



MADISON METROPOLITAN
SCHOOL DISTRICT



October
Approved Budget
2021 – 2022



Table of Contents

● Superintendent’s Message to the Community *	3
● MMSD Enrollment & Demographics	4
○ Student Enrollment - Two Enrollment Counts	4
○ Student Demographics (Based on the 3rd Friday of September 2020)	5
○ Student Achievement Summary	6
○ Strategic Framework Overview	8
● Financial Summary Tables *	9
○ Introduction *	9
○ All Funds Table *	10
○ Operating Funds Table *	11
● Budget Narrative *	12
○ Introducing the 2021-22 Fall Budget	12
○ Budget Goals and Guiding Principles *	14
○ Revenue Forecast *	15
○ Excellence & Equity Projects *	19
○ Total Compensation: Salaries/Wages and Employee Benefits	27
○ Required Budget Allowances *	31
○ Budget Management: Finding Efficiencies and Improving Practices *	33
○ Staffing Plan for 2021-22 *	36
○ Conclusion *	41
○ Budget Snapshot *	42
● Financial Summaries/Reports *	43
○ General Fund * (10)	44
○ Special Education * (27)	45
○ Debt Service * (38/30)	46
○ Capital Maintenance * (41)	47
○ Referendum * (42)	48
○ Food Service * (50)	49
○ Community Service * (80)	50
○ Summary Revenues and Expenditures by Year *	51
■ 2021-22 Fall Budget - Multi-Year Comparison *	51
■ 2021-22 Fall Budget - All Funds *	52
■ 2020-21 Actuals - All Funds *	53
■ 2019-20 Actuals - All Funds *	54
■ 2018-19 Actuals - All Funds *	55
○ Proposed Revenues by Fund and Source *	56
○ Proposed Expenditures by Fund and Object *	60
○ Baird Budget Forecast Model *	72



• <u>Appendices</u>	92
○ <u>Central Office Organizational Chart</u>	93
○ <u>Enrollment Projection in Detail</u>	94
○ <u>Equity Staffing Charts</u>	120
○ <u>Personalized Pathways</u>	122
○ <u>Summer School Budget</u>	123
○ <u>Staffing Guidelines: Title I</u>	128
○ <u>Staffing Guidelines: Behavior Education Plan (BEP)</u>	128
○ <u>Staffing Guidelines: Special Education</u>	129
○ <u>Staffing Guidelines: English Language Learners</u>	131
○ <u>November 2020 Referenda: Operating & Facilities (\$350M)</u>	132
○ <u>Independent (2r or 2x) Charter Schools 2021-22 *</u>	137
○ <u>Debt Service Fund Summary *</u>	140
○ <u>Capital Maintenance Planning: 2021-22</u>	141
○ <u>Food Service Fund (50) *</u>	143
○ <u>Community Service Fund (80) *</u>	145
○ <u>Facility Rental Rates</u>	150
○ <u>DPI Budget Adoption Format *</u>	152
○ <u>Tax Impact Projections *</u>	154
○ <u>TID #25 Schedule</u>	155
○ <u>Fund Balance Table by Year</u>	156
○ <u>General Fees Table</u>	157
○ <u>Early College STEM Academy (ECSA) Budget Plan</u>	161
○ <u>Early Reading and Beyond</u>	163
○ <u>Ignite! Technology Plan Update</u>	179
○ <u>COVID-19 Funding ESSER I, GEER, ESSER II, and ESSER III *</u>	181
○ <u>Department Summaries 2021-22</u>	184

* Indicates section has been updated for the October 25, 2021 version of the 2021-22 Budget Book.



Superintendent's Message to the Community

Dear MMSD Families, Staff, and Community Members,

Presented in the following pages is the 2021-2022 budget, which represents the District's plan to support and provide a quality educational experience for all scholars in the Madison Metropolitan School District (MMSD). The 2021-2022 Budget Book reflects our ongoing commitment to the health, safety, and acceleration of our students, staff, and families as we continue wrestling with global health and social justice pandemics.

Through months of collaboration and careful planning, the MMSD administration team and Board of Education have created and refined a fiscally-responsible 2021-2022 District Budget. The budget centers the best interests of our students by continuing to provide resources for a robust instructional program, while meeting social-emotional and mental health needs. With the many challenges we are facing, we have intentionally constructed this revised budget to support our scholars, as well as our dedicated and highly-talented MMSD staff, who provide our learners with fulfilling, enriching, and nurturing experiences in our learning spaces.



Due to the COVID-19 global health pandemic and our nation's ongoing social and racial justice pandemic, there remains a high degree of uncertainty and anxiety throughout our community and nation. However, despite this uncertainty, you will find provisions in the 2021-2022 budget exemplifying excellence, equity, intentionality, and humanity. In the spirit of "Leaning Forward Together", this budget continues to support our scholars through expanded mental health and counseling services. Moreover, the budget reflects our district's ongoing journey to become anti-racist.

This budget also illustrates our intentionality in implementing new and innovative ways of accelerating learning and addressing disparities. Our academic acceleration plans include resources to: enhance early literacy, using insights from the science of reading; implementing a full day 4k pilot; provide mental health and social-emotional support; implement a special education grade level transition project; invest in safety and security staff; and provide funding for the Early College STEM Academy program.

MMSD continues to be bold and innovative, and we strive towards being a strong central foundation for the Madison community. We are continuing to refine our policies and practices as a successful public school district which ensures every student, family, and staff member can thrive in our learning spaces. By embracing the core values in our Strategic Framework, we continue to uphold the ideals of Excellence and Equity. Remaining focused on our values, as illustrated in this budget, will help to enhance our decision making from the classroom to the board room.

Thank you for your partnership and feedback as we've worked through the budget process.

Sincerely,
Carlton D. Jenkins, Ph.D.
Superintendent



MMSD Enrollment & Demographics

Student Enrollment - Two Enrollment Counts

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

1. The Revenue Limit Enrollment Count

Last year (2020-21), the resident enrollment count (used for calculating revenue) was 27,406. This count does not include non-resident Open Enrollment In. It does include resident Open Enrollment Out, 2x charter membership, part-time students, and is a prorated membership for summer school students and 4K students to arrive at an adjusted 3rd Friday Resident Membership. Our 2021-22 figure for resident enrollment is now 26,744 due to the now two-year compiling impacts of COVID-19. If these estimates hold, MMSD would continue with a declining enrollment trend in the three-year rolling average. At this point, the combined impacts of COVID-19 and declining birth rates in Madison are heavily weighing on our revenue projections.

2. The ‘Students-in-Seats’ Actual Count for Staffing and Expenditures:

The COVID-19 pandemic had a noticeable impact on student enrollment in 2020-21. The ‘students-in-seats’ actual count decreased by 1,047 students, from 27,020 in 2019-20 to 25,973 in 2020-21. This count includes all students enrolled in MMSD schools, including the special education 3K program.

The Research and Program Evaluation Office created an enrollment estimate for the K4-12th grade enrollment (not all students) for 2020-21, summarized in the chart below. The COVID-19 pandemic and its effects on enrollment complicated the projection models and process. In fall, MMSD only reported a one-year projection and emphasized the likelihood of differences between projected and actual enrollment as the effects of the COVID-19 pandemic on enrollment decisions may change during the 2021-22 school year.

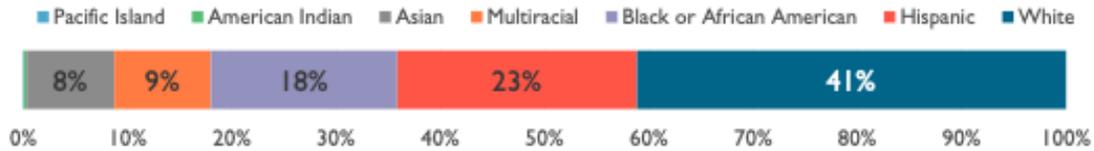
K4-12th Grade Enrollment History and Five Year Projection





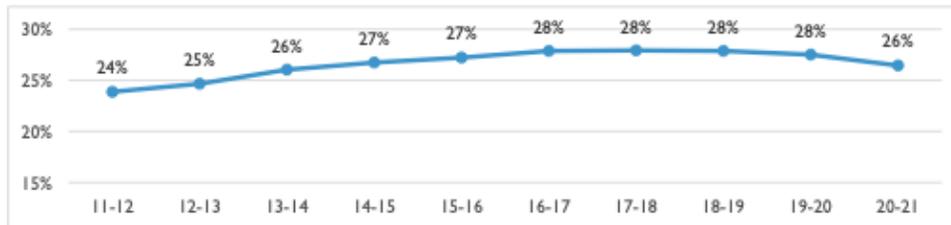
Student Demographics (Based on the 3rd Friday of September 2020)

Race/Ethnicity: Over the past five years, MMSD enrollment race/ethnicity percentages have changed only slightly, with the percent of students identifying as Hispanic increasing by 2 percentage points, and the percent of students identifying as white decreasing by 1 percentage point. All other groups indicate no substantial change over the five year period. MMSD has a diverse student population, as shown below.

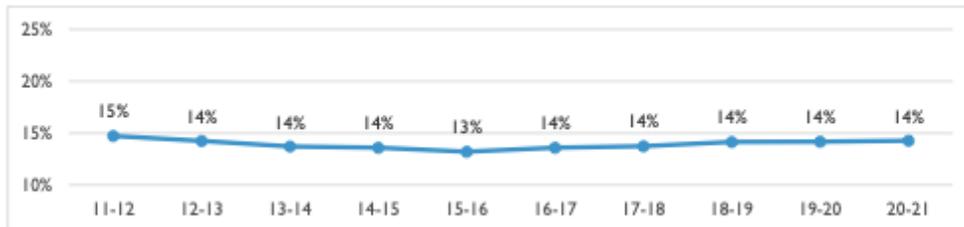


Note: The district is less than 0.5% Pacific Islander and American Indian combined.

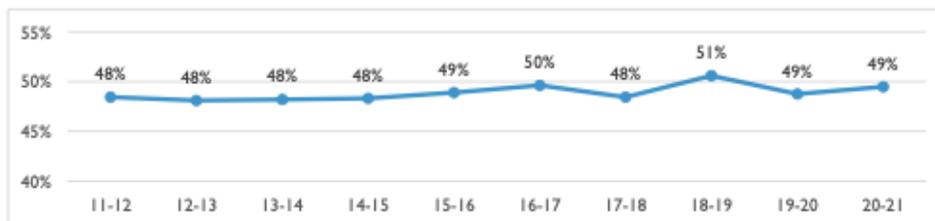
English Language Learners: The percent of MMSD students identified as ELL increased between the 2011-12 and 2017-18 school years before decreasing to 26% in 2020-21.



Receiving Special Education: For the past ten years, around 14 % of MMSD students received special education services.



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





Student Achievement Summary

This section summarizes data reported during the Summer of 2019. This reflects MMSD's updated Strategic Framework. During 2019-2020, MMSD transitioned to an all-virtual model in response to the COVID-19 pandemic. As a result, the District was unable to attain a number of year-end metric data. In order to incorporate the 2019-20 school year into a historical look at strategic framework metrics, the tables below use similar metric data from semester 1, including Fall iterations of the MAP assessment and attendance, advance learner participation, 9th Grade On Track (9-OT), and advanced coursework participation rates from the first semester.

Goal 1 – Every child on track to graduate college, career, and community ready.

Elementary Schools: There have been increases in the percentage of students achieving proficiency on Fall MAP Reading and Math (Grades 3-5).

Middle Schools: Fall proficiency rates on both MAP Reading and Math (Grades 6-8) have increased since the 2013-2014 school year.

High Schools: Since 2013-14, there has been an increase in the percentage of students completing high school in four years and the percentage of students with a cumulative (semester 1 only) GPA of 3.0 or greater. ACT/Aspire English, ACT/Aspire Math, and Immediate Enrollment in Postsecondary were new Strategic Framework metrics in 2018-19. There are no historical results available, as well as 2019-20 results because MMSD did not administer the Aspire 9/10 assessments.

Grade Level	Metric	13-14	14-15	15-16	16-17	17-18	18-19	19-20
Elementary	Fall PALS at Benchmark (Gr 2)		72%	75%	73%	72%	70%	71%
	Fall MAP Math Proficiency (3-5)	40%	42%	41%	42%	44%	46%	48%
	Fall MAP Reading Proficiency (3-5)	36%	38%	38%	40%	41%	41%	41%
Middle	Fall MAP Math Proficiency (6-8)	40%	40%	41%	42%	42%	43%	42%
	Fall MAP Reading Proficiency (6-8)	37%	40%	41%	41%	41%	43%	41%
High	Semester 1 Cumulative GPA 3.0+ (9-12)	48%	50%	52%	52%	53%	54%	54%
	ACT/Aspire English College Readiness (9-11)						60%	
	ACT/Aspire Math College Readiness (9-11)						43%	
	Four-year HS Completion Rate (lags 1 year)	81%	81%	79%	85%	84%	84%	
	Immediate Enrollment in Postsecondary (lags 1 year)					72%	72%	

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

There are no trend data before 2018-19 because the new Strategic Framework used new metrics for Goal 2 in 2018-19. In addition, the District did not administer a climate survey in 2019-20 due to impacts of COVID-19, so those data are not in the chart below. The percent of MMSD teachers who were teachers of color has remained at 13%, while the percent of students who had a semester 1 attendance rate of 90% or higher decreased in 2019-20.



Metric	18-19	19-20
Percent Teachers of Color	13%	13%
Semester I Attendance Rate of 90% or Better	80%	77%

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

Goal 3 is an MMSD Strategic Framework goal that utilizes a broader definition for the Black or African American student group. This student population is more expansive than demographic definitions used in standard reporting and includes multiracial and multiethnic students who also identify as Black or African American.

All Goal 3 metrics that have available data have seen overall increases since the 2013-14 school year, although Fall MAP proficiency rates have decreased in the last three school years.

Metric	13-14	14-15	15-16	16-17	17-18	18-19	19-20
Fall MAP Gr 3 Reading Proficiency	11%	14%	18%	19%	19%	18%	14%
Fall MAP Gr 8 Math Proficiency	11%	13%	13%	12%	18%	15%	14%
Semester I Advanced Coursework Participation and Success (9-12)	25%	24%	26%	27%	28%	33%	38%
Advanced Learner Participation (KG-8)						28%	29%
Semester I Gr 9 On-track to Complete HS						65%	66%



Strategic Framework Overview

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

OUR STRATEGY INCLUDES:

Core values that represent our commitment to anti-racism, inclusion and alliance to all children and their families.

- Belonging
- Excellence
- Racial Equity and Social Justice
- Voice
- Focus
- Creativity

A NEW SET OF AMBITIOUS GOALS

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

Black Excellence

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



5 MAJOR LEVERS FOR CHANGE



EMPOWER SCHOOL COMMUNITIES

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



INVEST IN PEOPLE

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



STREAMLINE PRIORITIES

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



PLAN FOR THE FUTURE

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



EMBRACE INNOVATION

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

Financial Summary Tables

High-Level Budget Summary Tables:

Two budget tables are presented in the pages that follow. These tables provide a high-level overview of the 2021-22 Fall Budget and are intended to serve as an introduction to the budget discussion which follows. The first table, 2021-22 All Funds Summary, captures all budget activity for MMUSD, with the exception of the Construction Fund (reported elsewhere to maintain comparability). This table is designed to report on the 'total budget picture' for MMUSD.

The second table, 2021-22 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 MMUSD.





2021-22 Fall Budget - Summary Revenue and Expenditures All Funds

Summary Revenue and Expenditures All Funds

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

	2018-19 Actuals	2019-20 Actuals	2020-21 Actuals	2021-22 Fall Budget	% Chg
Revenues					
Property taxes/Mobile Home/TIF	312,560,352	330,192,081	350,150,009	364,468,095	4.09%
Other local sources	12,035,789	9,086,508	3,607,354	6,127,422	69.86%
Interdistrict sources	3,514,510	3,681,642	4,253,531	4,414,081	3.77%
Intermediate sources	112,721	203,891	220,103	122,167	-44.50%
State sources	96,487,370	91,926,576	96,054,275	94,383,711	-1.74%
Federal sources	30,903,074	28,685,730	32,806,821	54,368,074	65.72%
Other sources	2,146,474	1,123,660	16,732,011	752,226	-95.50%
Total revenues	457,760,291	464,900,090	503,824,104	524,635,776	4.13%
Expenditures					
Regular instruction	149,824,578	143,069,447	139,388,976	154,398,766	10.77%
Vocational instruction	3,667,296	4,064,888	3,983,923	4,044,780	1.53%
Special instruction	63,936,704	71,678,160	70,659,225	80,161,658	13.45%
Other instruction	11,022,268	10,978,068	10,435,770	11,124,731	6.60%
Pupil services	27,403,454	28,314,589	29,884,121	37,123,396	24.22%
Instructional staff services	29,539,288	30,648,262	31,914,685	38,016,626	19.12%
General administration services	22,762,879	23,101,896	23,428,075	26,575,980	13.44%
Business administration services	61,069,830	61,797,861	53,261,840	78,257,541	46.93%
Pupil transportation	12,999,213	12,075,241	8,618,279	14,103,989	63.65%
Principal and interest	14,245,225	14,730,533	48,295,451	26,246,660	-45.65%
Other support services	24,624,400	29,598,223	29,105,117	29,538,188	1.49%
Community Service	13,679,172	12,963,384	13,389,208	15,202,021	13.54%
Non-program	15,356,496	17,614,636	20,550,227	23,201,164	12.90%
Total Expenditures	450,130,804	460,635,188	482,914,895	537,995,501	11.41%
Proceeds from Debt	2,257,108	4,029,796	2,092,031	-	-100.00%
Transfers in	54,125,190	56,774,882	59,404,638	59,901,136	0.84%
Transfers out	(54,125,190)	(56,774,882)	(59,400,336)	(59,901,136)	0.84%
Net change in fund balance	9,886,594	8,294,698	23,005,542	(13,359,725)	-158.07%
Fund balance - beginning of year	60,480,319	70,366,913	78,661,611	101,667,153	29.25%
Fund balance - end of year	70,366,913	77,333,689	101,667,154	88,307,429	-13.14%



2021-22 Fall Budget - Revenue and Expenditure History Table - Operating Funds (10/27)

Summary Revenue and Expenditures Fund Table By Year
Note: Includes Interfund Transfers listed separately

Funds 10 & 27	2018-19 Actuals	2019-20 Actuals	2020-21 Actuals	2021-22 Fall Budget	Percent Change
Revenues					
Property taxes/Mobile Home/TIF	279,845,274	299,623,907	311,583,655	323,736,715	3.90%
Other local sources	6,499,770	5,328,594	1,707,909	2,845,253	66.59%
Interdistrict sources	3,514,460	3,681,642	4,253,531	4,414,081	3.77%
Intermediate sources	112,721	203,891	220,103	122,167	-44.50%
State sources	96,311,123	91,752,761	95,896,620	94,201,711	-1.77%
Federal sources	22,586,171	21,434,033	23,164,080	43,424,736	87.47%
Other sources	1,983,108	976,206	1,021,948	752,226	-26.39%
Total Revenues	410,852,628	423,001,034	437,847,845	469,496,890	7.23%
Expenditures					
Regular instruction	149,824,578	143,069,447	139,388,976	154,398,766	10.77%
Vocational instruction	3,667,296	4,064,888	3,983,923	4,044,780	1.53%
Special instruction	63,936,704	71,678,160	70,659,225	80,161,658	13.45%
Other instruction	11,022,268	10,978,068	10,435,770	11,124,731	6.60%
Pupil services	27,403,454	28,314,589	29,884,121	37,123,396	24.22%
Instructional staff services	29,539,288	30,648,262	31,914,685	38,016,626	19.12%
General administration services	22,762,879	23,101,896	23,428,075	26,575,980	13.44%
Business administration services	42,716,338	43,931,662	40,141,319	60,096,173	49.71%
Pupil transportation	12,997,842	12,073,673	8,618,296	14,102,989	63.64%
Principal and interest	1,180,268	2,028,273	2,434,444	1,298,911	-46.64%
Other support services	24,060,265	29,233,921	28,862,553	29,204,330	1.18%
Community Service	-	-	-	-	0.00%
Non-program	15,356,496	17,614,636	20,550,227	23,201,164	12.90%
Total Expenditures	404,467,676	416,737,475	410,301,614	479,349,505	16.83%
Proceeds from Debt	2,257,108	4,029,796	2,092,031	-	-100.00%
Transfers in	53,971,766	55,510,177	50,340,505	59,901,136	18.99%
Transfers out	(54,125,190)	(56,774,882)	(59,400,336)	(59,901,136)	0.84%
Net change in fund balance	8,488,635	9,028,650	20,578,431	(9,852,615)	-147.88%
Fund balance - beginning of year	52,679,676	61,168,311	70,196,961	90,775,392	29.32%
Fund balance - end of year	61,168,311	70,196,961	90,775,392	80,922,777	-10.85%



Budget Narrative

Introducing the 2021-22 Fall Budget:

We are pleased to present the 2021-22 Fall Budget for the Madison Metropolitan School District. Development of the proposal has been guided by regular monthly direction provided by the Board, along with input from staff, parents, and the Madison community collected through the process to develop the Strategic Framework and the process to gain insight on the November 2020 operation and facility referenda. The 2021-22 Fall Budget is a public document available on the MMSD website at: <https://budget.madison.k12.wi.us/budget-information-2021-22>.

The Board is scheduled to adopt a Fall Budget at the October 25, 2021 regular meeting. The 2021-22 fiscal year begins July 1, 2021.

The revenue forecast for 2021-22 is driven by the following major funding sources and factors in the 21-23 state biennium budget: (1) state 'per pupil' categorical aid to school districts will have no increase; (2) a \$0 per student revenue limit increase in revenue limit authority; (3) new 2020 operating referendum authority of \$8 million assumed to be fully utilized; and (4) in August 2016, the City of Madison and MMSD initiated an innovative funding stream based on future TID #25 (a successful downtown development zone) proceeds that were designated for the school district. The advance made \$9.27 million available to MMSD, with the last \$1 million available in the 2020-21 budget year. 2021-22 budget will only include previously approved roll over funding for ongoing previously approved projects.

The Fall Budget does include expectations of \$18.9 million in ESSER II federal funding in response to COVID-19. While up to \$60 million is expected in 2021-22 from federal funding sources, the DPI is still in process of releasing guidance and therefore MMSD is still in the process of budget and planning. Approximately \$20 million of that budget is included in the Fall Budget.

The additional November 2020 local tax levy authority will provide the critical revenue flexibility needed to invest in key Equity & Excellence Projects. (See Appendix for detailed information.) These outcomes are the result of a deliberate and collaborative budget process which began early and provided time for careful and transparent decision making.

The budget development process followed a sequence which:

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



We are excited about our plans for the 2021-22 school year. They are in line with a new COVID-19 school environment and our community commitments through the referenda. They aim to support our accelerated learning vision as described in the sections which follow.

- Critical investments in early literacy, including:



- New K-5 reading curriculum materials
- Deliberate shift in the way we teach reading following the science of reading, including significant investments in teacher professional development and supporting materials.
- The launch of the district's first full day 4K program will include 50% of MMSD's highest needs schools in fall 21-22.
- Additional investments in the district's multi-year priorities outlined in our Strategic Framework that have proven outcomes, such as:
 - Adoption of new curricular materials for accuracy and cultural relevancy.
 - Increasing counselor supports to middle school students.
 - Expansion of mental health supports at elementary schools.
 - Expansion of personalized opportunities for post-secondary success.
 - Continuing investments in youth through the Black Excellence Fund aimed at meeting the social-emotional and academic needs of Black youth and creating advanced opportunities for students with a focus on students of color.
- Additional investments included in this budget after community feedback phase include:
 - Additional funding for restorative justice
 - Additional funding for FTE social workers, versus LTE social workers
 - Significant funding for teacher retention and anti-racism professional development through research based teacher mentoring program
- A competitive salary/wage strategy that provides an average total compensation increase of approximately 3.23% and no major shifts in health care plans.

This Fall Budget is a public document intended to communicate our plans and budget for 2021-22 in order to gain feedback and input from the community. We welcome input from all interested parties during the budget review process at <https://budget.madison.k12.wi.us/>

In the sections which follow, each segment of the budget development sequence is described in detail. There are strategic investments and reallocation of existing resources recommended throughout the proposal. In every instance, we used the district's Educational Equity Policy, Equity Tool, the MMSD Strategic Framework, and our budget goals and principles to guide our decision making and keep our work on behalf of all 26,000 students and their families moving forward.



Budget Goals and Guiding Principles

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

- Enable equitable use of resources to support students with highest needs
- Reduce the number of sections below minimum of the Board's class size policy, thus allowing for more targeted resource allocation
- Utilize the Board's Educational Equity Tool for decision making and honor our commitment to becoming an antiracist district
- Invest in a focused set of priorities aimed at multi-year investments to meet persistent equity needs, with primary focus on Early Literacy
- Provide total compensation (steps + base wage) to employees equal to or greater than estimated cost of living (COLA) @ 1.23%

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

- Allocate resources in line with District core values, aimed at having the greatest impact on District's Strategic Framework goals with a primary focus on Early Literacy & Beyond
- Maintain a multi-year, long range perspective on both revenue sources (enrollment impacts) and investments: accelerated academic outcomes, COVID -19 safety measures and re-opening efforts
- Remain open and flexible with resource allocation to support students, families and schools in line with every changing COVID-19 needs
- Maximize operational efficiencies and use of taxpayer approved revenue authority to ensure stability and agility in schools during a time of great uncertainty
- Intentionally build on evidence-based practices which are showing promise for the future



Revenue Forecast

The 2021-22 Fall Budget includes a revenue projection based on the revenue authority and State aids provided in the 2021-23 biennium budget.

On the local level, the Madison community supported an operating funds referendum in November 2020 which provided a reliable funding source needed to sustain our investments in accelerated learning and investing in our equity vision. (See Appendix on November 2020 Referenda spending) We appreciate the support of our community, and are committed to putting every budget dollar to its best use in this budget proposal. Without the local taxpayer support in the November 2020 referenda, MMSD would otherwise be facing negative recurring revenue changes and would have been facing a very different fiscal environment.

The 2021-22 revenue forecast built into the Fall 2021-22 Budget is based on the following major inputs:

- Based on September 3rd Friday counts MMSD's three year rolling average fell 405 FTE. This is inclusive of summer school and Independent Charter School (2x) FTE
- A \$0 per pupil increase estimate in revenue limit per the 21-23 biennium.
- A \$0 per pupil categorical aid increase estimate, the primary tool used by the Walker administration to increase state support for the local school district budget.
- Use of the district's revenue authority based on these assumptions would produce a tax levy increase of 1.96% based on an increase of 4.5% in state equalization aid
- We continue to be concerned about federal funding for the Title grants over the next few years. This budget proposal assumes zero growth in funding levels for MMSD's major federal grants. With multiple years of cost of living increases not reflected in our federal funding growth, the school level buying power with their federal funding has decreased.
- This Fall Budget includes \$18.9 million in ESSER II federal funds. Firm ESSER III guidelines have still not been released. Therefore, these funds are not budgeted and largely not expected to be used until 2022-23 and 2023-24 budgets.

Three Major Revenue Factors: the Revenue Limit, State Aids and Local Taxes:

The state Revenue Limit Formula imposes a cap on MMSD's two major sources of revenue, local property taxes and state equalization aid. In effect, approximately 89% of MMSD recurring operating revenue is controlled by the revenue limit.

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

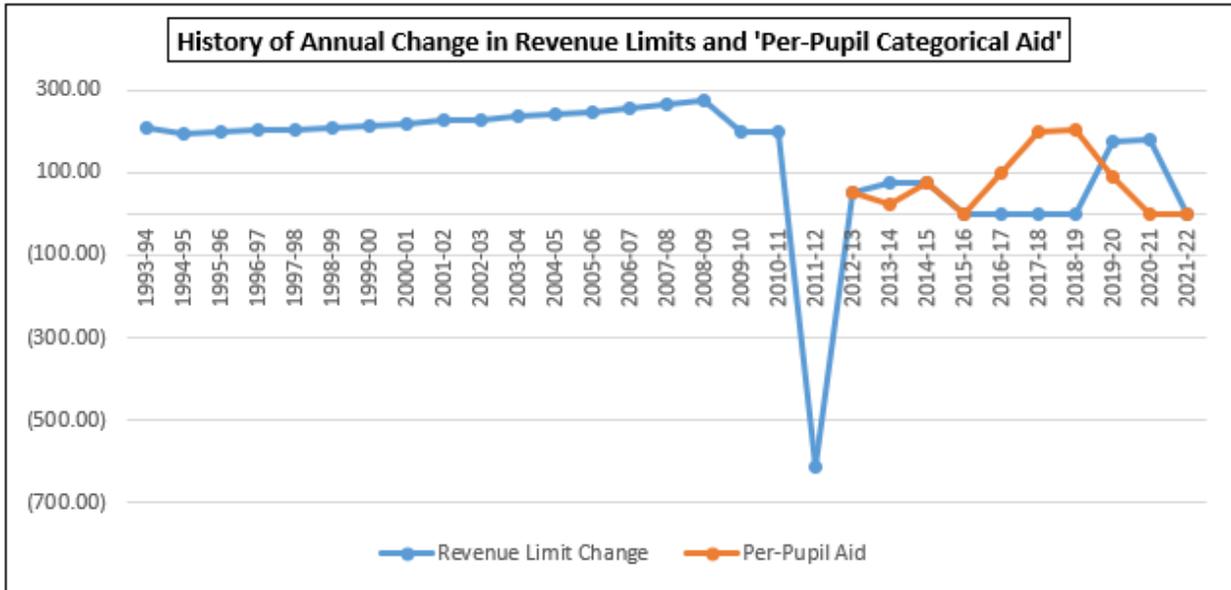
(Revenue Limit Formula - General State Aids = Allowable Local Property Tax Levy)

Step 1: Determining the 2021-22 Revenue Limit

The Revenue Limit Formula is the first step the MMSD budget development process. Sometimes known as revenue caps, revenue limits are state-imposed controls on the amount of money a school district can



receive through a combination of state general aid and local property taxes. They are the two largest sources of revenue for districts. They have also become highly volatile due to state level politics for the last ten years. Prior to Act 10, the per-pupil adjustments to the revenue limit were a reliable way to address inflation of costs. Since 2012-22, the changes to the revenue limit have become increasingly unreliable.



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

A district is not allowed to levy above the revenue limit without voter approval through a referendum to exceed. In November 2020, the Board of Education requested voter approval to exceed the revenue limit of \$6 million and \$8 million in 20-21 and 21-22 school years, and \$9 million and \$10 million in 22-23 and 23-24 school years. These amounts are included in the calculation for the revenue limit.

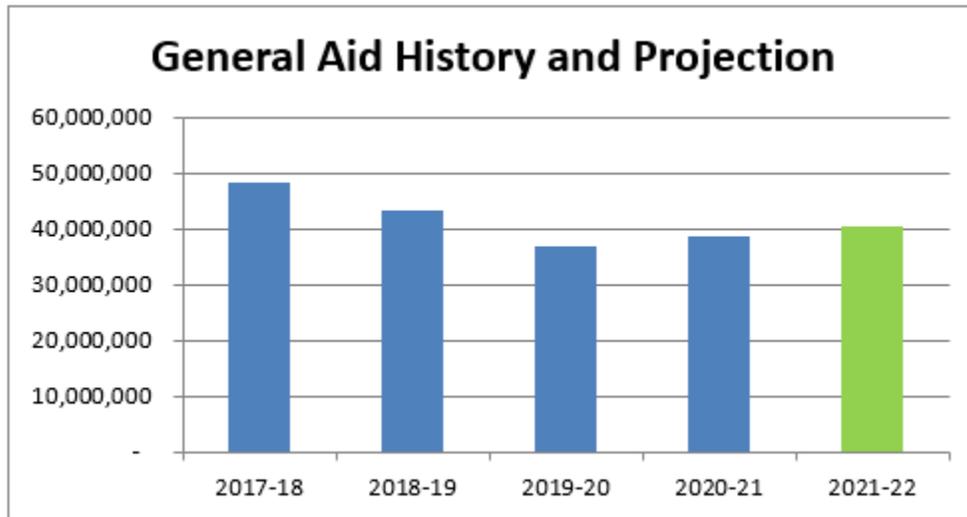
Step 2: Estimating General State Aid (Including Equalization Aid)

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

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



The Fall Budget includes a General Aid increase of 4.5% per October 15 DPI certification.



General Aid History – Table:

	2017-18	2018-19	2019-20	2020-21	2021-22
Intradistrict / Special Adjustment Aid	315,417	252,083	251,182	125,937	64,003
Equalization Aid	47,886,082	43,094,495	36,550,835	38,400,982	40,192,458
General Aid	48,201,499	43,346,578	36,802,017	38,526,919	40,256,461

Other Major State Aids: Special Education and Bilingual-Bicultural & English Learners (ELLs) Education

Wisconsin has had almost a decade of flat funding in special education and bilingual education. Since costs have increased each year, the percentage of costs reimbursed (the state reimbursement rate) has dropped annually. When state support for special education and for bilingual/bicultural programs decreases as a percentage of total costs, it shifts a greater portion of those costs onto the local school district budget.

The 2021-23 State Biennial Budget requests increased reimbursement for special education expenses in 2021-22 and 22-23. While this should increase aid to the district, it is a sum certain budget appropriation. Each year, we submit our aidable special education costs to the state in our annual reports, and we receive an estimate of our special education categorical aid. Last year’s MMSD estimate saw a decrease when the reimbursement % increased. Since these estimates are volatile and are usually pro-rated, this could happen again. No additional revenue is being planned for special education aid at this time.

In the last biennium, we continued to see no additional support for bilingual education at the state level. No increase to bilingual/bicultural aid appeared in the biennium budget, so no additional revenue is being planned at this time.



Step 3: Tax Levy Estimate

Applying the equation (Revenue Limit Formula - General State Aids = Allowable Local Property Tax Levy) brought us to a Fall Budget local property tax levy for 2021-22:

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

- A total “All Funds” tax levy increase of 1.96%
- Equalized tax base reduction of -0.43%
- Tax rate increase of \$ 0.27 per \$1,000 (from \$11.13 per \$1,000 to \$11.40 per \$1,000)
- Impact per average home value of \$312

Property Tax Levy – History and 2021-22 Fall Budget

PROPERTY TAX LEVY SUMMARY	Actual	Actual	Fall Original		
SUMMARY OF TAX LEVY FOR ALL FUNDS:	2019-20	2020-21	2021-22	\$ Change	% Chg
General Fund 10	299,537,819	311,473,238	316,171,715	4,698,477	1.51%
Debt Service Fund 30	8,300,900	18,494,475	18,622,856	128,381	0.69%
Non Referendum Debt Svcs Fund 38	5,257,768	4,433,030	3,667,783	(765,247)	-17.26%
Capital Expansion Fund 41	5,000,000	5,000,000	5,000,000	-	0.00%
Community Service Fund 80	12,009,506	10,638,848	13,440,741	2,801,893	26.34%
Total Levy	330,105,993	350,039,591	356,903,095	6,863,504	1.96%
Equalized Tax Base	29,743,210,155	31,454,803,868	31,318,432,826	(136,371,042)	-0.43%
Equalized Tax Rate Per \$1000	11.10	11.13	11.40	0.27	2.40%

Maintaining a Strong Balance Sheet: Fund Balance Ratio

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

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



Excellence & Equity Projects

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

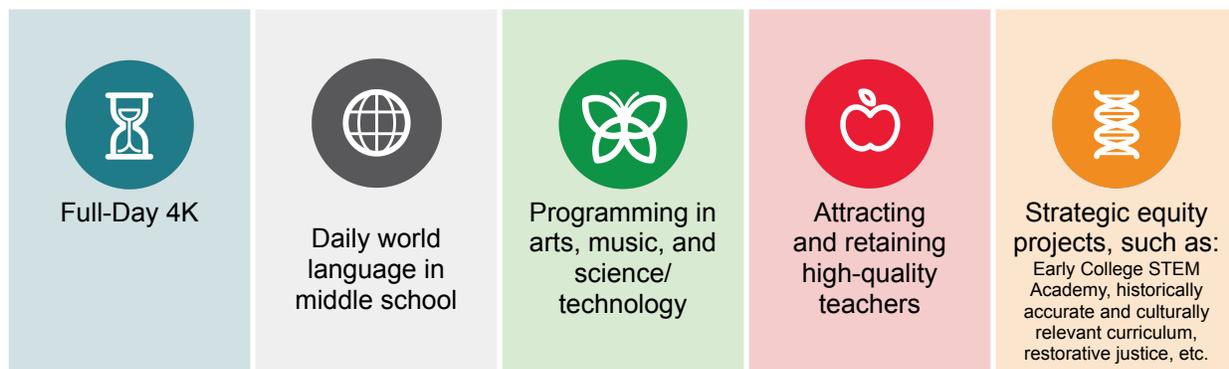
Goal 1: Every child is on track to graduate ready for college, career and community.

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

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

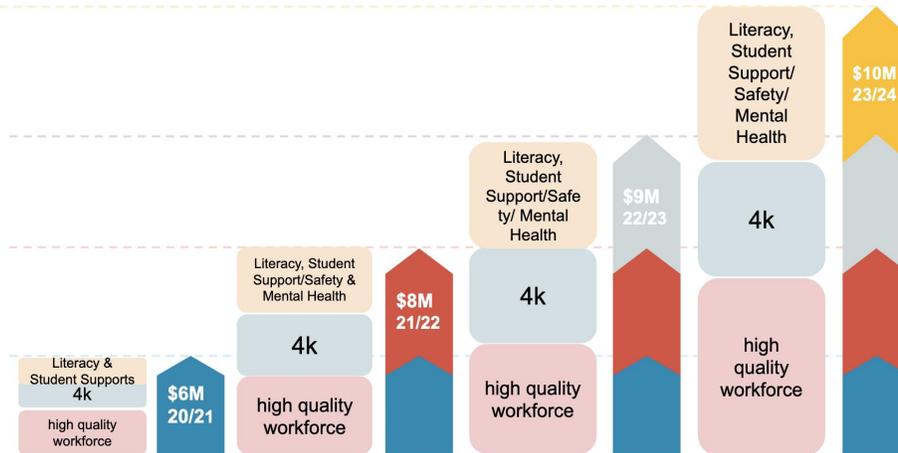
Our Strategic Framework also outlines a set of strategies which include: 1) empowering school communities, 2) investing in people, 3) streamlining central office priorities (with an emphasis on deeper learning, culture and climate, and personalized opportunities for post-secondary success), 4) planning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

In addition to these necessary alignments, this year we worked to align our resource investments with the feedback provided from our schools and community through the Referenda 2020 process. The areas of investment supported by the community through the November 2020 operating referendum are:



“Referenda 2020 would allow Madison’s public schools to continue to grow strategic equity projects aimed at disrupting societal and historical inequities and narrowing disparities based on race and socioeconomic status.” - MMSD website

In order to ensure we are making progress toward our goals and promises to the community, we have defined a set of Excellence & Equity Projects. Each of these projects are supported by plans with stated outcome measures, and were reviewed through our district Equity Tool prior to approval for budget investment consideration. Excellence & Equity projects are not typically one-time investments. Rather, they are built to grow and provide cumulative impact over time. Please see a graphical depiction of the investments over time, below (see the Appendix for a November 2020 Referenda investment planning for more information).



In addition to these new investments, the district also goes through a prioritization process which allows resources to be redistributed to higher and better uses each year. Making significant investments of current resources (time, money, etc.) to efforts supporting students is in line with the Strategic Framework. Examples over time include our commitment to racial equity training for all staff, exploration of new partnerships to support our Grow Your Own program to increase staff diversity, and developing historically accurate, inclusive and culturally representative curriculum.

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

Previous years' Strategic Equity Project investments have also all been reviewed to ensure they are achieving equitable outcomes as intended. For example, this year, we have stopped funding investments in two prior Equity Projects through this process (9th Grade On Track Stipends and Student Conferences). These efforts have been relatively successful and the efforts will continue. However, these projects are now part of the working norms, and no longer need additional funding from the budget.

Below are the new investments for the 2021-22 budget in support of the goals and outcomes stated within the MMSD Strategic Framework, and further supported through the 2020 referenda vision. These investments have been updated and reflect community feedback from May and June 2021.

Invest in People

Total Compensation

In MMSD, we invest in hiring and retaining high quality diverse staff. A compensation strategy which attracts and retains the best talent is essential to our students' academic success. The Total Compensation Plan includes all salaries and benefits.

- \$4,250,000 step & lane advancement from repurposing local resources
- \$2,750,000 base wage increase for all employees from referendum resources
- \$1,600,000 health care plan benefits for all employees from repurposing local resources



- \$250,000 in Trades salary adjustment to address critical concerns in identifying and hiring any candidates to fill trade positions with high-quality, diverse staff.
- \$500,000 towards a MSCR seasonal staff pay increase to ensure a minimum \$15/hr starting wage.

Streamline Priorities

Deeper learning experiences that engage, challenge and support all learners

Middle School Daily World Language

In line with the MMSD mission of graduating every student college, career, and community ready through cultural awareness and expanding global opportunities for youth, the district is committed to providing daily world language to all 7th and 8th graders in the district. Once students have access to this early middle school opportunity, it allows for a broader access for opportunity for language advancement in high school and post-secondary.

\$200,000 in middle schools FTE from repurposing local resources and referendum funding

Early Literacy & Beyond

In MMSD, we believe reading is a fundamental right for all students. Rooted in our commitment to ensuring all students graduate ready for college, careers and the community, all students in MMSD will receive high-quality, grade level accelerated instruction. Therefore, we are being very intentional about our commitment to early literacy and beyond. This will be THE priority work of our district moving forward.

For too long, reading results have not met expectations. In response, MMSD is moving to an entirely new reading curriculum and philosophy for early literacy and beyond. These investments will be steadfast and focused, outcomes will be measured and results are expected. (See plan in the Appendix). MMSD will be moving to the Science of Reading (SoR) philosophy. We will use Language Essentials of Teaching Reading and Spelling (LETRS) as our foundational approach to provide key stakeholders with the knowledge of SoR and the skills to teach reading. All teachers, supporting Instructional Coaches, and Principals will receive LETRS training over the next few years with deep professional development happening over the summer. Embedded into this work and training are all new elementary reading materials adoption, with new secondary reading interventions and professional development support for secondary school staff as well. Literacy alignment will take special focus areas on the transition years, including 4K to 5K, and our students with disabilities.

- \$1,500,000 in early literacy professional development for staff and supporting resource materials in early literacy and secondary from referendum funding
- \$1,100,000 in federal ESSER II funding to accelerate LETRS PD and accelerate the district's work with ANET at schools
- \$470,000 in federal ESSER II funding to provide LETRS/Qtel professional development for ELL language supports and Biliteracy work in the district
- \$1,000,000 in core English and Spanish reading materials purchases to replace the Mondo curriculum from referendum funds budgeted in the 2020-21 budget

Full Day 4K

In support of the Early Literacy & Beyond focus area of the district, we believe all children have a right to high quality early childhood learning experiences. Research suggests a full day 4K program has a high



return on investment for academic outcomes of our early learners and directly closes opportunity gaps we see in our community related to early learning opportunities. Full day 4K is a program which has been discussed in the Madison community for many years. This is a hallmark program, which was discussed with the community as a primary area for referendum support. The district is starting this program, for the first time ever, in the 2021-22 school year in eight of our lowest income schools. In those schools, all 4K students will have the opportunity to enroll in a full day 4K program versus the half day program previously offered. The 4K plan is found in the appendix of this document. It is a multi-year plan requiring multi-year funding, with the goal of reach all low-income schools. In combination with this funding plan is a public advocacy plan to encourage the State to take the necessary steps to fund full day 4K programs state-wide for all students. Resources directly support the additional FTE needed to move to a full day program, and re-imagining the classroom materials, including play opportunities, to support the whole child through a full day program.

1. \$1,160,000 in teacher FTE and classroom supplies from the referendum and repurposed funding
2. \$77,000 in 1.0 FTE to create an Admin Assistant for the Early Childhood Office from referenda funding
3. \$87,000 in 1.0 FTE to create a Birth to K Specialist position in the Early Childhood Office from referenda funding
4. \$75,000 in ESSER II and local TID 25 project funding to fund a one-time 4K Program Review

Curriculum Materials

For too long, the curriculum taught in American schools has been told primarily from the perspective of white culture. This harsh reality has had devastating effects on all of our students - but especially for our students of color. This curriculum dehumanizes our students of color and creates an unsafe learning environment for our students of color. When we intentionally work to specifically dismantle white supremacy culture as it shows up in our curriculum, we are working towards our commitment to becoming an anti-racist organization. When we diversify the voices of the stories of our past, we are creating an inclusive learning environment in which students of color feel seen, respected and, therefore, safe. When we intentionally provide our students with the opportunity to analyze how systems that continue to perpetuate racism, we are providing opportunities for students to be active participants to dismantle practices and structures that harm our communities.

Our greatest responsibility as an anti-racist district is to provide students access to learning opportunities which build their capacity in understanding the historical and present-day systems of oppression, racism, and injustice. We are investing in a new curriculum that is culturally relevant and accurate over a multi-year period. We started this work in 2020-21 with referendum funding and expect a three to four-year period to update all curriculum and build a curriculum replacement budget that can then put us on an appropriate cycle for replacement. 2021-22 will focus on the following needs in Elementary: Science, Reading (see section above), and Advanced Learning. In Middle School the focus is on the Humanities. In High School, we will be focused on Social Studies and Math.

- \$400,000 curriculum purchase budget funded from the referendum funding
- \$966,000 in core science material purchases to replace the obsolete current science curriculum from funds budgeted in the 2020-21 budget for this purchase
- \$570,000 in ESSER II funding for curriculum related needs including Zoom licenses, Seesaw and other virtual program licenses, as well as a print budget for reserve should schools or classrooms need to close for a period of time and send print materials to families without access.



Special Education Additional & Recovery Services

While in virtual learning, many of our students with additional special education needs were unable to fulfill the needs and goals stated within their individualized learning plans. Additional and recovery services are due to our students. In addition to these services, additional needs exist for greater technology access and transportation to and from the recovery services.

- \$1.4 million has been set aside of ESSER II funding to support our students with special education additional and recovery services, the associated supports such as technology and transportation.

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

Counselor & Social Worker Support

Our school counselors provide essential support for our students across grades six through twelve. Counselors are always a critical part of our overall student support team; however, in light of the effects of COVID-19, our counseling staff is needed now more than ever. While the American School Counselor Association recommends a student to counselor ratio of 250:1, we currently allocate our high schools to have a ratio of approximately 300:1. Our middle schools, however, still use an approach focused on giving nearly all schools one full time counselor. This means the student to counselor ratios are as high as 750:1 in middle schools, which leaves our students in our largest middle schools at a significant disadvantage. In addition to this, our alternative high school programs have no designated counselor allocation leaving current high school counselors spread thin to support the students in the comprehensive locations as well as the alternative allocations. In response, this budget includes 6 additional counselors FTE. Four schools (Sennett, Toki, Cherokee, and Hamilton) would receive allocation for a second full time counselor, and four schools (O'Keefe/Sherman and Whitehorse/Jefferson) would share two additional counselors 0.5 and 0.5. Additionally, 1.0 FTE Counselor allocation will be assigned to the high school alternative programs for direct student support. Previously, this support was decentralized across current allocations in the comprehensive high schools.

- \$550,000 – FTE to lower middle school student : counselor ratio from referendum funding
- \$90,000 – FTE to secondary alternative programs using federal Title funding allocation

With the use of federal ESSER II funding, support three more attendance area social workers to expand a previously successful pilot program that was funding one attendance area social worker in the past. This will allow for one attendance area social worker per attendance area for the next three years on federal funding.

- \$355,000 – FTE to provide each attendance area social worker support via ESSER II

Tiered Mental Health Support

In our estimation, 1 in 5 of our students experience mental health concerns. When we address mental health concerns, our students are more available for learning. The district has had a number of successful mental health programs for youth. There are two programs in particular we aim to continue supporting/expand for the 2021-22 school year.

1. Behavioral Health in Schools (BHS) integrates a mental health clinician (half-time/20 hrs. per week) from the community into the schools. The clinician actively collaborates with the Student Services team and provides individual treatment to students who are unable to access community-based mental health care. The BHS provider improves the school's capacity for addressing mental health concerns through direct service, consultation, teaming, and collaboration. This investment would stabilize the current BHS schools at 16 with local funding.



- \$160,000 – Stabilize current schools with referendum funding
2. Bounce Back is a school-based group intervention for elementary students exposed to stressful and traumatic events. Bounce Back teaches students ways to cope with and recover from traumatic experiences, so they can get back to doing what they want and need to do. Designed to be administered by clinicians, Bounce Back is based on Cognitive Behavioral Intervention for Trauma in Schools (CBITS). The Bounce Back program includes 10 group sessions, 1-3 group parent sessions, and 2-3 individual student sessions. The clinician and a student services staff member meets with a group of 4-6 students for an hour once a week for 10 weeks. Session content includes coping skills, feelings identification, relaxation exercises, positive activities, social support, and problem solving. This intervention also includes parent and individual sessions. This allocation brings a Bounce Back program to all 32 elementary schools.
 - \$60,000 – Program costs from referendum funding
 3. Create a Central Office role that works across schools to implement universal and intensive mental health programs
 - \$87,000 – 1.0 FTE repurposed from a previous vacant Central Office position
 4. Use of federal ESSER II funding to expand the current offerings of those described above, providing additional mental health and social emotional support.
 - \$304,000 – ESSER II funding for LTE and other non-personnel supports to expand services

Restorative Justice & Safety

Following the 2020 decision to terminate our partnership with the Madison Police Department and remove school education resource officers (ERO) from our high schools, the Madison Metropolitan School District (MMSD) Board of Education (BOE) convened an ad hoc committee focused on safety and security. The committee discussed school safety and security and voted on a series of recommendations. These recommendations have been adopted and built into the overall MMSD safety and security plan, with a foundational element being built on a restorative justice framework. 2021-22 will be the first full school year with students in our schools without EROs and will be the first year with these new support structures in place. This plan is a multi-year plan and thus will require multi-year investments to fully implement.

The focus of the majority of the committee discussions was on a holistic approach to safety, with restorative justice as a key approach. While the ad hoc committee put forth 16 total recommendations, the 2021-22 district plan and related budget ask pertains to the recommendations that relate to restorative justice, specifically: 1) a collaborative planning process to involve MMSD district and school staff, and all community partners engaging in RJ work, to be facilitated by a neutral third party with experience in facilitation and deep knowledge of restorative and transformative justice; 2) full time school-based RJ positions be created for all high schools to participate in the development of the 3-5 year RJ plan and implement in schools; and 3) intensive ongoing training for all staff and the Board of Education in restorative justice. As a district, we believe this renewed and intentional commitment to approach restorative justice implementation holistically is high leverage, and supported by research, as it aims to disrupt disparities while promoting and engaging students in positive, restorative, and safe school communities.



- \$500,000 from local repurposed resources and new referenda funding, in support of:
 - 4.0 FTE Restorative Justice Coaches, one in each comprehensive high school
 - External facilitator for the multi-year restorative justice plan and implementation
 - Restorative justice training for staff and the Board in alignment with created plan
- \$100,000 in ESSER II federal funding to support one time plan implementation expenses
- Note: Many of the other recommendations are being implemented at no cost to MMSD

Personalized opportunities that lead to post-secondary success

Virtual Learning Academy

While school is expected to begin in person for the fall of 2021, the impacts of COVID-19 continue to be felt across our community in many ways. MMSD wants to build a program in response to those continuing needs for virtual learning. In addition, we have learned over the last year of virtual learning that some of our students are thriving in the virtual learning model and feel that they will be more successful not returning full time to the comprehensive. We owe it to our students to ensure we have a program which is available to support their personalized needs, and with those beliefs, the Virtual Learning Academy will begin in the Fall of 2021. For fall 2021, this Academy will operate out of Central Office with students still enrolled in their local comprehensive schools, as most of our alternative programs do; however, over time MMSD expects to evaluate the options to make this program an official school of its own within MMSD and DPI. To launch this inaugural program, staffing and curriculum needs are being requested.

- \$730,000 in 1.0 Principal leader and additional teacher FTE from local repurposed resources
- \$100,000 from federal COVID-19 funding to support the curriculum and professional development needed to launch the program
- \$105,000 in one-time ESSER II funded limited term contract for a Digital Navigator position to support all students access to internet and Wi-Fi
- \$200,000 in one-time ESSER II funding for renewal of the District's hotspot data plans for students

Early College STEM Academy (ECSA)

With the focus of expanding access to STEM opportunities for youth of color, female students and first-generation college-going students, in the school year 2018-19, MMSD launched the Early College STEM Academy (ECSA) with twenty-five high school juniors. Students in the program not only attain their high school graduation requirements, but simultaneously earn college credit. STEM coursework includes science, technology, engineering, and mathematics.

In 2019-20, ECSA Cohort 1 students started their senior year at Madison College and were joined by 100 new Cohort 2 peers for the 2019-20 school year. In 2020-21, a total of 200 students were enrolled in the program with the start of Cohort 3. 2021-22 aims to stabilize the program with 200 students enrolled. MMSD pays Madison College approximately \$6,500 per student for the ECSA program. ECSA will continue to be funded through the braided funding sources, including the addition of these additional funding sources:

- \$250,000 – Stabilize the program using operating referendum funding
- \$250,000 – Fundraising Grant with thanks from Ascendium



We Embrace Innovation

Land Acknowledgement Plan

Native American students and parents are creating a district-wide plan and approach to appropriately acknowledge the Ho-Chunk tribal land that all of our schools are on. This budget request supports the implementation of the plan that is expected to be completed in 2021-22 with resources for small culturally appropriate ceremonies and plaques at each site.

- \$30K per year over next 5 years from new referendum funding

Summer Semester

The academic and social emotional effects of COVID-19 on our students are very real. In an effort to support the academic learning acceleration and student support needs of our students, MMSD is revising our entire summer school model including our connections to the Madison Community & Recreation Department for wrap around care and programming in alignment with the learning of our students. This new 2021 Summer Semester program will focus on both in person and virtual academic acceleration for approx. 6,500 students this summer. Learnings from this summer will then be incorporated into further program improvement for Summer Semester 2022. This new program includes higher teacher and staff pay, and childcare options for working staff, in order to ensure the highest quality staff members are available for summer learning for students. In addition to this broader Summer Semester changes, two of our elementary summer sites will be first phase schools for the LETRS work, teaching the new reading philosophies during the learning process with our early leaders.

- \$2,300,000 to fund the new Summer Semester program, \$2 million to be funded through federal COVID-19 funding and \$300K to be funded from local resources.
- \$470,000 to be funded from federal Title funding and local resources to support the additional costs at the two pilot LETRS Summer Semester sites

Bleed Shamelessly

This student led initiative was brought to the attention of the administration and board of education during the spring of 2021. This initiative, authorized in June of 2021, will ensure that menstrual products are available for students free of charge for the 2021-22 school year.

- \$200,000 to fund supplies and dispensing equipment using local funding.

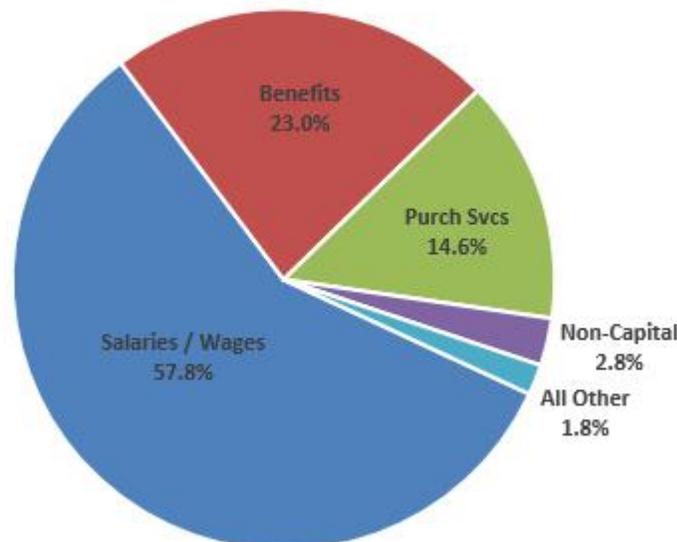


Total Compensation: Salaries/Wages and Employee Benefits

A compensation strategy which attracts and retains the best talent is essential to our success and supports the Strategic Framework Shift #2: Investing in Employees. The Total Compensation plan, including salaries and benefits, in combination with the staffing plan, comprise the annual personnel budget for MMSD.

Without one-time federal funding included, the annual investment in personnel for Fall Budget represents approximately 80% of the MMSD recurring 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 23%.

2021-22 Proposed Budget
Salaries/Wages and Benefits Account for 81% of Budget



Salaries and Wages: Included in the Fall Budget proposal is the maximum compensation for staff allowed by law. This includes increases on the following salary components: a maximum base wage increase of 1.23%, a fully funded step advancement (1.9%), and lane advancement (0.1%).

Base wage is a required subject of collective bargaining. The Wisconsin Employment Relations Commission (WERC) (see http://werc.wi.gov/doaroot/cpi-u_chart.htm) sets the maximum base wage increase (CPI-u) allowed under state law, which was 2.44% for contracts beginning July 1, 2019, 1.81% for contracts starting July 1, 2020, and 1.23% for contracts starting July 1, 2021.

In 2019-20, the average total compensation increase for staff was 4.44%. The base wage percent increase was initially set at 0.50% and later increased to 2.44%, primarily funded through additional unexpected revenue in the State's biennial budget.



In 2020-21, the average total compensation increase for staff was 2.5%. The base wage percent increase was 0.50%, and step advancement averaged approximately 2% for employees. In addition to this, the district provided all staff with a one-time bonus in January of 2021 that totaled approximately \$3.5 million.

In the Fall Budget for 2021-22, the proposal recommends base wage to the maximum at 1.23% increase for each employee and a full step advancement on the salary schedule, which is on average 2%, for a 3.23% total compensation average increase for each employee or 2% above the CPI-u index.

Health Insurance:

MMSD aims to cultivate a work environment that attracts, develops and retains top talent. A high quality health insurance plan for staff is a critical component of that goal. Health insurance is also considered one of MMSD's highest leverage equity investments in staff. As a critical benefit to our part-time employees, MMSD provides full benefits to all part time employees that work more than 19 hours a week. This group includes our food service workers, Special Education and Behavior Education Assistants. These employee groups also tend to be our most diverse population and many of our own student's parents/guardians. A second critical equity strategy, also very unique to MMSD, is our tiered employee percentage contribution to healthcare. Rather than all employees paying the same % of their healthcare package, MMSD uses a tiered approach such that the lowest paid employee unit pays the least and the highest paid employees pay the most.

The goal of the 2019-20 and 2020-21 healthcare strategy was to maintain stability in health insurance benefits and in the employee benefits with very little plan design. Due to the impacts of the global COVID-19 pandemic, maintaining a stable healthcare plan continues to be one of the primary investments in staff in addition to the salary increases stated above.

Overall, health care costs are budgeted to be \$1.6 million more in 2021-22 than 2020-21 without any plan design changes in place. This increase in 2021-22 will be primarily funded through employee percentage contributions (EPC) generated revenues above costs in 20-21 and other accumulated savings due to healthcare plan changes over the last five years beginning to generate the intended savings.

