

**UPDATED JUNE 25, 2018**

MADISON METROPOLITAN  
SCHOOL DISTRICT



Draft  
Preliminary Budget  
2018 – 2019

## About this Revised Draft June 25, 2018

*This document is a revised draft of the Preliminary Budget for the 2018-19 school year. It is dated June 25, 2018 and replaces the original draft which was presented to the Board on April 30, 2018.*

### **The June Preliminary Budget includes the following major updates since the original April draft:**

The Compensation section has been updated to include a base wage increase of 2.13%. The base wage increase is just one component of the total compensation package. The total compensation package is estimated to be a 5.10% increase over the current year budget. It is the largest compensation package increase provided to MMSD employees since the state imposed rule changes of 2011. In addition to the base wage increase of 2.13%, the total compensation package includes: (a) step advancement, (b) lane advancement, (c) health insurance and other employee benefits, and (d) targeted compensation increases.

Additional targeted compensation increases included in the June Preliminary Budget are:

- A **\$230,000** recurring cost to increase the EA/SEA wage scale following the new \$15 minimum wage adjustment last year
- A **\$170,000** recurring cost – to fund a targeted adjustment in the principals' salary schedule to recognize larger and/or more complex schools/assignments

Approximately \$3.6 million of line item adjustments were made to the original April Preliminary Budget to fund the base wage compensation increase. An itemized table is included in the appendix.

The estimated property tax levy increase remains at 4.58% increase. The levy amount preserves \$2.0 - \$2.4 million of levy authority for future use.

The June Budget includes new investments in school safety and security, including new revenues of \$1.0 million from a state grant and an amount not-to-exceed \$6.0 million in expenditures. Most of the expenditures are for school building security improvements. This will reduce the General Fund Balance (reserves) by up to \$5.0 million. However, current year results (for the year ended June 30, 2018) are expected to increase the General Fund Balance by approximately \$4.0 million, for a net decrease in General Fund Balance of -\$1.0 million.

Finally, we wish to identify three significant items on the horizon which we expect to include in the final October 2018-19 Budget:

- City of Madison TID closures (TID # 32, #27, #43) as a one-time revenue source of approximately \$3.75 million.
- Federal E-rate subsidy of approximately \$3.0 million which pays for 80% of a \$3.75 million technology infrastructure project.
- A \$2.0 million land purchase by MMSD for approximately eight acres of land on the west side to be held as a future school site. Long term development and enrollment will ultimately determine if or when additional school capacity is required.

We appreciate the input we have received from the public and the Board since the April Preliminary budget was published. We have attempted to reflect that input in this June version of the 2018-19 Preliminary Budget.

## Table of Contents

<b>Superintendent’s Message</b>	<b>6</b>
<b>MMSD Enrollment Info</b>	<b>7</b>
Enrollment and Demographics	7
Student Achievement	10
Framework Overview and Major Accomplishments	12
<b>Financial Summary Tables</b>	<b>17</b>
Introduction	17
All Funds Table	18
Operating Funds Table	19
<b>Budget Narrative</b>	<b>20</b>
Introduction	20
Goals and Principles	22
Revenues	23
Priority Actions	28
Compensation Strategy	31
Required Budget Allowances	34
Budget Management, Cost Savings and Efficiencies Staffing Summary	35
Conclusion	40
Budget Snapshot	41
<b>Financial Summaries/Reports</b>	<b>42</b>
Revenue and Expenditure History Tables	43
General Fund (10)	43
Special Education (27)	44
Debt Service (38/30)	45
Capital Maintenance (41)	46
Food Service (50)	47
Community Services (80)	48
Summary Revenue and Expenditure Fund by Year	49
2018-19 Proposed Budget – All Funds	49
2018-19 Proposed Budget – By Year	50
2017-18 Fall Adopted Budget – Current Year	51
2016-17 Actuals – 1 year prior	52
2015-16 Actuals – 2 years prior	53

Revenues by Fund and Source	54
Expenditures by Object	59
Baird Budget Forecast Model Highlights	72

**Appendices 92**

Central Office Org Chart – Current Year	93
Enrollment Projection in Detail (Nov 2017)	94
Equity Staffing Charts – Current Year Data	121
Personalized Pathways	123
Summer School Budget	124
Staffing Guidelines: Title I, BEP, ELL, Student Services	125
Multi-year View of Priority Actions	128
Early Estimate of 2X Charters	130
Debt Service Fund Summary	131
Capital Maintenance Planning	132
Food Service Fund (50)	137
Community Service Fund (80)	139
DPI Budget Adoption Format	144
Tax Impact Projections	146
TID #25 Schedule	147
Fund Balance Table	148
General Fees Table	149
Facility Rental Fees Table	154
Proposed Adjustments to the 2018/19 June Prelim Budget v2	156
Department Summaries	159

## Superintendent's Message

In the Madison Metropolitan School District (MMSD), we have a common vision. We want every school to be a thriving school that ensures every student graduates ready for college, career, and community.

Thanks to our community's support, we are in a sound financial position to make our vision a reality. 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.

Through the efforts outlined in our Strategic Framework, we have built positive momentum and made gap-narrowing progress over the past five years. Our budget this year builds on this momentum and aligns with the vision, goals and core values of our next Strategic Framework which will launch in the fall of 2018.

In this budget, you'll see several strategic investments that are specifically aimed at accelerating results for youth of color and youth whose families are low income. These strategies include the Early College STEM Academy at Madison College's South Campus which focuses on getting more youth of color and women in STEM fields, better support and options for youth re-engagement with a specific focus on those high school students who are most at risk of not graduating, and an increased investment in Community Schools which aims to strengthen family partnership in high needs schools located in high needs neighborhoods.

We're also making investments in our educators, through steady staffing levels, a stable employee benefits plan, increased overall compensation and additional targeted investments in compensation. You'll see investments in favorable class sizes aligned with a newly adopted class size policy that help our teachers build strong relationships and meet students' individual needs.

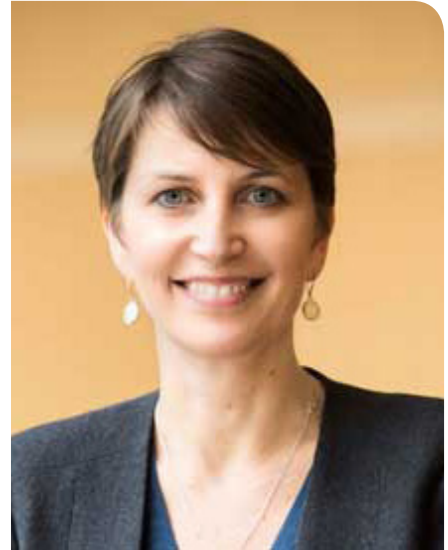
Finally, you'll see investments in a new safety and security plan aimed at making sure our buildings are both welcoming and secure.

Ultimately, we know that our budget is a statement of our priorities. Together with our teachers, families, staff and community, we are working hard to eliminate gaps in opportunity and raise achievement for all. We thank the community for supporting us, making this work possible and believing in our staff and students.

Sincerely,



Jennifer Cheatham  
Superintendent



## MMSD Enrollment & Demographics

### Student Enrollment – Two Enrollment Counts

Student enrollment is a critical budget variable which affects both revenues and expenditures. MMSD calculates two distinct enrollment counts. First, MMSD's revenue authority is based on a 'resident enrollment' count, wherein the impacts of open enrollment are eliminated. Second, MMSD's staffing plan and total expenditures are based on an 'actual students-in-seats' enrollment count, which is impacted by open enrollment.

#### 1) The Revenue Limit Enrollment Count:

Last year (2017-18) the resident enrollment count (used for calculating revenue) decreased by 100 students, from 27,956 in 2016-17 to 27,856 in 2017-18. This count includes pre-K and 4K prorated at 0.60 FTE per student; removes non-resident Open Enrollment In; adds back resident Open Enrollment Out, and includes part-time students, to arrive at an adjusted 3rd Friday Resident Membership. Looking ahead to 2018-19, the adjusted membership count is expected to decrease slightly next year. Finally, the revenue limit formula for the 2018-19 budget uses a 3-year rolling average of the adjusted membership count, based on the counts from September 2016, 2017 and 2018. We estimate the 3-year rolling average of resident enrollment will decline slightly for revenue limit purposes.

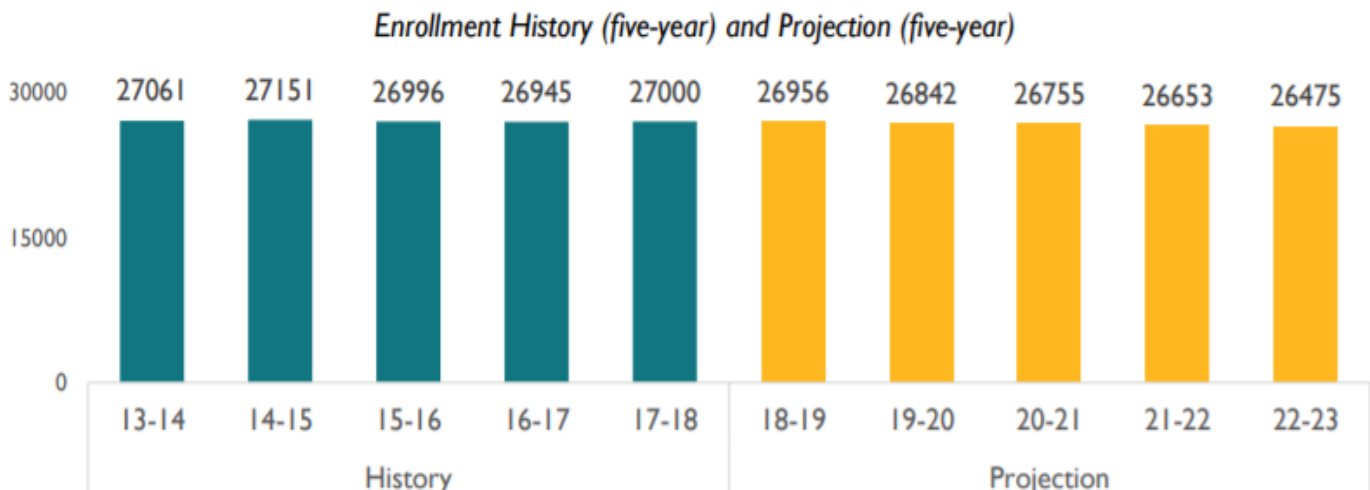
#### 2) The 'Students-in-Seats' Actual Count for Staffing and Expenditures:

Last year, the 'students-in-seats' actual count increased by 45 students, from 27,069 in 2016-17 to 27,114 in 2017-18. This occurred while the resident count (see above) decreased by 100 students. A positive change in open enrollment results created this result.

Net open enrollment (which nets open enrollment In and Out) was -887 in 2016-17, and -742 in 2017-18. This was a 145 student improvement in Open Enrollment results in a single year.

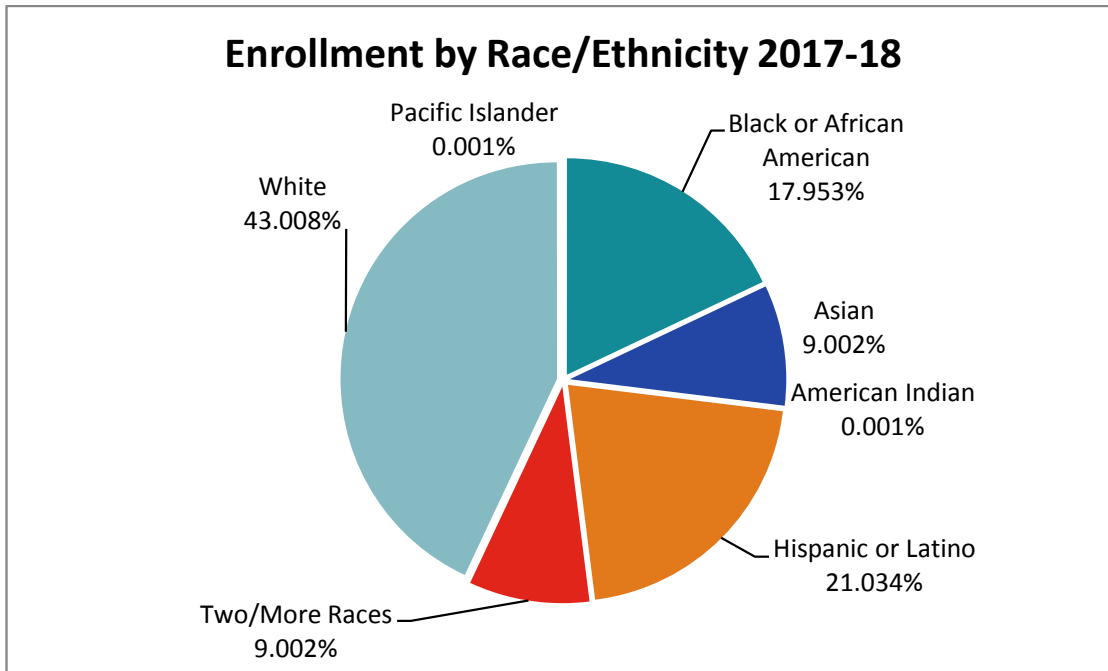
The Research and Program Evaluation Office created an enrollment estimate for 2018-19, summarized in the chart below. This data was used for creating the 2018-19 staffing plan:

### K4-12 Enrollment History and Projections



## Student Demographics (Based on 3<sup>rd</sup> Friday September 2017)

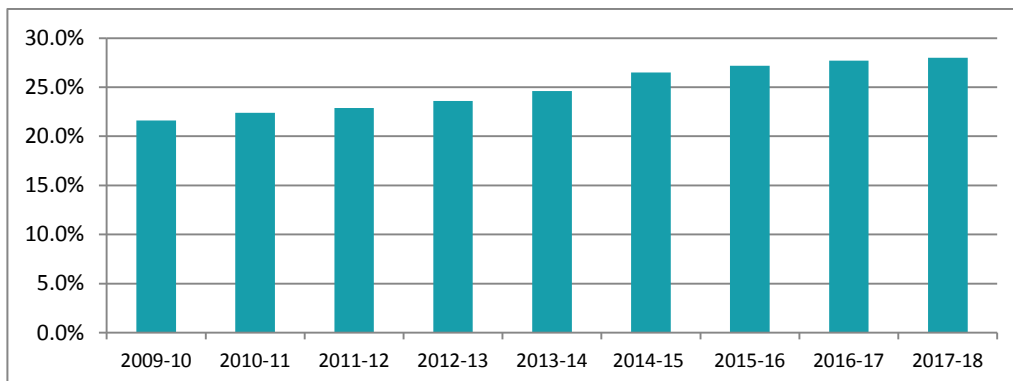
**Race/Ethnicity:** Over the past four years, MMSD enrollment race/ethnicity percentages have changed only slightly, with the percentage of Hispanic students increasing by 1.0%, and the percentage of white students decreasing by 1.0%. All other groups indicate no significant change over the four year period. MMSD benefits from a diverse student population, as shown below.



Of Wisconsin's 422 school districts, ten are majority students of color, including Madison.

## English Language Learners

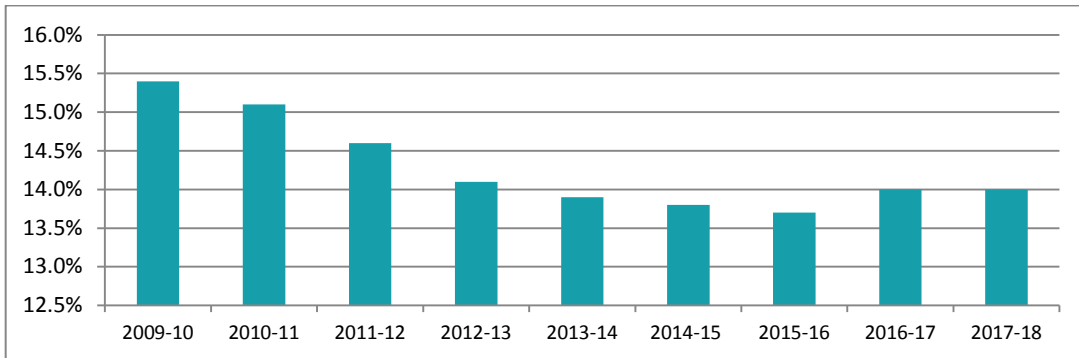
28% of MMSD's current students are English-Language Learners (ELL), which means the student speaks a language other than English at home and has/had limited English proficiency, as determined through a systematic identification process. There are over 6,900 ELL students MMSD representing over 90 different 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).





## Receiving Special Education

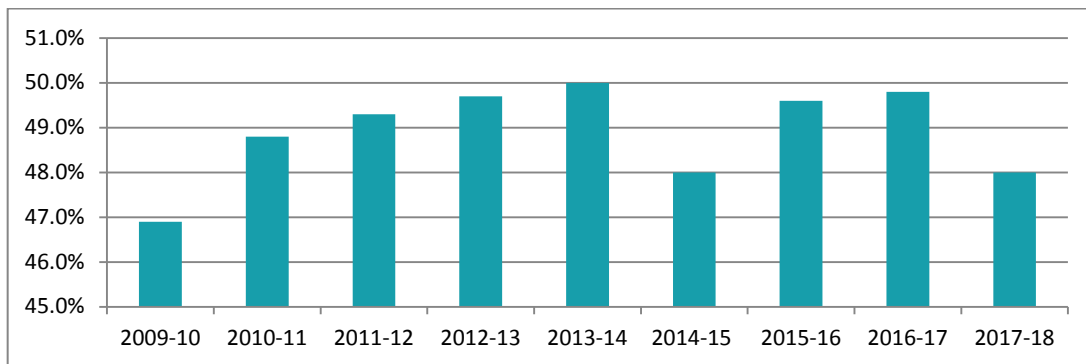
Over the past decade, MMSD has experienced a steady decrease in the percentage of students with receiving special education. The 2016-17 school year is the first in a decade with an increase in the percentage of students receiving special education. This trend is likely the result of the district's efforts 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. About half of MMSD's student population is considered low-income.

FREE or REDUCED MEAL STATUS:



# 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. This section summarizes the milestones we have used to track our progress on the Strategic Framework across three goals. The measures below reflect data published in summer 2017 in our 2016-17 annual report as well as recently published graduation rates from the Department of Public Instruction for the Class of 2017. Our next annual report, for the 2017-18 school year, will be published in summer 2018.

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 throughout their career in MMSD.

### Goal 1 – On Track to Graduate

**Strong Results in Elementary:** We continue to make gains in reading in elementary grades. In fact, over the past four years, over half of our elementary schools have outpaced our goals for reading and six have done so at double the target rate.

**Middle School Challenges and Opportunities:** While there has been some progress at the middle school level, like a five point increase in math over four years, we are not yet witnessing the progress we would like to see.

**Steady Progress in High School:** Although high school completion rates declined slightly from 2015 to 2016 (the two years presented in the table below), recently released data for the Class of 2017 shows a five percentage point increase, to 84%, representing significant progress over four years.

	Grade 2 PALS Spring Reading Literacy	Grade 3 MAP Spring Reading Proficiency	Grade 3 MAP Fall-Spring Reading Growth	Grade 3 MAP Spring Math Proficiency	Grade 3 MAP Fall-Spring Math Growth	Grade 5 MAP Spring Reading Proficiency	Grade 5 MAP Fall-Spring Reading Growth	Grade 5 MAP Spring Math Proficiency	Grade 5 MAP Fall-Spring Math Growth	Grade 8 MAP Spring Reading Proficiency	Grade 8 MAP Fall-Spring Reading Growth	Grade 8 MAP Spring Math Proficiency	Grade 8 MAP Fall-Spring Math Growth	Grade 9 two or more Fs	Grade 11 ACT Reading College Readiness	Grade 11 ACT Math College Readiness	Grade 11 3.0 GPA	Four-Year High School Completion Rate
15-16	78%	41%	57%	46%	62%	44%	60%	45%	64%	39%	53%	43%	55%	21%	49%	46%	53%	79%
16-17	76%	43%	57%	49%	67%	45%	60%	46%	65%	38%	48%	44%	58%	20%	49%	48%	54%	84%
Y2Y	-2%	2%	0%	3%	5%	1%	0%	1%	1%	-1%	-5%	1%	3%	-1%	0%	2%	1%	5%
Total	4%	7%	8%	4%	14%	11%	10%	8%	8%	4%	-4%	5%	-3%	-5%	4%	3%	7%	6%

Strategic Framework Goal #1 Milestones

## Goal 2 – Challenging and Well-rounded

Participation in arts education across elementary and middle school remains nearly universal. We observed modest increases from year to year in middle school world language participation and in the advanced coursework and arts education/world language profiles we hope to see students complete by the end of grade 12.

	Grades K-5 Arts Education Participation	Grades 6-8 Arts Education Participation	Grades 7-8 World Language Participation	Grade 12 Advanced Coursework Profile Completion	Grade 12 Arts Education/World Language Pr.
15-16	100%	96%	68%	45%	43%
16-17	100%	96%	70%	46%	45%
Y2Y	0%	0%	+2%	+1%	+2%
Total	0%	-1%	+5%	-2%	-3%

Strategic Framework  
Goal #2 Milestones

## Goal 3 – School and District Climate

Most climate survey results improved significantly, with particularly large increases in staff perceptions of relationships. Parent safety and family engagement perceptions increased a lot as well, likely the result of a major focus on parent partnership in MMSD, although these increases occurred at the same time as edits made to the survey to more accurately capture community sentiments.

The table below shows the percent of responses that were positive by dimension and surveyed group.

	Climate Survey % Positive: Relationships			Climate Survey % Positive: Teaching and Learning			Climate Survey % Positive: Safety			Climate Survey % Positive: Family Engagement	
	Parents	Staff	Students	Parents	Staff	Students	Parents	Staff	Students	Parents	Staff
15-16	84%	69%	62%	74%	78%	78%	48%	69%	43%	62%	
16-17	85%	77%	63%	78%	79%	74%	67%	66%	50%	84%	82%
Y2Y	+1%	+8%	+1%	+4%	+1%	-4%	+19%	-3%	+7%	+22%	
Total	+3%	+10%	-1%	+9%	+1%	-4%	+25%	-4%	+3%	+29%	

Strategic Framework Goal #3 Milestones

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.

We conduct a deep review of progress and report publicly at mid-year and end of year. In February of 2018, we released our mid-year report. In July, we will provide a comprehensive annual report on all of our progress in the 2017-18 school year, including updated results in student achievement.

### 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.

We have continued to provide tiered support, including "intensive" support to schools with the highest needs.

### Common Learning

*Great teaching for all and examining race and bias*

While schools stay focused on their unique 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, staff have worked to hone their practice in culturally responsive teaching. Guiding staff in developing the skills to become culturally responsive educators is a book by author and educator Zaretta Hammond, *Culturally Responsive Teaching and the Brain*. Staff in all of our schools, in addition to the district's Central Office, are studying this book and engaging in long-term professional learning focused on becoming culturally responsive to gain insights into students' cognition that allow for deeper learning.

### Five Priority Areas

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

Our district's strategy to raise achievement includes five priority areas aimed at providing the tools and resources schools need to be successful. Below you can read about examples of progress we've made in each area over the first half of the school year.

## Priority Area 1: Coherent Instruction

This school year we began implementing our updated Advanced Learning Plan, which we revised over the summer to help us better identify and develop students – in particular African-American and Latino students – who may benefit from advanced learning. It is critical that we support not only students already achieving at high academic levels, but students who have the potential to achieve at high levels. We are also beginning to offer more Advanced Learning opportunities in the arts, music, creativity and leadership areas.

More specifically, we are working on collaborating with middle school and high school counselors to better encourage students in underrepresented groups to enroll in Honors and Advanced Placement classes; providing guidance for differentiation, intervention and curriculum replacement; and holding monthly coaching sessions and collaborative meetings between principals and their school's Advanced Learning Specialists.

Our three-year Special Education Plan, too, began this school year with updates aimed at ensuring all students with disabilities are provided with high-quality instruction and effective special education and related services in the most inclusive educational environments. One of the biggest changes is that we are now hiring special education staff earlier in the year than in the past, allowing staff more time to collaboratively plan for service delivery before school gets under way in the fall. And we are staffing schools proactively with extra positions before the school year begins to ensure stability and support for students with disabilities.

The Special Education Plan aims to give staff more time to collaboratively plan for service delivery before the school year starts.

We are also providing more support to help staff collaborate on each student's service delivery plan. We have done this by creating a comprehensive, sequential method to planning instructional design so that all aspects of a student's IEP (Individualized Education Plan) are successfully met.

## Priority Area 2: Personalized Pathways

The first year of Personalized Pathways is in full swing in our four comprehensive high schools – East, La Follette, Memorial and West. Pathways students get a unique experience in which a theme – currently Health Services – is incorporated into all of their core classes.

In 2018-19, our high schools will invite a new cohort of 9th grade students into the Health Services Pathway.

In November, eight Personalized Pathways students from four high schools gathered together to travel to Nashville for “ambassador training,” where they shared ideas about how to create a vision for student voice within the Health Services Pathway and thought about how to train the other ambassadors upon their return to Madison.

Through panel discussions and group activities they developed, the students determined how they want their voices to be heard and how to take on a leadership role to help with future Pathways implementation in our district.

We’re also working to launch our Early College STEM Academy in partnership with Madison College. The new program is designed to expand access to STEM fields especially for women and students of color, providing the opportunity to earn college credit at no cost to students. The Academy will begin this fall with 25 students from East and La Follette.

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

This school year, Mendota and Leopold Community Schools are in their second year of operating as Madison's first two community schools. As such, the schools integrate programming like tutoring, food access, parent leadership opportunities and more directly into schools.

CUNA Mutual Group has committed to giving \$500,000 over three years to help us transform two more schools into Community Schools in 2018-19. In addition, the Madison Community Foundation has generously committed \$1 MM in matching grant funds over the next three years (These grant funds are held by FMPS and are not reflected in the MMSD budget).

¿Qué pasa en nuestras escuelas? (‘What’s happening in our schools?’) is an MMSD sponsored Spanish-language radio program aired on La Movida 1480 AM & 94.5 FM (and streaming at lamovidaradio.com) during which Latino families can speak with specialists of various programs in our schools and learn how they can participate more actively in their children’s education.

This fall, several schools began working with Spanish-speaking students (in clubs or dual-language immersion programs) to develop and produce their own regular radio spots for the program.

## Priority Area 4: Thriving Workforce

This year, we've hired more than 80 teachers of color, more than ever before. Diversifying our workforce is a key priority – but we also know that without first creating an environment that welcomes teachers of color, gives their ideas and voice influence, and ensures teachers of color feel valued and have a sense of agency, recruitment work will only go so far. Our Teachers of Color Advisory Group is working across the district to implement ways to improve the culture and climate in our schools and in the district for teachers of color.

One outgrowth of these recommendations is our new **Equity Fellows** professional learning community, a group of 16 staff selected from across the district who are charged with furthering the district's vision for equity. With the help of the National Equity Project, our Equity Fellows are working to become more skilled at leading conversations among staff about race and equity and engaging in professional learning focused on eliminating racialized disparities in student success.

## Priority Area 5: Accountability Systems

The Madison area is growing, and MMSD is planning now to ensure that our school facilities equitably serve teaching and learning needs district-wide.

Our strategies aren't isolated to building capacity in areas of growth projected on our borders but, importantly, aim to invest in areas of Madison that have been historically underserved, like the Allied Drive area, which lacks a neighborhood school. We're going to be asking for your input on our recommendations and Long-Range Facilities Plan over the next several months.

## Technology Plan

Last fall, students in our "G3 Schools" – **Mendota, Marquette, Randall, Schenk, Hamilton, Jefferson, O'Keeffe, Wright, Spring Harbor, Badger Rock, Shabazz, La Follette (grades 9-10) and Capital High (East and West)** – 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.

Next fall, students in our G4 Schools – Crestwood, Chavez, Elvehjem, Hawthorne, Glendale, Kennedy, Orchard Ridge, Midvale, Lake View, La Follette (grades 11-12) and all 9th graders at East, West, and Memorial high schools - will receive their own Chromebook digital devices. The district's plan for 1-1 student devices will be 2/3 complete by 2018-19 and fully complete in 2020-21.



## Strategic Framework Engagement Process

Now in our fifth year of our Strategic Framework, we are getting ready to set the direction for the next five years. We want to open up possibilities and explore opportunities that build on our successes and address our challenges. You can read more about that process here (<https://www.madison.k12.wi.us/framework>). The next Strategic Framework is slated to launch in the fall of 2018.

For a full inventory of all the progress in our five priority areas, and more examples of progress, visit [www.mmsd.org/2018-mid-year-review](http://www.mmsd.org/2018-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 2018-19 budget proposal and are intended to serve as an introduction to the budget discussion which follows.

The first table, 2018-19 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, 2018-19 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.



**Madison Metropolitan School District  
2018-19 Proposed Budget**

**Summary Revenue and Expenditures All Funds**

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

	<b>2015-16 Actuals</b>	<b>2016-17 Actuals</b>	<b>2017-18 Fall Adopted Budget</b>	<b>2018-19 Proposed Budget</b>	<b>% Chg</b>
<b>Revenues</b>					
Property taxes/Mobile Home/TIF	281,221,780	287,487,618	297,762,687	311,350,618	4.56%
Other local sources	10,130,642	10,105,397	10,861,632	10,531,045	-3.04%
Interdistrict sources	2,228,716	2,738,327	2,561,484	3,267,047	27.55%
Intermediate sources	99,457	116,608	106,263	135,452	27.47%
State sources	88,858,590	93,584,398	91,955,394	92,512,394	0.61%
Federal sources	28,293,630	28,350,024	30,165,955	30,208,789	0.14%
Other sources	2,810,045	783,514	552,698	553,168	0.09%
<b>Total revenues</b>	<b>413,642,860</b>	<b>423,165,886</b>	<b>433,966,112</b>	<b>448,558,514</b>	<b>3.36%</b>
<b>Expenditures</b>					
Regular instruction	146,290,393	144,507,301	152,393,793	157,425,279	3.30%
Vocational instruction	4,351,394	4,240,381	3,999,931	4,196,627	4.92%
Special instruction	54,824,636	54,692,164	57,443,126	59,006,892	2.72%
Other instruction	11,302,061	11,114,297	11,260,398	11,143,069	-1.04%
Pupil services	27,049,935	26,629,581	27,105,772	27,952,467	3.12%
Instructional staff services	24,975,497	26,197,336	30,064,653	32,239,051	7.23%
General administration services	22,345,294	21,851,348	22,457,959	23,404,525	4.21%
Building administration services	46,380,441	48,508,069	53,777,446	58,778,979	9.30%
Pupil transportation	12,979,743	12,964,009	13,423,856	13,435,681	0.09%
Principal and interest	23,260,567	13,836,111	13,635,641	13,843,992	1.53%
Other support services	20,045,310	21,792,415	24,878,338	24,979,361	0.41%
Community Service	14,610,651	12,672,593	13,905,804	14,327,575	3.03%
Non-program	13,353,615	13,503,864	14,004,827	15,598,296	11.38%
<b>Total Expenditures</b>	<b>421,769,537</b>	<b>412,509,470</b>	<b>438,351,541</b>	<b>456,331,795</b>	<b>4.10%</b>
Proceeds from Debt	12,273,479	2,055,000	2,055,000	2,055,000	0.00%
Transfers in	49,661,337	48,723,706	51,327,489	52,717,603	2.71%
Transfers out	(49,651,091)	(48,764,931)	(51,327,489)	(52,717,603)	2.71%
<b>Net change in fund balance</b>	<b>4,157,049</b>	<b>12,670,191</b>	<b>(2,330,429)</b>	<b>(5,718,281)</b>	<b>145.37%</b>
<b>Fund balance - beginning of year</b>	<b>38,406,394</b>	<b>42,563,443</b>	<b>55,233,634</b>	<b>52,903,205</b>	<b>-4.22%</b>
<b>Fund balance - end of year</b>	<b>42,563,443</b>	<b>55,233,634</b>	<b>52,903,205</b>	<b>47,184,924</b>	<b>-10.81%</b>

**Madison Metropolitan School District  
Operating Funds (10/27)**

**Summary Revenue and Expenditures Fund Table By Year**

**Note: Includes Interfund Transfers listed separately**

<b>Funds 10 &amp; 27</b>	<b>2015-16 Actuals</b>	<b>2016-17 Actuals</b>	<b>2017-18 Fall Adopted Budget</b>	<b>2018-19 Proposed Budget</b>	<b>Percent Change</b>
<b>Revenues</b>					
Property taxes/Mobile Home/TIF	255,684,135	259,557,675	269,065,857	277,135,540	3.00%
Other local sources	4,413,872	4,526,296	5,076,134	4,805,071	-5.34%
Interdistrict sources	2,228,716	2,738,327	2,561,484	3,267,047	27.55%
Intermediate sources	86,164	103,655	106,263	135,452	27.47%
State sources	88,678,793	93,407,417	91,782,925	92,330,644	0.60%
Federal sources	18,453,137	19,672,320	21,519,341	21,668,129	0.69%
Other sources	523,558	637,626	406,810	406,810	0.00%
<b>Total Revenues</b>	<b>370,068,375</b>	<b>380,643,317</b>	<b>390,518,814</b>	<b>399,748,693</b>	<b>2.36%</b>
<b>Expenditures</b>					
Regular instruction	146,290,393	144,507,301	152,393,793	157,425,279	3.30%
Vocational instruction	4,351,394	4,240,381	3,999,931	4,196,627	4.92%
Special instruction	54,824,636	54,692,164	57,443,126	59,006,892	2.72%
Other instruction	11,302,061	11,114,297	11,260,398	11,143,069	-1.04%
Pupil services	27,049,935	26,629,581	27,105,772	27,952,467	3.12%
Instructional staff services	24,975,497	26,197,336	30,064,653	32,239,051	7.23%
General administration services	22,345,294	21,851,348	22,457,959	23,404,525	4.21%
Building administration services	31,190,629	34,690,729	37,001,664	37,000,672	0.00%
Pupil transportation	12,974,737	12,964,009	13,422,856	13,434,681	0.09%
Principal and interest	445,273	817,327	899,587	899,587	0.00%
Other support services	19,399,926	21,202,223	24,221,855	24,502,546	1.16%
Community Service	-	-	-	-	0.00%
Non-program	13,353,615	13,503,864	14,004,827	15,598,296	11.38%
<b>Total Expenditures</b>	<b>368,503,390</b>	<b>372,410,561</b>	<b>394,276,418</b>	<b>406,803,693</b>	<b>3.18%</b>
Proceeds from Debt	-	2,055,000	2,055,000	2,055,000	0.00%
Transfers in	49,661,337	48,723,706	51,327,489	52,717,603	2.71%
Transfers out	(49,596,116)	(48,764,931)	(51,327,489)	(52,717,603)	2.71%
<b>Net change in fund balance</b>	<b>1,630,206</b>	<b>10,246,532</b>	<b>(1,702,604)</b>	<b>(5,000,000)</b>	<b>193.67%</b>
<b>Fund balance - beginning of year</b>	<b>35,879,441</b>	<b>37,509,647</b>	<b>47,756,179</b>	<b>46,053,575</b>	<b>-3.57%</b>
<b>Fund balance - end of year</b>	<b>37,509,647</b>	<b>47,756,179</b>	<b>46,053,575</b>	<b>41,053,575</b>	<b>-10.86%</b>

## Budget Narrative

### Introducing the 2018-19 Preliminary Budget Proposal

We are pleased to present the June 2018-19 Preliminary Budget Proposal for the Madison Metropolitan School District. This document replaces the April 2018-19 Preliminary Budget Proposal. The 2018-19 June Preliminary Budget Proposal is a public document available on the MMSD website at: <https://budget.madison.k12.wi.us/>.

The Board is scheduled to adopt a Preliminary Budget at the June 25, 2018 regular meeting. The 2018-19 fiscal year begins July 1, 2018.

The revenue forecast for 2018-19 is driven by the following major funding sources: (1) state 'per pupil' categorical aid to school districts will increase by \$204 per pupil, netting approximately \$5.5 million in new revenue for MMSD; (2) although the state budget did not provide an increase in taxing authority, the local community approved up to \$8.0 million of additional tax levy authority for 2018-19 in a November 2016 referendum; (3) In August 2016, the City of Madison and MMSD initiated an innovative funding stream based on future TID #25 (a successful downtown development zone) proceeds that were designated for the school district. The advance made \$9.27 million available to MMSD, with \$2.1 million coming in the 2018-19 budget year.

The increase in state 'per pupil' aid, along with the additional local tax levy authority and TID # 25 proceeds will provide the critical revenue flexibility needed to stabilize the district's staffing plan, meet our class size standards, and continue 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
- Designed a staffing plan to align with the new class size policy
- Developed a compensation strategy, including salaries/wages and multiple options for employee benefits
- Funded strategic priority actions
- Provided for expected increases, such as post-employment benefits



We are excited about our plans for 2018-19 school year as described in the sections that follow. Those plans include:

- A staffing plan aligned to a newly adopted class size policy, with an emphasis on minimizing class size outliers (on both low and high end)
- A competitive salary/wage strategy that provides an average increase of approximately 4.13%, and additional targeted compensation strategies
- A stable employee benefits plan which maintains the employee benefit package without additional cost to employees
- Continued investment in the priorities outlined in our Strategic Framework all aimed at raising student achievement and narrowing gaps
- A new safety and security plan, which is in development, funded through a combination of state and local resources
- A fall 2018 tax levy based on a multi-year perspective, using no more levy authority than necessary while preserving the remainder for future needs
- Planned use of financial reserves to acquire land for a future school site, with an update planned for the October budget adoption

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 goals which emerge in the next phase of the strategic framework
- Promote recruitment, selection and retention of high quality staff, with additional support from the compensation plan
- Demonstrate equitable use of resources to support schools with highest needs
- Ensure transparency in the staffing process by applying board guidelines and new reporting on class size data

The Board and 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
- Develop a focused set of priority actions to accelerate gap -narrowing progress
- Maintain a multi-year perspective on both sources and uses to sustain momentum and effective support to schools
- Support opportunities to innovate for organizational learning

## Revenue Forecast

The MMSD revenue forecast for 2018-19 is a preliminary estimate contingent upon enrollment results, MMSD's eligibility for equalization aid, and board level decisions regarding the local property tax levy. On the local level, the Madison community supported an operating funds referendum (November 2016) which provides the funds needed to sustain our positive momentum. We appreciate the support of our community, and are committed to putting every budget dollar to its best use in this budget proposal.

The 2018-19 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 decrease slightly. The financial impact of declining enrollment is partially offset by an exemption under the revenue limit formula.
- A \$204 per pupil categorical aid increase (\$5.5 million), the primary increase in state support for the local school district budget.
- At the local level, a November 2016 referendum to exceed the revenue limit was approved by MMSD voters. The referendum gave the Board the local discretion to increase revenues by a total of \$26 million over a four year phase-in period. The annual increments are \$5.0 million in 2016-17 and 2017-18, and \$8.0 million in 2018-19 and 2019-20.
- The 2018-19 budget proposal uses approximately \$5.5 million of the \$8.0 million available in 2018-19, an amount which meets the needs of the schools for next year, positions the budget reasonably well for the following year, and produces an estimated tax levy increase of 4.57%.
- The estimated tax levy increase of 4.57% is a cautious early estimate, based on a projected 13.5% loss of state equalization aid (MMSD's second largest source of revenue) and an estimated \$1.4 million net cost of the new independent charter program. If these line item estimates improve, the tax levy estimate can be revised downward. Also, the MMSD tax base is showing strong growth, which helps to lessen the impact of the tax levy for local property owners.
- The 2018-19 proposal benefits from a \$2.1 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. An updated TID #25 schedule is included in the appendix.
- We are concerned about federal funding for the Title grants over the next few years. In the near term, this budget proposal assumes steady funding levels for MMSD's major federal grants.
- The MMSD technology infrastructure will benefit from a special one-time federal E-rate program grant. The grant will reimburse 80% of the cost for up to \$3.0 million of technology infrastructure. As of this June update, we have not received official confirmation of the grant award. This item will be updated in the October final budget.
- MMSD may receive one-time proceeds from the City's planned closure of three Tax Increment Districts (TID) in 2018-19. We are monitoring this potential revenue and will



provide an update for the October budget adoption.

- While not a revenue source per se, the MMSD's financial reserve (General Fund Balance) has improved from a relatively weak \$35.8 million at June 30, 2015 to a much stronger \$49.7 million projected for June 30, 2018. The June Preliminary Budget draws upon the Fund Balance as the source for up to \$5 MM of locally funded safety and security improvements.

### 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, approximately 88% of MMSD operating revenue is controlled by the revenue limit.

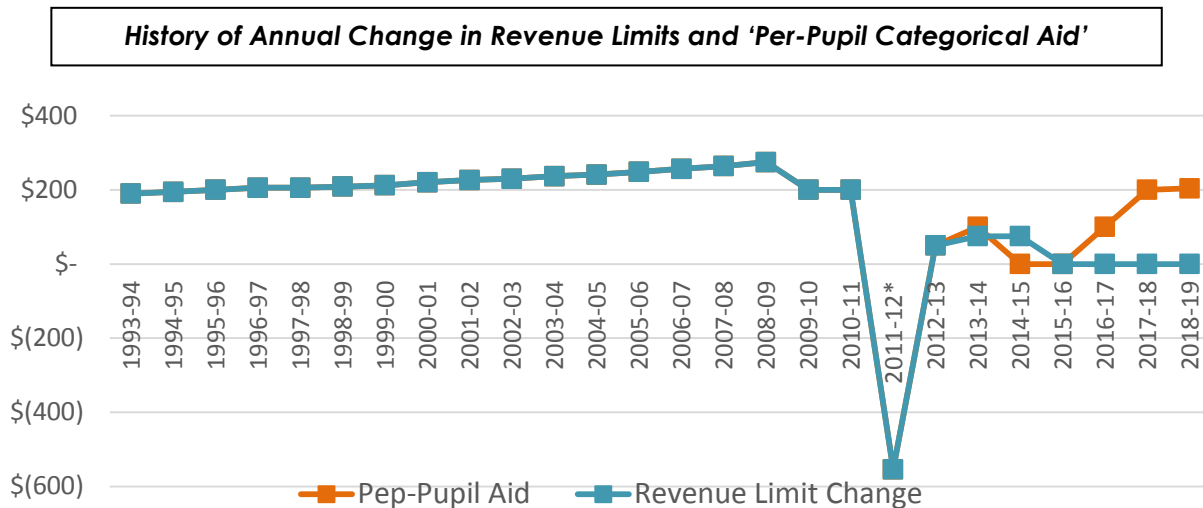
Budget estimates for these two sources of revenue are determined by a three step process of (1) calculating the Revenue Limit Formula for MMSD, (2) estimating state general aids, and (3) determining the tax levy. The three-step process can be expressed as an equation:

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

#### Step 1: Determining the 2018-19 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 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 and \$204 per pupil in this state budget).

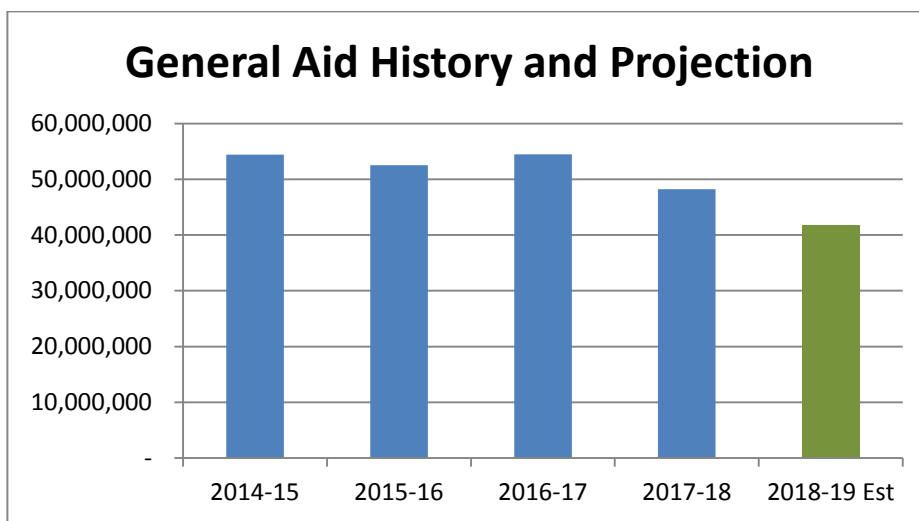
**Step 2: Estimating General State Aid (Including Equalization Aid)**

By providing state equalization 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.

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 and cost 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 2018-19. For the Preliminary Budget Proposal, an aid loss of -13.5% is projected.

**Equalization Aid History – Chart:**



**Equalization Aid History – Table:**

	2014-15	2015-16	2016-17	2017-18	2018-19 Est
Intradistrict / Special Adj Aid	504,371	490,629	379,113	315,416	252,334
Equalization Aid	53,901,086	52,017,681	54,104,601	47,886,082	41,411,514
<b>General Aid</b>	<b>54,405,457</b>	<b>52,508,310</b>	<b>54,483,714</b>	<b>48,201,498</b>	<b>41,663,848</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 annually. For 2018-19, special education aid is estimated to be 26% of prior year actual costs (down from 29% ten years ago). Similarly, state categorical aid for bi-lingual programs is expected to be 8%, down from 11% ten years ago.

When state support for Special Education and for Bilingual/Bicultural programs decreases as a percentage of total costs, it shifts 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 2018-19:

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

- Early estimate - a total “All Funds” tax levy increase of 4.57%
- Estimated tax base growth of 3.75% with strong new construction values (will be updated in October)
- Tax rate change of \$ 0.092 per \$1,000 (from \$11.615 per \$1,000 to \$11.707 per \$1,000)
- Impact per average home value of \$81.88 (estimate)

\*All figures are estimates until a **final budget** is adopted in October 2018

**Property Tax Levy – History and Early Projection**

PROPERTY TAX LEVY SUMMARY	Actual	Fall Budget	June Proposed		
SUMMARY OF TAX LEVY FOR ALL FUNDS:	2016-17	2017-18	2018-19	\$ Change	% Change
General Fund 10	259,203,305	268,495,857	276,570,540	8,074,683	3.01%
Debt Service Fund 39	7,999,159	8,300,825	8,303,725	2,900	0.03%
Non Referendum Debt Svcs Fund 38	4,087,409	4,161,516	4,376,041	214,525	5.15%
Capital Expansion Fund 41	4,000,000	5,000,000	10,000,000	5,000,000	100.00%
Community Service Fund 80	11,802,150	11,234,489	11,535,312	300,824	2.68%
<b>Total Levy</b>	<b>287,092,023</b>	<b>297,192,687</b>	<b>310,785,618</b>	<b>13,592,932</b>	<b>4.574%</b>
Equalized Tax Base	24,086,820,787	25,586,971,244	26,546,482,666	959,511,422	3.75%
<b>Equalized Tax Rate Per \$1000</b>	<b>11.919</b>	<b>11.615</b>	<b>11.707</b>	<b>0.092</b>	<b>0.794%</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.

MMSD's Fund Balance ratio of approximately 13% (projected for 6/30/18) remains within the policy range under this proposed budget.



## Priority Actions

Every year, regardless of the financial environment, we must stay focused and fund priority actions to the extent possible. We have invested in priority actions annually which have had a positive cumulative effect (see appendix A9 for a multi-year history of priority actions). 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 align with the goals and priorities outlined in our emerging Strategic Framework slated to launch in fall of 2018.

The 2018-19 high level strategy for budget development included the following: Develop a focused set of Priority Actions, concentrating resources to address inequities and accelerate results. With that strategy in mind, the priority action recommendations are presented below.

### Early College STEM Academy (ECSA)

*Aligned to Priority Area 3 in the emerging Strategic Framework: Multiple viable options to Post-Secondary*

Twenty-five high school juniors, with a focus on females and students of color, will be enrolled in the Early College Stem Academy to complete their junior and senior year at the Madison College campus beginning in 2018-19. STEM coursework will include science, technology, engineering and mathematics.

Students will not only attain their high school graduation requirements, but simultaneously earn college credit. Long-term enrollment is targeted at 200 students once Madison College opens its new south campus.

MMSD pays Madison College approximately \$7,000 per student for the ECSA program. For budget purposes, the first year cost of \$175,000 is additive, while additional future costs will be repurposed from within the MMSD budget.

- \$175,000 – Total from Local Funding

### Community Schools

*Aligned to Priority Area 2 in the emerging Strategic Framework: Building positive and trusting relationships between students, families and staff*

A Community School is a school that has high student and community needs which make it ideal to serve as a community “hub.” The work of Community Schools is dependent on high quality coordination of services that build on assets and directly address barriers to parent partnership, a strong evidenced based approach to family engagement, and an approach to learning that considers the whole child. This proposal will add two new community school sites for a total of four sites in the 18-19 school year.

Funding Approved at March Regular Meeting	Proposed Additional Funding
Two new Community School Coordinators <ul style="list-style-type: none"> <li>• \$95,000 includes .50 FTE x 2 NUPs for Resource Coordinators (a grant funds the other half)</li> </ul>	Parent Liaisons to Service as Advocates in Community Schools <ul style="list-style-type: none"> <li>• Two Parent Liaisons for next two Community Schools - \$100,000 (\$50,000 per FTE)</li> </ul> Programming Costs and Supplies <ul style="list-style-type: none"> <li>• \$35,000 (\$17,500 per school)</li> </ul>
<i>Total Priority Action Funding Already Approved = \$95,000</i>	<i>Total Proposed Additional Funding = \$135,000</i>

- \$230,000 – Total from Fund 80 Community Service Fund

*All staffing requests are presented at estimated full annual personnel cost (annual salary and all related employee benefits) and are based on current average cost for the position or most similar position.*

## Youth Re-Engagement

*Aligned to Priority Area 3 in the emerging Strategic Framework: Multiple viable options to Post-Secondary*

By providing a much needed support explicitly targeting Opportunity Youth, high school students who are especially at risk of not graduating, the Youth Re-Engagement Team will maximize the range of current supports provided by Student Services, partner agencies and our existing alternative programs and develop new options and supports, as needed. This focused work addresses a key gap that exists in MMSD and has three main goals:

- Deliver concentrated social-emotional and academic supports and services to successfully redirect Opportunity Youth towards graduation with a clear post-secondary plan
  - In partnership with students and community, design, launch, and sustain student-centered alternative schooling options as needed, to expand our portfolio and meet current demand for seats.
  - Coordinate information, resources, and strategy within MMSD and across community-based organizations serving Opportunity Youth to increase efficacy of our community's efforts.
- \$ 120,000 – (Estimated cost for leader of the Youth Re-Engagement Team) Funding from Local

## **MMSD Technology Plan**

*Aligned to Priority Area 1 in the emerging Strategic Framework: A well-rounded student experience that challenges and supports*

Expanding the Ignite! 1-1 student device plan to the fourth group of schools (G4) will bring the project to 67% complete, with the goal of providing universal access to technology in MMSD. Beyond 1-1 devices, the tech plan continues to support online assessments by providing devices to schools in the G5 and G6 cohorts. Behind the scenes, we continue to invest in upgrades to the network infrastructure at the schools and at the network operations center. This instructional tool will be utilized to strengthen and deepen engagement in learning.

The G4 investment of \$625,000 will provide 5,200 additional Chromebook devices for students. The assets will be competitively bid and financed through a 36-month lease.

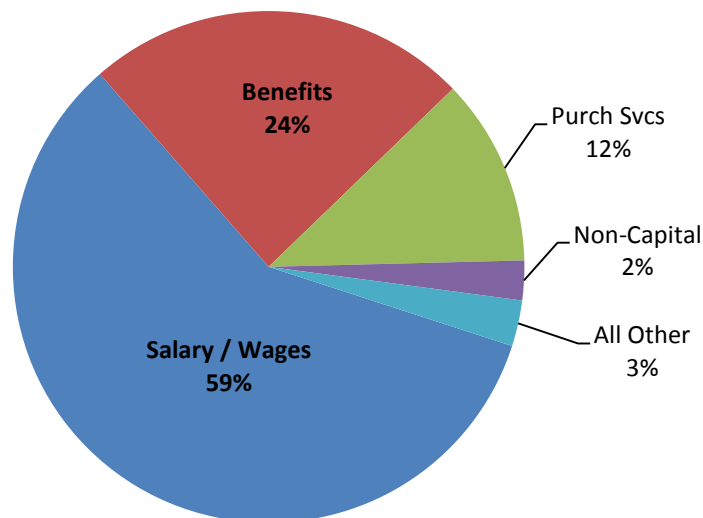
- \$625,000 – Planned increase in lease costs (Funding from Local, Early Approval at March Regular Meeting)



## 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 approximately 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 59% and employee benefits accounting for 24%.

### 2018-2019 Proposed Budget Salaries/Wages and Benefits Account for 83% of Budget



**Salaries and Wages:** Included in the budget proposal is a basic compensation allowance of **4.13%**, which is sufficient to fund the three standard components of compensation, specifically step advancement (1.9%), lane advancement (0.1%), and a base wage increase of 2.13%. Last year, the base wage percent increase was initially set at 0.50% and later increased to 1.26% as health insurance savings was used to fund the increase.

Base wage is a required subject of collective bargaining. The Wisconsin Employment Relations Commission (WERC) (see [http://werc.wi.gov/doaroot/cpi-u\\_chart.htm](http://werc.wi.gov/doaroot/cpi-u_chart.htm)) sets the maximum base wage increase allowed under state law, which is 2.13% for contracts beginning July 1, 2018.

In addition to the basic compensation allowance of **4.13%**, this budget proposal includes the following targeted actions:

- An additional \$170,000 targeted adjustment to the principal salary schedule that will factor in school size and complexity to address inequities in the existing schedule which is based solely on elementary, middle and high school designations.
- \$15 minimum wage schedule adjustment - \$230,000: When MMSD adopted a \$15

minimum wage change, only the low end of the salary schedule was adjusted. This caused irregular step advancement and compression of the schedule. This change also simplifies the schedule so that Educational Assistants, Special Educational Assistants and Clerical Educational Assistants are on one salary schedule.

**Health Insurance**

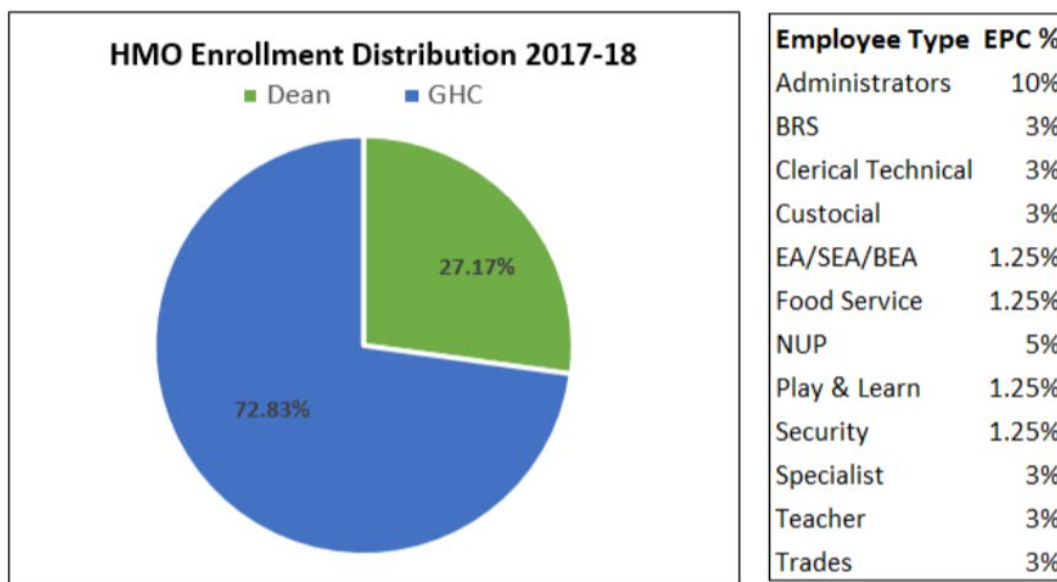
MMSD aims to cultivate a work environment that attracts, develops and retains top talent. A high quality health insurance plan for staff is a critical component of that goal.

Beginning July 1, 2017 the MMSD health insurance plan was modified to offer a choice of two HMOs (GHC and Dean) rather than a three HMO model. Over \$3.0 million of savings was redistributed into the wage and salary schedules.

Following a year of significant change, our goal for 2018-19 is to maintain stability in the health insurance benefit and in the employee benefits in general. A budgetary allowance for an anticipated four percent rate increase is built into this budget proposal. After negotiations with the two HMOs this spring, the rate increase for health insurance premiums is 3.85% (blended average) effective July 1, 2018. Based on these results, plan design changes or employee premium contribution changes within the HMO plans will not be necessary.

Health insurance is important from a budgetary perspective due to its very large share of the total operating budget. Annual premiums for active employees are \$59 million. 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 March 2018, a total of 3,843 employees are enrolled in one of the HMOs offered, with 27% of the enrollments in single coverage and 73% in family coverage.





