

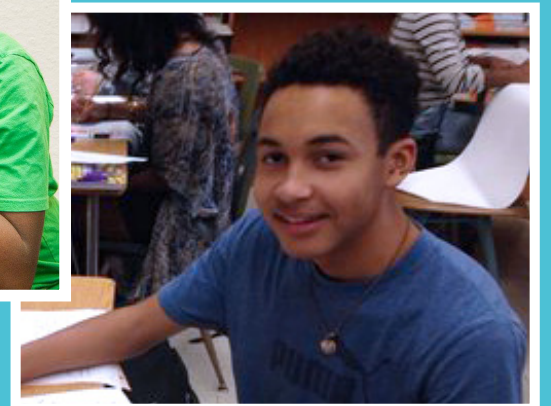
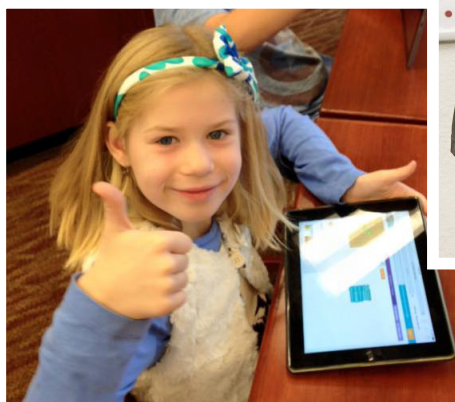


# DRAFT Revised 6/27/16

## PRELIMINARY BUDGET

Fiscal Year 2016–2017

MADISON METROPOLITAN SCHOOL DISTRICT 



# Table of Contents

<b>Superintendent's Message</b>	<b>4</b>
<b>MMSD Enrollment Info</b>	<b>5</b>
Enrollment and Demographics	5
Student Achievement	8
Framework Overview and Major Accomplishments	10
<b>Financial Summary Tables</b>	<b>12</b>
Introduction	12
All Funds Table	12
Operating Funds Table	13
<b>Budget Narrative</b>	<b>14</b>
Introduction	15
Goals and Principles	16
Revenues	17
Strategic Priority Actions	21
Compensation Strategy	29
Required Budget Allowances and Cost Savings	32
Central Office and School Level Impacts	34
Staffing Summary	36
Conclusion	39
Budget Snapshot	40
<b>Financial Summaries/Reports</b>	<b>41</b>
Revenue and Expenditure History Tables	42
General Fund (10)	42
Special Education (27)	43
Debt Service (38/30)	44
Capital Maintenance (41)	45
Food Service (50)	46
Community Services (80)	47
Summary Revenue and Expenditure Fund by Year	48
2016-17 Proposed Budget – By Year	48
2016-17 Proposed Budget – All Funds	49
2015-16 Fall Adopted Budget	50
2014-15 Actuals	51
2013-14 Actuals	52

Revenues by Fund and Source	53
Expenditures by Object	59
Expenditures by Function	70
Baird Budget Forecast Model Highlights	74

<b>Appendices</b>	<b>93</b>
Org Chart	94
Department Summaries	95
Equity Staffing Charts	123
Capital Projects	125
Behavior Education Plan	126
Personalized Pathways	128
Information and Technology Plan	130
Reductions – Central Office and School: 2 year view	132
Fund Balance Table	134
Debt Service Table	135
General Fees Table	136
Food Service Budget Memo	137
MSCR Table	139
Summer Learning Academy 2016	140
Enrollment Projection in Detail	142
Budget Publication Format	153
Tax Levy Impact 2016-17	155
Title I Allocation Process	156

## Superintendent's Message

Our school district is on a mission to close the gaps in opportunity that lead to disparities in achievement and to ensure that **every child graduates ready for college, career, and community**.

In order to make that vision come to life, we must continually cultivate a culture of **excellence with equity**. We believe that every child can be successful if we hold high expectations for all students and then provide the unique support that each student needs to meet and exceed that high bar.

We see that vision and culture coming to life every day in our district. Our schools have skilled staff, an engaged community and excellent students. We are incredibly determined, and we are making progress—both on implementation of what works and on achieving better outcomes for our students.

And, we are making that progress in a state environment that is incredibly challenging. We face yet another state budget that is not supportive of public schools. Despite those challenges, we've worked hard to take a smart, targeted approach to our budget challenges – one that keeps us anchored to our strategy to raise student achievement for all and close gaps – while continually seeking efficiencies that protect classrooms.

That means that while we have examined every option and looked for savings that avoid deep cuts at the school level, we have also repurposed funding from our central office to ensure we can move forward with essential next steps related to our Strategic Framework, our district improvement strategy.

Even in the face of challenges, we know our teachers and staff are resolved to make progress on behalf of all children, and our community supports our schools.

By working together and staying focused, we will continue to make progress on behalf of all children.



Sincerely,

A handwritten signature in black ink that reads "Jennifer Cheatham". The signature is fluid and cursive, written in a professional style.

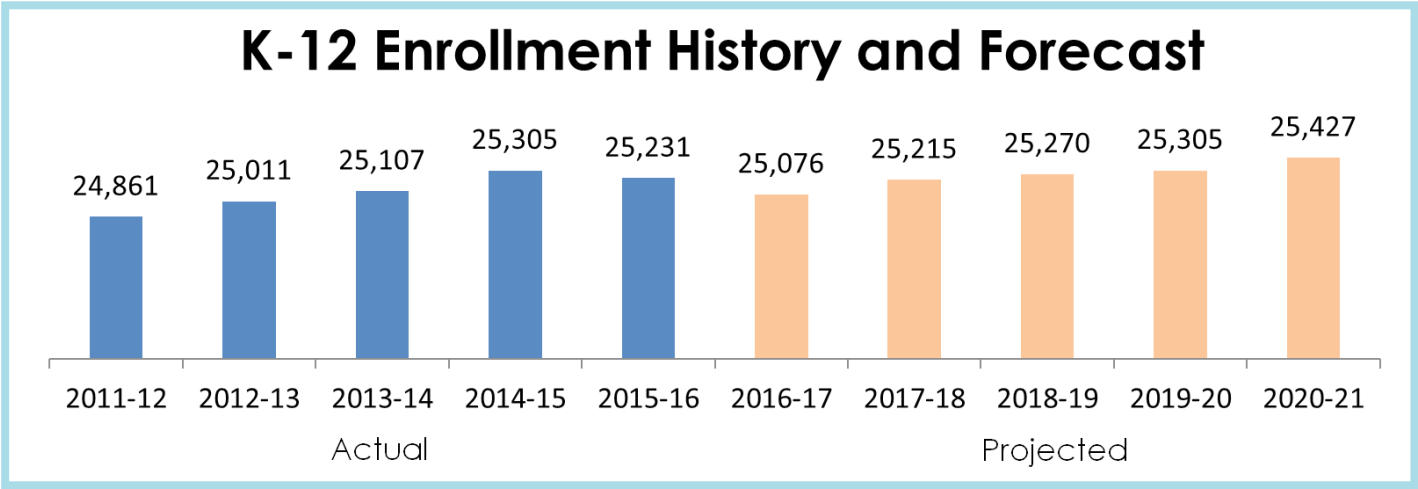
Jennifer Cheatham  
Superintendent

# MMSD Enrollment and Demographics

## Student Enrollment

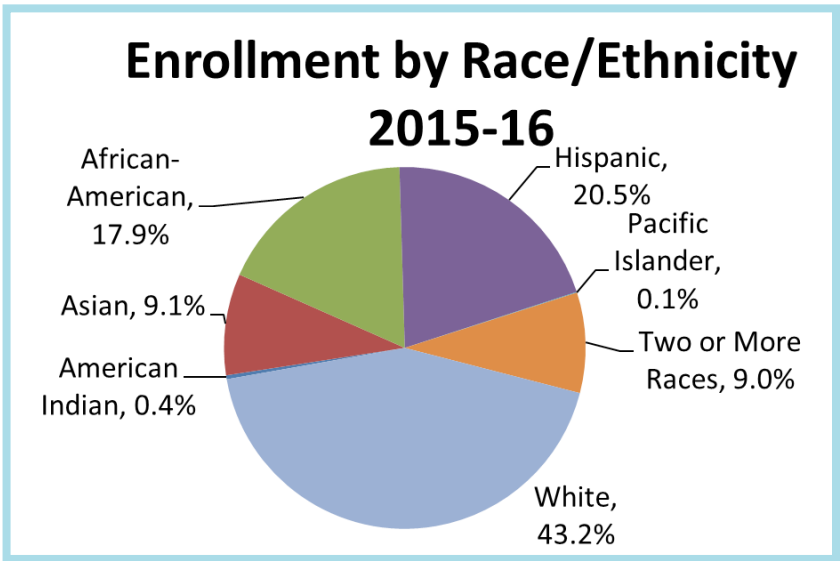
Enrollment data presented below represents the actual 'students in seats' count. It includes non-resident students who attend MMSD schools. It does not include MMSD resident students who attend elsewhere under open enrollment. The data below does not include 4K.

The district's enrollment for the 2015-16 school year decreased slightly (74 students) from 2014-15 enrollment. Based on historical enrollment trends and grade-to-grade persistence rates, a small decrease in enrollment is projected for next year, followed by a trend of modest growth over the next several years.



## Student Demographics

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

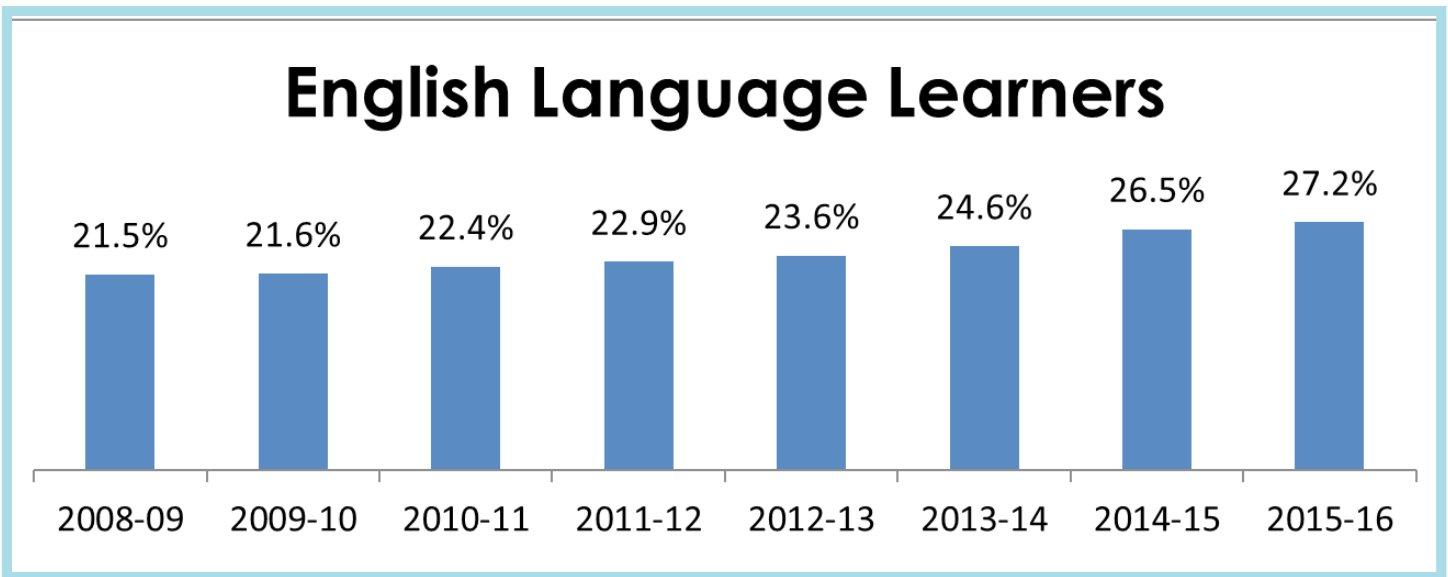


Over the past three years, the percentage of hispanic students has increased by 1.3%, while the percentage of white students has decreased by 1.1%. All other groups indicate no significant change over the three year period.



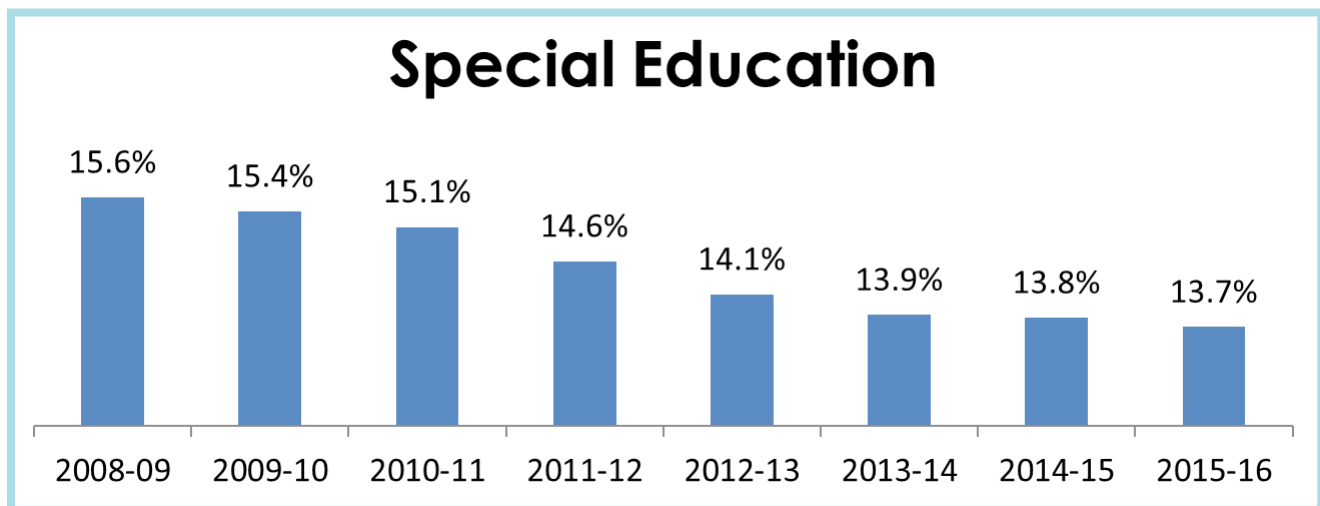
## English Language Learners

Over 27% of MMSD's current students are English-Language Learners (ELL), which means the student speaks a language other than English at home and has limited English proficiency, as determined through a systematic identification process. There are over 6,800 ELL students in MMSD representing over 90 different languages. MMSD offers three types of programs to support ELL students: English as a Second Language (ESL), Developmental Bilingual Education (DBE), and Dual Language Immersion (DLI).



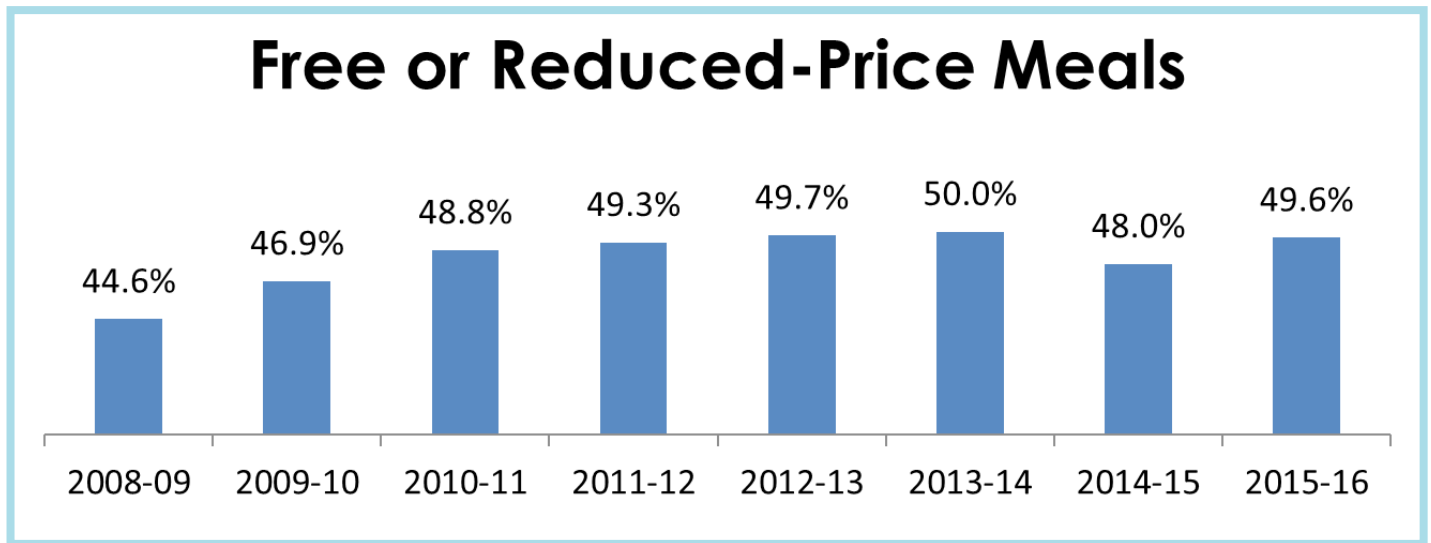
## Special Education

Over the past eight years, MMSD has experienced a steady decrease in the number of identified students with special needs. This trend is likely the result of the district's efforts to provide and monitor early interventions before referring a student for Special Education.



## Low-Income

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



# Student Achievement

Part of making every school a thriving school and preparing every student for college, career and community involves accountability and measurable goals supported by data-driven indicators of success. Two years after implementing the Strategic Framework, our student achievement measures provided promising results, and we continue to build on this progress. The measures below reflect data published in our 2014-15 annual report as that is the most recent data available. Our next annual report for the 2015-16 school year will be published in July of 2016.

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

## GOAL 1: Every student is on-track to graduate as measured by student growth and achievement at key milestones.

As we continue to build the systems and structures for future success, we are also seeing another year of positive progress in student achievement across elementary schools, and positive movement in graduation rate. Next year, we will put a major focus on improving results at middle schools.

### Focus on Reading in Kindergarten through Second Grade

For the first time, all kindergarten through second grade teachers at our highest needs schools will meet quarterly in grade levels for professional development and time to plan and collaborate together. They will also use new computer adaptive software designed to supplement core instruction and ensure students are building foundational skills in the early grades.

### High School Graduation

The four year graduation rate for African American students increased from 55.2% to 56.4%. La Follette High School saw the largest increase from 65.8% to 75.3% for African American students. Next year, we will work to strengthen support for key transitions, especially eighth to ninth grade, ensuring that students get the support they need to stay on track to graduation.

	2012-13	+/-	2013-14	+/-	2014-15	Total	
Measured by PALS	Reading by Grade 3						
	At Literacy Benchmark	Not Administered			72%	N/A	
	Reading and Math in Grade 5						
	Reading Proficiency	34%	+6%	40%	+4%	44%	+10%
	Reading Growth	50%	+11%	61%	-1%	60%	+10%
Measured by MAP	Math Proficiency	38%	+4%	42%	+6%	48%	+10%
	Math Growth	57%	+6%	63%	+2%	65%	+8%
	High School Readiness in Grade 8						
	Reading Proficiency	33%	+7%	40%	-1%	39%	+6%
	Reading Growth	52%	+5%	57%	-7%	50%	-2%
Measured by ACT	Math Proficiency	39%	+2%	41%	+1%	42%	+3%
	Math Growth	61%	-1%	60%	+1%	61%	0%
	College Readiness in Grade 11						
	Two or more Fs in Grade 9	24%	-3%	21%	-1%	20%	-4%
	Reading College Readiness	51%	+3%	54%	-3%	51%	0%
Measured by ACT	Math College Readiness	55%	0%	55%	-4%	51%	-4%
	3.0 GPA in Grade 11	47%	+3%	50%	-2%	48%	+1%
	High School Graduation and Completion (2012 through 2014)						
	High School Completion	76%	+2%	78%	+1%	79%	+3%

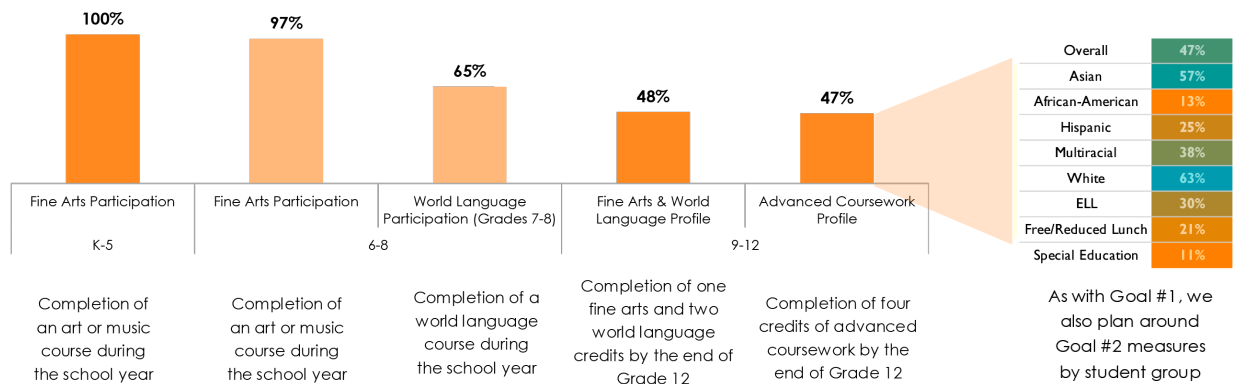
### MAP and ACT in Context

**MAP:** In all categories but one, we are far above the national average for growth.

**ACT:** More students than ever are taking the ACT. With participation rates 25% above the national average, scores are in the 60th percentile nationally. Participation increased by 8% overall.



## GOAL 2: Every student has access to a challenging and well-rounded education as measured by programmatic access and participation data.

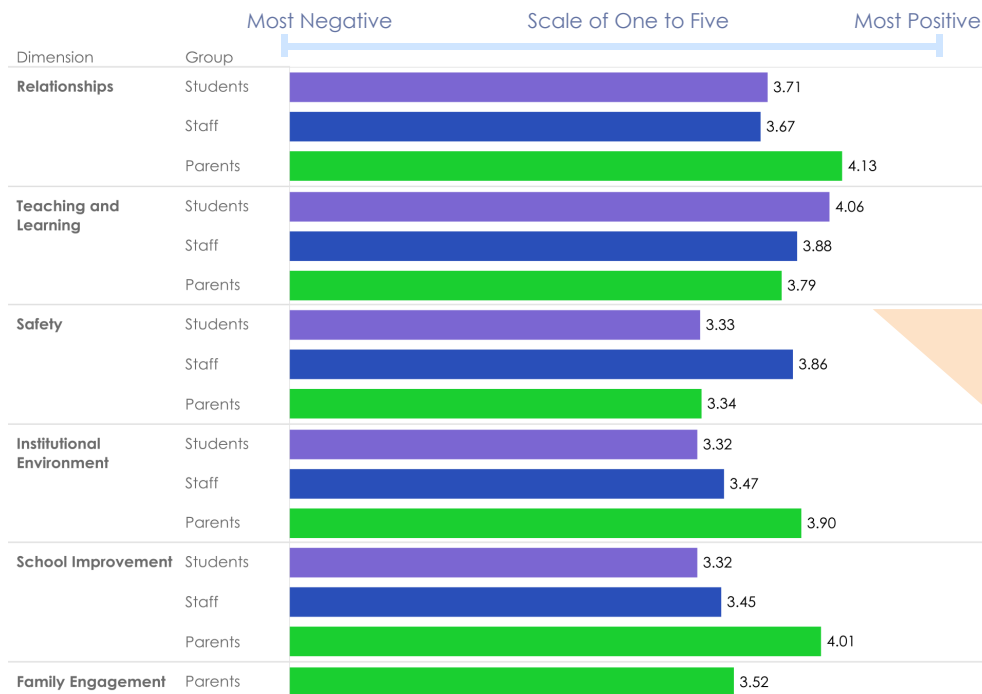


### Baseline Data

For the first year, the district surveyed students, families and staff to measure district climate and compiled data to measure access and participation in world language, fine arts and advanced coursework. This baseline data will be used for schools to set goals and track improvement going forward.

## GOAL 3: Every student, family and employee experiences a customer service oriented

school system as measured by school climate survey data.



### Safety

In the category of safety, families, students and staff were asked several questions about bullying, harassment and safety at school. In the specific question about feeling safe at school, responses for all three groups averaged four out of five, signaling encouraging results around perceptions of school safety. For more, visit [mmsd.org/framework](https://mmsd.org/framework).

To protect student privacy, data for students identifying as Native American or Pacific Islander does not appear because of small student counts.

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

## Framework Overview and Major Accomplishments

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

Every quarter, we conduct a deep review of progress and report publicly. We are excited about the progress we've made so far this year. In July, we will also provide a comprehensive report on all of our progress in the 2015-16 school year, including student achievement data.

### School Improvement Plans

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

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

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

Schools have been focusing their energy on increasing the quality of professional development and support for staff. They have also been tracking student progress, child by child, to ensure students are getting what they need. At elementary, this includes a focus on early literacy, and middle this includes a focus on writing and mathematics, and in high school, this includes a focus on getting and keeping students on track to graduate.

Leading up to next school year, schools will have a complete family engagement toolkit and increased professional development to help develop refined goals and strategies around engaging families as full partners.



### Common Learning

*Great teaching for all and examining race and bias*

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

This year, we focused on instructional coaching so that individual teachers receive deepened, targeted support to help each student. Our student-centered coaching model focuses on student work to make decisions, adjust teaching and gauge student progress.

Each strand of professional development this year has also focused on not only discussing race and bias, but directly linking discussions to work across the district, identifying opportunities to adjust strategies and to address implicit bias.

## Five Priority Areas

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

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

### Coherent Instruction

- Launched targeted professional development and planning on early reading for all teachers in kindergarten through second grade and computer adaptive software aimed at early literacy at our 13 highest need elementary schools
- Selected elementary math curriculum and new reading resources for middle schools
- Received high marks from teachers on professional development for intensive support schools on early literacy and for Dual Language Immersion schools on bi-literacy
- Made progress on implementing the Behavior Education Plan (BEP) in its second year focused on restorative practice
- Adopted a new plan for English Language Learner (ELL) students that expands access to Dual Language Immersion (DLI) programs

### Personalized Pathways

- Conducted family forums to gather feedback on developing career related themes in high school coursework
- Expanded implementation of Academic and Career Plans in 8th and 9th grade, with a focus on student needs and voice
- Launched the district's 9th grade on track system, helping schools to better understand and support their 9th grade students

### Family, Youth and Community Engagement

- Collected community input, developed model and selected two schools to become community schools in 2016-17
- Completed family listening tour, focusing on families the district has not historically engaged to inform development of family engagement toolkit

### Thriving Workforce

- Held collaborative observations with all new principals as part of Forward Madison partnership to support new educators
- Convened new educator seminars focusing on equity and data analysis as part of Forward Madison
- Developed comprehensive recruitment strategy for upcoming hiring season

### Accountability Systems

- Completed systems and toolkit to support schools in ninth grade on track work
- Completed administration of the district's climate survey to students, staff and families

### Technology Plan

- Implemented first year of our technology integration plan at six schools with collaboration across schools and classrooms
- Held summit to collaborate and learn about new blended learning options for schools working on technology integration
- Increased participation in parent academies around technology and online learning

# Financial Summary Tables

## High Level Budget Summary Tables

Two budget tables are presented below and on the following page. These tables provide a high level overview of the 2016-17 budget proposal and are intended to serve as an introduction to the budget discussion which follows.

The first table, 2016-17 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, 2016-17 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.

### 2016-17 Proposed Budget

#### Summary Revenue and Expenditures All Funds

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

	2013-14 Actuals	2014-15 Actuals	2015-16 Fall Adopted Budget	2016-17 Proposed Budget	% Chg
<b>Revenues</b>					
Property taxes/Mobile Home/TIF	257,793,837	268,781,369	281,446,775	288,242,085	2.41%
Other local sources	9,672,595	10,394,116	10,287,620	9,650,038	-6.20%
Interdistrict sources	1,971,346	2,444,702	2,127,515	2,039,008	-4.16%
Intermediate sources	37,495	84,010	135,553	136,185	0.47%
State sources	86,753,689	91,741,114	88,397,333	86,441,135	-2.21%
Federal sources	32,803,360	30,035,230	30,762,091	31,788,494	3.34%
Other sources	1,815,828	1,298,139	950,469	686,644	-27.76%
<b>Total revenues</b>	<b>390,848,150</b>	<b>404,778,680</b>	<b>414,107,357</b>	<b>418,983,590</b>	<b>1.18%</b>
<b>Expenditures</b>					
Regular instruction	146,538,444	147,917,582	149,151,607	146,694,563	-1.65%
Vocational instruction	4,262,447	4,087,662	4,164,887	4,029,324	-3.25%
Special instruction	53,592,091	55,373,240	54,661,025	56,063,759	2.57%
Other instruction	10,648,073	11,133,352	10,907,491	11,069,976	1.49%
Pupil services	24,523,722	26,321,997	26,869,128	27,278,495	1.52%
Instructional staff services	24,258,378	25,913,862	26,741,160	26,444,409	-1.11%
General administration services	23,502,818	22,791,352	22,502,279	22,854,743	1.57%
Building administration services	51,558,878	45,932,641	48,755,844	49,528,125	1.58%
Pupil transportation	12,448,944	12,799,829	12,346,438	12,870,375	4.24%
Principal and interest	6,549,627	7,965,297	10,812,801	13,455,077	24.44%
Other support services	18,974,243	20,122,140	18,875,516	22,094,648	17.05%
Community Service	12,909,193	14,134,405	14,715,943	15,111,254	2.69%
Non-program	11,447,105	12,230,618	12,854,846	13,978,993	8.74%
<b>Total Expenditures</b>	<b>401,213,962</b>	<b>406,723,977</b>	<b>413,358,965</b>	<b>421,473,742</b>	<b>1.96%</b>
Proceeds from Debt	-	665,365	1,966,298	-	-100.00%
Transfers in	48,892,106	49,912,606	49,012,879	50,147,089	2.31%
Transfers out	(48,879,515)	(49,940,819)	(49,012,879)	(50,147,089)	2.31%
<b>Net change in fund balance</b>	<b>(10,353,221)</b>	<b>(1,308,145)</b>	<b>2,714,690</b>	<b>(2,490,152)</b>	<b>-191.73%</b>
<b>Fund balance - beginning of year</b>	<b>50,067,762</b>	<b>39,714,541</b>	<b>38,406,395</b>	<b>41,121,085</b>	<b>7.07%</b>
<b>Fund balance - end of year</b>	<b>39,714,543</b>	<b>38,406,394</b>	<b>41,121,085</b>	<b>38,630,933</b>	<b>-6.06%</b>

# Madison Metropolitan School District

## Operating Funds (10/27)

### Summary Revenue and Expenditures Fund Table By Year

Note: Includes Interfund Transfers listed separately

<b>Funds 10 &amp; 27</b>	<b>2013-14 Actuals</b>	<b>2014-15 Actuals</b>	<b>2015-16 Fall Adopted Budget</b>	<b>2016-17 Proposed Budget</b>	<b>Percent Change</b>
<b>Revenues</b>					
Property taxes/Mobile Home/TIF	236,063,131	245,505,643	255,909,132	260,345,286	1.73%
Other local sources	3,970,958	4,500,357	4,670,604	4,062,497	-13.02%
Interdistrict sources	1,971,346	2,444,702	2,127,515	2,039,008	-4.16%
Intermediate sources	7,518	80,495	123,617	124,249	0.51%
State sources	86,573,439	91,564,672	88,224,864	86,268,666	-2.22%
Federal sources	23,799,589	20,483,538	20,591,292	21,383,994	3.85%
Other sources	1,670,410	1,152,878	804,425	540,600	-32.80%
<b>Total Revenues</b>	<b>354,056,391</b>	<b>365,732,284</b>	<b>372,451,449</b>	<b>374,764,300</b>	<b>0.62%</b>
<b>Expenditures</b>					
Regular instruction	146,048,307	147,917,582	149,151,607	146,694,563	-1.65%
Vocational instruction	4,262,447	4,087,662	4,164,887	4,029,324	-3.25%
Special instruction	53,592,091	55,373,240	54,661,025	56,063,759	2.57%
Other instruction	10,648,073	11,133,352	10,907,491	11,069,976	1.49%
Pupil services	24,417,643	26,321,997	26,869,128	27,278,495	1.52%
Instructional staff services	23,112,231	25,913,862	26,739,665	26,444,409	-1.10%
General administration services	23,073,813	22,791,352	22,502,279	22,854,743	1.57%
Building administration services	34,136,890	29,875,746	32,085,184	33,448,172	4.25%
Pupil transportation	12,447,553	12,798,818	12,345,438	12,869,375	4.24%
Principal and interest	112,329	371,647	444,673	444,673	0.00%
Other support services	18,786,570	19,483,985	18,195,814	21,334,668	17.25%
Community Service	-	-	-	-	0.00%
Non-program	11,181,427	11,861,202	12,854,846	13,978,993	8.74%
<b>Total Expenditures</b>	<b>361,819,372</b>	<b>367,930,444</b>	<b>370,922,035</b>	<b>376,511,150</b>	<b>1.51%</b>
Proceeds from Debt	-	665,365	-	-	0.00%
Transfers in	48,681,980	49,911,992	49,012,879	50,147,089	2.31%
Transfers out	(48,855,179)	(49,876,545)	(48,954,764)	(50,088,974)	2.32%
<b>Net change in fund balance</b>	<b>(7,936,180)</b>	<b>(1,497,348)</b>	<b>1,587,529</b>	<b>(1,688,735)</b>	<b>-206.38%</b>
<b>Fund balance - beginning of year</b>	<b>45,312,969</b>	<b>37,376,789</b>	<b>35,879,441</b>	<b>37,466,970</b>	<b>4.42%</b>
<b>Fund balance - end of year</b>	<b>37,376,789</b>	<b>35,879,441</b>	<b>37,466,970</b>	<b>35,778,235</b>	<b>-4.51%</b>

# Budget Narrative

## 2016-17 BUDGET PROPOSAL – Introduction

We are pleased to present the revised 2016-17 Preliminary Budget Proposal for the Madison Metropolitan School District. Development of the proposal has been guided by regular monthly direction provided by the Board, along with input from staff, parents and the Madison community.

The revised 2016-17 Preliminary Budget Proposal is a public document available on the MMSD website at: <https://www.madison.k12.wi.us/budget>

The Board is scheduled to adopt a Preliminary Budget at the June 27, 2016 regular meeting. The 2016-17 fiscal year begins July 1, 2016.

As the proposal describes, budget development has become more challenging under the 2015-17 state budget. The state budget denies local school boards the funding authority necessary to adequately support schools. In fact, MMSD will see revenue growth of less than 1% next year, requiring difficult budget balancing choices.

However, despite a challenging budget climate, this Preliminary Budget Proposal continues to invest in key priority areas which support MMSD students, staff, and families. These outcomes are the result of a deliberate and collaborative budget process which began early and provided time for careful and transparent decision making.

The budget development process followed a sequence which:

- Began by establishing budget goals and guiding principles
- Created a revenue forecast based on current law and projected enrollment
- Funded strategic priority actions
- Developed a positive compensation strategy, including salaries/wages and benefits
- Provided for expected increases, such as utilities and transportation costs
- Identified budget balancing reductions at the central office level to reduce impact on schools
- Minimized reductions at the school level to the extent possible to protect schools while balancing the budget



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



## Budget Goals and Guiding Principles

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

- **Close alignment to Strategic Framework-** Consistent with our vision to make every school a thriving school that prepares every student to graduate ready for college, career and community, these budget resources support the district's goals and priorities as defined in our Strategic Framework.
- **Support recruiting, selection, and retention-** Timely decision-making in the budget process will facilitate personnel recruiting, selection, and retention efforts by announcing and acting on vacancies earlier in the hiring season so that our schools and students will be supported by the most highly-qualified, prepared and appropriately licensed staff and administrators.
- **More equitable use of resources-** More in-depth reporting on how and where resources are allocated will improve awareness and help inform the process to more equitably distribute resources towards schools with the greatest need.
- **Greater transparency in budget development-** Presenting the budget document in a more accessible and reader-friendly format will improve accountability and better demonstrate how resources are used to support instruction.

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

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

1. Allocate resources for the greatest impact on students, raising student achievement and narrowing gaps
2. Sustain the focus and momentum of existing priority actions aimed at building capacity necessary to accelerate student achievement
3. Maintain a multi-year perspective to support momentum and effective support to schools while ensuring financial sustainability and accountability

# Revenue Forecast

For the second consecutive year, the school district Revenue Limit Formula, determined as part of the 2015-17 state budget, allows no increase in revenue per pupil for school operations. Through such a restrictive Revenue Limit Formula, the state denies local school boards the funding authority necessary to adequately support schools. Instead, the state has given local school boards the 'tools' of Act 10 to reduce employee compensation as a budget balancing strategy. Rather than simply relying on the tools of Act 10, this budget proposal includes a thoughtful balance of strategic investments and reductions.

When the state budget was signed last year (June 2015), the budget implications for MMSD became apparent. By planning ahead with a two-year budget strategy, the Board of Education anticipated the need to use \$1.6 million of financial reserves to help bolster the school district budget next year. This planned use of reserves remains an essential component of the 2016-17 revenue strategy.

The 2016-17 revenue forecast is based on the following inputs:

- No increase in the state Revenue Limit Formula.
- A \$100 per pupil categorical aid increase, the only notable increase in state support for the local school district budget, by which MMSD revenues increase less than 1%.
- MMSD's 1-year enrollment projection (which is used for staffing) will decrease slightly, while the 3-year rolling average of enrollment (which is used for determining revenue) will be essentially flat.
- The proposed budget recommends that the Board use its full levy authority and commit \$1.6 million of reserves to support the 2016-17 budget.
- The revised budget proposal for June 27, 2016, includes \$60,000 of additional E-rate funds. This revenue forecast was updated in May 2016.
- The revised budget proposal for June 27, 2016, includes \$70,000 of additional Title III funds. This is made possible by carryover of Title III funds from this year to next year.

## Connecting the Revenue Limit, State Aids and Local Taxes:

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

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

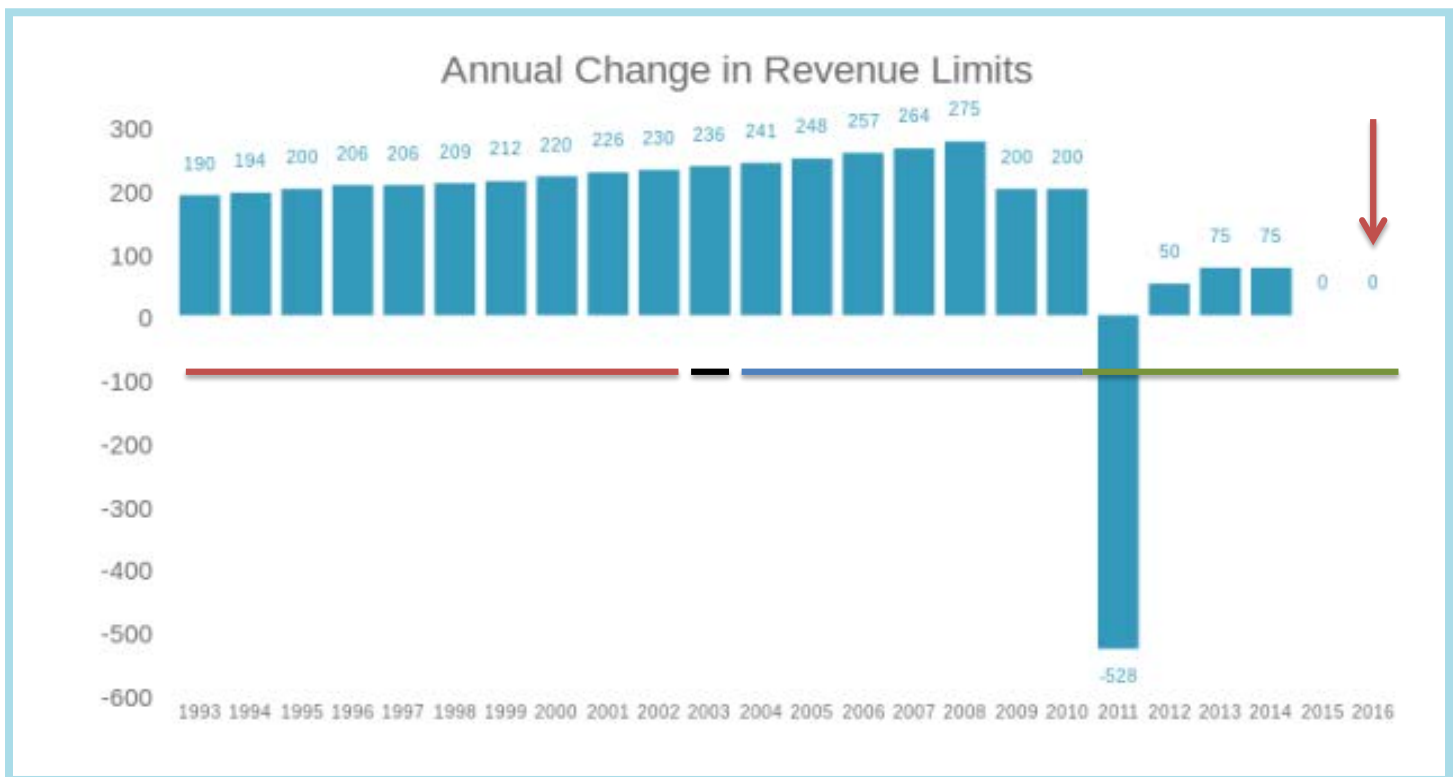
$$\text{Revenue Limit Formula} - \text{General State Aids} = \text{Local Property Tax Levy}$$

### 1) Determining the 2016-17 Revenue Limit

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

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

more restrictive since 2011.



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

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

Under the current state budget, the Revenue Limit formula allows no increase (or \$0 per pupil) in both 2015-16 and 2016-17. To partially offset this revenue limit freeze, the budget proposal attempts to maximize revenues wherever possible. The proposal calls for:

- Using \$1.6 million in reserves to bolster the district budget for next year
- Claiming a \$919,458 allowable exception to the revenue limit formula (the energy efficiency exception) related to the recent West High School HVAC geothermal retrofit.
- Maximizing all other sources of local, state and federal revenues

Based primarily on the factors described above, General Fund revenues are expected to total \$349,445,633 in 2016-17, an increase of 0.54% over the current year. In addition, as noted above, we recommend using \$1.6 million in equity reserves next year.

## 2) State General Aid

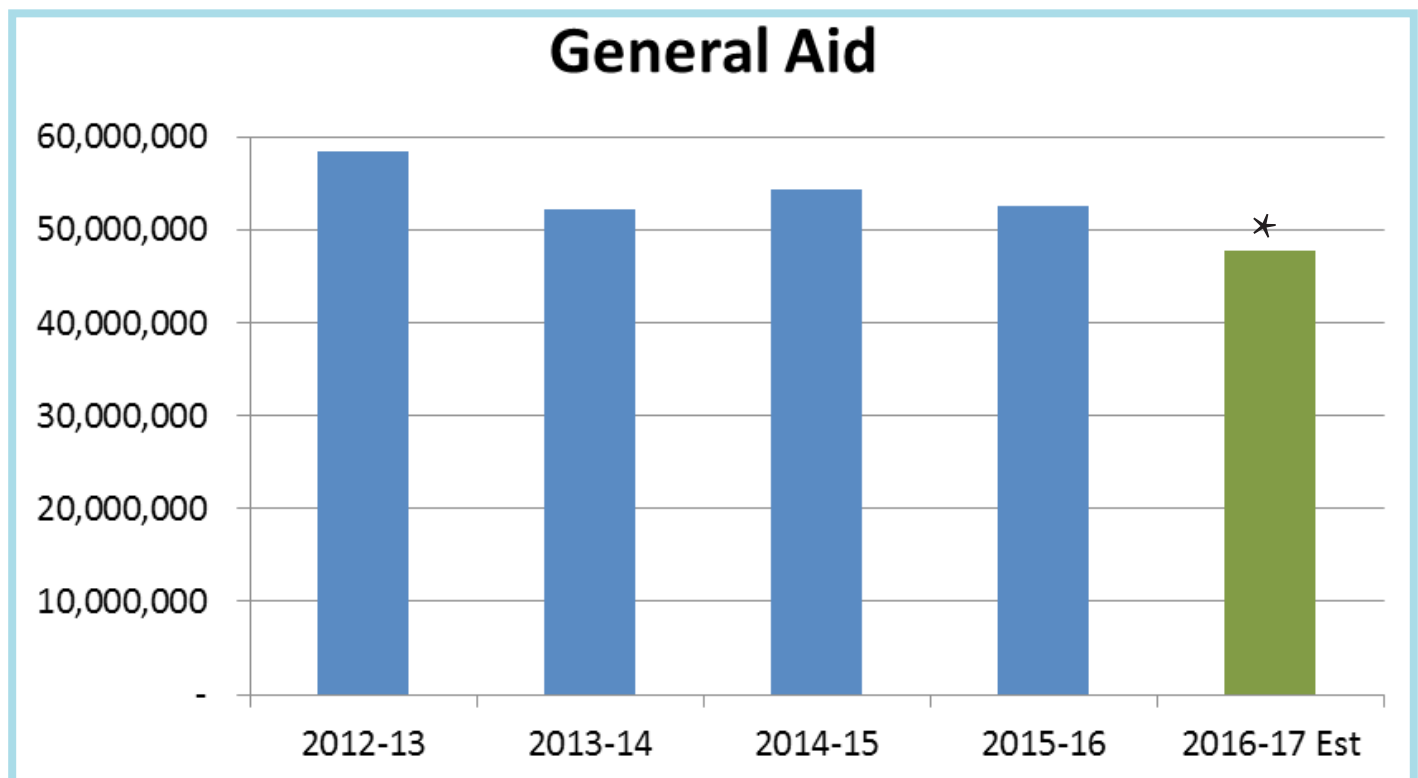
By providing state aid, the state “shares” in funding the MMSD annual budget. Costs that are eligible to be aided by the state are called “shared costs.” The amount of state aid that the district receives is important. The less state aid MMSD receives, the more has to be raised through local property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

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

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

The budget proposal uses a cautious estimate of equalization aid for 2016-17. For the Preliminary Budget Proposal, an aid loss of -9.00% is projected. The maximum aid loss under the state formula is fifteen percent (15%).

### Equalization Aid History – Chart:



\* Note: On July 1, DPI will publish an estimated equalization aid report. We anticipate that the DPI estimate will be greater than the conservative estimate used in preparation of this budget. Additional equalization aid would lower the projected tax levy. It would not provide additional budget resources.

## Equalization Aid History – Table:

	2012-13	2013-14	2014-15	2015-16	2016-17 Est
Intradistrict / Special Adj Aid	506,050	447,307	504,369	490,330	297,872
Equalization Aid	57,944,968	51,776,524	53,901,086	51,985,923	47,455,557
<b>General Aid</b>	<b>58,451,018</b>	<b>52,223,831</b>	<b>54,405,455</b>	<b>52,476,253</b>	<b>47,753,429</b>

### 3) Tax Levy Estimate\*

Finally, applying the equation (Revenue Limit Formula - General State Aids = Local Property Tax Levy) brings us to an estimate of the local property tax levy for 2016-17.

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

- A total "All Funds" tax levy increase of 2.49%
- Estimated tax base growth of 3.52%
- Tax rate change of -(\$0.12) per / \$1,000
- Impact per average home value of \$74.11

\*All figures are estimates until a final budget is adopted in October 2016

### Tax Levy – 3-Year History

<b>MMSD Levy by Fund</b>	2014-15	2015-16	2016-17	Change
<b>General Fund 10</b>	45,224,568	254,455,895	259,775,286	5,319,391
Debt Service Fund 38	2,918,370	3,884,075	4,063,784	179,709
Debt Service Fund 39	4,202,660	5,498,873	7,999,159	2,500,286
Capital Expansion Fund 41	4,500,000	4,500,000	4,000,000	(500,000)
Community Service Fund 80	11,654,696	11,654,696	11,833,856	179,160
Levy Chargebacks	-	1,165,020	500,000	(665,020)
<b>Total Levy</b>	<b>268,500,294</b>	<b>281,158,559</b>	<b>288,172,085</b>	<b>7,013,526</b>
% Change over Prior Year	4.18%	4.71%	2.49%	-
Equalized Tax Base	22,479,334,828	23,270,952,465	24,090,089,992	819,137,527
Equalized Tax Rate	\$ 11.94	\$ 12.08	\$ 11.96	\$ (0.12)

## Maintaining a Strong Balance Sheet: Solvency Ratio and Bond Rating

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 10.2% remains (projected for 6/30/17) within the policy range under this proposed budget.

The **General Fund Balance** projected for June 30, 2017 is \$35,778,235. See appendix for a detailed Fund Balance table.

As of September 11, 2015, Moody's affirmed the Aa1 (Double A1) rating on the districts outstanding general obligation debt.

*"The Aa1 rating reflects the districts sizable tax base, supported by one the state's and nation's most stable economies, sound financial operations, adequate though relatively narrow general fund reserves, modest debt profile, and manageable pension expenditures."*

*(Moody's credit report dated 9/11/15)*





## Strategic Priority Actions

Even in a challenging financial environment, we must stay focused and fund planned priority actions aligned to our Strategic Framework to the extent possible. By repurposing existing budget resources we propose to advance certain priority actions, scale back but still fund others, and seek external funding where needed.

### Guiding Principles

All of the priority actions identified below will be funded through the repurposing of existing budget resources. These priority funding decisions were guided by the following principles:

- Allocate resources for the greatest impact on students, raising student achievement and narrowing gaps
- Sustain the focus and momentum of existing priority actions aimed at building capacity necessary to accelerate student achievement
- Maintain a multi-year perspective to support momentum and effective support to schools while ensuring financial sustainability and accountability

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

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

### School Improvement Planning

#### *Aligns to the following goals:*

Every student is on-track to graduate as measured by student growth and achievement at key milestones.

Every student has access to a challenging and well-rounded education as measured by programmatic access and participation data.

**Reading Intervention** – While the importance of investing in strong core instruction remains a priority for all students, we will continue to build upon last year's successful implementation of web-based computer adaptive software. This computer-adaptive software will continue to be implemented, as it was in 2015-2016, in Title I intensive support schools to provide timely reading intervention to all K-5 students who need it. At the middle school level, computer-based intervention support in both English and Spanish will help to alleviate the lack of access for some students to elective courses such as world language and art.

- \$10,000- New funding above 2015-2016 levels for web-based computer adaptive software for K-5 students in Title I intensive support schools. This reflects the addition of one Title I intensive support school for 2016-2017. (Funding from Title I)

**Quarterly Release Days for Intensive Support Middle Schools** – With the great success of this model at K-2 and K-8 Dual Language Immersion (DLI), we will build on the success and expand the model for Intensive support Middle Schools. Schools will participate in quarterly release days that will consist of

targeted professional development to build teachers' capacity and understanding of adolescent learners while providing high quality planning time for rigorous pedagogy and learning tasks aligned to Common Core State Standards (CCSS).

- \$75,000 - Total (Funding from Local)
  - \$55,000 – Sub release
  - \$20,000 – Purchased services for professional development related to specialized adolescent development for Middle School teachers (Funding from Local)

[Note: Title I allocation process and preliminary distribution chart have been added to the appendix in the back of this report.]



## Five Priority Areas

### Priority Area 1: Coherent Instruction

#### *Aligns to the following two goals:*

Every student is on-track to graduate as measured by student growth and achievement at key milestones.

Every student has access to a challenging and well-rounded education as measured by programmatic access and participation data.

- **Access to Bilingual Education** – Guided by Board of Education Policy and our newly approved ELL Plan, we remain committed to providing English Language Learners (ELL) with effective bilingual education programs that are high-quality, research-based and meet state and federal mandates. A District Dual Language Immersion (DLI) Planner will coordinate growing implementation of DLI classrooms K-12, including new programs at Allis and Schenk Elementary Schools and the coordination of access for Spanish-speaking ELLs in the Thoreau Elementary attendance area. In addition, the planner will proactively plan for a 2017-2018 Spanish DLI program at Falk Elementary and the 2017-2018 Hmong DBE program at Lake View Elementary School.
  - \$87,500 – 1 FTE DLI Planner (Funding from Local)
  - \$36,000 – Transportation costs associated with access for Spanish-speaking ELLs in Thoreau attendance area (Funding from Local)
- **RESTORE** – Based on Board input, we have revised the budget proposal to include an expulsion abeyance program that works to support students' academic and social / emotional development while preparing for reintegration following their term of abeyance. The investments listed below are funded by repurposing resources from the existing RISE and NEON 9 programs.
  - \$444,761 – Staffing and rental costs for RESTORE
- **Expanding the Intensive Support Team** – Based on Board input, we have revised the budget proposal to include 2.0 FTE of additional staffing for the Intensive Support Team. The Intensive Support Team (IST) is designed to serve schools in supporting students with intensive needs. IST is comprised of a cross section of teachers, student services staff, and administrators. Team members bring expertise in significant disabilities, trauma, behavior, mental health, autism, and community resources. The primary goal of IST is to increase responsiveness to schools, improve access to community resources, and support school capacity in responding to students with intensive needs. The investments listed below are funded by repurposing resources from several non-personnel accounts.
  - \$85,000 – 1 FTE, preferably a psychologist, to the IST hiring a candidate with significant expertise developing a MTSS for students with autism
  - \$85,000 – 1 FTE to the Building Bridges team, an arm of the IST, to serve students experiencing an imminent mental health crisis or experiencing mental health challenges that exceed available school resources

## **Priority Area 2: Personalized Pathways**

### ***Aligns to the following two goals:***

Every student is on-track to graduate as measured by student growth and achievement at key milestones.