The following plan design changes will not change in the upcoming year:

- \$20 copay
- \$100 single / \$250 family HMO deductible
- \$6 / \$15 / \$30 RX
- Tiered Employee Premium Contribution, averaging 6%

Healthcare negotiations this year also produced rate cap guarantees for the future three budget years. GHC rate cap guarantees for the HMO plan are: 4% (21-22), 3% (22-23), and 3.5% (23-24). For Dean's HMO plan, it is 3% (21-22, 22-23, and 23-24). For more information on the POS and the HMO plan and MMSD's EPC categories please go to: <https://hr.madison.k12.wi.us/health-benefits>.

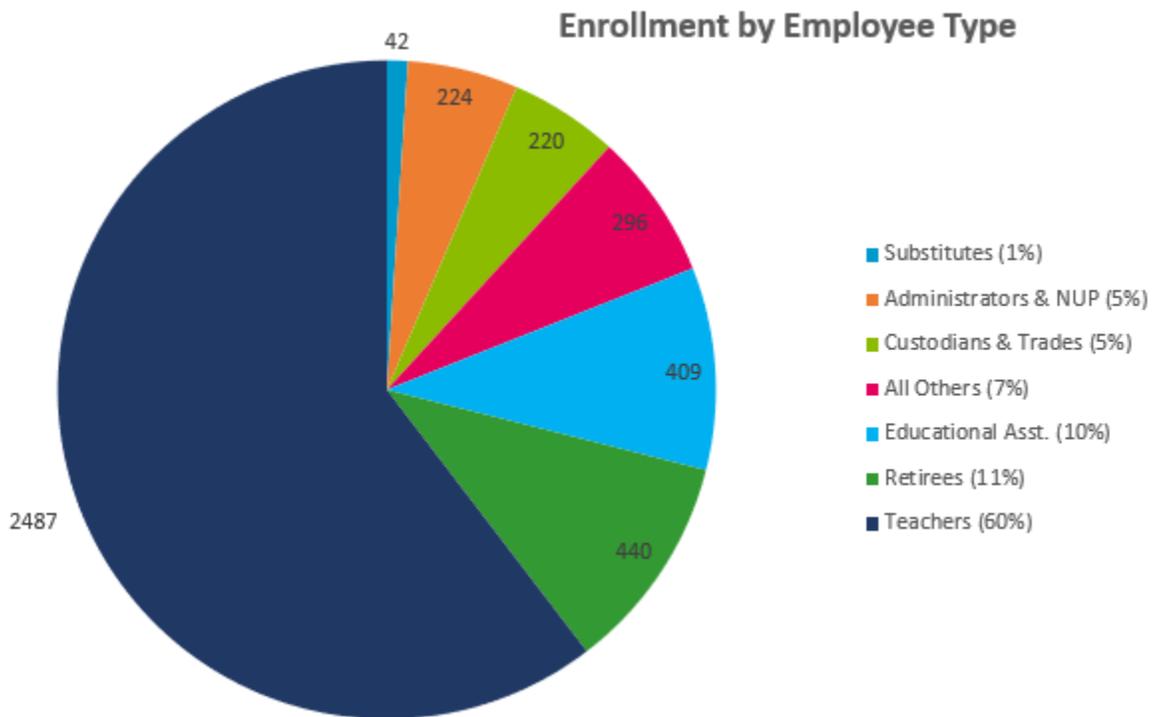
Health insurance is important from a budgetary perspective due to its very large share of the total operating budget. Annual premiums for active employees are to be \$62.3 million.

As of March 2021, a total of 3,815 employees are enrolled in an MMSD Plan, with 28% of the enrollments in single coverage and 72% in family coverage. 72% of our employees are enrolled in GHC, and 28% are



enrolled in Dean. As noted in the chart below, teachers make up 60% of our total employees receiving benefits and 11% are retirees still on MMSD’s healthcare plan.

Enrollment by Employee Type:



Dental Insurance

MMSD will spend approximately \$4.1 million next year on dental coverage in the operation fund. The budget for 21-22 does not require significant additional budgetary outlays in dental rates next year. The plan is currently adequately funded. Typically, employee dental costs increase slightly each year due to an actuarial evaluation of the plan. Delta Dental serves as the third-party administrator.

The dental plan was expanded on January 1, 2020 to increase the annual plan maximum from \$1,000 to \$1,200 per member. Additionally, basic restorative services increased from 50% coverage to 80% coverage, with a \$25 annual deductible. These changes were made without impacting premiums due to Delta Dental’s ability to renegotiate provider networks at a lower cost to MMSD.



Life Insurance

MMSD will spend approximately \$670,000 on Life Insurance next year for current and retired employees. The budget assumes no material change in rates for next year. MMSD changed life insurance carriers effective July 1, 2017 following a bid and vendor evaluation process. The district's life insurance plan is self-funded, with The Standard now serving as the 3rd party administrator.

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

LTD (Long-Term Disability) Insurance

This budget has been increased by \$220,000 to an approx. \$1.5 million on LTD coverage next year. A minor change in the plan in 2019-20 ensured LTD claims match MMSD's policies and procedures regarding leave of absences.

WRS Pension Contributions

Beginning in 2011, WRS pension contributions are shared between the employer and employee. The employer contribution rate is set for calendar year 2021 at 6.75%. For budget purposes, the contribution rate for calendar 2022 is not expected to change.

Other Non-Budgetary Benefits

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





Required Budget Allowances

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

Over the past four years, we have increased budget allowances as necessary in critical areas such as substitute teachers costs, transportation, post-employment benefits, and utilities. However, due to consistent efforts to create savings, slowly strengthen the budget over the years and a relatively modest inflation this year, these areas are quite stable and do not need additional funding this year.

The total for budgeted allowances in 2021-22 is approximately \$1.5 million, including accounting for the 2x charter growth, open enrollment out rate increases, and state voucher program impacts (2x charter impact discussed in detail in the Appendix). This is approximately \$1M less than the 2020-21 school year. The key areas for increase are explained below. Through these actions, the operating budget will produce more consistent financial results.

2x / independent charter school (2x) expansion: The 2021-22 school year will have three 2x charter schools with enrollment within the MMSD attendance area, all of whom are in their steep initial growth periods. These 2x charter schools have moved our ICS enrollment count from 299 to 348. This results in a \$511,000 net increased expense in the 2021-22 Fall budget.

Open Enrollment In/Out Net: Near neutral impact over current year projected actuals (net). For budgetary purposes, open enrollment results can be difficult to predict. MMSD's recent trends show a narrowing of net open enrollment out (within enrollment 'in' increasing at a faster pace than enrollment 'out'). However, the impacts of COVID-19 on our enrollment has added more instability into these estimates than usual. At this point, we still predict a fairly stable net open enrollment FTE impact for next year. The budgetary impact is also somewhat muted in this budget compared to prior budget years due to a lower than expected adjustment to Open Enrollment rates set in the state biennium budget.

Annual contract increases: Annually, the district reserves approximately \$1 million to fund ongoing contractual increases across the district for technology systems, utilities, partner contracts, etc. that all have built in clauses to increase at predefined rates over time. This year our increase is less than \$300,000 on the local budget. This reduction is due to low inflation rates (a common rate increase agreement) and many contracts/partnerships being renegotiated, held constant, and reevaluated through COVID-19. The 2022-23 school year will likely see a return close to the typical \$1 million needed in annual increases.

Trades Salary Adjustment: Over the last year, MMSD and Trades Staff have been collaboratively problem-solving to address both parties' critical concerns related to difficulty identifying and hiring any candidates to fill trade positions with high-quality, diverse staff. Many of the MMSD open vacancies have had either no applicants or very few in the last year, leaving critical roles unfilled and schools without the support they need. After root cause analysis, MMSD administration recognizes the growing gap in compensation for trades staff at MMSD and the market as a primary root cause. Therefore, this budget includes the \$250,000 in funding needed to compensate current and future staff more in alignment with skilled trades staff who work for small and large private contractors competing on the open local market where there is a shortage of qualified workers.



MSCR Seasonal Staff Adjustment: Over the last year, we have identified a wage gap between our seasonal staff and the community at large. This has adversely affected our MSCR programming to the point where we are unable to fill many of our program staff positions for our summer sessions. We have worked with MSCR leadership to increase our seasonal staff pay to a minimum of \$15/hr. These wage changes will take effect in the 2022 calendar year. Due to the timing of MSCR programming and school district budget cycles, the lift to the fund 80 budget will be identified over two budget years. The first year impact is \$515K and the second year impact will be approximately \$630K. This will affect the Fund 80 budget only.





Budget Management: Finding Efficiencies and Improving Business Practices

As part of the annual budget development process, we review three year trend financial activity of each school and department, and we meet with each Central Office Department to review their budget in line with their work streams and the priorities of the MMSD Strategic Framework and our Educational Equity Policy, via the Equity Tool. We use this process to problem solve within department budgets, identify areas of additional investment, and look for areas for cost savings, operating efficiencies, and process improvements.

In addition to this annual way of working, for the 2020-21 budget the district completed a comprehensive annual review of our past Strategic Equity Projects as well to validate that they are a) implemented as planned, b) creating the outcomes intended, and c) still the highest leverage equity investments for our limited resources. The Senior Leadership Team reviewed the data outcomes and confirmed that the resources should remain intact in the upcoming budget, be repurposed, or that new resources are needed to expand the outcomes for students. With a new Superintendent in the 2021-22 school year, the term “Strategic Equity Projects” has been sunset and any previously approved projects have either been ended and budgets repurposed last year, moved into a ‘way of working’ with stabilized local funding, or are being moved forward as a continued multi-year investment as an “Excellence & Equity Project.”

Finding cost savings and reallocating resources are core aspects of MMSD budget development. Over the last seven years, nearly \$23 million has been repurposed or cut from the Central Office department budgets using this process.

In line with our district ways of working, the 2021-22 Fall Budget includes approximately \$7.5 million of cost savings and efficiencies in order to balance the budget on limited resources. Savings can be summarized into the following:

• Staffing Reduction to account for enrollment loss	\$ 4,000,000
• Healthcare negotiations with providers and plan design	\$ 1,000,000
• Accumulated savings from July 1, 2020 plan design	\$ 1,000,000
• Retiree Savings, fewer retirements multi-year trend	\$ 500,000
• Revenue Sources: interest rates	\$ 500,000
• Revenue Sources: Medicaid Reimbursement redesign	\$ 500,000
• Utilities: Environmental Efficiency Saving Measures	\$ 50,000
• Prior Strategic Projects Budgets Ending	\$ 50,000

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

Building Services 2021-22:

- Reducing electricity bills through solar energy: 1) Completion of solar project with the City of Madison and MG&E for 2 MW, expansion of another 1 MW underway; 2) Implementation of West High School Green Club 100 Kw solar project on the roof of West High School; and 3) Use of Dane County, Madison College and other area subject matter experts to continue to develop a district wide strategy for solar in line with the Building Excellence efforts. \$100,000 grant secured to finalize this plan.



- Implementation of all vehicles to electric vehicles multi-year plan, saving fuel costs materializing
- Focusing the Building Excellence Plan, MMSD's long-range facility need assessment, on investment into our district high schools' energy efficiencies
- MMSD continues to benefit from locking in a five-year futures contract for natural gas at historically low prices. The 2020-21 school year did see an increase in costs due to a short natural gas shortage and resulting in the need to move to fuel for a short period; however, the long term savings of the natural gas contract continues to pay off.

Tech Services 2021-22:

- With the district's Technology Plan, Ignite! nearing full implementation, intense cross-departmental reflection, planning and budgeting allowed the district to identify recurring savings by removing the need to rely on third party leasing for our devices. The 2020-21 budget saw a savings of \$400,000 below original plan estimates; 2021-22 expects to see another approximate \$400,000 in savings below original plan estimates. From here on out, the plan should be stabilized to fund the original plan.

Human Resources (HR) 2021-22:

- In 2017-18, the benefits team made major cost-saving changes in the health insurance plan, and the long-term disability and life insurance plans as well. Then again, as part as the overall budget reduction strategy, the Board made further plan design changes effective July 1, 2020.
- For the 2021-22 school year, the Board intends to stabilize our health care plan in support of employees during COVID-19. Without plan design changes, HR was still able to negotiate \$1 million of savings (from \$2.6 million estimate down to \$1.6 million estimate) into this 2021-22 budget, providing an important saving item to balance the budget.
- The \$1.6 million expense was then primarily balanced with another \$1 million in available benefits savings identified from longer term accumulated savings generated from the July 1, 2020 benefit plan changes.

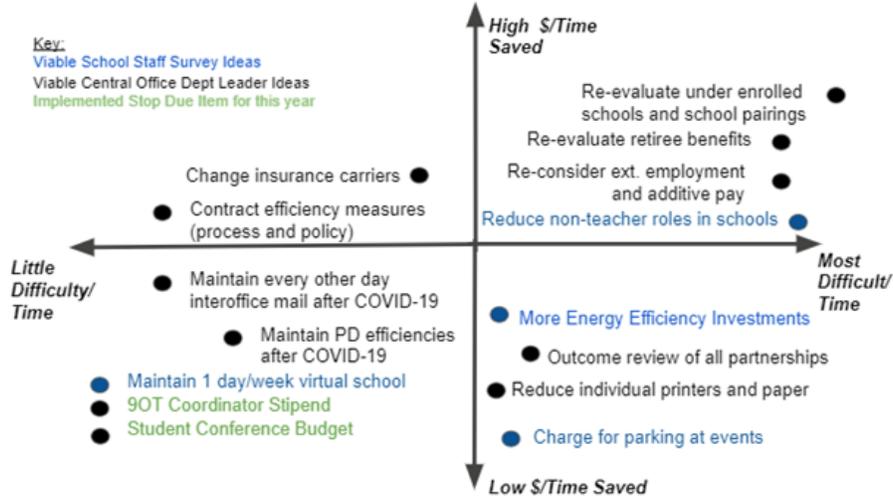
Transportation 2021-22:

- In a year-long cross-department team planning effort in 2019, the Board of Education approved the system-wide change of our middle school start times, to align with nation-wide physician health recommendations and research based academic gains. Implementation, which started in 2019-20, was paused for 2020-21 due to virtual learning, and then will be phased in 2021-22 and over the following two to three years. At full implementation, this change will cost the district on average \$650,000 more than current expenditures annually; however, there will be no budget increase. Efficiency efforts in the Transportation Department will help to continually offset these costs. Additionally, MMSD will apply for a service transfer credit with the Department of Public Instruction to help fund this instructionally important change in operations.

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



The Board of Education also plans our budget through a multi-year lens. The below graphical description portrays the conversation started through the 2021-22 budget planning process to identify ideas that have surfaced from staff as ways the Board might consider restructuring foundational elements of the budget to generate long term savings and allocate more resources to students. These are only ideas; however, good long-term planning starts with strategic conversations years in advance.





Staffing Plan for 2021-22

In December 2017, the Board adopted a revised class size policy. The 2021-22 staffing plan was designed to comply with the new policy, with an emphasis on minimizing class size outliers on the low end to maximize efficiencies in the budget. In line with policy, the allocation formulas were set to be at 'optimum +1' across all K-12 sections.

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

As summarized in the table below, total MMSD staffing will go from 4,028 full time equivalent (FTE) to 4,030 FTE, a near flat adjustment over the previous year. The Fall Budget reflects over 12 FTE in one-time allocations coded to federal ESSER funding as well as other federal sources in direct response to instruction and support services related to return to in-person instruction for 21-22. Reductions in overall teacher staff is almost entirely due to the significant shifts in enrollment from the 2020-21 school year and the emergency move to virtual learning in light of the COVID-19 global pandemic. In the 2020-21 school year, enrollment dropped almost 4%. In addition to this, MMSD has been seeing slight enrollment declines due to low birth rates in Madison. After surveying our "leaver" families, MMSD does not predict any significant shift in enrollment back to pre-COVID-19 times. (See Enrollment Report in Appendix for more information.)

	Fall 17-18	Fall 18-19	Fall 19-20	Fall 20-21	Budget 21-22
District-Wide Administrators	57.5	58.8	63.8	62.8	62.0
Principals	50.0	50.0	50.0	50.0	52.0
Assistant Principals	27.0	30.3	33.0	31.0	31.3
Teachers	2,644.3	2,659.0	2,639.5	2,626.4	2,615.1
Specialists (Hearing Interpreters, OTAs, etc.)	36.1	31.8	30.0	30.1	32.1
Bilingual Resource Specialists	78.9	80.5	81.4	80.0	80.1
Professionals (Non-Union)	121.0	128.6	129.8	126.2	139.8
Clerical/Technical	220.7	220.3	220.8	218.7	216.5
Ed. Assts. (EA, SEA, BEA, Nurse Asst)	447.2	440.7	444.4	428.1	421.4
Custodial	216.0	216.0	218.0	218.0	223.0
Trades	32.0	32.0	31.1	31.1	31.1
Food Service	101.6	104.2	96.0	96.0	96.0
Security	29.3	29.5	29.5	29.5	29.5
	4,061.5	4,081.7	4,067.3	4,027.8	4,029.9

Monitoring and Responding to Changing Conditions:



The staffing plan above included a pool of approximately 10 unallocated teacher FTE to be used as needed to ensure appropriate staffing based on actual enrollment, student need and/or where class sizes fall above the MMSD class size standards. Small amounts of unallocated are also being held for special education and bilingual education to protect against enrollment changes between now and the fall. All decisions to adjust FTE at schools will be made after monitoring actual enrollment and in consultation with building principals.

Table Notes:

- Columns marked “Fall” of a given fiscal year represent staffing at the time of the adopted budget for each corresponding fiscal year. “Budget 21-22” represents staffing for the 2021-22 Fall Budget.
- Staffing as shown for 2021-22 reflects the staffing work of building principals and administrators as of October 2021. The 2021-22 staffing plan will evolve to reflect the staffing changes which will be made by schools and departments during the coming year. These changes include reclassifications of positions, conversions of one position to another, and changes to the use of grant funding in order to best utilize the resources available to the district.
- This table includes 0.4 IDEA FTE and 5.6 Title I FTE reductions between 2020-21 and 2021-22 for one-year positions coded to IDEA Flow Thru and Title I necessitated by IEP need or Principal discretion. These positions may be reinstated based on student need during the school year.
- It is important to note that our Title I resources have not increased over time. Because cost of living has increased, and thus salaries, this means that schools have less FTE buying power.
- Central Office positions added with local resources include those investments related to Full Day 4K and the Virtual Learning Program (See Excellence & Equity Projects in the Appendix). Other changes since June are related to the ESSER II funding plans summarized in the appendix, these positions would all be limited in term due to the funding source associated.
- The Principal allocation has increased by 1.0 FTE to support the Virtual Learning Program.
- Increases in the NUP category are due to increases in 4.0 Restorative Justice Coordinators at Schools, 2.0 limited term FTE increase associated with the ESSER II funding plan, and reorganization of C&I staff from the OMGE department.
- Enrollment declines affect not only the elementary classroom teachers, but the elementary specials teachers (art, PE, music, etc.), education assistants, and food service.

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

The following table provides a snapshot of MMSD’s total teacher FTE across three fiscal years. Staffing levels for each position are not static: to meet the ever-changing needs of students, schools and departments have limited flexibility to convert from one position to another, causing the district’s FTE mix to frequently change. Because these conversions are based on established conversion ratios, however, the total cost of staff remains stable relative to any additions or reductions in staff.

Teacher Staffing Summary (FY 2020, 2021 and 2022)

The below chart provides more detail in the 2,615 FTE teacher allocations, 65% of the total staffing allocation. As discussed above, the impact of the COVID-19 loss accumulated with declining birth rates have largely been at the elementary level. (See our Enrollment Report in the Appendix). As the 2x charter



program and voucher program move out of their growth stages and to full capacity, we will see the elementary staffing level off and the impact of the cumulative enrollment losses move up into the middle and high school grades before the program effects will start to stabilize.

This chart also shows our intentional investment in Special Education personnel for 2020-21 and the intentional investments and protection of staffing in the student support staffing in the schools during 2021-22. Despite declining enrollment trends, almost all student services allocation has increased over the last three years at the school level including cross-categorical teachers, social workers, psychologists, and counselors.

Student Services: Weighted Student Allocation - 2019-20

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

Included in the work to become more equitable in resource distribution and to adequately distribute student services resources to support all students, additional Student Services support staff were distributed across the district. Mobility and 504 status were also factored into allocations based on the new weighted student allocation formula and process. Additional resources in 2019-20 included 6.2 FTE Student Services staff members allocated to schools as Psychologists and Social Workers from repurposed local funding.

Those schools in the pilot area had significantly less need for 'more support' during the 2019-20 school year. They were more prepared and ready for students the first day of school, and families shared fewer concerns regarding their student's needs.

2020-21

After the pilot implementation year, the administration recommended expanding the weighted student formula model district-wide. Based on district projections, this requires 5.8 additional CC Teacher FTE. Based on enrollment and student needs, some schools will receive more allocation and some less. The purpose of the model is to ensure FTE allocation is following the needs of the actual students. Thus, enrollment and mobility changes between spring projections and fall enrollment will cause these numbers to slightly fluctuate.

2021-22

In light of the impacts of COVID-19 on our students' well being, the 2021-22 budget makes significant investments into student support staff. The following are staffing areas that have significant investments using local recurring resources (positions funded by federal funding have not been added into this version of the budget) this year and have been intentionally protected from any staffing adjustments despite enrollment declines:

6.0 FTE Middle School Counselors

1.0 High School Counselor

1.0 Mental Health Support Coach (Central Office Position not in the table below)

4.0 FTE Restorative Justice Coaches (NUP Positions, not in the table below)



In addition to these investments, the Board invested in more teacher positions to ensure that every Middle School had enough allocation to support daily world language instruction at 7th & 8th grade.

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

Teacher Staffing Summary		FY 2020	FY 2021	FY 2022	Change FY21-FY22	% Chg FY21 FY22
Regular Education Teachers	District-Wide/Central Office/Off-Site	69.3	70.4	88.4	18.0	25.6%
	Elementary Schools	885.5	864.8	849.2	-15.6	-1.8%
	Middle Schools	375.4	370.2	361.4	-8.8	-2.4%
	High Schools	398.8	389.8	386.5	-3.3	-0.9%
	Unallocated	2.8	10.2	7.7	-2.5	-25.0%
ELL	ESL/Bilingual Resource Teachers	165.3	165.7	157.7	-8.0	-4.8%
Students Services / Student Support Teachers	School Psychologists	42.6	42.5	42.3	-0.2	-0.4%
	<i>District-Wide/Central Office/Off-Site</i>	1.2	1.2	1.2	0.0	0.0%
	<i>School Based</i>	41.4	41.3	41.1	-0.2	-0.4%
	Social Workers	51.2	51.9	53.5	1.7	3.2%
	<i>District-Wide/Central Office/Off-Site</i>	5.0	5.0	8.0	3.0	60.0%
	<i>School Based</i>	46.2	46.9	45.5	-1.3	-2.9%
	Guidance Counselors	36.9	36.8	41.8	5.0	13.6%
	<i>District-Wide/Central Office/Off-Site</i>	1.8	2.0	2.0	0.0	0.0%
	<i>School Based</i>	35.1	34.8	39.8	5.0	14.4%
	PBS Coaches/Student Supports	42.2	44.0	49.4	5.3	12.1%
	<i>District-Wide/Central Office/Off-Site</i>	9.5	10.5	12.5	2.0	19.3%
	<i>School Based</i>	32.7	33.5	36.8	3.3	9.9%
	Spec Ed / Cross Cat / Early Childhood / PST	404.6	415.6	410.3	-5.3	-1.3%
	<i>District-Wide/Central Office/Off-Site</i>	90.1	74.7	68.7	-6.0	-8.0%
	<i>School Based</i>	314.5	340.9	341.5	0.7	0.2%
	OT/PT/HI/VI	55.6	55.1	55.2	0.1	0.2%
	<i>District-Wide/Central Office/Off-Site</i>	11.9	13.4	13.4	0.0	0.0%
	<i>School Based</i>	43.7	41.7	41.8	0.1	0.2%
	Speech/Language	76.8	76.6	77.2	0.6	0.8%
	<i>District-Wide/Central Office/Off-Site</i>	22.9	21.0	21.6	0.6	2.9%
	<i>School Based</i>	53.9	55.6	55.6	0.0	0.0%
	Nurses	32.6	32.8	34.6	1.8	5.5%
	<i>District-Wide/Central Office/Off-Site</i>	4.2	4.0	6.1	2.1	52.5%
<i>School Based</i>	28.4	28.8	28.5	-0.3	-1.0%	
TOTAL		2639.5	2626.4	2615.1	-11.3	-0.4%

Table Notes:

- 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 increase to the Central Office Teachers line is almost entirely due to the new Virtual Learning Program teachers reporting to a Central Office position. The next three categories include regular education teachers at the elementary, middle, and high school levels.

- The changes to regular education teachers reflect not only the enrollment-based and budget-based changes, but also the staffing changes (conversions) made by the schools during the budget process. This teacher staffing chart would not be able to reflect conversions made from teacher allocation into other types of staffing (i.e., education assistant, clerical, etc.). The addition of the Restorative Justice Coordinators is not included in the high school comparison. They are being created as NUP positions, not teachers, and thus are in the previous chart.
- The Office of Multilingual & Global Education (OMGE) department name no longer exists in the new organizational chart. However, all previous OMGE teacher positions allocations remain intact. They can be found in the ESL/Bilingual Resource Teacher role and approx. 7.0 are in the Central Office regular education teacher positions. Those approx. 7.0 positions that now fall under regular education are those that are writing bilingual curriculum. These ESL/Bilingual Resource Teacher positions include both central office and school-based bilingual resource and English as second language 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. While our ELL enrollment dropped by nearly 100 FTE, we held positions nearly constant in order to improve student support ratios. This line shows a small drop due to conversions of a small number of these positions to a Bilingual Resource Specialist (BRS) from a Bilingual Resource Teacher (BRT) with OMGE approval as enrollment declined.
- The Student Services teacher positions are divided into school-based and non-school based full-time equivalent employees; however, Student Services teachers typically serve students and/or support schools. In the new org structure, these roles are allocated out of the Office of Transformation in the Chief of Schools suite.
- Unallocated totals are totals as of the October final budget. Unallocated will be placed as needs arise.





Conclusion

This Fall Budget is based on the most recent information available as of October 2021. The Board will adopt a Fall Budget on October 25, 2021.

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





Budget Snapshot

A summary chart of key budget factors for 2021-22

Item	2021-22 Fall Budget
Balance Sheet:	
General Fund <i>Balance Projected 6/30/22</i>	\$80.9 million – 16.9%, just above the 15% solvency ratio per board policy
Bond Rating - Current	"Aa2" (Moody's) and "1+" (S&P)
Enrollment	
3 Year Rolling Avg – Revenue Limit	Decline of 405 in three-year averages used for Revenue Limit
3 rd Friday Enrollment Count	Decrease of 478 FTE
Open Enrollment In/Out	OE-In from 489 to 496, OE-Out from 1,183 to 1,130 – a near neutral fiscal impact due to lower than anticipated rate changes in the state biennial budget for 2021-23
2x Charters Enrollment	49.2 additional FTE, \$511K incremental expenditure increase
Private School Choice	Private School/Special Needs: \$390K incremental expenditure increase
State Budget Impact	
State General Aid	4.5% Aid Increase – \$40.2 million
Revenue Limit Formula	\$0 Increase in Revenue Limit per Student
State Per Pupil Categorical Aid	\$0 Increase per Student
Personnel Expenditures	
Wages & Salary	Budget Allowance of 3.23% + Additive Pay Components (= steps + lanes + base wage increase)
Health Insurance	\$1.6 million budgetary increase
Staffing Plan	Total Staffing of 4,030 FTE
General Fund Totals	
General Fund Revenues	\$441,881,751 – Increase 7.29% over 2020-21 actual, inclusive of use of one-time federal sources
General Fund Expenditures	\$451,734,366 – Increase 15.45% over 2020-21 actual, inclusive of use of one-time federal and local assigned funding
All Funds Totals (10,27,30,38,41,50,80) (Net of Inter-fund Transfers)	
All Funds Revenues	\$524,635,776 – Increase 4.13% over 2020-21 actual, inclusive of use of one-time federal sources
All Funds Expenditures	\$537,995,501 – Increase 11.41% over 2020-21 actual, inclusive of use of one-time federal and local assigned funding
Tax Levy Estimate	
MMSD Tax Base – Equalized	-0.43% Valuation Decrease
Tax Levy Increase	A levy increase 1.96% for all funds
Tax Rate – Equalized	\$11.40 per \$1,000 Property Value (\$0.27 increase)
Tax Impact for Median Home	Increase \$312 per Average Home 6.3% Average Home Value Increase (\$315,200 to \$335,200)



Financial Summaries/Reports *

○ General Fund * (10)	44
○ Special Education * (27)	45
○ Debt Service * (38/30)	46
○ Capital Maintenance * (41)	47
○ Referendum * (42)	48
○ Food Service * (50)	49
○ Community Service *(80)	50
○ Summary Revenues and Expenditures by Year *	51
■ 2021-22 Fall Budget - Multi-Year Comparison *	51
■ 2021-22 Fall Budget - All Funds *	52
■ 2020-21 Actuals - All Funds *	53
■ 2019-20 Actuals - All Funds *	54
■ 2018-19 Actuals - All Funds *	55
○ Proposed Revenues by Fund and Source *	56
○ Proposed Expenditures by Fund and Object *	60
○ Baird Budget Forecast Model *	72

* Indicates section has been updated for the October 25, 2021 version of the 2021-22 Budget Book.



Revenue and Expenditure History - General Fund

Revenue and Expenditure History Table - General Fund (10)

Note: Includes Interfund Transfers listed separately

	2018-19 Actuals	2019-20 Actuals	2020-21 Actuals	2021-22 Fall Budget
Revenues				
Property taxes/Mobile Home/TIF	279,845,274	299,623,907	311,583,655	323,736,715
Other local sources	6,499,770	5,328,594	1,707,909	2,845,253
Interdistrict sources	3,487,429	3,589,395	4,053,729	4,414,081
Intermediate sources	112,721	203,891	220,103	122,167
State sources	77,591,482	72,106,858	72,887,308	74,797,771
Federal sources	16,501,783	15,794,382	18,293,773	35,046,982
Other sources	1,983,108	976,206	1,021,948	752,226
Total revenues	386,021,568	397,623,232	409,768,424	441,715,195
Expenditures				
Regular instruction	149,584,776	142,909,730	139,271,431	154,088,463
Vocational instruction	3,667,296	4,064,888	3,983,923	4,044,780
Special instruction	5,310,888	11,731,193	12,295,856	14,352,742
Other instruction	11,022,268	10,978,068	10,435,770	11,124,731
Pupil services	14,747,469	14,997,180	16,378,095	24,157,673
Instructional staff services	27,104,318	28,132,917	29,145,162	34,844,351
General administration services	22,762,879	23,091,533	23,427,019	26,575,980
Business administration services	42,413,405	43,622,798	39,800,360	59,711,751
Pupil transportation	8,998,627	8,207,475	5,584,237	10,144,639
Principal and interest	1,180,268	2,028,273	2,434,444	1,298,911
Other support services	23,986,076	29,089,440	28,723,964	28,657,903
Community Service	-	-	-	-
Non-program	15,233,526	17,444,767	20,405,728	22,997,864
Total Expenditures	326,011,796	336,298,261	331,885,990	391,999,786
Proceeds from Debt	2,257,108	4,029,796	2,092,031	-
Transfers in	173,473	224,383	4,302	166,556
Transfers out	(53,951,717)	(56,550,499)	(59,400,336)	(59,734,580)
Net change in fund balance	8,488,635	9,028,650	20,578,431	(9,852,615)
Fund balance - beginning of year	52,679,676	61,168,311	70,196,961	90,775,392
Fund balance - end of year	61,168,311	70,196,961	90,775,392	80,922,777



Revenue and Expenditure History - Special Education Fund

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

Note: Includes Interfund Transfers listed separately

	2018-19 Actuals	2019-20 Actuals	2020-21 Actuals	2021-22 Fall Budget
Revenues				
Property taxes/Mobile Home/TIF	-	-	-	-
Other local sources	-	-	-	-
Interdistrict sources	27,031	92,248	199,803	-
Intermediate sources	-	-	-	-
State sources	18,719,641	19,645,903	23,009,312	19,403,940
Federal sources	6,084,388	5,639,651	4,870,306	8,377,754
Other sources	-	-	-	-
Total revenues	24,831,060	25,377,802	28,079,421	27,781,694
Expenditures				
Regular instruction	239,802	159,717	117,544	310,303
Vocational instruction	-	-	-	-
Special instruction	58,625,816	59,946,967	58,363,369	65,808,917
Other instruction	-	-	-	-
Pupil services	12,655,985	13,317,409	13,506,025	12,965,723
Instructional staff services	2,434,970	2,515,346	2,769,523	3,172,276
General administration services	-	10,363	1,056	-
Business administration services	302,933	308,864	340,959	384,422
Pupil transportation	3,999,215	3,866,198	3,034,060	3,958,350
Principal and interest	-	-	-	-
Other support services	74,189	144,481	138,590	546,428
Community Service	-	-	-	-
Non-program	122,970	169,869	144,498	203,300
Total Expenditures	78,455,880	80,439,214	78,415,624	87,349,718
Proceeds from Debt	-	-	-	-
Transfers in	53,798,293	55,285,794	50,336,203	59,734,580
Transfers out	(173,473)	(224,383)	-	(166,556)
Net change in fund balance	-	-	-	-
Fund balance - beginning of year	-	-	-	-
Fund balance - end of year	-	-	-	-



Revenue and Expenditure History Table - Debt Service Fund

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

Note: Includes Interfund Transfers listed separately

	2018-19 Actuals	2019-20 Actuals	2020-21 Actuals	2021-22 Fall Budget
Revenues				
Property taxes/Mobile Home/TIF	12,679,766	13,558,668	22,927,505	22,290,639
Other local sources	53,501	28,280	1,016	-
Interdistrict sources	-	-	-	-
Intermediate sources	-	-	-	-
State sources	-	-	-	-
Federal sources	-	-	-	-
Other sources	163,366	147,455	15,676,649	-
Total revenues	12,896,633	13,734,403	38,605,170	22,290,639
Expenditures				
Regular instruction	-	-	-	-
Vocational instruction	-	-	-	-
Special instruction	-	-	-	-
Other instruction	-	-	-	-
Pupil services	-	-	-	-
Instructional staff services	-	-	-	-
General administration services	-	-	-	-
Business administration services	-	-	-	-
Pupil transportation	-	-	-	-
Principal and interest	13,064,957	12,702,260	45,861,007	24,947,749
Other support services	-	-	-	-
Community Service	-	-	-	-
Non-program	-	-	-	-
Total Expenditures	13,064,957	12,702,260	45,861,007	24,947,749
Proceeds from Debt	-	-	-	-
Transfers in	130,531	-	9,042,476	-
Transfers out	-	-	-	-
Net change in fund balance	(37,793)	1,032,143	1,786,639	(2,657,110)
Fund balance - beginning of year	2,123,116	2,085,323	3,117,466	4,904,105
Fund balance - end of year	2,085,323	3,117,466	4,904,105	2,246,995



Revenue and Expenditure History Table - Capital Maintenance Fund

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

Note: Includes Interfund Transfers listed separately

	2018-19 Actuals	2019-20 Actuals	2020-21 Actuals	2021-22 Fall Budget
Revenues				
Property taxes/Mobile Home/TIF	8,500,000	5,000,000	5,000,000	5,000,000
Other local sources	36,892	12,828	3,141	-
Interdistrict sources	-	-	-	-
Intermediate sources	-	-	-	-
State sources	-	-	-	-
Federal sources	-	-	-	-
Other sources	-	-	-	-
Total revenues	8,536,892	5,012,828	5,003,141	5,000,000
Expenditures				
Regular instruction	-	-	-	-
Vocational instruction	-	-	-	-
Special instruction	-	-	-	-
Other instruction	-	-	-	-
Pupil services	-	-	-	-
Instructional staff services	-	-	-	-
General administration services	-	-	-	-
Business administration services	7,107,262	7,114,863	4,497,029	4,995,185
Pupil transportation	-	-	-	-
Principal and interest	-	-	-	-
Other support services	-	-	-	4,815
Community Service	-	-	-	-
Non-program	-	-	-	-
Total Expenditures	7,107,262	7,114,863	4,497,029	5,000,000
Proceeds from Debt	-	-	-	-
Transfers in	-	-	-	-
Transfers out	-	-	-	-
Net change in fund balance	1,429,630	(2,102,035)	506,112	-
Fund balance - beginning of year	2,040,225	3,469,855	1,367,820	1,873,932
Fund balance - end of year	3,469,855	1,367,820	1,873,932	1,873,932



Revenue and Expenditure History Table - Referendum Proceeds

Revenue and Expenditure History Table - Referendum Proceeds (42)

Note: Includes Interfund Transfers listed separately

	2018-19 Actuals	2019-20 Actuals	2020-21 Actuals	2021-22 Fall Budget
Revenues				
Property taxes/Mobile Home/TIF	-	-	-	-
Other local sources	-	-	108,024	-
Interdistrict sources	-	-	-	-
Intermediate sources	-	-	-	-
State sources	-	-	-	-
Federal sources	-	-	-	-
Other sources	-	-	-	-
Total revenues	-	-	108,024	-
Expenditures				
Regular instruction	-	-	-	-
Vocational instruction	-	-	-	-
Special instruction	-	-	-	-
Other instruction	-	-	-	-
Pupil services	-	-	-	-
Instructional staff services	-	-	-	-
General administration services	-	-	-	-
Business administration services	-	-	10,877,352	95,230,672
Pupil transportation	-	-	-	-
Principal and interest	-	-	-	-
Other support services	-	-	-	-
Community Service	-	-	-	-
Non-program	-	-	-	-
Total Expenditures	-	-	10,877,352	95,230,672
Proceeds from Debt	-	-	106,000,000	-
Transfers in	-	-	-	-
Transfers out	-	-	-	-
Net change in fund balance	-	-	95,230,672	(95,230,672)
Fund balance - beginning of year	-	-	-	95,230,672
Fund balance - end of year	-	-	95,230,672	-



Revenue and Expenditure History Table - Food Service Fund

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

Note: Includes Interfund Transfers listed separately

	2018-19 Actuals	2019-20 Actuals	2020-21 Actuals	2021-22 Fall Budget
Revenues				
Property taxes/Mobile Home/TIF	-	-	-	-
Other local sources	1,852,218	1,296,302	36,738	690,300
Interdistrict sources	-	-	-	-
Intermediate sources	-	-	-	-
State sources	176,247	173,815	157,656	182,000
Federal sources	8,316,902	7,251,698	7,788,390	10,943,338
Other sources	-	-	28,300	-
Total revenues	10,345,367	8,721,816	8,011,084	11,815,638
Expenditures				
Regular instruction	-	-	-	-
Vocational instruction	-	-	-	-
Special instruction	-	-	-	-
Other instruction	-	-	-	-
Pupil services	-	-	-	-
Instructional staff services	-	-	-	-
General administration services	-	-	-	-
Business administration services	10,470,059	9,986,521	8,040,755	11,785,638
Pupil transportation	-	-	-	-
Principal and interest	-	-	-	-
Other support services	-	-	-	30,000
Community Service	-	-	-	-
Non-program	-	-	-	-
Total Expenditures	10,470,059	9,986,521	8,040,755	11,815,638
Proceeds from Debt	-	-	-	-
Transfers in	22,893	1,264,705	21,657	-
Transfers out	-	-	-	-
Net change in fund balance	(101,799)	-	(8,014)	-
Fund balance - beginning of year	1,685,597	1,583,798	1,583,798	1,575,784
Fund balance - end of year	1,583,798	1,583,798	1,575,784	1,575,784



Revenue and Expenditure History Table - Community Service Fund

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

Note: Includes Interfund Transfers listed separately

	2018-19 Actuals	2019-20 Actuals	2020-21 Actuals	2021-22 Fall Budget
Revenues				
Property taxes/Mobile Home/TIF	11,535,312	12,009,506	10,638,849	13,440,741
Other local sources	3,593,408	2,420,504	1,858,550	2,591,869
Interdistrict sources	50	-	-	-
Intermediate sources	-	-	-	-
State sources	-	-	-	-
Federal sources	-	-	1,854,352	-
Other sources	-	-	5,114	-
Total revenues	15,128,770	14,430,010	14,356,865	16,032,609
Expenditures				
Regular instruction	-	-	-	-
Vocational instruction	-	-	-	-
Special instruction	-	-	-	-
Other instruction	-	-	-	-
Pupil services	-	-	-	-
Instructional staff services	-	-	-	-
General administration services	-	-	-	-
Business administration services	776,171	764,816	582,736	1,380,546
Pupil transportation	1,371	1,568	(18)	1,000
Principal and interest	-	-	-	-
Other support services	564,136	364,301	242,563	299,042
Community Service	13,679,172	12,963,384	13,389,208	15,202,021
Non-program	-	-	-	-
Total Expenditures	15,020,850	14,094,070	14,214,490	16,882,609
Proceeds from Debt	-	-	-	-
Transfers in	-	-	-	-
Transfers out	-	-	-	-
Net change in fund balance	107,920	335,940	142,375	(850,000)
Fund balance - beginning of year	1,951,706	2,059,626	2,395,566	2,537,941
Fund balance - end of year	2,059,626	2,395,566	2,537,941	1,687,941



Fall Budget - Summary Revenue and Expenditure All Funds

Summary Revenue and Expenditures All Funds

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

	2018-19 Actuals	2019-20 Actuals	2020-21 Actuals	2021-22 Fall Budget	% Chg
Revenues					
Property taxes/Mobile Home/TIF	312,560,352	330,192,081	350,150,009	364,468,095	4.09%
Other local sources	12,035,789	9,086,508	3,607,354	6,127,422	69.86%
Interdistrict sources	3,514,510	3,681,642	4,253,531	4,414,081	3.77%
Intermediate sources	112,721	203,891	220,103	122,167	-44.50%
State sources	96,487,370	91,926,576	96,054,275	94,383,711	-1.74%
Federal sources	30,903,074	28,685,730	32,806,821	54,368,074	65.72%
Other sources	2,146,474	1,123,660	16,732,011	752,226	-95.50%
Total revenues	457,760,291	464,900,090	503,824,104	524,635,776	4.13%
Expenditures					
Regular instruction	149,824,578	143,069,447	139,388,976	154,398,766	10.77%
Vocational instruction	3,667,296	4,064,888	3,983,923	4,044,780	1.53%
Special instruction	63,936,704	71,678,160	70,659,225	80,161,658	13.45%
Other instruction	11,022,268	10,978,068	10,435,770	11,124,731	6.60%
Pupil services	27,403,454	28,314,589	29,884,121	37,123,396	24.22%
Instructional staff services	29,539,288	30,648,262	31,914,685	38,016,626	19.12%
General administration services	22,762,879	23,101,896	23,428,075	26,575,980	13.44%
Business administration services	61,069,830	61,797,861	53,261,840	78,257,541	46.93%
Pupil transportation	12,999,213	12,075,241	8,618,279	14,103,989	63.65%
Principal and interest	14,245,225	14,730,533	48,295,451	26,246,660	-45.65%
Other support services	24,624,400	29,598,223	29,105,117	29,538,188	1.49%
Community Service	13,679,172	12,963,384	13,389,208	15,202,021	13.54%
Non-program	15,356,496	17,614,636	20,550,227	23,201,164	12.90%
Total Expenditures	450,130,804	460,635,188	482,914,895	537,995,501	11.41%
Proceeds from Debt	2,257,108	4,029,796	2,092,031	-	-100.00%
Transfers in	54,125,190	56,774,882	59,404,638	59,901,136	0.84%
Transfers out	(54,125,190)	(56,774,882)	(59,400,336)	(59,901,136)	0.84%
Net change in fund balance	9,886,594	8,294,698	23,005,542	(13,359,725)	-158.07%
Fund balance - beginning of year	60,480,319	70,366,913	78,661,611	101,667,153	29.25%
Fund balance - end of year	70,366,913	77,333,689	101,667,154	88,307,429	-13.14%



Fall 21-22 Summary Revenue and Expenditure Fund Table By Year

Summary Revenue and Expenditure Fund Table By Year
Note: Includes Interfund Transfers listed separately

	2021-22 Fall Budget	Fund 10 - General	Fund 27 - Special Ed	Fund 38/30 - Debt Service	Fund 41 - Capital Improve	Fund 50 - Food Service	Fund 80 - Community Serv
Revenues							
Property taxes/Mobile Home/TIF	364,468,095	323,736,715	-	22,290,639	5,000,000	-	13,440,741
Other local sources	6,127,422	2,845,253	-	-	-	690,300	2,591,869
Interdistrict sources	4,414,081	4,414,081	-	-	-	-	-
Intermediate sources	122,167	122,167	-	-	-	-	-
State sources	94,383,711	74,797,771	19,403,940	-	-	182,000	-
Federal sources	54,368,074	35,046,982	8,377,754	-	-	10,943,338	-
Other sources	752,226	752,226	-	-	-	-	-
Total revenues	524,635,776	441,715,195	27,781,694	22,290,639	5,000,000	11,815,638	16,032,609
Expenditures							
Regular instruction	154,398,766	154,088,463	310,303	-	-	-	-
Vocational instruction	4,044,780	4,044,780	-	-	-	-	-
Special instruction	80,161,658	14,352,742	65,808,917	-	-	-	-
Other instruction	11,124,731	11,124,731	-	-	-	-	-
Pupil services	37,123,396	24,157,673	12,965,723	-	-	-	-
Instructional staff services	38,016,626	34,844,351	3,172,276	-	-	-	-
General administration services	26,575,980	26,575,980	-	-	-	-	-
Business administration services	78,257,541	59,711,751	384,422	-	4,995,185	11,785,638	1,380,546
Pupil transportation	14,103,989	10,144,639	3,958,350	-	-	-	1,000
Principal and interest	26,246,660	1,298,911	-	24,947,749	-	-	-
Other support services	29,538,188	28,657,903	546,428	-	4,815	30,000	299,042
Community Service	15,202,021	-	-	-	-	-	15,202,021
Non-program	23,201,164	22,997,864	203,300	-	-	-	-
Total Expenditures	537,995,501	391,999,786	87,349,718	24,947,749	5,000,000	11,815,638	16,882,609
Proceeds from Debt	-	-	-	-	-	-	-
Transfers in	59,901,136	166,556	59,734,580	-	-	-	-
Transfers out	(59,901,136)	(59,734,580)	(166,556)	-	-	-	-
Net change in fund balance	(13,359,725)	(9,852,615)	-	(2,657,110)	-	-	(850,000)
Fund balance - beginning of year	101,667,153	90,775,392	-	4,904,105	1,873,932	1,575,784	2,537,941
Fund balance - end of year	88,307,429	80,922,777	-	2,246,995	1,873,932	1,575,784	1,687,941



20-21 Actuals - Summary Revenue and Expenditure Fund Table By Year

Summary Revenue and Expenditures Fund Table By Year
Note: Includes Interfund Transfers listed separately

	2020-21 Actuals	Fund 10 - General	Fund 27 - Special Ed	Fund 38/30 - Debt Service	Fund 41 - Capital Improve	Fund 50 - Food Service	Fund 80 - Community Serv
Revenues							
Property taxes/Mobile Home/TIF	350,150,009	311,583,655	-	22,927,505	5,000,000	-	10,638,849
Other local sources	3,607,354	1,707,909	-	1,016	3,141	36,738	1,858,550
Interdistrict sources	4,253,531	4,053,729	199,803	-	-	-	-
Intermediate sources	220,103	220,103	-	-	-	-	-
State sources	96,054,275	72,887,308	23,009,312	-	-	157,656	-
Federal sources	32,806,821	18,293,773	4,870,306	-	-	7,788,390	1,854,352
Other sources	16,732,011	1,021,948	-	15,676,649	-	28,300	5,114
Total revenues	503,824,104	409,768,424	28,079,421	38,605,170	5,003,141	8,011,084	14,356,865
Expenditures							
Regular instruction	139,388,976	139,271,431	117,544	-	-	-	-
Vocational instruction	3,983,923	3,983,923	-	-	-	-	-
Special instruction	70,659,225	12,295,856	58,363,369	-	-	-	-
Other instruction	10,435,770	10,435,770	-	-	-	-	-
Pupil services	29,884,121	16,378,095	13,506,025	-	-	-	-
Instructional staff services	31,914,685	29,145,162	2,769,523	-	-	-	-
General administration services	23,428,075	23,427,019	1,056	-	-	-	-
Business administration services	53,261,840	39,800,360	340,959	-	4,497,029	8,040,755	582,736
Pupil transportation	8,618,279	5,584,237	3,034,060	-	-	-	(18)
Principal and interest	48,295,451	2,434,444	-	45,861,007	-	-	-
Other support services	29,105,117	28,723,964	138,590	-	-	-	242,563
Community Service	13,389,208	-	-	-	-	-	13,389,208
Non-program	20,550,227	20,405,728	144,498	-	-	-	-
Total Expenditures	482,914,895	331,885,990	78,415,624	45,861,007	4,497,029	8,040,755	14,214,490
Proceeds from Debt	2,092,031	2,092,031	-	-	-	-	-
Transfers in	59,404,638	4,302	50,336,203	9,042,476	-	21,657	-
Transfers out	(59,400,336)	(59,400,336)	-	-	-	-	-
Net change in fund balance	23,005,542	20,578,431	-	1,786,639	506,112	(8,014)	142,375
Fund balance - beginning of year	78,661,611	70,196,961	-	3,117,466	1,367,820	1,583,798	2,395,566
Fund balance - end of year	101,667,154	90,775,392	-	4,904,105	1,873,932	1,575,784	2,537,941



19-20 Actuals - Summary Revenue and Expenditure Fund Table By Year

Summary Revenue and Expenditures Fund Table By Year

Note: Includes Interfund Transfers listed separately

	2019-20 Actuals	Fund 10 - General	Fund 27 - Special Ed	Fund 38/30 - Debt Service	Fund 41 - Capital Improve	Fund 50 - Food Service	Fund 80 - Community Serv
Revenues							
Property taxes/Mobile Home/TIF	330,192,081	299,623,907	-	13,558,668	5,000,000	-	12,009,506
Other local sources	9,086,508	5,328,594	-	28,280	12,828	1,296,302	2,420,504
Interdistrict sources	3,681,642	3,589,395	92,248	-	-	-	-
Intermediate sources	203,891	203,891	-	-	-	-	-
State sources	91,926,576	72,106,858	19,645,903	-	-	173,815	-
Federal sources	28,685,730	15,794,382	5,639,651	-	-	7,251,698	-
Other sources	1,123,660	976,206	-	147,455	-	-	-
Total revenues	464,900,090	397,623,232	25,377,802	13,734,403	5,012,828	8,721,816	14,430,010
Expenditures							
Regular instruction	143,069,447	142,909,730	159,717	-	-	-	-
Vocational instruction	4,064,888	4,064,888	-	-	-	-	-
Special instruction	71,678,160	11,731,193	59,946,967	-	-	-	-
Other instruction	10,978,068	10,978,068	-	-	-	-	-
Pupil services	28,314,589	14,997,180	13,317,409	-	-	-	-
Instructional staff services	30,648,262	28,132,917	2,515,346	-	-	-	-
General administration services	23,101,896	23,091,533	10,363	-	-	-	-
Business administration services	61,797,861	43,622,798	308,864	-	7,114,863	9,986,521	764,816
Pupil transportation	12,075,241	8,207,475	3,866,198	-	-	-	1,568
Principal and interest	14,730,533	2,028,273	-	12,702,260	-	-	-
Other support services	29,598,223	29,089,440	144,481	-	-	-	364,301
Community Service	12,963,384	-	-	-	-	-	12,963,384
Non-program	17,614,636	17,444,767	169,869	-	-	-	-
Total Expenditures	460,635,188	336,298,261	80,439,214	12,702,260	7,114,863	9,986,521	14,094,070
Proceeds from Debt	4,029,796	4,029,796	-	-	-	-	-
Transfers in	56,774,882	224,383	55,285,794	-	-	1,264,705	-
Transfers out	(56,774,882)	(56,550,499)	(224,383)	-	-	-	-
Net change in fund balance	8,294,698	9,028,650	-	1,032,143	(2,102,035)	-	335,940
Fund balance - beginning of year	70,366,913	61,168,311	-	2,085,323	3,469,855	1,583,798	2,059,626
Fund balance - end of year	77,333,689	68,869,039	-	3,117,466	1,367,820	1,583,798	2,395,566



18-19 Actuals - Summary Revenue and Expenditure Fund Table By Year

Summary Revenue and Expenditures Fund Table By Year
Note: Includes Interfund Transfers listed separately

	2018-19 Actuals	Fund 10 - General	Fund 27 - Special Ed	Fund 38/30 - Debt Service	Fund 41 - Capital Improve	Fund 50 - Food Service	Fund 80 - Community Serv
Revenues							
Property taxes/Mobile Home/TIF	312,560,352	279,845,274	-	12,679,766	8,500,000	-	11,535,312
Other local sources	12,035,789	6,499,770	-	53,501	36,892	1,852,218	3,593,408
Interdistrict sources	3,514,510	3,487,429	27,031	-	-	-	50
Intermediate sources	112,721	112,721	-	-	-	-	-
State sources	96,487,370	77,591,482	18,719,641	-	-	176,247	-
Federal sources	30,903,074	16,501,783	6,084,388	-	-	8,316,902	-
Other sources	2,146,474	1,983,108	-	163,366	-	-	-
Total revenues	457,760,291	386,021,568	24,831,060	12,896,633	8,536,892	10,345,367	15,128,770
Expenditures							
Regular instruction	149,824,578	149,584,776	239,802	-	-	-	-
Vocational instruction	3,667,296	3,667,296	-	-	-	-	-
Special instruction	63,936,704	5,310,888	58,625,816	-	-	-	-
Other instruction	11,022,268	11,022,268	-	-	-	-	-
Pupil services	27,403,454	14,747,469	12,655,985	-	-	-	-
Instructional staff services	29,539,288	27,104,318	2,434,970	-	-	-	-
General administration services	22,762,879	22,762,879	-	-	-	-	-
Business administration services	61,069,830	42,413,405	302,933	-	7,107,262	10,470,059	776,171
Pupil transportation	12,999,213	8,998,627	3,999,215	-	-	-	1,371
Principal and interest	14,245,225	1,180,268	-	13,064,957	-	-	-
Other support services	24,624,400	23,986,076	74,189	-	-	-	564,136
Community Service	13,679,172	-	-	-	-	-	13,679,172
Non-program	15,356,496	15,233,526	122,970	-	-	-	-
Total Expenditures	450,130,804	326,011,796	78,455,880	13,064,957	7,107,262	10,470,059	15,020,850
Proceeds from Debt	2,257,108	2,257,108	-	-	-	-	-
Transfers in	54,125,190	173,473	53,798,293	130,531	-	22,893	-
Transfers out	(54,125,190)	(53,951,717)	(173,473)	-	-	-	-
Net change in fund balance	9,886,594	8,488,635	-	(37,793)	1,429,630	(101,799)	107,920
Fund balance - beginning of year	60,480,319	52,679,676	-	2,123,116	2,040,225	1,685,597	1,951,706
Fund balance - end of year	70,366,913	61,168,311	-	2,085,323	3,469,855	1,583,798	2,059,626



Proposed Revenues by Fund and Source

This table summarizes MMSD revenues in terms of dollars by one (1) digit source code. It shows the prior year 2019-20 Actuals, 2020-21 Actuals, 2021-22 Fall Budget, and the increase/decrease from the 2020-21 Actuals versus the 2021-22 Fall Budget.

Definitions:

- 2020-21 Actuals = Year End Actual data for school year ending June 30, 2021, Also referred to as FY21.
- 2021-22 Fall Budget = Fall Budget presented to the Board for School Year 2021-22, Also referred to as FY22.

Notes for Proposed Revenues by Fund and Source:

Fund 10

- Line 3 reflects the increase in the local tax levy from recurring referenda to exceed, and non-recurring exemptions related to energy efficiency debt payments and private voucher payments.
- Line 6 reflects an increase in anticipated TID 25 closure revenue to be received during FY22.
- Line 8 reflects activity for student fees collected for matching expenditures for yearbooks each school year. These sources are not budgeted, but reconciled at each site where fees are collected.
- Line 19 reflects recoding of revenue from source 1299 to 1990. 1299 is not an accepted source value by DPI in the current WUFAR release. This reduction is tied to the increase in source 1990 on line 55.
- Line 21 reflects an increase in Open Enrollment revenue based on rate changes for FY22.
- Line 23 reflects a reduction in local grant revenue based on calculation of staff and programming for FY22.
- Line 25 reflects recoding of revenues using DPI WUFAR guidance previously coded to source 1349 (Line 22) for reimbursement of staffing positions in collaboration with MTI.
- Line 28 reflects a reduction in Integration Aid from the state. This program has been declining annually at the state level since 2014-15.
- Line 31 reflects a 4.5% increase in equalization aid impact per October 15 certifications from the DPI.
- Line 33 reflects the reinstatement of High Poverty Aid for MMSD. MMSD has not been eligible for this aid since the 2014-15 school year. This aid is given under the revenue limit and serves as a reduction to the tax levy.
- Line 38 reflects the collection of revenue to partially fund a position through the Forward Madison and ALSE partnerships.
- Line 39 reflects a change in computer and exempt personal property aid. This amount is calculated by the Department of Revenue. This aid is part of the district revenue limit calculation and impacts the overall tax levy.
- Line 40 reflects a reduction in per pupil categorical aid. This aid is based on changes to the three year rolling average net of special needs vouchers and independent charter schools student counts. The district enrollment drop during 2020-21 and 2021-22 in the three year average is the primary cause of reduction in this line.
- Lines 42 and 43 reflect changes in revenue for matching expenditures for balancing federal grants. This includes reductions due to the utilization of one time funding from the federal CARES



act during 2020-21. Carryover of these funds are pending year end results of these expenses. Full implementation of the CRRSA (ESSER II) funding has been updated in this line for FY22.

- Line 46 reflects an increase in anticipated federal Medicaid revenue.
- Line 55 reflects a recoding of revenue sources from source 1299 per WUFAR guidelines. (See line 19)

Fund 27

- Line 57 reflects a change in the Interfund transfer from Fund 10 to Fund 27. This transfer is required to balance with expenditures in the FY22 budget.
- Line 61 reflects a reduction in state categorical aid for special education. This aid continues to be prorated based on sum certain state appropriations. Original state estimates for FY21 indicated we would be reimbursed at 30% of eligible costs. Actual aid ended up being prorated to 24.8% in our fall estimate from the DPI, resulting in a significantly lower amount than originally projected for this year. Our final aid for FY21 ended up being higher, but our DPI estimate for this year continues to be lower for FY22.
- Line 62 reflects a reduction in high cost aid. The proration of this aid across the state causes this aid to be very unpredictable each year.
- Line 67 reflects a change in revenue for matching expenditure for balancing federal grants including implementation of ESSER II Special Education budgets.

Fund 30/38

- Lines 71 & 81 reflect the tax levy impact of debt schedule payments scheduled for FY22.

