



**FRANKLIN**  
P U B L I C S C H O O L S

# **2020-21 Budget**

**Draft #1**

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## **2020-21 District Administrator Message**

The 2019-20 school year was unlike any other school year, ever. The year began with great optimism with the opening of the new FPMS and the initiation of our 4K program. That optimism grew as we successfully provided learning experiences for our middle school students, and our 4K program thrived at all five of our elementary schools. Other great things happened in the district related to our Coherence Plan goals of increasing student achievement, staff engagement, and community pride. In early spring, our achievement data showed that our students were achieving at higher levels than the previous year, and our State report card score for the 2018-19 school year increased. Franklin Public Schools was again rated as exceeding expectations and significantly exceeding expectations.

On March 13th, our buildings closed due to the COVID-19. The following week we provided our 4,700 students, in grades 4K - 12, with remote and virtual learning. While we initially anticipated a return to school, our schools remained closed through the end of the school year. I am proud to convey that during this time our staff did an excellent job of focusing on essential learning and actively engaged 97% of our students. As we look forward to the fall, we are carefully assessing the impact of the virtual learning environment on students and will work to close any achievement gaps that may exist.

Given the unknown economic impact of COVID-19, the 2020-21 budget is based upon very limited funding information from the State. This budget presents a conservative approach to spending; it does not reduce the educational programs for students. Our ability to take this approach is based upon the very good fiscal health of Franklin Public Schools. Moody's Investors Service reported that Franklin Public Schools "has a robust financial position," and that the District's "credit position is very strong." We have been good stewards of our funding, operating efficiently and effectively with a 1.5% increase in the tax levy this last year. We have maintained an appropriate fund balance to cover the necessary operating costs and keep our long-term interest rates low. We carefully plan for our maintenance and future building needs by budgeting what is necessary and saving as much as possible. While some of those projects can be postponed in light of funding uncertainties, we must attend to our safety and the general needs of our facilities.

What you see in the budget is funding to allow students to return to school in the fall, or move to a virtual environment at any time. There are funds set aside to provide the additional technology, sanitizing, cleaning, and other supplies needed to deal with the issues presented by COVID-19. In the area of long-term debt, the District is planning to reduce the interest cost to the community through defeasing and refinancing long-term debt. From a funding standpoint, the 2020-21 budget is built on the assumption that the District will not receive the additional funding that was originally included in the State budget. In spite of this, the tax levy is estimated to increase by only 1.0%.

Further, the details of this budget will demonstrate that the many years of responsible management has resulted in placing our school district a financial position next year to

“weather” the impact of COVID-19 and achieve our mission of serving students in a manner that allows them to reach their highest level of personal success through learning experiences that focuses on student needs and active partnerships with family and community.

Becoming a **Better Place to Learn, Better Place to Work**, and part of a **Better Community** are our three priority areas. Regardless of any obstacles that may come our way, we are committed to improving and making Franklin Public Schools better.

Dr. Judy Mueller  
Superintendent  
Franklin Public Schools

## **2020-21 Budget Assumptions**

At this time of year, most of the factors that affect the budget have to be estimated because it is too early to have the actual information. Listed below are the important factors that drive the budget and the types of estimates that we are using.

### Enrollment

Enrollment is important because it is the main factor in the revenue limit calculation. For budget revenue purposes we are estimating resident enrollment to increase by 10 students for next year. The Board approved 68 open enrollment seats.

### CPI

The consumer price index for all urban consumers (CPI-U) measures inflation by calculating the average change over time in the prices paid by urban consumers for a market basket of consumer goods and services. In other words it is a measure of the amount of money it takes to buy the same products due to changes in the cost of those products. State legislation has linked the negotiated amount of represented employee raises and the CPI-U. The CPI-U that applies to represented employee negotiations starting in July 2020, is an increase of 1.81%.

### State Aid and Revenue Limit

The 7.92% increase in the District's equalized value last year is higher than the total increase in equalized value for the state which was 5.56%. This would make the District appear "richer" in the state formula and result in less state aid than we would have otherwise received. However, in the biennial budget the state increased the funding for equalization aid by 3.5% which should help mitigate this aid reduction.

The state budget will increase the per student revenue limit amount by \$179 per student or 1.5% or approximately \$900,000, while per pupil aid will remain unchanged. The special education aid funding will increase from a 26% reimbursement to 30% which should reduce the transfer from the general fund to the special education fund by approximately \$300,000.

### Transportation

The District created a consortium of neighboring school districts for the purpose of controlling transportation costs. The consortium has controlled costs, however in order to attract bus drivers in the current economy, wages have had to be increased significantly to attract qualified drivers. This will not affect the budget next year but will affect the budget the following year. The starting wage for a bus driver is now \$19.50 per hour, with a \$1,500 signing bonus, and paid training.

### Number of Retirees

We will have 5 teachers retiring at the end of this year, which is slightly less than average.

### Long Term Capital Improvement Trust Fund

One of the projects on our list of long term projects is moving the office at Pleasant View Elementary from the center of the building to the front of the building and making it a secure entrance where all visitors must go through the office like every other school building in the District. There have been several changes made over the years to attempt to make the office at Pleasant View operate in the same way and provide the level of security afforded the other schools. Until recently the office staff at Pleasant View were satisfied with how it operated. However, a parent recently tried to sneak through without stopping at the office. The parent was stopped, but it demonstrated that the current situation needs to be changed so that visitors must go through the office. Since the safety of our staff and students is our highest priority, it has changed this from a “future” project to a project that must be completed now.

We have begun working with our architect and construction manager to create a workable plan. The main part of the plan will be to move the office to the front of the building by both adding some space and utilizing some of the existing space. This will also give Pleasant View a main entrance in the center of the building. The existing office space will be renovated into teacher collaboration and workspace, while the area that serves this purpose now, will be changed into a classroom. We are tentatively targeting a July 1, 2020 start for this project. It is estimated to take about 6 to 7 months since each area must be completed and occupied before another can be renovated. The cost estimate is \$1.6 million, which would come out of our Long Term Capital Improvement Trust Fund. In June of this year we will make another deposit into this Trust Fund of approximately \$3 million which will more than cover the cost of the entire project. We will continue moving forward with this plan unless the Board disagrees with budgeting the money for this project.

### Salaries

The District will enter into wage negotiations with represented groups prior to the end of this fiscal year. Due to the nature of negotiations, the anticipated percentage increase in this category is not listed.

### Benefits

Based on the recent bids received, the District will be switching from Humana to UnitedHealthcare for health, dental, and vision insurance. The health and dental insurance rates for 2020-21 will decline 5.6%, while the vision insurance rates will decline 5.9%.

### Fund Balance

The District will continue to maintain a fund balance that allows for the payment of operating expenses without the need to borrow funds, as well as for future capital purchases, capital projects, maintenance projects, land purchases, and for other Board approved purposes.

This information will evolve as the budget process continues and more information becomes known. The District will continue to use a conservative approach to budgeting and creating assumptions so that we can provide an excellent education for students while adhering to the revenue limits.

## COVID-19 Related Budget Information

The COVID-19 pandemic has had an incredible effect on our country and the world. It has certainly changed the way schools provide education to students. In planning for the 2020-21 school year, we have budgeted for returning to school, but are also planning for virtual instruction if this has to be implemented again. Below are some of the effects of pandemic both in the 2019-20 school year and 2020-21.

### **2019-20 Budget Effects**

Although the sudden shift to virtual instruction and virtual District operations required a monumental effort from all staff involved, from a budget perspective the District also lost some revenue and realized some savings.

Lost Revenue	
Parking fees	24,635
Athletics & activities, field trips	<u>15,578</u>
Total	40,213

Expense Savings	
Transportation	212,337
Spring Athletics, field trips	56,087
Wages & Services	<u>210,395</u>
Total	478,819

### **School Finance and State Aid**

This year we are projecting that 43% of the District's revenue or about \$26 million will come from the State. According to the State biennial budget, school districts were going to receive an additional \$179 per student on the revenue limit this year, as well as an increase in special education funding from 26% of expenditures to 30%. Due to the pandemic, the State has had a dramatic decline in revenue. It is not yet known how much revenue has been lost. We may not know the effect on school finances until mid-October when the State certifies our aid amounts or possibly later. Keep in mind that our fiscal year starts July 1<sup>st</sup>.

The District has considered three budget scenarios. The first is that we receive the funding that is in the State budget plan. This seems very unlikely. The second is that we do not receive any increase in the revenue limit or special education funding for this year. The third is that the revenue limit is lowered by \$50 per student. The effects of each of these is shown in this chart.

<u>Revenue Limit Change</u>	<u>Effect on Budget Amount</u>
+\$179	\$773,300
\$0	\$0
<b>-\$50</b>	<b>-\$216,000</b>

The District has budgeted based on receiving no extra money per student for 2020-21. We will continue to monitor the situation and adjust accordingly when more information is known. This could be in October, or even in the next biennial budget which would begin with 2021-22.

### **Additional Revenue**

The federal government has set up a plan to provide additional funding to school districts through the Title I allocation process though the funds are not tied to Title I objectives. The District is estimated to be receiving \$282,000 to help with extra expenses due to the pandemic. We are currently planning to use this funding to purchase Chromebooks for student use in direct or virtual instruction.

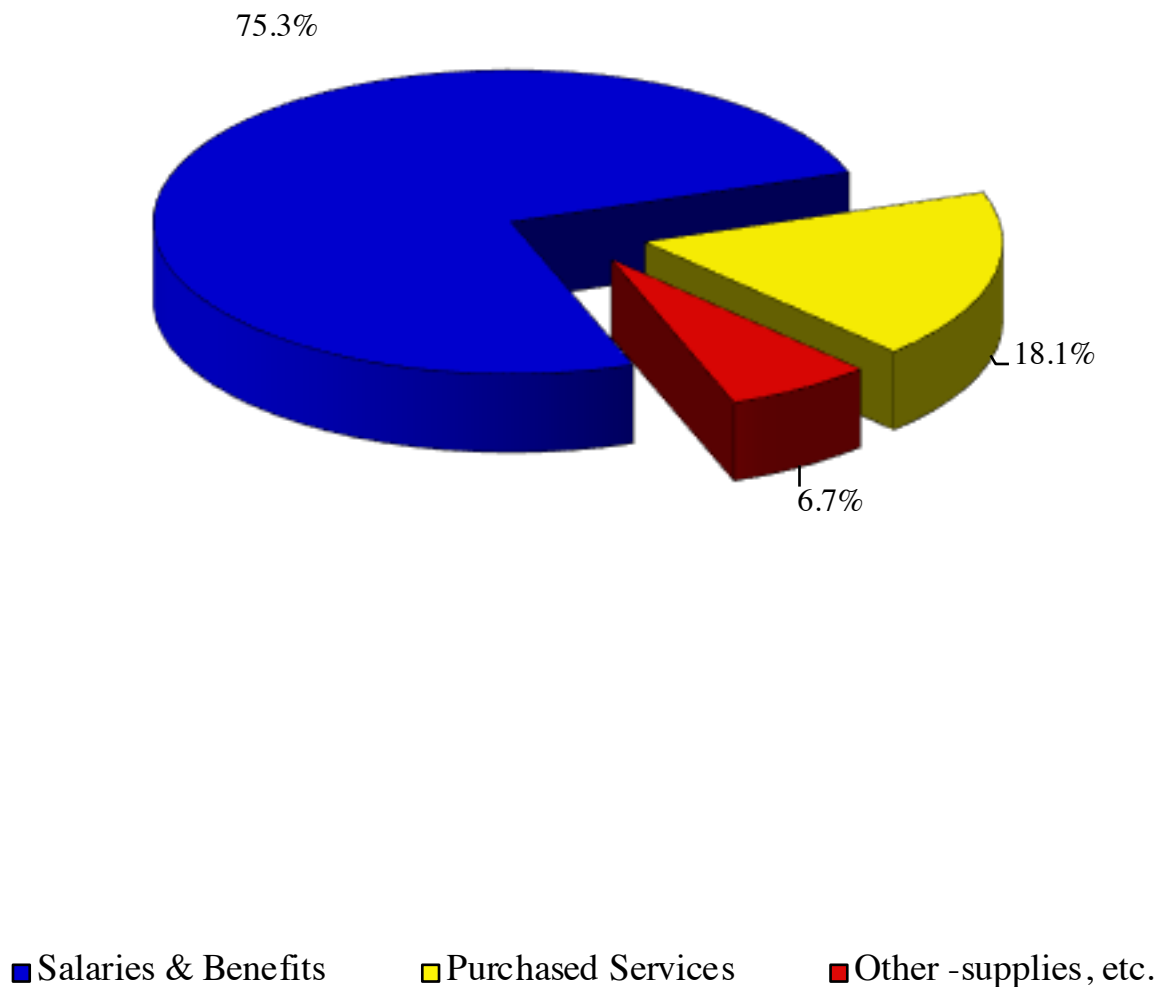
### **Additional Expenses**

The District is currently working on a plan to have students back in school this fall. There are a myriad of considerations to work through in every phase of the student day. This work is in progress but it is not complete, so all costs are not known at this time. Included in the budget are approximately \$300,000 of additional expenses related to COVID. These expenses could include additional staff time, masks, hand sanitizer, cleaning supplies, plexiglass guards, signage, and more. Once the planning is complete, we will adjust the budget to cover the cost of the additional expenses involved in students returning to school.

