



FISCAL YEAR  
2017-2018

Draft  
Preliminary  
Budget

Updated June 26, 2017

## About this Revised Draft June 26, 2017

This document is a revised draft of the Preliminary Budget for the 2017-18 school year, dated June 26, 2017. It replaces the original draft presented to the Board on April 24, 2017.

The revised draft includes the following important changes:

- The general fund has been restated as a balanced budget, with a 3.97% tax levy increase, and a \$2.0 million under-levy. (See page 147-148)
- The compensation section has been updated to reflect a two HMO health insurance plan, and \$3.0 million of health insurance savings directed as follows. (See page 40)
  - The base wage increase was restated from 0.50% to 1.26%, the maximum allowed under WERC rules.
  - Summer school hourly pay for teachers was increased to \$25 per hour from \$16 per hour.
  - The beginning salary for new teachers was increased to \$41,096.
- Two additional priority actions have been added to the June Preliminary Budget based on input from the Board and the community. (See page 38)
  - Increase advanced learner staffing - \$218,000
  - Increase Behavior Education Plan supports - \$498,000
- Based on Board proposed amendments, this June budget has been modified to include the following. (See page 38)
  - A \$50,000 allocation for Circles of Support
  - A \$25,000 reduction in professional development modules for principals
  - A \$100,000 reduction for the Middle School Project (see page 36). The total budget for this project remains \$300,000; however, the pace of the work requires only a \$50,000 investment in the 2017-18 school year.
- To ensure that MMSD class sizes align with Board guidelines, a second increase of \$500,000 has been added to the reserve of unallocated teaching staff. The source for this addition comes from (1) additional health insurance savings and (2) lower than expected employer contribution rate for the Wisconsin Retirement System. (See page 38)
- This revised proposal also includes updated staffing tables, which reflect the items above as well as the actual results from the spring staffing workbook process. (See page 46)

We appreciate the input received from the public and the Board since April and have attempted to reflect that input in this final version of the Preliminary Budget.

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**Items listed in bold were updated for the June 26 revision.  
All other items are as presented in the April Budget Book.**

## Superintendent's Message

Madison schools are on a mission. Together with our principals, teachers, families, staff and community, we are focused on closing gaps in opportunity and raising achievement for all of our students. We want to be the model of a successful public school district. Most important, we want every child to graduate ready for college, career and community. Through the efforts outlined in our Strategic Framework, we have built positive momentum and made gap-narrowing progress – and our budget this year is dedicated to forwarding those efforts in every classroom and school across our district.

We thank the Board of Education and community for their overwhelming support of our school district's referendum, which puts us in a stable financial position. For the first time in three years, we do not have to make significant staff cuts. Despite uncertainty on state and national fronts, we are able to remain focused on our daily work to ensure every child is academically challenged in a safe and supportive environment.

In this budget, you'll see several key elements. You'll see proposed investments in the work that is already underway in an effort to solidify the foundation necessary to sustain progress over time. You'll see investments aimed at accelerating our work in key areas of progress like early literacy and keeping 9th graders on track. You'll also see us make key investments in the innovation necessary to advance progress in areas of highest need. Additionally, you'll see proposed investments in our workforce to ensure that we are attracting, developing and retaining a diverse staff that is well prepared to support our students on their path to graduation. Finally, you'll see investments in maintaining favorable class sizes that help our teachers meet students' individual needs.

Ultimately, we know that our budget is a statement of our priorities. We believe this proposed budget will help us ensure that every child is held to high expectations and receives the support they need to meet and exceed those expectations.

We want every school to be a thriving school that prepares every child for college, career and community. We thank the community for supporting us, making this work possible and believing in all of our students.

Sincerely,



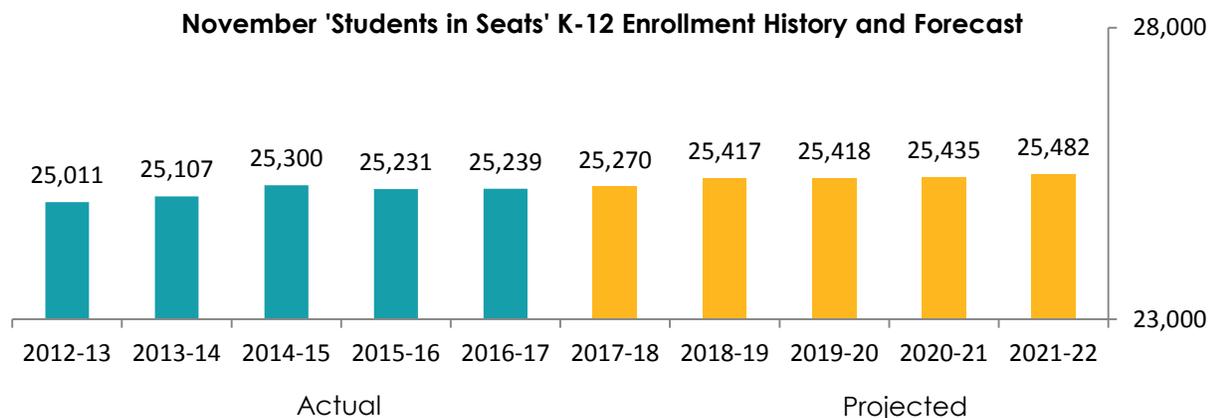
Jennifer Cheatham  
Superintendent



## MMSD Enrollment & Demographics

### Student Enrollment

Enrollment in MMSD for the upcoming year is predicted to be stable. A detailed explanation follows.



Each November, the Board receives a detailed enrollment report. This year, we reported that the district's K-12 enrollment for the 2016-17 school year increased slightly (8 students) from 2015-16 enrollment. The November enrollment report is based on actual 'students in seats' count.

For revenue limit purposes, the November 'students in seats' count must be modified to include pre-K and 4K, remove non-resident Open Enrollment In, add back resident Open Enrollment Out, and include part-time students, to arrive at the adjusted 3rd Friday Resident Membership.

Using this specific definition of resident enrollment, the District's 1-year change in the adjusted membership count was negative –126 students, from 28,101 in 2015-16 to 27,975 in 2016-17. Looking ahead to 2017-18, the adjusted membership count is expected remain steady compared to 2016-17.

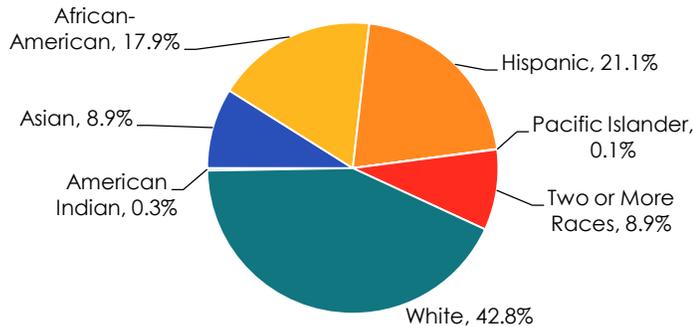
Finally, the revenue limit formula uses a 3-year rolling average of the adjusted membership count, based on the counts from September 2015, 2016 and 2017. We estimate the 3-year rolling average of resident enrollment is stable for revenue limit purposes.

Based on historical enrollment trends and grade-to-grade persistence rates, enrollment is projected to stabilize in 2017-18, followed by a trend of modest growth over the next several years.

## Student Demographics (Based on 3<sup>rd</sup> Friday September 2016)

**Race/Ethnicity:** MMSD benefits from a diverse student population, as shown below.

### Enrollment by Race/Ethnicity 2016-17

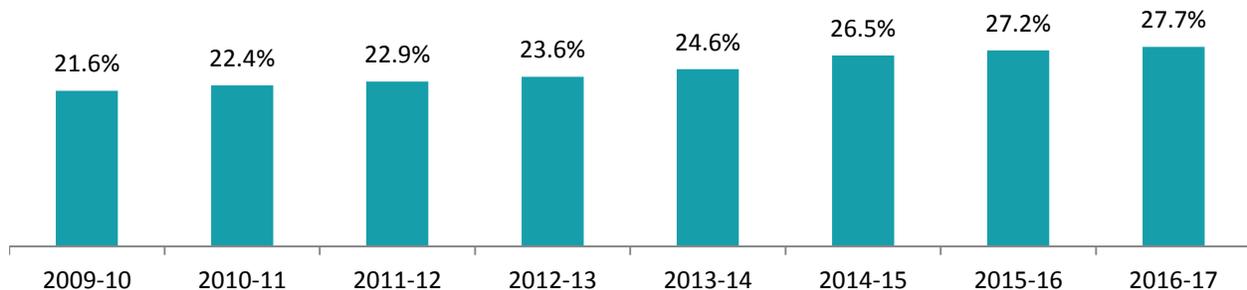


Over the past four years, the percentage of Hispanic students has increased by 1.9%, while the percentage of white students has decreased by 1.5%. All other groups indicate no significant change over the four year period.

Of Wisconsin's 424 school districts, 9 are majority students of color, including Madison.

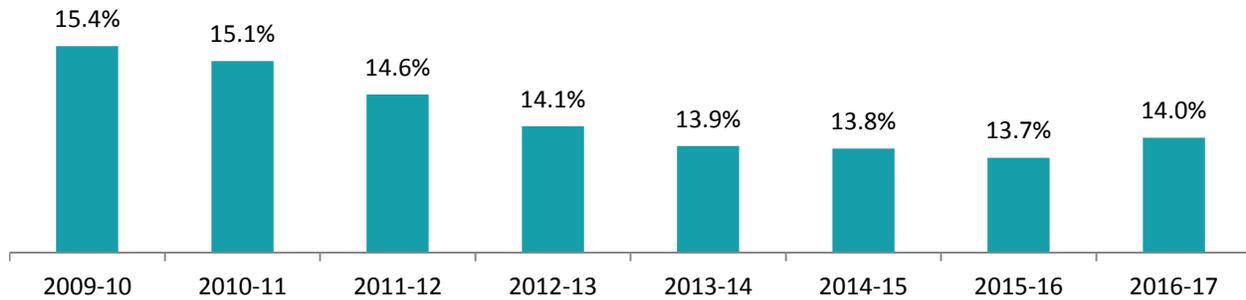
## English Language Learners

Over 27% of MMSD's current students are English-Language Learners (ELL), which means the student speaks a language other than English at home and has/had limited English proficiency, as determined through a systematic identification process. There are over 6,900 ELL students in MMSD representing over 90 different languages. MMSD offers three types of programs to support ELL students: English as a Second Language (ESL), Developmental Bilingual Education (DBE), and Dual Language Immersion (DLI).



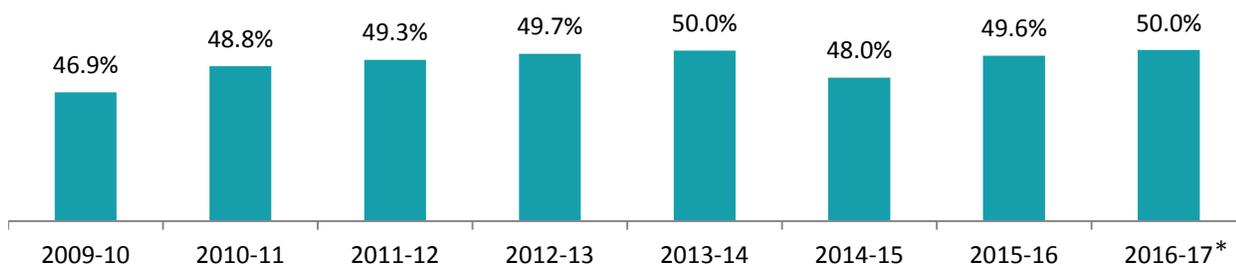
## Students with Disabilities

Over the past decade, MMSD has experienced a steady decrease in the percentage of students with receiving special education. The 2016-17 school year is the first in a decade with an increase in the percentage of students receiving special education. This trend is likely the result of the district's efforts to provide and monitor early interventions before referring a student for Special Education.



## Low-Income

School districts use Free & Reduced Lunch status to identify the percentage of students residing in low-income households. Half of MMSD's student population is considered low-income.



\*DPI's mid-year measure of MMSD's free and reduced meal status reported that 48.7% qualified. Since MMSD's free and reduced percentage fell below 50%, MMSD will not be eligible for High Poverty Aid in the 2017-19 two-year window.

# Student Achievement

## Student Achievement Summary

Part of making every school a thriving school and preparing every student for college, career and community involves accountability and measurable goals supported by data-driven indicators of success. Two years after implementing the Strategic Framework, our student achievement measures provided promising results, and we continue to build on this progress. The measures below reflect data published in July 2016, in our 2015-16 annual report, as that is the most recent data available. Our next annual report, for the 2016-17 school year, will be published in July of 2017.

We chose to focus on meaningful, researched-based measures that our schools are already using to evaluate student achievement. We also chose key milestones to demonstrate the extent to which students are on track to graduation. Measures of Academic Progress (MAP) are assessments designated to measure achievement in reading and mathematics. A key advantage of MAP is that it allows schools to assess not just a student's proficiency, but also growth during the year to provide a better indication of how our students are improving over time.

### Goal 1 – District student achievement

**Early reading on the rise:** The district's focus on early literacy is paying off, with **increases across all student groups** and accelerated growth for those who need it the most. This is the type of gap-narrowing progress we want to see.

**Mathematics on the move:** After implementing a new middle school math curriculum this school year, we are seeing a **4% increase in math proficiency in grades 6–8** and across almost every student group and every school.

**Narrowing gaps in high school graduation:** Graduation rates continue to move in the right direction, and schools are seeing promising results for student groups.

	SIP Measures – Goal #1													
	Grades 1-2 PALS Spring Reading Benchmark	Grades 3-5 MAP Spring Reading Proficiency	Grades 3-5 MAP Fall- Spring Reading Growth	Grades 3-5 MAP Spring Math Proficiency	Grades 3-5 MAP Fall- Spring Math Growth	Grades 6-8 MAP Spring Reading Proficiency	Grades 6-8 MAP Fall- Spring Reading Growth	Grades 6-8 MAP Spring Math Proficiency	Grades 6-8 MAP Fall- Spring Math Growth	Grade 9 Two or More Fs	Grades 9-11 ACT/Aspire Reading	Grades 9-11 ACT/Aspire Math	Grade 11 3.0 GPA	High School Completion Rate (one- year lag)
District 2014-15	74%	41%	58%	48%	65%	39%	54%	41%	61%	20%	45%	43%	48%	79%
District 2015-16	78%	42%	58%	47%	63%	41%	56%	45%	61%	21%	45%	42%	53%	80%
Year-to-Year Improvement	+4%	+1%	0%	-1%	-2%	+2%	+2%	+4%	0%	-1%	0%	-1%	+5%	+1%
Four-Year Trend (or trend since first year of using metric)	+4%	+6%	+7%	+4%	+6%	+5%	0%	+4%	0%	+4%	+6%	+2%	+6%	+2%

## Goal 2 – Challenging and well-rounded

High school teams have been working on increasing successful participation in advanced coursework like Honors and Advanced Placement. **We are beginning to see positive results in increasing 10th and 11th grade participation rates that will show future improvements in our 12th grade milestone.**

SIP Measures - Goal #2					
	K-5 Arts Education Participation	6-8 Arts Education Participation	7-8 World Language Participation	Grade 12 Arts Education & World Language Profile	Grade 12 Advanced Coursework Profile
District 2014-15	100%	97%	65%	48%	48%
District 2015-16	100%	96%	68%	43%	45%
Overall Improvement	0%	-1%	+3%	-5%	-3%

## Goal 3 – School climate

**Feeling safe at school: Students, staff and families rated feeling safe at school at an average of four out of five**, signaling positive perceptions of school safety. Students were also asked about bullying and harassment in this category.

SIP Measures - Goal #3										
Percent Positive	Student Climate Survey: Relationships	Staff Climate Survey: Relationships	Parent Climate Survey: Relationships	Student Climate Survey: Teaching and Learning	Staff Climate Survey: Teaching and Learning	Parent Climate Survey: Teaching and Learning	Student Climate Survey: Safety	Staff Climate Survey: Safety	Parent Climate Survey: Safety	Parent Climate Survey: Family Engagement
District 2014-15	64%	67%	82%	78%	78%	69%	47%	70%	42%	55%
District 2015-16	62%	69%	84%	78%	78%	74%	43%	69%	48%	62%
Overall Improvement	-2%	+2%	+2%	0%	0%	+5%	-4%	-1%	+6%	+7%

For more on the District Goals and Measures of Performance visit [mmsd.org/framework](http://mmsd.org/framework).

## Framework Overview and Major Accomplishments

Our district's budget is designed to support our strategy to raise achievement for all students and narrow gaps in opportunity that lead to gaps in achievement. As we present our preliminary budget recommendations, it is also important to review progress on that strategy.

Every quarter, we conduct a deep review of progress and report publicly at mid-year and end of year. We are excited about the progress we've made so far this year. In July, we will also provide a comprehensive report on all of our progress in the 2016-17 school year, including student achievement data.

### School Improvement Plans

*Disciplined way of working at every school and strategies to accelerate progress for student groups*

Central to our strategy is the school improvement planning process, which establishes the disciplined way of working necessary to raise student achievement and narrow gaps at all schools.

Throughout the year, schools examine progress on their plans. To do that, schools have been using both implementation data and mid-year student achievement data, with special attention to specific student groups.

This year, schools have developed plans that are targeted and grounded in equity visions. More schools have measured progress more frequently, and many schools have focused on more rigorous tasks in the classroom that help students deepen their understanding of their learning. Many schools have also focused on collaboration through teacher teams as a valuable tool to close gaps.

### Common Learning

*Great teaching for all and examining race and bias*

While schools stay focused on their unique school improvement plans, common learning across the district enables educators to deliver the best possible teaching to all students and to take topics of race and equity head on.

This year, our professional learning continues to focus on great teaching for all and examining race and bias. The National Equity Project has supported our professional learning for principals and school based leadership teams to strengthen our equity-focused facilitative leadership skills.

These skills enable staff to hold spaces to discover and develop their identity, relationships and capacity to:

- manage group dynamics
- learn and develop a common understanding of our commitment to racial equity
- develop equity advocates throughout our district
- lead for change
- work with families as partners

## Five Priority Areas

*Providing the infrastructure, tools, and resources that schools need*

The work of central office is focused on a clear set of priorities aimed at providing the infrastructure, tools and resources that schools need and removing institutional barriers that stand in the way of student success. In each of those five priority areas, we've made major progress so far this school year – below you can read examples of progress in each area.

### Priority Area 1: Coherent Instruction

- We've deepened our focus on early literacy by expanding our professional development for teachers and computer adaptive software to supplement instruction at our highest need schools. We've also conducted Literacy Learning Labs, a way for teachers to receive on the spot coaching and feedback by collaborating with other teachers and coaches.
- We've also begun piloting a new math curriculum, which teachers report is changing attitudes and engagement levels for math.

### Priority Area 2: Personalized Pathways

- More than five hundred Madison 8th grade students applied to be in the health services pathway launching this fall at East, La Follette, Memorial and West high schools. We're excited to see our students interested in Personalized Pathways, which offers students personalized opportunities to study subjects they're passionate about and helps them make connections between what they learn in class and the real world.

### Priority Area 3: Family, Youth and Community Engagement

- Mendota and Leopold Elementary Schools have launched as the district's first community schools. They've worked this year with their school communities to define their goals and focus and begin partnerships within the school.

### Priority Area 4: Thriving Workforce

- With a redesigned teacher screening and selection process, aimed at making improvements to diversity, the district hired 60 teachers of color, more than ever before.
- In addition to our redesigned recruitment and retention efforts, we work closely with the University of Wisconsin–Madison School of Education. Through the Grow Our Own Staff to Teachers Program, current MMSD staff who hold at least a bachelor's degree can apply to become a teacher in our schools through a two-year teacher certification program.

### Priority Area 5: Accountability Systems

- This year's climate survey is out now to students, staff and families. Results will be analyzed and reported in this year's annual report and used by schools to track changes and set goals for next year.

### Technology Plan

- In early February, students in our "G2 Schools" – Lapham, Lindbergh, Allis, Franklin, Black Hawk, Cherokee, Sherman, Toki and La Follette – received their own digital devices to use in the classroom. The devices are one part of a larger transformation, one that seeks to give students more say in how they learn, allow them to accelerate at their own pace, help them engage in collaborative learning, increase access to information and teach them vital digital literacy skills.

For a full inventory of all the progress in our five priority areas, and more examples of progress, visit [mmsd.org/2017-mid-year-review](http://mmsd.org/2017-mid-year-review).

## Financial Summary Tables

### High Level Budget Summary Tables

Two budget tables are presented in the pages that follow. These tables provide a high level overview of the 2017-18 budget proposal and are intended to serve as an introduction to the budget discussion which follows.

The first table, 2017-18 All Funds Summary, captures all budget activity for MMSD with the exception of the Construction Fund (reported elsewhere to maintain comparability). This table is designed to report on the 'total budget picture' for MMSD.

The second table, 2017-18 Operating Funds Summary, sharpens the focus to just the operating funds (defined as General Fund + Special Education Fund, less interfund transfers). This fund captures the basic operations of the district. It excludes the Debt Service, Construction, Food Service and Community Service funds. This table is designed to report on the 'core operations' of MMSD.



## 2017-18 Proposed Budget Summary Revenue and Expenditures All Funds

*Note: Includes Funds 10, 27, 38, 30, 41, 50, 80 and Interfund Transfers listed separately*

	2014-15 Actuals	2015-16 Actuals	2016-17 Fall Adopted Budget	2017-18 Proposed Budget	% Chg
<b>Revenues</b>					
Property taxes/Mobile Home/TIF	268,781,369	281,221,780	287,162,023	298,565,588	3.97%
Other local sources	10,394,116	10,130,642	10,605,066	9,815,190	-7.45%
Interdistrict sources	2,444,702	2,228,716	2,428,184	2,461,484	1.37%
Intermediate sources	84,010	99,457	143,673	124,528	-13.33%
State sources	91,741,114	88,858,590	92,815,853	90,073,706	-2.95%
Federal sources	30,035,230	28,293,630	31,529,752	31,070,156	-1.46%
Other sources	1,298,139	2,810,045	703,988	616,290	-12.46%
<b>Total revenues</b>	<b>404,778,680</b>	<b>413,642,860</b>	<b>425,388,540</b>	<b>432,726,943</b>	<b>1.73%</b>
<b>Expenditures</b>					
Regular instruction	147,917,582	146,290,393	148,038,008	150,339,152	1.55%
Vocational instruction	4,087,662	4,351,394	4,214,870	4,384,389	4.02%
Special instruction	55,373,240	54,824,636	55,752,907	55,431,324	-0.58%
Other instruction	11,133,352	11,302,061	10,794,806	11,297,388	4.66%
Pupil services	26,321,997	27,049,935	26,662,977	26,622,100	-0.15%
Instructional staff services	25,913,862	24,975,497	27,697,693	30,066,634	8.55%
General administration services	22,791,352	22,345,294	22,294,631	22,713,708	1.88%
Building administration services	45,932,641	46,380,441	51,641,256	51,591,996	-0.10%
Pupil transportation	12,799,829	12,979,743	13,077,485	13,258,464	1.38%
Principal and interest	7,965,297	23,260,567	13,819,502	13,637,527	-1.32%
Other support services	20,122,140	20,045,310	22,081,088	26,454,534	19.81%
Community Service	14,134,405	14,610,651	15,153,482	14,990,558	-1.08%
Non-program	12,230,618	13,353,615	13,620,704	14,058,122	3.21%
<b>Total Expenditures</b>	<b>406,723,977</b>	<b>421,769,537</b>	<b>424,849,409</b>	<b>434,845,895</b>	<b>2.35%</b>
Proceeds from Debt	665,365	12,273,479	2,055,000	2,055,000	0.00%
Transfers in	49,912,606	49,661,337	50,325,733	49,014,923	-2.60%
Transfers out	(49,940,819)	(49,651,091)	(50,321,281)	(49,014,923)	-2.60%
<b>Net change in fund balance</b>	<b>(1,308,145)</b>	<b>4,157,049</b>	<b>2,598,583</b>	<b>(63,952)</b>	<b>-102.46%</b>
<b>Fund balance - beginning of year</b>	<b>39,714,540</b>	<b>38,406,394</b>	<b>42,563,443</b>	<b>45,162,026</b>	<b>6.11%</b>
<b>Fund balance - end of year</b>	<b>38,406,394</b>	<b>42,563,443</b>	<b>45,162,026</b>	<b>45,098,074</b>	<b>-0.14%</b>

## Operating Funds (10/27)

### Summary Revenue and Expenditures Table By Year

*Note: Includes Interfund Transfers listed separately*

Funds 10 & 27	2014-15 Actuals	2015-16 Actuals	2016-17 Fall Adopted Budget	2017-18 Proposed Budget	Percent Change
<b>Revenues</b>					
Property taxes/Mobile Home/TIF	245,505,643	255,684,135	259,273,305	270,093,093	4.17%
Other local sources	4,500,357	4,413,872	5,043,103	4,281,292	-15.11%
Interdistrict sources	2,444,702	2,228,716	2,428,184	2,461,484	1.37%
Intermediate sources	80,495	86,164	135,156	116,011	-14.17%
State sources	91,564,672	88,678,793	92,643,384	89,901,237	-2.96%
Federal sources	20,483,538	18,453,137	21,203,461	20,675,422	-2.49%
Other sources	1,152,878	523,558	557,944	406,529	-27.14%
<b>Total Revenues</b>	<b>365,732,284</b>	<b>370,068,375</b>	<b>381,284,537</b>	<b>387,935,068</b>	<b>1.74%</b>
<b>Expenditures</b>					
Regular instruction	147,917,582	146,290,393	148,038,008	150,339,152	1.55%
Vocational instruction	4,087,662	4,351,394	4,214,870	4,384,389	4.02%
Special instruction	55,373,240	54,824,636	55,752,907	55,431,324	-0.58%
Other instruction	11,133,352	11,302,061	10,794,806	11,297,388	4.66%
Pupil services	26,321,997	27,049,935	26,662,977	26,622,100	-0.15%
Instructional staff services	25,913,862	24,975,497	27,697,693	30,066,634	8.55%
General administration services	22,791,352	22,345,294	22,294,631	22,713,708	1.88%
Building administration services	29,875,746	31,190,629	35,657,346	35,205,209	-1.27%
Pupil transportation	12,798,818	12,974,737	13,076,485	13,257,464	1.38%
Principal and interest	371,647	445,273	785,473	885,473	12.73%
Other support services	19,483,985	19,399,926	21,403,719	25,784,735	20.47%
Community Service	-	-	-	-	0.00%
Non-program	11,861,202	13,353,615	13,620,704	14,058,122	3.21%
<b>Total Expenditures</b>	<b>367,930,444</b>	<b>368,503,390</b>	<b>379,999,619</b>	<b>390,045,697</b>	<b>2.64%</b>
Proceeds from Debt	665,365	-	2,055,000	2,055,000	0.00%
Transfers in	49,911,992	49,661,337	50,325,733	49,014,923	-2.60%
Transfers out	(49,876,545)	(49,596,116)	(50,265,651)	(48,959,293)	-2.60%
<b>Net change in fund balance</b>	<b>(1,497,348)</b>	<b>1,630,206</b>	<b>3,400,000</b>	<b>-</b>	<b>-100.00%</b>
<b>Fund balance - beginning of year</b>	<b>37,376,789</b>	<b>35,879,441</b>	<b>37,509,647</b>	<b>40,909,647</b>	<b>9.06%</b>
<b>Fund balance - end of year</b>	<b>35,879,441</b>	<b>37,509,647</b>	<b>40,909,647</b>	<b>40,909,647</b>	<b>0.00%</b>

## Budget Narrative

### Introducing the 2017-18 Preliminary Budget Proposal (Updated June 26, 2017)

We are pleased to present the 2017-18 Preliminary Budget Proposal for the Madison Metropolitan School District. Development of the proposal has been guided by regular monthly direction provided by the Board, along with input from staff, parents, and the Madison community. The 2017-18 Preliminary Budget Proposal is a public document available on the MMSD website at: [www.madison.k12.wi.us](http://www.madison.k12.wi.us).

The Board is scheduled to adopt a Preliminary Budget at the June 26, 2017 regular meeting. The 2017-18 fiscal year begins July 1, 2017.

Funding for 2017-18 is uncertain at this point, since the 2017-19 state budget is still under construction in the legislature. The Governor signaled support for a school funding increase of \$200 per pupil in his February 2017 Wisconsin Budget Address, but a less favorable funding outcome remains a possibility.

Fortunately, at the local level, the Madison community approved a November 2016 referendum to increase MMSD's annual revenue limit by a total of \$26 million dollars to be phased in over a four-year period (2016-2019). These additional resources are critically important for stabilizing our school staffing levels following back-to-back years of personnel reductions. Additional local funding came from a \$9.27 million agreement between the City of Madison and MMSD which gives the school district access to surplus funds generated by TID#25, a successful downtown development zone. These local actions provide the critical revenue flexibility needed if state funding is scaled back from \$200 per pupil to some lesser amount.

With these locally generated funds, and the possibility of \$200 per pupil state funding for K-12 public schools, this Preliminary Budget Proposal continues to invest in key priority areas which support MMSD students, staff, and families. These outcomes are the result of a deliberate and collaborative budget process which began early and provided time for careful and transparent decision making.

The budget development process followed a sequence which:

- Began by establishing budget goals and guiding principles
- Created a revenue forecast based on the latest information and projected enrollment
- Funded strategic priority actions
- Developed a compensation strategy, including salaries/ wages and multiple options for employee benefits
- Provided for expected increases, such as utilities and transportation costs
- Maintained current staffing levels in total, while adjusting school level staffing based on projected enrollment



We are excited about our plans for 2017-18 school year as described in the sections that follow. Those plans include:

- Continued investment in the priorities outlined in our Strategic Framework all aimed at raising student achievement and narrowing gaps
- Over \$5.0 million of priority actions which are aimed at solidifying the foundation needed to sustain progress and accelerating progress in key goal areas like reading by third grade and keeping 9th graders on track
- An investment in innovation to propel outcomes for students in areas of highest need
- A staffing plan for next year which aligns to MMSD's class size standards with a concerted effort to keep class sizes low at K-5 district-wide
- Funding for a \$1.0 million pool of unallocated staff, to be hired and assigned as needed to respond to enrollment fluctuations at the beginning of the next school year
- A competitive compensation strategy, including funding for step and lane advancement on the existing salary schedules, a 1.26% increase in base wage (the maximum allowed by law), a \$15 per hour minimum wage standard, a new \$25 per hour rate for summer school teachers, and a new \$41,096 beginning salary for new teachers, all of which demonstrate that we value our MMSD staff
- A new two HMO model for our health insurance plan which will generate savings of \$3.0 million per year, which is reinvested into the compensation plan
- A new insurance carrier for life and long-term disability (LTD) benefits which will save over \$250,000 per year, with no change in benefit levels
- As always, we have found many new ways to save and reallocate existing budget resources

This preliminary budget proposal is a public document intended to communicate our plans and budget for 2017-18. We welcome input from all interested parties during the budget review process.

In the sections which follow, each segment of the budget development sequence is described in detail. As you will see, there are strategic investments and reallocation of existing resources recommended throughout the proposal. In every instance, we have tried to take a smart and consistent approach, guided by our budget goals and principles, to sustain our momentum and keep our work moving forward.

## Budget Goals and Guiding Principles

This year's budget development process continues to build on our progress from last year with a focus on achieving four major goals:

- **Close alignment to the strategic framework goals:** Consistent with our vision to make every school a thriving school that prepares every student to graduate ready for college, career and community, these budget resources support the district's goals and priorities as defined in our Strategic Framework.
- **Demonstrate equitable use of resources to support schools with highest needs:** More in-depth reporting on how and where resources are allocated will improve awareness and help inform the process to more equitably distribute resources towards schools with the greatest need.
- **Improve transparency in budget development by focusing on the staffing process and more detailed cost per pupil reporting:** Presenting the budget document in a more accessible and reader-friendly format will improve accountability and better demonstrate how resources are used to support instruction.
- **Begin budget development earlier:** Starting the process in the fall allows more time for strategic, pre-decisional input by Board and community.

While working toward these goals, the district is committed to demonstrating responsible stewardship of public funds, as well as complying with legally required mandates.

The Board and the Senior Leadership Team together developed a set of guiding budget principles to provide clarity and consistency in the budget development process. Our budget effort has been guided by the following principles:

- Allocate resources for greatest impact on students, raising achievement and narrowing gaps
- Leverage priority actions to accelerate gap narrowing progress
- Maintain a multi-year perspective to propel momentum and effective support to schools
- Support opportunities to innovate for organizational learning

## Revenue Forecast

The MMSD revenue forecast for 2017-18 is a preliminary estimate contingent upon the outcome of the 2017-19 state budget. The state budget process is typically completed in June or July.

In February, the Governor signaled support for a funding increase of \$200 per pupil for K-12, or about a two percent revenue increase. This would be a marked improvement over the minimal revenue growth provided to school districts in recent state budgets. We hope the \$200 per pupil funding level survives the state budget process, but a less favorable outcome remains a possibility.

On the local level, the Madison community strongly supported an operating funds referendum last fall (November 2016) which provides the funds needed to sustain our positive momentum while stabilizing the MMSD budget and avoiding a third consecutive year of staff reductions. We appreciate the support of our community, and are committed to putting every budget dollar to its best use in this budget proposal.

The 2017-18 revenue forecast is based on the following inputs:

- MMSD's 1-year enrollment projection (which is used for staffing) and 3-year rolling average of enrollment (which is used for determining revenue) will be essentially steady (no change).
- A \$200 per pupil categorical aid increase, the only notable increase in state support for the local school district budget.
- No increase in the state Revenue Limit Formula, except for the local increase of \$5 million authorized in the November 2016 referendum to exceed the revenue limit. The cumulative impact to date is \$10 million, since the referendum authorized \$5 million of additional revenue in 2016-17 and 2017-18, to be followed by \$8 million of additional revenue in 2018-19 and 2019-20, for a total of \$26 million of recurring revenue authority.
- A \$2.0 million draw on a special one-time funding source of \$9.27 million created by an agreement between the City of Madison and MMSD. This unique agreement gives MMSD access now to future TID surplus funds being generated by the City's very successful downtown TID #25.

In contrast to these positive actions, the MMSD budget may be negatively impacted by the following federal factors:

- We are reducing our revenue expectation by \$450,000 (or -11%) for Medicaid reimbursements (the district is reimbursed by the Medicaid program for services delivered to students who are Medicaid eligible). Medicaid reimbursements have not met their budget target for the past three years, so a budget correction is necessary.
- We are concerned about federal funding for the Title grants over the next few years. We expect a 10% decrease in federal Title funding for 2017-18.
- We are reducing our revenue expectation by \$150,000 (or -34%) in revenues from the federal E-rate program (the district is reimbursed by the E-rate program for certain technology costs associated with bringing high speed data connections to all schools). E-rate reimbursements have been declining and have not met their budget target for the past two years.

Finally, the tax levy estimate for fall 2017 is impacted as follows:

- For the Preliminary Budget, we project a worst-case \$8.2 million decrease (or -15%) in equalization aid, partly because the state budget will not have additional funding for the equalization aid pool. Equalization aid losses can be recovered by a corresponding increase in the local property tax levy, but there are practical limits to this, since avoiding large increases in the local tax levy is a priority.
- High Poverty Aid, a state aid for school districts in which more than 50% of students qualify for free/reduced price meals, is a possibility for MMSD in 2017-19. MMSD's percentage of students qualifying for free/reduced price meals is currently at 50%. The district has gained and lost eligibility for this aid in past budget cycles. The aid is approximately \$1.5 million. The 2017-18 budget does not rely on this aid. (Update: MMSD's percentage of students qualifying for free/reduced price meals has decreased to 47%, making MMSD ineligible for this aid).
- The tax levy increase for fall 2017 is estimated to be 3.97%. It will require a \$2.0 million under-levy to achieve this outcome. However, even with a \$2.0 million under-levy, the operating budget is balanced. We expect strong local tax base growth to help offset the levy impact for existing property owners.

A Closer Look at Three Major Revenue Factors: the Revenue Limit, State Aids and Local Taxes:

The state Revenue Limit Formula imposes a cap on MMSD's two major sources of revenue, local property taxes and state equalization aid. In effect, 88% of MMSD operating revenue is controlled by the revenue limit.

Budget estimates for these two sources of revenue are determined by a three step process of (1) calculating the Revenue Limit Formula for MMSD, (2) estimating state general aids, and (3) determining the tax levy. The three-step process can be expressed as an equation:

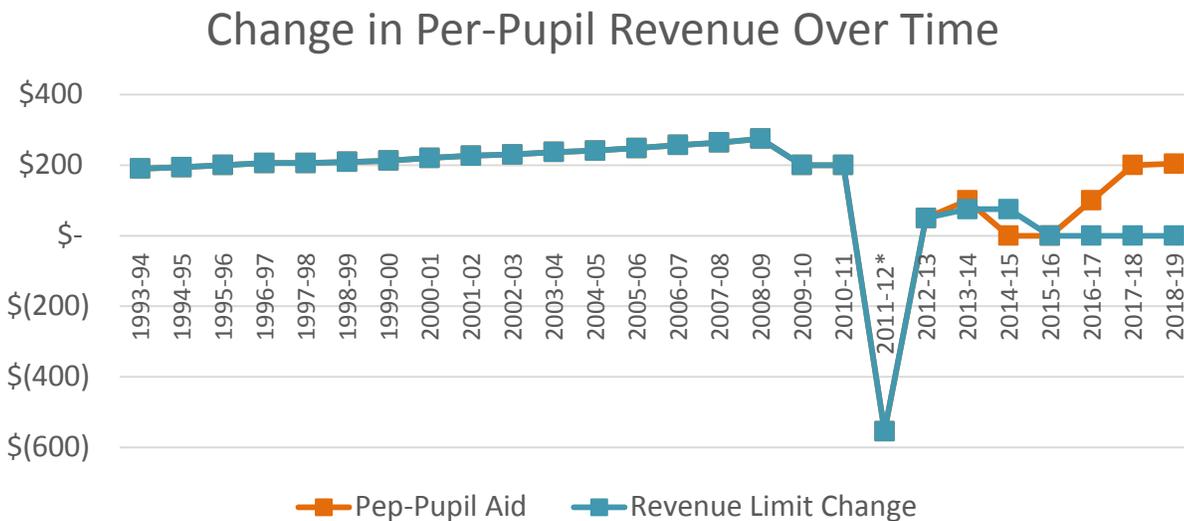
$$(Revenue\ Limit\ Formula - General\ State\ Aids = Local\ Property\ Tax\ Levy)$$

Step 1: Determining the 2017-18 Revenue Limit

The Revenue Limit Formula is the critical first step the MMSD budget development process. The Revenue Limit operates as a control on the combined amount of property taxes and general state aid available to operate the school district.

Sometimes known as revenue caps, revenue limits are state-imposed controls on the amount of money a school district can receive through a combination of state general aid and local property taxes. Revenue limits were first implemented in 1993-94 by state policymakers as a means of controlling increases in school property tax levies. Revenue restrictions have become significantly more restrictive since 2011.

*History of Annual Change in Revenue Limits and 'Per-Pupil Categorical Aid'*



Revenue limits control the level of school district resources from state general aids and the local property tax levy, which are the two largest sources of revenue for districts. (State categorical aids, federal aids, local non-property tax receipts, and referendum-approved debt service tax levies are not subject to revenue limits.)

The difference between a school district's revenue limit and its general aid amount determines the maximum amount of property taxes the district is allowed to raise. For example, if additional general aid funding is provided, the property tax levy can be reduced by a corresponding amount. Or, if general aid funding is reduced, the school board has the authority to "backfill" the aid reduction by increasing the property tax levy up to the revenue limit.

Under the Governor's proposed state budget, the Revenue Limit formula allows no increase (or \$0 per pupil) in both 2017-18 and 2018-19 (relying instead on a categorical 'per-pupil' aid increase of \$200 per pupil).

Step 2: Estimating General State Aid (Including Equalization Aid)

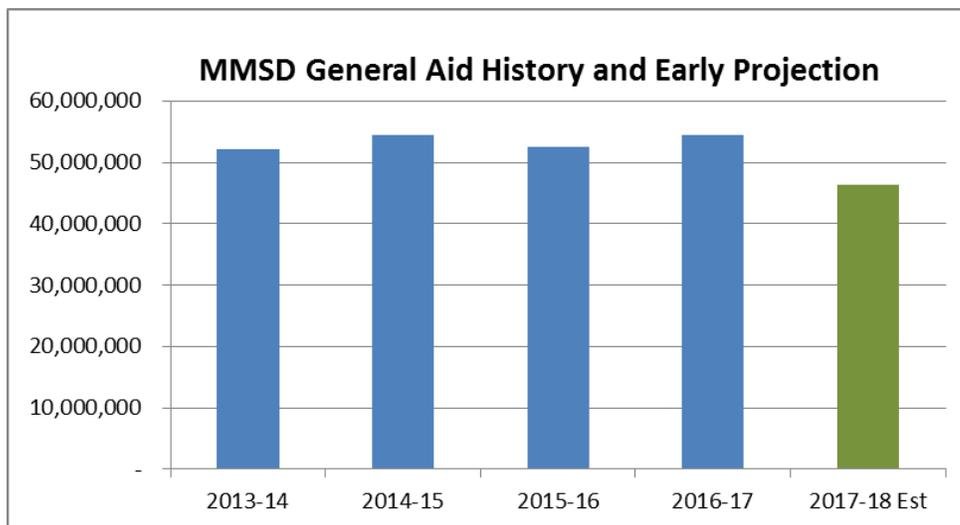
By providing state aid, the state “shares” in funding the MMSD annual budget. Costs that are eligible to be aided by the state are called “shared costs.” The amount of state aid that the district receives is important. The less state aid MMSD receives, the more has to be raised through local property taxes.

Wisconsin provides the bulk of state aid to school districts based on a formula that attempts to provide each school district with a guaranteed tax base behind each pupil. This aid is generally referred to as equalization aid.

Because property values vary widely across the state, school districts differ in their ability to raise property tax revenue for educational programs. The equalization aid formula is designed to compensate, through state aid, for a given district’s lack of fiscal capacity (“ability to pay”) through property taxes. Since MMSD’s property value per pupil is well above the state average, the majority of funding to support the district comes from local property taxes.

The budget proposal uses a cautious estimate of equalization aid for 2017-18. For the Preliminary Budget Proposal, a maximum aid loss of -15.0% is projected.

**Equalization Aid History – Chart**

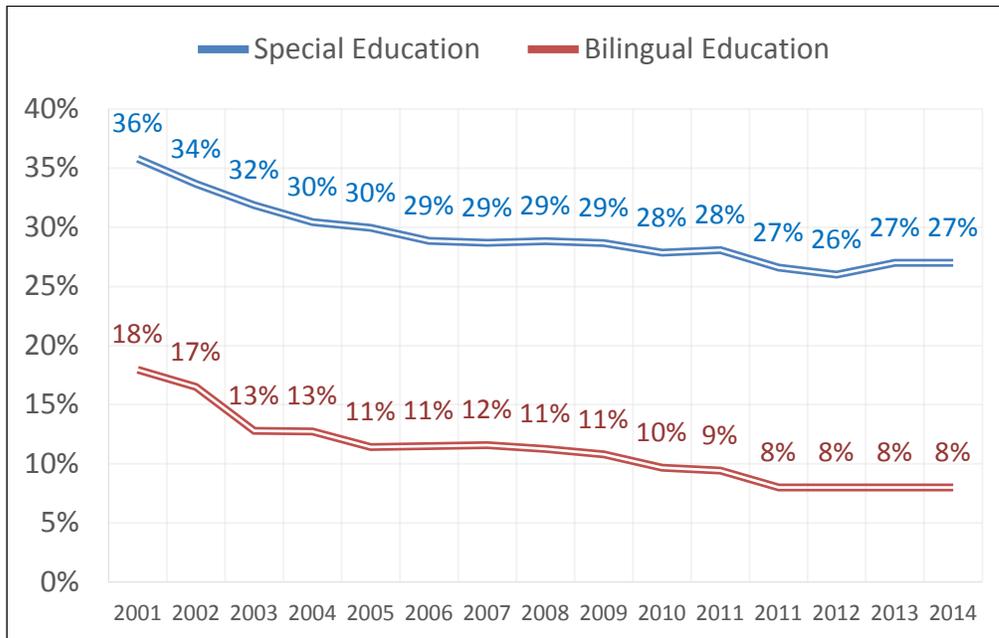


**Equalization Aid History – Table**

	2013-14	2014-15	2015-16	2016-17	2017-18 Est
Intradistrict / Special Adj Aid	447,307	504,371	490,629	379,113	2,173,035
Equalization Aid	51,776,524	53,901,086	52,017,681	54,104,601	44,111,177
<b>General Aid</b>	<b>52,223,831</b>	<b>54,405,457</b>	<b>52,508,310</b>	<b>54,483,714</b>	<b>46,284,212</b>

Other Major State Aids: Special Education and Bilingual Education

Wisconsin has had almost a decade of flat funding in special education and bilingual education. Since costs increase each year, the percentage of costs reimbursed (the reimbursement rate) has dropped by about 10% since 2001.



As the table above illustrates, state funding for Special Education and for Bilingual/Bicultural programs has fallen as a percentage of total costs, shifting a greater portion of the cost onto the local school district budget. See appendix for more information on Special Education and OMGE departmental budgets).

Step 3: Tax Levy Estimate\*

Finally, applying the equation (Revenue Limit Formula - General State Aids = Local Property Tax Levy) brings us to an estimate of the local property tax levy for 2017-18.

The tax levy recommendation included in the Preliminary Budget Proposal includes:

- A total "All Funds" tax levy increase of 3.97%
- Estimated tax base growth of 3.0% with strong new construction values
- Tax rate increase of \$ 0.11 per \$1,000 (from \$11.92 per thousand to \$12.03 per thousand)
- Impact per average home value of \$74.57 (estimate)

\* All figures are estimates until a final budget is adopted in October 2017

## Property Tax Levy – History and Early Projection

<b>PROPERTY TAX LEVY SUMMARY</b>	<b>Actual</b>	<b>Fall Budget</b>	<b>Proposed</b>		
<b>SUMMARY OF TAX LEVY FOR ALL FUNDS:</b>	<b>2015-16</b>	<b>2016-17</b>	<b>2017-18</b>	<b>\$ Change</b>	<b>% Change</b>
General Fund 10	255,620,915	259,203,305	270,023,093	10,819,788	4.17%
Debt Service Fund 39	5,498,873	7,999,159	8,300,825	301,666	3.77%
Non Referendum Debt Svcs Fund 38	3,884,075	4,087,409	4,177,516	90,107	2.20%
Capital Expansion Fund 41	4,500,000	4,000,000	4,400,000	400,000	10.00%
Community Service Fund 80	11,654,696	11,802,150	11,594,154	(207,996)	-1.76%
<b>Total Levy</b>	<b>281,158,559</b>	<b>287,092,023</b>	<b>298,495,588</b>	<b>11,403,565</b>	<b>3.972%</b>
Equalized Tax Base	23,270,952,465	24,086,820,787	24,809,425,411	722,604,624	3.00%
<b>Equalized Tax Rate Per \$1000</b>	<b>12.082</b>	<b>11.919</b>	<b>12.032</b>	<b>0.112</b>	<b>0.944%</b>

### Maintaining a Strong Balance Sheet: Fund Balance Ratio

The General Fund Balance ratio (or 'solvency' ratio) is a commonly accepted measure of a school district's financial condition. The General Fund Balance is equivalent to the 'equity' account on the balance sheet of a private enterprise. The fund balance is a "snapshot" at a given moment in time.

State statutes do not require that a set amount or percent of a district's overall budget be maintained as a fund balance; this is a local decision. MMSD policy requires a General Fund Balance within a range equal to 10% to 15% of the operating budget.

The General Fund Balance projected for June 30, 2017 is \$40,909,647. Year-to-date actual results for the 2016-17 fiscal year suggest that MMSD will meet and probably exceed this target.

Since the 2017-18 budget has been restated as a balanced budget, the MMSD Fund Balance as of June 30, 2018 is expected to remain at \$40,909,647. This level of General Fund Balance (11.2%) is within Board policy.

## Priority Actions

Every year, regardless of the financial environment, we must stay focused and fund priority actions to the extent possible. The priority actions identified below are funded from multiple sources including repurposing of existing resources, reprioritizing federal funds, and unique one-time sources such as TID 25 proceeds. The priority actions described in this section are anchored to our strategy to raise student achievement and close gaps by implementing and accelerating what works.

While this section focuses on the new priority actions for this year, it is important to note that after conducting a zero-based budgeting process four years ago, which required aligning all of our central office resources to the priorities outlined in our Strategic Framework, we have invested in priority actions annually which have had a positive cumulative effect.

Priority action investments have focused on building a strong foundation for strong teaching and learning. These actions have supported the following intentional actions:

- Professional learning of principals and school based leadership teams
- Additional professional development on effective classroom practices for intensive need elementary and middle schools
- Establishment of a coherent K-12 curriculum in literacy and mathematics
- Expansion and improvement of services for English Language Learners
- Implementation of a more consistent approach to classroom management with an emphasis on supporting positive student behavior and restorative practices
- Stronger family engagement practices with a link to learning
- Establishment of new systems for screening, selection, and induction of new teachers and principals
- Expansion and Integration of instructional technology

### Priority Actions are Grounded in the Framework

Each of the proposed items below directly aligns to the goals outlined in our strategic framework:

- Every student is on-track to graduate as measured by student growth and achievement at key milestones
- Every student has access to a challenging and well-rounded education as measured by programmatic access and participation data
- Every student, family and employee experiences a positive school and district climate as measured by school climate survey data

In the pages that follow, we present a detailed explanation of each proposed action.

## Foundational Priority Actions

### School Improvement Planning

The School Improvement Plan (SIP) establishes the disciplined way of working necessary at every school in order to raise student achievement for all and close gaps.

All school improvement plans have measurable goals and strategies for all students, as well as focused goals and strategies to accelerate learning for student groups.

While schools implement plans, the district's central office aligns its support to those plans using a tiered approach that ensures that the schools with the most need receive the most intensive support.

All school improvement plans, and reports on them, are available at [mmsd.org/sip](http://mmsd.org/sip).

**Intensive Support for Reading Intervention** – While the importance of investing in strong core instruction, along with small group and individual support, remains a priority for all students, we will continue to build upon prior year's successful implementation of web-based computer adaptive software to reinforce reading support at the level of student need. This computer-adaptive software will continue to be implemented in all intensive support schools to provide timely reading intervention to all K-5 students who need it.

- \$190,000 - Total (Funding from Local)

*Note - In 2016-2017 \$190,000 for this software was funded from Title I. The move of this software funding to the local budget allows all intensive support schools to access this computer adaptive software, regardless of Title I status. This priority action eliminates any supplanting of local funds with federal grant money.*

### Common Professional Learning

While schools stay focused on their plans, common learning across the district enables educators to strengthen instruction aligned to our shared definition of great teaching and to examine race and equity head on.

**Race and Equity Professional Development** – The professional learning support, resources and tools provided by the National Equity Project (NEP) will continue to build capacity with leaders, leadership teams, instructional coaches, and central office to intentionally deepen MMSD understanding of culturally responsive teaching, implicit bias, and structural racism. The goal for 2017-18 is to impact classroom level practice with support from NEP. This continues and expands on the \$120,000 investment made in 2016-17, for a new total of \$200,000.

- \$80,000 – Total Additional (Funding from Local)

**Principal Leadership Coaching** – The Forward Madison Partnership has enabled MMSD to develop an approach to induction for new leaders. We have discovered during the 3 year partnership that we need to better develop a sustainable bench of MMSD principal coaches. This resource would enable us to support coaching stipends, sustaining work that was previously funded under the Forward Madison partnership. Forward Madison evaluation data will further inform the planning and development of future leadership blended learning modules.

- \$25,000 – Total (Funding from Local – Revised down from \$50,000)

**New Teacher Mentoring and Forward Madison Sustainability Plan** – The Forward Madison Partnership focuses, in part, on high quality new teacher induction which includes 1:1 mentoring for new teachers. Title II funding will be repurposed to support mentors for the 2017-2018 school year now that the CUNA Mutual funding has ended.

- \$100,000 – Forward Madison Mentor (Funding from Local)
- \$200,000 – Forward Madison Mentors (Funding repurposed to Title II)

## Foundational Actions in Five Priority Areas

While schools are focused on their school improvement plans, the work of central office is focused on a clear set of priorities aimed at providing the infrastructure, tools and resources that schools need to serve students and families and removing institutional barriers that stand in the way of student success.

### Priority Area 1: Coherent Instruction

In order to raise achievement for all and close gaps, great teaching comes first. This priority area is focused on providing the tools and resources necessary to support great teaching for all students, as well as strategies for student groups that need acceleration. By defining a core instructional program that is standards-based, well-rounded and culturally and linguistically responsive, coupled with strategies for acceleration, we will ensure that all of our students are equipped with the knowledge and skills necessary for full participation in college, the workplace and the community.

Below are our key actions in this priority area:

**Director for Early Learning** – The Director of Early Learning will lead the work of creating a vision and plan for early childhood education. MMSD is in need of a comprehensive approach to Early Childhood education that includes earlier engagement of families and improved collaboration and support for 4K sites both in the community and within our schools. The Director will provide leadership for a thorough external review of our 4K programming, engaging internal and external stakeholders in the development of next steps for both school and community 4K sites.

- \$120,000 – Total (Funding from Local)

**Bilingual Education and ESL Support** – Guided by Board of Education Policy and our approved ELL Plan, we remain committed to providing English Language Learners with effective ESL and bilingual education programs that are high-quality, research-based and meet state and federal mandates. New OMGE Teacher leaders will coordinate ESL Redesign professional development and support for growing implementation of DLI classrooms K-12. Equitable access for eligible students to current bilingual programs will also require additional transportation routes in designated attendance areas.

- \$20,000 – ESL Redesign Professional Development (Funding from Title III)
- \$194,000 – Two OMGE Teacher Leaders (Funding from Title I)  
*[One FTE Approved at May 22 BOE Meeting]*
- \$135,000 – Transportation costs associated with access to dual language programs in designated attendance areas (Funding from Local).

**Special Education Programming and Supports** – Guided by our newly approved Special Education plan, we are committed to providing high quality Special Education services to children, families and schools. The addition of two Program Support Teachers allows for a consistent level of support at all school locations. Improving communication with families is one of our six major goal areas within the Special Education Plan and our feedback from parents indicated a need for increased communication with special education assistants.

- \$188,000 – 2 FTE PSTs (Funding from Local)*[Approved at May 22 BOE Meeting]*
- \$20,000 – Attendance at IEPs for SEAs as needed (Funding from IDEA)

### **Coherent Instruction – Focus on the Secondary Schools**

**Middle School Report Card Redesign and Infinite Campus Customization** – To ensure alignment is in place with the adolescent experience and to support current instructional expectations at the Middle School level, revisions will be made to the current Middle School report card. Professional development will be provided to Middle School Teachers and Infinite Campus will require customization to ensure efficient use.

- \$10,000 – Teacher Extended Employment to develop the report card (Funding from Local)
- \$30,000 – Customization costs for Infinite Campus (Funding from Local)

**AVID Expansion** – By supporting eligible students in grades 6-12, AVID allows them to develop the writing, inquiry, organizational and reading skills they need for post-secondary success. For 2017-18, additional sections of AVID will be provided at both East and LaFollette to bring AVID to 3 sections at each grade level.

- \$40,000 – AVID FTE Total = 0.53 (La Follette - 0.33, East 0.2 - Funding from Local)  
*[Approved at May 22 BOE Meeting]*

**Enrollment in Advanced Placement for Students of Color** – One of our goals is to dramatically expand enrollment and increase support for students of color to Advanced Placement coursework in all four of our high schools. Equal Opportunity Schools (EOS) is an organization that works with high schools to gather data and create an action plan for this work. This is a full expansion after a pilot in 2016-2017 with Memorial high school. EOS will also serve as our Equity Consultant based on a recent OCR resolution.

- \$118,000 – Total (One time funding from TID 25) *[Approved at May 22 BOE Meeting]*

**Professional Development for Restorative Practice** – The development of a whole-school restorative approach to discipline is essential in implementing the Behavior Education Plan and creating healthy school communities. This year, Student Services is supporting a cohort of 7 schools through a monthly professional learning strand and related activities. Next year, this cohort will move on to year 2 while another cohort of schools will have the opportunity to begin the process in year 1. Staff members will be compensated for training and site visits will be coordinated to see the whole school approach in action. Site visits during the 2016-2017 year were found to have the greatest impact on the development of a Restorative Approach model.

- \$20,000 – Total (Funding from Local)

**Behavioral Health in Schools** – Behavioral Health in Schools is a program intended to improve student availability for learning by providing specialized mental health services in schools during the school day. Students at participating schools who have significant mental health concerns that are interfering with learning and engagement will be referred to these services. Currently, Behavioral Health in Schools is at Sennett, Glendale, Schenk, Mendota and Leopold. Clinicians provide direct therapy to students in addition to consultation and professional development with school staff.

- \$85,000 – Total (Funding from Local)

**Welcoming Schools Support and Professional Development** – Welcoming Schools is a comprehensive, LGBTQ-inclusive approach to create respectful and supportive schools for all students and their families. This program is grounded in research that clearly links improved academic achievement, social-emotional well-being, and an inclusive school climate. The Welcoming Schools approach takes a stand against all kinds of bias-based name-calling and is inclusive of a diverse range of families. To advance this important a Welcoming Schools Teacher Leader will be hired to engage in a trainer-of-trainer model development.

- \$87,000 – 1 FTE Teacher Leader (Funding from Local)
- \$3,000 – Professional Development resources (Funding from Local)

## Priority Area 2: Personalized Pathways

While our schools will be primarily focused on improving daily instruction that leads to positive student outcomes, it is important that the district ensures the rigor and relevance of all coursework across all classrooms and schools, especially at the high school level. We believe all middle and high school students should engage in academic and career planning aimed at developing personalized pathways to high school graduation. These pathways must provide opportunities for taking advanced, career and technical, dual-credit and online coursework. It is essential that students are engaged in a relevant learning experience and that they, with the support of their families, are able to navigate the middle and high school experience so that they have multiple options and a plan for life upon graduation.

Below are our key actions in this priority area:

**Pathways Development** – To engage students in charting their personalized pathways to college, career and community readiness, MMSD is collaborating with Madison College, the Workforce Development Board, The City of Madison, and the Chamber of Commerce to design and then implement career pathways starting in 2017-18. In alignment with state

legislation, the development of Academic and Career Plans (ACP) is also an integral part of pathways development. The following are the priority actions for next year:

**School-Based Support for Implementation of Personalized Pathways** – These funds support key pathways roles in middle and high schools that help with Pathways coordination, experiential learning and academic and career planning (ACP). A Central Office Lead Counselor FTE will also be increased to full time in order to support the implementation of the secondary Comprehensive Counseling Model and successful implementation of Personalized Pathways.

- \$430,000 – Total 5.0 School-Based FTE as follows (Funding from Local). The positions listed below support not only Pathways, but also overall secondary best practices around mandated ACP implementation and experiential learning opportunities for all students:
  - Pathways Learning Coordinator – 0.8 FTE
  - Experiential Learning Liaison – 0.8 FTE
  - ACP Coordinator - 3.4 FTE

*[Approved in part at May 22 BOE Meeting]*
- \$30,000 – Total 0.33 FTE Lead Counselor (Funding from Local)  
*[Approved at May 22 BOE Meeting]*

**Pathways Professional Development** – In order to support the planning and implementation of Pathways, the District will provide professional development to support the first health services pathway.

- \$200,000 – Total (Funding from Local)

**Experiential Learning Coordination and Academic and Career Planning (ACP) Support** – In order to support experiential learning expectations in the first pathway and the expansion of ACP in a more systematic approach, funding will be provided to support transportation and release time for teachers and students. The contract with the Greater Madison Chamber of Commerce will also be increased in order to fully support an expanded experiential learning continuum with a wider variety of experiences for students.

- \$75,000 – Total (Funding from Local)
- \$20,000 – Contract with Greater Madison Chamber of Commerce (Funding from Local)

### **Priority Area 3: Family and Community Engagement**

When families are respected and valued as full partners in the learning and healthy development of students, our schools will impact student achievement by building relationships anchored in trust and respect. When community partners are welcomed in our schools, we build our collective impact to shape college, career and community ready graduates. When youth are seen as leaders, they contribute to positive change with and for one another, impacting our schools and community for the better. Our strategies for enhancing family and community partnerships are guided by the Department of Education's Dual Capacity Framework for effective family-school-community partnerships.

Below are our key actions in this priority area:

**Data Coordination for Madison-area Out-of-School Time (MOST)** – Our partnership with the City of Madison, through the Madison-area Out-of-School Time (MOST) Initiative, is ready to develop an important aspect of the Out-of-School Time system. By sharing and using student data, our community can ensure children and youth have access to comprehensive, high-quality, out-of-school time programs. This position will support the required data management of the MOST Management Information System (MIS) which will be purchased this year.

- \$50,000 – 0.5 FTE (Funding from Local)

**Mentor Coordination** – In 2016-17 FYCE worked with six mentoring organizations to support their work with MMSD students. We worked with an organization to convene mentoring organizations and bring forward an inventory of mentoring models, how mentoring outcomes are being measured by those organizations and ways in which to strengthen partnership with MMSD. These funds will facilitate the ongoing work with bringing stronger alignment with mentoring through a Contract for services.