Fund 41

- No change in revenue for FY21

Fund 50

- Lines 84 - 96 reflect the recalculation of returning food service to regular school year operations following virtual instruction meal delivery during 2020-21. The Fall budget also includes a one-time federal aid of \$825K for FY22 to be used on updating and renovations for Food Service programming.

Fund 80

- Line 98 reflects a change in tax levy for the Community Services Fund for FY22. This levy reflects reinstating programming that was suspended during virtual instruction in 2020-21.
- Lines 104 and 105 reflect adjustments in anticipated user fee revenues for FY22 after suspending programming during FY21.
- Line 107 reflects a reduction in federal revenue due to removal of funding under the federal CARES Act. This funding was used during 2020-21 to facilitate MSCR CARES programming during 2020-21.



**Madison Metropolitan School District
Revenues by Fund and Source
2021-2022 - Proposed Budget**

Includes all Budgeted Funds and Interfund Transfers 2021-2022 Budgets by Fund/Source			2019-2020 Actuals	2020-2021 Actuals	2021-2022 Fall Budget	2021-2022 Incr/Decr	2021-2022 % Chg
1	1121	Transfer from Fund 21	-	(4,302.00)	-	4,302.00	-100.00%
2	1127	Transfer from Fund 27	(224,382.50)	-	(166,555.80)	(166,555.80)	0.00%
3	1211	Current Property Tax	(299,462,334.00)	(311,407,617.00)	(315,993,263.00)	(4,585,646.00)	1.47%
4	1212	Property Tax Chargebacks	(75,485.00)	(65,621.00)	(178,452.00)	(112,831.00)	171.94%
5	1213	Mobile Home Fees	(86,088.18)	(110,416.77)	(65,000.00)	45,416.77	-41.13%
6	1219	TIF Revenue	-	-	(7,500,000.00)	(7,500,000.00)	0.00%
7	1241	Tuition-Individuals	(11,577.00)	-	(90,000.00)	(90,000.00)	0.00%
8	1243	All Co-Curric Except Athletics	(199,906.23)	(130,938.00)	-	130,938.00	-100.00%
9	1244	Local Payment for Service	(140,293.52)	(166,728.04)	(235,942.34)	(69,214.30)	41.51%
10	1260	Resale	(250.00)	-	-	-	0.00%
11	1264	Non-Caplt Surplus Prop Sales	-	(16,509.38)	-	16,509.38	-100.00%
12	1271	School Co-Curricular Athletics	(227,722.47)	(9,150.01)	(212,000.00)	(202,849.99)	2216.94%
13	1279	Other School Activity Income	-	(15,044.00)	-	15,044.00	-100.00%
14	1280	Interest On Investment	(1,369,579.74)	(288,730.42)	(260,955.00)	27,775.42	-9.62%
15	1291	Gifts & Contributions	(47,665.84)	(35,330.00)	-	35,330.00	-100.00%
16	1292	Student Fees	(1,493,202.38)	(903,350.90)	(1,686,356.00)	(783,005.10)	86.68%
17	1293	Bldg Rntl/Bldg Permit Fee	(324,046.39)	(140,023.11)	(360,000.00)	(219,976.89)	157.10%
18	1297	Student Fines	(22,364.53)	(2,205.16)	-	2,205.16	-100.00%
19	1299	Other Revenue-Misc	(1,491,986.00)	100.00	-	(1,000.00)	-100.00%
20	1341	Tuition-Non Open-Non Ses	(85,481.00)	(97,500.00)	(60,000.00)	37,500.00	-38.46%
21	1345	Tuition-Open Enrol-Nonses	(3,231,421.43)	(3,935,932.14)	(4,212,981.00)	(277,048.86)	7.04%
22	1349	Other Rev-Other District	(272,492.20)	(20,296.40)	(141,100.00)	(120,803.60)	595.20%
23	1515	State Aid thru CESA or Intern	(203,891.09)	-	(112,167.07)	(112,167.07)	0.00%
24	1517	Federal Aid In Transit	-	-	(10,000.00)	(10,000.00)	0.00%
25	1590	Other Payments From CESA	-	(220,102.52)	-	220,102.52	-100.00%
26	1612	Transportation Aid	(240,403.59)	(241,628.00)	(236,513.00)	5,115.00	-2.12%
27	1613	Library Aid-Common Sch Fd	(1,090,907.00)	(929,693.00)	(750,000.00)	179,693.00	-19.33%
28	1615	Integration Aid	(188,956.00)	(125,937.00)	(64,003.00)	61,934.00	-49.18%
29	1618	Bilingual ESL State Aid	(2,012,893.45)	(1,952,515.92)	(1,951,117.00)	1,398.92	-0.07%
30	1619	Other Categorical Aid	(657,880.11)	(602,198.61)	-	602,198.61	-100.00%
31	1621	General State Aid	(36,550,835.00)	(38,464,214.00)	(40,192,458.00)	(1,728,244.00)	4.49%
32	1623	Special Adjustment Aid	(62,226.00)	63,232.00	-	(63,232.00)	-100.00%
33	1628	High Poverty Aid	-	-	(1,443,569.00)	(1,443,569.00)	0.00%
34	1630	State Special Projects Grants	(420,529.98)	(445,416.11)	(80,239.45)	365,176.66	-81.99%
35	1641	General Tuition State Paid	(218,194.00)	(379,676.00)	(218,995.00)	160,681.00	-42.32%
36	1650	Sage-Stu Achiev Guar Educ	(6,963,531.10)	(7,124,028.96)	(6,939,075.00)	184,953.96	-2.60%
37	1660	St Rev Thru Local Units	(34,692.86)	(37,886.58)	-	37,886.58	-100.00%
38	1690	Oth Rev St Srcs-Not Dpi	(89,615.00)	(72,359.31)	(214,817.18)	(142,457.87)	196.88%
39	1691	Computer Aid	(2,940,466.86)	(2,476,119.01)	(3,081,331.00)	(605,211.99)	24.44%
40	1695	Per Pupil Categorical Aid	(20,227,662.00)	(19,962,768.00)	(19,625,653.00)	337,115.00	-1.69%
41	1699	Other Revenue - State	(408,065.00)	(136,099.29)	-	136,099.29	-100.00%
42	1713	Voc Ed Act Aid	(243,527.82)	(254,397.18)	(208,577.00)	45,820.18	-18.01%
43	1730	Federal Special Proj Rev	(4,595,350.20)	(7,486,396.89)	(24,092,539.36)	(16,606,142.47)	221.82%
44	1751	Title I Revenue	(6,297,861.74)	(5,742,189.49)	(6,143,846.95)	(401,657.46)	6.99%
45	1770	Fed Rev Thru Local Units	(98,461.05)	(114,167.02)	(422,465.30)	(308,298.28)	270.04%
46	1780	Fed Rev Thru St (Not DPI)	(4,520,503.64)	(4,609,547.87)	(3,950,000.00)	659,547.87	-14.31%
47	1790	Direct Rev Frm Fed Source	(38,677.20)	(39,848.73)	(169,745.11)	(129,896.38)	325.97%
48	1799	Other Federal Revenue	-	(47,226.05)	(59,808.71)	(12,582.66)	26.64%
49	1860	Comp Sale / Loss FA	-	(40,471.11)	-	40,471.11	-100.00%
50	1878	Capital Leases	(4,029,796.00)	(2,051,560.25)	-	2,051,560.25	-100.00%
51	1964	Insurance Reimbursements	0.01	-	-	-	0.00%
52	1971	Refund or Prior Year Expense	(897,114.19)	(862,229.41)	(380,000.00)	482,229.41	-55.93%
53	1972	Prop Tax and Gen Aid Refund	(10,141.45)	-	(5,000.00)	(5,000.00)	0.00%
54	1989	Medical Service Reimbursement	(68,950.00)	(69,884.00)	(78,656.44)	(8,772.44)	12.55%
55	1990	Miscellaneous	-	(89,834.67)	(288,569.51)	(198,734.84)	221.22%
56	Total	10 - General Fund	(401,877,410.73)	(411,864,757.31)	(441,881,751.22)	(30,016,993.91)	7.29%
57	1110	Transfer from Gen Fund	(55,285,794.31)	(50,336,202.73)	(59,734,579.91)	(9,398,377.18)	18.67%
58	1346	Tuition-Non Open-SES	(48,400.00)	-	-	-	0.00%
59	1347	Tuition-Open Enroll-SES	(30,000.00)	(186,463.00)	-	186,463.00	-100.00%
60	1349	Other Rev-Other District	(13,847.74)	(13,339.71)	-	13,339.71	-100.00%



**Madison Metropolitan School District
Revenues by Fund and Source
2021-2022 - Proposed Budget**

Includes all Budgeted Funds and Interfund Transfers 2021-2022 Budgets by Fund/Source			2019-2020 Actuals	2020-2021 Actuals	2021-2022 Fall Budget	2021-2022 Incr/Decr	2021-2022 % Chg
61	1611	Handicapped Aid	(18,272,958.00)	(21,287,988.00)	(18,338,115.02)	2,949,872.98	-13.86%
62	1625	State High Cost Aid	(796,962.00)	(1,469,469.00)	(805,000.00)	664,469.00	-45.22%
63	1641	General Tuition State Paid	-	-	(134,803.00)	(134,803.00)	0.00%
64	1642	Inactive - State Tuition	(391,409.00)	(64,778.00)	-	64,778.00	-100.00%
65	1690	Oth Rev St Srcs-Not Dpi	(20,574.00)	(21,077.00)	(31,022.42)	(9,945.42)	47.19%
66	1697	Aid for Spec Ed Transition	(164,000.00)	(166,000.00)	(95,000.00)	71,000.00	-42.77%
67	1730	Federal Special Proj Rev	(5,024,141.39)	(4,389,544.33)	(7,944,217.89)	(3,554,673.56)	80.98%
68	1770	Fed Rev Thru Local Units	(8,057.49)	-	-	-	0.00%
69	1780	Fed Rev Thru St (Not DPI)	(607,452.18)	(480,762.00)	(433,536.00)	47,226.00	-9.82%
70	Total	27 - Educational Services	(80,663,596.11)	(78,415,623.77)	(87,516,274.24)	(9,100,650.47)	11.61%
71	1211	Current Property Tax	(8,300,900.00)	(18,494,475.00)	(18,622,856.25)	(128,381.25)	0.69%
72	1280	Interest On Investment	(12,191.27)	(415.12)	-	415.12	-100.00%
73	1879	Premium/Accrued Interest	-	(3,624,791.70)	-	3,624,791.70	-100.00%
74	Total	30 - Debt Service	(8,313,091.27)	(22,119,681.82)	(18,622,856.25)	3,496,825.57	-15.81%
75	1110	Transfer from Gen Fund	-	(9,042,476.00)	-	9,042,476.00	-100.00%
76	1211	Current Property Tax	(5,257,768.00)	(4,433,030.00)	(3,667,783.00)	765,247.00	-17.26%
77	1280	Interest On Investment	(16,088.70)	(600.82)	-	600.82	-100.00%
78	1875	Proceeds From Lt Bonds	-	(11,925,000.00)	-	11,925,000.00	-100.00%
79	1971	Refund or Prior Year Expense	(147,454.70)	(126,857.17)	-	126,857.17	-100.00%
80	Total	38 - Non-Ref Debt Service Fund	(5,421,311.40)	(25,527,963.99)	(3,667,783.00)	21,860,180.99	-85.63%
81	1211	Current Property Tax	(5,000,000.00)	(5,000,000.00)	(5,000,000.00)	-	0.00%
82	1280	Interest On Investment	(12,828.03)	(3,141.08)	-	3,141.08	-100.00%
83	Total	41 - Capital Expansion Fund	(5,012,828.03)	(5,003,141.08)	(5,000,000.00)	3,141.08	-0.06%
84	1110	Transfer from Gen Fund	(1,264,704.97)	(21,657.22)	-	21,657.22	-100.00%
85	1251	Food Service Sales-Pupils	(1,212,801.75)	(1,413.15)	(461,000.00)	(459,586.85)	32522.16%
86	1252	Food Service Sales-Adults	(40,574.15)	(1,893.85)	(64,300.00)	(62,406.15)	3295.20%
87	1259	Food Service Sales-Other	(50,536.57)	(54,706.98)	(140,000.00)	(85,293.02)	155.91%
88	1291	Gifts & Contributions	7,000.00	-	(25,000.00)	(25,000.00)	0.00%
89	1299	Other Revenue-Misc	610.01	21,275.62	-	(21,275.62)	-100.00%
90	1617	Food Services-St Reimb	(173,815.41)	(157,655.56)	(182,000.00)	(24,344.44)	15.44%
91	1714	Donated Commodities	(710,818.84)	(770,082.40)	(616,000.00)	154,082.40	-20.01%
92	1717	Food Service Federal Rev	(6,330,611.00)	(5,269,201.72)	(9,960,953.52)	(4,691,751.80)	89.04%
93	1730	Federal Special Proj Rev	(210,267.88)	(1,738,071.09)	(278,889.00)	1,459,182.09	-83.95%
94	1790	Direct Rev Frm Fed Source	-	(11,034.88)	(87,495.12)	(76,460.24)	692.90%
95	1961	Cash Reconciliation	-	197.30	-	(197.30)	-100.00%
96	1971	Refund or Prior Year Expense	-	(28,496.86)	-	28,496.86	-100.00%
97	Total	50 - Food Service	(9,986,520.56)	(8,032,740.79)	(11,815,637.64)	(3,782,896.85)	47.09%
98	1211	Current Property Tax	(12,009,506.00)	(10,638,849.00)	(13,440,740.84)	(2,801,891.84)	26.34%
99	1244	Local Payment for Service	(240,088.55)	(436,839.79)	(237,600.00)	199,239.79	-45.61%
100	1272	Community Service Fees	(17,348.25)	(895.50)	(14,000.00)	(13,104.50)	1463.37%
101	1291	Gifts & Contributions	(122,598.19)	(121,799.76)	(64,500.00)	57,299.76	-47.04%
102	1292	Student Fees	(38,180.31)	(30,211.20)	(36,000.00)	(5,788.80)	19.16%
103	1295	Summer School Fees	(24,771.50)	(287.50)	-	287.50	-100.00%
104	1296	Nontaxable Revenues MSCR	(1,679,156.98)	(1,126,851.19)	(1,908,468.57)	(781,617.38)	69.36%
105	1298	Taxable Revenues MSCR	(289,924.37)	(137,606.05)	(331,300.00)	(193,693.95)	140.76%
106	1299	Other Revenue-Misc	(8,435.43)	(4,059.00)	-	4,059.00	-100.00%
107	1730	Federal Special Proj Rev	-	(1,742,450.80)	-	1,742,450.80	-100.00%
108	1770	Fed Rev Thru Local Units	-	(111,901.00)	-	111,901.00	-100.00%
109	1990	Miscellaneous	-	(5,114.00)	-	5,114.00	-100.00%
110	Total	80 - Community Service	(14,430,009.58)	(14,356,864.79)	(16,032,609.41)	(1,675,744.62)	11.67%
		Total for Report:	(525,704,767.68)	(565,320,773.55)	(584,536,911.76)	(19,216,138.21)	3.40%



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 2019-20 Actuals, 2020-21 Actuals, 2021-22 Fall Budget, and the increase/decrease from the 2020-21 Actuals versus the 2021-22 Fall Budget.

Definitions:

- 2020-21 Actuals = Year End Actual data for school year ending June 30, 2021, Also referred to as FY21.
- 2021-22 Fall Budget = Fall Budget presented to the Board for School Year 2021-22, Also referred to as FY22.

Notes for Proposed Expenditures by Fund and Object:

Fund 10

- Line 2 reflects planned increases in the summer school budget related to summer semester planning following virtual instruction in 2020-21. This line also includes adjustments of one-time federal CARES Act and local COVID funding between FY21 and FY22. This line has been further updated to include costs for projects identified on ESSER II funding including projects from the Big Ideas campaign.
- Lines 4 – 6, and 9 reflect an increase to temporary staff costs using ESSER II funds related to clerical, warehouse, and EA staff. This includes LTE costs for warehouse, custodial, and grants management staff. This also includes projects identified on the Big Ideas campaign.
- Lines 10 – 18 and 28 reflect the recalculation of staffing for 2021-22 based on compensation planning for FY22.
- Line 32 reflects a reduction in temporary and overtime costs reserved during 2020-21 using local COVID and federal CARES act funds for emerging needs under virtual instruction.
- Lines 38 & 39 reflects an increase to WRS contributions based on all calculated salary changes for 2021-22.
- Lines 40 & 41 reflects an increase in calculated FICA district contributions per all calculated salary changes for 2021-22.
- Line 43 reflects district Health Insurance costs based on renewal of existing MMSD health plans and retiree benefits. This also reflects reductions of a health insurance reserve held during 2020-21 for planning purposes that was unused. The districts staffing reductions over the last several years also generated health care savings.
- Line 47 reflects a significant increase in renewal premiums for Long Term Disability insurance for FY22.
- Line 49 reflects an increase in credit reimbursement costs related to training of staff for LETRS training during 2021-22.
- Line 56 reflects a net adjustment to contracted services for FY22. This line includes adjustments for TID 25 and federal CARES Act project reductions. Carryover funds are now in place for building level and assigned fund balance items for fall budget approval. This line also includes increases for Mental Health Supports: BHS & Bounce Back, and New Virtual Instructional Programming included in Excellence & Equity Projects. This line has been further updated to include several projects on ESSER II including several projects from the Big Ideas campaign.
- Line 64 reflects an adjustment for final TID 25 projects in Tech Services related to MUFN fiber connections with the city of Madison.



- Line 67 reflects reductions TID Carryover for Technology Services and Building Services related to Tech Plan infrastructure and Building Services projects. This line also reflects reductions in Safety & Security one time funding. This line now includes carryover budget identified in assigned fund balance for HVAC and Building Service projects using one-time funds.
- Line 70 reflects an increase due to several construction projects using ESSER II funds and anticipated TID 25 closure revenues to be used on specific needs at LaFollette, Capital High, and a new elementary school with potential middle school expansion.
- Lines 76-77 reflects a return to budgeting for pupil and employee travel after two years of reduced expenses due to conditions of the COVID-19 pandemic.
- Line 86 reflects a change in print costs associated with school yearbooks. Each year, these accounts are balanced against student fees for printing yearbooks. Carryover of these funds are evaluated at year end and added back to these budget lines where appropriate as necessary. This line has been further updated for FY22 to include printing costs associated with curriculum and instruction needs for printing materials in English and Spanish using ESSER II funding.
- Lines 90 and 91 reflect an adjustment to some of our software platforms for FY22. Many of these systems were purchased during 2020-21 using federal CARES Act funding. Some of these costs have been reevaluated and placed on ESSER II funding in the June budget. This also reflects adjustments within the Tech Services budget based on the Ignite! Technology plan.
- Line 92 reflects a changes in anticipated 4K offsite provider contracts in FY22 due to historical declining trends aligned to lower birth rates. The budget in this line is a decrease in budget from FY21, but appears as an increase compared to actual results due to reduced services during FY21.
- Line 94 reflects an anticipated increase in open enrollment payments to other districts for K-12.
- Line 96 reflects an increase for the Early College STEM Academy priority action and \$900,000 impact of increased 2x charter and voucher programming.
- Line 99 reflects an increase in CRLM funding to help facilitate new literacy materials and implementation. Each year, budgets are consolidated in Object 0401 to help identify available CRLM funding for planning purposes. This increase is offset by other reductions in objects 0360, 0411, 0439, and 0470. This line also includes assigned fund balance amounts for curricular materials identified in the Fund Balance tables in the Appendix.
- Line 100 reflects an adjustment in general supplies related to finalizing building carryover and one-time assigned fund balance given to buildings for COVID-19 reopening needs. This line also reflects adjustments of one-time federal CARES Act funding for cleaning supplies for the Building Services and Health Services teams. This line has been further updated to include supplies costs associated with projects on ESSER II spending for FY22 including projects identified from the Big Ideas campaign.
- Line 101 reflects an increase for training materials related to LETRS professional development in 2021-22.
- Line 103 reflects an adjustment of one-time federal CARES Act funding for medical supplies for the Building Services and Health Services teams. Many purchases during 2020-21 using federal CARES Act funding are now included on ESSER II budgets for 2021-22.
- Line 108 reflects reduction of Common School Fund (CSF) carryover. Each year the Common School Fund award is dependent on prior year spending and new student census data. We will know our final CSF amount in January of 2022.
- Line 112 reflects the reduction of other media budgets reallocated to Object 0401 (See Line 99).
- Line 113 reflects the adjustment of non-capital equipment budget related to one time funding on TID #25 and federal CARES Act funding during 2020-21. This line has been further updated to include projects using ESSER II funding including projects from the Big Ideas campaign.



- Line 117 reflects the increase for training materials related to LETRS and reductions related to budget reallocated to Object 0401 (See Line 99).
- Lines 118-120, and 130 reflect reductions of one-time funding of federal CARES Act and local COVID funding for technology hardware and software purchases made during virtual instruction during 2020-21. Many of these purchases during 2020-21 used federal CARES Act funding. Some of these costs have been included in planning for ESSER II funds for lost and repair of technology devices.
- Line 126 reflects the reduction of one-time funding of federal CARES Act funding for equipment purchases reserved for building improvements.
- Line 133 reflects the reduction of interest expense costs related to short term borrowing due to reduced interest rates and lower borrowing amount for FY22.
- Lines 137 and 138 reflect an increase in renewal rates for district liability and property insurance.
- Line 150 reflects an increase in the interfund transfer to Fund 27 for Special Education programming and staff costs in FY22.
- Line 151 reflects a one-time transfer of funding to our non-referendum debt service fund during FY21 for debt defeasance.
- Line 152 reflects the reduction and removal of the interfund transfer to Fund 50 for Food Service programming. It is anticipated that a return to a regular program year budget will remove the need for this transfer.
- Line 167 reflects expenses tied to federal grants indirect cost transfers for grant management.
- Line 169 reflects a budgetary reserve for the Black Excellence funding.

Fund 27

- Lines 173 and 176 reflect an adjustment of temp teacher and education assistant time on federal Flow Through funding and one-time federal CARES Act funding for additional service during virtual learning. These lines have been further updated to include ESSER II spending on Special Education recovery services.
- Lines 178-183 and 186 reflect the recalculation of staffing for 2021-22 based on compensation planning for FY22.
- Lines 185 and 187 reflect restoration of administrative sub and time limited SEA costs. Due to virtual instruction, there were no administrative subs and very few time limited assignments during FY21.
- Lines 192 & 193 reflect an increase to WRS contributions based on all calculated salary changes for 2021-22.
- Lines 194 & 195 reflect an increase in calculated FICA district contributions per all calculated salary changes for 2021-22.
- Line 197 reflects district costs for Health Insurance costs based on renewal of existing MMSD health plans.
- Lines 203, 208, & 209 reflect reductions to purchased services and travel expenses on federal flow through funding based on grant planning for FY22.
- Lines 227 and 231 – 232 reflect increased budget on ESSER II and Flow Through funding for FY22 for Special education recovery services and testing.

Fund 30/38

- Lines 259 & 268 summarize changes in the debt payments schedule for FY22. Please note we refinanced WRS debt during FY21 and defeased existing debt related to QZAB/QSCB debt obligations.

**Fund 41**

- Line 276 reflects returning the Fund 41 budget back to an annual \$5 million for FY22.

Fund 42

- Line 279 reflects year two of the \$317 million referendum approved in the fall of 2020. Carryover from year 1 of these construction project will be reflected during fall approval.

Fund 50

- Lines 287 - 344 reflect the recalculation of returning food service to regular school year operations following virtual instruction meal delivery during 2020-21. This includes a one-time addition of \$825 from federal stimulus to sustain and renovate food service operations.

Fund 80

Line 351 reflects changes in temporary/seasonal staff due to reinstated programming suspended under COVID-19 and the ending of MSCR Cares Daycare programming. Programming will be reevaluated over the summer and into the fall to determine if further changes are needed. This change includes an increase to \$15/hr for all seasonal staff.

- Lines 352-357 and 362 reflect the recalculation of staffing for 2021-22 based on compensation planning for FY22.
- Lines 370 & 371 reflect an increase to WRS contributions based on all calculated salary changes for 2021-22.
- Lines 372 & 373 reflect an increase in calculated FICA district contributions per all calculated salary changes for 2021-22.
- Line 375 reflects district costs for Health Insurance costs based on renewal of existing MMSD health plans.
- Line 385 reflects increased costs for construction services anticipated for moving MSCR to their new location.





**Madison Metropolitan School District
Expenditures by Fund and Object
2021-2022 - Proposed Budget**

Includes all Budgeted Funds and Interfund Transfers 2021-2022 Budgets by Fund/Object			2019-2020 Actuals	2020-2021 Actuals	2021-2022 Fall Budget	2021-2022 Incr/Decr	2021-2022 % Chg
1	0100	Administrative Temp	159,474.56	77,803.24	312,808.32	235,005.08	302.05%
2	0101	Teacher-Temp	7,245,789.78	7,580,082.72	14,729,659.17	7,149,576.45	94.32%
3	0102	Sub Teacher-Contractual	2,455,844.04	1,825,152.96	3,617,912.00	1,792,759.04	98.23%
4	0103	Clerical / Technical-Temp	493,433.02	377,170.06	724,727.36	347,557.30	92.15%
5	0104	EA / SEA-Temp	191,153.02	77,950.33	484,806.64	406,856.31	521.94%
6	0105	Cust / Operation-Temp	109,041.91	55,792.24	337,331.30	281,539.06	504.62%
7	0107	Food Service-Temp	-	3,075.00	-	(3,075.00)	-100.00%
8	0108	NonUnion Professional-Temp	-	-	9,934.00	9,934.00	0.00%
9	0109	Misc-Temp	1,184,399.72	678,195.93	2,264,614.76	1,586,418.83	233.92%
10	0110	Administrative-Perm	15,014,817.42	15,312,718.65	15,776,830.90	464,112.25	3.03%
11	0111	Teacher-Perm	122,319,340.10	121,640,069.84	129,036,648.78	7,396,578.94	6.08%
12	0112	Perm Non-Union Hourly	508,998.87	489,044.83	449,499.13	(39,545.70)	-8.09%
13	0113	Clerical / Technical-Perm	8,769,109.51	8,818,556.62	9,105,537.18	286,980.56	3.25%
14	0114	EA / HCA-Perm	3,300,922.72	2,658,750.32	2,910,580.92	251,830.60	9.47%
15	0115	Cust / Operation-Perm	10,918,533.60	10,224,108.83	11,473,995.69	1,249,886.86	12.22%
16	0116	Maint / Trades-Perm	2,174,111.12	1,893,918.50	1,303,578.15	(590,340.35)	-31.17%
17	0118	PermNon-Union Professional	7,169,101.81	6,957,217.49	8,279,803.95	1,322,586.46	19.01%
18	0119	Misc-Perm	4,272,604.89	4,227,615.26	4,698,027.30	470,412.04	11.13%
19	0121	Sub SEA-Contractual	85.04	-	-	-	0.00%
20	0122	Sub Teacher-Administrativ	375,139.81	5,307.41	308,508.70	303,201.29	5712.79%
21	0126	Time Limited EA/SEA	34,750.20	-	16,240.00	16,240.00	0.00%
22	0131	Cust O/T-Regular	42.95	-	-	-	0.00%
23	0135	Cust O/T-Snow Plowing	66,037.77	38,821.79	85,070.35	46,248.56	119.13%
24	0136	Cust O/T-School Activities	4,285.16	4,652.95	15,000.00	10,347.05	222.38%
25	0137	Cust O/T-Facility Rentals	36,318.68	-	43,733.37	43,733.37	0.00%
26	0138	Cust O/T-MSCR Programming	24,835.05	1,937.93	30,000.00	28,062.07	1448.04%
27	0139	Cust O/T-Emergency Maint.	1,882.44	682.81	10,000.00	9,317.19	1364.54%
28	0141	Security	886,525.77	897,695.79	1,014,575.26	116,879.47	13.02%
29	0151	Board of Education	56,753.61	56,895.28	56,300.00	(595.28)	-1.05%
30	0155	Sabbatical Pay-Teachers	-	-	40,000.00	40,000.00	0.00%
31	0161	Security OT	31,921.89	13,994.07	8,588.18	(5,405.89)	-38.63%
32	0163	Clerical OT	166,388.18	255,351.71	175,343.26	(80,008.45)	-31.33%
33	0164	Ed Asst OT	3,374.12	6,574.49	700.00	(5,874.49)	-89.35%
34	0165	Custodial OT	71,512.22	47,901.71	112,534.82	64,633.11	134.93%
35	0166	Trades OT	67,910.81	39,224.33	-	(39,224.33)	-100.00%
36	0169	Other OT	56,323.68	68,779.85	23,753.82	(45,026.03)	-65.46%
37	Total	0100 - Salaries	188,170,763.47	184,335,042.94	207,456,643.31	23,121,600.37	12.54%
38	0212	Employer's Share WRS	12,010,129.66	11,987,442.38	12,253,962.13	266,519.75	2.22%
39	0214	Employer WRS Rate Temp	-	-	1,186,646.93	1,186,646.93	0.00%
40	0220	Social Security	14,056,466.54	13,705,892.83	13,718,733.07	12,840.24	0.09%
41	0222	Social Security Rate Temp	(9.78)	-	1,807,770.44	1,807,770.44	0.00%
42	0230	Life Insurance	467,370.77	464,404.31	534,501.53	70,097.22	15.09%
43	0240	Health Insurance	44,537,057.31	42,347,320.42	44,254,326.61	1,907,006.19	4.50%
44	0241	Self Funded Health Ins	0.02	-	-	-	0.00%
45	0243	Dental Insurance	2,111,216.68	3,066,578.62	3,101,198.98	34,620.36	1.13%
46	0249	Lt Care Insurance	362,049.60	434,526.50	554,308.00	119,781.50	27.57%
47	0251	Long Term Disability Ins	970,259.45	974,721.93	1,144,969.71	170,247.78	17.47%
48	0290	Other Employee Benefits	223,297.79	199,190.67	481,275.00	282,084.33	141.62%
49	0291	College Credit Reimbursement	40,189.08	44,442.33	161,218.98	116,776.65	262.76%
50	0298	Fringe Benefits	11,703.78	23,425.85	-	(23,425.85)	-100.00%
51	Total	0200 - Benefits	74,789,730.90	73,247,945.84	79,198,911.38	5,950,965.54	8.12%
52	0306	Athletic Trainers-Annual	80,715.48	-	75,000.00	75,000.00	0.00%
53	0307	Athletic Trainers-Events	-	-	22,066.00	22,066.00	0.00%
54	0308	Police-Educational Res	353,366.25	-	-	-	0.00%
55	0309	Police-Event Coverage	20,748.71	2,225.92	16,971.00	14,745.08	662.43%
56	0310	Personal Svs-Prof/Tec/Official	3,931,158.39	5,861,159.51	9,813,862.23	3,952,702.72	67.44%
57	0311	Architect & Engineer Fees	25,869.21	31,834.24	23,000.00	(8,834.24)	-27.75%
58	0314	Personal Services Consult	737,760.44	810,520.00	922,637.16	112,117.16	13.83%
59	0315	Employee Health Exams	47,272.25	43,648.00	55,000.00	11,352.00	26.01%
60	0316	Litigation / Arbitration	7,491.85	1,397.15	27,000.00	25,602.85	1832.51%



**Madison Metropolitan School District
Expenditures by Fund and Object
2021-2022 - Proposed Budget**

Includes all Budgeted Funds and Interfund Transfers 2021-2022 Budgets by Fund/Object		2019-2020 Actuals	2020-2021 Actuals	2021-2022 Fall Budget	2021-2022 Incr/Decr	2021-2022 % Chg	
61	0317	Pers Svcs Clerical-Perm	14,663.99	13,919.08	-	(13,919.08)	-100.00%
62	0318	Pers Svcs Clerical-Temp	1,943.19	2,200.70	35,269.09	33,068.39	1502.63%
63	0319	Pers Svcs Cultural Arts	750.00	-	2,228.90	2,228.90	0.00%
64	0321	Technology Repairs & Maint	1,012,994.94	5,796.56	560,000.00	554,203.44	9560.90%
65	0322	Rental of Computing Equipment	2,544,128.59	1,923,846.61	2,422,886.00	499,039.39	25.94%
66	0323	Do Not Use	-	(5,800.00)	-	5,800.00	-100.00%
67	0324	Non-Tech Repairs & Maint	1,618,477.41	4,021,542.70	9,341,532.54	5,319,989.84	132.29%
68	0325	Vehicle / Equipment Rental	218,545.01	320,885.67	431,524.67	110,639.00	34.48%
69	0326	Site Rental (Lease)	-	-	10,000.00	10,000.00	0.00%
70	0327	Construction Services	2,714,805.69	2,358,721.66	10,628,871.04	8,270,149.38	350.62%
71	0328	Building Rental (Lease)	433,487.65	402,327.65	412,845.44	10,517.79	2.61%
72	0331	Gas	1,359,772.75	1,445,316.81	1,656,162.00	210,845.19	14.59%
73	0332	Fuel Oil	54,476.22	44,146.94	5,000.00	(39,146.94)	-88.67%
74	0336	Electricity	2,823,702.25	2,593,052.41	3,171,082.72	578,030.31	22.29%
75	0337	Water & Sewer	777,872.98	675,332.67	780,000.00	104,667.33	15.50%
76	0341	Pupil Travel	7,236,501.62	4,632,241.10	8,742,366.58	4,110,125.48	88.73%
77	0342	Employee Travel	591,379.81	106,417.93	706,108.79	599,690.86	563.52%
78	0343	Contracted Service Travel	670,096.00	441,579.00	707,000.00	265,421.00	60.11%
79	0345	Pupil Field Trips Lodge & Food	41,339.28	-	2,500.00	2,500.00	0.00%
80	0347	Trans Parent Contracts	184,661.97	158,388.31	280,000.00	121,611.69	76.78%
81	0348	Vehicle Fuel	61,031.34	160,137.66	304,000.00	143,862.34	89.84%
82	0349	Taxi Cab Transportation	66,466.54	14,377.25	15,933.81	1,556.56	10.83%
83	0351	Advertising	34,593.01	45,864.82	28,250.00	(17,614.82)	-38.41%
84	0352	Page Systems	27,025.75	(1,960.00)	30,000.00	31,960.00	-1630.61%
85	0353	Postage	251,734.63	164,784.55	179,822.70	15,038.15	9.13%
86	0354	Printing & Binding	152,910.94	216,603.97	473,483.16	256,879.19	118.59%
87	0355	Telephone	601,087.90	667,014.10	605,281.05	(61,733.05)	-9.26%
88	0356	Quick Copy Service	(4,420.85)	-	8,647.00	8,647.00	0.00%
89	0358	On-line communications	11,163.34	45,605.76	50,000.00	4,394.24	9.64%
90	0360	Tech/Software Services	2,732,890.17	3,560,861.57	3,692,031.71	131,170.14	3.68%
91	0362	Software as a Service	-	259,226.70	400,663.95	141,437.25	54.56%
92	0370	Educ Svcs-Non Govt Agency	3,081,190.67	2,444,831.95	3,150,760.72	705,928.77	28.87%
93	0381	Payment To Municipality	137,682.53	64,628.10	125,000.00	60,371.90	93.41%
94	0382	Payment To WI School District	9,747,279.59	11,518,109.74	11,728,625.00	210,515.26	1.83%
95	0386	Payment To CESA	19,503.99	18,205.20	23,036.00	4,830.80	26.54%
96	0387	Payment To State	4,306,197.12	6,201,552.28	7,752,781.41	1,551,229.13	25.01%
97	0389	Payment To WTCS District	296,340.63	351,499.51	490,000.00	138,500.49	39.40%
98	Total	0300 - Purch Svcs	49,026,659.23	51,622,043.78	79,909,230.67	28,287,186.89	54.80%
99	0401	CRLM	284,899.00	485,575.98	5,432,702.00	4,947,126.02	1018.82%
100	0411	General Supplies	3,272,289.47	3,724,510.88	5,877,198.28	2,152,687.40	57.80%
101	0412	Workbooks	20,363.82	23,666.74	295,051.31	271,384.57	1146.69%
102	0415	Food	174,241.86	73,344.28	135,106.19	61,761.91	84.21%
103	0416	Medical Supplies	74,643.82	279,827.27	500,285.03	220,457.76	78.78%
104	0417	Paper	309,049.25	105,119.95	378,758.08	273,638.13	260.31%
105	0418	Fuel For Vehicles	91,051.33	-	-	-	0.00%
106	0420	Apparel	184,651.03	129,823.97	59,334.02	(70,489.95)	-54.30%
107	0431	Audiovisual Media	939.47	28,704.70	4,668.70	(24,036.00)	-83.74%
108	0432	Library Books	340,484.24	340,677.91	201,788.68	(138,889.23)	-40.77%
109	0433	Newspapers	4,065.93	784.08	4,595.74	3,811.66	486.13%
110	0434	Periodicals	33,330.07	25,388.57	28,394.97	3,006.40	11.84%
111	0435	Instr Computer Software	-	29.00	-	(29.00)	-100.00%
112	0439	Other Media	1,422,376.98	1,365,984.51	383,451.04	(982,533.47)	-71.93%
113	0440	Non-Capital Equipment	1,314,292.54	2,758,767.11	2,913,105.20	154,338.09	5.59%
114	0448	Other Non-Capital Equip	-	-	1,000.00	1,000.00	0.00%
115	0450	Resale	31,246.97	-	-	-	0.00%
116	0460	Equipment Components	-	-	-	-	0.00%
117	0470	Textbooks	434,738.53	136,551.91	502,200.00	365,648.09	267.77%
118	0481	Technology Supplies	120,624.46	568,767.34	171,200.07	(397,567.27)	-69.90%
119	0482	Non-Capital Tech Hardware	919,628.57	1,494,775.11	1,523,772.23	28,997.12	1.94%
120	0483	Non-Capital Software	151,712.56	1,241,864.27	229,410.88	(1,012,453.39)	-81.53%



**Madison Metropolitan School District
Expenditures by Fund and Object
2021-2022 - Proposed Budget**

Includes all Budgeted Funds and Interfund Transfers 2021-2022 Budgets by Fund/Object		2019-2020 Actuals	2020-2021 Actuals	2021-2022 Fall Budget	2021-2022 Incr/Decr	2021-2022 % Chg
121	0490 Non-Instr Reference Matls	28,129.18	48,350.30	36,986.98	(11,363.32)	-23.50%
122	Total 0400 - Non-Capital	9,212,759.08	12,832,513.88	18,679,009.40	5,846,495.52	45.56%
123	0511 Land Aquisition	325,160.75	10,364.50	-	(10,364.50)	-100.00%
124	0531 Building Acquisition	3,996,278.79	59,807.90	-	(59,807.90)	-100.00%
125	0541 Building Improve Addition	13,195.00	40,469.39	-	(40,469.39)	-100.00%
126	0551 Equipment - Addition	144,914.84	600,221.00	185,101.84	(415,119.16)	-69.16%
127	0553 Equipment-Add-Fixed Asset	6,061.73	-	-	-	0.00%
128	0561 Equipment - Replacement	313,432.11	66,248.95	111,739.74	45,490.79	68.67%
129	0563 Equip-Replac-Fixed Asset	320,727.37	817,796.54	688,731.00	(129,065.54)	-15.78%
130	0581 Technology Related Hardware	4,064,339.24	2,051,560.25	52,449.00	(1,999,111.25)	-97.44%
131	Total 0500 - Capital Purch	9,184,109.83	3,646,468.53	1,038,021.58	(2,608,446.95)	-71.53%
132	0678 Principal-Capital Leases	1,126,664.19	2,113,906.43	1,086,244.00	(1,027,662.43)	-48.61%
133	0682 Interest-Temporary Notes	929,073.95	348,270.65	241,483.00	(106,787.65)	-30.66%
134	0688 Interest-Capital Leases	-	-	2,500.00	2,500.00	0.00%
135	0691 Other Debt Retirement	4,350.00	3,800.00	3,000.00	(800.00)	-21.05%
136	Total 0600 - Debt Payments	2,060,088.14	2,465,977.08	1,333,227.00	(1,132,750.08)	-45.94%
137	0711 District Liability Ins	330,156.00	375,570.00	488,770.00	113,200.00	30.14%
138	0712 District Property Ins	421,455.11	526,833.76	659,500.00	132,666.24	25.18%
139	0713 Worker's Compensation	1,856,977.57	1,334,685.59	1,932,155.00	597,469.41	44.76%
140	0720 Judgements & Settlements	45,283.06	15,557.29	19,600.00	4,042.71	25.99%
141	0731 Unemployment Comp-Teacher	36,026.41	114,750.13	10,500.00	(104,250.13)	-90.85%
142	0732 Unemploy Comp-Sub Teacher	256,014.26	601,571.25	7,000.00	(594,571.25)	-98.84%
143	0733 Unemploy Comp-Ed Assist.	45,447.39	153,054.79	8,500.00	(144,554.79)	-94.45%
144	0734 Unemploy Comp-Clerical	41,598.41	76,357.67	8,000.00	(68,357.67)	-89.52%
145	0735 Unemploy Comp-Cust/Trades	9,028.32	6,846.33	5,200.00	(1,646.33)	-24.05%
146	0736 Unemploy Comp-Food Svc	4,204.98	25,969.40	5,000.00	(20,969.40)	-80.75%
147	0737 Unemploy Comp-Administr.	3,641.41	21,327.95	7,000.00	(14,327.95)	-67.18%
148	0738 Unemploy Comp-Recreation	40,655.38	113,139.89	6,000.00	(107,139.89)	-94.70%
149	Total 0700 - Insurance	3,090,488.30	3,365,664.05	3,157,225.00	(208,439.05)	-6.19%
150	0827 Transfer to Special Education	55,285,794.31	50,336,202.73	59,734,579.91	9,398,377.18	18.67%
151	0838 Transfer to Non-Ref Debt	-	9,042,476.00	-	(9,042,476.00)	-100.00%
152	0850 Transfer to Food Service	1,264,704.97	21,657.22	-	(21,657.22)	-100.00%
153	Total 0800 - Transfers	56,550,499.28	59,400,335.95	59,734,579.91	334,243.96	0.56%
154	0910 Taxes (not sales tax)	-	-	-	-	0.00%
155	0932 Share Rev To Non-Govt Entities	17,392.00	13,392.00	-	(13,392.00)	-100.00%
156	0936 Transit Of St Handic Aid	-	-	10,000.00	10,000.00	0.00%
157	0940 Dues & Fees	60.00	-	-	-	0.00%
158	0941 Organizational Dues	84,241.01	67,863.17	92,630.30	24,767.13	36.50%
159	0942 Employee Dues/Fees	-	16,905.00	100.00	(16,805.00)	-99.41%
160	0943 Entry Fees/Royalties	117,038.20	29,636.25	63,871.88	34,235.63	115.52%
161	0944 Bank Service Charges	49,042.03	30,434.30	46,000.00	15,565.70	51.15%
162	0962 Inventory Adjustment	(13,119.58)	(2,023.39)	-	2,023.39	-100.00%
163	0969 Other Adjustments	10,098.31	32,215.20	2,000.00	(30,215.20)	-93.79%
164	0970 Clearing	246.75	-	-	-	0.00%
165	0971 Aidable Refund Payment	87,740.46	3,732.75	-	(3,732.75)	-100.00%
166	0972 Non-Aidable Refund Paymt	361,420.19	178,452.38	500,000.00	321,547.62	180.19%
167	0990 Miscellaneous	34,542.83	(273.62)	293,515.67	293,789.29	-107371.28%
168	0991 Scholarships	14,960.00	-	-	-	0.00%
169	0996 Reserve	-	-	179,400.00	179,400.00	0.00%
170	0998 Superint Contingency Fund	-	-	40,000.00	40,000.00	0.00%
171	Total 0900 - Dues/Fees/Misc	763,662.20	370,334.04	1,227,517.85	857,183.81	231.46%
172	Total 10 - General Fund	392,848,760.43	391,286,326.09	451,734,366.10	60,448,040.01	15.45%
173	0101 Teacher-Temp	1,203,964.81	1,571,991.17	2,118,415.46	546,424.29	34.76%
174	0102 Sub Teacher-Contractual	753,825.29	264,363.14	875,429.00	611,065.86	231.15%
175	0103 Clerical / Technical-Temp	5,976.78	-	300.00	300.00	0.00%
176	0104 EA / SEA-Temp	1,012,517.47	323,829.11	1,010,435.34	686,606.23	212.03%
177	0109 Misc-Temp	102,325.71	120,275.38	46,621.00	(73,654.38)	-61.24%
178	0110 Administrative-Perm	779,884.81	794,479.28	603,294.70	(191,184.58)	-24.06%
179	0111 Teacher-Perm	38,326,966.74	38,776,215.24	39,758,970.77	982,755.53	2.53%
180	0113 Clerical / Technical-Perm	359,996.37	357,002.44	392,892.92	35,890.48	10.05%



**Madison Metropolitan School District
Expenditures by Fund and Object
2021-2022 - Proposed Budget**

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181	0114	EA / HCA-Perm	7,687,302.67	7,642,326.16	8,671,326.43	1,029,000.27	13.46%
182	0118	PermNon-Union Professional	68,535.15	69,427.94	237,347.20	167,919.26	241.86%
183	0119	Misc-Perm	1,733,449.93	1,635,738.29	1,838,601.59	202,863.30	12.40%
184	0121	Sub SEA-Contractual	6,867.25	21,891.94	-	(21,891.94)	-100.00%
185	0122	Sub Teacher-Administrativ	149,126.73	-	129,358.38	129,358.38	0.00%
186	0124	Sub SEA Floater	75,479.18	70,750.45	106,095.05	35,344.60	49.96%
187	0126	Time Limited EA/SEA	327,957.50	39,752.47	158,927.00	119,174.53	299.79%
188	0163	Clerical OT	708.06	2,699.46	25,000.00	22,300.54	826.11%
189	0164	Ed Asst OT	1,807.42	4,547.99	500.00	(4,047.99)	-89.01%
190	0169	Other OT	1,414.19	2,390.80	100.00	(2,290.80)	-95.82%
191	Total	0100 - Salaries	52,598,106.06	51,697,681.26	55,973,614.84	4,275,933.58	8.27%
192	0212	Employer's Share WRS	3,377,552.47	3,416,709.75	3,327,779.01	(88,930.74)	-2.60%
193	0214	Employer WRS Rate Temp	-	-	269,795.78	269,795.78	0.00%
194	0220	Social Security	3,952,573.43	3,861,522.77	3,855,681.07	(5,841.70)	-0.15%
195	0222	Social Security Rate Temp	-	-	305,791.75	305,791.75	0.00%
196	0230	Life Insurance	106,431.09	104,358.29	115,861.23	11,502.94	11.02%
197	0240	Health Insurance	13,851,404.24	13,363,714.06	15,035,862.99	1,672,148.93	12.51%
198	0243	Dental Insurance	541,281.97	796,291.46	850,455.46	54,164.00	6.80%
199	0250	Other Insurance	479,188.46	359,130.69	-	(359,130.69)	-100.00%
200	0251	Long Term Disability Ins	261,962.50	270,189.94	331,913.31	61,723.37	22.84%
201	0291	College Credit Reimbursement	35,362.00	34,056.53	35,000.00	943.47	2.77%
202	Total	0200 - Benefits	22,605,756.16	22,205,973.49	24,128,140.60	1,922,167.11	8.66%
203	0310	Personal Svs-Prof/Tec/Official	290,557.77	246,943.34	463,067.00	216,123.66	87.52%
204	0314	Personal Services Consult	9,153.10	-	9,400.00	9,400.00	0.00%
205	0321	Technology Repairs & Maint	2,912.74	-	-	-	0.00%
206	0324	Non-Tech Repairs & Maint	3,929.49	2,238.73	57,900.00	55,661.27	2486.29%
207	0328	Building Rental (Lease)	192,522.04	192,522.04	236,522.00	43,999.96	22.85%
208	0341	Pupil Travel	3,865,566.92	3,033,921.60	3,957,950.00	924,028.40	30.46%
209	0342	Employee Travel	137,175.30	16,553.31	200,400.00	183,846.69	1110.63%
210	0343	Contracted Service Travel	19.80	14.26	100.00	85.74	601.26%
211	0349	Taxi Cab Transportation	630.85	73.30	400.00	326.70	445.70%
212	0353	Postage	1,004.86	1,844.09	1,250.00	(594.09)	-32.22%
213	0354	Printing & Binding	405.36	131.19	12,700.00	12,568.81	9580.62%
214	0355	Telephone	19,982.47	19,613.81	20,310.00	696.19	3.55%
215	0356	Quick Copy Service	4,075.82	-	27,500.00	27,500.00	0.00%
216	0358	On-line communications	652.31	1,259.29	14,700.00	13,440.71	1067.32%
217	0360	Tech/Software Services	56,868.33	85,365.57	68,730.00	(16,635.57)	-19.49%
218	0362	Software as a Service	20,806.81	69,345.10	-	(69,345.10)	-100.00%
219	0370	Educ Svcs-Non Govt Agency	87,486.92	118,670.15	203,300.00	84,629.85	71.32%
220	0382	Payment To WI School District	71,016.00	15,931.00	-	(15,931.00)	-100.00%
221	0386	Payment To CESA	1,370.00	2,130.00	1,675.00	(455.00)	-21.36%
222	0387	Payment To State	-	-	1,000.00	1,000.00	0.00%
223	0389	Payment To WTCS District	11,365.75	9,896.96	-	(9,896.96)	-100.00%
224	Total	0300 - Purch Svcs	4,777,502.64	3,816,453.74	5,276,904.00	1,460,450.26	38.27%
225	0411	General Supplies	146,832.79	126,351.35	418,650.00	292,298.65	231.34%
226	0415	Food	6,104.40	406.48	7,000.00	6,593.52	1622.10%
227	0416	Medical Supplies	-	52,463.16	250,000.00	197,536.84	376.52%
228	0433	Newspapers	-	-	300.00	300.00	0.00%
229	0434	Periodicals	87.89	2,935.77	9,510.00	6,574.23	223.94%
230	0435	Instr Computer Software	-	-	8,400.00	8,400.00	0.00%
231	0439	Other Media	123,573.42	164,526.14	334,425.00	169,898.86	103.27%
232	0440	Non-Capital Equipment	44,409.57	57,386.13	352,004.00	294,617.87	513.40%
233	0470	Textbooks	-	735.79	-	(735.79)	-100.00%
234	0472	Workbooks	-	118.80	-	(118.80)	-100.00%
235	0481	Technology Supplies	5,141.93	53,476.26	56,000.00	2,523.74	4.72%
236	0482	Non-Capital Tech Hardware	18,698.88	138,404.21	25,510.00	(112,894.21)	-81.57%
237	0483	Non-Capital Software	23,149.55	12,137.77	34,750.00	22,612.23	186.30%
238	0490	Non-Instr Reference Mats	12,558.27	40,604.46	18,700.00	(21,904.46)	-53.95%
239	Total	0400 - Non-Capital	380,556.70	649,546.32	1,515,249.00	865,702.68	133.28%
240	0541	Building Improve Addition	17,499.67	-	-	-	0.00%



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2021-2022 - Proposed Budget**

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241	0551	Equipment - Addition	-	9,414.50	-	(9,414.50)	-100.00%
242	Total	0500 - Capital Purch	17,499.67	9,414.50	-	(9,414.50)	-100.00%
243	0713	Worker's Compensation	19,058.11	12,478.35	404,950.00	392,471.65	3145.22%
244	Total	0700 - Insurance	19,058.11	12,478.35	404,950.00	392,471.65	3145.22%
245	0810	Transfer to General Fund	224,382.50	-	166,555.80	166,555.80	0.00%
246	Total	0800 - Transfers	224,382.50	-	166,555.80	166,555.80	0.00%
247	0941	Organizational Dues	3,381.50	5,989.00	7,100.00	1,111.00	18.55%
248	0942	Employee Dues/Fees	8,275.00	7,245.00	9,180.00	1,935.00	26.71%
249	0943	Entry Fees/Royalties	6,841.77	717.11	14,580.00	13,862.89	1933.16%
250	0949	Other Dues and Fees FY18 forw	22,236.00	10,125.00	20,000.00	9,875.00	97.53%
251	Total	0900 - Dues/Fees/Misc	40,734.27	24,076.11	50,860.00	26,783.89	111.25%
252	Total	27 - Educational Services	80,663,596.11	78,415,623.77	87,516,274.24	9,100,650.47	11.61%
253	0673	Principal-Long-Term Notes	4,130,000.00	16,050,000.00	4,225,000.00	(11,825,000.00)	-73.68%
254	0675	Principal-Long-Term Bonds	3,075,000.00	1,390,000.00	14,165,000.00	12,775,000.00	919.06%
255	0683	Interest-Long-Term Notes	896,737.50	1,108,493.84	264,000.00	(844,493.84)	-76.18%
256	0685	Interest-Long-Term Bonds	317,587.50	204,637.50	2,365,103.13	2,160,465.63	1055.75%
257	0691	Other Debt Retirement	-	314,811.24	-	(314,811.24)	-100.00%
258	Total	0600 - Debt Payments	8,419,325.00	19,067,942.58	21,019,103.13	1,951,160.55	10.23%
259	Total	30 - Debt Service	8,419,325.00	19,067,942.58	21,019,103.13	1,951,160.55	10.23%
260	0673	Principal-Long-Term Notes	920,000.00	8,195,000.00	970,000.00	(7,225,000.00)	-88.16%
261	0674	Principal-State Trust Fun	315,312.71	240,763.50	-	(240,763.50)	-100.00%
262	0675	Principal-Long-Term Bonds	2,125,000.00	17,515,000.00	2,890,000.00	(14,625,000.00)	-83.50%
263	0683	Interest-Long-Term Notes	299,094.25	162,155.75	29,700.00	(132,455.75)	-81.68%
264	0684	Interest-St Trust Fd	16,727.99	7,222.91	-	(7,222.91)	-100.00%
265	0685	Interest-Long-Term Bonds	606,800.00	511,175.00	38,945.83	(472,229.17)	-92.38%
266	0691	Other Debt Retirement	-	161,747.00	-	(161,747.00)	-100.00%
267	Total	0600 - Debt Payments	4,282,934.95	26,793,064.16	3,928,645.83	(22,864,418.33)	-85.34%
268	Total	38 - Non-Ref Debt Service Fund	4,282,934.95	26,793,064.16	3,928,645.83	(22,864,418.33)	-85.34%
269	0116	Maint / Trades-Perm	-	-	869,052.11	869,052.11	0.00%
270	Total	0100 - Salaries	-	-	869,052.11	869,052.11	0.00%
271	0212	Employer's Share WRS	-	-	58,661.20	58,661.20	0.00%
272	0220	Social Security	-	-	65,182.89	65,182.89	0.00%
273	0230	Life Insurance	-	-	3,210.38	3,210.38	0.00%
274	0240	Health Insurance	-	-	231,453.70	231,453.70	0.00%
275	0243	Dental Insurance	-	-	12,113.06	12,113.06	0.00%
276	0251	Long Term Disability Ins	-	-	5,246.77	5,246.77	0.00%
277	Total	0200 - Benefits	-	-	375,868.00	375,868.00	0.00%
278	0310	Personal Svs-Prof/Tec/Official	-	18,372.90	-	(18,372.90)	-100.00%
279	0322	Rental of Computing Equipment	391,666.62	1,227.75	-	(1,227.75)	-100.00%
280	0324	Non-Tech Repairs & Maint	6,729,037.93	4,063,996.09	360,000.00	(3,703,996.09)	-91.14%
281	0327	Construction Services	(5,842.01)	413,432.45	3,388,764.89	2,975,332.44	719.67%
282	0351	Advertising	-	-	1,500.00	1,500.00	0.00%
283	Total	0300 - Purch Svcs	7,114,862.54	4,497,029.19	3,750,264.89	(746,764.30)	-16.61%
284	0713	Worker's Compensation	-	-	4,815.00	4,815.00	0.00%
285	Total	0700 - Insurance	-	-	4,815.00	4,815.00	0.00%
286	Total	41 - Capital Expansion Fund	7,114,862.54	4,497,029.19	5,000,000.00	502,970.81	11.18%
287	0107	Food Service-Temp	127,406.34	225,899.71	136,835.76	(89,063.95)	-39.43%
288	0110	Administrative-Perm	206,166.21	216,240.03	124,429.95	(91,810.08)	-42.46%
289	0113	Clerical / Technical-Perm	55,703.01	57,136.78	60,614.92	3,478.14	6.09%
290	0115	Cust / Operation-Perm	324,229.35	343,687.44	314,845.44	(28,842.00)	-8.39%
291	0117	Food Service-Permanent	2,307,856.70	1,466,011.35	2,585,946.48	1,119,935.13	76.39%
292	0118	PermNon-Union Professional	274,979.41	287,753.34	380,995.25	93,241.91	32.40%
293	0135	Cust O/T-Snow Plowing	-	9,083.57	-	(9,083.57)	-100.00%
294	0139	Cust O/T-Emergency Maint.	431.36	108.36	-	(108.36)	-100.00%
295	0163	Clerical OT	1,227.40	2,159.70	-	(2,159.70)	-100.00%
296	0165	Custodial OT	10,055.19	12,616.25	-	(12,616.25)	-100.00%
297	0167	Food Svcs OT	20,184.33	96,605.01	-	(96,605.01)	-100.00%
298	0169	Other OT	191.39	-	-	-	0.00%
299	0199	Salary Savings	-	-	(200,000.00)	(200,000.00)	0.00%
300	Total	0100 - Salaries	3,328,430.69	2,717,301.54	3,403,667.80	686,366.26	25.26%



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2021-2022 - Proposed Budget**

