October 2019 Update

Madison Metropolitan School District

Original Budget

2019 – 2020

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* *Sections of the budget book updated to reflect material differences between the June Preliminary Budget and the Board approved October Original Budget for 2019/20.*

Superintendent's Message

Madison schools are on a mission. We want to be the model of a successful public school district that serves every student well. This year, we launched a new Strategic Framework to guide the transformation of our school system. The Framework establishes a vision—that every school will be a thriving school that prepares every student for college, career and community. It is anchored to a set of core values, like voice, excellence, and equity that should inform our decision making from the classroom to the board room.

We've taken on a new set of ambitious goals that include an explicit goal for African American youth to excel in school. We've refreshed our strategy for meeting those goals by empowering school communities, investing in people, streamlining our priorities so as to aim for deeper learning, better planning for the future, and embracing innovation.

And we've made a commitment to Black Excellence, which starts with a recognition of the excellence that already exists in Black youth, families and staff in our community.

It is an unapologetic equity agenda aimed at dismantling policies, structures, and routines that limit possibilities, and replacing them with liberating experiences for students of all backgrounds that open up every opportunity for success.

This budget presents an opportunity to align our resources with this new strategy and make our vision a reality, and we hope you'll see that come to life in our proposals.

Thanks to our community's support, we are in a sound financial position to move our vision forward. And, we are energized by state leadership that is ready to invest in public education and support our efforts.

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

Sincerely,

Jennifer Cheatham
Superintendent

Enrollment and Demographics

Student Enrollment - Two Enrollment Counts

Student enrollment is a critical budget variable which affects both revenues and expenditures. MMSD calculates two distinct enrollment counts. First, MMSD's revenue authority is based on a 'resident enrollment' count, wherein the impacts of open enrollment and 2x charters are eliminated. Second, MMSD's staffing plan and total expenditures are based on an 'actual students-in-seats' enrollment count, which is impacted by open enrollment and 2x charters.

1) The Revenue Limit Enrollment Count

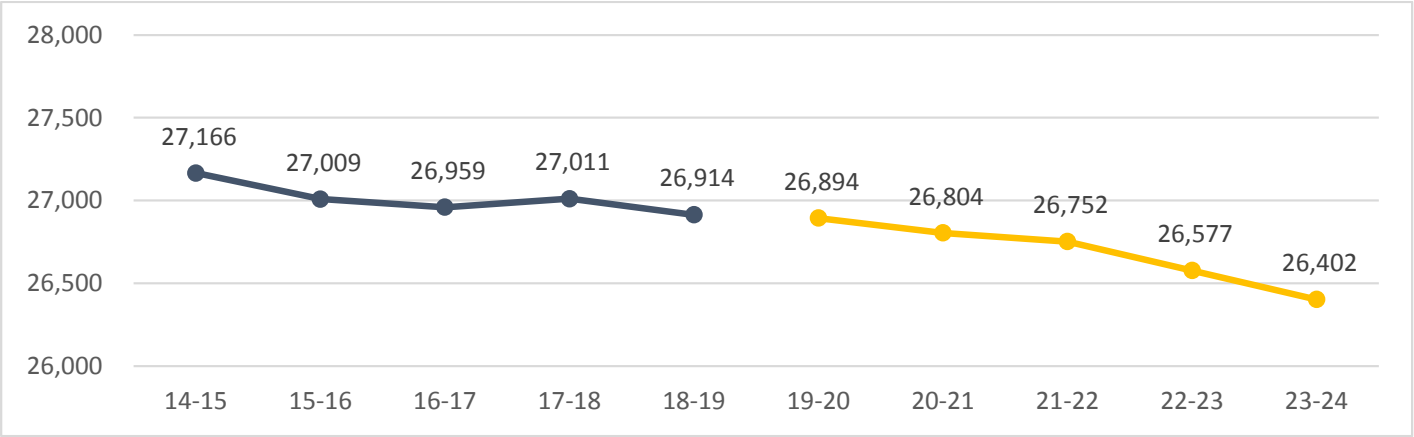
Last year (2018-19) the resident enrollment count (used for calculating revenue) was 27,442. This count does not include non-resident Open Enrollment In. It does include resident Open Enrollment Out, 2x charter membership, part-time students, and a prorated membership for summer school students and 4K students to arrive at an adjusted 3rd Friday Resident Membership. Our 2019-20 estimate for resident enrollment is 27,514. If these estimates hold, MMSD could potentially slightly reverse our declining enrollment trend in the three year rolling average, by 22 students. (2x charter impact on financials can be found in the Appendix.)

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

Last year, the 'students-in-seats' actual count decreased by 51 students, from 27,114 in 2017-18 to 27,063 in 2018-19. This count includes all students enrolled in MMSD schools, including the special education 3K program.

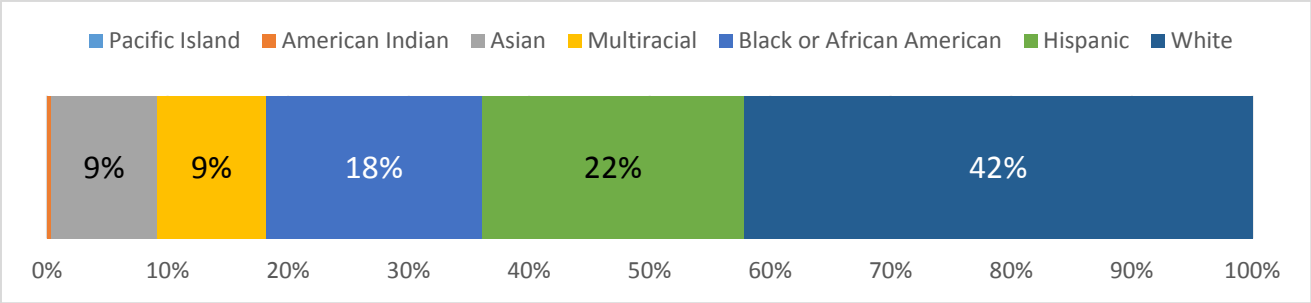
The Research and Program Evaluation Office created an enrollment estimate for the K4-12th grade enrollment for 2019-20, summarized in the chart below. This data report was used to create the 2019-20 staffing plan. Note, this will not match the "Students-in-Seats' count above because this graph does not include the special education 3K program.

K4-12th Grade Enrollment History and Five Year Projection



Student Demographics (Based on 3rd Friday September 2018)

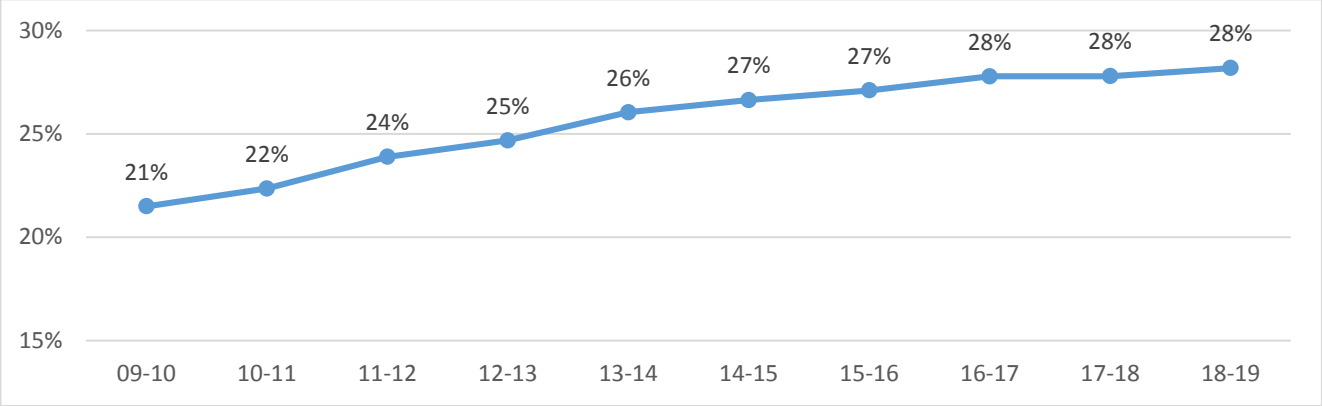
Race/Ethnicity: Over the past five years, MMSD enrollment race/ethnicity percentages have changed only slightly, with the percent of students identifying as Hispanic increasing by 2 percentage points, and the percent of students identifying as white decreasing by 2 percentage points. All other groups indicate no significant change over the five year period. MMSD benefits from a diverse student population, as shown below.



*The district is less than 0.5% Pacific Islander and American Indian combined

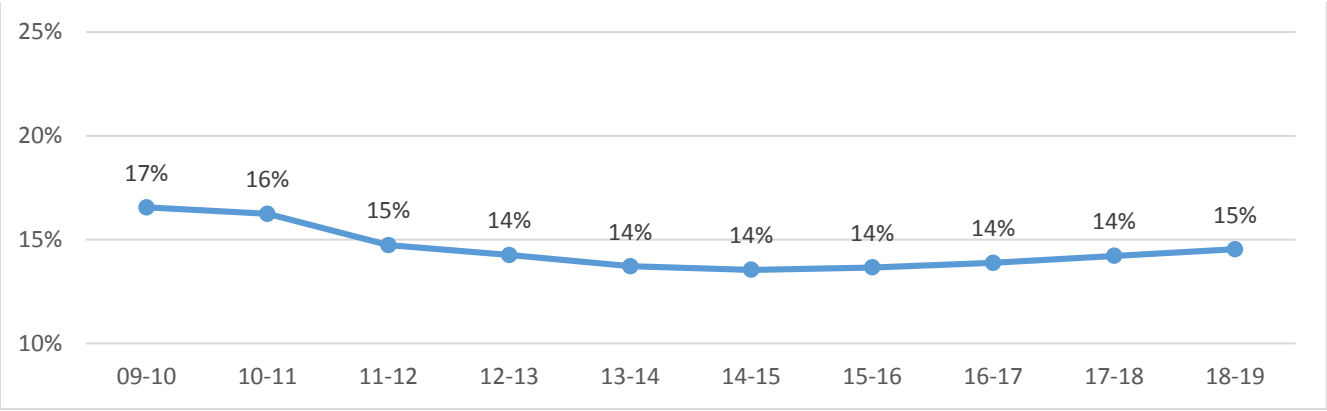
English Language Learners

Twenty-eight percent of MMSD's students are English-Language Learners (ELL), which means the student speaks a language other than English at home and has/had limited English proficiency, as determined through a systematic identification process. There are over 7,600 ELL students MMSD representing over 120 different languages. MMSD offers three types of programs to support ELL students: English as a Second Language (ESL), Developmental Bilingual Education (DBE), and Dual Language Immersion (DLI).



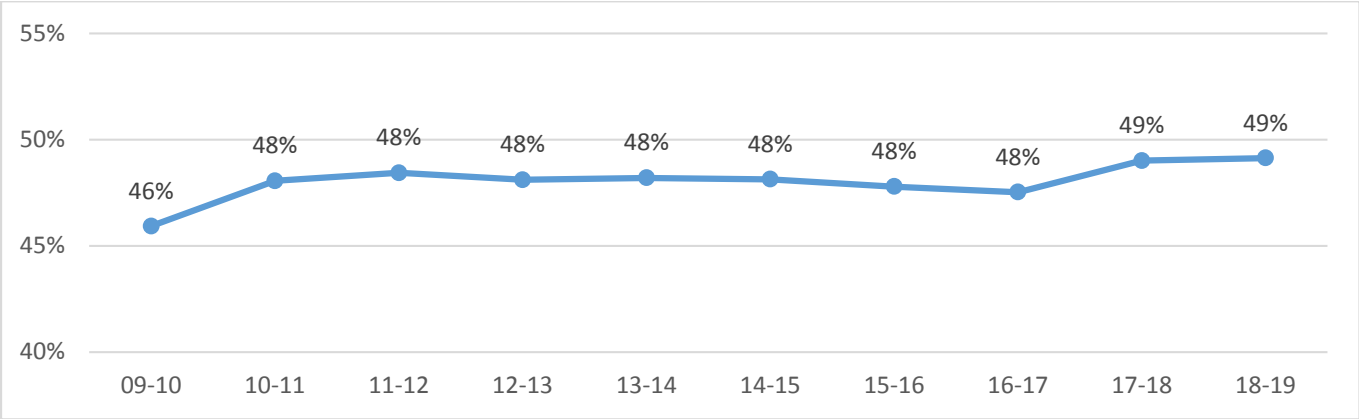
Receiving Special Education

The percentage of MMSD students identified as receiving special education has remained between 14% and 15% for the past eight school years.



Low-Income

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



Student Achievement

Student Achievement Summary

This section summarizes the milestones we have used to track progress on the 2013-2018 Strategic Framework across three goals. The measures below reflect data published in summer 2018 in our 2017-18 annual reports as well as recently published graduation rates from the Department of Public Instruction for the Class of 2018. Our next annual report, for the 2018-19 school year, will be published in summer 2018 and will include metrics aligned to the goals of the updated 2018 Strategic Framework.

Goal 1 – On Track to Graduate

Strong Results in Elementary: Elementary students continue to show improvement in literacy and mathematics mirroring strong 5-year trends.

Positive Trends among Middle School Students: Middle school students have also shown improvement in literacy and mathematics.

Mixed Results at the High School Level: While high school students have shown positive gains in GPAs, reduced failure rates, and significant increases in high school completion, there were decreases in ACT college readiness rates, particularly on the ACT 11 math.

	Grade 2 PALS Spring Literacy Benchmark	Grade 3 MAP Spring Reading Proficiency	Grade 3 MAP Fall-Spring Reading Growth	Grade 3 MAP Spring Math Proficiency	Grade 3 MAP Fall-Spring Math Growth	Grade 5 MAP Fall-Spring Reading Growth	Grade 5 MAP Spring Reading Proficiency	Grade 5 MAP Spring Math Proficiency	Grade 5 MAP Fall-Spring Math Growth	Grade 8 MAP Spring Reading Proficiency	Grade 8 MAP Fall-Spring Reading Growth	Grade 8 MAP Spring Math Proficiency	Grade 8 MAP Fall-Spring Math Growth	Grade 9 fewer than two Fs	Grade 11 ACT Reading College Readiness	Grade 11 ACT Math College Readiness	Grade 11 3.0 GPA	High School Completion Rate (one-year lag)
16-17	76%	43%	57%	49%	67%	60%	45%	46%	65%	38%	48%	44%	58%	80%	49%	48%	54%	79%
17-18	79%	44%	58%	54%	71%	57%	44%	46%	61%	40%	52%	45%	60%	81%	46%	43%	54%	84%
Y2Y	+3%	+1%	+1%	+5%	+4%	-3%	-1%	0%	-4%	+2%	+4%	+1%	+2%	+1%	-3%	-5%	0%	+5%
Total	+7%	+8%	+9%	+9%	+18%	+7%	+10%	+8%	+4%	+6%	0%	+6%	-1%	+6%	-3%	-9%	+7%	+6%

*All metric “Total” changes represent six year changes, except for Grade 2 PALS (which is a four year change) and High School completion (which is a 5 year change).

Goal 2 – Challenging and Well-Rounded

Nearly all elementary and middle school students continue to participate in arts education. The rates of middle and high school students participating in world language courses and high school students participating in advanced coursework have had nominal two-year increases. Across five years, participation in challenging and well-rounded coursework has remained relatively steady, with the exception of a 5 point increase in middle school students. World Language participation has increased due to intentional schedule changes at many of the middle schools.

	Grade KG-5 Arts Education participation	Grade 6-8 Arts Education Participation	Grade 7-8 World Language Participation	Grade 12 Advanced Coursework Profile Completion	Grade 12 Arts Education/World Language Profile Completion
16-17	100%	96%	70%	46%	45%
17-18	100%	96%	70%	46%	47%
Y2Y	0%	0%	0%	0%	+2%
Total	0%	-1%	+5%	-2%	-1%

*All metric “Total” changes represent four year changes.

Goal 3 – School and District Climate

Climate survey results had slight two-year decreases in positive responses across nearly all domains and response groups, most notably on safety questions. However, positive response rates remain relatively high, particularly among parent respondents. There are four-year increases across all dimensions among parent respondents, including a 29 point increase in positive responses on Family Engagement questions.

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

	Climate Survey % Positive: Relationships			Climate Survey % Positive: Teaching and Learning			Climate Survey % Positive: Safety			Climate Survey % Positive: Family Engagement	
	Parents	Staff	Students	Parents	Staff	Students	Parents	Staff	Students	Parents	Staff
16-17	85%	77%	63%	78%	79%	74%	67%	66%	50%	84%	82%
17-18	83%	77%	61%	77%	78%	73%	63%	64%	49%	84%	81%
Y2Y	-2%	0%	-2%	-1%	-1%	-1%	-4%	-2%	-1%	0%	-1%
Total	+1%	+10%	-3%	+8%	0%	-5%	+21%	-6%	+2%	+29%	-1%

*All metric “Total” changes represent four year changes.

Strategic Framework Overview

Our new Strategic Framework introduces a refreshed strategy that builds on what we've learned, draws on our community's experience and expertise and aims to bring our shared vision to life.

Vision

Our vision is that **every school** will be a thriving school that prepares **every student** to graduate ready for college, career and community. It is anchored to a set of core values that represent our commitment to anti-racism, inclusion and alliance to all children and their families:

Belonging
Excellence
Racial Equity and Social Justice
Voice
Focus
Creativity

Goals

It is aligned to a new set of ambitious goals:

- Every child is on track to graduate ready for college, career and community.
- The district and every school in it is a place where children, staff and families thrive.
- African-American children and youth excel in school.

Black Excellence

It centers on Black Excellence. We believe in the brilliance, creativity, capability and bright futures of Black youth in Madison. We must rally together as a community to disrupt the barriers that stand in our students' way and create space for healthy identity development, strategies to support academic excellence and new narratives about Black youth in Madison.

5 MAJOR LEVERS FOR CHANGE

EMPOWER SCHOOL COMMUNITIES

We will empower principals along with school teams, providing them the resources, flexibility and integrated support necessary to collaboratively create strategies with students, staff and families that accelerate student progress.

INVEST IN PEOPLE

We will commit to investing in and fully supporting our staff, with a focus on anti-racist, culturally responsive and inclusive teaching and powerfully aligned hiring, placement, induction, professional growth, coaching and evaluation practices.

STREAMLINE PRIORITIES

We will focus the work of the central office team on breaking down systemic barriers and filling gaps in access, services and resources.

PLAN FOR THE FUTURE

We will think and plan long-term in partnership and collaboration with our students, families, staff and the larger Madison community.

EMBRACE INNOVATION

To address challenges without clear solutions, we will adopt new mindsets toward risk-taking and support people in bold, new and innovative work within the classroom and beyond.

Financial Summary Tables

High Level Budget Summary Tables

Two budget tables are presented in the pages that follow. These tables provide a high level overview of the 2019-20 budget proposal and are intended to serve as an introduction to the budget discussion which follows. The first table, 2019-20 All Funds Summary, captures all budget activity for MMSD with the exception of the Construction Fund (reported elsewhere to maintain comparability). This table is designed to report on the 'total budget picture' for MMSD.

The second table, 2019-20 Operating Funds Summary, sharpens the focus to just the operating funds (defined as General Fund + Special Education Fund, less interfund transfers). This fund captures the basic operations of the district. It excludes the Debt Service, Construction, Food Service and Community Service funds. This table is designed to report on the 'core operations' of MMSD.

2019-20 Proposed Budget

Summary Revenue and Expenditures All Funds

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

	2016-17 Actuals	2017-18 Actuals	2018-19 Actuals	2019-20 Fall Budget	% Chg
Revenues					
Property taxes/Mobile Home/TIF	287,446,393	297,606,086	312,560,352	330,170,992	5.63%
Other local sources	10,105,397	11,346,810	12,035,789	11,771,461	-2.20%
Interdistrict sources	2,738,327	3,321,477	3,514,510	3,279,515	-6.69%
Intermediate sources	116,608	118,980	112,721	334,279	196.55%
State sources	93,584,398	91,785,287	96,487,370	89,811,362	-6.92%
Federal sources	28,350,024	26,634,974	30,903,074	31,936,691	3.34%
Other sources	783,514	660,329	2,146,474	1,113,479	-48.13%
Total revenues	**423,124,662**	**431,473,943**	**457,760,291**	**468,417,778**	**2.33%**
Expenditures					
Regular instruction	144,507,301	149,488,242	149,824,578	150,064,794	0.16%
Vocational instruction	4,240,381	3,936,119	3,667,296	4,077,167	11.18%
Special instruction	54,692,164	56,374,892	63,936,704	75,035,411	17.36%
Other instruction	11,114,297	11,186,486	11,022,268	11,187,328	1.50%
Pupil services	26,629,581	26,698,284	27,403,454	28,977,730	5.74%
Instructional staff services	26,197,336	29,661,812	29,539,288	33,428,025	13.16%
General administration services	21,851,348	21,955,875	22,762,879	23,598,129	3.67%
Business administration services	48,508,069	53,621,722	61,069,830	62,352,285	2.10%
Pupil transportation	12,964,009	13,502,202	12,999,213	13,735,528	5.66%
Principal and interest	13,836,111	13,431,527	14,245,225	15,034,749	5.54%
Other support services	21,792,415	22,598,833	24,624,400	28,910,133	17.40%
Community Service	12,672,593	13,493,794	13,679,172	14,617,369	6.86%
Non-program	13,503,864	13,116,491	15,356,496	18,315,424	19.27%
Total Expenditures	**412,509,470**	**429,066,280**	**450,130,804**	**479,334,072**	**6.49%**
Proceeds from Debt	2,055,000	2,839,020	2,257,108	2,055,000	-8.95%
Transfers in	48,764,931	51,029,944	54,125,190	56,190,074	3.82%
Transfers out	(48,764,931)	(51,029,944)	(54,125,190)	(56,190,074)	3.82%
Net change in fund balance	**12,670,191**	**5,246,683**	**9,886,594**	**(8,861,294)**	**-189.63%**
Fund balance - beginning of year	**42,563,438**	**55,233,629**	**60,480,317**	**70,366,911**	**16.35%**
Fund balance - end of year	**55,233,628**	**60,480,312**	**70,366,911**	**61,505,617**	**-12.59%**

Operating Funds (10/27)

Summary Revenue and Expenditures Fund Table By Year

Note: Includes Interfund Transfers listed separately

Funds 10 & 27	2016-17 Actuals	2017-18 Actuals	2018-19 Actuals	2019-20 Fall Budget	Percent Change
Revenues					
Property taxes/Mobile Home/TIF	259,557,675	268,909,257	279,845,274	299,602,818	7.06%
Other local sources	4,526,296	5,661,798	6,499,770	6,198,387	-4.64%
Interdistrict sources	2,738,327	3,321,477	3,514,460	3,279,515	-6.69%
Intermediate sources	103,655	93,980	112,721	334,279	196.55%
State sources	93,407,417	91,607,249	96,311,123	89,629,362	-6.94%
Federal sources	19,672,320	17,918,756	22,586,171	23,414,113	3.67%
Other sources	637,626	530,166	1,983,108	967,121	-51.23%
Total Revenues	**380,643,317**	**388,042,681**	**410,852,628**	**423,425,594**	**3.06%**
Expenditures					
Regular instruction	144,507,301	149,488,242	149,824,578	150,064,794	0.16%
Vocational instruction	4,240,381	3,936,119	3,667,296	4,077,167	11.18%
Special instruction	54,692,164	56,374,892	63,936,704	75,035,411	17.36%
Other instruction	11,114,297	11,186,486	11,022,268	11,187,328	1.50%
Pupil services	26,629,581	26,698,284	27,403,454	28,977,730	5.74%
Instructional staff services	26,197,336	29,661,812	29,539,288	33,428,025	13.16%
General administration services	21,851,348	21,955,875	22,762,879	23,598,129	3.67%
Business administration services	34,690,729	37,259,586	42,716,338	43,818,774	2.58%
Pupil transportation	12,964,009	13,499,797	12,997,842	13,734,528	5.67%
Principal and interest	817,327	673,258	1,180,268	2,298,911	94.78%
Other support services	21,202,223	22,020,495	24,060,265	28,392,719	18.01%
Community Service	-	-	-	-	0.00%
Non-program	13,503,864	13,116,491	15,356,496	18,315,424	19.27%
Total Expenditures	**372,410,561**	**385,871,338**	**404,467,676**	**432,928,940**	**7.04%**
Proceeds from Debt	2,055,000	2,839,020	2,257,108	2,055,000	-8.95%
Transfers in	48,723,706	50,943,078	53,971,766	56,190,074	4.11%
Transfers out	(48,764,931)	(51,029,944)	(54,125,190)	(56,190,074)	3.82%
Net change in fund balance	**10,246,532**	**4,923,497**	**8,488,635**	**(7,448,346)**	**-187.74%**
Fund balance - beginning of year	**37,509,646**	**47,756,178**	**52,679,675**	**61,168,310**	**16.11%**
Fund balance - end of year	**47,756,178**	**52,679,675**	**61,168,310**	**53,719,964**	**-12.18%**

Budget Narrative

Introducing the 2019-20 Preliminary Budget Proposal

We are pleased to present the 2019-20 Preliminary Budget Proposal for the Madison Metropolitan School District. Development of the proposal has been guided by regular monthly direction provided by the Board, along with input from staff, parents, and the Madison community collected throughout the last year. The 2019-20 Preliminary Budget Proposal is a public document available on the MMSD website at: https://budget.madison.k12.wi.us/.

Over the next two months, the Board of Education will discuss, evaluate, and perhaps amend the Preliminary Budget Proposal, all in open public session. The Board is scheduled to adopt a Preliminary Budget at the June 24, 2019 regular meeting. The 2019-20 fiscal year begins July 1, 2019.

The revenue forecast for 2019-20 is driven by the following major funding sources and assumptions: (1) state 'per pupil' categorical aid to school districts will remain stable, with no increase or decrease from last year; (2) a $100 per student revenue limit increase in taxing authority; (3) $8.0 million of additional tax levy authority for 2019-20 from local community approved November 2016 referendum; (4) In August 2016, the City of Madison and MMSD initiated an innovative funding stream based on future TID #25 (a successful downtown development zone) proceeds that were designated for the school district. The advance made $9.27 million available to MMSD, with $2.6 million coming in the 2019-20 budget year.

The additional local tax levy authority and TID # 25 proceeds will provide the critical revenue flexibility needed to invest in key strategic equity priority areas that focus on MMSD students/families most in need, stabilize the district's staffing plan, and meet our class size standards. These outcomes are the result of a deliberate and collaborative budget process which began early and provided time for careful and transparent decision making.

The budget development process followed a sequence which:

- Began by establishing budget goals and guiding principles
- Created a revenue forecast based on the latest information and projected enrollment
- Designed a staffing plan in line with the class size policy
- Developed a compensation strategy, including salaries/wages and multiple options for employee benefits
- Funded strategic equity projects
- Provided for expected budgetary increases, such as post-employment benefits

We are excited about our plans for the 2019-20 school year as described in the sections that follow. Those plans include:

- Investments into our black youth tied to the overall values in Black Excellence, including increasing access to advanced learning opportunities, dual enrollment/post-secondary STEM opportunities, and a Black Excellence Coalition Community Service Fund
- Increased staffing for student support positons including psychologists and social workers
- Increased staffing for students with disabilities, including piloting a new resource allocation model for special education allocations in the Memorial attendance area
- Increased funding for expanding mental health services to students
- A competitive salary/wage strategy that provides an average total compensation increase of approximately 2.5%

- A stable employee benefits plan, with minimal plan design changes and no increase to the average 3.5% employee premium contributions (EPC)
- A staffing plan aligned to the district class size policy

This preliminary budget proposal is a public document intended to communicate our plans and budget for 2019-20. It will be reviewed and modified by the Board over the next two months before being adopted. We welcome input from all interested parties during the budget review process at https://budget.madison.k12.wi.us/.

The 2019-20 Original Budget

On October 28, 2019 the Board of Education approved the official Original 2019-20 budget. This budget actualizes all assumptions that were made in the June preliminary budget. Key assumptions that materially changed from the above stated assumptions are:

- Final State budget provided more revenue limit authority than anticipated. Final budget allowed for $175 per student revenue limit increase in tax authority. The Board of Education levied for this total amount.
- Final State budget provided more 'per-pupil' categorical aid to school districts than expected, ultimately an $88 per pupil increase.
- Together, these two changes in the State budget allowed MMSD to increase average total compensation to 4.36% rather than the 2.5% budgeted in the preliminary budget.

In the sections which follow, each segment of the budget development sequence is described in detail and has been updated for the final October Original Budget. As you will see, there are strategic investments and reallocation of existing resources recommended throughout the proposal. In every instance, we used the district's equity policy, the Strategic Framework, and our budget goals and principles to guide our decision making and keep our work on behalf of 27,000 students and their families moving forward.

Budget Goals and Guiding Principles

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

- Distribute equitable use of resources to support students with highest needs
- Reduce the number of sections above maximum and below minimum of the Board's class size policy
- Utilize the Board's equity policy for decision making
- Provide total compensation (steps + base wage) to employees equal to or greater than final CPI-U/ COLA @ 2.44%
- Invest in a focused set of priorities aimed at persistent needs in the schools

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

- Continue to reallocate resources for greatest impact on District's Strategic Framework goals, including reviewing prior year initiatives for impact
- Maintain a multi-year, long range perspective on both revenue sources and uses to sustain momentum and effective support to schools
- Maximize efficiencies and use of taxpayer approved revenue authority to ensure stability in schools
- Build on previous practices that are showing promise for the future

Revenue Forecast

The MMSD revenue forecast for the June 2019-20 Preliminary Budget was based on a preliminary estimate built on assumptions from the Governor's State Budget request and was contingent upon enrollment results, MMSD's eligibility for equalization aid, and board level decisions regarding the local property tax levy. On the local level, the Madison community supported an operating funds referendum (November 2016) which provides the funds needed to sustain our positive momentum. We appreciate the support of our community, and are committed to putting every budget dollar to its best use in this budget proposal.

The 2019-20 revenue forecast built into the June 2019-20 Preliminary Budget was based on the following inputs:

- MMSD's 1-year enrollment projection (which is used for staffing) will decline slightly. The 3-year rolling average of enrollment (which is used for determining revenue, and includes students in 2x charters in the count) will remain stable or even slightly tick upwards.
- A $100 per pupil increase to the local property tax revenue limit, a tool used to fund local school district budgets prior to the Walker administration. This figure will be updated for the October final budget based on the final state budget.*
- A $0 per pupil categorical aid increase, the primary tool used by the Walker administration to increase state support for the local school district budget. This figure will be updated for the October final budget based on the final state budget.*
- At the local level, a November 2016 referendum to exceed the revenue limit was approved by MMSD voters. The referendum gave the Board the local discretion to increase revenues by a total of $26 million over a four year phase-in period. The annual increments were $5.0 million in 2016-17 and 2017-18, and $8.0 million in 2018-19 and 2019-20. The 2019-20 budget proposal uses the full $8.0 million referendum authority.
- The use of the Board's full revenue authority based on these assumptions would produce an estimated tax levy increase of 6.2% as a cautious early estimate, based on: 1) a projected 15% loss of state equalization aid (MMSD's second largest source of revenue) and 2) an estimated increase of $1.2 million in expenditures due to the state voucher program and the new independent charter program (see the Appendix for more information on the 2x charter impact). If any of our general aid estimates improve, the tax levy estimate could be revised downward in October. The MMSD tax base continues to show strong growth, it is possible that Madison's growth will outpace our 7% estimate which could help to lessen the impact of the tax levy for local property owners. *
- The 2019-20 proposal benefits from a $2.6 million draw on a special one-time funding source of $9.2 million created by an agreement between the City of Madison and MMSD. This unique agreement gives MMSD access now to future TID surplus funds being generated by the City's very successful downtown TID #25. An updated TID #25 schedule is included in the appendix.
- The MMSD technology infrastructure will continue to benefit from a special one-time federal E-rate program grant in 2019-20. In 2019-20, the grant will reimburse 80% of the cost for up to $636,000 of technology infrastructure.
- MMSD will benefit from a second year of the state's personal electronic computing device aid. MMSD is budgeting receipt of $240,000 in 2019-20 from this aid. This aid is proposed to be eliminated in Governor Ever's budget proposal for 2020-21.*
- We continue to be concerned about federal funding for the Title grants over the next few years. In the near term, this budget proposal assumes steady funding levels for MMSD's major federal grants.

However, the final State budget, approved in July, after the approval of the June Preliminary Budget, included more revenue for the 2019-20 school year than anticipated. There were four major shifts in the final State budget that affect our revenue: 1) $175 per pupil increase to the local property tax revenue limit, 2) $88 per pupil categorical aid increase, 3) an increase of special education reimbursable aid to 27%, and 4) the State's electronic personal computing device aid was removed from the budget.

In addition, the State estimate changes, the October actual 2x charter program impact FTE students was better than anticipated. Ultimately, resulting in a $2.1M total expense, not otherwise offset by increased revenue limit authority, rather than the $2.5M anticipated. The savings from this budget item was used to fund the $240,000 budget gap created by the loss of the State electronic personal computing device aid. Our open enrollment estimate was also a bit low, due to the unanticipated increase in the per pupil open enrollment rate. The remaining budgetary authority saved from the 2x charter estimates being too high was ultimately used to fund the open enrollment under estimate.

The ultimate impact of the increase in revenue limit authority was that the Board of Education funded base wage increases for employees at the maximum allowable by law (see Total Compensation). The increase in revenue limit resulted in a tax levy increase of 7.2%.

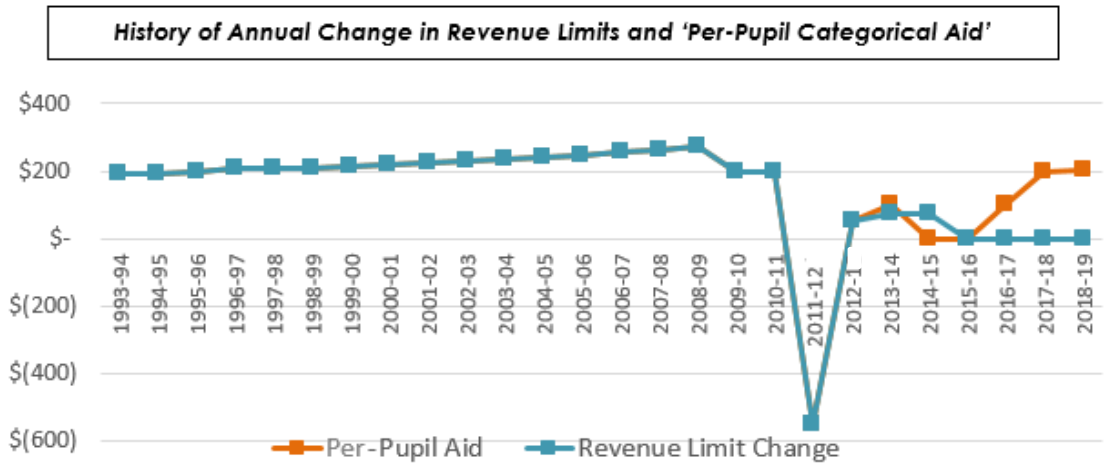
A Closer Look at Three Major Revenue Factors: the Revenue Limit, State Aids and Local Taxes:

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

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

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

Step 1: Determining the 2019-20 Revenue Limit
The Revenue Limit Formula is the critical first step the MMSD budget development process. Sometimes known as revenue caps, revenue limits are state-imposed controls on the amount of money a school district can receive through a combination of state general aid and local property taxes. They are the two largest sources of revenue for districts.



State categorical aids, federal aids, local non-property tax receipts, and referendum-approved debt service tax levies are not subject to revenue limits.

The difference between a school district's revenue limit and its general aid amount determines the maximum amount of property taxes the district is allowed to raise. For example, if additional general aid funding is provided, the property tax levy would be reduced by a corresponding amount. Or, if general aid funding is reduced, the school board has the authority to "backfill" the aid reduction by increasing the property tax levy up to the revenue limit. However, a district is not allowed to levy above the revenue limit without voter approval through a referendum to exceed.

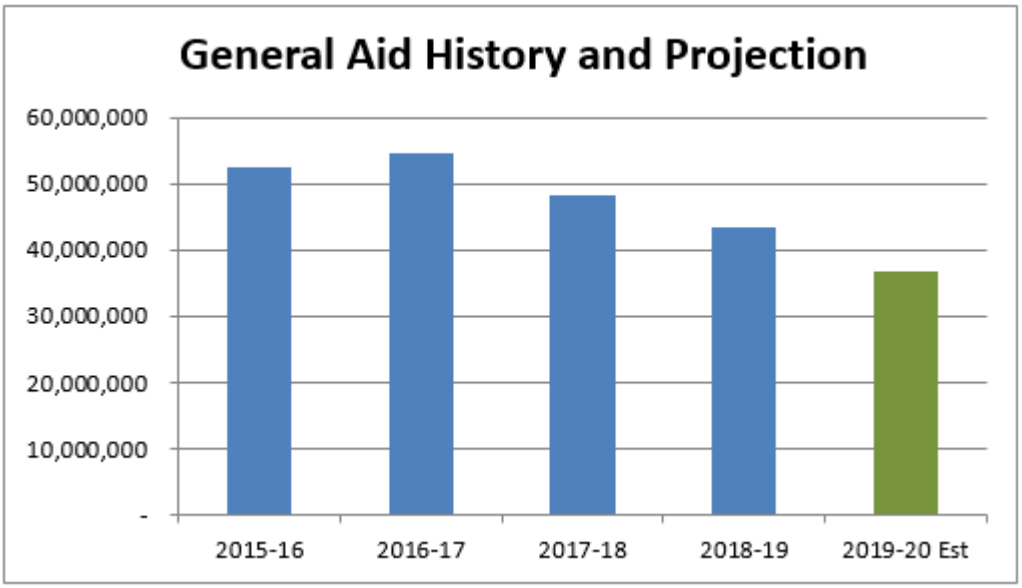
Under Governor Evers' proposed state budget, the revenue limit formula would allow for a $200 per-pupil increase in 2019-20 and a $204 per pupil increase in 2020-21. Due to the current political environment, the June Preliminary Budget estimated a per-pupil revenue limit increase of $100 per pupil for this early budgeting stage. This estimate was updated to $175 per-pupil increase for the final October Original Budget.

Step 2: Estimating General State Aid (Including Equalization Aid)
By providing state equalization aid, the state "shares" in funding the MMSD annual budget. Costs that are eligible to be aided by the state are called "shared costs." The amount of state aid that the district receives is important. The less state aid MMSD receives, the more has to be raised through local property taxes.

Because property values vary widely across the state, school districts differ in their ability to raise property tax revenue for educational programs. The equalization aid formula is designed to compensate, through state aid, for a given district's lack of fiscal capacity ("ability to pay") through property taxes. Since MMSD's property value per pupil and cost per pupil is well above the state average, nearly 90% of all funding to support the district comes from local property taxes.

The budget proposal uses a cautious estimate of equalization aid for 2019-20. For the Preliminary Budget Proposal, an aid loss of -15%, the maximum loss currently allowed by the state in any given year, is projected. The October actual aid from the State was the -15% as anticipated.

Equalization Aid History – Chart:



Equalization Aid History – Table:

	2015-16	2016-17	2017-18	2018-19	2019-20 Est
Intradistrict / Special Adj Aid	490,629	379,113	315,416	252,083	9,880,470
Equalization Aid	52,017,681	54,104,601	47,886,082	43,093,298	26,929,374
General Aid	**52,508,310**	**54,483,714**	**48,201,498**	**43,345,381**	**36,809,844**

Under Governor Evers' proposed state budget, the Governor calls for the state to recommit to funding levels at 2/3 of the state's total shared costs implemented over a number of years. (Currently, the state funds less than 10% of MMSD's shared costs.) Additionally, the Governor calls for the state to begin implementation of "Fair Funding" for revenue limits and general aid that would replace the current equalization aid formula. The fair funding formula ties revenue limit increases to CPI-u increases, changes the max aid loss in one year to 10%, and includes student/family income levels in the new formula. Should this new formula be implemented, MMSD's share of equalization aid would increase substantially. The "Fair Funding" plan did not pass in the final State budget.

Other Major State Aids: Special Education and Bilingual-Bicultural & English Learners (ELs) Education
Wisconsin has had almost a decade of flat funding in special education and bilingual education. Since costs have increased each year, the percentage of costs reimbursed (the state reimbursement rate) has dropped annually. When state support for special education and for bilingual/bicultural programs decreases as a percentage of total costs, it shifts a greater portion of those costs onto the local school district budget. (See appendix for more information on Special Education and OMGE departmental budgets).

Under Governor Evers' proposed state budget, the Governor requests an increase in Special Education Aid from 25% to 30% in 2019-20, and to 60% in 2020-21. Similarly, the Governor requests an increase in Bilingual-Bicultural Aid from 8% to 15% 2019-20, and to 30% by 2020-21. In the June Preliminary Budget, the MMSD revenue assumptions do not include an increase in either of these aids. The final State budget allowed for a 27% increase in 2019-20 and a 30% increase in 2020-21.

Step 3: Tax Levy Estimate*
Finally, applying the equation (Revenue Limit Formula - General State Aids = Local Property Tax Levy) brought us to a June Preliminary Budget estimate of the local property tax levy for 2019-20:

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

- Early estimate - a total "All Funds" tax levy increase of 6.2%
- Estimated tax base growth of 7% with strong new construction values
- Tax rate decrease of $ 0.08 per $1,000 (from $11.07 per $1,000 to $10.99 per $1,000)
- Impact per average home value of $86 (estimate), entirely due to increasing home values in Madison

October Original Budget actuals were a bit higher than this due to the October reconciling items discussed above, primarily including the unanticipated increase in revenue limit authority, categorical aid, and special education reimbursement aid. The increase in the tax levy was 7/17%, the increase in the mill rate was $.03, from $11.07 to $11.10. Updated October final numbers have been included in the chart below.

Property Tax Levy – History and October 2019-20 approved Fall Budget

PROPERTY TAX LEVY SUMMARY	Actual	Actual	Fall Revised		
SUMMARY OF TAX LEVY FOR ALL FUNDS:	**2017-18**	**2018-19**	**2019-20**	**$ Change**	**% Change**
General Fund 10	268,495,857	275,294,815	299,537,819	24,243,004	8.81%
Debt Service Fund 39	8,300,825	8,303,725	8,300,900	(2,825)	-0.03%
Non Referendum Debt Svcs Fund 38	4,161,516	4,376,041	5,257,768	881,727	20.15%
Capital Expansion Fund 41	5,000,000	8,500,000	5,000,000	(3,500,000)	-41.18%
Community Service Fund 80	11,234,489	11,535,312	12,009,506	474,194	4.11%
Total Levy	**297,192,687**	**308,009,893**	**330,105,993**	**22,096,100**	**7.17%**
Equalized Tax Base	25,586,971,244	27,824,908,869	29,743,210,155	1,918,301,286	6.89%
Equalized Tax Rate Per $1000	**11.62**	**11.07**	**11.10**	**0.03**	**0.26%**

Maintaining a Strong Balance Sheet: Fund Balance Ratio

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

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

MMSD's Fund Balance ratio of 11% remains within the policy range under this proposed budget. The decrease in fund balance from 6/30/18 is due to a planned one-time draw on the General Fund Balance for land acquisition and safety/security as approved in the 2018-19 budget.

Strategic Equity Projects

Every year, regardless of the financial environment, we work hard to align key budget investments to the goals and priorities outlined in our Strategic Framework. This year, our new Strategic Framework outlines a clear set of ambitious goals:

Goal 1: Every child is on track to graduate ready for college, career and community.

Goal 2: The district and every school in it is a place where children, staff and families thrive.

Goal 3: African American children and youth excel in school.

It also outlines a set of strategies that include: 1) empowering school communities, 2) investing in people, 3) streamlining central office priorities (with an emphasis on deeper learning, culture and climate, and personalized opportunities for post-secondary success), 4) planning for the future, and 5) innovation.

In order to ensure that we are making progress toward our goals, each year we define a set of Strategic Equity Projects (previously called priority actions, also "Equity Projects") that require a new budget investment. These projects are typically not one-time investments but investments that are built to grow and provide cumulative impact over time (see the Appendix for a multi-year history). In addition to these new investments, the district also makes commitments of current resources (time, money, etc.) to prioritize efforts that support students in line with the Strategic Framework. Examples of this include our commitment to racial equity training for all staff, exploration on new partnerships to support our Grow Your Own program to increase staff diversity, and developing historically accurate, inclusive and culturally representative curriculum.

The Equity Projects identified below are funded from multiple sources including repurposing of existing resources, reprioritizing federal funds, and unique one-time sources such as TID 25 proceeds. The Equity Projects described in this section align with the goals and priorities outlined in our new Strategic Framework launched in fall of 2018.

Black Excellence

Black Excellence Community Coalition Fund

MMSD has made a commitment to work collaboratively with the Black Excellence Community Coalition to identify social-emotional and academic supports designed to accelerate outcomes for black youth. MMSD is committing funding on a recurring basis, to allow for multiple year contracts, for the Black Excellence Community Coalition to identify the community assets they wish to invest in or expand. The Black Excellence Community Coalition will develop the process by which projects are selected and budget is used. The Family, Youth, and Community Engagement Team will work with the Coalition to process the selected projects through our Board policies for procurement and expenditure approval through the consent process.

- $250,000 Community Service Fund (80) resources
- $100,000 Local Fund (10) resources

Build capacity for racial equity

We believe in the brilliance, creativity, capability and bright futures of Black youth throughout Madison and we need a district leader who can dedicate the time and focus needed to bring this collective commitment to life. More capacity is needed within the Family, Youth and Community Engagement team to lead the district's equity work and partner with Central Office Departments/schools to make systemic changes for racial equity. In order to do so, we are recommending an increase of 1.0 FTE to create a Family & Community Engagement Director to handle the day to day implementation efforts of the family and community engagement programming and supports as well as the supervision of some of the staff members on the team. This then would free up time and capacity for the current Executive Director of the FYCE Department to provide strong, committed leadership for racial equity.

- $120,000 1.0 FTE Director from Local funding

Invest in People

Forward Madison: Accelerated Licensure Special Education (ASLE)
In MMSD, the numbers of provisionally licensed teachers have risen precipitously, accompanied by an increase in overall cross-categorical teacher hiring demands. Special Education is the field with the highest turnover rate and an area in need of strong teacher retention strategies. The Accelerated Licensure Special Education (ALSE) initiative is a collaboration between MMSD and UW-Madison School of Education (UW-SoE), located within the existing Forward Madison (FM) partnership. In response to MMSD's shortage of fully certified special educators, ALSE is a collaboratively developed preparation pathway that leads to special education certification in Wisconsin for those under provisional license. Grant funding has been secured to provide partial tuition support for 10 ALSE participants from 2019-21. This new funding request is for partial tuition support for up to 15 additional ALSE participants between 2019-21.

- $121,000 program tuition from Local funding
- $34,000 .25 FTE, Forward Madison Director (UW and other grants funding covers the .75) from Local funding

Streamline Priorities

Deeper learning experiences that engage, challenge and support all learners

Advanced Learning: Increase diversity and opportunity
Goal 3 in our Strategic Framework, African-American children and youth excel in school, specifically calls out Advanced Learner participation, coursework and success as critical to our work for students of color. Based on the recommendations of the Advanced Learning Advisory Committee, a diverse group of community members and parents, this equity project aims to explicitly support students of color by increasing access to Advanced Learning and talent development opportunities. School-level implementation and programming will be strengthened along with access to high quality, culturally relevant materials.

- $384,000, 3.0 FTE and other curriculum, materials and training expenditures from Local funding

Positive, trusting relationships that foster safe and thriving cultures and climates

Feeder Pattern Social Worker Pilot
A number of years ago MMSD had a social worker assigned specifically to the Allied neighborhood, who was based primarily in the community. This person was directly connected to families and the community, and was a supportive liaison for school based social workers and other staff, in providing a more integrated continuum of services for students across schools in a feeder pattern. Ultimately this position closed when the individual left the district as it was assumed to be person specific. However, for years we have been hearing how important this role was and that this is a missing piece to our support system for students, families and communities in crisis.

As we consider innovative ways to improve our support for students and families, and in particular for students with more intensive needs, we truly believe that the presence of a feeder pattern social worker will give us ways of serving students and families that don't currently exist. By supporting families instead of specific schools, this feeder pattern social worker can also authentically assist with transitions whether into 4K, from 5th to 6th, or 8th to 9th. We will examine the effectiveness of this position by looking at the quality and quantity of interactions with schools, families and community partners.

- $87,000 – 1.0 FTE Social Worker from Local funding

Mental Health
It is estimated that 1 in 5 of our students experience mental health concerns. We know that when we address mental health concerns, students are more available for learning. The district has had two successful mental health programs for youth that we hope to expand for the 2019-20 school year.

1) Behavioral Health in Schools (BHS) integrates a mental health clinician (half-time/20 hrs. per week) from the community into the schools. The clinician actively collaborates with the Student Services team and provides individual treatment to students who are unable to access community-based mental health care. The BHS provider improves the school's capacity for addressing mental health concerns through direct service, consultation, teaming, and collaboration. This investment would expand our BHS schools from 8 to 12.
   - $90,000 – Program costs from Local funding

2) Bounce Back is a school-based group intervention for elementary students exposed to stressful and traumatic events. Bounce Back teaches students ways to cope with and recover from traumatic experiences, so they can get back to doing what they want and need to do. Designed to be administered by clinicians, Bounce Back is based on Cognitive Behavioral Intervention for Trauma in Schools (CBITS). The Bounce Back program includes 10 group sessions, 1-3 group parent sessions, and 2-3 individual student sessions. The clinician and a student services staff member meets with a group of 4-6 students for an hour once a week for 10 weeks. Session content includes coping skills, feelings identification, relaxation exercises, positive activities, social support, and problem solving. This intervention also includes parent and individual sessions.
   - $26,400 – Program costs from Local funding

3) Expand the current Cognitive Behavioral Intervention for Trauma in Schools (CBITS) programming into 9th grade in high schools to allow the district to start 9th grade mental health screening and implement support for those showed areas of student need.
   - $100,000 of Title IV federal funding

Behavior Education Plan Professional Development
Our Behavior Education Plan has been reconstructed to focus on four foundational practices: culturally responsive teaching, restorative justice, social emotional learning and Positive Behavior Interventions and Supports (PBIS).

After eight months of analysis and engagement, we have forwarded a set of recommendations that includes stronger professional development for staff that focuses on mindset, values, and strategies for engagement. The development support includes:

- $100,000 Local Funding, additional support for school-based Culture and Climate projects ($2k-10k per school) to provide extended employment, consultants, books, and other training materials so that individual schools can develop their own behavior support systems and designate roles and responsibilities. The majority of our schools need to do this planning, systems development, and professional learning outside of the school day, and these funds help make this possible.
- $50,000 Local Funding, additional support for Developmental Designs training expansion, including additional requested seats for schools and funding to support training more MMSD staff as Developmental Designs facilitators. Developmental Designs is a powerful collection of research-based strategies designed to help educators better connect with students, leverage their specific strengths and address student needs, all intended to assist students in advancing their social, emotional, and academic learning.
- $50,000 Local Funding, additional support for Restorative Justice training expansion to provide funding visits to other Districts, consultant support, and other training resources. We are also looking into using different staff models through our existing YWCA and Timebank partnerships to support accelerated Restorative Justice system development in schools. These efforts will allow us to test different models and professional learning approaches that can then be expanded across schools over time.

Personalized opportunities that lead to post-secondary success

Early College STEM Academy (ECSA)

With the focus of expanding access to STEM opportunities for youth of color, female students and first-generation college-going students, in school year 2018-19, MMSD launched the Early College STEM Academy (ECSA) with twenty-five high school juniors. As agreed to in the ECSA Memorandum of Understanding (MOU) with Madison College, in 2019-20 these students will start their senior year at Madison College and will be joined by 100 new Cohort #2 peers for the 2019-20 school year. STEM coursework will include science, technology, engineering and mathematics. Students will not only attain their high school graduation requirements, but simultaneously earn college credit. Long-term enrollment is targeted at 200 students.

MMSD pays Madison College approximately $6,500 per student for the ECSA program. For budget purposes, Cohort 1 was funded through new local resources of $175,000 in the 2018-19 budget, which will continue. Cohort 2 is proposed to be funded through braided funding:

- $200,000 – Total from Local Funding
- $50,000 – Repurposed Early College Credit budget
- $222,500 – Fundraising

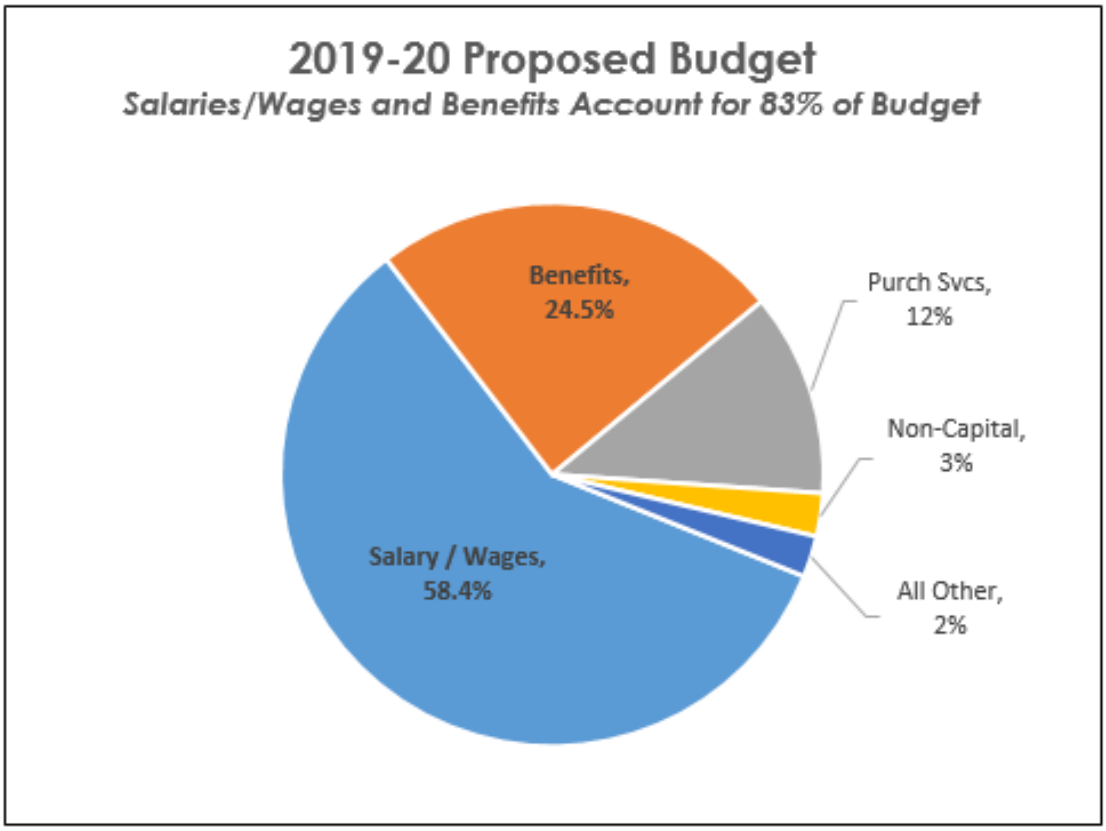
Youth Re-Engagement: MicroSchools

Guided by lessons learned from a successful pilot in spring 2018 and additional action research throughout the 2018/2019 school year, the Office of Youth Re-Engagement seeks to launch a MicroSchool in the 2019/2020 school year. Serving up to 25 youth (more than double the amount of students than the original pilot), the next iteration of the MicroSchool will serve 9-11th grade students who are significantly off-track towards graduation and/or justice involved throughout the school year. Working in partnership with youth, families, and community organizations, the Office of Youth Re-Engagement aims to create a MicroSchool that will effectively guide students back on a path towards college, career, and community readiness through an engaging instructional design grounded in culturally relevant curriculum and project-based and experiential learning.

- $320,000 – Repurposed TID #25 proceeds

Total Compensation: Salaries/Wages and Employee Benefits

A compensation strategy which attracts and retains the best talent is essential to our success and supports the Strategic Framework Shift #2: Investing in Employees. The Total Compensation plan, including salaries and benefits, in combination with the staffing plan, comprise the annual personnel budget for MMSD. The annual investment in personnel for the June proposed budget represents approximately 83% of the MMSD operating budget (the operating budget is defined as the General Fund and Special Education Fund, net of inter-fund transfers) with salaries accounting for 58% and employee benefits accounting for 24%.



Salaries and Wages: Included in the budget proposal is a minimum compensation allowance of 2.5%, which is sufficient to fund the three standard components of compensation, specifically step advancement (1.9%), lane advancement (0.1%), and a base wage increase of 0.5%. Additional discussions on additional increases would commence when we have more information from the state on our revenue limit and equalization aid.

In 2018-19, the average total compensation increase for staff was 4.13%. The base wage percent increase was initially set at 0.50% and later increased to 2.13%, entirely funded through Central Office budget cuts.

Base wage is a required subject of collective bargaining. The Wisconsin Employment Relations Commission (WERC) (see http://werc.wi.gov/doaroot/cpi-u_chart.htm) sets the maximum base wage increase (CPI-u) allowed under state law, which is 2.44% for contracts beginning July 1, 2019.

In total with what is reserved in the budget, the average employee with a 2.5% total compensation increase will receive total take home pay slightly above the CPI-u index.

In the final October Original Budget, the Board ultimately approved an average total compensation increase of 4.32%, the highest increase in at least 15 years.

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

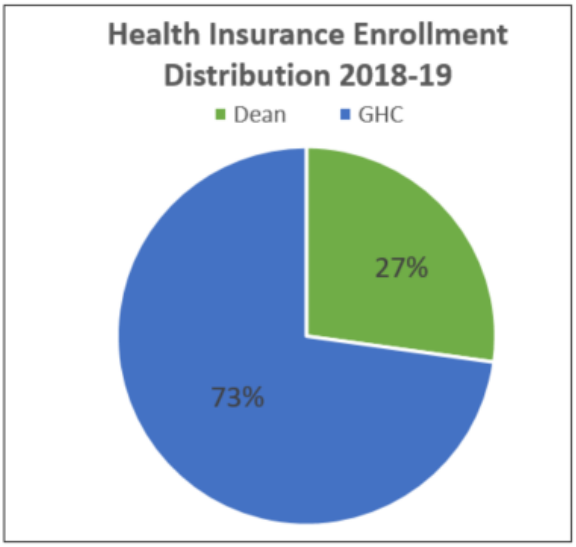
The goal for 2018-19 was to maintain stability in the health insurance benefit and in the employee benefits in general. A budgetary allowance of 3.85% (blended average) was effective July 1, 2018.

The budgetary allowance of 3.5% (blended average) was set for the 2019-20 health insurance benefit. To maintain this allowance, the following plan design changes will be necessary as of July 1, 2019:

- Increase the Emergency Room Copay to $150, which will be waived for anyone directly admitted into the hospital.
- Change the Employee Premium Contribution (EPC) structure for the Point of Service (POS) Plan to 2 times the EPC of the Health Maintenance Option (HMO) Plan. For example, a teacher in the HMO plan would pay 3% of the premium and on the POS plan would pay 6%. For more information on the POS and the HMO plan please go to: https://hr.madison.k12.wi.us/health-benefits.

Health insurance is important from a budgetary perspective due to its very large share of the total operating budget. Annual premiums for active employees are $61.5 million. Employees in the HMO Plan currently pay between 1.25% and 10% of the insurance premium, based on the employee's job title, with a higher contribution rate for those who elect to not participate in the wellness program.

As of March 2019, a total of 3,464 employees are enrolled in one of the HMOs offered, with 28% of the enrollments in single coverage and 72% in family coverage.



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

Dental Insurance:
MMSD will spend approximately $3.9 million next year on dental coverage in the operation fund. The budget allows for an increase of 2.14 % in dental rates next year, which is necessary to adequately fund this self-insured plan. Delta Dental serves as the third party administrator.

The dental plan was expanded in 2018-19 to include a buy-up plan that covers additional dental services not covered under the basic dental plan. The buy-up option is at the employee's expense, with 3% of employees currently enrolled.

Life Insurance:
MMSD will spend approximately $640,000 on Life Insurance next year for current and retired employees. The budget assumes no change in rates for next year. MMSD changed life insurance carriers effective July 1, 2017 following a bid and vendor evaluation process. The district's life insurance plan is self-funded, with The Standard now serving as the 3rd party administrator.

The life insurance plan was expanded in 2018-19, ensuring all benefits-eligible employees have a basic life insurance plan. This change in coverage saved the district $50,000 in budgetary costs savings captured in the 2018-19 budget due to the premium contribution structure.

LTD (Long-Term Disability) Insurance:
MMSD will spend approximately $1.3 million on LTD coverage next year. A minor change in the plan design will ensure LTD claims match MMSD's policies and procedures regarding leave of absences.

WRS Pension Contributions:
Beginning in 2011, WRS pension contributions are shared between the employer and employee. The employer contribution rate is set for calendar year 2019 at 6.55%. For budget purposes, the contribution rate for calendar 2020 is not expected to change. If more information becomes available in the fall, this budget estimate will be adjusted as needed in the October final budget.

Other Non-Budgetary Benefits:
MMSD provides employees additional voluntary benefits, including vision insurance, flexible spending accounts, supplemental life insurance and short-term disability insurance. While these benefits have no budgetary impact since they are 100% employee paid, they complete the employee Total Compensation package, ensuring we are investing in and fully supporting employees.

Required Budget Allowances

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

Over the past four years, we have increased budget allowances as necessary in critical areas such as substitute teachers costs, transportation, Post-Employment Benefits, and utilities. The total for budgeted allowances in 2019-20 is approximately $2 million, after accounting for the 2x charter growth, the overall Technology Plan implementation, and state voucher program impacts (discussed in more detail in the appendix). Through these actions, the operating budget will produce more consistent financial results.

Open Enrollment In/Out Net: The June Preliminary budget estimated an increase of $200,000 over current year projected actuals (net). However, final October Original Budget included a $500,000 increase due to the State budget's % increase in per pupil open enrollment funding beyond expectations. Net enrollment change itself was less than 10. For budgetary purposes, open enrollment results can be difficult to predict. MMSD's recent trends show a narrowing net open enrollment out (within enrollment in increasing at a faster pace than enrollment out).

MMSD Technology Plan, Ignite! As a district, MMSD believes that students, staff, and families should engage in digital literacy learning and application through discovery, collaboration, and creation. When students are given access to flexible and differentiated digital tools and voice and choice in their learning and collaborating, transformative learning is made possible. In order to authentically and equitably integrate technology into our instructional practices, the district is in the process of implementing 1:1 devices in schools.