- \$5,000 – Total (Funding from Local)

**School-Based Parent Engagement Plans** – Schools are eager to strengthen the work of their Family and Community Engagement (FACE) Action Teams to increase parent participation and access. These funds will offer hourly pay for FACE Liaisons to attend their school's action team meetings. They will also provide school-based funds to support their family engagement strategy.

- \$6,000 – Extended Employment for FACE Liaisons to attend action team meetings
- \$37,500 – Materials and supplies for FACE meetings

#### **Priority Area 4: Thriving Workforce**

We believe that it is our job to create a work environment that is challenging and rewarding. When we hold high expectations for all employees and support them in meeting those high expectations, morale increases dramatically. We also need a talented workforce that better represents the diversity of our student population. Students must be taught by excellent teachers and staff members who are thriving professionally. We believe the following actions will establish a talent management foundation that increases the quality and diversity of our workforce, while elevating the education profession and raising the morale of our teachers and staff.

Below are our key actions in this priority area:

**Developing Future Teachers** – The creation of T.E.E.M. Scholars (Tomorrow's Educators for Equity in Madison) is one of the initiatives developed through Forward Madison. The program identifies talented MMSD students who are committed to becoming educators. This program works to create a pathway for students to attend a teacher education program and return as an educator to the MMSD classroom as homegrown teachers. To support students in each cohort, a Coordinator, who receives a stipend, is assigned to each student.

- \$18,000 (Four stipends of \$4,500) – Total (Funding from Local)

**Expansion of Grow Our Own** – The District's Grow Our Own staff-to-teachers program, launched in 2013, empowers district non-certified staff to enroll in an accelerated teacher certification program with tuition paid by MMSD. The program is part of a greater strategy to transform our culture into one of excellence and equity by building a talented workforce that better represents the diversity of our student population. These resources support sustainability of the program (partnership with UW), build on the cohort size and support dual certification in shortage areas (Bilingual, Spec. Ed).

- \$100,000 – Total (Funding from Local)

### **Priority Area 5: Accountability and School Support Systems**

At the system, school and classroom levels, we hold ourselves accountable to our families, students, community, and each other. To accomplish this, we will continue building systems that help us use data to define our goals, create plans to achieve them, implement those plans, and reflect on the outcomes so that we can make adjustments along the way. This kind of discipline and focus is necessary if we are to remove barriers to student learning as they arise.

The budget proposal does not call for new or additional investments which rise to the level of a strategic priority. However, several investments in data systems to improve operational efficiency are reported in the budget section entitled: Finding Efficiencies and Improving Business Practices.

### **Ignite! The MMSD Technology Plan**

In our vision for the Ignite plan, students, staff and families will engage in continuous digital literacy learning through discovery, collaboration and creation. Accessible, flexible and differentiated digital tools and environments for every student at every school will provide transformative learning opportunities. Ongoing professional learning for staff will strengthen high-quality instruction and provide a personalized learning experience for each learner. Engaged students, staff and families will create a thriving digital community to afford every student to graduate from high school, college, career and community ready.

The Technology Budget for 2017-18 reflects an annual sustainable increase of \$625,000. For 2017-18 the G3 cohort of schools will receive 1:1 devices and updated classroom infrastructure. The Tech Plan continues to support online assessments by providing proper devices to schools as well as the maintenance and upgrades for Networks and Servers to support ongoing implementation.

- \$625,000 – Support for Group planning and implementation, online assessment support, maintenance and upgrades (Funding from Local)  
*[Approved in part at May 22 BOE Meeting]*

As the table below illustrates, the 2017-18 G3 cohort marks the halfway point of the district-wide technology plan.

Group	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
G1	PREPARE	IMPLEMENT	MONITOR	Refresh				
G2		PAUSE/PLAN	IMPLEMENT	MONITOR	Refresh			
G3			PREPARE	IMPLEMENT	MONITOR	Refresh		
G4				PREPARE	IMPLEMENT	MONITOR	Refresh	
G5					PREPARE	IMPLEMENT	MONITOR	
G6						PREPARE	IMPLEMENT	MONITOR

The G3 cohort will receive 4,300 Chromebooks in early October 2017.

## Accelerated Priority Actions

The following two Accelerated Priority action areas have been identified because of their potential to produce faster results. In all these areas, we have an already defined strategy that is working. This additional investment we believe has the potential to increase our positive impact. Each accelerated priority action considers a multi-pronged approach that engages staff, families, and community members in a coordinated effort.

### K-2 Early Literacy

The K-2 accelerated reading strategy is aimed at providing all students with the instruction and supports needed to enter 3rd grade reading proficiently, which is a key measurement of success in the strategic framework. This strategy builds on our previous two years of work with intensive support schools, while expanding key aspects to students and teachers in all 32 schools. The strategy is driven by the following four levers:

**Early Literacy Professional Learning for K-2 Teachers in Non-Intensive Schools** – Provide K-2 teachers with access to professional development in literacy with a specific emphasis on foundational skills, comprehension and Tier 2 classroom interventions.

- \$100,000 – Total for extended employment or substitutes (Funding from Local)

**Professional Development for Teachers on Culturally and Linguistically Responsive Practices** – During the professional development days, all teachers in intensive support schools will access professional development from the National Equity Project to reflect on issues of race and equity and to support the creation of culturally relevant learning environments for students.

- \$14,000 – National Equity Project Consultant (Funding from Local)

**Reading Software to Supplement Core instruction for Students** – We have strong evidence to support the expansion of our supplemental reading intervention software to all of our MMSD elementary schools. Purposeful use of this software aligned to student need is one component of an overall literacy strategy that differentiates practices and supports for students in foundational literacy skill development.

- \$60,000 – Expand use of Reading Software to all elementary schools K-2 (Funding from Local)

**Training and Supports for Parents** – Parents from all elementary schools across the city will have access to training on Foundational Literacy Skills via Parent University, co-facilitated by the Family Youth & Community Engagement department and literacy team. Targeted funding will also be provided so that K-2 teachers in intensive needs schools can develop and engage in academic success nights and other forms of parent involvement linked to learning. Schools will collaboratively decide on the structure and format of these academic success nights based on their local school needs.

- \$15,000 – Support for Parent University (Funding from Local)
- \$14,000 – Extended Employment for teachers in K-2 intensive schools (Funding from Local)

## Focus on 9<sup>th</sup> Grade

The 9<sup>th</sup> Grade accelerated strategy is aimed at providing 9<sup>th</sup> grade students with the instruction and supports needed to be successful in high school in order to graduate college, career and community ready. This strategy provides supports for three different groups of 9<sup>th</sup> graders: all 9<sup>th</sup> grade students, 9<sup>th</sup> graders in our first Pathway and, 9<sup>th</sup> graders at East High School. The strategy supports students, teachers, families and community stakeholders:

**Intervention Support for Students** – Unit Recovery will be provided as a targeted strategy for 9<sup>th</sup> graders in the first Pathway and all 9<sup>th</sup> graders at East High School. Teachers will work directly with small groups of students to make up/complete work, reteach or reassess. This strategy is intended to prevent/reduce course failures.

- \$30,000 – Extended contract for all 9<sup>th</sup> grade teachers at East High School (Funding from Local)

**9<sup>th</sup> Grade On-Track Coach** – Provide an additional 0.2 FTE allocation to East High School to increase Ninth Grade On-Track / Multi-tiered Systems of Support coordination of the 9<sup>th</sup> grade team for the purpose of intensifying and coordinating a weekly reporting system for students who fall into the “intensive” category and who need close monitoring.

- \$16,000 – Total 0.2 FTE (Funding from Local) *[Approved at May 22 BOE Meeting]*

**Teacher Teaming** – Provide planning time and professional development for all 9<sup>th</sup> grade teachers in all four comprehensive high schools. Teachers will focus on effective teaming practices, problem solving around data, effective literacy strategies and executive functioning strategies (i.e. AVID strategies).

- \$24,000 – Extended Employment/Contract for all 9<sup>th</sup> grade teachers at La Follette, West, and Memorial (Funding from Local)
- \$8,000 – Extended Employment/Contract for all 9<sup>th</sup> grade teachers at East High School (Funding from Local)

**Professional Development for Teachers to Deepen the Use of Culturally and Linguistically Responsive Practices**

– In partnership with the National Equity Project, all 9<sup>th</sup> grade teachers, High School Counselors, Instructional Coaches, Pathways Learning Coordinators, 9OT Coordinators, and Assistant Principals in all four high schools will receive professional development on facilitator training in order to support this important work back at their schools.

- \$10,000 – NEP (National Equity Project) (Funding from Local)
- \$6,000 - Extended Employment for all school based facilitators in all four high schools (Funding from Local)

**Summer School Credit Recovery** – Provide a stipend for summer school teachers who are in core courses at the high school level that are credit bearing.

- \$24,000 – Stipend for designated summer school high school teachers (Funding from Local) [*Approved at May 22 BOE Meeting*]

**Mentoring and Tutoring** – In order to better support targeted 9<sup>th</sup> graders at East High School, provide more efficient coordination and alignment of mentoring and tutoring provided by existing partners (i.e. Project Soar, Achievement Connections, etc.).

- \$16,000 – Increased FTE at East High School for staff to perform coordinating duties (Funding from Local)

**Student Led Conferencing** – In order to strengthen parent teacher conferences and engagement with families, increase conference time each semester from 5 to 25 minutes. Conference schedules will be customized so that the focus is on students, their goals and performance and the development of their ACP.

- \$38,500 – Extended Contract for 9<sup>th</sup> grade teachers in the first Pathway at La Follette, West, and Memorial High Schools (Funding from Local)
- \$77,500 – Extended Contract for all 9<sup>th</sup> grade teachers at East High School (Funding from Local)

## Innovative Priority Actions

In fall 2016, MMSD and the City of Madison created a unique one-time funding source totaling \$9.27 million. The funds come from the City's anticipated TID # 25 surplus. TID #25 is a successful downtown Madison development zone. Just under 10% of the TID #25 resources (\$900,000) are designated to fund high level planning and design. Another 9% of the TID #25 resources (\$800,000) is reserved for innovation opportunities over the next three years.

**Long Range Planning and Evaluation of 4K and Early Childhood** – In order to more fully understand and evaluate our current state of support for Early Childhood education and 4K programming, we will engage in an external evaluation to serve as a needs assessment to our future work creating a vision and plan for our youngest learners and their families in the district. This work will be coordinated by our new Director of Early Learning.

- \$100,000 – Total (One time Funding from TID 25)

**Middle School Project** – The purpose of this project is to ensure that our adolescent learners will have consistent high-quality experiences across schools in order to build relationships, reflect on identity, maintain autonomy, and demonstrate competence within a rigorous and affirming school environment. Given the potential changes over the next several years, each school has established a planning team that will meet regularly throughout the next two school years to plan for future changes and provide feedback to the district planning team, with a specific focus on scheduling practices.

- \$50,000 (\$300,000 over 2-3 years) for extended employment for school based teams and district planning team - Total (One time Funding from TID 25) [Modified from the April Preliminary Budget]

**Development/Redesign of Secondary Alternative Schools** – Both Capital High and Shabazz are deeply engaged in long-term visioning and planning to better serve students who have traditionally not been successful in our comprehensive high schools. Capital High and Shabazz will design support, and monitor their strategic plans. Extended employment will be provided for planning meetings and for staff to develop a competency based learning framework and graduation portfolio.

- \$70,000 (17-18) - Total Shabazz - Consulting services for Professional Development and Extended Employment for school-based teams
- \$30,000 (17-18) - Total Capital High - Consulting services for Professional Development and Extended Employment for school-based teams
- Note: Total investment over four years is \$300,000, inclusive of the amounts above (One time Funding from TID 25)

**Tools and Allocation Models for Special Education Staffing Process** – Equitable and effective allocation of staff is the most important aspect of the annual budget development cycle, yet our data systems and allocation methodologies for supporting this work have not changed in several years. Investing in this critical budget sub-system has the potential to make staff allocation decisions more transparent, and data driven. This joint project by the Student Services and Budget Development teams will study and re-design the student services staffing allocation process, with outcomes focused on equitable distribution of staff, best use of staff to meet student needs, best use of timely and relevant student data, improved ease of use for staff, and greater transparency in decision-making.

- \$100,000 (17-18) - Consulting services and Professional Development for systems improvement. Part 1 of a two-year budget design improvement plan. (One time Funding from TID 25)

**Reservation for Innovation Opportunities** – As noted above, a portion of the TID #25 resources (\$800,000) is reserved for innovation opportunities over the next three years. For 2017-18, we have budgeted one quarter of the total (\$200,000). This category of TID expenditures was intended as a ten percent reserve based on the idea that we should not allocate the entire TID budget upfront, since new ideas and opportunities are likely to emerge over the remaining three year spend down of the TID budget.

- \$200,000 (17-18) – Reserve to fund innovation opportunities (One time Funding from TID 25)

## Two Final Actions

### Included in April Prelim Budget

**Livable Wage** – Beginning July 1, 2017 MMSD will introduce a \$15 minimum wage for regular/permanent employees. Approximately 400 MMSD employees will be positively impacted.

- \$400,000 – Estimated annual cost for \$15 per hour minimum wage

**Increase Unallocated Staffing Reserve** – Increase the unallocated staffing pool to maintain appropriate class sizes per Board policy. This additional allocation will help to ensure that sufficient staffing resources are available to respond to outlier class sections, with a special focus on class sizes in grades K-5.

- \$500,000 – Reserve to fund a pool of unallocated teacher positions to be hired and assigned as needed to ensure appropriate class sizes

## Post-April Prelim Budget - Additional Actions

(Actions added after the April 24 Preliminary Budget presentation in response to Board and public input)

**Advanced Learning IRTs** – To provide a consistent base of support in all schools so that more students of color have access to advanced opportunities.

- \$216,000 – Staffing cost for 2.5 FTE teacher positions (Funding from Local)  
*[Approved at May 22 BOE Meeting]*

**Behavior Education Plan** – Additional supports for the Behavior Plan totaling \$498,000.

- \$180,000 – 2.00 FTE Behavior Educations Specialists to support and monitor implementation of the BEP at the secondary level
- \$210,000 – 2.00 FTE special education teachers and 1.00 FTE special education assistant to ensure program quality at LEAP and NEON
- \$48,000 – 1.00 FTE security assistant to ensure adequate staffing at high schools
- \$60,000 – Space Rental for Alternative Programs – Adding space at Olin Avenue to reduce use of inadequate Hoyt location  
*[Approved in part at May 22 BOE Meeting]*

### In response to Board-proposed budget amendments

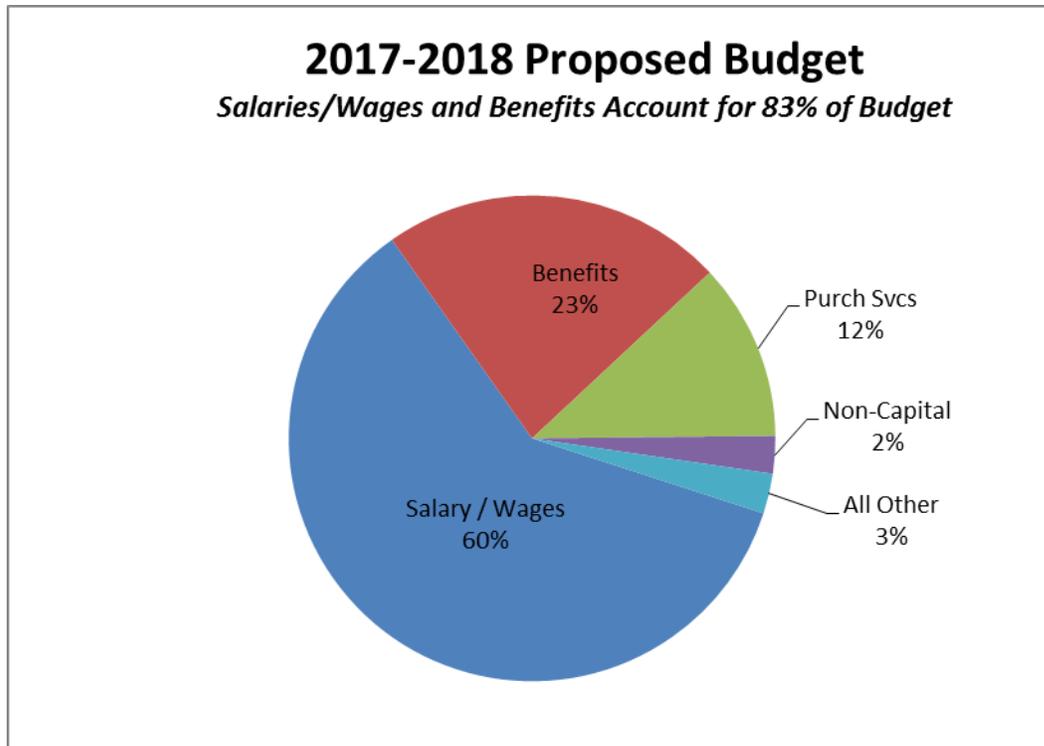
**Circles of Support** – Based on detailed discussions with both Hawthorne and Thoreau principals and staff who lead the programs, we recommend a total of \$50,000 investment into Circles of Support divided evenly between these two schools.

**Principal Leadership Coaching** – After reviewing the proposal, we have modified the principal leadership coaching investment to \$25,000 instead of \$50,000.

**Unallocated Staffing Reserve** – A second increase of \$500,000 has been added to fund a reserve of unallocated teaching staff. The source for this expenditure comes from (1) additional health insurance savings and (2) lower than expected employer contribution rate for the Wisconsin Retirement System.

## Compensation: Salaries/Wages and Employee Benefits

A compensation strategy which attracts and retains the best talent is essential to our success. The compensation plan, including salaries and benefits, in combination with the staffing plan, comprise the annual personnel budget for MMSD. The annual investment in personnel represents 83% of the MMSD operating budget (the operating budget is defined as the General Fund and Special Education Fund, net of inter-fund transfers) with salaries accounting for 60% and employee benefits accounting for 23%.



**Salaries and Wages:** Included in the budget proposal is a compensation allowance of approximately 3.26%, which is sufficient to fund the three standard components of compensation, specifically step advancement (1.9%), lane advancement (0.1%), and a base wage maximum increase of 1.26%. Base wage is a required subject of collective bargaining.

**Livable Wage:** This budget proposal includes \$400,000 to adopt a \$15 per hour minimum wage standard for regular MMSD staff. The \$15 per hour minimum will positively impact approximately 380 MMSD regular employees, primarily educational assistants and food service staff.

## Health Insurance

MMSD aims to cultivate a work environment that attracts, develops and retains top talent. A high quality health insurance plan for staff is a critical component of that goal.

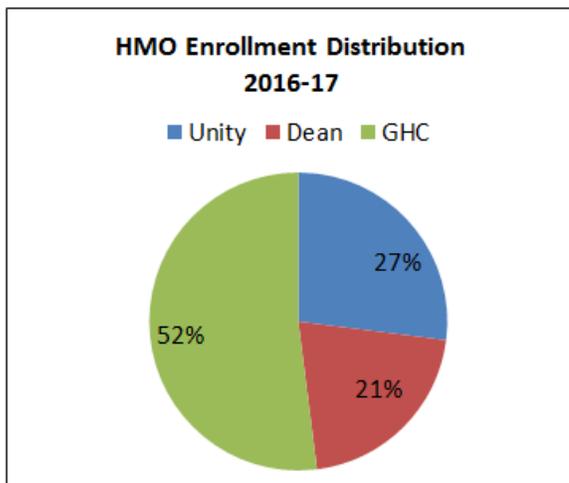
Health insurance is also important from a budgetary perspective due to its large share of the total operating budget. Annual premiums for active employees are \$58.5 million for 2016-17. Employees currently pay between 1.25% and 10% of the insurance premium, based on the employee's job title, with a higher contribution rate for those who elect to not participate in the wellness program.

As of July 1, 2017 MMSD will offer a choice of two HMO plans that include Madison-based HMOs Dean and GHC. A total of 3,778 employees are enrolled in the MMSD plan, with 26% of the enrollments in single coverage and 74% in family coverage.

The change from three HMO choices to two HMO choices will reduce costs by an estimated \$3.0 million per year. All savings are redirected to increase compensation in three areas: (1) improve the base wage increase from 0.50% to 1.26%; (2) increase summer school pay for teachers from \$16 per hour to \$25 per hour; and (3) increase the beginner teacher salary from under \$38,000 to \$41,096.

**Health Insurance HMO Enrollments and Costs – 2016-17  
for Active Employees Only**

	# Single Plans	Annual Premium	# Family Plans	Annual Premium	Total Premium
Unity	259	\$ 8,148	749	\$ 21,431	\$ 18,162,151
Dean	224	\$ 7,757	557	\$ 20,401	\$ 13,101,482
GHC	494	\$ 6,073	1,495	\$ 16,215	\$ 27,241,487
<b>Total</b>	<b>977</b>		<b>2,801</b>		<b>\$ 58,505,120</b>



Employee Type	EPC%
Administrators	10%
BRS	3%
Clerical Technical	3%
Custodial	3%
EA/SEA/BEA	1.25%
Food Service	1.25%
NUP	5%
Play & Learn	1.25%
Security	1.25%
Specialist	3%
Teacher	3%
Trades	3%

Note: EPC increases for non-participation in wellness program

## **State Budget - 12% Employee Contribution Proposal**

The Governor's budget proposal for 2017-19 ties revenue per pupil to a required 12.0% employee premium contribution (EPC); MMSD's current EPC averages 3.5%. The Governor's proposal would increase MMSD employee premium contributions by \$4.5 million. We have a plan to capture the cost of the premium increase and reallocate it to wages and salary. If the final state budget does not include a 12% EPC requirement, MMSD will continue with its current EPC scale of 1.25% - 10%.

For planning purposes, the preliminary budget assumes the 12% EPC will go into effect. This is reflected in the financial statements as a reduction in employer health insurance costs, with an offsetting account to hold the savings temporarily for redistribution to employee wage and salary accounts.

## **Dental Insurance**

MMSD will spend approximately \$3.8 million next year on dental coverage. The budget allows for an increase of 7.5% in dental charges next year, which is necessary to adequately fund this self-insured plan. Delta Dental serves as the third party administrator. The district recently renegotiated with Delta concerning the administrative fee structure and reduced costs by \$64,000 annually. No changes in dental plan design, coverage or benefit levels are anticipated in the budget.

## **Life Insurance**

MMSD will spend approximately \$690,000 on Life Insurance next year. The budget assumes no change in rates for next year. The district's life insurance plan is self-funded, with EPIC (Madison, WI) currently serving as the 3rd party administrator. MMSD will change life insurance carriers effective July 1, 2017.

## **LTD (Long-Term Disability) Insurance**

MMSD will spend approximately \$1.6 million on LTD coverage next year. Madison National Life is the LTD carrier. MMSD is bid out the plan for July 1, 2017 and reduced costs by an estimated \$250,000 per year without changing the benefit.

## **WRS Pension Contributions**

Beginning in 2011, WRS pension contributions are shared between the employer and employee. The employer contribution rate is set for calendar year 2017 at 6.80%. For budget purposes, the contribution rate for calendar 2018 was expected to increase to 7.00%. However, we have revised this estimate based on newly released data from the ETF/WRS. As a result, we are able to reduce this line item in the budget by \$250,000.

## Required Allowances

### Required Budget Allowances

The items identified below represent major accounts in the MMSD budget which require increased funding, based on current year budget-to-actual performance, or based on a proven need pertaining to next year. The actions proposed below are necessary adjustments that will help ensure an accurate and dependable budget.

**K-12 Substitute Teachers:** Increase of \$400,000 over current year. This account has been under-funded relative to actual results over the past several years. This adjustment will create a reasonably sound budget for 2017-18.

**Retiree Costs (TERP/ARP/Escrow):** Increase of \$300,000 over current year. This account captures the incremental cost of providing post-employment benefits to retired staff. The amount is impacted by the annual change in quantity of retiring staff, the total retiree pool receiving benefits, and changes in benefit rates. This account is funded by MMSD on a 'pay as you go' (non-actuarial) basis.

**Utility Budget:** Increase of \$175,000 over current year. Annual utility rates can change quickly. We guard against this by purchasing approximately 65% of natural gas volume on multi-year futures contracts. However, volatility in costs cannot be completely avoided, and the current year budget is based on historically low natural gas prices. A small margin for change in rates and demand is needed going into next year.

**Athletic Formula:** Increase of \$60,000. Athletic Formula budgets have been under increasing pressure due to travel costs, supervision, and materials needs. This allocation is meant to address increasing costs in these areas.

**School Formula:** Increase of \$125,000. School Formula budgets were reduced by almost \$700,000 in recent budgets. The cuts were necessary to balance the budget, since staffing budgets were already reduced and could not be reduced further without major disruption to school operations. This allocation will restore 20% of the previous reductions.

**Open Enrollment In/Out Net:** Increase of \$350,000 over current year. For budgetary purposes, open enrollment results can be difficult to predict. This increase is intended to ensure that the account is adequately funded. The account will be updated in October once actual open enrollment results are known.

**MSCR Community Learning Center (CLC) Grants:** Increase of \$150,000 in the Community Service Fund. Based on a 50% renewal success rate of DPI Community Learning Center grant applications, we know that we will need to provide high quality MSCR alternative after school care in approximately three school sites.

**MSCR Clerical Increase:** Increase of \$25,000 in the Community Service Fund. MSCR is increasing the frequency of fingerprinting for volunteer, part-time, and/or seasonal employees, along with background and citizen checks for new employees. MSCR will increase one 0.5 clerical staff to full time to service these new demands on the program.

**Late Bus Switch from Metro to Badger:** Increase of \$30,000. Metro will no longer provide this service due to their peak service time demands. Moving after school transportation to Badger Bus allows us to continue to provide "late buses" on middle school routes. We have worked with MSCR, Madison Metro and Badger Bus to develop new routes that meet the needs of students who benefit from after school programming options.

**Athletics Professional Development:** Increase of \$25,000. Required professional development for athletic staff as they engage a diverse group of students in athletic programming. This professional development will have a focus on leadership and skill development, communication and compliance.

**Equipment/Officials/Transportation:** Increase of \$22,000. Budgets within the Athletic Department have not kept pace with increasing costs related to essential equipment, required officials and necessary transportation.

**Nursing Staff Support for Start of the Year:** Increase of \$20,000. School nurses will be provided with extended contract time before the school year begins to ensure that student health care plans are ready. This includes developing communication plans with relevant staff supporting specific students.

## Budget Management: Finding Efficiencies and Improving Business Practices

As part of the annual budget development process, we review the financial activity of each school and department, looking for cost savings, operating efficiencies, and process improvements. Recent budgets have required extensive personnel reductions which have also been reported in this section of the budget proposal. Fortunately, the 2017-18 budget plan does not require position reductions. However, other cost savings, operating efficiencies, and process improvements remain an important aspect of the budget plan for 2017-18.

We've highlighted the efforts of three departments: Building Services; Tech Services; and Human Resources, to illustrate their efficiency improvements or improved business practices, all of which demonstrate responsible financial stewardship.

### Building Services – New for 2017-18:

- Reallocating \$86,000 budget resources to create a Safety/ Loss Prevention program
- Negotiating a five-year futures contract for natural gas to lock-in historically low prices
- Reallocating \$90,000 for a new work-order system which allows maintenance staff to better meet school needs
- Changing methods for trash collection, reducing costs without cutting jobs
- Increased annual funding by \$389,500 for routine maintenance, preventing costlier repairs later
- Identifying MMSD's long-range facility needs for the next 20 years through the Building Excellence Plan

### Tech Services – New for 2017-18:

- Investing \$98,000 in an asset management system to improve control of instructional materials
- Redesigning the IT network infrastructure for efficient long term operations
- Improving the bidding and leasing process for major IT purchases to lower costs
- Switching the phone network to voice-over-IP, reducing expensive telecomm lines
- Expanding the fiber backbone to final six schools, reducing expensive T1 lines
- Creating a new on-line tracker for more efficient management of student bus passes

### Human Resources – New for 2017-18:

- Creating health insurance options to reinvest savings into compensation
- Renegotiating 3rd party administrator fees for the dental plan
- Taking life and disability insurance plans out to bid for better pricing
- Adding \$75,000 for annual lease payments on an HR data system to improve depth and quality of HR analytics and reporting
- Designing web-based allocation model to improve efficiency and transparency of the annual staffing process

These efforts demonstrate our commitment to operate efficiently, use every budget dollar wisely, and to free up resources wherever possible to support instruction.

## Staffing Plan for 2017-18

Ensuring that every school is a thriving school requires positions and staffing levels that enable principals to align their staffing plans around the priorities of their School Improvement Plans (SIPs).

To support schools, the staffing team focused on creating an improved guidance document (staffing instructions), a better allocation tool (software) for principals, and an early start to staffing process.

Thanks to a successful referendum to exceed revenue limits, the base staffing plan for 2017-18 was set “at or very near current” staffing levels (before the impact of priority actions), avoiding additional staff reductions.

Total MMSD staffing has decreased by 125 FTE in past two years (via attrition) due to on-going budget pressure and a temporary enrollment decrease. However, MMSD staffing ratios remain almost twenty percent better than the state average. The table below shows staffing ratios for the ten largest Wisconsin school districts, along with the state-wide average.

Rank	District	Enrollment	TEACHER/SPECIALIST FTE	Ratio
<b>State of Wisconsin Total:</b>		<b>867,800</b>	<b>66,723</b>	<b>13.01</b>
1	Milwaukee Sch Dist	75,749	4,645.40	16.31
2	<b>Madison Metropolitan Sch Dist</b>	<b>27,112</b>	<b>2,606.75</b>	<b>10.40</b>
3	Kenosha Sch Dist	22,160	1,641.67	13.50
4	Green Bay Area Public Sch Dist	20,953	1,829.16	11.45
5	Racine Unified Sch Dist	19,184	1,658.09	11.57
6	Appleton Area Sch Dist	16,331	1,184.41	13.79
7	Waukesha Sch Dist	13,145	958.69	13.71
8	Eau Claire Area Sch Dist	11,219	841.57	13.33
9	Sheboygan Area Sch Dist	10,401	798.61	13.02
10	Janesville Sch Dist	10,321	816.24	12.64

School staffing plans are created carefully by each school principal with support from the Human Resource team, Teaching and Learning team, and the budget office. Staffing plans are based on enrollment projections produced by the Research Department. Since actual enrollments will vary from the projection, adjustments to the staffing plan are made through September as needed.

Since the Preliminary Budget is created in March, it reflects staffing levels at the start of the process, rather than the final staffing plans which are determined in May.

The table on the following page provides a snapshot of MMSD's total staffing across three fiscal years. Staffing levels for each position are not static: to meet the ever-changing needs of students, schools and departments have flexibility to convert from one position to another, causing the district's full time equivalent (FTE) mix to frequently change. These conversions are based on established conversion ratios.

The district-wide (All Staff & All Funds) table below reports the actual position totals by job title for 2015-16, 2016-17 and a projection for 2017-18.

There are three columns of data for 2017-18. The 'Budget Initial' column shows a snapshot of

actual staffing as of February 2017. Our initial goal for the new budget was to maintain this overall staffing level.

- The Budget Actions 17-18 column shows the additive staffing impact of the proposed priority actions as of April 2017.
- The FY 2018 Total w/ Priority Actions is a sum of the two columns to the immediate left, reflecting the proposed staffing plan as of April 2017.
- The FY 2018 Total Final Actions column shows the most up-to-date data on the 2017-18 staffing plan.

The net FTE has increased by 24 FTE, as the 41.8 FTE increase in teachers are offset by decreases primarily in EA/SEA (-20.7) area.

The increase of 41.8 FTE in teachers may seem like a large increase in the April-June window. However, a major increase in unallocated of 15 FTE, along with final actions (BEP & AL) adding 8.5 FTE, and finally 17 FTE additional teachers, primarily in SPED, were created by converting out of other job titles (see reduction in EA/SEA lines).

<b>All Staff Table</b>	Fall 15-16	Fall 16-17	Budget Initial 17-18	Budget Actions 17-18	FY2018 Total w/Priority Actions (April)	FY2018 Total Final Actions (June)	Change (April - June)
District-Wide Administrators	66.7	55.5	55.5	1.0	<b>56.5</b>	<b>58.5</b>	2.0
Principals	50.0	49.0	49.0		<b>49.0</b>	<b>49.0</b>	-
Assistant Principals	26.0	28.5	28.5		<b>28.5</b>	<b>28.0</b>	(0.5)
Teachers	2,622.6	2,601.0	2,596.6	11.3	<b>2,607.9</b>	<b>2,649.7</b>	41.8
Specialists (Hearing Interpreters, OTAs, etc.)	33.0	37.1	36.1		<b>36.1</b>	<b>36.1</b>	-
Bilingual Resource Specialists	79.9	80.9	80.9		<b>80.9</b>	<b>78.9</b>	(2.0)
Professionals (Non-Union)	108.2	122.7	122.7	2.5	<b>125.2</b>	<b>127.5</b>	2.3
Clerical/Technical	224.1	214.4	216.6	0.5	<b>217.1</b>	<b>217.5</b>	0.4
Ed. Assts. (EA, SEA, BEA, Nurse Asst)	496.7	452.7	460.4		<b>460.4</b>	<b>439.7</b>	(20.7)
Custodial	217.3	216.3	216.3		<b>216.3</b>	<b>216.0</b>	(0.3)
Trades	33.0	32.0	32.0		<b>32.0</b>	<b>32.0</b>	-
Food Service	94.4	94.4	94.4		<b>94.4</b>	<b>94.4</b>	-
Security	29.3	28.3	28.3		<b>28.3</b>	<b>29.3</b>	1.0
	<b>4,081.1</b>	<b>4,012.6</b>	<b>4,017.3</b>	<b>15.3</b>	<b>4,032.6</b>	<b>4,056.5</b>	<b>24.0</b>

Table Notes:

1. "Fall 15-16" represents staffing as of the 2015-16 Adopted Budget (Fall 2015), and "Fall 16-17" represents staffing as of the 2016-17 Adopted Budget (Fall 2016). "FY2018 Total w/Priority Actions (April)" represents the preliminary proposed budget position from the April Budget Book. "FY2018 Total Final Actions (June)" represents staffing for the 2017-18 Budget including updated totals including priority actions, department reorganization efforts, and staffing workbook conversions.
2. Please note that the changes in staffing from 2016-17 to 2017-18 reflect the staffing changes made by schools and departments during the year and resulting from the staffing workbook process. These changes include reclassifications of positions, conversions of one position to another, and changes to the use of grant funding in order to best utilize the resources available to the district.
3. The increase in teaching FTE is heavily impacted by proposed priority actions, updates to special education teacher ratios, workbook conversions from other employee types, and increase in unallocated positions to respond to class size needs.

## Conclusion

This preliminary budget proposal is based on the most recent information available as of June 15, 2017. Estimates used in the preliminary budget proposal will be carefully monitored and updated as necessary. The Board is scheduled to adopt a preliminary budget no later than June 26, 2017. The 2017-18 fiscal year begins July 1, 2017.



## Budget Snapshot

### A summary chart of key budget factors for 2017-18

Item	Estimates for 2017-18
<b>Balance Sheet:</b>	
General Fund <i>Balance Projected 6/30/18</i>	\$40.9 million = 11.2% Solvency Ratio <i>(improving from \$35.8 million as of 6/30/15)</i>
Bond Rating - Current	"Aa2" (Moody's) and "1+" (S&P)
Balanced Budget Status for 17-18	No Use of General Fund Equity
<b>Enrollment</b>	
Per the Revenue Limit Formula	(-37 students) No \$ Change due to Declining Enrollment Exception
Open Enrollment Estimate	Estimating 334 In and 1,330 Out (Net Change -34)
Private School Choice	Estimating 48 (Increase of 20) Voucher Payments
<b>State Budget Impact</b>	
State General Aid Estimate	Projecting worst case - From \$54.5 million to \$46.3 million (-15.0%)
Revenue Limit Formula	No State Increase in Revenue per Student
State Per Pupil Categorical Aid	Increase of \$200 per Student (tentative)
<b>Personnel Expenditures</b>	
Wages & Salary	Budget Allowance of 3.26% <i>(= steps + lanes + base wage increase)</i>
Health Insurance Estimate	Migration to 2 HMO model, 12% EPC district wide per governor's budget proposal
Staffing Plan	Total Staffing of 4,056 FTE is an increase of less than 1%
<b>General Fund Totals</b>	
General Fund Revenue	Increase 1.86% over current year budget
General Fund Expenditures	Increase 2.83% over current year budget
<b>All Funds Totals (Ex Fund 42):</b> <i>(Net of Inter-fund Transfers)</i>	
All Funds Revenues	Increase 1.73% over current year budget
All Funds Expenditures	Increase 2.35% over current year budget
<b>Tax Levy Estimate</b>	
MMSD Tax Base	Estimate 3.00% Valuation Increase
Tax Levy Increase <i>(Recommended)</i>	A levy increase of 3.97% for all funds
Tax Rate – Equalized	\$12.03 per \$1,000 Property Value
Tax Impact for Median Home	Early Estimate Increase of \$74.57 on Tax Bill <i>(Est Median Home = \$258,400)</i>

## Financial Summaries/Reports

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**Madison Metropolitan School District  
2017-18 Proposed Budget  
Revenue and Expenditure History Table - General Fund (10)**

*Note: Includes Interfund Transfers listed separately*

	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Fall Adopted Budget</b>	<b>2017-18 Proposed Budget</b>
<b>Revenues</b>				
Property taxes/Mobile Home/TIF	245,505,643	255,684,135	259,273,305	270,093,093
Other local sources	4,500,357	4,413,872	5,043,103	4,281,292
Interdistrict sources	2,362,066	2,047,677	2,428,184	2,461,484
Intermediate sources	80,495	86,164	135,156	116,011
State sources	72,802,758	69,657,821	73,683,290	70,941,143
Federal sources	14,449,059	12,385,208	14,694,944	14,164,948
Other sources	1,152,878	523,558	557,944	406,529
<b>Total revenues</b>	<b>340,853,256</b>	<b>344,798,435</b>	<b>355,815,926</b>	<b>362,464,499</b>
<b>Expenditures</b>				
Regular instruction	147,917,582	146,290,393	147,759,539	150,060,684
Vocational instruction	4,087,662	4,351,394	4,214,870	4,384,389
Special instruction	383,703	355,108	460,553	453,441
Other instruction	11,133,352	11,302,061	10,794,806	11,297,388
Pupil services	13,804,359	14,423,200	14,805,349	14,981,236
Instructional staff services	23,170,784	22,009,984	24,483,993	26,866,099
General administration services	22,791,352	22,345,294	22,294,631	22,713,708
Building administration services	29,749,585	31,045,784	35,436,446	34,984,309
Pupil transportation	9,165,395	9,026,915	9,100,335	9,281,314
Principal and interest	371,647	445,273	785,473	885,473
Other support services	19,397,377	19,388,956	20,998,769	26,139,785
Community Service	-	-	-	-
Non-program	11,651,553	13,101,576	13,463,704	13,901,122
<b>Total Expenditures</b>	<b>293,624,352</b>	<b>294,085,938</b>	<b>304,598,468</b>	<b>315,948,947</b>
Proceeds from Debt	665,365	-	2,055,000	2,055,000
Transfers in	260,494	289,523	226,638	222,186
Transfers out	(49,652,112)	(49,371,814)	(50,099,095)	(48,792,737)
<b>Net change in fund balance</b>	<b>(1,497,348)</b>	<b>1,630,206</b>	<b>3,400,000</b>	<b>-</b>
<b>Fund balance - beginning of year</b>	<b>37,376,789</b>	<b>35,879,441</b>	<b>37,509,647</b>	<b>40,909,647</b>
<b>Fund balance - end of year</b>	<b>35,879,441</b>	<b>37,509,647</b>	<b>40,909,647</b>	<b>40,909,647</b>

**Madison Metropolitan School District  
2017-18 Proposed Budget  
Revenue and Expenditure History Table - Special Education Fund (27)**

*Note: Includes Interfund Transfers listed separately*

	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Fall Adopted Budget</b>	<b>2017-18 Proposed Budget</b>
<b>Revenues</b>				
Property taxes/Mobile Home/TIF	-	-	-	-
Other local sources	-	-	-	-
Interdistrict sources	82,636	181,039	-	-
Intermediate sources	-	-	-	-
State sources	18,761,914	19,020,971	18,960,094	18,960,094
Federal sources	6,034,479	6,067,929	6,508,517	6,510,475
Other sources	-	-	-	-
<b>Total revenues</b>	<b>24,879,029</b>	<b>25,269,940</b>	<b>25,468,611</b>	<b>25,470,569</b>
<b>Expenditures</b>				
Regular instruction	-	-	278,469	278,469
Vocational instruction	-	-	-	-
Special instruction	54,989,537	54,469,528	55,292,354	54,977,882
Other instruction	-	-	-	-
Pupil services	12,517,637	12,626,735	11,857,628	11,640,864
Instructional staff services	2,743,078	2,965,513	3,213,700	3,200,535
General administration services	-	-	-	-
Building administration services	126,161	144,845	220,900	220,900
Pupil transportation	3,633,423	3,947,822	3,976,150	3,976,150
Principal and interest	-	-	-	-
Other support services	86,608	10,970	404,950	(355,050)
Community Service	-	-	-	-
Non-program	209,650	252,039	157,000	157,000
<b>Total Expenditures</b>	<b>74,306,093</b>	<b>74,417,452</b>	<b>75,401,151</b>	<b>74,096,750</b>
Proceeds from Debt	-	-	-	-
Transfers in	49,651,498	49,371,814	50,099,095	48,792,737
Transfers out	(224,434)	(224,302)	(166,556)	(166,556)
<b>Net change in fund balance</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Fund balance - beginning of year</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Fund balance - end of year</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**Madison Metropolitan School District  
2017-18 Proposed Budget  
Revenue and Expenditure History Table - Debt Service Fund (38 & 30)**

*Note: Includes Interfund Transfers listed separately*

	2014-15 Actuals	2015-16 Actuals	2016-17 Fall Adopted Budget	2017-18 Proposed Budget
<b>Revenues</b>				
Property taxes/Mobile Home/TIF	7,121,030	9,382,948	12,086,568	12,478,341
Other local sources	2,064	11,690	-	-
Interdistrict sources	-	-	-	-
Intermediate sources	-	-	-	-
State sources	-	-	-	-
Federal sources	-	-	-	-
Other sources	145,261	2,286,487	146,044	209,761
<b>Total revenues</b>	<b>7,268,355</b>	<b>11,681,125</b>	<b>12,232,612</b>	<b>12,688,102</b>
<b>Expenditures</b>				
Regular instruction	-	-	-	-
Vocational instruction	-	-	-	-
Special instruction	-	-	-	-
Other instruction	-	-	-	-
Pupil services	-	-	-	-
Instructional staff services	-	-	-	-
General administration services	-	-	-	-
Building administration services	-	-	-	-
Pupil transportation	-	-	-	-
Principal and interest	7,593,650	22,815,294	13,034,029	12,752,054
Other support services	-	-	-	-
Community Service	-	-	-	-
Non-program	-	-	-	-
<b>Total Expenditures</b>	<b>7,593,650</b>	<b>22,815,294</b>	<b>13,034,029</b>	<b>12,752,054</b>
Proceeds from Debt	-	12,273,479	-	-
Transfers in	614	-	-	-
Transfers out	-	-	-	-
<b>Net change in fund balance</b>	<b>(324,681)</b>	<b>1,139,310</b>	<b>(801,417)</b>	<b>(63,952)</b>
<b>Fund balance - beginning of year</b>	<b>2,158,856</b>	<b>1,834,175</b>	<b>2,973,485</b>	<b>2,172,068</b>
<b>Fund balance - end of year</b>	<b>1,834,175</b>	<b>2,973,485</b>	<b>2,172,068</b>	<b>2,108,116</b>

**Madison Metropolitan School District  
2017-18 Proposed Budget  
Revenue and Expenditure History Table - Capital Maintenance Fund (41)**

*Note: Includes Interfund Transfers listed separately*

	2014-15 Actuals	2015-16 Actuals	2016-17 Fall Adopted Budget	2017-18 Proposed Budget
<b>Revenues</b>				
Property taxes/Mobile Home/TIF	4,500,000	4,500,000	4,000,000	4,400,000
Other local sources	4,030	4,422	-	-
Interdistrict sources	-	-	-	-
Intermediate sources	-	-	-	-
State sources	-	-	-	-
Federal sources	-	-	-	-
Other sources	-	-	-	-
<b>Total revenues</b>	<b>4,504,030</b>	<b>4,504,422</b>	<b>4,000,000</b>	<b>4,400,000</b>
<b>Expenditures</b>				
Regular instruction	-	-	-	-
Vocational instruction	-	-	-	-
Special instruction	-	-	-	-
Other instruction	-	-	-	-
Pupil services	-	-	-	-
Instructional staff services	-	-	-	-
General administration services	-	-	-	-
Building administration services	4,265,702	3,869,541	3,995,185	4,395,185
Pupil transportation	-	-	-	-
Principal and interest	-	-	-	-
Other support services	16,294	8,919	4,815	4,815
Community Service	-	-	-	-
Non-program	-	-	-	-
<b>Total Expenditures</b>	<b>4,281,996</b>	<b>3,878,460</b>	<b>4,000,000</b>	<b>4,400,000</b>
Proceeds from Debt	-	-	-	-
Transfers in	-	-	-	-
Transfers out	-	-	-	-
<b>Net change in fund balance</b>	<b>222,034</b>	<b>625,962</b>	<b>-</b>	<b>-</b>
<b>Fund balance - beginning of year</b>	<b>1,283</b>	<b>223,317</b>	<b>849,280</b>	<b>849,280</b>
<b>Fund balance - end of year</b>	<b>223,317</b>	<b>849,280</b>	<b>849,280</b>	<b>849,280</b>

**Madison Metropolitan School District  
2017-18 Proposed Budget  
Revenue and Expenditure History Table - Food Service Fund (50)**

*Note: Includes Interfund Transfers listed separately*

	2014-15 Actuals	2015-16 Actuals	2016-17 Fall Adopted Budget	2017-18 Proposed Budget
<b>Revenues</b>				
Property taxes/Mobile Home/TIF	-	-	-	-
Other local sources	2,188,428	2,079,629	2,175,563	2,147,498
Interdistrict sources	-	-	-	-
Intermediate sources	-	-	-	-
State sources	176,442	179,797	172,469	172,469
Federal sources	8,366,010	8,588,833	8,749,191	8,828,117
Other sources	-	-	-	-
<b>Total revenues</b>	<b>10,730,880</b>	<b>10,848,260</b>	<b>11,097,223</b>	<b>11,148,084</b>
<b>Expenditures</b>				
Regular instruction	-	-	-	-
Vocational instruction	-	-	-	-
Special instruction	-	-	-	-
Other instruction	-	-	-	-
Pupil services	-	-	-	-
Instructional staff services	-	-	-	-
General administration services	-	-	-	-
Building administration services	10,439,762	10,197,550	11,075,943	11,126,804
Pupil transportation	-	-	-	-
Principal and interest	-	-	-	-
Other support services	-	-	21,280	21,280
Community Service	-	-	-	-
Non-program	103,738	-	-	-
<b>Total Expenditures</b>	<b>10,543,500</b>	<b>10,197,550</b>	<b>11,097,223</b>	<b>11,148,084</b>
Proceeds from Debt	-	-	-	-
Transfers in	-	-	-	-
Transfers out	-	-	-	-
<b>Net change in fund balance</b>	<b>187,380</b>	<b>650,710</b>	<b>-</b>	<b>-</b>
<b>Fund balance - beginning of year</b>	<b>-</b>	<b>187,380</b>	<b>838,090</b>	<b>838,090</b>
<b>Fund balance - end of year</b>	<b>187,380</b>	<b>838,090</b>	<b>838,090</b>	<b>838,090</b>

**Madison Metropolitan School District  
2017-18 Proposed Budget  
Revenue and Expenditure History Table - Community Service Fund (80)**

*Note: Includes Interfund Transfers listed separately*

	<b>2014-15 Actuals</b>	<b>2015-16 Actuals</b>	<b>2016-17 Fall Adopted Budget</b>	<b>2017-18 Proposed Budget</b>
<b>Revenues</b>				
Property taxes/Mobile Home/TIF	11,654,696	11,654,696	11,802,150	11,594,154
Other local sources	3,699,236	3,621,029	3,386,400	3,386,400
Interdistrict sources	-	-	-	-
Intermediate sources	3,516	13,294	8,517	8,517
State sources	-	-	-	-
Federal sources	1,185,681	1,251,660	1,577,100	1,566,618
Other sources	-	-	-	-
<b>Total revenues</b>	<b>16,543,130</b>	<b>16,540,679</b>	<b>16,774,168</b>	<b>16,555,689</b>
<b>Expenditures</b>				
Regular instruction	-	-	-	-
Vocational instruction	-	-	-	-
Special instruction	-	-	-	-
Other instruction	-	-	-	-
Pupil services	-	-	-	-
Instructional staff services	-	-	-	-
General administration services	-	-	-	-
Building administration services	1,351,431	1,122,721	912,782	864,798
Pupil transportation	1,011	5,006	1,000	1,000
Principal and interest	-	-	-	-
Other support services	621,862	636,465	651,274	643,704
Community Service	14,134,405	14,610,651	15,153,482	14,990,558
Non-program	265,678	-	-	-
<b>Total Expenditures</b>	<b>16,374,387</b>	<b>16,374,843</b>	<b>16,718,538</b>	<b>16,500,060</b>
Proceeds from Debt	-	-	-	-
Transfers in	-	-	-	-
Transfers out	(64,274)	(54,975)	(55,630)	(55,630)
<b>Net change in fund balance</b>	<b>104,469</b>	<b>110,861</b>	<b>-</b>	<b>-</b>
<b>Fund balance - beginning of year</b>	<b>177,612</b>	<b>282,081</b>	<b>392,941</b>	<b>392,941</b>
<b>Fund balance - end of year</b>	<b>282,081</b>	<b>392,941</b>	<b>392,941</b>	<b>392,941</b>

**Madison Metropolitan School District  
2017-18 Proposed Budget  
Summary Revenue and Expenditures All Funds**

*Note: Includes Funds 10, 27, 38, 30, 41, 50, 80 and Interfund Transfers listed separately*

	2014-15 Actuals	2015-16 Actuals	2016-17 Fall Adopted Budget	2017-18 Proposed Budget	% Chg
<b>Revenues</b>					
Property taxes/Mobile Home/TIF	268,781,369	281,221,780	287,162,023	298,565,588	3.97%
Other local sources	10,394,116	10,130,642	10,605,066	9,815,190	-7.45%
Interdistrict sources	2,444,702	2,228,716	2,428,184	2,461,484	1.37%
Intermediate sources	84,010	99,457	143,673	124,528	-13.33%
State sources	91,741,114	88,858,590	92,815,853	90,073,706	-2.95%
Federal sources	30,035,230	28,293,630	31,529,752	31,070,156	-1.46%
Other sources	1,298,139	2,810,045	703,988	616,290	-12.46%
<b>Total revenues</b>	<b>404,778,680</b>	<b>413,642,860</b>	<b>425,388,540</b>	<b>432,726,943</b>	<b>1.73%</b>
<b>Expenditures</b>					
Regular instruction	147,917,582	146,290,393	148,038,008	150,339,152	1.55%
Vocational instruction	4,087,662	4,351,394	4,214,870	4,384,389	4.02%
Special instruction	55,373,240	54,824,636	55,752,907	55,431,324	-0.58%
Other instruction	11,133,352	11,302,061	10,794,806	11,297,388	4.66%
Pupil services	26,321,997	27,049,935	26,662,977	26,622,100	-0.15%
Instructional staff services	25,913,862	24,975,497	27,697,693	30,066,634	8.55%
General administration services	22,791,352	22,345,294	22,294,631	22,713,708	1.88%
Building administration services	45,932,641	46,380,441	51,641,256	51,591,996	-0.10%
Pupil transportation	12,799,829	12,979,743	13,077,485	13,258,464	1.38%
Principal and interest	7,965,297	23,260,567	13,819,502	13,637,527	-1.32%
Other support services	20,122,140	20,045,310	22,081,088	26,454,534	19.81%
Community Service	14,134,405	14,610,651	15,153,482	14,990,558	-1.08%
Non-program	12,230,618	13,353,615	13,620,704	14,058,122	3.21%
<b>Total Expenditures</b>	<b>406,723,977</b>	<b>421,769,537</b>	<b>424,849,409</b>	<b>434,845,895</b>	<b>2.35%</b>
Proceeds from Debt	665,365	12,273,479	2,055,000	2,055,000	0.00%
Transfers in	49,912,606	49,661,337	50,325,733	49,014,923	-2.60%
Transfers out	(49,940,819)	(49,651,091)	(50,321,281)	(49,014,923)	-2.60%
<b>Net change in fund balance</b>	<b>(1,308,145)</b>	<b>4,157,049</b>	<b>2,598,583</b>	<b>(63,952)</b>	<b>-102.46%</b>
<b>Fund balance - beginning of year</b>	<b>39,714,540</b>	<b>38,406,394</b>	<b>42,563,443</b>	<b>45,162,026</b>	<b>6.11%</b>
<b>Fund balance - end of year</b>	<b>38,406,394</b>	<b>42,563,443</b>	<b>45,162,026</b>	<b>45,098,074</b>	<b>-0.14%</b>

## Madison Metropolitan School District 2017-18 Proposed Budget Summary Revenue and Expenditure Fund Table By Year

*Note: Includes Interfund Transfers listed separately*

	2017-18 Proposed Budget	Fund 10 - General	Fund 27 - Special Ed	Fund 38/30 - Debt Service	Fund 41 - Capital Improve	Fund 50 - Food Service	Fund 80 - Community Serv
<b>Revenues</b>							
Property taxes/Mobile Home/TIF	298,565,588	270,093,093	-	12,478,341	4,400,000	-	11,594,154
Other local sources	9,815,190	4,281,292	-	-	-	2,147,498	3,386,400
Interdistrict sources	2,461,484	2,461,484	-	-	-	-	-
Intermediate sources	124,528	116,011	-	-	-	-	8,517
State sources	90,073,706	70,941,143	18,960,094	-	-	172,469	-
Federal sources	31,070,156	14,164,948	6,510,475	-	-	8,828,117	1,566,618
Other sources	616,290	406,529	-	209,761	-	-	-
<b>Total revenues</b>	<b>432,726,943</b>	<b>362,464,499</b>	<b>25,470,569</b>	<b>12,688,102</b>	<b>4,400,000</b>	<b>11,148,084</b>	<b>16,555,689</b>
<b>Expenditures</b>							
Regular instruction	150,339,152	150,060,684	278,469	-	-	-	-
Vocational instruction	4,384,389	4,384,389	-	-	-	-	-
Special instruction	55,431,324	453,441	54,977,882	-	-	-	-
Other instruction	11,297,388	11,297,388	-	-	-	-	-
Pupil services	26,622,100	14,981,236	11,640,864	-	-	-	-
Instructional staff services	30,066,634	26,866,099	3,200,535	-	-	-	-
General administration services	22,713,708	22,713,708	-	-	-	-	-
Building administration services	51,591,996	34,984,309	220,900	-	4,395,185	11,126,804	864,798
Pupil transportation	13,258,464	9,281,314	3,976,150	-	-	-	1,000
Principal and interest	13,637,527	885,473	-	12,752,054	-	-	-
Other support services	26,454,534	26,139,785	(355,050)	-	4,815	21,280	643,704
Community Service	14,990,558	-	-	-	-	-	14,990,558
Non-program	14,058,122	13,901,122	157,000	-	-	-	-
<b>Total Expenditures</b>	<b>434,845,895</b>	<b>315,948,947</b>	<b>74,096,750</b>	<b>12,752,054</b>	<b>4,400,000</b>	<b>11,148,084</b>	<b>16,500,060</b>
Proceeds from Debt	2,055,000	2,055,000	-	-	-	-	-
Transfers in	49,014,923	222,186	48,792,737	-	-	-	-
Transfers out	(49,014,923)	(48,792,737)	(166,556)	-	-	-	(55,630)
<b>Net change in fund balance</b>	<b>(63,952)</b>	<b>-</b>	<b>-</b>	<b>(63,952)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Fund balance - beginning of year</b>	<b>45,162,026</b>	<b>40,909,647</b>	<b>-</b>	<b>2,172,068</b>	<b>849,280</b>	<b>838,090</b>	<b>392,941</b>
<b>Fund balance - end of year</b>	<b>45,098,074</b>	<b>40,909,647</b>	<b>-</b>	<b>2,108,116</b>	<b>849,280</b>	<b>838,090</b>	<b>392,941</b>

## Madison Metropolitan School District 2016-17 Fall Adopted Budget Summary Revenue and Expenditures Fund Table By Year

*Note: Includes Interfund Transfers listed separately*

	2016-17 Fall Adopted Budget	Fund 10 - General	Fund 27 - Special Ed	Fund 38/30 - Debt Service	Fund 41 - Capital Improve	Fund 50 - Food Service	Fund 80 - Community Serv
<b>Revenues</b>							
Property taxes/Mobile Home/TIF	287,162,023	259,273,305	-	12,086,568	4,000,000	-	11,802,150
Other local sources	10,605,066	5,043,103	-	-	-	2,175,563	3,386,400
Interdistrict sources	2,428,184	2,428,184	-	-	-	-	-
Intermediate sources	143,673	135,156	-	-	-	-	8,517
State sources	92,815,853	73,683,290	18,960,094	-	-	172,469	-
Federal sources	31,529,752	14,694,944	6,508,517	-	-	8,749,191	1,577,100
Other sources	703,988	557,944	-	146,044	-	-	-
<b>Total revenues</b>	<b>425,388,540</b>	<b>355,815,926</b>	<b>25,468,611</b>	<b>12,232,612</b>	<b>4,000,000</b>	<b>11,097,223</b>	<b>16,774,168</b>
<b>Expenditures</b>							
Regular instruction	148,038,008	147,759,539	278,469	-	-	-	-
Vocational instruction	4,214,870	4,214,870	-	-	-	-	-
Special instruction	55,752,907	460,553	55,292,354	-	-	-	-
Other instruction	10,794,806	10,794,806	-	-	-	-	-
Pupil services	26,662,977	14,805,349	11,857,628	-	-	-	-
Instructional staff services	27,697,693	24,483,993	3,213,700	-	-	-	-
General administration services	22,294,631	22,294,631	-	-	-	-	-
Building administration services	51,641,256	35,436,446	220,900	-	3,995,185	11,075,943	912,782
Pupil transportation	13,077,485	9,100,335	3,976,150	-	-	-	1,000
Principal and interest	13,819,502	785,473	-	13,034,029	-	-	-
Other support services	22,081,088	20,998,769	404,950	-	4,815	21,280	651,274
Community Service	15,153,482	-	-	-	-	-	15,153,482
Non-program	13,620,704	13,463,704	157,000	-	-	-	-
<b>Total Expenditures</b>	<b>424,849,409</b>	<b>304,598,468</b>	<b>75,401,151</b>	<b>13,034,029</b>	<b>4,000,000</b>	<b>11,097,223</b>	<b>16,718,538</b>
Proceeds from Debt	2,055,000	2,055,000	-	-	-	-	-
Transfers in	50,325,733	226,638	50,099,095	-	-	-	-
Transfers out	(50,321,281)	(50,099,095)	(166,556)	-	-	-	(55,630)
<b>Net change in fund balance</b>	<b>2,598,583</b>	<b>3,400,000</b>	<b>-</b>	<b>(801,417)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Fund balance - beginning of year</b>	<b>42,563,443</b>	<b>37,509,647</b>	<b>-</b>	<b>2,973,485</b>	<b>849,280</b>	<b>838,090</b>	<b>392,941</b>
<b>Fund balance - end of year</b>	<b>45,162,026</b>	<b>40,909,647</b>	<b>-</b>	<b>2,172,068</b>	<b>849,280</b>	<b>838,090</b>	<b>392,941</b>

## Madison Metropolitan School District 2015-16 Actuals Summary Revenue and Expenditures Fund Table By Year

*Note: Includes Interfund Transfers listed separately*

	2015-16 Actuals	Fund 10 - General	Fund 27 - Special Ed	Fund 38/30 - Debt Service	Fund 41 - Capital Improve	Fund 50 - Food Service	Fund 80 - Community Serv
<b>Revenues</b>							
Property taxes/Mobile Home/TIF	281,221,780	255,684,135	-	9,382,948	4,500,000	-	11,654,696
Other local sources	10,130,642	4,413,872	-	11,690	4,422	2,079,629	3,621,029
Interdistrict sources	2,228,716	2,047,677	181,039	-	-	-	-
Intermediate sources	99,457	86,164	-	-	-	-	13,294
State sources	88,858,590	69,657,821	19,020,971	-	-	179,797	-
Federal sources	28,293,630	12,385,208	6,067,929	-	-	8,588,833	1,251,660
Other sources	2,810,045	523,558	-	2,286,487	-	-	-
<b>Total revenues</b>	<b>413,642,860</b>	<b>344,798,435</b>	<b>25,269,940</b>	<b>11,681,125</b>	<b>4,504,422</b>	<b>10,848,260</b>	<b>16,540,679</b>
<b>Expenditures</b>							
Regular instruction	146,290,393	146,290,393	-	-	-	-	-
Vocational instruction	4,351,394	4,351,394	-	-	-	-	-
Special instruction	54,824,636	355,108	54,469,528	-	-	-	-
Other instruction	11,302,061	11,302,061	-	-	-	-	-
Pupil services	27,049,935	14,423,200	12,626,735	-	-	-	-
Instructional staff services	24,975,497	22,009,984	2,965,513	-	-	-	-
General administration services	22,345,294	22,345,294	-	-	-	-	-
Building administration services	46,380,441	31,045,784	144,845	-	3,869,541	10,197,550	1,122,721
Pupil transportation	12,979,743	9,026,915	3,947,822	-	-	-	5,006
Principal and interest	23,260,567	445,273	-	22,815,294	-	-	-
Other support services	20,045,310	19,388,956	10,970	-	8,919	-	636,465
Community Service	14,610,651	-	-	-	-	-	14,610,651
Non-program	13,353,615	13,101,576	252,039	-	-	-	-
<b>Total Expenditures</b>	<b>421,769,537</b>	<b>294,085,938</b>	<b>74,417,452</b>	<b>22,815,294</b>	<b>3,878,460</b>	<b>10,197,550</b>	<b>16,374,843</b>
Proceeds from Debt	12,273,479	-	-	12,273,479	-	-	-
Transfers in	49,661,337	289,523	49,371,814	-	-	-	-
Transfers out	(49,651,091)	(49,371,814)	(224,302)	-	-	-	(54,975)
<b>Net change in fund balance</b>	<b>4,157,049</b>	<b>1,630,206</b>	<b>-</b>	<b>1,139,310</b>	<b>625,962</b>	<b>650,710</b>	<b>110,861</b>
<b>Fund balance - beginning of year</b>	<b>38,406,394</b>	<b>35,879,441</b>	<b>-</b>	<b>1,834,175</b>	<b>223,317</b>	<b>187,380</b>	<b>282,081</b>
<b>Fund balance - end of year</b>	<b>42,563,443</b>	<b>37,509,647</b>	<b>-</b>	<b>2,973,485</b>	<b>849,280</b>	<b>838,090</b>	<b>392,941</b>

## Madison Metropolitan School District 2014-15 Actuals Summary Revenue and Expenditures Fund Table By Year

*Note: Includes Interfund Transfers listed separately*

	2014-15 Actuals	Fund 10 - General	Fund 27 - Special Ed	Fund 38/30 - Debt Service	Fund 41 - Capital Improve	Fund 50 - Food Service	Fund 80 - Community Serv
<b>Revenues</b>							
Property taxes/Mobile Home/TIF	268,781,369	245,505,643	-	7,121,030	4,500,000	-	11,654,696
Other local sources	10,394,116	4,500,357	-	2,064	4,030	2,188,428	3,699,236
Interdistrict sources	2,444,702	2,362,066	82,636	-	-	-	-
Intermediate sources	84,010	80,495	-	-	-	-	3,516
State sources	91,741,114	72,802,758	18,761,914	-	-	176,442	-
Federal sources	30,035,230	14,449,059	6,034,479	-	-	8,366,010	1,185,681
Other sources	1,298,139	1,152,878	-	145,261	-	-	-
<b>Total revenues</b>	<b>404,778,680</b>	<b>340,853,256</b>	<b>24,879,029</b>	<b>7,268,355</b>	<b>4,504,030</b>	<b>10,730,880</b>	<b>16,543,130</b>
<b>Expenditures</b>							
Regular instruction	147,917,582	147,917,582	-	-	-	-	-
Vocational instruction	4,087,662	4,087,662	-	-	-	-	-
Special instruction	55,373,240	383,703	54,989,537	-	-	-	-
Other instruction	11,133,352	11,133,352	-	-	-	-	-
Pupil services	26,321,997	13,804,359	12,517,637	-	-	-	-
Instructional staff services	25,913,862	23,170,784	2,743,078	-	-	-	-
General administration services	22,791,352	22,791,352	-	-	-	-	-
Building administration services	45,932,641	29,749,585	126,161	-	4,265,702	10,439,762	1,351,431
Pupil transportation	12,799,829	9,165,395	3,633,423	-	-	-	1,011
Principal and interest	7,965,297	371,647	-	7,593,650	-	-	-
Other support services	20,122,140	19,397,377	86,608	-	16,294	-	621,862
Community Service	14,134,405	-	-	-	-	-	14,134,405
Non-program	12,230,618	11,651,553	209,650	-	-	103,738	265,678
<b>Total Expenditures</b>	<b>406,723,977</b>	<b>293,624,352</b>	<b>74,306,093</b>	<b>7,593,650</b>	<b>4,281,996</b>	<b>10,543,500</b>	<b>16,374,387</b>
Proceeds from Debt	665,365	665,365	-	-	-	-	-
Transfers in	49,912,606	260,494	49,651,498	614	-	-	-
Transfers out	(49,940,819)	(49,652,112)	(224,434)	-	-	-	(64,274)
<b>Net change in fund balance</b>	<b>(1,308,145)</b>	<b>(1,497,348)</b>	<b>-</b>	<b>(324,681)</b>	<b>222,034</b>	<b>187,380</b>	<b>104,469</b>
<b>Fund balance - beginning of year</b>	<b>39,714,540</b>	<b>37,376,789</b>	<b>-</b>	<b>2,158,856</b>	<b>1,283</b>	<b>-</b>	<b>177,612</b>
<b>Fund balance - end of year</b>	<b>38,406,394</b>	<b>35,879,441</b>	<b>-</b>	<b>1,834,175</b>	<b>223,317</b>	<b>187,380</b>	<b>282,081</b>

## Statement of Revenue Budget Changes from 2016-17 Fall Budget to 2017-18 Proposed Budget

### Proposed Revenues by Fund and Source

This table summarizes MMSD revenues in terms of dollars by one (1) digit source code and one (1) digit Department of Public Instruction (DPI) Project code where applicable. It shows the prior year 2015-16 Actuals, 2016-17 Fall Budget, 2017-18 Proposed Budget, and the increase/decrease from the 2016-17 Fall Budget versus the 2017-18 Proposed Budget.