Every student has access to a challenging and well-rounded education as measured by programmatic access and participation data.

**Pathways Development** - To engage students in charting their personalized pathways to college, career and community readiness, MMSD is collaborating with Madison College, the Workforce Development Board, The City of Madison, and the Chamber of Commerce to design and then implement career pathways starting in 2017-18. In alignment with state legislation, the development of Academic and Career Plans (ACP) is also an integral part of pathways development. We are currently in the second year of implementing ACP (last year, we started with 8th grade, this year we expanded to 9th grade) and plan to continue expansion across grade levels in alignment with our Pathways plan.

**School-Based Team Planning for ACP** - For 2016-17, we will provide professional development and planning time to support the planning and implementation of Academic and Career Plan (ACP) expansion at both the Middle and High school levels grades 7-10.

- \$61,400 (Funding from Local )

**Pathways Professional Development** - In order to support the planning and implementation of personalized pathways in year one, the District will provide professional development to support the first health services pathway.

- \$400,000 Grant Total (Grant Funding for Professional Development)
  - \$200,000 – (Direct Grant to support local Professional Development)
  - \$200,000 – (In-Kind Grant for Professional Development)

**Academic and Career Planning (ACP) and Experiential Learning Coordination** - The development and expansion of ACP and a more systematic approach to leading and coordinating experiential learning is essential to the development of Personalized Pathways.

- \$289,000 – 3.4 FTE at the middle and high schools to support ACP expansion

**Ninth Grade Transitional Support** - A component of the Freshman on Track system will include our summer transitional supports for 8th graders (Transition 101 Course). To ensure effective summer transitional experiences, high school staff (particularly Freshman teachers) will be hired and provided with professional development to ensure that the freshman transition course is fully integrated into the summer school program.

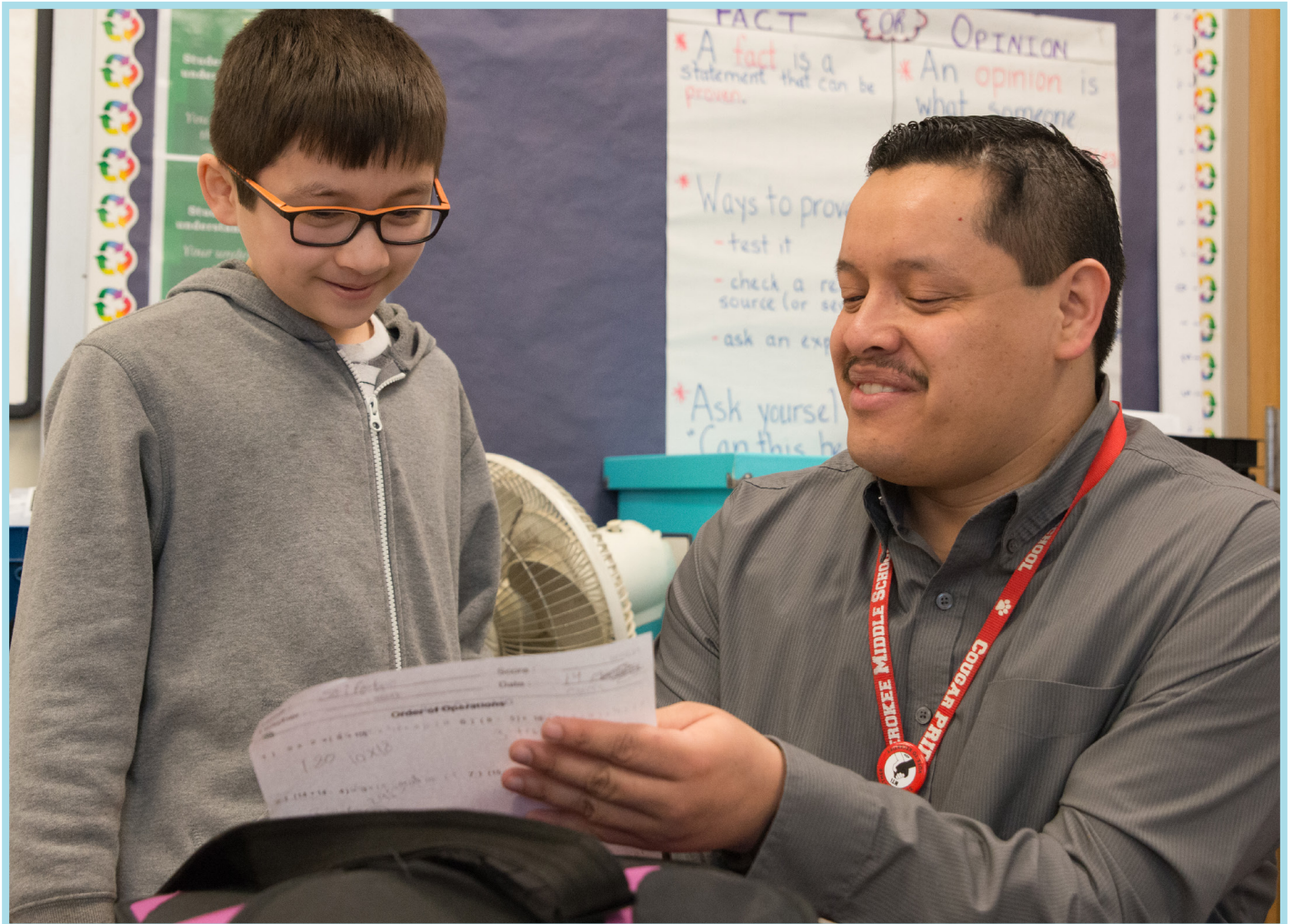
- \$25,000 – Staffing and Professional Development for Freshman Transition Summer Course (Funding from Local)

**AVID Equity Alignment** - By supporting eligible students in grades 6-12, Advancement Via Individual Determination (AVID) allows them to develop the writing, inquiry, organizational and reading skills they need for post-secondary success. Currently, there is an inequity in AVID resources within our four comprehensive high schools. For 2016-17 additional sections of AVID will be provided at Memorial High School and professional development will be provided for teachers to ensure equity and access



for students to AVID across all of our high schools.

- \$138,000 (\$87,500 – 1 FTE AVID (Funding from Local) and \$50,500 – AVID Professional Development (Funding from Local))



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

#### ***Aligns to the following goal:***

Every student, family and employee experiences a positive school and district climate as measured by school climate survey data; every student has access to a challenging and well-rounded education as measured by programmatic access and participation data.

**Parent Academy** - In support of the Parent Academy, our district strategy for providing leadership and professional development opportunities to parents, MMSD will facilitate a network of parent learning and leadership opportunities focused on advocacy, leadership, and supporting young people in school.

- \$10,000 – Transportation, interpreters and other logistical supports for families to access Parent Academy and District/School Advisory Committees. (Funding from Local)

**Mentoring and Youth Leadership Opportunities** - To support our focus on strengthening mentoring and youth leadership for students of color, a working budget is needed for related expenses.

- \$15,000 – Transportation stipends as needed for adult mentors, food for student leadership meetings, and extended employment for Minority Service Coordinators (Funding from Local)

**Community Schools** - As the District launches our Community Schools pilot, the coordination and support within and between the community and schools are essential for success.

- \$185,000 – Half of the cost of the coordinators in the first two community schools, planning support and small school level startup operating budgets. (Fund 80 reallocation from previous expenses that are moving to Fund 10)

**Family, Youth and Community Engagement Coordinator** - As the District increases support to schools and as we plan for our Family and Community Engagement Professional Development for next year, this Coordinator position will focus on coaching for school and community based staff which will include the Parent Liaisons in schools and Community School Resource Coordinators. Additionally, this role would help to support Parent Advisory groups across the district.

- \$95,000 – 1 FTE FYCE Coordinator (Funding within Fund 80)

**Madison Out of School Time (MOST)** - MOST is a partnership between MMSD and the City of Madison to ensure all of Madison's children and youth have access to the kinds of comprehensive, high quality, out-of-school time (OST) programs that support positive youth development, educational achievement, and/or career and community readiness.

- \$15,000 – District share of costs for the MOST Management Information System (MIS). (Funding within Fund 80)



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

### ***Aligns to the following goal:***

Every student, family and employee experiences a positive school and district climate as measured by school climate survey data.

**Mindfulness Train the Trainer Program** - This is a priority project that does not require new money but holds great value for our MMSD staff. Funds will be repurposed within the Wellness Program to support this training opportunity.

- \$0 – Funds will be repurposed within the Wellness Program

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

### ***Aligns to the following goal:***

Every student, family and employee experiences a positive school and district climate as measured by school climate survey data.

**Long-Range Facility Planning** - The Long Range Facility Planning project will require assistance from planning experts to project the future growth of the district on a neighborhood level and quantify the related impact on enrollment, attendance zones, and facilities.

- \$95,000 – Developing community growth projections, enrollment forecasts and the future impact on school facilities. (Funding from Local)

**Major Capital Maintenance** - The capital maintenance budget is currently funded at \$4.5 million, well below the \$8.0 million target level recommended in the latest (2012) facility study.

- \$200,000 – Provides incremental progress towards annual funding goal (Funding from Local). This amount was \$500,000 in the preliminary budget proposal. \$300,000 was reallocated in the revised proposal to support a benefit adjustment to prevent “negative net pay.” A recommendation to fund maintenance improvements with proceeds from a promissory note (TID 25) will be introduced in July.

## Information and Technology Plan

### *Aligns to the following three goals:*

Every student is on-track to graduate as measured by student growth and achievement at key milestones.

Every student has access to a challenging and well-rounded education as measured by programmatic access and participation data.

Every student, family and employee experiences a positive school and district climate as measured by school climate survey data.

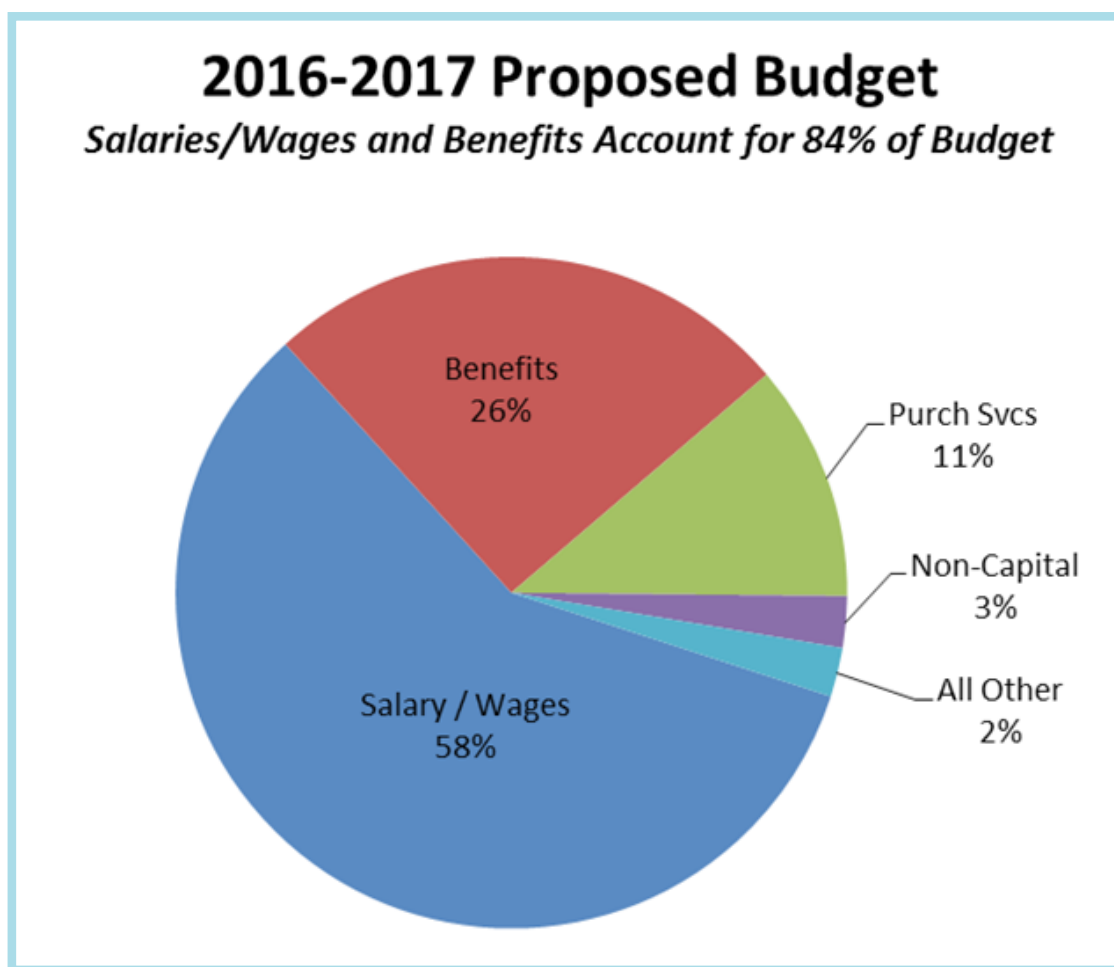
The total Technology Plan budget is \$3,625,000. The Technology Budget for 2016-17 reflects an annual sustainable increase of \$625,000. The Tech Plan continues to support online assessments by providing proper devices to schools as well as the maintenance and upgrades for Networks and Servers to support ongoing implementation for Groups 2 and 3.

- \$625,000 – Support for Group 2 planning and mid-year implementation (for schools that are ready mid-year), online assessment support, maintenance and upgrades (Funding from Local); professional development for Group 3

## Compensation: Salaries/Wages and Employee Benefits

A compensation strategy which attracts and retains the best talent is essential to our success. Despite a state budget that provides minimal revenue growth next year, this budget proposal provides funding for compensation increases for MMSD employees. Included in the budget proposal is a compensation allowance of approximately 2.05%, which is sufficient to fund the three standard components of compensation, specifically step advancement, lane advancement, and a base wage increase up to the limit allowed by statute. (Base wage remains a required subject of collective bargaining).

Personnel costs represent 84% 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 26%.



## Employee Benefit Plans: Renewals and Assumptions

### Health Insurance

The proposed budget is predicated on a zero rate increase in health insurance, meaning that a combination of negotiations with the HMOs, and perhaps changes in plan design and/or employee contribution levels, will be used to hold the budgetary impact to a zero rate increase. This is a critical assumption in the proposed budget. Negotiations with the HMOs resulted in a net 2.7% rate increase. The revised budget achieves a zero rate increase in health insurance by introducing an employee premium contribution effective September 1, 2016. The recommended table is shown below.

Employee Type	FTE Count	EPC %	Employee Share	Employer Share
Administrators	118	10.00%	195,552	1,759,968
BRS	79	3.00%	38,237	1,236,330
Clerical Technical	210	3.00%	110,372	3,568,709
Custodial	204	3.00%	105,670	3,416,658
EA/SEA/BEA	532	1.25%	111,064	8,774,042
Food Service	83	1.25%	18,671	1,474,995
NUP	97	5.00%	81,700	1,552,299
Play & Learn	8	1.25%	2,122	167,605
Security	26	1.25%	5,253	414,963
Specialist	35	3.00%	17,759	574,207
Teacher	2461	3.00%	1,107,964	35,824,158
Trades	30	3.00%	17,927	579,649
<b>Total</b>	<b>3883</b>	<b>3.05%</b>	<b>1,812,290</b>	<b>59,343,582</b>
Budget Target				59,265,789
Budget Gap				77,792

The district spends over \$62 million per year on health insurance premiums, which is approximately 16% of the district budget. Each year, the risk of rising health care costs creates significant budget uncertainty for the district: each one percent increase in health insurance rates costs MMUSD about \$620,000.

The district contracts for health insurance with three Madison area HMOs. Group Health Cooperative (GHC) covers approximately 53% of MMUSD employees, while Dean covers 22%, and Unity covers 25%.

Last year, MMUSD introduced its employee wellness program, which was developed with the input of the employee representatives. A team representing a broad spectrum of employees has been selected to design the program activities and support district wellness. The HMOs view an active and engaged wellness program as a significant factor in calculating premium rates. We are hopeful that the MMUSD employee wellness program will help us achieve our thriving workforce goal.

### A Benefit Adjustment to Prevent Negative Net Pay

In the revised preliminary budget, we have transferred \$300,000 of maintenance funds to create a one-time benefit adjustment to prevent negative net pay. This adjustment is intended to identify those instances where an employee's take-home pay for 2016-17 would be less than current year take-home pay due specifically to the impact of the employee premium contribution schedule. This

one-time adjustment will become effective September 1, 2016. Details regarding the implementation of this benefit stipend will be reviewed with employee representatives, and a communication plan will be developed by the Human Resources department prior to implementation.

#### **Health Insurance Enrollment Summary (April 2016 Data)**

	Dean	GHC	Unity	Total
HMO Single	233	514	251	998
HMO Family	589	1497	731	2817
HMO Subtotal	822	2011	982	3815
POS/PPO	5	59	10	74
Total	827	2070	992	3889
Vendor Participation	21.40%	52.97%	25.62%	100.00%

### **Dental Insurance**

MMSD spends approximately \$3.4 million per year on dental coverage. The budget allows for an increase of 2% in dental charges next year. The dental plan is self-insured, with Delta Dental serving as the third party administrator. The district is negotiating with Delta concerning the administrative fee structure and may bid the administration contract this year. No changes in dental plan design, coverage or benefit levels are anticipated in the budget.

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

MMSD spends approximately \$630,000 on Life Insurance and \$1.45 million per year on LTD coverage. The budget assumes no change in rates next year. No changes in Life or LTD plan design, coverage or benefit levels are anticipated in the budget.

### **WRS Pension Contributions**

Beginning in 2011, WRS pension contributions are shared between the employer and employee. The employer contribution rate is set for calendar year 2016 at 6.60%. The contribution rate for calendar 2017 is expected to decrease to 6.50%. This budget estimate will be reviewed in June and adjusted as needed in the October final budget.

# Required Allowances and Cost Savings

## Required Budget Allowances

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

**K-12 Substitute Teachers:** Increase of \$300,000 (10%) over current year. This account has been underfunded based on actual results over the past three years. This adjustment will create a reasonably sound budget allowance for 2016-17.

**Transportation Costs:** Increase of \$500,000 (4.4%) over current year. This account has been underfunded based on actual results over the past three years. A contract rate increase, along with fluctuations in levels of service for special bus service and for TEP/Homeless, make this budget adjustment necessary.

**Worker Comp and Liability Insurances:** Increase of \$230,000 (8.1%) over current year. Rates for Workers Comp premiums, which are set by the state, are expected to increase by 8%. The district's worker comp claims experience has been improving in recent years. The 'experience mod' is 1.01, or just slightly above average. We are examining a partially self-funded model for this program.

**Retiree Costs (TERP/ARP/Escrow):** Increase of \$200,000 (4.3%) over current year. This account captures the incremental cost of providing post-employment benefits to retired staff. The amount is impacted by the annual change in quantity of retiring staff, the total retiree pool receiving benefits, and changes in benefit rates. This account is funded by MMSD on a 'pay as you go' (non-actuarial) basis.

**Utility Budget:** Increase of \$240,000 (4.4%) over current year. Annual utility rates and usage can change quickly. The budget is set to meet current year actual results. A small margin for change in rates and demand is needed going into next year.

**Rule Change for Open Enrollment Students with IEP:** New item \$250,000. New rules pertain to open enrollment tuition payments for students with special education needs. Based on a review of MMSD's current number of students who open enroll in/out to whom this change applies.

**Open Enrollment In/Out Net:** Increase of \$537,484 (8.3%) over current year. For budgetary purposes, open enrollment results can be difficult to predict. This increase is intended to ensure that the account is adequately funded. The account will be updated in October once actual open enrollment results are known.

**Fund 80 (Community Service Fund) Rule Interpretation:** Increase in local funding of \$442,000 (9.9%) over current year. MMSD must monitor and comply with DPI accounting guidelines for the Community Service Fund (Fund 80). Two programs are recommended for reallocation out of Fund 80 to better adhere to Fund 80 guidelines. This item reflects the cost of moving these programs out of Fund 80.



## Recent Efforts to Support Schools by Reducing Operating Costs

The MMSD budget team is constantly looking for ways to reduce costs and improve efficiency. The actions identified below are recent cost saving efforts that help keep dollars in the classroom:

**Employee Health Insurance:** MMSD has saved millions in health insurance costs over the past two years through closer engagement with the HMO's, while including employee representatives and health insurance consulting team at M3.

**Student Transportation Contract:** Beginning July 1, 2014, MMSD consolidated student transportation under a single vendor contract with Badger Bus, and required greater fuel efficiency, saving approximately \$375,000 per year.

**Utility Purchases:** This spring, MMSD is buying bulk natural gas up to five years in advance while commodity prices are historically low.

**TEP 'Shared Cost' Reduction:** In October, 2015 MMSD researched WI statutes and found that costs associated with Transition Education Program (TEP) transportation are excludable from 'shared costs'. DPI approved the innovation and removed over \$1.0 million of shared costs, thereby increasing state aid and decreasing the tax levy.

**Consolidate Copier Contract:** Beginning in 2014, MMSD consolidated all photocopiers under a single master agreement with Ricoh, networked all copiers; this significantly improved efficiency and saved approximately \$12,000 per year, while eliminating recurring copier payments from school budgets.

## Central Office and School Level Impacts

With minimal revenue growth, \$8.26 million of cost reductions and efficiencies are required to balance the budget. Much like the priority investments, the budget reductions and efficiencies included in this budget proposal have been carefully developed and informed by input from multiple sources.

### District Office Reductions and Efficiencies: Total \$2.81 million

**Curriculum & Instruction:** Reductions of \$378,241 based on personnel reductions of 2.0 FTE and non-personnel actions. One literacy department Instructional Resource Teacher (IRT), one Multi-tiered Systems of Support (MTSS) position, and \$180,000 of Curricular Resource Learning Materials (CRLM) re-classed to Title.

**Department of Early & Extended Learning:** Reduction of \$76,403 based on personnel reduction of 1.0 FTE 4K Instructional Resource Teacher (IRT).

**State & Federal Programs:** Reduction of \$85,434 based on personnel reduction of 1.0 FTE. One Transitional Education Program (TEP) position will be re-classed to Title.

**Advanced Learning:** Reduction of \$73,282 based on a personnel reduction of 1.0 FTE IRT position.

**Chiefs of Schools:** Reduction of \$378,341 based on personnel reductions of 2.0 FTE and non-personnel actions. The elimination of one School Improvement Partner (SIP), the re-class of one SIP to Title, and a reduction in school support maintenance (\$150,000) managed by the Chief of Schools.

**Office of Multilingual & Global Education:** Reduction of \$140,756 based on the re-class of 1.5 FTE position to Title.

**Research, Accountability & Data Use:** Reduction of \$150,388 based on personnel reduction of 1.0 FTE, as well as a reduction in RAD's non-personnel budget (\$32,000) and a reduction in purchased services for assessment (\$65,000). (The revised budget adds back \$32,000 to pay for administration of the PALS assessment.)

**Student Services:** Reduction of \$758,146 based on personnel reductions totaling 4.0 FTE and non-personnel actions. Elimination of one position, the reclassification of three positions to federal funding, and a reduction in professional development for Behavior Education Plan (BEP) (\$356,000).

**Technical Services:** Reduction of \$95,023 based on personnel reduction of 1.0 FTE Assistant Director position.

**Business Services:** Reduction of \$327,322 based on personnel reduction of 1.5 FTE and non-personnel actions. One Accounts Payable position, 0.5 FTE Risk Manager position, along with a shift of local cost to Fund 50 (\$52,018), and a projected adjustment in WRS rate (\$160,000).

**Building Services:** Reduction of \$94,180 based on personnel reduction of 1.0 FTE Steamfitter position.

**Administrative Services:** Reduction of \$51,839 based on personnel reduction of 1.0 FTE due to a retirement within the department.

**Superintendent / Chief of Staff Offices:** Reduction of \$114,768 based on personnel reduction of 1.0 FTE clerical position and moving the payments for Madison Out of School Time (MOST) to Fund 80 (\$49,000). (In the departmental summaries, the clerical reduction is recorded in the Superintendent's

office.)

**Special Assistant to the Superintendent:** This position is expected to be vacant during the 2016-17 school year. We wish to retain the position on the personnel roster so that it can be filled in 2017-18. During 2016-17 we have an opportunity to repurpose these personnel funds. Reduction of \$74,921 to support budget needs in assessment (PALS), creation of the RESTORE program, and adding resources for the Intensive Support Team.

**Human Resources:** Reduction of \$88,343 based on personnel reduction of 0.5 FTE recruiter position and a non-personnel reduction.

## **School-Based Reductions: \$5.4 million**

**Elementary School Staffing:** A reduction of \$2,097,865 based on personnel reductions of 25.0 FTE. This is primarily due to a decrease in projected 16-17 enrollment from projected 15-16 enrollment. It also reflects maintaining current elementary class size guidelines while utilizing a +1/+2 approach per the flexibility of the Achievement Gap Reduction (AGR) program (formerly SAGE) as appropriate or needed. The flexibility available through the AGR program will be used carefully on a case by case basis.

**Middle School Staffing:** A reduction of \$1,181,679 based on personnel reductions of 12.0 FTE. This is due to a decrease in projected 16-17 enrollment from projected 15-16 enrollment (8.2 FTE), a targeted reduction to small school allocation (1.648 FTE), and a targeted reduction in clerical allocation (2.153 FTE).

**High School Staffing:** A reduction of \$1,376,236 based on personnel reductions of 19.0 FTE. This is due to a decrease in projected 16-17 enrollment from projected 15-16 enrollment (2.2 FTE), a targeted reduction to non-instructional positions (4.0 FTE), an equity reduction at each of the four schools (11.8 FTE total), and the elimination of one security position (1.0 FTE).

**Building Formula Allotments:** A total of \$750,000 is being reduced from the school formula allotments. This non-personnel reduction, which affects all three school levels, is intended to prevent further staffing reductions at the school level.

## Staffing Plan for 2016-17

Ensuring that every school can be a thriving school requires positions and staffing levels that empower principals to align their staffing plans around the priorities of their School Improvement Plans (SIPs). The table below provides a snapshot of MMSD's total staffing across three fiscal years. Staffing levels for each position are not static: to meet the ever-changing needs of students, schools and departments have some 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 budget for staff should remain unchanged. As shown in the table below, teacher staffing is expected to decrease by 2.4%. This is partly due to an anticipated decrease in enrollment and necessary reductions to balance the budget.

	FY 2015	FY 2016	FY 2017	Change FY16-FY17	% Change FY16-FY17
District-Wide Administrators	73.5	66.7	62.7	-4.0	-6.0
Principals	49.0	50.0	50.0	0.0	0.0
Assistant Principals	27.0	26.0	26.0	0.0	0.0
Teachers	2679.9	2622.6	2562.3	-60.3	-2.3
Specialists (Hearing Interpreters, OTAs, etc.)	33.2	33.0	33.5	0.5	1.4
Bilingual Resource Specialists	78.9	79.9	80.9	1.0	1.3
Professionals (Non-Union)	101.8	108.2	110.7	2.5	2.3
Clerical/Technical	227.1	224.1	220.5	-3.7	-1.6
Ed. Assts. (EA, SEA, BEA, Nurse Asst)	489.8	496.7	499.6	2.9	0.6
Custodial	221.3	217.3	216.3	-1.0	-0.5
Trades	33.0	33.0	32.0	-1.0	-3.0
Food Service	94.4	94.4	94.4	0.0	0.0
Security	30.5	29.3	28.3	-1.0	-3.4
	4139.2	4081.1	4016.9	-64.2	-1.6

This table has been updated for the revised budget to include 2.0 additional teachers related to the Intensive Support Team plan.

### Table Notes:

1. "FY 2015" represents staffing as of the 2014-15 Adopted Budget (Fall 2014), and "FY 2016" represents staffing as of the 2015-16 Adopted Budget (Fall 2015). "FY 2017" represents staffing for the 2016-17 Preliminary Budget (Spring 2016).
2. The decrease in District-Wide Administrators is due to reclassifications of Administrator to Non-Union Professional (NUP) for the following departments: Human Resources (1.0 FTE); Athletics (1.0 FTE); Progressive Discipline (1.0 FTE); and Madison School & Community Recreation (MSCR) (1.0 FTE). These were reclassifications that were done during the year, not as part of the budget process.
3. Please note that the changes in staffing from FY 2016 to FY 2017 reflect not only the reductions made in order to balance the 2016-17 budget, but also the staffing changes made by schools and departments during the year. These changes include reclassifications of positions, conversions of one position to another, and changes to the use of grant funding in order to best utilize the resources available to the district.
4. The total number of teachers in 2016-17 will have a net decrease of approximately 60.3 Full time Equivalent (FTE) from Fall 2015. As noted above, this is partly due to an anticipated decrease in enrollment and necessary reductions to balance the budget.

## Teacher Staffing Summary

The table on the following page explains the distribution of positions within the "Teachers" line in the above table. Please note that these numbers were taken before the school staffing workbook process, so conversions done through that process are not reflected.

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. Some of these changes reflect the targeted equity cuts that were made at each school and level, as well as staffing decisions made during the workbook process. The elementary and middle schools were also adjusted by changes in schools' use of Title I money for next year.
2. The changes to Regular Education Teachers reflects not only the enrollment-based and budget-based reductions, but also the staffing changes (conversions) made by the schools during the school year. As a result, the number of Regular Education Teachers at the schools decreased, while the number of school-based Student Services Teachers increased, indicating that the schools shifted allocation into Student Services. Please note that this chart would not be able to reflect conversions made from teacher allocation into other types of staffing (i.e., education assistant, clerical, etc.).
3. The Office of Multilingual & Global Education (OMGE) teacher category includes both central office and school-based teaching positions. It would also reflect a school's decision to make a position bilingual in order to better serve the needs of the students.
4. The Student Services teacher positions are divided into school-based and non-school based full-time equivalent (FTE).
5. The table has been updated for the revised budget to include 2.0 additional teachers related to the Intensive Support Team plan.



Teacher Staffing Summary		FY 2015	FY 2016	FY 2017	Change FY16-FY17	% Change FY16-FY17
Regular Education Teachers	<b>District-Wide/Central Office/ Off-Site</b>	<b>95.5</b>	<b>90.7</b>	<b>86.1</b>	<b>-4.6</b>	<b>-5.1</b>
	<b>Elementary Schools</b>	<b>979.2</b>	<b>954.5</b>	<b>921.2</b>	<b>-33.3</b>	<b>-3.5</b>
	<b>Middle Schools</b>	<b>358.6</b>	<b>346.5</b>	<b>329.9</b>	<b>-16.7</b>	<b>-4.8</b>
	<b>High Schools</b>	<b>385.3</b>	<b>380.3</b>	<b>364.3</b>	<b>-16.0</b>	<b>-4.2</b>
OMGE	<b>ESL/Bilingual Resource Teachers</b>	<b>161.4</b>	<b>161.4</b>	<b>164.9</b>	<b>3.5</b>	<b>2.2</b>
Student Services Teachers	<b>School Psychologists</b>	<b>47.3</b>	<b>43.0</b>	<b>43.1</b>	<b>0.1</b>	<b>0.0</b>
	<i>District-Wide/Central Office/ Off-Site</i>	5.3	2.8	3.8	1.0	35.7
	<i>School Based</i>	42.0	40.2	39.3	-0.9	-2.2
	<b>Social Workers</b>	<b>60.6</b>	<b>61.0</b>	<b>63.2</b>	<b>2.2</b>	<b>3.6</b>
	<i>District-Wide/Central Office/ Off-Site</i>	14.6	12.0	13.2	1.2	10.0
	<i>School Based</i>	46.0	49.0	50.0	1.0	2.0
	<b>Guidance Counselors</b>	<b>42.8</b>	<b>42.1</b>	<b>42.2</b>	<b>0.1</b>	<b>0.1</b>
	<i>District-Wide/Central Office/ Off-Site</i>	6.6	2.6	2.6	0.0	0.0
	<i>School Based</i>	36.2	39.5	39.6	0.1	0.2
	<b>PBS Coaches</b>	<b>36.9</b>	<b>39.7</b>	<b>39.9</b>	<b>0.3</b>	<b>0.7</b>
	<i>District-Wide/Central Office/ Off-Site</i>	6.5	5.5	4.9	-0.6	-10.9
	<i>School Based</i>	30.4	34.1	35.0	0.9	2.6
	<b>Special Education Cross Cat./ PST/Early Childhood</b>	<b>346.9</b>	<b>344.6</b>	<b>349.5</b>	<b>4.9</b>	<b>1.4</b>
	<i>District-Wide/Central Office/ Off-Site</i>	64.8	74.5	74.3	-0.1	-0.2
	<i>School Based</i>	282.1	270.2	275.2	5.0	1.9
	<b>OT/PT/HI/VI</b>	<b>57.8</b>	<b>52.5</b>	<b>52.3</b>	<b>-0.1</b>	<b>-0.3</b>
	<i>District-Wide/Central Office/ Off-Site</i>	8.3	4.6	4.4	-0.2	-4.3
	<i>School Based</i>	49.5	47.9	47.9	0.0	0.1
	<b>Speech/Language</b>	<b>76.9</b>	<b>75.4</b>	<b>75.2</b>	<b>-0.2</b>	<b>-0.3</b>
	<i>District-Wide/Central Office/ Off-Site</i>	22.0	23.1	23.1	0.0	0.0
	<i>School Based</i>	54.9	52.3	52.1	-0.2	-0.4
	<b>Nurses</b>	<b>30.6</b>	<b>30.9</b>	<b>30.4</b>	<b>-0.5</b>	<b>-1.6</b>
	<i>District-Wide/Central Office/ Off-Site</i>	4.9	5.2	4.7	-0.5	-9.6
	<i>School Based</i>	25.7	25.7	25.7	0.0	0.0
	<b>TOTAL</b>	<b>2679.9</b>	<b>2622.6</b>	<b>2562.3</b>	<b>-60.3</b>	<b>-2.3</b>

## Conclusion

This revised preliminary budget proposal is based on the most recent information available as of June 21, 2016. Estimates used in the preliminary budget proposal will be carefully monitored and updated as necessary. The Board is scheduled to adopt a preliminary budget no later than June 27, 2016. The 2016-17 fiscal year begins July 1, 2016.

We welcome your questions or comments about the revised preliminary budget proposal. For your convenience, MMUSD budget information, including an online feedback form, can be found at <https://budget.madison.k12.wi.us>.



# Budget Snapshot

## A summary chart of key budget factors for 2016-17

Item	Estimates for 2016-17
<b>Balance Sheet:</b>	
General Fund <i>Balance Projected 6/30/17</i>	\$35.8 million = 10.2% Solvency Ratio
Bond Rating - Current	Aa1 as of Fall 2015 (Moody's)
Balanced Budget Status	Planned use of \$1.6 million of General Fund Equity
<b>Enrollment</b>	
Enrollment - Revenue Limit Formula	Decrease of 4 FTE in 3-Yr Avg. Resident Enrollment
Open Enrollment Estimate	Estimating 268 Open Enrolled In and 1,346 Open Enrolled Out
<b>State Budget Impact</b>	
State General Aid Estimate	Expected to Decrease from \$52.4 million to \$47.7 million (-9.0%)
Revenue Limit Formula	No Increase in Revenue per Student
State Per Pupil Categorical Aid	Increase of \$100 per Student
<b>Personnel Expenditures</b>	
Wages & Salary	Budget Allowance of 2.05% (= steps + lanes + base wage increase)
Health Insurance Estimate	Budget Based on Zero Rate Increase
Staffing Plan	Total Staffing of 4,017 FTE is a decrease of -1.6%
Benefit Stipend	\$300,000 to prevent negative net pay
<b>General Fund Totals</b>	
General Fund Revenue	Increase 0.54% over current year budget
General Fund Expenditures	Increase 1.49% over current year budget
<b>All Funds Totals:</b> <i>(Net of Inter-fund Transfers)</i>	
All Funds Revenues	Increase 1.18% over current year budget
All Funds Expenditures	Increase 1.96% over current year budget
<b>Tax Levy Estimate</b>	
MMSD Tax Base	Estimate 3.52% Valuation Increase
Tax Levy Increase (Recommended)	A levy increase of 2.49% for all funds
Tax Rate – Equalized	\$11.96 per \$1,000 Equalized Property Value
Tax Impact for Median Home	Increase of \$74.11 per Tax Bill <i>(Est Median Home = \$254,500)</i>

## Financial Summaries/Reports

<b>Revenue and Expenditure History Tables</b>	<b>42</b>
General Fund (10)	42
Special Education (27)	43
Debt Service (38/30)	44
Capital Maintenance (41)	45
Food Service (50)	46
Community Services (80)	47
<b>Summary Revenue and Expenditure Fund by Year</b>	<b>48</b>
2016-17 Proposed Budget – By Year	48
2016-17 Proposed Budget – All Funds	49
2015-16 Fall Adopted Budget	50
2014-15 Actuals	51
2013-14 Actuals	52
<b>Revenues by Fund and Source</b>	<b>53</b>
<b>Expenditures by Object</b>	<b>59</b>
<b>Expenditures by Function</b>	<b>70</b>
<b>Baird Budget Forecast Model Highlights</b>	<b>74</b>

**Madison Metropolitan School District**  
**2016-17 Proposed Budget**  
**Revenue and Expenditure History Table - General Fund (10)**

*Note: Includes Interfund Transfers listed separately*

	<b>2013-14 Actuals</b>	<b>2014-15 Actuals</b>	<b>2015-16 Fall Adopted Budget</b>	<b>2016-17 Proposed Budget</b>
<b>Revenues</b>				
Property taxes/Mobile Home/TIF	236,063,131	245,505,643	255,909,132	260,345,286
Other local sources	3,970,958	4,500,357	4,670,604	4,062,497
Interdistrict sources	1,923,165	2,362,066	2,077,515	2,039,008
Intermediate sources	7,518	80,495	123,617	124,249
State sources	67,937,692	72,802,758	69,313,567	67,317,369
Federal sources	18,018,344	14,449,059	14,444,449	14,791,953
Other sources	1,669,610	1,152,878	804,425	540,600
<b>Total revenues</b>	<b>329,590,417</b>	<b>340,853,256</b>	<b>347,343,309</b>	<b>349,220,962</b>
<b>Expenditures</b>				
Regular instruction	145,577,770	147,917,582	148,873,138	146,416,094
Vocational instruction	4,262,447	4,087,662	4,164,887	4,029,324
Special instruction	265,316	383,703	504,061	506,293
Other instruction	10,648,073	11,133,352	10,907,491	11,069,976
Pupil services	11,924,248	13,804,359	15,264,377	15,704,932
Instructional staff services	20,329,760	23,170,784	23,563,095	23,234,359
General administration services	23,073,813	22,791,352	22,502,279	22,854,743
Building administration services	34,046,325	29,749,585	31,915,084	33,278,072
Pupil transportation	9,187,096	9,165,395	8,687,188	9,061,125
Principal and interest	112,329	371,647	444,673	444,673
Other support services	18,424,242	19,397,377	17,740,125	20,862,365
Community Service	-	-	-	-
Non-program	11,086,146	11,651,553	12,625,846	13,749,993
<b>Total Expenditures</b>	<b>288,937,564</b>	<b>293,624,352</b>	<b>297,192,243</b>	<b>301,211,949</b>
Proceeds from Debt	-	665,365	-	-
Transfers in	151,536	260,494	224,671	224,671
Transfers out	(48,740,569)	(49,652,112)	(48,788,208)	(49,922,418)
<b>Net change in fund balance</b>	<b>(7,936,180)</b>	<b>(1,497,348)</b>	<b>1,587,529</b>	<b>(1,688,735)</b>
<b>Fund balance - beginning of year</b>	<b>45,312,969</b>	<b>37,376,789</b>	<b>35,879,441</b>	<b>37,466,970</b>
<b>Fund balance - end of year</b>	<b>37,376,789</b>	<b>35,879,441</b>	<b>37,466,970</b>	<b>35,778,235</b>

**Madison Metropolitan School District**  
**2016-17 Proposed Budget**  
**Revenue and Expenditure History Table - Special Education Fund (27)**

*Note: Includes Interfund Transfers listed separately*

	<b>2013-14 Actuals</b>	<b>2014-15 Actuals</b>	<b>2015-16 Fall Adopted Budget</b>	<b>2016-17 Proposed Budget</b>
<b>Revenues</b>				
Property taxes/Mobile Home/TIF	-	-	-	-
Other local sources	-	-	-	-
Interdistrict sources	48,181	82,636	50,000	-
Intermediate sources	-	-	-	-
State sources	18,635,747	18,761,914	18,911,297	18,951,297
Federal sources	5,781,245	6,034,479	6,146,843	6,592,041
Other sources	800	-	-	-
<b>Total revenues</b>	<b>24,465,974</b>	<b>24,879,029</b>	<b>25,108,140</b>	<b>25,543,338</b>
<b>Expenditures</b>				
Regular instruction	470,537	-	278,469	278,469
Vocational instruction	-	-	-	-
Special instruction	53,326,775	54,989,537	54,156,964	55,557,465
Other instruction	-	-	-	-
Pupil services	12,493,394	12,517,637	11,604,751	11,573,564
Instructional staff services	2,782,471	2,743,078	3,176,570	3,210,050
General administration services	-	-	-	-
Building administration services	90,566	126,161	170,100	170,100
Pupil transportation	3,260,457	3,633,423	3,658,250	3,808,250
Principal and interest	-	-	-	-
Other support services	362,328	86,608	455,689	472,303
Community Service	-	-	-	-
Non-program	95,281	209,650	229,000	229,000
<b>Total Expenditures</b>	<b>72,881,808</b>	<b>74,306,093</b>	<b>73,729,792</b>	<b>75,299,200</b>
Proceeds from Debt	-	-	-	-
Transfers in	48,530,444	49,651,498	48,788,208	49,922,418
Transfers out	(114,609)	(224,434)	(166,556)	(166,556)
<b>Net change in fund balance</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Fund balance - beginning of year</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Fund balance - end of year</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>



**Madison Metropolitan School District**  
**2016-17 Proposed Budget**  
**Revenue and Expenditure History Table - Debt Service Fund (38 & 30)**

*Note: Includes Interfund Transfers listed separately*

	<b>2013-14 Actuals</b>	<b>2014-15 Actuals</b>	<b>2015-16 Fall Adopted Budget</b>	<b>2016-17 Proposed Budget</b>
<b>Revenues</b>				
Property taxes/Mobile Home/TIF	6,055,277	7,121,030	9,382,947	12,062,943
Other local sources	864	2,064	-	-
Interdistrict sources	-	-	-	-
Intermediate sources	-	-	-	-
State sources	-	-	-	-
Federal sources	-	-	-	-
Other sources	145,418	145,261	146,044	146,044
<b>Total revenues</b>	<b>6,201,558</b>	<b>7,268,355</b>	<b>9,528,992</b>	<b>12,208,987</b>
<b>Expenditures</b>				
Regular instruction	-	-	-	-
Vocational instruction	-	-	-	-
Special instruction	-	-	-	-
Other instruction	-	-	-	-
Pupil services	-	-	-	-
Instructional staff services	-	-	-	-
General administration services	-	-	-	-
Building administration services	-	-	-	-
Pupil transportation	-	-	-	-
Principal and interest	6,437,298	7,593,650	10,368,128	13,010,404
Other support services	-	-	-	-
Community Service	-	-	-	-
Non-program	-	-	-	-
<b>Total Expenditures</b>	<b>6,437,298</b>	<b>7,593,650</b>	<b>10,368,128</b>	<b>13,010,404</b>
Proceeds from Debt	-	-	1,966,298	-
Transfers in	44,436	614	-	-
Transfers out	-	-	-	-
<b>Net change in fund balance</b>	<b>(191,304)</b>	<b>(324,681)</b>	<b>1,127,162</b>	<b>(801,417)</b>
<b>Fund balance - beginning of year</b>	<b>2,350,161</b>	<b>2,158,856</b>	<b>1,834,175</b>	<b>2,961,337</b>
<b>Fund balance - end of year</b>	<b>2,158,856</b>	<b>1,834,175</b>	<b>2,961,337</b>	<b>2,159,920</b>

**Madison Metropolitan School District**  
**2016-17 Proposed Budget**  
**Revenue and Expenditure History Table - Capital Maintenance Fund (41)**

*Note: Includes Interfund Transfers listed separately*

	<b>2013-14 Actuals</b>	<b>2014-15 Actuals</b>	<b>2015-16 Fall Adopted Budget</b>	<b>2016-17 Proposed Budget</b>
<b>Revenues</b>				
Property taxes/Mobile Home/TIF	6,000,000	4,500,000	4,500,000	4,000,000
Other local sources	5,671	4,030	-	-
Interdistrict sources	-	-	-	-
Intermediate sources	-	-	-	-
State sources	-	-	-	-
Federal sources	-	-	-	-
Other sources	-	-	-	-
<b>Total revenues</b>	<b>6,005,671</b>	<b>4,504,030</b>	<b>4,500,000</b>	<b>4,000,000</b>
<b>Expenditures</b>				
Regular instruction	-	-	-	-
Vocational instruction	-	-	-	-
Special instruction	-	-	-	-
Other instruction	-	-	-	-
Pupil services	-	-	-	-
Instructional staff services	-	-	-	-
General administration services	-	-	-	-
Building administration services	6,094,818	4,265,702	4,495,185	3,995,185
Pupil transportation	-	-	-	-
Principal and interest	-	-	-	-
Other support services	6,404	16,294	4,815	4,815
Community Service	-	-	-	-
Non-program	-	-	-	-
<b>Total Expenditures</b>	<b>6,101,222</b>	<b>4,281,996</b>	<b>4,500,000</b>	<b>4,000,000</b>
Proceeds from Debt	-	-	-	-
Transfers in	-	-	-	-
Transfers out	-	-	-	-
<b>Net change in fund balance</b>	<b>(95,550)</b>	<b>222,034</b>	<b>-</b>	<b>-</b>
<b>Fund balance - beginning of year</b>	<b>96,833</b>	<b>1,283</b>	<b>223,318</b>	<b>223,318</b>
<b>Fund balance - end of year</b>	<b>1,283</b>	<b>223,318</b>	<b>223,318</b>	<b>223,318</b>

**Madison Metropolitan School District**  
**2016-17 Proposed Budget**  
**Revenue and Expenditure History Table - Food Service Fund (50)**

*Note: Includes Interfund Transfers listed separately*

	<b>2013-14 Actuals</b>	<b>2014-15 Actuals</b>	<b>2015-16 Fall Adopted Budget</b>	<b>2016-17 Proposed Budget</b>
<b>Revenues</b>				
Property taxes/Mobile Home/TIF	-	-	-	-
Other local sources	2,487,596	2,188,428	2,155,116	2,201,141
Interdistrict sources	-	-	-	-
Intermediate sources	-	-	-	-
State sources	180,251	176,442	172,469	172,469
Federal sources	7,709,339	8,366,010	8,625,488	8,857,159
Other sources	-	-	-	-
<b>Total revenues</b>	<b>10,377,186</b>	<b>10,730,880</b>	<b>10,953,073</b>	<b>11,230,769</b>
<b>Expenditures</b>				
Regular instruction	-	-	-	-
Vocational instruction	-	-	-	-
Special instruction	-	-	-	-
Other instruction	-	-	-	-
Pupil services	-	-	-	-
Instructional staff services	-	-	-	-
General administration services	-	-	-	-
Building administration services	10,542,876	10,439,762	10,953,073	11,209,489
Pupil transportation	-	-	-	-
Principal and interest	-	-	-	-
Other support services	-	-	-	21,280
Community Service	-	-	-	-
Non-program	-	103,738	-	-
<b>Total Expenditures</b>	<b>10,542,876</b>	<b>10,543,500</b>	<b>10,953,073</b>	<b>11,230,769</b>
Proceeds from Debt	-	-	-	-
Transfers in	165,689	-	-	-
Transfers out	-	-	-	-
<b>Net change in fund balance</b>	<b>-</b>	<b>187,380</b>	<b>-</b>	<b>-</b>
<b>Fund balance - beginning of year</b>	<b>-</b>	<b>-</b>	<b>187,380</b>	<b>187,380</b>
<b>Fund balance - end of year</b>	<b>-</b>	<b>187,380</b>	<b>187,380</b>	<b>187,380</b>

**Madison Metropolitan School District**  
**2016-17 Proposed Budget**  
**Revenue and Expenditure History Table - Community Service Fund (80)**

*Note: Includes Interfund Transfers listed separately*

	<b>2013-14 Actuals</b>	<b>2014-15 Actuals</b>	<b>2015-16 Fall Adopted Budget</b>	<b>2016-17 Proposed Budget</b>
<b>Revenues</b>				
Property taxes/Mobile Home/TIF	9,675,429	11,654,696	11,654,696	11,833,856
Other local sources	3,207,506	3,699,236	3,461,900	3,386,400
Interdistrict sources	-	-	-	-
Intermediate sources	29,977	3,516	11,936	11,936
State sources	-	-	-	-
Federal sources	1,294,432	1,185,681	1,545,311	1,547,341
Other sources	-	-	-	-
<b>Total revenues</b>	<b>14,207,344</b>	<b>16,543,130</b>	<b>16,673,843</b>	<b>16,779,533</b>
<b>Expenditures</b>				
Regular instruction	490,137	-	-	-
Vocational instruction	-	-	-	-
Special instruction	-	-	-	-
Other instruction	-	-	-	-
Pupil services	106,079	-	-	-
Instructional staff services	1,146,146	-	1,495	-
General administration services	429,005	-	-	-
Building administration services	784,295	1,351,431	1,222,402	875,279
Pupil transportation	1,391	1,011	1,000	1,000
Principal and interest	-	-	-	-
Other support services	181,269	621,862	674,887	733,885
Community Service	12,909,193	14,134,405	14,715,943	15,111,254
Non-program	265,678	265,678	-	-
<b>Total Expenditures</b>	<b>16,313,194</b>	<b>16,374,387</b>	<b>16,615,728</b>	<b>16,721,418</b>
Proceeds from Debt	-	-	-	-
Transfers in	-	-	-	-
Transfers out	(24,336)	(64,274)	(58,115)	(58,115)
<b>Net change in fund balance</b>	<b>(2,130,187)</b>	<b>104,469</b>	<b>-</b>	<b>1</b>
<b>Fund balance - beginning of year</b>	<b>2,307,799</b>	<b>177,612</b>	<b>282,081</b>	<b>282,081</b>
<b>Fund balance - end of year</b>	<b>177,612</b>	<b>282,081</b>	<b>282,081</b>	<b>282,082</b>

# Madison Metropolitan School District

## 2016-17 Proposed Budget

### Summary Revenue and Expenditures All Funds

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

	2013-14 Actuals	2014-15 Actuals	2015-16 Fall Adopted Budget	2016-17 Proposed Budget	% Chg
<b>Revenues</b>					
Property taxes/Mobile Home/TIF	257,793,837	268,781,369	281,446,775	288,242,085	2.41%
Other local sources	9,672,595	10,394,116	10,287,620	9,650,038	-6.20%
Interdistrict sources	1,971,346	2,444,702	2,127,515	2,039,008	-4.16%
Intermediate sources	37,495	84,010	135,553	136,185	0.47%
State sources	86,753,689	91,741,114	88,397,333	86,441,135	-2.21%
Federal sources	32,803,360	30,035,230	30,762,091	31,788,494	3.34%
Other sources	1,815,828	1,298,139	950,469	686,644	-27.76%
<b>Total revenues</b>	<b>390,848,150</b>	<b>404,778,680</b>	<b>414,107,357</b>	<b>418,983,590</b>	<b>1.18%</b>
<b>Expenditures</b>					
Regular instruction	146,538,444	147,917,582	149,151,607	146,694,563	-1.65%
Vocational instruction	4,262,447	4,087,662	4,164,887	4,029,324	-3.25%
Special instruction	53,592,091	55,373,240	54,661,025	56,063,759	2.57%
Other instruction	10,648,073	11,133,352	10,907,491	11,069,976	1.49%
Pupil services	24,523,722	26,321,997	26,869,128	27,278,495	1.52%
Instructional staff services	24,258,378	25,913,862	26,741,160	26,444,409	-1.11%
General administration services	23,502,818	22,791,352	22,502,279	22,854,743	1.57%
Building administration services	51,558,878	45,932,641	48,755,844	49,528,125	1.58%
Pupil transportation	12,448,944	12,799,829	12,346,438	12,870,375	4.24%
Principal and interest	6,549,627	7,965,297	10,812,801	13,455,077	24.44%
Other support services	18,974,243	20,122,140	18,875,516	22,094,648	17.05%
Community Service	12,909,193	14,134,405	14,715,943	15,111,254	2.69%
Non-program	11,447,105	12,230,618	12,854,846	13,978,993	8.74%
<b>Total Expenditures</b>	<b>401,213,962</b>	<b>406,723,977</b>	<b>413,358,965</b>	<b>421,473,742</b>	<b>1.96%</b>
Proceeds from Debt	-	665,365	1,966,298	-	-100.00%
Transfers in	48,892,106	49,912,606	49,012,879	50,147,089	2.31%
Transfers out	(48,879,515)	(49,940,819)	(49,012,879)	(50,147,089)	2.31%
<b>Net change in fund balance</b>	<b>(10,353,221)</b>	<b>(1,308,145)</b>	<b>2,714,690</b>	<b>(2,490,152)</b>	<b>-191.73%</b>
<b>Fund balance - beginning of year</b>	<b>50,067,762</b>	<b>39,714,541</b>	<b>38,406,395</b>	<b>41,121,085</b>	<b>7.07%</b>
<b>Fund balance - end of year</b>	<b>39,714,543</b>	<b>38,406,394</b>	<b>41,121,085</b>	<b>38,630,933</b>	<b>-6.06%</b>

