue Cross PPO Employee Only	\$7,851.65	\$1,200.00
Blue Cross PPO Employee and Spouse	\$13,149.74	\$5,858.85
Blue Cross PPO Employee and Children	\$13,185.27	\$3,379.20

Blue Cross PPO Employee and Family	\$21,068.45	\$6,403.20
CIGNA HMO Employee Only	\$7,399.65	\$1,200.00
CIGNA HMO Employee and Spouse	\$12,200.56	\$5,858.85
CIGNA HMO Employee and Children	\$12,960.21	\$3,379.20
CIGNA HMO Employee and Family	\$19,395.98	\$6,403.20
CIGNA High Deductible Employee Only	\$4,955.41	\$600.00

41. When Hamilton County distributed capital funds for Hamilton County school projects before the city and county joined together in the 1990s, did Chattanooga receive a portion of the total capital funds allocated to the county schools? If so, how did this work and what portion of the funds were allocated to Chattanooga district schools? (A)

* A municipal school district would receive a pro-rata portion of funds allocated for capital improvements for schools within Hamilton County, but it would only do so if the municipality held title to the property.

42. How much is collected each year in school fees and how are these funds used? (A)

* HCDE reports the following: Thrasher collected approximately \$36,600 in school supply fees, and Nolan collected \$65.00 per pupil, used as follows:

School Name	Nolan Elementary	
Acct #	5203.000 - General Instruction	Amount
5203.xxx	General Instructional Fee	\$65.00
	Description of Items this fee pays for:	
	Online Academic Resources (IXL, News ELA, etc.)	\$12.00
	Paper	\$14.00
	Duplicating	\$14.00
	Other Supplies	\$15.00
	Class Instructional Fees and description of what the fee is used for:	
	Art (Pencils, Paint, Brushes, Paper, Project Materials)	\$2.00
	Computer Lab (Ink Cartridges, Printer Paper, Software)	\$2.00
	PE/Music/Library (Resources and Equipment)	\$6.00

School Name Thrasher Elementary School

Acct #		Amount
5203.xxx	General Instructional Fee - Kindergarten	
	Description of Items this fee pays for:	
	Copies and Copy Paper	\$15.00
	Class Instructional Fees - Kindergarten	
	Teacher/Parent Communicator, Back Pack Tag, Lunch Tag, & Lanyard	\$3.00
	Construction Paper	\$5.00
	Chart paper, sentence strips, card stock	\$5.00
	Art - Paint, brushes, markers, clay, creative art supplies	\$7.00
	Math manipulatives	\$5.00
	Reading & Writing Instructional Support Materials	\$5.00
	Classroom Library Enrichment	\$10.00
	PE - balls, ropes, stacking cups, hula hoops, scooters, mats	\$5.00
	Music - beginning instruments, recordings, cds, sheet music, various supplies	\$5.00
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	Total	\$65.00
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	General Instructional Fee - Grades 1 - 5	
	Description of Items this fee pays for:	
	Copies and Copy Paper	\$15.00
	Technology	\$15.00
	Class Instructional Fees Grades 1 - 5	
	Agenda Mate	\$5.00
	Chart paper, sentence strips, card stock	\$10.00
	Reading & Writing Instructional Support Materials	\$10.00
	Classroom Library Enrichment	\$15.00
	PE - balls, ropes, stacking cups, hula hoops, scooters, mats	\$5.00
	Music - beginning instruments, recordings, cds, sheet music, various supplies	\$5.00
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	Total	\$80.00
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For SMMHS, additional fees are collected for athletics, cheerleading, dance, parking, senior graduation, marching band, and AP tests.

43. How much is collected from coupon book sales and how are these funds used? (A)

* HCDE reports that Thrasher collected \$19,400 from the sale of coupon books, used for technology purchases and repairs. Nolan collected approximately \$21,000 from the sale of coupon books, used for technology upgrades and purchases, leveled book room purchases, and additional funding for staff development, as needed.

Buildings

1. What is the maximum student capacity of each of the three SM Schools? What is the square footage of each school? (A,C,W)

* HCDE reports the following:

Square footage: SMMHS 262,250; Nolan 96,450; Thrasher 57,281.

Student capacity: SMMHS 1,250; Nolan 788; Thrasher 585.

The capacity of SMMHS is somewhat fluid, as some rooms can share more than one purpose. There is also some space that can be built out to create additional classrooms at relatively low cost.