**Dental Insurance**

MMSD will spend approximately \$3.8 million next year on dental coverage. The budget allows for an increase of 4.0 % in dental rates next year, which is necessary to adequately fund this self-insured plan. Delta Dental serves as the third party administrator. The benefits team is examining ways to provide additional supplemental dental coverage, with no impact to MMSD's budget. No other 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. MMSD changed life insurance carriers effective July 1, 2017 following a bid and vendor evaluation process. The district's life insurance plan is self-funded, with The Standard now serving as the 3rd party administrator. The benefits team is introducing an improved life insurance benefit at no additional cost effective in the upcoming fiscal year.

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

MMSD will spend approximately \$1.3 million on LTD coverage next year. MMSD changed LTD carriers effective July 1, 2017 following a bid and vendor evaluation process. The Standard is now the LTD carrier. No changes in plan design, coverage or benefit levels are anticipated in the budget.

**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 2018 at 6.70%. For budget purposes, the contribution rate for calendar 2019 is expected to decrease to 6.60%. This budget estimate will be adjusted as needed in the October final budget.

## Required Allowances

### Required Budget Allowances

The items identified below represent major accounts in the MMSD budget which require changes in 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.

Over the past four years, we have increased budget allowances as necessary in critical areas such as substitute teachers costs, transportation, Post-Employment Benefits, and utilities. Through these actions, the operating budget is producing more consistent financial results.

**Retiree Costs (TERP/ARP):** Increase of \$200,000 over current year. This account captures the incremental cost of providing retirement stipends retired staff. The amount is impacted by the annual change in quantity of retiring staff. This account is funded by MMSD on a 'pay as you go' (non-actuarial) basis.

**Other Post-Employment Benefits:** Increase of \$325,000 over current year. This account captures the costs of post-employment benefits for retired staff. This amount is affected by the pool of retired staff based on their accrued escrow for retiree benefits.

**Open Enrollment In/Out Net:** Increase of \$170,000 over current year projected actuals (net). For budgetary purposes, open enrollment results can be difficult to predict. This increase protects the budget against a downturn in open enrollment results. These accounts will be updated again in October once actual open enrollment results are known.



## 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. Finding cost savings and reallocating resources are core aspects of MMSD budget development.

We've highlighted the efforts of several departments to illustrate their efficiency improvements or improved business practices, all of which demonstrate responsible financial stewardship.

### Building Services – New for 2018-19:

- Working with MG&E to create a turn-key solar energy process that can be replicated efficiently at many school sites.
- MMSD continues to benefit from locking in a five-year futures contract for natural gas last year at historically low prices.
- Changing methods for trash collection, reducing costs without cutting jobs, and renewing recycling efforts.
- Identifying MMSD's long-range facility needs for the next 20 years through the Building Excellence Plan.
- Introducing a major upgrade in custodial equipment (floor scrubbers, vacuums, etc.) to improve labor efficiency, beginning in the four high school buildings this summer.

### Tech Services – New for 2018-19:

- With over 9,000 new Chromebooks arriving this summer, and 4,000 leaving on lease return, intense cross-departmental planning and coordination of the tech ordering process is required, and is ensuring best possible pricing.
- Capitalizing on the E-Rate Category II program, MMSD will take full advantage of over \$3.0 million in federal funds to upgrade the MMSD IT network.
- Over the past three years, we have converted the phone network to voice-over-IP, eliminating expensive telecomm lines.
- Completing the fiber backbone to all MMSD schools.

### Budget, Planning, & Accounting / Human Resources – New for 2018-19:

*In 2017-18, the benefits team made major cost-saving changes in the health insurance plan, and the long-term disability and life insurance plans as well.*

- Further work (Phase 3) on the MMSD web-based staffing allocation model to improve efficiency, accuracy and transparency.
- Evaluating the feasibility of a universal life insurance plan and dropping the 15% employee co-pay for life insurance.

**Risk Management – New for 2018-19:**

- Using savings which occurred by switching to a hybrid partially self-insured Workers Compensation program, we have funded a full-time clerical position for administering the workers compensation program and a full-time risk manager. For 2018-19, we are re-bidding property and liability lines.

**Transportation – New for 2018-19:**

- With support from the IT team, the transportation team has created apps which help all users accurately identify student eligibility for district-paid bus passes or TEP transportation services. These process improvements, along with efficient routing, will help fund the middle school yellow bus initiative starting in 2019-2020.

**Purchasing – New for 2018-19:**

- The department consolidated over 250 photocopiers into a single master lease which will be rebid in spring 2019. A lease of this size gives the district maximum leverage.
- The purchasing department has begun a new process for working closely with the Curriculum & Instruction department to plan major curriculum purchases and ensure best pricing.

These and similar 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 2018-19

In December 2017, the Board adopted a revised class size policy. The staffing plan was designed to comply with the new policy, with an emphasis on minimizing class size outliers (on both low and high end).

To support principals, the staffing team expanded the new web-based staffing allocation tool to the secondary level this year. The web-based tool was introduced at the elementary level one year ago. Also, the Teaching & Learning team published updated guidance for principals to use when making staffing decisions.

The staffing process began last fall with updates to the web-based software. High level allocation decisions were made in December after the new class size policy was adopted. School level allocations and assignments were made in February-March, with support labs offered to help principals complete the task.

As summarized in the table below, total MMSD staffing will go from 4,061.5 FTE to 4,075.6 FTE, an increase of 14.1 FTE, or an increase of 0.35%.

	Fall 15-16	Fall 16-17	Fall 17-18	Budget 18-19
District-Wide Administrators	66.7	55.5	57.5	57.5
Principals	50.0	50.0	50.0	50.0
Assistant Principals	26.0	27.5	27.0	31.0
Teachers	2,622.6	2,601.0	2,644.3	2,652.0
Specialists (Hearing Interpreters, OTAs, etc.)	33.0	37.1	36.1	34.3
Bilingual Resource Specialists	79.9	80.9	78.9	81.4
Professionals (Non-Union)	108.2	122.7	121.0	123.0
Clerical/Technical	224.1	214.4	220.7	221.4
Ed. Assts. (EA, SEA, BEA, Nurse Asst)	496.7	452.7	447.2	444.5
Custodial	217.3	216.3	216.0	216.0
Trades	33.0	32.0	32.0	32.0
Food Service	94.4	94.4	101.6	103.1
Security	29.3	28.3	29.3	29.5
	4,081.1	4,012.6	4,061.5	4,075.6

### Monitoring and Responding to Changing Conditions:

The staffing plan above includes a pool of 10 unallocated teacher FTE to be used as needed to ensure appropriate regular education class sizes based on actual enrollment, student need and/or where class sizes fall above the MMSD class size standards. All decisions to adjust FTE at schools will be made after monitoring actual enrollment and in consultation with building principals. We will work to make adjustments prior to the start of the school year to avoid disruption to schools. However, even when enrollment changes are not apparent until the start of school, we will still adjust class sizes as necessary to ensure appropriate class sizes.

The table above reflects a point in time snapshot after the staffing workbook process in March 2018. It does not include the staffing impact of any proposed priority actions. Therefore, there is no change between the April and June Preliminary Budget Proposals.

Table Notes:

1. Additional Title I Flexibility allowed some buildings to fund an assistant principal for 2018-19. This allowed more local resources to go to remain in the classroom during the staffing workbook process.
2. "Fall 16-17" represents staffing as of the 2016-17 Adopted Budget (Fall 2016), and "Fall 17-18" represents staffing as of the 2017-18 Adopted Budget (Fall 2017). "Budget 18-19" represents staffing for the 2018-19 Preliminary Budget (Spring 2018).
3. Staffing as show for 2018-19 reflects the initial staffing work of building principals and administrators as of March 2018. The 2018-19 staffing plan will evolve to reflect the staffing changes which will be made by schools and departments during the coming year. 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.
4. The increase in teachers which occurred between 2016-17 and 2017-18 was noted in the June 27, 2017 update to the 2017-18 budget proposal. A series of three major increases in the unallocated pool were made in the April-June window in 2017, priority actions funded additional positions, and conversions from non-teacher to teacher positions contributed to the increase.
5. The increase of 7.70 FTE teachers for the 2018-19 budget proposal are driven by an increase of 5.0 FTE for World Language, along with enrollment driven increases.

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 fall enrollments will vary from the spring projection, adjustments to the staffing plan are made as needed.

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

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



### Teacher Staffing Summary (FY 2017, 2018 and 2019)

Teacher Staffing Summary		FY 2017	FY 2018	FY 2019	Change FY18-FY19	% Chg FY18-FY19
Regular Education Teachers	District-Wide/Central Office/Off-Site	90.7	83.1	89.1	6.0	7.3%
	Elementary Schools	933.7	938.7	928.8	-9.9	-1.1%
	Middle Schools	353.0	357.7	361.8	4.1	1.1%
	High Schools	364.5	373.9	376.0	2.1	0.6%
OMGE	ESL/Bilingual Resource Teachers	163.3	165.9	167.5	1.6	1.0%
Students Services Teachers	School Psychologists	40.6	40.7	40.6	-0.1	-0.2%
	<i>District-Wide/Central Office/Off-Site</i>	3.2	0.8	1.3	0.5	62.5%
	<i>School Based</i>	37.4	39.9	39.3	-0.6	-1.5%
	Social Workers	53.9	52.1	48.6	-3.4	-6.6%
	<i>District-Wide/Central Office/Off-Site</i>	9.0	5.2	5.1	-0.2	-2.9%
	<i>School Based</i>	44.9	46.9	43.6	-3.3	-7.0%
	Guidance Counselors	33.7	35.6	34.9	-0.7	-2.0%
	<i>District-Wide/Central Office/Off-Site</i>	1.0	1.0	1.0	0.0	0.0%
	<i>School Based</i>	32.7	34.6	33.9	-0.7	-2.0%
	PBS Coaches/Student Services	38.6	40.8	43.0	2.2	5.4%
	<i>District-Wide/Central Office/Off-Site</i>	6.7	7.1	7.1	0.0	0.0%
	<i>School Based</i>	31.9	33.7	35.9	2.2	6.5%
	Special Ed. Cross Cat./Early Childhood	366.4	393.7	399.5	5.8	1.5%
	<i>District-Wide/Central Office/Off-Site</i>	79.0	89.9	85.1	-4.8	-5.3%
	<i>School Based</i>	287.4	303.8	314.4	10.6	3.5%
	OT/PT/HI/VI/PST	54.8	53.3	53.3	0.0	0.0%
	<i>District-Wide/Central Office/Off-Site</i>	10.0	9.0	9.0	0.0	0.0%
	<i>School Based</i>	44.8	44.3	44.3	0.0	0.0%
	Speech/Language	77.5	77.9	77.9	0.0	0.0%
	<i>District-Wide/Central Office/Off-Site</i>	24.7	25.1	25.1	0.0	0.0%
	<i>School Based</i>	52.8	52.8	52.8	0.0	0.0%
	Nurses	30.4	30.8	30.8	0.0	0.0%
	<i>District-Wide/Central Office/Off-Site</i>	4.6	3.4	3.4	0.0	0.0%
	<i>School Based</i>	25.8	27.4	27.4	0.0	0.0%
<b>TOTAL</b>		<b>2601.0</b>	<b>2644.3</b>	<b>2652.0</b>	<b>7.6</b>	<b>0.3%</b>

The table above reflects a point in time snapshot after the staffing workbook process in March 2018. It does not include the staffing impact of any proposed priority actions. Therefore, there is no change between the April and June Preliminary Budget Proposals.

#### Table Notes:

1. The first four categories are regular education teachers, including classroom and specials teachers, teacher-leaders, instructional resource teachers, learning coordinators, and interventionists. Principals have flexibility about how to use these positions to staff their schools. The first category reflects teachers that are not school-based, so it includes teachers at alternative program sites, central office, and district-wide. This category also includes teachers provided from central office departments who actually work at the schools, such as the Advanced Learner instructional resource teachers. The next three categories include regular education teachers at the elementary, middle, and high school levels.
2. The changes to Regular Education Teachers reflect not only the enrollment-based and budget-based changes, but also the staffing changes (conversions) made by the schools during the budget process. This teacher staffing chart would not be able to reflect conversions made from teacher allocation into other types of staffing (i.e., education assistant, clerical, etc.).
3. The Office of Multilingual & Global Education (OMGE) teacher category includes both central office and school-based teaching positions. It would also reflect a school's decision to make a position bilingual in order to better serve the needs of the students.
4. The Student Services teacher positions are divided into school-based and non-school based full-time equivalent (FTE).

## Conclusion

This preliminary budget proposal is based on the most recent information available as of June 15, 2018. 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 25, 2018. The 2018-19 fiscal year begins July 1, 2018.

For your convenience, MMSD budget information, including an on-line feedback form, can be found at <https://budget.madison.k12.wi.us/>.



## Budget Snapshot

### A summary chart of key budget factors for 2018-19

Item	Estimates for 2018-19
<b>Balance Sheet:</b>	
General Fund <i>Balance Projected 6/30/19</i>	\$45 - \$50 million (dependent on final board actions) Within the 10-15% solvency ratio per board policy
Bond Rating - Current	"Aa2" (Moody's) and "1+" (S&P)
<b>Enrollment</b>	
3 Yr Rolling Avg – Resident Count	(-79 students) Partially Offset by Declining Enrollment Exception
Actual Students Enrollment	Estimate slight decrease (estimated -44)
Open Enrollment Estimate	Estimating 386 In / 1,182 Out (net change -43 for initial budget)
2x Charters	Estimated impact \$1.4 million expenditure increase
Private School Choice	Estimated approximately 70 FTE attending eligible private voucher schools at public expense
<b>State Budget Impact</b>	
State General Aid Estimate	Projecting 13.5% Aid Loss - \$48.2 million to \$41.6 million
Revenue Limit Formula	No State Increase in Revenue per Student
State Per Pupil Categorical Aid	Increase of \$204 per Student
<b>Personnel Expenditures</b>	
Wages & Salary	Budget Allowance of 4.13% (= steps + lanes + base wage increase)
Health Insurance Estimate	Budget 3.85% Increase – rates confirmed April 2018
Staffing Plan	Total Staffing of 4,075 FTE
<b>General Fund Totals</b>	
General Fund Revenue	Increase 2.41% over current year budget
General Fund Expenditures	Increase 3.30% over current year budget
<b>All Funds Totals:</b> <i>(Net of Inter-fund Transfers)</i>	
All Funds Revenues	Increase 3.12% over current year budget
All Funds Expenditures	Increase 2.15% over current year budget
<b>Tax Levy Estimate</b>	
MMSD Tax Base	Early Estimate 3.75% Valuation Increase
Tax Levy Increase <i>(Recommended)</i>	A levy increase of 4.57% for all funds
Tax Rate – Equalized	\$11.71 per \$1,000 Property Value
Tax Impact for Median Home	Early Estimate Increase \$81.88 per Tax Bill <i>(Est Median Home = \$267,361)</i>

## Financial Summaries/Reports

<b>Revenue and Expenditure History Tables</b>	<b>43</b>
General Fund (10)	43
Special Education (27)	44
Debt Service (38/30)	45
Capital Maintenance (41)	46
Food Service (50)	47
Community Services (80)	48
<b>Summary Revenue and Expenditure Fund by Year</b>	<b>49</b>
2018-19 Proposed Budget – All Funds	49
2018-19 Proposed Budget – By Year	50
2017-18 Fall Adopted Budget – Current Year	51
2016-17 Actuals – 1 yr Prior	52
2015-16 Actuals – 2 yrs Prior	53
<b>Revenues by Fund and Source</b>	<b>54</b>
<b>Expenditures by Object</b>	<b>59</b>
<b>Baird Budget Forecast Model Highlights</b>	<b>72</b>

**Madison Metropolitan School District  
2018-19 Proposed Budget  
Revenue and Expenditure History Table - General Fund (10)**

*Note: Includes Interfund Transfers listed separately*

	<b>2015-16 Actuals</b>	<b>2016-17 Actuals</b>	<b>2017-18 Fall Adopted Budget</b>	<b>2018-19 Proposed Budget</b>
<b>Revenues</b>				
Property taxes/Mobile Home/TIF	255,684,135	259,557,675	269,065,857	277,135,540
Other local sources	4,413,872	4,526,296	5,076,134	4,805,071
Interdistrict sources	2,047,677	2,686,288	2,561,484	3,267,047
Intermediate sources	86,164	103,655	106,263	135,452
State sources	69,657,821	73,804,911	72,620,185	72,830,791
Federal sources	12,385,208	14,244,066	15,051,264	15,170,191
Other sources	523,558	633,030	406,810	406,810
<b>Total revenues</b>	<b>344,798,435</b>	<b>355,555,921</b>	<b>364,887,997</b>	<b>373,750,902</b>
<b>Expenditures</b>				
Regular instruction	146,290,393	144,298,967	152,115,324	157,146,811
Vocational instruction	4,351,394	4,240,381	3,999,931	4,196,627
Special instruction	355,108	422,821	859,379	1,234,457
Other instruction	11,302,061	11,114,297	11,260,398	11,143,069
Pupil services	14,423,200	14,248,427	15,403,634	15,747,153
Instructional staff services	22,009,984	23,872,841	26,762,812	28,871,985
General administration services	22,345,294	21,851,348	22,457,959	23,404,525
Building administration services	31,045,784	34,521,645	36,780,764	36,779,772
Pupil transportation	9,026,915	9,069,923	9,446,706	9,458,531
Principal and interest	445,273	817,327	899,587	899,587
Other support services	19,388,956	21,188,153	23,816,905	24,097,596
Community Service	-	-	-	-
Non-program	13,101,576	13,281,010	13,847,827	15,441,296
<b>Total Expenditures</b>	<b>294,085,938</b>	<b>298,927,141</b>	<b>317,651,223</b>	<b>328,421,410</b>
Proceeds from Debt	-	2,055,000	2,055,000	2,055,000
Transfers in	289,523	163,841	166,556	166,556
Transfers out	(49,371,814)	(48,601,090)	(51,160,934)	(52,551,047)
<b>Net change in fund balance</b>	<b>1,630,206</b>	<b>10,246,532</b>	<b>(1,702,604)</b>	<b>(5,000,000)</b>
<b>Fund balance - beginning of year</b>	<b>35,879,441</b>	<b>37,509,647</b>	<b>47,756,179</b>	<b>46,053,575</b>
<b>Fund balance - end of year</b>	<b>37,509,647</b>	<b>47,756,179</b>	<b>46,053,575</b>	<b>41,053,575</b>

**Madison Metropolitan School District**  
**2018-19 Proposed Budget**  
**Revenue and Expenditure History Table - Special Education Fund (27)**

*Note: Includes Interfund Transfers listed separately*

	2015-16 Actuals	2016-17 Actuals	2017-18 Fall Adopted Budget	2018-19 Proposed Budget
<b>Revenues</b>				
Property taxes/Mobile Home/TIF	-	-	-	-
Other local sources	-	-	-	-
Interdistrict sources	181,039	52,039	-	-
Intermediate sources	-	-	-	-
State sources	19,020,971	19,602,505	19,162,739	19,499,853
Federal sources	6,067,929	5,428,255	6,468,077	6,497,938
Other sources	-	4,596	-	-
<b>Total revenues</b>	<b>25,269,940</b>	<b>25,087,395</b>	<b>25,630,817</b>	<b>25,997,791</b>
<b>Expenditures</b>				
Regular instruction	-	208,333	278,469	278,469
Vocational instruction	-	-	-	-
Special instruction	54,469,528	54,269,343	56,583,747	57,772,435
Other instruction	-	-	-	-
Pupil services	12,626,735	12,381,154	11,702,138	12,205,314
Instructional staff services	2,965,513	2,324,495	3,301,841	3,367,066
General administration services	-	-	-	-
Building administration services	144,845	169,085	220,900	220,900
Pupil transportation	3,947,822	3,894,086	3,976,150	3,976,150
Principal and interest	-	-	-	-
Other support services	10,970	14,070	404,950	404,950
Community Service	-	-	-	-
Non-program	252,039	222,855	157,000	157,000
<b>Total Expenditures</b>	<b>74,417,452</b>	<b>73,483,420</b>	<b>76,625,194</b>	<b>78,382,283</b>
Proceeds from Debt	-	-	-	-
Transfers in	49,371,814	48,559,865	51,160,934	52,551,047
Transfers out	(224,302)	(163,841)	(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**  
**2018-19 Proposed Budget**  
**Revenue and Expenditure History Table - Debt Service Fund (38 & 30)**

*Note: Includes Interfund Transfers listed separately*

	<b>2015-16 Actuals</b>	<b>2016-17 Actuals</b>	<b>2017-18 Fall Adopted Budget</b>	<b>2018-19 Proposed Budget</b>
<b>Revenues</b>				
Property taxes/Mobile Home/TIF	9,382,948	12,086,568	12,462,341	12,679,766
Other local sources	11,690	19,532	-	-
Interdistrict sources	-	-	-	-
Intermediate sources	-	-	-	-
State sources	-	-	-	-
Federal sources	-	-	-	-
Other sources	2,286,487	145,888	145,888	146,358
<b>Total revenues</b>	<b>11,681,125</b>	<b>12,251,988</b>	<b>12,608,229</b>	<b>12,826,124</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	22,815,294	13,018,785	12,736,054	12,944,405
Other support services	-	-	-	-
Community Service	-	-	-	-
Non-program	-	-	-	-
<b>Total Expenditures</b>	<b>22,815,294</b>	<b>13,018,785</b>	<b>12,736,054</b>	<b>12,944,405</b>
Proceeds from Debt	12,273,479	-	-	-
Transfers in	-	-	-	-
Transfers out	-	-	-	-
<b>Net change in fund balance</b>	<b>1,139,310</b>	<b>(766,797)</b>	<b>(127,825)</b>	<b>(118,281)</b>
<b>Fund balance - beginning of year</b>	<b>1,834,175</b>	<b>2,973,485</b>	<b>2,206,688</b>	<b>2,078,863</b>
<b>Fund balance - end of year</b>	<b>2,973,485</b>	<b>2,206,688</b>	<b>2,078,863</b>	<b>1,960,582</b>

**Madison Metropolitan School District  
2018-19 Proposed Budget  
Revenue and Expenditure History Table - Capital Maintenance Fund (41)**

*Note: Includes Interfund Transfers listed separately*

	2015-16 Actuals	2016-17 Actuals	2017-18 Fall Adopted Budget	2018-19 Proposed Budget
<b>Revenues</b>				
Property taxes/Mobile Home/TIF	4,500,000	4,000,000	5,000,000	10,000,000
Other local sources	4,422	6,333	-	-
Interdistrict sources	-	-	-	-
Intermediate sources	-	-	-	-
State sources	-	-	-	-
Federal sources	-	-	-	-
Other sources	-	-	-	-
<b>Total revenues</b>	<b>4,504,422</b>	<b>4,006,333</b>	<b>5,000,000</b>	<b>10,000,000</b>
<b>Expenditures</b>				
Regular instruction	-	-	-	-
Vocational instruction	-	-	-	-
Special instruction	-	-	-	-
Other instruction	-	-	-	-
Pupil services	-	-	-	-
Instructional staff services	-	-	-	-
General administration services	-	-	-	-
Building administration services	3,869,541	2,765,814	4,995,185	9,995,185
Pupil transportation	-	-	-	-
Principal and interest	-	-	-	-
Other support services	8,919	-	4,815	4,815
Community Service	-	-	-	-
Non-program	-	-	-	-
<b>Total Expenditures</b>	<b>3,878,460</b>	<b>2,765,814</b>	<b>5,000,000</b>	<b>10,000,000</b>
Proceeds from Debt	-	-	-	-
Transfers in	-	-	-	-
Transfers out	-	-	-	-
<b>Net change in fund balance</b>	<b>625,962</b>	<b>1,240,519</b>	<b>-</b>	<b>-</b>
<b>Fund balance - beginning of year</b>	<b>223,317</b>	<b>849,279</b>	<b>2,089,798</b>	<b>2,089,798</b>
<b>Fund balance - end of year</b>	<b>849,279</b>	<b>2,089,798</b>	<b>2,089,798</b>	<b>2,089,798</b>

**Madison Metropolitan School District  
2018-19 Proposed Budget  
Revenue and Expenditure History Table - Food Service Fund (50)**

*Note: Includes Interfund Transfers listed separately*

	<b>2015-16 Actuals</b>	<b>2016-17 Actuals</b>	<b>2017-18 Fall Adopted Budget</b>	<b>2018-19 Proposed Budget</b>
<b>Revenues</b>				
Property taxes/Mobile Home/TIF	-	41,225	-	-
Other local sources	2,079,629	1,911,014	2,147,498	2,066,500
Interdistrict sources	-	-	-	-
Intermediate sources	-	-	-	-
State sources	179,797	176,982	172,469	181,750
Federal sources	8,588,833	8,676,458	8,621,114	8,515,161
Other sources	-	-	-	-
<b>Total revenues</b>	<b>10,848,260</b>	<b>10,805,679</b>	<b>10,941,081</b>	<b>10,763,411</b>
<b>Expenditures</b>				
Regular instruction	-	-	-	-
Vocational instruction	-	-	-	-
Special instruction	-	-	-	-
Other instruction	-	-	-	-
Pupil services	-	-	-	-
Instructional staff services	-	-	-	-
General administration services	-	-	-	-
Building administration services	10,197,550	10,302,858	10,919,801	10,942,131
Pupil transportation	-	-	-	-
Principal and interest	-	-	-	-
Other support services	-	-	21,280	(178,720)
Community Service	-	-	-	-
Non-program	-	-	-	-
<b>Total Expenditures</b>	<b>10,197,550</b>	<b>10,302,858</b>	<b>10,941,081</b>	<b>10,763,411</b>
Proceeds from Debt	-	-	-	-
Transfers in	-	-	-	-
Transfers out	-	-	-	-
<b>Net change in fund balance</b>	<b>650,710</b>	<b>502,820</b>	<b>-</b>	<b>-</b>
<b>Fund balance - beginning of year</b>	<b>187,380</b>	<b>838,090</b>	<b>1,340,910</b>	<b>1,340,910</b>
<b>Fund balance - end of year</b>	<b>838,090</b>	<b>1,340,910</b>	<b>1,340,910</b>	<b>1,340,910</b>



**Madison Metropolitan School District  
2018-19 Proposed Budget  
Revenue and Expenditure History Table - Community Service Fund (80)**

*Note: Includes Interfund Transfers listed separately*

	<b>2015-16 Actuals</b>	<b>2016-17 Actuals</b>	<b>2017-18 Fall Adopted Budget</b>	<b>2018-19 Proposed Budget</b>
<b>Revenues</b>				
Property taxes/Mobile Home/TIF	11,654,696	11,802,150	11,234,489	11,535,312
Other local sources	3,621,029	3,642,222	3,638,000	3,659,474
Interdistrict sources	-	-	-	-
Intermediate sources	13,294	12,952	-	-
State sources	-	-	-	-
Federal sources	1,251,660	1,246	25,500	25,500
Other sources	-	-	-	-
<b>Total revenues</b>	<b>16,540,679</b>	<b>15,458,570</b>	<b>14,897,989</b>	<b>15,220,286</b>
<b>Expenditures</b>				
Regular instruction	-	-	-	-
Vocational instruction	-	-	-	-
Special instruction	-	-	-	-
Other instruction	-	-	-	-
Pupil services	-	-	-	-
Instructional staff services	-	-	-	-
General administration services	-	-	-	-
Building administration services	1,122,721	748,667	860,796	840,991
Pupil transportation	5,006	-	1,000	1,000
Principal and interest	-	-	-	-
Other support services	636,465	590,192	630,389	650,720
Community Service	14,610,651	12,672,593	13,905,804	14,327,575
Non-program	-	-	-	-
<b>Total Expenditures</b>	<b>16,374,843</b>	<b>14,011,453</b>	<b>15,397,989</b>	<b>15,820,286</b>
Proceeds from Debt	-	-	-	-
Transfers in	-	-	-	-
Transfers out	(54,975)	-	-	-
<b>Net change in fund balance</b>	<b>110,861</b>	<b>1,447,117</b>	<b>(500,000)</b>	<b>(600,000)</b>
<b>Fund balance - beginning of year</b>	<b>282,081</b>	<b>392,942</b>	<b>1,840,059</b>	<b>1,340,059</b>
<b>Fund balance - end of year</b>	<b>392,942</b>	<b>1,840,059</b>	<b>1,340,059</b>	<b>740,059</b>

## Madison Metropolitan School District 2018-19 Proposed Budget Summary Revenue and Expenditures All Funds

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

	2015-16 Actuals	2016-17 Actuals	2017-18 Fall Adopted Budget	2018-19 Proposed Budget	% Chg
<b>Revenues</b>					
Property taxes/Mobile Home/TIF	281,221,780	287,487,618	297,762,687	311,350,618	4.56%
Other local sources	10,130,642	10,105,397	10,861,632	10,531,045	-3.04%
Interdistrict sources	2,228,716	2,738,327	2,561,484	3,267,047	27.55%
Intermediate sources	99,457	116,608	106,263	135,452	27.47%
State sources	88,858,590	93,584,398	91,955,394	92,512,394	0.61%
Federal sources	28,293,630	28,350,024	30,165,955	30,208,789	0.14%
Other sources	2,810,045	783,514	552,698	553,168	0.09%
<b>Total revenues</b>	<b>413,642,860</b>	<b>423,165,886</b>	<b>433,966,112</b>	<b>448,558,514</b>	<b>3.36%</b>
<b>Expenditures</b>					
Regular instruction	146,290,393	144,507,301	152,393,793	157,425,279	3.30%
Vocational instruction	4,351,394	4,240,381	3,999,931	4,196,627	4.92%
Special instruction	54,824,636	54,692,164	57,443,126	59,006,892	2.72%
Other instruction	11,302,061	11,114,297	11,260,398	11,143,069	-1.04%
Pupil services	27,049,935	26,629,581	27,105,772	27,952,467	3.12%
Instructional staff services	24,975,497	26,197,336	30,064,653	32,239,051	7.23%
General administration services	22,345,294	21,851,348	22,457,959	23,404,525	4.21%
Building administration services	46,380,441	48,508,069	53,777,446	58,778,979	9.30%
Pupil transportation	12,979,743	12,964,009	13,423,856	13,435,681	0.09%
Principal and interest	23,260,567	13,836,111	13,635,641	13,843,992	1.53%
Other support services	20,045,310	21,792,415	24,878,338	24,979,361	0.41%
Community Service	14,610,651	12,672,593	13,905,804	14,327,575	3.03%
Non-program	13,353,615	13,503,864	14,004,827	15,598,296	11.38%
<b>Total Expenditures</b>	<b>421,769,537</b>	<b>412,509,470</b>	<b>438,351,541</b>	<b>456,331,795</b>	<b>4.10%</b>
Proceeds from Debt	12,273,479	2,055,000	2,055,000	2,055,000	0.00%
Transfers in	49,661,337	48,723,706	51,327,489	52,717,603	2.71%
Transfers out	(49,651,091)	(48,764,931)	(51,327,489)	(52,717,603)	2.71%
<b>Net change in fund balance</b>	<b>4,157,049</b>	<b>12,670,191</b>	<b>(2,330,429)</b>	<b>(5,718,281)</b>	<b>145.37%</b>
<b>Fund balance - beginning of year</b>	<b>38,406,394</b>	<b>42,563,443</b>	<b>55,233,634</b>	<b>52,903,205</b>	<b>-4.22%</b>
<b>Fund balance - end of year</b>	<b>42,563,443</b>	<b>55,233,634</b>	<b>52,903,205</b>	<b>47,184,924</b>	<b>-10.81%</b>

## Madison Metropolitan School District 2018-19 Proposed Budget Summary Revenue and Expenditure Fund Table By Year

*Note: Includes Interfund Transfers listed separately*

	<b>2018-19 Proposed Budget</b>	<b>Fund 10 - General</b>	<b>Fund 27 - Special Ed</b>	<b>Fund 38/30 - Debt Service</b>	<b>Fund 41 - Capital Improve</b>	<b>Fund 50 - Food Service</b>	<b>Fund 80 - Community Serv</b>
<b>Revenues</b>							
Property taxes/Mobile Home/TIF	311,350,618	277,135,540	-	12,679,766	10,000,000	-	11,535,312
Other local sources	10,531,045	4,805,071	-	-	-	2,066,500	3,659,474
Interdistrict sources	3,267,047	3,267,047	-	-	-	-	-
Intermediate sources	135,452	135,452	-	-	-	-	-
State sources	92,512,394	72,830,791	19,499,853	-	-	181,750	-
Federal sources	30,208,789	15,170,191	6,497,938	-	-	8,515,161	25,500
Other sources	553,168	406,810	-	146,358	-	-	-
<b>Total revenues</b>	<b>448,558,514</b>	<b>373,750,902</b>	<b>25,997,791</b>	<b>12,826,124</b>	<b>10,000,000</b>	<b>10,763,411</b>	<b>15,220,286</b>
<b>Expenditures</b>							
Regular instruction	157,425,279	157,146,811	278,469	-	-	-	-
Vocational instruction	4,196,627	4,196,627	-	-	-	-	-
Special instruction	59,006,892	1,234,457	57,772,435	-	-	-	-
Other instruction	11,143,069	11,143,069	-	-	-	-	-
Pupil services	27,952,467	15,747,153	12,205,314	-	-	-	-
Instructional staff services	32,239,051	28,871,985	3,367,066	-	-	-	-
General administration services	23,404,525	23,404,525	-	-	-	-	-
Building administration services	58,778,979	36,779,772	220,900	-	9,995,185	10,942,131	840,991
Pupil transportation	13,435,681	9,458,531	3,976,150	-	-	-	1,000
Principal and interest	13,843,992	899,587	-	12,944,405	-	-	-
Other support services	24,979,361	24,097,596	404,950	-	4,815	(178,720)	650,720
Community Service	14,327,575	-	-	-	-	-	14,327,575
Non-program	15,598,296	15,441,296	157,000	-	-	-	-
<b>Total Expenditures</b>	<b>456,331,795</b>	<b>328,421,410</b>	<b>78,382,283</b>	<b>12,944,405</b>	<b>10,000,000</b>	<b>10,763,411</b>	<b>15,820,286</b>
Proceeds from Debt	2,055,000	2,055,000	-	-	-	-	-
Transfers in	52,717,603	166,556	52,551,047	-	-	-	-
Transfers out	(52,717,603)	(52,551,047)	(166,556)	-	-	-	-
<b>Net change in fund balance</b>	<b>(5,718,281)</b>	<b>(5,000,000)</b>	<b>-</b>	<b>(118,281)</b>	<b>-</b>	<b>-</b>	<b>(600,000)</b>
<b>Fund balance - beginning of year</b>	<b>52,903,205</b>	<b>46,053,575</b>	<b>-</b>	<b>2,078,863</b>	<b>2,089,798</b>	<b>1,340,910</b>	<b>1,340,059</b>
<b>Fund balance - end of year</b>	<b>47,184,924</b>	<b>41,053,575</b>	<b>-</b>	<b>1,960,582</b>	<b>2,089,798</b>	<b>1,340,910</b>	<b>740,059</b>

## Madison Metropolitan School District 2017-18 Fall Adopted Budget Summary Revenue and Expenditures Fund Table By Year

*Note: Includes Interfund Transfers listed separately*

	2017-18 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	297,762,687	269,065,857	-	12,462,341	5,000,000	-	11,234,489
Other local sources	10,861,632	5,076,134	-	-	-	2,147,498	3,638,000
Interdistrict sources	2,561,484	2,561,484	-	-	-	-	-
Intermediate sources	106,263	106,263	-	-	-	-	-
State sources	91,955,394	72,620,185	19,162,739	-	-	172,469	-
Federal sources	30,165,955	15,051,264	6,468,077	-	-	8,621,114	25,500
Other sources	552,698	406,810	-	145,888	-	-	-
<b>Total revenues</b>	<b>433,966,112</b>	<b>364,887,997</b>	<b>25,630,817</b>	<b>12,608,229</b>	<b>5,000,000</b>	<b>10,941,081</b>	<b>14,897,989</b>
<b>Expenditures</b>							
Regular instruction	152,393,793	152,115,324	278,469	-	-	-	-
Vocational instruction	3,999,931	3,999,931	-	-	-	-	-
Special instruction	57,443,126	859,379	56,583,747	-	-	-	-
Other instruction	11,260,398	11,260,398	-	-	-	-	-
Pupil services	27,105,772	15,403,634	11,702,138	-	-	-	-
Instructional staff services	30,064,653	26,762,812	3,301,841	-	-	-	-
General administration services	22,457,959	22,457,959	-	-	-	-	-
Building administration services	53,777,446	36,780,764	220,900	-	4,995,185	10,919,801	860,796
Pupil transportation	13,423,856	9,446,706	3,976,150	-	-	-	1,000
Principal and interest	13,635,641	899,587	-	12,736,054	-	-	-
Other support services	24,878,338	23,816,905	404,950	-	4,815	21,280	630,389
Community Service	13,905,804	-	-	-	-	-	13,905,804
Non-program	14,004,827	13,847,827	157,000	-	-	-	-
<b>Total Expenditures</b>	<b>438,351,541</b>	<b>317,651,223</b>	<b>76,625,194</b>	<b>12,736,054</b>	<b>5,000,000</b>	<b>10,941,081</b>	<b>15,397,989</b>
Proceeds from Debt	2,055,000	2,055,000	-	-	-	-	-
Transfers in	51,327,489	166,556	51,160,934	-	-	-	-
Transfers out	(51,327,489)	(51,160,934)	(166,556)	-	-	-	-
<b>Net change in fund balance</b>	<b>(2,330,429)</b>	<b>(1,702,604)</b>	<b>-</b>	<b>(127,825)</b>	<b>-</b>	<b>-</b>	<b>(500,000)</b>
<b>Fund balance - beginning of year</b>	<b>55,233,634</b>	<b>47,756,179</b>	<b>-</b>	<b>2,206,688</b>	<b>2,089,798</b>	<b>1,340,910</b>	<b>1,840,059</b>
<b>Fund balance - end of year</b>	<b>52,903,205</b>	<b>46,053,575</b>	<b>-</b>	<b>2,078,863</b>	<b>2,089,798</b>	<b>1,340,910</b>	<b>1,340,059</b>

**Madison Metropolitan School District  
2016-17 Actuals  
Summary Revenue and Expenditures Fund Table By Year**

*Note: Includes Interfund Transfers listed separately*

	<b>2016-17 Actuals</b>	<b>Fund 10 - General</b>	<b>Fund 27 - Special Ed</b>	<b>Fund 38/30 - Debt Service</b>	<b>Fund 41 - Capital Improve</b>	<b>Fund 50 - Food Service</b>	<b>Fund 80 - Community Serv</b>
<b>Revenues</b>							
Property taxes/Mobile Home/TIF	287,487,618	259,557,675	-	12,086,568	4,000,000	41,225	11,802,150
Other local sources	10,105,397	4,526,296	-	19,532	6,333	1,911,014	3,642,222
Interdistrict sources	2,738,327	2,686,288	52,039	-	-	-	-
Intermediate sources	116,608	103,655	-	-	-	-	12,952
State sources	93,584,398	73,804,911	19,602,505	-	-	176,982	-
Federal sources	28,350,024	14,244,066	5,428,255	-	-	8,676,458	1,246
Other sources	783,514	633,030	4,596	145,888	-	-	-
<b>Total revenues</b>	<b>423,165,886</b>	<b>355,555,921</b>	<b>25,087,395</b>	<b>12,251,988</b>	<b>4,006,333</b>	<b>10,805,679</b>	<b>15,458,570</b>
<b>Expenditures</b>							
Regular instruction	144,507,301	144,298,967	208,333	-	-	-	-
Vocational instruction	4,240,381	4,240,381	-	-	-	-	-
Special instruction	54,692,164	422,821	54,269,343	-	-	-	-
Other instruction	11,114,297	11,114,297	-	-	-	-	-
Pupil services	26,629,581	14,248,427	12,381,154	-	-	-	-
Instructional staff services	26,197,336	23,872,841	2,324,495	-	-	-	-
General administration services	21,851,348	21,851,348	-	-	-	-	-
Building administration services	48,508,069	34,521,645	169,085	-	2,765,814	10,302,858	748,667
Pupil transportation	12,964,009	9,069,923	3,894,086	-	-	-	-
Principal and interest	13,836,111	817,327	-	13,018,785	-	-	-
Other support services	21,792,415	21,188,153	14,070	-	-	-	590,192
Community Service	12,672,593	-	-	-	-	-	12,672,593
Non-program	13,503,864	13,281,010	222,855	-	-	-	-
<b>Total Expenditures</b>	<b>412,509,470</b>	<b>298,927,141</b>	<b>73,483,420</b>	<b>13,018,785</b>	<b>2,765,814</b>	<b>10,302,858</b>	<b>14,011,453</b>
Proceeds from Debt	2,055,000	2,055,000	-	-	-	-	-
Transfers in	48,723,706	163,841	48,559,865	-	-	-	-
Transfers out	(48,764,931)	(48,601,090)	(163,841)	-	-	-	-
<b>Net change in fund balance</b>	<b>12,670,191</b>	<b>10,246,532</b>	<b>-</b>	<b>(766,797)</b>	<b>1,240,519</b>	<b>502,821</b>	<b>1,447,117</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>849,279</b>	<b>838,090</b>	<b>392,942</b>
<b>Fund balance - end of year</b>	<b>55,233,634</b>	<b>47,756,179</b>	<b>-</b>	<b>2,206,688</b>	<b>2,089,798</b>	<b>1,340,911</b>	<b>1,840,059</b>

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

*Note: Includes Interfund Transfers listed separately*

	<b>2015-16 Actuals</b>	<b>Fund 10 - General</b>	<b>Fund 27 - Special Ed</b>	<b>Fund 38/30 - Debt Service</b>	<b>Fund 41 - Capital Improve</b>	<b>Fund 50 - Food Service</b>	<b>Fund 80 - Community Serv</b>
<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>849,279</b>	<b>838,090</b>	<b>392,942</b>

## Statement of Revenue Budget Changes from 2017-18 Fall Budget to 2018-19 Proposed Budget

### Proposed Revenues by Fund and Source

This table summarizes MMSD revenues in terms of dollars by one (1) digit source code. It shows the prior year 2016-17 Actuals, 2017-18 Fall Budget, 2018-19 Proposed Budget, and the increase/decrease from the 2017-18 Fall Budget versus the 2018-19 Proposed Budget.

#### Definitions:

- 2017-18 Fall Budget = Fall Revised School Year 2017-18 Budget Adopted by the board in October 2017
- 2018-19 Proposed Budget = Spring Proposed Budget to the Board for School Year 2018-19.

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

##### Fund 10

- ✓ Line 2 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.
- ✓ Line 13 reflects an increased estimate for interested earnings due to rising interest rates.
- ✓ Line 19 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 21 reflects a preliminary budgetary adjustment to open enrollment into MMSD. This adjustment revises the budget up to 2017-18 actual reported open enrollment.
- ✓ Line 23 reflects an increase in revenue due to preliminary grant balancing for Americorp tutors.
- ✓ Line 27 reflects a reduction in integration aid from the state.
- ✓ Line 29 reflects an increase in anticipated categorical aid for instructional technology and security grant funding.
- ✓ Line 30 reflects a decrease in state equalization aid under the revenue limit formula.
- ✓ Line 37 reflects an increase in per pupil categorical aid from the state. The state per pupil amount will increase \$204 under the current state budget.
- ✓ Lines 40 and 41 reflect changes in revenue for matching expenditures for balancing federal grants.

##### Fund 27

- ✓ Line 51 reflects a change in the Interfund transfer from Fund 10 to Fund 27. This transfer is required to balance with expenditures in the FY19 budget.
- ✓ Line 53 reflects an increase to state categorical aid for special education in line with recent year end expenditure increases.
- ✓ Line 54 reflects an increase in high cost aid from the state in line with current state budget biennium appropriations for high cost aid.
- ✓ Line 58 reflects a change in revenue for matching expenditure for balancing federal grants.



**Fund 30/38**

- ✓ Lines 62 & 65 reflect the tax levy impact of debt schedule payments scheduled for FY18.

**Fund 50**

- ✓ Lines 75 to 77 reflect a change to anticipated paid food sales. These amounts will be reviewed again in the fall after year end activity for 2017-18 is finalized.
- ✓ Line 83 reflects a change to FFVP grant programming. Each year the fresh fruit & veggie program is reauthorized from the state and requires a reset to all budgets in place for the current year.

**Fund 80**

- ✓ Line 85 reflects an increase in tax levy for the Community Services Fund, primarily for priority actions surrounding Community Schools.

## Madison Metropolitan School District Revenues by Fund and Source 2018-2019 Proposed Budget

*Note: Includes all Budgeted Funds and Interfund Transfers*

2018-2019 Budgets by Fund/Source			2016-2017	2017-2018	2018-2019	2018-2019	2018-2019
			Revenues	Fall Budget	Proposed Budget	Incr/Decr	% Chg
<b>Fund 10 General Fund</b>							
1	1127	Transfer from Fund 27	163,840.70	166,555.80	166,555.80	-	0.00%
2	1211	Current Property Tax	259,203,304.99	268,471,940.00	276,546,623.00	8,074,683.00	3.01%
3	1212	Property Tax Chargebacks	-	23,917.00	23,917.00	-	0.00%
4	1213	Mobile Home Fees	63,771.02	70,000.00	65,000.00	(5,000.00)	-7.14%
5	1219	TIF Revenue	290,599.00	500,000.00	500,000.00	-	0.00%
6	1241	Tuition-Individuals	83,890.86	90,000.00	90,000.00	-	0.00%
7	1243	All Co-Curric Except Athletics	214,492.01	-	-	-	0.00%
8	1244	Local Payment for Service	117,000.00	144,307.01	144,307.01	-	0.00%
9	1260	Resale	-	-	-	-	0.00%
10	1262	Sale Of Materials-Non Sch	235.14	-	-	-	0.00%
11	1271	School Co-Curricular Athletics	249,194.15	212,000.00	212,000.00	-	0.00%
12	1277	Reimbursable from City	2,500.00	-	-	-	0.00%
13	1280	Interest On Investment	592,791.59	687,630.00	837,630.00	150,000.00	21.81%
14	1291	Gifts & Contributions	839.85	-	-	-	0.00%
15	1292	Student Fees	2,094,942.62	2,149,022.30	2,149,022.30	-	0.00%
16	1293	Bldg Rntl/Bldg Permit Fee	359,216.33	360,000.00	360,000.00	-	0.00%
17	1295	Summer School Fees	97.32	-	-	-	0.00%
18	1297	Student Fines	18,572.41	-	-	-	0.00%
19	1299	Other Revenue-Misc	792,523.86	1,433,174.57	1,012,111.61	(421,062.96)	-29.38%
20	1341	Tuition-Non Open-Non Ses	50,128.00	40,000.00	40,000.00	-	0.00%
21	1345	Tuition-Open Enrol-Nonses	2,556,777.00	2,380,384.00	3,085,947.00	705,563.00	29.64%
22	1349	Other Rev-Other District	79,383.10	141,100.00	141,100.00	-	0.00%
23	1515	St Aid Transit Interim Src	101,465.34	106,262.78	135,451.97	29,189.19	27.47%
24	1517	Federal Aid In Transit	2,190.00	-	-	-	0.00%
25	1612	Transportation Aid	243,935.42	236,513.00	236,513.00	-	0.00%
26	1613	Library Aid-Common Sch Fd	816,120.00	750,000.00	750,000.00	-	0.00%
27	1615	Integration Aid	379,113.00	315,416.00	252,334.00	(63,082.00)	-20.00%
28	1618	Bilingual ESL State Aid	1,852,794.94	1,901,117.00	1,901,117.00	-	0.00%
29	1619	Other Categorical Aid	-	-	1,200,000.00	1,200,000.00	0.00%
30	1621	General State Aid	54,104,601.00	47,886,082.00	41,411,514.00	(6,474,568.00)	-13.52%
31	1630	State Special Projects Grants	373,966.80	43,798.28	43,828.00	29.72	0.07%
32	1641	General Tuition State Paid	278,877.00	368,995.00	368,995.00	-	0.00%
33	1650	Sage-Stu Achiev Guar Educ	7,074,286.99	6,939,833.00	6,939,833.00	-	0.00%
34	1660	St Rev Thru Local Units	6,813.59	-	-	-	0.00%
35	1690	Oth Rev St Srcs-Not Dpi	101,720.39	113,780.05	113,780.05	-	0.00%
36	1691	Computer Aid	1,683,356.00	1,708,101.00	1,708,101.00	-	0.00%
37	1695	Per Pupil Categorical Aid	6,880,000.00	12,356,550.00	17,904,776.00	5,548,226.00	44.90%
38	1697	Aid for Spec Ed Transition	9,326.34	-	-	-	0.00%
39	1713	Voc Ed Act Aid	277,307.00	264,597.00	264,597.00	-	0.00%
40	1730	Federal Special Proj Rev	3,818,748.31	4,651,980.54	4,390,360.92	(261,619.62)	-5.62%
41	1751	Title I Revenue	6,508,696.92	6,646,838.29	7,027,385.09	380,546.80	5.73%
42	1780	Fed Rev Thru St (Not DPI)	3,601,093.17	3,450,000.00	3,450,000.00	-	0.00%
43	1790	Direct Rev Frm Fed Source	38,220.27	37,848.00	37,848.00	-	0.00%
44	1873	Proceeds From Lt Notes	2,055,000.00	2,055,000.00	2,055,000.00	-	0.00%
45	1964	Insurance Reimbursements	-	-	-	-	0.00%
46	1971	Aidable Refund	473,340.87	285,634.50	285,634.50	-	0.00%
47	1972	Non-Aidable Refund	856.29	5,000.00	5,000.00	-	0.00%
48	1973	Miscellaneous Rebate	104,602.63	50,000.00	50,000.00	-	0.00%

## Madison Metropolitan School District Revenues by Fund and Source 2018-2019 Proposed Budget

*Note: Includes all Budgeted Funds and Interfund Transfers*

2018-2019 Budgets by Fund/Source			2016-2017	2017-2018	2018-2019	2018-2019	2018-2019
			Revenues	Fall Budget	Proposed Budget	Incr/Decr	% Chg
49	1989	Medical Service Reimbursement	54,229.89	66,175.65	66,175.65	-	0.00%
<b>50</b>	<b>Total</b>	<b>Fund 10 General Fund</b>	<b>357,774,762.11</b>	<b>367,109,552.77</b>	<b>375,972,457.90</b>	<b>8,862,905.13</b>	<b>2.41%</b>
<b>Fund 27 Education Services</b>							
51	1110	Transfer from Gen Fund	48,559,865.32	51,160,933.59	52,551,047.49	1,390,113.90	2.72%
52	1346	Tuition-Non Open-SES	52,039.00	-	-	-	0.00%
53	1611	Handicapped Aid	18,175,229.00	18,017,936.43	18,180,050.30	162,113.87	0.90%
54	1625	State High Cost Aid	1,245,334.00	1,060,000.00	1,235,000.00	175,000.00	16.51%
55	1641	General Tuition State Paid	163,079.00	84,803.00	84,803.00	-	0.00%
56	1690	Oth Rev St Srcs-Not Dpi	18,863.16	-	-	-	0.00%
57	1711	Special Ed High Cost Aid	321,338.00	310,000.00	310,000.00	-	0.00%
58	1730	Federal Special Proj Rev	4,413,300.86	5,724,541.27	5,754,401.63	29,860.36	0.52%
59	1780	Fed Rev Thru St (Not DPI)	693,615.85	433,536.00	433,536.00	-	0.00%
60	1989	Medical Service Reimbursement	4,596.43	-	-	-	0.00%
<b>61</b>	<b>Total</b>	<b>Fund 27 Education Services</b>	<b>73,647,260.62</b>	<b>76,791,750.29</b>	<b>78,548,838.42</b>	<b>1,757,088.13</b>	<b>2.29%</b>
<b>Fund 30 Debt Service</b>							
62	1211	Current Property Tax	7,999,159.00	8,300,825.00	8,303,725.00	2,900.00	0.03%
63	1280	Interest On Investment	11,860.59	-	-	-	0.00%
<b>64</b>	<b>Total</b>	<b>Fund 30 Debt Service</b>	<b>8,011,019.59</b>	<b>8,300,825.00</b>	<b>8,303,725.00</b>	<b>2,900.00</b>	<b>0.03%</b>
<b>Fund 38 Non-Ref Debt Service Fund</b>							
65	1211	Current Property Tax	4,087,409.00	4,161,516.00	4,376,041.00	214,525.00	5.15%
66	1280	Interest On Investment	7,671.21	-	-	-	0.00%
67	1971	Aidable Refund	145,887.70	145,888.00	146,358.00	470.00	0.32%
<b>68</b>	<b>Total</b>	<b>Fund 38 Non-Ref Debt Service Fund</b>	<b>4,240,967.91</b>	<b>4,307,404.00</b>	<b>4,522,399.00</b>	<b>214,995.00</b>	<b>4.99%</b>
<b>Fund 41 Capital Expansion Fund</b>							
69	1211	Current Property Tax	4,000,000.00	5,000,000.00	10,000,000.00	5,000,000.00	100.00%
70	1280	Interest On Investment	6,333.01	-	-	-	0.00%
<b>71</b>	<b>Total</b>	<b>Fund 41 Capital Expansion Fund</b>	<b>4,006,333.01</b>	<b>5,000,000.00</b>	<b>10,000,000.00</b>	<b>5,000,000.00</b>	<b>100.00%</b>
<b>Fund 42 2015 Referendum</b>							
72	1280	Interest On Investment	96,198.58	-	-	-	0.00%
<b>73</b>	<b>Total</b>	<b>Fund 42 2015 Referendum</b>	<b>96,198.58</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>
<b>Fund 50 Food Service</b>							
74	1110	Transfer from Gen Fund	41,224.51	-	-	-	0.00%
75	1251	Food Service Sales-Pupils	1,673,648.69	1,894,184.26	1,808,000.00	(86,184.26)	-4.55%
76	1252	Food Service Sales-Adults	82,213.80	101,264.00	93,500.00	(7,764.00)	-7.67%
77	1259	Food Service Sales-Other	147,600.19	132,050.00	135,000.00	2,950.00	2.23%
78	1291	Gifts & Contributions	7,551.78	-	-	-	0.00%
79	1299	Other Revenue-Misc	-	20,000.00	30,000.00	10,000.00	50.00%
80	1617	Food Services-St Reimb	176,981.72	172,469.00	181,750.00	9,281.00	5.38%
81	1714	Donated Commodities	621,127.44	625,000.00	619,000.00	(6,000.00)	-0.96%
82	1717	Food Service Federal Rev	7,795,183.86	7,971,468.52	7,896,160.56	(75,307.96)	-0.94%
83	1730	Federal Special Proj Rev	260,146.75	24,645.00	-	(24,645.00)	-100.00%
<b>84</b>	<b>Total</b>	<b>Fund 50 Food Service</b>	<b>10,805,678.74</b>	<b>10,941,080.78</b>	<b>10,763,410.56</b>	<b>(177,670.22)</b>	<b>-1.62%</b>
<b>Fund 80 Community Service</b>							
85	1211	Current Property Tax	11,802,150.00	11,234,488.59	11,535,312.23	300,823.64	2.68%
86	1244	Local Payment for Service	260,625.59	339,200.00	339,200.00	-	0.00%
87	1260	Resale	202.00	-	-	-	0.00%
88	1272	Community Service Fees	15,663.60	14,000.00	14,000.00	-	0.00%
89	1291	Gifts & Contributions	128,095.90	64,500.00	64,500.00	-	0.00%
90	1292	Student Fees	33,493.95	29,300.00	29,300.00	-	0.00%

**Madison Metropolitan School District  
Revenues by Fund and Source  
2018-2019 Proposed Budget**

*Note: Includes all Budgeted Funds and Interfund Transfers*

<b>2018-2019 Budgets by Fund/Source</b>			<b>2016-2017</b>	<b>2017-2018</b>	<b>2018-2019</b>	<b>2018-2019</b>	<b>2018-2019</b>
			<b>Revenues</b>	<b>Fall Budget</b>	<b>Proposed Budget</b>	<b>Incr/Decr</b>	<b>% Chg</b>
91	1295	Summer School Fees	34,327.50	18,300.00	18,300.00	-	0.00%
92	1296	Nontaxable Revenues MSCR	2,581,510.33	1,448,900.00	1,466,900.00	18,000.00	1.24%
93	1298	Taxable Revenues MSCR	512,104.62	1,657,600.00	1,661,073.96	3,473.96	0.21%
94	1299	Other Revenue-Misc	76,198.29	66,200.00	66,200.00	-	0.00%
95	1517	Federal Aid In Transit	12,952.46	-	-	-	0.00%
96	1770	Fed Rev Thru Local Units	-	25,500.00	25,500.00	-	0.00%
97	1790	Direct Rev Frm Fed Source	1,245.85	-	-	-	0.00%
<b>98</b>	<b>Total</b>	<b>Fund 80 Community Service</b>	<b>15,458,570.09</b>	<b>14,897,988.59</b>	<b>15,220,286.19</b>	<b>322,297.60</b>	<b>2.16%</b>
<b>99</b>	<b>Total</b>	<b>All Funds</b>	<b>474,040,790.65</b>	<b>487,348,601.43</b>	<b>503,331,117.07</b>	<b>15,982,515.64</b>	<b>3.28%</b>

## Statement of Expenditure Budget Changes from 2017-18 Fall Budget to 2018-19 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 2016-17 Actuals, 2017-18 Fall Budget, 2018-19 Proposed Budget, and the increase/decrease from the 2017-18 Fall Budget versus the 2018-19 Proposed Budget.