Includes all Budgeted Funds and Interfund Transfers 2021-2022 Budgets by Fund/Object		2019-2020 Actuals	2020-2021 Actuals	2021-2022 Fall Budget	2021-2022 Incr/Decr	2021-2022 % Chg	
301	0212	Employer's Share WRS	199,334.93	168,509.54	184,638.58	16,129.04	9.57%
302	0214	Employer WRS Rate Temp	-	-	9,141.00	9,141.00	0.00%
303	0220	Social Security	250,280.99	202,937.54	260,002.46	57,064.92	28.12%
304	0222	Social Security Rate Temp	-	-	10,469.00	10,469.00	0.00%
305	0230	Life Insurance	8,877.41	7,349.19	10,534.83	3,185.64	43.35%
306	0240	Health Insurance	1,424,827.96	1,051,582.46	1,632,345.87	580,763.41	55.23%
307	0243	Dental Insurance	60,508.10	57,364.11	87,904.63	30,540.52	53.24%
308	0251	Long Term Disability Ins	14,780.03	12,634.97	19,974.93	7,339.96	58.09%
309	Total	0200 - Benefits	1,958,609.42	1,500,377.81	2,215,011.30	714,633.49	47.63%
310	0310	Personal Svs-Prof/Tec/Official	29,570.73	16,109.27	97,995.99	81,886.72	508.32%
311	0318	Pers Svcs Clerical-Temp	5,698.02	-	9,000.00	9,000.00	0.00%
312	0322	Rental of Computing Equipment	141.67	-	-	-	0.00%
313	0323	Do Not Use	-	4,775.61	-	(4,775.61)	-100.00%
314	0324	Non-Tech Repairs & Maint	364,075.32	41,081.33	71,000.00	29,918.67	72.83%
315	0325	Vehicle / Equipment Rental	1,500.00	-	1,500.00	1,500.00	0.00%
316	0331	Gas	4,556.43	4,685.19	6,000.00	1,314.81	28.06%
317	0336	Electricity	36,787.82	38,037.17	41,000.00	2,962.83	7.79%
318	0337	Water & Sewer	18,152.71	16,556.93	16,000.00	(556.93)	-3.36%
319	0342	Employee Travel	13,825.30	8,784.51	15,100.00	6,315.49	71.89%
320	0351	Advertising	1,543.10	555.00	1,000.00	445.00	80.18%
321	0353	Postage	5.08	-	-	-	0.00%
322	0354	Printing & Binding	67.98	-	200.00	200.00	0.00%
323	0355	Telephone	1,237.66	1,321.14	1,000.00	(321.14)	-24.31%
324	0360	Tech/Software Services	45,090.17	49,737.78	50,000.00	262.22	0.53%
325	0370	Educ Svcs-Non Govt Agency	1,818.16	639.37	6,000.00	5,360.63	838.42%
326	0381	Payment To Municipality	-	11,546.00	12,000.00	454.00	3.93%
327	0387	Payment To State	9,838.45	14,956.62	11,000.00	(3,956.62)	-26.45%
328	Total	0300 - Purch Svcs	533,908.60	208,785.92	338,795.99	130,010.07	62.27%
329	0411	General Supplies	320,381.47	255,926.05	390,208.13	134,282.08	52.47%
330	0415	Food	3,679,146.58	2,829,179.20	4,447,511.79	1,618,332.59	57.20%
331	0420	Apparel	18,489.59	9,012.22	95,000.00	85,987.78	954.12%
332	0434	Periodicals	462.25	462.26	800.00	337.74	73.06%
333	0440	Non-Capital Equipment	16,730.31	402,559.26	226,000.00	(176,559.26)	-43.86%
334	0481	Technology Supplies	1,697.02	-	50,000.00	50,000.00	0.00%
335	0482	Non-Capital Tech Hardware	(1,457.89)	1,684.95	160,000.00	158,315.05	9395.83%
336	0483	Non-Capital Software	3,868.20	-	-	-	0.00%
337	Total	0400 - Non-Capital	4,039,317.53	3,498,823.94	5,369,519.92	1,870,695.98	53.47%
338	0551	Equipment - Addition	84,997.86	97,288.00	455,642.63	358,354.63	368.34%
339	0561	Equipment - Replacement	8,042.66	-	3,000.00	3,000.00	0.00%
340	0563	Equip-Replac-Fixed Asset	(42.89)	-	-	-	0.00%
341	Total	0500 - Capital Purch	92,997.63	97,288.00	458,642.63	361,354.63	371.43%
342	0713	Worker's Compensation	33,256.69	18,178.00	30,000.00	11,822.00	65.03%
343	Total	0700 - Insurance	33,256.69	18,178.00	30,000.00	11,822.00	65.03%
344	Total	50 - Food Service	9,986,520.56	8,040,755.21	11,815,637.64	3,774,882.43	46.95%
345	0101	Teacher-Temp	13,015.89	7,709.92	5,719.00	(1,990.92)	-25.82%
346	0103	Clerical / Technical-Temp	4,156.27	19,695.44	50,000.00	30,304.56	153.87%
347	0104	EA / SEA-Temp	2,133.66	999.44	402,248.00	401,248.56	40147.34%
348	0105	Cust / Operation-Temp	147.66	-	875.00	875.00	0.00%
349	0107	Food Service-Temp	-	149,956.62	-	(149,956.62)	-100.00%
350	0108	NonUnion Professional-Temp	-	8,847.53	-	(8,847.53)	-100.00%
351	0109	Misc-Temp	3,326,193.35	4,431,328.20	4,229,513.00	(201,815.20)	-4.55%
352	0110	Administrative-Perm	392,152.70	399,521.97	407,854.10	8,332.13	2.09%
353	0111	Teacher-Perm	173,319.34	177,747.82	123,052.75	(54,695.07)	-30.77%
354	0113	Clerical / Technical-Perm	1,511,547.19	1,444,667.26	1,567,351.30	122,684.04	8.49%
355	0114	EA / HCA-Perm	180,125.93	176,147.62	204,446.95	28,299.33	16.07%
356	0115	Cust / Operation-Perm	496,789.99	219,396.54	170,425.08	(48,971.46)	-22.32%
357	0118	PermNon-Union Professional	2,843,269.36	2,703,508.57	2,979,453.35	275,944.78	10.21%
358	0122	Sub Teacher-Administrativ	322.22	-	1,000.00	1,000.00	0.00%
359	0135	Cust O/T-Snow Plowing	1,911.48	1,232.54	-	(1,232.54)	-100.00%
360	0136	Cust O/T-School Activities	131.43	-	-	-	0.00%



**Madison Metropolitan School District
Expenditures by Fund and Object
2021-2022 - Proposed Budget**

Includes all Budgeted Funds and Interfund Transfers 2021-2022 Budgets by Fund/Object		2019-2020 Actuals	2020-2021 Actuals	2021-2022 Fall Budget	2021-2022 Incr/Decr	2021-2022 % Chg
361	0138 Cust OT-MSCR Programming	7,311.44	4,566.95	-	(4,566.95)	-100.00%
362	0141 Security	49,028.04	54,025.01	75,492.01	21,467.00	39.74%
363	0161 Security OT	-	127.09	-	(127.09)	-100.00%
364	0163 Clerical OT	3,967.45	4,632.33	-	(4,632.33)	-100.00%
365	0164 Ed Asst OT	1,236.89	724.98	-	(724.98)	-100.00%
366	0165 Custodial OT	561.46	1,650.10	-	(1,650.10)	-100.00%
367	0167 Food Svcs OT	-	551.80	-	(551.80)	-100.00%
368	0169 Other OT	32,443.94	21,320.38	-	(21,320.38)	-100.00%
369	Total 0100 - Salaries	9,039,765.69	9,828,358.11	10,217,430.54	389,072.43	3.96%
370	0212 Employer's Share WRS	436,841.79	462,458.30	364,423.63	(98,034.67)	-21.20%
371	0214 Employer WRS Rate Temp	-	-	180,480.00	180,480.00	0.00%
372	0220 Social Security	684,132.02	739,704.95	415,143.81	(324,561.14)	-43.88%
373	0222 Social Security Rate Temp	-	-	359,315.00	359,315.00	0.00%
374	0230 Life Insurance	13,059.94	13,366.03	12,364.30	(1,001.73)	-7.49%
375	0240 Health Insurance	1,227,751.46	1,268,169.21	1,212,394.50	(55,774.71)	-4.40%
376	0243 Dental Insurance	38,715.73	77,245.76	67,250.85	(9,994.91)	-12.94%
377	0251 Long Term Disability Ins	30,986.55	29,527.70	33,439.09	3,911.39	13.25%
378	Total 0200 - Benefits	2,431,487.49	2,590,471.95	2,644,811.18	54,339.23	2.10%
379	0310 Personal Svcs-Prof/Tec/Official	935,694.26	726,271.70	835,065.58	108,793.88	14.98%
380	0315 Employee Health Exams	100.00	473.00	1,000.00	527.00	111.42%
381	0321 Technology Repairs & Maint	3,175.00	-	-	-	0.00%
382	0322 Rental of Computing Equipment	934.00	-	-	-	0.00%
383	0324 Non-Tech Repairs & Maint	14,881.06	9,437.61	8,693.94	(743.67)	-7.88%
384	0325 Vehicle / Equipment Rental	6,346.83	7,700.76	5,350.00	(2,350.76)	-30.53%
385	0327 Construction Services	-	8,760.00	450,000.00	441,240.00	5036.99%
386	0328 Building Rental (Lease)	183,110.20	209,376.89	619,500.00	410,123.11	195.88%
387	0331 Gas	7,230.67	8,969.68	8,800.00	(169.68)	-1.89%
388	0336 Electricity	25,246.67	21,921.59	28,500.00	6,578.41	30.01%
389	0341 Pupil Travel	324,614.80	9,832.73	388,100.00	376,267.27	3826.68%
390	0342 Employee Travel	47,753.84	6,016.52	50,325.00	44,308.48	736.45%
391	0345 Pupil Field Trips Lodge & Food	65.00	-	-	-	0.00%
392	0348 Vehicle Fuel	-	1,265.73	4,500.00	3,234.27	255.53%
393	0349 Taxi Cab Transportation	9,254.25	9,341.52	9,600.00	258.48	2.77%
394	0351 Advertising	61,280.93	51,503.69	74,000.00	22,496.31	43.68%
395	0353 Postage	36,609.37	14,337.45	38,190.57	23,853.12	166.37%
396	0354 Printing & Binding	5,589.34	19,217.29	34,920.00	15,702.71	81.71%
397	0355 Telephone	10,217.64	14,308.51	12,250.00	(2,058.51)	-14.39%
398	0358 On-line communications	652.78	1,928.59	700.00	(1,228.59)	-63.70%
399	0360 Tech/Software Services	12,040.18	12,261.31	19,200.00	6,938.69	56.59%
400	0370 Educ Svcs-Non Govt Agency	32,961.93	29,534.06	37,000.00	7,465.94	25.28%
401	0381 Payment To Municipality	76,230.46	2,729.10	88,500.00	85,770.90	3142.83%
402	0387 Payment To State	1,018.55	613.38	800.00	186.62	30.42%
403	0389 Payment To WTCS District	-	79.00	-	(79.00)	-100.00%
404	Total 0300 - Purch Svcs	1,795,007.76	1,165,880.11	2,712,995.09	1,547,114.98	132.70%
405	0411 General Supplies	264,509.23	298,898.31	349,017.02	50,118.71	16.77%
406	0415 Food	64,447.95	88,044.61	64,100.00	(23,944.61)	-27.20%
407	0416 Medical Supplies	-	43,536.00	-	(43,536.00)	-100.00%
408	0417 Paper	1,709.08	479.02	2,000.00	1,520.98	317.52%
409	0418 Fuel For Vehicles	3,431.01	-	-	-	0.00%
410	0420 Apparel	36,438.11	35,986.75	30,100.00	(5,886.75)	-16.36%
411	0431 Audiovisual Media	510.20	2,679.93	1,529.95	(1,149.98)	-42.91%
412	0433 Newspapers	792.98	-	1,000.00	1,000.00	0.00%
413	0434 Periodicals	19.95	-	-	-	0.00%
414	0439 Other Media	-	8.87	-	(8.87)	-100.00%
415	0440 Non-Capital Equipment	12,109.67	22,763.19	5,500.00	(17,263.19)	-75.84%
416	0481 Technology Supplies	2,978.01	1,287.44	3,194.76	1,907.32	148.15%
417	0482 Non-Capital Tech Hardware	10,992.12	9,837.64	5,000.00	(4,837.64)	-49.17%
418	0483 Non-Capital Software	10,514.81	10,758.00	13,035.97	2,277.97	21.17%
419	Total 0400 - Non-Capital	408,453.12	514,279.76	474,477.70	(39,802.06)	-7.74%
420	0541 Building Improve Addition	123,643.00	-	324,194.90	324,194.90	0.00%



**Madison Metropolitan School District
Expenditures by Fund and Object
2021-2022 - Proposed Budget**

Includes all Budgeted Funds and Interfund Transfers 2021-2022 Budgets by Fund/Object			2019-2020 Actuals	2020-2021 Actuals	2021-2022 Fall Budget	2021-2022 Incr/Decr	2021-2022 % Chg
421	0551	Equipment - Addition	21,697.54	38.22	2,000.00	1,961.78	5132.86%
422	0553	Equipment-Add-Fixed Asset	-	5,250.00	-	(5,250.00)	-100.00%
423	0561	Equipment - Replacement	1,200.00	-	-	-	0.00%
424	0563	Equip-Replac-Fixed Asset	7,599.05	-	-	-	0.00%
425	Total	0500 - Capital Purch	154,139.59	5,288.22	326,194.90	320,906.68	6068.33%
426	0713	Worker's Compensation	59,254.95	39,678.71	50,000.00	10,321.29	26.01%
427	Total	0700 - Insurance	59,254.95	39,678.71	50,000.00	10,321.29	26.01%
428	0941	Organizational Dues	4,992.00	4,760.00	3,000.00	(1,760.00)	-36.97%
429	0943	Entry Fees/Royalties	95,896.61	10,843.52	83,700.00	72,856.48	671.89%
430	0944	Bank Service Charges	105,072.79	54,929.76	120,000.00	65,070.24	118.46%
431	0996	Reserve	-	-	250,000.00	250,000.00	0.00%
432	Total	0900 - Dues/Fees/Misc	205,961.40	70,533.28	456,700.00	386,166.72	547.50%
433	Total	80 - Community Service	14,094,070.00	14,214,490.14	16,882,609.41	2,668,119.27	18.77%
		Total for Report:	517,410,069.59	542,315,231.14	597,896,636.35	55,581,405.21	10.25%



Baird Budget Forecast Model

Baird Budget Forecast Model

LEVY & MILL RATE

3269 - Madison Metropolitan

Tax Levy Analysis

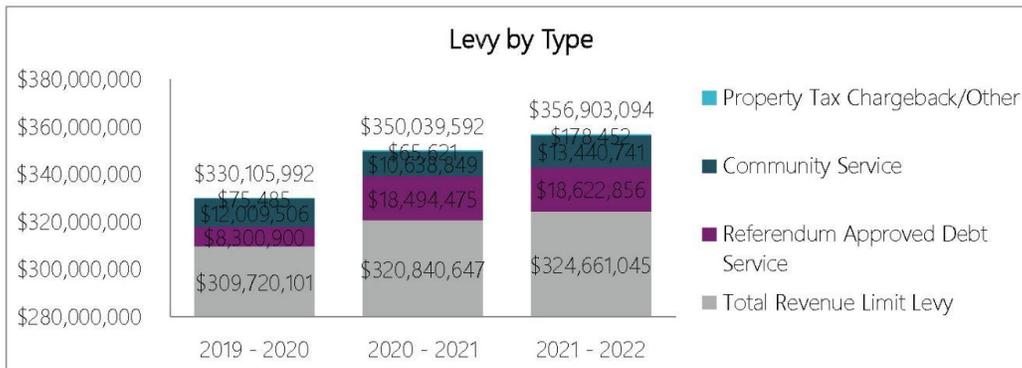
		Historical 2019 - 2020	Current Year 2020 - 2021	Budget Year 2021 - 2022
General Fund	Fund 10	\$299,462,333	\$311,407,617	\$315,993,263
Non-Referendum Debt Service	Fund 38	\$5,257,768	\$4,433,030	\$3,667,783
Capital Expansion	Fund 41	\$5,000,000	\$5,000,000	\$5,000,000
Total Revenue Limit Levy		\$309,720,101	\$320,840,647	\$324,661,045
Referendum Approved Debt Service	Fund 39	\$8,300,900	\$18,494,475	\$18,622,856
Community Service	Fund 80	\$12,009,506	\$10,638,849	\$13,440,741
Property Tax Chargeback/Other	Fund 10	\$75,485	\$65,621	\$178,452
Total School-Based Tax Levy		\$330,105,992	\$350,039,592	\$356,903,094
% Change		7.17%	6.04%	1.96%

Equalized Value Analysis

	2019 - 2020	2020 - 2021	2021 - 2022
Equalized Value (TIF Out)	\$29,743,210,155	\$31,454,803,868	\$31,318,432,826
% Change	6.89%	5.75%	-0.43%

Mill Rate Analysis

		2019 - 2020	2020 - 2021	2021 - 2022
General Fund	Fund 10	\$ 10.07	\$ 9.90	\$ 10.09
Operations	Fund 10	\$ 9.68	\$ 9.54	\$ 9.64
Voucher / 2x Charter	Fund 10	\$ 0.12	\$ 0.17	\$ 0.20
Operating Referendum	Fund 10	\$ 0.27	\$ 0.19	\$ 0.26
Non-Referendum Debt Service	Fund 38	\$ 0.18	\$ 0.14	\$ 0.12
Capital Expansion	Fund 41	\$ 0.17	\$ 0.16	\$ 0.16
Total Revenue Limit Mill Rate		\$ 10.41	\$ 10.20	\$ 10.37
Referendum Approved Debt Service	Fund 39	\$ 0.28	\$ 0.59	\$ 0.59
Existing Referendum Debt	Fund 39	\$ 0.28	\$ 0.20	\$ 0.19
Capital Maintenance Ref 2020	Fund 39	\$ -	\$ 0.39	\$ 0.40
Community Service	Fund 80	\$ 0.40	\$ 0.34	\$ 0.43
Property Tax Chargeback/Other	Fund 10	\$ 0.00	\$ 0.00	\$ 0.01
Total School-Based Mill Rate		\$11.10	\$11.13	\$11.40
% Change		0.26%	0.27%	2.40%





REV CAP

Baird Budget Forecast Model

	Historical Data		Current Year		Budget Year	
	2019 - 2020 2020	% Δ	2020 - 2021 2021	% Δ	2021 - 2022 2022	% Δ
Revenue Limit 3269 - Madison Metropolitan						
Line 1 Base Revenue	\$333,632,567	2.39%	\$346,724,663	3.92%	\$354,548,496	2.26%
Line 2 Base (Prior Year) 3-Year Ave FTE	27,409	-0.14%	27,406	-0.01%	27,149	-0.94%
Line 3 Base Revenue / Member (Ln 1 / Ln 2)	\$12,172	2.53%	\$12,651	3.94%	\$13,059	3.22%
4A. Allowed Per Pupil Change	\$175		\$179		\$0	
4B. Low Revenue Ceiling	\$9,700		\$10,000		\$10,000	
4C. Low Rev Dist in CCDEB	\$0		\$0		\$0	
Line 4 Allowed Per-Member Change	\$175		\$179	2.29%	\$0	-100.00%
Line 5 Maximum Revenue / Member (Ln 3 + Ln 4)	\$12,347	4.01%	\$12,830	3.91%	\$13,059	1.78%
CY SS FTE	559		208		412	
CY SS 40%	224		83		165	
CY Sept FTE	26,988		26,188		25,710	
CY Special Needs Vouchers / ICS	238		299		348	
CY TTL FTE	27,450		26,570		26,223	
Line 6 Current 3-Year Ave FTE	27,410	0.00%	27,149	-0.95%	26,744	-1.49%
7A. Max Rev / Memb (Ln 5 x Ln 6)	\$338,441,412		\$348,332,801		\$349,259,524	
7B. Hold Harmless	\$0		\$0		\$5,288,972	
Line 7 Revenue Limit with No Exemptions	\$338,441,412	3.86%	\$348,332,801	2.92%	\$354,548,496	1.78%
8A. Prior Year Carryover	\$0		\$0		\$0	
8B. Transfer of Service	\$332,640		\$215,695		\$0	
8C. Transfer of Territory/Other Reorg	\$0		\$0		\$0	
8D. Federal Impact Aid Loss	\$0		\$0		\$0	
8E. Recurring Referenda to Exceed Limit	\$8,000,000		\$6,000,000		\$8,000,000	
Other	\$0		\$0		\$0	
Line 8 Total Recurring Exemptions	\$8,332,640	1.17%	\$6,215,695	-25.41%	\$8,000,000	28.71%
Line 9 Rev. Limit with Rec. Exemptions (Ln 7 + Ln 8)	\$346,774,052	3.79%	\$354,548,496	2.24%	\$362,548,496	2.26%
10A. Non-Recurring Referenda to Exceed Limit	\$0		\$0		\$0	
10B. Declining Enrollment Exemption	\$0		\$3,297,415		\$5,289,041	

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Baird Budget Forecast Model

REV CAP

	Historical Data		Current Year		Budget Year	
	2019 - 2020	2020	2020 - 2021	2021	2021 - 2022	2022
		% Δ		% Δ		% Δ
Revenue Limit						
3269 - Madison Metropolitan						
<u>10C. Energy Efficiency Net Exemption</u>	\$951,608		\$957,358		\$967,958	
<u>10D. Adjustment for Refunded or Rescinded Taxes</u>	\$190,498		\$285,658		\$123,805	
<u>10E. Prior Year Open Enrollment (Uncounted Pupils)</u>	\$80,459		\$109,048		\$139,752	
<u>10F. Ineligible Fund 80 Expenditures (enter as a negative)</u>	\$0		\$0		\$0	
<u>10G. Other Adjustments (Environmental Remediation + F39 Bal Trans)</u>	\$0		\$0		\$0	
<u>10H. Private School Voucher Aid Deduction</u>	\$1,224,176		\$2,302,699		\$2,618,253	
<u>10I. Private School Special Needs Voucher Aid Deduction</u>	\$241,792		\$343,011		\$331,587	
Other	\$0		\$0		\$0	
Line 10 Total Non-Recurring Exemptions	\$2,688,533	10.91%	\$7,295,189	171.34%	\$9,470,396	29.82%
Line 11 Revenue Limit with All Exemptions (Ln 9 + Ln 10)	\$349,462,585	3.85%	\$361,843,685	3.54%	\$372,018,892	2.81%
<u>12A. General (EQ) Aid (SCEs 615, 616, 621 & 623)</u>	\$36,802,018		\$38,526,919		\$40,256,461	
<u>12B. High Poverty Aid (SCE 628)</u>	\$0		\$0		\$1,443,570	
<u>12C. Exempt Computers Aid(SCE 691)</u>	\$1,749,437		\$1,749,437		\$1,754,226	0%
<u>12D. Exempt Personal Property Aid(SCE 691)</u>	\$1,161,029		\$726,662		\$1,327,105	0.83
Line 12 Total Aid to be Used in Computation	\$39,742,485	-14.99%	\$41,003,038	3.17%	\$44,781,362	9.21%
Line 13 Allowable Limited Revenue (Ln 11 - Ln 12)	\$309,720,100	6.89%	\$320,840,647	3.59%	\$327,237,530	1.99%
14A. General Operations (F10 SCE 211) (starting FY2019)	\$299,462,333		\$311,407,617		\$315,993,263	
<u>14B. Non-Referendum Debt (inside limit) F38 (F38 SCE 211)</u>	\$5,257,768		\$4,433,030		\$3,667,783	
<u>14C. Capital Expansion F41 (F41 SCE 211)</u>	\$5,000,000		\$5,000,000		\$5,000,000	
Line 14 Total Limited revenue to be Used	\$309,720,101	7.49%	\$320,840,647	3.59%	\$324,661,045	1.19%
Over/underlevy	\$1		\$0		-\$2,576,485	
<u>15A. Referendum Approved Debt (outside limit) F39 (F39 SCE 211)</u>	\$8,300,900		\$18,494,475		\$18,622,856	
<u>15B. Community Services F80 (F80 SCE 211)</u>	\$12,009,506		\$10,638,849		\$13,440,741	
<u>15C. Prior Year Levy Chargeback (F10 SCE 212)</u>	\$75,485		\$65,621		\$178,452	
<u>15D. Other Levy (MKE and Kenosha only)</u>	\$0		\$0		\$0	
Line 15 Total Revenue from other Levies	\$20,385,891	2.63%	\$29,198,945	43.23%	\$32,242,049	10.42%
Line 16 Total Levy	\$330,105,992	7.17%	\$350,039,592	6.04%	\$356,903,094	1.96%

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EQ AID

Baird Budget Forecast Model

	Historical Data		Current Year		Budget Year	
	2019 - 2020	2020	2020 - 2021	2021	2021 - 2022	2022
		% Δ		% Δ		% Δ
Equalization Aid						
3269 - Madison Metropolitan						
A1. 3rd Friday September Membership	26,965		26,980		26,187	
A2. 2nd Friday January Membership	26,944		26,958		26,136	
A3. Total (A1 + A2)	53,909		53,938		52,323	
A4. Average (A3 / 2)	26,955		26,969		26,162	
A5. Summer FTE Equivalent (Rounded)	686		559		208	
<u>A6A. Foster Group + Part-time Resident</u>	2		2		2	
A6B. Part-time Non-Resident FTE	-		-		0	
A6C. Statewide Choice Pupils (New in 15-16)	80		146		273	
A6D. SPED Scholarship Program Stud. (New in 17-18)	20		19		23	
A6E. (ICS) New Authorizers Students	198		234		294	
Part A Audited Membership	27,941	0.59%	27,929	-0.04%	26,962	-3.46%
Part B-E Total Shared Costs	\$333,675,756	1.59%	\$343,677,333	3.00%	\$349,422,118	1.67%
Shared Cost / Member	\$11,942	0.99%	\$12,305	3.04%	\$12,960	5.32%
E6. Primary Cost Ceiling / Member	\$1,000	0.00%	\$1,000	0.00%	\$1,000	0.00%
E7. Primary Ceiling (A7 * E6)	\$27,941,000		\$27,929,000		\$26,962,000	
E8. Primary Shared Cost (lesser of E5 or E7)	\$27,941,000		\$27,929,000		\$26,962,000	
E9. Secondary Cost Ceiling Per Member	\$9,782	0.54%	\$10,030	2.54%	\$10,771	7.39%
E10. Secondary Ceiling (A7 * E9)	\$273,318,862		\$280,127,870		\$290,407,702	
E11. Secondary Shared Cost ((Lesser of E5 or E10) - E8))	\$245,377,862		\$252,198,870		\$263,445,702	
E12. Tertiary Shared Cost (Greater of (E5 - E8 - E11) or 0)	\$60,356,894		\$63,549,463		\$59,014,416	
Part E Shared Costs for EQ Aid						
<u>F1. EQ Value (May Certification) + Exempt Comp Val</u>	\$27,971,395,410	8.78%	\$29,852,660,916	6.73%	\$31,473,939,990	5.43%
Part F Equalized Value / Member	\$1,001,088	8.14%	\$1,068,877	6.77%	\$1,167,344	9.21%
G1. Primary Guaranteed Value / Member	\$1,930,000	0.00%	\$1,930,000	0.00%	\$1,930,000	0.00%
G2. Primary Guaranteed Valuation (A7 * G1)	\$53,926,130,000		\$53,902,970,000		\$52,036,660,000	
G3. Primary Required Rate (E8 / G2)	0.00051813		0.00051813		0.00051813	
G4. Primary Net Guaranteed Value (G2 - F1)	\$25,954,734,590		\$24,050,309,084		\$20,562,720,010	
G5. Primary Equalization Aid (G3 * G4) (Not < 0)	\$13,447,927		\$12,461,187		\$10,654,162	
G6. Secondary Guaranteed Value / Member	\$1,329,139	7.08%	\$1,451,514	9.21%	\$1,563,711	7.73%
G7. Secondary Guaranteed Valuation (A7 * G6)	\$37,137,472,799		\$40,539,334,506		\$42,160,775,982	
G8. Secondary Required Rate (E11 / G7)	0.00660728		0.00622109		0.00624860	

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EQ AID

Baird Budget Forecast Model

	Historical Data		Current Year		Budget Year	
	2019 - 2020	% Δ	2020 - 2021	% Δ	2021 - 2022	% Δ
Equalization Aid						
3269 - Madison Metropolitan						
G9. Secondary Net Guaranteed Value (G7 - F1)	\$9,166,077,389		\$10,686,673,590		\$10,686,635,992	
G10. Secondary Equalization Aid (G8 * G9)	\$60,562,840		\$66,482,758		\$66,777,763	
G11. Tertiary Guaranteed Value /Member	\$621,416	4.45%	\$656,434	5.64%	\$715,267	8.96%
G12. Tertiary Guaranteed Valuation (A7 * G11)	\$17,362,984,456		\$18,333,545,186		\$19,285,028,854	
G13. Tertiary Required Rate (E12 / G12)	0.00347618		0.00346629		0.00306012	
G14. Tertiary Net Guaranteed Value (G12 - F1)	-\$10,608,410,954		-\$11,519,115,730		-\$12,188,911,136	
G15. Tertiary Equalization Aid (G13 * G14)	-\$36,876,746		-\$39,928,596		-\$37,299,531	
Part G Equalization Aid by Tier						
H1. CY EQ Aid Eligibility (G5 + G10 + G15) NOT <0	\$37,134,020	-15.07%	\$39,015,349	5.07%	\$40,132,395	2.86%
H2. Parental Choice Deduct, EQ Aid (MPS only)	\$0		\$0		\$0	
H2A. Payment to MPS from City of MKE	\$0		\$0		\$0	
H3. MKE Charter Program Deduct	(0.0159069119)		(0.0161729997)		-	
H4A. PY Oct-to-Final Adj, Eq Aid	\$7,601		\$80,128		\$60,063	
H4B. PY Oct-to-Final Adj, Choice/Charter (previously I4)	-		-\$268		\$0	
H5. Prior Year Data Error Adjustment	\$0		\$0		\$0	
Part H Current Year EQ Aid (SCE 621)	\$36,550,835	-15.18%	\$38,464,214	5.23%	\$40,192,458	4.49%
Part I October 15 Certification of Aid	\$36,802,018	-15.10%	\$38,526,919	4.69%	\$40,256,461	4.49%
Inter District October 15 Certification of Aid (SCE 616)	\$0		\$0		\$0	
Intra District October 15 Certification of Aid (SCE 615)	\$188,956	-25.04%	\$125,937	-33.35%	\$64,003	-49.18%
SPEC ADJ October 15 Certification of Aid (SCE 623)	\$62,227		-\$63,232	-201.61%	\$0	-100.00%
Primary Aid %	48.13%		44.62%		39.52%	
Secondary Aid %	24.68%		26.36%		25.35%	
Tertiary Aid %	-61.10%		-62.83%		-63.20%	

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F10

Baird Budget Forecast Model

10

3269 - Madison Metropolitan
Sce/Obj Description

R	Historical Data	Current Year		Budget Year			
		Actual 2019 - 2020 2020	% Δ	Budget 2020 - 2021 2021	% Δ	Budget 2021 - 2022 2022	% Δ
Revenues							
127	Transfer from F27	\$224,383	29.35%	\$4,302	-98.08%	\$166,556	3771.59%
1--	Total Transfers In	\$224,383	29.35%	\$4,302	-98.08%	\$166,556	3771.59%
211	Property Tax	\$299,462,334	8.79%	\$311,407,617	3.99%	\$315,993,263	1.47%
212	Levy for Personal Property Tax Chargebacks	\$75,485	215.61%	\$65,621	-13.07%	\$178,452	171.94%
213	Mobile Home Tax/Fees	\$86,088	28.38%	\$110,417	28.26%	\$65,000	-41.13%
219	Other Taxes	\$0	-100.00%	\$0	0.00%	\$7,500,000	0.00%
241	General Tuition—Individual Paid	\$11,577	-70.28%	\$0	-100.00%	\$90,000	0.00%
244	Payments for Services Provided Local Governments	\$140,294	140.48%	\$297,666	112.17%	\$235,942	-20.74%
264	Non-Capital Surplus Property Sale	\$0	-100.00%	\$16,509	\$0	\$0	-100.00%
271	School Co-Curricular Admissions	\$227,972	0.93%	\$24,194	-89.39%	\$212,000	776.25%
280	Earnings on Investments	\$1,369,580	-36.97%	\$288,730	-78.92%	\$260,955	-9.62%
291	Gifts, fundraising, contributions and development	\$990,638	34416.99%	\$35,330	-96.43%	\$0	-100.00%
292	Student Fees	\$1,693,109	-51.85%	\$903,251	-46.65%	\$1,686,356	86.70%
293	Rentals	\$324,046	-28.59%	\$140,023	-56.79%	\$360,000	157.10%
297	Student Fines	\$22,749	11.90%	\$2,205	-90.31%	\$0	-100.00%
2--	Total Local	\$304,403,872	6.31%	\$313,291,564	2.92%	\$326,581,968	4.24%
341	Contracted Instruction/Base Cost Tuition—Non-OE	\$85,481	11.26%	\$97,500	14.06%	\$60,000	-38.46%
345	General Base Cost Tuition—Open Enrollment	\$3,231,421	4.10%	\$3,935,932	21.80%	\$4,212,981	7.04%
349	Payments for Other Services	\$272,492	-11.08%	\$20,296	-92.55%	\$141,100	595.20%
3--	Total Interdistrict Payments in Wisconsin	\$3,589,395	2.92%	\$4,053,729	12.94%	\$4,414,081	8.89%
515	Non-SPED State Aid Transited through CESAs/Int. sources	\$203,891	80.88%	\$220,103	7.95%	\$112,167	-49.04%
517	Federal Aids Transited through CESAs/Int. sources	\$0	\$0	\$0	0.00%	\$10,000	0.00%
5--	Total Intermediate Sources	\$203,891	80.88%	\$220,103	7.95%	\$122,167	-44.50%
612	Transportation State Aid	\$240,404	-2.53%	\$241,628	0.51%	\$236,513	-2.12%
613	Library/Common School Fund/Aid	\$1,090,907	20.07%	\$929,693	-14.78%	\$750,000	-19.33%
615	Integration Aid (Resident)	\$188,956	-25.04%	\$125,937	-33.35%	\$64,003	-49.18%
618	Bilingual/Bicultural State Aid	\$2,012,893	16.85%	\$1,952,516	-3.00%	\$1,951,117	-0.07%
619	Other State Categorical Aid	\$657,890	317.29%	\$602,199	-8.46%	\$0	-100.00%
621	Equalization Aid	\$36,550,835	-15.18%	\$38,464,214	5.23%	\$40,192,458	4.49%
623	Special Adjustment Aid	\$62,226		-\$63,232	-201.62%	\$0	-100.00%

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Baird Budget Forecast Model

F10

10

3269 - Madison Metropolitan Sce/Obj Description	Historical Data		Current Year		Budget Year	
	Actual 2019 - 2020 2020	% Δ	Budget 2020 - 2021 2021	% Δ	Budget 2021 - 2022 2022	% Δ
630 State Special Project Grants	\$420,530	-42.50%	\$445,416	5.92%	\$80,239	-81.99%
641 General Tuition—State Paid	\$218,194	-7.31%	\$379,676	74.01%	\$218,995	-42.32%
650 State "SAGE"/"AGR" Aid	\$6,963,531	2.34%	\$7,124,029	2.30%	\$6,939,075	-2.60%
660 State Revenue Through Local Governments	\$34,693	391.71%	\$37,887	9.21%	\$0	-100.00%
691 State Tax Exempt Computer Aid and Personal Property /	\$2,940,467	-13.64%	\$2,476,119	-15.79%	\$3,081,331	24.44%
695 Per Pupil Categorical Aid	\$20,227,662	13.12%	\$19,962,768	\$742	\$19,625,653	\$742
699 Other State Revenue	\$497,680	-76.81%	\$208,459	-58.11%	\$214,817	3.05%
6-- Total Revenue from State Sources	\$72,106,858	-7.07%	\$72,887,308	1.08%	\$74,797,771	2.62%
713 Federal Vocational Education Aid Through DPI	\$243,528	-5.56%	\$254,397	4.46%	\$208,577	-18.01%
730 Federal Special Projects Aid Transited Through DPI	\$4,595,350	5.77%	\$7,486,397	62.91%	\$24,092,539	221.82%
751 ESEA Title I	\$6,297,862	-6.07%	\$5,742,189	-8.82%	\$6,143,847	6.99%
770 Federal Aid Received through Municipalities and Counti	\$98,461		\$114,167	15.95%	\$422,465	270.04%
780 Federal Aid Received through State Agencies - not DPI	\$4,520,504	-12.39%	\$4,609,548	1.97%	\$3,950,000	-14.31%
799 Other Federal Revenue	\$38,677	12.57%	\$87,075	125.13%	\$229,554	163.63%
7-- Federal Sources	\$15,794,382	-4.29%	\$18,293,773	15.82%	\$35,046,982	91.58%
860 Sale / Loss Fixed Assets	\$0		\$40,471		\$0	-100.00%
878 Capital Leases	\$4,029,796	1893.89%	\$2,051,560	-49.09%	\$0	-100.00%
8-- Total Financing Sources	\$4,029,796	78.54%	\$2,092,031	-48.09%	\$0	-100.00%
971 Refund of Prior Year Expense	\$897,114	-47.63%	\$862,229	-3.89%	\$380,000	-55.93%
972 Property Tax and Equalization Aid Refund	\$10,141	-92.42%	\$0	-100.00%	\$5,000	0.00%
989 Other Medical Service Reimbursement	\$68,950	38.87%	\$69,884	1.35%	\$78,656	12.55%
990 Other Miscellaneous Revenues	\$549,014		\$89,835	-83.64%	\$288,570	221.22%
9-- Total Miscellaneous Revenues	\$1,525,220	-23.09%	\$1,021,948	-33.00%	\$752,226	-26.39%
Total Revenues	\$401,877,795	3.46%	\$411,864,757	2.49%	\$441,881,751	7.29%

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E	3269 - Madison Metropolitan Sce/Obj Description	Historical Data		Current Year		Budget Year	
		Actual 2019 - 2020	% Δ	Budget 2020 - 2021	% Δ	Budget 2021 - 2022	% Δ
Expenditures							
100	1-- Total Salaries	\$188,170,763	2.47%	\$184,335,043	-2.04%	\$207,456,643	12.54%
		\$188,170,763	2.47%	\$184,335,043	-2.04%	\$207,456,643	12.54%
212	Employer's Share	\$12,010,130	4.55%	\$11,987,442	-0.19%	\$13,440,609	12.12%
220	Social Security	\$14,056,457	2.10%	\$13,705,893	-2.49%	\$15,526,504	13.28%
230	Life Insurance	\$467,371	-2.09%	\$464,404	-0.63%	\$534,502	15.09%
240	Health Insurance	\$47,010,324	-1.41%	\$45,848,426	-2.47%	\$47,909,834	4.50%
250	Other Employee Insurance	\$1,181,563	24.88%	\$974,722	-17.51%	\$1,144,970	17.47%
290	Other Employee Benefits	\$63,887	-71.95%	\$267,059	318.02%	\$642,494	140.58%
2--	Total Employee Benefits	\$74,789,731	0.27%	\$73,247,946	-2.06%	\$79,198,911	8.12%
310	Personal Services	\$5,225,891	8.68%	\$6,766,905	29.49%	\$10,993,034	62.45%
321	Technology Related Repairs and Maintenance	\$942,654	260.01%	\$5,797	-99.39%	\$560,000	9560.90%
322	Rentals of Computers and Related Equipment	\$2,527,544	-10.45%	\$1,923,847	-23.88%	\$2,422,886	25.94%
324	Non-Technology Related Repairs and Maintenance	\$1,705,178	-68.40%	\$4,015,743	135.50%	\$9,341,533	132.62%
325	Vehicle and Equipment Rental	\$218,545	-55.03%	\$320,886	46.83%	\$431,525	34.48%
326	Site Rental	\$0		\$0		\$10,000	0.00%
327	Construction Services	\$2,715,015	1095.35%	\$2,358,722	-13.12%	\$10,628,871	350.62%
328	Building Rental	\$429,352	-6.37%	\$402,328	-6.29%	\$412,845	2.61%
331	Gas for Heat	\$1,359,773	-15.03%	\$1,445,317	6.29%	\$1,656,162	14.59%
332	Oil for Heat	\$54,476		\$44,147	-18.96%	\$5,000	-88.67%
336	Electricity for Other Than Heat	\$2,823,702	-9.29%	\$2,593,052	-8.17%	\$3,171,083	22.29%
337	Water	\$777,873	4.35%	\$675,333	-13.18%	\$780,000	15.50%
341	Pupil Transportation	\$8,194,971	-10.73%	\$5,246,586	-35.98%	\$9,745,300	85.75%
342	Employee Travel	\$593,060	-35.81%	\$106,418	-82.06%	\$706,109	563.52%
345	Pupil Lodging and Meals	\$18,938	-53.98%	\$0	-100.00%	\$2,500	0.00%
348	Vehicle Fuel	\$44,508		\$160,138	259.80%	\$304,000	89.84%
350	Communication	\$1,074,095	18.22%	\$1,137,913	5.94%	\$1,375,484	20.88%
360	Technology and Software Services	\$2,732,910	40391.70%	\$3,820,088	39.78%	\$4,092,696	7.14%
370	Payment to Non-Governmental Agencies and Individuals	\$3,081,191	-2.22%	\$2,444,832	-20.65%	\$3,150,761	28.87%
381	Payment to Municipality	\$137,683	16.00%	\$64,628	-53.06%	\$125,000	93.41%
382	Payment to a WI School District - OE (Function 435000)	\$9,747,280	7.72%	\$11,453,944	17.51%	\$11,659,625	1.80%
382	Payment to a WI School District - NON OE	\$0	-100.00%	\$64,166		\$69,000	7.53%
386	Payment to CESA (Services only)	\$19,504	549.32%	\$18,205	-6.66%	\$23,036	26.54%

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F10

Baird Budget Forecast Model

10

3269 - Madison Metropolitan
Sce/Obj Description

Sce/Obj	Description	Historical Data		Current Year		Budget Year	
		Actual 2019 - 2020 2020	% Δ	Budget 2020 - 2021 2021	% Δ	Budget 2021 - 2022 2022	% Δ
387	Payment to State - NON VOUCHER	\$784,504	152.75%	\$947,645	20.80%	\$1,597,313	68.56%
387	Payment to State - VOUCHER (Function 438000)	\$1,426,397	60.19%	\$2,559,397	79.39%	\$2,949,840	15.26%
387	Payment to State - ICS (Function 439000)	\$2,094,976	21.96%	\$2,694,510	\$9,165	\$3,205,628	\$9,201
389	Payment to WTCS District	\$296,341	2.18%	\$351,500	18.61%	\$490,000	39.40%
3--	Total Purchased Services	\$49,026,659	5.30%	\$51,622,044	5.29%	\$79,909,231	54.80%
410	Supplies	\$4,226,539	-31.23%	\$4,692,045	11.01%	\$12,619,101	168.95%
420	Apparel	\$184,651	-5.04%	\$129,824	-29.69%	\$59,334	-54.30%
430	Instructional Media	\$1,801,197	83.80%	\$1,761,569	-2.20%	\$622,899	-64.64%
440	Non-Capital Equipment	\$1,314,293	-56.32%	\$2,758,767	109.91%	\$2,914,105	5.63%
450	Resale Items	\$31,247	-44.44%	\$0	-100.00%	\$0	0.00%
470	Textbooks & Workbooks	\$434,739	9.50%	\$136,552	-68.59%	\$502,200	267.77%
480	Non-Capital Technology	\$1,191,966	-59.31%	\$3,305,407	177.31%	\$1,924,383	-41.78%
490	Other Non-Capital Items	\$28,129	37.08%	\$48,350	71.89%	\$36,987	-23.50%
4--	Total Non-Capital Objects	\$9,212,759	-32.91%	\$12,832,514	39.29%	\$18,679,009	45.56%
511	Site Purchase	\$325,161	-84.17%	\$10,365	-96.81%	\$0	-100.00%
531	Building Acquisition	\$3,996,279	31659.15%	\$59,808	-98.50%	\$0	-100.00%
541	Building Improvements Addition	\$11,293		\$40,469	258.36%	\$0	-100.00%
550	Equipment/Vehicle -- Initial Purchase	\$150,977	-48.81%	\$600,221	297.56%	\$185,102	-69.16%
560	Equipment/Vehicle--Replacement	\$636,061	9.19%	\$884,045	38.99%	\$800,471	-9.45%
581	Technology Related Hardware	\$4,064,339	15787.15%	\$2,051,560	-49.52%	\$52,449	-97.44%
5--	Total Capital Objects	\$9,184,110	209.32%	\$3,646,469	-60.30%	\$1,038,022	-71.53%
678	Capital Lease Principal	\$1,094,850	3150.30%	\$2,113,906	93.08%	\$1,086,244	-48.61%
682	Temporary Note Interest	\$929,074	-18.61%	\$348,271	-62.51%	\$241,483	-30.66%
688	Capital Lease Interest	\$0		\$0	0.00%	\$2,500	0.00%
690	Other Debt Retirement	\$36,165	609.11%	\$3,800	-89.49%	\$3,000	-21.05%
6--	Total Debt Retirement	\$2,060,088	74.54%	\$2,465,977	19.70%	\$1,333,227	-45.94%
711	District Liability Insurance	\$330,156	12.76%	\$375,570	13.76%	\$488,770	30.14%
712	District Property Insurance	\$421,455	2.07%	\$526,834	25.00%	\$659,500	25.18%
713	Worker's Compensation	\$1,856,978	-8.13%	\$1,334,686	-28.13%	\$1,932,155	44.76%
720	Judgments and Settlements	\$45,283	19.95%	\$15,557	-65.64%	\$19,600	25.99%
730	Unemployment Compensation	\$436,617	1114.73%	\$1,113,017	154.92%	\$57,200	-94.86%

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Baird Budget Forecast Model

F10

3269 - Madison Metropolitan Sce/Obj Description	Historical Data		Current Year		Budget Year	
	Actual 2019 - 2020 2020	% Δ	Budget 2020 - 2021 2021	% Δ	Budget 2021 - 2022 2022	% Δ
7-- Total Insurance and Judgments	\$3,090,488	10.35%	\$3,365,664	8.90%	\$3,157,225	-6.19%
827 Special Education Fund	\$55,285,794	2.76%	\$50,336,203	-8.95%	\$59,734,580	18.67%
838 Non-referendum Debt Fund	\$0	-100.00%	\$9,042,476		\$0	-100.00%
850 Food Service	\$1,264,705	5424.46%	\$21,657	-98.29%	\$0	-100.00%
8-- Total Transfers	\$56,550,499	4.82%	\$59,400,336	5.04%	\$59,734,580	0.56%
932 Shared Receipt Distribution to Non-Gov. Agencies	\$17,392	22.82%	\$0	-100.00%	\$0	0.00%
940 Dues and Fees	\$297,110	-3.39%	\$191,882	-35.42%	\$727,518	279.15%
971 Refund payment	\$87,740		\$0	-100.00%	\$0	0.00%
972 Property Tax Chargeback and Equalization Aid Payment	\$361,420	72.72%	\$178,452	-50.62%	\$500,000	180.19%
9-- Total Other Objects	\$763,662	40.62%	\$370,334	-51.51%	\$1,227,518	231.46%
Total Expenditures	\$392,848,760	3.39%	\$391,286,326	-0.40%	\$451,734,366	15.45%

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F27

Baird Budget Forecast Model

R 3269 - Madison Metropolitan Sce/Obj Description	Historical Data		Current Year		Budget Year	
	Actual 2019 - 2020 2020	% Δ	Budget 2020 - 2021 2021	% Δ	Budget 2021 - 2022 2022	% Δ
Revenues						
110	\$55,285,794	2.76%	\$50,336,203	-8.95%	\$59,734,580	18.67%
1--	\$55,285,794	2.76%	\$50,336,203	-8.95%	\$59,734,580	18.67%
Total Transfers In						
346	\$48,400		\$0	-100.00%	\$0	0.00%
347	\$30,000		\$186,463	521.54%	\$0	-100.00%
349	\$13,848	-48.77%	\$13,340	-3.67%	\$0	-100.00%
3--	\$92,248	241.27%	\$199,803	116.59%	\$0	-100.00%
Total Interdistrict Payments in Wisconsin						
611	\$18,272,958	4.86%	\$21,287,988	16.50%	\$18,338,115	-13.86%
625	\$796,962	-19.09%	\$1,469,469	84.38%	\$805,000	-45.22%
642	\$391,409	127.16%	\$64,778	-83.45%	\$134,803	108.10%
697	\$164,000	69.07%	\$166,000	1.22%	\$95,000	-42.77%
699	\$20,574	0.72%	\$21,077	2.44%	\$31,022	47.19%
6--	\$19,645,903	4.95%	\$23,009,312	17.12%	\$19,403,940	-15.67%
Total Revenue from State Sources						
730	\$5,024,141	-4.65%	\$4,389,544	-12.63%	\$7,944,218	80.98%
770	\$8,057		\$0	-100.00%	\$0	0.00%
780	\$607,452	6.98%	\$480,762	-20.86%	\$433,536	-9.82%
7--	\$5,639,651	-7.31%	\$4,870,306	-13.64%	\$8,377,754	72.02%
Federal Sources						
Total Revenues						
	\$80,663,596	2.59%	\$78,415,624	-2.79%	\$87,516,274	11.61%

27



F27

Baird Budget Forecast Model

		Historical Data		Current Year		Budget Year	
		Actual 2019 - 2020 2020	% Δ	Budget 2020 - 2021 2021	% Δ	Budget 2021 - 2022 2022	% Δ
27		Expenditures					
3269 - Madison Metropolitan							
Scs/Obj	Description						
E							
100	Total Salaries	\$52,598,106	4.66%	\$51,697,681	-1.71%	\$55,973,615	8.27%
1--		\$52,598,106	4.66%	\$51,697,681	-1.71%	\$55,973,615	8.27%
212	Employer's Share	\$3,377,552	7.78%	\$3,416,710	1.16%	\$3,597,575	5.29%
220	Social Security	\$3,952,573	5.82%	\$3,861,523	-2.30%	\$4,161,473	7.77%
230	Life Insurance	\$106,431	-3.81%	\$104,358	-1.95%	\$115,861	11.02%
240	Health Insurance	\$14,392,686	-2.07%	\$14,160,006	-1.62%	\$15,886,318	12.19%
250	Other Employee Insurance	\$741,151	5.87%	\$629,321	-15.09%	\$331,913	-47.26%
290	Other Employee Benefits	\$35,362	11.68%	\$34,057	-3.69%	\$35,000	2.77%
2--	Total Employee Benefits	\$22,605,756	0.88%	\$22,205,973	-1.77%	\$24,128,141	8.66%
310	Personal Services	\$299,711	45.11%	\$246,943	-17.61%	\$472,467	91.33%
324	Non-Technology Related Repairs and Maintenance	\$6,842	15.20%	\$2,239	-67.28%	\$57,900	2486.29%
328	Building Rental	\$192,522	6.76%	\$192,522	0.00%	\$236,522	22.85%
341	Pupil Transportation	\$3,866,198	-3.35%	\$3,033,995	-21.53%	\$3,958,350	30.47%
342	Employee Travel	\$137,175	-39.01%	\$16,553	-87.93%	\$200,400	1110.63%
343	Contracted Service Travel	\$20	-53.41%	\$14	-27.98%	\$100	601.26%
350	Communication	\$26,121	-10.74%	\$22,848	-12.53%	\$76,460	234.64%
360	Technology and Software Services	\$77,675	-43.97%	\$154,711	99.18%	\$68,730	-55.58%
370	Payment to Non-Governmental Agencies and Individuals	\$87,487	-21.27%	\$118,670	35.64%	\$203,300	71.32%
382	Payment to a WI School District - NON OE	\$71,016		\$15,931	-77.57%	\$0	-100.00%
386	Payment to CESA (Services only)	\$1,370	380.70%	\$2,130	55.47%	\$1,675	-21.36%
387	Payment to State	\$0		\$0		\$1,000	0.00%
389	Payment to WTCS District	\$11,366	-4.07%	\$9,897	-12.92%	\$0	-100.00%
3--	Total Purchased Services	\$4,777,503	-3.36%	\$3,816,454	-20.12%	\$5,276,904	38.27%
410	Supplies	\$154,286	-70.44%	\$180,076	16.72%	\$675,650	275.20%
430	Instructional Media	\$122,313	1092.94%	\$167,462	36.91%	\$352,635	110.58%
440	Non-Capital Equipment	\$44,410	-63.08%	\$57,386	29.22%	\$352,004	513.40%
480	Non-Capital Technology	\$46,990	52.67%	\$204,018	334.17%	\$116,260	-43.01%
490	Other Non-Capital Items	\$12,558	-84.28%	\$40,604	223.33%	\$18,700	-53.95%
4--	Total Non-Capital Objects	\$380,557	-50.13%	\$649,546	70.68%	\$1,515,249	133.28%
541	Building Improvements Addition	\$17,500	-29.29%	\$0	-100.00%	\$0	0.00%

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F27

Baird Budget Forecast Model

		Historical Data		Current Year		Budget Year	
3269 - Madison Metropolitan Sce/Obj Description		Actual 2019 - 2020	% Δ	Budget 2020 - 2021	% Δ	Budget 2021 - 2022	% Δ
550	Equipment/Vehicle -- Initial Purchase Total Capital Objects	\$0		\$9,415		\$0	
		\$17,500	-29.29%	\$9,415	-46.20%	\$0	-100.00%
713	Worker's Compensation Total Insurance and Judgments	\$19,058	32.44%	\$12,478	-34.52%	\$404,950	3145.22%
		\$19,058	32.44%	\$12,478	-34.52%	\$404,950	3145.22%
810	General Total Transfers	\$224,383	29.35%	\$0	-100.00%	\$166,556	0.00%
		\$224,383	29.35%	\$0	-100.00%	\$166,556	
940	Dues and Fees Total Other Objects	\$40,734	-9.99%	\$24,076	-40.89%	\$50,860	111.25%
		\$40,734	-9.99%	\$24,076	-40.89%	\$50,860	111.25%
Total Expenditures		\$80,663,596	2.59%	\$78,415,624	-2.79%	\$87,516,274	11.61%

27



F39

Baird Budget Forecast Model

		Historical Data		Current Year		Budget Year	
		Actual	% Δ	Budget	% Δ	Budget	% Δ
		2019 - 2020	2020	2020 - 2021	2021	2021 - 2022	2022
39							
3269 - Madison Metropolitan							
Sce/Obj Description							
Revenues							
R							
211	Property Tax	\$8,300,900	-0.03%	\$18,494,475	122.80%	\$18,622,856	0.69%
280	Earnings on Investments	\$12,191	-55.39%	\$415	-96.59%	\$0	-100.00%
2--	Total Local	\$8,313,091	-0.22%	\$18,494,890	122.48%	\$18,622,856	0.69%
879	Premium and Accrued Interest From Debt Refinancing	\$0		\$3,624,792		\$0	-100.00%
8--	Total Financing Sources	\$0		\$3,624,792		\$0	-100.00%
	Total Revenues	\$8,313,091	-0.22%	\$22,119,682	166.08%	\$18,622,856	-15.81%
Expenditures							
E							
673	Long-Term Note Principal	\$4,130,000	2.99%	\$16,050,000	288.62%	\$18,390,000	5.45%
675	Long-Term Bond Principal	\$3,075,000	3.71%	\$1,390,000	-54.80%	\$0	-100.00%
683	Long-Term Note Interest	\$896,738	-11.83%	\$1,108,494	23.61%	\$2,629,103	100.22%
685	Long-Term Bond Interest	\$317,588	-25.46%	\$204,638	-35.57%	\$0	-100.00%
690	Other Debt Retirement	\$0		\$314,811		\$0	-100.00%
6--	Total Debt Retirement	\$8,419,325	0.01%	\$19,067,943	126.48%	\$21,019,103	10.23%
	Total Expenditures	\$8,419,325	0.01%	\$19,067,943	126.48%	\$21,019,103	10.23%

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Baird Budget Forecast Model

F41

		Historical Data		Current Year		Budget Year		
		Actual	% Δ	Budget	% Δ	Budget	% Δ	
		2019 - 2020	2020	2020 - 2021	2021	2021 - 2022	2022	
41		Revenues						
3269 - Madison Metropolitan Sca/Obj	R	\$5,000,000	-41.18%	\$5,000,000	0.00%	\$5,000,000	0.00%	
211	Property Tax	\$12,828	-65.23%	\$3,141	-75.51%	\$0	-100.00%	
280	Earnings on Investments	\$5,012,828	-41.28%	\$5,003,141	-0.19%	\$5,000,000	-0.06%	
2--	Total Local	\$5,012,828	-41.28%	\$5,003,141	-0.19%	\$5,000,000	-0.06%	
E		Expenditures						
100	1-- Total Salaries	\$0		\$0	0.00%	\$869,052	0.00%	
212	Employer's Share	\$0		\$0		\$58,661	0.00%	
220	Social Security	\$0		\$0		\$65,183	0.00%	
230	Life Insurance	\$0		\$0		\$3,210	0.00%	
240	Health Insurance	\$0		\$0		\$243,567	0.00%	
250	Other Employee Insurance	\$0		\$0		\$5,247	0.00%	
2--	Total Employee Benefits	\$0		\$0		\$375,868		
310	Personal Services	\$0		\$18,373		\$4,815	-73.79%	
322	Rentals of Computers and Related Equipment	\$391,667		\$1,228	-99.69%	\$0	-100.00%	
324	Non-Technology Related Repairs and Maintenance	\$6,723,196	-5.40%	\$4,063,996	-39.55%	\$360,000	-91.14%	
327	Construction Services	\$0		\$413,432		\$3,388,765	719.67%	
350	Communication	\$0		\$0		\$1,500	0.00%	
3--	Total Purchased Services	\$7,114,863	0.11%	\$4,497,029	-36.79%	\$3,755,080	-16.50%	
Total Expenditures		\$7,114,863	0.11%	\$4,497,029	-36.79%	\$5,000,000	11.18%	

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F50

Baird Budget Forecast Model

		Historical Data		Current Year		Budget Year	
		Actual 2019 - 2020 2020	% Δ	Budget 2020 - 2021 2021	% Δ	Budget 2021 - 2022 2022	% Δ
50							
3269 - Madison Metropolitan Sce/Obj Description							
Revenues							
R							
110	Transfer from F10	\$1,264,705	5424.46%	\$21,657	-98.29%	\$0	-100.00%
1--	Total Transfers In	\$1,264,705	5424.46%	\$21,657	-98.29%	\$0	-100.00%
251	Pupils	\$1,212,802	-25.77%	\$1,413	-99.88%	\$461,000	32522.16%
252	Adults	\$40,574	-32.70%	\$1,894	-95.33%	\$64,300	3295.20%
259	Other Food Service Sales	\$42,927	-53.91%	\$54,707	27.44%	\$140,000	155.91%
291	Gifts, fundraising, contributions and development	\$0	-100.00%	\$7,024		\$25,000	255.93%
2--	Total Local	\$1,296,302	-30.01%	\$65,038	-94.98%	\$690,300	961.38%
617	Food Service Aid	\$173,815	-1.38%	\$157,656	-9.30%	\$182,000	15.44%
6--	Total Revenue from State Sources	\$173,815	-1.38%	\$157,656	-9.30%	\$182,000	15.44%
714	Donated Commodities	\$710,819	15.79%	\$770,082	8.34%	\$616,000	-20.01%
717	Federal Food Service Aid	\$6,330,611	-15.47%	\$5,269,202	-16.77%	\$9,960,954	89.04%
730	Federal Special Projects Aid Transited Through DPI	\$210,268	-1.83%	\$1,738,071	726.60%	\$278,889	-83.95%
799	Other Federal Revenue	\$0		\$11,035		\$87,495	692.90%
7--	Federal Sources	\$7,251,698	-12.81%	\$7,788,390	7.40%	\$10,943,338	40.51%
Total Revenues		\$9,986,521	-3.68%	\$8,032,741	-19.56%	\$11,815,638	47.09%

Expenditures							
E							
100	Total Salaries	\$3,328,431	3.31%	\$2,717,302	-18.36%	\$3,403,668	25.26%
1--	Total Salaries	\$3,328,431	3.31%	\$2,717,302	-18.36%	\$3,403,668	25.26%
212	Employer's Share	\$199,335	3.64%	\$168,510	-15.46%	\$193,780	15.00%
220	Social Security	\$250,281	3.38%	\$202,938	-18.92%	\$270,471	33.28%
230	Life Insurance	\$8,877	-0.80%	\$7,349	-17.21%	\$10,535	43.35%
240	Health Insurance	\$1,485,336	0.21%	\$1,108,947	-25.34%	\$1,720,251	55.12%
250	Other Employee Insurance	\$14,780	-2.76%	\$12,635	-14.51%	\$19,975	58.09%
2--	Total Employee Benefits	\$1,958,609	0.91%	\$1,500,378	-23.40%	\$2,215,011	47.63%
310	Personal Services	\$35,269	26.46%	\$16,109	-54.32%	\$106,996	564.19%
322	Rentals of Computers and Related Equipment	\$142		\$0	-100.00%	\$0	0.00%