2. What is the amount of deferred maintenance for each of the three SM schools? (C,W)

* Nolan - \$0; Thrasher - \$2.24 M; SMMHS - \$0

3. What are the capital needs of each SM school over the next 10 years, and what would they cost? How would those costs be funded? (C,A)

* According to our expert consultant, who served as Assistant Superintendent of Auxiliary Services for HCDE, there are no capital needs for Nolan and SMMHS over the next ten years. Mechanical systems should last 25-35 years. Thrasher will need a new HVAC system, estimated to cost up to \$2 million. The HVAC systems at all three schools would require new software to enable local control, at a cost of about \$60,000.

4. Thrasher Elementary School is in dire need of replacement. Will there immediately be a bond issue to build a new elementary school and how will it be paid for? (W)

* Our expert consultant states that with proper care, the life expectancy of Thrasher is unlimited. The estimated cost of new buildings in the style of Nolan and SMHHS is \$175 per square foot.

5. Does the town have property available to build a new school?
(W)

* This is a question for the Town Council

6. If a new school were needed, how would Walden and unincorporated HC residents contribute to the cost? (C,W)

* Unless a multijurisdictional school district could be formed (currently not permitted under state law), this would be subject to either an inter-local agreement or to negotiations between the governments of Signal Mountain, Walden and Hamilton County. If funds available through Hamilton County are accumulated in a capital account, it is possible that additional funding may not be needed.

7. Is there presently vacant space available for central office staff? (C)

* There is presently space in SMMHS that could be modified to be used for this purpose. Other vacant space in buildings owned by the Town is also a possibility.

Demographics and Enrollment

1. What is the current enrollment for each SM school, and of those students enrolled, how many reside in SM, Walden, UHC, and Sequatchie County? (A,C)

* Current enrollment and residence of students in SM schools:

<u>Municipality</u>	<u>SMMHS</u>	<u>Nolan</u>	<u>Thrasher</u>	<u>Total</u>
Chattanooga	34	16	14	64
East Ridge	1			1
Out of County	15	22	3	40
Red Bank	4	2		6
Ridgeside	1			1
Signal Mountain	699	230	496	1425
Soddy Daisy	1	2		3
Uninc. H.C.	317	274	43	634
Walden	148	98	22	268
Total	1220	644	578	2442

2. What is the projected school-age population of SM, Walden and the unincorporated area of the mountain 5 years from now? 10 years from now? (C,W)

* Five and ten-year student population projections were calculated based on five different growth rate scenarios as summarized below.

#1 - 37377 growing at the same rate as Hamilton County
5-year projection 4.5% 10 year projection 8.75%

	<u>Year 1</u>	<u>Year 5</u>	<u>Year 10</u>
HC	43,064	45,002	46,832
Nolan	619	647	673
Thrasher	581	607	632
SMMHS	<u>1,230</u>	<u>1,285</u>	<u>1,338</u>
Total	2,430	2,539	2,643

#2 - 37377 growing faster than HC

HC growth at 0.7% per year, 37377 at 0.8% per year

	<u>Year 1</u>	<u>Year 5</u>	<u>Year 10</u>
HC	43,064	44,571	46,078
Nolan	619	644	669
Thrasher	581	604	627
SMMHS	<u>1,230</u>	<u>1,279</u>	<u>1,328</u>
Total	2,430	2,527	2,624

#3 - 37377 growing at slower rate than HC

HC growth at 0.87% per year, 37377 at 0.54% per year

	<u>Year 1</u>	<u>Year 5</u>	<u>Year 10</u>
HC	43,064	44,937	46,811
Nolan	619	636	652
Thrasher	581	597	612
SMMHS	<u>1,230</u>	<u>1,263</u>	<u>1,295</u>
Total	2,430	2,496	2,559

#4 - SM enrollment remains constant while HC population grows at 0.9% per year (rate predicted by UTK College of Business report)

	<u>Year 1</u>	<u>Year 5</u>	<u>Year 10</u>
HC	43,064	45,002	46,832
Nolan	619	619	619
Thrasher	581	581	581
SMMHS	<u>1,230</u>	<u>1,230</u>	<u>1,230</u>
Total	2,430	2,430	2,430

#5 - SM enrollment decreases while HC population increases at 0.9% per year

	<u>Year 1</u>	<u>Year 5</u>	<u>Year 10</u>
HC	43,064	45,002	46,832
Nolan	619	588	557
Thrasher	581	552	523
SMMHS	<u>1,230</u>	<u>1,169</u>	<u>1,107</u>
Total	2,430	2,309	2,187

3. What is the current and projected enrollment of students who receive special education programs/services or IEPs? Will there

be any changes to the services currently provided to those students? (C)

* It is difficult to project enrollment of students with special needs; we estimate it will not change significantly in the near future. The number of students with disabilities at Nolan and SMMHS has decreased over the past four years, while the number at Thrasher has increased slightly during the same time period. There will be no changes to services currently provided. See Question #9 below for current special education student enrollment.