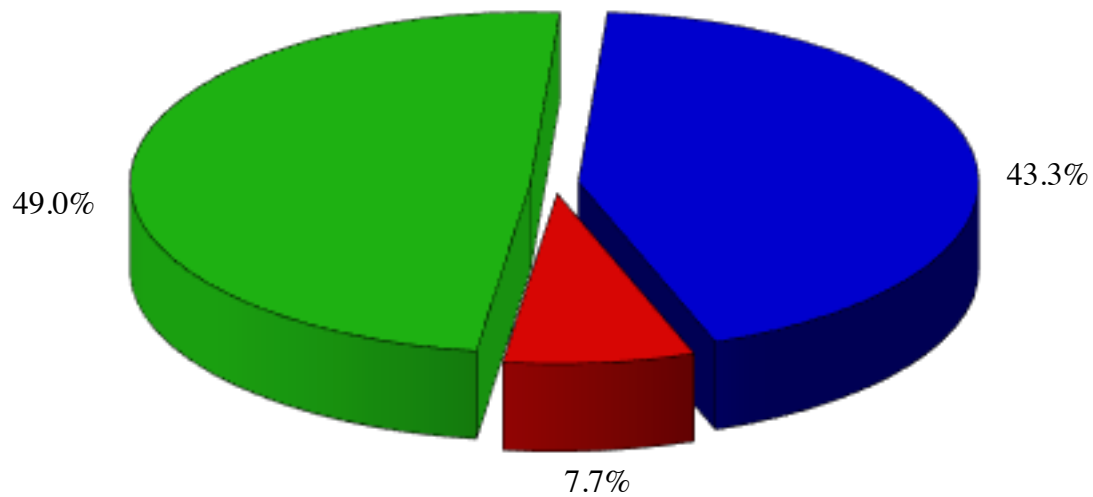
### **Fund Balance**

The District's fund balance policy indicates that the School Board recognizes the need to carry an operating reserve to provide adequate cash flow, serve as a safeguard against unanticipated expenditures and unrealized revenues, raise or maintain the District's bond rating, and lessen the long term tax burden on the community by adding interest revenue and eliminating short term interest expenses. The District has had a strong financial performance for decades now and has a dependable fund balance. The pandemic may cause the largest amount of unanticipated expenditures and unrealized revenues that the District has ever seen. However, this is exactly why the District has worked to maintain a healthy fund balance. We will make every attempt to keep from using fund balance, but there is a possibility that if the state cuts District revenue drastically over a limited period of time, and COVID related expenses are large, that using fund balance to balance the budget may be required.

# Franklin Public Schools - 2020-21 Budgeted Expenditures for the General and Special Education Funds



# Franklin Public Schools - 2020-21 Budgeted Revenue for the General and Special Education Funds



■ Local Non-Tax Revenue

■ Local Tax Revenue

■ State & Fed Aid Revenue

### **Estimated Total Tax Levy**

	<b>2019-20</b>	<b>2020-21</b>	<b>\$ Diff</b>	<b>% Diff</b>
Educating Children	29,317,244	28,686,277	(630,967)	-2.2%
Long Term Debt	4,771,306	5,741,306	970,000	20.3%
Recreation & Comm. Education	626,276	626,276	0	0.0%
Total	34,714,826	35,053,859	339,033	1.0%

#### **Additional Information**

The District's equalized value increased by 3.97% last year which is almost equal to the state average. As a result, in 2019-20 the District would not expect much change in the equalization aid from the state. However, due to additional funding at the state level, the District expects to receive additional equalization aid.

### **Estimated Tax Levy Rate**

	<b>2019-20</b>	<b>2020-21</b>	<b>\$ Diff</b>	<b>% Diff</b>
Educating Children	9.14	8.94	(0.20)	-2.2%
Long Term Debt	1.49	1.79	0.30	20.3%
Recreation & Comm. Education	0.20	0.20	0.00	0.0%
Total	10.82	10.92	0.10	0.9%

-this is the rate per \$1,000 of assessed value, (some totals differ due to rounding)

-the % increase in the tax rate is the same as the % increase in the tax levy dollars due to the projected 0% growth in value of the community

### **Estimated Property Tax Implications of Proposed 2020-21 Budget**

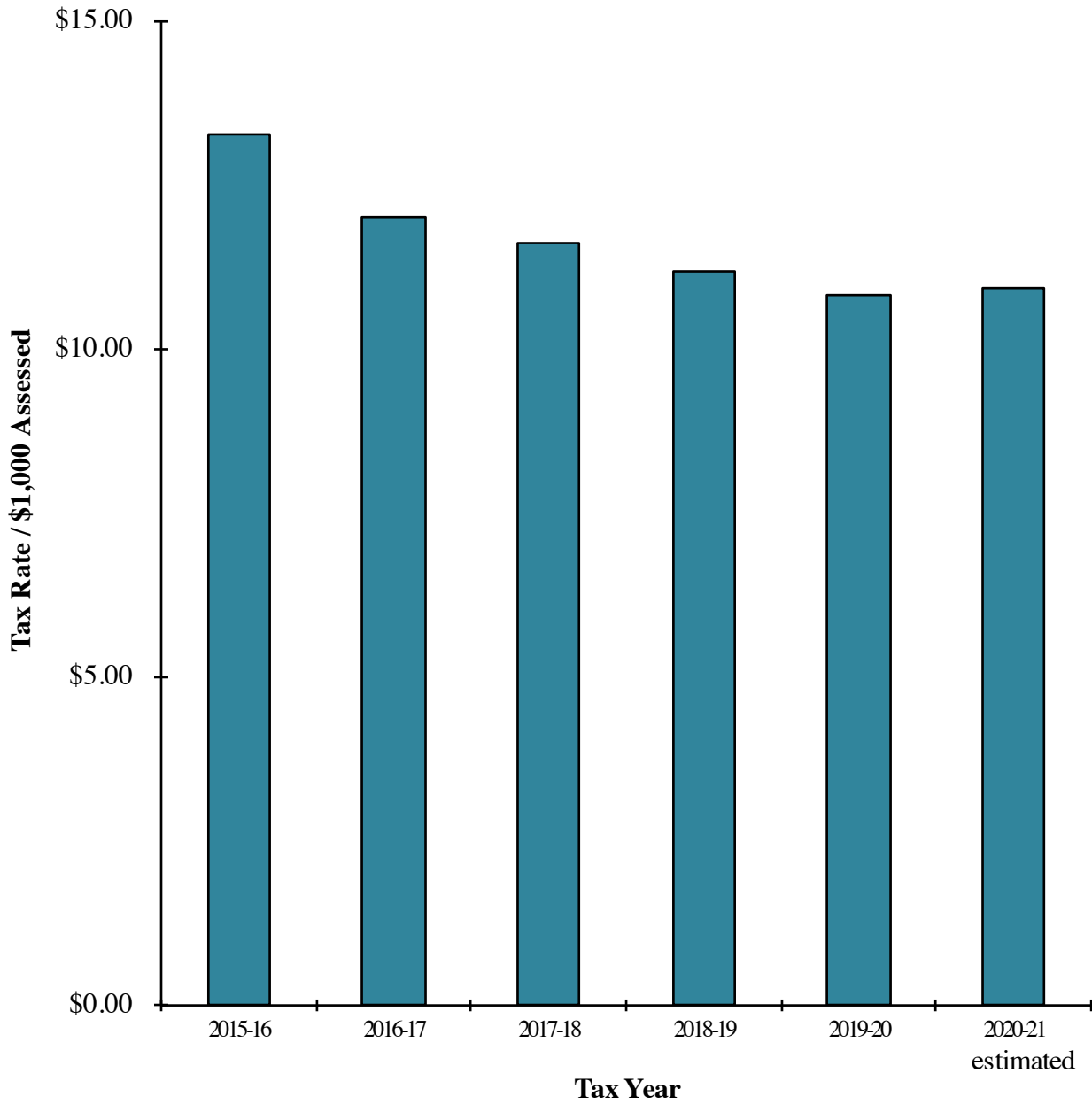
	<b>Franklin Public Schools</b>	<b>Recreation and Community Education</b>
	<b>Additional Per Year</b>	<b>Additional Per Year</b>
Assessed Value of \$100,000	10.57	0.00
Assessed Value of \$200,000	21.14	0.00

#### **These are very tentative Estimates, because:**

1. The assessed valuation has not yet been determined by the City.
2. The number of students for 2020-21 is unknown.
3. The amount of State aid has not been determined by the State and may be affected by the revenue lost during the pandemic.

# Tax Rate History

## Franklin Public Schools



# Franklin Public Schools

## 2020-21 Budget - Draft #1

June 17, 2020

Regular Education Fund (Fund 10)	Actual 2018-19	Budget 2019-20	Budget 2020-21
930 000 Beginning Fund Balance	22,668,360	22,376,920	22,376,920
935 100 Non-Spendable Fund Balance	521,579		
936 100 Restricted Fund Balance	786		
937 900 Committed Fund Balance			
938 900 Assigned Fund Balance			
939 200 Unassigned Fund Balance: Working Capital Needs	21,854,555	22,376,920	22,376,920
939 900 Unassigned Fund Balance: Other			
930 000 Total Ending Fund Balance	22,376,920	22,376,920	22,376,920
<b>Revenues and Other Financing Sources</b>			
<b>Local Sources</b>			
127 Indirect Cost Transfer from F27	57,571.06	0	0
210 Taxes	28,484,753	29,317,244	28,686,277
212-219 Previously Uncollected Tax Amount, TID Closing	3,730	0	
240-260 Yearbook, Bookstore, Class Project Materials, Services	82,248	280,450	111,950
270 Event Admissions, Field Trips	180,720	202,300	202,300
280 Interest on Investments	378,043	240,000	25,000
290 Student Fees, Facility Use	678,738	586,720	550,720
<b>Other School Districts Within Wisconsin</b>			
310 Transit of Aids	2,585	2,000	2,000
340-390 Open Enrollment	3,134,082	3,164,382	3,378,754
<b>Intermediate Sources</b>			
510 Transit of Aids	1,250	0	0
<b>State Sources</b>			
610, 695 Library, Transportation, 220, Bilingual, Per Pupil	3,451,936	3,753,598	3,713,892
620 Equalization Aid	18,053,028	18,887,496	20,000,000
630-640, 699 House of Correction, State Grants-4K, Safety	898,709	1,421,606	861,200
690 Computer Exemption Reimbursement	226,078	71,500	71,500
<b>Federal Sources</b>			
730, 780 Special Project Grants, Previous Year Medicaid	341,862	154,682	392,270
750 ESEA Grants	235,812	462,992	482,964
<b>Other Revenues</b>			
860 Sales/Insurance Reimbursement	26,705	30,000	25,000
960-970 E-rate funds, Adjustments	309,515	117,900	73,000
990 Miscellaneous	14,656	15,300	15,300
<b>Total Revenues &amp; Other Financing Sources</b>	56,562,022	58,708,170	58,592,127

### Franklin Public Schools - 2020-21 Budget

Regular Education Fund (Fund 10) (continued)	Actual 2018-19	Budget 2019-20	Budget 2020-21
<b>Expenditures &amp; Other Financing Uses</b>			
<b>Instruction</b>			
110 000 Elementary Classrooms, Technology Purchases	12,454,528	12,276,254	11,577,054
120 000 Middle & High School Classes, All Art & Music Middle & High School Business, Tech.-Ed.,	11,444,551	14,500,159	14,100,784
130 000 Technology Classes	1,931,897	2,131,337	2,112,799
140 000 Physical Education	1,204,894	1,281,564	1,233,266
160 000 Co-Curricular Sports & Activities	978,066	1,036,734	1,076,456
170 000 English Language Learners, Education at Home	14,011	28,629	26,887
<b>Support Services</b>			
210 000 Guidance, Social Work, Psychologist, Medical Staff	1,092,583	1,240,486	1,225,029
220 000 Instruction, Assessment, Inst. Tech Support	1,740,187	2,449,436	2,860,612
230 000 District-Wide Support & Direction	1,035,452	1,221,613	1,185,289
240 000 School Building Administration	2,759,783	2,809,960	2,816,146
250 000 Business Services, Transportation, Maintenance, Custodial	10,353,013	10,589,032	11,310,896
260 000 Human Resources, Technology Support	380,531	333,179	329,511
270 000 District Operations Insurance	410,590	394,905	434,396
280 000 Cash Flow Borrowing	0	0	0
290 000 Retirement Expenses, Admin. Tech Support	1,101,063	1,292,302	1,343,265
<b>Non-Program Transactions</b>			
410 000 Balance Special Education Fund, Payment to Fund 46	8,779,676	5,841,964	5,834,184
430 000 Open Enrollment, Post Sec. Options	1,161,502	1,273,616	1,118,553
490 000 Uncollected Tax Repayment	11,133	7,000	7,000
<b>Total Expenditures &amp; Other Financing Uses</b>	<b>56,853,462</b>	<b>58,708,170</b>	<b>58,592,127</b>

Special Revenue Fund (Fund 21)	Actual 2018-19	Budget 2020-21	Budget 2020-21
900 000 Beginning Fund Balance	1,478,944	1,525,136	1,525,136
992 000 Residual Equity Transfers In (Out)	0	0	0
900 000 Ending Fund Balance	1,525,136	1,525,136	1,525,136
<b>Total Revenues &amp; Other Financing Sources</b>	<b>700,683</b>	<b>402,000</b>	<b>680,000</b>
<b>Total Expenditures &amp; Other Financing Uses</b>	<b>654,491</b>	<b>402,000</b>	<b>680,000</b>

### Franklin Public Schools - 2020-21 Budget

<b>Federal Funding for Students with Disabilities</b>	<b>Actual 2018-19</b>	<b>Budget 2019-20</b>	<b>Budget 2020-21</b>
<b>Total Revenues &amp; Other Financing Sources</b>	871,976	1,399,724	1,190,406
<b>Total Expenditures &amp; Other Financing Uses</b>	871,976	1,399,724	1,190,406

<b>Special Education (Fund 27)</b>	<b>Actual 2018-19</b>	<b>Budget 2019-20</b>	<b>Budget 2020-21</b>
<b>Total Revenues &amp; Other Financing Sources</b>	7,443,467	7,935,964	7,764,402
<b>Total Expenditures &amp; Other Financing Uses</b>	7,443,467	7,935,964	7,764,402

<b>Long Term Referendum Approved Debt (Fund 30)</b>	<b>Actual 2018-19</b>	<b>Budget 2019-20</b>	<b>Budget 2020-21</b>
900 000 Beginning Fund Balance	3,308,749	3,814,497	3,780,147
992 000 Residual Equity Transfers In (Out)	0	0	0
900 000 Ending Fund Balance	3,814,497	3,780,147	3,780,147
<b>Total Revenues &amp; Other Financing Sources</b>	5,190,904	4,771,306	5,741,306
281 000 Long-Term Capital Debt	4,685,156	4,805,656	5,741,306
282 000 Refinancing	0	0	0
<b>Total Expenditures &amp; Other Financing Uses</b>	4,685,156	4,805,656	5,741,306
842 000 Indebtedness, End of Year	66,180,000	63,700,000	61,035,000