#### Definitions:

- 2017-18 Fall Budget = Fall Revised School Year 2017-18 Budget Adopted by the board in October 2017
- 2018-19 Proposed Budget = Spring Proposed Budget to the Board for School Year 2018-19

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

##### Fund 10

- ✓ Line 1 reflects an increase to administrative temp costs associated with extended employment and post-employment costs.
- ✓ Line 2 reflects an increase in teacher temp costs for summer school and anticipated post-employment retiree payments.
- ✓ Lines 9-17, 20, and 26 reflect the initial recalculation of staffing for 2018-19 based on the updated compensation plan.
- ✓ Line 36 reflects an adjustment to WRS contributions based on a decrease to the contribution rate over base year and all calculated salary increase for 2018-19.
- ✓ Line 38 reflects an increase in calculated FICA district contributions per all calculated salary increases for 2018-19.
- ✓ Line 41 reflects district costs for Health Insurance costs based on estimated renewal of existing MMSD health plans.
- ✓ Line 42 reflects an increase in premiums and retiree costs related to self-funded dental coverage.
- ✓ Line 52 reflects an adjustment to TID 25 budget carryover and anticipated security grant expenses for FY19. TID Carryover funds will be reevaluated and finalized at year end for Fall budget approval. This line represents hundreds of purchase services sub-accounts.
- ✓ Lines 61 and 62 reflect additional TID 25 budget reductions that will be reevaluated and finalized at year end for Fall budget approval.
- ✓ Line 89 reflects an possible increase in open enrollment out payments for K-12.
- ✓ Line 92 reflects an increase for the Early College STEM Academy priority action and \$1.4 million estimated impact of 2x charter programming on MMSD charter open enrollment.
- ✓ Line 96 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 103 reflects the removal of apparel costs authorized via board amendment in

June of 2017 for Wright middle school.

- ✓ Line 115 reflects reallocated budgets within the Research and Development budgets for planned software changes to dashboard and reporting services. This is not an addition to the overall budget.
- ✓ Line 119 reflects changes to the TID schedule authorized in FY18 for athletic equipment. Carryover for these funds will be evaluated at year end for next fall if unused.
- ✓ Line 124 reflects increased to the Tech Plan budget through the MMSD Ignite! Technology Plan.
- ✓ Line 133 reflects a decrease in anticipated workers compensation costs for FY19.
- ✓ Line 160 reflects a placeholder for priority actions for positions not yet created at the time of this report. Some of the new positions proposed are in the process of being created by HR and will be budgeted appropriately if approved.

#### **Fund 27**

- ✓ Lines 169-174 and 177 reflect the initial recalculation of staffing for 2018-19 based on the updated compensation plan.
- ✓ Line 183 reflects an adjustment to WRS contributions based on a decrease to the contribution rate over base year and all calculated salary increase for 2018-19.
- ✓ Line 185 reflects an increase in calculated FICA district contributions per all calculated salary increases for 2018-19.
- ✓ Line 188 reflects district costs for Health Insurance costs based on estimated renewal of existing MMSD health plans.
- ✓ Line 189 reflects an increase in premiums related to self-funded dental coverage.

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

- ✓ Lines 249 & 257 summarize changes in the debt payments schedule for FY19.

#### **Fund 41**

- ✓ Line 279 indicates the Fund 41 budget is increased to \$10 million for FY19 for security improvements throughout the district.

#### **Fund 42**

- ✓ Line 291 anticipates the completion of the 2015 Referendum spending. All budgets for FY19 have been reduced to \$0.

#### **Fund 50**

- ✓ Lines 296-300 reflect the initial recalculation of staffing for 2018-19 based on the updated compensation plan.
- ✓ Line 309 reflects an adjustment to WRS contributions based on a decrease to the contribution rate over base year and all calculated salary increase for 2018-19.
- ✓ Line 311 reflects an increase in calculated FICA district contributions per all calculated salary increases for 2018-19.
- ✓ Line 336 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.
- ✓ Line 352 reflects a placeholder for salary savings in Fund 50. Food services has

demonstrated over the past several years that unused salary dollars remain each year due to turnover and/or unfilled positions.

**Fund 80**

- ✓ Lines 360-365 and 368 reflect the initial recalculation of staffing for 2018-19 based on the updated compensation plan.
- ✓ Line 375 reflects an adjustment to WRS contributions based on a decrease to the contribution rate over base year and all calculated salary increase for 2018-19.
- ✓ Line 377 reflects an increase in calculated FICA district contributions per all calculated salary increases for 2018-19.
- ✓ Line 433 reflects an increase for priority actions identified for Community Schools.



## Madison Metropolitan School District Expenditures by Fund and Object 2018-2019 Proposed Budget

*Note: Includes all Budgeted Funds and Interfund Transfers*

2018-2019 Budgets by Fund/Object			2016-2017	2017-2018	2018-2019	2018-2019	2018-2019
			Expenditures	Fall Budget	Proposed Budget	Incr/Decr	% Chg
<b>Fund 10 General Fund</b>							
1	0100	Administrative Temp	68,613.15	278,662.43	348,355.43	69,693.00	25.01%
2	0101	Teacher-Temp	7,192,027.90	9,109,926.60	9,270,039.06	160,112.46	1.76%
3	0102	Sub Teacher-Contractual	2,993,869.82	3,224,170.00	3,224,170.00	0.00	0.00%
4	0103	Clerical / Technical-Temp	455,122.19	375,836.43	363,834.43	(12,002.00)	-3.19%
5	0104	EA / SEA-Temp	216,139.60	131,278.80	131,277.80	(1.00)	0.00%
6	0105	Cust / Operation-Temp	111,461.74	46,274.87	46,274.87	0.00	0.00%
7	0108	NonUnion Professional-Temp	145.00	15,617.32	15,617.32	0.00	0.00%
8	0109	Misc-Temp	1,406,252.26	1,493,317.97	1,491,317.97	(2,000.00)	-0.13%
9	0110	Administrative-Perm	12,711,566.31	12,708,156.15	13,366,015.77	657,859.62	5.18%
10	0111	Teacher-Perm	111,270,332.27	117,501,711.47	122,567,952.21	5,066,240.74	4.31%
11	0112	Perm Non-Union Hourly	430,105.56	458,437.15	486,705.36	28,268.21	6.17%
12	0113	Clerical / Technical-Perm	7,947,209.47	8,457,307.67	8,783,907.73	326,600.06	3.86%
13	0114	EA / HCA-Perm	3,017,318.30	3,444,378.19	3,485,211.76	40,833.57	1.19%
14	0115	Cust / Operation-Perm	9,624,889.43	9,903,840.34	10,282,831.10	378,990.76	3.83%
15	0116	Maint / Trades-Perm	1,996,207.45	1,240,263.68	1,284,070.48	43,806.80	3.53%
16	0118	PermNon-Union Professional	5,724,040.30	6,403,055.29	6,883,049.64	479,994.35	7.50%
17	0119	Misc-Perm	3,657,392.24	4,044,932.49	4,226,920.04	181,987.55	4.50%
18	0122	Sub Teacher-Administrativ	643,743.56	542,234.99	541,234.99	(1,000.00)	-0.18%
19	0126	Time Limited EA/SEA	26,585.71	6,561.00	6,561.00	0.00	0.00%
20	0129	Noon Lunch Supervision	676,453.58	649,621.21	675,689.54	26,068.33	4.01%
21	0135	Cust O/T-Snow Plowing	42,621.74	45,070.35	45,070.35	0.00	0.00%
22	0136	Cust O/T-School Activities	17,030.85	0.00	0.00	0.00	0.00%
23	0137	Cust O/T-Facility Rentals	40,867.12	98,733.37	98,733.37	0.00	0.00%
24	0138	Cust O/T-MSCR Programming	41,438.73	0.00	0.00	0.00	0.00%
25	0139	Cust O/T-Emergency Maint.	1,271.95	0.00	0.00	0.00	0.00%
26	0141	Security	721,920.10	808,995.08	835,559.76	26,564.68	3.28%
27	0151	Board of Education	57,200.28	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	21,470.46	8,588.18	8,588.18	0.00	0.00%
30	0163	Clerical OT	257,518.56	173,078.11	157,540.39	(15,537.72)	-8.98%
31	0164	Ed Asst OT	3,713.00	700.00	700.00	0.00	0.00%
32	0165	Custodial OT	145,382.98	101,258.82	100,858.82	(400.00)	-0.40%
33	0166	Trades OT	16,497.14	0.00	0.00	0.00	0.00%
34	0169	Other OT	28,521.05	10,653.82	10,653.82	0.00	0.00%
<b>35</b>	<b>Total</b>	<b>01XX Salaries</b>	<b>171,564,929.80</b>	<b>181,378,961.78</b>	<b>188,835,041.19</b>	<b>7,456,079.41</b>	<b>4.11%</b>
36	0212	Employer's Share WRS	10,936,069.01	11,060,901.26	11,276,684.69	215,783.43	1.95%
37	0214	Employer WRS Rate Temp	1,360.00	712,311.87	707,346.60	(4,965.27)	-0.70%
38	0220	Social Security	12,860,193.16	12,417,596.50	12,913,990.96	496,394.46	4.00%
39	0222	Social Security Rate Temp	0.00	1,250,321.28	1,275,018.37	24,697.09	1.98%
40	0230	Life Insurance	469,808.06	511,460.50	531,072.23	19,611.73	3.83%
41	0240	Health Insurance	43,908,733.87	42,961,936.66	44,754,895.54	1,792,958.88	4.17%
42	0243	Dental Insurance	2,891,886.60	2,812,113.44	3,056,701.62	244,588.18	8.70%
43	0249	Lt Care Insurance	452,393.36	464,308.00	464,308.00	0.00	0.00%
44	0251	Long Term Disability Ins	1,123,386.16	997,024.06	992,301.92	(4,722.14)	-0.47%
45	0290	Other Employee Benefits	246,249.96	357,914.96	357,914.96	0.00	0.00%
46	0291	College Credit Reimbursement	54,136.31	62,100.00	62,100.00	0.00	0.00%
<b>47</b>	<b>Total</b>	<b>02XX Benefits</b>	<b>72,944,216.49</b>	<b>73,607,988.53</b>	<b>76,392,334.89</b>	<b>2,784,346.36</b>	<b>3.78%</b>
48	0306	Athletic Trainers-Annual	38,410.96	75,000.00	75,000.00	0.00	0.00%

## Madison Metropolitan School District Expenditures by Fund and Object 2018-2019 Proposed Budget

*Note: Includes all Budgeted Funds and Interfund Transfers*

2018-2019 Budgets by Fund/Object			2016-2017	2017-2018	2018-2019	2018-2019	2018-2019
			Expenditures	Fall Budget	Proposed Budget	Incr/Decr	% Chg
49	0307	Athletic Trainers-Events	31,237.50	22,066.00	22,066.00	0.00	0.00%
50	0308	Police-Educational Res	354,683.45	377,179.16	377,179.16	0.00	0.00%
51	0309	Police-Event Coverage	24,004.54	16,923.00	16,923.00	0.00	0.00%
52	0310	Personal Svcs-Prof/Tec/Official	2,590,362.23	3,565,801.36	4,169,424.08	603,622.72	16.93%
53	0311	Architech & Engineer Fees	21,050.54	20,000.00	20,000.00	0.00	0.00%
54	0314	Personal Services Consult	539,217.89	886,744.61	866,669.39	(20,075.22)	-2.26%
55	0315	Employee Health Exams	44,470.50	25,000.00	25,000.00	0.00	0.00%
56	0316	Litigation / Arbitration	15,300.13	27,000.00	27,000.00	0.00	0.00%
57	0317	Pers Svcs Clerical-Perm	69,836.84	0.00	0.00	0.00	0.00%
58	0318	Pers Svcs Clerical-Temp	41,854.95	31,794.41	35,269.09	3,474.68	10.93%
59	0319	Pers Svcs Cultural Arts	925.00	2,644.30	2,644.30	0.00	0.00%
60	0320	Property Services	23,186.75	15,000.00	15,000.00	0.00	0.00%
61	0321	Site Maintenance	383,641.20	278,992.19	259,049.68	(19,942.51)	-7.15%
62	0322	Building Maintenance	2,181,290.45	4,202,562.34	2,673,278.14	(1,529,284.20)	-36.39%
63	0323	Purchased Svcs Operation	400,932.99	450,000.00	386,000.00	(64,000.00)	-14.22%
64	0324	Equipment Repair Svcs	668,374.45	980,577.08	980,577.64	0.56	0.00%
65	0327	Vehicle Repair Svcs	143,750.50	135,567.53	135,567.53	0.00	0.00%
66	0328	Space Rental-Events/Mtgs	196,994.87	215,200.08	215,200.08	0.00	0.00%
67	0329	Space Rental - Long Term	478,320.54	466,493.52	466,493.52	0.00	0.00%
68	0331	Gas	1,339,196.48	1,656,162.00	1,656,162.00	0.00	0.00%
69	0332	Fuel Oil	(14,644.65)	5,000.00	5,000.00	0.00	0.00%
70	0336	Electricity	3,176,866.01	3,451,082.72	3,451,082.72	0.00	0.00%
71	0337	Water & Sewer	665,793.45	650,000.00	650,000.00	0.00	0.00%
72	0341	Pupil Travel	8,400,141.64	8,438,117.90	8,438,117.90	0.00	0.00%
73	0342	Employee Travel Local	137,038.76	164,450.40	164,000.40	(450.00)	-0.27%
74	0343	Contracted Service Travel	483,454.00	707,000.00	707,000.00	0.00	0.00%
75	0344	Employee Trav-Conferences	578,914.31	605,082.66	605,314.72	232.06	0.04%
76	0345	Pupil Field Trips Lodge & Food	18,000.09	0.00	0.00	0.00	0.00%
77	0347	Trans Parent Contracts	274,656.77	280,000.00	280,000.00	0.00	0.00%
78	0348	Vehicle Fuel	84,786.93	118,500.00	118,500.00	0.00	0.00%
79	0349	Taxi Cab Transportation	42,006.75	21,293.71	21,293.71	0.00	0.00%
80	0351	Advertising	31,903.16	27,750.00	27,250.00	(500.00)	-1.80%
81	0352	Page Systems	24,081.51	30,000.00	30,000.00	0.00	0.00%
82	0353	Postage	215,116.23	223,965.74	223,524.16	(441.58)	-0.20%
83	0354	Printing & Binding	274,920.21	118,677.36	120,445.49	1,768.13	1.49%
84	0355	Telephone	436,510.74	686,411.69	596,533.19	(89,878.50)	-13.09%
85	0356	Quick Copy Service	(15,227.36)	10,419.00	10,419.00	0.00	0.00%
86	0358	On-line communications	255.00	0.00	0.00	0.00	0.00%
87	0370	Educ Svcs-Non Govt Agency	3,094,785.76	3,601,719.00	3,601,219.00	(500.00)	-0.01%
88	0381	Payment To Municipality	152,407.23	125,000.00	125,000.00	0.00	0.00%
89	0382	Interdistrict Pymt In Wl	8,917,734.23	8,765,922.00	8,949,587.00	183,665.00	2.10%
90	0385	Pymnt Intermediate Units	11,467.32	0.00	0.00	0.00	0.00%
91	0386	Payment To CESA	600.00	0.00	0.00	0.00	0.00%
92	0387	Payment To State	448,720.24	1,057,478.32	2,577,782.32	1,520,304.00	143.77%
93	0389	Payment To WTCS District	293,584.93	351,643.00	346,643.00	(5,000.00)	-1.42%
<b>94</b>	<b>Total</b>	<b>03XX Purch Svcs</b>	<b>37,320,916.02</b>	<b>42,890,221.08</b>	<b>43,473,216.22</b>	<b>582,995.14</b>	<b>1.36%</b>
95	0401	ELM	0.00	1,781,702.00	1,781,702.00	0.00	0.00%
96	0411	General Supplies	3,292,077.77	3,946,806.04	3,434,981.64	(511,824.40)	-12.97%
97	0412	Workbooks	29,014.13	1,241.31	1,241.31	0.00	0.00%

## Madison Metropolitan School District Expenditures by Fund and Object 2018-2019 Proposed Budget

*Note: Includes all Budgeted Funds and Interfund Transfers*

2018-2019 Budgets by Fund/Object			2016-2017	2017-2018	2018-2019	2018-2019	2018-2019
			Expenditures	Fall Budget	Proposed Budget	Incr/Decr	% Chg
98	0413	Computer Supplies	2,245.29	0.00	0.00	0.00	0.00%
99	0415	Food	305,532.72	143,403.15	143,403.15	0.00	0.00%
100	0416	Medical Supplies	84,087.92	102,401.77	102,401.77	0.00	0.00%
101	0417	Paper	357,195.87	418,597.10	419,907.99	1,310.89	0.31%
102	0418	Fuel For Vehicles	122,779.07	185,000.00	185,000.00	0.00	0.00%
103	0420	Apparel	66,196.21	85,439.06	40,439.06	(45,000.00)	-52.67%
104	0431	Audiovisual Media	1,519.15	4,940.09	4,940.09	0.00	0.00%
105	0432	Library Books	324,205.99	301,336.00	315,906.98	14,570.98	4.84%
106	0433	Newspapers	5,548.88	4,188.91	4,138.91	(50.00)	-1.19%
107	0434	Periodicals	38,399.07	25,836.41	25,707.41	(129.00)	-0.50%
108	0435	Instr Computer Software	343,043.37	258,926.43	258,926.43	0.00	0.00%
109	0439	Other Media	725,580.05	876,281.34	861,894.36	(14,386.98)	-1.64%
110	0440	Non-Capital Equipment	518,013.51	302,193.39	304,193.39	2,000.00	0.66%
111	0448	Other Non-Capital Equip	0.00	1,000.00	1,000.00	0.00	0.00%
112	0450	Resale	10,866.79	0.00	0.00	0.00	0.00%
113	0460	Equipment Components	1,014.50	418.00	418.00	0.00	0.00%
114	0470	Textbooks	1,607,683.22	27,632.33	27,632.33	0.00	0.00%
115	0480	Non-Instr Comp Software	905,941.59	954,350.08	1,124,586.78	170,236.70	17.84%
116	0490	Non-Instr Reference Matls	30,171.98	34,252.95	34,252.95	0.00	0.00%
<b>117</b>	<b>Total</b>	<b>04XX Non-Capital</b>	<b>8,771,117.08</b>	<b>9,455,946.36</b>	<b>9,072,674.55</b>	<b>(383,271.81)</b>	<b>-4.05%</b>
118	0517	Site Rental	1,205.00	0.00	0.00	0.00	0.00%
119	0551	Equipment - Addition	678,247.31	463,420.27	265,420.27	(198,000.00)	-42.73%
120	0558	Computers	528,651.99	509,412.40	504,412.40	(5,000.00)	-0.98%
121	0559	Computer Peripherals	160,312.05	92,875.14	87,875.14	(5,000.00)	-5.38%
122	0561	Equipment - Replacement	158,689.13	126,779.39	129,779.39	3,000.00	2.37%
123	0563	Equip-Replac-Fixed Asset	168,979.01	220,000.00	220,000.00	0.00	0.00%
124	0570	Equipment-Rental	2,093,422.38	2,895,360.93	3,520,360.93	625,000.00	21.59%
<b>125</b>	<b>Total</b>	<b>05XX Capital Purch</b>	<b>3,789,506.87</b>	<b>4,307,848.13</b>	<b>4,727,848.13</b>	<b>420,000.00</b>	<b>9.75%</b>
126	0678	Principal-Capital Leases	221,920.64	245,650.00	245,650.00	0.00	0.00%
127	0682	Interest-Temporary Notes	583,797.71	668,158.00	668,158.00	0.00	0.00%
128	0688	Interest-Capital Leases	6,508.26	11,095.00	11,095.00	0.00	0.00%
129	0691	Other Debt Retirement	5,100.00	3,000.00	3,000.00	0.00	0.00%
<b>130</b>	<b>Total</b>	<b>06XX Debt Payments</b>	<b>817,326.61</b>	<b>927,903.00</b>	<b>927,903.00</b>	<b>0.00</b>	<b>0.00%</b>
131	0711	District Liability Ins	283,384.96	328,770.00	328,770.00	0.00	0.00%
132	0712	District Property Ins	449,660.00	449,500.00	449,500.00	0.00	0.00%
133	0713	Worker's Compensation	1,892,456.24	1,827,155.00	1,752,155.00	(75,000.00)	-4.10%
134	0720	Judgements & Settlements	14,608.21	29,600.00	29,600.00	0.00	0.00%
135	0731	Unemployment Comp-Teacher	20,578.23	10,500.00	10,500.00	0.00	0.00%
136	0732	Unemploy Comp-Sub Teacher	1,444.04	7,000.00	7,000.00	0.00	0.00%
137	0733	Unemploy Comp-Ed Assist.	9,410.26	8,500.00	8,500.00	0.00	0.00%
138	0734	Unemploy Comp-Clerical	7,761.23	8,000.00	8,000.00	0.00	0.00%
139	0735	Unemploy Comp-Cust/Trades	2,587.56	5,200.00	5,200.00	0.00	0.00%
140	0736	Unemploy Comp-Food Svc	2,244.59	5,000.00	5,000.00	0.00	0.00%
141	0737	Unemploy Comp-Administr.	8,926.05	7,000.00	7,000.00	0.00	0.00%
142	0738	Unemploy Comp-Recreation	4,130.59	6,000.00	6,000.00	0.00	0.00%
<b>143</b>	<b>Total</b>	<b>07XX Insurance</b>	<b>2,697,191.96</b>	<b>2,692,225.00</b>	<b>2,617,225.00</b>	<b>(75,000.00)</b>	<b>-2.79%</b>
144	0827	Special Education	48,559,865.32	51,160,933.59	52,551,047.49	1,390,113.90	2.72%
145	0850	Food Service	41,224.51	0.00	0.00	0.00	0.00%
<b>146</b>	<b>Total</b>	<b>08XX Transfers</b>	<b>48,601,089.83</b>	<b>51,160,933.59</b>	<b>52,551,047.49</b>	<b>1,390,113.90</b>	<b>2.72%</b>

## Madison Metropolitan School District Expenditures by Fund and Object 2018-2019 Proposed Budget

*Note: Includes all Budgeted Funds and Interfund Transfers*

2018-2019 Budgets by Fund/Object			2016-2017	2017-2018	2018-2019	2018-2019	2018-2019
			Expenditures	Fall Budget	Proposed Budget	Incr/Decr	% Chg
147	0910	Taxes	0.00	100.00	100.00	0.00	0.00%
148	0932	Share Rev To Non-Govt Entities	16,619.00	0.00	0.00	0.00	0.00%
149	0936	Transit Of St Handic Aid	0.00	10,000.00	10,000.00	0.00	0.00%
150	0941	Organizational Dues	94,412.54	96,134.31	96,134.31	0.00	0.00%
151	0943	Entry Fees/Royalties	77,864.99	48,200.88	48,200.88	0.00	0.00%
152	0944	Bank Service Charges	43,254.78	46,000.00	46,000.00	0.00	0.00%
153	0962	Inventory Adjustment	2,976.88	0.00	0.00	0.00	0.00%
154	0969	Other Adjustments	11,876.80	2,000.00	2,000.00	0.00	0.00%
155	0970	Clearing	0.00	0.00	0.00	0.00	0.00%
156	0972	Non-Aidable Refund Paymt	722,257.08	500,000.00	500,000.00	0.00	0.00%
157	0990	Miscellaneous	50,922.93	1,291,636.46	1,176,732.24	(114,904.22)	-8.90%
158	0991	Scholarships	1,751.00	0.00	0.00	0.00	0.00%
159	0992	Salary Savings	0.00	0.00	(202,000.00)	(202,000.00)	0.00%
160	0996	Reserve	0.00	336,057.81	658,000.00	321,942.19	95.80%
161	0998	Superint Contingency Fund	0.00	60,000.00	40,000.00	(20,000.00)	-33.33%
<b>162</b>	<b>Total</b>	<b>09XX Dues/Fees/Misc</b>	<b>1,021,936.00</b>	<b>2,390,129.46</b>	<b>2,375,167.43</b>	<b>(14,962.03)</b>	<b>-0.63%</b>
<b>163</b>	<b>Total</b>	<b>Fund 10 General Fund</b>	<b>347,528,230.66</b>	<b>368,812,156.93</b>	<b>380,972,457.90</b>	<b>12,160,300.97</b>	<b>3.30%</b>
<b>Fund 27 Education Services</b>							
164	0101	Teacher-Temp	1,214,143.51	1,390,531.93	1,390,531.93	0.00	0.00%
165	0102	Sub Teacher-Contractual	692,930.93	711,099.00	711,099.00	0.00	0.00%
166	0103	Clerical / Technical-Temp	0.00	300.00	300.00	0.00	0.00%
167	0104	EA / SEA-Temp	709,368.76	990,560.32	990,560.32	0.00	0.00%
168	0109	Misc-Temp	67,706.72	57,704.63	57,704.63	0.00	0.00%
169	0110	Administrative-Perm	630,992.18	750,270.08	778,802.96	28,532.88	3.80%
170	0111	Teacher-Perm	32,906,677.04	34,226,083.77	35,614,264.01	1,388,180.24	4.06%
171	0113	Clerical / Technical-Perm	337,787.44	344,812.81	360,023.31	15,210.50	4.41%
172	0114	EA / HCA-Perm	7,053,949.27	7,635,508.10	7,400,877.91	(234,630.19)	-3.07%
173	0118	PermNon-Union Professional	15,197.34	0.00	0.00	0.00	0.00%
174	0119	Misc-Perm	1,934,384.04	1,975,286.64	2,068,949.22	93,662.58	4.74%
175	0121	Sub SEA-Contractual	58,543.58	0.00	0.00	0.00	0.00%
176	0122	Sub Teacher-Administrativ	205,060.03	190,578.53	190,578.53	0.00	0.00%
177	0124	Sub SEA Floater	206,671.57	345,159.39	359,746.32	14,586.93	4.23%
178	0126	Time Limited EA/SEA	338,119.84	168,609.00	168,609.00	0.00	0.00%
179	0163	Clerical OT	10,824.96	25,000.00	25,000.00	0.00	0.00%
180	0164	Ed Asst OT	1,024.26	0.00	0.00	0.00	0.00%
181	0169	Other OT	7,698.75	0.00	0.00	0.00	0.00%
<b>182</b>	<b>Total</b>	<b>01XX Salaries</b>	<b>46,391,080.22</b>	<b>48,811,504.20</b>	<b>50,117,047.14</b>	<b>1,305,542.94</b>	<b>2.67%</b>
183	0212	Employer's Share WRS	2,995,033.89	2,980,375.48	2,998,691.91	18,316.43	0.61%
184	0214	Employer WRS Rate Temp	0.00	157,277.73	157,277.73	0.00	0.00%
185	0220	Social Security	3,489,437.48	3,402,157.78	3,496,633.30	94,475.52	2.78%
186	0222	Social Security Rate Temp	0.00	203,479.48	203,479.48	0.00	0.00%
187	0230	Life Insurance	108,155.99	117,273.76	118,880.77	1,607.01	1.37%
188	0240	Health Insurance	13,406,374.10	13,357,218.75	13,683,802.48	326,583.73	2.44%
189	0243	Dental Insurance	732,014.02	770,550.93	793,523.52	22,972.59	2.98%
190	0250	Other Insurance	496,770.82	0.00	0.00	0.00	0.00%
191	0251	Long Term Disability Ins	304,417.27	285,897.40	273,487.31	(12,410.09)	-4.34%
192	0291	College Credit Reimbursement	2,000.00	15,000.00	15,000.00	0.00	0.00%
<b>193</b>	<b>Total</b>	<b>02XX Benefits</b>	<b>21,534,203.57</b>	<b>21,289,231.31</b>	<b>21,740,776.50</b>	<b>451,545.19</b>	<b>2.12%</b>
194	0310	Personal Svs-Prof/Tec/Official	326,095.00	495,900.00	495,900.00	0.00	0.00%

## Madison Metropolitan School District Expenditures by Fund and Object 2018-2019 Proposed Budget

*Note: Includes all Budgeted Funds and Interfund Transfers*

2018-2019 Budgets by Fund/Object			2016-2017	2017-2018	2018-2019	2018-2019	2018-2019
			Expenditures	Fall Budget	Proposed Budget	Incr/Decr	% Chg
195	0314	Personal Services Consult	8,200.00	12,000.00	12,000.00	0.00	0.00%
196	0322	Building Maintenance	2,070.26	68,000.00	68,000.00	0.00	0.00%
197	0324	Equipment Repair Svcs	3,119.26	9,800.00	9,800.00	0.00	0.00%
198	0328	Space Rental-Events/Mtgs	0.00	33,100.00	33,100.00	0.00	0.00%
199	0329	Space Rental - Long Term	0.00	20,000.00	20,000.00	0.00	0.00%
200	0341	Pupil Travel	3,892,389.27	3,986,240.00	3,986,240.00	0.00	0.00%
201	0342	Employee Travel Local	151,069.41	170,050.00	170,050.00	0.00	0.00%
202	0344	Employee Trav-Conferences	101,753.68	131,844.00	131,844.00	0.00	0.00%
203	0349	Taxi Cab Transportation	1,701.55	300.00	300.00	0.00	0.00%
204	0353	Postage	503.66	800.00	800.00	0.00	0.00%
205	0354	Printing & Binding	915.77	12,900.00	12,900.00	0.00	0.00%
206	0355	Telephone	18,193.36	200.00	200.00	0.00	0.00%
207	0356	Quick Copy Service	15,239.71	27,500.00	27,500.00	0.00	0.00%
208	0358	On-line communications	467.88	11,200.00	11,200.00	0.00	0.00%
209	0360	Information Technology	55,250.00	0.00	0.00	0.00	0.00%
210	0370	Educ Svcs-Non Govt Agency	144,253.04	171,999.98	171,999.98	0.00	0.00%
211	0382	Interdistrict Pymt In WI	0.00	0.00	0.00	0.00	0.00%
212	0386	Payment To CESA	1,000.00	0.00	0.00	0.00	0.00%
213	0387	Payment To State	17,040.18	1,000.00	1,000.00	0.00	0.00%
214	0389	Payment To WTCS District	521.15	0.00	0.00	0.00	0.00%
<b>215</b>	<b>Total</b>	<b>03XX Purch Svcs</b>	<b>4,739,783.18</b>	<b>5,152,833.98</b>	<b>5,152,833.98</b>	<b>0.00</b>	<b>0.00%</b>
216	0411	General Supplies	271,805.28	401,669.00	401,669.00	0.00	0.00%
217	0412	Workbooks	525.00	0.00	0.00	0.00	0.00%
218	0415	Food	10,632.17	8,000.00	8,000.00	0.00	0.00%
219	0433	Newspapers	0.00	300.00	300.00	0.00	0.00%
220	0434	Periodicals	181.28	9,550.00	9,550.00	0.00	0.00%
221	0435	Instr Computer Software	22,390.55	56,000.00	56,000.00	0.00	0.00%
222	0439	Other Media	188,186.07	241,676.00	241,676.00	0.00	0.00%
223	0440	Non-Capital Equipment	124,264.43	201,100.00	201,100.00	0.00	0.00%
224	0480	Non-Instr Comp Software	0.00	0.00	0.00	0.00	0.00%
225	0490	Non-Instr Reference Matls	0.00	300.00	300.00	0.00	0.00%
<b>226</b>	<b>Total</b>	<b>04XX Non-Capital</b>	<b>617,984.78</b>	<b>918,595.00</b>	<b>918,595.00</b>	<b>0.00</b>	<b>0.00%</b>
227	0537	Long Term Rental	20,000.00	0.00	0.00	0.00	0.00%
228	0542	Building Improve Replace	51,895.00	0.00	0.00	0.00	0.00%
229	0551	Equipment - Addition	0.00	0.00	0.00	0.00	0.00%
230	0558	Computers	0.00	10,000.00	10,000.00	0.00	0.00%
231	0559	Computer Peripherals	0.00	5,000.00	5,000.00	0.00	0.00%
<b>232</b>	<b>Total</b>	<b>05XX Capital Purch</b>	<b>71,895.00</b>	<b>15,000.00</b>	<b>15,000.00</b>	<b>0.00</b>	<b>0.00%</b>
233	0713	Worker's Compensation	12,196.34	404,950.00	404,950.00	0.00	0.00%
<b>234</b>	<b>Total</b>	<b>07XX Insurance</b>	<b>12,196.34</b>	<b>404,950.00</b>	<b>404,950.00</b>	<b>0.00</b>	<b>0.00%</b>
235	0810	General	163,840.70	166,555.80	166,555.80	0.00	0.00%
<b>236</b>	<b>Total</b>	<b>08XX Transfers</b>	<b>163,840.70</b>	<b>166,555.80</b>	<b>166,555.80</b>	<b>0.00</b>	<b>0.00%</b>
237	0936	Transit Of St Handic Aid	64,169.16	0.00	0.00	0.00	0.00%
238	0941	Organizational Dues	18,155.00	23,900.00	23,900.00	0.00	0.00%
239	0942	Employee Dues/Fees	0.00	9,180.00	9,180.00	0.00	0.00%
240	0943	Entry Fees/Royalties	472.89	0.00	0.00	0.00	0.00%
241	0949	Other Dues and Fees	33,479.78	0.00	0.00	0.00	0.00%
<b>242</b>	<b>Total</b>	<b>09XX Dues/Fees/Misc</b>	<b>116,276.83</b>	<b>33,080.00</b>	<b>33,080.00</b>	<b>0.00</b>	<b>0.00%</b>
<b>243</b>	<b>Total</b>	<b>Fund 27 Education Services</b>	<b>73,647,260.62</b>	<b>76,791,750.29</b>	<b>78,548,838.42</b>	<b>1,757,088.13</b>	<b>2.29%</b>

## Madison Metropolitan School District Expenditures by Fund and Object 2018-2019 Proposed Budget

*Note: Includes all Budgeted Funds and Interfund Transfers*

2018-2019 Budgets by Fund/Object			2016-2017	2017-2018	2018-2019	2018-2019	2018-2019
			Expenditures	Fall Budget	Proposed Budget	Incr/Decr	% Chg
<b>Fund 30 Debt Service</b>							
244	0673	Principal-Long-Term Notes	4,160,000.00	3,890,000.00	4,010,000.00	120,000.00	3.08%
245	0675	Principal-Long-Term Bonds	2,760,000.00	2,865,000.00	2,965,000.00	100,000.00	3.49%
246	0683	Interest-Long-Term Notes	1,216,937.50	1,133,737.50	1,017,037.50	(116,700.00)	-10.29%
247	0685	Interest-Long-Term Bonds	637,537.50	514,787.50	426,087.50	(88,700.00)	-17.23%
<b>248</b>	<b>Total</b>	<b>06XX Debt Payments</b>	<b>8,774,475.00</b>	<b>8,403,525.00</b>	<b>8,418,125.00</b>	<b>14,600.00</b>	<b>0.17%</b>
<b>249</b>	<b>Total</b>	<b>Fund 30 Debt Service</b>	<b>8,774,475.00</b>	<b>8,403,525.00</b>	<b>8,418,125.00</b>	<b>14,600.00</b>	<b>0.17%</b>
<b>Fund 38 Non-Ref Debt Service Fund</b>							
250	0673	Principal-Long-Term Notes	840,000.00	860,000.00	885,000.00	25,000.00	2.91%
251	0674	Principal-State Trust Fun	180,099.79	188,716.00	301,445.00	112,729.00	59.73%
252	0675	Principal-Long-Term Bonds	2,155,000.00	2,300,000.00	2,450,000.00	150,000.00	6.52%
253	0683	Interest-Long-Term Notes	171,032.23	175,950.00	156,225.00	(19,725.00)	-11.21%
254	0684	Interest-St Trust Fd	26,115.31	17,499.00	30,596.00	13,097.00	74.84%
255	0685	Interest-Long-Term Bonds	872,062.50	790,364.00	703,014.00	(87,350.00)	-11.05%
<b>256</b>	<b>Total</b>	<b>06XX Debt Payments</b>	<b>4,244,309.83</b>	<b>4,332,529.00</b>	<b>4,526,280.00</b>	<b>193,751.00</b>	<b>4.47%</b>
<b>257</b>	<b>Total</b>	<b>Fund 38 Non-Ref Debt Service Fund</b>	<b>4,244,309.83</b>	<b>4,332,529.00</b>	<b>4,526,280.00</b>	<b>193,751.00</b>	<b>4.47%</b>
<b>Fund 41 Capital Expansion Fund</b>							
258	0110	Administrative-Perm	0.00	117,146.70	121,748.82	4,602.12	3.93%
259	0116	Maint / Trades-Perm	0.00	826,842.46	856,047.01	29,204.55	3.53%
260	0118	PermNon-Union Professional	0.00	29,197.76	33,136.43	3,938.67	13.49%
261	0166	Trades OT	0.00	0.00	0.00	0.00	0.00%
<b>262</b>	<b>Total</b>	<b>01XX Salaries</b>	<b>0.00</b>	<b>973,186.92</b>	<b>1,010,932.26</b>	<b>37,745.34</b>	<b>3.88%</b>
263	0212	Employer's Share WRS	0.00	65,690.18	66,721.33	1,031.15	1.57%
264	0220	Social Security	0.00	73,378.00	76,411.18	3,033.18	4.13%
265	0230	Life Insurance	0.00	4,418.26	4,355.39	(62.87)	-1.42%
266	0240	Health Insurance	0.00	232,023.32	222,364.92	(9,658.40)	-4.16%
267	0243	Dental Insurance	0.00	13,063.95	12,774.63	(289.32)	-2.21%
268	0251	Long Term Disability Ins	0.00	5,703.56	5,319.80	(383.76)	-6.73%
<b>269</b>	<b>Total</b>	<b>02XX Benefits</b>	<b>0.00</b>	<b>394,277.27</b>	<b>387,947.25</b>	<b>(6,330.02)</b>	<b>-1.61%</b>
270	0321	Site Maintenance	186,531.78	0.00	0.00	0.00	0.00%
271	0322	Building Maintenance	2,578,956.20	3,626,220.81	8,594,805.49	4,968,584.68	137.02%
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>2,765,487.98</b>	<b>3,627,720.81</b>	<b>8,596,305.49</b>	<b>4,968,584.68</b>	<b>136.96%</b>
274	0411	General Supplies	309.06	0.00	0.00	0.00	0.00%
275	0440	Non-Capital Equipment	17.26	0.00	0.00	0.00	0.00%
<b>276</b>	<b>Total</b>	<b>04XX Non-Capital</b>	<b>326.32</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00%</b>
277	0713	Worker's Compensation	0.00	4,815.00	4,815.00	0.00	0.00%
<b>278</b>	<b>Total</b>	<b>07XX Insurance</b>	<b>0.00</b>	<b>4,815.00</b>	<b>4,815.00</b>	<b>0.00</b>	<b>0.00%</b>
<b>279</b>	<b>Total</b>	<b>Fund 41 Capital Expansion Fund</b>	<b>2,765,814.30</b>	<b>5,000,000.00</b>	<b>10,000,000.00</b>	<b>5,000,000.00</b>	<b>100.00%</b>
<b>Fund 42 2015 Referendum</b>							
280	0311	Architech & Engineer Fees	537,325.21	0.00	0.00	0.00	0.00%
281	0322	Building Maintenance	15,088,434.64	6,878,204.61	0.00	(6,878,204.61)	-100.00%
282	0329	Space Rental - Long Term	650.00	0.00	0.00	0.00	0.00%
<b>283</b>	<b>Total</b>	<b>03XX Purch Svcs</b>	<b>15,626,409.85</b>	<b>6,878,204.61</b>	<b>0.00</b>	<b>(6,878,204.61)</b>	<b>-100.00%</b>
284	0440	Non-Capital Equipment	155,790.87	0.00	0.00	0.00	0.00%
<b>285</b>	<b>Total</b>	<b>04XX Non-Capital</b>	<b>155,790.87</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00%</b>
286	0551	Equipment - Addition	(201,454.26)	0.00	0.00	0.00	0.00%
287	0558	Computers	0.00	1,554,969.62	0.00	(1,554,969.62)	-100.00%
<b>288</b>	<b>Total</b>	<b>05XX Capital Purch</b>	<b>(201,454.26)</b>	<b>1,554,969.62</b>	<b>0.00</b>	<b>(1,554,969.62)</b>	<b>-100.00%</b>



## Madison Metropolitan School District Expenditures by Fund and Object 2018-2019 Proposed Budget

*Note: Includes all Budgeted Funds and Interfund Transfers*

2018-2019 Budgets by Fund/Object			2016-2017	2017-2018	2018-2019	2018-2019	2018-2019
			Expenditures	Fall Budget	Proposed Budget	Incr/Decr	% Chg
289	0711	District Liability Ins	5,000.00	5,000.00	0.00	(5,000.00)	-100.00%
<b>290</b>	<b>Total</b>	<b>07XX Insurance</b>	<b>5,000.00</b>	<b>5,000.00</b>	<b>0.00</b>	<b>(5,000.00)</b>	<b>-100.00%</b>
<b>291</b>	<b>Total</b>	<b>Fund 42 2015 Referendum</b>	<b>15,585,746.46</b>	<b>8,438,174.23</b>	<b>0.00</b>	<b>(8,438,174.23)</b>	<b>-100.00%</b>
<b>Fund 50 Food Service</b>							
292	0100	Administrative Temp	9,150.00	21,868.00	0.00	(21,868.00)	-100.00%
293	0103	Clerical / Technical-Temp	0.00	14,319.34	0.00	(14,319.34)	-100.00%
294	0105	Cust / Operation-Temp	0.00	505.00	0.00	(505.00)	-100.00%
295	0107	Food Service-Temp	155,466.20	122,714.00	120,373.00	(2,341.00)	-1.91%
296	0110	Administrative-Perm	187,093.82	192,623.57	200,190.79	7,567.22	3.93%
297	0113	Clerical / Technical-Perm	52,344.44	68,014.13	80,698.48	12,684.35	18.65%
298	0115	Cust / Operation-Perm	253,439.89	281,737.04	296,488.67	14,751.63	5.24%
299	0117	Food Service-Permanent	2,103,348.78	2,580,357.04	2,712,577.32	132,220.28	5.12%
300	0118	PermNon-Union Professional	214,106.23	248,058.40	257,803.39	9,744.99	3.93%
301	0135	Cust O/T-Snow Plowing	6,029.96	0.00	0.00	0.00	0.00%
302	0136	Cust O/T-Facility Rentals	0.00	0.00	0.00	0.00	0.00%
303	0137	Cust O/T-MSCR Programming	0.00	0.00	0.00	0.00	0.00%
304	0138	Cust O/T-Emergency Maint.	243.74	0.00	0.00	0.00	0.00%
305	0163	Clerical OT	872.70	0.00	0.00	0.00	0.00%
306	0165	Custodial OT	17,803.22	0.00	0.00	0.00	0.00%
307	0167	Food Svcs OT	22,054.21	0.00	0.00	0.00	0.00%
<b>308</b>	<b>Total</b>	<b>01XX Salaries</b>	<b>3,021,953.19</b>	<b>3,530,196.52</b>	<b>3,668,131.65</b>	<b>137,935.13</b>	<b>3.91%</b>
309	0212	Employer's Share WRS	178,875.69	166,296.98	186,359.54	20,062.56	12.06%
310	0214	Employer WRS Rate Temp	0.00	10,693.60	8,029.00	(2,664.60)	-24.92%
311	0220	Social Security	229,148.39	253,979.38	266,884.19	12,904.81	5.08%
312	0222	Social Security Rate Temp	0.00	12,195.06	9,208.00	(2,987.06)	-24.49%
313	0230	Life Insurance	7,547.83	10,771.83	10,844.89	73.06	0.68%
314	0240	Health Insurance	1,323,602.84	1,559,252.24	1,564,803.85	5,551.61	0.36%
315	0243	Dental Insurance	68,295.36	86,156.58	87,862.82	1,706.24	1.98%
316	0251	Long Term Disability Ins	16,387.65	18,612.80	18,631.36	18.56	0.10%
<b>317</b>	<b>Total</b>	<b>02XX Benefits</b>	<b>1,823,857.76</b>	<b>2,117,958.47</b>	<b>2,152,623.65</b>	<b>34,665.18</b>	<b>1.64%</b>
318	0310	Personal Svcs-Prof/Tec/Official	13,359.39	0.00	0.00	0.00	0.00%
319	0318	Pers Svcs Clerical-Temp	7,512.62	5,200.00	9,000.00	3,800.00	73.08%
320	0322	Building Maintenance	3,685.72	20,000.00	5,000.00	(15,000.00)	-75.00%
321	0323	Purchased Svcs Operation	48,852.25	36,000.00	39,000.00	3,000.00	8.33%
322	0324	Equipment Repair Svcs	72,513.26	64,746.00	56,000.00	(8,746.00)	-13.51%
323	0329	Space Rental - Long Term	0.00	0.00	0.00	0.00	0.00%
324	0331	Gas	4,771.06	25,000.00	16,000.00	(9,000.00)	-36.00%
325	0336	Electricity	37,174.36	38,000.00	41,000.00	3,000.00	7.89%
326	0337	Water & Sewer	13,400.82	17,000.00	16,000.00	(1,000.00)	-5.88%
327	0342	Employee Travel Local	16,921.24	13,500.00	16,900.00	3,400.00	25.19%
328	0344	Employee Trav-Conferences	2,046.04	0.00	0.00	0.00	0.00%
329	0351	Advertising	785.00	0.00	0.00	0.00	0.00%
330	0354	Printing & Binding	52.06	2,000.00	1,500.00	(500.00)	-25.00%
331	0355	Telephone	472.42	1,400.00	1,200.00	(200.00)	-14.29%
332	0381	Payment To Municipality	20,360.00	16,500.00	18,000.00	1,500.00	9.09%
333	0387	Payment To State	8,285.66	12,000.00	9,000.00	(3,000.00)	-25.00%
<b>334</b>	<b>Total</b>	<b>03XX Purch Svcs</b>	<b>250,191.90</b>	<b>251,346.00</b>	<b>228,600.00</b>	<b>(22,746.00)</b>	<b>-9.05%</b>
335	0411	General Supplies	366,696.31	418,696.28	403,460.00	(15,236.28)	-3.64%
336	0415	Food	4,398,103.86	4,368,803.51	4,257,315.26	(111,488.25)	-2.55%



## Madison Metropolitan School District Expenditures by Fund and Object 2018-2019 Proposed Budget

*Note: Includes all Budgeted Funds and Interfund Transfers*

2018-2019 Budgets by Fund/Object			2016-2017	2017-2018	2018-2019	2018-2019	2018-2019
			Expenditures	Fall Budget	Proposed Budget	Incr/Decr	% Chg
337	0420	Apparel	20,925.73	21,800.00	21,000.00	(800.00)	-3.67%
338	0434	Periodicals	0.00	0.00	0.00	0.00	0.00%
339	0440	Non-Capital Equipment	19,275.81	22,000.00	21,000.00	(1,000.00)	-4.55%
340	0480	Non-Instr Comp Software	40,457.95	39,000.00	41,000.00	2,000.00	5.13%
<b>341</b>	<b>Total</b>	<b>04XX Non-Capital</b>	<b>4,845,459.66</b>	<b>4,870,299.79</b>	<b>4,743,775.26</b>	<b>(126,524.53)</b>	<b>-2.60%</b>
342	0551	Equipment - Addition	227,864.50	125,000.00	127,000.00	2,000.00	1.60%
343	0558	Computers	0.00	20,000.00	20,000.00	0.00	0.00%
344	0559	Computer Peripherals	0.00	0.00	0.00	0.00	0.00%
345	0561	Equipment - Replacement	345.00	2,500.00	1,000.00	(1,500.00)	-60.00%
346	0563	Equip-Replac-Fixed Asset	98,865.50	0.00	0.00	0.00	0.00%
347	0570	Equipment-Rental	0.00	2,500.00	1,000.00	(1,500.00)	-60.00%
<b>348</b>	<b>Total</b>	<b>05XX Capital Purch</b>	<b>327,075.00</b>	<b>150,000.00</b>	<b>149,000.00</b>	<b>(1,000.00)</b>	<b>-0.67%</b>
349	0713	Worker's Compensation	33,632.64	21,280.00	21,280.00	0.00	0.00%
<b>350</b>	<b>Total</b>	<b>07XX Insurance</b>	<b>33,632.64</b>	<b>21,280.00</b>	<b>21,280.00</b>	<b>0.00</b>	<b>0.00%</b>
351	0942	Employee Dues/Fees	688.00	0.00	0.00	0.00	0.00%
352	0992	Salary Savings	0.00	0.00	(200,000.00)	(200,000.00)	0.00%
<b>353</b>	<b>Total</b>	<b>09XX Dues/Fees/Misc</b>	<b>688.00</b>	<b>0.00</b>	<b>(200,000.00)</b>	<b>(200,000.00)</b>	<b>0.00%</b>
<b>354</b>	<b>Total</b>	<b>Fund 50 Food Service</b>	<b>10,302,858.15</b>	<b>10,941,080.78</b>	<b>10,763,410.56</b>	<b>(177,670.22)</b>	<b>-1.62%</b>
<b>Fund 80 Community Service</b>							
355	0101	Teacher-Temp	3,567.43	13,800.00	13,800.00	0.00	0.00%
356	0103	Clerical / Technical-Temp	15,652.74	3,000.00	3,000.00	0.00	0.00%
357	0104	EA / SEA-Temp	1,322.45	2,198.00	2,198.00	0.00	0.00%
358	0105	Cust / Operation-Temp	0.00	875.00	875.00	0.00	0.00%
359	0109	Misc-Temp	3,814,471.82	4,418,953.00	4,418,953.00	0.00	0.00%
360	0110	Administrative-Perm	629,324.62	637,464.38	662,507.22	25,042.84	3.93%
361	0111	Teacher-Perm	215,675.31	227,583.28	249,541.97	21,958.69	9.65%
362	0113	Clerical / Technical-Perm	1,291,010.03	1,442,332.24	1,467,503.03	25,170.79	1.75%
363	0114	EA / HCA-Perm	110,743.17	132,357.81	140,194.05	7,836.24	5.92%
364	0115	Cust / Operation-Perm	479,138.21	547,131.10	541,270.88	(5,860.22)	-1.07%
365	0118	PermNon-Union Professional	2,390,899.10	2,530,095.92	2,636,025.94	105,930.02	4.19%
366	0136	Cust O/T-School Activities	0.00	0.00	0.00	0.00	0.00%
367	0138	Cust O/T-MSCR Programming	8,938.72	0.00	0.00	0.00	0.00%
368	0141	Security	31,191.66	61,900.38	61,719.36	(181.02)	-0.29%
369	0161	Security OT	925.42	0.00	0.00	0.00	0.00%
370	0163	Clerical OT	8,709.34	12,626.45	12,626.45	0.00	0.00%
371	0164	Ed Asst OT	2,422.11	0.00	0.00	0.00	0.00%
372	0165	Custodial OT	2,196.49	0.00	0.00	0.00	0.00%
373	0169	Other OT	52,495.73	0.00	0.00	0.00	0.00%
<b>374</b>	<b>Total</b>	<b>01XX Salaries</b>	<b>9,058,684.35</b>	<b>10,030,317.56</b>	<b>10,210,214.90</b>	<b>179,897.34</b>	<b>1.79%</b>
375	0212	Employer's Share WRS	432,346.98	369,900.82	376,308.80	6,407.98	1.73%
376	0214	Employer WRS Rate Temp	0.00	150,849.20	150,849.20	0.00	0.00%
377	0220	Social Security	685,617.61	420,173.03	433,672.74	13,499.71	3.21%
378	0222	Social Security Rate Temp	0.00	326,797.72	326,797.72	0.00	0.00%
379	0230	Life Insurance	11,599.69	13,202.55	12,806.28	(396.27)	-3.00%
380	0240	Health Insurance	1,040,233.58	1,182,574.43	1,175,884.01	(6,690.42)	-0.57%
381	0243	Dental Insurance	64,829.36	72,376.71	71,564.22	(812.49)	-1.12%
382	0251	Long Term Disability Ins	37,114.84	33,739.36	32,131.11	(1,608.25)	-4.77%
<b>383</b>	<b>Total</b>	<b>02XX Benefits</b>	<b>2,271,742.06</b>	<b>2,569,613.82</b>	<b>2,580,014.08</b>	<b>10,400.26</b>	<b>0.40%</b>
384	0310	Personal Svs-Prof/Tec/Official	853,125.91	781,600.00	815,600.00	34,000.00	4.35%

## Madison Metropolitan School District Expenditures by Fund and Object 2018-2019 Proposed Budget

*Note: Includes all Budgeted Funds and Interfund Transfers*

2018-2019 Budgets by Fund/Object			2016-2017	2017-2018	2018-2019	2018-2019	2018-2019
			Expenditures	Fall Budget	Proposed Budget	Incr/Decr	% Chg
385	0314	Personal Services Consult	(200.00)	0.00	0.00	0.00	0.00%
386	0315	Employee Health Exams	1,379.00	1,000.00	1,000.00	0.00	0.00%
387	0317	Pers Svcs Clerical-Perm	0.00	0.00	0.00	0.00	0.00%
388	0321	Site Maintenance	7,842.92	0.00	0.00	0.00	0.00%
389	0322	Building Maintenance	6,126.11	110,000.00	110,000.00	0.00	0.00%
390	0324	Equipment Repair Svcs	10,069.50	9,043.94	9,043.94	0.00	0.00%
391	0327	Vehicle Repair Svcs	354.27	1,250.00	1,250.00	0.00	0.00%
392	0328	Space Rental-Events/Mtgs	3,408.05	1,500.00	1,500.00	0.00	0.00%
393	0329	Space Rental - Long Term	237,118.00	240,600.00	240,600.00	0.00	0.00%
394	0331	Gas	7,981.38	9,500.00	9,500.00	0.00	0.00%
395	0336	Electricity	23,400.33	19,600.00	19,600.00	0.00	0.00%
396	0337	Water & Sewer	0.00	500.00	500.00	0.00	0.00%
397	0341	Pupil Travel	456,060.20	627,000.00	627,000.00	0.00	0.00%
398	0342	Employee Travel Local	35,233.29	38,600.00	38,600.00	0.00	0.00%
399	0344	Employee Trav-Conferences	9,997.06	15,625.00	15,625.00	0.00	0.00%
400	0349	Taxi Cab Transportation	16,473.58	0.00	0.00	0.00	0.00%
401	0351	Advertising	66,264.89	51,000.00	51,000.00	0.00	0.00%
402	0352	Page Systems	45.00	0.00	0.00	0.00	0.00%
403	0353	Postage	29,633.60	2,690.57	2,690.57	0.00	0.00%
404	0354	Printing & Binding	10,340.79	29,970.00	29,970.00	0.00	0.00%
405	0355	Telephone	18,818.08	22,500.00	22,500.00	0.00	0.00%
406	0359	Satellite License	1,625.00	1,650.00	1,650.00	0.00	0.00%
407	0370	Educ Svcs-Non Govt Agency	35,657.30	64,000.00	30,000.00	(34,000.00)	-53.13%
408	0381	Payment To Municipality	107,062.77	122,100.00	122,100.00	0.00	0.00%
<b>409</b>	<b>Total</b>	<b>03XX Purch Svcs</b>	<b>1,937,817.03</b>	<b>2,149,729.51</b>	<b>2,149,729.51</b>	<b>0.00</b>	<b>0.00%</b>
410	0411	General Supplies	290,363.46	387,787.02	387,787.02	0.00	0.00%
411	0415	Food	137,407.50	29,700.00	29,700.00	0.00	0.00%
412	0417	Paper	1,991.87	2,000.00	2,000.00	0.00	0.00%
413	0418	Fuel For Vehicles	3,290.59	6,000.00	6,000.00	0.00	0.00%
414	0420	Apparel	36,862.59	13,800.00	13,800.00	0.00	0.00%
415	0431	Audiovisual Media	0.00	229.95	229.95	0.00	0.00%
416	0433	Newspapers	0.00	0.00	0.00	0.00	0.00%
417	0434	Periodicals	215.00	0.00	0.00	0.00	0.00%
418	0435	Instr Computer Software	1,651.36	7,365.97	7,365.97	0.00	0.00%
419	0440	Non-Capital Equipment	5,864.71	2,000.00	2,000.00	0.00	0.00%
420	0480	Non-Instr Comp Software	15,486.96	11,800.00	11,800.00	0.00	0.00%
<b>421</b>	<b>Total</b>	<b>04XX Non-Capital</b>	<b>493,134.04</b>	<b>460,682.94</b>	<b>460,682.94</b>	<b>0.00</b>	<b>0.00%</b>
422	0541	Building Improve Addition	2,527.21	0.00	0.00	0.00	0.00%
423	0551	Equipment - Addition	47,643.67	8,000.00	8,000.00	0.00	0.00%
424	0558	Computers	16,030.83	5,000.00	5,000.00	0.00	0.00%
425	0559	Computer Peripherals	0.00	2,194.76	2,194.76	0.00	0.00%
426	0561	Equipment - Replacement	3,890.00	0.00	0.00	0.00	0.00%
427	0570	Equipment-Rental	9,863.61	5,850.00	5,850.00	0.00	0.00%
<b>428</b>	<b>Total</b>	<b>05XX Capital Purch</b>	<b>79,955.32</b>	<b>21,044.76</b>	<b>21,044.76</b>	<b>0.00</b>	<b>0.00%</b>
429	0713	Worker's Compensation	62,231.05	50,000.00	50,000.00	0.00	0.00%
<b>430</b>	<b>Total</b>	<b>07XX Insurance</b>	<b>62,231.05</b>	<b>50,000.00</b>	<b>50,000.00</b>	<b>0.00</b>	<b>0.00%</b>
431	0941	Organizational Dues	1,825.00	2,000.00	2,000.00	0.00	0.00%
432	0944	Bank Service Charges	106,063.78	114,600.00	114,600.00	0.00	0.00%
433	0996	Reserve	0.00	0.00	232,000.00	232,000.00	0.00%