4. How will Walden and the unincorporated area of the mountain be guaranteed enrollment in the new school district? (T,W,C)

* At present under HCDE policy there is no such guarantee, and ultimately this is a matter for the school board. It should be noted, however, that for the foreseeable future students from Walden and UHC must be included in order for the school district to have a viable budget. We have identified four possible answers to this question for the future. The issue can be explored through inter-local agreements, or be established as a policy of the Board of Education for the school district. A third possibility we are looking into is whether it could be accomplished by including specific language in a referendum establishing a school district that would provide such a guarantee. A fourth option is to secure a change in state law that currently does not permit a multi-jurisdictional municipal school district; if that were to occur, the school district could include all residents of Hamilton County on Signal Mountain and would provide such a legal guarantee.

5. Would students who live in the Town of SM be able to attend HC charter schools or magnet schools? Same question for students who live in Walden or UHC? Is this an automatic right, or does it depend on HCDE approval? (C,W)

* The current HCDE policy on magnet schools is as follows: "Magnet school programs represent a viable choice for all students who reside in Hamilton County. Hamilton County curriculum standards and benchmarks form the foundation around which each magnet school theme and philosophy is developed while allowing each magnet school to be unique in its approach to instruction."

It is possible that HCDE could change its magnet school enrollment policy to exclude residents of a new Signal Mountain School District. However, not only would such an action lead to political repercussions for its effect on students currently enrolled in magnet schools, it would also result in a loss of approximately \$550,000 in revenue to HCDE. We cannot guarantee what HCDE will do, but it seems highly unlikely that such an irrational action would occur. Furthermore, municipal school district residents in Shelby County are still given equal opportunity and consideration for "special schools," which are comparable to HCDE magnet schools.

All students would be eligible to apply to charter schools.

6. The town currently has about 500 building permits applied for as of 2017. If half of those have one child, would we expect to need another school? And what about building permits in Walden and UHC? (W)

* Building permits are not an accurate predictor of population growth, as they include everything from new housing units to renovations and outbuildings. We are looking at plans for new residential units and will include the data in our analysis. So far we have determined that there were 16 permits issued for new residential units in the Town of Signal Mountain in 2016 and to date in 2017 there have been 4 such permits issued. For Walden and UHC on Signal Mountain there were 53 residential building permits issued between January 2016 and February 2017.

7. If school enrollment exceeds capacity, how would this affect residents of Walden and UHC? Sequatchie County? (C,W)

* This would be an issue for the School Board. However, potential inter-local agreements with Walden and UHC could apply. As for Sequatchie County, the School Board sets policy for accepting students from outside its jurisdiction.

8. How would a separate school district impact residents of Sequatchie County who currently send their children to Signal Mountain schools? (W)

* There may not be a change for the foreseeable future, as long as enrollment does not exceed physical capacity. For budgeting purposes, all students who currently attend

Signal Mountain schools would continue to attend, including the students from Sequatchie County.

9. How many special ed ADMs for each option are presently enrolled at each SM school? (A)

	Nolan	Thrasher	SMMHS
Option 1	11	20	56
Option 2	68	42	180
Option 3	5	14	32
Option 4	0	0	0
Option 5	1	0	10
Option 6	0	0	0
Option 7	1	2	4
Option 8	17	3	6
Option 9	0	0	0

10. Which special ed options are currently serviced in the SM schools and which options require services not currently provided by SM schools? (A)

	Nolan	Thrasher	SMMHS
Served in Signal Mountain	101	77	286
Served in Other	2	4	2

11. How many at risk ADMs are at each SM school? (A)

* We are awaiting further response from HCDE, but it appears to be 0 based on BEP calculation by SSSVC using zero for this category in comparison to the Tennessee State Department of Education's estimate of BEP for a proposed Signal Mountain School District.

12. How many ELL ADMs are at each SM school? (A)

* We are awaiting further response from HCDE, but it appears to be 0 based on BEP calculation by SSSVC using zero for this category in comparison to the Tennessee State Department of Education's estimate of BEP for a proposed Signal Mountain School District.