<b>Long Term Capital Improvement Trust Fund (Fund 46)</b>	<b>Actual 2018-19</b>	<b>Budget 2019-20</b>	<b>Budget 2020-21</b>
900 000 Beginning Fund Balance	2,349,274	5,604,696	293,696
992 000 Residual Equity Transfers In (Out)	0	0	0
900 000 Ending Fund Balance	5,604,696	293,696	(3,716,304)
<b>Total Revenues &amp; Other Financing Sources</b>	3,255,422	0	2,000,000
200 000 Support Services	0	5,311,000	6,010,000
<b>Total Expenditures &amp; Other Financing Uses</b>	0	5,311,000	6,010,000

<b>Food Service Fund (Fund 50)</b>	<b>Actual 2018-19</b>	<b>Budget 2019-20</b>	<b>Budget 2020-21</b>
900 000 Beginning Fund Balance	451,395	546,125	397,987
900 000 Ending Fund Balance	546,125	397,987	397,987
<b>Total Revenues &amp; Other Financing Sources</b>	1,569,434	1,612,850	1,807,318
200 000 Support Services	1,474,704	1,760,988	1,807,318
<b>Total Expenditures &amp; Other Financing Uses</b>	1,474,704	1,760,988	1,807,318

### Franklin Public Schools - 2020-21 Budget

<b>Community Education and Recreation Fund (Fund 81 &amp; 82)</b>	<b>Actual 2018-19</b>	<b>Budget 2019-20</b>	<b>Budget 2020-21</b>
900 000 Beginning Fund Balance	977,609	1,292,496	1,292,496
900 000 Ending Fund Balance	1,292,496	1,292,496	1,249,959
<b>Total Revenues &amp; Other Financing Sources</b>	<b>1,716,714</b>	<b>1,647,079</b>	<b>1,502,479</b>
<b>Total Expenditures &amp; Other Financing Uses</b>	<b>1,401,827</b>	<b>1,647,079</b>	<b>1,545,016</b>

The Community Service Fund is used to account for activities that are not elementary or secondary educational programs, but have the primary function of serving the community. Transactions for these functions are recorded in Fund 80. The district adopts a separate tax levy to support these activities. The Franklin Public School District offers an assortment of recreational, leisure, and enrichment programs. These programs are open to everyone (age appropriate) in the community, and are outside of the regular instructional day. The Community Service fund is supported through a combination of user fees and a local property tax levy. Expenditures associated with providing these programs include personnel costs, purchased services, supplies, and equipment.

### Proposed Property Tax Levy

<b>Fund</b>	<b>Actual 2018-19</b>	<b>Budget 2019-20</b>	<b>Budget 2020-21</b>
General Fund	28,484,753	29,317,244	28,686,277
Debt Service Fund	5,127,906	4,771,306	5,741,306
Recreation Fund	573,276	626,276	626,276
Total Current Levy	34,185,935	34,714,826	35,053,859
Prior Year Tax Levy Chargeback	3,730	0	0
<b>Total Levy</b>	<b>34,189,665</b>	<b>34,714,826</b>	<b>35,053,859</b>

## **Budget Appendices**

# District Facts

## Enrollment Information

	Actual 2018-19	Actual 2019-20	Change in Amount	% Change	Budget 2020-21	Change in Amount	% Change
Elementary	2,301	2,110	(191)	-8.3%	2,074	(36)	-1.7%
Middle School	702	1,098	396	56.4%	1,130	32	2.9%
High School	<u>1,562</u>	<u>1,539</u>	(23)	-1.5%	<u>1,553</u>	<u>14</u>	0.9%
Total	4,565	4,747	182	4.0%	4,757	10	0.2%
Open Enrollment-In	407	406	(1)	-0.2%	400	(6)	-1.5%
Open Enrollment-Out	97	95	(2)	-2.1%	95	0	0.0%
Chapter 220	20	12	(8)	-40.0%	12	0	0.0%
% free & reduced lunch	16%	15%	(0)	-6.3%	15%	0	0.0%
# of Kindergarten Students	280	282	2	0.7%	280	(2)	-0.7%
# of HS graduates	390	390	0	0.0%	395	5	1.3%

## Staffing Information

	Actual 2018-19	Actual 2019-20	Change in Amount	% Change	Budget 2020-21	Change in Amount	% Change
Elementary							
Grade Level	97.0	87.5	(9.5)	-9.8%	87.5	0.0	0.0%
Specials	18.5	13.2	(5.2)	-28.4%	13.2	0.0	0.0%
Special Ed./ Student Services	30.6	29.7	(0.9)	-3.0%	29.7	0.0	0.0%
Average Class Size	25.7	24.6	(1.1)	-4.3%	24.6	0.0	0.0%
Middle School							
Grade Level	24.0	40.0	16.0	66.7%	42.0	2.0	5.0%
Specials	11.4	19.9	8.5	74.7%	20.4	0.6	2.8%
Special Ed / Student Services	8.6	12.4	3.8	44.2%	13.4	1.0	8.1%
Average Class Size	29.0	27.5	(1.5)	-5.1%	26.6	(0.9)	-3.2%
High School							
Grade Level	45.8	46.4	0.7	1.4%	47.0	0.6	1.3%
Specials	30.7	32.9	2.3	7.4%	32.0	(0.9)	-2.8%
Special Ed./ Student Services	21.0	21.2	0.2	1.0%	21.2	0.0	0.0%
Average Class Size	26.6	27.2	0.6	2.1%	27.5	0.3	1.1%
District Wide Support	23.5	25.0	1.5		25.0	0.0	0.0%
System Specialists	12	12	1		12	0	0
Special Ed./ Student Services							
# of Custodians	41	43	2	4.9%	43	0	0.0%
# of Food Service staff	33	33	0	0.0%	33	0	0.0%
# of Ed. Assistants, Secretaries	128	137	9	7.0%	137	0	0.0%
# of Administrators	18	19	1	0	19	0	0

### Student Fee Revenue

	Budgeted	Collected	Avg. Amt. Per Student
2018-19	230,000	242,889	53
2019-20	246,000	244,707	52

### Franklin Foundation Grants

2017-18	2018-19	2019-20
25,750	18,069	3,850

### Loss of State Aid for State Voucher Programs

	WI Parental Choice	Special Needs	Milwaukee Charter Prog.	Total
2018-19	310,746	46,215	305,284	662,245

### Budget Related Information

	Actual 2018-19	Budget 2019-20	Change in Amount	% Change	Budget 2020-21	Change in Amount	% Change
Total Spending per Student	12,162	12,809	647	5.3%	12,723	(86)	-0.7%
Equalized Value per Student	664,825	689,943	25,118	3.8%	709,147	19,204	2.8%
General Fund Taxes per Student	6,240	6,209	(31)	-0.5%	6,030	(179)	-2.9%

### Historical Financial Information

Year	Equalized Value (tid out)	% Change	General State Aid*	% Change	Tax Levy	% Change
2015-16	2,695,113,010	1.9%	15,209,314	-4.2%	33,400,120	1.9%
2016-17	2,761,287,552	2.5%	16,675,947	9.6%	33,401,291	0.0%
2017-18	2,918,917,079	5.7%	17,593,388	5.5%	33,783,303	1.1%
2018-19	3,034,926,687	4.0%	18,477,653	5.0%	34,185,935	1.2%
2019-20	3,275,158,349	7.9%	19,205,786	3.9%	34,714,826	1.5%

\*Includes Equalization Aid and Chapter 220 Aid

### Educational Statistics

Year	Graduation Rate	Composite ACT Score	# of Native Languages Spoken by Students
2018-19	98.2%	21.0	28

## **Franklin Public Schools Budget Process**

The Franklin Public Schools budget process is guided by the school board goals, the coherence plan, and the principles and ideas listed on the accompanying pages. The steps in the budget process follow the budget timeline that is available on the District's website and also in the *Budget Preparation Manual* which is provided to all administrators and others responsible for developing components of the budget. In general, principals and other administrators are provided with budget spreadsheets and guiding information in February. Each administrator collaborates with the Director of Business Services on the details of their respective parts of the budget. Because the search for savings, efficiencies, and budget reductions is continuous, it is important that each school has a voice in the process.

In a year when major budget reductions are needed, the Director of Business Services meets with each principal to discuss and list possible areas of change or reduction. The principals put forth their ideas as well as ideas that they have received from the staff. This list is taken to the Superintendent who schedules a series of budget meetings with the directors. As part of these meetings, an estimated budget level is determined (based on state aid, enrollment, projections, etc.). Other possible reductions or additions are added to the lists, and estimated dollar amounts are attached to each item. All areas of the budget are considered in a district-wide view based on the school board goals and the principles listed on the accompanying pages. Priorities emerge from these discussions and a draft list of reductions that achieves the budget target is developed. This list is then presented at a principal meeting for feedback and further discussion. Based on this discussion, the Superintendent and directors create a draft budget (including reductions) to propose to the school board.

The Franklin Public Schools provide programs designed to meet the needs of students. However, due to state imposed revenue limits, the District sometimes finds itself in a situation where it must make major cuts in expenses to balance the budget. When recommending budget cuts, the District takes into consideration the possible effects on the balanced learning experiences for students, as well as the ability to meet legal and statutory requirements.

## 2020-21 Budget Timeline

Date	Task
01-31-20	Estimate budget parameters
01-31-20	Initial budget projection
02-28-20	Estimate enrollment for district including a breakdown for each school
02-28-20	Calculate per student budget amounts
03-31-20	Preliminary staffing plan developed
05-01-20	All known employee staffing information given to Business Services
05-11-20	Building and department budget process begins
05-26-20	Building/department budgets due in business office
06-04-20	Initial draft of the proposed budget
06-05-20	Review proposed budget with appropriate staff and revise
06-17-20	Budget presentation at Board meeting
07-01-20	All 11 & 12 month employee information to payroll for July 15th payroll
07-08-20	Budget draft #1 approved by School Board to start fiscal year operations
07-31-20	Compare budget to previous year actual numbers and adjust as needed
08-19-20	Tax levy approved by electors at the Public Hearing/Annual Meeting
09-01-20	All employee information to payroll to be included in Sept. 15th payroll
09-18-20	Student Count
10-28-20	Adjust budget based on final aid and revenue cap from DPI, actual staffing
10-28-20	School Board adopts adjusted budget and tax levies
11-06-20	District certifies tax levy
11-30-20	Adjust building budgets for actual enrollment and District budget changes

# **Long Term Debt, Cash Flow, and Fund Balance Information**

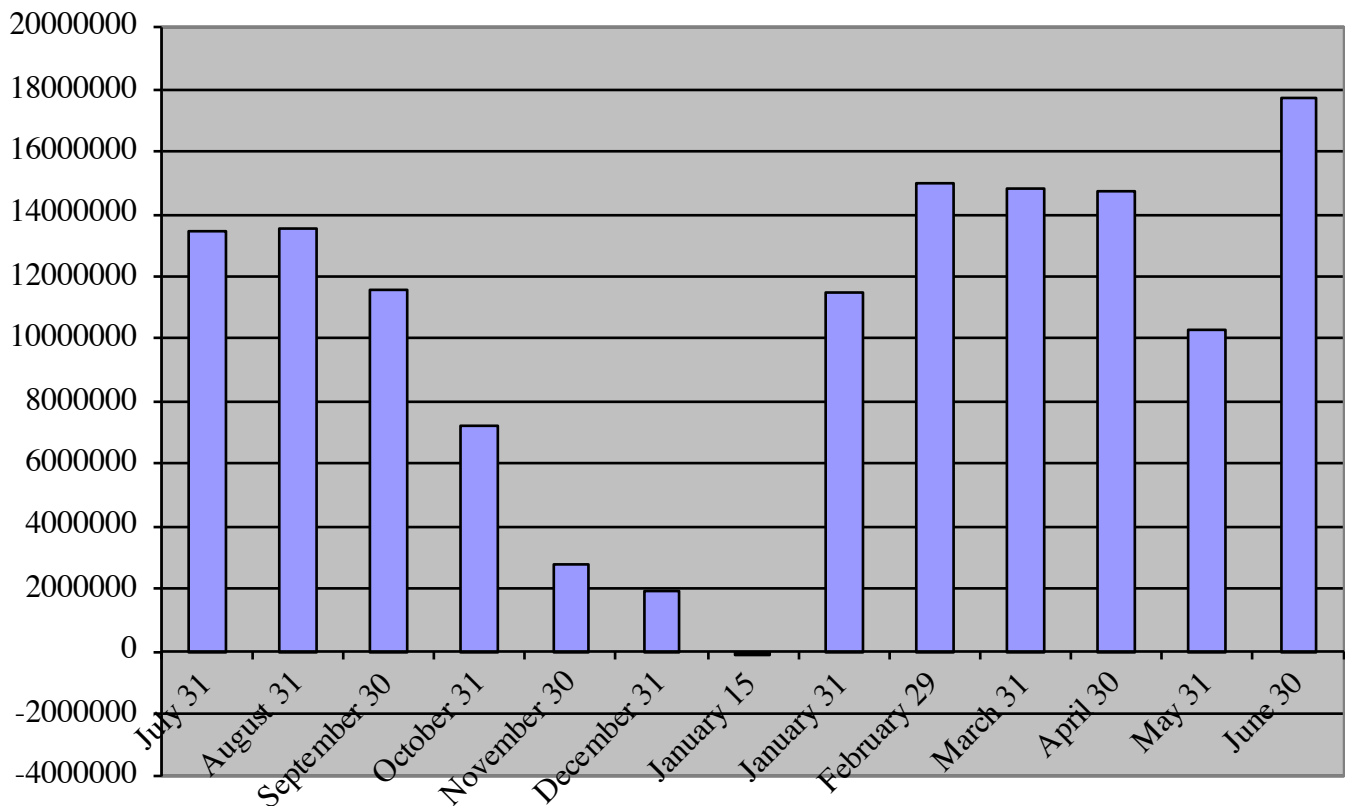
## **Long Term Debt**

All of the District's long term debt was approved by citizen vote in specific referendums. The District has a segregated fund for referendum approved long term debt. This type of borrowing is used to provide funds for large projects such as building or remodeling schools, or purchasing land or equipment. The attached debt schedule lists the current amounts that the District owes for long term debt.