In 2019-20, the Technology Plan budget would increase by $525,000, $100,000 less than the plan originally anticipated. Under the 2019-20 plan, the fifth group of schools (G5) will move to 1:1 technology, providing 9,100 additional Chromebook devices for students on a four year financing lease. Additionally, technology would be replacing and/or providing for online assessments at G6 schools and investments would be made to replace high school career and technical education (CTE) labs. Investment in upgrades to network infrastructure at the schools and at the network operations center will also continue.

June Preliminary Budget estimates included reliance on approximately $240,000 in 9th Grade Device grants from the State. Unfortunately, in the final State budget the grant was entirely cancelled. Therefore, $240,000 in additional general fund resources was added to the budget to fund the loss in State funding.

Federal E-Rate: The MMSD technology infrastructure will continue to benefit from a special one-time federal E-rate program grant in 2019-20. In 2019-20, the grant will reimburse 80% of the cost for up to $636,000 of technology infrastructure.

Retiree Health Benefit Costs: Pending eligibility as described in our employee handbook, MMSD's retirees are on the district's health care plans. These rates are negotiated within the overall district health care plans. The costs of the increase in the plans associated to retirees increased this year by $200,000

Budget Management: Finding Efficiencies and Improving Business Practices

As part of the annual budget development process, we review three year trend financial activity of each school and departments, and we meet with each Central Office Department to review their budget in line with their work streams and the priorities of the MMSD Strategic Framework. We use this process to problem solve within department budgets, identify areas of additional investment, and look for areas for cost savings, operating efficiencies, and process improvements. Finding cost savings and reallocating resources are core aspects of MMSD budget development. Over the last five years, nearly $17 million has been repurposed or cut from the Central Office department budgets using this process.

In line with our district ways of working, the 2019-20 Preliminary Budget Proposal includes $1 million of cost savings and efficiencies, allowing this funding to support the district's Strategic Equity Projects. Savings can be summarized into the following:

- Purchased/Personnel Services $370,000
  - » Contracts (consultants, copiers, systems, etc.)
  - » Classroom devices: 3 year lease to 4 year lease
- Administration requested substitutes $125,000
- Extended employment and summer school $85,000
- Revenue Sources: vendor rebates, high cost aid $200,000
- Supplies and other misc. $225,000

Below are highlighted the efforts of a few departments to illustrate their efficiency improvements or improved business practices, all of which demonstrate responsible financial stewardship.

Building Services – 2019-20:

- Reducing electricity bills through solar energy: 1) Preliminary work to partner with Dane County on a solar project at the Dane County Airport; 2) Working with West High School Green Club to implement a solar project on the roof of West High School; and 3) Use of Dane County, Madison College and other area subject matter experts to develop a district wide strategy for solar in line with the Building Excellence efforts.
- Focusing the Building Excellence Plan, MMSD's long-range facility need assessment, on investment into our districts high schools.
- MMSD continues to benefit from locking in a five-year futures contract for natural gas at historically low prices.

Purchasing – 2019-20:

- Generated $100,000 in savings by rebidding a consolidated copier lease for over 250 photocopiers district-wide.

Tech Services – 2019-20:

- With the district's Technology Plan, Ignite! nearing full implementation, intense cross-departmental reflection, planning and budgeting allowed the district to realize $100,000 in re-occurring savings by moving from a three year device lease to four.
- Capitalizing on the E-Rate Category II program, MMSD will continue to take full advantage all remaining funding federal funding to upgrade the MMSD IT network.
- Continue to convert the phone network to voice-over-IP, eliminating expensive telecomm lines; using

state grant funding to ensure the phones are designed for enhanced safety and security of schools.

- Use of state grant funding to enhance the security of our classroom doors.

Human Resources – 2019-20:

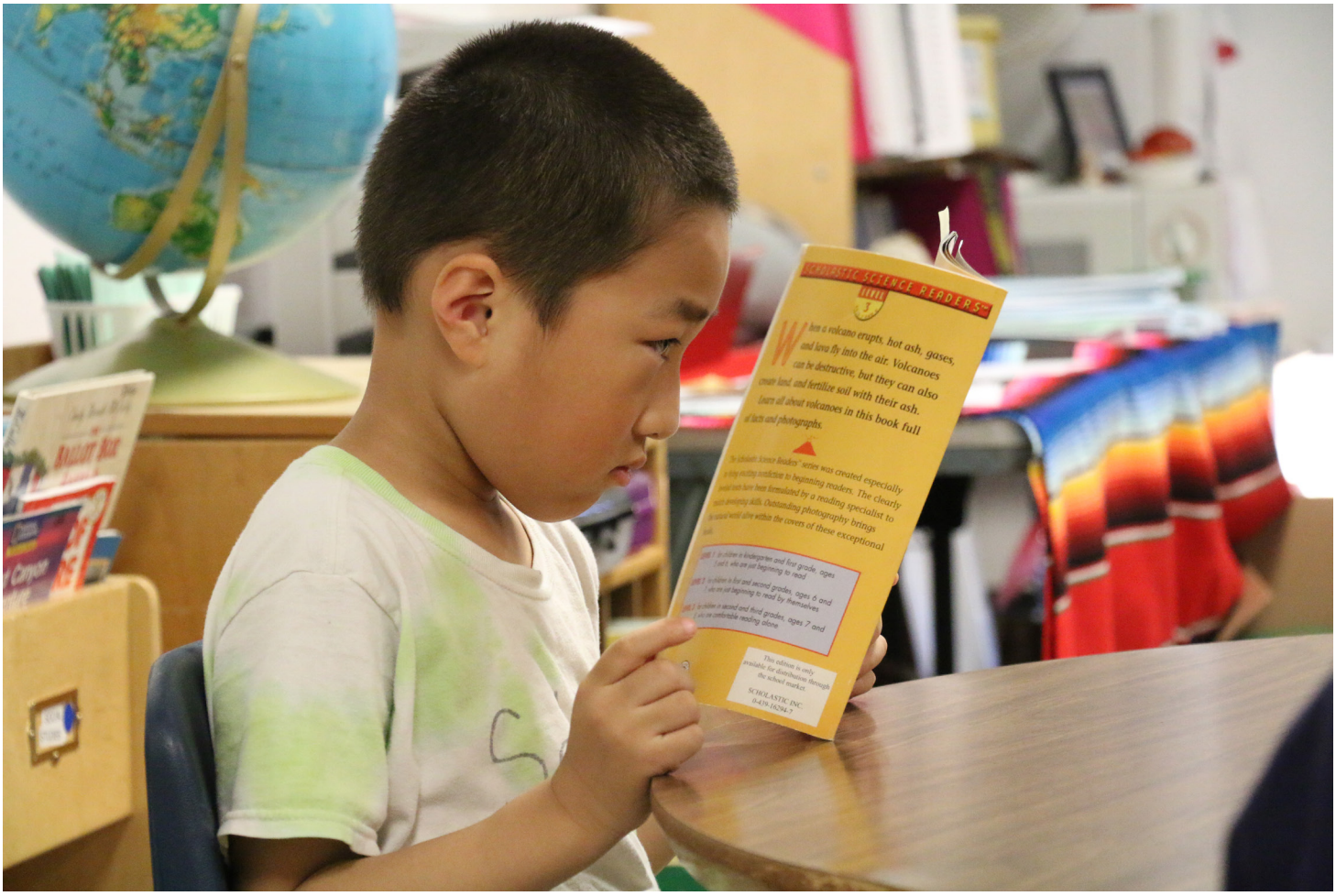
In 2017-18, the benefits team made major cost-saving changes in the health insurance plan, and the long-term disability and life insurance plans as well.

- In partnership with MTI, MMSD was able to make reasonable health care plan design changes in order to keep the district's health care costs at 3.5% increase this year.

Chief of School Operations/Transportation – 2019-20:

- In a year-long cross-department team planning effort, the Board of Education has approved the system wide change of our middle school start times, to align with nation-wide physician health recommendations and research based academic gains. Implementation will start in 2019-20, and be phased in over the next three years. At full implementation, this change will cost the district on average $650,000 more than current expenditures annually; however, efficiency efforts in the Transportation Department will help to offset these costs.

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



Staffing Plan for 2019-20

In December 2017, the Board adopted a revised class size policy. The 2019-20 staffing plan was designed to comply with the new policy, with an emphasis on minimizing class size outliers (on both low and high end). The allocation formulas were set to be between optimum and maximum with no K-12 sections above the class size maximum.

The staffing process begins in the fall of the previous year with an analysis of our enrollment projections to the September third Friday student counts and then updates to the next year's enrollment estimates. High level allocation decisions are made in January in line with the districts allocation formulas, using the enrollment projections and our class size policy. School level allocations and assignments were made in February-March, with support labs offered to help principals as needed in the allocation process.

As summarized in the table below, total MMSD staffing will go from 4,081.7 FTE to 4,047.4, a decrease of 1% from last year, entirely driven by the cumulative effect of enrollment decline in our elementary grades.

	Fall 16-17	Fall 17-18	Fall 18-19	Budget 19-20
District-Wide Administrators	55.5	57.5	58.8	60.8
Principals	50.0	50.0	50.0	50.0
Assistant Principals	27.5	27.0	30.3	34.0
Teachers	2,601.0	2,644.3	2,659.0	2,631.0
Specialists (Hearing Interpreters, OTAs, etc.)	37.1	36.1	31.8	31.8
Bilingual Resource Specialists	80.9	78.9	80.5	80.9
Professionals (Non-Union)	113.9	121.0	128.6	132.5
Clerical/Technical	214.4	220.7	220.3	217.5
Ed. Assts. (EA, SEA, BEA, Nurse Asst)	461.4	447.2	440.7	435.5
Custodial	216.3	216.0	216.0	216.0
Trades	32.0	32.0	32.0	32.0
Food Service	94.4	101.6	104.2	96.0
Security	28.3	29.3	29.5	29.5
	4,012.6	4,061.5	4,081.7	4,047.4

Monitoring and Responding to Changing Conditions:

The staffing plan above includes a pool of 14 unallocated teacher FTE (regular education and special education) to be used as needed to ensure appropriate staffing based on actual enrollment, student need and/or where class sizes fall above the MMSD class size standards. All decisions to adjust FTE at schools will be made after monitoring actual enrollment and in consultation with building principals. We will work to make adjustments prior to the start of the school year to avoid disruption to schools. However, even when enrollment changes are not apparent until the start of school, we work to adjust class sizes as necessary to ensure appropriate class sizes.

Table Notes:

1. “Fall 17-18” represents staffing as of the 2017-18 Adopted Budget (Fall 2017), and “Fall 18-19” represents staffing as of the 2018-19 Adopted Budget (Fall 2018). “Budget 19-20” represents staffing for the 2019-20 Preliminary Budget (Spring 2019).
2. Staffing as shown for 2019-20 reflects the initial staffing work of building principals and administrators as of March 2019. The 2019-20 staffing plan will evolve to reflect the staffing changes which will be made by schools and departments during the coming year. These changes include reclassifications of positions, conversions of one position to another, and changes to the use of grant funding in order to best utilize the resources available to the district.
3. Principal flexibility with allocation allowed three buildings to fund an assistant principal for 2019-20. The .7 AP position is a result of a vacant position last year being filled as AP this year. The .7 is not a new AP.
4. Over the years, various staff contracts have been moved between Non-Union Professionals (NUPs) and Administrators due to change in HR practices. In the past, there was a preference to move toward NUPs when assigning positions. However, this year HR has taken steps to review the contract ‘type’ based on role. Due to this, 2.0 FTE in Central Office were moved from NUPs to Administrators.
5. In total, there are two new NUPs created through the Board’s strategic equity project process. Other changes to note are: 1) the HR Recruiter passed in the October 2018 budget (not previously included in the table); and 2) the .25 Forward Madison Director moved of donations and onto the general fund budget. The rest of the increases are small contractual increases that were made throughout the year, there are many .1 or .2 ups and downs throughout the year.
6. Enrollment declines affect not only the elementary classroom teachers, but the elementary specials teachers (art, PE, music, etc.), education assistants, and food service.

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

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

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

Teacher Staffing Summary (FY 2018, 2019 and 2020)

The following chart provides more detail in the 2,631 FTE teacher allocations, 65% of the total staffing allocation. As discussed above, the impact of the cumulative two year reduction in enrollment have largely been at the elementary level. (See our Enrollment Report in the Appendix). As the 2x charter program and voucher program move out of their growth stages and to full capacity, we will see the elementary staffing level off and the impact move up into the higher grades before the program affects will start to stabilize.

This chart also shows our intentional investment in Student Services personnel for 2019-20. Despite declining enrollment trends, almost all student services allocation are up at the school level including social workers, psychologists, guidance counselors, and cross categorical special education teachers.

Weighted Student Allocation: Student Services

As MMSD seeks to more equitably and adequately distribute resources to support students with disabilities, in 2019-20 we are piloting a weighted student allocation formula and process in the James Madison Memorial attendance area. The new formula maintains base teacher, flex teacher and supplemental SEA allocation that is calculated based on student need and specially designed instruction services as agreed upon by the IEP team. To fund the pilot program, a total of 11.5 school based CC and SEA FTE have been included in the budget.

Included in the work to become more equitable in resource distribution and to adequately distribute student services resources to support all students, additional Student Services support staff are being distributed across the district in this budget. Mobility and 504 status are now being factored into allocations based on the new weighted student allocation formula and process. Additional resources includes 6.2 FTE Student Services staff members allocated to schools as Psychologists and Social Workers from repurposed local funding.

Other changes seen at the school level are school based staffing decisions largely determined by schools. For example, schools have the ability to make decisions between their social worker and psychologist allocation and between their cross-categorical Teacher and special education assistant (SEA) allocation.

Table Notes:

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

Teacher Staffing Summary		FY 2018	FY 2019	FY 2020	Change FY19-FY20	% Chg FY19-FY20
Regular Education Teachers	**District-Wide/Central Office/Off-Site**	**83.1**	**91.0**	**93.4**	**2.5**	**2.7%**
	Elementary Schools	**938.7**	**922.9**	**883.2**	**-39.7**	**-4.3%**
	Middle Schools	**357.7**	**370.8**	**372.8**	**2.0**	**0.5%**
	High Schools	**373.9**	**379.1**	**379.6**	**0.6**	**0.1%**
OMGE	**ESL/Bilingual Resource Teachers**	**165.9**	**168.6**	**164.1**	**-4.4**	**-2.6%**
Students Services Teachers	**School Psychologists**	**40.7**	**41.0**	**42.2**	**1.2**	**2.8%**
	District-Wide/Central Office/Off-Site	*0.8*	*1.3*	*0.9*	*-0.4*	*-27.8%*
	School Based	*39.9*	*39.7*	*41.2*	*1.5*	*3.8%*
	Social Workers	**52.1**	**49.2**	**51.6**	**2.3**	**4.8%**
	District-Wide/Central Office/Off-Site	*5.2*	*5.0*	*5.4*	*0.4*	*8.0%*
	School Based	*46.9*	*44.3*	*46.2*	*1.9*	*4.4%*
	Guidance Counselors	**35.6**	**35.0**	**36.2**	**1.2**	**3.4%**
	District-Wide/Central Office/Off-Site	*1.0*	*1.1*	*1.1*	*0.0*	*0.0%*
	School Based	*34.6*	*33.9*	*35.1*	*1.2*	*3.5%*
	PBS Coaches/Student Services	**40.8**	**41.6**	**40.5**	**-1.2**	**-2.8%**
	District-Wide/Central Office/Off-Site	*7.1*	*7.2*	*7.8*	*0.6*	*8.3%*
	School Based	*33.7*	*34.4*	*32.6*	*-1.8*	*-5.1%*
	Special Ed. Cross Cat./Early Childhood	**393.7**	**393.1**	**401.2**	**8.1**	**2.1%**
	District-Wide/Central Office/Off-Site	*89.9*	*84.8*	*89.4*	*4.6*	*5.5%*
	School Based	*303.8*	*308.3*	*311.8*	*3.5*	*1.1%*
	OT/PT/HI/VI/PST	**53.3**	**56.1**	**56.0**	**-0.1**	**-0.2%**
	District-Wide/Central Office/Off-Site	*9.0*	*10.9*	*9.6*	*-1.4*	*-12.4%*
	School Based	*44.3*	*45.2*	*46.5*	*1.3*	*2.8%*
	Speech/Language	**77.9**	**79.8**	**78.4**	**-1.4**	**-1.8%**
	District-Wide/Central Office/Off-Site	*25.1*	*26.4*	*24.4*	*-2.0*	*-7.6%*
	School Based	*52.8*	*53.4*	*54.0*	*0.6*	*1.1%*
	Nurses	**30.8**	**30.9**	**31.8**	**0.9**	**2.9%**
	District-Wide/Central Office/Off-Site	*3.4*	*3.5*	*3.5*	*0.0*	*0.0%*
	School Based	*27.4*	*27.4*	*28.3*	*0.9*	*3.3%*
	TOTAL	**2644.3**	**2659.0**	**2631.0**	**-28.0**	**-1.1%**

Conclusion

This preliminary budget proposal was based on the most recent information available as of June 11, 2019. Estimates used in the preliminary budget proposal will be carefully monitored and updated as necessary. The Board of Education evaluated and amended the preliminary budget proposal over an eight week period in May and June. The Board adopted a preliminary budget on June 24, 2019. The 2019-20 fiscal year begins July 1, 2019.

On October 28, 2019 the Board approved the October Original Budget. Where material changes occurred, this budget document has been updated to reflect these changes. All financial tables have been updated with the October actual data.

We welcome your questions or comments about the preliminary budget proposal. For your convenience, MMSD budget information, including an on-line feedback form, can be found at https://budget.madison.k12.wi.us/.

Budget Snapshot

A summary chart of key budget assumptions/factors for 2019-20

Item	2019-20
Balance Sheet:	
General Fund *Balance Projected 6/30/19*	$45 - $55 million (dependent on final board actions) Within the 10-15% solvency ratio per board policy
Bond Rating - Current	"Aa2" *(Moody's)* and "1+" *(S&P)*
Enrollment	
3 Yr Rolling Avg – Resident Count	Stable at 1 change in number of students
Actual Students Enrollment	Slight increase at +22 students
Open Enrollment Estimate	Net change of 4 In / 6 Out
2x Charters	Est. 39 additional FTE, $345,150 incremental expenditure increase
Private School Choice	Private School: est. 70 additional FTE, $567,500 (86%) incremental expenditure increase Private School Special Needs: stable enrollment, $6,000 incremental expenditure decrease
State Budget Impact	
State General Aid Estimate	15% Aid Loss - $43.3 million to $36.8 million
Revenue Limit Formula	$175 Increase in Revenue Limit per Student
State Per Pupil Categorical Aid	Increase of $88 per Student
Personnel Expenditures	
Wages & Salary	Budget Allowance of 4.44% + Additive Pay Components *(= steps + lanes + base wage increase)*
Health Insurance Estimate	3.5% Increase
Staffing Plan	Total Staffing of 4,067 FTE
General Fund Totals	
General Fund Revenue	Increase 2.75% over 2018-19 actual
General Fund Expenditures	Increase 7.00% over 2018-19 actual
All Funds Totals*:* *(Net of Inter-fund Transfers*)	
All Funds Revenues	Increase 2.85% over 2018-19 actual
All Funds Expenditures	Decrease 3.43% over 2018-19 actual
Tax Levy Estimate	
MMSD Tax Base	6.89% Valuation Increase
Tax Levy Increase *(Recommended)*	A levy increase 7.17% for all funds
Tax Rate – Equalized	$11.10 per $1,000 Property Value ($.03 increase)
Tax Impact for Median Home	Early Estimate Increase $117 per Tax Bill *(Est Median Home = $294,833)*

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Madison Metropolitan School District

2019-20 Proposed Budget

Revenue and Expenditure History Table - General Fund (10)

Note: Includes Interfund Transfers listed separately

	2016-17 Actuals	2017-18 Actuals	2018-19 Actuals	2019-20 Fall Budget
Revenues				
Property taxes/Mobile Home/TIF	259,557,675	268,909,257	279,845,274	299,602,818
Other local sources	4,526,296	5,661,798	6,499,770	6,198,387
Interdistrict sources	2,686,288	3,292,770	3,487,429	3,262,850
Intermediate sources	103,655	93,980	112,721	334,279
State sources	73,804,911	72,872,822	77,591,482	70,422,894
Federal sources	14,244,066	12,130,810	16,501,783	16,107,181
Other sources	633,030	530,166	1,983,108	967,121
Total revenues	**355,555,921**	**363,491,602**	**386,021,568**	**396,895,530**
Expenditures				
Regular instruction	144,298,967	149,269,329	149,584,776	149,786,325
Vocational instruction	4,240,381	3,936,119	3,667,296	4,077,167
Special instruction	422,821	1,110,549	5,310,888	12,874,021
Other instruction	11,114,297	11,186,486	11,022,268	11,187,328
Pupil services	14,248,427	14,179,476	14,747,469	17,202,050
Instructional staff services	23,872,841	26,955,938	27,104,318	30,172,537
General administration services	21,851,348	21,955,875	22,762,879	23,598,129
Business administration services	34,521,645	37,006,948	42,413,405	43,493,874
Pupil transportation	9,069,923	9,383,011	8,998,627	9,765,988
Principal and interest	817,327	673,258	1,180,268	2,298,911
Other support services	21,188,153	21,986,779	23,986,076	27,932,159
Community Service	-	-	-	-
Non-program	13,281,010	13,029,051	15,233,526	18,153,424
Total Expenditures	**298,927,141**	**310,672,820**	**326,011,796**	**350,541,914**
Proceeds from Debt	2,055,000	2,839,020	2,257,108	2,055,000
Transfers in	163,841	147,819	173,473	166,556
Transfers out	(48,601,090)	(50,882,124)	(53,951,717)	(56,023,518)
Net change in fund balance	**10,246,532**	**4,923,497**	**8,488,635**	**(7,448,346)**
Fund balance - beginning of year	**37,509,646**	**47,756,178**	**52,679,675**	**61,168,310**
Fund balance - end of year	**47,756,178**	**52,679,675**	**61,168,310**	**53,719,964**

Madison Metropolitan School District

2019-20 Proposed Budget

Revenue and Expenditure History Table - Special Education Fund (27)

Note: Includes Interfund Transfers listed separately

	2016-17 Actuals	2017-18 Actuals	2018-19 Actuals	2019-20 Fall Budget
Revenues				
Property taxes/Mobile Home/TIF	-	-	-	-
Other local sources	-	-	-	-
Interdistrict sources	52,039	28,707	27,031	16,665
Intermediate sources	-	-	-	-
State sources	19,602,505	18,734,427	18,719,641	19,206,467
Federal sources	5,428,255	5,787,945	6,084,388	7,306,931
Other sources	4,596	-	-	-
Total revenues	**25,087,395**	**24,551,079**	**24,831,060**	**26,530,064**
Expenditures				
Regular instruction	208,333	218,913	239,802	278,469
Vocational instruction	-	-	-	-
Special instruction	54,269,343	55,264,343	58,625,816	62,161,390
Other instruction	-	-	-	-
Pupil services	12,381,154	12,518,808	12,655,985	11,775,680
Instructional staff services	2,324,495	2,705,874	2,434,970	3,255,487
General administration services	-	-	-	-
Business administration services	169,085	252,638	302,933	324,900
Pupil transportation	3,894,086	4,116,786	3,999,215	3,968,540
Principal and interest	-	-	-	-
Other support services	14,070	33,717	74,189	460,559
Community Service	-	-	-	-
Non-program	222,855	87,440	122,970	162,000
Total Expenditures	**73,483,420**	**75,198,518**	**78,455,880**	**82,387,026**
Proceeds from Debt	-	-	-	-
Transfers in	48,559,865	50,795,259	53,798,293	56,023,518
Transfers out	(163,841)	(147,819)	(173,473)	(166,556)
Net change in fund balance	**-**	**-**	**-**	**-**
Fund balance - beginning of year	**-**	**-**	**-**	**-**
Fund balance - end of year	**-**	**-**	**-**	**-**

Madison Metropolitan School District

2019-20 Proposed Budget

Revenue and Expenditure History Table - Debt Service Fund (38 & 30)

Note: Includes Interfund Transfers listed separately

	2016-17 Actuals	2017-18 Actuals	2018-19 Actuals	2019-20 Fall Budget
Revenues				
Property taxes/Mobile Home/TIF	12,086,568	12,462,341	12,679,766	13,558,668
Other local sources	19,532	34,445	53,501	-
Interdistrict sources	-	-	-	-
Intermediate sources	-	-	-	-
State sources	-	-	-	-
Federal sources	-	-	-	-
Other sources	145,888	130,163	163,366	146,358
Total revenues	**12,251,988**	**12,626,949**	**12,896,633**	**13,705,026**
Expenditures				
Regular instruction	-	-	-	-
Vocational instruction	-	-	-	-
Special instruction	-	-	-	-
Other instruction	-	-	-	-
Pupil services	-	-	-	-
Instructional staff services	-	-	-	-
General administration services	-	-	-	-
Business administration services	-	-	-	-
Pupil transportation	-	-	-	-
Principal and interest	13,018,785	12,758,270	13,064,957	12,735,838
Other support services	-	-	-	-
Community Service	-	-	-	-
Non-program	-	-	-	-
Total Expenditures	**13,018,785**	**12,758,270**	**13,064,957**	**12,735,838**
Proceeds from Debt	-	-	-	-
Transfers in	-	47,749	130,531	-
Transfers out	-	-	-	-
Net change in fund balance	**(766,797)**	**(83,571)**	**(37,793)**	**969,188**
Fund balance - beginning of year	**2,973,485**	**2,206,687**	**2,123,116**	**2,085,323**
Fund balance - end of year	**2,206,687**	**2,123,116**	**2,085,323**	**3,054,511**

Madison Metropolitan School District

2019-20 Proposed Budget

Revenue and Expenditure History Table - Capital Maintenance Fund (41)

Note: Includes Interfund Transfers listed separately

	2016-17 Actuals	2017-18 Actuals	2018-19 Actuals	2019-20 Fall Budget
Revenues				
Property taxes/Mobile Home/TIF	4,000,000	5,000,000	8,500,000	5,000,000
Other local sources	6,333	13,369	36,892	-
Interdistrict sources	-	-	-	-
Intermediate sources	-	-	-	-
State sources	-	-	-	-
Federal sources	-	-	-	-
Other sources	-	-	-	-
Total revenues	**4,006,333**	**5,013,369**	**8,536,892**	**5,000,000**
Expenditures				
Regular instruction	-	-	-	-
Vocational instruction	-	-	-	-
Special instruction	-	-	-	-
Other instruction	-	-	-	-
Pupil services	-	-	-	-
Instructional staff services	-	-	-	-
General administration services	-	-	-	-
Business administration services	2,765,814	5,062,943	7,107,262	7,020,321
Pupil transportation	-	-	-	-
Principal and interest	-	-	-	-
Other support services	-	-	-	4,815
Community Service	-	-	-	-
Non-program	-	-	-	-
Total Expenditures	**2,765,814**	**5,062,943**	**7,107,262**	**7,025,136**
Proceeds from Debt	-	-	-	-
Transfers in	-	-	-	-
Transfers out	-	-	-	-
Net change in fund balance	**1,240,519**	**(49,574)**	**1,429,630**	**(2,025,136)**
Fund balance - beginning of year	**849,280**	**2,089,799**	**2,040,225**	**3,469,855**
Fund balance - end of year	**2,089,799**	**2,040,225**	**3,469,855**	**1,444,719**

Madison Metropolitan School District

2019-20 Proposed Budget

Revenue and Expenditure History Table - Food Service Fund (50)

Note: Includes Interfund Transfers listed separately

	2016-17 Actuals	2017-18 Actuals	2018-19 Actuals	2019-20 Fall Budget
Revenues				
Property taxes/Mobile Home/TIF	-	-	-	-
Other local sources	1,911,014	1,943,024	1,852,218	1,954,500
Interdistrict sources	-	-	-	-
Intermediate sources	-	-	-	-
State sources	176,982	178,038	176,247	182,000
Federal sources	8,676,458	8,707,465	8,316,902	8,522,578
Other sources	-	-	-	-
Total revenues	**10,764,454**	**10,828,527**	**10,345,367**	**10,659,078**
Expenditures				
Regular instruction	-	-	-	-
Vocational instruction	-	-	-	-
Special instruction	-	-	-	-
Other instruction	-	-	-	-
Pupil services	-	-	-	-
Instructional staff services	-	-	-	-
General administration services	-	-	-	-
Business administration services	10,302,858	10,522,959	10,470,059	10,629,078
Pupil transportation	-	-	-	-
Principal and interest	-	-	-	-
Other support services	-	-	-	30,000
Community Service	-	-	-	-
Non-program	-	-	-	-
Total Expenditures	**10,302,858**	**10,522,959**	**10,470,059**	**10,659,078**
Proceeds from Debt	-	-	-	-
Transfers in	41,225	39,117	22,893	-
Transfers out	-	-	-	-
Net change in fund balance	**502,821**	**344,690**	**(101,799)**	**-**
Fund balance - beginning of year	**838,085**	**1,340,905**	**1,685,595**	**1,583,796**
Fund balance - end of year	**1,340,905**	**1,685,595**	**1,583,796**	**1,583,796**

Madison Metropolitan School District

2019-20 Proposed Budget

Revenue and Expenditure History Table - Community Service Fund (80)

Note: Includes Interfund Transfers listed separately

	2016-17 Actuals	2017-18 Actuals	2018-19 Actuals	2019-20 Fall Budget
Revenues				
Property taxes/Mobile Home/TIF	11,802,150	11,234,489	11,535,312	12,009,506
Other local sources	3,642,222	3,694,174	3,593,408	3,618,574
Interdistrict sources	-	-	50	-
Intermediate sources	12,952	25,000	-	-
State sources	-	-	-	-
Federal sources	1,246	8,754	-	-
Other sources	-	-	-	-
Total revenues	**15,458,570**	**14,962,417**	**15,128,770**	**15,628,080**
Expenditures				
Regular instruction	-	-	-	-
Vocational instruction	-	-	-	-
Special instruction	-	-	-	-
Other instruction	-	-	-	-
Pupil services	-	-	-	-
Instructional staff services	-	-	-	-
General administration services	-	-	-	-
Business administration services	748,667	776,234	776,171	884,112
Pupil transportation	-	2,405	1,371	1,000
Principal and interest	-	-	-	-
Other support services	590,192	578,337	564,136	482,600
Community Service	12,672,593	13,493,794	13,679,172	14,617,369
Non-program	-	-	-	-
Total Expenditures	**14,011,453**	**14,850,771**	**15,020,850**	**15,985,080**
Proceeds from Debt	-	-	-	-
Transfers in	-	-	-	-
Transfers out	-	-	-	-
Net change in fund balance	**1,447,117**	**111,647**	**107,920**	**(357,000)**
Fund balance - beginning of year	**392,942**	**1,840,059**	**1,951,706**	**2,059,626**
Fund balance - end of year	**1,840,059**	**1,951,706**	**2,059,626**	**1,702,626**

Madison Metropolitan School District

2019-20 Proposed Budget

Summary Revenue and Expenditures All Funds

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

	2016-17 Actuals	2017-18 Actuals	2018-19 Actuals	2019-20 Fall Budget	% Chg
Revenues					
Property taxes/Mobile Home/TIF	287,446,393	297,606,086	312,560,352	330,170,992	5.63%
Other local sources	10,105,397	11,346,810	12,035,789	11,771,461	-2.20%
Interdistrict sources	2,738,327	3,321,477	3,514,510	3,279,515	-6.69%
Intermediate sources	116,608	118,980	112,721	334,279	196.55%
State sources	93,584,398	91,785,287	96,487,370	89,811,362	-6.92%
Federal sources	28,350,024	26,634,974	30,903,074	31,936,691	3.34%
Other sources	783,514	660,329	2,146,474	1,113,479	-48.13%
Total revenues	**423,124,662**	**431,473,943**	**457,760,291**	**468,417,778**	**2.33%**
Expenditures					
Regular instruction	144,507,301	149,488,242	149,824,578	150,064,794	0.16%
Vocational instruction	4,240,381	3,936,119	3,667,296	4,077,167	11.18%
Special instruction	54,692,164	56,374,892	63,936,704	75,035,411	17.36%
Other instruction	11,114,297	11,186,486	11,022,268	11,187,328	1.50%
Pupil services	26,629,581	26,698,284	27,403,454	28,977,730	5.74%
Instructional staff services	26,197,336	29,661,812	29,539,288	33,428,025	13.16%
General administration services	21,851,348	21,955,875	22,762,879	23,598,129	3.67%
Business administration services	48,508,069	53,621,722	61,069,830	62,352,285	2.10%
Pupil transportation	12,964,009	13,502,202	12,999,213	13,735,528	5.66%
Principal and interest	13,836,111	13,431,527	14,245,225	15,034,749	5.54%
Other support services	21,792,415	22,598,833	24,624,400	28,910,133	17.40%
Community Service	12,672,593	13,493,794	13,679,172	14,617,369	6.86%
Non-program	13,503,864	13,116,491	15,356,496	18,315,424	19.27%
Total Expenditures	**412,509,470**	**429,066,280**	**450,130,804**	**479,334,072**	**6.49%**
Proceeds from Debt	2,055,000	2,839,020	2,257,108	2,055,000	-8.95%
Transfers in	48,764,931	51,029,944	54,125,190	56,190,074	3.82%
Transfers out	(48,764,931)	(51,029,944)	(54,125,190)	(56,190,074)	3.82%
Net change in fund balance	**12,670,191**	**5,246,683**	**9,886,594**	**(8,861,294)**	**-189.63%**
Fund balance - beginning of year	**42,563,438**	**55,233,629**	**60,480,317**	**70,366,911**	**16.35%**
Fund balance - end of year	**55,233,628**	**60,480,312**	**70,366,911**	**61,505,617**	**-12.59%**

Madison Metropolitan School District

2019-20 Proposed Budget

Summary Revenue and Expenditure Fund Table By Year

Note: Includes Interfund Transfers listed separately

	2019-20 Fall Budget	Fund 10 - General	Fund 27 - Special Ed	Fund 38/30 - Debt Service	Fund 41 - Capital Improve	Fund 50 - Food Service	Fund 80 - Community Serv
Revenues							
Property taxes/Mobile Home/TIF	330,170,992	299,602,818	-	13,558,668	5,000,000	-	12,009,506
Other local sources	11,771,461	6,198,387	-	-	-	1,954,500	3,618,574
Interdistrict sources	3,279,515	3,262,850	16,665	-	-	-	-
Intermediate sources	334,279	334,279	-	-	-	-	-
State sources	89,811,362	70,422,894	19,206,467	-	-	182,000	-
Federal sources	31,936,691	16,107,181	7,306,931	-	-	8,522,578	-
Other sources	1,113,479	967,121	-	146,358	-	-	-
Total revenues	**468,417,778**	**396,895,530**	**26,530,064**	**13,705,026**	**5,000,000**	**10,659,078**	**15,628,080**
Expenditures							
Regular instruction	150,064,794	149,786,325	278,469	-	-	-	-
Vocational instruction	4,077,167	4,077,167	-	-	-	-	-
Special instruction	75,035,411	12,874,021	62,161,390	-	-	-	-
Other instruction	11,187,328	11,187,328	-	-	-	-	-
Pupil services	28,977,730	17,202,050	11,775,680	-	-	-	-
Instructional staff services	33,428,025	30,172,537	3,255,487	-	-	-	-
General administration services	23,598,129	23,598,129	-	-	-	-	-
Business administration services	62,352,285	43,493,874	324,900	-	7,020,321	10,629,078	884,112
Pupil transportation	13,735,528	9,765,988	3,968,540	-	-	-	1,000
Principal and interest	15,034,749	2,298,911	-	12,735,838	-	-	-
Other support services	28,910,133	27,932,159	460,559	-	4,815	30,000	482,600
Community Service	14,617,369	-	-	-	-	-	14,617,369
Non-program	18,315,424	18,153,424	162,000	-	-	-	-
Total Expenditures	**479,334,072**	**350,541,914**	**82,387,026**	**12,735,838**	**7,025,136**	**10,659,078**	**15,985,080**
Proceeds from Debt	2,055,000	2,055,000	-	-	-	-	-
Transfers in	56,190,074	166,556	56,023,518	-	-	-	-
Transfers out	(56,190,074)	(56,023,518)	(166,556)	-	-	-	-
Net change in fund balance	**(8,861,294)**	**(7,448,346)**	**-**	**969,188**	**(2,025,136)**	**-**	**(357,000)**
Fund balance - beginning of year	**70,366,911**	**61,168,310**	**-**	**2,085,323**	**3,469,855**	**1,583,796**	**2,059,626**
Fund balance - end of year	**61,505,617**	**53,719,964**	**-**	**3,054,511**	**1,444,719**	**1,583,796**	**1,702,626**

Madison Metropolitan School District

2018-19 Adopted Budget

Summary Revenue and Expenditures Fund Table By Year

Note: Includes Interfund Transfers listed separately

	2018-19 Adopted Budget	Fund 10 - General	Fund 27 - Special Ed	Fund 38/30 - Debt Service	Fund 41 - Capital Improve	Fund 50 - Food Service	Fund 80 - Community Serv
Revenues							
Property taxes/Mobile Home/TIF	311,774,893	279,059,815	-	12,679,766	8,500,000	-	11,535,312
Other local sources	11,527,685	5,842,611	-	-	-	2,066,500	3,618,574
Interdistrict sources	3,087,047	3,087,047	-	-	-	-	-
Intermediate sources	147,913	147,913	-	-	-	-	-
State sources	95,450,469	76,216,911	19,051,807	-	-	181,750	-
Federal sources	31,240,022	15,583,488	7,101,510	-	-	8,555,025	-
Other sources	2,127,677	1,981,319	-	146,358	-	-	-
Total revenues	**455,355,705**	**381,919,104**	**26,153,317**	**12,826,124**	**8,500,000**	**10,803,275**	**15,153,886**
Expenditures							
Regular instruction	157,328,709	157,050,240	278,469	-	-	-	-
Vocational instruction	3,824,257	3,824,257	-	-	-	-	-
Special instruction	60,013,129	1,359,908	58,653,220	-	-	-	-
Other instruction	11,188,440	11,188,440	-	-	-	-	-
Pupil services	28,025,518	15,947,587	12,077,932	-	-	-	-
Instructional staff services	31,904,727	28,728,839	3,175,887	-	-	-	-
General administration services	23,113,995	23,113,995	-	-	-	-	-
Business administration services	64,091,500	43,658,225	307,900	-	8,495,185	10,781,995	848,195
Pupil transportation	13,497,262	9,520,112	3,976,150	-	-	-	1,000
Principal and interest	14,317,317	1,372,912	-	12,944,405	-	-	-
Other support services	25,911,759	24,831,357	404,950	-	4,815	21,280	649,357
Community Service	14,055,334	-	-	-	-	-	14,055,334
Non-program	16,133,552	15,971,552	162,000	-	-	-	-
Total Expenditures	**463,405,499**	**336,567,425**	**79,036,508**	**12,944,405**	**8,500,000**	**10,803,275**	**15,553,886**
Proceeds from Debt	2,055,000	2,055,000	-	-	-	-	-
Transfers in	53,216,303	166,556	53,049,747	-	-	-	-
Transfers out	(53,216,303)	(53,049,747)	(166,556)	-	-	-	-
Net change in fund balance	**(5,994,793)**	**(5,476,512)**	**-**	**(118,281)**	**-**	**-**	**(400,000)**
Fund balance - beginning of year	**60,480,317**	**52,679,675**	**-**	**2,123,116**	**2,040,225**	**1,685,595**	**1,951,706**
Fund balance - end of year	**54,485,524**	**47,203,163**	**-**	**2,004,835**	**2,040,225**	**1,685,595**	**1,551,706**

Madison Metropolitan School District

2017-18 Actuals

Summary Revenue and Expenditures Fund Table By Year

Note: Includes Interfund Transfers listed separately

	2017-18 Actuals	Fund 10 - General	Fund 27 - Special Ed	Fund 38/30 - Debt Service	Fund 41 - Capital Improve	Fund 50 - Food Service	Fund 80 - Community Serv
Revenues							
Property taxes/Mobile Home/TIF	297,606,086	268,909,257	-	12,462,341	5,000,000	-	11,234,489
Other local sources	11,346,810	5,661,798	-	34,445	13,369	1,943,024	3,694,174
Interdistrict sources	3,321,477	3,292,770	28,707	-	-	-	-
Intermediate sources	118,980	93,980	-	-	-	-	25,000
State sources	91,785,287	72,872,822	18,734,427	-	-	178,038	-
Federal sources	26,634,974	12,130,810	5,787,945	-	-	8,707,465	8,754
Other sources	660,329	530,166	-	130,163	-	-	-
Total revenues	**431,473,943**	**363,491,602**	**24,551,079**	**12,626,949**	**5,013,369**	**10,828,527**	**14,962,417**
Expenditures							
Regular instruction	149,488,242	149,269,329	218,913	-	-	-	-
Vocational instruction	3,936,119	3,936,119	-	-	-	-	-
Special instruction	56,374,892	1,110,549	55,264,343	-	-	-	-
Other instruction	11,186,486	11,186,486	-	-	-	-	-
Pupil services	26,698,284	14,179,476	12,518,808	-	-	-	-
Instructional staff services	29,661,812	26,955,938	2,705,874	-	-	-	-
General administration services	21,955,875	21,955,875	-	-	-	-	-
Business administration services	53,624,127	37,006,948	252,638	-	5,062,943	10,522,959	778,639
Pupil transportation	13,502,202	9,383,011	4,116,786	-	-	-	2,405
Principal and interest	13,431,527	673,258	-	12,758,270	-	-	-
Other support services	22,598,833	21,986,779	33,717	-	-	-	578,337
Community Service	13,491,389	-	-	-	-	-	13,491,389
Non-program	13,116,491	13,029,051	87,440	-	-	-	-
Total Expenditures	**429,066,280**	**310,672,820**	**75,198,518**	**12,758,270**	**5,062,943**	**10,522,959**	**14,850,771**
Proceeds from Debt	2,839,020	2,839,020	-	-	-	-	-
Transfers in	51,029,944	147,819	50,795,259	47,749	-	39,117	-
Transfers out	(51,029,944)	(50,882,124)	(147,819)	-	-	-	-
Net change in fund balance	**5,246,683**	**4,923,497**	**-**	**(83,571)**	**(49,574)**	**344,685**	**111,647**
Fund balance - beginning of year	**55,233,629**	**47,756,178**	**-**	**2,206,687**	**2,089,799**	**1,340,905**	**1,840,059**
Fund balance - end of year	**60,480,312**	**52,679,675**	**-**	**2,123,116**	**2,040,225**	**1,685,590**	**1,951,706**

Madison Metropolitan School District

2016-17 Actuals

Summary Revenue and Expenditures Fund Table By Year

Note: Includes Interfund Transfers listed separately

	2016-17 Actuals	Fund 10 - General	Fund 27 - Special Ed	Fund 38/30 - Debt Service	Fund 41 - Capital Improve	Fund 50 - Food Service	Fund 80 - Community Serv
Revenues							
Property taxes/Mobile Home/TIF	287,446,393	259,557,675	-	12,086,568	4,000,000	-	11,802,150
Other local sources	10,105,397	4,526,296	-	19,532	6,333	1,911,014	3,642,222
Interdistrict sources	2,738,327	2,686,288	52,039	-	-	-	-
Intermediate sources	116,608	103,655	-	-	-	-	12,952
State sources	93,584,398	73,804,911	19,602,505	-	-	176,982	-
Federal sources	28,350,024	14,244,066	5,428,255	-	-	8,676,458	1,246
Other sources	783,514	633,030	4,596	145,888	-	-	-
Total revenues	**423,124,662**	**355,555,921**	**25,087,395**	**12,251,988**	**4,006,333**	**10,764,454**	**15,458,570**
Expenditures							
Regular instruction	144,507,301	144,298,967	208,333	-	-	-	-
Vocational instruction	4,240,381	4,240,381	-	-	-	-	-
Special instruction	54,692,164	422,821	54,269,343	-	-	-	-
Other instruction	11,114,297	11,114,297	-	-	-	-	-
Pupil services	26,629,581	14,248,427	12,381,154	-	-	-	-
Instructional staff services	26,197,336	23,872,841	2,324,495	-	-	-	-
General administration services	21,851,348	21,851,348	-	-	-	-	-
Business administration services	48,508,069	34,521,645	169,085	-	2,765,814	10,302,858	748,667
Pupil transportation	12,964,009	9,069,923	3,894,086	-	-	-	-
Principal and interest	13,836,111	817,327	-	13,018,785	-	-	-
Other support services	21,792,415	21,188,153	14,070	-	-	-	590,192
Community Service	12,672,593	-	-	-	-	-	12,672,593
Non-program	13,503,864	13,281,010	222,855	-	-	-	-
Total Expenditures	**412,509,470**	**298,927,141**	**73,483,420**	**13,018,785**	**2,765,814**	**10,302,858**	**14,011,453**
Proceeds from Debt	2,055,000	2,055,000	-	-	-	-	-
Transfers in	48,764,931	163,841	48,559,865	-	-	41,225	-
Transfers out	(48,764,931)	(48,601,090)	(163,841)	-	-	-	-
Net change in fund balance	**12,670,191**	**10,246,532**	**-**	**(766,797)**	**1,240,519**	**502,821**	**1,447,117**
Fund balance - beginning of year	**42,563,438**	**37,509,646**	**-**	**2,973,485**	**849,280**	**838,085**	**392,942**
Fund balance - end of year	**55,233,628**	**47,756,178**	**-**	**2,206,687**	**2,089,799**	**1,340,905**	**1,840,059**

Revenues by Fund and Source

This table summarizes MMSD revenues in terms of dollars by one (1) digit source code. It shows the prior year 2017-18 Actuals, 2018-19 Actuals, 2019-20 Fall Budget, and the increase/decrease from the 2018-19 Actual versus the 2019-20 Fall Budget.

Definitions:

- 2018-19 Actual = School Year 2018-19 Audited Activity ending June 30, 2019
- 2019-20 Fall Budget = Board approved budget for School Year 2019-20

Notes for Proposed Revenues by Fund and Source:

Fund 10

- ✓ Line 2 reflects the increase in the local tax levy due to increased authority from the 2016-17 recurring referenda to exceed the revenue limit and general aid loss under current state guarantees for general aid within the revenue limit.
- ✓ Line 5 reflects removal of one-time TIF Proceeds resulting from a TIF closeout during the 2019 Fiscal Year.
- ✓ Line 8 reflects changes for reimbursed contractual arrangements for FY20.
- ✓ Line 28 reflects a reduction in integration aid from the state.
- ✓ Line 31 and 32 reflect a net reduction of equalization aid from the state for FY20. The October 15 aid certification put our aid loss at the maximum 15% aid loss, at which point the district is held harmless from losing additional aid. Special Adjustment Aid provides additional aid to districts who generate less than 85% of the state aid generated in the previous year.
- ✓ Line 39 reflects an increase in per pupil categorical aid from the state. The state per pupil amount is proposed to be frozen in the state budget moving forward.
- ✓ Line 40 reflects the removal of the 2018-19 DOJ Safety grant from FY19.
- ✓ Lines 42 and 43 reflect changes in revenue for matching expenditures for balancing federal grants.
- ✓ Line 44 reflects estimated reductions in Medicaid reimbursement for FY20.
- ✓ Line 50 represents an anticipated reduction in anticipated e-Rate reimbursement following one time purchases in the 2019 Fiscal Year. Purchasing card rebates were also moved to this line following a code change from DPI.
- ✓ Line 52 reflects moving the purchasing card program to Source 1971 (Line 50).

Fund 27

- ✓ Line 55 reflects a change in the Interfund transfer from Fund 10 to Fund 27. This transfer is required to balance with expenditures in the FY20 budget.
- ✓ Line 58 reflects an increase to state categorical aid for special education in line with recent year end expenditure increases.
- ✓ Lines 59 and 64 reflect changes in high cost aid from state and federal sources.
- ✓ Line 65 reflects a change in revenue for matching expenditure for balancing federal grants.

Fund 30/38

- ✓ Lines 68 & 72 reflect the tax levy impact of debt schedule payments scheduled for FY20.

Fund 41

- ✓ Line 76 reflects the reduction of tax levy in Fund 41. During FY19, the tax levy was increased in Fund 41 for locally funded capital security improvements. This levy authority was returned to Fund 10 for FY20.

Fund 50

- ✓ Lines 80 to 81 reflect a change to student and adult paid food sales.
- ✓ Line 87 reflects anticipated increases meal reimbursements from the federal government for FY20.

Fund 80

- ✓ Line 84 reflects an increase in tax levy for the Community Services Fund, primarily for priority actions surrounding Community Schools.

Madison Metropolitan School District
Revenues by Fund and Source
2019-2020 Proposed Budget

Note: Includes all Budgeted Funds and Interfund Transfers

2019-2020 Budgets by Fund/Source			2017-2018 Revenues	2018-2019 Revenues	2019-2020 Fall Budget	2019-2020 Incr/Decr	2019-2020 % Chg
Fund 10 General Fund							
1	1127	Transfer from Fund 27	147,819	173,473	166,556	(6,917)	-3.99%
2	1211	Current Property Tax	268,471,940	275,270,898	299,462,334	24,191,436	8.79%
3	1212	Property Tax Chargebacks	23,917	23,917	75,485	51,568	215.61%
4	1213	Mobile Home Fees	62,218	67,059	65,000	(2,059)	-3.07%
5	1219	TIF Revenue	351,182	4,483,400	-	(4,483,400)	-100.00%
6	1241	Tuition-Individuals	78,766	38,956	90,000	51,044	131.03%
7	1243	All Co-Curric Except Athletics	222,504	209,728	-	(209,728)	-100.00%
8	1244	Local Payment for Service	111,739	58,338	285,295	226,958	389.04%
9	1260	Resale	10,375	3,500	-	(3,500)	-100.00%
10	1262	Sale Of Materials-Non Sch	200	3,694	-	(3,694)	-100.00%
11	1264	Non-Captl Surplus Prop Sales	-	40	-	(40)	-100.00%
12	1271	School Co-Curricular Athletics	243,738	225,870	212,000	(13,870)	-6.14%
13	1277	Reimbursable from City	3,000	3,000	-	(3,000)	-100.00%
14	1280	Interest On Investment	1,282,484	2,172,823	1,510,955	(661,868)	-30.46%
15	1291	Gifts & Contributions	150	2,870	45,144	42,274	1472.96%
16	1292	Student Fees	2,007,203	1,932,539	2,149,022	216,483	11.20%
17	1293	Bldg Rntl/Bldg Permit Fee	380,049	453,761	360,000	(93,761)	-20.66%
18	1295	Summer School Fees	-	23	-	(23)	-100.00%
19	1297	Student Fines	18,834	20,306	-	(20,306)	-100.00%
20	1299	Other Revenue-Misc	1,302,756	1,374,323	1,545,969	171,646	12.49%
21	1341	Tuition-Non Open-Non Ses	69,958	76,830	60,000	(16,830)	-21.91%
22	1345	Tuition-Open Enrol-Nonses	2,892,142	3,104,162	3,061,750	(42,412)	-1.37%
23	1349	Other Rev-Other District	330,669	306,437	141,100	(165,337)	-53.95%
24	1515	St Aid Transit Interm Src	93,980	112,721	324,279	211,557	187.68%
25	1517	Federal Aid In Transit	-	-	10,000	10,000	0.00%
26	1612	Transportation Aid	240,936	246,649	236,513	(10,136)	-4.11%
27	1613	Library Aid-Common Sch Fd	896,294	908,564	750,000	(158,564)	-17.45%
28	1615	Integration Aid	315,416	252,083	188,956	(63,127)	-25.04%
29	1618	Bilingual ESL State Aid	1,812,445	1,722,634	1,801,117	78,483	4.56%
30	1619	Other Categorical Aid	-	157,657	-	(157,657)	-100.00%
31	1621	General State Aid	47,886,082	43,093,298	36,550,835	(6,542,463)	-15.18%
32	1623	Special Adjustment Aid	-	-	62,226	62,226	0.00%
33	1630	State Special Projects Grants	390,568	731,397	161,472	(569,925)	-77.92%
34	1641	General Tuition State Paid	258,191	235,409	368,995	133,586	56.75%
35	1650	Sage-Stu Achiev Guar Educ	6,922,334	6,804,491	6,939,075	134,584	1.98%
36	1660	St Rev Thru Local Units	7,172	7,056	-	(7,056)	-100.00%
37	1690	Oth Rev St Srcs-Not Dpi	84,582	82,290	108,285	25,995	31.59%
38	1691	Computer Aid	1,708,101	3,404,814	2,940,466	(464,348)	-13.64%
39	1695	Per Pupil Categorical Aid	12,350,700	17,881,014	20,229,393	2,348,379	13.13%
40	1699	Other Revenue - State	-	2,064,126	85,561	(1,978,565)	-95.85%
41	1713	Voc Ed Act Aid	241,127	257,858	239,169	(18,689)	-7.25%
42	1730	Federal Special Proj Rev	3,910,970	4,344,782	5,415,630	1,070,849	24.65%
43	1751	Title I Revenue	7,663,513	6,705,068	6,962,143	257,075	3.83%
44	1780	Fed Rev Thru St (Not DPI)	278,935	5,159,717	3,450,000	(1,709,717)	-33.14%
45	1790	Direct Rev Frm Fed Source	36,266	34,359	40,239	5,880	17.11%
46	1862	Land Sale	784,020	-	-	-	0.00%

Madison Metropolitan School District
Revenues by Fund and Source
2019-2020 Proposed Budget

Note: Includes all Budgeted Funds and Interfund Transfers

2019-2020 Budgets by Fund/Source			2017-2018 Revenues	2018-2019 Revenues	2019-2020 Fall Budget	2019-2020 Incr/Decr	2019-2020 % Chg
47	1873	Proceeds From Lt Notes	2,055,000	2,055,000	2,055,000	-	0.00%
48	1878	Capital Leases	-	202,108	-	(202,108)	-100.00%
49	1964	Insurance Reimbursements	42,901	86,695	-	(86,695)	-100.00%
50	1971	Aidable Refund	319,342	1,603,388	889,000	(714,388)	-44.55%
51	1972	Non-Aidable Refund	-	133,770	5,000	(128,770)	-96.26%
52	1973	Miscellaneous Rebate	107,142	109,605	-	(109,605)	-100.00%
53	1989	Medical Service Reimbursement	60,781	49,650	73,121	23,471	47.27%
54	**Total**	**Fund 10 General Fund**	**366,478,441**	**388,452,148**	**399,117,086**	**10,664,938**	**2.75%**
Fund 27 Education Services							
55	1110	Transfer from Gen Fund	50,795,259	53,798,293	56,023,518	2,225,225	4.14%
56	1346	Tuition-Non Open-SES	28,707	-	-	-	0.00%
57	1349	Other Rev-Other District	-	27,031	16,665	(10,366)	-38.35%
58	1611	Handicapped Aid	17,651,519	17,426,086	18,050,000	623,914	3.58%
59	1625	State High Cost Aid	780,492	985,059	870,000	(115,059)	-11.68%
60	1630	State Special Projects Grants	-	18,765	27,000	8,235	43.88%
61	1641	General Tuition State Paid	149,501	172,305	134,803	(37,502)	-21.76%
62	1690	Oth Rev St Srcs-Not Dpi	18,915	20,426	29,664	9,238	45.23%
63	1697	Aid for Spec Ed Transition	134,000	97,000	95,000	(2,000)	-2.06%
64	1711	Special Ed High Cost Aid	202,342	247,420	285,000	37,580	15.19%
65	1730	Federal Special Proj Rev	4,900,925	5,269,124	6,588,395	1,319,271	25.04%
66	1780	Fed Rev Thru St (Not DPI)	684,678	567,844	433,536	(134,308)	-23.65%
67	**Total**	**Fund 27 Education Services**	**75,346,338**	**78,629,353**	**82,553,581**	**3,924,229**	**4.99%**
Fund 30 Debt Service							
68	1211	Current Property Tax	8,300,825	8,303,725	8,300,900	(2,825)	-0.03%
69	1280	Interest On Investment	18,521	27,327	-	(27,327)	-100.00%
70	**Total**	**Fund 30 Debt Service**	**8,319,346**	**8,331,052**	**8,300,900**	**(30,152)**	**-0.36%**
Fund 38 Non-Ref Debt Service Fund							
71	1110	Transfer from Gen Fund	47,749	130,531	-	(130,531)	-100.00%
72	1211	Current Property Tax	4,161,516	4,376,041	5,257,768	881,727	20.15%
73	1280	Interest On Investment	15,925	26,174	-	(26,174)	-100.00%
74	1971	Aidable Refund	130,163	163,366	146,358	(17,008)	-10.41%
75	**Total**	**Fund 38 Non-Ref Debt Service Fund**	**4,355,352**	**4,696,113**	**5,404,126**	**708,013**	**15.08%**
Fund 41 Capital Expansion Fund							
76	1211	Current Property Tax	5,000,000	8,500,000	5,000,000	(3,500,000)	-41.18%
77	1280	Interest On Investment	13,369	36,892	-	(36,892)	-100.00%
78	**Total**	**Fund 41 Capital Expansion Fund**	**5,013,369**	**8,536,892**	**5,000,000**	**(3,536,892)**	**-41.43%**
Fund 50 Food Service							
79	1110	Transfer from Gen Fund	39,117	22,893	-	(22,893)	-100.00%
80	1251	Food Service Sales-Pupils	1,675,581	1,633,828	1,696,000	62,172	3.81%
81	1252	Food Service Sales-Adults	73,508	60,286	71,500	11,214	18.60%
82	1259	Food Service Sales-Other	159,005	93,140	152,000	58,860	63.20%
83	1291	Gifts & Contributions	35,771	70,308	-	(70,308)	-100.00%
84	1299	Other Revenue-Misc	(841)	(5,345)	35,000	40,345	-754.86%
85	1617	Food Services-St Reimb	178,038	176,247	182,000	5,753	3.26%
86	1714	Donated Commodities	730,035	613,886	616,000	2,115	0.34%
87	1717	Food Service Federal Rev	7,766,678	7,488,838	7,839,724	350,886	4.69%
88	1730	Federal Special Proj Rev	210,751	214,179	66,854	(147,325)	-68.79%

Madison Metropolitan School District
Revenues by Fund and Source
2019-2020 Proposed Budget

Note: Includes all Budgeted Funds and Interfund Transfers

2019-2020 Budgets by Fund/Source			2017-2018 Revenues	2018-2019 Revenues	2019-2020 Fall Budget	2019-2020 Incr/Decr	2019-2020 % Chg
89	**Total**	**Fund 50 Food Service**	**10,867,644**	**10,368,260**	**10,659,078**	**290,818**	**2.80%**
Fund 80 Community Service							
90	1211	Current Property Tax	11,234,489	11,535,312	12,009,506	474,194	4.11%
91	1244	Local Payment for Service	266,904	270,029	339,200	69,171	25.62%
92	1272	Community Service Fees	15,246	22,046	14,000	(8,046)	-36.50%
93	1291	Gifts & Contributions	166,031	160,971	64,500	(96,471)	-59.93%
94	1292	Student Fees	41,241	40,273	29,300	(10,973)	-27.25%
95	1295	Summer School Fees	19,338	27,150	18,300	(8,850)	-32.60%
96	1296	Nontaxable Revenues MSCR	2,634,640	2,548,885	1,538,400	(1,010,485)	-39.64%
97	1298	Taxable Revenues MSCR	530,430	499,772	1,607,074	1,107,302	221.56%
98	1299	Other Revenue-Misc	20,345	24,281	7,800	(16,481)	-67.88%
99	1349	Other Rev-Other District	-	50	-	(50)	-100.00%
100	1517	Federal Aid In Transit	25,000	-	-	-	0.00%
101	1790	Direct Rev Frm Fed Source	8,754	-	-	-	0.00%
102	**Total**	**Fund 80 Community Service**	**14,962,417**	**15,128,770**	**15,628,080**	**499,310**	**3.30%**
	Total	**All Funds**	**485,342,907**	**514,142,588**	**526,662,852**	**12,520,264**	**2.44%**

Expenditures by Fund and Object

This table summarizes MMSD expenditures in terms of dollars by two (2) digit object code group and individual object code. It shows the prior year 2017-18 Actuals, 2018-19 Actuals, 2019-20 Fall Budget, and the increase/decrease from the 2018-19 Actuals versus the 2019-20 Fall Budget.

Definitions:

- 2018-19 Actual = School Year 2018-19 Audited Activity ending June 30, 2019
- 2019-20 Fall Budget = Board approved budget for School Year 2019-20

Notes for Proposed Expenditures by Fund and Object:

Fund 10

- ✓ Lines 9-17, 20, and 26 reflect the difference between budget to actual expenditures in 2018-19 and recalculation of permanent staffing for 2019-20.
- ✓ Lines 36 & 37 reflect an increase to WRS contributions based on all calculated salary increases for 2019-20. Note: all budgeted temp WRS budgets post against Line 36 when paid.
- ✓ Lines 38 & 39 reflect an increase in calculated FICA district contributions per all calculated salary increases for 2019-20. Note: all budgeted temp FICA budgets post against Line 38 when paid.
- ✓ Line 41 reflects district Health Insurance costs based on renewal of existing MMSD health plans and retiree benefits.
- ✓ Line 42 reflects an increase in premiums and retiree costs related to self-funded dental coverage.
- ✓ Line 52 reflects a net adjustment to contracted services for FY20 including TID 25 Carryover. This line also includes increases for Mental Health Supports included in Strategic Equity Projects.
- ✓ Lines 61-69 reflect changes to account code structure required by DPI. Objects in the 032X series were remapped during FY21 budget development to align with these requirements. The differences between actual expenditures in FY20 and budgets in FY21 include TID 25 project Carryover for maintenance and technology purchases.
- ✓ Lines 75 and 77 reflect additional coding changes required by DPI. All employee travel is now recorded in Object 0342.
- ✓ Line 85 reflects a decrease in district wide printing. This is not a budgetary reduction, but identifies the printing costs of yearbooks above and beyond other budgeted printing in the district. Yearbook printing costs are supported by student fees.
- ✓ Line 89 identifies a DPI coding change for existing software / hosting services for MMSD.
- ✓ Line 92 reflects an anticipated increase in open enrollment payments to other districts for K-12.
- ✓ Line 95 reflects an increase for the Early College STEM Academy priority action and $1.2 million estimated impact of 2x charter and voucher programming on MMSD enrollment.
- ✓ Line 99 reflects inclusion of general supplies related to building formula carryover.
- ✓ Line 111 identifies a DPI coding change for existing software / hosting services for MMSD (see lines 89 and 121).
- ✓ Line 113 reflects a decrease in one-time non-capital equipment budget related to security improvements.
- ✓ Line 118 identifies a DPI coding change for existing software / hosting services for MMSD.
- ✓ Lines 120 and 121 identify a DPI coding change related to purchases of technology software and equipment.
- ✓ Line 124 reflects a decrease in one time land acquisition costs during FY19.
- ✓ Line 126 reflects an increase in building acquisition costs for one time use in FY20.
- ✓ Lines 128 and 129 identify a DPI coding change related to purchases of technology software and

equipment (see lines 119-121).