13. How many Career Technical ADMs are at each SM school? (A)

* We are awaiting further response from HCDE, but it appears to be 0 based on BEP calculation by SSVc using zero for this category in comparison to the Tennessee State Department of Education's estimate of BEP for a proposed Signal Mountain School District.

14. How many vocational ADMs are at each SM school? (A)

* We are awaiting further response from HCDE, but it appears to be 0 based on BEP calculation by SSVc using zero for this category in comparison to the Tennessee State Department of Education's estimate of BEP for a proposed Signal Mountain School District.

15. How many ELL translators are assigned to each SM school? (A)

* We are awaiting further response from HCDE, but it appears to be 0 based on BEP calculation by SSVc using zero for this category in comparison to the Tennessee State Department of Education's estimate of BEP for a proposed Signal Mountain School District.

16. How many special ed buses service each SM school? (A)

Nolan	Thrasher	SMMHS
		(SMMHS - 1 bus AM/2
2		3 buses PM

SMMHS and Thrasher share 1 bus. Of the 3 buses, only one is for Sp. Ed

17. How many special ed bus assistants currently service each SM school? (A)

* Nolan: 2; SMMHS: 3.

18. What is the annual cost per bus for a special ed bus on SM? (A)

Nolan	Thrasher	SMMHS
148,155		222,232.50
423.30 per bus per day x 175 days =		
74,077.50		
SMMHS and Thrasher share 1 bus. Of the		
3 buses, only one is for special		
needs students. The other 2 serve reg ed		
students.		

19. How many special needs students residing in the town of SM attend schools or programs off the mountain, and which programs/schools do they attend? (A)

Nolan	Thrasher	SMMHS
2	3	1

Siskin Pre-K (3), Red Bank Elem MH/CDC-2nd (1), Orange Grove Center (2)

20. How many total special needs students who are zoned for SM schools but not residing in the town of SM attend off the mountain programs? (A)

Nolan	Thrasher	SMMHS
3	1	

Siskin PreK (1), Red Bank Elem Pre-K (3)

21. What private special ed agencies provide services for students residing in the town of SM (e.g., Orange Grove, Siskin, etc.)? How many for students who are zoned for SM schools but not residing in the town of SM? (A)

Students Residing in SM

Nolan	Thrasher	SMMHS
1	3	1

Orange Grove Center (2), Siskin (3)

Students outside town of SM

Nolan	Thrasher	SMMHS
1		

Siskin (1)

22. Does HC currently bus special needs students to off campus facilities? If so, what are the annual costs for these buses? (A)

Note: 2 separate answers were provided by HC for this question.

Nolan	Thrasher	SMMHS
2		

Cost is one bus plus attendant to Red Bank Elem = \$74,077.50

Nolan	Thrasher	SMMHS
2152.08		2152.08

Total Cost - 4,304.16 // 1 bus to transport 2 students to Dawn School for ESY.

23. How many special needs students from the town of SM attend summer programs off the mountain and which programs do they attend? How many who are zoned for SM schools but not residing within the town of SM? (A)

Students Residing in SM

Nolan	Thrasher	SMMHS
2	1	2

HCDE ESY Program @ Dawn School (2) / Siskin (1) / Orange Grove Center (2)

Students outside town of SM

Nolan	Thrasher	SMMHS
0	0	0

24. What is the cost per student to provide special ed summer school programming? (A)

Nolan	Thrasher	SMMHS
\$2,008.02		\$1,039.62

Extended school year services are included in the contract with Orange Grove and Siskin. HCEE ESY Programs = \$3,047.64

25. What is the per student cost associated with contracting with private agencies to provide special ed services? (A)

Total Cost from HC:

Nolan	Thrasher	SMMHS
43,359.74	40,800.00	29,759.74
OGC/Siskin	3 Siskins	OGC

Orange Grove per student cost is \$29,759.74 (includes transportation).
Siskin per student cost is \$13,600.00 (does not include transportation).

26. What is the number and cost of special ed nurses, physical therapists and occupational therapists assigned to SM schools and how many students do they serve? How many days per week are these services currently provided? (A)

* Services provided by Stellar Therapy and Occupational Therapy/Physical Therapy Services costs: Nolan \$73,836; Thrasher \$28,812; SMMHS \$18,228. There are also two part-time, no benefits job share nurses with a combined salary of \$28,485. We are awaiting further information regarding the number of students served.

27. How many students currently residing in the town of SM attend magnet schools? How many currently residing in other areas zoned for SM schools? (A)

* 57 students from the Town of Signal Mountain and 14 from Walden and UHC currently attend HCDE magnet schools.