**Madison Metropolitan School District  
Expenditures by Fund and Object  
2018-2019 Proposed Budget**

*Note: Includes all Budgeted Funds and Interfund Transfers*

2018-2019 Budgets by Fund/Object			2016-2017	2017-2018	2018-2019	2018-2019	2018-2019
			Expenditures	Fall Budget	Proposed Budget	Incr/Decr	% Chg
434	Total	09XX Dues/Fees/Misc	107,888.78	116,600.00	348,600.00	232,000.00	198.97%
435	Total	Fund 80 Community Service	14,011,452.63	15,397,988.59	15,820,286.19	422,297.60	2.74%
436	Total	Total for Report:	476,860,147.65	498,117,204.82	509,049,398.07	10,932,193.25	2.19%

## 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 2018-19 is attached.

Our forecast for 2018-19 is based upon the following key early assumptions:

- Slight Decline in Enrollment
- No incremental increase in revenue limit per pupil
- \$204 increase in categorical per pupil aid
- A budget neutral staffing plan
- Salary/Wages up 4.13% Health Insurance up 3.85%
- An estimated equalization aid loss of 13.5%
- A tax impact of 4.57%

<b>Revenue Limit Calculations</b>	<b>74</b>
<b>Equalization Aid Calculation</b>	<b>77</b>
<b>Revenue and Expenditures</b>	<b>79</b>
General Fund (10)	79
Special Education Fund (27)	83
Debt Service (30/38)	85
Capital Maintenance (41)	87
Food Service (50)	88
Community Service (80)	90

Baird Budget Forecast Model

LEVY & MILL RATE

# 3269 - Madison Metropolitan

## Tax Levy Analysis

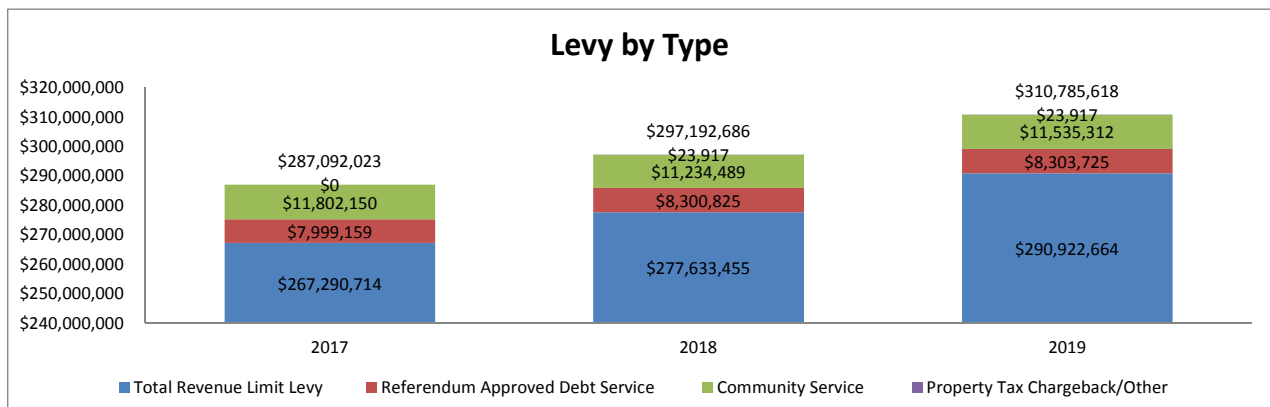
		2017	2018	2019
General Fund	Fund 10	\$259,203,305	\$268,471,939	\$276,546,623
Non-Referendum Debt Service	Fund 38	\$4,087,409	\$4,161,516	\$4,376,041
Capital Expansion	Fund 41	\$4,000,000	\$5,000,000	\$10,000,000
<b>Total Revenue Limit Levy</b>		<b>\$267,290,714</b>	<b>\$277,633,455</b>	<b>\$290,922,664</b>
Referendum Approved Debt Service	Fund 39	\$7,999,159	\$8,300,825	\$8,303,725
Community Service	Fund 80	\$11,802,150	\$11,234,489	\$11,535,312
Property Tax Chargeback/Other	Fund 10	\$0	\$23,917	\$23,917
<b>Total School-Based Tax Levy</b>		<b>\$287,092,023</b>	<b>\$297,192,686</b>	<b>\$310,785,618</b>
<b>% Change</b>			<b>3.52%</b>	<b>4.57%</b>

## Equalized Value Analysis

	2017	2018	2019
Equalized Value (TIF Out)	\$24,086,820,787	\$25,586,971,244	\$26,546,482,666
<b>% Change</b>		<b>6.23%</b>	<b>3.75%</b>

## Mill Rate Analysis

		2017	2018	2019
General Fund	Fund 10	\$10.76	\$10.49	\$10.42
Non-Referendum Debt Service	Fund 38	\$0.17	\$0.16	\$0.16
Capital Expansion	Fund 41	\$0.17	\$0.20	\$0.38
<b>Total Revenue Limit Mill Rate</b>		<b>\$11.10</b>	<b>\$10.85</b>	<b>\$10.96</b>
Referendum Approved Debt Service	Fund 39	\$0.33	\$0.32	\$0.31
Community Service	Fund 80	\$0.49	\$0.44	\$0.43
Property Tax Chargeback/Other	Fund 10	\$0.00	\$0.00	\$0.00
<b>Total School-Based Mill Rate</b>		<b>\$11.92</b>	<b>\$11.62</b>	<b>\$11.71</b>
<b>% Change</b>			<b>-2.55%</b>	<b>0.79%</b>



Baird Budget Forecast Model

REV CAP

	Historical Data		Current Year		Budget Year	
	Actual 2017	% Δ	Budget 2018	% Δ	Budget 2019	% Δ
<b>Revenue Limit</b>						
<b>3269 - Madison Metropolitan</b>						
<b>Line 1 Base Revenue</b>	\$316,169,399	1.77%	\$321,535,343	1.70%	\$325,987,791	1.38%
<b>Line 2 Base (Prior Year) 3-Year Ave FTE</b>	27,511	0.43%	27,522	0.04%	27,459	-0.23%
<b>Line 3 Base Revenue / Member (Ln 1 / Ln 2)</b>	\$11,492	1.34%	\$11,683	1.66%	\$11,872	1.62%
<b>4A. Allowed Per Pupil Change</b>	\$0		\$0		\$0	
4B. Low Revenue Ceiling	\$9,100		\$9,100		\$9,100	
4C. Low Rev Dist in CCDEB	\$0		\$0		\$0	
<b>Line 4 Allowed Per-Member Change</b>	\$0		\$0		\$0	
<b>Line 5 Maximum Revenue / Member (Ln 3 + Ln 4)</b>	\$11,492	1.34%	\$11,683	1.66%	\$11,872	1.62%
CY SS FTE	576		674		670	
CY SS 40%	230		270		268	
CY Sept FTE	27,211		27,103		27,050	
CY Special Needs Vouchers (SPED Voucher FTE)	7		-		-	
CY TTL FTE	27,448		27,373		27,318	
<b>Line 6 Current 3-Year Ave FTE</b>	<b>27,522</b>	0.04%	<b>27,459</b>	-0.23%	<b>27,380</b>	-0.29%
7A. Max Rev / Memb (Ln 5 x Ln 6)	\$316,295,759		\$320,799,378		\$325,049,884	
7B. Hold Harmless	\$0		\$735,965		\$937,907	
<b>Line 7 Revenue Limit with No Exemptions</b>	<b>\$316,295,759</b>	1.38%	<b>\$321,535,343</b>	1.66%	<b>\$325,987,791</b>	1.38%
8A. Prior Year Carryover	\$0		\$0		\$0	
8B. Transfer of Service	\$239,584		\$188,413		\$0	
8C. Transfer of Territory/Other Reorg	\$0		\$0		\$0	
8D. Federal Impact Aid Loss	\$0		\$0		\$0	
8E. Recurring Referenda to Exceed Limit	\$5,000,000		\$5,000,000		\$8,000,000	
Other	\$0		\$0		\$0	
<b>Line 8 Total Recurring Exemptions</b>	<b>\$5,239,584</b>	25.59%	<b>\$5,188,413</b>	-0.98%	<b>\$8,000,000</b>	54.19%

Baird Budget Forecast Model

REV CAP

Revenue Limit	Historical Data		Current Year		Budget Year	
	Actual 2017	% Δ	Budget 2018	% Δ	Budget 2019	% Δ
<b>3269 - Madison Metropolitan</b>						
<b>Line 9 Revenue Limit with Recurring Exemptions (Ln 7 + L</b>	<b>\$321,535,343</b>	<b>1.70%</b>	<b>\$326,723,756</b>	<b>1.61%</b>	<b>\$333,987,791</b>	<b>2.22%</b>
10A. Non-Recurring Referenda to Exceed Limit	\$0		\$0		\$0	
10B. Declining Enrollment Exemption	\$0		\$736,020		\$937,872	
10C. Energy Efficiency Net Exemption	\$919,458		\$931,558		\$992,050	
10D. Adjustment for Refunded or Rescinded Taxes	\$789,148		\$698,340		\$100,000	
10E. Prior Year Open Enrollment (Uncounted Pupils)	\$0		\$46,885		\$0	
10F. Ineligible Fund 80 Expenditures (enter as a negative)	\$0		\$0		\$0	
10G. Environmental Remediation Exemption	\$0		\$0		\$0	
10H. Private School Voucher Aid Deduction	\$213,835		\$431,176		\$438,780	
10I. Private School Special Needs Voucher Aid Deduction	\$0		\$122,070		\$124,270	
Other	\$0		\$0		\$0	
<b>Line 10 Total Non-Recurring Exemptions</b>	<b>\$1,922,441</b>	<b>56.98%</b>	<b>\$2,966,049</b>	<b>54.29%</b>	<b>\$2,592,972</b>	<b>-12.58%</b>
<b>Line 11 Revenue Limit with All Exemptions (Ln 9 + Ln 10)</b>	<b>\$323,457,784</b>	<b>1.91%</b>	<b>\$329,689,804</b>	<b>1.93%</b>	<b>\$336,580,763</b>	<b>2.09%</b>
<b>12A. October 15th Aid Certification (SCES 615, 616, 621 &amp;</b>	<b>\$54,483,714</b>		<b>\$48,201,498</b>		<b>\$41,663,848</b>	
12B. State Aid to High Poverty Districts (SCE 628)	\$0		\$0		\$0	
<b>Line 12 Total Aid to be Used in Computation</b>	<b>\$54,483,714</b>	<b>3.83%</b>	<b>\$48,201,498</b>	<b>-11.53%</b>	<b>\$41,663,848</b>	<b>-13.56%</b>
<b>Line 13 Allowable Limited Revenue (Ln 11 - Ln 12)</b>	<b>\$268,974,070</b>	<b>1.53%</b>	<b>\$281,488,306</b>	<b>4.65%</b>	<b>\$294,916,915</b>	<b>4.77%</b>
14A. General Operations: Fund 10 (Levy + Comp Aid)	\$260,886,661		\$270,180,040		\$278,254,724	
14B. Non-Referendum Debt (inside limit) F38 (F38 SCE 211)	\$4,087,409		\$4,161,516		\$4,376,041	
14C. Capital Expansion F41 (F41 SCE 211)	\$4,000,000		\$5,000,000		\$10,000,000	
<b>Line 14 Total Limited revenue to be Used</b>	<b>\$268,974,070</b>	<b>1.53%</b>	<b>\$279,341,556</b>	<b>3.85%</b>	<b>\$292,630,765</b>	<b>4.76%</b>
Over/underlevy	\$0		<b>-\$2,146,750</b>		<b>-\$2,286,150</b>	
15A. Referendum Approved Debt (outside limit) F39 (F39 SC	\$7,999,159		\$8,300,825		\$8,303,725	
15B. Community Services F80 (F80 SCE 211)	\$11,802,150		\$11,234,489		\$11,535,312	
15C. Prior Year Levy Chargeback (F10 SCE 212)	\$0		\$23,917		\$23,917	



Baird Budget Forecast Model

REV CAP

	Historical Data		Current Year		Budget Year	
	Actual 2017	% Δ	Budget 2018	% Δ	Budget 2019	% Δ
<b>Revenue Limit</b>						
<b>3269 - Madison Metropolitan</b>						
15D. Other Levy (MIKE and Kenosha only)	\$0		\$0		\$0	
<b>Line 15 Total Revenue from other Levies</b>	<b>\$19,801,309</b>	<b>8.09%</b>	<b>\$19,559,231</b>	<b>-1.22%</b>	<b>\$19,862,954</b>	<b>1.55%</b>
<b>Line 16 Total Levy + Sc 691 (Line 14 + Line 15)</b>	<b>\$288,775,379</b>	<b>1.95%</b>	<b>\$298,900,787</b>	<b>3.51%</b>	<b>\$312,493,719</b>	<b>4.55%</b>
<b>Line 17 Computer Aid (SCE 691)</b>	<b>\$1,683,356</b>	<b>-19.42%</b>	<b>\$1,708,101</b>	<b>1.47%</b>	<b>\$1,708,101</b>	<b>0.00%</b>
<b>Line 18 Fund 10 Sce 211</b>	<b>\$259,203,305</b>	<b>1.87%</b>	<b>\$268,471,939</b>	<b>3.58%</b>	<b>\$276,546,623</b>	<b>3.01%</b>
<b>Line 19 Total All Fund Levy</b>	<b>\$287,092,023</b>	<b>2.11%</b>	<b>\$297,192,686</b>	<b>3.52%</b>	<b>\$310,785,618</b>	<b>4.57%</b>
<b>Exempt Computer Property Valuation</b>	<b>\$141,232,400</b>	<b>-18.32%</b>	<b>\$0</b>	<b>-100.00%</b>	<b>\$0</b>	
T. Blooming Grove	\$91,930,109	-7.06%	\$94,747,333	3.06%	\$98,300,358	3.75%
T. Burke	\$8,547,397	2.03%	\$8,598,859	0.60%	\$8,921,316	3.75%
T. Madison	\$397,777,700	0.53%	\$416,051,100	4.59%	\$431,653,016	3.75%
T. Middleton	\$492,495	0.01%	\$513,207	4.21%	\$532,452	3.75%
T. Westport	\$0		\$0		\$0	3.75%
V. Maple Bluff	\$375,039,400	2.00%	\$395,589,400	5.48%	\$410,424,003	3.75%
V. Shorewood Hills	\$528,754,800	2.32%	\$545,917,800	3.25%	\$566,389,718	3.75%
C. Fitchburg	\$1,274,090,827	4.60%	\$1,304,511,747	2.39%	\$1,353,430,938	3.75%
C. Madison	\$21,409,152,856	3.61%	\$22,820,176,587	6.59%	\$23,675,933,209	3.75%
C. Monona	\$1,035,203	5.55%	\$865,211	-16.42%	\$897,656	3.75%
	\$0		\$0		\$0	0.00%
<b>TIF Out Tax Apportionment Equalized Valuation</b>	<b>\$24,086,820,787</b>	<b>3.51%</b>	<b>\$25,586,971,244</b>	<b>6.23%</b>	<b>\$26,546,482,666</b>	<b>3.75%</b>
<b>Property Value</b>	<b>\$24,228,053,187</b>	<b>3.34%</b>	<b>\$25,586,971,244</b>	<b>5.61%</b>	<b>\$26,546,482,666</b>	<b>3.75%</b>
<b>Mill Rate</b>	<b>\$11.92</b>	<b>-1.35%</b>	<b>\$11.62</b>	<b>-2.55%</b>	<b>\$11.71</b>	<b>0.79%</b>

**Baird Budget Forecast Model**

**EQ AID**

	Historical Data		Current Year		Budget Year	
	Actual	% Δ	Budget	% Δ	Budget	% Δ
	2017		2018		2019	
<b>Equalization Aid</b>						
<b>3269 - Madison Metropolitan</b>						
A1. 3rd Friday September Membership	27,306		27,211		27,103	
A2. 2nd Friday January Membership	27,300		27,084		27,103	
A3. Total (A1 + A2)	54,606		54,295		54,206	
A4. Average (A3 / 2)	27,303		27,148		27,103	
A5. Summer FTE Equivalent (Rounded)	626		576		674	
A6A. Foster Group + Part-time Resident	2		(3)		-3	
A6B. Part-time Non-Resident FTE	-		-		0	
A6C. Statewide Choice Pupils (New in 15-16)	11		27		56	
A6D. Special Needs Scholarship Program Students (New in 17-18)	-		7		10	
<b>Part A Audited Membership</b>	<b>27,942</b>	<b>0.21%</b>	<b>27,755</b>	<b>-0.67%</b>	<b>27,840</b>	<b>0.31%</b>
B1. Total Revenue & Transfers In	\$345,087,958		\$357,774,762		\$367,109,553	
B2. Property Tax + Computer Aid	\$257,773,272		\$261,241,031		\$270,773,958	
B3. General State Aid	\$51,974,582		\$54,104,601		\$47,886,082	
B4. Non-Ded Impact Aid	\$0		\$0		\$0	
B5. Reorg Settlement	\$0		\$0		\$0	
B6. Long Term Operational Borrowing, Note	\$0		\$2,055,000		\$2,055,000	
B7. Long Term Operational Borrowing, STFL	\$0		\$0		\$0	
B8. Property Tax/ EQ Aid Refund	\$1,575		\$856		\$55,000	
<b>Part B Deductible Receipts (To Line C6)</b>	<b>\$35,338,530</b>	<b>-8.77%</b>	<b>\$40,373,274</b>	<b>14.25%</b>	<b>\$46,339,513</b>	<b>14.78%</b>
C1. Total General Fund Expenditures	\$343,457,752		\$347,528,231		\$368,812,157	
C2. Debt Service Transfer	\$0		\$0		\$0	
C3. Reorg Settlement	\$0		\$0		\$0	
C4. Refund Prior Year Revenue	\$831,701		\$722,257		\$500,000	
C5. Gross Cost: General Fund	\$342,626,051		\$346,805,974		\$368,312,157	
C6. Deductible Receipts (From Line B9)	\$35,338,530		\$40,373,274		\$46,339,513	
C7. Operational Debt, Interest	\$0		\$8,382		\$55,108	
<b>Part C Net Cost General Fund</b>	<b>\$307,287,521</b>	<b>0.94%</b>	<b>\$306,441,082</b>	<b>-0.28%</b>	<b>\$322,027,752</b>	<b>5.09%</b>
<b>Part D Net Cost Debt Service Funds</b>	<b>\$11,657,789</b>	<b>3.25%</b>	<b>\$16,565,744</b>	<b>42.10%</b>	<b>\$15,452,986</b>	<b>-6.72%</b>
E1. Net Costs: (C8 + D11)	\$318,945,311		\$323,006,826		\$337,480,737	
E2. Costs of Lawsuit and/or Indigent Transportation	\$2,668,460		\$2,627,783		\$2,627,783	
E3. Impact and Non-Deductible	\$0		\$0		\$0	
<b>Part B-E Total Shared Costs</b>	<b>\$316,276,850</b>	<b>1.03%</b>	<b>\$320,379,043</b>	<b>1.30%</b>	<b>\$335,728,645</b>	<b>4.79%</b>
<b>Shared Cost / Member</b>	<b>\$11,319</b>	<b>0.82%</b>	<b>\$11,543</b>	<b>1.98%</b>	<b>\$12,059</b>	<b>4.47%</b>
<b>E6. Primary Cost Ceiling / Member</b>	<b>\$1,000</b>	<b>0.00%</b>	<b>\$1,000</b>	<b>0.00%</b>	<b>\$1,000</b>	<b>0.00%</b>

Baird Budget Forecast Model

EQ AID

E7. Primary Ceiling (A7 * E6)	\$27,942,000		\$27,755,000		\$27,840,000
E8. Primary Shared Cost (lesser of E5 or E7)	\$27,942,000		\$27,755,000		\$27,840,000
<b>E9. Secondary Cost Ceiling Per Member</b>	<b>\$9,539</b>	<b>1.48%</b>	<b>\$9,619</b>	<b>0.84%</b>	<b>\$9,886</b>
E10. Secondary Ceiling (A7 * E9)	\$266,538,738		\$266,975,345		\$275,237,604
E11. Secondary Shared Cost (ll.lesser of E5 or E10) - (E9))	\$238,596,738		\$239,220,345		\$247,397,604
E12. Tertiary Shared Cost (Greater of (E5 - E8 - E11) or 0)	\$49,738,112		\$53,403,698		\$60,491,041
<b>Part E Shared Costs for EQ Aid</b>					
F1. Equalized Value (May Certification) + Exempt Comp Val	\$23,447,480,065	3.50%	\$24,222,574,258	3.31%	\$25,586,971,244
<b>Part F Equalized Value / Member</b>	<b>\$839,148</b>	<b>3.29%</b>	<b>\$872,728</b>	<b>4.00%</b>	<b>\$919,072</b>
<b>G1. Primary Guaranteed Value / Member</b>	<b>\$1,930,000</b>	<b>0.00%</b>	<b>\$1,930,000</b>	<b>0.00%</b>	<b>\$1,930,000</b>
G2. Primary Guaranteed Valuation (A7 * G1)	\$53,928,060,000		\$53,567,150,000		\$53,731,200,000
G3. Primary Required Rate (E8 / G2)	0.00051813		0.00051813		0.00051813
G4. Primary Net Guaranteed Value (G2 - F1)	\$30,480,579,935		\$29,344,575,742		\$28,144,228,756
G5. Primary Equalization Aid (G3 * G4) (Not < 0)	\$15,792,903		\$15,204,305		\$14,582,369
<b>G6. Secondary Guaranteed Value / Member</b>	<b>\$1,146,821</b>	<b>4.12%</b>	<b>\$1,172,875</b>	<b>2.27%</b>	<b>\$1,215,802</b>
G7. Secondary Guaranteed Valuation (A7 * G6)	\$32,044,472,382		\$32,553,145,625		\$33,847,932,513
G8. Secondary Required Rate (E11 / G7)	0.00744580		0.00734861		0.00730909
G9. Secondary Net Guaranteed Value (G7 - F1)	\$8,596,992,317		\$8,330,571,367		\$8,260,961,269
G10. Secondary Equalization Aid (G8 * G9)	\$64,011,485		\$61,218,120		\$60,380,109
<b>G11. Tertiary Guaranteed Value / Member</b>	<b>\$558,546</b>	<b>2.27%</b>	<b>\$573,439</b>	<b>2.67%</b>	<b>\$595,000</b>
G12. Tertiary Guaranteed Valuation (A7 * G11)	\$15,606,892,332		\$15,915,799,445		\$16,564,808,530
G13. Tertiary Required Rate (E12 / G12)	0.00318693		0.00335539		0.00365178
G14. Tertiary Net Guaranteed Value (G12 - F1)	-\$7,840,587,733		-\$8,306,774,813		-\$9,022,162,714
G15. Tertiary Equalization Aid (G13 * G14)	-\$24,987,404		-\$27,872,469		-\$32,946,953
<b>Part G Equalization Aid by Tier</b>					
<b>Part H Current Year EQ Aid (SCE 621)</b>	<b>\$54,104,601</b>	<b>4.08%</b>	<b>\$47,886,082</b>	<b>-11.49%</b>	<b>\$41,411,514</b>
<b>Part I October 15 Certification of Aid</b>	<b>\$54,483,714</b>	<b>3.83%</b>	<b>\$48,201,498</b>	<b>-11.53%</b>	<b>\$41,663,848</b>
<b>Inter District October 15 Certification of Aid (SCE 616)</b>	<b>\$0</b>		<b>\$0</b>		<b>\$0</b>
<b>Intra District October 15 Certification of Aid (SCE 615)</b>	<b>\$379,113</b>	<b>-22.68%</b>	<b>\$315,416</b>	<b>-16.80%</b>	<b>\$252,334</b>
<b>SPEC ADJ October 15 Certification of Aid (SCE 623)</b>	<b>\$0</b>		<b>\$0</b>		<b>\$0</b>

**Revenues**

10 3269 - Madison Metropolitan Sec/Obj	R	Historical Data	Current Year		Budget Year	
			Actual 2017	Budget 2018	Budget 2019	% Δ
121	Transfer from F21	\$0	\$0	\$0	0.00%	
127	Transfer from F27	\$163,841	\$166,556	\$166,556	0.00%	
180	Transfer from F80	\$0	\$0	\$0	0.00%	
199	Transfer from F99	\$0	\$0	\$0	0.00%	
1--	<b>Total Transfers In</b>	<b>\$163,841</b>	<b>\$166,556</b>	<b>\$166,556</b>	<b>0.00%</b>	
211	<b>Property Tax</b>	\$259,203,305	\$268,471,940	\$276,546,623	3.01%	
212	Levy for Personal Property Tax Chargebacks	\$0	\$23,917	\$23,917	0.00%	
213	Mobile Home Tax/Fees	\$63,771	\$70,000	\$65,000	-7.14%	
219	Other Taxes	\$290,599	\$500,000	\$500,000	0.00%	
241	General Tuition—Individual Paid	\$83,891	\$90,000	\$90,000	0.00%	
244	Payments for Services Provided Local Governments	\$119,500	\$144,307	\$144,307	0.00%	
262	Supply Resales	\$235	\$0	\$0	0.00%	
264	Non-Capital Surplus Property Sale	\$0	\$0	\$0	0.00%	
271	School Co-Curricular Admissions	\$249,194	\$212,000	\$212,000	0.00%	
279	Other School Activity Income	\$0	\$0	\$0	0.00%	
280	Earnings on Investments	\$592,792	\$687,630	\$837,630	21.81%	
291	Gifts, fundraising, contributions and development	\$840	\$0	\$0	0.00%	
292	Student Fees	\$2,570,427	\$3,582,197	\$3,161,134	-11.75%	
293	Rentals	\$359,216	\$360,000	\$360,000	0.00%	
295	Summer School Revenues	\$0	\$0	\$0	0.00%	
297	Student Fines	\$18,572	\$0	\$0	0.00%	
2--	<b>Total Local</b>	<b>\$263,552,342</b>	<b>\$274,141,991</b>	<b>\$281,940,611</b>	<b>2.84%</b>	
341	General Contracted Instruction or Base Cost Tuition--Non-Open Enrollment	\$50,128	\$40,000	\$40,000	0.00%	
345	General Base Cost Tuition--Open Enrollment or Tuition Waiver	\$2,556,777	\$2,380,384	\$3,085,947	29.64%	
349	Payments for Other Services	\$79,383	\$141,100	\$141,100	0.00%	
3--	<b>Total Interdistrict Payments in Wisconsin</b>	<b>\$2,686,288</b>	<b>\$2,561,484</b>	<b>\$3,267,047</b>	<b>27.55%</b>	
515	Non-Special Education State Aid Transited through CESAs or intermediate sources	\$101,465	\$106,263	\$135,452	27.47%	
517	Federal Aids Transited through CESAs or intermediate sources	\$2,190	\$0	\$0	0.00%	
5--	<b>Total Intermediate Sources</b>	<b>\$103,655</b>	<b>\$106,263</b>	<b>\$135,452</b>	<b>27.47%</b>	
612	Transportation State Aid	\$243,935	\$236,513	\$236,513	0.00%	
613	Library (Common School Fund) Aid	\$816,120	\$750,000	\$750,000	0.00%	
615	Integration Aid (Resident)	\$379,113	\$315,416	\$252,334	-20.00%	
616	Integration Aid (Non-Resident)	\$0	\$0	\$0	0.00%	

Baird Budget Forecast Model

F10

618	Bilingual/Bicultural State Aid	\$1,852,795	-0.03%	\$1,901,117	2.61%	\$1,901,117	0.00%
619	Other State Categorical Aid	\$0	-100.00%	\$0		\$1,200,000	
621	Equalization Aid	\$54,104,601	4.10%	\$47,886,082	-11.49%	\$41,411,514	-13.52%
623	Special Adjustment Aid	\$0		\$0		\$0	
628	High Poverty Aid	\$0		\$0		\$0	0.00%
630	State Special Project Grants	\$373,967	4.84%	\$43,798	-88.29%	\$43,828	0.07%
641	General Tuition—State Paid	\$278,877	-24.58%	\$368,995	32.31%	\$368,995	0.00%
650	State "SAGE"/"AGR" Aid	\$7,074,287	0.29%	\$6,939,833	-1.90%	\$6,939,833	0.00%
660	State Revenue Through Local Governments	\$6,814	7.72%	\$0	-100.00%	\$0	0.00%
691	State Tax Exempt Computer Aid	\$1,683,356	-19.42%	\$1,708,101	1.47%	\$1,708,101	0.00%
695	Per Pupil Aid	\$6,880,000		\$12,356,550	\$450	\$17,904,776	\$654
699	Other State Revenue	\$111,047	-32.54%	\$113,780	2.46%	\$113,780	0.00%
6--	Total Revenue from State Sources	\$73,804,911	5.95%	\$72,620,185	-1.61%	\$72,830,791	0.29%
713	Federal Vocational Education Aid Through DPI	\$277,307	8.61%	\$264,597	-4.58%	\$264,597	0.00%
730	Federal Special Projects Aid Transited Through DPI	\$3,818,748	46.01%	\$4,651,981	21.82%	\$4,390,361	-5.62%
751	ESEA Title I	\$6,508,697	4.00%	\$6,646,838	2.12%	\$7,027,385	5.73%
770	Federal Aid Received through Municipalities and Counties	\$0		\$0		\$0	0.00%
780	Federal Aid Received through State Agencies other than DPI	\$3,601,093	12.95%	\$3,450,000	-4.20%	\$3,450,000	0.00%
791	Direct Federal Aid	\$38,220	-43.47%	\$0	-100.00%	\$0	0.00%
799	Other Federal Revenue	\$0		\$37,848		\$37,848	0.00%
7--	Federal Sources	\$14,244,066	15.01%	\$15,051,264	5.67%	\$15,170,191	0.79%
873	Long-Term Loans	\$2,055,000		\$2,055,000	0.00%	\$2,055,000	0.00%
878	Capital Leases	\$0		\$0		\$0	0.00%
8--	Total Financing Sources	\$2,055,000		\$2,055,000	0.00%	\$2,055,000	0.00%
964	Insurance Claims and Reimbursements	\$0	-100.00%	\$0		\$0	0.00%
971	Refund of Prior Year Expense	\$577,944	83.54%	\$285,635	-50.58%	\$285,635	0.00%
972	Property Tax and Equalization Aid Refund	\$856	-45.62%	\$55,000	6323.06%	\$55,000	0.00%
989	Other Medical Service Reimbursement	\$54,230	-5.08%	\$66,176	22.03%	\$66,176	0.00%
990	Other Miscellaneous Revenues	\$531,629	72.50%	\$0	-100.00%	\$0	0.00%
9--	Total Miscellaneous Revenues	\$1,164,659	40.03%	\$406,810	-65.07%	\$406,810	0.00%
	Total Revenues	\$357,774,762	3.68%	\$367,109,553	2.61%	\$375,972,458	2.41%

Expenditures

10 E  
3269 - Madison Metropolitan

Historical Data		Current Year	Budget Year
Actual	Budget		

Copyright Robert W. Baird & Co.  
6/20/2018

MMSD Baird Forecast Model v21.1 - FY19 180701

Robert W. Baird Co. 777 E. Wisconsin Ave. Milwaukee, WI 53202  
800 RW BAIRD www.rwbaird.com Member NYSE SIPC.

Baird Budget Forecast Model

F10

Sce/Obj	Description	2017		2018		2019	
		Amount	% Δ	Amount	% Δ	Amount	% Δ
100	Salaries	\$171,564,930	0.76%	\$181,378,962	5.72%	\$188,835,041	4.11%
1--	Total Salaries	\$171,564,930	0.76%	\$181,378,962	5.72%	\$188,835,041	4.11%
212	Employer's Share	\$10,937,429	1.72%	\$11,773,213	7.64%	\$11,984,031	1.79%
220	Social Security	\$12,860,193	0.00%	\$13,667,918	6.28%	\$14,189,009	3.81%
230	Life Insurance	\$469,808	-1.61%	\$511,461	8.87%	\$531,072	3.83%
240	Health/Dental Insurance	\$47,253,014	-0.74%	\$46,238,929	-2.15%	\$48,275,905	4.41%
250	Other Employee Insurance	\$1,123,386	-9.72%	\$996,453	-11.30%	\$992,302	-0.42%
290	Other Employee Benefits	\$300,386	-44.95%	\$420,015	39.82%	\$420,015	0.00%
2--	Total Employee Benefits	\$72,944,216	-0.74%	\$73,607,989	0.91%	\$76,392,335	3.78%
310	Personal Services	\$4,473,525	58.09%	\$5,050,153	12.89%	\$5,637,175	11.62%
320	Property Services	\$3,964,343	75.93%	\$6,744,393	70.13%	\$5,131,167	-23.92%
331	Gas for Heat	\$1,324,552	11.53%	\$1,656,162	25.04%	\$1,656,162	0.00%
332	Oil for Heat	\$0	-100.00%	\$5,000		\$5,000	0.00%
336	Electricity for Other Than Heat	\$3,176,866	-3.57%	\$3,451,083	8.63%	\$3,451,083	0.00%
337	Water	\$665,793	-1.11%	\$650,000	-2.37%	\$650,000	0.00%
341	Pupil Transportation	\$9,303,046	-0.01%	\$9,564,912	2.81%	\$9,564,912	0.00%
342	Employee Travel	\$717,290	-47.15%	\$769,533	7.28%	\$769,315	-0.03%
350	Communication	\$967,559	8.58%	\$1,097,224	13.40%	\$1,008,172	-8.12%
360	Information Technology	\$0		\$0		\$0	0.00%
370	Payment to Non-Governmental Agencies and Individuals	\$2,899,780	-11.20%	\$3,601,719	24.21%	\$3,601,219	-0.01%
381	Payment to Municipality	\$156,117	72.47%	\$125,000	-19.93%	\$125,000	0.00%
382	Payment to a Wisconsin School District - OE (Function 435000)	\$8,854,549	4.92%	\$8,679,032	-1.98%	\$8,880,587	2.32%
385	Payment to a Wisconsin School District - NON OE	\$63,185	-5.36%	\$66,890	37.52%	\$69,000	-20.59%
386	Payment to County	\$11,467	14.56%	\$0	-100.00%	\$0	0.00%
387	Payment to CESA (Services only)	\$600	-66.67%	\$0	-100.00%	\$0	0.00%
387	Payment to State - NON VOUCHER	\$160,608	-45.64%	\$504,232	213.95%	\$2,014,732	299.56%
387	Payment to State - VOUCHER (Function 438000)	\$288,112	256.59%	\$553,246	92.02%	\$563,050	1.77%
388	Payment to Federal Government	\$0	-100.00%	\$0		\$0	0.00%
389	Payment to WTCIS District	\$293,585	55.22%	\$351,643	19.78%	\$346,643	-1.42%
3--	Total Purchased Services	\$37,320,979	8.92%	\$42,890,221	14.92%	\$43,473,216	1.36%
410	Supplies	\$4,267,782	-7.06%	\$6,579,151	54.16%	\$6,068,638	-7.76%
420	Apparel	\$62,758	-0.47%	\$85,439	36.14%	\$40,439	-52.67%
430	Instructional Media	\$1,366,036	-6.32%	\$1,471,509	7.72%	\$1,471,514	0.00%
440	Non-Capital Equipment	\$519,138	-3.25%	\$303,193	-41.60%	\$305,193	0.66%
450	Resale Items	\$10,867	-2.56%	\$0	-100.00%	\$0	0.00%
460	Equipment Components	\$1,239	14.97%	\$418	-66.27%	\$418	0.00%
470	Textbooks & Workbooks	\$1,607,184	11.23%	\$27,632	-98.28%	\$27,632	0.00%
480	Non-Instructional Computer Software	\$904,771	9.44%	\$954,350	5.48%	\$1,124,587	17.84%
490	Other Non-Capital Items	\$31,343	45.60%	\$34,253	9.28%	\$34,253	0.00%



Baird Budget Forecast Model

		Total Non-Capital Objects						
4--		\$8,771,117	-2.05%	\$9,455,946	7.81%	\$9,072,675	-4.05%	
550	Equipment/Vehicle -- Initial Purchase	\$1,368,416	4.88%	\$1,065,708	-22.12%	\$857,708	-19.52%	
560	Equipment/Vehicle--Replacement	\$327,668	39.55%	\$346,779	5.83%	\$349,779	0.87%	
570	Rental of Equipment/Vehicles	\$2,093,422	23.24%	\$2,895,361	38.31%	\$3,520,361	21.59%	
5--		\$3,789,507	17.02%	\$4,307,848	13.68%	\$4,727,848	9.75%	
678	Capital Lease Principal	\$221,921	0.95%	\$245,650	10.69%	\$245,650	0.00%	
682	Temporary Note Interest	\$583,798	173.77%	\$668,158	14.45%	\$668,158	0.00%	
688	Capital Lease Interest	\$6,508	-24.28%	\$11,095	70.48%	\$11,095	0.00%	
690	Other Debt Retirement	\$5,100	41.67%	\$3,000	-41.18%	\$3,000	0.00%	
6--		\$817,327	83.56%	\$927,903	13.53%	\$927,903	0.00%	
711	District Liability Insurance	\$282,604	1.00%	\$328,770	16.34%	\$328,770	0.00%	
712	District Property Insurance	\$449,660	5.33%	\$449,500	-0.04%	\$449,500	0.00%	
713	Worker's Compensation	\$1,892,456	18.51%	\$1,827,155	-3.45%	\$1,752,155	-4.10%	
720	Judgments and Settlements	\$2,952	-72.48%	\$29,600	902.72%	\$29,600	0.00%	
730	Unemployment Compensation	\$57,083	70.39%	\$57,200	0.21%	\$57,200	0.00%	
7--		\$2,684,755	14.35%	\$2,692,225	0.28%	\$2,617,225	-2.79%	
	Total Insurance and Judgments							
827	Special Education Fund	\$48,559,865	-1.64%	\$51,160,934	5.36%	\$52,551,048	2.72%	
838	Non-referendum Debt Fund	\$0		\$0		\$0		
839	Referendum Debt Fund	\$0		\$0		\$0		
846	Other Capital Projects Fund	\$0		\$0		\$0		
849	Other Capital Projects Fund	\$0		\$0		\$0		
850	Food Service	\$41,225		\$0	-100.00%	\$0		
899	Other Cooperatives Funds	\$0		\$0		\$0		
8--		\$48,601,090	-1.56%	\$51,160,934	5.27%	\$52,551,048	2.72%	
	Total Transfers							
932	Shared Receipt Distribution to Non-Governmental Agencies	\$16,619	20.47%	\$0	-100.00%	\$0	0.00%	
940	Dues and Fees	\$216,313	15.63%	\$202,435	-6.42%	\$202,435	0.00%	
971	Refund payment	\$0		\$0		\$0		
972	Property Tax Chargeback	\$722,257	-13.16%	\$500,000	-30.77%	\$500,000	0.00%	
999	Other Miscellaneous	\$79,120	91.75%	\$1,687,694	2033.07%	\$1,672,732	-0.89%	
9--		\$1,034,310	-3.68%	\$2,390,129	131.08%	\$2,375,167	-0.63%	
	Total Other Objects							
	Total Expenditures	\$347,528,231	1.19%	\$368,812,157	6.12%	\$380,972,458	3.30%	



Baird Budget Forecast Model

Revenues

27 3269 - Madison Metropolitan Sce/Obj	R Description	Historical Data		Current Year		Budget Year	
		Actual 2017	% Δ	Budget 2018	% Δ	Budget 2019	% Δ
110	Transfer from F10	\$48,559,865	-1.64%	\$51,160,934	5.36%	\$52,551,048	2.72%
1--	Total Transfers In	\$48,559,865	-1.64%	\$51,160,934	5.36%	\$52,551,048	2.72%
346	SPED Contracted Instruction or Additional/Excess Cost Tuition--Non-C	\$52,039	-33.41%	\$0	-100.00%	\$0	0.00%
3--	Total Interdistrict Payments in Wisconsin	\$52,039	-71.26%	\$0	-100.00%	\$0	0.00%
611	Special Education State Aid	\$18,175,229	-1.00%	\$18,017,936	-0.87%	\$18,180,050	0.90%
625	High Cost Special Education Aid	\$1,245,334	121.55%	\$1,060,000	-14.88%	\$1,235,000	16.51%
642	Special Education Tuition--State Paid	\$163,079	86.36%	\$84,803	-48.00%	\$84,803	0.00%
699	Other State Revenue	\$18,863	46.29%	\$0	-100.00%	\$0	0.00%
6--	Total Revenue from State Sources	\$19,602,505	3.06%	\$19,162,739	-2.24%	\$19,499,853	1.76%
711	High Cost Special Education Aid	\$321,338	-15.94%	\$310,000	-3.53%	\$310,000	0.00%
730	Federal Special Projects Aid Transfied Through DPI	\$4,413,301	-11.27%	\$5,724,541	29.71%	\$5,754,402	0.52%
780	Federal Aid Received through State Agencies other than DPI	\$693,616	-2.52%	\$433,536	-37.50%	\$433,536	0.00%
7--	Federal Sources	\$5,428,255	-10.54%	\$6,468,077	19.16%	\$6,497,938	0.46%
	Total Revenues	\$73,642,664	-1.34%	\$76,791,750	4.28%	\$78,548,838	2.29%

Expenditures

27 3269 - Madison Metropolitan Sce/Obj	E Description	Historical Data		Current Year		Budget Year	
		Actual 2017	% Δ	Budget 2018	% Δ	Budget 2019	% Δ
100	Salaries	\$46,391,080	-0.77%	\$48,811,504	5.22%	\$50,117,047	2.67%
1--	Total Salaries	\$46,391,080	-0.77%	\$48,811,504	5.22%	\$50,117,047	2.67%
212	Employer's Share	\$2,995,034	1.01%	\$3,137,653	4.76%	\$3,155,970	0.58%
220	Social Security	\$3,489,437	-1.46%	\$3,605,637	3.33%	\$3,700,113	2.62%
230	Life Insurance	\$108,156	1.25%	\$117,274	8.43%	\$118,881	1.37%
240	Health/Dental Insurance	\$14,138,387	-3.42%	\$14,127,770	-0.08%	\$14,477,326	2.47%
250	Other Employee Insurance	\$801,189	6.87%	\$285,897	-64.32%	\$273,487	-4.34%
290	Other Employee Benefits	\$2,000	151.28%	\$15,000	650.00%	\$15,000	0.00%

Baird Budget Forecast Model

F27

		Total Employee Benefits							
2--		<b>\$21,534,204</b>	<b>-2.13%</b>	<b>\$21,289,231</b>	<b>-1.14%</b>	<b>\$21,740,777</b>	<b>2.12%</b>		
310	Personal Services	\$262,758	-15.37%	\$507,900	93.30%	\$507,900	0.00%		
320	Property Services	\$5,190	-89.48%	\$130,900	2422.39%	\$130,900	0.00%		
341	Pupil Transportation	\$3,894,091	-1.37%	\$3,986,540	2.37%	\$3,986,540	0.00%		
342	Employee Travel	\$252,823	-19.51%	\$301,894	19.41%	\$301,894	0.00%		
343	Contracted Service Travel	\$0		\$0		\$0	0.00%		
350	Communication	\$35,320	-49.30%	\$52,600	48.92%	\$52,600	0.00%		
360	Information Technology	\$55,250		\$0	-100.00%	\$0	0.00%		
370	Payment to Non-Governmental Agencies and Individuals	\$215,790	16.68%	\$172,000	-20.29%	\$172,000	0.00%		
382	Payment to a Wisconsin School District - NON OE	\$0	-100.00%	\$0		\$0	0.00%		
386	Payment to CESA (Services only)	\$1,000		\$1,000	0.00%	\$1,000	0.00%		
387	Payment to State	\$17,561	2732.47%	\$0	-100.00%	\$0	0.00%		
389	Payment to WTCS District	\$0	-100.00%	\$0		\$0	0.00%		
3--		<b>\$4,739,783</b>	<b>-3.60%</b>	<b>\$5,152,834</b>	<b>8.71%</b>	<b>\$5,152,834</b>	<b>0.00%</b>		
410	Supplies	\$282,962	10.03%	\$431,819	52.61%	\$431,819	0.00%		
430	Instructional Media	\$210,758	24.42%	\$285,376	35.40%	\$285,376	0.00%		
440	Non-Capital Equipment	\$124,264	-36.27%	\$201,100	61.83%	\$201,100	0.00%		
480	Non-Instructional Computer Software	\$0		\$0		\$0	0.00%		
490	Other Non-Capital Items	\$0	-100.00%	\$300		\$300	0.00%		
4--		<b>\$617,985</b>	<b>-9.70%</b>	<b>\$918,595</b>	<b>48.64%</b>	<b>\$918,595</b>	<b>0.00%</b>		
537	Building Rental	\$20,000		\$0	-100.00%	\$0	0.00%		
542	Building Improvements Replacement	\$51,895		\$0	-100.00%	\$0	0.00%		
550	Equipment/Vehicle -- Initial Purchase	\$0		\$15,000		\$15,000	0.00%		
5--		<b>\$71,895</b>		<b>\$15,000</b>	<b>-79.14%</b>	<b>\$15,000</b>	<b>0.00%</b>		
713	Worker's Compensation	\$12,196	11.17%	\$404,950	3220.26%	\$404,950	0.00%		
7--		<b>\$12,196</b>	<b>11.17%</b>	<b>\$404,950</b>	<b>3220.26%</b>	<b>\$404,950</b>	<b>0.00%</b>		
810	General	\$163,841	-26.96%	\$166,556	1.66%	\$166,556	0.00%		
8--		<b>\$163,841</b>	<b>-26.96%</b>	<b>\$166,556</b>	<b>1.66%</b>	<b>\$166,556</b>	<b>0.00%</b>		
936	State Special Education Aid Transited to Others	\$64,169	132.58%	\$0	-100.00%	\$0	0.00%		
940	Dues and Fees	\$52,108	132.77%	\$33,080	-36.52%	\$33,080	0.00%		
9--		<b>\$116,277</b>	<b>120.80%</b>	<b>\$33,080</b>	<b>-71.55%</b>	<b>\$33,080</b>	<b>0.00%</b>		
	<b>Total Expenditures</b>	<b>\$73,647,261</b>	<b>-1.33%</b>	<b>\$76,791,750</b>	<b>4.27%</b>	<b>\$78,548,838</b>	<b>2.29%</b>		

Baird Budget Forecast Model

F39

Revenues

39 R 3269 - Madison Metropolitan Sce/Obj Description	Historical Data		Current Year		Budget Year		
	2017	% Δ	Budget 2018	% Δ	Budget 2019	% Δ	
110 1-- Transfer from F10	\$0		\$0		\$0		
	Total Transfers In						
211 220 280 2-- Property Tax Payments in Lieu of Taxes (Milwaukee Only) Earnings on Investments	\$7,999,159	45.47%	\$8,300,825	3.77%	\$8,303,725	0.00%	
	\$0		\$0		\$0	0.00%	
	\$11,861	46.61%	\$0	-100.00%	\$0	0.00%	
	Total Local						
	\$8,011,020	45.47%	\$8,300,825	3.62%	\$8,303,725	0.03%	
875 879 8-- Long-Term Bonds Premium and Accrued Interest From Debt Refinancing	\$0	-100.00%	\$0		\$0	0.00%	
	\$0	-100.00%	\$0		\$0	0.00%	
	Total Financing Sources						
	\$0		\$0		\$0		
968 9-- Debt Premium and Accrued Interest on Non-Refinancing Debt	\$0	-100.00%	\$0		\$0	0.00%	
	Total Miscellaneous Revenues						
	\$0		\$0		\$0		
Total Revenues		\$8,011,020	-59.79%	\$8,300,825	3.62%	\$8,303,725	0.03%

Expenditures

39 E 3269 - Madison Metropolitan Sce/Obj Description	Historical Data		Current Year		Budget Year		
	2017	% Δ	Budget 2018	% Δ	Budget 2019	% Δ	
673 675 683 685 690 6-- Long-Term Note Principal Long-Term Bond Principal Long-Term Note Interest Long-Term Bond Interest Other Debt Retirement	\$4,160,000	92.59%	\$3,890,000	-6.49%	\$6,975,000		
	\$2,760,000	-80.60%	\$2,865,000	3.80%	\$1,443,125		
	\$1,216,938	77.53%	\$1,133,738	-6.84%	\$1,443,125		
	\$637,538	-23.67%	\$514,788	-19.25%	\$0	0.00%	
	\$0	-100.00%	\$0		\$0	0.00%	
	Total Debt Retirement						
	\$8,774,475	-53.25%	\$8,403,525	-4.23%	\$8,418,125	0.17%	
Total Expenditures		\$8,774,475	-53.25%	\$8,403,525	-4.23%	\$8,418,125	0.17%

Baird Budget Forecast Model

F38

Revenues

38 R 3269 - Madison Metropolitan Sce/Obj 110 110	Description Transfer from F10	Historical Data		Current Year		Budget Year	
		2017	% Δ	2018	% Δ	2019	% Δ
	Total Transfers In	\$0		\$0		\$0	
211	Property Tax	\$4,087,409	5.24%	\$4,161,516	1.81%	\$4,376,041	0.00%
220	Payments in Lieu of Taxes (Milwaukee Only)	\$0		\$0		\$0	0.00%
280	Earnings on Investments	\$7,671	113.08%	\$0	-100.00%	\$0	0.00%
	Total Local	\$4,095,080	5.33%	\$4,161,516	1.62%	\$4,376,041	5.15%
968	Debt Premium and Accrued Interest on Non-Refinancing Debt	\$0		\$0		\$0	0.00%
971	Refund of Prior Year Expense	\$145,888	-0.11%	\$145,888	0.00%	\$146,358	0.32%
9--	Total Miscellaneous Revenues	\$145,888	-0.11%	\$145,888	0.00%	\$146,358	0.32%
	Total Revenues	\$4,240,968	5.14%	\$4,307,404	1.57%	\$4,522,399	4.99%

Expenditures

38 E 3269 - Madison Metropolitan Sce/Obj 673 674 675 683 684 685	Description Long-Term Note Principal State Trust Fund Loan Principal Long-Term Bond Principal Long-Term Note Interest State Trust Fund Loan Interest Long-Term Bond Interest	Historical Data		Current Year		Budget Year	
		2017	% Δ	2018	% Δ	2019	% Δ
	Long-Term Note Principal	\$840,000	3.07%	\$860,000	2.38%		
	State Trust Fund Loan Principal	\$180,100	120.68%	\$188,716	4.78%	\$3,636,445	
	Long-Term Bond Principal	\$2,155,000	6.42%	\$2,300,000	6.73%		
	Long-Term Note Interest	\$171,032	-2.85%	\$175,950	2.88%		
	State Trust Fund Loan Interest	\$26,115	177.11%	\$17,499	-32.99%	\$889,835	
	Long-Term Bond Interest	\$872,063	-7.26%	\$790,364	-9.37%		
6--	Total Debt Retirement	\$4,244,310	4.87%	\$4,332,529	2.08%	\$4,526,280	4.47%
	Total Expenditures	\$4,244,310	4.87%	\$4,332,529	2.08%	\$4,526,280	4.47%

Baird Budget Forecast Model

Revenues

41 R 3269 - Madison Metropolitan See/Obj Description	Historical Data		Current Year		Budget Year	
	2017	% Δ	2018	% Δ	2019	% Δ
211 Property Tax	\$4,000,000	-11.11%	\$5,000,000	25.00%	\$10,000,000	0.00%
280 Earnings on Investments	\$6,333	43.20%	\$0	-100.00%	\$0	0.00%
<b>2-- Total Local</b>	<b>\$4,006,333</b>	<b>-11.06%</b>	<b>\$5,000,000</b>	<b>24.80%</b>	<b>\$10,000,000</b>	<b>100.00%</b>
<b>Total Revenues</b>	<b>\$4,006,333</b>	<b>-11.06%</b>	<b>\$5,000,000</b>	<b>24.80%</b>	<b>\$10,000,000</b>	<b>100.00%</b>

Expenditures

41 E 3269 - Madison Metropolitan See/Obj Description	Historical Data		Current Year		Budget Year	
	2017	% Δ	2018	% Δ	2019	% Δ
100 1-- Total Salaries	\$0	-100.00%	\$973,187	0.00%	\$1,010,932	3.88%
212 Employer's Share	\$0	-100.00%	\$65,690		\$66,721	1.57%
220 Social Security	\$0	-100.00%	\$73,378		\$76,411	4.13%
230 Life Insurance	\$0	-100.00%	\$4,418		\$4,335	-1.88%
240 Health/Dental Insurance	\$0	-100.00%	\$245,087		\$235,140	-4.06%
250 Other Employee Insurance	\$0	-100.00%	\$5,704		\$5,320	-6.73%
<b>2-- Total Employee Benefits</b>	<b>\$0</b>	<b>-100.00%</b>	<b>\$394,277</b>		<b>\$387,927</b>	<b>-1.61%</b>
310 Personal Services	\$0	-100.00%	\$0		\$0	0.00%
320 Property Services	\$2,765,488	8.27%	\$3,626,221	31.12%	\$8,594,805	137.02%
350 Communication	\$0		\$1,500		\$1,500	0.00%
<b>3-- Total Purchased Services</b>	<b>\$2,765,488</b>	<b>8.20%</b>	<b>\$3,627,721</b>	<b>31.18%</b>	<b>\$8,596,305</b>	<b>136.96%</b>
410 Supplies	\$309	-63.91%	\$0	-100.00%	\$0	0.00%
420 Apparel	\$0	-100.00%	\$0		\$0	0.00%
440 Non-Capital Equipment	\$17	-86.34%	\$0	-100.00%	\$0	0.00%
<b>4-- Total Non-Capital Objects</b>	<b>\$326</b>	<b>-72.21%</b>	<b>\$0</b>	<b>-100.00%</b>	<b>\$0</b>	
713 Worker's Compensation			\$4,815		\$4,815	0.00%
<b>7-- Total Insurance and Judgments</b>	<b>\$0</b>		<b>\$4,815</b>		<b>\$4,815</b>	<b>0.00%</b>
<b>Total Expenditures</b>	<b>\$2,765,814</b>	<b>-28.69%</b>	<b>\$5,000,000</b>	<b>80.78%</b>	<b>\$9,999,980</b>	<b>100.00%</b>



# Baird Budget Forecast Model

240	Health/Dental Insurance	\$1,391,898	-2.74%	\$1,645,409	18.21%	\$1,652,667	0.44%
250	Other Employee Insurance	\$16,388	-64.57%	\$18,613	13.58%	\$18,631	0.10%
2--	<b>Total Employee Benefits</b>	<b>\$1,823,858</b>	<b>-4.00%</b>	<b>\$2,117,958</b>	<b>16.13%</b>	<b>\$2,152,624</b>	<b>1.64%</b>
310	Personal Services	\$20,872	77.64%	\$5,200	-75.09%	\$9,000	73.08%
320	Property Services	\$125,051	41.60%	\$128,946	3.11%	\$100,000	-22.45%
331	Gas for Heat	\$4,771	-66.08%	\$25,000	423.99%	\$16,000	-36.00%
335	Gas for Other Than Heat	\$37,174		\$0	-100.00%	\$0	0.00%
336	Electricity for Other Than Heat	\$13,401	-63.57%	\$38,000	183.56%	\$41,000	7.89%
337	Water	\$0	-100.00%	\$17,000		\$16,000	-5.88%
342	Employee Travel	\$18,967	32.64%	\$5,300	-72.06%	\$16,900	218.87%
350	Communication	\$1,309	-82.71%	\$3,400	159.65%	\$2,700	-20.59%
381	Payment to Municipality	\$20,360		\$16,500	-18.96%	\$18,000	9.09%
387	Payment to State	\$8,286	-5.80%	\$12,000	44.83%	\$9,000	-25.00%
3--	<b>Total Purchased Services</b>	<b>\$250,192</b>	<b>28.30%</b>	<b>\$251,346</b>	<b>0.46%</b>	<b>\$228,600</b>	<b>-9.05%</b>
410	Supplies	\$4,764,800	-1.27%	\$4,787,500	0.48%	\$4,660,775	-2.65%
420	Apparel	\$20,926	10.15%	\$21,800	4.18%	\$21,000	-3.67%
440	Non-Capital Equipment	\$19,276	-35.12%	\$22,000	14.13%	\$21,000	-4.55%
480	Non-Instructional Computer Software	\$40,458	-65.11%	\$39,000	-3.60%	\$41,000	5.13%
4--	<b>Total Non-Capital Objects</b>	<b>\$4,845,460</b>	<b>-2.91%</b>	<b>\$4,870,300</b>	<b>0.51%</b>	<b>\$4,743,775</b>	<b>-2.60%</b>
550	Equipment/Vehicle -- Initial Purchase	\$227,865	269.52%	\$145,000	-36.37%	\$147,000	1.38%
560	Equipment/Vehicle--Replacement	\$99,211		\$2,500	-97.48%	\$1,000	-60.00%
570	Rental of Equipment/Vehicles	\$0		\$2,500		\$1,000	-60.00%
5--	<b>Total Capital Objects</b>	<b>\$327,075</b>	<b>430.41%</b>	<b>\$150,000</b>	<b>-54.14%</b>	<b>\$149,000</b>	<b>-0.67%</b>
713	Worker's Compensation	\$33,633		\$21,280	-36.73%	\$21,280	0.00%
7--	<b>Total Insurance and Judgments</b>	<b>\$33,633</b>		<b>\$21,280</b>	<b>-36.73%</b>	<b>\$21,280</b>	<b>0.00%</b>
940	Dues and Fees	\$688		\$0	-100.00%	\$0	0.00%
990	Other Adjustments	\$0		\$0		-\$200,000	0.00%
9--	<b>Total Other Objects</b>	<b>\$688</b>		<b>\$0</b>	<b>-100.00%</b>	<b>-\$200,000</b>	<b>0.00%</b>
	<b>Total Expenditures</b>	<b>\$10,302,858</b>	<b>1.03%</b>	<b>\$10,941,081</b>	<b>6.19%</b>	<b>\$10,763,411</b>	<b>-1.62%</b>