# Madison Metropolitan School District

## 2016-17 Proposed Budget

### Summary Revenue and Expenditure Fund Table By Year

*Note: Includes Interfund Transfers listed separately*

	2016-17 Proposed Budget	Fund 10 - General	Fund 27 - Special Ed	Fund 38/30 - Debt Service	Fund 41 - Capital Improve	Fund 50 - Food Service	Fund 80 - Community Serv
<b>Revenues</b>							
Property taxes/Mobile Home/TIF	288,242,085	260,345,286	-	12,062,943	4,000,000	-	11,833,856
Other local sources	9,650,038	4,062,497	-	-	-	2,201,141	3,386,400
Interdistrict sources	2,039,008	2,039,008	-	-	-	-	-
Intermediate sources	136,185	124,249	-	-	-	-	11,936
State sources	86,441,135	67,317,369	18,951,297	-	-	172,469	-
Federal sources	31,788,494	14,791,953	6,592,041	-	-	8,857,159	1,547,341
Other sources	686,644	540,600	-	146,044	-	-	-
<b>Total revenues</b>	<b>418,983,590</b>	<b>349,220,962</b>	<b>25,543,338</b>	<b>12,208,987</b>	<b>4,000,000</b>	<b>11,230,769</b>	<b>16,779,533</b>
<b>Expenditures</b>							
Regular instruction	146,694,563	146,416,094	278,469	-	-	-	-
Vocational instruction	4,029,324	4,029,324	-	-	-	-	-
Special instruction	56,063,759	506,293	55,557,465	-	-	-	-
Other instruction	11,069,976	11,069,976	-	-	-	-	-
Pupil services	27,278,495	15,704,932	11,573,564	-	-	-	-
Instructional staff services	26,444,409	23,234,359	3,210,050	-	-	-	-
General administration services	22,854,743	22,854,743	-	-	-	-	-
Building administration services	49,528,125	33,278,072	170,100	-	3,995,185	11,209,489	875,279
Pupil transportation	12,870,375	9,061,125	3,808,250	-	-	-	1,000
Principal and interest	13,455,077	444,673	-	13,010,404	-	-	-
Other support services	22,094,648	20,862,365	472,303	-	4,815	21,280	733,885
Community Service	15,111,254	-	-	-	-	-	15,111,254
Non-program	13,978,993	13,749,993	229,000	-	-	-	-
<b>Total Expenditures</b>	<b>421,473,742</b>	<b>301,211,949</b>	<b>75,299,200</b>	<b>13,010,404</b>	<b>4,000,000</b>	<b>11,230,769</b>	<b>16,721,418</b>
Proceeds from Debt	-	-	-	-	-	-	-
Transfers in	50,147,089	224,671	49,922,418	-	-	-	-
Transfers out	(50,147,089)	(49,922,418)	(166,556)	-	-	-	(58,115)
<b>Net change in fund balance</b>	<b>(2,490,152)</b>	<b>(1,688,735)</b>	<b>-</b>	<b>(801,417)</b>	<b>-</b>	<b>-</b>	<b>1</b>
<b>Fund balance - beginning of year</b>	<b>41,121,085</b>	<b>37,466,970</b>	<b>-</b>	<b>2,961,337</b>	<b>223,318</b>	<b>187,380</b>	<b>282,081</b>
<b>Fund balance - end of year</b>	<b>38,630,933</b>	<b>35,778,235</b>	<b>-</b>	<b>2,159,920</b>	<b>223,318</b>	<b>187,380</b>	<b>282,082</b>



# Madison Metropolitan School District

## 2015-16 Fall Adopted Budget

### Summary Revenue and Expenditures Fund Table By Year

*Note: Includes Interfund Transfers listed separately*

	2015-16 Fall Adopt Budget	Fund 10 - General	Fund 27 - Special Ed	Fund 38/30 - Debt Service	Fund 41 - Capital Improve	Fund 50 - Food Service	Fund 80 - Community Serv
<b>Revenues</b>							
Property taxes/Mobile Home/TIF	281,446,775	255,909,132	-	9,382,947	4,500,000	-	11,654,696
Other local sources	10,287,620	4,670,604	-	-	-	2,155,116	3,461,900
Interdistrict sources	2,127,515	2,077,515	50,000	-	-	-	-
Intermediate sources	135,553	123,617	-	-	-	-	11,936
State sources	88,397,333	69,313,567	18,911,297	-	-	172,469	-
Federal sources	30,762,091	14,444,449	6,146,843	-	-	8,625,488	1,545,311
Other sources	950,469	804,425	-	146,044	-	-	-
<b>Total revenues</b>	<b>414,107,357</b>	<b>347,343,309</b>	<b>25,108,140</b>	<b>9,528,992</b>	<b>4,500,000</b>	<b>10,953,073</b>	<b>16,673,843</b>
<b>Expenditures</b>							
Regular instruction	149,151,607	148,873,138	278,469	-	-	-	-
Vocational instruction	4,164,887	4,164,887	-	-	-	-	-
Special instruction	54,661,025	504,061	54,156,964	-	-	-	-
Other instruction	10,907,491	10,907,491	-	-	-	-	-
Pupil services	26,869,128	15,264,377	11,604,751	-	-	-	-
Instructional staff services	26,741,160	23,563,095	3,176,570	-	-	-	1,495
General administration services	22,502,279	22,502,279	-	-	-	-	-
Building administration services	48,755,844	31,915,084	170,100	-	4,495,185	10,953,073	1,222,402
Pupil transportation	12,346,438	8,687,188	3,658,250	-	-	-	1,000
Principal and interest	10,812,801	444,673	-	10,368,128	-	-	-
Other support services	18,875,516	17,740,125	455,689	-	4,815	-	674,887
Community Service	14,715,943	-	-	-	-	-	14,715,943
Non-program	12,854,846	12,625,846	229,000	-	-	-	-
<b>Total Expenditures</b>	<b>413,358,965</b>	<b>297,192,243</b>	<b>73,729,792</b>	<b>10,368,128</b>	<b>4,500,000</b>	<b>10,953,073</b>	<b>16,615,728</b>
Proceeds from Debt	1,966,298	-	-	1,966,298	-	-	-
Transfers in	49,012,879	224,671	48,788,208	-	-	-	-
Transfers out	(49,012,879)	(48,788,208)	(166,556)	-	-	-	(58,115)
<b>Net change in fund balance</b>	<b>2,714,690</b>	<b>1,587,529</b>	<b>-</b>	<b>1,127,162</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Fund balance - beginning of year</b>	<b>38,406,395</b>	<b>35,879,441</b>	<b>-</b>	<b>1,834,175</b>	<b>223,318</b>	<b>187,380</b>	<b>282,081</b>
<b>Fund balance - end of year</b>	<b>41,121,085</b>	<b>37,466,970</b>	<b>-</b>	<b>2,961,337</b>	<b>223,318</b>	<b>187,380</b>	<b>282,081</b>

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

*Note: Includes Interfund Transfers listed separately*

	2014-15 Actuals	Fund 10 - General	Fund 27 - Special Ed	Fund 38/30 - Debt Service	Fund 41 - Capital Improve	Fund 50 - Food Service	Fund 80 - Community Serv
<b>Revenues</b>							
Property taxes/Mobile Home/TIF	268,781,369	245,505,643	-	7,121,030	4,500,000	-	11,654,696
Other local sources	10,394,116	4,500,357	-	2,064	4,030	2,188,428	3,699,236
Interdistrict sources	2,444,702	2,362,066	82,636	-	-	-	-
Intermediate sources	84,010	80,495	-	-	-	-	3,516
State sources	91,741,114	72,802,758	18,761,914	-	-	176,442	-
Federal sources	30,035,230	14,449,059	6,034,479	-	-	8,366,010	1,185,681
Other sources	1,298,139	1,152,878	-	145,261	-	-	-
<b>Total revenues</b>	<b>404,778,680</b>	<b>340,853,256</b>	<b>24,879,029</b>	<b>7,268,355</b>	<b>4,504,030</b>	<b>10,730,880</b>	<b>16,543,130</b>
<b>Expenditures</b>							
Regular instruction	147,917,582	147,917,582	-	-	-	-	-
Vocational instruction	4,087,662	4,087,662	-	-	-	-	-
Special instruction	55,373,240	383,703	54,989,537	-	-	-	-
Other instruction	11,133,352	11,133,352	-	-	-	-	-
Pupil services	26,321,997	13,804,359	12,517,637	-	-	-	-
Instructional staff services	25,913,862	23,170,784	2,743,078	-	-	-	-
General administration services	22,791,352	22,791,352	-	-	-	-	-
Building administration services	45,932,641	29,749,585	126,161	-	4,265,702	10,439,762	1,351,431
Pupil transportation	12,799,829	9,165,395	3,633,423	-	-	-	1,011
Principal and interest	7,965,297	371,647	-	7,593,650	-	-	-
Other support services	20,122,140	19,397,377	86,608	-	16,294	-	621,862
Community Service	14,134,405	-	-	-	-	-	14,134,405
Non-program	12,230,618	11,651,553	209,650	-	-	103,738	265,678
<b>Total Expenditures</b>	<b>406,723,977</b>	<b>293,624,352</b>	<b>74,306,093</b>	<b>7,593,650</b>	<b>4,281,996</b>	<b>10,543,500</b>	<b>16,374,387</b>
Proceeds from Debt	665,365	665,365	-	-	-	-	-
Transfers in	49,912,606	260,494	49,651,498	614	-	-	-
Transfers out	(49,940,819)	(49,652,112)	(224,434)	-	-	-	(64,274)
<b>Net change in fund balance</b>	<b>(1,308,146)</b>	<b>(1,497,348)</b>	<b>-</b>	<b>(324,681)</b>	<b>222,034</b>	<b>187,379</b>	<b>104,469</b>
<b>Fund balance - beginning of year</b>	<b>39,714,541</b>	<b>37,376,789</b>	<b>-</b>	<b>2,158,856</b>	<b>1,283</b>	<b>-</b>	<b>177,612</b>
<b>Fund balance - end of year</b>	<b>38,406,394</b>	<b>35,879,441</b>	<b>-</b>	<b>1,834,175</b>	<b>223,318</b>	<b>187,379</b>	<b>282,081</b>

# Madison Metropolitan School District

## 2013-14 Actuals

### Summary Revenue and Expenditures Fund Table By Year

*Note: Includes Interfund Transfers listed separately*

	2013-14 Actuals	Fund 10 - General	Fund 27 - Special Ed	Fund 38/30 - Debt Service	Fund 41 - Capital Improve	Fund 50 - Food Service	Fund 80 - Community Serv
<b>Revenues</b>							
Property taxes/Mobile Home/TIF	257,793,837	236,063,131	-	6,055,277	6,000,000	-	9,675,429
Other local sources	9,672,595	3,970,958	-	864	5,671	2,487,596	3,207,506
Interdistrict sources	1,971,346	1,923,165	48,181	-	-	-	-
Intermediate sources	37,495	7,518	-	-	-	-	29,977
State sources	86,753,689	67,937,692	18,635,747	-	-	180,251	-
Federal sources	32,803,360	18,018,344	5,781,245	-	-	7,709,339	1,294,432
Other sources	1,815,828	1,669,610	800	145,418	-	-	-
<b>Total revenues</b>	<b>390,848,150</b>	<b>329,590,417</b>	<b>24,465,974</b>	<b>6,201,558</b>	<b>6,005,671</b>	<b>10,377,186</b>	<b>14,207,344</b>
<b>Expenditures</b>							
Regular instruction	146,538,444	145,577,770	470,537	-	-	-	490,137
Vocational instruction	4,262,447	4,262,447	-	-	-	-	-
Special instruction	53,592,091	265,316	53,326,775	-	-	-	-
Other instruction	10,648,073	10,648,073	-	-	-	-	-
Pupil services	24,523,722	11,924,248	12,493,394	-	-	-	106,079
Instructional staff services	24,258,378	20,329,760	2,782,471	-	-	-	1,146,146
General administration services	23,502,818	23,073,813	-	-	-	-	429,005
Building administration services	51,558,878	34,046,325	90,566	-	6,094,818	10,542,876	784,295
Pupil transportation	12,448,944	9,187,096	3,260,457	-	-	-	1,391
Principal and interest	6,549,627	112,329	-	6,437,298	-	-	-
Other support services	18,974,243	18,424,242	362,328	-	6,404	-	181,269
Community Service	12,909,193	-	-	-	-	-	12,909,193
Non-program	11,447,105	11,086,146	95,281	-	-	-	265,678
<b>Total Expenditures</b>	<b>401,213,962</b>	<b>288,937,564</b>	<b>72,881,808</b>	<b>6,437,298</b>	<b>6,101,222</b>	<b>10,542,876</b>	<b>16,313,194</b>
Proceeds from Debt	-	-	-	-	-	-	-
Transfers in	48,892,106	151,536	48,530,444	44,436	-	165,689	-
Transfers out	(48,879,515)	(48,740,569)	(114,609)	-	-	-	(24,336)
<b>Net change in fund balance</b>	<b>(10,353,221)</b>	<b>(7,936,180)</b>	<b>-</b>	<b>(191,304)</b>	<b>(95,550)</b>	<b>-</b>	<b>(2,130,187)</b>
<b>Fund balance - beginning of year</b>	<b>50,067,762</b>	<b>45,312,969</b>	<b>-</b>	<b>2,350,161</b>	<b>96,833</b>	<b>-</b>	<b>2,307,799</b>
<b>Fund balance - end of year</b>	<b>39,714,543</b>	<b>37,376,789</b>	<b>-</b>	<b>2,158,856</b>	<b>1,283</b>	<b>-</b>	<b>177,614</b>

# Statement of Revenue and Expenditure Budget Changes from 2015-16 Fall Budget to 2016-17 Proposed Budget

## Proposed Revenues by Fund and Source

This table summarizes MMSD revenues in terms of dollars by one (1) digit source code and one (1) digit Department of Public Instruction (DPI) Project code where applicable. It shows the prior year 2014-15 Actuals, 2015-16 Fall Budget, 2016-17 Proposed Budget, and the increase/decrease from the 2015-16 Fall Budget versus the 2016-17 Proposed Budget.

### Definitions:

- 2015-16 Fall Budget = Fall Revised School Year 2015-16 Budget Adopted by the board in October 2015.
- 2016-17 Proposed Budget = Spring Proposed Budget to the Board for School Year 2016-17.

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

#### Fund 10

- ✓ Line 5 reflects the increase in the General Fund Tax Levy under the Revenue Limit formula
- ✓ Line 6 reflects the anticipated change in Tax Levy Chargebacks for the upcoming fiscal year. The sharp decrease is due to the change in one time chargebacks from the Attic Angels settlement
- ✓ Line 8 reflects elimination of anticipated TIF district settlement revenue. No Tax Increment Financing (TIF) payments are expected in FY17
- ✓ Line 11 reflects an adjustment for existing social work contracted reimbursement through the University of Wisconsin
- ✓ Line 16 reflects a reduction in anticipated interest earnings based on current interest rates
- ✓ Line 20 reflects elimination in budgets for summer school fees. We will not be charging summer school fees during FY17. Net fees collected were less than 10K. The time and expense of trying to collect these fees along with Department of Public Instruction (DPI) rules made the fees impractical
- ✓ Line 22 reflects the annual adjustment for building formula carryover. This reduction will be adjusted before fall approval for year-end calculation of final formula carryover
- ✓ Line 29 reflects a reduction in anticipated integration aid under the general aid formula
- ✓ Line 31 reflects an increase of per pupil categorical aid of \$100 per pupil for FY17
- ✓ Line 32 reflects a decrease of state general aid of nearly 9%. This figure will change following July 1 estimates published by the Department of Public Instruction (DPI), and will be finalized on October 15, 2016
- ✓ Line 38 summarizes known changes to state project grants in lines 34-37. Many of these grants will be evaluated for available carryover after the fiscal year closes
- ✓ Line 42 reflects an adjustment and for UW reimbursement for a staff member at Lincoln Elementary
- ✓ Line 43 reflects an adjustment of Computer Aid under the Revenue Limit formula
- ✓ Line 55 summarizes known changes to federal project grants in lines 46-54. Many of these revenue changes reflect positions moved to federal funding as a local budget savings
- ✓ Line 59 summarizes known changes to Title I Revenue in lines 46-58. This increase in revenue reflects changes to existing positions charged to Title I in FY17 as well as curricular materials through Curriculum & Instruction (C&I)
- ✓ Line 61 reflects a decrease in anticipated Medicaid Revenue for Medicaid Administrative Claiming (MAC) / School Based Service (SBS) services
- ✓ Line 65 reflects a decrease in anticipated federal e-rate funds. New guidelines in place for FY17 will negatively impact what we are able to claim under e-rate going forward

- ✓ Line 67 reflects a decrease in anticipated rebate funds from our purchasing card program
- ✓ Line 68 reflects a decrease in anticipated direct billed medical services reimbursement through Health Services

#### **Fund 27**

- ✓ Line 71 reflects the increase in Interfund transfer from Fund 10 to Fund 27. This transfer is required to balance with expenditures in the FY17 budget
- ✓ Line 74 reflects the elimination of open enrollment tuition. Legislation effective July 1, 2016 will prevent us from billing for Open Enrollment Tuition going forward. Instead, a flat amount will be used under Open Enrollment guidelines for each special education student Open Enrolled into MMSD
- ✓ Lines 77 & 80 reflect an anticipated increase in State & Federal High Cost aid
- ✓ Line 85 summarizes known changes to federal project grants in lines 81-84. Many of these revenue changes reflect positions moved onto Individuals with Disabilities Education Act (IDEA) Flow Thru funding for FY17

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

- ✓ Lines 89 & 95 reflects the tax levy impact of debt schedule payments scheduled for FY17
- ✓ Line 92 reflects a reduction in budget for time one-time borrowing premium received for the 2015 Referendum borrowing

#### **Fund 41**

- ✓ Line 99 reflects a reduction in tax levy for capital maintenance. This authority was transferred to Fund 10 regular maintenance where there is the most need

#### **Fund 42**

- ✓ Line 104 reflects a reduction in one time proceeds for the 2015 Referendum. All future budgeting for expenditures will be based on a declining balance of available funds

#### **Fund 50**

- ✓ Line 109 reflects an anticipated increase in catering revenue
- ✓ Line 115 reflects an increase in expected federal food commodities

#### **Fund 80**

- ✓ Line 127 reflects the increase in Fund 80 tax levy for existing and new programming for Community Schools
- ✓ Line 131 reflects the reduction in matching reimbursed funds for tutoring grants moving out of Fund 80
- ✓ Line 136 reflects updated budgeting for reimbursement for Madison School & Community Recreation (MSCR) programming at the Goodman pool in Verona

# Madison Metropolitan School District

## Revenues by Fund and Source

### 2016-2017 Proposed Budget

Note: Includes all Budgeted Funds and Interfund Transfers

#### Revenues by Fund/Source

			2014-2015	2015-2016	2016-2017	2016-2017	2016-2017
			Revenues	Fall Budget	Proposed Budget	Incr/Decr	% Chg
<b>Fund 10 General Fund</b>							
1	1121	Transfer from Fund 21	6,200.00	-	-	-	0.00%
2	1127	Transfer from Fund 27	224,433.80	166,555.80	166,555.80	-	0.00%
3	1180	Transfer from Fund 80	29,860.67	58,115.00	58,115.00	-	0.00%
4	1199	Transfer from Fund 99	-	-	-	-	0.00%
5	1211	Current Property Tax	245,224,566.75	254,455,895.00	259,775,286.00	5,319,391.00	2.09%
6	1212	Property Tax Chargebacks	-	1,165,020.00	500,000.00	(665,020.00)	-57.08%
7	1213	Mobile Home Fees	62,858.45	70,000.00	70,000.00	-	0.00%
8	1219	TIF Revenue	218,217.30	218,217.00	-	(218,217.00)	-100.00%
9	1241	Tuition-Individuals	111,745.44	90,000.00	90,000.00	-	0.00%
10	1243	All Co-Curric Except Athletics	216,410.25	-	-	-	0.00%
11	1244	Local Payment for Service	157,183.00	106,150.00	160,514.25	54,364.25	51.21%
12	1262	Sale Of Materials-Non Sch	2,056.00	16,500.00	-	(16,500.00)	-100.00%
13	1264	Non-Capitl Surplus Prop Sales	1,500.00	-	-	-	0.00%
14	1271	School Co-Curricular Athletics	209,751.54	212,000.00	212,000.00	-	0.00%
15	1277	Reimbursable from City	2,500.00	-	-	-	0.00%
16	1280	Interest On Investment	363,326.54	428,676.00	400,000.00	(28,676.00)	-6.69%
17	1291	Gifts & Contributions	6,000.00	-	-	-	0.00%
18	1292	Student Fees	2,283,338.39	2,149,022.30	2,149,022.30	-	0.00%
19	1293	Bldg Rntl/Bldg Permit Fee	363,328.61	360,000.00	360,000.00	-	0.00%
20	1295	Summer School Fees	8,390.96	18,000.00	-	(18,000.00)	-100.00%
21	1297	Student Fines	16,133.51	-	-	-	0.00%
22	1299	Other Revenue-Misc	758,692.71	1,290,255.93	690,960.00	(599,295.93)	-46.45%
23	1341	Tuition-Non Open-Non Ses	39,810.00	40,000.00	40,000.00	-	0.00%
24	1345	Tuition-Open Enrol-Nonses	2,196,763.28	1,917,515.00	1,879,008.00	(38,507.00)	-2.01%
25	1349	Other Rev-Other District	125,492.79	120,000.00	120,000.00	-	0.00%
26	1515	St Aid Transit Interm Src	80,494.57	123,617.38	124,248.68	631.30	0.51%
27	1612	Transportation Aid	244,912.93	278,250.00	278,250.00	-	0.00%
28	1613	Library Aid-Common Sch Fd	861,204.00	750,000.00	750,000.00	-	0.00%
29	1615	Integration Aid	503,793.00	490,330.00	297,872.00	(192,458.00)	-39.25%
30	1618	Bilingual ESL State Aid	1,899,304.26	1,901,117.00	1,901,117.00	-	0.00%
31	1619	Other Categorical Aid	4,107,900.00	4,126,800.00	6,876,750.00	2,749,950.00	66.64%
32	1621	General State Aid	53,839,246.00	51,985,923.00	47,455,557.00	(4,530,366.00)	-8.71%
33	1628	High Poverty Aid	1,601,009.00	-	-	-	0.00%
34	395	Alcohol & Other Drug Abuse	-	24,519.00	29,642.58	5,123.58	20.90%
35	577	Career & Tech Act 59	105,000.00	44,000.00	-	(44,000.00)	-100.00%
36	583	Educator Effectiveness Grant	219,280.00	219,280.00	219,280.00	-	0.00%
37	584	Financial Literacy	12,113.25	17,886.00	17,886.00	-	0.00%
38	1630	State Special Projects Grants	336,393.25	305,685.00	266,808.58	(38,876.42)	-12.72%
39	1641	General Tuition State Paid	386,097.00	368,995.00	368,995.00	-	0.00%
40	1650	Sage-Stu Achiev Guar Educ	6,905,867.94	6,939,833.00	6,939,833.00	-	0.00%
41	1660	St Rev Thru Local Units	6,184.83	-	-	-	0.00%
42	1690	Oth Rev St Srcs-Not Dpi	38,412.00	77,498.00	120,827.70	43,329.70	55.91%
43	1691	Computer Aid	2,072,434.00	2,089,136.00	2,061,359.00	(27,777.00)	-1.33%
44	400	Career & Tech Perkins	260,589.00	247,901.00	247,901.00	-	0.00%
45	1713	Voc Ed Act Aid	260,589.00	247,901.00	247,901.00	-	0.00%
46	334	Coordinated School Health	7,752.91	8,547.09	8,547.09	-	0.00%
47	335	Educ For Homeless Childre	50,000.00	46,032.74	46,721.34	688.60	1.50%
48	341	IDEA Flow Through	721,497.58	720,623.33	777,065.98	56,442.65	7.83%



**Madison Metropolitan School District**  
**Revenues by Fund and Source**  
**2016-2017 Proposed Budget**

**Note: Includes all Budgeted Funds and Interfund Transfers**

<b>Revenues by Fund/Source</b>			<b>2014-2015</b>	<b>2015-2016</b>	<b>2016-2017</b>	<b>2016-2017</b>	<b>2016-2017</b>
			<b>Revenues</b>	<b>Fall Budget</b>	<b>Proposed Budget</b>	<b>Incr/Decr</b>	<b>% Chg</b>
49	365	Title IIA-Qual Teach/Prin	1,133,703.95	1,282,125.06	1,463,395.38	181,270.32	14.14%
50	371	Title IIIA Immigrant Discretio	66,268.72	40,000.00	40,000.00	-	0.00%
51	391	Title III-English Acquisi	546,048.40	1,349,008.72	1,558,554.47	209,545.75	15.53%
52	538	Refugee School Impact	2,622.56	12,378.00	12,378.00	-	0.00%
53	591	InSPIRE Pregnancy Asst	156,546.46	148,306.54	148,306.54	-	0.00%
54	592	Safe & Support Scls Public Aid	85,238.60	-	-	-	0.00%
55	1730	Federal Special Proj Rev	2,769,679.18	3,607,021.48	4,054,968.80	447,947.32	12.42%
56	140	ESEA Title I-D Delinquent	16,179.20	23,565.00	23,565.00	-	0.00%
57	141	ESEA Title I-A	7,049,107.64	6,177,028.16	6,458,508.05	281,479.89	4.56%
58	145	ESEA Title I-A St Pgm Imp	124,974.85	14,000.00	32,076.49	18,076.49	129.12%
59	1751	Title I Revenue	7,190,261.69	6,214,593.16	6,514,149.54	299,556.38	4.82%
60	1770	Fed Rev Thru Local Units	14,936.17	-	-	-	0.00%
61	1780	Fed Rev Thru St (Not DPI)	3,787,774.12	4,300,000.00	3,900,000.00	(400,000.00)	-9.30%
62	1790	Direct Rev Frm Fed Source	425,819.29	74,933.57	74,933.57	-	0.00%
63	1878	Capital Leases	665,365.41	-	-	-	0.00%
64	1964	Insurance Reimbursements	134,960.83	-	-	-	0.00%
65	1971	Aidable Refund	631,355.25	620,000.00	430,000.00	(190,000.00)	-30.65%
66	1972	Non-Aidable Refund	25,076.07	5,000.00	5,000.00	-	0.00%
67	1973	Miscellaneous Rebate	48,520.22	102,000.00	50,000.00	(52,000.00)	-50.98%
68	1989	Medical Service Reimbursement	80,330.00	77,424.53	55,600.34	(21,824.19)	-28.19%
69	1990	Miscellaneous	232,635.45	-	-	-	0.00%
<b>70</b>	<b>Total</b>	<b>Fund 10 General Fund</b>	<b>341,779,115.45</b>	<b>347,567,980.15</b>	<b>349,445,632.56</b>	<b>1,877,652.41</b>	<b>0.54%</b>
<b>Fund 27 Educational Services</b>							
71	1110	Transfer from Gen Fund	49,651,497.66	48,788,208.20	49,922,418.22	1,134,210.02	2.32%
72	1316	St Rev Other Dist-St Grts	939.20	-	-	-	0.00%
73	1346	Tuition-Non Open-SES	-	-	-	-	0.00%
74	1347	Tuition-Open Enroll-SES	80,721.87	50,000.00	-	(50,000.00)	-100.00%
75	1349	Other Rev-Other District	975.00	-	-	-	0.00%
76	1611	Handicapped Aid	18,189,056.00	18,306,493.96	18,306,493.96	-	0.00%
77	1625	State High Cost Aid	522,928.00	520,000.00	560,000.00	40,000.00	7.69%
78	1641	General Tuition State Paid	18,896.00	84,803.00	84,803.00	-	0.00%
79	1690	Oth Rev St Srcs-Not Dpi	31,034.02	-	-	-	0.00%
80	1711	Special Ed High Cost Aid	274,899.00	270,000.00	310,000.00	40,000.00	14.81%
81	341	IDEA Flow Through	4,933,529.55	5,304,180.54	5,687,578.34	383,397.80	7.23%
82	342	IDEA Discretionary	2,056.98	8,000.00	8,000.00	-	0.00%
83	347	IDEA Preschool Entitlement	140,300.00	131,126.53	152,926.66	21,800.13	16.63%
84	349	IDEA St Improvement Grant	3,669.23	-	-	-	0.00%
85	1730	Federal Special Proj Rev	5,079,555.76	5,443,307.07	5,848,505.00	405,197.93	7.44%
86	1780	Fed Rev Thru St (Not DPI)	680,024.04	433,536.00	433,536.00	-	0.00%
<b>87</b>	<b>Total</b>	<b>Fund 27 Educational Services</b>	<b>74,530,526.55</b>	<b>73,896,348.23</b>	<b>75,465,756.18</b>	<b>1,569,407.95</b>	<b>2.12%</b>
<b>Fund 30 Debt Service</b>							
88	1110	Transfer from Gen Fund	614.00	-	-	-	0.00%
89	1211	Current Property Tax	4,202,660.00	5,498,872.54	7,999,159.00	2,500,286.46	45.47%
90	1280	Interest On Investment	308.85	-	-	-	0.00%
91	1875	Proceeds From Lt Bonds	-	-	-	-	0.00%
92	1879	Premium/Accrued Interest	-	1,966,298.00	-	(1,966,298.00)	-100.00%
93	1968	Debt Issue Prem & Acc Int	-	-	-	-	0.00%
<b>94</b>	<b>Total</b>	<b>Fund 30 Debt Service</b>	<b>4,203,582.85</b>	<b>7,465,170.54</b>	<b>7,999,159.00</b>	<b>533,988.46</b>	<b>7.15%</b>

# Madison Metropolitan School District

## Revenues by Fund and Source

### 2016-2017 Proposed Budget

Note: Includes all Budgeted Funds and Interfund Transfers

#### Revenues by Fund/Source

			2014-2015	2015-2016	2016-2017	2016-2017	2016-2017
			Revenues	Fall Budget	Proposed Budget	Incr/Decr	% Chg
<b>Fund 38 Non-Ref Debt Service Fund</b>							
95	1211	Current Property Tax	2,918,370.00	3,884,074.62	4,063,784.00	179,709.38	4.63%
96	1280	Interest On Investment	1,755.13	-	-	-	0.00%
97	1971	Aidable Refund	145,260.90	146,044.40	146,044.00	(0.40)	0.00%
<b>98</b>	<b>Total</b>	<b>Fund 38 Non-Ref Debt Service Fund</b>	<b>3,065,386.03</b>	<b>4,030,119.02</b>	<b>4,209,828.00</b>	<b>179,708.98</b>	<b>4.46%</b>
<b>Fund 41 Capital Expansion Fund</b>							
99	1211	Current Property Tax	4,500,000.00	4,500,000.00	4,000,000.00	(500,000.00)	-11.11%
100	1280	Interest On Investment	4,030.22	-	-	-	0.00%
<b>101</b>	<b>Total</b>	<b>Fund 41 Capital Expansion Fund</b>	<b>4,504,030.22</b>	<b>4,500,000.00</b>	<b>4,000,000.00</b>	<b>(500,000.00)</b>	<b>-11.11%</b>
<b>Fund 42 2015 Referendum</b>							
102	1280	Interest On Investment	-	-	-	-	0.00%
103	1873	Proceeds From Lt Notes	-	-	-	-	0.00%
104	1875	Proceeds From Lt Bonds	-	41,000,000.00	-	(41,000,000.00)	-100.00%
105	1968	Debt Issue Prem & Acc Int	-	-	-	-	0.00%
<b>106</b>	<b>Total</b>	<b>Fund 42 2015 Referendum</b>	<b>-</b>	<b>41,000,000.00</b>	<b>-</b>	<b>(41,000,000.00)</b>	<b>-100.00%</b>
<b>Fund 50 Food Service</b>							
107	1251	Food Service Sales-Pupils	1,935,215.84	1,919,762.39	1,919,762.39	-	0.00%
108	1252	Food Service Sales-Adults	106,567.20	101,264.00	101,264.00	-	0.00%
109	1259	Food Service Sales-Other	142,327.30	66,025.00	132,050.00	66,025.00	100.00%
110	586	Summer Food Srv Prgm	-	-	-	-	0.00%
111	1291	Gifts & Contributions	4,878.00	-	-	-	0.00%
112	1299	Other Revenue-Misc	(559.88)	68,065.00	48,065.00	(20,000.00)	-29.38%
113	542	State School Lunch Aid	96,643.62	78,062.18	78,062.18	-	0.00%
114	543	State School Breakfast Prgm	79,798.02	94,406.82	94,406.82	-	0.00%
115	1617	Food Services-St Reimb	176,441.64	172,469.00	172,469.00	-	0.00%
116	586	Summer Food Srv Prgm	21,893.24	3,000.00	21,000.00	18,000.00	600.00%
117	1714	Donated Commodities	575,320.10	472,463.00	625,000.00	152,537.00	32.29%
118	546	Food Service Aid-Breakfast	1,746,772.89	1,721,885.71	1,739,104.57	17,218.86	1.00%
119	547	Food Service Aid-Lunch	5,185,133.89	5,613,623.01	5,669,759.24	56,136.23	1.00%
120	551	CACFP Supper Reimb	60,735.07	37,900.28	38,279.28	379.00	1.00%
121	586	Summer Food Srv Prgm	549,248.58	540,000.00	545,400.00	5,400.00	1.00%
122	1717	Food Service Federal Rev	7,541,890.43	7,913,409.00	7,992,543.09	79,134.09	1.00%
123	376	WI Fresh Fruit & Vegetable Prg	223,331.92	223,551.00	223,551.00	-	0.00%
124	594	WI Fresh Fruit & Vegetable Prg	25,467.73	16,065.00	16,065.00	-	0.00%
125	1730	Federal Special Proj Rev	248,799.65	239,616.00	239,616.00	-	0.00%
<b>126</b>	<b>Total</b>	<b>Fund 50 Food Service</b>	<b>10,730,880.28</b>	<b>10,953,073.39</b>	<b>11,230,769.48</b>	<b>277,696.09</b>	<b>2.54%</b>
<b>Fund 80 Community Service</b>							
127	1211	Current Property Tax	11,654,696.25	11,654,696.25	11,833,856.17	179,159.92	1.54%
128	1244	Local Payment for Service	332,881.93	87,600.00	87,600.00	-	0.00%
129	1262	Sale Of Materials-Non Sch	-	-	-	-	0.00%
130	1272	Community Service Fees	10,707.95	-	-	-	0.00%
131	1291	Gifts & Contributions	182,719.50	188,399.50	64,500.00	(123,899.50)	-65.76%
132	1292	Student Fees	36,696.25	43,300.00	43,300.00	-	0.00%
133	1295	Summer School Fees	19,065.50	18,300.00	18,300.00	-	0.00%
134	1296	Nontaxable Revenues MSCR	1,387,049.26	1,448,900.00	1,448,900.00	-	0.00%
135	1298	Taxable Revenues MSCR	1,637,559.17	1,657,600.00	1,657,600.00	-	0.00%
136	1299	Other Revenue-Misc	92,556.88	17,800.00	66,200.00	48,400.00	271.91%
137	1517	Federal Aid In Transit	3,515.63	11,936.06	11,936.06	-	0.00%

**Madison Metropolitan School District**  
**Revenues by Fund and Source**  
**2016-2017 Proposed Budget**

**Note: Includes all Budgeted Funds and Interfund Transfers**

<b>Revenues by Fund/Source</b>			<b>2014-2015</b>	<b>2015-2016</b>	<b>2016-2017</b>	<b>2016-2017</b>	<b>2016-2017</b>
			<b>Revenues</b>	<b>Fall Budget</b>	<b>Proposed Budget</b>	<b>Incr/Decr</b>	<b>% Chg</b>
138	367	<i>Title IV-B 21st Cent Clc</i>	1,183,281.42	1,268,211.14	1,270,241.12	2,029.98	0.16%
139	1730	Federal Special Proj Rev	1,183,281.42	1,268,211.14	1,270,241.12	2,029.98	0.16%
140	1770	Fed Rev Thru Local Units	-	277,100.00	277,100.00	-	0.00%
141	1780	Fed Rev Thru St (Not DPI)	1,800.00	-	-	-	0.00%
142	1790	Direct Rev Frm Fed Source	600.00	-	-	-	0.00%
<b>143</b>	<b>Total</b>	<b>Fund 80 Community Service</b>	<b>16,543,129.74</b>	<b>16,673,842.95</b>	<b>16,779,533.35</b>	<b>105,690.40</b>	<b>0.63%</b>
<b>144</b>	<b>Total</b>	<b>All Funds</b>	<b>455,356,651.12</b>	<b>506,086,534.28</b>	<b>469,130,678.57</b>	<b>(36,955,855.71)</b>	<b>-7.30%</b>

# Statement of Revenue and Expenditure Budget Changes from 2015-16 Fall Budget to 2016-17 Proposed Budget

## Proposed Expenditures by Fund and Object

This table summarizes MMSD expenditures in terms of dollars by two (2) digit object code group and individual object code. It shows the prior year 2014-15 Actuals, 2015-16 Fall Budget, 2016-17 Proposed Budget, and the increase/decrease from the 2015-16 Fall Budget versus the 2016-17 Proposed Budget.

### Definitions:

- 2015-16 Fall Budget = Fall Revised School Year 2015-16 Budget Adopted by the board in October 2015.
- 2016-17 Proposed Budget = Spring Proposed Budget to the Board for School Year 2016-17.

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

#### Fund 10

- ✓ Line 1 reflects reclassification of existing summer school budget to account for summer administrative time. It is not an overall increase in the summer school budget
- ✓ Line 3 reflects an increase in anticipated substitute costs for the general fund from all sources
- ✓ Line 5 reflects a reclassification of budgets for the Grow Your Own teacher program through Human Resources. This is not an overall increase to the Grow Your Own program
- ✓ Line 11 reflects the net impact on all teaching positions after salary increases and subsequent budget cutting measures. This line now includes updates to create two Intensive Support Team members since the April Budget Book.
- ✓ Line 17 reflects salaries for positions that were formally administrative positions. These conversions are handled through attrition/retirement, and help illustrate why there is a net negative impact on line 10
- ✓ Line 50 reflects movement of the Educational Resource Officer (ERO) contract from Fund 80 to Fund 10
- ✓ Line 52 reflects a budgeted increase for Long Range Facility Planning (\$95K) and reduction/reclassification of Badger Rock Middle School site rental fees (\$56K)
- ✓ Line 54 includes reclassification/increase of budgets under the Technology Plan based on 16-17 planning
- ✓ Line 62 reflects an increase to general maintenance (\$500K), reduction of building improvement funds (\$150K), reclassification of budget from Fund 41 to Fund 10 (\$500K), and reclassification of budget from maintenance to contingency to address negative net pay for employee premium contributions
- ✓ Line 64 reflects a reclassification/increase of budgets for the Technology Plan (\$130K)
- ✓ Lines 66 & 67 reflect an increase in anticipated rental fees for the renamed "Restore" expulsion abeyance program (\$21K). Also, a reclassification of rental fees associated with our Badger Rock Middle School site (\$56K). The rental fees for Badger Rock were previously coded to Line 52 in the FY16 budget
- ✓ Line 68 & 70 reflect an anticipated increase in utilities charges for FY17 at all MMSD sites
- ✓ Line 72 reflects an increase to regular transportation budget for FY17 (\$350K)
- ✓ Line 78 reflects a reduction in anticipated fuel charges for our main pupil transportation contract
- ✓ Lines 89 & 92 reflects the expected net impact of changes to MMSD enrollment, payments for school choice pupils, and changes to legislation governing treatment of open enrollment students in the special education program
- ✓ Line 96 reflects impacts of change to annual school allotment formulas (\$550K) and formula

carryover (\$560K). Please note that formula carryover will be reevaluated at year end for approval in Fall

- ✓ Line 115 reflects reclassification of expenditures related to district wide existing software licenses
- ✓ Line 126 reflects increases to equipment leasing (rental) fees for the Technology Plan
- ✓ Line 135 reflects the anticipated increase for Worker's Compensation insurance costs for FY17
- ✓ Lines 137-144 reflect a reduction of anticipated unemployment compensation costs for FY17
- ✓ Line 158 reflects the change in anticipated change in levy chargeback payments
- ✓ Line 159 reflects budget for priority action adds for Access to Bilingual Education (\$123K), Academic Career Plan (ACP) & Experiential Learning Coordination (\$289K), Ninth Grade Transitional Support (\$25K), and Advancement Via Individual Determination (AVID) Expansion (\$138K). These budget items will be classified in the fall budget based on position assignments, needed materials, etc.
- ✓ Line 161 reflects a reduction of \$1MM in the salary savings estimate. This line is currently ahead of planned estimates pending results of retiree and staff turnover and as such – very volatile to change
- ✓ Line 163 reflects a movement of \$300K of maintenance funds to a reserve account to address negative net pay issues related to enactment of an employee premium contribution for health insurance

#### **Fund 27**

- ✓ Lines 168 and 181 reflect a reclassification of sub costs in special education based on the type of staff coverage being used. This is part of the effort to addressing sub costs throughout the district
- ✓ Line 174 reflects changes in Flow Through grant expenditures for clerical instruction and coordination. This is not an impact to local budgeting
- ✓ Line 175 reflects a shift in allocation for SEA positions at all sites. This figure will be impacted by results from individual staffing workbooks at all school sites
- ✓ Line 203 reflects an increase to the specialized transportation budget for FY17 (\$150K)

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

- ✓ Lines 245 & 253 summarize changes in the debt payments schedule for FY17

#### **Fund 41**

- ✓ Line 269 reflects movement of \$500K budget authority to Fund 10

#### **Fund 42**

- ✓ Line 294 summarizes the reduction in budget authority for the 2015 referendum. The remaining budget is an estimate based on known expenditures and purchase orders in March 2016. Actual budgets for Fund 42 will be finalized after close of FY16

#### **Fund 50**

- ✓ Line 323 reflects an increase in the Food Service budget for planned maintenance expenditures
- ✓ Line 329 reflects a reclassification of budget for employee mileage
- ✓ Lines 336 & 337 summarize anticipated changes for food services supplies and food costs
- ✓ Line 340 reflects a reclassification of budget for software upgrades. Software upgrades occurred in FY16
- ✓ Lines 342-344 reflect anticipated replacement costs of food service line computers and components

#### **Fund 80**

- ✓ Lines 357 & 362 include reclassification of an administrative position to a Non-union Professional (NUP) and an increase of 1 Family, Youth & Community Engagement (FYCE) Coordinator
- ✓ Line 382 reflects the movement of the ERO contract from Fund 80 to Fund 10
- ✓ Line 383 reflects the increase of \$185K for Community Schools and reduction of \$75K for Centro Hispano which was transferred to Fund 10
- ✓ Line 407 reflects an increase of Madison Out of School Time (MOST) payments of \$49K from Fund 10. Additionally, the account classification for MOST was moved to Object 0370. The remainder of the increase in this line is a reclassification of existing budgets to this line

**Madison Metropolitan School District**  
**Expenditures by Fund and Object**  
**2016-2017 Proposed Budget**

**Note: Includes all Budgeted Funds and Interfund Transfers**

**2016-2017 Budgets by Fund/Object**

		2014-2015	2015-2016	2016-2017	2016-2017	2016-2017
		Expenditures	Fall Budget	Proposed Budget	Incr/Decr	% Chg
<b>Fund 10 General Fund</b>						
1	Total for Object 0100: Administrative Temp	64,784.31	165,806.38	254,710.60	88,904.22	53.62%
2	Total for Object 0101: Teacher-Temp	6,955,839.86	8,130,491.14	7,915,968.51	(214,522.63)	-2.64%
3	Total for Object 0102: Sub Teacher-Contractual	2,709,174.93	2,390,983.97	2,941,976.00	550,992.03	23.04%
4	Total for Object 0103: Clerical / Technical-Temp	408,085.47	216,344.75	222,249.24	5,904.49	2.73%
5	Total for Object 0104: EA / SEA-Temp	159,189.84	91,023.04	101,563.60	10,540.56	11.58%
6	Total for Object 0105: Cust / Operation-Temp	84,402.24	45,774.87	46,274.87	500.00	1.09%
7	Total for Object 0107: Food Service-Temp	59.16	-	-	-	0.00%
8	Total for Object 0108: NonUnion Professional-Temp	59,483.63	19,658.32	21,147.32	1,489.00	7.57%
9	Total for Object 0109: Misc-Temp	586,154.06	765,716.02	688,855.15	(76,860.87)	-10.04%
10	Total for Object 0110: Administrative-Perm	13,689,465.90	12,916,149.32	12,860,230.24	(55,919.08)	-0.43%
11	Total for Object 0111: Teacher-Perm	113,298,890.07	113,222,205.63	112,093,203.83	(1,129,001.80)	-1.00%
12	Total for Object 0112: Perm Non-Union Hourly	403,403.96	409,780.47	363,629.55	(46,150.92)	-11.26%
13	Total for Object 0113: Clerical / Technical-Perm	8,203,426.53	8,465,212.00	8,559,338.85	94,126.85	1.11%
14	Total for Object 0114: EA / HCA-Perm	3,004,928.93	3,094,058.09	3,029,606.94	(64,451.15)	-2.08%
15	Total for Object 0115: Cust / Operation-Perm	9,881,959.11	9,993,819.69	10,158,715.68	164,895.99	1.65%
16	Total for Object 0116: Maint / Trades-Perm	107.62	1,241,438.70	1,247,605.97	6,167.27	0.50%
17	Total for Object 0118: PermNon-Union Professional	4,489,793.51	5,029,166.84	5,302,263.56	273,096.72	5.43%
18	Total for Object 0119: Misc-Perm	3,585,524.36	3,898,037.76	4,055,114.91	157,077.15	4.03%
19	Total for Object 0122: Sub Teacher-Administrativ	671,782.66	657,298.20	630,229.24	(27,068.96)	-4.12%
20	Total for Object 0126: Time Limited EA/SEA	-	6,561.00	6,561.00	-	0.00%
21	Total for Object 0129: Noon Lunch Supervision	629,825.95	724,747.32	742,007.68	17,260.36	2.38%
22	Total for Object 0135: Cust O/T-Snow Plowing	50,302.96	45,070.35	45,070.35	-	0.00%
23	Total for Object 0137: Cust O/T-Facility Rentals	114,363.28	11,282.37	11,282.37	-	0.00%
24	Total for Object 0139: Cust O/T-Emergency Maint.	2,330.32	-	-	-	0.00%
25	Total for Object 0141: Security	724,092.02	783,829.37	781,743.65	(2,085.72)	-0.27%
26	Total for Object 0151: Board of Education	31,100.00	56,300.00	56,300.00	-	0.00%
27	Total for Object 0155: Sabbatical Pay-Teachers	-	40,000.00	40,000.00	-	0.00%
28	Total for Object 0161: Security OT	44,690.21	8,588.18	8,588.18	-	0.00%
29	Total for Object 0163: Clerical OT	265,678.21	153,496.13	155,693.13	2,197.00	1.43%
30	Total for Object 0164: Ed Asst OT	939.03	500.00	500.00	-	0.00%
31	Total for Object 0165: Custodial OT	140,232.83	100,858.82	100,858.82	-	0.00%
32	Total for Object 0166: Trades OT	-	-	-	-	0.00%
33	Total for Object 0169: Other OT	17,465.03	10,653.82	10,653.82	-	0.00%
<b>34</b>	<b>Total for 0100 - Salaries:</b>	<b>170,277,475.99</b>	<b>172,694,852.55</b>	<b>172,451,943.06</b>	<b>(242,909.49)</b>	<b>-0.14%</b>
35	Total for Object 0212: Employer's Share WRS	11,233,798.88	10,577,644.22	10,256,757.81	(320,886.41)	-3.03%
36	Total for Object 0213: Employee WRS Rate Temp	1,480.00	-	-	-	0.00%
37	Total for Object 0214: Employer WRS Rate Temp	132.21	628,445.13	567,882.11	(60,563.02)	-9.64%
38	Total for Object 0220: Social Security	12,850,606.57	12,106,364.64	12,006,867.37	(99,497.27)	-0.82%
39	Total for Object 0222: Social Security Rate Temp	152.25	973,009.96	1,029,961.68	56,951.72	5.85%
40	Total for Object 0230: Life Insurance	479,669.23	491,676.66	511,346.99	19,670.33	4.00%
41	Total for Object 0240: Health Insurance	44,657,797.50	45,044,191.13	44,822,161.43	(222,029.70)	-0.49%
42	Total for Object 0243: Dental Insurance	2,511,555.81	2,536,765.36	2,541,775.64	5,010.28	0.20%
43	Total for Object 0249: Lt Care Insurance	380,054.45	404,308.00	424,308.00	20,000.00	4.95%
44	Total for Object 0251: Long Term Disability Ins	1,078,826.82	1,090,892.92	1,132,655.65	41,762.73	3.83%
45	Total for Object 0290: Other Employee Benefits	367,391.96	507,914.96	507,914.96	-	0.00%
46	Total for Object 0291: College Credit Reimbursement	12,945.00	10,000.00	10,000.00	-	0.00%
<b>47</b>	<b>Total for 0200 - Benefits:</b>	<b>73,574,410.68</b>	<b>74,371,212.98</b>	<b>73,811,631.64</b>	<b>(559,581.34)</b>	<b>-0.75%</b>
48	Total for Object 0306: Athletic Trainers-Annual	34,839.88	38,000.00	38,000.00	-	0.00%
49	Total for Object 0307: Athletic Trainers-Events	39,433.93	22,066.00	22,066.00	-	0.00%



**Madison Metropolitan School District**  
**Expenditures by Fund and Object**  
**2016-2017 Proposed Budget**

**Note: Includes all Budgeted Funds and Interfund Transfers**

**2016-2017 Budgets by Fund/Object**

		2014-2015	2015-2016	2016-2017	2016-2017	2016-2017
		Expenditures	Fall Budget	Proposed Budget	Incr/Decr	% Chg
50	Total for Object 0308: Police-Educational Res	-	-	367,179.16	367,179.16	0.00%
51	Total for Object 0309: Police-Event Coverage	18,796.11	16,923.00	16,923.00	-	0.00%
52	Total for Object 0310: Personal Svs-Prof/Tec/Official	2,251,631.73	2,832,074.96	2,827,699.82	(4,375.14)	-0.15%
53	Total for Object 0311: Architech & Engineer Fees	1,045.00	20,000.00	20,000.00	-	0.00%
54	Total for Object 0314: Personal Services Consult	504,818.21	635,282.39	822,982.39	187,700.00	29.55%
55	Total for Object 0315: Employee Health Exams	30,225.50	25,000.00	25,000.00	-	0.00%
56	Total for Object 0316: Litigation / Arbitration	27,743.45	27,000.00	27,000.00	-	0.00%
57	Total for Object 0317: Pers Svcs Clerical-Perm	24,388.71	350.00	350.00	-	0.00%
58	Total for Object 0318: Pers Svcs Clerical-Temp	81,460.85	26,769.09	48,344.73	21,575.64	80.60%
59	Total for Object 0319: Pers Svcs Cultural Arts	2,140.00	2,644.30	2,644.30	-	0.00%
60	Total for Object 0320: Property Services	74,926.40	60,000.00	15,000.00	(45,000.00)	-75.00%
61	Total for Object 0321: Site Maintenance	170,478.86	116,549.68	116,549.68	-	0.00%
62	Total for Object 0322: Building Maintenance	934,167.09	670,201.82	1,172,276.89	502,075.07	74.91%
63	Total for Object 0323: Purchased Svcs Operation	356,590.31	450,000.00	450,000.00	-	0.00%
64	Total for Object 0324: Equipment Repair Svcs	707,516.66	868,176.64	995,089.81	126,913.17	14.62%
65	Total for Object 0327: Vehicle Repair Svcs	180,886.71	135,567.53	135,567.53	-	0.00%
66	Total for Object 0328: Space Rental-Events/Mtgs	118,004.88	111,774.14	175,875.99	64,101.85	57.35%
67	Total for Object 0329: Space Rental - Long Term	392,754.72	374,363.33	403,093.33	28,730.00	7.67%
68	Total for Object 0331: Gas	1,577,015.30	1,666,162.00	1,756,162.00	90,000.00	5.40%
69	Total for Object 0332: Fuel Oil	4,631.64	5,000.00	5,000.00	-	0.00%
70	Total for Object 0336: Electricity	3,178,953.84	3,100,482.72	3,250,482.72	150,000.00	4.84%
71	Total for Object 0337: Water & Sewer	696,541.23	600,000.00	600,000.00	-	0.00%
72	Total for Object 0341: Pupil Travel	8,145,874.90	7,700,332.74	8,080,562.05	380,229.31	4.94%
73	Total for Object 0342: Employee Travel Local	184,053.33	164,198.93	164,933.22	734.29	0.45%
74	Total for Object 0343: Contracted Service Travel	733,380.00	707,000.00	707,000.00	-	0.00%
75	Total for Object 0344: Employee Trav-Conferences	547,581.09	444,499.63	468,803.63	24,304.00	5.47%
76	Total for Object 0345: Pupil Field Trips Lodge & Food	3,389.45	-	-	-	0.00%
77	Total for Object 0347: Trans Parent Contracts	262,335.78	204,000.00	204,000.00	-	0.00%
78	Total for Object 0348: Vehicle Fuel	122,765.46	135,000.00	118,500.00	(16,500.00)	-12.22%
79	Total for Object 0349: Taxi Cab Transportation	51,117.89	53,322.21	51,322.21	(2,000.00)	-3.75%
80	Total for Object 0351: Advertising	47,610.32	51,250.00	29,750.00	(21,500.00)	-41.95%
81	Total for Object 0352: Page Systems	20,276.57	30,000.00	30,000.00	-	0.00%
82	Total for Object 0353: Postage	206,096.39	223,233.95	227,694.20	4,460.25	2.00%
83	Total for Object 0354: Printing & Binding	251,565.89	139,441.99	108,392.64	(31,049.35)	-22.27%
84	Total for Object 0355: Telephone	719,996.26	710,156.94	686,573.69	(23,583.25)	-3.32%
85	Total for Object 0356: Quick Copy Service	(19,018.33)	(41,925.00)	(41,925.00)	-	0.00%
86	Total for Object 0358: On-line communications	18,800.00	18,800.00	18,800.00	-	0.00%
87	Total for Object 0370: Educ Svcs-Non Govt Agency	3,594,470.91	3,459,164.00	3,434,955.00	(24,209.00)	-0.70%
88	Total for Object 0381: Payment To Municipality	147,122.80	125,000.00	125,000.00	-	0.00%
89	Total for Object 0382: Interdistrict Pymt In WI	7,763,235.02	8,454,066.00	9,093,012.00	638,946.00	7.56%
90	Total for Object 0385: Pymnt Intermediate Units	-	12,250.00	12,250.00	-	0.00%
91	Total for Object 0386: Payment To CESA	-	20,150.00	20,150.00	-	0.00%
92	Total for Object 0387: Payment To State	368,224.89	480,922.78	576,086.00	95,163.22	19.79%
93	Total for Object 0389: Payment To WTCS District	82,061.39	343,286.00	343,286.00	-	0.00%
<b>94</b>	<b>Total for 0300 - Purch Svcs:</b>	<b>34,659,931.02</b>	<b>35,238,537.77</b>	<b>37,752,432.99</b>	<b>2,513,895.22</b>	<b>7.13%</b>
95	Total for Object 0401: ELM	-	1,818,511.02	1,781,702.00	(36,809.02)	-2.02%
96	Total for Object 0411: General Supplies	3,815,749.97	4,309,680.24	3,211,317.43	(1,098,362.81)	-25.49%
97	Total for Object 0412: Workbooks	85,865.29	15,344.31	15,344.31	-	0.00%
98	Total for Object 0413: Computer Supplies	1,308.63	-	-	-	0.00%
99	Total for Object 0415: Food	181,336.80	121,973.24	121,973.24	-	0.00%