28. How many students residing in the town of SM attend vocational or other non-SM schools that are non-magnet schools? How many currently residing in other areas zoned for SM schools? (A)

* 5 students from the Town of Signal Mountain and 6 from Walden and UHC currently attend vocational schools. 28 students from the Town of Signal Mountain and 22 from Walden and UHC currently attend other schools (not including private schools).

29. What are HCDE's out of district magnet and vocational school policies? (A)

* See the answer to question #5 in this section.

Quality and Improvement

1. How do we operationally define and measure improved education for our children? (C)

* We will be collecting responses to a questionnaire designed to elicit the viewpoints of parents, teachers and community members as to what improvements they would like to see. This can help guide a new school board.

2. What do SM parents want in terms of educational opportunities for their children, and will a separate school district be better able to provide these things? (C,W)

* We are preparing a survey that will address this question. Recently we met with superintendents of five municipal school districts in Shelby County, who provided numerous examples of improvements to their curricula, facilities and administrative processes as a result of the formation of a smaller district with local control. These improvements will be discussed in greater detail in our final report.

3. What evidence supports the claim that local control leads to better student outcomes? (C,A)

* This is a complex issue involving a vast amount of research reported in the professional literature. Moreover, while the findings reported in this literature support the conclusion that smaller school districts are positively associated with better educational outcomes, they are by no means unanimous. A review of this literature is included in the report commissioned by the town of Bartlett, in Shelby County, as it was going through the process of forming a separate school district. The conclusion of that report was that smaller school districts promote better educational experiences for students. To quote a portion of that report: "when student population characteristics and other environmental factors are controlled (e.g., class and school size), large district size appears to hinder school achievement. In other words, district size has a negative effect on educational quality and student performance, with the largest effect being at the middle school level. . . . Creating and sustaining personal relationships, effective communication, and mutual cooperation are more difficult to achieve in large, bureaucratic school districts." The report concludes: "most research of the past 2 decades has

indicated that large district enrollment size is negatively associated with most measures of educational productivity such as achievement levels, dropout rates, grade retention rates, and college attendance rates.”

In our final report we will discuss the improvements in Shelby County municipal school districts that were enumerated in our meetings with the superintendents of those districts.

4. What exactly are SM schools not getting from HCDE that they would be getting from a separate school district (with specific examples or actual incidents)? (W)

Our committee is looking at three budget scenarios to determine what would be different from the current status under the HCDE school district.

- 1) Apples to Apples comparison with HCDE if the exact same line items are included that currently exist
- 2) If MEF and Supply Fee expenses and all they cover are included, what would be different?
- 3) If MEF and Supply Fees expenses plus additional value added items identified by the SSVC committee are included, what would be different?

Below shows a chart that illustrates the differences and comparisons:

Line Item Expense	Currently Provided by HCDE	SM District Including MEF & Supply Fee Expenses & all the items they cover	SM District Including MEF & Supply Fee Expenses plus Value Added Items identified by SSVC
All current MEF Funded Teaching Positions		X	X
Reading Intervention Teachers @ Nolan & Thrasher		X	X
Math Intervention Teacher at Nolan		X	X
Art Teacher at Nolan & Thrasher		X	X
Technology Teacher at Nolan & Thrasher		X	X

Braindance Teacher at Thrasher		X	X
Cafeteria Monitors at Nolan & Thrasher (gives students proper supervision in the cafeteria and teachers a much needed break)		X	X
Learning Center Teacher / Tutor at SMMHS		X	X
College Advisor Position made Full Time		X	X
All current MEF Technology Distribution Expense Items		X	X
Ipads		X	X
Promethean boards		X	X
Chrome Book Carts		X	X
Computers		X	X
3-D Printers		X	X
STEM Classroom Supplies		X	X
Science Printers		X	X
Other Technology Needs for our schools		X	X
All current MEF Professional Development Expense Items		X	X
All Professional Development opportunities for teachers		X	X
Substitute Teachers so teachers can attend Professional Development		X	X
All current MEF Supply Expense Items		X	X
Class Supplies		X	X
Class Materials		X	X
Art Supplies		X	X
PE Supplies		X	X
Media Center Supplies		X	X