- ✓ Line 132 identifies a DPI coding change related to lease/rental of technology equipment (see line 62)
- ✓ Line 135 identifies increase interest expense for short term borrowing for FY20.
- ✓ Lines 139 and 140 reflect an increase in anticipated district liability and property costs for FY20.
- ✓ Line 152 reflects an increase in the interfund transfer to Fund 27 for Special Education programming and staff in FY20.
- ✓ Line 169 reflects budgeted costs associated with indirect cost charges to grants and the accounting requirement associated with reporting of student activity balances as year-end for the financial statements. The amounts listed here are balanced with cash amounts in the student activity funds, but are budgeted in Fund 10 annually to ensure our shared cost calculation includes them when we record them at year end.
- ✓ Line 171 reflects a TID 25 Reserve for future year project funding.

Fund 27

- ✓ Lines 180-185 and 188 reflect the recalculation of staffing for 2019-20 based on compensation increases for FY20.
- ✓ Lines 194 and 195 reflect an increase to WRS contributions based on all calculated salary increases for 2019-20. Note: all budgeted temp WRS budgets post against Line 194 when paid.
- ✓ Lines 196 and 197 reflect an increase in calculated FICA district contributions per all calculated salary increases for 2019-20. Note: all budgeted temp FICA budgets post against Line 196 when paid.
- ✓ Line 199 reflects district costs for Health Insurance costs based on estimated renewal of existing MMSD health plans.
- ✓ Line 200 reflects an increase in premiums related to self-funded dental coverage.

Fund 30/38

- ✓ Lines 268 & 276 summarize changes in the debt payments schedule for FY20.

Fund 41

- ✓ Lines 288-291 outline DPI coding changes for maintenance costs for FY20.

Fund 50

- ✓ Lines 298-302 reflect the recalculation of staffing for 2019-20 based on the compensation plan increases for FY20.
- ✓ Lines 311 and 312 reflect an increase to WRS contributions based on all calculated salary increases for 2019-20. Note: all budgeted temp WRS budgets post against Line 311 when paid.
- ✓ Lines 313 and 314 reflect an increase in calculated FICA district contributions per all calculated salary increases for 2019-20. Note: all budgeted temp FICA budgets post against Line 313 when paid.

Fund 80

- ✓ Lines 366-371 and 378 reflect the recalculation of staffing for 2019-20 based on the compensation plan increases for FY20.
- ✓ Lines 385 and 386 reflect an increase to WRS contributions based on all calculated salary increases for 2019-20. Note: all budgeted temp WRS budgets post against Line 385 when paid.

- ✓ Lines 387 and 388 reflect an increase in calculated FICA district contributions per all calculated salary increases for 2019-20. Note: all budgeted temp FICA budgets post against Line 387 when paid.
- ✓ Line 390 reflects district costs for Health Insurance costs based on estimated renewal of existing MMSD health plans.
- ✓ Line 450 reflects an increase for priority actions identified for the Black Excellence Community Coalition.

Madison Metropolitan School District
Expenditures by Fund and Object
2019-2020 Proposed Budget

Note: Includes all Budgeted Funds and Interfund Transfers

2019-2020 Budgets by Fund/Object			2017-2018 Expenditures	2018-2019 Expenditures	2019-2020 Fall Budget	2019-2020 Incr/Decr	2019-2020 % Chg
Fund 10 General Fund							
1	0100	Administrative Temp	258,833	190,116	296,246	106,130	55.82%
2	0101	Teacher-Temp	8,599,981	7,904,987	9,573,439	1,668,452	21.11%
3	0102	Sub Teacher-Contractual	2,889,245	3,009,293	3,327,820	318,527	10.58%
4	0103	Clerical / Technical-Temp	489,187	579,558	474,135	(105,423)	-18.19%
5	0104	EA / SEA-Temp	202,467	229,578	129,967	(99,610)	-43.39%
6	0105	Cust / Operation-Temp	149,811	116,647	49,269	(67,377)	-57.76%
7	0108	NonUnion Professional-Temp	29,416	-	14,617	14,617	0.00%
8	0109	Misc-Temp	1,409,378	1,388,158	1,571,865	183,707	13.23%
9	0110	Administrative-Perm	12,890,998	13,979,311	14,583,099	603,788	4.32%
10	0111	Teacher-Perm	115,774,037	119,449,729	125,654,594	6,204,866	5.19%
11	0112	Perm Non-Union Hourly	461,811	465,746	494,803	29,057	6.24%
12	0113	Clerical / Technical-Perm	8,071,472	8,235,871	8,954,657	718,787	8.73%
13	0114	EA / HCA-Perm	3,248,715	3,216,240	3,496,721	280,482	8.72%
14	0115	Cust / Operation-Perm	9,663,231	9,692,712	10,477,694	784,982	8.10%
15	0116	Maint / Trades-Perm	1,970,854	1,962,691	1,276,744	(685,947)	-34.95%
16	0118	PermNon-Union Professional	6,166,433	6,901,272	7,762,262	860,990	12.48%
17	0119	Misc-Perm	3,779,466	3,951,569	4,448,256	496,687	12.57%
18	0122	Sub Teacher-Administrativ	679,622	641,296	350,561	(290,735)	-45.34%
19	0126	Time Limited EA/SEA	8,998	17,553	16,240	(1,313)	-7.48%
20	0129	Noon Lunch Supervision	591,848	255,643	-	(255,643)	-100.00%
21	0135	Cust O/T-Snow Plowing	66,073	70,907	45,070	(25,837)	-36.44%
22	0136	Cust O/T-School Activities	18,446	15,998	-	(15,998)	-100.00%
23	0137	Cust O/T-Facility Rentals	50,625	47,722	98,733	51,012	106.89%
24	0138	Cust O/T-MSCR Programming	41,716	37,641	-	(37,641)	-100.00%
25	0139	Cust O/T-Emergency Maint.	1,275	9,229	-	(9,229)	-100.00%
26	0141	Security	741,203	797,038	881,822	84,784	10.64%
27	0151	Board of Education	57,100	56,802	56,300	(502)	-0.88%
28	0155	Sabbatical Pay-Teachers	-	-	40,000	40,000	0.00%
29	0161	Security OT	26,706	29,890	8,588	(21,302)	-71.27%
30	0163	Clerical OT	194,432	188,749	184,034	(4,715)	-2.50%
31	0164	Ed Asst OT	4,671	6,699	700	(5,999)	-89.55%
32	0165	Custodial OT	87,456	92,911	100,859	7,948	8.55%
33	0166	Trades OT	66,519	54,466	-	(54,466)	-100.00%
34	0169	Other OT	36,550	43,821	12,604	(31,217)	-71.24%
35	**Total**	**01XX Salaries**	**178,728,575**	**183,639,838**	**194,381,701**	**10,741,863**	**5.85%**
36	0212	Employer's Share WRS	11,361,036	11,487,510	11,799,453	311,943	2.72%
37	0214	Employer WRS Rate Temp	-	98	698,369	698,271	712521.32%
38	0220	Social Security	13,370,540	13,766,712	13,314,362	(452,350)	-3.29%
39	0222	Social Security Rate Temp	-	114	1,269,082	1,268,968	1113129.55%
40	0230	Life Insurance	456,945	477,362	530,384	53,022	11.11%
41	0240	Health Insurance	43,004,892	44,502,525	46,771,803	2,269,277	5.10%
42	0243	Dental Insurance	2,937,773	2,750,494	3,121,413	370,919	13.49%
43	0249	Lt Care Insurance	494,071	428,038	554,308	126,270	29.50%
44	0251	Long Term Disability Ins	925,241	946,179	1,047,314	101,135	10.69%
45	0290	Other Employee Benefits	394,912	212,120	449,181	237,061	111.76%
46	0291	College Credit Reimbursement	17,339	15,632	131,657	116,025	742.23%

Madison Metropolitan School District
Expenditures by Fund and Object
2019-2020 Proposed Budget

Note: Includes all Budgeted Funds and Interfund Transfers

2019-2020 Budgets by Fund/Object			2017-2018 Expenditures	2018-2019 Expenditures	2019-2020 Fall Budget	2019-2020 Incr/Decr	2019-2020 % Chg
47	**Total**	**02XX Benefits**	**72,962,750**	**74,586,784**	**79,687,325**	**5,100,541**	**6.84%**
48	0306	Athletic Trainers-Annual	75,082	77,848	75,000	(2,848)	-3.66%
49	0307	Athletic Trainers-Events	6,265	-	22,066	22,066	0.00%
50	0308	Police-Educational Res	362,109	334,521	377,179	42,658	12.75%
51	0309	Police-Event Coverage	25,136	25,976	16,923	(9,053)	-34.85%
52	0310	Personal Svs-Prof/Tec/Official	3,132,971	3,312,416	5,126,102	1,813,686	54.75%
53	0311	Architech & Engineer Fees	16,753	3,460	20,000	16,540	478.03%
54	0314	Personal Services Consult	520,256	744,416	949,169	204,753	27.51%
55	0315	Employee Health Exams	61,901	48,438	55,000	6,563	13.55%
56	0316	Litigation / Arbitration	15,514	4,070	27,000	22,930	563.39%
57	0317	Pers Svcs Clerical-Perm	21,324	14,225	-	(14,225)	-100.00%
58	0318	Pers Svcs Clerical-Temp	26,045	25,329	36,769	11,440	45.16%
59	0319	Pers Svcs Cultural Arts	750	1,115	2,229	1,114	99.90%
60	0320	Property Services (DNU)	32,198	27,899	-	(27,899)	-100.00%
61	0321	Technology Repairs & Maint	511,052	1,197,958	894,355	(303,603)	-25.34%
62	0322	Rental of Computing Equipment	3,272,150	3,329,461	2,606,886	(722,575)	-21.70%
63	0323	Do Not Use	331,202	332,725	-	(332,725)	-100.00%
64	0324	Non-Tech Repairs & Maint	664,393	821,003	3,412,661	2,591,658	315.67%
65	0325	Vehicle / Equipment Rental	-	186,560	418,017	231,457	124.07%
66	0326	Site Rental (Lease)	-	-	10,000	10,000	0.00%
67	0327	Construction Services	157,593	178,152	1,236,536	1,058,384	594.09%
68	0328	Building Rental (Lease)	198,247	242,541	587,605	345,064	142.27%
69	0329	Cleaning Services	513,947	421,715	-	(421,715)	-100.00%
70	0331	Gas	1,449,849	1,608,313	1,756,162	147,849	9.19%
71	0332	Fuel Oil	(18,911)	(8,098)	5,000	13,098	-161.74%
72	0336	Electricity	3,226,927	3,112,999	3,321,083	208,084	6.68%
73	0337	Water & Sewer	675,815	745,459	680,000	(65,459)	-8.78%
74	0341	Pupil Travel	8,563,651	8,215,239	8,705,055	489,816	5.96%
75	0342	Employee Travel	148,580	249,211	957,340	708,129	284.15%
76	0343	Contracted Service Travel	560,469	514,982	707,000	192,018	37.29%
77	0344	Cont Svcs Travel - IEP Medical	756,586	674,760	-	(674,760)	-100.00%
78	0345	Pupil Field Trips Lodge & Food	14,351	41,156	2,500	(38,656)	-93.93%
79	0347	Trans Parent Contracts	292,841	270,460	280,000	9,540	3.53%
80	0348	Vehicle Fuel	73,000	102,465	118,500	16,035	15.65%
81	0349	Taxi Cab Transportation	66,247	77,257	34,300	(42,957)	-55.60%
82	0351	Advertising	33,852	23,663	28,250	4,587	19.38%
83	0352	Page Systems	18,738	30,085	30,000	(85)	-0.28%
84	0353	Postage	173,410	178,447	186,789	8,342	4.67%
85	0354	Printing & Binding	237,891	249,543	111,069	(138,475)	-55.49%
86	0355	Telephone	436,462	425,856	502,531	76,675	18.00%
87	0356	Quick Copy Service	(10,140)	(8,154)	8,647	16,801	-206.05%
88	0358	On-line communications	8,544	9,080	-	(9,080)	-100.00%
89	0360	Tech/Software Services	-	6,749	2,263,870	2,257,120	33442.24%
90	0370	Educ Svcs-Non Govt Agency	3,242,999	3,151,222	3,628,046	476,824	15.13%
91	0381	Payment To Municipality	75,258	118,689	125,000	6,311	5.32%
92	0382	Interdistrict Pymt In WI	8,844,273	9,097,671	9,529,080	431,409	4.74%
93	0385	Pymnt Intermediate Units	-	10,820	-	(10,820)	-100.00%

Madison Metropolitan School District
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Note: Includes all Budgeted Funds and Interfund Transfers

2019-2020 Budgets by Fund/Object			2017-2018 Expenditures	2018-2019 Expenditures	2019-2020 Fall Budget	2019-2020 Incr/Decr	2019-2020 % Chg
94	0386	Payment To CESA	3,600	3,004	27,780	24,776	824.84%
95	0387	Payment To State	845,891	2,918,836	4,840,238	1,921,402	65.83%
96	0389	Payment To WTCS District	272,157	290,026	311,135	21,109	7.28%
97	**Total**	**03XX Purch Svcs**	**39,937,226**	**43,439,568**	**54,032,871**	**10,593,303**	**24.39%**
98	0401	CLRM	-	689,518	1,099,696	410,178	59.49%
99	0411	General Supplies	3,533,261	3,510,660	4,073,433	562,773	16.03%
100	0412	Workbooks	15,889	18,890	31,351	12,461	65.97%
101	0413	Computer Supplies	-	16	-	(16)	-100.00%
102	0415	Food	325,207	289,465	158,175	(131,290)	-45.36%
103	0416	Medical Supplies	39,666	42,698	59,252	16,553	38.77%
104	0417	Paper	350,249	372,843	375,862	3,019	0.81%
105	0418	Fuel For Vehicles	115,193	121,424	185,500	64,076	52.77%
106	0420	Apparel	192,681	209,718	49,159	(160,559)	-76.56%
107	0431	Audiovisual Media	6,076	6,517	4,940	(1,577)	-24.20%
108	0432	Library Books	422,386	426,327	319,167	(107,160)	-25.14%
109	0433	Newspapers	2,565	3,446	4,596	1,149	33.35%
110	0434	Periodicals	43,278	41,129	28,442	(12,687)	-30.85%
111	0435	Instr Computer Software	222,160	386,907	-	(386,907)	-100.00%
112	0439	Other Media	1,324,255	1,200,656	906,791	(293,865)	-24.48%
113	0440	Non-Capital Equipment	802,143	3,393,230	581,062	(2,812,168)	-82.88%
114	0448	Other Non-Capital Equip	-	-	1,000	1,000	0.00%
115	0450	Resale	64,778	56,245	-	(56,245)	-100.00%
116	0460	Equipment Components	16,817	134	418	284	210.90%
117	0470	Textbooks	1,630,212	397,033	370,655	(26,378)	-6.64%
118	0480	Non-Instr Software (DNU)	1,166,660	1,487,801	-	(1,487,801)	-100.00%
119	0481	Technology Supplies	-	5,761	69,587	63,826	1107.87%
120	0482	Non-Capital Tech Hardware	-	38,074	662,342	624,268	1639.62%
121	0483	Non-Capital Software	-	19,116	452,645	433,528	2267.83%
122	0490	Non-Instr Reference Matls	57,211	20,520	37,642	17,122	83.44%
123	**Total**	**04XX Non-Capital**	**10,330,687**	**12,738,130**	**9,471,715**	**(3,266,414)**	**-25.64%**
124	0511	Land Aquisition	263,941	2,053,541	-	(2,053,541)	-100.00%
125	0517	Site Rental	180	-	-	-	0.00%
126	0531	Building Acquisition	639,741	12,583	5,000,000	4,987,417	39635.90%
127	0551	Equipment - Addition	278,066	320,502	238,816	(81,686)	-25.49%
128	0558	Computers (DNU)	535,551	933,353	-	(933,353)	-100.00%
129	0559	Computer Peripherals (DNU)	188,684	71,158	-	(71,158)	-100.00%
130	0561	Equipment - Replacement	77,473	68,532	112,169	43,637	63.67%
131	0563	Equip-Replac-Fixed Asset	342,028	514,000	236,000	(278,000)	-54.09%
132	0570	Equipment-Rental (DNU)	2,878,700	3,120,506	-	(3,120,506)	-100.00%
133	**Total**	**05XX Capital Purch**	**5,204,365**	**7,094,175**	**5,586,985**	**(1,507,190)**	**-21.25%**
134	0678	Principal-Capital Leases	-	33,685	1,080,244	1,046,559	3106.94%
135	0682	Interest-Temporary Notes	668,158	1,141,483	1,241,483	100,000	8.76%
136	0688	Interest-Capital Leases	-	-	2,500	2,500	0.00%
137	0691	Other Debt Retirement	5,100	5,100	3,000	(2,100)	-41.18%
138	**Total**	**06XX Debt Payments**	**673,258**	**1,180,268**	**2,327,227**	**1,146,959**	**97.18%**
139	0711	District Liability Ins	299,834	292,806	353,770	60,964	20.82%
140	0712	District Property Ins	449,458	412,894	474,500	61,606	14.92%

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2019-2020 Budgets by Fund/Object			2017-2018 Expenditures	2018-2019 Expenditures	2019-2020 Fall Budget	2019-2020 Incr/Decr	2019-2020 % Chg
141	0713	Worker's Compensation	1,577,706	2,021,336	1,752,155	(269,181)	-13.32%
142	0720	Judgements & Settlements	31,997	37,751	19,600	(18,151)	-48.08%
143	0731	Unemployment Comp-Teacher	13,058	11,524	10,500	(1,024)	-8.89%
144	0732	Unemploy Comp-Sub Teacher	1,720	5,291	7,000	1,709	32.29%
145	0733	Unemploy Comp-Ed Assist.	6,249	893	8,500	7,607	851.86%
146	0734	Unemploy Comp-Clerical	13,652	10,822	8,000	(2,822)	-26.08%
147	0735	Unemploy Comp-Cust/Trades	4,255	643	5,200	4,557	709.16%
148	0736	Unemploy Comp-Food Svc	6,998	845	5,000	4,155	491.91%
149	0737	Unemploy Comp-Administr.	-	-	7,000	7,000	0.00%
150	0738	Unemploy Comp-Recreation	4,527	5,926	6,000	74	1.25%
151	**Total**	**07XX Insurance**	**2,409,454**	**2,800,730**	**2,657,225**	**(143,505)**	**-5.12%**
152	0827	Special Education	50,795,259	53,798,293	56,023,518	2,225,225	4.14%
153	0838	Non-Referendum Debt Fund	47,749	130,531	-	(130,531)	-100.00%
154	0850	Food Service	39,117	22,893	-	(22,893)	-100.00%
155	**Total**	**08XX Transfers**	**50,882,124**	**53,951,717**	**56,023,518**	**2,071,801**	**3.84%**
156	0910	Taxes (not sales tax)	-	-	100	100	0.00%
157	0932	Share Rev To Non-Govt Entities	16,440	14,160	-	(14,160)	-100.00%
158	0936	Transit Of St Handic Aid	-	-	10,000	10,000	0.00%
159	0940	Dues & Fees	45	-	-	-	0.00%
160	0941	Organizational Dues	87,476	104,519	92,762	(11,757)	-11.25%
161	0942	Employee Dues/Fees	65	-	100	100	0.00%
162	0943	Entry Fees/Royalties	106,785	134,621	63,572	(71,049)	-52.78%
163	0944	Bank Service Charges	45,682	53,763	46,000	(7,763)	-14.44%
164	0962	Inventory Adjustment	(5,803)	(7,700)	-	7,700	-100.00%
165	0969	Other Adjustments	2,315	(2,591)	2,000	4,591	-177.20%
166	0970	Clearing	-	27	-	(27)	-100.00%
167	0971	Aidable Refund Payment	66,932	-	-	-	0.00%
168	0972	Non-Aidable Refund Paymt	63,196	209,255	500,000	290,745	138.94%
169	0990	Miscellaneous	41,306	24,976	1,382,281	1,357,305	5434.48%
170	0991	Scholarships	1,354	1,825	-	(1,825)	-100.00%
171	0996	Reserve	713	-	260,050	260,050	0.00%
172	0998	Superint Contingency Fund	-	(550)	40,000	40,550	-7372.73%
173	**Total**	**09XX Dues/Fees/Misc**	**426,506**	**532,304**	**2,396,865**	**1,864,561**	**350.28%**
174	**Total**	**10 - GENERAL FUND**	**361,554,944**	**379,963,513**	**406,565,433**	**26,601,920**	**7.00%**
Fund 27 Education Services							
175	0101	Teacher-Temp	1,272,493	1,264,994	1,382,484	117,489	9.29%
176	0102	Sub Teacher-Contractual	892,451	795,297	798,626	3,329	0.42%
177	0103	Clerical / Technical-Temp	-	3,964	300	(3,664)	-92.43%
178	0104	EA / SEA-Temp	779,199	885,963	1,034,324	148,361	16.75%
179	0109	Misc-Temp	68,901	83,100	57,705	(25,396)	-30.56%
180	0110	Administrative-Perm	798,489	715,719	671,959	(43,760)	-6.11%
181	0111	Teacher-Perm	34,429,587	36,011,052	37,282,412	1,271,361	3.53%
182	0113	Clerical / Technical-Perm	353,622	334,949	355,489	20,540	6.13%
183	0114	EA / HCA-Perm	6,785,344	7,631,728	8,469,827	838,099	10.98%
184	0118	PermNon-Union Professional	-	76,906	67,417	(9,489)	-12.34%
185	0119	Misc-Perm	1,887,246	1,697,109	1,758,394	61,285	3.61%
186	0121	Sub SEA-Contractual	3,655	6,567	-	(6,567)	-100.00%

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2019-2020 Budgets by Fund/Object			2017-2018 Expenditures	2018-2019 Expenditures	2019-2020 Fall Budget	2019-2020 Incr/Decr	2019-2020 % Chg
187	0122	Sub Teacher-Administrativ	230,153	197,843	189,079	(8,764)	-4.43%
188	0124	Sub SEA Floater	244,015	92,309	104,678	12,369	13.40%
189	0126	Time Limited EA/SEA	237,251	445,392	158,927	(286,465)	-64.32%
190	0163	Clerical OT	9,301	4,796	25,000	20,204	421.30%
191	0164	Ed Asst OT	4,306	7,397	-	(7,397)	-100.00%
192	0169	Other OT	8,382	1,041	-	(1,041)	-100.00%
193	**Total**	**01XX Salaries**	**48,004,393**	**50,256,127**	**52,356,621**	**2,100,493**	**4.18%**
194	0212	Employer's Share WRS	3,097,738	3,133,761	3,179,358	45,597	1.46%
195	0214	Employer WRS Rate Temp	-	-	168,146	168,146	0.00%
196	0220	Social Security	3,605,587	3,735,051	3,656,644	(78,407)	-2.10%
197	0222	Social Security Rate Temp	-	-	216,077	216,077	0.00%
198	0230	Life Insurance	103,051	110,641	120,238	9,597	8.67%
199	0240	Health Insurance	13,087,627	13,987,623	14,904,967	917,344	6.56%
200	0243	Dental Insurance	737,573	709,764	842,863	133,099	18.75%
201	0250	Other Insurance	411,854	442,156	-	(442,156)	-100.00%
202	0251	Long Term Disability Ins	247,137	257,873	294,699	36,826	14.28%
203	0291	College Credit Reimbursement	26,000	31,665	15,000	(16,665)	-52.63%
204	**Total**	**02XX Benefits**	**21,316,566**	**22,408,535**	**23,397,992**	**989,457**	**4.42%**
205	0310	Personal Svs-Prof/Tec/Official	332,780	195,639	498,730	303,091	154.92%
206	0314	Personal Services Consult	10,711	10,907	12,000	1,093	10.02%
207	0322	Rental of Computing Equipment	-	-	-	-	0.00%
208	0324	Non-Tech Repairs & Maint	6,813	5,940	77,800	71,860	1209.86%
209	0326	Site Rental (Lease)	-	34,554	-	(34,554)	-100.00%
210	0328	Building Rental (Lease)	-	180,330	52,100	(128,230)	-71.11%
211	0329	Cleaning Services	-	-	-	-	0.00%
212	0341	Pupil Travel	4,116,403	4,000,095	3,986,240	(13,855)	-0.35%
213	0342	Employee Travel	160,800	224,925	316,694	91,769	40.80%
214	0343	Contracted Service Travel	275	43	-	(43)	-100.00%
215	0344	Cont Svcs Travel - IEP Medical	57,704	-	-	-	0.00%
216	0349	Taxi Cab Transportation	761	61	300	239	390.20%
217	0350	Communication-INACTIVE	100	100	-	(100)	-100.00%
218	0353	Postage	454	140	800	660	471.43%
219	0354	Printing & Binding	19,417	8,498	12,800	4,302	50.62%
220	0355	Telephone	20,586	20,525	200	(20,325)	-99.03%
221	0356	Quick Copy Service	-	-	27,500	27,500	0.00%
222	0358	On-line communications	29,008	-	11,200	11,200	0.00%
223	0360	Tech/Software Services	34,000	-	-	-	0.00%
224	0362	Software as a Service	-	138,643	-	(138,643)	-100.00%
225	0370	Educ Svcs-Non Govt Agency	76,914	111,122	172,000	60,878	54.78%
226	0386	Payment To CESA	-	285	-	(285)	-100.00%
227	0387	Payment To State	-	-	1,000	1,000	0.00%
228	0389	Payment To WTCS District	2,248	11,848	5,000	(6,848)	-57.80%
229	**Total**	**03XX Purch Svcs**	**4,868,974**	**4,943,654**	**5,174,364**	**230,710**	**4.67%**
230	0411	General Supplies	199,726	213,329	400,669	187,340	87.82%
231	0412	Workbooks	637	-	-	-	0.00%
232	0415	Food	4,806	3,715	8,000	4,285	115.33%
233	0431	Audiovisual Media	31	-	-	-	0.00%

Madison Metropolitan School District
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2019-2020 Budgets by Fund/Object			2017-2018 Expenditures	2018-2019 Expenditures	2019-2020 Fall Budget	2019-2020 Incr/Decr	2019-2020 % Chg
234	0433	Newspapers	-	-	300	300	0.00%
235	0434	Periodicals	110	110	9,550	9,440	8590.51%
236	0435	Instr Computer Software	35,838	875	-	(875)	-100.00%
237	0439	Other Media	222,174	314,174	242,100	(72,074)	-22.94%
238	0440	Non-Capital Equipment	189,611	120,300	201,100	80,800	67.17%
239	0470	Textbooks	924	-	-	-	0.00%
240	0480	Non-Instr Software (DNU)	1,609	-	-	-	0.00%
241	0481	Technology Supplies	-	-	5,000	5,000	0.00%
242	0482	Non-Capital Tech Hardware	-	4,778	10,000	5,222	109.29%
243	0483	Non-Capital Software	-	26,001	56,000	29,999	115.37%
244	0490	Non-Instr Reference Matls	86,982	79,890	300	(79,590)	-99.62%
245	**Total**	**04XX Non-Capital**	**742,449**	**763,172**	**933,019**	**169,847**	**22.26%**
246	0537	Long Term Rental FY17	132,304	-	-	-	0.00%
247	0541	Building Improve Addition	21,521	24,748	87,000	62,252	251.55%
248	0551	Equipment - Addition	29,880	-	-	-	0.00%
249	0558	Computers (DNU)	5,624	-	-	-	0.00%
250	0559	Computer Peripherals (DNU)	-	-	-	-	0.00%
251	**Total**	**05XX Capital Purch**	**189,328**	**24,748**	**87,000**	**62,252**	**251.55%**
252	0713	Worker's Compensation	13,070	14,390	404,950	390,560	2714.17%
253	**Total**	**07XX Insurance**	**13,070**	**14,390**	**404,950**	**390,560**	**2714.17%**
254	0810	General	147,819	173,473	166,556	(6,917)	-3.99%
255	**Total**	**08XX Transfers**	**147,819**	**173,473**	**166,556**	**(6,917)**	**-3.99%**
256	0936	Transit Of St Handic Aid	8,278	-	-	-	0.00%
257	0941	Organizational Dues	-	11,696	23,900	12,204	104.34%
258	0942	Employee Dues/Fees	5,772	-	9,180	9,180	0.00%
259	0943	Entry Fees/Royalties	12,790	14,607	-	(14,607)	-100.00%
260	0949	Other Dues and Fees FY18 forw	36,899	18,951	-	(18,951)	-100.00%
261	**Total**	**09XX Dues/Fees/Misc**	**63,738**	**45,254**	**33,080**	**(12,174)**	**-26.90%**
262	**Total**	**27 - EDUCATIONAL SERVICES**	**75,346,338**	**78,629,353**	**82,553,581**	**3,924,229**	**4.99%**
Fund 30 Debt Service							
263	0673	Principal-Long-Term Notes	3,890,000	4,010,000	4,130,000	120,000	2.99%
264	0675	Principal-Long-Term Bonds	2,865,000	2,965,000	3,075,000	110,000	3.71%
265	0683	Interest-Long-Term Notes	1,133,738	1,017,038	896,737	(120,301)	-11.83%
266	0685	Interest-Long-Term Bonds	514,788	426,088	317,588	(108,500)	-25.46%
267	**Total**	**06XX Debt Payments**	**8,403,525**	**8,418,125**	**8,419,325**	**1,200**	**0.01%**
268	**Total**	**30 - REFERENDUM DEBT SERVICE**	**8,403,525**	**8,418,125**	**8,419,325**	**1,200**	**0.01%**
Fund 38 Non-Ref Debt Service Fund							
269	0673	Principal-Long-Term Notes	860,000	885,000	920,000	35,000	3.95%
270	0674	Principal-State Trust Fun	188,716	301,445	315,313	13,868	4.60%
271	0675	Principal-Long-Term Bonds	2,300,000	2,450,000	2,125,000	(325,000)	-13.27%
272	0683	Interest-Long-Term Notes	198,167	276,779	332,670	55,891	20.19%
273	0684	Interest-St Trust Fd	17,499	30,596	16,728	(13,868)	-45.33%
274	0685	Interest-Long-Term Bonds	790,363	703,013	606,802	(96,211)	-13.69%
275	**Total**	**06XX Debt Payments**	**4,354,745**	**4,646,832**	**4,316,513**	**(330,319)**	**-7.11%**
276	**Total**	**38 - NON REFERENDUM DEBT SERVIC**	**4,354,745**	**4,646,832**	**4,316,513**	**(330,319)**	**-7.11%**
Fund 41 Capital Expansion Fund							
277	0110	Administrative-Perm	-	-	125,874	125,874	0.00%

Madison Metropolitan School District
Expenditures by Fund and Object
2019-2020 Proposed Budget

Note: Includes all Budgeted Funds and Interfund Transfers

2019-2020 Budgets by Fund/Object			2017-2018 Expenditures	2018-2019 Expenditures	2019-2020 Fall Budget	2019-2020 Incr/Decr	2019-2020 % Chg
278	0116	Maint / Trades-Perm	-	-	851,163	851,163	0.00%
279	0118	PermNon-Union Professional	-	-	28,646	28,646	0.00%
280	**Total**	**01XX Salaries**	**-**	**-**	**1,005,683**	**1,005,683**	**0.00%**
281	0212	Employer's Share WRS	-	-	67,381	67,381	0.00%
282	0220	Social Security	-	-	75,662	75,662	0.00%
283	0230	Life Insurance	-	-	4,077	4,077	0.00%
284	0240	Health Insurance	-	-	242,575	242,575	0.00%
285	0243	Dental Insurance	-	-	13,678	13,678	0.00%
286	0251	Long Term Disability Ins	-	-	5,499	5,499	0.00%
287	**Total**	**02XX Benefits**	**-**	**-**	**408,871**	**408,871**	**0.00%**
288	0321	Technology Repairs & Maint	306,591	167,700	-	(167,700)	-100.00%
289	0322	Rental of Computing Equipment	4,756,352	6,939,562	-	(6,939,562)	-100.00%
290	0324	Non-Tech Repairs & Maint	-	-	2,385,136	2,385,136	0.00%
291	0327	Construction Services	-	-	3,219,132	3,219,132	0.00%
292	0351	Advertising	-	-	1,500	1,500	0.00%
293	**Total**	**03XX Purch Svcs**	**5,062,943**	**7,107,262**	**5,605,768**	**(1,501,494)**	**-21.13%**
294	0713	Worker's Compensation	-	-	4,815	4,815	0.00%
295	**Total**	**07XX Insurance**	**-**	**-**	**4,815**	**4,815**	**0.00%**
296	**Total**	**41 - CAPITAL EXPANSION**	**5,062,943**	**7,107,262**	**7,025,136**	**(82,126)**	**-1.16%**
Fund 50 Food Service							
297	0107	Food Service-Temp	140,344	128,307	122,230	(6,077)	-4.74%
298	0110	Administrative-Perm	192,624	196,726	203,850	7,123	3.62%
299	0113	Clerical / Technical-Perm	55,487	54,916	58,130	3,214	5.85%
300	0115	Cust / Operation-Perm	284,839	297,173	301,908	4,735	1.59%
301	0117	Food Service-Permanent	2,238,886	2,247,476	2,542,613	295,137	13.13%
302	0118	PermNon-Union Professional	245,499	260,170	273,382	13,212	5.08%
303	0136	Cust O/T-School Activities	-	30	-	(30)	-100.00%
304	0139	Cust O/T-Emergency Maint.	690	1,675	-	(1,675)	-100.00%
305	0163	Clerical OT	838	1,317	-	(1,317)	-100.00%
306	0165	Custodial OT	12,754	11,347	-	(11,347)	-100.00%
307	0167	Food Svcs OT	20,949	22,337	-	(22,337)	-100.00%
308	0169	Other OT	-	170	-	(170)	-100.00%
309	0199	Salary Savings	-	-	(200,000)	(200,000)	0.00%
310	**Total**	**01XX Salaries**	**3,192,908**	**3,221,643**	**3,302,113**	**80,470**	**2.50%**
311	0212	Employer's Share WRS	193,351	192,337	187,786	(4,552)	-2.37%
312	0214	Employer WRS Rate Temp	-	-	8,152	8,152	0.00%
313	0220	Social Security	241,631	242,090	254,024	11,934	4.93%
314	0222	Social Security Rate Temp	-	-	9,346	9,346	0.00%
315	0230	Life Insurance	8,142	8,949	10,866	1,917	21.42%
316	0240	Health Insurance	1,280,090	1,411,169	1,516,893	105,725	7.49%
317	0243	Dental Insurance	69,249	71,110	81,685	10,575	14.87%
318	0251	Long Term Disability Ins	13,856	15,200	17,446	2,247	14.78%
319	**Total**	**02XX Benefits**	**1,806,318**	**1,940,855**	**2,086,198**	**145,343**	**7.49%**
320	0310	Personal Svs-Prof/Tec/Official	14,098	14,970	47,000	32,030	213.96%
321	0318	Pers Svcs Clerical-Temp	7,987	10,781	10,000	(781)	-7.24%
322	0322	Rental of Computing Equipment	6,492	15,968	-	(15,968)	-100.00%
323	0323	Do Not Use	50,408	6,927	-	(6,927)	-100.00%

Madison Metropolitan School District
Expenditures by Fund and Object
2019-2020 Proposed Budget

Note: Includes all Budgeted Funds and Interfund Transfers

2019-2020 Budgets by Fund/Object			2017-2018 Expenditures	2018-2019 Expenditures	2019-2020 Fall Budget	2019-2020 Incr/Decr	2019-2020 % Chg
324	0324	Non-Tech Repairs & Maint	64,383	89,040	71,000	(18,040)	-20.26%
325	0325	Vehicle / Equipment Rental	-	1,500	1,500	-	0.00%
326	0327	Construction Services	-	709	-	(709)	-100.00%
327	0329	Cleaning Services	780	-	-	-	0.00%
328	0331	Gas	5,048	5,482	6,000	518	9.45%
329	0336	Electricity	39,832	37,096	41,000	3,904	10.52%
330	0337	Water & Sewer	14,776	15,847	16,000	153	0.97%
331	0342	Employee Travel	16,459	16,718	18,230	1,512	9.05%
332	0344	Cont Svcs Travel - IEP Medical	290	60	-	(60)	-100.00%
333	0351	Advertising	2,681	1,987	1,000	(987)	-49.67%
334	0353	Postage	-	21	-	(21)	-100.00%
335	0354	Printing & Binding	-	-	500	500	0.00%
336	0355	Telephone	1,128	1,129	1,000	(129)	-11.39%
337	0360	Tech/Software Services	-	-	50,000	50,000	0.00%
338	0370	Educ Svcs-Non Govt Agency	-	2,139	-	(2,139)	-100.00%
339	0381	Payment To Municipality	11,633	11,546	12,000	454	3.93%
340	0387	Payment To State	10,488	8,474	11,000	2,526	29.80%
341	**Total**	**03XX Purch Svcs**	**246,482**	**240,394**	**286,230**	**45,836**	**19.07%**
342	0411	General Supplies	349,664	387,811	353,955	(33,856)	-8.73%
343	0415	Food	4,465,403	4,381,812	4,411,421	29,609	0.68%
344	0420	Apparel	17,771	19,896	20,000	104	0.52%
345	0434	Periodicals	260	312	300	(12)	-3.85%
346	0440	Non-Capital Equipment	28,370	40,804	23,230	(17,574)	-43.07%
347	0480	Non-Instr Software (DNU)	50,476	48,167	-	(48,167)	-100.00%
348	0482	Non-Capital Tech Hardware	-	-	20,000	20,000	0.00%
349	**Total**	**04XX Non-Capital**	**4,911,945**	**4,878,803**	**4,828,906**	**(49,897)**	**-1.02%**
350	0551	Equipment - Addition	206,715	89,408	122,631	33,223	37.16%
351	0553	Equipment-Add-Fixed Asset	56,468	-	-	-	0.00%
352	0558	Computers (DNU)	12,519	675	-	(675)	-100.00%
353	0559	Computer Peripherals (DNU)	2,711	1,791	-	(1,791)	-100.00%
354	0561	Equipment - Replacement	3,645	2,392	3,000	608	25.42%
355	0563	Equip-Replac-Fixed Asset	52,684	62,275	-	(62,275)	-100.00%
356	0570	Equipment-Rental (DNU)	1,500	1,500	-	(1,500)	-100.00%
357	**Total**	**05XX Capital Purch**	**336,243**	**158,042**	**125,631**	**(32,411)**	**-20.51%**
358	0713	Worker's Compensation	29,062	30,321	30,000	(321)	-1.06%
359	**Total**	**07XX Insurance**	**29,062**	**30,321**	**30,000**	**(321)**	**-1.06%**
360	**Total**	**50 - FOOD SERVICE**	**10,522,959**	**10,470,059**	**10,659,078**	**189,019**	**1.81%**
Fund 80 Community Service							
361	0101	Teacher-Temp	5,686	3,605	18,176	14,571	404.18%
362	0103	Clerical / Technical-Temp	6,498	5,895	3,236	(2,659)	-45.10%
363	0104	EA / SEA-Temp	250	1,735	2,248	513	29.56%
364	0105	Cust / Operation-Temp	310	350	875	525	150.00%
365	0109	Misc-Temp	4,003,243	4,106,471	4,276,557	170,086	4.14%
366	0110	Administrative-Perm	646,179	458,278	510,776	52,498	11.46%
367	0111	Teacher-Perm	239,834	171,275	173,813	2,538	1.48%
368	0113	Clerical / Technical-Perm	1,398,152	1,550,001	1,573,780	23,780	1.53%
369	0114	EA / HCA-Perm	116,378	155,345	192,341	36,996	23.82%

Madison Metropolitan School District
Expenditures by Fund and Object
2019-2020 Proposed Budget

Note: Includes all Budgeted Funds and Interfund Transfers

2019-2020 Budgets by Fund/Object			2017-2018 Expenditures	2018-2019 Expenditures	2019-2020 Fall Budget	2019-2020 Incr/Decr	2019-2020 % Chg
370	0115	Cust / Operation-Perm	503,793	506,396	538,018	31,623	6.24%
371	0118	PermNon-Union Professional	2,483,464	2,632,108	2,833,252	201,144	7.64%
372	0122	Sub Teacher-Administrativ	-	472	1,000	528	111.95%
373	0135	Cust O/T-Snow Plowing	18	21	-	(21)	-100.00%
374	0136	Cust O/T-School Activities	110	313	-	(313)	-100.00%
375	0137	Cust O/T-Facility Rentals	-	477	-	(477)	-100.00%
376	0138	Cust O/T-MSCR Programming	10,037	10,099	-	(10,099)	-100.00%
377	0139	Cust O/T-Emergency Maint.	-	90	-	(90)	-100.00%
378	0141	Security	45,919	48,896	66,240	17,344	35.47%
379	0161	Security OT	1,106	806	-	(806)	-100.00%
380	0163	Clerical OT	15,669	10,536	-	(10,536)	-100.00%
381	0164	Ed Asst OT	2,386	2,931	-	(2,931)	-100.00%
382	0165	Custodial OT	701	535	-	(535)	-100.00%
383	0169	Other OT	47,182	50,069	-	(50,069)	-100.00%
384	**Total**	**01XX Salaries**	**9,526,915**	**9,716,703**	**10,190,313**	**473,611**	**4.87%**
385	0212	Employer's Share WRS	457,283	451,164	392,637	(58,527)	-12.97%
386	0214	Employer WRS Rate Temp	-	-	144,389	144,389	0.00%
387	0220	Social Security	721,401	736,215	441,940	(294,275)	-39.97%
388	0222	Social Security Rate Temp	-	-	314,994	314,994	0.00%
389	0230	Life Insurance	12,536	12,733	14,174	1,441	11.32%
390	0240	Health Insurance	1,137,769	1,158,408	1,328,553	170,144	14.69%
391	0243	Dental Insurance	66,755	57,277	70,416	13,139	22.94%
392	0251	Long Term Disability Ins	30,697	31,196	32,706	1,511	4.84%
393	**Total**	**02XX Benefits**	**2,426,442**	**2,446,993**	**2,739,810**	**292,817**	**11.97%**
394	0310	Personal Svs-Prof/Tec/Official	707,333	781,929	874,900	92,971	11.89%
395	0315	Employee Health Exams	666	304	1,000	696	228.95%
396	0317	Pers Svcs Clerical-Perm	470	-	-	-	0.00%
397	0321	Technology Repairs & Maint	-	7,145	-	(7,145)	-100.00%
398	0322	Rental of Computing Equipment	16,237	99,001	-	(99,001)	-100.00%
399	0324	Non-Tech Repairs & Maint	4,725	7,325	87,294	79,969	1091.72%
400	0325	Vehicle / Equipment Rental	-	2,740	5,850	3,110	113.49%
401	0327	Construction Services	5,886	1,776	-	(1,776)	-100.00%
402	0328	Building Rental (Lease)	2,245	38,035	239,600	201,565	529.95%
403	0329	Cleaning Services	238,818	187,551	-	(187,551)	-100.00%
404	0331	Gas	13,646	8,834	9,500	666	7.54%
405	0336	Electricity	24,120	27,411	19,600	(7,811)	-28.50%
406	0337	Water & Sewer	-	-	500	500	0.00%
407	0341	Pupil Travel	486,145	464,128	610,100	145,972	31.45%
408	0342	Employee Travel	39,124	49,399	53,425	4,026	8.15%
409	0344	Cont Svcs Travel - IEP Medical	39,793	24,790	-	(24,790)	-100.00%
410	0348	Vehicle Fuel	20	-	-	-	0.00%
411	0349	Taxi Cab Transportation	45,637	31,428	-	(31,428)	-100.00%
412	0351	Advertising	81,801	79,468	50,000	(29,468)	-37.08%
413	0353	Postage	25,928	32,160	2,591	(29,569)	-91.94%
414	0354	Printing & Binding	10,852	8,378	29,120	20,742	247.58%
415	0355	Telephone	15,181	9,194	22,650	13,456	146.36%
416	0358	On-line communications	238	684	-	(684)	-100.00%

Madison Metropolitan School District
Expenditures by Fund and Object
2019-2020 Proposed Budget

Note: Includes all Budgeted Funds and Interfund Transfers

2019-2020 Budgets by Fund/Object			2017-2018 Expenditures	2018-2019 Expenditures	2019-2020 Fall Budget	2019-2020 Incr/Decr	2019-2020 % Chg
417	0360	Tech/Software Services	-	30	-	(30)	-100.00%
418	0370	Educ Svcs-Non Govt Agency	22,909	35,370	30,000	(5,370)	-15.18%
419	0381	Payment To Municipality	67,255	83,613	107,100	23,487	28.09%
420	0387	Payment To State	30	4,140	-	(4,140)	-100.00%
421	**Total**	**03XX Purch Svcs**	**1,849,057**	**1,984,832**	**2,143,230**	**158,398**	**7.98%**
422	0411	General Supplies	332,095	320,333	411,237	90,904	28.38%
423	0415	Food	158,058	120,171	25,500	(94,671)	-78.78%
424	0417	Paper	1,456	2,207	2,000	(207)	-9.39%
425	0418	Fuel For Vehicles	3,310	3,916	6,000	2,084	53.22%
426	0420	Apparel	67,347	73,525	13,800	(59,725)	-81.23%
427	0431	Audiovisual Media	5,077	-	230	230	0.00%
428	0433	Newspapers	364	364	-	(364)	-100.00%
429	0434	Periodicals	940	290	-	(290)	-100.00%
430	0435	Instr Computer Software	80	4,222	-	(4,222)	-100.00%
431	0440	Non-Capital Equipment	8,411	26,703	1,500	(25,203)	-94.38%
432	0480	Non-Instr Software (DNU)	15,148	17,091	-	(17,091)	-100.00%
433	0481	Technology Supplies	-	-	2,195	2,195	0.00%
434	0482	Non-Capital Tech Hardware	-	12,609	2,000	(10,609)	-84.14%
435	0483	Non-Capital Software	-	507	15,866	15,359	3029.51%
436	**Total**	**04XX Non-Capital**	**592,285**	**581,939**	**480,328**	**(101,612)**	**-17.46%**
437	0541	Building Improve Addition	7,594	24,575	-	(24,575)	-100.00%
438	0551	Equipment - Addition	246,479	13,437	8,000	(5,437)	-40.46%
439	0558	Computers (DNU)	15,367	20,569	-	(20,569)	-100.00%
440	0559	Computer Peripherals (DNU)	1,175	1,105	-	(1,105)	-100.00%
441	0561	Equipment - Replacement	-	3,400	-	(3,400)	-100.00%
442	0563	Equip-Replac-Fixed Asset	-	30,880	-	(30,880)	-100.00%
443	0570	Equipment-Rental (DNU)	10,363	9,045	-	(9,045)	-100.00%
444	**Total**	**05XX Capital Purch**	**280,978**	**103,011**	**8,000**	**(95,011)**	**-92.23%**
445	0713	Worker's Compensation	52,334	54,784	50,000	(4,784)	-8.73%
446	**Total**	**07XX Insurance**	**52,334**	**54,784**	**50,000**	**(4,784)**	**-8.73%**
447	0941	Organizational Dues	1,731	6,212	2,000	(4,212)	-67.80%
448	0943	Entry Fees/Royalties	-	7,528	-	(7,528)	-100.00%
449	0944	Bank Service Charges	121,029	118,850	121,400	2,550	2.15%
450	0996	Reserve	-	-	250,000	250,000	0.00%
451	**Total**	**09XX Dues/Fees/Misc**	**122,760**	**132,589**	**373,400**	**240,810**	**181.62%**
452	**Total**	**80 - COMMUNITY SERVICE**	**14,850,771**	**15,020,850**	**15,985,080**	**964,230**	**6.42%**
453	**Total**	**Total for Report:**	**480,096,224**	**504,255,994**	**535,524,146**	**31,268,153**	**6.20%**

Baird Budget Forecast Model

The Madison Metropolitan School District utilizes a forecast tool by Robert W. Baird to assist in doing Budget Model Forecasting. Baird assists with giving the district the most up-to-date data and forecast information available on the assumptions that the district uses for Equalization Aid, revenue limit exemptions, revenue limit carryover limitations, etc. The Baird Budget Forecast Model for 2019-20 is attached.

Our forecast for 2019-20 has been updated with October 2019 information including:

- Decrease in local enrollment, increase in 2x charter enrollment
- $175 increase in revenue limit per pupil
- $88 increase in categorical per pupil aid
- Salary/Wages up 4.36% Health Insurance up 3.5%
- Equalization aid loss of 15.0%
- A tax levy impact of 7.17%

Tax Levy Analysis **68**
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3269 - Madison Metropolitan

Tax Levy Analysis

		2018	2019	2020
General Fund	Fund 10	$268,471,939	$275,270,898	$299,462,334
Non-Referendum Debt Service	Fund 38	$4,161,516	$4,376,041	$5,257,768
Capital Expansion	Fund 41	$5,000,000	$8,500,000	$5,000,000
Total Revenue Limit Levy		**$277,633,455**	**$288,146,939**	**$309,720,102**
Referendum Approved Debt Service	Fund 39	**$8,300,825**	**$8,303,725**	**$8,300,900**
Community Service	Fund 80	**$11,234,489**	**$11,535,312**	**$12,009,506**
Property Tax Chargeback/Other	Fund 10	**$23,917**	**$23,917**	**$75,485**
Total School-Based Tax Levy		**$297,192,686**	**$308,009,893**	**$330,105,993**
% Change		3.52%	3.64%	7.17%

Equalized Value Analysis

	2018	2019	2020
Equalized Value (TIF Out)	**$25,586,971,244**	**$27,824,908,869**	**$29,743,210,155**
% Change	6.23%	8.75%	6.89%

Mill Rate Analysis

		2018	2019	2020
General Fund	Fund 10	$10.49	$9.89	$10.07
- Operating Referendum (2021)	*Fund 10*			
- All Other General Fund	*Fund 10*		*$9.89*	*$10.07*
Non-Referendum Debt Service	Fund 38	$0.16	$0.16	$0.18
Capital Expansion	Fund 41	$0.20	$0.31	$0.17
Total Revenue Limit Mill Rate		**$10.85**	**$10.36**	**$10.41**
Referendum Approved Debt Service	Fund 39	**$0.32**	**$0.30**	**$0.28**
- Facility Referendum (2021)	*Fund 39*			
- All Other Referendum Appr Debt Svc	*Fund 39*	*$0.32*	*$0.30*	*$0.28*
Community Service	Fund 80	**$0.44**	**$0.41**	**$0.40**
Property Tax Chargeback/Other	Fund 10	**$0.00**	**$0.00**	**$0.00**
Total School-Based Mill Rate		**$11.62**	**$11.07**	**$11.10**
% Change		-2.55%	-4.70%	0.26%

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Equalization Aid	Historical Data		Current Year		Budget Year	
3269 - Madison Metropolitan	2017-18 Actual		2018-19 Actual		2019-20 Budget	
	2018	% Δ	2019	% Δ	2020	% Δ
A1. 3rd Friday September Membership	27,211		27,070		26,965	
A2. 2nd Friday January Membership	27,084		26,995		26,944	
A3. Total (A1 + A2)	54,295		54,065		53,909	
A4. Average (A3 / 2)	27,148		27,033		26,955	
A5. Summer FTE Equivalent (Rounded)	576		674		686	
A6A. Foster Group + Part-time Resident	(3)		5		2	
A6B. Part-time Non-Resident FTE	-		-		-	
A6C. Statewide Choice Pupils (New in 15-16)	27		56		80	
A6D. Special Needs Scholarship Program Students (New in 17-18)	7		10		20	
A6E. Independent Charter Schools (ICS) New Authorizers FTE					198	
Part A Audited Membership	**27,755**	-0.67%	**27,778**	0.08%	**27,941**	0.59%
Part B-E Total Shared Costs	**$320,379,043**	1.30%	**$328,468,167**	2.52%	**$333,675,756**	1.59%
Shared Cost / Member	**$11,543**	1.98%	**$11,825**	2.44%	**$11,942**	0.99%
E6. Primary Cost Ceiling / Member	**$1,000**	**0.00%**	**$1,000**	**0.00%**	**$1,000**	**0.00%**
E7. Primary Ceiling (A7 * E6)	$27,755,000		$27,778,000		$27,941,000	
E8. Primary Shared Cost (lesser of E5 or E7)	$27,755,000		$27,778,000		$27,941,000	
E9. Secondary Cost Ceiling Per Member	**$9,619**	**0.84%**	**$9,729**	**1.14%**	**9,782**	**0.54%**
E10. Secondary Ceiling (A7 * E9)	$266,975,345		$270,252,162		$273,318,862	
E11. Secondary Shared Cost ((Lesser of E5 or E10) - E8))	$239,220,345		$242,474,162		$245,377,862	
E12. Tertiary Shared Cost (Greater of (E5 - E8 - E11) or 0)	$53,403,698		$58,216,005		$60,356,894	
Part E Shared Costs for EQ Aid						
F1. Equalized Value (May Certification) + Exempt Comp Val	$24,222,574,258	3.31%	$25,714,368,614	6.16%	$27,971,395,410	8.78%
Part F Equalized Value / Member	**$872,728**	4.00%	**$925,710**	6.07%	**$1,001,088**	8.14%
G1. Primary Guaranteed Value / Member	**$1,930,000**	**0.00%**	**$1,930,000**	**0.00%**	**$1,930,000**	**0.00%**
G2. Primary Guaranteed Valuation (A7 * G1)	$53,567,150,000		$53,611,540,000		$53,926,130,000	
G3. Primary Required Rate (E8 / G2)	0.00051813		0.00051813		0.00051813	
G4. Primary Net Guaranteed Value (G2 - F1)	$29,344,575,742		$27,897,171,386		$25,954,734,590	
G5. Primary Equalization Aid (G3 * G4) (Not < 0)	$15,204,305		$14,454,361		$13,447,927	
G6. Secondary Guaranteed Value / Member	**$1,172,875**	**2.27%**	**$1,241,233**	**5.83%**	**$1,329,139**	**7.08%**
G7. Secondary Guaranteed Valuation (A7 * G6)	$32,553,145,625		$34,478,970,274		$37,137,472,799	
G8. Secondary Required Rate (E11 / G7)	0.00734861		0.00703252		0.00660728	
G9. Secondary Net Guaranteed Value (G7 - F1)	$8,330,571,367		$8,764,601,660		$9,166,077,389	
G10. Secondary Equalization Aid (G8 * G9)	$61,218,120		$61,637,236		$60,562,840	
G11. Tertiary Guaranteed Value / Member	**$573,439**	**2.67%**	**$594,939**	**3.75%**	**621,416**	**4.45%**
G12. Tertiary Guaranteed Valuation (A7 * G11)	$15,915,799,445		$16,526,215,542		$17,362,984,456	
G13. Tertiary Required Rate (E12 / G12)	0.00335539		0.00352265		0.00347618	
G14. Tertiary Net Guaranteed Value (G12 - F1)	-$8,306,774,813		-$9,188,153,072		-$10,608,410,954	
G15. Tertiary Equalization Aid (G13 * G14)	-$27,872,469		-$32,366,647		-$36,876,746	
Part G Equalization Aid by Tier						
H1. CY EQ Aid Eligibility (G5 + G10 + G15) NOT <0	**$48,549,956**	-11.43%	**$43,724,950**	-9.94%	**$37,134,020**	-15.07%
H2. Parental Choice Deduct, EQ Aid (MPS only)	$0		$0		$0	
H2A. Payment to MPS from City of MKE	$0		$0		$0	
H3. MKE Charter Program Deduct	(0.0143759017)		(0.0153535540)		(0.0159069308)	
H4. PY Oct-to-Final Adj	$34,544		$40,261		$7,503	
H5. Prior Year Data Error Adjustment	$0		$0		$0	
Part H Current Year EQ Aid (SCE 621)	**$47,886,082**	**-11.49%**	**$43,093,298**	**-10.01%**	**$36,550,835**	**-15.18%**
Part I October 15 Certification of Aid	**$48,201,498**	**-11.53%**	**$43,345,381**	**-10.07%**	**$36,802,017**	**-15.10%**
Inter District October 15 Certification of Aid (SCE 616)	**$0**		**$0**		**$0**	
Intra District October 15 Certification of Aid (SCE 615)	**$315,416**	**-16.80%**	**$252,083**	**-20.08%**	**$188,956**	**-25.04%**
SPEC ADJ October 15 Certification of Aid (SCE 623)	**$0**		**$0**		**$62,226.00**	

Revenue Limit 3269 - Madison Metropolitan	Historical Data 2017-18 Actual 2018	% Δ	Current Year 2018-19 Actual 2019	% Δ	Budget Year 2019-20 Budget 2020	% Δ
Line 1 Base Revenue	**$321,535,343**	1.70%	**$325,859,281**	1.34%	**$333,632,568**	2.39%
Line 2 Base (Prior Year) 3-Year Ave FTE	**27,522**	0.04%	**27,448**	-0.27%	**27,409**	-0.14%
Line 3 Base Revenue / Member (Ln 1 / Ln 2)	**$11,683**	1.66%	**$11,872**	1.62%	**$12,172**	2.53%
4A. Allowed Per Pupil Change	**$0**		**$0**		**$175**	
4B. Low Revenue Ceiling	$9,100		$9,400		$9,700	
4C. Low Rev Dist in CCDEB	$0		$0		$0	
Line 4 Allowed Per-Member Change	**$0**		**$0**		**$175**	
Line 5 Maximum Revenue / Member (Ln 3 + Ln 4)	**$11,683**	1.66%	**$11,872**	1.62%	**$12,347**	4.01%
CY SS FTE	674		686		559	
CY SS 40%	270		274		224	
CY Sept FTE	27,070		26,968		26,988	
CY Special Needs Vouchers / ICS	-		199.7		238	
CY TTL FTE	27,340		27,442		27,450	
Line 6 Current 3-Year Ave FTE	**27,448**	-0.27%	**27,410**	-0.14%	**27,410**	0.00%
7A. Max Rev / Memb (Ln 5 x Ln 6)	$320,670,867		$325,408,231		$338,441,412	
7B. Hold Harmless	$864,476		$451,050		$0	
Line 7 Revenue Limit with No Exemptions	**$321,535,343**	1.66%	**$325,859,281**	1.34%	**$338,441,412**	3.86%
8A. Prior Year Carryover	$0		$0		$0	
8B. Transfer of Service	$188,413		$236,209		$332,640	
8C. Transfer of Territory/Other Reorg	$0		$0		$0	
8D. Federal Impact Aid Loss	$0		$0		$0	
8E. Recurring Referenda to Exceed Limit	$5,000,000		$8,000,000		$8,000,000	
Other	$0		$0		$0	
Line 8 Total Recurring Exemptions	**$5,188,413**	-0.98%	**$8,236,209**	58.74%	**$8,332,640**	1.17%
Line 9 Revenue Limit with Recurring Exemptions (Ln 7 + Ln 8)	**$326,723,756**	1.61%	**$334,095,490**	2.26%	**$346,774,052**	3.79%
10A. Non-Recurring Referenda to Exceed Limit	$0		$0		$0	
10B. Declining Enrollment Exemption	$864,531		$451,131		$0	
10C. Energy Efficiency Net Exemption	$931,558		$940,008		$951,608	
10D. Adjustment for Refunded or Rescinded Taxes	$698,340		$35,534		$190,498	
10E. Prior Year Open Enrollment (Uncounted Pupils)	$46,885		$80,099		$80,459	
10F. Ineligible Fund 80 Expenditures (enter as a negative)	$0		$0		$0	
10G. Environmental Remediation Exemption	$0		$0		$0	
10H. Private School Voucher Aid Deduction	$431,176		$656,753		$1,224,176	567,423

10I. Private School Special Needs Voucher Aid Deduction	$122,070		$248,604		$241,792	(6,812)
Other	$0		$0		$0	
Line 10 Total Non-Recurring Exemptions	**$3,094,560**	60.97%	**$2,412,129**	-22.05%	**$2,688,533**	11.46%
Line 11 Revenue Limit with All Exemptions (Ln 9 + Ln 10)	**$329,818,315**	1.97%	**$336,507,619**	2.03%	**$349,462,585**	3.85%
12A. October 15th Aid Certification (SCES 615, 616, 621 & 623)	**$48,201,498**		**$43,345,381**		**$36,802,017**	
12B. State Aid to High Poverty Districts (SCE 628)	**$0**		**$0**		**$0**	
12C. State Aid for Exempt Computers (SCE 691)	**These Items were in Line 17 prior to 2018-19**		**$1,749,437**		**$1,749,437**	**0%**
12D. State Aid for Exempt Personal Property (SCE 691)			**$1,655,377**		**$1,191,029**	**-28%**
Line 12 Total Aid to be Used in Computation	**$48,201,498**	-11.53%	**$46,750,196**	-3.01%	**$39,742,483**	-14.99%
Line 13 Allowable Limited Revenue (Ln 11 - Ln 12)	**$281,616,817**	4.70%	**$289,757,423**	2.89%	**$309,720,102**	6.89%
14A. General Operations: Fund 10 SCE 211	$270,180,040		**$275,270,898**		**$299,462,334**	
14B. Non-Referendum Debt F38 (F38 SCE 211)	**$4,161,516**		**$4,376,041**		**$5,257,768**	
14C. Capital Expansion F41 (F41 SCE 211)	**$5,000,000**		**$8,500,000**		**$5,000,000**	
Line 14 Total Limited revenue to be Used	**$279,341,556**	3.85%	**$288,146,939**	3.15%	**$309,720,102**	7.49%
15A. Referendum Approved Debt F39 (F39 SCE 211)	**$8,300,825**		**$8,303,725**		**$8,300,900**	
15B. Community Services F80 (F80 SCE 211)	**$11,234,489**		**$11,535,312**		**$12,009,506**	
15C. Prior Year Levy Chargeback (F10 SCE 212)	**$23,917**		**$23,917**		**$75,485**	
Line 15 Total Revenue from other Levies	**$19,559,231**	-1.22%	**$19,862,954**	1.55%	**$20,385,891**	2.63%
Line 16 Total Levy	**$298,900,787**	3.51%	**$308,009,893**	3.05%	**$330,105,993**	7.17%
Line 17 Computer Aid (SCE 691) USED ≤ 2018	**$1,708,101**	1.47%	**Line 17 moved to Lines 12C and 12D in 2018-19**			
Line 18 Fund 10 Sce 211 USED ≤ 2018	**$268,471,939**	3.58%				
Line 19 Total All Fund Levy USED ≤ 2018	**$297,192,686**	3.52%				