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F50

Baird Budget Forecast Model

50

3269 - Madison Metropolitan Svc/Obj	Description	Historical Data		Current Year		Budget Year	
		Actual 2019 - 2020	% Δ	Budget 2020 - 2021	% Δ	Budget 2021 - 2022	% Δ
324	Non-Technology Related Repairs and Maintenance	\$364,075	225.25%	\$45,857	-87.40%	\$71,000	54.83%
325	Vehicle and Equipment Rental	\$1,500	-50.00%	\$0	-100.00%	\$1,500	0.00%
331	Gas for Heat	\$4,556	-16.88%	\$4,685	2.83%	\$6,000	28.06%
336	Electricity for Other Than Heat	\$36,788	-0.83%	\$38,037	3.40%	\$41,000	7.79%
337	Water	\$18,110	14.28%	\$16,557	-8.57%	\$16,000	-3.36%
342	Employee Travel	\$13,825	-17.60%	\$8,785	-36.46%	\$15,100	71.89%
350	Communication	\$2,854	-9.02%	\$1,876	-34.26%	\$2,200	17.26%
360	Technology and Software Services	\$45,090		\$49,738	10.31%	\$50,000	0.53%
381	Payment to Municipality	\$0	-100.00%	\$12,185		\$18,000	47.72%
387	Payment to State	\$11,657	37.55%	\$14,957	28.31%	\$11,000	-26.45%
3--	Total Purchased Services	\$533,866	120.70%	\$208,786	-60.89%	\$338,796	62.27%
410	Supplies	\$3,999,528	-16.15%	\$3,085,568	-22.85%	\$4,838,520	56.81%
420	Apparel	\$18,952	-4.75%	\$9,012	-52.45%	\$95,000	954.12%
440	Non-Capital Equipment	\$16,730	-59.00%	\$402,559	2306.17%	\$226,000	-43.86%
480	Non-Capital Technology	\$4,107	-91.89%	\$1,685	-58.98%	\$210,000	12363.28%
4--	Total Non-Capital Objects	\$4,039,318	-17.25%	\$3,498,824	-13.38%	\$5,369,520	53.47%
550	Equipment/Vehicle -- Initial Purchase	\$84,998	-4.93%	\$97,288	14.46%	\$455,643	368.34%
560	Equipment/Vehicle--Replacement	\$8,043	-87.56%	\$0	-100.00%	\$3,000	0.00%
5--	Total Capital Objects	\$93,041	-39.61%	\$97,288	4.57%	\$458,643	371.43%
713	Worker's Compensation	\$0	-100.00%	\$18,178		\$30,000	65.03%
7--	Total Insurance and Judgments	\$0	-100.00%	\$18,178		\$30,000	65.03%
940	Dues and Fees	\$33,257		\$0	-100.00%	\$0	0.00%
9--	Total Other Objects	\$33,257		\$0	-100.00%	\$0	
	Total Expenditures	\$9,986,521	-4.62%	\$8,040,755	-19.48%	\$11,815,638	46.95%

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Baird Budget Forecast Model

F80

3269 - Madison Metropolitan Sce/Obj Description	Historical Data		Current Year		Budget Year	
	Actual 2019 - 2020 2020	% Δ	Budget 2020 - 2021 2021	% Δ	Budget 2021 - 2022 2022	% Δ
Revenues						
211 Property Tax	\$12,009,506	4.11%	\$10,638,849	-11.41%	\$13,440,741	26.34%
272 Community Service Fees	\$2,297,905	-33.05%	\$1,741,864	-24.20%	\$2,527,369	45.10%
291 (Gifts, fundraising, contributions and development	\$122,598	-23.84%	\$121,800	-0.65%	\$64,500	-47.04%
2-- Total Local	\$14,430,010	-4.62%	\$12,502,513	-13.36%	\$16,032,609	28.24%
730 Federal Special Projects Aid Transited Through DPI	\$0		\$1,854,352		\$0	-100.00%
7-- Federal Sources	\$0		\$1,854,352		\$0	-100.00%
Total Revenues	\$14,430,010	-4.62%	\$14,356,865	-0.51%	\$16,032,609	11.67%

Expenditures						
100	Total Salaries					
1--	\$9,039,766	-6.97%	\$9,828,358	8.72%	\$10,217,431	3.96%
212 Employer's Share	\$436,842	-3.17%	\$462,458	5.86%	\$544,904	17.83%
220 Social Security	\$684,132	-7.07%	\$739,705	8.12%	\$774,459	4.70%
230 Life Insurance	\$13,060	2.57%	\$13,366	2.34%	\$12,364	-7.49%
240 Health Insurance	\$1,266,467	4.18%	\$1,345,415	6.23%	\$1,279,645	-4.89%
250 Other Employee Insurance	\$30,987	-0.67%	\$29,528	-4.71%	\$33,439	13.25%
2-- Total Employee Benefits	\$2,431,487	-0.63%	\$2,590,472	6.54%	\$2,644,811	2.10%
310 Personal Services	\$1,000,964	26.78%	\$726,745	-27.40%	\$836,066	15.04%
324 Non-Technology Related Repairs and Maintenance	\$18,990	-83.52%	\$9,438	-50.30%	\$8,694	-7.88%
325 Vehicle and Equipment Rental	\$6,347	-46.14%	\$7,701	21.33%	\$5,350	-30.53%
327 Construction Services	\$0	-100.00%	\$8,760		\$450,000	5036.99%
328 Building Rental	\$117,940	-45.96%	\$209,377	77.53%	\$619,500	195.88%
331 Gas for Heat	\$7,231	-18.15%	\$8,970	24.05%	\$8,800	-1.89%
336 Electricity for Other Than Heat	\$25,247	-7.90%	\$21,922	-13.17%	\$28,500	30.01%
341 Pupil Transportation	\$335,880	-32.22%	\$19,174	-94.29%	\$395,700	1963.71%
342 Employee Travel	\$45,808	-38.26%	\$6,017	-86.87%	\$50,325	736.45%

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Baird Budget Forecast Model

F80

80

3269 - Madison Metropolitan Sce/Obj Description	Historical Data		Current Year		Budget Year	
	Actual 2019 - 2020 2020	% Δ	Budget 2020 - 2021 2021	% Δ	Budget 2021 - 2022 2022	% Δ
348 Vehicle Fuel	\$0		\$1,266		\$4,500	255.53%
350 Communication	\$114,350	-11.96%	\$101,296	-11.42%	\$160,061	58.01%
360 Technology and Software Services	\$12,040		\$12,261	1.84%	\$19,200	56.59%
381 Payment to Municipality	\$109,192	-8.23%	\$32,263	-70.45%	\$125,500	288.99%
387 Payment to State	\$1,019	-75.40%	\$692	-32.02%	\$800	15.54%
3-- Total Purchased Services	\$1,795,008	-9.97%	\$1,165,880	-35.05%	\$2,712,995	132.70%
410 Supplies	\$335,420	-25.71%	\$433,647	29.28%	\$417,647	-3.69%
420 Apparel	\$36,438	-50.44%	\$35,987	-1.24%	\$30,100	-16.36%
440 Non-Capital Equipment	\$12,110	-54.65%	\$22,763	87.98%	\$5,500	-75.84%
480 Non-Capital Technology	\$24,485	-52.83%	\$21,883	-10.63%	\$21,231	-2.98%
4-- Total Non-Capital Objects	\$408,453	-32.34%	\$514,280	25.91%	\$474,478	-7.74%
541 Building Improvements Addition	\$123,643	403.13%	\$0	-100.00%	\$324,195	0.00%
550 Equipment/Vehicle -- Initial Purchase	\$21,698	61.47%	\$5,288	-75.63%	\$2,000	-62.18%
560 Equipment/Vehicle--Replacement	\$8,799	-74.33%	\$0	-100.00%	\$0	0.00%
5-- Total Capital Objects	\$154,140	113.22%	\$5,288	-96.57%	\$326,195	6068.33%
713 Worker's Compensation	\$59,255	8.16%	\$39,679	-33.04%	\$50,000	26.01%
7-- Total Insurance and Judgments	\$59,255	8.16%	\$39,679	-33.04%	\$50,000	26.01%
940 Dues and Fees	\$205,961	55.34%	\$70,533	-65.75%	\$456,700	547.50%
9-- Total Other Objects	\$205,961	55.34%	\$70,533	-65.75%	\$456,700	547.50%
Total Expenditures	\$14,094,070	-6.17%	\$14,214,490	0.85%	\$16,882,609	18.77%

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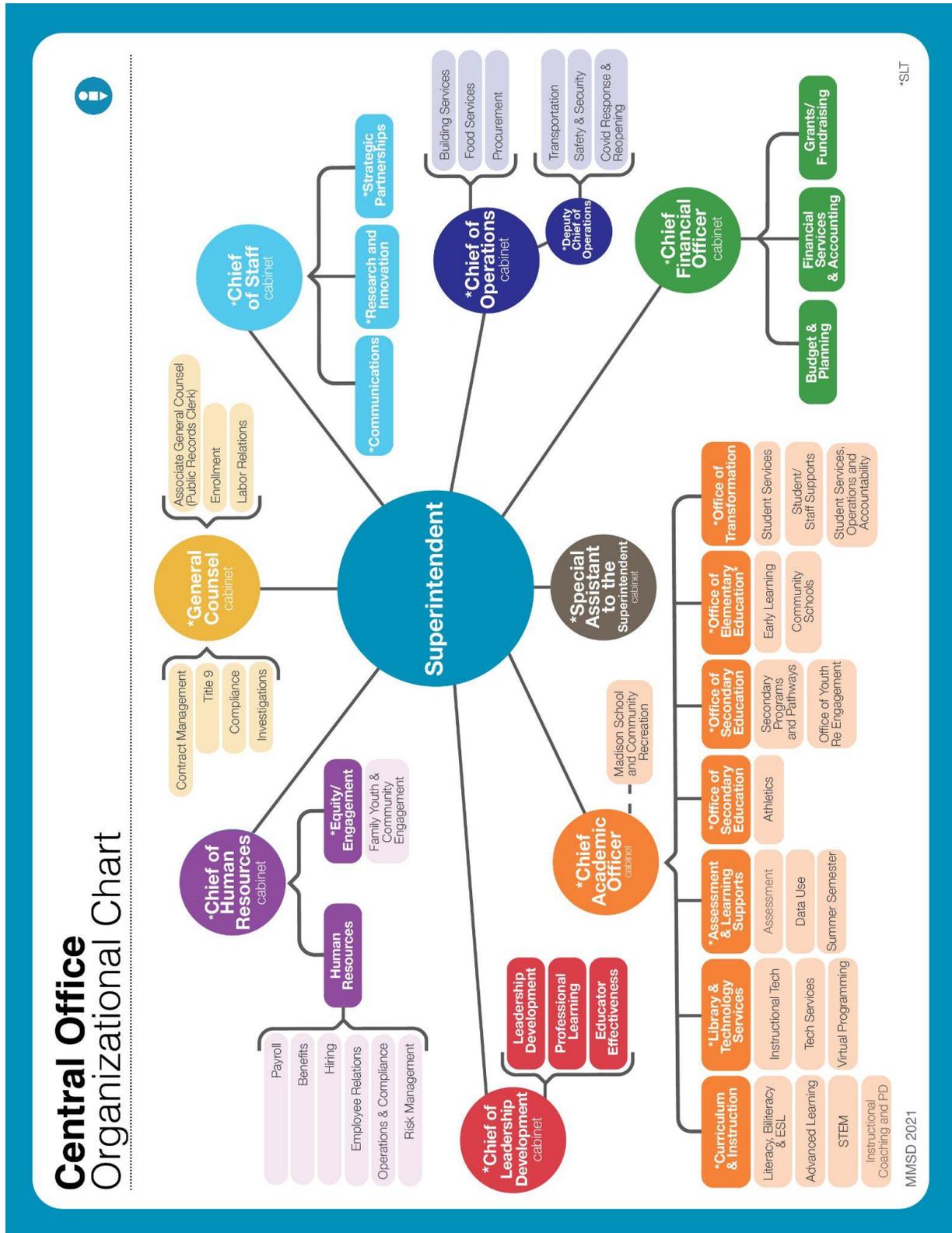


Appendices

Central Office Organizational Chart	93
Enrollment Projection in Detail	94
Equity Staffing Chart	120
Personalized Pathways	122
Summer School Budget	123
Staffing Guidelines: Title I, BEP, ELL, Student Services	128
November 2020 Referenda: Operating & Facilities (\$350M)	132
Independent (2r or 2x) Charter Schools 2021-22	137
Debt Service Fund Summary	140
Capital Maintenance Planning: 2021-22	141
Food Service Fund (50)	143
Community Service Fund (80)	145
Facility Rental Rates	150
DPI Budget Adoption Format	152
Tax Impact Projections	154
TID #25 Schedule	155
Fund Balance Table by Year	156
General Fees Table	157
Early College STEM Academy (ECSA) Budget Plan	161
Early Reading and Beyond	163
Ignite! Technology Plan Update	179
COVID-19 Funding ESSER I, GEER, ESSER II, and ESSER III *	181
Department Summaries 2021-22	184



Central Office Organization Chart





Initial Insights into MMSD's Current and Projected Enrollment and the Impact of COVID-19

1. In 2020-21, overall, K4-12th grade enrollment in MMSD declined by 1,005 students (3.8%) down to 25,878.
2. RPEO projects an increase of 74 students in 2021-22, up to 25,952.
3. Due to the COVID-19 pandemic, RPEO limited projections to one year and incorporated a number of assumptions into a new projection model.

Please note: These projections are likely to change, as RPEO continues to refine and adjust the projection model as new data on COVID-19 and enrollment intentions become available.

What is in this report?

Presented to the Operations Work Group on November 9, 2020, this report presents historical and current projected enrollment for the Madison Metropolitan School District (MMSD). This report is different than older versions of Enrollment reports in response to the COVID-19 pandemic and its impact on enrollment. Appendix 1 provides a brief description of the changes to the projection model. Included in this report are:

- A background section that briefly outlines RPEO's projection model.
- A list of assumptions that RPEO incorporates into this year's projection model and their impact on the projection model.
- A list of next steps that district leaders and RPEO will take to refine the projection model.
- Overall enrollment history and projections, as well as trends in birth rates.
- Appendices expanding on the assumptions of the current projection model, the changes in the demographic breakdown, and the different changes in enrollment across schools.

Background

Enrollment projections are based on historical enrollment patterns and progression rates from grade to grade, factoring in the language of instruction in the student's classroom (English only, Dual Language Immersion (DLI), or Developmental Bilingual Education (DBE)). Projections are then modified based on the maximum constraints of charter/magnet/school policy documents.

Four-year old Kindergarten (K4) and Kindergarten (KG) classes are projected by comparing local historical births against class sizes to determine what percentage of births we can expect to enroll in MMSD as K4 or KG students. Historical births by year at the municipal level come from the Wisconsin Department of Health Services (DHS); at the time of writing this report, the most recent data is for 2018. A linear forecast of births at the municipal level is used to extend birth estimates through 2020.

First through 12th grade projections are based on five-year average rates of grade-to-grade progression (e.g., percentage of KG students that return for first grade) and school-to-school distribution rates (e.g., percentage of fifth grade students at a particular elementary school that attend sixth grade at a particular middle school). (Please note: previous MMSD projections have been based on three-year average rates of grade-to-grade progression. This model uses five-year average rates to better establish a stable historical rate and more easily identify aberrant rates from the 2020-21 school year.)



Changes to the Enrollment Projection to Adjust for the Impact of COVID-19

The COVID-19 pandemic had an impact on MMSD's 2020-21 enrollment. The impact of the COVID-19 on future enrollment is difficult to ascertain and necessitated changes to MMSD's projection model. In consultation with the University of Wisconsin Applied Population Lab (APL), RPEO implemented changes to their projection model. This report only shows one-year projections in nearly all sections because of the limitations of the projection model. To read more information about the changes to the model and these assumptions, refer to **Appendix 1**.

To finalize the current projection model, RPEO made three primary assumptions:

- MMSD will offer either a hybrid or all in-person model of instruction in 2021-22 that will remove the disincentive to leave the District. As a result, COVID-19 will only have a one-time impact on our enrollment in 2020-21 and will not have an impact on future enrollments. As a result, this report may offer an **overestimated projection of the 2021-22 enrollment** if COVID-19 persists and continues to disincentivize families from enrolling.
- Despite large decreases in enrollment in 2021-22, KG and 4K students will enroll in the District at normal rates in 2021-22 when MMSD offers either a hybrid or all in-person model of instruction. As a result, RPEO continues to use the birth rate approach to modeling projections. As a result, this report may offer an **overestimated projection of the 2021-22 enrollment** if COVID-19 persists and continues to disincentivize KG and 4K families from enrolling their students in the District.
- **In this model**, RPEO assumes that 1st-12th grade students who left the district in 2020-21 will not return later in the year or in 2021-22. As a result, this report may offer an **underestimated projection of the 2021-22 enrollment** if families return to the District.

Next Steps for District Leaders and Staff

RPEO will continue to work with Central Office leaders to refine and adjust the projection model as new data become available. To create a more data-informed projection model, District Leaders will:

- Survey families that left the District to better understand enrollment decisions and intentions.
- Work with principals and school staff to identify reasons for families and students leaving the District.
- Observe changes in Second Friday enrollment in January, 2021 and revisit the current enrollment projections

These steps will help to refine the model and, in particular, create a return rate that can increase the accuracy of these projections.

RPEO will continue working to develop additional enrollment related reports and resources, largely for Central Office use, including:

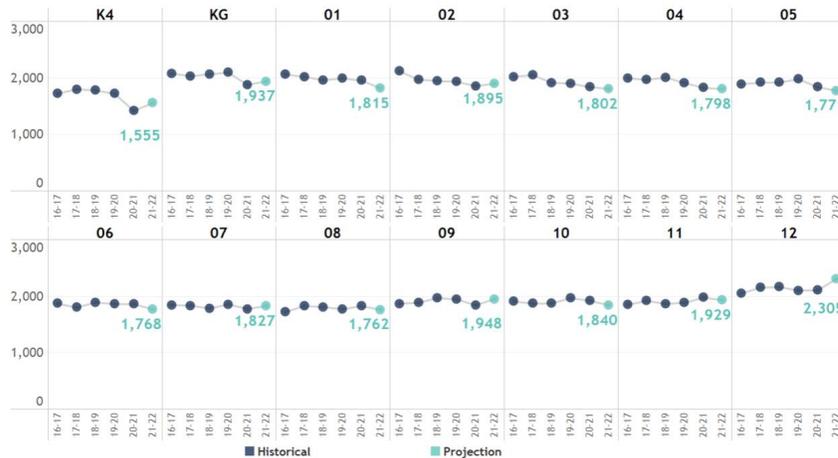
- Defining and reporting on class size.
- Consulting with DLI/DBE staff to finalize program growth expectations and finalize a projection for DLI/DBE and English students.
- Produce a capacities report to share with Central Office Staff.
- Finalize analysis on internal transfers for the current school year.



Current Insight: The Projected Enrollment for the 2021-22 School Year is an Increase of 74 Students from the Current School Year.

Overall, K4-12 Enrollment in MMSD has been slightly decreasing since the 2014-15 school year. RPEO projected a continued slight decline in 2020-21 (in the Fall 2019 Enrollment Report), but MMSD had a substantial decline in enrollment – a decrease of 1,005 students - likely due, in part, to the COVID-19 pandemic. The number of students enrolled in MMSD is projected to increase next year by 74 students, up to 25,952. Overall Elementary and Middle school enrollment is projected to decrease in 2021-22, while K4 and overall High school enrollment is projected to increase.

		History					Projection
		16-17	17-18	18-19	19-20	20-21	21-22
K4	K4	1,719	1,797	1,776	1,717	1,415	1,555
ES	KG	2,074	2,028	2,063	2,090	1,875	1,937
	01	2,059	2,016	1,958	1,989	1,951	1,815
	02	2,114	1,967	1,944	1,930	1,854	1,895
	03	2,016	2,046	1,913	1,898	1,836	1,802
	04	1,991	1,963	2,006	1,906	1,823	1,798
	05	1,886	1,915	1,915	1,976	1,835	1,771
MS	06	1,868	1,799	1,888	1,860	1,858	1,768
	07	1,844	1,832	1,784	1,855	1,774	1,827
	08	1,718	1,828	1,807	1,771	1,823	1,762
HS	09	1,866	1,885	1,965	1,944	1,840	1,948
	10	1,908	1,868	1,872	1,965	1,918	1,840
	11	1,848	1,917	1,864	1,882	1,974	1,929
	12	2,048	2,150	2,161	2,100	2,102	2,305
K4 Total		1,719	1,797	1,776	1,717	1,415	1,555
ES Total		12,140	11,935	11,799	11,789	11,174	11,019
MS Total		5,430	5,459	5,479	5,486	5,455	5,356
HS Total		7,670	7,820	7,862	7,891	7,834	8,022
District K4-12 Total		26,959	27,011	26,916	26,883	25,878	25,952
District Year-to-Year Change		---	+52	-95	-33	-1,005	+74
District Cumulative Change		---	+52	-43	-76	-1,081	-1,007



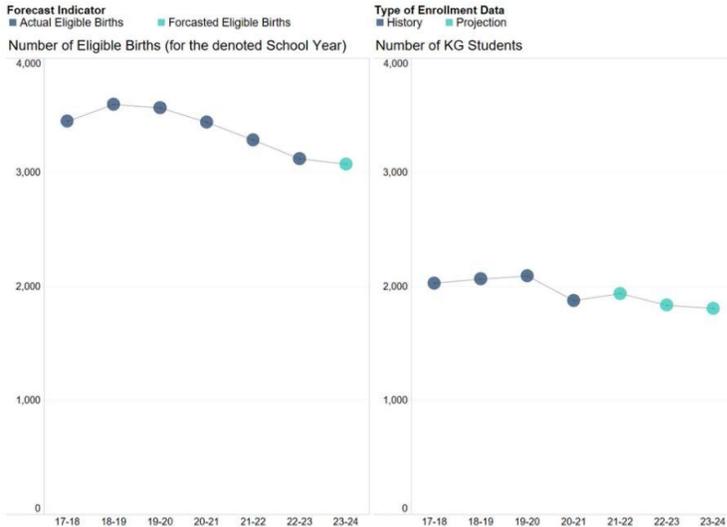


Current Insight: Dane County birth rates continue to decline; MMSD KG and 4K enrollments are projected to continue a decline, after a one-year increase.

This projection uses birth rates in Dane County as of 2018. There has been a continued decrease in the number of births in the cities of Madison and Fitchburg (from 3,585 eligible births for starting kindergarten in 2018-19 to 3,118 eligible births for kindergarten in 2022-23). As a result, actual enrollment has decreased and the 20-21 model projects a continued decrease after a one-year increase in enrollment. Since the number of students in a cohort starts at a high in KG and then declines through 8th grade, declines in KG lead to continuing enrollment declines in subsequent grades and for the district overall.

The graphic to the right shows eligible births and Kindergarten enrollments. The dark blue represents actual historical data, while the light blue shows projections (births and enrollment). The eligible births graphic shows births by anticipated kindergarten year, not actual birth year. (Please note: this graphic is the only graphic that shows a three-year projection.)

For additional information on the assumptions that impact 4K and KG enrollment projections, refer to **Appendix 1**.



Current Insight: RPEO Projects an Increase in 12th Grade Students in 2021-22

RPEO projects an increase of 203 12th grade students, up to 2,305, in 2021-22, which makes up the largest increase among all grade levels between 1st and 12th grade. MMSD retains a small number of 12th grade students each year, which accounts for some of the higher 12th grade numbers relative to other high school grade level enrollment.

In 2020-21, 11th grade enrollment had the largest increase of all grade levels – an increase of 92 students. This larger cohort (class of 2021-22) is projected to lead to an increase in 12th grade students.





Current Insight: Changes in enrollment and enrollment projections vary across schools, but some schools had noticeable changes in enrollment between 2019-20 and 2020-21.

Changes in enrollment differed across schools. At the elementary school level, Allis (-69), Shorewood (-65), and Chavez (-59) had the largest decreases in enrollment, while Elvehjem (+24), Gompers (+18), and Lowell (+11) had the largest increases in enrollment.

At the middle school level, Hamilton (-48) and Jefferson (-39) had the largest decreases in enrollment. At the high school level, Memorial (+21) and East (+27) had increases in enrollment, while La Follette (-48) and West (-62) had decreases in enrollment.

For a further analysis of the changes in enrollment between the 2019-20 and 2020-21 (current) school year, refer to **Appendix 3**.

The graphics in this section show a three-year enrollment history and a one-year projection by the four high school areas. Each graphic is broken down by school level and is ordered highest to lowest projected change in enrollment from left to right. The **light blue dots** show the one-year projected enrollment, while the **dark blue dots** show the actual historical enrollment. The number in parenthesis above each projected number denotes the one-year change in enrollment from the actual 2020-21 enrollment.

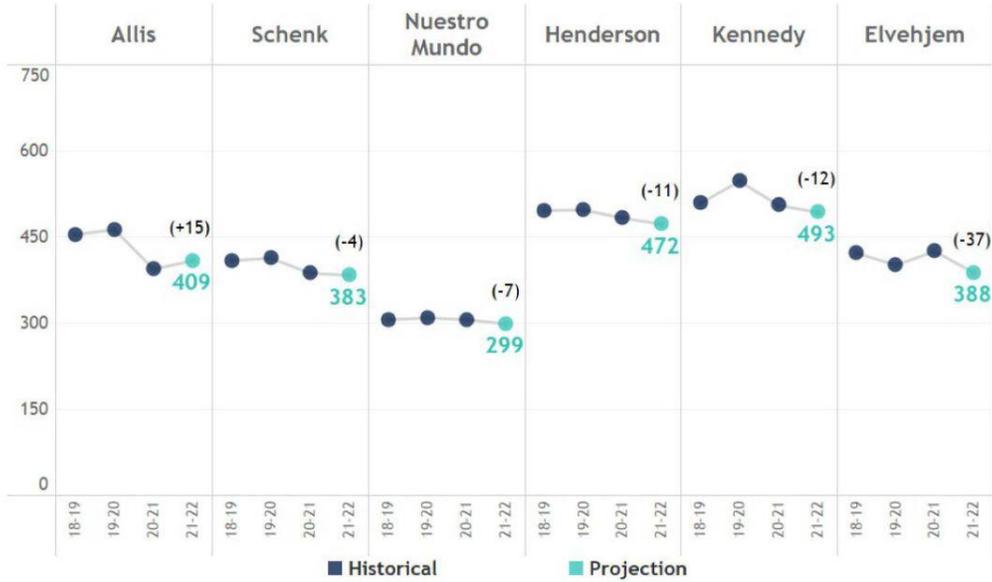
To see the traditional tabular format with numbers for the actual historical enrollment, refer to **Appendix 4** (each graphic has the corresponding page number).

Elementary Schools (K4-5th grade) in East High Area (pg. 17)





Elementary Schools (K4-5th grade) in La Follette Area (pg. 18)

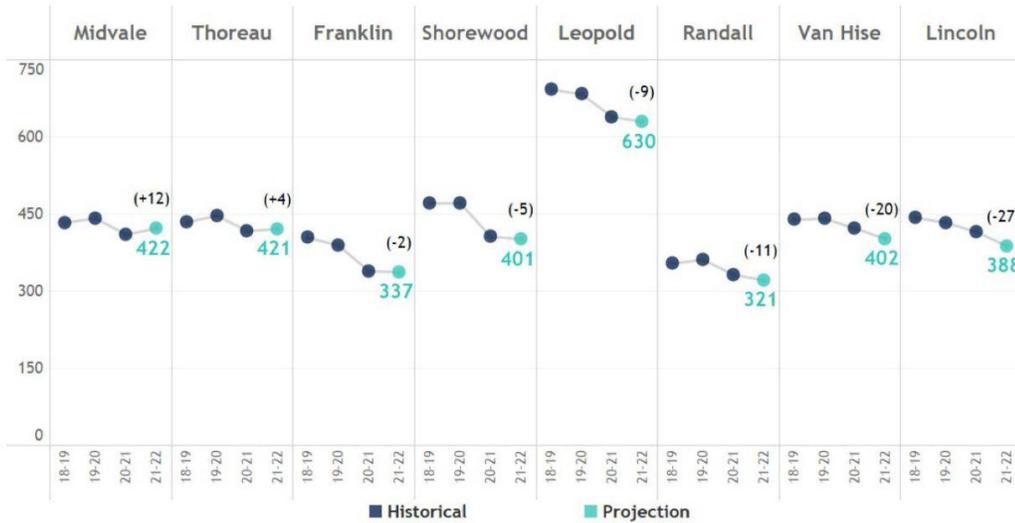


Elementary Schools (K4-5th grade) in Memorial Area (pg. 19)

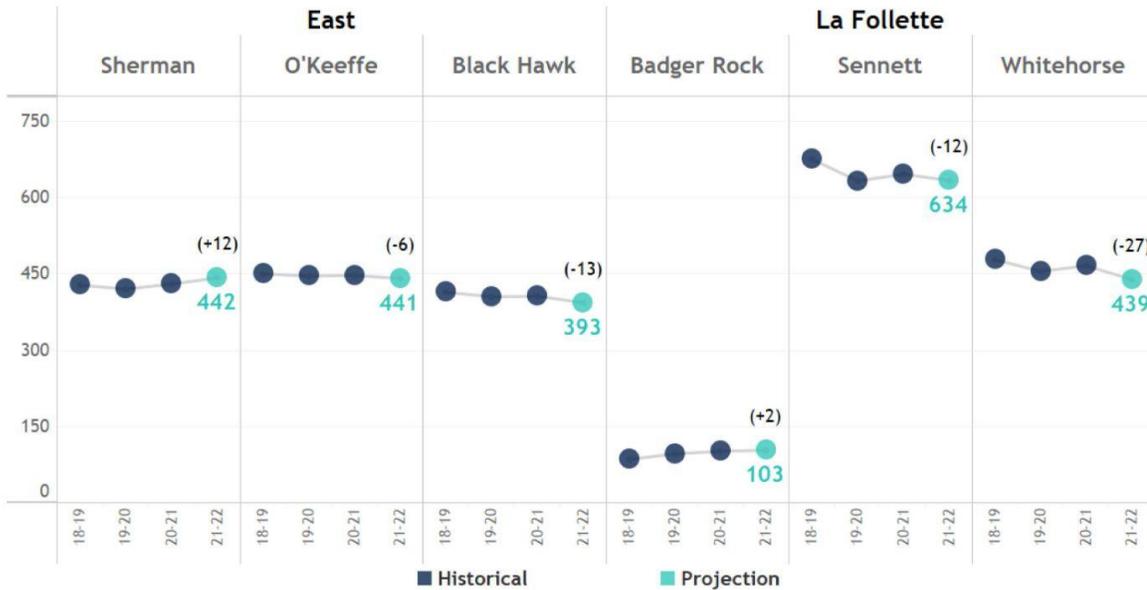




Elementary Schools (K4-5th grade) in West Area (pg. 20)

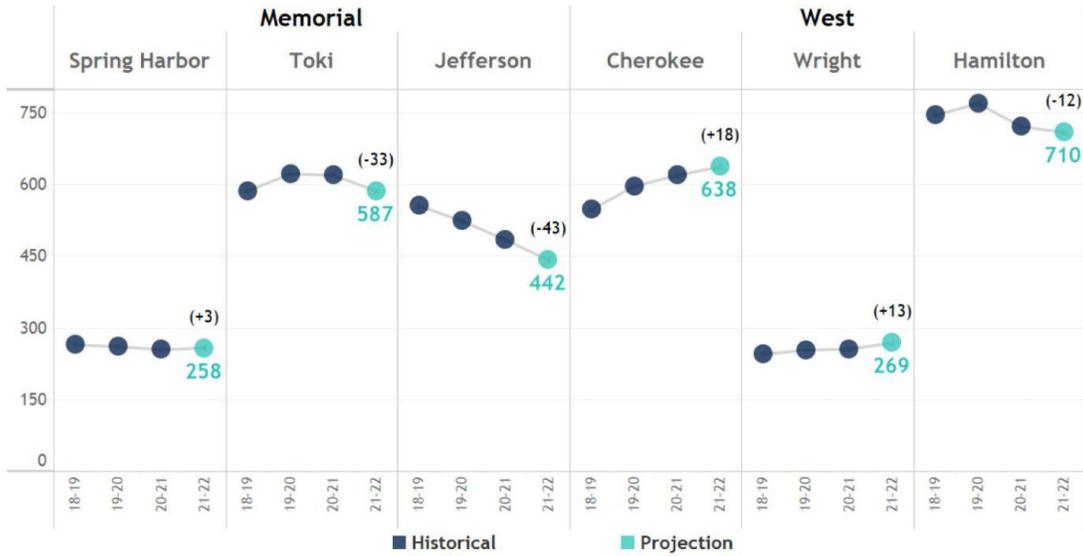


Middle Schools in East and La Follette Area (pg. 21)





Middle Schools in Memorial and West Area (pg. 22)

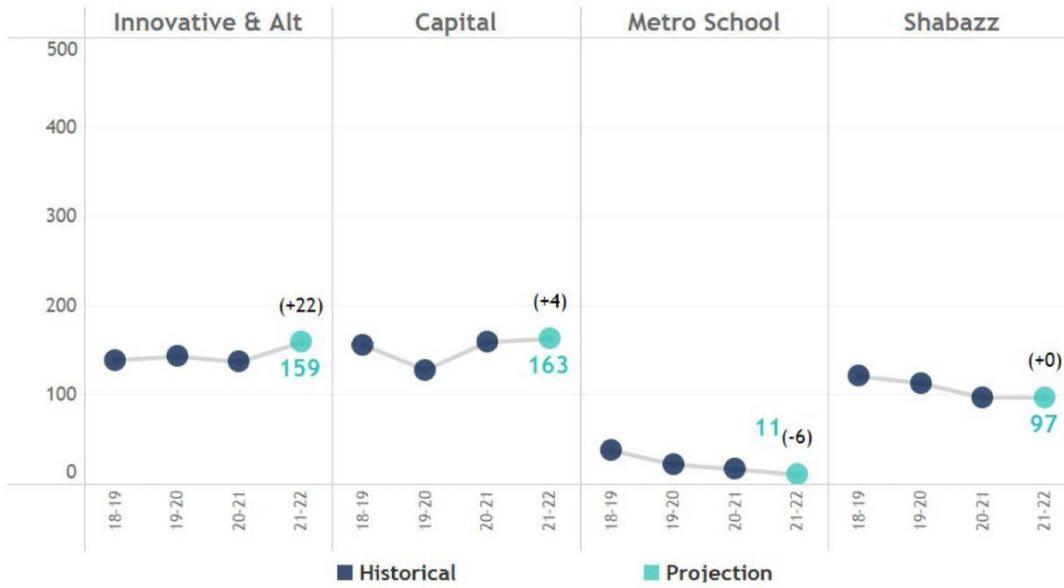


Traditional High Schools (pg. 23)





Non-Traditional Schools (pg. 24)





Appendix 1: Adjusting Projection Model for COVID-19

What we Know, the Assumptions we made, and the Adjustments we incorporated into the model

In 2020-21, MMSD saw large drops in enrollment, due to the COVID-19 pandemic, particularly at the elementary level. Below we list the assumptions we made in calculating this projection, based on the data we currently have available.

We Know: *Grade-to-grade progression rates were different this year, because of large drops in enrollment.*

We Assume: *COVID-19 had a one-time impact on our enrollment in 2020-21 and will not have an impact on future enrollment; MMSD will offer some version of in-person instruction that will remove the disincentive to leave the District.*

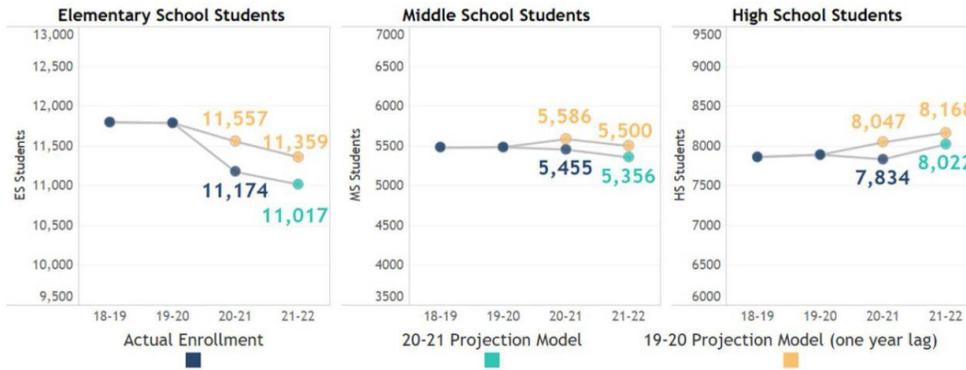
We Adjusted: *RPEO removed aberrant rates from average grade-to-grade progression rates to adjust for the impact of COVID-19.*

RPEO expanded the projection model's historical average rates to include the past five years. In addition, the model removed any aberrant rates from the most recent year (likely due to COVID-19) from the average rate. RPEO defined an aberrant rate as a 2020-21 grade-to-grade progression rate that was one standard deviation or more away from the five-year average rate.

The table below shows an example of excluding an aberrant rate for the 1st grade to 2nd grade progression. The red number shows an aberrant rate for the 2020-21 school year, while the green number shows the four-year average used in the model (thus excluding 2020-21), as a result of the aberrant rate.

1 st – 2 nd Rate	2016-17	2017-18	2018-19	2019-20	2020-21	Avg. Rate
Including 20-21	0.987	0.955	0.961	0.995	0.929	0.965
Excluding 20-21	0.987	0.955	0.961	0.995	---	0.975

As a result, the current projection looks similar to the two-year projection from RPEO's 2019-20 model (from last year). The image below shows how both projection models have similar progression rates (shown by the slope of each line), but different projections because of the significant decrease in enrollment in 2020-21, as a result of COVID-19, which was not accounted for in the 2019-20 model.



We

Know: Birthrates have been declining in Dane County; the largest decreases in enrollment in the 2020-21 school year were in kindergarten and 4K.

We Assume: The reduced 4K enrollment in 2020-21 will *not* carry over and impact KG enrollment in 2021-22; 4K enrollment in 2021-22 will not be impacted by COVID-19; KG and 4K students will return when we offer in-person schooling.

We Adjusted: RPEO removed aberrant rates of birth-to-enrollment progression; RPEO continued to use a linear regression to project declining birth rates and declining enrollment rates.

Kindergarten and 4K enrollment projections are different than 1st-12th enrollment projections, as noted in this report. While 1st - 12th grade projections take into account current enrollment from the third Friday of September, KG and 4K enrollments are based on birth rates that already happened (before COVID-19). Therefore, the large drop in KG and 4K enrollment in 2020-21 are not factored into the calculus for projecting 2021-22 enrollment.

As a result, RPEO's projected 4K and KG enrollment appears to increase while most other grade levels have a projected decrease.



We Know: 2020-21 enrollment decreased significantly from the 2019-20 school year.

We Assume: In this model, RPEO assumes there will be no return rate (students returning to the District next year) that would increase enrollment for the 2021-22 school year.

We Did Not Adjust: RPEO did not make any adjustments to the model to account for any students returning to the District.

Enrollment projections for 1st-12th grade factor in an average grade-to-grade progression rate, as well as a base number. The multiplication of these two elements of the model create the enrollment projection. RPEO made adjustments to the grade-to-grade progression rate. For this assumption, RPEO did *not* adjust the base number (Third Friday count from this year).

In this regard, the current model is a **conservative** estimate, as it is possible that families will return to MMSD later in the 2020-21 or the 2021-22 school year, which RPEO has not accounted for in this model. RPEO recommends collecting data on enrollment intentions to better inform a return rate.



MADISON METROPOLITAN SCHOOL DISTRICT



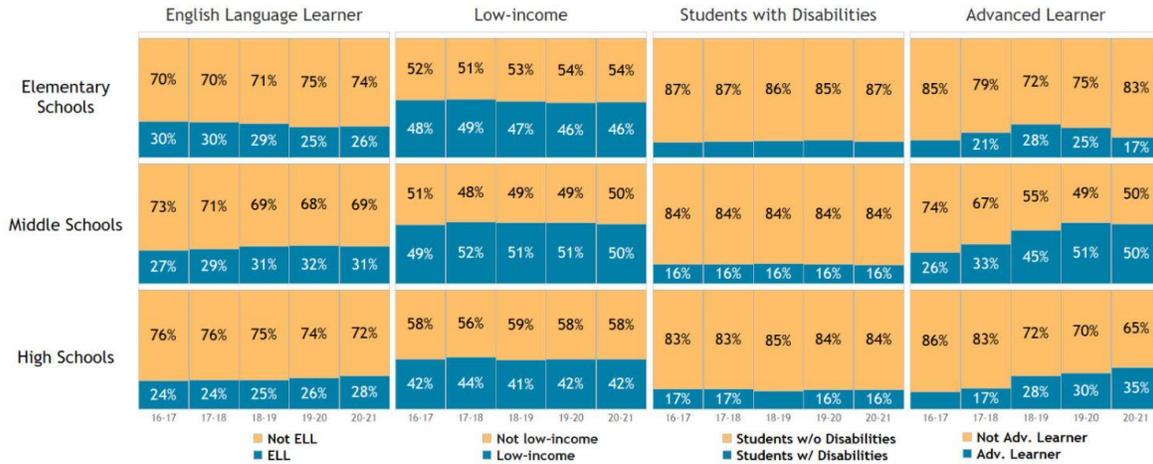
The graphic below shows the current projection model and highlights the possible adjustments to the model RPEO would incorporate if we assume that some students and families will return to MMSD.

20-21 Projection Model





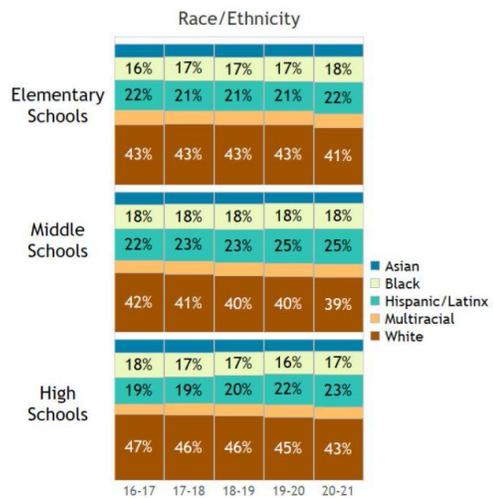
Appendix 2: MMSD Demographics in 2020-21



The demographics of the District have remained relatively stable for the last five years. In 2020-21, the demographic breakup of the District looked similar to previous years, with a few slight changes.

There was a slight increase in the percent of high school students who are English Language Learners in 2020-21 at the high school level. The percent of students identifying as an Advanced Learner has been increasing at the middle and high school level and decreasing at the elementary school level.

The percent of students identifying as White at the middle and high school level continued a trend of slightly decreasing in 2020-21. The percent of elementary students identifying as White decreased slightly in 2020-21.





Appendix 3: How did COVID-19 Impact Schools Differently?

MMSD had a large decrease in enrollment in 2020-21, likely due, to the COVID-19 pandemic. Schools had differing changes in enrollment from last year (2019-20). This section looks at these differences in changes in enrollment from 2019-20 to identify areas with the largest changes in enrollment. This section also compares actual 2020-21 enrollments with projected 2020-21 enrollments from last year's Fall 2019 Enrollment report.

Elementary School Highlights

Elementary school mostly had decreases in enrollment in 2020-21. A few highlights of enrollment differences are:

- Shorewood, Allis, and Chavez had the highest decreases in enrollment in 2020-21. These schools also had the highest negative difference *from their projected 2020-21 enrollment*, along with Franklin, Emerson, and Leopold Elementary schools.
- All elementary schools in the West and Memorial attendance zones had a decrease in enrollment, while elementary schools in the East attendance zone had the least amount of negative change.

Middle School Highlights

A few highlights of enrollment differences among middle schools are:

- Hamilton and Jefferson had the highest decreases in enrollment in 2020-21. These schools also had the highest negative difference *from their projected 2020-21 enrollment*, along with Sherman Middle (despite its increase in enrollment in 2020-21).
- All middle schools in the Memorial attendance area had decreases in enrollment, while all middle schools in the East and La Follette attendance zones had increases in enrollment in 2020-21.

High School Highlights

A few highlights of enrollment differences among high schools are:

- Memorial and East had increases in enrollment, while West and La Follette had decreases in enrollment.

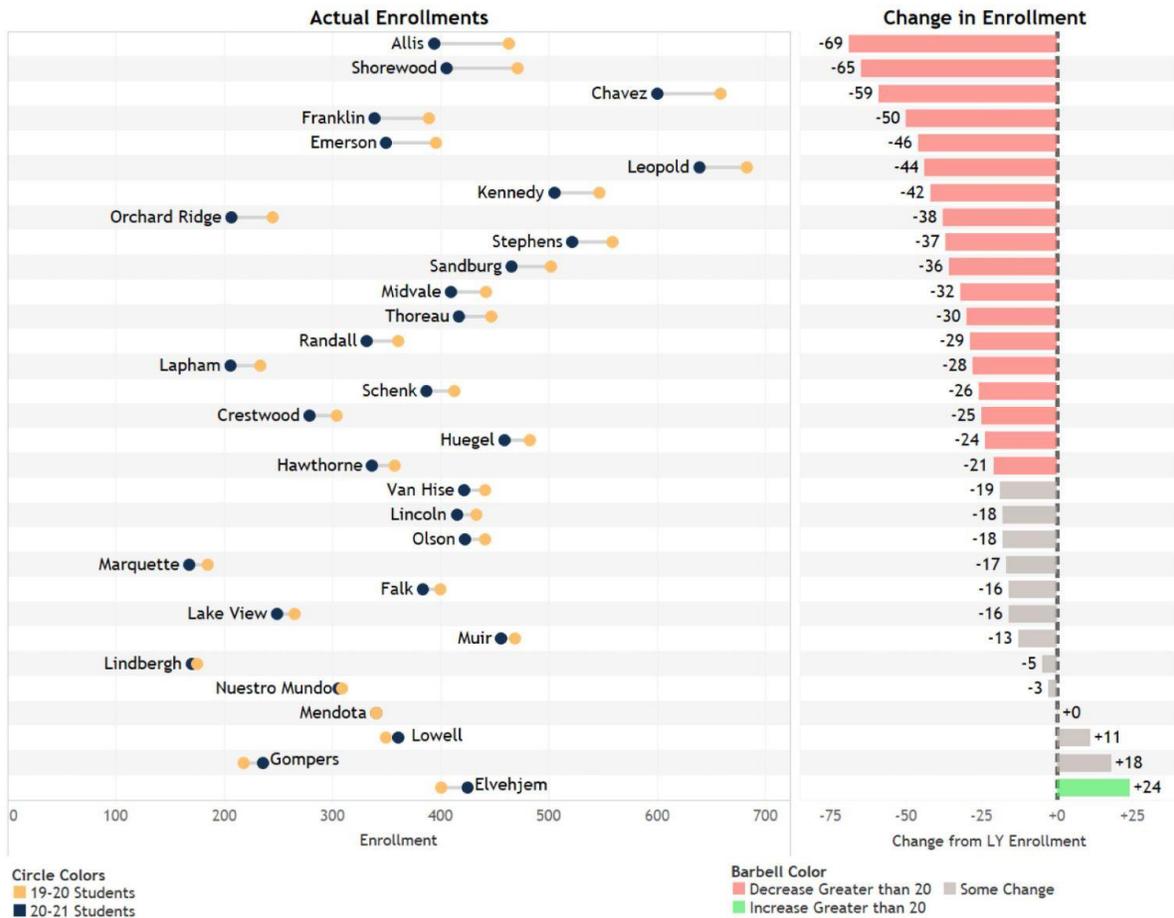
Looking across all school grade levels, schools in the West and Memorial attendance zone had, on average, larger decreases than schools in the East and La Follette attendance zone.



Graphical Representations of Changes in Enrollment

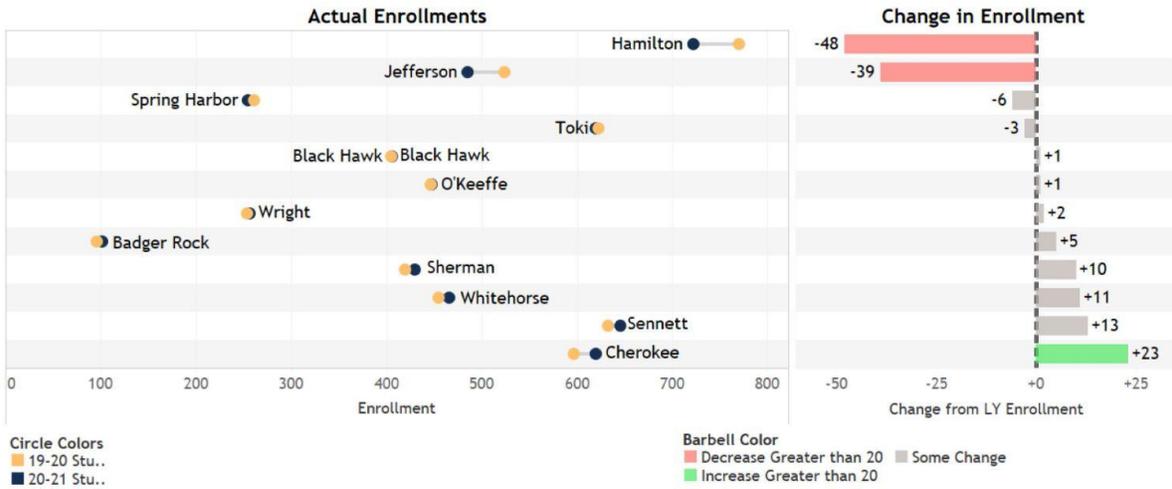
The graphics below (one for each school level) show the actual change in enrollment by school. The graphics show current enrollment from 2020-21 in **dark blue** and 2019-20 enrollment in **orange**. Each school name is labeled next to the current enrollment. The bars on the right side show the change in enrollment between the two school years. Schools with red bars had decreases in enrollment greater than 20, while schools with green bars had increases in enrollment greater than 20. Each graphic has every school listed top to bottom, with the schools with the largest decreases in enrollment at the top and the schools with the largest *increases* in enrollment at the bottom.

Elementary Schools





Middle Schools



High Schools





Appendix 4: Enrollment Projections by Grade for each School

The tables in this appendix show a three-year actual history and a one-year projection by school level and attendance area. These are tabular versions of the graphics in the report.

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

School Area	School	Sch Year	K4	KG	01	02	03	04	05	Total
East	Emerson	18-19 (Actual)	34	65	64	70	62	71	50	416
		19-20 (Actual)	23	65	56	62	68	61	61	396
		20-21 (Actual)	31	37	55	53	56	61	57	350
		21-22 (Projected)	28	53	35	54	52	55	59	336
	Gompers	18-19 (Actual)	19	25	36	29	38	23	29	199
		19-20 (Actual)	22	37	30	33	32	39	25	218
		20-21 (Actual)	16	36	47	30	35	32	40	236
		21-22 (Projected)	18	32	34	46	29	34	31	224
	Hawthorne	18-19 (Actual)	34	47	54	58	57	61	63	374
		19-20 (Actual)	34	57	45	53	54	50	65	358
		20-21 (Actual)	26	54	55	39	52	55	56	337
		21-22 (Projected)	30	52	52	53	38	51	53	329
	Lake View	18-19 (Actual)		39	47	43	40	44	48	261
		19-20 (Actual)		55	39	47	42	35	47	265
		20-21 (Actual)		47	51	36	41	39	35	249
		21-22 (Projected)		46	46	50	35	40	38	254
	Lindbergh	18-19 (Actual)	47	22	33	12	20	30	24	188
		19-20 (Actual)	32	33	22	29	12	21	26	175
		20-21 (Actual)	32	26	32	17	31	10	22	170
		21-22 (Projected)	35	26	25	31	17	30	10	174
	Lowell	18-19 (Actual)	28	60	47	52	52	61	51	351
		19-20 (Actual)	27	50	59	47	57	50	60	350
		20-21 (Actual)	32	51	57	57	50	64	50	361
		21-22 (Projected)	28	52	49	56	56	49	62	351
	Mendota	18-19 (Actual)	35	54	44	55	43	51	45	327
		19-20 (Actual)	31	59	58	46	49	46	52	341
		20-21 (Actual)	31	55	58	48	51	52	46	341
		21-22 (Projected)	31	54	53	57	47	50	50	341
Sandburg	18-19 (Actual)	56	64	74	76	59	80	77	486	
	19-20 (Actual)	50	76	64	81	79	73	79	502	
	20-21 (Actual)	46	67	68	61	76	81	67	466	
	21-22 (Projected)	48	66	66	66	59	74	79	459	
Lapham	18-19 (Actual)	54	64	58	63				239	
	19-20 (Actual)	47	51	60	54				212	
	20-21 (Actual)	29	62	56	53				200	
	21-22 (Projected)	41	57	59	55				212	
Marquette	18-19 (Actual)					59	66	70	195	
	19-20 (Actual)					61	58	66	185	
	20-21 (Actual)					51	57	60	168	
	21-22 (Projected)					52	50	55	157	

Lapham and Marquette are paired elementary schools



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

School Area	School	Sch Year	K4	KG	01	02	03	04	05	Total
La Follette	Allis	18-19 (Actual)	74	59	73	56	57	76	59	454
		19-20 (Actual)	71	69	68	70	52	63	70	463
		20-21 (Actual)	28	58	65	63	65	53	62	394
		21-22 (Projected)	53	60	56	63	61	64	52	409
	Elvehjem	18-19 (Actual)	34	65	64	53	75	62	69	422
		19-20 (Actual)	35	63	62	61	46	73	61	401
		20-21 (Actual)	61	63	60	62	62	45	72	425
		21-22 (Projected)	43	62	60	58	60	61	43	388
	Henderson	18-19 (Actual)	51	69	75	72	77	80	72	496
		19-20 (Actual)	54	71	72	75	68	78	79	497
		20-21 (Actual)	45	80	73	73	71	65	76	483
		21-22 (Projected)	47	71	79	71	71	70	64	472
	Kennedy	18-19 (Actual)	38	77	72	70	85	83	84	509
		19-20 (Actual)	53	94	76	82	80	78	84	547
		20-21 (Actual)	43	76	81	77	70	78	80	505
		21-22 (Projected)	43	79	73	79	75	69	75	493
	Nuestro Mundo	18-19 (Actual)		50	54	51	49	51	51	306
		19-20 (Actual)		54	50	54	53	47	51	309
		20-21 (Actual)		46	54	54	51	51	50	306
		21-22 (Projected)		48	47	52	52	50	51	299
Schenk	18-19 (Actual)		84	60	76	60	71	58	409	
	19-20 (Actual)		60	74	70	67	65	77	413	
	20-21 (Actual)		63	56	74	64	67	63	387	
	21-22 (Projected)		67	62	54	72	63	66	383	



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

School Area	School	Sch Year	K4	KG	01	02	03	04	05	Total
Memorial	Chavez	18-19 (Actual)	66	117	93	99	91	95	112	673
		19-20 (Actual)	62	106	116	90	98	96	91	659
		20-21 (Actual)	54	94	99	103	76	86	88	600
		21-22 (Projected)	58	101	92	96	100	74	84	605
	Crestwood	18-19 (Actual)	16	56	52	52	54	47	52	329
		19-20 (Actual)	18	56	49	43	51	47	40	304
		20-21 (Actual)	13	46	48	44	35	50	43	279
		21-22 (Projected)	15	51	44	47	43	34	48	283
	Falk	18-19 (Actual)	48	89	63	42	47	51	39	379
		19-20 (Actual)	46	67	81	56	43	40	47	380
		20-21 (Actual)	29	64	70	73	57	41	36	370
		21-22 (Projected)	38	71	63	68	71	56	40	406
	Huegel	18-19 (Actual)	39	75	68	85	74	77	69	487
		19-20 (Actual)	36	77	71	62	78	77	82	483
		20-21 (Actual)	34	71	74	60	70	77	73	459
		21-22 (Projected)	35	72	68	72	58	69	74	448
	Muir	18-19 (Actual)	50	91	69	52	75	62	42	441
		19-20 (Actual)	50	83	89	66	47	66	59	460
		20-21 (Actual)	34	80	74	88	63	51	56	446
		21-22 (Projected)	42	81	77	72	86	62	49	469
	Olson	18-19 (Actual)	35	71	72	74	63	69	57	441
		19-20 (Actual)	38	72	63	67	74	66	61	441
		20-21 (Actual)	33	79	62	63	60	65	61	423
		21-22 (Projected)	34	71	76	60	61	59	63	424
	Orchard Ridge	18-19 (Actual)	22	40	27	43	27	53	45	257
		19-20 (Actual)	32	32	39	27	42	21	52	245
		20-21 (Actual)	21	41	29	32	31	34	19	207
		21-22 (Projected)	24	37	39	28	31	30	33	223
Stephens	18-19 (Actual)	56	76	89	69	95	91	76	552	
	19-20 (Actual)	58	95	72	88	68	93	85	559	
	20-21 (Actual)	58	75	86	74	83	69	77	522	
	21-22 (Projected)	55	79	73	83	72	81	67	510	



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

School Area	School	Sch Year	K4	KG	01	02	03	04	05	Total
West	Leopold	18-19 (Actual)	49	110	111	106	101	96	119	692
		19-20 (Actual)	60	115	106	111	90	104	97	683
		20-21 (Actual)	51	95	102	94	105	95	97	639
		21-22 (Projected)	52	99	93	98	91	103	93	630
	Shorewood	18-19 (Actual)	29	91	73	84	68	60	66	471
		19-20 (Actual)	34	79	79	72	74	71	62	471
		20-21 (Actual)	35	64	64	65	57	53	68	406
		21-22 (Projected)	32	75	61	62	63	56	51	401
	Thoreau	18-19 (Actual)	31	69	69	62	53	83	67	434
		19-20 (Actual)	32	73	68	64	71	59	80	447
		20-21 (Actual)	29	70	68	63	65	67	55	417
		21-22 (Projected)	29	68	67	66	61	64	65	421
	Van Hise	18-19 (Actual)		81	79	76	73	65	65	439
		19-20 (Actual)		65	78	77	77	75	69	441
		20-21 (Actual)		59	59	78	78	72	76	422
		21-22 (Projected)		66	56	57	76	76	70	402
	Franklin	18-19 (Actual)	50	116	111	127				404
		19-20 (Actual)	39	123	115	112				389
		20-21 (Actual)	33	90	109	107				339
		21-22 (Projected)	39	106	86	106				337
	Randall	18-19 (Actual)					120	118	116	354
		19-20 (Actual)					125	117	119	361
		20-21 (Actual)					105	118	109	332
		21-22 (Projected)					104	103	114	321
Midvale	18-19 (Actual)	32	137	127	137				433	
	19-20 (Actual)	30	153	128	131				442	
	20-21 (Actual)	32	126	139	113				410	
	21-22 (Projected)	30	134	124	134				422	
Lincoln	18-19 (Actual)	35				139	129	140	443	
	19-20 (Actual)	27				140	137	129	433	
	20-21 (Actual)	14				125	135	141	415	
	21-22 (Projected)	23				110	123	132	388	

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



Middle Schools in East and La Follette Area

School Area	School	Sch Year	06	07	08	Total
East	Black Hawk	18-19 (Actual)	146	141	127	414
		19-20 (Actual)	131	134	140	405
		20-21 (Actual)	133	136	137	406
		21-22 (Projected)	128	131	135	393
	O'Keefe	18-19 (Actual)	153	148	149	450
		19-20 (Actual)	146	150	150	446
		20-21 (Actual)	154	149	144	447
		21-22 (Projected)	142	152	148	441
	Sherman	18-19 (Actual)	126	143	159	428
		19-20 (Actual)	158	129	133	420
		20-21 (Actual)	158	140	132	430
		21-22 (Projected)	148	155	139	442

School Area	School	Sch Year	06	07	08	Total
La Follette	Badger Rock	18-19 (Actual)	35	28	22	85
		19-20 (Actual)	35	35	26	96
		20-21 (Actual)	35	34	32	101
		21-22 (Projected)	35	35	34	103
	Sennett	18-19 (Actual)	230	206	240	676
		19-20 (Actual)	214	218	201	633
		20-21 (Actual)	224	196	226	646
		21-22 (Projected)	220	219	195	634
	Whitehorse	18-19 (Actual)	173	142	163	478
		19-20 (Actual)	140	171	144	455
		20-21 (Actual)	158	138	170	466
		21-22 (Projected)	146	156	137	439



Middle Schools in Memorial and West Area

School Area	School	Sch Year	06	07	08	Total
Memorial	Jefferson	18-19 (Actual)	205	180	171	556
		19-20 (Actual)	155	201	168	524
		20-21 (Actual)	151	151	183	485
		21-22 (Projected)	144	148	150	442
	Spring Harbor	18-19 (Actual)	87	88	90	265
		19-20 (Actual)	90	87	84	261
		20-21 (Actual)	87	83	85	255
		21-22 (Projected)	90	86	82	258
Toki	18-19 (Actual)	209	195	183	587	
	19-20 (Actual)	210	211	202	623	
	20-21 (Actual)	208	202	210	620	
	21-22 (Projected)	182	205	200	587	

School Area	School	Sch Year	06	07	08	Total
West	Cherokee	18-19 (Actual)	167	182	199	548
		19-20 (Actual)	241	167	189	597
		20-21 (Actual)	212	242	166	620
		21-22 (Projected)	189	207	241	638
	Hamilton	18-19 (Actual)	270	245	231	746
		19-20 (Actual)	246	270	254	770
		20-21 (Actual)	245	215	262	722
		21-22 (Projected)	255	242	213	710
	Wright	18-19 (Actual)	87	86	72	245
		19-20 (Actual)	93	82	79	254
		20-21 (Actual)	93	88	75	256
		21-22 (Projected)	90	92	87	269



Traditional High Schools

School	Sch Year	09	10	11	12	Total
East	18-19 (Actual)	405	409	366	431	1,611
	19-20 (Actual)	435	403	406	407	1,651
	20-21 (Actual)	439	435	383	421	1,678
	21-22 (Projected)	480	447	416	421	1,765
La Follette	18-19 (Actual)	411	378	396	395	1,580
	19-20 (Actual)	411	403	384	410	1,608
	20-21 (Actual)	352	389	397	422	1,560
	21-22 (Projected)	413	323	359	453	1,549
Memorial	18-19 (Actual)	526	491	450	506	1,973
	19-20 (Actual)	529	526	470	488	2,013
	20-21 (Actual)	492	516	525	501	2,034
	21-22 (Projected)	534	463	468	563	2,028
West	18-19 (Actual)	588	536	533	587	2,244
	19-20 (Actual)	540	582	524	569	2,215
	20-21 (Actual)	526	513	556	557	2,152
	21-22 (Projected)	485	549	586	631	2,251



Alternative High Schools

School	Sch Year	09	10	11	12	Total
Capital	18-19 (Actual)	20	28	46	62	156
	19-20 (Actual)	15	27	44	42	128
	20-21 (Actual)	18	30	53	58	159
	21-22 (Projected)	20	27	47	69	163
Innovative & Alt	18-19 (Actual)		1	13	125	139
	19-20 (Actual)	1	2	17	123	143
	20-21 (Actual)	2	15	26	94	137
	21-22 (Projected)	2	14	23	120	159
Metro School	18-19 (Actual)	5	4	10	19	38
	19-20 (Actual)		3	4	13	20
	20-21 (Actual)	2	1	2	12	17
	21-22 (Projected)	2		2	7	11
Shabazz	18-19 (Actual)	10	25	50	36	121
	19-20 (Actual)	13	19	33	48	113
	20-21 (Actual)	9	19	32	37	97
	21-22 (Projected)	10	17	28	42	97

4K/PK Offsite Enrollment

School	Sch Year	K4
4K PK Off Site	18-19 (Actual)	714
	19-20 (Actual)	676
	20-21 (Actual)	525
	21-22 (Projected)	605



Appendix 5: Current Analysis on Open Enrollment Leavers

A large majority of students ending their enrollment before 3rd Friday moved to another Wisconsin school district.