## **Cash Flow**

One of the financial challenges faced by the District is that revenue tends to be received late in the year in the form of property taxes and state aid while expenses begin immediately with the start of the fiscal year as the District prepares for the new school year. The District is committed to a conservative budget policy of paying its bills without borrowing money for short term expenses. Prior to receiving any tax revenue for example, the District pays out over \$19 million more than it receives in revenue. To accomplish this, the District needs to maintain funds to pay for these expenses until the revenue starts to be received. These funds are called fund balance and are explained in the next section. The graph below shows the projected cash flow for the first year that the District did not borrow funds for short term cash flow.

## FPS Cash Flow Throughout the Year



### **Fund Balance**

Fund balance is essentially the difference between the District's assets and liabilities at any point in time. Fund balance is usually measured at the end of the fiscal year which is June 30th, when the District has its highest level of fund balance. In the example above, the District was just barely able to meet expenses prior to receiving the major forms of revenue. As the budget becomes larger, the fund balance must also keep pace. The District's policy on fund balance indicates the need to carry an operating reserve to provide adequate cash flow, serve as a safeguard against unanticipated expenditures and unrealized revenues, raise or maintain the District's bond rating, and lessen the long term tax burden on the community by adding interest revenue and eliminating short term interest expenses. In 2011-12, for the first time in more than 20 years, the District did not borrow money to pay for operating expenses. If the District had not worked for over 20 years to create an adequate fund balance through fiscal constraint, it would have had to borrow just over \$20 million in 2011-12 for operating purposes.

## **How the Franklin Public Schools Have Responded to Change**

State revenue limits on schools began with the 1993-94 school year. The District was generally allowed to increase its revenue per student by 2.5% while adhering to state mandated cost increases which generally increased the cost of educating each student by about 3.4%. Obviously, this is not an economic model that can be sustained indefinitely. The District made many changes in operations to make this work, and also benefitted from having a growing student population. Starting in the 2003-04 school year, the District's enrollment did not grow fast enough to make up for the cost/revenue differential and the District had to cut \$1.1 million in expenses to balance the budget. In the ensuing years the District cut a total of \$4.3 million from expenses and added \$1.8 million in new revenue.

There have been many changes in school funding since the 1993-94 school year. Revenue limits are still in place. The allowable increase in cost per student for the 2020-21 school year is estimated to be 0% compared to the consumer price index which increased by 1.81%. If the State does not allow an increase in funding for students that at least keeps pace with inflation, the District cannot continue to provide the same experience for students.

When determining budget cuts, the District takes into consideration the possible effects on the balanced learning experiences for students, as well as the ability to meet legal and statutory requirements.

# Franklin Public School District

## Referendum Approved Debt - Levy Year

July 1, 2020

Description	2020-21		2021-2022		2022-23		2023-24		2024-25		2025-26		2026-27		2027-28		2028-29	
	P	I	P	I	P	I	P	I	P	I	P	I	P	I	P	I	P	I
FHS Bonds #51	1,585,000	399,075	1,630,000	354,925	1,670,000	313,675	1,720,000	267,000	1,770,000	214,650	1,825,000	160,725	1,880,000	105,150	1,935,000	47,925	630,000	9,450
FHS Bonds #52	0	264,681	0	264,681	0	264,681	0	264,681	0	264,681	0	264,681	0	264,681	0	264,681	1,370,000	244,131
FP Bonds #54	1,125,000	1,092,100	1,155,000	1,057,900	1,200,000	1,016,575	1,250,000	961,325	1,320,000	897,075	1,385,000	829,450	1,440,000	773,225	1,495,000	721,725	1,540,000	668,725
FP Bonds #55	0	275,450	0	275,450	0	275,450	0	275,450	0	275,450	0	275,450	0	275,450	0	275,450	0	275,450
<b>TOTAL</b>	<b>2,710,000</b>	<b>2,031,306</b>	<b>2,785,000</b>	<b>1,952,956</b>	<b>2,870,000</b>	<b>1,870,381</b>	<b>2,970,000</b>	<b>1,768,456</b>	<b>3,090,000</b>	<b>1,651,856</b>	<b>3,210,000</b>	<b>1,530,306</b>	<b>3,320,000</b>	<b>1,418,506</b>	<b>3,430,000</b>	<b>1,309,781</b>	<b>3,540,000</b>	<b>1,197,756</b>
<b>Total P + I</b>	<b>4,741,306</b>		<b>4,737,956</b>		<b>4,740,381</b>		<b>4,738,456</b>		<b>4,741,856</b>		<b>4,740,306</b>		<b>4,738,506</b>		<b>4,739,781</b>		<b>4,737,756</b>	
Defeasance	<u>1,000,000</u>																	
Total	<b>5,741,306</b>																	

Description	2029-30		2030-31		2031-32		2032-33		2033-34		2034-35		2035-36		2036-37	
	P	I	P	I	P	I	P	I	P	I	P	I	P	I	P	I
FHS Bonds #51																
FHS Bonds #52	2,060,000	192,681	2,120,000	129,981	1,535,000	74,197	1,545,000	25,106								
FP Bonds #54	1,595,000	617,713	1,655,000	558,769	2,370,000	483,300	2,505,000	391,894	4,195,000	271,513	4,345,000	122,063	1,315,000	23,013		
FP Bonds #55	0	275,450	0	275,450	0	275,450	0	275,450	0	275,450	0	275,450	3,195,000	219,538	4,675,000	81,813
<b>TOTAL</b>	<b>3,655,000</b>	<b>1,085,844</b>	<b>3,775,000</b>	<b>964,200</b>	<b>3,905,000</b>	<b>832,947</b>	<b>4,050,000</b>	<b>692,450</b>	<b>4,195,000</b>	<b>546,963</b>	<b>4,345,000</b>	<b>397,513</b>	<b>4,510,000</b>	<b>242,550</b>	<b>4,675,000</b>	<b>81,813</b>
<b>Total P + I</b>	<b>4,740,844</b>		<b>4,739,200</b>		<b>4,737,947</b>		<b>4,742,450</b>		<b>4,741,963</b>		<b>4,742,513</b>		<b>4,752,550</b>		<b>4,756,813</b>	

Debt Issue #51 and #52 were for the addition of the Saber Center, offices, music wing, and classrooms at FHS, as well as renovation of the entrance.  
Debt Issue # 54 and #55 were for the construction of the new Forest Park Middle School.

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# District Accounting Funds

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## **Fund 10 – Regular Education**

The general fund is used to account for all financial transactions relating to the district's current operations, except for those required to be accounted for in other funds. The district must account for special education, long term debt, food service, student activities, and recreation in separate funds.

## **Fund 21 – Donations**

These funds account for donations to the District.

## **Fund 27 – Special Education Fund**

This fund is used to account for expenses related to the education of students with disabilities.

## **Fund 39 – Long Term Debt**

This fund is used to account for transactions related to long term debt for land, buildings, equipment or other improvements. All debt in this fund has been approved by a referendum.

## **Fund 46 – Long Term Capital Improvement Trust Fund**

This fund is used to account for long term capital improvements paid for by transfers from the general fund.

## **Fund 49 – Capital Projects Fund**

This fund is used to account for expenditures financed through long term debt.

## **Fund 50 – Food Service**

All expenditures and revenue related to the school food service operation are accounted for in this fund.

## **Fund 81 – Community Education and Recreation Fund**

This fund is used to account for all activities associated with providing recreational programming for the community and other community education programs.

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# District Budget Categories

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## **110000 – Elementary Classrooms, Technology Purchases**

An instructional situation in which one teacher is responsible for providing instruction in two or more curricular areas to the same group of students. This is found almost exclusively at the elementary schools where each classroom teacher teaches reading, writing, math, etc. to the same group of students. This area is also used for the purchase of technology and other capital equipment used by students at all levels.

## **120000 – Middle & High School Classes, All Art & Music**

An instructional situation in which a teacher instructs a group of students in only one curricular area such as math, English, foreign language, science, social studies, etc. These types of classes occur most commonly at the middle and high school level. They also occur at the elementary level for all art and music classes. The alternative high school education program at FHS is included here.

## **130000 - Middle and High School Business, Tech-Ed, Technology Classes**

Consists of occupationally related subject matter and related experiences designed to develop the knowledge, skills, attitudes, and appreciation's that relate to the world of work. These are mainly middle and high school classes in business, technology, health, and tech. ed.

## **140000 - Physical Education**

The body of related subject matter and learning activities in health, safety in daily living, physical education, and recreation.

## **160000 - Co-Curricular Sports and Activities**

Comprised of the group of school-sponsored activities designed to provide opportunities for students to participate for purposes such as motivation, enjoyment, and improvement of skills.

## **170000 – Gifted and Talented & Education Provided at Home**

Curriculum which provides for the special needs of students not requiring an individualized education program. These programs are mainly for students identified as gifted and talented. Students requiring instruction at home would be included in this area as well.

## **210000 – Guidance, Social Work, Psychologist, Medical Staff**

Activities designed to assess and improve the well-being of students and to supplement the teaching process. This area includes guidance counselors, social workers, psychologists, and nurses from the entire district.

## **220000 – Instructional, Curriculum, Assessment, Instructional Technology Support**

Activities associated with assisting the instructional staff in providing learning experiences for students. This area works with the instructional staff in developing the curriculum and assessing students. It contains most of the staff development for the teaching staff. It also includes activities concerned with installing and maintaining the technology and technology infrastructure needed by students.

**230000 – District-Wide Support and Direction**

Activities concerned with establishing and administering policy in connection with operating the school district and expenditures that are of a district-wide nature. The school board and office of the superintendent are included in this area. In addition this area contains technology for staff, and items such as auditing, legal fees, and communication.

**240000 - School Building Administration**

Activities concerned with the overall responsibility for a school building. This would include office functions as well as field trips, copier and telephone costs.

**252000 - Business Services**

Activities concerned with the fiscal operations of the school district. This includes accounting, payroll and benefits, purchasing, budget development and management, fiscal reports and documentation, revenue collection, and insurance.

**253000 – Custodial Services**

Activities concerned with keeping the physical plant open, comfortable, and safe for use. This includes cleaning and minor maintenance at all the buildings as well as utility costs.

**254000 - Maintenance**

Activities concerned with keeping the grounds, buildings, and equipment in effective working condition and state of repair.

**256000 – Pupil Transportation**

Activities concerned with the conveyance of students to and from school, as provided by state and federal law. This includes both contracted transportation and transportation provided using district owned vehicles.

**264000 – Human Resources**

Activities concerned with maintaining an efficient staff for the school system, including such activities as recruitment and placement, staff transfers, training, negotiations, and staff accounting.

**270000 - District Operations Insurance**

This area includes property, liability, and workers compensation insurance.

**280000 – Cash Flow Borrowing**

Payment of interest on temporary borrowings for cash flow purposes.

**290000 – Retirement Expenses, Administrative Technology Support**

Benefits paid to or on behalf of former employees of the district. Activities concerned with installing and maintaining the technology and technology infrastructure needed for administrative functions.

**400000 - Other Transactions**

Includes transfers between funds, payments for general tuition, and repayment of uncollected taxes.

# Franklin Public Schools

## 2020-21 Budget - Draft #1

June 17, 2020

### Regular Education Revenue

	<u>Actual</u> <u>2018-19</u>	<u>Budget</u> <u>2019-20</u>	<u>Budget</u> <u>2020-21</u>	<u>\$ Difference</u> <u>20/21-19/20</u>	<u>% Difference</u> <u>20/21-19/20</u>
<b>Local Sources</b>					
Indirect Cost Transfer from F27	57,571	0	0	0	0.0%
Taxes	28,484,753	29,317,244	28,686,277	(630,967)	-2.2%
Previously Uncollected Tax Amount	3,730	0	0	0	
Other Taxes	0	0	0	0	0.0%
Yearbook, Bookstore, Materials, Se	82,248	280,450	111,950	(168,500)	-60.1%
Event Admissions, Field Trips	180,720	202,300	202,300	0	0.0%
Interest on Investments	378,043	240,000	25,000	(215,000)	-89.6%
Student Fees, Facility Use	678,738	586,720	550,720	(36,000)	-6.1%
<b>Other School Districts Within Wisconsin</b>					
Transit of Aids	2,585	2,000	2,000	0	0.0%
Open Enrollment, Tuition	3,134,082	3,164,382	3,378,754	214,372	6.8%
<b>Intermediate Sources</b>					
Transit of Aids	1,250	0	0	0	
<b>State Sources</b>					
Library, Trans, 220, Bilingual, Per I	3,451,936	3,753,598	3,713,892	(39,706)	-1.1%
Equalization Aid (incl. sp. adj. aid)	18,053,028	18,887,496	20,000,000	1,112,504	5.9%
House of Correction, State Grants-L	898,709	1,421,606	861,200	(560,406)	-39.4%
Computer Exemption Reimburseme	226,078	71,500	71,500	0	0.0%
<b>Federal Sources</b>					
Special Project Grants	341,862	154,682	392,270	237,588	153.6%
ESEA Grants	235,812	462,992	482,964	19,972	4.3%
<b>Other Revenues</b>					
Sales/Insurance Reimbursement	26,705	30,000	25,000	(5,000)	-16.7%
E-rate funds, Adjustments	309,515	117,900	73,000	(44,900)	-38.1%
Miscellaneous	<u>14,656</u>	<u>15,300</u>	<u>15,300</u>	<u>0</u>	<u>0.0%</u>
<b>Total Revenues</b>	56,562,022	58,708,170	58,592,127	(116,043)	-0.2%

## **Regular Education Expenditures**

<b>Actual</b>	<b>Budget</b>	<b>Budget</b>	<b>\$ Difference</b>	<b>% Difference</b>
<b><u>2018-19</u></b>	<b><u>2019-20</u></b>	<b><u>2020-21</u></b>	<b><u>20/21-19/20</u></b>	<b><u>20/21-19/20</u></b>

### **Elementary Classrooms, Technology Purchases**

An instructional situation in which one teacher is responsible for providing instruction in two or more curricular areas to the same group of students. This is found almost exclusively at the elementary schools where each classroom teacher teaches reading, writing, math, etc. to the same group of students. This area is also used for the purchase of technology and other capital equipment used by students at all levels.