Baird Budget Forecast Model

Revenues

80 R 3269 - Madison Metropolitan Sce/Obj Description	Historical Data		Current Year		Budget Year	
	Actual 2017	% Δ	Budget 2018	% Δ	Budget 2019	% Δ
211 Property Tax	\$11,802,150	1.27%	\$11,234,489	-4.81%	\$11,535,312	2.68%
262 Supply Resales	\$202	-89.90%	\$0	-100.00%	\$0	0.00%
272 Community Service Fees	\$3,513,924	-0.78%	\$3,573,500	1.70%	\$3,594,974	0.60%
291 Gifts, fundraising, contributions and development	\$128,096	65.40%	\$64,500	-49.65%	\$64,500	0.00%
<b>2-- Total Local</b>	<b>\$15,444,372</b>	<b>1.10%</b>	<b>\$14,872,489</b>	<b>-3.70%</b>	<b>\$15,194,786</b>	<b>2.17%</b>
517 Federal Aids Transited through CESAs or Intermediate sources	\$12,952	-2.57%	\$0	-100.00%	\$0	0.00%
<b>5-- Total Intermediate Sources</b>	<b>\$12,952</b>	<b>-2.57%</b>	<b>\$0</b>	<b>-100.00%</b>	<b>\$0</b>	<b>0.00%</b>
730 Federal Special Projects Aid Transited Through DPI	\$0	-100.00%	\$0		\$0	0.00%
770 Federal Aid Received through Municipalities and Counties	\$0		\$25,500		\$25,500	0.00%
780 Federal Aid Received through State Agencies other than DPI	\$0		\$0		\$0	0.00%
791 Direct Federal Aid	\$1,246		\$0	-100.00%	\$0	0.00%
799 Other Federal Revenue	\$0		\$0		\$0	0.00%
7-- 700 Source adjustments	\$1,246	-99.90%	\$25,500	1946.80%	\$25,500	0.00%
<b>Total Revenues</b>	<b>\$15,458,570</b>	<b>-6.54%</b>	<b>\$14,897,989</b>	<b>-3.63%</b>	<b>\$15,220,286</b>	<b>2.16%</b>

Expenditures

80 E 3269 - Madison Metropolitan Sce/Obj Description	Historical Data		Current Year		Budget Year	
	Actual 2017	% Δ	Budget 2018	% Δ	Budget 2019	% Δ
100 Salaries	\$9,058,684	-10.04%	\$10,030,318	10.73%	\$10,210,215	1.79%
<b>1-- Total Salaries</b>	<b>\$9,058,684</b>	<b>-10.04%</b>	<b>\$10,030,318</b>	<b>10.73%</b>	<b>\$10,210,215</b>	<b>1.79%</b>
212 Employer's Share	\$432,347	-3.52%	\$520,750	20.45%	\$527,158	1.23%
220 Social Security	\$685,618	-10.58%	\$746,971	8.95%	\$760,470	1.81%
230 Life Insurance	\$11,600	4.07%	\$13,203	13.82%	\$12,806	-3.00%
240 Health/Dental Insurance	\$1,105,063	-22.54%	\$1,254,951	13.56%	\$1,247,448	-0.60%

Baird Budget Forecast Model

250	Other Employee Insurance		\$37,115	-60.09%	\$33,739	-9.09%	\$32,131	-4.77%
2--	Total Employee Benefits		\$2,271,742	-17.26%	\$2,569,614	13.11%	\$2,580,014	0.40%
310	Personal Services		\$889,962	-38.17%	\$782,600	-12.06%	\$816,600	4.34%
320	Property Services		\$267,446	-17.42%	\$362,394	35.50%	\$362,394	0.00%
331	Gas for Heat		\$7,981	-12.47%	\$9,500	19.03%	\$9,500	0.00%
336	Electricity for Other Than Heat		\$23,400	26.55%	\$19,600	-16.24%	\$19,600	0.00%
337	Water		\$0	-100.00%	\$500		\$500	0.00%
341	Pupil Transportation		\$472,534	-33.13%	\$627,000	32.69%	\$627,000	0.00%
342	Employee Travel		\$45,230	-22.25%	\$54,225	19.89%	\$54,225	0.00%
350	Communication		\$126,727	10.58%	\$107,811	-14.93%	\$107,811	0.00%
381	Payment to Municipality		\$107,063	9.77%	\$186,100	73.82%	\$152,100	-18.27%
387	Payment to State		\$0		\$0		\$0	0.00%
3--	Total Purchased Services		\$1,940,344	-29.91%	\$2,149,730	10.79%	\$2,149,730	0.00%
410	Supplies		\$434,920	-18.50%	\$433,083	-0.42%	\$433,083	0.00%
420	Apparel		\$36,863	-24.03%	\$13,800	-62.56%	\$13,800	0.00%
440	Non-Capital Equipment		\$5,865	65.25%	\$2,000	-65.90%	\$2,000	0.00%
460	Equipment Components		\$0	-100.00%	\$0		\$0	0.00%
480	Non-Instructional Computer Software		\$15,487	96.07%	\$11,800	-23.81%	\$11,800	0.00%
490	Other Non-Capital Items		\$0		\$0		\$0	0.00%
4--	Total Non-Capital Objects		\$493,134	-16.94%	\$460,683	-6.58%	\$460,683	0.00%
550	Equipment/Vehicle -- Initial Purchase		\$63,675	-21.44%	\$15,195	-76.14%	\$15,195	0.00%
560	Equipment/Vehicle--Replacement		\$3,890		\$0	-100.00%	\$0	0.00%
570	Rental of Equipment/Vehicles		\$9,864	4.78%	\$5,850	-40.69%	\$5,850	0.00%
5--	Total Capital Objects		\$77,428	-14.41%	\$21,045	-72.82%	\$21,045	0.00%
713	Worker's Compensation		\$62,231		\$50,000	-19.65%	\$50,000	0.00%
7--	Total Insurance and Judgments		\$62,231		\$50,000	-19.65%	\$50,000	0.00%
810	General		\$0	-100.00%	\$0		\$0	0.00%
8--	Total Transfers		\$0	-100.00%	\$0		\$0	0.00%
940	Dues and Fees		\$107,889	1.46%	\$116,600	8.07%	\$116,600	0.00%
999	Other Miscellaneous		\$0		\$0		\$232,000	0.00%
9--	Total Other Objects		\$107,889	1.46%	\$116,600	8.07%	\$348,600	198.97%
	Total Expenditures		\$14,011,453	-14.72%	\$15,397,989	9.90%	\$15,820,286	2.74%

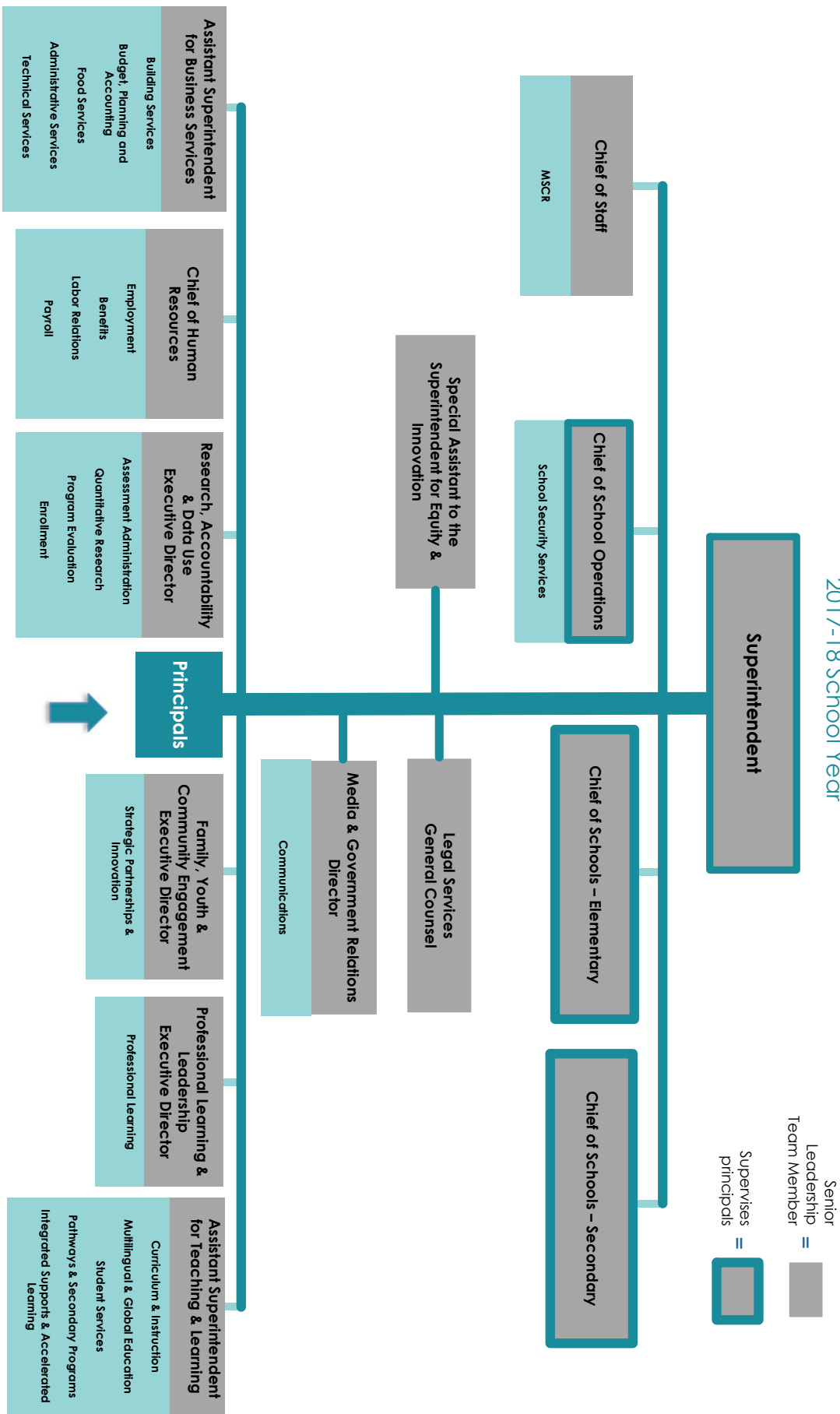
## Appendices

**Items listed in bold were updated for the June 25 revision.  
All other items are as presented in the April Budget Book.**

Central Office Org Chart – Current Year	93
Enrollment Projection in Detail (Nov 2017)	94
Equity Staffing Charts – Current Year Data	121
Personalized Pathways	123
Summer School Budget	124
Staffing Guidelines: Title I, BEP, ELL, Student Services	125
<b>Multi-year View of Priority Actions</b>	<b>128</b>
<b>Early Estimate of 2X Charters</b>	<b>130</b>
Debt Service Fund Summary	131
Capital Maintenance Planning	132
Food Service Fund (50)	137
Community Service Fund (80)	139
<b>DPI Budget Adoption Format</b>	<b>144</b>
<b>Tax Impact Projections</b>	<b>146</b>
TID #25 Schedule	147
<b>Fund Balance Table</b>	<b>148</b>
General Fees Table	149
Facility Rental Fees Table	154
<b>Proposed Adjustments to 2018/19 June Prelim Budget v2</b>	<b>156</b>
Department Summaries	159

# Central Office Organizational Structure

2017-18 School Year



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



## Enrollment History and Projections Fall 2017

### Key Findings

1. Enrollment for K4-12<sup>th</sup> grade has been stable over the five years, at around 27,000. The 2017-18 Third Friday of September enrollment was exactly 27,000.
2. We project a slight decrease in MMSD enrollment each of the next five school years, leading to a projected K4-12<sup>th</sup> grade enrollment of 26,475 for the 2022-23 school year.
3. The demographics of the district have been generally stable over the past five years. The largest changes are for Hispanic or Latino students (9% increase in number), students with disabilities (6.9% increase), and English Language Learners (8.2% increase).

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.

### Background

Enrollment projections in MMSD are based on historical enrollment patterns and progression rates from grade to grade depending on the instructional language environment of the students' classroom. They are then modified based on the maximum constraints of charter/magnet/school policy documents, timing of the year considerations, and projected development and its impact on enrollment

Four-year old Kindergarten (K4) and Kindergarten (KG) classes are projected by comparing local historical births against class sizes to determine what percentage of births we can expect to enroll in MMSD as K4 or KG students. 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 2015. A linear-forecast of births at the municipal level is used to extend live-birth estimates through 2017, covering the five-year projection period. The number of births in Fitchburg has been relatively stable since 2010 (around 400), while the number of births in Madison has increased substantially (from 2,825 to 3,139) to reach pre-Great Recession levels. While the number of births in the area has increased to reach pre-Recession levels, the percent of births in the area that attend MMSD has decreased to pre-Recession levels (i.e. births immediately after the Recession were more likely to attend MMSD). Therefore the size of projected classes of K4 and KG depends upon the interplay of increasing birth counts and decreasing likelihood of attending MMSD.

Projections incorporate future residential and mixed use development in five-year increments. We modify the projections by adding the estimated number of new students to the district due to projected new development. Projections for the number of students added to the attendance areas of MMSD schools and a discussion of recent and projected new development are presented in the Appendix.

At the middle school level, Badger Rock, Spring Harbor, and Wright have modified projections for their sixth grade. Since their charter/magnet or school policy guides specify specific numbers of students they can enroll, the projected number of students at each school is capped as follows:

*Badger Rock:* The charter effective for the 2017-18 school year specifies that Badger Rock may serve up to 120 students enrolled across grades six, seven, and eight. Their projection is therefore capped at 120 students for the entire school.

*Spring Harbor:* The school enrollment policy for the 2017-18 school year specifies that up to 90 students may enroll into Spring Harbor's sixth grade. Their sixth grade projection is therefore capped at 90 students.

*Wright:* The contract effective for the 2017-18 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 capped at 85 and 255, respectively.



## Methodology by Grade

### 1. **K4 Projections**

K4 projections are based on observed births in the City of Madison and Fitchburg, the projected trajectory of these births, and the three-year average ratio of births eligible to attend MMSD and for the school year and the number of K4 students enrolled. That is, we estimate the number of births that could enroll in MMSD four years after their live birth and see what percentage of these eligible births enrolled.

This overall K4 projection is then distributed to individual buildings and programs based on the current (one-year) distribution of K4 students.

### 2. **KG Projections**

KG and K4 projection methodologies are similar.

KG projections also incorporate multi-lingual enrollment environments (DLI-DBE environments) into the projection methodology. This is done by distributing the projected number of students not just to schools, but to language specific environments within the schools.

### 3. **First, Second grade projections**

Students are projected from KG in to first grade and from first grade into second grade by multiplying the number of enrolled students by the three-year average rate of progression from grade-to-grade (e.g. the percent of KG students that move into first grade) by the language of instruction. That is, each grade has two progression rates, an English-only rate and a multilingual environment rate.

### 4. **Third grade projections**

Students are projected from second into third grade in a method which is similar to the method for first and second grade. The difference is that students in paired school environments must be projected from their KG-2<sup>nd</sup> grade school into their 3<sup>rd</sup>-5<sup>th</sup> grade school. We assume that all projected students attend their paired school.

### 5. **Fourth and fifth grade projections**

Students are projected from third and fourth grade into fourth and fifth grade using the same methodology as the projections for first and second grade. That is, each grade has two progression rates, an English-only rate and a multilingual environment rate.

### 6. **Sixth grade projections (transition from elementary into middle school)**

Students are projected from fifth into sixth grade by multiplying students enrolled in fifth grade at each school in each instructional language environment by a fifth-to-sixth grade three-year average progression rate for each language of instruction to project the number of students (*first calculation*).

The projected sixth grade students are then distributed among middle schools based on the one-year distribution of students from their fifth grade language of instruction (e.g. Allis fifth grade DLI) into their sixth grade language of instruction (e.g. Sennett sixth grade DLI). Some students that were projected to be DLI are distributed into schools that do not have DLI instructional environments. These students are switched over the English-only instruction to arrive at the initial sixth grade enrollment.

In order to re-adjust enrollment levels by instructional language, the projected sixth grade enrollment of the district is re-apportioned between English-only instruction and multi-lingual instruction so that the number of projected students by language of instruction from our *first calculation* matches the number of projected students across the middle schools.

### **Charter/Magnet Schools**

These projections are then modified to meet the constraints of charter/magnet school policy guides for Badger Rock, Spring Harbor, and Wright. If the projection for these schools are higher than their upper limit for sixth grade enrollment (or overall school enrollment) students are taken from the schools are distributed to traditional middle schools in the district based on the percent of students attending each of these enrollment limited schools living in each of the traditional schools' attendance areas.



### **7. Seventh and eighth grade projections**

Students are projected from sixth and seventh grade into seventh and eighth grade using the same methodology used for first, second, fourth and fifth grades. That is, each grade has two three-year average progression rates, an English-only rate and a multilingual environment rate.

### **8. Ninth grade projection (transition from middle to high school)**

Students are projected from eighth into ninth grade with a methodology similar to the projection from fifth into sixth grade. Students are initially projected from eighth into ninth grade based on a three-year average progression rate by language from middle school into ninth grade.

#### **Alternative Education Environments**

These projections are then distributed to each school based on the one-year distribution rates from each middle school into each high school based on the language of instruction. All high schools will eventually have multilingual instruction environments so that there is no need to redistribute students between schools and languages based on schools not having the language environment the student is being projected into.

In order to correctly distribute students to alternative environments (Capital High, Shabazz, Metro) the projected students are then redistributed from each of the traditional schools into the alternative environments until the three-year average distribution on the Third Friday of September is met. As an example, if Capital High needs another 20 students to meet its three-year average share of ninth grade district enrollment then 20 students are taken from the traditional school environments proportional to where Capital High students live. So, if 25% of Capital High students live in the East attendance area then 5 students ( $20 \times 25\%$ ) will be taken from East to give Capital High the correct share of district enrollment.

This gets us to a number of students in ninth grade at each high school which is descriptive of the number of students expected on the Third Friday of September based on recent evidence.

It is known that the distribution of students among high schools shift over the year. In order to make these projections more useful for staffing throughout the school year, the students are then re-apportioned among the high schools to reflect the Second Friday of January count (the second official membership count of the school year, and near the middle of an academic school year), specifically at the alternative education environments. After this step, we have a number of students which are projected to be enrolled at each of our high schools aligned to meeting the expected number of students enrolled in alternative education during the Second Friday of January membership count.

### **9. Tenth and eleventh grade projections**

Tenth and eleventh grade are projected using a methodology similar to that used for ninth grade. The difference is that students are no longer distributed from middle schools by language of instruction into high schools by language of instruction, but are distributed amongst high school by language of instruction.

### **10. Twelfth grade projection**

Twelfth grade is projected in a manner similar to the projections for tenth and eleventh grade. The difference is that the three-year average progression rate for twelfth grade is constructed based on eleventh grade into twelfth grade progression and twelfth grade into twelfth grade progression. This models the fact that around 10% of MMSD twelfth graders repeat as twelfth graders each year and have enrollment distribution patterns separate from eleventh to twelfth grade students.

### **11. Projected development modification**

We then modify the projections for every traditional school based on the estimated number of projected students new to the district due to projected development. We use this conservative estimate of new students to the district due to development and not new students to the area due to development because we cannot model with sufficient accuracy the possible movement of students from one school attendance area into another to live in new development years in advance of when the development is even built. Therefore, this adjustment recognizes the fact that development will add students to the district without making major modifications to projections for schools.





## Use of Projections

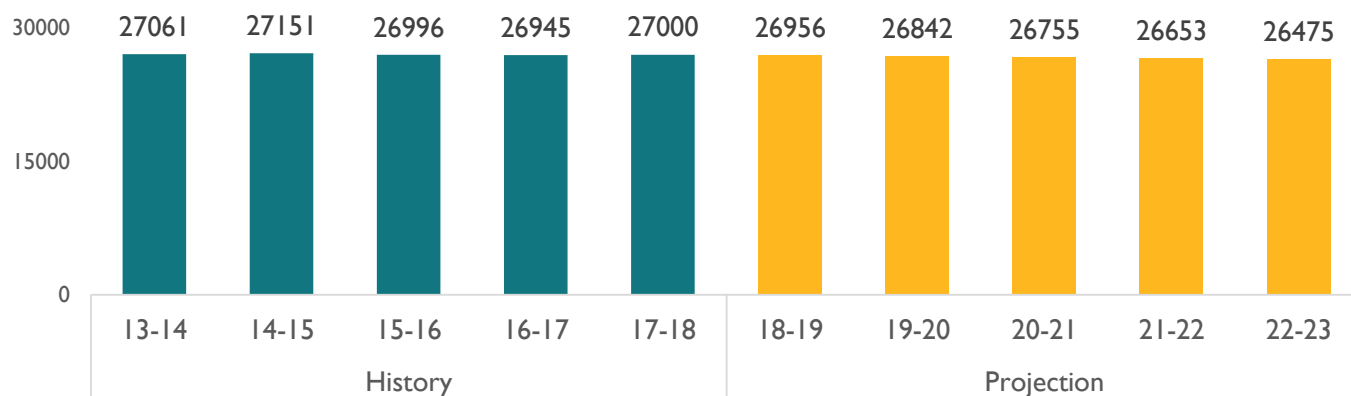
These projections estimate the projected enrollment for MMSD over the coming five school years. Each year MMSD conducts a workbook process to plan staffing for the following year. These projections are a beginning point for this administrative planning process. This process also incorporates:

1. Local knowledge of district programmatic staff concerning the planned deployment of programmatic environments (e.g. DLI-DBE environments, alternative education environments, K4 environments);
2. Local knowledge of school staff concerning cohorts and planning rosters;
3. Local knowledge of major construction projects to be completed before the following school year;
4. All the other special case considerations that each school receives, according to the particulars facts at the time the process is occurring.



### K4-12 Enrollment History and Projections

Enrollment History (five-year) and Projection (five-year)



Enrollment History (five-year) and Projection (five-year)

Growth in enrollment is green and declines in enrollment are in red

	13-14	14-15	15-16	16-17	17-18	18-19	19-20	20-21	21-22	22-23
Change	N/A	+90	-155	-51	+55	-44	-114	-87	-102	-178

The K4 through twelfth grade enrollment of MMSD has been remarkably stable over the past five school years, decreasing by 61 students (a 0.2% decrease). Over the next five school years we project small decreases in the enrollment of the district. These decreases of between 47 and 193 students represent decreases of 0.2% to 0.7% of the district’s enrollment.

Enrollment History (five-year) and Projection (five-year) by Instructional Language

Growth in enrollment is green and declines in enrollment are in red

		13-14	14-15	15-16	16-17	17-18	18-19	19-20	20-21	21-22	22-23
Count	English-only	25474	25293	24925	24567	24313	23968	23604	23300	22995	22675
	Multilingual	1587	1858	2071	2378	2687	2988	3238	3455	3658	3800
Change	English-only	N/A	-181	-368	-358	-254	-345	-364	-304	-305	-320
	Multilingual	N/A	+271	+213	+307	+309	+301	+250	+217	+203	+142

The expansion of DLI environments into new schools and more grade levels has led to a steady increase in the number of students enrolled in multilingual instruction, and inversely fewer students enrolled in English-only environments.

While the enrollment at the district level has remained stable over the past five school years, the enrollment of some grades have seen substantially fluctuation (especially KG and twelfth grade) and the enrollments at individual schools have fluctuated even more widely. Therefore stable enrollments at the district level does not necessarily mean that enrollments at more granular levels follow a similar pattern.



## K4-12 Enrollment History and Projections by Grade

*Five-year Enrollment History and Five-year Projection by Grade*

School Year		13-14	14-15	15-16	16-17	17-18	18-19	19-20	20-21	21-22	22-23
Elementary	K4	1960	1864	1774	1716	1796	1802	1806	1830	1844	1858
	KG	2271	2257	2127	2073	2027	2194	2178	2182	2215	2238
	01	2176	2108	2154	2059	2016	1960	2121	2105	2108	2135
	02	2079	2135	2073	2114	1967	1962	1908	2065	2049	2052
	03	2071	2017	2058	2015	2045	1904	1900	1847	1999	1985
	04	1989	2011	1951	1991	1962	1982	1846	1842	1791	1938
	05	1829	1931	1940	1885	1915	1895	1912	1782	1779	1730
	Total	14375	14323	14077	13853	13728	13699	13670	13652	13784	13936
Middle	06	1789	1782	1882	1868	1799	1836	1806	1829	1699	1694
	07	1825	1780	1708	1844	1831	1747	1784	1753	1776	1649
	08	1719	1808	1753	1718	1828	1821	1738	1774	1744	1767
	Total	5333	5370	5343	5430	5458	5404	5328	5356	5220	5110
High	09	1798	1823	1889	1866	1885	1932	1888	1769	1817	1751
	10	1741	1820	1854	1907	1868	1905	1954	1910	1793	1838
	11	1974	1895	1823	1846	1916	1869	1903	1941	1872	1735
	12	1840	1920	2010	2043	2145	2147	2099	2126	2167	2105
	Total	7353	7458	7576	7662	7814	7853	7843	7746	7649	7429
District total		27061	27151	26996	26945	27000	26956	26842	26755	26653	26475

The 2017-18 K4-12<sup>th</sup> grade enrollment of 27,000 students is an increase of 55 students (0.02%) from the 2016-17 enrollment of 26,945 students. K4-12 enrollment in MMSD has remained flat for the last five years, increasing by 61 students. We project that MMSD will continue a trend of modest decline for the next five years.



### K4-12 Enrollment History and Projections by Grade and Language

English-only	13-14	14-15	15-16	16-17	17-18	18-19	19-20	20-21	21-22	22-23
K4	1960	1864	1774	1716	1796	1802	1806	1830	1844	1858
KG	1921	1919	1780	1681	1597	1729	1717	1718	1743	1762
1	1902	1754	1819	1718	1601	1527	1652	1641	1640	1659
2	1775	1861	1717	1794	1633	1555	1484	1606	1594	1594
3	1840	1726	1795	1668	1736	1581	1506	1436	1555	1545
4	1855	1798	1672	1734	1621	1681	1532	1459	1391	1506
5	1714	1792	1737	1614	1652	1560	1617	1474	1403	1338
6	1742	1710	1770	1693	1569	1615	1524	1581	1440	1378
7	1762	1721	1641	1739	1662	1528	1575	1486	1542	1404
8	1675	1746	1692	1651	1725	1651	1518	1564	1476	1532
9	1773	1801	1868	1826	1849	1879	1800	1656	1709	1613
10	1741	1786	1828	1881	1833	1865	1897	1815	1670	1721
11	1974	1895	1822	1828	1907	1857	1889	1921	1839	1693
12	1840	1920	2010	2024	2132	2138	2087	2112	2148	2073
Multi-lingual instruction	13-14	14-15	15-16	16-17	17-18	18-19	19-20	20-21	21-22	22-23
KG	350	338	347	392	430	465	461	464	472	476
01	274	354	335	341	415	433	469	464	468	476
02	304	274	356	320	334	407	424	459	455	458
03	231	291	263	347	309	323	394	411	444	440
04	134	213	279	257	341	301	314	383	400	432
05	115	139	203	271	263	335	295	308	376	392
06	47	72	112	175	230	221	282	248	259	316
07	63	59	67	105	169	219	209	267	234	245
08	44	62	61	67	103	170	220	210	268	235
09	25	22	21	40	36	53	88	113	108	138
10		34	26	26	35	40	57	95	123	117
11			1	18	9	12	14	20	33	42
12				19	13	9	12	14	19	32

The number of English-only students has been decreasing in direct proportion to the increase in multilingual instruction students and the cumulative effect of cohorts passing through MMSD grows this effect each year.



### Enrollment History by Demographic Group

Race & ethnicity	Student Count					Percent of Students				
	13-14	14-15	15-16	16-17	17-18	13-14	14-15	15-16	16-17	17-18
American Indian	90	93	92	77	83	<1%	<1%	<1%	<1%	<1%
Asian	2473	2460	2426	2428	2380	9%	9%	9%	9%	9%
Black or African American	4907	4840	4841	4782	4855	18%	18%	18%	18%	18%
Hispanic or Latino	5307	5464	5562	5726	5786	20%	20%	20%	21%	21%
Pacific Islander	19	13	16	16	16	<1%	<1%	<1%	<1%	<1%
Two or more races	2447	2498	2472	2426	2443	9%	9%	9%	9%	9%
White	11932	11892	11740	11593	11595	44%	44%	43%	43%	43%

Other demographics	Student Count					Percent of Students				
	13-14	14-15	15-16	16-17	17-18	13-14	14-15	15-16	16-17	17-18
Low-income	13104	13129	13232	13411	13145	48%	48%	49%	49%	48%
English Language Learners	7084	7264	7476	7466	7668	26%	27%	28%	27%	28%
Receiving special education	3612	3973	3707	3754	3860	13%	15%	14%	14%	14%

The percentages of students (PK-12) identifying as each race have remained relatively stable over the past five school years. The larger changes in the number of enrolled students have been for Asians (3.8 percent decrease), Hispanic or Latino students (9 percent increase), and for white students (2.8 percent decrease).



RESEARCH & PROGRAM EVALUATION OFFICE

**Five-year Enrollment Projections by Grade and Language for Schools**

School Name	School Year	K4	KG	1	2	3	4	5	6	7	8	9	10	11	12	Total
<b>Allis</b>	<b>17-18</b>	90	78	57	66	77	63	58								<b>489</b>
Allis	18-19	90	77	76	56	64	75	61								497
Allis	19-20	90	76	75	74	54	62	72								502
Allis	20-21	91	76	74	73	72	52	60								498
Allis	21-22	91	77	74	72	71	70	51								506
Allis	22-23	92	77	75	72	70	69	68								523
<b>Chavez</b>	<b>17-18</b>	66	99	107	88	96	107	91								<b>654</b>
Chavez	18-19	64	107	96	104	85	93	103								653
Chavez	19-20	65	106	104	93	101	83	90								641
Chavez	20-21	66	107	102	101	90	98	80								644
Chavez	21-22	66	109	103	100	98	87	94								658
Chavez	22-23	67	110	105	101	97	95	84								658
<b>Crestwood</b>	<b>17-18</b>	16	54	53	56	51	60	54								<b>344</b>
Crestwood	18-19	16	60	52	52	54	49	58								341
Crestwood	19-20	16	59	57	50	50	53	48								333
Crestwood	20-21	17	59	57	56	49	48	51								336
Crestwood	21-22	17	60	57	55	54	47	46								336
Crestwood	22-23	17	60	57	55	53	52	45								341
<b>Elvehjem</b>	<b>17-18</b>	35	65	49	74	69	62	69								<b>423</b>
Elvehjem	18-19	48	68	62	48	72	67	60								423
Elvehjem	19-20	47	68	65	60	46	69	64								420
Elvehjem	20-21	48	67	64	63	58	45	67								413
Elvehjem	21-22	48	69	64	63	61	57	43								405
Elvehjem	22-23	48	70	65	63	61	59	54								420
<b>Emerson</b>	<b>17-18</b>	33	66	77	57	68	53	55								<b>409</b>
Emerson	18-19	34	74	63	75	55	66	52								419
Emerson	19-20	34	74	71	61	72	53	63								429
Emerson	20-21	34	74	71	69	59	70	51								428
Emerson	21-22	34	74	70	69	67	57	68								439
Emerson	22-23	34	77	71	68	66	65	55								437
<b>Falk</b>	<b>17-18</b>	58	69	49	51	51	40	43								<b>361</b>
Falk	18-19	55	74	68	48	49	49	38								381
Falk	19-20	55	74	73	66	46	48	48								409
Falk	20-21	56	74	72	71	64	45	46								428
Falk	21-22	57	74	72	71	69	62	43								447
Falk	22-23	57	75	73	70	68	67	60								470
<b>Franklin</b>	<b>17-18</b>	51	110	123	106											<b>390</b>
Franklin	18-19	55	118	105	120											398
Franklin	19-20	55	118	113	102											388
Franklin	20-21	55	117	112	110											395
Franklin	21-22	56	119	112	109											396
Franklin	22-23	56	119	113	109											398



School Name	School Year	K4	KG	1	2	3	4	5	6	7	8	9	10	11	12	Total
Glendale	17-18	47	75	75	80	82	67	83								509
Glendale	18-19	51	82	74	73	77	80	65								503
Glendale	19-20	51	82	81	73	71	75	77								510
Glendale	20-21	52	82	81	79	70	69	73								506
Glendale	21-22	52	82	81	79	77	68	67								506
Glendale	22-23	52	83	81	79	76	75	67								513
Gompers	17-18	18	36	39	41	27	38	37								236
Gompers	18-19	20	40	34	38	40	26	37								235
Gompers	19-20	20	40	38	33	37	38	25								232
Gompers	20-21	20	40	38	37	32	36	37								240
Gompers	21-22	20	40	38	37	36	31	34								237
Gompers	22-23	20	41	38	37	36	35	30								237
Hawthorne	17-18	32	61	54	56	65	64	55								387
Hawthorne	18-19	34	66	59	53	54	63	62								390
Hawthorne	19-20	34	65	63	57	51	53	61								384
Hawthorne	20-21	35	65	63	62	55	49	51								379
Hawthorne	21-22	35	66	63	61	60	54	48								385
Hawthorne	22-23	35	66	63	61	59	58	52								394
Huegel	17-18	34	77	84	82	81	68	74								500
Huegel	18-19	35	85	74	82	79	78	65								498
Huegel	19-20	35	85	81	71	79	77	75								504
Huegel	20-21	35	84	81	79	69	77	74								499
Huegel	21-22	35	85	81	79	77	67	74								497
Huegel	22-23	36	86	81	78	76	74	64								496
Kennedy	17-18	36	76	81	83	77	87	90								530
Kennedy	18-19	35	80	73	79	80	75	84								506
Kennedy	19-20	35	80	77	71	76	78	72								488
Kennedy	20-21	36	80	76	75	68	74	75								483
Kennedy	21-22	36	82	76	74	72	66	71								477
Kennedy	22-23	36	83	77	74	72	70	64								475
Lake View	17-18		49	46	46	40	43	36								260
Lake View	18-19		53	47	45	45	39	41								269
Lake View	19-20		52	51	46	43	43	37								273
Lake View	20-21		52	51	50	45	42	42								281
Lake View	21-22		53	51	49	48	43	40								284
Lake View	22-23		53	51	49	48	47	42								289
Lapham	17-18	60	62	70	63											255
Lapham	18-19	54	68	59	68											250
Lapham	19-20	54	68	65	58											245
Lapham	20-21	55	68	65	63											251
Lapham	21-22	55	68	65	63											251
Lapham	22-23	55	70	65	63											254





School Name	School Year	K4	KG	1	2	3	4	5	6	7	8	9	10	11	12	Total
<b>Leopold</b>	<b>17-18</b>	50	117	111	112	115	128	96								<b>729</b>
Leopold	18-19	40	125	115	108	108	112	124								734
Leopold	19-20	42	122	123	113	105	105	108								719
Leopold	20-21	44	128	121	120	109	102	103								726
Leopold	21-22	45	134	126	118	117	106	99								744
Leopold	22-23	46	138	132	123	114	113	103								769
<b>Lincoln</b>	<b>17-18</b>	28				136	147	120								<b>431</b>
Lincoln	18-19	30				140	132	143								446
Lincoln	19-20	30				126	136	128								421
Lincoln	20-21	31				123	122	133								408
Lincoln	21-22	31				142	119	119								410
Lincoln	22-23	31				141	137	116								425
<b>Lindbergh</b>	<b>17-18</b>	17	31	13	24	28	23	34								<b>170</b>
Lindbergh	18-19	16	26	30	13	23	27	22								157
Lindbergh	19-20	16	25	24	29	12	23	26								156
Lindbergh	20-21	17	25	24	24	28	12	22								151
Lindbergh	21-22	17	26	24	24	23	27	11								152
Lindbergh	22-23	17	26	25	24	23	22	26								162
<b>Lowell</b>	<b>17-18</b>	35	48	48	52	64	53	48								<b>348</b>
Lowell	18-19	38	57	46	47	50	62	51								351
Lowell	19-20	38	57	54	45	45	49	60								347
Lowell	20-21	38	57	54	53	43	44	47								336
Lowell	21-22	38	57	54	53	51	42	42								337
Lowell	22-23	39	57	55	52	51	50	40								344
<b>Marquette</b>	<b>17-18</b>					60	80	67								<b>207</b>
Marquette	18-19					61	58	77								196
Marquette	19-20					66	59	56								181
Marquette	20-21					56	64	57								176
Marquette	21-22					61	54	61								177
Marquette	22-23					62	59	52								173
<b>Mendota</b>	<b>17-18</b>	31	55	61	45	51	43	38								<b>324</b>
Mendota	18-19	27	59	53	59	44	49	41								333
Mendota	19-20	27	59	57	51	57	42	48								341
Mendota	20-21	28	59	56	55	49	56	41								343
Mendota	21-22	28	59	56	55	53	48	53								352
Mendota	22-23	28	60	57	55	53	52	46								349
<b>Midvale</b>	<b>17-18</b>	35	132	133	145											<b>445</b>
Midvale	18-19	33	152	130	130											445
Midvale	19-20	33	151	150	127											461
Midvale	20-21	34	151	149	146											480
Midvale	21-22	34	153	149	145											480
Midvale	22-23	34	154	150	145											483



School Name	School Year	K4	KG	1	2	3	4	5	6	7	8	9	10	11	12	Total
Muir	17-18	44	69	51	76	54	43	60								397
Muir	18-19	38	76	67	50	74	52	41								397
Muir	19-20	38	75	72	65	48	71	50								420
Muir	20-21	38	75	72	70	63	46	69								433
Muir	21-22	38	78	72	70	68	61	45								431
Muir	22-23	38	78	74	70	68	66	59								452
Nuestro Mundo	17-18		49	52	53	50	52	53								309
Nuestro Mundo	18-19		54	49	51	51	49	51								305
Nuestro Mundo	19-20		53	54	48	49	50	48								302
Nuestro Mundo	20-21		53	54	53	47	48	49								303
Nuestro Mundo	21-22		54	54	53	51	46	47								303
Nuestro Mundo	22-23		54	54	52	51	50	45								306
Olson	17-18	36	76	73	66	74	62	56								443
Olson	18-19	41	80	73	71	64	72	60								459
Olson	19-20	41	79	76	71	69	62	69								467
Olson	20-21	41	81	76	74	68	67	60								467
Olson	21-22	41	82	76	74	72	66	64								475
Olson	22-23	42	82	76	74	71	70	64								478
Orchard Ridge	17-18	33	33	41	31	47	49	60								294
Orchard Ridge	18-19	47	44	32	40	30	46	47								285
Orchard Ridge	19-20	47	44	42	31	39	29	44								275
Orchard Ridge	20-21	48	44	42	41	30	37	28								270
Orchard Ridge	21-22	49	44	42	41	40	29	36								280
Orchard Ridge	22-23	50	44	42	41	39	38	28								282
Randall	17-18					120	107	132								359
Randall	18-19					103	116	103								322
Randall	19-20					116	99	112								327
Randall	20-21					99	112	96								307
Randall	21-22					106	96	108								310
Randall	22-23					106	103	92								301
Sandburg	17-18	48	74	85	58	79	79	58								481
Sandburg	18-19	47	78	73	83	56	77	77								490
Sandburg	19-20	47	77	76	71	80	54	74								481
Sandburg	20-21	48	77	76	74	69	78	53								474
Sandburg	21-22	48	78	75	74	72	67	76								489
Sandburg	22-23	49	79	76	74	71	70	65								483
Schenk	17-18		60	80	65	78	66	71								420
Schenk	18-19		77	59	78	63	76	63								415
Schenk	19-20		76	75	57	76	61	73								418
Schenk	20-21		76	75	73	55	73	59								411
Schenk	21-22		77	74	73	71	54	71								420
Schenk	22-23		78	75	73	70	69	52								417



School Name	School Year	K4	KG	1	2	3	4	5	6	7	8	9	10	11	12	Total
<b>Shorewood</b>	<b>17-18</b>	32	76	84	73	63	69	65								<b>462</b>
Shorewood	18-19	32	87	73	82	71	61	66								471
Shorewood	19-20	32	86	83	71	79	68	59								478
Shorewood	20-21	32	86	82	81	68	77	66								492
Shorewood	21-22	32	87	82	80	78	66	74								499
Shorewood	22-23	32	87	83	80	78	76	64								500
<b>Stephens</b>	<b>17-18</b>	63	89	76	92	93	81	83								<b>577</b>
Stephens	18-19	62	87	86	74	89	90	78								566
Stephens	19-20	62	86	84	84	72	86	87								561
Stephens	20-21	62	86	84	82	81	69	84								548
Stephens	21-22	63	87	83	81	79	79	67								540
Stephens	22-23	63	88	84	81	79	77	76								548
<b>Thoreau</b>	<b>17-18</b>	27	70	67	58	84	66	64								<b>436</b>
Thoreau	18-19	31	69	67	65	56	81	63								433
Thoreau	19-20	31	68	66	65	63	54	78								426
Thoreau	20-21	31	69	65	64	63	61	52								406
Thoreau	21-22	32	70	66	64	62	61	59								413
Thoreau	22-23	32	71	67	64	62	60	59								414
<b>Van Hise</b>	<b>17-18</b>		71	77	68	65	62	65								<b>408</b>
Van Hise	18-19		72	68	75	66	63	60								403
Van Hise	19-20		71	69	66	72	64	61								403
Van Hise	20-21		71	68	67	64	70	61								402
Van Hise	21-22		72	68	66	65	62	68								400
Van Hise	22-23		72	69	66	64	63	59								394



School Name	School Year	K4	KG	1	2	3	4	5	6	7	8	9	10	11	12	Total
Badger Rock	17-18								35	21	32					88
Badger Rock	18-19								36	34	21					91
Badger Rock	19-20								34	35	34					102
Badger Rock	20-21								35	33	34					102
Badger Rock	21-22								33	34	33					100
Badger Rock	22-23								29	32	34					95
Black Hawk	17-18								144	125	127					396
Black Hawk	18-19								116	140	124					381
Black Hawk	19-20								109	113	139					362
Black Hawk	20-21								104	106	112					323
Black Hawk	21-22								108	102	106					316
Black Hawk	22-23								102	106	101					308
Cherokee	17-18								180	183	162					525
Cherokee	18-19								168	173	183					523
Cherokee	19-20								215	161	173					549
Cherokee	20-21								200	207	161					567
Cherokee	21-22								179	192	207					577
Cherokee	22-23								179	171	192					542
Hamilton	17-18								239	239	313					791
Hamilton	18-19								243	233	237					714
Hamilton	19-20								213	237	231					681
Hamilton	20-21								216	207	236					659
Hamilton	21-22								206	211	206					623
Hamilton	22-23								220	201	209					630
Jefferson	17-18								181	170	163					514
Jefferson	18-19								194	175	169					538
Jefferson	19-20								175	188	175					538
Jefferson	20-21								188	170	187					546
Jefferson	21-22								194	183	169					547
Jefferson	22-23								164	189	182					534
O'Keeffe	17-18								156	160	153					469
O'Keeffe	18-19								142	152	159					453
O'Keeffe	19-20								155	138	151					444
O'Keeffe	20-21								145	151	138					434
O'Keeffe	21-22								128	142	150					419
O'Keeffe	22-23								124	125	141					390
Sennett	17-18								202	246	221					669
Sennett	18-19								239	195	245					679
Sennett	19-20								217	230	194					642
Sennett	20-21								237	209	230					676
Sennett	21-22								228	229	209					665
Sennett	22-23								206	219	228					653



RESEARCH & PROGRAM EVALUATION OFFICE

School Name	School Year	K4	KG	1	2	3	4	5	6	7	8	9	10	11	12	Total
<b>Sherman</b>	<b>17-18</b>								167	172	124					463
Sherman	18-19								154	162	171					488
Sherman	19-20								172	150	161					482
Sherman	20-21								180	166	149					495
Sherman	21-22								143	175	166					483
Sherman	22-23								177	138	174					489
<b>Spring Harbor</b>	<b>17-18</b>								89	90	85					264
Spring Harbor	18-19								90	87	89					266
Spring Harbor	19-20								90	88	86					264
Spring Harbor	20-21								90	88	87					265
Spring Harbor	21-22								90	88	87					265
Spring Harbor	22-23								90	88	87					265
<b>Toki</b>	<b>17-18</b>								184	177	212					573
Toki	18-19								213	179	176					568
Toki	19-20								200	207	178					585
Toki	20-21								208	195	206					608
Toki	21-22								177	202	194					573
Toki	22-23								185	173	201					559
<b>Whitehorse</b>	<b>17-18</b>								137	167	149					453
Whitehorse	18-19								157	134	166					456
Whitehorse	19-20								142	153	133					427
Whitehorse	20-21								140	138	152					430
Whitehorse	21-22								129	137	137					403
Whitehorse	22-23								134	125	136					395
<b>Wright</b>	<b>17-18</b>								85	81	84					250
Wright	18-19								85	83	80					248
Wright	19-20								85	83	82					250
Wright	20-21								85	83	82					250
Wright	21-22								85	83	82					250
Wright	22-23								85	83	82					250
<b>East</b>	<b>17-18</b>											409	399	384	451	1643
East	18-19											410	407	383	414	1614
East	19-20											445	412	391	407	1655
East	20-21											445	447	392	406	1689
East	21-22											391	445	418	406	1660
East	22-23											407	394	415	433	1648
<b>La Follette</b>	<b>17-18</b>											388	415	379	389	1571
La Follette	18-19											400	393	394	377	1564
La Follette	19-20											426	409	372	388	1595
La Follette	20-21											349	432	395	367	1542
La Follette	21-22											399	356	411	384	1550
La Follette	22-23											360	404	336	403	1503



School Name	School Year	K4	KG	1	2	3	4	5	6	7	8	9	10	11	12	Total
Memorial	17-18											510	456	479	492	1937
Memorial	18-19											513	508	454	509	1984
Memorial	19-20											485	513	504	486	1988
Memorial	20-21											468	485	509	528	1990
Memorial	21-22											517	469	482	538	2006
Memorial	22-23											482	515	454	514	1965
West	17-18											558	547	560	575	2240
West	18-19											581	558	536	606	2280
West	19-20											505	585	547	581	2217
West	20-21											483	508	558	586	2135
West	21-22											486	487	474	597	2044
West	22-23											479	489	447	520	1935
Innovative & Alt	17-18											10	21	71	192	294
Innovative & Alt	18-19											16	20	62	193	290
Innovative & Alt	19-20											17	21	59	189	286
Innovative & Alt	20-21											15	21	61	191	288
Innovative & Alt	21-22											15	20	59	194	289
Innovative & Alt	22-23											15	20	56	188	280
Metro School	17-18										3	1	1	2	11	18
Metro School	18-19											4			14	18
Metro School	19-20														14	14
Metro School	20-21														14	14
Metro School	21-22														14	14
Metro School	22-23														13	13
Shabazz	17-18											9	29	41	35	114
Shabazz	18-19											9	19	40	35	102
Shabazz	19-20											9	16	29	34	89
Shabazz	20-21											9	17	27	35	87
Shabazz	21-22											8	16	27	35	87
Shabazz	22-23											9	16	26	34	85



RESEARCH & PROGRAM EVALUATION OFFICE

**Five-year Enrollment Projections by Grade and Language for Schools**

School	School Year	English-only instruction							Multi-lingual instruction						
		K4	KG	01	02	03	04	05	KG	01	02	03	04	05	
<b>Allis</b>	<b>17-18</b>	90	44	30	66	77	63	58	34	27					
Allis	18-19	90	44	42	29	64	75	61	32	34	26				
Allis	19-20	90	44	42	41	28	62	72	32	33	34	26			
Allis	20-21	91	44	42	41	40	27	60	32	32	32	32	25		
Allis	21-22	91	44	42	41	40	38	26	33	32	32	31	32	24	
Allis	22-23	92	44	42	41	39	38	37	33	33	32	31	30	31	
<b>Chavez</b>	<b>17-18</b>	66	79	84	71	78	88	72	20	23	17	18	19	19	
Chavez	18-19	64	87	75	82	69	76	85	20	20	23	16	18	19	
Chavez	19-20	65	86	83	73	79	67	73	20	20	20	22	16	17	
Chavez	20-21	66	87	82	81	71	77	64	20	20	20	19	21	16	
Chavez	21-22	66	88	83	80	78	69	74	21	20	20	19	19	21	
Chavez	22-23	67	89	84	81	78	76	66	21	21	20	19	19	18	
<b>Crestwood</b>	<b>17-18</b>	16	54	53	56	51	60	54							
Crestwood	18-19	16	60	52	52	54	49	58							
Crestwood	19-20	16	59	57	50	50	53	48							
Crestwood	20-21	17	59	57	56	49	48	51							
Crestwood	21-22	17	60	57	55	54	47	46							
Crestwood	22-23	17	60	57	55	53	52	45							
<b>Elvehjem</b>	<b>17-18</b>	35	65	49	74	69	62	69							
Elvehjem	18-19	48	68	62	48	72	67	60							
Elvehjem	19-20	47	68	65	60	46	69	64							
Elvehjem	20-21	48	67	64	63	58	45	67							
Elvehjem	21-22	48	69	64	63	61	57	43							
Elvehjem	22-23	48	70	65	63	61	59	54							
<b>Emerson</b>	<b>17-18</b>	33	66	77	57	68	53	55							
Emerson	18-19	34	74	63	75	55	66	52							
Emerson	19-20	34	74	71	61	72	53	63							
Emerson	20-21	34	74	71	69	59	70	51							
Emerson	21-22	34	74	70	69	67	57	68							
Emerson	22-23	34	77	71	68	66	65	55							
<b>Falk</b>	<b>17-18</b>	58	36	49	51	51	40	43	33						
Falk	18-19	55	39	34	48	49	49	38	35	33					
Falk	19-20	55	38	37	33	46	48	48	35	36	33				
Falk	20-21	56	38	37	36	32	45	46	35	36	35	32			
Falk	21-22	57	39	37	36	35	31	43	36	35	35	34	31		
Falk	22-23	57	39	37	36	35	34	30	36	36	35	34	33	30	
<b>Franklin</b>	<b>17-18</b>	51	110	123	106										
Franklin	18-19	55	118	105	120										
Franklin	19-20	55	118	113	102										
Franklin	20-21	55	117	112	110										
Franklin	21-22	56	119	112	109										
Franklin	22-23	56	119	113	109										





RESEARCH & PROGRAM EVALUATION OFFICE

School	School Year	English-only instruction							Multi-lingual instruction					
		K4	KG	01	02	03	04	05	KG	01	02	03	04	05
Glendale	17-18	47	23	27	35	37	37	54	52	48	45	45	30	29
Glendale	18-19	51	33	22	26	34	36	36	49	52	47	44	44	29
Glendale	19-20	51	33	31	21	25	33	34	49	50	51	45	42	43
Glendale	20-21	52	33	31	30	21	25	32	49	50	49	50	44	42
Glendale	21-22	52	33	31	30	30	20	24	50	49	49	47	48	43
Glendale	22-23	52	33	31	30	29	29	19	50	50	48	47	46	47
Gompers	17-18	18	36	39	41	27	38	37						
Gompers	18-19	20	40	34	38	40	26	37						
Gompers	19-20	20	40	38	33	37	38	25						
Gompers	20-21	20	40	38	37	32	36	37						
Gompers	21-22	20	40	38	37	36	31	34						
Gompers	22-23	20	41	38	37	36	35	30						
Hawthorne	17-18	32	51	47	48	60	53	45	10	7	8	5	11	10
Hawthorne	18-19	34	55	49	46	46	58	51	11	10	7	8	5	11
Hawthorne	19-20	34	54	52	47	44	45	56	11	11	10	7	8	5
Hawthorne	20-21	35	54	52	51	46	43	43	11	11	11	10	6	7
Hawthorne	21-22	35	55	52	51	49	44	41	11	11	11	10	9	6
Hawthorne	22-23	35	55	52	50	49	48	43	11	11	11	10	10	9
Huegel	17-18	34	77	84	82	81	68	74						
Huegel	18-19	35	85	74	82	79	78	65						
Huegel	19-20	35	85	81	71	79	77	75						
Huegel	20-21	35	84	81	79	69	77	74						
Huegel	21-22	35	85	81	79	77	67	74						
Huegel	22-23	36	86	81	78	76	74	64						
Kennedy	17-18	36	76	81	83	77	87	90						
Kennedy	18-19	35	80	73	79	80	75	84						
Kennedy	19-20	35	80	77	71	76	78	72						
Kennedy	20-21	36	80	76	75	68	74	75						
Kennedy	21-22	36	82	76	74	72	66	71						
Kennedy	22-23	36	83	77	74	72	70	64						
Lake View	17-18		38	46	46	40	43	36	11					
Lake View	18-19		41	36	45	45	39	41	12	11				
Lake View	19-20		41	39	35	43	43	37	12	12	11			
Lake View	20-21		41	39	38	34	42	42	12	12	12	11		
Lake View	21-22		41	39	38	37	33	40	12	12	12	11	10	
Lake View	22-23		41	39	38	36	36	32	12	12	12	11	11	10
Lapham	17-18	60	62	70	63									
Lapham	18-19	54	68	59	68									
Lapham	19-20	54	68	65	58									
Lapham	20-21	55	68	65	63									
Lapham	21-22	55	68	65	63									
Lapham	22-23	55	70	65	63									



RESEARCH & PROGRAM EVALUATION OFFICE

School	School Year	English-only instruction							Multi-lingual instruction					
		K4	KG	01	02	03	04	05	KG	01	02	03	04	05
Leopold	17-18	50	49	39	40	54	58	56	68	72	72	61	70	40
Leopold	18-19	40	52	47	38	39	52	56	74	69	70	70	59	69
Leopold	19-20	42	51	49	45	37	38	50	72	74	67	68	68	58
Leopold	20-21	44	52	48	48	44	36	36	75	72	73	65	66	66
Leopold	21-22	45	55	50	47	46	43	34	79	76	71	70	63	65
Leopold	22-23	46	57	52	49	45	45	41	81	80	74	69	68	62
Lincoln	17-18	28				61	55	60				75	92	60
Lincoln	18-19	30					56	59				84	73	90
Lincoln	19-20	30					47	54				79	82	72
Lincoln	20-21	31					57	46				66	77	80
Lincoln	21-22	31					61	55				80	64	75
Lincoln	22-23	31					61	59				80	78	63
Lindbergh	17-18	17	31	13	24	28	23	34						
Lindbergh	18-19	16	26	30	13	23	27	22						
Lindbergh	19-20	16	25	24	29	12	23	26						
Lindbergh	20-21	17	25	24	24	28	12	22						
Lindbergh	21-22	17	26	24	24	23	27	11						
Lindbergh	22-23	17	26	25	24	23	22	26						
Lowell	17-18	35	48	48	52	64	53	48						
Lowell	18-19	38	57	46	47	50	62	51						
Lowell	19-20	38	57	54	45	45	49	60						
Lowell	20-21	38	57	54	53	43	44	47						
Lowell	21-22	38	57	54	53	51	42	42						
Lowell	22-23	39	57	55	52	51	50	40						
Marquette	17-18					60	80	67						
Marquette	18-19					61	58	77						
Marquette	19-20					66	59	56						
Marquette	20-21					56	64	57						
Marquette	21-22					61	54	61						
Marquette	22-23					62	59	52						
Mendota	17-18	31	55	61	45	51	43	38						
Mendota	18-19	27	59	53	59	44	49	41						
Mendota	19-20	27	59	57	51	57	42	48						
Mendota	20-21	28	59	56	55	49	56	41						
Mendota	21-22	28	59	56	55	53	48	53						
Mendota	22-23	28	60	57	55	53	52	46						
Midvale	17-18	35	63	50	58				69	83	87			
Midvale	18-19	33	68	60	49				84	70	81			
Midvale	19-20	33	68	65	58				83	85	68			
Midvale	20-21	34	68	65	63				83	84	83			
Midvale	21-22	34	68	65	63				84	84	82			
Midvale	22-23	34	69	65	63				85	85	82			



RESEARCH & PROGRAM EVALUATION OFFICE

School	School Year	English-only instruction							Multi-lingual instruction					
		K4	KG	01	02	03	04	05	KG	01	02	03	04	05
Muir	17-18	44	69	51	76	54	43	60						
Muir	18-19	38	76	67	50	74	52	41						
Muir	19-20	38	75	72	65	48	71	50						
Muir	20-21	38	75	72	70	63	46	69						
Muir	21-22	38	78	72	70	68	61	45						
Muir	22-23	38	78	74	70	68	66	59						
Nuestro Mundo	17-18								49	52	53	50	52	53
Nuestro Mundo	18-19								54	49	51	51	49	51
Nuestro Mundo	19-20								53	54	48	49	50	48
Nuestro Mundo	20-21								53	54	53	47	48	49
Nuestro Mundo	21-22								54	54	53	51	46	47
Nuestro Mundo	22-23								54	54	52	51	50	45
Olson	17-18	36	76	73	66	74	62	56						
Olson	18-19	41	80	73	71	64	72	60						
Olson	19-20	41	79	76	71	69	62	69						
Olson	20-21	41	81	76	74	68	67	60						
Olson	21-22	41	82	76	74	72	66	64						
Olson	22-23	42	82	76	74	71	70	64						
Orchard Ridge	17-18	33	33	41	31	47	49	60						
Orchard Ridge	18-19	47	44	32	40	30	46	47						
Orchard Ridge	19-20	47	44	42	31	39	29	44						
Orchard Ridge	20-21	48	44	42	41	30	37	28						
Orchard Ridge	21-22	49	44	42	41	40	29	36						
Orchard Ridge	22-23	50	44	42	41	39	38	28						
Randall	17-18					120	107	132						
Randall	18-19					103	116	103						
Randall	19-20					116	99	112						
Randall	20-21					99	112	96						
Randall	21-22					106	96	108						
Randall	22-23					106	103	92						
Sandburg	17-18	48	38	41	31	43	34	24	36	44	27	36	45	34
Sandburg	18-19	47	39	36	40	30	42	33	39	36	43	26	35	44
Sandburg	19-20	47	38	37	35	39	29	40	39	39	36	42	25	34
Sandburg	20-21	48	38	37	36	34	37	28	39	39	38	34	41	25
Sandburg	21-22	48	39	37	36	35	33	36	39	39	38	37	33	40
Sandburg	22-23	49	40	37	36	34	34	32	39	39	38	37	36	33
Schenk	17-18		34	41	65	78	66	71	26	39				
Schenk	18-19		43	32	40	63	76	63	33	26	38			
Schenk	19-20		43	41	32	39	61	73	33	34	26	37		
Schenk	20-21		43	41	40	31	37	59	33	33	33	25	36	
Schenk	21-22		43	41	40	39	30	36	33	33	33	32	24	35
Schenk	22-23		45	42	40	39	38	28	34	34	33	32	31	24



RESEARCH & PROGRAM EVALUATION OFFICE

School	School Year	English-only instruction							Multi-lingual instruction					
		K4	KG	01	02	03	04	05	KG	01	02	03	04	05
Shorewood	17-18	32	76	84	73	63	69	65						
Shorewood	18-19	32	87	73	82	71	61	66						
Shorewood	19-20	32	86	83	71	79	68	59						
Shorewood	20-21	32	86	82	81	68	77	66						
Shorewood	21-22	32	87	82	80	78	66	74						
Shorewood	22-23	32	87	83	80	78	76	64						
Stephens	17-18	63	67	55	67	74	58	65	22	21	25	19	23	18
Stephens	18-19	62	65	64	53	65	72	56	22	22	21	24	18	23
Stephens	19-20	62	65	62	62	52	63	69	22	22	22	20	24	18
Stephens	20-21	62	65	62	60	60	50	60	22	22	21	21	19	23
Stephens	21-22	63	65	62	60	59	58	48	22	22	21	21	20	19
Stephens	22-23	63	66	62	60	58	57	56	22	22	21	21	20	20
Thoreau	17-18	27	70	67	58	84	66	64						
Thoreau	18-19	31	69	67	65	56	81	63						
Thoreau	19-20	31	68	66	65	63	54	78						
Thoreau	20-21	31	69	65	64	63	61	52						
Thoreau	21-22	32	70	66	64	62	61	59						
Thoreau	22-23	32	71	67	64	62	60	59						
Van Hise	17-18		71	77	68	65	62	65						
Van Hise	18-19		72	68	75	66	63	60						
Van Hise	19-20		71	69	66	72	64	61						
Van Hise	20-21		71	68	67	64	70	61						
Van Hise	21-22		72	68	66	65	62	68						
Van Hise	22-23		72	69	66	64	63	59						



RESEARCH & PROGRAM EVALUATION OFFICE

School	School Year	English-only instruction						Multi-lingual instruction							
		06	07	08	09	10	11	12	06	07	08	09	10	11	12
Badger Rock	17-18	35	21	32											
Badger Rock	18-19	36	34	21											
Badger Rock	19-20	34	35	34											
Badger Rock	20-21	35	33	34											
Badger Rock	21-22	33	34	33											
Badger Rock	22-23	29	32	34											
Black Hawk	17-18	144	125	127											
Black Hawk	18-19	116	140	124											
Black Hawk	19-20	109	113	139											
Black Hawk	20-21	104	106	112											
Black Hawk	21-22	108	102	106											
Black Hawk	22-23	102	106	101											
Cherokee	17-18	91	116	122				89	67	40					
Cherokee	18-19	97	89	115				70	84	67					
Cherokee	19-20	102	95	88				114	67	85					
Cherokee	20-21	109	99	94				90	108	67					
Cherokee	21-22	75	107	98				104	85	108					
Cherokee	22-23	70	73	106				108	98	86					
Hamilton	17-18	239	239	313											
Hamilton	18-19	243	233	237											
Hamilton	19-20	213	237	231											
Hamilton	20-21	216	207	236											
Hamilton	21-22	206	211	206											
Hamilton	22-23	220	201	209											
Jefferson	17-18	144	170	163				37							
Jefferson	18-19	163	140	169				31	35						
Jefferson	19-20	139	159	139				36	30	35					
Jefferson	20-21	158	136	158				30	34	30					
Jefferson	21-22	160	154	135				34	29	35					
Jefferson	22-23	126	156	153				38	32	29					
O'Keeffe	17-18	156	160	153											
O'Keeffe	18-19	142	152	159											
O'Keeffe	19-20	155	138	151											
O'Keeffe	20-21	145	151	138											
O'Keeffe	21-22	128	142	150											
O'Keeffe	22-23	124	125	141											
Sennett	17-18	130	176	169				72	70	52					
Sennett	18-19	154	127	175				85	68	70					
Sennett	19-20	131	150	126				86	80	68					
Sennett	20-21	144	128	149				93	81	81					
Sennett	21-22	133	140	127				95	88	82					
Sennett	22-23	81	129	139				125	90	89					



RESEARCH & PROGRAM EVALUATION OFFICE

**\* Whitehorse Sixth Grade Projection 2022-2023:**

Whitehorse’s sixth grade projection for the 2022-23 school year will include DLI students transitioning from Schenk Elementary. We have decided not to re-apportion students into a multi-lingual environment because this would require that we re-balance the entire sixth grade projection for the 2022-23 school year and make assumptions about distribution rates for a sixth grade transition we will not be able to observe for another four years.