#### Definitions:

- 2016-17 Fall Budget = Fall Revised School Year 2016-17 Budget Adopted by the board in October 2016
- 2017-18 Proposed Budget = Spring Proposed Budget to the Board for School Year 2017-18.

#### Notes for Proposed Revenues by Fund and Source:

##### Fund 10

- ✓ Line 4 reflects the increase in the local tax levy due to increased authority from the 2016-17 recurring referenda to exceed the revenue limit and general aid loss under current state guarantees for general aid under the revenue limit. This amount represents a \$2MM underlevy to maintain a total tax levy increase of 3.97%
- ✓ Line 15 reflects a loss in anticipated interest income. This brings the budget for interest income much closer to historical receipts. This budget will be revisited in the fall if interest rates improve.
- ✓ Line 20 reflects the annual adjustment for building formula carryover. This reduction will be adjusted before fall approval for year-end calculation of final formula carryover.
- ✓ Line 24 reflects a change in revenue for matching expenditures for the Americorp Tutoring grant
- ✓ Line 26 reflects a reduction in anticipated transportation aid from the state
- ✓ Line 30 reflects a DPI change to reported per-pupil categorical aid recording. DPI has indicated that all per-pupil categorical aid must be recorded in Object 1695 going forward. To see this impact, see Line 39
- ✓ Lines 31 and 32 reflect an anticipated 15% aid loss under current general aid factors available. The increase in special adjustment aid here reflects the aid needed to maintain 85% of last year's aid eligibility.
- ✓ Line 39 reflects the increase of \$200/pupil under the proposed biennium budget in addition to reclassifying this revenue per DPI coding guidelines (See Line 30 for more information).
- ✓ Lines 41 and 42 reflects a change in revenue for matching expenditures for balancing federal grants.
- ✓ Line 43 reflects a reduction in budget for anticipated Medicaid reimbursement revenue.
- ✓ Line 47 reflects a reduction in budget for rebate revenue from e-rate programming and p-card purchases. Federal programming changes in the e-rate program have put significant downward pressure on revenue in this area.

**Fund 27**

- ✓ Line 53 reflects a change in the Interfund transfer from Fund 10 to Fund 27. This transfer is required to balance with expenditures in the FY18 budget.
- ✓ Line 62 reflects a change in revenue for matching expenditure for balancing federal grants.

**Fund 30/38**

- ✓ Lines 65 & 72 reflects the tax levy impact of debt schedule payments scheduled for FY18.

**Fund 41**

- ✓ Line 76 reflects an increase in tax levy for capital maintenance. This addition is tied to the district priority action list and is within the revenue limit.

**Fund 50**

- ✓ Line 82 reflects a minimal change to anticipated paid pupil sales. These amounts will be reviewed again pending the results of district employee compensation modeling.
- ✓ Line 89 reflects a minimal change to anticipated federal reimbursement of student meals. These amounts will be reviewed again pending the results of district employee compensation modeling.

**Fund 80**

- ✓ Line 92 reflects a reduction in tax levy for the Community Services Fund.
- ✓ Line 104 reflects a change in revenue for matching expenditures for balancing grant programming in Fund 80.

## Madison Metropolitan School District Revenues by Fund and Source 2017-2018 Proposed Budget

*Note: Includes all Budgeted Funds and Interfund Transfers*

2017-2018 Budgets by Fund/Source			2015-2016	2016-2017	2017-2018	2017-2018	2017-2018
			Revenues	Fall Budget	Proposed Budget	Incr/Decr	% Chg
<b>Fund 10 General Fund</b>							
1	1127	Transfer from Fund 27	224,302.24	166,555.80	166,555.80	0.00	0.00%
2	1180	Transfer from Fund 80	54,974.51	60,082.00	55,629.70	(4,452.30)	-7.41%
3	1199	Transfer from Fund 99	10,246.41	0.00	0.00	0.00	0.00%
4	1211	Current Property Tax	254,455,894.75	259,203,305.00	269,903,093.00	10,699,788.00	4.13%
5	1212	Property Tax Chargebacks	1,165,020.00	0.00	120,000.00	120,000.00	0.00%
6	1213	Mobile Home Fees	63,220.56	70,000.00	70,000.00	0.00	0.00%
7	1219	TIF Revenue	0.00	0.00	0.00	0.00	0.00%
8	1241	Tuition-Individuals	125,966.00	90,000.00	90,000.00	0.00	0.00%
9	1243	All Co-Curric Except Athletics	219,269.25	0.00	0.00	0.00	0.00%
10	1244	Local Payment for Service	20,187.00	172,916.86	164,583.77	(8,333.09)	-4.82%
11	1262	Sale Of Materials-Non Sch	(99.00)	0.00	0.00	0.00	0.00%
12	1264	Non-Captl Surplus Prop Sales	967.42	0.00	0.00	0.00	0.00%
13	1271	School Co-Curricular Athletics	231,901.44	212,000.00	212,000.00	0.00	0.00%
14	1277	Reimbursable from City	2,500.00	0.00	0.00	0.00	0.00%
15	1280	Interest On Investment	399,277.46	490,800.00	387,180.00	(103,620.00)	-21.11%
16	1292	Student Fees	1,982,637.06	2,149,022.30	2,149,022.30	0.00	0.00%
17	1293	Bldg Rntl/Bldg Permit Fee	387,944.96	360,000.00	360,000.00	0.00	0.00%
18	1295	Summer School Fees	1,430.00	0.00	0.00	0.00	0.00%
19	1297	Student Fines	13,518.38	0.00	0.00	0.00	0.00%
20	1299	Other Revenue-Misc	1,028,371.63	1,568,363.90	918,505.61	(649,858.29)	-41.44%
21	1341	Tuition-Non Open-Non Ses	41,023.53	40,000.00	40,000.00	0.00	0.00%
22	1345	Tuition-Open Enrol-Nonses	1,938,888.68	2,247,084.00	2,280,384.00	33,300.00	1.48%
23	1349	Other Rev-Other District	67,764.67	141,100.00	141,100.00	0.00	0.00%
24	1515	St Aid Transit Interim Src	86,163.85	135,155.89	116,010.51	(19,145.38)	-14.17%
25	1517	Federal Aid In Transit	0.00	0.00	0.00	0.00	0.00%
26	1612	Transportation Aid	231,792.78	278,250.00	236,513.00	(41,737.00)	-15.00%
27	1613	Library Aid-Common Sch Fd	940,854.00	750,000.00	750,000.00	0.00	0.00%
28	1615	Integration Aid	490,330.00	379,113.00	315,978.00	(63,135.00)	-16.65%
29	1618	Bilingual ESL State Aid	1,853,292.24	1,901,117.00	1,901,117.00	0.00	0.00%
30	1619	Other Categorical Aid	4,126,800.00	6,880,500.00	0.00	(6,880,500.00)	-100.00%
31	1621	General State Aid	51,974,582.00	54,105,124.00	44,111,177.00	(9,993,947.00)	-18.47%
32	1623	Special Adjustment Aid	0.00	0.00	1,857,057.00	1,857,057.00	0.00%
33	1630	State Special Projects Grants	356,709.72	273,799.00	269,530.69	(4,268.31)	-1.56%
34	1641	General Tuition State Paid	369,779.00	368,995.00	368,995.00	0.00	0.00%
35	1650	Sage-Stu Achiev Guar Educ	7,053,601.99	6,939,833.00	6,939,833.00	0.00	0.00%
36	1660	St Rev Thru Local Units	6,325.00	0.00	0.00	0.00	0.00%
37	1690	Oth Rev St Srcs-Not Dpi	164,618.63	123,202.50	123,449.56	247.06	0.20%
38	1691	Computer Aid	2,089,136.00	1,683,356.00	1,699,243.00	15,887.00	0.94%
39	1695	Per Pupil Categorical Aid	0.00	0.00	12,368,250.00	12,368,250.00	0.00%
40	1713	Voc Ed Act Aid	255,325.00	277,307.00	277,307.00	0.00	0.00%
41	1730	Federal Special Proj Rev	2,615,325.95	3,628,277.34	3,519,477.47	(108,799.87)	-3.00%
42	1751	Title I Revenue	6,258,650.44	6,849,075.63	6,877,879.22	28,803.59	0.42%
43	1780	Fed Rev Thru St (Not DPI)	3,188,294.97	3,900,000.00	3,450,000.00	(450,000.00)	-11.54%
44	1790	Direct Rev Frm Fed Source	67,611.17	40,284.00	40,284.00	0.00	0.00%
45	1873	Proceeds From Lt Notes	0.00	2,055,000.00	2,055,000.00	0.00	0.00%
46	1964	Insurance Reimbursements	149,968.68	0.00	0.00	0.00	0.00%
47	1971	Aidable Refund	221,121.44	435,634.50	285,634.50	(150,000.00)	-34.43%
48	1972	Non-Aidable Refund	1,574.55	5,000.00	5,000.00	0.00	0.00%

## Madison Metropolitan School District Revenues by Fund and Source 2017-2018 Proposed Budget

*Note: Includes all Budgeted Funds and Interfund Transfers*

2017-2018 Budgets by Fund/Source			2015-2016	2016-2017	2017-2018	2017-2018	2017-2018
			Revenues	Fall Budget	Proposed Budget	Incr/Decr	% Chg
49	1973	Miscellaneous Rebate	93,757.23	50,000.00	50,000.00	0.00	0.00%
50	1989	Medical Service Reimbursement	57,130.00	67,309.59	65,894.45	(1,415.14)	-2.10%
51	1990	Miscellaneous	6.55	0.00	0.00	0.00	0.00%
<b>52</b>	<b>Total</b>	<b>Fund 10 General Fund</b>	<b>345,087,958.14</b>	<b>358,097,563.31</b>	<b>364,741,684.58</b>	<b>6,644,121.27</b>	<b>1.86%</b>
<b>Fund 27 Education Services</b>							
53	1110	Transfer from Gen Fund	49,371,814.27	50,099,094.99	48,792,737.42	(1,306,357.57)	-2.61%
54	1346	Tuition-Non Open-SES	78,150.00	0.00	0.00	0.00	0.00%
55	1347	Tuition-Open Enroll-SES	95,913.47	0.00	0.00	0.00	0.00%
56	1349	Other Rev-Other District	6,975.63	0.00	0.00	0.00	0.00%
57	1611	Handicapped Aid	18,358,478.00	18,315,291.12	18,315,291.12	0.00	0.00%
58	1625	State High Cost Aid	562,092.00	560,000.00	560,000.00	0.00	0.00%
59	1641	General Tuition State Paid	87,507.00	84,803.00	84,803.00	0.00	0.00%
60	1690	Oth Rev St Srcs-Not Dpi	12,894.44	0.00	0.00	0.00	0.00%
61	1711	Special Ed High Cost Aid	382,289.00	310,000.00	310,000.00	0.00	0.00%
62	1730	Federal Special Proj Rev	4,974,082.44	5,764,981.24	5,766,938.59	1,957.35	0.03%
63	1780	Fed Rev Thru St (Not DPI)	711,557.70	433,536.00	433,536.00	0.00	0.00%
<b>64</b>	<b>Total</b>	<b>Fund 27 Education Services</b>	<b>74,641,753.95</b>	<b>75,567,706.35</b>	<b>74,263,306.13</b>	<b>(1,304,400.22)</b>	<b>-1.73%</b>
<b>Fund 30 Debt Service</b>							
65	1211	Current Property Tax	5,498,873.00	7,999,159.00	8,300,825.00	301,666.00	3.77%
66	1280	Interest On Investment	8,090.04	0.00	0.00	0.00	0.00%
67	1875	Proceeds From Lt Bonds	12,065,000.00	0.00	0.00	0.00	0.00%
68	1879	Premium/Accrued Interest	208,479.01	0.00	0.00	0.00	0.00%
69	1968	Debt Issue Prem & Acc Int	2,140,442.40	0.00	0.00	0.00	0.00%
70	1971	Aidable Refund	0.00	0.00	63,873.00	63,873.00	0.00%
<b>71</b>	<b>Total</b>	<b>Fund 30 Debt Service</b>	<b>19,920,884.45</b>	<b>7,999,159.00</b>	<b>8,364,698.00</b>	<b>365,539.00</b>	<b>4.57%</b>
<b>Fund 38 Non-Ref Debt Service Fund</b>							
72	1211	Current Property Tax	3,884,075.00	4,087,409.00	4,177,516.00	90,107.00	2.20%
73	1280	Interest On Investment	3,600.22	0.00	0.00	0.00	0.00%
74	1971	Aidable Refund	146,044.60	146,044.00	145,888.00	(156.00)	-0.11%
<b>75</b>	<b>Total</b>	<b>Fund 38 Non-Ref Debt Service Fund</b>	<b>4,033,719.82</b>	<b>4,233,453.00</b>	<b>4,323,404.00</b>	<b>89,951.00</b>	<b>2.12%</b>
<b>Fund 41 Capital Expansion Fund</b>							
76	1211	Current Property Tax	4,500,000.00	4,000,000.00	4,400,000.00	400,000.00	10.00%
77	1280	Interest On Investment	4,422.34	0.00	0.00	0.00	0.00%
<b>78</b>	<b>Total</b>	<b>Fund 41 Capital Expansion Fund</b>	<b>4,504,422.34</b>	<b>4,000,000.00</b>	<b>4,400,000.00</b>	<b>400,000.00</b>	<b>10.00%</b>
<b>Fund 42 2015 Referendum</b>							
79	1280	Interest On Investment	83,442.60	0.00	0.00	0.00	0.00%
80	1873	Proceeds From Lt Notes	41,000,000.00	0.00	0.00	0.00	0.00%
<b>81</b>	<b>Total</b>	<b>Fund 42 2015 Referendum</b>	<b>41,083,442.60</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00%</b>
<b>Fund 50 Food Service</b>							
82	1251	Food Service Sales-Pupils	1,831,341.70	1,894,184.26	1,894,184.26	0.00	0.00%
83	1252	Food Service Sales-Adults	94,804.30	101,264.00	101,264.00	0.00	0.00%
84	1259	Food Service Sales-Other	110,784.64	132,050.00	132,050.00	0.00	0.00%
85	1291	Gifts & Contributions	2,447.20	0.00	0.00	0.00	0.00%
86	1299	Other Revenue-Misc	40,250.72	48,065.00	20,000.00	(28,065.00)	-58.39%
87	1617	Food Services-St Reimb	179,797.47	172,469.00	172,469.00	0.00	0.00%
88	1714	Donated Commodities	606,857.96	625,000.00	625,000.00	0.00	0.00%
89	1717	Food Service Federal Rev	7,769,997.37	7,892,543.09	7,971,468.52	78,925.43	1.00%
90	1730	Federal Special Proj Rev	211,978.16	231,648.00	231,648.00	0.00	0.00%

## Madison Metropolitan School District Revenues by Fund and Source 2017-2018 Proposed Budget

*Note: Includes all Budgeted Funds and Interfund Transfers*

### 2017-2018 Budgets by Fund/Source

			2015-2016	2016-2017	2017-2018	2017-2018	2017-2018
			Revenues	Fall Budget	Proposed Budget	Incr/Decr	% Chg
<b>91</b>	<b>Total</b>	<b>Fund 50 Food Service</b>	<b>10,848,259.52</b>	<b>11,097,223.35</b>	<b>11,148,083.78</b>	<b>50,860.43</b>	<b>0.46%</b>
<b>Fund 80 Community Service</b>							
92	1211	Current Property Tax	11,654,696.25	11,802,150.35	11,594,154.31	(207,996.04)	-1.76%
93	1244	Local Payment for Service	291,244.36	87,600.00	87,600.00	0.00	0.00%
94	1260	Resale	0.00	0.00	0.00	0.00	0.00%
95	1262	Sale Of Materials-Non Sch	2,000.00	0.00	0.00	0.00	0.00%
96	1272	Community Service Fees	25,544.50	0.00	0.00	0.00	0.00%
97	1291	Gifts & Contributions	77,446.61	64,500.00	64,500.00	0.00	0.00%
98	1292	Student Fees	35,849.03	43,300.00	43,300.00	0.00	0.00%
99	1295	Summer School Fees	15,134.00	18,300.00	18,300.00	0.00	0.00%
100	1296	Nontaxable Revenues MSCR	1,524,417.75	1,448,900.00	1,448,900.00	0.00	0.00%
101	1298	Taxable Revenues MSCR	1,577,177.74	1,657,600.00	1,657,600.00	0.00	0.00%
102	1299	Other Revenue-Misc	72,215.14	66,200.00	66,200.00	0.00	0.00%
103	1517	Federal Aid In Transit	13,293.60	8,517.46	8,517.46	0.00	0.00%
104	1730	Federal Special Proj Rev	1,251,659.65	1,300,000.00	1,289,517.57	(10,482.43)	-0.81%
105	1770	Fed Rev Thru Local Units	0.00	277,100.00	277,100.00	0.00	0.00%
<b>106</b>	<b>Total</b>	<b>Fund 80 Community Service</b>	<b>16,540,678.63</b>	<b>16,774,167.81</b>	<b>16,555,689.34</b>	<b>(218,478.47)</b>	<b>-1.30%</b>
<b>107</b>	<b>Total</b>	<b>All Funds</b>	<b>516,661,119.45</b>	<b>477,769,272.82</b>	<b>483,796,865.83</b>	<b>6,027,593.01</b>	<b>1.26%</b>

## Statement of Expenditure Budget Changes from 2016-17 Fall Budget to 2017-18 Proposed Budget

### Proposed Expenditures by Fund and Object

This table summarizes MMSD expenditures in terms of dollars by two (2) digit object code group and individual object code. It shows the prior year 2015-16 Actuals, 2016-17 Fall Budget, 2017-18 Proposed Budget, and the increase/decrease from the 2016-17 Fall Budget versus the 2017-18 Proposed Budget.

#### Definitions:

- 2016-17 Fall Budget = Fall Revised School Year 2016-17 Budget Adopted by the board in October 2016
- 2017-18 Proposed Budget = Spring Proposed Budget to the Board for School Year 2017-18.

#### Notes for Proposed Expenditures by Fund and Object:

##### **Fund 10**

- ✓ Line 2 reflects increases to extended employment and extended contract related to priority actions. This change also includes adjustments to Athletic coaching salaries and teacher lane movements for FY18.
- ✓ Line 3 reflects increases to district wide substitute teacher budgets.
- ✓ Line 4 reflects increases to clerical temp budgets for coverage. This budget is partially funded by grant sources.
- ✓ Lines 9-17, 20, and 26 reflect updated recalculations of staffing for 2017-18 based on the status of current district staffing on a cast-forwarding basis and incorporation of priority action positions and unallocated reserve positions in the 2017-18 proposed budget.
- ✓ Line 36 reflects an increase to WRS contributions based on new positions for 2017-18. Additionally, updated information from ETF calls for a reduction in our rate contribution for 2018. This reduction has been applied in this line pending final staffing recalculations in the fall.
- ✓ Line 38 reflects a reduction in calculated FICA district contributions based on initial changes to the district health insurance plans. An increase in pre-tax deductions results in a reduced FICA payroll liability.
- ✓ Line 41 reflects a decrease in Health Insurance costs based on the proposed changes to employee premium contributions to 12%. This line also includes adjustments for movement to a 2HMO health insurance model starting July 1, 2017.
- ✓ Line 42 reflects an increase in premiums related to self-funded dental coverage
- ✓ Line 45 reflects an increase to budgets for retiree benefits related the administrative retirement plan (ARP).
- ✓ Line 52 reflects an increase for programming related to priority actions. Additionally, Schools of Hope transferred from Fund 80 and internal reallocation of HR budgets for Wellness and Mindfulness programming are reflected in this line.
- ✓ Line 54 reflects a reallocation of existing budgets during 2016-17 related to consulting contracts for RAD and Technology Services
- ✓ Lines 70 and 71 reflect increases to utility budgets tied to increased costs and uncertain cold weather needs.

- ✓ Line 83 reflects changes in budgets related to yearbook printing costs. Budgets for this area are supplemented by fees to offset additional spending in this area.
- ✓ Lines 89 and 92 reflect calculated increases to open enrollment payments from the district to other district and choice schools. For choice schools, the increase is offset by an equal exemption under the revenue limit.
- ✓ Line 97 reflects a reduction in general supplies related to removal of district carryover. Please note that formula carryover will be reevaluated at year end for approval in Fall.
- ✓ Line 117 reflects an increase in software expenses related to initial investment into HR information systems outlined in budget efficiencies and investments.
- ✓ Line 123 reflects reallocation of existing budgets for computer peripherals for student testing within the RAD department.
- ✓ Line 129 reflects an increase to short term interest related to cash flow borrowing and increased borrowing rates.
- ✓ Line 155 reflects reserves held related to the employee compensation plan. This reserve is planned to be used on compensation for employees following the implementation of a 12% employee contribution for health insurance.
- ✓ Line 159 reflects a reduction in the salary savings budget. This line is currently ahead of planned estimates pending results of retiree and staff turnover and as such – very volatile to change.
- ✓ Line 161 reflects a remaining placeholder for district priority actions. At this time, some priority actions are placed in the staffing chart but are not removed from this reserve. These costs will be removed in the fall after final calculations.

#### **Fund 27**

- ✓ Line 166 reflects increases to district wide substitute teacher budgets.
- ✓ Lines 170-175 and 178 reflect updated recalculations of staffing for 2017-18 based on the status of current district staffing on a cast-forwarding basis and incorporation of priority action positions and unallocated reserve positions in the 2017-18 proposed budget.
- ✓ Line 184 reflects an increase to WRS contributions based on new positions for 2017-18.
- ✓ Line 186 reflects a reduction in calculated FICA district contributions based on initial changes to the district health insurance plans. An increase in pre-tax deductions results in a reduced FICA liability.
- ✓ Line 189 reflects a decrease in Health Insurance costs based on the proposed changes to employee premium contributions to 12%. This line also includes adjustments for movement to a 2HMO health insurance model starting July 1, 2017.
- ✓ Line 190 reflects an increase in premiums related to self-funded dental coverage.

#### **Fund 30/38**

- ✓ Lines 247 & 255 summarize changes in the debt payments schedule for FY18.

#### **Fund 41**

- ✓ Line 271 reflects investments in capital maintenance per priority actions.

#### **Fund 42**

- ✓ Line 284 summarizes the existing budget authority from the 2015 referendum. Actual budgets for Fund 42 will be finalized after close of FY17.

**Fund 50**

- ✓ Lines 300-304 reflect the initial recalculation of staffing for 2017-18 based on the status of current district staffing on a cast-forwarding basis and no change to overall FTE.
- ✓ Line 316 reflects a reduction in calculated FICA district contributions based on initial changes to the district health insurance plans. An increase in pre-tax deductions results in a reduced FICA payroll liability.
- ✓ Line 319 reflects a decrease in Health Insurance costs based on the proposed changes to employee premium contributions to 12%.
- ✓ Line 320 reflects an increase in premiums related to self-funded dental coverage
- ✓ Line 339 reflects a minimal change to the food budget for Food Services. These amounts will be reviewed again pending the results of district employee compensation modeling.

**Fund 80**

- ✓ Lines 360-365 and 370 reflect updated recalculations of staffing for 2017-18 based on the status of current district staffing on a cast-forwarding basis and incorporation of priority action positions.
- ✓ Line 379 reflects a reduction in calculated FICA district contributions based on initial changes to the district health insurance plans. An increase in pre-tax deductions results in a reduced FICA payroll liability.
- ✓ Line 382 reflects a decrease in Health Insurance costs based on the proposed changes to employee premium contributions to 12% and increases to retiree benefits
- ✓ Line 383 reflects an increase in premiums related to self-funded dental coverage
- ✓ Line 387 reflects a decrease for programming related to Schools of Hope transferred to Fund 10.
- ✓ Line 439 reflects an increase in priority actions identified as Other Funding categories not under the revenue limit.

## Madison Metropolitan School District Expenditures by Fund and Object 2017-2018 Proposed Budget

*Note: Includes all Budgeted Funds and Interfund Transfers*

2017-2018 Budgets by Fund/Object			2015-2016	2016-2017	2017-2018	2017-2018	2017-2018
			Expenditures	Fall Budget	Proposed Budget	Incr/Decr	% Chg
<b>Fund 10 General Fund</b>							
1	0100	Administrative Temp	63,182.20	269,517.60	305,729.40	36,211.80	13.44%
2	0101	Teacher-Temp	7,335,661.41	7,968,808.89	9,319,043.55	1,350,234.66	16.94%
3	0102	Sub Teacher-Contractual	2,918,847.22	3,046,580.00	3,224,170.00	177,590.00	5.83%
4	0103	Clerical / Technical-Temp	435,599.48	235,151.24	383,896.76	148,745.52	63.26%
5	0104	EA / SEA-Temp	265,753.52	108,152.60	123,137.80	14,985.20	13.86%
6	0105	Cust / Operation-Temp	71,005.70	46,274.87	46,274.87	0.00	0.00%
7	0108	NonUnion Professional-Temp	75,610.78	15,617.32	15,617.32	0.00	0.00%
8	0109	Misc-Temp	562,968.31	737,921.57	716,777.37	(21,144.20)	-2.87%
9	0110	Administrative-Perm	12,995,675.86	12,356,620.10	12,903,331.53	546,711.43	4.42%
10	0111	Teacher-Perm	111,949,890.17	112,751,653.08	117,781,722.37	5,030,069.29	4.46%
11	0112	Perm Non-Union Hourly	372,092.33	391,895.45	460,938.68	69,043.23	17.62%
12	0113	Clerical / Technical-Perm	8,063,184.07	8,156,443.28	8,460,301.21	303,857.93	3.73%
13	0114	EA / HCA-Perm	2,866,744.19	3,284,743.41	3,628,793.50	344,050.09	10.47%
14	0115	Cust / Operation-Perm	9,721,684.40	9,886,526.15	10,094,451.21	207,925.06	2.10%
15	0116	Maint / Trades-Perm	1,146,073.09	1,228,668.06	1,249,655.96	20,987.90	1.71%
16	0118	PermNon-Union Professional	4,935,478.67	5,909,026.97	6,353,457.59	444,430.62	7.52%
17	0119	Misc-Perm	3,678,938.37	4,004,232.42	4,056,025.11	51,792.69	1.29%
18	0122	Sub Teacher-Administrativ	753,419.42	564,504.53	566,451.74	1,947.21	0.34%
19	0126	Time Limited EA/SEA	25,249.88	6,561.00	6,561.00	0.00	0.00%
20	0129	Noon Lunch Supervision	617,065.72	749,654.99	762,085.29	12,430.30	1.66%
21	0135	Cust O/T-Snow Plowing	28,970.63	45,070.35	45,070.35	0.00	0.00%
22	0136	Cust O/T-School Activities	6,822.92	0.00	0.00	0.00	0.00%
23	0137	Cust O/T-Facility Rentals	97,482.14	98,733.37	98,733.37	0.00	0.00%
24	0138	Cust O/T-MSCR Programming	6,528.99	0.00	0.00	0.00	0.00%
25	0139	Cust O/T-Emergency Maint.	2,780.33	0.00	0.00	0.00	0.00%
26	0141	Security	697,978.00	766,626.05	808,464.34	41,838.29	5.46%
27	0151	Board of Education	57,500.28	56,300.00	56,300.00	0.00	0.00%
28	0155	Sabbatical Pay-Teachers	0.00	40,000.00	40,000.00	0.00	0.00%
29	0161	Security OT	43,335.08	8,588.18	8,588.18	0.00	0.00%
30	0163	Clerical OT	268,466.90	170,819.69	172,706.45	1,886.76	1.10%
31	0164	Ed Asst OT	3,819.37	1,100.00	700.00	(400.00)	-36.36%
32	0165	Custodial OT	183,053.43	101,258.82	101,258.82	0.00	0.00%
33	0166	Trades OT	5,995.25	0.00	0.00	0.00	0.00%
34	0169	Other OT	17,687.84	11,138.82	11,138.82	0.00	0.00%
<b>35</b>	<b>Total</b>	<b>01XX Salaries</b>	<b>170,274,545.95</b>	<b>173,018,188.81</b>	<b>181,801,382.59</b>	<b>8,783,193.78</b>	<b>5.08%</b>
36	0212	Employer's Share WRS	10,752,018.04	10,592,395.02	11,113,227.29	520,832.27	4.92%
37	0214	Employer WRS Rate Temp	0.00	577,309.87	674,985.70	97,675.83	16.92%
38	0220	Social Security	12,859,752.45	11,986,006.27	12,190,196.80	204,190.53	1.70%
39	0222	Social Security Rate Temp	0.00	1,077,620.63	1,218,086.06	140,465.43	13.03%
40	0230	Life Insurance	477,515.58	500,560.46	545,732.63	45,172.17	9.02%
41	0240	Health Insurance	44,375,186.02	45,270,438.66	38,880,145.05	(6,390,293.61)	-14.12%
42	0243	Dental Insurance	2,769,453.63	2,760,717.22	2,937,004.63	176,287.41	6.39%
43	0249	Lt Care Insurance	461,175.91	464,308.00	464,308.00	0.00	0.00%
44	0251	Long Term Disability Ins	1,244,288.72	1,158,693.83	831,175.75	(327,518.08)	-28.27%
45	0290	Other Employee Benefits	507,914.96	257,914.96	357,914.96	100,000.00	38.77%
46	0291	College Credit Reimbursement	37,757.47	90,000.00	90,000.00	0.00	0.00%
<b>47</b>	<b>Total</b>	<b>02XX Benefits</b>	<b>73,485,062.78</b>	<b>74,735,964.92</b>	<b>69,302,776.87</b>	<b>(5,433,188.05)</b>	<b>-7.27%</b>

## Madison Metropolitan School District Expenditures by Fund and Object 2017-2018 Proposed Budget

*Note: Includes all Budgeted Funds and Interfund Transfers*

2017-2018 Budgets by Fund/Object			2015-2016	2016-2017	2017-2018	2017-2018	2017-2018
			Expenditures	Fall Budget	Proposed Budget	Incr/Decr	% Chg
48	0306	Athletic Trainers-Annual	36,581.88	37,500.00	37,500.00	0.00	0.00%
49	0307	Athletic Trainers-Events	33,840.69	22,066.00	22,066.00	0.00	0.00%
50	0308	Police-Educational Res	0.00	367,179.16	367,179.16	0.00	0.00%
51	0309	Police-Event Coverage	23,110.40	16,923.00	16,923.00	0.00	0.00%
52	0310	Personal Svcs-Prof/Tec/Official	1,976,790.29	2,597,203.45	3,335,370.73	738,167.28	28.42%
53	0311	Architech & Engineer Fees	0.00	20,000.00	20,000.00	0.00	0.00%
54	0314	Personal Services Consult	447,550.01	850,219.61	916,344.61	66,125.00	7.78%
55	0315	Employee Health Exams	32,432.00	25,000.00	25,000.00	0.00	0.00%
56	0316	Litigation / Arbitration	19,120.40	27,000.00	27,000.00	0.00	0.00%
57	0317	Pers Svcs Clerical-Perm	66,151.40	350.00	350.00	0.00	0.00%
58	0318	Pers Svcs Clerical-Temp	87,274.75	47,070.05	47,070.05	0.00	0.00%
59	0319	Pers Svcs Cultural Arts	2,771.50	2,644.30	2,644.30	0.00	0.00%
60	0320	Property Services	41,577.37	15,000.00	15,000.00	0.00	0.00%
61	0321	Site Maintenance	178,296.34	120,060.56	120,060.56	0.00	0.00%
62	0322	Building Maintenance	952,007.69	3,231,911.39	2,643,911.39	(588,000.00)	-18.19%
63	0323	Purchased Svcs Operation	398,862.40	450,000.00	450,000.00	0.00	0.00%
64	0324	Equipment Repair Svcs	660,480.44	983,947.63	980,696.96	(3,250.67)	-0.33%
65	0327	Vehicle Repair Svcs	153,975.58	135,567.53	135,567.53	0.00	0.00%
66	0328	Space Rental-Events/Mtgs	191,279.20	201,761.49	206,356.93	4,595.44	2.28%
67	0329	Space Rental - Long Term	373,315.63	420,598.52	480,598.52	60,000.00	14.27%
68	0331	Gas	1,187,671.11	1,656,162.00	1,656,162.00	0.00	0.00%
69	0332	Fuel Oil	35,136.71	5,000.00	5,000.00	0.00	0.00%
70	0336	Electricity	3,294,308.11	3,351,082.72	3,451,082.72	100,000.00	2.98%
71	0337	Water & Sewer	673,297.25	600,000.00	650,000.00	50,000.00	8.33%
72	0341	Pupil Travel	8,259,333.39	8,043,041.78	8,243,157.31	200,115.53	2.49%
73	0342	Employee Travel Local	149,725.81	155,642.43	160,692.40	5,049.97	3.24%
74	0343	Contracted Service Travel	653,411.00	707,000.00	707,000.00	0.00	0.00%
75	0344	Employee Trav-Conferences	547,000.66	537,219.06	603,223.21	66,004.15	12.29%
76	0345	Pupil Field Trips Lodge & Food	12,084.50	0.00	0.00	0.00	0.00%
77	0347	Trans Parent Contracts	273,042.46	280,000.00	280,000.00	0.00	0.00%
78	0348	Vehicle Fuel	77,661.48	118,500.00	118,500.00	0.00	0.00%
79	0349	Taxi Cab Transportation	28,475.31	52,458.21	52,489.71	31.50	0.06%
80	0351	Advertising	23,869.87	29,750.00	27,750.00	(2,000.00)	-6.72%
81	0352	Page Systems	9,349.90	30,000.00	30,000.00	0.00	0.00%
82	0353	Postage	210,671.69	226,624.20	226,565.99	(58.21)	-0.03%
83	0354	Printing & Binding	230,411.38	129,430.33	115,785.00	(13,645.33)	-10.54%
84	0355	Telephone	401,135.24	688,761.69	688,961.69	200.00	0.03%
85	0356	Quick Copy Service	(22,116.18)	13,441.00	12,041.00	(1,400.00)	-10.42%
86	0358	On-line communications	19,330.00	18,800.00	18,800.00	0.00	0.00%
87	0370	Educ Svcs-Non Govt Agency	3,323,951.25	3,363,664.00	3,366,719.00	3,055.00	0.09%
88	0381	Payment To Municipality	90,519.48	125,000.00	125,000.00	0.00	0.00%
89	0382	Interdistrict Pymt In WI	8,506,387.43	8,914,732.00	9,165,922.00	251,190.00	2.82%
90	0385	Pymnt Intermediate Units	10,010.22	11,467.32	11,467.32	0.00	0.00%
91	0386	Payment To CESA	1,800.00	0.00	0.00	0.00	0.00%
92	0387	Payment To State	376,242.00	675,485.00	963,643.00	288,158.00	42.66%
93	0388	Payment To Federal Govt	400.00	0.00	0.00	0.00	0.00%
94	0389	Payment To WTCS District	189,141.69	351,643.00	351,643.00	0.00	0.00%
<b>95</b>	<b>Total</b>	<b>03XX Purch Svcs</b>	<b>34,237,669.73</b>	<b>39,656,907.43</b>	<b>40,881,245.09</b>	<b>1,224,337.66</b>	<b>3.09%</b>
96	0401	ELM	0.00	1,781,702.00	1,851,702.00	70,000.00	3.93%

## Madison Metropolitan School District Expenditures by Fund and Object 2017-2018 Proposed Budget

*Note: Includes all Budgeted Funds and Interfund Transfers*

2017-2018 Budgets by Fund/Object			2015-2016	2016-2017	2017-2018	2017-2018	2017-2018
			Expenditures	Fall Budget	Proposed Budget	Incr/Decr	% Chg
97	0411	General Supplies	3,702,268.86	3,719,935.26	3,421,479.64	(298,455.62)	-8.02%
98	0412	Workbooks	48,176.30	4,091.31	4,091.31	0.00	0.00%
99	0413	Computer Supplies	99.99	0.00	0.00	0.00	0.00%
100	0415	Food	197,086.38	121,297.24	126,697.30	5,400.06	4.45%
101	0416	Medical Supplies	114,029.77	103,701.77	103,701.77	0.00	0.00%
102	0417	Paper	396,512.32	417,702.49	418,993.46	1,290.97	0.31%
103	0418	Fuel For Vehicles	147,455.33	185,000.00	185,000.00	0.00	0.00%
104	0420	Apparel	66,760.87	40,439.06	39,839.06	(600.00)	-1.48%
105	0431	Audiovisual Media	14,365.12	7,740.09	7,740.09	0.00	0.00%
106	0432	Library Books	317,426.91	320,997.06	301,336.00	(19,661.06)	-6.12%
107	0433	Newspapers	4,046.44	4,045.74	4,045.74	0.00	0.00%
108	0434	Periodicals	55,351.50	24,769.12	24,769.12	0.00	0.00%
109	0435	Instr Computer Software	224,523.05	271,594.43	271,594.43	0.00	0.00%
110	0439	Other Media	912,716.17	826,500.47	833,556.26	7,055.79	0.85%
111	0440	Non-Capital Equipment	467,521.71	269,705.33	265,065.33	(4,640.00)	-1.72%
112	0448	Other Non-Capital Equip	0.00	1,000.00	1,000.00	0.00	0.00%
113	0450	Resale	11,152.28	0.00	0.00	0.00	0.00%
114	0460	Equipment Components	1,078.00	418.00	418.00	0.00	0.00%
115	0470	Textbooks	1,444,884.25	29,080.52	29,780.52	700.00	2.41%
116	0472	Workbooks	0.00	1,000.00	1,000.00	0.00	0.00%
117	0480	Non-Instr Comp Software	827,645.58	823,212.07	898,362.07	75,150.00	9.13%
118	0490	Non-Instr Reference Matls	20,293.37	34,535.00	33,901.00	(634.00)	-1.84%
<b>119</b>	<b>Total</b>	<b>04XX Non-Capital</b>	<b>8,973,394.20</b>	<b>8,988,466.96</b>	<b>8,824,073.10</b>	<b>(164,393.86)</b>	<b>-1.83%</b>
120	0521	Site Improvement Addition	9,965.74	0.00	0.00	0.00	0.00%
121	0551	Equipment - Addition	273,032.73	252,869.00	250,820.27	(2,048.73)	-0.81%
122	0558	Computers	804,068.56	542,531.41	542,531.41	0.00	0.00%
123	0559	Computer Peripherals	227,793.16	87,655.69	97,625.14	9,969.45	11.37%
124	0561	Equipment - Replacement	127,697.19	157,970.07	157,970.07	0.00	0.00%
125	0563	Equip-Replac-Fixed Asset	107,110.20	190,000.00	190,000.00	0.00	0.00%
126	0570	Equipment-Rental	1,704,691.18	2,277,712.06	2,901,765.15	624,053.09	27.40%
<b>127</b>	<b>Total</b>	<b>05XX Capital Purch</b>	<b>3,254,358.76</b>	<b>3,508,738.23</b>	<b>4,140,712.04</b>	<b>631,973.81</b>	<b>18.01%</b>
128	0678	Principal-Capital Leases	219,833.70	245,650.00	245,650.00	0.00	0.00%
129	0682	Interest-Temporary Notes	213,244.29	554,044.29	654,044.29	100,000.00	18.05%
130	0688	Interest-Capital Leases	8,595.20	11,095.00	11,095.00	0.00	0.00%
131	0691	Other Debt Retirement	3,600.00	3,000.00	3,000.00	0.00	0.00%
<b>132</b>	<b>Total</b>	<b>06XX Debt Payments</b>	<b>445,273.19</b>	<b>813,789.29</b>	<b>913,789.29</b>	<b>100,000.00</b>	<b>12.29%</b>
133	0711	District Liability Ins	284,811.86	328,770.00	328,770.00	0.00	0.00%
134	0712	District Property Ins	426,917.00	449,500.00	449,500.00	0.00	0.00%
135	0713	Worker's Compensation	1,596,838.47	1,827,155.00	1,827,155.00	0.00	0.00%
136	0720	Judgements & Settlements	10,728.46	19,600.00	19,600.00	0.00	0.00%
137	0731	Unemployment Comp-Teacher	4,136.22	10,500.00	10,500.00	0.00	0.00%
138	0732	Unemploy Comp-Sub Teacher	2,716.02	7,000.00	7,000.00	0.00	0.00%
139	0733	Unemploy Comp-Ed Assist.	1,508.76	8,500.00	8,500.00	0.00	0.00%
140	0734	Unemploy Comp-Clerical	3,908.05	8,000.00	8,000.00	0.00	0.00%
141	0735	Unemploy Comp-Cust/Trades	7,415.00	5,200.00	5,200.00	0.00	0.00%
142	0736	Unemploy Comp-Food Svc	1,799.93	5,000.00	5,000.00	0.00	0.00%
143	0737	Unemploy Comp-Administr.	299.00	7,000.00	7,000.00	0.00	0.00%
144	0738	Unemploy Comp-Recreation	11,718.48	6,000.00	6,000.00	0.00	0.00%

## Madison Metropolitan School District Expenditures by Fund and Object 2017-2018 Proposed Budget

*Note: Includes all Budgeted Funds and Interfund Transfers*

2017-2018 Budgets by Fund/Object			2015-2016	2016-2017	2017-2018	2017-2018	2017-2018
			Expenditures	Fall Budget	Proposed Budget	Incr/Decr	% Chg
<b>145</b>	<b>Total</b>	<b>07XX Insurance</b>	<b>2,352,797.25</b>	<b>2,682,225.00</b>	<b>2,682,225.00</b>	<b>10,283,846.68</b>	<b>383.41%</b>
146	0827	Special Education	49,371,814.27	50,099,094.99	48,792,737.42	(1,306,357.57)	-2.61%
<b>147</b>	<b>Total</b>	<b>08XX Transfers</b>	<b>49,371,814.27</b>	<b>50,099,094.99</b>	<b>48,792,737.42</b>	<b>(1,306,357.57)</b>	<b>-2.61%</b>
148	0910	Taxes	0.00	100.00	100.00	0.00	0.00%
149	0932	Share Rev To Non-Govt Entities	13,795.00	0.00	0.00	0.00	0.00%
150	0936	Transit Of St Handic Aid	0.00	10,000.00	10,000.00	0.00	0.00%
151	0941	Organizational Dues	83,776.45	89,379.60	96,714.31	7,334.71	8.21%
152	0943	Entry Fees/Royalties	69,741.65	41,700.88	41,700.88	0.00	0.00%
153	0944	Bank Service Charges	28,545.58	46,000.00	46,000.00	0.00	0.00%
154	0962	Inventory Adjustment	(5,987.01)	0.00	0.00	0.00	0.00%
155	0969	Other Adjustments	6,417.52	2,000.00	5,219,420.32	5,217,420.32	260871.02%
156	0970	Clearing	0.00	0.00	0.00	0.00	0.00%
157	0972	Non-Aidable Refund Paymt	831,701.33	500,000.00	500,000.00	0.00	0.00%
158	0990	Miscellaneous	33,635.95	993,482.27	993,482.27	0.00	0.00%
159	0992	Salary Savings	0.00	(1,000,000.00)	(353,309.13)	646,690.87	-64.67%
160	0995	Formula Budget Adjustment	1,209.82	6,524.93	0.00	(6,524.93)	-100.00%
161	0996	Reserve	0.00	485,000.00	828,634.53	343,634.53	70.85%
162	0998	Superint Contingency Fund	0.00	20,000.00	20,000.00	0.00	0.00%
<b>163</b>	<b>Total</b>	<b>09XX Dues/Fees/Misc</b>	<b>1,062,836.29</b>	<b>1,194,187.68</b>	<b>7,402,743.18</b>	<b>3,595,840.36</b>	<b>301.11%</b>
<b>164</b>	<b>Total</b>	<b>Fund 10 General Fund</b>	<b>343,457,752.42</b>	<b>354,697,563.31</b>	<b>364,741,684.58</b>	<b>10,044,121.27</b>	<b>2.83%</b>
<b>Fund 27 Education Services</b>							
165	0101	Teacher-Temp	1,396,248.55	1,390,707.47	1,390,707.47	0.00	0.00%
166	0102	Sub Teacher-Contractual	767,453.95	533,558.00	711,099.00	177,541.00	33.27%
167	0103	Clerical / Technical-Temp	607.72	300.00	300.00	0.00	0.00%
168	0104	EA / SEA-Temp	1,013,403.31	990,560.32	990,560.32	0.00	0.00%
169	0109	Misc-Temp	86,989.48	57,704.63	57,704.63	0.00	0.00%
170	0110	Administrative-Perm	648,579.73	661,864.50	677,749.25	15,884.75	2.40%
171	0111	Teacher-Perm	31,829,705.91	33,280,362.25	33,523,506.67	243,144.42	0.73%
172	0113	Clerical / Technical-Perm	345,599.27	346,803.89	355,173.08	8,369.19	2.41%
173	0114	EA / HCA-Perm	7,932,558.24	7,196,636.75	7,498,297.83	301,661.08	4.19%
174	0118	PermNon-Union Professional	86,341.18	0.00	0.00	0.00	0.00%
175	0119	Misc-Perm	1,829,408.03	2,007,839.84	1,996,566.49	(11,273.35)	-0.56%
176	0121	Sub SEA-Contractual	53,930.87	0.00	0.00	0.00	0.00%
177	0122	Sub Teacher-Administrativ	161,924.45	190,578.53	190,578.53	0.00	0.00%
178	0124	Sub SEA Floater	186,076.00	350,962.32	336,629.69	(14,332.63)	-4.08%
179	0126	Time Limited EA/SEA	390,524.11	168,609.00	168,609.00	0.00	0.00%
180	0163	Clerical OT	12,918.84	25,000.00	25,000.00	0.00	0.00%
181	0164	Ed Asst OT	1,796.77	0.00	0.00	0.00	0.00%
182	0169	Other OT	6,362.08	0.00	0.00	0.00	0.00%
<b>183</b>	<b>Total</b>	<b>01XX Salaries</b>	<b>46,750,428.49</b>	<b>47,201,487.50</b>	<b>47,922,481.96</b>	<b>720,994.46</b>	<b>1.53%</b>
184	0212	Employer's Share WRS	2,965,051.75	2,864,158.62	3,003,695.69	139,537.07	4.87%
185	0214	Employer WRS Rate Temp	0.00	148,211.90	157,088.90	8,877.00	5.99%
186	0220	Social Security	3,541,235.72	3,296,510.70	3,239,334.40	(57,176.30)	-1.73%
187	0222	Social Security Rate Temp	0.00	189,910.77	203,492.77	13,582.00	7.15%
188	0230	Life Insurance	106,820.51	116,923.94	127,697.69	10,773.75	9.21%
189	0240	Health Insurance	13,890,976.66	13,999,986.53	11,904,539.35	(2,095,447.18)	-14.97%
190	0243	Dental Insurance	747,528.81	736,534.49	790,776.81	54,242.32	7.36%
191	0250	Other Insurance	424,658.59	0.00	0.00	0.00	0.00%

## Madison Metropolitan School District Expenditures by Fund and Object 2017-2018 Proposed Budget

*Note: Includes all Budgeted Funds and Interfund Transfers*

2017-2018 Budgets by Fund/Object			2015-2016	2016-2017	2017-2018	2017-2018	2017-2018
			Expenditures	Fall Budget	Proposed Budget	Incr/Decr	% Chg
192	0251	Long Term Disability Ins	325,059.10	327,967.12	228,183.78	(99,783.34)	-30.42%
193	0291	College Credit Reimbursement	795.93	15,000.00	15,000.00	0.00	0.00%
<b>194</b>	<b>Total</b>	<b>02XX Benefits</b>	<b>22,002,127.07</b>	<b>21,695,204.07</b>	<b>19,669,809.39</b>	<b>(2,025,394.68)</b>	<b>-9.34%</b>
195	0310	Personal Svs-Prof/Tec/Official	301,677.88	475,900.00	475,900.00	0.00	0.00%
196	0314	Personal Services Consult	8,811.21	12,000.00	12,000.00	0.00	0.00%
197	0322	Building Maintenance	0.00	68,000.00	68,000.00	0.00	0.00%
198	0324	Equipment Repair Svcs	3,733.74	9,800.00	9,800.00	0.00	0.00%
199	0328	Space Rental-Events/Mtgs	25,610.62	33,100.00	33,100.00	0.00	0.00%
200	0329	Space Rental - Long Term	20,000.00	20,000.00	20,000.00	0.00	0.00%
201	0341	Pupil Travel	3,947,949.48	3,986,240.00	3,986,240.00	0.00	0.00%
202	0342	Employee Travel Local	171,725.59	170,050.00	170,050.00	0.00	0.00%
203	0344	Employee Trav-Conferences	145,069.67	131,844.00	131,844.00	0.00	0.00%
204	0349	Taxi Cab Transportation	253.40	300.00	300.00	0.00	0.00%
205	0353	Postage	49.00	800.00	800.00	0.00	0.00%
206	0354	Printing & Binding	9,245.83	12,900.00	12,900.00	0.00	0.00%
207	0355	Telephone	15,804.37	200.00	200.00	0.00	0.00%
208	0356	Quick Copy Service	21,816.34	27,500.00	27,500.00	0.00	0.00%
209	0358	On-line communications	22,750.50	11,200.00	11,200.00	0.00	0.00%
210	0370	Educ Svcs-Non Govt Agency	184,936.60	171,999.98	171,999.98	0.00	0.00%
211	0382	Interdistrict Pymt In WI	16,086.52	0.00	0.00	0.00	0.00%
212	0387	Payment To State	620.00	1,000.00	1,000.00	0.00	0.00%
213	0389	Payment To WTCS District	23,425.76	0.00	0.00	0.00	0.00%
<b>214</b>	<b>Total</b>	<b>03XX Purch Svcs</b>	<b>4,919,566.51</b>	<b>5,132,833.98</b>	<b>5,132,833.98</b>	<b>0.00</b>	<b>0.00%</b>
215	0411	General Supplies	246,862.88	401,669.00	401,669.00	0.00	0.00%
216	0412	Workbooks	0.00	0.00	0.00	0.00	0.00%
217	0415	Food	10,310.18	8,000.00	8,000.00	0.00	0.00%
218	0433	Newspapers	265.84	300.00	300.00	0.00	0.00%
219	0434	Periodicals	7,598.60	9,550.00	9,550.00	0.00	0.00%
220	0435	Instr Computer Software	33,724.60	56,000.00	56,000.00	0.00	0.00%
221	0439	Other Media	165,613.72	241,676.00	241,676.00	0.00	0.00%
222	0440	Non-Capital Equipment	194,994.00	201,100.00	201,100.00	0.00	0.00%
223	0480	Non-Instr Comp Software	0.00	0.00	0.00	0.00	0.00%
224	0490	Non-Instr Reference Mats	25,013.28	300.00	300.00	0.00	0.00%
<b>225</b>	<b>Total</b>	<b>04XX Non-Capital</b>	<b>684,383.10</b>	<b>918,595.00</b>	<b>918,595.00</b>	<b>0.00</b>	<b>0.00%</b>
226	0542	Building Improve Replace	0.00	0.00	0.00	0.00	0.00%
227	0551	Equipment - Addition	0.00	0.00	0.00	0.00	0.00%
228	0558	Computers	0.00	10,000.00	10,000.00	0.00	0.00%
229	0559	Computer Peripherals	0.00	5,000.00	5,000.00	0.00	0.00%
<b>230</b>	<b>Total</b>	<b>05XX Capital Purch</b>	<b>0.00</b>	<b>15,000.00</b>	<b>15,000.00</b>	<b>0.00</b>	<b>0.00%</b>
231	0713	Worker's Compensation	10,970.42	404,950.00	404,950.00	0.00	0.00%
<b>232</b>	<b>Total</b>	<b>07XX Insurance</b>	<b>10,970.42</b>	<b>404,950.00</b>	<b>404,950.00</b>	<b>0.00</b>	<b>0.00%</b>
233	0810	General	224,302.24	166,555.80	166,555.80	0.00	0.00%
<b>234</b>	<b>Total</b>	<b>08XX Transfers</b>	<b>224,302.24</b>	<b>166,555.80</b>	<b>166,555.80</b>	<b>0.00</b>	<b>0.00%</b>
235	0936	Transit Of St Handic Aid	27,590.42	0.00	0.00	0.00	0.00%
236	0941	Organizational Dues	14,548.20	23,900.00	23,900.00	0.00	0.00%
237	0942	Employee Dues/Fees	7,837.50	9,180.00	9,180.00	0.00	0.00%
238	0992	Salary Savings	0.00	0.00	0.00	0.00	0.00%
<b>239</b>	<b>Total</b>	<b>09XX Dues/Fees/Misc</b>	<b>49,976.12</b>	<b>33,080.00</b>	<b>33,080.00</b>	<b>0.00</b>	<b>0.00%</b>

## Madison Metropolitan School District Expenditures by Fund and Object 2017-2018 Proposed Budget

*Note: Includes all Budgeted Funds and Interfund Transfers*

2017-2018 Budgets by Fund/Object			2015-2016	2016-2017	2017-2018	2017-2018	2017-2018
			Expenditures	Fall Budget	Proposed Budget	Incr/Decr	% Chg
<b>240</b>	<b>Total</b>	<b>Fund 27 Education Services</b>	<b>74,641,753.95</b>	<b>75,567,706.35</b>	<b>74,263,306.13</b>	<b>(1,304,400.22)</b>	<b>-1.73%</b>
<b>Fund 30 Debt Service</b>							
241	0673	Principal-Long-Term Notes	2,160,000.00	4,160,000.00	3,890,000.00	(270,000.00)	-6.49%
242	0675	Principal-Long-Term Bonds	14,230,000.00	2,760,000.00	2,865,000.00	105,000.00	3.80%
243	0683	Interest-Long-Term Notes	685,486.77	1,216,937.50	1,133,737.50	(83,200.00)	-6.84%
244	0685	Interest-Long-Term Bonds	835,254.27	637,537.50	514,787.50	(122,750.00)	-19.25%
245	0691	Other Debt Retirement	857,165.64	0.00	0.00	0.00	0.00%
<b>246</b>	<b>Total</b>	<b>06XX Debt Payments</b>	<b>18,767,906.68</b>	<b>8,774,475.00</b>	<b>8,403,525.00</b>	<b>(370,950.00)</b>	<b>-4.23%</b>
<b>247</b>	<b>Total</b>	<b>Fund 30 Debt Service</b>	<b>18,767,906.68</b>	<b>8,774,475.00</b>	<b>8,403,525.00</b>	<b>(370,950.00)</b>	<b>-4.23%</b>
<b>Fund 38 Non-Ref Debt Service Fund</b>							
248	0673	Principal-Long-Term Notes	815,000.00	840,000.00	860,000.00	20,000.00	2.38%
249	0674	Principal-State Trust Fun	81,612.91	180,100.00	188,716.00	8,616.00	4.78%
250	0675	Principal-Long-Term Bonds	2,025,000.00	2,155,000.00	2,300,000.00	145,000.00	6.73%
251	0683	Interest-Long-Term Notes	176,050.00	186,275.00	191,950.00	5,675.00	3.05%
252	0684	Interest-St Trust Fd	9,424.11	26,115.00	17,499.00	(8,616.00)	-32.99%
253	0685	Interest-Long-Term Bonds	940,300.00	872,064.00	790,364.00	(81,700.00)	-9.37%
<b>254</b>	<b>Total</b>	<b>06XX Debt Payments</b>	<b>4,047,387.02</b>	<b>4,259,554.00</b>	<b>4,348,529.00</b>	<b>88,975.00</b>	<b>2.09%</b>
<b>255</b>	<b>Total</b>	<b>Fund 38 Non-Ref Debt Service Fund</b>	<b>4,047,387.02</b>	<b>4,259,554.00</b>	<b>4,348,529.00</b>	<b>88,975.00</b>	<b>2.09%</b>
<b>Fund 41 Capital Expansion Fund</b>							
256	0110	Administrative-Perm	114,510.56	115,689.60	118,466.15	2,776.55	2.40%
257	0116	Maint / Trades-Perm	806,087.50	819,112.03	833,103.98	13,991.95	1.71%
258	0118	PermNon-Union Professional	0.00	0.00	29,197.76	29,197.76	0.00%
259	0139	Cust O/T-Emergency Maint.	34.67	0.00	0.00	0.00	0.00%
260	0166	Trades OT	6,673.66	0.00	0.00	0.00	0.00%
<b>261</b>	<b>Total</b>	<b>01XX Salaries</b>	<b>927,306.39</b>	<b>934,801.63</b>	<b>980,767.89</b>	<b>45,966.26</b>	<b>4.92%</b>
262	0212	Employer's Share WRS	61,166.56	62,631.20	67,672.72	5,041.52	8.05%
263	0220	Social Security	71,156.79	70,423.31	72,302.00	1,878.69	2.67%
264	0230	Life Insurance	4,357.08	4,216.44	4,225.92	9.48	0.22%
265	0240	Health Insurance	229,253.11	253,660.65	229,520.79	(24,139.86)	-9.52%
266	0243	Dental Insurance	11,782.06	12,623.58	13,757.97	1,134.39	8.99%
267	0251	Long Term Disability Ins	7,558.37	6,726.77	6,731.41	4.64	0.07%
<b>268</b>	<b>Total</b>	<b>02XX Benefits</b>	<b>385,273.97</b>	<b>410,281.95</b>	<b>394,210.81</b>	<b>(16,071.14)</b>	<b>-3.92%</b>
269	0311	Architech & Engineer Fees	1,601.32	0.00	0.00	0.00	0.00%
270	0321	Site Maintenance	122,833.18	0.00	0.00	0.00	0.00%
271	0322	Building Maintenance	2,431,351.74	2,648,601.42	3,018,706.30	370,104.88	13.97%
272	0351	Advertising	0.00	1,500.00	1,500.00	0.00	0.00%
<b>273</b>	<b>Total</b>	<b>03XX Purch Svcs</b>	<b>2,555,786.24</b>	<b>2,650,101.42</b>	<b>3,020,206.30</b>	<b>370,104.88</b>	<b>13.97%</b>
274	0411	General Supplies	856.27	0.00	0.00	0.00	0.00%
275	0420	Apparel	191.56	0.00	0.00	0.00	0.00%
276	0440	Non-Capital Equipment	126.40	0.00	0.00	0.00	0.00%
<b>277</b>	<b>Total</b>	<b>04XX Non-Capital</b>	<b>1,174.23</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00%</b>
278	0713	Worker's Compensation	8,919.42	4,815.00	4,815.00	0.00	0.00%
<b>279</b>	<b>Total</b>	<b>07XX Insurance</b>	<b>8,919.42</b>	<b>4,815.00</b>	<b>4,815.00</b>	<b>0.00</b>	<b>0.00%</b>
<b>280</b>	<b>Total</b>	<b>Fund 41 Capital Expansion Fund</b>	<b>3,878,460.25</b>	<b>4,000,000.00</b>	<b>4,400,000.00</b>	<b>400,000.00</b>	<b>10.00%</b>
<b>Fund 42 2015 Referendum</b>							
281	0310	Personal Svs-Prof/Tec/Official	1,560.00	0.00	0.00	0.00	0.00%
282	0311	Architech & Engineer Fees	3,261,258.77	33,701.82	33,701.82	0.00	0.00%