Revenues

10 R 3269 - Madison Metropolitan Sce/Obj		Historical Data Actual 2017-18 2018	% Δ	Current Year Actual 2018-19 2019	% Δ	Budget Year Budget 2019-20 2020	% Δ
	Transfer from F27	$147,819	-9.78%	$173,473	17.35%	$166,556	-3.99%
1--	**Total Transfers In**	**$147,819**	**-9.78%**	**$173,473**	**17.35%**	**$166,556**	**-3.99%**
211	Property Tax	$268,471,940	3.58%	$275,270,898	2.53%	$299,462,334	8.79%
212	Levy for Personal Property Tax Chargebacks	$23,917		$23,917	0.00%	$75,485	215.61%
213	Mobile Home Tax/Fees	$62,218	-2.44%	$67,059	7.78%	$65,000	-3.07%
219	Other Taxes	$351,182	20.85%	$4,483,400	1176.66%	$0	-100.00%
241	General Tuition—Individual Paid	$78,766	-6.11%	$38,956	-50.54%	$90,000	131.03%
244	Payments for Services Provided Local Governments	$114,739	-3.98%	$268,066	133.63%	$285,295	6.43%
262	Supply Resales	$10,575	4397.32%	$7,234	-31.60%	$0	-100.00%
271	School Co-Curricular Admissions	$243,738	-2.19%	$228,870	-6.10%	$212,000	-7.37%
280	Earnings on Investments	$1,282,484	116.35%	$2,172,823	69.42%	$1,510,955	-30.46%
291	Gifts, fundraising, contributions and development	$150	-82.14%	$2,870	1813.33%	$45,144	1472.96%
292	Student Fees	$2,503,151	-2.62%	$3,306,885	32.11%	$3,694,991	11.74%
293	Rentals	$380,049	5.80%	$453,761	19.40%	$360,000	-20.66%
297	Student Fines	$18,834	1.41%	$20,306	7.82%	$0	-100.00%
2--	**Total Local**	**$273,541,743**	**3.79%**	**$286,345,044**	**4.68%**	**$305,801,205**	**6.79%**
341	General Contracted Instruction or Base Cost Tuition--Non-OE	$69,958	39.56%	$76,830	9.82%	$60,000	-21.91%
345	General Base Cost Tuition--OE or Tuition Waiver	$2,892,142	13.12%	$3,104,162	7.33%	$3,061,750	-1.37%
349	Payments for Other Services	$330,669	316.55%	$306,437	-7.33%	$141,100	-53.95%
3--	**Total Interdistrict Payments in Wisconsin**	**$3,292,770**	**22.58%**	**$3,487,429**	**5.91%**	**$3,262,850**	**-6.44%**
515	Non-Special Education State Aid / Intermediate Sources	$93,980	-7.38%	$112,721	19.94%	$334,279	196.55%
5--	**Total Intermediate Sources**	**$93,980**	**-9.33%**	**$112,721**	**19.94%**	**$334,279**	**196.55%**
612	Transportation State Aid	$240,936	-1.23%	$246,649	2.37%	$236,513	-4.11%
613	Library (Common School Fund) Aid	$896,294	9.82%	$908,564	1.37%	$750,000	-17.45%
615	Integration Aid (Resident)	$315,416	-16.80%	$252,083	-20.08%	$188,956	-25.04%
616	Integration Aid (Non-Resident)	$0		$0		$0	
618	Bilingual/Bicultural State Aid	$1,812,445	-2.18%	$1,722,634	-4.96%	$1,801,117	4.56%
621	Equalization Aid	$47,886,082	-11.49%	$43,093,298	-10.01%	$36,550,835	-15.18%
623	Special Adjustment Aid	$0		$0		$62,226	
628	High Poverty Aid	$0		$0		$0	
630	State Special Project Grants	$390,568	4.44%	$731,397	87.27%	$161,472	-77.92%
641	General Tuition—State Paid	$258,191	-7.42%	$235,409	-8.82%	$368,995	56.75%
650	State "SAGE"/"AGR" Aid	$6,922,334	-2.15%	$6,804,491	-1.70%	$6,939,075	1.98%
660	State Revenue Through Local Governments	$7,172	5.27%	$7,056	-1.63%	$0	-100.00%
691	State Tax Exempt Computer Aid and Personal Property Aid	$1,708,101	1.47%	$3,404,814	99.33%	$2,940,466	-13.64%
695	Per Pupil Categorical Aid	$12,350,700	79.52%	$17,881,014	$654	$20,229,393	$742
699	Other State Revenue	$84,582	-23.83%	$2,401,073	2738.74%	$193,846	-91.93%
6--	**Total Revenue from State Sources**	**$72,872,822**	**-1.26%**	**$77,688,482**	**6.61%**	**$70,422,894**	**-9.35%**
713	Federal Vocational Education Aid Through DPI	$241,127	-13.05%	$257,858	6.94%	$239,169	-7.25%
730	Federal Special Projects Aid Transited Through DPI	$3,910,970	2.41%	$4,344,782	11.09%	$5,415,630	24.65%
751	ESEA Title I	$7,663,513	17.74%	$6,705,068	-12.51%	$6,962,143	3.83%

780	Federal Aid Received through State Agencies other than DPI	$278,935	-92.25%	$5,159,717	1749.79%	$3,450,000	-33.14%
791	Direct Federal Aid	$36,266	-5.11%	$0	-100.00%	$0	0.00%
799	Other Federal Revenue	$0		$34,359		$40,239	17.11%
7--	**Federal Sources**	**$12,130,810**	**-14.84%**	**$16,501,783**	**36.03%**	**$16,107,181**	**-2.39%**
850	Reorganization Settlement	$0		$0		$0	0.00%
862	Land and Real Property Sales	$784,020		$0	-100.00%	$0	0.00%
873	Long-Term Loans	$2,055,000	0.00%	$2,055,000	0.00%	$2,055,000	0.00%
874	State Trust Fund Loans	$0		$0		$0	0.00%
878	Capital Leases	$0		$202,108		$0	-100.00%
8--	**Total Financing Sources**	**$2,839,020**	**38.15%**	**$2,257,108**	**-20.50%**	**$2,055,000**	**-8.95%**
964	Insurance Claims and Reimbursements	$42,901		$86,695	102.08%	$0	-100.00%
971	Refund of Prior Year Expense	$426,484	-26.21%	$1,712,993	301.65%	$889,000	-48.10%
972	Property Tax and Equalization Aid Refund	$0	-100.00%	$133,770		$5,000	-96.26%
989	Other Medical Service Reimbursement	$60,781	12.08%	$49,650	-18.31%	$73,121	47.27%
990	Other Miscellaneous Revenues	$1,029,312	93.61%	$0	-100.00%	$0	0.00%
9--	**Total Miscellaneous Revenues**	**$1,559,477**	**33.90%**	**$1,983,108**	**27.16%**	**$967,121**	**-51.23%**
	Total Revenues	**$366,478,441**	**2.43%**	**$388,549,148**	**6.02%**	**$399,117,086**	**2.72%**

Expenditures

10	E	Historical Data		Current Year		Budget Year	
3269 - Madison Metropolitan		2017-18 Actual		2018-19 Actual		2019-20 Budget	
Sce/Obj		2018	% Δ	2019	% Δ	2020	% Δ
100	Salaries	$178,728,496	4.18%	$183,639,838	2.75%	$194,384,683	5.85%
100	100 Object Adjustments					$0	
1--	**Total Salaries**	**$178,728,496**	**4.18%**	**$183,639,838**	**2.75%**	**$194,384,683**	**5.85%**
212	Employer's Share	$11,361,031	3.87%	$11,487,608	1.11%	$12,497,947	8.80%
220	Social Security	$13,370,534	3.97%	$13,766,826	2.96%	$14,583,672	5.93%
230	Life Insurance	$456,944	-2.74%	$477,362	4.47%	$530,384	11.11%
240	Health Insurance	$46,436,724	-1.73%	$47,681,058	2.68%	$50,447,524	5.80%
250	Other Employee Insurance	$925,345	-17.63%	$946,179	2.25%	$1,047,314	10.69%
290	Other Employee Benefits	$412,251	37.24%	$227,752	-44.75%	$580,838	155.03%
2--	**Total Employee Benefits**	**$72,962,830**	**0.03%**	**$74,586,784**	**2.23%**	**$79,687,679**	**6.84%**
310	Personal Services	$4,545,064	1.60%	$4,591,814	1.03%	$6,702,580	45.97%
320	Property Services (Historical Coding Per DPI)	$5,588,298	40.96%	$4,888,043	-12.53%	$0	-100.00%
322	Rentals of Computers and Related Equipment	$0		$0		$3,501,241	
324	Equipment Repairs and Maintenance	$0		$821,003		$3,412,661	315.67%
325	Vehicle and Equipment Rental	$0		$186,560		$418,017	124.07%
327	Construction Services	$0		$178,152		$1,146,535	
328	Building Rental	$0		$664,256		$587,605	-11.54%
331	Gas for Heat	$1,430,937	8.03%	$1,608,313	12.40%	$1,756,162	9.19%
332	Oil for Heat	$0		-$8,098		$5,000	-161.74%
336	Electricity for Other Than Heat	$3,226,927	1.58%	$3,112,999	-3.53%	$3,321,083	6.68%
337	Water	$675,815	1.51%	$745,459	10.31%	$680,000	-8.78%
341	Pupil Transportation	$9,569,245	2.86%	$9,221,558	-3.63%	$9,847,355	6.79%
342	Employee Travel	$906,666	26.40%	$923,971	1.91%	$957,340	3.61%
350	Communication	$908,896	-6.06%	$908,521	-0.04%	$867,286	-4.54%
360	Technology / Software as Service	$0		$6,749		$2,263,870	
370	Payment to Non-Governmental Agencies and Individuals	$3,055,224	5.36%	$3,151,222	3.14%	$3,628,046	15.13%
381	Payment to Municipality	$75,258	-51.79%	$118,689	57.71%	$125,000	5.32%
382	Payment to a WI School District - OE (Function 435000)	$8,770,752	-0.95%	$9,049,034	3.17%	$9,450,080	4.43%
382	Payment to a Wisconsin School District - NON OE	$73,521	16.36%	$48,637	-33.85%	$79,000	62.43%
386	Payment to CESA (Services only)	$3,600	500.00%	$13,824	284.01%	$27,780	100.95%
387	Payment to State - NON VOUCHER	$295,710	84.12%	$2,028,212	585.88%	$3,474,270	71.30%
387	Payment to State - VOUCHER (Function 438000)	$549,481	90.72%	$890,624	62.08%	$1,465,968	64.60%
389	Payment to WTCS District	$272,157	-7.30%	$290,026	6.57%	$311,135	7.28%
300	300 Object Adjustments					$0	
3--	**Total Purchased Services**	**$39,947,553**	**7.04%**	**$43,439,568**	**8.74%**	**$54,028,013**	**24.38%**
410	Supplies	$4,544,075	6.47%	$5,045,514	11.04%	$5,982,369	18.57%
420	Apparel	$134,667	114.58%	$209,718	55.73%	$49,159	-76.56%
430	Instructional Media	$1,937,948	41.87%	$2,064,983	6.56%	$1,263,497	-38.81%
440	Non-Capital Equipment	$802,143	54.51%	$3,393,230	323.02%	$582,189	-82.84%
450	Resale Items	$64,778	496.11%	$56,245	-13.17%	$0	-100.00%
460	Equipment Components	$16,817	1256.91%	$134	-99.20%	$418	210.90%
470	Textbooks & Workbooks	$1,630,212	1.43%	$397,033	-75.65%	$370,655	-6.64%

480	Non-Capital Technology	$1,164,926	28.75%	$1,550,752	33.12%	$1,184,574	-23.61%
490	Other Non-Capital Items	$58,944	88.06%	$20,520	-65.19%	$40,376	96.76%
4--	**Total Non-Capital Objects**	**$10,354,512**	**18.05%**	**$12,738,130**	**23.02%**	**$9,473,238**	**-25.63%**
511	Site Purchase	$263,941		$2,053,541	678.03%	$0	-100.00%
531	Building Acquisition	$639,741		$12,583	-98.03%	$5,000,000	39635.90%
550	Equipment/Vehicle -- Initial Purchase	$1,002,482	-26.74%	$1,325,013	32.17%	$238,816	-81.98%
560	Equipment/Vehicle--Replacement	$419,501	28.03%	$582,532	38.86%	$348,169	-40.23%
570	Equipment Rental (Historical Coding Per DPI)	$2,878,700	37.51%	$3,120,506	8.40%	$0	-100.00%
5--	**Total Capital Objects**	**$5,204,365**	**37.34%**	**$7,094,175**	**36.31%**	**$5,586,985**	**-21.25%**
678	Capital Lease Principal	$0	-100.00%	$33,685		$1,080,244	3106.94%
682	Temporary Note Interest	$668,158	14.45%	$1,141,483	70.84%	$1,241,483	8.76%
688	Capital Lease Interest	$0	-100.00%	$0		$2,500	0.00%
690	Other Debt Retirement	$5,100	0.00%	$5,100	0.00%	$3,000	-41.18%
6--	**Total Debt Retirement**	**$673,258**	**-17.63%**	**$1,180,268**	**75.31%**	**$2,327,227**	**97.18%**
711	District Liability Insurance	$299,834	6.10%	$292,806	-2.34%	$353,770	20.82%
712	District Property Insurance	$449,458	-0.04%	$412,894	-8.14%	$474,500	14.92%
713	Worker's Compensation	$1,577,706	-16.63%	$2,021,336	28.12%	$1,752,155	-13.32%
720	Judgments and Settlements	$31,997	983.93%	$37,751	17.98%	$19,600	-48.08%
730	Unemployment Compensation	$50,459	-11.60%	$35,943	-28.77%	$57,200	59.14%
7--	**Total Insurance and Judgments**	**$2,409,454**	**-10.25%**	**$2,800,730**	**16.24%**	**$2,657,225**	**-5.12%**
827	Special Education Fund	$50,795,259	4.60%	$53,895,293	6.10%	$56,023,518	3.95%
838	Non-referendum Debt Fund	$47,749		$130,531	173.37%	$0	0.00%
839	Referendum Debt Fund	$0		$0		$0	0.00%
846	Other Capital Projects Fund	$0		$0		$0	0.00%
850	Food Service	$39,117	-5.11%	$22,893	-41.48%	$0	-100.00%
8--	**Total Transfers**	**$50,882,124**	**4.69%**	**$54,048,717**	**6.22%**	**$56,023,518**	**3.65%**
932	Shared Receipt Distribution to Non-Governmental Agencies	$16,440	-1.08%	$14,160	-13.87%	$0	-100.00%
940	Dues and Fees	$238,798	10.39%	$292,902	22.66%	$202,434	-30.89%
950	Reorganization Settlement paid to others	$0		$0		$0	0.00%
972	Property Tax Chargeback and Equalization Aid Payments	$63,196	-91.25%	$209,255	231.12%	$500,000	138.94%
999	Other Miscellaneous	$73,920	-6.57%	$15,987	-78.37%	$1,694,431	10499.04%
9--	**Total Other Objects**	**$392,354**	**-62.07%**	**$532,304**	**35.67%**	**$2,396,865**	**350.28%**
	Total Expenditures	**$361,554,944**	**4.04%**	**$380,060,513**	**5.12%**	**$406,565,432**	**6.97%**
	Surplus/Deficit	**$4,923,497**		**$8,488,635**		**-$7,448,346**	
	Fund Balance	**$52,679,675**	**10.31%**	**$61,168,311**	**16.11%**	**$53,719,965**	**-12.18%**

Revenues

27	R	Historical Data		Current Year		Budget Year	
3269 - Madison Metropolitan		Actual		Actual		Budget	
		2017-18		2018-19		2019-20	
Sce/Obj	Description	2018	% Δ	2019	% Δ	2020	% Δ
	Transfer from F10	$50,795,259	4.60%	$53,895,293	6.10%	$56,023,518	3.95%
1--	**Total Transfers In**	**$50,795,259**	**4.60%**	**$53,895,293**	**6.10%**	**$56,023,518**	**3.95%**
346	SPED Contracted/Excess Cost Tuition--Non-Open Enrollment	$28,707	-44.84%	$27,031	-5.84%	$0	-100.00%
349	Payments for Other Services	$0		$0		$16,665	0.00%
3--	**Total Interdistrict Payments in Wisconsin**	**$28,707**	**-44.84%**	**$27,031**	**-5.84%**	**$16,665**	**-38.35%**
611	Special Education State Aid	$17,651,519	-2.88%	$17,426,086	-1.28%	$18,050,000	3.58%
625	High Cost Special Education Aid	$780,492	-37.33%	$985,059	26.21%	$870,000	-11.68%
630	State Special Project Grants	$0		$18,765		$27,000	43.88%
642	Special Education Tuition—State Paid	$149,501	-8.33%	$172,305	15.25%	$134,803	-21.76%
697	Aid for Special Education Transition Grant BBL	$134,000		$0	-100.00%	$95,000	0.00%
699	Other State Revenue	$18,915	0.27%	$20,426	7.99%	$29,664	45.23%
6--	**Total Revenue from State Sources**	**$18,734,427**	**-4.43%**	**$18,622,641**	**-0.60%**	**$19,206,467**	**3.14%**
711	High Cost Special Education Aid	$202,342	-37.03%	$247,420	22.28%	$285,000	15.19%
730	Federal Special Projects Aid Transited Through DPI	$4,900,925	11.05%	$5,269,124	7.51%	$6,588,395	25.04%
780	Federal Aid Received through State Agencies other than DPI	$684,678	-1.29%	$567,844	-17.06%	$433,536	-23.65%
7--	**Federal Sources**	**$5,787,945**	**6.63%**	**$6,084,388**	**5.12%**	**$7,306,931**	**20.09%**
	Total Revenues	**$75,346,338**	**2.31%**	**$78,629,353**	**4.36%**	**$82,553,581**	**4.99%**

Expenditures

27	E	Historical Data		Current Year		Budget Year	
3269 - Madison Metropolitan		2017-18 Actual		2018-19 Actual		2019-20 Budget	
Sce/Obj	Description	2018	% Δ	2019	% Δ	2020	% Δ
100	Salaries	$48,004,393	3.48%	$50,256,127	4.69%	$52,356,621	4.18%
100	100 Object Adjustments					$0	
1--	**Total Salaries**	**$48,004,393**	**3.48%**	**$50,256,127**	**4.69%**	**$52,356,621**	**4.18%**
212	Employer's Share	$3,097,738	3.44%	$3,133,761	1.16%	$3,347,504	6.82%
220	Social Security	$3,605,587	3.33%	$3,735,051	3.59%	$3,872,721	3.69%
230	Life Insurance	$103,051	-4.72%	$110,641	7.37%	$120,238	8.67%
240	Health Insurance	$13,825,200	-2.21%	$14,697,387	6.31%	$15,747,830	7.15%
250	Other Employee Insurance	$658,991	-17.72%	$700,029	6.23%	$294,699	-57.90%
290	Other Employee Benefits	$26,000	1200.00%	$31,665	21.79%	$15,000	-52.63%
2--	**Total Employee Benefits**	**$21,316,566**	**-1.00%**	**$22,408,535**	**5.12%**	**$23,397,992**	**4.42%**
310	Personal Services	$343,491	30.73%	$206,545	-39.87%	$510,730	147.27%
320	Property Services (Historical Coding Per DPI)	$6,813	31.28%	$0	-100.00%	$0	0.00%
324	Non-Technology Related Repairs and Maintenance	$0		$40,494		$77,800	92.13%
328	Building Rental	$0		$180,330		$52,100	-71.11%

341	Pupil Transportation	$4,117,164	5.73%	$4,000,138	-2.84%	$3,986,240	-0.35%
342	Employee Travel	$218,505	-13.57%	$224,925	2.94%	$316,694	40.80%
343	Contracted Service Travel	$275		$61	-77.75%	$300	390.20%
350	Communication	$69,565	96.95%	$29,263	-57.93%	$52,500	79.41%
360	Data Processing and Coding Services	$34,000	-38.46%	$138,643	307.77%	$0	-100.00%
370	Payment to Non-Governmental Agencies and Individuals	$76,914	-64.36%	$111,122	44.48%	$172,000	54.78%
387	Payment to State	$0	-100.00%	$285		$1,000	250.88%
389	Payment to WTCS District	$2,248		$11,848	427.01%	$5,000	-57.80%
3--	**Total Purchased Services**	**$4,868,974**	**2.35%**	**$4,943,654**	**1.53%**	**$5,174,364**	**4.67%**
410	Supplies	$205,169	-27.49%	$217,044	5.79%	$408,669	88.29%
430	Instructional Media	$258,153	22.49%	$315,159	22.08%	$251,950	-20.06%
440	Non-Capital Equipment	$195,234	57.11%	$120,300	-38.38%	$201,100	67.17%
470	Textbooks & Workbooks	$924		$0	-100.00%	$0	0.00%
480	Supplies-Technology Related	$1,609		$30,780	1813.32%	$71,000	130.67%
490	Other Non-Capital Items	$86,982		$79,890	-8.15%	$300	-99.62%
4--	**Total Non-Capital Objects**	**$748,072**	**21.05%**	**$763,172**	**2.02%**	**$933,019**	**22.26%**
537		$132,304	561.52%	$0	-100.00%	$0	0.00%
541	Building Improvements Addition	$21,521		$24,748	14.99%	$87,000	251.55%
550	Equipment/Vehicle -- Initial Purchase	$29,880		$0	-100.00%	$0	0.00%
5--	**Total Capital Objects**	**$183,705**	**155.52%**	**$24,748**	**-86.53%**	**$87,000**	**251.55%**
713	Worker's Compensation	$13,070	-7.11%	$14,390	10.10%	$404,950	2714.17%
7--	**Total Insurance and Judgments**	**$13,070**	**-7.11%**	**$14,390**	**10.10%**	**$404,950**	**2714.17%**
810	General	$147,819	-9.78%	$173,473	17.35%	$166,556	-3.99%
8--	**Total Transfers**	**$147,819**	**-9.78%**	**$173,473**	**17.35%**	**$166,556**	**-3.99%**
936	State Special Education Aid Transited to Others	$8,278	-87.10%	$0	-100.00%	$0	0.00%
940	Dues and Fees	$55,460	6.43%	$45,254	-18.40%	$33,080	-26.90%
9--	**Total Other Objects**	**$63,738**	**-35.43%**	**$45,254**	**-29.00%**	**$33,080**	**-26.90%**
	Total Expenditures	**$75,346,338**	**2.31%**	**$78,629,353**	**4.36%**	**$82,553,581**	**4.99%**

Revenues

38	R	Historical Data		Current Year		Budget Year	
3269 - Madison Metropolitan		Actual		Actual		Budget	
		2017-18		2018-19		2019-20	
Sce/Obj	Description	2018	% Δ	2019	% Δ	2020	% Δ
	Transfer from F10	$47,749		$130,531	173.37%	$0	0.00%
1--	**Total Transfers In**	**$47,749**		**$130,531**	**173.37%**	**$0**	**-100.00%**
211	Property Tax	**$4,161,516**	**1.81%**	**$4,376,041**	**5.15%**	**$5,257,768**	**20.15%**
280	Earnings on Investments	$15,925	107.59%	$26,174	64.36%	$0	-100.00%
2--	**Total Local**	**$4,177,441**	**2.01%**	**$4,402,215**	**5.38%**	**$5,257,768**	**19.43%**
971	Refund of Prior Year Expense	$130,163	-10.78%	$163,366	25.51%	$146,358	-10.41%
9--	**Total Miscellaneous Revenues**	**$130,163**	**-10.78%**	**$163,366**	**25.51%**	**$146,358**	**-10.41%**
	Total Revenues	**$4,355,352**	**2.70%**	**$4,696,113**	**7.82%**	**$5,404,126**	**15.08%**

Expenditures

38	E	Historical Data		Current Year		Budget Year	
3269 - Madison Metropolitan		2017-18 Actual		2018-19 Actual		2019-20 Budget	
Sce/Obj	Description	2018	% Δ	2019	% Δ	2020	% Δ
670	Principal	$0		$0		$3,360,313	
673	Long-Term Note Principal	$860,000	2.38%	$885,000	2.91%		
674	State Trust Fund Loan Principal	$188,716	4.78%	$301,445	59.73%		
675	Long-Term Bond Principal	$2,300,000	6.73%	$2,450,000	6.52%		
680	Interest	$0		$0		$956,200	
683	Long-Term Note Interest	$198,167	15.87%	$276,779	39.67%		
684	State Trust Fund Loan Interest	$17,499	-32.99%	$30,596	74.85%		
685	Long-Term Bond Interest	$790,363	-9.37%	$703,013	-11.05%		
6--	**Total Debt Retirement**	**$4,354,745**	**2.60%**	**$4,646,832**	**6.71%**	**$4,316,513**	**-7.11%**
	Total Expenditures	**$4,354,745**	**2.60%**	**$4,646,832**	**6.71%**	**$4,316,513**	**-7.11%**

Revenues

39	R	Historical Data		Current Year		Budget Year	
3269 - Madison Metropolitan		Actual		Actual		Budget	
		2017-18		2018-19		2019-20	
Sce/Obj	Description	2018	% Δ	2019	% Δ	2020	% Δ
	Transfer from F10	$0		$0		$0	0.00%
1--	Total Transfers In	$0		$0		$0	
211	Property Tax	$8,300,825	3.77%	$8,303,725	0.03%	$8,300,900	-0.03%
220	Payments in Lieu of Taxes (Milwaukee Only)	$0		$0		$0	0.00%
280	Earnings on Investments	$18,521	56.15%	$27,327	47.55%	$0	-100.00%
2--	Total Local	$8,319,346	3.85%	$8,331,052	0.14%	$8,300,900	-0.36%
	Total Revenues	$8,319,346	3.85%	$8,331,052	0.14%	$8,300,900	-0.36%

Expenditures

39	E	Historical Data		Current Year		Budget Year	
3269 - Madison Metropolitan		2017-18 Actual		2018-19 Actual		2019-20 Budget	
Sce/Obj	Description	2018	% Δ	2019	% Δ	2020	% Δ
670	Principal	$0		$0		$7,205,000	
673	Long-Term Note Principal	$3,890,000	-6.49%	$4,010,000	3.08%		
675	Long-Term Bond Principal	$2,865,000	3.80%	$2,965,000	3.49%		
680	Interest	$0		$0		$1,214,325	
683	Long-Term Note Interest	$1,133,738	-6.84%	$1,017,038	-10.29%		
685	Long-Term Bond Interest	$514,788	-19.25%	$426,088	-17.23%		
6--	Total Debt Retirement	$8,403,525	-4.23%	$8,418,125	0.17%	$8,419,325	0.01%
	Total Expenditures	$8,403,525	-4.23%	$8,418,125	0.17%	$8,419,325	0.01%

Revenues

41	R	Historical Data		Current Year		Budget Year	
3269 - Madison Metropolitan		Actual		Actual		Budget	
		2017-18		2018-19		2019-20	
Sce/Obj	Description	2018	% Δ	2019	% Δ	2020	% Δ
211	Property Tax	$5,000,000	25.00%	$8,500,000	70.00%	$5,000,000	-41.18%
280	Earnings on Investments	$13,369	111.10%	$36,892	175.95%	$0	-100.00%
2--	Total Local	$5,013,369	25.14%	$8,536,892	70.28%	$5,000,000	-41.43%
	Total Revenues	$5,013,369	25.14%	$8,536,892	70.28%	$5,000,000	-41.43%

Expenditures

41	E	Historical Data		Current Year		Budget Year	
3269 - Madison Metropolitan		2017-18 Actual		2018-19 Actual		2019-20 Budget	
Sce/Obj	Description	2018	% Δ	2019	% Δ	2020	% Δ
100	Salaries	$0		$0		$1,005,683	
1--	Total Salaries	$0		$0	0.00%	$1,005,683	0.00%
						$68,509.38	
212	Employer's Share	$0		$0		$67,381	
220	Social Security	$0		$0		$75,662	
230	Life Insurance	$0		$0		$4,077	
240	Health Insurance	$0		$0		$256,253	
250	Other Employee Insurance	$0		$0		$5,499	
2--	Total Employee Benefits	$0		$0		$408,871	
320	Property Services (Historical Coding Per DPI)	$5,062,943	83.08%	$7,107,262	40.38%	$0	-100.00%
324	Non-Technology Related Repairs and Maintenance	$0		$0		$5,604,268	
350	Communication	$0		$0		$1,500	
3--	Total Purchased Services	$5,062,943	83.08%	$7,107,262	40.38%	$5,605,768	-21.13%
713	Worker's Compensation			$0		$4,815	
7--	Total Insurance and Judgments	$0		$0		$4,815	
	Total Expenditures	$5,062,943	83.05%	$7,107,262	40.38%	$7,025,136	-1.16%

Revenues

50	R	Historical Data		Current Year		Budget Year	
3269 - Madison Metropolitan		Actual		Actual		Budget	
		2017-18		2018-19		2019-20	
Sce/Obj	Description	2018	% Δ	2019	% Δ	2020	% Δ
	Transfer from F10	$39,117	-5.11%	$22,893	-41.48%	$0	-100.00%
1--	**Total Transfers In**	**$39,117**	**-5.11%**	**$22,893**	**-41.48%**	**$0**	**-100.00%**
251	Pupils	$1,675,581	0.12%	$1,633,828	-2.49%	$1,696,000	3.81%
252	Adults	$73,508	-10.59%	$60,286	-17.99%	$71,500	18.60%
259	Other Food Service Sales	$159,005	7.73%	$93,140	-41.42%	$152,000	63.20%
291	Gifts, fundraising, contributions and development	$34,930	362.54%	$64,964	85.98%	$35,000	-46.12%
2--	**Total Local**	**$1,943,024**	**1.68%**	**$1,852,218**	**-4.67%**	**$1,954,500**	**5.52%**
617	Food Service Aid	$178,038	0.60%	$176,247	-1.01%	$182,000	3.26%
6--	**Total Revenue from State Sources**	**$178,038**	**0.60%**	**$176,247**	**-1.01%**	**$182,000**	**3.26%**
714	Donated Commodities	$730,035	17.53%	$613,886	-15.91%	$616,000	0.34%
717	Federal Food Service Aid	$7,766,678	-0.37%	$7,488,838	-3.58%	$7,839,724	4.69%
730	Federal Special Projects Aid Transited Through DPI	$210,751	-18.99%	$214,179	1.63%	$66,854	-68.79%
7--	**Federal Sources**	**$8,707,465**	**0.36%**	**$8,316,902**	**-4.49%**	**$8,522,578**	**2.47%**
	Total Revenues	**$10,867,644**	**0.57%**	**$10,368,260**	**-4.60%**	**$10,659,078**	**2.80%**

Expenditures

50	E	Historical Data		Current Year		Budget Year	
Revenue Limit		2017-18 Actual		2018-19 Actual		2019-20 Budget	
Sce/Obj	Description	2018	% Δ	2019	% Δ	2020	% Δ
100	Salaries	$3,192,908	5.66%	$3,221,643	0.90%	$3,302,113	2.50%
1--	**Total Salaries**	**$3,192,908**	**5.66%**	**$3,221,643**	**0.90%**	**$3,302,113**	**2.50%**
212	Employer's Share	$193,351	8.09%	$192,337	-0.52%	$195,937	1.87%
220	Social Security	$241,631	5.45%	$242,090	0.19%	$263,369	8.79%
230	Life Insurance	$8,142	7.87%	$8,949	9.92%	$10,866	21.42%
240	Health Insurance	$1,349,339	-3.06%	$1,482,278	9.85%	$1,598,578	7.85%
250	Other Employee Insurance	$13,856	-15.45%	$15,200	9.70%	$17,446	14.78%
2--	**Total Employee Benefits**	**$1,806,318**	**-0.96%**	**$1,940,855**	**7.45%**	**$2,086,198**	**7.49%**
310	Personal Services	$22,085	5.81%	$25,751	16.60%	$57,000	121.35%
320	Property Services (Historical Coding Per DPI)	$122,063	-2.39%	$114,144	-6.49%	$0	-100.00%
324	Non-Technology Related Repairs and Maintenance	$0		$0		$71,000	0.00%
325	Vehicle and Equipment Rental	$0		$0		$1,500	0.00%
331	Gas for Heat	$5,048	5.81%	$5,482	8.59%	$6,000	9.45%
336	Electricity for Other Than Heat	$39,832	197.23%	$37,096	-6.87%	$41,000	10.52%
337	Water	$14,776		$15,847	7.25%	$16,000	0.97%
342	Employee Travel	$16,749	-11.70%	$16,778	0.17%	$18,230	8.66%
350	Communication	$3,809	190.86%	$3,137	-17.65%	$2,500	-20.30%
360	Tech / Software as Service	$0		$0		$50,000	0.00%
381	Payment to Municipality	$11,633	-42.86%	$13,685	17.64%	$12,000	-12.31%
387	Payment to State	$10,488	26.58%	$8,474	-19.20%	$11,000	29.80%
3--	**Total Purchased Services**	**$246,482**	**-1.48%**	**$240,394**	**-2.47%**	**$286,230**	**19.07%**
410	Supplies	$4,815,068	1.05%	$4,769,936	-0.94%	$4,765,676	-0.09%
420	Apparel	$17,771	-15.07%	$19,896	11.96%	$20,000	0.52%
440	Non-Capital Equipment	$28,630	48.53%	$40,804	42.52%	$23,230	-43.07%
480	Supplies-Technology Related	$50,476	24.76%	$48,167	-4.57%	$20,000	-58.48%
4--	**Total Non-Capital Objects**	**$4,911,945**	**1.37%**	**$4,878,803**	**-0.67%**	**$4,828,906**	**-1.02%**
550	Equipment/Vehicle -- Initial Purchase	$278,413	22.18%	$91,875	-67.00%	$122,631	33.48%
560	Equipment/Vehicle--Replacement	$56,330	-43.22%	$64,667	14.80%	$3,000	-95.36%
570	Equipment Rental (Historical Coding Per DPI)	$1,500		$1,500	0.00%	$0	-100.00%
5--	**Total Capital Objects**	**$336,243**	**2.80%**	**$158,042**	**-53.00%**	**$125,631**	**-20.51%**
713	Worker's Compensation	$29,062	-13.59%	$30,321	4.33%	$30,000	-1.06%
7--	**Total Insurance and Judgments**	**$29,062**	**-13.59%**	**$30,321**	**4.33%**	**$30,000**	**-1.06%**
	Total Expenditures	**$10,522,959**	**2.14%**	**$10,470,059**	**-0.50%**	**$10,659,078**	**1.81%**

Revenues

80	R	Historical Data		Current Year		Budget Year	
3269 - Madison Metropolitan		Actual		Actual		Budget	
		2017-18		2018-19		2019-20	
Sce/Obj	Description	2018	% Δ	2019	% Δ	2020	% Δ
211	Property Tax	$11,234,489	-4.81%	$11,535,312	2.68%	$12,009,506	4.11%
272	Community Service Fees	$3,694,174	5.13%	$3,432,487	-7.08%	$3,554,074	3.54%
291	Gifts, fundraising, contributions and development	$0	-100.00%	$160,971		$64,500	-59.93%
2--	Total Local	$14,928,663	-3.34%	$15,128,770	1.34%	$15,628,080	3.30%
517	Federal Aids Transited through CESAs / Intermediate	$25,000	93.01%	$0	-100.00%	$0	0.00%
5--	Total Intermediate Sources	$25,000	93.01%	$0	-100.00%	$0	
6--	Total Revenue from State Sources	$0		$0		$0	
791	Direct Federal Aid	$8,754	602.66%	$0	-100.00%	$0	0.00%
7--	Federal Sources	$8,754	602.66%	$0	-100.00%	$0	
	Total Revenues	$14,962,417	-3.21%	$15,128,770	1.11%	$15,628,080	3.30%

Expenditures

80	E	Historical Data		Current Year		Budget Year	
3269 - Madison Metropolitan		2017-18 Actual		2018-19 Actual		2019-20 Budget	
Sce/Obj	Description	2018	% Δ	2019	% Δ	2020	% Δ
100	Salaries	$9,526,915	5.17%	$9,716,703	1.99%	$10,190,313	4.87%
1--	Total Salaries	$9,526,915	5.17%	$9,716,703	1.99%	$10,190,313	4.87%
212	Employer's Share	$457,283	5.77%	$451,164	-1.34%	$537,026	19.03%
220	Social Security	$721,401	5.22%	$736,215	2.05%	$756,934	2.81%
230	Life Insurance	$12,536	8.08%	$12,733	1.57%	$14,174	11.32%
240	Health Insurance	$1,204,524	9.00%	$1,215,686	0.93%	$1,398,969	15.08%
250	Other Employee Insurance	$30,697	-17.29%	$31,196	1.62%	$32,706	4.84%
2--	Total Employee Benefits	$2,426,442	6.81%	$2,446,993	0.85%	$2,739,810	11.97%
310	Personal Services	$731,377	-17.82%	$782,233	6.95%	$875,900	11.97%
320	Property Services (Historical Coding Per DPI)	$275,505	3.01%	$117,987	-57.17%	$0	-100.00%
324	Non-Technology Related Repairs and Maintenance	$0		$0		$87,294	
325	Vehicle and Equipment Rental	$0		$0		$5,850	
328	Building Rental	$0		$225,586		$239,600	6.21%
331	Gas for Heat	$13,646	70.97%	$8,834	-35.26%	$9,500	7.54%
336	Electricity for Other Than Heat	$24,120	3.08%	$27,411	13.64%	$19,600	-28.50%
337	Water	$0		$0		$500	0.00%
341	Pupil Transportation	$531,782	12.54%	$495,556	-6.81%	$610,100	23.11%
342	Employee Travel	$78,117	72.71%	$74,189	-5.03%	$53,425	-27.99%
350	Communication	$133,889	5.65%	$129,914	-2.97%	$104,361	-19.67%
381	Payment to Municipality	$67,255	-37.18%	$118,983	76.91%	$137,100	15.23%
387	Payment to State	$0		$4,140		$0	-100.00%

3--	**Total Purchased Services**	**$1,855,691**	**-4.36%**	**$1,984,832**	**6.96%**	**$2,143,230**	**7.98%**
410	**Supplies**	$503,110	15.68%	$451,504	-10.26%	$444,967	-1.45%
420	**Apparel**	$67,347	82.70%	$73,525	9.17%	$13,800	-81.23%
440	**Non-Capital Equipment**	$8,061	37.45%	$26,703	231.27%	$1,500	-94.38%
480	**Supplies-Technology Related**	$15,112	-2.42%	$30,207	99.89%	$20,061	-33.59%
4--	**Total Non-Capital Objects**	**$593,630**	**20.38%**	**$581,939**	**-1.97%**	**$480,328**	**-17.46%**
550	**Equipment/Vehicle -- Initial Purchase**	$262,637	312.47%	$93,966	-64.22%	$8,000	-91.49%
570	**Equipment Rental (Historical Coding Per DPI)**	$10,363	5.06%	$9,045	-12.72%	$0	-100.00%
5--	**Total Capital Objects**	**$272,999**	**252.58%**	**$103,011**	**-62.27%**	**$8,000**	**-92.23%**
713	**Worker's Compensation**	$52,334	-15.90%	$54,784	4.68%	$50,000	-8.73%
7--	**Total Insurance and Judgments**	**$52,334**	**-15.90%**	**$54,784**	**4.68%**	**$50,000**	**-8.73%**
940	**Dues and Fees**	$122,760	13.78%	$132,589	8.01%	$123,400	-6.93%
969	**Other Adjustments**	$0		$0		$250,000	0.00%
9--	**Total Other Objects**	**$122,760**	**13.78%**	**$132,589**	**8.01%**	**$373,400**	**181.62%**
	Total Expenditures	**$14,850,771**	**5.99%**	**$15,020,850**	**1.15%**	**$15,985,080**	**6.42%**

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* *Sections of the budget book updated to reflect material differences between the June Preliminary Budget and the Board approved October Original Budget for 2019/20.*

Central Office Organizational Structure

Senior Leadership Team Member =

Supervises principals =

Superintendent
Jennifer Cheatham

Chief of Staff
Ricardo Jara

Office of Youth Re-Engagement
Paris Echoles

Chief of Human Resources
Deirdre Hargrove-Krieghoff

Employment
Abby Brabec
Benefits
Rachelle Hady
Labor Relations
Heidi Tepp
Payroll
Jennifer Trendell

Chief Financial Officer
Kelly Ruppel

Budget, Planning & Accounting
Ross MacPherson
Candie Steffen
Marcie Pfeifer-Soderbloom
MSCR
Jacob Tisue

Chief of Schools – Elementary
Nancy Hanks

Chief of Schools – Secondary
Alex Fralin

Deputy Chief of Schools for Middle School Support
Tremayne Clardy

Chief of School Operations
Karen Kepler

School Security Services
Joe Balles

Assistant Superintendent for Teaching & Learning
Lisa Kvistad

Curriculum & Instruction
Marcey Sorensen
Multilingual & Global Education
Silvia Romero-Johnson
Student Services
John Harper
Pathways & Secondary Programs
Cindy Green
Integrated Supports & Accelerated Learning
Caroline Racine Gilles

Building & Administrative Services Executive Director
Chad Wiese

Building Services
Rick Hopke
Dave Kapp
Food Services
Steve Youngbauer
Administrative Services
Mick Howen
Technical Services
Jeff Knutsen

Research, Accountability & Data Use Executive Director
Andrew Statz

Assessment Administration
Tim Peterson
Research & Program Evaluation
Bo McCready
Enrollment
Fatima Bendada
Innovation/Madison Education Partnership
Beth Vaade

Legal Services General Counsel
Matt Bell

Principals

Media & Government Relations Director
Rachel Strauch-Nelson

Communications
Liz Merfeld

Professional Learning & Leadership Executive Director
Sue Gorud

Professional Learning
Jorge Covarrubias

Family, Youth & Community Engagement Executive Director
Nichelle Nichols

Strategic Partnerships & Innovation
Astra Iheukumere

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

MADISON METROPOLITAN SCHOOL DISTRICT

MADISON METROPOLITAN SCHOOL DISTRICT

RPEO

Enrollment History and Projections Fall 2018

Key Findings

1. Overall, K4-12th grade enrollment in MMSD has been slightly declining, decreasing by 252 students (0.9%) over the past five years. The enrollment for the 2018-19 Third Friday of September is 26,914 students.
2. The recent trend for MMSD is a slightly declining enrollment. Because our projection model is based on past experience, we expect our enrollments to continue slightly declining. However, based on projections from Vandewalle & Associates we expect our enrollments to be stable in the long-term.
3. The number of students enrolled in MMSD is projected to decline slightly each year for the next five years. The projected enrollment for the 2023-24 school year is 26,382.
4. The demographics of the district have been generally stable over the past five years. Over the past five years the largest changes are in the number of Hispanic/Latino students (increased by 8%) and the number of white students (decreased by 4%).

Background

Enrollment projections in MMSD are based on historical enrollment patterns and progression rates from grade to grade, taking into account the language of instruction in the students' classroom (English only, Dual Language Immersion (DLI)-Developmental Bilingual Education (DBE)). They are then modified based on the maximum constraints of charter/magnet/school policy documents.

Four-year old Kindergarten (K4) and Kindergarten (KG) classes are projected by comparing local historical births against class sizes to determine what percentage of births we can expect to enroll in MMSD as K4 or KG students. Historical births by year at the municipal level come from the Wisconsin Department of Health Services (DHS); at the time of writing this report the most recent data is for 2016. A linear forecast of births at the municipal level is used to extend birth estimates through 2018, covering the five-year projection period.

Subsequent grades are projected based on three-year average rates of grade-to-grade progression (e.g. percentage of KG students that return for first grade) and school-to-school distribution rates (e.g. percentage of fifth grade students at a particular elementary school that attend sixth grade at a particular middle school).

Twenty-year student projections based on projected residential and mixed-use development are conducted in five-year increments (Student Enrollment Projections 2017-2037 Report). We do not modify the projections based on projected development in this report because we are currently in the middle of a five-year increment. Accurately assessing how much of the projected development for the five-year increment has already been developed and when the remainder will be developed and when the developments will be fully occupied is outside the scope of this report. A discussion of large recent developments is presented in Appendix A.

This school year two new independent public charter schools (2X Charter Schools Authorized by Office of Educational Opportunity) opened in MMSD's attendance area: Isthmus Montessori Academy Public (IMAP) and One City Senior Preshool (OCSP). A discussion of these schools is presented in Appendix B.

A discussion of recent trends in KG enrollment is presented in Appendix C.

Use of Projections

This report estimates the projected enrollment for MMSD over the coming five school years on the Third Friday of September. Each year MMSD conducts a workbook process to plan staffing for the following year. These projections are a beginning point for this administrative planning process. The allocation process also incorporates:

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

Notes to Enrollment History and Projection Visuals

The vertical axes of visuals have different ranges. This emphasizes the magnitude of change over time at the expense of being able to visually compare the overall number across visuals (i.e. compare overall enrollment to English-only enrollment).

The number of students enrolled is shown by black numbers.

One-year positive change over time is shown by green numbers and negative change is shown as red numbers in the chart.

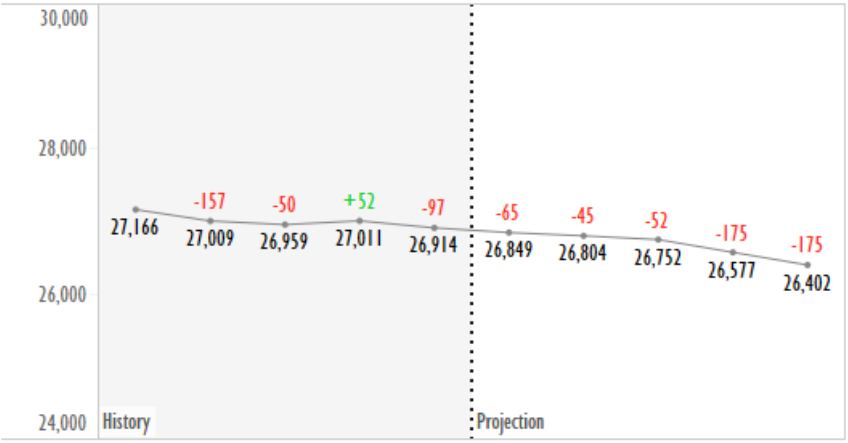
Cumulative positive change over time is shown by green numbers and negative change is shown as red numbers below the chart.

Enrollment History and Projections Overall

Overall, K4-12th grade enrollment in MMSD has been slightly declining, decreasing by 252 students (0.9%) over five years.

The recent trend for MMSD is a slightly declining enrollment. Because our projection model is based on past experience, we expect our enrollments to continue slightly declining. However, based on projections from Vandewalle & Associates we expect our enrollments to be stable in the long-term.

The number of students enrolled in MMSD is projected to decline slightly each year for the next five years. The decreases of between 45 and 175 students represent decreases of 0.2% and 0.66% in the district's enrollment.



	14-15	15-16	16-17	17-18	18-19	19-20	20-21	21-22	22-23	23-24
Cumulative Change		-157	-207	-155	-252	-317	-362	-414	-589	-764

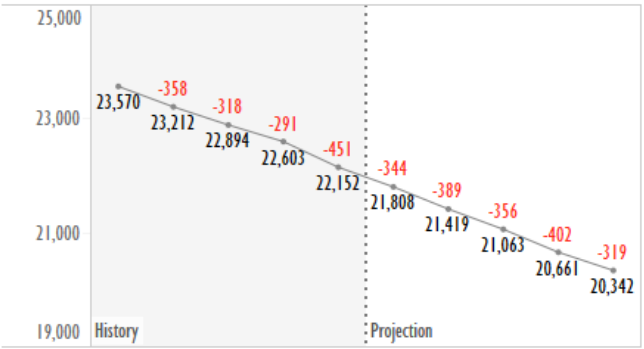
Note on Changes in Historical Enrollment

Slight changes in historical enrollment appear in this report (e.g. 2017-18 enrollment increased from 27,000 to 27,011). The update is more inclusive of students.

Enrollment History and Projections by Language (KG-12th Grade)

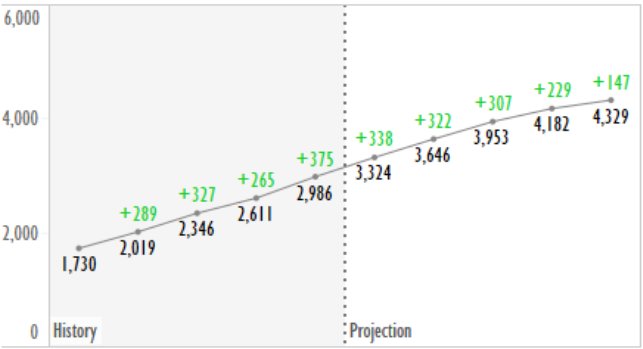
The expansion of DLI and DBE into new schools, new grades, and into new feeder patterns has led to a steady increase in the number of students enrolled in multilingual instruction and, inversely, fewer students enrolled in English-only environments. DLI/DBE projections are not done for K4, therefore K4 enrollment is not summarized here.

English Only: Enrollment History and Projections



	14-15	15-16	16-17	17-18	18-19	19-20	20-21	21-22	22-23	23-24
Cumulative Change		-358	-676	-967	-1418	-1762	-2151	-2507	-2909	-3228

DLI/DBE: Enrollment History and Projections



	14-15	15-16	16-17	17-18	18-19	19-20	20-21	21-22	22-23	23-24
		+289	+616	+881	+1256	+1594	+1916	+2223	+2452	+2599

Note on Changes in Historical Enrollment by Language

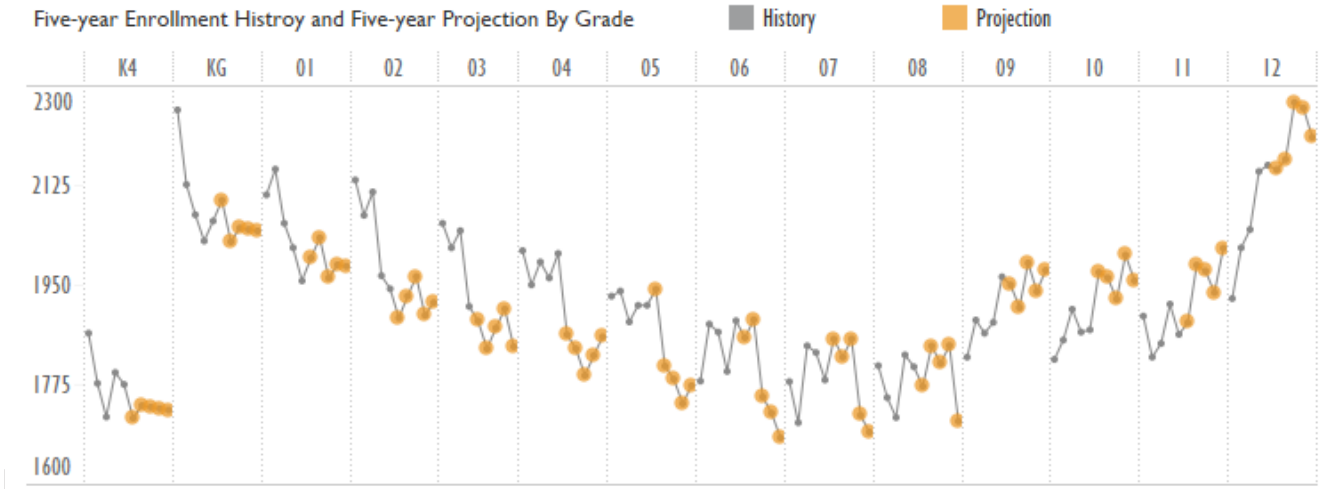
There are changes in historical enrollment by language of instruction. These changes are due to updated data and methods of identifying students as participating in DLI/DBE during each school year. The updated data is used in projections and is therefore presented here.

Enrollment History and Projections by Grade

		History					Projections				
		14-15	15-16	16-17	17-18	18-19	19-20	20-21	21-22	22-23	23-24
K4	K4	1,866	1,778	1,719	1,797	1,776	1,717	1,739	1,736	1,734	1,731
ES	KG	2,258	2,127	2,074	2,028	2,063	2,099	2,027	2,051	2,048	2,045
	01	2,109	2,154	2,059	2,016	1,958	1,998	2,033	1,963	1,986	1,984
	02	2,135	2,073	2,114	1,967	1,944	1,893	1,931	1,966	1,897	1,920
	03	2,017	2,059	2,016	2,046	1,913	1,888	1,839	1,875	1,909	1,842
	04	2,011	1,951	1,991	1,963	2,005	1,864	1,839	1,792	1,827	1,860
	05	1,931	1,940	1,886	1,915	1,914	1,943	1,808	1,785	1,743	1,774
MS	06	1,782	1,882	1,868	1,799	1,888	1,858	1,890	1,754	1,726	1,682
	07	1,781	1,709	1,844	1,832	1,784	1,856	1,824	1,856	1,722	1,692
	08	1,809	1,753	1,718	1,828	1,807	1,773	1,844	1,813	1,845	1,712
HS	09	1,824	1,889	1,866	1,885	1,965	1,951	1,911	1,989	1,939	1,976
	10	1,820	1,854	1,908	1,868	1,872	1,973	1,963	1,926	2,003	1,958
	11	1,896	1,824	1,848	1,917	1,864	1,884	1,986	1,975	1,937	2,015
	12	1,927	2,016	2,048	2,150	2,161	2,153	2,171	2,271	2,261	2,210
	K4 Total	1,866	1,778	1,719	1,797	1,776	1,717	1,739	1,736	1,734	1,731
	ES Total	12,461	12,304	12,140	11,935	11,797	11,685	11,477	11,431	11,410	11,425
	MS Total	5,372	5,344	5,430	5,459	5,479	5,486	5,557	5,423	5,292	5,086
	HS Total	7,467	7,583	7,670	7,820	7,862	7,961	8,031	8,161	8,141	8,160
	District K4-12	27,166	27,009	26,959	27,011	26,914	26,849	26,804	26,752	26,577	26,402

The decrease of 97 students from 2017-2018 to 2018-2019 is driven by a decrease of 159 students at the K4/elementary school (ES) level, and is off-set, in part, by an increase of 62 students at the middle school (MS)/high school (HS) level. We project increases from grade 11 to grade 12 because of students who take more than four years to graduate.

This pattern is projected to continue, with the number of students enrolled in ES declining each year. The declines in ES will then carry over to MS and HS as time continues and cause decreases at those levels as well.



Slight changes in historical enrollment appear in this report (e.g. 2017-18 enrollment increased from 27,000 to 27,011). The update is more inclusive of students.

Enrollment History and Projections by Grade and Language

			History					Projections				
			14-15	15-16	16-17	17-18	18-19	19-20	20-21	21-22	22-23	23-24
DLI/DBE	ES	KG	334	345	392	407	398	407	392	396	395	394
		01	352	335	341	407	429	409	418	403	406	405
		02	271	356	319	326	408	417	396	405	391	394
		03	291	262	347	302	329	398	407	387	396	382
		04	213	278	256	337	298	322	390	399	379	388
		05	88	203	271	258	340	298	324	390	401	380
	MS	06	51	100	175	225	214	304	267	290	349	359
		07	39	51	93	169	222	206	292	257	279	335
		08	35	41	49	92	178	222	206	293	257	279
	HS	09	22	21	40	34	101	178	222	206	293	257
		10	34	26	26	34	37	107	188	235	218	310
		11	-	1	18	9	20	37	107	188	235	218
		12	-	-	19	11	12	19	36	104	183	229
		ES Total	1,549	1,779	1,926	2,037	2,202	2,251	2,327	2,380	2,368	2,342
		MS Total	125	192	317	486	614	732	765	839	884	973
		HS Total	56	48	103	88	170	341	554	734	929	1,014
		MMSD KG-12	1,730	2,019	2,346	2,611	2,986	3,324	3,646	3,953	4,182	4,329
English Only	ES	KG	1,924	1,782	1,682	1,621	1,665	1,693	1,634	1,655	1,653	1,652
		01	1,757	1,819	1,718	1,609	1,529	1,589	1,616	1,560	1,580	1,578
		02	1,864	1,717	1,795	1,641	1,536	1,476	1,535	1,560	1,506	1,525
		03	1,726	1,797	1,669	1,744	1,584	1,489	1,431	1,488	1,513	1,461
		04	1,798	1,673	1,735	1,626	1,707	1,541	1,449	1,393	1,448	1,472
		05	1,843	1,737	1,615	1,657	1,574	1,645	1,484	1,396	1,341	1,394
	MS	06	1,731	1,782	1,693	1,574	1,674	1,554	1,623	1,464	1,377	1,323
		07	1,742	1,658	1,751	1,663	1,562	1,650	1,532	1,600	1,443	1,357
		08	1,774	1,712	1,669	1,736	1,629	1,550	1,638	1,520	1,588	1,433
	HS	09	1,802	1,868	1,826	1,851	1,864	1,773	1,689	1,783	1,647	1,720
		10	1,786	1,828	1,882	1,834	1,835	1,866	1,775	1,690	1,785	1,648
		11	1,896	1,823	1,830	1,908	1,844	1,847	1,879	1,787	1,702	1,797
		12	1,927	2,016	2,029	2,139	2,149	2,134	2,135	2,167	2,078	1,981
		ES Total	10,912	10,525	10,214	9,898	9,595	9,434	9,150	9,052	9,042	9,082
		MS Total	5,247	5,152	5,113	4,973	4,865	4,754	4,792	4,584	4,408	4,113
		HS Total	7,411	7,535	7,567	7,732	7,692	7,620	7,477	7,428	7,212	7,146
		MMSD KG-12	23,570	23,212	22,894	22,603	22,154	21,808	21,419	21,063	20,661	20,342

The number of English-only students has been decreasing in direct proportion to the increase in DLI/DBE instruction. The cumulative effect of DLI/DBE expansion with each cohort is increasing this effect.

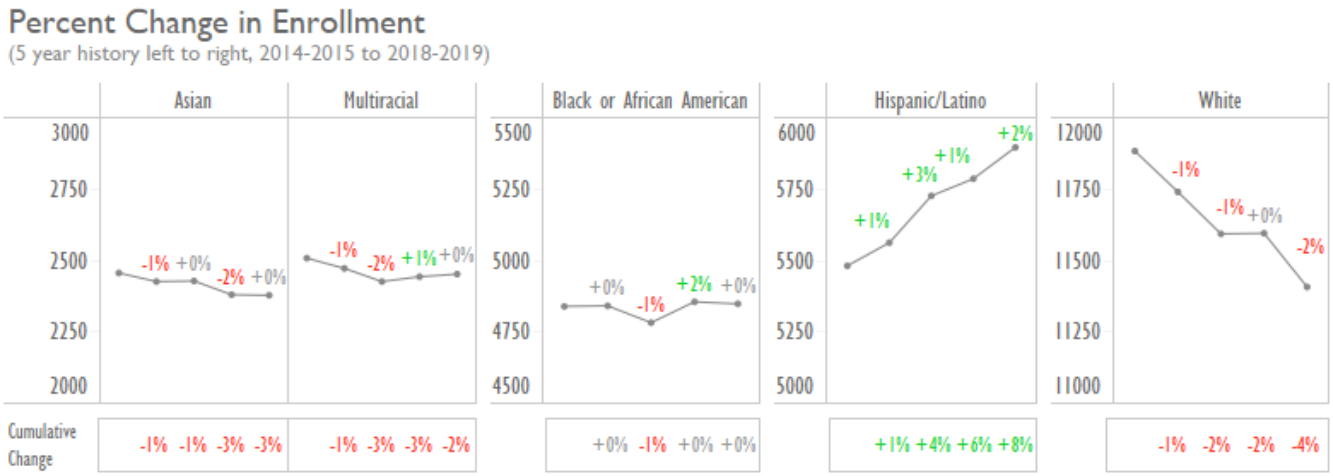
Note on Changes in Historical Enrollment by Language

There are changes in historical enrollment by language of instruction. These changes are due to updated data and methods of identifying students as participating in DLI/DBE during each school year. The updated data is used in projections and is therefore presented here.

Enrollment History by Demographic Group

The percentage of students (PK-12) identifying as each race have remained relatively stable over the past five school years. However, the number of students identifying as Hispanic/Latino or white have changed by a relatively large amount. The number of Hispanic/Latino students has increased by 8% over the past five school years ((5,894-5,464)/5,464) and the number of white students has decreased by 4% ((11,409-11,892)/11,892).

	Student Count					Percent of Students				
	14-15	15-16	16-17	17-18	18-19	14-15	15-16	16-17	17-18	18-19
American Indian/Alaska Native	93	92	77	83	76	<1%	<1%	<1%	<1%	<1%
Asian	2,460	2,426	2,428	2,380	2,378	9%	9%	9%	9%	9%
Black or African American	4,840	4,841	4,782	4,855	4,846	18%	18%	18%	18%	18%
Hispanic/Latino	5,464	5,562	5,726	5,786	5,896	20%	21%	21%	21%	22%
Multiracial	2,498	2,472	2,426	2,443	2,452	9%	9%	9%	9%	9%
Native Hawaiian/Pacific Island	13	16	16	16	15	<1%	<1%	<1%	<1%	<1%
White	11,892	11,740	11,593	11,595	11,407	44%	43%	43%	43%	42%
Other Demographics										
Disability	3,973	3,707	3,754	3,860	3,933	15%	14%	14%	14%	15%
ELL	7,264	7,476	7,466	7,668	7,646	27%	28%	27%	28%	28%
Low-income	13,129	13,232	13,411	13,145	13,672	48%	49%	49%	48%	51%



Note to Cumulative Percent Change in Enrollment Visual

The line represents the number of students enrolled by race.

The label for each point is the cumulative percent change in the number of students; a negative cumulative percent change is in red and a positive cumulative percent change is in red.