We project 35 DLI students will be enrolled at Schenk during the 2021-22 school year, so it is reasonable to assume that about 30 of the 134 students projected to attend Whitehorse for sixth grade during the 2022-23 school year will be DLI students.

School	School Year	English-only instruction						Multi-lingual instruction							
		06	07	08	09	10	11	12	06	07	08	09	10	11	12
Sherman	17-18	134	140	113					33	32	11				
Sherman	18-19	120	131	139					35	31	32				
Sherman	19-20	126	117	130					46	33	31				
Sherman	20-21	146	123	116					34	43	33				
Sherman	21-22	117	143	122					26	32	43				
Sherman	22-23	133	114	142					45	24	32				
Spring Harbor	17-18	89	90	85											
Spring Harbor	18-19	90	87	89											
Spring Harbor	19-20	90	88	86											
Spring Harbor	20-21	90	88	87											
Spring Harbor	21-22	90	88	87											
Spring Harbor	22-23	90	88	87											
Toki	17-18	184	177	212											
Toki	18-19	213	179	176											
Toki	19-20	200	207	178											
Toki	20-21	208	195	206											
Toki	21-22	177	202	194											
Toki	22-23	185	173	201											
Whitehorse	17-18	137	167	149											
Whitehorse	18-19	157	134	166											
Whitehorse	19-20	142	153	133											
Whitehorse	20-21	140	138	152											
Whitehorse	21-22	129	137	137											
Whitehorse	22-23	134 *	125	136											
Wright	17-18	85	81	84											
Wright	18-19	85	83	80											
Wright	19-20	85	83	82											
Wright	20-21	85	83	82											
Wright	21-22	85	83	82											
Wright	22-23	85	83	82											



RESEARCH & PROGRAM EVALUATION OFFICE

School	School Year	English-only instruction						Multi-lingual instruction							
		06	07	08	09	10	11	12	06	07	08	09	10	11	12
<b>East</b>	<b>17-18</b>				409	399	384	451							
East	18-19				404	407	383	414				6			
East	19-20				429	405	391	407				16	6		
East	20-21				429	430	389	406				16	17	2	
East	21-22				375	428	412	403				16	17	6	2
East	22-23				385	376	409	427				21	18	6	6
<b>La Follette</b>	<b>17-18</b>				351	380	370	376				37	35	9	13
La Follette	18-19				374	354	382	368				26	40	12	9
La Follette	19-20				391	381	358	376				35	28	14	12
La Follette	20-21				315	395	385	353				34	38	10	14
La Follette	21-22				359	319	398	374				40	37	13	10
La Follette	22-23				319	361	323	390				41	43	13	13
<b>Memorial</b>	<b>17-18</b>				510	456	479	492							
Memorial	18-19				513	508	454	509							
Memorial	19-20				485	512	504	486							
Memorial	20-21				450	485	509	528				17			
Memorial	21-22				502	450	482	537				15	19		
Memorial	22-23				465	499	447	514				17	16	7	
<b>West</b>	<b>17-18</b>				558	547	560	575							
West	18-19				559	558	536	606				22			
West	19-20				468	561	547	581				37	23		
West	20-21				437	469	550	586				46	40	8	
West	21-22				449	438	461	589				37	50	14	8
West	22-23				420	449	430	507				59	40	17	13
<b>Capital High</b>	<b>17-18</b>				10	21	71	192							
Capital High	18-19				16	20	62	193							
Capital High	19-20				17	21	59	189							
Capital High	20-21				15	21	61	191							
Capital High	21-22				15	20	59	194							
Capital High	22-23				15	20	56	188							
<b>Metro School</b>	<b>17-18</b>		3		1	1	2	11							
Metro School	18-19				4			14							
Metro School	19-20							14							
Metro School	20-21							14							
Metro School	21-22							14							
Metro School	22-23							13							
<b>Shabazz</b>	<b>17-18</b>				9	29	41	35							
Shabazz	18-19				9	19	40	35							
Shabazz	19-20				9	16	29	34							
Shabazz	20-21				9	17	27	35							
Shabazz	21-22				8	16	27	35							
Shabazz	22-23				9	16	26	34							



## Appendix: Enrollment History and Projections 2017-18

### Notes for Enrollment History and Projections Report

#### 1. **Addition of K4 projections**

The Enrollment History and Projections report now summarizes K4 through twelfth grade enrollment. Past reports have not included K4 enrollment or projections, except as separate content and never at the school level. Please note that K4 enrollment is programmatic and not necessarily based on where a student lives. These annual programmatic decisions include how many sections will be available at a school and which schools will have K4 programming. Therefore the number of students enrolled in K4 at each MMSD school is, in part, determined by annual administrative decisions, and can vary substantially from year-to-year because of this. The projections in this report are meant to serve as an estimate assuming that no programmatic changes are made in the district.

#### 2. **Separation of Projections into English-only and DLI-DBE projections**

The updated report officially treats multilingual instructional environments (DLI and DBE environments) and English-only environments as separate for KG through twelfth grade.

DLI expansion in the district will likely cause the numbers of students enrolled in multilingual environments and English-only environments to fluctuate over the coming years. Since the projections are based on recent historical evidence they are likely have a larger error than in past years especially at the most granular levels. As an example of why this would be, we can consider that the district's overall enrollment has changed by 0.2% over five years, while the number of students in individual grades have changed by more than 20% and due to DLI expansion entirely new environments have been created reducing the number of students in the English-only environments by amounts that are not possible to predict ahead of time.

#### 3. **Generalization of Transition Modeling to High School Projections**

The updated report treats all schools at the high school the same as the transitions from elementary to middle school and middle school to high school. This is a refinement of our high school projections, which now capture the fact that high school students transfer between schools more often than elementary or middle school students and nearly the entire student enrollment of Shabazz and Innovative Alternative is composed of students that attended the traditional high schools the year before and then transitioned into the alternative option.

#### 4. **Modifications of Projected Enrollment for Alternative Education Environments**

It has been documented that the numbers of students attending Capital High, Metro School, and Shabazz High are larger later in the year (i.e. January) than they are during the Third Friday of September count. In order to incorporate this fact into MMSD administrative planning the projections will be adjusted according to the purpose they are being put to. The enrollment history and projections presented here are for the Third Friday of September enrollment and are accurate to that effect. Other purposes require different modifications which if made here would make the enrollment projections no longer descriptive of Third Friday of September enrollment.

### Projected Development 2017-2022

The Student Enrollment Projections 2017-2037 report projected student enrollment for MMSD using plans for future development and current student density estimations by the type of property. Over the next five years a projected 1136 properties will be built in MMSD and the Long Term Boundary Agreement area with an estimated 696 students living in these properties. Using Third Friday enrollment data from the past decade we estimated the percent of students in MMSD that did not previously have an enrollment record each September is 6.9% at the elementary level, 5.3% at the middle school level, and 6.5% at the high school level. By applying these percent new student ratios to the projected students from development we get 45 new students across all grades with 27 being elementary students, 7 middle students, and 11 high school students.

	Projected new properties	Projected Students				Projected Students New to District			
		Area Total	Ele.	Mid.	High	Area Total	Ele.	Mid.	High
<i>District Total</i>	1136	696	385	138	172	45	27	7	11
<i>East High area</i>									
Lapham	10	24	13	7	4	2	1	0	0
Marquette	10	20	12	4	4	1	1	0	0
Sandburg	3	15	10	2	3	1	1	0	0
Emerson	3	15	9	2	3	1	1	0	0
Lowell	4	6	3	2	1	0	0	0	0
Lake View	3	5	3	1	1	0	0	0	0
Hawthorne	2	1	0	0	0	0	0	0	0
<i>La Follette High area</i>									
Kennedy	293	114	60	24	30	7	4	1	2
Elvehjem	182	76	43	16	18	5	3	1	1
Schenk	64	31	18	6	7	2	1	0	0
Glendale	3	2	1	1	0	0	0	0	0
Allis	1	0	0	0	0	0	0	0	0
<i>Memorial High area</i>									
Olson	444	174	93	32	49	11	6	2	3
Muir	1	90	58	14	18	6	4	1	1
Stephens	1	9	6	1	2	1	0	0	0
Falk	1	6	4	1	1	0	0	0	0
Chavez	1	4	3	1	1	0	0	0	0
<i>West High area</i>									
Leopold	27	21	11	4	6	1	1	0	0
Franklin	15	16	7	4	5	1	0	0	0
Thoreau	2	9	6	2	2	1	0	0	0
Shorewood	5	7	4	1	2	0	0	0	0
Randall	4	3	1	1	1	0	0	0	0
Van Hise	3	2	0	0	1	0	0	0	0
<i>Optional high school area</i>									
Lincoln	1	1	0	0	0	0	0	0	0
<i>Long Term Boundary Agreement area</i>									
Future Olson Area	48	29	11	6	11	2	1	0	1
Future Stephens Area	5	16	9	4	3	1	1	0	0



The projected number of students due to new development in this report may differ from the numbers presented in the 2017-2037 Student Enrollment Projections report prepared by Vandewalle & Associates. Since the 2017-2037 Student Enrollment Projections report's publication in June 2017, additional information is available regarding revised timelines, development typologies (type of development), and swelling unit densities.

The number of overall students projected for each school in this report will also differ from the projected number of students in the 2017-2013 Student Enrollment Projections report because of differing methodologies. The projections in this report are very finely tuned (one-year projections by instructional language) and are principally based on historical student enrollment patterns while the projections in the 2017-2037 Student Enrollment Projections report are much coarser (five-year increments) and are based primarily on long-term projected development of housing in MMSD.

We have added the projected number of students new to the district (from the previous table) into this report's projections to make this report responsive to long-term development while not being over-aggressive in the re-apportioning of students before the projected developments are built.

### **Large Planned Developments**

There are three large areas of development projected to occur during the first lustrum of the 2017-2037 timeframe: southwest of the beltline, Sprecher Rd corridor, and the Madison Family Supportive Housing project at 7933 Tree Lane. The development southwest of the beltline is reflected in the previous table as development in the Olson, Stephens, Future Olson, and Future Stephens areas. The Future Olson and Future Stephens areas are part of Long Term Boundary Agreements with Middleton-Cross Plains School District and Verona Area School District. These areas will be annexed into MMSD by voluntary petition or when certain trigger events occur such as the sale of land or a certain amount of financial improvement is made to land. A portion of this land was annexed into MMSD before the 2017-18 school year, but the larger portion is still attached to a district other than MMSD. The Sprecher Rd corridor is reflected in the Kennedy and Elvehjem attendance areas. The Madison Family Supportive Housing project is reflected in the Muir attendance area. The number of expected students living in the Madison Family Supportive Housing project was reported to RPEO staff by Heartland Housing as 90 school aged children occupying 45 planned residential units in a four-story building. The student generation rate of 2 students for each unit is considerably denser than other projected four-story developments covered by the Student Enrollment Projections 2017-2037 report (0.051 students for each unit). This is due to the project being completely devoted to permanent housing for families experiencing homelessness.

We have been asked to address the proposed development on a 3.5-acre site at 131 S Fair Oaks Ave. The most recent proposal was for 80-units (68 affordable-housing units) to be built as part of a mixed-use building on the site. As of the writing of this report, no WHEDA credits or TIF loan had been granted for the project and the land is still classed as commercial property. This indicates that the project will not likely be completed in the next couple years and may not be completed within the first lustrum. It is also not possible to build a reliable estimate of the effect of projected development before a detailed proposal (break-out of units by number of bedrooms and type) is submitted and accepted.

### **Recent Large Developments**

A recent, large development that began accepting tenants is the Carbon on the Union Corners development site (2418 Winnebago Ave). This 90 unit income-adjusted mixed-use apartment building complex has 3 units occupied by MMSD students as of November, 2017. The student to unit ratio is 0.044 students which is slightly higher than the 0.028 students per a unit in a mixed-use building, but it is still 1/8 of the ratio for a single family home. During this Third Friday of September count, all of these students were still attending the school that they were eligible to attend last year based on their residency. While the number of students living in this development could increase over time, and the distribution of students in the area shift, this is a good example of the fact that high-profile, large development projects in a school's attendance area are not likely to have a major impact in the short term (less than one year).

# Equity Staffing Charts

## 2017-18 Analysis: Equitable Distribution of Staffing

### Elementary School

School Support Level	Title I	AGR	DU/DRE	4K	Enrollment Demographics					Ethnicity										Admin					Regular Education (4K-Grade 5, Research, Specials)										Student Services										Special Education					OMGE (ESL, BRT, BRS)					Total Staff (incl. Admin, Clerical, Teacher, EA, BRS)	Students (FTE) per Total Staff
					Total Est. Enrollment FY18	Free or Reduced-Price Meals	Special Education	English-Language Learner	African-American	Asian	Hispanic	Native American	Multiracial	Pacific Islander	White	Administrators	Clerical	Regular Ed (4K-Grade 5, Specials)	Interventionist/MTSS	IRT/LC	Regular Ed (EA, EA Clerical, Reading/Math, Noon, Parent Liaison)	Ed Staff (Teacher/EA)	Psychologist	Social Worker	PBS Coach	Nurse	Nursing Assistant	BEA	Students (FTE) per Student	Ed Staff (Teacher, EA)	Special Ed (CC, OT, PT, SL, OTR)	Special Ed Assists	Ed Staff (Teacher/EA)	OMGE (ESL, BRT, BRS)	Students (FTE) per OMGE Staff																					
					(4K factored at 60%)																																																			
Allys	453	70%	15%	33%	27%	8%	32%	1%	16%	0%	22%	2.00	1.00	32.40	1.10	1.00	1.00	4.61	11.58	1.00	1.00	0.90	0.60	0.75	0.38	97.95	7.98	6.58	31.12	5.92	76.52	67.21	6.74																							
Chavez	628	32%	13%	29%	8%	11%	20%	0%	8%	0%	57%	2.00	1.90	38.00	0.50	1.00	1.29	15.40	0.90	0.60	0.50	0.60	0.63	-	194.73	9.18	6.73	40.77	6.16	101.91	69.38	9.05																								
Castwood	338	37%	14%	19%	17%	6%	14%	0%	8%	0%	57%	1.00	1.00	23.40	1.60	1.00	1.53	12.28	0.60	0.80	0.60	0.40	0.55	0.92	87.27	5.55	3.38	37.83	2.47	136.95	44.81	7.54																								
Eastblen	409	29%	11%	13%	10%	3%	12%	1%	15%	0%	62%	1.00	1.00	25.50	1.00	1.00	1.40	14.15	0.70	0.60	0.50	0.40	0.65	0.72	114.50	6.20	5.27	35.67	1.98	108.45	47.93	8.53																								
Emerson	397	63%	13%	17%	20%	5%	13%	1%	15%	0%	50%	1.00	1.00	24.30	1.50	1.00	2.98	11.82	0.70	0.80	1.00	0.50	0.73	0.54	93.13	6.08	3.05	24.58	3.64	108.95	52.61	7.55																								
Falk	345	69%	19%	37%	29%	10%	32%	0%	11%	0%	24%	1.00	1.00	24.30	1.90	1.10	4.36	10.90	1.00	1.00	1.10	0.50	0.63	1.09	64.94	8.35	5.76	24.45	4.74	72.75	57.82	8.15																								
Franklin	370	26%	6%	19%	9%	8%	9%	0%	8%	0%	72%	1.00	1.00	22.50	0.60	1.00	0.70	14.92	0.40	0.60	0.40	0.30	0.63	0.19	147.41	2.35	2.27	80.03	2.97	124.66	36.90	10.03																								
Grandje	490	56%	16%	44%	21%	6%	42%	1%	8%	0%	26%	1.00	1.00	35.90	1.50	2.03	3.79	11.34	1.00	1.20	1.10	0.70	0.78	1.61	76.69	20.10	4.14	20.21	5.92	82.77	81.77	5.99																								
Gompers	229	55%	12%	28%	22%	3%	12%	2%	11%	0%	59%	1.00	1.00	17.50	1.00	1.00	1.09	11.42	0.40	0.40	0.80	0.30	0.83	-	1.13	75.55	3.15	3.69	33.50	3.64	62.84	36.10	6.34																							
Hearthorne	374	63%	11%	48%	29%	15%	29%	0%	10%	0%	24%	1.00	1.00	26.70	2.00	1.30	1.97	11.70	0.80	0.80	1.20	0.50	0.83	1.00	72.98	5.35	2.72	46.37	6.44	58.11	53.60	6.58																								
Hugel	486	44%	13%	19%	20%	5%	16%	0%	12%	0%	51%	1.00	1.00	34.30	0.60	1.10	2.25	12.71	0.90	1.00	0.50	0.50	0.63	-	137.87	7.09	4.39	42.35	2.97	163.75	88.22	8.35																								
Kennedy	516	45%	11%	18%	18%	7%	13%	0%	12%	0%	53%	2.00	1.00	31.00	0.50	1.00	2.65	14.68	0.70	1.00	0.40	0.50	0.75	1.62	103.91	5.85	3.79	53.52	3.28	157.51	56.04	9.21																								
Lakeview	260	65%	16%	35%	22%	17%	17%	0%	13%	0%	30%	1.00	1.00	20.80	2.20	1.00	1.79	10.08	0.60	0.60	0.40	0.30	0.68	0.83	76.34	3.45	1.59	51.56	3.97	65.52	40.21	6.47																								
Lapham	239	44%	15%	16%	22%	3%	12%	2%	11%	0%	59%	1.00	1.00	14.60	0.50	1.00	0.18	14.68	0.10	1.00	0.30	0.40	0.48	0.37	93.95	4.70	4.57	25.77	1.48	161.05	31.58	7.57																								
Leopold	709	59%	12%	42%	30%	3%	39%	0%	8%	0%	24%	2.00	2.00	49.60	3.80	2.00	4.28	11.88	1.40	1.50	1.80	0.90	0.88	2.09	82.77	7.28	6.15	50.90	7.40	95.76	53.58	7.58																								
Lincoln	420	60%	13%	49%	12%	13%	37%	0%	8%	0%	33%	1.00	1.00	28.70	0.50	2.00	1.89	12.69	0.50	1.00	1.30	0.60	0.63	-	104.35	5.65	4.28	42.28	6.44	65.26	55.48	7.57																								
Lindbergh	163	63%	13%	27%	26%	13%	21%	0%	12%	0%	33%	1.00	1.00	13.20	1.00	1.00	2.03	9.46	0.50	0.40	0.20	0.40	0.50	0.84	87.00	4.15	1.62	34.15	2.45	66.48	29.47	5.53																								
Lowell	334	35%	11%	15%	16%	3%	11%	0%	8%	0%	66%	1.00	1.28	24.70	1.30	1.00	0.75	12.03	0.90	0.70	0.30	0.40	0.40	-	87.00	4.15	3.15	45.75	1.98	168.35	43.15	7.74																								
Marquette	207	38%	17%	14%	15%	2%	14%	0%	8%	0%	62%	1.00	1.00	11.70	0.50	1.00	2.41	13.26	0.40	0.40	0.20	0.30	0.55	0.55	111.65	4.99	0.80	35.79	0.98	210.37	26.23	7.89																								
Mendota	313	70%	16%	19%	42%	8%	14%	0%	12%	0%	27%	1.00	1.00	23.30	1.50	1.50	3.87	10.37	0.90	0.70	1.40	0.60	0.68	1.02	59.16	4.55	2.72	43.07	3.28	95.64	48.01	6.52																								
Milwaukee	431	53%	10%	48%	11%	11%	36%	0%	8%	0%	38%	1.00	1.00	34.00	1.30	1.00	1.70	11.94	0.50	1.00	2.50	0.50	0.55	0.92	70.96	5.94	4.35	41.08	6.92	82.28	63.48	6.79																								
Waukegan	391	41%	14%	38%	21%	25%	12%	1%	8%	0%	37%	1.00	1.00	28.90	0.50	1.00	2.39	11.92	0.50	0.80	0.20	0.40	0.55	0.55	130.16	6.80	4.83	33.63	4.97	78.70	54.39	7.19																								
Nuestro Mundo	309	56%	12%	55%	4%	0%	62%	0%	5%	0%	30%	1.00	1.00	21.30	0.80	1.20	1.60	12.41	1.00	0.60	0.60	0.40	0.50	-	99.68	2.75	1.56	71.76	4.08	75.96	38.38	8.05																								
Olson	429	36%	14%	22%	20%	13%	0%	7%	0%	55%	1.00	1.00	25.80	0.65	1.12	1.33	14.84	0.60	0.80	0.88	0.40	0.65	0.74	-	105.59	5.98	5.66	36.89	2.98	143.77	49.59	8.65																								
Orchard Ridge	281	61%	19%	21%	35%	5%	20%	0%	13%	0%	34%	1.00	1.00	22.20	1.00	1.00	2.75	10.43	0.80	1.00	1.20	0.40	-	1.21	60.91	6.88	3.19	27.93	2.47	113.66	46.09	6.10																								
Randall	359	21%	12%	17%	6%	7%	9%	0%	10%	0%	69%	1.00	1.00	17.70	0.70	1.00	0.75	11.87	0.40	0.40	0.30	0.30	0.50	-	188.95	6.71	3.35	33.66	1.97	182.42	36.05	9.95																								
Sandburg	462	64%	15%	49%	20%	5%	43%	0%	11%	0%	26%	1.00	1.00	35.00	1.30	1.00	1.64	11.67	0.80	1.10	0.80	0.50	0.75	1.47	80.80	8.03	4.27	37.55	5.97	77.41	65.73	7.03																								
Schenk	420	64%	12%	34%	24%	7%	28%	0%	8%	0%	32%	1.00	1.00	29.90	2.20	1.50	2.07	15.24	0.80	1.00	1.00	0.50	-	1.45	88.42	6.25	4.53	38.95	5.76	72.92	58.03	7.44																								
Shorewood	449	26%	3%	47%	8%	32%	10%	0%	11%	0%	42%	1.00	1.00	25.90	0.90	1.00	2.85	13.38	0.70	1.00	0.30	0.40	0.50	0.55	169.18	1.80	0.80	186.77	8.75	9.93	45.28	9.92																								
Stephens	552	44%	14%	45%	10%	15%	32%	1%	7%	0%	40%	2.00	1.00	36.50	0.90	1.00	2.85	13.38	0.70	1.00	0.30	0.50	0.63	1.29	124.94	8.75	3.93	43.53	6.42	85.98	67.77	8.15																								
Theban	425	45%	14%	32%	16%	4%	21%	0%	8%	0%	55%	1.00	1.00	28.40	1.00	1.00	0.77	12.81	0.50	0.70	0.20	0.30	0.60	1.65	102.38	5.45	4.80	41.48	5.92	71.79	59.45	7.66																								
Van Hise	408	14%	8%	26%	3%	18%	1%	0%	10%	0%	63%	1.00	1.00	24.90	0.50	1.00	2.11	15.05	0.50	0.50	0.50	0.30	-	-	226.67	3.55	2.38	68.85	4.69	86.92	41.53	9.82																								
Total	12,596	48%	13%	31%	19%	9%	22%	0.3%	10%	0%	44%	37.00	34.88	856.70	36.45	36.86	67.52	12.70	22.20	25.20	23.87	14.80	17.53	25.60	105.78	194.51	119.81	46.33	139.01	105.77	1,651.93	7.68																								

School Support Level

Light Touch Moderate Intensive

Enrollment Demographics have been updated with Fall 2017 data

# Equity Staffing Charts

## 2017-18 Analysis: Equitable Distribution of Staffing

### Middle School

Programs	Enrollment Demographics	Ethnicity										Admin	Regular Education (Grade 6-8)										Student Services										Special Education			OMGE (ESL, BRT, BRS)		Total Staff (Incl. Admin, Clerical, Teacher, EA, BRS)	Students (FTE) per Total Staff
		White	Pacific Islander	Multiracial	Native American	Hispanic	Asian	African American	English-Language Learner	Special Education	Free or Reduced-Price Meals		Total Est Enrollment FY18	DU/DBE	Title I	School Support Level	Administrators	Clerical	Regular Ed (Classroom, Dean, etc)	Interventionist/MTSS	AVID	IRT/LC	Regular Ed (EA, FA, Parent Liaison)	Regular Ed (EA, FA, Reading/Math, Noon, Parent Liaison)	Staff (FTE) per Regular Ed	Psychologist	Social Worker	PBS Coach	Guidance Counselor	Nurse	Nursing Assistant	BEA	Students (FTE) per Student	Special Ed (CC, OT, PT, SL, OTA)	Special Ed Assts	Students (FTE) per Special Ed	OMGE (ESL, BRT, BRS)		
Budget Hook	88	75%	36%	32%	24%	2%	32%	1%	30%	0%	11%	100	0.55	5.15	0.00	0.00	0.20	0.18	0.18	0.18	0.18	15.92	0.40	0.40	1.05	0.30	0.10	0.50	0.00	0.00	0.00	0.00	2.84	0.58	0.58	25.77	0.74	118.60	13.99
Black-Hawk	396	71%	17%	33%	26%	10%	21%	1%	10%	0%	32%	200	1.00	24.85	1.00	0.60	1.00	1.68	1.68	1.68	13.60	1.00	1.20	1.00	0.50	1.00	0.88	1.00	0.88	1.00	0.88	1.00	65.19	7.80	3.61	34.70	3.95	100.20	53.57
Chronicle	525	53%	15%	34%	19%	6%	29%	0%	7%	0%	39%	200	2.00	2.00	35.76	1.00	0.70	1.00	0.00	0.00	15.32	0.50	1.00	1.00	1.10	1.60	0.50	0.88	0.00	0.00	0.00	141.88	7.83	4.47	64.36	2.73	290.17	76.23	
Hamilton	791	19%	11%	19%	5%	13%	8%	0%	9%	0%	66%	200	2.00	2.00	31.02	0.50	0.80	1.50	1.05	1.05	15.05	0.50	1.00	0.70	1.00	1.60	0.50	0.88	0.00	0.00	96.00	8.40	3.79	42.18	3.97	129.94	59.17		
Jefferson	414	47%	12%	37%	17%	14%	26%	0%	6%	0%	35%	100	1.00	1.50	31.02	0.50	1.00	1.00	0.64	0.64	14.87	1.00	0.80	1.00	1.00	1.00	0.60	0.70	0.55	96.00	8.40	4.27	34.96	1.98	236.99	55.10			
Sherman	669	65%	18%	35%	20%	6%	35%	0%	10%	0%	28%	200	1.90	37.87	2.70	1.10	1.00	1.00	0.64	1.470	14.81	1.00	1.60	1.00	1.00	0.80	1.00	0.65	0.70	0.88	1.27	92.39	15.47	10.43	25.85	5.44	123.07	87.63	
Spring Harbor	264	33%	18%	28%	14%	15%	15%	0%	8%	0%	48%	100	1.00	1.00	16.40	0.50	0.70	1.00	0.13	1.432	0.50	0.40	1.00	1.00	1.00	0.30	0.40	0.48	0.00	0.00	71.84	6.10	1.55	34.52	0.74	355.80	32.50		
Total	574	41%	13%	20%	18%	6%	20%	0%	6%	0%	51%	200	2.00	2.00	34.31	1.00	0.70	1.30	0.23	15.29	1.00	1.18	1.00	1.00	1.00	0.60	0.88	0.00	0.00	101.50	8.90	5.07	41.09	3.47	165.51	64.63			
Whitehorse	453	55%	17%	20%	22%	5%	16%	0%	11%	0%	46%	100	1.00	1.00	26.70	0.50	0.70	1.00	1.02	15.14	0.80	1.00	1.00	1.00	1.00	0.50	0.88	0.00	0.00	87.54	8.51	6.79	29.60	2.41	188.12	54.80			
Weight	250	68%	16%	51%	26%	4%	48%	0%	10%	0%	11%	100	1.00	1.00	17.00	1.00	0.70	1.00	0.65	12.29	0.90	0.70	0.50	0.50	0.80	0.40	0.50	0.92	52.92	5.00	3.21	30.47	3.95	63.26	39.22				
Total	5,456	54%	18%	30%	20%	8%	25%	0.3%	10%	0.1%	37%	18,00	16.72	332.44	10.90	8.70	12.20	9.12	14.58	9.90	11.48	10.65	11.70	6.05	8.88	5.62	82.04	100.07	54.18	35.68	39.75	164.13	666.35	7.99					

School Support Level: Light Touch, Moderate, Intensive

Enrollment Demographics have been updated with Fall 2017 data

# Equity Staffing Charts

## 2017-18 Analysis: Equitable Distribution of Staffing

### High School

Programs	Enrollment Demographics	Ethnicity										Admin	Regular Education (Grade 9-12)										Student Services										Special Education			OMGE		Total Staff (Incl. Admin, Clerical, Teacher, EA, BRS)	Students (FTE) per Total Staff
		White	Pacific Islander	Multiracial	Native American	Hispanic	Asian	African American	English-Language Learner	Special Education	Free or Reduced-Price Meals		Total Est Enrollment FY18	DU/DBE	Title I	School Support Level	Administrators	Clerical	Athletic Director	Regular Ed (Classroom, Dean, MSC)	AVID	Interventionist/MTSS	IRT/LC	Regular Ed (EA, FA, Clerical, Noon, Parent Liaison)	Regular Ed (EA, FA, Reading/Math, Noon, Parent Liaison)	Staff (FTE) per Regular Ed	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 Assts	Students (FTE) per Special Ed		
Budget Hook	1,642	56%	19%	29%	24%	8%	21%	0%	9%	0%	37%	5,000	7.93	1.00	80.10	2.80	1.40	1.60	0.00	19.12	2.20	2.20	1.30	6.00	1.40	0.94	1.29	107.11	27.56	16.14	37.57	11.63	141.21	170.49	9.63				
Black-Hawk	1,573	54%	20%	28%	21%	5%	23%	0%	11%	0%	39%	4,000	7.50	1.00	72.87	3.13	1.00	2.00	4.00	18.95	2.00	2.00	1.49	5.50	1.30	0.94	1.30	0.94	1.00	114.03	36.99	19.87	27.67	10.92	144.05	177.45	8.86		
Chronicle	1,939	34%	15%	20%	16%	12%	16%	0%	7%	0%	50%	5,000	6.00	1.00	90.51	2.40	1.00	2.00	4.17	19.37	2.00	2.80	2.00	6.54	1.30	0.94	1.30	0.94	1.00	114.47	27.96	20.24	40.23	6.97	278.27	182.82	10.61		
Hamilton	2,240	32%	15%	23%	12%	10%	18%	0%	7%	0%	52%	5,000	8.45	1.00	100.90	2.20	1.00	2.40	4.26	20.22	1.70	2.30	0.60	7.40	1.40	0.94	1.40	0.94	1.00	156.23	26.45	22.76	44.61	12.87	174.02	202.63	11.05		
Jefferson	1,14	41%	18%	4%	7%	0%	13%	0%	10%	0%	67%	1,000	1.40	0.00	10.70	0.00	0.00	0.50	0.33	9.89	0.40	1.00	1.00	0.50	0.50	0.15	0.70	0.55	3.75	2.23	110.89	11.09	41.42	42.69	223.51	751.66			
Total	7,508	41%	18%	21%	16%	7%	18%	0%	9%	0%	49%	20,000	31.28	4.00	355.09	10.53	4.40	8.50	12.76	17.51	8.30	10.30	5.39	25.94	5.55	3.75	2.23	110.89	120.97	80.00	41.42	42.69	223.51	751.66	9.28				

School Support Level: Light Touch, Moderate, Intensive

Enrollment Demographics have been updated with Fall 2017 data

## Personalized Pathways 2018-19

### Introduction

The development and implementation of Personalized Pathways will continue in the 2018-19 school year. The first health services pathway will have two cohorts in 2018-19 for 9th and 10th graders. The four comprehensive high schools will also begin the process of planning for the inclusion of 11th graders in the current pathway. Each school will also begin preparing for the implementation of a potential second pathway for the 2019-20 school year.

The Pathways professional development necessary to train our high school principals, assistant principals, coaches and staff will require continued investments each year. Pathways professional development includes an annual summer institute and team planning for Pathways teachers in the areas of project/problem-based learning, integrated project development, teacher teaming and culturally and linguistically responsive practices.

The chart below outlines the personnel and non-personnel budget for both schools and central office, as well as additional grant dollars.

	2017-18	2018-19
<b>Personnel</b>		
District Office Staff (FTE)	2.00	2.00
HS Pathways Coordinators (FTE)	2.40	4.00
<b>Total Personnel Costs</b>	<b>\$ 486,350</b>	<b>\$ 614,704</b>
<b>Professional Development</b>		
Pathways Professional Development Services	\$ 123,275	\$ 123,275
Pathways Purchased Services & Supplies	\$ 205,498	\$ 205,498
<b>Total Non-Personnel Costs</b>	<b>\$ 328,773</b>	<b>\$ 328,773</b>
<b>Total Personnel and Non-Personnel Costs</b>	<b>\$ 815,123</b>	<b>\$ 943,477</b>
<i>Joyce Foundation Grant</i>	\$ 200,000	\$ 200,000
<b>Total Budget</b>	<b>\$ 1,015,123</b>	<b>\$ 1,143,477</b>

The Joyce Foundation funds will be used to support our community of practice for MMSD and anchor partners, professional development for school-based staff, secondary to postsecondary professional development and training, and experiential learning support.



## Summer School Budget (presented to the Board of Education in Dec 2017)

Account Description	Actual FY2016	Budget FY2017	Actual FY2017	Budget FY2018	Actual FY2018	% Inc	FY19 Proposed	Description
Elementary Teaching Staff	531,777.52	424,203.48	638,478.77	724,203.48	710,737.50	2.00%	755,358.58	Includes: 4K-5 Elementary Literacy and Math Academic Teachers; K-5 Enrichment Teachers, 4K EAs, and Elementary/Middle School PBS Coaches
Middle & High School Teaching Staff	1,203,976.72	1,178,424.11	934,227.37	1,302,424.11	734,278.20	2.00%	1,329,127.56	Includes: 6-7 Literacy and Math Academic Teachers, 6-7 Enrichment Teachers, all High School Teachers, and HS Deans
Pupil Services	93,309.52	90,111.38	95,556.82	90,111.38	53,378.56	2.00%	91,993.83	Includes: School Counselors & Nurses
Professional Development	97,890.43	81,388.95	92,158.24	81,388.95	76,749.62	2.00%	83,363.73	
School Building Administrators & Staff	444,836.23	492,888.32	499,995.81	538,098.95	119,041.29	2.13%	528,715.69	Includes: Principals, Secretaries, and Summer School Staff
Security Assistants	34,651.75	48,190.82	35,741.84	48,190.82	25,392.55	2.00%	49,198.14	
<b>General Fund Personnel Costs</b>	<b>2,406,442.17</b>	<b>2,315,207.06</b>	<b>2,296,158.85</b>	<b>2,784,417.69</b>	<b>1,719,577.72</b>	<b>2.02%</b>	<b>2,837,757.53</b>	
Special Education Support Staff	254,818.21	225,327.41	262,633.55	225,327.41	198,146.54	2.00%	229,835.90	Includes: Hearing Interpreters, Cross-Categorical Teachers, and SEAs
<b>Special Education Personnel Costs</b>	<b>254,818.21</b>	<b>225,327.41</b>	<b>262,633.55</b>	<b>225,327.41</b>	<b>198,146.54</b>	<b>2.00%</b>	<b>229,835.90</b>	
Educational Resource Officers	-	-	-	10,000.00	4,325.32	2.00%	10,200.00	
Contracted Services	38,295.08	33,704.44	40,791.70	21,628.80	19,463.76	2.00%	22,061.38	Includes: Clerical temp support and contract for STARS program
Property Services	12,600.00	10,770.38	140.21	10,770.38	2,428.68	2.00%	15,300.00	Includes: storage facilities for Summer School materials and damage repairs
Transportation	290,553.46	344,049.85	400,206.75	344,049.85	201,197.26	2.00%	350,930.85	Includes: Badger Bus Transportation, Madison Metro Bus Passes, and Mileage
Communications	23,091.60	4,805.83	4,320.73	4,805.83	318.94	2.00%	5,106.95	Includes: postage, printing and telephones
Supplies	93,500.98	109,248.03	103,392.75	109,248.03	5,462.74	2.00%	110,154.22	Includes: Summer School materials and supplies
Instructional Media	2,803.18	4,014.88	14,264.65	4,014.88	-	2.00%	4,095.18	Includes: library book replacement and instructional computer software
<b>Non-Personnel Costs</b>	<b>460,844.30</b>	<b>506,593.41</b>	<b>563,321.79</b>	<b>504,517.77</b>	<b>233,196.70</b>	<b>2.00%</b>	<b>517,643.58</b>	
<b>Summer School Budget</b>	<b>3,122,104.68</b>	<b>3,047,127.88</b>	<b>3,122,114.19</b>	<b>3,514,262.87</b>	<b>2,150,920.96</b>	<b>2.02%</b>	<b>3,585,237.01</b>	



## 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 schools
- In rank order of poverty
- Based on tiered approach per pupil
- Using Direct Certification criteria

Reservations Detail	\$	1,800,000
• Administrative Costs	\$	285,027
• Private School Services	\$	250,000
• Family Engagement	\$	99,976
• Homeless	\$	310,761
• Migrant	\$	25,531
• Centralized Service (C&I, OMGE, Avg Salary Differential)	\$	468,140
• Indirect / Reserve for Fall 2018	\$	360,565

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

### Total Budget – BEP:

Staffing Levels for 2018-19 are unchanged from 2017-18 in aggregate, although school level staffing may change based on changes in enrollment or student needs.

The total budget for Behavior Education Plan is \$5.14 million. There are 70.1 FTE funded via the BEP budget, including 42.3 teachers and 27.8 educational assistants.

All staffing is originally allocated to schools as certified staff (PBIS 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 PBIS 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 2018-19 have increased based on enrollment by approximately 5.0 FTE. School level staffing may change further based on changes in enrollment or student needs.

Supplemental staffing is based on ELLs who are Enrolled (E) and Awaiting Parent Permission (P) and are at DPI levels 1 through 4. Staff is allocated using the following ratios:

### ESL/BRT Allocation

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

Staffing Levels for 2018-19 remain unchanged from 2017-18 in aggregate. School staffing levels however, may change based on student enrollment and intensity of needs.

- Each school's initial allocation began with a 5 – 7 student cushion to account for growth or changes.
- School allocations also accounted 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 of special education 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	Students	SEA hours	PST Allocation
Elementary	1.0	10	26	0.5 approximate
Middle	1.0	12	24	0.5 approximate
High	1.0	14.5	23	1.0

## Priority Actions - A Multi-Year Summary

Each priority action is assumed to recur unless otherwise noted.

	2014-2015 Priority Actions	2015-2016 Priority Actions	2016-2017 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>
<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>
<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>
<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>
<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>
<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>
<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>
<b>Accelerated Priority Actions</b>			
<b>Innovative Priority Actions</b>			

	2017-2018 Priority Actions	2018-19 Priority Actions
<b>School Improvement Planning</b>	<ul style="list-style-type: none"> <li>*Expand funding again for computer adaptive reading intervention software to all elementary schools</li> </ul>	
<b>Common Professional Learning</b>	<ul style="list-style-type: none"> <li>* Expand Race and Equity Professional Development with National Equity Project</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>* Director of Early Learning to focus intentionally on Pre-K program improvement and development</li> <li>* Add 1.0 teacher leaders to provide increased support for ELL programming</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</li> </ul>	
<b>Priority Area #2 - Personalized Pathways</b>	<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>	<ul style="list-style-type: none"> <li>* Opportunity Youth</li> <li>* ECSA Stem Academy</li> </ul>
<b>Priority Area #3 - Family, Youth, &amp; Community Engagement</b>	<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>	<ul style="list-style-type: none"> <li>* Community Schools - 2 New Sites</li> </ul>
<b>Priority Area #4 - Thriving Workforce</b>	<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>* Ignite! The MMSD Technology Plan (G3 Implementation and G4 Planning)</li> </ul>	<ul style="list-style-type: none"> <li>* Ignite! The MMSD Technology Plan (G4 Implementation and G5-6 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, 90I 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>	

## Early Estimate of 2X Charters

### A: Head Count

	IMAC	One City	Total
4K	24	38	62
5K-12	150	34	184
Total	174	72	246

### B: Adj Count w/ 4K @ .6FTE

	IMAC	One City	Total
4K	14.4	22.8	37.2
5K-12	147	44	191
Total	161.4	66.8	228.2

### C: MMSD Rev Authority - New to MMSD?

	IMAC	One City	Total
4K	14.4	22.8	37.2
5K-12	80	4	84
Total	94.4	26.8	121.2

### Impact on MMSD Revenue Authority:

New to MMSD	Revenue Per Pupil	Max Revenue Increase
121.2	\$ 11,500	\$ 1,393,800

2018-19		\$ 464,135
2019-20		\$ 933,846
2020-21		\$ 1,393,800

### Impact on MMSD Expenditures: (Assume same each year)

Total 2X enrollment adj. for 4K	Paymt/Pupil by MMSD to 2x Charter via State	Total Budget Impact Rev-Exp
228.2	8,188	1,868,502

### Net Gap b/w Rev and Exp:

2018-19		\$ (1,404,366)
2019-20		\$ (934,656)
2020-21		\$ (474,702)

## Debt Service Fund Summary

Fiscal Year	Fund 38 Non-Referendum*		Fund 30 Referendum		Total		Total by Fiscal Year
	Principal	Interest	Principal	Interest	Principal	Interest	
Fall 2019	885,000.00	436,257.00	-	721,562.50	885,000.00	1,157,819.50	12,944,404.72
Spring 2020	2,751,444.61	453,578.11	6,975,000.00	721,562.50	9,726,444.61	1,175,140.61	12,586,917.70
Fall 2020	920,000.00	397,376.00	-	607,162.50	920,000.00	1,004,538.50	
Spring 2021	2,440,312.71	409,903.99	7,205,000.00	607,162.50	9,645,312.71	1,017,066.49	
Fall 2021	2,030,000.00	350,363.00	-	488,737.50	2,030,000.00	839,100.50	11,983,951.62
Spring 2022	2,848,602.71	332,510.91	5,445,000.00	488,737.50	8,293,602.71	821,248.41	
Fall 2022	970,000.00	299,575.00	-	393,737.50	970,000.00	693,312.50	10,917,750.61
Spring 2023	2,922,160.79	298,539.82	5,640,000.00	393,737.50	8,562,160.79	692,277.32	
Fall 2023	1,000,000.00	264,875.00	-	293,318.75	1,000,000.00	558,193.75	10,966,387.50
Spring 2024	3,000,000.00	259,875.00	5,855,000.00	293,318.75	8,855,000.00	553,193.75	
Fall 2024	4,110,000.00	223,625.00	-	182,243.75	4,110,000.00	405,868.75	13,941,737.50
Spring 2025	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 2026	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 2027	-	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 2028	-	55,400.00	-	-	-	55,400.00	
Fall 2028	-	55,400.00	-	-	-	55,400.00	110,800.00
Spring 2029	-	55,400.00	-	-	-	55,400.00	
Fall 2029	-	55,400.00	-	-	-	55,400.00	110,800.00
Spring 2030	-	55,400.00	-	-	-	55,400.00	
Fall 2030	-	55,400.00	-	-	-	55,400.00	110,800.00
Spring 2031	-	55,400.00	-	-	-	55,400.00	
Fall 2031	-	55,400.00	-	-	-	55,400.00	110,800.00
Spring 2032	-	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>32,862,520.82</b>	<b>4,800,753.83</b>	<b>44,675,000.00</b>	<b>5,638,725.00</b>	<b>77,537,520.82</b>	<b>10,439,478.83</b>	<b>87,976,999.65</b>



## Capital Maintenance Planning – 2018-19

The 2018-19 preliminary budget proposal includes \$6.6 million for capital maintenance. Capital maintenance is accounted for in Fund 41 Capital Maintenance (\$5.0 million) for the major project work, and also in Fund 10 General Fund (\$1.9 million) for smaller project work and minor equipment repair and replacement. Additional funding from TID#25 will add \$1,100,000 to the total for next year. These combine to \$6.6 million.

Not all \$5.0 million in the Capital Maintenance fund is available for major projects, since \$1.4 million of MMSD trades labor is charged to this budget.

### Capital Maintenance Funding in Total - 2018-19

<b>Sources:</b>	<b>Amount</b>
Major Capital Maintenance	3,600,000
General Fund (Primarily Minor Repairs and Replacements)	1,900,000
TID#25 Proceeds	1,100,000
<b>Total Sources</b>	<b>6,600,000</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 table on the following pages outline shows our planned maintenance projects for the next several years. These are shown by expected year of completion and building name. Year of completion is based on when we expect the project to be needed. Actual year of completion depends on available funding.