Salaries	7,390,320	7,140,761	7,218,497	77,736	1.1%
Employee Benefits	2,745,724	2,738,040	2,661,069	(76,971)	-2.8%
Purchased Services	866,446	845,418	932,400	86,982	10.3%
Items Under \$300	1,295,383	1,458,535	500,588	(957,947)	-65.7%
Items Over \$300	<u>156,654</u>	<u>93,500</u>	<u>264,500</u>	<u>171,000</u>	<u>182.9%</u>
<b>Total</b>	<b>12,454,528</b>	<b>12,276,254</b>	<b>11,577,054</b>	<b>(699,200)</b>	<b>-5.7%</b>

### **Middle & High School Classes, All Art & Music**

An instructional situation in which a teacher instructs a group of students in only one curricular area such as math, English, foreign language, science, social studies, etc. These types of classes occur most commonly at the middle and high school level. They also occur at the elementary level for all art and music classes. The alternative high school education program at FHS is included here.

Salaries	7,994,657	9,819,164	9,750,093	(69,071)	-0.7%
Employee Benefits	3,021,573	3,766,361	3,728,406	(37,955)	-1.0%
Purchased Services	43,230	133,167	44,525	(88,642)	-66.6%
Items Under \$300	343,972	720,667	519,260	(201,407)	-27.9%
Items Over \$300	41,119	60,800	58,500	(2,300)	-3.8%
Other Objects	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	
<b>Total</b>	<b>11,444,551</b>	<b>14,500,159</b>	<b>14,100,784</b>	<b>(399,375)</b>	<b>-2.8%</b>

### **Middle and High School Business, Tech-Ed, Technology Classes**

Consists of occupationally related subject matter and related experiences designed to develop the knowledge, skills, attitudes, and appreciation's that relate to the world of work. These are mainly middle and high school classes in business, technology, health, and tech. ed.

Salaries	1,298,792	1,495,703	1,479,089	(16,614)	-1.1%
Employee Benefits	456,120	506,724	484,560	(22,164)	-4.4%
Purchased Services	49,322	28,750	46,180	17,430	60.6%
Items Under \$300	91,127	100,160	101,470	1,310	1.3%
Items Over \$300	<u>36,535</u>	<u>0</u>	<u>1,500</u>	<u>1,500</u>	
<b>Total</b>	<b>1,931,897</b>	<b>2,131,337</b>	<b>2,112,799</b>	<b>(18,538)</b>	<b>-0.9%</b>

## **Regular Education Expenditures**

	<b><u>Actual</u></b> <b><u>2018-19</u></b>	<b><u>Budget</u></b> <b><u>2019-20</u></b>	<b><u>Budget</u></b> <b><u>2020-21</u></b>	<b><u>\$ Difference</u></b> <b><u>20/21-19/20</u></b>	<b><u>% Difference</u></b> <b><u>20/21-19/20</u></b>
<b><u>Physical Education</u></b>					
The body of related subject matter and learning activities in health, safety in daily living, physical education, and recreation.					
Salaries	876,088	906,530	850,911	(55,619)	-6.1%
Employee Benefits	311,036	358,494	364,241	5,747	1.6%
Purchased Services	0	0	0	0	
Items Under \$300	17,771	16,540	18,114	1,574	9.5%
Items Over \$300	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	
Total	1,204,894	1,281,564	1,233,266	(48,298)	-3.8%

## **Co-Curricular Sports and Activities**

Comprised of the group of school-sponsored activities designed to provide opportunities for students to participate for purposes such as motivation, enjoyment, and improvement of skills.

Salaries	615,925	642,455	677,511	35,056	5.5%
Employee Benefits	115,172	142,535	142,713	178	0.1%
Purchased Services	169,883	168,644	169,144	500	0.3%
Items Under \$300	74,657	81,290	85,278	3,988	4.9%
Items Over \$300	799	1,810	1,810	0	0.0%
Other Objects	<u>1,630</u>	<u>0</u>	<u>0</u>	<u>0</u>	
Total	978,066	1,036,734	1,076,456	39,722	3.8%

## **English Language Learners & Education Provided at Home**

Curriculum which provides for the special needs of students not requiring an individualized education program. These programs are mainly for students identified as english language learners. Students requiring instruction at home would be included in this area as well.

Salaries	1,535	3,500	3,500	0	0.0%
Employee Benefits	217	537	537	0	0.0%
Purchased Services	2,426	2,700	2,700	0	0.0%
Items Under \$300	9,834	21,892	20,150	(1,742)	-8.0%
Items Over \$300	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	
Total	14,011	28,629	26,887	(1,742)	-6.1%

## **Guidance, Social Work, Psychologist, Medical Staff**

Activities designed to assess and improve the well-being of students and to supplement the teaching process. This area includes guidance counselors, social workers, psychologists, and nurses from the entire district.

Salaries	729,878	808,818	817,848	9,030	1.1%
Employee Benefits	282,542	319,953	312,887	(7,066)	-2.2%
Purchased Services	19,444	46,000	25,000	(21,000)	-45.7%
Items Under \$300	60,294	65,215	68,794	3,579	5.5%
Other Objects	<u>425</u>	<u>500</u>	<u>500</u>	<u>0</u>	0.0%
Total	1,092,583	1,240,486	1,225,029	(15,457)	-1.2%

## **Regular Education Expenditures**

	<b>Actual</b>	<b>Budget</b>	<b>Budget</b>	<b>\$ Difference</b>	<b>% Difference</b>
	<b><u>2018-19</u></b>	<b><u>2019-20</u></b>	<b><u>2020-21</u></b>	<b><u>20/21-19/20</u></b>	<b><u>20/21-19/20</u></b>
<b><u>Instruction, Curriculum, Assessment, Instructional Technology Support</u></b>					
Activities associated with assisting the instructional staff in providing learning experiences for students. This area works with the instructional staff in developing the curriculum and assessing students. It contains most of the staff development for the teaching staff. It also includes activities concerned with installing and maintaining the technology and technology infrastructure needed by students.					
Salaries	943,167	996,168	975,531	(20,637)	-2.1%
Employee Benefits	328,461	364,187	348,758	(15,429)	-4.2%
Purchased Services	276,340	838,773	366,332	(472,441)	-56.3%
Items Under \$300	192,220	102,608	1,057,291	954,683	930.4%
Items Over \$300	0	147,700	112,700	(35,000)	-23.7%
Other Objects	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	
Total	1,740,187	2,449,436	2,860,612	411,176	16.8%

## **District-Wide Support and Direction**

Activities concerned with establishing and administering policy in connection with operating the school district and expenditures that are of a district-wide nature. The school board and office of the superintendent are included in this area. In addition this area contains technology for staff, and items such as auditing, legal fees, and communication.

Salaries	374,709	393,705	398,911	5,206	1.3%
Employee Benefits	81,092	102,451	101,538	(913)	-0.9%
Purchased Services	447,112	533,457	576,340	42,883	8.0%
Items Under \$300	67,639	88,000	43,500	(44,500)	-50.6%
Items Over \$300	30,874	69,000	30,000	(39,000)	-56.5%
Other Objects	<u>34,026</u>	<u>35,000</u>	<u>35,000</u>	<u>0</u>	<u>0.0%</u>
Total	1,035,452	1,221,613	1,185,289	(36,324)	-3.0%

## **School Building Administration**

Activities concerned with the overall responsibility for a school building. This would include office functions as well as field trips, copier and telephone costs.

Salaries	1,816,095	1,870,287	1,889,447	19,160	1.0%
Employee Benefits	701,220	767,410	741,621	(25,789)	-3.4%
Purchased Services	112,123	114,661	106,125	(8,536)	-7.4%
Items Under \$300	126,726	56,602	67,197	10,595	18.7%
Items Over \$300	3,619	0	10,756	10,756	
Other Objects	<u>0</u>	<u>1,000</u>	<u>1,000</u>	<u>0</u>	
Total	2,759,783	2,809,960	2,816,146	6,186	0.2%

## **Regular Education Expenditures**

	<b><u>Actual</u></b> <b><u>2018-19</u></b>	<b><u>Budget</u></b> <b><u>2019-20</u></b>	<b><u>Budget</u></b> <b><u>2020-21</u></b>	<b><u>\$ Difference</u></b> <b><u>20/21-19/20</u></b>	<b><u>% Difference</u></b> <b><u>20/21-19/20</u></b>
<b><u>Business Services</u></b>					
Activities concerned with the fiscal operations of the school district. This includes accounting, payroll and benefits, purchasing, budget development and management, fiscal reports and documentation, revenue collection, and insurance.					
Salaries	448,722	469,539	477,773	8,234	1.8%
Employee Benefits	158,697	168,830	164,933	(3,897)	-2.3%
Purchased Services	<u>2,124</u>	<u>4,000</u>	<u>5,000</u>	<u>1,000</u>	<u>25.0%</u>
Total	609,542	642,369	647,706	5,337	0.8%

### **Custodial Services**

Activities concerned with keeping the physical plant open, comfortable, and safe for use. This includes cleaning and minor maintenance at all the buildings as well as utility costs.

Salaries	1,994,270	2,087,620	2,126,698	39,078	1.9%
Employee Benefits	752,733	915,213	884,545	(30,668)	-3.4%
Purchased Services	1,412,717	1,405,971	1,455,500	49,529	3.5%
Items Under \$300	296,358	306,650	349,100	42,450	13.8%
Items Over \$300	<u>6,235</u>	<u>51,560</u>	<u>50,000</u>	<u>(1,560)</u>	<u>-3.0%</u>
Total	4,462,313	4,767,014	4,865,843	98,829	2.1%

### **Maintenance**

Activities concerned with keeping the grounds, buildings, and equipment in effective working condition and state of repair.

Salaries	68,988	72,033	73,355	1,322	1.8%
Employee Benefits	31,314	32,736	31,595	(1,141)	-3.5%
Purchased Services	3,202,691	3,027,222	3,583,585	556,363	18.4%
Items Under \$300	61,630	50,772	45,450	(5,322)	-10.5%
Items Over \$300	<u>57,483</u>	<u>36,500</u>	<u>25,002</u>	<u>(11,498)</u>	<u>-31.5%</u>
Total	3,422,106	3,219,263	3,758,987	539,724	16.8%

### **Pupil Transportation**

Activities concerned with the conveyance of students to and from school, as provided by state and federal law. This includes both contracted transportation and transportation provided using district owned vehicles.

Salaries	146,766	150,308	161,383	11,075	7.4%
Employee Benefits	55,240	55,578	59,477	3,899	7.0%
Purchased Services	1,654,962	1,752,000	1,815,000	63,000	3.6%
Items Under \$300	2,084	2,500	2,500	0	0.0%
Items Over \$300	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	
Total	1,859,052	1,960,386	2,038,360	77,974	4.0%

## **Regular Education Expenditures**

	<b><u>Actual</u></b> <b><u>2018-19</u></b>	<b><u>Budget</u></b> <b><u>2019-20</u></b>	<b><u>Budget</u></b> <b><u>2020-21</u></b>	<b><u>\$ Difference</u></b> <b><u>20/21-19/20</u></b>	<b><u>% Difference</u></b> <b><u>20/21-19/20</u></b>
<b><u>Human Resources</u></b>					
Activities concerned with maintaining an efficient staff for the school system, including such activities as recruitment and placement, staff transfers, training, negotiations, and staff accounting.					
Salaries	199,791	196,303	198,311	2,008	1.0%
Employee Benefits	98,393	45,993	46,340	347	0.8%
Purchased Services	67,950	75,233	10,000	(65,233)	-86.7%
Items Under \$300	10,655	12,500	74,860	62,360	498.9%
Other Objects	<u>3,743</u>	<u>3,150</u>	<u>0</u>	<u>(3,150)</u>	
Total	380,531	333,179	329,511	(3,668)	-1.1%

<b><u>District Operations Insurance</u></b>	410,590	394,905	434,396	39,491	10.0%
This area includes property, liability, and workers compensation insurance.					

<b><u>Cash Flow Borrowing</u></b>	0	0	0	0	
Payment of interest on temporary borrowings for cash flow purposes.					

<b><u>Retirement Expenses</u></b>	1,026,321	1,196,833	941,470	(255,363)	-21.3%
Benefits paid to or on behalf of former employees of the district.					