**Madison Metropolitan School District**  
**Expenditures by Fund and Object**  
**2016-2017 Proposed Budget**

**Note: Includes all Budgeted Funds and Interfund Transfers**

**2016-2017 Budgets by Fund/Object**

		<b>2014-2015</b>	<b>2015-2016</b>	<b>2016-2017</b>	<b>2016-2017</b>	<b>2016-2017</b>
		<b>Expenditures</b>	<b>Fall Budget</b>	<b>Proposed Budget</b>	<b>Incr/Decr</b>	<b>% Chg</b>
100	Total for Object 0416: Medical Supplies	98,683.55	102,192.00	103,701.77	1,509.77	1.48%
101	Total for Object 0417: Paper	397,461.33	417,167.47	419,761.49	2,594.02	0.62%
102	Total for Object 0418: Fuel For Vehicles	121,763.42	185,000.00	185,000.00	-	0.00%
103	Total for Object 0420: Apparel	68,893.98	40,439.06	40,439.06	-	0.00%
104	Total for Object 0431: Audiovisual Media	3,626.80	9,084.09	9,084.09	-	0.00%
105	Total for Object 0432: Library Books	325,192.08	316,982.18	320,997.06	4,014.88	1.27%
106	Total for Object 0433: Newspapers	6,808.56	4,045.74	4,045.74	-	0.00%
107	Total for Object 0434: Periodicals	53,433.04	24,765.23	24,765.23	-	0.00%
108	Total for Object 0435: Instr Computer Software	112,457.21	246,268.43	225,568.43	(20,700.00)	-8.41%
109	Total for Object 0439: Other Media	1,672,056.27	923,548.08	923,181.39	(366.69)	-0.04%
110	Total for Object 0440: Non-Capital Equipment	275,973.47	254,335.72	253,835.72	(500.00)	-0.20%
111	Total for Object 0448: Other Non-Capital Equip	-	1,000.00	1,000.00	-	0.00%
112	Total for Object 0450: Resale	55,763.84	-	-	-	0.00%
113	Total for Object 0460: Equipment Components	-	418.00	418.00	-	0.00%
114	Total for Object 0470: Textbooks	790,614.20	14,355.52	14,355.52	-	0.00%
115	Total for Object 0480: Non-Instr Comp Software	558,042.16	421,412.07	811,712.07	390,300.00	92.62%
116	Total for Object 0490: Non-Instr Reference Matls	51,886.64	57,803.00	57,803.00	-	0.00%
<b>117</b>	<b>Total for 0400 - Non-Capital:</b>	<b>8,676,917.24</b>	<b>9,284,325.40</b>	<b>8,526,005.55</b>	<b>(758,319.85)</b>	<b>-8.17%</b>
118	Total for Object 0521: Site Improvement Addition	-	-	-	-	0.00%
119	Total for Object 0540: Building Components	-	5,255.00	355.00	(4,900.00)	-93.24%
120	Total for Object 0551: Equipment - Addition	294,787.93	250,239.91	175,339.91	(74,900.00)	-29.93%
121	Total for Object 0553: Equipment-Add-Fixed Asset	-	5,000.00	-	(5,000.00)	-100.00%
122	Total for Object 0558: Computers	1,434,104.88	532,898.20	572,257.40	39,359.20	7.39%
123	Total for Object 0559: Computer Peripherals	716,858.41	133,565.40	73,030.69	(60,534.71)	-45.32%
124	Total for Object 0561: Equipment - Replacement	156,096.88	168,069.07	162,628.07	(5,441.00)	-3.24%
125	Total for Object 0563: Equip-Replac-Fixed Asset	190,269.38	190,000.00	190,000.00	-	0.00%
126	Total for Object 0570: Equipment-Rental	980,406.17	1,817,443.08	2,279,117.98	461,674.90	25.40%
<b>127</b>	<b>Total for 0500 - Capital Purch:</b>	<b>3,772,523.65</b>	<b>3,102,470.66</b>	<b>3,452,729.05</b>	<b>350,258.39</b>	<b>11.29%</b>
128	Total for Object 0678: Principal-Capital Leases	244,154.20	245,649.70	245,650.00	0.30	0.00%
129	Total for Object 0682: Interest-Temporary Notes	117,802.69	213,244.29	213,244.29	-	0.00%
130	Total for Object 0688: Interest-Capital Leases	6,089.62	11,095.20	11,095.00	(0.20)	0.00%
131	Total for Object 0691: Other Debt Retirement	3,600.00	3,000.00	3,000.00	-	0.00%
<b>132</b>	<b>Total for 0600 - Debt Payments:</b>	<b>371,646.51</b>	<b>472,989.19</b>	<b>472,989.29</b>	<b>0.10</b>	<b>0.00%</b>
133	Total for Object 0711: District Liability Ins	290,703.04	298,770.00	328,770.00	30,000.00	10.04%
134	Total for Object 0712: District Property Ins	212,774.00	449,500.00	449,500.00	-	0.00%
135	Total for Object 0713: Worker's Compensation	1,437,058.10	1,627,155.00	1,827,155.00	200,000.00	12.29%
136	Total for Object 0720: Judgements & Settlements	830.40	19,600.00	19,600.00	-	0.00%
137	Total for Object 0731: Unemployment Comp-Teacher	9,149.27	20,500.00	10,500.00	(10,000.00)	-48.78%
138	Total for Object 0732: Unemploy Comp-Sub Teacher	7,188.10	20,000.00	7,000.00	(13,000.00)	-65.00%
139	Total for Object 0733: Unemploy Comp-Ed Assist.	6,432.52	8,500.00	8,500.00	-	0.00%
140	Total for Object 0734: Unemploy Comp-Clerical	2,674.88	13,000.00	8,000.00	(5,000.00)	-38.46%
141	Total for Object 0735: Unemploy Comp-Cust/Trades	-	5,200.00	5,200.00	-	0.00%
142	Total for Object 0736: Unemploy Comp-Food Svc	1,128.05	5,000.00	5,000.00	-	0.00%
143	Total for Object 0737: Unemploy Comp-Administr.	-	7,000.00	7,000.00	-	0.00%
144	Total for Object 0738: Unemploy Comp-Recreation	2,014.79	16,000.00	6,000.00	(10,000.00)	-62.50%
<b>145</b>	<b>Total for 0700 - Insurance:</b>	<b>1,969,953.15</b>	<b>2,490,225.00</b>	<b>2,682,225.00</b>	<b>192,000.00</b>	<b>7.71%</b>
146	Total for Object 0827: Special Education	49,651,497.66	48,788,208.20	49,922,418.22	1,134,210.02	2.32%
147	Total for Object 0830: Debt Service	614.00	-	-	-	0.00%
<b>148</b>	<b>Total for 0800 - Transfers:</b>	<b>49,652,111.66</b>	<b>48,788,208.20</b>	<b>49,922,418.22</b>	<b>1,134,210.02</b>	<b>2.32%</b>
149	Total for Object 0910: Taxes	-	100.00	100.00	-	0.00%

**Madison Metropolitan School District**  
**Expenditures by Fund and Object**  
**2016-2017 Proposed Budget**

**Note: Includes all Budgeted Funds and Interfund Transfers**

**2016-2017 Budgets by Fund/Object**

		2014-2015	2015-2016	2016-2017	2016-2017	2016-2017
		Expenditures	Fall Budget	Proposed Budget	Incr/Decr	% Chg
150	Total for Object 0932: Share Rev To Non-Govt Entities	22,889.00	-	-	-	0.00%
151	Total for Object 0936: Transit Of St Handic Aid	-	10,000.00	10,000.00	-	0.00%
152	Total for Object 0941: Organizational Dues	77,026.33	189,656.75	189,456.75	(200.00)	-0.11%
153	Total for Object 0943: Entry Fees/Royalties	59,780.54	41,700.88	41,950.88	250.00	0.60%
154	Total for Object 0944: Bank Service Charges	24,999.51	31,100.00	31,100.00	-	0.00%
155	Total for Object 0962: Inventory Adjustment	(3,553.18)	-	-	-	0.00%
156	Total for Object 0969: Other Adjustments	1,507.12	2,000.00	2,000.00	-	0.00%
157	Total for Object 0970: Clearing	-	-	-	-	0.00%
158	Total for Object 0972: Non-Aidable Refund Paymt	103,787.66	250,000.00	500,000.00	250,000.00	100.00%
159	Total for Object 0990: Miscellaneous	26,835.13	993,071.87	1,568,571.87	575,500.00	57.95%
160	Total for Object 0991: Scholarships	100.00	-	-	-	0.00%
161	Total for Object 0992: Salary Savings	-	(2,000,000.00)	(601,186.69)	1,398,813.31	-69.94%
162	Total for Object 0995: Formula Budget Adjustment	8,121.15	-	-	-	0.00%
163	Total for Object 0996: Reserve	-	-	300,000.00	300,000.00	0.00%
164	Total for Object 0998: Superint Contingency Fund	-	20,000.00	20,000.00	-	0.00%
<b>165</b>	<b>Total for 0900 - Dues/Fees/Misc:</b>	<b>321,493.26</b>	<b>(462,370.50)</b>	<b>2,061,992.81</b>	<b>2,524,363.31</b>	<b>-545.96%</b>
<b>166</b>	<b>Total for Fund 10:</b>	<b>343,276,463.16</b>	<b>345,980,451.25</b>	<b>351,134,367.61</b>	<b>5,153,916.36</b>	<b>1.49%</b>
<b>Fund 27 Educational Services</b>						
167	Total for Object 0101: Teacher-Temp	1,274,232.22	1,208,898.57	1,281,208.47	72,309.90	5.98%
168	Total for Object 0102: Sub Teacher-Contractual	535,436.65	367,240.00	267,240.00	(100,000.00)	-27.23%
169	Total for Object 0103: Clerical / Technical-Temp	(43.90)	-	-	-	0.00%
170	Total for Object 0104: EA / SEA-Temp	1,000,680.27	1,092,794.59	974,348.23	(118,446.36)	-10.84%
171	Total for Object 0109: Misc-Temp	28,541.16	62,179.82	46,354.63	(15,825.19)	-25.45%
172	Total for Object 0110: Administrative-Perm	533,869.31	658,374.75	670,686.36	12,311.61	1.87%
173	Total for Object 0111: Teacher-Perm	32,289,056.49	31,695,864.10	32,031,123.85	335,259.75	1.06%
174	Total for Object 0113: Clerical / Technical-Perm	397,157.66	387,603.41	420,052.63	32,449.22	8.37%
175	Total for Object 0114: EA / HCA-Perm	8,143,588.78	8,264,873.27	8,652,931.52	388,058.25	4.70%
176	Total for Object 0118: PermNon-Union Professional	79,474.47	87,081.10	88,709.52	1,628.42	1.87%
177	Total for Object 0119: Misc-Perm	1,798,438.42	1,773,199.61	1,837,253.41	64,053.80	3.61%
178	Total for Object 0121: Sub SEA-Contractual	935.62	-	-	-	0.00%
179	Total for Object 0122: Sub Teacher-Administrativ	209,924.44	185,261.91	185,261.91	-	0.00%
180	Total for Object 0124: Sub SEA Floater	97,372.49	338,422.87	352,094.05	13,671.18	4.04%
181	Total for Object 0126: Time Limited EA/SEA	316,339.19	19,682.00	168,609.00	148,927.00	756.67%
182	Total for Object 0163: Clerical OT	15,357.46	30,000.00	30,000.00	-	0.00%
183	Total for Object 0164: Ed Asst OT	2,214.58	-	-	-	0.00%
184	Total for Object 0169: Other OT	2,208.16	-	-	-	0.00%
<b>185</b>	<b>Total for 0100 - Salaries:</b>	<b>46,724,783.47</b>	<b>46,171,476.00</b>	<b>47,005,873.58</b>	<b>834,397.58</b>	<b>1.81%</b>
186	Total for Object 0212: Employer's Share WRS	3,080,281.96	2,825,031.49	2,817,536.53	(7,494.96)	-0.27%
187	Total for Object 0214: Employer WRS Rate Temp	-	180,191.54	177,538.76	(2,652.78)	-1.47%
188	Total for Object 0220: Social Security	3,537,811.61	3,278,200.88	3,337,483.49	59,282.61	1.81%
189	Total for Object 0222: Social Security Rate Temp	-	226,553.50	224,217.59	(2,335.91)	-1.03%
190	Total for Object 0230: Life Insurance	113,271.90	115,765.25	121,580.17	5,814.92	5.02%
191	Total for Object 0240: Health Insurance	14,328,864.04	13,991,172.34	14,472,561.48	481,389.14	3.44%
192	Total for Object 0243: Dental Insurance	703,797.23	697,765.06	716,848.46	19,083.40	2.73%
193	Total for Object 0250: Other Insurance	377,847.62	-	-	-	0.00%
194	Total for Object 0251: Long Term Disability Ins	283,089.07	292,868.39	324,792.34	31,923.95	10.90%
195	Total for Object 0291: College Credit Reimbursement	9,671.25	-	-	-	0.00%
<b>196</b>	<b>Total for 0200 - Benefits:</b>	<b>22,434,634.68</b>	<b>21,607,548.45</b>	<b>22,192,558.82</b>	<b>585,010.37</b>	<b>2.71%</b>
197	Total for Object 0310: Personal Svs-Prof/Tec/Official	296,311.22	380,400.00	380,400.00	-	0.00%
198	Total for Object 0314: Personal Services Consult	10,491.38	12,000.00	12,000.00	-	0.00%

**Madison Metropolitan School District**  
**Expenditures by Fund and Object**  
**2016-2017 Proposed Budget**

**Note: Includes all Budgeted Funds and Interfund Transfers**

**2016-2017 Budgets by Fund/Object**

		2014-2015	2015-2016	2016-2017	2016-2017	2016-2017
		Expenditures	Fall Budget	Proposed Budget	Incr/Decr	% Chg
199	Total for Object 0322: Building Maintenance	7,464.04	30,000.00	30,000.00	-	0.00%
200	Total for Object 0324: Equipment Repair Svcs	5,481.55	8,650.00	8,650.00	-	0.00%
201	Total for Object 0328: Space Rental-Events/Mtgs	25,171.07	25,100.00	25,100.00	-	0.00%
202	Total for Object 0329: Space Rental - Long Term	20,000.00	25,000.00	25,000.00	-	0.00%
203	Total for Object 0341: Pupil Travel	3,639,909.31	3,668,640.00	3,818,640.00	150,000.00	4.09%
204	Total for Object 0342: Employee Travel Local	148,715.08	165,550.00	165,550.00	-	0.00%
205	Total for Object 0344: Employee Trav-Conferences	104,697.12	50,934.00	50,934.00	-	0.00%
206	Total for Object 0349: Taxi Cab Transportation	133.35	-	-	-	0.00%
207	Total for Object 0353: Postage	302.60	800.00	800.00	-	0.00%
208	Total for Object 0354: Printing & Binding	8,535.53	5,300.00	5,300.00	-	0.00%
209	Total for Object 0355: Telephone	20,406.28	200.00	200.00	-	0.00%
210	Total for Object 0356: Quick Copy Service	19,610.52	36,500.00	36,500.00	-	0.00%
211	Total for Object 0358: On-line communications	5,062.30	11,000.00	11,000.00	-	0.00%
212	Total for Object 0370: Educ Svcs-Non Govt Agency	180,685.30	153,999.98	153,999.98	-	0.00%
213	Total for Object 0382: Interdistrict Pymt In WI	14,782.99	75,000.00	75,000.00	-	0.00%
214	Total for Object 0387: Payment To State	-	1,000.00	1,000.00	-	0.00%
<b>215</b>	<b>Total for 0300 - Purch Svcs:</b>	<b>4,507,759.64</b>	<b>4,650,073.98</b>	<b>4,800,073.98</b>	<b>150,000.00</b>	<b>3.23%</b>
216	Total for Object 0411: General Supplies	215,613.15	362,638.00	362,638.00	-	0.00%
217	Total for Object 0415: Food	14,834.42	3,000.00	3,000.00	-	0.00%
218	Total for Object 0433: Newspapers	172.90	200.00	200.00	-	0.00%
219	Total for Object 0434: Periodicals	7,940.77	9,550.00	9,550.00	-	0.00%
220	Total for Object 0435: Instr Computer Software	4,014.00	31,000.00	31,000.00	-	0.00%
221	Total for Object 0439: Other Media	172,265.05	250,076.00	250,076.00	-	0.00%
222	Total for Object 0440: Non-Capital Equipment	101,952.92	160,050.00	160,050.00	-	0.00%
223	Total for Object 0480: Non-Instr Comp Software	1,675.00	5,000.00	5,000.00	-	0.00%
224	Total for Object 0490: Non-Instr Reference Matls	3,459.11	-	-	-	0.00%
<b>225</b>	<b>Total for 0400 - Non-Capital:</b>	<b>521,927.32</b>	<b>821,514.00</b>	<b>821,514.00</b>	<b>-</b>	<b>0.00%</b>
226	Total for Object 0551: Equipment - Addition	28,980.64	10,000.00	10,000.00	-	0.00%
227	Total for Object 0558: Computers	33,880.65	16,200.00	16,200.00	-	0.00%
228	Total for Object 0559: Computer Peripherals	3,592.65	10,000.00	10,000.00	-	0.00%
<b>229</b>	<b>Total for 0500 - Capital Purch:</b>	<b>66,453.94</b>	<b>36,200.00</b>	<b>36,200.00</b>	<b>-</b>	<b>0.00%</b>
230	Total for Object 0713: Worker's Compensation	9,334.94	404,950.00	404,950.00	-	0.00%
<b>231</b>	<b>Total for 0700 - Insurance:</b>	<b>9,334.94</b>	<b>404,950.00</b>	<b>404,950.00</b>	<b>-</b>	<b>0.00%</b>
232	Total for Object 0810: General	224,433.80	166,555.80	166,555.80	-	0.00%
<b>233</b>	<b>Total for 0800 - Transfers:</b>	<b>224,433.80</b>	<b>166,555.80</b>	<b>166,555.80</b>	<b>-</b>	<b>0.00%</b>
234	Total for Object 0936: Transit Of St Handic Aid	27,766.01	-	-	-	0.00%
235	Total for Object 0941: Organizational Dues	5,281.00	28,850.00	28,850.00	-	0.00%
236	Total for Object 0942: Employee Dues/Fees	8,151.75	9,180.00	9,180.00	-	0.00%
<b>237</b>	<b>Total for 0900 - Dues/Fees/Misc:</b>	<b>41,198.76</b>	<b>38,030.00</b>	<b>38,030.00</b>	<b>-</b>	<b>0.00%</b>
<b>238</b>	<b>Total for Fund 27:</b>	<b>74,530,526.55</b>	<b>73,896,348.23</b>	<b>75,465,756.18</b>	<b>1,569,407.95</b>	<b>2.12%</b>
<b>Fund 30 Debt Service</b>						
239	Total for Object 0673: Principal-Long-Term Notes	-	2,160,000.00	4,160,000.00	2,000,000.00	92.59%
240	Total for Object 0675: Principal-Long-Term Bonds	3,245,000.00	2,640,000.00	2,760,000.00	120,000.00	4.55%
241	Total for Object 0683: Interest-Long-Term Notes	-	685,486.77	1,216,937.50	531,450.73	77.53%
242	Total for Object 0685: Interest-Long-Term Bonds	1,007,025.00	835,254.27	637,537.50	(197,716.77)	-23.67%
243	Total for Object 0691: Other Debt Retirement	-	-	-	-	0.00%
<b>244</b>	<b>Total for 0600 - Debt Payments:</b>	<b>4,252,025.00</b>	<b>6,320,741.04</b>	<b>8,774,475.00</b>	<b>2,453,733.96</b>	<b>38.82%</b>
<b>245</b>	<b>Total for Fund 30:</b>	<b>4,252,025.00</b>	<b>6,320,741.04</b>	<b>8,774,475.00</b>	<b>2,453,733.96</b>	<b>38.82%</b>
<b>Fund 38 Non-Ref Debt Service Fund</b>						
246	Total for Object 0673: Principal-Long-Term Notes	860,000.00	815,000.00	840,000.00	25,000.00	3.07%

**Madison Metropolitan School District**  
**Expenditures by Fund and Object**  
**2016-2017 Proposed Budget**

**Note: Includes all Budgeted Funds and Interfund Transfers**

**2016-2017 Budgets by Fund/Object**

		2014-2015	2015-2016	2016-2017	2016-2017	2016-2017
		Expenditures	Fall Budget	Proposed Budget	Incr/Decr	% Chg
247	Total for Object 0674: Principal-State Trust Fun	-	81,612.91	180,100.00	98,487.09	120.68%
248	Total for Object 0675: Principal-Long-Term Bonds	1,305,000.00	2,025,000.00	2,155,000.00	130,000.00	6.42%
249	Total for Object 0683: Interest-Long-Term Notes	197,100.00	176,050.00	162,650.00	(13,400.00)	-7.61%
250	Total for Object 0684: Interest-St Trust Fd	-	9,424.11	26,115.00	16,690.89	177.11%
251	Total for Object 0685: Interest-Long-Term Bonds	979,525.00	940,300.00	872,064.00	(68,236.00)	-7.26%
<b>252</b>	<b>Total for 0600 - Debt Payments:</b>	<b>3,341,625.00</b>	<b>4,047,387.02</b>	<b>4,235,929.00</b>	<b>188,541.98</b>	<b>4.66%</b>
<b>253</b>	<b>Total for Fund 38:</b>	<b>3,341,625.00</b>	<b>4,047,387.02</b>	<b>4,235,929.00</b>	<b>188,541.98</b>	<b>4.66%</b>
<b>Fund 41 Capital Expansion Fund</b>						
254	Total for Object 0110: Administrative-Perm	112,148.23	114,510.60	116,651.95	2,141.35	1.87%
255	Total for Object 0116: Maint / Trades-Perm	2,113,967.20	827,625.82	831,737.31	4,111.49	0.50%
256	Total for Object 0139: Cust O/T-Emergency Maint.	-	-	-	-	0.00%
257	Total for Object 0166: Trades OT	-	-	-	-	0.00%
<b>258</b>	<b>Total for 0100 - Salaries:</b>	<b>2,226,115.43</b>	<b>942,136.42</b>	<b>948,389.26</b>	<b>6,252.84</b>	<b>0.66%</b>
259	Total for Object 0212: Employer's Share WRS	150,007.17	61,183.55	59,984.84	(1,198.71)	-1.96%
260	Total for Object 0220: Social Security	169,503.56	71,655.16	72,120.79	465.63	0.65%
261	Total for Object 0230: Life Insurance	10,398.66	4,488.68	4,340.80	(147.88)	-3.29%
262	Total for Object 0240: Health Insurance	606,049.71	253,128.69	247,285.85	(5,842.84)	-2.31%
263	Total for Object 0243: Dental Insurance	26,103.97	11,272.85	10,997.95	(274.90)	-2.44%
264	Total for Object 0251: Long Term Disability Ins	15,752.54	6,721.56	6,662.72	(58.84)	-0.88%
<b>265</b>	<b>Total for 0200 - Benefits:</b>	<b>977,815.61</b>	<b>408,450.49</b>	<b>401,392.95</b>	<b>(7,057.54)</b>	<b>-1.73%</b>
266	Total for Object 0310: Personal Svs-Prof/Tec/Official	2,000.00	-	-	-	0.00%
267	Total for Object 0311: Architech & Engineer Fees	43,947.17	-	-	-	0.00%
268	Total for Object 0321: Site Maintenance	81,770.80	-	-	-	0.00%
269	Total for Object 0322: Building Maintenance	931,775.01	3,143,098.09	2,643,902.79	(499,195.30)	-15.88%
270	Total for Object 0351: Advertising	-	1,500.00	1,500.00	-	0.00%
<b>271</b>	<b>Total for 0300 - Purch Svcs:</b>	<b>1,059,492.98</b>	<b>3,144,598.09</b>	<b>2,645,402.79</b>	<b>(499,195.30)</b>	<b>-15.87%</b>
272	Total for Object 0411: General Supplies	-	-	-	-	0.00%
273	Total for Object 0420: Apparel	-	-	-	-	0.00%
274	Total for Object 0440: Non-Capital Equipment	2,277.87	-	-	-	0.00%
<b>275</b>	<b>Total for 0400 - Non-Capital:</b>	<b>2,277.87</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>
276	Total for Object 0713: Worker's Compensation	16,293.88	4,815.00	4,815.00	-	0.00%
<b>277</b>	<b>Total for 0700 - Insurance:</b>	<b>16,293.88</b>	<b>4,815.00</b>	<b>4,815.00</b>	<b>-</b>	<b>0.00%</b>
<b>278</b>	<b>Total for Fund 41:</b>	<b>4,281,995.77</b>	<b>4,500,000.00</b>	<b>4,000,000.00</b>	<b>(500,000.00)</b>	<b>-11.11%</b>
<b>Fund 42 2015 Referendum</b>						
279	Total for Object 0310: Personal Svs-Prof/Tec/Official	-	5,000.00	-	(5,000.00)	-100.00%
280	Total for Object 0311: Architech & Engineer Fees	168,693.75	2,880,000.00	(104,369.87)	(2,984,369.87)	-103.62%
281	Total for Object 0314: Personal Services Consult	-	85,000.00	-	(85,000.00)	-100.00%
282	Total for Object 0322: Building Maintenance	-	34,707,306.25	22,139,794.72	(12,567,511.53)	-36.21%
283	Total for Object 0354: Printing & Binding	-	-	-	-	0.00%
<b>284</b>	<b>Total for 0300 - Purch Svcs:</b>	<b>168,693.75</b>	<b>37,677,306.25</b>	<b>22,035,424.85</b>	<b>(15,641,881.40)</b>	<b>-41.52%</b>
285	Total for Object 0440: Non-Capital Equipment	-	75,000.00	73,754.00	(1,246.00)	-1.66%
<b>286</b>	<b>Total for 0400 - Non-Capital:</b>	<b>-</b>	<b>75,000.00</b>	<b>73,754.00</b>	<b>(1,246.00)</b>	<b>-1.66%</b>
287	Total for Object 0551: Equipment - Addition	-	1,064,000.00	1,064,000.00	-	0.00%
288	Total for Object 0558: Computers	-	2,000,000.00	2,000,000.00	-	0.00%
<b>289</b>	<b>Total for 0500 - Capital Purch:</b>	<b>-</b>	<b>3,064,000.00</b>	<b>3,064,000.00</b>	<b>-</b>	<b>0.00%</b>
290	Total for Object 0691: Other Debt Retirement	-	-	-	-	0.00%
<b>291</b>	<b>Total for 0600 - Debt Payments:</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>
292	Total for Object 0711: District Liability Ins	-	15,000.00	-	(15,000.00)	-100.00%
<b>293</b>	<b>Total for 0700 - Insurance:</b>	<b>-</b>	<b>15,000.00</b>	<b>-</b>	<b>(15,000.00)</b>	<b>-100.00%</b>

**Madison Metropolitan School District**  
**Expenditures by Fund and Object**  
**2016-2017 Proposed Budget**

**Note: Includes all Budgeted Funds and Interfund Transfers**

**2016-2017 Budgets by Fund/Object**

		2014-2015	2015-2016	2016-2017	2016-2017	2016-2017
		Expenditures	Fall Budget	Proposed Budget	Incr/Decr	% Chg
<b>294</b>	<b>Total for Fund 42:</b>	<b>168,693.75</b>	<b>40,831,306.25</b>	<b>25,173,178.85</b>	<b>(15,658,127.40)</b>	<b>-38.35%</b>
<b>Fund 50 Food Service</b>						
295	Total for Object 0100: Administrative Temp	22,425.00	21,868.00	21,868.00	-	0.00%
296	Total for Object 0103: Clerical / Technical-Temp	-	14,319.34	14,319.34	-	0.00%
297	Total for Object 0105: Cust / Operation-Temp	-	505.00	505.00	-	0.00%
298	Total for Object 0107: Food Service-Temp	168,358.00	138,093.00	138,093.00	-	0.00%
299	Total for Object 0110: Administrative-Perm	273,375.41	334,287.35	361,907.09	27,619.74	8.26%
300	Total for Object 0113: Clerical / Technical-Perm	73,275.71	75,858.47	79,799.87	3,941.40	5.20%
301	Total for Object 0115: Cust / Operation-Perm	294,270.15	240,982.15	281,239.79	40,257.64	16.71%
302	Total for Object 0117: Food Service-Permanent	2,212,825.02	2,246,173.29	2,365,544.38	119,371.09	5.31%
303	Total for Object 0118: PermNon-Union Professional	96,685.52	100,430.40	102,308.45	1,878.05	1.87%
304	Total for Object 0135: Cust O/T-Snow Plowing	1,739.42	-	-	-	0.00%
305	Total for Object 0137: Cust O/T-Facility Rentals	460.54	-	-	-	0.00%
306	Total for Object 0139: Cust O/T-Emergency Maint.	307.33	-	-	-	0.00%
307	Total for Object 0163: Clerical OT	490.99	-	-	-	0.00%
308	Total for Object 0165: Custodial OT	2,504.13	-	-	-	0.00%
309	Total for Object 0167: Food Svcs OT	4,691.29	-	-	-	0.00%
310	Total for Object 0169: Other OT	-	-	-	-	0.00%
<b>311</b>	<b>Total for 0100 - Salaries:</b>	<b>3,151,408.51</b>	<b>3,172,517.00</b>	<b>3,365,584.92</b>	<b>193,067.92</b>	<b>6.09%</b>
312	Total for Object 0212: Employer's Share WRS	199,656.71	167,050.54	182,911.81	15,861.27	9.49%
313	Total for Object 0214: Employer WRS Rate Temp	-	11,737.60	11,737.60	-	0.00%
314	Total for Object 0220: Social Security	240,501.78	227,965.18	242,036.86	14,071.68	6.17%
315	Total for Object 0222: Social Security Rate Temp	-	13,375.06	13,375.06	-	0.00%
316	Total for Object 0230: Life Insurance	8,975.61	10,504.57	11,056.81	552.24	5.26%
317	Total for Object 0240: Health Insurance	1,594,086.23	1,623,014.44	1,642,334.92	19,320.48	1.19%
318	Total for Object 0243: Dental Insurance	72,918.69	75,352.66	76,571.91	1,219.25	1.62%
319	Total for Object 0251: Long Term Disability Ins	16,695.80	19,409.01	20,422.17	1,013.16	5.22%
<b>320</b>	<b>Total for 0200 - Benefits:</b>	<b>2,132,834.82</b>	<b>2,148,409.06</b>	<b>2,200,447.14</b>	<b>52,038.08</b>	<b>2.42%</b>
321	Total for Object 0310: Personal Svcs-Prof/Tec/Official	525.00	-	-	-	0.00%
322	Total for Object 0318: Pers Svcs Clerical-Temp	-	-	5,200.00	5,200.00	0.00%
323	Total for Object 0322: Building Maintenance	-	2,200.00	20,000.00	17,800.00	809.09%
324	Total for Object 0323: Purchased Svcs Operation	34,355.47	47,000.00	36,000.00	(11,000.00)	-23.40%
325	Total for Object 0324: Equipment Repair Svcs	51,984.05	56,000.00	56,000.00	-	0.00%
326	Total for Object 0331: Gas	24,683.87	25,000.00	25,000.00	-	0.00%
327	Total for Object 0336: Electricity	36,477.07	38,000.00	38,000.00	-	0.00%
328	Total for Object 0337: Water & Sewer	17,082.75	17,000.00	17,000.00	-	0.00%
329	Total for Object 0342: Employee Travel Local	13,267.93	1,200.00	13,500.00	12,300.00	1025.00%
330	Total for Object 0344: Employee Trav-Conferences	35.00	200.00	-	(200.00)	-100.00%
331	Total for Object 0354: Printing & Binding	2,036.46	3,000.00	2,000.00	(1,000.00)	-33.33%
332	Total for Object 0355: Telephone	1,169.34	1,400.00	1,400.00	-	0.00%
333	Total for Object 0381: Payment To Municipality	-	16,500.00	16,500.00	-	0.00%
334	Total for Object 0387: Payment To State	10,453.37	20,400.00	12,000.00	(8,400.00)	-41.18%
<b>335</b>	<b>Total for 0300 - Purch Svcs:</b>	<b>192,070.31</b>	<b>227,900.00</b>	<b>242,600.00</b>	<b>14,700.00</b>	<b>6.45%</b>
336	Total for Object 0411: General Supplies	340,126.97	574,980.53	474,980.53	(100,000.00)	-17.39%
337	Total for Object 0415: Food	4,480,371.58	4,618,936.80	4,768,076.89	149,140.09	3.23%
338	Total for Object 0420: Apparel	20,843.21	21,800.00	21,800.00	-	0.00%
339	Total for Object 0440: Non-Capital Equipment	9,312.70	20,000.00	22,000.00	2,000.00	10.00%
340	Total for Object 0480: Non-Instr Comp Software	42,117.89	128,000.00	39,000.00	(89,000.00)	-69.53%
<b>341</b>	<b>Total for 0400 - Non-Capital:</b>	<b>4,892,772.35</b>	<b>5,363,717.33</b>	<b>5,325,857.42</b>	<b>(37,859.91)</b>	<b>-0.71%</b>
342	Total for Object 0551: Equipment - Addition	25,264.20	12,000.00	50,000.00	38,000.00	316.67%



**Madison Metropolitan School District**  
**Expenditures by Fund and Object**  
**2016-2017 Proposed Budget**

**Note: Includes all Budgeted Funds and Interfund Transfers**

**2016-2017 Budgets by Fund/Object**

		2014-2015	2015-2016	2016-2017	2016-2017	2016-2017
		Expenditures	Fall Budget	Proposed Budget	Incr/Decr	% Chg
343	Total for Object 0558: Computers	19,355.25	5,000.00	20,000.00	15,000.00	300.00%
344	Total for Object 0561: Equipment - Replacement	-	1,000.00	2,500.00	1,500.00	150.00%
345	Total for Object 0570: Equipment-Rental	-	1,250.00	2,500.00	1,250.00	100.00%
<b>346</b>	<b>Total for 0500 - Capital Purch:</b>	<b>44,619.45</b>	<b>19,250.00</b>	<b>75,000.00</b>	<b>55,750.00</b>	<b>289.61%</b>
347	Total for Object 0713: Worker's Compensation	26,056.41	21,280.00	21,280.00	-	0.00%
<b>348</b>	<b>Total for 0700 - Insurance:</b>	<b>26,056.41</b>	<b>21,280.00</b>	<b>21,280.00</b>	<b>-</b>	<b>0.00%</b>
349	Total for Object 0971: Aidable Refund Payment	103,737.95	-	-	-	0.00%
<b>350</b>	<b>Total for 0900 - Dues/Fees/Misc:</b>	<b>103,737.95</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>
<b>351</b>	<b>Total for Fund 50:</b>	<b>10,543,499.80</b>	<b>10,953,073.39</b>	<b>11,230,769.48</b>	<b>277,696.09</b>	<b>2.54%</b>
<b>Fund 80 Community Service</b>						
352	Total for Object 0101: Teacher-Temp	7,372.68	10,000.00	10,000.00	-	0.00%
353	Total for Object 0103: Clerical / Technical-Temp	3,855.67	-	-	-	0.00%
354	Total for Object 0104: EA / SEA-Temp	80.70	450.00	450.00	-	0.00%
355	Total for Object 0107: Food Service-Temp	-	-	-	-	0.00%
356	Total for Object 0109: Misc-Temp	4,733,778.98	4,577,457.91	4,572,457.91	(5,000.00)	-0.11%
357	Total for Object 0110: Administrative-Perm	847,759.45	814,540.50	727,105.81	(87,434.69)	-10.73%
358	Total for Object 0111: Teacher-Perm	245,898.36	222,367.25	230,726.30	8,359.05	3.76%
359	Total for Object 0113: Clerical / Technical-Perm	1,326,100.47	1,434,108.57	1,472,439.55	38,330.98	2.67%
360	Total for Object 0114: EA / HCA-Perm	129,052.42	130,234.54	132,841.86	2,607.32	2.00%
361	Total for Object 0115: Cust / Operation-Perm	545,681.53	541,595.39	551,532.53	9,937.14	1.83%
362	Total for Object 0118: PermNon-Union Professional	1,987,068.42	2,142,901.93	2,334,899.90	191,997.97	8.96%
363	Total for Object 0135: Cust O/T-Snow Plowing	-	-	-	-	0.00%
364	Total for Object 0137: Cust O/T-Facility Rentals	10,795.01	-	-	-	0.00%
365	Total for Object 0139: Cust O/T-Emergency Maint.	32.75	-	-	-	0.00%
366	Total for Object 0141: Security	44,733.62	55,114.66	61,662.41	6,547.75	11.88%
367	Total for Object 0161: Security OT	1,564.40	-	-	-	0.00%
368	Total for Object 0163: Clerical OT	21,078.66	7,626.45	12,626.45	5,000.00	65.56%
369	Total for Object 0164: Ed Asst OT	1,953.09	-	-	-	0.00%
370	Total for Object 0165: Custodial OT	4,699.43	-	-	-	0.00%
371	Total for Object 0169: Other OT	22.81	-	-	-	0.00%
<b>372</b>	<b>Total for 0100 - Salaries:</b>	<b>9,911,528.45</b>	<b>9,936,397.20</b>	<b>10,106,742.72</b>	<b>170,345.52</b>	<b>1.71%</b>
373	Total for Object 0212: Employer's Share WRS	466,678.14	352,094.51	355,300.60	3,206.09	0.91%
374	Total for Object 0214: Employer WRS Rate Temp	-	164,559.60	164,559.60	-	0.00%
375	Total for Object 0220: Social Security	754,190.55	404,312.75	417,486.45	13,173.70	3.26%
376	Total for Object 0222: Social Security Rate Temp	-	338,125.04	338,125.04	-	0.00%
377	Total for Object 0230: Life Insurance	11,386.88	11,976.04	12,113.79	137.75	1.15%
378	Total for Object 0240: Health Insurance	1,266,722.74	1,317,822.05	1,424,491.61	106,669.56	8.09%
379	Total for Object 0243: Dental Insurance	64,409.55	67,391.91	70,587.28	3,195.37	4.74%
380	Total for Object 0251: Long Term Disability Ins	35,224.23	35,878.42	38,020.62	2,142.20	5.97%
<b>381</b>	<b>Total for 0200 - Benefits:</b>	<b>2,598,612.09</b>	<b>2,692,160.32</b>	<b>2,820,684.99</b>	<b>128,524.67</b>	<b>4.77%</b>
382	Total for Object 0308: Police-Educational Res	348,951.13	367,179.16	-	(367,179.16)	-100.00%
383	Total for Object 0310: Personal Svs-Prof/Tec/Official	844,143.55	1,072,810.00	1,182,810.00	110,000.00	10.25%
384	Total for Object 0314: Personal Services Consult	34,406.00	-	-	-	0.00%
385	Total for Object 0315: Employee Health Exams	1,363.50	1,000.00	1,000.00	-	0.00%
386	Total for Object 0318: Pers Svcs Clerical-Temp	-	-	-	-	0.00%
387	Total for Object 0321: Site Maintenance	5,007.50	-	-	-	0.00%
388	Total for Object 0322: Building Maintenance	23,706.14	169,200.00	169,199.37	(0.63)	0.00%
389	Total for Object 0323: Purchased Svcs Operation	1,494.88	-	-	-	0.00%
390	Total for Object 0324: Equipment Repair Svcs	12,863.55	9,043.94	9,043.94	-	0.00%
391	Total for Object 0327: Vehicle Repair Svcs	2,239.47	1,250.00	1,250.00	-	0.00%

**Madison Metropolitan School District**  
**Expenditures by Fund and Object**  
**2016-2017 Proposed Budget**

**Note: Includes all Budgeted Funds and Interfund Transfers**

**2016-2017 Budgets by Fund/Object**

	2014-2015	2015-2016	2016-2017	2016-2017	2016-2017
	Expenditures	Fall Budget	Proposed Budget	Incr/Decr	% Chg
392 Total for Object 0328: Space Rental-Events/Mtgs	4,075.00	1,500.00	1,500.00	-	0.00%
393 Total for Object 0329: Space Rental - Long Term	129,663.81	234,600.00	234,600.00	-	0.00%
394 Total for Object 0331: Gas	21,854.55	9,500.00	9,500.00	-	0.00%
395 Total for Object 0336: Electricity	37,270.38	19,600.00	19,600.00	-	0.00%
396 Total for Object 0337: Water & Sewer	5,902.92	500.00	500.00	-	0.00%
397 Total for Object 0341: Pupil Travel	709,459.35	745,494.00	745,494.00	-	0.00%
398 Total for Object 0342: Employee Travel Local	38,964.49	38,600.00	38,600.00	-	0.00%
399 Total for Object 0344: Employee Trav-Conferences	43,896.18	35,164.00	35,164.00	-	0.00%
400 Total for Object 0349: Taxi Cab Transportation	69.30	-	-	-	0.00%
401 Total for Object 0351: Advertising	94,492.96	52,000.00	52,000.00	-	0.00%
402 Total for Object 0353: Postage	946.47	2,690.57	2,690.57	-	0.00%
403 Total for Object 0354: Printing & Binding	13,675.60	9,060.00	8,910.00	(150.00)	-1.66%
404 Total for Object 0355: Telephone	23,671.93	22,500.00	22,500.00	-	0.00%
405 Total for Object 0356: Quick Copy Service	413.71	-	-	-	0.00%
406 Total for Object 0359: Satellite License	500.00	1,500.00	1,650.00	150.00	10.00%
407 Total for Object 0370: Educ Svcs-Non Govt Agency	265,678.00	-	64,000.00	64,000.00	0.00%
408 Total for Object 0381: Payment To Municipality	106,738.50	122,100.00	122,100.00	-	0.00%
<b>409 Total for 0300 - Purch Svcs:</b>	<b>2,771,448.87</b>	<b>2,915,291.67</b>	<b>2,722,111.88</b>	<b>(193,179.79)</b>	<b>-6.63%</b>
410 Total for Object 0411: General Supplies	508,764.05	420,132.08	420,132.08	-	0.00%
411 Total for Object 0415: Food	179,709.78	49,508.00	49,508.00	-	0.00%
412 Total for Object 0417: Paper	2,600.25	2,000.00	2,000.00	-	0.00%
413 Total for Object 0418: Fuel For Vehicles	7,435.13	6,000.00	6,000.00	-	0.00%
414 Total for Object 0420: Apparel	22,643.66	15,398.00	15,398.00	-	0.00%
415 Total for Object 0431: Audiovisual Media	-	229.95	229.95	-	0.00%
416 Total for Object 0435: Instr Computer Software	5,628.00	7,365.97	7,365.97	-	0.00%
417 Total for Object 0440: Non-Capital Equipment	1,831.32	-	-	-	0.00%
418 Total for Object 0460: Equipment Components	-	3,000.00	3,000.00	-	0.00%
419 Total for Object 0480: Non-Instr Comp Software	16,162.91	13,800.00	13,800.00	-	0.00%
<b>420 Total for 0400 - Non-Capital:</b>	<b>744,775.10</b>	<b>517,434.00</b>	<b>517,434.00</b>	<b>-</b>	<b>0.00%</b>
421 Total for Object 0540: Building Components	67,739.90	-	-	-	0.00%
422 Total for Object 0541: Building Improve Addition	16,439.82	355,700.00	355,700.00	-	0.00%
423 Total for Object 0551: Equipment - Addition	81,702.62	11,000.00	11,000.00	-	0.00%
424 Total for Object 0558: Computers	27,803.43	7,700.00	7,700.00	-	0.00%
425 Total for Object 0559: Computer Peripherals	-	2,194.76	2,194.76	-	0.00%
426 Total for Object 0570: Equipment-Rental	1,218.90	5,850.00	5,850.00	-	0.00%
<b>427 Total for 0500 - Capital Purch:</b>	<b>194,904.67</b>	<b>382,444.76</b>	<b>382,444.76</b>	<b>-</b>	<b>0.00%</b>
428 Total for Object 0713: Worker's Compensation	45,383.79	50,000.00	50,000.00	-	0.00%
<b>429 Total for 0700 - Insurance:</b>	<b>45,383.79</b>	<b>50,000.00</b>	<b>50,000.00</b>	<b>-</b>	<b>0.00%</b>
430 Total for Object 0810: General	29,860.67	58,115.00	58,115.00	-	0.00%
431 Total for Object 0821: Donation	34,413.15	-	-	-	0.00%
<b>432 Total for 0800 - Transfers:</b>	<b>64,273.82</b>	<b>58,115.00</b>	<b>58,115.00</b>	<b>-</b>	<b>0.00%</b>
433 Total for Object 0941: Organizational Dues	1,170.00	2,000.00	2,000.00	-	0.00%
434 Total for Object 0943: Entry Fees/Royalties	215.00	-	-	-	0.00%
435 Total for Object 0944: Bank Service Charges	106,349.35	120,000.00	120,000.00	-	0.00%
436 Total for Object 0970: Clearing	-	-	-	-	0.00%
<b>437 Total for 0900 - Dues/Fees/Misc:</b>	<b>107,734.35</b>	<b>122,000.00</b>	<b>122,000.00</b>	<b>-</b>	<b>0.00%</b>
<b>438 Total for Fund 80:</b>	<b>16,438,661.14</b>	<b>16,673,842.95</b>	<b>16,779,533.35</b>	<b>105,690.40</b>	<b>0.63%</b>
<b>439 Total All Funds:</b>	<b>456,833,490.17</b>	<b>503,203,150.13</b>	<b>496,794,009.47</b>	<b>(6,409,140.66)</b>	<b>-1.27%</b>

# Statement of Revenue and Expenditure Budget Changes from 2015-16 Fall Budget to 2016-17 Proposed Budget

## Proposed Expenditures by Fund and Function

This table summarizes MMSD expenditures in terms of dollars by two (2) digit function code. It shows the prior year 2014-15 Actuals, 2015-16 Fall Budget, 2016-17 Proposed Budget, and the increase/decrease from the 2015-16 Fall Budget versus the 2016-17 Proposed Budget.

### Definitions:

- 2015-16 Fall Budget = Fall Revised School Year 2015-16 Budget Adopted by the board in October 2015.
- 2016-17 Proposed Budget = Spring Proposed Budget to the Board for School Year 2016-17.