Enrollment Projections by Grade for each School

Elementary Schools (K4-5th grade) in East High Area

HS Area	School	School Year	K4	KG	01	02	03	04	05	06	07	08	09	10	11	12	Total
East	Emerson	18-19	34	65	64	70	62	71	50								416
East	Emerson	19-20	32	72	62	62	68	60	68								425
East	Emerson	20-21	33	70	69	60	60	66	58								415
East	Emerson	21-22	33	71	67	67	58	58	64								417
East	Emerson	22-23	33	71	68	64	65	57	56								412
East	Emerson	23-24	33	71	67	65	62	63	54								416
East	Gompers	18-19	19	25	36	29	38	23	29								199
East	Gompers	19-20	18	32	24	35	28	37	22								196
East	Gompers	20-21	18	31	31	23	34	27	36								200
East	Gompers	21-22	18	32	30	30	22	33	26								191
East	Gompers	22-23	18	32	30	29	29	22	32								191
East	Gompers	23-24	18	32	30	29	28	28	21								186
East	Hawthorne	18-19	34	47	54	58	57	61	63								374
East	Hawthorne	19-20	32	56	45	52	57	56	60								357
East	Hawthorne	20-21	32	54	54	44	51	55	55								346
East	Hawthorne	21-22	32	54	52	52	43	50	55								339
East	Hawthorne	22-23	32	54	53	50	51	42	50								333
East	Hawthorne	23-24	32	54	53	51	49	50	42								331
East	Lake View	18-19		39	47	43	40	44	48								261
East	Lake View	19-20		48	38	46	42	39	42								254
East	Lake View	20-21		46	46	37	45	41	37								252
East	Lake View	21-22		47	45	45	36	44	39								255
East	Lake View	22-23		47	45	44	44	35	44								259
East	Lake View	23-24		47	45	44	43	43	34								257
East	Lapham	18-19	54	64	58	63											239
East	Lapham	19-20	55	66	61	56											238
East	Lapham	20-21	56	64	63	59											242
East	Lapham	21-22	56	65	61	61											243
East	Lapham	22-23	56	65	62	59											242
East	Lapham	23-24	56	65	62	60											243
East	Marquette	18-19					59	66	70								195
East	Marquette	19-20					61	57	64								182
East	Marquette	20-21					54	59	55								169
East	Marquette	21-22					57	53	57								167
East	Marquette	22-23					59	56	51								166
East	Marquette	23-24					57	58	54								169

Lapham and Marquette are paired elementary schools

HS Area	School	School Year	K4	KG	01	02	03	04	05	06	07	08	09	10	11	12	Total
East	Lindbergh	18-19	47	22	33	12	20	30	24								188
East	Lindbergh	19-20	31	24	21	32	12	19	29								167
East	Lindbergh	20-21	31	23	23	20	31	11	19								158
East	Lindbergh	21-22	31	23	22	22	20	30	11								159
East	Lindbergh	22-23	31	23	22	21	21	19	29								167
East	Lindbergh	23-24	31	23	22	21	20	21	18								157
East	Lowell	18-19	28	60	47	52	52	61	51								351
East	Lowell	19-20	30	54	57	45	50	51	59								347
East	Lowell	20-21	31	52	52	55	44	49	49								332
East	Lowell	21-22	31	53	50	50	54	43	47								327
East	Lowell	22-23	31	53	51	48	48	52	41								325
East	Lowell	23-24	31	53	51	49	47	47	50								327
East	Mendota	18-19	35	54	44	55	43	51	45								327
East	Mendota	19-20	32	57	52	42	53	42	49								327
East	Mendota	20-21	32	55	54	50	41	52	40								325
East	Mendota	21-22	32	56	53	53	48	40	50								331
East	Mendota	22-23	32	56	53	51	51	47	39								328
East	Mendota	23-24	32	56	53	51	49	50	45								336
East	Sandburg	18-19	56	64	74	76	59	80	77								486
East	Sandburg	19-20	49	74	64	72	74	58	78								467
East	Sandburg	20-21	50	71	73	62	70	72	56								453
East	Sandburg	21-22	50	72	70	71	60	68	70								461
East	Sandburg	22-23	50	72	71	68	69	58	66								454
East	Sandburg	23-24	50	72	71	69	66	67	57								452

Elementary Schools (K4-5th grade) in La Follette Area

HS Area	School	School Year	K4	KG	01	02	03	04	05	06	07	08	09	10	11	12	Total
La Follette	Allis	18-19	74	59	73	56	57	76	59								454
La Follette	Allis	19-20	79	68	57	71	54	55	73								458
La Follette	Allis	20-21	80	66	67	55	69	53	53								443
La Follette	Allis	21-22	80	67	65	65	54	67	52								449
La Follette	Allis	22-23	80	67	66	63	63	52	65								455
La Follette	Allis	23-24	80	67	66	63	61	61	51								449
La Follette	Elvehjem	18-19	34	65	64	53	75	62	69								422
La Follette	Elvehjem	19-20	33	63	62	62	51	73	60								404
La Follette	Elvehjem	20-21	34	60	60	60	60	50	70								394
La Follette	Elvehjem	21-22	34	61	58	58	58	58	48								375
La Follette	Elvehjem	22-23	34	61	58	56	56	57	56								377
La Follette	Elvehjem	23-24	34	61	58	56	54	54	54								372
La Follette	Glendale	18-19	51	69	75	72	77	80	72								496
La Follette	Glendale	19-20	47	71	68	73	70	75	78								483
La Follette	Glendale	20-21	48	69	71	66	71	68	73								465
La Follette	Glendale	21-22	48	70	68	68	64	69	67								454
La Follette	Glendale	22-23	48	70	69	66	66	63	67								449
La Follette	Glendale	23-24	48	70	69	67	64	65	61								443
La Follette	Kennedy	18-19	38	77	72	70	85	83	84								509
La Follette	Kennedy	19-20	35	78	74	70	68	83	80								487
La Follette	Kennedy	20-21	36	75	75	71	67	66	80								470
La Follette	Kennedy	21-22	36	76	72	72	69	66	64								454
La Follette	Kennedy	22-23	36	76	73	69	70	67	63								454
La Follette	Kennedy	23-24	36	76	73	70	67	68	64								455
La Follette	Nuestro Mundo	18-19		50	54	51	49	51	51								306
La Follette	Nuestro Mundo	19-20		52	51	52	50	48	50								304
La Follette	Nuestro Mundo	20-21		50	54	50	51	48	47								300
La Follette	Nuestro Mundo	21-22		51	52	52	48	50	48								301
La Follette	Nuestro Mundo	22-23		51	52	50	50	47	49								300
La Follette	Nuestro Mundo	23-24		51	52	51	49	49	47								299
La Follette	Schenk	18-19		84	60	76	60	71	58								409
La Follette	Schenk	19-20		76	82	58	74	58	68								417
La Follette	Schenk	20-21		73	74	80	56	72	56								412
La Follette	Schenk	21-22		74	72	72	77	55	70								421
La Follette	Schenk	22-23		74	73	69	70	75	54								415
La Follette	Schenk	23-24		74	73	70	67	68	73								426

Elementary Schools (K4-5th grade) in Memorial Area

HS Area	School	School Year	K4	KG	01	02	03	04	05	06	07	08	09	10	11	12	Total
Memorial	Chavez	18-19	66	117	93	99	91	95	112								673
Memorial	Chavez	19-20	64	118	115	90	96	89	92								663
Memorial	Chavez	20-21	65	114	115	111	87	94	86								671
Memorial	Chavez	21-22	64	114	111	111	108	85	91								684
Memorial	Chavez	22-23	64	114	112	107	108	105	82								692
Memorial	Chavez	23-24	64	114	111	108	104	105	102								708
Memorial	Crestwood	18-19	16	56	52	52	54	47	52								329
Memorial	Crestwood	19-20	15	57	53	50	50	53	45								324
Memorial	Crestwood	20-21	16	55	54	52	49	49	51								325
Memorial	Crestwood	21-22	16	56	53	52	50	47	47								321
Memorial	Crestwood	22-23	16	56	53	51	51	49	46								320
Memorial	Crestwood	23-24	16	56	53	51	49	50	47								321
Memorial	Falk	18-19	48	89	63	42	47	50	38								377
Memorial	Falk	19-20	51	85	87	61	41	46	49								420
Memorial	Falk	20-21	52	82	84	85	59	40	44								445
Memorial	Falk	21-22	52	83	81	81	82	58	38								474
Memorial	Falk	22-23	51	83	82	78	78	80	56								509
Memorial	Falk	23-24	51	83	82	79	76	76	78								525
Memorial	Huegel	18-19	39	75	68	85	74	77	69								487
Memorial	Huegel	19-20	35	81	72	66	82	72	74								482
Memorial	Huegel	20-21	36	78	77	69	64	80	69								473
Memorial	Huegel	21-22	36	79	75	75	67	62	77								470
Memorial	Huegel	22-23	36	79	76	72	72	65	60								459
Memorial	Huegel	23-24	35	79	75	73	70	70	63								466
Memorial	Muir	18-19	50	91	69	52	75	62	42								441
Memorial	Muir	19-20	45	74	87	67	50	73	60								456
Memorial	Muir	20-21	46	72	71	84	65	49	70								457
Memorial	Muir	21-22	46	73	69	69	81	63	47								447
Memorial	Muir	22-23	46	73	70	66	67	79	61								461
Memorial	Muir	23-24	46	73	70	67	64	65	76								460
Memorial	Olson	18-19	35	71	72	74	63	69	57								441
Memorial	Olson	19-20	34	79	68	70	72	61	66								450
Memorial	Olson	20-21	35	76	75	65	67	70	59								448
Memorial	Olson	21-22	35	77	73	73	63	66	67								454
Memorial	Olson	22-23	35	77	74	70	71	62	63								452
Memorial	Olson	23-24	35	77	74	71	68	69	59								453

HS Area	School	School Year	K4	KG	01	02	03	04	05	06	07	08	09	10	11	12	Total
Memorial	Orchard Ridge	18-19	22	40	27	43	27	53	45								257
Memorial	Orchard Ridge	19-20	26	40	38	26	42	26	51								250
Memorial	Orchard Ridge	20-21	27	38	38	37	25	41	25								231
Memorial	Orchard Ridge	21-22	27	39	37	37	36	25	39								239
Memorial	Orchard Ridge	22-23	27	39	37	35	36	35	24								232
Memorial	Orchard Ridge	23-24	27	39	37	36	34	35	33								241
Memorial	Stephens	18-19	56	76	89	69	95	91	76								552
Memorial	Stephens	19-20	57	81	74	87	68	93	91								550
Memorial	Stephens	20-21	58	78	79	72	85	67	94								532
Memorial	Stephens	21-22	58	79	76	76	70	83	68								510
Memorial	Stephens	22-23	57	79	77	74	75	69	84								516
Memorial	Stephens	23-24	57	79	77	75	72	74	70								504

Elementary Schools (K4-5th grade) in West Area

HS Area	School	School Year	K4	KG	01	02	03	04	05	06	07	08	09	10	11	12	Total
West	Franklin	18-19	50	116	111	127											404
West	Franklin	19-20	48	118	111	107											384
West	Franklin	20-21	49	114	112	107											382
West	Franklin	21-22	49	115	108	108											381
West	Franklin	22-23	49	115	110	105											379
West	Franklin	23-24	49	115	110	106											380
West	Randall	18-19					120	118	116								354
West	Randall	19-20					123	117	114								354
West	Randall	20-21					104	120	112								336
West	Randall	21-22					104	101	115								320
West	Randall	22-23					105	101	97								303
West	Randall	23-24					102	102	97								301
West	Leopold	18-19	49	110	111	106	101	96	119								692
West	Leopold	19-20	48	107	109	107	103	99	94								668
West	Leopold	20-21	48	103	107	106	104	100	97								665
West	Leopold	21-22	48	103	102	103	103	102	98								659
West	Leopold	22-23	47	101	102	99	100	100	100								650
West	Leopold	23-24	47	100	101	98	96	98	98								638
West	Midvale	18-19	32	137	127	137											433
West	Midvale	19-20	32	133	136	123											424
West	Midvale	20-21	33	129	132	131											425
West	Midvale	21-22	33	131	128	128											419
West	Midvale	22-23	33	131	130	124											416
West	Midvale	23-24	33	131	129	125											418
West	Lincoln	18-19	35				139	129	140								443
West	Lincoln	19-20	31				133	136	126								426
West	Lincoln	20-21	31				119	130	133								413
West	Lincoln	21-22	31				127	116	127								402
West	Lincoln	22-23	31				124	124	114								394
West	Lincoln	23-24	31				120	121	121								394
West	Shorewood	18-19	29	91	73	84	68	60	66								471
West	Shorewood	19-20	29	88	87	70	81	66	58								480
West	Shorewood	20-21	30	85	84	84	68	79	64								494
West	Shorewood	21-22	30	86	81	81	81	67	76								502
West	Shorewood	22-23	30	86	82	78	79	79	64								498
West	Shorewood	23-24	30	86	82	79	76	76	76								505

Franklin and Randall are paired elementary schools; Midvale and Lincoln are paired elementary schools

HS Area	School	School Year	K4	KG	01	02	03	04	05	06	07	08	09	10	11	12	Total
West	Thoreau	18-19	31	69	69	62	53	83	67								434
West	Thoreau	19-20	28	70	66	67	60	52	80								422
West	Thoreau	20-21	28	67	67	64	65	58	50								398
West	Thoreau	21-22	28	68	64	64	62	63	56								405
West	Thoreau	22-23	28	68	65	62	62	60	61								406
West	Thoreau	23-24	28	68	65	63	60	61	58								402
West	Van Hise	18-19		81	79	76	73	65	65								439
West	Van Hise	19-20		77	77	76	74	71	63								438
West	Van Hise	20-21		74	73	75	74	72	68								436
West	Van Hise	21-22		75	71	71	72	72	69								430
West	Van Hise	22-23		75	72	68	69	70	69								423
West	Van Hise	23-24		75	72	69	66	67	68								417

Middle Schools in East and La Follette Areas

HS Area	School	School Year	K4	KG	01	02	03	04	05	06	07	08	09	10	11	12	Total
East	Black Hawk	18-19								146	141	127					414
East	Black Hawk	19-20								132	144	140					416
East	Black Hawk	20-21								129	130	143					402
East	Black Hawk	21-22								120	127	129					377
East	Black Hawk	22-23								113	119	127					358
East	Black Hawk	23-24								130	112	118					359
East	O'Keeffe	18-19								153	148	149					450
East	O'Keeffe	19-20								148	151	147					446
East	O'Keeffe	20-21								153	146	150					449
East	O'Keeffe	21-22								129	151	145					424
East	O'Keeffe	22-23								129	127	150					406
East	O'Keeffe	23-24								114	127	126					367
East	Sherman	18-19								126	143	159					428
East	Sherman	19-20								152	123	142					418
East	Sherman	20-21								164	149	123					436
East	Sherman	21-22								136	161	148					445
East	Sherman	22-23								153	134	160					446
East	Sherman	23-24								138	149	133					420
La Follette	Badger Rock	18-19								35	28	22					85
La Follette	Badger Rock	19-20								35	35	28					97
La Follette	Badger Rock	20-21								35	35	34					104
La Follette	Badger Rock	21-22								35	35	34					104
La Follette	Badger Rock	22-23								35	35	34					104
La Follette	Badger Rock	23-24								35	35	34					104
La Follette	Sennett	18-19								230	206	240					676
La Follette	Sennett	19-20								223	225	205					652
La Follette	Sennett	20-21								231	217	224					672
La Follette	Sennett	21-22								214	226	217					656
La Follette	Sennett	22-23								188	209	225					622
La Follette	Sennett	23-24								207	183	208					598
La Follette	Whitehorse	18-19								173	142	163					478
La Follette	Whitehorse	19-20								153	171	141					464
La Follette	Whitehorse	20-21								159	151	169					479
La Follette	Whitehorse	21-22								145	157	149					451
La Follette	Whitehorse	22-23								138	143	156					437
La Follette	Whitehorse	23-24								124	136	142					402

Middle Schools in Memorial and West Areas

HS Area	School	School Year	K4	KG	01	02	03	04	05	06	07	08	09	10	11	12	Total
Memorial	Jefferson	18-19								205	180	171					556
Memorial	Jefferson	19-20								173	201	179					553
Memorial	Jefferson	20-21								197	169	200					566
Memorial	Jefferson	21-22								208	193	168					569
Memorial	Jefferson	22-23								167	204	192					563
Memorial	Jefferson	23-24								203	163	203					569
Memorial	Spring Harbor	18-19								87	88	90					265
Memorial	Spring Harbor	19-20								90	86	87					263
Memorial	Spring Harbor	20-21								90	89	85					264
Memorial	Spring Harbor	21-22								90	89	88					267
Memorial	Spring Harbor	22-23								90	89	88					267
Memorial	Spring Harbor	23-24								90	89	88					267
Memorial	Toki	18-19								209	195	183					587
Memorial	Toki	19-20								209	206	194					608
Memorial	Toki	20-21								217	206	204					627
Memorial	Toki	21-22								174	214	204					592
Memorial	Toki	22-23								194	171	212					577
Memorial	Toki	23-24								157	191	170					518
West	Cherokee	18-19								167	182	199					548
West	Cherokee	19-20								216	163	181					561
West	Cherokee	20-21								196	210	162					568
West	Cherokee	21-22								179	190	209					578
West	Cherokee	22-23								179	173	190					542
West	Cherokee	23-24								172	174	173					518
West	Hamilton	18-19								270	245	231					746
West	Hamilton	19-20								243	266	243					752
West	Hamilton	20-21								234	239	264					737
West	Hamilton	21-22								239	230	237					707
West	Hamilton	22-23								254	236	229					719
West	Hamilton	23-24								227	251	234					712
West	Wright	18-19								87	86	72					245
West	Wright	19-20								85	86	85					256
West	Wright	20-21								85	84	85					254
West	Wright	21-22								85	84	83					252
West	Wright	22-23								85	84	83					252
West	Wright	23-24								85	84	83					252

Traditional High Schools

HS Area	School	School Year	K4	KG	01	02	03	04	05	06	07	08	09	10	11	12	Total
East	East	18-19											405	409	366	431	1611
East	East	19-20											453	401	389	404	1648
East	East	20-21											446	449	380	420	1695
East	East	21-22											434	441	428	413	1715
East	East	22-23											439	430	419	459	1748
East	East	23-24											454	433	410	452	1749
La Follette	La Follette	18-19											411	378	396	395	1580
La Follette	La Follette	19-20											456	417	381	420	1673
La Follette	La Follette	20-21											401	459	417	407	1683
La Follette	La Follette	21-22											452	405	457	438	1752
La Follette	La Follette	22-23											423	456	406	480	1764
La Follette	La Follette	23-24											440	425	455	433	1752
Memorial	Memorial	18-19											526	491	450	506	1973
Memorial	Memorial	19-20											491	522	477	495	1985
Memorial	Memorial	20-21											506	485	504	520	2016
Memorial	Memorial	21-22											539	502	469	550	2060
Memorial	Memorial	22-23											505	534	487	519	2046
Memorial	Memorial	23-24											540	499	518	533	2090
West	West	18-19										1	588	536	533	587	2245
West	West	19-20											528	586	524	581	2219
West	West	20-21											537	525	573	571	2207
West	West	21-22											542	535	515	618	2210
West	West	22-23											559	537	525	561	2182
West	West	23-24											531	559	527	561	2177

Alternative High Schools

HS Area	School	School Year	K4	KG	01	02	03	04	05	06	07	08	09	10	11	12	Total
Alternative	Capital	18-19											20	28	46	62	156
Alternative	Capital	19-20											13	23	46	63	144
Alternative	Capital	20-21											13	21	46	63	143
Alternative	Capital	21-22											13	20	44	64	141
Alternative	Capital	22-23											7	22	42	61	131
Alternative	Capital	23-24											7	20	44	58	130
Alternative	Innovative & Alt	18-19											5	5	23	144	177
Alternative	Innovative & Alt	19-20											1	0	26	153	180
Alternative	Innovative & Alt	20-21											1	0	23	153	176
Alternative	Innovative & Alt	21-22											1	0	21	151	173
Alternative	Innovative & Alt	22-23											1	0	21	144	166
Alternative	Innovative & Alt	23-24											1	0	21	137	160
Alternative	Shabazz	18-19											10	25	50	36	121
Alternative	Shabazz	19-20											8	25	41	38	112
Alternative	Shabazz	20-21											7	24	42	38	111
Alternative	Shabazz	21-22											8	23	40	39	109
Alternative	Shabazz	22-23											5	24	38	37	104
Alternative	Shabazz	23-24											5	22	40	36	102

4K/PK Offsite Enrollment

HS Area	School	School Year	K4	KG	01	02	03	04	05	06	07	08	09	10	11	12	Total
Alternative	4K PK Off Site	18-19	714														714
Alternative	4K PK Off Site	19-20	700														700
Alternative	4K PK Off Site	20-21	709														709
Alternative	4K PK Off Site	21-22	708														708
Alternative	4K PK Off Site	22-23	706														706
Alternative	4K PK Off Site	23-24	705														705

Enrollment Projections by Grade and Language for each School

Elementary Schools (KG-5th grade) in East Area

			English-Only						DLI/DBE					
HS Area	School	School Year	KG	01	02	03	04	05	KG	01	02	03	04	05
East	Emerson	18-19	65	64	70	62	71	50						
East	Emerson	19-20	72	62	62	68	60	68						
East	Emerson	20-21	70	69	60	60	66	58						
East	Emerson	21-22	71	67	67	58	58	64						
East	Emerson	22-23	71	68	64	65	57	56						
East	Emerson	23-24	71	67	65	62	63	54						
East	Gompers	18-19	25	36	29	38	23	29						
East	Gompers	19-20	32	24	35	28	37	22						
East	Gompers	20-21	31	31	23	34	27	36						
East	Gompers	21-22	32	30	30	22	33	26						
East	Gompers	22-23	32	30	29	29	22	32						
East	Gompers	23-24	32	30	29	28	28	21						
East	Hawthorne	18-19	40	44	50	48	56	54	7	10	8	9	5	9
East	Hawthorne	19-20	48	38	42	48	47	54	8	7	10	8	9	6
East	Hawthorne	20-21	46	46	37	41	47	45	7	8	7	10	8	10
East	Hawthorne	21-22	47	44	44	36	40	45	7	8	8	7	10	9
East	Hawthorne	22-23	47	45	43	43	35	39	7	8	8	8	7	12
East	Hawthorne	23-24	47	45	43	42	42	33	7	8	8	8	8	8
East	Lake View	18-19	34	38	43	40	44	48	5	9				
East	Lake View	19-20	41	32	37	42	39	42	7	5	9			
East	Lake View	20-21	39	39	31	36	41	37	7	7	5	9		
East	Lake View	21-22	40	38	38	30	35	39	7	7	7	5	9	
East	Lake View	22-23	40	38	36	37	30	33	7	7	7	7	5	10
East	Lake View	23-24	40	38	37	35	36	28	7	7	7	7	8	6
East	Lapham	18-19	64	58	63									
East	Lapham	19-20	66	61	56									
East	Lapham	20-21	64	63	59									
East	Lapham	21-22	65	61	61									
East	Lapham	22-23	65	62	59									
East	Lapham	23-24	65	62	60									
East	Marquette	18-19				59	66	70						
East	Marquette	19-20				61	57	64						
East	Marquette	20-21				54	59	55						
East	Marquette	21-22				57	53	57						
East	Marquette	22-23				59	56	51						
East	Marquette	23-24				57	58	54						

Lapham and Marquette are paired elementary schools

			English-Only						DLI/DBE					
HS Area	School	School Year	KG	01	02	03	04	05	KG	01	02	03	04	05
East	Lindbergh	18-19	22	33	12	20	30	24						
East	Lindbergh	19-20	24	21	32	12	19	29						
East	Lindbergh	20-21	23	23	20	31	11	19						
East	Lindbergh	21-22	23	22	22	20	30	11						
East	Lindbergh	22-23	23	22	21	21	19	29						
East	Lindbergh	23-24	23	22	21	20	21	18						
East	Lowell	18-19	60	47	52	52	61	51						
East	Lowell	19-20	54	57	45	50	51	59						
East	Lowell	20-21	52	52	55	44	49	49						
East	Lowell	21-22	53	50	50	54	43	47						
East	Lowell	22-23	53	51	48	48	52	41						
East	Lowell	23-24	53	51	49	47	47	50						
East	Mendota	18-19	54	44	55	43	51	45						
East	Mendota	19-20	57	52	42	53	42	49						
East	Mendota	20-21	55	54	50	41	52	40						
East	Mendota	21-22	56	53	53	48	40	50						
East	Mendota	22-23	56	53	51	51	47	39						
East	Mendota	23-24	56	53	51	49	50	45						
East	Sandburg	18-19	28	41	32	30	45	29	36	33	44	29	35	48
East	Sandburg	19-20	37	27	40	31	29	43	37	37	32	43	28	35
East	Sandburg	20-21	36	35	26	38	30	28	36	38	36	31	42	28
East	Sandburg	21-22	36	34	34	25	37	29	36	36	37	35	30	41
East	Sandburg	22-23	36	34	33	33	24	36	36	37	35	36	34	30
East	Sandburg	23-24	36	34	33	32	32	23	36	37	36	34	35	34

Elementary Schools (K4-5th grade) in La Follette Area

			English-Only						DLI/DBE					
HS Area	School	School Year	KG	01	02	03	04	05	KG	01	02	03	04	05
La Follette	Allis	18-19	46	42	30	57	76	59	13	31	26			
La Follette	Allis	19-20	44	44	41	29	55	73	24	13	30	25		
La Follette	Allis	20-21	43	42	42	39	28	53	23	25	13	29	25	
La Follette	Allis	21-22	43	41	41	41	38	27	24	24	24	13	29	24
La Follette	Allis	22-23	43	41	39	40	40	37	24	24	23	23	12	28
La Follette	Allis	23-24	43	41	40	38	39	39	24	24	24	23	23	12
La Follette	Elvehjem	18-19	65	64	53	75	62	69						
La Follette	Elvehjem	19-20	63	62	62	51	73	60						
La Follette	Elvehjem	20-21	60	60	60	60	50	70						
La Follette	Elvehjem	21-22	61	58	58	58	58	48						
La Follette	Elvehjem	22-23	61	58	56	56	57	56						
La Follette	Elvehjem	23-24	61	58	56	54	54	54						
La Follette	Glendale	18-19	35	28	24	34	36	39	34	47	48	43	44	33
La Follette	Glendale	19-20	36	33	27	23	33	35	35	35	46	47	42	44
La Follette	Glendale	20-21	35	35	32	26	23	32	34	36	34	44	46	42
La Follette	Glendale	21-22	35	33	33	31	26	22	34	35	35	33	43	45
La Follette	Glendale	22-23	35	34	32	32	30	25	34	35	34	34	32	43
La Follette	Glendale	23-24	35	34	33	31	32	29	34	35	34	33	33	32
La Follette	Kennedy	18-19	77	72	70	85	83	84						
La Follette	Kennedy	19-20	78	74	70	68	83	80						
La Follette	Kennedy	20-21	75	75	71	67	66	80						
La Follette	Kennedy	21-22	76	72	72	69	66	64						
La Follette	Kennedy	22-23	76	73	69	70	67	63						
La Follette	Kennedy	23-24	76	73	70	67	68	64						
La Follette	Nuestro Mundo	18-19							50	54	51	49	51	51
La Follette	Nuestro Mundo	19-20							52	51	52	50	48	50
La Follette	Nuestro Mundo	20-21							50	54	50	51	48	47
La Follette	Nuestro Mundo	21-22							51	52	52	48	50	48
La Follette	Nuestro Mundo	22-23							51	52	50	50	47	49
La Follette	Nuestro Mundo	23-24							51	52	51	49	49	47
La Follette	Schenk	18-19	52	34	36	60	71	58	32	26	40			
La Follette	Schenk	19-20	45	50	33	35	58	68	30	33	25	39		
La Follette	Schenk	20-21	44	43	48	32	34	56	29	31	32	25	38	
La Follette	Schenk	21-22	44	42	42	46	31	33	30	30	30	31	24	38
La Follette	Schenk	22-23	44	42	40	40	45	30	30	31	29	29	30	24
La Follette	Schenk	23-24	44	42	41	39	39	44	30	31	30	28	29	30

Elementary Schools (K4-5th grade) in Memorial Area

			English-Only						DLI/DBE					
HS Area	School	School Year	KG	01	02	03	04	05	KG	01	02	03	04	05
Memorial	Chavez	18-19	76	71	75	70	80	94	41	22	24	21	15	18
Memorial	Chavez	19-20	84	73	69	73	68	77	34	42	21	23	21	15
Memorial	Chavez	20-21	81	80	70	66	71	66	33	35	41	21	23	20
Memorial	Chavez	21-22	82	77	77	68	65	68	33	33	34	40	20	23
Memorial	Chavez	22-23	82	78	75	75	66	62	32	33	32	33	39	20
Memorial	Chavez	23-24	81	78	75	72	73	64	32	33	32	32	32	38
Memorial	Crestwood	18-19	56	52	52	54	47	52						
Memorial	Crestwood	19-20	57	53	50	50	53	45						
Memorial	Crestwood	20-21	55	54	52	49	49	51						
Memorial	Crestwood	21-22	56	53	52	50	47	47						
Memorial	Crestwood	22-23	56	53	51	51	49	46						
Memorial	Crestwood	23-24	56	53	51	49	50	47						
Memorial	Falk	18-19	54	30	42	47	50	38	35	33				
Memorial	Falk	19-20	51	52	29	41	46	49	34	36	32			
Memorial	Falk	20-21	49	49	50	28	40	44	33	35	35	31		
Memorial	Falk	21-22	50	47	47	48	27	38	33	34	34	34	30	
Memorial	Falk	22-23	50	48	45	46	47	26	33	34	33	33	33	30
Memorial	Falk	23-24	50	48	46	44	44	45	33	34	33	32	32	33
Memorial	Huegel	18-19	75	68	85	74	77	69						
Memorial	Huegel	19-20	81	72	66	82	72	74						
Memorial	Huegel	20-21	78	77	69	64	80	69						
Memorial	Huegel	21-22	79	75	75	67	62	77						
Memorial	Huegel	22-23	79	76	72	72	65	60						
Memorial	Huegel	23-24	79	75	73	70	70	63						
Memorial	Muir	18-19	91	69	52	75	62	42						
Memorial	Muir	19-20	74	87	67	50	73	60						
Memorial	Muir	20-21	72	71	84	65	49	70						
Memorial	Muir	21-22	73	69	69	81	63	47						
Memorial	Muir	22-23	73	70	66	67	79	61						
Memorial	Muir	23-24	73	70	67	64	65	76						
Memorial	Olson	18-19	71	72	74	63	69	57						
Memorial	Olson	19-20	79	68	70	72	61	66						
Memorial	Olson	20-21	76	75	65	67	70	59						
Memorial	Olson	21-22	77	73	73	63	66	67						
Memorial	Olson	22-23	77	74	70	71	62	63						
Memorial	Olson	23-24	77	74	71	68	69	59						

			English-Only						DLI/DBE					
HS Area	School	School Year	KG	01	02	03	04	05	KG	01	02	03	04	05
Memorial	Orchard Ridge	18-19	40	27	43	27	53	45						
Memorial	Orchard Ridge	19-20	40	38	26	42	26	51						
Memorial	Orchard Ridge	20-21	38	38	37	25	41	25						
Memorial	Orchard Ridge	21-22	39	37	37	36	25	39						
Memorial	Orchard Ridge	22-23	39	37	35	36	35	24						
Memorial	Orchard Ridge	23-24	39	37	36	34	35	33						
Memorial	Stephens	18-19	60	66	50	71	73	55	16	23	19	24	18	21
Memorial	Stephens	19-20	63	57	64	48	69	70	18	17	23	19	24	21
Memorial	Stephens	20-21	61	60	55	62	47	67	17	19	17	23	19	28
Memorial	Stephens	21-22	62	58	58	54	60	45	17	18	18	17	23	22
Memorial	Stephens	22-23	62	59	56	56	52	58	17	18	18	19	17	27
Memorial	Stephens	23-24	62	59	57	54	55	50	17	18	18	18	19	19

Elementary Schools (K4-5th grade) in West Area

			English-Only						DLI/DBE					
HS Area	School	School Year	KG	01	02	03	04	05	KG	01	02	03	04	05
West	Franklin	18-19	116	111	127									
West	Franklin	19-20	118	111	107									
West	Franklin	20-21	114	112	107									
West	Franklin	21-22	115	108	108									
West	Franklin	22-23	115	110	105									
West	Franklin	23-24	115	110	106									
West	Randall	18-19				120	118	116						
West	Randall	19-20				123	117	114						
West	Randall	20-21				104	120	112						
West	Randall	21-22				104	101	115						
West	Randall	22-23				105	101	97						
West	Randall	23-24				102	102	97						
West	Leopold	18-19	50	43	41	33	42	55	60	68	65	68	54	64
West	Leopold	19-20	49	48	42	40	32	40	58	62	66	63	66	53
West	Leopold	20-21	48	47	46	40	39	31	56	59	60	64	62	66
West	Leopold	21-22	47	45	46	45	39	37	55	57	58	58	63	61
West	Leopold	22-23	47	45	44	44	43	38	55	57	55	56	57	62
West	Leopold	23-24	46	45	44	42	43	42	54	56	55	54	55	56
West	Midvale	18-19	68	54	54				69	73	83			
West	Midvale	19-20	64	65	52				70	71	71			
West	Midvale	20-21	62	61	63				67	71	69			
West	Midvale	21-22	63	59	59				68	69	69			
West	Midvale	22-23	62	60	57				68	70	67			
West	Midvale	23-24	62	60	58				68	70	68			
West	Lincoln	18-19				53	53	44				86	76	96
West	Lincoln	19-20				52	52	51				81	84	75
West	Lincoln	20-21				51	51	50				69	79	83
West	Lincoln	21-22				61	49	49				67	67	78
West	Lincoln	22-23				57	59	47				67	65	67
West	Lincoln	23-24				55	56	57				65	66	64
West	Shorewood	18-19	91	73	84	68	60	66						
West	Shorewood	19-20	88	87	70	81	66	58						
West	Shorewood	20-21	85	84	84	68	79	64						
West	Shorewood	21-22	86	81	81	81	67	76						
West	Shorewood	22-23	86	82	78	79	79	64						
West	Shorewood	23-24	86	82	79	76	76	76						

Franklin and Randall are paired elementary schools; Midvale and Lincoln are paired elementary schools

			English-Only						DLI/DBE					
HS Area	School	School Year	KG	01	02	03	04	05	KG	01	02	03	04	05
West	Thoreau	18-19	69	69	62	53	83	67						
West	Thoreau	19-20	70	66	67	60	52	80						
West	Thoreau	20-21	67	67	64	65	58	50						
West	Thoreau	21-22	68	64	64	62	63	56						
West	Thoreau	22-23	68	65	62	62	60	61						
West	Thoreau	23-24	68	65	63	60	61	58						
West	Van Hise	18-19	81	79	76	73	65	65						
West	Van Hise	19-20	77	77	76	74	71	63						
West	Van Hise	20-21	74	73	75	74	72	68						
West	Van Hise	21-22	75	71	71	72	72	69						
West	Van Hise	22-23	75	72	68	69	70	69						
West	Van Hise	23-24	75	72	69	66	67	68						

Middle Schools in East and La Follette Areas

			English-Only			DLI/DBE		
HS Area	School	School Year	06	07	08	06	07	08
East	Black Hawk	18-19	146	141	127			
East	Black Hawk	19-20	132	144	140			
East	Black Hawk	20-21	129	130	143			
East	Black Hawk	21-22	120	127	129			
East	Black Hawk	22-23	113	119	127			
East	Black Hawk	23-24	121	112	118	9		
East	O'Keeffe	18-19	153	148	149			
East	O'Keeffe	19-20	148	151	147			
East	O'Keeffe	20-21	153	146	150			
East	O'Keeffe	21-22	129	151	145			
East	O'Keeffe	22-23	129	127	150			
East	O'Keeffe	23-24	114	127	126			
East	Sherman	18-19	91	113	125	35	30	34
East	Sherman	19-20	105	90	112	47	34	30
East	Sherman	20-21	131	104	89	33	45	34
East	Sherman	21-22	105	129	103	32	32	45
East	Sherman	22-23	111	103	128	42	30	32
East	Sherman	23-24	103	109	103	34	40	30
La Follette	Badger Rock	18-19	35	28	22			
La Follette	Badger Rock	19-20	35	35	28			
La Follette	Badger Rock	20-21	35	35	34			
La Follette	Badger Rock	21-22	35	35	34			
La Follette	Badger Rock	22-23	35	35	34			
La Follette	Badger Rock	23-24	35	35	34			
La Follette	Sennett	18-19	149	135	172	81	71	68
La Follette	Sennett	19-20	142	147	134	80	78	71
La Follette	Sennett	20-21	144	140	146	88	77	78
La Follette	Sennett	21-22	131	141	139	83	84	77
La Follette	Sennett	22-23	79	129	140	110	80	84
La Follette	Sennett	23-24	96	78	128	111	105	80
La Follette	Whitehorse	18-19	173	142	163			
La Follette	Whitehorse	19-20	153	171	141			
La Follette	Whitehorse	20-21	159	151	169			
La Follette	Whitehorse	21-22	145	157	149			
La Follette	Whitehorse	22-23	105	143	156	34		
La Follette	Whitehorse	23-24	103	103	142	21	32	

Middle Schools in Memorial and West Areas

			English Only			DLI/DBE		
HS Area	School	School Year	06	07	08	06	07	08
Memorial	Jefferson	18-19	169	146	171	36	34	
Memorial	Jefferson	19-20	135	167	145	37	35	34
Memorial	Jefferson	20-21	164	133	165	33	36	35
Memorial	Jefferson	21-22	163	161	132	44	32	36
Memorial	Jefferson	22-23	125	161	160	42	43	32
Memorial	Jefferson	23-24	133	123	160	70	40	43
Memorial	Spring Harbor	18-19	87	88	90			
Memorial	Spring Harbor	19-20	90	86	87			
Memorial	Spring Harbor	20-21	90	89	85			
Memorial	Spring Harbor	21-22	90	89	88			
Memorial	Spring Harbor	22-23	90	89	88			
Memorial	Spring Harbor	23-24	90	89	88			
Memorial	Toki	18-19	209	195	183			
Memorial	Toki	19-20	209	206	194			
Memorial	Toki	20-21	217	206	204			
Memorial	Toki	21-22	174	214	204			
Memorial	Toki	22-23	194	171	212			
Memorial	Toki	23-24	157	191	170			
West	Cherokee	18-19	105	95	123	62	87	76
West	Cherokee	19-20	77	104	94	140	60	87
West	Cherokee	20-21	83	76	103	113	134	60
West	Cherokee	21-22	48	82	75	131	108	134
West	Cherokee	22-23	57	47	81	122	126	108
West	Cherokee	23-24	58	57	47	113	117	126
West	Hamilton	18-19	270	245	231			
West	Hamilton	19-20	243	266	243			
West	Hamilton	20-21	234	239	264			
West	Hamilton	21-22	239	230	237			
West	Hamilton	22-23	254	236	229			
West	Hamilton	23-24	227	251	234			
West	Wright	18-19	87	86	72			
West	Wright	19-20	85	86	85			
West	Wright	20-21	85	84	85			
West	Wright	21-22	85	84	83			
West	Wright	22-23	85	84	83			
West	Wright	23-24	85	84	83			

Traditional High Schools

			English Only				DLI/DBE			
HS Area	School	School Year	09	10	11	12	09	10	11	12
East	East	18-19	405	409	366	431				
East	East	19-20	419	401	389	404	34			
East	East	20-21	416	413	380	420	30	36		
East	East	21-22	401	409	392	413	34	32	36	
East	East	22-23	394	394	388	424	45	36	32	35
East	East	23-24	421	385	374	421	32	48	36	31
La Follette	La Follette	18-19	361	341	376	383	50	37	20	12
La Follette	La Follette	19-20	389	364	344	400	67	53	37	19
La Follette	La Follette	20-21	331	388	364	371	70	71	53	36
La Follette	La Follette	21-22	376	332	387	386	76	74	71	51
La Follette	La Follette	22-23	347	375	332	411	76	81	74	69
La Follette	La Follette	23-24	357	345	374	361	83	80	81	72
Memorial	Memorial	18-19	526	491	450	506				
Memorial	Memorial	19-20	491	522	477	495				
Memorial	Memorial	20-21	472	485	504	520	34			
Memorial	Memorial	21-22	504	466	469	550	35	36		
Memorial	Memorial	22-23	469	498	451	519	36	37	36	
Memorial	Memorial	23-24	508	461	481	498	32	38	37	35
West	West	18-19	537	536	533	587	51			
West	West	19-20	451	532	524	581	77	54		
West	West	20-21	449	443	519	571	89	82	54	
West	West	21-22	481	441	434	565	61	94	82	52
West	West	22-23	423	472	431	481	136	65	94	80
West	West	23-24	420	415	462	470	110	144	65	91

NOTE: Alternative HS environments and K4 do not offer DLI/DBE instruction

Appendix A: Highlight of Recent Development

The Tree Lane Family Apartments is a 45-unit permanent supportive apartment building geared toward serving homeless families. During the 2018-19 Third Friday of September membership count, there were 59 students living at this location. These students attended 11 schools and are spread across MMSD's 13 grades, so that each grade level at each school has between 0 and 7 students from this building.

The Carbon at Union Corners (2400 and 2500 blocks of Winnebago St) is a 90-unit apartment building offering affordable housing units and is geared toward serving families. During the 2018-19 Third Friday of September membership count, there were 24 students living at this location. These students attended 7 schools and are spread across MMSD's 13 grades, so that each grade level at each school has between 0 and 4 students from this building.

These are two of the largest developments geared toward families built in MMSD in recent years. While the developments do provide housing for a large number of MMSD students, the students attend different schools at different grade levels. Therefore, their effect on MMSD schools is not overwhelming in terms of school capacity.

Over the long term (next ten years), the effect of projected development is expected to have a significant impact on the capacity of some MMSD schools. However, the above examples demonstrate that individual developments (single, large buildings) can be accommodated by schools without great short term changes in building use or staffing.

Appendix B: New Independent Public Charter Schools

This school year two new independent public charter schools opened in MMSD's attendance area: Isthmus Montessori Academy Public (IMAP) and One City Senior Preshool (OCSP). IMAP projected that they would serve 184 students during the current school year, enrolled in K4-9th grade (page 7 of Charter School Application and Proposal IMAP). OCSP will serve a maximum of 82 students in K4-KG and projected that it would be serving this number of students during the current school year (page 7 of Public Charter School Application Phase 1 Prospectus).

According to Third Friday of September membership reporting for the current year, IMAP enrolled 218 students and OCSP enrolled 63 students. These enrollments were converted to an FTE funding number of 252.3 students, 205.2 at IMAP and 47.3 at OCSP (obtained from Independent Charter Schools-Membership Information & Historical Data). Of these 252.3 FTE converted students, 199.7 are residents of MMSD and are therefore taken into consideration for DPI funding purposes (obtained from Private School Vouchers Fiscal Information).

MMSD is not able to evaluate, with 100% accuracy, the actual impact these charter schools had on our enrollment, since we are unable to obtain student enrollment lists for the schools. We expect that some number of the students enrolled at these schools would have enrolled in MMSD (as residents or as non-residents transferring in) if the schools did not exist. We also expect that some of the MMSD resident students enrolled at IMAP and OCSP would have left MMSD for other public schools or private/parochial schools if these schools did not exist.

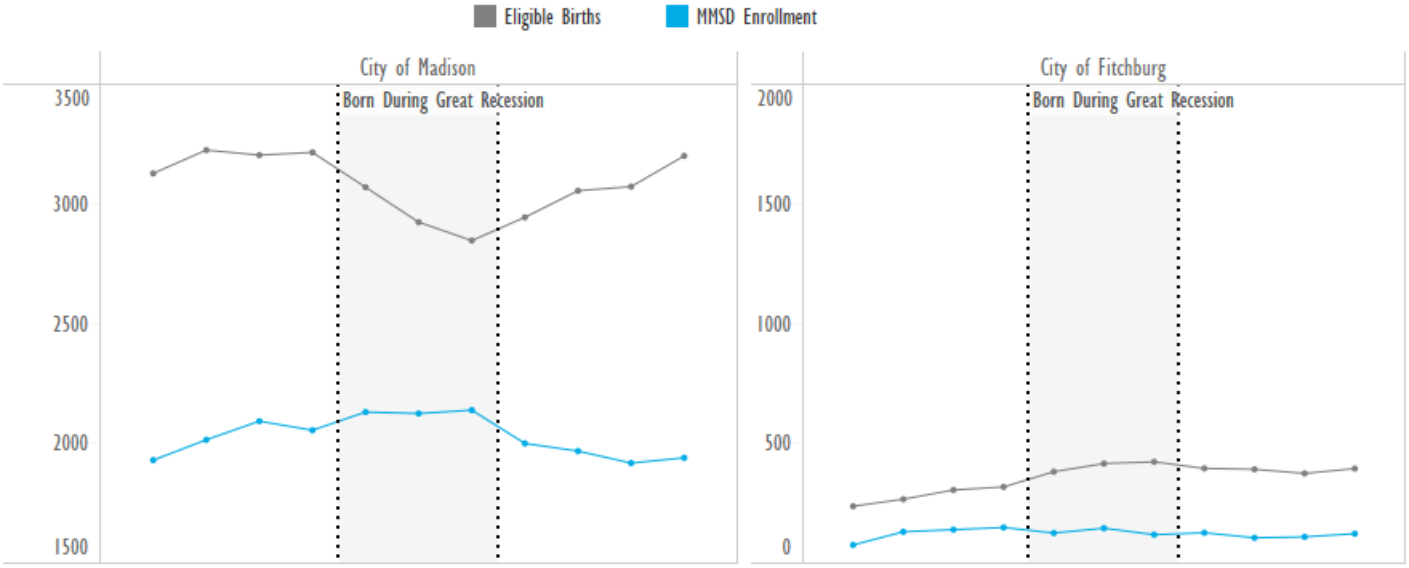
We cannot effectively evaluate the effects of the schools on K4 enrollment since MMSD does not have K4 attendance boundaries and many students attend off site providers. It is also very difficult to project/analyze KG enrollment since it is based on estimates of the number of children born in the area and not on enrollment in a previous grade.

OCSP is in the Lincoln ES attendance area and Lincoln is a paired elementary with Midvale ES for KG-2nd grade. It is difficult to determine how OCSP may have effected KG enrollment at Midvale, although the current year's enrollment of 137 is 15 students lower than the projected 152 students.

IMAP is in Hawthorne ES/Sherman MS/East HS attendance area. It is also conveniently located for students in the Emerson and Lake View ES attendance areas. Since IMAP serves 10 different grade levels, it is very difficult to estimate specific effects for each grade level at each school. It is of note that both Lake View's and Hawthorne's KG enrollments are below the projected amounts for the current school year: Lake View's enrollment is 39, 14 lower than the projection of 53 and Hawthorne's enrollment is 47, 19 lower than the projection of 66.

Appendix C: Enrollment in KG

Ten Year History of KG Enrollment and Eligible Births (KG Enrollment divided by Eligible Births below table)



Birth Years	03-04	04-05	05-06	06-07	07-08	08-09	09-10	10-11	11-12	12-13	13-14
School Year	08-09	09-10	10-11	11-12	12-13	13-14	14-15	15-16	16-17	17-18	18-19
City of Madison	62%	62%	65%	64%	69%	73%	75%	68%	64%	62%	61%
City of Fitchburg	32%	49%	46%	47%	33%	35%	28%	32%	27%	29%	31%

Eligible births is a calculated amount. We estimate how many births in a year are born before September and these become eligible for KG five years later and the number of students born after September become eligible six years later. This corresponds to the age cut-off for entering KG.

The majority of MMSD's students live in the City of Madison, although a large number of students do live in the City of Fitchburg and other students enter through intra-district transfers.

During the Great Recession (2008 through 2009) the number of births in the City of Madison declined sharply. However, the number of students enrolling when those births became eligible for KG (five to six years later) did not decline. This may be due to development in surrounding suburbs stalling during the recession and more families choosing to stay in their homes for longer in the down market.

After the housing market recovered, the number of births in the City of Madison sharply increased while the number of students enrolling in MMSD five to six years later decreased. This may be due to families moving out of the City of Madison when the housing market improved.

There are large developments planned in MMSD's attendance area (current and long-term) and in surrounding suburbs. Whether or not enrollment in MMSD for KG begins to increase in coming years depends in part upon the dynamics of families selecting MMSD neighborhoods over living in nearby suburbs after children are born.

Equity Staffing Charts

2018-19 Analysis: Equitable Distribution of Staffing

Elementary School

	School Programs					Enrollment Demographics				Ethnicity							Admin		Regular Education (4K-Grade 5, Reach, Specials)					Student Services							Special Education			OMGE (ESL, BRT, BRS)			
	School Support Level	Title I	AGR	DLI/DBE	4K	Total Enrollment FY20 (4K factored at 60%)	Free or Reduced-Price Meals	Special Education	English-Language Learner	African-American	Asian	Hispanic	Native American	Multiracial	Pacific Islander	White	Administrators	Clerical	Regular Ed (4K-Grade 5, Specials)	Interventionist/MTSS	Instructional Coach / Learning Coord	Regular Ed (EA, EA Clerical, Reading/Math, Noon, Parent Liaison)	**Students (FTE) per Regular Ed Staff (Teacher/EA)**	Psychologist	Social Worker	PBS Coach	Nurse	Nursing Assistant	BEA	**Students (FTE) per Student Svcs Staff (Teacher, EA)**	Special Ed (CC, OT, PT, SL, OTA)	Special Ed Assts	**Students (FTE) per Special Ed Staff (Teacher/EA)**	OMGE (ESL, BRT, BRS)	**Students (FTE) per OMGE Staff**	**Total Staff (incl. Admin, Clerical, Teacher, EA, BRS)**	**Students (FTE) per Total Staff**
Allis						435	72%	15%	22%	32%	6%	25%	0%	17%	0%	19%	2.00	1.00	29.40	1.00	1.00	2.55	**12.81**	1.00	1.00	0.30	1.00	0.75	-	**107.41**	7.78	6.18	**31.18**	5.93	**73.41**	**60.88**	**7.15**
Chavez						634	36%	13%	25%	11%	8%	20%	0%	9%	0%	51%	2.00	1.80	37.10	0.50	1.00	1.29	**15.89**	0.90	0.70	0.50	0.60	0.63	-	**190.68**	9.27	6.65	**39.81**	5.94	**106.81**	**68.88**	**9.21**
Crestwood						297	36%	12%	18%	14%	5%	16%	1%	7%	0%	56%	1.00	1.00	20.50	0.50	1.00	1.04	**12.89**	0.50	0.50	1.10	0.40	0.60	0.19	**90.21**	5.38	4.20	**31.01**	2.18	**136.49**	**40.09**	**7.41**
Elvehjem						387	30%	10%	13%	8%	5%	13%	1%	15%	0%	57%	1.00	1.00	23.60	0.50	1.00	0.96	**14.85**	0.70	0.40	0.20	0.40	0.73	0.78	**120.59**	6.35	4.59	**35.37**	1.98	**195.06**	**44.20**	**8.76**
Emerson						387	53%	13%	15%	22%	4%	15%	1%	15%	0%	43%	1.00	1.00	28.50	1.67	1.00	1.61	**11.81**	0.80	1.00	0.70	0.50	0.73	0.37	**94.40**	6.05	5.13	**34.63**	3.16	**122.47**	**53.22**	**7.27**
Falk						362	60%	13%	31%	23%	8%	29%	0%	11%	0%	29%	1.00	1.00	26.70	1.50	1.00	0.19	**12.32**	0.90	0.90	0.80	0.50	0.63	1.29	**72.24**	8.37	7.01	**23.52**	4.49	**80.59**	**56.28**	**6.43**
Franklin						373	25%	8%	14%	6%	7%	9%	0%	8%	0%	70%	1.00	1.00	22.60	0.50	1.00	0.36	**15.25**	0.40	0.40	0.40	0.40	0.63	0.53	**135.58**	4.13	3.37	**49.79**	2.97	**125.67**	**39.67**	**9.40**
Glendale						475	64%	15%	40%	19%	4%	41%	0%	12%	0%	24%	1.00	1.00	33.70	1.00	1.50	1.76	**12.51**	1.00	1.50	1.50	0.60	0.78	0.96	**74.98**	15.79	6.12	**21.68**	5.95	**79.81**	**74.16**	**6.41**
Gompers						209	52%	17%	20%	22%	4%	13%	0%	7%	0%	53%	1.00	1.00	15.00	1.00	1.00	0.94	**11.65**	0.40	0.40	0.20	0.30	-	1.23	**82.60**	5.21	2.23	**28.08**	2.52	**83.00**	**32.43**	**6.44**
Hawthorne						344	68%	13%	37%	32%	11%	20%	0%	11%	0%	26%	1.00	1.00	25.10	2.10	1.00	0.78	**11.87**	0.70	0.80	1.20	0.50	0.91	0.50	**74.67**	6.03	4.09	**34.02**	5.44	**63.28**	**51.13**	**6.73**
Huegel						469	49%	14%	19%	15%	6%	19%	0%	13%	0%	47%	1.00	1.00	30.80	1.75	1.45	1.58	**13.18**	1.00	1.00	0.50	0.50	0.63	0.74	**107.52**	7.24	3.54	**43.50**	3.21	**146.11**	**55.93**	**8.38**
Kennedy						526	48%	13%	14%	24%	7%	12%	0%	10%	0%	47%	2.00	1.00	29.00	0.50	1.00	1.63	**16.37**	0.80	0.93	0.27	0.50	0.75	1.79	**104.45**	7.58	5.27	**40.97**	3.45	**152.38**	**56.46**	**9.32**
Lakeview						265	76%	16%	43%	23%	28%	17%	0%	8%	0%	24%	1.00	1.00	20.00	1.60	1.00	0.94	**11.26**	1.00	1.00	1.00	0.40	0.68	0.61	**56.54**	5.73	3.47	**28.83**	4.21	**62.95**	**43.63**	**6.07**
Lapham						193	34%	7%	7%	15%	1%	8%	1%	11%	0%	64%	1.00	1.00	12.90	0.60	1.00	0.16	**13.16**	0.40	0.50	0.50	0.40	0.60	-	**80.42**	3.82	2.76	**29.31**	1.48	**130.05**	**27.13**	**7.11**
Leopold						659	67%	14%	37%	30%	3%	35%	0%	9%	0%	23%	3.00	2.00	47.00	2.20	1.00	1.96	**12.63**	1.20	1.40	1.00	0.90	0.88	2.36	**85.19**	9.85	6.47	**40.39**	7.71	**85.45**	**88.93**	**7.41**
Lincoln						422	55%	13%	45%	12%	10%	37%	0%	6%	0%	35%	1.00	1.00	28.55	0.50	1.25	0.06	**13.90**	0.50	1.00	1.10	0.50	0.63	-	**113.29**	6.54	5.51	**35.02**	6.44	**65.57**	**54.57**	**7.73**
Lindbergh						162	68%	11%	19%	33%	15%	15%	1%	10%	0%	25%	1.00	1.00	12.50	0.80	1.00	0.58	**10.88**	0.40	0.50	0.20	0.40	0.65	1.13	**49.37**	3.05	2.01	**32.00**	2.21	**73.30**	**27.44**	**5.90**
Lowell						339	35%	9%	11%	15%	3%	9%	0%	7%	0%	66%	1.00	1.28	23.31	0.50	1.00	0.58	**13.35**	0.80	0.50	0.29	0.40	0.70	0.36	**111.29**	4.13	3.16	**46.52**	1.98	**170.87**	**39.99**	**8.48**
Marquette						185	43%	19%	9%	20%	2%	10%	2%	13%	0%	54%	1.00	1.00	11.70	0.80	1.00	1.59	**12.26**	0.50	0.80	0.50	0.30	-	0.56	**69.48**	4.70	2.33	**26.32**	0.98	**188.01**	**27.76**	**6.66**
Mendota						329	73%	16%	17%	45%	7%	19%	0%	11%	0%	19%	1.00	1.00	22.30	1.00	2.00	1.47	**12.29**	1.00	1.00	1.00	0.50	0.75	1.06	**61.99**	5.93	4.11	**32.78**	3.26	**100.92**	**47.38**	**6.94**
Midvale						430	48%	12%	38%	10%	9%	32%	0%	8%	0%	41%	1.00	1.00	31.30	1.00	1.00	0.56	**12.70**	0.50	0.90	1.10	0.50	0.65	1.61	**81.68**	5.37	4.12	**45.30**	6.92	**62.14**	**57.54**	**7.47**
Muir						440	47%	11%	29%	27%	22%	10%	0%	7%	0%	35%	1.00	1.00	29.00	1.50	1.00	1.34	**13.40**	0.80	1.00	0.20	0.50	0.60	1.43	**97.12**	7.33	4.71	**36.55**	4.95	**88.85**	**56.36**	**7.81**
Nuestro Mundo						309	55%	12%	52%	4%	1%	61%	0%	6%	0%	29%	1.00	1.00	20.10	0.70	1.00	0.63	**13.78**	1.00	0.60	0.40	0.40	0.60	0.65	**84.63**	3.55	1.92	**56.52**	3.97	**77.87**	**37.52**	**8.24**
Olson						426	34%	13%	19%	19%	13%	7%	0%	7%	0%	53%	1.00	0.80	24.80	0.50	1.00	1.00	**15.61**	0.60	0.70	1.20	0.40	0.65	0.56	**103.65**	5.73	5.25	**38.81**	3.23	**132.05**	**47.41**	**8.99**
Orchard Ridge						232	60%	19%	20%	29%	4%	19%	0%	13%	0%	36%	1.00	1.00	18.20	1.00	1.00	1.41	**10.73**	0.60	0.65	1.55	0.40	-	0.79	**58.12**	6.12	4.80	**21.25**	2.66	**87.22**	**41.18**	**5.63**
Randall						361	27%	9%	16%	9%	6%	9%	0%	9%	0%	67%	1.00	1.00	19.00	0.70	1.00	0.42	**17.09**	0.40	0.40	0.30	0.40	0.60	-	**171.90**	3.84	3.02	**52.62**	1.97	**183.43**	**34.05**	**10.60**
Sandburg						482	69%	15%	43%	17%	7%	40%	0%	12%	1%	24%	1.00	1.00	31.70	2.00	1.00	1.71	**13.24**	0.90	1.00	0.50	0.60	0.75	1.14	**98.49**	7.58	5.75	**36.17**	5.47	**88.15**	**62.10**	**7.76**
Schenk						413	68%	14%	34%	23%	7%	31%	0%	9%	0%	30%	1.00	1.00	28.80	1.80	1.50	1.11	**12.44**	1.00	1.00	1.00	0.50	-	1.55	**81.78**	7.17	4.55	**35.24**	5.42	**76.20**	**57.40**	**7.20**
Shorewood						457	24%	5%	46%	6%	34%	11%	0%	8%	0%	41%	1.00	1.00	26.00	0.50	1.00	-	**16.62**	0.62	0.40	0.20	0.40	0.60	0.67	**158.12**	3.06	2.38	**83.98**	7.92	**57.70**	**45.75**	**9.99**
Stephens						536	43%	14%	38%	10%	13%	30%	1%	8%	0%	38%	2.00	1.00	31.80	0.80	1.00	2.80	**14.72**	0.70	0.90	0.40	0.50	0.63	1.15	**125.28**	9.83	3.48	**40.29**	6.42	**83.49**	**63.41**	**8.45**
Thoreau						434	45%	14%	28%	11%	3%	22%	0%	6%	0%	57%	1.00	1.00	27.10	-	1.00	1.19	**14.82**	0.50	1.00	0.20	0.50	0.60	1.36	**104.29**	7.05	6.62	**31.75**	5.42	**80.07**	**54.54**	**7.96**
Van Hise						441	16%	13%	24%	3%	18%	6%	0%	10%	0%	63%	1.00	1.00	25.00	0.50	1.00	0.31	**16.45**	0.40	0.40	0.40	0.40	-	0.19	**246.07**	4.94	3.78	**50.60**	4.50	**97.96**	**43.82**	**10.06**
						12,413 Total	49% Ave.	13% Ave.	26% Ave.	18% Ave.	9% Ave.	21% Ave.	0.3% Ave.	10% Ave.	0% Ave.	42% Ave.	38.00 Total	33.88 Total	813.06 Total	31.52 Total	34.70 Total	34.52 Total	**13.52 Ave.**	22.92 Total	25.18 Total	20.71 Total	15.50 Total	18.28 Total	25.58 Total	**102.94 Ave.**	204.45 Total	138.59 Total	**37.93 Ave.**	134.33 Total	**104.92 Ave.**	**1,591.22 Total**	**7.79 Ave.**

School Support Level	
	Light Touch
	Moderate
	Intensive

Equity Staffing Charts

2018-19 Analysis: Equitable Distribution of Staffing

Middle School

	Programs			Enrollment Demographics			Ethnicity						
	School Support Level	Title I	DL/DBE	Total Enrollment FY20	Free or Reduced-Price Meals	Special Education	English-Language Learner	African-American	Asian	Hispanic	Native American	Multiracial	Pacific Islander	White
Badger Rock				96	73%	28%	30%	25%	2%	30%	3%	20%	0%	20%
Black Hawk				405	75%	20%	32%	28%	12%	20%	0%	12%	0%	28%
Cherokee				597	52%	16%	33%	17%	6%	28%	0%	7%	0%	42%
Hamilton				770	20%	11%	23%	5%	13%	9%	0%	9%	0%	64%
Jefferson				524	55%	16%	44%	16%	12%	33%	0%	6%	0%	33%
O'Keeffe				446	51%	16%	19%	21%	4%	17%	0%	10%	0%	48%
Sennett				633	66%	16%	40%	19%	6%	39%	0%	8%	0%	28%
Sherman				420	70%	19%	38%	20%	7%	31%	0%	12%	0%	30%
Spring Harbor				261	34%	13%	31%	12%	11%	18%	0%	7%	0%	52%
Toki				623	52%	16%	21%	22%	7%	17%	0%	10%	0%	43%
Whitehorse				455	62%	13%	27%	23%	7%	21%	0%	12%	0%	36%
Wright				254	79%	16%	54%	24%	5%	52%	0%	8%	0%	11%
				5,484	57%	17%	33%	19%	8%	26%	0.3%	10%	0.1%	36%
				Total	Ave.	Ave.	Ave.	Ave.	Ave.	Ave.	Ave.	Ave.	Ave.	Ave.