Location	Project	Scope	Budget	Project Type	Projected Date of Completion
Allis	Fence replacement	Buckeye	\$30,000	Site Work	2018
District-Wide	Athletic Facilities Upgrades		\$500,000	General Renovation	2018
Hamilton	Roof Replacement	Roof Sections 22, 23	\$250,000	Roof	2018
Hamilton	Ramp to playground	Redesign and replace the ramp to the playground	\$50,000	Site Work	2018
Hoyt	Temperature Control	Convert existing obsolete Siebe DDC control system to Webs DDC	\$75,000	HVAC	2018
Hoyt	Feedwater tank	Install a boiler feedwater tank, pumps and associated controls in the boiler room	\$50,000	HVAC	2018
Hoyt	Exterior Renovation	Replace windows, doors, fascia and soffits.	\$775,000	General Renovation	2018
Hoyt	Drive & Lower lot Replacement		\$60,000	Site Work	2018
Hoyt	Roof Replacement	Roof Section R01, 02, 03 & 04	\$470,000	Roof	2018
Kennedy	Boiler Replacment	Replace two obsolete 51 year old Kewanee steam boilers and associated controls	\$300,000	HVAC	2018
Kennedy	Roof Replacement	Roof Sections R01, 03, 04, 06 & 07	\$400,000	Roof	2018
Kennedy	Ceilings/Lights	Replace all the ceilings and lights	\$500,000	Electrical	2018
LaFollette	Combustion Air Mods	Rework boiler room combustion air to prevent freezing	\$25,000	HVAC	2018
LaFollette	Spectator Gym	Refinish Wooden Spectator floor / new graphics	\$30,000	General Renovation	2018
Lake View	Gym Floor Replacement	Replace gym floor with Granite Acoustiflor (Includes VAT abatement, no Koster System)	\$65,000	Flooring	2018
Lake View	Roof Replacement	Entire Roof	\$475,000	Roof	2018
Lapham	Convert to DDC	Convert existing obsolete Siebe DDC control system to Webs DDC	\$85,000	HVAC	2018
Lapham	Replace Unit Ventilators		\$350,000	HVAC	2018
Lapham	Roof Replacement	Roof Sections R02, 03, 05 through 09	\$460,000	Roof	2018
Lapham	Gym Floor Replacement	Abate Flooring & Ceilings / Replace	\$160,000	Flooring	2018
Lapham	Pool Renovation		\$200,000	General Renovation	2018
Sherman/Shabazz	Boiler replacement	Replace 3 boilers	\$450,000	HVAC	2018
Sherman/Shabazz	Unit Vent Replacement	Replace 40 classroom unit ventilators and controls. Add Jace and convert to Webs DDC.	\$450,000	HVAC	2018
West	Boiler Replacement	Eliminate need for boilers, replace steam AHU with gas fired units.	\$700,000	HVAC	2018
District-Wide	Athletic Facilities Upgrades		\$500,000	General Renovation	2019
Jefferson	Paint exterior	Paint to match JMM	\$20,000	General Renovation	2019
Jefferson	Pavement Replacement		\$250,000	Site Work	2019
Lapham	Replace Pool Lockers		\$13,500	General Renovation	2019
Mansfield	Replace unit vents	Replace two ceiling hung unit vents serving locker rooms	\$20,000	HVAC	2019
Mansfield	Stadium Renovation	Team rooms and bathrooms	\$200,000	General Renovation	2019
Memorial	Unit Vent Replacement	Replace unit ventilators: A/B Wing, Music, Tech Area	\$1,000,000	HVAC	2019
Memorial	Chilled Water Piping	Replace buried chilled water piping - or convert to Dx cooling	\$1,500,000	HVAC	2019
Memorial	Field House Entrance		\$20,000	General Renovation	2019
Memorial	Rooftop replacement	Replace all Trane rooftop units and controls	\$300,000	HVAC	2019
Memorial	Replace Dimming Rack	Replace the dimming rack	\$250,000	Electrical	2019
Memorial	Replace Shop AHU's	Replace two gas fired Reznor units serving Auto/Wood Shops	\$100,000	HVAC	2019
Memorial	Replace Boilers	Replace 3 boilers	\$900,000	HVAC	2019
Memorial	Tennis Court	Resurfacing	\$400,000	Site Work	2019

Location	Project	Scope	Budget	Project Type	Projected Date of Completion
Memorial	Pool Renovation		\$200,000	General Renovation	2019
Mendota	Windows	Daylighting Replace upper windows	\$250,000	General Renovation	2019
Mendota	Gym Floor	Replace gym floor with cushioned vinyl sport flooring (Koster system)	\$75,000	Flooring	2019
Muir	Gym Floor (Cafe) Replacement	Replace gym floor with Granite Acoustiflor (Koster system)	\$82,000	Flooring	2019
Muir	Roof Replacement	Roof Sections R10, 11, 12, 14, 15, & 16	\$659,200	Roof	2019
Muir	Temperature Control	Convert to Webs DDC system.	\$50,000	HVAC	2019
Muir	Boiler Replacement	Replace boiler #2	\$20,000	HVAC	2019
Shorewood	Replace Fire Alarm System	Upgrade to voice system and replace all devices	\$500,000	Life Safety	2019
Spring Harbor	Roof Replacement	Entire Roof	\$500,000	Roof	2019
Spring Harbor	Feedwater tank	Install boiler feedwater tank	\$50,000	HVAC	2019
Toki	Replace Unit Ventilators	45 units	\$500,000	HVAC	2019
Toki	Office Ventilation	Replace cooling only RTU and add steam booster coils to office suite. Upgrade to Webs DDC controls	\$200,000	HVAC	2019
Toki	Bathroom renovation		\$600,000	General Renovation	2019
West	Welcome Center Addition	Add Welcome Center to 1st floor			2019
Crestwood	Unit Vent Replacement	Replace all classroom unit ventilators and controls. Add Jace and convert to Webs DDC.	\$520,000	HVAC	2020
Crestwood	Boiler replacement	Demo 55 year old Cleaver Brooks boilers and install Hurst LPE steam boilers along with associated controls.	\$350,000	HVAC	2020
Crestwood	Roof Replacement	Roof Sections R04, R06 & R09	\$100,000	Roof	2020
District-Wide	Athletic Facilities Upgrades		\$500,000	General Renovation	2020
Doyle	Elevator Replacement	Replace existing traction elevator and all associated equipment and go to a hydraulic	\$170,000	Electrical	2020
Doyle	Temp control upgrade	Replace all pneumatic control valves (HW and CW) with electric valves. Remove/replace flex joints in the piping system. Replace Dezuric valves with ball valves. Add Jace and convert to Webs DDC. Flooring, Light, Abatement.	\$2,500,000	HVAC	2020
Doyle	Cooling Tower	Replace the Marley NC-211 Cooling Tower that has exceeded the expected ASHRAE life.	\$100,000	HVAC	2020
East	New LED Ltg	Replace the spec gym lights with LED	\$60,000	Electrical	2020
East	Chiller/Tower Replacement	Demo obsolete non-functioning Trane chiller. Replace three Multistack chiller sections located in the boiler room. Replace two cooling towers.	\$250,000	HVAC	2020
East	Unit Vent Replacement	Replace all classroom unit ventilators and controls. Add Jace and convert to Webs DDC.	\$300,000	HVAC	2020
East	Boiler replacement	Demo two Kewanee boilers and install new Hurst steam boilers along with associated controls.	\$500,000	HVAC	2020
East	Domestic tank heater	Demo tank heater in boiler room and install holding tank	\$35,000	Plumbing	2020
East	Music Wing HVAC	Replace the failed heating/cooling Dx unit vents serving the music rooms or install rooftop unit and duct system to serve these areas.	\$200,000	HVAC	2020
East	Upgrade Electrical Service	Main Building	\$85,000	Electrical	2020
East	Science Area Renovation	New flooring, ceilings and casework	\$750,000	General Renovation	2020
East	Spectator Gym	Refinish Wooden Spectator floor / new graphics	\$30,000	General Renovation	2020
East	Panel Replacement	Replace all the older Kinney panels as their breakers are no longer made and replace with new.	\$250,000	Electrical	2020
East	Fence replacement	Demetral and practice fields	\$250,000	Site Work	2020

Location	Project	Scope	Budget	Project Type	Projected Date of Completion
East	Fifth St Services	Replace vault with pad mounted transformer as the current vault fills with groundwater and has come close to shorting out when pump fails	\$45,000	Electrical	2020
East	Fifth St switchboards	The 120/208V and 240V services both have had major failures. The room does not meet code and locations would need to change with new switchboards	\$175,000	Electrical	2020
East	Roof Replacement	Roof Sections R01, 02, 04 and R31	\$535,000	Roof	2020
Falk	Replace Corridor Wall Paneling		\$50,000	General Renovation	2020
Falk	Cover Facsia Panels		\$100,000	General Renovation	2020
Falk	Replace T12 lights	Replace fixtures with T12 lamps and ballast in the addition areas with new LED fixtures. T12 parts are no longer made.	\$120,000	Electrical	2020
Falk	Convert to DDC	Convert existing obsolete Siebe DDC control system to Webs DDC.	\$90,000	HVAC	2020
Falk	Gym Floor	Replace gym floor with cushioned vinyl sport flooring (Koster system)	\$110,000	General Renovation	2020
Memorial	Roof Replacement	Roof Section R04 & R21	\$550,000	Roof	2020
West	Domestic tank heater	Replace domestic tank heater near boiler room (leaking)	\$90,000	HVAC	2020
West	Cafeteria Renovation	Remove bleachers, paint, flooring upgrades, new partition and ceilings	\$400,000	General Renovation	2020
West	Spectator Gymnasium Bleacher Replacement		\$400,000	General Renovation	2020
West	Spectator Gymnasium Wood floor	Refinish Wooden Spectator floor / new graphics	\$30,000	Flooring	2020
West	Roof Replacement	Roof Sections R19 & R21	\$125,000	Roof	2020
West	Renovate Team Locker Rooms		\$30,000	General Renovation	2020
West	Stone Wall Renovation	Rebuild stone wall at perimeter of track/practice field	\$150,000	Site Work	2020
West	Pool Renovation		\$200,000	General Renovation	2020
Chavez	Piping upgrade	Remove and weld all Victaulic couplings on the hot and chilled water lines in the 2nd floor air handler room and boiler room	\$50,000	HVAC	2021
Cherokee	Gym Floor Replacement	Replace gym floor with cushioned vinyl sport flooring	\$115,000	Flooring	2021
Cherokee	Gym Partition	Replace with like unit \$170,000 replace with curtain \$40,000?	\$170,000	General Renovation	2021
District-Wide	Casework Replacement	Classroom Casework throughout including	\$1,000,000	General Renovation	2021
District-Wide	Tree Replacement/Landscaping plan		\$200,000	General Renovation	2021
District-Wide	Athletic Facilities Upgrades		\$500,000	General Renovation	2021
Elvehjem	Replace T12 lights	Replace fixtures with T12 lamps and ballast in the addition areas with new LED fixtures. T12 parts are no longer made.	\$120,000	Electrical	2021
Emerson	AH replacement	Demo two existing 50 year old Cleaver Brooks steam boilers and install new Hurst boilers along with associated controls	\$380,000	HVAC	2021
Emerson	EM Lighting	Replace and rewire emergency battery units due to major ongoing failures	\$30,000	Life Safety	2021
Emerson	Roof Replacement	Roof Sections R01, 03, 04 & R06	\$200,000	Roof	2021
Huegel	Roof Replacement	Roof Sections R01 through R07 & R22	\$450,000	Roof	2021
Huegel	Addition Unit vent replacement	Replace pneumatic classroom unit ventilators and associated controls in the 1st addition	\$250,000	HVAC	2021
Huegel	Replace T12 lights	Replace fixtures with T12 lamps and ballast in the addition areas with new LED fixtures. T12 parts are no longer made.	\$160,000	Electrical	2021

Location	Project	Scope	Budget	Project Type	Projected Date of Completion
Lindbergh	Gym Floor Replacement	Replace gym floor with Granite Acoustiflor (Koster system)	\$82,000	Flooring	2021
Lowell	Auditorium & LMC Renovation		\$450,000	General Renovation	2021
Lowell	LMC Furniture		\$100,000	General Renovation	2021
Midvale	Remove Freight Elevator	Replace elevator with stair and exterior doors. Remove loading dock.	\$75,000	General Renovation	2021
Midvale	Unit Vent Replacement	Replace remaining pneumatic classroom unit ventilators and controls.	\$60,000	HVAC	2021
Midvale	Office Ventilation	Install heating/cooling air handler to serve main office suite	\$110,000	HVAC	2021
Midvale	Boiler replacement	Replace remaining Kewanee steam boiler	\$150,000	HVAC	2021
Midvale	Dumpster Enclosure		\$30,000	General Renovation	2021
Midvale	Pavement Replacement		\$60,000	Site Work	2021
O'Keeffe	Temperature Control	Convert to Webs DDC system.	\$80,000	HVAC	2021
O'Keeffe	Roof Replacement	Roof Sections R03, R16 through R19	\$325,000	Roof	2021
O'Keeffe	Classroom Renovation	Renovate old FACE room 224	\$150,000	General Renovation	2021
O'Keeffe	Middle School Gym Floor	Replace gym floor with cushioned vinyl sport flooring (Koster system)	\$100,000	Flooring	2021
Olson	Custodial Office Heat	Install hot water heater in custodial room	\$5,000	HVAC	2021
Olson	Gym Floor due to Moistire problems	Replace gym floor/Koster System Install Amerisport	\$90,000	Flooring	2021
Pflaum	Convert to DDC		\$50,000	HVAC	2021
Randall	Pavement Replacement		\$50,000	Site Work	2021
Sandburg	Cafeteria Floor	Abate Flooring / Install New VCTFlooring	\$35,000	Flooring	2021
School Forest	Renovate Cabins	Cabin facelift and electrical	\$180,000	General Renovation	2021
Stephens	Replace lighting	LED lighting	\$100,000	Electrical	2021
Thoreau	Add VFD's and Primary/Secondary Sequence	Add VFDs to secondary pumps and convert to primary/secondary piping scheme	\$50,000	HVAC	2021
Whitehorse	Ceiling/Lights	replace spline ceilings with new lay-in and lighting	\$1,000,000	General Renovation	2021
Whitehorse	Boiler Room Combustion Air Modifications		\$20,000	HVAC	2021
Whitehorse	Elementary Gym	Refinish Wooden Gym Floor	\$20,000	Flooring	2021
Whitehorse	Playground		\$50,000	Site Work	2021
Sennett	Restroom Remodel	Replace ceramic wall & floor tile in restrooms 104 & 106 (Asbestos)	\$150,000	General Renovation	TBD

## Food Service Fund (50) 2018-19 Budget Overview

### Program Update

The Food & Nutrition Department continues to expand services and align expenditures with revenues in a changing environment to facilitate a balanced budget. We anticipate adding up to two more schools to the community eligibility provision. This provision allows free access to meals at eligible sites. Innovation will develop interest in our programs and have a positive impact on participation. Examples include: A food truck menu sourcing local ingredients in partnership with REAP FOOD GROUP, locally developed scratch cooking recipes, alternative breakfast serving methods, and educating students on reducing waste.

recipes, alternative breakfast serving methods, and educating students on reducing waste.

Food Service Revenues	2013-14 Historical YTD	2014-15 Historical YTD	2015-16 Historical YTD	2016-17 Historical YTD	2017-18 Fall Budget	2018-19 Proposed Budget
<b>Source Comparison</b>						
01XX - Interfund Payments	165,689.44		-	41,224.51	-	-
1251 - Pupil Sales	2,194,200.10	1,935,215.84	1,831,341.70	1,673,648.69	1,894,184.26	1,808,000.00
1252 - Adult Sales	101,511.50	106,567.20	94,804.30	82,213.80	101,264.00	93,500.00
1259 - Other (Catering)	123,555.25	142,327.30	110,784.64	147,600.19	132,050.00	135,000.00
1291 - Gifts & Contributions	22,724.20	4,878.00	2,447.20	7,551.78	35,009.87	-
1299 - Miscellaneous	45,605.14	(559.88)	40,250.72	-	20,000.00	30,000.00
1617 - State Reimbursement	180,250.87	176,441.64	179,797.47	176,981.72	172,469.00	181,750.00
1714 - Commodities	522,383.36	575,320.10	606,857.96	621,127.44	625,000.00	619,000.00
1717 - Federal Reimbursement	6,958,712.92	7,541,890.43	7,769,997.37	7,795,183.86	7,971,468.52	7,896,160.56
1730 - Federal Special Project	228,242.96	248,799.65	211,978.16	260,146.75	24,645.00	-
19XX - Miscellaneous	-	-	-	-	-	-
	10,542,875.74	10,730,880.28	10,848,259.52	10,764,454.23	10,976,090.65	10,763,410.56

The 2018-19 Food & Nutrition budget was developed with the goal of not requiring an inter fund transfer from the General Fund. The chart below provides Food & Nutrition strategies to accomplish this.

## Food & Nutrition 2018-19

Budget Issue	Background	Strategy
Increase Program Access with Community Eligibility Provision	Currently have 12 traditional schools and 11 alternative programs participating.	Process application for up to two more traditional schools in 2018-19. May lose CEP status for alternative programs based on DPI ruling.
Customers desire increased use of local produce in school nutrition programs	Summer feeding program local produce bid has been utilized for 4 years.	Complete agreements with local farmers for 2018-19 school year based on recent RFI process.
Breakfast participation is rising slightly	Awareness of the importance of a nutritious breakfast and the connection to learning has increased.	Continue to pursue increased participation with alternative serving methods and grant opportunities.
Lunch participation is declining slightly	Federal regulations and changes in lunch schedules have caused a slight decline in participation.	Utilize program innovation to create excitement in our programs.
Control food cost by reducing waste	All elementary and middle school sites will have a "Garden Bar" by the start of the 2018-19 school year.	Continue to provide healthy options for students.
Uncollected negative student meal account balances	Implemented new strategies during 2015-16 school year to assist families with getting meal benefits at the start of the school year.	Increase communication and assistance to families with the meal assistance application.
Aging equipment at schools results in a high failure rate and maintenance cost	Past budgets have not allowed for systematic replacement of aging equipment.	Increased capital expenditure budget and seek equipment grants.
High Workmen's Comp. cost	Started Safety committee at the FPC in December 2014. Workmen's Compensation costs have improved significantly.	Expand program involvement to school sites while utilizing resources and expertise of Risk Management Services.
Reduce food and packaging waste	A Community partner conducted a study at Leopold Elementary in the spring of 2018.	Work with community partner to implement strategies to reduce waste and related costs.



## Community Service Fund (80) 2018-19 Executive Summary

### Background

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

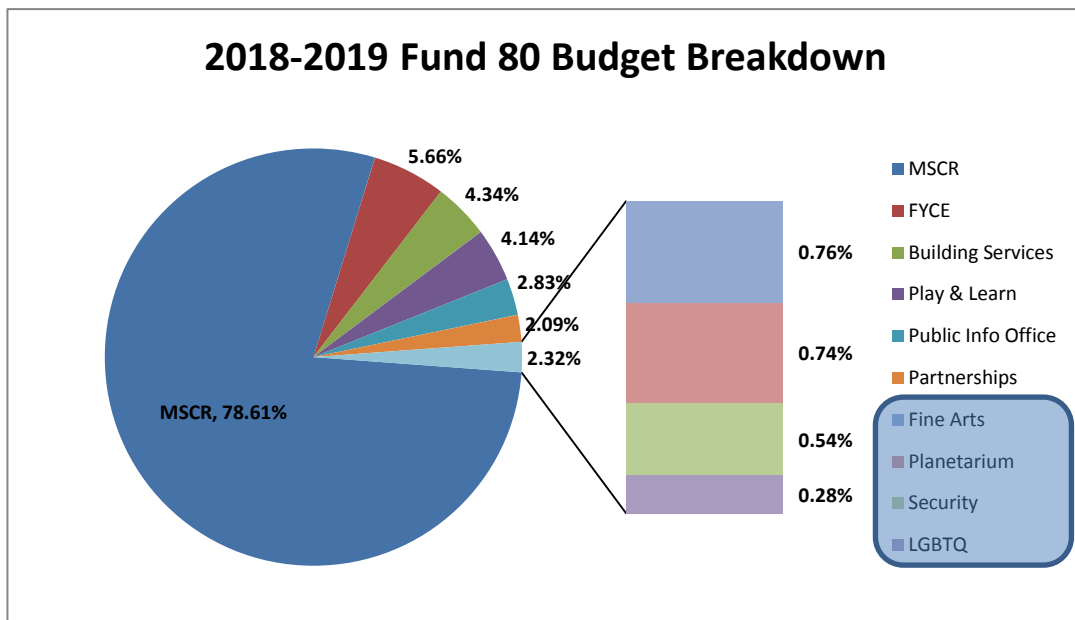
“Establish and maintain community education, training, recreational, cultural or athletic programs and services, outside the regular curricular and extracurricular programs for pupils, under such terms and conditions as the school board prescribes. The school board may establish and collect fees to cover 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 2018-19 total Community Service Fund budget is \$15.8 million, of which 75% 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):	\$654,818	F80 Tax Levy
Total Budget for FY19:	\$654,818			

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:	1.000	Funding Source(s):	\$120,479	F80 Tax Levy
Total Budget for FY19:	\$120,479			

The Fine Arts Coordinator 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, their support can be seen through the offering of professional learning opportunities for teachers and community teacher artists.

As part of 'Any Given Child - Madison', this role 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.

For 2018-19, we continue 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):	\$102,835	F80 Tax Levy
Total Budget for FY19:	\$116,835		\$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.

**Building Rental Events Security and Resource Officers**

Budgeted FTE:	2.000	Funding Source(s):	\$84,826	F80 Tax Levy
Total Budget for FY19:	\$84,826			

Building security staff support afterschool programming at schools. These staff members ensure the safe conditions at events hosted outside of regular school hours at MMSD sites.

**Building Services Operations**

Budgeted FTE:	11.020	Funding Source(s):	\$686,009	F80 Tax Levy
Total Budget for FY19:	\$686,009			

The Building Services department dedicates a portion of their staff to building coverage for community after-school activities. This is above and beyond normal cleaning and is intended to support community use of our school facilities.

**Madison School and Community Recreation (MSCR) Programming, Outreach, and Facility Use**

Budgeted FTE:	64.800	Funding Source(s):	\$8,269,817	F80 Tax Levy
Total Budget for FY19:	\$12,419,317		\$3,624,000	Local Fees
			\$25,500	Federal Aid/Grants

MMSD establishes and maintains community education, training, recreation, cultural or athletic programs and services, outside the regular curricular and extracurricular program for pupils as the school board prescribes. MMSD is one of approximately 18 school districts in Wisconsin that also have a full service community recreation program attached to the district proper. MSCR will enhance 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.

MSCR has the following Partnerships for which it has contract agreements:

**Urban League:** Provides eight Youth Resource Center (YRC) Managers which direct after school clubs, sports, and other activities

**Red Caboose:** Provides after-school childcare program at Lapham/Marquette for low income/homeless children

**Dane County:** Provides for 14 full-time AmeriCorps members to MSCR (up to 1,700 hours) to provide tutoring/academic support, engaging youth in community service projects, development of youth leadership and employment readiness skills and assisting with the supervision of after-school programs and special events

**City of Madison:** MSCR pays the City of Madison Parks Department for use of city parks

MSCR has the following Partnerships for which it receives revenue for participation or is free:

**Goodman Rotary 50+ Fitness:** The Goodman Foundation pays MSCR to provide low cost exercise/fitness programs for seniors

**Jewish Federation of Madison:** The Madison Jewish council pays MSCR to provide programming at the Goodman pool in Verona (not to be confused with the Goodman pool in Madison)

**City of Madison Warner Park Community Recreation Center (WPCRC):** The City of Madison pays MSCR for programming costs at WPCRC

**UW-Madison Federal Work Study Program (FWSP):** UW Madison provides approximately 70 slots for UW-Madison work-study students who tutor after school (between MMSD & MSCR). Most of these tutors are free. Work-study students can earn up to \$2,500 per school year, all covered by the FWSP, until they use up their work-study award. Any amount in excess of \$2,500 is paid for by MMSD/MSCR.

**LGBTQ Outreach**

Budgeted FTE: 0.500 Funding Source(s): \$44,553 F80 Tax Levy  
 Total Budget for FY19: \$44,553

The district employs 1.000 FTE specific to outreach programming for the LGBTQ Community. This staff member is split funded between Funds 10 and 80. They work in collaboration with the Gay Straight Alliance for Safe Schools and serve on their board ([www.gsafewi.org](http://www.gsafewi.org)).

Gay Straight Alliance for Safe Schools increases the capacity of LGBTQ students, educators, and families to create schools in Wisconsin where all youth thrive.

**Community Partnerships**

Budgeted FTE: 2.000 Funding Source(s): \$330,293 F80 Tax Levy  
 Total Budget for FY19: \$330,293

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. We leverage local, regional and national resources and support teams to develop and implement high-quality, research-based, innovative strategies that prepare all students for college, career and community. We achieve this through:

- School-Community Partnerships – Community organizations provide a wealth of assets to our schools through partnerships aligned with the district's Strategic Framework.
- Volunteer Programs – Community members support our students by filling a diverse array of roles across the district including but not limited to academic tutoring.
- Grants and Fund Development – Private and public funds and donations provide needed resources to our schools.

**Public Information Office**

Budgeted FTE: 4.850 Funding Source(s): \$447,134 F80 Tax Levy  
 Total Budget for FY19: \$447,134

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: 10.377      Funding Source(s): \$894,550      F80 Tax Levy  
Total Budget for FY19: \$894,550

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.
- Expand the Community Schools pilot from two sites to four sites while continuing to closely monitor program implementation and outcomes.

## DPI Budget Adoption Format

### MMSD 3-Year Financial Summary:

#### Fund 10 - General Fund

	Actual 2016-17	Fall Budget 2017-18	June Proposed 2018-19	\$ Change	% Change
ASSETS	167,026,503	165,323,899	160,323,899	(5,000,000)	-3.02%
LIABILITIES	119,270,324	119,270,324	119,270,324	-	0.00%
<b>FUND BALANCE</b>	<b>47,756,179</b>	<b>46,053,575</b>	<b>41,053,575</b>	<b>(5,000,000)</b>	<b>-10.86%</b>

Revenues & Other Sources:	Actual 2016-17	Fall Budget 2017-18	June Proposed 2018-19	\$ Change	% Change
Interfund Transfers	163,841	166,556	166,556	-	0.00%
Local Revenue Sources	264,083,971	274,141,991	281,940,611	7,798,620	2.84%
Open Enrollment Revenues	2,686,288	2,561,484	3,267,047	705,563	27.55%
CESA Sources	103,655	106,263	135,452	29,189	27.47%
State Sources	73,804,911	72,620,185	72,830,791	210,606	0.29%
Federal Sources	14,244,066	15,051,264	15,170,191	118,927	0.79%
Financing Sources	2,055,000	2,055,000	2,055,000	-	0.00%
Misc. Sources	633,030	406,810	406,810	-	0.00%
<b>Total Revenues</b>	<b>357,774,762</b>	<b>367,109,553</b>	<b>375,972,458</b>	<b>8,862,905</b>	<b>2.41%</b>

Expenditures:	Actual 2016-17	Fall Budget 2017-18	June Proposed 2018-19	\$ Change	% Change
Undifferentiated Curriculum (PK-6 Instruction)	65,073,983	70,159,661	71,904,970	1,745,310	2.49%
Regular Curric. (English, Math, Science, Etc.)	79,224,984	81,955,663	85,241,840	3,286,177	4.01%
Vocational Curriculum	4,240,381	3,999,931	4,196,627	196,697	4.92%
Physical Curriculum (Health, Physical Ed)	7,915,404	7,951,273	8,030,383	79,110	0.99%
Co-Curricular Activities	3,198,894	3,309,124	3,112,686	(196,438)	-5.94%
Advanced Learner & Alt. Education Programs	422,821	859,379	1,234,457	375,078	43.65%
<b>Instruction Totals</b>	<b>160,076,467</b>	<b>168,235,031</b>	<b>173,720,964</b>	<b>5,485,933</b>	<b>3.26%</b>

Pupil Services (Guidance, Soc Wrk, etc.)	14,248,427	15,403,634	15,747,153	343,519	2.23%
Instructional Services (Curriculum, Libraries)	23,872,841	26,762,812	28,871,985	2,109,174	7.88%
District Administration (District-wide)	2,745,346	3,024,547	3,519,400	494,854	16.36%
School Administration (Principals' Office)	19,106,003	19,433,412	19,885,125	451,713	2.32%
Business Admin. (Acctg, Transport, Facilities)	43,591,568	46,227,470	46,238,303	10,834	0.02%
Central Services (Telephone, Technology)	10,179,734	11,721,413	12,010,929	289,515	2.47%
District Insurance (Property, Liability)	2,684,755	2,670,955	2,595,955	(75,000)	-2.81%
Debt Service (Interest Expense, Leases)	817,327	899,587	899,587	-	0.00%
Other Support Svcs (Post Emp net other Savings)	8,323,664	9,424,536	9,490,713	66,176	0.70%
<b>Support Totals</b>	<b>125,569,664</b>	<b>135,568,365</b>	<b>139,259,150</b>	<b>3,690,785</b>	<b>2.72%</b>

Operating Transfers to Other Funds	48,601,090	51,160,934	52,551,047	1,390,114	2.72%
Purchased Instructional Services (OE, Tuition)	12,542,134	13,337,827	14,931,296	1,593,469	11.95%
Other Payments (Non-Program Transactions)	738,876	510,000	510,000	-	0.00%
<b>Non-Program Totals</b>	<b>61,882,100</b>	<b>65,008,761</b>	<b>67,992,344</b>	<b>2,983,583</b>	<b>4.59%</b>

<b>General Fund Totals</b>	<b>347,528,231</b>	<b>368,812,157</b>	<b>380,972,458</b>	<b>12,160,301</b>	<b>3.30%</b>
----------------------------	--------------------	--------------------	--------------------	-------------------	--------------

### MMSD 3-Year Financial Summary:

#### FUND 21 - SPECIAL REVENUE TRUST FUND

	Actual 2016-17	Fall Budget 2017-18	June Proposed 2018-19	\$ Change	% Change
Total Revenues	3,341,923	751,794	-	(751,794)	-100.00%
Total Expenditures	3,034,224	723,723	-	(723,723)	-100.00%

#### FUND 27 - SPECIAL EDUCATION

	2016-17	2017-18	2018-19	\$ Change	% Change
Total Revenues	73,647,261	76,791,750	78,548,838	1,757,088	2.29%
Total Expenditures	73,647,261	76,791,750	78,548,838	1,757,088	2.29%

#### DEBT SERVICE FUND 30 - REFERENDUM DEBT

	2016-17	2017-18	2018-19	\$ Change	% Change
Total Revenues	8,011,020	8,300,825	8,303,725	2,900	0.03%
Total Expenditures	8,774,475	8,403,525	8,418,125	14,600	0.17%
Remaining Debt Obligations*	51,430,000	44,675,000	37,700,000	(6,975,000)	-15.61%

<b>DEBT SERVICE FUND 38 - NON-REF DEBT</b>	<b>2016-17</b>	<b>2017-18</b>	<b>2018-19</b>	<b>\$ Change</b>	<b>% Change</b>
Total Revenues	4,240,968	4,307,404	4,522,399	214,995	4.99%
Total Expenditures	4,244,310	4,332,529	4,526,280	193,751	4.47%
<i>Remaining Debt Obligations*</i>	33,693,287	32,862,521	31,281,076	(1,581,445)	-4.81%

<b>MMSD 3-Year Financial Summary: CAPITAL EXPANSION FUND 41</b>	<b>Actual 2016-17</b>	<b>Fall Budget 2017-18</b>	<b>June Proposed 2018-19</b>	<b>\$ Change</b>	<b>% Change</b>
Total Revenues	4,006,333	5,000,000	10,000,000	5,000,000	100.00%
Total Expenditures	2,765,814	5,000,000	10,000,000	5,000,000	100.00%

<b>2015 Referendum FUND 42</b>	<b>2016-17</b>	<b>2017-18</b>	<b>2018-19</b>	<b>\$ Change</b>	<b>% Change</b>
Total Revenues	96,199	-	-	-	0.00%
Total Expenditures	15,585,746	8,438,174	-	(8,438,174)	-100.00%
	85,123,287	77,537,521	68,981,076		

<b>CAPITAL PROJECTS (QZAB/QSCB) FUND 4X</b>	<b>2016-17</b>	<b>2017-18</b>	<b>2018-19</b>	<b>\$ Change</b>	<b>% Change</b>
Total Revenues	38	-	-	-	0.00%
Total Expenditures	261,551	-	-	-	0.00%

<b>FOOD SERVICE FUND 50</b>	<b>2016-17</b>	<b>2017-18</b>	<b>2018-19</b>	<b>\$ Change</b>	<b>% Change</b>
Total Revenues	10,805,679	10,941,081	10,763,411	(177,670)	-1.62%
Total Expenditures	10,302,858	10,941,081	10,763,411	(177,670)	-1.62%

<b>STUDENT ACTIVITY 60 FUND(s)</b>	<b>2016-17</b>	<b>2017-18</b>	<b>2018-19</b>	<b>\$ Change</b>	<b>% Change</b>
Total Revenues	3,992,808	-	-	-	0.00%
Total Expenditures	2,300,987	-	-	-	0.00%

<b>TRUST FUND 70 FUND(s)</b>	<b>2016-17</b>	<b>2017-18</b>	<b>2018-19</b>	<b>\$ Change</b>	<b>% Change</b>
Total Revenues	120,759	-	-	-	0.00%
Total Expenditures	116,942	-	-	-	0.00%

<b>COMMUNITY SERVICE FUND 80</b>	<b>2016-17</b>	<b>2017-18</b>	<b>2018-19</b>	<b>\$ Change</b>	<b>% Change</b>
Total Revenues (Fees & Property Tax Levy)	15,458,570	14,897,989	15,220,286	322,298	2.16%
Total Expenditures	14,011,453	15,397,989	15,820,286	422,298	2.74%

<b>ALL FUND SUMMARY</b>	<b>2016-17</b>	<b>2017-18</b>	<b>2018-19</b>	<b>\$ Change</b>	<b>% Change</b>
<b>Total Revenues</b>	<b>481,496,320</b>	<b>488,100,395</b>	<b>503,331,117</b>	<b>15,230,722</b>	<b>3.12%</b>
<b>Total Expenditures</b>	<b>482,573,851</b>	<b>498,840,928</b>	<b>509,049,398</b>	<b>10,208,470</b>	<b>2.05%</b>

<b>PROPERTY TAX LEVY SUMMARY</b>	<b>Actual</b>	<b>Fall Budget</b>	<b>June Proposed</b>		
<b>SUMMARY OF TAX LEVY FOR ALL FUNDS:</b>	<b>2016-17</b>	<b>2017-18</b>	<b>2018-19</b>	<b>\$ Change</b>	<b>% Change</b>
General Fund 10	259,203,305	268,495,857	276,570,540	8,074,683	3.01%
Debt Service Fund 39	7,999,159	8,300,825	8,303,725	2,900	0.03%
Non Referendum Debt Svcs Fund 38	4,087,409	4,161,516	4,376,041	214,525	5.15%
Capital Expansion Fund 41	4,000,000	5,000,000	10,000,000	5,000,000	100.00%
Community Service Fund 80	11,802,150	11,234,489	11,535,312	300,824	2.68%
<b>Total Levy</b>	<b>287,092,023</b>	<b>297,192,687</b>	<b>310,785,618</b>	<b>13,592,932</b>	<b>4.574%</b>
Equalized Tax Base	24,086,820,787	25,586,971,244	26,546,482,666	959,511,422	3.75%
<b>Equalized Tax Rate Per \$1000</b>	<b>11.919</b>	<b>11.615</b>	<b>11.707</b>	<b>0.092</b>	<b>0.794%</b>

# Tax Impact Projections

## Projected Property Tax Levy for 2018-2019

FUND	Adopted 2014-2015		Adopted 2015-2016		Adopted 2016-2017		Adopted 2017-2018		Proposed 2018-2019	
	LEVY	RATE	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	270,180,041	10.56	278,254,724	10.48
• Less: Computer Exemption	(2,072,433)	(0.09)	(2,089,136)	(0.09)	(1,683,356)	(0.07)	(1,708,101)	(0.07)	(1,708,101)	(0.06)
• <b>General Fund Levy</b>	245,224,568	10.91	254,455,895	10.93	259,203,305	10.76	268,471,940	10.49	276,546,623	10.42
• Prior Year Taxes	-	0.00	1,165,020	0.05	-	0.00	23,917	0.00	23,917	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>268,495,857</b>	<b>10.49</b>	<b>276,570,540</b>	<b>10.42</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	4,161,516	0.16	4,376,041	0.16
• Bonded Indebtedness (39)	4,202,660	0.19	5,498,873	0.24	7,999,159	0.33	8,300,825	0.32	8,303,725	0.31
<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>12,462,341</b>	<b>0.49</b>	<b>12,679,766</b>	<b>0.48</b>
<b>Capital Projects Fund:</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>5,000,000</b>	<b>0.20</b>	<b>10,000,000</b>	<b>0.38</b>
<b>Community Services Fund:</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>11,234,489</b>	<b>0.44</b>	<b>11,535,312</b>	<b>0.43</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>297,192,687</b>	<b>11.62</b>	<b>310,785,618</b>	<b>11.71</b>
<b>Property Tax Analysis</b>										
	Nov-14 2014-15	Nov-15 2015-16	Nov-16 2016-17	Nov-17 2017-18	Nov-18 2018-19					
Levy % Increase	4.180%	4.714%	2.110%	3.518%	4.574%					
<b>Property Tax Bill Impact</b>										
	Nov-14 2014-15	Nov-15 2015-16	Nov-16 2016-17	Nov-17 2017-18	Nov-18 2018-19 (Estimated)					
Average Madison home value	Value 237,678.00	Value 245,894.00	Value 254,514.92	Value 262,440.64	Value 267,361.40	Bill 2,838.90	Bill 2,970.88	Bill 3,033.58	Bill 3,048.25	Bill 3,130.06
<b>Total Difference in Bill Over Prior Year</b>	<b>\$100.45</b>	<b>\$131.98</b>	<b>\$62.70</b>	<b>\$14.67</b>	<b>\$81.81</b>					



## TID #25 Schedule - Revised April 2018

Category/Item	Total	2016-17	2017-18	2018-19	2019-20	2020-21
<b>A. High Leverage Planning and Design:</b>						
1 Evaluations and and Long Range District Strategic Planning*	125,000	-	125,000	-	-	-
2 Multi-year Middle School Design Process	300,000	-	150,000	150,000	-	-
3 Development/Redesign of Secondary Alternative Schools	325,000	50,000	125,000	100,000	50,000	-
4 Consulting on Budget Design	125,000	-	100,000	25,000	-	-
5 Access to Advanced Placement for Students of Color	291,000	-	118,000	98,000	75,000	-
6 Teacher Team Development and Assessment Redesign	350,000	-	-	50,000	150,000	150,000
7 Planning Year for Full Day 4K	20,000	-	-	20,000	-	-
<b>Subtotal</b>	<b>1,536,000</b>	<b>50,000</b>	<b>618,000</b>	<b>443,000</b>	<b>275,000</b>	<b>150,000</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	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 Innovative Projects & Planning	855,000	-	105,000	375,000	375,000	-
<b>Subtotal</b>	<b>855,000</b>	<b>-</b>	<b>105,000</b>	<b>375,000</b>	<b>375,000</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, I/C, 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. Wright Uniforms (Board Amendment June 2017)</b>						
	45,000	-	45,000	-	-	-
<b>G. Reserve for Future Needs</b>						
	109,000	-	-	-	109,000	-
<b>H. Project Total</b>	<b>9,278,000</b>	<b>1,955,000</b>	<b>1,940,000</b>	<b>2,195,000</b>	<b>2,586,000</b>	<b>602,000</b>

9,278,000	9,278,000
-----------	-----------



## Fund Balance Table by Year

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	849,279	745,009	392,942	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>849,279</b>	<b>838,090</b>	<b>392,942</b>	<b>42,563,443</b>

2016-17 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	2,902,475	-	-	61,296	-	2,963,771
Restricted	-	2,206,688	2,089,798	1,279,614	1,840,059	7,416,159
Committed	45,700	-	-	-	-	45,700
Assigned	1,366,719	-	-	-	-	1,366,719
Unassigned	43,441,285	-	-	-	-	43,441,285
<b>Total 2016-17 Actual</b>	<b>47,756,179</b>	<b>2,206,688</b>	<b>2,089,798</b>	<b>1,340,910</b>	<b>1,840,059</b>	<b>55,233,634</b>

2017-18 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	2,902,475	-	-	61,296	-	2,963,771
Restricted	-	2,078,863	2,089,798	1,279,614	-	5,448,275
Committed	-	-	-	-	-	-
Assigned	-	-	-	-	1,340,059	1,340,059
Unassigned	43,151,100	-	-	-	-	43,151,100
<b>Total Fall Budget 17-18</b>	<b>46,053,575</b>	<b>2,078,863</b>	<b>2,089,798</b>	<b>1,340,910</b>	<b>1,340,059</b>	<b>52,903,205</b>

2018-19 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	2,902,475	-	-	61,296	-	2,963,771
Restricted	-	1,944,522	2,089,798	1,279,614	-	5,313,934
Committed	-	-	-	-	-	-
Assigned	-	-	-	-	740,059	740,059
Unassigned	38,151,100	-	-	-	-	38,151,100
<b>Total Proposed Budget 18-19</b>	<b>41,053,575</b>	<b>1,944,522</b>	<b>2,089,798</b>	<b>1,340,910</b>	<b>740,059</b>	<b>47,168,864</b>

◊ Based on YTD Results, we anticipate a Fund Balance increase of approximately \$4 MM above budget as of June 30, 2018

‡ This reduction in Fund Balance reflects anticipated \$5 MM local investment in safety and security. The close of three TID districts in expected to add additional resources that may reduce this draw on Fund Balance reserves. This will be updated in the FY19 October Fall Budget.

## General Board Student Fees 2017-2018 & 2018-2019

Elementary School Fee Schedule		
	<u>2017-2018</u>	<u>2018-2019</u>
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
Middle School Fee Schedule		
	<u>2017-2018</u>	<u>2018-2019</u>
Textbook 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
High School Fee Schedule		
	<u>2017-2018</u>	<u>2018-2019</u>
Textbook 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: For the 2018-19 School Year, the \$3.00 convenience fee for online transactions no longer applies		

## High School Course Fee Schedule 2017-2018 & 2018-2019

Course Name	2017-2018	2018-2019
	Fee	Fee
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 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
Photography 4	\$ -	\$ 30.00
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
<b>Digital 1</b>	<b>\$ -</b>	<b>\$ 15.00</b>
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

<u>Course Name</u>	2017-2018	2018-2019
	Fee	Fee
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
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	\$ 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	\$ 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)	\$ 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
<b>Design and Drafting</b>	<b>\$ -</b>	<b>\$ 30.00</b>
Metals Manufacturing 1	\$ 20.00	\$ 20.00
Metals Manufacturing 2	\$ 20.00	\$ 20.00
Note: For the 2018-19 School Year, the \$3.00 convenience fee for online transactions no longer applies		

## Miscellaneous Student Fees 2017-2018 & 2018-2019

Elementary Schools			
Planner		2017-2018	2018-2019
Gompers	Grades 2 - 5	\$ 4.00	\$ 4.00
<b>Falk</b>	<b>Grades 4 &amp; 5</b>	<b>\$ 4.00</b>	<b>no planner</b>
<b>Chavez</b>	<b>Grades 4 &amp; 5</b>	<b>\$ 3.00</b>	<b>\$ 4.00</b>
Mendota	Grades 4 & 5	\$ 4.00	\$ 4.00
Muir	Grades 4 & 5	\$ 4.00	\$ 4.00
Van Hise	Grades 4 & 5	\$ 4.00	\$ 4.00
Marquette	Grades 4 & 5	\$ 4.00	\$ 4.00
Huegel	Grades 3 - 5	\$ 4.00	\$ 4.00
<b>Lowell</b>	<b>Grades 5</b>	<b>\$ 4.00</b>	<b>no planner</b>

Middle Schools			
Lock		2017-2018	2018-2019
Black Hawk		\$ 5.00	\$ 5.00
<b>Cherokee</b>		<b>\$ 5.00</b>	<b>\$ 6.00</b>
Hamilton		\$ 6.00	\$ 6.00
Jefferson		\$ 6.50	\$ 6.50
O'Keeffe		\$ 6.00	\$ 6.00
Sennett		\$ 5.50	\$ 5.50
Sherman		\$ 5.00	\$ 5.00
Spring Harbor		\$ 2.00	\$ 2.00
Toki		\$ 5.00	\$ 5.00
Whitehorse		\$ 6.50	\$ 6.50
Wright		\$ 5.00	\$ 5.00
Planner		2017-2018	2018-2019
<b>Badger Rock</b>		<b>\$ 8.00</b>	<b>\$ -</b>
<b>Black Hawk</b>		<b>\$ 7.00</b>	<b>\$ -</b>
Cherokee		\$ 8.00	\$ 8.00
Hamilton		\$ 8.00	\$ 8.00
Jefferson		\$ 8.00	\$ 8.00
O'Keeffe		\$ 8.00	\$ 8.00
Sherman		\$ 7.00	\$ 7.00
Spring Harbor		\$ 3.50	\$ 3.50
Toki		\$ 6.00	\$ 6.00
Whitehorse		\$ 7.00	\$ 7.00
Wright		\$ 5.00	\$ 5.00
Yearbook (Optional)		2017-2018	2018-2019
Badger Rock		\$ 15.00	\$ 15.00 *
Black Hawk		\$ 15.00	\$ 15.00 *
Cherokee		\$ 15.00	\$ 15.00 *
Hamilton		\$ 15.00	\$ 15.00 *
Jefferson		\$ 15.00	\$ 15.00 *
O'Keeffe		\$ 15.00	\$ 15.00 *
Sennett		\$ 15.00	\$ 15.00 *
Sherman		\$ 15.00	\$ 15.00 *
<b>Spring Harbor</b>		<b>\$ 14.00</b>	<b>\$ 18.00 *</b>
Toki		\$ 15.00	\$ 15.00 *
Whitehorse		\$ 15.00	\$ 15.00 *
Wright		\$ 15.00	\$ 15.00 *

High Schools			
Lock		2017-2018	2018-2019
East (fee only charged if not on locker)	\$ 5.00	\$ 5.00	\$ 5.00
LaFollette & Shabazz (only charged if lost)	\$ 5.00	\$ 5.00	\$ 5.00
Parking Lot Fee		2017-2018	2018-2019
LaFollette	\$10/term	\$10/term *	\$10/term *
Memorial	\$40/year	\$40/year *	\$40/year *
Planner		2017-2018	2018-2019
East	\$ 5.00	\$ 5.00	\$ 5.00
LaFollette	\$ 5.00	\$ 5.00	\$ 5.00
West	\$ 6.00	\$ 5.00	\$ 5.00
<b>Memorial</b>	<b>\$ 5.00</b>	<b>\$ 6.00</b>	<b>\$ 6.00</b>
Yearbook (Optional)		2017-2018	2018-2019
East	\$ 47.00	\$ 47.00 *	\$ 47.00 *
LaFollette	\$ 47.00	\$ 47.00 *	\$ 47.00 *
Memorial	\$ 47.00	\$ 47.00 *	\$ 47.00 *
West	\$ 47.00	\$ 47.00 *	\$ 47.00 *
<b>Shabazz</b>	<b>\$ 15.00</b>	<b>\$ 20.00 *</b>	<b>\$ 20.00 *</b>

**\*Fee Waiver is not applicable**

Note: For the 2018-19 School Year, the \$3.00 convenience fee for online transactions no longer applies

## Meal Prices 2017-2018 & 2018-2019

USDA Breakfast		
	2017-2018	2018-2019
Reduced	\$ -	\$ -
Elementary Full Pay	\$ 1.25	\$ 1.25 *
Middle School Full Pay	\$ 1.50	\$ 1.50 *
High School Full Pay	\$ 1.50	\$ 1.50 *
Adult @ Elementary	\$ 1.75	\$ 1.75
Adult @ Middle School	\$ 2.00	\$ 2.00
Adult @ High School	\$ 2.00	\$ 2.00
Milk	\$ 0.50	\$ 0.50

USDA Lunch		
	2017-2018	2018-2019
Reduced	\$ 0.40	\$ 0.40
Elementary Full Pay	\$ 2.60	\$ 2.60
Middle School Full Pay	\$ 3.00	\$ 3.00
High School Full Pay	\$ 3.00	\$ 3.00
Adult @ Elementary	\$ 3.55	\$ 3.55
Adult @ Middle School	\$ 3.80	\$ 3.75
Adult @ High School	\$ 4.80	\$ 4.80
Milk	\$ 0.50	\$ 0.50

\* Pending USDA paid equity tool approval

\* Adult meals must be priced at a certain level above student prices

## Facility Rental Fees

### Rental Rates 2018-19

		Rate A - 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.	Rate B - Not non-profit youth & senior serving organizations and colleges	Rate C - Not non-profit adult serving & government organizations
Class/Meeting Rooms	Cost Per	Rate A	Rate B	Rate C
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

Auditoriums* (capacity)	Cost Per	Rate A	Rate B	Rate C
Auditorium - East** (600)	hour	\$38	\$57	\$64
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

Athletic Facilities	Cost Per	Rate A	Rate B	Rate C
Field house East/Laf/Mem	hour	\$50	\$60	\$72
Field house 1 court East/Laf/Mem	hour	\$12	\$16	\$19
Field house O'Keefe	hour	\$20	\$31	\$34
Field house 1/3 O'Keefe	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, West Gymnastics Gym	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, Leopold, Lincoln, Lindbergh, Lowell, Muir, Schenk, Sherman(rubber), Thoreau, West Van Hise, Whitehorse	hour	\$9	\$14	\$16
Gyms Small <3,500 sq. ft Crestwood, Elvehjem A, Emerson, Falk, Hawthorne, Hoyt, Huegel, Kennedy, Lake View, Lapham, Marquette, Mendota, Orchard Ridge, Randall, Sandburg, Shorewood, Spring Harbor	hour	\$8	\$12	\$13
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

Stadium	Cost Per	Rate A	Rate B	Rate C
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

Equipment	Cost Per	Rate
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

Planetarium	Cost Per	Rate A	Rate B	Rate C
Planetarium Package - room, staff expert and projector	hour	\$93	\$109	\$115

**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

\* Auditoriums, planetarium & pools require additional paperwork and approval

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

\*\*\* In order to ensure the safety of children in school buildings, MMSD reserves the right to require MMSD personnel monitor building entrances for rental activities at the expense of the renter.

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



## Proposed Adjustments to 2018/19 June Prelim Budget v2

### Updated after the June 11 Operations Work Group.

The list below identifies the budget adjustments necessary to support a 2.13% base wage increase as a component of the total compensation plan.  
 The April Preliminary Budget was based on a 0.50% base wage increase. Increasing the base wage component to 2.13% requires \$3.6 million of offsetting actions.

Department	Project	Type	Reduction	Reason
1 District Wide	Targeted Compensation Items	Compensation Plan	\$1,330,000	From the April Preliminary Budget, repurpose all funds originally included in the Teacher Additive Pay initiative and the NUP Realignment request and move those \$1.33 million to base wage. The compensation proposal now includes two standard components and two additional components: (1) Step/lane advancement per usual; (2) A base wage increase of 2.13%; (3) An EA/SEA pay schedule increase to fund ongoing pay increases for staff who recently gained the \$15 minimum wage; (4) The school principal salary schedule adjustment to account for large and/or complex assignments.
2 Other	Targeted Employee Handbook Items	Compensation Plan	\$202,000	From the April Preliminary Budget, repurpose all funds originally included to increase the daily rate for long-term substitute teaching assignments (\$170K). This targeted ask is not supported by a market need. In addition, these roles will receive the 2.13% increase. Funds earmarked for a retroactive pay adjustment (\$32K) related to a custodial unit seniority adjustment have been removed. We have agreed to new seniority rules going forward, but do not feel that retroactive pay measures are appropriate.
3 FYCE	3.0 FTE Middle School Minority Service Coordinators	New Priority Action 2018 / 19	\$240,000	In our effort to focus on improvement for Middle Schools, the intent was to pilot a position in three middle schools next year. Since this work hasn't started, we would put the planning on pause and revisit for the 19/20 budget.
4 FYCE	FAST / Community Schools	New Priority Action 2018 / 19	\$65,000	FAST is a structured parent engagement strategy. We wanted to use Fund 80 resources to pilot FAST at our Community Schools. We would continue our work with FAST next year, but we would use grant dollars to fund the pilot. If the pilot is successful, we would consider requesting Fund 80 dollars in the future to either continue the work or potentially expand it. In the 2017/18 budget, one of the priority investments was to provide a bucket of money to spend on Early Literacy events with parents and teachers. The portion of the budget allocated for the parents was very successful and is still in the budget. The portion of the budget set aside for teachers was not spent because the district was able to use the family engagement hours allocated within the Handbook. These events will continue with the budget actually needed.
5 FYCE	Parent Academy / Early Literacy Nights	Existing Priority Action 2017 / 18 (Reduction Based on Actual YTD Costs)	\$10,000	In the 2017/18 budget, one of the priority investments was to fund the Family And Community Engagement (FACE) school teams. The schools did not request and <u>did not use</u> about \$20,000 of this budget. We believe this is primarily because schools were able to use their Handbook-provided family engagement time with teachers and/or the schools choose to use grant funded dollars that can be more flexible for many of their family activities. We would continue this work; however, we would work with schools and the Foundation of Madison Public Schools to identify the grant resources needed for families.
6 FYCE	FACE Teams	Existing Priority Action 2017 / 18 (Reduction Based on Actual YTD Costs)	\$20,000	In the 2017/18 budget, one of the priority investments was to fund the Family And Community Engagement (FACE) school teams. The schools did not request and <u>did not use</u> about \$20,000 of this budget. We believe this is primarily because schools were able to use their Handbook-provided family engagement time with teachers and/or the schools choose to use grant funded dollars that can be more flexible for many of their family activities. We would continue this work; however, we would work with schools and the Foundation of Madison Public Schools to identify the grant resources needed for families.

Department	Project	Type	Reduction	Reason
7 FYCE	Mentoring Contractor	Existing Priority Action 2017 / 18 (Reduction Based on Actual YTD Costs)	\$10,000	In the 2017/18 budget, one of the priority investments was to hire a contractor to organize the many mentoring partnerships we have throughout the district. We were unable to find the right contractor and partner in this work; therefore, the work did not get off the ground. We continue to believe in the need to have positive mentors available for our student but we will re-evaluate the model and the needs for consideration in the 19/20 budget.
8 Secondary	Student Conferences	Existing Priority Action 2017 / 18 (Reduction Based on Actual YTD Costs)	\$90,000	In the 2017/18 budget, one of the priority investments was in student conferencing at the high schools. Through the course of planning, the decision was made to move student conferences to once a year instead of twice a year. Student conferences will continue; however, a new plan will be put in place that utilizes the Handbook hours for family engagement.
9 Secondary	9th grade mentoring	Existing Priority Action 2017 / 18 (Reduction Based on Actual YTD Costs)	\$66,000	In the 2017/18 budget, one of the priority investments was to create funds and a part-time position for 9th grade mentoring. The part time position was hired and was successful and remains in place. The work will continue; however, the budgeted amount has been streamlined to more accurately reflect the minimum amount of funding needed to continue the work.
10 Supt Office	Strategic Framework	Reduction Due to Non-Recurring Item	\$20,000	In the 2017/18 budget, the Superintendent's Office budget was temporarily increased by \$20,000 to fund the family and community engagement efforts related to the Strategic Framework. Since this work is done, we have reduced this to \$0.
11 Board Office	ERO Ad Hoc	Reduction Due to Non-Recurring Item	\$10,500	In the 2017/18 budget, the Board of Education's budget was increased by \$10,500 to fund the contracted work related to the Board's ERO Ad Hoc Committee facilitation needs. The Ad Hoc Committee will not continue next year. Since this work is done, we have reduced this to \$0.
12 HR	Grow Your Own	Existing Priority Action 2017 / 18 (Reduction Based on Actual YTD Costs)	\$65,000	In the 2017/18 budget, increasing the number of seats in the Grow Your Own cohort was a priority. This remains a priority of the district. However, the 2017/18 cohort was not filled mostly due to the timing of the budget approval and the needed to market and implement. Because these seats run in a two-year cohort, the 17/18 seats will be vacant again in 18/19. The \$65,000 reduction is related to the 17/18 cohort only. The program will continue with a new 18/19 two-year cohort.
13 Building Services	Operating Savings	Reduction Due to Projected Savings	\$64,000	The board recently approved the purchase of a 2nd operations/warehouse building which will reduce operating costs. This budget reduction requires the Building Services dept. to (1) cancel all existing storage garage rentals, (2) reduce fleet maintenance costs by performing the work in-house, and (3) absorb the utility costs of the new facility within the existing utilities budget.
14 MSCR	Fund 80 Levy Adjustment	Levy Reduction	\$100,000	Under levy due to surplus this year

Department	Project	Type	Reduction	Reason
15 Other	Interest Income	Revenue Adjustment	\$150,000	For 2018-19, based on trend, we project an increase in Interest Earnings of \$150,000 over the April Preliminary budget. Note that interest expense (September Cash Flow Borrowing) will also increase, but we estimate a net improvement of \$150,000.
16 Other	Health Insurance	Reduction Due to Updated Renewal Information	\$40,000	July 1, 2018 premiums rates are set to increase by 3.85% (blended rate for Dean and GHC). The April budget assumed a 4% increase, so a slight downward adjustment to the health care estimate is allowable.
17 Other	Workers Compensation	Reduction Due to Updated Renewal Information	\$75,000	Bid award for 3rd party administration of Workers Compensation program produced a \$75,000 reduction in costs. The switch was from CIC to Travelers.
18 Other	2X Independent Charter	Reduction Due to Revised Enrollment Estimates	\$100,000	The April Preliminary Budget estimate for the new Independent Charters is based on both schools reaching full enrollment in Year 1. We are revising that estimate to reflect less than full enrollment in Year 1, from 100% to 95% enrolled.
19 SPED	Staffing Reservation	Reduction Based on Actual YTD Costs	\$500,000	This reserve was created to fund additional staffing needs within Student Services department if/when needed. This reserve is in addition to the IDEA federal funds which provide the main source of funding for additional staffing needs within Student Services. Budget results in the recent years show that the combination of the Student Services operating budget, and the IDEA federal funds, have been sufficient to meet staffing requirements. The reserve was not used in 2017-18 and, given the amount of IDEA funds available, it will not be required next year.
20 Other	Telephone/Telecom	Reduction Based on Actual YTD Costs	\$90,000	Annual savings accrues to the District as telecom traffic is moved off of commercial lines and onto the MUFN fiber network. This adjustment reflects the downward cost trend.
21 Other	School Formula	Reduction Based on Actual YTD Costs	\$100,000	The projected \$600K of carryover of unused school level budgets (school formula budgets) from 2017-18 will be prorated down to \$500,000 of carryover into 2018-19. Carryover funds are in addition to the standard recurring school budgets.
22 Other	Doyle/Hoyt/Pflaum	Reduction Based on Actual YTD Costs	\$100,000	All central office non-grant budgets will be reviewed, with a goal of a \$100K reduction needed. The goal is to take small reductions from as many dept. budgets as necessary.
23 Other	District Wide	Reduction Based on Updated WRS Rate Information	\$160,000	The April Preliminary Budget assumed no change in the required employer obligation rate for WRS (Wisconsin Retirement System). We have since learned that the employer contribution rate will decrease (by 15 basis points) effective January 1, 2019. This will allow a budget reduction of \$160,000.
<b>Total</b>			<b>\$3,607,500</b>	

## Department Summaries

**As presented in the April Budget Book -- Not updated for this June 25 version**

Administrative Services	160
Assessment Administration	161
Budget, Planning & Accounting	162
Building Services	163
Chief of Schools - Elementary	164
Chief of Schools - Operations	165
Chief of Schools - Secondary	166
Communications	167
Curriculum & Instruction	168
Curriculum & Instruction - Early Learning	169
Enrollment	170
Family, Youth & Community Engagement	171
Food and Nutrition	172
Human Resources	173
ISAL - Advanced Learning	174
ISAL - Instructional Technology	175
ISAL - Multi-Tiered System of Supports	176
ISAL - Summer School	177
Legal Services	178
Madison School & Community Recreation (MSCR)	179
Multilingual and Global Education	180
Personalized Pathways and Secondary Programs	181
Professional Learning & Leadership Development	182
Research & Program Evaluation	183
Special Education	184
State and Federal Programs	185
Strategic Partnerships and Innovation	186
Student Services - Physical, Mental, Behavioral Health	187
Superintendent's Office	188
Technical Services	189

## Business Services: Administrative Services

—————2017-18—————

### 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
- Provide transportation support, customer service, etc.
- Process purchase orders and purchasing card program administrator
- Manage requests for proposals, bids, and quotations, and provide resources/support
- Oversee central receiving/stores
- Manage delivery and mail services
- Provide printing services

### Priority Projects

- Develop Transition Education Program (TEP) transportation management application
- Work with middle school start time project

—————2018-19—————

### Staffing and Budget Summary

Group	FTE FY2018	FTE FY2019	Change	Description	Budget FY2018	Budget FY2019	\$ Change	% Change
(C) Custodial Total	3,000	3,000	-	01XX Salaries	881,062.64	905,626.71	24,564.07	2.79%
(P) NU Professional Total	2,000	2,000	-	02XX Benefits	334,504.65	345,393.73	10,889.08	3.26%
(S) Clerical/Technical Total	10,300	10,300	-	03XX Purch Svcs	12,637,669.91	12,858,669.91	221,000.00	1.75%
				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>Administrative Services Total</b>	<b>15,300</b>	<b>15,300</b>	<b>-</b>		<b>14,425,303.20</b>	<b>14,681,756.35</b>	<b>256,453.15</b>	<b>1.78%</b>

### New Investments and Efficiencies

- Increase in the purchased services line reflects consolidation of transportation costs from OMGE to the Transportation Department
- 2018-19 is a planning year for Middle School start time and yellow bus service in lieu of Metro
- Rebidding the copier fleet this coming school year

Supporting Links: [Department webpage](#), including [2017-18 COMP](#)

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

—————2017-18—————

### 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

- Pre-administration for all assessments, which includes purchase, communication with buildings, proctor training, and secure delivery of materials
- Administration for all assessments
- Post-administration for all assessments, which includes communication with buildings, distribution of results, and collecting staff feedback for improvement
- Pre-administration for student accommodation preparation
- Plan for assessment implementation via technology
- Communicate with stakeholders regarding assessments
- Mail assessment results home
- Maintain district staff access to secure data
- Ensure assessment documentation is useful for and accessible by families
- Manage resources in support of assessments

### Priority Projects

- Create structures and systems to ensure alternative programs receive support and can appropriately assess students.
- Develop specific standardized checklists to avoid technology issues during testing.