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

#### Fund 10

- ✓ Line 1 reflects several major budget reductions at the elementary level – elementary annual formula reduction of \$200K, elementary formula carryover reduction from FY16 of \$150K, increase in Title I budget allocation due to shift of full-time equivalent (FTE) and Curricular Resource Learning Materials (CRLM) of 400K, and net reduction of elementary staffing costs of \$760K. Please note that elementary formula carryover will be reevaluated at year end for approval in Fall
- ✓ Line 2 reflects several major budget adjustments at the secondary level – secondary annual formula reduction of \$300K, secondary formula carryover reduction from FY16 of \$400K, increase for access to bilingual education of \$123,500, and net reduction of secondary staffing costs of \$1,073K. Please note that secondary formula carryover will be reevaluated at year end for approval in Fall
- ✓ Line 3 reflects a reduction in one time state grant funds \$24K (Career & Tech Act 57), secondary formula reduction of \$20K, and net reduction of vocational education staffing costs of \$90K
- ✓ Line 4 reflects a net increase in Physical curriculums staffing of \$230K (2.86%). Minor fluctuations in insurance eligibility, teacher assignments, along with standard compensation increases account for these changes. These totals may change in the final staffing plan
- ✓ Line 5 reflects a reduction in co-curricular budget carryover at the secondary level for yearbook and athletic formula. Please note that co-curricular carryover will be reevaluated at year end for approval in Fall. When carryover is added back in the Fall, we expect this budget line to be status quo
- ✓ Line 9 reflects an increase in Academic Career Plan (ACP) & Experiential Learning, Ninth Grade Transitional Support, and AVID Expansion of \$452K. This line also includes reductions in Behavior Education Plan (BEP) and School Improvement Plans (SIP) staff development of \$480K. The remaining reductions in this line are related to several central office staffing reductions per the efficiencies schedule
- ✓ Line 12 reflects several major budget adjustments to business services – Educational Resource Officer (ERO) contract increase from Fund 80 of \$370K, transportation increase of \$350K, utilities increase of \$240K, space rental fees for alternative education location of \$100K, and a combined maintenance budget increase of \$850K (\$500K from Fund 41, \$500K increase per district priorities, and reduction of \$150K from improvement funds)
- ✓ Line 13 includes budgetary increase to the District-Wide Tech Plan of \$625K and Centro Hispano programming from fund 80 of \$75K
- ✓ Line 14 reflects an increase in anticipated workers compensation premiums for FY17 of \$230K

and reduction of Risk Management staffing of \$45K

- ✓ Line 16 includes a reduction of \$1MM in the salary savings estimate and increase to retiree benefits of \$200K
- ✓ Line 19 reflects anticipated increases in open enrollment payments under current legislation
- ✓ Line 20 reflects an anticipated increase in levy chargeback payments

#### **Fund 27**

- ✓ Line 25 reflects increase and rate changes for all special education staffing. Please note that at the time of this budget book writing, no targeted cuts have been made from this area
- ✓ Line 30 reflects an increase to specialized transportation of \$150K

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

- ✓ Lines 39 & 42 reflect the change in debt schedule payments scheduled for FY17

#### **Fund 41**

- ✓ Line 45 reflects a rebalancing of maintenance costs between Fund 41 and Fund 10. Fund 41 accounts for large capital maintenance projects that extend the life of our buildings. Fund 41 is not referendum related

#### **Fund 42**

- ✓ Line 49 reflects a reduction in available funds for the referendum. The budget for Fund 42 will automatically decline based on year end expenditures in the prior year. This reduction is an estimate based on available data from March 2016

#### **Fund 80**

- ✓ Line 64 reflects movement of the Educational Resource Officer (ERO) contract to Fund 10
- ✓ Line 66 reflects reclassification of existing workers compensation budgets to the 270000 series. This budget existed in FY16 under the 300000 Function series
- ✓ Line 70 reflects the net effect of several fund 80 changes. The most significant changes are budgetary increases for Community Schools of \$185,000, transfer of Centro Hispano programming (moved to Fund 10), transfer of Madison Out of School Time (MOST) payments to the city of Madison (moved from Fund 10, and an additional coordinator for Family, Youth & Community Engagement (FYCE) of \$95,000

**Madison Metropolitan School District**  
**Expenditures by Fund and Function**  
**2016-2017 Proposed Budget**

Note: Includes all Budgeted Funds and Interfund Transfers

**2016-2017 Budgets by Fund/Function**

			2014-2015	2015-2016	2016-2017	2016-2017	2016-2017
			Expenditures	Fall Budget	Proposed Budget	Incr/Decr	% Chg
<b>Fund 10 General Fund</b>							
1	110000	Undifferentiated Curriculum	66,028,318.33	67,483,728.89	66,776,772.72	(706,956.17)	-1.05%
2	120000	Regular Curriculum	81,889,263.95	81,389,408.97	79,639,321.37	(1,750,087.60)	-2.15%
3	130000	Vocational Curriculum	4,087,661.59	4,164,886.72	4,029,323.79	(135,562.93)	-3.25%
4	140000	Physical Curriculum	8,157,470.21	8,084,493.64	8,318,473.61	233,979.97	2.89%
5	160000	Co-Curricular Activities	2,975,881.73	2,822,997.35	2,751,502.82	(71,494.53)	-2.53%
6	170000	Special Needs	383,703.31	504,060.67	506,293.21	2,232.54	0.44%
<b>7</b>		<b>Instruction</b>	<b>163,522,299.12</b>	<b>164,449,576.24</b>	<b>162,021,687.52</b>	<b>(2,427,888.72)</b>	<b>-1.48%</b>
8	210000	Pupil Services	13,804,359.45	15,264,377.27	15,704,931.59	440,554.32	2.89%
9	220000	Instructional Staff Svc	23,170,784.43	23,563,094.98	23,234,359.33	(328,735.65)	-1.40%
10	230000	District Administration	2,910,291.25	2,992,312.06	2,913,931.78	(78,380.28)	-2.62%
11	240000	School Bldg Admin	19,881,060.95	19,509,966.88	19,940,811.08	430,844.20	2.21%
12	250000	Business Admin	38,914,980.23	40,602,271.21	42,339,196.64	1,736,925.43	4.28%
13	260000	Central Services	10,042,354.44	9,362,709.22	10,374,135.85	1,011,426.63	10.80%
14	270000	Insurance & Judgements	1,969,119.30	2,513,955.00	2,660,955.00	147,000.00	5.85%
15	280000	Debt Services	371,646.51	444,673.19	444,673.29	0.10	0.00%
16	290000	Other Support Services	7,385,903.19	5,863,461.00	7,827,274.31	1,963,813.31	33.49%
<b>17</b>		<b>Support Services</b>	<b>118,450,499.75</b>	<b>120,116,820.81</b>	<b>125,440,268.87</b>	<b>5,323,448.06</b>	<b>4.43%</b>
18	410000	Interfund Operating Trans	49,652,111.66	48,788,208.20	49,922,418.22	1,134,210.02	2.32%
19	430000	Purchased Instruct Svcs	11,524,875.97	12,365,846.00	13,239,993.00	874,147.00	7.07%
20	490000	Other Non-Prog Transactio	126,676.66	260,000.00	510,000.00	250,000.00	96.15%
<b>21</b>		<b>Non-Program Transactions</b>	<b>61,303,664.29</b>	<b>61,414,054.20</b>	<b>63,672,411.22</b>	<b>2,258,357.02</b>	<b>3.68%</b>
<b>22</b>		<b>Fund 10 General Fund</b>	<b>343,276,463.16</b>	<b>345,980,451.25</b>	<b>351,134,367.61</b>	<b>5,153,916.36</b>	<b>1.49%</b>
<b>Fund 27 Educational Services</b>							
23	110000	Undifferentiated Curriculum	-	278,468.70	278,468.70	-	0.00%
24	120000	Regular Curriculum	-	-	-	-	0.00%
25	150000	Special Education Curriculum	54,714,012.15	53,895,892.70	55,356,894.57	1,461,001.87	2.71%
26	170000	Special Needs	275,524.39	261,071.79	200,570.78	(60,501.01)	-23.17%
<b>27</b>		<b>Instruction</b>	<b>54,989,536.54</b>	<b>54,435,433.19</b>	<b>55,835,934.05</b>	<b>1,400,500.86</b>	<b>2.57%</b>
28	210000	Pupil Services	12,517,637.05	11,604,750.50	11,573,563.89	(31,186.61)	-0.27%
29	220000	Instructional Staff Svc	2,743,077.77	3,176,570.06	3,210,049.66	33,479.60	1.05%
30	250000	Business Admin	3,759,584.04	3,828,350.00	3,978,350.00	150,000.00	3.92%
31	260000	Central Services	77,272.90	50,738.70	67,352.80	16,614.10	32.74%
32	270000	Insurance & Judgements	9,334.94	404,950.00	404,950.00	-	0.00%
<b>33</b>		<b>Support Services</b>	<b>19,106,906.70</b>	<b>19,065,359.26</b>	<b>19,234,266.35</b>	<b>168,907.09</b>	<b>0.89%</b>
34	410000	Interfund Operating Trans	224,433.80	166,555.80	166,555.80	-	0.00%
35	430000	Purchased Instruct Svcs	181,883.50	228,999.98	228,999.98	-	0.00%
36	490000	Other Non-Prog Transactio	27,766.01	-	-	-	0.00%
<b>37</b>		<b>Non-Program Transactions</b>	<b>434,083.31</b>	<b>395,555.78</b>	<b>395,555.78</b>	<b>-</b>	<b>0.00%</b>
<b>38</b>		<b>Fund 27 Educational Services</b>	<b>74,530,526.55</b>	<b>73,896,348.23</b>	<b>75,465,756.18</b>	<b>1,569,407.95</b>	<b>2.12%</b>
<b>Fund 30 Debt Service</b>							
39	280000	Debt Services	4,252,025.00	6,320,741.04	8,774,475.00	2,453,733.96	38.82%
<b>40</b>		<b>Support Services</b>	<b>4,252,025.00</b>	<b>6,320,741.04</b>	<b>8,774,475.00</b>	<b>2,453,733.96</b>	<b>38.82%</b>
<b>41</b>		<b>Fund 30 Debt Service</b>	<b>4,252,025.00</b>	<b>6,320,741.04</b>	<b>8,774,475.00</b>	<b>2,453,733.96</b>	<b>38.82%</b>
<b>Fund 38 Non-Ref Debt Service Fund</b>							
42	280000	Debt Services	3,341,625.00	4,047,387.02	4,235,929.00	188,541.98	4.66%
<b>43</b>		<b>Support Services</b>	<b>3,341,625.00</b>	<b>4,047,387.02</b>	<b>4,235,929.00</b>	<b>188,541.98</b>	<b>4.66%</b>
<b>44</b>		<b>Fund 38 Non-Ref Debt Service Fund</b>	<b>3,341,625.00</b>	<b>4,047,387.02</b>	<b>4,235,929.00</b>	<b>188,541.98</b>	<b>4.66%</b>

**Madison Metropolitan School District**  
**Expenditures by Fund and Function**  
**2016-2017 Proposed Budget**

Note: Includes all Budgeted Funds and Interfund Transfers

**2016-2017 Budgets by Fund/Function**

			2014-2015	2015-2016	2016-2017	2016-2017	2016-2017
			Expenditures	Fall Budget	Proposed Budget	Incr/Decr	% Chg
<b>Fund 41 Capital Expansion Fund</b>							
45	250000	Business Admin	4,265,701.89	4,495,185.00	3,995,185.00	(500,000.00)	-11.12%
46	270000	Insurance & Judgements	16,293.88	4,815.00	4,815.00	-	0.00%
<b>47</b>		<b>Support Services</b>	<b>4,281,995.77</b>	<b>4,500,000.00</b>	<b>4,000,000.00</b>	<b>(500,000.00)</b>	<b>-11.11%</b>
<b>48</b>		<b>Fund 41 Capital Expansion Fund</b>	<b>4,281,995.77</b>	<b>4,500,000.00</b>	<b>4,000,000.00</b>	<b>(500,000.00)</b>	<b>-11.11%</b>
<b>Fund 42 2015 Referendum</b>							
49	250000	Business Admin	168,693.75	38,816,306.25	23,173,178.85	(15,643,127.40)	-40.30%
50	260000	Central Services	-	2,000,000.00	2,000,000.00	-	0.00%
51	270000	Insurance & Judgements	-	15,000.00	-	(15,000.00)	-100.00%
52	280000	Debt Services	-	-	-	-	0.00%
<b>53</b>		<b>Support Services</b>	<b>168,693.75</b>	<b>40,831,306.25</b>	<b>25,173,178.85</b>	<b>(15,658,127.40)</b>	<b>-38.35%</b>
<b>54</b>		<b>Fund 42 2015 Referendum</b>	<b>168,693.75</b>	<b>40,831,306.25</b>	<b>25,173,178.85</b>	<b>(15,658,127.40)</b>	<b>-38.35%</b>
<b>Fund 50 Food Service</b>							
55	250000	Business Admin	10,439,761.85	10,953,073.39	11,209,489.48	256,416.09	2.34%
56	270000	Insurance & Judgements	-	-	21,280.00	21,280.00	0.00%
<b>57</b>		<b>Support Services</b>	<b>10,439,761.85</b>	<b>10,953,073.39</b>	<b>11,230,769.48</b>	<b>277,696.09</b>	<b>2.54%</b>
58	490000	Other Non-Prog Transactio	103,737.95	-	-	-	0.00%
<b>59</b>		<b>Non-Program Transactions</b>	<b>103,737.95</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>
<b>60</b>		<b>Fund 50 Food Service</b>	<b>10,543,499.80</b>	<b>10,953,073.39</b>	<b>11,230,769.48</b>	<b>277,696.09</b>	<b>2.54%</b>
<b>Fund 80 Community Service</b>							
61	110000	Undifferentiated Curriculum	-	-	-	-	0.00%
<b>62</b>		<b>Instruction</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>
63	220000	Instructional Staff Svc	-	1,495.20	-	(1,495.20)	-100.00%
64	250000	Business Admin	1,352,442.44	1,223,402.02	876,278.61	(347,123.41)	-28.37%
65	260000	Central Services	621,861.52	674,887.27	683,885.42	8,998.15	1.33%
66	270000	Insurance & Judgements	-	-	50,000.00	50,000.00	0.00%
<b>67</b>		<b>Support Services</b>	<b>1,974,303.96</b>	<b>1,899,784.49</b>	<b>1,610,164.03</b>	<b>(289,620.46)</b>	<b>-15.24%</b>
68	300000	Community Services	2,609,491.81	3,025,344.80	3,020,522.11	(4,822.69)	-0.16%
69	340000	Recreation-Admin	10,331,143.27	10,149,369.98	10,160,183.56	10,813.58	0.11%
70	390000	Other Community Services	1,193,770.28	1,541,228.68	1,930,548.65	389,319.97	25.26%
<b>71</b>		<b>Community Services</b>	<b>14,134,405.36</b>	<b>14,715,943.46</b>	<b>15,111,254.32</b>	<b>395,310.86</b>	<b>2.69%</b>
72	410000	Interfund Operating Trans	64,273.82	58,115.00	58,115.00	-	0.00%
73	430000	Purchased Instruct Svcs	265,678.00	-	-	-	0.00%
<b>74</b>		<b>Non-Program Transactions</b>	<b>329,951.82</b>	<b>58,115.00</b>	<b>58,115.00</b>	<b>-</b>	<b>0.00%</b>
<b>75</b>		<b>Fund 80 Community Service</b>	<b>16,438,661.14</b>	<b>16,673,842.95</b>	<b>16,779,533.35</b>	<b>105,690.40</b>	<b>0.63%</b>
<b>76</b>		<b>Total All Funds:</b>	<b>456,833,490.17</b>	<b>503,203,150.13</b>	<b>496,794,009.47</b>	<b>(6,409,140.66)</b>	<b>-1.27%</b>



## Baird Budget Forecast Model

The Madison Metropolitan School District utilizes a forecast tool by Robert W. Baird to assist in doing Budget Model Forecasting. Baird assists with giving the district the most up-to-date data and forecast information available on the assumptions that the district uses for Equalization Aid, revenue limit exemptions, revenue limit carryover limitations, etc. The Baird Budget Forecast Model for 2016-17 is attached. In addition, this version of the model includes a preview of 2017-18. However, it should be noted that modeling 2017-18 revenues without information regarding the state budget for 2017-19 the forecast is of limited value at this time.

Our attempt to forecast 2017-18 data is based upon the following key early assumptions:

- Flat Enrollment
- No incremental increase in revenue limit per pupil
- \$100 increase in categorical per pupil aid
- No change in staffing plan
- Salary/Wages up 1.5% to account for steps and base wage
- Health Insurance up 5%
- Utilities and other major contracts net increase ~3.5%

This model is as presented in the April 27 Budget Book. It has not been revised for June adoption.

Tax Levy Summary	75
Revenue Limit Calculations	76
Equalization Aid Calculation	78
Revenue and Expenditures	79
General Fund (10)	79
Special Education Fund (27)	86
Debt Service (30/38)	88
Capital Maintenance (41)	90
Food Service (50)	91
Community Service (80)	92

# Baird Budget Forecast Model

## Levy and Misc

### TAX LEVY SUMMARY

#### MMSD

	Current		Working		FORECAST	
	Budget	% Δ	Budget	% Δ	Projected	% Δ
	'15-'16		'16-'17		'17-'18	
TOTAL FUND 10 LEVY	254,455,895	3.76%	259,775,286	2.09%	265,506,603	2.21%
Plus: FUND 39 LEVY	5,498,873	30.84%	8,671,500	57.70%	8,300,825	-4.27%
Less: FUND 39 LEVY OFFSET	-		(672,341)		-	
Less: FUND 39 LEVY OFFSET	-		-		-	
Plus: NEW FUND 39 LEVY	-		-		-	
Plus: FUND 38 LEVY	3,884,075	33.09%	4,209,828	8.39%	4,167,225	-1.01%
Less: FUND 38 LEVY OFFSET	-		(146,044)		(146,044)	
Plus: NEW FUND 38 LEVY	-		-		-	
Plus: FUND 41 LEVY	4,500,000	0.00%	4,000,000	-11.11%	4,000,000	0.00%
Plus: FUND 80 LEVY	11,654,696	0.00%	11,833,856	1.54%	11,833,856	0.00%
Chargeback Levy	1,165,020		500,000	-57.08%	120,000	-76.00%
TOTAL LEVY	281,158,559	4.71%	288,172,085	2.49%	293,782,464	1.95%
TOTAL TAX RATE PER \$1,000 EQUALIZED VALUE	\$12.08	1.17%	\$11.96	-0.99%	\$11.78	-1.51%
Revenue Limit Tax Rate	\$11.34	0.98%	\$11.14	-1.76%	\$10.98	-1.44%
Community Service Tax Rate (Fund 80)	\$0.50	-3.85%	\$0.49	-2.00%	\$0.47	-4.08%
Referendum Approved Debt Tax Rate (Fund 39)	\$0.24	26.32%	\$0.33	37.50%	\$0.33	0.00%

## Levy and Misc

# MMSD

Copyright Robert W. Baird & Co.  
4/8/2016

Baird Forecast Model v19 MMSD FY17 April Budget Book 17101 Lvl 5

2 of 18

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

# Baird Budget Forecast Model

## Levy and Misc

### REVENUE CAP

### MMSD

K8. Adj. for New Choice Pupils (FTE x Max. Rev/Mbr)  
Other non-recurring exemptions

#### L. Revenue Limit w/ All Exemptions

M. Less: State Equalization Aid

Less: State Aid to High Poverty Districts

#### N. Allowable Limited Revenue (Levy)

Less:

O. Fund 38 (Non Referendum Debt)

Fund 41 (Capital Expenditures)

#### P. Fund 10 Revenue Cap w/o Computer Aid

#### Q. Property Valuation

a. Exempt Computer Property Valuation

b. TIF OUT Tax Apportionment Equalized Valuation

c. TIF OUT Value plus Exempt Computers (a + b)

#### R. State Aid for Exempt Computers:

#### S. Net Fund 10 Revenue Cap

Less: Levy Under Revenue Cap

Plus: Levy Over Revenue Cap

#### ACTUAL FUND 10 LEVY

	Current Budget '15-'16	'15-'16 % Δ	Working Budget '16-'17	'16-'17 % Δ	FORECAST	
					Projected '17-'18	'17-'18 % Δ
	\$127,017		\$119,031		\$137,066	
	\$317,394,018	0.84%	\$317,653,858	0.08%	\$318,586,389	0.29%
	(\$52,476,253)	-3.44%	(\$47,753,429)	-9.00%	(\$43,035,523)	-9.88%
	\$0		\$0		\$0	
	\$264,917,765	2.36%	\$269,900,429	1.88%	\$275,550,866	2.09%
	\$3,884,075		\$4,063,784		\$4,021,180	
	\$4,500,000		\$4,000,000		\$4,000,000	
	\$256,533,690		\$261,836,645		\$267,529,686	
	\$172,913,800	-0.34%	\$172,321,734	-0.34%	\$171,731,696	-0.34%
	\$23,270,952,465	3.52%	\$24,090,089,992	3.52%	\$24,938,061,159	3.52%
	\$23,443,866,265	3.49%	\$24,262,411,726	3.49%	\$25,109,792,855	3.49%
	\$2,089,136	0.81%	\$2,061,359	-1.33%	\$2,023,083	-1.86%
	\$254,444,554	2.06%	\$259,775,286	2.10%	\$265,506,603	2.21%
	\$0		\$0		\$0	
	\$11,341		\$0		\$0	
	\$254,455,895	3.76%	\$259,775,286	2.09%	\$265,506,603	2.21%

# Baird Budget Forecast Model

## Levy and Misc

### EQUALIZATION AID

#### MMSD

	Current Budget		Working Budget		FORECAST	
	'15-'16	% Δ	'16-'17	'16-'17	Projected	'17-'18
				% Δ	'17-'18	% Δ
DISTRICT Membership (Prior Year)	27,884	0.74%	27,935	0.18%	27,784	-0.54%
DISTRICT Valuation (Tid-Out) (Prior Year)	\$22,653,787,457	3.42%	\$23,443,866,265	3.49%	\$24,262,411,726	3.49%
E4 Shared Costs for EQ Aid Calculation (Prior Year)	\$313,053,087		\$318,339,164		\$326,363,083	
District Anticipated Spending Over/Under Current Budget (\$)			\$0		\$0	
Adjusted Shared Costs for EQ Aid Calculation (Prior Year)	\$313,053,088	2.10%	\$318,339,164	1.69%	\$326,363,083	2.52%
DISTRICT Valuation per Member	\$812,430	2.65%	\$839,229	3.30%	\$873,251	4.05%
DISTRICT Shared Costs per Member	\$11,227	1.35%	\$11,396	1.50%	\$11,746	3.08%
STATE Primary Aid Valuation Guarantee	\$1,930,000	0.00%	\$1,930,000	0.00%	\$1,930,000	0.00%
STATE Secondary Aid Valuation Guarantee	\$1,101,448	0.44%	\$1,123,367	1.99%	\$1,145,722	1.99%
STATE Tertiary Aid Valuation Guarantee	\$546,173	2.69%	\$558,189	2.20%	\$570,469	2.20%
STATE Aidable Primary Cost Ceiling	\$1,000	0.00%	\$1,000	0.00%	\$1,000	0.00%
STATE Aidable Secondary Cost Ceiling	\$9,400	1.90%	\$9,455	0.58%	\$9,744	3.06%
Primary Aid %	57.91%		56.52%		54.75%	
Secondary Aid %	26.24%		25.29%		23.78%	
Tertiary Aid %	-48.75%		-50.35%		-53.08%	
Primary Aid	\$16,146,139.36	-1.11%	\$15,787,775.36	-2.22%	\$15,212,663.78	-3.64%
Secondary Aid	\$61,460,425.75	-2.98%	\$59,739,860.49	-2.80%	\$57,777,160.71	-3.29%
Tertiary Aid	\$24,834,727.37	-0.75%	\$27,297,290.05	9.92%	\$29,526,031.79	8.16%
ESTIMATED EQUALIZATION AID	\$52,771,838	-3.45%	\$48,230,346	-8.61%	\$43,463,793	-9.88%
Prior Year Equalization Aid Adjustment	\$61,831		\$0		\$0	
Milwaukee Charter Program Adjustment	-0.016064357		-0.016064357		-0.016064357	
Milwaukee Charter Program Adjustment \$	(\$847,746)		(\$774,790)		(\$698,218)	
EQUALIZATION AID PAYMENT	\$51,985,923	-3.44%	\$47,455,556	-8.71%	\$42,765,575	-9.88%
Final Inter-District Certification	\$0	0.00%	\$0	0.00%	\$0	0.00%
Final Intra-District Certification	\$490,330	-2.67%	\$297,872	-39.25%	\$269,948	-9.37%
Final Special Adjustment Aid	\$0	0.00%	\$0	0.00%	\$0	0.00%
Total EQUALIZATION AID PAYMENT	\$52,476,253	-3.44%	\$47,753,429	-9.00%	\$43,035,523	-9.88%

# Baird Budget Forecast Model

## Levy and Misc

### FUND 10 Revenues

#### MMSD

		Current		Working		FORECAST	
		Budget '15-'16	'15-'16 % Δ	Budget '16-'17	'16-'17 % Δ	Projected '17-'18	'17-'18 % Δ
FUND 10 REVENUES							
100	Operating Transfers In	224,671	-13.75%	224,671	0.00%	224,671	0.00%
1--	Total Transfers In	224,671	-13.75%	224,671	0.00%	224,671	0.00%
211	Property Taxes (Fund 10 Revenue Cap)	254,455,895	3.76%	259,775,286	2.09%	265,506,603	2.21%
212	Chargeback Levy	1,165,020		500,000	-57.08%	120,000	-76.00%
213	Mobil Home Tax/Fees	70,000	11.36%	70,000	0.00%	70,000	0.00%
219	Other Taxes	218,217	0.00%	-	-100.00%	-	0.00%
240	Payments for Services	196,150	-59.58%	250,514	27.72%	250,514	0.00%
260	Non-Capital Sales	16,500	364.00%	-	-100.00%	-	0.00%
270	School Activity Income	212,000	-0.12%	212,000	0.00%	212,000	0.00%
280	Investment Earnings	428,676	17.99%	400,000	-6.69%	400,000	0.00%
290	Other Revenue from Local Sources	3,817,278	11.10%	3,199,982	-16.17%	3,199,982	0.00%
200	All Other Local Revenue	-		-	1.00%	-	0.00%
2--	Total Local	260,579,736	4.23%	264,407,783	1.47%	269,759,099	2.02%
310	Transit of Aids	-		-	0.00%	-	0.00%
345	State Aid for Regular Ed. Open Enrollment	1,917,515	-12.71%	1,879,008	-2.01%	1,838,500	-2.16%
340	Other Payments for Services	160,000	-3.21%	160,000	0.00%	160,000	0.00%
380	Medical Service Reimbursements	-		-	0.00%	-	0.00%
390	Other Payments from WI School Districts	-		-	0.00%	-	0.00%
300	All Other Interdistrict Payments	-		-	0.00%	-	0.00%
3--	Total Interdistrict Payments in Wisconsin	2,077,515	-12.05%	2,039,008	-1.85%	1,998,500	-1.99%
440	Payments for Services	-		-	0.00%	-	0.00%
490	Other Payments from Non-WI School Districts	-		-	0.00%	-	0.00%
400	All Other Payments	-		-	0.00%	-	0.00%
4--	Total Interdistrict Payments Outside WI	-		-		-	
510	Transit of Aids	123,617	53.57%	124,249	0.51%	124,249	0.00%
530	Payments for Services from CCDEBs	-		-	0.00%	-	0.00%
540	Payments for Services from CESAs	-		-	0.00%	-	0.00%
580	Medical Service Reimbursements	-		-	0.00%	-	0.00%
500	All Other Intermediate Sources	-		-	0.00%	-	0.00%
5--	Total Intermediate Sources	123,617	53.57%	124,249	0.51%	124,249	0.00%
612	Transportation State Aid	278,250	13.61%	278,250	0.00%	278,250	0.00%
613	Library (Common School Fund)	750,000	-12.91%	750,000	0.00%	750,000	0.00%
615	Integration Aid (Resident)	490,330	-2.67%	297,872	-39.25%	269,948	0.00%



# Baird Budget Forecast Model

## Levy and Misc

### FUND 10 Revenues

#### MMSD

	Current Budget '15-'16	'15-'16 % Δ	Working Budget '16-'17	'16-'17 % Δ	FORECAST Projected '17-'18	'17-'18 % Δ
616 Integration Aid (Non-Resident)	-		-		-	
618 Bilingual/Bicultural State Aid	1,901,117	0.10%	1,901,117	0.00%	1,901,117	0.00%
619 Per-pupil Categorical Aid	4,126,800	0.46%	6,876,750	\$250	9,607,850	\$350
619 Other State Categorical Aid	-		-	0.00%	-	0.00%
621 Equalization Aid	51,985,923	-3.44%	47,455,556	-8.71%	42,765,575	-9.88%
623 Special Adjustment Aid	-		-		-	
628 High Poverty Aid	-	-100.00%	-		-	
629 Other State General Aid	-		-	0.00%	-	0.00%
630 State Special Project Grants	305,685	-9.13%	266,809	-12.72%	266,809	0.00%
641 General Tuition-State Paid	368,995	-4.43%	368,995	0.00%	368,995	0.00%
650 State SAGE Aid	6,939,833	0.49%	6,939,833	0.00%	6,939,833	0.00%
660 State Revenues from State Sources	-	-100.00%	-	0.00%	-	0.00%
691 State Aid for Exempt Computers	2,089,136	0.81%	2,061,359	-1.33%	2,023,083	-1.86%
693 School District Consolidation Aid	-		-	0.00%	-	0.00%
694 Sparsity Aid	-		-	0.00%	-	0.00%
699 Other State Revenue	-		-	0.00%	-	0.00%
600 All Other Revenue From State Sources	77,498	101.75%	120,828	55.91%	120,828	0.00%
6-- Total Revenue from State Sources	69,313,567	-4.79%	67,317,369	-2.88%	65,292,287	-3.01%
710 Federal Aid-Categorical	247,901	-4.87%	247,901	0.00%	247,901	0.00%
720 Impact and Disaster Aid	-		-	0.00%	-	0.00%
730 Federal Special Projects Aid Through DPI	3,607,021	30.23%	3,983,492	10.44%	3,983,492	0.00%
750 ESEA	6,214,593	-13.57%	6,508,258	4.73%	6,508,258	0.00%
760 JTPA	-		-	0.00%	-	0.00%
770 Federal Aid Through Municipalities and Counties	-	-100.00%	-	0.00%	-	0.00%
780 Federal Aid Through State Agencies other than DPI	4,300,000	13.52%	3,900,000	-9.30%	3,900,000	0.00%
790 Other Revenue from Federal Sources	74,934	-82.40%	74,934	0.00%	74,934	0.00%
700 All Other Federal Sources	-		-	0.00%	-	0.00%
7-- Federal Sources	14,444,449	-0.03%	14,714,584	1.87%	14,714,584	0.00%
850 Reorganization Settlement	-		-	0.00%	-	0.00%
860 Compensation for Sale or Loss of Fixed Assets	-		-	0.00%	-	0.00%
873 Long-Term Loans	-		-	0.00%	-	0.00%
874 State Trust Fund Loans	-		-	0.00%	-	0.00%
870 Other Long-Term Debt Proceeds	-	-100.00%	-	0.00%	-	0.00%
800 All Other Financing Sources	-		-	0.00%	-	0.00%

# Baird Budget Forecast Model

## Levy and Misc

### FUND 10 Revenues

#### MMSD

8--		Current Budget '15-'16	'15-'16 % Δ	Working Budget '16-'17	'16-'17 % Δ	FORECAST	
						Projected '17-'18	'17-'18 % Δ
	Total Financing Sources	-	-100.00%	-	-	-	-
960	Adjustments	-	-100.00%	-	0.00%	-	0.00%
971	Refund of PY Expense	620,000	-1.80%	370,000	-40.32%	370,000	0.00%
972	Property Tax and Eq Aid Refund	5,000	-80.06%	5,000	0.00%	5,000	0.00%
980	Medical Service Reimbursements	77,425	-3.62%	55,600	-28.19%	55,600	0.00%
990	Other Miscellaneous Revenues	-	-100.00%	-	0.00%	-	0.00%
900	All Other Miscellaneous Revenues	102,000	110.22%	50,000	-50.98%	50,000	0.00%
	Revenue Adjustments from Levy & Misc						
	Total Miscellaneous Revenues	804,425	-30.22%	480,601	-40.26%	480,601	0.00%
9--	TOTAL FUND 10 REVENUES	347,567,980	1.69%	349,308,264	0.50%	352,593,991	0.94%

# Baird Budget Forecast Model

## Levy and Misc

### FUND 10 Expenditures

#### MMSD

FUND 10 EXPENDITURES		Current		Working		FORECAST	
		Budget '15-'16	'15-'16 % Δ	Budget '16-'17	'16-'17 % Δ	Projected '17-'18	'17-'18 % Δ
110	Permanent Full Time	158,269,869	1.09%	157,415,099	-0.54%	159,776,325	1.50%
120	Permanent Part Time	1,388,607	6.68%	1,378,798	-0.71%	1,399,480	1.50%
130	Temporary Full Time	56,353	-66.26%	56,353	0.00%	57,198	1.50%
140	Temporary Part Time	783,829	8.25%	781,744	-0.27%	793,470	1.50%
150	Leave Payments	96,300	<b>209.65%</b>	96,300	0.00%	96,300	0.00%
100	All Other Salaries	12,099,895	5.25%	12,484,808	3.18%	12,859,352	3.00%
	<b>Total Salaries</b>	<b>172,694,853</b>	<b>1.42%</b>	<b>172,213,101</b>	<b>-0.28%</b>	<b>174,982,125</b>	<b>1.61%</b>
212	WRS	11,206,089	-0.26%	10,809,115	-3.54%	11,327,953	4.80%
218	Employee Benefit Trust	-		-	0.00%	-	0.00%
219	Other EE Benefits	-		-	0.00%	-	0.00%
220	Social Security	13,079,375	1.78%	13,018,513	-0.47%	13,383,031	2.80%
230	Life Insurance	491,677	2.50%	510,990	3.93%	526,320	3.00%
240	Medical	45,044,191	0.87%	44,764,004	-0.62%	47,002,204	5.00%
242	Hospitalization	-		-	0.00%	-	0.00%
243	Dental	2,536,765	1.00%	2,538,456	0.07%	2,665,379	5.00%
249	Long Term Care	404,308	6.38%	424,308	4.95%	437,037	3.00%
251	Other Employee Insurance	1,090,893	1.12%	1,131,036	3.68%	1,164,967	3.00%
290	Other Employee Benefits	517,915	36.17%	517,915	0.00%	528,273	2.00%
200	All Other Benefits	-		-	0.00%	-	0.00%
	<b>Total Employee Benefits</b>	<b>74,371,213</b>	<b>1.08%</b>	<b>73,714,337</b>	<b>-0.88%</b>	<b>77,035,164</b>	<b>4.50%</b>
310	Personal Services	3,646,110	20.87%	4,218,189	15.69%	4,429,099	5.00%
320	Property Services	2,786,633	-5.07%	3,841,723	37.86%	4,033,809	5.00%
331	Gas for Heat	1,666,162	5.65%	1,756,162	5.40%	1,808,847	3.00%
332	Oil for Heat	5,000	7.95%	5,000	0.00%	5,000	0.00%
333	Coal and/or Wood for Heat	-		-	0.00%	-	0.00%
334	Electricity for Heat	-		-	0.00%	-	0.00%
335	Gas for other than Heat	-		-	0.00%	-	0.00%
336	Electricity for Other Than Heat	3,100,483	-2.47%	3,250,483	4.84%	3,347,997	3.00%
337	Water	600,000	-13.86%	600,000	0.00%	600,000	0.00%

# Baird Budget Forecast Model

## Levy and Misc

### FUND 10 Expenditures

#### MMSD

MMSD

		Current		Working		FORECAST	
		Current Budget '15-'16	'15-'16 % Δ	Working Budget '16-'17	'16-'17 % Δ	Projected '17-'18	'17-'18 % Δ
338	Sewerage	-		-	0.00%	-	0.00%
339	Other Utilities	-		-	0.00%	-	0.00%
340	Travel	9,408,354	-6.39%	9,771,621	3.86%	10,162,486	4.00%
350	Communication	1,130,958	-9.18%	1,085,286	-4.04%	1,085,286	0.00%
360	Information Technology	-		-	0.00%	-	0.00%
370	Payment to Non-Governmental Agencies	3,459,164	-3.76%	3,434,955	-0.70%	3,434,955	0.00%
382	Open Enrollment Payments	8,387,066	8.48%	8,917,012	6.32%	9,300,791	4.30%
387	Open Enrollment Voucher Payments	-		119,031		137,066	15.15%
380	Other Intergovernmental Payments	1,048,609	66.73%	1,124,741	7.26%	1,158,483	3.00%
300	All Other Purchased Services	-		-	0.00%	-	0.00%
3--	Total Purchased Services	35,238,538	1.67%	38,124,203	8.19%	39,503,820	3.62%
410	Supplies	6,969,868	48.23%	5,838,800	-16.23%	5,955,576	2.00%
420	Apparel	40,439	-41.30%	40,439	0.00%	40,439	0.00%
430	Instructional Media	1,524,694	-29.85%	1,507,642	-1.12%	1,507,642	0.00%
440	Non-Capital Equipment	255,336	-23.03%	254,836	-0.20%	254,836	0.00%
450	Resale Items	-		-	0.00%	-	0.00%
460	Equipment Components	418		418	0.00%	418	0.00%
470	Textbooks and Workbooks	14,356	-98.18%	14,356	0.00%	14,356	0.00%
480	Non-Instructional Computer Software	421,412	-24.48%	811,712	92.62%	811,712	0.00%
490	Other Non-Capital Items	57,803	11.40%	57,803	0.00%	57,803	0.00%
400	All Other Non-Capital Objects	-		-	0.00%	-	0.00%
4--	Total Non-Capital Objects	9,284,325	7.00%	8,526,006	-8.17%	8,642,782	1.37%
510	Sites	-		-	0.00%	-	0.00%
520	Site Components	-		-	0.00%	-	0.00%
530	Buildings	-		-	0.00%	-	0.00%
540	Building Components	5,255		355	-93.24%	355	0.00%
550	Equipment/Vehicle--Initial Purchase	921,704	-62.31%	820,628	-10.97%	820,628	0.00%
560	Equipment/Vehicle--Replacement	358,069	3.38%	352,628	-1.52%	352,628	0.00%
570	Rental	1,817,443	85.38%	2,279,118	25.40%	2,962,853	30.00%
500	All Other Capital Objects	-		-	0.00%	-	0.00%

## Baird Budget Forecast Model

## Levy and Misc

## FUND 10 Expenditures

## MMSD

		Current		'15-'16		Working		'16-'17		Projected		FORECAST	
		Budget		% Δ		Budget		% Δ		'17-'18		% Δ	
		'15-'16				'16-'17				'17-'18			
5--	Total Capital Objects	3,102,471		-17.76%		3,452,729		11.29%		4,136,464		19.80%	
670	Principal Payments	245,650		0.61%		245,650		0.00%		245,650		0.00%	
680	Interest Payments	224,339		81.08%		224,339		0.00%		224,339		0.00%	
690	Other Debt Related	3,000		-16.67%		3,000		0.00%		3,000		0.00%	
600	All Other Debt Retirement	-				-		0.00%		-		0.00%	
6--	Total Debt Retirement	472,989		27.27%		472,989		0.00%		472,989		0.00%	
711	District Liability Insurance	298,770		2.77%		328,770		10.04%		355,072		8.00%	
712	District Property Insurance	449,500		111.26%		449,500		0.00%		485,460		8.00%	
713	Worker's Compensation	1,627,155		13.23%		1,827,155		12.29%		1,973,327		8.00%	
714	Fidelity Bond Premiums	-				-		0.00%		-		0.00%	
715	District Multiple Coverage	-				-		0.00%		-		0.00%	
716	District Student Insurance	-				-		0.00%		-		0.00%	
719	Other District Insurance	-				-		0.00%		-		0.00%	
720	Judgments and Settlements	19,600		2260.31%		19,600		0.00%		19,600		0.00%	
730	Unemployment Compensation	95,200		233.01%		95,200		0.00%		95,200		0.00%	
790	Other Insurance and Judgments	-				-		0.00%		-		0.00%	
700	All Other Insurance & Judgments	-				-		0.00%		-		0.00%	
7--	Total Insurance & Judgments	2,490,225		26.41%		2,720,225		9.24%		2,928,659		7.66%	
827	Interfund Transfer to Fund 27	48,788,208		-1.74%		50,012,964		2.51%		51,870,755		3.71%	
838	Interfund Transfers to Fund 38	-		-100.00%		-				-			
839	Interfund Transfers to Fund 39	-				-				-			
846	Interfund Transfers to Fund 46	-				-				-			
850	Interfund Transfers to Fund 50	-				-				-			
800	All Other Transfers	-				-		-100.00%		-		-100.00%	
8--	Total Transfers	48,788,208		-1.74%		50,012,964		2.51%		51,870,755		3.71%	
930	Revenue Transits	10,000		-56.31%		10,000		0.00%		10,000		0.00%	
940	Dues and Fees	262,458		62.20%		262,508		0.02%		262,508		0.00%	
950	Reorganization Settlement paid to Others	-				-		0.00%		-		0.00%	
960	Adjustments	2,000		-197.75%		2,000		0.00%		2,000		0.00%	
971	Refund Payment	-				-		0.00%		-		0.00%	

# Baird Budget Forecast Model

Levy and Misc

## FUND 10 Expenditures

### MMSD

	Current Budget '15-'16	'15-'16 % Δ	Working Budget '16-'17	'16-'17 % Δ	FORECAST Projected '17-'18	'17-'18 % Δ
972 Property Tax Chargebacks and Eq Aid Payments	250,000		500,000	0.00%	500,000	0.00%
980 Medical Service Reimbursement	-		-	0.00%	-	0.00%
990 Miscellaneous	(986,928)	<b>-2915.29%</b>	987,385	<b>-200.05%</b>	987,385	0.00%
900 Other	100		100	0.00%	100	0.00%
9-- Total Other Objects	(462,371)	<b>-243.82%</b>	1,761,993	<b>-481.08%</b>	1,761,993	0.00%
<b>TOTAL FUND 10 EXPENDITURES</b>	<b>345,980,451</b>	<b>0.79%</b>	<b>350,998,547</b>	<b>1.45%</b>	<b>361,334,751</b>	<b>2.94%</b>

**Fund 10 Surplus (Deficit)**      **1,587,529**      **(1,690,284)**      **(8,740,760)**



# Baird Budget Forecast Model

## Levy and Misc

### FUND 27 Revenues and Expenditures

#### MMSD

##### FUND 27 REVENUES

316	Transit of State Aid - from WI SD
347	SPED Additional/Excess Cost Tuition - OE
340	Other Payments from WI SD
611	SPED State Aid
625	High Cost SPED Aid
626	Supplement SPED Aid
600	Other State Revenue
711	High Cost SPED Aid
730	Federal Aid Through DPI
780	Federal Aid Through State Agencies
900	Miscellaneous
	All other SPED Revenue

<b>FUND 27 TRANSFER DUE FROM FUND 10</b>	<b>48,788,208</b>					
<b>TOTAL FUND 27 REVENUES</b>	<b>73,896,348</b>	<b>-0.85%</b>	<b>75,556,302</b>	<b>2.25%</b>	<b>77,414,092</b>	<b>2.46%</b>

##### FUND 27 EXPENDITURES

110	Permanent Full Time
120	Permanent Part Time
130 / 160	Temporary Full Time
140	Temporary Part Time
150	Leave Payments
100	All Other Salaries

##### 1-- Total Salaries

212	WRS
218	Employee Benefit Trust
219	Other EE Benefits
220	Social Security
230	Life Insurance
240	Medical
243	Dental
251	Other Employee Insurance

	Current Budget '15-'16	'15-'16 % Δ	Working Budget '16-'17	'16-'17 % Δ	FORECAST Projected '17-'18	'17-'18 % Δ
	-	-100.00%	-	0.00%	-	0.00%
	50,000	-38.06%	-	-100.00%	-	0.00%
	-	-100.00%	-	0.00%	-	0.00%
	18,306,494	0.65%	18,306,494	0.00%	18,306,494	0.00%
	520,000	-0.56%	560,000	7.69%	560,000	0.00%
	-		-	0.00%	-	0.00%
	84,803	69.84%	84,803	0.00%	84,803	0.00%
	270,000	-1.78%	310,000	14.81%	310,000	0.00%
	5,443,307	7.16%	5,848,505	7.44%	5,848,505	0.00%
	433,536	-36.25%	433,536	0.00%	433,536	0.00%
	-		-	0.00%	-	0.00%
	-		-	0.00%	-	0.00%
	<b>48,788,208</b>	<b>-1.74%</b>	<b>50,012,964</b>	<b>2.51%</b>	<b>51,870,755</b>	<b>3.71%</b>
	<b>73,896,348</b>	<b>-0.85%</b>	<b>75,556,302</b>	<b>2.25%</b>	<b>77,414,092</b>	<b>2.46%</b>

	42,866,996	-0.87%	43,749,211	2.06%	44,405,449	1.50%
	543,367	-13.00%	705,965	29.92%	716,554	1.50%
	30,000	51.67%	30,000	0.00%	30,450	1.50%
	-		-	4.02%	-	1.50%
	-		-	0.00%	-	0.00%
	<b>2,731,113</b>	<b>-3.79%</b>	<b>2,569,151</b>	<b>-5.93%</b>	<b>2,646,226</b>	<b>3.00%</b>

##### 1-- Total Salaries

	<b>46,171,476</b>	<b>-1.18%</b>	<b>47,054,327</b>	<b>1.91%</b>	<b>47,798,679</b>	<b>1.58%</b>
	3,005,223	-2.44%	2,998,225	-0.23%	3,106,161	3.60%
	-		-	0.00%	-	0.00%
	-		-	0.00%	-	0.00%
	3,504,754	-0.93%	3,565,342	1.73%	3,654,475	2.50%
	115,765	2.20%	121,704	5.13%	125,355	3.00%
	13,991,172	-2.36%	14,505,771	3.68%	15,231,059	5.00%
	697,765	-0.86%	718,407	2.96%	754,327	5.00%
	292,868	3.45%	325,203	11.04%	334,959	3.00%

# Baird Budget Forecast Model

## Levy and Misc

### FUND 27 Revenues and Expenditures

#### MMSD

		Current Budget '15-'16	'15-'16 % Δ	Working Budget '16-'17	'16-'17 % Δ	Projected '17-'18	FORECAST '17-'18 % Δ
290	Other Employee Benefits	-	-100.00%	-	0.00%	-	2.00%
200	All Other Benefits	-		-	0.00%	-	0.00%
2--	Total Employee Benefits	21,607,548	-2.04%	22,234,651	2.90%	23,206,337	4.37%
300	Purchased Services	4,575,074	1.83%	4,725,074	3.28%	4,866,826	3.00%
382	Tuition Special Education Transfer Out Students	75,000	407.34%	75,000	0.00%	75,000	0.00%
400	Non-Capital Objects	821,514	57.40%	821,514	0.00%	821,514	0.00%
500	Capital Objects	36,200	-45.53%	36,200	0.00%	36,200	0.00%
600	Debt Retirement	-		-	0.00%	-	0.00%
700	Insurance & Judgments	404,950	4.59%	404,950	0.00%	404,950	0.00%
800	Transfers	166,556	-25.79%	166,556	0.00%	166,556	0.00%
900	Miscellaneous	38,030	-7.69%	38,030	0.00%	38,030	0.00%
	TOTAL FUND 27 EXPENDITURES	73,896,348	-0.85%	75,556,302	2.25%	77,414,092	2.46%

## FUND 30 Revenues and Expenditures

## MMSD

					FORECAST	
					Projected '17-'18	'17-'18 % Δ
					Working Budget '16-'17	'16-'17 % Δ
					Current Budget '15-'16	'15-'16 % Δ
FUND 30 REVENUES						
100	Transfer from another Fund	-		-		1.00%
211	Local Tax Levy	5,498,873		7,999,159	8,300,825	3.77%
220	Payments in Lieu of Taxes	-		-	-	1.00%
280	Interest Revenue	-		-	-	1.00%
800	Other Financing Sources	-		-	-	-100.00%
	Miscellaneous	1,966,298		-	-	-100.00%
	Subsidy	-		-	-	
	FUND 30 TRANSFER DUE FROM FUND 10	-		-	-	
	TOTAL FUND 30 REVENUES	7,465,171	77.59%	7,999,159	8,300,825	3.77%
FUND 30 EXPENDITURES						
670	Principal Payments	4,800,000	47.92%	6,920,000	6,755,000	-2.38%
680	Interest Payments	1,520,741	51.01%	1,854,475	1,648,525	-11.11%
690	Other Debt Related Payments	-		-	-	2.00%
	New Fund 30 Debt	-		-	-	
	TOTAL FUND 30 EXPENDITURES	6,320,741	48.65%	8,774,475	8,403,525	-4.23%
	Fund 30 Surplus (Deficit)	1,144,430		(775,316)	(102,700)	
	Year End Fund Balance	1,599,501		824,185	721,485	
	Next FY Fall Payments	927,238		824,263	721,563	
	Balance Post-Fall Payments	672,264		(77)	(77)	
	Outstanding Principal Balance at Fiscal Year End (all F30 debt combined)	58,350,000		51,430,000	44,675,000	

## FUND 38 Revenues and Expenditures

## MMSD

					FORECAST	
					Projected '17-'18	'17-'18 % Δ
					Working Budget '16-'17	'16-'17 % Δ
					Current Budget '15-'16	'15-'16 % Δ
FUND 38 REVENUES						
100	Transfer from another Fund	-	-	-	-	1.00%
211	Local Tax Levy	3,884,075	4,063,784	4,021,180	4,021,180	-1.05%
220	Payments in Lieu of Taxes	-	-	-	-	1.00%
280	Interest Revenue	-	-	-	-	1.00%
800	Other Financing Sources	-	-	-	-	0.00%
	Subsidy	146,044	146,044	146,044	146,044	0.00%
		-	-	-	-	
FUND 38 TRANSFER DUE FROM FUND 10						
TOTAL FUND 38 REVENUES					4,030,119	31.47%
FUND 38 EXPENDITURES					4,209,828	4.46%
670	Principal Payments	2,921,613	3,175,100	3,243,312	3,243,312	2.15%
680	Interest Payments	1,125,774	1,060,829	949,038	949,038	-10.54%
690	Other Debt Related Payments	-	-	-	-	2.00%
	Miscellaneous	-	-	-	-	2.00%
	New Fund 38 Debt	-	-	-	-	
TOTAL FUND 38 EXPENDITURES					4,047,387	21.12%
Fund 38 Surplus (Deficit)					(17,268)	(26,101)
Year End Fund Balance					1,361,836	1,310,610
Next FY Fall Payments					1,286,959	1,235,734
Balance Post-Fall Payments					74,877	74,876
Outstanding Principal Balance at Fiscal Year End (all F38 debt combined)					34,388,387	27,969,975

# Baird Budget Forecast Model

Levy and Misc

## FUND 41 Revenues and Expenditures

### MMSD

		Current		Working		FORECAST	
		Budget '15-'16	'15-'16 % Δ	Budget '16-'17	'16-'17 % Δ	Projected '17-'18	'17-'18 % Δ
<b>FUND 41 REVENUES</b>							
110	Transfer from another Fund	-		-	1.00%	-	1.00%
211	Local Tax Levy	4,500,000	0.00%	4,000,000	-11.11%	4,000,000	0.00%
280	Interest Revenue	-		-	1.00%	-	1.00%
	Miscellaneous	-		-	1.00%	-	1.00%
<b>TOTAL FUND 41 REVENUES</b>		<b>4,500,000</b>	<b>-0.09%</b>	<b>4,000,000</b>	<b>-11.11%</b>	<b>4,000,000</b>	<b>0.00%</b>
<b>FUND 41 EXPENDITURES</b>							
110	Permanent Full Time	942,136	-57.68%	948,389	0.66%	962,615	1.50%
120	Permanent Part Time	-		-	0.00%	-	1.50%
130	Temporary Full Time	-		-	0.00%	-	1.50%
140	Temporary Part Time	-		-	0.00%	-	1.50%
150	Leave Payments	-		-	0.00%	-	0.00%
100	All Other Salaries	-		-	0.00%	-	3.00%
<b>Total Salaries</b>		<b>942,136</b>	<b>-57.68%</b>	<b>948,389</b>	<b>0.66%</b>	<b>962,615</b>	<b>1.50%</b>
212	WRS	61,184	-59.21%	59,985	-1.96%	62,504	4.20%
218	Employee Benefit Trust	-		-	0.00%	-	0.00%
219	Other EE Benefits	-		-	0.00%	-	0.00%
220	Social Security	71,655	-57.73%	72,121	0.65%	73,635	2.10%
230	Life Insurance	4,489	-56.83%	4,341	-3.29%	4,471	3.00%
240	Medical	253,129	-58.23%	247,286	-2.31%	259,650	5.00%
243	Dental	11,273	-56.82%	10,998	-2.44%	11,548	5.00%
251	Other Employee Insurance	6,722	-57.33%	6,663	-0.88%	6,863	3.00%
290	Other Employee Benefits	-		-	0.00%	-	2.00%
200	All Other Benefits	-		-	0.00%	-	0.00%
<b>Total Employee Benefits</b>		<b>408,450</b>	<b>-58.23%</b>	<b>401,393</b>	<b>-1.73%</b>	<b>418,671</b>	<b>4.30%</b>
300	Purchased Services	3,144,598	196.80%	2,645,403	-15.87%	2,613,899	-1.19%
400	Non-Capital Objects	-	-100.00%	-	0.00%	-	0.00%
500	Capital Objects	-		-	0.00%	-	0.00%
900	Other	-		-	0.00%	-	0.00%
	Miscellaneous	4,815	-70.45%	4,815	0.00%	4,815	0.00%
<b>TOTAL FUND 41 EXPENDITURES</b>		<b>4,500,000</b>	<b>5.09%</b>	<b>4,000,000</b>	<b>-11.11%</b>	<b>4,000,000</b>	<b>0.00%</b>

## Levy and Misc

1000

## CAST

5	0.00%
3	2.00%
9	0.00%
2	2.00%
	0.00%
<b>4</b>	<b>1.96%</b>
2	1.50%
	1.50%
	1.50%
	1.50%
	0.00%
9	3.00%
<b>0</b>	<b>1.58%</b>
7	9.20%
9	2.90%
9	3.00%
2	5.00%
1	5.00%
5	3.00%
	2.00%
	0.00%
<b>1</b>	<b>5.10%</b>
0	0.00%
5	2.00%
0	0.00%
	0.00%
0	0.00%
<b>7</b>	<b>2.42%</b>



# Baird Budget Forecast Model

## Levy and Misc

### FUND 80 Revenues and Expenditures

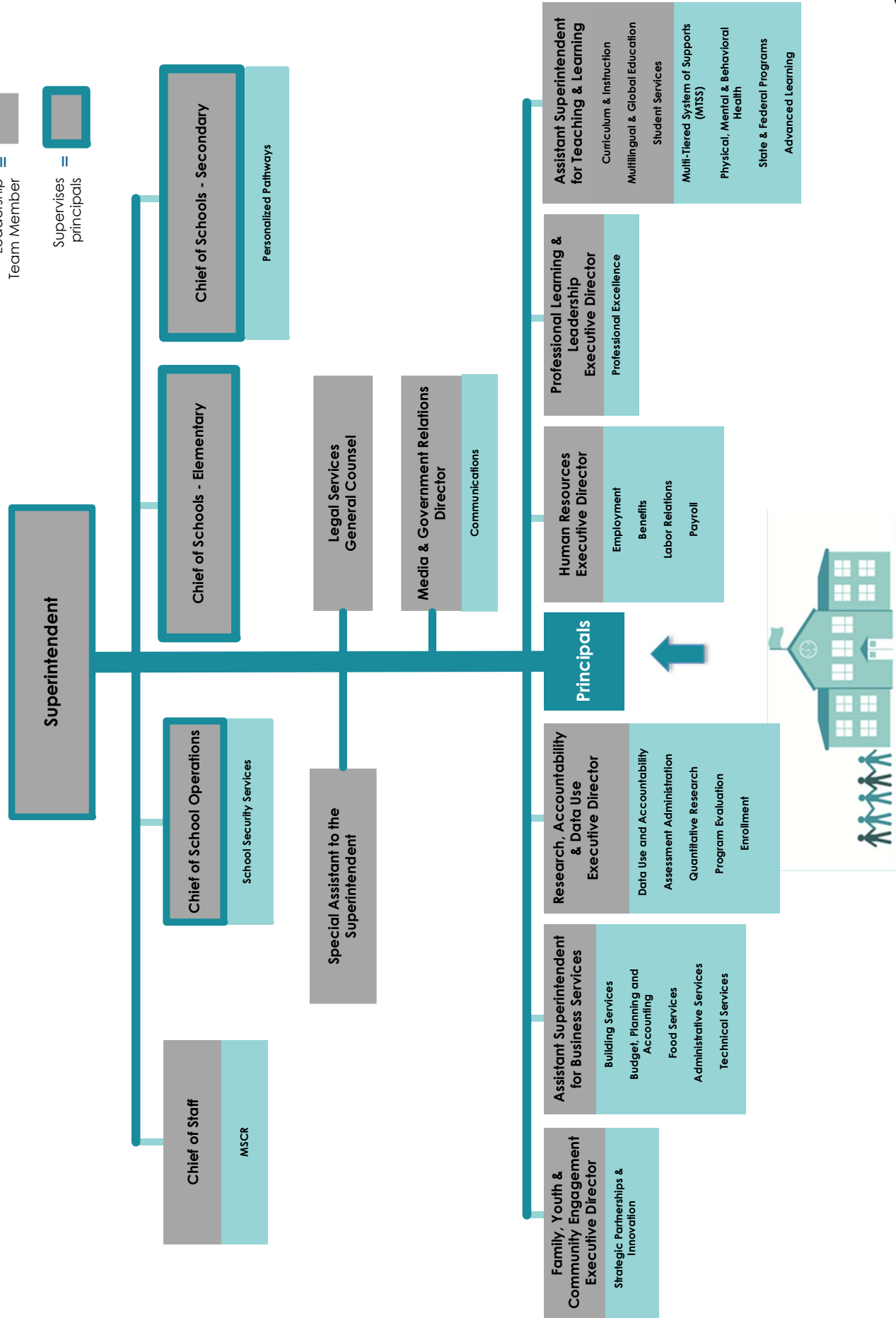
#### MMSD

		Current Budget '15-'16	'15-'16 % Δ	Working Budget '16-'17	'16-'17 % Δ	FORECAST Projected '17-'18	'17-'18 % Δ
<b>FUND 80 REVENUES</b>							
110	Transfer from another Fund	-		-	0.00%	-	0.00%
211	Local Tax Levy	11,654,696	0.00%	11,833,856	1.54%	11,833,856	0.00%
	Miscellaneous	5,019,147	2.67%	4,945,677	-1.46%	4,945,677	0.00%
<b>TOTAL FUND 80 REVENUES</b>		<b>16,673,843</b>	<b>0.79%</b>	<b>16,779,533</b>	<b>0.63%</b>	<b>16,779,533</b>	<b>0.00%</b>
<b>FUND 80 EXPENDITURES</b>							
110	Permanent Full Time	5,285,748	4.02%	5,449,546	3.10%	5,531,289	1.50%
120	Permanent Part Time	-		-	0.00%	-	1.50%
130/160	Temporary Full Time	7,626	-81.00%	12,626	65.57%	12,816	1.50%
140	Temporary Part Time	55,115	23.21%	61,662	11.88%	62,587	1.50%
150	Leave Payments	-		-	0.00%	-	0.00%
100	All Other Salaries	4,587,908	-3.31%	4,582,908	-0.11%	4,720,395	3.00%
1--	<b>Total Salaries</b>	<b>9,936,397</b>	<b>0.25%</b>	<b>10,106,743</b>	<b>1.71%</b>	<b>10,327,087</b>	<b>2.18%</b>
212	WRS	516,654	10.71%	519,860	0.62%	535,456	3.00%
218	Employee Benefit Trust	-		-	0.00%	-	0.00%
219	Other EE Benefits	-		-	0.00%	-	0.00%
220	Social Security	742,438	-1.56%	755,611	1.77%	772,085	2.18%
230	Life Insurance	11,976	5.17%	12,114	1.15%	12,477	3.00%
240	Medical	1,317,822	4.03%	1,424,492	8.09%	1,495,716	5.00%
243	Dental	67,392	4.63%	70,587	4.74%	74,117	5.00%
251	Other Employee Insurance	35,878	1.86%	38,021	5.97%	39,161	3.00%
290	Other Employee Benefits	-		-	0.00%	-	2.00%
200	All Other Benefits	-		-	0.00%	-	0.00%
2--	<b>Total Employee Benefits</b>	<b>2,692,160</b>	<b>3.60%</b>	<b>2,820,684</b>	<b>4.77%</b>	<b>2,929,012</b>	<b>3.84%</b>
300	Purchased Services	2,915,292	5.19%	2,722,112	-6.63%	2,749,333	1.00%
400	Non-Capital Objects	517,434	-30.52%	517,434	0.00%	517,434	0.00%
500	Capital Objects	382,445	96.22%	382,445	0.00%	382,445	0.00%
900	Other	122,000	13.24%	122,000	0.00%	122,000	0.00%
	Miscellaneous	108,115	-1.41%	108,115	0.00%	108,115	0.00%
<b>TOTAL FUND 80 EXPENDITURES</b>		<b>16,673,843</b>	<b>1.43%</b>	<b>16,779,533</b>	<b>0.63%</b>	<b>17,135,426</b>	<b>2.12%</b>

## Appendices (as presented in April 27 Budget Book)

Org Chart	94
Department Summaries	95
Advanced Learning	95
Assessment Administration	96
Budget, Planning & Accounting	97
Building Services	98
Chief of Schools - Elementary	99
Chief of Schools - Operations	100
Chief of Schools - Secondary	101
Communications	102
Curriculum & Instruction	103
Early & Extended Learning	104
Enrollment	105
Family, Youth & Community Engagement	106
Food & Nutrition	107
Human Resources	108
Legal Services	109
Madison School & Community Recreation (MSCR)	110
Multi-tiered System of Support	111
Multilingual and Global Education	112
Personalized Pathways	113
Professional Learning & Leadership Development	114
Purchasing Services	115
Research & Program Evaluation	116
State & Federal Programs	117
Strategic Partnerships & Innovation	118
Student Services	119
Superintendent's Office	120
Technical Services	121
Transportation Services	122
Equity Staffing Charts	123
Capital Projects	(Updated June 20, 2016) 125
Behavior Education Plan	126
Personalized Pathways	128
Information and Technology Plan	130
Reductions – Central Office and School: 2 year view	132
Fund Balance Table	134
Debt Service Table	135
General Fees Table	136
Food Service Budget Memo	137
MSCR Budget	139
Summer Learning Academy	140
Enrollment Projection in Detail	142
Budget Publication Format	(Updated June 20, 2016) 153
Tax Levy Impact 2016-17	155
Title I Allocation Strategy	(Updated June 20, 2016) 156

# Central Office Organizational Structure



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

# Department Summaries

## Teaching & Learning: Advanced Learning

—————2015-16—————

### Purpose

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

### Connection to Strategic Framework

The Advanced Learners Division supports Strategic Framework Priority Areas I and II of the Strategic Framework by enhancing Coherent Instruction and developing Personalized Pathways for students with high-ability. Using a Multi-Tiered System of Supports (MTSS) framework, students' needs are met through classroom strategies, intervention, and/or acceleration. Use of data to monitor progress further supports Strategic Framework Priority Area V: Accountability. Their activities also support the Technology Plan through the use of Madison Virtual Campus (MVC) and online adaptive curricular resources used in a blended learning model.