Between the 2019-20 and 2020-21 school year, students recorded an end date to their enrollment and were not included in the 3rd Friday count. The majority of these end dated enrollments (**63%**) were students transferring to another Wisconsin public school district - either through the Open Enrollment program or by moving to a different district. Just over 10% of these students transferred to a private or homeschool setting, while 15% transferred out of state.

End Status (code)	District
Moved to another WI district (TC)	56%
Moved out-of-state (TOS)	15%
Open Enrollment to another WI district (TC)	7%
Private/parochial school (TNC)	7%
International Move (INM)	4%
Misc (BCA, DE, MA)	4%
Drop Out (ODO)	3%
Homeschooling (TNC)	3%

The District experienced noticeable changes in the trends of Open Enrollment leavers and enterers, resulting in an increased net reduction of 145 students compared to 2019-20.

In 2020-21, the District had both increases in Open Enrollment enterers (+56) and increases in Open Enrollment leavers (-201) compared to 2019-20. Taking into account enterers and leavers, the District saw a net negative change of 145 in 2020-21. The net effect of Open Enrollment varied across grade levels, but the net effect among elementary schools accounted for much of the net loss (-108 out of -145).

A large number of Open Enrollment leavers enrolled in either the Monona Grove or McFarland School Districts, with both districts seeing the largest increase in MMSD Open Enrollment leavers in 2020-21, compared to other school districts (an increase of 50 leavers for Monona Grove and an increase of 38 leavers for McFarland).

Cumulative Change Over Five Years - Open Enrollment



Among elementary school grades, who account for most of the Open Enrollment leavers, the Oregon and McFarland school districts saw the largest increases in MMSD Open Enrollment leavers in 2020-21 (with an increase of 15 and 17, respectively, from 2019-20).



Equity Staffing Charts

Equity Staffing Charts
 2020-21 Analysis: Equitable Distribution of Staffing
 Middle School

Programs	Enrollment Demographics		Ethnicity							Admin	Regular Education (Grade 6-8)							Student Services							Special Education			OMGE (ESL, BRT, BRS)		Total Staff (incl. Admin, Clerical, Teacher, EA, BRS)	Students (FTE) per Total Staff			
	DLV/DBE Title I	Total Enrollment FY21	Free or Reduced-Price Meals	Special Education	English-Language Learner	African-American	Asian	Hispanic	Native American		Multiracial	Pacific Islander	White	Administrators	Clerical	Regular Ed (Classroom, Dean, etc)	AVID	Instructional Coach / Learning Coord	Regular Ed (EA, EA Clerical, Reading/Math, Noon, Parent Liaison)	Students (FTE) per Regular Ed Staff (Teacher/EA)	Psychologist	Social Worker	PBS Coach	Guidance Counselor	Nurse	Nursing Assistant	BEA	Students (FTE) per Student Svcs Staff (Teacher, EA)	Special Ed Assts			Special Ed (CC, OT, PT, SL, OTA)	Students (FTE) per Special Ed Staff (Teacher/EA)	OMGE (ESL, BRT, BRS)
Baylor Rock		101	65%	26%	29%	3%	27%		15%		27%		1.00	0.55	5.60	-	0.20	0.89	15.10	0.40	0.40	0.39	0.40	0.20	0.50	0.20	40.56	2.75	1.34	24.71	1.08	93.95	15.89	6.36
Black Hawk		406	75%	17%	32%	30%	12%	19%	11%		28%		1.00	1.63	27.35	1.00	0.70	1.00	13.51	1.00	1.00	1.00	1.00	0.50	0.88	0.27	87.41	7.75	4.01	34.54	4.14	97.97	53.23	7.63
Cherokee		620	58%	17%	37%	17%	7%	29%	0%	7%	41%		2.00	2.00	36.63	1.00	0.70	1.00	15.79	1.00	1.00	1.00	1.10	0.60	0.75	1.70	86.71	11.46	5.89	35.74	6.42	96.57	74.34	6.34
Hemlock		722	20%	8%	23%	6%	15%	7%	0%	10%	62%		2.00	2.00	43.28	0.50	0.70	1.50	14.02	0.50	1.00	1.00	1.00	0.50	0.88	-	131.87	8.34	2.56	66.28	3.42	211.23	69.76	10.35
Jefferson		485	54%	18%	40%	17%	13%	31%	7%	39%		2.00	1.61	31.90	1.00	0.70	1.00	-	14.02	1.00	1.00	1.00	1.00	0.60	0.70	-	91.51	8.70	7.44	28.30	4.26	113.85	64.91	7.47
Oreafitt		447	53%	19%	17%	23%	3%	15%	8%	51%		2.00	2.00	28.21	0.50	0.70	1.20	-	15.62	1.00	1.00	1.00	0.50	0.88	0.80	0.50	79.46	9.98	3.49	33.19	1.98	225.30	53.69	8.33
Sennett		646	68%	16%	40%	27%	5%	41%	0%	0%	28%		2.00	1.90	39.65	1.50	1.20	1.00	14.76	1.00	1.00	1.00	0.50	0.88	0.47	98.42	18.38	6.06	26.44	5.44	118.84	84.27	9.07	
Sherman		430	65%	16%	34%	20%	6%	24%	0%	12%	0%	31%	1.00	1.00	28.45	1.00	0.75	1.00	0.41	13.80	0.90	1.00	0.50	0.70	0.04	90.76	8.40	5.92	30.05	4.00	107.45	57.68	7.45	
Spring Harbor		435	21%	11%	20%	10%	18%	0%	0%	0%	58%		1.00	1.00	16.60	1.00	0.70	1.00	12.78	0.40	0.40	0.40	0.40	0.60	0.60	0.71	67.11	8.55	0.35	34.57	0.74	243.97	26.77	8.38
Union		454	41%	13%	25%	13%	7%	13%	1%	12%	0%	34%	2.00	1.00	21.82	0.50	0.70	1.00	0.87	14.89	1.00	1.00	1.00	0.50	0.88	0.95	82.42	7.75	2.34	46.47	2.31	171.66	52.15	8.34
Washburne		354	46%	14%	23%	14%	4%	16%	0%	7%	0%	14%	1.00	1.00	17.25	1.00	0.70	1.00	0.87	14.89	0.60	0.50	0.70	0.60	0.48	1.82	41.42	4.60	1.63	36.82	3.95	144.78	38.34	6.69
Total		5,642	46%	14%	32%	10%	6%	24%	0%	10%	37%	30.00	17.70	193.38	9.10	8.55	11.90	9.50	14.52	9.00	11.10	8.34	11.60	6.20	8.98	4.61	41.32	105.14	48.95	37.52	43.11	150.15	468.86	8.00

Equity Staffing Charts
 2020-21 Analysis: Equitable Distribution of Staffing
 High School

Programs	Enrollment Demographics		Ethnicity							Admin	Regular Education (Grade 9-12)							Student Services							Special Education			OMGE		Total Staff (incl. Admin, Clerical, Teacher, EA, BRS)	Students (FTE) per Total Staff					
	DLV/DBE Title I	Total Enrollment FY21	Free or Reduced-Price Meals	Special Education	English-Language Learner	African-American	Asian	Hispanic	Native American		Multiracial	Pacific Islander	White	Administrators	Clerical	Athletic Director	Regular Ed (Classroom, Dean, MSC)	AVID	Interventionist/MTSS	Instructional Coach / Learning Coord	Regular Ed (EA, EA Clerical, Noon, Parent Liaison)	Students (FTE) per Regular Ed Staff (Teacher/EA)	Psychologist	Social Worker	PBS Coach	Guidance Counselor	Nurse	Nursing Assistant	BEA			Students (FTE) per Student Svcs Staff (Teacher, EA)	Special Ed Assts	Special Ed (C.C, OT, PT, SL, OTA)	Students (FTE) per Special Ed Staff (Teacher/EA)	OMGE (ESL, BRT, BRS)
East		1678	64%	17%	31%	21%	8%	24%	0%	10%	0%	36%	5.00	7.95	1.00	76.20	3.00	1.21	2.00	0.12	29.33	2.08	2.72	1.00	5.80	1.50	0.94	1.48	106.88	29.05	17.18	36.30	13.34	125.81	171.48	9.78
Lafayette		1560	58%	19%	31%	24%	8%	30%	0%	10%	0%	32%	5.00	7.50	1.00	70.50	3.00	1.00	2.40	0.12	19.58	2.00	2.50	1.00	6.00	1.50	0.94	-	112.74	32.63	21.64	26.74	11.91	130.87	179.20	9.01
Memorial		2034	34%	14%	25%	10%	11%	21%	0%	6%	47%	5.00	6.00	1.00	89.70	2.40	1.00	2.40	4.01	20.44	3.00	2.00	2.00	6.20	1.40	0.94	0.94	123.45	27.80	17.80	44.60	9.68	210.17	183.27	11.10	
West		2152	34%	15%	25%	10%	9%	20%	0%	8%	0%	33%	5.00	7.00	1.00	100.90	2.20	1.00	2.20	3.89	19.53	3.00	2.00	-	7.50	1.40	0.94	-	145.03	27.00	19.24	46.54	13.89	154.95	198.15	10.86
Clear High		139	83%	19%	23%	45%	3%	30%	0%	11%	0%	13%	2.00	1.00	-	18.50	-	1.50	-	0.83	7.63	1.00	2.00	-	1.00	1.00	-	31.80	3.50	4.94	18.85	1.70	93.53	36.98	4.08	
Pharaz		97	53%	23%	7%	4%	2%	8%	3%	12%	0%	60%	2.00	1.40	-	40.30	-	0.10	0.10	0.10	9.53	1.00	1.00	-	1.00	0.20	-	35.33	3.80	6.74	38.23	0.30	225.33	86.64	5.20	
Total		7,680	56%	18%	24%	14%	8%	22%	0%	10%	40%	20.00	30.85	4.00	366.10	16.60	5.71	8.00	11.75	16.14	11.06	13.22	4.60	27.50	6.80	3.75	4.41	96.56	121.19	161.54	38.54	50.82	173.11	763.71	8.34	



Personalized Pathways

2021-22

The development and implementation of Personalized Pathways (“Pathways”) will continue in the 2021-22 school year. The health services pathway will have four cohorts, one each for 9th, 10th, 11th and 12th graders at East, La Follette, and Memorial. Our second pathway, Information Technology and Communication, offered at East, La Follette, and Memorial, will have 9th, 10th and 11th grade cohorts. All four of our comprehensive high schools will continue to prepare for the further expansion of Pathways.



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

The chart below outlines the personnel and non-personnel budget for both schools and central office. Please note that 21-22 salaries have not been adjusted to new rates as the MMSD budget for 21-22 is not final.

	2018-19	2019-20	2020-21	2021-22
Personnel				
District Office Staff (FTE)	2.0	2.0	2.0	2.0
School Pathway Learning Coordinators (FTE)	4.0	4.0	3.2	3.2
Total Personnel Costs	\$614,704	\$614,704	\$538,070	\$538,070
Professional Development				
Pathways Professional Development Services	\$123,275	\$123,275	\$123,275	\$125,000
Pathways Purchased Services & Supplies	\$205,498	\$205,498	\$205,498	\$205,498
Curricular Resources and Learning Materials (CLRM)	\$200,00	\$200,000	\$200,000	\$50,000
Total Non-Personnel Costs	\$528,773	\$528,773	\$528,773	\$380,498
Total Personnel and Non-Personnel Costs	\$1,143,477	\$1,143,477	\$1,066,843	\$918,568
Joyce Foundation Grant	\$200,000	\$200,000	\$60,000	\$0
Total Budget	\$1,343,477	\$1,343,477	\$1,126,843	\$918,568



Summer School Budget



Summer Semester of 2021 is a continuation of learning; a time for students to accelerate their learning and get on track for graduation to become college, career, and community ready.

March 2021

The Integrated Supports and Assessment for Learning (ISAL) Team is excited to continue planning for a student-centered summer program focused on supporting the whole child. We know it takes a coordinated, systematic approach within Central Office, Pflaum and Hoyt to plan and ensure high-quality programming and look forward to collaborating with you.

During the month of March we are focused on the following:

- School recommendations (For additional guidance, please refer to the criteria document [\(4K-4\)](#) [\(5-8\)](#))
- Hiring of highly qualified staff
 - Additional information and job descriptions for summer semester positions can be found at <https://hr.madison.k12.wi.us/summerschool>.
- Summer Semester office sending invitations to families
- Enrollment opens March 19 at 9:00 am
- Curriculum planning

Enrollment is by invitation for students who meet criteria, recommended by their principal and is on a first-come-first-served basis. We adjusted the timeline by two weeks in response to Principal feedback. Summer Semester invitations will be emailed to families on March 17, 2021. If families are invited, **enrollment opens on March 19 at 9:00 a.m.** We encourage families to register early! Enrollment closes on April 22 at 4:00 p.m.

Note: Our goal is to be able to provide a safe environment in order to meet the needs of our students during summer semester. Keeping public health guidelines at the center of our decision making and planning is essential and we may need to modify the plan outlined below as things develop with each passing week.

Key Program Information	
Dates/ Schedule	<p>Elementary (4K-4 grade)</p> <ul style="list-style-type: none"> ● June 21 - July 30, 2021 (no school July 5) ● 8:00-12:00, M-F ● In person instruction, if allowable ● Virtual options available (grades 3 & 4) <p>Middle School (5th - 8th grade)</p> <ul style="list-style-type: none"> ● June 21 - July 30, 2021 (no school July 5) ● 8:00-12:00, M-F ● In person instruction, if allowable ● Virtual options available <p>High School (9th-12th)</p> <ul style="list-style-type: none"> ● June 21 - July 29, 2021 (no school July 5)



SUMMER SEMESTER



	<ul style="list-style-type: none"> • 4 days/week, M-R • Virtual Learning (limited f2f if allowable) 	
Sites	2021 Summer Semester Sites	
Model and Programs offered		
Current Grade	Target Group	Format
Elementary (4K-4)	#jumpstart (4K) <ul style="list-style-type: none"> • For students who did not attend 4K during the school year or they have been recommended by their 4K MMSD teacher 	In person
	#camp (K-4) <ul style="list-style-type: none"> • Morning Meeting: Community Building, Social/Emotional • Comprehensive (bi)literacy curriculum aligned with the science of reading (SoR) • Comprehensive math curriculum that promotes the integration of instruction and assessment for a personalized math learning experience. • Movement Activities • Social Justice/Fine Arts Activities • MSCR afternoon programming for enrichment/recreation opportunities 	In person, if allowable Virtual Options for Math & Literacy for grades 3-4
Middle (5th - 8th)	#movinup (5th) <ul style="list-style-type: none"> • Morning Meeting: Community Building, Social/Emotional • Comprehensive math curriculum to develop students' deep understanding of mathematics and build strong mathematics habits in all students. • Comprehensive (bi)literacy curriculum aligned with the science of reading (SoR) • MS 101: weekly transition themes about the shift from elementary to middle by MS counselors • Movement Activities • Social Justice/Fine Arts Activities • MSCR afternoon programming for enrichment/recreation opportunities 	In person, if allowable Virtual Options for Math & Literacy
	#crew (6th and 7th) <ul style="list-style-type: none"> • Morning Meeting: Community Building, Social/Emotional • Comprehensive math curriculum to develop students' deep understanding of mathematics and build strong mathematics habits in all students. 	In person, if allowable



SUMMER SEMESTER



	<ul style="list-style-type: none"> ● Comprehensive (bi)literacy curriculum aligned with the science of reading (SoR) ● Movement Activities ● Social Justice/Fine Arts Activities ● Math Bridge programming offered to support students who can access compacted math sequence (Virtual Option only) ● MSCR afternoon programming for enrichment/recreation opportunities 	<p>Virtual Options for Math & Literacy</p>
	<p>#academy (8th)</p> <ul style="list-style-type: none"> ● Morning Meeting: Community Building, Social/Emotional ● Interdisciplinary Literacy/Algebra curriculum that is self-paced learning that informs an individualized learning path, tailored to each student. ● Transition support for middle to high by Partnership with UW School Psychology Training Center ● Movement Activities ● Social Justice/Fine Arts Activities ● MSCR afternoon programming for enrichment opportunities 	<p>In person, if allowable</p> <p>Virtual Options</p>
<p>High School (9-12)</p>	<ul style="list-style-type: none"> ● Credit recovery options ● Grade Improvement ● Experiential Learning ● Social/Emotional supports ● First Time Credit (Virtual only) ● Flexible Scheduling 	<p>Virtual</p> <p>Limited in-person options, if allowable</p>

2021 Timeline and Action Steps

- **February 4:** Summer Semester criteria shared.
- **February 4:** Summer Semester Qualify Application “How To Guide” shared.
- **February 4:** Recommendation List available in IC via the Summer Semester Qualify Application
- **February 16:** Summer Staff Interest Form shared with all MMSD staff via email/on HR website
 - To express interest for Summer Semester 2021, please complete the [2021 MMSD Summer Semester All Staff Interest Form](#). Additional information and *job descriptions for summer semester positions* can be found at <https://hr.madison.k12.wi.us/summerschool>.
- **February 4-March 12:** Principals review and amend the Summer Semester Recommendation List
 - Work with school teams.
 - **Principals will be required to provide reasons for removing students.**
- **March 12:** Deadline to submit the Student Recommendation List. The list will be locked at Noon; no additional edits may be made.
- **March 17:** The Summer Semester office will email invitation letters to families. Letters will only go to students who the principal has confirmed should be invited. **Schools are responsible for emailing letters to any late additions.**



SUMMER SEMESTER



- **March 19:** Summer Semester enrollment opens at 9am.
- **April 22:** All Summer Semester enrollment ends at 4:00PM.
- **April 23:** Qualifying TEP students automatically enrolled; all Summer Semester confirmation emails sent.
- **April 30:** Deadline to add students due to exceptional circumstances.
- **Week of May 24:** Parents will receive confirmation schedules, bus routes, etc.
- **June 21 - July 30:** 2021 MMSD Summer Semester session. No school July 5 in observance of the July 4 holiday.

**Please note that most of these dates only apply to Elementary and Middle School students. High school student recommendation and enrollment happens on a separate timeline.*

[2021 Summer School Talking Points](#)

For More information:

Summer School Website: <https://summer.madison.k12.wi.us>

Email: summerschool@madison.k12.wi.us

Looking forward to a great summer program!

Nicole Schaefer

Director of Summer Learning and Integrated Supports



Approved FY 2021-2

Account Description	Actual FY2019	Actual FY2020	Budget FY2021	Actual FY2021 YTD	Budget FY2022	Inc %
Elementary Teaching Staff	984,947	908,941	897,547	1,37,635	1,398,400	55.80%
Middle/High/ESL School Teaching Staff	1,093,253	1,196,594	1,253,060	408,596	2,467,900	96.95%
Pupil Services	90,070	72,968	90,191	3,232	117,300	30.06%
Prof Development / Library Services	171,579	158,886	80,477	56,091	645,840	702.51%
School Building Administrators & Staff	518,584	399,760	545,428	145,996	256,163	-53.03%
Security Assistants	41,738	45,008	48,233	3,098	20,700	-57.08%
General Fund Personnel Costs	2,900,170	2,782,157	2,914,936	754,647	4,906,303	68.32%
Special Education Support Staff	243,972	232,005	218,826	41,873	379,500	73.43%
Special Education Personnel Costs	243,972	232,005	218,826	41,873	379,500	73.43%
Educational Resource Officers	8,259	-	-	-	-	0.00%
Contracted Services	11,631	35,496	21,629	-	25,000	15.59%
Property Services	8,650	6,312	5,000	-	-	-100.00%
Transportation	267,086	234,257	344,050	105,249	300,000	-12.80%
Communications	3,849	2,626	4,806	-	9,000	87.27%
Supplies / Non Capital Equipment	59,135	9,778	60,000	3,322	147,000	145.00%
Instructional Media / Software	8,783	15,191	21,000	-	75,000	257.14%
Non-Personnel Costs	367,391	303,659	456,484	108,571	556,000	21.80%
Summer School Budget	3,511,533	3,317,822	3,590,246	905,091	5,841,803	62.71%



Staffing Guidelines: Title I

Total Budget – TI:

Grant Award Estimate	\$5.8 M
TI School Level Budget	\$4.9 M
Reservations	\$1.4 M

Title I Funding Strategy remains the same as current year:

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

Reservations Detail	\$	1,370,241
Admin Costs	\$	247,728
Private School Services (Required)	\$	191,396
Family Engagement (Required - Directed to Schools)	\$	100,035
Homeless	\$	259,358
Centralized Service (TI School Support Services)	\$	420,724
Neglected and Delinquent Youth	\$	10,000
Indirect	\$	151,000

Staffing Guidelines: Behavior Education Plan (BEP)

Total Budget – BEP:

Staffing Levels designated to the BEP for 2021-22 are unchanged from 2020-21 in aggregate, although final staffing levels indicate a slight decrease through Principal conversions of BEP allocation into other support roles. Principals were again given additional flexibility with how to use their student support allocation to best position their staff to support student needs during the pandemic, while also strengthening foundational practices outlined in the Plan. Individual school-level staffing may change slightly based on changes in enrollment or student needs.

The total budget for the Behavior Education Plan is \$5.48 million. There are 61.9 FTE funded via the BEP budget, including 42.4 teachers and 19.5 educational assistants.

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



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

Staffing Guidelines: Special Education

Supplemental Staffing to Support Students with Disabilities

The 2020-21 school-year represented the first full year of district-wide implementation of the Special Education Weighted Student Formula (WSF). No changes in the formula or process were made for the 2021-22 school year. In addition to the formula described below, the Department of Student Services continues to utilize the following practices to determine each school's resource needs:

- Each school's initial allocation is calculated with a 4 – 10 student cushion to account for growth or changes during the year
- School allocations also accounted for students in referral process (at placement rate)
- Individual school adjustments and or targeted allocation(s) are based on specific student needs and local context
- Differentiated weighted student factors trigger additional supplemental Special Education Assistant (SEA) hours to appropriately support the needs of students with complex disabilities
- We frontload resources to the maximum extent possible to ensure early hiring and proper staffing while maintaining a small reserve pool to respond to changes throughout the school year

What follows is a description of the formula the Department of Student Services utilizes to calculate each school's special education staffing.

Weighted Student Formula:

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

Flex teacher allocation is calculated by multiplying the number of base teacher(s) by 0.35 (equates to approximately 24 SEA hours per full time teacher). As the name implies, "flex" teacher allocation can be left as teacher or converted to SEA hours. Principals make determinations on the right amount of teacher and SEA needs annually in response to student needs.

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

The following chart provides the weighting factors by disability that is used to determine each school's special education resources.



Special Education Weighted Student Formula (2021-22)

Disability	Elem		Middle		High	
Autism (A)	0.1428	1:6.5	0.1250	1:7.5	0.1111	1:8.5
Emotional Behavioral Disability (EBD)	0.1111	1:9	0.0952	1:10.5	0.0952	1:10.5
Hearing Impairment (HI)	0.0625	1:16	0.0588	1:17	0.0588	1:17
Intellectual Disability (ID)	0.1428	1:7	0.1250	1:8	0.1111	1:9
Specific Learning Disability (SLD)	0.0625	1:16	0.0588	1:17	0.05263	1:19
Other Health Impairment (OHI)	0.0625	1:16	0.0588	1:17	0.0588	1:17
Orthopedic Impairment (OI)	0.2000	1:5	0.2000	1:5	0.2000	1:5
Significant Developmental Delay (SDD)	0.0625	1:16	0.0588	1:17	0.0588	1:17
Traumatic Brain Injury (TBI)	0.1176	1:8.5	0.0952	1:10.5	0.0952	1:10.5
Visual Impairment (VI)	0.0625	1:16	0.0588	1:17	0.0588	1:17
*CIES/Transfer	0.1000	1:10	0.0909	1:11	0.0909	1:11

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



Staffing Guidelines: English Language Learners

Supplemental Staffing to Support English Language Learners

Staffing levels for 2021-22 have remained unchanged from the previous school year. The ratio of English Learners (ELs) to EL staff was reduced slightly to better meet the needs of EL students. School level staffing may change further based on changes in enrollment or student needs.

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

ESL/BRT Allocation

- EL student in non-bilingual environments
 - K-5 1:35 EL students
 - 6-8 1:45 EL students
 - 9-12 ELP Level 1-2 1:20 ELP Level 3-4 1:35
- EL student in Bilingual Environments
 - K-5 1:55 EL students
 - 6-8 1:70 EL students

BRS Allocation

- Based on a weighted formula:

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

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



November 2020 Referenda: Operating & Facilities (\$350M)

Overview

In November 2020, the Madison metropolitan community passed a historical referenda inclusive of two questions on the ballot: 1) \$317M Facility Capital Improvement referendum, and 2) Recurring Operating Revenue Limit Authority for \$6M in 20-21, \$8M in 21-22, \$9M in 22-23, and \$10M in 23-24. The Madison Metropolitan School District (MMSD) family continues to be thankful to Madison’s voters, who supported both of the MMSD’s referendum questions on the ballot in November.

With the passage of the facilities referendum at nearly 80% of the community voting ‘yes’, the community showed full support for the following capital projects:

- significant renovations that will transform learning environments in our four main high schools (East, La Follette, Memorial, West) and bring Madison into alignment and/or exceeding our neighboring community high schools;
- consolidation of Capital High from two temporary sites into a permanent home in a school building we own, Hoyt School on Regent Street, in support of our most diverse secondary school and their graduates who have proven this alternative model works when 80%+ of their students move onto post-secondary education; and,
- construction of a new elementary school at 501 East Badger Road attached to the current Badger Rock Middle School to give underserved students and families a much-needed school in their neighborhood.

With the passage of the operating revenue limit authority with 76% voting ‘yes’, the community showed their support of the overall investment vision aimed at accelerating academic supports for all students with a focus on the district’s Excellence & Equity Actions, while protecting the district from the instability of local resources due to the politics at the State Capital.

The below information is updated as of April 15, 2021. For up to date information on the District’s Long Range Facility Plan, please see here. Specific information on the facility referendum can be found here. Operating Referendum community feedback and Board decisions are completed within the annual budget process, which is updated here.

1. Facility Capital Improvement Update: \$317M

Since the passing of the referenda, the District Long Range Facility Planning Team has been busy implementing the projects. Here are a few key foundational elements completed in winter and spring of 20-21:

- Finalized the timeline for the facilities projects, see graphic below:
 - Planning and design late 2020, community/school input 2021 through early 2022
 - New elementary school to open Fall 2023
 - Construction will last through summer 2024





- Completed the bond process to access the first \$106M needed to fund the work overtime. Any funds not currently in use have been invested and are gaining interest based on current Board policy for investments.
- Purchase of the land and school building on 501 Badger Rock Road, previously owned by Rooted, Inc. (previously Center for Resilient Cities) for a site for the future new elementary school. Lease with Rooted Inc. agreed to ensure Rooted, Inc. and the Badger Rock Neighborhood Center remains a critical asset in the Rimrock Road area to be leveraged and built upon. Badger Rock Middle School remains an MMSD middle school on this site.
- Findorff has been hired to be the construction manager for the six projects. As part of this effort, Findorff will not be able to bid on their own projects. Additionally, when we are ready to go to RFP, we will make an intentional effort to break projects up to allow for projects smaller businesses may qualify for. This will ensure that the efforts related to construction will reach a broader more diverse construction workforce across the community, it also helps to ensure that MMSD will receive the best pricing from the lowest bidder.
 - Eppstein Uhen Architects (EUA) has been hired to be the primary architects for all projects as well. They have also brought on a number of sub-contractors and specialists in all areas of the projects, including bringing on Equity By Design to aid in the community input process to ensure voices often least heard are elevated throughout the design build process.
 - Completed a full community wide and school staff, student, and family specific input process on each of the new projects. See the full community input report here. This community input will lead us into our next phase of work, the schematic design of the projects. Key themes included:
 - Each school and school community has unique needs and the design team should tailor design solutions accordingly.
 - Students, staff, and community stakeholders seek warm and inviting school environments that make them feel safe and welcome.
 - The school environment should celebrate diversity, cultivate racial equity and be accessible for all students.
 - MMSD schools should serve as broad community resources.
 - MMSD schools should reflect students' and the school communities' strong sense of school pride.
 - There is a sense of excitement and optimism about facilities among user groups at all sites.

Budget Accountability:

MMSD now has the authority to borrow \$317M towards the above stated projects. In January 2021, the Board approved the long-term borrowing bond for \$106M (one-third of our total authority). As of June 2021, approximately \$10M spent on activities identified below.

2. Operating Revenue Limit Authority: \$6M/\$8M/\$9M/\$10M

Between October 2019 and February 2020, the MMSD completed an extensive community input process to identify the community's overall thoughts on a referendum for operating revenue by increasing the revenue limit authority. Through this process, the district also asked the community to provide input on the spending plan and preferences with these funds. In addition, the district completed two separate polls of the community to ensure what we thought we were learning was resonating in the community and was likely to be supported. Both poll results responded with well over 50% support from the community. The



feedback from the community is summarized into the following graphic which has since become our leading themes of the use of the operating referendum funding.

In general, the feedback from the community was clear: Use the referendum funding to support advancing Educational Equity. While the individual projects supported will change over time, the core values of advancing Education Equity will remain the funding goal for the use of all local taxpayer funding, especially the referenda dollars. The exemplar projects discussed in 2020 with the community in support of the referendum can be found here and were portrayed graphically throughout the information sharing phase of the referenda as:



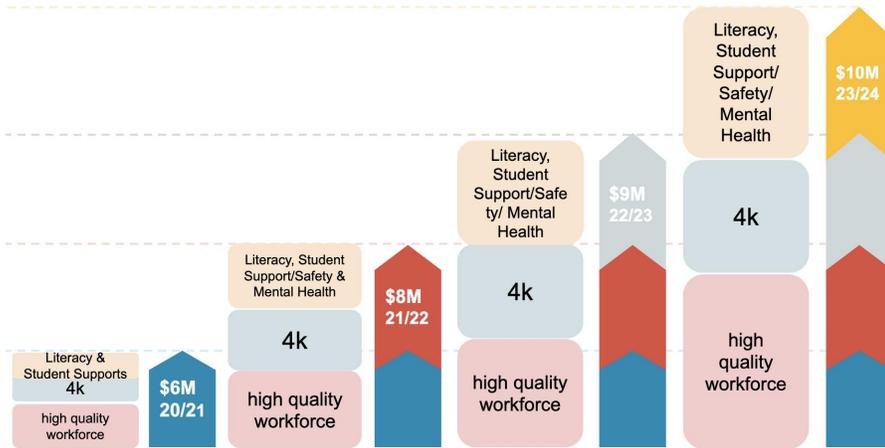
The budget narrative of this 2020-21 Budget Book describes the Board approved 2020-21 Excellence & Equity Actions and the budget narrative of this Fall 2021-22 Budget Book present for community review and feedback the proposed 2021-22 Excellence & Equity Actions, all intentionally aligned with the feedback from the community through the November 2020 referenda process.



Name of Project	Referendum Provided General Fund 20-21	Referendum Provided General Fund 21-22*
Strategic Framework Priority Area		
#1 We will empower school communities		
Elementary & Middle School Facilities Upgrades	\$ 500,000	\$ -
#2 We will invest in people		
Total Compensation Plan: Steps + Lanes + Base + Healthcare	\$ 1,250,000	\$ 3,400,000
#3 We will streamline priorities (Strategic Equity Projects)		
Deeper learning experiences that engage, challenge and support all learners		
Early Literacy & Beyond (Science of Reading)	\$ 837,500	\$ 1,500,000
Early Literacy Full Day 4K (School FTE/Office of FTE/Materials)	\$ 20,000	\$ 1,000,000
World Language Access in Middle Schools (FTE & PD)		\$ 184,000
Increase CRLM with culturally relevant materials, inclusive of PD needed on those materials.	\$ 250,000	\$ 300,000
Special Education Transitions Project	\$ 250,000	Fully implemented
Positive, trusting relationships that foster safe and thriving cultures and climates		
Mental Health - Behavioral Health in Schools/Bounce Back		\$ 250,000
Safety Committee Recommendations		\$ 150,000
MS Counselors		\$ 500,000
Personalized opportunities that lead to post-secondary success		
Opportunity Youth (Innovative Alternative Education, MicroSchools, etc.)	\$ 300,000	\$ -
Early College STEM Academy high school seats	\$ 250,000	\$ 250,000
#4 We will plan for the future.		
COVID-19 Local Funding (Safety, Student Services, Health, Instruction, etc.)	\$ 2,300,000	federally funded
#5 We embrace innovation.		
Black Excellence Fund	\$ 100,000	\$ -
Summer School Model	\$ -	\$ 550,000
Total Strategic Equity Projects		
Total	\$6,057,500	\$8,084,000

Multi-year Referenda Investment Grid:

These multi-year actions are summarized in the table above. This table will be updated overtime to show exactly where the referendum funding went. Additionally, the intent of the multi-year funding plans is to invest in what we know works overtime. Below is a graphical depiction of the current thinking around future referendum plans.



Budget Accountability:

In October 2020, the Board used 100% of its referenda authority to increase the local revenue limit by \$6M for the 20-21 school year. See the 20-21 Board Approved Budget for the 20-21 spending plan in more detail. All funds are planned to be expended by June 2021. The end of year annual financial audit report will be produced available to the public on November 29, 2021.

\$8M in additional revenue limit authority for 21-22 have not yet been approved by the Board of Education. On October 25th the Board of Education will certify the final levy which sets property tax collection and MMSD spending authority for 21-22 in motion. The Board may approve up to \$8M in authority.



Independent (2r or 2x) Charter Schools 2021-22

Background

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

In Madison, the UW- System Office of Educational Opportunity has authorized three 2x charter schools: 1) One City Senior Preschool (One City), 2) Isthmus Montessori Academy Public (IMAP) (both of which opened for students in the 2018-19 school year), and 3) Democratic Milestone in the 2020-21 school year. According to DPI records, One City had 47.3 full time equivalent (FTE) students enrolled, and IMAP had 205.2 FTE students in 2018-19. DPI informed MMSD that 199.7 of these students lived in the MMSD boundaries, or about 80%. We estimate approximately 50 students at Democratic Milestone will live within the MMSD boundaries.

DPI will not release how many of these students were previously enrolled in MMSD. Based on triangulating data sources, we believe about 80% of the 2x students would have been otherwise enrolled MMSD and 20% are new to MMSD, or otherwise not previously included in MMSD’s revenue limit membership counts.

Over the past three years, the DPI has paid the following amounts from MMSD resources each school year for 2x Charter enrollment in Madison:

- 2018-19 school year - \$1.7 million
- 2019-20 school year - \$2.1 million
- 2020-21 school year - \$2.7 million
- 2021-22 school year - \$3.2 million

Analysis

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

2x charter impact

The impact the current 2x charter schools had on the MMSD 2018-19 school year budget was a \$1.7 million net expense, deducted from MMSD General Aid by DPI. Due to MMSD’s circumstances with available referendum funding from 2016, the MMSD revenue limit authority did not increase with our 2x membership increase, nor did our state equalization aid or general aid increase. Therefore the \$1.7 million in lost revenue was never offset by an increase in revenue for MMSD in 2018-19. By 2020-21,



MMSD estimates a net loss of \$2.5M due to the 2x charter program not otherwise funded as may have been intended by the statute.

Summary Table

	2018-19	2019-20	2020-21	2021-22
Revenue Limit Authority w/o 2x charters*	\$325,859,280	\$338,038,055	\$347,717,119	\$353,932,813
w/ 2x charters (cumulative)	\$325,859,280	\$338,392,022	\$348,332,801	\$354,548,496
Rev Limit Auth Rec'd**	\$0	\$353,967	\$615,682	\$615,683
2x Tuition payments	\$1,706,562	\$2,094,976	\$2,694,510	\$3,205,628
2x Tuition payments, net of revenue limit rec'd	\$1,706,562	\$1,741,009	\$2,078,828	\$2,589,945

* Assumes the 80% of the current 2X charter students would otherwise have attended MMSD.

** This ignores the non-recurring nature of declining enrollment and hold harmless exemptions MMSD received in these school years. 2019-20 is the only budget year where recurring authority has been generated from 2x enrollment.

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

1. Revenue Limit Authority

The district's new revenue each year is restricted by the state using a revenue limit per pupil. The revenue limit formula uses a three year rolling average of the student membership count, which has included the 2x charter students since the 2018-19 budget. In the funding formula, students new to the district count are not counted as a whole student until 3 years after they enroll. Additionally, students previously enrolled in the district never generate any new revenue authority. 2020-21 will be the first time our 2x charter students were counted as a full student.

The 2x charter impact is further complicated by the fact that MMSD has been a declining enrollment district. When in declining enrollment status, DPI ensures the district never loses any more revenue limit authority than the prior three year average. Therefore, until and unless the 2x charter membership count produces enough 'new to MMSD' students to reverse the declining enrollment trend and move us out of "hold harmless", MMSD will not see any new funding. For 2018-19, MMSD did not generate any new revenue to offset the \$1.7 million expense largely due to exemptions for declining enrollment and hold harmless provisions. In 2019-20, MMSD was able to pass \$353K of revenue loss onto the local taxpayers through a very small revenue limit increase. In 2020-21, the district's expense reached \$2.7 million with a marginal revenue limit increase of \$615K to slightly offset the costs.

Based on the approved three 2x charter school's growth plans, MMSD increase another 49.2 FTE and increased the revenue limit another \$615K



2. Expenditures

In 2021-22 the district where a child lives will pay each 2x charter \$9,201 for each FTE student. This expenditure is not calculated on the same 1/3 basis as discussed for revenue above. Rather, this full cost is charged in the same year the student enrolls in the 2x charter.

For the 2021-22 school year, the current 2x charter schools will continue to expand following their approved expansion plans. So long as the growth model continues, MMSD will never find itself in a moment when all students are counted 100% in our membership counts.

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



Debt Service Fund Summary

**Madison Metropolitan School District
2021-22 Proposed Budget
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 2022	970,000.00	40,670.83	-	1,398,715.63	970,000.00	1,439,386.46	24,947,748.96
Spring 2022	2,890,000.00	27,975.00	18,390,000.00	1,230,387.50	21,280,000.00	1,258,362.50	
Fall 2023	1,000,000.00	25,807.50	-	1,002,468.75	1,000,000.00	1,028,276.25	14,031,552.50
Spring 2023	3,020,000.00	15,807.50	7,965,000.00	1,002,468.75	10,985,000.00	1,018,276.25	
Fall 2024	-	12,787.50	-	893,043.75	-	905,831.25	10,521,662.50
Spring 2024	3,000,000.00	12,787.50	5,710,000.00	893,043.75	8,710,000.00	905,831.25	
Fall 2025	-	7,537.50	-	832,843.75	-	840,381.25	10,530,762.50
Spring 2025	3,015,000.00	7,537.50	5,835,000.00	832,843.75	8,850,000.00	840,381.25	
Fall 2026	-	-	-	768,118.75	-	768,118.75	7,486,237.50
Spring 2026	-	-	5,950,000.00	768,118.75	5,950,000.00	768,118.75	
Fall 2027	-	-	-	725,168.75	-	725,168.75	6,150,337.50
Spring 2027	-	-	4,700,000.00	725,168.75	4,700,000.00	725,168.75	
Fall 2028	-	-	-	678,168.75	-	678,168.75	6,151,337.50
Spring 2028	-	-	4,795,000.00	678,168.75	4,795,000.00	678,168.75	
Fall 2029	-	-	-	630,218.75	-	630,218.75	6,155,437.50
Spring 2029	-	-	4,895,000.00	630,218.75	4,895,000.00	630,218.75	
Fall 2030	-	-	-	581,268.75	-	581,268.75	6,207,537.50
Spring 2030	-	-	5,045,000.00	581,268.75	5,045,000.00	581,268.75	
Fall 2031	-	-	-	480,368.75	-	480,368.75	6,140,737.50
Spring 2031	-	-	5,180,000.00	480,368.75	5,180,000.00	480,368.75	
Fall 2032	-	-	-	444,756.25	-	444,756.25	6,144,512.50
Spring 2032	-	-	5,255,000.00	444,756.25	5,255,000.00	444,756.25	
Fall 2033	-	-	-	405,343.75	-	405,343.75	6,145,687.50
Spring 2033	-	-	5,335,000.00	405,343.75	5,335,000.00	405,343.75	
Fall 2034	-	-	-	365,331.25	-	365,331.25	6,145,662.50
Spring 2034	-	-	5,415,000.00	365,331.25	5,415,000.00	365,331.25	
Fall 2035	-	-	-	321,334.38	-	321,334.38	6,147,668.76
Spring 2035	-	-	5,505,000.00	321,334.38	5,505,000.00	321,334.38	
Fall 2036	-	-	-	276,606.25	-	276,606.25	6,153,212.50
Spring 2036	-	-	5,600,000.00	276,606.25	5,600,000.00	276,606.25	
Fall 2037	-	-	-	227,606.25	-	227,606.25	6,155,212.50
Spring 2037	-	-	5,700,000.00	227,606.25	5,700,000.00	227,606.25	
Fall 2038	-	-	-	174,168.75	-	174,168.75	6,158,337.50
Spring 2038	-	-	5,810,000.00	174,168.75	5,810,000.00	174,168.75	
Fall 2039	-	-	-	119,700.00	-	119,700.00	6,164,400.00
Spring 2039	-	-	5,925,000.00	119,700.00	5,925,000.00	119,700.00	
Fall 2040	-	-	-	60,450.00	-	60,450.00	6,165,900.00
Spring 2040	-	-	6,045,000.00	60,450.00	6,045,000.00	60,450.00	
Fall 2041	-	-	-	-	-	-	-
Spring 2041	-	-	-	-	-	-	-
	13,895,000.00	150,910.83	119,055,000.00	20,603,034.39	132,950,000.00	20,753,945.22	104,467,863.96



Capital Maintenance Planning: 2021-22

The 2021-22 Fall Budget includes \$9.2 million for general capital maintenance. Capital maintenance is accounted for in Fund 41 Capital Maintenance (\$5.0 million) for the major project work, and also in Fund 10 General Fund (\$5.5 million) for smaller project work and minor equipment repair and replacement. Additional funding from TID#25 was built into this budget in prior years; however, there is no new funding from TID #25 this coming year. This stated budget will increase by approximately \$275K in the final fall budget when roll over TID #25 funding is budgeted to fund the final summer maintenance.

Not all \$5.0 million in the Major Capital Maintenance fund is available for major projects, since \$1.25 million of MMSD trades labor is charged to this budget and many smaller repair projects come up throughout the year. The Board made an investment of \$200,000 into trade salaries in this budget to support competitive hiring with a focus on diverse candidates.

Capital Maintenance Funding in Total - 2021-22

Sources:	Amount
Major Capital Maintenance	3,750,000
General Fund (Primarily Repairs & Replacements)	2,765,000
General Fund (Additional Investments due to COVID-19)	2,715,000
TID #25 Proceeds (Carryover TBD)	-
Total Sources	9,230,000

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

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

- In April 2015, the community approved \$41 million of improvements at sixteen schools, focused on meeting the most immediate needs for additional space, improved accessibility, or other long-standing deferred maintenance needs, such as the East High School Theater.
- In August 2016, the Board and the City of Madison created a unique funding stream related to the future surplus in TID #25. This \$9.27 million resource includes \$3.9 million for one-time maintenance projects that has allowed us to get through some of our maintenance backlog.
- In November 2020, the MMSD community passed a historical facility and operating referenda of a combined \$350 million to invest in our four comprehensive high schools, Capital High, and to build a new elementary school and to build the district operating budget. These investments will reduce overall high school capital maintenance costs in the future. This increase is a critical step toward our \$8 million goal stated above.

In addition to the above, this budget sets aside \$7.5 million of TID #25 closing revenues expected to be received in this fiscal year for construction projects that enhance the approved facility referendum projects, allocated as \$5M for LaF, \$800K for Cap High, \$1.2M for the Rimrock Rd elementary school and \$500K for Badger Rock MS attached to the new elementary school.

The table on the following pages outline our planned maintenance projects for the next year. Year of completion is based on when we expect the project to be needed. Actual year of completion depends on available funding.



Site	Project	Scope	Building and Maintenance Budget	Project Type	Projected Date of Completion
Allis	Main Entrance	Cover gable end and roof with metal	\$30,000	General Renovation	2022
Cherokee	Welcome Center	Create a secure entrance sequence at the main entrance to include accessible route from public way and accessible parking	\$250,000	General Renovation	2021
Crestwood	Roof Replacement	Roof Sections R04, R06 & R09	\$100,000	Roof	2021
District-Wide	Floor/Wall Tile Replacement	Replace failing floor/wall tile through corridors and restrooms	\$500,000	Flooring	2021
District-Wide	Locker Replacements	Replace/Add wider lockers to allow for bag/backpack storage	\$300,000	Lockers	2021
Doyle	Elevator Replacement	Replace existing traction elevator and all associated equipment and go to a hydraulic	\$170,000	Electrical	2021
Elvehjem	Welcome Center	add storefront and hallway access from office	\$50,000	General Renovation	2021
Emerson	Concrete Stairs (7th street)	Replace 7th St. Concrete Stairs	\$20,000	Site Work	2021
Emerson	Roof Replacement	Roof Sections R01, 03, 04 & R06	\$200,000	Roof	2021
Falk	Replace T12 lights	Replace fixtures with T12 lamps and ballast in the addition areas with new LED fixtures. T12 parts are no longer made.	\$120,000	Electrical	2021
Hamilton	Roof Replacement	Roof Sections 22, 23	\$250,000	Roof	2021
Hamilton	Main Office (MS) Flooring Abate/Replace	Welcome Center flooring replacement	\$50,000	General Renovation	2021
Huegel	Replace T12 lights	Replace fixtures with T12 lamps and ballast in the addition areas with new LED fixtures. T12 parts are no longer made.	\$160,000	Electrical	2022
Kennedy	Boiler Replacment	Replace two obsolete 51 year old Kewanee steam boilers and associated controls- convert to HW boiler system	\$1,500,000	HVAC	2021
Lapham	Pool Renovation	Pool and Locker Room renovation	\$650,000	General Renovation	2021
Lapham	Roof Replacement	Roof Sections R02, 03, 05 through 09	\$492,000	Roof	2021
Lowell	Restroom Remodel	Remodel 8 ea School Restrooms	\$600,000	HVAC	2021
Lowell	Exterior Masonry	Tuckpointing and Lintel Repair	\$500,000	General Renovation	2021
Mendota	Site Improvements Phase 3	South Parking Lot and fire lane	\$100,000	Site Work	2022
Midvale	Office Ventilation	Install heating/cooling air handler to serve main office suite	\$200,000	HVAC	2021
Midvale	Unit Vent Replacement	Replace remaining pneumatic classroom unit ventilators and controls.	\$60,000	HVAC	2021
Muir	Boiler Replacement	Replace boiler #2	\$12,000	HVAC	2021
Muir	Roof Replacement	Roof Sections R10, 11, 12, 14, 15, & 16	\$659,200	Roof	2021
Pflaum	Pave FS Lot/Pflaum Rd. Side	Pave from BS Building along Pflaum to East Side Border	\$44,496	Site Work	2021
Sherman/Shabazz	Feedwater tank	Replace boiler feedwater tank	\$15,000	HVAC	2021
Sherman/Shabazz	Chimney Replacement	Remove and rebuild a shorter chimney (abate, remove exst, rebuild, install liner)	\$100,000	HVAC	2021
Sherman/Shabazz	Roof Replacement	R05,06,07,08,10,11,12,17	\$250,000	Roof	2021
Toki	LMC Carpet Replacement (Middle School)	Carpet cleaning/Moving Abate/Paint	\$27,000	Flooring	2021



Food Service Fund (50)

2021-22 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. Innovation will develop interest in our programs and have a positive impact on participation. Examples include: Sourcing local ingredients in partnership with REAP Food Group, locally developed scratch cooking recipes, taste testing opportunities for students, alternative breakfast serving methods, educating students on reducing waste. We will also increase communication with our families through department web page development and the use of social media to raise awareness of program improvements.

Food Service Revenues	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
	Historical YTD	Historical YTD	Historical YTD	Historical YTD	Historical YTD	Proposed Budget
Source Comparison						
11XX - Interfund Payments	41,224.51	39,116.56	22,892.81	1,264,704.97	21,657.22	0.00
1251 - Pupil Sales	1,673,648.69	1,675,581.10	1,633,828.40	1,212,801.75	1,413.15	461,000.00
1252 - Adult Sales	82,213.80	73,507.60	60,285.80	40,574.15	1,893.85	64,300.00
1259 - Other (Catering)	147,600.19	159,005.29	93,139.91	50,536.57	54,706.98	140,000.00
1291 - Gifts & Contributions	7,551.78	35,770.77	70,308.41	(7,000.00)	0.00	25,000.00
1299 - Miscellaneous	-	(840.66)	(5,344.68)	(610.01)	(21,275.62)	0.00
1617 - State Reimbursement	176,981.72	178,038.31	176,247.21	173,815.41	157,655.56	182,000.00
1714 - Commodities	621,127.44	730,035.27	613,885.50	710,818.84	770,082.40	616,000.00
1717 - Federal Reimbursement	7,795,183.86	7,766,678.15	7,488,837.88	6,330,611.00	5,269,201.72	9,960,953.52
1730 - Federal Special Project	260,146.75	210,751.30	214,178.89	210,267.88	1,738,071.09	278,889.00
1790 - Direct Rev from Fed Src				0.00	11,034.88	87,495.12
19XX - Miscellaneous	-	-		0.00	28,299.56	0.00
					-	
	<u>10,805,678.74</u>	<u>10,867,643.69</u>	<u>10,368,260.13</u>	<u>9,986,520.56</u>	<u>8,032,740.79</u>	<u>11,815,637.64</u>

Food Service Expenditures	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
	Historical YTD	Historical YTD	Historical YTD	Historical YTD	Historical YTD	Proposed Budget
Object Comparison						
0100 - Salaries	3,021,953.19	3,192,908.35	3,221,643.39	3,328,430.69	2,717,301.54	3,403,667.80
0200 - Benefits	1,823,857.76	1,806,318.43	1,940,854.83	1,958,609.42	1,500,377.81	2,215,011.30
0300 - Purchased Services	250,191.90	246,482.19	240,394.00	533,908.60	208,785.92	338,795.99
0400 - Non-Capital	4,845,459.66	4,911,945.15	4,878,803.02	4,039,317.53	3,498,823.94	5,369,519.92
0411 - Supplies	366,696.31	349,664.39	387,811.33	320,381.47	255,926.05	390,208.13
0415 - Food	4,398,103.86	4,465,403.24	4,381,812.22	3,679,146.58	2,829,179.20	4,447,511.79
0500 - Capital Purchases	327,075.00	336,242.71	158,042.13	92,997.63	97,288.00	458,642.63
0700 - Insurance	33,632.64	29,061.84	30,321.42	33,256.69	18,178.00	30,000.00
0900 - Dues/Miscellaneous	688.00	-	-			
	<u>10,302,858.15</u>	<u>10,522,958.67</u>	<u>10,470,058.79</u>	<u>9,986,520.56</u>	<u>8,040,755.21</u>	<u>11,815,637.64</u>
Surplus/(Deficit) YTD	<u>502,820.59</u>	<u>344,685.02</u>	<u>(101,798.66)</u>	<u>-</u>	<u>(8,014.42)</u>	<u>-</u>

The 2021-22 Food & Nutrition budget was developed with the goal of not requiring an inter fund transfer from the General Fund. Food & Supply cost will increase from pre-Covid-19 levels. These increased costs will be offset with program participation and projected increases in Federal funding. While the enrollment



of MMSD has decreased, the greater flexibility of student meal eligibility and rate increases at the federal level help to net out any expected loss in revenue from lower enrollment. The chart below provides Food & Nutrition strategies to accomplish a balanced budget.