### **Administrative Technology Services and Other Support Services for Title 2**

Activities concerned with installing and maintaining the technology and technology infrastructure needed for administrative functions, and grant related training.					
Salaries	49,307	44,466	45,354	888	2.0%
Employee Benefits	19,435	19,646	19,183	(463)	-2.4%
Purchased Services	1,250	31,357	291,258	259,901	828.8%
Items Under \$300	<u>4,750</u>	<u>0</u>	<u>46,000</u>	<u>46,000</u>	
Total	74,742	95,469	401,795	306,326	320.9%

### **Other Transactions**

Includes transfers between funds, payments for general tuition, and repayment of uncollected taxes.					
Balance Special Ed., Pay Fund 46	8,779,676	5,841,964	5,834,184	(7,780)	-0.1%
Open Enrollment, Post Sec. Options	1,161,502	1,273,616	1,118,553	(155,063)	-12.2%
Uncollected Tax Repayment	<u>11,133</u>	<u>7,000</u>	<u>7,000</u>	<u>0</u>	<u>0.0%</u>
Total	9,952,311	7,122,580	6,959,737	(162,843)	-2.3%
Total - Regular Education Expenditures	56,853,462	58,708,170	58,592,127	(116,043)	-0.2%

### **Summary - Regular Education Expenditures**

	<b><u>Actual</u></b> <b><u>2018-19</u></b>	<b><u>Budget</u></b> <b><u>2019-20</u></b>	<b><u>Budget</u></b> <b><u>2020-21</u></b>	<b><u>\$ Difference</u></b> <b><u>20/21-19/20</u></b>	<b><u>% Difference</u></b> <b><u>20/21-19/20</u></b>
Salaries	24,949,009	27,097,360	27,144,212	46,852	0.2%
Employee Benefits	10,185,291	11,501,521	11,033,873	(467,648)	-4.1%
Purchased Services	9,489,520	10,280,969	10,547,642	266,673	2.6%
Items Under \$300	2,655,101	3,083,931	2,999,552	(84,379)	-2.7%
Items Over \$300	333,318	460,870	554,768	93,898	20.4%
Cash Flow Borrowing	0	0	0	0	
District Operations Insurance	410,590	394,905	434,396	39,491	10.0%
Balance Special Ed., Pay Fund 46	8,779,676	5,841,964	5,834,184	(7,780)	-0.1%
Other Objects	<u>50,956</u>	<u>46,650</u>	<u>43,500</u>	<u>(3,150)</u>	<u>-6.8%</u>
Total	56,853,462	58,708,170	58,592,127	(116,043)	-0.2%

### **Summary - Combined Regular and Special Education Expenses**

	<b><u>Actual</u></b> <b><u>2018-19</u></b>	<b><u>Budget</u></b> <b><u>2019-20</u></b>	<b><u>Budget</u></b> <b><u>2020-21</u></b>	<b><u>\$ Difference</u></b> <b><u>20/21-19/20</u></b>	<b><u>% Difference</u></b> <b><u>20/21-19/20</u></b>
Salaries	29,845,944	32,207,734	32,292,467	84,733	0.3%
Employee Benefits	12,340,089	13,854,283	13,253,988	(600,295)	-4.3%
Purchased Services	9,877,251	10,748,197	10,939,474	191,277	1.8%
Items Under \$300	2,659,105	3,089,531	3,003,752	(85,779)	-2.8%
Items Over \$300	333,318	460,870	554,768	93,898	20.4%
Cash Flow Borrowing	0	0	0	0	
District Operations Insurance	410,590	394,905	434,396	39,491	10.0%
Other Objects	<u>50,956</u>	<u>46,650</u>	<u>43,500</u>	<u>(3,150)</u>	<u>-6.8%</u>
Total	55,517,253	60,802,170	60,522,345	(279,825)	-0.5%

### **Special Revenue Fund**

Monetary donations to the District.

	<b><u>Actual 2018-19</u></b>	<b><u>Budget 2019-20</u></b>	<b><u>Budget 2020-21</u></b>	<b><u>\$ Difference 20/21-19/20</u></b>	<b><u>% Difference 20/21-19/20</u></b>
Revenue	700,683	402,000	680,000	278,000	69.2%
Expenditures	654,491	402,000	680,000	278,000	69.2%

### **Federal Funding for Students with Disabilities**

Specialized instruction for students with disabilities funded by a federal grant

	<b><u>Actual 2018-19</u></b>	<b><u>Budget 2019-20</u></b>	<b><u>Budget 2020-21</u></b>	<b><u>\$ Difference 20/21-19/20</u></b>	<b><u>% Difference 20/21-19/20</u></b>
Revenue	871,976	1,399,724	1,190,406	(209,318)	-15.0%
Expenditures	871,976	1,399,724	1,190,406	(209,318)	-15.0%

### **Special Education**

Specialized instruction for students with disabilities

	<b><u>Actual 2018-19</u></b>	<b><u>Budget 2019-20</u></b>	<b><u>Budget 2020-21</u></b>	<b><u>\$ Difference 20/21-19/20</u></b>	<b><u>% Difference 20/21-19/20</u></b>
Revenue					
State Categorical Aid/High Cost	1,715,746	1,814,000	1,784,218	(29,782)	-1.6%
Federal	147,133	280,000	146,000	(134,000)	-47.9%
Payments for Services	913	0	0	0	
Interfund Transfer (10)	<u>5,579,676</u>	<u>5,841,964</u>	<u>5,834,184</u>	<u>(7,780)</u>	<u>-0.1%</u>
Total Revenue	7,443,467	7,935,964	7,764,402	(171,562)	-2.2%
Expenditures					
Salaries	4,896,934	5,110,374	5,148,255	37,881	0.7%
Employee Benefits	2,154,799	2,352,762	2,220,115	(132,647)	-5.6%
Purchased Services	387,730	467,228	391,832	(75,396)	-16.1%
Items Under \$300	4,004	5,600	4,200	(1,400)	-25.0%
Items Over \$300	0	0	0	0	
Other Objects	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	
Total Expenditures	7,443,467	7,935,964	7,764,402	(171,562)	-2.2%

### **Long Term Referendum Approved Debt**

Covers the principal and interest for long-term debt

	<b><u>Actual</u></b> <b><u>2018-19</u></b>	<b><u>Budget</u></b> <b><u>2019-20</u></b>	<b><u>Budget</u></b> <b><u>2020-21</u></b>	<b><u>\$ Difference</u></b> <b><u>20/21-19/20</u></b>	<b><u>% Difference</u></b> <b><u>20/21-19/20</u></b>
Revenue	5,190,904	4,771,306	5,741,306	970,000	20.3%
Expenditures	4,685,156	4,805,656	5,741,306	935,650	19.5%

### **Long Term Capital Improvement Trust Fund 46**

Accounts for funds to be used for capital building or maintenance projects

	<b><u>Actual</u></b> <b><u>2018-19</u></b>	<b><u>Budget</u></b> <b><u>2019-20</u></b>	<b><u>Budget</u></b> <b><u>2020-21</u></b>	<b><u>\$ Difference</u></b> <b><u>20/21-19/20</u></b>	<b><u>% Difference</u></b> <b><u>20/21-19/20</u></b>
Revenue	3,255,422	0	2,000,000	2,000,000	
Expenditures	0	5,311,000	6,010,000	699,000	13.2%

### **Food Service Fund**

All expenditures and revenue related to the school food service operation

	<b><u>Actual</u></b> <b><u>2018-19</u></b>	<b><u>Budget</u></b> <b><u>2019-20</u></b>	<b><u>Budget</u></b> <b><u>2020-21</u></b>	<b><u>\$ Difference</u></b> <b><u>20/21-19/20</u></b>	<b><u>% Difference</u></b> <b><u>20/21-19/20</u></b>
Revenue					
Cash Purchases	<u>1,130,950</u>	1,178,850	1,329,295	150,445	12.8%
Food Service Aid	<u>438,483</u>	<u>434,000</u>	<u>478,023</u>	<u>44,023</u>	<u>10.1%</u>
Total Revenue	1,569,434	1,612,850	1,807,318	194,468	12.1%
Expenditures					
Salaries	602,479	717,155	683,959	(33,196)	-4.6%
Employee Benefits	141,220	167,881	162,141	(5,740)	-3.4%
Purchased Services	46,696	61,025	58,025	(3,000)	-4.9%
Items Under \$300	649,947	725,500	769,155	43,655	6.0%
Items Over \$300	0	52,400	102,400	50,000	95.4%
Other Objects	<u>34,363</u>	<u>37,027</u>	<u>31,638</u>	<u>(5,389)</u>	<u>-14.6%</u>
Total Expenditures	1,474,704	1,760,988	1,807,318	46,330	2.6%

### **Community Education and Recreation Fund**

All activities associated with providing recreational and educational programming for the community

	<b><u>Actual</u></b> <b><u>2018-19</u></b>	<b><u>Budget</u></b> <b><u>2019-20</u></b>	<b><u>Budget</u></b> <b><u>2020-21</u></b>	<b><u>\$ Difference</u></b> <b><u>20/21-19/20</u></b>	<b><u>% Difference</u></b> <b><u>20/21-19/20</u></b>
Revenue					
Local Tax Levy	573,276	626,276	626,276	0	0.0%
Local Non-Tax Revenue	<u>1,143,438</u>	<u>1,020,803</u>	<u>876,203</u>	<u>(144,600)</u>	<u>-14.2%</u>
Total Revenue	1,716,714	1,647,079	1,502,479	(144,600)	-8.8%
Expenditures					
Salaries	924,336	1,018,516	961,035	(57,481)	-5.6%
Employee Benefits	226,038	293,488	286,691	(6,797)	-2.3%
Purchased Services	185,545	236,587	209,415	(27,172)	-11.5%
Items Under \$300	59,595	83,400	71,900	(11,500)	-13.8%
Items Over \$300	6,312	15,088	15,975	887	5.9%
Other	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	
Total Expenditures	1,401,827	1,647,079	1,545,016	(102,063)	-6.2%

### **Proposed Property Tax Levy**

<b><u>Fund</u></b>	<b><u>Actual</u></b> <b><u>2018-19</u></b>	<b><u>Budget</u></b> <b><u>2019-20</u></b>	<b><u>Budget</u></b> <b><u>2020-21</u></b>	<b><u>\$ Difference</u></b> <b><u>20/21-19/20</u></b>	<b><u>% Difference</u></b> <b><u>20/21-19/20</u></b>
General Fund	28,484,753	29,317,244	28,686,277	(630,967)	-2.2%
Debt Service Fund	5,127,906	4,771,306	5,741,306	970,000	20.3%
Community Service Fund	<u>573,276</u>	<u>626,276</u>	<u>626,276</u>	<u>0</u>	<u>0.0%</u>
Total Current Year Tax Levy	34,185,935	34,714,826	35,053,859	339,033	1.0%
Prior Year Tax Levy Chargeback	<u>3,730</u>	<u>0</u>	<u>0</u>	<u>0</u>	
Total Tax Levy	34,189,665	34,714,826	35,053,859	339,033	1.0%

## Franklin Public Schools

### 2020-21 Budget Percentages

Budget Area	\$ Budgeted	% of Total Budget
Salaries and Benefits	45,546,455	75.3%
Transportation	2,303,360	3.8%
Utilities (heat, elec, water, fuel, telephone)	1,520,300	2.5%
Tuition to Other Districts	1,134,385	1.9%
Maintenance	3,654,037	6.0%
Technology & Software Purchases	1,902,163	3.1%
Co-Curricular Programs*	1,076,456	1.8%
District Insurance	434,396	0.7%
Textbooks	173,946	0.3%
Library Books	57,674	0.1%
Travel Expense	152,518	0.3%
Subtotal	<u>57,955,690</u>	<u>96%</u>
Difference from Total Budget	2,566,655	4%
Total Operating Budget (Fund 10 & 27)	60,522,345	100%

Items that are not included above:

Supplies, printing, capital purchases, medical supplies, fees, small equipment, paper, workbooks, some contracted services, and repayment of unpaid property taxes.

\*The co-curricular total is provided to illustrate the size of the program. The co-curricular total contains \$820,224 of salaries & benefits that are also included in the Salaries and Benefits category.

## **Breakdown of Large Account Totals**

### **Custodial Services**

Activities concerned with keeping the physical plant open, comfortable, and safe for use. This includes cleaning and minor maintenance at all the buildings as well as utility costs.

Maintenance	114,000	
Gas for Heat	328,800	
Electric	925,000	
Water/Sewer	79,500	
Conf Exp/Travel	5,500	
Telephone	<u>2,700</u>	
Total		1,455,500

### **Maintenance**

Activities concerned with keeping the grounds, buildings, and equipment in effective working condition and state of repair.

Personal Services	11,000	
Maintenance Projects	3,583,585	
Conf Exp/Travel	3,000	
Fuel	<u>23,300</u>	
Total		3,620,885

### **Pupil Transportation**

Activities concerned with the conveyance of students to and from school, as provided by state and federal law. This includes both contracted transportation and transportation provided using district owned vehicles.

Personal Services	29,000	
Contracted Transportation	1,758,000	
Fuel	28,000	
Total		1,815,000

## **2020-21 Teaching and Learning Budget Information**

District funds are the primary support for teaching and learning throughout the district, in alignment with Coherence Plan priorities. In addition to district funds, ESEA Grants (Title I, Title II - and Title IV) and the ACT 59 Incentive Grant supplement teaching and learning operating costs, in order to improve academic outcomes for all students. The main categories outlined in this 2020-2021 budget narrative highlight the significant expenditures for the upcoming fiscal year and will support the overall academic program whether face to face or virtual.

### **Teaching and Learning**

During the 2020-21 fiscal school year, Instructional Services has allocated over \$225,000 of its operating budget for instructional materials and professional development to support the core disciplines of math and science throughout K-12. Specifically, mathematics and science make-up the majority of the budget line items. With the start-up costs of the Board approved science programming for the fall, a majority of the department budget is allocated to implementation costs. As we continue to improve our work across the district in all academic disciplines, materials, supplies, and software for students and teachers is our number one cost.

### **Professional Development**

The continued focus to improve daily practice for all represents a large portion of the instructional service's budget. Ongoing professional development for teachers, system specialists, and administration is essential to achieving the district's vision for continuous improvement, as professional learning is the foundation for the continuous improvement of all district stakeholders. All professional development priorities tie directly to achieving Coherence Plan core strategies within the three priority areas of a better place to learn, a better place to work, and part of a better community. District funds for this purpose are further supplemented by Title II and Act 59 Incentive Grant funds.

### **Standardized Assessment**

The teaching and learning department has allocated approximately \$63,000 toward standardized assessment tools in the 20-21 budget. The “Measures of Academic Progress” (MAP) assessment accounts for the majority of that total dollar amount. MAP is used as both a universal screener for the response to intervention as well as a measure of academic progress. Other assessments budgeted for include the ACT Aspire Interim, CogAT, and PALS assessments.

## **2020-21 Information & Technology Budget Information**

### **General Information**

The total annual Information Technology budget, excluding salaries and benefits, is approximately 1.3 million dollars or about 2 percent of the total District budget. The Information Technology budget is developed collaboratively with input from the IT staff, Directors of Teaching and Learning, building administrators, and instructional technology literacy system specialists. The District Technology Coordinator, LuAnn Zielinski develops & manages the budget.