### Major Work Streams

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

### Priority Projects

- Increase the number of students from underrepresented populations in advanced learning programming
- Develop common Advanced Placement course approach that aligns with High School Pathways
- Complete migration to Oasys in order to track identification and support plans for Advanced Learners
- Review STAT Report and use Diagnostic Protocol (to be developed) to determine additional support needs

—————2016-17—————

### Staffing and Budget Summary

Group	FTE FY16	FTE FY17	Change	Description	Budget FY2016	Budget FY2017	\$ Change	% Chg
(A) Administration	1.000	1.000	-	Total for Salaries:	1,492,798.34	1,470,068.37	(22,729.97)	-1.52%
(S) Clerical/Technical	1.000	1.000	-	Total for Benefits:	566,402.35	552,469.70	(13,932.65)	-2.46%
(T) Teacher	22.300	21.300	(1.000)	Total for Purch Svcs:	53,657.00	49,500.00	(4,157.00)	-7.75%
				Total for Non-Capital:	15,876.00	15,400.00	(476.00)	-3.00%
				Total for Dues/Fees/Misc:	1,100.00	900.00	(200.00)	-18.18%
<b>Advanced Learning Total</b>	<b>24.300</b>	<b>23.300</b>	<b>(1.000)</b>		<b>2,129,833.69</b>	<b>2,088,338.07</b>	<b>(41,495.62)</b>	<b>-1.95%</b>

### New Investments and Efficiencies

- Reduction of 1.0 FTE IRT, resulting in 5 schools being reduced by 0.2 FTE each
  - Identify schools based on small size, strong Multi-Tiered Systems of Support and needs of AL students

Supporting Links: [Department webpage](#), including [2015-16 COMP](#)

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

—————2015-16—————

### Purpose

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

### Connection to Strategic Framework

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

### Major Work Streams

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

### Priority Projects

- Implement newly mandated assessments – ACCESS 2.0
- Implement newly mandated assessments – Wisconsin Forward
- Improve assessment administration – ACT and Aspire
- Explore electronic delivery of assessment results to families

—————2016-17—————

### Staffing and Budget Summary

Group	FTE FY16	FTE FY17	Change	Description	Budget FY2016	Budget FY2017	\$ Change	% Chg
(A) Administration	1.000	1.000	-	Total for Salaries:	227,821.10	185,773.96	(42,047.14)	-18.46%
(S) Clerical/Technical	2.000	1.000	(1.000)	Total for Benefits:	84,892.10	69,438.94	(15,453.16)	-18.20%
				Total for Purch Svcs:	37,850.00	37,750.00	(100.00)	-0.26%
				Total for Non-Capital:	548,767.28	569,972.88	21,205.60	3.86%
				Total for Capital Purch:	12,562.00	9,200.00	(3,362.00)	-26.76%
				Total for Dues/Fees/Misc:	100.00	100.00	-	0.00%
<b>Assessment Total</b>	<b>3.000</b>	<b>2.000</b>	<b>(1.000)</b>		<b>911,992.48</b>	<b>872,235.78</b>	<b>(39,756.70)</b>	<b>-4.36%</b>

### New Investments and Efficiencies

- Reduction of 1.0 FTE Clerical/Technical position

Supporting Links: [Department webpage](#), including [2015-16 COMP](#)

## Business Services: Budget, Planning, & Accounting

—————2015-16—————

### Purpose

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

### Connection to Strategic Framework

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

### Major Work Streams

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

### Priority Projects

- Design and implement automated reporting
- Improve School Activity Fund (SAF) Checking – Elementary automated check implementation for SAF
- Automate Procurement Card transaction approval/transaction coding
- Redesign budget development process with input from multiple departments to improve timeliness, efficiency, and accuracy of district budget

—————2016-17—————

### Staffing and Budget Summary

Group	FTE FY16	FTE FY17	Change	Description	Budget FY2016	Budget FY2017	\$ Change	% Chg
(A) Administration	2.000	2.000	-	Total for Salaries:	1,131,795.52	1,114,809.19	(16,986.33)	-1.50%
(P) NU Professional	7.000	7.000	-	Total for Benefits:	450,115.72	514,689.26	64,573.54	14.35%
(S) Clerical/Technical	6.800	5.800	(1.000)	Total for Purch Svcs:	220,056.77	220,454.00	397.23	0.18%
				Total for Non-Capital:	10,418.91	10,418.91	-	0.00%
				Total for Capital Purch:	7,500.00	7,500.00	-	0.00%
				Total for Transfers:	224,670.80	224,670.80	-	0.00%
				Total for Dues/Fees/Misc:	(50,065.84)	(50,463.07)	(397.23)	0.79%
<b>Budget, Planning, &amp; Accounting Total</b>	<b>15.800</b>	<b>14.800</b>	<b>(1.000)</b>		<b>1,994,491.88</b>	<b>2,042,079.09</b>	<b>47,587.21</b>	<b>2.39%</b>

### New Investments and Efficiencies

- No new investments
  - Benefits increase due to district-wide calculated expense tracking for taxable benefits
- Eliminate 1.0 FTE Accounts Payable position

Supporting Links: [Department webpage](#), including [2015-16 COMP](#)



## Business Services: Building Services

2015-16

### Purpose

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

### Connection to Strategic Framework

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

### Major Work Streams

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

### Priority Projects

- Evaluate, refine, build, and implement evaluation and training systems for building custodians
- Implement Building Services walkthrough teams designed to work/partner more closely with schools
- Increase two-way communication to schools through refining current systems and communication tools

2016-17

### Staffing and Budget Summary

Group	FTE FY16	FTE FY17	Change	Description	Budget FY2016	Budget FY2017	\$ Change	% Chg
(A) Administration	5.000	5.000	-	Total for Salaries:	13,451,353.00	13,672,690.86	221,337.86	1.65%
(C) Custodial	207.900	207.180	(0.720)	Total for Benefits:	6,340,848.93	6,310,068.60	(30,780.33)	-0.49%
(D) Trades	33.000	32.000	(1.000)	Total for Purch Svcs:	11,277,259.66	11,600,392.45	323,132.79	2.87%
(P) NU Professional	3.000	3.000	-	Total for Non-Capital:	896,500.00	896,500.00	-	0.00%
(S) Clerical/Technical	2.000	2.000	-	Total for Capital Purch:	313,000.00	313,000.00	-	0.00%
				Total for Insurance:	-	-	-	0.00%
<b>Building Services Total</b>	<b>250.900</b>	<b>249.180</b>	<b>(1.720)</b>		<b>32,278,961.59</b>	<b>32,792,651.91</b>	<b>513,690.32</b>	<b>1.59%</b>

### New Investments and Efficiencies

- \$500,000 increase in building maintenance expenditures
- \$150,000 reduction in building improvement funds (Chief of Schools)
- Reduce 1.0 FTE Steamfitter position
- Reclass .72 FTE custodians from Fund 10 to Fund 50 (Food & Nutrition Department). These positions are truck drivers who deliver breakfast and lunch to the schools.

Supporting Links: [Department webpage](#), including [2015-16 COMP](#)

## Chief of Schools – Elementary

2015-16

### Purpose

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

### Major Work Streams

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

### Priority Projects

- Develop school support plan and process

2016-17

### Staffing and Budget Summary

Group	FTE FY16	FTE FY17	Change	Description	Budget FY2016	Budget FY2017	\$ Change	% Chg
(A) Administration	1.000	1.000	-	Total for Salaries:	762,918.67	707,909.30	(55,009.37)	-7.21%
(P) NU Professional	6.000	5.000	(1.000)	Total for Benefits:	212,230.23	190,331.62	(21,898.61)	-10.32%
(S) Clerical/Technical	0.500	0.500	-	Total for Purch Svcs:	25,100.00	25,100.00	-	0.00%
				Total for Non-Capital:	17,339.00	17,339.00	-	0.00%
				Total for Capital Purch:	3,000.00	3,000.00	-	0.00%
Office of Elementary Education Total	7.500	6.500	(1.000)		1,020,587.90	943,679.92	(76,907.98)	-7.54%

### New Investments and Efficiencies

- Reduction of 1.0 FTE School Improvement Partner

Supporting Links: [Department webpage](#), including [2015-16 COMP](#)

## Chief of Schools – Operations

2015-16

### Purpose

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

### Connection to Strategic Framework

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

### Major Work Streams

- Review suspension appeals, student expulsions, and Requests for Assistance
- Receive initial parent concerns
- Consult with other offices regarding formal complaints and internal transfers
- Provide school secretary and clerical training, new and struggling secretaries training, and Annual Principal Designee Training

2016-17

### Staffing and Budget Summary

Group	FTE FY16	FTE FY17	Change	Description	Budget FY2016	Budget FY2017	\$ Change	% Chg
(A) Administration	2.000	2.000	-	Total for Salaries:	1,154,366.28	1,163,911.60	9,545.32	0.83%
(S) Clerical/Technical	0.500	0.500	-	Total for Benefits:	641,918.36	623,916.78	(18,001.58)	-2.80%
(Y) Security	29.269	28.269	(1.000)	Total for Purch Sv cs:	379,059.16	378,429.16	(630.00)	-0.17%
				Total for Non-Capital:	13,370.00	14,000.00	630.00	4.71%
				Total for Capital Purch:	8,000.00	8,000.00	-	0.00%
<b>Chief of Operations Total</b>	<b>31.769</b>	<b>30.769</b>	<b>(1.000)</b>		<b>2,196,713.80</b>	<b>2,188,257.54</b>	<b>(8,456.26)</b>	<b>-0.38%</b>

### New Investments and Efficiencies

- Reduce 1.0 FTE Security position

Supporting Link: [Department webpage](#)

## Chief of Schools – Secondary

2015-16

### Purpose

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

### Connection to Strategic Framework

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

### Major Work Streams

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

### Priority Projects

- Design and facilitate quarterly principal meetings for middle school principals to ensure a strong Professional Learning Community (PLC) undergirds principals and aligns with personalized pathways planning and implementation
- Support the facilitation of monthly assistant principal professional development and attend instructional coaches meetings
- Work with Research, Accountability, & Data Use Department to ensure appropriate high school data sets and tools explicitly meet their needs during Principal, AP, and SBLT Institutes.

2016-17

### Staffing and Budget Summary

Group	FTE FY16	FTE FY17	Change	Description	Budget FY2016	Budget FY2017	\$ Change	% Chg
(A) Administration	1.000	1.000	-	Total for Salaries:	538,948.26	616,033.04	77,084.78	14.30%
(P) NU Professional	4.000	4.000	-	Total for Benefits:	149,179.92	178,735.16	29,555.24	19.81%
(S) Clerical/Technical	1.000	1.000	-	Total for Purch Svcs:	617,924.12	629,929.95	12,005.83	1.94%
				Total for Non-Capital:	24,855.34	27,349.53	2,494.19	10.03%
				Total for Capital Purch:	2,070.00	2,070.00	-	0.00%
				Total for Dues/Fees/Misc:	5,600.00	5,600.00	-	0.00%
<b>Office of Secondary Operations Total</b>	<b>6.000</b>	<b>6.000</b>	<b>-</b>		<b>1,338,577.64</b>	<b>1,459,717.68</b>	<b>121,140.04</b>	<b>9.05%</b>

Supporting Links: [Department webpage](#), including [2015-16 COMP](#)

## Communications

2015-16

### Purpose

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

### Connection to Strategic Framework

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

### Major Work Streams

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

### Priority Projects

- Communicate English Language Learner Plan information
- Support the Behavior Education Plan and Social and Emotional Learning Standards
- Brand and support the Technology Plan
- Develop and distribute materials for the enhanced elementary report card
- Uphold referendum accountability, and develop and distribute Long-Range Facilities Plan information, while encouraging community engagement
- Prepare and disseminate information on Community Schools and encourage social media interaction

2016-17

### Staffing and Budget Summary

Group	FTE FY16	FTE FY17	Change	Description	Budget FY16	Budget FY17	\$ Change	% Change
(P) NU Professional	3.000	3.000	-	Total for Salaries:	541,654.74	527,034.41	(14,620.33)	-2.70%
(S) Clerical/Technical	5.850	5.850	-	Total for Benefits:	234,715.82	229,868.61	(4,847.21)	-2.07%
				Total for Purch Svcs:	38,050.00	38,050.00	-	0.00%
				Total for Non-Capital:	17,800.00	17,800.00	-	0.00%
				Total for Capital Purch:	8,500.00	8,500.00	-	0.00%
				Total for Dues/Fees/Misc:	-	-	-	0.00%
<b>Communications Total</b>	<b>8.850</b>	<b>8.850</b>	<b>-</b>		<b>840,720.56</b>	<b>821,253.02</b>	<b>(19,467.54)</b>	<b>-2.32%</b>

Supporting Links: [Department webpage](#), including [2015-16 COMP](#)

## Teaching & Learning: Curriculum & Instruction

—————2015-16—————

### Purpose

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

### Connection to Strategic Framework

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

### Major Work Streams

- Implement Arts Rich Schools Blueprint (Any Given Child Madison)
- Lead content area professional development
- Provide program support for online learning
- Develop curriculum in content areas
- Personalized Pathways – align policies and curriculum to meet expectations of the pathways timeline

### Priority Projects

- Support and implement a new K-5 reporting system
- Develop K-12 curriculum scopes with units of instruction and authentic performance tasks aligned to the Common Core State Standards
- Support schools in building foundational literacy skills through K-2 professional development
- Prepare and implement student devices in Group 1 Technology schools

—————2016-17—————

### Staffing and Budget Summary

Group	FTE FY16	FTE FY17	Change	Description	Budget FY2016	Budget FY2017	\$ Change	% Change
(A) Administration	6.000	6.000	-	Total for Salaries:	2,881,181.09	2,794,064.39	(87,116.70)	-3.02%
(C) Custodial	1.000	1.000	-	Total for Benefits:	997,447.79	951,972.37	(45,475.42)	-4.56%
(E) EA/Clerical	0.244	0.244	-	Total for Purch Svcs:	491,586.00	492,025.54	439.54	0.09%
(P) NU Professional	1.000	1.000	-	Total for Non-Capital:	2,630,164.24	2,540,291.33	(89,872.91)	-3.42%
(S) Clerical/Technical	6.000	6.000	-	Total for Capital Purch:	214,990.44	178,494.50	(36,495.94)	-16.98%
(T) Teacher	19.800	18.800	(1.000)	Total for Dues/Fees/Misc:	5,715.00	9,003.40	3,288.40	57.54%
<b>Curriculum &amp; Instruction Total</b>	<b>34.044</b>	<b>33.044</b>	<b>(1.000)</b>		<b>7,221,084.56</b>	<b>6,965,851.53</b>	<b>(255,233.03)</b>	<b>-3.53%</b>

### New Investments and Efficiencies

- Eliminate 1.0 FTE Literacy IRT
- Re-code a portion of Curricular Resource Learning Materials (CRLM) to Title
- Common School Fund reduction will be reconciled in January 2017

Supporting Links: [Department webpage](#), including [2015-16 COMP](#)



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

—————2015-16—————

### Purpose

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

### Connection to Strategic Framework

The Department of Early & Extended Learning supports Strategic Framework Priority Area I: Coherent Instruction. The summer school program offers students a range of programs including literacy instruction, math instruction, credit recovery options and enrichment opportunities. The 4K program provides teachers with on-going professional development and coaching support around coherent instruction.

### Major Work Streams

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

### Priority Projects

- Develop a comprehensive 3-year MMSD Summer School plan and implement year 1 (2016)
- Explore options to enhance 4K communication and programming to inform the 4K vision and guidance documents

—————2016-17—————

### Staffing and Budget Summary

Group	FTE FY16	FTE FY17	Change	Description	Budget FY2016	Budget FY2017	\$ Change	% Chg
(A) Administration	2.000	2.000	-	Total for Salaries:	5,743,910.50	5,746,124.96	2,214.46	0.04%
(E) EA/Clerical	25.795	25.795	-	Total for Benefits:	2,268,764.48	2,228,806.23	(39,958.25)	-1.76%
(Q) Play & Learn	8.750	8.750	-	Total for Purch Svcs:	3,119,280.34	3,156,238.15	36,957.81	1.18%
(S) Clerical/Technical	1.000	1.000	-	Total for Non-Capital:	483,583.54	558,445.84	74,862.30	15.48%
(T) Teacher	37.000	36.000	(1.000)	Total for Capital Purch:	9,950.00	9,950.00	-	0.00%
				Total for Dues/Fees/Misc:	-	-	-	0.00%
<b>Department of Early &amp; Extended Learning Total</b>	<b>74.545</b>	<b>73.545</b>	<b>(1.000)</b>		<b>11,625,488.86</b>	<b>11,699,565.18</b>	<b>74,076.32</b>	<b>0.64%</b>

### New Investments and Efficiencies

- Eliminate 1.0 4K IRT

Supporting Links: [Department webpage](#), including [2015-16 COMP](#)

## Research, Accountability, & Data Use: Enrollment

2015-16

### Purpose

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

### Connection to Strategic Framework

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

### Major Work Streams

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

### Priority Projects

- Improve 4K enrollment process
- Improve lotteries processes through automation
- Explore automating the continuing enrollment process; develop and test application

2016-17

### Staffing and Budget Summary

Group	FTE FY16	FTE FY17	Change	Description	Budget FY2016	Budget FY2017	\$ Change	% Chg
(P) NU Professional	1.000	1.000	-	Total for Salaries:	253,509.70	241,420.89	(12,088.81)	-4.77%
(S) Clerical/Technical	3.000	3.000	-	Total for Benefits:	89,888.91	88,679.20	(1,209.71)	-1.35%
				Total for Purch Svcs:	26,197.11	10,000.00	(16,197.11)	-61.83%
				Total for Non-Capital:	2,300.00	2,300.00	-	0.00%
<b>Enrollment Total</b>	<b>4.000</b>	<b>4.000</b>	<b>-</b>		<b>371,895.72</b>	<b>342,400.09</b>	<b>(29,495.63)</b>	<b>-7.93%</b>

Supporting Links: [Department webpage](#), including [2015-16 COMP](#)

## Family, Youth, & Community Engagement

2015-16

### Purpose

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

### Connection to Strategic Framework

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

### Major Work Streams

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

### Priority Projects

- Build capacity in schools for effective family engagement
- Implement Request for Assistance System
- Create Family Engagement Toolkit
- Build capacity in families for school partnership and individual/family enhancement
- Develop Community Schools Framework
- Develop Student Engagement Strategy
- Support implementation of Madison Parent Teacher Teams at pilot schools

2016-17

### Staffing and Budget Summary

Group	FTE FY16	FTE FY17	Change	Description	Budget FY2016	Budget FY2017	\$ Change	% Chg
(E) EA/Clerical	3,752	3,752	-	Total for Salaries:	650,028.58	724,211.89	74,183.31	11.41%
(P) NU Professional	4,000	5,000	1,000	Total for Benefits:	265,417.58	323,189.57	57,771.99	21.77%
(S) Clerical/Technical	1,000	1,000	-	Total for Purch Svcs:	39,591.00	246,250.00	206,659.00	521.98%
(T) Teacher	3,890	3,890	-	Total for Non-Capital:	32,750.00	35,500.00	2,750.00	8.40%
				Total for Dues/Fees/Misc:	14,000.00	14,000.00	-	0.00%
<b>Family, Youth, &amp; Community Engagement Total</b>	<b>12.642</b>	<b>13.642</b>	<b>1.000</b>		<b>1,001,787.16</b>	<b>1,343,151.46</b>	<b>341,364.30</b>	<b>34.08%</b>

### New Investments and Efficiencies

- Addition of 1.0 FTE FYCE Coordinator
- Increase in expenditures is related to 1.0 FTE additional NUP and two Community Schools beginning in 2016-17

Supporting Links: [Department webpage](#), including [2015-16 COMP](#)

## Business Services: Food & Nutrition

2015-16

### Purpose

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

### Connection to Strategic Framework

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

### Major Work Streams

- Generate month end financial reports
- Plan and prepare meals

### Priority Projects

- Conduct a thorough review of the department recruiting and hiring process to include skills analysis, job descriptions, interview and test procedures
- Increase program participation
- Upgrade or replacement of Horizon menu and warehouse software

2016-17

### Staffing and Budget Summary

Group	FTE FY16	FTE FY17	Change	Description	Budget FY2016	Budget FY2017	\$ Change	% Chg
(A) Administration	4.000	4.000	-	Total for Salaries:	2,923,747.20	3,115,444.70	191,697.50	6.56%
(C) Custodial	3.350	4.070	0.720	Total for Benefits:	2,084,652.57	2,134,781.19	50,128.62	2.40%
(F) Food Service	94.369	94.369	-	Total for Purch Svcs:	147,600.00	161,500.00	13,900.00	9.42%
(P) NU Professional	1.000	1.000	-	Total for Non-Capital:	4,750,000.05	4,695,241.72	(54,758.33)	-1.15%
(S) Clerical/Technical	1.500	1.500	-	Total for Capital Purch:	19,250.00	75,000.00	55,750.00	289.61%
				Total for Insurance:	-	-	-	0.00%
				Total for Dues/Fees/Misc:	-	-	-	0.00%
<b>Food &amp; Nutrition Total</b>	<b>104.219</b>	<b>104.939</b>	<b>0.720</b>		<b>9,925,249.82</b>	<b>10,181,967.61</b>	<b>256,717.79</b>	<b>2.59%</b>

### New Investments and Efficiencies

- Cost shifting from Fund 10 (Driver FTE shifted from 10).

Supporting Links: [Department webpage](#), including [2015-16 COMP](#)

## Human Resources: Human Resources

2015-16

### Purpose

The Department of Human Resources' mission is to serve the district and the community by establishing, developing, recognizing, and maintaining a quality workforce for the education of our students. The Department is made up of four divisions: Employment Division (recruitment, screening, and referral of candidates for district position vacancies, and coordinate personnel transactions); Benefits Division (administers employee benefits, coordinates leaves of absences, handles retirement escrow, oversees workers' compensation, and administers the Employee Assistance Program); Labor Relations Division (responsible for the labor management program, negotiations, grievance processing, disciplinary cases, prohibited practice complaints, and arbitration); and Payroll Division (processes pay for all employees).

### Connection to Strategic Framework

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

### Major Work Streams

- Research, plan, and implement recruitment and selection activities
- Create and maintain HR Information System Data, and provide data to other entities
- Manage employee benefits, leaves, and worker's compensation claims
- Manage employee performance issues, conduct investigations and disciplinary meetings
- Represent MMUSD at arbitration and other administrative hearings
- Run monthly, biweekly, and alternate biweekly payrolls and ensure compliance with collective bargaining agreements and all federal, state, and local laws and regulations

### Priority Projects

- Attract a high-quality, diverse workforce by developing a comprehensive recruitment strategy and providing compensation recommendations based on a compensation study
- Refine substitute requests processes
- Develop and implement online Benefit Orientation
- Create performance management guidance for supervisors to address staff behaviors/misconduct
- Use Kronos for summer school time and attendance

2016-17

### Staffing and Budget Summary

Group	FTE FY16	FTE FY17	Change	Description	Budget FY2016	Budget FY2017	\$ Change	% Chg
(A) Administration	3.000	3.000	-	Total for Salaries:	4,927,843.17	5,045,621.73	117,778.56	2.39%
(B) Specialist	2.359	2.359	-	Total for Benefits:	5,707,761.11	5,840,445.22	132,684.11	2.32%
(E) EA/Clerical	0.925	0.925	-	Total for Purch Svcs:	748,593.78	722,226.00	(26,367.78)	-3.52%
(P) NU Professional	10.500	10.000	(0.500)	Total for Non-Capital:	75,928.34	75,928.34	-	0.00%
(S) Clerical/Technical	13.348	13.348	-	Total for Capital Purch:	4,000.00	4,000.00	-	0.00%
(T) Teacher	0.100	0.100	-	Total for Insurance:	2,223,000.00	2,423,000.00	200,000.00	9.00%
				Total for Dues/Fees/Misc:	2,950.00	2,950.00	-	0.00%
<b>Human Resources Total</b>	<b>30.232</b>	<b>29.732</b>	<b>(0.500)</b>		<b>13,690,076.40</b>	<b>14,114,171.29</b>	<b>424,094.89</b>	<b>3.10%</b>

### New Investments and Efficiencies

- Reduce 0.5 FTE Recruiter position and non-personnel budget

Supporting Links: [Department webpage](#), including [2015-16 COMP](#)

## Legal Services

2015-16

### Purpose

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

### Connection to Strategic Framework

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

### Major Work Streams

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

### Priority Projects

- Work with Native American Mascots/Logo Committee
- Revise Board Policies (Chapter 3000 – Instruction)
- Revise Contract Compliance plan

2016-17

### Staffing and Budget Summary

Group	FTE FY16	FTE FY17	Change	Description	Budget FY2016	Budget FY2017	\$ Change	% Chg
(A) Administration	3.500	3.500	-	Total for Salaries:	437,652.26	445,828.21	8,175.95	1.87%
(S) Clerical/Technical	1.000	1.000	-	Total for Benefits:	106,052.08	106,200.98	148.90	0.14%
				Total for Purch Svcs:	100,100.00	100,100.00	-	0.00%
				Total for Non-Capital:	5,800.00	5,800.00	-	0.00%
				Total for Capital Purch:	-	-	-	0.00%
				Total for Insurance:	-	-	-	0.00%
				Total for Dues/Fees/Misc:	2,500.00	2,500.00	-	0.00%
<b>Legal Services Total</b>	<b>4.500</b>	<b>4.500</b>	<b>-</b>		<b>652,104.34</b>	<b>660,429.19</b>	<b>8,324.85</b>	<b>1.28%</b>

Supporting Links: [Department webpage](#), including [2015-16 COMP](#)



## Madison School & Community Recreation

2015-16

### Purpose

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

### Connection to Strategic Framework

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

### Major Work Streams

- Manage outreach efforts (events, marketing, employee recruitment, etc.)
- Process and manage program registration
- Manage community and school-based recreation programs
- Oversee MMSD facility rentals
- Human Resources functions for 2000 seasonal staff members

### Priority Projects

- Successfully operate MSCR East by meeting/exceeding program and participant goals
- Review lease of MSCR Odana and make recommendation on renewal or relocation
- Complete MSCR 2017-2022 Plan

2016-17

### Staffing and Budget Summary

Group	FTE FY16	FTE FY17	Change	Description	Budget FY2016	Budget FY2017	\$ Change	% Chg
(A) Administration	5.000	5.000	-	Total for Salaries:	8,071,110.48	8,106,879.23	35,768.75	0.44%
(C) Custodial	1.000	1.000	-	Total for Benefits:	1,866,185.24	1,888,092.74	21,907.50	1.17%
(P) NU Professional	28.000	28.000	-	Total for Purch Svcs:	2,222,708.00	2,224,443.00	1,735.00	0.08%
(S) Clerical/Technical	30.606	30.606	-	Total for Non-Capital:	495,021.06	462,391.06	(32,630.00)	-6.59%
				Total for Capital Purch:	377,100.00	376,900.00	(200.00)	-0.05%
				Total for Insurance:	-	-	-	0.00%
				Total for Dues/Fees/Misc:	122,000.00	122,000.00	-	0.00%
<b>MSCR Total</b>	<b>64.606</b>	<b>64.606</b>	<b>-</b>		<b>13,154,124.78</b>	<b>13,180,706.03</b>	<b>26,581.25</b>	<b>0.20%</b>

Supporting Links: [Department webpage](#), including [2015-16 COMP](#)

## Teaching & Learning: Multi-tiered Systems of Support

2015-16

### Purpose

The Multi-tiered Systems of Support's (MTSS) Theory of Action is that if the Department of MTSS focuses on collaborative, data-based, decision-making across every education, then principals will create the student needs-based infrastructure necessary for teachers to deliver high quality core instruction and supports/interventions which help all students learn to high levels and become college, career, and community ready. Operationalizing this Theory of Action relies upon strategic collaboration with the departments of Curriculum & Instruction, Student Services, Office of Multilingual & Global Education, Advanced Learning, Early & Extended Learning, Chiefs of Schools and Partners, and Research, Accountability, & Data Use.

### Connection to Strategic Framework

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

### Major Work Streams

- Complete school support requests
- Deliver professional development to interventionists in area of literacy
- Provide system level support
- Provide support in data use and data-driven decision making for schools
- Work on cross-functional teams to support priority work

### Priority Projects

- Support and implement Web-Based Supplement to Core and Intervention (e.g., Lexia, Achieve 3000)
- Implement Oasys (MTSS component & forms)
- Develop Grade 9 On-Track tools and resources

2016-17

### Staffing and Budget Summary

Group	FTE FY16	FTE FY17	Change	Description	Budget FY2016	Budget FY2017	\$ Change	% Chg
(A) Administration	2.000	2.000	-	Total for Salaries:	611,881.50	545,891.75	(65,989.75)	-10.78%
(P) NU Professional	2.000	2.000	-	Total for Benefits:	198,739.11	182,399.17	(16,339.94)	-8.22%
(S) Clerical/Technical	1.000	1.000	-	Total for Purch Svcs:	20,630.00	85,000.00	64,370.00	312.02%
(T) Teacher	2.000	1.000	(1.000)	Total for Non-Capital:	7,565.11	7,065.09	(500.02)	-6.61%
				Total for Capital Purch:	3,500.00	3,500.00	-	0.00%
<b>Multi-Tiered Systems of Support Total</b>	<b>7.000</b>	<b>6.000</b>	<b>(1.000)</b>		<b>842,315.72</b>	<b>823,856.01</b>	<b>(18,459.71)</b>	<b>-2.19%</b>

### New Investments and Efficiencies

- Eliminate 1.0 FTE MTSS position

Supporting Links: [Department webpage](#), including [2015-16 COMP](#)

## Teaching & Learning: Multilingual & Global Education

2015-16

### Purpose

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

### Connection to Strategic Framework

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

### Major Work Streams

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

### Priority Projects

- Design, implement, and evaluate Sheltered Instruction Observation Protocol teacher training and coaching
- Design and work on High School ESL Course Alignment project
- Design and implement on-site ESL Program and Tuition Reimbursement Program
- Create and provide ELL Monitoring Systems (Oasys/Statistical) and training
- Plan and implement Bilingual Program and training
- Develop content and organize Teaching and Learning Summer Institute on ELL Plan and language learning

2016-17

### Staffing and Budget Summary

Group	FTE FY16	FTE FY17	Change	Description	Budget FY2016	Budget FY2017	\$ Change	% Chg
(A) Administration	2.000	2.000	-	Total for Salaries:	13,494,149.26	13,738,560.51	244,411.25	1.81%
(G) BRS	77.972	77.972	-	Total for Benefits:	5,725,689.04	5,857,741.22	132,052.18	2.31%
(P) NU Professional	3.000	3.000	-	Total for Purch Svcs:	458,303.00	528,229.00	69,926.00	15.26%
(S) Clerical/Technical	1.000	1.000	-	Total for Non-Capital:	310,107.00	309,107.00	(1,000.00)	-0.32%
(T) Teacher	162.936	163.936	1.000	Total for Capital Purch:	2,373.00	2,223.00	(150.00)	-6.32%
				Total for Dues/Fees/Misc:	900.00	124,400.00	123,500.00	13722.22%
<b>Office of Multilingual and Global Education Total</b>	<b>246.908</b>	<b>247.908</b>	<b>1.000</b>		<b>19,991,521.30</b>	<b>20,560,260.73</b>	<b>568,739.43</b>	<b>2.84%</b>

### New Investments and Efficiencies

- Additional 1.0 FTE teacher (DLI planner) and bus route combined for a \$123,500 total increase per ELL plan

Supporting Links: [Department webpage](#), including [2015-16 COMP](#)

## Personalized Pathways

2015-16

### Purpose

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

### Connection to Strategic Framework

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

### Major Work Streams

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

### Priority Projects

- Plan for 7th and 10th grade expansion by integrating Social and Emotional Learning Standards (SELS), AVID, and ACP
- Develop long-term experiential learning implementation plan
- Launch AVID best practices
- Develop guidance document and district resources that defines the MMSD Comprehensive School Counseling Program
- Increase school and district readiness for pathways implementation
- Begin to align curriculum, assessments, secondary policies, and graduation requirements to the vision of a graduate
- Plan professional development to support schools in the development of Grade 9 On-Track systems in coordination with Becoming Effective Learners survey results and ACP/SELS

2016-17

### Staffing and Budget Summary

Group	FTE FY16	FTE FY17	Change	Description	Budget FY2016	Budget FY2017	\$ Change	% Chg
(A) Administration	1.000	1.000	-	Total for Salaries:	678,794.07	742,746.39	63,952.32	9.42%
(P) NU Professional	4.000	4.000	-	Total for Benefits:	221,914.53	223,540.19	1,625.66	0.73%
(S) Clerical/Technical	1.000	1.000	-	Total for Purch Svcs:	342,615.98	330,681.00	(11,934.98)	-3.48%
				Total for Non-Capital:	81,847.02	45,700.00	(36,147.02)	-44.16%
				Total for Capital Purch:	23,260.00	25,009.00	1,749.00	7.52%
				Total for Dues/Fees/Misc:	750.00	452,750.00	452,000.00	60266.67%
<b>Pathways Total</b>	<b>5.000</b>	<b>5.000</b>	<b>-</b>		<b>1,349,181.60</b>	<b>1,820,426.58</b>	<b>471,244.98</b>	<b>34.93%</b>

### New Investments and Efficiencies

- New Pathways grant (\$400,000) is reflected in the 2016-17 budget
- See Personalized Pathways memo on page 127

Supporting Links: [Department webpage](#), including [2015-16 COMP](#)

## Professional Learning & Leadership Development

2015-16

### Purpose

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

### Connection to Strategic Framework

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

### Major Work Streams

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

### Priority Projects

- Implement year 2 induction system for new educators (monthly seminars), principals (leadership coaching, quarterly Professional Learning Communities [PLCs]), and instructional coaches (PD, PLCs for coaching labs) through the forged partnership with UW, Forward Madison
- Implement year 2 of the Educator Effectiveness System
- Collaborate with National Equity Project to build the knowledge and skills to lead for Excellence with Equity through monthly professional learning

2016-17

### Staffing and Budget Summary

Group	FTE FY16	FTE FY17	Change	Description	Budget FY2016	Budget FY2017	\$ Change	% Chg
(A) Administration	2.200	2.200	-	Total for Salaries:	924,313.80	1,006,241.12	81,927.32	8.86%
(P) NU Professional	5.000	5.000	-	Total for Benefits:	219,677.89	237,483.62	17,805.73	8.11%
(S) Clerical/Technical	1.000	1.000	-	Total for Purch Svcs:	419,938.00	456,028.00	36,090.00	8.59%
(T) Teacher	1.000	1.000	-	Total for Non-Capital:	45,334.34	45,656.34	322.00	0.71%
				Total for Capital Purch:	7,500.00	200.00	(7,300.00)	-97.33%
				Total for Dues/Fees/Misc:	-	100,000.00	100,000.00	0.00%
<b>Professional Learning Total</b>	<b>9.200</b>	<b>9.200</b>	<b>-</b>		<b>1,616,764.03</b>	<b>1,845,609.08</b>	<b>228,845.05</b>	<b>14.15%</b>

### New Investments and Efficiencies

- Salaries and benefits lines reflect a position reimbursed by UW for student teacher supervision
- Increase of \$100,000 is for a summer orientation for new-to-the-system teachers

Supporting Links: [Department webpage](#), including [2015-16 COMP](#)

## Business Services: Purchasing Services

2015-16

### Purpose

Purchasing Services provides the highest level of purchasing support to the schools by facilitating the procurement process, while following established district and Board of Education (BOE) policies.

### Connection to Strategic Framework

Purchasing Services' priority is to facilitate the procurement process, providing guidance and support to schools, which is important for all of the Strategic Framework's Priority Areas, including the Technology Plan. They ensure financially responsible purchases are made, while following BOE policy. They will continue to develop new practices and programs to minimize school staff distractions allowing them to maximize their efforts outlined in their School Improvement Plans.

### Major Work Streams

- Process purchase orders
- Manage requests for proposals, bids, and quotations, and provide resources/support
- Oversee materials receiving and distribution
- Administer and maintain Purchasing Card Program

### Priority Projects

- Develop and implement "beyond the basics" Munis training program for school secretaries, follow up with a short satisfaction survey
- Analysis of the school secretaries continuing to enter their own purchase requisitions in Munis, including feedback obtained by survey
- Develop and implement "Where and How to Purchase" toolkit

2016-17

### Staffing and Budget Summary

Group	FTE FY16	FTE FY17	Change	Description	Budget FY2016	Budget FY2017	\$ Change	% Chg
(C) Custodial	3.000	3.000	-	Total for Salaries:	774,542.36	749,650.64	(24,891.72)	-3.21%
(P) NU Professional	3.000	3.000	-	Total for Benefits:	320,793.34	300,745.74	(20,047.60)	-6.25%
(S) Clerical/Technical	7.300	6.300	(1.000)	Total for Purch Svcs:	319,358.91	317,487.91	(1,871.00)	-0.59%
				Total for Non-Capital:	203,450.00	204,950.00	1,500.00	0.74%
				Total for Capital Purch:	331,500.00	331,500.00	-	0.00%
				Total for Debt Payments:	28,316.00	28,316.00	-	0.00%
				Total for Dues/Fees/Misc:	700.00	500.00	(200.00)	-28.57%
<b>Purchasing Total</b>	<b>13.300</b>	<b>12.300</b>	<b>(1.000)</b>		<b>1,978,660.61</b>	<b>1,933,150.29</b>	<b>(45,510.32)</b>	<b>-2.30%</b>

### New Investments and Efficiencies

- Reduce 1.0 FTE Material Handler Clerk position

Supporting Links: [Department webpage](#), including [2015-16 COMP](#)

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

2015-16

### Purpose

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

### Connection to Strategic Framework

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

### Major Work Streams

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

### Priority Projects

- Climate Survey administration, analysis, and goal setting by RPEO
- Develop and provide a Grade 9 On-Track (9OT) Toolkit
- Implement a project management approach throughout Central Office

2016-17

### Staffing and Budget Summary

Group	FTE FY16	FTE FY17	Change	Description	Budget FY2016	Budget FY2017	\$ Change	% Chg
(A) Administration	1.000	1.000	-	Total for Salaries:	797,063.51	793,702.75	(3,360.76)	-0.42%
(P) NU Professional	4.000	4.000	-	Total for Benefits:	258,536.92	258,427.58	(109.34)	-0.04%
(S) Clerical/Technical	5.000	5.000	-	Total for Purch Svcs:	102,072.27	197,425.00	95,352.73	93.42%
				Total for Non-Capital:	61,021.11	51,321.11	(9,700.00)	-15.90%
<b>Research &amp; Program Evaluation Total</b>	<b>10.000</b>	<b>10.000</b>	<b>-</b>		<b>1,218,693.81</b>	<b>1,300,876.44</b>	<b>82,182.63</b>	<b>6.74%</b>

### New Investments and Efficiencies

- Increase investment for Long Range Facility Planning (Vandewalle)

Supporting Links: [Department webpage](#), including [2015-16 COMP](#)



## Teaching & Learning: State & Federal Programs

—————2015-16—————

### Purpose

State & Federal Programs works to align local, state, and federal resources in order to remove educational barriers and equitably support students, staff, and families. This work includes reinforcing a multi-tiered system of support (MTSS) while observing all Elementary and Secondary Education Act (ESEA) compliance measures.

### Connection to Strategic Framework

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

### Major Work Streams

- Manage ESEA grant including Title I, Title II, Title III, Title ID, and Focus School Funding
- Monitor compliance as it relates to the ESEA grant, Title VII, McKinney Vento Homeless Assistance Act, Migrant Program, and Achievement Gap Reduction Program
- Allocate and manage Title budgets
- Support students experiencing homelessness through the Transition Education Program (TEP) via Building Academic Social Emotional Supports Grant, Classroom Action Research, and Education for Homeless Children and Youth Grant

### Priority Projects

- Implement Migrant Program
- Implement Title VII and Act 31/Native American Education Compliance Plan

—————2016-17—————

### Staffing and Budget Summary

Group	FTE FY16	FTE FY17	Change	Description	Budget FY2016	Budget FY2017	\$ Change	% Chg
(A) Administration	1.000	1.000	-	Total for Salaries:	587,911.42	598,659.14	10,747.72	1.83%
(E) EA/Clerical	0.140	0.140	-	Total for Benefits:	207,929.98	208,125.50	195.52	0.09%
(S) Clerical/Technical	1.000	1.000	-	Total for Purch Svcs:	161,688.00	40,940.00	(120,748.00)	-74.68%
(T) Teacher	6.300	6.300	-	Total for Non-Capital:	107,466.67	100,270.00	(7,196.67)	-6.70%
				Total for Capital Purch:	1,214.00	1,214.00	-	0.00%
<b>State &amp; Federal Programs Total</b>	<b>8.440</b>	<b>8.440</b>	<b>-</b>		<b>1,066,210.07</b>	<b>949,208.64</b>	<b>(117,001.43)</b>	<b>-10.97%</b>

### New Investments and Efficiencies

- Reclass 1.0 FTE TEP position

Supporting Links: [Department webpage](#), including [2015-16 COMP](#)

## Strategic Partnerships & Innovation

2015-16

### Purpose

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

### Connection to Strategic Framework

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

### Major Work Streams

- Supports, formalizes and monitors school-community partnerships
- Oversees academic tutoring partnerships such as Schools of Hope
- Manages grant review process and leads writing for large-scale grants
- Fields, monitors and supports volunteerism across schools

### Priority Projects

- Develop Tutoring Network
- Plan and develop School-Community Partnership – System of Supports
- Develop and launch Madison Out-of-School Time (MOST) Program Locator
- Locate funding and execute MOST Management Information System contract
- Advance district's innovation strategy

2016-17

### Staffing and Budget Summary

Group	FTE FY16	FTE FY17	Change	Description	Budget FY2016	Budget FY2017	\$ Change	% Chg
(A) Administration	1.000	1.000	-	Total for Salaries:	336,770.39	354,315.49	17,545.10	5.21%
(P) NU Professional	2.930	2.930	-	Total for Benefits:	174,709.16	181,173.04	6,463.88	3.70%
(S) Clerical/Technical	1.000	1.000	-	Total for Purch Svcs:	396,098.00	397,098.00	1,000.00	0.25%
				Total for Non-Capital:	5,300.00	5,300.00	-	0.00%
				Total for Capital Purch:	10,491.00	10,491.00	-	0.00%
				Total for Transfers:	-	-	-	0.00%
				Total for Dues/Fees/Misc:	1,500.00	1,500.00	-	0.00%
<b>Partnerships Total</b>	<b>4.930</b>	<b>4.930</b>	<b>-</b>		<b>924,868.55</b>	<b>949,877.53</b>	<b>25,008.98</b>	<b>2.70%</b>

Supporting Links: [Department webpage](#), including [2015-16 COMP](#)

## Teaching & Learning: Student Services

2015-16

### Purpose

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

### Connection to Strategic Framework

The Behavior Education Plan, special education/related services for students with disabilities and our Behavior Health in Schools (BHS) all support Strategic Framework Priority Area I: Coherent Instruction, as student needs are taken into account to ensure that educators prepare all students for college, career, and community. Work done in Special Education also affects Strategic Framework Priority Area V: Accountability with its focus on improving student outcomes via data use and analysis.

### Major Work Streams

- Implementation of Behavior Education Plan (BEP)
- Implementation of the Behavioral Health in Schools (mental health) Plan
- Provide job-embedded professional development for special education teachers & assistants
- Administer alternative special education programs/services
- Manage budget
- Provide administrative oversight of Individuals with Disabilities Education Act and Section 504

### Priority Projects

- Expand the Behavioral Health in Schools pilots
- Improve student engagement and access to quality educational opportunities through implementing the BEP
- Improve curriculum and instructional practices for special educators
- Improve student outcomes through data use/analysis
- Improve the continuum of environments and array of services to support learning
- Improve consistency and coherence of services provided to students with disabilities

2016-17

### Staffing and Budget Summary

Group	FTE FY16	FTE FY17	Change	Description	Budget FY2016	Budget FY2017	\$ Change	% Chg
(A) Administration	9.000	9.000	-	Total for Salaries:	55,999,878.33	57,040,376.07	1,040,497.74	1.86%
(B) Specialist	31.133	31.133	-	Total for Benefits:	26,130,917.69	26,822,748.19	691,830.50	2.65%
(E) EA/Clerical	388.714	388.714	-	Total for Purch Sv cs:	1,916,616.69	1,685,894.69	(230,722.00)	-12.04%
(G) BRS	2.904	2.904	-	Total for Non-Capital:	923,287.04	916,679.42	(6,607.62)	-0.72%
(P) NU Professional	5.000	5.000	-	Total for Capital Purch:	44,471.39	44,471.39	-	0.00%
(S) Clerical/Technical	10.046	10.046	-	Total for Insurance:	-	-	-	0.00%
(T) Teacher	692.592	688.992	(3.600)	Total for Dues/Fees/Misc:	39,030.00	39,030.00	-	0.00%
<b>Student Services Total</b>	<b>1,139.389</b>	<b>1,135.789</b>	<b>(3.600)</b>		<b>85,054,201.14</b>	<b>86,549,199.76</b>	<b>1,494,998.62</b>	<b>1.76%</b>

### New Investments and Efficiencies

- Reduce BEP Institute budget
- Reduction of 1.0 FTE
- Additional reductions due to changes in use of grant funding and/or conversions made during the year

Supporting Links: [Department webpage](#), including [2015-16 COMP](#)

## Superintendent's Office

2015-16

### Purpose

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

### Connection to Strategic Framework

The Superintendent's Office implements, monitors, and communicates the district's improvement strategy, as defined in the Strategic Framework. This includes tracking progress, working with the Board of Education, communicating with staff and community, and building the capacity of staff. Their work specifically targets Strategic Framework Priority Area IV: Thriving Workforce and Priority Area III: Family, Youth, and Community Engagement.

### Major Work Streams

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

### Priority Projects

- Design and implement Talent Management Framework
- Finalize marketing materials and support schools in developing and using them
- Develop youth leadership engagement strategy
- Develop crisis management framework and provide training

2016-17

### Staffing and Budget Summary

Group	FTE FY16	FTE FY17	Change	Description	Budget FY2016	Budget FY2017	\$ Change	% Chg
(A) Administration	3.000	3.000	-	Total for Salaries:	684,775.96	659,525.33	(25,250.63)	-3.69%
(P) NU Professional	1.000	1.000	-	Total for Benefits:	178,408.74	174,202.73	(4,206.01)	-2.36%
(S) Clerical/Technical	2.000	1.000	(1.000)	Total for Purch Svcs:	64,700.00	64,700.00	-	0.00%
				Total for Non-Capital:	11,943.42	11,943.42	-	0.00%
				Total for Capital Purch:	5,250.00	5,250.00	-	0.00%
				Total for Dues/Fees/Misc:	33,250.00	33,250.00	-	0.00%
<b>Superintendent's Office Total</b>	<b>6.000</b>	<b>5.000</b>	<b>(1.000)</b>		<b>978,328.12</b>	<b>948,871.48</b>	<b>(29,456.64)</b>	<b>-3.01%</b>

### New Investments and Efficiencies

- Eliminate 1.0 FTE clerical position

Supporting Links: [Department webpage](#), including [2015-16 COMP](#)

## Business Services: Technical Services

2015-16

### Purpose

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

### Connection to Strategic Framework

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

### Major Work Streams

- Resolve problems via Help Desk and deploy user devices
- Provide system-wide management and troubleshooting
- Provide programming and application development
- Maintain MMUSD website
- Support Technology Plan and implementation of Student Information Systems

### Priority Projects

- Create a disaster recovery plan and technology deployment plan that addresses issues related to network and servers
- Provide technology support for all as part of the Technology Plan
- Review Student Information Systems, implement Academic and Career Plan electronic portfolio platform, and research/finalize plan for Learning Management System

2016-17

### Staffing and Budget Summary

Group	FTE FY16	FTE FY17	Change	Description	Budget FY2016	Budget FY2017	\$ Change	% Chg
(A) Administration	1.000	1.000	-	Total for Salaries:	2,017,171.28	1,971,751.34	(45,419.94)	-2.25%
(P) NU Professional	2.000	1.000	(1.000)	Total for Benefits:	777,470.29	759,604.18	(17,866.11)	-2.30%
(S) Clerical/Technical	25.650	25.650	-	Total for Purch Sv cs:	272,000.00	540,500.00	268,500.00	98.71%
				Total for Non-Capital:	115,500.00	139,500.00	24,000.00	20.78%
				Total for Capital Purch:	1,795,060.10	2,173,571.00	378,510.90	21.09%
				Total for Debt Payments:	228,428.90	228,429.00	0.10	0.00%
<b>Technical Services Total</b>	<b>28.650</b>	<b>27.650</b>	<b>(1.000)</b>		<b>5,205,630.57</b>	<b>5,813,355.52</b>	<b>607,724.95</b>	<b>11.67%</b>

### New Investments and Efficiencies

- Addition of \$625,000 for District-Wide Technology Plan
- Reduction of 1.0 FTE Assistant Director position

Supporting Links: [Department webpage](#), including [2015-16 COMP](#)

## Business Services: Transportation Services

2015-16

### Purpose

Transportation Services provides safe, timely, efficient, and cost effective quality transportation services that best serve the needs of our students, parents, and school staff while meeting the expectations of district administration and adhering to Board of Education policies.