## Madison Metropolitan School District Expenditures by Fund and Object 2017-2018 Proposed Budget

*Note: Includes all Budgeted Funds and Interfund Transfers*

2017-2018 Budgets by Fund/Object			2015-2016	2016-2017	2017-2018	2017-2018	2017-2018
			Expenditures	Fall Budget	Proposed Budget	Incr/Decr	% Chg
283	0314	Personal Services Consult	0.00	85,000.00	85,000.00	0.00	0.00%
284	0322	Building Maintenance	13,218,672.96	20,800,168.64	8,477,625.80	(12,322,542.84)	-59.24%
285	0329	Space Rental - Long Term	0.00	0.00	0.00	0.00	0.00%
286	0354	Printing & Binding	408.00	0.00	0.00	0.00	0.00%
<b>287</b>	<b>Total</b>	<b>03XX Purch Svcs</b>	<b>16,481,899.73</b>	<b>20,918,870.46</b>	<b>8,596,327.62</b>	<b>(12,322,542.84)</b>	<b>-58.91%</b>
288	0440	Non-Capital Equipment	119,031.57	73,754.00	73,754.00	0.00	0.00%
<b>289</b>	<b>Total</b>	<b>04XX Non-Capital</b>	<b>119,031.57</b>	<b>73,754.00</b>	<b>73,754.00</b>	<b>0.00</b>	<b>0.00%</b>
290	0551	Equipment - Addition	201,454.26	1,064,000.00	1,064,000.00	0.00	0.00%
291	0558	Computers	0.00	1,957,296.23	1,047,125.26	(910,170.97)	-46.50%
<b>292</b>	<b>Total</b>	<b>05XX Capital Purch</b>	<b>201,454.26</b>	<b>3,021,296.23</b>	<b>2,111,125.26</b>	<b>(910,170.97)</b>	<b>-30.13%</b>
293	0711	District Liability Ins	5,000.00	10,000.00	10,000.00	0.00	0.00%
<b>294</b>	<b>Total</b>	<b>07XX Insurance</b>	<b>5,000.00</b>	<b>10,000.00</b>	<b>10,000.00</b>	<b>0.00</b>	<b>0.00%</b>
<b>295</b>	<b>Total</b>	<b>Fund 42 2015 Referendum</b>	<b>16,807,385.56</b>	<b>24,023,920.69</b>	<b>10,791,206.88</b>	<b>(13,232,713.81)</b>	<b>-55.08%</b>
<b>Fund 50 Food Service</b>							
296	0100	Administrative Temp	19,518.75	21,868.00	21,868.00	0.00	0.00%
297	0103	Clerical / Technical-Temp	0.00	14,319.34	14,319.34	0.00	0.00%
298	0105	Cust / Operation-Temp	0.00	505.00	505.00	0.00	0.00%
299	0107	Food Service-Temp	172,500.76	138,505.00	138,505.00	0.00	0.00%
300	0110	Administrative-Perm	274,391.94	187,093.84	191,584.09	4,490.25	2.40%
301	0113	Clerical / Technical-Perm	66,177.23	78,845.13	80,992.15	2,147.02	2.72%
302	0115	Cust / Operation-Perm	280,355.79	278,557.76	288,849.10	10,291.34	3.69%
303	0117	Food Service-Permanent	2,093,068.85	2,326,603.16	2,361,159.49	34,556.33	1.49%
304	0118	PermNon-Union Professional	100,704.25	242,784.25	244,291.99	1,507.74	0.62%
305	0129	Noon Lunch Supervision	57.46	0.00	0.00	0.00	0.00%
306	0135	Cust O/T-Snow Plowing	3,685.64	0.00	0.00	0.00	0.00%
307	0137	Cust O/T-Facility Rentals	148.98	0.00	0.00	0.00	0.00%
308	0139	Cust O/T-Emergency Maint.	97.13	0.00	0.00	0.00	0.00%
309	0163	Clerical OT	775.78	0.00	0.00	0.00	0.00%
310	0165	Custodial OT	9,721.70	0.00	0.00	0.00	0.00%
311	0167	Food Svcs OT	29,107.90	0.00	0.00	0.00	0.00%
312	0169	Other OT	0.44	0.00	0.00	0.00	0.00%
<b>313</b>	<b>Total</b>	<b>01XX Salaries</b>	<b>3,050,312.60</b>	<b>3,289,081.48</b>	<b>3,342,074.16</b>	<b>52,992.68</b>	<b>1.61%</b>
314	0212	Employer's Share WRS	183,597.61	160,068.33	171,327.36	11,259.03	7.03%
315	0214	Employer WRS Rate Temp	0.00	11,767.60	11,767.60	0.00	0.00%
316	0220	Social Security	230,690.40	234,290.31	227,218.95	(7,071.36)	-3.02%
317	0222	Social Security Rate Temp	0.00	13,406.06	13,406.06	0.00	0.00%
318	0230	Life Insurance	8,292.25	10,195.88	10,574.09	378.21	3.71%
319	0240	Health Insurance	1,363,503.48	1,623,666.59	1,499,820.66	(123,845.93)	-7.63%
320	0243	Dental Insurance	67,556.11	77,497.74	88,012.26	10,514.52	13.57%
321	0251	Long Term Disability Ins	18,168.73	20,952.94	20,323.39	(629.55)	-3.00%
<b>322</b>	<b>Total</b>	<b>02XX Benefits</b>	<b>1,871,808.58</b>	<b>2,151,845.45</b>	<b>2,042,450.37</b>	<b>(109,395.08)</b>	<b>-5.08%</b>
323	0310	Personal Svcs-Prof/Tec/Official	6,549.22	0.00	0.00	0.00	0.00%
324	0318	Pers Svcs Clerical-Temp	5,200.55	5,200.00	5,200.00	0.00	0.00%
325	0322	Building Maintenance	0.00	20,000.00	20,000.00	0.00	0.00%
326	0323	Purchased Svcs Operation	30,900.47	36,000.00	36,000.00	0.00	0.00%
327	0324	Equipment Repair Svcs	57,411.60	56,000.00	64,746.00	8,746.00	15.62%
328	0331	Gas	14,066.77	25,000.00	25,000.00	0.00	0.00%
329	0336	Electricity	36,787.11	38,000.00	38,000.00	0.00	0.00%

## Madison Metropolitan School District Expenditures by Fund and Object 2017-2018 Proposed Budget

*Note: Includes all Budgeted Funds and Interfund Transfers*

2017-2018 Budgets by Fund/Object			2015-2016	2016-2017	2017-2018	2017-2018	2017-2018
			Expenditures	Fall Budget	Proposed Budget	Incr/Decr	% Chg
330	0337	Water & Sewer	13,411.76	17,000.00	17,000.00	0.00	0.00%
331	0342	Employee Travel Local	14,239.46	13,500.00	13,500.00	0.00	0.00%
332	0344	Employee Trav-Conferences	60.00	0.00	0.00	0.00	0.00%
333	0354	Printing & Binding	2,076.97	2,000.00	2,000.00	0.00	0.00%
334	0355	Telephone	5,498.72	1,400.00	1,400.00	0.00	0.00%
335	0381	Payment To Municipality	0.00	16,500.00	16,500.00	0.00	0.00%
336	0387	Payment To State	8,796.08	12,000.00	12,000.00	0.00	0.00%
<b>337</b>	<b>Total</b>	<b>03XX Purch Svcs</b>	<b>194,998.71</b>	<b>242,600.00</b>	<b>251,346.00</b>	<b>8,746.00</b>	<b>3.61%</b>
338	0411	General Supplies	397,669.45	475,827.53	423,146.28	(52,681.25)	-11.07%
339	0415	Food	4,428,331.73	4,758,788.89	4,834,986.97	76,198.08	1.60%
340	0420	Apparel	18,997.39	21,800.00	21,800.00	0.00	0.00%
341	0440	Non-Capital Equipment	29,708.91	22,000.00	22,000.00	0.00	0.00%
342	0480	Non-Instr Comp Software	115,970.48	39,000.00	39,000.00	0.00	0.00%
<b>343</b>	<b>Total</b>	<b>04XX Non-Capital</b>	<b>4,990,677.96</b>	<b>5,317,416.42</b>	<b>5,340,933.25</b>	<b>23,516.83</b>	<b>0.44%</b>
344	0551	Equipment - Addition	61,665.12	50,000.00	125,000.00	75,000.00	150.00%
345	0558	Computers	0.00	20,000.00	20,000.00	0.00	0.00%
346	0561	Equipment - Replacement	0.00	2,500.00	2,500.00	0.00	0.00%
347	0570	Equipment-Rental	0.00	2,500.00	2,500.00	0.00	0.00%
<b>348</b>	<b>Total</b>	<b>05XX Capital Purch</b>	<b>61,665.12</b>	<b>75,000.00</b>	<b>150,000.00</b>	<b>75,000.00</b>	<b>100.00%</b>
349	0713	Worker's Compensation	28,087.32	21,280.00	21,280.00	0.00	0.00%
<b>350</b>	<b>Total</b>	<b>07XX Insurance</b>	<b>28,087.32</b>	<b>21,280.00</b>	<b>21,280.00</b>	<b>0.00</b>	<b>0.00%</b>
351	0942	Employee Dues/Fees	0.00	0.00	0.00	0.00	0.00%
<b>352</b>	<b>Total</b>	<b>09XX Dues/Fees/Misc</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00%</b>
<b>353</b>	<b>Total</b>	<b>Fund 50 Food Service</b>	<b>10,197,550.29</b>	<b>11,097,223.35</b>	<b>11,148,083.78</b>	<b>50,860.43</b>	<b>0.46%</b>
<b>Fund 80 Community Service</b>							
354	0101	Teacher-Temp	3,161.76	12,000.00	12,000.00	0.00	0.00%
355	0103	Clerical / Technical-Temp	26,118.19	3,000.00	3,000.00	0.00	0.00%
356	0104	EA / SEA-Temp	1,273.10	450.00	450.00	0.00	0.00%
357	0105	Cust / Operation-Temp	65.25	875.00	875.00	0.00	0.00%
358	0107	Food Service-Temp	1,054.43	0.00	0.00	0.00	0.00%
359	0109	Misc-Temp	4,840,596.45	4,956,198.59	5,050,707.59	94,509.00	1.91%
360	0110	Administrative-Perm	740,317.12	640,071.00	633,034.97	(7,036.03)	-1.10%
361	0111	Teacher-Perm	198,725.97	230,127.29	200,189.77	(29,937.52)	-13.01%
362	0113	Clerical / Technical-Perm	1,341,668.92	1,426,811.40	1,455,281.80	28,470.40	2.00%
363	0114	EA / HCA-Perm	123,519.23	132,164.97	133,255.42	1,090.45	0.83%
364	0115	Cust / Operation-Perm	495,590.83	554,203.72	531,144.52	(23,059.20)	-4.16%
365	0118	PermNon-Union Professional	2,177,328.62	2,524,380.32	2,522,560.04	(1,820.28)	-0.07%
366	0135	Cust O/T-Snow Plowing	437.90	0.00	0.00	0.00	0.00%
367	0137	Cust O/T-Facility Rentals	8,347.94	0.00	0.00	0.00	0.00%
368	0138	Cust O/T-MSCR Programming	2,834.90	0.00	0.00	0.00	0.00%
369	0139	Cust O/T-Emergency Maint.	35.16	0.00	0.00	0.00	0.00%
370	0141	Security	31,200.72	61,126.11	61,953.86	827.75	1.35%
371	0161	Security OT	635.79	0.00	0.00	0.00	0.00%
372	0163	Clerical OT	17,185.08	12,626.45	12,626.45	0.00	0.00%
373	0164	Ed Asst OT	3,355.89	0.00	0.00	0.00	0.00%
374	0165	Custodial OT	4,683.82	0.00	0.00	0.00	0.00%
375	0169	Other OT	51,997.64	0.00	0.00	0.00	0.00%
<b>376</b>	<b>Total</b>	<b>01XX Salaries</b>	<b>10,070,134.71</b>	<b>10,554,034.85</b>	<b>10,617,079.42</b>	<b>63,044.57</b>	<b>0.60%</b>

## Madison Metropolitan School District Expenditures by Fund and Object 2017-2018 Proposed Budget

*Note: Includes all Budgeted Funds and Interfund Transfers*

2017-2018 Budgets by Fund/Object			2015-2016	2016-2017	2017-2018	2017-2018	2017-2018
			Expenditures	Fall Budget	Proposed Budget	Incr/Decr	% Chg
377	0212	Employer's Share WRS	448,141.15	345,687.73	378,473.61	32,785.88	9.48%
378	0214	Employer WRS Rate Temp	0.00	187,210.76	190,471.76	3,261.00	1.74%
379	0220	Social Security	766,740.06	416,592.17	408,918.66	(7,673.51)	-1.84%
380	0222	Social Security Rate Temp	0.00	366,832.33	374,062.33	7,230.00	1.97%
381	0230	Life Insurance	11,146.43	12,990.12	12,512.74	(477.38)	-3.67%
382	0240	Health Insurance	1,358,350.85	1,434,242.13	1,131,484.74	(302,757.39)	-21.11%
383	0243	Dental Insurance	68,350.75	72,403.50	72,867.68	464.18	0.64%
384	0251	Long Term Disability Ins	41,145.36	40,832.85	37,477.03	(3,355.82)	-8.22%
<b>385</b>	<b>Total</b>	<b>02XX Benefits</b>	<b>2,693,874.60</b>	<b>2,876,791.59</b>	<b>2,606,268.55</b>	<b>(270,523.04)</b>	<b>-9.40%</b>
386	0308	Police-Educational Res	362,764.35	0.00	0.00	0.00	0.00%
387	0310	Personal Svs-Prof/Tec/Official	1,074,383.28	1,038,359.00	847,359.00	(191,000.00)	-18.39%
388	0314	Personal Services Consult	1,319.28	0.00	0.00	0.00	0.00%
389	0315	Employee Health Exams	482.00	1,000.00	1,000.00	0.00	0.00%
390	0318	Pers Svcs Clerical-Temp	401.04	0.00	0.00	0.00	0.00%
391	0321	Site Maintenance	2,157.08	0.00	0.00	0.00	0.00%
392	0322	Building Maintenance	44,725.79	110,000.00	110,000.00	0.00	0.00%
393	0323	Purchased Svcs Operation	1,200.00	0.00	0.00	0.00	0.00%
394	0324	Equipment Repair Svcs	7,613.57	9,043.94	9,043.94	0.00	0.00%
395	0327	Vehicle Repair Svcs	2,571.43	1,250.00	1,250.00	0.00	0.00%
396	0328	Space Rental-Events/Mtgs	7,464.80	1,500.00	1,500.00	0.00	0.00%
397	0329	Space Rental - Long Term	233,705.50	234,600.00	240,600.00	6,000.00	2.56%
398	0331	Gas	9,118.71	9,500.00	9,500.00	0.00	0.00%
399	0336	Electricity	18,491.65	19,600.00	19,600.00	0.00	0.00%
400	0337	Water & Sewer	623.83	500.00	500.00	0.00	0.00%
401	0341	Pupil Travel	706,677.02	788,683.00	788,683.00	0.00	0.00%
402	0342	Employee Travel Local	37,108.33	38,600.00	38,600.00	0.00	0.00%
403	0344	Employee Trav-Conferences	21,064.94	20,443.00	20,443.00	0.00	0.00%
404	0349	Taxi Cab Transportation	0.00	0.00	0.00	0.00	0.00%
405	0351	Advertising	70,217.90	52,000.00	52,000.00	0.00	0.00%
406	0353	Postage	1,795.26	2,690.57	2,690.57	0.00	0.00%
407	0354	Printing & Binding	16,691.73	8,910.00	8,910.00	0.00	0.00%
408	0355	Telephone	24,223.51	22,500.00	22,500.00	0.00	0.00%
409	0356	Quick Copy Service	53.76	0.00	0.00	0.00	0.00%
410	0359	Satellite License	1,625.00	1,650.00	1,650.00	0.00	0.00%
411	0370	Educ Svcs-Non Govt Agency	0.00	64,000.00	64,000.00	0.00	0.00%
412	0381	Payment To Municipality	104,393.41	122,100.00	122,100.00	0.00	0.00%
<b>413</b>	<b>Total</b>	<b>03XX Purch Svcs</b>	<b>2,750,873.17</b>	<b>2,546,929.51</b>	<b>2,361,929.51</b>	<b>(185,000.00)</b>	<b>-7.26%</b>
414	0411	General Supplies	354,933.99	444,229.48	444,729.48	500.00	0.11%
415	0415	Food	168,250.93	56,185.00	55,685.00	(500.00)	-0.89%
416	0417	Paper	3,119.79	2,000.00	2,000.00	0.00	0.00%
417	0418	Fuel For Vehicles	494.70	6,000.00	6,000.00	0.00	0.00%
418	0420	Apparel	48,522.30	14,200.00	14,200.00	0.00	0.00%
419	0431	Audiovisual Media	0.00	229.95	229.95	0.00	0.00%
420	0434	Periodicals	0.00	0.00	0.00	0.00	0.00%
421	0435	Instr Computer Software	3,404.51	7,365.97	7,365.97	0.00	0.00%
422	0440	Non-Capital Equipment	144.50	0.00	0.00	0.00	0.00%
423	0460	Equipment Components	107.85	3,000.00	3,000.00	0.00	0.00%
424	0480	Non-Instr Comp Software	7,898.50	13,800.00	13,800.00	0.00	0.00%

## Madison Metropolitan School District Expenditures by Fund and Object 2017-2018 Proposed Budget

*Note: Includes all Budgeted Funds and Interfund Transfers*

2017-2018 Budgets by Fund/Object			2015-2016	2016-2017	2017-2018	2017-2018	2017-2018
			Expenditures	Fall Budget	Proposed Budget	Incr/Decr	% Chg
<b>425</b>	<b>Total</b>	<b>04XX Non-Capital</b>	<b>586,877.07</b>	<b>547,010.40</b>	<b>547,010.40</b>	<b>0.00</b>	<b>0.00%</b>
426	0541	Building Improve Addition	24,441.00	0.00	0.00	0.00	0.00%
427	0551	Equipment - Addition	72,337.91	11,000.00	11,000.00	0.00	0.00%
428	0558	Computers	7,028.04	8,127.00	8,127.00	0.00	0.00%
429	0559	Computer Peripherals	1,685.00	2,194.76	2,194.76	0.00	0.00%
430	0561	Equipment - Replacement	0.00	0.00	0.00	0.00	0.00%
431	0570	Equipment-Rental	9,414.06	5,850.00	5,850.00	0.00	0.00%
<b>432</b>	<b>Total</b>	<b>05XX Capital Purch</b>	<b>114,906.01</b>	<b>27,171.76</b>	<b>27,171.76</b>	<b>0.00</b>	<b>0.00%</b>
433	0713	Worker's Compensation	51,845.76	50,000.00	50,000.00	0.00	0.00%
<b>434</b>	<b>Total</b>	<b>07XX Insurance</b>	<b>51,845.76</b>	<b>50,000.00</b>	<b>50,000.00</b>	<b>0.00</b>	<b>0.00%</b>
435	0810	General	54,974.51	55,629.70	55,629.70	0.00	0.00%
<b>436</b>	<b>Total</b>	<b>08XX Transfers</b>	<b>54,974.51</b>	<b>55,629.70</b>	<b>55,629.70</b>	<b>0.00</b>	<b>0.00%</b>
437	0941	Organizational Dues	2,078.40	2,000.00	2,000.00	0.00	0.00%
438	0944	Bank Service Charges	104,253.28	114,600.00	114,600.00	0.00	0.00%
439	0990	Miscellaneous	0.00	0.00	174,000.00	174,000.00	0.00%
<b>440</b>	<b>Total</b>	<b>09XX Dues/Fees/Misc</b>	<b>106,331.68</b>	<b>116,600.00</b>	<b>290,600.00</b>	<b>174,000.00</b>	<b>149.23%</b>
<b>441</b>	<b>Total</b>	<b>Fund 80 Community Service</b>	<b>16,429,817.51</b>	<b>16,774,167.81</b>	<b>16,555,689.34</b>	<b>(218,478.47)</b>	<b>-1.30%</b>
<b>442</b>	<b>Total</b>	<b>All Funds:</b>	<b>488,228,013.68</b>	<b>499,194,610.51</b>	<b>494,652,024.71</b>	<b>(4,542,585.80)</b>	<b>-0.91%</b>

## Statement of Revenue and Expenditure Budget Changes from 2016-17 Fall Budget to 2017-18 Proposed Budget

### Proposed Expenditures by Fund and Function

This table summarizes MMSD expenditures in terms of dollars by two (2) digit function code. It shows the prior year 2015-16 Actuals, 2016-17 Fall Budget, 2017-18 Proposed Budget, and the increase/decrease from the 2016-17 Fall Budget versus the 2017-18 Proposed Budget.

#### **Definitions:**

- 2016-17 Fall Budget = Fall Revised School Year 2016-17 Budget Adopted by the board in October 2016.
- 2017-18 Proposed Budget = Spring Proposed Budget to the Board for School Year 2017-18.

#### **Notes for Proposed Expenditures by Fund and Function:**

There are no notes for this table.

## Madison Metropolitan School District Expenditures by Fund and Function 2017-2018 Proposed Budget

*Note: Includes all Budgeted Funds and Interfund Transfers*

2017-2018 Budgets by Fund/Function			2015-2016	2016-2017	2017-2018	2017-2018	2017-2018
			Expenditures	Fall Budget	Proposed Budget	Incr/Decr	% Chg
<b>Fund 10 General Fund</b>							
1	110000	Undifferentiated Curriculum	66,440,557.56	67,532,133.31	68,995,698.45	1,463,565.14	2.17%
2	120000	Regular Curriculum	79,849,835.72	80,227,405.24	81,064,985.23	837,579.99	1.04%
3	130000	Vocational Curriculum	4,351,394.17	4,214,870.37	4,384,388.90	169,518.53	4.02%
4	140000	Physical Curriculum	8,165,127.88	7,964,562.49	8,321,826.08	357,263.59	4.49%
5	160000	Co-Curricular Activities	3,136,933.27	2,830,243.21	2,975,561.77	145,318.56	5.13%
6	170000	Special Needs	355,107.81	460,553.04	453,441.14	(7,111.90)	-1.54%
7	<b>Total</b>	<b>Instruction</b>	<b>162,298,956.41</b>	<b>163,229,767.66</b>	<b>166,195,901.57</b>	<b>2,966,133.91</b>	<b>1.82%</b>
8	210000	Pupil Services	14,423,199.76	14,805,349.00	14,981,235.55	175,886.55	1.19%
9	220000	Instructional Staff Svc	22,009,984.30	24,483,993.48	26,866,098.86	2,382,105.38	9.73%
10	230000	District Administration	2,812,909.11	2,958,300.54	3,128,494.67	170,194.13	5.75%
11	240000	School Bldg Admin	19,532,384.63	19,336,330.91	19,585,213.36	248,882.45	1.29%
12	250000	Business Admin	40,072,698.43	44,536,780.68	44,265,622.95	(271,157.73)	-0.61%
13	260000	Central Services	8,929,542.90	10,343,094.89	11,347,623.19	1,004,528.30	9.71%
14	270000	Insurance & Judgements	2,338,630.55	2,660,955.00	2,660,955.00	0.00	0.00%
15	280000	Debt Services	445,273.19	785,473.29	885,473.29	100,000.00	12.73%
16	290000	Other Support Services	8,120,782.61	7,994,718.87	12,131,206.72	4,136,487.85	51.74%
17	<b>Total</b>	<b>Support Services</b>	<b>118,685,405.48</b>	<b>127,904,996.66</b>	<b>135,851,923.59</b>	<b>7,946,926.93</b>	<b>6.21%</b>
18	410000	Interfund Operating Trans	49,371,814.27	50,099,094.99	48,792,737.42	(1,306,357.57)	-2.61%
19	430000	Purchased Instruct Svcs	12,256,079.93	12,953,704.00	13,391,122.00	437,418.00	3.38%
20	490000	Other Non-Prog Transactio	845,496.33	510,000.00	510,000.00	0.00	0.00%
21	<b>Total</b>	<b>Non-Program Transactions</b>	<b>62,473,390.53</b>	<b>63,562,798.99</b>	<b>62,693,859.42</b>	<b>(868,939.57)</b>	<b>-1.37%</b>
22	<b>Total</b>	<b>Fund 10 General Fund</b>	<b>343,457,752.42</b>	<b>354,697,563.31</b>	<b>364,741,684.58</b>	<b>10,044,121.27</b>	<b>2.83%</b>
<b>Fund 27 Education Services</b>							
23	110000	Undifferentiated Curriculum	0.00	278,468.70	278,468.70	0.00	0.00%
24	150000	Special Education Curriculum	54,283,472.62	55,105,571.63	54,787,313.12	(318,258.51)	-0.58%
25	170000	Special Needs	186,055.29	186,782.34	190,569.36	3,787.02	2.03%
26	<b>Total</b>	<b>Instruction</b>	<b>54,469,527.91</b>	<b>55,570,822.67</b>	<b>55,256,351.18</b>	<b>(314,471.49)</b>	<b>-0.57%</b>
27	210000	Pupil Services	12,626,734.55	11,857,627.96	11,640,864.14	(216,763.82)	-1.83%
28	220000	Instructional Staff Svc	2,965,512.59	3,213,699.94	3,200,535.03	(13,164.91)	-0.41%
29	250000	Business Admin	4,092,666.94	4,197,050.00	4,197,050.00	0.00	0.00%
30	270000	Insurance & Judgements	10,970.42	404,950.00	404,950.00	0.00	0.00%
31	290000	Other Support Services	0.00	0.00	(760,000.00)	(760,000.00)	0.00%
32	<b>Total</b>	<b>Support Services</b>	<b>19,695,884.50</b>	<b>19,673,327.90</b>	<b>18,683,399.17</b>	<b>(989,928.73)</b>	<b>-5.03%</b>
33	410000	Interfund Operating Trans	224,302.24	166,555.80	166,555.80	0.00	0.00%
34	430000	Purchased Instruct Svcs	224,448.88	156,999.98	156,999.98	0.00	0.00%
35	490000	Other Non-Prog Transactio	27,590.42	0.00	0.00	0.00	0.00%
36	<b>Total</b>	<b>Non-Program Transactions</b>	<b>476,341.54</b>	<b>323,555.78</b>	<b>323,555.78</b>	<b>0.00</b>	<b>0.00%</b>
37	<b>Total</b>	<b>Fund 27 Education Services</b>	<b>74,641,753.95</b>	<b>75,567,706.35</b>	<b>74,263,306.13</b>	<b>(1,304,400.22)</b>	<b>-1.73%</b>
<b>Fund 30 Debt Service</b>							
38	280000	Debt Services	18,767,906.68	8,774,475.00	8,403,525.00	(370,950.00)	-4.23%
39	<b>Total</b>	<b>Support Services</b>	<b>18,767,906.68</b>	<b>8,774,475.00</b>	<b>8,403,525.00</b>	<b>(370,950.00)</b>	<b>-4.23%</b>
40	<b>Total</b>	<b>Fund 30 Debt Service</b>	<b>18,767,906.68</b>	<b>8,774,475.00</b>	<b>8,403,525.00</b>	<b>(370,950.00)</b>	<b>-4.23%</b>
<b>Fund 38 Non-Ref Debt Service Fund</b>							
41	280000	Debt Services	4,047,387.02	4,259,554.00	4,348,529.00	88,975.00	2.09%
42	<b>Total</b>	<b>Support Services</b>	<b>4,047,387.02</b>	<b>4,259,554.00</b>	<b>4,348,529.00</b>	<b>88,975.00</b>	<b>2.09%</b>
43	<b>Total</b>	<b>Fund 38 Non-Ref Debt Service Fund</b>	<b>4,047,387.02</b>	<b>4,259,554.00</b>	<b>4,348,529.00</b>	<b>88,975.00</b>	<b>2.09%</b>

## Madison Metropolitan School District Expenditures by Fund and Function 2017-2018 Proposed Budget

*Note: Includes all Budgeted Funds and Interfund Transfers*

2017-2018 Budgets by Fund/Function			2015-2016	2016-2017	2017-2018	2017-2018	2017-2018
			Expenditures	Fall Budget	Proposed Budget	Incr/Decr	% Chg
<b>Fund 41 Capital Expansion Fund</b>							
44	250000	Business Admin	3,869,540.83	3,995,185.00	4,395,185.00	400,000.00	10.01%
45	270000	Insurance & Judgements	8,919.42	4,815.00	4,815.00	0.00	0.00%
46	<b>Total</b>	<b>Support Services</b>	<b>3,878,460.25</b>	<b>4,000,000.00</b>	<b>4,400,000.00</b>	<b>400,000.00</b>	<b>10.00%</b>
47	<b>Total</b>	<b>Fund 41 Capital Expansion Fund</b>	<b>3,878,460.25</b>	<b>4,000,000.00</b>	<b>4,400,000.00</b>	<b>400,000.00</b>	<b>10.00%</b>
<b>Fund 42 2015 Referendum</b>							
48	250000	Business Admin	16,802,385.56	22,056,624.46	9,734,081.62	(12,322,542.84)	-55.87%
49	260000	Central Services	0.00	1,957,296.23	1,047,125.26	(910,170.97)	-46.50%
50	270000	Insurance & Judgements	5,000.00	10,000.00	10,000.00	0.00	0.00%
51	<b>Total</b>	<b>Support Services</b>	<b>16,807,385.56</b>	<b>24,023,920.69</b>	<b>10,791,206.88</b>	<b>(13,232,713.81)</b>	<b>-55.08%</b>
52	<b>Total</b>	<b>Fund 42 2015 Referendum</b>	<b>16,807,385.56</b>	<b>24,023,920.69</b>	<b>10,791,206.88</b>	<b>(13,232,713.81)</b>	<b>-55.08%</b>
<b>Fund 50 Food Service</b>							
53	250000	Business Admin	10,197,550.29	11,075,943.35	11,126,803.78	50,860.43	0.46%
54	270000	Insurance & Judgements	0.00	21,280.00	21,280.00	0.00	0.00%
55	<b>Total</b>	<b>Support Services</b>	<b>10,197,550.29</b>	<b>11,097,223.35</b>	<b>11,148,083.78</b>	<b>50,860.43</b>	<b>0.46%</b>
56	<b>Total</b>	<b>Fund 50 Food Service</b>	<b>10,197,550.29</b>	<b>11,097,223.35</b>	<b>11,148,083.78</b>	<b>50,860.43</b>	<b>0.46%</b>
<b>Fund 80 Community Service</b>							
57	250000	Business Admin	1,127,727.02	913,782.10	865,797.95	(47,984.15)	-5.25%
58	260000	Central Services	636,465.16	601,274.42	593,703.91	(7,570.51)	-1.26%
59	270000	Insurance & Judgements	0.00	50,000.00	50,000.00	0.00	0.00%
60	290000	Other Support Services	0.00	0.00	0.00	0.00	0.00%
61	<b>Total</b>	<b>Support Services</b>	<b>1,764,192.18</b>	<b>1,565,056.52</b>	<b>1,509,501.86</b>	<b>(55,554.66)</b>	<b>-3.55%</b>
62	300000	Community Services	2,784,666.04	2,982,578.01	3,045,999.37	63,421.36	2.13%
63	340000	Recreation-Admin	10,350,558.69	10,222,871.81	10,277,638.46	54,766.65	0.54%
64	390000	Other Community Services	1,475,426.09	1,948,031.77	1,666,919.95	(281,111.82)	-14.43%
65	<b>Total</b>	<b>Community Services</b>	<b>14,610,650.82</b>	<b>15,153,481.59</b>	<b>14,990,557.78</b>	<b>(162,923.81)</b>	<b>-1.08%</b>
66	410000	Interfund Operating Trans	54,974.51	55,629.70	55,629.70	0.00	0.00%
67	<b>Total</b>	<b>Non-Program Transactions</b>	<b>54,974.51</b>	<b>55,629.70</b>	<b>55,629.70</b>	<b>0.00</b>	<b>0.00%</b>
68	<b>Total</b>	<b>Fund 80 Community Service</b>	<b>16,429,817.51</b>	<b>16,774,167.81</b>	<b>16,555,689.34</b>	<b>(218,478.47)</b>	<b>-1.30%</b>
69	<b>Total</b>	<b>All Funds</b>	<b>488,228,013.68</b>	<b>499,194,610.51</b>	<b>494,652,024.71</b>	<b>(4,542,585.80)</b>	<b>-0.91%</b>

## Baird Budget Forecast Model

The Madison Metropolitan School District utilizes a forecast tool by Robert W. Baird to assist in doing Budget Model Forecasting. Baird assists with giving the district the most up-to-date data and forecast information available on the assumptions that the district uses for Equalization Aid, revenue limit exemptions, revenue limit carryover limitations, etc. The Baird Budget Forecast Model for 2017-18 is attached. However, it should be noted that modeling 2017-18 revenues without final information regarding the state budget for 2017-19 means that the forecast should be expected to change over the next few months.

Our forecast for 2017-18 is based upon the following key early assumptions:

- Steady Enrollment
- No incremental increase in revenue limit per pupil
- \$200 increase in categorical per pupil aid
- A slight increase in the base staffing plan
- Salary/Wages up 2.5% Health Insurance up 1%, with several options under consideration
- A maximum equalization aid loss of 15% (a worst case model)
- A tax impact ranging from 3.96% to 4.65%.

<b>Revenue Limit Calculations</b>	<b>83</b>
<b>Equalization Aid Calculation</b>	<b>86</b>
<b>Tax Levy and Miscellaneous</b>	<b>89</b>
<b>Revenue and Expenditures</b>	<b>90</b>
General Fund (10)	90
Special Education Fund (27)	99
Debt Service (30/38)	100
Capital Maintenance (41)	102
Food Service (50)	103
Community Service (80)	105

Baird Budget Forecast Model

Revenue Limit Calculation

# MMSD

	Current Budget '16-'17	'16-'17 % Δ	Working Budget '17-'18	'17-'18 % Δ
<b>A1. Third Friday Count</b>				
Prior Year 2 September FTE	27,303		27,306	
Prior Year 1 September FTE	27,306		27,212	
Current Year September FTE	27,212	-0.34%	27,212	0.00%
Summer School ADM	576	-7.99%	576	0.00%
SPED Voucher	7	\$12,000	7	\$12,075
<b>B. Base Revenue -- Funds 10, 38, 41, 89</b>				
Adjustment for Unused Prior Year Levy in Base Data Total Adjusted Base Cost	\$316,169,399	\$0	\$321,535,343	\$0
<b>C. Base Membership (From A1)</b>	27,511		27,522	
<b>D. Base Revenue per Member (B divided by C)</b>	\$11,492.47		\$11,682.85	
<b>E. Allowed Per Pupil Increase (set by State)</b>				
Low Revenue Ceiling	\$0.00	0.00%	\$0.00	0.00%
Low Revenue Increase	\$9,100.00	0.00%	\$9,100.00	0.00%
Low Rev Dist in CCDEB (Enter DPI Adjustment)	\$0.00		\$0.00	
<b>F. Maximum Revenue per Member (D plus E)</b>	\$11,492.47		\$11,682.85	
<b>G. Current Membership Average</b>	27,522	0.04%	27,485	-0.13%
<b>H. Revenue Limit no Exemptions</b>	\$316,295,759	1.38%	\$321,535,343	1.66%
<b>Hold Harmless Nonrecurring Exemption</b>	\$0		\$432,211	
<b>I. Recurring Exemptions:</b>				
I1. Prior Year Carryover (100%)	\$0		\$0	

Baird Budget Forecast Model

Revenue Limit Calculation

# MMSD

	Current Budget '16-'17	'16-'17 % Δ	Working Budget '17-'18	'17-'18 % Δ
12. Transfer of Service	\$239,584		\$200,000	
13. Transfer of Territory	\$0		\$0	
14. Federal Impact Aid Loss	\$0		\$0	
15. Recurring Referenda to Exceed Rev. Limit	\$5,000,000		\$5,000,000	
16. Other	\$0		\$0	
<b>J. Limit w/ Recurring Exemptions</b>	<b>\$321,535,343</b>	1.70%	<b>\$326,735,343</b>	1.62%

<b>K. Non-Recurring Exemptions:</b>				
K1. Non-Recurring Referenda to Exceed Rev. Limit	\$0		\$0	

Declining Enrollment Exemption:				
Average FTE Loss: '(A1 - A2) * 100%	0.00		37.00	
Average FTE Loss * Max. Revenue / member (F)	\$0		\$432,265	
K2. Non-Recurring Declining Enrollment Exemption	\$0		\$432,265	

EEE One-time Levy				
EEE Gross Calendar-Year Levy			\$983,600	
EEE Measurable Savings (enter as a negative \$)			(\$52,042)	
Energy Efficiency Exemptions (Net)	\$919,458		\$931,558	
K3. Adjustment for Refunded or Rescinded Taxes	\$789,148		\$0	
K4. Prior Year Open Enrollment (uncounted pupils)	\$0		\$0	
K5. Penalty for Ineligible Community Serv Expends	\$0		\$0	
K6. Environmental Remediation Exemption	\$0		\$0	
K7.				

K-8	25.00	\$7,323	26.00	\$7,398
9-12	3.00	\$7,969	21.45	\$8,044
# of Choice Pupils	28.00		47.45	

Baird Budget Forecast Model

Revenue Limit Calculation

# MMSD

	Current Budget '16-'17	'16-'17 % Δ	Working Budget '17-'18	'17-'18 % Δ
K8. Incoming Summer School Payment	\$6,853		\$0	
Adj. for New Choice Pupils	213,835.30		\$364,898	
Other non-recurring exemptions	\$0		\$0	
<b>L. Revenue Limit w/ All Exemptions</b>	<b>\$323,457,784</b>	1.91%	<b>\$328,464,065</b>	1.55%
M. Less: State Equalization Aid		3.83%		-15.05%
Less: State Aid to High Poverty Districts	(\$54,483,714)		(\$46,284,212)	
	\$0		\$0	
<b>N. Allowable Limited Revenue (Levy)</b>	<b>\$268,974,070</b>	1.53%	<b>\$282,179,852</b>	4.91%
Less:				
O. Fund 38 (Non Referendum Debt)	\$4,087,409		\$4,177,516	
Fund 41 (Capital Expenditures)	\$4,000,000		\$4,400,000	
<b>P. Fund 10 Revenue Cap w/o Computer Aid</b>	<b>\$260,886,661</b>		<b>\$273,602,336</b>	
Q. Property Valuation	\$141,232,400	-18.32%	\$141,232,400	0.00%
a. Exempt Computer Property Valuation				
b. TIF OUT Tax Apportionment Equalized Valuation	\$24,086,820,787	3.51%	\$24,809,425,411	3.00%
c. TIF OUT Value plus Exempt Computers (a + b)	\$24,228,053,187	3.34%	\$24,950,657,811	2.98%
Low Revenue Ceiling Aid (11-12 only)				
R. State Aid for Exempt Computers:	\$1,683,356	-19.42%	\$1,699,243	0.94%
S. Net Fund 10 Revenue Cap	\$259,203,305	1.87%	\$271,903,093	4.90%
Less: Levy Under Revenue Cap	\$0		\$2,000,000	
Plus: Levy Over Revenue Cap	\$0		\$0	
<b>ACTUAL FUND 10 LEVY</b>	<b>\$259,203,305</b>	1.87%	<b>\$269,903,093</b>	4.13%

Baird Budget Forecast Model

Equalization Aid Calculation

# MMSD

**EQUALIZATION AID:**

	Current Budget '16-'17	% Δ	Working Budget '17-'18	% Δ
A1 3RD FRIDAY SEPT MEMBERSHIP	27,306		27,219	-0.66%
A2 2ND FRIDAY JAN MEMBERSHIP	27,300		27,085	
A5 SUMMER FTE EQUIVALENT	626		576	
A6A & A6B OTHER	2		2	
A6C NEW CHOICE PUPILS	11		28	
<b>DISTRICT Membership (Prior Year)</b>	27,942	0.21%	27,758	-0.66%
<b>DISTRICT Valuation (Tid-Out) (Prior Year)</b>	\$23,447,480,065	3.50%	\$24,228,053,187	3.33%
<b>E4 Shared Costs for EQ Aid Calculation (Prior Year)</b>	\$316,276,850		\$326,855,461	
<b>District Anticipated Spending Over/Under Current Budget (\$)</b>	\$316,276,850	1.03%	\$0	3.34%
<b>Adjusted Shared Costs for EQ Aid Calculation (Prior Year)</b>				
<b>DISTRICT Valuation per Member</b>	<b>\$839,148</b>	<b>3.29%</b>	<b>\$872,831</b>	<b>4.01%</b>
<b>DISTRICT Shared Costs per Member</b>	<b>\$11,319</b>	<b>0.82%</b>	<b>\$11,775</b>	<b>4.03%</b>

STATE Primary Aid Valuation Guarantee	\$1,930,000	0.00%	\$1,930,000	0.00%
STATE Secondary Aid Valuation Guarantee	\$1,146,821	4.12%	\$1,148,427	0.14%
STATE Tertiary Aid Valuation Guarantee	\$558,546	2.27%	\$573,962	2.76%
STATE Aidable Primary Cost Ceiling	\$1,000	0.00%	\$1,000	0.00%
STATE Aidable Secondary Cost Ceiling	\$9,539	1.48%	\$9,774	2.46%

Primary Aid %	56.52%	54.78%
Secondary Aid %	26.83%	24.00%
Tertiary Aid %	-50.24%	-52.07%

Baird Budget Forecast Model

Equalization Aid Calculation

# MMSD

	Current Budget '16-'17	% Δ	Working Budget '17-'18	% Δ
<b>Primary Aid</b>	\$15,792,902.88	-2.19%	\$15,204,466.20	-3.73%
<b>Secondary Aid</b>	\$64,011,485.39	4.15%	\$58,443,636.23	-8.70%
<b>Tertiary Aid</b>	-\$24,987,404.26	0.61%	-\$28,929,879.59	15.78%
<b>ESTIMATED EQUALIZATION AID</b>	<b>\$54,816,984</b>	3.88%	<b>\$44,718,223</b>	-18.42%
<b>Prior Year Equalization Aid Adjustment</b>	<b>\$31,753</b>		<b>\$0</b>	
Milwaukee Charter Program Adjustment	-0.013574911		-0.013574911	
<b>Milwaukee Charter Program Adjustment \$</b>	<b>(\$744,136)</b>		<b>(\$607,046)</b>	
<b>EQUALIZATION AID PAYMENT</b>	<b>\$54,104,601</b>	4.08%	<b>\$44,111,177</b>	-18.47%
<b>Final Inter-District Certification</b>	<b>\$0</b>	0.00%	<b>\$0</b>	0.00%

## Intra-District Aid Calculation

Equalization Aid Eligibility	\$54,816,984		\$44,718,223	
Resident Membership	27,942		27,758	
Equalization Aid Per Member	\$1,962		\$1,611	
<b>Resident Intra-District Membership</b>	<b>163</b>	-38.02%	<b>163</b>	0.00%
Subtotal Inter-District Aid Eligibility	\$319,776		\$262,593	
14-15 PY Final Intra Aid Eligibility	\$512,027		\$512,027	
14-15 PY Final Intra Aid Eligibility * Hold Harmless	\$384,021		\$320,017	
CY Extra Inter Needed to get to Hold Harmless Amount	\$64,245		\$57,424	
Total CY October 15 Certification Inter Aid Eligibility	\$384,021		\$320,017	
<b>Hold Harmless %</b>	<b>75.0%</b>		<b>62.5%</b>	

## INTRA PAYMENT DETAILS

Total CY October 15 Certification Inter Aid Eligibility	\$384,021
Milwaukee Parent Choice - Intra	\$0
Milwaukee Charter Program - Intra	-\$5,213

	\$320,017
	\$0
	-\$4,344

Baird Budget Forecast Model

Equalization Aid Calculation

# MMSD

	Current Budget '16-'17	% Δ	Working Budget '17-'18	'17-'18 % Δ
PY Oct/Final Inter-District Aid Adj	\$305		\$305	
<b>Final Intra-District Certification</b>	<b>\$379,113</b>	<b>-22.68%</b>	<b>\$315,978</b>	<b>-16.65%</b>

## Special Adjustment Aid

Equalization Aid Eligibility From PY General Aid	\$52,804,114		\$54,816,984	
Special Adj + Inter + Intra from PY Aid	\$498,046		384,021	
Rev Limit Penalty	\$11,341		\$0	
Total Amount to be used in the % Test Amount from PY * % Needed in CY Run	\$53,290,819		\$55,201,005	
	\$45,297,197		\$46,920,854	
CY Equalization Aid Eligibility	\$54,816,984		\$44,718,223	
CY Inter + Intra Eligibility	384,021		320,017	
CY Total in Run	\$55,201,005		\$45,038,240	
CY Special Adjustment Aid	-\$9,903,808		\$1,882,614	
Hold Harmless %	85.0%		85%	

## SPECIAL ADJUSTMENT PAYMENT DETAILS

CY Special Adjustment Aid	\$0		\$1,882,614	
Parental Choice (Milwaukee and Racine)	\$0		\$0	
Milwaukee Charter Program - Special Adjustment	\$0		-\$25,556	
PY Oct/Final Inter-District Aid Adj	\$0		\$0	
<b>Final Special Adjustment Aid</b>	<b>\$0</b>	<b>0.00%</b>	<b>\$1,857,057</b>	<b>0.00%</b>

Special Adjustment Aid and/or Chapter 220 Aid (from above)	\$379,113	-22.68%	\$2,173,035	473.19%
<b>Total EQUALIZATION AID PAYMENT</b>	<b>\$54,483,714</b>	<b>3.83%</b>	<b>\$46,284,212</b>	<b>-15.05%</b>

Baird Budget Forecast Model

Levy and Misc

# MMSD

Current Budget

Working Budget

TAX LEVY:

'16-'17

% Δ

'17-'18

% Δ

TOTAL FUND 10 LEVY	\$259,203,305	1.87%	\$269,903,093	4.13%
Plus: FUND 39 LEVY	\$7,999,159	45.47%	\$8,300,825	3.77%
Less: FUND 39 LEVY OFFSET	\$0		\$0	
Less: FUND 39 LEVY ADDITIONAL LEVY	\$0		\$0	
Plus: FUND 38 LEVY	\$4,087,409	5.24%	\$4,313,845	5.54%
Less: FUND 38 LEVY OFFSET	\$0		(\$145,888)	
Plus: NEW FUND 38 ADDITIONAL LEVY	\$0		\$9,559	
Plus: FUND 41 LEVY	\$4,000,000	-11.11%	\$4,400,000	10.00%
Plus: FUND 80 LEVY	\$11,802,150	1.27%	\$11,594,154	-1.76%
Chargeback Levy	\$0	-100.00%	\$120,000	
TOTAL LEVY	\$287,092,023	2.11%	\$298,495,588	3.97%
TOTAL TAX RATE PER \$1,000 EQUALIZED VALUE	\$11.92	-1.32%	\$12.03	0.92%

Baird Budget Forecast Model

Fund 10 Revenues

FUND 10 Revenues

MMSD

FUND 10 REVENUES		Current Budget '16-'17	'16-'17 % Δ	Working Budget '17-'18	'17-'18 % Δ
121	Transfer from F21	-		-	0.00%
127	Transfer from F27	166,556	-25.74%	166,556	0.00%
180	Transfer from F80	60,082	9.29%	55,630	-7.41%
199	Transfer from F99	-	-100.00%	-	0.00%
1--	Total Transfers In	226,638	-21.72%	222,186	-1.96%
211	Fund 10 Levy	259,203,305	1.87%	269,903,093	4.13%
212	Chargeback Levy	-	-100.00%	120,000	0.00%
213	Mobil Home Tax/Fees	70,000	10.72%	70,000	0.00%
219	Other Taxes	-		-	0.00%
241	General Tuition - Individual Paid	262,917	108.72%	254,584	-3.17%
244	Payments for Services Provided Local Governments	-	-100.00%	-	0.00%
262	Supply Resale	-		-	0.00%
263	Educational Program Sales	-		-	0.00%
264	Non-Capital Surplus Property Sales	-	-100.00%	-	0.00%
271	School Co-Curricular Admissions	212,000	-8.58%	212,000	0.00%
279	Other School Activity Income	-		-	0.00%
280	Interest on Investments	490,800	22.92%	387,180	-21.11%
291	Gifts, fundraising, contributions and development	-		-	0.00%
292	Student Fees	2,149,022	-26.46%	2,149,022	0.00%
293	Rentals	360,000	-7.20%	360,000	0.00%
295	Summer School Revenue	-	-100.00%	-	0.00%
297	Student Fines	-	-100.00%	-	0.00%
200	Other District-budgeted source 200	1,568,364		918,506	-41.44%
2--	Total Local	264,316,408	1.74%	274,374,385	3.81%
341	General Contracted Instruction or Base Cost Tuition-Non Open Enrollment	40,000	-2.49%	40,000	0.00%
345	General Base Cost Tuition-Open Enrollment or Tuition Waiver	2,247,084	15.90%	2,280,384	1.48%
349	Payments for Other Services	141,100	108.22%	141,100	0.00%
3--	Total Interdistrict Payments in Wisconsin	2,428,184	18.58%	2,461,484	1.37%
515	Non-Special Education State Aid Transited through intermediate	135,156	56.86%	116,011	-14.17%

Baird Budget Forecast Model

Fund 10 Revenues

**FUND 10 Revenues**

**MMSD**

	Current Budget '16-'17	'16-'17 % Δ	Working Budget '17-'18	'17-'18 % Δ
<b>5--</b>	<b>135,156</b>	<b>56.86%</b>	<b>116,011</b>	<b>-14.17%</b>
612 Transportation State Aid	278,250	20.04%	236,513	-15.00%
613 Library (Common School Fund)	750,000	-20.29%	750,000	0.00%
615 Integration Aid (Resident)	379,113	-22.68%	315,978	-16.65%
618 Bilingual/Bicultural State Aid	1,901,117	2.58%	1,901,117	0.00%
619 Other State Categorical Aid	-	<b>-100.00%</b>	-	0.00%
621 Equalization Aid	<b>54,104,601</b>	4.10%	<b>44,111,177</b>	<b>-18.47%</b>
623 Special Adjustment Aid	-	-	1,857,057	-
628 High Poverty Aid	-	-	-	-
630 State Special Project Grants	273,799	-23.24%	269,531	-1.56%
641 General Tuition-State Paid	368,995	-0.21%	368,995	0.00%
650 State SAGE Aid	<b>6,939,833</b>	-1.61%	<b>6,939,833</b>	0.00%
660 State Revenues from State Sources	-	<b>-100.00%</b>	-	0.00%
691 State Aid for Exempt Computers	<b>1,693,356</b>	-19.42%	<b>1,699,243</b>	0.94%
695 Per-pupil Categorical Aid	<b>6,880,500</b>	-	<b>12,368,250</b>	<b>\$450</b>
699 Other State Revenue	-	<b>-100.00%</b>	-	0.00%
600 Other District-budgeted source 600	123,203	-	123,450	0.20%
<b>6--</b>	<b>73,682,767</b>	<b>5.78%</b>	<b>70,941,144</b>	<b>-3.72%</b>
719 Other Federal Aid through DPI	277,307	-	277,307	0.00%
730 Special Project Grants	3,628,277	38.73%	3,519,477	-3.00%
751 ESEA Title I	6,849,076	9.43%	6,877,879	0.42%
770 Federal Aid Received through Municipalities and Counties	-	-	-	0.00%
780 Federal Aid Received through State Agencies other than DPI	3,900,000	22.32%	3,450,000	-11.54%
791 Direct Federal Aid	40,284	-40.42%	40,284	0.00%
799 Other Federal Revenue	-	-	-	0.00%
700 Other District-budgeted source 700	-	<b>-100.00%</b>	-	0.00%
<b>7--</b>	<b>14,694,944</b>	<b>18.65%</b>	<b>14,164,948</b>	<b>-3.61%</b>
873 Long-Term Loans	2,055,000	-	2,055,000	0.00%
878 Capital Leases	-	-	-	0.00%
<b>8--</b>	<b>2,055,000</b>	<b>0.00%</b>	<b>2,055,000</b>	<b>0.00%</b>
<b>Total Intermediate Sources</b>	<b>135,156</b>	<b>56.86%</b>	<b>116,011</b>	<b>-14.17%</b>
<b>Total Revenue from State Sources</b>	<b>73,682,767</b>	<b>5.78%</b>	<b>70,941,144</b>	<b>-3.72%</b>
<b>Total Financing Sources</b>	<b>2,055,000</b>	<b>0.00%</b>	<b>2,055,000</b>	<b>0.00%</b>

Baird Budget Forecast Model

Fund 10 Revenues

**FUND 10 Revenues**

**MMSD**

	Current Budget '16-'17	'16-'17 % Δ	Working Budget '17-'18	'17-'18 % Δ
964 Insurance Claims and Reimbursements	-	-100.00%	-	0.00%
971 Refund of Prior Year Expense	435,635	38.35%	285,635	-34.43%
972 Property Tax and Equalization Aid Refund	5,000	217.55%	5,000	0.00%
989 Other Medical Service Reimbursement	67,310	17.82%	65,894	-2.10%
990 Miscellaneous	50,000	-83.78%	50,000	0.00%
9-- Total Miscellaneous Revenues	557,945	-32.92%	406,529	-27.14%
<b>TOTAL FUND 10 REVENUES</b>	<b>358,097,042</b>	<b>3.77%</b>	<b>364,741,685</b>	<b>1.86%</b>

Baird Budget Forecast Model

Fund 10 Expenditures

**FUND 10 Expenditures**

**MMSD**

FUND 10 EXPENDITURES		Current Budget '16-'17	'16-'17 % Δ	Working Budget '17-'18	'17-'18 % Δ
100	Temporary Salary	12,428,024	1.45%	14,134,647	13.73%
110	Permanent Salary	157,969,809	1.44%	164,988,677	4.44%
120	Permanent Hourly	1,320,721	-5.37%	1,335,098	1.09%
130/160	Overtime	436,709	<b>206.28%</b>	438,196	0.34%
140	Security	766,626	9.84%	808,464	5.46%
150	Non Salary / Sabbatical	96,300	67.48%	96,300	0.00%
	<b>Total Salaries</b>	<b>173,018,189</b>	<b>1.61%</b>	<b>181,801,383</b>	<b>5.08%</b>
1--	WRS	11,169,705	3.88%	11,788,213	5.54%
220	Social Security	13,063,627	1.59%	13,408,283	2.64%
230	Life Insurance	500,560	4.83%	545,733	9.02%
240	Health	45,270,439	2.02%	38,880,145	-14.12%
243	Dental	2,760,717	-0.32%	2,937,005	6.39%
249	Other Health Coverage	464,308	0.68%	464,308	0.00%
250	Other Employee Insurance-Income Protection	1,158,694	-6.88%	831,176	-28.27%
290	Other	347,915	-36.24%	447,915	28.74%
200	Other District-budgeted object 200	-	<b>-100.00%</b>	-	0.00%
2--	<b>Total Employee Benefits</b>	<b>74,735,965</b>	<b>1.70%</b>	<b>69,302,777</b>	<b>-7.27%</b>
310	Personal Services	4,013,156	41.82%	4,817,448	20.04%
320	Property Services	5,558,847	<b>146.69%</b>	5,032,192	-9.47%
331	Gas for Heat	1,656,162	39.45%	1,656,162	0.00%
332	Oil for Heat	5,000	-85.77%	5,000	0.00%
336	Electricity for Other Than Heat	3,351,083	1.72%	3,451,083	2.98%
337	Water	600,000	-10.89%	650,000	8.33%
341	Pupil Transportation	8,375,500		8,575,647	2.39%
342	Employee Travel	692,861		763,916	10.26%

Baird Budget Forecast Model

Fund 10 Expenditures

**FUND 10 Expenditures**

**MMSD**

	Current Budget '16-'17	'16-'17 % Δ	Working Budget '17-'18	'17-'18 % Δ
343 Contracted Service Travel	707,000		707,000	0.00%
348 Vehicle Fuel	118,500		118,500	0.00%
350 Communication	-		-	0.00%
351 Advertising	29,750		27,750	-6.72%
352 Photography	30,000		30,000	0.00%
353 Postage	226,624		226,566	-0.03%
354 Printing & Binding	129,430		115,785	-10.54%
355 Telephone	688,762		688,962	0.03%
356 Copy Services	13,441		12,041	-10.42%
358 On-line Communications	18,800		18,800	0.00%
360 Information Technology	-		-	0.00%
370 Payment to Non-Governmental Agencies	3,363,664	3.00%	3,366,719	0.09%
381 Payment to Municipality	125,000	38.09%	125,000	0.00%
382 Payment to other WI SD - NON OE	169,000	<b>153.14%</b>	86,890	-48.59%
382 <b>Open Enrollment Payments</b>	<b>8,745,732</b>	3.63%	<b>9,079,032</b>	3.81%
385 Payment to County	11,467	14.56%	11,467	0.00%
386 Payment to CESA (Services only)	-	<b>-100.00%</b>	-	0.00%
387 Payment to state NON VOUCHER	380,050	28.64%	516,635	35.94%
387 <b>Voucher Transit of Aid</b>	<b>295,435</b>	<b>265.65%</b>	<b>447,008</b>	51.30%
388 Payment to Federal Government	-	<b>-100.00%</b>	-	0.00%
389 Payment to WTCS District	351,643	85.92%	351,643	0.00%
3-- <b>Total Purchased Services</b>	<b>39,656,908</b>	<b>15.73%</b>	<b>40,881,245</b>	<b>3.09%</b>
410 Supplies	-	<b>-100.00%</b>	-	0.00%
411 General Supplies	5,505,729		5,277,273	-4.15%
415 Food	121,297		126,697	4.45%
416 Medical Supplies	103,702		103,702	0.00%