Music Supplies		X	X
Reading Lab Materials		X	X
All current MEF Misc. Expense Items		X	X
Robotics Support / Supplies		X	X
Theater Support		X	X
ACT Testing for ALL 9th & 10th Graders		X	X
YIG / Model UN support		X	X
IB Needs Based Scholarships & Support		X	X
Teacher Appreciation		X	X
In House Field Trips		X	X
School Activities / Clubs		X	X
Senior recognition		X	X
Grounds Beautification		X	X
Rising 6th Grade Activities		X	X
All current General Education Supply Fee Expense Items		X	X
Copier Leasing		X	X
Paper Supplies		X	X
Other School & Classroom Materials & Expenses not currently covered by HCDE		X	X
Value Added Items Identified by SSVC			X
Increase Guidance Counselor Positions from Part Time to Full time at Nolan & Thrasher			X
Added Technology Director			X
Increased building maintenance to \$1.4/ft ² (3.8*current level) to bring up to industry standard			X

Field Maintenance for Athletic Fields			x
Band and Athletic Transportation to local events			x
Buses Added to allow for later start time at SMMHS			x

5. What long term effects would separation have on HC schools and how might those effects impact residents of Signal Mountain indirectly? (W)

* This is a difficult and largely subjective question. We can calculate the effect on the HCDE budget that would result from the reassignment of the specific number of students in the new school district, but beyond that it is not possible for us to determine how that would be resolved by HCDE or what impact it would have on Signal Mountain residents. However, based on the experience in Shelby County after six municipal school systems withdrew from the county district, the per-student revenues for the county system actually increased. This is because federal funds for low-income and at-risk students go disproportionately to inner city schools, and the per-pupil expenditures for suburban schools are less than for the rest of the county.

6. Would the committee look at data driven research in the area of providing a model of inclusive education for all students? The separate classrooms (CDC, MH, DCC) would not be necessary. Inclusive education is aligned with federal law and least restrictive environment. (W)

* This is a policy question beyond the scope of this committee's charter. Ultimately it is a question for the School Board.

7. What areas of instructional personnel and expense, service and support would the principals and/or teachers like to see improved? (A,C)

* We are preparing a survey that will address this question. We will discuss the responses to our survey in our final report.

8. What does a separate school district mean for the IB Program? Will the IB program remain (middle years program, 6th-10th and the diploma program 11th-12th) if we split from Hamilton County? (W)

* Our preliminary budget projects the continuation of the IB program. Ultimately this is a question for the School Board, and not for our committee.

9. What HCDE events, training, support mechanisms, etc. will our teachers and students no longer have the opportunity in which to participate? (W)

* A new school system would provide, at a minimum, similar support for professional development, with the hope that it could be increased in the future.

10. Please make sure that special education is fully funded. Making the system better than it is now. (W)

* Our analysis of the projected budget for a separate school district includes full funding for special education at the same or greater level as currently exists.

Legal

1. Can in-kind contributions be used to satisfy state requirement for contributions by a municipal school district (equal to \$.15/\$100 of assessed property value)? (C)

* Yes. Our town attorney advises that the Town can count toward its obligation the fair market value of goods and services as well as cash contributions. Examples might include: the salary and benefits for a school resource officer; the cost of services such as landscaping or custodial care; and the fair market value of office space provided to school officials in Town-owned buildings.

2. Could MACC programming and library funding be considered student programming under the general purpose school budget? If so, could the value of those services be counted toward the required contribution by the town? (A)

* Yes.

3. Can the town include in its calculation of the required financial contribution to the school system any tuition collected from non-residents? Would this tuition be paid to the Town or to the school system? (C,A)

* No. This would be paid to the schools and not to the Town, and could not be counted toward the Town's contribution.

4. Would a separate SM school district receive a pro-rata share of Hamilton County's capital educational allocation? Is this guaranteed or dependent on the HC County Commission? (C)

* Yes, a pro rata share would be paid to Signal Mountain. It is not dependent on the County Commission.

5. SM residents are currently paying additional taxes (at the rate of \$.15/\$100 assessed property value) to pay off the bond that financed the SMMHS construction. If this is the case, when the bond is paid off can this tax be continued and the proceeds used to satisfy the town's funding requirement, or is there a sunset provision in the tax? (W,A)

* There is a sunset provision in this tax, and when the bond is paid off in 2017, the tax will be canceled.

6. How will current HCDE teacher salary, pension and seniority be transferred to a new school district? Will they lose benefits? (W)

* Salary and benefits for teachers will be continued in a new school district. Section 3 of the Tennessee State Board of Education Rule 0520-1-8-.01 requires that teachers must be compensated at no less than they were previously paid, including certain benefits. Pension contributions will be carried over. Teacher seniority will remain in place for those teachers who are hired into the new school district, and tenure status is automatically transferred.