### Connection to Strategic Framework

Transportation Services undergirds the Strategic Framework by identifying and implementing student transportation improvements in support of students/school staff. Their effort removes barriers associated with coordinating and providing safe services for students and continues to allow staff to avoid disruptions while maintaining a focus on their School Improvement Plans.

### Major Work Streams

- Coordinate regular education transportation services (Routing)
- Coordinate special and alternative education services (Routing)
- Provide Transition Education Program transportation support
- Provide transportation customer service
- Manage Metro School Year and 2-Ride pass program
- Manage and coordinate transportation related reporting (required final reporting to Department of Public Instruction)

### Priority Projects

- Strategize and implement Transportation Improvement Plan (4K and Specialized Transportation)
- Redevelop and implement District Funded Pass Process
- Research routing software and conduct cost/benefit analysis

2016-17

### Staffing and Budget Summary

Group	FTE FY16	FTE FY17	Change	Description	Budget FY2016	Budget FY2017	\$ Change	% Chg
(S) Clerical/Technical	3.000	3.000	-	Total for Salaries:	149,771.62	159,377.26	9,605.64	6.41%
				Total for Benefits:	83,473.64	86,063.04	2,589.40	3.10%
				Total for Purch Svcs:	11,564,682.00	12,024,682.00	460,000.00	3.98%
				Total for Non-Capital:	6,300.00	6,300.00	-	0.00%
				Total for Dues/Fees/Misc:	500.00	500.00	-	0.00%
<b>Transportation Total</b>	<b>3.000</b>	<b>3.000</b>	<b>-</b>		<b>11,804,727.26</b>	<b>12,276,922.30</b>	<b>472,195.04</b>	<b>4.00%</b>

### New Investments and Efficiencies

- Increase transportation costs \$500,000

Supporting Links: [Department webpage](#), including [2015-16 COMP](#)

# Equity Staffing Charts

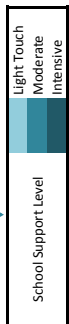
## Elementary School

	School Programs		Enrollment Demographics			Ethnicity					Regular Education										Student Services						Special Education			OMGE (ESL, BRT, BRS)	Total Staff (incl. Admin, Clerical, Teacher, EA, BRS)	Students (FTE) per Total Staff						
	Title I	SAGE	DLI/DBE	4K	Total Enrollment FY15 (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	IRT/LC	Regular Ed (EA, EA Clerical, Reading/Math, Noon, Parent Liaison)	Students (FTE) per Regular Ed Staff (Teacher/EA)	School Psychologist	Social Worker	PBS Coach/ Guidance (Emerson only)	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)			
Allis					479	76%	12%	32%	29%	8%	28%	1%	12%	0%	23%	2.00	1.00	36.22	1.10	1.00	2.15	11.85	1.00	1.00	0.95	0.60	0.75	0.80	94.06	8.59	9.89	25.94	6.00	73.04	6.56			
Chavez					652	25%	10%	28%	28%	7%	14%	0%	7%	0%	56%	2.00	1.80	39.07	0.50	1.00	1.15	15.62	1.00	0.80	0.20	0.60	0.63	1.00	154.22	10.35	6.73	38.15	6.47	73.29	8.89			
Crestwood					385	42%	11%	24%	18%	6%	18%	0%	7%	0%	51%	1.00	1.00	27.65	0.50	1.00	1.02	12.75	0.50	0.65	0.50	0.40	0.55	1.00	106.83	4.45	4.78	41.69	4.50	49.50	7.77			
Elvetham					481	35%	10%	11%	8%	3%	11%	0%	14%	0%	62%	1.00	1.00	29.46	0.00	1.00	1.25	15.17	0.70	1.00	0.50	0.40	0.65	1.30	105.76	5.95	6.50	38.65	2.50	53.21	9.04			
Emerson					398	57%	10%	17%	18%	4%	12%	0%	16%	1%	49%	1.00	1.00	28.95	1.00	1.00	2.18	12.03	0.70	0.80	0.20	0.40	0.73	0.00	82.57	4.86	6.87	33.95	3.50	55.19	7.22			
Falk					333	76%	15%	38%	31%	10%	28%	0%	13%	0%	18%	1.00	1.00	23.15	1.60	1.00	3.31	10.76	1.00	1.00	1.20	0.50	0.63	1.00	58.74	7.93	7.78	19.92	4.50	56.59	5.53			
Franklin					377	29%	6%	22%	8%	8%	11%	0%	9%	0%	64%	1.00	1.00	23.10	0.80	0.80	0.61	14.88	0.10	0.80	0.20	0.30	0.63	1.00	133.31	3.25	3.60	54.98	2.50	39.49	9.54			
Glendale					474	71%	16%	42%	20%	6%	37%	1%	10%	0%	25%	1.00	1.00	35.37	1.50	1.00	2.89	11.63	1.00	1.00	1.30	0.70	0.78	1.30	78.06	12.89	7.90	22.81	6.45	76.07	6.23			
Gompers					268	57%	9%	30%	21%	7%	18%	0%	9%	0%	45%	1.00	1.00	19.45	1.50	0.85	1.67	11.41	1.00	0.50	0.20	0.30	0.00	1.00	89.27	3.15	3.75	38.81	4.00	39.37	6.80			
Hawthorne					365	67%	13%	48%	21%	17%	26%	0%	10%	0%	25%	1.00	1.00	26.75	1.50	2.00	2.65	11.09	1.00	1.00	1.00	0.40	0.83	1.00	69.86	5.13	4.37	38.44	7.00	56.62	6.45			
Huegel					450	45%	13%	20%	19%	4%	16%	0%	11%	0%	50%	1.00	1.00	32.00	2.30	1.00	2.89	11.77	1.00	1.00	0.40	0.50	0.63	1.00	108.34	6.14	4.40	42.66	4.00	58.88	7.64			
Kennedy					531	42%	9%	17%	15%	5%	9%	0%	13%	1%	56%	2.00	1.00	30.15	0.40	0.90	1.82	15.96	0.60	0.90	0.50	0.50	0.75	1.00	124.91	4.99	4.27	57.37	3.50	53.28	9.97			
Lakeview					263	75%	14%	37%	23%	19%	19%	0%	12%	0%	28%	1.00	1.00	22.15	0.70	1.00	0.91	10.62	0.60	0.90	0.50	0.30	0.68	1.00	66.16	3.35	4.41	33.91	4.10	42.59	6.18			
Lapham					235	38%	6%	18%	14%	3%	14%	0%	11%	0%	59%	1.00	1.00	15.80	0.50	0.60	0.12	13.82	0.10	1.00	0.50	0.30	0.48	0.50	81.81	2.81	3.86	35.27	1.50	30.06	7.82			
Leopold					669	70%	11%	42%	28%	3%	40%	0%	7%	0%	23%	2.00	2.00	52.15	4.30	2.15	2.85	10.89	1.30	1.50	1.20	0.90	0.88	1.00	98.75	10.38	7.89	36.63	7.00	97.49	6.86			
Lincoln					388	60%	11%	47%	15%	10%	37%	1%	8%	0%	29%	1.00	1.50	24.80	0.67	1.75	2.51	13.07	0.70	0.90	0.20	0.60	0.63	0.50	110.18	5.24	5.00	37.93	6.95	52.94	7.34			
Lindbergh					210	75%	13%	38%	17%	15%	25%	0%	11%	0%	32%	1.00	1.00	16.85	1.80	1.00	2.03	9.71	0.50	0.50	0.20	0.30	0.63	1.00	67.33	3.65	2.93	31.97	4.00	37.38	5.63			
Lowell					376	47%	10%	22%	16%	3%	17%	0%	8%	0%	55%	1.00	1.00	25.65	1.90	1.00	1.00	12.74	0.80	0.80	0.20	0.40	0.85	1.00	92.94	4.59	5.53	37.22	2.50	48.21	7.81			
Marquette					213	41%	20%	18%	15%	1%	16%	1%	10%	0%	55%	1.00	1.00	11.70	0.60	0.61	1.69	14.59	0.40	0.40	0.20	0.20	0.00	0.50	125.29	6.58	4.15	19.86	1.50	30.53	6.98			
Mendota					316	76%	9%	19%	42%	6%	12%	0%	15%	0%	25%	1.00	1.00	24.65	1.50	1.50	2.70	10.40	1.00	1.00	1.00	0.60	0.68	1.00	59.83	3.46	4.59	39.19	3.50	49.18	6.42			
Midvale					494	54%	11%	46%	10%	11%	34%	0%	8%	0%	36%	1.00	1.00	36.50	1.50	1.50	1.51	12.05	0.00	1.60	0.90	0.50	0.65	1.00	106.28	5.43	4.73	48.65	7.45	65.27	7.57			
Muir					417	40%	11%	34%	20%	22%	11%	1%	9%	0%	37%	1.00	1.00	28.75	0.50	1.00	2.29	12.83	0.50	1.00	0.20	0.40	0.55	1.00	114.36	7.04	4.04	37.66	4.00	53.27	7.83			
Nuestro Mundo					314	60%	9%	61%	2%	1%	66%	0%	4%	0%	27%	1.00	1.00	20.00	1.05	1.00	0.57	13.88	1.00	0.80	0.20	0.40	0.50	0.50	92.35	2.90	2.92	53.99	3.95	37.78	8.31			
Olson					413	34%	9%	21%	19%	11%	10%	0%	8%	0%	52%	1.00	1.00	26.80	0.50	1.00	1.50	13.85	0.50	1.00	0.50	0.40	0.65	1.00	101.93	5.56	6.70	33.67	2.00	50.11	8.24			
Orchard Ridge					343	64%	9%	21%	35%	5%	18%	0%	12%	0%	30%	1.00	1.00	24.85	2.00	1.00	2.53	11.30	1.00	0.80	0.70	0.40	0.00	1.00	88.00	4.55	4.73	37.00	3.00	48.56	7.07			
Randall					394	24%	10%	14%	8%	8%	9%	1%	7%	0%	67%	1.00	1.00	19.00	0.70	1.00	1.00	10.67	18.44	0.40	0.00	0.30	0.50	0.50	187.62	4.29	3.18	52.79	2.50	35.43	11.12			
Sandburg					453	67%	12%	47%	15%	6%	42%	0%	10%	0%	26%	1.00	1.00	33.15	0.80	1.50	1.25	12.34	0.90	0.70	0.30	0.50	0.63	1.17	73.09	5.85	4.95	41.93	6.94	63.44	7.14			
Schenk					429	66%	10%	30%	22%	4%	27%	1%	12%	0%	33%	1.00	1.00	29.15	2.40	1.00	1.72	12.52	0.80	0.80	1.50	0.45	0.00	1.00	94.29	4.00	4.58	50.03	4.97	54.37	7.89			
Shorewood					445	31%	5%	51%	5%	35%	7%	1%	10%	0%	41%	1.00	1.00	25.90	0.50	1.00	1.99	15.15	0.50	0.50	0.20	0.30	0.50	0.50	178.08	2.70	2.65	83.21	8.85	48.09	9.26			
Stephens					533	39%	13%	45%	9%	16%	29%	0%	6%	0%	41%	2.00	1.50	33.50	0.50	1.00	2.52	14.20	0.70	0.90	0.10	0.50	0.63	1.16	133.84	9.95	5.16	35.26	7.50	67.61	7.88			
Thoreau					440	44%	9%	30%	12%	3%	24%	0%	9%	0%	52%	1.00	1.00	29.45	0.00	1.00	2.74	13.26	0.50	0.90	0.00	0.50	0.60	1.50	110.00	4.60	4.03	51.01	5.97	53.79	8.18			
Van Hise					395	18%	9%	28%	5%	20%	5%	1%	9%	0%	61%	1.00	1.00	24.00	0.50	1.00	1.05	14.88	0.50	0.50	0.10	0.30	0.00	0.13	258.00	4.15	3.47	51.81	5.75	43.45	9.09			
Total					12,914	51%	11%	31%	17%	9%	22%	0%	10%	0%	42%	37.00	35.61	876.12	35.62	35.16	57.72	12.98	22.30	27.35	17.85	14.15	17.53	29.78	107.69	178.74	160.30	40.70	148.85	1694.05	7.70			
					Total	Ave.	Ave.	Ave.	Ave.	Ave.	Ave.	Ave.	Ave.	Ave.	Ave.	Total	Total	Total	Total	Total	Total	Total	Total	Total	Total	Total	Total	Total	Total	Total	Total	Total	Total	Total	Total	Ave.	Total	Ave.

School Support Level	Light Touch	Moderate	Intensive
----------------------	-------------	----------	-----------

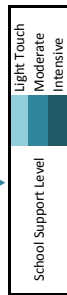


## Middle School

[illegible]

# High School

Enrollment Demographics			Ethnicity										
			White										
			Pacific Islander										
			Multiracial										
			Native American										
			Hispanic										
			Asian										
			African-American										
			English-Language Learner										
			Special Education										
			Free or Reduced-Price Meals										
			Total Enrollment FY15										
			DLI/DBE										
			School Support Level										
East			1585	58%	19%	26%	24%	9%	18%	0%	9%	0%	39%
LaFollette			1514	57%	19%	25%	23%	5%	21%	1%	10%	0%	41%
Memorial			1920	35%	17%	18%	13%	13%	0%	6%	0%	51%	
West			2116	25%	14%	23%	12%	10%	18%	0%	6%	0%	53%
Shabazz			116	43%	16%	5%	9%	3%	9%	1%	11%	0%	68%
Total			7,251	46%	17%	20%	17%	8%	16%	0%	9%	0%	50%



	Regular Education						Student Services								Special Education		OMGE	Total Staff (incl. Admin, Clerical, Teacher, EA, BRS)	Students (FTE) per Total Staff			
	Clerical	Regular Ed (Classroom, Dean, etc)	Interventionist/MTSS	AVID	IRT/LC	Regular Ed (EA, EA Clerical, Reading/Math, Noon, Parent Liaison)	Students (FTE) per Regular Ed Staff (Teacher/EA)	School Psychologist	Social Worker	PBS Coach	Guidance Counselor	Nurse	Nursing Assistant	BEA/ Security (O'Keeffe only)	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)	
1,000	0.49	4.44	0.00	0.00	0.00	0.00	16.43	0.40	0.40	1.00	0.30	0.10	0.50	0.00	27.04	2.35	0.88	22.64	1.00	12.86	5.68	
2,000	1.00	23.28	1.00	0.70	1.00	0.50	13.79	0.80	1.00	1.00	1.00	0.50	0.88	0.52	64.07	6.83	6.68	27.03	4.00	51.68	7.06	
3,000	2.00	27.52	2.40	0.70	1.00	0.00	14.17	1.00	1.00	1.40	1.00	0.70	0.75	0.00	76.58	9.74	8.00	25.25	5.00	64.21	6.98	
4,000	2.00	27.3	47.20	1.50	0.70	2.50	1.69	16.20	0.50	1.00	2.00	0.50	0.88	0.00	147.74	7.63	4.05	74.32	2.75	78.62	11.04	
5,000	2.00	1.65	31.80	0.50	1.10	1.20	0.12	15.03	0.60	1.00	1.00	0.60	0.70	0.80	91.58	5.85	5.85	38.10	3.00	60.77	8.59	
6,000	1.00	1.80	27.91	0.50	0.70	1.20	0.06	15.00	1.00	1.00	1.00	0.50	0.88	0.77	81.82	7.38	6.93	32.85	2.00	55.23	8.51	
7,000	2.00	2.00	39.40	2.20	0.90	1.00	0.50	14.73	1.00	1.60	1.20	0.70	0.88	0.00	101.65	18.00	8.35	24.60	6.00	86.72	7.47	
8,000	1.00	1.20	22.08	2.00	1.00	0.85	15.37	1.00	0.80	1.00	1.00	0.55	0.70	1.75	60.88	10.45	2.56	31.83	3.99	52.92	7.82	
9,000	1.00	1.00	17.01	0.50	0.70	1.00	1.74	12.53	0.50	0.40	1.10	1.00	0.30	0.35	0.00	68.49	5.95	2.11	31.04	1.00	34.66	7.21
10,000	2.00	2.00	34.80	1.00	0.70	2.00	1.53	14.64	1.00	1.00	1.00	1.00	0.60	0.88	0.90	91.92	8.10	6.13	41.20	3.00	67.63	8.67
11,000	2.00	1.51	27.00	0.50	0.70	2.00	0.50	14.10	0.85	1.00	1.00	0.45	0.88	0.00	83.86	7.17	6.27	32.30	2.50	54.32	7.99	
12,000	1.00	1.00	17.60	2.06	0.70	1.34	0.54	11.51	0.90	1.00	0.50	0.80	0.40	0.50	52.02	5.50	3.50	28.44	3.00	41.16	6.22	
13,000	17.00	18.38	320.04	14.16	8.60	15.24	7.03	14.50	9.15	11.20	12.20	12.10	5.90	8.75	5.56	78.97	96.94	61.28	34.13	660.77	7.77	
Total	Total	Total	Total	Total	Total	Total	Ave	Total	Total	Total	Total	Total	Total	Total	Total	Ave	Total	Total	Total	Total	Total	Ave.

[illegible]

## Capital Maintenance Planning – 2016-17

The revised 2016-17 preliminary budget proposal includes \$4.7 million for capital maintenance, an increase of \$200,000 over the current year. Annual investment in capital maintenance helps to create schools which are safe, conducive to learning, and which operate efficiently.

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. However, due to challenging budget conditions and many competing demands on district resources, we have yet to achieve that funding level.

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

As shown below, the capital maintenance budget is divided into several sub-categories. The sub-categories remain consistent from year to year, although the specific projects within each category change annually.

### Revised Allocations for 2016-17

Initial Allocation by Category:	Amount	General Maintenance is reduced to \$2.2 million in the revised budget
General Maintenance	2,500,000	
Playground Fund	150,000	
Classroom Upgrades	200,000	
Trades Labor (In House) for Self Performed Projects	650,000	
Roof Replacement Plan	750,000	
Asphalt Replacement Plan	250,000	
Other Capital Items TBD	500,000	
Total	5,000,000	

A more detailed schedule of specific work is under development by the Building Services team. Final project allocation and tracking will be determined once the final budget is known.

### Performance Contracting

Under Wisconsin's school district revenue formula, certain qualifying energy efficiency projects are exempt from the revenue limit. MMSD's most recent project of this type was the West High School Geothermal project (2013-15). Given the advanced age and inefficient energy consumption of many MMSD school facilities, additional investment in qualifying energy efficiency projects outside of the revenue limit appears to be a sound strategy for the District. Although the 2016-17 budget does not include qualifying energy efficiency project, we are continuing to research this possibility for next year and beyond.

# Behavior Education Plan – 2016-2017

as presented - February 2016

## Introduction

The Behavior Education Plan (BEP), MMSD's policy for addressing behavior and discipline, was approved by the Board of Education in the spring of 2014 with initial implementation in the fall of 2014. The BEP moves us toward the use of proactive approaches that focus on building student and staff skills and competencies, which, in turn, lead to greater productivity and success. Moreover, the BEP is also designed to reflect a commitment to student equity as we hold all students to high expectations while providing different supports to meet those expectations. Ultimately, the BEP seeks to decrease the use of exclusionary practices through the use of progressive, restorative discipline while also impacting the significant disproportionality experienced, in particular, by our African American students, male students, and / or students with disabilities.

Given the complexity of implementing the many layers of the BEP, ongoing implementation of the BEP continues to require differentiated and stable supports for our schools including allocation of resources targeted to the needs of students. BEP focus areas for 2016-2017 include implementation of Positive Behavior Support (PBS) universal school-wide systems, PBS classroom systems and practices, behavior response, and tier 2 and 3 interventions.



## Use of Behavior Education Plan Resources

Staffing for Schools	<p>We recommend no change to the overall staffing levels for the BEP. We are supporting schools as they develop and sustain positive systems for student engagement. Staffing levels per school, while they may change slightly from last year, include both a base (minimum) of allocation as well as differentiated supports based on actual data collected over the past year.</p> <p><b>Elementary School</b> - Maintain a base (minimum) of at least .2 PBS and .5 Behavior Education Assistant (BEA) to address school-wide systems and behavior response</p> <p><b>Middle School</b> - Maintain a base of at least .5 PBS</p> <p><b>High School</b> - Each High School maintains 2.0 BEP allocation</p>
Professional Development for School-Based Staff	<p>Continue to target professional development funds on classroom management with Responsive Classrooms (RC) and Developmental Designs (DD) utilizing our RC / DD saturation plan to ensure maximum impact.</p> <p>Based on feedback and limited spending to date of the school-based PD resources, a \$281,000 reduction to the BEP budget is recommended. An additional \$75,000 savings comes from restructuring the BEP institute.</p> <p>Final reduction of BEP PD Budget = \$356,000</p>
Supports for Special Education Programs	Maintain third Landmark Elementary Alternative Program (LEAP) site at Olson Elementary School serving a total of 24 elementary school students with disabilities.
Supports for Students with Intensive Needs	Maintain current funding for emergency EA / SEA hours to support schools in ensuring stability while developing critical, personalized systems for an individual student.
Community Partnerships	Maintain current funding for community partnerships focused on restorative practices (e.g., YWCA, Timebank, and Dane County Youth Court).



# Personalized Pathways – 2016-2017

as presented - February 2016

## Introduction

The development of Personalized Pathways is a major strategic priority action for 2016-17. The goal next year is to prepare for and establish the right conditions for a successful launch of Personalized Pathways in the fall of 2017 that will improve the level of engagement for our students, the number of students on track for graduation and our graduation rates. In alignment with state legislation, the continued development and expansion of Academic and Career Plans (ACP) undergirds the development of Personalized Pathways by ensuring that every student graduates with a clear post-secondary plan that has been developed throughout their secondary school experience. The key actions for 2016-17 are outlined below and are essential to improving the readiness levels of our schools and central office staff.

## Personnel

Next year, the expansion of ACP to 7th and 10th grade will require a small increase of 1.9 FTE at middle school and 1.5 FTE at high school (total 3.4 FTE) to support these new work streams. With the continued expansion of ACP to grades 6 through 12 over three years, staffing will need to increase across our middle schools to 3.8 FTE where it will level off for full implementation. ACP expansion at high schools will also need to expand over the next three years to support the number of students needing experiential learning related to college and career exploration, as well as Pathways coordination, leveling off at 6.8 FTE. The funding strategy may include repurposing existing roles or grant opportunities.

## Professional Development and Planning

As ACP continues to grow, the district will provide schools with necessary professional development resources and planning materials to support school-based planning at \$61,400 each year through year two implementation (2018-19). At that point, all grades will have implemented ACP with the exception of grade 12, which will be implemented in year three.

The pathways professional development necessary to train our high school principals, assistant principals, coaches and staff will require a \$400,000 investment each year to include \$200,000 for contracted professional development and \$200,000 to support local professional development which includes an annual summer institute, extensive team planning time for each high school team and pathways site visits. These activities will be grant funded (see explanation below).

## Grant Money Support

It is important to note that the District has worked to secure \$200,000 of in-kind grant funds that will provide contracted professional development for schools and central office staff on topics such as flexible scheduling, curriculum alignment and pathways design and implementation for the 2016-2017 school year. In addition, \$200,000 in direct grant funds will provide the local professional development support for teacher extended employment and materials as mentioned above.

## Budget

A Planning Year and two-year budget is shown below.

	Planning Year (16/17)	YR 1 (17/18)	YR 2 (18/19)
<b>Personnel</b>			
MS FTE to support ACP Expansion	1.9	3.8	3.8
HS FTE to support ACP, experiential learning and Pathways Expansion	1.5*	4.2*	6.8*
<b>Total Personnel Costs</b>	<b>\$289,000</b>	<b>\$640,000</b>	<b>\$848,000</b>
<b>Professional Development</b>			
Pathways Professional Development Services	\$400,000	\$400,000	\$400,000
ACP School based Planning	\$61,400	\$61,400	\$61,400
<b>Total Non-Personnel Cost</b>	<b>\$461,400</b>	<b>\$461,400</b>	<b>\$461,400</b>
<b>Total Personnel and Non-Personnel Costs</b>	<b>\$750,400*</b>	<b>\$1,101,400*</b>	<b>\$1,309,400*</b>
<i>Direct Grant (Renewable each year after Planning year)</i>	\$200,000	\$200,000	\$200,000
<i>In-Kind Contract Grant (Renewable each year after Planning year)</i>	\$200,000	\$200,000	\$200,000
<b>Total Costs less the Grants</b>	<b>\$350,400</b>	<b>\$701,400</b>	<b>\$909,400</b>

(\* will include the repurposing of existing positions)



# Information and Technology Plan

## as presented - February 2016

### Introduction

The MMSD Information and Technology plan undergirds all three of the goals and five priority areas in the Strategic Framework. The plan includes deliberate preparation, implementation, and monitoring phases to ensure each project's success. We are learning from emerging best practices, building on successes, spreading out costs and addressing key challenges that arise. Technology is a powerful tool for enhancing teaching and learning and meeting students' needs in creative, innovative and flexible ways. We are committed to providing more equitable access to technology for all students.

The first cohort (G1) began device implementation this school year after a full year of planning and targeted professional learning. Staff and students from other schools are in need of devices to access core digital resources, intervention programs, linguistic resources, and just-in-time learning. To continue progress towards equitable access and device implementation as stated in the original Tech Plan, we would like to phase in the next cohort of schools (G2) in January 2017 by instating the following actions:

- Formally identify G2 schools (Spring 2016)
- Analyze year one implementation report (June) to understand strengths and areas of growth from G1 to use this data to reflect and adjust plans appropriately for G2
- Recommend G2 classroom setup in summer of 2016 to ramp up for mid-fall 2016 installation
- Recommend G2 student devices in Fall of 2016 to ramp up for January 2017 implementation
- Engage in a 42 month device lease beginning January 2017; 6 month payment in FY 2017
- This enables us to remain in the sustainability fiscal model by taking advantage of market prices mid-year
- Facilitate leadership training for G2 schools beginning with the G2 Summit #1 in Spring 2016

In the next phase of the Information and Technology Plan, we would like the G3 cohort to be identified in the spring of 2016. They would then begin planning during 2016-17 and begin professional development by attending the G3 Summit 1 in August 2016. The implementation phase for G3 would then begin August 2017.

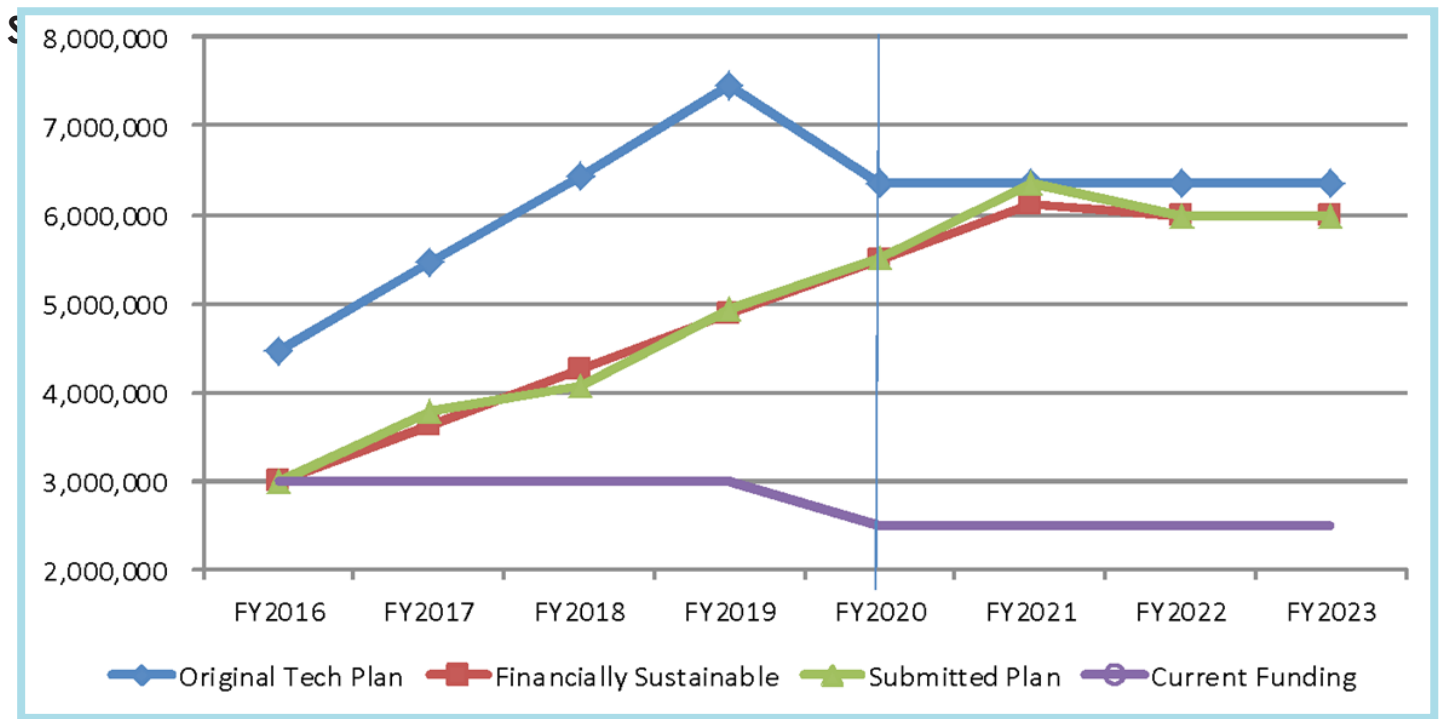
### Budget

		FY 17	FY 18	FY 19
Student Computing	Lease	\$896,232	\$1,451,501	\$2,142,136
Staff Computing	Lease	\$904,172	\$938,242	\$904,357
School Learning Spaces	Purchase/Lease	\$466,167	\$710,257	\$628,507
Network and Servers	Purchase/Lease	\$1,248,429	\$1,070,000	\$1,120,000
Software/Miscellaneous	Purchase	\$110,000	\$80,000	\$80,000
<b>*Total</b>		<b>\$3,625,000</b>	<b>\$4,250,000</b>	<b>\$4,875,000</b>

*\*Incremental increase of \$625,000 each year. Please see sustainability chart below.*







Based on our experience with G1, we have developed a financially sustainable approach to funding the annual cohorts. Our approach includes rigorous criteria for the selection of student devices; improved and more cost-efficient classroom designs; and better timing of purchasing decisions to take advantage of best pricing in the market.

For more information on the detailed multi-year budget see here: [Multi-year Detailed Budget](#)

## Reductions – Central Office and School: 2 year view

FY 2016		FY 2017	
Description			
	FTE	Impact	Description
Curriculum & Instruction	4,725	359,672	
C and I Program Assistant	0.500	40,316	Re-code a portion of CRLM to Title
Media Admin Clerk	0.225	16,926	Eliminate Literacy Department IRT (1,000 FTE)
Instructional Technology Coach	1,000	81,432	Eliminate MTSS Position (1,000 FTE - Retirement)
Library Media Teacher Leader	0.500	101,271	
Reference Librarian (F80 to F10)	0.500	(53,317)	
CPR/CLR Coach	1,000	78,219	
Science Teacher Leader	1,000	94,824	
-	-	-	
Department of Early & Extended Learning	-	-	
	-	-	Eliminate 4K IRT (1,000 FTE)
State & Federal Programs	-	-	
	-	-	Reclass TEP Position (1,000 FTE)
Advanced Learning	-	-	
	-	-	Eliminate IRT Position (1,000 FTE)
Chiefs of Schools	1,000	95,000	
Career & Technology Education Director	1,000	95,000	School Support Maintenance - Chiefs Budget
-	-	-	Eliminate one SIP Partner (1,000 FTE)
	-	-	Reclass one SIP Partner to Title IIA
Office of Multilingual & Global Education	6,300	484,847	
OMGE Teacher Leaders	5,500	438,515	Title III Reclass
Clerical Reduction	0.800	46,333	
Professional Learning & Leadership Development	2,000	239,675	
Director Position	1,000	145,031	
Educator Effectiveness Strategist	1,000	94,644	
Research, Accountability, & Data Use	1,000	223,654	
Director of Data Use and Accountability	1,000	135,154	RAD Non-Personnel Budget
Reduce AIMS Web licenses & WorkKeys		33,500	Assessment Purchases Services
Dashboard Consulting Contract		55,000	Eliminate 1,000 FTE
Student Services	9,600	866,267	
			Reduce BEP Prof Development to Schools
Special Education PST	3,000	272,436	Partial Reduction of BEP Institute Dollars
Assistive Technology PST	1,000	81,903	Eliminate one Position (1,000 FTE)
Lead Social Worker – Attendance	1,000	92,246	Reclass three Positions to Federal Funding
Welcoming Schools Psychologist	0.200	12,295	
BCT Leads (PST/Psych)	2,000	195,387	
PBS Coaches Moved to Schools (BEP)	2,400	212,000	
Technical Services	-	155,000	
Purchased Serv Contracts & Consults	-	155,000	Eliminate Assistant Director Position (1,000 FTE)

## FY 2016

## FY 2017

Description	FTE	Impact	Description	FTE	Impact
<b>Business Services</b>	<b>2,500</b>	<b>223,175</b>		<b>1,500</b>	<b>327,322</b>
Replace 2 Retiring Admin w/ Non-Admin Risk Manager (Budgeted but Not Filled)	2,000	173,175	Eliminate Accounts Payable Position (1,000 FTE)	1,000	70,304
	0.500	50,000	Risk Manager (Remaining Allocation)	0.500	45,000
			Shift Local Cost to Fund 50		52,018
			Budget Adjustment - Projected WRS Rate Revision		160,000
<b>Building Services</b>	<b>1,000</b>	<b>148,051</b>		<b>1,000</b>	<b>94,180</b>
Reduce 1 Supervisor	1,000	148,051	Eliminate Trades - Steamfitter Position (1,000 FTE)	1,000	94,180
<b>Administrative Services</b>	-	-		<b>1,000</b>	<b>51,839</b>
			Eliminate Material Handler Clerk Position (1,000 FTE)	1,000	51,839
<b>Superintendent / Chief of Staff Offices</b>	-	<b>12,000</b>		<b>1,000</b>	<b>114,768</b>
MSAN Travel (Conference is Local)		7,000	Eliminate Clerical (1,000 FTE)	1,000	65,768
Partnership Office / Contracted Services		5,000	Move MOST Payments to Fund 80		49,000
<b>Human Resources</b>	<b>1,000</b>	<b>174,644</b>		<b>0.500</b>	<b>88,343</b>
Director of Employment Convert to NUP		40,000	Eliminate .5 Recruiter FTE & Non-Personnel Budget	0.500	88,343
Wellness Manager	1,000	94,644			
Consulting Services Reduction		40,000			
<b>Technology Plan</b>	-	<b>1,468,313</b>		-	-
Pause G2 Tech Plan & Scale back G1		1,468,313			
<b>Central Office Total:</b>	<b>29,125</b>	<b>4,450,299</b>		<b>19,500</b>	<b>2,812,467</b>
<b>School Based Reductions - Specific Programming</b>	<b>23,375</b>	<b>1,777,860</b>		-	-
Middle School ENI (5,500 FTE)	5,500	440,000			
Middle School Grant Program	2,875	188,273			
Declining SPED Prevalence Rate - Reduced FTE	12,000	961,230			
RISE (fmr Phoenix)	3,000	188,357			
<b>School Based Reductions - General</b>	<b>56,914</b>	<b>4,473,550</b>		<b>56,000</b>	<b>5,405,781</b>
Elementary Level Staffing	26,314	2,095,335	Elementary Level Staffing	25,000	2,097,865
Middle Level Staffing	10,300	844,748	Middle Level Staffing	12,000	1,181,679
High Level Staffing	14,300	1,137,612	High Level Staffing	18,000	1,326,637
Custodial Services	4,000	293,031	Building Formula Allotments		750,000
Security Assistants	2,000	102,824	Eliminate one Security Position (1,000 FTE)	1,000	49,599
<b>School Level Total:</b>	<b>80,289</b>	<b>6,251,410</b>		<b>56,000</b>	<b>5,405,781</b>
<b>Grand Total:</b>	<b>109,414</b>	<b>10,701,710</b>		<b>75,500</b>	<b>8,218,247</b>

## Fund Balance Table by Year

2013-14 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	1,222,399	-	-	198,552	-	1,420,951
Restricted	-	2,158,856	1,283	-	-	2,160,140
Committed	78,877	-	-	-	-	78,877
Assigned	161,836	-	-	-	177,612	339,448
Unassigned	35,913,677	-	-	(198,552)	-	35,715,126
<b>Total 2013-14 Actual</b>	<b>37,376,789</b>	<b>2,158,856</b>	<b>1,283</b>	<b>-</b>	<b>177,612</b>	<b>39,714,543</b>

2014-15 Actual	Fund 10 General Fund	Funds 30 38 Debt Service Fund	Fund 41 Capital Projects	Fund 50 Food Service	Fund 80 Community Service	Total
Non-Spendable	1,038,410	-	-	202,438	-	1,240,848
Restricted	-	1,834,175	223,318	-	-	2,057,493
Committed	81,378	-	-	-	-	81,378
Assigned	93,901	-	-	-	282,081	375,982
Unassigned	34,665,752	-	-	(15,058)	-	34,650,694
<b>Total 2014--15 Actual</b>	<b>35,879,441</b>	<b>1,834,175</b>	<b>223,318</b>	<b>187,380</b>	<b>282,081</b>	<b>38,406,394</b>

2015-16 Fall (Adopted) Budget	Fund 10 General Fund	Funds 30 38 Debt Service Fund	Fund 41 Capital Projects	Fund 50 Food Service	Fund 80 Community Service	Total
Non-Spendable	1,038,410	-	-	202,438	-	1,240,848
Restricted	-	2,961,337	223,318	-	-	3,184,654
Committed	-	-	-	-	-	-
Assigned	-	-	-	-	282,081	282,081
Unassigned	36,428,560	-	-	(15,058)	-	36,413,502
<b>Total Fall Budget 2015-16</b>	<b>37,466,970</b>	<b>2,961,337</b>	<b>223,318</b>	<b>187,380</b>	<b>282,081</b>	<b>41,121,085</b>

2016-17 Proposed 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	1,038,410	-	-	202,438	-	1,240,848
Restricted	-	2,159,920	223,318	-	-	2,383,237
Committed	-	-	-	-	-	-
Assigned	-	-	-	-	282,081	282,081
Unassigned	34,738,278	-	-	(15,058)	-	34,723,220
<b>Total Proposed Budget 15-16</b>	<b>35,776,688</b>	<b>2,159,920</b>	<b>223,318</b>	<b>187,380</b>	<b>282,081</b>	<b>38,629,385</b>

# 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	2017	840,000.00	519,982.00	-	927,237.50	840,000.00	1,447,219.50	13,010,404.10
Spring		2,335,099.79	540,847.31	6,920,000.00	927,237.50	9,255,099.79	1,468,084.81	
Fall	2018	860,000.00	473,882.00	-	824,262.50	860,000.00	1,298,144.50	12,711,054.10
Spring		2,488,716.48	484,930.62	6,755,000.00	824,262.50	9,243,716.48	1,309,193.12	
Fall	2019	885,000.00	423,757.00	-	721,562.50	885,000.00	1,145,319.50	12,793,579.10
Spring		2,644,377.98	422,319.12	6,975,000.00	721,562.50	9,619,377.98	1,143,881.62	
Fall	2020	920,000.00	362,376.00	-	607,162.50	920,000.00	969,538.50	12,386,092.08
Spring		2,325,192.84	359,198.24	7,205,000.00	607,162.50	9,530,192.84	966,360.74	
Fall	2021	2,030,000.00	305,363.00	-	488,737.50	2,030,000.00	794,100.50	11,763,126.00
Spring		2,730,000.00	275,288.00	5,445,000.00	488,737.50	8,175,000.00	764,025.50	
Fall	2022	970,000.00	244,575.00	-	393,737.50	970,000.00	638,312.50	10,676,925.00
Spring		2,800,000.00	234,875.00	5,640,000.00	393,737.50	8,440,000.00	628,612.50	
Fall	2023	1,000,000.00	199,875.00	-	293,318.75	1,000,000.00	493,193.75	10,831,387.50
Spring		3,000,000.00	189,875.00	5,855,000.00	293,318.75	8,855,000.00	483,193.75	
Fall	2024	-	148,625.00	-	182,243.75	-	330,868.75	9,756,737.50
Spring		3,060,000.00	148,625.00	6,035,000.00	182,243.75	9,095,000.00	330,868.75	
Fall	2025	-	102,725.00	-	112,800.00	-	215,525.00	9,786,050.00
Spring		3,155,000.00	102,725.00	6,200,000.00	112,800.00	9,355,000.00	215,525.00	
Fall	2026	-	55,400.00	-	19,800.00	-	75,200.00	1,470,400.00
Spring		-	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
		<b>34,813,387.09</b>	<b>6,260,043.29</b>	<b>58,350,000.00</b>	<b>9,141,725.00</b>	<b>93,163,387.09</b>	<b>15,401,768.29</b>	<b>108,565,155.38</b>

## General Board Student Fees 2015-2016 & 2016-2017

Elementary School Fee Schedule		
	<u>2015-2016</u>	<u>2016-2017</u>
Consumable Materials Fee (Grades 4K-5)	\$40.00 per Year	\$40.00 per Year
Music Instrument Rental (Grade 5)	\$20.00 per Semester	\$20.00 per Semester
Middle School Fee Schedule		
	<u>2015-2016</u>	<u>2016-2017</u>
Textbook Fee (Grades 6-8)	\$35.00 per Year	\$35.00 per Year
Music Instrument Rental (Grade 6)	\$20.00 per Semester	\$20.00 per Semester
Music Instrument Rental (Grades 7-8)	\$70.00 per Semester	\$70.00 per Semester
Activity Fee	\$17.00 per Year	\$17.00 per Year
Consumable Materials Fee	\$20.00 per Year	\$20.00 per Year
High School Fee Schedule		
	<u>2015-2016</u>	<u>2016-2017</u>
Textbook Fee (Grades 9-12)	\$35.00 per Year	\$35.00 per Year
Student Activity Fee	\$30.00 per Year	\$30.00 per Year
Music Instrument Rental (Grades 9-12)	\$70.00 per Semester	\$70.00 per Semester
Consumable Materials Fee	\$17.00 per Year	\$17.00 per Year
Athletic Participation Fee (Grades 9-12)	\$115.00 per Sport	\$115.00 per Sport
Maximum Athletic Participation Fee (Grades 9-12)	\$500.00 per Family	\$500.00 per Family
	\$800.00 Hockey	\$800.00 Hockey
Athletic Participation Surcharge (Grades 9-12)	\$100.00 Gymnastics	\$100.00 Gymnastics
(Surcharges are in addition to the \$500.00 Family Maximum)	\$100.00 Wrestling	\$100.00 Wrestling
	\$118.00 Boy's Golf	\$118.00 Boy's Golf
	\$118.00 Girl's Golf	\$118.00 Girl's Golf
Student Athletic Event Pass	\$20.00 per Pass	\$20.00 per Pass
Student Individual Event Ticket	\$3.00 per Event	\$3.00 per Event
Adult Individual Event Ticket	\$5.00 per Event	\$5.00 per Event
*MSCR Program fees do not require Board approval.		
Note: A \$3.00 convenience fee will be charged for each online student fee transaction		

# Food Service Budget

## Madison Metropolitan School District Food Service Fund (50) 2016-17 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. Expanded services for next year include dinner services at four school sites (Falk, Memorial, West, & Blackhawk) in the 2016-17 budget year. The Community Eligibility Provision was implemented during the 2014-15 school year. This provision allows all students to have access to free breakfast and lunch at eligible sites. We anticipate adding at least one additional school to this provision for 2016-17. We are in the process of finalizing an agreement with eight local farmers that will provide fresh produce to our student meal programs during the 2016-17 school year. We have increased our capital expenditures in the 2016-17 budget. This will allow us to replace aging school site equipment.

Food Service Revenues						
	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
	Historical YTD	Historical YTD	Historical YTD	Historical YTD	Fall Budget	Proposed Budget
<b>Source Comparison</b>						
01XX - Interfund Payments		316,940.83	165,689.44		-	-
1251 - Pupil Sales	2,619,327.00	2,440,766.75	2,194,200.10	1,935,215.84	1,919,762.39	1,919,762.39
1252 - Adult Sales	93,513.85	99,688.80	101,511.50	106,567.20	101,264.00	101,264.00
1259 - Other (Catering)	51,584.30	62,989.09	123,555.25	142,327.30	66,025.00	132,050.00
1291 - Gifts & Contributions	10,771.60	41,224.54	22,724.20	4,878.00	-	-
1299 - Miscellaneous	26,798.78	66,200.05	45,605.14	(559.88)	68,065.00	48,065.00
1617 - State Reimbursement	167,556.86	177,431.70	180,250.87	176,441.64	172,469.00	172,469.00
1714 - Commodities	556,154.35	559,795.33	522,383.36	575,320.10	472,463.00	625,000.00
1717 - Federal Reimbursement	6,648,078.32	6,835,426.02	6,958,712.92	7,541,890.43	7,913,409.00	7,992,543.09
1730 - Federal Special Project	195,846.30	200,972.28	228,242.96	248,799.65	239,616.00	239,616.00
19XX - Miscellaneous	200.00	-				-
	10,369,831.36	10,801,435.39	10,542,875.74	10,730,880.28	10,953,073.39	11,230,769.48

Food Service Expenditures						
	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17
	Historical YTD	Historical YTD	Historical YTD	Historical YTD	Fall Budget	Proposed Budget
<b>Object Comparison</b>						
0100 - Salaries	3,238,060.83	3,354,898.71	3,185,643.09	3,151,408.51	3,172,517.00	3,365,584.92
0200 - Benefits	2,054,608.46	2,147,552.75	2,216,585.23	2,132,834.82	2,148,409.06	2,200,446.91
0300 - Purchased Services	166,021.06	135,480.26	121,480.07	192,070.31	227,900.00	242,600.00
0400 - Non-Capital	4,784,216.48	5,179,329.92	4,947,207.97	4,892,772.35	5,363,717.33	5,325,857.65
0411 - Supplies	540,099.73	570,100.84	492,350.74	340,126.97	574,980.53	474,980.53
0415 - Food	4,152,060.24	4,422,769.67	4,350,374.58	4,480,371.58	4,618,936.80	4,768,077.12
0500 - Capital Purchases	37,284.68	33,766.56	51,338.49	44,619.45	19,250.00	75,000.00
0700 - Insurance	20,454.48	19,472.31	20,620.89	26,056.41	21,280.00	21,280.00
0900 - Dues/Miscellaneous	120.25			103,737.95	-	-
	10,300,766.24	10,870,500.51	10,542,875.74	10,543,499.80	10,953,073.39	11,230,769.48
<b>Surplus/(Deficit) YTD</b>	<b>69,065.12</b>	<b>(69,065.12)</b>	<b>-</b>	<b>187,380.48</b>	<b>-</b>	<b>-</b>



The 2016-17 Food & Nutrition budget was developed with the goal of not requiring an inter fund transfer from the General Fund. The chart below provides Food & Nutrition strategies to accomplish this.

### Food & Nutrition 2016-17

Budget Issue	Background	Strategy
Increase Program Access with Community Eligibility Provision	Currently have 10 traditional and 11 Alternative sites in this program for 2015-16	Process application for an additional site for 2016-17
Customers desire increased use of local produce in school nutrition programs	Summer feeding program local produce bid has been utilized for 3 years	Complete agreements with local farmers for 2016-17 school year based on recent RFI process
Current Central Production and warehouse software is not meeting the department needs	Current software is twelve years old and is being replaced.	Complete installation and testing process by July 31, 2016
Lunch participation is declining slightly	Federal regulations and changes in lunch schedules have caused a slight decline in participation.	Build on culinary skills in the Department and expand menu offerings to students
Control food cost by reducing waste	18 elementary sites have a garden bar concept	Add garden bar service at 6 more sites to control waste and increase options for customers.
Food Production Center cost is spread out to all schools based on meals served	Pre-Pack has historically been the preferred method of service in MMSD	Shipping of single pre-packaged items in bulk to schools will reduce waste
Aging equipment at schools results in a high failure rate and maintenance cost	Past budgets have not allowed for systematic replacement of aging equipment	Increased capital expenditure budget by \$55,750
High Workmen's Comp. cost	Started Safety committee at the FPC in December 2014	Expand program involvement to school sites
Uncollected Negative student balances	Implemented new strategies during 2015-16 year to assist families with getting meal benefits early in the school year.	Continue to build on lessons learned during the 2015-16 year. Implement action steps earlier.

### Food & Nutrition Meal Prices – 2015-16 (no change for 2016-17)

USDA Breakfast		
	2015-2016	2016-2017
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	\$ 1.55	\$ 1.55
Adult @ Middle School & High School	\$ 1.65	\$ 1.65
Milk	\$ 0.50	\$ 0.50

USDA Lunch		
	2015-2016	2016-2017
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 & High School	\$ 3.80	\$ 3.80
Milk	\$ 0.50	\$ 0.50

# MSCR Budget

## Madison Metropolitan School District 2016-2017 Proposed Budget Madison School & Community Recreation (Fund 80, Orgs 7XX) vs Non-MSCR Orgs Summary Level Budget

	2016-17 Proposed Budget MSCR Operations ORG 70X	2016-17 Proposed Budget Adult Programs ORG 71X	2016-17 Proposed Budget Youth Programs ORG 72X	2016-17 Proposed Budget MSCR Programs TOTAL	2016-17 Proposed Budget Non-MSCR TOTAL	2016-17 Proposed Budget FUND 80 TOTAL
<b>REVENUES</b>						
Current Property Tax (Tax Levy)	1211	374,800	5,114,291	8,309,174	3,524,683	11,833,857
Pmts for Svcs from Loc Gov	1244	6,100	81,500	87,600	-	87,600
Gifts & Contributions/Reimburse	1291	54,000	10,500	64,500	-	64,500
Student Fees	1292	-	29,300	29,300	14,000	43,300
Summer School Fees	1295	-	18,300	18,300	-	18,300
Non Taxable Revenues	1296	619,200	829,700	1,448,900	-	1,448,900
Taxable Revenues	1298	524,000	1,133,600	1,657,600	-	1,657,600
Misc Rev	1299	4,800	58,400	66,200	-	66,200
State Special Ed Aid thru CESA	1517	-	11,936	11,936	-	11,936
Fed Special Proj Rev	1730	-	1,210,096	1,210,096	60,145	1,270,241
Fed Rev	1770	-	277,100	277,100	-	277,100
<b>Total Revenues</b>	<b>2,823,083</b>	<b>1,582,900</b>	<b>8,774,723</b>	<b>13,180,706</b>	<b>3,598,828</b>	<b>16,779,534</b>
<b>EXPENSES</b>						
Salaries	1XX	790,415	5,945,692	8,106,879	1,999,863	10,106,742
Employee Benefits	2XX	193,264	1,167,978	1,888,093	932,592	2,820,685
Purchased Svcs	3XX	373,200	1,264,543	2,224,443	497,670	2,722,113
Non-Capital Expenditures	4XX	66,900	343,991	462,391	55,043	517,434
Capital Expenditures	5XX	3,000	11,200	376,900	5,545	382,445
Workers Comp	7XX	-	-	-	50,000	50,000
Transfers	8XX	-	-	-	58,115	58,115
Other/Misc	9XX	122,000	-	122,000	-	122,000
<b>Total Expenditures</b>	<b>3,020,523</b>	<b>1,426,779</b>	<b>8,733,404</b>	<b>13,180,706</b>	<b>3,598,828</b>	<b>16,779,534</b>
<b>NET CHANGE</b>	<b>(197,440)</b>	<b>156,121</b>	<b>41,319</b>	<b>-</b>	<b>-</b>	<b>-</b>

# Summer Learning Academy 2016

Summer school is part of a year-round strategy that provides critical additional learning time to support students on their pathway to college, career and community readiness.

## MMSD Summer School

- Engages students in high-quality instruction that is targeted to accelerate growth in key skills and build their self-efficacy
- Provides students with enrichment options that builds on their strengths, talents and assets
- Supports students through meaningful partnerships between schools, families and community resources

## Goals

- Accelerate student achievement on key skills as measured by CCSS aligned performance tasks and AIMSweb
- Reengage and reconnect students as learners as measured by survey and attendance data

## Overview and Strategies for Success

MMSD Summer School is a six week program that provides a range of programs for students in grades 4K-12th. Academic and enrichment courses are provided in the mornings and Madison School & Community Recreation (MSCR) offers additional, optional enrichment activities in the afternoon. Inclusive programming for student with disabilities (including Extended School Year) and English Language Learners is provided. Students with disabilities and English Language Learners receive accommodations and support in order to access the curriculum. A healthy breakfast and lunch are provided each day.

In 2015, MMSD Summer School programs were expanded to 21 neighborhood schools. For 2016, we will maintain 21 sites and focus on raising the quality and scope of summer school in support of student success. Summer school is projected to serve 5,627 students.

Summer School 2016 will continue to build on previous strategies, organized by four key areas: 1) High-quality, targeted instruction, 2) Enrichment and Arts Integration, 3) Community Partnerships and Family Engagement, and 4) Professional Development.

**Elementary:** Students in grades 4K – 7th receive high quality, targeted instruction in literacy and math as well as engaging enrichment opportunities. Summer school curriculum, instruction and assessment are aligned to the MMSD Great Teaching Matters Framework.

**8th Grade:** Students in 8th grade attend summer school at their prospective high school for literacy and math. This provides students with the opportunity to become familiar with their prospective high school including learning about curriculum, expectations, resources, club opportunities, and skills for success while also obtaining necessary literacy and math skills.

**High School:** Students in high school are offered courses for credit recovery, first time credit and electives.

# Budget

Per Board directive, the budget for 2016-17 matches the total budget from 2015-16.