—————2018-19—————

### Staffing and Budget Summary

Group	FTE FY2018	FTE FY2019	Change	Description	Budget FY2018	Budget FY2019	\$ Change	% Change
(A) Administration Total	1.000	1.000	-	01XX Salaries	203,178.65	199,882.29	(3,296.36)	-1.62%
(S) Clerical/Technical Total	1.000	1.000	-	02XX Benefits	70,249.22	71,676.55	1,427.33	2.03%
				03XX Purch Svcs	42,740.51	42,412.00	(328.51)	-0.77%
				04XX Non-Capital	564,366.05	646,766.05	82,400.00	14.60%
				05XX Capital Purch	25,000.00	15,000.00	(10,000.00)	-40.00%
				09XX Dues/Fees/Misc	100.00	100.00	-	0.00%
<b>Assessment Administration Total</b>	<b>2.000</b>	<b>2.000</b>	<b>-</b>		<b>905,634.43</b>	<b>975,836.89</b>	<b>70,202.46</b>	<b>7.75%</b>

### New Investments and Efficiencies

- Funding department changes reflect interdepartmental transfers only. Overall Research and Development budgets are neutral for 2018-19

Supporting Links: [Department webpage](#), including [2017-18 COMP](#)



## Business Services: Budget, Planning, & Accounting

2017-18

### 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

- Perform annual audits
- Provide accounts payable services, including invoices for non-salary expenditures
- Develop and maintain budget calendar
- Maintain personnel allocation structure for all permanent district positions
- Maintain general ledger
- Provide overall financial management of state and federal grants
- Serve as financial contact for district fee collection, develop policies for same, and monitor compliance
- Monitor school activity funds
- Manage donations

### Priority Projects

- Work on building administrator school budget overview - planning, executing, monitoring
- Continue migration to an electronic staffing workbook - Phase II to include Middle and High School data
- Perform systematic procurement card audit/review
- Investigate and potentially implement Amazon Business
- Perform internal audit including P-card reviews

2018-19

### Staffing and Budget Summary

Group	FTE FY2018	FTE FY2019	Change	Description	Budget FY2018	Budget FY2019	\$ Change	% Change
(A) Administration Total	1,000	1,000	-	01XX Salaries	935,334.04	957,680.49	22,346.45	2.39%
(P) NU Professional Total	7,000	7,000	-	02XX Benefits	387,389.85	393,859.93	6,470.08	1.67%
(S) Clerical/Technical Total	4,800	4,800	-	03XX Purch Svcs	280,654.00	205,654.00	(75,000.00)	-26.72%
				04XX Non-Capital	8,750.00	8,750.00	-	0.00%
				05XX Capital Purch	6,500.00	6,500.00	-	0.00%
				08XX Transfers	166,555.80	166,555.80	-	0.00%
				09XX Dues/Fees/Misc	232,301.52	232,301.52	-	0.00%
<b>Budget, Planning, &amp; Accounting Total</b>	<b>12,800</b>	<b>12,800</b>	<b>-</b>		<b>2,017,485.21</b>	<b>1,971,301.74</b>	<b>(46,183.47)</b>	<b>-2.29%</b>

### New Investments and Efficiencies

- Reduction in purchased services reflects a reduction in one-time TID #25 funding for budget development and resource allocation – focusing on Student Services

Supporting Links: [Department webpage](#), including [2017-18 COMP](#)

## Business Services: Building Services

2017-18

### 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 and coordinate facility improvements, maintenance, and cleaning
- Oversee training, supervision, and evaluation of Building Services staff
- Coordinate district carpentry, electrical and communication, painting and environmental needs, and plumbing and HVAC
- Monitor and track district utility usage
- Oversee training and evaluation of custodial staff
- Train and evaluate custodial staff in effective cleaning, maintenance skills, and customer service

### Priority Projects

- Evaluate, refine, build and implement evaluation and feedback systems for building custodians
- Explore, evaluate, and implement new work order software
- Manage Building Excellence (Long-Range Facilities Plan)
- Update website to provide communicate existing projects, provide online tools for custodians, and share the work of Building Services

2018-19

### Staffing and Budget Summary

Group	FTE FY2018	FTE FY2019	Change	Description	Budget FY2018	Budget FY2019	\$ Change	% Change
(A) Administration Total	5.000	5.000	-	01XX Salaries	13,613,448.81	13,899,915.72	286,466.91	2.10%
(C) Custodial Total	207.750	207.750	-	02XX Benefits	5,777,408.16	5,912,593.01	135,184.85	2.34%
(D) Trades Total	32.000	32.000	-	03XX Purch Svcs	14,559,571.66	13,969,048.11	(590,523.55)	-4.06%
(P) NU Professional Total	4.000	4.000	-	04XX Non-Capital	896,500.00	896,500.00	-	0.00%
(S) Clerical/Technical Total	2.000	2.000	-	05XX Capital Purch	343,000.00	343,000.00	-	0.00%
<b>Building Services Total</b>	<b>250.750</b>	<b>250.750</b>	<b>-</b>		<b>35,189,928.63</b>	<b>35,021,056.84</b>	<b>(168,871.79)</b>	<b>-0.48%</b>

### New Investments and Efficiencies

- Adjustments in purchased services reflect adjustments for TID #25 schedule. Carryover of one time funding for building projects will be reflected in the fall after the year end 2017-18 audit
- Major focus on long-range facility planning
- Immediate projects include East field house, roofs, all-gender bathrooms, playground improvements, and HVAC updates
- Safety and Security plan investments under development with anticipated funding from the State and district reserves
- Attempting to fund 2.0 FTE additional custodial positions from internal departmental resources

Supporting Links: [Department webpage](#), including [2017-18 COMP](#)



## Chief of Schools – Elementary

—————2017-18—————

### 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
- Conduct principal evaluations
- Manage, support, and evaluate work of School Improvement Partners
- Screen and select, evaluate, and provide professional development to principals
- Facilitate monthly principal meeting
- Participate in cross-functional teams to support implementation of Strategic Framework and school support
- Visit schools and monitor the progress of SIP implementation
- Support the School Based Leadership Team
- Support the Teacher Teams in conjunction with the SIP process

### Priority Projects

- Implement Intensive Professional Learning Series for K-5 intensive schools
- Focus on family partnership in high need elementary schools (intensive support school): K-2 literacy
- Plan and implement Parent Academy with a focus on literacy support for elementary school families
- Revise School Support System for 2018-19

—————2018-19—————

### Staffing and Budget Summary

Group	FTE FY2018	FTE FY2019	Change	Description	Budget FY2018	Budget FY2019	\$ Change	% Change
(A) Administration Total	1,000	1,000	-	01XX Salaries	681,337.93	695,380.74	14,042.81	2.06%
(P) NU Professional Total	5,000	5,000	-	02XX Benefits	160,266.84	163,428.67	3,161.83	1.97%
				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 Schools - Elementary Total</b>	<b>6,000</b>	<b>6,000</b>	<b>-</b>		<b>871,293.77</b>	<b>888,498.41</b>	<b>17,204.64</b>	<b>1.97%</b>

### New Investments and Efficiencies

- Ongoing work supporting priority projects established in early literacy and family partnerships
- Intensive school support professional development funding will be used to support new strategic framework professional development needs within elementary schools

Supporting Links: [Department webpage](#), including [2017-18 COMP](#)

## Chief of Schools – Operations

—————2017-18—————

### 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

- Manage Response For Assistance (RFA) system
- Respond and coordinate crisis response to schools
- Review suspension appeals, expulsions, and administrative student transfers
- Provide support and PD to secretaries
- Consult and coordinate with Central Office departments to provide support to principals, families, and community
- Participate in MMSD and MTI Collaborative Problem Solving (CPS)
- Manage district school year calendar
- Supervise principals' operational systems and evaluate K-12 operations

### Priority Projects

- Establish request for assistance (RFA) data review cycle
- Establish safety and security data review cycle

—————2018-19—————

### Staffing and Budget Summary

Group	FTE FY2018	FTE FY2019	Change	Description	Budget FY2018	Budget FY2019	\$ Change	% Change
(A) Administration Total	1.000	2.000	1.000	01XX Salaries	1,183,495.90	1,312,475.38	128,979.48	10.90%
(P) NU Professional Total	1.000	1.000	-	02XX Benefits	612,837.68	644,367.20	31,529.52	5.14%
(S) Clerical/Technical Total	1.000	1.000	-	03XX Purch Sv cs	476,429.16	388,429.16	(88,000.00)	-18.47%
(Y) Security Total	29.252	29.500	0.248	04XX Non-Capital	26,150.00	26,150.00	-	0.00%
				05XX Capital Purch	10,250.00	10,250.00	-	0.00%
				09XX Dues/Fees/Misc	750.00	750.00	-	0.00%
<b>Chief of Schools - Operations Total</b>	<b>32.252</b>	<b>33.500</b>	<b>1.248</b>		<b>2,309,912.74</b>	<b>2,382,421.74</b>	<b>72,509.00</b>	<b>3.14%</b>

### New Investments and Efficiencies

- The administrative increase anticipates the Chief of Security will be an Administrative employee instead of a contracted service if possible (if not, it will revert back to a contracted services as in 2017-18)
- Will be directly involved in the safety and security planning project for 2018-19
- Leading Middle School Start Time planning and communication

Supporting Link: [Department webpage](#), including [2017-18 COMP](#)

## Chief of Schools – Secondary

—————2017-18—————

### 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 engages principals in the Educator Effectiveness Principal Evaluation process, 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

- Increase the number of schools achieving priority goals
- Increase and improve collaborative learning opportunities for school leaders
- Improve each school's schoolwide instructional practices
- Increase principal satisfaction
- Provide other school support functions and support district wide athletics
- Co-own secondary innovation and improvement strategies

### Priority Projects

- Design and lead a cross functional team to improve the quality of collaboration and coherence across central office departments to better support middle schools
- Implement, monitor and evaluate the long-term improvement plans for Shabazz and Capital High through TID Investments
- Develop long-term improvement MMSD School Support System

—————2018-19—————

### Staffing and Budget Summary

Group	FTE FY2018	FTE FY2019	Change	Description	Budget FY2018	Budget FY2019	\$ Change	% Change
(A) Administration Total	2.000	2.000	-	01XX Salaries	744,099.01	762,001.50	17,902.49	2.41%
(P) NU Professional Total	4.000	4.000	-	02XX Benefits	226,846.55	233,464.92	6,618.37	2.92%
(S) Clerical/Technical Total	1.000	1.000	-	03XX Purch Sv cs	158,932.39	158,932.39	-	0.00%
				04XX Non-Capital	11,398.09	11,398.09	-	0.00%
				05XX Capital Purch	1,715.00	1,715.00	-	0.00%
				09XX Dues/Fees/Misc	1,350.00	1,350.00	-	0.00%
<b>Chief of Schools - Secondary Total</b>	<b>7.000</b>	<b>7.000</b>	<b>-</b>		<b>1,144,341.04</b>	<b>1,168,861.90</b>	<b>24,520.86</b>	<b>2.14%</b>

### New Investments and Efficiencies

- This department leads the work on the development/redesign of secondary alternative schools funded by TID #25 (Year 2 of 3)
- Partnering with Teaching and Learning on Equal Opportunity Schools (EOS) to increase access to advanced placement courses for students of color

Supporting Links: [Department webpage](#), including [2017-18 COMP](#)

## Communications

—————2017-18—————

### Purpose

The Communications Department 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.

### Major Work Streams

- Produce and disseminate media, and maintain our web presence
- Support Board of Education Communications
- Provide customer service and consistent communication to the public, families, and staff
- Manage department projects; provide support and training to schools
- Support report cards project, transitions project, Community Schools, Early College Stem Academy, Advanced Learning, Behavior Education Plan, Technology Plan
- Support immigration communication
- Assist with and manage crisis communication
- Support Human Resources in building a Thriving Workforce

### Priority Projects

- Develop storytelling around key messages for overall messaging
- Produce materials for Personalized Pathways
- Develop and promote Strategic Framework engagement opportunities
- Produce communication resource site, and provide training and accessibility support

—————2018-19—————

### Staffing and Budget Summary

Group	FTE FY2018	FTE FY2019	Change	Description	Budget FY2018	Budget FY2019	\$ Change	% Change
(P) NU Professional Total	5.000	5.000	-	01XX Salaries	552,509.42	566,532.98	14,023.56	2.54%
(S) Clerical/Technical Total	3.850	3.850	-	02XX Benefits	188,648.56	194,099.62	5,451.06	2.89%
				03XX Purch Svcs	35,550.00	35,550.00	-	0.00%
				04XX Non-Capital	14,300.00	14,300.00	-	0.00%
				05XX Capital Purch	4,500.00	4,500.00	-	0.00%
<b>Communications Total</b>	<b>8.850</b>	<b>8.850</b>	<b>-</b>		<b>795,507.98</b>	<b>814,982.60</b>	<b>19,474.62</b>	<b>2.45%</b>

### New Investments and Efficiencies

- Will support major community engagement around long-range facility planning, Strategic Framework development, and middle school start time

Supporting Links: [Department webpage](#), including [2017-18 COMP](#)

## Teaching & Learning: Curriculum & Instruction

—————2017-18—————

### 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, and increases access to the Arts.

### Major Work Streams

- Lead content area professional development
- Support schools
- Develop curriculum in content areas; course alignment; advanced coursework; Personalized Pathways
- Support master scheduling
- Support instructional model design and research

### Priority Projects

- Provide Intensive Professional Learning Series for K-5 and 6-8 Intensive Schools
- Provide K-2 Accelerated Reading Strategy for Non-Intensive Schools
- Implement Bridges Mathematics Curriculum - 2nd Phase of District Implementation
- Implement Mathematics Course (Algebra) into HS Pathways in 9th Grade
- Create the next phase of HS Aligned Courses
- Create MS Standards Based Reporting System
- Participate in cross functional team to support the implementation of eduClimber
- Establish a Performance Management System

—————2018-19—————

### Staffing and Budget Summary

Group	FTE FY2018	FTE FY2019	Change	Description	Budget FY2018	Budget FY2019	\$ Change	% Change
(A) Administration Total	5.000	5.000	-	01XX Salaries	2,132,991.92	2,169,098.52	36,106.60	1.69%
(P) NU Professional Total	3.000	3.000	-	02XX Benefits	670,380.37	680,983.92	10,603.55	1.58%
(S) Clerical/Technical Total	3.000	2.000	(1.000)	03XX Purch Svcs	330,033.58	330,033.58	-	0.00%
(T) Teacher Total	12.600	12.600	-	04XX Non-Capital	2,191,020.41	2,191,020.41	-	0.00%
				05XX Capital Purch	74,499.74	74,499.74	-	0.00%
				09XX Dues/Fees/Misc	9,403.40	9,403.40	-	0.00%
<b>Curriculum &amp; Instruction Total</b>	<b>23.600</b>	<b>22.600</b>	<b>(1.000)</b>		<b>5,408,329.42</b>	<b>5,455,039.57</b>	<b>46,710.15</b>	<b>0.86%</b>

### New Investments and Efficiencies

- 1.0 FTE change in clerical staffing is a reclassification of existing staff (See Instructional Technology)
- Continue to invest in instructional materials according to the district's curriculum adoption schedule. For next year, this will include high school advanced algebra and science as well as potential investments into K-5 literacy, and materials that are culturally, linguistically, and historically accurate

Supporting Links: [Department webpage](#), including [2017-18 COMP](#)

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

—————2017-18—————

### Purpose

The Department of Early Learning oversees the implementation of 4K and Play & Learn programs. Early Learning provides direct services, support and guidance for these programs to principals, schools, Early Care and Education (ECE) centers, 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 Department of Early Learning supports Strategic Framework Priority Area I: Coherent Instruction. The 4K program provides teachers with on-going professional development around coherent instruction.

### Major Work Streams

- Lead quality 4-Year-Old Kindergarten program
- Monitor Play and Learn program
- Facilitate and implement Launching into Literacy and Math Series
- Work on early entrance requests

### Priority Projects

- Plan and implement increased communication about 4K to principals
- Work with Madison Education Partnership to inform student 4K enrollment program structures and practices
- Develop RFP to study the current state of the 4K program

—————2018-19—————

### Staffing and Budget Summary

Group	FTE FY2018	FTE FY2019	Change	Description	Budget FY2018	Budget FY2019	\$ Change	% Change
(A) Administration Total	2.000	2.000	-	01XX Salaries	3,219,255.29	3,338,889.41	119,634.12	3.72%
(E) EA/Clerical Total	23.503	24.500	0.997	02XX Benefits	1,811,011.55	1,844,937.87	33,926.32	1.87%
(Q) Play & Learn Total	8.750	8.750	-	03XX Purch Svcs	3,005,807.65	2,905,807.65	(100,000.00)	-3.33%
(S) Clerical/Technical Total	0.700	1.000	0.300	04XX Non-Capital	58,900.00	58,900.00	-	0.00%
(T) Teacher Total	35.000	35.500	0.500	05XX Capital Purch	9,950.00	9,950.00	-	0.00%
<b>Curriculum &amp; Instruction - Early Learning Total</b>	<b>69.953</b>	<b>71.750</b>	<b>1.797</b>		<b>8,104,924.49</b>	<b>8,158,484.93</b>	<b>53,560.44</b>	<b>0.66%</b>

### New Investments and Efficiencies

- Planning for full-day 4K and other programming options for early learning
- Reduction in purchased services reflects a reduction of one-time TID #25 funding
- Purchased services in this department reflect our tuition to 4K community partner sites
- Increase in teacher staffing reflects an additional section of 4K at a school site
- Increase in clerical was established through repurposing after this department was split off from Early and Extended Learning

Supporting Links: [Department webpage](#), including [2017-18 COMP](#)

## Research, Accountability, & Data Use: Enrollment

—————2017-18—————

### 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.

### Major Work Streams

- Manage and process internal transfer requests and open enrollment requests
- Process registration and enrollment
- Work on charter, magnet, and Pathways lottery processes
- Manage 4K enrollment and summer school enrollment
- Set up school year in Infinite Campus
- Student Information System clean up
- Create training and follow up on other procedures related to membership count
- Manage student cumulative files

### Priority Projects

- Review internal transfer policy
- Implement Pathways lottery, review DLI lottery, waitlist process, and automate lottery
- Support 4K enrollment process
- Improve electronic file storage system, including cumulative files
- Support master scheduling

—————2018-19—————

### Staffing and Budget Summary

Group	FTE FY2018	FTE FY2019	Change	Description	Budget FY2018	Budget FY2019	\$ Change	% Change
(P) NU Professional Total	1.000	1.000	-	01XX Salaries	283,620.12	284,414.84	794.72	0.28%
(S) Clerical/Technical Total	3.000	3.000	-	02XX Benefits	81,014.92	79,541.80	(1,473.12)	-1.82%
				03XX Purch Svcs	6,725.32	14,700.00	7,974.68	118.58%
				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>373,660.36</b>	<b>380,956.64</b>	<b>7,296.28</b>	<b>1.95%</b>

### New Investments and Efficiencies

- To encourage online fee payment during registration, the district will no longer charge the \$3 convenience fee for online transactions
- Participation in full-day 4K pilot planning

Supporting Links: [Department webpage](#), including [2017-18 COMP](#)



## Family, Youth, & Community Engagement

2017-18

### 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
- Provide liaison support to various parent organizations that represent focal groups
- Support Minority Student Achievement Network (MSAN) student project
- Provide liaison support to various mentoring organizations working with students in schools
- Provide support to schools to build capacity on family and community engagement
- Support school-based staff with a direct connection to the department

### Priority Projects

- Continuing Family & Community Engagement Action teams - year 2
- Family partnership in high need elementary schools (Intensive Support Schools): K-2 Literacy
- Plan/execute parent academy focusing on literacy support for elementary school families
- Elevate African American youth voice project and youth leadership project
- Expand community schools

2018-19

### Staffing and Budget Summary

Group	FTE FY2018	FTE FY2019	Change	Description	Budget FY2018	Budget FY2019	\$ Change	% Change
(E) EA/Clerical Total	3.752	5.627	1.875	01XX Salaries	874,350.45	917,228.62	42,878.17	4.90%
(P) NU Professional Total	6.000	7.000	1.000	02XX Benefits	321,751.01	317,001.88	(4,749.13)	-1.48%
(S) Clerical/Technical Total	1.000	1.000	-	03XX Purch Svcs	100,410.00	100,410.00	-	0.00%
(T) Teacher Total	4.000	7.000	3.000	04XX Non-Capital	94,996.00	94,996.00	-	0.00%
				09XX Dues/Fees/Misc	14,000.00	254,000.00	240,000.00	1714.29%
<b>Family, Youth, &amp; Community Engagement Total</b>	<b>14.752</b>	<b>20.627</b>	<b>5.875</b>		<b>1,405,507.46</b>	<b>1,683,636.50</b>	<b>278,129.04</b>	<b>19.79%</b>

### New Investments and Efficiencies (Updated 6/21/18)

- Increase of \$230,000 to support two additional community schools is accounted for as a reserve for 2018-19 until schools are named
  - Startup programming costs and supplies
  - MMSD 50% share of 2 resource coordinators and 2 parent liaisons

Supporting Links: [Department webpage](#), including [2017-18 COMP](#)



## Business Services: Food Services

2017-18

### 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

- Provide menu planning and food production
- Generate month end financial reports
- Plan quarterly menu

### Priority Projects

- Analyze current staff evaluation process and develop an improvement and implementation plan
- Seek Breakfast Opportunity grant to explore alternative methods of breakfast service to better support student achievement in MMSD
- Evaluate effectiveness and options for the current Point of Sale Software in the Food & Nutrition Department
- Conduct an analysis of current Food & Nutrition Service to alternative sites

2018-19

### Staffing and Budget Summary

Group	FTE FY2018	FTE FY2019	Change	Description	Budget FY2018	Budget FY2019	\$ Change	% Change
(A) Administration Total	2.000	2.000	-	01XX Salaries	3,417,781.92	3,500,224.46	82,442.54	2.41%
(C) Custodial Total	4.250	4.250	-	02XX Benefits	2,084,469.08	2,108,310.52	23,841.44	1.14%
(F) Food Service Total	101.590	103.058	1.468	03XX Purch Sv cs	171,346.00	155,600.00	(15,746.00)	-9.19%
(P) NU Professional Total	3.000	3.000	-	04XX Non-Capital	4,848,334.79	4,797,296.09	(51,038.70)	-1.05%
(S) Clerical/Technical Total	1.290	1.520	0.230	05XX Capital Purch	150,000.00	149,000.00	(1,000.00)	-0.67%
<b>Food Services Total</b>	<b>112.130</b>	<b>113.828</b>	<b>1.698</b>		<b>10,671,931.79</b>	<b>10,710,431.07</b>	<b>38,499.28</b>	<b>0.36%</b>

### New Investments and Efficiencies

- Food Service is a majority subset of the Fund 50 budget
- Will be involved in supporting the new wellness policy
- Has produced positive budget results for the past three years
- Two new Community Eligibility Provision (CEP) schools applications filed
- Uncollected meal fees are a growing concern

Supporting Links: [Department webpage](#), including [2017-18 COMP](#)

## Human Resources

2017-18

### 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. The Employment Division is responsible for recruitment, screening, and referral of candidates for district position vacancies, and they coordinate personnel transactions. They additionally oversee unemployment insurance claims and the Substitute Placement Office.

### 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

### 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

2018-19

### Staffing and Budget Summary

Group	FTE FY2018	FTE FY2019	Change	Description	Budget FY2018	Budget FY2019	\$ Change	% Change
(A) Administration Total	2.000	2.000	-	01XX Salaries	5,810,912.98	6,063,999.45	253,086.47	4.36%
(B) Specialist Total	2.344	2.344	-	02XX Benefits	6,120,758.44	6,467,826.76	347,068.32	5.67%
(E) EA/Clerical Total	0.925	0.925	-	03XX Purch Sv cs	733,726.00	733,726.00	-	0.00%
(P) NU Professional Total	12.000	12.000	-	04XX Non-Capital	153,428.34	153,428.34	-	0.00%
(S) Clerical/Technical Total	14.648	14.800	0.152	05XX Capital Purch	4,000.00	4,000.00	-	0.00%
(T) Teacher Total	0.100	0.100	-	07XX Insurance	2,385,000.00	2,385,000.00	-	0.00%
				09XX Dues/Fees/Misc	2,950.00	2,950.00	-	0.00%
<b>Human Resources Total</b>	<b>32.017</b>	<b>32.169</b>	<b>0.152</b>		<b>15,210,775.76</b>	<b>15,810,930.55</b>	<b>600,154.79</b>	<b>3.95%</b>

### New Investments and Efficiencies

- Launching RPF for Learning Management System and Applicant Tracking System in line with the HR system evaluation
- Continue to work on implementation on multi-year compensation strategy
- Continue to look for HR Information system improvements (Munis, Kronos, etc.)

Supporting Links: [Department webpage](#), including [2017-18 COMP](#)

## Teaching & Learning: Integrated Supports & Accelerated Learning – Advanced Learning

2017-18

### 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 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.

### Major Work Streams

- Provide training and support for implementation of the long-term Advanced Learning Plan
- Revise and update advanced learning communication documents and tools
- Plan for summer teaching and learning institute

### Priority Projects

- Create the long-term Advanced Learning Plan
- Innovation Pilots
- eduCLIMBER – Advanced Learning components
- School Level Implementation Plan (SLIP) & Performance Management

2018-19

### Staffing and Budget Summary

Group	FTE FY2018	FTE FY2019	Change	Description	Budget FY2018	Budget FY2019	\$ Change	% Change
(A) Administration Total	1.000	1.000	-	01XX Salaries	1,594,335.44	1,622,586.60	28,251.16	1.77%
(T) Teacher Total	24.000	24.000	-	02XX Benefits	602,288.23	639,578.21	37,289.98	6.19%
				03XX Purch Svcs	44,100.00	41,500.00	(2,600.00)	-5.90%
				04XX Non-Capital	16,800.00	16,800.00	-	0.00%
				09XX Dues/Fees/Misc	3,400.00	3,400.00	-	0.00%
<b>ISAL - Advanced Learning Total</b>	<b>25.000</b>	<b>25.000</b>	<b>-</b>		<b>2,260,923.67</b>	<b>2,323,864.81</b>	<b>62,941.14</b>	<b>2.78%</b>

### New Investments and Efficiencies

- Professional development / contracted support with national experts in gifted and talented in education with TID #25 funding
- Collaborative work with Curriculum & Instruction to revise scopes to reflect extensions for accelerated programming

Supporting Links: [Department webpage](#), including [2017-18 COMP](#)

## Teaching & Learning: Integrated Supports & Accelerated Learning – Instructional Technology

2017-18

### Purpose

The Instructional Technology Division works to provide students, staff, and family 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 SIPs, the Instructional Technology team supports Strategic Framework Priority Area I: Coherent Instruction and Strategic Framework Priority Area IV: Thriving Workforce.

### Major Work Streams

- Support Ignite! Technology Plan
- Provide technology professional development and support (e.g., to LTMS)
- Create Library CheckList for Library Media Technology Services (LMTS)
- Create onboarding document for new digital coaches
- Provide Infinite Campus Gradebook professional development and support
- Work with schools to support SIP efforts via school support request

### Priority Projects

- Take Home Policy/Guidelines
- Support G3 (Implementing) and G4 (Planning) schools
- LMTS Support

2018-19

### Staffing and Budget Summary

Group	FTE FY2018	FTE FY2019	Change	Description	Budget FY2018	Budget FY2019	\$ Change	% Change
(A) Administration Total	1.000	1.000	-	01XX Salaries	461,969.04	524,978.80	63,009.76	13.64%
(S) Clerical/Technical Total	1.000	2.000	1.000	02XX Benefits	163,196.52	196,085.85	32,889.33	20.15%
(T) Teacher Total	3.000	3.000	-	03XX Purch Sv cs	17,417.00	17,417.00	-	0.00%
				04XX Non-Capital	382,194.88	382,194.88	-	0.00%
				05XX Capital Purch	105,000.00	105,000.00	-	0.00%
<b>ISAL - Instructional Technology Total</b>	<b>5.000</b>	<b>6.000</b>	<b>1.000</b>		<b>1,129,777.44</b>	<b>1,225,676.53</b>	<b>95,899.09</b>	<b>8.49%</b>

### New Investments and Efficiencies

- Funding to support development of the Technology Integration Rubric
- Staff development for G4 and program development for G5
- Implement the technology take home policy guidelines for grades 5 and up
- 1.0 FTE change in clerical staffing is a reclassification of existing staff

Supporting Links: [Department webpage](#), including [2017-18 COMP](#)

## Teaching & Learning: Integrated Supports & Accelerated Learning – Multi-Tiered System of Support

2017-18

### Purpose

To support high quality, coherent, integrated supports for all students in MMSD with a direct focus on a Multi-Tiered System of Supports. This supports the Theory of Action for the Integrated Supports and Accelerated Learning (ISAL) department, which states: If ISAL integrates and coordinates tools, resources, technology, and culturally and linguistically responsive supports in partnership with other central office departments year round, then principals, teachers, and other school staff will be better able to reduce barriers to teaching and learning while simultaneously accelerating positive outcomes and healthy development so all our students will graduate college, career, and community ready.

### Connection to Strategic Framework

The Department of MTSS supports the implementation of Strategic Framework Priority Area I: Coherent Instruction, as outlined in the Strategic Framework. The Department of MTSS' emphasis on data enforces Strategic Framework Priority Area V: Accountability, and its support of students underscores Strategic Framework Priority Area II: Personalized Pathways.

### Major Work Streams

- Develop and support MTSS systems and structures
- Collaborate with others on master scheduling cross functional team
- Director participates in cross functional teaming on priority projects
- Participate in cross functional team on interventions

### Priority Projects

- Transition across Critical Levels (4K-5K, 5th-6th, 8th-9th; with a priority focus on 5th to 6th grade
- Web-based Foundational Literacy Skills Program Lexia Core5
- MMSD At-Risk Plan
- eduCLIMBER
- Establish a performance management system

2018-19

### Staffing and Budget Summary

Group	FTE FY2018	FTE FY2019	Change	Description	Budget FY2018	Budget FY2019	\$ Change	% Change
(A) Administration Total	1.000	1.000	-	01XX Salaries	388,181.38	307,344.30	(80,837.08)	-20.82%
(P) NU Professional Total	1.800	0.800	(1.000)	02XX Benefits	100,555.34	83,324.05	(17,231.29)	-17.14%
(S) Clerical/Technical Total	1.000	1.000	-	03XX Purch Sv cs	10,236.00	10,236.00	-	0.00%
(T) Teacher Total	1.000	1.000	-	04XX Non-Capital	11,764.00	11,764.00	-	0.00%
<b>ISAL - Multi Tiered System of Support Total</b>	<b>4.800</b>	<b>3.800</b>	<b>(1.000)</b>		<b>510,736.72</b>	<b>412,668.35</b>	<b>(98,068.37)</b>	<b>-19.20%</b>

### New Investments and Efficiencies

- The reduction in this department reflects a reclassification of 1.0 FTE 9<sup>th</sup> Grade on Track coordinator to the Secondary Programs department

Supporting Links: [Department webpage](#), including [2017-18 COMP](#)

## Teaching & Learning: Integrated Supports & Accelerated Learning – Summer School

—————2017-18—————

### Purpose

MMSD Summer School - a part of the Integrated Supports and Accelerated Learning Department - is a year-long strategy that works strategically and collaboratively with multiple areas of MMSD to 1) engage students in high-quality instruction, 2) provide critical additional learning time, 3) accelerate growth in key skills, and 4) build students' self-efficacy so that all students will graduate college, career, and community ready.

### Connection to Strategic Framework

Summer school supports Strategic Framework Priority Area I: Coherent Instruction. The summer school program offers students literacy instruction.

### Major Work Streams

- Provide system level support to Summer School: curriculum and content development, and operations and logistics
- Effectively communicate about summer school
- Provide customer service to key stakeholders
- Strengthen key transitions

### Priority Projects

- Launch Middle School 101
- Establish High School Online Enrollment system
- Improve K-7 enrichment course offerings to align with and enhance core academic curriculum in Summer School

—————2018-19—————

### Staffing and Budget Summary

Group	FTE FY2018	FTE FY2019	Change	Description	Budget FY2018	Budget FY2019	\$ Change	% Change
(P) NU Professional Total	1.000	1.000	-	01XX Salaries	2,641,067.70	2,863,540.19	222,472.49	8.42%
(S) Clerical/Technical Total	1.300	1.000	(0.300)	02XX Benefits	365,701.48	385,216.06	19,514.58	5.34%
				03XX Purch Svcs	395,484.48	395,484.48	-	0.00%
				04XX Non-Capital	112,009.21	112,009.21	-	0.00%
<b>ISAL - Summer School Total</b>	<b>2.300</b>	<b>2.000</b>	<b>(0.300)</b>		<b>3,514,262.87</b>	<b>3,756,249.94</b>	<b>241,987.07</b>	<b>6.89%</b>

### New Investments and Efficiencies

- Summer School is now a stand-alone department
- Budget for summer 2018 has already been approved by the board (2% increase)
- Teacher hourly pay for summer school increased substantially in summer 2017
- The district no longer charges fees for standard summer school courses

Supporting Links: [Department webpage](#), including [2017-18 COMP](#)

## Legal Services

~~2017-18~~

### 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

- Attend and participate in all whole-Board meetings
- Receive, review, and respond to litigation
- Respond to administrative complaints
- 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 and student records requests
- Daily Legal/Policy Issues
- Reviews and drafts contracts
- Processing internal harassment/discrimination complaints
- Outreach to Historically Underutilized Businesses (HUBs) and Contract Compliance
- Monitor Implementation of Affirmative Action Plan
- Behavior Education Leadership Team Membership

### Priority Projects

- Develop an Information Guide to Family Law
- Title IX policy and website improvement

~~2018-19~~

### Staffing and Budget Summary

Group	FTE FY2018	FTE FY2019	Change	Description	Budget FY2018	Budget FY2019	\$ Change	% Change
(A) Administration Total	3.500	3.500	-	01XX Salaries	452,024.44	462,862.57	10,838.13	2.40%
(S) Clerical/Technical Total	1.000	1.000	-	02XX Benefits	121,164.66	121,656.91	492.25	0.41%
				03XX Purch Sv cs	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>681,589.10</b>	<b>692,919.48</b>	<b>11,330.38</b>	<b>1.66%</b>

### New Investments and Efficiencies

- Staffing plan is unchanged from prior year
- Purchased service account is a reserve for outside counsel on an as needed basis

Supporting Links: [Department webpage](#), including [2017-18 COMP](#)

## Madison School & Community Recreation

—————2017-18—————

### 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 recreation and enrichment programs
- Manage outreach efforts (events, marketing, etc.)
- Recruit and maintain MSCR seasonal employment and volunteer opportunities.
- Process and manage program registration
- Oversee facility rentals

### Priority Projects

- Continue to improve MSCR work climate
- Improve access to MSCR programs and services by adults of color
- Improve access to MSCR programs by adults with disabilities
- Improve recruitment and retention of MSCR Staff
- Develop culturally responsive sports and recreation programs to serve youth of all backgrounds
- Enhance Academic Support Systems at MSCR High School Programs

—————2018-19—————

### Staffing and Budget Summary

Group	FTE FY2018	FTE FY2019	Change	Description	Budget FY2018	Budget FY2019	\$ Change	% Change
(A) Administration Total	5.000	4.000	(1.000)	01XX Salaries	8,800,515.54	8,872,012.78	71,497.24	0.81%
(C) Custodial Total	1.000	1.000	-	02XX Benefits	1,861,010.63	1,902,724.60	41,713.97	2.24%
(P) NU Professional Total	28.000	29.000	1.000	03XX Purch Sv cs	2,267,333.00	2,267,333.00	-	0.00%
(S) Clerical/Technical Total	32.316	32.400	0.084	04XX Non-Capital	466,149.00	466,149.00	-	0.00%
				05XX Capital Purch	18,500.00	18,500.00	-	0.00%
				09XX Dues/Fees/Misc	116,600.00	116,600.00	-	0.00%
<b>MSCR Total</b>	<b>66.316</b>	<b>66.400</b>	<b>0.084</b>		<b>13,530,108.17</b>	<b>13,643,319.38</b>	<b>113,211.21</b>	<b>0.84%</b>

### New Investments and Efficiencies

- MSCR is a majority subset of Fund 80
- Levy impact of MSCR for 2018-19 is less than 1% increase
- Reclassified 1.0 Administrator to 1.0 NUP (retirement)
- Attempting to add 1.0 additional NUP position with repurposed resources within MSCR

Supporting Links: [Department webpage](#), including [2017-18 COMP](#)



## Teaching & Learning: Multilingual & Global Education

2017-18

### 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

- Provide translation/interpretation support
- Monitor ESL compliance; align & support ESL high school courses; ESL tuition reimbursement
- Support ELL, DLI/DBE students and programming
- Work with ESL/BRS/BRT staff: recruitment, hiring, PD
- Develop Biliiteracy & DLI/DBE curriculum
- Work with DLI: PD, Lottery

### 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

2018-19

### Staffing and Budget Summary

Group	FTE FY2018	FTE FY2019	Change	Description	Budget FY2018	Budget FY2019	\$ Change	% Change
(A) Administration Total	2.000	2.000	-	01XX Salaries	14,018,436.58	14,547,229.56	528,792.98	3.77%
(G) BRS Total	75.970	78.490	2.520	02XX Benefits	5,773,831.71	6,032,969.51	259,137.80	4.49%
(P) NU Professional Total	3.000	3.000	-	03XX Purch Sv cs	436,910.80	215,910.80	(221,000.00)	-50.58%
(S) Clerical/Technical Total	1.000	1.000	-	04XX Non-Capital	141,963.86	141,963.86	-	0.00%
(T) Teacher Total	165.936	167.536	1.600	05XX Capital Purch	850.00	850.00	-	0.00%
				09XX Dues/Fees/Misc	900.00	900.00	-	0.00%
<b>Multilingual &amp; Global Education Total</b>	<b>247.906</b>	<b>252.026</b>	<b>4.120</b>		<b>20,372,892.95</b>	<b>20,939,823.73</b>	<b>566,930.78</b>	<b>2.78%</b>

### New Investments and Efficiencies

- Increase in FTE reflects growing enrollment of ELLs in the district
- Changes in purchased services reflects consolidation of ELL transportation budgets into the Transportation department

Supporting Links: [Department webpage](#), including [2017-18 COMP](#)

## Teaching & Learning: Pathways & Secondary Programs

2017-18

### Purpose:

The department offers wraparound supports for students at every step in their journey to keep every student engaged in school and on-track for success. This includes Personalized Pathways; Academic and Career Planning; academic, social/emotional, career counseling, and post-secondary advising; flexible coursework through Madison Virtual Campus and online learning; and Credit Recovery opportunities. The department also provides support through specialized academic programs such as AVID, Career & Technical Education, Experiential Learning and Dual Credit/Dual Enrollment

### 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

- Support students in Personalized Pathways; deepen partnerships
- Implement, refine, support, evaluate, provide professional development for 6-11<sup>th</sup> grade ACP
- Work on Career & Technical Education (professional learning, curriculum, etc.)
- AVID Middle School Integration; AVID tutoring hiring, training, placement
- Coordinate and implement youth apprenticeship and similar opportunities
- Provide coordination and support to Experiential Learning
- Focus on school counseling

### Priority Projects

- Develop short and long term goals to support the future adolescent experience
- Increase access to advanced courses for students of color
- Manage Early college STEM Academy and Ninth Grade On-Track (9OT)
- Implement the first health services pathway and plan for the second cohort
- Increase experiential learning opportunities
- Implement and support Student-Led Conferencing within the Health Science Pathway
- Implement ACP in grades 6-11, plan for expansion of ACP to grade 12
- Establish benchmarks and support schools to improve course selection/enrollment, family partnerships, student voice and student sense of belonging
- Support and monitor the integration of AVID best practices in personalized pathways

2018-19

### Staffing and Budget Summary

Class	FTE F2018	FTE F2019	Change	Description	Budget F2018	Budget F2019	\$ Change	% Change
(A) Administration Total	7,000	1,000	-	01XX Salaries	3,009,025.31	3,007,025.35	197,402.75	6.13%
(F) NJ Professional Total	7,000	8,000	1,000	08XX Benefits	970,554.70	1,057,055.31	36,491.21	3.75%
(B) Clerical/Technical Total	3,000	3,000	-	06XX Purch Svcs	1,119,179.61	1,394,179.61	175,000.00	15.64%
(T) Teacher Total	38,580	37,480	-1,100	04XX Non-Capital	189,679.00	189,679.00	-	0.00%
				08XX Capital Purch	111,116.00	111,116.00	-	0.00%
				09XX Oper Fees/Misc	2,900.00	2,900.00	-	0.00%
Pathways & Secondary Programs Total	34,030	39,480	5,450		5,452,481.02	5,851,374.98	398,893.94	7.32%

### New Investments and Efficiencies

- FTE change due to repurposed positions from secondary staffing resources for 2018-19
- Increase in purchased services reflects Early College Stem Academy (ECSA) Priority Action

Supporting Links: [Department webpage](#), including [2017-18 COMP](#)

## Professional Learning & Leadership Development

2017-18

### 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

- Common Learning Agenda: Provide ongoing leadership professional development (PD)
- Educator Effectiveness: Implement the evaluation workflow for Student Services staff, and design an evaluation rubric and workflow for instructional coaches for implementation in 2018-2019.
- New Employee Induction
- Collaboratively plan and coordinate equity professional learning with the National Equity Project (NEP)
- Forward Madison Partnership: Lead collaboration between MMSD and the University of Wisconsin

### Priority Projects

- Collaboration with MTI in the support of educators in years 3-5 of their practice CENTRS
- Implement a new Instructional Coach evaluation rubric and workflow
- Equity Fellows: Develop a cohort of leaders for equity by building capacity to facilitate and lead staff discussions and professional learning focused on teaching for equity
- Coordinate the Memorandum of Agreement (MOA) renewal between MMSD and the University of Wisconsin for the Forward Madison Partnership

2018-19

### Staffing and Budget Summary

Group	FTE FY2018	FTE FY2019	Change	Description	Budget FY2018	Budget FY2019	\$ Change	% Change
(A) Administration Total	2.000	2.000	-	01XX Salaries	1,121,601.45	1,156,122.47	34,521.02	3.08%
(P) NU Professional Total	5.000	5.000	-	02XX Benefits	344,122.60	354,553.66	10,431.06	3.03%
(S) Clerical/Technical Total	1.000	1.000	-	03XX Purch Svcs	275,530.00	275,530.00	-	0.00%
(T) Teacher Total	5.000	5.000	-	04XX Non-Capital	47,093.34	92,093.34	45,000.00	95.55%
				05XX Capital Purch	5,150.00	5,150.00	-	0.00%
<b>Professional Learning Total</b>	<b>13.000</b>	<b>13.000</b>	<b>-</b>		<b>1,793,497.39</b>	<b>1,883,449.47</b>	<b>89,952.08</b>	<b>5.02%</b>

### New Investments and Efficiencies

- Investment in professional development related to teaching institutes focused on district race and equity work
- Re-envisioning the district professional development strategy under the new Strategic Framework

Supporting Links: [Department webpage](#), including [2017-18 COMP](#)

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

2017-18

### 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)
- Provide support of MMSD Strategic Framework

### Priority Projects

- Complete Pathways Year One Reports
- Support Strategic Framework engagement sessions and SIP goal review
- Redesign the SIP
- Coordinate with Teaching & Learning for data use, updates, evaluations
- Foster innovation
- Develop classroom level data tools for SIP focus groups
- Develop School 360s plan

2018-19

### Staffing and Budget Summary

Group	FTE FY2018	FTE FY2019	Change	Description	Budget FY2018	Budget FY2019	\$ Change	% Change
(A) Administration Total	2,000	1,000	-	0000 Salaries	685,904.88	626,746.88	(2,054.78)	-0.28%
(B) NJ Professional Total	6,000	6,000	-	0000 Benefits	539,554.82	545,804.80	3,750.29	1.50%
(C) Clerical/Technical Total	3,000	3,000	-	0000 Purch Svcs	148,285.04	11,007.06	(133,787.98)	-91.57%
				0000 Non-Capitol	76,378.04	246,679.71	170,301.79	217.27%
Research & Program Evaluation Total	70,000	70,000	-		1,289,284.10	1,330,478.40	41,194.30	3.20%

### New Investments and Efficiencies

- Funding department changes reflect interdepartmental transfers only. Overall Research and Development budgets are neutral for 2018-19

Supporting Links: [Department webpage](#), including [2017-18 COMP](#)

## Teaching & Learning: Student Services – Special Education

—————2017-18—————

### Purpose

The Department of Student Services has two overarching areas of responsibility (1) providing supports/services/instruction to all students in the areas of physical/mental/behavioral health, and (2) providing specialized services and supports such that students with disabilities are appropriately identified and receive the necessary special education/related services and/or Section 504 accommodations to benefit from and progress in their educational programs.

### Connection to Strategic Framework

The work of Special Education primarily supports Strategic Framework Priority Area I: Coherent Instruction, as student needs are taken into account to ensure that educators prepare all students for college, career, and community. Work done in Special Education also affects Strategic Framework Priority Area V: Accountability with its focus on improving student outcomes via data use and analysis.

### Major Work Streams

- Provide administrative oversight of Individuals with Disabilities Education Act (IDEA) and Section 504
- Administer alternative special education programs/services
- Provide Technical Assistance, Procedural Guidance and Job Embedded Professional Development for Special Education Teachers and Assistants

### Priority Projects

- Equity-based Resource Distribution Model
- Improve service delivery for students with disabilities
- Program Support Teachers (PST) to use Student Centered Coaching Model with school-based staff.
- Accountability and Performance Management Systems
- eduClimber - development of a new electronic IEP system

—————2018-19—————

### Staffing and Budget Summary

Group	FTE FY2018	FTE FY2019	Change	Description	Budget FY2018	Budget FY2019	\$ Change	% Change
(A) Administration Total	7.000	7.000	-	01XX Salaries	43,867,634.55	44,754,989.75	887,355.20	2.02%
(B) Specialist Total	33.731	31.974	(1.757)	02XX Benefits	19,154,379.41	19,876,536.78	722,157.37	3.77%
(E) EA/Clerical Total	273.842	284.025	10.183	03XX Purch Svcs	1,302,544.00	1,302,544.00	-	0.00%
(G) BRS Total	2.904	2.904	-	04XX Non-Capital	913,601.25	913,601.25	-	0.00%
(P) NU Professional Total	1.000	1.000	-	05XX Capital Purch	15,000.00	15,000.00	-	0.00%
(S) Clerical/Technical Total	7.996	6.996	(1.000)	09XX Dues/Fees/Misc	33,080.00	33,080.00	-	0.00%
(T) Teacher Total	524.962	530.724	5.762					
<b>Special Education Total</b>	<b>851.435</b>	<b>864.623</b>	<b>13.188</b>		<b>65,286,239.21</b>	<b>66,895,751.78</b>	<b>1,609,512.57</b>	<b>2.47%</b>

### New Investments and Efficiencies

- Change in FTE reflects an emphasis on increased initial allocation in Spring 2018 to stabilize hiring, minimize disruption, and develop service delivery systems for the 2018-19 school year

Supporting Links: [Department webpage](#), including [2017-18 COMP](#)

## Teaching & Learning: Student Services – State & Federal Programs

—————2017-18—————

### 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 Every Student Succeeds Act (ESSA) grant
- Monitor compliance of ESSA grant, Title VI, McKinney Vento Homeless Assistance Act
- Allocate and manage Title budgets and support
- Participate in other programs/projects: Native American Mascot Ban Project, Native American History Course Project, Achievement Gap Reduction Program, Opportunity Youth/TEP Project, Building Academic Social Emotional Supports Grant, Food for Thought Initiative, Attendance: Shelter and Housing Project
- Increase connections of birth to 4 children with early childhood programs
- Work with migrant education
- Work with foster care and educational stability of students
- Write education for Homeless Children and Youth Grant

### Priority Projects

- Implement ESSA requirements

—————2018-19—————

### Staffing and Budget Summary

Group	FTE FY2018	FTE FY2019	Change	Description	Budget FY2018	Budget FY2019	\$ Change	% Change
(A) Administration Total	1.000	1.000	-	01XX Salaries	678,939.36	691,127.92	12,188.56	1.80%
(E) EA/Clerical Total	0.290	0.421	0.131	02XX Benefits	226,291.56	274,339.57	48,048.01	21.23%
(S) Clerical/Technical Total	2.000	2.000	-	03XX Purch Svcs	191,057.00	191,057.00	-	0.00%
(T) Teacher Total	6.030	5.800	(0.230)	04XX Non-Capital	97,799.00	97,799.00	-	0.00%
				05XX Capital Purch	1,214.00	1,214.00	-	0.00%
<b>State &amp; Federal Programs Total</b>	<b>9.320</b>	<b>9.221</b>	<b>(0.099)</b>		<b>1,195,300.92</b>	<b>1,255,537.49</b>	<b>60,236.57</b>	<b>5.04%</b>

### New Investments and Efficiencies

- Title I funds will support Capital High as a secondary alternative school

Supporting Links: [Department webpage](#), including [2017-18 COMP](#)



## Strategic Partnerships & Innovation

2017-18

### 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.

### Major Work Streams

- Process and monitor partnerships and support high-intensity partnership evaluation
- Support Schools of Hope Elementary & Middle, Achievement Connections, Juventud and Escalera, and Tutoring Network
- Manage grant work
- Support volunteering programs and administration
- Work with MOST (administration, access, quality improvement, PD)
- Coordinate After School Advisory Board, Giving Campaign, and Sanchez Scholars Program

### Priority Projects

- Develop MOST Management Information System
- Support Volunteer Systems
- Middle School Supports: Foster partnership with community organizations with a focus on our areas of highest need: academic tutoring, youth mentoring, out-of-school-time opportunities, mental health, personalized student pathways and early childhood

2018-19

### Staffing and Budget Summary

Group	FTE FY2018	FTE FY2019	Change	Description	Budget FY2018	Budget FY2019	\$ Change	% Change
(A) Administration Total	1.000	1.000	-	01XX Salaries	397,524.25	407,871.28	10,347.03	2.60%
(P) NU Professional Total	3.240	3.240	-	02XX Benefits	164,442.79	194,871.39	30,428.60	18.50%
(S) Clerical/Technical Total	1.000	1.000	-	03XX Purch Svcs	411,448.00	411,448.00	-	0.00%
				04XX Non-Capital	6,700.00	6,700.00	-	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>5.240</b>	<b>5.240</b>	<b>-</b>		<b>992,106.04</b>	<b>1,032,881.67</b>	<b>40,775.63</b>	<b>4.11%</b>

### New Investments and Efficiencies

- Supporting strategic partnerships such as Madison College (Early College Stem Academy (ECSA), Personalized Pathways (Joyce Foundation), Forward Madison (UW Madison), and CUNA (Community Schools))
- Implementation of the MOST MIS system (supported by grant funding)
- Partnering on Safety and Security grant and planning

Supporting Links: [Department webpage](#), including [2017-18 COMP](#)

## Teaching & Learning: Student Services – Physical/Mental/Behavioral Health

—————2017-18—————

### 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

- Developmental Designs
- Intensive Support Team
- Develop Behavioral Health Plan for Schools
- Support and monitor Behavior Education policy adherence
- Develop Behavioral Education Leadership Team
- Deliver restorative critical response to critical incidents
- Provide training around responsive classrooms and developmental designs
- Welcoming Schools

### Priority Projects

- DBT Skills in Schools: Skills Training for Emotional Problem Solving for Adolescents
- Crisis Management and Intervention (CMI): Curriculum development for school based delivery of proactive supports and verbal de-escalation techniques
- Behavior Education Plan Implementation: Culture and climate visits
- Review and evaluation of the Behavior Education Plan and policies
- Establish a performance management system

—————2018-19—————

### Staffing and Budget Summary

Group	FTE FY2018	FTE FY2019	Change	Description	Budget FY2018	Budget FY2019	\$ Change	% Change
(A) Administration Total	4.000	4.000	-	01XX Salaries	15,119,249.16	15,597,346.43	478,097.27	3.16%
(E) EA/Clerical Total	52.521	55.292	2.771	02XX Benefits	6,430,042.42	6,619,869.30	189,826.88	2.95%
(P) NU Professional Total	4.000	4.000	-	03XX Purch Svcs	753,593.31	753,593.31	-	0.00%
(S) Clerical/Technical Total	4.437	4.437	-	04XX Non-Capital	86,243.80	86,243.80	-	0.00%
(T) Teacher Total	200.047	197.998	(2.049)	05XX Capital Purch	5,071.39	5,071.39	-	0.00%
				09XX Dues/Fees/Misc	100.00	100.00	-	0.00%
<b>Student Services Total</b>	<b>265.005</b>	<b>265.727</b>	<b>0.722</b>		<b>22,394,300.08</b>	<b>23,062,224.23</b>	<b>667,924.15</b>	<b>2.98%</b>

### New Investments and Efficiencies

- A portion of professional development resources will be distributed to schools as they develop systems to implement Tier I and II behavioral interventions

Supporting Links: [Department webpage](#), including [2017-18 COMP](#)



## Superintendent's Office

2017-18

### 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

### Priority Projects

- Implementation of the Strategic Framework Planning Process
- Crisis Management: Further develop crisis management with the creation of a better crisis response tool
- Innovation Budget

2018-19

### Staffing and Budget Summary

Group	FTE FY2018	FTE FY2019	Change	Description	Budget FY2018	Budget FY2019	\$ Change	% Change
(A) Administration Total	2.000	2.000	-	01XX Salaries	538,515.72	551,335.49	12,819.77	2.38%
(P) NU Professional Total	1.000	1.000	-	02XX Benefits	142,344.00	145,190.25	2,846.25	2.00%
(S) Clerical/Technical Total	1.000	1.000	-	03XX Purch Svcs	65,000.00	65,000.00	-	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	72,500.00	72,500.00	-	0.00%
<b>Superintendent's Office Total</b>	<b>4.000</b>	<b>4.000</b>	<b>-</b>		<b>829,803.14</b>	<b>845,469.16</b>	<b>15,666.02</b>	<b>1.89%</b>

### New Investments and Efficiencies

- Implementation of the new Strategic Framework of the district
- Partnering on safety and security planning and long-range facility planning

Supporting Links: [Department webpage](#), including [2017-18 COMP](#)

## Business Services: Technical Services

—————2017-18—————

### 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
- Ignite! Technology Plan budget and resources for one-to-one student device program
- Support of Student Information Systems

### Priority Projects

- Transition of Technical Services Director Position
- Infrastructure Upgrade
- TID 25 Project - Connect Six Schools to the Wide Area Network MUFN
- TID 25 Project - District Website Drupal Hosted
- Manage End of Lease Process
- eduCLIMBER Installation

—————2018-19—————

### Staffing and Budget Summary

Group	FTE FY2018	FTE FY2019	Change	Description	Budget FY2018	Budget FY2019	\$ Change	% Change
(A) Administration Total	1.000	1.000	-	01XX Salaries	1,888,854.90	1,959,231.68	70,376.78	3.73%
(P) NU Professional Total	1.000	1.000	-	02XX Benefits	655,812.37	692,681.92	36,869.55	5.62%
(S) Clerical/Technical Total	25.000	25.500	0.500	03XX Purch Sv cs	1,265,500.00	715,500.00	(550,000.00)	-43.46%
				04XX Non-Capital	139,500.00	139,500.00	-	0.00%
				05XX Capital Purch	2,798,571.00	3,423,571.00	625,000.00	22.33%
				06XX Debt Payments	228,429.00	228,429.00	-	0.00%
<b>Technical Services Total</b>	<b>27.000</b>	<b>27.500</b>	<b>0.500</b>		<b>6,976,667.27</b>	<b>7,158,913.60</b>	<b>182,246.33</b>	<b>2.61%</b>

### New Investments and Efficiencies

- Reduction in purchases services reflects expiration of one-time TID #25 funding
- Increase of \$625,000 reflects additions under the Ignite! MMSD Technology Plan for 2018-19 (G4)
- Major investment (\$3.6 million) for school based infrastructure (switches and routers) funded by federal eRate. Will be reflected in the June preliminary budget (not reflected above)

Supporting Links: [Department webpage](#), including [2017-18 COMP](#)

# Notes

# Notes