	Admin		Regular Education (Grade 6-8)						Student Services								Special Education			OMGE (ESL, BRT, BRS)			
	Administrators	Clerical	Regular Ed (Classroom, Dean, etc)	Interventionist/MTSS	AVID	Instructional Coach / Learning Coord	Regular Ed (EA, EA Clerical, Reading/Math, Noon, Parent Liaison)	**Students (FTE) per Regular Ed Staff (Teacher/EA)**	Psychologist	Social Worker	PBS Coach	Guidance Counselor	Nurse	Nursing Assistant	BEA	**Students (FTE) per Student Svcs Staff (Teacher, EA)**	Special Ed (CC, OT, PT, SL, OTA)	Special Ed Assts	**Students (FTE) per Special Ed Staff (Teacher/EA)**	OMGE (ESL, BRT, BRS)	**Students (FTE) per OMGE Staff**	**Total Staff (incl. Admin, Clerical, Teacher, EA, BRS)**	**Students (FTE) per Total Staff**
Badger Rock	1.00	0.55	5.21	-	-	0.20	0.56	**16.09**	0.40	0.40	0.90	0.30	0.20	0.50	-	**35.56**	2.55	0.88	**28.03**	0.74	**129.38**	**14.39**	**6.67**
Black Hawk	2.00	1.64	26.30	1.00	0.70	1.00	1.16	**13.43**	0.90	1.00	0.10	1.00	0.50	0.88	1.43	**69.79**	9.25	5.71	**27.07**	4.59	**88.31**	**59.15**	**6.85**
Cherokee	2.00	2.00	37.30	1.00	1.00	1.00	0.10	**14.78**	1.00	1.00	0.75	1.00	0.70	0.75	0.52	**104.44**	9.95	4.46	**41.44**	6.42	**92.99**	**70.94**	**8.42**
Hamilton	2.00	2.00	45.95	0.50	0.80	1.00	-	**15.96**	0.80	1.00	1.00	1.60	0.50	0.88	-	**133.33**	9.59	4.21	**55.79**	3.42	**225.28**	**75.25**	**10.23**
Jefferson	2.00	1.54	32.70	1.50	0.70	1.00	0.23	**14.50**	1.00	1.00	1.00	1.00	0.50	0.70	0.57	**90.86**	8.50	5.75	**36.76**	4.26	**123.00**	**63.95**	**8.19**
O'Keeffe	2.00	2.00	27.46	0.50	0.70	1.20	0.01	**14.93**	1.00	1.00	0.70	1.00	0.50	0.88	0.46	**80.58**	8.80	3.85	**35.26**	1.98	**224.80**	**54.04**	**8.25**
Sennett	2.00	1.90	39.63	1.00	0.70	1.00	-	**14.95**	1.10	1.50	1.50	1.00	0.70	0.88	0.88	**83.84**	18.40	7.82	**24.14**	5.74	**110.36**	**85.74**	**7.38**
Sherman	2.00	1.00	27.40	2.00	1.00	1.00	1.49	**12.77**	0.90	1.00	0.60	1.00	0.60	0.70	-	**87.50**	9.55	5.95	**27.10**	4.24	**98.96**	**60.44**	**6.95**
Spring Harbor	1.00	1.00	17.35	-	0.70	1.00	0.12	**13.62**	0.40	0.40	1.00	1.00	0.40	0.60	-	**68.68**	5.10	0.42	**47.25**	0.74	**351.75**	**31.23**	**8.36**
Toki	2.00	2.00	37.71	2.00	1.00	1.00	0.21	**14.86**	1.00	1.00	1.00	1.00	0.60	0.88	0.88	**98.11**	11.00	7.17	**34.28**	3.97	**157.01**	**74.41**	**8.37**
Whitehorse	2.00	1.00	27.80	1.00	0.70	1.00	1.00	**14.45**	1.00	1.00	-	1.00	0.50	0.88	1.65	**75.57**	7.20	3.76	**41.53**	2.95	**154.13**	**54.42**	**8.36**
Wright	1.00	1.00	17.40	1.00	0.70	1.00	0.62	**12.26**	0.60	1.00	0.50	0.60	0.40	0.60	1.28	**50.99**	4.75	2.64	**34.38**	3.95	**64.27**	**39.04**	**6.51**
	21.00	17.63	342.21	11.50	8.70	11.40	5.49	**14.38**	10.10	11.30	9.05	11.50	6.10	9.10	7.65	**81.60**	104.64	52.62	**36.09**	43.00	**151.69**	**683.00**	**7.88**
	Total	Total	Total	Total	Total	Total	Total	**Ave**	Total	Total	Total	Total	Total	Total	Total	**Ave.**	Total	Total	**Ave.**	Total	**Ave.**	**Total**	**Ave.**

School Support Level	
	Light Touch
	Moderate
	Intensive

Equity Staffing Charts

2018-19 Analysis: Equitable Distribution of Staffing

High School

				Enrollment Demographics				Ethnicity						
	School Support Level	Title I	DL/DBE	Total Enrollment FY20	Free or Reduced-Price Meals	Special Education	English-Language Learner	African-American	Asian	Hispanic	Native American	Multiracial	Pacific Islander	White
East				1651	60%	18%	30%	23%	8%	24%	0%	10%	0%	34%
LaFollette				1608	56%	18%	29%	20%	5%	28%	0%	11%	0%	36%
Memorial				2013	35%	14%	23%	14%	11%	19%	0%	7%	0%	49%
West				2215	33%	14%	24%	11%	9%	19%	0%	8%	0%	52%
Capital High				128	89%	20%	17%	41%	1%	29%	0%	14%	0%	16%
Shabazz				113	41%	24%	7%	12%	1%	12%	0%	12%	0%	65%
				7,728	52%	18%	22%	20%	6%	22%	0.2%	10%	0%	42%
				Total	Ave.	Ave.	Ave.	Ave.	Ave.	Ave.	Ave.	Ave.	Ave.	Ave.

	Admin			Regular Education (Grade 9-12)					Student Services								Special Education			OMGE			
	Administrators	Clerical	Athletic Director	Regular Ed (Classroom, Dean, MSC)	AVID	Interventionist/MTSS	Instructional Coach / Learning Coord	Regular Ed (EA, EA Clerical, Noon, Parent Liaison)	**Students (FTE) per Regular Ed Staff (Teacher/EA)**	Psychologist	Social Worker	PBS Coach	Guidance Counselor	Nurse	Nursing Assistant	BEA	**Students (FTE) per Student Svcs Staff (Teacher, EA)**	Special Ed (CC, OT, PT, SL, OTA)	Special Ed Assts	**Students (FTE) per Special Ed Staff (Teacher/EA)**	OMGE (ESL, BRT, BRS)	**Students (FTE) per OMGE Staff**	**Total Staff (incl. Admin, Clerical, Teacher, EA, BRS)**	**Students (FTE) per Total Staff**
East	5.00	7.95	1.00	79.56	2.85	1.55	2.00	-	**19.21**	2.00	2.72	1.00	6.00	1.40	0.94	1.37	**107.07**	28.90	18.43	**34.88**	13.02	**126.80**	**175.68**	**9.40**
LaFollette	5.00	7.46	1.00	75.17	3.00	-	5.00	3.39	**18.58**	2.00	2.50	1.00	5.80	1.40	0.94	-	**117.91**	32.38	20.83	**30.22**	11.42	**140.81**	**178.28**	**9.02**
Memorial	5.00	6.00	1.00	91.00	2.40	1.00	2.40	5.75	**19.63**	2.00	2.80	2.00	6.60	1.40	0.94	-	**127.91**	28.60	22.25	**39.59**	8.44	**238.62**	**189.57**	**10.62**
West	6.00	8.50	1.00	100.85	2.40	1.00	2.40	4.25	**19.97**	3.00	3.00	-	7.70	1.40	0.94	-	**138.11**	27.45	19.47	**47.21**	12.79	**173.21**	**202.15**	**10.96**
Capital High	2.00	1.00	-	19.03	-	0.60	1.30	0.75	**5.91**	1.00	2.00	-	1.00	1.00	-	-	**25.60**	4.00	3.45	**17.18**	1.70	**75.29**	**38.83**	**3.30**
Shabazz	1.00	1.40	-	10.84	-	-	0.50	0.10	**9.88**	0.40	1.00	-	0.50	0.20	-	-	**53.81**	2.50	-	**45.20**	0.30	**376.67**	**18.74**	**6.03**
	24.00	32.31	4.00	376.44	10.65	4.15	13.60	14.24	**15.53**	10.40	14.02	4.00	27.60	6.80	3.75	1.37	**95.07**	123.83	84.42	**35.71**	47.66	**188.57**	**803.24**	**8.22**
	Total	Total	Total	Total	Total	Total	Total	Total	**Ave**	Total	Total	Total	Total	Total	Total	Total	**Ave.**	Total	Total	**Ave.**	Total	**Ave.**	**Total**	**Ave.**

School Support Level	
	Light Touch
	Moderate
	Intensive

Personalized Pathways

2019-20

Introduction

The development and implementation of Personalized Pathways ("Pathways") will continue in the 2019-20 school year. The first health services pathway will have three cohorts, one each for 9th, 10th, and 11th graders at East, La Follette, and Memorial and one 11th grade cohort at West High School. Our second pathway, Information Technology and Communication, offered at East, La Follette, and Memorial, will have 9th grade cohorts. Our schools will continue to prepare for the continued expansion of Pathways.

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

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

	2017-18	2018-19	2019-20	
Personnel				
District Office Staff (FTE)	2.0	2.0	2.0	
School Pathway Learning Coordinators (FTE)	2.4	4.0	4.0	
Total Personnel Costs	***$486,350***	***$614,704***	***$614,704***	
Professional Development				
Pathways Professional Development Services	$123,275	$123,275	$123,275	
Pathways Purchased Services & Supplies	$205,498	$205,498	$205,498	
Total Non-Personnel Costs	***$328,773***	***$328,773***	***$328,773***	
Total Personnel and Non-Personnel Costs	**$815,123**	**$943,477**	**$943,477**	
Joyce Foundation Grant	$200,000	$200,000	$200,000	*
Total Budget	**$1,015,123**	**$1,143,477**	**$1,143,477**	
*Pending grant renewal				

Ignite! Technology Plan Update

The phased implementation of the Ignite! Plan (Tech Plan) is scheduled to continue this coming school year. Our team is pleased with the progress and learning that has occurred over the past four years. Currently, 36 schools are 1:1 and have upgraded instructional spaces throughout. All students in grades 5-12 at those schools have been taking home devices this school year. Staff members report a change in culture around innovative and engaging instruction, as well the care students are showing regarding their devices.

This phased rollout has also given our team time to reflect and continuously improve on ways to not only implement technology but support schools. As we look ahead to this coming summer (G5), we would like to modify our procurement strategy, refine the device we are selecting for our students, and change the way we service and maintain these devices.

Current Procurement Strategy and Device Maintenance

During the initial Ignite! roll out years, the Chromebooks were leased for 3 years with the expectation of a substantial residual return value of the Chromebooks, which would have reduced the annual lease payments. This type of lease, called Fair Market Value (FMV), provided an affordable finance mechanism for the District entry into Chromebook purchases for the Technology Plan. This strategy allowed us to “scale up” and at the same time gave us the possibility of altering our procurement strategy during implementation. We’ve learned the following things:

- Over time, the resale market for Chromebooks has become more saturated and the market value of the Chromebooks at the end of a 3-year lease has decreased substantially. This has reduced the cost savings from the FMV leases, and combined with the substantial damage charges submitted to the District by the leasing vendor for returned Chromebooks, the annual payment advantages of a FMV lease are significantly reduced at the end of the lease.
- June Preliminary DPI budgets anticipated a student device grant program to assist districts with the purchase of student devices. Unfortunately, this grant was cancelled in the final state budget.
- A standard manufacturer 3-year warranty has been purchased which includes one battery replacement and protection against a defective device for the three years. These warranties do not cover accidental damage or lost/stolen device or charging adapter.

Proposed Procurement Strategy and Device Maintenance

The procurement proposed for this coming spring and summer would be for approximately 10,000 Chromebooks, as we enter phase G5 of the Ignite! Technology Plan. G5 is nine schools total, and includes three of the four high schools for 1:1 Chromebook rollout. Our team proposes the following changes for this round of devices:

- Move to a 4-year Chromebook lifecycle and a 4-year Dollar Buy Out (DBO) lease where the district will own the Chromebooks at the end of the lease.
- Provide a 4-year warranty including all repairs (manufacturer defect or not), one battery replacement, and accidental damage including one lost/stolen replacement for each Chromebook and charger. The additional year on the device life cycle will require more repair coverage to sustain the Chromebooks in proper working order.

- An extra year of use reduces the overall cost per student for the Chromebooks. In reviewing with other Wisconsin school districts, a 4-year Chromebook life cycle is the norm and the 4-year cycle is working well for our counterpart school districts.
- The Google Management licenses purchased for each Chromebook are indefinite; however, each license is attached to a specific device, and not transferable to future Chromebooks purchased. Going from three to four years provides another year of use for the license at no additional cost, since the licenses have a fixed cost.
- The DBO lease allows the DPI mobile device grants to be applied toward the annual payments, whereas the FMV lease does not.
- The DBO lease means at the end of 4 years, the district can retain large numbers of the devices to cover loaner Chromebooks for students while their primary Chromebook needs repair, as well providing for mobile devices for support staff (primarily SEAs) who currently do not receive them. They could also be sold for parts in the after market, or even potentially sold to a student at a very low cost, such as $10 (there has been no decision to sell Chromebooks to students at this point, but this could be a future discussion with the Board).

Summary and Timeline

For school year 2019/20 and going forward, these changes will annually save the district $100,000. We believe it makes sense operationally and financially to make this slight implementation change for next year. The Board can expect to vote on the new 2019/20 DBO 4 year purchase via consent at the April regular meeting as an early budget approval similar to previous years.

Summer School Budget

Attachment D: Proposed FY 2019-20 Summer School Budget

Account Description	Actual FY2017	Budget FY2018	Actual FY2018	Budget FY2019	Actual FY2019 YTD	Inc %	Proposed FY2020	Description & Comments
Elementary Teaching Staff	638,478.77	740,546.82	1,141,120.11	930,546.82	743,473.28	20.12%	1,117,805.00	Includes: 4K-5 Elementary Literacy and Math Academic Teachers; K-5 Enrichment Teachers, 4K EAs, and Elementary/Middle School PBS Coaches
Middle & High School Teaching Staff	934,227.37	1,303,065.78	1,177,124.82	1,373,065.78	805,025.11	-15.15%	1,165,000.00	Includes: 6-7 Literacy and Math Academic Teachers, 6-7 Enrichment Teachers, all High School Teachers, and HS Deans
Pupil Services	95,556.82	90,190.58	96,683.68	90,190.58	63,904.48	0.00%	90,190.58	Includes: School Counselors & Nurses
Prof Development / Library Services	92,158.24	81,727.71	159,572.51	81,727.71	112,889.70	91.09%	156,176.68	Includes library services and Professional Development
School Building Administrators & Staff	499,995.81	517,678.08	419,694.48	503,363.92	256,813.25	-23.51%	385,000.00	Includes: Principals, Secretaries, and Summer School Staff
Security Assistants	35,741.84	48,232.80	41,697.88	48,232.80	31,878.58	-6.00%	45,338.83	Additional Security Assistant added for two weeks at each HS
General Fund Personnel Costs	**2,296,158.85**	**2,781,441.77**	**3,035,893.48**	**3,027,127.61**	**2,013,984.40**	**-2.23%**	**2,959,511.09**	
Special Education Support Staff	262,633.55	225,327.41	326,091.77	225,327.41	187,693.55	22.04%	275,000.00	Includes: Hearing Interpreters, Cross-Categorical Teachers, and SEAs
Special Education Personnel Costs	**262,633.55**	**225,327.41**	**326,091.77**	**225,327.41**	**187,693.55**	**22.04%**	**275,000.00**	
Educational Resource Officers	-	10,000.00	4,325.32	10,000.00	8,258.70	-100.00%	-	ERO Contract time moved to Security Assistant support
Contracted Services	40,791.70	21,628.80	23,082.29	21,628.80	3,506.39	-49.14%	11,000.00	Includes: Clerical temp support and contract for STARS program
Property Services	140.21	15,000.00	13,821.36	15,000.00	2,564.12	-80.00%	5,000.00	Includes: storage facilities for Summer School materials and damage repairs
Transportation	400,206.75	344,049.85	344,203.19	344,049.85	166,338.07	1.73%	350,000.00	Includes: Badger Bus Transportation, Madison Metro Bus Passes, and Mileage
Communications	4,320.73	4,805.83	3,811.30	4,805.83	5.50	-20.69%	3,811.30	Includes: postage, printing and telephones
Supplies	103,392.75	107,994.33	80,431.32	107,994.33	4,677.70	-25.52%	80,431.32	Includes: Summer School materials and supplies
Instructional Media / Software	14,469.65	4,014.88	4,797.97	4,014.88	-	273.61%	15,000.00	Includes: library book replacement and instructional computer software
Non-Personnel Costs	**563,321.79**	**507,493.69**	**474,472.75**	**507,493.69**	**185,350.48**	**-8.33%**	**465,242.62**	
Summer School Budget	**3,122,114.19**	**3,514,262.87**	**3,836,458.00**	**3,759,948.71**	**2,387,028.43**	**-1.60%**	**3,699,753.71**	**(60,195.00)**

- Overage represents the increase in teacher pay from 25 to 30 hours per MTI/handbook.
- Decrease in administrative costs due to the reduction of two sites.
- Updated proposed amounts to be more in alignment with actual costs. Also includes the increase to $30 for HS teachers.
- Removing EROs from Summer School, increasing the number of Security Assistants.
- ES Librarians increased to full-time to support Read Up and instructional technology. This budget line also includes the addition of collaborative PD time for all teachers.
- Represents the purchase of software and instructional media to support K-8. This has been separated out from the materials line to more adequately distinguish the two.
- With the purchase of the MMSD warehouse, no longer need to pay to store summer school materials at a third party storage facility.
- An attempt to be more in alignment with the actual costs for supporting students with disabilities in Summer School.
- Overall reduction of 1.65%. Reflects an attempt to fund program needs adequately while remaining fiscally responsible.

Staffing Guidelines:
Title I

Total Budget – TI:

Grant Award Estimate	$6.7 M
• TI School Level Budget	$5.0 M
• Reservations	$1.7 M

Title I Funding Strategy remains the same as current year:

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

Reservations Detail	$1,709,514
Admin Costs	$292,954
Private School Services	$200,000
Family Engagement	$99,971
Homeless	$262,306
Migrant	$25,944
Centralized Service (C&I, School Improvement Partners)	$492,939
Indirect / Reserve for Fall 2019	$335,400

Staffing Guidelines:
Behavior Education Plan (BEP)

Total Budget – BEP:

Staffing Levels designated to the BEP for 2019-20 are unchanged from 2018-19 in aggregate, although school level staffing for staff who support the behavior of students may change based on changes in enrollment or student needs.

The total budget for Behavior Education Plan is $5.69 million. There are 64.4 FTE funded via the BEP budget, including 39 teachers and 25.4 educational assistants.

All staffing is originally allocated to schools as certified staff (PBIS Coach) but schools have the ability to convert these allocations to Behavior Education Assistants (BEA) or other positions provided the base level certified staff is maintained.

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

Additional Student Services support was included as a strategic equity priority for the 2019-20 school year through allocating an additional 3.7 Psychologist FTE and an additional 2.5 Social Worker FTE. Additionally, schools were given additional flexibility with how the use their Student Services allocation to best position their staff to support student needs and implement the new Behavior Education Plan with fidelity.

Staffing Guidelines:
Special Education

Supplemental Staffing to Support Students with Disabilities

Staffing ratios for 2019-20 remain unchanged for all schools except the Memorial attendance area (who is participating in the district's weighted school formula pilot discussed below). School staffing levels otherwise change based on student enrollment and intensity of individual student needs.

- Each school's initial allocation began with a 5-7 student cushion to account for growth or changes
- School allocations also accounted for students in referral process (at placement rate)
- We round the allocation up to allow for increase of students
- Individual school adjustments based on students and local context
- Differentiated weighted student factors trigger providing supplemental Special Education Assistant (SEA) hours as needed
- We maintain an unallocated reserve of special education staff to respond to changing needs during the school year

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

	Teacher	Students	SEA hours	Program Support Teacher (PST) Allocation
Elementary	1.0	10	24	0.5 approximate
Middle	1.0	12	24	0.5 approximate
High	1.0	14.5	24	1.0

Weighted Student Formula: Memorial Area Pilot

Base teacher allocation is calculated by multiplying the number of students with a particular disability times the corresponding level factor. The base teacher amount also establishes the minimum amount of teacher allocation a school carries to ensure IEP-based services are provided and reasonable caseloads are maintained.

Flex teacher allocation is calculated by multiplying the number of base teacher(s) by 0.35 (equates to approximately 24 SEA hours).

Supplemental SEA allocation is triggered based on eight differentially weighted factors highly correlated to student need. Examples of this include diapering, feeding, changing, or running away. The SEA hours generated through the supplemental process cannot be converted to teacher.

Disability	Elem	Middle	High
Autism (A)	0.1428 1:7	0.1250 1:8	0.1111 1:9
Emotional Behavioral Disability (EBD)	0.1111 1:9	0.0952 1:10.5	0.0952 1:10.5
Hearing Impairment (HI)	0.0625 1:16	0.0588 1:17	0.0588 1:17
Intellectual Disability (ID)	0.1428 1:7	0.1250 1:8	0.1111 1:9
Specific Learning Disability (SLD)	0.0625 1:16	0.0588 1:17	0.05263 1:19
Other Health Impairment (OHI)	0.0625 1:16	0.0588 1:17	0.0588 1:17
Orthopedic Impairment (OI)	0.2000 1:5	0.2000 1:5	0.2000 1:5
Significant Developmental Delay (SDD)	0.0625 1:16	0.0588 1:17	0.0588 1:17
Traumatic Brain Injury (TBI)	0.1176 1:8.5	0.0952 1:10.5	0.0952 1:10.5
Visual Impairment (VI)	0.0625 1:16	0.0588 1:17	0.0588 1:17
*CIES/TRAN	0.1000 1:10	0.0909 1:11	0.0909 1:11

*CIES/Transfer. This refers to Central IEP Evaluation System and students who transfer into the MMSD without complete documentation. When students are in the initial IEP evaluation process during an allocation determination process (initial, third Friday and mid-year), we use a generic weight (1:10) as we do not know the categorical area. Similarly, when we receive a student with a disability transferring from a different district with incomplete documentation and unknown categorical area we will again assign a generic weight (1:10).

Staffing Guidelines:
English Language Learners

Supplemental Staffing to Support English Language Learners

Staffing levels for 2019-20 have remained unchanged from the previous school year. School level staffing may change further based on changes in enrollment or student needs.

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

ESL/BRT Allocation

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

BRS Allocation

- Based on a weighted formula:

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

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

Priority Actions - A Multi-Year Summary

	2014-2015 Priority Actions	2015-2016 Priority Actions
School Improvement Planning	* Fund additional time for School Based Leadership Teams (SBLTs) to meet and plan * Add to School Formula Budgets in support of SIP implementation	*Fund computer adaptive reading intervention software for intensive support elementary schools * Quarterly Release Days for K-2 teachers in Intensive Support Elementary Schools
Common Professional Learning	* Deeper learning about the Common Core state standards and support for quarterly SBLT leadership meetings	* Professional development with the National Equity Project focused on Leadership for Equity
Priority Area #1 - Coherent Instruction	* Development and Adoption of the Behavior Education Plan (BEP) with initial staffing and professional development * Continued Investment in CCSS with a focus on Mathmatics and Literacy * Responsive Classrooms and Developmental Designs to support the BEP * Investment in Straight Grade Plan at Elementary Level * Staffing to support Educator Effectiveness	* Dual Language Immersion/Dev. Bilingual Education (DLI/DBE) Teacher Network for biliteracy planning * Add professional development and staffing resources to support the Behavior Education Plan (BEP) *Create alternative program RISE (Reaching Individual Student Excellence) * Add 1.0 DLI planner to support high-quality bilingual programming
Priority Area #2 - Personalized Pathways		* Pathways Development, including school based planning for ACP * Comprehensive Counseling model at secondary level
Priority Area #3 - Family, Youth, & Community Engagement		* Professional Development on Family Engagement
Priority Area #4 - Thriving Workforce	* Development of teacher screening and selection process *Forward Madison partnership launched with UW-Madison to support new inductions programs for teachers, principals and instructional coaches	*Compensation study and recommendations *Employee Wellness Program
Priority Area #5 - Accountibility and School Support Systems	* Began Student, Parent, and Staff Surveys on School Climate * The MMSD Technology Plan (Staff devices & G1 Planning)	* The MMSD Technology Plan (G1 Implementation & G2 Planning)
Accelerated Priority Actions		
Innovative Priority Actions		

2016-2017 Priority Actions	2017-2018 Priority Actions	2018-19 Priority Actions
*Expand funding for computer adaptive reading intervention software for intensive support Title I schools * Quarterly Release Days for Intensive Support Middle Schools	*Expand funding again for computer adaptive reading intervention software to <u>all</u> elementary schools	
*Expansion of professional development with the National Equity Project focused on facilitative leadership skills for expanded group of leaders	* Expand Race and Equity Professional Development with National Equity Project * Professional Development for Leadership Coaching * Forward Madison Sustainibility Plan using local and Title resources	
* Increase access to bilingual education and add 1.0 Hmong DLI planner to support first Hmong DBE program * Create RESTORE, an expulsion abeyance program to replace RISE * Expand the Intensive Support Team by 2.0 FTE and increase support for Building Bridges for mental health support	* Director of Early Learning to focus intentionally on Pre-K program improvement and development * Add 2.0 teacher leaders to provide increased support for ELL programming * Provide schools with increased special education Program Support Teacher (PST) allocation * Middle School Report Card Redesign and Infinite Campus Customization * AVID Expansion at 2 high schools. * Increase enrollment in Advanced Placement (AP) courses for students of color * Professional Development for Restorative Approach * Welcoming Schools support and professional development	
* Pathways Development, including school based pathways FTE, professional development, 9th Grade transitional support, and AVID expansion	* Implement the first pathway with support from increased school based FTE, course materials, and Pathways professional development	* Opportunity Youth * ECSA Stem Academy
* Parent Academy to strengthen the connection between families and schools * Mentoring and Youth Leadership Opportunities * Community Schools at Mendota and Leopold Elementary Schools * Family, Youth, and Community Engagement Coordinator, 1.0 FTE * Madison Out of School Time (MOST) partnership with City of Madison	* Data Coordination for Madison Out of School Time (MOST) * Mentor Coordination at school level * FACE Action Team funding to strengthen parent engagement	* Community Schools - 2 New Sites * Family Engagement Middle Schools
* Employee Mindfulness Train the Trainer Program to expand support for Wellness	* TEEM Scholars to develop current MMSD students into future teachers * Expansion of Grow Your Own to develp current staff into teachers	
* Long Range Facility Planning * Major Capital Maintenance * The MMSD Technology Plan (G2 Mid-Year Implementation and G3 Planning)	* Ignite! The MMSD Technology Plan (G3 Implementation and G4 Planning)	* Ignite! The MMSD Technology Plan (G4) Implementation and G5-6 Planning)
	* K-2 Early Literacy profssional development and parent engagement * Focus on 9th Grade - Unit recovery, 90T data use, professional development and parent-teacher conferences	
	* Long Range Planning and Evaluation of 4K and Early Childhood * Adolescent Learning Experience Project * Development/Redesign of Secondary Alternative Schools * Consulting on Budget Design * Reservation for Innovation Opportunities	

2019-2020 Equity Projects

Black Excellence	* Build capacity in FYCE Dept, 1.0 FTE *Funding the Black Excellence Community Coalition Fund
#1: We Will Empower School Communities	
#2: We Will Invest in People	* Launch Forward Madison Accelerated Licensure Special Education (ASLE) * Fund .25 of Forward Madison Director position * Reallocate resources to CC/SEA, Psych and Social Worker positions Other internal projects within departments: * Provide required Racial Equity Training * Expand Grow Your Own partnerships * Create Cohort 2 of Equity Fellows
#3: We Will Streamline Priorities	*Deeper learning experiences that engage, challenge and support all learners - Advanced Learning access to youth of color Other internal projects within departments: - Create historically accurate, inclusive and culturally representative curriculum *Positive, trusting relationships that foster safe and thriving cultures and climates - Mental Health: Behavioral Health in Schools and Bounce Back expansion - Feeder pattern pilot Social Worker - BEP Professional Development: Restorative Justice, Developmental Designs, and other school based climate and culture projects * Personalized opportunities that lead to post-secondary success - Additional seats at the Early College STEM Academy at Madison College - MicroSchool implementation
#4: We Will Plan For The Future	
#5: We Will Embrace Innovation	

Independent (2r or 2x) Charter Schools

Background

Independent charter schools (2x charters, or sometimes called 2r charters) are charter schools that are not authorized by a public school district. The term “2x” refers to the section of the charter school law within s. 118.40 that grants these entities authority to authorize charter schools. All independent charter schools are considered non-instrumentality schools since the employees of the school are not employed by any school district, but are instead employed by the operating organization of the charter school. While they are public, they are not part of the Madison Metropolitan School District (MMSD). For more in-depth information on independent charter schools see: Wisconsin Legislature Chapter 118.40 quick reference or Wis. Stats. Chapter 118.40(2r) and (2x).

In Madison, the UW- System Office of Educational Opportunity has authorized two 2x charter schools: 1) One City Senior Preschool (One City) and 2) Isthmus Montessori Academy Public (IMAP) both of which opened for students in the 2018-19 school year. According to DPI records, One City had 47.3 full time equivalent (FTE) students enrolled, and IMAP had 205.2 FTE students in 2018-19. DPI informed MMSD that 199.7 of these students lived in the MMSD district, or about 80%.

DPI will not release how many of these students were previously enrolled in MMSD. In our original assumptions for 2018-19, MMSD estimated approximately 45% would be new to MMSD’s enrollment count and 55% would be already included previous MMSD students. However, this estimate turned out to be low. We have updated our estimates and now believe about 70% of the students will be otherwise enrolled MMSD students and 30% are new to MMSD, or otherwise not included in MMSD’s revenue limit membership counts.

In the 2018-19 school year, MMSD estimated the 2x charter reduction in revenue would be $1.4 million; however, final deduction from revenue from DPI in 2018-19 was $1.7 million.

Analysis

The 2x charter funding formula is more complicated than it may seem, there are multiple highly sensitive elements of the district’s funding formulas. The fact that 2x charter students are included in our revenue limit membership count could be considered inherently good for MMSD; however, it is more complicated than this. There are no clear ‘good’ or ‘bad’ answers because the impact 2x charters have on any school district can be different pending the circumstances of that particular district and can change from year to year depending on elements in the formula not at all tied to the 2x charters.

2x charter impact

The impact the current 2x charter schools had on the MMSD 18-19 school year budget was a $1.7 million net expense, deducted from General Aid by DPI. Due to MMSD’s circumstances with referendum funding, the MMSD revenue limit authority did not increase with our 2x membership increase, nor did our state equalization aid or general aid increase. Therefore the $1.7 million was never offset by an increase in revenue for MMSD in 2018-19. In the June Preliminary Budget 2019-20, an additional $860,000 deduction was expected. However, final October actuals showed that one of the 2x charters did not meet their enrollment targets reducing this expense to approximately $400,000 expense increase or an overall $2.1 million expense.

Summary Table

	2018-19	2019-20 estimate
Revenue Limit Authority w/o 2x charters* w/ 2x charters (cumulative)	$325,859,280 $325,859,280	$336,254,228 $336,655,380
Equalization Aid Impact** w/o 2x charters w/ 2x charters	N/A	$0 $0
2x Tuition payments (cumulative)	$1.7M	$2.1M

*Assumes the 80% of the current 2X charter students would otherwise have attended MMSD.
** The equalization formula relies on the prior year enrollment, so there is no impact in 2018/19 equalization aid. 2019/20 equalization aid is estimated to have no impact due to the current budget assumption of max aid loss at -15% aid loss.

This information is concluded from a few moving parts in the funding formulas.

1) General Aid from the state (equalization aid is a component within general aid):

The 18-19 school year general aid from the state is calculated using a student membership formula from 17-18 school year. MMSD had no students in the 17-18 school year in 2x charters; therefore, there is no funding impact for the 18-19 school year.

Due to the district's high equalized property values and tendency to have high shared costs per pupil, we are also not anticipating a general aid increase from the state for the 19-20 budget. Further, we do not anticipate that the 2x membership will provide any new general aid funding. This is because the state floor for aid loss is currently 15% "hold harmless." Our current figures estimate a 20%+ decrease in aid. Thanks to the state floor we will be capped at 15% loss. When we estimate the number of additional 2x charter students for 19-20, while the 20%+ loss would improve we do not expect it to move MMSD above the 15% loss floor.

2) Revenue Limit Authority

The district's new revenue each year is restricted by the state using a revenue limit per pupil. The revenue limit formula uses a 3 year rolling average of the student membership count, which included the 2x charters for the 18-19 budget. In the funding formula, students new to the district count are not counted as a whole student until 3 years after they enroll. Additionally, students previously enrolled in the district never generate any new revenue authority.

The 2x charter impact is further complicated by the fact that the DPI ensures the district will never lose more revenue limit authority than the prior three year average. Therefore, until and unless the 2x charter membership count produces enough 'new to MMSD' students to reverse enrollment trends and move us out of eligibility for declining enrollment funding, MMSD will not see any new funding. For 18-19, MMSD was not provided any new revenue authority to offset the $1.7 million expense.

Based on the approved 2x charter growth plans, MMSD estimated the 2x charter program to grow by 100 additional FTE from within MMSD's boundaries, in the June Preliminary Budget, approximately 30 as 'new to MMSD'. The additional students generated for MMSD could shrink our need for hold harmless funding from the state but will not likely generate any significant new funding. October actual estimates was an increase in 39 additional FTE, due to the fact that a current 2x charter did not meet their enrollment goals.

3) Expenditures

By law, the district where a child lives will pay each 2x charter $8,612 for each FTE student in 18-19 and $8,911 in 19-20. This expenditure is not calculated on the same 1/3 basis as discussed for revenue above. Rather, this full cost is charged in year 1 of the student enrolling in the 2x charter. For 18-19, the net cost $1.7 million.

For 19-20 school year, the current 2x charter schools will continue to expand following their approved expansion plans. October Original Budget actuals included additional net expenditure of $400,000 for a cumulative 2x charter expenditure total of $2.1 million.

Further, 2x charter schools can enroll students across all of MMSD, this type of spread out enrollment loss makes it much more difficult to fund the 2x charter model. One or two students across various schools and various grade levels make it difficult to reduce costs. For example, MMSD can't reduce a teacher when one student from one grade moved into a 2x charter. Nor can MMSD reduce a bus route when 3 students are no longer on a bus that fits 60+ students.

Debt Service Fund Summary

Fiscal Year		Fund 38 Non-Referendum		Fund 30 Referendum		Total		Total by Fiscal Year
		Principal	Interest	Principal	Interest	Principal	Interest	
Fall	2020	920,000.00	466,256.25	-	607,162.50	920,000.00	1,073,418.75	12,735,837.35
Spring		2,440,312.71	489,943.39	7,205,000.00	607,162.50	9,645,312.71	1,097,105.89	
Fall	2021	2,030,000.00	443,870.00	-	488,737.50	2,030,000.00	932,607.50	12,174,222.12
Spring		2,848,602.71	429,274.41	5,445,000.00	488,737.50	8,293,602.71	918,011.91	
Fall	2022	970,000.00	400,774.50	-	393,737.50	970,000.00	794,512.00	11,115,149.61
Spring		2,922,160.79	394,739.32	5,640,000.00	393,737.50	8,562,160.79	788,476.82	
Fall	2023	1,000,000.00	356,074.50	-	293,318.75	1,000,000.00	649,393.25	11,143,786.50
Spring		3,000,000.00	346,074.50	5,855,000.00	293,318.75	8,855,000.00	639,393.25	
Fall	2024	8,220,000.00	304,824.50	-	182,243.75	8,220,000.00	487,068.25	18,289,136.50
Spring		3,060,000.00	304,824.50	6,035,000.00	182,243.75	9,095,000.00	487,068.25	
Fall	2025	-	258,924.50	-	112,800.00	-	371,724.50	10,046,382.50
Spring		3,155,000.00	206,858.00	6,200,000.00	112,800.00	9,355,000.00	319,658.00	
Fall	2026	-	55,400.00	-	19,800.00	-	75,200.00	1,470,400.00
Spring		-	55,400.00	1,320,000.00	19,800.00	1,320,000.00	75,200.00	
Fall	2027	-	55,400.00	-	-	-	55,400.00	110,800.00
Spring		-	55,400.00	-	-	-	55,400.00	
Fall	2028	-	55,400.00	-	-	-	55,400.00	110,800.00
Spring		-	55,400.00	-	-	-	55,400.00	
Fall	2029	-	55,400.00	-	-	-	55,400.00	110,800.00
Spring		-	55,400.00	-	-	-	55,400.00	
Fall	2030	-	55,400.00	-	-	-	55,400.00	110,800.00
Spring		-	55,400.00	-	-	-	55,400.00	
Fall	2031	-	55,400.00	-	-	-	55,400.00	110,800.00
Spring		-	55,400.00	-	-	-	55,400.00	
Fall	2032	2,770,000.00	55,400.00	-	-	2,770,000.00	55,400.00	2,825,400.00
		33,336,076.21	**5,122,638.37**	**37,700,000.00**	**4,195,600.00**	**71,036,076.21**	**9,318,238.37**	**80,354,314.58**

Fund 38 includes adjusted TID interest schedules as estimated

Capital Maintenance Planning – 2019-20

The 2019-20 preliminary budget proposal includes $6.6 million for capital maintenance.

Capital maintenance is accounted for in Fund 41 Capital Maintenance ($5.0 million) for the major project work, and also in Fund 10 General Fund ($1.9 million) for smaller project work and minor equipment repair and replacement. Additional funding from TID#25 will add $700,000 to the total for next year. These combine to $6.2 million.

Not all $5.0 million in the Capital Maintenance fund is available for major projects, since $1.4 million of MMSD trades labor is charged to this budget and many smaller repair projects come up throughout the year.

Capital Maintenance Funding in Total - 2019-20

Sources:	**Amount**
Major Capital Maintenance	3,600,000
General Fund (Primarily Minor Repairs and Replacements)	1,900,000
TID #25 Proceeds	700,000
Total Sources	**6,200,000**

In 2012, the Facility Reinvestment Committee studied the condition and annual funding of the district's fifty school sites. The committee recommended an $8 million annual investment in capital maintenance, or approximately $2.0 per square foot of building space. This is in line with industry standards for buildings of the age and condition commonly found in MMSD.

However, due to challenging budget conditions and many competing demands on district resources, we have yet to achieve that funding level, although we have made the following important gains in recent years:

- In April 2015, the community approved $41 million of improvements at sixteen schools, focused on meeting the most immediate needs for additional space, improved accessibility, or other long-standing deferred maintenance needs, such as the East High School Theater.
- In August 2016, the Board and the City of Madison created a unique funding stream related to the future surplus in TID # 25. This $9.27 million resource includes $3.9 million for maintenance projects.
- Throughout 2018-19, the Board has been in planning discussions, through the Board's Operation Work Group, regarding a potential facilities referendum in November 2020. By 2020, the majority of the 2015 referendum will have paid off. By 2025, the entire referendum will be paid off, providing for a potential opportunity for additional needed facility investments.

The table on the following pages outline shows our planned maintenance projects for the next several years. These are shown by expected year of completion and building name. Year of completion is based on when we expect the project to be needed. Actual year of completion depends on available funding.

Site	Project	Scope	Budget	Project Type	Projected Date of Completion
Allis	Repave Staff Lot	Dig up, repave staff lot	$49,780	Site Work	2019
Black Hawk	Roof	Roof Sections R15 & R16	$487,985	Roof	2019
Black Hawk	Carpet	Replace LMC Carpet	$25,000	Flooring	2019
District-Wide	G4 Whiteboards	Whiteboards and IAD removal	$100,000	Electrical	2019
District-Wide	High School Long Range Master Plan	Long Range Planning for High Schools design work	$90,000	General Renovation	2019
District-Wide	Entrance Replacements - Phase 1	Exterior Entrance Replacements at Lake View and LaFollette	$500,000	General Renovation	2019
East	Spec Gym/Field House (Phase 1)	Move spec gym to current field house and build new entrance and concessions	$750,000	General Renovation	2019
East	Spec Gym/Field House (Donation)	Move spec gym to current field house and build new entrance and concessions	$1,000,000	General Renovation	2019
East	LMC Renovation	Replace carpet/ceiling/moving/painting in LMC room 1043	$50,000	Flooring	2019
East	Sidewalk	Replace sidewalk on 5th St	$20,000	Site Work	2019
Franklin	Renovate playground Retaining Wall & Fence	Cap and Fence	$50,000	Site Work	2019
Glendale	Site work	Repave entire back lot	$56,600	Site Work	2019
Huegel	Site work	Repave courts, path, and drive to gym	$49,274	Site Work	2019
Jefferson	Site work	New path around front of building	$14,002	Site Work	2019
Lake View	Gym Floor Replacement	Replace gym floor with Granite Acoustiflor (Includes VAT abatement, no Koster System)	$65,000	Flooring	2019
Lapham	Gym Floor Replacement	Abate Flooring & Replace	$160,000	Flooring	2019
Leopold	Roof	Rehab Roof Sections R01, R05 & R06	$163,990	Roof	2019
Leopold	Fire Alarm Maintenance	Repair/Replace fire alarm	$275,000	Life Safety	2019
Lindbergh	Gym Floor Replacement	Replace gym floor with Granite Acoustiflor (Koster system)	$82,000	Flooring	2019
Lowell	Repair/Replace Wall	Site maintenance	$50,000	Site Work	2019
Mansfield	Track Repairs		$100,000	Site Work	2019
Marquette	Site work	Repave back lot by gym	$24,421	Site Work	2019
Memorial	Field House Entrance	Replace curtain wall and entrance doors/hardware Entrance #8	$35,232	General Renovation	2019

Site	Project	Scope	Budget	Project Type	Projected Date of Completion
Mendota	Site Work	Parking lot, playground, back driveway Phase 2	$200,000	Site Work	2019
Mendota	Site Improvements Phase 3	South Parking Lot and fire lane	$100,000	Site Work	2019
Midvale	Remove Freight Elevator	Needs to be abandon by 10/2019. Remove equipment, abandon hydraulic shaft per DNR and infill floor.	$25,000	General Renovation	2019
Midvale	DRS Front walk/skirt	Add asphalt skirt to end of main walk	$3,133	Site Work	2019
O'Keeffe	LMC Carpet Replacement	Replace carpet in Elementary LMC	$15,000	Flooring	2019
O'Keeffe	Temperature Control	Convert to Webs DDC system.	$80,000	HVAC	2019
Olson	Curb cut	Wheelchair curb cut - back lot	$5,000	Site Work	2019
Orchard Ridge	Replace playground Orchard Ridge	Replace Orchard Ridge Playground	$50,000	Site Work	2019
Sandburg	Replace Playground	Replace Playground	$50,000	Site Work	2019
Schenk	Sidewalk replacement	Replace sidewalk on the playground side	$30,000	Site Work	2019
School Forest	Service Drive	Install service drive to cabin area	$75,000	Site Work	2019
Spring Harbor	Roof Replacement	Entire Roof, except addition	$500,000	Roof	2019
West	Credit Union	Create space for Credit Union.	$110,000	General Renovation	2019
West	Roof Replacement	Replace/Repair roof sections R17 & R18	$300,000	Roof	2019
Whitehorse	Cafeteria Renovation	Renovate Cafeteria and Kitchen.	$200,000	General Renovation	2019
Cherokee	Gym Bleachers	Replace bleachers in main gym	$75,000	General Renovation	2020
Cherokee	Gym Floor	Replace gym floor with cushioned vinyl sport flooring	$115,000	Flooring	2020
Cherokee	Gym Partition	Remove defunct divider and replace with roll-down curtain	$40,000	General Renovation	2020
District-Wide	G5	Whiteboards and IAD removal		Electrical	2020
East	Spec Gym/Field House (Phase 2)	Move spec gym to current field house and build new entrance and concessions	$1,000,000	General Renovation	2020
East	Chiller/Tower Replacement	Demo obsolete non-functioning Trane chiller. Replace three Multistack chiller sections located in the boiler room. Replace two cooling towers.	$250,000	HVAC	2020
East	DRS Staff lot - 4th St.	Repave staff lot	$49,678	Site Work	2020

Site	Project	Scope	Budget	Project Type	Projected Date of Completion
Jefferson	DRS Entire Lot	Repoave entire parking lot	$137,933	Site Work	2020
Kennedy	Roof Replacement	Roof Sections R01, 03, 04, 06 & 07	$400,000	Roof	2020
Lake View	Roof Replacement	Entire Roof	$475,000	Roof	2020
Lapham	Roof Replacement	Roof Sections R02, 03, 05 through 09	$460,000	Roof	2020
Muir	Roof Replacement	Roof Sections R10, 11, 12, 14, 15, & 16	$659,200	Roof	2020
Pflaum	Site work	Repave lot part II	$44,496	Site Work	2020
Sandburg	Site work	Asphalt and new design of back playground	$25,775	Site Work	2020
Thoreau	Site work	Repave dumpster area	$9,352	Site Work	2020
West	Boiler Replacement	Replace steam boilers, feedwater tank and stack	$500,000	HVAC	2020
West	Roof Replacement	Roof Sections R19 & R21	$125,000	Roof	2020
Allis	Fence replacement	Buckeye	$30,000	Site Work	TBD
Allis	Main entrance	Cover gable end and roof with metal	$30,000	General Renovation	TBD
Allis	Gym Partition	Remove defunct divider and replace with roll-down curtain	$40,000	General Renovation	TBD
Chavez	Piping upgrade	Remove and weld all Victaulic couplings on the hot and chilled water lines in the 2nd floor air handler room and boiler room	$50,000	HVAC	TBD
Cherokee	Welcome Center	Create a secure entrance sequence at the main entrance to include accessible route from public way and accessible parking	$250,000	General Renovation	TBD
Crestwood	Boiler replacement	Demo 55 year old Cleaver Brooks boilers and install Hurst LPE steam boilers along with associated controls.	$350,000	HVAC	TBD
Crestwood	Gym Floor Replacement	Replace gym floor with Granite Acoustiflor (Includes mastic abatement, Koster System)	$80,000	Flooring	TBD
Crestwood	Unit Vent Replacement	Replace all classroom unit ventilators and controls. Add Jace and convert to Webs DDC.	$520,000	HVAC	TBD
Crestwood	Roof Replacement	Roof Sections R04, R06 & R09	$100,000	Roof	TBD

Site	Project	Scope	Budget	Project Type	Projected Date of Completion
District-Wide	Tree Replacement/Landscaping plan		$200,000	General Renovation	TBD
District-Wide	Casework Replacement	Classroom Casework throughout including	$1,000,000	General Renovation	TBD
District-Wide	Athletic Facilities Upgrades		$500,000	General Renovation	TBD
District-Wide	Athletic Facilities Upgrades		$500,000	General Renovation	TBD
District-Wide	Athletic Facilities Upgrades		$500,000	General Renovation	TBD
District-Wide	Athletic Facilities Upgrades		$500,000	General Renovation	TBD
Doyle	Cooling Tower	Replace the Marley NC-211 Cooling Tower that has exceeded the expected ASHRAE life.	$100,000	HVAC	TBD
Doyle	Elevator Replacement	Replace existing traction elevator and all associated equipment and go to a hydraulic	$170,000	Electrical	TBD
Doyle	Temp control upgrade	Replace all pneumatic control valves (HW and CW) with electric valves. Remove/replace flex joints in the piping system. Replace Dezuric valves with ball valves. Add Jace and convert to Webs DDC. Flooring, Light, Abatement.	$2,500,000	HVAC	TBD
East	Boiler replacement	Demo two Kewanee boilers and install new Hurst steam boilers along with associated controls.	$500,000	HVAC	TBD
East	Domestic tank heater	Demo tank heater in boiler room and install holding tank	$35,000	Plumbing	TBD
East	Fence replacement	Demetral (Demetral fence may owned by City? they replaced the fence at the corner of 5th street due to visual obstruction 2018-rlh) ad practice fields	$250,000	Site Work	TBD
East	Music Wing HVAC	Replace the failed heating/cooling Dx unit vents serving the music rooms or install rooftop unit and duct system to serve these areas.	$200,000	HVAC	TBD
East	New LED Ltg	Replace the spec gym lights with LED	$60,000	Electrical	TBD

Site	Project	Scope	Budget	Project Type	Projected Date of Completion
East	Panel Replacement	Replace all the older Kinney panels as their breakers are no longer made and replace with new.	$250,000	Electrical	TBD
East	Roof Replacement	Roof Section R01, R02, & R03. R01 is fieldhouse roof.	$400,000	Roof	TBD
East	Science Area Renovation	New flooring, ceilings and casework	$750,000	General Renovation	TBD
East	Spectator Gym	Refinish Wooden Spectator floor / new graphics	$30,000	General Renovation	TBD
East	Unit Vent Replacement	Replace all classroom unit ventilators and controls. Add Jace and convert to Webs DDC.	$300,000	HVAC	TBD
East	Upgrade Electrical Service	Main Building	$85,000	Electrical	TBD
East	Roof Replacement	Roof Sections R01, 02, 04 and R31	$535,000	Roof	TBD
East	Fifth St Services	Replace vault with pad mounted transformer as the current vault fills with groundwater and has come close to shorting out when pump fails	$45,000	Electrical	TBD
East	Fifth St switchboards	The 120/208V and 240V services both have had major failures. The room does not meet code and locations would need to change with new switchboards	$175,000	Electrical	TBD
Elvehjem	Gym Floor (Old)	Abate / install Granit Acoustiflor with Koster system	$61,000	Flooring	TBD
Elvehjem	Replace T12 lights	Replace fixtures with T12 lamps and ballast in the addition areas with new LED fixtures. T12 parts are no longer made.	$120,000	Electrical	TBD
Emerson	EM Lighting	Replace and rewire emergency battery units due to major ongoing failures	$30,000	Life Safety	TBD
Emerson	Gym Floor (Lower)	Abate / install Amerisport with Koster system	$55,500	Flooring	TBD
Emerson	Roof Replacement	Roof Sections R01, 03, 04 & R06	$200,000	Roof	TBD
Falk	Convert to DDC	Convert existing obsolete Siebe DDC control system to Webs DDC.	$90,000	HVAC	TBD

Site	Project	Scope	Budget	Project Type	Projected Date of Completion
Falk	Cover Facsia Panels		$100,000	General Renovation	TBD
Falk	Gym Floor	Replace gym floor with cushioned vinyl sport flooring (Koster system)	$110,000	General Renovation	TBD
Falk	LMC Carpet Replacement	Replace carpet/moving/Paint	$35,000	Flooring	TBD
Falk	Replace Corridor Wall Paneling		$50,000	General Renovation	TBD
Falk	Replace T12 lights	Replace fixtures with T12 lamps and ballast in the addition areas with new LED fixtures. T12 parts are no longer made.	$120,000	Electrical	TBD
Franklin	Dumpster Enclosure		$25,000	General Renovation	TBD
Franklin	LMC Carpet Replacement	Replace carpet/Moving/Paint	$22,000	Flooring	TBD
Gompers	Gym Floor Replacement	Gym floor replacement	$90,000		TBD
Hamilton	Ramp to playground	Redesign and replace the ramp to the playground	$50,000	Site Work	TBD
Hamilton	Roof Replacement	Roof Sections 22, 23	$250,000	Roof	TBD
Hoyt	Exterior Renovation	Replace windows, doors, fascia and soffits.	$775,000	General Renovation	TBD
Hoyt	Feedwater tank	Install a boiler feedwater tank, pumps and associated controls in the boiler room	$50,000	HVAC	TBD
Hoyt	Gym Floor Replacement	Replace gym floor/abate Install Amerisport	$80,000	Flooring	TBD
Hoyt	Temperature Control	Convert existing obsolete Siebe DDC control system to Webs DDC	$75,000	HVAC	TBD
Hoyt	Roof Replacement	Roof Section R01, 02, 03 & 04	$470,000	Roof	TBD
Huegel	Addition Unit vent replacment	Replace pneumatic classroom unit ventilators and associated controls in the 1st addition	$250,000	HVAC	TBD
Huegel	Repalce Gym Floor	Replace gym floor/Koster System Install Amerisport	$70,000	Flooring	TBD
Huegel	Replace Gym/Cafeteria Floor	Repalce gym floor/install Granit Acoustiflor w. Koster system	$54,000	Flooring	TBD

Site	Project	Scope	Budget	Project Type	Projected Date of Completion
Huegel	Replace T12 lights	Replace fixtures with T12 lamps and ballast in the addition areas with new LED fixtures. T12 parts are no longer made.	$160,000	Electrical	TBD
Huegel	Roof Replacement	Roof Sections R01 through R07 & R22	$450,000	Roof	TBD
Jefferson	Pavement Replacement		$250,000	Site Work	TBD
Kennedy	Boiler Replacment	Replace two obsolete 51 year old Kewanee steam boilers and associated controls	$300,000	HVAC	TBD
Kennedy	Ceiling Replacement	Replace all the ceilings	$500,000	General Renovation	TBD
LaFollette	Combustion Air Mods	Rework boiler room combustion air to prevent freezing	$25,000	HVAC	TBD
LaFollette	Spectator Gym	Refinish Wooden Spectator floor / new graphics	$30,000	General Renovation	TBD
Lapham	Convert to DDC	Convert existing obsolete Siebe DDC control system to Webs DDC	$85,000	HVAC	TBD
Lapham	Pool Renovation	Replace finishes and mechanicals in pool	$200,000	General Renovation	TBD
Lapham	Replace Pool Lockers	Rehab aging locker room	$13,500	General Renovation	TBD
Lapham	Replace Unit Ventilators	Replace Unit Ventilators	$350,000	HVAC	TBD
Leopold	Cafeteria Flooring	Replace Cafeteria Flooring w. Tile	??	Flooring	TBD
Mansfield	Locker room heater replacement	Locker room heater replacement	$35,000	HVAC	TBD
Mansfield	Replace unit vents	Replace two ceiling hung unit vents serving locker rooms	$20,000	HVAC	TBD
Mansfield	Stadium Renovation	Team rooms and bathrooms	$200,000	General Renovation	TBD
Memorial	Chilled Water Piping	Replace buried chilled water piping - or convert to Dx cooling	$1,500,000	HVAC	TBD
Memorial	LMC Carpet Replacement	Replace carpet/Moving/Painting	$50,000	Flooring	TBD
Memorial	Pool Renovation	Replace finishes and mechanicals in pool	$200,000	General Renovation	TBD
Memorial	Replace Boilers	Replace 3 boilers	$900,000	HVAC	TBD
Memorial	Replace Dimming Rack	Replace the dimming rack	$250,000	Electrical	TBD
Memorial	Replace Shop AHU's	Replace two gas fired Reznor units serving Auto/Wood Shops	$100,000	HVAC	TBD
Memorial	Roof Replacement	Roof Section R04 & R21	$550,000	Roof	TBD

Site	Project	Scope	Budget	Project Type	Projected Date of Completion
Memorial	Rooftop replacement	Replace all Trane rooftop units and controls	$300,000	HVAC	TBD
Memorial	Unit Vent Replacement	Replace unit ventilators: A/B Wing, Music, Tech Area	$1,000,000	HVAC	TBD
Mendota	Gym Floor	Replace gym floor with cushioned vinyl sport flooring (Koster system)	$75,000	Flooring	TBD
Mendota	Windows	Daylighting Replace upper windows	$250,000	General Renovation	TBD
Midvale	Boiler replacement	Replace remaining Kewanee steam boiler	$150,000	HVAC	TBD
Midvale	Dumpster Enclosure	Create a new dumpster enclosure	$30,000	General Renovation	TBD
Midvale	LMC Carpet Replacement	Replace carpet/Moving/Paint	$17,000	Flooring	TBD
Midvale	Office Ventilation	Install heating/cooling air handler to serve main office suite	$110,000	HVAC	TBD
Midvale	Unit Vent Replacement	Replace remaining pneumatic classroom unit ventilators and controls.	$60,000	HVAC	TBD
Muir	Boiler Replacement	Replace boiler #2	$20,000	HVAC	TBD
Muir	Gym Floor (Cafe) Replacement	Replace gym floor with Granite Acoustiflor (Koster system)	$82,000	Flooring	TBD
Muir	Temperature Control	Convert to Webs DDC system.	$50,000	HVAC	TBD
O'Keeffe	Classroom Renovation	Renovate old FACE room 224	$150,000	General Renovation	TBD
O'Keeffe	Middle School Gym Floor	Replace gym floor with cushioned vinyl sport flooring (Koster system)	$100,000	Flooring	TBD
O'Keeffe	Roof Replacement	Roof Sections R03, R16 through R19	$325,000	Roof	TBD
Olson	Custodial Office Heat	Install hot water heater in custodial room	$5,000	HVAC	TBD
Olson	Gym Floor due to Moistire problems	Replace gym floor/Koster System Install Amerisport	$90,000	Flooring	TBD
Pflaum	Convert to DDC		$50,000	HVAC	TBD
Randall	Art Room	New Sink	$50,000	General Renovation	TBD
Sandburg	Cafeteria Floor	Abate Flooring / Install New VCTFlooring	$35,000	Flooring	TBD
School Forest	Renovate Cabins	Cabin facelift and electrical	$180,000	General Renovation	TBD
Sennett	LMC Carpet Replacement	Replace Carpet/Moving/Paint	$22,000	Flooring	TBD
Sherman/Shabazz	Boiler replacement	Replace 3 boilers	$450,000	HVAC	TBD
Sherman/Shabazz	LMC Carpet Replacement (High School)	Replace Carpet/Moving/Paint	$20,000	Flooring	TBD

Site	Project	Scope	Budget	Project Type	Projected Date of Completion
Sherman/Shabazz	LMC Carpet Replacement (Middle School)	Replace Carpet/Moving/Paint	$29,000	Flooring	TBD
Sherman/Shabazz	Unit Vent Replacement	Replace 40 classroom unit ventilators and controls. Add Jace and covert to Webs DDC.	$450,000	HVAC	TBD
Shorewood	LMC Carpet Replacement	Replace Carpet/Moving/Paint	$19,000	Flooring	TBD
Shorewood	Replace Fire Alarm System	Upgrade to voice system and replace all devices	$175,000	Life Safety	TBD
Spring Harbor	Feedwater tank	Install boiler feedwater tank	$50,000	HVAC	TBD
Spring Harbor	LMC Carpet Replacement	Replace Carpet/Moving/Paint	$22,000	Flooring	TBD
Stephens	LMC Carpet Replacement	Replace Carpet/Moving/Paint	$21,000	Flooring	TBD
Stephens	Replace lighting	LED lighting	$100,000	Electrical	TBD
Thoreau	Add VFD's and Primary/Secondary Sequence	Add VFDs to secondary pumps and convert to primary/secondary piping scheme	$50,000	HVAC	TBD
Thoreau	LMC Carpet Replacement	Replace Carpet/Moving/Paint	$25,000	Flooring	TBD
Toki	LMC Carpet Replacement (Elementary School)	Replace Carpet/Moving/Paint	$14,000	Flooring	TBD
Toki	LMC Carpet Replacement (Middle School)	Replace Carpet/Moving Abate/Paint	$27,000	Flooring	TBD
Toki	Office Ventilation	Replace cooling only RTU and add steam booster coils to office suite. Upgrade to Webs DDC controls	$200,000	HVAC	TBD
Toki	Replace Unit Ventilators	45 units	$500,000	HVAC	TBD
Toki	Bathroom renovation		$600,000	General Renovation	TBD
West	Domestic tank heater	Replace domestic tank heater near boiler room (leaking)	$90,000	HVAC	TBD
West	Move Guidance Area and Rehab Classroom	Move Guidance Area and Rehab Classroom		General Renovation	TBD
West	Renovate Team Locker Rooms	Renovate Team Locker Rooms	$30,000	General Renovation	TBD
West	Site Improvement Work	Relocate west stair from regent to lower parking lot, rework/replace existing bridge.	$800,000	Site Work	TBD
West	Site Improvement Work	Renovate Regent St (Aud) entrance	$250,000	Site Work	TBD

Site	Project	Scope	Budget	Project Type	Projected Date of Completion
West	Spectator Gymnasium Wood floor	Refinish Wooden Spectator floor / new graphics	$30,000	Flooring	TBD
West	Spectator Gymnasium Bleacher Replacement	Spectator Gymnasium Bleacher Replacement	$400,000	General Renovation	TBD
West	Stone Wall Renovation	Rebuild stone wall at perimeter of track/practice field	$150,000	Site Work	TBD
Whitehorse	Boiler Room Combustion Air Modifications		$20,000	HVAC	TBD
Whitehorse	Ceiling/Lights	replace spline ceilings with new lay-in and lighting	$1,000,000	General Renovation	TBD
Whitehorse	Elementary Gym	Refinish Wooden Gym Floor	$20,000	Flooring	TBD
Whitehorse	LMC Carpet Replacement	Replace Carpet/Moving/Paint	$30,000	Flooring	TBD
Wright	LMC Carpet Replacment	Replace Carpet/Moving/Paint	$21,000	Flooring	TBD

Food Service Fund (50)
2019-20 Budget Overview

Program Update

The Food & Nutrition Department continues to expand services and align expenditures with revenues in a changing environment to facilitate a balanced budget. We are evaluating the possibility of adding one more school to the community eligibility provision. This provision allows free access to meals at eligible sites. Innovation will develop interest in our programs and have a positive impact on participation. Examples include: A food truck menu sourcing local ingredients in partnership with REAP FOOD GROUP, locally developed scratch cooking recipes, taste testing opportunities for students, alternative breakfast serving methods, educating students on reducing waste and use of social media to raise awareness of program improvements.