In the case of the six municipal school districts in Shelby County, the transition of teachers and other employees was handled through the issuance of letters of intent by the newly formed school district, offering continuation of employment to all employees in the schools within the new district. This approach allowed for a virtually seamless transition, with very little turnover.

Theoretically it is possible for a new school board to require reapplication for all employees before being hired into the new school district. However, as was pointed out by the superintendents in Shelby County, this approach would make no sense, as it would undermine stability and confidence in the new school board and administration. While the SSVC cannot guarantee what a school board would decide to do in this situation, it seems highly improbable that employees would not be offered the opportunity to remain in their current positions in the schools where they worked before the separate school district was created.

A provision for retention bonuses has been included in the projected Year 1 budget developed by the SSVC, under the category of startup costs. It is anticipated that a bonus will help to keep teachers in the same schools, which in turn will be advantageous in having as little turnover as possible in a time of transition.

7. Will teachers be unionized? (W)

* Teachers cannot be prohibited from forming unions, nor can they be required to join a union under Tennessee law.

8. Would students who live in the Town of SM be able to attend HC charter schools? Same question for students who live in Walden or UHC? Is this an automatic right, or does it depend on HCDE approval? (W)

* The current HCDE policy on magnet schools is as follows: "Magnet school programs represent a viable choice for all students who reside in Hamilton County. Hamilton County curriculum standards and benchmarks form the foundation around which each magnet school theme and philosophy is developed while allowing each magnet school to be unique in its approach to instruction."

It is possible that HCDE could change its magnet school enrollment policy to exclude residents of a new Signal Mountain School District. However, not only would such an action lead to political repercussions for its effect on students currently enrolled in magnet schools, it would also result in a loss of approximately \$550,000 in revenue to HCDE. We cannot guarantee what HCDE will do, but it seems highly unlikely that such an irrational action would occur. Furthermore, municipal school district residents in Shelby County are still given equal opportunity and consideration for "special schools," which are comparable to HCDE magnet schools.

All students would be eligible to apply to charter schools.

9. How would families in Walden and UHC be represented on the new school board? (W)

* There are several possible scenarios that could be considered. One is an inter-local agreement that deals with representation. There is a provision in Tennessee law that allows a school board to enter into an agreement with one or more other governmental agencies (e.g., Walden Board of Aldermen, Hamilton County Commission) for the creation of a "Board of Joint Control" which would operate as a multijurisdictional school board. In this scenario, Walden and HC would appoint members to the school board, and Signal Mountain would elect its members.

Another possibility is the creation of a multi-jurisdictional school district, which would require a change in state law. Under current state law, a municipal school district (as opposed to a consolidated county

district) may consist of only one municipality. This means that a new school district could not comprise Walden and UHC, and families residing in those areas would not be eligible to vote in the election of School Board members. We are currently investigating whether it would be possible to change this law so that a joint school district could be created.

A third possibility is to include specific language in a referendum that would create positions on the School Board representing residents outside the Town of Signal Mountain. We are investigating whether this would be legally permissible.

10. How would the property taxes of Walden and UHC residents change if there were an independent school district? Would county taxes still have a school component? Would those residents pay tuition in addition to their county taxes? (W)

* Based on our investigation of the expected revenues and proposed expenditures for the three Signal Mountain schools, our preliminary conclusion is that there may not need to be new taxes to support the operation of a separate school system. State law requires a municipality forming a separate school district to contribute to its operation an amount equal to \$.15 per \$100 of assessed property value in the municipality, which can be in cash or in the form of goods and services, or a combination of both. We are in the process of identifying opportunities for in-kind contributions (see response to Question #1 in this section). Unless Walden and UHC were to become part of a multi-jurisdictional school district, there would be no issue of property tax relating to the new school district, although it is anticipated that some type of non-resident fee might apply for those families for whom no tax contribution occurs—this would be a decision made by the School Board. County taxes would still have a school component for all residents of Hamilton County, and the County would contribute a portion of its tax revenues to the Signal Mountain schools. In the absence of an inter-local agreement regarding contribution to the cost of operating the schools, residents of Walden and UHC could be charged a "user fee" (similar to tuition), but state law limits the amount of such a fee to the equivalent amount contributed by the Town of Signal Mountain on behalf of its resident students, on a per capita basis.

11. What are the possibilities of proposing and passing state legislation to allow a geographic area larger than a single municipality to form an independent school district? (C,W)

* We are currently looking into this question.