## FUND 10 Expenditures

### MMSD

	Current Budget '16-'17	'16-'17 % Δ	Working Budget '17-'18	'17-'18 % Δ
417 Paper	417,702		418,993	0.31%
418 Medical Supplies for IEP Medical Services	185,000		185,000	0.00%
420 Apparel	40,439	-35.87%	39,839	-1.48%
430 Instructional Media	-	<b>-100.00%</b>	-	0.00%
431 Audiovisual	7,740		7,740	0.00%
432 Library Books	320,997		301,336	-6.12%
433 Newspapers	4,046		4,046	0.00%
434 Periodicals	24,769		24,769	0.00%
435 Computer Software Programs	271,594		271,594	0.00%
439 Other Media	826,500		833,556	0.85%
440 Non-Capital Equipment	270,705	-49.55%	266,065	-1.71%
450 Resale Items	-	<b>-100.00%</b>	-	0.00%
460 Equipment Components	418	-61.22%	418	0.00%
470 Textbooks and Workbooks	30,081	-97.92%	30,781	2.33%
480 Non-Instructional Computer Software	823,212	-0.43%	898,362	9.13%
490 Other Non-Capital Items	34,535	60.42%	33,901	-1.84%
<b>4-- Total Non-Capital Objects</b>	<b>8,988,467</b>	<b>0.37%</b>	<b>8,824,073</b>	<b>-1.83%</b>
550 Equipment/Vehicles-Initial Purchase	883,056	-32.32%	890,977	0.90%
560 Equipment/Vehicles-Replacement	347,970	48.19%	347,970	0.00%
570 Rental of Equipment/Vehicles	2,277,712	34.09%	2,901,765	27.40%
<b>5-- Total Capital Objects</b>	<b>3,508,738</b>	<b>8.35%</b>	<b>4,140,712</b>	<b>18.01%</b>
678 Capital Lease Principal	245,650	11.74%	245,650	0.00%
682 Temporary Note Interest	554,044	<b>159.82%</b>	654,044	18.05%
688 Capital Lease Interest	11,095	29.08%	11,095	0.00%
690 Other Debt Retirement	3,000	-16.67%	3,000	0.00%
<b>6-- Total Debt Retirement</b>	<b>813,789</b>	<b>82.76%</b>	<b>913,789</b>	<b>12.29%</b>

Baird Budget Forecast Model

Fund 10 Expenditures

**FUND 10 Expenditures**

**MMSD**

	Current Budget '16-'17	'16-'17 % Δ	Working Budget '17-'18	'17-'18 % Δ
711 District Liability Insurance	328,770	17.50%	328,770	0.00%
712 District Property Insurance	449,500	5.29%	449,500	0.00%
713 Worker's Compensation	1,827,155	14.42%	1,827,155	0.00%
720 Judgments and Settlements	19,600	82.69%	19,600	0.00%
730 Unemployment Compensation	57,200	70.74%	57,200	0.00%
<b>7-- Total Insurance &amp; Judgments</b>	<b>2,682,225</b>	<b>14.24%</b>	<b>2,682,225</b>	<b>0.00%</b>
827 Interfund Transfer to Fund 27	50,099,095	1.47%	48,792,738	-2.61%
838 Interfund Transfers to Fund 38	-		-	-100.00%
839 Interfund Transfers to Fund 39	-		-	-100.00%
850 Interfund Transfers to Fund 50	-		-	
899 Interfund Transfers to Fund 99	-		-	2.00%
<b>8-- Total Transfers</b>	<b>50,099,095</b>	<b>1.47%</b>	<b>48,792,738</b>	<b>-2.61%</b>
932 Shared Receipt Dist to Non-Gov Agencies	10,000	-27.51%	10,000	0.00%
940 Dues and Fees	177,080	-5.34%	184,415	4.14%
960 Adjustments	2,000		5,219,420	
972 Property Tax Chargeback and EQ Aid Payments	500,000	-39.88%	500,000	0.00%
990 Miscellaneous	505,007		1,488,808	194.81%
999 Other Miscellaneous	100	<b>-99.76%</b>	100	0.00%
<b>9-- Total Other Objects</b>	<b>1,194,187</b>	<b>11.21%</b>	<b>7,402,743</b>	<b>519.90%</b>
<b>TOTAL FUND 10 EXPENDITURES</b>	<b>354,697,563</b>	<b>3.27%</b>	<b>364,741,685</b>	<b>2.83%</b>

Baird Budget Forecast Model

Fund 27

**FUND 27 Revenues and Expenditures**

**MMSD**

		Current Budget '16-'17	'16-'17 % Δ	Working Budget '17-'18	'17-'18 % Δ
<b>FUND 27 REVENUES</b>					
<b>110</b>	<b>Transfer from General Fund</b>	<b>50,099,095</b>	1.47%	<b>48,792,738</b>	-2.61%
316	Transit of State Aid - from WI SD	-		-	0.00%
346	SPED Tuition/Contracted Inst - Non OE	-	-100.00%	-	0.00%
347	SPED Additional/Excess Cost Tuition - OE	-	-100.00%	-	0.00%
340	Other Payments from WI SD	-	-100.00%	-	0.00%
611	SPED State Aid	18,315,291	-0.24%	18,315,291	0.00%
625	High Cost SPED Aid	560,000	-0.37%	560,000	0.00%
600	Other State Revenue	84,803	-15.54%	84,803	0.00%
711	High Cost SPED Aid	310,000	-18.91%	310,000	0.00%
730	Federal Aid Through DPI	5,764,981	15.90%	5,766,939	0.03%
780	Federal Aid Through State Agencies	433,536	-39.07%	433,536	0.00%
900	Miscellaneous	-		-	0.00%
<b>TOTAL FUND 27 REVENUES</b>		<b>75,567,706</b>	<b>1.24%</b>	<b>74,263,306</b>	<b>-1.73%</b>
<b>FUND 27 EXPENDITURES</b>					
100	Temporary Salary	2,972,830	-8.94%	3,150,371	5.97%
110	Permanent Salary	43,493,507	1.92%	44,051,293	1.28%
120	Permanent Hourly	710,150	-10.39%	695,817	-2.02%
130/160	Overtime	25,000	18.61%	25,000	0.00%
1--	<b>Total Salaries</b>	<b>47,201,487</b>	<b>0.96%</b>	<b>47,922,482</b>	<b>1.53%</b>
212	WRS	3,012,371	1.60%	3,160,785	4.93%
220	Social Security	3,486,421	-1.55%	3,442,827	-1.25%
230	Life Insurance	116,924	9.46%	127,698	9.21%
240	Medical	13,999,987	0.78%	11,904,539	-14.97%

Baird Budget Forecast Model

Fund 27

**FUND 27 Revenues and Expenditures**

**MMSD**

	Current Budget '16-'17	'16-'17 % Δ	Working Budget '17-'18	'17-'18 % Δ
243 Dental	736,534	-1.47%	790,777	7.36%
250 Other Employee Insurance-Income Protection	327,967	0.89%	228,184	-30.42%
290 College Credit Reimbursement	15,000	<b>1784.59%</b>	15,000	0.00%
200 Other District-budgeted object 200	-		-	0.00%
<b>2-- Total Employee Benefits</b>	<b>21,695,204</b>	<b>0.55%</b>	<b>19,669,809</b>	<b>-9.34%</b>
310 Personal Services	487,900	57.14%	487,900	0.00%
320 Property Services	130,900	<b>165.28%</b>	130,900	0.00%
340 Travel	4,288,434	0.61%	4,288,434	0.00%
350 Communication	52,600	-24.50%	52,600	0.00%
370 Payment to Non-Governmental Agency	172,000	-7.00%	172,000	0.00%
380 Intergovernmental Payments for Services	1,000	-97.51%	1,000	0.00%
390 Intergovernmental Payments for Services	-		-	0.00%
<b>3-- Total Purchased Services</b>	<b>5,132,834</b>	<b>4.39%</b>	<b>5,132,834</b>	<b>0.00%</b>
410 Supplies	409,669	59.30%	409,669	0.00%
420 Apparel	-		-	0.00%
430 Instructional Media	307,526	81.54%	307,526	0.00%
440 Non-Capital Equipment	201,100	3.13%	201,100	0.00%
480 Non-Instructional Computer Software	-		-	0.00%
490 Other Non-Capital Items	300	<b>-99.52%</b>	300	0.00%
<b>4-- Total Non-Capital Objects</b>	<b>918,595</b>	<b>34.22%</b>	<b>918,595</b>	<b>0.00%</b>
550 Equipment/Vehicle -Initial Purchase	15,000		15,000	0.00%
570 Rental of Equipment/Vehicle	-		-	0.00%
<b>5-- Total Capital Objects</b>	<b>15,000</b>		<b>15,000</b>	<b>0.00%</b>
710 District Insurance	404,950	<b>3591.29%</b>	404,950	0.00%
790 Other Insurance and Judgments	-	<b>-100.00%</b>	-	0.00%
<b>7-- Total Insurance &amp; Judgments</b>	<b>404,950</b>	<b>-7.04%</b>	<b>404,950</b>	<b>0.00%</b>
810 Transfers	166,556	-25.74%	166,556	0.00%

Baird Budget Forecast Model

Fund 27

**FUND 27 Revenues and Expenditures**

**MMSD**

	Current Budget '16-'17	'16-'17 % Δ	Working Budget '17-'18	'17-'18 % Δ
8-- Total Transfers	166,556	-25.74%	166,556	0.00%
930 Revenue Transits	-	-100.00%	-	0.00%
940 Dues and Fees	33,080	47.77%	33,080	0.00%
990 Miscellaneous	-	-100.00%	-	0.00%
9-- Total Other Objects	33,080	-37.18%	33,080	0.00%
<b>TOTAL FUND 27 EXPENDITURES</b>	<b>75,567,706</b>	<b>1.24%</b>	<b>74,263,306</b>	<b>-1.73%</b>

Baird Budget Forecast Model

Fund 30

## FUND 30 Revenues and Expenditures

### MMSD

	Current Budget '16-'17	'16-'17 % Δ	Working Budget '17-'18	'17-'18 % Δ
<b>FUND 30 REVENUES</b>				
110 Transfer from General Fund	-		-	
211 Local Tax Levy	7,999,159	45.47%	8,300,825	3.77%
280 Interest Revenue	-	-100.00%	-	1.00%
875 Long-Term Bonds	-	-100.00%	-	1.00%
879 Refinancing Premium and Accrued Interest	-	-100.00%	-	1.00%
968 Debt Premium and Accrued Interest	-	-100.00%	-	1.00%
971 Refund of PY Expense - Subsidy	-		63,873	
<b>TOTAL FUND 30 REVENUES</b>	<b>7,999,159</b>	<b>-59.85%</b>	<b>8,364,698</b>	<b>4.57%</b>
<b>FUND 30 EXPENDITURES</b>				
673 Long-Term Note Principal	6,920,000	220.37%	6,755,000	-2.38%
675 Long-Term Bond Principal		-100.00%		
683 Long-Term Note Interest	1,854,475	170.53%	1,648,525	-11.11%
685 Long-Term Bond Interest		-100.00%		
690 Other Debt Retirement	-	-100.00%	-	2.00%
<b>TOTAL FUND 30 EXPENDITURES</b>	<b>8,774,475</b>	<b>-53.25%</b>	<b>8,403,525</b>	<b>-4.23%</b>

## FUND 38 Revenues and Expenditures

### MMSD

FUND 38 REVENUES		Current Budget '16-'17	'16-'17 % Δ	Working Budget '17-'18	'17-'18 % Δ
110	Transfer from General Fund	-		-	
	Local Tax Levy	4,087,409	5.24%	4,177,516	2.20%
280	Interest Revenue	-	-100.00%	-	1.00%
875	Long-Term Bonds	-		-	1.00%
879	Refinancing Premium and Accrued Interest	-		-	1.00%
968	Debt Premium and Accrued Interest	-		-	1.00%
971	Refund of PY Expense - Subsidy	146,044	0.00%	145,888	-0.11%
	<b>TOTAL FUND 38 REVENUES</b>	<b>4,233,453</b>	<b>4.95%</b>	<b>4,323,404</b>	<b>2.12%</b>
FUND 38 EXPENDITURES					
673	Long-Term Note Principal		289.58%		
674	State Trust Fund Loan Principal	3,175,100	-100.00%	3,348,716	5.47%
675	Long-Term Bond Principal		-100.00%		
683	Long-Term Note Interest		515.99%		
684	State Trust Fund Loan Interest	1,084,454	-100.00%	999,812	-7.81%
685	Long-Term Bond Interest		-100.00%		
690	Other Debt Retirement	-		-	0.00%
	<b>TOTAL FUND 38 EXPENDITURES</b>	<b>4,259,554</b>	<b>5.24%</b>	<b>4,348,529</b>	<b>2.09%</b>

Baird Budget Forecast Model

Fund 41

# FUND 41 Revenues and Expenditures

## MMSD

	Current Budget '16-'17	'16-'17 % Δ	Working Budget '17-'18	'17-'18 % Δ
<b>FUND 41 REVENUES</b>				
211 <b>Local Tax Levy</b>	4,000,000	-11.11%	4,400,000	10.00%
280 Interest Revenue	-	<b>-100.00%</b>	-	1.00%
<b>TOTAL FUND 41 REVENUES</b>	<b>4,000,000</b>	<b>-11.20%</b>	<b>4,400,000</b>	<b>10.00%</b>
<b>FUND 41 EXPENDITURES</b>				
100 <b>Total Salary</b>	934,802	0.81%	980,768	4.92%
1-- <b>Total Salaries</b>	<b>934,802</b>	<b>0.81%</b>	<b>980,768</b>	<b>4.92%</b>
212 <b>WRS</b>	62,631	2.39%	67,673	8.05%
220 <b>Social Security</b>	70,423	-1.03%	72,302	2.67%
230 <b>Life Insurance</b>	4,216	-3.24%	4,226	0.24%
240 <b>Medical</b>	253,661	10.65%	229,521	-9.52%
243 <b>Dental</b>	12,624	7.15%	13,758	8.98%
250 <b>Other Employee Insurance</b>	6,727	-10.99%	6,731	0.07%
2-- <b>Total Employee Benefits</b>	<b>410,282</b>	<b>6.49%</b>	<b>394,211</b>	<b>-3.92%</b>
300 <b>Purchased Services</b>	2,650,101	3.69%	3,020,206	13.97%
400 <b>Non-Capital Objects</b>	-	<b>-100.00%</b>	-	0.00%
<b>Other District-budgeted F41 Expenditures</b>	4,815	-46.02%	4,815	0.00%
<b>TOTAL FUND 41 EXPENDITURES</b>	<b>4,000,000</b>	<b>3.13%</b>	<b>4,400,000</b>	<b>10.00%</b>

Baird Budget Forecast Model

Fund 50

# FUND 50 Revenues and Expenditures

## MMSD

	Current		Working	
	Budget '16-'17	'16-'17 % Δ	Budget '17-'18	'17-'18 % Δ
<b>FUND 50 REVENUES</b>				
<b>110 Transfer from General Fund</b>	-		-	
251 Food Service Sales - Pupil	1,894,184	3.43%	1,894,184	0.00%
252 Food Service Sales - Adult	101,264	6.81%	101,264	0.00%
259 Food Service Sales - Other	132,050	-12.57%	132,050	0.00%
291 Gifts	-	<b>-100.00%</b>	-	0.00%
617 Food Service Aid	172,469	-4.08%	172,469	0.00%
714 Donated Commodities	625,000	2.99%	625,000	0.00%
717 Federal Food Service Aid	7,892,543	1.58%	7,971,469	1.00%
730 Federal Special Projects Aid through DPI	231,648	9.28%	231,648	0.00%
971 Refund of PY Expense	-		-	0.00%
990 Other Miscellaneous Revenues	-		-	0.00%
Other District-budgeted F50 Revenue	48,065		20,000	-58.39%
<b>TOTAL FUND 50 REVENUES</b>	<b>11,097,223</b>	<b>2.29%</b>	<b>11,148,084</b>	<b>0.46%</b>
<b>FUND 50 EXPENDITURES</b>				
<b>100 Total Salary</b>	3,289,081	7.83%	3,342,074	1.61%
1--				
<b>Total Salaries</b>	<b>3,289,081</b>	<b>7.83%</b>	<b>3,342,074</b>	<b>1.61%</b>
212 WRS	171,836	-6.41%	183,095	6.55%
220 Social Security	247,696	7.37%	240,625	-2.85%
230 Life Insurance	10,196	22.96%	10,574	3.71%
240 Medical	1,623,667	19.08%	1,499,821	-7.63%
243 Dental	77,498	14.72%	88,012	13.57%
250 Other Employee Insurance-Income Protection	20,953	15.32%	20,323	-3.00%

Baird Budget Forecast Model

Fund 50

**FUND 50 Revenues and Expenditures**

**MMSD**

	Current Budget '16-'17	'16-'17 % Δ	Working Budget '17-'18	'17-'18 % Δ
2-- Total Employee Benefits	2,151,846	14.96%	2,042,450	-5.08%
300 Purchased Services	242,600	24.41%	251,346	3.61%
400 Non-Capital Objects	5,317,416	6.55%	5,340,933	0.44%
500 Capital Objects	75,000	21.62%	150,000	100.00%
900 Dues and Fees	-		-	0.00%
Other District-budgeted F50 Expenditures	21,280	-24.24%	21,280	0.00%
<b>TOTAL FUND 50 EXPENDITURES</b>	<b>11,097,223</b>	<b>8.82%</b>	<b>11,148,084</b>	<b>0.46%</b>

Baird Budget Forecast Model

Fund 80

# FUND 80 Revenues and Expenditures

## MMSD

		Current Budget '16-'17	'16-'17 % Δ	Working Budget '17-'18	'17-'18 % Δ
<b>FUND 80 REVENUES</b>					
211	<b>Local Tax Levy</b>	11,802,150	1.27%	11,594,154	-1.76%
200	Local	3,386,400	-6.48%	3,386,400	0.00%
500	Intermediate Sources	8,517	-35.93%	8,517	0.00%
700	Federal	1,577,100	26.00%	1,566,618	-0.66%
	Other District-budgeted F80 Revenue	-		-	0.00%
<b>TOTAL FUND 80 REVENUES</b>		<b>16,774,168</b>	<b>1.41%</b>	<b>16,555,689</b>	<b>-1.30%</b>

		Total Salaries		Total Salaries	
<b>FUND 80 EXPENDITURES</b>					
100	Temporary Salary	4,972,524	2.06%	5,067,033	1.90%
110	Permanent Salary	5,507,759	8.48%	5,475,467	-0.59%
130/160	Overtime	12,626	-85.89%	12,626	0.00%
140	Security	61,126	95.91%	61,954	1.35%
<b>1--</b>		<b>10,554,035</b>	<b>4.81%</b>	<b>10,617,079</b>	<b>0.60%</b>
212	WRS	532,898	18.91%	568,945	6.76%
220	Social Security	783,425	2.18%	782,981	-0.06%
230	Life Insurance	12,990	16.54%	12,513	-3.67%
240	Medical	1,434,242	5.59%	1,131,485	-21.11%
243	Dental	72,404	5.93%	72,868	0.64%
250	Other Employee Insurance-Income Protection	40,833	-0.76%	37,477	-8.22%
<b>2--</b>		<b>2,876,792</b>	<b>6.79%</b>	<b>2,606,269</b>	<b>-9.40%</b>
300	Purchased Services	2,546,930	-8.00%	2,361,930	-7.26%
400	Non-Capital Objects	547,010	-7.87%	547,010	0.00%

Baird Budget Forecast Model

Fund 80

**FUND 80 Revenues and Expenditures**

**MMSD**

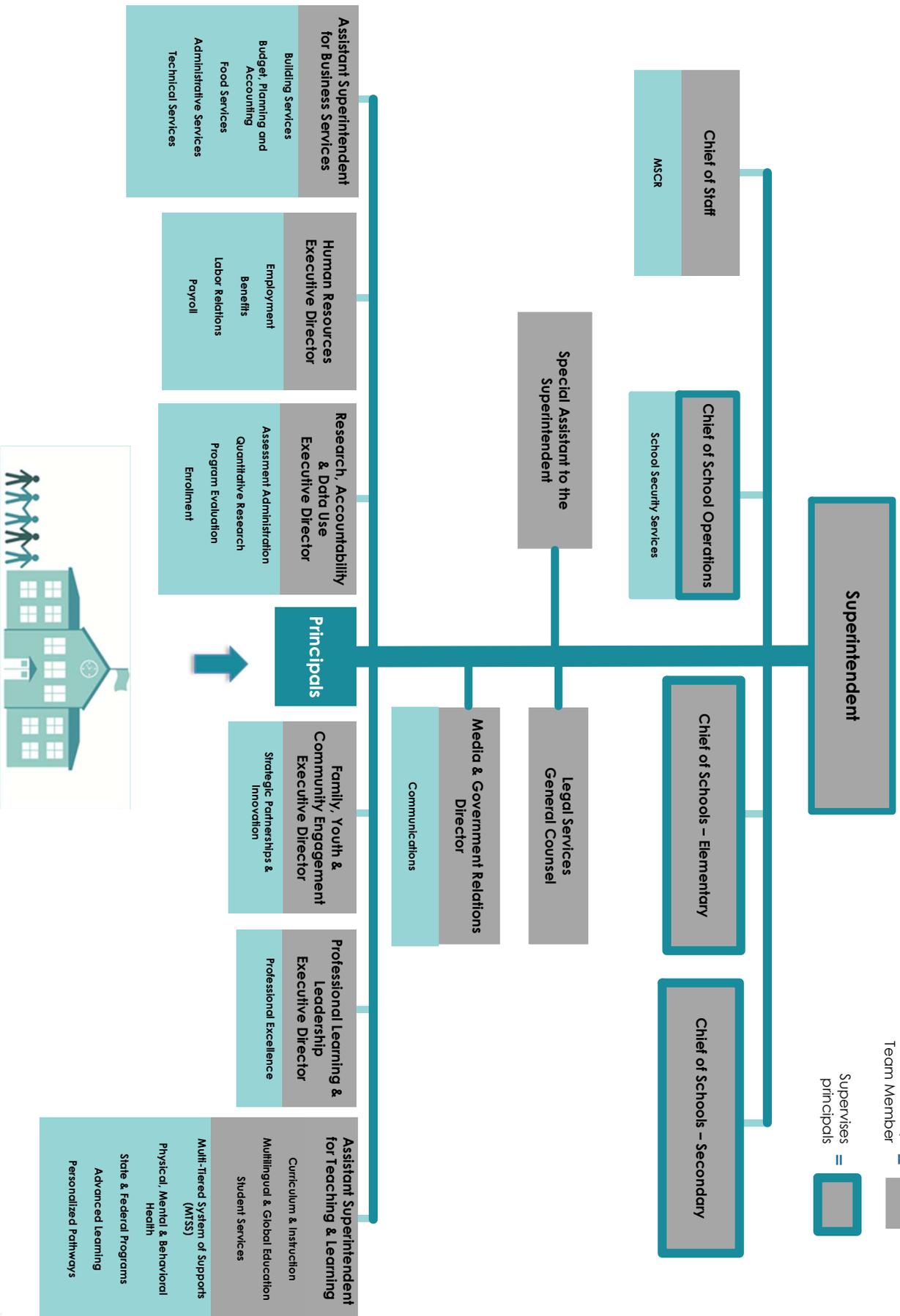
	Current Budget '16-'17	'16-'17 % Δ	Working Budget '17-'18	'17-'18 % Δ
500 Capital Objects	27,172	-69.96%	27,172	0.00%
900 Other	116,600	9.66%	290,600	149.23%
Miscellaneous	105,630	-1.11%	105,630	0.00%
<b>TOTAL FUND 80 EXPENDITURES</b>	<b>16,774,168</b>	<b>2.10%</b>	<b>16,555,689</b>	<b>-1.30%</b>

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**Items listed in bold were updated for the June 26 revision.  
All other items are as presented in the April Budget Book.**

# Central Office Organizational Structure 2016-17 School Year



Senior Leadership =   
 Team Member =   
 Supervises principals =



*Thriving Schools: All students graduate ready for college, career, and community*

## Enrollment History and Projections Fall 2016

### Key Findings

1. The 2016-17 KG-12 enrollment of 25,239 is an increase of 8 students from the 2015-16 enrollment of 25,231.
2. We project slight enrollment increases over the next five years, leading to a projected KG-12 enrollment of 25,482 for the 2021-22 school year.

This report contains a brief enrollment history on the Third Friday of September, the first official enrollment count of the year for MMSD, as well as projected enrollments for the next five academic years. This report also contains an appendix highlighting a change in our projection methodology to account for DLI student attendance patterns.

### Background

Enrollment projections in MMSD are based on historical enrollment patterns and progression rates from grade to grade. Kindergarten classes are projected by comparing local historical births against Kindergarten class sizes to determine what percentage of births we can expect to enroll in MMSD as Kindergarteners. Historical births by year at the municipal level come from the Wisconsin Department of Health Services (DHS); at the time of writing this report the most recent data is for 2014. A linear-forecast of births at the municipal level is used to extend live-birth estimates through 2017, covering the five-year projection period.

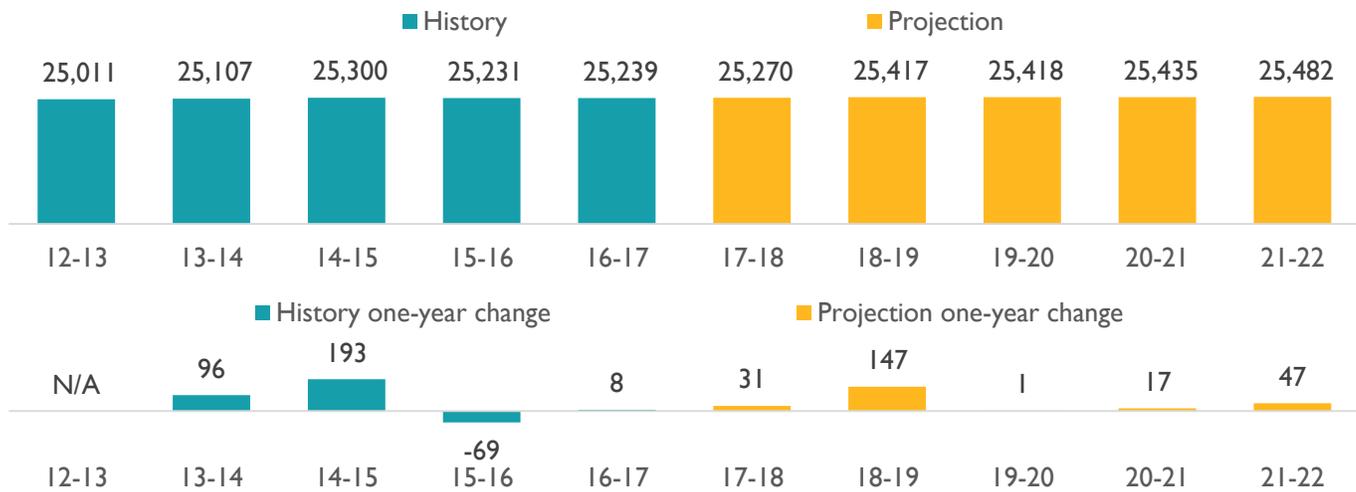
Projections do not formally take into account future residential developments. Projecting the number of students who will live in a yet-to-be-built building or residential area is extremely difficult to do with any degree of reliability because it is uncertain how many children will move in, when they will move in, and where they will have moved from. New construction does not necessarily mean that MMSD enrollment will increase; instead, students may simply move from other parts of the district. In addition, housing and employment patterns are subject to random and unpredictable variance at small scales, so implying that we can make these kinds of projections reliably would be irresponsible. When future large-scale development in an area is relatively certain this information is used for planning purposes on a case-by-case basis, particularly in conversations around school capacity and long range planning. Instead, we monitor residential development separately and plan according to the expected future number of students.

Projected Kindergarteners are assigned to elementary schools based on a three-year average of the distribution of Kindergarteners. Subsequent grades are projected based on a three-year average of the grade-to-grade persistence rates, with fifth and eighth grade students distributed to sixth and ninth grade schools based on the prior year's pattern of enrolling at each middle and high school during the current year. This methodology conforms to best practices across school districts according to a 2013 study of enrollment projection methodology conducted for MMSD by Hanover Research.

The enrollment progression rates and distribution rates from grade to grade and school to school are calculated and applied separately for DLI and non-DLI students entering first through twelfth grade. The English Language Learner Three-year Plan is increasing the number of schools offering DLI learning environments, affecting attendance pattern dynamics when students transition from one school level (e.g. a elementary school) to the subsequent level (e.g. a middle school). See Appendix A for additional detail about the treatment of DLI and non-DLI students in the projection.

The progression rate for twelfth grade is decomposed into an 11<sup>th</sup>-to-12<sup>th</sup> grade progression rate and a 12<sup>th</sup>-to-12<sup>th</sup> grade progression rate, where the 12<sup>th</sup>-to-12<sup>th</sup> grade progression rate represents students repeating as twelfth graders. The twelfth grade rate is decomposed into two rates to account for a change in practice to having students who are credit deficient repeat twelfth grade instead of being retained as eleventh graders, which was the practice before the 2015-16 school year.

### KG-12 Enrollment History and Projection



The 2016-17 KG-12 enrollment of 25,239 students is an increase of 8 students (0.03%) from the 2015-16 enrollment of 25,231 students. KG-12 enrollment in MMSD has remained relatively flat for the last five years, increasing by fewer than 500 students. We project that MMSD will continue a trend of modest growth for the next five years.

### By Grade and Level

Grade	History					Projection				
	12-13	13-14	14-15	15-16	16-17	17-18	18-19	19-20	20-21	21-22
KG	2257	2271	2258	2127	2074	2134	2237	2214	2231	2248
1	2171	2176	2109	2154	2059	1975	2032	2130	2108	2125
2	2148	2079	2135	2073	2114	2020	1936	1992	2088	2067
3	2033	2071	2017	2059	2016	2051	1959	1874	1928	2021
4	1861	1990	2011	1951	1991	1952	1986	1896	1814	1867
5	1835	1829	1931	1940	1886	1927	1889	1922	1835	1755
<i>Elementary total</i>	<i>12305</i>	<i>12416</i>	<i>12461</i>	<i>12304</i>	<i>12140</i>	<i>12060</i>	<i>12039</i>	<i>12029</i>	<i>12005</i>	<i>12082</i>
6	1882	1789	1782	1882	1868	1847	1885	1847	1882	1798
7	1710	1825	1781	1709	1844	1829	1807	1845	1807	1841
8	1710	1719	1809	1753	1718	1834	1821	1802	1837	1802
<i>Middle total</i>	<i>5302</i>	<i>5333</i>	<i>5372</i>	<i>5344</i>	<i>5430</i>	<i>5511</i>	<i>5513</i>	<i>5494</i>	<i>5526</i>	<i>5441</i>
9	1742	1798	1824	1889	1866	1812	1928	1904	1874	1916
10	1785	1741	1820	1854	1908	1886	1832	1950	1924	1892
11	1968	1974	1896	1824	1848	1975	1954	1898	2020	1993
12	1909	1845	1927	2016	2047	2024	2150	2144	2087	2158
<i>High total</i>	<i>7404</i>	<i>7358</i>	<i>7467</i>	<i>7583</i>	<i>7669</i>	<i>7699</i>	<i>7865</i>	<i>7895</i>	<i>7904</i>	<i>7959</i>
<i>District total</i>	<i>25,011</i>	<i>25,107</i>	<i>25,300</i>	<i>25,231</i>	<i>25,239</i>	<i>25,270</i>	<i>25,417</i>	<i>25,418</i>	<i>25,435</i>	<i>25,482</i>
<i>Change</i>		96	193	-69	8	31	147	1	17	47

Birth rates declined from 2008 to 2010 during the Great Recession and have steadily increased each year since. Middle and high school enrollments are likely to continue to increase in the short term as the larger elementary school enrollments continue onto later grades. In addition to the KG-12 students listed above, a total of 1,808 students are enrolled in MMSD 4K and Pre-K programs (counts by location are listed after projections on page 10).



### By Demographic Identification

	Count of students					Percent of students				
	12-13	13-14	14-15	15-16	16-17	12-13	13-14	14-15	15-16	16-17
<i>Race &amp; ethnicity</i>										
American Indian	94	88	89	89	74	<1%	<1%	<1%	<1%	<1%
Asian	2293	2269	2315	2288	2255	9%	9%	9%	9%	9%
Black or African American	4629	4634	4591	4512	4508	19%	18%	18%	18%	18%
Hispanic or Latino	4607	4814	4978	5163	5322	18%	19%	20%	20%	21%
Pacific Islander	18	24	18	16	13	<1%	<1%	<1%	<1%	<1%
Two or more races	2135	2171	2200	2262	2256	9%	9%	9%	9%	9%
White	11234	11107	11113	10901	10811	45%	44%	44%	43%	43%
<i>Other demographics</i>										
Low-income	11375	11814	12158	12511	12620	45%	47%	48%	50%	50%
English Language Learner	6102	6438	6705	6871	6987	24%	26%	27%	27%	28%
Receiving Special Ed.	3213	3357	3501	3451	3528	13%	13%	14%	14%	14%

Over the past five years the number students and the percent of the student population identifying as Hispanic or Latino has steadily grown. Also, the number of students and the percent of the student population identified as low-income or an English Language Learner has increased. We do not produce projections based on demographic characteristics.

### Projection of Charter and Alternative Schools

At the middle school level, Badger Rock, Spring Harbor, and Wright have modified projections for their sixth grade. Since their charters or school policy guides specify specific numbers of students they can enroll, the projection is set as follows:

*Badger Rock:* The charter effective for the 2016-17 school year specifies that Badger Rock may serve up to 100 students enrolled across grades six, seven, and eight. Their projection is therefore capped at 100 students for the entire school and their sixth grade projection is 35 students to conform to enrollment expectations.

*Spring Harbor:* The school enrollment policy for the 2016-17 school year specifies that up to 90 students may enroll into Spring Harbor's sixth grade. Their sixth grade projection is therefore 90 students.

*Wright:* The charter effective for the 2016-17 school year specifies that Wright may enroll up to 85 students in sixth grade and may serve up to 255 students across all grades. The projection for sixth grade and the school is therefore 85 and 255, respectively.

The difference between what the projection methodology expects and these Charter and policy rules state are handled by modifying the projections of all schools to properly redistribute students according to the current school year's distribution.

At the high school level, Capital High (formerly Innovative & Alternative), Metro, and Shabazz enrollments are projected in the same manner as other high schools. These projections should be seen as more open to variance since at lower grades (9<sup>th</sup>, 10<sup>th</sup>, and 11<sup>th</sup>) enrollments are relatively small and fluctuate widely and for 12<sup>th</sup> grade the enrollment number increases greatly as students repeat twelfth grade, transfer from traditional high schools, and enter from outside the district. It is difficult to project this process because it depends on non-typical enrollment patterns and a disproportionate share of these students are not enrolled as eleventh or twelfth graders during the previous school year. The projection methodology smooths this process by assuming that the recent distribution of students across high school grades will hold, therefore students are redistributed between high schools to ensure that school projections conform to recent evidence of enrollment patterns.



RESEARCH & PROGRAM EVALUATION OFFICE

SCHOOL	YEAR	KG	1	2	3	4	5	6	7	8	9	10	11	12	TOTAL K-12
ALLIS	16-17	65	75	82	66	57	51								396
ALLIS	17-18	80	63	74	80	64	55								416
ALLIS	18-19	84	77	61	72	78	62								434
ALLIS	19-20	83	81	75	58	70	75								443
ALLIS	20-21	83	80	79	72	56	68								438
ALLIS	21-22	84	80	78	75	70	55								441
CHAVEZ	16-17	107	105	100	109	90	96								607
CHAVEZ	17-18	103	102	103	97	106	87								598
CHAVEZ	18-19	109	99	100	99	94	102								602
CHAVEZ	19-20	108	104	97	97	96	91								592
CHAVEZ	20-21	110	103	101	93	94	93								595
CHAVEZ	21-22	111	104	101	98	90	91								596
CRESTWOOD	16-17	58	57	52	59	66	55								347
CRESTWOOD	17-18	58	55	56	51	57	64								341
CRESTWOOD	18-19	61	55	54	55	49	55								329
CRESTWOOD	19-20	60	58	54	53	53	48								326
CRESTWOOD	20-21	61	57	57	53	51	52								330
CRESTWOOD	21-22	61	57	56	55	51	49								330
ELVEHJEM	16-17	53	77	71	70	76	49								396
ELVEHJEM	17-18	68	50	76	69	68	74								404
ELVEHJEM	18-19	71	64	49	74	67	66								391
ELVEHJEM	19-20	70	67	63	48	72	65								385
ELVEHJEM	20-21	70	66	66	62	47	70								380
ELVEHJEM	21-22	71	66	65	64	60	45								371
EMERSON	16-17	81	54	68	54	50	54								361
EMERSON	17-18	77	76	53	66	52	48								373
EMERSON	18-19	80	72	75	52	64	51								395
EMERSON	19-20	79	76	71	74	50	62								412
EMERSON	20-21	80	74	74	69	71	49								418
EMERSON	21-22	80	75	73	73	67	69								437
FALK	16-17	56	56	55	48	40	45								300
FALK	17-18	56	53	55	54	46	39								303
FALK	18-19	59	53	52	54	52	45								315
FALK	19-20	58	56	52	51	52	50								320
FALK	20-21	59	55	55	51	49	51								320
FALK	21-22	59	55	54	54	50	48								319
FRANKLIN	16-17	121	105	120											346
FRANKLIN	17-18	118	114	103											335
FRANKLIN	18-19	123	111	112											347
FRANKLIN	19-20	122	116	109											347
FRANKLIN	20-21	123	115	115											352
FRANKLIN	21-22	123	116	113											352
GLENDALE	16-17	77	77	86	69	73	74								456
GLENDALE	17-18	83	75	75	82	67	71								452
GLENDALE	18-19	87	81	73	71	79	64								455
GLENDALE	19-20	86	85	78	69	68	76								462
GLENDALE	20-21	86	84	82	74	67	66								458
GLENDALE	21-22	87	84	81	78	72	64								465
GOMPERS	16-17	34	45	32	43	37	48								239
GOMPERS	17-18	38	32	44	31	42	36								223
GOMPERS	18-19	40	36	32	43	30	40								222
GOMPERS	19-20	39	38	35	31	42	29								215
GOMPERS	20-21	40	37	37	35	30	41								219
GOMPERS	21-22	40	37	37	36	34	29								213
HAWTHORNE	16-17	55	63	69	64	52	57								360
HAWTHORNE	17-18	57	52	62	67	62	50								351
HAWTHORNE	18-19	60	54	51	61	65	60								351
HAWTHORNE	19-20	59	57	53	50	59	63								341
HAWTHORNE	20-21	60	56	56	52	48	57								328
HAWTHORNE	21-22	60	56	55	54	50	47								323



SCHOOL	YEAR	KG	1	2	3	4	5	6	7	8	9	10	11	12	TOTAL K-12
HUEGEL	16-17	88	83	84	64	82	66								467
HUEGEL	17-18	87	83	82	82	62	79								476
HUEGEL	18-19	91	82	82	80	80	60								475
HUEGEL	19-20	90	86	81	80	77	77								492
HUEGEL	20-21	91	85	85	79	77	75								493
HUEGEL	21-22	92	86	84	83	77	75								496
KENNEDY	16-17	74	80	79	90	95	82								500
KENNEDY	17-18	77	70	79	77	87	92								482
KENNEDY	18-19	81	72	69	77	75	84								458
KENNEDY	19-20	79	76	71	67	75	72								441
KENNEDY	20-21	80	75	75	70	65	72								437
KENNEDY	21-22	81	75	74	73	68	63								433
LAKE VIEW	16-17	48	46	39	39	43	43								258
LAKE VIEW	17-18	46	45	45	38	38	42								254
LAKE VIEW	18-19	48	43	45	44	37	37								254
LAKE VIEW	19-20	47	45	43	44	43	36								258
LAKE VIEW	20-21	48	45	45	42	42	42								262
LAKE VIEW	21-22	48	45	44	44	40	41								262
LAPHAM	16-17	69	62	61											192
LAPHAM	17-18	67	65	61											193
LAPHAM	18-19	70	63	64											197
LAPHAM	19-20	69	66	62											197
LAPHAM	20-21	69	65	65											199
LAPHAM	21-22	70	65	64											199
LEOPOLD	16-17	119	122	114	133	92	104								684
LEOPOLD	17-18	115	116	118	109	129	89								675
LEOPOLD	18-19	122	112	112	111	105	124								686
LEOPOLD	19-20	125	118	108	106	108	101								668
LEOPOLD	20-21	128	122	115	102	103	104								675
LEOPOLD	21-22	131	125	118	109	99	99								682
LINCOLN	16-17				158	129	131								418
LINCOLN	17-18				130	153	124								407
LINCOLN	18-19				143	126	148								416
LINCOLN	19-20				121	138	121								380
LINCOLN	20-21				135	117	133								384
LINCOLN	21-22				141	130	113								384
LINDBERGH	16-17	16	29	33	26	35	37								176
LINDBERGH	17-18	25	15	29	32	25	34								160
LINDBERGH	18-19	26	24	15	28	31	24								148
LINDBERGH	19-20	26	25	23	15	27	30								146
LINDBERGH	20-21	26	24	24	23	14	26								138
LINDBERGH	21-22	26	24	24	24	22	14								134
LOWELL	16-17	51	54	59	58	50	49								321
LOWELL	17-18	58	48	53	58	56	48								322
LOWELL	18-19	61	55	47	52	56	54								326
LOWELL	19-20	60	58	54	46	50	54								323
LOWELL	20-21	61	57	57	53	45	49								321
LOWELL	21-22	61	57	56	55	51	43								324
MARQUETTE	16-17				76	68	77								221
MARQUETTE	17-18				60	74	66								199
MARQUETTE	18-19				60	58	71								189
MARQUETTE	19-20				63	58	56								176
MARQUETTE	20-21				61	61	56								177
MARQUETTE	21-22				63	59	59								181
MENDOTA	16-17	58	52	56	45	40	53								304
MENDOTA	17-18	59	55	51	55	44	39								302
MENDOTA	18-19	62	56	54	50	53	42								317
MENDOTA	19-20	61	59	55	53	49	51								327
MENDOTA	20-21	62	58	58	54	51	47								329
MENDOTA	21-22	62	58	57	56	52	49								335



SCHOOL	YEAR	KG	1	2	3	4	5	6	7	8	9	10	11	12	TOTAL K-12
MIDVALE	16-17	135	155	137											427
MIDVALE	17-18	151	132	150											433
MIDVALE	18-19	158	147	128											432
MIDVALE	19-20	155	154	142											452
MIDVALE	20-21	156	152	149											457
MIDVALE	21-22	157	153	147											457
MUIR	16-17	58	83	67	46	70	62								386
MUIR	17-18	72	55	82	65	45	68								387
MUIR	18-19	76	68	54	80	63	43								385
MUIR	19-20	75	72	67	53	77	61								405
MUIR	20-21	75	71	70	66	51	75								408
MUIR	21-22	76	71	70	69	64	49								399
NUESTRO MUNDO	16-17	51	54	51	53	54	48								311
NUESTRO MUNDO	17-18	52	51	52	47	51	52								305
NUESTRO MUNDO	18-19	55	52	49	48	46	49								299
NUESTRO MUNDO	19-20	54	55	50	45	46	44								294
NUESTRO MUNDO	20-21	54	54	53	46	44	44								296
NUESTRO MUNDO	21-22	55	54	52	49	45	42								296
OLSON	16-17	83	63	70	64	63	59								402
OLSON	17-18	76	78	62	68	62	61								408
OLSON	18-19	80	72	77	61	66	60								416
OLSON	19-20	79	75	71	75	59	64								423
OLSON	20-21	79	74	74	69	73	57								427
OLSON	21-22	80	75	73	73	67	71								438
ORCHARD RIDGE	16-17	46	36	52	51	57	42								284
ORCHARD RIDGE	17-18	50	43	35	51	49	55								284
ORCHARD RIDGE	18-19	52	47	43	35	49	48								274
ORCHARD RIDGE	19-20	52	49	46	42	34	48								270
ORCHARD RIDGE	20-21	52	49	48	45	40	33								267
ORCHARD RIDGE	21-22	52	49	48	47	44	39								279
RANDALL	16-17				107	135	136								378
RANDALL	17-18				118	104	131								353
RANDALL	18-19				101	115	100								316
RANDALL	19-20				110	98	111								319
RANDALL	20-21				107	106	95								308
RANDALL	21-22				112	104	103								319
SANDBURG	16-17	81	61	79	71	60	60								412
SANDBURG	17-18	74	79	59	75	69	58								414
SANDBURG	18-19	78	72	76	57	73	66								422
SANDBURG	19-20	77	76	70	73	55	70								420
SANDBURG	20-21	77	74	73	67	70	53								415
SANDBURG	21-22	78	75	72	70	65	68								427
SCHENK	16-17	85	71	79	66	80	64								445
SCHENK	17-18	76	82	70	77	64	78								447
SCHENK	18-19	80	74	80	68	75	62								439
SCHENK	19-20	79	77	72	76	66	72								442
SCHENK	20-21	79	76	75	68	74	64								437
SCHENK	21-22	80	77	74	72	66	71								439
SHOREWOOD	16-17	89	81	66	71	79	55								441
SHOREWOOD	17-18	85	84	80	65	69	77								459
SHOREWOOD	18-19	90	81	83	78	62	67								460
SHOREWOOD	19-20	88	84	79	81	76	61								469
SHOREWOOD	20-21	89	83	83	78	78	73								484
SHOREWOOD	21-22	89	84	82	81	75	76								487
STEPHENS	16-17	77	89	107	79	90	70								512
STEPHENS	17-18	87	73	88	105	77	87								515
STEPHENS	18-19	91	82	71	86	101	74								505
STEPHENS	19-20	89	85	80	70	83	98								506
STEPHENS	20-21	90	84	84	79	68	80								485
STEPHENS	21-22	91	85	83	82	76	66								483



SCHOOL	YEAR	KG	1	2	3	4	5	6	7	8	9	10	11	12	TOTAL K-12
THOREAU	16-17	66	59	80	73	62	59								399
THOREAU	17-18	69	62	58	78	71	60								398
THOREAU	18-19	72	65	61	57	76	69								400
THOREAU	19-20	72	68	64	60	55	73								392
THOREAU	20-21	73	68	67	63	58	53								381
THOREAU	21-22	73	68	67	66	61	56								391
VAN HISE	16-17	73	65	65	64	66	60								393
VAN HISE	17-18	68	69	64	64	62	64								390
VAN HISE	18-19	71	64	68	63	62	60								387
VAN HISE	19-20	70	67	63	66	61	60								387
VAN HISE	20-21	71	66	66	62	64	59								388
VAN HISE	21-22	71	67	65	65	60	62								390
BADGER ROCK	16-17							20	36	20					76
BADGER ROCK	17-18							35	20	36					90
BADGER ROCK	18-19							35	34	19					89
BADGER ROCK	19-20							32	34	34					100
BADGER ROCK	20-21							35	31	34					100
BADGER ROCK	21-22							35	34	31					100
BLACK HAWK	16-17							144	127	118					389
BLACK HAWK	17-18							156	141	126					423
BLACK HAWK	18-19							130	153	140					423
BLACK HAWK	19-20							125	127	152					405
BLACK HAWK	20-21							125	123	127					375
BLACK HAWK	21-22							134	122	122					378
CHEROKEE	16-17							193	160	124					477
CHEROKEE	17-18							208	188	160					556
CHEROKEE	18-19							186	202	189					577
CHEROKEE	19-20							233	181	204					618
CHEROKEE	20-21							207	227	182					615
CHEROKEE	21-22							200	202	228					630
HAMILTON	16-17							241	316	269					826
HAMILTON	17-18							235	236	314					784
HAMILTON	18-19							254	230	234					718
HAMILTON	19-20							224	249	228					701
HAMILTON	20-21							219	219	247					685
HAMILTON	21-22							216	214	218					648
JEFFERSON	16-17							170	161	173					504
JEFFERSON	17-18							179	166	160					505
JEFFERSON	18-19							204	175	165					545
JEFFERSON	19-20							168	200	174					542
JEFFERSON	20-21							205	165	198					568
JEFFERSON	21-22							202	200	164					566
O'KEEFFE	16-17							159	157	182					498
O'KEEFFE	17-18							152	156	156					464
O'KEEFFE	18-19							139	149	155					442
O'KEEFFE	19-20							153	136	148					437
O'KEEFFE	20-21							140	150	135					425
O'KEEFFE	21-22							132	137	149					418
SENNETT	16-17							244	214	208					666
SENNETT	17-18							207	238	214					660
SENNETT	18-19							236	202	239					677
SENNETT	19-20							228	230	203					661
SENNETT	20-21							246	222	231					699
SENNETT	21-22							234	240	223					697
SHERMAN	16-17							166	131	121					418
SHERMAN	17-18							161	162	130					453
SHERMAN	18-19							148	157	162					467
SHERMAN	19-20							163	145	157					465
SHERMAN	20-21							179	159	145					483
SHERMAN	21-22							145	175	160					479



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SCHOOL	YEAR	KG	1	2	3	4	5	6	7	8	9	10	11	12	TOTAL K-12
SPRING HARBOR	16-17							90	89	90					269
SPRING HARBOR	17-18							90	88	88					266
SPRING HARBOR	18-19							90	88	87					266
SPRING HARBOR	19-20							90	88	87					266
SPRING HARBOR	20-21							90	88	87					266
SPRING HARBOR	21-22							90	88	87					266
TOKI	16-17							178	212	185					575
TOKI	17-18							196	174	210					581
TOKI	18-19							214	192	173					579
TOKI	19-20							201	209	191					601
TOKI	20-21							210	197	208					614
TOKI	21-22							192	205	196					593
WHITEHORSE	16-17							177	152	144					473
WHITEHORSE	17-18							141	173	151					465
WHITEHORSE	18-19							163	138	172					472
WHITEHORSE	19-20							142	159	137					439
WHITEHORSE	20-21							140	139	158					438
WHITEHORSE	21-22							132	137	138					408
WRIGHT	16-17							85	87	83					255
WRIGHT	17-18							85	83	86					255
WRIGHT	18-19							85	83	83					250
WRIGHT	19-20							85	83	84					251
WRIGHT	20-21							85	83	83					251
WRIGHT	21-22							85	83	83					251
EAST	16-17										419	405	376	394	1594
EAST	17-18										430	405	400	363	1598
EAST	18-19										425	416	400	382	1622
EAST	19-20										463	410	410	384	1668
EAST	20-21										465	449	405	395	1713
EAST	21-22										416	448	444	390	1697
LA FOLLETTE	16-17										397	384	374	403	1558
LA FOLLETTE	17-18										392	391	387	372	1542
LA FOLLETTE	18-19										416	387	394	382	1580
LA FOLLETTE	19-20										450	411	390	390	1641
LA FOLLETTE	20-21										388	442	414	388	1632
LA FOLLETTE	21-22										435	383	444	410	1671
MEMORIAL	16-17										467	494	470	480	1911
MEMORIAL	17-18										471	472	508	490	1940
MEMORIAL	18-19										485	475	486	525	1971
MEMORIAL	19-20										451	489	489	508	1938
MEMORIAL	20-21										478	456	504	509	1948
MEMORIAL	21-22										520	482	472	522	1995
WEST	16-17										559	579	533	520	2191
WEST	17-18										496	573	579	552	2200
WEST	18-19										577	510	573	598	2259
WEST	19-20										515	592	511	598	2217
WEST	20-21										519	530	593	540	2181
WEST	21-22										521	533	531	573	2158
CAPITAL HIGH	16-17							0	2	0	16	24	56	200	298
CAPITAL HIGH	17-18							0	2	0	16	24	60	198	299
CAPITAL HIGH	18-19							0	2	0	17	23	59	210	311
CAPITAL HIGH	19-20							0	2	0	16	25	58	209	310
CAPITAL HIGH	20-21							0	2	0	16	24	61	204	307
CAPITAL HIGH	21-22							0	2	0	16	24	60	211	313
METRO SCHOOL	16-17							2	2	2	3	2	5	9	25
METRO SCHOOL	17-18							2	2	2	3	2	5	9	25
METRO SCHOOL	18-19							2	2	2	3	2	5	9	26
METRO SCHOOL	19-20							2	2	2	3	2	5	9	26
METRO SCHOOL	20-21							2	2	2	3	2	5	9	26
METRO SCHOOL	21-22							2	2	2	3	2	5	9	26



SCHOOL	YEAR	KG	1	2	3	4	5	6	7	8	9	10	11	12	TOTAL K-12
SHABAZZ	16-17										5	20	34	42	101
SHABAZZ	17-18										5	20	36	42	102
SHABAZZ	18-19										5	19	36	44	104
SHABAZZ	19-20										5	20	35	44	104
SHABAZZ	20-21										5	20	37	43	105
SHABAZZ	21-22										5	20	37	44	106
TOTAL	16-17	2074	2059	2114	2016	1991	1886	1869	1846	1719	1866	1908	1848	2048	25244
TOTAL	17-18	2134	1975	2020	2051	1952	1927	1847	1829	1834	1812	1886	1975	2024	25270
TOTAL	18-19	2237	2032	1936	1959	1986	1889	1885	1807	1821	1928	1832	1954	2150	25417
TOTAL	19-20	2214	2130	1992	1874	1896	1922	1847	1845	1802	1904	1950	1898	2144	25418
TOTAL	20-21	2231	2108	2088	1928	1814	1835	1882	1807	1837	1874	1924	2020	2087	25435
TOTAL	21-22	2248	2125	2067	2021	1867	1755	1798	1841	1802	1916	1892	1993	2158	25482



### 4K/PK Enrollment by Site

Our enrollment reports generally focus on students in grades K-12. However, we also enroll nearly 2000 students in 4K/PK programs. The tables below show 4K/PK enrollment by site for the 2016-17 Third Friday count and a recent history of 4K/PK enrollment at the district-level. We do not produce location-level enrollment projections for 4K/PK because enrollment at the location level is dependent upon programmatic decisions at the district level and parental decisions and not on attendance boundaries.

4K/PK in MMSD Schools		4K/PK Locations	
Location	Count	Location	Count
<b>MMSD 4K Total</b>	<b>1012</b>	<b>4K/PK Locations Total</b>	<b>796</b>
Allis	99	4K PK Off Site	88
Chavez	66	Animal Crackers	12
Crestwood	18	Bernie's Place	16
Elvehjem	51	Big Oak Childcare	12
Emerson	34	Creative Learning	21
Falk	58	Eagle's Wing	20
Franklin	55	Goodman Center	30
Glendale	58	Headstart-East Msn	47
Gompers	18	Headstart-Northport	16
Hawthorne	36	Headstart-NS ED	8
Huegel	33	Headstart-Packers	11
Lapham	46	Headstart-Red Arrow	78
Lincoln	32	Headstart-South Msn	65
Lindbergh	18	Kennedy Hts	10
Lowell	25	Kindercare-London	11
Mendota	25	Kindercare-Old Sauk	10
Midvale	31	LaPetite-N. Gammon	13
Muir	35	Learning Gardens	25
Olson	38	MATC-Downtown	3
Orchard Ridge	50	MATC-Truax	11
Sandburg	58	Meeting House	46
Shorewood	31	Monona Grove Nursery	31
Stephens	64	New Morning	38
Thoreau	33	Orchard Rdg. Nursery M-F	24
		Orchard Rdg. Nursery M-R	24
		Preschool of the Art	26
		Red Caboose	6
		Univ. Ave Discovery	18
		Univ. House Preschool	6
		Univ. Preschool Linden	25
		Waisman	23
		YMCA-East	10
		YMCA-West	12

Enrollment History 4K/PK				
12-13	13-14	14-15	15-16	16-17
2084	2079	1975	1918	1808



## Appendix A: Projection of DLI and non-DLI students

As indicated earlier in this report, MMSD’s enrollment projection methodology has been updated to account for students participating in Dual Language Immersion (DLI) learning environments.

The two processes that have been modified are the progression rates from a grade to the subsequent grade and the distribution rates of students between schools at transition points. The modification of the progression rates has a small effect on the projection caused by the changing mix of DLI and non-DLI students. The modification of distribution rates has no effect for most schools and a large impact for some school attendance patterns that have new DLI programs.

### Progression rates from grade-to-grade

The progression rates from grade-to-grade are relatively similar for DLI and non-DLI students. The average for DLI students at the elementary school level is 96% and at the middle school level it is 101%, while for non-DLI students it is 97% and 98%, respectively. For high school grades the regular student progression rates were used because the DLI student population is too small to build reliable rates.

### Distribution rates between schools

The distribution of students between schools (e.g. distributing projected sixth graders to middle schools based on fifth graders and their elementary schools) are substantially different for DLI and non-DLI students in some cases. These rates are based on the end of year student count, the Third Friday of September student count and whether or not the students participated in DLI during the end of year count school year.

The observed rates between elementary schools with fifth grade students at schools with DLI programs into middle schools with DLI programs are listed here. Most of the differences in transition rates for DLI and non-DLI students are small but some are substantial and the updated projections take this observed reality into account. The effect of DLI expansion on attendance patterns is to increase the likelihood that students participating in DLI programming in elementary school are sometimes more likely to select a middle school with DLI programming than are elementary students not participating in DLI programming.

As an example, Leopold has both students participating in DLI and non-DLI learning environments. The fifth grade DLI population at Leopold continued onto Cherokee (a DLI middle school) 76% of the time while the non-DLI population continued onto Cherokee only 60% of the time. In our projection, an increase in Leopold’s DLI population will lead to an increase in Cherokee’s projected enrollment because Leopold DLI students are more likely than non-DLI students to attend Cherokee.

End of Year School	September School	DLI Student Distribution Rate	Regular Student Distribution Rate	Difference
Glendale	Sennett	95%	94%	0%
Leopold	Cherokee	76%	60%	16%
Leopold	Sennett	5%	2%	3%
Leopold	Sherman	0%	2%	-2%
Lincoln	Cherokee	63%	26%	37%
Lincoln	Sennett	0%	4%	-4%
Lincoln	Sherman	0%	2%	-2%
Nuestro Mundo	Cherokee	2%	—	—
Nuestro Mundo	Sennett	93%	—	—
Sandburg	Cherokee	0%	3%	-3%
Sandburg	Sennett	0%	3%	-3%
Sandburg	Sherman	97%	83%	14%

Since the ELL Three-year Plan is only in its second-year, the effects of DLI expansion at schools will not be fully realized for several more years. Where observed distribution rates for schools are not available because it is the first year the program exists or program expansion is planned for future years in our five-year projection we have used the regular student distribution rates. As more evidence on DLI and non-DLI attendance patterns accumulate our ability to project enrollment will improve.