Food & Nutrition 2021-22		
Budget Issue	Background	Strategy
Increase program access with community eligibility provision	Currently have 15 schools participating in this program designed to improve food access	Review site eligibility data to determine feasibility of additional sites. Increase communication to families on the benefits of CEP.
Customers desire increased use of local produce in school nutrition programs	Food & Nutrition has received an implementation grant from USDA.	Grant funds will be used to Implement a "Harvest of the Month" program to feature local produce options, activities & education in partnership with REAP Food Group
Breakfast participation continues to rise	Awareness of the importance of a nutritious breakfast and the connection to learning has increased.	Pursue increased participation with "Second Chance" serving options and increased interest with "Breakfast in the classroom"
Ala carte sales participation is declining slightly	Federal regulations and changes in Smart Snacks compliance have caused a decline in ala carte sales	Utilize program innovation to create excitement in our programs and increase participation
Summer feeding revenue during the pandemic	USDA is providing waivers for schools to operate under the Summer Feeding Program.	Provide "Market Box" food access opportunities for students
Uncollected negative student meal account balances	Implemented new strategies during 2015-16 school year to assist families with getting meal benefits at the start of the school year.	Increase communication and assistance to families with the meal assistance application. Seek donations for family assistance.
Aging equipment at schools results in a high failure rate and maintenance cost	Past budgets have not allowed for systematic replacement of aging equipment.	Continue to invest in our facilities through capital expenditures and effective use of grant funding opportunities.
High workmen's compensation cost	Started safety committee at the FPC in December 2014. Workmen's compensation costs have improved significantly.	Expand program involvement to school sites while utilizing resources and expertise of Risk Management Services.
Reduce food and packaging waste	Continue to roll out recycling & waste reduction program based on lessons learned in prior year pilot programs with grant funding from "The Carton Council"	Work with community partners such as Sustain Dane to implement strategies to reduce waste and related costs at more schools. Seek grant opportunities to support this work



Community Service Fund (80)

2021-22 Executive Summary

Background

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

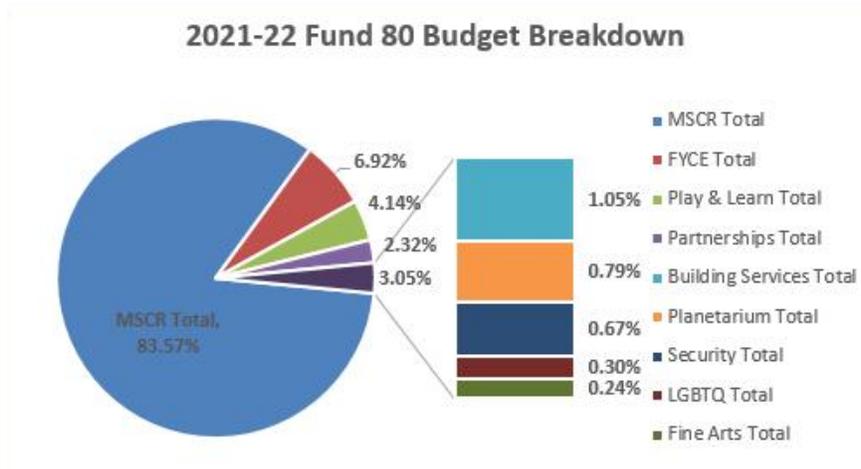
“Establish and maintain community education, training, recreational, cultural or athletic programs and services, outside the regular curricular and extracurricular programs for pupils, under such terms and conditions as the school board prescribes. The school board may establish and collect fees to cover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

The 2021-22 total Community Service Fund budget is \$16 million, of which 75% is funded by the local tax levy. This budget represents a return to a standard program year budget following a planned scaled back programming year due to COVID-19 safety concerns and the related community needs for MSCR CARES, childcare for staff, which was federally funded. There is no revenue limit cap in the Community Service Fund, but only qualifying costs may be accounted for in this Fund. Historically, there has been a three part test to determine whether an activity should be included in Fund 80:

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

MMSD Use of Fund 80 (Community Service Fund)

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





Play & Learn (Early & Extended Learning)

Budgeted FTE:	9.750	Funding Source(s):	\$665,992	F80 Tax Levy
Total Budget for FY22:	\$665,992			

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

Fine Arts Program

Budgeted FTE:	0.500	Funding Source(s):	\$37,820	F80 Tax Levy
Total Budget for FY22:	\$37,820			

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

Planetarium

Budgeted FTE:	1.000	Funding Source(s):	\$112,429	F80 Tax Levy
Total Budget for FY22:	\$126,429		\$14,000	Local Fees

The Madison Metropolitan School District Planetarium (MMSD Planetarium) provides immersive experiences for groups and public audiences bringing out-of-this-world concepts down to Earth. The planetarium is a field trip destination for explorers of all ages. In this multi-media theater, we can simulate the day and night sky on our domed ceiling to explore a vast array of concepts related to astronomy and space exploration. Public programs are offered on a monthly basis in the evenings throughout the school year. Group programs are offered during the school day, but a limited number of after school and evening programs can be scheduled as well. Many other school districts attend as well on a field trip basis.

Building Rental Events Security

Budgeted FTE:	2.000	Funding Source(s):	\$108,348	F80 Tax Levy
Total Budget for FY22:	\$108,348			

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

Building Services Operations

Budgeted FTE:	2.020	Funding Source(s):	\$169,033	F80 Tax Levy
Total Budget for FY22:	\$169,033			

The Building Services department had dedicated staff at our Hoyt and Allied locations, which solely serve Fund 80 programming.



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

Budgeted FTE:	68.050	Funding Source(s):	\$11,201,233	F80 Levy / FB
Total Budget for FY22:	\$14,241,302		\$3,040,069	Local Fees

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

MSCR has a planned fund balance use of \$850,000 to remodel the recently leased space in Olin Park from the City of Madison Parks Department.

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

Urban League:

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

Red Caboose:

Provides after-school childcare program at Lapham/Marquette for low income/homeless children

Wisconsin Youth Company:

Provides after-school childcare program at Leopold for low income/homeless children

Dane County:

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

City of Madison:

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

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

Goodman Rotary 50+ Fitness:

The Goodman Foundation pays MSCR to provide low cost exercise/fitness programs for seniors

City of Madison Warner Park Community Recreation Center (WPCRC):

The City of Madison pays MSCR for programming costs at WPCRC

Meadowood Community Center:

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



UW-Madison Federal Work Study Program (FWSP):

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

LGBTQIA+ Outreach

Budgeted FTE:	0.500	Funding Source(s):	\$48,569	F80 Tax Levy
Total Budget for FY22:	\$48,569			

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

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

Community Partnerships

Budgeted FTE:	2.000	Funding Source(s):	\$373,542	F80 Tax Levy
Total Budget for FY22:	\$373,542			

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

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

Equity, Partnerships & Engagement (EPE) Department

Family Youth Community Engagement (FYCE) Office

Community Schools Program

Budgeted FTE:	9.628	Funding Source(s):	\$1,111,575	F80 Tax Levy
Total Budget for FY22:	\$1,111,575			

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

- Adopt family and community engagement standards and a differentiated model for services to ensure two-way communication and authentic engagement with families and community partners.



- Create and implement professional development in family engagement for all employees that includes a focus on diversity, anti-bias and customer service training.
- Create Community Schools to help families access programming and services. A Community School is a welcoming and inclusive place that builds on the assets of the community to help serve the identified needs of the students, families and community through well integrated and coordinated, strategic partnerships.
- Black Excellence Community Coalition/Fund – Resources available for community partnership grants



Facility Rental Rates

Current Rental Rates (effective Sept. 1, 2019 thru June 30, 2022)

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

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

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



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

Pools*

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

Stadium Cost Per Rate A Rate B Rate C

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

Equipment Cost Per Rate

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

* Auditoriums & pools require additional paperwork and approval

**Before- and Afterschool Childcare Programs
School Year Daily Rates Effective June 29, 2015**

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



DPI Budget Adoption Format

Madison Metropolitan School District DPI Budget Adoption Format

MMSD 3-Year Financial Summary:

Fund 10 - General Fund	Actual	Actual	Fall Original		
Revenues & Other Sources:	2019-20	2020-21	2021-22	\$ Change	% Chg
Interfund Transfers	224,383	4,302	166,556	162,254	3771.59%
Local Revenue Sources	304,952,501	313,291,564	326,581,968	13,290,405	4.24%
Open Enrollment Revenues	3,589,395	4,053,729	4,414,081	360,352	8.89%
CESA Sources	203,891	220,103	122,167	(97,935)	-44.50%
State Sources	72,106,858	72,887,308	74,797,771	1,910,463	2.62%
Federal Sources	15,794,382	18,293,773	35,046,982	16,753,209	91.58%
Financing Sources	4,029,796	2,092,031	-	(2,092,031)	-100.00%
Misc. Sources	976,206	1,021,948	752,226	(269,722)	-26.39%
Total Revenues	401,877,411	411,864,757	441,881,751	30,016,994	7.29%
Expenditures:	Actual	Actual	Fall Original		
	2019-20	2020-21	2021-22	\$ Change	% Chg
Undifferentiated Curriculum (PK-6 Instruction)	65,740,714	62,905,604	66,924,112	4,018,508	6.39%
Regular Curric. (English, Math, Science, Etc.)	77,169,016	76,365,827	87,164,351	10,798,524	14.14%
Vocational Curriculum	4,064,888	3,983,923	4,044,780	60,856	1.53%
Physical Curriculum (Health, Physical Ed)	7,800,620	7,792,732	8,021,407	228,675	2.93%
Co-Curricular Activities	3,177,448	2,643,038	3,103,323	460,286	17.42%
Other Special Needs	11,731,193	12,295,856	14,352,742	2,056,886	16.73%
Instruction Totals	169,683,878	165,986,981	183,610,715	17,623,735	10.62%
Pupil Services (Guidance, Soc Wrk, etc.)	14,997,180	16,378,095	24,157,673	7,779,578	47.50%
Instructional Services (Curriculum, Libraries)	28,132,917	29,145,162	34,844,351	5,699,189	19.55%
District Administration (District-wide)	3,737,104	4,223,460	4,980,211	756,752	17.92%
School Administration (Principals' Office)	19,354,428	19,203,560	21,595,769	2,392,209	12.46%
Business Admin. (Acctg, Transport, Facilities)	51,830,273	45,384,597	69,856,389	24,471,792	53.92%
Central Services (Telephone, Technology)	5,784,914	6,484,249	7,690,638	1,206,389	18.60%
District Insurance (Property, Liability)	3,090,488	3,350,664	3,135,955	(214,709)	-6.41%
Debt Service (Interest Expense, Leases)	2,028,273	2,434,444	1,298,911	(1,135,533)	-46.64%
Other Support Svcs (OPEB, District Wide-Tech)	20,214,038	18,889,051	17,831,309	(1,057,741)	-5.60%
Support Totals	149,169,616	145,493,281	185,391,207	39,897,926	27.42%
Operating Transfers to Other Funds	56,550,499	59,400,336	59,734,580	334,244	0.56%
Purchased Instructional Services (OE, Tuition)	17,065,955	20,213,884	22,487,864	2,273,980	11.25%
Other Payments (Non-Program Transactions)	378,812	191,844	510,000	318,156	165.84%
Non-Program Totals	73,995,267	79,806,064	82,732,444	2,926,380	3.67%
General Fund Totals	392,848,760	391,286,326	451,734,366	60,448,040	15.45%
GENERAL FUND BALANCE	70,196,961	90,775,392	80,922,777	(9,852,615)	-10.85%
FUND 21 - SPECIAL REVENUE TRUST FUND	2019-20	2020-21	2021-22	\$ Change	% Chg
Total Revenues	3,398,785	2,911,763	-	(2,911,763)	-100.00%
Total Expenditures	4,508,755	2,858,997	2,190,976	(668,022)	-23.37%
FUND 27 - SPECIAL EDUCATION	2019-20	2020-21	2021-22	\$ Change	% Chg
Total Revenues	80,663,596	78,415,624	87,516,274	9,100,650	11.61%
Total Expenditures	80,663,596	78,415,624	87,516,274	9,100,650	11.61%
DEBT SERVICE FUND 30 - REFERENDUM DEBT	2019-20	2020-21	2021-22	\$ Change	% Chg
Total Revenues	8,313,091	22,119,682	18,622,856	(3,496,826)	-15.81%
Total Expenditures	8,419,325	19,067,943	21,019,103	1,951,161	10.23%
DEBT SERVICE FUND 38 - NON-REF DEBT	2019-20	2020-21	2021-22	\$ Change	% Chg
Total Revenues	5,421,311	25,527,964	3,667,783	(21,860,181)	-85.63%
Total Expenditures	4,282,935	26,793,064	3,928,646	(22,864,418)	-85.34%



Madison Metropolitan School District DPI Budget Adoption Format

MMSD 3-Year Financial Summary:

	Actual 2019-20	Actual 2020-21	Fall Original 2021-22	\$ Change	% Chg
CAPITAL EXPANSION FUND 41					
Total Revenues	5,012,828	5,003,141	5,000,000	(3,141)	-0.06%
Total Expenditures	7,114,863	4,497,029	5,000,000	502,971	11.18%
CAPITAL REFERENDUM FUND 42					
Total Revenues	-	106,108,024	-	(106,108,024)	-100.00%
Total Expenditures	-	10,877,352	96,230,672	85,353,320	784.69%
FOOD SERVICE FUND 50					
Total Revenues	9,986,521	8,032,741	11,815,638	3,782,897	47.09%
Total Expenditures	9,986,521	8,040,755	11,815,638	3,774,882	46.95%
STUDENT ACTIVITY 60 FUND(s)					
Total Revenues	3,513,244	132,443	-	(132,443)	-100.00%
Total Expenditures	1,936,064	61,279	-	(61,279)	-100.00%
TRUST FUND 70 FUND(s)					
Total Revenues	149,517	5,611	-	(5,611)	-100.00%
Total Expenditures	182,124	153,152	-	(153,152)	-100.00%
COMMUNITY SERVICE FUND 80					
Total Revenues (Fees & Property Tax Levy)	14,430,010	14,356,865	16,032,609	1,675,745	11.67%
Total Expenditures	14,094,070	14,214,490	16,882,609	2,668,119	18.77%
ALL FUND SUMMARY					
Total Revenues	532,766,315	674,478,615	584,536,912	(89,941,703)	-13.33%
Total Expenditures	524,037,012	556,266,011	696,318,284	140,052,273	25.18%
PROPERTY TAX LEVY SUMMARY					
SUMMARY OF TAX LEVY FOR ALL FUNDS:					
	Actual 2019-20	Actual 2020-21	Fall Original 2021-22	\$ Change	% Chg
General Fund 10	299,537,819	311,473,238	316,171,715	4,698,477	1.51%
Debt Service Fund 30	8,300,900	18,494,475	18,622,856	128,381	0.69%
Non Referendum Debt Svcs Fund 38	5,257,768	4,433,030	3,667,783	(765,247)	-17.26%
Capital Expansion Fund 41	5,000,000	5,000,000	5,000,000	-	0.00%
Community Service Fund 80	12,009,506	10,638,848	13,440,741	2,801,893	26.34%
Total Levy	330,105,993	350,039,591	356,903,095	6,863,504	1.96%
Equalized Tax Base	29,743,210,155	31,454,803,868	31,318,432,826	(136,371,042)	-0.43%
Equalized Tax Rate Per \$1000	11.10	11.13	11.40	0.27	2.40%



Tax Impact Projections

Tax Impact Projections Projected Property Tax Levy for 2021-22

FUND	Adopted 2017-2018		Adopted 2018-2019		Adopted 2019-20		Adopted 2020-21		Fall Budget 2021-22	
	LEVY	RATE	LEVY	RATE	LEVY	RATE	LEVY	RATE	LEVY	RATE
General Fund:										
• Revenue Limit Use	270,180,041	10.56	278,675,712	10.02	302,402,800	10.17	313,883,736	9.98	319,069,805	10.19
• Less: Property Exemption	(1,708,101)	(0.07)	(3,404,814)	(0.12)	(2,940,466)	(0.10)	(2,476,119)	(0.08)	(3,076,542)	(0.10)
• General Fund Levy	268,471,940	10.49	275,270,898	9.89	299,462,334	10.07	311,407,617	9.90	315,993,263	10.09
• Prior Year Taxes	23,917	0.00	23,917	0.00	75,485	0.00	65,621	0.00	178,452	0.01
Net General Fund Levy	268,495,857	10.49	275,294,815	9.89	299,537,819	10.07	311,473,238	9.90	316,171,715	10.10
Debt Service Funds:										
• Non-referendum Debt (38)	4,161,516	0.16	4,376,041	0.16	5,257,768	0.18	4,433,030	0.14	3,667,783	0.12
• Bonded Indebtedness (39)	8,300,825	0.32	8,303,725	0.30	8,300,900	0.28	18,494,475	0.59	18,622,856	0.59
Net Debt Service Fund Levy	12,462,341	0.49	12,679,766	0.46	13,558,668	0.46	22,927,505	0.73	22,290,639	0.71
Capital Projects Fund:	5,000,000	0.20	8,500,000	0.31	5,000,000	0.17	5,000,000	0.16	5,000,000	0.16
Community Services Fund:	11,234,489	0.44	11,535,312	0.41	12,009,506	0.40	10,638,848	0.34	13,440,741	0.43
TOTAL TAX LEVY AND RATE	297,192,687	11.62	308,009,893	11.07	330,105,993	11.10	350,039,591	11.13	356,903,095	11.40

Property Tax Analysis	Nov-17 2017-18	Nov-18 2018-2019	Nov-19 2019-20	Nov-20 2020-21	Nov-21 2021-22
Levy % Increase	3.518%	3.640%	7.174%	6.039%	1.961%

Property Tax Bill Impact	Nov-17 2017-18	Nov-18 2018-2019	Nov-19 2019-20	Nov-20 2020-21	Nov-21 2021-22 Estimated
Average Madison home value	Value 269,377.00	Value 284,868.00	Value 300,600.00	Value 315,200.00	Value 335,200.00
	Bill 3,128.81	Bill 3,153.37	Bill 3,336.22	Bill 3,507.65	Bill 3,819.92
Total Difference in Bill Over Prior Year	\$94.30	\$24.56	\$182.85	\$171.43	\$312.27



TID #25 Schedule

Category/Item	Total	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22 Roll Over / Repurpose
A. High Leverage Planning and Design:							
1 Evaluations and Long Range District Strategic Planning*	125,000	-	125,000	-	-	-	-
2 Multi-year Middle School Design Process	270,000	-	150,000	120,000	-	-	-
3 Development/Redesign of Secondary Alternative Schools	325,000	50,000	125,000	100,000	50,000	-	-
4 Consulting on Budget Design	275,000	-	100,000	25,000	150,000	-	-
5 Access to Advanced Placement for Students of Color	291,000	-	118,000	98,000	75,000	-	60,000
6 Teacher Team Development and Assessment Redesign	350,000	-	-	50,000	150,000	150,000	250,000
7 Planning Year for Full Day 4K	20,000	-	-	20,000	-	-	20,000
Subtotal	1,656,000	50,000	618,000	413,000	425,000	150,000	330,000
B. Maintenance Projects & Facility Improvements							
1 Restore \$300K to the General Fund Budget for Maintenance	300,000	300,000	-	-	-	-	-
2 Accelerate priority items on the facility maintenance list	1,300,000	500,000	150,000	500,000	150,000	-	300,000
3 Increase funding for playground replacement	450,000	150,000	-	150,000	150,000	-	-
4 Reserve for renovating instructional spaces	850,000	-	300,000	300,000	250,000	-	-
5 All-gender restroom and locker room needs	650,000	250,000	100,000	150,000	150,000	-	-
6 Athletic equipment replacements	200,000	100,000	100,000	-	-	-	-
7 Doyle Human Resources Outer Office - Upgrade	240,000	120,000	120,000	-	-	-	-
Subtotal	3,990,000	1,420,000	770,000	1,100,000	700,000	-	300,000
C. Micro Schools							
1 Micro School Projects & Planning	705,000	-	105,000	225,000	375,000	-	-
Subtotal	705,000	-	105,000	225,000	375,000	-	-
D. Technology Infrastructure & Accelerate Technology Integration							
1 Extend the fiber backbone to the final six schools	450,000	325,000	125,000	-	-	-	200,000
2 Migrate to Cloud-based Systems for Website, IC, Other	450,000	100,000	175,000	175,000	-	-	-
3 Fund tech infrastructure after \$2MM referendum funds	750,000	-	-	-	400,000	350,000	-
4 Accelerate the Tech Plan - Combine G5 and G6 Tech Cohorts	500,000	-	-	-	500,000	-	-
Subtotal	2,150,000	425,000	300,000	175,000	900,000	350,000	200,000
E. Reserve for Interest Expense (Straight-Line Allocation)	480,593	8,382	47,217	145,554	190,344	89,096	-
F. Wright Uniforms (Board Amendment June 2017)	45,000	-	45,000	-	-	-	-
G. Reserve for Future Needs / Other	243,407	-	-	-	-	243,407	-
H. Project Total	9,270,000	1,903,382	1,885,217	2,058,553	2,590,344	832,503	830,000

* This is recorded as June 30, 2021 year end Fund Balance Assigned Roll Over



Fund Balance Table by Year

Madison Metropolitan School District

2021-22 Fall Budget

Fund Balance Table by Year

	Fund 10 General Fund	Funds 30 38 Debt Service Fund	Fund 41 Capital Projects	Fund 50 Food Service	Fund 80 Community Service	Total
2018-19 Actual						
Non-Spendable	706,346	-	-	137,041	-	843,387
Restricted	45,480	2,085,323	3,469,855	1,446,757	2,059,626	9,107,041
Committed	-	-	-	-	-	-
Assigned	-	-	-	-	-	-
Unassigned	60,416,485	-	-	-	-	60,416,485
Total 18-19 Actual	61,168,311	2,085,323	3,469,855	1,583,798	2,059,626	70,366,913

	Fund 10 General Fund	Funds 30 38 Debt Service Fund	Fund 41 Capital Projects	Fund 50 Food Service	Fund 80 Community Service	Total
2019-20 Actual						
Non-Spendable	266,278	-	-	154,769	-	421,047
Restricted	3,322,114	3,117,466	1,367,820	1,429,029	2,395,566	11,631,995
Committed	-	-	-	-	-	-
Assigned	4,946,153	-	-	-	-	4,946,153
Unassigned	61,662,416	-	-	-	-	61,662,416
Total 19-20 Actual	70,196,961	3,117,466	1,367,820	1,583,798	2,395,566	78,661,611

	Fund 10 General Fund	Funds 30 38 Debt Service Fund	Fund 41 Capital Projects	Fund 50 Food Service	Fund 80 Community Service	Total
2020-21 Actual						
Non-Spendable	441,231	-	-	141,614	-	582,845
Restricted	1,207,574	4,904,105	1,873,932	1,434,170	2,537,941	11,957,722
Committed	-	-	-	-	-	-
Assigned**	18,841,661	-	-	-	-	18,841,661
Unassigned	70,284,926	-	-	-	-	70,284,926
Total 20-21 Actual	90,775,392	4,904,105	1,873,932	1,575,784	2,537,941	101,667,154

	Fund 10 General Fund	Funds 30 38 Debt Service Fund	Fund 41 Capital Projects	Fund 50 Food Service	Fund 80 Community Service	Total
2021-22 Fall Budget						
Non-Spendable	-	-	-	-	-	-
Restricted	-	2,246,995	1,873,932	1,575,784	1,687,941	7,384,652
Committed	-	-	-	-	-	-
Assigned	-	-	-	-	-	-
Unassigned	80,922,777	-	-	-	-	80,922,777
Total Proposed Budget 21-22	80,922,777	2,246,995	1,873,932	1,575,784	1,687,941	88,307,429

**Assigned fund balance in 2020-2021 consists of the following initiatives to be completed in fiscal year 2021-2022:

School Formula Carryover	1,007,938
TID #25 Projects Assigned	830,000
K-5 Reading Materials	1,000,000
HVAC Project IP @ School	2,100,000
Science Curriculum	966,000
Trucks/Equipment Backorder	452,731
WRS Debt Defeasance	3,035,000
COVID 19 Building Serv. Projects	2,500,000
COVID-19 School Formula	949,892
	<u>\$18,841,661</u>



General Fees Table

Madison Metropolitan School District		
General Board Student Fees 2020-2021 & 2021-2022		
Elementary School Fee Schedule		
	<u>2020-2021</u>	<u>2021-2022</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>2020-2021</u>	<u>2021-2022</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>2020-2021</u>	<u>2021-2022</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
Athletic Participation Surcharge (Grades 9-12) (Surcharges are in addition to the \$500.00 Family Maximum)	\$800.00 Hockey \$100.00 Gymnastics \$100.00 Wrestling \$118.00 Boy's Golf \$118.00 Girl's Golf	\$800.00 Hockey \$100.00 Gymnastics \$100.00 Wrestling \$118.00 Boy's Golf \$118.00 Girl's Golf
Student Athletic Event Pass	\$20.00 per Pass	\$20.00 per Pass
Student Individual Event Ticket	\$3.00 per Event	\$3.00 per Event
Adult Individual Event Ticket	\$5.00 per Event	\$5.00 per Event
*MSCR Program fees do not require Board approval.		



Madison Metropolitan School District		
High School Course Fee Schedule 2020-2021 & 2021-2022		
	2020-2021	2021-2022
Course Name	Fee	Fee
Art Experiences	\$ 20.00	\$ 20.00
2-D Design	\$ 20.00	\$ 20.00
2-D & 3-D Design	\$ 20.00	\$ 20.00
2-D Techniques Advanced 1	\$ 30.00	\$ 30.00
2-D Techniques Advanced 2	\$ 30.00	\$ 30.00
3-D Techniques Advanced	\$ 30.00	\$ 30.00
Drawing 1	\$ 20.00	\$ 20.00
Drawing 2	\$ 20.00	\$ 20.00
Drawing 3	\$ 20.00	\$ 20.00
Observational Drawing 1	\$ 30.00	\$ 30.00
Observational Drawing 2	\$ 20.00	\$ 20.00
Drawing and Prints 3	\$ 30.00	\$ 30.00
Drawing and Prints 4	\$ 30.00	\$ 30.00
Drawing and Design 1	\$ 20.00	\$ 20.00
Drawing and Design 2	\$ 20.00	\$ 20.00
Painting 1	\$ 20.00	\$ 20.00
Painting 1 - Oils	\$ 20.00	\$ 20.00
Painting 2	\$ 20.00	\$ 20.00
Painting 3	\$ 30.00	\$ 30.00
Painting 4	\$ 30.00	\$ 30.00
Painting & Printmaking 1	\$ 20.00	\$ 20.00
Painting & Printmaking 2	\$ 20.00	\$ 20.00
Ceramics and Sculpture 1	\$ 20.00	\$ 20.00
Ceramics and Sculpture 2	\$ 30.00	\$ 30.00
Ceramics and Sculpture 3	\$ 30.00	\$ 30.00
Ceramics and Sculpture 4	\$ 30.00	\$ 30.00
Arts Metals 1	\$ 60.00	\$ 60.00
Arts Metals 2	\$ 60.00	\$ 60.00
Arts Metals 3	\$ 60.00	\$ 60.00
Art Metals - 4	\$ 60.00	\$ 60.00
Art Metals & Glass 1 (@Memorial & West)	\$ 60.00	\$ 60.00
Art Metals & Glass 2 (@Memorial & West)	\$ 60.00	\$ 60.00
Art Metals & Glass 3	\$ 60.00	\$ 60.00
Art Metals & Glass 4	\$ 60.00	\$ 60.00
Photography 1	\$ 20.00	\$ 20.00
Photography 2	\$ 20.00	\$ 20.00
Photography 3	\$ 30.00	\$ 30.00
Photography 4	\$ 30.00	\$ 30.00
Graphic Design: Brandng & Typ1	\$ 15.00	\$ 15.00
Computer Art	\$ 15.00	\$ 15.00
Computer Art- Animation	\$ 15.00	\$ 15.00
Computer Art- Digital Imagery	\$ 15.00	\$ 15.00
Computer Art - Illustration 1	\$ 15.00	\$ 15.00
Computer Art - Illustration 2	\$ 15.00	\$ 15.00
Computer Art - Illustration 3	\$ 15.00	\$ 15.00
Computer Art - Video 1	\$ 15.00	\$ 15.00
Computer Art - Video Production	\$ 15.00	\$ 15.00
Graphic Design: Illus & Photo	\$ 15.00	\$ 15.00
Graphic Design	\$ 15.00	\$ 15.00
Digital Art 1	\$ 15.00	\$ 15.00
Digital Art 2		\$ 15.00
Digital Art 3		\$ 15.00
3-D Art Seminar	\$ 30.00	\$ 30.00
Art Advanced	\$ 30.00	\$ 30.00
Portfolio	\$ 30.00	\$ 30.00
Community Art & Mass Media	\$ 20.00	\$ 20.00
Art Seminar	\$ 30.00	\$ 30.00
Fashion Design	\$ 30.00	\$ 30.00
Culinary Basics	\$ 30.00	\$ 30.00
International Cuisine	\$ 30.00	\$ 30.00



Madison Metropolitan School District		
High School Course Fee Schedule 2020-2021 & 2021-2022		
	2020-2021	2021-2022
Course Name	Fee	Fee
ProStart Chef 1	\$ 30.00	\$ 30.00
ProStart Chef 2	\$ 30.00	\$ 30.00
Careers with Children/ACCT Certification	\$ 10.00	\$ 10.00
Fashion & Sewing	\$ 30.00	\$ 30.00
Fashion Merchandising & Advanced Sewing	\$ 30.00	\$ 30.00
Architectural Interior Design	\$ 20.00	\$ 20.00
Nursing Assistant (@East & LaFollette)	\$ 30.00	\$ 30.00
Nursing Assistant (Non-certification @ East)	\$ 30.00	\$ 30.00
Body Structure and Function	\$ 25.00	\$ 25.00
Fundamentals of Nursing (La Follette)	\$ 30.00	\$ 30.00
Principles of Biomedical (PLTW - Memorial only)	\$ 20.00	\$ 20.00
Human Body Systems (PLTW - Memorial only)	\$ 20.00	\$ 20.00
Individual Sports	\$ 20.00	\$ 20.00
Individual Sports (@Memorial, includes Bowling)	\$ 40.00	\$ 40.00
Team Sports 1 (@Memorial, includes Bowling)	\$ 25.00	\$ 25.00
Team Sports 2 (@Memorial, includes Bowling)	\$ 25.00	\$ 25.00
Challenges and Adventure	\$ 40.00	\$ 40.00
Advanced Ropes (Memorial)	\$ 60.00	\$ 60.00
Outdoor Leadership (East and LaFollette)	\$ 50.00	\$ 50.00
Challenges and Adventure (2) (West)	\$ 60.00	\$ 60.00
LifeStyle Changes	\$ 15.00	\$ 15.00
Racquet & Team Sports (Memorial)	\$ 40.00	\$ 40.00
CPR/First Aid Hlthy Heart-Fit (@LaFollette)	\$ 70.00	\$ 70.00
CPR/First Aid Hlthy Heart-Fit (@West)	\$ 70.00	\$ 70.00
Lifeguard Training/Pro CPR	\$ 135.00	\$ 135.00
Intro to Sports Medicine (LaFollette & Memorial)	\$ 25.00	\$ 25.00
Sports Officiating (East & LaFollette)	\$ 20.00	\$ 20.00
Social Dance (Memorial only)	\$ 10.00	\$ 10.00
Medical Interventions (PLTW - Memorial)	\$ 20.00	\$ 20.00
Biomedical Innovations (PLTW - Memorial)	\$ 20.00	\$ 20.00
Aerospace Engineering (PLTW)	\$ 60.00	\$ 60.00
Intro to Engineering (PLTW)	\$ 30.00	\$ 30.00
Principles of Engineering (PLTW)	\$ 30.00	\$ 30.00
Civil Entineering & Architecture (PLTW)	\$ 30.00	\$ 30.00
Engineering Design & Development (PLTW)	\$ 30.00	\$ 30.00
Digital Electronics (PLTW)	\$ 20.00	\$ 20.00
Consumer Auto	\$ 20.00	\$ 20.00
Outdoor Power Equip Technology	\$ 20.00	\$ 20.00
Automotive Technology 1	\$ 20.00	\$ 20.00
Automotive Technology 2	\$ 20.00	\$ 20.00
Automotive Technology 3	\$ 20.00	\$ 20.00
Automotive Technology 4	\$ 20.00	\$ 20.00
Home Maint & Improvement	\$ 30.00	\$ 30.00
Fundamentals of Construction	\$ 30.00	\$ 30.00
Wood Fabrication 1	\$ 30.00	\$ 30.00
Wood Fabrication 2	\$ 30.00	\$ 30.00
Wood Fabrication 3	\$ 40.00	\$ 40.00
Wood Fabrication 4	\$ 40.00	\$ 40.00
Computer Integrated Manufacturing (PLTW)	\$ 30.00	\$ 30.00
Design and Drafting	\$ 30.00	\$ 30.00
Metals Manufacturing 1	\$ 20.00	\$ 20.00
Metals Manufacturing 2	\$ 20.00	\$ 20.00



Early College STEM Academy (ECSA) Budget Plan

Background

The Madison Metropolitan School District and Madison College are partnering to implement the Early College STEM Academy (ECSA or Academy). The Academy will offer high school junior and senior students who are appropriately prepared and who express interest in STEM (science, technology, engineering and mathematics) -related education or careers with the opportunity to take one or more packages of STEM courses on Madison College Truax campus. In addition to satisfying their high school graduation requirements, the students enrolled in ECSA will either earn a significant number of transfer credits at no cost to them or their families, or satisfy the requirements of a Madison College Associate Degree program. The classes will also help prepare students for entry into a four-year institution.

The current plan is to phase in cohorts of students over a few years span with the goal being 200 students enrolled at any given time.

The first 26 participating students made great strides during ECSA's inaugural school year. Among the ECSA students, the average GPA was 3.5 out of 4.0, with 19 students qualifying for the Dean's List and/or the Phi Theta Kappa Honor Society in fall 2018. The students completed, on average, 9.19 high school credits. One hundred percent (100%) of students are on track to earn 30+ college credits by the end of fall 2019 term and 81% are on track to earn 48+ college credits. Twenty-six students (100%) persisted from first to second semester and completed the spring 2019 semester. Twenty-five of 26 students are persisting from spring 2019 to fall 2019; the only student loss was due to a student moving. While the program adjusted for the effects of COVID-19/virtual learning in 20-21, the students in this program continue to thrive this school year. These type outcomes bode well for the future of these students and the future of ECSA.

Current Budget for ECSA:



2018-2020	2019-2021	2020-2023
\$175,00 per year (25 students)	\$650,000 (100 students)	\$1,300,000 (200 Students)

What/Funding Source	25 students (18/19) @7,000	101 students @6,500 & 25) @6,900 (19/20)	200 students (20/21) @6,500	200 students (21/22) @6,500	200 students (22/23) @6,500
18/19 Priority Action	\$175,000	\$175,000	\$175,000	\$175,000	\$175,000
2 teachers teaching at Madison College (Refund to MMSD from Madison College)	Net + approx \$23K Partial reimbursement for PT teaching (less stipend)	\$165,000	\$125,000	\$125,000	\$125,000
Early College Credit budget		\$50,000	\$50,000	\$50,000	\$50,000
Fundraising:		\$239,000	\$500,000	\$500,000 (over two years as needed)	
19/20 BOE Budget ask		\$200,000	\$200,000	\$200,000	\$200,000
20/21 BOE Budget ask			\$250,000	\$250,000	\$250,000
21/22 BOE Budget ask				\$250,000	\$250,000
Total	\$152,000	\$829,000	\$1,300,000	\$1,300,000	\$1,300,000



Early Reading and Beyond

2021-22 Budget Development - Equity and Excellence Projects (EEP) Plan and Budget Ask

Project plan and budget requests completed using the following tools:

- POCDICE Project Planning Tool
- MMSD Equity Tool
- Board Policy 9001- Educational Equity
- MMSD Strategic Framework, Core Values, and our focus on Early Literacy & Beyond

As a district, we must ensure that the work we are doing is in alignment and in support of our vision for the future and highest leverage investment for students.

Title of Project Request: Early Reading and Beyond

Name of Owner: Kaylee Jackson, Executive Director of C&I

Amount Requested 21-22: \$1.5 million (new funding) & \$1M Carryover from 20-21 budget (Note: that a faster accelerated plan to add an additional \$1.M was later added to the budget with use of federal funds)

Amount Requested 22/23: <\$400K

Amount Requested 23/24: <\$200K

Brief Description of the project, include the compelling equity 'why':

Rooted in our commitment to Black Excellence, all students in MMSD will receive high-quality, grade level accelerated instruction. Within this, specifically, we are being very intentional about our commitment to early reading and beyond. This will be THE priority work of our district moving forward.

Multipronged approach

1. Provide key stakeholders with the knowledge of Science of Reading and the skills to teach reading.*
2. *We will use Language Essentials of Teaching Reading and Spelling (LETRS) as our foundational approach to teaching key stakeholders the SoR.
3. Additional Levers
4. In addition to LETRS training, we will use other levers to contribute to our overall early literacy strategy (e.g., partnering with UW, Achievement Network, core materials, focus on transition, specific focus on secondary, etc.)
 - Partnering with Gloria Ladson-Billings, UW-Madison
 - Partnering with UW-Madison and other reading experts to form a Literacy Task force to offer recommendations for moving the project forward
 - Creating a robust and supportive infrastructure at the District level and within schools to support explicit instruction and intervention in reading.
 - Select and provide support for a K-5 green lit curriculum and resources to be able to teach from an evidence-based reading approach (skills and knowledge)
 - Specific focus at Secondary Level
 - Provide QTEL training to select stakeholders for knowledge and skill development in language (development and comprehension)
 - MS and HS Coaches and Intervention teachers, HS English and ESL Chairs, HS ESL Fundamentals, Intermediate and Advanced
 - Use AVID critical reading strategies to bolster core instruction
 - Continue to implement a comprehensive assessment strategy for identifying student needs



- Provide guidance and support at 6-12 level to build tiered supports (MTSS) and monitor response to intervention and supports
- Leverage schedule to meet student needs ensuring credit bearing for those in need of evidence-based intervention options to stay on track
 - Providing a reading course for all new teachers in the future
 - Focusing on critical transitions for students (4K-5K, 5th-6th, 8th-9th)
 - Providing options for Staff Certification in Reading
 - Moving forward with trials of Full day 4K
 - Collaborate with and train families and community partners in the SoR

How does this project request align to the Strategic Framework, our Core Values, and specifically our one key focus - Early Literacy & Beyond?

Our early reading and beyond strategy focuses on teaching our staff about the science of reading inclusive of reading foundational skills, language development, and language comprehension so that all our students, including our most vulnerable, are proficient in reading when they graduate community, college, and career ready. This particular approach complements any curricular material purchase for any level. This equity strategy is about antiracist practices and high expectations for all students. This is a very specific approach designed to accelerate learning so that all students can be successful – accelerating learning so that we aren't always chasing the gaps that currently exist.

This strategy and plan is strongly aligned to MMSD's vision of "Every school will be a thriving school that prepares every student for college, career and community." It supports all our core values, especially excellence, focus, voice and racial justice.

How does the proposal support the most vulnerable students and families? How does the project promote our vision being an anti-racist organization?

Early literacy matters and when we know better, we do better. For too long we have ignored the science of reading. We simply can't ignore it any longer as we are continuing to fail our children. We must use an explicit strategy to guarantee that each and every student learns how to read.

An explicit strategy around early literacy is an investment. An investment in our children, our families and our community. We know that this investment must be sustained over time, and we know that we must also invest in our staff around the teaching of reading. Early reading is our highest leverage anti-racist strategy. To accomplish it, we must invoke a multi-pronged approach. For example, we need to provide professional development about the science of reading to our teachers. We need to ensure that they have the necessary green lit curriculum and resources to be able to teach from an evidence-based reading approach. We need to help our principals understand the science of reading and how it lives in daily instruction.

Provide the timeline and major milestones for implementation.

See graph below.



LETRS Implementation

District Office	Principals	Instructional Coaches	Elementary Schools	Teachers
<p>Training a cross functional team in SoR through LETRS (Units 1- 4) (Spring 21); Units 5-8 (Fall 2021)</p> <p>Team identified to support school level implementation receive LETRS facilitator training (Summer 21)</p>	<p>2-Day LETRS administrator training (Spring 21) Purpose: To provide all Principals /APs with the skills to understand how reading shows up at every level and connecting to prior work (e.g., AVID critical reading, disciplinary literacy, CCSS)</p> <p>Focus on instructional leadership and the SoR prioritized at Principal Meetings</p>	<p>Train all coaches (ES, MS, HS) in the SoR through LETRS Training (Units 1- 4) (Spring -Fall 21) Purpose: to provide all ICs with the skills on how to teach reading at every level and help lead and support, along with the principal, their school's implementation efforts</p> <p>Focus on SoR and the shifts and demands of the standards and data literacy in instructional coach PD</p>	<p>Early Adopters (20-21 Cohort 1 (Fall 21) Cohort 2 (Spring 22) Cohort 3 (Fall 22)</p>	<ul style="list-style-type: none"> All 4K-5 classroom teachers, Interventionists, BRTs, ESL, CC teachers MS and HS Coaches MS and HS Certified Interventionists HS English and ESL Chairs HS English 1 and 2 Staff

Who would benefit and who would be burdened by the implementation of this work? What is your communication strategy with all stakeholders, how will you ensure those the project is intended to impact are part of the planning? What feedback loops have you developed?

All students will benefit from this approach, but particularly our most marginalized students who have inequitable access to explicit reading instruction for too long. Staff will benefit because they will be afforded the opportunity to learn about the science of reading and practice/generalize their skills to the classroom. This approach will take dedicated professional development time that must be specifically calendared. This may burden the organization in that we will likely have to stop some initiatives in order to maintain a laser like focus on early reading.

The plan will need significant coordination with department leaders coming together regularly to review their implementation efforts around each lever. These departments are Assistant Superintendent of Teaching and Learning, Chiefs, Human Resources, PLLD, C&I, Student Services, OMGE, ISAL, Assessment, FYCE, and Partnerships.

While we are waiting on a finalized plan, we are meeting with the Communications Department to create monthly eBlasts which will update stakeholders on progress toward finalization, direct people to SoR resources, feature a literacy task force member, and include other medium to continue to prime, excite, and create buy in across our staff, families, communities, and partners.

We place a high premium on communication and need to build out a communication cycle and plan to ensure our superintendent, Chief of Staff, Cabinet, SLT, and other critical district office and school stakeholders are offering input and are informed.

How will we know when your project is successful? Describe the measurable metrics in the form of SMART goals to determine success, state the tools by which you will measure your project.

Every child is on track to graduate ready for college, career and community ready. We will know our project is successful based on the following data points.



Proximal Achievement Measures

We will know students are successful when...

1. We see student gains in benchmark scores (on track status) over time on measures of early reading (Fastbridge) (K-2)
2. We see student gains in benchmark scores (on track status) over time on reading fluency (RCBM Fastbridge) (3-8)
3. We see students attaining expected growth in measures of early reading and fluency every year.
4. We see students meeting proficiency expectations on the oral language development tool (K-2)
5. We see student gains in proficiency on critical reading standards as measured by our interim literacy measure

Distal measures

1. Increase in student attendance

Full Day 4K Program

2021-22 Budget Development - Equity and Excellence Projects (EEP) Plan and Budget Ask

Project plan and budget requests completed using the following tools:

- POCDICE Project Planning Tool
- MMSD Equity Tool
- Board Policy 9001- Educational Equity
- MMSD Strategic Framework, Core Values, and our focus on Early Literacy & Beyond

As a district, we must ensure that the work we are doing is in alignment and in support of our vision for the future and highest leverage investment for students.

Title of Project Request: Full Day 4K Program

Name of Owner: Culleen M Witthuhn, Director of Early Learning Programs

Amount Requested 21-22: \$1.3 million

Amount Requested 22/23: <\$650K

Amount Requested 23/24: <\$650K

Overview of Full-Day 4K Expansion (2/25/2021)

Full-day 4K will be expanded to include Allis, Hawthorne, Huegel, Lindbergh, and Orchard Ridge Elementary Schools. This is in addition to Mendota, Leopold, and Sandburg Elementary Schools, which were part of the original proposal. The additional schools align with the rationale and are identified as schools with a high percentage of Black, African American, Hispanic/Latinx, and low SES students/families. Mendota, Leopold, and Hawthorne are community schools that provide wrap-around services for the community it serves and full-day 4K is an early learning equity strategy. Research has shown that there are academic gains in Literacy, Math and Social/Emotional skill development for students who attend full-day 4K. The additional instructional hours allows more time to focus on the key academic areas.



Full-Day 4K Sites	Number of Full-Day Classrooms
Allis Elementary	2
Hawthorne Elementary	2
Huegel Elementary	1 full-day (and 2 half-day classrooms)
Leopold Elementary	3 (1 bilingual)
Lindbergh Elementary	2
Mendota Elementary	2
Orchard Ridge Elementary	2
Sandburg Elementary	2 (1 bilingual)
Total Full-day 4K sections for 2021-2022	16 total

Site Selection

Sites for full-day 4K were selected based on whether they are a community school, the percentage of students with low socio-economic status, and availability of physical space in the elementary school building. Additional Early Care and Education (ECE) sites will offer full-day 4K, in partnership with MMSD, and will be selected by the Early Learning Community Network for the 22-23 school year.

Budget/Cost

Referendum dollars and reallocation of funds from identified budget streams will be used to fund full-day 4K.

		21/22	22/23	23/24
Pilot	3.5 Teacher - 2.45 EA	436,530.00		
Pilot	1.5 Teacher - 1.05 EA		191,250.00	
Pilot	1.5 Teacher - 1.05 EA			197,000.00
Expansion	5 Teacher - 3.5 EA (& Setup)	690,015.00		
Expansion	2 Teacher - 1.4 EA (& Setup)		287,046.00	
Expansion	2 Teacher - 1.4 EA (& Setup)			292,187.00
Annual Cost		1,126,545.00	478,296.00	489,187.00
Cumulative			1,604,841.00	2,094,028.00

Additional Supports for Department of Early Learning

- 1 full-time Administrative Assistant -Early Learning Administrative Assistant
 - \$70,000
 - See Roles and Responsibilities
- 1 Early Literacy Community Liaison - This position will focus on and support early literacy connections for Early Care and Education (ECE) sites and in-home childcare. This position will



also collaborate with Play and Learn program staff that are in community settings as well as other community agencies.

- Create job description through HR, use Fund 80 - \$87,000

LETRS Training

It is important that literacy training for the 4K level is added to the C&I budget to ensure that 4K teachers and staff that support 4K in schools and community settings understand The Science of Reading and the research behind how children learn to read. This will support the alignment of 4K literacy instruction with 5K.

Setup and Supplies

Each new full-day 4K classroom will need furniture, materials, and curriculum. The approximate cost would be \$15,000 per classroom. Supplies and materials in existing half-day classrooms will be used as well.

Justification

We are adding additional full-day 4K classrooms to our initial proposal because full-day 4K is an equity strategy that supports the early literacy district initiative. We have received overwhelming support for the implementation of full-day 4K and will use district funds to support early literacy in schools and the community, providing additional learning opportunities for our most vulnerable students.

Space in the full-day classrooms is limited; a lottery will be conducted if interest in attendance exceeds the authorized student enrollment. Students enrolled will be expected to attend four full days per week, Tuesday through Friday. Half-day programming is available at neighboring elementary schools for those families who are interested in half-day 4K.

Full-Day 4K Plan

This detailed proposal was developed using the worksheet from the MMSD Educational Equity Tool.

Data - What data was gathered to determine the need for change?

Enrollment Data: MMSD currently offers 4K programming at 26 elementary schools and 26 Early Care and Education (ECE) sites. Enrollment is from March-Sept each school year. Of the 1,800 4K students that attend each year, approximately one-third, or 600 families, wait until August to enroll in 4K. At that point in the enrollment process, many 4K classes are filled and families are not able to attend their neighborhood school. This creates additional challenges and scheduling conflicts for families, especially for the most vulnerable, economically disadvantaged and working families. A full-day 4K program would provide easy access to programming for historically underserved families within their neighborhood school. To ensure we are providing the support and resources for families, we must ensure that the site(s) chosen are in locations that serve schools with the highest percentages of families that qualify to receive free and reduced lunch.

MEP Data: The need for the change also is illustrated in our Madison Education Partnership research (MEP research) which indicate that:

- Milwaukee Public School 4K students who attend full-day 4K obtained significantly higher growth scores on the Pre-K PALs literacy screener than MMSD half-day 4K students



- 4K students who are behind upon entry to preschool can develop vocabulary, math and literacy skills that approach national norms if provided with extended-duration preschool that maintains reasonable quality standards
- The added hours of preschool education were substantially effective at closing the achievement gap between these urban children and their more advantaged peers
- Extended-day preschools of good quality had dramatic and lasting effects on children's learning across a broad range of knowledge and skills

MMSD Academic Data: In addition, our MMSD PALS and MMSD MAP data indicate disproportionality between students of color and white students and unacceptable growth and proficiency rates. Full-day 4K is an equity strategy to accelerate growth and learning for students who have historically been underserved.

Policy Language

Students begin their educational trajectory at a very early age. Providing expanded learning opportunities for 4 year olds aligns with the graduate vision of the MMSD Strategic Framework by providing more instructional time to students who need it the most. It will provide a solid foundation for learning as students move through higher grade levels and set them on a solid path for growth development and learning so that they can reach their full potential and graduate from high school prepared for life beyond 4K-12 education.

MMSD's full-day 4K program will allow students to begin their educational trajectory on-track academically to graduate career and college ready. MMSD currently offers half-day 4K programming that is in its 10th year of implementation. The program serves approximately 1,800 students each year at over 50 sites. While the program serves many families, the current half-day model at school sites is difficult for working families to manage, as they are not able to secure or pay for half-day care at a community based site and often have difficulty making arrangements for the mid-day transition. Many families, therefore, decline the program and do not send their child/children to MMSD 4K. Providing working families with a full-day option would eliminate the issues with half-day programming and save the district money in mid-day transportation costs. Families could send their child/children to school for a full day of programming and services; 4K students would attend school for the same hours as other grade levels 4 days per week. The fifth day of the week allows for the family outreach, professional learning and planning time for the 4K teacher and family.

As a community school equity strategy, full-day 4K would allow students the opportunity to attend programming that could aid in closing achievement gaps at the beginning of their educational careers. Ultimately, it will allow 4K students to access additional instructional hours and ultimately increase pre-literacy, math, and social/emotional skill development. In addition to the academic benefits, this plan would eliminate the scheduling and financial issues families face with half-day 4K programming.

The most impacted are MMSD families with young children, who could attend 4K programming in the future, and ECE sites in the Madison area.

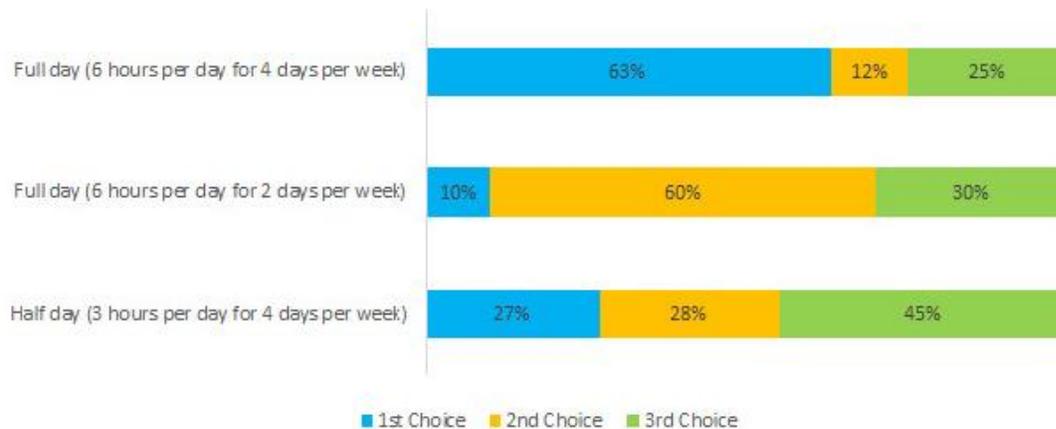
In an effort to lift the voices of our MMSD families, the following are preliminary results as of 9/22/20 from a family survey. This survey was administered to 1,902 households with children under the age of 4. We found that:

- 70% of respondents are interested in 4K at their neighborhood school
- The top 5 reasons parents want to enroll their children in 4K are as follows:



- Opportunities for Socialization (99%)
- Recreation (98%)
- Academic Preparation (93%)
- Full-day 4K is more convenient for my family (versus half-day) (85%)
- My child needs all day 4K because caregivers/parents need to work during these times (81%)
- Top coded themes in comments were:
 - Preference for wrap around options for working parents
 - 5 days a week desirable for working parents
 - Interest in a Spanish DLI program

Please indicate which 4K program you prefer for your child(ren).



Finally, in order to be inclusive of early care and education sites (ECE), the Early Learning Community Network (ELCN) was created. The ELCN is a collaborative of organizations in the Madison community that provide services to birth to 5 year olds. This network of agencies explored topics related to the needs of families and the community such as full day 4K throughout the 18-19 and 19-20 school years. This committee provided the necessary background information to write a proposal for full-day 4K that was gathered through this collaborative networking effort.

Site Selection Data and Research

Our most vulnerable and traditionally underserved students are our students of color. The MMSD data is clear and indicates that the literacy and skill development for traditionally underserved students is far below those of white peers. Underserved student groups that have the most significant learning and opportunity gaps are in need of a full-day 4K program in order to narrow and close gaps very early in their educational career.

Mendota, Leopold, Lindbergh, Allis, Hawthorne, Sandburg, Orchard Ridge and Huegel Elementary Schools are recommended sites for full-day 4K programming because they have a high percentage of Black, African American, Hispanic/Latinx, and low SES students/families. Mendota, Leopold, and Hawthorne are community schools that provide wrap-around services for the community it serves and full-day 4K is an early learning equity strategy.

We have chosen the first full-day 4K sites at schools that have the greatest need. An analysis of each school follows.



Demographics of Proposed Full-Day 4K Sites

General Research on the Benefits of Early Learning

School	African American or Black Population	Hispanic/Latinx	Low SES	Reason Selected
Leopold Elementary	28%	38%	66%	<ul style="list-style-type: none"> Community School Located on Southwest side of Madison Bilingual programming available Over 50% of families considered low SES Over 25% Black, African American, or Hispanic/Latinx student population Nearby full day charter/voucher school actively enrolling MMSD families
Mendota Elementary	49%	14%	74%	<ul style="list-style-type: none"> Located on North side of Madison Community School Over 50% of families considered low SES Over 25% Black, African American, or Hispanic/Latinx student population Few opportunities for full-day early care and education in the community Low enrollment in last two years, limiting need for overflow of students to other schools
Sandburg	17%	46%	64%	<ul style="list-style-type: none"> Located on the East side of Madison Currently offers 1 section of bilingual 4K Over 50% of families considered low SES Over 25% Black, African American, or Hispanic/Latinx student population Few opportunities for full-day early care and education in the community
Lindbergh	35%	18%	76%	<ul style="list-style-type: none"> Over 50% of families considered low SES Over 25% Black, African American, or Hispanic/Latinx student population Low enrollment in last two years, limiting need for overflow of students to other schools
Huegel	18%	19%	47%	<ul style="list-style-type: none"> Located on West side of Madison Almost 50% of families considered low SES Location and space available in building
Hawthorne	31%	22%	69%	<ul style="list-style-type: none"> Located on East side of Madison Over 25% Black, African American, or Hispanic/Latinx student population Over 50% of families considered low SES
Allis	34%	28%	79%	<ul style="list-style-type: none"> Over 25% Black, African American, or Hispanic/Latinx student population Over 50% of families considered low SES Low enrollment in last two years, limiting need for overflow of students to other schools
Orchard Ridge	25%	22%	57%	<ul style="list-style-type: none"> Located on the West side of Madison Half-day program comparable data available Over 50% of families considered low SES 25% Black, African American, or Hispanic/Latinx student population Low enrollment in last two years, limiting need for overflow of students to other schools



There is a great deal of research suggesting that early learning opportunities for young children can impact a child's developmental trajectory throughout their life, as well as have a positive impact on families, communities and society. Research also indicates that providing full day 4K programming will increase academic gains to close achievement gaps for our most vulnerable student populations.

"For every dollar spent on early education you can get up to a 7 dollar return on your investment. This describes how individual productivity can be fostered by investments in young children, particularly children in poverty or other adverse circumstances." (Heckman and Masterov, October 2004)

"Many families need full-day programs for their 4-year-olds to accommodate parent work schedules, the evidence that full-day preschool education can meet child care needs and benefit children's learning should be of high interest to parents and policymakers. Indeed, some children, particularly those in low-income working families, will miss out on high quality preschool education altogether if only a half-day public program is available." (Robin, Frede, & Barnett 2006)

Full day 4K is an equity strategy that MMSD will use to help close opportunity gaps. Other communities such as Milwaukee, Racine and Beloit are implementing full-day 4K as an equity strategy, as well.

Benefits and Burdens

Who does the existing language benefit/burden? How will the new language advance equity?

The current MMSD 4K half-day program benefits families who can easily access half-day programming and can afford to pay for wrap-around care for the remainder of a school day. It also benefits families who may not work outside of the home.

The current MMSD 4K half-day model is a burden for working families to manage as they are not able to secure or pay for half-day care at a community based site, and often have difficulty making arrangements for the mid-day transition. Many families, therefore, decline the program and do not send their child/children to MMSD 4K. Providing working families with a full-day option would eliminate these issues with half-day programming and save the district money in mid-day transportation costs. Families could send their child/children to school for a full day of programming and services and 4K students would attend school for the same number of hours as other grade levels four days per week. The fifth day of the week allows for family outreach, professional learning and planning time for the 4K teacher.

In summary, the full-day 4K program advances equity by providing greater access to 4K programming for MMSD families who have been traditionally underserved.

Implementation - Does the policy change have financial implications if implemented?

The Department of Public Instruction (DPI) reimbursement rate for 4K is 0.6 per student (vs. 1.0).

Therefore, the program change would have financial implications if implemented. Funding for the initial Board of Education approved full-day 4K sites was secured through the referendum. Additional sections will be sourced by reallocation of funds in the current budget.