This budget provides support to curriculum initiatives (including software and hardware to support the curriculum); ongoing maintenance and replacement of approximately 6,000 devices; repair and replacement of printers, projection units, SMARTBoards, document cameras, mobile devices, and other classroom equipment; ongoing maintenance & replacement of infrastructure components (including servers, switches, routers, firewall, wireless network, fiber, network cabling, virus software, content filtering software, archiving, and desktop/laptop/mobile device management software); and major district-wide software licensing such as Microsoft Office, etc.

The Information Technology Department annually reviews the computer & network replacement cycle & ongoing maintenance and upgrade needs to provide the most stable & reliable infrastructure and classroom tools while being cognizant of the increasing budget constraints. Each year, the IT budget includes updates and improvements toward these needs.

### **2020-21 IT Budget**

In addition to the annual, ongoing IT budget outlined in the General Information, each year there are areas that are improved to provide the right tools in the classroom and to continue to maintain our infrastructure to support classroom learning. The main areas of focus for 20120-21 include:

- Adding/replacing approximately 1600 chromebooks for 1:1 at grades 5, 8, 9, 12
- Replacing some carts of grade 3 and 4 elementary chromebooks
- Replacing high school business education, technology education, computer science, and science lab devices
- Replacing high school office and support staff computers
- Upgrading switches & wireless access points at some schools

## **2020-2021 Student Services Budget Information**

Special Education and Pupil Services are supported through Funds 10 and 27, and the Individuals with Disabilities Education Act (IDEA) Flow Through Grants. These budgets allow us to continuously improve the services we provide to students identified with disabilities and to ensure that our programs reflect current best practices in special education. Listed below are some of the initiatives these funds will support this year.

### **Social Emotional Learning**

In an effort to promote a safe and healthy school environment and help children succeed in school and life, comprehensive social and emotional learning opportunities will be provided to students throughout the district. Social and emotional learning is the process through which children and adults acquire and effectively apply the knowledge, attitudes, and skills necessary to understand and manage emotions, set and achieve positive goals, feel and show empathy for others, establish and maintain positive relationships, and make responsible decisions. In the 2020-2021 school year, social and emotional competencies will be widely embedded within the district's instructional programming.

In addition, student services staff will engage in professional learning in the areas of trauma sensitive schools, resilience toolkits and further development of our continuum of mental health supports in order to address social and emotional needs, especially those that have surfaced as a result of the impact of COVID-19.

Finally, a more specific focus on coaching teams working with students with IEPs will also continue to be supported by the DPI Enhancing Social and Emotional Skills in Students with IEPs (ES3) Grant funds. Through evidence based practices, data based decision making and coaching, ES3 teams will collaboratively identify and develop skills (CASEL), systems and processes to meet unmet social and emotional needs of students with IEPs, which align with our district values of: Equity, Personal Growth, Innovation, Stewardship and Wellbeing and our district goal of increasing student engagement.

### **Teaching and Learning**

School teams and individual teachers will engage in professional development for teachers and system specialists that directly connects with the district coherence plan core strategies. Professional development will increase teacher capacity to engage all learners in meaningful, rigorous learning experiences based on high leverage instructional strategies for students with IEPs, evidence-based practices and deeper content knowledge in order to close the achievement gap in equitable and culturally relevant ways.

## **2020-21 Human Resources Budget Information**

In the Human Resources Department, we focus our efforts and energies on recruiting and retaining a talented workforce that drives our vision, mission and values. This work must be evident in every HR system we utilize whether it be hiring, performance management, benefit design, professional development, etc.

We employ approximately 550 employees that serve our students everyday. Our employee groups include: teachers, office assistants, educational assistants, custodians, food service employees, recreation employees, administrators and other support personnel (i.e., technical employees, system specialists, bus drivers, psychologists, therapists, etc.).

### **Goals/Projects for the 2019-2020 School Year:**

1. Staffing: Ensure staffing levels and FTE are appropriated throughout the District to best meet the needs of students and support District policies, protocols and budget parameters.
2. Hiring: Recruiting and selecting top talent for the District is essential for our success. We will continue work to align our hiring system with our core values. We will continue to refine our selection process to ensure they are effective, aligned, legal and best practice while using tools like Gallup and HireVue.
3. Performance Management/Wisconsin Educator Effectiveness System: We will continue to take a leadership role in this area and continue to use this system to provide focused, developmental and timely feedback to staff aligned with expected student outcomes.
4. Employee Engagement: Active levels of employee engagement are fundamental for moving our mission and achieving our goals. Leaders and employees will use this data in the system to determine areas of improvement and focus for both the short and long term. We will continue to use Qualtrics to gather data at critical times like onboarding and exit, as well as annually around engagement.
5. Wellness: One of the District core values is wellbeing. As we transition to United Healthcare, maintaining momentum in creating a culture of wellness is critical. We will transition our staff into a new structure but the essential foundation of the importance of wellness will be the focus. We will continue to develop goals, strategies and tactics with measure outcomes to integrate wellness into our District's culture.
6. Compensation: Keeping in mind a total compensation mindset and framework, we continue to provide appropriate salary offers and adjustments to staff considering internal and external equity factors. The Teacher Salary Team will continue to work next fall, picking up the work prior to the pandemic and focusing on a final recommendation.
7. HRIS System: We continue the implementation plan for our HR System that captures employee records electronically and streamlines information between HR and employees. We continue to use the system for efficiencies in our record keeping processes.

## **2020-21 Business Services Budget Information**

The Business Services department encompasses many areas that are essential for student learning. These areas include transportation, food service, buildings and grounds, payroll, benefits, budgeting, accounting, insurance, revenue collection, purchasing, and fiscal reporting and documentation. While many of these responsibilities do not deal directly with students, they lay the foundation for an environment where students can learn. Listed below are highlighted budget areas for 2020-21.

### **Budget**

The first draft of the budget is finalized in June after months of preparation at all levels. The Board adopts a draft budget to begin the fiscal year on July 1<sup>st</sup> even though there are many unknowns at that time. In August, the annual meeting will review the draft budget and vote on the estimated tax levy. In October, the District will receive the final funding information from the state and will produce the final budget of the year. The Board adopts the final budget in October. In November, the tax information is provided to the City of Franklin.

### **Financial Performance**

The District has an excellent track record of financial performance. Moody's Investors Service has awarded the District a Aa2 rating and described the District's financial position as "robust." In the last full review, Moody's noted that the District has displayed "strong financial management practices, as evidenced by maintenance of healthy general fund reserves and an elimination of annual cash flow borrowing." There will be no cash flow borrowing in 2020-21.

### **Land**

The District is working to purchase a large parcel of land within the District for future schools and multi-use recreation areas. In addition, we are working to combine the recently purchased land next to the middle school with that campus.

### **Direct Back-up Internet Connection**

The District is working to secure agreements to share fiber lines with other municipalities and school districts to provide a secondary connection to the internet.

### **Health and Dental Insurance**

Based on the recent bids received, the District will be switching from Humana to UnitedHealthcare for health, dental, and vision insurance. The health and dental insurance rates for 2020-21 will decline 5.6%, while the vision insurance rates will decline 5.9%.

### **Long Term Capital Improvement Fund**

The District is using this fund to create a safe and secure office and entry for Pleasant View which requires moving the office to the front of the building. Several restrooms will also be renovated in the process. These funds are made possible by the efficient operation of the District and allow the District to take care of projects without asking for additional funding.

### **Long Term Debt**

The District manages its long term debt to lessen the long term tax burden on the community. This year we are planning to set aside \$1 million for defeasing debt to save interest costs. In addition, we are watching the market for a possible refinancing of existing debt in November to reduce interest costs.

### **Implementation of GASB 84**

The Governmental Accounting Standards Board issued Statement #84 in June of 2019 to improve the identification, accounting, and reporting of fiduciary activities. This statement clarifies that the district must not have administrative involvement in the use of these types of funds. This affects funds that the District has had in fund 60 for student activities, and fund 72 for scholarships. To comply with this GASB statement, the District has moved all activity in funds 60 and 72 to fund 21 which is a special revenue fund for donations. Operationally, this will require the Business Services Department to issue all of the checks that were formerly issued by each building for their student activities and scholarships. Although the deadline for complying has been extended due to the pandemic, the District plans to make this change for the end of the 2019-20 fiscal year.

## **2020-21 Franklin Community Education and Recreation Department Budget Information**

The 2020-21 budget supports all of the core programming areas that we offer to the community. We are upgrading our registration software over the summer. There are many new features that will help people register, connect their class schedule to their phone, leave feedback on a class/instructor, and much more. The changes that COVID has had on offering classes has made us look into technology to offer virtual classes. This technology will also be available in some classes that are offered in person allowing those who are not comfortable taking a class yet be able to do so. We still struggle for day time programming space and also struggle for night time space during certain months. We will continue to work on a plan to add dedicated programming space for the community to address this need.

With the restrictions in place due to COVID we have had to modify class size and locations. This will have an impact on our overall revenue. We expect to have a reduction in revenue and corresponding expenditures. The budget affords us to offer all the programs that we have offered in the past but in a new way. As restrictions change, the budget does allow for program flexibility.

Fulltime staff and regularly scheduled before and after school staff participated in professional development around equity. This year, we will not offer full day care programs at the elementary schools on days of professional development to better ensure our staff is able to attend. Fulltime staff and myself also rounded with most of our staff before COVID closing. This was a very positive experience for both the rounder and the staff being rounded. Rounding made connections to staff and allowed a forum for conversation that is not always available.

Prior to COVID shutting down the district our department was up in participation numbers and revenue compared to the same time the previous year. Facility usage was also up compared to the same time last year. The new Forest Park worked great for community and school sponsored sports, classes, tournaments, and meetings. Citizens were very impressed with the layout and functionality.

Again, Thank you for your continued support.

## **2020-21 Buildings and Grounds Budget Information**

2020-21 will be a hectic project year and many changes will take place in the Buildings and Grounds Department. We will be cleaning and maintaining over 928,000 square feet in 8 buildings, and over 220 acres of land. We have listed several facts about this department below:

- A dedicated team of hardworking custodians who take great pride in their service to this community.
- Past budget cuts have reduced the cleaning schedule to 4 out of 5 days per week.
- We provide services 18 hours a day, seven days per week.
- We support hundreds of school events, athletic contests, school plays, school concerts, meetings, and various other school-related activities.
- We support over 56,600 hours of Community Education and Recreation events such as night classes, community concerts, and youth league athletic events.
- Due to spring sports needing a great deal of support and the inability to find summer help during April and early May, we must catch up on our general grounds-keeping during late May and early June.
- Roofing, pavement, and HVAC are large cyclical items we will continue to move forward with every year.
- B&G tracks housing development and per household enrollment yields to help forecast future facility needs.

### **Capital Projects**

- Each year we establish a long-range maintenance and remodeling budget to complete as many projects as possible. We plan projects for less than our budgeted amount, knowing we must leave room for changing needs and emergencies. Significant projects are listed below.
- Replace one section of the roof at FHS and one section at SG. (Due to school closure, projects completed in 2019-20)
- Replace the HVAC unit that serves FHS back hallway
- Phase two of carpet replacement at SG.
- Masonry maintenance and repairs to CD and BF (Due to roofing projects completed in previous year, this project added.)

In summary, the Buildings and Grounds Department provides numerous support functions for the students and the community. It would be challenging to teach, learn, or have an event if the lights did not work, the restrooms were not sanitary, or the heat was broken. We are proud of the service we give to support everything that happens in our buildings.



**FRANKLIN**  
P U B L I C   S C H O O L S

# Buildings and Grounds Department Report

## January 2020

BOARD OF EDUCATION MEETING: January 8, 2020

Kasey Stumvoll  
Manager of Buildings and Grounds

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## Introduction

The Buildings and Grounds Department maintains and cleans over 928,000 square feet of interior space in eight buildings as well as maintaining over 220 acres of land. The buildings themselves encompass more than 21 acres. If we were maintaining homes that were 2,000 square feet each, that would equal more than 464 homes. If you look at student enrollment, each household would have approximately 10.5 children plus adults.

To accomplish this task, Franklin Public Schools employs 43.05 FTE custodians spread across 18 hours per day, seven days per week. We have an outstanding team of committed custodians. They bring a strong work ethic, a dedicated sense of pride, and a willingness to support our community and the operations of the district. In the recent Community Pride Survey, the community indicated that they believe our facilities are well-kept by giving that area the highest score (4.5 out of 5.0) out of the four components of pride surveyed.

## Executive Summary

The purpose of this report is to communicate the buildings and grounds projects that have been completed in the previous year, the projects that have been selected for next year, and information on the projects that will be scheduled in the future. In deciding which projects will be completed next year, the District looks at these factors.

1. Health, safety, and legal compliance
2. Funding
3. Effect on teaching and learning
4. Staff needs
5. Age and condition of equipment
6. Energy savings
7. Community needs
8. The effect on factors 1 through 7 of doing the project now vs. doing the project later

The District is entering a time period where there are many roof sections and HVAC systems that are aging out. This is due to the fact that in the 1990's there were three new buildings constructed, while four other buildings received substantial additions. The relatively close proximity of all this referendum funded work, has created a situation where the replacement of these systems will now be a priority. For the 2020-21 fiscal year, the District plans to budget \$1,050,000 for planned projects as well as emergency and unplanned projects. The planned projects will include \$400,000 for roof replacement, \$200,000 for HVAC replacement, \$80,000 for carpet replacement, and \$40,000 to update one buildings key system to the District standard, for a total of \$720,000 in planned projects.

In the coming years, the replacement of roof sections and HVAC systems will continue to be a priority until the replacement cycle has evened out again. The District continues to review and adjust our future projects and establish priorities based on the changing needs of the District and the Community.