# Equity Staffing Charts

## 2016-17 Analysis: Equitable Distribution of Staffing Elementary School

School Support Level	Title I	AGR	DL/DBE	AK	School Programs		Enrollment Demographics										Ethnicity										Admin										Regular Education (AK-Grade 5, Reach, Specials)										Student Services										Special Education										Staffing Budget									
					Total Est Enrollment FY17	(AK factored at 60%)	Free or Reduced-Priced Meals	Special Education	English Language Learner	African American	Hispanic	Native American	Multiracial	Pacific Islander	White	Administrators	Clerical	(AK-Grade 5, Specials)	Regular Ed (EA, EA/Clerical)	Reading/Math, Nonsp.	Parent Liaison	IRT/LC	Interventionist/VTSS	Regular Ed (EA, EA/Clerical)	Students (FTE per Regular Ed Staff Teacher/EA)	Psychologist	Social Worker	PBS Coach	Nurse	Nursing Assistant	BEA	Students (FTE per Student Svcs Staff Teacher, EA)	Special Ed (CC, OT, PT, SL, OTA)	Special Ed Assists	Students (FTE per Special Ed Staff Teacher/EA)	ESL, BRT, BRS	OMGE	Students (FTE per OMGE Teacher, EA, BRS)	Total Staff (Incl. Admin, Clerical, Teacher, EA, BRS)	Students (FTE)	per Total Staff	Budget Dollars	Dollars / Pupil																																	
Franklin							12,672	49.3%	12%	30%	18%	9%	21%	0.2%	10%	0%	42%	368	23%	4%	17%	8%	7%	10%	0%	7%	0%	68%	1,000	1,000	14,555	1,200	1,000	2,030	4,080	9,100	0.50	0.50	0.45	0.40	0.63	0.90	49,355	3,655	2,724	26,766	3,444	49,777	34,077	5,022	2,601,272	15,212																								
Franklin							12,672	49.3%	12%	30%	18%	9%	21%	0.2%	10%	0%	42%	368	23%	4%	17%	8%	7%	10%	0%	7%	0%	68%	1,000	1,000	14,555	1,200	1,000	2,030	4,080	9,100	0.50	0.50	0.45	0.40	0.63	0.90	49,355	3,655	2,724	26,766	3,444	49,777	34,077	5,022	2,601,272	15,212																								
Franklin							12,672	49.3%	12%	30%	18%	9%	21%	0.2%	10%	0%	42%	368	23%	4%	17%	8%	7%	10%	0%	7%	0%	68%	1,000	1,000	14,555	1,200	1,000	2,030	4,080	9,100	0.50	0.50	0.45	0.40	0.63	0.90	49,355	3,655	2,724	26,766	3,444	49,777	34,077	5,022	2,601,272	15,212																								
Franklin							12,672	49.3%	12%	30%	18%	9%	21%	0.2%	10%	0%	42%	368	23%	4%	17%	8%	7%	10%	0%	7%	0%	68%	1,000	1,000	14,555	1,200	1,000	2,030	4,080	9,100	0.50	0.50	0.45	0.40	0.63	0.90	49,355	3,655	2,724	26,766	3,444	49,777	34,077	5,022	2,601,272	15,212																								
Franklin							12,672	49.3%	12%	30%	18%	9%	21%	0.2%	10%	0%	42%	368	23%	4%	17%	8%	7%	10%	0%	7%	0%	68%	1,000	1,000	14,555	1,200	1,000	2,030	4,080	9,100	0.50	0.50	0.45	0.40	0.63	0.90	49,355	3,655	2,724	26,766	3,444	49,777	34,077	5,022	2,601,272	15,212																								
Franklin							12,672	49.3%	12%	30%	18%	9%	21%	0.2%	10%	0%	42%	368	23%	4%	17%	8%	7%	10%	0%	7%	0%	68%	1,000	1,000	14,555	1,200	1,000	2,030	4,080	9,100	0.50	0.50	0.45	0.40	0.63	0.90	49,355	3,655	2,724	26,766	3,444	49,777	34,077	5,022	2,601,272	15,212																								
Franklin							12,672	49.3%	12%	30%	18%	9%	21%	0.2%	10%	0%	42%	368	23%	4%	17%	8%	7%	10%	0%	7%	0%	68%	1,000	1,000	14,555	1,200	1,000	2,030	4,080	9,100	0.50	0.50	0.45	0.40	0.63	0.90	49,355	3,655	2,724	26,766	3,444	49,777	34,077	5,022	2,601,272	15,212																								
Franklin							12,672	49.3%	12%	30%	18%	9%	21%	0.2%	10%	0%	42%	368	23%	4%	17%	8%	7%	10%	0%	7%	0%	68%	1,000	1,000	14,555	1,200	1,000	2,030	4,080	9,100	0.50	0.50	0.45	0.40	0.63	0.90	49,355	3,655	2,724	26,766	3,444	49,777	34,077	5,022	2,601,272	15,212																								
Franklin							12,672	49.3%	12%	30%	18%	9%	21%	0.2%	10%	0%	42%	368	23%	4%	17%	8%	7%	10%	0%	7%	0%	68%	1,000	1,000	14,555	1,200	1,000	2,030	4,080	9,100	0.50	0.50	0.45	0.40	0.63	0.90	49,355	3,655	2,724	26,766	3,444	49,777	34,077	5,022	2,601,272	15,212																								
Franklin							12,672	49.3%	12%	30%	18%	9%	21%	0.2%	10%	0%	42%	368	23%	4%	17%	8%	7%	10%	0%	7%	0%	68%	1,000	1,000	14,555	1,200	1,000	2,030	4,080	9,100	0.50	0.50	0.45	0.40	0.63	0.90	49,355	3,655	2,724	26,766	3,444	49,777	34,077	5,022	2,601,272	15,212																								
Franklin							12,672	49.3%	12%	30%	18%	9%	21%	0.2%	10%	0%	42%	368	23%	4%	17%	8%	7%	10%	0%	7%	0%	68%	1,000	1,000	14,555	1,200	1,000	2,030	4,080	9,100	0.50	0.50	0.45	0.40	0.63	0.90	49,355	3,655	2,724	26,766	3,444	49,777	34,077	5,022	2,601,272	15,212																								
Franklin							12,672	49.3%	12%	30%	18%	9%	21%	0.2%	10%	0%	42%	368	23%	4%	17%	8%	7%	10%	0%	7%	0%	68%	1,000	1,000	14,555	1,200	1,000	2,030	4,080	9,100	0.50	0.50	0.45	0.40	0.63	0.90	49,355	3,655	2,724	26,766	3,444	49,777	34,077	5,022	2,601,272	15,212																								
Franklin							12,672	49.3%	12%	30%	18%	9%	21%	0.2%	10%	0%	42%	368	23%	4%	17%	8%	7%	10%	0%	7%	0%	68%	1,000	1,000	14,555	1,200	1,000	2,030	4,080	9,100	0.50	0.50	0.45	0.40	0.63	0.90	49,355	3,655	2,724	26,766	3,444	49,777	34,077	5,022	2,601,272	15,212																								
Franklin							12,672	49.3%	12%	30%	18%	9%	21%	0.2%	10%	0%	42%	368	23%	4%	17%	8%	7%	10%	0%	7%	0%	68%	1,000	1,000	14,555	1,200	1,000	2,030	4,080	9,100	0.50	0.50	0.45	0.40	0.63	0.90	49,355	3,655	2,724	26,766	3,444	49,777	34,077	5,022	2,601,272	15,212																								
Franklin							12,672	49.3%	12%	30%	18%	9%	21%	0.2%	10%	0%	42%	368	23%	4%	17%	8%	7%	10%	0%	7%	0%	68%	1,000	1,000	14,555	1,200	1,000	2,030	4,080	9,100	0.50	0.50	0.45	0.40	0.63	0.90	49,355	3,655	2,724	26,766	3,444	49,777	34,077	5,022	2,601,272	15,212																								
Franklin							12,672	49.3%	12%	30%	18%	9%	21%	0.2%	10%	0%	42%	368	23%	4%	17%	8%	7%	10%	0%	7%	0%	68%	1,000	1,000	14,555	1,200	1,000	2,030	4,080	9,100	0.50	0.50	0.45	0.40	0.63	0.90	49,355	3,655	2,724	26,766	3,444	49,777	34,077	5,022	2,601,272	15,212																								
Franklin							12,672	49.3%	12%	30%	18%	9%	21%	0.2%	10%	0%	42%	368	23%	4%	17%	8%	7%	10%	0%	7%	0%	68%	1,000	1,000	14,555	1,200	1,000	2,030	4,080	9,100	0.50	0.50	0.45	0.40	0.63	0.90	49,355	3,655	2,724	26,766	3,444	49,777	34,077	5,022	2,601,272	15,212																								
Franklin							12,672	49.3%	12%	30%	18%	9%	21%	0.2%	10%	0%	42%	368	23%	4%	17%	8%	7%	10%	0%	7%	0%	68%	1,000	1,000	14,555	1,200	1,000	2,030	4,080	9,100	0.50	0.50	0.45	0.40	0.63	0.90	49,355	3,655	2,724	26,766	3,444	49,777	34,077	5,022	2,601,272	15,212																								
Franklin							12,672	49.3%	12%	30%	18%	9%	21%	0.2%	10%	0%	42%	368	23%	4%	17%	8%	7%	10%	0%	7%	0%	68%	1,000	1,000	14,555	1,200	1,000	2,030	4,080	9,100	0.50	0.50	0.45	0.40	0.63	0.90	49,355	3,655	2,724	26,766	3,444	49,777	34,077	5,022	2,601,272	15,212																								
Franklin							12,672	49.3%	12%	30%	18%	9%	21%	0.2%	10%	0%	42%	368	23%	4%	17%	8%	7%	10%	0%	7%	0%	68%	1,000	1,000	14,555	1,200	1,000	2,030	4,080	9,100	0.50	0.50	0.45	0.40	0.63	0.90	49,355	3,655	2,724	26,766	3,444	49,777	34,077	5,022	2,601,272	15,212																								
Franklin							12,672	49.3%	12%	30%	18%	9%	21%	0.2%	10%	0%	42%	368	23%	4%	17%	8%	7%	10%	0%	7%	0%	68%	1,000	1,000	14,555	1,200	1,000	2,030	4,080	9,100	0.50	0.50	0.45	0.40	0.63	0.90	49,355	3,655	2,724	26,766	3,444	49,777	34,077	5,022	2,601,272	15,212																								
Franklin							12,672	49.3%	12%	30%	18%	9%	21%	0.2%	10%	0%	42%	368	23%	4%	17%	8%	7%	10%	0%	7%	0%	68%	1,000	1,000	14,555	1,200	1,000	2,030	4,080	9,100	0.50	0.50	0.45	0.40	0.63	0.90	49,355	3,655	2,724	26,766	3,444	49,777	34,077	5,022	2,601,272	15,212																								
Franklin							12,672	49.3%	12%	30%	18%	9%	21%	0.2%	10%	0%	42%	368	23%	4%	17%	8%	7%	10%	0%	7%	0%	68%	1,000	1,000	14,555	1,200	1,000	2,030	4,080	9,100	0.50	0.50	0.45	0.40	0.63	0.90	49,355	3,655	2,724	26,766	3,444	49,777	34,077	5,022	2,601,272	15,212																								
Franklin							12,672	49.3%	12%	30%	18%	9%	21%	0.2%	10%	0%	42%	368	23%	4%	17%	8%	7%	10%	0%	7%	0%	68%	1,000	1,000	14,555	1,200	1,000	2,030	4,080	9,100	0.50	0.50	0.45																																					

## 2016-17 Analysis: Equitable Distribution of Staffing Middle School

Programs	Enrollment Demographics	Ethnicity										Admin	Regular Education (Grade 6-8)										Student Services										Special Education			OMGE			Staffing Budget								
		White	Pacific Islander	Native American	Hispanic	Asian	African-American	English-Language Learner	Special Education	Free or Reduced-Priced Meals	Total Est Enrollment FY17		DL/DBE	Title I	White	Pacific Islander	Native American	Hispanic	Asian	African-American	English-Language Learner	Special Education	Free or Reduced-Priced Meals	Total Est Enrollment FY17	DL/DBE	Title I	Regular Ed (EA, EA Clerical, Reading/Math, Noon, Parent Liaison)	IR/IT/LC	AVID	Interventionist/MTSS	Regular Ed (Classroom, Dean, etc)	Clerical	Administrators	Students (FTE) per Regular Ed Staff (Teacher/EA)	Psychologist	Social Worker	PBS Coach	Guidance Counselor	Nurse	Nursing Assistant	BEA	Students (FTE) per Student Svcs	Special Ed (CC, OT, PT, SL, OTA)	Special Ed Assists	Special Ed Staff (Teacher/EA)	OMGE (ESL, BRT, BRS)	Students (FTE) per OMGE Staff (Incl. Admin, Clerical, Teacher, EA, BRS)
Weight	254	78%	18%	51%	23%	6%	48%	1%	9%	0%	12%	1.00	1.00	16.25	1.90	0.70	1.00	0.70	0.20	0.85	16.88	1.00	1.60	1.00	0.70	0.20	0.88	0.56	97.86	18.50	9.35	28.66	3.47	72.24	39.75	6.39	3,030,211	11,930									
Sennett	659	66%	19%	36%	19%	5%	35%	0%	11%	0%	12%	3.00	1.91	38.90	2.40	0.90	1.00	0.85	16.88	1.00	1.60	1.00	0.70	0.20	0.88	0.56	97.86	18.50	9.35	28.66	3.47	72.24	39.75	6.39	6,789,083	10,302											
Budler Rock	91	77%	27%	35%	26%	3%	35%	0%	19%	0%	18%	1.00	0.49	41.3	0.00	0.00	0.24	0.00	0.30	20.92	0.40	0.40	0.50	0.30	0.10	0.50	0.00	41.36	1.85	1.44	27.65	0.74	122.64	12.10	7.52	923,886	10,147										
Okechee	464	47%	18%	22%	18%	7%	17%	0%	8%	0%	49%	1.00	2.00	27.34	1.82	0.70	1.00	0.30	14.49	1.00	1.00	1.00	0.50	0.30	0.88	0.00	86.33	9.15	8.37	26.48	2.00	292.00	39.06	7.86	4,454,081	9,599											
Spring Harbor	266	34%	16%	19%	13%	15%	18%	0%	8%	0%	48%	1.00	1.00	16.80	0.90	0.70	1.00	0.38	13.73	0.40	0.40	1.00	1.00	0.30	0.35	0.00	77.10	6.45	1.62	32.98	0.74	358.49	33.64	7.91	2,521,079	9,478											
Black Hawk	423	67%	17%	32%	26%	10%	21%	1%	10%	0%	32%	1.50	1.00	22.85	1.75	0.90	1.00	0.85	15.47	0.80	1.00	1.00	0.50	0.88	0.80	70.79	7.30	5.64	32.69	3.95	107.03	52.72	8.02	3,869,287	9,147												
Sherman	453	64%	19%	35%	25%	8%	29%	0%	10%	0%	28%	1.00	1.00	23.47	2.00	1.13	1.00	2.32	15.14	1.00	0.90	1.00	0.55	0.70	0.72	77.17	10.40	2.84	34.22	4.45	101.75	55.48	8.17	4,028,460	8,893												
Cherokee	556	59%	17%	37%	20%	5%	31%	0%	8%	0%	38%	2.00	2.00	27.79	2.40	0.70	1.00	0.85	16.88	1.00	0.90	1.00	0.60	0.70	0.75	0.72	91.60	9.68	6.65	28.77	3.92	93.92	68.06	8.13	4,934,576	8,875											
Jefferson	465	42%	15%	29%	20%	15%	21%	0%	6%	0%	38%	2.00	1.65	29.80	0.90	0.70	1.00	0.58	15.63	0.80	1.00	1.00	0.60	0.70	0.80	0.00	99.02	10.40	4.74	33.36	3.47	145.62	59.39	8.43	4,533,459	9,017											
Whitewater	580	33%	14%	19%	19%	7%	18%	0%	5%	0%	48%	1.00	1.40	26.96	0.90	0.70	1.00	0.58	15.63	1.00	0.99	1.00	0.45	0.88	0.80	87.57	7.46	6.94	32.30	2.47	188.41	54.32	8.56	3,844,869	8,269												
Hamilton	785	12%	9%	18%	6%	14%	2%	0%	8%	0%	64%	2.00	2.00	48.70	0.90	0.80	1.50	1.70	14.76	0.90	1.00	1.00	0.80	0.80	0.50	0.88	0.00	138.33	7.93	3.53	69.14	2.73	287.27	76.95	10.20	6,327,380	7,946										
Total	5,501	54%	17%	29%	20%	8%	25%	0.2%	10%	0.1%	38%	18.50	17.45	317.87	15.27	8.50	12.37	9.11	15.46	9.60	11.09	1.00	1.10	1.40	0.50	0.88	0.00	85.89	103.41	64.68	33.82	38.34	188.98	67.78	8.12	49,777,275	9,295										

School Support Level  
 Light Touch  
 Moderate  
 Intensive

## 2016-17 Analysis: Equitable Distribution of Staffing High School

Programs	Enrollment Demographics	Ethnicity										Admin	Regular Education (Grade 9-12)										Student Services										Special Education			OMGE			Staffing Budget								
		White	Pacific Islander	Native American	Hispanic	Asian	African-American	English-Language Learner	Special Education	Free or Reduced-Priced Meals	Total Est Enrollment FY17		DL/DBE	Title I	White	Pacific Islander	Native American	Hispanic	Asian	African-American	English-Language Learner	Special Education	Free or Reduced-Priced Meals	Total Est Enrollment FY17	DL/DBE	Title I	Regular Ed (EA, EA Clerical, Noon, Parent Liaison)	IR/IT/LC	AVID	Interventionist/MTSS	Regular Ed (Classroom, Dean)	Clerical	Administrators	Students (FTE) per Regular Ed Staff (Teacher/EA)	Psychologist	Social Worker	PBS Coach	Guidance Counselor	Nurse	Nursing Assistant	BEA	Students (FTE) per Student Svcs	Special Ed (CC, OT, PT, SL, OTA)	Special Ed Assists	Special Ed Staff (Teacher/EA)	OMGE (ESL, BRT, BRS)	Students (FTE) per OMGE Staff (Incl. Admin, Clerical, Teacher, EA, BRS)
Stanhart	103	28%	17%	7%	6%	0%	13%	0%	12%	0%	68%	1.00	1.40	0.00	10.90	0.00	0.00	0.00	0.17	8.90	0.40	1.00	0.00	0.15	0.00	0.00	0.00	50.24	2.00	0.00	0.00	0.00	51.50	0.30	343.33	18.32	5.62	1,588,664	15,418								
Okechee	1542	53%	20%	7%	22%	5%	22%	0%	10%	0%	40%	5.00	6.75	1.00	71.31	2.80	0.85	2.20	3.21	18.46	2.00	2.00	1.00	1.30	0.94	0.00	122.89	35.44	21.91	26.89	9.92	155.44	173.03	8.91	1,345,584	8,725											
East	1398	54%	18%	27%	20%	8%	20%	1%	8%	0%	37%	5.00	7.69	1.00	79.55	3.20	0.00	2.20	3.10	18.81	2.00	2.00	2.00	1.30	0.94	0.00	101.87	28.70	16.50	35.50	12.39	152.00	171.98	9.29	1,350,452	8,526											
Cherokee	1941	34%	15%	21%	15%	13%	15%	0%	7%	0%	51%	5.00	6.20	1.00	91.79	2.40	1.00	2.20	3.10	19.52	2.00	2.80	1.30	0.94	0.00	142.96	28.96	17.58	44.70	6.80	285.36	179.61	10.81	13,904,210	71,84												
West	2200	33%	15%	23%	12%	9%	19%	0%	6%	0%	54%	5.00	7.80	1.00	98.10	2.20	1.00	2.40	4.31	20.37	1.50	3.00	0.64	1.40	0.94	0.00	147.85	25.45	24.24	44.27	11.89	185.06	198.27	10.81	15,368,534	6,986											
Total	7,384	40%	17%	21%	16%	7%	18%	0.2%	9%	0%	50%	21.00	29.84	4.00	351.65	10.60	2.85	9.50	10.89	17.31	7.90	10.80	3.64	25.34	5.55	3.75	1.75	113.18	120.55	80.29	39.93	41.30	219.64	741.20	9.15	57,658,944	9,328										

School Support Level  
 Light Touch  
 Moderate  
 Intensive

## Summer Learning Academy 2017

Account Description	2nd Half Summer 2015 1st Half Summer 2016	2nd Half Summer 2016 1st Half Summer 2017	2nd Half Summer 2016 1st Half Summer 2017	Total Change	2nd Half Summer 2017 1st Half Summer 2018
	Actual FY2016	Budget FY2017	YTD FY2017 (In Process)	0.2% Change	Proposed FY2018
1 Elementary Teachers	473,150.77	376,898.28	289,077.15	25,000.00	401,898.28
2 Secondary Teachers	130,710.07	169,606.15	43,299.84	-	169,606.15
3 English - (Reading / ESL)	716,278.61	649,463.78	345,544.63	-	649,463.78
4 Math Teachers	222,786.19	227,742.00	134,162.70	-	227,742.00
5 Hearing Impaired Services	21,718.67	4,327.63	14,312.96	5,000.00	9,327.63
6 Special Ed - Cross Categorical	119,173.89	105,578.01	72,707.70	-	105,578.01
7 Special Education Aides	84,932.96	90,294.31	51,184.08	(5,000.00)	85,294.31
8 Social Work	-	-	-	-	-
9 Guidance Services	2,975.44	4,523.87	-	-	4,523.87
10 Health Services	78,615.53	75,538.71	46,039.59	-	75,538.71
11 Psychological Services	-	-	-	-	-
12 Staff Development / Training	47,116.47	48,001.44	8,953.05	-	48,001.44
13 Library Services	38,733.21	24,549.27	24,342.12	1,316.96	25,866.23
14 Administration / Clerical	371,465.08	411,240.15	109,521.01	(19,701.22)	391,538.93
15 Security Services	30,291.57	42,816.80	19,398.91	-	42,816.80
16 Benefits	323,311.92	309,954.07	161,610.63	979.13	310,933.20
<b>Summer School Staffing / Fringe</b>	<b>2,661,260.38</b>	<b>2,540,534.47</b>	<b>1,320,154.37</b>	<b>7,594.87</b>	<b>2,548,129.34</b>
17 Police - Ed Resc Officers	-	-	-	-	-
18 Personal Services	6,500.00	6,628.80	6,500.00	-	6,628.80
19 Pers Svcs Clerical-Temp Agcy	31,795.08	27,075.64	2,135.30	-	27,075.64
20 Equipment Repair	-	1,668.53	140.21	(668.53)	1,000.00
21 Space Rental (Storage)	12,600.00	9,101.85	-	2,500.00	11,601.85
22 Pupil Travel	289,963.09	342,827.56	301,675.80	-	342,827.56
23 Employee Mileage	590.37	1,222.29	745.89	-	1,222.29
24 Postage	1,293.20	4,360.25	-	(2,500.00)	1,860.25
25 Printing & Binding	21,486.55	127.48	817.33	1,268.53	1,396.01
26 Telephone	311.85	318.10	51.20	-	318.10
<b>Purchased Services</b>	<b>364,540.14</b>	<b>393,330.50</b>	<b>312,065.73</b>	<b>600.00</b>	<b>393,930.50</b>
27 General Supplies	91,544.35	105,144.24	12,779.84	-	105,144.24
28 Medical Supplies	1,956.63	1,509.77	-	400.00	1,909.77
29 Paper	-	2,594.02	-	(2,000.00)	594.02
30 Library Books	2,803.18	4,014.88	360.25	(500.00)	3,514.88
31 Computer Software	-	-	-	-	-
<b>Supplies &amp; Materials</b>	<b>96,304.16</b>	<b>113,262.91</b>	<b>13,140.09</b>	<b>(2,100.00)</b>	<b>111,162.91</b>
<b>Total</b>	<b>3,122,104.68</b>	<b>3,047,127.88</b>	<b>1,645,360.19</b>	<b>6,094.87</b>	<b>3,053,222.75</b>

**Introduction:**

The four year pattern for summer school spending, in aggregate, shows a consistent pattern of just over \$3MM per year.

The following provides some additional context around fluctuations in budget numbers

Reflects spending for Summer 2016 7/1/16 - 8/15/16. This includes a lower enrollment result and lower expenditures (approx \$300K under budget).

Why are expenses so much lower from FY2016 to FY2017?	The fiscal year summer school budget includes two summer school sessions. The FY2017 budget includes the second half of the Summer 2016 session and the first half of the Summer 2017 session. Additional expenses will appear in this column in June 2017.
Why is there fluctuation in Hearing Services?	The Budget for FY2018 was based on a review of FY2016 & FY2017 Actual, and is dependent on student needs. We will revise this line as needed to adequately support these services based on need.
Why is there fluctuation for Special Education services?	The need for Special Education Services during summer school has been increasing every year. The budgets for FY2017 and FY2018 more accurately represent these needs.
Why is there no budget or actual charges in Social Work and Psychological Services?	Social Work, and Psych are delivered during summer school as needed. These services are being covered by 12 month staff as opposed to dedicated summer school hours.
Why is there a reduction in Administration/Clerical Costs?	This is due to cost savings realized in FY2017, as well as other cost savings in salaries for Administrative/Clerical. These cost savings have been reallocated to cover the needed increase in Elementary teachers.
What are Personal Services?	The only personal services contract for summer school is for Ann Odum (STARS Program).
What is the Space Rental?	This budget represents the cost of storage units for MMSD Summer School supplies. It is also a placeholder in case a program needs to move off MMSD property due to construction or any other reason a building cannot be used.
Why is there fluctuation in Printing Services?	This is a one-off charge due to having to outsource a large print job of curricula. It is not anticipated this will occur again.
What about fees to attend summer school?	Fees to attend summer school have been eliminated to ensure equity and access for all students.

## Staffing Guidelines: Title I

Total Budget – TI:

- Grant Award Estimate \$6.65 M
- TI School Level Budget \$4.85 M
- Reservations \$1.80 M

### Title I Funding Strategy remains the same as current year:

- Allocate to TI eligible elementary and middle schools
- In rank order of poverty
- Based on tiered approach per pupil
- Using Direct Certification criteria

• Reservations Detail:	\$1,800,000
•Administrative Costs	\$ 212,484
• Private School Services	\$ 122,647
• Family Engagement	\$ 95,000
• Homeless	\$ 321,625
• Migrant	\$ 48,245
• Centralized Service (C&I, OMGE, Avg Salary Differential)	\$ 555,169
• Indirect / Reserve for Fall 2017	\$ 444,830

## Staffing Guidelines: Behavior Education Plan (BEP):

Total Budget – BEP:

Staffing Levels for 2017-18 are unchanged from 2016-17 in aggregate, although school level staffing may change based on changes in enrollment or student needs.

The total budget for Behavior Education Plan is \$4.9 million. There are 63.5 FTE funded via the BEP budget, including 38.5 teachers and 25 educational assistants.

All staffing is originally allocated to schools as certified staff (PBS Coach) but schools have the ability to convert these to Behavior Education Assistants (BEA) provide the base level certified staff is maintained.

For school staffing, the base staffing allocation is expressed as PBS positions. The base allocation is 0.2 FTE for each elementary school, 0.5 for each middle school, and 1.0 FTE for high schools. Staffing beyond the base allocation is driven by the particular needs of each school.

## Staffing Guidelines: English Language Learners Supplemental Staffing to Support English Language Learners

Staffing Levels for 2017-18 are unchanged from 2016-17 in aggregate, although school level staffing may change based on changes in enrollment or student needs.

Supplemental staffing is allocated using the following ratios:

### ESL/BRT Allocation

- ESL/BRT allocation in non-bilingual environments: 1:45
- EST/BRT allocation in bilingual environments:1:70

### BRS Allocation

- Based on a weighted formula:

English Language Proficiency Level	Severity Points
1	4.0
2	3.5
3	3.0
4	2.0
5	1.0

\* Parent Indicating need for correspondence in target language of Spanish/Hmong = 0.5

## Staffing Guidelines: Student Services Supplemental Staffing to Support Students with Special Needs

Staffing Levels for 2017-18 are unchanged from 2016-17 in aggregate, although school level staffing may change based on changes in enrollment or student needs.

- The school allocations account for students in referral process (at placement rate)
- We round the allocation up to allow for increase of students
- Individual school adjustments based on students and local context
- Differentiated weighted student factors trigger supplemental SEA hours as needed
- We maintain an unallocated reserve (CC, SEA) of staff to respond to changing needs during the school year

The Student Services department uses the following ratios to establish initial (or base) school level staffing:

	Teacher FTE	Students	SEA Hours	PST Allocation
Elementary Schools	1.000	10.5	30	0.500
Middle Schools	1.000	12.5	28	0.500
High Schools	1.000	15.0	26	1.000

## Priority Actions: A Multi-Year Summary

	2014-2015 Priority Actions	2015-2016 Priority Actions	2016-2017 Priority Actions	2017-2018 Priority Actions
<b>School Improvement Planning</b>	<ul style="list-style-type: none"> <li>* Fund additional time for School Based Leadership Teams (SBLTs) to meet and plan</li> <li>* Add to School Formula Budgets in support of SIP implementation</li> </ul>	<ul style="list-style-type: none"> <li>* Fund computer adaptive reading intervention software for intensive support elementary schools</li> <li>* Quarterly Release Days for K-2 teachers in Intensive Support Elementary Schools</li> </ul>	<ul style="list-style-type: none"> <li>* Expand funding for computer adaptive reading intervention software for intensive support Title I schools</li> <li>* Quarterly Release Days for Intensive Support Middle Schools</li> </ul>	<ul style="list-style-type: none"> <li>* Expand funding again for computer adaptive reading intervention software to <u>all</u> elementary schools</li> </ul>
<b>Common Professional Learning</b>	<ul style="list-style-type: none"> <li>* Deeper learning about the Common Core state standards and support for quarterly SBLT leadership meetings</li> </ul>	<ul style="list-style-type: none"> <li>* Professional development with the National Equity Project focused on Leadership for Equity</li> </ul>	<ul style="list-style-type: none"> <li>* Expansion of professional development with the National Equity Project focused on facilitative leadership skills for expanded group of leaders</li> </ul>	<ul style="list-style-type: none"> <li>* Expand Race and Equity Professional Development with National Equity Project</li> <li>* Professional Development for Leadership Coaching</li> <li>* Forward Madison Sustainability Plan using local and Title resources</li> </ul>
<b>Priority Area #1 - Coherent Instruction</b>	<ul style="list-style-type: none"> <li>* Development and Adoption of the Behavior Education Plan (BEP) with initial staffing and professional development</li> <li>* Continued Investment in CCSS with a focus on Mathematics and Literacy</li> <li>* Responsive Classrooms and Developmental Designs to support the BEP</li> <li>* Investment in Straight Grade Plan at Elementary Level</li> <li>* Staffing to support Educator Effectiveness</li> </ul>	<ul style="list-style-type: none"> <li>* Dual Language Immersion/Dev. Bilingual Education (DLI/DBE) Teacher Network for biliteracy planning</li> <li>* Add professional development and staffing resources to support the Behavior Education Plan (BEP)</li> <li>* Create alternative program RISE (Reaching Individual Student Excellence)</li> <li>* Add 1.0 DLI planner to support high-quality bilingual programming</li> </ul>	<ul style="list-style-type: none"> <li>* Increase access to bilingual education and add 1.0 Hmong DLI planner to support first Hmong DBE program</li> <li>* Create RESTORE, an expulsion abeyance program to replace RISE</li> <li>* Expand the Intensive Support Team by 2.0 FTE and increase support for Building Bridges for mental health support</li> </ul>	<ul style="list-style-type: none"> <li>* Director of Early Learning to focus intentionally on Pre-K program improvement and development</li> <li>* Add 2.0 teacher leaders to provide increased support for ELL programming</li> <li>* Provide schools with increased special education Program Support Teacher (PST) allocation</li> <li>* Middle School Report Card Redesign and Infinite Campus Customization</li> <li>* AVID Expansion at 2 high schools.</li> <li>* Increase enrollment in Advanced Placement (AP) courses for students of color</li> <li>* Professional Development for Restorative Approach</li> <li>* Welcoming Schools support and professional development</li> </ul>
<b>Priority Area #2 - Personalized Pathways</b>		<ul style="list-style-type: none"> <li>* Pathways Development, including school based planning for ACP</li> <li>* Comprehensive Counseling model at secondary level</li> </ul>	<ul style="list-style-type: none"> <li>* Pathways Development, including school based pathways FTE, professional development, 9th Grade transitional support, and AVID expansion</li> </ul>	<ul style="list-style-type: none"> <li>* Implement the first pathway with support from increased school based FTE, course materials, and Pathways professional development</li> </ul>
<b>Priority Area #3 - Family, Youth, &amp; Community Engagement</b>		<ul style="list-style-type: none"> <li>* Professional Development on Family Engagement</li> </ul>	<ul style="list-style-type: none"> <li>* Parent Academy to strengthen the connection between families and schools</li> <li>* Mentoring and Youth Leadership Opportunities</li> <li>* Community Schools at Mendota and Leopold Elementary Schools</li> <li>* Family, Youth, and Community Engagement Coordinator, 1.0 FTE</li> <li>* Madison Out of School Time (MOST) partnership with City of Madison</li> </ul>	<ul style="list-style-type: none"> <li>* Data Coordination for Madison Out of School Time (MOST)</li> <li>* Mentor Coordination at school level</li> <li>* FACE Action Team funding to strengthen parent engagement</li> </ul>
<b>Priority Area #4 - Thriving Workforce</b>	<ul style="list-style-type: none"> <li>* Development of teacher screening and selection process</li> <li>* Forward Madison partnership launched with UW-Madison to support new inductions programs for teachers, principals and instructional coaches</li> </ul>	<ul style="list-style-type: none"> <li>* Compensation study and recommendations</li> <li>* Employee Wellness Program</li> </ul>	<ul style="list-style-type: none"> <li>* Employee Mindfulness Train the Trainer Program to expand support for Wellness</li> </ul>	<ul style="list-style-type: none"> <li>* TEEM Scholars to develop current MMSD students into future teachers</li> <li>* Expansion of Grow Your Own to develop current staff into teachers</li> </ul>
<b>Priority Area #5 - Accountability and School Support Systems</b>	<ul style="list-style-type: none"> <li>* Began Student, Parent, and Staff Surveys on School Climate</li> <li>* The MMSD Technology Plan (Staff devices &amp; G1 Planning)</li> </ul>	<ul style="list-style-type: none"> <li>* The MMSD Technology Plan (G1 Implementation &amp; G2 Planning)</li> </ul>	<ul style="list-style-type: none"> <li>* Long Range Facility Planning</li> <li>* Major Capital Maintenance</li> <li>* The MMSD Technology Plan (G2 Mid-Year Implementation and G3 Planning)</li> </ul>	<ul style="list-style-type: none"> <li>* Ignite! The MMSD Technology Plan (G3 Implementation and G4 Planning)</li> </ul>
<b>Accelerated Priority Actions</b>				<ul style="list-style-type: none"> <li>* K-2 Early Literacy professional development and parent engagement</li> <li>* Focus on 9th Grade - Unit recovery, 90T data use, professional development and parent-teacher conferences</li> </ul>
<b>Innovative Priority Actions</b>				<ul style="list-style-type: none"> <li>* Long Range Planning and Evaluation of 4K and Early Childhood</li> <li>* Adolescent Learning Experience Project</li> <li>* Development/Redesign of Secondary Alternative Schools</li> <li>* Consulting on Budget Design</li> <li>* Reservation for Innovation Opportunities</li> </ul>

# Charter Budget - Badger Rock

Revenue Generator	2016-17 Year #1	2017-18 Year #2	2018-19 Year #3	2019-20 Year #4	2020-21 Year #5
Per Student Multiplier (Full Revenue Limit Authority)	11,492	11,607	11,723	11,840	11,959
Enrollment	76	76	76	76	76

Revenue Sources	2016-17 Year #1	2017-18 Year #2	2018-19 Year #3	2019-20 Year #4	2020-21 Year #5
State Authority	873,392.00	882,125.92	890,947.18	899,856.65	908,855.22
State & Federal Grants					
SAGE	-	-	-	-	-
Title I-A	23,922.51	24,281.35	24,645.57	25,015.25	25,390.48
IDEA Flow Thru	910.00	923.65	937.50	951.57	965.84
Title III	190.00	192.85	195.74	198.68	201.66
<b>Total Revenue</b>	<b>898,224.51</b>	<b>907,330.92</b>	<b>916,530.25</b>	<b>925,823.47</b>	<b>935,211.54</b>

Instructional Expenditures Staffing Expenditures (expressed in Full Time Equivalents)	FTE	FTE	FTE	FTE	FTE	FTE
Classroom Teacher	6.46	6.46	6.46	6.46	6.46	6.46
Educational Assistant	0.50	0.50	0.50	0.50	0.50	0.50
Special Education Assistant	1.44	1.44	1.44	1.44	1.44	1.44
Student Services (Guidance, Psych, Social Work, Nurse)	2.20	2.20	2.20	2.20	2.20	2.20
School Administrator(s)	1.00	1.00	1.00	1.00	1.00	1.00
Clerical Support	0.49	0.49	0.49	0.49	0.49	0.49
Custodian(s)	-	-	-	-	-	-
Professional Development	6.579.00	6,710.58	6,844.79	6,981.69	7,121.32	-
Extended Employment (Formula)	521.41	531.84	542.47	553.32	564.39	-
Other Non Salaried Staffing Cost (i.e. Inservice)	-	-	-	-	-	-
Other Non Salaried Staffing Cost (i.e. Inservice)	-	-	-	-	-	-
Other Non Salaried Staffing Cost (i.e. Inservice)	-	-	-	-	-	-

Purchased Services	2016-17 Year #1	2017-18 Year #2	2018-19 Year #3	2019-20 Year #4	2020-21 Year #5
Services (Equipment Repair Mileage) *Formula	1,759.28	1,794.47	1,830.35	1,866.96	1,904.30
Rent	65,400.00	66,708.00	68,042.16	69,403.00	70,791.06
Utilities	-	-	-	-	-
Other	-	-	-	-	-
Other	-	-	-	-	-
Other	-	-	-	-	-

	2016-17 Year #1	2017-18 Year #2	2018-19 Year #3	2019-20 Year #4	2020-21 Year #5
<b>Supplies</b>					
General Supplies *Formula	6,298.47	6,424.44	6,552.93	6,683.99	6,817.67
Other	-	-	-	-	-
Other	-	-	-	-	-
Other	-	-	-	-	-
Other	-	-	-	-	-
Other	-	-	-	-	-
Other	-	-	-	-	-
<b>Capital Equipment</b>					
Capital Equipment *Formula	617.04	629.38	641.97	654.81	667.90
Other	-	-	-	-	-
Other	-	-	-	-	-
Other	-	-	-	-	-
Other	-	-	-	-	-
<b>Total Cost</b>	1,040,529.33	1,061,339.92	1,082,566.72	1,104,218.05	1,126,302.41
<b>Net Revenue to Expenditures</b>	(142,304.82)	(154,009.00)	(166,036.46)	(178,394.58)	(191,090.87)

\* All Future Years assume a ~2% increase on all budgetary expenditures

Loc	Description	Budget FY2017	Third Friday	Cost per Pupil
234 Total	Hamilton	6,799,762.28	826.00	8,232.16
225 Total	Toki	5,099,382.53	575.00	8,868.49
227 Total	Whitehorse	4,329,522.12	473.00	9,153.32
245 Total	Jefferson	4,927,645.98	504.00	9,777.08
220 Total	OKeaffe	4,901,431.05	498.00	9,842.23
231 Total	Spring Harbor	2,769,953.15	269.00	10,297.22
242 Total	Sennett	7,231,158.69	666.00	10,857.60
228 Total	Sherman	4,564,650.08	418.00	10,920.22
210 Total	Blackhawk	4,257,084.29	389.00	10,943.66
203 Total	Cherokee	5,261,627.85	477.00	11,030.67
239 Total	Wright	3,318,012.10	255.00	13,011.81
246 Total	Badger Rock	1,016,419.39	76.00	13,373.94
<b>Total / Average</b>		<b>54,476,649.51</b>	<b>5,426.00</b>	<b>10,039.93</b>

# Charter Budget - Nuestro Mundo

## Nuestro Mundo Charter School Pro forma Five Year Budget 2014-2018

Note: This pro forma summary budget uses the current Open Enrollment Transfer Amount as a basis for determining the amount of MMSD revenue to assign to Nuestro Mundo. This approach, which is presented here for illustration purposes only, is a close approximation of the revenue basis which would be applicable to an independent charter school.

School Year:	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
	Base Year	Year #1	Year #2	Year #3	Year #4	Year #5
Open Enrollment Transfer Amount (per pupil)	6,335	6,525	6,721	6,922	7,130	7,344
Student Enrollment	301	302	300	301	302	302
Local Funding (Enrollment x Open Enroll Amount)	1,906,835	1,970,565	2,016,240	2,083,650	2,153,290	2,217,888
DPI Grants						
Assigned SAGE Funding - State	304,959	314,108	323,531	333,237	343,234	353,531
<b>Total Assigned Revenue</b>	<b>2,211,794</b>	<b>2,284,673</b>	<b>2,339,772</b>	<b>2,416,887</b>	<b>2,496,524</b>	<b>2,571,420</b>

Note: Nuestro Mundo's expenditure budget is determined using standards and funding levels which apply to all MMSD schools. For example, staffing levels for regular and special education for Nuestro Mundo are determined using the same logic and standards as would apply to other MMSD schools. Similarly, the budget allotment of non-personnel costs, such as supplies and materials, is determined on the same basis as other MMSD schools. Unlike other MMSD schools, the NM budget includes a rental cost for the use of the former Maywood school in the Monona Grove school district. This pro-forma budget assumes a 3% annual increase in personnel costs and a 2% annual increase in non-personnel costs.

Expenditure Summary:	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
	Base Year	Year #1	Year #2	Year #3	Year #4	Year #5
School Building Administrator	131,882	135,838	139,913	144,111	148,434	152,887
Regular Education Teachers	1,354,898	1,395,545	1,437,411	1,480,534	1,524,950	1,570,698
Special Education Teachers	347,201	357,618	368,346	379,396	390,778	402,502
Student Services	140,242	144,450	148,783	153,247	157,844	162,579
Support Services	215,643	222,112	228,776	235,639	242,708	249,989
Facility Rental	162,186	165,429	168,738	172,113	175,555	179,066
General Allotment (101)	30,027	30,628	31,240	31,865	32,503	33,153
SIP Allotment (108)	4,032	4,113	4,195	4,279	4,365	4,452
Staff Development Allotment (109)	2,034	2,075	2,117	2,159	2,202	2,246
Library Allotment (111)	4,621	4,713	4,807	4,904	5,002	5,102
School Base Leadership Team Allotment (118)	2,592	2,644	2,697	2,750	2,805	2,862
General Allotment Carryover (131)	3,661	3,661	3,661	3,661	3,661	3,661
<b>Total Expenditures</b>	<b>2,399,019</b>	<b>2,468,825</b>	<b>2,540,684</b>	<b>2,614,657</b>	<b>2,690,806</b>	<b>2,769,196</b>
<b>Net Revenue to Expenditures</b>	<b>(187,225)</b>	<b>(184,152)</b>	<b>(200,912)</b>	<b>(197,770)</b>	<b>(194,282)</b>	<b>(197,776)</b>

Note: The slight variation in the Net Revenue to Expenditure amount shown on the line above is due small changes in the projected enrollment, which impacts total revenue and (by extension) the Net Revenue to Expenditure line. The rental line item results in the negative balance.

Note: Like other MMSD schools, Nuestro Mundo' budget reflects direct school site costs (above) as well as district-wide programs (below) which help support the school site. Common examples include the food service program, custodial staffing, utility costs, and grant programs, such as Title I and IDEA. The section below captures these district-wide program costs.

District-Wide Programs:	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
	Base Year	Year #1	Year #2	Year #3	Year #4	Year #5
Other Supplies and Materials	253	258	264	269	274	280
Purchased Services (e.g. utils)	78,138	79,701	81,295	82,921	84,579	86,271
Building Services - Custodial	147,516	150,467	153,476	156,546	159,677	162,870
Food Service	42,084	42,926	43,784	44,660	45,553	46,464
Recreational Programming (MSCR Fund 80)	74,764	76,259	77,784	79,340	80,927	82,545
Food Service	(42,084)	(42,926)	(43,784)	(44,660)	(45,553)	(46,464)
Recreational Programming (MSCR Fund 80)	(74,764)	(76,259)	(77,784)	(79,340)	(80,927)	(82,545)
Title I Staffing	141,721	144,555	147,446	150,395	153,403	156,471
Title I	(141,721)	(144,555)	(147,446)	(150,395)	(153,403)	(156,471)
Donation	6,820	6,957	7,096	7,238	7,383	7,530
IDEA Flow Thru	34,416	35,104	35,806	36,522	37,253	37,998
IDEA Flow Thru	(34,416)	(35,104)	(35,806)	(36,522)	(37,253)	(37,998)
<b>Total District Wide</b>	<b>232,728</b>	<b>237,383</b>	<b>242,130</b>	<b>246,973</b>	<b>251,912</b>	<b>256,951</b>
<b>TOTAL NET REVENUE vs. EXPENDITURES</b>	<b>(419,953)</b>	<b>(421,535)</b>	<b>(443,043)</b>	<b>(444,743)</b>	<b>(446,194)</b>	<b>(454,727)</b>

Note: The Total Net Revenue vs. Expenditures figure is presented here for illustration purposes only. The Nuestro Mundo operating budget is not expected to 'break even' relative to an agreed upon level of funding. As noted earlier, NM is, from a budgetary perspective, funded in a manner similar to other MMSD schools.

# Debt Service Table

Fiscal Year	Fund 38 Non-Referendum		Fund 30 Referendum		Total		Total by Fiscal Year
	Principal	Interest	Principal	Interest	Principal	Interest	
Fall 2018	860,000.00	473,882.00	-	824,262.50	860,000.00	1,298,144.50	12,711,054.10
Spring 2018	2,488,716.48	484,930.62	6,755,000.00	824,262.50	9,243,716.48	1,309,193.12	
Fall 2019	885,000.00	423,757.00	-	721,562.50	885,000.00	1,145,319.50	12,793,579.10
Spring 2019	2,644,377.98	422,319.12	6,975,000.00	721,562.50	9,619,377.98	1,143,881.62	
Fall 2020	920,000.00	362,376.00	-	607,162.50	920,000.00	969,538.50	12,386,092.08
Spring 2020	2,325,192.84	359,198.24	7,205,000.00	607,162.50	9,530,192.84	966,360.74	
Fall 2021	2,030,000.00	305,363.00	-	488,737.50	2,030,000.00	794,100.50	11,763,126.00
Spring 2021	2,730,000.00	275,288.00	5,445,000.00	488,737.50	8,175,000.00	764,025.50	
Fall 2022	970,000.00	244,575.00	-	393,737.50	970,000.00	638,312.50	10,676,925.00
Spring 2022	2,800,000.00	234,875.00	5,640,000.00	393,737.50	8,440,000.00	628,612.50	
Fall 2023	1,000,000.00	199,875.00	-	293,318.75	1,000,000.00	493,193.75	10,831,387.50
Spring 2023	3,000,000.00	189,875.00	5,855,000.00	293,318.75	8,855,000.00	483,193.75	
Fall 2024	-	148,625.00	-	182,243.75	-	330,868.75	9,756,737.50
Spring 2024	3,060,000.00	148,625.00	6,035,000.00	182,243.75	9,095,000.00	330,868.75	
Fall 2025	-	102,725.00	-	112,800.00	-	215,525.00	9,786,050.00
Spring 2025	3,155,000.00	102,725.00	6,200,000.00	112,800.00	9,355,000.00	215,525.00	
Fall 2026	-	55,400.00	-	19,800.00	-	75,200.00	1,470,400.00
Spring 2026	-	55,400.00	1,320,000.00	19,800.00	1,320,000.00	75,200.00	
Fall 2027	-	55,400.00	-	-	-	55,400.00	110,800.00
Spring 2027	-	55,400.00	-	-	-	55,400.00	
Fall 2028	-	55,400.00	-	-	-	55,400.00	110,800.00
Spring 2028	-	55,400.00	-	-	-	55,400.00	
Fall 2029	-	55,400.00	-	-	-	55,400.00	110,800.00
Spring 2029	-	55,400.00	-	-	-	55,400.00	
Fall 2030	-	55,400.00	-	-	-	55,400.00	110,800.00
Spring 2030	-	55,400.00	-	-	-	55,400.00	
Fall 2031	-	55,400.00	-	-	-	55,400.00	110,800.00
Spring 2031	-	55,400.00	-	-	-	55,400.00	
Fall 2032	2,770,000.00	55,400.00	-	-	2,770,000.00	55,400.00	2,825,400.00
	<b>31,638,287.30</b>	<b>5,199,213.98</b>	<b>51,430,000.00</b>	<b>7,287,250.00</b>	<b>83,068,287.30</b>	<b>12,486,463.98</b>	<b>95,554,751.28</b>

## Capital Maintenance Planning – 2017-18

The 2017-18 preliminary budget proposal includes \$5.1 million for capital maintenance, an increase of \$400,000 over the current year. (The current year budget was originally set at \$5.0 million, and later reduced to \$4.7 million in June 2016).

Capital maintenance is accounted for in Fund 41 Capital Maintenance (\$4.4 million) for the major project work, and also in Fund 10 General Fund (\$700,000) for smaller project work. Additional funding from TID#25 will add \$770,000 to the total for next year. These combine to \$5.87 million.

Not all \$5.87 million is available for major projects, since \$1.5 million of MMSD trades labor is charged to this budget. Then, approximately \$1.5 per year is spent on routine maintenance, resulting in \$2.87 million available for major maintenance projects, well short of the \$8.0 million funding target.

### Capital Maintenance Funding in Total - 2017-18

<b>Sources:</b>	<b>Amount</b>
Capital Maintenance Fund	4,400,000
General Fund	700,000
TID#25 Proceeds	770,000
<b>Total Sources:</b>	<b>5,870,000</b>
<b>Uses:</b>	
Routine Maintenance	1,500,000
Planned Major Maintenance	2,100,000
TID #25 Projects	770,000
MMSD Trades Labor	1,470,000
<b>Total Uses:</b>	<b>5,870,000</b>

In 2012, the Facility Reinvestment Committee studied the condition and annual funding of the district's fifty school sites. The committee recommended an \$8 million annual investment in capital maintenance, or approximately \$2.0 per square foot of building space. This is in line with industry standards for buildings of the age and condition commonly found in MMSD. However, due to challenging budget conditions and many competing demands on district resources, we have yet to achieve that funding level, although we have made the following important gains in recent years:

- In April 2015, the community approved \$41 million of improvements at sixteen schools, focused on meeting the most immediate needs for additional space, improved accessibility, or other long standing deferred maintenance needs, such as the East High School Theater.
- In August 2016, the Board and the City of Madison created a unique funding stream related to the future surplus in TID # 25. This \$9.27 million resource includes \$3.9 million for maintenance projects.
- The \$5.1 million budget proposed for capital maintenance is \$600,000 larger than it was two years ago.

*The annual budget for capital maintenance is separate from the successful April 2015 school construction referendum. Referendum projects are accounted for in Fund 42.*

**Other Maintenance Notes:****Performance Contracting**

Under Wisconsin's school district revenue formula, certain qualifying energy efficiency projects have been exempt from the revenue limit. MMSD's most recent project of this type was the West High School Geothermal project (2013-15). However, we expect that the next state budget will eliminate this potential funding source.

**Tennis Courts at Memorial High School**

As of spring 2015, the tennis courts at La Follette High School and Memorial High School were no longer playable due to age and deterioration. Both tennis courts required a complete replacement. In 2016, the ten-court facility at La Follette was replaced at a cost \$475,000. Memorial High School will be bid for replacement in summer 2017. Both projects are to be funded via a state trust fund loan, to be paid back over seven years.

## Construction Fund Summary (April 2015 Referendum)

School	Project Budget Revised 1606	2015 Actual	2016 Actual	2017 Actual**	2017 Encumbrance	Pending Change Orders	Available	% Completion	Comments
<b>Grand Total</b>	<b>\$ 41,180,000.00</b>	<b>\$ 168,693.75</b>	<b>\$ 16,807,385.56</b>	<b>\$ 10,656,054.81</b>	<b>\$ 13,509,988.80</b>	<b>\$ 167,671.34</b>	<b>\$ (129,794.26)</b>	<b>67.10%</b>	
<b>District Wide</b>									
General	3,825,412.00	168,693.75	3,348,016.43	461,563.54	6,488.24				
<b>Total District Wide</b>	<b>\$ 3,825,412.00</b>	<b>\$ 168,693.75</b>	<b>\$ 3,348,016.43</b>	<b>\$ 461,563.54</b>	<b>\$ 6,488.24</b>	<b>\$ -</b>	<b>\$ (159,349.96)</b>	<b>104.00%</b>	
<b>Technology Budget</b>									
Technology	2,000,000.00	-	42,703.77	787,921.43	93,811.80				
<b>Total Technology</b>	<b>\$ 2,000,000.00</b>	<b>\$ -</b>	<b>\$ 42,703.77</b>	<b>\$ 787,921.43</b>	<b>\$ 93,811.80</b>	<b>\$ -</b>	<b>\$ 1,075,563.00</b>	<b>41.53%</b>	
<b>Frank Allis Elementary</b>									
General	1,843,910.00	-	-	-	-				
Furniture	-	-	-	-	-				
Secure Entry	-	-	-	-	-				
Elevator	-	-	5,640.00	64.84	1,126,100.00	1,500.00			Air Quality Testing
<b>Total Frank Allis Elem</b>	<b>\$ 1,843,910.00</b>	<b>\$ -</b>	<b>\$ 5,640.00</b>	<b>\$ 64.84</b>	<b>\$ 1,126,100.00</b>	<b>\$ 1,500.00</b>	<b>\$ 710,605.16</b>	<b>0.31%</b>	
<b>Franklin Elementary</b>									
General	1,067,760.00	-	-	-	-				
Furniture	-	-	-	-	-				
Elevator	-	-	2,105.00	-	1,046,600.00	1,500.00			Air Quality Testing
<b>Total Franklin Elem</b>	<b>\$ 1,067,760.00</b>	<b>\$ -</b>	<b>\$ 2,105.00</b>	<b>\$ -</b>	<b>\$ 1,046,600.00</b>	<b>\$ 1,500.00</b>	<b>\$ 17,555.00</b>	<b>0.20%</b>	
<b>Hawthorne Elementary</b>									
General	2,854,026.00	-	-	-	-				
Furniture	-	-	5,564.90	(5,564.90)	-				
LMC	-	-	2,795,476.49	151,010.55	18,976.99	(3,300.00)			Miscellaneous Credits
<b>Total Hawthorne Elem</b>	<b>\$ 2,854,026.00</b>	<b>\$ -</b>	<b>\$ 2,801,041.39</b>	<b>\$ 145,445.65</b>	<b>\$ 18,976.99</b>	<b>\$ (3,300.00)</b>	<b>\$ (108,138.03)</b>	<b>103.24%</b>	
<b>Lake View Elementary</b>									
General	350,990.00	-	-	-	-				
Furniture	-	-	-	-	-				
Elevator	-	-	2,115.00	3,600.00	593,600.00				
Secure Entry	-	-	-	-	-	1,500.00			Air Quality Testing
<b>Total Lake View Elem</b>	<b>\$ 350,990.00</b>	<b>\$ -</b>	<b>\$ 2,115.00</b>	<b>\$ 3,600.00</b>	<b>\$ 593,600.00</b>	<b>\$ 1,500.00</b>	<b>\$ (249,825.00)</b>	<b>1.63%</b>	
<b>Lowell Elementary</b>									
General	769,331.00	-	-	-	-				
Furniture	-	-	-	-	-				
ADA	-	-	-	-	-				
Elevator	-	-	115,689.16	521,540.82	130,768.77	9,917.35			CO 3&4
<b>Total Lowell Elem</b>	<b>\$ 769,331.00</b>	<b>\$ -</b>	<b>\$ 115,689.16</b>	<b>\$ 521,540.82</b>	<b>\$ 130,768.77</b>	<b>\$ 9,917.35</b>	<b>\$ (8,585.10)</b>	<b>82.83%</b>	

School	Project Budget Revised 1606	2015 Actual	2016 Actual	2017 Actual**	2017 Encumbrance	Pending Change Orders	Available	% Completion	Comments
<b>Mendota Elementary</b>									
General	1,850,162.00	-	-	-	-				
Furniture	-	-	-	-	-				
Elevator	-	-	6,690.85	185,132.41	35,860.00				
HVAC	-	-	216,973.40	1,251,937.36	299,199.83				
Lighting	-	-	8,135.08	-	-				
<b>Total Mendota Elem</b>	<b>\$ 1,850,162.00</b>	<b>\$ -</b>	<b>\$ 231,799.33</b>	<b>\$ 1,437,069.77</b>	<b>\$ 335,059.83</b>	<b>\$ -</b>	<b>\$ (153,766.93)</b>	<b>90.20%</b>	
<b>Midvale Elementary</b>									
General	2,932,423.00	-	-	-	-				
Elevator	-	-	6,240.00	15,235.94	100.00				
Furniture	-	-	13,587.50	(13,587.50)	-				
Cafeteria	-	-	14,910.00	37,501.00	-				
Renovations	-	-	2,629,628.89	488,223.66	70,274.45	(2,225.00)			Stage ramp credit
<b>Total Midvale Elem</b>	<b>\$ 2,932,423.00</b>	<b>\$ -</b>	<b>\$ 2,664,366.39</b>	<b>\$ 527,373.10</b>	<b>\$ 70,374.45</b>	<b>\$ (2,225.00)</b>	<b>\$ (327,465.94)</b>	<b>108.84%</b>	
<b>Randall Elementary</b>									
General	906,395.00	-	-	-	-				
Furniture	-	-	-	-	-				
ADA	-	-	2,495.00	-	-				
Elevator	-	-	140,505.65	781,486.21	98,500.07				
<b>Total Randall Elem</b>	<b>\$ 906,395.00</b>	<b>\$ -</b>	<b>\$ 143,000.65</b>	<b>\$ 781,486.21</b>	<b>\$ 98,500.07</b>	<b>\$ -</b>	<b>\$ (116,591.93)</b>	<b>102.00%</b>	
<b>Shorewood Elementary</b>									
General	879,120.00	-	-	-	-				
Furniture	-	-	-	-	-				
Elevator	-	-	2,505.00	-	982,600.00	1,500.00			Air Quality Testing
<b>Total Shorewood Elem</b>	<b>\$ 879,120.00</b>	<b>\$ -</b>	<b>\$ 2,505.00</b>	<b>\$ -</b>	<b>\$ 982,600.00</b>	<b>\$ 1,500.00</b>	<b>\$ (107,485.00)</b>	<b>0.28%</b>	
<b>Kennedy Elementary</b>									
General	2,300,000.00	-	-	-	-				
Furniture	-	-	-	-	-				
Classroom	-	-	-	2,984.95	13,880.08				
Elevator	-	-	1,232.08	16,362.30	-				
Office	-	-	3,690.21	1,125,798.00	1,169,725.00				
<b>Total Kennedy Elem</b>	<b>\$ 2,300,000.00</b>	<b>\$ -</b>	<b>\$ 4,922.29</b>	<b>\$ 1,145,145.25</b>	<b>\$ 1,183,605.08</b>	<b>\$ -</b>	<b>\$ (33,672.62)</b>	<b>50.00%</b>	
<b>Huegel Elementary</b>									
General	1,471,794.00	-	-	-	-				
Furniture	-	-	83,320.55	(83,320.55)	-				
LMC	-	-	78,053.61	30,109.13	-				
Renovations	-	-	372,317.17	685,901.02	2,829.42				
<b>Total Huegel Elem</b>	<b>\$ 1,471,794.00</b>	<b>\$ -</b>	<b>\$ 533,691.33</b>	<b>\$ 632,689.60</b>	<b>\$ 2,829.42</b>	<b>\$ -</b>	<b>\$ 302,583.65</b>	<b>79.25%</b>	
<b>Sandburg Elementary</b>									
Furniture	-	-	5,564.90	(5,564.90)	-				
General	2,933,920.00	-	-	-	-				
Renovations	-	-	3,012,305.16	66,193.58	10,915.38	(655.00)			T&M on roof screen credit
<b>Total Sandburg Elem</b>	<b>\$ 2,933,920.00</b>	<b>\$ -</b>	<b>\$ 3,017,870.06</b>	<b>\$ 60,628.68</b>	<b>\$ 10,915.38</b>	<b>\$ (655.00)</b>	<b>\$ (154,839.12)</b>	<b>104.93%</b>	

School	Project Budget Revised 1606	2015 Actual	2016 Actual	2017 Actual**	2017 Encumbrance	Pending Change Orders	Available	% Completion	Comments
<b>Spring Harbor Elementary</b>									
General	1,003,360.00	-	-	-	-				
Furniture	-	-	-	-	-				
Office	-	-	3,121.70	-	-				
Elevator	-	-	2,065.00	-	1,260,600.00	49,400.00			Utility Relocate, Air testing, ODP Equipment
<b>Total Spring Harbor Eler</b>	<b>\$ 1,003,360.00</b>	<b>\$ -</b>	<b>\$ 5,186.70</b>	<b>\$ -</b>	<b>\$ 1,260,600.00</b>	<b>\$ 49,400.00</b>	<b>\$ (311,826.70)</b>	<b>0.52%</b>	
<b>Van Hise Elem / Hamilton Mid</b>									
General	3,092,144.00	-	-	-	-				
Furniture	-	-	93,416.41	(93,416.41)	-				
LMC	-	-	114,789.21	75,934.54	2,472.91				
Renovations	-	-	2,320,077.75	716,025.06	231,754.04	25,787.00			CO 12 & 13
<b>Total Van Hise / Hamilt</b>	<b>\$ 3,092,144.00</b>	<b>\$ -</b>	<b>\$ 2,528,283.37</b>	<b>\$ 698,543.19</b>	<b>\$ 234,226.95</b>	<b>\$ 25,787.00</b>	<b>\$ (394,696.51)</b>	<b>104.36%</b>	
<b>Jefferson Middle</b>									
General	6,911,664.00	-	-	-	-				
Furniture	-	-	-	-	-				
Renovations	-	-	1,355,545.51	2,667,479.73	2,928,367.82	82,746.99			CO 5 & 6
<b>Total Jefferson Middle</b>	<b>\$ 6,911,664.00</b>	<b>\$ -</b>	<b>\$ 1,355,545.51</b>	<b>\$ 2,667,479.73</b>	<b>\$ 2,928,367.82</b>	<b>\$ 82,746.99</b>	<b>\$ (122,476.05)</b>	<b>58.21%</b>	
<b>East High</b>									
General	4,187,589.00	-	2,835.00	-	-				
Furniture	-	-	-	-	-				
Theater	-	-	69.18	785,503.00	3,386,564.00				
<b>Total East High</b>	<b>\$ 4,187,589.00</b>	<b>\$ -</b>	<b>\$ 2,904.18</b>	<b>\$ 785,503.00</b>	<b>\$ 3,386,564.00</b>	<b>\$ -</b>	<b>\$ 12,617.82</b>	<b>18.83%</b>	

**\*\* Per audit requirements, the 2017 actual expenditures show the reversal of retainage charged to fiscal year 2016**

<b>Total of Projects Over Budget</b>	(2,248,718.89)
<i>Adjustments</i>	
Huegel Savings	302,583.65
Franklin Savings	17,555.00
Allis Savings	710,605.16
<b>Net Adjustments**</b>	<b>\$ (1,217,975.08)</b>

\*\*This assumes all projects with an available balance, spends all budget without going over and all projects over budget are properly encumbered

<b>Distribution of Net Adjustments: FY 18</b>	
Building Services Budget - 41	355,000.00
Building Services Budget - 10	185,000.00
East Fund Raising	100,000.00
Rebates/Credit Memos in Process	125,000.00
<i>Unassigned</i>	<i>452,975.08</i>
<b>Total</b>	<b>\$ 1,217,975.08</b>

<b>Total of Projects with Available Balance</b>	<b>\$ 2,118,924.63</b>
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## Food Service Budget: 2016-17 Projected Year End

Source Comparison	2016-17	Actual Revenue per Serving Day	Projected Based on Serving Days	Add'l Projected Based on Activity	Total Projected	Budget	Over/(Under) Budget
11XX - Interfund Payments	0.00	0.00	N/A		0.00	-	-
1251 - Pupil Sales	924,056.60	9,830.39	1,769,470.09	-84,541.35	1,684,928.74	1,894,184.26	(209,255.52)
1252 - Adult Sales	42,399.30	451.06	81,190.15	-3,879.08	77,311.06	101,264.00	(23,952.94)
1259 - Other (Catering)	102,126.88	1,086.46	N/A	25,000.00	127,126.88	132,050.00	(4,923.12)
1291 - Gifts & Contributions	0.00	0.00	N/A		0.00	-	-
1299 - Miscellaneous	15,815.28	168.25	30,284.58		30,284.58	48,065.00	(17,780.42)
1617 - State Reimbursement	0.00	0.00	N/A	172,469.00	172,469.00	172,469.00	-
1714 - Commodities	0.00	0.00	N/A	625,000.00	625,000.00	625,000.00	-
1717 - Federal Reimbursement**	4,185,493.61	40,620.90	7,311,761.85	546,400.00	7,858,161.85	7,892,543.09	(34,381.24)
1730 - Federal Special Project	59,757.54	635.72	N/A	171,890.46	231,648.00	231,648.00	-
19XX - Miscellaneous	0.00	0.00	N/A		0.00	-	-
<b>Total</b>	<b>5,329,649.21</b>	<b>52,792.77</b>	<b>9,192,706.66</b>	<b>1,452,339.03</b>	<b>10,806,930.11</b>	<b>11,097,223.35</b>	<b>(290,293.24)</b>

Object Comparison	2016-17	Actual Expenditures per Serving Day	Projected to 180 Serving Days	Add'l Projected Based on Activity	Total Projected	Budget	Over/(Under) Budget
100 - Salaries	1,682,922.19	17,903.43	3,222,616.96	53,710.28	3,276,327.24	3,289,081.48	(12,754.24)
200 - Benefits	987,639.09	10,506.80	1,891,223.79		1,891,223.79	2,151,845.45	(260,621.66)
300 - Purchased Services	121,001.86	1,287.25	N/A	121,598.14	242,600.00	242,600.00	-
400 - Non-Capital Objects	2,279,101.69	24,245.76	4,364,237.28	500,000.00	4,864,237.28	5,317,416.42	(453,179.14)
0411 Supply	198,158.08	2,108.06	379,451.64	75,000.00	454,451.64	475,827.53	(21,375.89)
0415 - Food	2,016,349.29	21,450.52	3,861,094.39	400,000.00	4,261,094.39	4,758,788.89	(497,694.50)
500 - Capital Objects	154,514.54	1,643.77	N/A	199,000.00	353,514.54	75,000.00	278,514.54
700 - Worker's Comp, Unemp	-	0.00	N/A	21,280.00	21,280.00	21,280.00	-
800-900 - Other (Dues/Fees)	-	0.00	N/A	10,000.00	10,000.00	-	10,000.00
<b>TOTAL</b>	<b>5,225,179.37</b>	<b>55,587.01</b>	<b>9,478,078.03</b>	<b>905,588.42</b>	<b>10,659,182.85</b>	<b>11,097,223.35</b>	<b>(438,040.50)</b>

<b>Loss/(Profit)</b>	<b>\$ (104,469.84)</b>	<b>\$ (147,747.26)</b>	<b>\$ -</b>	<b>\$ (147,747.26)</b>
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### Notes - Revenues

- **\$84,541.35** is a 10% decline in pupil sales as weather warms
- **\$3,879.08** is a 10% decline in adult sales as weather warms
- \$172,469 of state Reimbursement comes in March for the entire year (using counts from previous year).
- \$625,000 is only an estimate of what commodities will be. That will come at year end.
- \*\*Summer school revenue was removed from serving days revenue, and added to Additional Revenue at \$566,400.000

### Notes - Expenses

- \$53,710.28 based on 3 extra staff days for June
- \$121,598.14 is budgeted for remaining of year. No savings projected in purchased services
- \$700,000 is budgeted for remaining of year. Some savings projected
- \$99,000 for food service truck
- \$21,280 is budgeted for remaining of year. No savings projected in worker's comp
- \$10,000 to cover negative balances for inactives and seniors

## Food Service Budget: 2017-18 Proposed Budget

Source Comparison	2016-17 Budget	2016-17 Projected Actual	2017-18 Proposed Budget
11XX - Interfund Payments	-	0.00	-
1251 - Pupil Sales	1,894,184.26	1,684,928.74	1,894,184.26
1252 - Adult Sales	101,264.00	77,311.06	101,264.00
1259 - Other (Catering)	132,050.00	127,126.88	132,050.00
1291 - Gifts & Contributions	-	0.00	-
1299 - Miscellaneous	48,065.00	30,284.58	20,000.00
1617 - State Reimbursement	172,469.00	172,469.00	172,469.00
1714 - Commodities	625,000.00	625,000.00	625,000.00
1717 - Federal Reimbursement**	7,892,543.09	7,858,161.85	7,971,468.52
1730 - Federal Special Project	231,648.00	231,648.00	-
19XX - Miscellaneous	-	0.00	-
<b>Total</b>	<b>11,097,223.35</b>	<b>10,806,930.11</b>	<b>10,916,435.78</b>

Object Comparison	2016-17 Budget	2016-17 Projected Actual	2017-18 Proposed Budget
100 - Salaries	3,289,081.48	3,276,327.24	3,496,230.02
200 - Benefits	2,151,845.45	1,891,223.79	2,006,854.79
300 - Purchased Services	242,600.00	242,600.00	251,346.00
400 - Non-Capital Objects	5,317,416.42	4,864,237.28	4,990,724.97
0411 Supply	475,827.53	454,451.64	423,146.28
0415 - Food	4,758,788.89	4,261,094.39	4,462,490.65
500 - Capital Objects	75,000.00	353,514.54	150,000.00
700 - Worker's Comp, Unemp	21,280.00	21,280.00	21,280.00
800-900 - Other (Dues/Fees)	-	10,000.00	-
<b>TOTAL</b>	<b>11,097,223.35</b>	<b>10,659,182.85</b>	<b>10,916,435.78</b>

Loss/(Profit) 0.00 \$ (147,747.26) 0.00

### Assumptions

- 12% employee contribution decreases benefits by \$162,366.66
- Salary increase of \$162,366.66
- FFVP (org 112) is removed from this report. Revenues offset expenditures
- 3% increase in utility costs
- Cook Trainee Position at \$44K for salary and benefit
- Moving 60 Employees to \$15/hr min

## Community Service Fund (80) 2017-18 Executive Summary

### Background

Wisconsin State Statute 120.13(19) established the Community Service Fund. Specifically, the purpose of the statute is to:

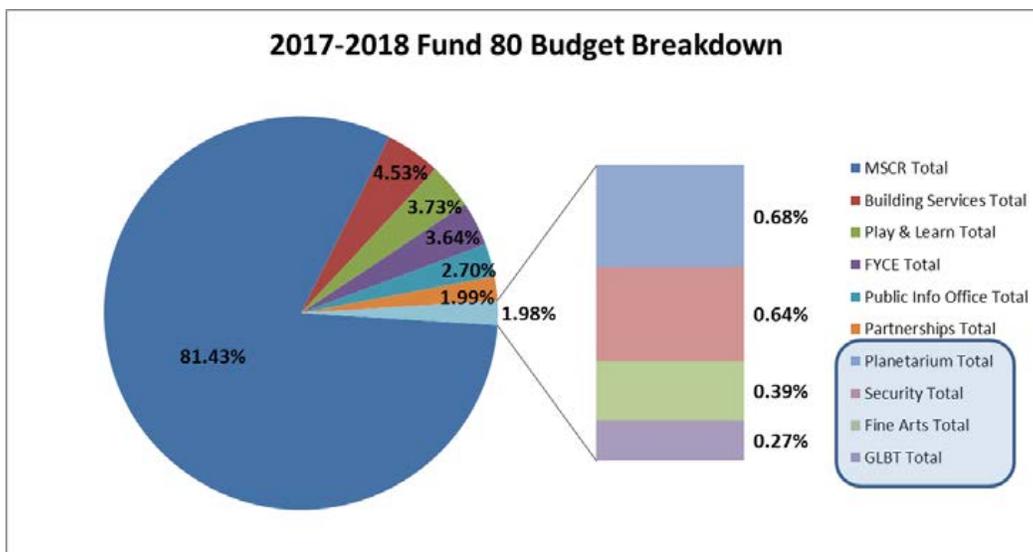
“Establish and maintain community education, training, recreational, cultural or athletic programs and services, outside the regular curricular and extracurricular programs for pupils, under such terms and conditions as the school board prescribes. The school board may establish and collect fees to cover all or part of the costs of such programs and services. Costs associated with such programs and services shall not be included in the school district's shared cost.”