Year 1 (2021-22) - Option 1	Year 2 (2022-23)	Year 3 (2023-24)
<p>2 full-day sections at Mendota (English) Develop and implement communication plan to offer program to Mendota families Purchase necessary furniture and materials Plan and implement expected daily schedule with 4K teacher and EA Collect data (student, parent/teacher survey) Monitor budget Hold cross functional and Early Learning Network meetings Provide updates to stakeholders (Families, 4K teachers, schools, BOE, community) Review data, student outcomes, and survey results Planning for year two - determine ECE site availability and interest in participating in the full-day option</p>	<p>Continue 2 full-day sections at Mendota and add 2 full-day sections at school sites to be determined Review school specific demographic data to determine 2 additional school sites Determine projected enrollment numbers and interest by families based on year 1 data Use same Year 1 plan for additional schools, including communication plan to families Purchase necessary furniture, materials, and curriculum Collect data (student, parent/teacher survey) Add 1 full-day section at an ECE site Determine site Develop plan and implement section with ECE Director and teaching staff (daily expectations, schedule, curriculum, supports) Develop and implement communication plan to offer program to families in attendance area Purchase necessary furniture, materials, curriculum Collect data (student, parent/teacher survey) Provide updates to stakeholders (Families, 4K teachers, schools, BOE, community) Review data, student outcomes, and survey results</p>	<p>Continue All full-day sections established at schools and ECE site. Add 1 full-day section at a school site (to be determined) and 1 full-day section at an ECE site Review school specific demographic data to determine school site Determine ECE site Determine projected enrollment numbers and interest by families based on year 1 data Use same Year 1 plan for additional schools, including communication plan to families Purchase necessary furniture, materials, and curriculum Collect data (student, parent/teacher survey)</p>



<p>3 full-day sections at Leopold (2 English and 1 Bilingual) Develop and implement communication plan to offer program to Leopold families Purchase necessary furniture and materials Plan and implement expected daily schedule with 4K teacher and EA Collect data (student, parent/teacher survey) Monitor budget Hold cross functional and Early Learning Network meetings Provide updates to stakeholders (Families, 4K teachers, schools, BOE, community) Review data, student outcomes, and survey results</p>	<p>Continue 3 full-day sections at Leopold Collect data (student, parent/teacher survey) Monitor budget Hold cross functional and Early Learning Network meetings Provide updates to stakeholders (Families, 4K teachers, schools, BOE, community) Review data, student outcomes, and survey results</p>	
<p>2 full-day sections at Sandburg (1 English and 1 Bilingual) Develop and implement communication plan to offer program to Sandburg families Purchase necessary furniture and materials Plan and implement expected daily schedule with 4K teacher and EA Collect data (student, parent/teacher survey) Monitor budget Hold cross functional and Early Learning Network meetings Provide updates to stakeholders (Families, 4K teachers, schools, BOE, community) Review data, student outcomes, and survey results Planning for year two - determine ECE site availability and interest in participating in the full-day option</p>	<p>Continue 2 full-day sections at Sandburg Collect data (student, parent/teacher survey) Monitor budget Hold cross functional and Early Learning Network meetings Provide updates to stakeholders (Families, 4K teachers, schools, BOE, community) Review data, student outcomes, and survey results</p>	



<p>2 full-day sections at Lindbergh (English) Develop and implement communication plan to offer program to Lindbergh families Purchase necessary furniture and materials Plan and implement expected daily schedule with 4K teacher and EA Collect data (student, parent/teacher survey) Monitor budget Hold cross functional and Early Learning Network meetings Provide updates to stakeholders (Families, 4K teachers, schools, BOE, community) Review data, student outcomes, and survey results Planning for year two - determine ECE site availability and interest in participating in the full-day option</p>	<p>Continue 2 full-day sections at Lindbergh Collect data (student, parent/teacher survey) Monitor budget Hold cross functional and Early Learning Network meetings Provide updates to stakeholders (Families, 4K teachers, schools, BOE, community) Review data, student outcomes, and survey results</p>	
<p>2 full-day sections at Allis (English) Develop and implement communication plan to offer program to Allis families Purchase necessary furniture and materials Plan and implement expected daily schedule with 4K teacher and EA Collect data (student, parent/teacher survey) Monitor budget Hold cross functional and Early Learning Network meetings Provide updates to stakeholders (Families, 4K teachers, schools, BOE, community) Review data, student outcomes, and survey results Planning for year two - determine ECE site availability and interest in participating in the full-day option</p>	<p>Continue 2 full-day sections at Allis Collect data (student, parent/teacher survey) Monitor budget Hold cross functional and Early Learning Network meetings Provide updates to stakeholders (Families, 4K teachers, schools, BOE, community) Review data, student outcomes, and survey results</p>	



<p>2 full-day sections at Hawthorne (English) Develop and implement communication plan to offer program to Hawthorne families Purchase necessary furniture and materials Plan and implement expected daily schedule with 4K teacher and EA Collect data (student, parent/teacher survey) Monitor budget Hold cross functional and Early Learning Network meetings Provide updates to stakeholders (Families, 4K teachers, schools, BOE, community) Review data, student outcomes, and survey results Planning for year two - determine ECE site availability and interest in participating in the full-day option</p>	<p>Continue 2 full-day sections at Hawthorne Collect data (student, parent/teacher survey) Monitor budget Hold cross functional and Early Learning Network meetings Provide updates to stakeholders (Families, 4K teachers, schools, BOE, community) Review data, student outcomes, and survey results</p>	
<p>2 full-day section at Orchard Ridge (English) Develop and implement communication plan to offer program to Huegel families Purchase necessary furniture and materials Plan and implement expected daily schedule with 4K teacher and EA Collect data (student, parent/teacher survey) Monitor budget Hold cross functional and Early Learning Network meetings Provide updates to stakeholders (Families, 4K teachers, schools, BOE, community) Review data, student outcomes, and survey results Planning for year two - determine ECE site availability and interest in participating in the full-day option</p>	<p>Continue 2 full-day section at Orchard Ridge Collect data (student, parent/teacher survey) Monitor budget Hold cross functional and Early Learning Network meetings Provide updates to stakeholders (Families, 4K teachers, schools, BOE, community) Review data, student outcomes, and survey results</p>	



<p>1 full-day sections at Huegel (English) Develop and implement communication plan to offer program to Mendota families Purchase necessary furniture and materials Plan and implement expected daily schedule with 4K teacher and EA Collect data (student, parent/teacher survey) Monitor budget Hold cross functional and Early Learning Network meetings Provide updates to stakeholders (Families, 4K teachers, schools, BOE, community) Review data, student outcomes, and survey results Planning for year two - determine ECE site availability and interest in participating in the full-day option</p>	<p>Continue 1 full-day section at Huegel Collect data (student, parent/teacher survey) Monitor budget Hold cross functional and Early Learning Network meetings Provide updates to stakeholders (Families, 4K teachers, schools, BOE, community) Review data, student outcomes, and survey results</p>	
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Measures of Success

What are the future measures of success?

Student progress in all developmental areas will be monitored throughout the school year, using several data points as listed below. The Departments of Early Learning and Research, Accountability and Data Use will compare full-day to half-day programming based on the measures below, consider the implications of how families will enroll for full-day 4K (offered to Mendota, Leopold, Sandburg, Lindbergh, Allis, Hawthorne, Orchard Ridge, and Huegel Elementary School attendance area families), and ensure the data shows equivalency at baseline to allow defensible comparisons. The data reviewed will need to explicitly map the measures of success to the expected benefits of the program (see benefits of full day 4K above). An assessment strategy of fidelity and quality of full-day 4K implementation will be determined in collaboration with our Research and Evaluation Department.

- Fall and Spring Pre-K Pals scores
- Gold checkpoint data (fall, winter, spring), student data (academic, social-emotional developmental areas)
- Report cards (January and June)
- Continual and regular communication between teachers and families throughout school year
- Quarterly parent and teacher surveys

Communication Plan - Feedback loops

- A communication plan and process for enrolling families will be developed. We will work with the communication department to develop informational materials so that the school communities are



aware of enrollment opportunities and benefits of full-day 4K. A cross functional team met in the spring of 2019 and provided feedback on this proposal. A cross functional team will continue to meet to ensure that we hear from our staff, families and community stakeholders as part of planning, implementation, and success of full-day 4K.

- The Early Learning Community Network is a committee of community members, including directors from ECE sites to identify areas of collaboration and support between community, ECE sites and MMSD. This committee provided input on the full day 4K proposal and will continue to be invited to provide input and part of the planning, implementation and success of full-day 4K.

Sustainability

Research tells us that full day 4K works to increase academic achievement in literacy and numeracy as well as social emotional development. At this time we are no longer calling it a pilot but a phased approach that can be rolled out as funding allows us to continue to roll it out with additional sites being added in future years.

End of Year One

- Identify outcomes at end of school year
- Review data (student, parent/teacher survey)
- Revisit anticipated benefits and burdens of full-day 4K
- Identify actual costs of full-day 4K
- Identify future resources necessary for sustainability (space, funding, staff)

Continuation of Full-Day Programming - Year Two

- Maintain all full day sections from year one
- Add two more sections
- Review data and adjust implementation plan
- Determine budget

Continuation of Full-Day Programming - Year Three

- Add two more sections
- Maintain all full-day sections from year two
- Review data and adjust implementation plan
- Determine budget and continuation of funding for full-day 4K sections
- Provide report on success of full-day 4K



Ignite! Technology Plan Update

April 20, 2021

The phased implementation of the Ignite! Plan (Tech Plan) is now complete. Our team is pleased with the progress and learning that has occurred over the past six years. Currently, all schools are 1:1 and have upgraded instructional spaces throughout. Since April of 2020, with the onset of the COVID-19 pandemic, all students have been taking devices home.

The phased rollout of implementation has also given our team time to reflect and continuously improve on ways to not only implement technology but support schools. As we look ahead to this coming summer's device refresh, we will continue to evaluate our current structures and systems to look for efficiencies and effectiveness.

Current Procurement Strategy and Device Maintenance

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

However, since then we learned a few things:

- With the global pandemic and the sudden need for students all across the world to initiate remote learning, device demand surged. Also in conjunction with pandemic, the device supply chain experienced shortages, all of which caused the value of used devices to increase substantially. Due to higher values on the returned devices, the damage charges for returned units increased substantially, this has reduced the initially planned cost savings from the legacy FMV leases.

Based on our continuous improvement structures, we continued with the following changes that first started in 2019-20 and enhanced in 2020-21:

- Purchased on a 4-year Chromebook lifecycle and a 4-year Dollar Buy Out (DBO) lease where the district will own the Chromebooks at the end of the lease.
- Provided a 4-year warranty including all repairs (manufacturer defect or not), one battery replacement, and accidental damage including one lost/stolen replacement for each Chromebook designated for take home use. The additional year on the device life cycle will require more repair coverage to sustain the Chromebooks in proper working order.
- An extra year of use reduces the overall cost per student for the Chromebooks. In reviewing with other Wisconsin school districts, a 4-year Chromebook life cycle is the norm and the 4-year cycle is working well for our counterpart school districts.
- The Google Management licenses purchased for each Chromebook are indefinite; however, each license is attached to a specific device, and not transferable to future Chromebooks purchased. Going from three to four years provides another year of use for the license at no additional cost, since the licenses have a fixed cost.
- The DBO lease means at the end of 4 years, the district can retain large numbers of the devices to cover loaner Chromebooks for students while their primary Chromebook needs repair, as well providing for mobile devices for support staff (primarily SEAs) who currently do not receive them.



They could also be sold for parts in the aftermarket, or even potentially sold to a student at a very low cost, such as \$10 (there has been no decision to sell Chromebooks to students at this point, but this could be a future discussion with the Board).

- The purchase of 4300 touch screen Chromebooks coming off of one of the expiring legacy FMV leases at a pre-pandemic cost of \$60 each. These subsequently went to approximately \$100 for end value after the buyout had been negotiated. The devices allowed the District to provide the need for immediate devices to meet 1:1 student computing at the pandemic onset so all students in grade K,
- 1 and 4k would have devices and sufficient spares were available.
- The purchase of new Chromebooks for all 4th grade students for exchange during the 2020-21 school year with older models coming out of service. These non-touch screen Chromebooks match the grades 5-12 devices, given the value and durability of those units, and will meet the instructional directive to enable 4th grade students to plan on device take home going forward. These Chromebooks were purchased outright using the Governor's GEER grant funding.

Summary

For school year 2020-21, we recommended to continue to implement the changes that were started in 2019-20. They appear to be working well and driving significant cost savings and efficiencies for our staff. In 2019-20, these changes saved the district approximately \$100,000, and are expected to continue at this level, with potential for greater savings for upcoming years.

There is no new investment in the MMSD local budget for 2021-22 to fund the Ignite! Tech Plan at this point. Federal funding will continue to be evaluated for use related to technology needs directly related to the impacts of COVID-19.



COVID-19 Funding

ESSER I, GEER, ESSER II, and ESSER III

2021-22 Executive Summary

Background

While faced with an unprecedented global pandemic in March 2020, school districts around the country were faced with difficult decisions on how to support students' academics, health and safety with limited resources and limited guidance. In order to aid in that response, the federal government passed a series of federal bills to support schools. Each of these bills were approved over time and varied with the funding amounts, guidelines for funding and timeline for funding.

MMSD received the following three sources of funding: a) Direct federal ESSER I, b) Governor allocated GEER funding, and c) Direct ESSER II funding between March 2020 and June 2021 that can be relied on and planned for. In June 2021, MMSD anticipates receiving more funding from the federal government in ESSER III revenue. However, the State deliberations regarding this funding is still underway and at this point and cannot be accurately predicted or relied upon. The planning for ESSER III funding will occur throughout 2021-22 and will be primarily used in 2022-23 and 2023-24 school years. Here is a summary of these revenue sources and the anticipated year of MMSD disbursement.

Program	Amount	Eligibility End Date	Yr of Planned Use
Elementary and Secondary School Emergency Relief Fund - ESSER I	\$ 5,054,135 (Private Schools Funding)	9/30/2022	2020-21 Summer 2021
Governor's Emergency Education Relief Fund - GEER	\$ 3,732,335	9/30/2022	2020-21 Summer 2021
Dane County ESSER funds for Mental Health	\$464,986	12/31/2022	2021-22
CRRSAA - Coronavirus Response and Relief Supplemental Appropriations Act - ESSER II	\$ 18,949,599	9/30/2023	Summer 2021 2021-22 2022-23
ARPA - American Recovery Plan Act - ESSER III	\$42,555,593	9/30/2024	Summer 2022 2022-23 2023-24

2020-21 Review

ESSER I and GEER were the first federal funds received in spring 2020 (GEER is federally funded, passed to schools by the Governor's discretion) and were largely used to support the 2019-20 and 2020-21 school years. At the end of school year 2020-21, these funds have almost all been spent or encumbered. In 2021-22, remaining funds are being used to support final costs and support learning programs started in 2020-21. Major expenditures from ESSER I and GEER included over \$1.7M in MSCR CARES child care emergency care, \$1.5M in food service expenses to cover budget short falls while serving over 1 million meals in the community, technology and Wi-Fi access for students, and health and safety measures like PPE, air quality investments, testing and contract tracing.



Category/Item	2020-21 COVID Budget	2020-21 Spending 06/30/21	2020-21 Encumbered	Balance
A. Instructional Design Needs				
Subtotal	1,780,558	1,342,617	-	437,941
B. Facility Needs for Reopening & Health Safety Investments				
Subtotal	3,050,000	2,868,491	600,287	(418,778)
C. Health & Emotional Safety				
Subtotal	2,506,000	2,145,124	1,500	359,376
D. Technology Infrastructure & Virtual Learning				
Subtotal	1,013,000	887,124	-	125,876
E. Private School Designation				
Subtotal	368,164	195,145	68,200	104,818
Project Total	8,717,722	7,438,501	669,987	609,234

2021-22 Budget Update

ESSER II funding has been planned through a community wide feedback process. The 2021-22 Budget includes both the revenue and planned expenses for foundational operational expenses to ensure the safety of students through COVID-19 next year, but also a planned investment in both foundational instructional supports for youth recovery and response to COVID-19 related academic acceleration. Below is a table of the foundational instruction and operation supports included in this proposed budget.

Instructional Supports using ESSER II totals \$8.3 million in 21-22. See details below.

Instructional Supports Needed:	21-22 ESSER Budget
Acceleration & Recovery:	
Summer Semester 2021	\$2,000,000
LETRS PD - Acceleration Plan	\$500,000
ELL Language Supports & Biliteracy LETRS/Qtel	\$470,000
Special Education Additional & Recovery Services	\$750,000
Health & Social Emotional Supports:	
Social Workers LTE	\$355,000
Mental Health/Social Emotional Learning	\$335,000
Middle School Supervision - Afterschool Programming	\$150,000
Restorative Justice Elem/MS Focus	\$100,000
Special Education (Specialized PPE, Specialized Licenses, etc.)	\$450,000
Virtual access for all:	
Curriculum Instruction Licenses/Supports Cont. (Zoom, Seesaw, Print materials, etc.)	\$1,190,000
HotSpot Data Plans (cont. the plans we have for 20/21)	\$200,000
Elementary Virtual Programming Needs	\$350,000
Instructional Technology - Digital Navigator (Term Contract)	\$105,000
Virtual Academy Secondary Program Curriculum Needs	\$100,000
Administration:	
Teacher Mentor Programming	\$831,500
Specialized Education Transportation	\$200,000
Translation Support - ext employment	\$80,000
Full Day 4K Program Review	\$55,000
State & Federal Coordinator (Term Contract) (ESSER Planning, ELL Support Needs)	\$87,000

Operational Supports Using ESSER II Total \$3.2 million in 21-22. See details below.



Operational Supports Needed:	21-22 ESSER Budget
Health Services Team Needs: Nurses LTE, Contract Tracing, Testing, Specialized PPE	\$1,440,000
Custodial Manager and Limited Term Staff Coverage	\$350,000
Purchasing & Warehouse Limited Term Staff	\$120,000
Human Resources Limited Term Staff	\$120,000
Accounting / Federal Reporting FTE	\$60,000
Building Services Project Management	\$97,000
Water Filling Stations (backlog of many requests)	\$150,000
PPE & Custodial Supplies (Stock Central Office Purchase)	\$300,000
Athletics COVID PD/Transportation Budget - smaller capacities on buses	\$50,000
Technology Hardware, repair, broken loss	\$500,000

In addition, the district took on a community wide Big Ideas Campaign using Design Thinking and 'shark tank' inspiration to generate over 300 ideas from the community on how best to use the federal funds to spark innovation and creativity for the future of education. This process was quite successful bringing together ideas from every corner of the City. Those not funded are in a pool for future evaluation, further study, and many are in consideration for ESSER III funding.

Ultimately, 14 of the 300 ideas were selected and have moved into formal investments in 2021-22 using ESSER II and potential expansion of the ideas into 2022-23 funding using ESSER II and ESSER III funding. Here are the project budgets that are included in this 2021-22 Fall Budget.

Big Ideas Campaign uses ESSER II total funding of \$7.5 million in 21-22. See details below.

Big Ideas Project Scopes:	21-22 ESSER Budget
East Barber Shop Apprenticeship, East High School	\$49,000
Pursuit of Sunshine, West High School	\$28,000
Youth Action Teams, MMSD FYCE	\$98,320
Akira Recording Studio, Toki Middle School	\$170,145
ALL IN, MMSD Middle Schools + The Office of Re-Engagement	\$720,000
Black Girl Magic, MMSD Elementary Schools + East Feeder schools	\$145,085
Mission Possible - Telepresence, MMSD Special Education	\$159,469
Parent Liaisons, Mendota Community Elementary School	\$25,000
Project Based Learning, Shabazz High School	\$153,000
MTI CENTRS - Justified Anger; All MMSD Schools	\$450,000
Student Leadership in Anti-Racist Teaching & Civic Action Sandburg Elementary	\$125,375
Transformative Justice, Thoreau Elementary	\$35,000
MMSD Coalition for leading anti-racist schools, Henderson Elementary	\$64,568
Reserved for Big Ideas Program Expansion	\$1,260,538
Reimagine Classrooms	\$4,000,000

2022-23 & Beyond

ESSER III funding has not yet been planned and budgeted. However, the community input work has happened as it was embedded into questions throughout the budget process, the budget feedback for the 21-22 budget, and the Big Ideas Campaign itself. ESSER III investments are expected to be planned around the input received from the community for potential for early planning in 2021-22 and budget implementation for 2022-23 and 2023-24.



Department Summaries 2021-22

- [Assessment & Learning Supports, incl. Summer Semester & Data Use](#)185
- [Business Services: Budget, Planning, & Accounting](#)186
- [Building Services](#)187
- [Communications](#)188
- [Teaching & Learning: Curriculum & Instruction](#)189
- [Enrollment](#)190
- [Equity and Engagement, incl. Family, Youth & Community Engagement](#)191
- [Building & Administrative Services: Food and Nutrition Services](#)192
- [Human Resources](#)193
- [Leadership Development](#)194
- [Legal Services Department](#)195
- [Library & Technical Services, incl. Instructional Technology and Tech Services](#)196
- [Madison School & Community Recreation \(MSCR\)](#)197
- [Office of Elementary Education, incl. Early Literacy, 4K, and Community Schools](#)198
- [Office of Secondary Education, incl. Athletics, Secondary Programs
Personalized Pathways and Youth Re-engagement](#)199
- [Office of Chief of Transformation, incl. Student Services and Special Education](#)200
- [Building & Administrative Services: Procurement & Transportation](#)201
- [Research & Innovation Department](#)202
- [School Safety & Security Services](#)203
- [Strategic Partnerships](#)204
- [Superintendent's Office](#)205



Assessment & Learning Supports, incl. Summer Semester & Data Use

Purpose

The Assessment and Learning Supports Department is a newly configured unit in 2021 made up of staff from the Office of Assessment Administration (previously RAD) and the Department of Integrated Supports and Assessment for Learning (previously ISAL). This new department will work to support the implementation of a comprehensive assessment system. This department incorporates assessment administration, district and school level data use and problem-solving, and the implementation and documentation of year-round learning supports, including summer semester.

Major Ongoing Work Streams

- Implementation management of comprehensive assessment strategy and associated deliverables
- Implementation of summer semester, including ensuring that students receive high quality intensive instruction during summer school
- Provide leadership around the development and monitoring of tiered supports and interventions for school achievement in support of continuous school improvement, including Ninth Grade on-track (9OT) teams
- Utilize data to work collaboratively with key stakeholders across the district and school to ensure an efficient and effective system consisting of core instruction, assessments, supports, and interventions
- Manage critical transitions process and procedures (4K-5K, 5-6, 8-9)
- Responsible for pre-administration for district- and state-mandated assessments, including purchasing, building communication, proctor training, and securing delivery of materials
- Responsible for administration for district- and state-mandated assessments
- Responsible for post-administration for district- and state-mandated assessments, which includes communication with buildings, distribution of results, and collecting staff feedback for improvement
- Responsible for pre-administration for student accommodation preparation
- Plan for assessment implementation via technology
- Communicate with stakeholders regarding assessments and data
- Maintain district staff access to secure data
- Ensure assessment documentation is useful for and accessible by families

Equity & Excellence Projects for 2021-22 & Beyond

- Implement LETRS Learning Labs in the revamped Summer Semester program.
- Create a higher quality Summer Semester program that accelerates learning for youth.

Staffing and Budget Summary

Group	FTE FY2022	Description	Budget FY2022
(A) Administrator Total	3.000	01XX Salaries	5,755,873.45
(P) NUP Total	0.800	02XX Benefits	888,118.23
(S) Clerical / Technical Total	3.000	03XX Purch Svcs	426,514.48
		04XX Non-Capital	919,055.05
		09XX Dues/Fees/Misc	100.00
Assessment & Learning Supports Total	6.800		7,989,661.21

*This budget includes the salaries for Summer Semester 2021 contracts. 6.8 FTE salaries are approximately \$500,000.

New Equity & Excellence district funds and private/federally funded (ESSER II or other grants) investments
There are no new Central Office positions in this office.

The only new investment into this department is the \$2.5M Summer Semester and LETRS Learning Lab summer investments funded through federal funding.



Business Services: Budget, Planning, & Accounting

Purpose

The Budget, Planning and Accounting Services Division provides customer service to the district in the way of accounting, reporting, budgeting, business technology, grant management, auditing, cash/investment management, and school finance planning. Planning for the future is a critical aspect of the work of our office, we use multi-year budgeting planning and projections to support the long range planning of both the instruction and facility aspects of the district. This department also includes the district's fundraising office with the aim of raising external funding from the community in support of furthering the district's innovation and investments in equity in support of the MMSD Strategic Framework.

Major Ongoing Work Streams

- Perform annual audits, in addition to internal audit functions as necessary.
- Provide accounts payable services, including invoices for non-salary expenditures.
- Develop and maintain the budget calendar, approval and implementation.
- Maintain personnel allocation structure for all permanent district salaries.
- Maintain general ledger and support monthly and annual financial statements.
- Provide overall financial management of state and federal grants.
- Serve as financial contact for district fee collection, develop policies, and monitor compliance.
- Monitor school activity funds.
- Account for and provide oversight of all donated funds.
- Provide principal and secretary training on district financial and procurement processes.
- Work closely with the City and Board of Education on Tax Incremental Financing (TIF) proposals.
- Identify and develop opportunities for new revenue streams including fundraising and grants.

Equity & Excellence Projects for 2021-22 & Beyond

- No new Equity & Excellence projects for this department in 21-22.

Staffing and Budget Summary

Group	FTE FY2022	Description	Budget FY2022
(A) Administrator Total	2.000	01XX Salaries	1,165,044.71
(P) NUP Total	7.000	02XX Benefits	448,257.20
(S) Clerical / Technical Total	4.800	03XX Purch Svcs	176,329.56
		04XX Non-Capital	16,575.00
		08XX Transfers	166,555.80
		09XX Dues/Fees/Misc	332,487.03
Business Services: Budget, Planning, & Accounting Total	13.800		2,305,249.30

New Investments and Efficiencies

- Federal funding will be used to support up to \$60,000 in limited term employee (LTE) assistance to implement, monitor and appropriately track all federal funding in line with federal and state laws.
- Significant savings, over \$400,000, were found through long term debt refinancing that allowed for greater purpose realignment to instructional strategies in this budget.



Building Services

Purpose

The mission of Building Services is to effectively manage, maintain, and upgrade the buildings and grounds of the Madison Metropolitan School District in order to provide the highest quality, cost & energy efficient educational environment for all staff and students. Building Services is a key member of the district's Long Range Facility Planning Team. We will endeavor to build an environment of excellence, where our students, teachers and community members can all thrive.

Major Ongoing Work Streams

- Direct and coordinate facility improvements, maintenance and cleaning
- Oversee training, supervision, and evaluation of Building Services staff
- Coordinate carpentry, electrical/communication, painting/environmental needs, and plumbing/HVAC
- Monitor and track district utility usage
- Coordinate cost saving process improvement plans with industry leading skill & safety, matched by innovation that adds value and efficiencies
- Coordinate custodial staffing and daily operations
- Train and evaluate custodial staff in effective cleaning, maintenance skills, and customer service
- Implement the District's November 2020 Facility Referenda projects at all four comprehensive high schools, Capital High, and a new elementary school

Equity & Excellence Projects for 2021-22 & Beyond

- Ensure the November 2020 Facility Referenda projects elevate voices of students, families and community members often least heard and are built to be culturally diverse and welcoming
- Evaluate, refine, build, and implement evaluation and feedback systems for building custodians

Staffing and Budget Summary

Group	FTE FY2022	Description	Budget FY2022
(A) Administrator Total	3.000	01XX Salaries	15,529,205.63
(C) Custodian Total	215.750	02XX Benefits	6,500,697.77
(D) Trades Total	31.146	03XX Purch Svcs	18,255,361.90
(P) NUP Total	6.000	04XX Non-Capital	3,735,500.00
(S) Clerical / Technical Total	4.000	05XX Capital Purch	338,000.00
Building Services Total	259.896		44,358,765.30

New Investments and Efficiencies

- \$7.5 million of TID #25 closing revenue and balanced expenditures is booked here for the construction set aside for LaF (\$5M), Cap High (\$800K), Rimrock ES (\$1.2M) and Badger Rock MS (\$500K)
- Building Services budgets reflect the investments of federal COVID-19, ESSER II planning, for over \$4M of facility project investments.
- 20-21 Fund Balance Assigned includes approximately \$2M of funding for an HVAC project that was started in 2020-21 but will be completed in 2021-22.
- Major focus on budget investments include long-range facility planning and improvement including immediate projects including roofs, all-gender bathrooms, playground improvements, and HVAC updates.
- Additional federal funds have been budgeted for district-wide PPE, additional Custodian LTE, and indoor and outdoor classroom remodeling in support of accelerated and innovative learning.
- \$200,000 will be included in the recurring budget to support the Bleed Shamelessly effort to support the health and sanitary needs of students.



Communications

Purpose

The Communications Department serves as the “voice” of the district and facilitates open communication between the district and our community, staff and families to keep everyone well informed. We showcase student achievement through district media and publications and support the work of other departments and schools by distributing our staff resources and knowledge to better facilitate their work.

Major Ongoing Work Streams

- Development and implementation of district wide communication plans
- Implementation of a complete redesign of the MMSD website
- Support Board of Education communications and enhance materials for Board presentations
- Provide family and staff information support services on-site and virtually
- Provide leadership in overall district communications and messaging efforts
- Provide consistent, effective and informative communication to families
- Manage media relations and press inquiries district wide
- Manage MMSD social media and internet presence
- Produce daily staff eNews, weekly Principals’ bulletin, and bi-weekly staff newsletter
- Provide comprehensive communications support and consultation to all MMSD schools.
- Provide emergency and crisis communications, planning and support
- Provides communications support and consultation senior administration leaders
- Provides issue management communications support
- Serves as communications liaison between other government agencies and school districts
- Provides various communication platform training to all MMSD staff

Equity & Excellence Projects for 2021-22 & Beyond

- Supporting the district’s communication efforts around Full Day 4K and Early Literacy & Beyond
- Support the districts efforts to ensure equity of voice on the design of the November 2020 facility referendum projects and to ensure transparent communication on the projects with the public

Staffing and Budget Summary

Group	FTE FY2022	Description	Budget FY2022
(A) Administrator Total	1.000	01XX Salaries	747,201.23
(P) NUP Total	6.000	02XX Benefits	265,851.25
(S) Clerical / Technical Total	4.000	03XX Purch Svcs	93,950.00
		04XX Non-Capital	15,800.00
		05XX Capital Purch	1,000.00
		09XX Dues/Fees/Misc	1,000.00
Communications Total	11.000		1,124,802.48

New Investments and Efficiencies

- In order to support the district’s efforts, the Communication Team created a position for the 21-22 school year. This position was not new to Central Office, it was repurposed through the Central Office reorganization.



Teaching & Learning: Curriculum & Instruction

Purpose

The purpose of Curriculum & Instruction is to support the implementation of a 4K-12 standards based curriculum that is aligned to the Common Core State Standards, Next Generation Science Standards, National PE Standards, and other content area standards while providing multiple professional learning opportunities for our educators with a direct focus of the use of Culturally and Linguistically Responsive Practices that meet the instructional needs of all of our students in MMSD. This department supports the instructional model of all learners, including our English as a second language and our advanced learners. This department is inclusive of the specialized Teacher Leaders in core subject areas, Advanced Learning, Biliteracy and English as a second language, and STEM. A new department, Instructional Coaching and Professional Development, was added to Curriculum and Instruction out of already existing personnel.

Major Ongoing Work Streams

- Lead content area professional development
- Support schools in curricular and instructional areas of growth
- Develop curriculum in content areas; course alignment; english language learning curriculum, and advanced coursework
- Support master scheduling as it relates to the instructional design
- Support instructional model design and research
- Focus on early learning professional development, community collaboration, program coherence, and the programmatic system and structures
- Lead the vision and work of Instructional Coaches

Equity & Excellence Projects for 2021-22 & Beyond

- Planning and implementation of the districts Early Literacy & Beyond focus area, including implementation of the districts' new reading professional development LETRS
- Planning and implementation of high-quality, equitable instructional resources across 4K-12

Staffing and Budget Summary

Group	FTE FY2022	Description	Budget FY2022
(A) Administrator Total	6.000	01XX Salaries	6,867,102.66
(P) NUP Total	12.000	02XX Benefits	2,175,007.94
(S) Clerical / Technical Total	3.000	03XX Purch Svcs	1,310,580.44
(T) Teacher Total	47.400	04XX Non-Capital	4,668,307.46
		05XX Capital Purch	79,499.74
		09XX Dues/Fees/Misc	9,403.40
Curriculum & Instruction Total	68.400		15,109,901.64

New Investments and Efficiencies

- Significant new investments to adopt new K-5 reading materials in English and Spanish; implement accelerated professional development of the LETRS training for staff.
- Expand investments into instructional materials creating historically accurate, culturally, and linguistically accurate curriculum.
- The department of Advanced Learning FTE stayed stable in both staffing and budgets from 20-21.
- The Office of Multicultural and Global Education has been reorganized and supported with this new C&I and also now existing in the State and Federal Department.
- There are no overall position adds in the district to support this department.



Enrollment

Purpose

The Enrollment Office registers and enrolls students, monitors residency and guardianship functions, coordinates internal transfer and open enrollment processes, runs lotteries for programs like Dual Language Immersion and specific schools, performs Third Friday of September and Second Friday of January counts reporting and submission to the Department of Public Instruction, oversees the operations of students' photography services, and supports the district's Student Information Systems.

Major Ongoing Work Streams

- Manage and process internal transfer requests and open enrollment requests
- Coordinates registration and enrollment processes
- Coordinates lottery processes (including Pathways lottery)
- Manage 4K enrollment and Summer Semester scheduling
- Set up school year in Infinite Campus
- Roll grades to transcripts and print report cards.
- Student Information System clean up
- Create training and follow up on other procedures related to membership count
- Manage student cumulative files
- Set up of courses in Infinite Campus
- Oversee the operations of students' photography services including ID pictures and students' photo packages.

Equity & Excellence Projects for 2021-22 & Beyond

- Support the district's full-day 4K program implementation

Staffing and Budget Summary

Group	FTE FY2022	Description	Budget FY2022
(P) NUP Total	1.000	01XX Salaries	301,523.53
(S) Clerical / Technical Total	3.000	02XX Benefits	86,709.91
		03XX Purch Svcs	14,700.00
		04XX Non-Capital	2,300.00
Enrollment Total	4.000		405,233.44

New Investments and Efficiencies

- No new investments or reductions to this budget.



Equity and Engagement, incl. Family, Youth & Community Engagement

Purpose

The Equity & Engagement Department promotes transparency and accountability within our District by centering the experiences of our students and families who are historically excluded. We use the Equity Policy to guide our work and to proactively consult and collaborate with departments and schools to address inequities. This department includes the Family, Youth, and Community Engagement team. A focus of the department is to uplift anti-racism, Black Excellence, equity and inclusion.

Major Ongoing Work Streams

- Implements the district's Black Excellence Fund through grants to local community partners
- Participate in cross-departmental teaming on priority projects and other integrated projects across Teaching & Learning and Operations.
- Develop and implement family engagement strategies and partnerships with schools and the community to support historically excluded family groups.
- Support community organizations that specifically focus on providing opportunities for students of Color in our schools; including but not limited to Black Girl Magic, Madison Metropolitan chapter of Links, Inc. 100 Black Men of Madison.
- Coordinate MMSD participation in the Minority Student Achievement Network (MSAN) and other district networks focused on equity.
- Support multicultural service coordinators at the four comprehensive high schools to support the work of Black Student Unions, Latino Youth Groups and student leadership groups; and promote youth voice across the district.
- Support Superintendent's Human Relations Advisory Council.
- Works collaboratively with departments to develop opportunities for staff to learn about race, equity and anti-racism.

Equity & Excellence Projects for 2021-22 & Beyond

- Implement Black Excellence 2.0 Action Plan; Development of Equity Plan
- Coordinate relaunch of the Equity Fellows program
- Continue to develop professional learning opportunities focused on race and equity

Staffing and Budget Summary

Group	FTE FY2022	Description	Budget FY2022
(A) Administrator Total	1.000	01XX Salaries	991,004.92
(P) NUP Total	4.000	02XX Benefits	314,207.51
(S) Clerical / Technical Total	1.000	03XX Purch Svcs	121,670.00
(T) Teacher Total	4.000	04XX Non-Capital	98,981.00
		09XX Dues/Fees/Misc	443,400.00
Equity & Engagement Total	10.000		1,969,263.43

New Investments and Efficiencies

- No new funding and no new reductions to this department this year. However, this department holds many of the district's Equity & Excellence Projects and several ESSER-2 Big Idea Campaign projects.



Building & Administrative Services: Food and Nutrition Services

Purpose

The Food & Nutrition Department supports student achievement and wellness for all students and staff in MMSD with quality nutritious meals and excellent customer service. Services offered include breakfast, lunch, snack and dinner at selected sites. Catering services are also available for MMSD meetings and events.

Major Ongoing Work Streams

- Provide menu planning and food production to meet or exceed program requirements.
- Generate monthly financial reports to control expenses and analyze program opportunities.
- Increase participation in our programs with excellent service and healthy food options.
- Provide new recipe development and taste testing opportunities that will broaden our students' exposure to food.
- Training, development and recruitment of staff to meet the future needs of our programs and provide career growth opportunities.
- Evaluate current cafeteria areas to facilitate a plan that will enhance our dining experience for our students and staff
- Evaluate kitchen facilities and equipment to develop a facility upgrade plan that will provide opportunities for more scratch cooking.
- Develop strong working relationships with community partners to grow our programs.

Equity & Excellence Projects for 2021-22 & Beyond

- No new Equity & Excellence Projects for 2021-22

Staffing and Budget Summary

Group	FTE FY2022	Description	Budget FY2022
(A) Administrator Total	2.000	01XX Salaries	3,387,276.80
(C) Custodian Total	4.250	02XX Benefits	2,210,234.09
(F) Food Service Total	95.950	03XX Purch Svcs	263,800.00
(P) NUP Total	3.000	04XX Non-Capital	4,649,300.00
(S) Clerical / Technical Total	1.000	05XX Capital Purch	83,000.00
		07XX Insurance	30,000.00
Food & Nutrition Total	106.200		10,623,610.89

New Investments and Efficiencies

- Food Service is a majority subset of the Fund 50 budget and is expected to self balance each year.
- Due to impacts of COVID-19, this budget is designed to be a bounce-back budget to begin supporting food service in person again for the fall of 2021-22. While enrollment is decreasing, the reimbursement rate at the federal level is increasing and the COVID allowances for eligibility will all assist in retaining revenue assumptions for next year.



Human Resources

Purpose

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

Major Ongoing Work Streams

- Recruitment, hiring, employee processing, sub placement, separation, retiree planning, and payroll
- Human Resource compliance and employee handbook
- In collaboration with Legal Services, review / revise employee handbook to build uniformity across employee groups
- Manage insurance renewal, planning, eligibility and billing, as well as wellness planning
- Educate, manage and support staff with performance management & progressive discipline
- Manage employee relations
- Create process for reviewing / revising Central Office job descriptions on an annual cycle
- Investigate MSCR payroll procedures
- In collaboration with Professional Learning, design principal and AP pipeline prep program that addresses leading for equity

Equity & Excellence Projects for 2021-22 & Beyond

- Refresh the district's diversity hiring and retention strategy
- Implement for ATS and LMS systems, and develop HR data dashboard
- Create 'Return to Work' program; launch MMSD vendor summit

Staffing and Budget Summary

Group	FTE FY2022	Description	Budget FY2022
(A) Administrator Total	1.000	01XX Salaries	6,326,092.03
(B) Specialist Total	2.344	02XX Benefits	5,754,226.18
(E) EA/SEA/BEA Total	0.925	03XX Purch Svcs	759,476.00
(P) NUP Total	14.000	04XX Non-Capital	58,428.34
(S) Clerical / Technical Total	13.800	07XX Insurance	3,613,220.00
(T) Teacher Total	0.100	09XX Dues/Fees/Misc	2,950.00
Human Resources Total	32.169		16,514,392.55

New Investments and Efficiencies

- Only budgetary increases are for 2.0 limited term employees to support the Human Resources related work in support of the larger strategy to use the federal COVID-19 funds.



Leadership Development

Purpose

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

Major Ongoing Work Streams

- Building Acquisition - technology, equipment, materials for new PD venue
- Welcome Back PD - with a virtual learning component
- Supporting LETRS - PD support through Title II and Title III
- NEP and other PD/conference opportunities
- Educator Effectiveness
- New Principal Academies
- Design and Delivery Central Office Professional Learning
- Mentors - elaborate on their role with new staff and schools
- Dane County New Teacher Project - training
- Peer Mentor Review
- New Teacher Induction
- Supporting Forward Madison

Equity & Excellence Projects for 2021-22 & Beyond

- Although our department does not have an identified Equity with Excellence project, it is in support of some of the projects, primarily in supporting LETRs training this coming school year and in teacher mentoring.
- Early Literacy and Beyond supporting the task force's recommendations

Staffing and Budget Summary

Group	FTE FY2022	Description	Budget FY2022
(A) Administrator Total	2.000	01XX Salaries	1,070,923.35
(P) NUP Total	3.000	02XX Benefits	324,674.27
(S) Clerical / Technical Total	1.000	03XX Purch Svcs	402,489.00
(T) Teacher Total	5.500	04XX Non-Capital	164,000.36
Leadership Development Total	11.500		1,962,086.98

New Investments and Efficiencies

- \$850,000 in federal funding to strengthen our mentoring and induction programs is not reflected in this table but is included in the Leadership Teams accelerated learning plan.
- We will also pursue many opportunities for deepening our Leadership across all levels of MMSD including supporting many professional learning opportunities and smaller learning communities.
- Holtzman building use and creating a calendar for other departments and eventually the community.



Legal Services Department

(Employment and Labor Relations, Compliance, Title IX, Investigations, Public Records, and Contract Management)

Purpose

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

Major Ongoing Work Streams

- Attend and participate in Work Group and Regular Board meetings as directed by the Superintendent
- Receive, review, and respond to litigation
- Respond to administrative complaints
- Respond to all public records requests
- Consult on all legally related issues for District departments
- 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
- Manage outside counsel
- Develop employment law practice
- Represent the district in labor relations
- Process public and student records requests
- Manage contract management system and draft, review and edit District contracts
- Ongoing policy drafting and review process enhancements
- Processing internal harassment/discrimination complaints
- Outreach to Historically Underutilized Businesses (HUBs) and Contract Compliance
- Develop Affirmative Action Plan
- Provide professional development regarding legal topics (e.g. FERPA, IDEA, ADA, Sect. 504)
- Create management training program in conjunction with HR

Equity & Excellence Projects for 2021-22 & Beyond

- No Equity & Excellence Projects this year.

Staffing and Budget Summary

Group	FTE FY2022	Description	Budget FY2022
(A) Administrator Total	5.750	01XX Salaries	865,879.98
(P) NUP Total	1.000	02XX Benefits	188,017.38
(S) Clerical / Technical Total	2.000	03XX Purch Svcs	100,100.00
		04XX Non-Capital	5,800.00
		09XX Dues/Fees/Misc	2,500.00
Legal Services Total	8.750		1,162,297.36

New Investments and Efficiencies

- Under the district's new organizational chart, this department gained a number of positions to support the realignment work of the district. All of these positions were already available in the district and are not new central office positions, rather they were repurposed.



Library & Technical Services, incl. Instructional Technology and Tech Services

Purpose

This department provides holistic support for schools through instructional technology; including 1:1 devices and library and media services. This department, in conjunction with the Technical Services Department, provides primary support for both instructional and administrative systems, student and staff devices, data programming, the district's website, and the network and infrastructure for the district. This department will lead with making decisions and recommendations that are rooted from both an equity and instructional perspective.

Major Ongoing Work Streams

- Instructional Technology & Library Media Services
- Implement and support Ignite Plan & implement Library Media/Technology professional learning
- Support Library Media Specialists in schools under the scope of the long-range plan
- Provide support to families with connectivity issues and digital literacy
- Technology Services:
 - Resolve problems via Help Desk and deploy user devices
 - Provide system-wide management and troubleshooting
 - Provide programming and application development
 - Ignite! Technology Plan implementation, budget and resources
 - Support of data integration with Student Information Systems
 - Create a process for devices that will allow students to only have to refresh devices K, 4, and 9th grade.

Equity & Excellence Projects for 2021-22 & Beyond

- Launch the district's first Virtual Learning Program pilot in the 2021-22 school year.
- Create more diverse Libraries by updating titles that are a true representation of the school's culture.

Staffing and Budget Summary

Group	FTE FY2022	Description	Budget FY2022
(A) Administrator Total	4.000	01XX Salaries	3,602,327.03
(P) NUP Total	4.000	02XX Benefits	1,249,130.32
(S) Clerical / Technical Total	27.500	03XX Purch Svcs	4,596,144.00
(T) Teacher Total	11.000	04XX Non-Capital	2,039,751.80
		06XX Debt Payments	1,054,428.00
Library & Technical Services Total	46.500		12,541,781.15

New Investments and Efficiencies

- The district's Virtual Learning Program is supported in this budget with a 1.0 FTE for a program leader, 7.0 teacher staff, and \$100,000 of federal programming investments.
- Federal funding is being used to fund a 1.0 FTE on a limited contract to support wifi and internet access for all.



Madison School & Community Recreation (MSCR)

Purpose

Madison School & Community Recreation (MSCR) enhances the quality of life for over 100,000 individuals in the Madison Metropolitan School District and for the community by providing recreation and enrichment opportunities year round that are accessible to all. This department also utilizes approx. 2,000 seasonal, part-time and many more volunteer staff.

Major Ongoing Work Streams

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

Equity & Excellence Projects for 2021-22 & Beyond

- Implement strategies to improve access to MSCR programs and services by adults of color
- Develop culturally responsive sports and recreation programs to serve youth of all backgrounds
- Implement strategies to ensure MSCR comes out of the pandemic a better and more inclusive organization composed to serve youth, families and the entire community virtually and in person on an ongoing basis
- Create an equity vision statement, racial equity training for MSCR staff, and a MSCR version of the district equity tool
- Complete an analysis of seasonal staff pay rates and develop a plan to address staff shortages and non-competitive pay rates
- Consider the impact of increasing program leader starting pay to \$15
- Explore ways to offset pay increases, including but not limited to an increase in participant fees

Staffing and Budget Summary

Group	FTE FY2022	Description	Budget FY2022
(A) Administrator Total	3.000	01XX Salaries	9,187,606.01
(C) Custodian Total	1.000	02XX Benefits	2,044,944.30
(P) NUP Total	30.000	03XX Purch Svcs	1,991,420.58
(S) Clerical / Technical Total	35.150	04XX Non-Capital	418,606.00
		05XX Capital Purch	330,404.38
		09XX Dues/Fees/Misc	218,650.00
MSCR Total	69.150		14,191,631.27

New Investments and Efficiencies

- Reserve fund balance of \$850,000 to assist in the remodeling needs of a new site for MSCR central office, with move planned to the City owned Olin Park site in spring 2022.



Office of Elementary Education, incl. Early Literacy, 4K, and Community Schools

Purpose

The Chief of Schools - Elementary provides direct support to elementary schools to ensure that every school has what they need to be a thriving school that is preparing every student, with a special focus on African American students and Students with Disabilities, to be college, career, and community ready. We help schools maximize their school improvement strategies while minimizing distractions and barriers that get in the way of schools achieving their equity vision and their school performance goals. Under the new org structure, this department holds the 4K program school allocations and the Community Schools' school allocation.

Major Ongoing Work Streams

- Planning and implementation of virtual and in-person student learning
- Implementation of School Improvement Planning for elementary schools
- Implementation of current School Improvement Plans through high quality building leadership
- Conduct principal evaluations and facilitate bi-weekly elementary and monthly principal meetings
- Screen and select, evaluate, and provide professional development to principals
- Participate in cross-functional teams to support implementation of Strategic Framework
- Ongoing support of early literacy and beyond district priority
- Ongoing support of the current Community Schools effort
- Ongoing implementation of the full-day 4K program
- Ongoing support for planning and design of new elementary school
- School Improvement Plan redesign in line with the new Strategic Framework

Equity & Excellence Projects for 2021-22 & Beyond

- Launch the District's first full day 4K program
- Evaluate Community Schools program for consideration of expansion for 2022-23
- Support the November 2020 referenda for new elementary school

Staffing and Budget Summary

Group	FTE FY2022	Description	Budget FY2022
(A) Administrator Total	4.000	01XX Salaries	4,931,992.37
(E) EA/SEA/BEA Total	32.928	02XX Benefits	2,419,854.65
(P) NUP Total	3.000	03XX Purch Svcs	2,781,822.83
(Q) Play & Learn Total	9.750	04XX Non-Capital	240,229.00
(S) Clerical / Technical Total	1.000	05XX Capital Purch	3,000.00
(T) Teacher Total	40.000		
Office of Elementary Education Total	90.678		10,376,898.85

New Investments and Efficiencies

- Full day 4K program includes the investment of 2.0 new FTE to support the implementation of the district-wide full day 4K planning efforts. Additional teacher FTE is found in the school budgets to support the full day program. Additionally, non-personnel funding has been allocated from one-time federal resources can local TID #25 to support a full day 4K evaluation.
- Community Schools have been successful at grant fundraising and have resources in our donations funds not shown in this table above.



Office of Secondary Education, incl. Athletics, Secondary Programs, Personalized Pathways and Youth Re-engagement

Purpose

The Office of Secondary Education provides direct support to middle and high schools to ensure that every school has what they need to be a thriving school that is preparing every student, with a special focus on African American students and Students with Disabilities, to be college, career, and community ready. We help schools maximize their school improvement strategies while minimizing distractions and barriers that get in the way of schools achieving their equity vision and their school performance goals. This office includes the Office of Youth Re-Engagement, who build partnerships with school and community to ensure all Opportunity Youth find their individualized path towards graduation. The Secondary Department offers wraparound support for students at every step in their journey to keep every student engaged in school and on-track for success.

Major Ongoing Work Streams

- Implementation of School Improvement Planning for secondary schools
- Collaborate with Metro teachers and supporting Metro students
- Manage MOAs for alternative community partner sites
- Work collaboratively with school and community partners to identify and support students who have dropped out of school or are at risk of dropping out
- Collaborate with schools and Central Office leads to consult and develop plans of support for students who are significantly off-track for graduation
- Implement Personalized Pathways; Academic and Career Planning; academic, social/emotional, career counseling, and post-secondary advising; flexible coursework through Madison Virtual Campus and online learning; and Credit Recovery opportunities
- Provide support through specialized academic programs such as AVID, Career & Technical Education, Experiential Learning and Dual Credit/Dual Enrollment

Equity & Excellence Projects for 2021-22 & Beyond

- Assist in the implementation of the expanded Restorative Justice efforts in High Schools
- Assist in the implementation and expansion of the new Counselor positions
- Support the November 2020 referenda facility work in the comprehensive high schools and Cap High

Staffing and Budget Summary

Group	FTE FY2022	Description	Budget FY2022
(A) Administrator Total	4.000	01XX Salaries	6,862,714.61
(E) EA/SEA/BEA Total	1.363	02XX Benefits	1,928,012.86
(P) NUP Total	7.500	03XX Purch Svcs	3,558,123.01
(S) Clerical / Technical Total	4.000	04XX Non-Capital	575,369.28
(T) Teacher Total	46.404	05XX Capital Purch	65,800.00
		07XX Insurance	3,770.00
		09XX Dues/Fees/Misc	83,290.00
Office of Secondary Education Total	63.267		13,077,079.76

New Investments and Efficiencies

- There are no new positions in this department, any new FTE is due to the organizational chart changes.
- Investments into our secondary programs with federal funding is included and in line with the overall accelerated academics and wrap around supports for students. Early College STEM Academy and Micro-Schools positions are held at the central office level, along with those of the alternative programs.



Office of Chief of Transformation, incl. Student Services and Special Education

Purpose

The Office of Secondary Education provides direct support to middle and high schools to ensure that every school has what they need to be a thriving school that is preparing every student, with a special focus on African American students and Students with Disabilities, to be college, career, and community ready. We help schools maximize their school improvement strategies while minimizing distractions and barriers that get in the way of schools achieving their equity vision and their school performance goals. This office includes the Office of Youth Re-Engagement, who build partnerships with school and community to ensure all Opportunity Youth find their individualized path towards graduation. The Secondary Department offers wraparound support for students at every step in their journey to keep every student engaged in school and on-track for success.

Major Ongoing Work Streams

- Implementation of current School Improvement Plans through high quality building leadership
- Conduct evaluations, facilitate principal meetings, provide professional development to principals
- Participate in cross-functional teams to support implementation of Strategic Framework
- Ongoing support of the current Community Schools effort
- Administrative oversight of IDEA programming and Section 504, intensive and alternative programs, and Behavior Education Program implementation
- Administrative oversight of professional learning for social workers, psychologists, counselors, health services staff, special education teachers, related services staff and special education assistants
- Administrative oversight of Crisis Response Team

Equity & Excellence Projects for 2021-22 & Beyond

- Coordinate implementation of an equity-based resource distribution model
- Implement revised accountability/performance management system
- Improve quality and precision of Specially Designed Instruction

Staffing and Budget Summary

Group	FTE FY2022	Description	Budget FY2022
(A) Administrator Total	12.000	01XX Salaries	69,905,549.11
(B) Specialist Total	28.848	02XX Benefits	28,940,870.99
(E) EA/SEA/BEA Total	314.760	03XX Purch Svcs	2,896,387.16
(G) BRS Total	2.904	04XX Non-Capital	1,895,088.09
(P) NUP Total	10.000	05XX Capital Purch	4,300.00
(S) Clerical / Technical Total	9.540	09XX Dues/Fees/Misc	52,460.00
(T) Teacher Total	762.810		
Office of Transformation Total	1,140.862		103,694,655.35

New Investments and Efficiencies

- This budget has significant investments from federal funding and local funding for investments into
- LTE for Nursing Assistants, Nurses and Mental Health and FTE for Social Workers and Counselors. Non-personnel resources are also included for expansion of mental health services.
- This office was created out of the Central Office reorganization, it does have new FTE beyond those approved with federal funding for LTE described above. The majority of the school based central office assigned positions such as social workers and counselors are recorded to this department.



Building & Administrative Services: Procurement & Transportation

Purpose

Administrative Services includes several departments: Transportation, Purchasing, Printing, Central Receiving/Stores, Delivery and Mail Services. Transportation Services provides safe, timely, efficient, and cost effective quality transportation services that best serve the needs of our students, parents, and school staff.

Purchasing provides purchasing support by facilitating the procurement process. Printing Services provides quality printing, duplicating, and document designing services. Receiving/Stores receives and expedites goods in a timely and efficient manner. Delivery and Mail Services ensures that items are delivered efficiently both internally and externally.

Major Ongoing Work Streams

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

Equity & Excellence Projects for 2021-22 & Beyond

- Implement the next phase of the middle school late start as it relates to transportation.
- Explore transportation arrangement possibilities for the potential new Capital High location.
- Pilot new vendor relationships for individualized and specialized transportation for students with goals for greater efficiency and effectiveness than currently available.

Staffing and Budget Summary

Group	FTE FY2022	Description	Budget FY2022
(C) Custodian Total	2.000	01XX Salaries	1,028,272.51
(P) NUP Total	2.000	02XX Benefits	392,237.82
(S) Clerical / Technical Total	10.300	03XX Purch Svcs	13,319,169.91
		04XX Non-Capital	172,750.00
		05XX Capital Purch	4,500.00
		06XX Debt Payments	34,316.00
		09XX Dues/Fees/Misc	1,000.00
Administrative Services Total	14.300		14,952,246.24

New Equity & Excellence district funds and private/federally funded (ESSER II or other grants) investments

- New federal funding requested for special education transportation for additional recovery services.



Research & Innovation Department

Purpose

The Research & Innovation Department is a newly configured unit made up of staff from the Research & Program Evaluation Office (RPEO) and the ROCKiT Innovation Team. This department includes two teams. The Institutional Research & Evaluation team provides high-quality analysis and reporting designed to support continuous improvement at all levels and strategic planning around district priorities. The ROCKiT Innovation & Improvement team cultivates, develops and grows MMSD's capacity to intentionally innovate around complex, equity-based problems in order to find new opportunities so our students, staff and community thrives.

Major Ongoing Work Streams

- Complete qualitative & quantitative research projects, reports, and program evaluations
- Support the use of evidence and research by schools and central office through collaboration, professional development and the creation of tools
- Develop and deploy surveys, summarize results, and deliver reports
- Identify and report district-level accountability metrics (State, Federal, and District)
- Fulfill internal and external data requests, including External Research Committee review
- Lead the creation of reports from the BOE Evaluation & Review Cycle
- Plan, conduct and support research in partnership with UW-Madison under the Madison Education Partnership (MEP)
- Support and enhance MMSD Data Dashboard and student data warehouse
- Work with American Family Insurance's Institute for Corporate & Social Impact partners to implement long-term strategy/framework for innovation work in MMSD
- Lead design challenges to solve equity-based challenges and professional development to increase innovation skills in MMSD
- Cultivate a network of innovators in MMSD

Equity & Excellence Projects for 2021-22 & Beyond

- Supporting the Big Ideas ESSER II ideas and accountability.

Staffing and Budget Summary

Group	FTE FY2022	Description	Budget FY2022
(A) Administrator Total	1.000	01XX Salaries	1,078,976.24
(P) NUP Total	7.000	02XX Benefits	282,179.66
(S) Clerical / Technical Total	3.000	03XX Purch Svcs	187,311.77
		04XX Non-Capital	4,030.00
Research & Program Evaluation Total	11.000		1,552,497.67

New Investments and Efficiencies

- This year 1.0 FTE from the ROCKiT Innovation Team has been moved from the American Family grant to local FTE. This is not a new add to Central Office but a repurposed vacant position.



School Safety & Security Services

Purpose

School Safety & Security Services is in the Chief of Operations Office and ensures all of our schools are safe for students and staff. All school Safety and Security Assistants report through this department, as well as our District Safety & Security Director.

Major Ongoing Work Streams

- Review and revise District Safety Plan on an annual basis based on current research, best practices and annual school safety assessments.
- Respond and coordinate crisis response to schools and assist in coordination of support during community incidents.
- Provide safety and security training and planning for staff, students and families reflective of the district safety plan.
- Focus on MMSD emergency procedures, threat assessments, and coordinate with various local and state agencies during critical incidents.
- Coordinate notification and plan for justice involved youth with district departments, school teams and local agencies.

Equity & Excellence Projects for 2021-22 & Beyond

- Support the implementation of the Restorative Justice, Welcoming & Safe Schools initiatives in the high schools.

Staffing and Budget Summary

Group	FTE FY2022	Description	Budget FY2022
(A) Administrator Total	2.000	01XX Salaries	1,510,097.48
(S) Clerical / Technical Total	1.000	02XX Benefits	681,012.21
(Y) Security Total	29.500	03XX Purch Svcs	171,465.16
		04XX Non-Capital	33,250.00
		05XX Capital Purch	5,750.00
		09XX Dues/Fees/Misc	750.00
Safety & Security Total	32.500		2,402,324.85

New Investments and Efficiencies

- No new investments in this budget for 2021. The restorative justice budgets that support this work are held in other departments.



Strategic Partnerships

Purpose

The Department of Strategic Partnerships actively collaborates with Madison's community to meet common goals and accomplish together what one organization cannot do alone. They leverage local, regional, and national resources and support teams to foster partnerships with organizations and individuals who want to make our schools stronger and prepare all students for college, career, and community. We have a multi-faceted role and support Central Office department leaders, school leaders and community organizations in creating and sustaining partnership agreements, volunteer opportunities, and school-based and out-of-school time programming opportunities. We seek high-impact, equity-based partnerships that help us address the needs of our students.

Major Ongoing Work Streams

- Process and monitor partnerships and support high-intensity partnership evaluation
- Support the Schools of Hope Elementary & Middle, Achievement Connections, and Juventud and Escalera High Intensity Partnerships and grant funded Coordinators, as well as the Tutoring Network
- Support schools, departments and partners with their volunteer programs and administration
- Work with MOST Initiative (administration, access, quality improvement, PD)
- Support the MOST MIS System
- Coordinate the After School Advisory Board
- Implement the Forward Madison High Intensity Partnership as per 2018-21 MOA and pending the 2021-22 MOA Extension. The 2018-21 Forward Madison MOA includes four strands: Workforce Diversity, Induction, Cooperating Teacher Alliance, and Access to High-Quality Fully Licensed Educators. The 2021-22 extension is currently being informed by leadership discussion and decisions.

Equity & Excellence Projects for 2021-22 & Beyond

- Implement projects and partnerships in support of the Big Ideas campaign and other district partnerships developed as a result of COVID-19.
- Utilize the Equity Tool as part of the partnership process and BOE Policy update and review.

Staffing and Budget Summary

Group	FTE FY2022	Description	Budget FY2022
(A) Administrator Total	1.000	01XX Salaries	449,449.59
(P) NUP Total	4.760	02XX Benefits	164,204.65
(S) Clerical / Technical Total	1.000	03XX Purch Svcs	677,558.09
		04XX Non-Capital	18,800.00
		05XX Capital Purch	1,500.00
		09XX Dues/Fees/Misc	1,000.00
Strategic Partnerships Total	6.760		1,312,512.33

New Investments and Efficiencies

- No new budget investments at this time.



Superintendent's Office

Purpose

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

Major Ongoing Work Streams

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

Equity & Excellence Projects for 2021-22 & Beyond

- Lead direction of the implementation of the Strategic Framework and all Equity & Excellence Projects

Staffing and Budget Summary

Group	FTE FY2022	Description	Budget FY2022
(A) Administrator Total	3.000	01XX Salaries	677,667.69
(P) NUP Total	1.000	02XX Benefits	205,547.78
(S) Clerical / Technical Total	1.000	03XX Purch Svcs	23,821.74
		04XX Non-Capital	15,743.42
		09XX Dues/Fees/Misc	51,500.00
Superintendents Office Total	5.000		974,280.63

New Investments and Efficiencies

- This office has 2.0 new positions aimed to directly increase connections to community partners and in support of engagement for our youth of color. These positions are not new to the Central Office; they were repurposed from other available positions via the district's Central Office reorganization in 2021.
- \$100,000 of Restorative Justice funding from ESSER II for the implementation of the Restorative Justice plan has been placed here until the plan is created and final uses are decided.