Food Service Revenues	2014-15 Historical YTD	2015-16 Historical YTD	2016-17 Historical YTD	2017-18 Historical YTD	2018-19 Fall Budget	2019-20 Proposed Budget
Source Comparison						
11XX - Interfund Payments	-	-	41,224.51	39,116.56	-	
1251 - Pupil Sales	1,935,215.84	1,831,341.70	1,673,648.69	1,675,581.10	1,808,000.00	1,696,000.00
1252 - Adult Sales	106,567.20	94,804.30	82,213.80	73,507.60	93,500.00	71,500.00
1259 - Other (Catering)	142,327.30	110,784.64	147,600.19	159,005.29	135,000.00	152,000.00
1291 - Gifts & Contributions	4,878.00	2,447.20	7,551.78	35,770.77	-	-
1299 - Miscellaneous	(559.88)	40,250.72	-	(840.66)	30,000.00	35,000.00
1617 - State Reimbursement	176,441.64	179,797.47	176,981.72	178,038.31	181,750.00	182,000.00
1714 - Commodities	575,320.10	606,857.96	621,127.44	730,035.27	619,000.00	616,000.00
1717 - Federal Reimbursement	7,541,890.43	7,769,997.37	7,795,183.86	7,766,678.15	7,896,160.56	7,826,795.12
1730 - Federal Special Project	248,799.65	211,978.16	260,146.75	210,751.30	39,864.00	39,864.00
19XX - Miscellaneous	-	-	-	-		
	10,730,880.28	10,848,259.52	10,805,678.74	10,867,643.69	10,803,274.56	10,619,159.12

Food Service Expenditures	2014-15 Historical YTD	2015-16 Historical YTD	2016-17 Historical YTD	2017-18 Historical YTD	2018-19 Fall Budget	2019-20 Proposed Budget
Object Comparison						
0100 - Salaries	3,151,408.51	3,050,312.60	3,021,953.19	3,192,908.35	3,447,397.71	3,292,725.90
0200 - Benefits	2,132,834.82	1,871,808.58	1,823,857.76	1,806,318.43	2,190,932.07	2,054,323.22
0300 - Purchased Services	192,070.31	194,998.71	250,191.90	246,482.19	228,600.00	234,730.00
0400 - Non-Capital	4,892,772.35	4,990,677.96	4,845,459.66	4,911,945.15	4,753,135.78	4,902,880.00
0411 - Supplies	*340,126.97*	*397,669.45*	*366,696.31*	*349,664.39*	*405,865.00*	*355,005.00*
0415 - Food	*4,480,371.58*	*4,428,331.73*	*4,398,103.86*	*4,465,403.24*	*426,420.78*	*4,454,575.00*
0500 - Capital Purchases	44,619.45	61,665.12	327,075.00	336,242.71	161,929.00	104,500.00
0700 - Insurance	26,056.41	28,087.32	33,632.64	29,061.84	21,280.00	30,000.00
0900 - Dues/Miscellaneous	103,737.95	-	688.00	-	-	-
	10,543,499.80	10,197,550.29	10,302,858.15	10,522,958.67	10,803,274.56	10,619,159.12
Surplus/(Deficit) YTD	187,380.48	650,709.23	502,820.59	344,685.02	-	-

The 2019-20 Food & Nutrition budget was developed with the goal of not requiring an inter fund transfer from the General Fund. The chart below provides Food & Nutrition strategies to accomplish this.

Budget Issue	Background	Strategy
Increase Program Access with Community Eligibility Provision	Currently have 15 schools participating in this program designed to improve food access	Consider applying for an additional school in 2019-20. Increase communication to families on the benefits of CEP.
Customers desire increased use of local produce in school nutrition programs	Summer feeding program local produce bid has been utilized for 5 years.	Complete agreements with local farmers for 2019-20 school year based on recent RFI process.
Breakfast participation continues to rise	Awareness of the importance of a nutritious breakfast and the connection to learning has increased.	Continue to pursue increased participation with alternative serving methods and grant opportunities.
Lunch participation is declining slightly	Federal regulations and changes in lunch schedules have caused a slight decline in participation.	Utilize program innovation to create excitement in our programs. Exceed new Federal requirements on whole grains, milk and sodium requirements
Labor cost may increase in 2019-20 with 20 minutes seated time at lunch	Wellness policy includes 20 minutes seated time at lunch for 2019-20 school year	We will closely monitor costs and make adjustments when possible.
Uncollected negative student meal account balances	Implemented new strategies during 2015-16 school year to assist families with getting meal benefits at the start of the school year.	Increase communication and assistance to families with the meal assistance application. Seek Donations for family assistance.
Aging equipment at schools results in a high failure rate and maintenance cost	Past budgets have not allowed for systematic replacement of aging equipment.	Continue to invest in our facilities through capital expenditures and effective use of grant funding opportunities.
High Workmen's Comp. cost	Started Safety committee at the FPC in December 2014. Workmen's Compensation costs have improved significantly.	Expand program involvement to school sites while utilizing resources and expertise of Risk Management Services.
Reduce food and packaging waste	Continue to roll out recycling & waste reduction program based on lessons learned in the 2018-19 pilots.	Work with community partner to implement strategies to reduce waste and related costs at more schools.

Community Service Fund (80)
2019-20 Executive Summary

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

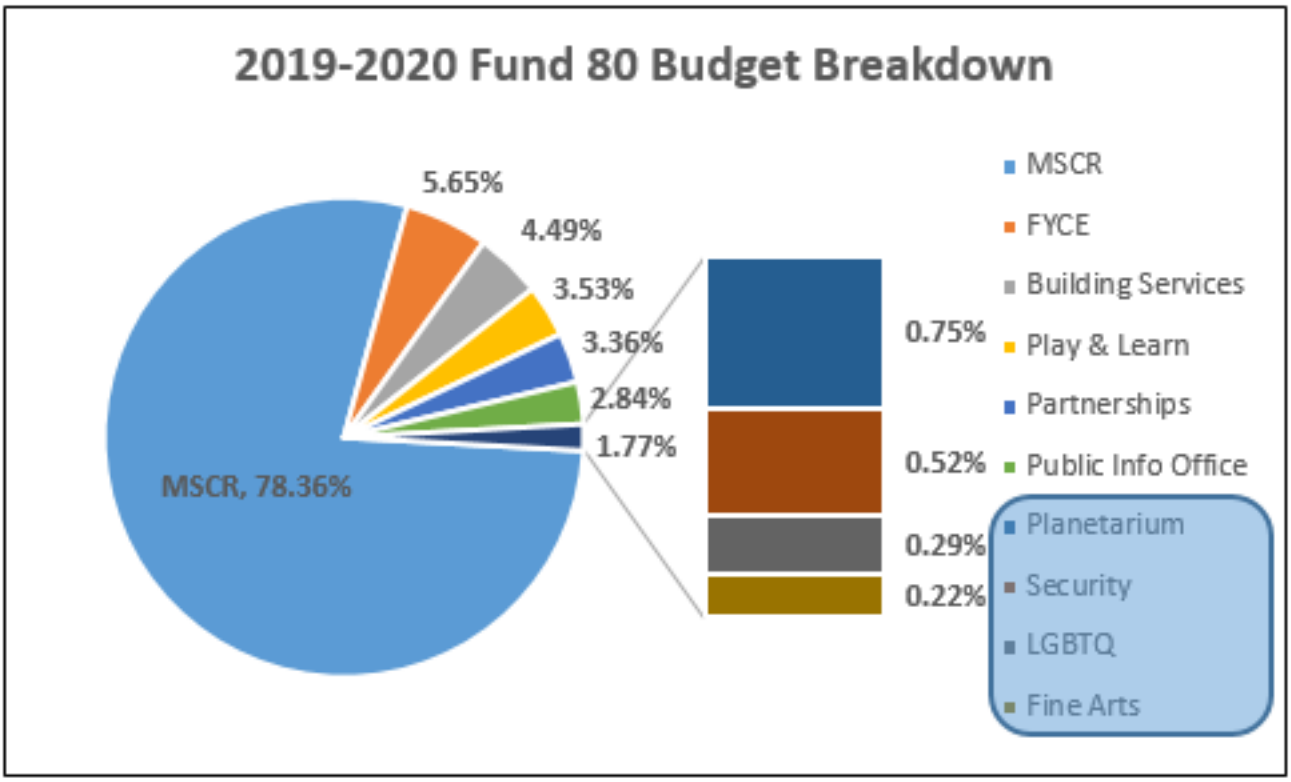
"Establish and maintain community education, training, recreational, cultural or athletic programs and services, outside the regular curricular and extracurricular programs for pupils, under such terms and conditions as the school board prescribes. The school board may establish and collect fees to cover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

The 2019-20 total Community Service Fund budget is $15.9 million, of which 75% is funded by the local tax levy. There is no revenue limit cap in the Community Service Fund, but only qualifying costs may be accounted for in this Fund. Historically, there has been a three part test to determine whether an activity should be included in Fund 80:

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

MMSD Use of Fund 80 (Community Service Fund)

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



Play & Learn (Early & Extended Learning)

Budgeted FTE:	8.750	Funding Source(s):	$563,362	F80 Tax Levy
Total Budget for FY20:	$563,362			

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

Fine Arts Program

Budgeted FTE:	0.500	Funding Source(s):	$34,287	F80 Tax Levy
Total Budget for FY20:	$34,287			

For 2019-20, we continue to fund a 1.0 FTE MMSD theater manager position, to direct the safe and appropriate use the high school theaters, coordinate community access to these spaces, and plan for their improvement. This position is split funded with the general fund.

Planetarium

Budgeted FTE:	1.000	Funding Source(s):	$105,687	F80 Tax Levy
Total Budget for FY20:	$119,687		$14,000	Local Fees

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

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

Building Rental Events Security and Resource Officers

Budgeted FTE:	2.000	Funding Source(s):	$83,356	F80 Tax Levy
Total Budget for FY20:	$83,356			

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

Building Services Operations

Budgeted FTE:	11.020	Funding Source(s):	$715,184	F80 Tax Levy
Total Budget for FY20:	$715,184			

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

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

Budgeted FTE:	66.100	Funding Source(s):	$8,888,741	F80 Tax Levy
Total Budget for FY20:	$12,493,315		$3,604,574	Local Fees

MMSD establishes and maintains community education, training, recreation, cultural or athletic programs and services, outside the regular curricular and extracurricular program for pupils and adults as the school board prescribes. MMSD is one of approximately 18 school districts in Wisconsin that also have a full service community recreation program attached to the district proper. MSCR will enhance the quality of life for individuals in the Madison Metropolitan School District and for the community by providing recreation and enrichment opportunities year-round that are accessible to all.

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

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

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

Wisconsin Youth Company:
Provides after-school childcare program at Leopold for low income/homeless children.

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

City of Madison:
MSCR pays the City of Madison Parks Department for use of city fields/diamonds.

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

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

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

Meadowood Community Center:
Provides a safe, supervised place for youth during afterschool and evening hours, for neighbors to socialize, and space for MSCR programs such as arts and fitness.

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

LGBTQ Outreach

Budgeted FTE:	0.500	Funding Source(s):	$45,631	F80 Tax Levy
Total Budget for FY20:	$45,631			

The district employs 1.000 FTE specific to outreach programming for the GLBT Community. This staff member is split funded between Funds 10 and 80. They work in collaboration with the Gay Straight Alliance for Safe Schools and serve on their board (www.gsafewi.org). Gay Straight Alliance for Safe Schools increases the capacity of LGBTQ students, educators, and families to create schools in Wisconsin where all youth thrive.

Community Partnerships

Budgeted FTE:	2.000	Funding Source(s):	$535,291	F80 Tax Levy
Total Budget for FY20:	$535,291			

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

- School-Community Partnerships – Community organizations provide a wealth of assets to our schools through partnerships aligned with the district's Strategic Framework.
- Volunteer Programs – Community members support our students by filling a diverse array of roles across the district including but not limited to academic tutoring.
- Volunteer Management System – City partnership to facilitate paperless registration across multiple volunteer opportunities.
- Black Excellence Community Coalition – Resources available for community partnership grants.

Public Information Office

Budgeted FTE:	4.850	Funding Source(s):	$452,594	F80 Tax Levy
Total Budget for FY20:	$452,594			

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

Family Youth Community Engagement (FYCE)

Budgeted FTE:	10.378	Funding Source(s):	$900,203	F80 Tax Levy
Total Budget for FY20:	$900,203			

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

- Adopt family and community engagement standards and a differentiated model for services to ensure two-way communication and authentic engagement with families and community partners.
- Create and implement professional development in family engagement for all employees that includes a focus on diversity, anti-bias and customer service training.
- Create Community Schools to help families access programming and services. A Community School is a welcoming and inclusive place that builds on the assets of the community to help serve the identified needs of the students, families and community through well integrated and coordinated, strategic partnerships.

Facility Rental Fees

Current Rental Rates (effective Sept. 1, 2019)		**Rate A** - Non-profit as defined by law. Must provide copy of State of WI Charitable Organization Credential or copy of IRS Letter of Determination for Charitable Non-Profit status 501(c)3.	**Rate B** - Not non-profit youth & senior serving organizations and colleges	**Rate C** - Not non-profit adult serving & government organizations
Class/Meeting Rooms	**Cost Per**	**Rate A**	**Rate B**	**Rate C**
Activity/all purpose rooms	hour	$13	$19	$24
Arts room	hour	$10	$16	$18
Cafeteria - High Schools	hour	$22	$33	$36
Cafeterias - all other	hour	$16	$23	$25
Classroom - regular	hour	$10	$14	$17
Computer Lab	hour	$33	$49	$55
Commons/LMC-HS MS ELEM	hour	$12	$18	$20
Dance Studio	hour	$10	$16	$18
FACE-Family/consumer ed	hour	$12	$19	$21
Industrial arts	hour	$13	$21	$24
Kitchen - serving	hour	$13	$21	$23
Lecture - middle & high school	hour	$14	$22	$25

Auditoriums* (capacity)	**Cost Per**	**Rate A**	**Rate B**	**Rate C**
Audtiorium - East (610)	hour	$38	$57	$64
Auditorium - Lafollette (687)	hour	$27	$39	$43
Auditorium - Lapham (175)	hour	$12	$19	$21
Auditorium - Memorial (740)	hour	$29	$42	$48
Auditorium - West (980)	hour	$38	$57	$64
Stage - High school	hour	$16	$24	$28

Athletic Facilities	**Cost Per**	**Rate A**	**Rate B**	**Rate C**
Field house East/Laf/Mem	hour	$54	$60	$72
Field house 1 court East/Laf/Mem	hour	$14	$16	$19
Field house O'Keeffe	hour	$20	$31	$32
Field house 1/3 O'Keeffe	hour	$7	$10	$11
Gym Spectator -East/Laf/Mem	hour	$18	$27	$29
Gym Spectator - West	hour	$24	$36	$39
Gyms Extra Large - 6,500-8,840 sq. ft. Cherokee, Hamilton, Midvale, Sherman(wood), Toki, VanHise, Wright, West Gymnastics Gym (Cafenasium)	hour	$12	$18	$22
Gyms Large - 5,800-6,500 sq. ft. Allis, Black Hawk, Chavez, Jefferson, Lincoln, Olson, Sennett, Stephens	hour	$10	$16	$18
Gyms Medium - 3,500-5,800 sq. ft. Elvhjem B, Glendale, Gompers, Hawthorne, Leopold, Lindbergh, Lowell, Muir, Sandburg, Schenk, Thoreau, West Van Hise, Whitehorse	hour	$9	$14	$16
Gyms Small <3,500 sq. ft Crestwood, Elvehjem A, Emerson, Falk, Franklin, Hoyt, Huegel, Kennedy, Lake View, Lapham, Marquette, Mendota, Nuestro Mundo, Orchard Ridge, Randall, Sherman(rubber), Shorewood, Spring Harbor	hour	$8	$12	$13
1/2 court gym - Extra Large Cherokee, Hamilton, Midvale, Sherman(wood), Toki, VanHise, Wright, West Gymnastics Gym	hour	$6	$9	$10
1/2 court gym - Large Allis, Black Hawk, Chavez, Jefferson, Lincoln, Olson, Sennett, Stephens	hour	$5	$8	$9

1/2 court gym - Medium Elvhjem B, Glendale, Gompers, Hawthorne, Leopold, Lindbergh, Lowell, Muir, Sandburg, Schenk, Sherman(vinyl), Thoreau, West Van Hise, Whitehorse	hour	$5	$7	$8
Lockers/showers -high school	use	$24	$36	$39
Lockers/showers - middle school	use	$16	$24	$27
Lockers/showers - Lapham Pool	use	$8	$11	$13

Pools*

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

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

Equipment	Cost Per	Rate
Chairs & chair set up	rack	$28
Table & table set-up	each	$1
Microphones/PA system	use	$10
Other equipment	use	$9
Scoreboards/clocks-indoor	use	$9
Stage lights	use	$9
TV/DVD Player	use	$9
Volleyball nets and poles	use	$17

* Auditoriums & pools require additional paperwork and approval

Before- and Afterschool Childcare Programs

School Year Daily Rates Effective June 29, 2015

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

DPI Budget Adoption Format

MMSD 3-Year Financial Summary:

Fund 10 - General Fund Revenues & Other Sources:	Actual 2017-18	Actual 2018-19	Fall Revised 2019-20	$ Change	% Change
Interfund Transfers	147,819	173,473	166,556	(6,917)	-3.99%
Local Revenue Sources	274,571,055	286,345,044	305,801,204	19,456,160	6.79%
Open Enrollment Revenues	3,292,770	3,487,429	3,262,850	(224,579)	-6.44%
CESA Sources	93,980	112,721	334,279	221,557	196.55%
State Sources	72,872,822	77,591,482	70,422,894	(7,168,588)	-9.24%
Federal Sources	12,130,810	16,501,783	16,107,181	(394,602)	-2.39%
Financing Sources	2,839,020	2,257,108	2,055,000	(202,108)	-8.95%
Misc. Sources	530,166	1,983,108	967,121	(1,015,986)	-51.23%
Total Revenues	**366,478,441**	**388,452,148**	**399,117,085**	**10,664,937**	**2.75%**

Expenditures:	Actual 2017-18	Actual 2018-19	Fall Revised 2019-20	$ Change	% Change
Undifferentiated Curriculum (PK-6 Instruction)	67,212,698	66,291,863	68,227,879	1,936,015	2.92%
Regular Curric. (English, Math, Science, Etc.)	82,056,632	83,294,913	81,558,447	(1,736,466)	-2.08%
Vocational Curriculum	3,936,119	3,667,296	4,077,167	409,871	11.18%
Physical Curriculum (Health, Physical Ed)	7,874,183	7,779,891	8,052,920	273,029	3.51%
Co-Curricular Activities	3,312,303	3,242,377	3,134,408	(107,969)	-3.33%
Other Special Needs	1,110,549	5,310,888	12,874,021	7,563,132	142.41%
Instruction Totals	**165,502,483**	**169,587,229**	**177,924,842**	**8,337,613**	**4.92%**
Pupil Services (Guidance, Soc Wrk, etc.)	14,179,476	14,747,469	17,202,050	2,454,581	16.64%
Instructional Services (Curriculum, Libraries)	26,955,938	27,104,318	30,172,537	3,068,220	11.32%
District Administration (District-wide)	2,949,245	3,196,483	3,978,333	781,850	24.46%
School Administration (Principals' Office)	19,006,629	19,566,396	19,619,796	53,400	0.27%
Business Admin. (Acctg, Transport, Facilities)	46,389,960	51,412,032	53,259,862	1,847,830	3.59%
Central Services (Telephone, Technology)	10,938,183	12,837,542	6,661,820	(6,175,722)	-48.11%
District Insurance (Property, Liability)	2,391,282	2,783,816	2,635,955	(147,861)	-5.31%
Debt Service (Interest Expense, Leases)	673,258	1,180,268	2,298,911	1,118,643	94.78%
Other Support Svcs (OPEB, District Wide-Tech)	8,657,315	8,362,718	18,634,385	10,271,666	122.83%
Support Totals	**132,141,285**	**141,191,042**	**154,463,649**	**13,272,607**	**9.40%**
Operating Transfers to Other Funds	50,882,124	53,951,717	56,023,518	2,071,801	3.84%
Purchased Instructional Services (OE, Tuition)	12,949,416	15,010,111	17,643,424	2,633,313	17.54%
Other Payments (Non-Program Transactions)	79,636	223,415	510,000	286,585	128.27%
Non-Program Totals	**63,911,176**	**69,185,243**	**74,176,942**	**4,991,699**	**7.21%**
General Fund Totals	**361,554,944**	**379,963,513**	**406,565,432**	**26,601,918**	**7.00%**
GENERAL FUND BALANCE	**52,679,675**	**61,168,310**	**53,719,963**	**(7,448,347)**	**-12.18%**

FUND 21 - SPECIAL REVENUE TRUST FUND	2017-18	2018-19	2019-20	$ Change	% Change
Total Revenues	3,100,731	3,575,463	-	(3,575,463)	-100.00%
Total Expenditures	2,765,911	2,656,828	3,248,179	591,351	22.26%

FUND 27 - SPECIAL EDUCATION	2017-18	2018-19	2019-20	$ Change	% Change
Total Revenues	75,346,338	78,629,353	82,553,581	3,924,229	4.99%
Total Expenditures	75,346,338	78,629,353	82,553,581	3,924,229	4.99%

DEBT SERVICE FUND 30 - REFERENDUM DEBT	2017-18	2018-19	2019-20	$ Change	% Change
Total Revenues	8,319,346	8,331,052	8,300,900	(30,152)	-0.36%
Total Expenditures	8,403,525	8,418,125	8,419,325	1,200	0.01%
*Remaining Debt Obligations**	44,675,000	37,700,000	30,495,000	(7,205,000)	-19.11%

DEBT SERVICE FUND 38 - NON-REF DEBT	2017-18	2018-19	2019-20	$ Change	% Change
Total Revenues	4,355,352	4,696,113	5,404,126	708,013	15.08%
Total Expenditures	4,354,745	4,646,832	4,316,513	(330,319)	-7.11%

MMSD 3-Year Financial Summary:

CAPITAL EXPANSION FUND 41	Actual 2017-18	Actual 2018-19	Fall Revised 2019-20	$ Change	% Change
Total Revenues	5,013,369	8,536,892	5,000,000	(3,536,892)	-41.43%
Total Expenditures	5,062,943	7,107,262	7,025,136	(82,126)	-1.16%

2015 Referendum FUND 42	2017-18	2018-19	2019-20	$ Change	% Change
Total Revenues	32,709	-	-	-	0.00%
Total Expenditures	8,650,524	-	-	-	0.00%

CAPITAL PROJECTS (QZAB/QSCB) FUND 4X	2017-18	2018-19	2019-20	$ Change	% Change
Total Revenues	462,950	-	-	-	0.00%
Total Expenditures	201,399	-	-	-	0.00%

FOOD SERVICE FUND 50	2017-18	2018-19	2019-20	$ Change	% Change
Total Revenues	10,867,644	10,368,260	10,659,078	290,818	2.80%
Total Expenditures	10,522,959	10,470,059	10,659,078	189,019	1.81%

STUDENT ACTIVITY 60 FUND(s)	2017-18	2018-19	2019-20	$ Change	% Change
Total Revenues	4,334,630	4,147,628	-	(4,147,628)	-100.00%
Total Expenditures	2,519,872	2,324,514	-	(2,324,514)	-100.00%

TRUST FUND 70 FUND(s)	2017-18	2018-19	2019-20	$ Change	% Change
Total Revenues	103,714	203,285	-	(203,285)	-100.00%
Total Expenditures	120,592	188,062	-	(188,062)	-100.00%

COMMUNITY SERVICE FUND 80	2017-18	2018-19	2019-20	$ Change	% Change
Total Revenues (Fees & Property Tax Levy)	14,962,417	15,128,770	15,628,080	499,310	3.30%
Total Expenditures	14,850,771	15,020,850	15,985,080	964,230	6.42%

ALL FUND SUMMARY	2017-18	2018-19	2019-20	$ Change	% Change
Total Revenues	**493,377,641**	**522,068,964**	**526,662,851**	**4,593,887**	**0.88%**
Total Expenditures	**494,354,522**	**509,425,396**	**538,772,325**	**29,346,928**	**5.76%**

PROPERTY TAX LEVY SUMMARY SUMMARY OF TAX LEVY FOR ALL FUNDS:	Actual 2017-18	Actual 2018-19	Fall Revised 2019-20	$ Change	% Change
General Fund 10	268,495,857	275,294,815	299,537,819	24,243,004	8.81%
Debt Service Fund 39	8,300,825	8,303,725	8,300,900	(2,825)	-0.03%
Non Referendum Debt Svcs Fund 38	4,161,516	4,376,041	5,257,768	881,727	20.15%
Capital Expansion Fund 41	5,000,000	8,500,000	5,000,000	(3,500,000)	-41.18%
Community Service Fund 80	11,234,489	11,535,312	12,009,506	474,194	4.11%
Total Levy	**297,192,687**	**308,009,893**	**330,105,993**	**22,096,100**	**7.17%**
Equalized Tax Base	25,586,971,244	27,824,908,869	29,743,210,155	1,918,301,286	6.89%
Equalized Tax Rate Per $1000	**11.62**	**11.07**	**11.10**	**0.03**	**0.26%**

Tax Impact Projections

Projected Property Tax Levy for 2019-20

FUND	Adopted 2015-2016 LEVY	RATE	Adopted 2016-2017 LEVY	RATE	Adopted 2017-2018 LEVY	RATE	Adopted 2018-2019 LEVY	RATE	Fall 2019-20 LEVY	RATE
General Fund:										
▪ Revenue Limit Use	256,545,031	11.02	260,886,661	10.83	270,180,041	10.56	278,675,712	10.02	302,402,800	10.17
▪ Less: Property Exemption	(2,089,136)	(0.09)	(1,683,356)	(0.07)	(1,708,101)	(0.07)	(3,404,814)	(0.12)	(2,940,466)	(0.10)
▪ **General Fund Levy**	254,455,895	10.93	259,203,305	10.76	268,471,940	10.49	275,270,898	9.89	299,462,334	10.07
▪ Prior Year Taxes	1,165,020	0.05	-	0.00	23,917	0.00	23,917	0.00	75,485	0.00
Net General Fund Levy	**255,620,915**	**10.98**	**259,203,305**	**10.76**	**268,495,857**	**10.49**	**275,294,815**	**9.89**	**299,537,819**	**10.07**
Debt Service Funds:										
▪ Non-referendum Debt (38)	3,884,075	0.17	4,087,409	0.17	4,161,516	0.16	4,376,041	0.16	5,257,768	0.18
▪ Bonded Indebtedness (39)	5,498,873	0.24	7,999,159	0.33	8,300,825	0.32	8,303,725	0.30	8,300,900	0.28
Net Debt Service Fund Levy	**9,382,948**	**0.40**	**12,086,568**	**0.50**	**12,462,341**	**0.49**	**12,679,766**	**0.46**	**13,558,668**	**0.46**
Capital Projects Fund:	**4,500,000**	**0.19**	**4,000,000**	**0.17**	**5,000,000**	**0.20**	**8,500,000**	**0.31**	**5,000,000**	**0.17**
Community Services Fund:	**11,654,696**	**0.50**	**11,802,150**	**0.49**	**11,234,489**	**0.44**	**11,535,312**	**0.41**	**12,009,506**	**0.40**
TOTAL TAX LEVY AND RATE	**281,158,559**	**12.08**	**287,092,023**	**11.92**	**297,192,687**	**11.62**	**308,009,893**	**11.07**	**330,105,993**	**11.10**

Property Tax Analysis	**Nov-15 2015-16**	**Nov-16 2016-17**	**Nov-17 2017-18**	**Nov-18 2018-2019**	**Nov-19 2019-20**
Levy % Increase	**4.714%**	**2.110%**	**3.518%**	**3.640%**	**7.174%**

Property Tax Bill Impact	**Nov-15 2015-16**		**Nov-16 2016-17**		**Nov-17 2017-18**		**Nov-18 2018-2019**		**Nov-19 2019-20 Estimated**	
	Value	**Bill**	**Value**	**Bill**	**Value**	**Bill**	**Value**	**Bill**	**Value**	**Bill**
Average Madison home value	245,894.00	2,970.88	254,593.00	3,034.51	269,377.00	3,128.81	284,868.00	3,153.37	294,687.67	3,270.60
Total Difference in Bill Over Prior Year		***$131.98***		***$63.63***		***$94.30***		***$24.56***		***$117.23***

TID #25 Schedule

Category/Item	Total	2016-17	2017-18	2018-19	2019-20	2020-21
A. High Leverage Planning and Design:						
1 Evaluations and and Long Range District Strategic Planning*	125,000	-	125,000	-	-	-
2 Multi-year Middle School Design Process	270,000	-	150,000	120,000	-	-
3 Development/Redesign of Secondary Alternative Schools	325,000	50,000	125,000	100,000	50,000	-
4 Consulting on Budget Design	275,000	-	100,000	25,000	150,000	-
5 Access to Advanced Placement for Students of Color	291,000	-	118,000	98,000	75,000	-
6 Teacher Team Development and Assessment Redesign	350,000	-	-	50,000	150,000	150,000
7 Planning Year for Full Day 4K	20,000	-	-	20,000	-	-
Subtotal	**1,656,000**	**50,000**	**618,000**	**413,000**	**425,000**	**150,000**
B. Maintenance Projects & Facility Improvements						
1 Restore $300K to the General Fund Budget for Maintenance	300,000	300,000	-	-	-	-
2 Accelerate priority items on the facility maintenance list	1,300,000	500,000	150,000	500,000	150,000	-
3 Increase funding for playground replacement	450,000	150,000	-	150,000	150,000	-
4 Reserve for renovating instructional spaces	850,000	-	300,000	300,000	250,000	-
5 All-gender restroom and locker room needs	650,000	250,000	100,000	150,000	150,000	-
6 Athletic equipment replacements	200,000	100,000	100,000	-	-	-
7 Doyle Human Resources Outer Office - Upgrade	240,000	120,000	120,000	-	-	-
Subtotal	**3,990,000**	**1,420,000**	**770,000**	**1,100,000**	**700,000**	**-**
C. Micro Schools						
1 Micro School Projects & Planning	705,000	-	105,000	225,000	375,000	-
Subtotal	**705,000**	**-**	**105,000**	**225,000**	**375,000**	**-**
D. Technology Infrastructure & Accelerate Technology Integration						
1 Extend the fiber backbone to the final six schools	450,000	325,000	125,000	-	-	-
2 Migrate to Cloud-based Systems for Website, IC, Other	450,000	100,000	175,000	175,000	-	-
3 Fund tech infrastructure after $2MM referendum funds	750,000	-	-	-	400,000	350,000
4 Accelerate the Tech Plan – Combine G5 and G6 Tech Cohorts	500,000	-	-	-	500,000	-
Subtotal	**2,150,000**	**425,000**	**300,000**	**175,000**	**900,000**	**350,000**
E. Reserve for Interest Expense (Straight-Line Allocation)	732,000	8,382	47,217	143,645	230,564	302,193
F. Wright Uniforms (Board Amendment June 2017)	45,000	-	45,000	-	-	-
G. Reserve for Future Needs	-	-	-	-	-	-
H. Project Total	**9,278,000**	**1,903,382**	**1,885,217**	**2,056,644**	**2,630,564**	**802,193**

Fund Balance Table By Year

2016-17 Actual	Fund 10 General Fund	Funds 30 38 Debt Service Fund	Fund 41 Capital Projects	Fund 50 Food Service	Fund 80 Community Service	Total
Non-Spendable	2,902,475	-	-	61,296	-	2,963,771
Restricted	-	2,206,687	2,089,799	1,279,609	1,840,059	7,416,154
Committed	45,700	-	-	-	-	45,700
Assigned	1,366,719	-	-	-	-	1,366,719
Unassigned	43,441,284	-	-	-		43,441,284
Total 2016-17 Actual	**47,756,178**	**2,206,687**	**2,089,799**	**1,340,905**	**1,840,059**	**55,233,628**

2017-18 Actual	Fund 10 General Fund	Funds 30 38 Debt Service Fund	Fund 41 Capital Projects	Fund 50 Food Service	Fund 80 Community Service	Total
Non-Spendable	1,410,916	-	-	148,896	-	1,559,812
Restricted	142,652	2,123,116	2,040,225	1,536,699	1,951,706	7,794,398
Committed	50,343	-	-	-	-	50,343
Assigned	1,581,300	-	-	-	-	1,581,300
Unassigned	49,494,464	-	-	-	-	49,494,464
Total 17-18 Actual	**52,679,675**	**2,123,116**	**2,040,225**	**1,685,595**	**1,951,706**	**60,480,317**

2018-19 Actual	Fund 10 General Fund	Funds 30 38 Debt Service Fund	Fund 41 Capital Projects	Fund 50 Food Service	Fund 80 Community Service	Total
Non-Spendable	706,346	-	-	137,041	-	843,387
Restricted	45,480	2,085,324	3,469,855	1,446,756	2,059,626	9,107,041
Committed	-	-	-	-	-	-
Assigned	-	-	-	-	-	-
Unassigned	60,416,485	-	-	-	-	60,416,485
Total 18-19 Actual	**61,168,311**	**2,085,324**	**3,469,855**	**1,583,797**	**2,059,626**	**70,366,913**

2019-20 Fall Revised Budget	Fund 10 General Fund	Funds 30 38 Debt Service Fund	Fund 41 Capital Projects	Fund 50 Food Service	Fund 80 Community Service	Total
Non-Spendable	706,346	-	-	137,041	-	843,387
Restricted	-	3,054,512	1,444,719	1,446,756	1,702,626	7,648,613
Committed	-	-	-	-	-	-
Assigned	-	-	-	-	-	-
Unassigned	53,013,618	-	-	-	-	53,013,618
Total Proposed Budget 19-20	**53,719,964**	**3,054,512**	**1,444,719**	**1,583,797**	**1,702,626**	**61,505,618**

General Fees Table

Madison Metropolitan School District General Board Student Fees 2018-2019 & 2019-2020		
Elementary School Fee Schedule		
	2018-2019	**2019-2020**
Consumable Materials Fee (Grades 4K-5)	$40.00 per Year	$40.00 per Year
Music Instrument Rental (Grade 5)	$20.00 per Semester	$20.00 per Semester
Middle School Fee Schedule		
	2018-2019	**2019-2020**
Textbook Fee (Grades 6-8)	$35.00 per Year	$35.00 per Year
Music Instrument Rental (Grade 6)	$20.00 per Semester	$20.00 per Semester
Music Instrument Rental (Grades 7-8)	$70.00 per Semester	$70.00 per Semester
Activity Fee	$17.00 per Year	$17.00 per Year
Consumable Materials Fee	$20.00 per Year	$20.00 per Year
High School Fee Schedule		
	2018-2019	**2019-2020**
Textbook Fee (Grades 9-12)	$35.00 per Year	$35.00 per Year
Student Activity Fee	$30.00 per Year	$30.00 per Year
Music Instrument Rental (Grades 9-12)	$70.00 per Semester	$70.00 per Semester
Consumable Materials Fee	$17.00 per Year	$17.00 per Year
Athletic Participation Fee (Grades 9-12)	$115.00 per Sport	$115.00 per Sport
Maximum Athletic Participation Fee (Grades 9-12)	$500.00 per Family	$500.00 per Family
	$800.00 Hockey	$800.00 Hockey
Athletic Participation Surcharge (Grades 9-12)	$100.00 Gymnastics	$100.00 Gymnastics
(Surcharges are in addition to the $500.00 Family Maximum)	$100.00 Wrestling	$100.00 Wrestling
	$118.00 Boy's Golf	$118.00 Boy's Golf
	$118.00 Girl's Golf	$118.00 Girl's Golf
Student Athletic Event Pass	$20.00 per Pass	$20.00 per Pass
Student Individual Event Ticket	$3.00 per Event	$3.00 per Event
Adult Individual Event Ticket	$5.00 per Event	$5.00 per Event
*MSCR Program fees do not require Board approval.		

Madison Metropolitan School District

High School Course Fee Schedule 2018-2019 & 2019-2020

Course Name	2018-2019 Fee	2019-2020 Fee
Art Experiences	$ 20.00	$ 20.00
2-D Design	$ 20.00	$ 20.00
2-D & 3-D Design	$ 20.00	$ 20.00
2-D Techniques Advanced 1	$ 30.00	$ 30.00
2-D Techniques Advanced 2	$ 30.00	$ 30.00
3-D Techniques Advanced	$ 30.00	$ 30.00
Drawing 1	$ 20.00	$ 20.00
Drawing 2	$ 20.00	$ 20.00
Drawing 3	$ 20.00	$ 20.00
Observational Drawing 1	$ 30.00	$ 30.00
Observational Drawing 2	$ 20.00	$ 20.00
Drawing and Prints 3	$ 30.00	$ 30.00
Drawing and Prints 4	$ 30.00	$ 30.00
Drawing and Design 1	$ 20.00	$ 20.00
Drawing and Design 2	$ 20.00	$ 20.00
Painting 1	$ 20.00	$ 20.00
Painting 1 - Oils	$ 20.00	$ 20.00
Painting 2	$ 20.00	$ 20.00
Painting 3	$ 30.00	$ 30.00
Painting 4	$ 30.00	$ 30.00
Painting & Printmaking 1	$ 20.00	$ 20.00
Painting & Printmaking 2	$ 20.00	$ 20.00
Ceramics and Sculpture 1	$ 20.00	$ 20.00
Ceramics and Sculpture 2	$ 30.00	$ 30.00
Ceramics and Sculpture 3	$ 30.00	$ 30.00
Ceramics and Sculpture 4	$ 30.00	$ 30.00
Arts Metals 1	$ 60.00	$ 60.00
Arts Metals 2	$ 60.00	$ 60.00
Arts Metals 3	$ 60.00	$ 60.00
Art Metals - 4	$ 60.00	$ 60.00
Art Metals & Glass 1 (@Memorial & West)	$ 60.00	$ 60.00
Art Metals & Glass 2 (@Memorial & West)	$ 60.00	$ 60.00
Art Metals & Glass 3	$ 60.00	$ 60.00
Art Metals & Glass 4	$ 60.00	$ 60.00
Photography 1	$ 20.00	$ 20.00
Photography 2	$ 20.00	$ 20.00
Photography 3	$ 30.00	$ 30.00
Photography 4	$ 30.00	$ 30.00
Graphic Design: Brandng & Typ1	$ 15.00	$ 15.00
Computer Art	$ 15.00	$ 15.00
Computer Art- Animation	$ 15.00	$ 15.00
Computer Art- Digital Imagery	$ 15.00	$ 15.00
Computer Art - Illustration 1	$ 15.00	$ 15.00
Computer Art - Illustration 2	$ 15.00	$ 15.00
Computer Art - Illustration 3	$ 15.00	$ 15.00
Computer Art - Video 1	$ 15.00	$ 15.00
Computer Art - Video Production	$ 15.00	$ 15.00
Graphic Design: Illus & Photo	$ 15.00	$ 15.00
Graphic Design	$ 15.00	$ 15.00
Digital 1	$ 15.00	$ 15.00
3-D Art Seminar	$ 30.00	$ 30.00
Art Advanced	$ 30.00	$ 30.00
Portfolio	$ 30.00	$ 30.00
Community Art & Mass Media	$ 20.00	$ 20.00
Art Seminar	$ 30.00	$ 30.00
Fashion Design	$ 30.00	$ 30.00
Culinary Basics	$ 30.00	$ 30.00

Madison Metropolitan School District

High School Course Fee Schedule 2018-2019 & 2019-2020

Course Name	2018-2019 Fee	2019-2020 Fee
International Cuisine	$ 30.00	$ 30.00
ProStart Chef 1	$ 30.00	$ 30.00
ProStart Chef 2	$ 30.00	$ 30.00
Child Development: Careers with Children/ACCT Certification	$ 10.00	$ 10.00
Fashion & Sewing	$ 30.00	$ 30.00
Fashion Merchandising & Advanced Sewing	$ 30.00	$ 30.00
Interior Design	$ 20.00	$ 20.00
Nursing Assistant (@East & LaFollette)	$ 30.00	$ 30.00
Nursing Assistant (Non-certification @ East)	$ 30.00	$ 30.00
Body Structure and Function	$ 25.00	$ 25.00
Fundamentals of Nursing (La Follette)	$ 30.00	$ 30.00
Principles of Biomedical (PLTW - Memorial only)	$ 20.00	$ 20.00
Human Body Systems (PLTW - Memorial only)	$ 20.00	$ 20.00
Individual Sports	**$ 10.00**	**$ 20.00**
Individual Sports (@Memorial, includes Bowling)	$ 40.00	$ 40.00
Team Sports 1 (@Memorial, includes Bowling)	$ 25.00	$ 25.00
Team Sports 2 (@Memorial, includes Bowling)	$ 25.00	$ 25.00
Challenges and Adventure	$ 40.00	$ 40.00
Advanced Ropes (Memorial)	$ 60.00	$ 60.00
Outdoor Leadership (East and LaFollette)	$ 50.00	$ 50.00
Challenges and Adventure (2) (West)	$ 60.00	$ 60.00
Racquet & Team Sports (Memorial)	$ 40.00	$ 40.00
CPR/First Aid Hlthy Heart-Fit (@LaFollette)	**$ 65.00**	**$ 70.00**
CPR/First Aid Hlthy Heart-Fit (@West)	**$ 65.00**	**$ 70.00**
Lifeguard Training/Pro CPR	**$ 130.00**	**$ 135.00**
Intro to Sports Medicine (LaFollette & Memorial)	$ 25.00	$ 25.00
Sports Officiating (East & LaFollette)	$ 20.00	$ 20.00
Social Dance (Memorial only)	$ 10.00	$ 10.00
Aerospace Engineering (PLTW)	$ 60.00	$ 60.00
Intro to Engineering (PLTW)	$ 30.00	$ 30.00
Principles of Engineering (PLTW)	$ 30.00	$ 30.00
Civil Engineering & Architecture (PLTW)	$ 30.00	$ 30.00
Engineering Design & Development (PLTW)	$ 30.00	$ 30.00
Digital Electronics (PLTW)	$ 20.00	$ 20.00
Consumer Auto	$ 20.00	$ 20.00
Outdoor Power Equip Technology	$ 20.00	$ 20.00
Automotive Technology 1	$ 20.00	$ 20.00
Automotive Technology 2	$ 20.00	$ 20.00
Automotive Technology 3	$ 20.00	$ 20.00
Automotive Technology 4	$ 20.00	$ 20.00
Wood Fabrication 1	$ 20.00	$ 20.00
Home Maint & Improvement	$ 30.00	$ 30.00
Fundamentals of Construction	$ 30.00	$ 30.00
Wood Fabrication 2	$ 30.00	$ 30.00
Wood Fabrication 3	$ 35.00	$ 35.00
Wood Fabrication 4	$ 35.00	$ 35.00
Computer Integrated Manufacturing (PLTW)	$ 30.00	$ 30.00
Design and Drafting	$ 30.00	$ 30.00
Metals Manufacturing 1	$ 20.00	$ 20.00
Metals Manufacturing 2	$ 20.00	$ 20.00

* Fee changes from year to year are indicated in bold*

Madison Metropolitan School District

Miscellaneous Student Fees 2018-2019 & 2019-2020

Elementary Schools

Planner		2018-2019	2019-2020
Gompers	Grades 4 & 5	$ 4.00	$ 4.00
Chavez	Grades 4 & 5	$ 4.00	$ 4.00
Mendota	Grades 4 & 5	$ 4.00	$ 4.00
Van Hise	Grades 4 & 5	$ 4.00	$ 4.00
Marquette	Grades 4 & 5	$ 4.00	$ 4.00
Huegel	Grades 3 - 5	$ 4.00	$ 4.00

Middle Schools

Lock	2018-2019	2019-2020
Black Hawk	$ 5.00	$ 5.00
Cherokee	$ 6.00	$ 6.00
Hamilton	$ 6.00	$ 6.00
Jefferson	$ 6.50	$ 6.50
O'Keeffe	$ 6.00	$ 6.00
Sennett	$ 5.50	$ 5.50
Sherman	$ 5.00	$ 5.00
Spring Harbor	$ 2.00	$ 2.00
Toki	$ 5.00	$ 5.00
Whitehorse	$ 6.50	$ 6.50
Wright	$ 5.00	$ 5.00

Planner	2018-2019	2019-2020
Cherokee	$ 8.00	$ 8.00
Hamilton	$ 8.00	$ 8.00
Jefferson	$ 8.00	$ 8.00
O'Keeffe	$ 8.00	$ 8.00
Sherman	$ 7.00	$ 7.00
Spring Harbor	$ 3.50	$ 3.50
Toki	$ 6.00	$ 6.00
Whitehorse	$ 7.00	$ 7.00
Wright	$ 5.00	$ 5.00

Yearbook (Optional)	2018-2019	2019-2020	
Badger Rock	$ 15.00	$ 15.00	*
Black Hawk	$ 15.00	$ 15.00	*
Cherokee	$ 15.00	$ 15.00	*
Hamilton	$ 15.00	$ 15.00	*
Jefferson	$ 15.00	$ 15.00	*
O'Keeffe	$ 15.00	$ 15.00	*
Sennett	$ 15.00	$ 15.00	*
Sherman	$ 15.00	$ 15.00	*
Spring Harbor	$ 18.00	$ 18.00	*
Toki	$ 15.00	$ 15.00	*
Whitehorse	$ 15.00	$ 15.00	*
Wright	$ 15.00	$ 15.00	*

High Schools

Lock	2018-2019	2019-2020
East (fee charged if not on locker)	$ 5.00	$ 5.00
LaFollette & Shabazz (only charged if lost)	$ 5.00	$ 5.00

Parking Lot Fee	2018-2019	2019-2020	
LaFollette	$10/term	$10/term	*
Memorial	$40/year	$40/year	*

Planner	2018-2019	2019-2020
East	$ 5.00	$ 5.00
LaFollette	$ 5.00	$ 5.00
West	$ 5.00	$ 5.00
Memorial	$ 6.00	$ 6.00

Yearbook (Optional)	2018-2019	2019-2020	
East	$ 47.00	$ 47.00	*
LaFollette	$ 47.00	$ 47.00	*
Memorial	$ 47.00	$ 47.00	*
West	$ 47.00	$ 47.00	*
Shabazz	$ 20.00	$ 20.00	*

***Fee Waiver is not applicable**

Madison Metropolitan School District

Meal Prices 2018-2019 & 2019-2020

USDA Breakfast	2018-2019	2019-2020	
Reduced	$ -	$ -	
Elementary Full Pay	$ 1.25	$ 1.25	*
Middle School Full Pay	$ 1.50	$ 1.50	*
High School Full Pay	$ 1.50	$ 1.50	*
Adult @ Elementary	$ 1.75	$ 1.75	
Adult @ Middle School	$ 2.00	$ 2.00	
Adult @ High School	$ 2.00	$ 2.00	
Milk	$ 0.50	$ 0.50	

USDA Lunch	2018-2019	2019-2020
Reduced	$ 0.40	$ 0.40
Elementary Full Pay	$ 2.60	$ 2.60
Middle School Full Pay	$ 3.00	$ 3.00
High School Full Pay	$ 3.00	$ 3.00
Adult @ Elementary	$ 3.55	$ 3.55
Adult @ Middle School	$ 3.80	$ 3.75
Adult @ High School	$ 4.80	$ 4.80
Milk	$ 0.50	$ 0.50

* Pending USDA paid equity tool approval
* Adult meals must be priced at a certain level above student prices

New Object Definitions Required by State of Wisconsin and the Department of Public Instruction

Effective July 1, 2019 and for the 2019-20 School Year, Madison Metropolitan School district will be updating many account codes used in Munis that will affect all departments and school buildings. The National Center for Educational Statistics (NCES), the primary federal entity for collecting, analyzing, and reporting data related to education in the United States, is requiring an update to the categories and costs reported to them by each state. In response to these requirements, the DPI is requiring all districts to change where they report expenses related to technology and maintenance using standard coding statewide.

For MMSD, this requires a remapping of all 0320-0329 Object budgets and expenditures throughout the district, and some other related Objects used for Technology, Building Maintenance, and Employee Travel. The table on the next page summarizes the key changes we will be implementing with the 2019-20 budget effective July 1, 2019. As a reminder, our account structure uses eight segments, arranged as follows:

Fund . Organization . Object . Function . DPI Project . Local B . Location . Project (optional)

Additional information about account coding can be located at https://budget.madison.k12.wi.us/budget-department

The required changes will affect the Object and Function segments of the account strings in your budgets. The changes outlined in the table have already been adjusted in your department and building budgets for FY20. Please use this table as a guide if you wish to make any further amendments to track your budgets within these guidelines. Be advised, any Object codes or combinations of Object/Function that are no long allowed will be shut down effective July 1, 2019.

Any requisitions or purchase orders already entered in FY20 will need to be adjusted to fit the new Object and/or Function changes. Please work with your assigned Budget, Planning, & Accounting team member or the Purchasing department to adjust these encumbrances and/or expenditures after July 1. The DPI is expected to require more coding changes as we adapt to new methods of state reporting currently under development. The Budget, Planning, & Accounting office will be sure to notify all stakeholders about these changes as they are necessary. If you have any questions, please feel free to let us know.

Ross MacPherson (Budget Manager) – 442-2161
Natalie Rew (Comptroller) – 663-5311

Object	2018-19 Description	2019-20 Description	Function Restrictions	Additional Information
0320	Property Services	**Do Not Use (DPI Restricted)**	N/A	• Use is restricted to state reporting only
0321	Site Maintenance	Technology Repairs and Maintenance	**221500** – Instructional Tech **254410** – Instructional Equipment Repairs **295000** – Administrative Technology Services	• Will be set up on an as-needed basis outside of the Technology Services budget
0322	Building Maintenance	Rental of Computers and Related Equipment	N/A – Most Functions are Allowed	• General repairs / maintenance should use **0324** moving forward • **0570** Object expenditures for technology rental move here
0323	Purchased Services Operations	**Do Not Use (DPI Restricted)**	N/A	• Use **0310** instead
0324	Equipment Repair Services	Non-Technology Repairs / Maintenance	Function must be in the **25XXXX** Range outside of Fund 80.	• Most budgets outside of Building Services carried forward from FY19 are placed in Function **254900** – Other Maintenance
0325	*Undefined*	Vehicle and Equipment Rental	N/A – Most Functions are Allowed	• All **0570** Object expenditures for non-technology rental move here
0326	*Undefined*	Site Rental	**255000** – Facilities Acquisition & Remodeling	• Sites related to capital rental of space only (e.g. capital lease)
0327	Vehicle Repair Services	Construction Services	**255000** – Facilities Acquisition & Remodeling	• Costs related to construction, renovation, and remodeling of capital infrastructure
0328	Space Rental – Events / Meetings	Building Rental	**255000** – Facilities Acquisition & Remodeling	• Buildings rented for district use • Does **NOT** include space rental for meetings – use **0310** for short term rental
0329	Space Rental – Long Term	Cleaning Services	**253000** – Operations	• Used for contracted cleaning services only
0344	Employee Trav-Conferences	Contracted Service Travel – IEP Medical Services	**Restricted to Student Services / Special Education Functions**	• Use 0342 for employee mileage, travel, lodging, meals, and airfare • Use 0310 for conference registration costs
0360	Technology / Software Services	Technology / Software Services	N/A – Most Functions are Allowed	• To be used for software licenses that are renewed annually
0435	Instructional Computer Software	**Do Not Use (DPI Restricted)**	N/A	• Use **0360** for annual licenses • Use **0483** for single-use licenses
0481	*Undefined*	Technology Supplies	N/A – Most Functions are Allowed	• Most **0559** expenditures for technology peripherals move here
0482	*Undefined*	Non-Capital Technology Hardware	N/A – Most Functions are Allowed	• Most **0558** expenditures for computers / technology hardware move here
0483	*Undefined*	Non-Capital Software	N/A – Most Functions are Allowed	• To be used for single-use licenses (e.g. perpetual licenses Apps - single device)
0558	Computers	**Do Not Use (DPI Restricted)**	N/A	• Use **0482** for computers and hardware
0559	Computer Peripherals	**Do Not Use (DPI Restricted)**	N/A	• Use **0481** for technology supplies
0570	Equipment Rental	**Do Not Use (DPI Restricted)**	N/A	• Use **0322** for computers / technology rental • Use **0325** for vehicle and non-technology equipment rental

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Building & Administrative Services: Administrative Services, Transportation and Purchasing

2018-19

Purpose

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

Connection to Strategic Framework

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

Major Work Streams

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

Priority Projects & Other Projects

- Plan for middle school late start as it relates to transportation
- Prepare and release request for multi-functional device/managed print services, evaluate proposals, make recommendation for approval and contract, and manage transition

2019-20

Staffing and Budget Summary

Group	FTE FY2019	FTE FY2020	Change	Description	Budget FY2019	Budget FY2020	$ Change	% Change
(C) Custodian Total	3.000	3.000	-	01XX Salaries	911,002.10	939,975.67	28,973.57	3.18%
(P) NUP Total	2.000	2.000	-	02XX Benefits	371,335.16	424,850.92	53,515.76	14.41%
(S) Clerical / Technical Total	10.300	10.300	-	03XX Purch Svcs	12,858,669.91	12,823,669.91	(35,000.00)	-0.27%
				04XX Non-Capital	211,250.00	171,250.00	(40,000.00)	-18.93%
				05XX Capital Purch	331,500.00	281,500.00	(50,000.00)	-15.08%
				06XX Debt Payments	28,316.00	28,316.00	-	0.00%
				09XX Dues/Fees/Misc	1,000.00	1,000.00	-	0.00%
Administrative Services Total	**15.300**	**15.300**	**-**		**14,713,073.17**	**14,670,562.50**	**(42,510.67)**	**-0.29%**

New Investments and Efficiencies

- 2019-20 is the first implementation year for Middle School start time and yellow bus service in lieu of Metro
- Successful rebid of the copier fleet saving approximately $50,000

Supporting Links: Department webpage, including 2018-19 COMP

Research, Accountability, & Data Use: Assessment Administration

——————2018-19——————

Purpose

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

Connection to Strategic Framework

This office supports Strategic Framework area #3: We Will Streamline Priorities. Specifically, it is responsible for the accurate, culturally relevant, and timely administration of state and district required student assessments and climate surveys that serve as a primary measure of the Strategic Framework.

Major Work Streams

- Responsible for pre-administration for district- and state-mandated assessments, including purchasing, building communication, proctor training, and securing delivery of materials
- Responsible for administration for district- and state-mandated assessments
- Responsible for post-administration for district- and state-mandated assessments, which includes communication with buildings, distribution of results, and collecting staff feedback for improvement
- Responsible for pre-administration for student accommodation preparation
- Plan for assessment implementation via technology
- Communicate with stakeholders regarding assessments
- Mail assessment results home
- Maintain district staff access to secure data
- Ensure assessment documentation is useful for and accessible by families
- Manage resources in support of assessments

Priority Projects & Other Projects

- Digitize student test results

——————2019-20——————

Staffing and Budget Summary

Group	FTE FY2019	FTE FY2020	Change	Description	Budget FY2019	Budget FY2020	$ Change	% Change
(A) Administrator Total	1.000	1.000	-	01XX Salaries	199,387.65	204,018.09	4,630.44	2.32%
(S) Clerical / Technical Total	1.000	1.000	-	02XX Benefits	73,062.77	75,409.46	2,346.69	3.21%
				03XX Purch Svcs	42,412.00	42,412.00	-	0.00%
				04XX Non-Capital	616,766.05	616,766.05	-	0.00%
				05XX Capital Purch	15,000.00	15,000.00	-	0.00%
				09XX Dues/Fees/Misc	100.00	100.00	-	0.00%
Assessment Administration Total	**2.000**	**2.000**	**-**		**946,728.47**	**953,705.60**	**6,977.13**	**0.74%**

New Investments and Efficiencies

- No material changes to this department for next year.

Supporting Links: Department webpage, including 2018-19 COMP

Business Services: Budget, Planning, & Accounting

——————2018-19——————

Purpose

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

Connection to Strategic Framework

Budget, Planning, & Accounting Services provides support to schools on financial matters using a customer service model, which aligns with Strategic Framework area #1: We Will Empower School Communities. We also support Strategic Framework area #4: We Will Plan For The Future through multi-year budgeting and the long range facility planning work. The department prides ourselves with aligning the budget and budget process with the goals and priorities of the district.

Major Work Streams

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

Priority Projects & Other Projects

- Investigate Amazon Business for bulk purchasing aiming to save schools valuable time and resources
- Strengthen the foundation of budget and accounting work in support of the Community Schools effort
- Assist in development of long term funding model for wrap around 4K programming

——————2019-20——————

Staffing and Budget Summary

Group	FTE FY2019	FTE FY2020	Change	Description	Budget FY2019	Budget FY2020	$ Change	% Change
(A) Administrator Total	1.000	1.000	-	01XX Salaries	1,157,302.75	1,186,604.36	29,301.61	2.53%
(P) NUP Total	7.000	7.000	-	02XX Benefits	458,129.93	471,928.37	13,798.44	3.01%
(S) Clerical / Technical Total	4.800	4.800	-	03XX Purch Svcs	210,004.56	325,004.56	115,000.00	54.76%
				04XX Non-Capital	13,750.00	13,750.00	-	0.00%
				05XX Capital Purch	11,150.00	11,150.00	-	0.00%
				08XX Transfers	166,555.80	166,555.80	-	0.00%
				09XX Dues/Fees/Misc	301,596.52	301,596.52	-	0.00%
Budget, Planning, & Accounting Total	**12.800**	**12.800**	**-**		**2,318,489.56**	**2,476,589.61**	**158,100.05**	**6.82%**

New Investments and Efficiencies

- Increase in purchased services reflects an increase in one-time TID #25 funding for budget development and resource allocation

Supporting Links: Department webpage, including 2018-19 COMP

Building & Administrative Services: Building Services

2018-19

Purpose

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

Connection to Strategic Framework

Building Services undergirds the entire Strategic Framework by providing MMSD's family, students, and staff with clean, well-maintained facilities that support student learning. We also work closely with the Building Excellence Team to support the Strategic Framework area #4: We Plan for the Future. Additionally, with increasing attention on evaluation and training systems, there is a special emphasis on Strategic Framework area #2: We Invest in People.

Major Work Streams

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

Priority Projects & Other Projects

- Complete Building Excellence Facilities Plan
- Explore, evaluate, and implement new work order software
- Evaluate, refine, build, and implement evaluation and feedback systems for building custodians

2019-20

Staffing and Budget Summary

Group	FTE FY2019	FTE FY2020	Change	Description	Budget FY2019	Budget FY2020	$ Change	% Change
(A) Administrator Total	5.000	5.000	-	01XX Salaries	13,979,147.95	14,328,164.19	349,016.24	2.50%
(C) Custodian Total	207.750	207.750	-	02XX Benefits	5,934,560.02	6,097,897.25	163,337.23	2.75%
(D) Trades Total	32.000	32.000	-	03XX Purch Svcs	14,112,940.06	13,289,170.04	(823,770.02)	-5.84%
(P) NUP Total	4.000	4.000	-	04XX Non-Capital	970,000.00	970,000.00	-	0.00%
(S) Clerical / Technical Total	2.000	2.000	-	05XX Capital Purch	384,000.00	384,000.00	-	0.00%
				09XX Dues/Fees/Misc	-	-	-	0.00%
Building Services Total	**250.750**	**250.750**	**-**		**35,380,648.03**	**35,069,231.48**	**(311,416.55)**	**-0.88%**

New Investments and Efficiencies

- Adjustments in purchased services reflect adjustments for TID #25 schedule. Carryover of one time funding for building projects will be reflected in the fall after the year end 2018-19 audit
- Major focus on long-range facility planning; immediate projects include East field house, roofs, all-gender bathrooms, playground improvements, and HVAC updates
- Safety and Security plan investments are underway using district reserves approved by the Board in October 2018

Supporting Links: Department webpage, including 2018-19 COMP

Chief of Schools – Elementary

——————2018-19——————

Purpose

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

Connection to Strategic Framework

The work of the Chief of Schools – Elementary Department is designed around the work of schools, ensuring that principals and staff have support and resources to meet the needs of their students within clearly defined parameters. The department supports and supervises schools and principals to ensure the quality implementation of their SIP, which is directly tied to Strategic Framework area #1: We Will Empower School Communities.

Major Work Streams

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

Priority Projects & Other Projects

- School Improvement Plan redesign in line with the new Strategic Framework

——————2019-20——————

Staffing and Budget Summary

Group	FTE FY2019	FTE FY2020	Change	Description	Budget FY2019	Budget FY2020	$ Change	% Change
(A) Administrator Total	1.000	1.000	-	01XX Salaries	649,869.26	664,365.44	14,496.18	2.23%
(P) NUP Total	5.000	5.000	-	02XX Benefits	155,947.16	181,582.14	25,634.98	16.44%
				03XX Purch Svcs	19,600.00	19,600.00	-	0.00%
				04XX Non-Capital	7,089.00	7,089.00	-	0.00%
				05XX Capital Purch	3,000.00	3,000.00	-	0.00%
				09XX Dues/Fees/Misc	-	-	-	0.00%
Chief of Schools - Elementary Total	**6.000**	**6.000**	**-**		**835,505.42**	**875,636.58**	**40,131.16**	**4.80%**

New Investments and Efficiencies

- Ongoing work supporting district strategic equity projects including revamping the School Improvement Plan

Supporting Links: Department webpage, including 2018-19 COMP

Chief of Schools – Operations

2019-2020

Purpose

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

Connection to Strategic-Framework

The work of the Chief of School-Operations supports all Strategic Framework by removing barriers and obstacles that interfere with the school's ability to make progress in their work and work with families to problem solve concerns with MMSD schools. In addition, the office provides a systematic and consistent approach to strengthen safety in our schools through school safety plans, training and facilities improvements.

Major Work Streams

- Manage Response For Assistance (RFA) system
- Respond and coordinate crisis response to schools
- Review suspension appeals, expulsions, and administrative student transfers
- Consult and coordinate with Central Office departments to provide support to principals, families, and community
- Participate in MMSD and MTI Collaborative Problem Solving (CPS)
- Manage district school year calendar
- Supervise principals' operational systems and evaluate K-12 operations
- Focus on safety and security, ERO and security staff training and oversight, coordinate with Violence Reduction Team (VRT) and Neighborhood Intervention Program (NIP)
- Focus on MMSD emergency procedures and threat assessments
- Monitor and adjust school-based FTE based on enrollment & class size
- Coordinate notification & plan for adjudicated juveniles

Priority Projects & Other Projects

- Complete updated school / district safety plans, facilities upgrades, and training on procedures
- Plan for new school start and end times
- Develop a comprehensive anti-bullying guidance document / resources

2019-20

Staffing and Budget Summary

Group	FTE FY2019	FTE FY2020	Change	Description	Budget FY2019	Budget FY2020	$ Change	% Change
(A) Administrator Total	3.000	3.000	-	01XX Salaries	1,489,866.82	1,507,810.26	17,943.44	1.20%
(P) NUP Total	1.000	1.000	-	02XX Benefits	671,039.53	670,049.69	(989.84)	-0.15%
(S) Clerical / Technical Total	1.000	1.000	-	03XX Purch Svcs	5,406,949.16	388,429.16	(5,018,520.00)	-92.82%
(Y) Security Total	29.500	29.500	-	04XX Non-Capital	975,662.75	26,150.00	(949,512.75)	-97.32%
				05XX Capital Purch	10,250.00	10,250.00	-	0.00%
				09XX Dues/Fees/Misc	750.00	750.00	-	0.00%
Chief of Schools - Operations Total	**34.500**	**34.500**	**-**		**8,554,518.26**	**2,603,439.11**	**(5,951,079.15)**	**-69.57%**

New Investments and Efficiencies

- $5M of one time FY2019 purchased services funding was approved by the Board in October 2018 for safety and security planning and investments
- Leading Middle School Start Time planning and communication

Supporting Link: Department webpage

Chief of Schools – Secondary

2018-19

Purpose

The Chief of Schools, Secondary Education Office includes the Chief of Schools for Secondary Education, the Deputy Chief of School for Middle School Support, the Secondary School Improvement Partners, the District Athletic Director and the Executive Assistant. This Central Office team, in concert with the Chief of Schools of Operations, provides direct supports to secondary schools to ensure that every school has what they need to be a thriving school that is preparing every student, with a special focus on African American students and Students with Disabilities, to be college, career, and community ready.