12. If the SM school district developed a contract with Walden and with residents of UHC, would the contribution of those areas to the budget of the school district be based on a percentage of assessed property value, similar to the formula used for the Town of SM? (A,C)

* No. Unless an inter-local agreement calls for a greater amount, state law limits the amount that can be charged to county residents living outside the Town of Signal Mountain. See answer to question #10 in this section.

13. Does Signal Mountain need to purchase the physical land/school buildings from Hamilton County? (W)

* Our committee is not addressing this question. If a decision is made to go forward with a referendum on establishing a separate school district, this issue will first be resolved, either through negotiation or litigation.

14. If a new school were needed, how would Walden and unincorporated Hamilton County residents contribute to the cost? (W)

* The main funding source for capital projects will come from the Town's pro rata portion of the capital education expenditures funded by Hamilton County. Any additional funds over and above those provided by the County would have to be determined by inter-local agreement.

Miscellaneous

1. If the schools in Shelby County that separated from the county school district had it to do over again, what, if anything, would they do differently? (C)

* In our meetings with superintendents and government officials from five of the six municipalities in Shelby County, there was unanimous agreement that their schools had improved as a result of being able to exercise local control over curriculum, finance and operation of their schools.

2. How will school zoning in Walden and unincorporated Hamilton County affect property values? (W)

* Our committee is not equipped to respond to this question, and the answer would be largely speculative in any event. Several mayors in Shelby County municipalities reported that property values increased significantly after they formed independent school districts.

3. How will disciplinary actions for non-SM zoned students be different than for students residing in the town of SM? (W)

* School board policy will determine disciplinary actions applicable to all students attending schools within their district.

4. What is the timeline for establishing a separate school district, if the decision is made to proceed? (W)

* Our committee expects to deliver a final report to the Signal Mountain Town Council this fall. The Council may then choose to hold public meetings to determine whether to place the issue on the ballot for approval by the voters. If the ballot measure is approved by the voters, the next step is to hold an election for a new school board. Once a school board has been elected, it must select a superintendent, who will then begin the process of seeking state certification for the new school district, hiring teachers and other staff members, as well as meeting various other requirements under state law. Therefore, if a new school district is eventually established, the earliest possible starting date would be the 2019-20 school year.

5. Will there be a conversation with teachers and administrators at SM schools about the pros and cons of establishing a separate school district? (W)

* We plan to solicit comments from teachers and administrators, and we are currently discussing what the best way would be to do that.

6. House Bill 610, if passed, will effectively start the school voucher system to be used by children ages 5-17 and starts the defunding process of public schools. In addition, the bill will eliminate the Elementary and Education Act of 1965, which is the nation's educational law. How will this affect the future of SM schools? (W)

* It is not possible for our committee to know the answer to this question.

7. How will the congestion at SMMHS and Nolan be addressed? (W)

* One possibility we are looking into is the addition of more school buses to allow for a change in starting times. Ultimately this is a question for the School Board to address.

8. Will there be any changes to busing, transportation, and school start time? (W)

* One possible budget scenario allows for two additional buses, which would allow for a later start time for SMMHS. Currently the earlier starting time is due to the need for buses to run more than one route.

9. It is not guaranteed that the new school would be able to transfer the IB certification from the current SMMHS. How much would a new certification cost? What are the annual IB fees and training costs? What would happen if there was a delay in recertification and the IB program was suspended for a period of time? (W)

* IB certification or authorization is gained through application by the school, irrespective of which school system it resides in. Therefore, transfer of anything related to IB is unnecessary if SMMHS becomes a part of a municipal school system.

The candidacy program is geared toward schools with no IB experience and provides orientation and training to administrators and staff regarding the IB philosophy and curriculum. Signal Mountain has already been through this process, and it is our understanding that the accreditation would remain with the school since it is already an authorized school. The IB application for candidacy costs \$4000 and the annual candidate fee is \$9500 for both MYP and DP programs. The 5-year evaluation fee is \$3700. Professional development fees vary by option and are listed on the IB website.

10. Would any of the half-time positions currently funded by MEF be expanded to full-time? (A)

* Our projections for the budget of a new school district would expand several part-time positions to full-time and would transfer the funding of those positions to the permanent budget, to allow MEF contributions to support other enhancements.

11. If a new school district is formed, will teachers, staff and administrators be required to reapply for their positions? (A,W)

* See the answer to question #6 in the previous section.

12. The committee needs to consider our moral obligation to all students of Hamilton County - this is part of "viability." (W)

* This is an issue for the Town Council to address, and is outside the scope of the charter for this committee.