The 2017-18 total Community Service Fund budget is \$16.5 million, of which 70% is funded by the local tax levy. There is no revenue limit cap in the Community Service Fund, but only qualifying costs may be accounted for in this Fund. Historically, there has been a three part test to determine whether an activity should be included in Fund 80:

- Outside the usual instructional timeframe
- Open to everyone in the community
- Expenditures are directly related to the activity

### MMSD Use of Fund 80 (Community Service Fund)

The Madison Metropolitan School District divides its programming in to operational and recreational groupings. These are best represented by their staffing allotments and budgeted dollars for each as outlined below.



**Play & Learn (Early & Extended Learning)**

Budgeted FTE: 9.750                      Funding Source(s): \$615,841              F80 Tax Levy  
 Total Budget for FY18: \$615,841

Play and Learn is a fun and engaging free-of-charge program offered by the Madison School District for children ages birth to 3+ and their caregivers, who reside in the Madison School District Community. The Play and Learn sessions provide a learning environment for families who may not have access to similar opportunities and who are not currently participating in similar programs. Children learn early math, literacy, and social skills through play and caregivers learn about child development, the importance of play, and parenting skills.

**Fine Arts Program**

Budgeted FTE: 0.500                      Funding Source(s): \$64,994              F80 Tax Levy  
 Total Budget for FY18: \$64,994

In the role of Fine Arts Coordinator, Laurie Fellenz supports greater Madison area community arts organizations and schools with resource alignment, programming options both during and outside the school day, and development of equitable systems that ensure all children have access to arts. Through the Kennedy Center "Partners in Education" relationship between MMSD and Overture Center, her support can be seen through the offering of professional learning opportunities for teachers and community teacher artists.

As part of 'Any Given Child - Madison', Laurie provides leadership to a network of school Arts Liaisons and the 'Arts Education Roundtable' (open to anyone in Dane County interested in supporting arts education) who will support each other with increased access to current resources and development of new opportunities. In addition to the above support, Laurie is a member of the Overture Center Community Advisory Board, Wisconsin Dance Council Board, Madison Youth Choirs Board, and Wisconsin Youth Symphony Orchestras Board. She is also currently serving a 3-year term on the National "Partners in Education" Advisory Committee with the John F. Kennedy Center for the Performing Arts.

For 2017-18, we intend to fund a 1.0 FTE MMSD theater manager position, to direct the safe and appropriate use the high school theaters, coordinate community access to these spaces, and plan for their improvement.

**Planetarium**

Budgeted FTE: 1.000                      Funding Source(s): \$97,898              F80 Tax Levy  
 Total Budget for FY18: \$111,898                      \$14,000              Local Fees

The Madison Metropolitan School District Planetarium (MMSD Planetarium) provides immersive experiences for groups and public audiences bringing out-of-this-world concepts down to Earth. The planetarium is a field trip destination for explorers of all ages.

In this multi-media theater, we can simulate the day and night sky on our domed ceiling to explore a vast array of concepts related to astronomy and space exploration. Public programs are offered on a monthly basis in the evenings throughout the school year. Group programs are offered during the school day, but a limited number of after school and evening programs can be scheduled as well. Many other school districts attend as well on a field trip basis.





**Public Information Office**

Budgeted FTE: 4.850

Funding Source(s): \$445,127

F80 Tax Levy

Total Budget for FY18: \$445,127

The Office of Communications is committed to consistently providing clear, accurate, relevant and timely information to the community regarding activities afterschool, evenings, etc. They also report on district progress, seek input, and encourage participation in a two-way communication process. This office also produces and transmits their own TV broadcast signal for MMSD communications and language services.

**Family Youth Community Engagement (FYCE)**

Budgeted FTE: 7.502

Funding Source(s): \$601,276

F80 Tax Levy

Total Budget for FY18: \$601,276

MMSD is committed to the adults in MMSD students' lives having the tools they need to ask questions, make decisions, and expect the best from their schools--for their children and for the entire community. The MMSD Strategic Framework establishes a new focus on family and community engagement, and outlines several high leverage actions for our work:

- Adopt family and community engagement standards and a differentiated model for services to ensure two-way communication and authentic engagement with families and community partners.
- Create and implement professional development in family engagement for all employees that includes a focus on diversity, anti-bias and customer service training.

**Rental Rates 2017-18 w/  
Proposed 5% Rate Increase**

<b>Rate A</b> - Non-profit as defined by law. Must provide copy of State of WI Charitable Organization Credential or copy of IRS Letter of Determination for Charitable Non-Profit status 501(c)3.	<b>Rate B</b> - Not non-profit youth & senior serving organizations and colleges	<b>Rate C</b> - Not non-profit adult serving & government organizations
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<b>Class/Meeting Rooms</b>	<b>Cost Per</b>	<b>Rate A</b>	<b>Rate B</b>	<b>Rate C</b>
Activity/all purpose rooms	hour	\$13	\$19	\$24
Arts room	hour	\$10	\$16	\$18
Cafeteria - High Schools	hour	\$22	\$33	\$36
Cafeterias - all other	hour	\$16	\$23	\$25
Classroom - regular	hour	\$10	\$14	\$17
Computer Lab	hour	\$33	\$49	\$55
Commons/LMC-HS MS ELEM	hour	\$12	\$18	\$20
Dance Studio	hour	\$10	\$16	\$18
FACE-Family/consumer ed	hour	\$12	\$19	\$21
Industrial arts	hour	\$13	\$21	\$24
Kitchen - serving	hour	\$13	\$21	\$23
Lecture - middle & high school	hour	\$14	\$22	\$25

<b>Auditoriums* (capacity)</b>	<b>Cost Per</b>	<b>Rate A</b>	<b>Rate B</b>	<b>Rate C</b>
Auditorium - East** (425)	hour	\$27	\$39	\$43
Auditorium - Lafollette (687)	hour	\$27	\$39	\$43
Auditorium - Lapham (175)	hour	\$12	\$19	\$21
Auditorium - Memorial (740)	hour	\$29	\$42	\$48
Auditorium - West (980)	hour	\$38	\$57	\$64
Stage - High school	hour	\$16	\$24	\$28

<b>Athletic Facilities</b>	<b>Cost Per</b>	<b>Rate A</b>	<b>Rate B</b>	<b>Rate C</b>
Field house East/Laf/Mem	hour	\$50	\$60	\$72
Field house 1 court East/Laf/Mem	hour	\$12	\$16	\$19
Field house O'Keeffe	hour	\$20	\$31	\$34
Field house 1/3 O'Keeffe	hour	\$7	\$10	\$11
Gym Spectator -East/Laf/Mem	hour	\$18	\$27	\$29
Gym Spectator - West	hour	\$24	\$36	\$39
Gyms Extra Large - 6,500-8,840 sq. ft. Cherokee, Hamilton, Midvale, Sherman(wood), Toki, VanHise, Wright	hour	\$12	\$18	\$22
Gyms Large - 5,800-6,500 sq. ft. Allis, Black Hawk, Chavez, Jefferson. Olson, Sennett, Stephens	hour	\$10	\$16	\$18
Gyms Medium - 3,500-5,800 sq. ft. Elvhjem B, Franklin, Glendale, Gompers, Hawthorne, Leopold, Lincoln, Lindbergh, Lowell, Muir, Sandburg, Schenk, Sherman(rubber), Thoreau, West Van Hise, Whitehorse	hour	\$9	\$14	\$16
Gyms Small <3,500 sq. ft Crestwood, Elvehjem A, Emerson, Falk, Hoyt, Huegel, Kennedy, Lake View, Lapham, Marquette, Mendota, Orchard Ridge, Randall, Shorewood, Spring Harbor, West cafenasium	hour	\$8	\$12	\$13

**Rental Rates 2017-18 w/  
Proposed 5% Rate Increase**

		<b>Rate A</b> - Non-profit as defined by law. Must provide copy of State of WI Charitable Organization Credential or copy of IRS Letter of Determination for Charitable Non-Profit status 501(c)3.	<b>Rate B</b> - Not non-profit youth & senior serving organizations and colleges	<b>Rate C</b> - Not non-profit adult serving & government organizations
1/2 court gym - Extra Large Cherokee, Hamilton, Midvale, Sherman(wood), Toki, VanHise, Wright, West Gymnastics Gym	hour	\$6	\$9	\$10
1/2 court gym - Large Allis, Black Hawk, Chavez, Jefferson. Olson, Sennett, Stephens	hour	\$5	\$8	\$9
1/2 court gym - Medium Elvhjem B, Franklin, Glendale, Gompers, Leopold, Lincoln, Linsdbergh, Lowell, Muir, Schenk, Sherman(vinyl), Thoreau, West Van Hise, Whitehorse	hour	\$5	\$7	\$8
Lockers/showers -high school	use	\$24	\$36	\$39
Lockers/showers - middle school	use	\$16	\$24	\$27
Lockers/showers - Lapham Pool	use	\$8	\$11	\$13

**Pools\***

Pool - High school	hour	\$20	\$29	\$33
Pool - Lapham	hour	\$19	\$28	\$31
Tennis Courts - All 8 courts	hour	\$9	\$13	\$15
Tennis Court - 1 court	hour	\$2	\$2	\$3

<b>Stadium</b>	<b>Cost Per</b>	<b>Rate A</b>	<b>Rate B</b>	<b>Rate C</b>
Stadium Package - track or field, lockers, press box	hour	\$49	\$70	\$82
Baseball diamond	hour	\$24	\$35	\$39
Discuss/shotput area	hour	\$8	\$11	\$13
Lights - stadium/baseball	hour	\$7	\$11	\$12
Locker rooms - stadium	use	\$24	\$35	\$39
Message board	use	\$18	\$27	\$31
Scoreboard	use	\$18	\$27	\$31
Press box/PA	use	\$13	\$20	\$23
Soccer/football field within stadium	hour	\$17	\$20	\$23
Track/jump pits	hour	\$17	\$20	\$23

<b>Equipment</b>	<b>Cost Per</b>	<b>Rate</b>
Chairs & chair set up	rack	\$28
Microphones/PA system	use	\$10
Other equipment	use	\$9
Scoreboards/clocks-indoor	use	\$9
Stage lights	use	\$9
TV/DVD Player	use	\$9
Volleyball nets and poles	use	\$17

**\*Notes:**

All rentals are subject to availability.

For scheduling use of facilities, MMSD use is always primary, other users secondary.

Auditoriums & pools have additional mandatory requirements and approval processes.

East Theatre increase for 2017-18 is due to the new renovations and higher than average cost of upkeep for the new facility.

Except Saturdays in high schools, weekend rentals require a minimum of 2 hours custodial overtime \$46/hour to open buildings.

**Rental Rates 2017-18 w/  
Proposed 5% Rate Increase**

<p><b>Rate A</b> - Non-profit as defined by law. Must provide copy of State of WI Charitable Organization Credential or copy of IRS Letter of Determination for Charitable Non-Profit status 501(c)3.</p>	<p><b>Rate B</b> - Not non-profit youth &amp; senior serving organizations and colleges</p>	<p><b>Rate C</b> - Not non-profit adult serving &amp; government organizations</p>
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**Before- and Afterschool Childcare Programs (2017-18 @ 0% increase)**

School Year Daily Rates

# children enrolled	Per Day
1-32	\$10.00
33-50	\$13.50
51-64	\$16.90
65 or more	\$18.25

# Madison School & Community Recreation (Fund 80, Orgs 7XX) vs Non-MSCR Orgs

## 2017-2018 Proposed Budget Supervisory Level Budget

		2017-18 Proposed Budget MSCR Operations ORG 70X	2017-18 Proposed Budget Adult Programs ORG 71X	2017-18 Proposed Budget Youth Programs ORG 72X	2017-18 Proposed Budget MSCR Programs TOTAL	2017-18 Proposed Budget Non-MSCR TOTAL	2017-18 Proposed Budget FUND 80 TOTAL
<b>REVENUES</b>							
Current Property Tax (Tax Levy)	1211	3,276,810	214,108	5,056,255	8,547,173	2,995,459	11,542,632
Pmts for Svcs from Loc Gov	1244	-	6,100	81,500	87,600	-	87,600
Gifts & Contributions/Reimburse	1291	-	54,000	10,500	64,500	-	64,500
Student Fees	1292	-	-	29,300	29,300	14,000	43,300
Summer School Fees	1295	-	-	18,300	18,300	-	18,300
Non Taxable Revenues	1296	-	619,200	829,700	1,448,900	-	1,448,900
Taxable Revenues	1298	-	524,000	1,133,600	1,657,600	-	1,657,600
Misc Rev	1299	3,000	4,800	58,400	66,200	-	66,200
State Special Ed Aid thru CESA	1517	-	-	8,517	8,517	-	8,517
Fed Special Proj Rev	1730	-	-	1,233,888	1,233,888	55,630	1,289,518
Fed Rev	1770	-	-	277,100	277,100	-	277,100
<b>Total Revenues</b>		<b>3,279,810</b>	<b>1,422,208</b>	<b>8,737,060</b>	<b>13,439,078</b>	<b>3,065,089</b>	<b>16,504,167</b>
<b>EXPENSES</b>							
Salaries	1XX	1,840,127	803,483	5,970,060	8,613,669	1,942,289	10,555,958
Employee Benefits	2XX	531,083	175,625	1,051,617	1,758,325	831,543	2,589,868
Purchased Svcs	3XX	533,500	373,200	1,298,560	2,205,260	156,670	2,361,930
Non-Capital Expenditures	4XX	51,500	66,900	349,567	467,967	79,043	547,010
Capital Expenditures	5XX	7,000	3,000	11,627	21,627	5,545	27,172
Workers Comp	7XX	-	-	-	-	50,000	50,000
Transfers	8XX	-	-	55,630	55,630	-	55,630
Other/Misc	9XX	316,600	-	-	316,600	-	316,600
<b>Total Expenditures</b>		<b>3,279,810</b>	<b>1,422,208</b>	<b>8,737,060</b>	<b>13,439,078</b>	<b>3,065,089</b>	<b>16,504,167</b>
<b>NET CHANGE</b>		-	-	-	-	-	-

## DPI Budget Adoption Format

<b>MMSD 3-Year Financial Summary:</b>					
<b>Fund 10 - General Fund</b>	<b>Actual 2015-16</b>	<b>Fall Budget 2016-17</b>	<b>Proposed 2017-18</b>	<b>\$ Change</b>	<b>% Change</b>
ASSETS	145,652,277	149,052,277	149,052,277	-	0.00%
LIABILITIES	108,142,630	108,142,630	108,142,630	-	0.00%
<b>FUND BALANCE</b>	<b>37,509,647</b>	<b>40,909,647</b>	<b>40,909,647</b>	<b>-</b>	<b>0.00%</b>
<b>Revenues &amp; Other Sources:</b>					
	<b>Actual 2015-16</b>	<b>Fall Budget 2016-17</b>	<b>Proposed 2017-18</b>	<b>\$ Change</b>	<b>% Change</b>
Interfund Transfers	289,523	226,638	222,186	(4,452)	-1.96%
Local Revenue Sources	260,098,007	264,316,408	274,374,385	10,057,977	3.81%
Open Enrollment Revenues	2,047,677	2,428,184	2,461,484	33,300	1.37%
CESA Sources	86,164	135,156	116,011	(19,145)	-14.17%
State Sources	69,657,821	73,683,290	70,941,143	(2,742,146)	-3.72%
Federal Sources	12,385,208	14,694,944	14,164,948	(529,996)	-3.61%
Financing Sources	-	2,055,000	2,055,000	-	0.00%
Misc. Sources	523,558	557,944	406,529	(151,415)	-27.14%
<b>Total Revenues</b>	<b>345,087,958</b>	<b>358,097,563</b>	<b>364,741,685</b>	<b>6,644,121</b>	<b>1.86%</b>
<b>Expenditures:</b>					
	<b>Actual 2015-16</b>	<b>Fall Budget 2016-17</b>	<b>Proposed 2017-18</b>	<b>\$ Change</b>	<b>% Change</b>
Undifferentiated Curriculum (PK-6 Instruction)	66,440,558	67,532,133	68,995,698	1,463,565	2.17%
Regular Curric. (English, Math, Science, Etc.)	79,849,836	80,227,405	81,064,985	837,580	1.04%
Vocational Curriculum	4,351,394	4,214,870	4,384,389	169,519	4.02%
Physical Curriculum (Health, Physical Ed)	8,165,128	7,964,562	8,321,826	357,264	4.49%
Co-Curricular Activities	3,136,933	2,830,243	2,975,562	145,319	5.13%
Special Needs	355,108	460,553	453,441	(7,112)	-1.54%
<b>Instruction Totals</b>	<b>162,298,956</b>	<b>163,229,768</b>	<b>166,195,902</b>	<b>2,966,134</b>	<b>1.82%</b>
Pupil Services (Guidance, Soc Wrk, etc.)	14,423,200	14,805,349	14,981,236	175,887	1.19%
Instructional Services (Curriculum, Libraries)	22,009,984	24,483,993	26,866,099	2,382,105	9.73%
District Administration (District-wide)	2,812,909	2,958,301	3,128,495	170,194	5.75%
School Administration (Principals' Office)	19,532,385	19,336,331	19,585,213	248,882	1.29%
Business Admin. (Acctg, Transport, Facilities)	40,072,698	44,536,781	44,265,623	(271,158)	-0.61%
Central Services (Telephone, Technology)	8,929,543	10,343,095	11,347,623	1,004,528	9.71%
District Insurance (Property, Liability)	2,338,631	2,660,955	2,660,955	-	0.00%
Debt Service (Interest Expense, Leases)	445,273	785,473	885,473	100,000	12.73%
Other Support Svcs (Post Emp net other Savings)	8,120,783	7,994,719	12,131,207	4,136,488	51.74%
<b>Support Totals</b>	<b>118,685,405</b>	<b>127,904,997</b>	<b>135,851,924</b>	<b>7,946,927</b>	<b>6.21%</b>
Operating Transfers to Other Funds	49,371,814	50,099,095	48,792,737	(1,306,358)	-2.61%
Purchased Instructional Services (OE, Tuition)	12,256,080	12,953,704	13,391,122	437,418	3.38%
Other Payments (Non-Program Transactions)	845,496	510,000	510,000	-	0.00%
<b>Non-Program Totals</b>	<b>62,473,391</b>	<b>63,562,799</b>	<b>62,693,859</b>	<b>(868,940)</b>	<b>-1.37%</b>
<b>General Fund Totals</b>	<b>343,457,752</b>	<b>354,697,563</b>	<b>364,741,685</b>	<b>10,044,121</b>	<b>2.83%</b>
<b>MMSD 3-Year Financial Summary:</b>					
<b>FUND 21 - SPECIAL REVENUE TRUST FUND</b>	<b>Actual 2015-16</b>	<b>Fall Budget 2016-17</b>	<b>Proposed 2017-18</b>	<b>\$ Change</b>	<b>% Change</b>
Total Revenues	3,356,508	-	-	-	0.00%
Total Expenditures	2,836,903	-	-	-	0.00%
<b>FUND 27 - SPECIAL EDUCATION</b>	<b>2015-16</b>	<b>2016-17</b>	<b>2017-18</b>	<b>\$ Change</b>	<b>% Change</b>
Total Revenues	74,641,754	75,567,706	74,263,306	(1,304,400)	-1.73%
Total Expenditures	74,641,754	75,567,706	74,263,306	(1,304,400)	-1.73%
<b>DEBT SERVICE FUND 30 - REFERENDUM DEBT</b>	<b>2015-16</b>	<b>2016-17</b>	<b>2017-18</b>	<b>\$ Change</b>	<b>% Change</b>
Total Revenues	19,920,884	7,999,159	8,364,698	365,539	4.57%
Total Expenditures	18,767,907	8,774,475	8,403,525	(370,950)	-4.23%
<i>Remaining Debt Obligations*</i>	58,350,000	51,430,000	44,675,000	(6,755,000)	-13.13%

## DPI Budget Adoption Format (cont'd)

<b>DEBT SERVICE FUND 38 - NON-REF DEBT</b>	<b>2015-16</b>	<b>2016-17</b>	<b>2017-18</b>	<b>\$ Change</b>	<b>% Change</b>
Total Revenues	4,033,720	4,233,453	4,323,404	89,951	2.12%
Total Expenditures	4,047,387	4,259,554	4,348,529	88,975	2.09%
<i>Remaining Debt Obligations*</i>	<b>34,813,387</b>	<b>31,638,287</b>	<b>28,289,570</b>	<b>(3,348,717)</b>	<b>-10.58%</b>
<b>MMSD 3-Year Financial Summary:</b>	<b>Actual</b>	<b>Fall Budget</b>	<b>Proposed</b>		
<b>CAPITAL EXPANSION FUND 41</b>	<b>2015-16</b>	<b>2016-17</b>	<b>2017-18</b>	<b>\$ Change</b>	<b>% Change</b>
Total Revenues	4,504,422	4,000,000	4,400,000	400,000	10.00%
Total Expenditures	3,878,460	4,000,000	4,400,000	400,000	10.00%
<b>2015 Referendum FUND 42</b>	<b>2015-16</b>	<b>2016-17</b>	<b>2017-18</b>	<b>\$ Change</b>	<b>% Change</b>
Total Revenues	41,083,443	-	-	-	0.00%
Total Expenditures	16,807,386	24,023,921	10,791,207	(13,232,714)	-55.08%
<b>CAPITAL PROJECTS (QZAB/QSCB) FUND 4X</b>	<b>2015-16</b>	<b>2016-17</b>	<b>2017-18</b>	<b>\$ Change</b>	<b>% Change</b>
Total Revenues	427,131	-	-	-	0.00%
Total Expenditures	1,017,573	-	-	-	0.00%
<b>FOOD SERVICE FUND 50</b>	<b>2015-16</b>	<b>2016-17</b>	<b>2017-18</b>	<b>\$ Change</b>	<b>% Change</b>
Total Revenues	10,848,260	11,097,223	11,148,084	50,860	0.46%
Total Expenditures	10,197,550	11,097,223	11,148,084	50,860	0.46%
<b>STUDENT ACTIVITY 60 FUND(s)</b>	<b>2015-16</b>	<b>2016-17</b>	<b>2017-18</b>	<b>\$ Change</b>	<b>% Change</b>
Total Revenues	4,028,385	-	-	-	0.00%
Total Expenditures	2,443,779	-	-	-	0.00%
<b>TRUST FUND 70 FUND(s)</b>	<b>2015-16</b>	<b>2016-17</b>	<b>2017-18</b>	<b>\$ Change</b>	<b>% Change</b>
Total Revenues	120,729	-	-	-	0.00%
Total Expenditures	235,494	-	-	-	0.00%
<b>COMMUNITY SERVICE FUND 80</b>	<b>2015-16</b>	<b>2016-17</b>	<b>2017-18</b>	<b>\$ Change</b>	<b>% Change</b>
Total Revenues (Fees & Property Tax Levy)	16,540,679	16,774,168	16,555,689	(218,478)	-1.30%
Total Expenditures	16,429,818	16,774,168	16,555,689	(218,478)	-1.30%
<b>ALL FUND SUMMARY</b>	<b>2015-16</b>	<b>2016-17</b>	<b>2017-18</b>	<b>\$ Change</b>	<b>% Change</b>
<b>Total Revenues</b>	<b>524,593,872</b>	<b>477,769,273</b>	<b>483,796,866</b>	<b>6,027,593</b>	<b>1.26%</b>
<b>Total Expenditures</b>	<b>494,761,762</b>	<b>499,194,611</b>	<b>494,652,025</b>	<b>(4,542,586)</b>	<b>-0.91%</b>
<b>PROPERTY TAX LEVY SUMMARY</b>	<b>Actual</b>	<b>Fall Budget</b>	<b>Proposed</b>		
<b>SUMMARY OF TAX LEVY FOR ALL FUNDS:</b>	<b>2015-16</b>	<b>2016-17</b>	<b>2017-18</b>	<b>\$ Change</b>	<b>% Change</b>
General Fund 10	255,620,915	259,203,305	270,023,093	10,819,788	4.17%
Debt Service Fund 39	5,498,873	7,999,159	8,300,825	301,666	3.77%
Non Referendum Debt Svcs Fund 38	3,884,075	4,087,409	4,177,516	90,107	2.20%
Capital Expansion Fund 41	4,500,000	4,000,000	4,400,000	400,000	10.00%
Community Service Fund 80	11,654,696	11,802,150	11,594,154	(207,996)	-1.76%
<b>Total Levy</b>	<b>281,158,559</b>	<b>287,092,023</b>	<b>298,495,588</b>	<b>11,403,565</b>	<b>3.972%</b>
Equalized Tax Base	23,270,952,465	24,086,820,787	24,809,425,411	722,604,624	3.00%
<b>Equalized Tax Rate Per \$1000</b>	<b>12.082</b>	<b>11.919</b>	<b>12.032</b>	<b>0.112</b>	<b>0.944%</b>

## Tax Impact Projections

### Projected Property Tax Levy for 2017-18

FUND	Adopted 2014-2015		Adopted 2015-2016		Adopted 2016-2017		Proposed 2017-2018	
	LEVY	RATE	LEVY	RATE	LEVY	RATE	LEVY	RATE
<b>General Fund:</b>								
▪ Revenue Limit Use	247,297,001	11.00	256,545,031	11.02	260,886,661	10.83	271,602,336	10.95
▪ Less: Computer Exemption	(2,072,433)	(0.09)	(2,089,136)	(0.09)	(1,683,356)	(0.07)	(1,699,243)	(0.07)
▪ <b>General Fund Levy</b>	<b>245,224,568</b>	<b>10.91</b>	<b>254,455,895</b>	<b>10.93</b>	<b>259,203,305</b>	<b>10.76</b>	<b>269,903,093</b>	<b>10.88</b>
▪ Prior Year Taxes	-	0.00	1,165,020	0.05	-	0.00	120,000	0.00
<b>Net General Fund Levy</b>	<b>245,224,568</b>	<b>10.91</b>	<b>255,620,915</b>	<b>10.98</b>	<b>259,203,305</b>	<b>10.76</b>	<b>270,023,093</b>	<b>10.88</b>
<b>Debt Service Funds:</b>								
▪ Non-referendum Debt (38)	2,918,370	0.13	3,884,075	0.17	4,087,409	0.17	4,177,516	0.17
▪ Bonded Indebtedness (39)	4,202,660	0.19	5,498,873	0.24	7,999,159	0.33	8,300,825	0.33
<b>Net Debt Service Fund Levy</b>	<b>7,121,030</b>	<b>0.32</b>	<b>9,382,948</b>	<b>0.40</b>	<b>12,086,568</b>	<b>0.50</b>	<b>12,478,341</b>	<b>0.50</b>
<b>Capital Projects Fund:</b>	<b>4,500,000</b>	<b>0.20</b>	<b>4,500,000</b>	<b>0.19</b>	<b>4,000,000</b>	<b>0.17</b>	<b>4,400,000</b>	<b>0.18</b>
<b>Community Services Fund:</b>	<b>11,654,696</b>	<b>0.52</b>	<b>11,654,696</b>	<b>0.50</b>	<b>11,802,150</b>	<b>0.49</b>	<b>11,594,154</b>	<b>0.47</b>
<b>TOTAL TAX LEVY AND RATE</b>	<b>268,500,294</b>	<b>11.94</b>	<b>281,158,559</b>	<b>12.08</b>	<b>287,092,023</b>	<b>11.92</b>	<b>298,495,588</b>	<b>12.03</b>
<b>Property Tax Analysis</b>								
	Nov-14 2014-15	Nov-15 2015-16	Nov-16 2016-17	Nov-17 2017-18				
Levy % Increase	4.180%	4.714%	2.110%	3.972%				
<b>Property Tax Bill Impact</b>								
	Nov-14 2014-15	Nov-15 2015-16	Nov-16 2016-17	Nov-17 2016-17 (Estimated)				
Average Madison home value	Value 237,678.00	Value 245,894.00	Value 254,549.47	Value 258,367.71	Bill 2,838.90	Bill 2,970.88	Bill 3,033.99	Bill 3,108.56
<b>Total Difference in Bill Over Prior Year</b>		<b>\$100.45</b>	<b>\$131.98</b>	<b>\$63.11</b>				<b>\$74.57</b>

# TID # 25 Schedule

## October 17, 2016 Promissory Note Proceeds - Use of Funds: Final

Category/Item	Total	2016-17	2017-18	2018-19	2019-20	2020-21
<b>A. High Leverage Planning and Design</b>						
1 Long Range Planning & Eval of 4K and Early Childhood	100,000		100,000			
2 Multi-year Middle School Design Process	300,000		150,000	150,000		
3 Development/Redesign of Secondary Alternative Schools	300,000	50,000	100,000	100,000	50,000	
4 Consulting on Budget Design	200,000		100,000	100,000		
<b>Subtotal</b>	<b>900,000</b>	<b>50,000</b>	<b>450,000</b>	<b>350,000</b>	<b>50,000</b>	<b>-</b>
<b>B. Maintenance Projects &amp; Facility Improvements</b>						
1 Restore \$300K to the General Fund Budget for Maintenance	300,000	300,000	-	-	-	-
2 Accelerate priority items on the facility maintenance list	1,300,000	500,000	150,000	500,000	150,000	-
3 Increase funding for playground replacement	450,000	150,000		150,000	150,000	-
4 Reserve for renovating instructional spaces	850,000	-	300,000	300,000	250,000	-
5 All-gender restroom and locker room needs	650,000	250,000	100,000	150,000	150,000	-
6 Athletic equipment replacements	200,000	100,000	100,000			
7 Doyle Human Resources Outer Office - Upgrade	240,000	120,000				
<b>Subtotal</b>	<b>3,990,000</b>	<b>1,420,000</b>	<b>770,000</b>	<b>1,100,000</b>	<b>700,000</b>	<b>-</b>
<b>C. Innovation Opportunities</b>						
1 Reserve for innovation opportunities	800,000		200,000	300,000	300,000	
<b>Subtotal</b>	<b>800,000</b>	<b>-</b>	<b>200,000</b>	<b>300,000</b>	<b>300,000</b>	<b>-</b>
<b>D. Technology Infrastructure &amp; Accelerate Technology Integration</b>						
1 Extend the fiber backbone to the final six schools	450,000	325,000	125,000			
2 Migrate to Cloud-based Systems for Website, IC, Other	450,000	100,000	175,000	175,000		
3 Fund tech infrastructure after \$2MM referendum funds	750,000				400,000	350,000
4 Accelerate the Tech Plan – Combine G5 and G6 Tech Cohorts	625,000				625,000	
<b>Subtotal</b>	<b>2,275,000</b>	<b>425,000</b>	<b>300,000</b>	<b>175,000</b>	<b>1,025,000</b>	<b>350,000</b>
<b>E. Reserve for Interest Expense (Straight-Line Allocation)</b>						
	468,000	60,000	102,000	102,000	102,000	102,000
<b>F. Reserve for Future Needs</b>						
	845,000	-	-	-	-	845,000
<b>G. Project Total</b>						
	<b>9,278,000</b>	<b>1,955,000</b>	<b>1,822,000</b>	<b>2,027,000</b>	<b>2,177,000</b>	<b>1,297,000</b>
High Leverage Planning and Design		\$	900,000			
Maintenance Projects & Facility Improvements		\$	3,990,000			
Innovation Opportunities		\$	800,000			
Technology Infrastructure & Accelerate Technology Integration		\$	2,275,000			
Reserve for Interest Expense (Straight-Line Allocation)		\$	468,000			
Reserve for Future Needs		\$	845,000			
<b>Project Total</b>		\$	<b>9,278,000</b>			

## Fund Balance Table by Year 2017-18 Proposed Budget

2014-15 Actual	Fund 10 General Fund	Funds 30 38 Debt Service Fund	Fund 41 Capital Projects	Fund 50 Food Service	Fund 80 Community Service	Total
Non-Spendable	1,038,410	-	-	202,438	-	1,240,848
Restricted	-	1,834,175	223,317	-	282,081	2,339,573
Committed	81,378	-	-	-	-	81,378
Assigned	93,901	-	-	-	-	93,901
Unassigned	34,665,752	-	-	(15,058)	-	34,650,694
<b>Total 2014-15 Actual</b>	<b>35,879,441</b>	<b>1,834,175</b>	<b>223,317</b>	<b>187,380</b>	<b>282,081</b>	<b>38,406,393</b>

2015-16 Actual	Fund 10 General Fund	Funds 30 38 Debt Service Fund	Fund 41 Capital Projects	Fund 50 Food Service	Fund 80 Community Service	Total
Non-Spendable	682,193	-	-	93,081	-	775,274
Restricted	-	2,973,485	849,280	745,009	392,941	4,960,715
Committed	43,103	-	-	-	-	43,103
Assigned	205,728	-	-	-	-	205,728
Unassigned	36,578,623	-	-	-	-	36,578,623
<b>Total 2015-16 Actual</b>	<b>37,509,647</b>	<b>2,973,485</b>	<b>849,280</b>	<b>838,090</b>	<b>392,941</b>	<b>42,563,443</b>

2016-17 Fall (Adopted) Budget	Fund 10 General Fund	Funds 30 38 Debt Service Fund	Fund 41 Capital Projects	Fund 50 Food Service	Fund 80 Community Service	Total
Non-Spendable	682,193	-	-	93,081	-	775,274
Restricted	-	2,172,068	849,280	745,009	392,941	4,159,298
Committed	-	-	-	-	-	-
Assigned	-	-	-	-	-	-
Unassigned	40,227,454	-	-	-	-	40,227,454
<b>Total Fall Budget 2016-17</b>	<b>40,909,647</b>	<b>2,172,068</b>	<b>849,280</b>	<b>838,090</b>	<b>392,941</b>	<b>45,162,026</b>

2017-18 Preliminary Proposal	Fund 10 General Fund	Funds 30 38 Debt Service Fund	Fund 41 Capital Projects	Fund 50 Food Service	Fund 80 Community Service	Total
Non-Spendable	682,193	-	-	93,081	-	775,274
Restricted	-	2,108,116	849,280	745,009	-	3,702,405
Committed	-	-	-	-	-	-
Assigned	-	-	-	-	392,941	392,941
Unassigned	40,227,454	-	-	-	-	40,227,454
<b>Total Proposed Budget 17-18</b>	<b>40,909,647</b>	<b>2,108,116</b>	<b>849,280</b>	<b>838,090</b>	<b>392,941</b>	<b>45,098,074</b>

## General Board Student Fees 2016-17 and Proposed for 2017-18

No change in general board student fees proposed for 2017-18  
(Adopt as part of Budget Approval)

<b>Elementary School Fee Schedule</b>		
	<b><u>2016-2017</u></b>	<b><u>2017-2018</u></b>
Consumable Materials Fee (Grades 4K-5)	\$40.00 per Year	\$40.00 per Year
Music Instrument Rental (Grade 5)	\$20.00 per Semester	\$20.00 per Semester
<b>Middle School Fee Schedule</b>		
	<b><u>2016-2017</u></b>	<b><u>2017-2018</u></b>
Textbook rental Fee (Grades 6-8)	\$35.00 per Year	\$35.00 per Year
Music Instrument Rental (Grade 6)	\$20.00 per Semester	\$20.00 per Semester
Music Instrument Rental (Grades 7-8)	\$70.00 per Semester	\$70.00 per Semester
Activity Fee	\$17.00 per Year	\$17.00 per Year
Consumable Materials Fee	\$20.00 per Year	\$20.00 per Year
<b>High School Fee Schedule</b>		
	<b><u>2016-2017</u></b>	<b><u>2017-2018</u></b>
Textbook Rental Fee (Grades 9-12)	\$35.00 per Year	\$35.00 per Year
Student Activity Fee	\$30.00 per Year	\$30.00 per Year
Music Instrument Rental (Grades 9-12)	\$70.00 per Semester	\$70.00 per Semester
Consumable Materials Fee	\$17.00 per Year	\$17.00 per Year
Athletic Participation Fee (Grades 9-12)	\$115.00 per Sport	\$115.00 per Sport
Maximum Athletic Participation Fee (Grades 9-12)	\$500.00 per Family	\$500.00 per Family
	\$800.00 Hockey	\$800.00 Hockey
Athletic Participation Surcharge (Grades 9-12)	\$100.00 Gymnastics	\$100.00 Gymnastics
(Surcharges are in addition to the \$500.00 Family Maximum)	\$100.00 Wrestling	\$100.00 Wrestling
	\$118.00 Boy's Golf	\$118.00 Boy's Golf
	\$118.00 Girl's Golf	\$118.00 Girl's Golf
Student Athletic Event Pass	\$20.00 per Pass	\$20.00 per Pass
Student Individual Event Ticket	\$3.00 per Event	\$3.00 per Event
Adult Individual Event Ticket	\$5.00 per Event	\$5.00 per Event
*MSCR Program fees do not require Board approval.		
Note: A \$3.00 convenience fee will be charged for each online student fee transaction		

# High School Course Fee Schedule 2016-17 and Proposed for 2017-18

Not formally adopted by the Board - For information only

<u>Course Name</u>	<b>2016-2017</b> <u>Fee</u>	<b>2017-2018</b> <u>Fee</u>
Art Experiences	\$ 20.00	\$ 20.00
2-D Design	\$ 20.00	\$ 20.00
2-D & 3-D Design	\$ 20.00	\$ 20.00
2-D Techniques Advanced 1	\$ 30.00	\$ 30.00
2-D Techniques Advanced 2	\$ 30.00	\$ 30.00
3-D Techniques Advanced	\$ 30.00	\$ 30.00
Drawing 1	\$ 20.00	\$ 20.00
Drawing 2	\$ 20.00	\$ 20.00
Drawing 3	\$ 20.00	\$ 20.00
Observational Drawing 1	\$ 30.00	\$ 30.00
Observational Drawing 2	\$ 20.00	\$ 20.00
Drawing 1	\$ 20.00	\$ 20.00
Drawing and Prints 2	\$ 20.00	\$ 20.00
Drawing and Prints 3	\$ 30.00	\$ 30.00
Drawing and Prints 4	\$ 30.00	\$ 30.00
Drawing and Design 1	\$ 20.00	\$ 20.00
Drawing and Design 2	\$ 20.00	\$ 20.00
Painting 1	\$ 20.00	\$ 20.00
Painting 1 - Oils	\$ 20.00	\$ 20.00
Painting 2	\$ 20.00	\$ 20.00
Painting 3	\$ 30.00	\$ 30.00
Painting 4	\$ 30.00	\$ 30.00
Painting & Printmaking 1	\$ 20.00	\$ 20.00
Painting & Printmaking 2	\$ 20.00	\$ 20.00
Ceramics and Sculpture 1	\$ 20.00	\$ 20.00
Ceramics and Sculpture 2	\$ 30.00	\$ 30.00
Ceramics and Sculpture 3	\$ 30.00	\$ 30.00
Ceramics and Sculpture 4	\$ 30.00	\$ 30.00
Arts Metals 1	\$ 60.00	\$ 60.00
Arts Metals 2	\$ 60.00	\$ 60.00
Arts Metals 3	\$ 60.00	\$ 60.00
Art Metals - 4	\$ 60.00	\$ 60.00
Art Metals & Glass 1 (@Memorial & West)	\$ 60.00	\$ 60.00
Art Metals & Glass 2 (@Memorial & West)	\$ 60.00	\$ 60.00
Art Metals & Glass 3	\$ 60.00	\$ 60.00
Art Metals & Glass 4	\$ 60.00	\$ 60.00
Photography 1	\$ 20.00	\$ 20.00
Photography 2	\$ 20.00	\$ 20.00
Photography 3	\$ 30.00	\$ 30.00
<b>Photography 4</b>	<b>\$ -</b>	<b>\$ 30.00</b>
Graphic Design: Brandng & Typ1	\$ 15.00	\$ 15.00
Computer Art	\$ 15.00	\$ 15.00
Computer Art- Animation	\$ 15.00	\$ 15.00
Computer Art- Digital Imagery	\$ 15.00	\$ 15.00
Computer Art - Illustration 1	\$ 15.00	\$ 15.00
Computer Art - Illustration 2	\$ 15.00	\$ 15.00
Computer Art - Illustration 3	\$ 15.00	\$ 15.00
Computer Art - Video 1	\$ 15.00	\$ 15.00
Computer Art - Video Production	\$ 15.00	\$ 15.00
Graphic Design: Illus & Photo	\$ 15.00	\$ 15.00
Graphic Design	\$ 15.00	\$ 15.00
3-D Art Seminar	\$ 30.00	\$ 30.00
Art Advanced	\$ 30.00	\$ 30.00
Portfolio	\$ 30.00	\$ 30.00
Community Art & Mass Media	\$ 20.00	\$ 20.00
Art Seminar	\$ 30.00	\$ 30.00
Fashion Design	\$ 30.00	\$ 30.00
Culinary Basics	\$ 30.00	\$ 30.00
International Cuisine	\$ 30.00	\$ 30.00
ProStart Chef 1	\$ 30.00	\$ 30.00
ProStart Chef 2	\$ 30.00	\$ 30.00
Child Development: Careers with Children/ACCT Certification	\$ 10.00	\$ 10.00
Fashion & Sewing	\$ 30.00	\$ 30.00
Fashion Merchandising & Advanced Sewing	\$ 30.00	\$ 30.00
Interior Design	\$ 20.00	\$ 20.00
Nursing Assistant (@East & LaFollette)	\$ 30.00	\$ 30.00
Nursing Assistant (Non-certification @ East)	\$ 30.00	\$ 30.00
Body Structure and Function	\$ 25.00	\$ 25.00
Fundamentals of Nursing (La Follette)	\$ 30.00	\$ 30.00

<u>Course Name</u>	2016-2017	2017-2018
	<u>Fee</u>	<u>Fee</u>
Principles of Biomedical (PLTW - Memorial only)	\$ 20.00	\$ 20.00
Human Body Systems (PLTW - Memorial only)	\$ 20.00	\$ 20.00
Individual Sports	\$ 10.00	\$ 10.00
Individual Sports (@Memorial, includes Bowling)	\$ 40.00	\$ 40.00
Team Sports 1 (@Memorial, includes Bowling)	\$ 25.00	\$ 25.00
Team Sports 2 (@Memorial, includes Bowling)	\$ 25.00	\$ 25.00
Challenges and Adventure (@LaFollette)	\$ 40.00	\$ 40.00
Challenges and Adventure (@Memorial)	\$ 40.00	\$ 40.00
Challenges and Adventure (@East & @West)	\$ 40.00	\$ 40.00
Advanced Ropes (Memorial)	\$ 60.00	\$ 60.00
Outdoor Leadership (East and LaFollette)	\$ 50.00	\$ 50.00
Challenges and Adventure (2) (West)	\$ 60.00	\$ 60.00
Racquet & Team Sports (Memorial)	\$ 40.00	\$ 40.00
CPR/First Aid Hlthy Heart-Fit (@LaFollette)	\$ 65.00	\$ 65.00
CPR/First Aid Hlthy Heart-Fit (@West)	\$ 65.00	\$ 65.00
Lifeguard Training/Pro CPR (LaFollette & Memorial))	\$ 130.00	\$ 130.00
Lifeguard Training/Pro CPR (East and West)	\$ 130.00	\$ 130.00
Intro to Sports Medicine (LaFollette & Memorial)	\$ 25.00	\$ 25.00
Sports Officiating (East & LaFollette)	\$ 20.00	\$ 20.00
Social Dance (LaFollette & Memorial only)	\$ 10.00	\$ 10.00
Aerospace Engineering (PLTW)	\$ 60.00	\$ 60.00
Intro to Engineering (PLTW)	\$ 30.00	\$ 30.00
Principles of Engineering (PLTW)	\$ 30.00	\$ 30.00
Civil Entineering & Architecture (PLTW)	\$ 30.00	\$ 30.00
Engineering Design & Development (PLTW)	\$ 30.00	\$ 30.00
Digital Electronics (PLTW)	\$ 20.00	\$ 20.00
Consumer Auto	\$ 20.00	\$ 20.00
Outdoor Power Equip Technology	\$ 20.00	\$ 20.00
Automotive Technology 1	\$ 20.00	\$ 20.00
Automotive Technology 2	\$ 20.00	\$ 20.00
Automotive Technology 3	\$ 20.00	\$ 20.00
Automotive Technology 4	\$ 20.00	\$ 20.00
Wood Fabrication 1	\$ 20.00	\$ 20.00
Home Maint & Improvement	\$ 30.00	\$ 30.00
Fundamentals of Construction	\$ 30.00	\$ 30.00
Wood Fabrication 2	\$ 30.00	\$ 30.00
Wood Fabrication 3	\$ 35.00	\$ 35.00
Wood Fabrication 4	\$ 35.00	\$ 35.00
Computer Integrated Manufacturing (PLTW)	\$ 30.00	\$ 30.00
Metals Manufacturing 1	\$ 20.00	\$ 20.00
Metals Manufacturing 2	\$ 20.00	\$ 20.00
Note: A \$3.00 convenience fee will be charged for each online student fee transaction		



## Department Summaries

**As presented in the April Budget Book -- Not updated for this June 26 version.**

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## Business Services: Administrative Services

### Purpose

Administrative Services includes several departments: Transportation, Purchasing, Printing, Central Receiving/Stores, Delivery and Mail Services. Transportation Services provides safe, timely, efficient, and cost effective quality transportation services that best serve the needs of our students, parents, and school staff. Purchasing provides purchasing support by facilitating the procurement process. Printing Services provides quality printing, duplicating, and document designing services. Receiving/Stores receives and expedites goods in a timely and efficient manner. Delivery and Mail Services ensures that items are delivered efficiently both internally and externally.

### Connection to Strategic Framework

Administration Services undergirds the Strategic Framework by identifying and implementing key components in support of students/school staff. Their effort removes barriers associated with coordinating and provides necessary services for students, and also allows staff to avoid disruptions while maintaining a focus on their School Improvement Plans.

### Major Work Streams

- Coordinate regular education and special and alternative education routing
- Process purchase orders
- Manage requests for proposals, bids, and quotations, and provide resources/support
- Oversee central receiving/stores
- Manage delivery and mail services
- Provide printing services

### 2016-17

### Priority Projects

- Develop Printing Services District Awareness and Improvement Project
- Develop Central Stores District Awareness and Improvement Project

### 2017-18

### Staffing and Budget Summary

Group	FTE FY2017	FTE FY2018	Change	Description	Budget FY2017	Budget FY2018	\$ Change	% Change
(C) Custodian Total	3.000	3.000	-	01XX Salaries	909,459.49	903,238.88	(6,220.61)	-0.68%
(P) NUP Total	3.000	2.000	(1.000)	02XX Benefits	397,007.09	336,793.69	(60,213.40)	-15.17%
(S) Clerical / Technical Total	9.300	10.300	1.000	03XX Purch Svcs	12,607,669.91	12,607,669.91	-	0.00%
				04XX Non-Capital	211,250.00	211,250.00	-	0.00%
				05XX Capital Purch	331,500.00	331,500.00	-	0.00%
				06XX Debt Payments	28,316.00	28,316.00	-	0.00%
				09XX Dues/Fees/Misc	1,000.00	1,000.00	-	0.00%
<b>Admin Services Total</b>	<b>15.300</b>	<b>15.300</b>	<b>-</b>		<b>14,486,202.49</b>	<b>14,419,768.48</b>	<b>(66,434.01)</b>	<b>-0.46%</b>

### Department Notes for 2017-18

2017-18 decrease in benefits reflects a 12% EPC, to be redistributed via wage / salary increases.

The Staffing Summary indicates a reclassification due to retirement of a NUP position to a SEE position in the printing department.

Transportation budget (Purch Svcs) remains the same despite rate increase for Badger Bus.

Supporting Links: [Department webpage](#), including [2016-17 COMP](#)

## Teaching & Learning: Advanced Learning

### Purpose

The purpose of the Advanced Learning Division is to develop the systems that support schools in the identification of, and the interventions for, advanced learners.

### Connection to Strategic Framework

The Advanced Learners Division supports Strategic Framework Priority Areas I and II of the Strategic Framework by enhancing Coherent Instruction and developing Personalized Pathways for students with high-ability. Using a Multi-Tiered System of Supports framework, students' needs are being met through classroom strategies, intervention, and acceleration. Use of data to monitor progress further supports Strategic Framework Priority Area V: Accountability. Their activities also support the Technology Plan.

### Major Work Streams

- Ensure systematic accountability for identification and services for advanced learners
- Provide support for individual and groups of students in schools through Advanced Learner-Instructional Resource Teacher (AL-IRTs)
- Collaborate with other departments to develop strategies and interventions for students with high-ability

—————2016-17—————

### Priority Projects

- Support Advanced Learning External Review and use findings to inform various aspects of Advanced Learning (e.g., revisions to Advanced Learning Plan, inform the Advanced Learning Instructional Toolkit, etc.)

—————2017-18—————

### Staffing and Budget Summary

Group	FTE FY2017	FTE FY2018	Change	Description	Budget FY2017	Budget FY2018	\$ Change	% Change
(A) Administrator	1.000	1.000	-	01XX Salaries	1,480,227.45	1,494,852.71	14,625.26	0.99%
(S) Clerical / Technical	1.000	1.000	-	02XX Benefits	584,540.40	527,335.56	(57,204.84)	-9.79%
(T) Teacher	21.300	21.300	-	03XX Purch Svcs	51,701.00	51,701.00	-	0.00%
				04XX Non-Capital	16,800.00	16,800.00	-	0.00%
				09XX Dues/Fees/Misc	3,400.00	3,400.00	-	0.00%
<b>Advanced Learning Total</b>	<b>23.300</b>	<b>23.300</b>	<b>-</b>		<b>2,136,668.85</b>	<b>2,094,089.27</b>	<b>(42,579.58)</b>	<b>-1.99%</b>

### Department Notes for 2017-18

2017-18 decrease in benefits reflects a 12% EPC, to be redistributed via wage / salary increases.

Beginning in 17-18 the Advanced Learning Department will move to the new Department of Integrated Supports and Accelerated Learning. The new department will give greater focus to advanced learning. The total staffing resources remain unchanged.

Supporting Links: [Department webpage](#), including [2016-17 COMP](#)

## Research, Accountability, & Data Use: Assessment Administration

### Purpose

The Office of Assessment Administration ensures that assessment administration occurs in a secure, valid and reliable manner so that families, teachers, and building leaders can use data with confidence.

### Connection to Strategic Framework

This office supports Strategic Framework Priority Area V: Accountability. Specifically, it is responsible for the accurate and timely administration of state and district required student assessments and climate surveys that serve as a primary measure of the Strategic Framework.

### Major Work Streams

- Responsible for pre-administration for all assessments, which includes purchase, communication with buildings, proctor training, and secure delivery of materials
- Responsible for administration for all assessments
- Responsible for post-administration for all assessments, which includes communication with buildings, distribution of results, and collecting staff feedback for improvement
- Coordinate Assessment Committee
- Move data into Infinite Campus/Data Dashboard

—————2016-17—————

### Priority Projects

- None

—————2017-18—————

### Staffing and Budget Summary

Group	FTE FY2017	FTE FY2018	Change	Description	Budget FY2017	Budget FY2018	\$ Change	% Change
(A) Administrator	1.000	1.000	-	01XX Salaries	191,894.15	197,766.93	5,872.78	3.06%
(S) Clerical / Technical	1.000	1.000	-	02XX Benefits	71,236.56	67,056.52	(4,180.04)	-5.87%
				03XX Purch Svcs	42,740.51	42,740.51	-	0.00%
				04XX Non-Capital	559,366.05	564,366.05	5,000.00	0.89%
				05XX Capital Purch	15,000.00	25,000.00	10,000.00	66.67%
				09XX Dues/Fees/Misc	100.00	100.00	-	0.00%
<b>Assessment Administration</b>	<b>2.000</b>	<b>2.000</b>	<b>-</b>		<b>880,337.27</b>	<b>897,030.01</b>	<b>16,692.74</b>	<b>1.90%</b>

### Department Notes for 2017-18

2017-18 decrease in benefits reflects a 12% EPC, to be redistributed via wage / salary increases.

The assessment department consists of one administrator and one clerical position.

Non-Capital purchases in the department are for assessment materials, fees, and services (K-12)

Supporting Links: [Department webpage](#), including [2016-17 COMP](#)

## Business Services: Budget, Planning, & Accounting

### Purpose

Budget, Planning, & Accounting Services provides services to the district in the way of accounting, reporting, budgeting, business technology, grant management, auditing, cash/investment management, and school finance planning.

### Connection to Strategic Framework

Budget, Planning, & Accounting Services provides support to schools on financial matters using a customer service model, which aligns with Strategic Framework Priority Area V: Accountability. The department strives to align the budget and budget process with the goals and priorities of the district.

### Major Work Streams

- Prepare and review data schedules; coordinate and support the mandatory external audit
- Enter invoices and process payments
- Budget development and Budget Allocation Management (BAM)
- Maintain general ledger

—————2016-17—————

### Priority Projects

- Develop an accelerated annual budget process
- Explore and migrate to an electronic staffing workbook
- Systematize procurement card audit and review
- Improve cash receipt recording of School Activity Funds
- Provide overall project management to Building Excellence (Long-Range Facilities Plan)
- Produce findings related to historical boundary factors and current facilities conditions for Building Excellence

—————2017-18—————

### Staffing and Budget Summary

Group	FTE FY2017	FTE FY2018	Change	Description	Budget FY2017	Budget FY2018	\$ Change	% Change
(A) Administrator	1.000	1.000	-	01XX Salaries	913,901.10	936,237.78	22,336.68	2.44%
(P) NUP	7.000	7.000	-	02XX Benefits	430,895.33	380,381.59	(50,513.74)	-11.72%
(S) Clerical / Technical	4.800	4.800	-	03XX Purch Svcs	180,654.00	180,654.00	-	0.00%
				04XX Non-Capital	8,750.00	8,750.00	-	0.00%
				05XX Capital Purch	6,500.00	6,500.00	-	0.00%
				08XX Transfers	222,185.50	222,185.50	-	0.00%
				09XX Dues/Fees/Misc	(35,852.67)	(35,852.67)	-	0.00%
<b>Budget, Planning, &amp; Accounting Total</b>	<b>12.800</b>	<b>12.800</b>	<b>-</b>		<b>1,727,033.26</b>	<b>1,698,856.20</b>	<b>(28,177.06)</b>	<b>-1.63%</b>

### Department Notes for 2017-18

2017-18 decrease in benefits reflects a 12% EPC, to be redistributed via wage / salary increases.