Account Description	2nd Half Summer 2013 1st Half Summer 2014	2nd Half Summer 2014 1st Half Summer 2015	2nd Half Summer 2015 1st Half Summer 2016	2nd Half Summer 2015 1st Half Summer 2016	No Total Increase	2nd Half Summer 2016 1st Half Summer 2017
	Actual FY2014	Actual FY2015	Budget FY2016	Actual FY2016	0% Change	Revised FY2017
1 Elementary Teachers	378,128.24	369,575.18	484,483.08	288,453.15	(107,584.80)	376,898.28
2 Secondary Teachers	230,620.17	166,310.72	284,462.05	17,695.30	(114,855.90)	169,606.15
3 English - Reading Teachers	454,334.10	364,756.53	392,715.18	22,385.75	(20,731.03)	371,984.15
4 English - ESL Teachers	297,278.93	272,088.22	307,221.63	209,478.78	(29,742.00)	277,479.63
5 Math Teachers	216,429.90	310,635.06	278,209.18	544,919.57	38,581.09	316,790.27
6 Hearing Impaired Services	20,458.92	4,243.54	20,152.82	15,465.03	(15,825.19)	4,327.63
7 Special Ed - Cross Categorical	94,987.44	103,526.64	28,788.86	78,262.95	76,789.15	105,578.01
8 Special Education Aides	66,913.79	88,539.90	59,813.67	58,254.60	30,480.64	90,294.31
9 Social Work	3,511.40	-	2,239.62	-	(2,239.62)	-
10 Guidance Services	5,583.18	4,435.97	4,716.30	-	(192.43)	4,523.87
11 Health Services	69,515.18	74,071.00	60,472.44	52,474.38	15,066.27	75,538.71
12 Psychological Services	-	-	2,239.63	-	(2,239.63)	-
13 Staff Development / Training	84,284.64	75,023.85	94,754.12	43,734.86	(46,752.68)	48,001.44
14 Library Services	23,294.75	24,072.25	27,769.08	26,850.51	(3,219.84)	24,549.24
15 Administration / Clerical	282,557.91	384,628.14	293,891.82	99,820.45	98,357.70	392,249.52
16 Security Services	45,895.57	41,984.87	8,581.16	21,804.69	34,235.64	42,816.80
17 Benefits	298,105.89	308,257.03	360,215.20	195,296.05	(49,696.03)	310,519.17
<b>Summer School Staffing / Fringe</b>	<b>2,571,900.01</b>	<b>2,592,148.90</b>	<b>2,710,725.84</b>	<b>1,674,896.07</b>	<b>(99,568.66)</b>	<b>2,611,157.18</b>
18 Police - Ed Resc Officers	9,628.57	-	-	-	-	-
19 Personal Services	14,562.00	6,500.00	31,397.94	6,500.00	(24,769.14)	6,628.80
20 Pers Svcs Clerical-Temp Agcy	22,070.44	26,549.56	-	9,758.58	27,075.64	27,075.64
21 Equipment Repair	1,654.81	1,636.11	1,221.54	-	446.99	1,668.53
22 Space Rental-Events/Mtgs	10,520.00	8,925.00	-	-	9,101.85	9,101.85
23 Pupil Travel	285,850.75	336,166.45	312,385.36	289,963.09	30,442.20	342,827.56
24 Employee Mileage	2,108.73	1,198.54	1,368.00	590.37	(145.71)	1,222.29
25 Postage	1,209.60	4,275.53	-	1,293.20	4,360.25	4,360.25
26 Printing & Binding	5,405.96	125.00	9,873.50	-	(9,746.02)	127.48
27 Telephone	346.67	311.92	226.35	-	91.75	318.10
<b>Purchased Services</b>	<b>353,357.53</b>	<b>385,688.11</b>	<b>356,472.69</b>	<b>308,105.24</b>	<b>36,857.81</b>	<b>393,330.50</b>
28 General Supplies	116,810.53	132,518.40	50,552.06	5,483.48	54,592.18	105,144.24
29 Medical Supplies	1,592.32	1,480.44	-	-	1,509.77	1,509.77
30 Paper	960.00	2,543.62	-	-	2,594.02	2,594.02
31 Library Books	-	3,936.87	-	-	4,014.88	4,014.88
32 Computer Software	864.00	-	-	-	-	-
<b>Supplies &amp; Materials</b>	<b>120,226.85</b>	<b>140,479.33</b>	<b>50,552.06</b>	<b>5,483.48</b>	<b>62,710.85</b>	<b>113,262.91</b>
<b>Total</b>	<b>3,045,484.39</b>	<b>3,118,316.34</b>	<b>3,117,750.59</b>	<b>1,988,484.79</b>	<b>-</b>	<b>3,117,750.59</b>

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

# K-12 Enrollment History and Projections Fall 2015 (Updated February 2016)

## Key Findings

1. The 2015-16 K-12 enrollment of 25,231 is a decrease of 74 students from the 2014-15 K-12 enrollment of 25,305.
2. We project a slight enrollment decrease next year and then a return to slight enrollment increases over the following four years, leading to a projected K-12 enrollment of 25,427 for the 2020-21 school year.

This report contains a brief enrollment history on the Third Friday of September, the first official enrollment count of the year for MMSD, as well as projected enrollments for the next five academic years. This report also contains an appendix addressing the historical accuracy of MMSD's projection methodology.

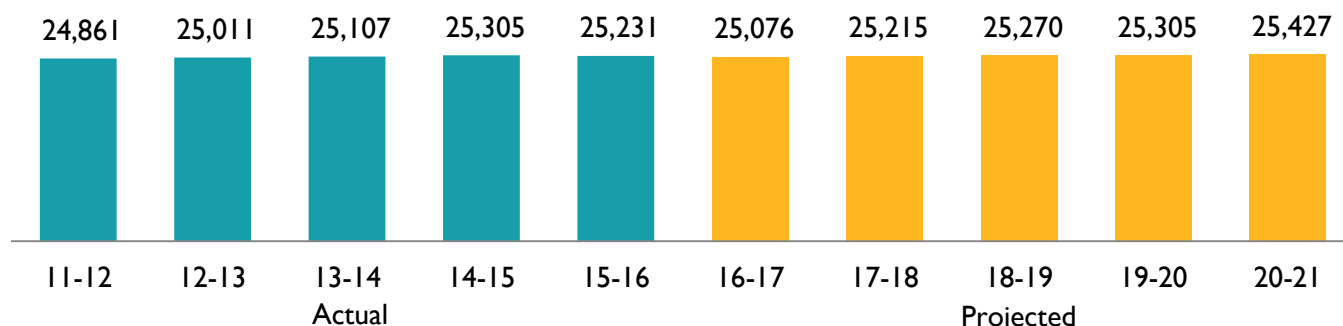
## Projection Methodology

Enrollment projections in MMSD are based on historical enrollment trends and persistence rates from grade to grade. Kindergarten classes are projected by comparing local historical births against kindergarten class sizes to determine what percentage of live births we can expect to enroll in MMSD as kindergarteners. Historical births by year at the municipality level come from the Wisconsin Department of Health Services (DHS); at the time of writing this report the most current is for 2013.

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

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

## K-12 Enrollment History and Forecast



The 2015-16 K-12 enrollment of 25,231 students is a decrease of 74 students (0.3%) from the 2014-15 enrollment of 25,305 students. K-12 enrollment in MMSD has remained relatively flat for the last five years, increasing by fewer than 500 students. We project that MMSD will see a small decrease in enrollment next year and then continue a trend of modest growth for the next several years.



### By Grade and Level

Grade	History					Forecast				
	11-12	12-13	13-14	14-15	15-16	16-17	17-18	18-19	19-20	20-21
K	2204	2257	2271	2257	2127	2069	2140	2212	2249	2279
1	2198	2171	2176	2107	2154	2035	1980	2048	2116	2152
2	2083	2148	2079	2137	2073	2109	1993	1939	2005	2072
3	1917	2033	2071	2018	2059	2009	2044	1931	1878	1943
4	1896	1861	1990	2009	1951	2002	1953	1987	1877	1826
5	1954	1835	1829	1931	1940	1899	1948	1901	1934	1827
<i>Elementary Total</i>	<i>12252</i>	<i>12305</i>	<i>12416</i>	<i>12459</i>	<i>12304</i>	<i>12123</i>	<i>12058</i>	<i>12016</i>	<i>12060</i>	<i>12100</i>
6	1769	1882	1789	1782	1882	1889	1849	1897	1851	1883
7	1706	1710	1825	1781	1709	1835	1842	1803	1850	1804
8	1664	1710	1719	1807	1753	1699	1824	1831	1792	1839
<i>Middle Total</i>	<i>5139</i>	<i>5302</i>	<i>5333</i>	<i>5370</i>	<i>5344</i>	<i>5423</i>	<i>5515</i>	<i>5531</i>	<i>5492</i>	<i>5526</i>
9	1802	1742	1798	1824	1889	1844	1787	1918	1925	1885
10	1759	1786	1741	1820	1854	1906	1860	1803	1935	1943
11	2102	1967	1974	1905	1824	1987	2042	1993	1932	2074
12	1807	1909	1845	1927	2016	1794	1954	2009	1960	1900
<i>High School Total</i>	<i>7470</i>	<i>7404</i>	<i>7358</i>	<i>7476</i>	<i>7583</i>	<i>7530</i>	<i>7643</i>	<i>7723</i>	<i>7753</i>	<i>7801</i>
<b>Total</b>	<b>24861</b>	<b>25011</b>	<b>25107</b>	<b>25305</b>	<b>25231</b>	<b>25076</b>	<b>25215</b>	<b>25270</b>	<b>25305</b>	<b>25427</b>
<i>Change</i>		<i>150</i>	<i>96</i>	<i>198</i>	<i>-74</i>	<i>-155</i>	<i>140</i>	<i>54</i>	<i>35</i>	<i>122</i>

Birth rates declined from 2007 to 2010 so that the kindergarten class sizes have decreased the last few years. The birth rate then increased during 2011 and 2012 so that we expect to see the kindergarten class sizes increase in the next couple years. Middle and high school enrollments are likely to continue to increase in the short term as the relatively large current elementary school classes progress through MMSD. In addition to the K-12 students listed above, a total of 1,778 students are enrolled in MMSD 4K programs.

### By School and Grade

Projections by school and grade begin on page 4. These projections use the same methodology as higher-level projections. However, they are subject to a much higher degree of variability because even a small amount of unanticipated mobility or development can change local enrollments significantly. In addition, these projections are less reliable further into the future. Nonetheless, they can help schools establish plans by grade level and observe the likely progression of unusually large or small classes. Due to rounding and the presence of alternative programs, the sum of projections by school and grade for each year will differ slightly from the overall projections presented above. Several schools that had large increase or decreases in their enrollment when compared to the projection for the 2015-16 school year are Midvale Elementary (6% higher), Olson elementary (11% lower), and Badger Rock Middle (16% lower).

It is important to note that these projections routinely prove to be more accurate than the planning rosters that schools can access via the Data Dashboard in the spring of each school year. These planning rosters include lists of students currently pointed to attend each school based on feeder patterns so schools can learn some basic information about the profile of their incoming students, but they are not enrollment projections. Because of the presence of charter middle schools (Wright, Spring Harbor, Badger Rock) with application processes, to which students are only assigned after they apply and are selected, these planning rosters routinely overestimate the size of incoming sixth grade classes at certain middle schools. Therefore, any large disparities between these projections and planning rosters, particularly at the middle school level, should not be regarded as an error in either system, but rather a reflection of the different purposes of these resources.



### District Wide Demographics

	Count of students					Percent of students				
	11-12	12-13	13-14	14-15	15-16	11-12	12-13	13-14	14-15	15-16
<i>Race &amp; ethnicity</i>										
American Indian	89	94	88	89	89	<1%	<1%	<1%	<1%	<1%
Asian	2304	2293	2269	2315	2288	9%	9%	9%	9%	9%
Black or African American	4758	4629	4634	4591	4512	19%	19%	18%	18%	18%
Hispanic or Latino	4447	4607	4814	4978	5163	18%	18%	19%	20%	20%
Pacific Islander	19	18	24	18	16	<1%	<1%	<1%	<1%	<1%
Two or more races	2033	2135	2171	2200	2262	8%	9%	9%	9%	9%
White	11210	11234	11107	11113	10901	45%	45%	44%	44%	43%
<i>Other demographics</i>										
Low-income	11061	11375	11814	12158	12511	44%	45%	47%	48%	50%
ELL	5810	6102	6438	6705	6871	23%	24%	26%	26%	27%
Special Education	3075	3213	3357	3501	3451	12%	13%	13%	14%	14%

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

**Note:**

The tables on the following pages reporting five year projections by school and grade were updated February 2016. The previous reported projections were incorrect for the middle school grade six and high school grade nine for 2016-17.

The grade six and grade nine projections for the 2017-18 school year were incorrectly identified as the 2016-17 projection in the previous report. The correct 2016-17 projection for the sixth and ninth grades have been added to this report and the 2017-18 projection is now correctly identified as such.





SCHOOL	YEAR	KG	1	2	3	4	5	6	7	8	9	10	11	12	Total K-12
ALLIS	2015-16	84	90	72	62	60	64								432
ALLIS	2016-17	82	80	88	70	60	58								439
ALLIS	2017-18	85	78	79	85	68	59								453
ALLIS	2018-19	87	81	77	76	83	66								470
ALLIS	2019-20	89	84	79	74	74	81								481
ALLIS	2020-21	90	85	82	77	72	72								478
CHAVEZ	2015-16	102	103	114	98	96	99								612
CHAVEZ	2016-17	99	98	101	110	95	93								597
CHAVEZ	2017-18	103	95	96	98	107	93								591
CHAVEZ	2018-19	106	98	93	93	95	105								589
CHAVEZ	2019-20	108	101	96	90	90	92								578
CHAVEZ	2020-21	109	103	99	93	88	88								580
CRESTWOOD	2015-16	57	55	69	69	56	69								375
CRESTWOOD	2016-17	55	55	54	67	67	55								352
CRESTWOOD	2017-18	57	53	53	52	65	65								346
CRESTWOOD	2018-19	59	55	52	52	51	63								332
CRESTWOOD	2019-20	60	57	54	50	50	49								321
CRESTWOOD	2020-21	61	58	56	52	49	49								324
ELVEHJEM	2015-16	76	76	71	79	54	91								447
ELVEHJEM	2016-17	74	73	74	69	77	53								419
ELVEHJEM	2017-18	76	71	71	72	67	75								432
ELVEHJEM	2018-19	79	73	69	69	70	65								426
ELVEHJEM	2019-20	80	76	72	67	67	68								430
ELVEHJEM	2020-21	81	77	74	69	65	65								432
EMERSON	2015-16	65	75	62	59	60	57								378
EMERSON	2016-17	63	62	73	60	57	58								375
EMERSON	2017-18	65	61	61	71	58	56								372
EMERSON	2018-19	68	63	59	59	69	57								374
EMERSON	2019-20	69	65	61	57	57	67								377
EMERSON	2020-21	70	66	63	59	56	56								370
FALK	2015-16	58	51	45	45	47	35								281
FALK	2016-17	56	55	50	44	44	46								295
FALK	2017-18	58	54	54	48	42	43								300
FALK	2018-19	60	56	53	53	47	41								310
FALK	2019-20	61	58	55	51	51	46								322
FALK	2020-21	62	59	57	53	50	50								330
FRANKLIN	2015-16	109	117	117											343
FRANKLIN	2016-17	106	104	115											325
FRANKLIN	2017-18	110	101	102											313
FRANKLIN	2018-19	113	105	99											318
FRANKLIN	2019-20	115	108	103											326
FRANKLIN	2020-21	117	110	106											333



SCHOOL	YEAR	KG	1	2	3	4	5	6	7	8	9	10	11	12	Total K-12
GLENDAL	2015-16	83	83	64	76	80	60								446
GLENDAL	2016-17	81	79	81	62	74	78								455
GLENDAL	2017-18	84	77	78	79	60	72								449
GLENDAL	2018-19	86	80	76	75	77	59								452
GLENDAL	2019-20	88	83	78	73	73	75								470
GLENDAL	2020-21	89	84	81	76	71	71								472
GOMPERS	2015-16	45	30	51	41	47	40								254
GOMPERS	2016-17	44	43	29	49	40	46								251
GOMPERS	2017-18	45	42	42	28	48	39								245
GOMPERS	2018-19	47	43	41	41	28	47								246
GOMPERS	2019-20	48	45	42	40	40	27								241
GOMPERS	2020-21	48	46	44	41	39	39								256
HAWTHORNE	2015-16	54	64	65	46	55	60								344
HAWTHORNE	2016-17	53	52	63	63	45	54								328
HAWTHORNE	2017-18	54	50	51	61	61	44								321
HAWTHORNE	2018-19	56	52	49	49	59	60								325
HAWTHORNE	2019-20	57	54	51	48	48	57								315
HAWTHORNE	2020-21	58	55	53	49	46	46								307
HUEGEL	2015-16	81	83	64	88	65	47								428
HUEGEL	2016-17	79	77	81	62	86	63								448
HUEGEL	2017-18	82	75	76	79	60	83								455
HUEGEL	2018-19	84	78	74	74	77	59								445
HUEGEL	2019-20	86	81	76	72	71	75								460
HUEGEL	2020-21	87	82	79	74	70	70								461
KENNEDY	2015-16	79	75	91	100	85	101								531
KENNEDY	2016-17	77	76	73	88	97	83								494
KENNEDY	2017-18	79	74	74	71	86	95								479
KENNEDY	2018-19	82	76	72	72	69	83								455
KENNEDY	2019-20	84	79	74	70	70	67								443
KENNEDY	2020-21	85	80	77	72	68	68								449
LAKE VIEW	2015-16	47	39	44	40	44	49								263
LAKE VIEW	2016-17	46	45	38	43	39	43								253
LAKE VIEW	2017-18	47	44	44	37	41	38								251
LAKE VIEW	2018-19	49	45	43	43	36	40								256
LAKE VIEW	2019-20	50	47	44	42	41	35								259
LAKE VIEW	2020-21	50	48	46	43	40	40								267
LAPHAM	2015-16	64	64	73											201
LAPHAM	2016-17	62	61	63											186
LAPHAM	2017-18	64	60	60											184
LAPHAM	2018-19	67	62	58											186
LAPHAM	2019-20	68	64	60											192
LAPHAM	2020-21	69	65	62											196



SCHOOL	YEAR	KG	1	2	3	4	5	6	7	8	9	10	11	12	Total K-12
LEOPOLD	2015-16	131	119	123	95	106	95								669
LEOPOLD	2016-17	127	125	117	119	92	103								684
LEOPOLD	2017-18	132	122	123	113	116	90								695
LEOPOLD	2018-19	136	126	119	119	110	113								723
LEOPOLD	2019-20	139	130	123	116	116	107								730
LEOPOLD	2020-21	140	133	128	120	112	113								745
LINCOLN	2015-16				126	133	112								371
LINCOLN	2016-17				159	122	129								411
LINCOLN	2017-18				139	154	119								413
LINCOLN	2018-19				149	136	150								435
LINCOLN	2019-20				145	145	132								422
LINCOLN	2020-21				150	141	141								431
LINDBERGH	2015-16	26	36	29	39	41	31								202
LINDBERGH	2016-17	25	25	35	28	38	40								191
LINDBERGH	2017-18	26	24	24	34	27	37								173
LINDBERGH	2018-19	27	25	24	24	33	27								159
LINDBERGH	2019-20	27	26	25	23	23	32								156
LINDBERGH	2020-21	28	26	25	24	22	22								148
LOWELL	2015-16	64	63	53	50	50	64								344
LOWELL	2016-17	62	61	62	51	49	49								334
LOWELL	2017-18	64	60	60	60	50	47								341
LOWELL	2018-19	67	62	58	58	58	49								351
LOWELL	2019-20	68	64	60	57	56	57								361
LOWELL	2020-21	69	65	62	58	55	55								364
MARQUETTE	2015-16				74	68	71								213
MARQUETTE	2016-17				71	72	66								209
MARQUETTE	2017-18				61	69	70								200
MARQUETTE	2018-19				58	59	67								184
MARQUETTE	2019-20				57	56	57								170
MARQUETTE	2020-21				58	55	55								168
MENDOTA	2015-16	56	55	46	46	52	45								300
MENDOTA	2016-17	54	54	54	45	45	51								302
MENDOTA	2017-18	56	52	52	52	43	44								300
MENDOTA	2018-19	58	54	51	51	51	42								307
MENDOTA	2019-20	59	56	53	49	49	49								316
MENDOTA	2020-21	60	57	55	51	48	48								319
MIDVALE	2015-16	164	147	164											475
MIDVALE	2016-17	160	157	144											460
MIDVALE	2017-18	165	153	154											471
MIDVALE	2018-19	171	158	149											478
MIDVALE	2019-20	173	163	155											491
MIDVALE	2020-21	176	166	160											501



SCHOOL	YEAR	K G	1	2	3	4	5	6	7	8	9	10	11	12	Total K-12
MUIR	2015-16	86	64	52	72	65	58								397
MUIR	2016-17	84	82	63	50	70	63								412
MUIR	2017-18	87	80	81	61	49	68								425
MUIR	2018-19	89	83	78	78	59	48								435
MUIR	2019-20	91	86	81	76	76	57								467
MUIR	2020-21	92	87	84	79	74	74								489
NUESTRO MUNDO	2015-16	53	54	54	54	52	47								314
NUESTRO MUNDO	2016-17	54	53	53	52	51	46								308
NUESTRO MUNDO	2017-18	55	51	52	51	51	49								309
NUESTRO MUNDO	2018-19	57	53	50	50	50	50								310
NUESTRO MUNDO	2019-20	58	55	52	49	49	48								310
NUESTRO MUNDO	2020-21	59	56	54	50	47	47								313
OLSON	2015-16	69	71	59	64	66	55								384
OLSON	2016-17	67	66	70	57	62	64								386
OLSON	2017-18	69	64	65	67	56	61								382
OLSON	2018-19	72	66	63	63	65	54								383
OLSON	2019-20	73	69	65	61	61	64								392
OLSON	2020-21	74	70	67	63	59	59								393
ORCH RIDGE	2015-16	47	59	55	58	45	42								306
ORCH RIDGE	2016-17	46	45	58	53	56	44								302
ORCH RIDGE	2017-18	47	44	44	56	52	55								298
ORCH RIDGE	2018-19	49	45	43	43	54	50								284
ORCH RIDGE	2019-20	50	47	44	42	41	53								277
ORCH RIDGE	2020-21	50	48	46	43	40	40								267
RANDALL	2015-16				128	134	131								393
RANDALL	2016-17				113	124	130								368
RANDALL	2017-18				111	110	121								342
RANDALL	2018-19				99	108	107								314
RANDALL	2019-20				96	96	105								297
RANDALL	2020-21				100	94	94								287
SANDBURG	2015-16	66	79	82	62	71	73								433
SANDBURG	2016-17	64	63	77	79	60	69								414
SANDBURG	2017-18	66	61	62	75	77	59								401
SANDBURG	2018-19	69	64	60	60	73	75								400
SANDBURG	2019-20	70	66	62	58	58	71								385
SANDBURG	2020-21	71	67	64	60	57	57								375
SCHENK	2015-16	72	77	66	79	63	72								429
SCHENK	2016-17	70	69	75	64	77	61								416
SCHENK	2017-18	72	67	67	73	62	75								417
SCHENK	2018-19	75	69	66	65	71	61								407
SCHENK	2019-20	76	72	68	64	64	69								412
SCHENK	2020-21	77	73	70	66	62	62								410



SCHOOL	YEAR	KG	1	2	3	4	5	6	7	8	9	10	11	12	Total K-12
SHOREWOOD	2015-16	84	71	74	82	64	51								426
SHOREWOOD	2016-17	82	80	70	72	80	62								445
SHOREWOOD	2017-18	85	78	79	67	70	78								456
SHOREWOOD	2018-19	87	81	77	76	65	68								454
SHOREWOOD	2019-20	89	84	79	74	74	64								464
SHOREWOOD	2020-21	90	85	82	77	72	72								478
STEPHENS	2015-16	81	99	82	89	72	75								498
STEPHENS	2016-17	79	77	97	79	87	70								489
STEPHENS	2017-18	82	75	76	94	77	84								488
STEPHENS	2018-19	84	78	74	74	91	75								476
STEPHENS	2019-20	86	81	76	72	71	89								474
STEPHENS	2020-21	87	82	79	74	70	70								461
THOREAU	2015-16	63	87	66	64	57	82								419
THOREAU	2016-17	61	60	85	64	62	55								388
THOREAU	2017-18	63	59	59	83	62	61								386
THOREAU	2018-19	66	61	57	57	80	61								382
THOREAU	2019-20	67	63	59	56	56	78								378
THOREAU	2020-21	68	64	61	58	54	54								358
VAN HISE	2015-16	61	68	65	74	63	64								395
VAN HISE	2016-17	59	58	67	63	72	61								381
VAN HISE	2017-18	61	57	57	65	61	70								371
VAN HISE	2018-19	63	59	56	55	63	60								355
VAN HISE	2019-20	65	61	58	54	54	61								351
VAN HISE	2020-21	65	62	59	56	52	52								347
BADGER ROCK	2015-16							33	23	17					73
BADGER ROCK	2016-17							35	32	23					90
BADGER ROCK	2017-18							35	34	32					101
BADGER ROCK	2018-19							35	34	34					103
BADGER ROCK	2019-20							35	34	34					103
BADGER ROCK	2020-21							35	34	34					103
BLACK HAWK	2015-16							128	117	120					365
BLACK HAWK	2016-17							126	125	116					367
BLACK HAWK	2017-18							138	123	124					384
BLACK HAWK	2018-19							122	134	122					378
BLACK HAWK	2019-20							121	119	133					373
BLACK HAWK	2020-21							109	118	118					345
CHEROKEE	2015-16							169	121	158					448
CHEROKEE	2016-17							154	165	120					439
CHEROKEE	2017-18							145	150	164					459
CHEROKEE	2018-19							138	141	149					428
CHEROKEE	2019-20							158	134	140					432
CHEROKEE	2020-21							164	154	133					451



SCHOOL	YEAR	KG	1	2	3	4	5	6	7	8	9	10	11	12	Total K-12
HAMILTON	2015-16							322	266	280					868
HAMILTON	2016-17							260	314	264					838
HAMILTON	2017-18							271	253	312					837
HAMILTON	2018-19							282	264	252					798
HAMILTON	2019-20							263	275	263					800
HAMILTON	2020-21							253	256	273					783
JEFFERSON	2015-16							183	181	158					522
JEFFERSON	2016-17							161	178	180					519
JEFFERSON	2017-18							158	157	177					492
JEFFERSON	2018-19							177	154	156					486
JEFFERSON	2019-20							153	172	153					478
JEFFERSON	2020-21							165	150	171					485
O'KEEFFE	2015-16							148	171	151					470
O'KEEFFE	2016-17							148	144	170					463
O'KEEFFE	2017-18							127	145	143					415
O'KEEFFE	2018-19							126	124	144					394
O'KEEFFE	2019-20							130	123	123					376
O'KEEFFE	2020-21							128	126	122					377
SENNETT	2015-16							226	206	216					648
SENNETT	2016-17							221	220	205					646
SENNETT	2017-18							198	215	219					633
SENNETT	2018-19							216	193	214					623
SENNETT	2019-20							203	210	192					605
SENNETT	2020-21							227	197	209					633
SHERMAN MD	2015-16							137	127	150					414
SHERMAN MD	2016-17							158	134	126					418
SHERMAN MD	2017-18							155	154	133					442
SHERMAN MD	2018-19							137	151	153					442
SHERMAN MD	2019-20							157	134	150					441
SHERMAN MD	2020-21							163	153	133					449
SPRING HARBOR	2015-16							86	85	79					250
SPRING HARBOR	2016-17							90	84	85					258
SPRING HARBOR	2017-18							90	88	83					261
SPRING HARBOR	2018-19							90	88	87					265
SPRING HARBOR	2019-20							90	88	87					265
SPRING HARBOR	2020-21							90	88	87					265
TOKI	2015-16							221	185	180					586
TOKI	2016-17							165	215	184					565
TOKI	2017-18							179	161	214					554
TOKI	2018-19							197	174	160					532
TOKI	2019-20							183	192	173					548
TOKI	2020-21							192	178	191					561



SCHOOL	YEAR	KG	1	2	3	4	5	6	7	8	9	10	11	12	Total K-12
WHITEHORSE	2015-16							142	137	155					434
WHITEHORSE	2016-17							156	138	136					430
WHITEHORSE	2017-18							131	152	138					420
WHITEHORSE	2018-19							152	127	151					430
WHITEHORSE	2019-20							130	148	127					405
WHITEHORSE	2020-21							124	127	147					398
WRIGHT	2015-16							87	88	81					256
WRIGHT	2016-17							85	85	87					257
WRIGHT	2017-18							85	83	84					252
WRIGHT	2018-19							85	83	82					250
WRIGHT	2019-20							85	83	82					250
WRIGHT	2020-21							85	83	82					250
EAST	2015-16										435	390	383	377	1585
EAST	2016-17										454	439	418	377	1688
EAST	2017-18										445	458	470	411	1784
EAST	2018-19										434	449	491	463	1836
EAST	2019-20										451	438	481	483	1853
EAST	2020-21										439	455	469	473	1836
LA FOLLETTE	2015-16										386	381	372	375	1514
LA FOLLETTE	2016-17										398	386	421	346	1551
LA FOLLETTE	2017-18										368	398	427	392	1583
LA FOLLETTE	2018-19										385	368	439	397	1588
LA FOLLETTE	2019-20										374	385	406	409	1573
LA FOLLETTE	2020-21										376	374	425	378	1553
MEMORIAL	2015-16										489	488	460	483	1920
MEMORIAL	2016-17										446	489	539	428	1902
MEMORIAL	2017-18										477	446	540	501	1966
MEMORIAL	2018-19										505	477	493	503	1979
MEMORIAL	2019-20										416	505	528	459	1908
MEMORIAL	2020-21										426	416	559	491	1891
WEST	2015-16										571	548	493	504	2116
WEST	2016-17										519	571	606	458	2154
WEST	2017-18										471	519	631	563	2184
WEST	2018-19										561	471	573	587	2192
WEST	2019-20										481	561	520	533	2095
WEST	2020-21										487	481	620	484	2072





## Appendix A: Projection Accuracy

As indicated earlier in this report, MMSD's enrollment projection methodology aligns to best practices across the country. However, we receive regular questions about the accuracy of our projections. In this appendix, we provide a one-time look at projection accuracy to illustrate the effectiveness of our methods.

### MMSD and APL K-12 Projections

Prior to the 2012-13 school year, the Research & Program Evaluation Office engaged the Applied Population Lab (APL) at the University of Wisconsin-Madison to conduct district-level K-12 enrollment projections so we could compare the results of their methods against the results of our methods. APL demographers provide enrollment projection services for many districts in Wisconsin using the best available methods, including cohort persistence rates and recent birth data, just as MMSD uses for our in-house projection system. The table below shows the projections provided by APL in 2012 for the past four school years, the projections we produced using our in-house system, and actual enrollment for those years.

	2012-13	2013-14	2014-15	2015-16
APL Projection	25149	25267	25489	25707
MMSD Projection	25126	25141	25217	25209
Actual Enrollment	25010	25107	25298	25231
APL Error	0.6%	0.6%	0.8%	1.9%
MMSD Error	0.5%	0.1%	-0.3%	-0.1%

This table shows that our in-house projection system outperformed the models used by APL for each of the past four years. We provide this information not to critique the APL projections, which were, in aggregate, extremely accurate; instead, we want to illustrate that our systems proved more accurate for the four years in question, never missing overall enrollment by more than one half of one percent.

### 2014-15 One-Year Projections by Grade

We also chose to examine the projections conducted in the Fall of 2014 and see how accurate they were for the Fall of 2015. The table below includes that information by grade, level, and overall.

	14-15	15-16 Projection	15-16 Actual	Error
K	2257	2083	2127	-2.1%
1	2107	2223	2154	3.2%
2	2137	2065	2073	-0.4%
3	2018	2094	2059	1.7%
4	2009	1980	1951	1.5%
5	1931	1985	1940	2.3%
<i>Elementary Total</i>	<i>12459</i>	<i>12430</i>	<i>12304</i>	<i>1.0%</i>
6	1782	1869	1882	-0.7%
7	1781	1761	1709	3.0%
8	1807	1785	1753	1.8%
<i>Middle Total</i>	<i>5370</i>	<i>5414</i>	<i>5344</i>	<i>1.3%</i>
9	1824	1892	1889	0.2%
10	1820	1824	1854	-1.6%
11	1905	2002	1824	9.8%
12	1927	1772	2016	-12.1%
<i>High School Total</i>	<i>7476</i>	<i>7490</i>	<i>7583</i>	<i>-1.2%</i>
<b>District Total</b>	<b>25305</b>	<b>25334</b>	<b>25231</b>	<b>0.4%</b>

Overall, our projected enrollment was less than one half of one percent too high. Projections by grade varied a little more but were almost always within 3% in either direction. Our biggest errors were in under-projecting grade 12 and over-projecting grade 11, which is due to a change in practice at the school level of promoting more grade 11 students to grade 12 instead of retaining them. For an additional look at projection accuracy, we went back to the projections conducted in the Fall of 2014 by school and grade for 2015-16 and compared them with actual enrollment. We observed that by school and grade, most projections were highly accurate, with most errors between 0%-3%, corresponding to only a few students in each case.

# DPI Budget Adoption Format

## MMSD 3-Year Financial Summary:

### Fund 10 - General Fund

	Actual 2014-15	Fall Budget 2015-16	Proposed 2016-17	\$ Change	% Change
ASSETS	138,536,853	140,124,382	138,435,647	(1,688,735)	-1.21%
LIABILITIES	102,657,412	102,657,412	102,657,412	-	0.00%
FUND BALANCE	35,879,441	37,466,970	35,778,235	(1,688,735)	-4.51%

### Revenues & Other Sources:

	Actual 2014-15	Fall Budget 2015-16	Proposed 2016-17	\$ Change	% Change
Interfund Transfers	260,494	224,671	224,671	-	0.00%
Local Revenue Sources	250,005,999	260,579,736	264,407,783	3,828,046	1.47%
Open Enrollment Revenues	2,362,066	2,077,515	2,039,008	(38,507)	-1.85%
CESA Sources	80,495	123,617	124,249	631	0.51%
State Sources	72,802,758	69,313,567	67,317,369	(1,996,198)	-2.88%
Federal Sources	14,449,059	14,444,449	14,791,953	347,504	2.41%
Financing Sources	665,365	-	-	-	0.00%
Misc. Sources	1,152,878	804,425	540,600	(263,824)	-32.80%
<b>Total Revenues</b>	<b>341,779,115</b>	<b>347,567,980</b>	<b>349,445,633</b>	<b>1,877,652</b>	<b>0.54%</b>

### Expenditures:

	Actual 2014-15	Fall Budget 2015-16	Proposed 2016-17	\$ Change	% Change
Undifferentiated Curriculum (PK-6 Instruction)	66,028,318	67,483,729	66,776,773	(706,956)	-1.05%
Regular Curric. (English, Math, Science, Etc.)	81,889,264	81,389,409	79,639,321	(1,750,088)	-2.15%
Vocational Curriculum	4,087,662	4,164,887	4,029,324	(135,563)	-3.25%
Physical Curriculum (Health, Physical Ed)	8,157,470	8,084,494	8,318,474	233,980	2.89%
Co-Curricular Activities	2,975,882	2,822,997	2,751,503	(71,495)	-2.53%
Advanced Learner & Alt. Education Programs	383,703	504,061	506,293	2,233	0.44%
<b>Instruction Totals</b>	<b>163,522,299</b>	<b>164,449,576</b>	<b>162,021,688</b>	<b>(2,427,889)</b>	<b>-1.48%</b>

Pupil Services (Guidance, Soc Wrk, etc.)	13,804,359	15,264,377	15,704,932	440,554	2.89%
Instructional Services (Curriculum, Libraries)	23,170,784	23,563,095	23,234,359	(328,736)	-1.40%
District Administration (District-wide)	2,910,291	2,992,312	2,913,932	(78,380)	-2.62%
School Administration (Principals' Office)	19,881,061	19,509,967	19,940,811	430,844	2.21%
Business Admin. (Acctg, Transport, Facilities)	38,914,980	40,602,271	42,339,197	1,736,925	4.28%
Central Services (Telephone, Technology)	10,042,354	9,362,709	10,374,136	1,011,427	10.80%
District Insurance (Property, Liability)	1,969,119	2,513,955	2,660,955	147,000	5.85%
Debt Service (Interest Expense, Leases)	371,647	444,673	444,673	-	0.00%
Other Support Svcs (Post Emp net other Savings)	7,385,903	5,863,461	7,827,274	1,963,813	33.49%
<b>Support Totals</b>	<b>118,450,500</b>	<b>120,116,821</b>	<b>125,440,269</b>	<b>5,323,448</b>	<b>4.43%</b>

Operating Transfers to Other Funds	49,652,112	48,788,208	49,922,418	1,134,210	2.32%
Purchased Instructional Services (OE, Tuition)	11,524,876	12,365,846	13,239,993	874,147	7.07%
Other Payments (Non-Program Transactions)	126,677	260,000	510,000	250,000	96.15%
<b>Non-Program Totals</b>	<b>61,303,664</b>	<b>61,414,054</b>	<b>63,672,411</b>	<b>2,258,357</b>	<b>3.68%</b>

<b>General Fund Totals</b>	<b>343,276,463</b>	<b>345,980,451</b>	<b>351,134,368</b>	<b>5,153,916</b>	<b>1.49%</b>
----------------------------	--------------------	--------------------	--------------------	------------------	--------------

## MMSD 3-Year Financial Summary:

### FUND 21 - SPECIAL REVENUE TRUST FUND

	Actual 2014-15	Fall Budget 2015-16	Proposed 2016-17	\$ Change	% Change
Total Revenues	2,358,870	-	-	-	0.00%
Total Expenditures	2,097,539	-	-	-	0.00%

### FUND 27 - SPECIAL EDUCATION

	2014-15	2015-16	2016-17	\$ Change	% Change
Total Revenues	74,530,527	73,896,348	75,465,756	1,569,408	2.12%
Total Expenditures	74,530,527	73,896,348	75,465,756	1,569,408	2.12%

### DEBT SERVICE FUND 30 - REFERENDUM DEBT

	2014-15	2015-16	2016-17	\$ Change	% Change
Total Revenues	4,203,583	7,465,171	7,999,159	533,988	7.15%
Total Expenditures	4,252,025	6,320,741	8,774,475	2,453,734	38.82%
Remaining Debt Obligations*	21,675,000	58,350,000	51,430,000	(6,920,000)	-11.86%

**DEBT SERVICE FUND 38 - NON-REF DEBT**

	2014-15	2015-16	2016-17	\$ Change	% Change
Total Revenues	3,065,386	4,030,119	4,209,828	179,709	4.46%
Total Expenditures	3,341,625	4,047,387	4,235,929	188,542	4.66%
<i>Remaining Debt Obligations*</i>	37,310,000	34,813,387	31,638,287	(3,175,100)	-9.12%

**MMSD 3-Year Financial Summary:****CAPITAL EXPANSION FUND 41**

	Actual 2014-15	Fall Budget 2015-16	Proposed 2016-17	\$ Change	% Change
Total Revenues	4,504,030	4,500,000	4,000,000	(500,000)	-11.11%
Total Expenditures	4,281,996	4,500,000	4,000,000	(500,000)	-11.11%

**2015 Referendum FUND 42**

	2014-15	2015-16	2016-17	\$ Change	% Change
Total Revenues	-	41,000,000	-	(41,000,000)	-100.00%
Total Expenditures	168,694	40,831,306	25,173,179	(15,658,127)	-38.35%

**CAPITAL PROJECTS (QZAB/QSCB) FUND 4X**

	2014-15	2015-16	2016-17	\$ Change	% Change
Total Revenues	429,022	-	-	-	0.00%
Total Expenditures	2,157,406	-	-	-	0.00%

**FOOD SERVICE FUND 50**

	2014-15	2015-16	2016-17	\$ Change	% Change
Total Revenues	10,730,880	10,953,073	11,230,769	277,696	2.54%
Total Expenditures	10,543,500	10,953,073	11,230,769	277,696	2.54%

**STUDENT ACTIVITY 60 FUND(s)**

	2014-15	2015-16	2016-17	\$ Change	% Change
Total Revenues	4,028,385	-	-	-	0.00%
Total Expenditures	2,443,779	-	-	-	0.00%

**TRUST FUND 70 FUND(s)**

	2014-15	2015-16	2016-17	\$ Change	% Change
Total Revenues	120,729	-	-	-	0.00%
Total Expenditures	234,494	-	-	-	0.00%

**COMMUNITY SERVICE FUND 80**

	2014-15	2015-16	2016-17	\$ Change	% Change
Total Revenues (Fees & Property Tax Levy)	16,543,130	16,673,843	16,779,533	105,690	0.63%
Total Expenditures	16,438,661	16,673,843	16,779,533	105,690	0.63%

**ALL FUND SUMMARY**

	2014-15	2015-16	2016-17	\$ Change	% Change
<b>Total Revenues</b>	<b>462,293,657</b>	<b>506,086,534</b>	<b>469,130,679</b>	<b>(36,955,856)</b>	<b>-7.30%</b>
<b>Total Expenditures</b>	<b>463,766,708</b>	<b>503,203,150</b>	<b>496,794,009</b>	<b>(6,409,141)</b>	<b>-1.27%</b>

**PROPERTY TAX LEVY SUMMARY**

	Actual 2014-15	Fall Budget 2015-16	Proposed 2016-17	\$ Change	% Change
<b>SUMMARY OF TAX LEVY FOR ALL FUNDS:</b>	<b>2014-15</b>	<b>2015-16</b>	<b>2016-17</b>	<b>\$ Change</b>	<b>% Change</b>
General Fund 10	245,224,568	255,620,915	260,275,286	4,654,371	1.82%
Debt Service Fund 39	4,202,660	5,498,873	7,999,159	2,500,286	45.47%
Non Referendum Debt Svcs Fund 38	2,918,370	3,884,075	4,063,785	179,710	4.63%
Capital Expansion Fund 41	4,500,000	4,500,000	4,000,000	(500,000)	-11.11%
Community Service Fund 80	11,654,696	11,654,696	11,833,856	179,160	1.54%
<b>Total Levy</b>	<b>268,500,294</b>	<b>281,158,559</b>	<b>288,172,085</b>	<b>7,013,526</b>	<b>2.495%</b>
Equalized Tax Base	22,479,334,828	23,270,952,465	24,090,089,992	819,137,527	3.52%
<b>Equalized Tax Rate Per \$1000</b>	<b>11.944</b>	<b>12.082</b>	<b>11.962</b>	<b>(0.120)</b>	<b>-0.991%</b>

# Tax Impact Projections

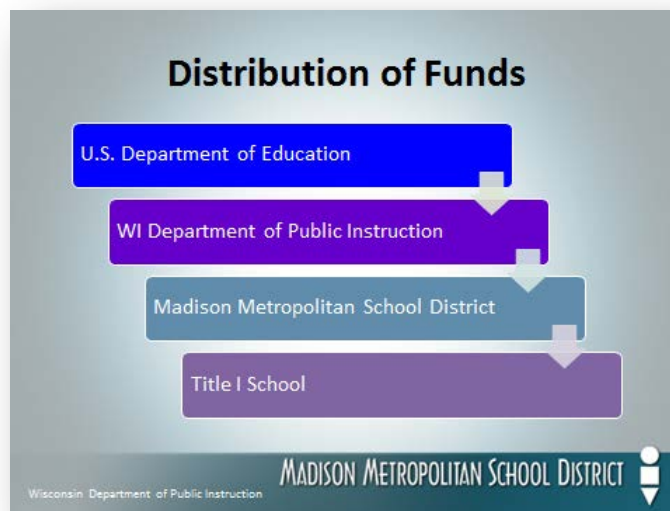
## Projected Property Tax Levy for 2015-2016

<u>FUND</u>	<u>Adopted</u> <u>2013-2014</u>		<u>Adopted</u> <u>2014-2015</u>		<u>Adopted</u> <u>2015-2016</u>		<u>Proposed</u> <u>2016-2017</u>	
	<u>LEVY</u>	<u>RATE</u>	<u>LEVY</u>	<u>RATE</u>	<u>LEVY</u>	<u>RATE</u>	<u>LEVY</u>	<u>RATE</u>
<u>General Fund:</u>								
▪ Revenue Limit Use	237,722,428	10.94	247,297,001	11.00	256,545,031	11.02	261,836,645	10.87
▪ Less: Computer Exemption	(1,958,992)	(0.09)	(2,072,433)	(0.09)	(2,089,136)	(0.09)	(2,061,359)	(0.09)
▪ <b>General Fund Levy</b>	235,763,436	10.85	245,224,568	10.91	254,455,895	10.93	259,775,286	10.78
▪ Prior Year Taxes	233,150	0.01	-	0.00	1,165,020	0.05	500,000	0.02
<b>Net General Fund Levy</b>	<b>235,996,586</b>	<b>10.86</b>	<b>245,224,568</b>	<b>10.91</b>	<b>255,620,915</b>	<b>10.98</b>	<b>260,275,286</b>	<b>10.80</b>
<u>Debt Service Funds:</u>								
▪ Non-referendum Debt (38)	2,041,701	0.09	2,918,370	0.13	3,884,075	0.17	4,063,785	0.17
▪ Bonded Indebtedness (39)	4,013,576	0.18	4,202,660	0.19	5,498,873	0.24	7,999,159	0.33
<b>Net Debt Service Fund Levy</b>	<b>6,055,277</b>	<b>0.28</b>	<b>7,121,030</b>	<b>0.32</b>	<b>9,382,948</b>	<b>0.40</b>	<b>12,062,943</b>	<b>0.50</b>
<u>Capital Projects Fund:</u>	<b>6,000,000</b>	<b>0.28</b>	<b>4,500,000</b>	<b>0.20</b>	<b>4,500,000</b>	<b>0.19</b>	<b>4,000,000</b>	<b>0.17</b>
<u>Community Services Fund:</u>	<b>9,675,429</b>	<b>0.45</b>	<b>11,654,696</b>	<b>0.52</b>	<b>11,654,696</b>	<b>0.50</b>	<b>11,833,856</b>	<b>0.49</b>
<b>TOTAL TAX LEVY AND RATE</b>	<b>257,727,292</b>	<b>11.86</b>	<b>268,500,294</b>	<b>11.94</b>	<b>281,158,559</b>	<b>12.08</b>	<b>288,172,085</b>	<b>11.96</b>
<u>Property Tax Analysis</u>								
Levy % Increase	Nov-13 2013-14 3.384%		Nov-14 2014-15 4.180%		Nov-15 2015-16 4.714%		Nov-16 2016-17 2.495%	
<u>Property Tax Bill Impact</u>								
Average Madison home value	Value 230,831.00	Bill 2,738.45	Value 237,678.00	Bill 2,838.90	Value 245,894.00	Bill 2,970.88	Value 254,549.47	Bill 3,044.99
<b>Total Difference in Bill Over Prior Year</b>		<b>\$66.45</b>	<b>\$100.45</b>		<b>\$131.98</b>		<b>\$74.11</b>	

# Title I, Part A Allocation Process

## Distribution of Title I Funds

Title I, Part A funds are targeted to high-poverty school districts and provide supplemental services to students who are educationally disadvantaged or at risk of failing to meet the state academic standards. A state administered program, Title I funds are distributed by the United States Department of Education (USDE) to the Wisconsin Department of Public Instruction (DPI.) DPI distributes the funds to school districts by using a complex funding formula defined in law and based on census poverty data or Small Area Income Percentage Estimate (SAIPE) data in non-census years. School districts must then determine which of their schools are eligible to receive this funding.



## Title I School Eligibility

Madison Metropolitan School District (MMSD) schools become Title I eligible when they meet or exceed the district poverty average. In the past, this was determined through the numbers of students age 5-17 receiving free and reduced lunch as reported on the 2nd Friday count date in January. This year, it was noticed that schools implementing the Community Eligibility Provision (those that provide free meals to all their students) were not receiving the same amount of free / reduced lunch applications as seen in previous years. This raised the concern that Title I school eligibility would not be based on accurate reflections of poverty. DPI heard the same concern from many CEP districts across the state. They guided MMSD and other districts implementing CEP to utilize direct certification counts when determining the district poverty average for 2016-17 Title I school eligibility. These numbers are provided by DPI and include students who automatically receive free lunch for a variety of reasons. When using this data, all schools still experienced Title I eligibility trends very similar to what was observed in previous years.

## Title I Reservations

All districts receiving Title I funding have the opportunity to utilize a small portion of the allocation for district-wide Title I initiatives. These funds are taken in the form of "reservations" that can only be used for certain expenditures as defined in law. In MMSD, reservations are taken in the area of administration, centralized services, parent involvement, homelessness, and migrant education. Important to note, any reservations taken must be utilized in a way that aligns with district needs assessment data while directly supporting Title I initiatives only. Non-Title I schools may not benefit

from Title I reservation funds except in the areas of homelessness and migrant education.

## Title I School Budgets

Once schools are determined eligible, they must be served with Title I funds in rank-order of poverty from highest to lowest. Once this rank order is established, a per pupil amount is determined for each eligible school. MMSD utilizes a tiered model approach, assigning higher per pupil amounts to schools with more intensive needs as determined by poverty levels and other measurable data. Important to note, schools with higher poverty must have equal or higher per pupil amounts than those with lower poverty. To calculate the Title I budget for each eligible school, one would multiply the per pupil amount by the number of directly certified students in that particular school.

$$\text{Title I School Budget} = \text{\# Direct Certification Students} \times \text{Per Pupil Amount}$$

## Use of Title I Funding

Title I is distributed through an entitlement grant meaning that these are formula-driven, non-competitive funds that MMSD receives on an annual basis through an application process. Since the amount of Title I funding is driven by measures of poverty across the state and nation, there is no way to predict what award amounts will be from year to year. Additionally, changes in low-income enrollment within schools and across the district can also result in increases or decreases in Title I funds at the school level. Therefore, and by law, Title I funding should always be utilized in a way that supplements local district support.



January 2016 Counts 2016-2017 TI Budgets With Additional \$788,000										
Schools	Direct Cert Enr.	Total Enr.	% Low Income	Per Pupil Amt	2016-17 Allocation	2015-16 Allocation	Difference	% Increase	Increase to 16-17 TI Budgets	
Mendota	214	318	67.30%	1,358.79	\$290,781	\$224,480	66,301	29.54%	\$37,314	
Falk	192	289	66.44%	1,358.79	\$260,888	\$202,032	58,856	29.13%	\$33,478	
Lake View	173	262	66.03%	1,358.79	\$235,071	\$197,152	37,919	19.23%	\$30,165	
Allis	278	438	63.47%	1,358.79	\$377,744	\$353,312	24,432	6.92%	\$48,474	
Lindbergh	118	201	58.71%	1,358.79	\$160,337	\$164,944	(4,607)	-2.79%	\$20,575	
Leopold	390	668	58.38%	1,358.79	\$529,928	\$485,072	44,856	9.25%	\$68,003	
Orchard Ridge	165	294	56.12%	1,358.79	\$224,200	\$180,235	43,965	24.39%	\$28,770	
Hawthorne	183	342	53.51%	1,358.79	\$248,659	\$240,096	8,563	3.57%	\$31,909	
Schenk	230	435	52.87%	1,358.79	\$312,522	\$277,184	35,338	12.75%	\$40,104	
Glendale	224	437	51.26%	1,358.79	\$304,369	\$283,040	21,329	7.54%	\$39,058	
Sandburg	212	432	49.07%	1,358.79	\$288,064	\$282,064	6,000	2.13%	\$36,966	
Lincoln	172	374	45.99%	1,358.79	\$233,712	\$222,042	11,670	5.26%	\$29,991	
Midvale	204	475	42.95%	1,324.82	\$270,263	\$231,333	38,930	16.83%	\$34,681	
Emerson	163	381	42.78%	1,324.82	\$215,946	\$205,320	10,626	5.18%	\$27,711	
Gompers	105	251	41.83%	1,324.82	\$139,106	\$138,428	678	0.49%	\$17,851	
Nuestro Mundo	127	315	40.32%	1,324.82	\$168,252	\$177,448	(9,196)	-5.18%	\$21,591	
Crestwood	132	366	36.07%	1,222.91	\$161,424	\$0	161,424	0.00%	\$20,715	
Lowell	121	337	35.91%	1,222.91	\$147,972	\$143,073	4,899	3.42%	\$18,988	
Huegel (1 yr extension)	138	429	32.17%	1,222.91	\$168,762	\$209,964	(41,202)	-19.62%	\$21,656	
Wright	140	252	55.56%	750.00	\$105,000	\$92,000	13,000	14.13%	\$21,000	
Black Hawk	179	365	49.04%	750.00	\$134,250	\$95,600	38,650	40.43%	\$26,850	
Sherman	195	419	46.54%	750.00	\$146,250	\$124,800	21,450	17.19%	\$29,250	
Badger Rock	35	76	46.05%	750.00	\$26,250	\$22,400	3,850	17.19%	\$5,250	
Cherokee Heights	201	446	45.07%	750.00	\$150,750	\$116,800	33,950	29.07%	\$30,150	
Sennett	282	651	43.32%	750.00	\$211,500	\$160,400	51,100	31.86%	\$42,300	
O'Keefe	168	474	35.44%	750.00	\$126,000	\$0	126,000	0.00%	\$25,200	
Whitehorse (no longer T1 eligible)	142	440	32.27%	-	\$0	\$89,200	(89,200)	-100.00%	\$0	
				Subtotal	\$5,638,000	\$4,918,419			\$788,000	