Connection to Strategic Framework

The Chief of Schools – Secondary Education Office Team provides intensive support for schools to implement their SIP effectively through clearly outlined parameters; the provision and alignment of Central Office resources; and cyclical feedback that keeps student achievement at the center of their work. Their work is aligned to Strategic Framework area #1: We Will Empower School Communities.

Major Work Streams

- Increase the number of schools achieving priority goals, particularly for black students
- Increase and improve collaborative learning opportunities for school leaders
- Improve each school's schoolwide instructional practices
- Increase principal satisfaction with school support
- Provide other school support functions and support district wide athletics

Priority Projects & Other Projects

- Develop secondary deeper learning / alternatives improvement strategy

2019-20

Staffing and Budget Summary

Group	FTE FY2019	FTE FY2020	Change	Description	Budget FY2019	Budget FY2020	$ Change	% Change
(A) Administrator Total	2.000	2.000	-	01XX Salaries	763,820.21	712,745.77	(51,074.44)	-6.69%
(P) NUP Total	4.000	4.000	-	02XX Benefits	233,245.94	225,651.96	(7,593.98)	-3.26%
(S) Clerical / Technical Total	1.000	1.000	-	03XX Purch Svcs	170,932.39	157,432.39	(13,500.00)	-7.90%
				04XX Non-Capital	11,398.09	11,398.09	-	0.00%
				05XX Capital Purch	1,715.00	1,715.00	-	0.00%
				09XX Dues/Fees/Misc	1,350.00	1,350.00	-	0.00%
Chief of Schools - Secondary Total	**7.000**	**7.000**	**-**		**1,182,461.63**	**1,110,293.21**	**(72,168.42)**	**-6.10%**

New Investments and Efficiencies

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

Supporting Links: Department webpage, including 2018-19 COMP

Communications

2018-19

Purpose

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

Connection to Strategic Framework

The Communications Department serves as the "voice" of the district and facilitates open communication between the district and our community, staff and families. Much of our work centers around storytelling illustrating the Strategic Framework, including our goal related to Black Excellence. We showcase student achievement through district media and publications and support the work of other departments and schools by distributing our staff resources and knowledge to better facilitate their work.

Major Work Streams

- Work streams include storytelling around the Strategic Framework including Black Excellence, media production, consistent communication and customer service to families, support and training to schools and departments, support Central Office departments, help schools communicate during emergencies, support board of education communications.

Priority Projects & Other Projects

- Lift narratives around the Strategic Framework and particularly Black Excellence

2019-20

Staffing and Budget Summary

Group	FTE FY2019	FTE FY2020	Change	Description	Budget FY2019	Budget FY2020	$ Change	% Change
(P) NUP Total	5.000	5.000	-	01XX Salaries	584,762.38	598,625.82	13,863.44	2.37%
(S) Clerical / Technical Total	3.850	3.850	-	02XX Benefits	185,115.52	191,247.60	6,132.08	3.31%
				03XX Purch Svcs	30,950.00	30,950.00	-	0.00%
				04XX Non-Capital	11,800.00	11,800.00	-	0.00%
				05XX Capital Purch	4,500.00	4,500.00	-	0.00%
Communications Total	**8.850**	**8.850**	**-**		**817,127.90**	**837,123.42**	**19,995.52**	**2.45%**

New Investments and Efficiencies

- Will support major community engagement around the district's long-range facility planning and middle school start time

Supporting Links: Department webpage, including 2018-19 COMP

Teaching & Learning: Curriculum & Instruction

——————2018-19——————

Purpose

The purpose of Curriculum & Instruction is to support the implementation of a 4K-12 standards based curriculum that is aligned to the Common Core State Standards, Wisconsin Model of Early Learning State Standards, Next Generation Science Standards, National Core Arts Standards, National PE Standards, and other content area standards while providing multiple professional learning opportunities for our educators with a direct focus of the use of Culturally and Linguistically Responsive Practices that meet the instructional needs of all of our students in MMSD.

Connection to Strategic Framework

The overall purpose and mission of Curriculum & Instruction directly supports Strategic Framework area #3: We Will Streamline Priorities. As reflected in C&I's purpose statement (see above), we will focus on deepening early literacy and math instruction, strengthening our Pre-K-12 Intervention System and establishing historically accurate, inclusive and culturally relevant curriculum and assessment tools and resources.

Major Work Streams

- Lead content area professional development
- Support schools in curricular and instructional areas of growth
- Develop curriculum in content areas; course alignment; advanced coursework
- Support master scheduling
- Support instructional model design and research
- Focus on early learning professional development, community collaboration, program coherence, and the programmatic system and structures
- Provide cross-functional team support

Priority Projects & Other Projects

- Establish an Early Learning Network to strengthen early childhood strategy
- Engage stakeholders around culturally, linguistically, historically accurate curriculum
- Create & implement a performance management system
- Complete an environmental scan of 4K-12 literacy and math interventions & provide a set of recommendations where gaps/redundancies exist

——————2019-20——————

Staffing and Budget Summary

Group	FTE FY2019	FTE FY2020	Change	Description	Budget FY2019	Budget FY2020	$ Change	% Change
(A) Administrator Total	5.000	5.000	-	01XX Salaries	2,127,502.12	2,183,534.99	56,032.87	2.63%
(P) NUP Total	3.000	4.000	1.000	02XX Benefits	710,868.76	730,837.50	19,968.74	2.81%
(S) Clerical / Technical Total	2.000	1.500	(0.500)	03XX Purch Svcs	270,205.96	230,205.96	(40,000.00)	-14.80%
(T) Teacher Total	13.800	14.000	0.200	04XX Non-Capital	2,244,020.41	2,229,020.41	(15,000.00)	-0.67%
				05XX Capital Purch	79,499.74	79,499.74	-	0.00%
				09XX Dues/Fees/Misc	9,403.40	9,403.40	-	0.00%
Curriculum & Instruction Total	**23.800**	**24.500**	**0.700**		**5,441,500.39**	**5,462,502.00**	**21,001.61**	**0.39%**

New Investments and Efficiencies

- Continue to invest in instructional materials according to the district's curriculum adoption schedule, including creating historically accurate, culturally, and linguistically accurate curriculum
- The FTE changes were due to a staff contract conversions and an internal move of one position from another department into C&I.

Supporting Links: Department webpage, including 2018-19 COMP

Research, Accountability, & Data Use: Enrollment

——————2018-19——————

Purpose

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

Connection to Strategic Framework

Enrollment Office work supports Strategic Framework area #4: We Will Plan for the Future by ensuring the accuracy of student enrollments and managing various transfer and lottery programs. It also works to ensure the accuracy of our student and administrative data.

Major Work Streams

- Manage and process internal transfer requests and open enrollment requests
- Process registration and enrollment
- Work on lottery process (work on Pathways lottery too)
- Manage 4K enrollment and summer school enrollment
- Set up school year in IC
- Student Information System clean up
- Create training and follow up on other procedures related to membership count
- Manage student cumulative files

Priority Projects & Other Projects

- Review internal transfer policy

——————2019-20——————

Staffing and Budget Summary

Group	FTE FY2019	FTE FY2020	Change	Description	Budget FY2019	Budget FY2020	$ Change	% Change
(P) NUP Total	1.000	1.000	-	01XX Salaries	280,322.34	292,678.21	12,355.87	4.41%
(S) Clerical / Technical Total	3.000	3.000	-	02XX Benefits	87,217.33	82,887.71	(4,329.62)	-4.96%
				03XX Purch Svcs	14,700.00	14,700.00	-	0.00%
				04XX Non-Capital	2,300.00	2,300.00	-	0.00%
Enrollment Total	**4.000**	**4.000**	**-**		**384,539.67**	**392,565.92**	**8,026.25**	**2.09%**

New Investments and Efficiencies

- Participation in full-day 4K pilot planning

Supporting Links: Department webpage, including 2018-19 COMP

Family, Youth, & Community Engagement

——————2018-19——————

Purpose

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

Connection to Strategic Framework

The Family, Youth, & Community Engagement Department aligns with Strategic Framework goals and core values, particularly in the area of racial equity, social justice and elevating voice of our youth and families. Families and community members are essential partners in the district's success, and this department is focused on fostering meaningful relationships with them. The department also supports Strategic Framework area #3: We Will Plan for the Future through the implementation of our Community School model.

Major Work Streams

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

Priority Projects & Other Projects

- Complete long-term plan for scaling Community Schools
- Establish Black Excellence Coalition
- Develop conditions & capacity within Central Office to support youth voice in schools
- Provide series of parent leadership, organizing & advocacy workshops and engagement sessions (e.g., Families & Schools Together (FAST) and Parent School Partnership (PSP))
- Provide professional learning for Parent Liaisons to build skills and exchange information
- Support community schools with evaluation, needs assessment, financial systems, data
- Focus on Read Out Loud! A literacy event focused on fundamental skills

——————2019-20——————

Staffing and Budget Summary

Group	FTE FY2019	FTE FY2020	Change	Description	Budget FY2019	Budget FY2020	$ Change	% Change
(E) EA/SEA/BEA Total	5.627	5.628	0.001	01XX Salaries	1,006,443.88	1,060,367.78	53,923.90	5.36%
(P) NUP Total	7.000	8.000	1.000	02XX Benefits	422,803.87	478,713.27	55,909.40	13.22%
(S) Clerical / Technical Total	1.000	1.000	-	03XX Purch Svcs	109,710.00	99,710.00	(10,000.00)	-9.11%
(T) Teacher Total	4.000	4.000	-	04XX Non-Capital	105,496.00	105,496.00	-	0.00%
				09XX Dues/Fees/Misc	14,000.00	14,000.00	-	0.00%
Family, Youth, & Community Engagement Total	**17.627**	**18.628**	**1.001**		**1,658,453.75**	**1,758,287.05**	**99,833.30**	**6.02%**

New Investments and Efficiencies

- 1.0 FTE to add capacity to the Family, Youth and Community Engagement Team to support implementation of Black Excellence across the district

Supporting Links: Department webpage, including 2018-19 COMP

Building & Administrative Services: Food Services

2019-20

Purpose

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

Connection to Strategic Framework

Food Services works to ensure that students have the nutritional support that they need in order to focus on learning. By establishing goals, priorities, and data-driven actions, the department's actions support all aspects of the Strategic Framework, especially area #4: We Will Plan for the Future and area #5: We Will Embrace Innovation.

Major Work Streams

- Provide menu planning and food production
- Generate month end financial reports
- Service of meals to our customers

Priority Projects & Other Projects

- Improve customer experience with a focus on staff development and training on customer service
- Work with Selfless Ambition and Food for Thought Initiative to strategically implement four additional food pantries in schools
- Build breakfast participation with innovative strategies such as "Breakfast after the Bell", Grab N' Go and "Breakfast in the classroom"
- Complete inventory scanning software implementation to increase efficiency of inventory process

2019-20

Staffing and Budget Summary

Group	FTE FY2019	FTE FY2020	Change	Description	Budget FY2019	Budget FY2020	$ Change	% Change
(A) Administrator Total	2.000	2.000	-	01XX Salaries	3,206,111.71	3,048,470.70	(157,641.01)	-4.92%
(C) Custodian Total	4.250	4.250	-	02XX Benefits	2,129,586.47	1,991,423.46	(138,163.01)	-6.49%
(F) Food Service Total	104.155	95.950	(8.205)	03XX Purch Svcs	154,700.00	171,730.00	17,030.00	11.01%
(P) NUP Total	3.000	3.000	-	04XX Non-Capital	4,377,655.78	4,553,400.00	175,744.22	4.01%
(S) Clerical / Technical Total	1.520	1.000	(0.520)	05XX Capital Purch	161,929.00	104,500.00	(57,429.00)	-35.47%
				07XX Insurance	-	-	-	0.00%
Food Services Total	**114.925**	**106.200**	**(8.725)**		**10,029,982.96**	**9,869,524.16**	**(160,458.80)**	**-1.60%**

New Investments and Efficiencies

- Food Service is a majority subset of the Fund 50 budget
- Has produced positive budget results for the past three years, and is looking to implement two new Community Eligibility Provision (CEP) schools applications
- Budget reduction is directly due to MMSD's declining enrollment

Supporting Links: Department webpage, including 2018-19 COMP

Human Resources

2018-19

Purpose

Human Resources serves the District and the community by establishing, developing, recognizing and maintaining a quality work force for the education of our students. We are dedicated to providing quality and timely service to all our customers with integrity, fairness, sensitivity and reliability. Eight principles guide our work: Diversity & Equity; Continuous Learning & Improvement; Service Excellence; Teamwork; Transparency; Systems & Processes; Results/Outcome Focus; Decisions Based on fact.

Connection to Strategic Framework

Human Resources' work is primarily aligned to the Strategic Framework area #2: We Will Invest in People. We will commit to investing in and fully supporting our staff, with a focus on anti-racist, culturally responsive and inclusive teaching and powerfully aligned hiring, placement, induction, professional growth, coaching and evaluation practices.

Major Work Streams

- Recruitment, hiring, employee processing, sub placement, separation, retiree planning, and payroll
- Human Resource compliance and employee handbook
- Manage insurance renewal, planning, eligibility and billing, as well as wellness planning
- Educate, manage and support staff with performance management & progressive discipline
- Manage employee/labor relations, provide legal analysis
- Refresh the district's diversity hiring and retention strategy
- Plan and implement for ATS and LMS systems, and develop HR "data dashboard"
- Create 'Return to Work' program; launch MMSD vendor summit
- Create process for reviewing / revising Central Office job descriptions on an annual cycle
- Create / pilot an evaluation tool and process for use in Central Office
- Review / revise employee handbook to build uniformity across employee groups
- Investigate MSCR payroll procedures
- Design principal and AP pipeline prep program to addresses leading for equity

2019-20

Priority Projects & Other Projects

- Refresh the district's diversity hiring and retention strategy

Staffing and Budget Summary

Group	FTE FY2019	FTE FY2020	Change	Description	Budget FY2019	Budget FY2020	$ Change	% Change
(A) Administrator Total	2.000	2.000	-	01XX Salaries	6,105,676.65	6,222,400.97	116,724.32	1.91%
(B) Specialist Total	2.344	2.344	-	02XX Benefits	6,353,523.83	6,604,461.74	250,937.91	3.95%
(E) EA/SEA/BEA Total	0.925	0.925	-	03XX Purch Svcs	638,726.00	650,476.00	11,750.00	1.84%
(P) NUP Total	13.000	13.000	-	04XX Non-Capital	78,428.34	78,428.34	-	0.00%
(S) Clerical / Technical Total	13.800	13.800	-	05XX Capital Purch	4,000.00	4,000.00	-	0.00%
(T) Teacher Total	0.100	0.100	-	07XX Insurance	2,310,000.00	2,318,720.00	8,720.00	0.38%
				09XX Dues/Fees/Misc	2,950.00	2,950.00	-	0.00%
Human Resources Total	**32.169**	**32.169**	**-**		**15,493,304.82**	**15,881,437.05**	**388,132.23**	**2.51%**

New Investments and Efficiencies

- Implementing new HR System, including: Learning Management System and Applicant Tracking System

Supporting Links: Department webpage, including 2018-19 COMP

Research, Accountability, & Data Use: Innovation Team (ROCKiT)

————2018-19————

Purpose

The Innovation Team (ROCKiT) cultivates and sustains a culture of innovation that provides equity driven processes, tools, resources and coaching to ensure that our students, staff, families and community thrives.

Connection to Strategic Framework

The ROCKiT team supports Strategic Framework area #5: We Will Embrace Innovation by addressing challenges without clear solutions, helping adopt new mindsets toward risk-taking and support people in innovative work within the classroom and beyond. Its work, in partnership with American Family Insurance Institute for Corporate and Social Impact, focuses on cultivating of MMSD's strengths in innovation, facilitating innovation in MMSD and beyond, and developing innovation skills and capacity among MMSD staff.

Major Work Streams

- *N/A – Projects in Year 1 will establish work streams for subsequent years*

Priority Projects & Other Projects

- Establish new innovation team, ROCKiT, and it's team members' skills to consult on innovation
- Describe the landscape of innovation by mapping current innovation projects and staff interests in innovation by topic
- Create the MMSD Innovation Model
- Conduct design challenges and sprints, including the Middle School Schools of Hope redesign and work with the Office of Youth Reengagement
- Establish working partnership between MMSD and American Family's Institute for Corporate and Social Impact

————2019-20————

Staffing and Budget Summary

- 2.50 FTE funding provided by funding from American Family, there is no MMSD general operating budget.

Supporting Links: Department webpage, including 2018-19 COMP

Teaching & Learning: Integrated Supports & Accelerated Learning (ISAL)

——————2018-19——————

Purpose

The Department of ISAL provides coordination between tiered supports, advanced learning, instructional technology, and summer school. ISAL integrates resources and learning supports in partnership with other central office departments to ensure schools will be better equipped to reduce barriers to teaching and learning while accelerating positive outcomes so that all students will graduate college, career and community ready.

Connection to Strategic Framework

The mission of ISAL connects specifically to the Strategic Framework area #3: We Will Streamline Priorities. As reflected in ISAL's theory of action, we will focus on breaking down systemic barriers and work to ensure equitable access to supplemental supports, additional challenges, programming, and resources.

Major Work Streams

- Provide MTSS consultation, coordinate at-risk plan, co-manage and collaborate with other departments to implement adolescent learner project
- Participate in cross-departmental teaming on priority projects and other integrated, pre-identified T&L Projects
- Implement and support Ignite Plan & implement Library Media/Technology professional learning
- Support advanced learning school implementation, coordinate Advanced Learning Advisory Committee, streamline identification systems, develop service delivery models, manage Equal Opportunity Schools partnership to close gaps in enrollment/support of underrepresented students
- Support students on the 8th grade non-promotion list and identify ways to improve summer school learning programming at secondary level

Priority Projects & Other Projects

- Create recommendations for improving the 4K-12 MMSD Comprehensive Assessment System, including a 5K readiness screeners and resources for high quality formative assessments
- Coordinate resources for student transitions across critical levels
- Launch and implement eduCLIMBER suite
- Work on advanced learning instructional design
- Create, refine, and implement comprehensive online summer school enrollment & monitoring system (4K-12)
- Produce and implement the technology integration matrix

——————2019-20——————

Staffing and Budget Summary

Group	FTE FY2019	FTE FY2020	Change	Description	Budget FY2019	Budget FY2020	$ Change	% Change
(A) Administrator Total	3.000	3.000	-	01XX Salaries	5,354,925.50	5,696,287.44	341,361.94	6.37%
(P) NUP Total	2.000	3.000	1.000	02XX Benefits	1,283,631.89	1,411,775.20	128,143.31	9.98%
(S) Clerical / Technical Total	4.000	4.000	-	03XX Purch Svcs	689,260.48	1,795,260.48	1,106,000.00	160.46%
(T) Teacher Total	28.200	30.200	2.000	04XX Non-Capital	1,698,153.59	794,990.96	(903,162.63)	-53.18%
				05XX Capital Purch	276,000.00	-	(276,000.00)	-100.00%
Integrated Supports and Advanced Learning	**37.200**	**40.200**	**3.000**		**9,301,971.46**	**9,698,314.08**	**396,342.62**	**4.26%**

New Investments and Efficiencies

- Professional development / contracted support with national experts, Equal Opportunity Schools, in gifted and talented in education with TID #25 funding
- Collaborative work with Curriculum & Instruction to revise scopes to reflect extensions for accelerated programming
- 3.0 FTE and curriculum, materials and training resources dedicated to the Advanced Learning team to increase access to Advanced Learning and talent development opportunities for students of color.

Supporting Links: 2018-19 COMP
Department websites: Advanced Learning, Instructional Technology, MTSS, Summer School

Legal Services

——————2018-19——————

Purpose

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

Connection to Strategic Framework

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

Major Work Streams

- Attend and participate in all Work Group and Regular Board meetings
- Receive, review, and respond to litigation
- Respond to administrative complaints
- Conduct research to answer staff questions related to topics such as special education or student records, and provide guidance based on findings
- Process recommended expulsions with the Board of Education
- Process public and student records requests
- Daily Legal/Policy Issues
- Reviews and drafts contracts
- Processing internal harassment/discrimination complaints
- Outreach to Historically Underutilized Businesses (HUBs) and Contract Compliance
- Monitor Implementation of Affirmative Action Plan
- Behavior Education Leadership Team Membership

Priority Projects & Other Projects

- Develop an Information Guide to Family Law
- Establish Title IX Liaison Program
- Implement contract management software system

——————2019-20——————

Staffing and Budget Summary

Group	FTE FY2019	FTE FY2020	Change	Description	Budget FY2019	Budget FY2020	$ Change	% Change
(A) Administrator Total	3.750	3.750	-	01XX Salaries	484,556.44	475,737.97	(8,818.47)	-1.82%
(S) Clerical / Technical Total	1.000	1.000	-	02XX Benefits	114,301.72	112,643.65	(1,658.07)	-1.45%
				03XX Purch Svcs	100,100.00	100,100.00	-	0.00%
				04XX Non-Capital	5,800.00	5,800.00	-	0.00%
				07XX Insurance	-	-	-	0.00%
				09XX Dues/Fees/Misc	2,500.00	2,500.00	-	0.00%
Legal Services Total	**4.750**	**4.750**	**-**		**707,258.16**	**696,781.62**	**(10,476.54)**	**-1.48%**

New Investments and Efficiencies

- No major investments or efficiencies for this department this year.

Supporting Links: Department webpage, including 2018-19 COMP

Business Services: Madison School & Community Recreation

2018-19

Purpose

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

Connection to Strategic Framework

As the primary provider of out of school activities in the Madison community, MSCR's service supports the District's MMSD Graduate Vision to develop the whole child, through student wellness, creativity, self-knowledge and building community connections through after school and summer programming designed specifically for the age group being served.

Major Work Streams

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

Priority Projects & Other Projects

- Develop strategies to improve access to MSCR programs and services by adults of color
- Develop culturally responsive sports and recreation programs to serve youth of all backgrounds
- Create an equity vision statement, racial equity training for MSCR staff, and a MSCR version of the district equity tool
- Analyze and update the MSCR Fee Assistance Program

2019-20

Staffing and Budget Summary

Group	FTE FY2019	FTE FY2020	Change	Description	Budget FY2019	Budget FY2020	$ Change	% Change
(A) Administrator Total	4.000	4.000	-	01XX Salaries	8,857,535.77	8,962,464.81	104,929.04	1.18%
(C) Custodian Total	1.000	1.000	-	02XX Benefits	1,813,643.74	1,906,768.30	93,124.56	5.13%
(P) NUP Total	29.000	29.000	-	03XX Purch Svcs	2,291,814.00	2,266,814.00	(25,000.00)	-1.09%
(S) Clerical / Technical Total	33.400	33.400	-	04XX Non-Capital	430,228.00	430,228.00	-	0.00%
				05XX Capital Purch	15,500.00	15,500.00	-	0.00%
				07XX Insurance	-	-	-	0.00%
				09XX Dues/Fees/Misc	132,850.00	132,849.63	(0.37)	0.00%
MSCR Total	**67.400**	**67.400**	-		**13,541,571.51**	**13,714,624.74**	**173,053.23**	**1.28%**

New Investments and Efficiencies

- MSCR is a majority subset of Fund 80

Supporting Links: Department webpage, including 2018-19 COMP

Teaching & Learning: Multilingual & Global Education

——————2018-19——————

Purpose

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

Connection to Strategic Framework

The Office of Multilingual and Global Education has connections with all elements of the district's Strategic Framework with a special focus on: #1 We will empower school communities around school instructional design and integrated school support teams, #2 We invest in people: in culturally responsive teaching, building collective efficacy and talent development.

Major Work Streams

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

Priority Projects & Other Projects

- Develop new DLI lottery procedures
- Rollout of support following preschool GLAD
- Rollout of Grade 3 Achieve 3000 to all DLI/DBE elementary schools
- Provide support to immigrant, refugee, undocumented students and families
- Continue work with OMGE Parent Advisory
- Collaborate with CAL to carry out ELL Plan Evaluation
- Collaborate to support biliteracy scholar schools
- Work on access to immersion education
- Provide professional development on long-term ELLs and ESSA requirements; implement eduCLIMBER

——————2019-20——————

Staffing and Budget Summary

Group	FTE FY2019	FTE FY2020	Change	Description	Budget FY2019	Budget FY2020	$ Change	% Change
(A) Administrator Total	2.000	2.000	-	01XX Salaries	14,910,352.35	14,958,892.74	48,540.39	0.33%
(G) BRS Total	77.640	78.036	0.396	02XX Benefits	6,153,098.29	6,317,081.82	163,983.53	2.67%
(P) NUP Total	3.000	3.000	-	03XX Purch Svcs	275,261.00	275,261.00	-	0.00%
(S) Clerical / Technical Total	1.000	1.000	-	04XX Non-Capital	144,235.00	144,235.00	-	0.00%
(T) Teacher Total	168.555	164.125	(4.430)	05XX Capital Purch	850.00	850.00	-	0.00%
				09XX Dues/Fees/Misc	900.00	900.00	-	0.00%
Multilingual & Global Education Total	**252.195**	**248.161**	**(4.034)**		**21,484,696.64**	**21,697,220.56**	**212,523.92**	**0.99%**

New Investments and Efficiencies

- Decrease in FTE is due to a combination of reduction in Title funding and enrollment

Supporting Links: Department webpage, including 2019-20 COMP

Office of Youth Re-Engagement

——————2018-19——————

Purpose

The purpose of the Office of Youth Re-Engagement is to collectively collaborate and build partnerships with school and community stakeholders to ensure all Opportunity Youth find their individualized path towards graduation, have pathways to reenter the system, and more importantly, gain the competencies needed to be college, career and community ready.

Connection to Strategic Framework

The Office of Youth Re-Engagement aligns with the Strategic Framework area #3: We Will Streamline Priorities-- Personalized opportunities that lead to post-secondary success: Coordinate student-centered case management and options to support and re-engage Opportunity Youth, youth put significantly at risk by the system, especially those who are justice-involved, have dropped out or are significantly off track to graduation. We will focus the work of the Central Office team on breaking down systemic barriers and filling gaps in access, services and resources.

Priority Projects & Other Projects

- Collaborate with Metro teachers for the creation of Student Learning Objectives, Professional Practice Goals, and to plan for classroom observations
- Manage MOAs for alternative sites
- Provide support for students enrolled in Metro
- Work collaboratively with school and community partners to identify and support students who have dropped out of school or are at risk of dropping out
- Attend various court appearances and transition meetings for students
- Collaborate with schools and Central Office leads to consult and develop plans of support for students who are significantly off-track for graduation

Major Work Streams

- Design and launch a Microschool / alternative site
- Create comprehensive system to monitor justice involved youth's enrollments & transitions
- Create comprehensive system to identify, re-engage, and monitor students who have dropped out of school
- Create comprehensive system to manage referrals to alternative sites
- Create process for building-level staff and teams to collaborate with the Office of Youth Re-Engagement

——————2019-20——————

Staffing and Budget Summary

Group	FTE FY2019	FTE FY2020	Change	Description	Budget FY2019	Budget FY2020	$ Change	% Change
(A) Administrator Total	1.000	2.000	1.000	01XX Salaries	476,846.68	506,952.35	30,105.67	6.31%
(P) NUP Total	3.000	2.000	(1.000)	02XX Benefits	161,160.68	164,668.50	3,507.82	2.18%
(T) Teacher Total	2.500	2.500	-	03XX Purch Svcs	64,500.00	64,500.00	-	0.00%
				04XX Non-Capital	10,500.00	10,500.00	-	0.00%
Office of Youth Re-Engagement Total	**6.500**	**6.500**	**-**		**713,007.36**	**746,620.85**	**33,613.49**	**4.71%**

New Investments and Efficiencies

- Department budget is being supplemented with an additional $320,000 from district TID #25 resources

Supporting Links: 2018-19 COMP

Professional Learning & Leadership Development

——————2018-19——————

Purpose

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

Connection to Strategic Framework

The Professional Learning & Leadership Development department leads the common learning strategy outlined in the Strategic Framework area #2: We Invest in People. Professional learning is designed to develop the capacity of key school-based leaders in the implementation of high quality, anti-racist, culturally and linguistically responsive teaching practices at the school level.

Major Work Streams

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

Priority Projects & Other Projects

- Provide Equity Fellows school-based professional development offerings on racial equity and create an Equity Knowledge Library
- Collaborate with MTI in the support of educators in years 3-5 of their practice CENTRS
- Refresh on New Principal Academies
- Develop a Principal Pipeline Plan
- Support performance management of Central Office Teacher Leaders through the development of a framework for evaluation
- Redesign Common Learning Agenda to align with the new Strategic Framework

——————2019-20——————

Staffing and Budget Summary

Group	FTE FY2019	FTE FY2020	Change	Description	Budget FY2019	Budget FY2020	$ Change	% Change
(A) Administrator Total	2.000	2.000	-	01XX Salaries	1,173,305.32	1,210,838.10	37,532.78	3.20%
(P) NUP Total	5.000	5.250	0.250	02XX Benefits	359,432.10	354,981.76	(4,450.34)	-1.24%
(S) Clerical / Technical Total	1.000	1.000	-	03XX Purch Svcs	203,737.00	324,737.00	121,000.00	59.39%
(T) Teacher Total	5.000	5.000	-	04XX Non-Capital	73,093.34	73,093.34	-	0.00%
				05XX Capital Purch	6,524.00	6,524.00	-	0.00%
Professional Learning Total	**13.000**	**13.250**	**0.250**		**1,816,091.76**	**1,970,174.20**	**154,082.44**	**8.48%**

New Investments and Efficiencies

- Re-envisioning the district professional development strategy under the new Strategic Framework, including mandatory racial equity training for all new employees
- Launch program with University of Wisconsin, under the Forward Madison partnership, includes funding to launch an Accelerated Licensure Special Education (ASLE program)

Supporting Links: Department webpage, including 2018-19 COMP

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

——————2018-19——————

Purpose

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

Connection to Strategic Framework

Most RPEO work supports Strategic Framework area #1: We Will Empower School Communities through its support of the redesign of the School Improvement Planning (SIP) process. RPEO also produces content for the Annual Report on the Strategic Framework and led the development of Vision 2030. It is responsible for defining, operationalizing, and producing all data on Strategic Framework milestones and metrics.

Major Work Streams

- Complete qualitative & quantitative research projects, reports, and program evaluations
- Fulfill internal and external data requests, including External Research Committee review
- Support and enhance MMSD Data Dashboard and Student Information Systems
- Develop and deploy surveys, summarize results, and deliver reports
- Support and publish Central Office Measures of Performance (COMPs)
- Plans, conducts, and supports research in partnership with UW-Madison under the Madison Education Partnership (MEP)
- Provide support of MMSD Strategic Framework

Priority Projects & Other Projects

- Redesign the school improvement planning process
- Update Climate Survey
- Guide, collect, and analyze input on Building Excellence plans
- Establish HR Analytics dashboards

——————2019-20——————

Staffing and Budget Summary

Group	FTE FY2019	FTE FY2020	Change	Description	Budget FY2019	Budget FY2020	$ Change	% Change
(A) Administrator Total	1.000	1.000	-	01XX Salaries	850,171.34	945,059.12	94,887.78	11.16%
(P) NUP Total	6.000	7.000	1.000	02XX Benefits	246,921.48	280,491.48	33,570.00	13.60%
(S) Clerical / Technical Total	3.000	3.000	-	03XX Purch Svcs	11,507.06	11,507.06	-	0.00%
				04XX Non-Capital	246,334.71	196,334.71	(50,000.00)	-20.30%
				05XX Capital Purch	-	-	-	0.00%
Research & Program Evaluation Total	**10.000**	**11.000**	**1.000**		**1,354,934.59**	**1,433,392.37**	**78,457.78**	**5.79%**

New Investments and Efficiencies

- Increase in FTE reflect an interdepartmental position transfer.
- Reduced a contract with a vendor for services to find efficiencies to fund the district strategic equity projects.

Supporting Links: Department webpage, including 2018-19 COMP

Business Services: Resource Development/Grants Office

——————2018-19——————

Purpose

The purpose of the Resource Development/Grants Office is to lead strategic decision making and planning around resource acquisition in support of MMSD's vision that every school will be a thriving school that prepares every student to graduate ready for college, career, and community. This office identifies revenue opportunities, leads the partnership with the Foundation for Madison Public Schools, and manages the grant process and writing district wide and with external agencies.

Connection to Strategic Framework

The Resource Development/Grants Office provides support to schools and central office departments on the strategic identification of external revenue including grants and fundraising. This work is done in support of all areas of the Strategic Framework, with a laser like focus on the efforts outlined in Strategic Framework area #3: We Will Streamline Priorities.

Major Work Streams

- Acquire necessary resources
- Manage grant development (priorities)
- Manage grant development teams (outside of priorities)
- Represent MMSD in specific United Way activities
- Partner with the Foundation for Madison Public Schools
- Build capacity around grants
- Stewardship

Priority Projects & Other Projects

- Incorporate grant and Budget, Planning, and Accounting processes into communication tools (website, workflow, etc.)
- Procure new resources in the school safety and security domain

——————2019-20——————

Staffing and Budget Summary

(P) NUP Total	1.000	1.000	-	01XX Salaries	96,010.08	98,179.01	2,168.93	2.26%
				02XX Benefits	31,403.84	32,480.69	1,076.85	3.43%
				03XX Purch Svcs	2,175.00	2,175.00	-	0.00%
				04XX Non-Capital	2,500.00	2,500.00	-	0.00%
				05XX Capital Purch	2,325.00	2,325.00	-	0.00%
				09XX Dues/Fees/Misc	500.00	500.00	-	0.00%
Resource Development / Grants Office Total	**1.000**	**1.000**	**-**		**134,913.92**	**138,159.70**	**3,245.78**	**2.41%**

New Investments and Efficiencies

- There are no material changes to this office. This office provides approximately $5 million a year in successful grant awards and other fundraising efforts in partnership with the Foundation for Madison Public Schools.

Supporting Links: Department webpage, including 2018-19 COMP

Teaching & Learning: Secondary Programs & Pathways

——————2019-20——————

Purpose

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

Connection to Strategic Framework

This office is primarily responsible for implementing Strategic Framework area #3: Streamline Priorities. This department is responsible for the high leverage actions outlined in the Strategic Framework such as creating personalized opportunities that lead to post-secondary success. We will do this through the expansion of personalized pathways and Early College STEM academy, as well as through strengthening our comprehensive school counseling model.

Major Work Streams

- Support students in Personalized Pathways; deepen partnerships
- Implement, refine, support, evaluate, provide PD for 6-12th grade ACP
- Work on Career & Technical Education (professional learning, curriculum, etc.)
- AVID School Integration; AVID tutoring hiring, training, placement
- Coordinate and implement youth apprenticeship and similar opportunities
- Provide coordination and support to Experiential Learning
- Focus on school counseling

Priority Projects & Other Projects

- Plan for second Pathway at identified schools
- Add an additional cohort of students accessing the Early College STEM Academy (ECSA) at Madison College
- Align comprehensive school counseling programming to American School Counselor Association (ASCA) national model implementation
- Strengthen college, career, and community readiness integration plan

——————2019-20——————

Staffing and Budget Summary

Group	FTE FY2019	FTE FY2020	Change	Description	Budget FY2019	Budget FY2020	$ Change	% Change
(A) Administrator Total	1.000	1.000	-	01XX Salaries	3,324,200.03	3,225,881.90	(98,318.13)	-2.96%
(P) NUP Total	7.800	7.800	-	02XX Benefits	1,067,178.36	1,048,208.58	(18,969.78)	-1.78%
(S) Clerical / Technical Total	3.000	3.000	-	03XX Purch Svcs	1,420,915.08	1,452,232.62	31,317.54	2.20%
(T) Teacher Total	27.480	26.800	(0.680)	04XX Non-Capital	223,011.90	223,011.90	-	0.00%
				05XX Capital Purch	50,175.00	50,175.00	-	0.00%
				09XX Dues/Fees/Misc	800.00	800.00	-	0.00%
Pathways & Secondary Programs Total	**39.280**	**38.600**	**(0.680)**		**6,086,280.37**	**6,000,310.00**	**(85,970.37)**	**-1.41%**

New Investments and Efficiencies

- Increase in purchased services reflects Early College Stem Academy (ECSA) Priority Action
- Reduction in staff is an internal transfer from Central Office resources to school-based resources

Supporting Links: Department webpage, including 2018-19 COMP

Teaching & Learning: Student Services – Special Education

——————2018-19——————

Purpose

The Department of Student Services has three overarching areas of responsibility (1) providing supports/services/instruction to all students in the areas of physical/mental/behavioral health, (2) providing specialized services and supports such that students with disabilities are appropriately identified and receive the necessary special education/related services and/or Section 504 accommodations to benefit from and progress in their educational programs, and (3) provide state and federal resources to remove educational barriers and equitably support students, staff and families.

Connection to Strategic Framework

Special Education programs and services directly supports Strategic Framework areas #1 and #2. First, by supporting every child, including those with disabilities to be on track to graduate ready for college, career, and community. Second, Special Education services and programs also supports goal #2 in creating a district where every school in it is a place our children, staff, and families thrive. Last, Special Education programs and services connects to and supports Strategic Framework area #3 in streamlining priorities, reducing barriers and improving access leading to deeper learning.

Major Work Streams

- Ensure both procedural and substantive compliance with the Individuals with Disabilities Education Act, IDEA, Section 504 and all other relevant disability specific state laws
- Effectively utilize special education resources to the highest student outcomes
- Provide administrative leadership and guidance in operating multiple alternative or intensive intervention programs
- Provide technical assistance, procedural guidance and job embedded professional development for Special Education teachers and assistants

Priority Projects & Other Projects

- Develop and implement an equity-based resource distribution model
- Increase use of highly effective service delivery models for students with disabilities
- Implement revised performance management system
- Develop an electronic IEP system

——————2019-20——————

Staffing and Budget Summary

Group	FTE FY2019	FTE FY2020	Change	Description	Budget FY2019	Budget FY2020	$ Change	% Change
(A) Administrator Total	7.000	7.000	-	01XX Salaries	45,389,729.88	47,061,320.46	1,671,590.58	3.68%
(B) Specialist Total	29.485	29.411	(0.074)	02XX Benefits	19,936,840.59	21,245,278.37	1,308,437.78	6.56%
(E) EA/SEA/BEA Total	278.989	280.514	1.526	03XX Purch Svcs	1,324,544.00	1,264,544.00	(60,000.00)	-4.53%
(G) BRS Total	2.904	2.904	-	04XX Non-Capital	914,025.25	929,025.25	15,000.00	1.64%
(P) NUP Total	1.000	2.000	1.000	05XX Capital Purch	87,000.00	87,000.00	-	0.00%
(S) Clerical / Technical Total	8.040	7.040	(1.000)	09XX Dues/Fees/Misc	33,080.00	33,080.00	-	0.00%
(T) Teacher Total	528.974	536.586	7.612				-	0.00%
Special Education Total	**856.391**	**865.455**	**9.064**		**67,685,219.72**	**70,620,248.08**	**2,935,028.36**	**4.34%**

New Investments and Efficiencies

- Change in FTE reflects investments into the Special Education program, primarily the increase in Cross-Categorical Teachers unallocated teacher FTE. Unallocated teacher FTE is distributed to schools as needs arise through the summer and fall based on student needs. These resources also emphasis an increased initial allocation in Spring 2019 to stabilize hiring, minimize disruption, and develop service delivery systems for the 2018- 19 school year
- Reduction in purchased services is due to a reversal of one time funding needed in the 2018-19 school year for a location remodel
- 1.0 teacher FTE allocated to expand our intensive intervention special education programming (i.e. LEAP/NEON)

Supporting Links: Department webpage, including 2018-19 COMP

Teaching & Learning: Student Services – State & Federal Programs

——————2018-19——————

Purpose

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

Connection to Strategic Framework

State & Federal Programs impacts Strategic Framework area #3: We Will Streamline Priorities by focusing resources on expanding opportunities for all students to access MTSS-type services building on coherent instruction. Additionally, this department works to promote Strategic Framework area #2: We Will Invest in People by utilizing Title funding to aid in developing high-quality professional development opportunities.

Major Work Streams

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

Priority Projects & Other Projects

- None for this year

——————2019-20——————

Staffing and Budget Summary

Group	FTE FY2019	FTE FY2020	Change	Description	Budget FY2019	Budget FY2020	$ Change	% Change
(A) Administrator Total	1.000	1.000	-	01XX Salaries	690,002.29	725,167.09	35,164.80	5.10%
(E) EA/SEA/BEA Total	0.160	0.221	0.061	02XX Benefits	270,488.87	292,057.75	21,568.88	7.97%
(S) Clerical / Technical Total	2.000	2.000	-	03XX Purch Svcs	202,825.00	202,825.00	-	0.00%
(T) Teacher Total	5.850	5.975	0.125	04XX Non-Capital	74,650.00	74,650.00	-	0.00%
				05XX Capital Purch	-	-	-	0.00%
				09XX Dues/Fees/Misc	-	-	-	0.00%
State & Federal Programs Total	**9.010**	**9.196**	**0.186**		**1,237,966.16**	**1,294,699.84**	**56,733.68**	**4.58%**

New Investments and Efficiencies

- There are no significant changes to this department for next year.

Supporting Links: Department webpage

Family, Youth, & Community Engagement: Strategic Partnerships

——————2019-20——————

Purpose

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

Connection to Strategic Framework

The work of this department supports all areas of the Strategic Framework. The department works to align community partnerships to district goals and priorities with a focus on areas of highest need, such as academic tutoring, out of school time opportunities, mental health, personalized student pathways, and early childhood.

Major Work Streams

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

Priority Projects & Other Projects

- Complete 3-year Renewal of High Intensity Tutoring Partnership
- Partner with Innovation Team and community partners to learn what middle school students identify as desired supports and inform changes in programming

——————2019-20——————

Staffing and Budget Summary

Group	FTE FY2019	FTE FY2020	Change	Description	Budget FY2019	Budget FY2020	$ Change	% Change
(A) Administrator Total	1.000	1.000	-	01XX Salaries	310,067.27	260,733.30	(49,333.97)	-15.91%
(P) NUP Total	2.330	2.240	(0.090)	02XX Benefits	163,697.60	144,318.84	(19,378.76)	-11.84%
(S) Clerical / Technical Total	1.000	1.000	-	03XX Purch Svcs	406,773.00	407,273.00	500.00	0.12%
				04XX Non-Capital	7,500.00	14,166.00	6,666.00	88.88%
				05XX Capital Purch	8,666.00	1,500.00	(7,166.00)	-82.69%
				09XX Dues/Fees/Misc	1,000.00	351,000.00	350,000.00	35000.00%
Strategic Partnerships & Innovation Total	**4.330**	**4.240**	**(0.090)**		**897,703.870**	**1,178,991.140**	**281,287.270**	**31.33%**

New Investments and Efficiencies

- Supporting strategic partnerships such as Madison College (Early College Stem Academy (ECSA), Personalized Pathways (Joyce Foundation), Forward Madison (UW Madison), and CUNA (Community Schools))
- Implementation of the MOST MIS system (supported by grant funding)
- $350,000 in funding for the Black Excellence Community Coalition fund

Supporting Links: Department webpage, including 2018-19 COMP

Teaching & Learning: Student Services

——————2018-19——————

Purpose

We believe that promoting social, emotional, & physical well-being, as well as positive, safe, and equitable school climates maximizes learning for all students. We provide the necessary resources and supports to assist students in accessing high quality instruction, especially those experiencing barriers to success in areas such as attendance, achievement, behavior, physical health, mental health, and basic needs.

Connection to Strategic Framework

By promoting wellness for the whole child, our department contributes to the district vision of preparing all children to be college, career and community ready upon graduation. Our work is grounded in the district's core values, and in particular focuses on Strategy #3 to Streamlining Priorities, and the work to support development of positive, trusting relationships that foster safe and thriving school cultures and climates.

Major Work Streams

- Coordination and facilitation of school culture and climate visits
- Training and support for Restorative Justice Systems, Developmental Designs, Welcoming Schools, Mindfulness, and LGBTQ+
- Mental Health supports and systems, including BounceBack, Behavioral Health in Schools, CBITS, and other group and individual interventions
- Direct support for school student services teams and specific disciplines
- Support for nursing programs and services across the district
- Tier 3 support for students and families through our Intensive Support Team and Building Bridges
- NVCI training on crisis de-escalation, restraint, and seclusion
- Restorative Critical Response for schools in working through crises
- Coordination and facilitation of the Behavior Education Leadership Team

Priority Projects & Other Projects

- Complete Behavior Education Plan revisions, including recommendations for policy, resources and implementation

——————2019-20——————

Staffing and Budget Summary

Group	FTE FY2019	FTE FY2020	Change	Description	Budget FY2019	Budget FY2020	$ Change	% Change
(A) Administrator Total	3.000	4.000	1.000	01XX Salaries	15,536,000.89	16,078,828.88	542,827.99	3.49%
(E) EA/SEA/BEA Total	55.292	52.861	(2.431)	02XX Benefits	6,635,159.36	6,972,674.35	337,514.99	5.09%
(P) NUP Total	5.000	4.160	(0.840)	03XX Purch Svcs	783,691.31	1,329,667.28	545,975.97	69.67%
(S) Clerical / Technical Total	3.500	3.500	-	04XX Non-Capital	115,382.80	116,578.22	1,195.42	1.04%
(T) Teacher Total	197.808	202.243	4.435	05XX Capital Purch	5,071.39	4,300.00	(771.39)	-15.21%
				09XX Dues/Fees/Misc	180.00	180.00	-	0.00%
Student Services Total	**264.600**	**266.764**	**2.164**		**23,075,485.750**	**24,502,228.730**	**1,426,742.980**	**6.18%**

New Investments and Efficiencies

- Strategic equity project investments in this area were focused on psychologists, social workers and counselors, here represented as teachers. Included in these investments is a pilot program for a Feeder Pattern Social Worker. (The Administrative change is a contract change from a NUP to an Administrator and does not represent an increase in an FTE.)
- Purchase Services include the strategic equity project investments for the Behavior Education Plan including restorative justice, developmental designs and school funding for PD.
- New mental health investments include expanding the Behavioral Health in Schools (BHS) program, the Bounce Back program in elementary schools, and the CBITS program to the 9th grade.

Supporting Links: Department webpage, including 2018-19 COMP

Superintendent's Office

2018-19

Purpose

The Superintendent's Office supports the Superintendent and the Board of Education in the quality implementation of the Strategic Framework.

Connection to Strategic Framework

The Superintendent's Office implements, monitors, and communicates the district's improvement strategy, as defined in the Strategic Framework. This includes tracking progress, working with the Board of Education, communicating with staff and community, and building the capacity of staff. Their work specifically targets all areas of the Strategic Framework.

Major Work Streams

- Develop messaging resources
- Respond to community on behalf of the Superintendent
- Manage Board relations, media, and special projects
- Facilitate advisory groups that provide input on implementation of Strategic Framework
- Track, develop, and execute legislative agenda for district
- Coordinate crisis management

Priority Projects & Other Projects

- Implementation of the Strategic Framework

2019-20

Staffing and Budget Summary

Group	FTE FY2019	FTE FY2020	Change	Description	Budget FY2019	Budget FY2020	$ Change	% Change
(A) Administrator Total	2.000	2.000	-	01XX Salaries	531,718.03	544,902.01	13,183.98	2.48%
(P) NUP Total	1.000	1.000	-	02XX Benefits	127,276.84	131,249.37	3,972.53	3.12%
(S) Clerical / Technical Total	1.000	1.000	-	03XX Purch Svcs	65,000.00	65,000.00	-	0.00%
				04XX Non-Capital	9,443.42	9,443.42	-	0.00%
				05XX Capital Purch	2,000.00	2,000.00	-	0.00%
				09XX Dues/Fees/Misc	52,500.00	52,500.00	-	0.00%
Superintendent's Office Total	**4.000**	**4.000**	**-**		**787,938.29**	**805,094.80**	**17,156.51**	**2.18%**

New Investments and Efficiencies

- Implementation of the new Strategic Framework of the district

Supporting Links: Department webpage

Building & Administrative Services: Technical Services

——————2018-19——————

Purpose

Technical Services provides the primary support for instructional and administrative technology, data programming, the district website, and the network and server infrastructure for the district.

Connection to Strategic Framework

Technical Services supports all areas of the Strategic Framework as well as the district's Technology Plan by providing the technical tools and customer service that enhance student learning and enable our schools to thrive.

Major Work Streams

- Resolve problems via Help Desk and deploy user devices
- Provide system-wide management and troubleshooting
- Provide programming and application development
- Ignite! Technology Plan implementation, budget and resources
- Support of data integration with Student Information Systems

Priority Projects & Other Projects

- Upgrade all LAN networking equipment and completely rebuild every school wiring closet
- Plan the RFP and proper use of E-Rate Category 2 funds in the final year of availability
- Implement new Voice Over IP (VOIP) phone system with enhanced emergency communications and related configuration of network equipment to support system
- Upgrade primary district firewalls
- Plan for procurement and deployment of student and classroom technology for G5 rollout
- Build out fiber connections for six schools to MUFN WAN
- Rebuild web server environment and procure hosted Drupal services for website

——————2019-20——————

Staffing and Budget Summary

Group	FTE FY2019	FTE FY2020	Change	Description	Budget FY2019	Budget FY2020	$ Change	% Change
(A) Administrator Total	1.000	1.000	-	01XX Salaries	2,009,085.53	2,074,419.83	65,334.30	3.25%
(P) NUP Total	2.000	2.000	-	02XX Benefits	713,092.48	732,329.78	19,237.30	2.70%
(S) Clerical / Technical Total	24.500	24.500	-	03XX Purch Svcs	1,211,809.50	990,500.00	(221,309.50)	-18.26%
				04XX Non-Capital	139,500.00	539,500.00	400,000.00	286.74%
				05XX Capital Purch	3,423,571.00	3,953,571.00	530,000.00	15.48%
				06XX Debt Payments	228,429.00	228,429.00	-	0.00%
				09XX Dues/Fees/Misc	-	-	-	0.00%
Technical Services Total	**27.500**	**27.500**	**-**		**7,725,487.51**	**8,518,749.61**	**793,262.10**	**10.27%**

New Investments and Efficiencies

- Reduction in purchases service reflects expiration of one-time TID #25 funding
- Increase of $530,000 reflects additions under the Ignite! MMSD Technology Plan for 2018-19 (G5), a $100,000 savings from previous planning efforts
- Major investment for school based infrastructure (switches and routers) funded by federal E-Rate is included in capital purchases

Supporting Links: Department webpage, including 2018-19 COMP

About this Revised Preliminary Budget
June 25, 2019

This document is a revised version the Preliminary Budget for the 2019-20 school year. It is dated June 25, 2019 and replaces the original draft which was first presented to the Board in April 2018 and then later updated for the Board prior to the June 24, 2019 Board of Education meeting.

The approved June Preliminary Budget includes adjustments to the following pages due to Board action taken during the June 24th Board meeting:

- The following Strategic Equity Projects stated on page 23 were removed from the budget by Board action. The associated funding has been put into a budget reserve for further consideration by the Board. (Pending October availability of new funding, these items may come back to the Board for consideration prior to the final budget approval.)
  - » Special Education Transition Project expansion ($100,000)
  - » 1.0 FTE increase from local funding to expand the intensive intervention special education programming (i.e. LEAP/NEON) ($87,000)
- A new Strategic Equity Project was added to the list of Strategic Equity Projects on page 21. This addition of $30,000 was approved to fund Simpson Street Free Press for after school programming for students pending an approved Memorandum of Understanding between the two organizations. The $30,000 of funding was moved to be added to the tax levy via Fund 80.

Also approved during the June 24, 2019 Board of Education meeting was the following motion, designed to provide the district with the authority to operate under a greater budget authority pending the final outcome of the State budget. This motion was supported with a DPI Formatted Budget and Tax Levy analysis embedded within the Board materials.

Motion #1A
It is recommended that if the total per-pupil revenue in the biennial Wisconsin State budget increases to $200 or more and/or if the estimated special education categorical aid reimbursement increases more than what is currently budgeted, then the District will allocate the resulting unbudgeted revenue to staff base wage and total compensation. The Board would therefore approve and adopt the 2019- 2020 preliminary budget as proposed, in the total amount of $521,558,018, inclusive of all funds, with said proposed budget having been identified in the document entitled version 2 of the DPI Preliminary Budget Adoption Format, dated June 24, 2019.

Motion #1B
It would then be further recommended that the Board approve the preliminary tax levies by fund, with the said levy approvals being 1) for the purpose of enabling short-term borrowing by the district during the 2019-2020 fiscal year; and 2) subject to modifications by the Board prior to November 1, 2019, in conjunction with certifying the final levy amounts based upon the then- current status of the 2019-2020 school district budget, considering such alterations and amendments as may be made prior to levy certification.

Fund 10 General Fund	$ 298,654,293
Fund 38 Non-referendum	$ 5,257,768
Fund 39 Referendum-Approved Debt Service	$ 8,300,900
Fund 41 Capital Expansion Fund	$ 5,000,000
Fund 80 Community Services Fund	$ 11,967,337
Total Tax Levy	$ 329,180,298

Operations Work Group - October 21, 2019
2019-20 Tax Levy Certification and Fall Budget Adoption

Background
On June 24, 2019 the Board voted on and approved the MMSD June Preliminary Budget. At that time, the Board approved a budget that had a contingency such that if the State provided us more revenue than anticipated, this revenue would be allocated toward the goal of achieving a 2.44% base wage adjustment in addition to funding steps and lanes. In the following weeks, the State budget was approved and this contingency was able to be fulfilled. The Board then allocated additional funding from within the budget to reach the 2.44% base wage goal.

Thanks to the first State revenue limit adjustment in four years and the additional funding from the local taxpayers through the 2016 operating referendum, the Board was able to make the single highest base wage increase in at least ten years. Through this budget, we are honored to provide for our students and staff:

- Class sizes well within the new Board policy;
- Investments in the District's strategic equity areas including, but not limited to, funding the Black Excellence Coalition, Opportunity Youth, and Early College STEM Academy;
- An average total compensation increase of 4.44% for employees including steps, lanes and a 2.44% base wage increase; and
- Over $1.7 million increase into special education and student support services personnel, including additional counselors, social workers, and psychologists.

For employees, these commitments bring us to a new level of professional pay for all employees aligned with our goals of becoming an employer of choice in Dane County. Today, we will review the updated October Original Budget, including closing any open items and actualizing any budget estimates from June, in preparation for Board vote on October 28th.

Part 1: 2020 Tax Levy
As shown in the table below, the June Preliminary Budget that included the Board's contingency motion estimated a tax levy of $329,180,298, an increase of 6.87% over the prior year. Now, in the fall Original 2019-20 Budget, we are recommending a total tax levy of $330,093,645, which is an increase of 7.17% over the prior year. In the June Preliminary Budget, the district predicted a 15% loss in State equalization and general aid. The fall Original Budget confirms the 15% loss, with $6.5 million in reduction of State aid that was then funded through the local tax levy.

The fall recommended levy is slightly higher than the June estimate primarily due to:

1. A decrease of State Personal Property Aid of $464,348. In late October 2018, MMSD received a $1.6 million Personal Property Aid from the Department of Revenue for the first time. Our June estimates assumed that this number would stay stable. Unfortunately, the number decreased to $1.1 million this year, transferring the revenue to the local levy.
2. In fiscal 2020, the MMSD Private School Vouchers program expenditures increased by 86%, or an additional 70 students becoming eligible for private vouchers. This created $567,000 of additional expenditures not related to MMSD or MMSD students.
3. When the district began to implement the Middle School Start Time model, MMSD became eligible for $200,000 in State approved transfer of service revenue limit authority. In October 2019, MMSD was informed this revenue limit authority was approved and has been included in the overall tax levy. The revenue generated has been budgeted into the district's transportation budget.

In combination, these budget changes provided additional revenue limit authority via State law that is actualized in this budget. Had these items not occurred, the mill rate would have been closer to the predicted

mill rate decline of $.01. The fall Original Budget 2019-20 est. mill rate is now $11.10, a $.03 increase from the 2018-19 budget and $.04 higher than the June estimated mill rate.

Tax Levy Year	Amount	% Change vs. Prior Yr
2019 Tax Levy - Fall Actual	$ 308,009,893	3.64%
2020 Tax Levy - June Preliminary Budget	$ 329,180,298	6.87%
2020 Tax Levy - Fall Recommended Amount	$ 330,093,645	7.17%

With the exception of a few strategic and planned one time carry over investments from fund balance, this is a balanced budget for 2019-20. The impact of the recommended tax levy increase (7.17%) is aided by a tax base which grew this year by $1.9 billion, or 6.9%, to $29.7 billion. Recognizing that the 6.9% growth is an average, there is a wide assessment impact amongst all of MMSD's taxing jurisdictions. Additionally, each home is accessed individually and can be well above, or below, the average Madison assessment.

The table below shows recent results:

Fall	2019	2018	2017	2016	2015	2014	2013
Tax Levy Increase:	7.17%	3.64%	3.52%	2.11%	4.71%	4.18%	3.38%
Tax Base Growth:	6.89%	8.75%	6.23%	3.51%	3.52%	3.47%	0.36%
Eq. Mill Rate/$1,000	$11.10	$11.07	$11.62	$11.92	$12.08	$11.94	$11.86

The recommended levy is the amount required to maintain the Board's instructional strategies for sustaining academic momentum in line with the efforts, values and outcomes described in the MMSD Strategic Framework moving forward.

Recommendation and Action Required:
Per statute, the Board must adopt a tax levy by November 1. The Board is scheduled to vote on the tax levy at the October 28, 2019 regular meeting.

Part 2: 2019-20 Fall Original Budget Adoption
Each fall, the June Preliminary Budget is replaced by the fall Original Budget. The fall budget captures the very latest information including MMSD's actual September enrollment, the final staffing plan, many grant updates, and several other small budget adjustments.

The purpose of the fall Original Budget adoption is to replace preliminary budget estimates with actual data. In June, there were a few open items where information was not yet known. As a general rule, it is not intended for October to be a second round of budget developments; however, there are always unexpected changes to aid estimates, enrollment, or other accounts that need to reconciled and rebalanced in October.

Reconciliation of the open and/or estimated items resulting in changes to the budget:

- The Board's contingency budget motion passed on June 24, 2019 allocated approximately $4.5 million into staff compensation, funding a 2.32% base wage increase from an increase in per pupil categorical aid and additional revenue limit authority in the State 2019-20 budget. The Board then also allocated (through internal budget repurposing) $400,000 needed to fully fund the 2.44% base wage such that base wage is now equal to the cost of living increase.
- Approximately, $7.4 million of one-time budgeted revenue was rolled over from 2018-19 due to previous Board commitments for multi-year funding. This appears as a draw on our fund balance in our 2019-20 budget. These roll-over funds include:
    - » In the 2018-19 June Budget Book, $5 million in funding was allocated from Fund Balance for safety and security upgrades, 70% in Fund 41 and 30% in Fund 10. The Board approved this spending via consent throughout 2018-19, but many projects occurred in the summer. Approximately, $1 million will carry over into 2019-20.

- » TID #27, #32, and #43 all closed in fiscal year 2019. As a result, MMSD received approximately $4.5 million in revenue in 2018-19. In 2019-20, there is a budgeted expense with these funds to purchase a building.The expenditure plan would go to the Board for consideration and approval this fall or early winter.
- » Annually, the Board reviews a TID #25 expenditure plan tied to specific school and district one time projects that allows for multi-year budgeting. The current TID #25 plan is included in the appendix of the approved June Preliminary Budget. To fund the TID #25 projects, $1.5 million of unspent TID #25 funding will roll over into 2019-20 to fund projects that started in 2018-2019.
- » School district enrollment projections from June remained accurate, with less than a 1% margin of error. In general, the district's enrollment remains stable at approximately 27,000 students. (Complete enrollment report will be provided in November.)
- » Open Enrollment rates also remain very stable, with less than ten net student changes to open enrollment. However, the open enrollment rate for 2019-20 increased by $331 per student (4.5% increase), increasing our open enrollment expense by $480,000.
- » June Preliminary budget estimated a loss of 100 student FTE to the 2x/independent charter school program. However, actual FTE loss is estimated to be 39 likely due to under enrollment of the program in comparison to the charter authorizer approved plans. Therefore, the June budget estimate of total 2x/independent charter school program budget has been reduced from $2.5 million to $2.1 million.

- In July, the State approved budget removed funding for the 9th Grade Device Grant program. The June Preliminary Budget was reliant on the grant for $240,000 to help fund the district's Technology Plan. This budget gap has now been funded with the adjustment identified from the 2x/independent charter under enrollment discussed above.
- Building Services budget has been increased by approximately $250,000 to fund a potential one-time expense of a building purchase. The source of the revenue is the adjustment identified from the 2x/independent charter under enrollment discussed above.
- In the approved June Preliminary Budget, the Board amended two special education program expenditures out of the use of local resources. We were able to bring these items back into the budget using IDEA Flow-through funding for the 2019-20 school year. These expenses will need to be reevaluated next year as we review our available balance.

In Summary:
The attached documents include our DPI budget adoption format of the draft fall October Original Budget and the MMSD Budget Snapshot for 2019-20. Here are the highlights of the changes from the approved June Preliminary contingency budget to the current fall draft October Original Budget:

- The change in General Fund Revenues from June-to-Fall is 2.97% to 2.74%. This decrease is primarily due to end of year reconciliation of budget to actuals in 2018-19.
- The change in General Fund Expenditures from June-to-Fall is 1.52% to 7.0%. Changes are discussed in detail above and in summary here:
  - » Total Compensation has been included at the approved base wage of 2.44% for all staff. This increased expenses by $2.1 million.
  - » $4.5 million budgeted for potential purchase of a building in fall/winter.
  - » $1.5 million of TID #25 carry-over.
  - » $1 million in safety and security summer projects not completed or invoiced until after July 1, moving the expenditures into 2019-20.
  - » $567,000 increase in Private School Voucher payments, an increase of 86%.
  - » $200,000 in transfer of service (TOS) revenue limit authority is used to cover additional expenses related to Middle School Start Time.
- Other than those explained above, there are only minor changes in the Funds other than Funds 10 and 27.
- The June-to-Fall adjustment to the tax levy is an increase of $900,000, to a tax levy increase of 7.17% and mill rate of $11.10, $.03 increase from 2018-19. This is estimated to increase the tax impact on the average Madison home by $117.

Action Required:
The Board adopts a fall 2019-20 budget in tandem with the tax levy. The Board is scheduled to vote on the tax levy and MMSD fall Original 2019-20 budget at the October 28, 2019 regular meeting.