No change in staffing and non-personnel budget remains the same for 2017-18.

Will expand electronic staffing workbook to secondary buildings for 2018-19 budget cycle.

Supporting Links: [Department webpage](#), including [2016-17 COMP](#)

## Business Services: Building Services

### Purpose

The mission of Building Services is to effectively manage, maintain, and upgrade the buildings and grounds of the MMSD in order to provide the highest quality, energy efficient environment for education.

### Connection to Strategic Framework

Using clear goals, action-based priorities and monitoring, Building Services undergirds the entire Strategic Framework by providing MMSD's family, students, and staff with clean, well-maintained facilities that support student learning. With increasing attention on evaluation and training systems, there is a special emphasis on Strategic Framework Priority Area IV: Thriving Workforce.

### Major Work Streams

- Direct Building Services and Building Services human resources
- Coordinate district carpentry, electrical and communication, painting and environmental needs, and plumbing and HVAC
- Oversee district utility usage
- Direct custodian related human resources

### 2016-17

### Priority Projects

- Refine systems for better two-way communication with schools by scheduling regular walkthroughs in buildings – develop a protocol and sustainable schedule for these visits
- Evaluate, refine, build, and implement evaluation and feedback systems for building custodians
- Explore, evaluate, and implement new work order software
- Produce facility condition inventory for Building Excellence (Long-Range Facilities Plan)

### 2017-18

### Staffing and Budget Summary

Group	FTE FY2017	FTE FY2018	Change	Description	Budget FY2017	Budget FY2018	\$ Change	% Change
(A) Administrator	5.000	5.000	-	01XX Salaries	13,499,592.04	13,748,741.58	249,149.54	1.85%
(C) Custodian	208.000	208.000	-	02XX Benefits	6,389,331.43	5,842,967.81	(546,363.62)	-8.55%
(D) Trades	32.000	32.000	-	03XX Purch Svcs	32,084,894.20	32,670,186.18	585,291.98	1.82%
(P) NUP	3.000	3.000	-	04XX Non-Capital	970,254.00	970,254.00	-	0.00%
(S) Clerical / Technical	2.000	2.000	-	05XX Capital Purch	1,377,000.00	1,377,000.00	-	0.00%
				07XX Insurance	10,000.00	10,000.00	-	0.00%
<b>Building Services Total</b>	<b>250.000</b>	<b>250.000</b>	<b>-</b>		<b>54,331,071.67</b>	<b>54,619,149.57</b>	<b>288,077.90</b>	<b>0.53%</b>

### Department Notes for 2017-18

2017-18 decrease in benefits reflects a 12% EPC, to be redistributed via wage / salary increases.

Purchased Services reflects the priority action increase of \$400K for increased maintenance and \$175K for utilities.

Review of non-personnel side of budget is underway to reallocate funds for a custodial trainer and projects manager. These are not reflected in the Staffing Summary above.

Supporting Links: [Department webpage](#), including [2016-17 COMP](#)

## Chief of Schools – Elementary

### Purpose

The Chief of Schools – Elementary Department supports and supervises schools and principals to ensure the quality implementation of their School Improvement Plan (SIP).

### Connection to Strategic Framework

The work of the Chief of Schools – Elementary Department is designed around the work of schools, ensuring that principals and staff have support and resources to meet the needs of their students within clearly defined parameters. The department supports and supervises schools and principals to ensure the quality implementation of their SIP, which is directly tied to Strategic Framework Priority I: Coherent Instruction and Strategic Framework Priority Area V: Accountability.

### Major Work Streams

- Design, implement, and assess school support system
- Screen and select, evaluate, and provide professional development to principals
- Manage, support, and evaluate work of School Improvement Partners
- Participate in cross-functional teams to support implementation of Strategic Framework
- Visit schools and monitor the progress of SIP implementation
- Participate in cross-functional teams related to school support
- Support the School Based Leadership Team

—————2016-17—————

### Priority Projects

- Implement Excellence & Equity Classroom Calibration Teacher Labs

—————2017-18—————

### Staffing and Budget Summary

Group	FTE FY2017	FTE FY2018	Change	Description	Budget FY2017	Budget FY2018	\$ Change	% Change
(A) Administrator	1.000	1.000	-	01XX Salaries	705,710.04	674,376.15	(31,333.89)	-4.44%
(P) NUP	5.000	5.000	-	02XX Benefits	180,685.79	157,832.13	(22,853.66)	-12.65%
(S) Clerical / Technical	1.000	-	(1.000)	03XX Purch Svcs	19,600.00	19,600.00	-	0.00%
				04XX Non-Capital	7,089.00	7,089.00	-	0.00%
				05XX Capital Purch	3,000.00	3,000.00	-	0.00%
<b>Chief of Elementary Total</b>	<b>7.000</b>	<b>6.000</b>	<b>(1.000)</b>		<b>916,084.83</b>	<b>861,897.28</b>	<b>(54,187.55)</b>	<b>-5.92%</b>

### Department Notes for 2017-18

2017-18 decrease in benefits reflects a 12% EPC, to be redistributed via wage / salary increases.

The decrease in Clerical Technical represents a shift of one clerical position from Chief of Elementary to Chief of Schools Departments.

The five NUPs in this summary are the School Improvement Partners for the Elementary level.

Supporting Links: [Department webpage](#), including [2016-17 COMP](#)

## Chief of Schools – Operations

### Purpose

The Chief of Schools – Operations works cross functionally with many other departments across the district to support staff, students, and families. The Chief of Schools – Operations supports all MMSD schools and works to remove barriers so that all students can thrive. School Security Services is in the School Operations department and ensures all of our schools are safe for students and staff.

### Connection to Strategic Framework

The work of Chief of School – Operations supports all Strategic Framework Priority Areas by removing barriers and obstacles that interfere with the school’s ability to make progress in their work. In addition, the office works with parents and students to problem solve concerns with MMSD schools. Security provides staff and students a safe space to teach and learn.

### Major Work Streams

- Respond to parent and school concerns; work with school principals and Central Office to address concerns
- Manage Response For Assistance (RFA) system
- Consult and coordinate with Central Office departments to provide support to principals, families, and community
- Provide professional development, training, and guidance regarding school safety and operations to principals, principal designees, secretaries, and security staff.
- Respond and coordinate crisis response to schools
- Review suspension appeals, expulsions, and administrative student transfers

—————2017-18—————

### Staffing and Budget Summary

Group	FTE FY2017	FTE FY2018	Change	Description	Budget FY2017	Budget FY2018	\$ Change	% Change
(A) Administrator	3.000	3.000	-	01XX Salaries	1,296,168.95	1,318,244.71	22,075.76	1.70%
(P) NUP	1.000	1.000	-	02XX Benefits	681,574.72	640,641.10	(40,933.62)	-6.01%
(S) Clerical / Technical	-	1.000	1.000	03XX Purch Svcs	387,429.16	389,029.16	1,600.00	0.41%
(Y) Security	28.269	28.269	-	04XX Non-Capital	26,750.00	26,150.00	(600.00)	-2.24%
				05XX Capital Purch	11,250.00	10,250.00	(1,000.00)	-8.89%
				09XX Dues/Fees/Misc	750.00	750.00	-	0.00%
<b>Chief of Operations Total</b>	<b>32.269</b>	<b>33.269</b>	<b>1.000</b>		<b>2,403,922.83</b>	<b>2,385,064.97</b>	<b>(18,857.86)</b>	<b>-0.78%</b>

### Department Notes for 2017-18

2017-18 decrease in benefits reflects a 12% EPC, to be redistributed via wage / salary increases.

The staffing summary for this department includes a reallocation of one clerical position from Chief of Elementary to Chief of Schools.

The Chief of Schools has K-12 responsibility including supervising the security staff at school sites.

Supporting Link: [Department webpage](#)

## Chief of Schools – Secondary

### Purpose

The Chief of Schools (COS) - Secondary Office and Secondary School Improvement Partners provide strategic, high quality support to schools that is flexible, tiered, and differentiated as well as targeted and regularly monitored. Through coaching of principals and leadership teams, the COS and Partners serve as key facilitators between Central Office and school in order to help schools and Central Office effectively develop, implement, monitor, and adjust their School Improvement Plans (SIP) to achieve their strategic goals. The COS also engages principals in the Educator Effectiveness Principal Evaluation process, which is designed to support and build their capacity as high quality school leaders.

### Connection to Strategic Framework

The Chief of Schools – Secondary Education Office provides intensive support for schools to implement their SIP effectively through clearly outlined parameters; the provision and alignment of Central Office resources; and regular feedback that keeps student achievement at the center of their work. Their work is specifically attached to Strategic Framework Priority Areas I: Coherent Instruction, II: Personalized Pathways, and V: Accountability.

### Major Work Streams

- Develop, implement, and monitor the progress of SIP
- Identify areas in need of school support, and ensure completion of design, review, and assessment of School Support Plans
- Build School-Based Leadership Team (SBLT) capacity

—————2016-17—————

### Priority Projects

- Research and develop plan for a comprehensive middle school reform model aligned to the personalized pathways implementation in MMSD high schools
- Create a long-term plan to improve and expand alternative school options to provide enhanced post-secondary options to college and career preparedness

—————2017-18—————

### Staffing and Budget Summary

Group	FTE FY2017	FTE FY2018	Change	Description	Budget FY2017	Budget FY2018	\$ Change	% Change
(A) Administrator	1.000	1.000	-	01XX Salaries	657,669.76	671,715.52	14,045.76	2.14%
(P) NUP	4.000	4.000	-	02XX Benefits	216,134.17	207,243.21	(8,890.96)	-4.11%
(S) Clerical / Technical	1.000	1.000	-	03XX Purch Svcs	340,929.95	341,232.39	302.44	0.09%
				04XX Non-Capital	18,057.53	17,898.09	(159.44)	-0.88%
				05XX Capital Purch	1,715.00	1,715.00	-	0.00%
				09XX Dues/Fees/Misc	1,550.00	1,350.00	(200.00)	-12.90%
<b>Chief of Secondary Total</b>	<b>6.000</b>	<b>6.000</b>	<b>-</b>		<b>1,236,056.41</b>	<b>1,241,154.21</b>	<b>5,097.80</b>	<b>0.41%</b>

### Department Notes for 2017-18

2017-18 decrease in benefits reflects a 12% EPC, to be redistributed via wage / salary increases.

This department includes the Chief of Secondary Schools, School Improvement Partners for Secondary, and one clerical position (Related activities such as Pathways are accounted for elsewhere in these summaries).

Major purchases services include graduation expenses, AVID non-personnel expenses, secondary professional development, and African American History Bowl.

Supporting Links: [Department webpage](#), including [2016-17 COMP](#)

## Communications

### Purpose

Communications works to provide timely, accurate, two-way communication to all stakeholders.

### Connection to Strategic Framework

Communications supports all aspects of illustrating and explaining the Strategic Framework and the district's continuous improvement to stakeholders and the general public. The Communications Department ensures branding continuity and coherence across departments' reports and materials, and it also provides training and support to improve communication practices within MMSD departments and schools. With the Communication Department's involvement with particular areas of instruction, it supports Strategic Framework Priority Area I: Coherent Instruction, and their interaction with the community supports Strategic Framework Priority Area III: Family, Youth, and Community Engagement. Their work also focuses on the Technology Plan.

### Major Work Streams

- Communicate vision and Strategic Framework
- Design and support implementation of communication plans for district priority projects
- Produce and disseminate media
- Maintain web presence

—————2016-17—————

### Priority Projects

- Provide communication support to the Behavior Education Plan
- Support the communication needs of the Operational Referendum and Building Excellence
- Update and provide training around the Communications Toolkit
- Develop storytelling around key messages
- Produce materials for Personalized Pathways
- Optimize MMSD's reputation

—————2017-18—————

### Staffing and Budget Summary

Group	FTE FY2017	FTE FY2018	Change	Description	Budget FY2017	Budget FY2018	\$ Change	% Change
(P) NUP	5.000	5.000	-	01XX Salaries	536,765.70	555,846.64	19,080.94	3.55%
(S) Clerical / Technical	3.850	3.850	-	02XX Benefits	202,295.96	189,308.51	(12,987.45)	-6.42%
				03XX Purch Svcs	38,050.00	38,050.00	-	0.00%
				04XX Non-Capital	17,800.00	17,800.00	-	0.00%
				05XX Capital Purch	8,500.00	8,500.00	-	0.00%
<b>Communications Total</b>	<b>8.850</b>	<b>8.850</b>	<b>-</b>		<b>803,411.66</b>	<b>809,505.15</b>	<b>6,093.49</b>	<b>0.76%</b>

### Department Notes for 2017-18

2017-18 decrease in benefits reflects a 12% EPC, to be redistributed via wage / salary increases.

Department has needs for technical upgrades related to continuation of current programming that will require further analysis in future budgets.

Supporting Links: [Department webpage](#), including [2016-17 COMP](#)

## Teaching & Learning: Curriculum & Instruction

### Purpose

The purpose of Curriculum & Instruction is to support high quality, coherent curriculum and instruction for all students in MMSD with a direct focus on implementation of the Common Core State Standards.

### Connection to Strategic Framework

Curriculum & Instruction directly supports Strategic Framework Priority Area I: Coherent Instruction by developing and implementing a common curriculum and assessment system in all content areas. The department builds teachers' capacity to implement a set of strategies aligned to the Great Teaching Matters Framework, which is centered around culturally and linguistically responsive instructional practices, increases access to the Arts, and directly supports the instructional implementation of the district's Technology Plan.

### Major Work Streams

- Implement Arts Rich Schools Blueprint (Any Given Child Madison)
- Lead content area professional development
- Plan, develop, and implement Arts Ed Summer Enrichment courses
- Develop curriculum in content areas
- Personalized Pathways – align policies and curriculum to meet expectations of the pathways timeline

—————2016-17—————

### Priority Projects

- Develop a common high school course catalog
- Implement and evaluate K-5 Professional Learning Series (PLS) and 6-8 PLS
- Hold 9<sup>th</sup> Grade On-Track meetings, implement professional development, and review outcomes of student needs
- Support implementation of K-5 Mathematics Early Adopters
- Support implementation of K-5 report card
- Align and integrate the AVID system within the personalized pathway model

—————2017-18—————

### Staffing and Budget Summary

Group	FTE FY2017	FTE FY2018	Change	Description	Budget FY2017	Budget FY2018	\$ Change	% Change
(A) Administrator	7.000	7.000	-	01XX Salaries	3,164,034.35	3,324,948.93	160,914.58	5.09%
(E) EA/SEA/BEA	0.088	0.088	-	02XX Benefits	1,030,848.10	1,033,201.42	2,353.32	0.23%
(P) NUP	6.000	6.000	-	03XX Purch Svcs	537,426.63	492,115.63	(45,311.00)	-8.43%
(S) Clerical / Technical	6.000	6.000	-	04XX Non-Capital	2,488,541.13	2,306,487.13	(182,054.00)	-7.32%
(T) Teacher	16.800	17.900	1.100	05XX Capital Purch	170,994.50	170,994.50	-	0.00%
				09XX Dues/Fees/Misc	9,003.40	9,003.40	-	0.00%
<b>Curriculum &amp; Instruction Total</b>	<b>35.888</b>	<b>36.988</b>	<b>1.100</b>		<b>7,400,848.11</b>	<b>7,336,751.01</b>	<b>(64,097.10)</b>	<b>-0.87%</b>

### Department Notes for 2017-18

2017-18 decrease in benefits reflects a 12% EPC, to be redistributed via wage / salary increases.

This department will be significantly reorganized in 2017-18. For example, the MTSS staff and priority work will move to the new Department of Integrated Supports and Accelerated Learning. The staffing and budget summary above reflects the current departmental structure, not the proposed 2017-18 structure.

The increase in the Staffing Summary above reflects a 1.000 Title I Teacher Leader in Literacy and an increase in the Fine Arts IRT of 0.100. These were mid-year changes in 2016-17 that are presumed to continue in this budget.

The \$2.3MM non-capital expenditures in the 2107-18 budget are related to the district-wide curriculum purchases. The decrease in this area is from Title I funding, which is being reinstated through priority actions.

Supporting Links: [Department webpage](#), including [2016-17 COMP](#)

## Teaching & Learning: Curriculum & Instruction – Early & Extended Learning

### Purpose

The Department of Early & Extended Learning (DEEL) oversees the implementation of 4K, Summer School, and Play and Learn programs. The DEEL provides direct services, support, and guidance for these programs to principals, schools, students, and families to ultimately support the goal of all schools being thriving schools and every student prepared to graduate college, career, and community ready.

### Connection to Strategic Framework

The DEEL supports Strategic Framework Priority Area I: Coherent Instruction. The summer school program offers students literacy instruction, and the 4K program provides teachers with on-going professional development around coherent instruction.

### Major Work Streams

- Develop and implement summer school
- Lead quality 4-Year-Old Kindergarten program
- Monitor Play and Learn program
- Facilitate and implement Launching into Literacy and Math Series
- Use cross-functional work teams to align and support various aspects of summer school

—————2016-17—————

### Priority Projects

- Develop a comprehensive 3-year MMSD Summer School Plan and implement year 1 (2016)
- Plan and implement enhancements to parent outreach and 4K Summer School

—————2017-18—————

### Staffing and Budget Summary

Group	FTE FY2017	FTE FY2018	Change	Description	Budget FY2017	Budget FY2018	\$ Change	% Change
(A) Administrator	1.000	1.000	-	01XX Salaries	5,395,288.84	5,379,120.46	(16,168.38)	-0.30%
(E) EA/SEA/BEA	23.628	24.183	0.555	02XX Benefits	2,115,478.11	2,016,203.53	(99,274.58)	-4.69%
(P) NUP	1.000	1.000	-	03XX Purch Svcs	3,074,138.15	3,074,138.15	-	0.00%
(Q) Play & Learn	8.750	8.750	-	04XX Non-Capital	147,162.91	147,162.91	-	0.00%
(S) Clerical / Technical	1.000	1.000	-	05XX Capital Purch	9,950.00	9,950.00	-	0.00%
(T) Teacher	35.500	35.500	-	09XX Dues/Fees/Misc	-	-	-	0.00%
<b>Early &amp; Extended Learning Total</b>	<b>70.878</b>	<b>71.433</b>	<b>0.555</b>		<b>10,742,018.01</b>	<b>10,626,575.05</b>	<b>(115,442.96)</b>	<b>-1.07%</b>

### Department Notes for 2017-18

2017-18 decrease in benefits reflects a 12% EPC, to be redistributed via wage / salary increases.

This department has been a combination of Summer School, 4K Instruction, and Play & Learn programming. Beginning in 17-18, Summer School will be a stand-alone program under the newly created Integrated Support and Accelerated Learning. Play & Learn and 4K leadership will be moved to the Curriculum and Instruction Department. The 4K Coordinator will report to the newly hired Director of Early Learning.

Purchased Services in this department include \$2.65MM for all 4K off-site provider contracts and limited transportation for summer school.

Supporting Links: [Department webpage](#), including [2016-17 COMP](#)

## Teaching & Learning: Curriculum & Instruction – Instructional Technology

### Purpose

The Instructional Technology Division works to provide students, staff, and families engagement in continuous digital literacy learning through discovery, collaboration, and creation. Accessible, flexible, and differentiated digital tools and environments for every student at every school will provide transformative learning opportunities. Ongoing professional learning for staff will strengthen high-quality instruction and provide a personalized learning experience for each learner.

### Connection to Strategic Framework

The work of the Instructional Technology Division directly supports the Strategic Framework's Technology Plan. By offering instructional technology training and support of School Improvement Plans, the Instructional Technology team supports Strategic Framework Priority Area I: Coherent Instruction and Strategic Framework Priority Area IV: Thriving Workforce.

### Major Work Streams

- Provide technology professional development and support
- Provide curriculum resource support (Internet Safety and Digital Citizenship instruction)
- Provide program support such as implementing and tracking Online Learning 3-year plan
- Provide Infinite Campus Gradebook professional development
- Support Technology Plan

### 2016-17

### Priority Projects

- Implement student devices in G2 schools; including preparing, delivering, implementing, and utilizing digital devices/tools; teaching digital citizenship; and collecting data
- Support planning year for implementation of digital devices in G3 schools in 2017
- Develop and train staff for Virtual Learning Spaces
- Provide personalized professional learning
- Create, draft, and review Device Take Home Plan

### 2017-18

### Staffing and Budget Summary

Group	FTE FY2017	FTE FY2018	Change	Description	Budget FY2017	Budget FY2018	\$ Change	% Change
(A) Administrator	1.000	1.000	-	01XX Salaries	459,736.50	470,758.51	11,022.01	2.40%
(S) Clerical / Technical	1.000	1.000	-	02XX Benefits	166,701.86	159,191.16	(7,510.70)	-4.51%
(T) Teacher	3.000	3.000	-	03XX Purch Svcs	27,617.00	27,617.00	-	0.00%
				04XX Non-Capital	52,600.00	52,600.00	-	0.00%
				05XX Capital Purch	10,000.00	10,000.00	-	0.00%
<b>Instructional Technology Total</b>	<b>5.000</b>	<b>5.000</b>	<b>-</b>		<b>716,655.36</b>	<b>720,166.67</b>	<b>3,511.31</b>	<b>0.49%</b>

### Department Notes for 2017-18

2017-18 decrease in benefits reflects a 12% EPC, to be redistributed via wage / salary increases.

Beginning in 17-18, the Instructional Technology team will move to the new Department of Integrated Supports and Accelerated Learning.

This department provides the leadership and professional development related to Ignite!, the MMSD Technology Plan. G3 Implementation and G4 preparation are the focus for 2017-18.

Technology Plan Expenditures are located in the Technical Services Department budget.

Supporting Links: [Department webpage](#), including [2016-17 COMP](#)

## Research, Accountability, & Data Use: Enrollment

### Purpose

The Enrollment Office registers and enrolls students, monitors residency and guardianship functions, coordinates internal transfer and open enrollment processes, runs lotteries for programs like Dual Language Immersion and specific schools, and supports the district's Student Information Systems.

### Connection to Strategic Framework

Enrollment Office work supports Strategic Framework Priority Area III: Family, Youth, and Community Engagement. It also contributes to Strategic Framework Priority Area V: Accountability in that it supports end-users of Student Information Systems and works to ensure the accuracy of our student and administrative data. The Enrollment Office also supports the work of the Technology Plan.

### Major Work Streams

- Manage and process internal transfer requests and open enrollment requests
- Process registration and enrollment
- Determine education guardianship and co-residency
- Align lottery process with the internal transfer process and automate
- Manage 4K enrollment and summer school enrollment

—————2016-17—————

### Priority Projects

- Create and support Go Early (launch on site and online)
- Improve coordination of transfer programs
- Expand "stay-away" enrollment to middle schools
- Improve 4K enrollment process
- Automate lotteries
- Improve electronic communication
- Improve customer service

—————2017-18—————

### Staffing and Budget Summary

Group	FTE FY2017	FTE FY2018	Change	Description	Budget FY2017	Budget FY2018	\$ Change	% Change
(P) NUP	1.000	1.000	-	01XX Salaries	282,164.12	289,720.68	7,556.56	2.68%
(S) Clerical / Technical	3.000	3.000	-	02XX Benefits	106,380.16	97,746.53	(8,633.63)	-8.12%
				03XX Purch Svcs	6,725.32	6,725.32	-	0.00%
				04XX Non-Capital	2,300.00	2,300.00	-	0.00%
<b>Enrollment Total</b>	<b>4.000</b>	<b>4.000</b>	<b>-</b>		<b>397,569.60</b>	<b>396,492.53</b>	<b>(1,077.07)</b>	<b>-0.27%</b>

### Department Notes for 2017-18

2017-18 decrease in benefits reflects a 12% EPC, to be redistributed via wage / salary increases.

No change in staffing or non-personnel budgets for 2017-18.

This department uses temporary staff (Limited Term Employees) during peak enrollment periods.

Supporting Links: [Department webpage](#), including [2016-17 COMP](#)

## Family, Youth, & Community Engagement

### Purpose

The Family, Youth, & Community Engagement Department provides guidance, tools, and resources to schools to increase effective engagement with families and youth. A focus on home-school-community partnerships will create the conditions for schools to partner with families, youth and communities in authentic and mutually-supportive ways. They also provide opportunities for family members to build their skills, knowledge, and confidence in partnering with schools and community partners. Through these opportunities, families and communities will be equipped to ask questions, make decisions, and expect the best from their schools for their children and all children.

### Connection to Strategic Framework

The Family, Youth, & Community Engagement Department aligns with Strategic Framework Priority Area III: Family, Youth, and Community Engagement. Families and community members are essential partners in the district's success, and this department is focused on fostering meaningful relationships with them.

### Major Work Streams

- Work with external committees, task forces, and partnerships such as Superintendent's Parent Advisory, African American Parent Leadership Council, and LINKS, Inc.
- Through Multicultural Student Coordinators, develop Youth Leadership and Youth Mentoring opportunities at the four comprehensive high schools
- Expose high school youth of color to college and career opportunities

—————2016-17—————

### Priority Projects

- Provide support to schools on establishing a FACE Action Team
- Provide leadership and learning opportunities for families (especially those historically not engaged) to build their capacity to partner with the district/schools
- Create and convene an African American Strategic Council to provide input on district climate, culture, and equity practices
- Research and develop a strategy to maximize youth leadership across the district with a focus on equitable access
- Implement 2 community schools and complete 1st year evaluation

—————2017-18—————

### Staffing and Budget Summary

Group	FTE FY2017	FTE FY2018	Change	Description	Budget FY2017	Budget FY2018	\$ Change	% Change
(E) EA/SEA/BEA	3.752	3.752	-	01XX Salaries	804,153.55	826,270.61	22,117.06	2.75%
(P) NUP	6.000	6.000	-	02XX Benefits	387,790.87	346,121.62	(41,669.25)	-10.75%
(S) Clerical / Technical	1.000	1.000	-	03XX Purch Svcs	95,750.00	96,250.00	500.00	0.52%
(T) Teacher	3.500	3.500	-	04XX Non-Capital	59,356.00	59,356.00	-	0.00%
				09XX Dues/Fees/Misc	14,000.00	14,000.00	-	0.00%
<b>Family, Youth, &amp; Community Engagement Total</b>	<b>14.252</b>	<b>14.252</b>	<b>-</b>		<b>1,361,050.42</b>	<b>1,341,998.23</b>	<b>(19,052.19)</b>	<b>-1.40%</b>

### Department Notes for 2017-18

2017-18 decrease in benefits reflects a 12% EPC, to be redistributed via wage / salary increases.

Our two community schools introduced in the 2016-17 school year are expected to recur.

The proposed priority actions for this department are not yet reflected in this summary. See Priority Actions for details.

Supporting Links: [Department webpage](#), including [2016-17 COMP](#)

## Business Services: Food Services

### Purpose

Food Services supports student achievement in MMSD with quality nutritious meals and excellent customer service.

### Connection to Strategic Framework

Food Services works to ensure that students have the nutritional support that they need in order to focus on learning. By establishing goals, priorities, and data-driven actions, the department's actions support all aspects of the Strategic Framework, especially those of Priority Area IV: Thriving Workforce and Priority Area V: Accountability.

### Major Work Streams

- Generate month end financial reports
- Plan and prepare meals

—————2016-17—————

### Priority Projects

- Conduct an analysis of the current Community Eligibility Provision program to identify potential opportunities to support student achievement
- Increase Breakfast Program participation
- Complete the department analysis and improvement plan for recruiting, hiring, and developing talent

—————2017-18—————

### Staffing and Budget Summary

Group	FTE FY2017	FTE FY2018	Change	Description	Budget FY2017	Budget FY2018	\$ Change	% Change
(A) Administrator	2.000	2.000	-	01XX Salaries	3,289,081.48	3,496,230.02	207,148.54	6.30%
(C) Custodian	4.250	4.250	-	02XX Benefits	2,151,845.45	2,006,854.79	(144,990.66)	-6.74%
(F) Food Service	94.365	94.365	-	03XX Purch Svcs	242,600.00	251,346.00	8,746.00	3.61%
(P) NUP	3.000	3.000	-	04XX Non-Capital	5,317,416.42	4,990,724.97	(326,691.45)	-6.14%
(S) Clerical / Technical	1.500	1.500	-	05XX Capital Purch	75,000.00	150,000.00	75,000.00	100.00%
				07XX Insurance	21,280.00	21,280.00	-	0.00%
				09XX Dues/Fees/Misc	-	-	-	0.00%
<b>Food Services Total</b>	<b>105.115</b>	<b>105.115</b>	<b>-</b>		<b>11,097,223.35</b>	<b>10,916,435.78</b>	<b>(180,787.57)</b>	<b>-1.63%</b>

### Department Notes for 2017-18

2017-18 decrease in benefits reflects a 12% EPC, to be redistributed via wage / salary increases.

Department has produced positive actual financial results in 2014-15 and 2015-16. Results for the current year are also expected to be positive. Budgets for 2017-18 are projected to break even. The department reinvests any margin towards equipment replacement.

The proposed \$15/hr new wage standard will increase labor costs by an estimated \$30,000 per year.

Community Eligibility Provision (CEP) has been a positive factor in program success.

See the Appendix for more information for Food Service programming detail.

Supporting Links: [Department webpage](#), including [2016-17 COMP](#)

## Human Resources: Human Resources

### Purpose

The Department of Human Resources' mission is to serve the district and the community by establishing, developing, recognizing, and maintaining a quality workforce for the education of our students. Human Resources is dedicated to providing quality and timely service to all our customers with integrity, fairness, sensitivity, and reliability.

### Connection to Strategic Framework

Human Resources' work is primarily aligned to the Strategic Framework Priority Area IV: Thriving Workforce, working to recruit and retain a talented workforce that better represents the diversity of MMSD's student population.

### Major Work Streams

- Complete customer Needs Assessment at each school/department
- Create a Recruitment Plan
- Research, plan, and implement recruitment and selection activities
- Create and maintain HR Information System Data, and provide data to other entities
- Manage employee payrolls, benefits, leaves, worker's compensation and performance issues
- Represent MMSD at arbitration and other administrative hearings

### 2016-17

### Priority Projects

- Develop and launch new Employee Orientation
- Improve recruiting materials and website
- Redesign LEAD Madison Screen & Selection Tool
- Convene Teachers of Color Advisory Group
- Assist supervisors in creating and implementing performance management processes (PIP)
- Create a website for employees/potential employees to view benefits information
- Create an open enrollment guide book that can be mailed to employees during open enrollment
- Create/update a new hire benefits guide that outlines details of benefits
- Create a Benefits Strategy to drive benefit decisions and communication
- Host a benefits/wellness fair to provide employees with information about benefits and wellness

### 2017-18

### Staffing and Budget Summary

Group	FTE FY2017	FTE FY2018	Change	Description	Budget FY2017	Budget FY2018	\$ Change	% Change
(A) Administrator	2.000	2.000	-	01XX Salaries	5,587,539.21	5,693,524.84	105,985.63	1.90%
(B) Specialist	2.359	1.875	(0.484)	02XX Benefits	5,813,281.13	6,036,807.44	223,526.31	3.85%
(E) EA/SEA/BEA	0.925	0.925	-	03XX Purch Svcs	722,226.00	658,726.00	(63,500.00)	-8.79%
(P) NUP	11.000	11.000	-	04XX Non-Capital	75,928.34	78,428.34	2,500.00	3.29%
(S) Clerical / Technical	14.348	14.348	-	05XX Capital Purch	4,000.00	4,000.00	-	0.00%
(T) Teacher	0.100	0.100	-	07XX Insurance	2,385,000.00	2,460,000.00	75,000.00	3.14%
				09XX Dues/Fees/Misc	2,950.00	2,950.00	-	0.00%
<b>Human Resources Total</b>	<b>30.732</b>	<b>30.248</b>	<b>(0.484)</b>		<b>14,590,924.68</b>	<b>14,934,436.62</b>	<b>343,511.94</b>	<b>2.35%</b>

### Department Notes for 2017-18

2017-18 decrease in benefits reflects a 12% EPC, to be redistributed via wage / salary increases.

Benefits in the Budget summary include \$5.3MM in retiree cost of benefits.

Insurance in the Budget summary include costs \$2.4MM for Workers Compensation.

Supporting Links: [Department webpage](#), including [2016-17 COMP](#)

## Legal Services

### Purpose

Legal Services provides specialized, high-quality advice and meaningful representation to the MMSD Board of Education, administration and staff with a focus on compliance and policy development to create a foundation for innovation and excellence at all levels of the organization.

### Connection to Strategic Framework

Undergirding all aspects of the Strategic Framework, Legal Services provides information, professional development, and daily support to district staff and administrators to help ensure awareness of and compliance with legal expectations and mandates that support student learning.

### Major Work Streams

- Conduct research to answer staff questions related to topics such as special education or student records, and provide guidance based on findings
- Process recommended expulsions with the Board of Education
- Process public records requests
- Respond to administrative complaints
- Receive, review, and respond to litigation

—————2016-17—————

### Priority Projects

- Review existing boundary agreements to assess the potential for boundary changes
- Create a Bullying Toolkit

—————2017-18—————

### Staffing and Budget Summary

Group	FTE FY2017	FTE FY2018	Change	Description	Budget FY2017	Budget FY2018	\$ Change	% Change
(A) Administrator	3.500	3.500	-	01XX Salaries	443,910.58	454,553.98	10,643.40	2.40%
(S) Clerical / Technical	1.000	1.000	-	02XX Benefits	107,758.23	105,855.51	(1,902.72)	-1.77%
				03XX Purch Svcs	100,100.00	100,100.00	-	0.00%
				04XX Non-Capital	5,800.00	5,800.00	-	0.00%
				09XX Dues/Fees/Misc	2,500.00	2,500.00	-	0.00%
<b>Legal Services Total</b>	<b>4.500</b>	<b>4.500</b>	<b>-</b>		<b>660,068.81</b>	<b>668,809.49</b>	<b>8,740.68</b>	<b>1.32%</b>

### Department Notes for 2017-18

2017-18 decrease in benefits reflects a 12% EPC, to be redistributed via wage / salary increases.

No change to staffing or non-personnel budgets.

Purchase Services in the budget summary are reserved for outside legal counsel as needed.

Supporting Links: [Department webpage](#), including [2016-17 COMP](#)

## Madison School & Community Recreation

### Purpose

Madison School & Community Recreation (MSCR) enhances the quality of life for individuals in the Madison Metropolitan School District and for the community by providing recreation and enrichment opportunities year round that are accessible to all.

### Connection to Strategic Framework

As a provider of recreation to the Madison community (within the boundaries of MMSD), MSCR's work and service supports Strategic Framework Priority Area III: Family, Youth, and Community Engagement. In providing enrichment opportunities accessible to all students in various after-school programs and during school hours, MSCR also emphasizes Strategic Framework Priority Area I: Coherent Instruction.

### Major Work Streams

- Manage outreach efforts (events, marketing, etc.)
- Process and manage program registration
- Manage recreation programs
- Oversee facility rentals

—————2016-17—————

### Priority Projects

- Improve access to MSCR programs and services by adults of color
- Continue to improve MSCR work climate
- Complete MSCR Long Range Plan
- Improve access to MSCR programs by adults with disabilities

—————2017-18—————

### Staffing and Budget Summary

Group	FTE FY2017	FTE FY2018	Change	Description	Budget FY2017	Budget FY2018	\$ Change	% Change
(A) Administrator	5.000	5.000	-	01XX Salaries	8,391,357.59	8,480,866.42	89,508.83	1.07%
(C) Custodian	1.000	1.000	-	02XX Benefits	1,911,937.77	1,732,950.71	(178,987.06)	-9.36%
(P) NUP	28.000	28.000	-	03XX Purch Svcs	2,199,260.00	2,205,260.00	6,000.00	0.27%
(S) Clerical / Technical	30.606	30.606	(0.000)	04XX Non-Capital	467,567.46	467,567.46	-	0.00%
				05XX Capital Purch	21,627.00	21,627.00	-	0.00%
				09XX Dues/Fees/Misc	116,600.00	116,600.00	-	0.00%
<b>Madison School &amp; Community Recreation Total</b>	<b>64.606</b>	<b>64.606</b>	<b>(0.000)</b>		<b>13,108,349.82</b>	<b>13,024,871.59</b>	<b>(83,478.23)</b>	<b>-0.64%</b>

### Department Notes for 2017-18

2017-18 decrease in benefits reflects a 12% EPC, to be redistributed via wage / salary increases.

The programming budget totals in the budget summary do not include \$200K of proposed required allowances (150K – local funding of CLC grants, 25K – MSCR clerical, \$25K – Programming Catalog).

See Fund 80 Executive Summary in Appendix for more information.

Supporting Links: [Department webpage](#), including [2016-17 COMP](#)

## Teaching & Learning: Multilingual & Global Education

### Purpose

The mission of the Office of Multilingual & Global Education (OMGE) is to provide equitable access to high quality multilingual, multicultural, and global education. They offer leadership in the areas of planning, development, and implementation of English as a Second Language (ESL), bilingual, and world language programs. The OMGE's work includes policy development, creating bilingual curriculum and assessments, ensuring compliance with state and federal legal requirements, and communicating with families and community members. The OMGE also provides consultation and support in instructional planning, research-based service delivery models, and translations.

### Connection to Strategic Framework

The OMGE connects with all Priority Areas in the Strategic Framework, including Strategic Framework Priority Area I: Coherent Instruction and the implementation of Common Core State Standards for English Language Learners (ELLs), Priority Area IV: Thriving Workforce (given the need to hire bilingual staff in all areas of the organization), Priority Area II: Personalized Pathways, Priority Area III: Family, Youth, and Community Engagement, and Priority Area V: Accountability.

### Major Work Streams

- Manages translation/interpretation requests
- Redesign six schools' current ESL models and monitor ESL program
- Identify ELL students and support ACCESS 2.0 testing

—————2016-17—————

### Priority Projects

- Plan Hmong Bilingual Program
- Develop Hmong Bilingual Curriculum
- Implement Spanish 50:50 Dual Language Immersion (DLI) Model in K-1
- Develop and finalize aspects of DLI program infrastructure
- Develop World Language Plan
- Develop ELL Plan Evaluation Protocol
- Participate in school instructional design to ensure ELL Instructional Design is embedded

—————2017-18—————

### Staffing and Budget Summary

Group	FTE FY2017	FTE FY2018	Change	Description	Budget FY2017	Budget FY2018	\$ Change	% Change
(A) Administrator	2.000	2.000	-	01XX Salaries	13,656,352.47	13,788,711.66	132,359.19	0.97%
(G) BRS	77.968	77.950	(0.018)	02XX Benefits	5,856,308.76	5,562,482.44	(293,826.32)	-5.02%
(P) NUP	3.000	3.000	-	03XX Purch Svcs	276,106.15	278,831.15	2,725.00	0.99%
(S) Clerical / Technical	1.000	1.000	-	04XX Non-Capital	136,289.00	126,689.00	(9,600.00)	-7.04%
(T) Teacher	163.260	161.674	(1.586)	05XX Capital Purch	1,479.00	1,479.00	-	0.00%
				09XX Dues/Fees/Misc	900.00	900.00	-	0.00%
<b>Multilingual &amp; Global Education Total</b>	<b>247.228</b>	<b>245.624</b>	<b>(1.604)</b>		<b>19,927,435.38</b>	<b>19,759,093.25</b>	<b>(168,342.13)</b>	<b>-0.84%</b>

### Department Notes for 2017-18

2017-18 decrease in benefits reflects a 12% EPC, to be redistributed via wage / salary increases.

Staffing and Budget summary above does not include the following priority actions: 2.000 FTE OMGE Teacher Leaders; additional transportation costs for new DLI sites; professional development for ESL redesign. These actions total \$349K.

School based staff are included in the budget summary above. These FTE are distributed to schools based on projected enrollment and adjusted each September based on actual enrollment.

Note, the decrease in teacher above is a job code reclassification between Secondary Ed and OMGE. This is not a reduction in overall staffing.

Supporting Links: [Department webpage](#), including [2016-17 COMP](#)

## Personalized Pathways

### Purpose

The Office of Personalized Pathways works to implement Strategic Framework Priority Area II: Engage all students in charting personalized pathways to college, career, and community readiness.

### Connection to Strategic Framework

This office is primarily responsible for implementing Strategic Framework Priority Area II: Personalized Pathways. This department is responsible for the high leverage actions outlined in the Strategic Framework such as the design and implementation of Academic and Career Planning (ACP), the Advanced Via Individual Determination (AVID) college readiness system, the comprehensive school counseling model, and the development/implementation of personalized pathways.

### Major Work Streams

- Organize Strategic Framework Priority Areas I: Coherent Instruction and II: Personalized Pathways internal and external planning meetings
- Implement, refine, support, and evaluate 8<sup>th</sup>/9<sup>th</sup> grade ACP (including professional development)
- Hire, train, place, and coach AVID tutors

—————2016-17—————

### Priority Projects

- Develop and implement communication and engagement plan to raise awareness of stakeholders, parents, and students for enrollment in first pathway
- Plan and implement professional learning for school staff for first pathway to be implemented in each comprehensive high school in 17-18 school year
- Establish systems and develop resources for schools to support experiential learning opportunities aligned to quality indicators
- Plan for expansion of ACP
- Closely align and integrate the AVID system within the Personalized Pathways model
- Continue implementation of the Comprehensive School Counseling Model
- Align counseling programming and supports to Pathways
- Provide supports to high schools to support scheduling shifts necessary for Pathways implementation

—————2017-18—————

### Staffing and Budget Summary

Group	FTE FY2017	FTE FY2018	Change	Description	Budget FY2017	Budget FY2018	\$ Change	% Change
(P) NUP	3.000	3.000	-	01XX Salaries	700,098.94	719,936.74	19,837.80	2.83%
(S) Clerical / Technical	1.000	1.000	-	02XX Benefits	245,492.04	238,772.94	(6,719.10)	-2.74%
(T) Teacher	5.100	5.100	-	03XX Purch Svcs	119,900.00	119,900.00	-	0.00%
				04XX Non-Capital	500.00	500.00	-	0.00%
<b>Personalized Pathways Total</b>	<b>9.100</b>	<b>9.100</b>	<b>-</b>		<b>1,065,990.98</b>	<b>1,079,109.68</b>	<b>13,118.70</b>	<b>1.23%</b>

### Department Notes for 2017-18

2017-18 decrease in benefits reflects a 12% EPC, to be redistributed via wage / salary increases.

The Pathways Department will now include all work related to Secondary Programs. Priority projects will include Pathways development, Credit Recovery, 9th Grade On Track, Counseling Coordination, AVID, Academic and Career Planning, Career and Technical Education, Experiential Learning and Career Education.

The staffing and budget summary above does not include proposed priority actions for Pathways. Those proposals can be found in the Priority Action section of the budget proposal.

Supporting Links: [Department webpage](#), including [2016-17 COMP](#)

## Professional Learning & Leadership Development

### Purpose

The Professional Learning & Leadership Development Department provides high quality professional learning to instructional leaders, promoting great professional learning for a thriving workforce and continuous improvement across MMSD.

### Connection to Strategic Framework

The Professional Learning & Leadership Development Department leads the common learning strategy outlined in the Strategic Framework and bolsters Strategic Framework Priority Area IV: Thriving Workforce. A strong commitment to professional excellence is defined by providing timely, collaborative learning experiences that build leadership capacity and efficacy resulting in thriving professional practice.

### Major Work Streams

- Provide ongoing leadership professional development (PD)
- Implement year 2 of evaluation system
- Provide ongoing professional learning (new employee induction)

—————2016-17—————

### Priority Projects

- Implement year 3 induction system for new educators, instructional coaches, and new principals through forged partnership with Forward Madison
- Implement year 3 of the Educator Effectiveness System
- Develop sustainability and evaluation plan for Forward Madison
- Collaborate with the National Equity Project to build the knowledge and skills to lead for Excellence with Equity through district-led professional learning
- Pilot hybrid educator effectiveness plan and WI DPI PDP plan for licensure
- Provide AVID Professional Learning

—————2017-18—————

### Staffing and Budget Summary

Group	FTE FY2017	FTE FY2018	Change	Description	Budget FY2017	Budget FY2018	\$ Change	% Change
(A) Administrator	2.000	2.000	-	01XX Salaries	995,135.73	1,001,685.84	6,550.11	0.66%
(P) NUP	5.000	5.000	-	02XX Benefits	233,451.25	239,047.51	5,596.26	2.40%
(S) Clerical / Technical	1.000	1.000	-	03XX Purch Svcs	440,634.00	442,634.00	2,000.00	0.45%
(T) Teacher	1.000	1.000	-	04XX Non-Capital	42,593.34	52,093.34	9,500.00	22.30%
				05XX Capital Purch	5,400.00	5,400.00	-	0.00%
<b>Professional Learning &amp; Leadership Development Total</b>	<b>9.000</b>	<b>9.000</b>	<b>-</b>		<b>1,717,214.32</b>	<b>1,740,860.69</b>	<b>23,646.37</b>	<b>1.38%</b>

### Department Notes for 2017-18

2017-18 decrease in benefits reflects a 12% EPC, to be redistributed via wage / salary increases.

No change in staffing plan. Purchased Services in the budget summary are primarily funding from Title II-A (Preparing, Training, and Recruiting High-Quality Teachers, Principals, and Other School Leaders Grant) and Educator Effectiveness grants.

Supporting Links: [Department webpage](#), including [2016-17 COMP](#)

## Research, Accountability, & Data Use: Research & Program Evaluation

### Purpose

The Research & Program Evaluation Office (RPEO) provides high-quality analysis and reporting designed to support continuous improvement at all levels and strategic planning around district priorities.

### Connection to Strategic Framework

Most RPEO work supports Strategic Framework Priority Area V: Accountability. RPEO also produces content for the Annual Report on the Strategic Framework and led the development of Vision 2030. We are responsible for defining, operationalizing, and producing all data on Strategic Framework milestones and metrics. RPEO also provides technical assistance for various resources, like the School-Based Leadership Team/School Improvement Plans and Teacher Team toolkits.

### Major Work Streams

- Complete qualitative & quantitative research projects, reports, and program evaluations
- Fulfill internal and external data requests, including External Research Committee review
- Support and enhance MMSD Data Dashboard and Student Information Systems
- Develop and deploy surveys, summarize results, and deliver reports
- Support and publish Central Office Measures of Performance (COMPs)

—————2016-17—————

### Priority Projects

- Complete Behavior Education Plan Evaluation
- Coordinate to produce projections for Building Excellence (Long-Range Facilities Plan)
- Manage engagement aspects of Building Excellence (Long-Range Facilities Plan)
- Establish Madison Education Partnership
- Develop and deploy Behavior STAT
- Develop data tools to facilitate analysis at the classroom and teacher level
- Review student data privacy and security policy and practice

—————2017-18—————

### Staffing and Budget Summary

Group	FTE FY2017	FTE FY2018	Change	Description	Budget FY2017	Budget FY2018	\$ Change	% Change
(A) Administrator	1,000	1,000	-	01XX Salaries	787,923.73	809,911.46	21,987.73	2.79%
(P) NUP	5,000	5,000	-	02XX Benefits	234,571.19	230,654.80	(3,916.39)	-1.67%
(S) Clerical / Technical	4,000	4,000	-	03XX Purch Svcs	172,450.04	155,450.04	(17,000.00)	-9.86%
				04XX Non-Capital	64,025.00	64,025.00	-	0.00%
				05XX Capital Purch	1,153.01	1,153.01	-	0.00%
<b>Research &amp; Program Evaluation Total</b>	<b>10,000</b>	<b>10,000</b>	<b>-</b>		<b>1,260,122.97</b>	<b>1,261,194.31</b>	<b>1,071.34</b>	<b>0.09%</b>

### Department Notes for 2017-18

2017-18 decrease in benefits reflects a 12% EPC, to be redistributed via wage / salary increases.

No change in the staffing summary. Purchased Services include the second year of a two year funding cycle for long range facility planning (\$90K).

Supporting Links: [Department webpage](#), including [2016-17 COMP](#)

## Teaching & Learning: State & Federal Programs

### Purpose

State & Federal Programs works to align local, state, and federal resources in order to equitably support students, staff, and families. This includes monitoring all Elementary and Secondary Education Act (ESEA) funding and compliance measures at both the school and district levels while reinforcing a comprehensive, multi-tiered system of supports.

### Connection to Strategic Framework

State & Federal Programs impacts Strategic Framework Priority Area I: Coherent Instruction by expanding opportunities for all students to access MTSS-type services building on coherent instruction. Additionally, this department works to promote Strategic Framework Priority Area IV: Thriving Workforce by utilizing Title funding to aid in developing high-quality professional development opportunities.

### Major Work Streams

- Manage ESEA grant
- Monitor compliance of ESEA grant, Title VII , McKinney Vento Homeless Assistance Act, Student Achievement Guarantee in Education (SAGE)
- Allocate and manage Title budgets
- Support students experiencing homelessness through the Transition Education Program (TEP) via Building Academic Social Emotional Supports Grant, Classroom Action Research, and Education for Homeless Children and Youth Grant

—————2016-17—————

### Priority Projects

- Implement ESSA requirements

—————2017-18—————

### Staffing and Budget Summary

Group	FTE FY2017	FTE FY2018	Change	Description	Budget FY2017	Budget FY2018	\$ Change	% Change
(A) Administrator	1.000	1.000	-	01XX Salaries	632,855.07	589,311.25	(43,543.82)	-6.88%
(E) EA/SEA/BEA	0.050	0.150	0.100	02XX Benefits	232,683.20	199,540.40	(33,142.80)	-14.24%
(S) Clerical / Technical	1.000	1.000	-	03XX Purch Svcs	158,251.00	158,251.00	-	0.00%
(T) Teacher	6.100	5.700	(0.400)	04XX Non-Capital	97,463.00	97,463.00	-	0.00%
				05XX Capital Purch	4,720.00	4,720.00	-	0.00%
<b>State &amp; Federal Programs Total</b>	<b>8.150</b>	<b>7.850</b>	<b>(0.300)</b>		<b>1,125,972.27</b>	<b>1,049,285.65</b>	<b>(76,686.62)</b>	<b>-6.81%</b>

### Department Notes for 2017-18

2017-18 decrease in benefits reflects a 12% EPC, to be redistributed via wage / salary increases.

Beginning in 17-18, the Director of State and Federal Programs will move to the Department of Student Services, including all priority projects related to Private Parochial, Title VII, Homeless and Migrant.

Staffing changes in the above summary reflect a change in Title Funding resulting in a reclassification (not reduction) of a staff member from Title resources to local resources.

The purchases services in the budget summary include the Parent Involvement portion of Title I programing and Private/Parochial portion of Title II programming.

Supporting Links: [Department webpage](#), including [2016-17 COMP](#)

## Strategic Partnerships & Innovation

### Purpose

The Department of Strategic Partnerships & Innovation actively collaborates with Madison's community to meet common goals and accomplish together what one organization cannot do alone. They leverage local, regional, and national resources and support teams to develop and implement innovative, research-based, culturally, and linguistically responsive strategies that prepare all students for college, career, and community.

### Connection to Strategic Framework

The work of this department supports Strategic Framework Priority Area III: Family, Youth, and Community Engagement. Developing and implementing a strategy to align community partnerships to district goals and priorities with a focus on areas of highest need, such as academic tutoring, out of school time opportunities, mental health, personalized student pathways, and early childhood, is the high-leverage action identified to focus projects in this area.

### Major Work Streams

- Provide budget and finance, program, general, and team support
- Raise awareness of exemplar partnerships through Partnership Recognition Program
- Formalize and monitor partnerships
- Co-direct and support implementation of Elementary Schools of Hope and Achievement Connections

—————2016-17—————

### Priority Projects

- Research and develop effective volunteer management system
- Develop MOST Management Information System
- Create Fundraising Priorities Development Plan

—————2017-18—————

### Staffing and Budget Summary

Group	FTE FY2017	FTE FY2018	Change	Description	Budget FY2017	Budget FY2018	\$ Change	% Change
(A) Administrator	1.000	1.000	-	01XX Salaries	368,416.03	370,808.09	2,392.06	0.65%
(P) NUP	2.930	2.930	-	02XX Benefits	168,434.71	168,470.88	36.17	0.02%
(S) Clerical / Technical	1.000	1.000	-	03XX Purch Svcs	374,948.00	374,948.00	-	0.00%
				04XX Non-Capital	5,300.00	5,300.00	-	0.00%
				05XX Capital Purch	10,491.00	10,491.00	-	0.00%
				09XX Dues/Fees/Misc	1,500.00	1,500.00	-	0.00%
<b>Strategic Partnerships &amp; Innovation Total</b>	<b>4.930</b>	<b>4.930</b>	<b>-</b>		<b>929,089.74</b>	<b>931,517.97</b>	<b>2,428.23</b>	<b>0.26%</b>

### Department Notes for 2017-18

2017-18 decrease in benefits reflects a 12% EPC, to be redistributed via wage / salary increases.

No change in staffing and non-personnel budget remains the same for 2017-18.

The purchased services include major partnerships contracts including Schools of Hope, Escalera, and Centro Hispano.

Supporting Links: [Department webpage](#), including [2016-17 COMP](#)

## Teaching & Learning: Student Services

### Purpose

Integrated Health establishes school-based health services that optimizes screening for mental health and substance use; early detection, intervention, and referral for mental health concerns; and promotes holistic health and care. The department also provides leadership and support to implement a restorative and progressive approach to behavior to increase student instructional time and engagement, specifically African-American students and students with disabilities.

### Connection to Strategic Framework

Student Services – Integrated Health supports Strategic Framework Priority Area I: Coherent Instruction with its focus on curriculum as well as on the design, implementation, and professional development surrounding the Behavior Education Plan (BEP), restorative practices, bullying, and social-emotional learning. With their work on Academic Career Planning (ACP), they also emphasize Strategic Framework Priority Area II: Personalized Pathways.

### Major Work Streams

- Support and monitor Behavior Education policy adherence
- Deliver restorative critical response to critical incidents
- Develop, train, and deliver resources surrounding mindfulness
- Align and integrate professional learning
- Provide training around responsive classrooms and developmental designs

—————2016-17—————

### Priority Projects

- Develop restorative approaches in schools, specifically in relation to in-school suspensions
- Review and update reproductive health and health education resources
- Focus on bullying prevention and intervention – update guidance and provide training
- Provide support around social-emotional learning integration

—————2017-18—————

### Staffing and Budget Summary

Group	FTE FY2017	FTE FY2018	Change	Description	Budget FY2017	Budget FY2018	\$ Change	% Change
(A) Administrator	10.000	10.000	-	01XX Salaries	57,071,490.76	57,508,984.90	437,494.14	0.77%
(B) Specialist	34.715	34.200	(0.515)	02XX Benefits	26,499,785.73	24,746,789.47	(1,752,996.26)	-6.62%
(E) EA/SEA/BEA	340.562	347.481	6.919	03XX Purch Svcs	1,869,087.31	1,869,087.31	-	0.00%
(G) BRS	2.904	2.904	-	04XX Non-Capital	1,006,951.04	1,006,951.04	-	0.00%
(P) NUP	3.000	4.000	1.000	05XX Capital Purch	22,571.39	22,571.39	-	0.00%
(S) Clerical / Technical	10.446	11.496	1.050	09XX Dues/Fees/Misc	34,080.00	34,080.00	-	0.00%
(T) Teacher	707.429	699.800	(7.629)					
<b>Student Services Total</b>	<b>1,109.056</b>	<b>1,109.881</b>	<b>0.824</b>		<b>86,503,966.23</b>	<b>85,188,464.11</b>	<b>(1,315,502.12)</b>	<b>-1.52%</b>

### Department Notes for 2017-18

2017-18 decrease in benefits reflects a 12% EPC, to be redistributed via wage / salary increases.

Staffing and Budget summary above does not include the following priority actions: 2.000 FTE Special Education PSTs; behavior health in schools; Restorative Approach Strand PD; and 1.000 FTE Welcoming Schools Program Support / PD. These actions total \$383K.

School based staff are included in the budget summary above. These FTE are distributed to schools based on projected enrollment and adjusted each September based on actual enrollment. The changes in the staffing summary reflected here account for several allowable conversions of existing staffing resources during 2016-17.

Supporting Links: [Department webpage](#), including [2016-17 COMP](#)

## Superintendent's Office

### Purpose

The Superintendent's Office supports the Superintendent and the Board of Education in the quality implementation of the Strategic Framework.

### Connection to Strategic Framework

The Superintendent's Office implements, monitors, and communicates the district's improvement strategy, as defined in the Strategic Framework. This includes tracking progress, working with the Board of Education, communicating with staff and community, and building the capacity of staff. Their work specifically targets Strategic Framework Priority Area IV: Thriving Workforce and Priority Area III: Family, Youth and Community Engagement.

### Major Work Streams

- Develop messaging resources
- Respond to community on behalf of the Superintendent
- Manage Board relations, media, and special projects
- Facilitate advisory groups that provide input on implementation of Strategic Framework
- Track, develop, and execute legislative agenda for district
- Coordinate crisis management

—————2016-17—————

### Priority Projects

- Develop and monitor the Forward Madison Sustainability Plan
- Reflect on and improve charter process
- Further develop crisis management with the creation of a better crisis response tool
- Discuss innovation, and revise job description, post it, and hire the Special Assistant
- Develop plan for Strategic Framework revisions 18-19
- Create leadership development strategy for SLT and COLT

—————2017-18—————

### Staffing and Budget Summary

Group	FTE FY2017	FTE FY2018	Change	Description	Budget FY2017	Budget FY2018	\$ Change	% Change
(A) Administrator	2.000	2.000	-	01XX Salaries	529,858.62	542,470.61	12,611.99	2.38%
(P) NUP	1.000	1.000	-	02XX Benefits	151,663.11	147,014.90	(4,648.21)	-3.06%
(S) Clerical / Technical	1.000	1.000	-	03XX Purch Svcs	31,000.00	31,000.00	-	0.00%
				04XX Non-Capital	9,443.42	9,443.42	-	0.00%
				05XX Capital Purch	2,000.00	2,000.00	-	0.00%
				09XX Dues/Fees/Misc	32,500.00	32,500.00	-	0.00%
<b>Superintendent's Office Total</b>	<b>4.000</b>	<b>4.000</b>	<b>-</b>		<b>756,465.15</b>	<b>764,428.93</b>	<b>7,963.78</b>	<b>1.05%</b>

### Department Notes for 2017-18

2017-18 decrease in benefits reflects a 12% EPC, to be redistributed via wage / salary increases.

No change in staffing and non-personnel budget remains the same for 2017-18.

This department includes the Superintendent, Chief of Staff, and clerical Support.

Supporting Links: [Department webpage](#), including [2016-17 COMP](#)

## Business Services: Technical Services

### Purpose

Technical Services provides the primary support for instructional and administrative technology, data programming, the district website, and the network and server infrastructure for the district.

### Connection to Strategic Framework

Technical Services supports all Priority Areas of the Strategic Framework as well as the Technology Plan by providing the tools and customer service that enhance student learning and enable our schools to thrive.

### Major Work Streams

- Resolve problems via Help Desk and deploy user devices
- Provide system-wide management and troubleshooting
- Provide programming and application development
- Maintain MMSD website
- Support Technology Plan and implementation of Student Information Systems

—————2016-17—————

### Priority Projects

- Upgrade infrastructure
- Develop MOST Management Information System Project
- Develop plan for possible change from District hosted IC to Hosting at IC (TID 25 Project)
- Connect 6 schools to the wide area network MUFN (TID 25 Project)
- Develop project plan for possible off site management of District web presence in Drupal
- Create Staff Device Refresh Plan

—————2017-18—————

### Staffing and Budget Summary

Group	FTE FY2017	FTE FY2018	Change	Description	Budget FY2017	Budget FY2018	\$ Change	% Change
(A) Administrator	1.000	1.000	-	01XX Salaries	1,861,890.15	1,917,128.87	55,238.72	2.97%
(P) NUP	1.000	1.000	-	02XX Benefits	699,134.55	644,033.78	(55,100.77)	-7.88%
(S) Clerical / Technical	25.000	25.000	-	03XX Purch Svcs	540,500.00	540,500.00	-	0.00%
				04XX Non-Capital	139,500.00	139,500.00	-	0.00%
				05XX Capital Purch	2,673,571.00	2,673,571.00	-	0.00%
				06XX Debt Payments	228,429.00	228,429.00	-	0.00%
<b>Technical Services Total</b>	<b>27.000</b>	<b>27.000</b>	<b>-</b>		<b>6,143,024.70</b>	<b>6,143,162.65</b>	<b>137.95</b>	<b>0.00%</b>

### Department Notes for 2017-18

2017-18 decrease in benefits reflects a 12% EPC, to be redistributed via wage / salary increases.

No change in staffing for 2017-18 in the staffing summary.

G3 Implementation and G4 preparation are the focus for 2017-18. Replacement of 3,000 staff devices is provided for in the 2017-18 budget. \$625K is proposed in priority actions as our annual investment for the District Wide Technology Plan (G3).

Funding from the TID 25 promissory note will support completion of the fiber backbone (MUFN) to all schools and migration to more cloud-based services.

Supporting Links: [Department webpage](#), including [2016-17 COMP](#)

# Notes

# Notes