## **Daily Operations/Event Coverage**

Besides maintaining 928,000 square feet Buildings and Grounds supports over 55,600 hours of community education and recreation events as well as numerous plays, concerts, and athletic activities, to name a few. Custodians use modern, practical, and environmentally friendly chemicals and processes, while implementing as many time-saving strategies as possible, such as using machines to scrub miles of hallways, burnish tiled floors, and spot clean carpets. During the summer, we use additional tools to deep clean the buildings. The Buildings and Grounds Department holds several training sessions throughout the year to provide our custodians with the most up-to-date skills.

## **Maintenance and Repairs**

Minor repairs, such as changing a light ballast, repairing locks, minor plumbing, putting together furniture, and installing TVs, are handled by the custodians. Outside contractors are hired to complete significant repairs such as HVAC, plumbing, roofing, and electrical work that tend to be more complex and time-consuming. The Manager of Buildings and Grounds coordinates and reviews the contractor's work to ensure accuracy and the most return on investment.

## **Grounds**

We maintain over 220 acres of grounds which is overseen and mainly completed by one full-time groundskeeper. The groundskeeper works year-round and is trained in the best practices to minimize our impact on the environment while maintaining safe and attractive properties for our community. Athletic field maintenance and support requires a high level of care using the best available chemicals and processes. Our staff handles most of the snow removal. The custodians and groundskeeper are responsible for the removal of snow, including sidewalks, entrances, and parking lots. When snow accumulation reaches two inches or more and/or the timing of the snowfall is too close to the start or end of the school day, the District calls outside contractors to help with snow removal in the parking lots at Ben Franklin, Country Dale, Pleasant View, Robinwood, and the bigger lots at Forest Park. The City of Franklin provides rock salt to the district at cost, and all our salting is done in-house.

## Capital Projects

Each year we establish a maintenance and remodeling budget of at least \$1 per square foot. For the 2020-21 fiscal year, the budget will be \$1,050,000 for all planned and unplanned projects. This amount was increased from \$950,000 in 2018-19. We complete as many projects as possible within that budget. We plan projects while leaving room in the budget for changing needs and emergencies. The Working Project List on page 7 shows future projects of varying sizes and costs that are generally not related to HVAC or roof work. There are several projects planned through the fiscal years of 2020-2024.

Three critical items include roofs, pavement, and HVAC, which all have varying anticipated lifespans (typically 20-25 years). We try to continuously work on these items to minimize the financial burden of having multiple high-cost projects in any one year. After doing my first-year assessment of our buildings it was decided that the 2020-2024 capital budgets will be mainly dedicated to roofing and HVAC unit replacements. During the 2020-2024 time frame, approximately 35% of the district's roofs will be at or past their anticipated life expectancy. This is due to the fact that during the 1990s, the District built Ben Franklin, Southwood Glen, and the ECC while adding on to Country Dale, Pleasant View, Robinwood, and the high school, which means that the roofing and HVAC units need replacement at about the same time. Currently, 12 of our HVAC units are between 20-25 years old. This year we ran into an instance where replacement parts were no longer available for an HVAC unit and it had to be replaced. We will continue to balance the desire to get the most out of our HVAC equipment while at the same time remaining cognizant of the need to replace it before it will no longer work. The district continues to review and adjust our future projects and establish priorities based on the changing needs of the District and the community.

## **2019-2020 Completed Projects**

### **Planned Projects**

- Add A/C to High School Gym \$290,000
- Replace air handling unit at the High School \$70,000
- Cameras to support multiple learning spaces metals shop High School \$16,460
- Site work to support PTO donated playground Pleasant View \$12,000
- Year 1 of 3 carpet replacement Southwood Glen \$75,000
- Roof replacement Pleasant View \$ 107,725
- Roof replacement High school Gym \$132,251

**Total: \$ 703,436**

### **Notable Additional Projects**

- Tuckpointing at RW, BF, and HS \$45,000
- Asphalt repairs across the district \$28,164
- Additional camera systems added for safety \$33,800
- Rooftop HVAC unit replacement at Country Dale \$21,150
- Secure entrance for day/night activities at BF \$28,625
- Remodeling all four HS locker rooms \$ 495,000 (Fund 46)
- PA system replacement Southwood Glen \$25,700

## **2020-2024 Planned Projects**

### **2020-2021**

- Year 2 of 3 Carpet replacement at Southwood Glen \$80,000
- Year 1 Roof replacement plan \$400,000
- Year 1 HVAC replacement plan \$200,000 (8 units)
- Re-key Southwood Glen to the Districts standard key system \$40,000

**Total: \$720,000**

### **2021-2022**

- Year 3 of 3 Carpet replacement at Southwood Glen \$80,000
- Year 2 Roof replacement plan \$400,000
- Year 2 HVAC replacement plan \$100,000 (4 units)
- Remodeling 3 staff restrooms (ADA compliant) at Country Dale \$50,000
- Robinwood fire alarm panel replacement \$100,000

**Total: \$730,000**

### **2022-2023**

- Year 3 Roof replacement plan \$400,000
- Year 3 HVAC replacement plan \$200,000 (8 units)
- Replace PA system at Robinwood \$35,000
- Country Dale fire alarm panel replacement \$100,000

**Total: \$735,000**

### **2023-2024**

- Year 4 Roof replacement plan \$430,000
- Year 4 HVAC replacement plan \$105,000 (3 units)
- Pleasant View parking lot replacement \$ 250,000

**Total: \$785,000**

## Unscheduled Project List

The table below contains a list of future projects that are generally outside the areas of roof replacement or HVAC replacement.

School	Area/Room	Project/Description	Est. Cost
BF	Gym	Convert gym lighting to high bay LED	25,000
BF	Grounds	Create a drive loop by receiving area and dumpster area	130,000
BF	Roof	Install hose bib for cleaning A/C coils	2,000
BF	Interior	Replace existing chalkboards with whiteboards	50,000
BF	Exterior	Retrofit exterior lights to LED	30,000
CD	S. Roof #15	Install rain gutters	7,500
CD	Building	Replace original coat hooks & shelving units	50,000
CD	Hallways	Door/frame replacements	100,000
HS	Hallways	Back hallway door replacements	60,000
HS	Restroom	Renovate 2 back hall staff restrooms	30,000
HS	Exterior	Retrofit exterior lights to LED	30,000
HS	Interior	A/C units for lower-level shop classes	200,000
HS	Interior	Upgrade analog cameras and server to IP	30,000
PV	SE Restroom	Remodel Boys/Girls Restroom	250,000
PV	Upper halls	Replace ceiling tiles	30,000
PV	Building	Replace original coat hooks & shelving units	50,000
PV	Exterior	Retrofit exterior lights to LED	30,000

School	Area/Room	Project/Description	Est. Cost
RW	Building	Replace existing chalkboards with whiteboards	50,000
RW	Building	Replace original coat hooks & shelving units	50,000
RW	Exterior	Replace exterior steel doors	80,000
RW	Exterior	Retrofit exterior lights to LED	30,000
SG	Exterior	Retrofit exterior lights to LED	30,000

**Total: \$1,344,500**

## Projected Roof Replacement

The table below shows the current roofing data for all of our buildings. The table breaks down the anticipated life expectancy of each roof. For example, the high school's roof is 267,247 square feet. From the current time through 2025, over 38,000 square feet of roof is at or will pass its life expectancy at the high school. By compiling data from each school we are able to ascertain that within the next five years we can anticipate needing to replace 35% of all of the buildings' roofs.

Projected Roof Replacement						
School	Total Square Footage	0-5 years	6-10 years	11-15 years	16-20 years	21+ years
High School	267,427	38,986	77,373	26,814	114,046	10,208
Ben Franklin	69,071	69,071	-	-	-	-
Country Dale	58,763	42,485	-	16,278	-	-
Forest Park	145,000	-	-	-	-	145,000
Robinwood	61,176	49,340	9,492	1,024	-	1,320
Pleasant View	49,604	10,140	-	-	-	39,464
Southwood Glen	71,169	33,158	12,342	17,255	8,414	-
District Office	18,202	18,202	-	-	-	-
District total	740,412	261,382	99,207	61,371	122,460	195,992
		35%	14%	8%	17%	26%

## Roof Budget Summary

The table below shows the specific roof sections related to the projected replacement budget.

Roof Budget Summary					
Facility	Asset	Recommendation	Square Feet	Action year	Budget amount
Year 2020					
Southwood Glen	Section 6,7	Replace	16,398	2020	\$200,000.00
Southwood Glen	Wall elevation	Restoration	-	2020	\$25,000.00
High School	Section 39	Replace	10,886	2020	\$163,000.00
Country Dale	Section 6	Replace	685	2020	\$10,000.00
			27,969		\$398,290.00
Year 2021					
Southwood Glen	Section 2,5	Replace	16,700	2021	\$250,000.00
Robinwood	Section 1	Replace	5,060	2021	\$75,000.00
Robinwood	Wall elevation	Restoration	-	2021	\$75,000.00
			21,760		\$400,000.00
Year 2022					
Robinwood	Section 12	Replace	5,060	2022	\$80,000.00
Pleasant View	Section 5	Replace	6,493	2022	\$100,000.00
Country Dale	Section 10,11	Replace	4,224	2022	\$70,000.00
High School	Section 40	Replace	9,887	2022	\$150,000.00
			25,664		\$400,000.00
Year 2023					
Country Dale	Section 12,13,15	Replace	9,120	2023	\$136,000.00
High School	Section 15	Replace	19,100	2023	\$286,500.00
			28,220		\$423,000.00
Year 2024					
Country Dale	Section 1,2	Replace	25,469	2024	\$407,504.00

## HVAC Life Cycle

The table below shows the number of roof-top heating and air conditioning units throughout the district. There are 12 units for which replacement parts are no longer available, and therefore the entire unit would require replacement if something were to happen to it. The yellow column represents the units that will need to be replaced in the future as the units age and replacement parts become more difficult to obtain. The green column represents units that are in good condition, and replacement parts are readily available if needed.

HVAC Life Cycle (ASHRAE 20yr)				
School	HVAC Units	Needs Replacing	Future Replacements	Does Not Need Replacement
High School	81	8	48	25
Ben Franklin	20	-	4	16
Country Dale	22	4	16	2
Forest Park		-	-	-
Robinwood	18	-	10	8
Pleasant View	20	-	1	19
Southwood Glen	11	-	11	-
District Office	4	-	4	-
Total	176	12	94	70

## HVAC Budget Summary

The table below shows the specific HVAC systems related to the projected replacement budget.

HVAC Budget Summary					
Facility	Asset	Recommendation	Manufacturer	Action year	Budget amount
Year 2020-2021					
High School	RTU-25	Replace	Lennox	2020	\$25,000.00
High School	RTU-26	Replace	Lennox	2020	\$25,000.00
High School	RTU-28	Replace	Lennox	2020	\$25,000.00
High School	RTU-29	Replace	Lennox	2020	\$25,000.00
High School	RTU- 09	Replace	Trane	2020	\$25,000.00
High School	RTU- 30	Replace	Lennox	2020	\$25,000.00
High School	RTU- 10	Replace	Trane	2020	\$25,000.00
High School	RTU- 11	Replace	Trane	2020	\$25,000.00
					\$200,000.00
Year 2021-2022					
Country Dale	RTU-07	Replace	Lennox	2021	\$25,000.00
Country Dale	RTU- 09	Replace	Lennox	2021	\$25,000.00
Country Dale	RTU- 02	Replace	Trane	2021	\$25,000.00
Country Dale	RTU- 03	Replace	Trane	2021	\$25,000.00
					\$100,000.00
Year 2022-2023					
Country Dale	RTU- 4	Replace	Trane	2022	\$25,000.00
High School	RTU- 27	Replace	Lennox	2022	\$25,000.00
Robinwood	RTU- A2	Replace	York	2022	\$25,000.00
Robinwood	RTU- D1	Replace	York	2022	\$25,000.00
Robinwood	RTU-D2	Replace	York	2022	\$25,000.00
Robinwood	RTU- F1	Replace	York	2022	\$25,000.00
Robinwood	RTU- F2	Replace	York	2022	\$25,000.00
Robinwood	RTU- 05	Replace	York	2022	\$25,000.00
					\$200,000.00

Year 2023-2024					
ECC	RTU- 1	Replace	Trane	2023	\$35,000.00
ECC	RTU- 2	Replace	Trane	2023	\$35,000.00
ECC	RTU- 3	Replace	Trane	2023	\$35,000.00
					\$105,000.00

## Concluding Comments

As our school buildings age, we face the growing challenge of maintaining our facilities at a level that enables our teachers to meet the needs of 21st-century learners. While the construction of a new school supports this task, many older buildings have developed modularly over time. A 1960s-era school may have gotten an addition in 1980, which in turn got an addition in 1990, and yet another addition in 2000. Thus, it's not surprising that maintenance issues arise at all levels and all sites. Challenges occur in both new and old facilities, although the types of concerns may differ. For example, even a brand-new building may have problems with inadequate air circulation, which can lead to indoor air quality problems unless remedied. Older buildings, on the other hand, more frequently face age-related issues such as inefficient energy systems that can lead to an uncomfortable indoor climate and high utility bills.

Because we know that routine and unexpected maintenance demands are bound to arise, we must proactively develop and implement a plan for dealing with these inevitabilities. Thus, the district must plan to meet the challenges of effective building maintenance. It is simply too big of a job to be addressed haphazardly. After all, the consequences affect teaching and learning, student and staff health, day-to-day building operations, and the long-range fiscal outlook of the District.

A sound facility maintenance plan serves as evidence that District facilities are, and will be, cared for appropriately, as seen in our community pride survey results earlier this year. Substantial capital investment can be wasted when buildings and equipment deteriorate, or warranties become invalidated. Failing to maintain school facilities adequately also discourages future public investment in our schools.

However, Buildings and Grounds is concerned about more than just resource management. It is about providing clean and safe environments for our community. It is also about creating a physical setting that is appropriate and adequate for learning. A classroom with broken windows and cold drafts doesn't promote effective student learning, which can negatively affect student and instructor alertness, attendance, and even health. Building maintenance affects the physical, educational, and financial foundation of the District and should, therefore, be a focus of both its day-to-day operations and long-range management priorities.

# Franklin Public Schools Organizational Chart

